2024 IMPACT REPORT

Go Beyond

Make Life Better.

Elanco™

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Our Approach

As a purpose-driven organization, we are committed to Making Life Better for Animals, because we know it Makes Life Better. It's this purpose that fuels us to break boundaries and inspires us to push further, dive deeper and always Go Beyond. We will not settle for the status quo and are constantly raising the bar in the lab, at the plant, in the clinic, in the store, on the farm and in the home.

Environmental, social and governance (ESG) initiatives are important enablers of our core operations. Our focus on sustainability within our business strategy is integral to generating long-term value across our stakeholders and creating a positive social impact.

In support of our purpose and aligned to our strategy, we follow a four-part framework centered on animals, customers, society and our people. In this report, we explore our eight defined ambitions identified as core to our business that provide a meaningful positive impact to the communities we serve around the world:

We Go Beyond for Animals to:

- Address critical health needs through innovation
- Increase access to health products and services

We Go Beyond for Customers to:

- Unlock economic value for producers through science based, scalable sustainability solutions
- Support the professional wellness of veterinarians

We Go Beyond for Society to:

- Ensure the health and safety of consumers and pet owners
- Protect accessibility and availability of affordable animal protein

We Go Beyond for Our People to:

- Recruit, retain and empower the workforce of the future
- Operate like owners: ethically, safely and efficiently

CEO Letter

For 70 years, a clear vision has guided us at Elanco: Food and Companionship Enriching Life.

Every day, we are helping farmers improve animal health and well-being and raise animals more sustainably. This ultimately delivers more meat, milk and eggs to more tables around the world, more affordably and in more harmony with our environment. Our work in pet health is helping our pets live longer, healthier, more active lives at the center of our families.

Our Elanco team is united in our belief that Making Life Better for Animals Makes Life Better. This isn't just a tagline; it's the very essence of who we are and how we operate. Our purpose fuels our passion, guides our decisions, and shapes our impact on the world.

This year, we're excited to share a new framework that further embeds our purpose into the core of our business operations. This four-part framework—focused on animals, customers, society, and our people—reinforces our commitment to creating a better future for everyone. It’s a structure for growth, accountability and lasting, positive change, while closely connecting to our brand essence.

Unified around eight core ambitions, our more than 9,000 team members deliver meaningful impact for our business and for the global communities we serve.

We tackle essential health needs with innovative solutions and increase access to health products and services. Partnering with our customers, we improve the economic success of producers through science-backed sustainability solutions, all while supporting veterinarians' professional wellness. We ensure consumers and pet owners stay safe and have access to affordable animal protein. And we are determined to recruit, retain and empower the workforce of the future, encouraging employees to operate like owners — ethically, safely and efficiently.

For us, it's about more than transforming animal care: we are promoting a better world for everyone, recognizing the strong link between animal health and human well-being.

We are proud of the impact we’ve made so far, and we are energized by the opportunities that lie ahead. Thank you for joining us on this journey.

Sincerely,

Jeff Simmons

President and Chief Executive Officer, Elanco

Our Business and Performance Summary

Elanco Animal Health is a global leader dedicated to transforming animal care through high-impact innovation and diverse, balanced portfolios sold in more than 90 countries.

We partner with farmers, pet owners, veterinarians and consumers to create value and help our customers improve the health of animals in their care. Our over 9,000 global team members serve as the industry's trusted partners, delivering comprehensive solutions to prevent and treat disease in farm animals and pets, addressing our customers' most pressing challenges. Committed to fulfilling our customer promise, we strive to be your advocate and continually earn your trust by going beyond for animals, customers, society and our people to create a better, more sustainable world. This commitment enables us to realize our vision of Food and Companionship Enriching Life.

*Numbers may by rounded, please see page 34 for information regarding non- 'generally accepted accounting principles (GAAP)' financial measures.

2024 Business Highlights

$4.44B
Revenue

$910M
Adjusted EBITDA*

$0.91
Adjusted EPS*

5
Core Species

Pet health & farm animal:
Dogs, cats, cattle, swine and poultry

~200
Brands

Sold for pets & farm animal

10
Blockbusters

>$100M in annual revenue

17
Manufacturing Sites

54%
Revenue from Outside the U.S.

90+
Countries Served

~9,300
Employees Worldwide

~2,200
Sales Representatives

~1,000
R&D Employees

ESG Governance

Our commitment to responsible practices is evident in our robust ESG governance structure. Our Board oversees ESG with the assistance of its Corporate Governance Committee, which receives regular updates and evaluates strategies, risks and progress, to address specific ESG aspects, ensuring comprehensive consideration across the organization.

At the management level, the Vice President of Investor Relations and ESG leads the program, supported by a dedicated team. We work to mitigate risks, measure progress and align with stakeholder expectations, providing regular updates to the Executive Committee and CEO. Cross-functional ESG steering committees, comprised of senior representatives from diverse departments, monitor risk, drive progress and integrate ESG into departmental decisions. The Health, Safety and Environment (HSE) department, overseen by a global steering committee, manages environmental resilience and collaborates with the ESG team. Working groups, with employees from various departments and locations, foster collaboration and integrate ESG into daily decisions. This multi-layered framework ensures accountability and drives meaningful progress on ESG initiatives throughout Elanco. Unless otherwise stated, data and other information in this report corresponds to the fiscal reporting period ending December 31, 2024. In addition to this Impact Report, our comprehensive ESG disclosure suite includes:

- Elanco ESG and Sustainability Website
- ESG and Sustainability Governance Website
- ESG Material Issues Assessment
- ESG Issue Briefs
- Sustainability Accounting Standards Board (SASB) Index
- Task Force on Climate-related Financial Disclosures (TCFD) Report
- United Nations Sustainable Development Goals (U.N. SDGs) Index
- ESG-Related Policies and Statements
- Corporate Annual Reports

This year's Impact Report incorporates the insights from Elanco's updated Double Materiality Assessment, a critical initiative in aligning our business decisions with ESG considerations. The concept of Double Materiality involves evaluating both the financial impact on the company and the broader impact on the environment and society. This assessment identifies and prioritizes the ESG issues most relevant to our stakeholders and our business success. Moving into 2025, as we prepare for upcoming regulatory requirements in light of our overall corporate goals, we are revising our previously disclosed impact goals.

BOARD OF DIRECTORS

Corporate Governance Committee

Reviews activities and practices regarding ESG matters significant to Elanco — including our strategy to manage ESG risks, opportunities and policies, as well as sustainability-related programs and goals.

Receives quarterly ESG and sustainability updates from our VP of Investor Relations and ESG.

Compensation and Human Capital Committee

Periodically evaluates applicable ESG issues, such as our policies and strategies related to workforce inclusion, diversity, equity and accessibility (IDEA) and human capital management.

Audit Committee

The Audit Committee oversees our financial reporting process, internal controls, and the independent audits required for ESG reporting. They work with internal and external auditors to ensure the integrity of financial statements and compliance with accounting principles and regulations. Additionally, the Audit Committee oversees policies and practices related to employee health and safety.

Innovation, Science and Technology Committee

Assists the Board in oversight of research and development initiatives and associated regulatory developments.

Finance, Strategy, and Oversight Committee

Assists with the oversight and management of financial policies, plans and transactions, including mergers and strategic partnerships. The committee will also manage significant matters of balance sheet and financial strategy for ESG.

ELANCO EXECUTIVE COMMITTEE

Comprised of our Chief Executive Officer and direct reports. Receives regular updates on ESG and sustainability strategy and performance.

Executive Vice President and Chief Financial Officer

Member of the Elanco Executive Committee

ELANCO ESG STAKEHOLDERS

Elanco ESG and the Elanco Stakeholders meet approximately monthly to review our ESG and sustainability strategy, goals and initiatives; monitor our managerial approach and progress; and oversee the disclosures that communicate our progress.

Legal / Compliance | Corporate Communications | Treasury | Corporate / Government Affairs | Human Resources | Supply Chain | Audit / Financial Controls

ESG & Sustainability | Investor Relations | Accounting / SEC Reporting | Health Safety & Environment | Procurement | Marketing | Research & Development | Risk Management

Vice President – Investor Relations & ESG

Leads our ESG and sustainability program. Reports to the Executive Vice President and Chief Financial Officer

GLOBAL ESG & SUSTAINABILITY TEAM

Drives strategy and progress by enhancing cross-departmental collaboration, tracking and disclosure across all ESG and sustainability workstreams.

For Animals focus areas

- Address critical health needs through innovation
- Increase access to health products and services

For Customers focus areas

- Unlock economic value for producers through science based, scalable sustainability solutions
- Support the professional wellness of veterinarians

For Society focus areas

- Ensure the health and safety of consumers and pet owners
- Protect accessibility and availability of affordable animal protein

For Our People focus areas

- Recruit, retain and empower the workforce of the future
- Operate like owners: ethically, safely and efficiently

We Go Beyond

For Animals.

Our strong portfolio, high-impact innovation, unique market approach and dedication to making life better, compels us to **Go Beyond for Animals.**

Address Critical Health Needs through Innovation

Elanco is committed to innovation in both our pet and farm animal businesses, helping pets live longer, healthier, more active lives and improving the health, well-being and sustainability of livestock.

Our Research & Development (R&D) team is raising the bar with high-impact innovation, delivering best-in-class and first-in-class solutions to address the unmet health needs of animals worldwide while improving in-clinic experiences. The animal health industry is highly regulated; new products must undergo a rigorous, data- and science-based evaluation of their safety, efficacy, and manufacturability by independent regulatory agencies before they can be approved for commercialization.

Since our last report, we launched our pet health innovations Zenrelia, Credelio Quattro and Pet Protect, while also enhancing our product offerings for farmers with products like Pradalex. Our basket of innovation drove $461 million in 2024 sales (incremental in reference to 2020 sales), surpassing our target of $420 million to $450 million.

Delivering a Complete Portfolio Solution for Animals to Address Unmet Needs

Elanco now offers a comprehensive portfolio of solutions for both pets and farm animals – providing a holistic approach to animal well-being and health. Building on our recent approvals of late-stage developments, our team is focused on advancing differentiated and transformational early- and mid-stage assets, including a robust monoclonal antibody platform that addresses significant unmet needs in core and emerging areas. In 2024, Elanco maintained a pipeline of over 160 active projects across various species and platforms, from research to development — demonstrating our ongoing commitment to delivering high-impact innovation.

Pet Health Innovation

As one of only two animal health companies with products spanning all four key U.S. pet health markets – parasiticides, dermatology, vaccines and pain and other therapeutics – we provide veterinarians a complete set of solutions to help holistically treat pets to improve and extend their quality of life. New innovations include:

Zenrelia

Zenrelia launched in September 2024 in the U.S. As of early May, more than 17 million dogs in the U.S. suffer from allergic skin disease, including atopic dermatitis, food allergies or flea sensitivity.[1] Zenrelia is a once-daily tablet approved for control of pruritus associated with allergic dermatitis in dogs at least 12 months of age.

Zenrelia is set to be our fastest product globalization to date, as it has already launched in the U.S., Canada, Brazil and Japan, and we expect approvals in Europe, the UK and Australia in 2025.

Credelio Quattro

Launched in January 2025, Credelio Quattro is a canine parasiticide approved for protection against fleas, ticks, heartworm disease, roundworms, hookworms and tapeworms.

Credelio Quattro is a single, monthly chewable tablet for dogs eight weeks of age or older weighing 3.3 pounds or greater. A potential blockbuster, the product falls into the biggest market in animal health: global parasiticides.

Canine Parvovirus Monoclonal Antibody (CPMA)

Conditionally approved in 2023, CPMA is the first-and-only U.S. Department of Agriculture (USDA) approved treatment for parvo, a highly contagious and often-fatal puppy disease. CPMA effectiveness shows improvements in survival rates for puppies battling the deadly virus. The real-world data shows:

- 93% of puppies treated with CPMA survived in real-world usage.[2]
- When treated with CPMA, parvo patients spend on average 1.87 less days in the hospital.[3]
- 92% of veterinarians using CPMA report that the treatment reduces overall clinic stress.[4]

Elanco also created the Parvo Defenders Task Force and the rollout of the first-of-its-kind innovative online tracking tool, ParvoTrack-powered by Elanco, which as of May 2025 has 1,300 reported cases collectively reported from veterinarians and pet owners. Additionally, to date, more than 7,500 pet owners and veterinarians have signed up for parvo alerts via ParvoTrack-powered by Elanco – where visitors can self-report and identify parvo outbreak areas in real time.

Connecting Dogs with Essential Products for Every Stage of Life

The Senior Dog Veterinary Society (SDVS)

SDVS and Elanco Animal Health partnered to improve senior dog care through education, research and community support. With over 26.5 million senior dogs in the U.S., this collaboration addresses specialized care needs. It provides veterinary professionals with educational events, certifications and resources focused on senior dog care, particularly osteoarthritis (OA), the leading cause of chronic pain in aging dogs.

Farm Animal Innovation

Elanco has built an integrated health platform for farm animals: from nutritional support to disease prevention and treatment, we are the industry's trusted partner with complementary products and services. By prioritizing innovation to support animal well-being on the farm, we directly contribute to the economic resilience of farming communities. Since our last report, Elanco has introduced new technologies to producers to address some of their greatest challenges.

Pradalex

Pradalex™ is the first new molecule and injectable antibiotic treatment to be approved by the U.S. Food and Drug Administration (FDA) for the treatment of bovine respiratory disease (BRD) and swine respiratory disease (SRD) since the mid-2000s. In the cattle industry, BRD — or "shipping fever" — is one of the most frequent and costly stocker and feedlot diseases[5], potentially costing producers $1 billion annually.[6] SRD is the most prevalent cause of nursery and grow-finish pig deaths in the U.S.[7], creating substantial production and economic losses for producers[8] and accounting for additional annual costs of up to $5 per pig.[9]

Pioneering in Animal Welfare: Delivering Innovation Ethically and Responsibly

We don't just innovate in our products; Elanco pioneers animal welfare best practices that allows for responsible use of our innovative solutions. We recognize animal welfare as fundamental to the health of animals, the success of our customers and the sustainability of global communities. Our holistic approach extends beyond our products and services to encompass ethical considerations, scientific research and collaboration with stakeholders across the animal health spectrum. We are committed to respecting and promoting animal welfare in all our operations, guided by the "Five Domains" framework: Nutrition, Environment, Health, Behavior and Mental State.

In early 2025, Elanco was an inaugural signatory to the U.S. Animal Research Openness Agreement (USARO), a pledge demonstrating our dedication to greater transparency in the use of animals in research. Learn more in our Animal Welfare Issue Brief.

2024 Animal Welfare Awards

The Elanco Brazil Affiliate received 21 FairFood certifications for Elanco products alignment with the best practices in animal welfare, earning Elanco the designation of "Animal Welfare Friendly Company." This certification, granted after detailed audits, emphasizes Elanco's commitment to rigorous quality and traceability standards. Certified products include:

- **Cattle:** Agita™, Baycox™ 5%, Calfon™ Oral, Catosal™ B12, Fusogard™.
- **Poultry:** AviPro™ AE, AviPro™ Megan Vac 1, AviPro™ Salmonella Duo, AviPro™ VAC E, Hemicell™ HT.
- **Swine:** Coliprotec™ F4/F18, Hemicell™ HT, Kinetomax™, Protexin™ Concentrate.
- **Pets:** Credeli™ Gatos, Credeli™ Plus, Drontal™ Gatos Spot On, Drontal™ Plus Sabor Carne, Fortekor™ Duo, Fortekor™ Flavour, Galliprant™, Neptra™.

Increase Access to Health Products and Services

At Elanco, we believe that healthy animals improve people's lives. We know expanding access to our innovative animal health products improves community well-being, promotes animal health, enhances animal welfare ecosystems and strengthens the human-animal bond.

As a leader in over-the-counter (OTC) retail in pet health, Elanco improves access to vital animal health solutions, driving improved health outcomes for pets worldwide. Through our unique omnichannel approach combined with the robust life-cycle management of our globally recognized brands, Elanco delivers innovation at accessible price points from vet clinics to dollar stores and through retail and online solutions. By challenging the status quo, our global team delivers solutions to customers where, how and when they need them most.

Expanding Access through Our Omnichannel Strategy

Elanco maintains partnerships with over 45,000 veterinary clinics and animal hospitals globally, facilitating direct distribution to companion and livestock veterinary facilities.

We collaborate with a diverse network of retail partners to distribute our products across various channels. In recent years, we have expanded our omnichannel presence in both the veterinary clinic and in retail markets, including e-commerce. In 2024, Elanco was number one in retail parasiticide dispensing in the U.S. with meaningful growth in points of distribution.[10]

One Health Innovation District

In May 2024, Elanco announced the creation of the One Health Innovation District in Indianapolis, in partnership with Purdue University. This district aims to address health challenges across humans, animals, plants and the environment. The facility will provide collaborative spaces for research and development, fostering innovations that can lead to new products and services enhancing pet health accessibility. Through these initiatives, Elanco is actively working to broaden access to pet health services and products, aligning with evolving consumer expectations and advancing veterinary care delivery.

Bringing Accessible Innovation to Global Markets

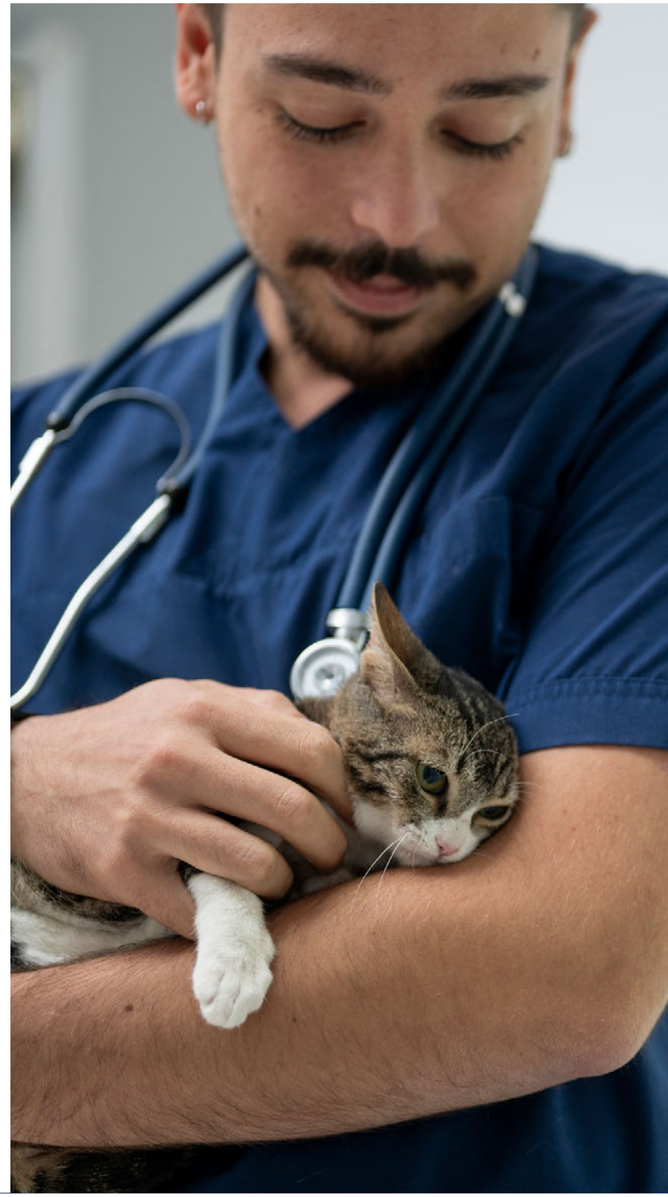
With growth in our portfolios, the Advantage Family, Seresto and Credelio, we know consumers are looking for accessible options at all price points. In 2024, we brought key innovations to global retail markets:

AdTab

In the European OTC market, we offer AdTab for flea and tick protection for both dogs and cats. In January 2025, AdTab's peak sales opportunity was increased to blockbuster status, reflecting its strong growth trajectory to date. The product leverages the same active ingredient found in Credelio and is labeled under the Advantage Family. This convenient option is gaining momentum as European families look for accessible, practical options outside of the vet clinic. Oral ISOX AdTab was launched in 2023 and grew significantly in 2024, demonstrating the value consumers place on having OTC products available to help improve their pets' welfare.

Pet Protect

Expectations for comprehensive pet care have risen significantly, resulting in a heightened awareness to take proactive preventative measures for their pets' health. This year, we introduced Pet Protect, a complete line of veterinarian-formulated, science-backed supplements into the retail OTC market giving consumers access to affordable life-enhancing solutions.



Strengthening the Human-Animal Bond through Community Collaboration

Elanco is committed to strengthening the human-animal bond and building thriving animal welfare ecosystems. We understand the vital role pets play in enhancing our well-being, providing companionship and offering essential services. In 2024, we demonstrated this commitment by donating more than $400,000 worth of products through our partners and customers. We continue to support programs that connect people and pets, enriching lives in our communities.

Community Veterinary Outreach (CVO), Canada

Elanco Canada is a proud partner of CVO which provides pro bono support to homeless people and their pets — and has provided veterinary products to CVO and fundraising and volunteerism at clinics. These contributions allow CVO to dramatically increase its impact each year. In 2024, more than 750 pets received Elanco-donated products as part of their care from CVO.

Dogs Inc.

Elanco is the official preventative health products sponsor for Dogs Inc® — an organization that provides guide service, therapy and skilled companion animals at no cost to individuals with visual deficits, as well as to disabled military veterans who may benefit from emotional support following their time in service. In 2024, Elanco provided Interceptor Plus, Credelio and Trifexis® tablets to kill fleas, prevent flea infestation and treat worm-based infections to nearly 600 active guide dogs and service dogs across the U.S.

Partnering with HABRI

In 2024, Elanco continued to support the Human Animal Bond Research Institute (HABRI), recognizing the powerful relationship between people and animals, as well as the positive impacts on the health and well-being of both. Through our sponsorship of HABRI, Elanco is championing scientific research that helps strengthen the essential connection between humans and animals.

We Go Beyond

for Customers.

Our promise to advocate, earn trust and solve big challenges to create value, inspires us to **Go Beyond for Customers.**

Unlocking Economic Value for Producers through Science-Based, Scalable Sustainability Solutions

With more than 70 years of on-farm experience, Elanco is a partner of choice in tackling some of farmers' greatest challenges. We are breaking boundaries and developing an economic ecosystem for farmers rooted in agriculture with sustainability practices.

With solutions throughout the value chain, Elanco is committed to boosting productivity, reducing emissions and improving producer profitability by minimizing the environmental impact of livestock production. From our comprehensive portfolios, and our collaborative incentive-based initiatives, to our top-tier animal welfare programs – we are committed to improving farmer livelihoods by promoting more sustainable farming practices.

Enabling Producers to Quantifiably Reduce Livestock Emissions

Elanco's goal is to be a lead partner in animal protein sustainability by providing scalable, science-based innovations for farmers that help them reduce, measure, monetize and claim the reputational value for these reductions. Elanco offers a comprehensive portfolio of products and advanced data analytics that empower producers to economically and quantifiably reduce livestock emissions. By integrating innovative solutions with actionable insights, we help promote sustainable farming practices that benefit both the environment and the agricultural community.

Product Innovation and Portfolio

Experior

Experior® (lubabegron), is the first FDA approved product with an environmental claim, labeled to reduce ammonia gas emissions from an animal or its waste[11]. Experior is approved for the reduction of ammonia gas emissions per pound of live weight and hot carcass weight in beef steers and heifers fed in confinement for slaughter during the last 14 to 91 days on feed. With growing momentum for this product in 2024, it became the first farm animal product to achieve blockbuster status in the industry in over a decade.

Elanco has been working to expand access to this innovation. Most recently, the FDA approved three combination clearances for Experior use with MGA® in finishing heifers. This is a pivotal step for accelerating livestock sustainability by unlocking access to a larger segment of the market. Heifers represent approximately 40% of feedlot animals. Looking forward, we are confident in Experior's continued adoption in the U.S. and Canada through its strong value proposition to feedlot owners. Experior continues to rapidly grow, in a market which we now estimate has a potential size of over $350 million in the U.S. and Canada, with other additional international expansion opportunities.

Bovaer

In 2024, Elanco launched Bovaer® (3-Nitrooxypropanol or 3-NOP), a first-in-class methane-reducing feed ingredient for use in lactating dairy cattle. Bovaer works by suppressing the enzyme in the cow's rumen that forms methane. Feeding Bovaer can reduce methane emissions by about 30% or approximately 1.2 metric tons of carbon dioxide equivalent (CO_2e) emissions annually per cow, while creating opportunity for dairy farmers to be financially rewarded for reducing their dairy's carbon footprint.[12]

Rumensin

Rumensin® is a feed additive that improves milk production efficiency in dairy cows by shifting rumen bacterial populations and creating a more efficient use of feedstuffs because there is a reduction in the amount of energy spent as carbon dioxide and methane. Therefore, Rumensin's mode of action results in a reduction in methane production. Published research regarding Rumensin's impact on methane indicates a mitigation effect of approximately 5% in a dairy cow.[13] We believe Rumensin® can play a role in supporting sustainable livestock production.[14]

Zimprova

Approved in Brazil, Zimprova™ is indicated for improving the rate of weight gain, efficiency and reducing methane gas emissions from ruminal fermentation in beef cattle. Zimprova™ is certified by the Brazilian company "FairFood" as a Carbon Footprint Reducer.

Hemicell

Hemicell helps swine and poultry get the most out of their feed by helping break down beta-Mannans, a type of highly anti-nutritive fiber found in numerous feed ingredients. Promoting health can lead to a reduction in greenhouse gas (GHG) emissions associated with raising the animal, due to the reduction in feed inputs and emissions associated with feed production.

Digital Solutions

UpLook

UpLook is an Elanco GHG emissions engine that provides producers with data and insights to optimize beef and dairy management practices. More than 1 million cows, or over 11% of the U.S. dairy herd, are enrolled in our UpLook database as of the end of 2024[15]. This technology is Elanco's digital solution for quantifying GHG emission reductions and is the first step in enabling farmers to monetize their on-farm interventions to lower their impact.

Generating Value for American Farmers through Livestock Carbon Inset Market

Our development of innovative products and our investment in a voluntary livestock carbon insetting marketplace provides farmers with a way to monetize their GHG emission reductions. Dairy farmers now have the opportunity to implement on-farm sustainability interventions, measure the impact and participate in third-party verification for their sustainability improvement. Elanco collaborated across the food chain to create and implement the U.S. dairy industry's first verified carbon inset market. In the first year of carbon crediting, U.S. dairy farmers earned approximately $10 million net return from the carbon marketplace in carbon credits by using Rumensin.

~$10M

Net return earned by U.S. dairy farmers from the carbon marketplace in carbon credits by using Rumensin

Improving Animal Welfare and Producer Livelihood through Elanco Knowledge Solutions

Elanco Knowledge Solutions (EKS) manages multiple platforms that customers can use to track leading livestock health and quality indicators, benchmark against industry averages and conduct custom analytics. EKS plays a crucial role in enhancing animal welfare and supporting producers through data-driven insights, training and innovative tools. By leveraging comprehensive databases and expert support, EKS enables informed decision-making that benefits both animal health and producer profitability.

Beef

Benchmark® Database

In 2024, Elanco's Benchmark database contained data from more than 75,000 lots, representing over 10.7 million head of cattle, which is approximately 40% of the beef industry[16].This data enables producers to compare their performance against industry standards and identify areas for improvement.

Dairy

DRisk Health Risk Assessment Tool

Elanco's dRisk App is designed to support dairy veterinarians in managing the Vital 90 Days® around the critical time of calving. dRisk is supported by on-site walk-throughs to provide customized insights on factors such as nutrition and the cows' environment.

Dairy Data Access System (DDAS)

Elanco's Dairy Data Access System (DDAS) is an analytics platform that supports decision-making for dairy producers. Elanco's DDAS empowers producers to enable more comprehensive sustainability by optimizing resource utilization to minimize environmental impact and to enhance operational efficiency for economic benefit.

Poultry

Health Tracking System (HTSi™)

Elanco also offers HTSi, a global poultry health database used in over 50 countries. HTSi is an established and independently verified broiler benchmarking platform that incorporates assessments of gut health, locomotor function, immune status, respiratory stability and bird welfare to maximize broiler performance and profitability. This is the longest standing industry benchmarking tool in poultry.

EKS Value Beyond Services

In support of our products and data solutions, Elanco is also committed to going beyond by delivering on-farm training, called EKS Value Beyond Services. We regularly enhance and evolve our training programs to fit the individual needs of our customers. The EKS team provides extensive on-farm training and support, focusing on key areas of livestock welfare.

Partnering to Improve Sustainability and Smaller-Scale Farmer Livelihoods

Small-scale farmers play a crucial role driving sustainable farming by maintaining biodiversity, implementing resource-efficient practices and fostering local economies. As stewards of the land, small-scale farmers are integral to achieving sustainable agricultural practices and ensuring food security for future generations. Elanco and the Elanco Foundation are working to make a difference:

RestaurAmazônia Project

In collaboration with the JBS Fund, the Elanco Foundation has pledged $450,000 over three years to support the RestaurAmazônia project focused on fostering low-carbon agriculture and combating deforestation on family farms along the Transamazon Highway in Brazil's Amazon. This partnership aims to engage local families, increase rural farm income and improve agricultural practices within small production farms in the Amazon region. The project, which combines cocoa cultivation with cattle raising, is set to benefit over 1,500 family farmers across four municipalities in Pará, Brazil, covering an area of 75,000 hectares.

To date, 22,000 hectares of forest have been preserved, with 63% of the producers adopting recommended best management practices, such as pasture management, genetic improvement and pasture rotation. It is estimated that the intensity of animal emission has been reduced by approximately 6 kg CO_2e per kg of animal from the first year to the third year. This transition to low-carbon agriculture is yielding significant benefits, including more efficient land use, deforestation-free production, increased system profitability, higher family incomes and improved marketing practices.

MAHABA

The Managing Animal Health and Acaricides for a Better Africa (MAHABA) initiative is a program by Elanco aimed at training Sub-Saharan African small-scale beef and dairy producers on tick-borne diseases, integrated tick management and responsible use of acaricides. In 2024, Elanco formally launched Tick Academy, an educational mobile application designed for farmers, which provides content on integrated tick management and contact information for nearby service providers and licensed veterinary retailers. Elanco focused on training individuals who influence local farmers and educating employees at regional distributor locations. These trained professionals then educated local farmers and veterinary shop staff, reaching more than 1,000 veterinarians and paraprofessionals.

PAVE Ukraine: Poultry Farming and Veterinary Education with the Elanco Foundation

In a continued commitment to supporting animal welfare globally, the Elanco Foundation announced a $300,000 Strong Communities Grant to Veterinarians Without Borders (VWB) for their critical work in Ukraine. Starting in 2025, this two-year grant focuses on strengthening veterinary outreach and enhancing food security through training, mentorship and partnerships, focusing on smallholder livestock health. It also improves food security and economic stability for smallholder farmers by providing poultry farming training, kits, mentorship, market research and establishing networks for income generation and market access.

Supporting the Professional Wellness of Veterinarians

The veterinary medicine industry faces multifaceted challenges. Rising costs create affordability barriers for pet owners, while staffing shortages and business pressures strain veterinary practices in clinics and on farms. These workforce issues impact recruitment and retention, contributing to professional burnout and emphasizing the need for greater focus on mental health and work-life balance.

Providing Professional Development Opportunities

Elanco is dedicated to supporting veterinary professionals. We offer various programs designed to enhance professional development and practice management, spanning from educational resources to in-clinic support, to foster long-term success in animal health.

MyElanco PET Program (Professional Education and Training)

Founded by Elanco, this program provides free, RACE-approved continuing education courses for veterinary professionals. The courses are frequently updated and rotated to stay up to date with current veterinary advancements. They have covered topics such as infectious disease, dermatology,and internal medicine.

Veterinary Medical Applications Certification

Elanco has partnered with iCEV to offer a certification that verifies competencies needed for employability within the veterinary science field. This certification is designed to prepare individuals for various roles in veterinary medicine and is recognized by employers in the industry.

Practice Management Support

Elanco provides resources to assist veterinary practices in managing daily operations. These resources include articles and tools focused on improving practice efficiency and supporting the well-being of veterinary teams.

Promoting Positive Mental Health in Veterinary Medicine

We recognize that veterinarians go above and beyond every day to provide exceptional care for animals. Understanding the unique pressures and challenges they face, we are committed to supporting veterinarian mental health. By providing access to mental health resources and fostering a supportive community, we strive to go beyond for veterinarians.

Betterinary Series

This series offers continuing education workshops aimed at promoting the well-being of veterinary professionals. Topics include mental health, resilience and communication, with the goal of reducing stress and enhancing job satisfaction among veterinarians.

Since the launch of this initiative in 2020, we’ve delivered more than 400 presentations to veterinary professionals across the U.S. and in 2024, we delivered more than 70 presentations to over 3,000 U.S. veterinary professionals.

Mental Health First Aid

This initiative helps both internal Elanco employees and veterinary professionals become certified in how to identify, understand and respond to signs of mental health challenges. In 2024, we helped almost 70 veterinary professionals become certified in Mental Health First Aid. Additionally, there have been 100 Elanco employees certified.

Fostering the Next Generation of Veterinary Professionals

Elanco has a commitment of approximately $310,000 annually to support the advanced education of students entering the field of veterinary science and animal health. This commitment is designed to support the training of the next generation of professionals working to advance science in critical areas for our customers and future Elanco innovation. This program funds the educational endeavors of Elanco Scholars at Auburn University (Elanco Animal Health Annual Fellowship in the College of Veterinary Medicine Biomedical Sciences Program), Cornell University (Elanco Animal Health Fellowships in Sustainability), and Kansas State University (Elanco Parasitology Graduate Fellowship in Veterinary Medicine). Our investment reflects our dedication to advancing veterinary science and ensuring high quality talent within the field of animal health.

We Go Beyond

for Society.

Our commitment to improving the health of people through animals, delivering reliable products and safeguarding the food system drives us to **Go Beyond for Society.**

Ensuring the Health and Safety of Consumers and Pet Owners

Elanco's work touches nearly every life, every day, from animal protein on our tables to the pets that enrich our lives. Our global team is dedicated to ensuring the safety and reliability of our food system, while delivering effective and dependable products. By fostering strong partnerships with producers, veterinarians and pet owners, we are committed to making life better for animals, contributing to healthy communities and a healthier world.

Delivering a Comprehensive One Health Approach

From farm to table, our One Health philosophy recognizes the interconnectedness of animal, human and environmental health. Through robust programs, rigorous training and innovative, data-backed products, we ensure the highest standards of animal health and food safety.

Global Program on Salmonella Control in Poultry

Globally, it's estimated that salmonella causes 94 million infections and 155,000 deaths annually.[17] Elanco is dedicated to controlling salmonella in poultry through a comprehensive approach. Our program is present in 24 countries and has conducted assessments in Europe, Asia, Africa, South America and the Middle East.

As a trusted partner, we collaborate closely with producers to implement best practices across all poultry production stages. This holistic approach safeguards poultry health and ensures global food safety. Since 2005, control programs have reduced all salmonella serovars in European laying hens by 78% and broilers by 84%.[18] Elanco understands the value of a programmatic approach in controlling salmonella disease:

AviPro Salmonella Duo

AviPro Salmonella Duo provides optimal salmonella protection for poultry producers.

AviPro offers the only live dual-strain salmonella vaccine for chickens containing S. Enteritidis and S.Typhimurium. Since salmonella is a costly threat to the industry, Elanco understands how imperative it is that every poultry producer strives for the best Salmonella control on-farm.

The Elanco Food Safety Programme for Poultry Producers

The Elanco Food Safety Programme (FSP) is designed to help poultry producers prevent and control salmonella outbreaks. It is a science-based, internationally tested tool that applies a unique algorithm to generate a bespoke Food Safety Index (FSI) score for individual farms that measures the relative risk of salmonella on-site. Using the FSI score to identify risk factors through every stage of egg production, our FSP guides targeted interventions for salmonella protection during the journey of the egg. In 2024, Elanco educated nearly 150 global producers through FSP.

Highly Pathogenic Avian Influenza Vaccine in Dairy Cattle in the U.S.

The persistent and evolving threat of highly pathogenic avian influenza (HPAI), now impacting dairy cattle, necessitates new strategies for prevention and control. In early 2025, Elanco entered into an agreement with Medgene to leverage the company's innovative vaccine platform technology. The agreement includes commercialization of an HPAI vaccine for use in dairy cattle, once approved.

While the poultry industry has developed interventions and processes to reduce the spread or eradicate HPAI, those efforts have continued to be challenging as the current outbreak enters its fourth year. Additionally, dairy producers have worked quickly to protect their herds from HPAI without the benefit of the same tools and biosecurity options. The cross-species transmission of the disease has spread into nearly 1,000 dairy herds across the U.S. since March 2024. With zoonotic transmission to humans, evidence shows that more interventions are quickly needed. This virus is prevalent and predicted to persist over time, thus a cattle vaccine is critical to slow virus spread between birds and essential cattle protein sources.

Industry-Leading Antimicrobial Stewardship Program

The rise of antimicrobial resistance (AMR) poses a significant challenge to animal health, food security and global well-being. Elanco is dedicated to combating AMR by promoting responsible antibiotic use in animals, developing innovative alternatives and collaborating with stakeholders across the health spectrum to preserve the efficacy of these vital medicines. Elanco's antimicrobial stewardship principles are deeply rooted in the responsible use of antimicrobials under veterinary supervision. By fostering a culture of prevention over treatment, and closely aligning with global health standards, Elanco aims to sustain the efficacy of antimicrobials. We continue to advocate for improved practices through collaboration with regulators, veterinarians and health professionals worldwide.

In 2024, Elanco undertook a significant review of our AMR portfolio, evaluating data from various countries to establish a five-year strategic direction. This comprehensive analysis highlighted several opportunities for growth, alongside areas that could benefit from product rationalization. Outcomes of the AMR portfolio review include:

- A five-year global AMR strategy centered on government and regulatory affairs interventions
- Research-based studies to demonstrate continued efficacy of Elanco's antimicrobial portfolio
- Extensive company-wide training targeting our commercial, marketing, sales and technical teams to enhance their understanding and application of antimicrobials
- Updated publicly available antimicrobial stewardship policies

Among the most notable achievements of 2024 was the registration of a new generation fluroquinolone for treating respiratory diseases in cattle and swine. This innovative product aims to reduce the risk of resistance development.

Our promotion of more sustainable practices ensures that antimicrobial application and resistance monitoring remain top priorities, safeguarding public and animal health.

Elanco recognizes the critical importance of collaboration and transparency in tackling the global challenge of antimicrobial resistance. We actively engage in partnerships with international organizations, academic institutions and industry stakeholders to share knowledge, best practices and research findings. By working together, we can accelerate the development and implementation of effective solutions that preserve the efficacy of antimicrobials for both human and animal health. This collaborative approach reinforces Elanco's dedication to responsible stewardship and our commitment to a healthier future for all.

For more information, including a full list of publications from Dr. Shabbir Simjee, Elanco Chief Medical Officer, please see the Elanco Issue Brief on Antimicrobial Stewardship.

Ensuring the Safety and Reliability of Our Products on the Farm, in the Clinic and at Home

Ensuring the safety and reliability of our products on the farm, in the clinic and at home is our top priority. Our comprehensive approach, rooted in rigorous research, robust quality control and continuous innovation, adheres to the highest industry standards and regulatory requirements. This ensures every product we deliver is safe and effective. Our dedicated teams perform extensive testing, implement stringent quality assurance practices and gather data-driven insights to exceed customer expectations.

Product Safety

Our unwavering commitment to safety, efficacy and quality, along with robust pharmacovigilance practices, is a distinct competitive advantage that helps us deliver on our promise to improve and safeguard animal, human health and the environment. Our integrated approach, encompassing research, development, manufacturing and quality processes, underscores this commitment. Elanco focuses on ensuring product safety by:

- Stringent quality control measures from development to distribution.
- Proactive pharmacovigilance for continuous monitoring for product safety. Our priority is to provide clear information to our customers, empowering them to make informed decisions about animal health products.
- Collaboration for compliance and excellence – 100% of our employees undergo documented training and follow our system of standard operating procedures (SOPs) in preparing and maintaining our products.

Intellectual Property and Counterfeit Strategy

We have a longstanding commitment to protecting consumer safety through rigorous intellectual property (IP) and counterfeit drug prevention practices. With more than 70 years of innovation in animal health, Elanco has established unique blockbuster products and a rich pipeline, reinforcing the importance of safeguarding its IP and ensuring the authenticity of its products.

Elanco recognizes that the internet has expanded the risk of counterfeit products, posing significant threats to consumer safety. To address this, Elanco has implemented robust brand protection strategies, collaborating with government entities, law enforcement agencies, trade associations and cross-industry efforts globally.

By leveraging patent, trademark, copyright and trade secret laws, along with regulatory exclusivity and non-disclosure agreements, Elanco safeguards its technology, brands and proprietary information. With approximately 6,700 patents in over 90 countries and more than 12,800 trademark applications and registrations in major regions, Elanco ensures its innovations, primarily products dedicated to the care of livestock and pets, are protected worldwide. Elanco's proactive measures include monitoring counterfeit activities, identifying counterfeit products through a combination of internal and external resources and evaluating these products through an internal process. Elanco also invests in global education training programs and produces a continually updated field guide for law enforcement. The company emphasizes purchasing through authorized distributors to ensure product safety and quality. Notably, Elanco's proactive counterfeit program has recovered over $7 million worth of counterfeit products and removed over 700,000 suspect product online advertisements since 2021. Learn more about our IP/Counterfeit approach here.

Responsibly Packaging Our Globally Recognized Brands

Elanco is committed to promoting sustainable packaging solutions that minimize environmental impact while maintaining product integrity and cost-effectiveness. This commitment reflects our broader dedication to responsibly delivering products to customers while minimizing our environmental footprint. Key initiatives include reducing GHG emissions, harmful chemical use and waste through innovative packaging designs and material choices. In addition, Elanco actively seeks partnerships to amplify positive impact and drive industry-wide change towards more sustainable practices. Our 2024 efforts included:

- **Paper:** Where permitted by local regulations we're beginning to introduce QR codes that link to digital product information, offering a potential alternative to paper inserts and a way to reduce paper usage.
- **Tin Can:** Transitioning from tin to more sustainable materials. Example: Seresto flea and tick collar packaging in the U.K. now uses a molded fiber container and renewable branding sleeve, resulting in a 70% reduction in global warming potential (GWP) relative to the previous packaging.[19]
- **Cardboard:** Planning to reduce cardboard and energy use by removing display trays from AdTab packs.
- **Cold-Chain Packaging:** Transitioning from expanded polystyrene (EPS) foam to recyclable / biodegradable ClimaCell® box liners (made from 90% renewable cornstarch and paper) for perishable shipments, which results in a significant reduction in CO_2e emissions while reducing the ever-present problem of materials in our landfills that are difficult to biodegrade.

ClimaCell® Box Liners

Protecting Accessibility and Availability of Affordable Animal Protein

Raising healthy animals is fundamental to a thriving society. At Elanco, we're committed to protecting access to affordable, high-quality protein for our local communities. We achieve this by championing efficient and sustainable livestock production. From nutrition and animal performance to disease prevention and treatment, we enhance animal health to provide nutrient-rich meat, milk and eggs to nourish people and contribute to the overall well-being of society.

Enabling the Efficient Production of Affordable Protein

By providing a complete portfolio approach to integrating our advanced solutions across beef, dairy, poultry and swine production, Elanco ensures that farmers can maintain efficient and productive operations. Our products contribute to enhanced animal health and feed efficiency, reduced disease incidence and improved growth and productivity. The overall effect is a reduction in production costs and a stable supply of affordable, high-quality meat and dairy products for consumers worldwide.

Optimizing Animal Nutrition

Monteban®

Monteban® is an ionophore that protects intestinal integrity in broiler chickens, which improves feed efficiency and rate of weight gain.

Surmax®

Surmax® is formulated for the prevention of mortality caused by necrotic enteritis associated with Clostridium perfringens in broiler chickens. This results in reduced mortality and improved growth rates - reducing overall production costs for producers.

Denagard®

Denagard® is an antibiotic used for the control and treatment of swine dysentery and other bacterial infections, ensuring healthier pigs. This results in improved growth rates and lower mortality, thereby reducing overall production costs for swine farmers.

Collaborating to Fight Food Insecurity

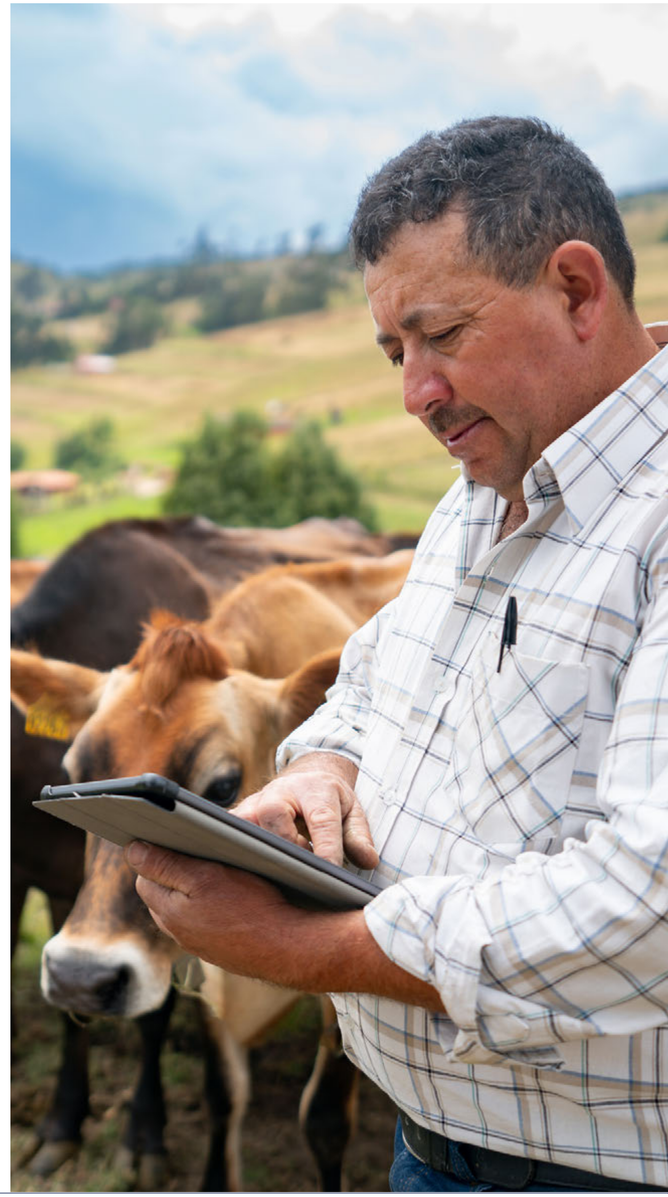
Nutrition Secure Indianapolis

In 2025, Elanco recruited a coalition of local partners to develop and launch an outcomes-based nutrition study. Our shared goal is to demonstrate the profound impact of proper nutrition and support programs on the mental, physical and educational well-being of school-aged children, specifically within the west side neighborhood.

We're developing a focused, one-year study designed to provide 250 families with weekly nutritional food boxes and support programs to deliver tangible data illustrating the critical link between access to proper nutrition and improved outcomes. This isn't simply a food program; it's an outcome-driven initiative focused on measurable, positive changes.

Our Commitment to Fighting Food Insecurity

In 2024, Elanco employees spent more than 730 hours volunteering in food pantries and collaborated with meal packing organizations to pack more than 115,000 meals to feed families in need around the world.



We Go Beyond

For Our People.

Our unique purpose-driven culture that encourages ownership, growth and well-being motivates us to **Go Beyond for Our People.**

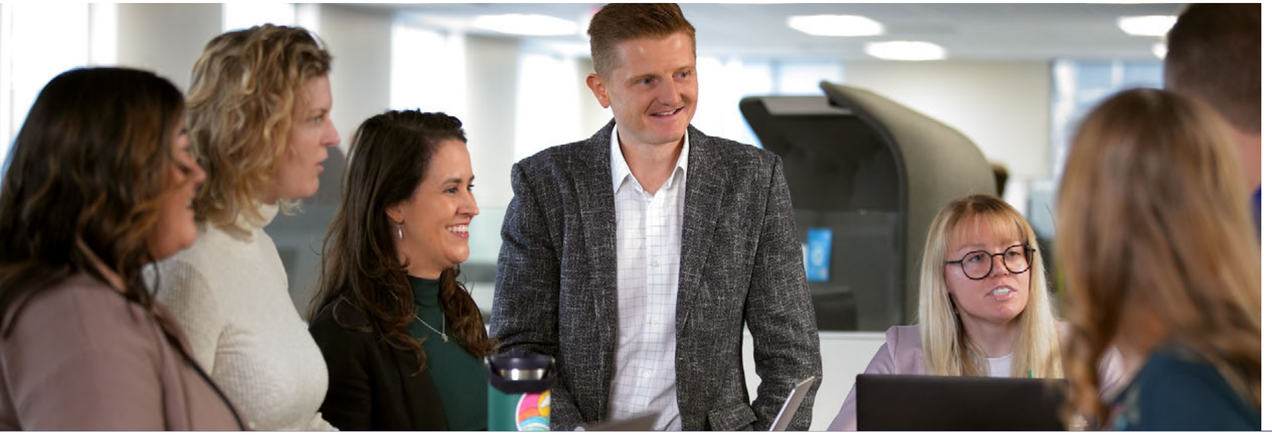
Recruit, Retain and Empower the Workforce of the Future

Elanco is building the workplace of the future—engaging, dynamic and grounded in our commitment to people, purpose and potential. We're creating a productive, inclusive and safe environment where every colleague can reach their full potential.

Driving Success through an Engaged Workforce

Skilled and engaged employees are fundamental to Elanco's success, shaping our culture and driving our achievements. Elanco's 2024 Double Materiality Assessment highlighted the critical importance of attracting and retaining a qualified, innovative workforce. The Elanco Employee Promise underscores our commitment to fostering an inclusive environment where every individual can contribute meaningfully, promoting ownership, growth and well-being, while maintaining a focus on our customers and the animals in their care.

Globally, we are dedicated to creating a positive experience for all current and future employees, providing opportunities for continuous learning and career advancement. Our comprehensive talent management strategy encompasses specific programs focused on employee experience and well-being, continuous learning and development and competitive compensation and benefits. For more information, see our Human Capital Issue Brief. We leverage data analytics and regular employee feedback to continuously refine our human capital management strategy, policies, goals and programs. This data-driven approach informs managerial practices and supports effective decision-making.



METRIC	2024 RESULT
Percentage of Active Employees Completing Code of Conduct Training	100%
Q4 2024 Manager Effectiveness*	79%
Rolling 12-Month Voluntary Turnover Rate as of December 31, 2024	8.5%

*The percent of employees who believe their manager is effective, considering multiple dimensions: managing performance, supporting innovation, fostering inclusion, empowering autonomy, and actively developing others.

Employee Engagement

Elanco monitors global employee engagement through our semi-annual "Voice of the Employee" survey, measuring emotional connection, commitment, motivation, well-being, confidence and satisfaction. This survey provides actionable insights, benchmarks against external data and informs data-driven decisions. Leadership prioritizes addressing concerns and implementing impactful solutions, with annual Pulse Checks tracking progress. Confidential manager feedback further contributes to continuous leadership development. Since 2022, Elanco has seen a steady increase in overall employee engagement:

EMPLOYEE ENGAGEMENT SCORE (Q1 2025)

71%

This represents a 4 percentage point increase from Q1 2024, and a 9 percentage point increase from Q1 2022. Our Q1 2025 performance is also a 2 percentage point increase over the Culture Amp external benchmark for similarly sized enterprises.

Compelling Employee Value Proposition

In 2024, we reframed our Employee Value Proposition (EVP) to center on six key differentiators that define our culture:

Elanco loves my love of animals: offering benefits like pet-friendly workplaces, product rebates and pet insurance.

We all succeed and fail together: where teamwork and community are paramount, recognizing shared success and support are essential.

Elanco is a safe harbor for me and what I love: where individual needs for work-life balance, embracing an agile work style and promoting a safe and inclusive environment are fundamental.

My humble, collaborative nature will be seen and rewarded: where curiosity and integrity drive problem-solving, challenging conventional thinking and rewarding collaboration.

I get to play a part in some of the biggest, most important animal health discoveries happening today: fostering a culture of continuous improvement and innovation.

I can guide my career as Elanco grows: opportunities for career growth, recognizing the importance of adaptability and a growth mindset in tackling global challenges within the animal health industry.

We understand that a clear EVP serves as a roadmap for employees, outlining the mutual benefits of the employer-employee relationship. This clarity, combined with a focus on value and culture, creates a positive feedback loop, driving increased engagement, ownership and ultimately, better business outcomes.

Living our Purpose: An Industry-Leading Volunteer and Giving Program

Elanco employees exemplify dedication and compassion, consistently going beyond, giving back to the community and embodying core values integral to Elanco's culture. Their unwavering commitment to volunteerism and support initiatives strengthens our mission to make life better for animals, customers, society and each other.

Employee Volunteering and Giving

In 2024, Elanco saw a significant increase in employee volunteerism and engagement with charitable causes compared to the prior year, exceeding our volunteer hour goal one year early. The significant increase in the types of volunteer activities is attributed to both the implementation of a new user-friendly platform and an increase in volunteering, fueling new opportunities.

2023

Number of volunteer hours	>23,600
Number of unique causes supported	298
Estimated value of employee volunteerism[20]	~$790K

2024

Number of volunteer hours	>26,000
Number of unique causes supported	1,011
Estimated value of employee volunteerism[20]	~$870K

OneElanco Employee Relief Fund

Elanco is proud to support and give back to the communities we serve — and that includes help for colleagues when they need it most. In its first year, the OneElanco Employee Relief Fund provided approximately $36,000 in relief grants, assisting colleagues experiencing unexpected financial hardship due to situations such as natural disasters, house fires, sudden loss of spouse, domestic violence, or other qualifying personal tragedies. Our commitment to helping those in need was further exemplified by the fact that over 80% of Elanco employees who applied for a grant received the financial assistance they requested.

The Elanco Foundation Matching Gifts Program

In 2024, the Elanco Foundation reflected strengthened commitment to charitable and community giving. Through its Matching Gifts Program, the Elanco Foundation matched employee contributions donating more than $107,000 to support various charitable causes throughout the year.

Elanco Affiliates Giving Back

China – In 2024, Elanco China proudly participated in the "Aisheng Caring Journey" small animal welfare initiative launched by Aisheng Animal Health (Jiangsu) Co., Ltd. Elanco China joined the Suzhou Small Animal Protection Volunteer Association to participate in this compassionate program. Elanco donated essential parasite prevention medications to the association, safeguarding the health of stray animals under their care and demonstrating our commitment to their well-being. Additionally, Elanco donated a range of vital animal health products to the Suzhou Small Animal Protection Volunteer Association, a dedicated organization sheltering over 1,700 stray cats and dogs. The donation included our flagship products, Advocate® and Drontal®. Elanco believes that through concrete action, we aim to inspire broader community involvement in animal welfare, fostering a harmonious environment for all living creatures.

Brazil – In response to the tragic events caused by flooding in Rio Grande do Sul in 2024, Elanco Brazil actively engaged in numerous initiatives, working in cooperation with local partners to mitigate the impacts on animals. This included organizing and distributing emergency donations and financial aid, as well as providing animal health products to address critical needs in the region. Elanco provided pet health products to over 18,000 dogs and cats, including flea treatments, dewormers, antimicrobials and pain medications. Donations were distributed to over 30 shelters, NGOs and animal protectors.

Spain and Portugal – The Programa Dejemos Huella de Elanco has been fostering human and animal well-being in Spain and Portugal for 25 years through nurturing human-animal bond. By focusing on animal-assisted interventions, responsible pet ownership education and early childhood development, it highlights the positive effects of the human-animal interactions in various settings such as hospitals, schools and communities. This long-term initiative is integral to Elanco's commitment to social impact. It integrates education, therapy and awareness, thus enhancing quality of life, supporting responsible pet care and fostering child development through meaningful animal interactions. Partnerships with organizations and professionals have allowed the program to positively impact thousands of lives and contribute to a more compassionate society.

Malaysia – Elanco Malaysia team members joined to volunteer for a revitalization project at the Bukit Jelutong Eco Community Park. They performed a variety of maintenance and cleaning tasks. Through teamwork, time and energy, the team achieved the objective of improving the park's condition, ensuring a pleasant and safe environment for families and animal lovers alike.

Italy – Elanco Italia, in partnership with For a Smile ETS, supports the 'Basta Una Zampa' national pet therapy project. This initiative, conceived and promoted by For a Smile ETS, brings dog pet therapy sessions to pediatric wards in hospitals across Italy. Certified pet therapy professionals conduct sessions with trained dogs, providing comfort and positive experiences for young patients and their families. Elanco provided volunteer time and sponsorship of 20 pet therapy sessions at various pediatric hospitals in Milan, Rome and Verona. Patients who received pet therapy services report reduced anxiety and stress, enhanced emotional well-being, improved communication and increased social interaction.

Operate like Owners: Ethically, Safely and Efficiently

Every Elanco team member is empowered to think and act like an owner, creating a culture that resonates with our core values of integrity, respect and excellence.

Empowering Employee Ownership

Elanco offers a comprehensive stock-based compensation program to foster an ownership mindset and reward employee contributions. This program includes Restricted Stock Units (RSUs), Performance-based Awards (PAs) and stock options, incentivizing long-term commitment and motivating employees to contribute to the company's success. This investment in our employees aligns their interests with the company's long-term growth and success.

Advancing Ethical Business Practices

Integrity and respect are the cornerstones of our approach. At Elanco, ethical behavior is not optional; it's integral to our identity.

To reinforce our commitment to ethical business practices, Elanco requires all active employees to complete Code of Conduct training. Failure to complete the training in a timely manner can result in disciplinary action, advancing ethical practices and contributions to maintaining a responsible work environment.

Responsible Supply Chain and Human Rights Philosophy

Elanco's Human Rights philosophy is deeply rooted in our Code of Conduct, which highlights our core values: integrity, respect and excellence. This commitment is intrinsic to our performance management process and is the shared responsibility of all officers, board members and employees.

We expect compliance not only from our internal operations but also from our suppliers and third parties, as outlined in our Business Partner Code of Conduct. This code delineates expectations for legal and ethical behavior which is essential for fostering stakeholder confidence and trust in our operations.

Transparency is key, with required jurisdictions reporting annual modern slavery statements and human rights risks disclosed in corporate reports. This commitment is embodied in our relationship with IntegrityNext, a crucial partner in assuring that our supply chain adheres to the highest standards of ethical conduct and sustainability. We rely on the platform of IntegrityNext to support the review and monitoring of our suppliers' practices and policies to ensure that our suppliers follow fair employment practices, provide safe and healthy workplaces and engage in environmentally responsible activities. For more information, see our Human Rights and Responsible Supply Chain Issue Brief.

Putting Safety at the Core of Our Operations

At Elanco, workplace safety is not just a priority; it is a core behavior. We firmly believe that an ownership mindset is key to achieving a safe work environment. By empowering employees to take personal responsibility for their safety and the safety of those around them, we create a culture of vigilance and proactive risk management.

Elanco's 2024 global machine safety campaign, alongside the introduction of personal health, safety and environment (HSE) commitments, fostered a more proactive safety culture and significantly strengthened safety procedures, driving continuous improvement.

Initiatives like these allow Elanco to improve our key safety metrics, including leading safety indicators and audit performance, which remained strong throughout 2024. Elanco's steadfast dedication to safety has yielded tangible positive results. Our 2024 Days Away, Restricted, or Transferred (DART) total remained significantly lower than our 2021 baseline, underscoring the effectiveness of the implemented programs.

	2022*	2023	2024
Leadership safety engagements	4,000+	4,900+	9,100+
HSE observations**	5,700+	6,800+	9,800+
Reduction in DART injuries***	26%	15%	37%

*Number of Leadership safety engagements reported is lower for 2022 than previously reported due to redefinition of encounters.
**HSE Observations are both systematic and spontaneous observations of workplace conditions to identify potential hazards.
***Reductions from 2021 base year

RECORDED DART INJURIES

2021	2022	2023	2024
54	40	46	29

For additional information, please see the Elanco Employee Safety Issue Brief.

Delivering Operational Efficiency

Elanco is committed to embedding a sustainability stewardship mindset in the way we approach operational efficiency. Below are a few examples of many programs where Elanco underscores our dedication to evaluate resource resilience and long-term business success.

Chengdu: Delivering Cost Savings through Truck Loading Efficiency

The Elanco Chengdu site significantly enhanced truck loading efficiency by optimizing carton sizing and placement during transport. As a result, the site improved the average number of pallets per truck.

This means each truck can carry more product per journey, reducing the total number of truck trips required for transportation. Fewer truck trips result in:

- Lower total fuel usage
- Decreased GHGs
- Reduced air pollution
- Less traffic congestion and road wear

The team not only defined and improved key performance indicators (KPIs) but also achieved substantial annual cost savings amounting to over ¥235,000 CNY.

Kiel: Emphasizing Energy Conservation and Sustainability

As an ISO50001 certified facility, Kiel has improved its energy efficiencies through a key initiative involving the installation of an innovative HVAC system, featuring a heat recovery system integrated with machine learning technology. This new initiative delivered:

- 100% renewable green electricity
- 100% neutral natural gas, compensated by certification
- Highly efficient energy through self-monitoring from a digital twin and machine learning

Additionally, Kiel has integrated energy management into its mechanical and electrical traineeship programs through the "Energy Scouts" initiative. This program engages employees in energy-saving projects like detecting compressed air leakage using specialized instruments. Elanco can identify, quantify and remedy leaks, significantly reducing energy consumption. These initiatives reflect Kiel's commitment to energy efficiency, operational sustainability, and ongoing education in environmental stewardship.

Appendices

- Appendix A: ESG Metrics and Discussion
- Appendix B: Endnotes
- Appendix C: Legal Disclosures

Appendix A

Energy and Electricity Use

Monitoring energy and electricity use is crucial for Elanco to understand its environmental impact. Tracking energy emissions allows Elanco to assess reduction targets and measure progress.This data-driven approach enables informed decision-making, fostering a more sustainable future for Elanco and the planet. Currently, Elanco is reevaluating its target of using 100% renewable electricity for consumption following a recent acquisition, which necessitates a recalibration of our baseline energy consumption. Emission intensity is a quantified amount of GHG released per unit of activity or output, such as revenue. Emission intensity offers a metric for a company that shows possible progress on emission control, even if production increases. Elanco procures renewable energy via two methods: guaranteed certificates and utility offerings. This year, some certificates were not renewed/unverified and certain utility sources were not fully renewable. Consequently, per the GHG carbon accounting protocol, these amounts were excluded from our renewable energy totals.

METRIC	2020	2021	2022	2023	2024	UNIT
Total renewable electricity	2,710	3,420	57,831	52,737	15,764	Megawatt hours (MWh)
Renewable electricity (% of total electricity used)	6	9	13	13	4	Percentage (%)
Total electricity consumption	447,700	387,700	442,800	421,767	425,348	Megawatt hours (MWh)
Total electricity purchased and consumed (location-based calc method)	447.70	387.70	442.80	421.77	441.11	Gigawatt hours (GWh)
Total energy purchased and consumed (market-based calc method)	1,341	1,279	1,059	1,016	1,234	Gigawatt hours (GWh)
Total electric intensity	136.90	81.40	100.40	95.50	99.37	MWh/$1million revenue
Total energy intensity	410	269	240	230	278	MWh/$1million revenue

Greenhouse Gas Emissions

Elanco tracks GHG emissions at the enterprise level to identify efficiency opportunities and reduce environmental impact. In 2024, Elanco experienced an increase in GHG emissions due to the acquisition of the TriRx Speke property in the United Kingdom. While our Climate Transition Plan is under evaluation and targeted for 2028 reporting, we are actively implementing energy-saving initiatives across our operations. These ongoing efforts demonstrate Elanco's commitment to responsible energy management. Location-based emissions refer to the greenhouse gas (GHG) emissions associated with the electricity consumed by a company, calculated using a simplified average emissions intensity of the local electricity grid. Market-based emissions refer to the greenhouse gas emissions calculated based on the specific grid emissions, established electricity contracts and purchasing decisions of an organization, rather than the average emissions of the local grid.

SCOPE 1 AND 2 EMISSIONS

METRIC	2020	2021	2022	2023	2024	UNIT
Scope 1 Emissions (Including Biogenic)	117,125	102,169	146,978	145,021	175,807	Metric tons of CO_2 (mt CO_2e)
Biogenic Scope 1 Emissions	—	—	34,517	32,771	32,653	Metric tons of CO_2 (mt CO_2e)
Scope 2 Emissions (market-based calculation method)	316,805	276,131	299,050	285,188	302,607	Metric tons of CO_2 (mt CO_2e)
Scope 2 Emissions (location-based calculation method)	216,906	190,355	208,259	197,833	189,132	Metric tons of CO_2 (mt CO_2e)
Scope 1 and 2 Emissions (market-based calculation method)	433,930	378,300	446,028	430,209	478,414	Metric tons of CO_2 (mt CO_2e)
Scope 1 and 2 Emissions (location-based calculation method)	334,031	292,524	355,103	342,854	364,908	Metric tons of CO_2 (mt CO_2e)
Scope 1 and 2 Emissions intensity (market-based calculation method)	132.7	79.4	74.3	97.4	107.8	mt/$1million revenue
Scope 1 and 2 Emissions intensity (location-based calculation method)	102.1	61.4	80.5	77.6	82.2	mt/$1million revenue

SCOPE 3 EMISSIONS

METRIC	2020	2021	2022	2023	2024	UNIT
Scope 3 Emissions	—	730,232	690,127	655,353	496,505	Metric tons of CO_2 (mt CO_2e)

Water Use

Elanco's global water stewardship program focuses on responsible water use and conservation across our operations. Recent actions include implementing water-saving projects at our Clinton, Indiana and Wusi, China facilities, demonstrating our commitment to reducing our water footprint. These initiatives involve optimizing processes, upgrading equipment and promoting water conservation practices to minimize our environmental impact in water-stressed regions.

METRIC	2020	2021	2022	2023	2024	UNIT
Water use/intake	6,330	5,652	6,151	5,440	5,304	Cubic meters (m^3)
Water use/intake intensity in water-stressed areas	—	—	126	145	159	Cubic meters (m^3)
Water intake intensity	—	—	—	1.2	1.2	m^3/$1million revenue
Wastewater discharge	4,405	3,690	4,208	3,453	3,735	Cubic meters (m^3)
Wastewater discharge intensity	—	—	1.00	0.78	1.19	m^3/$1million revenue

Waste

Elanco is committed to responsible waste management, with a strong emphasis on the safe and compliant handling of hazardous waste. Our comprehensive program includes minimizing waste generation, promoting recycling and reuse and ensuring proper disposal of hazardous materials in accordance with regulations. This commitment protects the environment and safeguards the health and safety of our employees and communities.

HAZARDOUS WASTE MANAGEMENT

METRIC	2020	2021	2022	2023	2024	UNIT
Total hazardous waste	7,446	6,920	6,950	6,878	7,342	Metric tons (mt)
Hazardous waste recycled	4,546	5,158	5,135	3,693	3,607	Metric tons (mt)
Hazardous waste incinerated	—	—	1,295	2,762	3,124	Metric tons (mt)
Hazardous waste landfilled	—	—	520	424	611	Metric tons (mt)
Hazardous waste other disposal method	—	—	112	0	0	Metric tons (mt)
Hazardous waste intensity	2.30	1.50	1.60	1.56	1.65	mt/$1million revenue
Hazardous waste recycled intensity	1.40	1.10	1.20	0.84	0.81	mt/$1million revenue

NON-HAZARDOUS WASTE MANAGEMENT

METRIC	2020	2021	2022	2023	2024	UNIT
Total non-hazardous waste	83,938	83,510	101,332	89,398	106,797	Metric tons (mt)
Non-hazardous waste re-used	—	—	92,760	82,152	90,768	Metric tons (mt)
Non-hazardous waste recycled	2,874	2,874	2,797	1,827	2,555	Metric tons (mt)
Non-hazardous waste incinerated	—	—	419	1,927	2,824	Metric tons (mt)
Non-hazardous waste landfilled	—	—	3,102	3,492	3,307	Metric tons (mt)
Non-hazardous waste other disposal method	—	—	104	0	0	Metric tons (mt)
Non-hazardous waste intensity	25.70	17.50	23	20.24	24.06	mt/$1million revenue
Non-hazardous waste recycled intensity	0.90	0.60	0.60	18.60	20.45	mt/$1million revenue

WASTE MANAGEMENT TOTALS

METRIC	2020	2021	2022	2023	2024	UNIT
Total waste generated	91,384	90,430	108,282	96,276	114,139	Metric tons (mt)
Total waste recycled	7,421	8,032	7,932	5,520	6,162	Metric tons (mt)
Total waste intensity	27.90	19	24.50	21.8	25.71	mt/$1million revenue
Total waste recycled intensity	1.60	1.70	1.80	1.25	1.39	mt/$1million revenue
Total waste recycled and reused intensity	—	—	22.83	20.16	21.84	mt/$1million revenue

Employee Demographics by Geography

Elanco's global workforce unites diverse talents and perspectives, collaborating seamlessly across borders and functions. Driven by our shared passion for animal health, we leverage collective expertise to develop innovative solutions. This interconnected community fosters a dynamic and inclusive environment, empowering us to improve animal well-being worldwide.

METRIC	2024	UNIT
Africa	0.8	Percentage (%)
Asia	22.3	Percentage (%)
Australia and New Zealand	2.7	Percentage (%)
Central America	2.9	Percentage (%)
Europe	34.0	Percentage (%)
North America - Not US	1.3	Percentage (%)
North America - US	31.1	Percentage (%)
South America	4.9	Percentage (%)

Social Protections Available to Employees

Elanco provides a comprehensive suite of social protections for its employees, including competitive retirement plans (e.g., 401k), generous sick leave and paid parental leave. Our commitment to ethical conduct and respect is reflected in the Employee Code of Conduct, supported by robust anti-harassment, human rights, modern slavery reporting and speak-up policies, ensuring a safe and inclusive work environment. For details on these programs, please consult the Elanco "Our People" webpage.

ESG-Related Policies and Statements

Elanco Code of Conduct

Elanco Human Rights Policy

Corporate Annual Reports

Speak Up-No Retaliation Policy

Responsible Supply Chain

Elanco is committed to building a responsible and more sustainable supply chain, extending our values to our partners and suppliers. We actively engage with our suppliers to promote ethical labor practices and reduce environmental impact, conducting assessments to verify compliance with our standards. This dedication to responsible sourcing reinforces our commitment to social and environmental responsibility throughout our value chain.

METRIC	2024	UNIT
Percent of Suppliers Based on Spend Audited for Social Governance Policies	57	Percentage (%)
Total Number of Suppliers	15,000	#

Employee Health and Safety

Elanco prioritizes employee safety through a comprehensive program that emphasizes prevention and continuous improvement. We are proud to report zero employee fatalities and a significant reduction in our Days Away, Restricted, or Transferred (DART) injuries, demonstrating the effectiveness of our safety initiatives. This commitment to a safe work environment reflects our belief that the well-being of our employees is paramount. Variations in 'Leadership Safety Engagements' are due to refining the definition of an engagement, as the process continuously improved.

METRIC	2020	2021	2022	2023	2024	UNIT
Work-related fatalities	0	0	0	0	0	#
Leadership Safety Engagements	1,628	3,601	8,506	4,965	9,137	#
Health Safety and Environment (HSE) Observations	1,925	5,692	5,711	6,806	9,847	#
DART - Days Away Restricted or Transferred Recordable Injury and Illness	—	54	40	37	29	#

Product Safety

Elanco places the utmost importance on product safety, implementing rigorous quality control measures throughout our manufacturing processes. This dedication to quality and safety underscores our mission to improve animal health and well-being.

METRIC	2023	2024	UNIT
Number of Product Recalls Issued in the Year	7	8	#
Number of Enforcement Actions Taken In the US in Response to Violations	—	0	#

Animal Welfare

Elanco's animal welfare policy reflects our deep commitment to the responsible and humane treatment of animals. We integrate animal welfare considerations into our research, development and manufacturing processes, striving to minimize animal distress and promote positive welfare outcomes. This dedication to animal well-being is integral to our mission of improving animal health and advancing responsible animal care.

METRIC	2024	UNIT
Number of Studies Terminated Due to Inadequate Clinical Practices in the Year	0	#
Number of Form 483's Received in the Year	0	#
Total Monetary Losses as a Result of Legal Proceedings Associated with Clinical Trials in Developing Countries	0	United States dollar (USD)

Endnotes

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17 Shannon E. Majowicz et al., "The global burden of nontyphoidal Salmonella gastroenteritis," Clinical Infectious Diseases 50, no. 6 (2010): 882–889.

18 European Food Safety Authority (EFSA), "Report of the Task Force on Zoonoses Data Collection on the Analysis of the baseline study on the prevalence of Salmonella in holdings of laying hen flocks of Gallus gallus," EFSA Journal 22, no. 5 (2024): 9106. Wiley Online Library.

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Legal Disclosures

This report represents our ESG and sustainability performance for 2024. Quantitative data and other updates contained in this digital report are focused on the 2024 calendar year or as of December 31, 2024, as applicable, and include our global operations, unless otherwise noted. We may also discuss data, trends and accomplishments from early 2025 or from previous years, where relevant and specifically stated.

This report represents the global operations of Elanco Animal Health, Inc. and does not include joint ventures, partially owned subsidiaries or outsourced operations, unless specifically stated. This report refers to the Elanco Foundation, an independent private, tax-exempt organization that focused on charitable efforts that improve the well-being of animals, people and the planet through programs including strategic philanthropic investing, community and nonprofit partnerships and employee giving and volunteerism.

Elanco follows structured processes to collect, evaluate, calculate and validate the data included in this report. We consider voluntary external ESG and sustainability frameworks and standards in deciding what data to collect and report. The data presented in this report is collected using various methodologies, which in some instances are based on assumptions and estimates in which there are inherent uncertainties and limitations. For example, information may come from third-party sources and operations outside of our control. While we believe such information is reasonably accurate and is based on reasonable principles and methodology, the third-party collection and validation of this data is beyond our direct control. Furthermore, environmental data in this report is subject to measurement uncertainties resulting from limitations inherent in the nature and the methods used for determining such data. The precision of different measurement techniques may vary. As we improve our methodologies and as new information becomes available, we may continue to revise our estimates and assumptions. Methodology changes may include, without limitation, changes in a calculation, improvements in the quality of data, greater data granularity or updates to available third party-reported data. Such updates may result in material changes to our calculations and may also result in adjustments made to the current and previous reporting periods.

The information in this report, including the forward-looking statements, is provided as of July 2025, unless otherwise indicated. All forward-looking statements are expressly qualified in their entirety by the risk factors and cautionary statements described on this page and elsewhere in this report. We undertake no obligation to update the information or forward-looking statements in the report to reflect subsequent events or circumstances. More current information on notable events about our ESG and sustainability efforts may be included elsewhere in our ESG and sustainability disclosures, in Forms 10-K, 10-Q and any 8-Ks filed with the Securities and Exchange Commission (SEC), or in press releases on the news page of our website.

Our approach to the disclosures included in this report differs in significant ways from those included in mandatory regulatory reporting, including under the final (but suspended) SEC rules and regulations. References to, or inclusion of, information in this report should not be construed as a characterization regarding the materiality of such information to our financial results or our operations. While certain matters discussed in this report may be referred to as “significant” or “material,” any such significance or materiality should not be read as necessarily rising to the level of materiality used for the purposes of complying with U.S. securities laws or under similar laws in other jurisdictions, even if we use the word “significant,” “material,” or “materiality” in this report.

This report includes statements regarding various policies, values, standards, approaches, procedures, processes, systems, programs, initiatives, assessments, technologies, practices and similar measures related to our operations (“Policies and Procedures”). References to Policies and Procedures in this report do not represent guarantees or promises about their efficacy or continued implementation, or any assurance that such Policies and Procedures will apply in every case. Such Policies and Procedures are subject to risks, uncertainties and other factors, some of which are beyond our control and are difficult to predict. There may be exigent circumstances, factors, or considerations that may cause implementation of other measures or exceptions in specific instances.

Our ability to achieve any stated ESG or sustainability goal, target or objective is subject to numerous factors and conditions – many of which are outside our control. We can give no assurances that any plan, initiative, goal, target, objective, commitment or expectation will be achieved.

This report contains references or links to other websites maintained by third parties over whom we have no control. We make no endorsement of such websites, nor do we make any representations or warranties with respect to any information contained in such third-party websites. Furthermore, use of any such third-party site is at your own risk and will be governed by such third-party’s terms and conditions.

This report contains forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. These forward-looking statements are based on Elanco’s current assumptions, estimates and expectations at the time the statements were published, including statements regarding, among other things, our ESG and sustainability targets, goals, commitments and programs; our operations, performance and financial condition; and other business plans, initiatives, aspirations and objectives – all of which are subject to change. These statements are typically accompanied by words such as “aim,” “hope,” “plan,” “estimate,” “project,” “intend,” “expect,” “believe,” “target,” “anticipate,” “seek,” and similar expressions. These forward-looking statements are based on our current expectations and assumptions regarding, among other things, our operations, performance and financial condition, and are subject to change. Important factors that could cause actual results to differ materially from those in the forward-looking statements include the risk that we are unable to execute our strategy because of market or competition conditions; economic, industrial or governmental developments that may impact our operations and other risks and uncertainties, including those described in our Form 10-K and Form 10-Qs filed with the SEC. You are cautioned not to place undue reliance on these forward-looking statements, which are subject to risks, uncertainties and assumptions that are difficult to predict. Elanco undertakes no duty to update forward-looking statements.

This report includes the following non-GAAP financial measures: adjusted EBITDA and adjusted EPS. We believe these non-GAAP financial measures are useful to investors because they provide greater transparency regarding our operating performance. The primary material limitations associated with the use of such non-GAAP measures as compared to GAAP results include the following: (i) they may not be comparable to similarly titled measures used by other companies, including those in our industry, (ii) they exclude financial information and events, such as the effects of an acquisition or amortization of intangible assets, that some may consider important in evaluating our performance, value or prospects for the future, (iii) they exclude items or types of items that may continue to occur from period to period in the future and (iv) they may not exclude all unusual or non-recurring items, which could increase or decrease these measures, which investors may consider to be unrelated to our long-term operations. These non-GAAP measures are not, and should not, be viewed as substitutes for GAAP reported measures. We encourage investors to review our unaudited consolidated financial statements in their entirety and caution investors to use GAAP measures as the primary means of evaluating our performance, value and prospects for the future and non-GAAP measures as supplemental measures. Reconciliation of non-GAAP financial measures and reported U.S. GAAP financial measures are included in the tables accompanying our earnings release dated February 25, 2025, and in the related presentation posted on our website at www.elanco.com.

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