Lilly A MEDICINE COMPANY

ELI LILLY AND COMPANY

2025 Year in Review

A LETTER FROM OUR CHAIR AND CEO

DELIVERING RESULTS

SUSTAINABILITY MATTERS

To our Lilly Shareholders

A letter from our Chair and CEO

2025 was an important year for Lilly and for the patients we serve. We advanced exciting scientific research and expanded access to our innovative medicines, growing our impact and our capacity to serve more patients worldwide.

Growing Our Portfolio

In oncology, Lilly launched Inluriyo for the treatment of breast cancer and added an important new indication for Jaypirca for certain blood cancers. In immunology, Omvoh earned a new indication for Crohn's disease, and in neuroscience, Kisunla launched globally for Alzheimer's disease. In cardiometabolic health, we completed international rollouts of Mounjaro and submitted orforglipron—our first oral GLP-1—for approval in the United States and in more than 40 countries.



Achieving Strong Performance

Revenue grew 45% in 2025, reflecting strong global demand and solid performance across our portfolio.

Tirzepatide, known as Mounjaro and Zepbound, became one of the world's top-selling prescription medicines by revenue in 2025, underscoring its value for people living with type 2 diabetes, obesity and moderate-to-severe obstructive sleep apnea.



Our late-stage pipeline advanced significantly in 2025. More than 25 Phase 3 trials achieved positive topline results, including registrational studies for orforglipron and our triple-acting incretin, retatrutide. We started 12 new Phase 3 programs across therapeutic areas, including muvalaplin in cardiovascular disease and olomorasib in non-small cell lung cancer. This progress positions us to bring critical new treatment options to even more patients.

Investing at Scale

Our manufacturing commitments are expanding the infrastructure needed to meet rising patient demand and reliably produce the medicines of the future. We announced new manufacturing investments in Alabama, Pennsylvania, Texas, Virginia, and the Netherlands, began making medicine at our new sites in Wisconsin and North Carolina, and announced plans to increase capacity at our site in Puerto Rico.

In our home state of Indiana, we advanced construction of the Lilly Medicine Foundry and additional sites, including a historic investment in active pharmaceutical ingredient production.

Since 2020, we have committed more than $55 billion to manufacturing investments —a major expansion that strengthens our ability to serve patients worldwide and positions us for continued portfolio growth.

Throughout 2025, strategic external innovation complemented our internal science. We executed approximately 40 business development transactions across therapeutic areas and modalities, adding clinical-stage assets through acquisitions of Scorpion, Verve, SiteOne and Adverum.

Accelerating Discovery

Speed and innovation continued to drive our discovery efforts, as we built out new drug-making platforms including genetic medicines, siRNA and antibody-drug conjugates. To harness advanced technology, we built the industry's most powerful supercomputer and are establishing a Co-Innovation AI Lab with NVIDIA, enabling us to tackle the toughest problems in drug discovery.

We also strengthened our support for biotech innovation through Catalyze360, which grew to more than 180 partners. Through this program, biotech companies can access our expertise, infrastructure and Lilly TuneLab, our AI platform that gives partners access to drug discovery models trained on our proprietary research data.

We added Gateway Labs sites in San Diego and Beijing, offering early-stage companies lab space and collaboration opportunities. Since 2019, companies in our innovation hubs have raised more than $2 billion to advance more than 50 therapeutic programs.







Supporting People and the Planet

Lilly's commitment to people, the planet and society remained central to our work in 2025. We created new access pathways, including an agreement to broaden the availability of obesity medicines through Medicare and participating state Medicaid programs.

Direct-to-patient models played a key role in increasing consumer choice and affordability. In 2025, more than 1 million people in the U.S. engaged with Lilly Direct, offering transparent pricing and an additional way to locate care. As we work to scale this patient-first model internationally, we will continue working with employers and insurers to help more people access our medicines.

In 2025, more than 71 million patients benefited from Lilly medicines. We are approaching our 30x30 goal to improve quality healthcare access for 30 million people annually in resource-limited settings by 2030. Progress extended to our ambitious 2030 climate goals, as we generated and purchased approximately 80% of our electricity from renewable sources.

Focusing on Progress

As we approach Lilly's 150th anniversary in 2026, we honor our history while focusing on the opportunities that lie ahead. With scientific strength, growing scale and sustained investment in new medicines, we are determined to build on a legacy defined by improving outcomes for patients.

This progress is possible thanks to the dedication of our 50,000 Lilly colleagues and valued collaborators—and your continued support. Together, we will carry this momentum forward so that more people benefit from our medicines for generations to come. Guided by our purpose, we remain committed to getting better and better every day.



DAVID A. RICKS, CHAIR AND CEO

QUOTE FROM THE CEO

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Delivering Results

Financial Highlights

$ in millions, except per share data
GAAP results unless otherwise stated

		2024	2025
Revenue	+45%	$45,043	$ 65,179
Net Income	+95%	$10,590	$20,640
Dividends Per Share	+15%	$5.20	$6.00
R&D	+21%	$10,991	$13,337
R&D as a % of Revenue	-4%	24%	20%
Acquired IPR&D	-11%	$3,280	$2,910
Capital Expenditures	+55%	$5,058	$7,841
EPS-Diluted	+96%	$11.71	$22.95
Non-GAAP EPS-Diluted	+86%	$12.99	$24.21

Reconciliation of EPS-Diluted to Non-GAAP EPS-Diluted

Numbers may not add due to rounding

	2024	2025
Earnings Per Share (Reported)	**$11.71**	**$22.95**
Amortization of intangible assets[1]	$0.49	$0.43
Asset impairment, restructuring and other special charges[2]	$0.75	$0.46
Net (gains)/losses on investments in equity securities	$0.04	$-0.03
U.S. Tax Law Change[3]	$ ——	$0.39
Earnings Per Share (Non-GAAP)	**$12.99**	**$24.21**

1. Excludes amortization of intangibles primarily associated with costs of marketed products acquired or licensed from third parties. 2. Excludes charges primarily related to litigation as well as acquisition and integration costs associated with the acquisition of Verve. 3. Excludes charges related to adjusting our income tax provision for prior periods and remeasuring our deferred tax assets and liabilities.

Revenue by Therapeutic Area

$ in millions; numbers may not add due to rounding

$48,221
Cardiometabolic Health

$9,376
Oncology

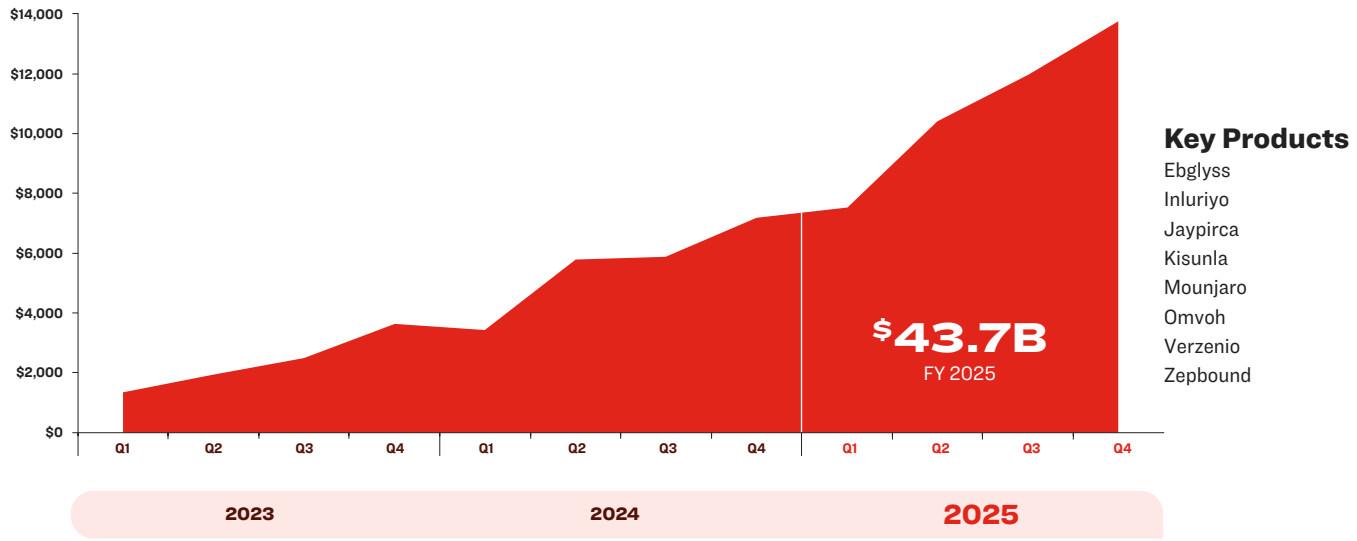
$5,247
Immunology

$1,391
Neuroscience

$944
Other[1]

Key Products

$ in billions



Key Product Revenue Growth Year over Year[2]

$ in millions; represents growth in revenue in 2025 vs. 2024

Key Products[2] together generated year-over-year revenue growth of $21.4 billion, driven primarily by volume increases.

$365
Ebglyss

$11,425
Mounjaro

$14
Inluriyo[3]

$133
Omvoh

$169
Jaypirca

$416
Verzenio

$240
Kisunla

$8,617
Zepbound

1. Comprised primarily of sales for Cialis, Forteo, Humatrope, and numerous other legacy products.
2. The Company defined Key Products as Ebglyss, Inluriyo (effective Q4 2025), Jaypirca, Kisunla, Mounjaro, Omvoh, Verzenio and Zepbound.
3. Inluriyo approved Sept. 25, 2025.

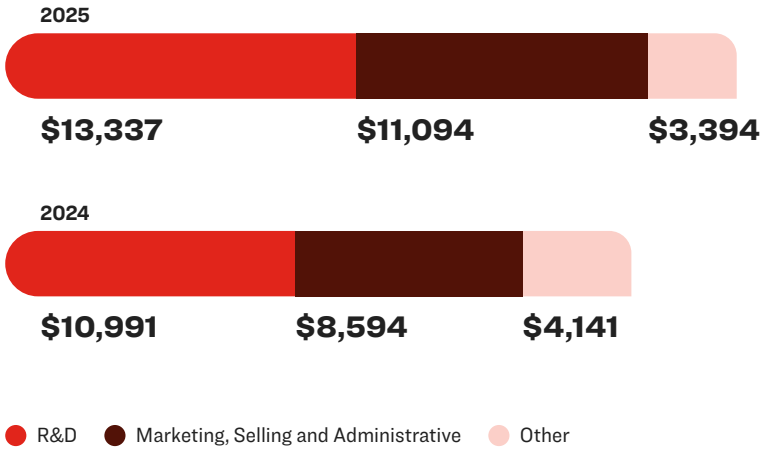
Operating Expenses

$ in millions

Increase in R&D expenses were primarily driven by continued investments in our early and late-stage portfolio.

Increase in marketing, selling and administrative expenses were primarily driven by promotional efforts supporting ongoing and future launches.

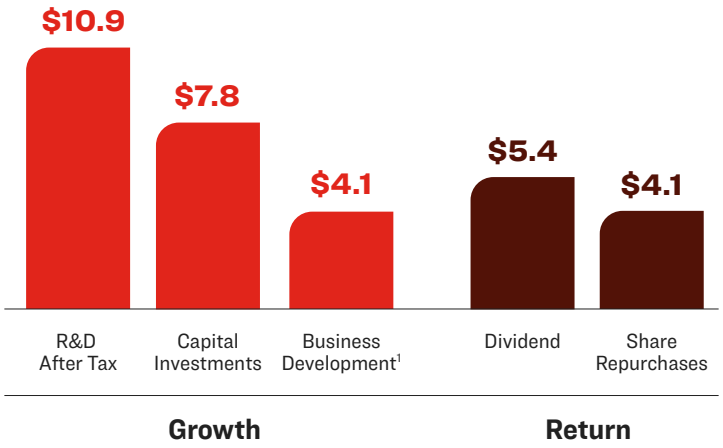
Other charges include acquired IPR&D due to asset acquisitions and business development transactions.



Capital Allocation

$ in billions

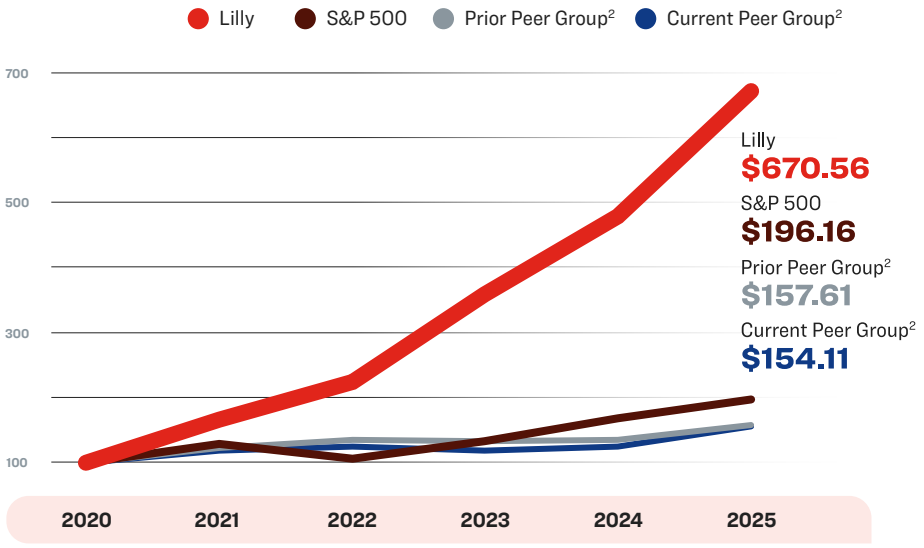
In 2025, we invested $22.8 billion to drive future growth through a combination of R&D expenditures, capital investments and business development transactions.



Total Shareholder Return

Value of $100 invested in Lilly, S&P 500 Stock Index, and Peer Group[2]

Over the past five years, Lilly's annualized total shareholder return has averaged 47.0% compared to 16.0% for the S&P benchmark, 9.5% for the Current Peer Group and 9.9% for the Prior Peer Group.



1. Includes development milestones, closed acquisitions and cash outflows associated with equity investments; does not include cash inflows from business development transactions. 2. In 2025, we revised the peer group used as the industry index for this graph to align with the peer group used for executive compensation purposes for 2025. The 2025 peer group is comprised of the following companies in the pharmaceutical and biotechnology industries: AbbVie Inc.; Amgen Inc.; AstraZeneca PLC; Bristol-Myers Squibb Company; Gilead Sciences Inc.; GlaxoSmithKline plc; Johnson & Johnson; Medtronic plc; Merck & Co., Inc.; Novartis AG; Pfizer Inc.; Roche Holding AG; Sanofi S.A.; and Stryker Corporation. Prior to 2025, the peer group we used as the industry index for this graph was comprised of the following companies in the pharmaceutical and biotechnology industries: AbbVie Inc.; Amgen Inc.; AstraZeneca PLC; Biogen Inc.; Bristol-Myers Squibb Company; Gilead Sciences Inc.; GlaxoSmithKline plc; Johnson & Johnson; Merck & Co., Inc.; Novartis AG; Novo Nordisk A/S; Pfizer Inc.; Roche Holding AG; Sanofi S.A.; and Takeda Pharmaceutical Company Limited.

Sustainability Matters

Company Highlights

Access and Affordability

Lilly announced an agreement with the U.S. government to expand access to its obesity medicines and reduce patient costs, including Medicare and participating state Medicaid program access for Zepbound.

Lilly Direct™

LillyDirect launched the first retail pick-up option with direct-to-consumer pricing for Zepbound.

Lilly also announced plans for new and expanded manufacturing sites designed to boost capacity to make lifesaving medicines, including:

- A new $3 billion facility to boost oral medicine manufacturing capacity in the Netherlands for patients worldwide
- A more than $1.2 billion expansion of our Puerto Rico facility to boost oral medicine manufacturing capacity in the United States
- A new $5 billion manufacturing facility in Virginia to develop active pharmaceutical ingredients for Lilly's emerging bioconjugate platform and monoclonal antibody portfolio
- A new $6.5 billion facility to manufacture next-generation small molecule synthetic medicine active pharmaceutical ingredients in Texas
- A new $6 billion facility in Alabama for next-generation synthetic medicine active pharmaceutical ingredients for small molecule and peptide medicines
- A new $3.5 billion injectable device manufacturing facility in Pennsylvania producing next-generation weight-loss therapies



Generated and Purchased
approximately 80% of electricity from renewable sources

LEED Gold Certification[1]
for sustainable building design and construction achieved by our Limerick manufacturing site

1. Leadership in Energy and Environmental Design

Lilly

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Lilly Cautionary and Other Statements

The statements made in the 2025 Year in Review may contain forward-looking statements that are based on management's current expectations and assumptions, but actual results may differ materially due to various factors. Words such as "estimate," "project," "intend," "expect," "believe," "target," "anticipate," "may," "could," "will," "continue" and similar expressions are intended to identify forward-looking statements. However, by their nature, forward-looking statements are subject to risks, uncertainties and assumptions that are difficult to predict or quantify. You should not place undue reliance on forward-looking statements, which speak only as of the date they are made. Certain important factors that could cause actual results to differ, possibly materially, from expectations or estimates reflected in such forward-looking statements can be found in the "Risk Factors" and "Forward-Looking Statements" sections included in the company's Annual Report on Form 10-K for the year ended December 31, 2025 and may be further updated by any subsequent Forms 10-Q or 8-K filed with the Securities and Exchange Commission. The company undertakes no duty to update forward-looking statements except as required by applicable law.

References to information in this report should not be construed as a characterization regarding the materiality of such information to the company's financial results or operations. Lilly follows structured processes to collect, evaluate, calculate and validate the environmental, social impact and governance data included in this 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, such as information collected from third-party sources and operations outside of Lilly's control. While the company believes such information is reasonably accurate and is based on reasonable principles and methodology, the third-party collection of this data is beyond its direct control. In addition, any changes in methodology may result in material changes to the calculations and may result in the current and previous periods being adjusted. Furthermore, the achievement of certain sustainability goals and targets may be dependent on the actions of Lilly's partners, suppliers and other third parties, all of which are outside of its control.

Certain financial information in this Year in Review is presented on a non-GAAP basis; these non-GAAP measures should be referred to in addition to, not as a substitute for or superior to, measures prepared in accordance with GAAP.

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Find more detail on Lilly's sustainability priorities, strategies, and operations at lilly.com.