

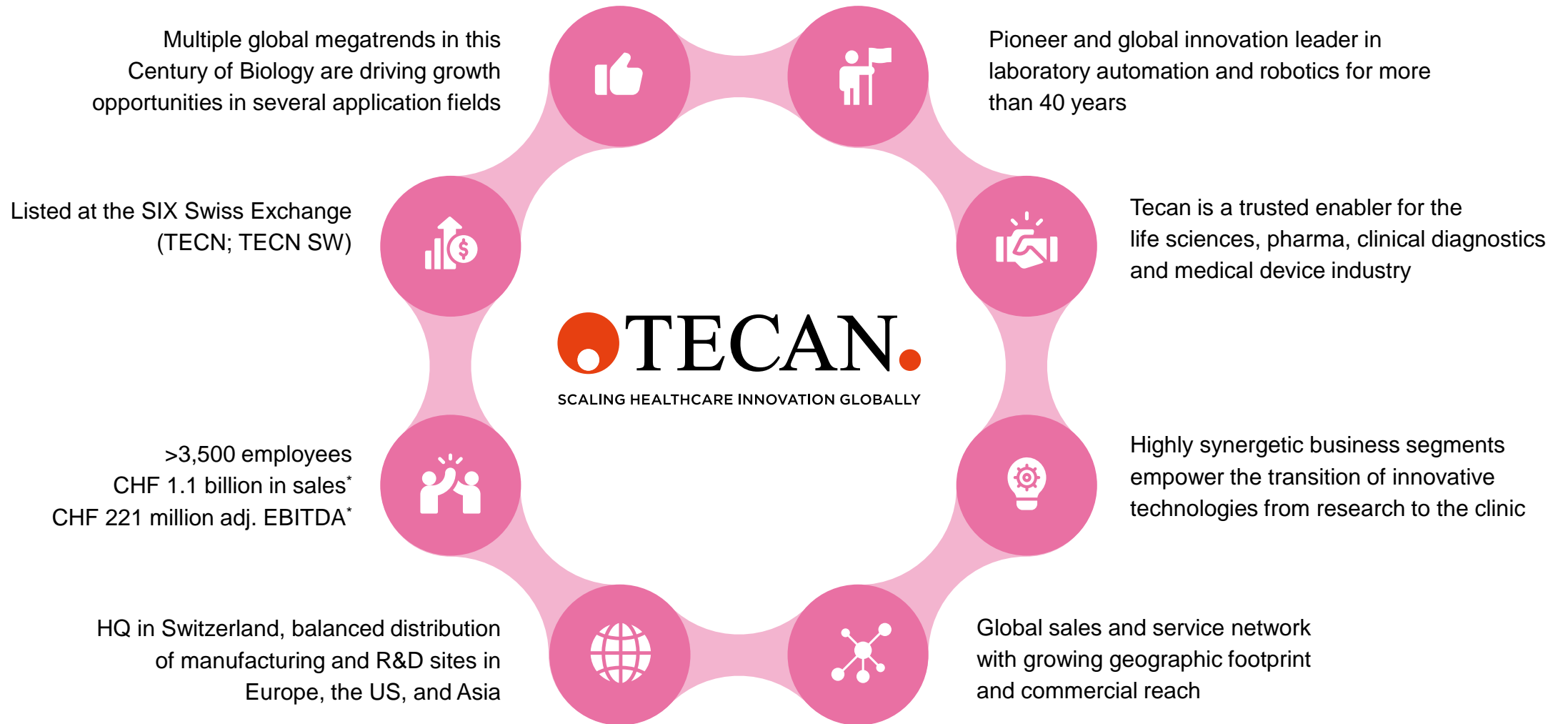
SCALING HEALTHCARE INNOVATION GLOBALLY

ZKB SWISS EQUITY
CONFERENCE

Dr. Achim von Leoprechting, CEO
Zurich, 8 November 2024



TECAN AT A GLANCE



*Fiscal year 2023



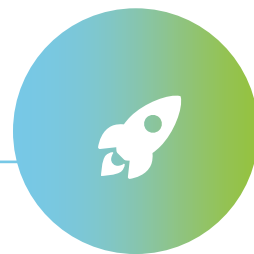
TECAN'S PURPOSE

IMPROVING PEOPLE'S LIVES AND HEALTH



Accelerate discovery

In medicine and life sciences, we help to develop novel therapeutics, testing and treatments



Speed clinical development

We help to translate research insights into compliant clinical solutions



Deliver solutions on a global scale

Our technologies broaden the availability and adoption of innovative solutions, improving patient outcomes across the world

We do this by empowering our customers to scale healthcare innovation globally

From research...to the clinic.



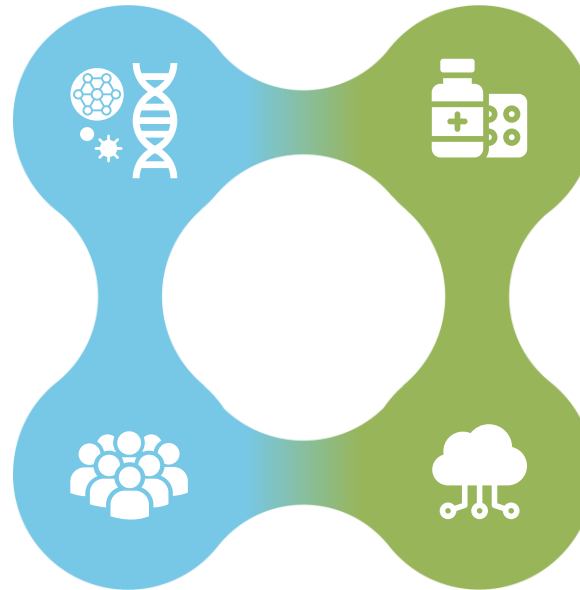
THE CENTURY OF BIOLOGY CONTINUES

GLOBAL MEGATRENDS FUEL OUR STRATEGY

AN EXPLOSION OF BIOLOGICAL KNOWLEDGE

x10⁹

Genomics data generation has grown from **a few gigabytes** to the **range of exabytes** since the Human Genome Project was completed

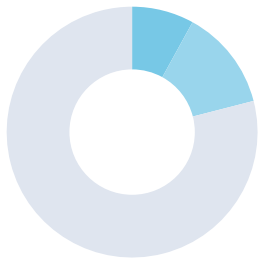


GROWTH OF INNOVATIVE TREATMENTS



Over 40% of new drugs approved by the FDA in recent years are **personalized medicines** which require advanced **companion diagnostics**

GROWING AND AGING POPULATIONS



The proportion of **population over 60 years** old will grow to **over 20% in 2050** vs **5% in 1950**

DIGITAL SOLUTIONS, INCLUDING AI

2x10⁸

AI predicts **3D shape** computationally from genetic code for **200.000.000** known proteins – **transforms research**



TECH ADVANCEMENTS TRANSFORMING HEALTHCARE

TECHNOLOGY TRENDS



Multi-omics integrates various biological data layers (genomics, proteomics, etc.) to understand disease mechanisms and treatment options



AI-powered drug discovery accelerates the identification of new drug candidates, de-risking clinical trials and thereby reducing R&D costs in increasingly automated labs



Organoid and cell-based models in Pharma preclinical stages of drug development require tailored solutions for phenotypic readout applications



Lab automation becomes more accessible, flexible and cost-effective with better UX, modularity and data driven lab and fleet management



Cell & gene therapies providing targeted treatments that can potentially cure previously untreatable diseases



Predictive and preventive Dx analyzing vast datasets to identify early signs of disease, leading to more effective and timely interventions

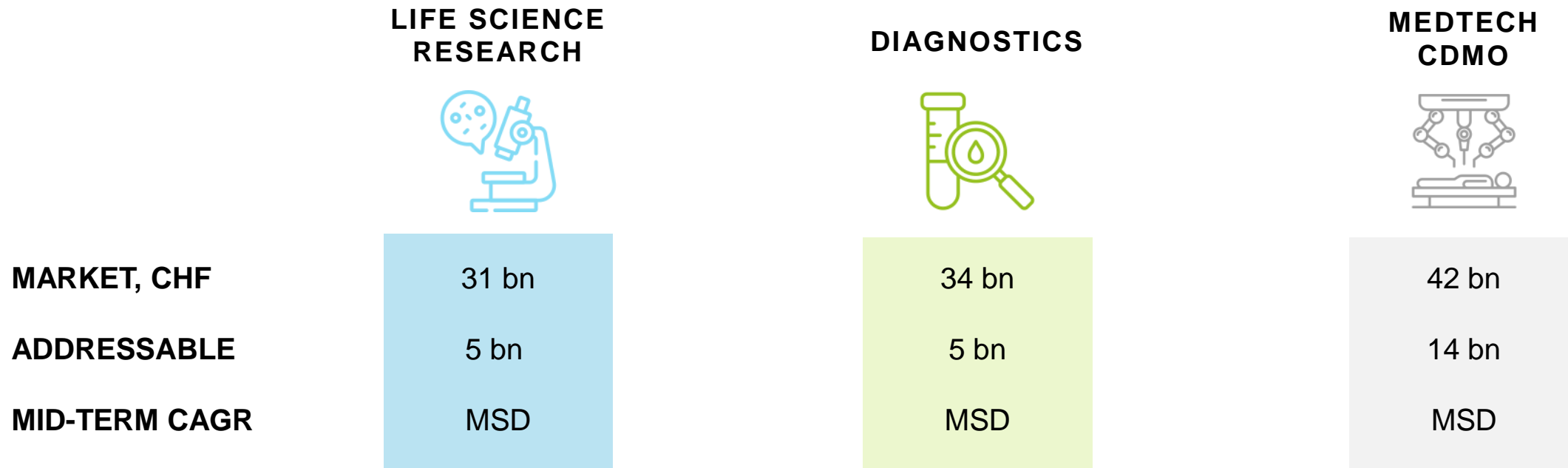


Robotic surgery enhancing precision in surgical procedures, reducing recovery times and minimizing human error



TECAN IS ACTIVE IN A CHF 100 BILLION MARKETPLACE

STRONG MARKET FUNDAMENTALS PROVIDE SOLID FOUNDATION FOR GROWTH



GROWTH DRIVEN BY FOUR APPLICATION FIELDS

APPLICATIONS DRIVING MARKET GROWTH

GENOMICS



CELL & TISSUE



PROTEOMICS



MEDTECH CDMO



MARKET, CHF

17 bn

28 bn

20 bn

42 bn

ADDRESSABLE

4 bn

3 bn

3 bn

14 bn

MID-TERM CAGR

MSD

MSD

MSD

MSD

HIGHER CAGR APPLICATIONS (EXAMPLES)

NGS, liquid biopsies, gene editing
HSD-LDD

Single-cell, cell therapy, 3D cell models, tissue engineering
HSD

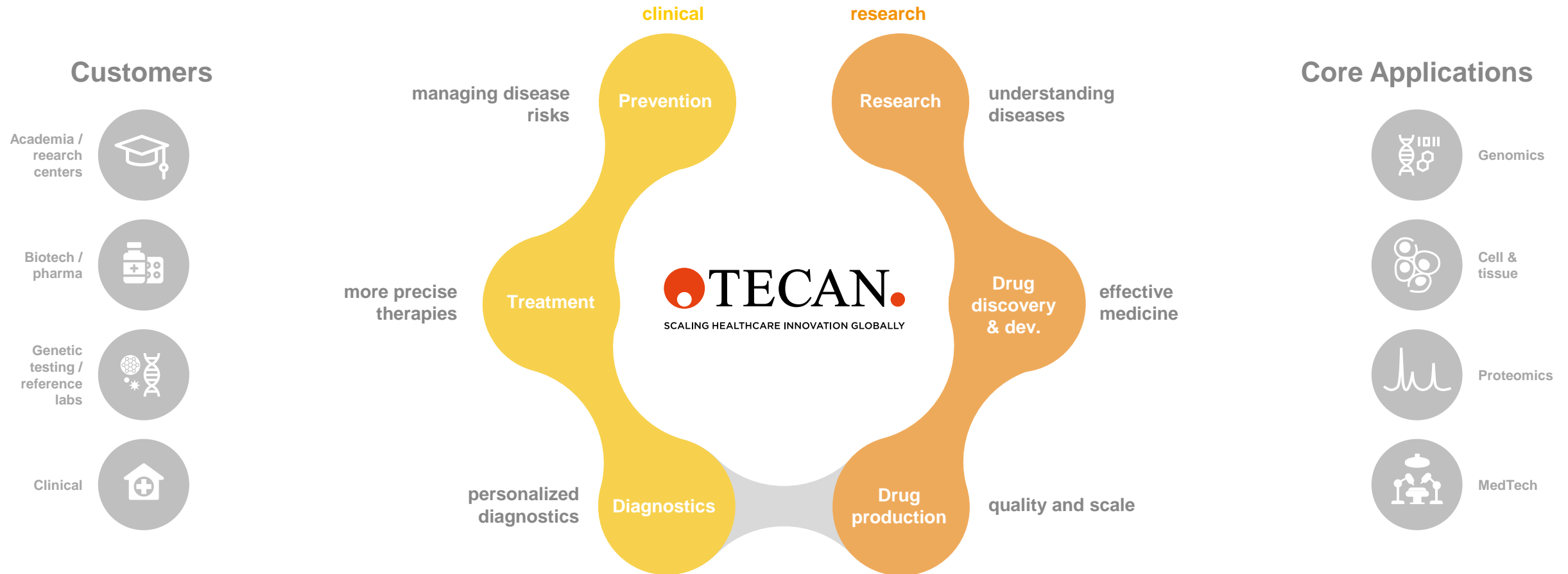
Mass spec, AI protein design, spatial proteomics
HSD

Robotic surgery, neuro-modulation, wearables
HSD



AT THE HEART OF DYNAMIC HEALTHCARE ECOSYSTEMS

TECAN EMPOWERS CUSTOMERS, FROM RESEARCH TO THE CLINIC



THIS IS TECAN'S LIFE SCIENCES BUSINESS

ACCELERATING RESEARCH. SCALING CLINICAL IMPACT.

INSTRUMENTS



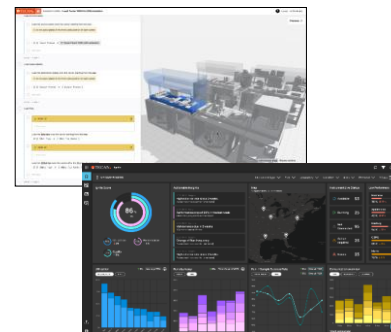
Automating everything from simple manual actions to high throughput workflows

CONSUMABLES AND REAGENTS



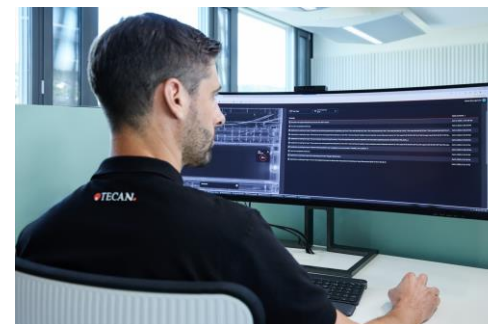
Increasingly sustainable **lab essentials** and comprehensive **reagent offering**

DIGITAL



Digital suite to maximize productivity and overall equipment and personnel efficiency

SERVICE OFFERING



Global team, providing **on-site and depot repairs, remote service** and **digital solutions**



THIS IS TECAN'S PARTNERING BUSINESS

ONE TRUSTED HEALTHCARE OEM PARTNER. PROVEN EXPERTISE.

Synergence™

Customized OEM systems



- › Life science and lab diagnostics
- › Concept to serial production
- › Life cycle management incl. consumables and services

Cavro®

Standard and customized OEM components



- › Life science and lab diagnostics
- › Highest quality and precision
- › Expert global support

Paramit®

Contract manufacturing



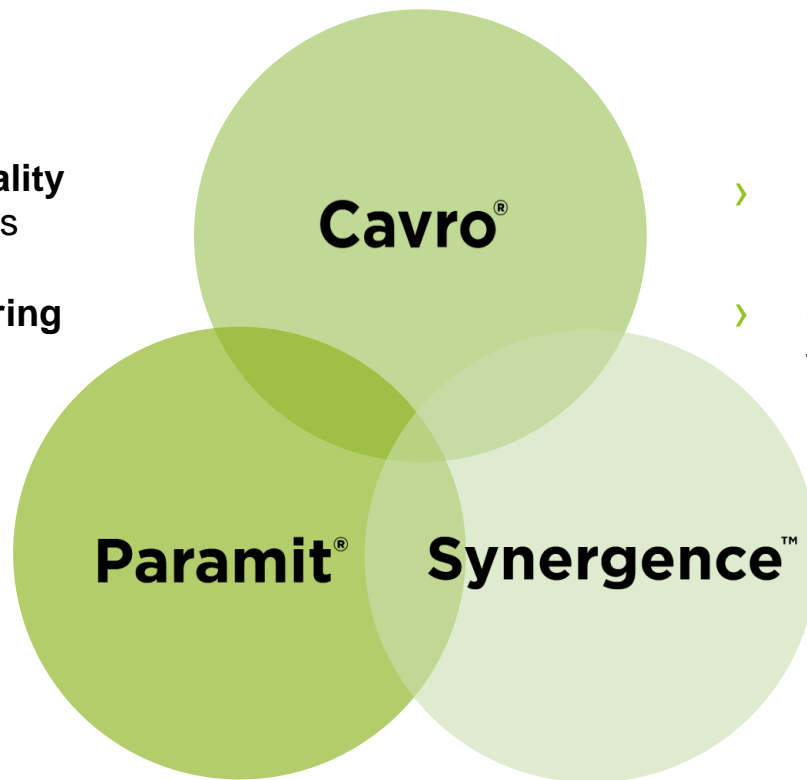
- › MedTech, life science, lab diagnostics
- › Unconstrained capacity (vPoke)
- › Leading reliability & traceability



LEVERAGING SYNERGIES ACROSS PARTNERING PORTFOLIO

FOR LIFE SCIENCE AND LAB DIAGNOSTICS OEM CUSTOMERS

- › Building on the **quality** of Cavro components
- › Earning **manufacturing service** for larger assemblies or entire instruments



- › Leverage **quality components** and **modular HW & SW portfolio** in Synergence **systems**
- › Components offering for customers who decide to develop **in house**

- › Leverage **relationships** and **application know-how** to win contract manufacturing deals
- › Winning **next generation instrument developments** after successfully securing manufacturing transfer projects



LEVERAGING SYNERGIES ACROSS PORTFOLIO

SHARED RESOURCES AND EXPERTISE IN SERVICE OFFERING

Synergence™

Customized OEM systems



Cavro®

Standard and customized OEM components



Paramit®

Contract manufacturing



Shared resources and expertise to drive attractive returns while striving for excellence:

R&D	✓	✓	✓
QARA	✓	✓	✓
Operations	✓	✓	✓
General Admin	✓	✓	✓

TECAN'S UNIQUE POSITION TO SCALE SEAMLESSLY FROM RESEARCH TO THE CLINIC

SOLUTIONS ARE LEVERAGING COMMON PLATFORMS AND REGULATORY TRACK RECORD



Example: DreamPrep® NGS Compact

LIFE SCIENCE RESEARCH

- › Scaling key workflows in genomics, proteomics and cell & tissue analysis



Example: Fluent Gx

LAB DEVELOPED TESTS (LDT)

- › Scaling workflows to an industrial level with large fleets of automation platforms



Example: Concept of a sample-to-answer solution

IN VITRO DIAGNOSTICS

- › Scaling clinical workflows for clinical labs and hospitals to global IVD companies
- › Partners are legal manufacturers of system solutions, including instruments and reagents

Life Science Business

Partnering Business



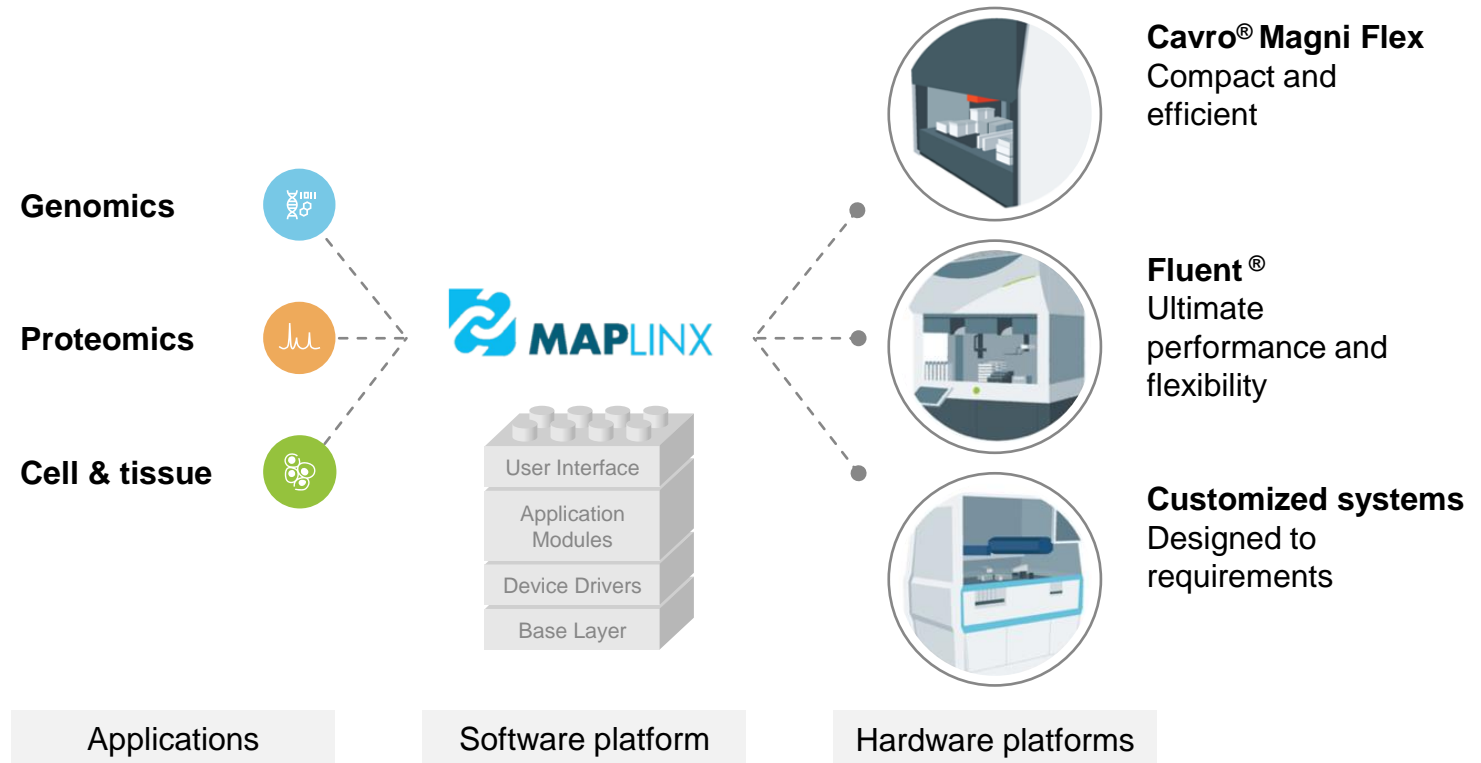
LEVERAGING MODULARITY OF POWERFUL SOFTWARE AND HARDWARE PLATFORMS

ENABLES NIMBLE RESPONSE TO MARKET NEEDS FROM RESEARCH TO CLINICAL

Modularity approach

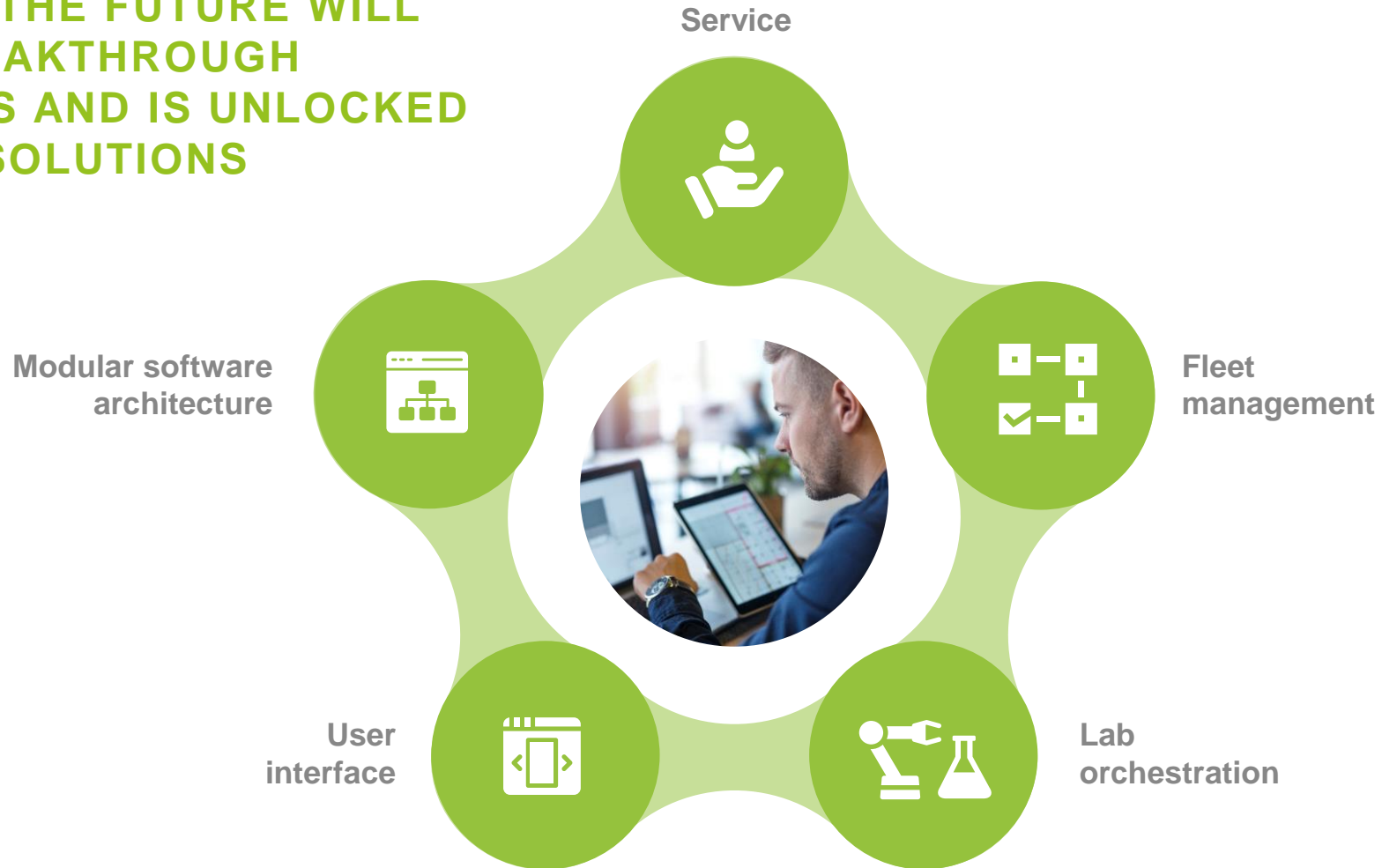
- › Shared hardware and software platforms serve both Tecan business divisions
- › Platforms can be tailored for RUO and regulated products
- › Modularity accelerates time to market and cost-effective development of new systems

Modules, non-exhaustive view



CREATING THE LEADING OPEN DIGITAL ECOSYSTEM FOR LABORATORIES

THE LAB OF THE FUTURE WILL ENABLE BREAKTHROUGH DISCOVERIES AND IS UNLOCKED BY DIGITAL SOLUTIONS



THE LAB OF THE FUTURE IS EMPOWERED BY AUTOMATION AND DIGITAL SOLUTIONS

GROWING DEMAND FOR USER-FRIENDLY AND CONNECTED SOLUTIONS

LABOR MARKET

- › Shortage of skilled and qualified labor force
- › High staff turnover rates



Approximately 20% employee attrition in diagnostics and life science research

APPLICATIONS

- › Biology and respective workflows becoming ever more complex and prone to human error
- › Increased regulatory scrutiny

**10-20
ELISA**

**100-150
NGS RNA-seq
LIBRARY PREP**

Number of individual steps in a typical protocol

SOLUTION

- › Scalable, robust and regulatory compliant systems and workflows
- › Quick to get started and easy to operate for all user levels



Tecan automation and digital solutions

Sources: Bureau of Labor Statistics (BLS), American Association for Clinical Chemistry (AACC), Association of Biomolecular Resource Facilities (ABRF)



REDEFINING AUTOMATION FROM RESEARCH TO CLINIC

PORTFOLIO EXPANSION WITH VEYA

UNVEILED AT CMD ON OCTOBER 22

DEMOCRATIZING ACCESS THROUGH

- › **Transformative user experience** with cutting-edge tailored digital tools and predefined workflow suites
- › **Optimized productivity** with intelligent analytics and OneView display
- › **Personalized and digitally empowered** services
- › **Excellence in regulated environments**
- › Built on a **robust and reliable** Tecan platform
- › Optimized for the exclusive use with Tecan **high performance consumables**

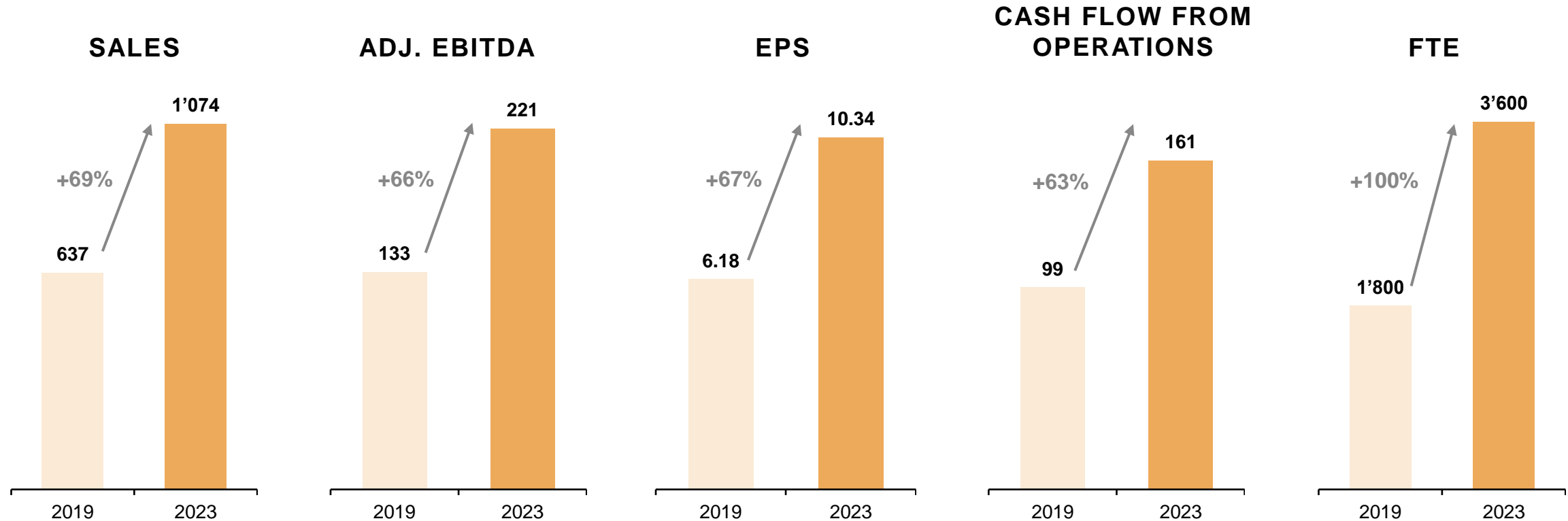


Veya is not yet available for sale and performance claims are under ongoing verification and validation.



PROVEN TRACK RECORD

SIGNIFICANT PROGRESS AND EXPANSION ACROSS ALL KEY METRICS



Sales, adjusted EBITDA and cash flow from operations all in million CHF, EPS (basic earnings per share) in CHF, FTEs in average number of employees



TRADING UPDATE AND OUTLOOK FOR FY 2024

2024 CONTINUES TO BE CHARACTERIZED BY CHALLENGING MARKET ENVIRONMENT

- › Since August, financial performance has fallen short of expectations across both divisions

OUTLOOK FY 2024

Sales development in LC	-12 to -14%
Adjusted EBITDA margin	Between 16-18% of sales

SALES OUTLOOK MAINLY IMPACTED BY

- ⚠ Substantial reductions in OEM customer forecasts as the main factor negatively impacting outlook
 - › Partnering Business customers have deferred significant levels of demand into 2025
 - › Low demand from customers for life sciences-related instruments affecting Cavro and Paramit product lines
 - › Weakness in China impacting Cavro and global Synergence customers with significant China exposure
- › Life Sciences Business continues to face a challenging market environment
 - › BioPharma customers continuing to delay projects, resulting in revenues being deferred to 2025
 - › Stimulus program in China not expected to have any impact in 2024 and has even led some customers to delay orders



SIGNS OF RECOVERY AND POSITIVE MID-TERM OUTLOOK

TECAN REMAINS WELL-POSITIONED TO SCALE HEALTHCARE INNOVATION GLOBALLY



POSITIVE DEVELOPMENTS IN 2024

- › Life Sciences Business showing some signs of recovery
 - › Only a moderate segment sales decline in local currencies is expected for H2-24
 - › Substantial sequential growth in H2-24 vs. H1-24
 - › Positive contributions from recovering consumables sales, a solid service business and continued strong demand for newly launched products
- › Amidst challenges, also some positive developments in Partnering Business
 - › Positive developments for Synergence, ex-China
 - › Paramit offering serving medtech customers close to the high level of the prior year (adjusted for pass-through of material costs)
 - › Rich project pipeline, new Partnering Business deals and upcoming launches

ACTIONS IN REPOSENSE TO CURRENT MARKETS

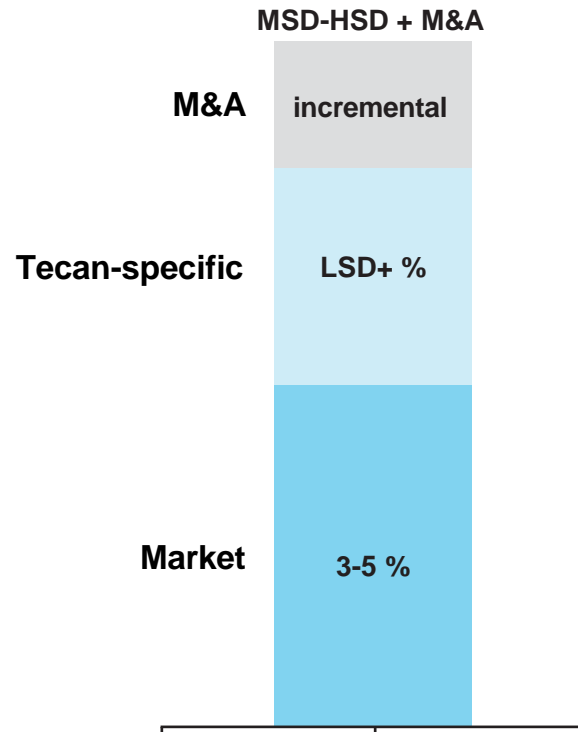
- › Strict control of expenses and continuation of structural footprint adaptations
- › Acceleration of supply chain vertical integration and consolidation
- › Life Sciences Business
 - › Stronger focus of sales execution on clinical testing labs while nurturing funnels in pharma
 - › Commercialization of new instruments, reagents and digital products
 - › Built out of direct channels, incl. South Korea
- › Partnering Business
 - › Continuation of customer diversification in Cavro, Synergence and Paramit business lines
 - › Expansion of service offering for OEM customers



MID-TERM OUTLOOK AND GROWTH DRIVERS

CONFIDENTLY REAFFIRMING MID-TERM OUTLOOK

TECAN MID-TERM GROWTH



SALES OUTLOOK

- › Continue to outpace average growth rate of the underlying end markets
- › Return to average organic growth rates in the mid to high single-digit percentage range in local currencies
- › Strong financials supporting organic and inorganic strategic expansion in the Americas, Europe and Asia

ADJUSTED EBITDA MARGIN OUTLOOK

- › Growing topline, while continuously improving profitability
- › Enhancing profitability through operational efficiencies, synergies, vertical integration and modularity in R&D
- › Average annual increase in the adjusted EBITDA margin of +30-50 basis points



TECAN: IMPROVING PEOPLE'S LIVES AND HEALTH

POSITIVE BUSINESS PURPOSE AND PRACTICES: TECAN'S SUSTAINABILITY PROGRAM IS EMBEDDED GLOBALLY.

Environment

- › Science Based Target validated, Business Ambition for 1.5°C commitment
- › My Green Lab certification
- › Eco-design integrated into R&D
- › Consumables recycling guide online



Social Impact

- › Great Place to Work™ certification in CH, DE and U.S.
- › Family-friendly policies promote high engagement
- › Tecan Gives Back raised CHF180,000 to date for health-related charities
- › Workforce Disclosure Initiative score 60/100



Governance

- › Double Materiality analysis underpins sustainability program
- › Sustainability integrated into group strategy, CEO chairs Sustainability Committee
- › Favorable ratings, including: 2023 S&P CSA score in 88th percentile, MSCI AA, Sustainalytics 13.8 (low ESG risk)



KEY TAKEAWAYS

DRIVING HEALTHCARE INNOVATION AND PROFITABLE GROWTH

- › **Focus:** Tecan is strategically well positioned to capitalize on global megatrends driving the demand for scalable healthcare solutions
- › **Business model:** Tecan's Life Sciences and Partnering Business divisions are synergistically empowering customers across research, pharma, diagnostics and med tech sectors
- › **Innovation:** We deliver cutting-edge tools and highly competitive services that are essential for our customers and partners
- › **Strong financials:** We have consistently delivered robust financial results in recent years, setting us up well for continued profitable growth
- › **Growth strategy:** Our competitive position and strategy supports our mid-term outlook, ensuring continued above-market growth, complemented by further M&A activities, while increasing profitability



CAPITAL MARKETS DAY. OCTOBER 22, 2024

ACCESS REPLAY OF WEBCAST &
PRESENTATION HERE:



CONTACT & EVENTS

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NEXT EVENTS

March 12, 2025

Full Year Results 2024

April 10, 2025

Annual General Meeting



THANK YOU.

TECAN – WHO WE ARE

At Tecan we are driven to improve people's lives and health. We do this by empowering our customers to scale healthcare innovation globally from life science to the clinic. Tecan is a pioneer and global leader in laboratory automation. As an original equipment manufacturer (OEM), Tecan is also a leader in developing and manufacturing OEM instruments, components and medical devices that are then distributed by partner companies. Founded in Switzerland in 1980, the company has more than 3,300 employees, with manufacturing, research and development sites in Europe, North America and Asia, and maintains a sales and service network in over 70 countries. Registered shares of Tecan Group are traded on the SIX Swiss Exchange (TECN; ISIN CH0012100191).

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Netherlands +31 18 34 48 17 4	Nordic +46 8 750 39 40	Singapore +65 644 41 886	Spain +34 93 595 25 31	Switzerland +41 44 922 89 22	UK +44 118 9300 300	USA +1 919 361 5200	Other countries +41 44 922 81 11

