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Strategic Settings



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Actual results may differ materially from those expressed in forward-looking statements as a result of a variety of factors, including: the impact of the COVID-19 pandemic, the ability of the Group to create and launch new products successfully; changes in the global financial markets, general economic environment and changes in demand for diagnostic/healthcare/life sciences products, which is subject to cyclicity; changes in local economic and political conditions, changes in trade policy and the imposition of global and regional tariffs or tariffs targeted to the diagnostic/healthcare/life sciences industry, the enactment of tax reforms or other changes in tax laws and regulations; the Group's ability to offer innovative, attractive products; various types of claims, lawsuits, governmental investigations and other contingencies, including product liability and warranty claims, investigations and lawsuits; material operating expenditures in relation to compliance with health and safety regulations; the intense level of competition in the diagnostic/healthcare/life sciences industry, which may increase due to consolidation; the Group's ability to fund its defined benefit pension plans; the ability to access funding to execute its business plans and improve its own businesses, financial condition and results of operations; the Group's ability to realize anticipated benefits from joint venture arrangements; disruptions arising from political, social and economic instability; commercial risk due to the fact that the Group operates in a market characterized by the presence of large competitors; risk associated to the maintenance of relationship with customers and strategic partners; risks associated with relationships with employees and suppliers; increases in costs, disruptions of supply or shortages of raw materials; developments in labor and industrial relations and developments in applicable labor laws; exchange rate fluctuations, interest rate changes, credit risk and other market risks; political and civil unrest; earthquakes or other disasters.

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¹ EBIT is defined as the “Operating Result” net of interests and taxes – ² EBITDA is defined as the “Operating Result”, gross of amortization and depreciation of intangible and tangible assets. EBITDA is a measure used by the Company to monitor and evaluate the Group's operating performance and is not defined as an accounting measure in IFRS and therefore shall not be considered an alternative measure for assessing the Group's operating result performance. - ³ Adjusted EBITDA is defined as Adjusted EBITDA, excluding extraordinary costs and expenses incurred in the Luminex transaction announced on April 11, 2021 - ⁴ The Net Financial Position is defined as the algebraic sum (positive balance sheet assets and negative balance sheet liabilities) of cash and cash equivalents and other current financial assets, minus current financial liabilities and non-current financial liabilities. - ⁵ Free Cash Flow is defined as the set of means available to the Company and is equal to cash flows deriving from operating activities net of interest received or paid, and net of investments and divestments of fixed assets.

Why A New Plan?

Changed macroeconomic environment



Inflationary pressure

Acceleration of technological independence in China



Localization of manufacturing

Decrease exposure to China - Increase opportunity in the U.S.

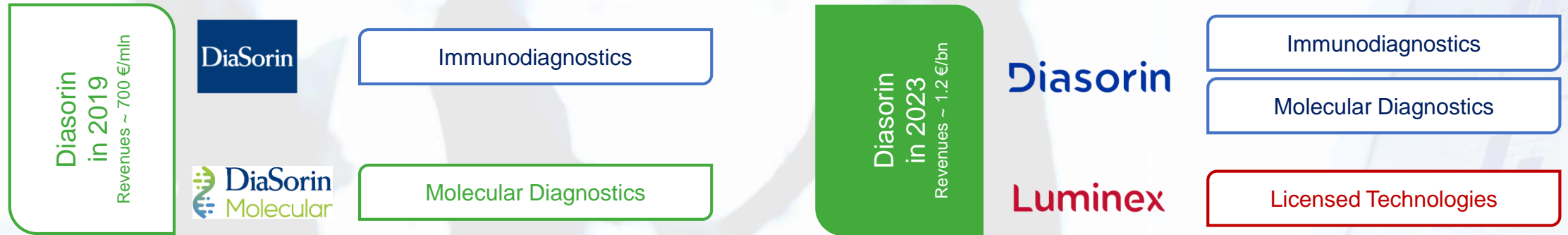
Increased cost pressure on healthcare systems across the globe



Value Based Care



The New Diasorin 3.0



Two Years Of Luminex

Journey to full integration almost completed

New leadership team in place

FDA warning letter resolved

Investments for manufacturing readiness

Cost synergies, programs and increased profitability

Critical mass in the U.S.

Integration and consolidation process

Sale of Flow Cytometry & Imaging (FCI) business

LTG technology

Progress on multiplexing technology and projects



New President

New Senior Top Management

New commercial team



Quality first



~30 \$/mln



What has been done so far

New projects (e.g. Aries sunset)



Commercial team of >500 people



Cross-selling opportunities on immunodiagnostics and molecular diagnostics



Sale of assets related to FCI business unit to Cytek

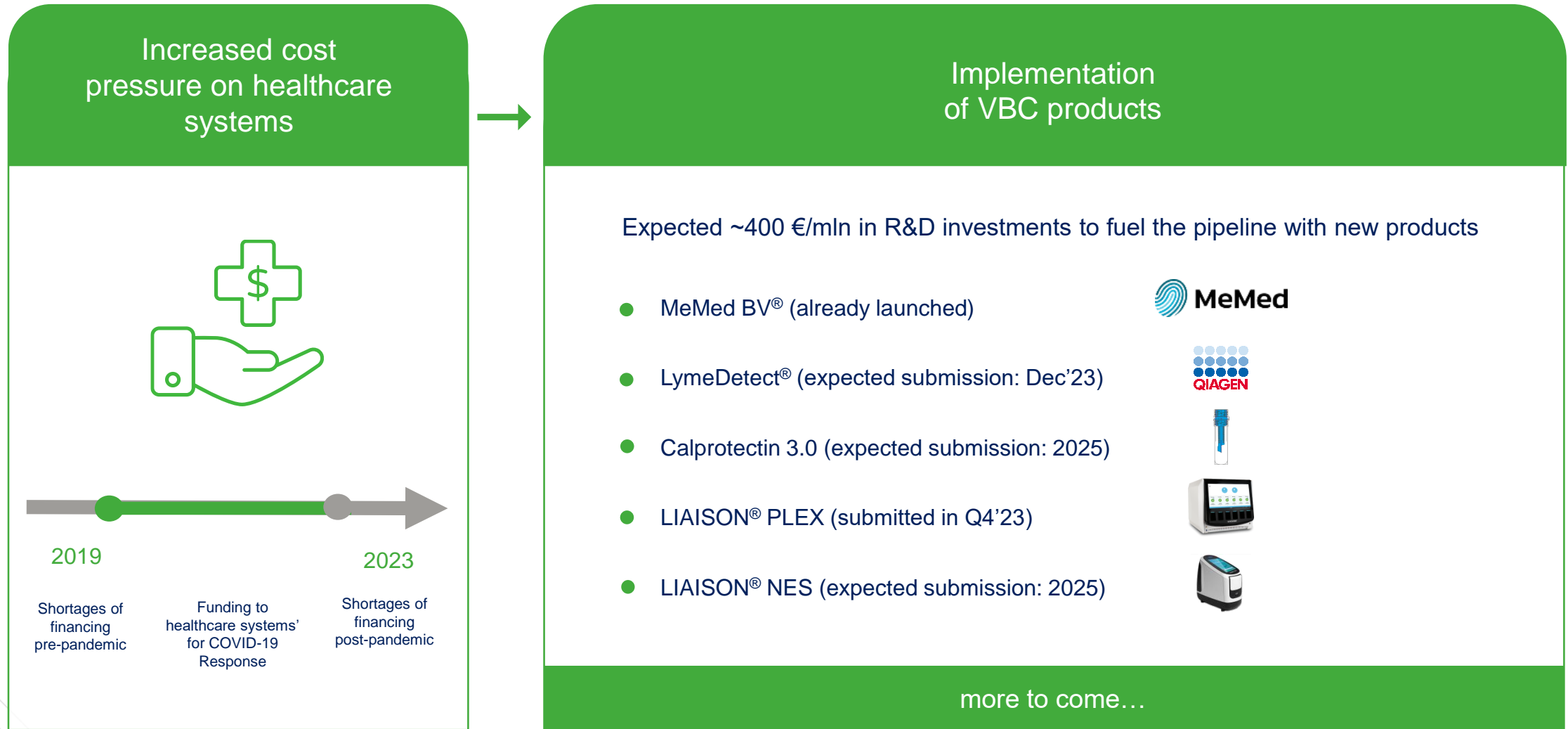


Intelliflex®



LIAISON® PLEX filing already done in the U.S.

Value Based Care Products To Solve Increased Cost Pressure On Healthcare Systems

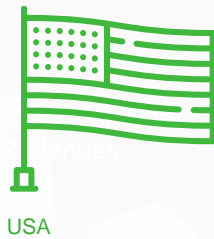


Market Shift In China



U.S. Becoming Pivotal In The Diasorin Strategy

Post Luminex acquisition



~ 50% of Total Revenues
in 2023








Growth strategy in the U.S.

Hospital strategy



Unique portfolio

- MeMed BV**
 Estimated market* ~400 \$/mIn  **MeMed**
- LymeDetect**
 Estimated market* for Acute Phase threatening ~120 \$/mIn  **QIAGEN**
- Calprotectin 3.0**
 Estimated market* ~140 €/mIn 
- LIAISON® PLEX**
 Estimated Syndromic market* 2.9 \$/bn 
- LIAISON® NES**
 Estimated POC market* 3.0 \$/bn 

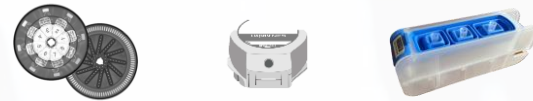
*Internal Company Data

Focus On Execution

Full portfolio of platforms



The pipeline is full



The organization is in place



...in the meantime, we are planning and working on the next wave (new projects, new tests and capital allocation opportunities)



Diasorin

Investor Day 2023
December 15, 2023

3.0