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Focus On The U.S.



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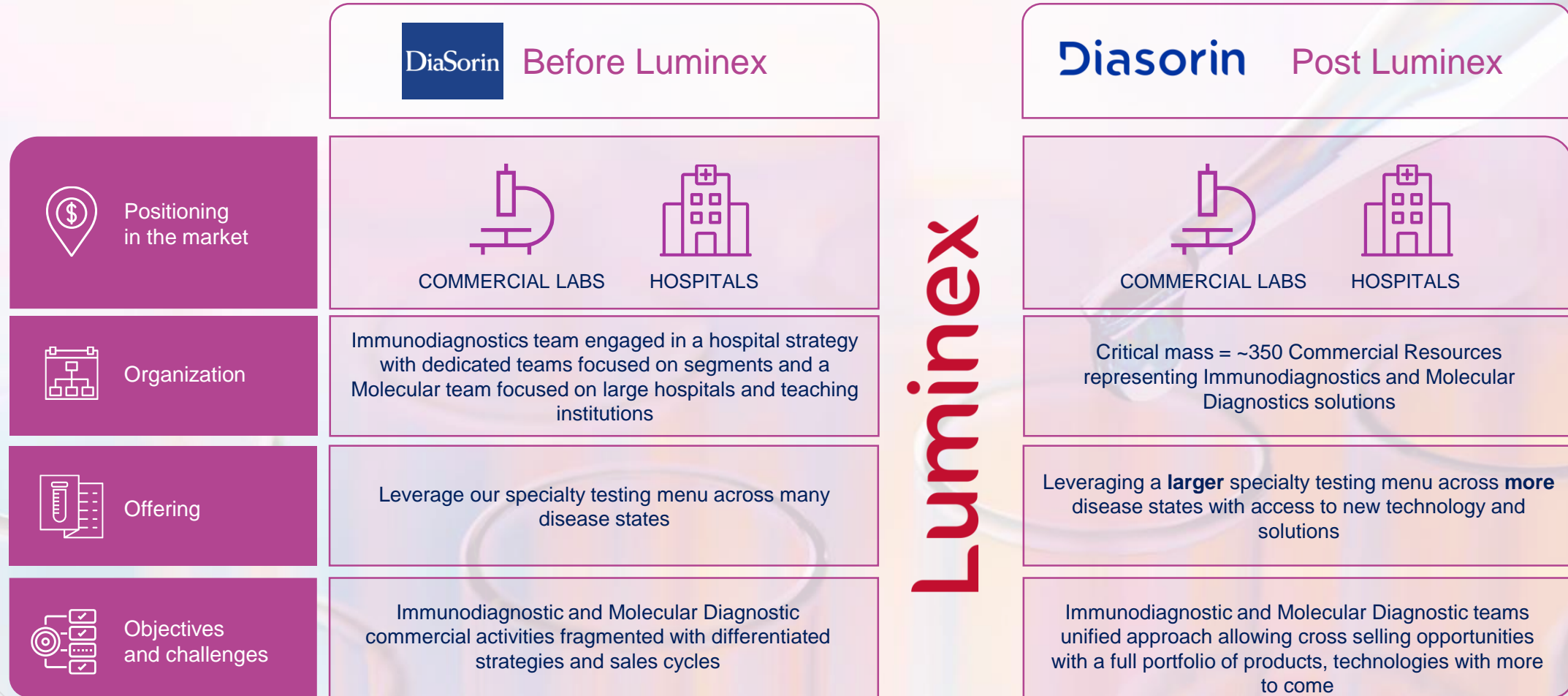
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¹ EBIT is defined as the “Operating Result” net of interests and taxes – ² EBITDA is defined as the “Operating Result”, gross of amortization and depreciation of intangible and tangible assets. EBITDA is a measure used by the Company to monitor and 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.

Our Positioning And Commercial Sales Force In The U.S.



Immunodiagnostic Hospital Strategy – Phase 1



Strategic initiative



- Identified limitations to our existing strategy



- Segmented the market and created teams to address each segment



- Mapped our core assays by Hospital System



- Set new strategy of accelerating our sales by decentralizing specialty testing into key Hospitals consisting of Integrated Health Networks, Major Medical Centers and Teaching Hospitals



Goals achieved and next challenges



Goals Defined for Success:

- 150 new Hospitals
- New Commercial Resources
- Growth in all Segments we serve



Challenges:

- Sales cycles are longer and more complex
- Decisions are made outside of the lab
- Portfolio selling vs. individual test



Specialty testing menu to meet the needs of hospitals



Strategic Assays:

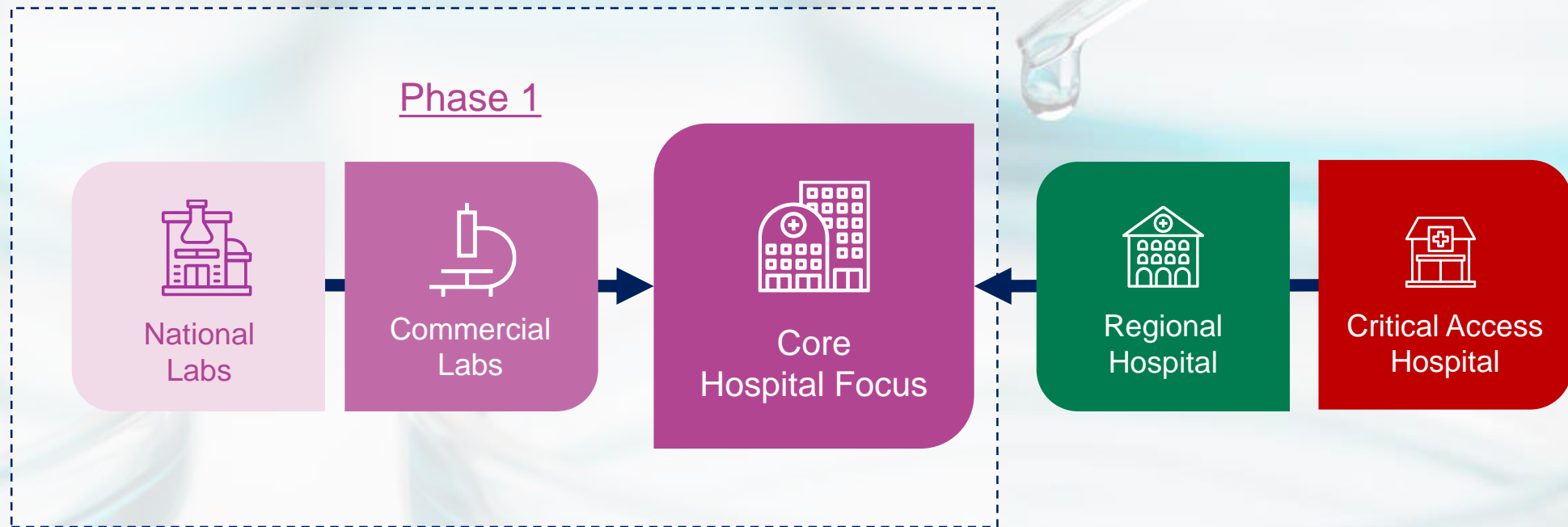
- QuantiFERON® Latent Tuberculosis
- Hepatitis and Retrovirus
- Gastrointestinal Portfolio
- Sepsis



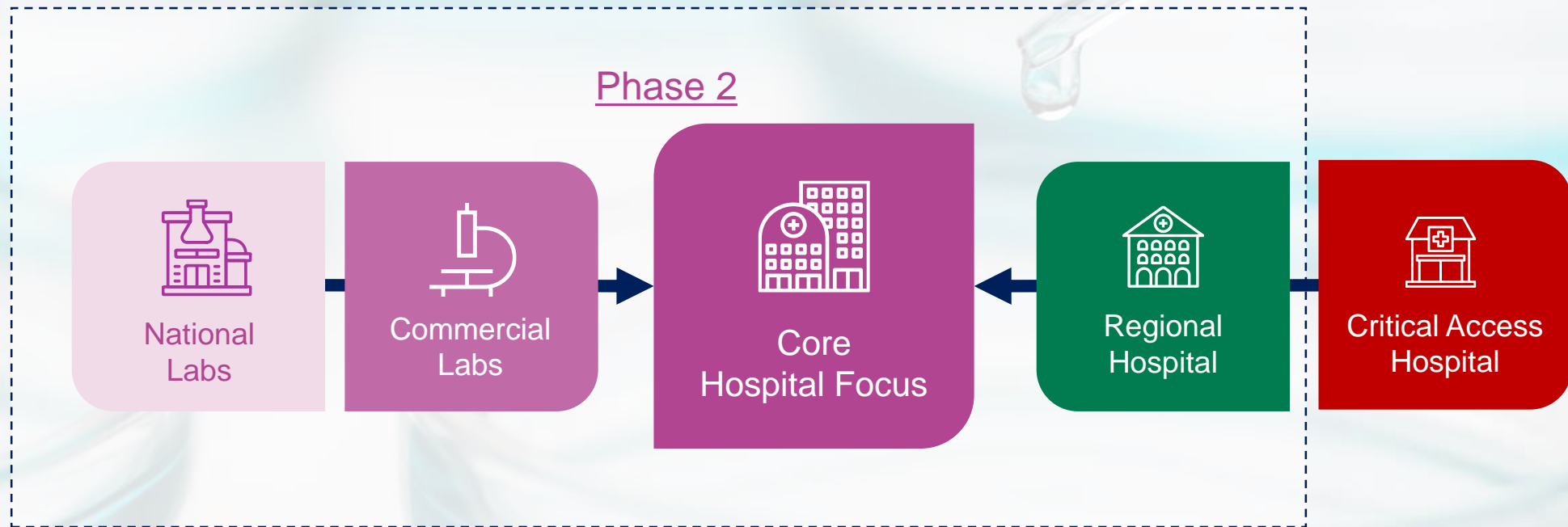
Core Assays:

- Infectious Diseases
- Vitamin D
- Fertility
- Anemia
- Hypertension

Immunodiagnostic Hospital Strategy – Phase 1



Immunodiagnostic Hospital Strategy – Phase 2



LIAISON® MeMed® BV Acceleration: Getting Outside The Lab To Stimulate And Drive Clinical Adoption



LIAISON MeMed® BV acceleration program

- Introduce clinical need and the ability to assess bacterial or viral identification to improve care
- Create LIAISON MeMed® BV adoption prior to clinical guideline adoption
- Accelerate the sales process for U.S. Hospital & Health System Driving faster laboratory implementation



Market response





- **Genuine interest** with higher than industry average Infectious Disease and Emergency Department engagement in DOXIMITY and SERMO digital channels
- **Immediate commitment** to create webinars, white papers and test adoption in various university and mid/small hospitals
- **Secured >3,700 clinical meetings** in less than 90 days



Next steps

- Focus and adjust value messaging to Emergency and Infectious Disease targets across both digital channels
- Publish and promote scientific and work flow proof points to decrease sales cycles as well as support ongoing efforts to secure reimbursement
- Laser focus efforts on early adopters for faster closes in 2023 and 2024

Launch Plan Of The New Molecular Platforms

 Launch plan	 LIAISON® PLEX	 LIAISON® NES
 Target customers	<ul style="list-style-type: none">• Existing VERIGENE® customers/non-automated platforms• New customers• Target competition	<ul style="list-style-type: none">• Near patient testing• CLIA waived solution





Diasorin

Investor Day 2023
December 15, 2023

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