# **Investor Day**



# DiaSorin

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# OPENING REMARKS

Gustavo Denegri Chairman
Carlo Rosa Chief Executive Officer





#### **DIASORIN: RIDING A NEW BUSINESS WAVE**

- COMPANY PROPOSITION AS A SPECIALTY PLAYER IN THE DIAGNOSTIC BUSINESS
- TECHNOLOGICAL SHIFT FROM ELISA TO CLIA LEVERAGING ON AVAILABLE KNOW HOW AND MATERIAL
- LEADERSHIP POSITION IN VITAMIN D TESTING
- WORLDWIDE GEOGRAPHICAL EXPANSION
- KEY M&A ACQUISITIONS TO PROVIDE MORE SPECIALTY PRODUCTS OR BRAND RECOGNITION

- NEWR&DPIPELINEINBOTHLARGECONSOLIDATED MARKETS (e.g. IDs) OR MID-SIZE SPECIALTY CLINICAL AREAS (e.g. GI INFECTIONS, CKD)
- MOLECULAR PRODUCTS TO COMPLEMENT AND SUPPORT IMMUNOASSAY OFFERING
- MANAGING VITAMIN D LEADERSHIP POSITION
- FURTHER GEOGRAPHICAL EXPANSION



DIASORIN CONTINUING TO GENERATE REVENUE GROWTH, CASH GENERATION AND A STRONG BALANCE SHEET



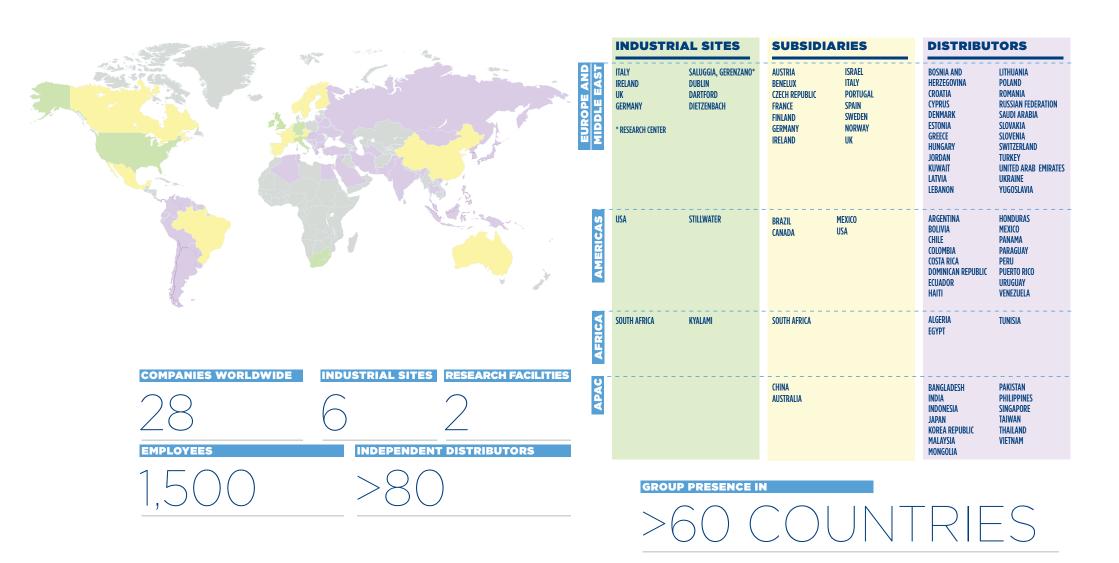
## **DIASORIN HISTORY**

1968	DiaSorin's birth as division of Sorin Biomedica SpA						
1970-1985	Development of products portfolio with RIA and ELISA technologies	-					
1986-1999	Sorin Biomedica acquires control of Incstar Inc. (US company in the In Vitro Diagnostics market), divests IVD activities in a separate company "DiaSorin Srl", and sells it to American Standard Inc.	TEO					
2000	Management Buyout, backed by Investimenti e Partecipazioni SpA and other financial and industrial investors	TECHNOLOGICA					
2000-2006	Acquisition of Byk Sangtec and rights to LIAISON® platform Start of conversion from ELISA to CLIA technology Commercial presence strengthened (new branches in Mexico, Israel and China) R&D focused on Liaison® products portfolio expansion: i) families of reagents and ii) "specialty" reagents	CAL DEVELOPMENT	MANAGEMENT			вюсн	
2007	July 19, 2007: Stock market debut in the Italian Stock Exchange "STAR" segment	AND		STF	COMI	BIOCHEMISTRY	_
2007-2010	Investment in Molecular Diagnostics: licensing agreement with Eiken Chemical Co. Ltd. for use of LAMP technology Worldwide expansion and consolidation (Portugal, Austria, Czech Republic, Canada, Australia, Ireland, South Africa, Netherlands) Acquisition of Biotrin, strengthening leadership position as "specialist" in IVD market Acquisition of Murex® product line, entering blood bank market Launch of new Liaison® XL system platform DiaSorin promoted to Italian Stock Exchange Index "FTSE MIB"	PRODUCTS MENU EXPANSION	CONVICTION AND COMMITMENT TO	STRONG FINANCIAL PERFORMANCE	COMMERCIAL EXPANSION WORLDWIDE	/ INTEGRATED WITH AUTOMATED	EXTERNAL ACQUISITIONS
Today	Worldwide expansion and consolidation (Portugal, Austria, Czech Republic, Canada, Australia, Ireland, South Afric Netherlands)  Acquisition of Biotrin, strengthening leadership position as "specialist" in IVD market  Acquisition of Murex® product line, entering blood bank market  Launch of new Liaison® XL system platform		RESULTS	ACE	WIDE	TED MACHINES	

HISTORY OF GROWTH AND VALUE AS DIAGNOSTIC SPECIALIST, BASED ON CONTINUOUS INNOVATION, TOP-QUALITY PRODUCTS AND LONG-STANDING COMMITMENT TO THE CLIENTS NEEDS



## **DIASORIN WORLDWIDE PRESENCE**

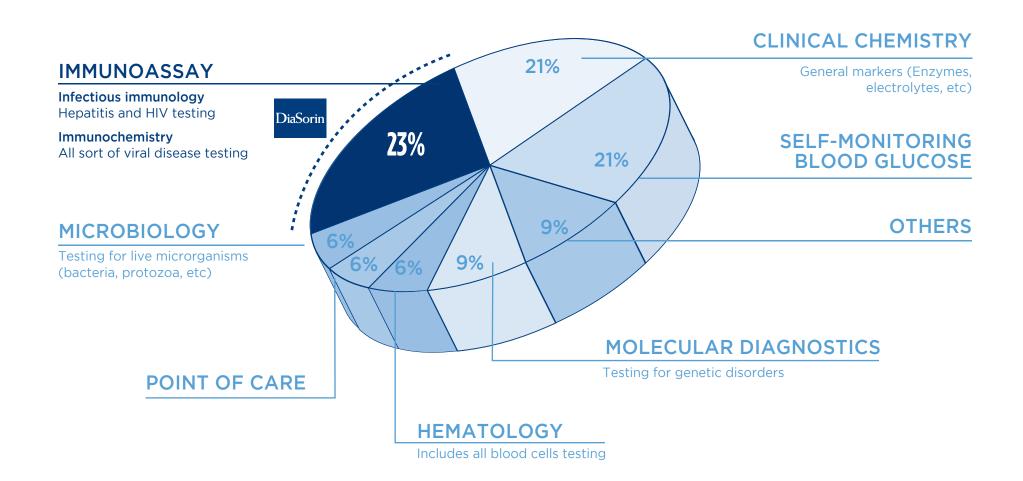




## IN VITRO DIAGNOSTIC (IVD) MARKET

#### EACH SEGMENT OF THE IVD MARKET DIFFERS FOR:

• Assay technology • Assay automation • Personnel responsibility • Regulatory complexity • Location of the lab in the hospital

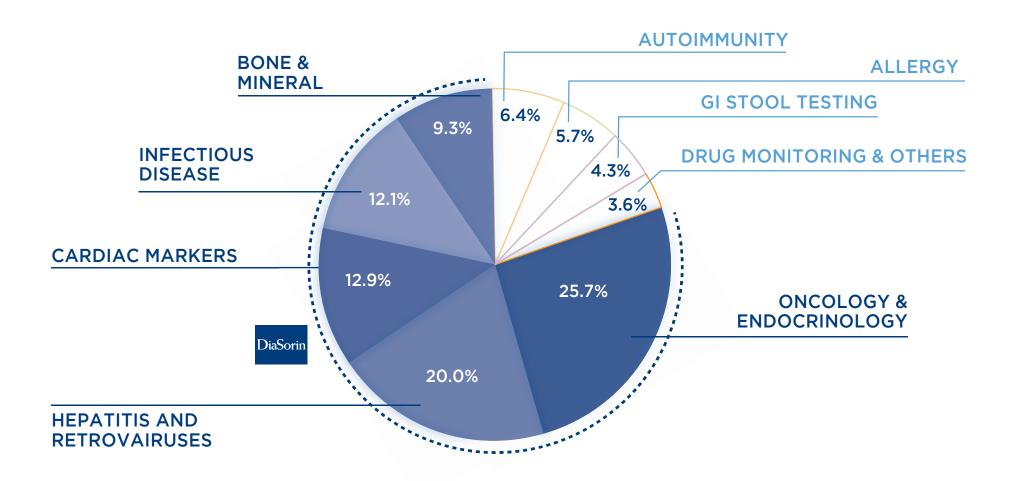


MARKET REQUIRING HIGH LEVEL OF SPECIALTY IN EACH SEGMENT, IMPLYING A BIG MARKET FRAGMENTATION



### **IMMUNOASSAY CLINICAL AREAS**

DIASORIN AIMS TO PLAY AN IMPORTANT ROLE IN A € 7BN MARKET AS AT 2010 BY COMBINING A DIFFERENT STRATEGY APPROACH FOR EVERY CLINICAL AREA IN THE IMMUNOASSAY MARKET

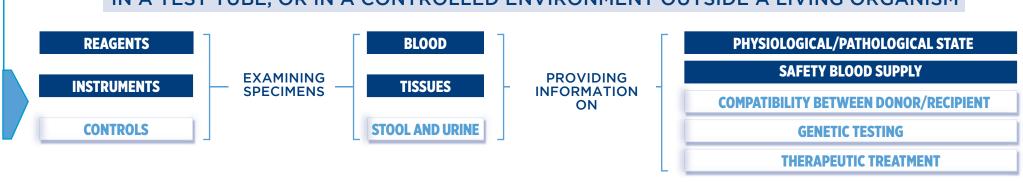


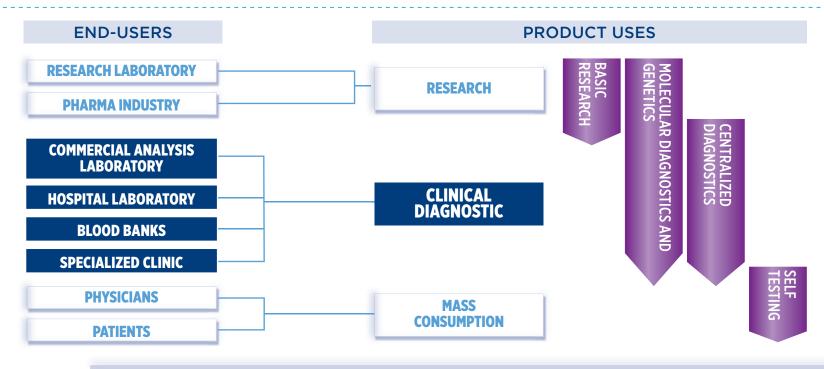
DIASORIN READY TO INCREASE ITS OFFERING AND COMPETITIVE POSITION IN THE IMMUNOASSAY MARKET



## IN VITRO DIAGNOSTIC (IVD) MARKET

IVD TESTS ARE MEDICAL DEVICES, PERFORMING DIAGNOSES FROM ASSAYS IN A TEST TUBE, OR IN A CONTROLLED ENVIRONMENT OUTSIDE A LIVING ORGANISM





IVD MARKET: PURPOSES & END-USERS



## **GROWTH POTENTIAL FOR IVD MARKET**

#### **DEMOGRAPHICS**

Ageing population drives increased diagnostics demand

Prevalence and incidence increase of certain diseases

FOCUS ON PREVENTION AND DIAGNOSIS

Increasing focus by government and other third party payers on diagnostic testing as a mean to decrease healthcare costs, given clear cost benefits

EVIDENCE BASED MEDICINE

Increased focus by physicians on evidence based medicine, due to cost and potential side-effects of many treatments

EMERGING MARKETS GROWTH

Higher lifestyle standards drive a higher demand of diagnostics in emerging markets and represent an hedge against economic weakness in mature markets

IVD: SUSTAINABLE GROWTH IN A VALUE MARKET



## **IMMUNOASSAY TECHNOLOGIES**







FEATURES	RIA RADIO IMMUNO ASSAY	ELISA ENZYME LINKED IMMUNOSORBENT ASSAY	CLIA CHEMILUMINESCENT IMMUNO ASSAY
TRACER TECHNOLOGY	RADIOACTIVE	NON-RADIOACTIVE COLORIMETRIC	LUMINESCENT MOLECULAR
AUTOMATION	N/A	BATCH PLATE ANALYZERS	CLOSED/DEDICATED ANALYZERS
LEVEL OF INTERVENTION REQUIRED	MANUAL OPERATION BY EXPERT TECHNICIANS	SIGNIFICANT INTERVENTION BY QUALIFIED LABORATORY PERSONNEL	INTERVENTION LIMITED TO LOAD KITS
TECHNOLOGY FLEXIBILITY	TESTS THAT CANNOT BE CARRIED OUT USING MORE MODERN TECHNOLOGIES	OPEN SYSTEM ELISA KITS FROM DIFFERENT PRODUCERS CAN BE USED ON THE SAME ANALYZER	CLOSED SYSTEM
TIME TO 1 <sup>ST</sup> RESULT	3-12 HOURS	3-4 HOURS	30 MINUTES
TEST FORMAT	ВАТСН	ВАТСН	RANDOM ACCESS

DIASORIN MANAGING ALL DIFFERENT IMMUNOASSAY TECHNOLOGIES



## A&M

	TARGET	SELLER	STRATEGY AND INVESTMENT RATIONALE	EFFECTS ON BUSINESS	TECHNOLOGICAL AREA
2002	BYK SANGTEC (IVD BUSINESS DIVISION)	ALTANA AG	RIGHTS TO LIAISON® PLATFORM INTEGRATION BETWEEN BIOCHEMISTRY AND AUTOMATIZATION	COMMERCIAL EXPANSION  PRODUCTS MENU EXPANSION  COMPANY BRAND ENHANCEMENT	CLIA
2003	MOLECULAR DIAGNOSTICS (MDX)	GAMIDA SENSE LTD.	ASSET IN MOLECULAR DIAGNOSTICS	KNOW-HOW	NUCLEIC ACID TESTING (NAT)
2008	BIOTRIN INTERNATIONAL LTD	DR SCHMIDT BIOTECH GMBH	LEADERSHIP POSITION STRENGTHENING AS A "SPECIALIST" IN IVD MARKET NEW GEOGRAPHICAL AREAS	CRITICAL MASS IN STRATEGIC AREAS (APAC & LATAM)	ELISA CLIA
2010	MUREX PRODUCT LINE	ABBOTT LABORATORIES LTD	MUREX® PRODUCT LINE SUPPORTING LIAISON XL LAUNCH ENTRANCE IN BLOOD BANK MARKET THROUGH MUREX KNOW-HOW AND REPUTATION IN HCV-HIV SEGMENT	DIASORIN BECOMING 2ND MAIN MANUFACTURER OF ELISA IN THE WORLD MUREX SALES IN LATAM & APAC INCREASING DIASORIN CRIMCAL MASS IN UNDERPENETRATED AREAS	ELISA CLIA
Technologi	es Menu Exp	ansion			



## **PARTNERSHIPS**

	TARGET	PARTNER	STRATEGY AND INVESTMENT RATIONALE	EFFECTS ON BUSINESS	TECHNOLOGICA AREA	
2005	LIAISON XL STRATI BIOME SYSTEI		DEVELOPMENT OF NEW FRONT-LINE INSTRUMENT: LIAISON XL	CLIENTS BASE ENLARGEMENT	CLIA	
2011	LAMP TECHNOLOGY	EIKEN CHEMICAL CO. LTD.	INVESTMENT IN MOALECULAR DIAGNOSTICS: LICENSING AGREEMENT FOR USE OF LAMP TECHNOLOGY	LICENSING AGREEMENT	NUCLEIC ACID TESTING (NAT)	
2011	LIAISON IAM	PRECISION SYSTEM SCIENCE CO. LTD (PSS)	DEVELOPMENT OF NAT ANALYZER (LIAISON IAM) TO ENTER MOLECULAR DIAGNOSTICS MARKET MARKET SYNERGIES WITH BIOTRIN BUSINESS	COMPANY BRAND AND PRODUCTS ENHANCEMENT IN SPECIALTY CLINICAL AREAS	NUCLEIC ACID TESTING (NAT)	
2008	HBsAg	ADVANCED LIFE SCIENCE INSTITUTE INC. (ALSI)	DEVELOPMENT OF NEW HIGHLY SENSITIVE TEST FOR HEPATITIS B VIRUS POSITIONING AS "SPECIALIST" IN INFECTIOUS DISEASES AREA	DEVELOPMENT AND LICENSING AGREEMENT	CLIA	
2011	WORLDWIDE DISTRIBUTION	SONIC HEALTHCARE GROUP	LONG-TERM WORLDWIDE INCENTIVE AGREEMENT TO USAGE OF DIASORIN PRODUCTS IN SONIC HEALTHCARE LABORATORIES	LICENSING AGREEMENT GEOGRAPHICAL EXPANSION COMPANY BRAND AND STABILITY ENHANCEMENT	CLIA	
2011	VITAMIN D LIAISON XL	LABORATORY CORPORATION OF AMERICA HOLDINGS (LABCORP)	US NETWORK STABILITY INCREASE GROWTH AND BRAND AWARENESS IN LARGE COMMERCIAL LABORATORIES	5 YEAR SUPPLY AGREEMENT GROWTH IN THE US MARKET	CLIA	
2011	VITAMIN D LIAISON XL	CARDINAL HEALTH INC.	US NETWORK STABILITY INCREASE GROWTH AND BRAND AWARENESS IN LARGE COMMERCIAL LABORATORIES	EXCLUSIVE DISTRIBUTION AGREEMENT GROWTH IN THE US MARKET	ELISA CLIA	

COMPANY'S GROWTH GRANTED BY A COMBINATION OF INTERNAL R&D AND COMMERCIAL/LICENSING AGREEMENTS

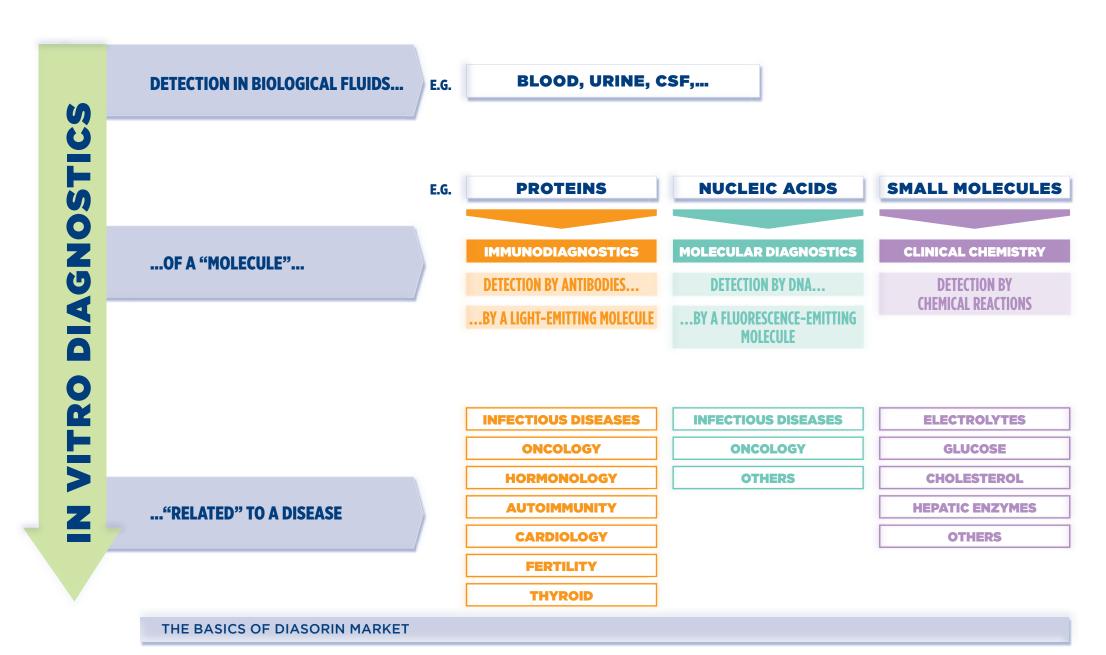
# R&D AND INNOVATION

Francesco Colotta Senior Corporate VP and Chief Medical Officer





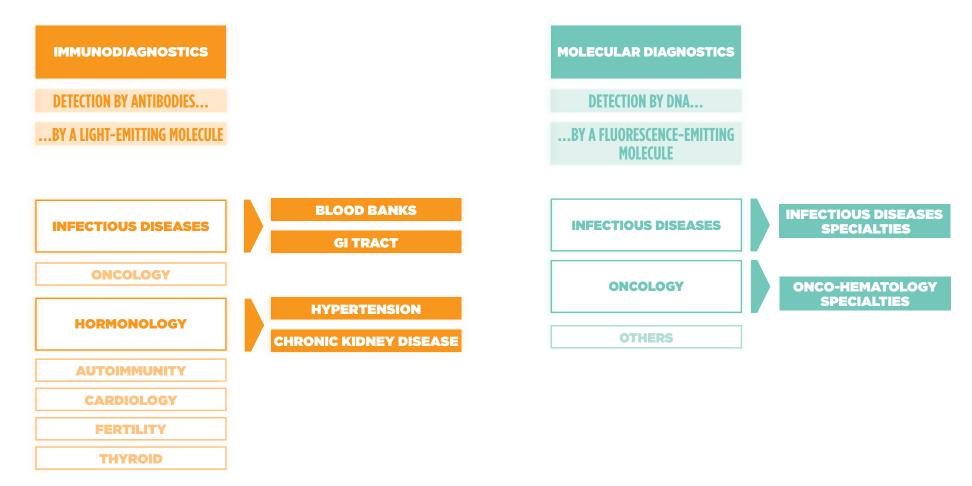
#### IN VITRO DIAGNOSTICS: BASICS





#### AREAS TO BE A FRONT RUNNER IN LAB TESTING

- STRENGTHEN OUR LEADERSHIP IN IMMUNOASSAY
- BECOME A NEW PLAYER IN MOLECULAR DIAGNOSTIC



R&D STRATEGY BASED ON 2 LEGS: LEADERSHIP ON IMMUNOASSAY + MOLECULAR DIAGNOSTIC ENTRANCE



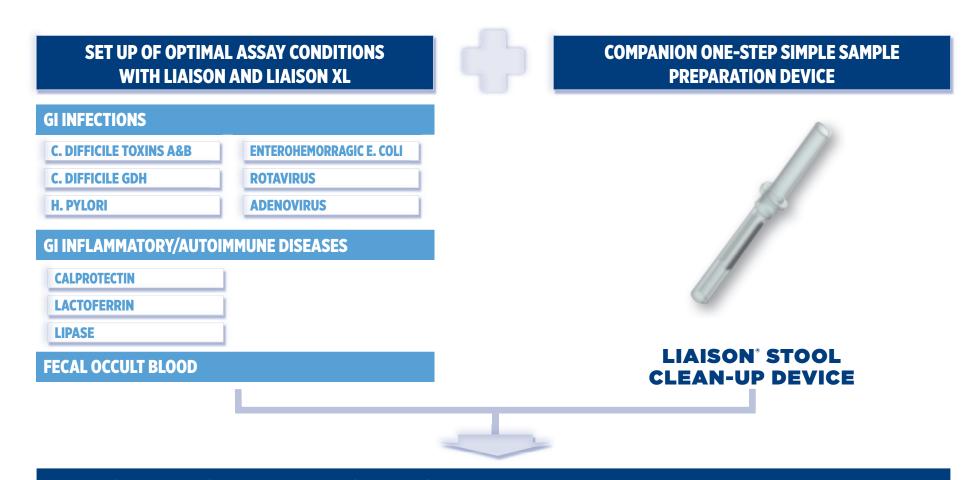
#### **BLOOD BANKS DEVELOPMENT PROGRAM**

## LEVERAGE DIASORIN EXPERIENCE AND REPUTATION IN IDS LEVERAGE DIASORIN FULL MENU AVAILABILITY T. pallidum **BLOOD BANKS HBsAg** HTLV I-II HCV **Chagas** HIV **HIV HT LIAISON XL** In development

DIASORIN LEVERAGING EXPERIENCE, REPUTATION, FULL MENU AVAILABILITY, LIAISON XL



#### **NEW AUTOMATED SYSTEM IN STOOL TESTING**



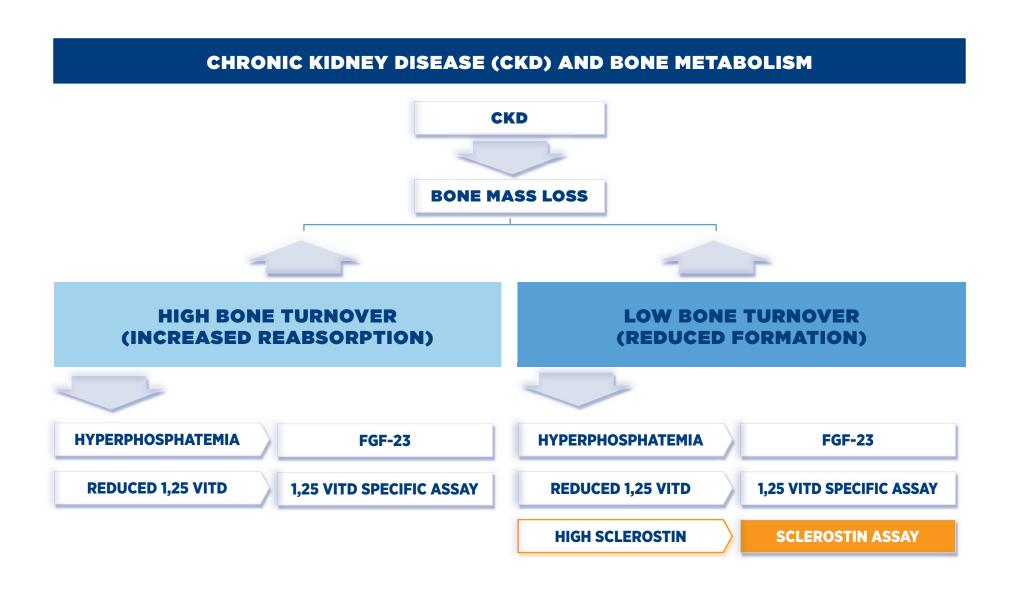
#### DEVELOP AN INNOVATIVE IMMUNODIAGNOSTIC CHEMILUMINESCENT SYSTEM CHARACTERIZED BY:

- BIOLOGICAL MATRIX CURRENTLY POORLY AUTOMATED
- WIDE APPLICABILITY
- INTEGRABLE WITH MOLECULAR DIAGNOSTICS

A NEW AUTOMATED SYSTEM IN STOOL TESTING; DIASORIN DRIVING THE MARKET



#### LEVERAGE ON BONE METABOLISM FRANCHISE



**ENLARGEMENT OF BONE METABOLISM FRANCHISE** 



### **HYPERTENSION: A FULL PANEL ON LIAISON SYSTEMS**

DIASORIN MENU: A UNIQUE OFFER FOR THE DETECTION OF THE KEY HYPERTENSION MARKERS ON A FULLY AUTOMATED PLATFORM

#### **DIFFERENT "TYPES" OF HYPERTENSION**

**RENOVASCULAR HYPERTENSION** 

**RENIN-SECRETING TUMORS** 

HIGH RENIN ESSENTIAL HYPERTENSION

LOW RENIN ESSENTIAL HYPERTENSION

**PHEOCHROMOCYTOMA** 

PRIMARY ALDOSTERONISM

**DRUGS-INDUCED HYPERTENSION** 

Renin and aldosterone are differentially expressed in each specific hypertension-inducing condition



To discriminate which clinical condition is inducing hypertension in the patient, both **RENIN** and **ALDOSTERONE** must be measured

UNIQUE OFFER OF AUTOMATED DETECTION OF THE TWO KEY MARKERS OF HYPERTENSION ON LIAISON



#### DIASORIN IN THE MOLECULAR DIAGNOSTICS

# DIASORIN STRATEGY TO PLAY THE MOLECULAR DIAGNOSTIC MARKET

## THE 3 KEY DECISIONS

**AMPLIFICATION TECHNOLOGY** 

LAMP

AUTOMATED NA AMPLIFICATION AND DETECTION INSTRUMENT

**LIAISON IAM** 

**NAT MENU** 

INFECTIOUS DISEASES
AND ONCOHEMATOLOGY
TESTS



#### LAMP TO DEVELOP A SPECIALTY MENU IN NAT

DIASORIN LICENSED LAMP (LOOP-MEDIATED ISOTHERMAL AMPLIFICATION) TECHNOLOGY FROM EIKEN CHEMICAL COMPANY LTD IN 2008: THE DIFFERENTIATION FACTOR IN ONCO-HEMATOLOGY FUTURE MENU

## **DIASORIN LAMP grants:**

**HIGHER SENSITIVITY** 

**HIGHER SPECIFICITY** 

SIMPLER REACTION SET-UP

**SHORTER TIME-TO-RESULT** 

**CHEAPER PRICE** 

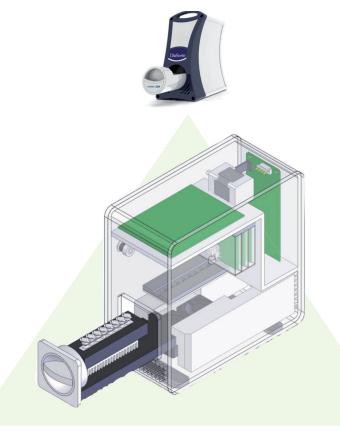
LAMP: THE DIFFERENTIATION FACTOR IN THE DIASORIN MOLECULAR DIAGNOSTIC STRATEGY



#### LIAISON IAM: A SMALL AUTOMATED ANALYZER

DIASORIN SIGNED AN AGREEMENT WITH PRECISION SYSTEM SCIENCE CO. LTD OF JAPAN (PSS) FOR THE DEVELOPMENT OF A NUCLEIC ACID TEST (NAT) ANALYZER

## **Liaison Instant Amplification Molecular (IAM)**



CLIENTS

DIASORIN MICROBIOLOGY CUSTOMERS
DIASORIN SPECIALITIES SEROLOGY CUSTOMERS
CUSTOMERS ALREADY USING VALIDATED EXTRACTION METHOD

# ATURES

- **SMALL**: BENCH TOP, 150(w) X 300(h) X 300(d), <6kg
- FAST: REAL TIME; ONE RUN <60MIN.
- PRECISE: FLUORESCENCE QUANTITATION
- FLEXIBLE:
  - THROUGHPUT: FROM 1 TO 8 REACTIONS/INSTRUMENT; UP TO 48 REACTIONS (WITH 6 INSTRUMENTS)
  - RANDOM ACCESS: BY USING DIFFERENT INSTRUMENTS
  - MULTIPLEX CAPABILITY: 3 FLUORESCENT DYES
  - DIFFERENT ASSAYS CAN BE PERFORMED IN THE SAME RUN
- FULL TRACEABILITY: BAR CODE READER USE FOR SAMPLER AND REAGENTS
- CONNECTIVITY: TO LIS
- CLOSED SYSTEM: FOR ONLY ISOTHERMAL LAMP REACTION
- LOW RISK OF CONTAMINATION: PLASTIC STRIP CAN'T BE RE-OPENED AFTER CLOSURE
- EASY TO USE: INTUITIVE SOFTWARE

DIASORIN DEVELOPING ITS NAT ANALYZER, FOCUSED ON SPECIALTY TESTS



### **NAT MENU: FOCUS ON SPECIALTIES**

LEVERAGE DIASORIN EXPERIENCE AND REPUTATION IN INFECTIOUS DISEASES

INFECTIOUS DISEASES SPECIALTIES

**EPSTEIN-BARR VIRUS (EBV)** 

**CYTOMEGALOVIRUS (CMV)** 

**PARVOVIRUS (PARVO)** 

**TOXOPLASMOSIS (TOXO)** 

**BK VIRUS (BKV)** 

**VARICELLA ZOSTER VIRUS (VZV)** 

PROVIDE THE SPECIALIST WITH A COMPLETE PANEL

**ONCO-HEMATOLOGY SPECIALTIES** 

**MYELOPROLIFERATIVE NEOPLASMS (MYELO NEOPL)** 

**ACUTE LYMPHOBLASTIC LEUKEMIAM (ALL)** 

**ACUTE MYELOID LEUKEMIA (AML)** 

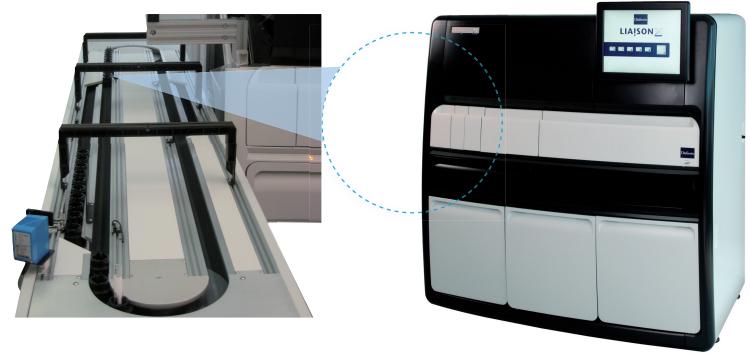
**ACUTE PROMYELOCITIC LEUKEMIA (APL)** 

**CHRONIC MYELOID LEUKEMIA (CML)** 



#### LAS CONFIGURATION AND LIAISON XL

LAS BRINGS LIAISON XL INTO THE MOST ADVANCED, HIGH THROUGHPUT AND AUTOMATED DIAGNOSTIC LABS, TO FULFILL FLEXIBILITY AND EFFICIENCY OF THE NEW ANALYZER



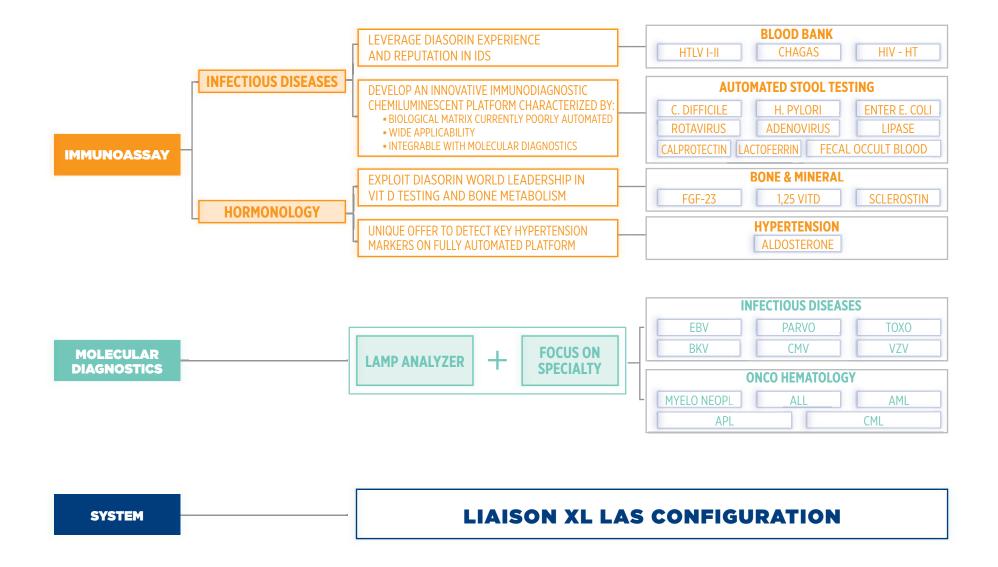
#### **DEVELOPMENT PLAN:**

- UPGRADE SW AND HW TO INTEGRATE LIAISON XL INTO AUTOMATED PATIENT SAMPLE PROCESSING: LABORATORY AUTOMATION SYSTEM (LAS)
- PROTOTYPE SW AND HW READY

LIAISON XL READY FOR LAS CONFIGURATION



## **DIASORIN: R&D PIPELINE 2011 - 2015**



AN IMPORTANT R&D PIPELINE TO ADDRESS OPPORTUNITIES AND ENFORCE OUR RECOGNITION AS THE DIAGNOSTIC SPECIALIST

# MARKETS AND SALES

**Chen Even** Senior Corporate VP Commercial Operations



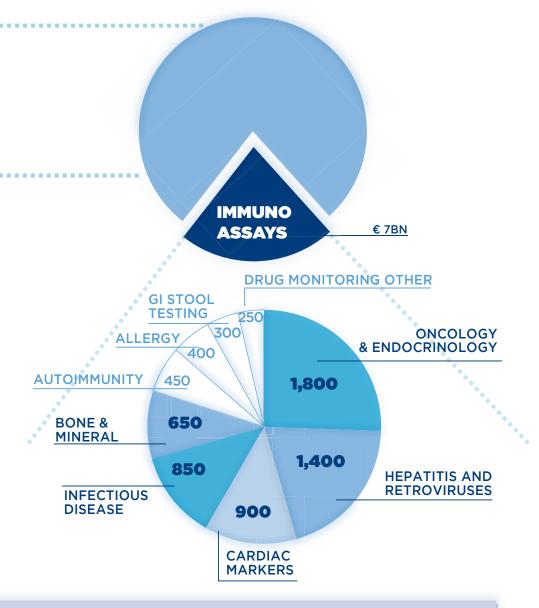


### DIASORIN IN THE € 7BN IMMUNOASSAYS SEGMENT

OUT OF A WW IVD MARKET OF € 33BN,
DIASORIN MAIN FOCUS IS
IMMUNOASSAY

OUT OF A WW IMMUNOASSAY
MARKET OF € 7BN, DIASORIN MAIN
CLINICAL AREAS OF INTEREST ARE:

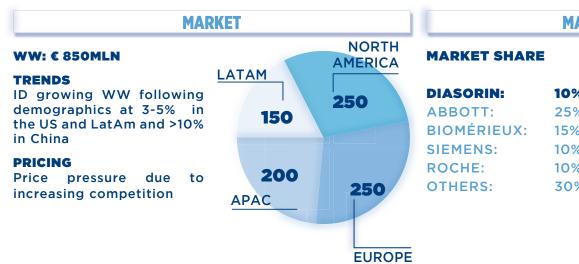
INFECTIOUS DISEASE
HEPATITIS AND RETROVIRUSES
GI STOOL TESTING
ONCOLOGY AND ENDOCRINOLOGY
BONE AND MINERAL

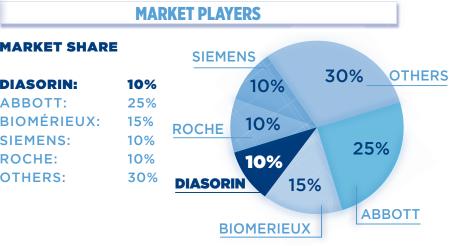


DIASORIN AS A PURE PLAYER IN IMMUNOASSAY FOCUSING ON SPECIFIC AREAS



## **INFECTIOUS DISEASE (ex Heps & Retrovirus)**





#### **DIASORIN PURPOSE AND STRATEGY**

**€ 60-70MLN ADDITIONAL REVENUES** 

**STRATEGY:** NEW SYSTEM LIAISON XL FRONT LINE ANALYZER AND LAS VERSION TO:

- ACCESS MID-LARGE CLINICAL LABS
- ACCELERATE PLATE CONVERSION
- CONSOLIDATE ID

**BROAD ID MENU WITH HOOKS:** 

- PARVOVIRUS
- MMRV PANEL IN THE US
- MYCOPLASMA

#### **DIASORIN POSITIONING**

#### EU

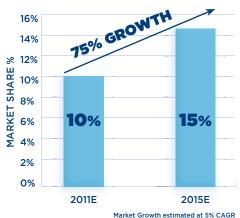
Leadership reinforced with >30% MKT Share

#### **USA AND LATAM**

Increased penetration with >10-15% MKT Share

#### CHINA

Torch leadership on **CLIA Platform** 



#### **HEPATITIS & RETROVIRUS**



#### **WW: € 1.5BN**

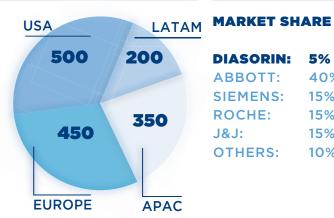
WW ex US. ex JAPAN: € 750MLN

#### **TRENDS**

Growing volumes due to demographics. patients access to testing and urbanization in emerging markets

#### **PRICING**

Price erosion for HCV due to patent expiration

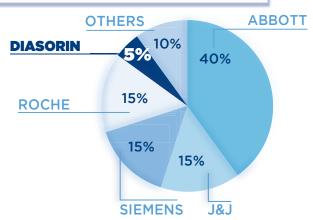


#### **MARKET PLAYERS**

DIASORIN: 5% ABBOTT: 40% SIEMENS: 15%

ROCHE: 15% J&J: 15%

OTHERS: 10%



#### **DIASORIN PURPOSE AND STRATEGY**

PURPOSE: € 40-50MLN ADDITIONAL REVENUES

**STRATEGY: LEVERAGE ON ID** 

NEW SYSTEM: LIAISON XL FRONT LINE ANALYZER. TO ACCESS MID-LARGE LABS SEGMENT

FULL MENU: INCLUDING HCV, HBV, HIV, HTLV, SYPHILIS, AND CHAGAS ON LIAISON XL

LARGE INSTALLED BASE IN KEY EU MARKETS (>2,000) IN CLINICAL LABS

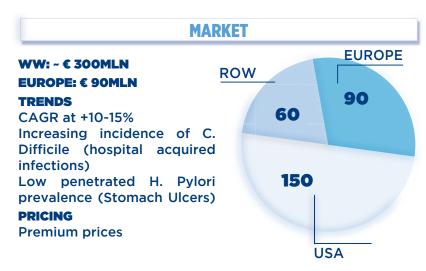
LEVERAGE THE MUREX BRAND

DIFFERENTIATION: HBsAg WITH ENHANCED **DETECTION OF MUTANTS ON LIAISON XL** 

#### **DIASORIN POSITIONING** >55% GROWTH 14% 12% 10% SHARE 4% 5% 8% 12% 8% 0% 2011E 2015E Market Growth estimated at 2% CAGR TOT MKT TOT MKT ex US, EX JAPAN

DIASORIN AS A RELIABLE ALTERNATIVE TO THE MARKET LEADER

#### **GI STOOL TESTING**





#### **DIASORIN PURPOSE AND STRATEGY**

#### PURPOSE: € 15-20MLN ADDITIONAL REVENUES

**STRATEGY:** FIRST TO OFFER A GI STOOL PANEL ON A FULLY AUTOMATED PLATFORM USING MERIDIAN TECHNOLOGY

LEVERAGE ON DIASORIN ID BUSINESS

AGREEMENT WITH MERIDIAN TO CO-DEVELOP HIGH QUALITY STOOL PANEL TO BE MARKETED WW ex US

MENU AVAILABLE ON LIAISON AND LIAISON XL TO GROW AND ANCHOR THE ID BUSINESS

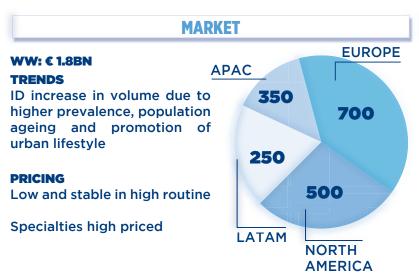
LEVERAGE ON ID BUSINESS

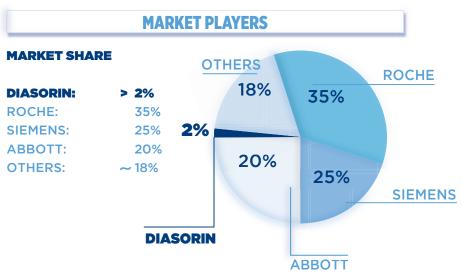
#### **DIASORIN POSITIONING**

DIASORIN WW MKT
SHARE IN 2015
EXPECTED ~ 4%



## **ONCOLOGY / ENDOCRINOLOGY**





#### **DIASORIN PURPOSE AND STRATEGY**

PURPOSE: € 30-40MLN ADDITIONAL REVENUES

STRATEGY: NEW SYSTEM LIAISON XL FRONT LINE ANALYZER

AND LAS VERSION ALLOWING TO ENTER IN

MID-LARGE SIZE LABS

**FULL MENU AVAILABLE** 

ENDO SPECIALTIES, SUCH AS RENIN AND ALDOSTERONE (HYPERTENSION) TO REINFORCE SPECIALIST REPUTATION TO DRIVE AND

ANCHOR PLACEMENTS

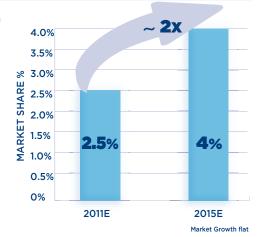
US MENU EXPANSION: TO ANCHOR PLACEMENTS

AND FORTIFY VITAMIN D POSITION

#### DIASORIN POSITIONING

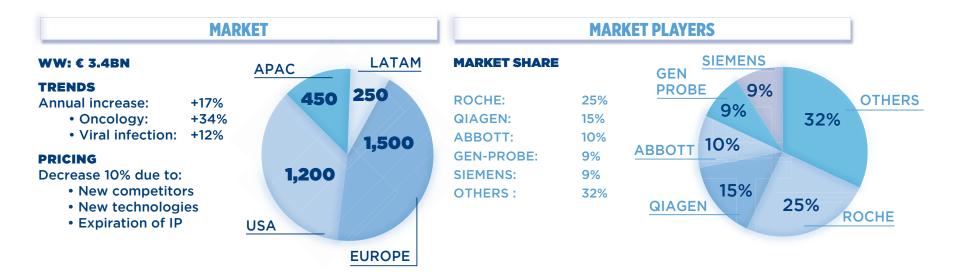
DIASORIN DOUBLING REVENUE WITHIN

2015





## **NUCLEIC ACID TESTING (NAT)**



#### **DIASORIN PURPOSE AND STRATEGY**

PURPOSE: € 15-20MLN ADDITIONAL REVENUES

**STRATEGY:** NEW NAT COST EFFECTIVE PRODUCT LINE USING

LAMP TECHNOLOGY

LEVERAGE ON THE LIAISON ID INSTALLED BASE (OVER 2,000) WITH COMPLIMENTARY ID NAT ASSAYS:

**LAUNCH 7 NAT ID TESTS IN 2012** 

LAUNCH A LAMP ANALYZER (LIAISON IAM) AND AN AUTOMATED EXTRACTOR WITHIN 2012

ENTER INTO THE ONCO-HEMATOLOGY TESTING MARKET WITH FULL TESTING MENU. LAUNCH 2

**TESTS IN 2013** 



## **GEOGRAPHICAL EXPANSION**





## LIAISON XL, THE NEW FRONT LINE ANALYZER

HIGH THROUGHPUT 180 TESTS/HOUR

**FULL LSN MENU + HIV AND HCV** 

**UP TO 25 REAGENTS ON BOARD** 

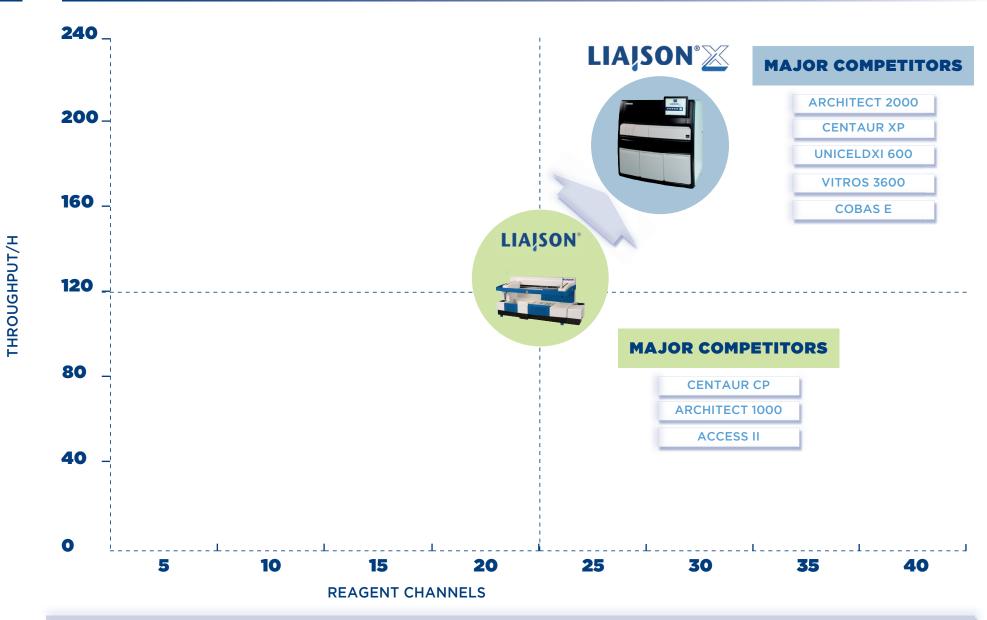
**AVAILABLE TO CONNECT WITH LAS** 



A COMPACT AND EFFICIENT DESIGN, WITH FEATURES ENHANCING DIASORIN VALUE PROPOSITION TO THE LABS



## FROM LIAISON TO LIAISON XL



FROM LIAISON, BENCH TOP SPECIALTY MARKET ANALYZER TO LIAISON XL, FRONT LINE ANALYZER



### **LIAISON XL: COMPETITIVE ENVIRONMENT**

	DIASORIN		ROCHE COBAS	BECKMAN COULTER	ABBOTT ARCHITECT	SIEMENS CENTAUR	ORTHO VITROS
	LIAJSON°	LIAJSON° 🔀	E	DXI 600	2000	XP	3600
THROUGHPUT	120	180	170	200	200	240	180
TOTAL MENU	92	94	73	57	50	60	50
MENU OF "SPECIALTIES"	++++	++++	++	+	+	+	+
TECHNOLOGY	CLIA	CLIA	ECLIA	CLIA	CMIA	CLIA	CLIA
LEVEL OF AUTOMATION	++	***	++	+++	+++	+++	++
INSTALLED BASE	> 4,000	<100	6,000	500	>10,000	5,000	500
BENCH TOP / FLOOR	В	F	F	F	F	F	F

LIAISON XL: SUPERIOR CONTENT AND BREATH OF MENU

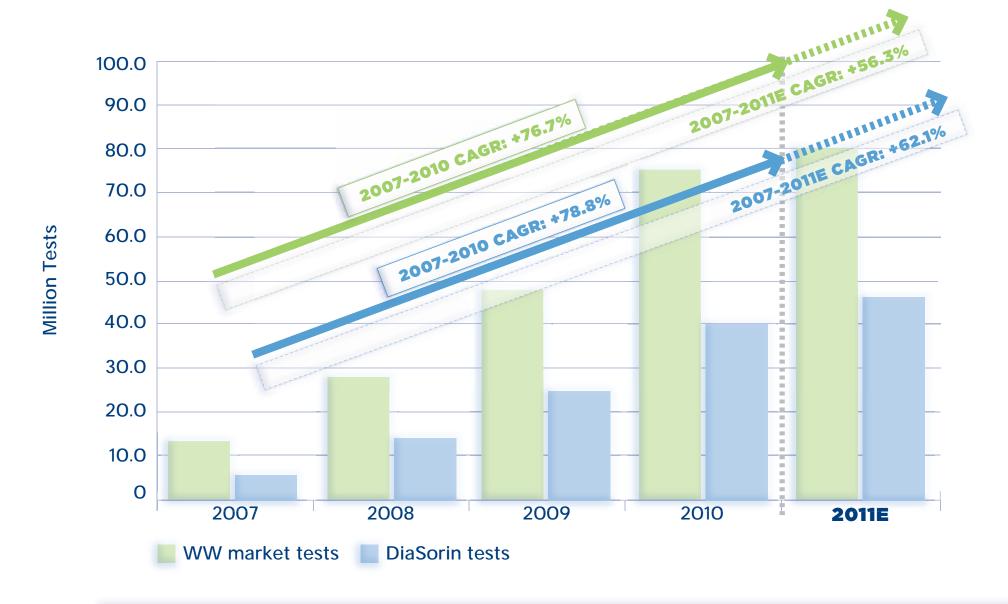
# VITAMIN D

Carlo Rosa Chief Executive Officer



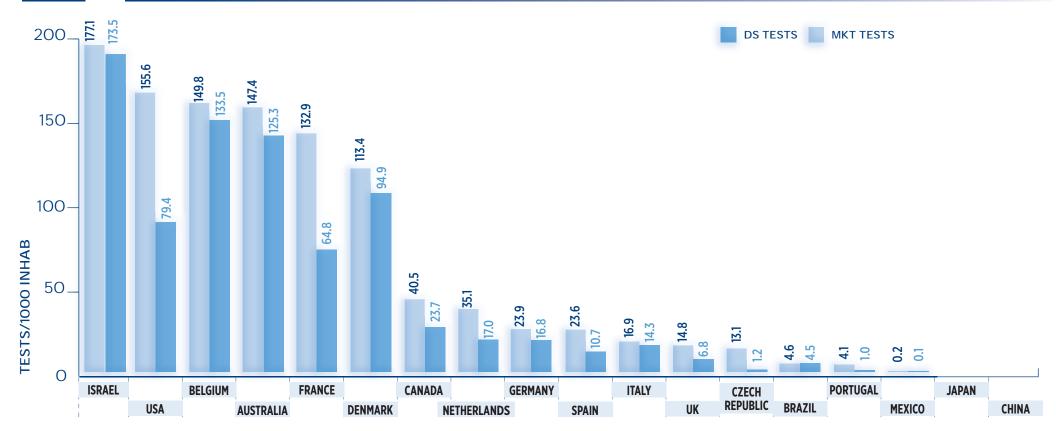


### **WORLDWIDE VITAMIN D MARKET: 2007-2011E**





### **VITAMIN D PENETRATION**



### VITAMIN D EXCEPTIONAL GROWTH TREND DUE TO:

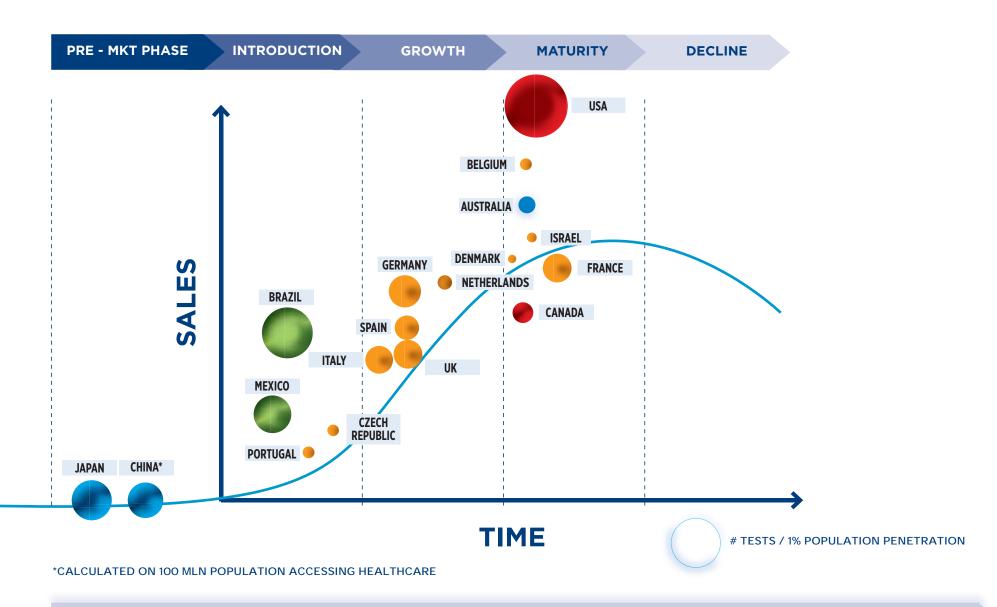
- CLINICAL EVIDENCE DISCOVERY
- CHEAP SUPPLEMENTATION AVAILABILITY IN SEVERAL COUNTRIES
- MEDIA COVERAGE ON VIT D EFFECTIVENESS

DIASORIN PRESENT IN BOTH PENETRATED/UNDERPENETRATED MARKETS WITH A MKT SHARE BETWEEN 50% AND 90%

STILL LARGE OPPORTUNITY IN UNDERPENETRATED OR UNTOUCHED MARKETS



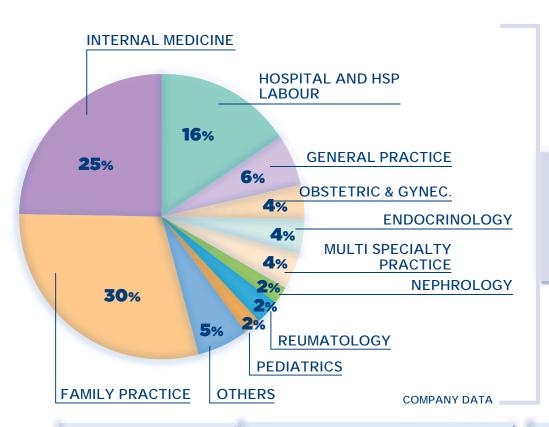
### PRODUCT CYCLE OF VITAMIN D ADOPTION



STILL LARGE OPPORTUNITY IN EARLY PHASE PRODUCT LIFE CYCLE MARKETS



### PRESCRIPTIONS AND POTENTIAL APPLICATIONS



# GPS AND INTERNISTS ACCOUNT FOR 61% OF TOTAL TESTING PRESCRIPTIONS

MAIN CURRENT APPLICATIONS	FUTURE POTENTIAL APPLICATIONS	RATIONALE
	DIABETES	INVERSE CORRELATION BETWEEN 25 OH VITAMIN D LEVELS AND BLOOD PRESSURE
DONE DISORDEDS	HYPERTENSION	INVERSE CORRELATION BETWEEN VITAMIN D LEVELS AND GLUCOSE LEVELS
BONE DISORDERS -	AUTOIMMUNITY	LOW VITAMIN D LEVELS ASSOCIATED WITH PREVALENCE AND PROGRESSION OF AUTOIMMUNE DISEASES (e.g. MULTIPLE SCLEROSIS, RHEUMATOID ARTHRITIS)
	ENDOCRINOLOGY	THE ENDOCRINE SOCIETY IDENTIFIED CANDIDATES FOR SCREENING USING VITAMIN D BLOOD LEVEL MEASUREMENTS

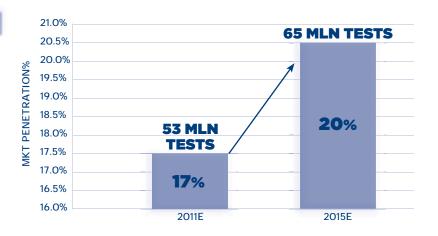
CURRENT EVIDENCE ON VIT D TESTING NEED AND FURTHER POTENTIAL APPLICATIONS BOOSTING FUTURE PRESCRIPTIONS

### **CONSOLIDATED VITAMIN D MARKETS**

### **US: VITAMIN D MARKET**

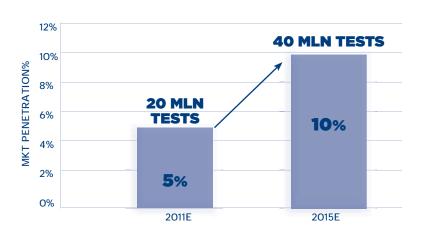
- 40% (125MLN) of the US population is Vitamin D deficient\* or insufficient, but less then half is tested
- Vitamin D tests/year can grow from 53MLN (2011E) to ~ 65MLN in the next 4 years, maturing to ~ 20% market penetration (~ 5% 2011-2015E CAGR)
- · Pricing: declining

\* US Census Bureau Data



### **EUROPE: VITAMIN D MARKET**

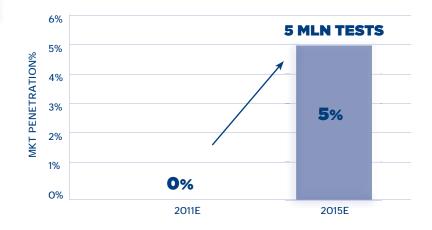
- 40% (150MLN) of Europeans are Vitamin D deficient or insufficient, but less than 5% are tested
- Vitamin D in european markets can double, from 20MLN (2011E) to ~ 40MLN in the next 4 years (10% penetration); (~ 19% 2011-2015E CAGR).
   Still, only 1/4 of Vitamin D deficient will be tested
- Pricing: declining



### **EMERGING VITAMIN D MARKETS**

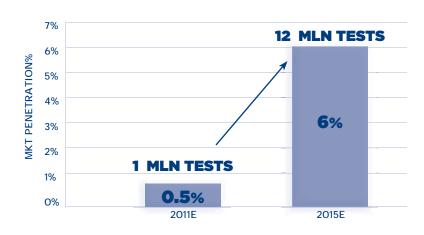
### **CHINA: VITAMIN D MARKET**

- Huge potential: unexplored market
- DiaSorin as the only provider on the chinese market with CLIA test just approved
- · Pricing: increasing



### **BRAZIL: VITAMIN D MARKET**

- US like market: fast growing demand driven by big reference labs marketing activities
- US like market: increased awareness of Vitamin D benefits in Bone Diseases
- · Pricing: stabilizing



### VITAMIN D IN JAPAN

### **JAPAN VITAMIN D MARKET**

In Japan, Calcium and Vitamin D deficiency is more prevalent than in the US and Europe (Calcium and Vitamin D in Osteoporosis, Takuo Fajita, et al. Journal of Bone and Mineral metabolism, Japan Volume 9, N°2, August 1991)

Large Japanese Class A evidence Trial demonstrates low Vitamin D levels are associated with more bone fractures (effect of alendronate plus alfacalcidol in osteoporosis patients with high risk of fractures, Hajime Orimo et al. Current Medical Research & Opinion, vol 27, N°6, 2011)

### **OSTEOPOROSIS**

#### 13 MILLION CASES

- Treatment given only in advanced disease
- Rare use of estrogenic replacement therapy (culture)
- Common use of Vitamin D derivatives and Calcium

(Clinical Guidelines for treatment of osteoporosis in Japan, T. Fujita. Calcified Tissue International, Volume 59, Supplement 1, 1996)

### **PEDIATRICS**

- Increased skin pigmentation
- Diet low in Vitamin D and low exposure to sunlight

### **DIASORIN STRATEGY**

Registration for pediatric indication and osteoporosis

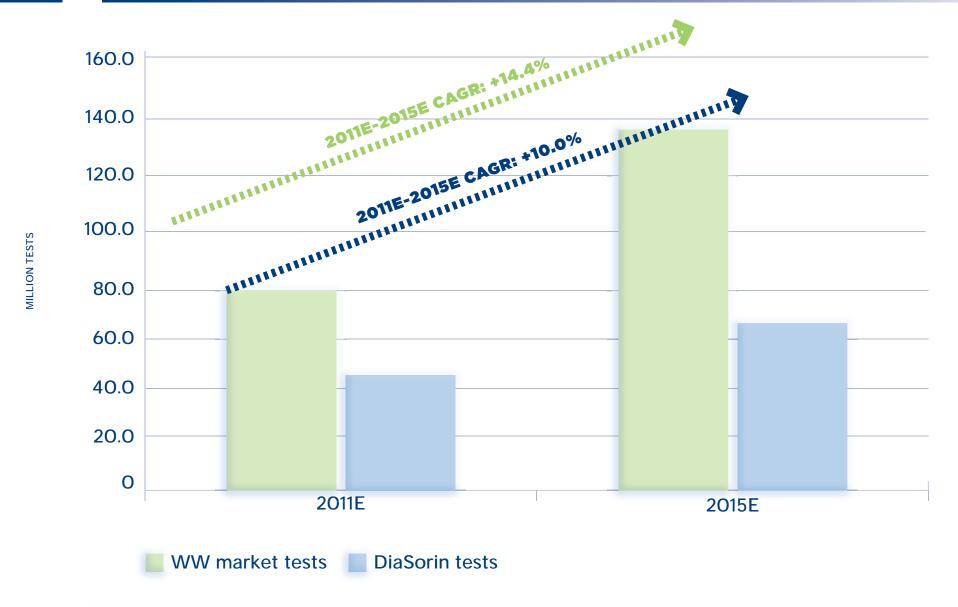
2.4MLN tests initially; potential to double in 3 to 5 years

### **JAPAN: POTENTIAL VITAMIN D MARKET**





### **VITAMIN D MARKET GROWTH FORECAST**



### HUMAN CAPITAL

**Stefano Ronchi** Senior Corporate VP Human Resources





### **DIASORIN IDENTIFICATION**

IDENTIFICATION IN LAST 10 YEARS

GLOBAL PLAYER FOCUSED ON:

**MISSION** 

**CUSTOMERS** 

INNOVATION AND CONTENT (RECOGNIZED BRAND)

A STORY OF GROWTH & VALUE

**HOW WE DID IT** 

**COMPANY VISION** 

STRATEGY & EXECUTION

PEOPLE FOR DIASORIN: THE KEY FOCUS

SINCE 2000 THE HISTORY OF THE COMPANY SAYS THAT DIASORIN IS

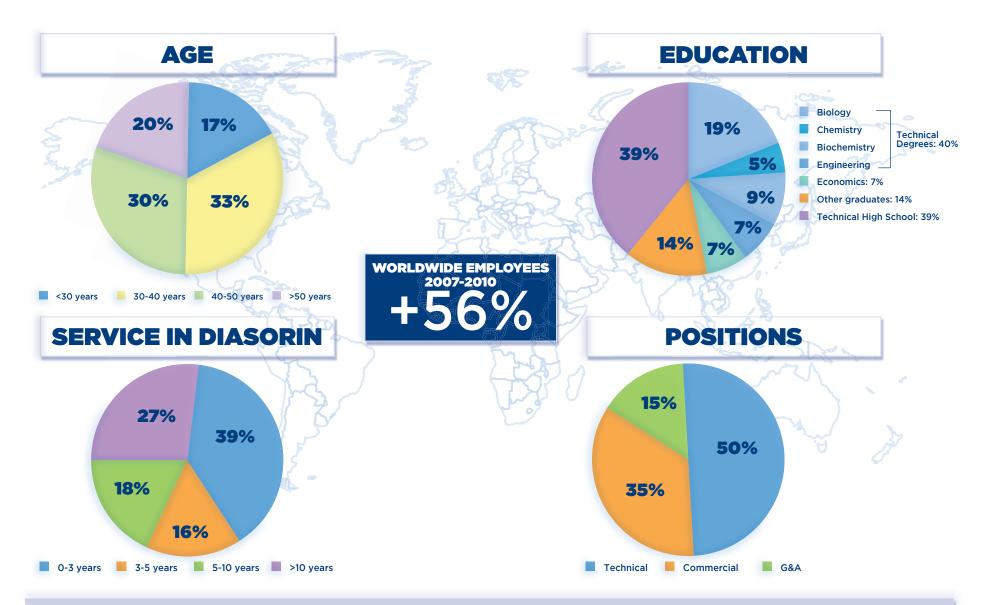
"LINKED TO THE KNOWLEDGE"

THE VALUE OF OUR PEOPLE

**LEADERSHIP** 

TECHNICAL KNOWLEDGE

### **DIASORIN PEOPLE MAP**



WORLDWIDE EMPLOYEES' GROWTH LINKED TO THE FAST GROWING EXPANSION OF THE BUSINESS

### **INVESTMENT IN HUMAN CAPITAL**

### NUMBERS ON 2007-2010 LEADERSHIP

"TOP 20" MANAGEMENT POSITIONS:

35%

**MANAGERS PROMOTED** 

45%

**NEW MANAGERS** 

43 NEW ENTRIES IN 20 DIFFERENT COUNTRIES AS "KEY MANAGERS"

**MARKET PROVENANCE:** 

DIAGNOSTIC MARKET

**BUSINESS & MANAGERIAL ROLES** 

**BIGGER INTERNATIONAL CORPORATIONS** 

**FOR** 

**CORPORATE & CROSS FUNCTIONAL ROLES** 

### INVESTMENT ON OUR TALENTS

ACCOUNTABILITY OF THE TOP MANAGEMENT IN MANAGING THE "KEY-PEOPLE" THROUGH:

CAREER DEVELOPMENT
INTERNATIONAL MOBILITY
RETENTION PLANS

**COMPENSATION REWARDING RESULTS** 



### **DIASORIN MANAGEMENT STYLE**

COMPETENCE **SELF-CRITICISM/INSURANCE OF STRENGTHS ENERGY PASSION IMPLEMENTATION /ACTION DEDICATION** DiaSorin **PRAGMATISM ABILITY TO TAKE DECISIONS IDENTIFICATION WITH THE COMPANY ATTENTION TO DETAILS** 

**HUMAN CAPITAL: VALUE OF INTANGIBLE ASSETS** 

### **DIASORIN LEADERSHIP: 2012-2015 MODEL**

**REFLECTS VALUES AND TRAITS OF A TRUSTWORTHY MANAGEMENT** 

**DEFINES A COMMON LANGUAGE ON THE WAY "TO BE A LEADER"** 

**INCREASES EXCELLENCE MANAGEMENT GOING FORWARD** 

# WE IDENTIFY OURSELVES IN THESE VALUES

# THE MARKET CAN MATERIALLY VALUE US ON THESE TRAITS

HR SUPPORTS THE ENHANCEMENT OF THE QUALITY OF ITS LEADERS



### **DIASORIN: RIDING A NEW BUSINESS WAVE**

### DIASORIN LEADERSHIP MODEL, A WELL-BALANCED MIX OF ENTREPRENEURIAL SPIRIT AND MANAGERIAL SKILLS

**IDENTIFICATION WITH THE COMPANY** 

**ORIENTATION TO RESULTS** 

**ENERGY, DRIVE AND PRO-ACTIVITY** 

**ACCOUNTABILITY** 

**INTEGRITY** 

ENTREPRENEURIAL SPIRIT

**INNOVATION AND CHANGE DRIVER** 

QUALITY

**CARE FOR CUSTOMERS** 

**PEOPLE INSPIRING** 

**MANAGERIAL SKILLS** 

# 2012-2015: RIDING A NEW BUSINESS WAVE

Andrea Senaldi Senior Corporate VP and Chief Financial Officer Carlo Rosa Chief Executive Officer









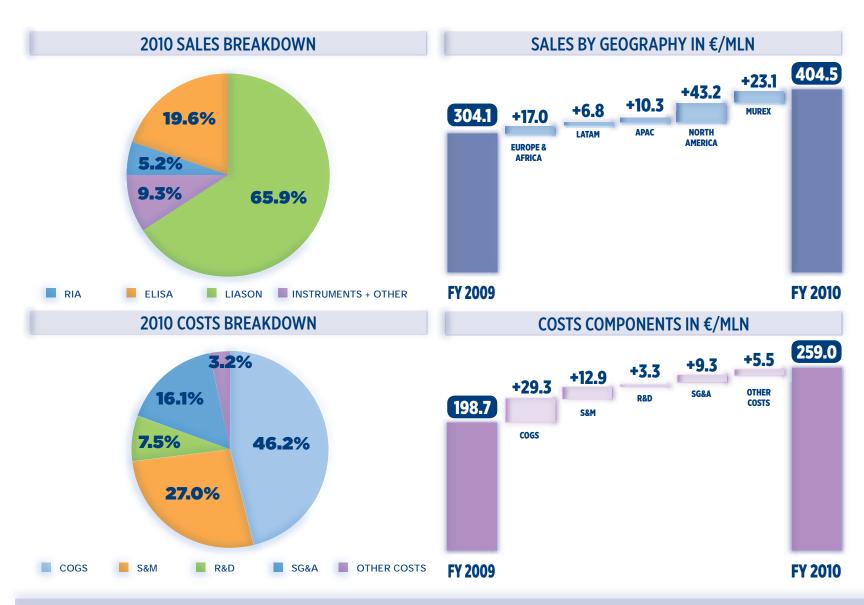
### HISTORICAL FINANCIALS

€/MLN	FY 2010	FY 2009	2010 VS. 2009	FY 2008	FY 2007
SALES	404.5	304.1	+ 33.0%	244.6	202.3
EBITDA %	167.1 <b>41.3</b> %	123.6 <b>40.7</b> %	+ 35.2%	85.6 <b>35.0</b> %	64.0 <b>31.6</b> %
EBIT %	145.5 <b>36.0</b> %	106.4 <b>35.0</b> %	+ 36.8%	70.8 <b>28.9</b> %	50.1 <b>24.7</b> %
NET RESULT %	90.4 <b>22.4</b> %	70.0 <b>23.0</b> %	+ 29.1%	37.5 <b>15.3%</b>	25.2 <b>12.5%</b>

As reported



### **2010 KEY NUMBERS**



FAST SALES GROWTH PACE SUPPORTED BY A WELL MANAGED COST STRUCTURE



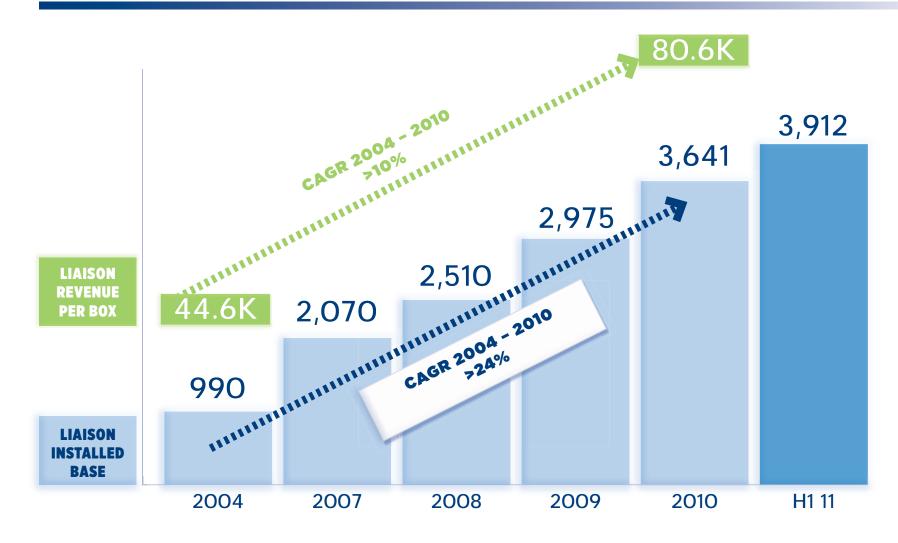
### HISTORICAL BALANCE SHEET AND CASH FLOW

€/MLN	FY 2010	FY 2009	FY 2008	FY 2007
TANGIBLE ASSETS	57.6	42.0	35.4	33.9
INTANGIBLE ASSETS	126.9	96.6	93.3	65.4
OTHER NON-CURRENT ASSETS	20.2	19.6	10.1	9.2
NET WORKING CAPITAL	106.4	74.5	57.7	46.2
OTHER NON-CURRENT LIABILITIES	(28.2)	(25.3)	(22.9)	(22.3)
NET CAPITAL EMPLOYED	282.9	206.7	173.9	s <b>132.4</b>
NET FINANCIAL POSITION	33.1	11.2	(19.8)	(12.1)
TOTAL SHAREHOLDERS' EQUITY	315.9	217.9	154.1	120.3

NET CHANGE IN CASH AND CASH EQUIVALENTS	+14.507	+31.095	+8.423	-0.351
CASH AND EQUIVALENTS AT THE END OF THE PERIOD	62.392	47.885	16.790	8.367



### **INSTALLED BASE AND REVENUE PER BOX**





### **H1 2011 RESULTS**

€/MLN	H1 2011	H1 2010	H1'11 VS. H1'10
SALES	227.1	187.2	+21.3%
EBITDA %	101.4 <b>44.7</b> %	80.4 <b>42.9</b> %	+26.2%
EBIT %	88.4 <b>38.9</b> %	70.9 <b>37.9</b> %	+ 24.6%
NET RESULT %	56.4 <b>24.8</b> %	43.0 <b>23.0</b> %	+31.1%

### PROFITABILITY IMPROVEMENT DESPITE NEGATIVE FX IMPACT ON SALES

#### IMPROVED TECHNOLOGY MIX

CLIA revenues: **73.2%** (**+450bps vs. H1'10**)
Higher incidence of high margins tests sales
Lower incidence of operating expenses

	06/30/2011	12/31/2010
TANGIBLE ASSETS	57.3	57.6
INTANGIBLE ASSETS	122.7	126.9
OTHER NON-CURRENT ASSETS	21.2	20.2
NET WORKING CAPITAL	125.0	106.4
OTHER NON-CURRENT LIABILITIES	(30.6)	(28.2)
NET CAPITAL EMPLOYED	295.6	282.9
NET FINANCIAL POSITION	22.7	33.1
TOTAL SHAREHOLDERS' EQUITY	318.3	315.9

### SOLID FINANCIAL STRUCTURE

Operating cash flow: € 49.5MLN, before Capex of € 11.9MLN (€ 40.4MLN in H1'10, before Capex of € 12.5MLN)

FINANCIAL POSITION AT 06/30/11 +€ 22.7MLN

NET CHANCE IN CACH	H1 2011	H1 2010
NET CHANGE IN CASH AND CASH EQUIVALENTS	-16.938 <sup>(1)</sup>	-23.084
CASH AND EQUIVALENTS AT THE END OF THE PERIOD	45.454	24.801

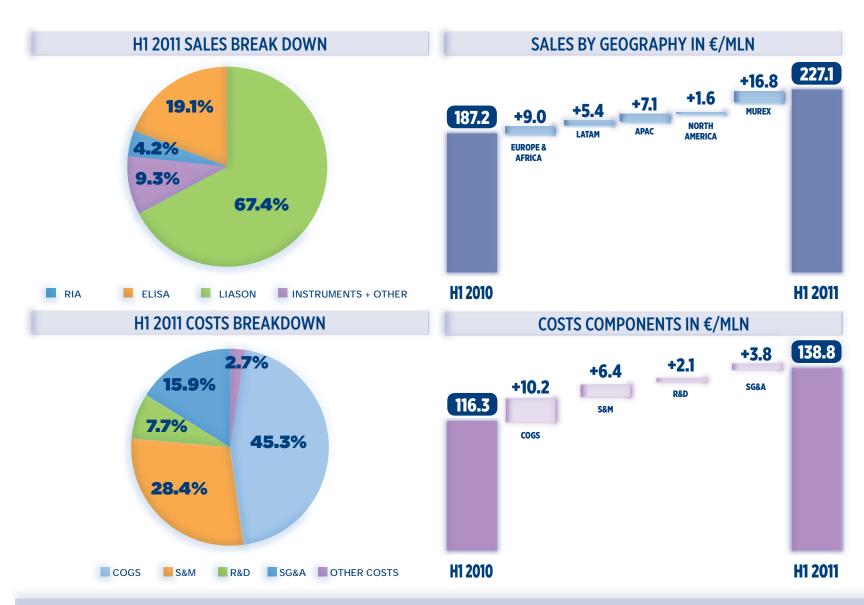
(1) Decrease of ¤ 16.9MLN due to:

Share buyback plan -25.1

Australia distr. Rights + Murex -3.2

Dividends payment -22.0

### **H1'11 KEY NUMBERS**



FAST SALES GROWTH PACE SUPPORTED BY A WELL MANAGED COST STRUCTURE



### **2011 EXPECTED RESULTS**

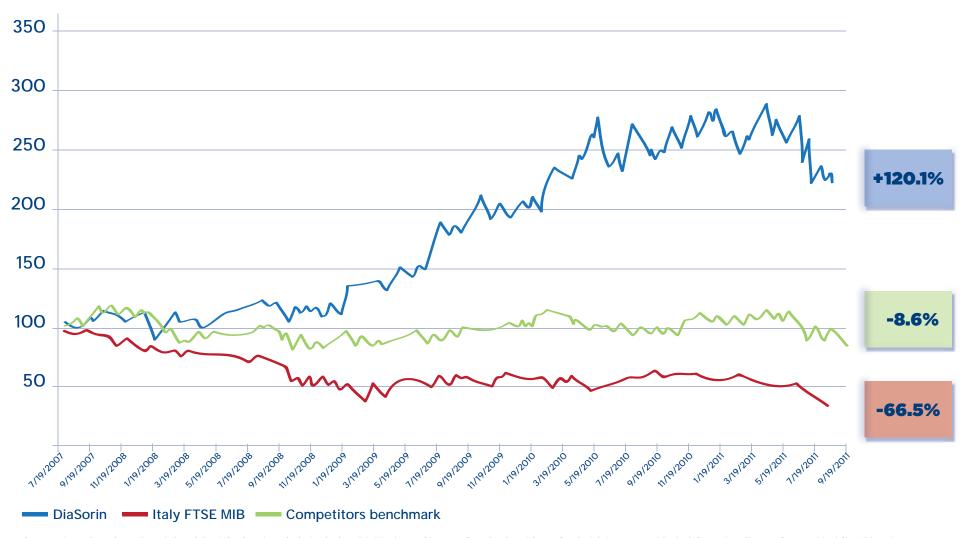
			GROW	/TH
€/MLN	FY 2011 E	FY 2010	AS REPORTED	CER*
SALES	~ 450	405	~ 11%	~ 13%
EBITDA	~ 200	167	~ 20%	~ 23%
MARGIN	~ 44%	41%	* FX change as of 2010	

### CHALLENGING AND TOUGH ECONOMIC ENVIRONMENT, BUT:

- STILL DOUBLE DIGIT GROWTH IN SALES
- FURTHER IMPROVEMENT IN PROFITABILITY



### STOCK PRICE PERFORMANCE



Competitors Benchmark weighted for Mkt Cap in ¤/mln includes: BioMerieux, Qiagen, Gen-Probe, Alere, Cepheid, Immucor, Myriad Genetics, Tecan Group, Meridian Bioscience, Abaxis, Stratec Biomedical, Quidel, Axis-Shield, Beckman Coulter, Becton Dickinson



### TARGET PRICES AND RATINGS

#### STOCK CURRENTLY TRADING AT A HIGHER DISCOUNT VS. CONSENSUS ESTIMATES AND THE AVG. 12 MONTHS TP



Source: FactSet

## **2012-2015 STRATEGY**





### **BUSINESS PLAN REVENUES MAIN ASSUMPTIONS**

VITAMIN D SALES 2011-2015 CAGR

2.2%

PRICE EROSION IN THE US AND EUROPE CAGR ~ 7%

VOLUME CAGR: ∼ +10%

LAUNCH OF VITAMIN D IN JAPAN BY Q4 2012 LIAISON SALES (EX VITAMIN D) 2011-2015 CAGR

21%

LAUNCH OF BLOOD SCREENING PANEL

LAUNCH OF STOOL PANEL IN 2012 [C. DIFFICILE IN Q4 2011]

LAUNCH OF HYPERTENSION PANEL IN 2012

AND

MARKET SHARE INCREASE IN INFECTIOUS DISEASE AND ONCOLOGY

MUREX SALES 2011-2015

7%

FOCUSING AGAINST OTHER LARGE EIA SUPPLIERS (ORTHO CLINIC DIAGNOSTICS & BIO-RAD LABORATORIES) NAT
GENERATING BY 2015
€/MLN SALES

15-20

WITH THE INITIAL INFECTIOUS DISEASE AND ONCOLOGY PANEL LAUNCHED BY END 2012

### **BUSINESS PLAN MAIN MARGIN ASSUMPTIONS**

GROSS MARGINS FLAT ON 2011: >70%

**PRESSURE IN VITAMIN D PRICES** 

SCALE ECONOMIES IN MANUFACTURING PLANTS

**REDUCED ROYALTY RATES** 

OPERATING MARGINS: SUSTAINABLE THROUGHOUT THE PERIOD

ADDITIONAL INVESTMENT
COMPENSATED THROUGH OPERATING
LEVERAGE



### **DIASORIN ADDITIONAL REVENUES BREAKDOWN**

	MARKET VALUE €/MLN	WW DIASORIN MARKET SHARE		REVENUES POTENTIAL €/MLN	DIASORIN STRATEGY
		2011E	2015E		
INFECTIOUS DISEASE (EX HEPATITIS AND RETROVIRUSES)	WW 850	10%	~ 15%	60-70	Liaison XL to: - access mid-large clinical labs - accelerate plate conversion - consolidate ID ID menu hooking: - Parvovirus - MMRV panel (USA) - Mycoplasma
HEPATITIS AND RETROVIRUSES	WW 1,500 WW ex US and Japan 750	5%	~ 8%	40-50	<ul> <li>Leverage on ID</li> <li>Liaison XL</li> <li>Full menu proposition</li> <li>Menu differentiation</li> <li>Large Installed base in Key markets</li> <li>Murex Brand</li> </ul>
ONCOLOGY AND ENDOCRINOLOGY	WW 1,800	2%	~ 4%	30-40	- Liaison XL - Full menu proposition - Specialties proposition - USA menu expansion - Hypertension
GI STOOL TESTING	WW 300 Europe ~ 100	-	~ 4%	15-20	- 1st offering GI stool panel on fully automated platform - Leverage on ID - Co-development of stool panel for WW market (ex US) - ID growth and anchorage with menu on Liaison + Liaison XL
NUCLEIC ACID TESTING (NAT)	WW 3,400	-	n.m.	15-20	- New NAT product line using LAMP - Leverage on installed base with complementary NAT assays - 2012 launch: - 7 NAT ID tests - LAMP analyzer (LIAISION IAM) - Automated Extractor - Stool collection device - New market penetration: Onco-Hematology (2 tests in 2013)
VITAMIN D	WW 270	55%	~ 45%	10-20	- Maintenance of Vit D market leadership - New markets penetration (e.g. Japan - Q4'12)



### **2012-2015 GUIDANCE**

€/MLN	FY 2011 E	FY 2015 E
SALES	~ 450	630-680
EBITDA	~ 200	> 280





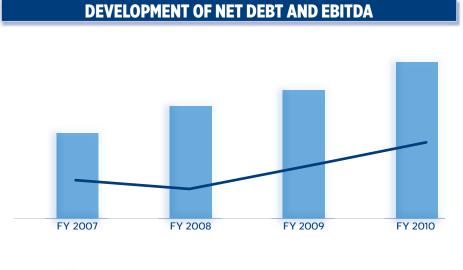
### **FUTURE M&A**

EBITDA

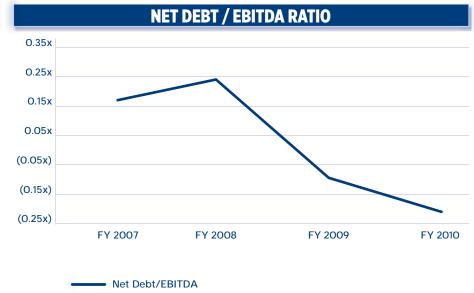
DIASORIN STRONG BALANCE SHEET AND CASH GENERATION ALLOW US TO LOOK FOR FUTURE ACQUISITIONS IN TERMS OF:



CUMULATED FREE CASH FLOW @2015E: ~ 600 EBITDA FY 2015E: > 280



Net Debt



DIASORIN CASH AS THE BASIS FOR FUTURE ACQUISITIONS AND AGREEMENTS



### **RIDING A NEW BUSINESS WAVE**





The Diagnostic Specialist