

# Jefferies 2016 London Healthcare Conference

**DR. DAVID MARTYR, CEO**







# Introduction

# Tecan's Vision Statement

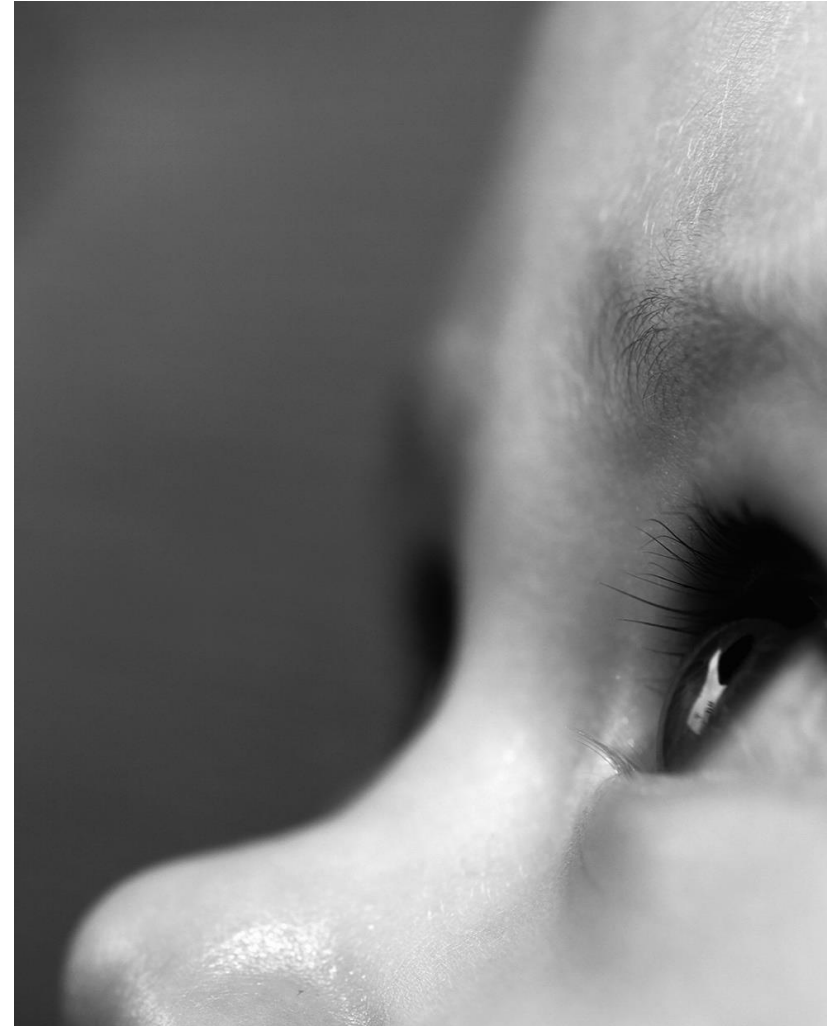
Every lab.

Every day.

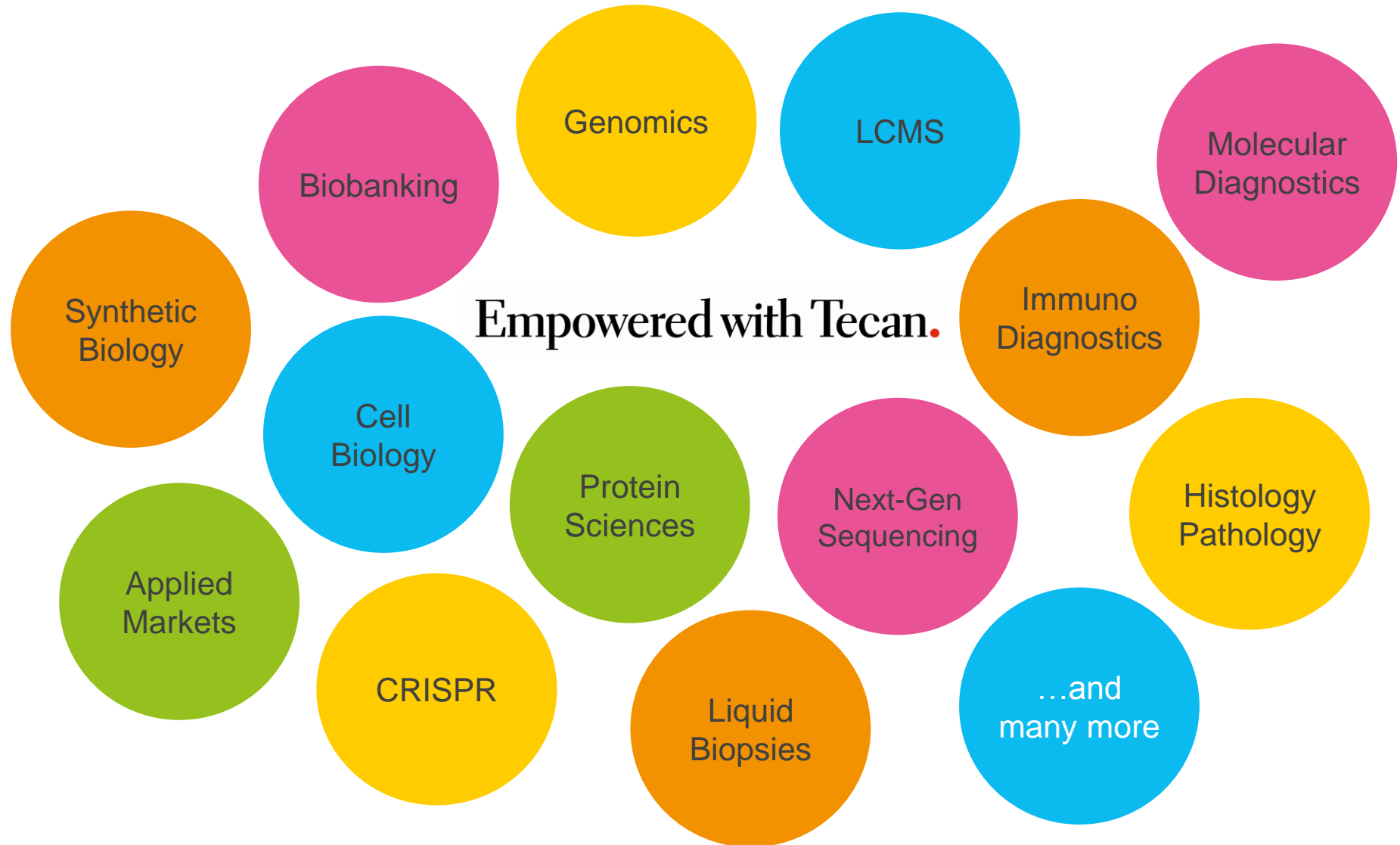
# Empowered.

Our vision is to empower every laboratory, every day, around the world with Tecan technology, products and support.

We will help to shape the future of automated workflows in life sciences and clinical diagnostics through unrivaled expertise, products and customer support.



# Tecan in the Center of a Dynamic Environment



# Introducing Tecan

- Pioneer and global leader in laboratory automation since over 35 years
- Our solutions accelerate, automate and enhance the processes in state-of-the-art diagnostics and life sciences labs
- Offering immunoassays for specialty diagnostics through acquired IBL International and mass spectrometry sample prep solutions through SPEware
- HQ in Switzerland, 3 manufacturing and R&D sites in Europe and 2 in the US; software competence center in Germany
- >1,400 employees; sales and service network in 52 countries
- Listed at the SIX Swiss Exchange (TECN; TECN SW)





# Tecan's Products, Business Structure and Markets

## LIFE SCIENCES BUSINESS

- Focused on all end-user activities
- Products marketed under the Tecan brand through own sales & service organizations and distributors
- Mainly configurable open platforms



57% OF GROUP SALES

## PARTNERING BUSINESS

- Focused on all OEM activities
- Products sold by partners under their own brand
- Partner combines instruments with own reagents/tests



43% OF GROUP SALES

CHF 440M IN REVENUE

DIAGNOSTICS

LIFE SCIENCE  
RESEARCH

FORENSICS

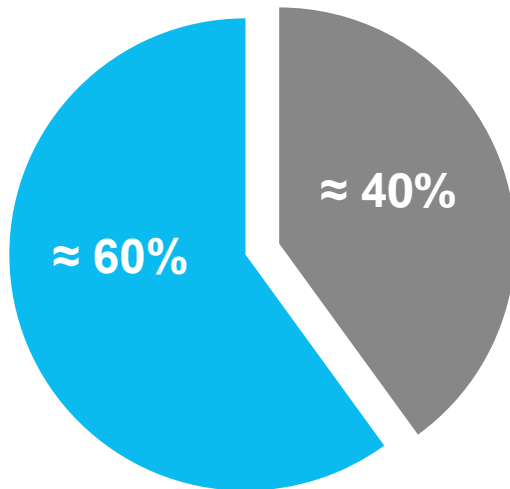
APPLIED  
MARKETS

Fiscal year 2015

# Revenue Profile Provides a Solid Basis

## STRONG DRIVERS IN DIAGNOSTICS

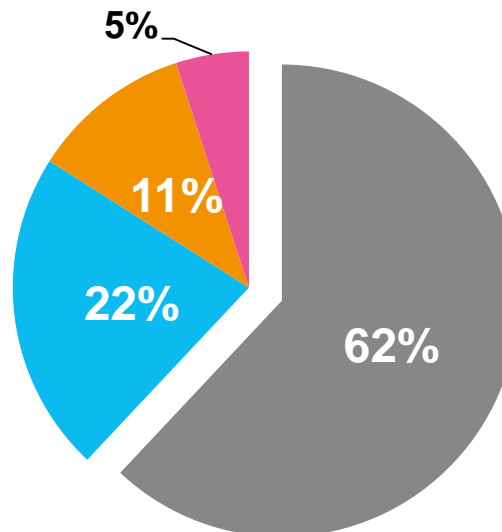
Customer Segments



■ Research and Applied  
■ Diagnostics

## ACQUISITIONS ADDING NEW SOURCES OF RECURRING REVENUES

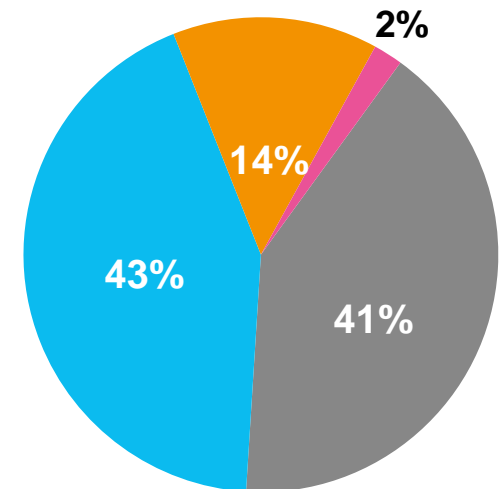
Products



■ Instruments  
■ Services & Spare Parts  
■ Plastic Consumables  
■ Reagents

## GROWING DIRECT PRESENCE IN EMERGING MARKETS

Geographies



■ North America  
■ Europe  
■ Asia  
■ Other

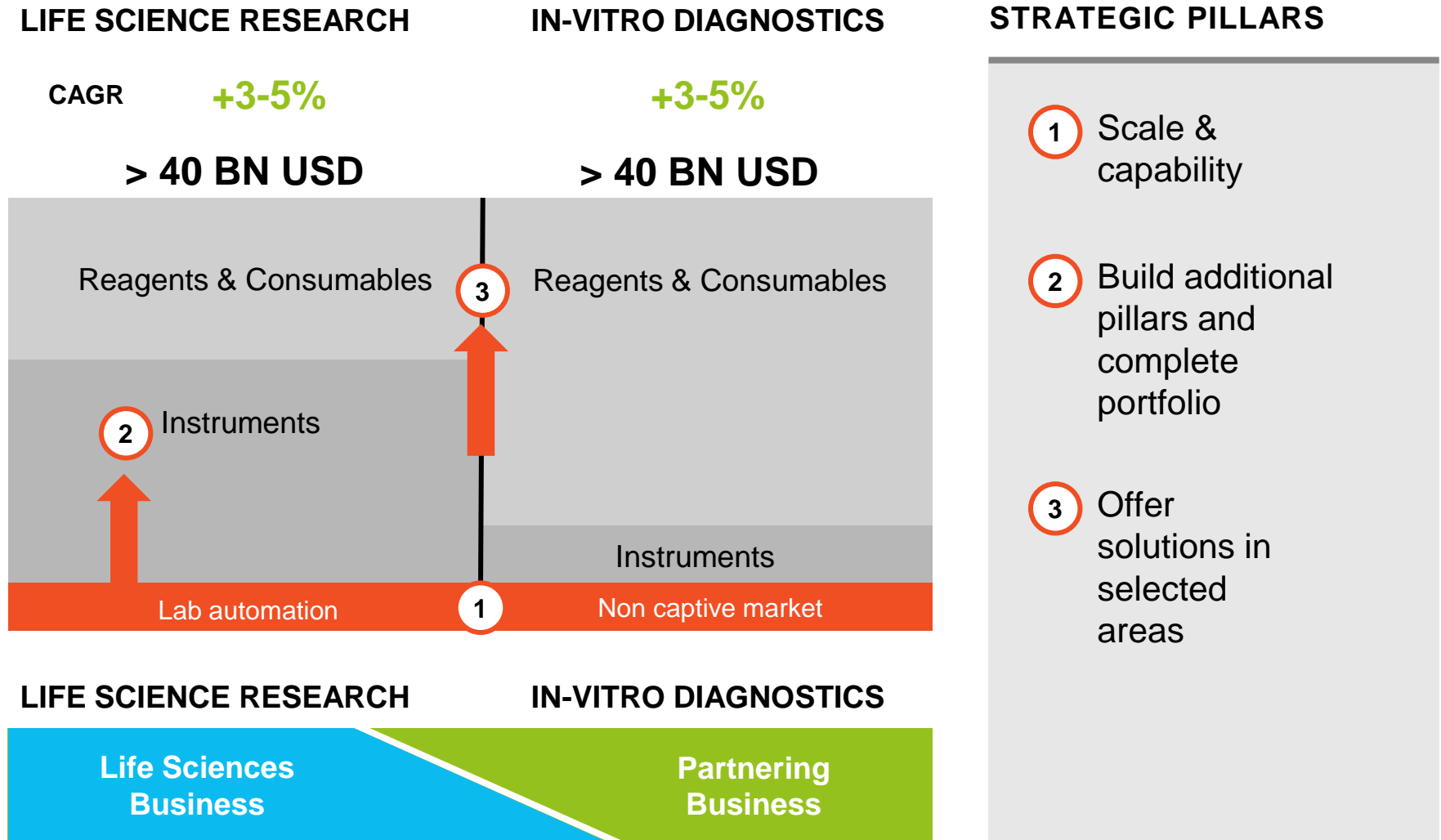


# Growth Drivers and Priorities





# Basis for Corporate Strategy: Market Structure



# Major Platform Launches (1)

## FLUENT®\*

Setting new standards for simplicity, productivity and confidence



## NEXT GENERATION LIQUID HANDLING PLATFORM FAMILY

### UPDATE

#### PRODUCT ANNOUNCEMENTS:

- Jun 2014: Cell Biology
- Feb 2015: Compound Management
- Feb 2015: New modules for increased general purpose use
- Aug 2015: Genomics and additional options enabling wider application range
- **2016** • Jan 2016: New wave of exciting features to further increase speed and flexibility

**STRONG MOMENTUM IN ORDERS  
WITH REPEAT ORDERS FROM IMPORTANT  
CUSTOMERS**

\* For research use only in USA

# Major Platform Launches (2)

## SPARK®\* NEXT GENERATION READER PLATFORM

Greater flexibility, increased speed  
and productivity



\* For research use only in USA

## ALL-NEW MULTIMODE MICROPLATE READER PLATFORM

### UPDATE

#### SPARK 10M LAUNCHED AT SLAS2015:

- Designed for cell biology and genomics customers
- Launch of additional modules in May 2015
- **Brightfield imaging module launched at SLAS2016**
- Roll-out proceeding to plan with strong uptake

2016

2016

#### SPARK 20M LAUNCHED AT SLAS2016:

- The high-end microplate reader
- Industry leading sensitivity and speed
- Integrated microcopy enables automated live cell imaging and confluence measurement
- Unique Te-Cool™ guarantees constant temperature for consistent results

# Supporting Significant Delivery Ramp-Up (1)

## DAKO OMNIS FOR AGILENT TECHNOLOGIES

Setting new standards with regard  
to flexibility, capacity, efficiency  
and traceability



## ADVANCED STAINING PLATFORM FOR TISSUE-BASED CANCER DIAGNOSTICS

### UPDATE

- Continued global commercial uptake
- Agilent reported “record-high Dako Omnis placements through increased win rate”\*
- Dako continuing to build assay and antibody portfolio for Dako Omnis
  - Expanding ready-to-use antibody portfolio with 16 new clinically important antibodies
  - New IQFISH panel for lung cancer now available
  - New HER2 IQFISH for breast cancer companion diagnostics

\* Agilent Analyst and Investor Day; May 25, 2016



# Supporting Significant Delivery Ramp-Up (2)

## ORTHO VISION™ ANALYZER FOR ORTHO CLINICAL DIAGNOSTICS

Transforming transfusion medicine with Responsive Automation

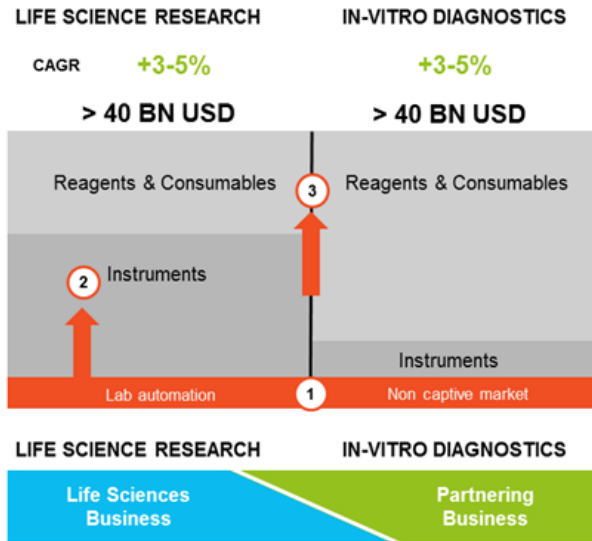


## NEXT-GENERATION DIAGNOSTICS INSTRUMENT FOR BLOOD TYPING

### UPDATE

- Significant increase in serial production to support commercial rollout
- Clearances obtained by Ortho Clinical Diagnostics:
  - ORTHO VISION™ Analyzer
    - 1 for BioVue® Cassettes
      - CE Mark to start commercialization in Europe, Japan and Australia in October 2014
    - 2 for ID-MTS™ Gel Cards
      - Health Canada approval in April 2015
      - 510(k) clearance in the US in August 2015
  - ORTHO VISION™ Max Analyzer
    - Two variants with higher sample throughput
    - Development completed
  - 3 for BioVue® Cassettes
    - Received CE Mark clearance in October 2015
  - 4 for ID-MTS™ Gel Cards
    - 510(k) clearance in the US in October 2016

# Acquisitions, Key Element of Corporate Strategy



## ACQUISITIONS ANNOUNCED TO DATE

### 3 August 2016: Acquisition of SPEware

- 2 • Leading provider for mass spectrometry sample preparation solutions
- Further expanding Tecan's dedicated solutions offering
- Over 70% of revenues from smart consumables; also offering dedicated positive pressure devices

### 1 December 2015: Acquisition of Sias AG

- Leading OEM supplier of a wide range of modular and complete laboratory automation solutions
- Complementary OEM liquid handling platforms
- Legally merged, personnel and production relocated

### 3 August 2014: Acquisition of IBL International

- Established and leading immunoassay company for specialty diagnostics
- Supports evolution into solutions in select applications
- Leveraging Tecan's global presence and long tradition in immunoassay processing

# Acquisition of SPEware allows Tecan to offer complete solutions for sample prep in Mass Spectrometry

- Expert in Solid Phase Extraction (SPE) for MS sample preparation
- Major share of revenue from recurring, high margin consumables
- Above-market growth and high profitability
- Focus on customers in the US



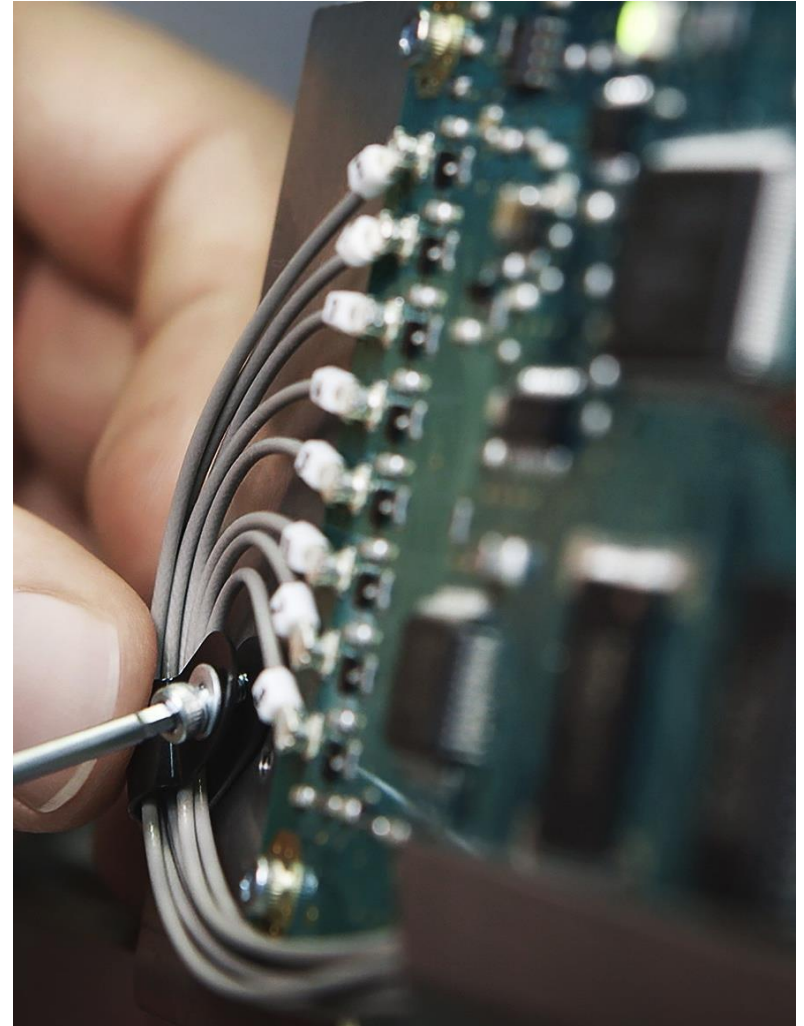
- Market leader in laboratory automation
- Leading brand
- Dedicated automation solutions for MS sample preparation
- Strong customer base in target segment
- Global sales and service infrastructure

## COMPLETE SOLUTIONS FOR MS SAMPLE PREP

- 1 Combine automation and consumables into new integrated solutions for sample prep in Mass Spectrometry
- 2 Overlapping customer base allows cross-selling of both product portfolios
- 3 Leverage Tecan's geographic reach to sell SPEware products globally

# Improving Operational Excellence

- A multi-year project to reduce manufacturing costs (COGS) was launched in 2014
- The biggest potential is lowering material costs
- Improved supply chain management and sourcing are key factors to develop profitability further
- Increased sourcing from around the world through supplier relocation and consolidation
- Additional longer-term benefits to be realized with the start of new product development programs
  - Building modular, flexible platforms, standard elements
  - Increased re-use of common modules
  - Focus on core competencies
  - Early involvement of procurement and manufacturing engineering in product development





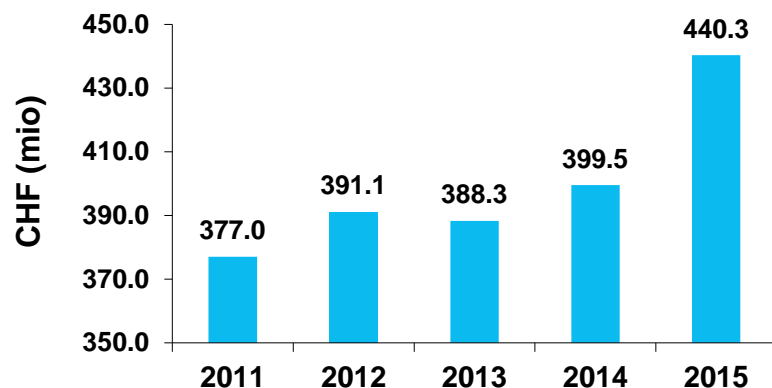


# Financials, Outlook and Summary

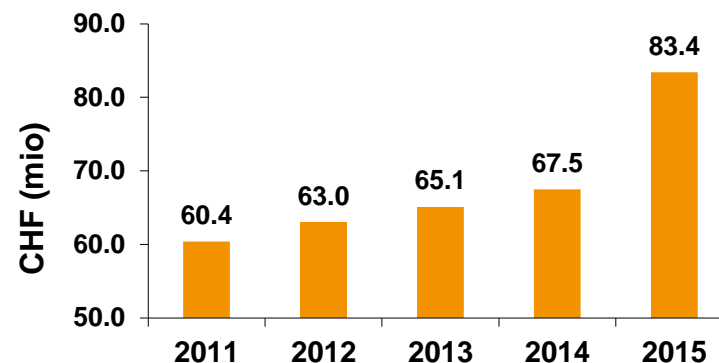


# Advancing Tecan

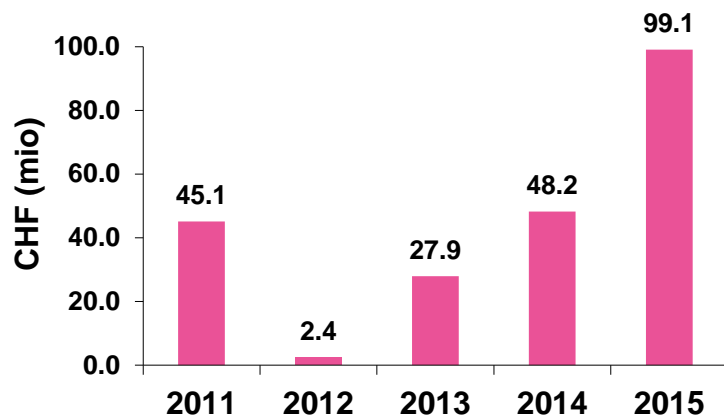
## SALES DEVELOPMENT



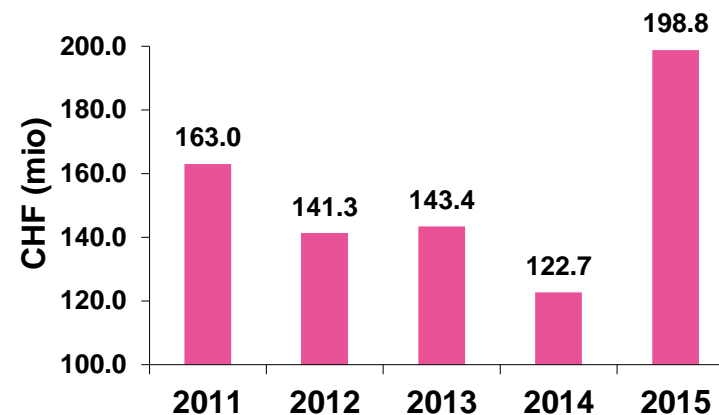
## OPERATING PROFIT (EBITDA)



## OPERATING CASH FLOW



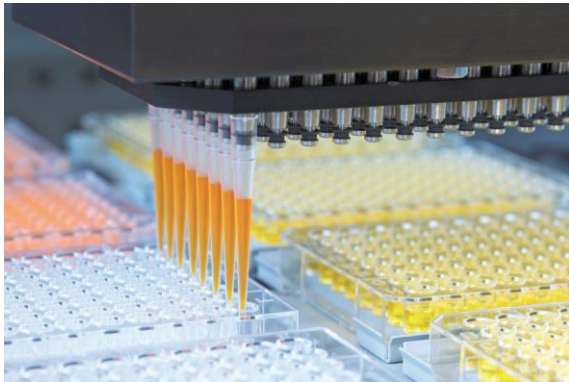
## NET LIQUIDITY (DEC 31)



# Financial Performance H1 2016

- Continued strong sales performance of +15.0% including Sias and +9.2% organic
- Substantial growth of +26.0% in Partnering Business (+13.3% organic)
- Growth in Asia of +30.6% a particular highlight; sales in China almost doubled
- Continued strong increase in order backlog
- Further improvement of underlying EBITDA margin of 120 bps
- High operating cash flow

All growth figures are in local currencies



# Outlook for 2016 confirmed

# SALES

## Double-digit sales growth in local currencies

## PROFITABILITY

**EBITDA (in CHF mio) at least at a similar level as 2015**

- Despite integration costs in a mid single-digit million CHF amount related to the Sias acquisition (accretive in 2017) and lack of 2015 tailwind

## Underlying EBITDA margin to expand by at least 50 bps

- Excluding the Sias business and adjusted for one-time tailwind in 2015

Based on average FX rates of: 1.05 EUR/CHF and 0.98 USD/CHF



# Advancing Tecan

## **OUTGROWING MARKET ORGANICALLY**

- Life Sciences Business with new and leading product portfolio and improved organization
- Partnering Business with major platforms in ramp up phase and broad pipeline

## **INCREASING PROFITABILITY**

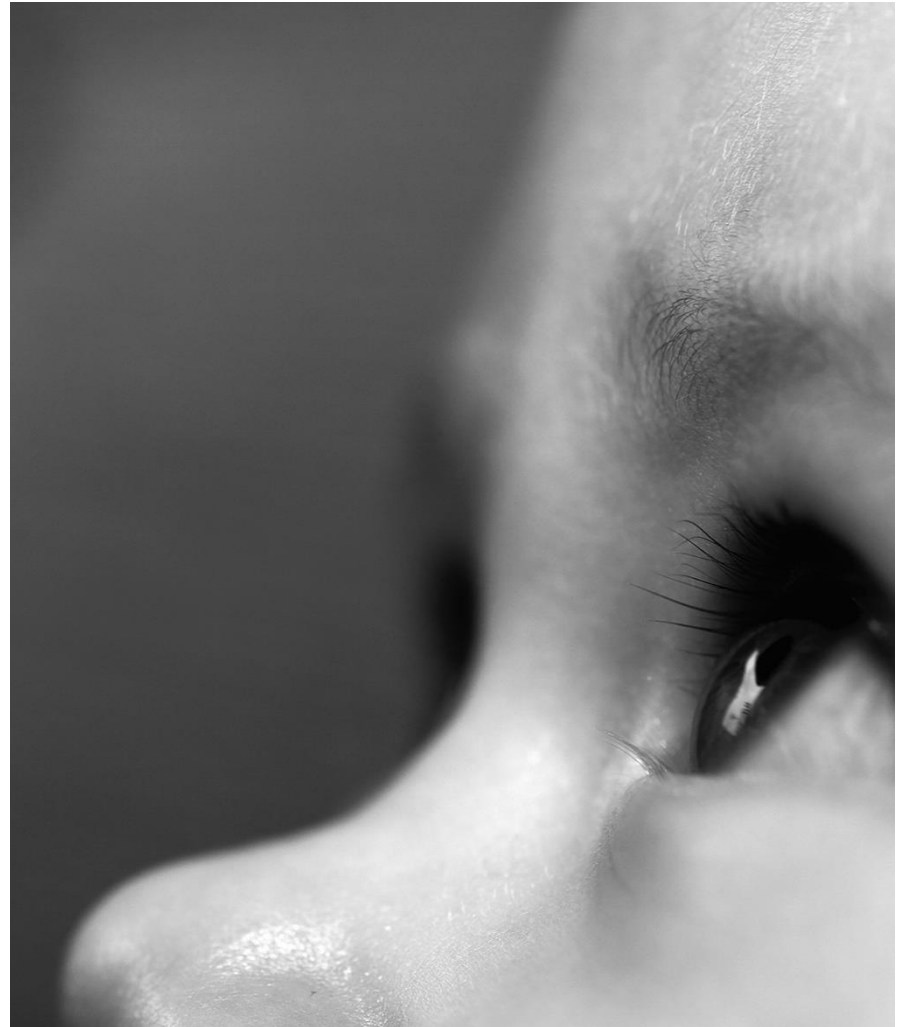
- Committed to drive profitability higher together with sales growth
- Focus on operational efficiency
- Strong operating cash flows

## **M&A AS COMPETITIVE ADVANTAGE**

- Three completed acquisitions progressing well
- Funnel well filled, committed to execute further deals

## **LEADING AND REFRESHED BRAND**

- New winning spirit
- A customer-centered organization



# Q&A



## IR IPAD APP

News, financial reports,  
presentations,  
videos and more



## NEXT EVENT 2017

March 15: Full Year Results 2016

April 11: Annual Shareholder Meeting

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Empowered  
with  
Tecan.



## Tecan – Who we are

Tecan ([www.tecan.com](http://www.tecan.com)) is a leading global provider of laboratory instruments and solutions in biopharmaceuticals, forensics and clinical diagnostics. The company specializes in the development, production and distribution of automated workflow solutions for laboratories in the life sciences sector. Its clients include pharmaceutical and biotechnology companies, university research departments, forensic and diagnostic laboratories. As an original equipment manufacturer (OEM), Tecan is also a leader in developing and manufacturing OEM instruments and components that are then distributed by partner companies. Founded in Switzerland in 1980, the company has manufacturing, research and development sites in both Europe and North America and maintains a sales and service network in 52 countries.

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