



**Unilabs**

# Unilabs

Answers to European Diagnostics



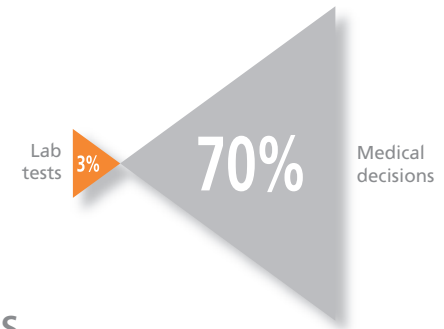
## A leading pan-European diagnostics services provider

- Broadest geographic coverage in Europe (operate in 12 countries)
- Most comprehensive portfolio of diagnostic services in Europe:
  - Routine and specialty clinical lab
  - Anatomic pathology
  - Genetic testing
  - Medical imaging
  - Clinical trials lab testing
- A leader in outsourcing (over 200 contracts)
- Proven M&A track record



# Diagnostics is an integrated and essential component of health care

- Provides key information along the healthcare continuum
- Lab tests represents **3%** of the total healthcare spend while influencing more than **70%** of the medical decisions
- Screening, early detection and monitoring treatments increase quality of healthcare to patients and reduce overall healthcare costs
- Advances in science and technology (e.g. molecular and genetic testing) provide for earlier detection and a more personalized approach to care



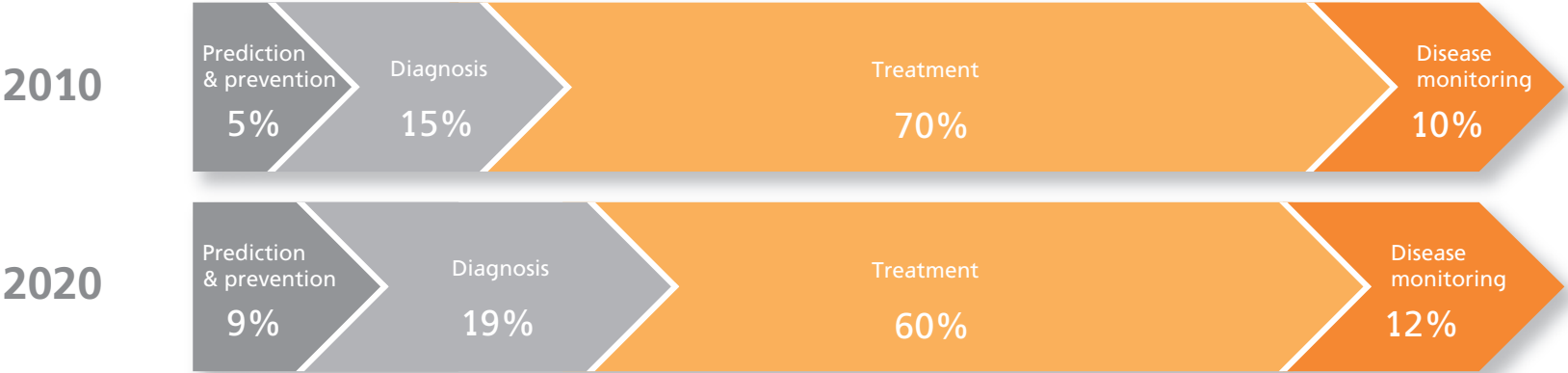
## Principal uses of diagnostics across the health care continuum



# Favorable trends will drive growth

- Increasing focus on early detection and prevention will improve quality of life and reduce healthcare costs
- Aging population
- Scientific and medical innovation, such as molecular and genetic testing, will expand the use of diagnostics for screening, monitoring and pharmacogenomics
- Increased patient awareness
- Personalized healthcare

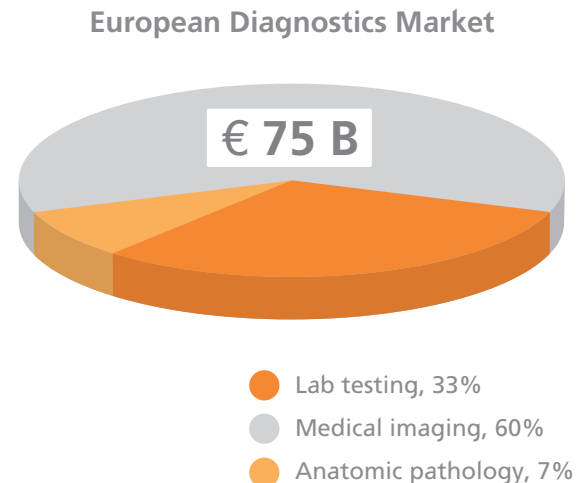
Over the next 10 years there will be an estimated spending shift to prediction and diagnosis



Source: Consultant, Credit Suisse, GE Healthcare

# The European diagnostics market is attractive

- Large market
- Market growth
  - Aging of population
  - Scientific advances
- Fragmented markets will drive continued industry consolidation
- Healthcare cost pressures are driving outsourcing to private diagnostics suppliers
- Public health authorities are increasing quality standards



# European Lab Market Characteristics



## Key Drivers

- Changing demographics-aging population
- Increased need for early and preventive diagnosis
- Development of new clinical tests
- Attractive markets

## Market Trends

- Shortage of qualified lab personnel
- Integration and streamlining of lab workflows
- Gaining popularity for managed service contracts
- Technological advancement



## Market Opportunities

- Outsourcing of lab services
- Consolidation of smaller labs into groups/networks
- Increased opportunities in economies of scale in purchasing and operations

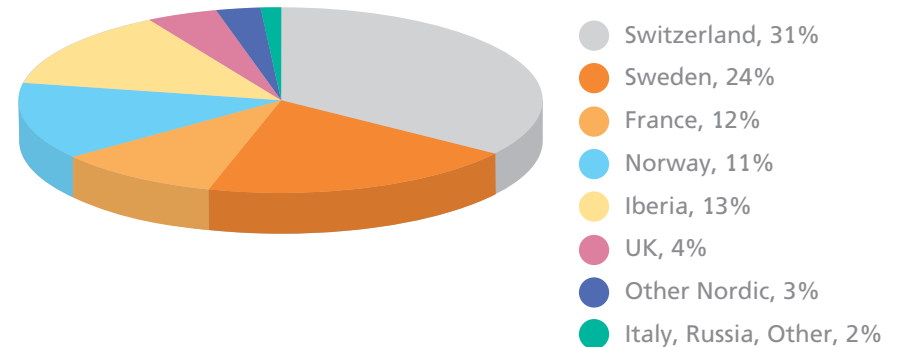
## Market Challenges

- Price pressure in many markets
- National regulations impacting operational scale efficiencies

## Unilabs at a glance

- Annual laboratory tests: **47 million**
- Number of Laboratories: **102**
- Annual imaging exams: **1 million**
- Number of Imaging centers: **29**
  
- Net sales 2010: **€427M**
- Number of employees: **3,700**
- Number of medical doctors: **220**
- Operations in **12 countries**

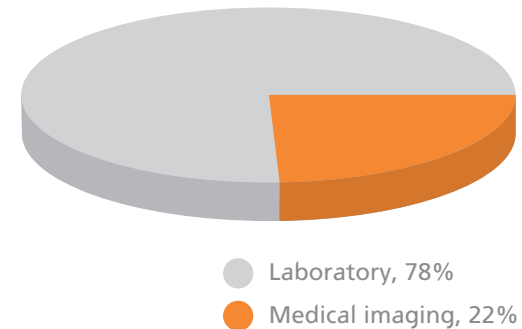
Sales by country



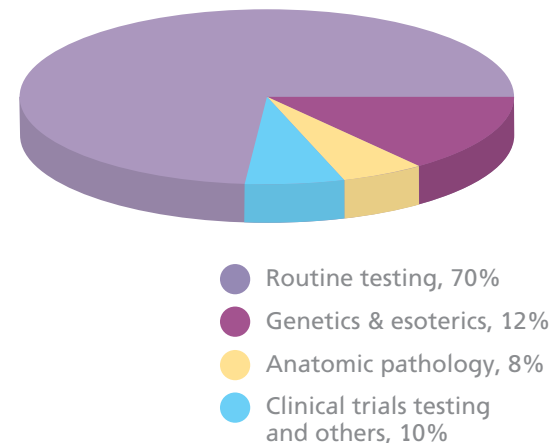
## Comprehensive diagnostic offering

- The leading European diagnostics company with an integrated medical imaging business
- Clinical laboratory (routine, specialty, anatomic pathology, etc.) represents **78%** of our sales
- Esoteric and genetic lab testing will increase to **20%** by 2013 as we focus on higher margin and higher growth laboratory segments
- Clinical trial testing services provided out of our York Bioanalytical Solutions business in the UK and Denmark and out of Moscow

2010 sales by business



2010 Lab sales by type



## Successfully operate under different business models across Europe

Country	Position	Business model / Customer groups
Scandinavia	Leader	Tender-based business model in laboratory services and imaging; public and private
Switzerland	Leader	Doctors, outsourcing with private clinics and hospitals
Spain	Top 3	Private insurance, hospital outsourcing
France	Top 5	Walk-in patients, outsourcing with public and private hospitals
Portugal	Top 3	Walk-in patients, hospital outsourcing
UK	Specialty	Leading histopathology supplier in London; only accredited POCT supplier
UK, Denmark, Russia	Specialty	Clinical trials lab testing

# A leader in outsourcing in Europe



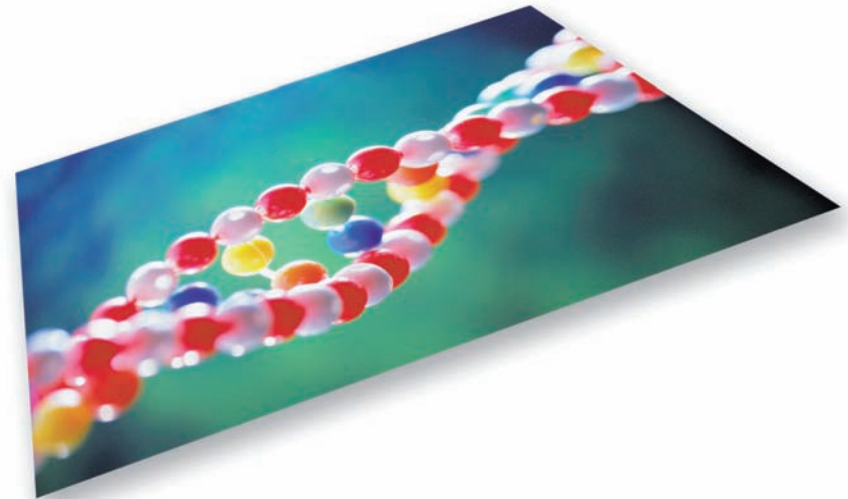
- Leader in outsourcing with more than 200 laboratory and imaging contracts across Europe
  - 48 full outsourcing contracts
  - 85 specialty and pathology contracts
  - 10 POCT contracts
  - 66 routine, primary care contracts
  - Strategic outsourcing partnerships with leading hospitals
- Public hospital outsourcing contracts in all of our key markets



# Scientific leadership

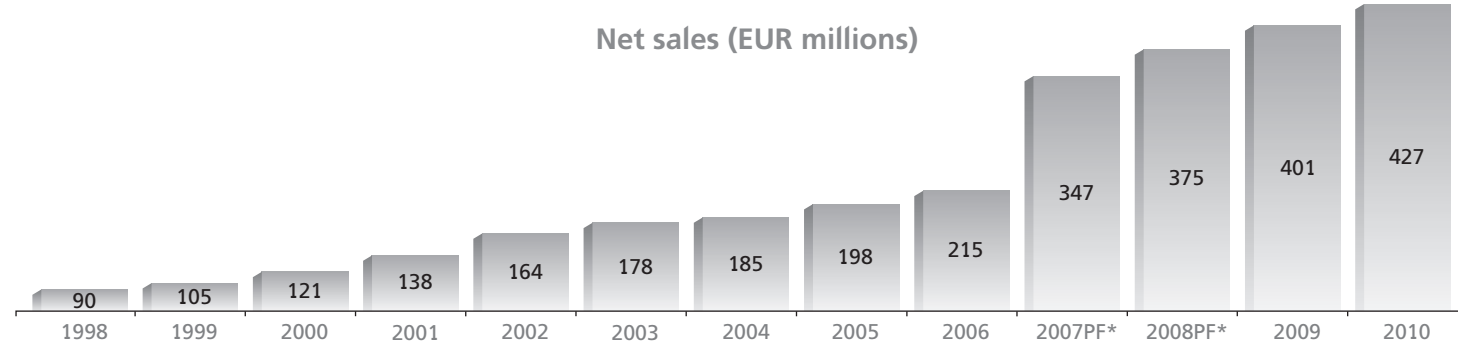


- 220 medical doctors and scientists employed
- Centers of excellence
  - Molecular biology (Lausanne, Zürich, Paris, Sweden, Norway, Moscow)
  - Anatomic pathology (Sweden, UK, Switzerland)
  - Clinical trials testing (Copenhagen, York, Moscow)
  - Medically assisted pro-creation (Paris, Geneva)
  - Pharmacology: drug monitoring, pharmacogenomics (Switzerland)
  - Metabolic disorders: trace elements, fatty acids (Geneva, Copenhagen)
  - Blood disorders: coagulation, anemia, thalassemia (Switzerland)
  - Mammography (Sweden, Switzerland, Norway, UK)
- Collaborations with leading companies and academic institutions
  - University Hospital of Geneva
  - University Hospital of Zürich
  - University of Alcalá de Henares (Spain)
  - Karolinska Institutet
  - Cancerfonden (Swedish Cancer Foundation)
  - Institut Pasteur
  - Hôpitaux de Paris
  - Progenika (Spain)
  - Leading diagnostic suppliers



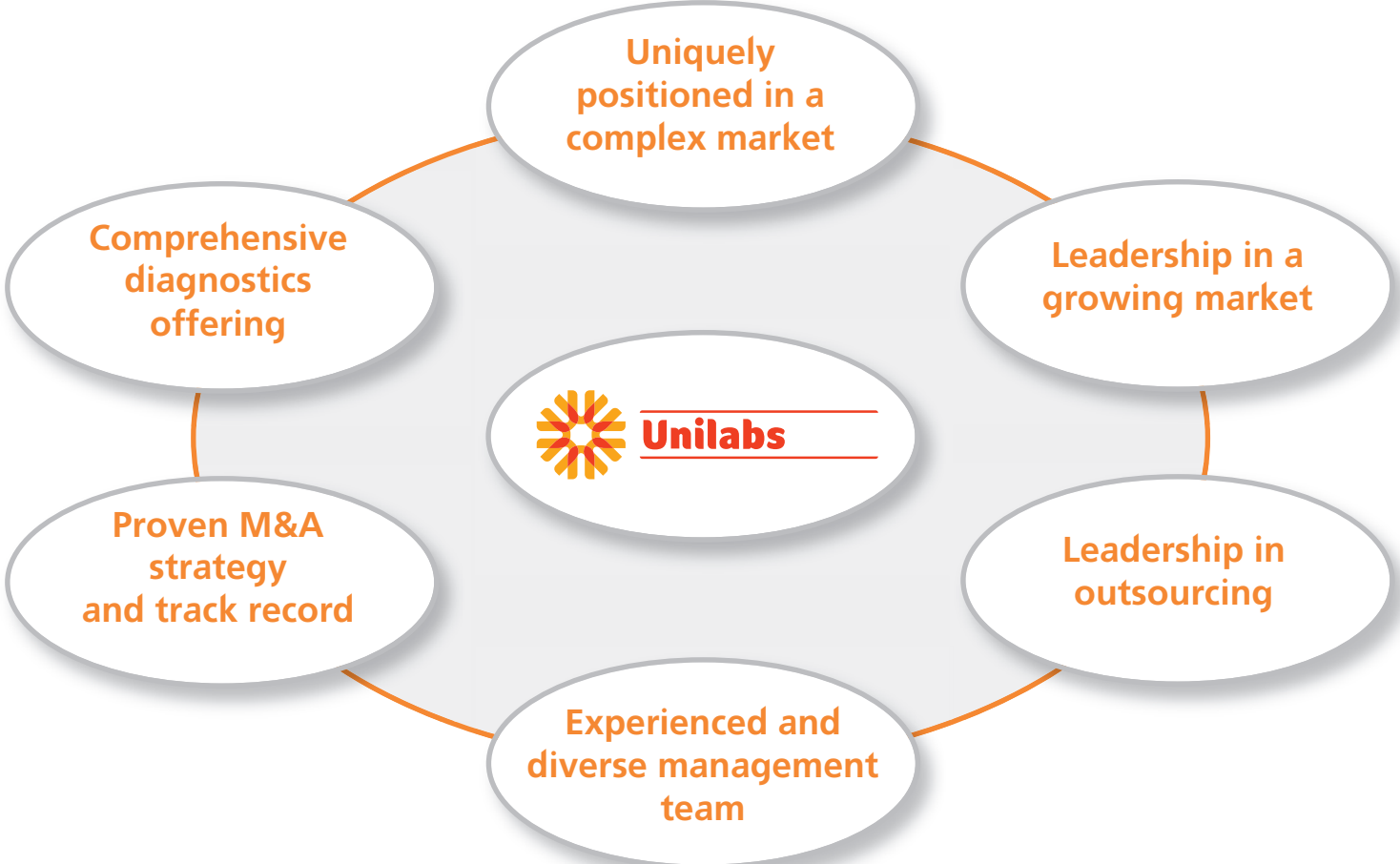
# Unilabs has built a leading position in the European diagnostics market

<p><b>1987-1990</b> <b>Establishment Phase</b></p> <p>Unilabs founded in 1987 through takeover of 3 Swiss labs previously owned by US-based Corning. Unilabs acquires a lab in Italy and 3 labs in Spain</p>	<p><b>1991-1997</b> <b>Creation of first Central Lab</b></p> <p>Unilabs acquires 2 more labs in Switzerland and created the first Central Lab servicing 4 private and 2 public hospitals</p>	<p><b>1998-2006</b> <b>Further European expansion</b></p> <p>After its 1997 IPO, a market entrance is made into France and Portugal and further acquisitions are made in Italy. National consolidation continues</p>	<p><b>2007-2010</b> <b>Transformational deal</b></p> <p>Merger with Capio Diagnostics creates a leading pan-European diagnostics company. Acquisition of York Bioanalytical Solutions and Eurad Consult (teleradiology). Acquisitions in FR, PT and CH</p>
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\* 2007 and 2008 Proforma for Capio Dx merger

# Leveraging our strengths



## Unilabs's strategic objectives



- Become the undisputed leader in European diagnostics
- Top 3 market position in each of our countries
- Profitable growth exceeding the market rate
- Best in class processes in customer service, IT and supply chain



## Answers to European Diagnostics