

NOVACYT

An abstract graphic consisting of numerous thin, light blue lines that originate from the bottom left and curve upwards and to the right, creating a sense of motion and flow. A single, slightly larger light blue circle is positioned at the top of the main curve of these lines.

2021 Full Year Results
& Corporate Strategy

April 2022

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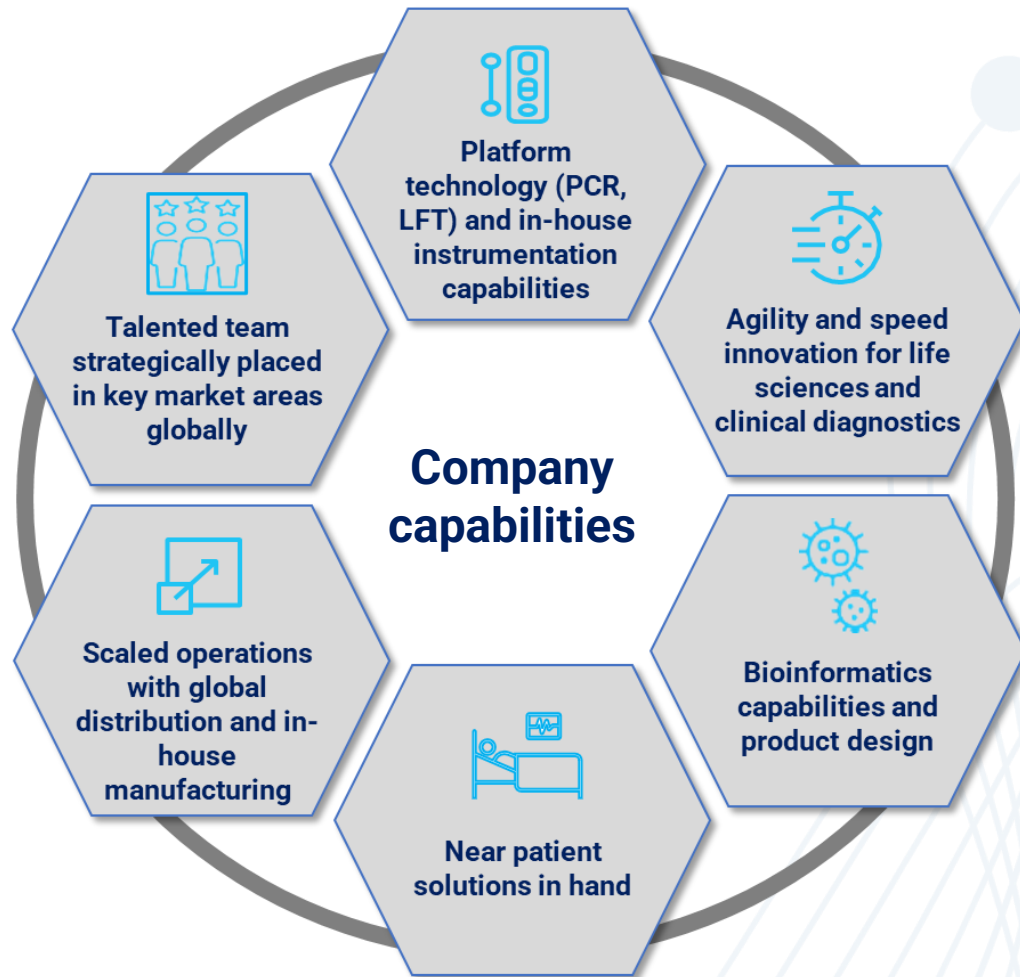
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Company capabilities, vision and purpose



Our vision

Committed to becoming a leading, **global clinical diagnostics** company in infectious diseases

Our purpose

We **protect lives** from invisible threats by enabling informed clinical decision-making through quality diagnostics in **the right place, at the right time**

Highly experienced executive management team

Presentation team



Dave Allmond
Chief Executive Officer

- Appointed CEO of Novacyt in 2021
- Over 25 years of global experience in pharmaceuticals & biopharmaceutical companies
- Internationally experienced, strategic business leader with strong track record in global commercialisation
- Built & led multiple diverse, successful teams in dynamic growth companies including Amgen, Celgene & Amryt Pharma
- C-level executive with AIM and NASDAQ listed companies



James McCarthy
Chief Financial Officer

- Appointed CFO of Novacyt in 2021
- Over 30 years in international manufacturing and industrial businesses in both consumer and B2B
- CFO in both Private Equity and public businesses.
- FCCA qualified over 30 years with broad commercial, supply chain and M&A experience

Broader Executive Team



Guillermo Raimondo
Chief Commercial Officer



Navin Nauth-Misir
RA and QA Director



Paul Oladimeji
Group Head of R&D



Bryan Close
Chief Operations Officer



David Franks
Chief HR Officer

2021 Full Year Results



2021 and post-period operational highlights



- **Launch of VersaLab® mobile testing solutions**



- **Launch of 15 new assays to support COVID-19 testing**



- **Inclusion in DHSC National Framework Agreement**



- **Approval of PROmate® COVID-19 2G and 1G (q32) Real-Time PCR tests by the CTDA**



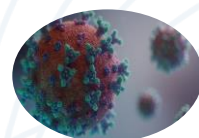
- **Ongoing DHSC dispute**



- **New contracts with WHO and UNICEF for supply of COVID-19 tests**



- **Growth of private testing in film and media, cruise, education and NGO's**



- **Surveillance programme able to detect all published strains of SARS-CoV-2**



- **Granted a key patent for ORF1a/b, which will lead to a corporation tax credit against future profits**



- **Lab21 and Microgen business review completed**

2021 financial highlights – P&L

£'000	2021	2021	2021	2020
	Results before exceptional items	Exceptional items	Consol	Consol
Revenue	95,780	-	95,780	277,204
Gross profit	65,448	(35,770)	29,678	211,500
<i>Gross profit %</i>	68%	N/A	31%	76%
EBITDA	37,088	(35,770)	1,318	176,145
<i>EBITDA %</i>	39%	N/A	1%	64%
Recurring operating (loss) / profit	35,083	(35,770)	(687)	174,843
Operating (loss) / profit	27,975	(35,770)	(7,795)	167,441
(Loss) / profit after tax	19,246	(28,974)	(9,728)	132,423
(Loss) / profit after tax attributable to the owners	19,246	(28,974)	(9,728)	132,423

- **Strong performance** in a dynamic trading environment
- **Group adjusted EBITDA** of £37.1m in 2021 in line with market guidance with EBITDA margins of 39%.
- **Operating loss** of £7.8m in 2021 mainly as a result of exceptional provisions of £35.8m relating to DHSC (Operating profit of £28.0m excluding these adjustment)
- **Loss after tax** of £9.7m

2021 financial highlights – balance sheet and cash

£'000	Dec - 21	Dec - 20	£'000	Dec - 21	Dec - 20
Goodwill	11,471	17,877	Share capital and premium	54,646	54,675
Right-of-use assets	1,788	2,259	Retained earnings	87,169	96,035
Property, plant and equipment	4,594	1,643	Total equity	141,815	150,710
Deferred tax assets	3,143	3,023	Borrowings (> 1 yr)	-	-
Other non-current assets	3,918	4,489	LTIP liabilities long-term	-	5,606
Total non-current assets	24,914	29,291	Lease liabilities long-term	1,446	1,964
Inventories	11,461	29,888	Other provisions and long-term liabilities	1,532	1,854
Trade and other receivables	38,499	79,592	Total non-current liabilities	2,978	9,424
Tax receivables	5,034	-	Borrowings (< 1 yr)	-	-
Other current assets	2,043	3,740	Trade and other liabilities	17,190	36,784
Cash and cash equivalents	101,746	91,765	Tax liabilities	-	15,116
Total current assets	158,783	204,985	Other provisions and short-term liabilities	21,714	22,242
TOTAL ASSETS	183,697	234,276	Total current liabilities	38,904	74,142
			TOTAL EQUITY AND LIABILITIES	183,697	234,276

- **Cash at year-end** of £101.7m compared with £91.8m in 2020
- **Working capital** significantly reduced post DHSC contract adjustment.
- **Strong balance sheet** to support M&A and organic investment.

Corporate Strategy



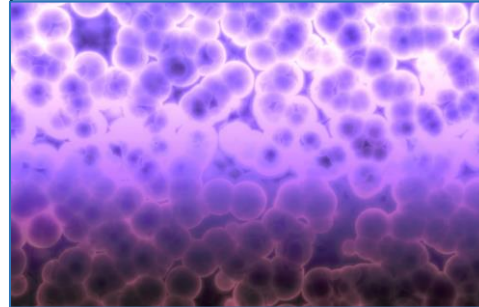
The growing problem with "invisible threats"

Viruses



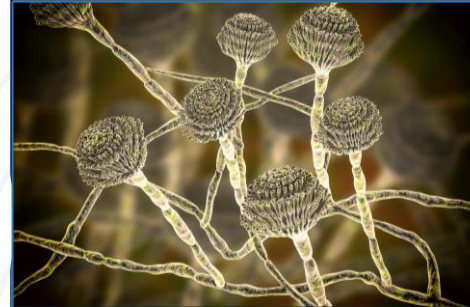
Genetic drift, shift & 'zoonoses'. Vaccine evasion & antiviral resistance

Bacteria



Antibiotic resistance "super bugs"

Fungi



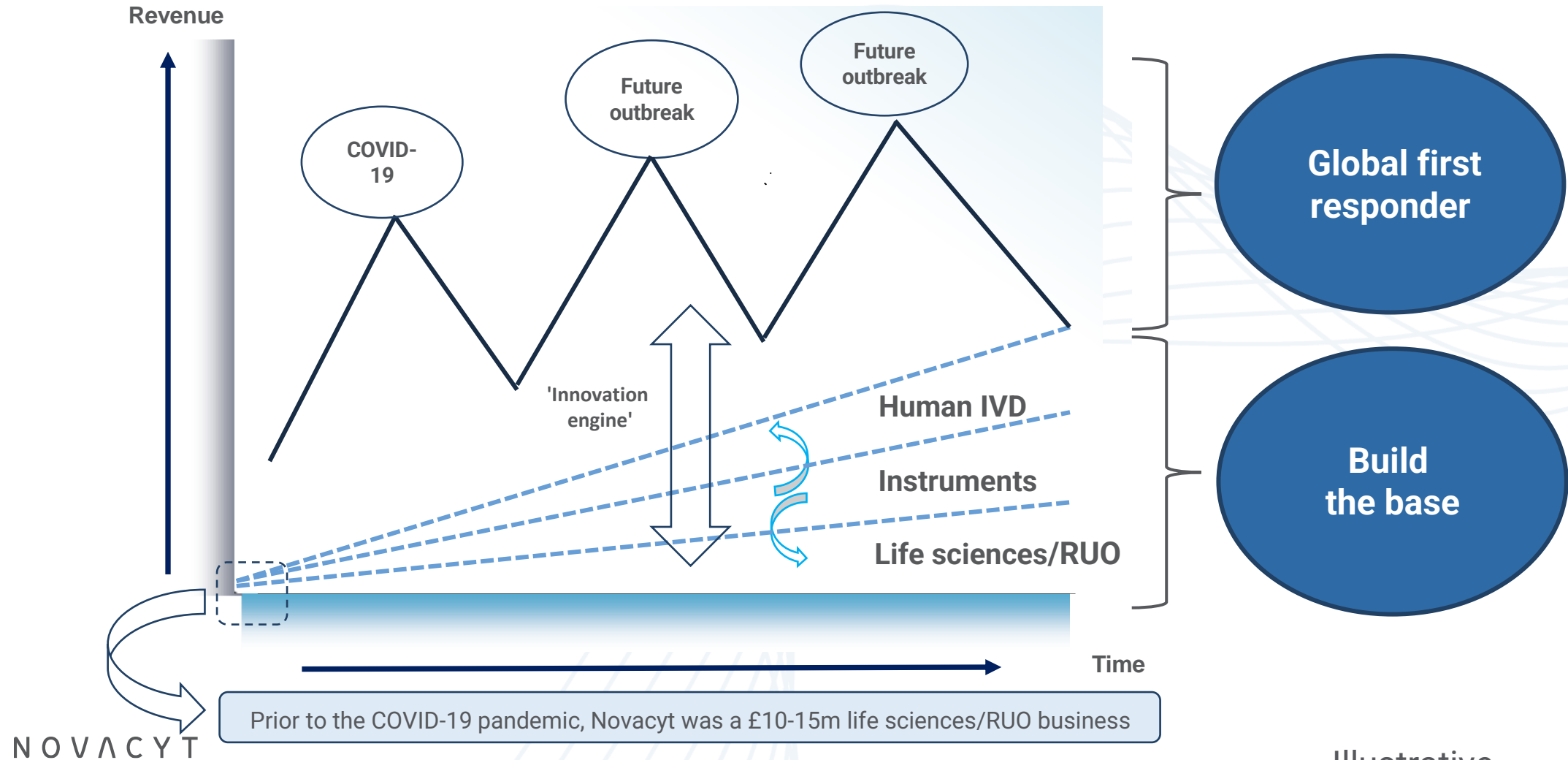
Lack of diagnosis, & effective treatments. Anti fungal resistance

Protozoa



Neglected diseases & climate change

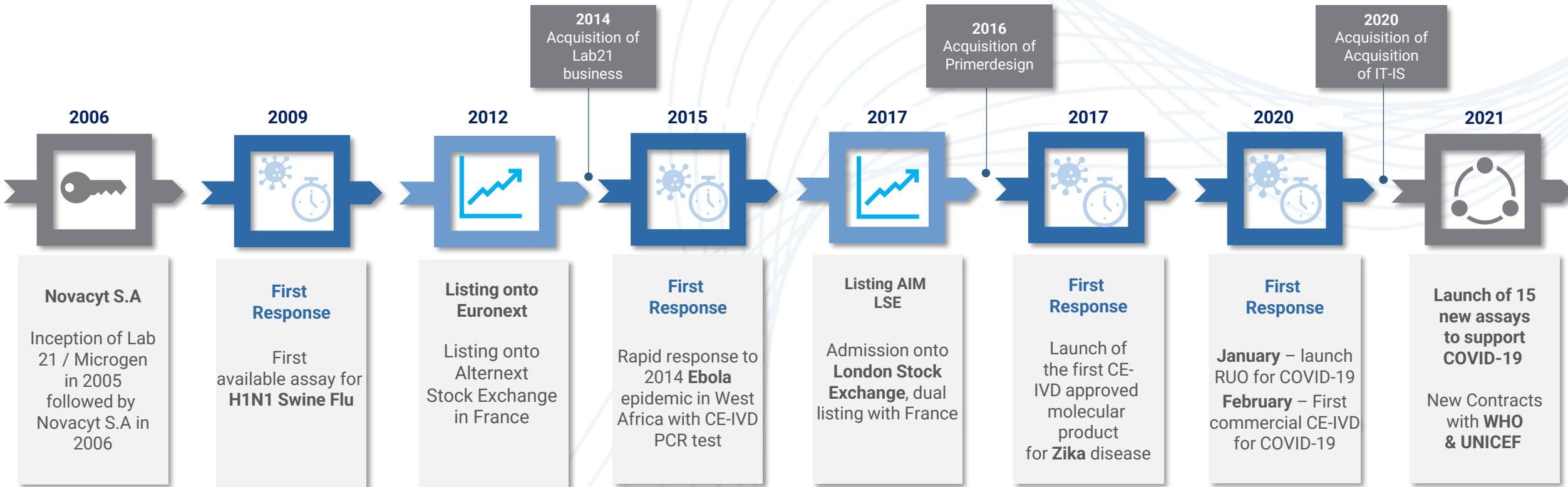
Corporate strategy – two key imperatives



Illustrative

Track record as a global first responder

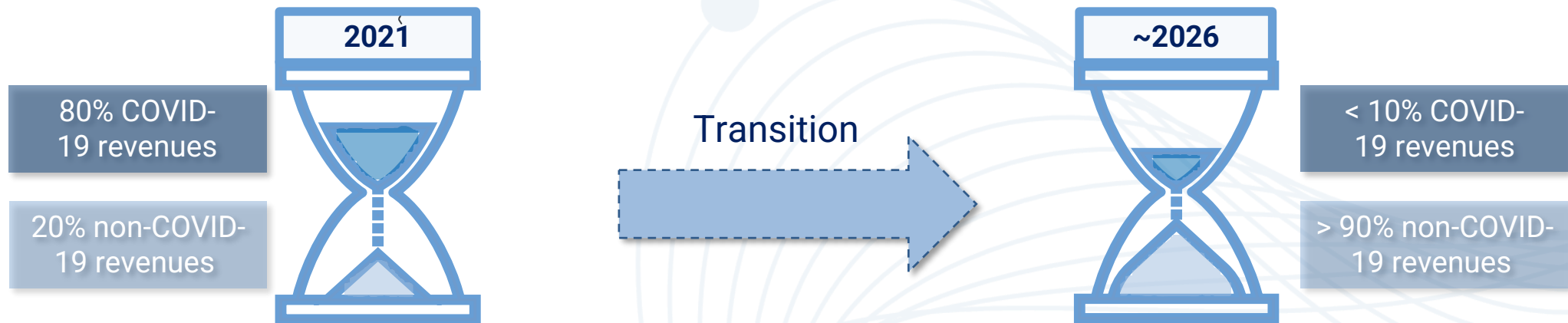
Novacyt has a strong track record of being a "first responder" to disease outbreaks



NOVACYT

Evolving Novacyt beyond the pandemic – building the base

Evolving beyond the pandemic to a sustainable growth business, serving high unmet needs in infectious diseases




Drivers of transition



Portfolio development

Relaunch RUO portfolio in Q2 2022, launch e-commerce platform, deliver clinical IVD portfolio



Instrumentation

Integrated with life sciences/RUO and IVD portfolios



Geographic expansion

Increasing presence, leveraging adjacent markets and building distributor network

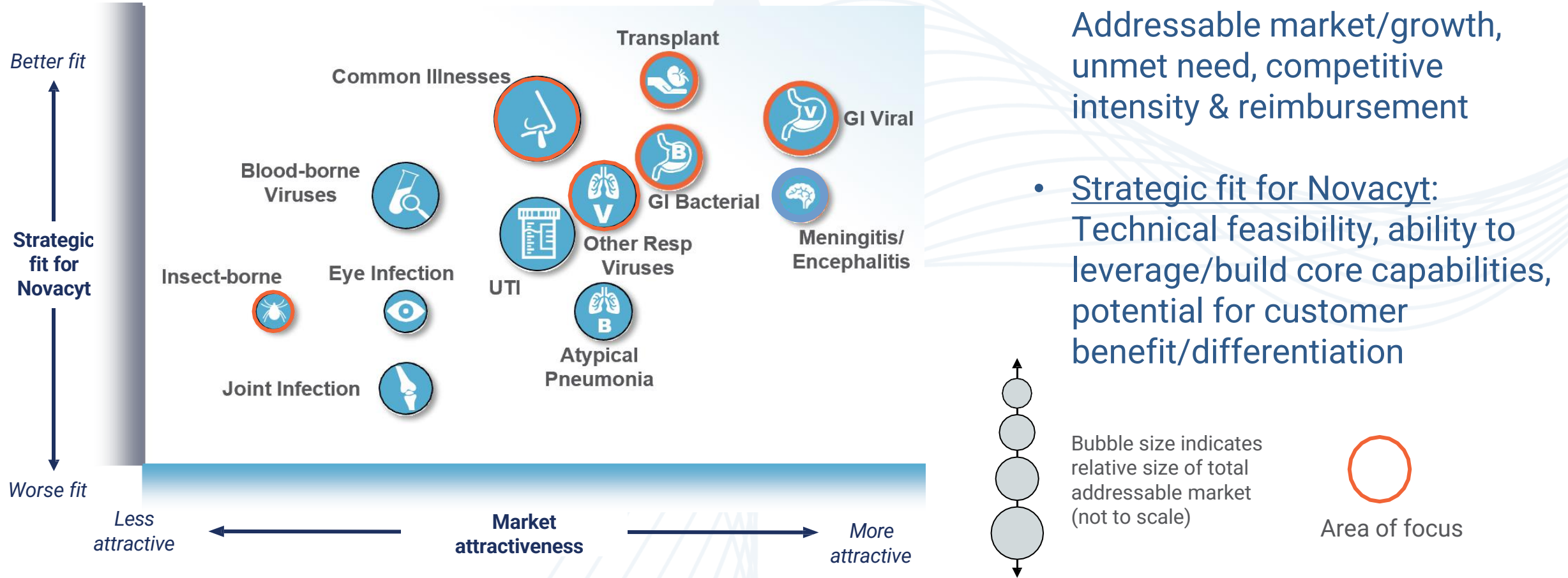


Business development

Innovation for disruptive technologies
Accelerating molecular portfolio
Strategic transactions

Portfolio prioritisation matrix

Test opportunity comparison



- Market attractiveness: Addressable market/growth, unmet need, competitive intensity & reimbursement
- Strategic fit for Novacyt: Technical feasibility, ability to leverage/build core capabilities, potential for customer benefit/differentiation

NOVACYT NB. Research conducted in UK, Nordics, Germany where insect borne viruses have low prevalence

Adapted from Health Advances near term molecular test menu expansion report April 2022

Initial R&D priorities beyond COVID-19

“Fixed combinations aren’t always suitable for each lab, so I love the fact that you can run multiple single tests on one plate.” **Nordic Lab Director**

These are the leading cause of food related disease in the developed world; getting quick results would be greatly helpful.” **DE Lab Director**

“If there could be a blood-based meningitis test, that could be a huge help, since CSF is difficult to obtain.” **UK Lab Director**

NOVACYT

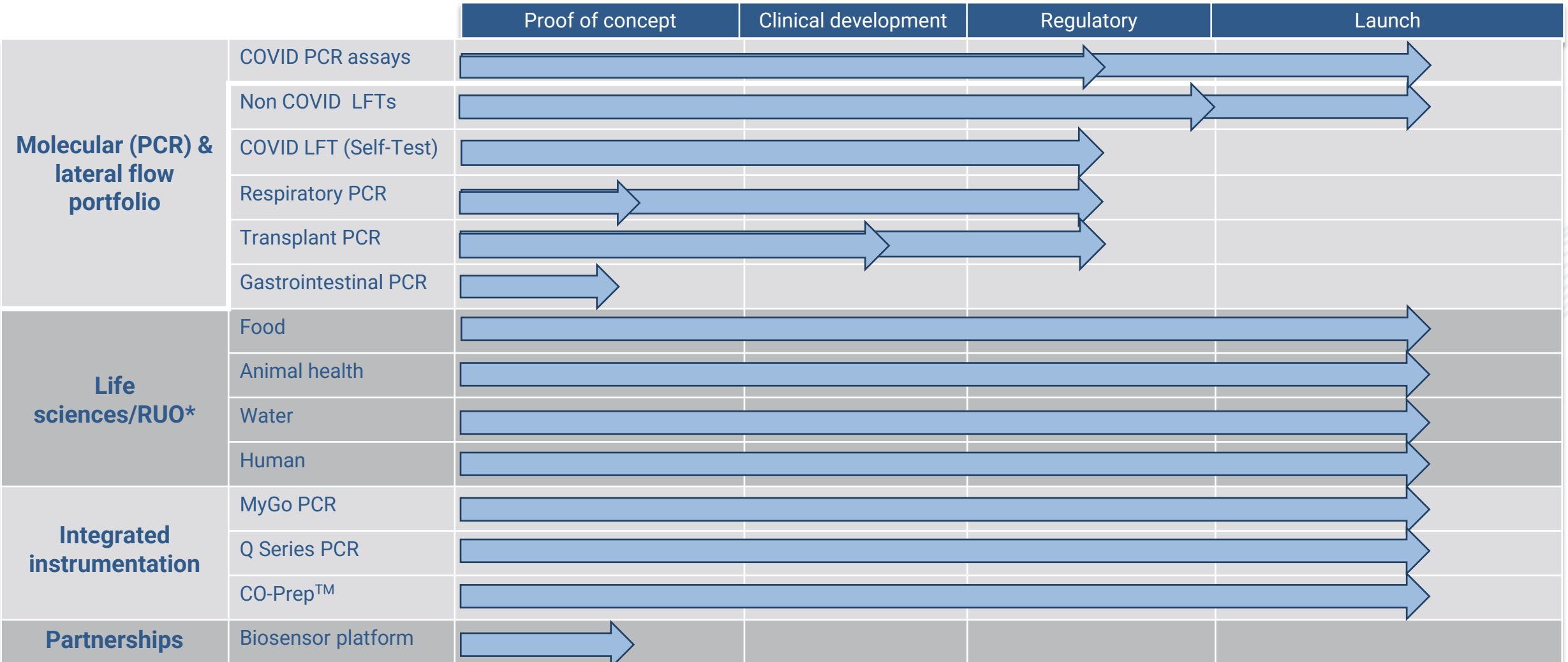
Test opportunity	Test configuration	Sample type
Respiratory panels	Winterpanel (COVID-19, Influenza a/b & RSV a/b) and other respiratory panels (parainfluenza, adenovirus & rhinovirus)	Oropharangeal /Nasal
Single-analyte tests for transplant/immunocompromised	Base: CMV, EBV, BKV Optional: JCV, Adenovirus, HSV, VZV, HHV-6	Blood
Viral GI panel	Norovirus I/II, Rotavirus, Adenovirus	Stool
Bacterial GI panel	Clostridium difficile, Salmonella, Shigella, Campylobacter,	Stool
Insect-borne viral panel	Zika, Dengue, Yellow Fever & Chikungunya	Blood
Under further evaluation		
Meningitis/encephalitis panel	Enterovirus, VZV, HSV-1/2	CSF or blood

“It would be great if we could run JCV and HHV-6 in-house as well. We currently have to send those out.” **DE Lab Director**

An extraction-less workflow would be great for these tests. It would be quicker, and because there are a billion bugs, I wouldn’t have to worry about decreased sensitivity.” **Nordic Lab Director**

“Molecular panels for meningitis and encephalitis are very important. This mix of pathogens looks exactly right for our needs.” **Nordic Lab Director**

Novacyt has an extensive product portfolio and a deep development pipeline

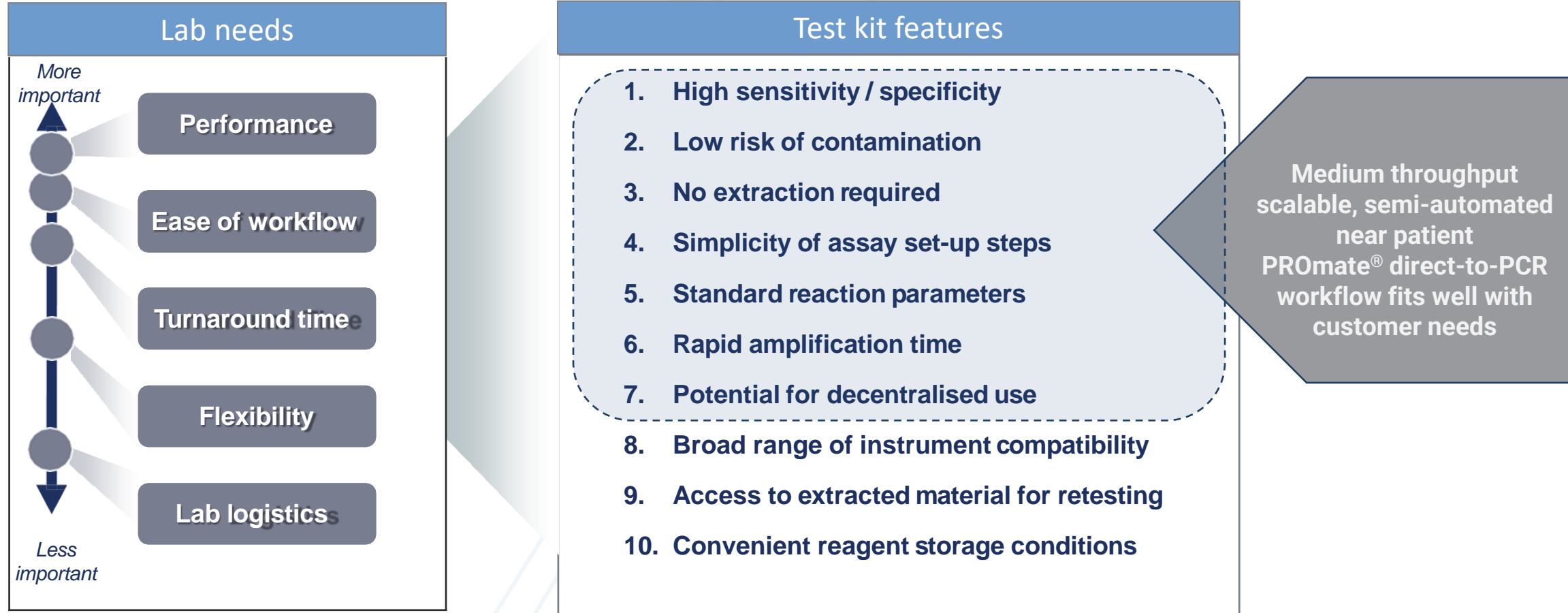


NOVACYT

A range of new products to launch 2022-23. New non-COVID IVDR products ~18-24 months to launch.

* To be relaunched in H2 2022

PROmate[®] workflow has strong potential to meet decentralised laboratory needs



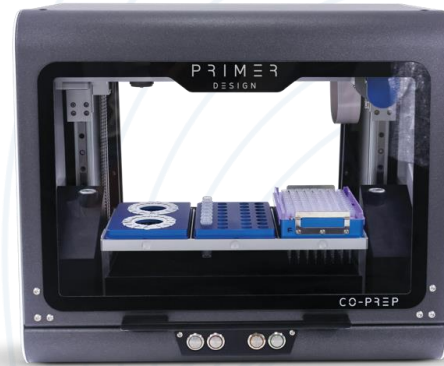
Integrated, near-patient workflow with PROmate® direct-to-PCR offers differentiated, medium throughput, scalable solution taking precision diagnostics to the front line



Sample collection



Sample preparation



Co-Prep™ automated liquid handling
simple workflow & sample stewardship

Convenience with walkaway time

Reduced contamination & human error risk

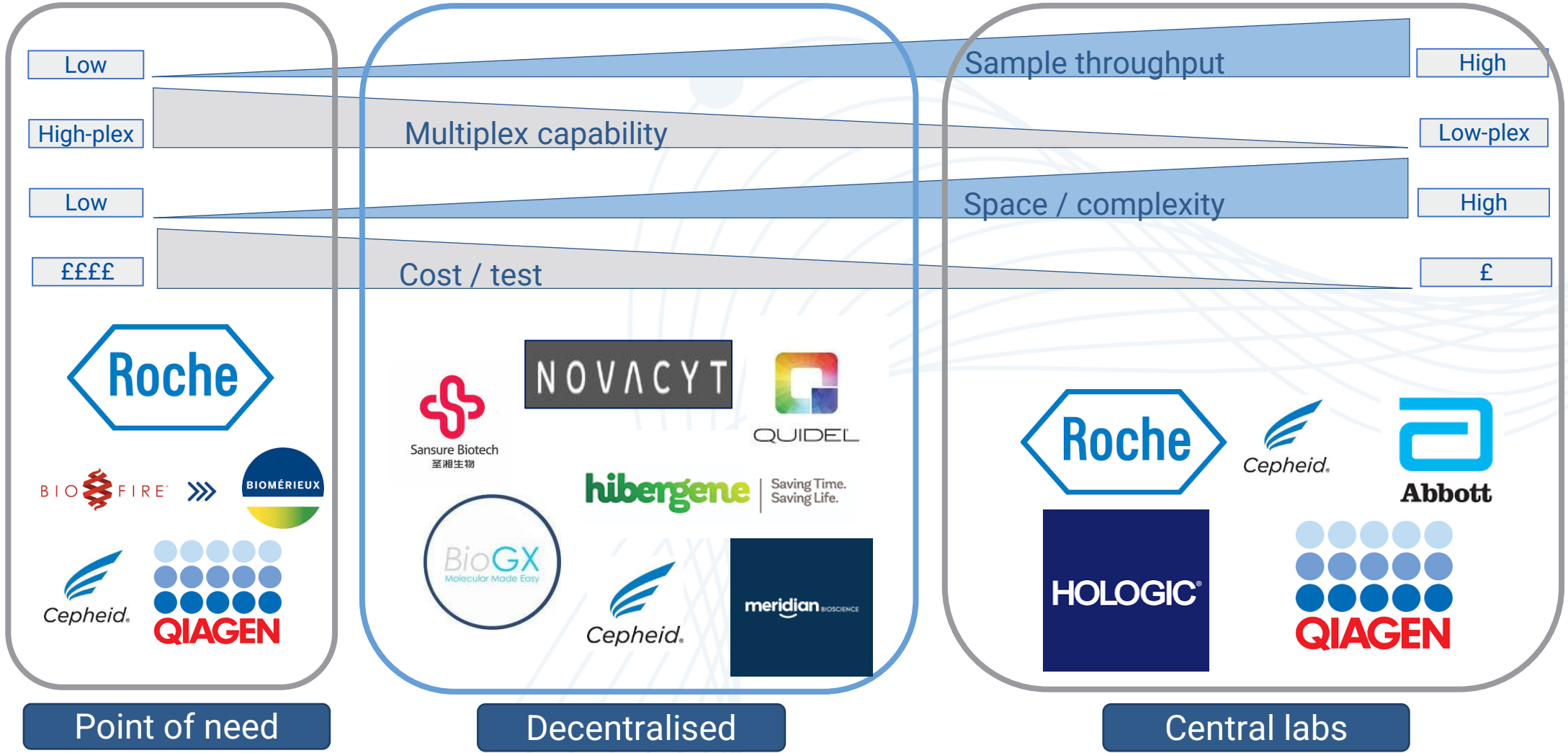


"Q Series" PCR, 16 &
32 well Instruments

Rapid results
High sensitivity
& specificity

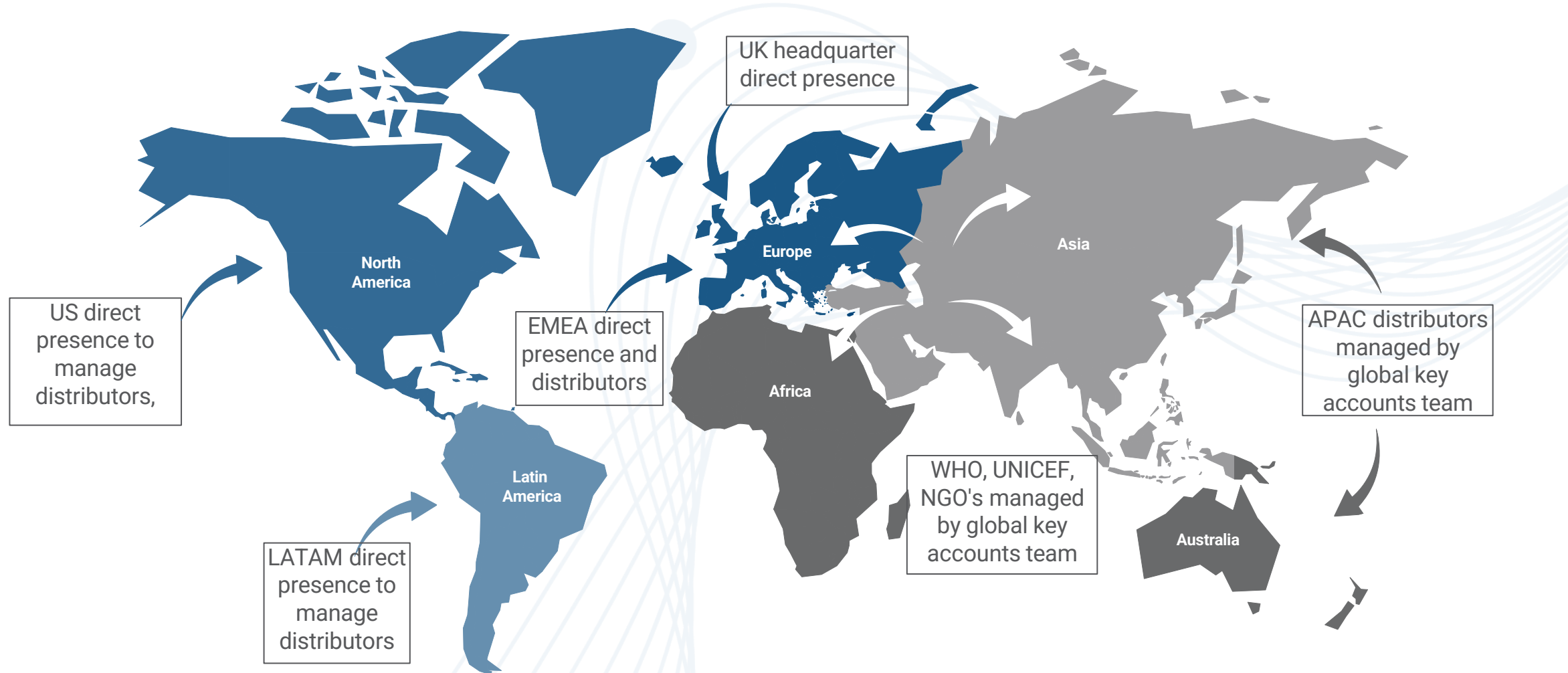
Combined with VersaLab can provide ultimate flexibility to take testing to the frontline.
Supported by exceptional technical and customer services support

Novacyt has a differentiated proposition in the decentralised market segment



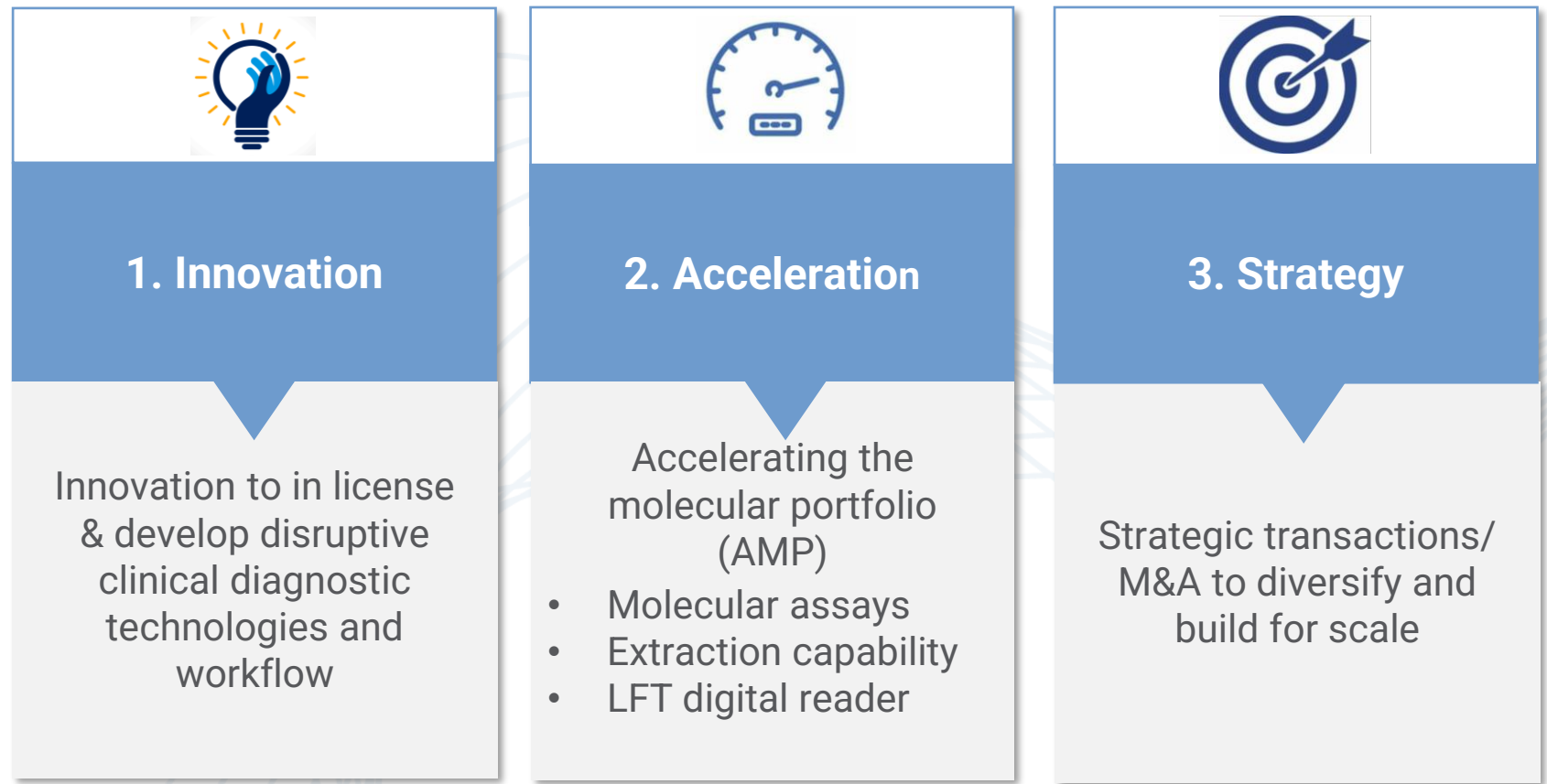
NOVACYT

Novacyt has global commercial reach through direct presence and a comprehensive distributor network



Accelerating inorganic growth through business development

Three key areas of focus



We plan to deploy our capital to drive inorganic growth and deliver shareholder value

Building a strong sustainable growth business and remaining agile as a global first responder



Portfolio development (including instrumentation)

The core business will consist of:

COVID-19 and non-COVID-19 *in-vitro* diagnostics (IVDs),

Comprehensive life sciences/research-use-only (RUO) portfolio

Near patient, medium throughput, semi-automated scalable workflow



Geographic expansion

Direct sales, marketing, and distribution channels.

Leveraging adjacent markets across EEA with CE marked products and obtaining targeted registrations to enable sales in additional territories.

Continue to strengthen and work with our international distributor network



Business development

Continue to build a strong pipeline of business development opportunities:

1. Innovation for disruptive technologies
2. Accelerate molecular portfolio
3. Strategic transactions (M&A)

To diversify and build scale



Global first responder

Maintain our position as a "global first responder" to rapidly address significant disease outbreaks through testing and market surveillance.

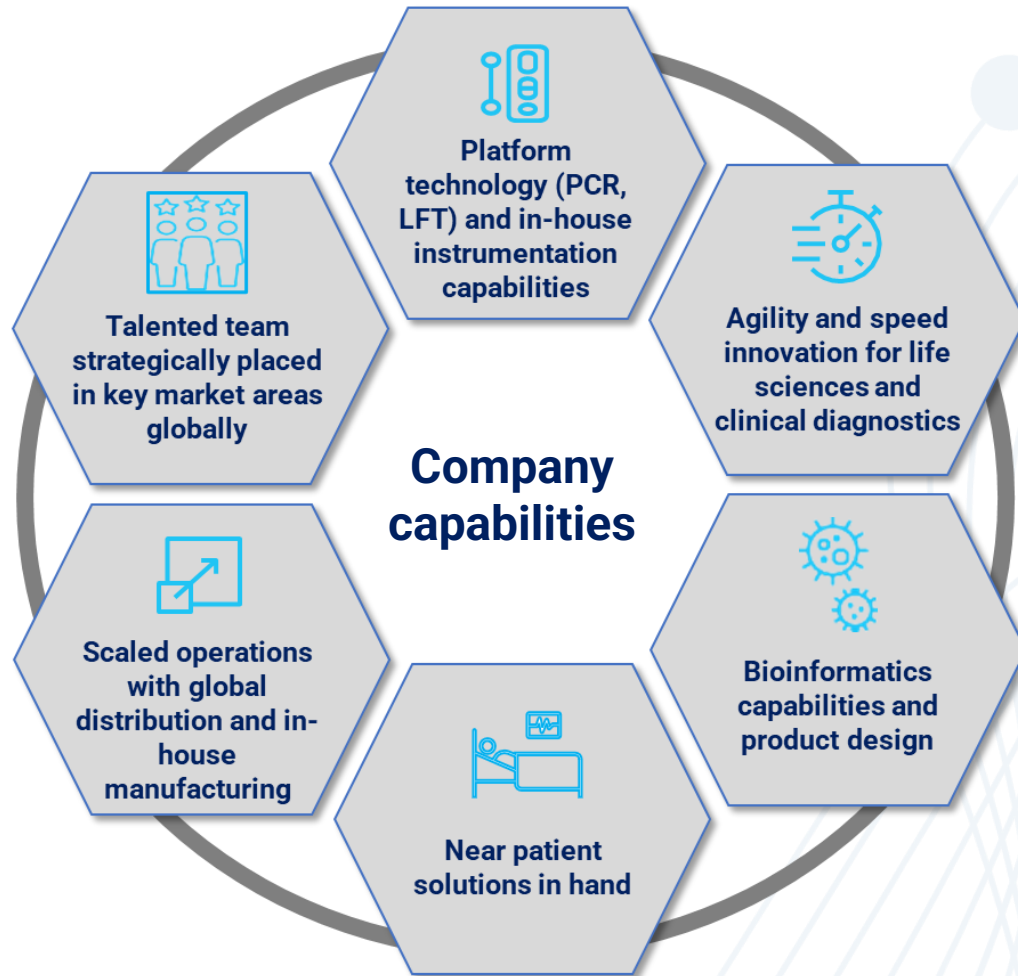
Continue our speed and agility to deliver critical products, as demonstrated in response to the COVID-19 pandemic, and previous outbreaks including Zika, H1N1 (Swine Flu), and Ebola

2022 and longer-term outlook

- Q1 2022 revenues of £13.1m (£10.1m COVID-19 related): £34.4m (£31m COVID-19 related) in Q1 2021
- 67% decline in COVID-19 related revenues, faster than previously anticipated by the Board
- Board expectations for £35-45m 2022 full year revenues if this rate of COVID-19 related sales decline continues
- Assumed expansion of non-COVID-19 revenue in 2022 versus 2021, with work ongoing to accelerate through both internal R&D and external partnerships
- Underlying EBITDA maintained as a double-digit percentage of revenue for the full year through managed opex costs

Looking ahead, Novacyt anticipates revenues in excess of £100m in five years' time and is focused on delivering on its updated strategy for the benefit of its shareholders

Company capabilities, vision and purpose



Our vision

Committed to becoming a leading, **global clinical diagnostics** company in infectious diseases

Our purpose

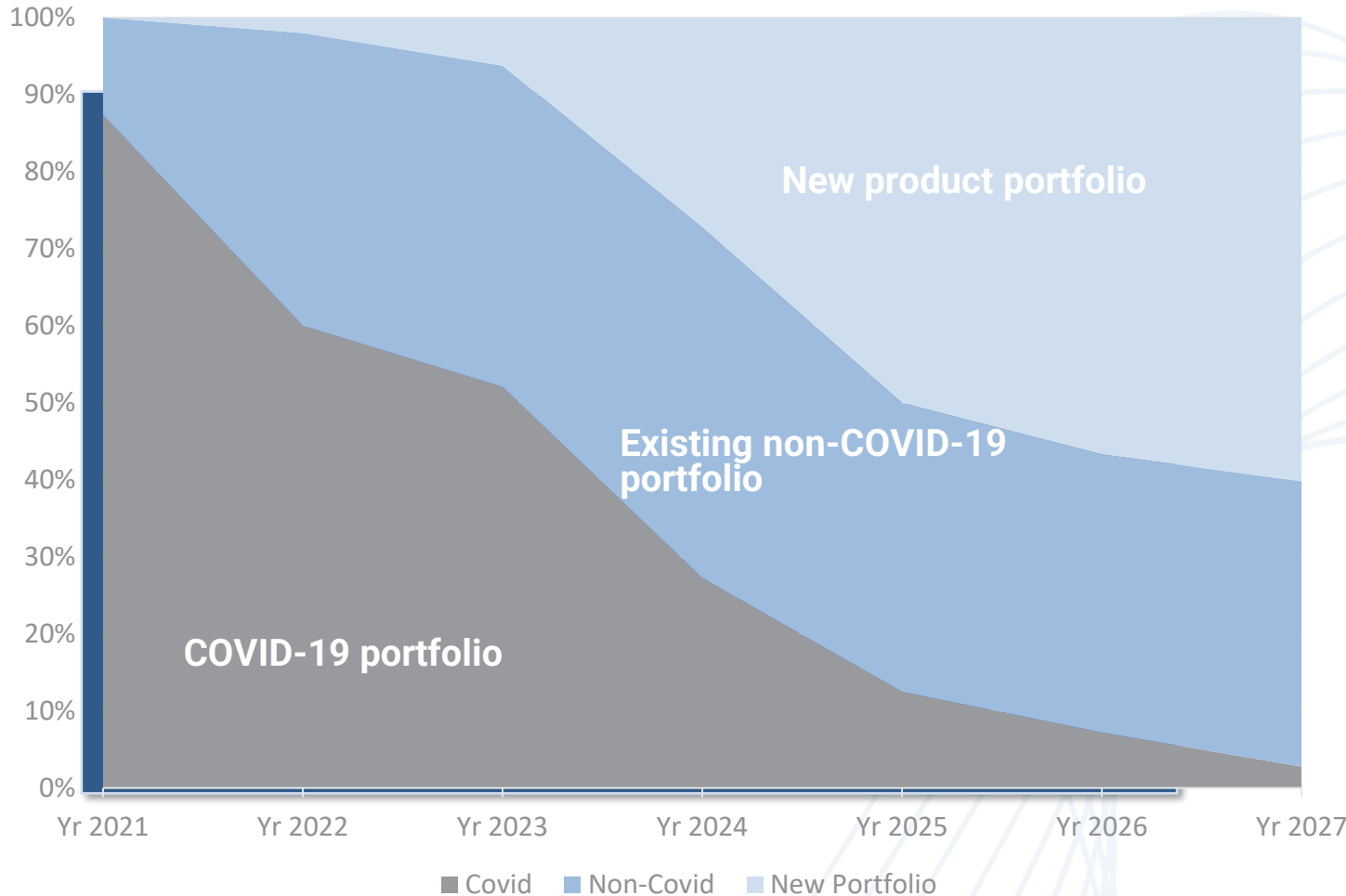
We **protect lives** from invisible threats by enabling informed clinical decision-making through quality diagnostics in **the right place, at the right time**

Q&A

Appendix













Evolving Novacyt beyond the pandemic



- Covid portfolio will be kept current and leveraged worldwide to respond to future variants but sales expected to decline over time
- Existing non-COVID-19 portfolio will be enhanced through development in RUO, instrument sales and broader commercial reach.
- New IVD portfolio for high unmet need infectious diseases in human health, will begin to come on stream from 2022 onwards.
- Development and commercialisation to be accelerated through inorganic portfolio
- Ambition >£100m of revenue by ~2026

PROmate is the only semi-automated closed system, direct-to-PCR solution based on qPCR technology with uniform reaction conditions

Product	Technology	Uniform cycling conditions	Pipetting steps	Automated pipetting steps	Thermocycler compatibility	Amplification time	Multiplex	Number of samples in one run	Breadth of menu	Competitive positioning
 Solana	Helicase-dependent amplification		~2	No	<div style="border: 1px solid black; padding: 5px; display: inline-block;"> Manufacturer instrument only </div>	24-45 min	4	6	11 tests: common illnesses, respiratory, GI, STI, meningitis	
 Eazyplex	LAMP		~2	No		~30 min	7	96	10+ tests: respiratory, meningitis, GI, HAI, resistances	
 PROmate	Real-time PCR	✓	1-2	Yes		60-80 min	4	32*	1 test: COVID only, other tests planned	
 Alethia	LAMP		~2	No		~60 min	2	10	11 tests: respiratory, GI, STI, tropical diseases, transplant	
 hibergene	LAMP		~2	No		~60 min	2	48	11 tests: respiratory, STI, GI, meningitis	

NOVACYT * Up to 8 Q32's can be run from one Co-Prep™ liquid handler. Halfmoon score vs. Competition related to limited menu which will be expanded to be a leader in this segment

Adapted from Health Advances market research April 2022

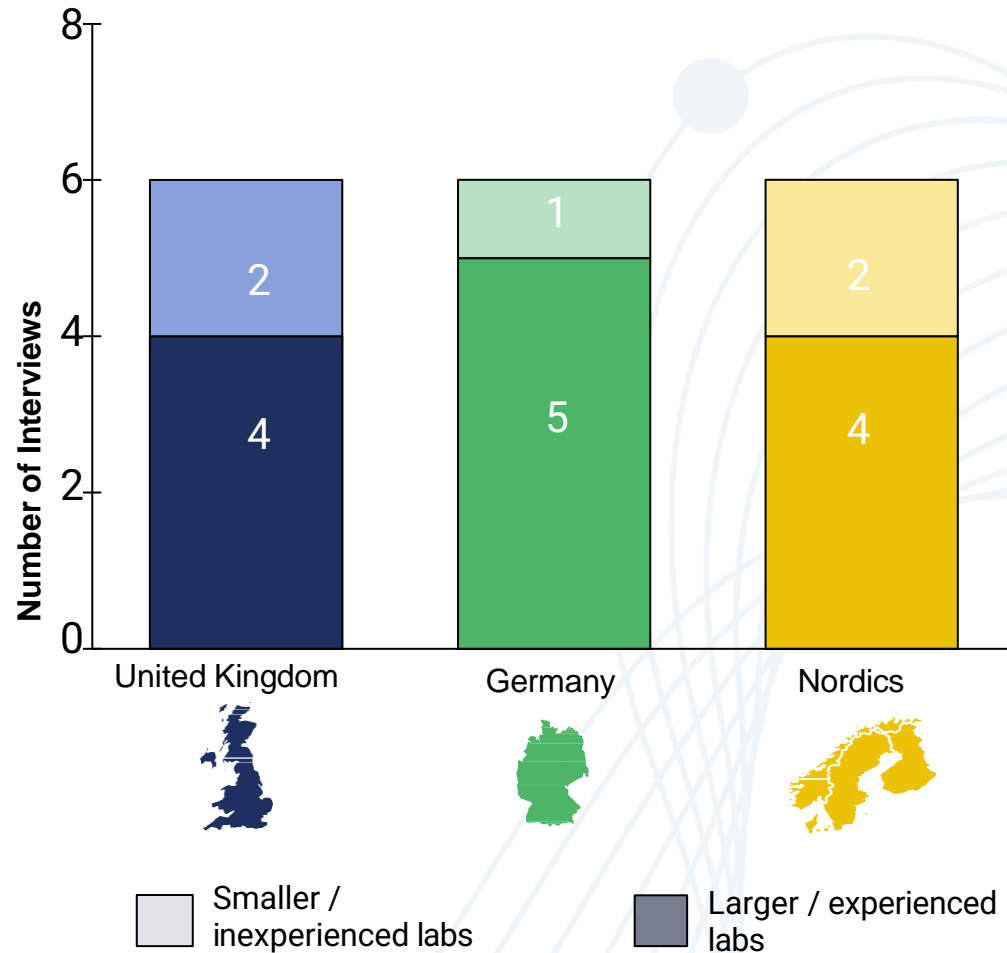
Differentiated Feature

Less Favorable

↔

More Favorable

Portfolio choices made on basis of internal expertise and solid primary research



Primary research programme
N = 18 completed

Innovative platforms to leverage in infectious diseases

PROmate®

A total workflow solution that is nearer to patient



PathFlow®

Product range offering complete solutions for the diagnosis of infectious diseases using LFT technology



MyGo, Q Series CO-prep™ & VersaLab™

qPCR instruments & liquid handling on-the-go



genesig®

For pathogen detection, food, water, veterinary and agricultural testing with gold standard PCR technology



SNPsig®

For the detection of SARS-CoV-2 variants of concern in under two hours.



Board of Directors



James Wakefield
Chairman of the Board

- James is an experienced private equity investor, having spent over 30 years in the finance industry.
- He has been involved with over 50 businesses of varying sizes and stages of development across a wide range of sectors.
- He is chairman of WestBridge Capital LLP of which he was a founder partner in 2008.
- He previously spent 18 years at Bridgepoint and, prior to that, spent four years at NatWest Investment Bank.
- He is a graduate of Harvard Business School (AMP).



Jean-Pierre Crinelli
Non-Executive Director

- Jean-Pierre is one of Novacyt's founders, having established the business in July 2006.
- He has some 30 years of experience in the car and electrical components industry.
- He has worked and lived in Singapore, North America, Belgium and Italy.
- He holds a Diplôme from ESC Le Havre and a DECS (Diplôme d'Etudes Comptable Supérieures, national diploma).



Juliet Thompson
Non-Executive Director

- Juliet's experience includes senior roles (managing director, head of corporate finance and partner) at Stifel Financial Corp, Nomura Code Securities and WestLB Panmure.
- She is Non-executive Director of Indivior PLC, a U.K. listed global pharmaceutical company.
- A 20+ years strong track record advising listed healthcare companies in UK and Europe as an investment banker
- Chartered Accountant and substantial experienced in equity fundraisings and M&A



Andrew Heath
Non-Executive Director

- Andrew is a healthcare and biopharmaceutical executive with in-depth knowledge of US and UK capital markets with international experience in marketing, sales, R&D and business development.
- He is currently Deputy Chairman and SID of Oxford BioMedica plc. From 1999 to 2008 he was CEO of Protherics plc, taking the company from 30 to 350 staff and managing its eventual acquisition by BTG Plc for £220 million.
- A former director of The BioIndustry Association, Andrew served as Vice President of Marketing and Sales, for Astra Inc. in the US after a career in clinical and academic medicine at Vanderbilt University.



Ed Snape
Non-Executive Director

- Ed holds over 40 years of experience in founding, investing in and guiding the development of many public and private healthcare and speciality materials companies
- He is a co-founder of NMT Capital and a senior adviser to Maruho Co., Ltd, a director of SAI Holding Company and managing general partner of The Vista Group, Chairman of Orient Ventures, a private equity firm with Pacific Rim affiliations; and, a director of the Cygnus Funds, two United Kingdom-based private equity firms specializing in investments throughout Europe.
- He holds a Bachelor of Science and PhD degrees in metallurgy from Leeds University, United Kingdom.

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