

Sustainability Report 2022

BioSystems

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BioSystems in 2022

749

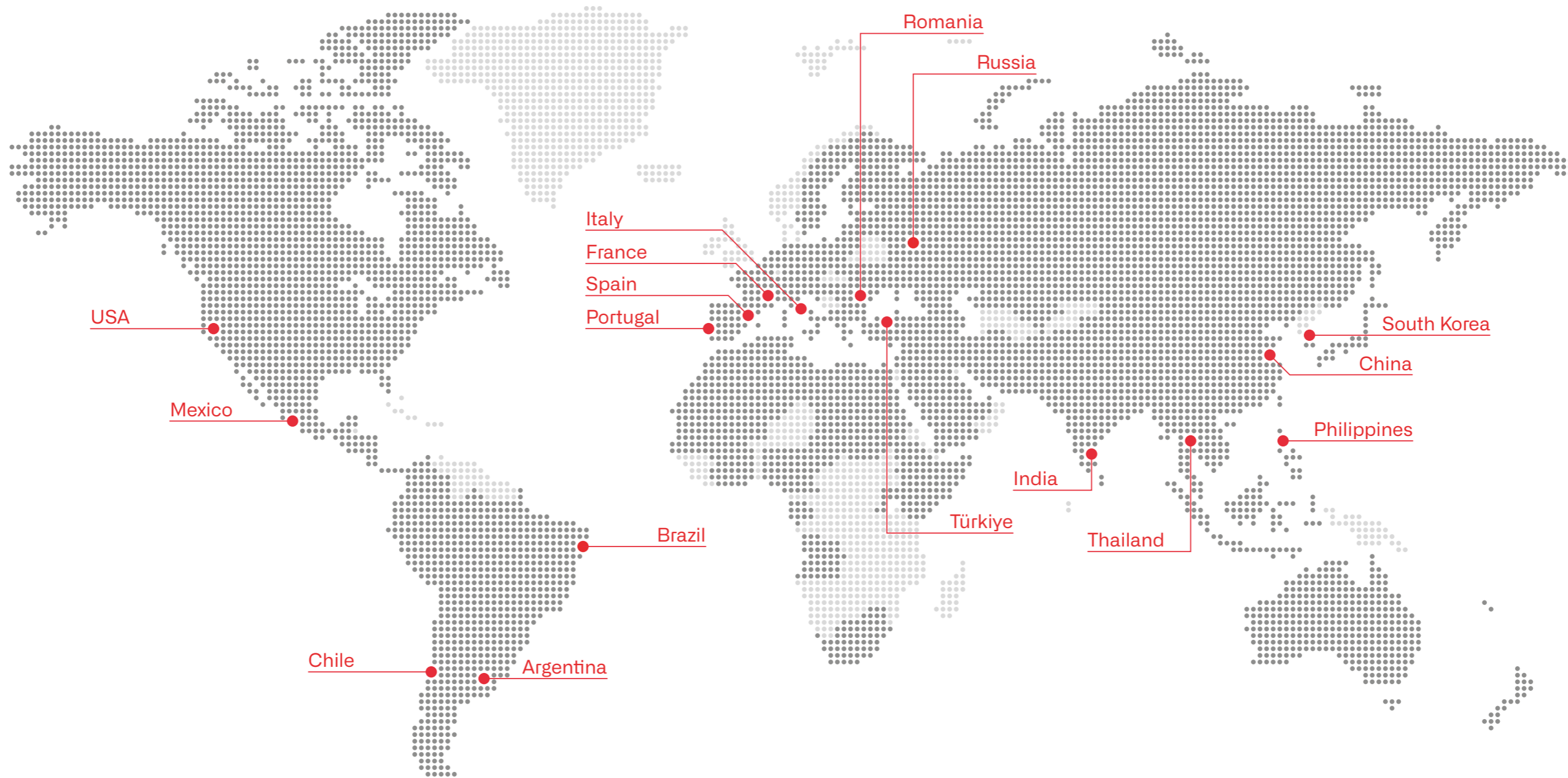
People

75M

Consolidated sales

9.5%

Compound annual growth rate (CAGR) for the last 4 years (2019-2022)



120

Markets where we sell

02

Production plants: Spain and India

16

Countries with company-owned centres + 1 representation office

- Company-owned centres
- Commercial presence

Letter from the CEO

Running a company like BioSystems is a very stimulating and rewarding activity, but also a complex one. Above all, it is a challenge that tests us and requires us to do our best every day.

What gives us strength and enthusiasm, and drives us to approach each day with the desire to give the best of ourselves, to keep going, are people.

The people who use our products and services. Those who make it possible for these people to have the products they need when they need them. The people who trust us and have been counting on us for years to boost their businesses. The people who, through their daily actions, conversations, meetings, calls, messages and e-mails, make the whole “machinery” that is BioSystems work non-stop, without interruption or with as few interruptions as possible.

The product is the other engine that drives us to do our best. We are passionate about creating and conceiving, and improving the products we make. We are motivated to learn and, above all, we like to share, teach, discuss and try new things with those who use them. Because your satisfaction is our *raison d'être*. Making mistakes not only angers us, but also makes us better, because we feel that we are part of a bigger project, which is the project shared by all the people who are part of BioSystems. And there are many of us. Growing all the time. And ever more diverse.

As we entered 2022, we had emerged from a 2021 in which we experienced an overall recovery from the effects of the Covid19 pandemic that can now be described as excellent. In 2021, our sales grew substantially, by 27% compared to the previous year and we were able to deliver one of the best results in BioSystems' recent history.

Encouraged by these results and strengthened by our resilience to the effects of Covid19, we have prepared a budget for 2022 with many projects and investments aimed at achieving greater competitiveness, strengthening our structures and ensuring we are better prepared for the future.

Among these plans, I would like to highlight the project to implement a new software (ERP) to better manage all the information of the group's companies and to do so more efficiently. The new ERP (SAP S/4 HANA), global in scope for all BioSystems companies, is one of the group structures that should sustain our growth in the coming decades and help us to better serve our customers.

We also decided to start improving and expanding the production facilities of the immunofluorescence product line, both for autoimmune diseases and for the diagnosis of infectious diseases in pets. These are two business lines that are experiencing significant growth, both with

end-customers and with industrial partners. We also included among the highlighted projects the remodelling of the R&D²+I (Research, Design and Development and Innovation) laboratories to adapt them to the new way of developing products by projects and with multidisciplinary teams. In this way, scientists, engineers, technicians and all the professionals from the areas of R&D²+I, Business, Customer, Production, Quality and Finance, as well as the same user customers or business partners with whom we collaborate, work together throughout the product development phase, with the aim of making the development process more dynamic.

In 2022, the new Regulation for *in vitro* diagnostic medical devices would also enter into force: (EU 2017/746). We had been working for years to adapt our quality system to the new regulation and update all supporting documentation, and we had to prove our competence in order to continue marketing IVD products.

Aware of the great challenge of managing all these new projects in order to move forward with the company's strategy, while continuing to work on many other ongoing projects and at the same time improving quality and service, we started the new year 2022.

In the first quarter of the year, our sales continued to grow strongly, with a particular contribution from all the countries where we operate directly and with a significant contribution from India, Russia and Mexico, among others.

Everything suggested that we would continue our double-digit growth. But in February, Russia launched a special military intervention in Ukraine, a de facto war in Eastern Europe. In the following months, Europe and NATO countries began to apply trade sanctions on Russian-origin products in retaliation to make it harder to finance the war. The trade embargo on Russia was progressively tightened, until in the middle of the year the sale of instruments to Russia and Belarus was banned. This held us back from our sales targets in the second half of the year.

Electricity costs were multiplied by 2 and 3 times in some months and despite the mid-year start-up of the solar panel installation project at BioSystems Barcelona, the electricity bill had an unexpected impact on our profit and loss account.

In parallel or as a consequence of this, inflation soared to levels not seen in several decades. Thus, in addition to problems in the supply chain –which remained distorted after the pandemic– raw material prices rose, increasing the cost of products and, in some cases, cutting our margins on product sales to unsustainable levels.

The whole situation affected not only the company's costs and results, but also its quality and service. Production fluctuated according to the availability of materials, affecting the pace of operations and productivity. Our usual suppliers were delivering products late or in smaller quantities than ordered. The obligation to look for alternative materials of the same quality to prevent a halt in production, accepting in many cases substantially higher costs, put the R&D²+I, Production Engineering, Purchasing and Procurement, Production and QA&QC teams at the limit of their capacities. As a result, service times became longer and led to an uncomfortable situation for colleagues in the Customer and Business areas to manage. This was primarily because they could not give precise explanations as to when our customers' and business partners' expectations of product availability would be met, rather than because of late delivery.

In order to ensure continuity in production, reduce the impact with regards service and contain costs, our investments in stock (both raw materials and intermediate and finished products) increased considerably, as we bought and stored more than we were used to, which destabilised our investment balance.

While the war in Ukraine affected many countries in Europe and the world, in Spain we were also affected by another geopolitical event. The Spanish government's support for the Moroccan government in the Western Sahara conflict led Algeria to decide in October to suspend the Cooperation Treaty with Spain and ban the import of any Made in Spain products. In the previous two years, Algeria had bought many BA200 analysers from us and the sale of reagents had been growing in line with the consumption of these laboratories. The product and service needs of our customers were jeopardised overnight, thus truncating a successful project in which we had invested heavily.

The impact of all these events meant that, at the end of the year, we did not reach our sales targets or the margin we had hoped for.

Thus, at the end of the year, the company's operating result in 2022 was significantly lower than expected. Moreover, it is worth mentioning that in countries where we invoice our sales in dollars and then convert to euros, we obtain results conditioned by the US dollar/euro exchange rate. In 2022, the conversion affected us negatively, worsening the company's profit margin.

Despite all these vicissitudes and the consequences that ensued, we continued to push ahead with all the projects that were underway. Thus, we prepared a budget for 2023 to continue with the investments and expenditures allocated to the projects we had started, convinced that everything we are doing prepares us for the future and to face all the challenges ahead.

Pau Vila Cases
CEO



Biotechnology for a healthier future for the whole planet

Purpose and strategic pillars

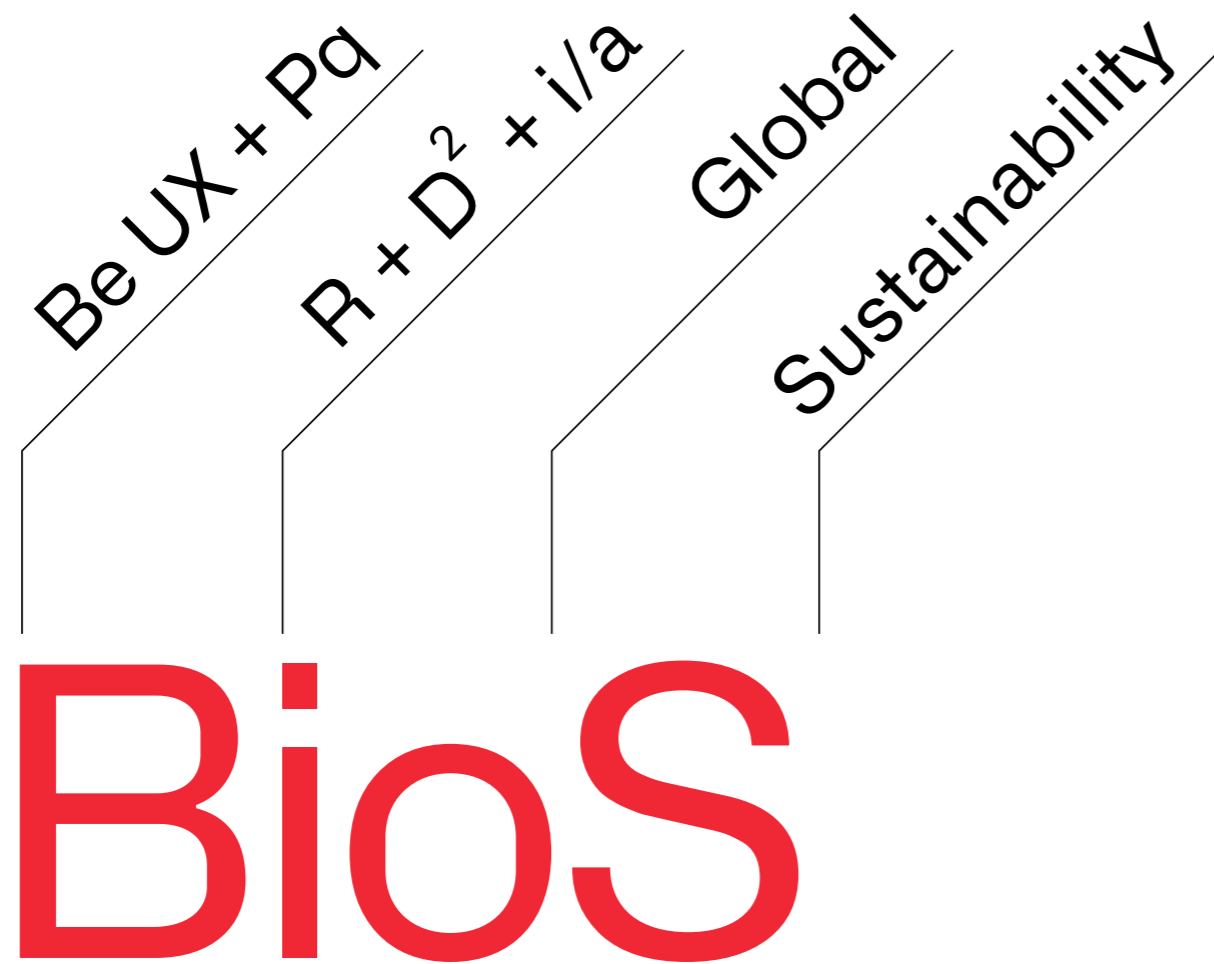
BioSystems is a global biotechnology company that designs, develops, manufactures and markets **analytical solutions**, devising both test (reagents for analysis) and analytical instrumentation for *in vitro* diagnostic (IVD) laboratories as well as for industrial purposes.

We work to ensure that our solutions are accurate, reliable and robust so that the users of our products can perform their work satisfactorily and make the best decisions. All of this while focused on fulfilling our purpose, which is to **contribute to improving health and well-being around the world through biotechnological analytical solutions**.

The BioSystems motto is *human-centred biotech*, because people are at the heart of the business model and the company's philosophy. We focus on the needs of the users of our products, on caring for the well-being of the **people** who are part of BioSystems, while always bearing in mind that our activity has **global health** as its ultimate aim, because we believe that human health is closely linked to animal health and both to environmental health, and all are also connected through the food we consume, which can be vehicles of transmission between one and the other.

Our purpose is to contribute to improving health and well-being through biotechnological analytical solutions.

To fulfil our purpose, since 2019 we have focused on working on three **strategic pillars** that we have been evolving and in 2022, a new one has been added: sustainability.



Pq+UX (Product Quality and User Experience)

Objective: develop quality products designed to deliver a good user experience.

Understanding users' needs and expectations is the focus of our attention. We challenge ourselves every day to help the professional performance of the users of our products by improving the quality of the user experience of BioSystems analytical solutions. To do this, we design products that provide solutions to real problems.

R&D²+I (Research, Design & Development and Innovation)

Objective: continue creating products and added-value propositions with in-house design and development, with a focus on innovation and flexibility.

We invest in our own research, design and development and innovation. We have the knowledge, both in life sciences and engineering, and this is one of our competitive advantages. We can create and design systems and offer reliable and robust analytical solutions. The focus on development projects that we started in 2019 –and which we continue to improve in 2022 through multidisciplinary teams– means that we gain in terms of flexibility, and can deliver a better time-to-market.

Global presence

Objective: develop a global project.

We work to strengthen our organisation and business model from a global perspective. The elaboration of our product and business development strategy follows an inverted linear path. In other words, the different countries make their own strategic contribution, with proposals and actions that respond to specific needs and expectations, and these are worked on jointly and consolidated in pursuit of a common goal. This is possible through strengthening trust and communication between all people. And also through respecting the culture and ways of working in each country, strengthening local communities, generating a positive and sustainable impact on the environment, understanding people taking into account their context and collaborating based on respect and diversity.

Sustainability

Objective: have a long-term sustainable project.

Although we have been working on sustainability for years, in 2022 we established it as a strategic pillar. We want to ensure continuous improvement, the reinvestment and distribution of profits to continue creating long-term value for people, the community and the environment, as well as to continue to evolve the way we work, communicate transparently and even be one step ahead of current legislation.

Our presence in the biotechnology field

Our solutions are at the service of *in vitro* diagnostics (IVD) for human clinical analysis, animal analysis and industrial analysis for food and beverages, as well as agricultural and environmental analysis. We also participate in analyses for bioprocess monitoring.

BioSystems is a family company, founded in 1981 in Barcelona by Dr. Josep Bach, which today employs 749 people in 17 countries and is present in 120 markets.

In the beginning, the company's core business was clinical analysis for human health. In this field we develop products such as the analysis of glycosylated haemoglobin in blood to detect diabetes or the photometric measurement of this diagnostic parameter for the detection and monitoring of this disease.

After more than 25 years of consolidating our position in this field and developing innovative solutions for health, we decided to apply all the knowledge base acquired to offer analytical solutions for other applications related to food quality and safety or clinical diagnosis in animals, thus expanding our purpose of contributing to improve health and welfare.

Today, we have developed *in vitro* diagnostic solutions for clinical animal testing –both for farm animals and pets–, as well as for industrial applications –food and beverage, agricultural and environmental testing–. In addition, we also have our own solutions for the analysis of bioprocesses such as fermentation and cell culture.



***In vitro* diagnostics**

In vitro diagnostic (IVD) tests are non-invasive (not on the body) tests used on biological samples (blood, urine, faeces or tissues...) and generally analysed in a laboratory by a professional. These tests provide valuable information on the health and physiological state of an organism and contribute to disease screening, prevention and early detection, diagnosis, as well as monitoring and prediction of the response to a treatment and the evolution of its efficacy or remission of the treated disease.

In short, they are now an essential tool for the medical or veterinary professional to carry out their work and for food control to be rigorously implemented. These techniques also play a decisive role in research. Clinical trials contribute to the development of drugs, vaccines and treatments.

Reference Laboratory, L'Hospitalet de Llobregat, Spain.



Sustainable value generation

At BioSystems, we take a balanced approach to the way we integrate the development of people and the surrounding community, environmental protection, economic development and good business practices in all our activities, meeting the needs of the present without compromising those of future generations.

In this way, we work on sustainability in order to:

1. Become aware of and improve our impact
2. Make conscious decisions
3. Extend sustainability throughout the value chain

We do this by focusing on 3 axes: **business management, environment and facilities, and people and community.**

We also support the principles of the United Nations Global Compact and are committed to the **Sustainable Development Goals (SDGs)**. The SDGs are a common framework for action to end poverty, protect the planet and improve the lives of people around the world. That common framework is composed of 17 goals adopted in 2015 by the Member States of the United Nations. As we are aware of the importance of each and every one of them, we wanted to focus our efforts on those where we can have the greatest impact:



SDG Contribution



We work to improve health and well-being by focusing on prevention. Our solutions enable experts in the human clinical, veterinary and food fields to perform analyses on samples to characterise the condition of people, animals or foodstuffs. Improving health and well-being is therefore at the heart of our activities.



All the energy used in Spain comes from renewable energy sources. Part of this is also self-generated through photovoltaic panels.



We work to ensure that the more than 700 people in 17 countries who are part of the BioSystems project enjoy decent health and safety and working conditions. In addition, we have a strong commitment to diversity and respect for human rights.



We design and develop our own analytical solutions. Each year, we reinvest part of our profits to bring to market, in a dynamic manner, innovative solutions valued by our customers. 90% of our sales come from products designed and produced in Barcelona.

SDG Contribution



We firmly believe that development and growth must be accompanied by measures that favour responsible resource management and consumption. At BioSystems, we work to optimise water use, energy consumption and waste generation. Therefore, we design products for a long service life and have implemented water treatment and circularisation systems.



Our Code of Conduct, available on our website, sets out a clear commitment to legality in all the countries where we operate. We also have communication channels that allow us to become aware of any irregular situations.



Partnership building and awareness raising are key to realising these goals. We actively participate in various industry clusters and strive to communicate our progress and commitments to sustainability to all stakeholders.

Innovation and quality throughout the value chain

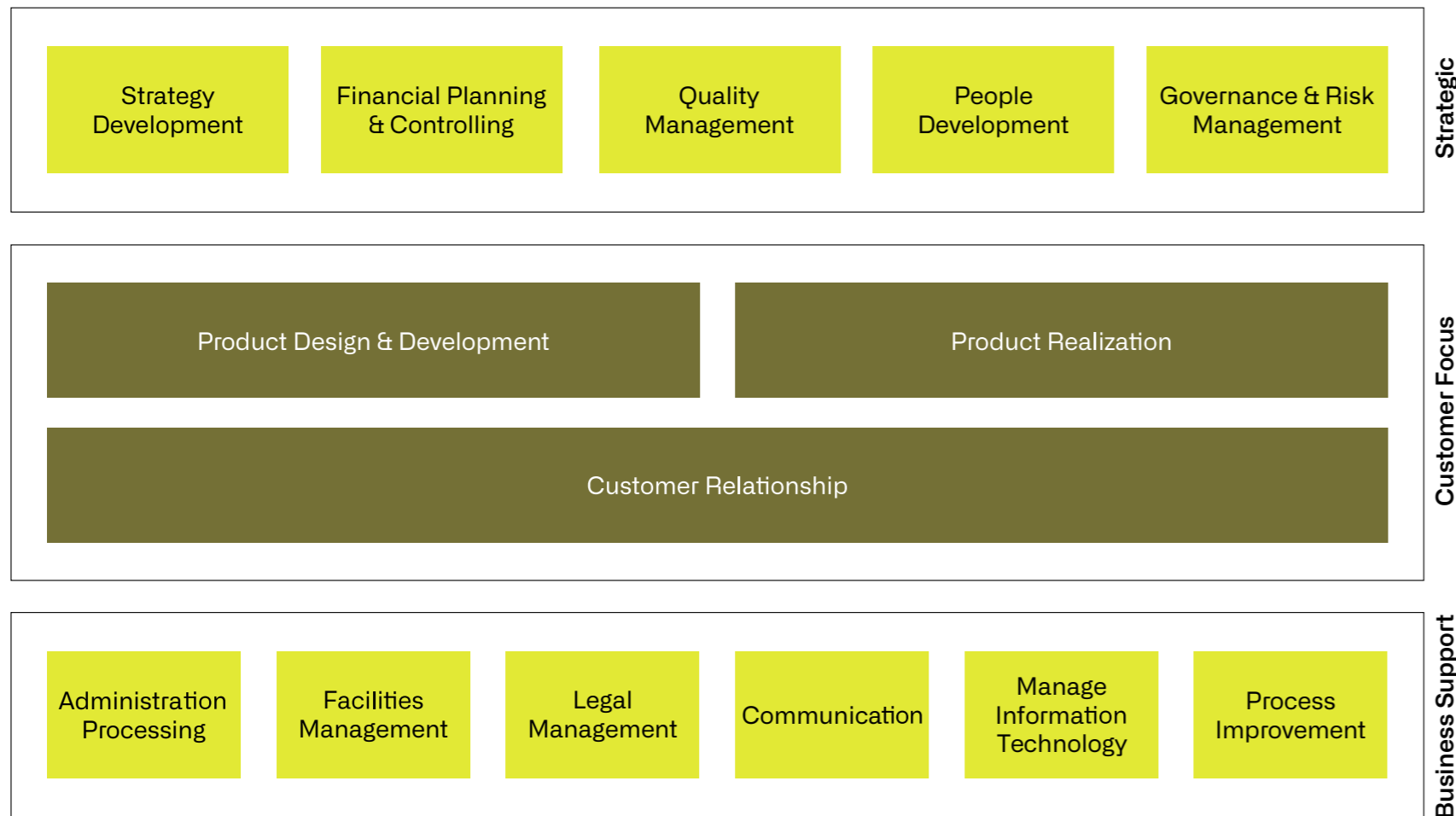
Full value chain explanation

We work along the entire **value chain**. We like to start the process by listening to the lab technicians. Often, these conversations lead to an opportunity to meet a need or to improve their experience as users of our products with a new solution.

From there, we research the analytical needs of the industry, develop a solution at the highest level, produce and market it –either directly or through a large global network of distributors–. And, throughout the process and after the sale, we accompany the users of our solutions. We continue to listen and look at how we can help, improve and contribute to offer more robust solutions better adapted to users' expectations. To make your experience with BioSystems as good as possible.



How are we organised?



Business process map.

We work by processes and projects.

The distinct functional areas are coordinated for the implementation of BioSystems strategy and the achievement of our objectives.

Process-based work helps us to identify everything we do at BioSystems to bring value to the customer (see figure). This way of working enables communication between people in the organisation and facilitates teamwork. Projects help us to focus and deliver results.

Research and Development

We seek to fully understand the customer's expectations and co-design products to offer the best solution. To do this, we have a group of professionals ranging from biochemists and biotechnologists and other life science experts, to electronic, mechanical and software engineers.

All these people together with professionals from other areas –quality control, production engineering, business development or customer service and support– work to understand, conceive, design and develop, test, verify and validate the best solution to the challenges faced. In this way, we ensure that we develop products that solve real customer needs, and that we put their user experience at the heart of the process.

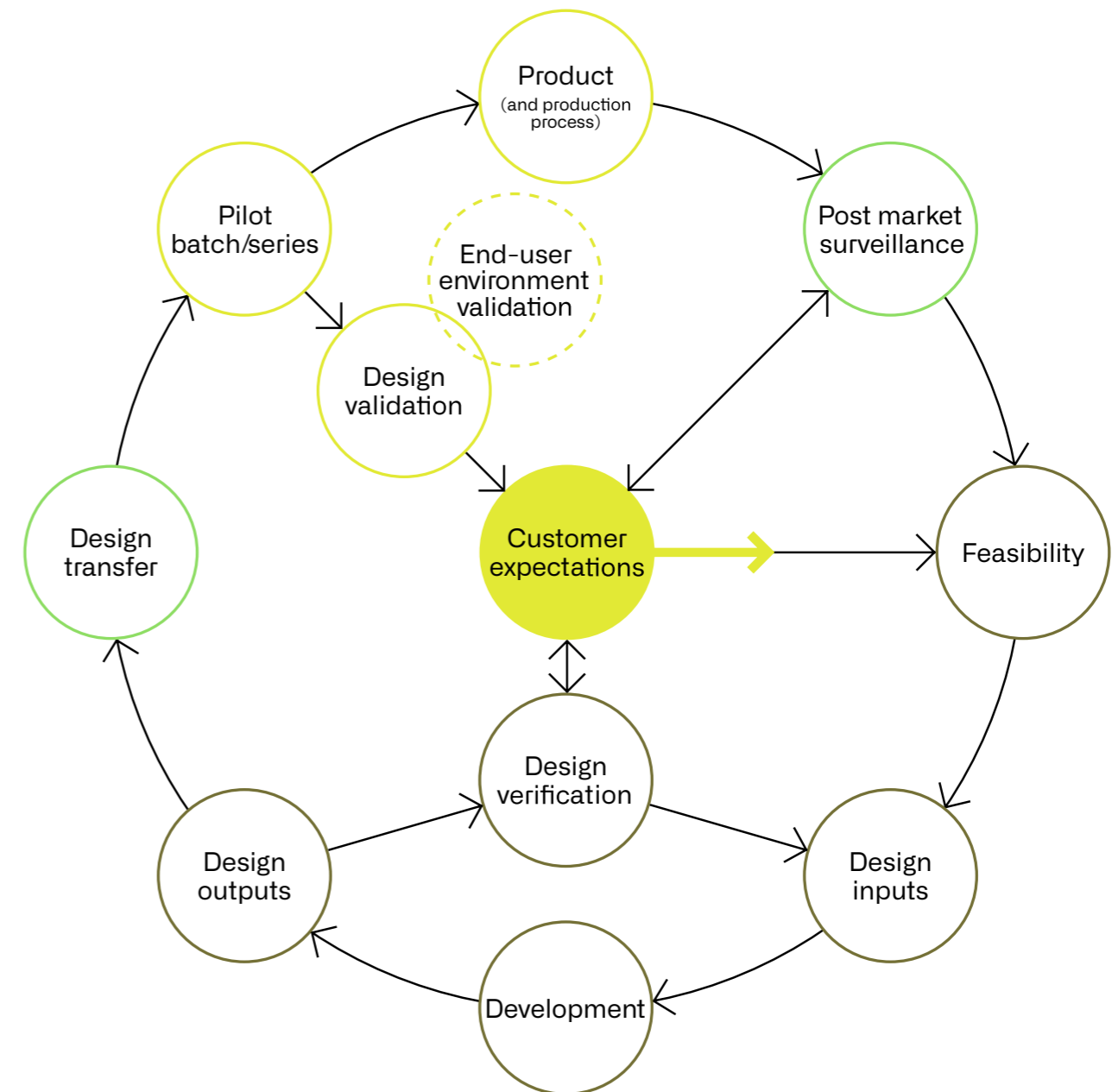
Vocation for in-house research and development

We design complete solutions, consisting of:

- Systems consisting of the tests or set of reagents and the analysers. We design them so that together they deliver the best result.
- Reference materials for calibration of both and quality control for performance evaluation.
- User instructions, value sheets, analysis certificates, metrological studies, information management tools and specialist staff to support optimisation of analytical applications and laboratory workflow

Product design process

The Product Design Process consists of several stages: feasibility, design and development, design verification, design transfer, design validation, product launch and post-market follow-up. These stages involve different activities, such as the definition of design requirements, experimental development, validation of the product in the end-user environment, among many others. They are carried out by interdisciplinary development teams composed not only of R&D scientists and engineers, but also of people from the areas of Business Development, Customers, Production Engineering, Quality and many more.



Product design and development map.



Sede Izmir, Turquía.

In 2022, with the aim of fostering transversal communication between all the people involved in the product development process, promoting flexibility and fostering innovation, we began a project to remodel the R&D+I facilities and laboratories in Barcelona. Some of these activities were hitherto carried out in separate laboratories, in some cases on separate floors, which made communication and cooperation difficult.

The remodelling of the new facilities that accommodates all the people involved covers a surface area of more than 2,500 m², encompassing research laboratories, automation, validation, and work and meeting spaces.

Innovation as a transversal concept

We are not only concerned with innovating in the area of product development with scientific and technological advances, but also with innovating new processes and introducing methods to improve effectiveness, efficiency and competitiveness.

In this way, we can also generate ideas that can provide new services or products and thus bring us closer to our customers again by offering them a satisfactory user experience that invites them to continue relying on our solutions.

Working model and environmental impact review

Our working model assesses the impact of the product at every stage of its conception to ensure minimum environmental impact once the product is finished and throughout its life cycle.

Specifically, we seek to develop products with:

- Use of materials which are sustainably sourced (FSC paper and cardboard) and recyclable.
- Reduced use of plastics, use of recycled plastics or recyclable or biodegradable materials.
- Less “dead” space in reagent kits to minimise storage, preservation or shipping space requirements.
- Eliminate or minimise the use and concentration of materials that are harmful to the environment and to living beings.
- Quality components to ensure electronic/radio frequency and communication security.
- Design and use of quality materials to provide analyser instruments with long life and high durability (>15 years) and avoid frequent disposal.
- A plan to improve recyclability when the time for disposal arrives.
- Design and ergonomics to offer safety and ease of operation for the user as well as attractive aesthetics and graphics.
- Suppliers that respect our code of conduct, and with a clear commitment to sustainability.



New packaging for Food and Beverage reagents

Automation R&D²+I team.



Product design and development in 2022

In 2022 we continued to work on several product design and development projects, some a continuation of projects started earlier, and others initiated during the course of the year.

Projects are classified according to fields and specialities.

Projects to improve or launch new automated platforms can be specific or common to all areas.

Scope	Speciality/sector	Project	Description
Human health	Autoimmunity	New ELISA Kits	Development of diagnostic kits for autoimmune diseases by means of EIA
		IFA Automated Platform	Design and development of an automated platform for IFA and ELISA techniques and automated fluorescence microscopy and information management SW
		Reference materials for coeliac disease	Humanised monoclonal antibodies for coeliac disease
		AI update	AI line product improvements
	Biochemistry	Control Sera	Development and production of human and bovine control sera
		Dihydropyrimidine dehydrogenase (DPD)	Development of a test to detect DPD deficiency in patients diagnosed with cancer (Companion Diagnostics)
		Haemoglobin HbA1c	Development of reagents, standards and controls to extend the measurement performance of the HbA1C test, making the measurement simpler (automatic haemolysis), reliable (product characteristics) and complete (annual NGSP and Prevecal)
		Software update	A15/25 and BA software update
		Spica for IVD	Development, production and validation of the Spica IVD analyser
		Stool	Obtaining an automated system (A15S and sample tube) for faecal analysis of occult blood (FOB), Calprotectin, Transferrin, <i>Helicobacter pylori</i> , and Elastase
Food health	Fish	Fish	Development and production of Histamine DH and AOAC certification of the Sulphites test
	Allergens	Gluten	Development of a turbidimetric test for gluten analysis in food
	Automation	Spica for F&B	Development, production and validation of the Spica analyser for Food & Beverage
	General	F&B update	Product line improvements
Animal health	Infectious diseases	Enfermedades de transmisión vectorial	Development of products for the diagnosis of infectious diseases caused by <i>Leishmania</i> , <i>Ehrlichia</i> and <i>Babesia</i>
	Fertility	Pig fertility	Alpha Glucosidase / Fertility Profile Study in pigs
	General	VET update	Product line improvements



Non-esterified fatty acids (NEFA) reagent.

In 2022, 11 new tests and materials required for testing were completed and launched on the market:

Human health:

- Test for measurement of **HDL cholesterol** (Toos) in serum and plasma. Lipid profile. Cardiovascular diseases.
- Test for measurement of **LDL cholesterol** (Toos) in serum and plasma. Lipid profile. Cardiovascular diseases.
- Test for measurement of Glucose-6-P Dehydrogenase (**G6PDH**) in blood. Haemoglobin degradation associated with haemolytic anaemia.
- Test for measurement of **Ceruloplasmin** in human serum and plasma as an indicator of copper metabolism deficiency. Liver profile.
- Test for measurement of **Alpha-glucosidase** in seminal plasma. Fertility Indicator.
- Reference material for Aspartate aminotransferase (**AST**). Liver profile.
- Reference material for Alanine aminotransferase (**ALT**). Liver profile.
- Diluent for Zenit System. Autoimmune disease profile.

Animal health:

- Test for quantitative determination of the concentration of non-esterified fatty acids (**NEFA**) in serum or plasma for monitoring lipid metabolism and diagnosis of cardiovascular diseases in animals.

Food health:

- Test for measuring **Starch** in food.
- Test for measuring **Sucrose** in sugar cane.

And we continue to improve, providing new features and updating the technology in the products marketed.

Collaborations

In order to carry out our R&D+I activities, we have built a network of partnerships, aimed at helping in the different phases of the Product Design process:

- **Phases of definition and verification of requirements**
 - Reliable customers
 - Medical consultants in Chile and Argentina
- **Research and development phases**
 - Technology and engineering centres:
 - LEITAT, technology centre
 - Catalan Institute of Nanotechnology
 - Pilot Fermentation Plant at the UAB
 - UAB Platform for Protein Production
 - IDNEO Technologies
- Universities
 - Autonomous University of Barcelona
 - University of Barcelona
 - Polytechnic University of Catalonia
 - University of Cantabria
 - University of Murcia
 - Marqués de Valcedilla University Hospital
 - National Autonomous University of Mexico (UNAM)
 - Jiangnan University (China) and East China University of Science and Technology (China)
- **Validation phase**
 - CATLAB
 - Reference Laboratory



Reference Laboratory. L'Hospitalet de Llobregat, Spain.

Operations

All products designed by BioSystems are produced at our factory in Barcelona, Spain, and some of them, also, at our factory in Chennai, India.

The production process requires significant support from all areas of the company, such as:

- Infrastructure management, safety and occupational risk prevention
- Production engineering, which makes it possible to produce on an industrial scale that which has been developed on a laboratory scale
- The various quality control and quality assurance units to ensure that everything is done as designed, validated and authorised
- The support of scientists and development engineers to resolve incidents in the production process that may affect product performance
- Purchasing and procurement technicians who are in daily contact with our trusted suppliers
- The technicians and warehouse staff who supply and provide everything needed to feed the production units
- The operations staff themselves
- All instructors of new personnel and reinforcement staff
- Employees and people who, through their daily activities, make it possible to manufacture and deliver our products to customers all over the world, every day.

In total we have production areas including warehouses covering about 18,000 m², 15,000 m² in Spain and 3,000 m² in India.

In 2022 we continued improving our facilities in order to offer quality products to more and more customers around the world.

Procurement, receipt and processing of raw materials and critical components

We have been working for years with leading suppliers in their fields and we intend to continue strengthening these long-term relationships of trust.

We have a systematic process for the inspection of incoming materials, which allows us to ensure the quality of our raw materials and components which guarantee the manufacture of products according to our specifications.

BioSystems also ensures the quality and availability of critical raw materials such as enzymes, antigens, monoclonal antibodies, animal tissues, cell suspensions and reference materials. For this purpose, we have biosafety bacterial culture facilities (BSL3 Laboratories) where we cultivate, in bioreactors with capacities of up to 500 L, various strains of microorganisms –wild or recombinant– from which we obtain various enzymatic or immunogenic proteins that we use in the manufacture of our tests as active ingredients.

We also have laboratories and clean rooms (ISO 14644: class 7) for the culture of animal cells and for the culture of hybridomas to obtain monoclonal antibodies (BSL2).

All these products are purified and conditioned for use in proprietary facilities suitable for protein purification. In this way, we guarantee the quality, continuity, robustness and reliability of our biotechnological solutions.

We produce and purify our own enzymes, antigens and antibodies by bacterial or cell culture in clean rooms and under appropriate biosafety conditions.

Assembly and start-up. Barcelona centre, Spain.



Production process

Our production process consists of:

Analyser production process: based on LEAN methodology, in permanent coordination between the production, quality, supply and product and process engineering teams, to guarantee compliance with product standards and a continuous production flow.

Production process of liquid reagents and suspensions:

- This begins by purifying the water through a reverse osmosis process to very low conductivity levels, free of bacterial contamination.
- We continue with the weighing of components in facilities that avoid cross-contamination.
- We dispense these ingredients inside fully automated production reactors with fully validated cleaning procedures.
- We filter the products to guarantee their quality and stability.
- We check the whole process.
- We carry out packaging and labelling on automatic dosing lines.
- We assemble our kits, following the LEAN methodology.



Reagents production. Barcelona centre, Spain.

Tissue and cell carriers production process:

- We dispense cells and tissues directly onto glass slides
- We secure them, dry the cells and tissues and package the slides in automated facilities (clean rooms) under strictly controlled temperature and humidity conditions.

Chromatography columns production process:

- We prepare chromatography resins in production reactors.
- They are dosed in automated systems.

All products undergo rigorous quality control, batch by batch, before being released for sale.

In 2022 we implemented a new methodology for the reagent kit assembly process based on Lean manufacturing, improving the efficiency and robustness of the process.

In addition, we plan to redistribute space to improve the process and expand the production of the autoimmune line, while maintaining strict environmental production conditions to ensure product quality.

Business development and customer service

Our way of doing business is through talking and listening. We meet people from laboratories with specific needs and exchange information and opinions.

We have end-user customers, industrial customers and commercial business partners who distribute our products in different countries.

We work with 150 distributors in more than 100 countries. With most of them we have an exclusive distribution contract by country, by geographic area and by business line.

In most countries, our distributors are the official importer and keep the necessary registrations with the health authorities. We work together to raise awareness of our products in each market, supporting each other in promoting sales and establishing links with users and reference customers in each country.

They are our business partners as we work together to jointly develop the business and make it sustainable in the long term.

In all countries where we have our own centres, we sell directly to the end-user, i.e. to the laboratory professionals in the different business areas.

We also participate in scientific congresses and events in the field of clinical and medical diagnostics, veterinary and food diagnostics and other applications in biotechnology sectors. The aim is to listen, learn or present our scientific and technological achievements to the community, share knowledge and keep update with any developments that may be of interest to us.

In addition, our presence allows us to further strengthen our links with universities and research centres, as well as with professionals, healthcare providers and other companies with whom we establish partnerships.

In 2022 we participated at:

- IFCC Turkey National Clinical Chemistry Congress
- XVI National Clinical Laboratory Congress, Malaga
- Vinitech Sifel, Bordeaux
- SIMEI Exhibition, Milan
- Workshop at Spiru Haret University of Bucharest
- MEDLAB Asia, Bangkok
- National Conference of the RALM, Chile
- OIV Congress, Mexico
- Food 4 Future, Bilbao



Food 4 Future. Bilbao, Spain.



Medlab Dubai, Arab Emirates.

From the relationship initiated with our customers and business partners, we strive to provide all the necessary information and support so that the customer has:

- A satisfying experience that will lead to a strong relationship.
- BioSystems as their preferred choice.
- A personalised service adapted to the nature of each user.

Their experience serves as a source of information for R&D²+I and by adding new developments and functionalities, improve existing products and services, collaborating with the definition of requirements. This closes the circle of the user's experience.

We have a professional team of product specialists and technical service engineers to help customers get the most out of our solutions.

We keep track of all customer and distributor enquiries via Salesforce management software. We also work with them in communities to facilitate the exchange of information with distributors.

We respond to all enquiries within 24 hours.

Distributors are our business partners. We work to develop the business together and make it sustainable in the long term.

INDUSTRY SOLUTIONS STAGE




BioSystems

BioSystems Food & Beverage Industry 4.0

Spica has been designed in conjunction with users from all over the world.

- Flexible & modular
- Connected
- Smart & intuitive
- Robust & accurate



We are present at the most important trade fairs in each sector in which we operate in order to be close to our customers.

We develop information and support materials for the optimal use of our products and make them available to our customers and partners on a community platform. These materials are classified as follows:

- Informative articles on the basics of metrology and photometry.
- Scientific material on quality control concepts.
- Video tutorials for technical service interventions.
- Service and technical information manuals for our analysers.
- Video tutorials on the software configuration of our analysers.
- Guidelines for the interpretation of qualitative results.
- Guidelines for the resolution of common incidents.
- Frequently asked questions and answers about our products (FAQs).
- Videos on sample preparation.
- Reference charts for our systems.

We have a total of 393 documents explaining our products and their characteristics.

We also develop promotional material to raise awareness of our analytical solutions. During 2022 we produced or updated 177 documents with promotional material.

Continuous training for our customers is one of the pillars of our support for an optimal user experience.

During 2022 we conducted 74 training workshops and seminars for users, industrial customers and distributors.



Quality management

The BioSystems Quality Management System provides the necessary framework to establish and maintain high quality standards in all our processes, in particular those directly involved in the design, development, manufacture, marketing and review of the marketed product. All of this with a clear objective: To promote continuous improvement in order to satisfy the needs of our customers.

To this end, it has various policies and procedures in place, as well as the identification of risks, opportunities, mitigation actions and areas for improvement. This system is regularly reviewed, both internally and externally, through auditing processes.



Analysers quality control. Barcelona centre, Spain.

Product recall and health surveillance system

Our products have an impact on health and well-being. For this reason, we have product recall and notification procedures for health authorities and healthcare professionals involving both BioSystems and distributors. This ensures that once products are made available to our customers, they can be efficiently recalled and replaced in the event that we detect they are not functioning properly.

In addition, we have a customer service centre to report any incidents present in the market, that may compromise safety during use.

We have a Medical Device Technical Manager under licence to operate and a Person Responsible for Regulatory Compliance (PRRC), as required by Regulation (EU) 2017/746 on in vitro Diagnostic Medical Devices, so that the safety of patients and users of IVD medical devices is guaranteed.

During 2022, a recall was conducted of one batch of a Food and Beverage product out of the total of 10.5 K batches released. To this end, the necessary communications were made to all our customers and users.

Furthermore, information was communicated to authorities, customers and users to correct the assigned value of a parameter of a calibrator.



eINFO platform

Communication to the user of product features and its handling

BioSystems provides for all its products labels, instructions for use (IFU) and safety datasheets (SDS), which comply with the European regulations for labelling and user protection in the handling of products under the REACH and CLP Regulations, and the standards for product information (ISO 15223 and ISO 18113). Any limitations or contraindications are also indicated in the instructions for use, together with any risk mitigation actions, as indicated in the ISO 14971 standard on risk management of medical devices.

During 2022 we prepared and made available to customers a tool for the digital dissemination of all product-related documentation. This tool, called eINFO, can be accessed via the BioSystems [website](#) or via the QR codes indicated on the kits.

Promotional, informational or communication material is reviewed by the parties involved, with a final **Quality Assurance** check, to ensure that the information included is accurate and matches the actual characteristics of the product as stated in its instructions for use.

External Certifications and Licences

BioSystems holds the following certifications and licenses for the design, manufacture, marketing, and after-sales follow-up of its products. These certifications or licenses are granted by Notified Bodies, Certification Bodies and Competent Authorities.

- ISO 9001: Quality Management Systems.
- ISO 13485: Medical Devices-Quality Management Systems.
- ISO/IEC 17043:2010: Intercomparison Provider (Prevecal).
- Preliminary Medical Device Operating Licence.
- Licence for the manufacture and importation of animal health products.

During 2022, we conducted and successfully passed external audits for the certification of our Quality Management System according to the requirements of **Regulation (EU) 2017/746** on *in vitro* diagnostic medical devices, together with the first certifications of our products according to this Regulation.

This new legislative framework aims to exercise greater control over the safety and efficacy of products intended for the healthcare sector, with the aim of ensuring a high level of protection for public health, patients and users.

Positive impact on people

Focus on active listening and conversation



Conversation is at the heart of our corporate culture.

We talk to the users of our products, understand their concerns and then work on how we can improve their day-to-day activities through our solutions.

We talk to our partners and collaborators to understand how, together, we can create better analytical solutions to meet current and future needs in our areas of operation.

We talk with our colleagues to broaden horizons, to realise new projects, to learn and grow.

And yes, talking involves active listening, understanding concerns and needs, reaching consensus and seeking solutions and continuous improvement. We love it. Shall we talk?

Corporate culture

The corporate culture at BioSystems is one of the company's main competitive advantages and the backbone of its long-term sustainability.

This culture is based on **respect, trust** and **individual responsibility**. We believe that if people can organise their time, find a healthy balance with their personal lives and develop as professionals and as individuals throughout their journey at the company, they will be able to make a better contribution to the project at hand. By feeling committed to the purpose and sharing the culture, values and strategy, they will work more efficiently and effectively. This will result in better products, services and solutions, all of which will lead to greater satisfaction for our customers and all our business partners.

We therefore promote policies in line with this cultural vision, applying them whenever possible, depending on the nature of each workplace and the legislation in force in the country where we operate.

Time management

Since 2020, we have flexible start and finish times between 06.30 am and 10 pm (except for shifts that may start at 6 am and end at 10 pm) adapted to each team, people and processes.

Flexible start and finish times allow people to achieve a better work-life balance and embodies the values of trust and individual responsibility.

Blank calendar

Our employees are provided with a blank holiday calendar where they can manage their days off in consultation with the team they work in and according to the allowance set under the collective bargaining agreement.

This blank calendar is based on freedom, trust, personal responsibility and leadership, seeking the formula that maximises the efficiency of processes to impact the bottom line and allows for a framework of a healthy work-life balance.

Remote working

We have implemented the infrastructure and resources to enable remote working, subject to the requirements of each process and in agreement with each team.

All workspaces are retained so that it is up to the teams and individuals to choose which is the most efficient option: Working face-to-face or remotely.

We promote continuous feedback within teams and encourage constructive critical thinking, initiative and teamwork.

During 2022, further work has been done to enhance feedback. We have included it in more processes as a working method to achieve continuous improvement and to reinforce the habit.

We believe in accompanying people and teams to promote their development and growth, both professionally and personally. In this way, we ensure that each person can focus on his or her greatest potential and improve every day.

Mentoring Programme: a mentor is assigned to each new recruit to help them get to know, live with and grow within the BioSystems culture. All of this beyond their area, process or job, and encouraging communication and diversity as a source of enrichment, without vertical or horizontal barriers, because we believe in the potential of people beyond their academic or professional qualifications.

In 2022, group workshops have been held to work on: **communication skills; how to engage in difficult conversations; leadership and self-leadership;** and generally to improve teamwork and collaboration in several countries: Mexico, Chile, the Philippines and Spain. The main objective was to improve trust between these teams for better development and results.



Our work is organised by projects and processes. Consequently, effective teamwork is essential for the achievement of our objectives.

We held a growth, strategy and leadership conference in which a large group of people from BioSystems worked on a shared vision for the future.

Working groups were set up to:

- Share with all the people at BioSystems the leadership and strategy workshops that were held
- Further develop the current strategic pillars together.

Growth, strategy and leadership conference. Terrassa, Spain.

Growth, strategy and leadership conference. Terrassa, Spain.





Coffee corner. Santiago centre, Chile.

In order to create this culture of communication, we consider the provision of both formal and informal meeting spaces to be fundamental.

In 2022, new co-working, coffee corner and wellness spaces were created in Chile, Romania, Turkey, Korea and Spain.



Terrace. Barcelona centre, España.

Training

Our training philosophy proposes a model focused on self-learning that promotes individual responsibility in the development and training of each person and the sharing of knowledge among the people who form part of the project. We want everyone in the community to be able to develop and get the best out of their professional career. We are our own best trailblazer for our careers and professional development.

On the one hand, teams can identify training opportunities each year and submit them to team coordinators for possible inclusion in the training plan.

In 2022, we were engaged in partnerships with educational and scientific training institutions such as the Lean Institute, the IFCC and Netmind, for example.

On the other hand, we provide a wide range of programmes and resources to enable people to develop themselves, adopt new learning and enhance their skills. Some of the key tools for 2022 include:

- Goodhabit: e-learning tool for skills training.
- Plural Sight: e-learning tool for software developers, IT managers and creative professionals.

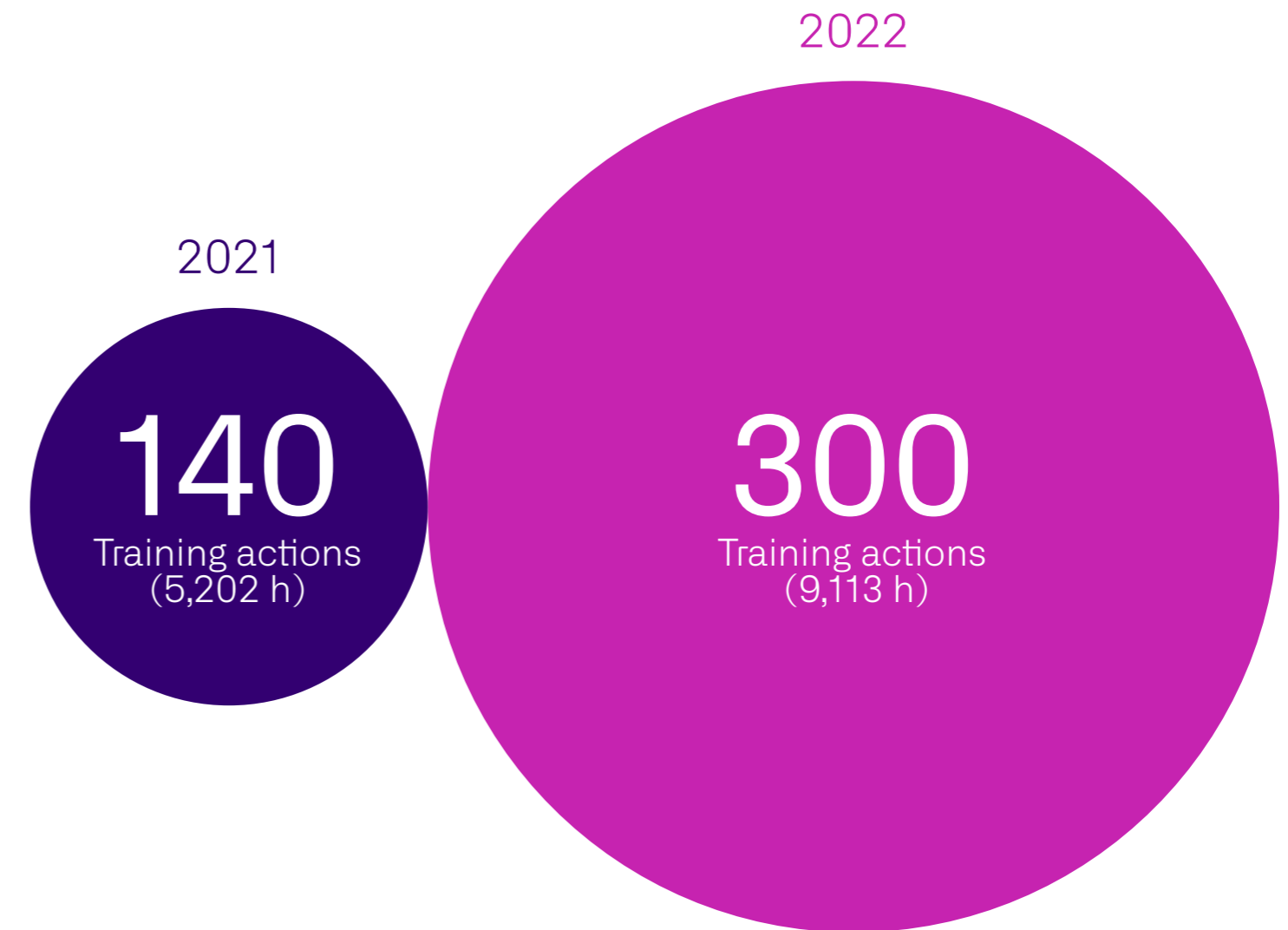
In addition, we conduct organisational trainings to gain an in-depth understanding of the developments in the BioSystems way of working.

In 2022, we will start transversal training sessions once a quarter with the Spanish team. The objective is to share with new recruits and people who have been with the company for a long time many of the aspects that are necessary for their alignment with the culture and the way of working in the different areas and processes that apply to them: Communication, Compliance, Code of Conduct, Quality Management and IT.

Training meetings on technologies used in the products, such as technical service applications, functionalities on analysers, interpretation of Prevecal reports, etc.



During 2022, a total of 300 training actions were carried out, with an estimated 9,113 hours of training.



Commitment to diversity and equality

At BioSystems we embrace diversity and see it as an opportunity for growth and enrichment. Diverse teams in which people can take the initiative and find their own voice allow different ways of seeing things and different opinions to coexist.

Transparent, respectful communication in diversity is key to fostering new ways of thinking and working that drive learning and overall personal and professional growth.

The inclusion of people with disabilities is something that we promote and foster every day. We have specific training in that regard for the people responsible for recruitment.

We promote internally people's awareness of diversity within the business through training and information, to share first-person accounts, the use of inclusive language and shared endeavours with employment diversity charitable bodies.

During 2022 we carried out the Equality Programme, the aim of which was to promote the normalisation of functional diversity at BioSystems and to offer a free advice service so that employees can make enquiries about the Disability Certificate and be able to apply for it if necessary.

At BioSystems Spain we have an Equality Plan, which has been in place since 2021, with measures to be implemented until 2025. It sets out the principles that determine the way we act in relation to gender equality and equal treatment and opportunities in access to employment, professional training and promotion, and working conditions.

During 2022, actions were taken to promote equality in the organisation:

- Dissemination of the Equality Plan, as well as the organisation's commitment to guarantee equal opportunities and non-discrimination in selection processes.
- Appointment of the Equality Negotiating Committee and the Equality Agents.
- Equality policy and culture with the aim of integrating the commitment to equal opportunities and diversity management as a strategic axis of the organisation.
- To ensure that internal promotion and professional development processes respect equal opportunities.
- Specific training on equality for the Monitoring Committee.
- Flexibility and work-life balance measures that support the right to work-life balance.
- To promote the use of non-sexist and non-discriminatory language in the organisation's documentation and communication.
- Monthly communication pieces on BioSap, our communication platform, to extend 8 March –International Women's Day– to every month of the year.



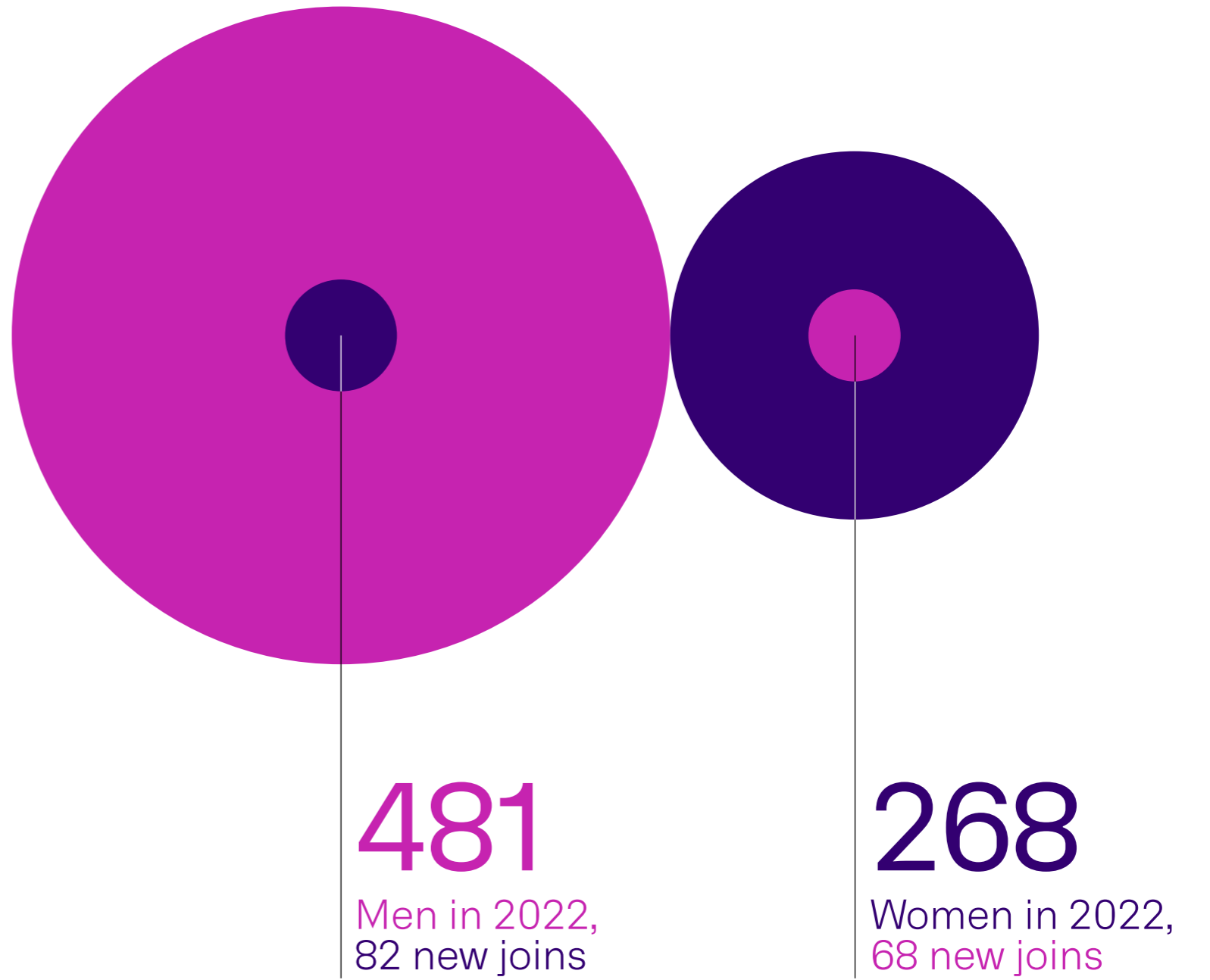
A total of 150 people were hired in 2022, 68 women and 82 men.

During 2022, a women's committee was formed in India to ensure women's entry into the workforce and responsibility for their personal and professional development.

In India, an internship programme was also implemented which mainly consisted of the participation of new female graduates. The internships last between 3 to 6 months, after which most of them decide to stay on with a permanent contract.



Chennai centre, India.



Physical, mental and emotional well-being



Yoga class. Barcelona centre, Spain.

For a person to perform at his or her best professionally, he or she has to be well on a personal level. That is why at BioSystems:

- **We establish policies that help to achieve a good work-life balance.** We consider self-care and family care –in the broadest sense of the word– to be a fundamental part of our well-being and one of the pillars for professional development. We want to foster a culture that helps to find and maintain this balance between oneself, one’s hobbies, one’s personal environment, one’s family and one’s work. The values of a family business are still present.
 - **We provide tools for professional and personal growth,** providing accompaniment to support people during the more emotional stages. We provide individual and team accompaniment.
 - In 2022, we launched a format of **individual accompaniment**, with the study of one’s own personality as a conceptual basis. 28 individual accompaniments have been carried out to promote self-knowledge and overcome situations that affected well-being and performance, leadership and team management or people’s performance.
- **We organise activities to improve employee relations and interpersonal communication** and create an atmosphere that provides people with moments of relaxation, fun, mental disconnection and leisure. In Spain, such activities include the following:
 - Yoga and mindfulness: having healthy daily habits helps us to improve our health and wellbeing. These habits are encouraged through the practice of yoga and mindfulness.
 - Paddle tennis and table tennis: there are teams and championships for these two sports.
 - Trecking: weekend excursions exploring hiking routes and itineraries.
 - Athletics: Taking part in races organised by the community.
 - We ensure that the work spaces are adequate and comfortable for the development of professional activity.
 - During 2022, we incorporate salsa lessons one day a week to build trust between the different teams.
 - During 2022 we refurbished spaces in our centres in Chile, Spain, USA and Korea.

Stakeholder engagement and collaboration

Strategic collaborations

Collaboration is part of our culture. We collaborate with a range of different types of organisation.

We are members of a number of professional and corporate associations and bodies that promote and support business development in the countries in which we operate. Some of the organisations we collaborate with include:

- ACCIÓ, Catalan Agency for Enterprise Competitiveness.
- CataloniaBio & HealthTech, body that represents companies in the biomedicine and health sector in Catalonia.
- BIOCAT, bioregion of Catalonia
- ICEX, Spanish Institute for Foreign Trade
- Pimec, employers' organisation representing small and medium-sized companies in Catalonia

We are a member of associations related to the specific industries in which BioSystems is active. Some of these include:

- AACC, American Association for Clinical Chemistry
- ACB, The Association for Clinical Biochemistry and Laboratory Medicine
- SEQC, Spanish Society of Clinical Chemistry
- ANIAE, National Association of Agronomic and Wine-making Engineers of Chile
- IFU, International Fruit and Vegetable Juice Association
- PMA, Philippine Medical Association
- ICAP, International Consensus on ANA Patterns
- SEEC, Celiac Disease Society of Spain
- European commission, joint research centre

We are also members of other organisations that allow us to keep up to date with regulatory issues and other matters of significance for the conduct of our business:

- MedTech Europe
- ASCOM, Spanish Compliance Association
- Team PRRC, European non-profit association dedicated to the "Person Responsible for Compliance"

We have formed and maintain professional collaborations with medical bodies and laboratories for measurement studies and product validation and application verification. Apart from the centres mentioned in section 'Research and development' (page 22), some of the key collaborating centres include:

- CATLAB
- Bellvitge Institute for Biomedical Research Foundation (IDIBELL)
- Germans Trias i Pujol Hospital, Can Ruti
- Vall d'Hebron Hospital
- Hospital of Santa Creu i Sant Pau Private Foundation
- Reference Laboratory
- AMBAR, Clinical Analysis Barcelona

We also conduct scientific and technological development projects with different businesses, and academic and dissemination activities with universities and scientific institutions, such as:

- The Australian Wine Research Institute (Australia)
- University of Guadalajara (Mexico)
- Autonomous University of Baja California (Mexico)
- Austral University of Chile
- Maltepe University (Turkey)
- St. Luke's Medical Center College of Medicine (Philippines)
- Busan National University (Korea)
- Jiangnan University (China)
- UC Davis University (USA)
- Cornell University (USA)

Finally, our key partners for the support and financing of Research and Development projects are the CDTI –Centre for Industrial Technical Development– and the Ministry of Science and Innovation. The rest of our financing needs are principally met from reinvestment of profits.

Sílvia Rosell, BioSystems Chief Customer Officer, and Dr. Carme Farré, Specialist in Clinical Biochemistry and expert in coeliac disease.



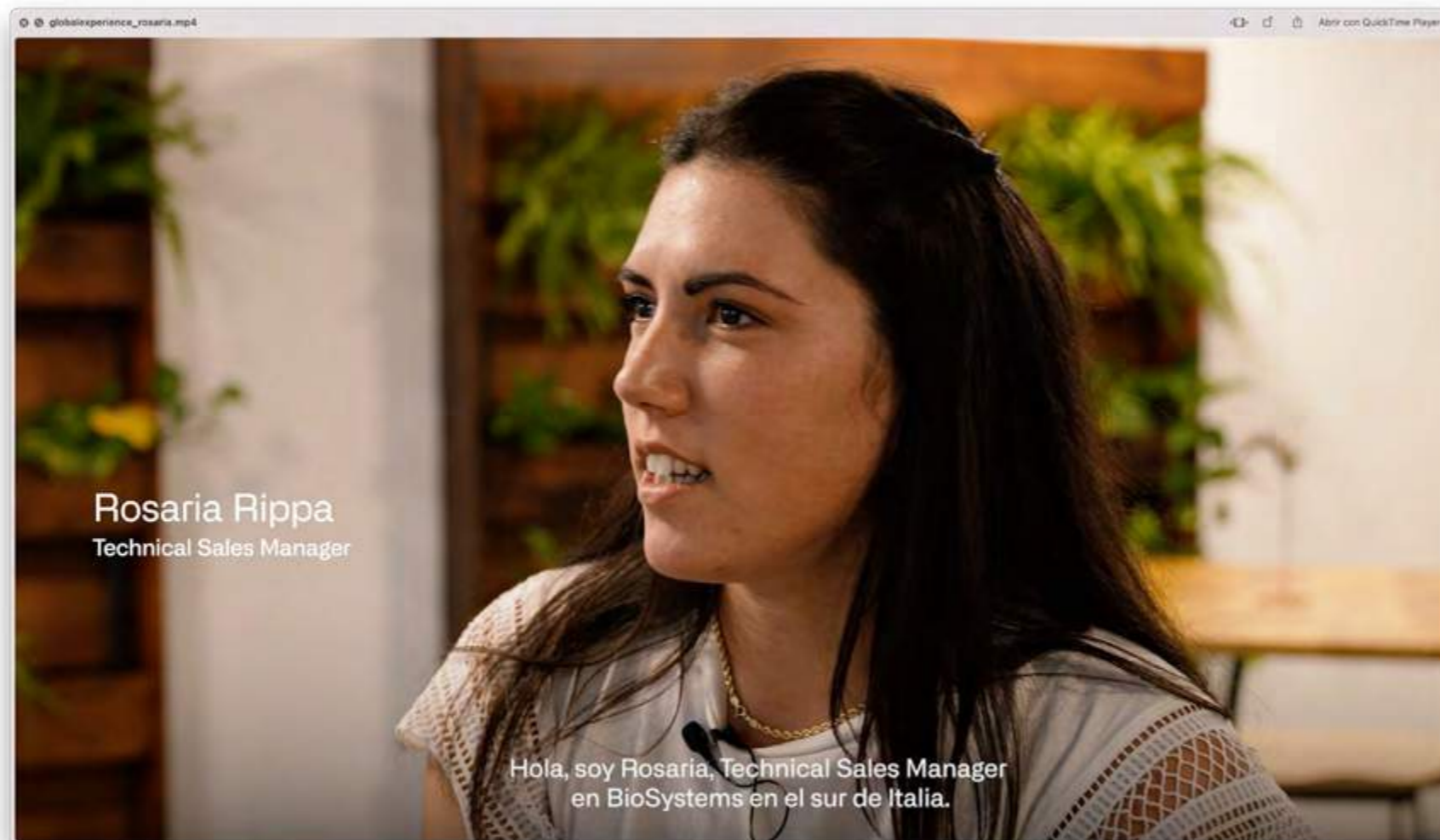
Stakeholder engagement initiatives and programmes

The ongoing conversations and collaborations we have with our stakeholders help us to evolve the business and learn every day. As part of our desire to expand this knowledge and learning, we have launched initiatives of interest for different groups:

- **Talking with.** We hold meetings with *Key Opinion Leaders*, experts from universities or from some of our working sectors, to delve deeper into different topics while sharing these meetings with the rest of the BioSystems community. Either in video or documentary summary format.



Dr. Gabriel Carballo, Head of the Immunology Laboratory, Hospital Durand, Argentina, with Coral Vivancos, Product Specialist, BioSystems Spain.



Rosaria Rippa, Technical Sales Manager, BioSystems Italy.

- **Global experiences.** Audiovisual capsules in which we collect the testimony of colleagues from different countries, on their work trips to get to know and share the more cultural, interactive and collaborative side of BioSystems.

Contribution to the community and society in general

We remain committed to contributing to the creation of a fairer, more equitable society in which everyone has access to equal opportunities. We want to have a positive impact on our immediate environment by participating in social initiatives focused on ensuring health, education, food and diversity. Once again this year we continue to collaborate with:

- **Vicente Ferrer Foundation**

We support the FVF (Vicente Ferrer Foundation) by supporting them in their hospital laboratories in India. In addition, each year we donate a portion of the profits from BioSystems India.

- **Laia Foundation**

Since 2018, we have been collaborating annually with the Laia Foundation, an organisation that contributes to the social and economic development of communities at risk of exclusion in southern India.

- **Group ¾**

In 2006, the group ¾ was created: A social group created by employees of BioSystems Spain to support families in complicated social situations from two locations in the city of Barcelona, the Carmelite nuns in Roquetes and the Sisters of Charity in El Raval. We support this group with an annual donation and by allowing its projects to be publicised within the business. In addition, we organise activities with the children of the two associations and solidarity activities to support families.

- During 2022, we ran a voluntary Christmas campaign to collect food and books, as well as a campaign to provide direct aid to vulnerable families.

- **Eurofirms Foundation**

Grants for the training of women with disabilities and their entry into the workforce.

- **Animal Protection Society of Sabadell, Barcelona.**

Donation for the care and welfare of animals.

Laia Foundation, India.



Responsible environmental performance

Sustainable use of resources and waste management to protect the environment



BioSystems is directly present in 17 countries on four continents. The size and structure of each work centre is very diverse, ranging from centres such as the Barcelona headquarters, where activities of the entire value chain are carried out –occupying more than 21,000 m²– to smaller centres with commercial activity and customer support in centres of less than 100 m².

In all our centres we seek to make efficient and sustainable use of resources, as well as to carry out appropriate waste management in order to preserve the environment. We therefore monitor the main aspects that make up our environmental impact: water and energy consumption and waste generation.



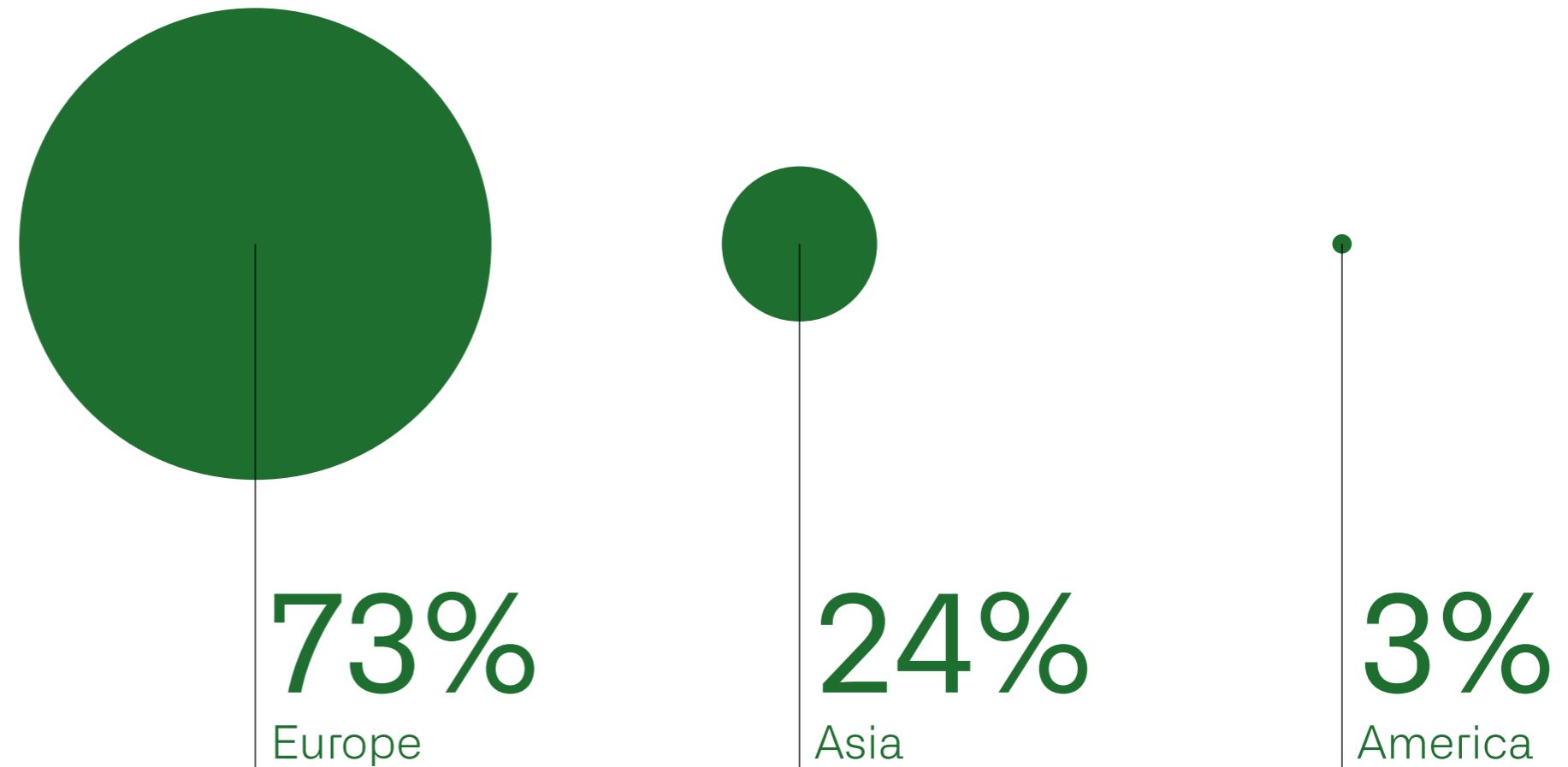
Energy consumption

The highest electricity consumption is concentrated in Europe. Specifically, the Barcelona headquarters –where the main production plant is located– accounts for 72% of energy consumption.

100% of the energy used in Barcelona is of renewable origin, and we have also had solar panels since 2022 that allow us to ensure the self-supply of part of the energy consumed on days with sunlight.

In Chennai, India, we have another production plant, which means that the second highest percentage of electricity consumption is concentrated in Asia. The Chennai plant consumes 21% of the group's total electricity.

Efforts to minimise energy consumption are focused on improving the energy efficiency of the building, both through cladding and thermal insulation and through the installation of LED lighting and management systems for air conditioning, cold rooms where the product is preserved and production facilities, trying to minimise inappropriate or unnecessary use.





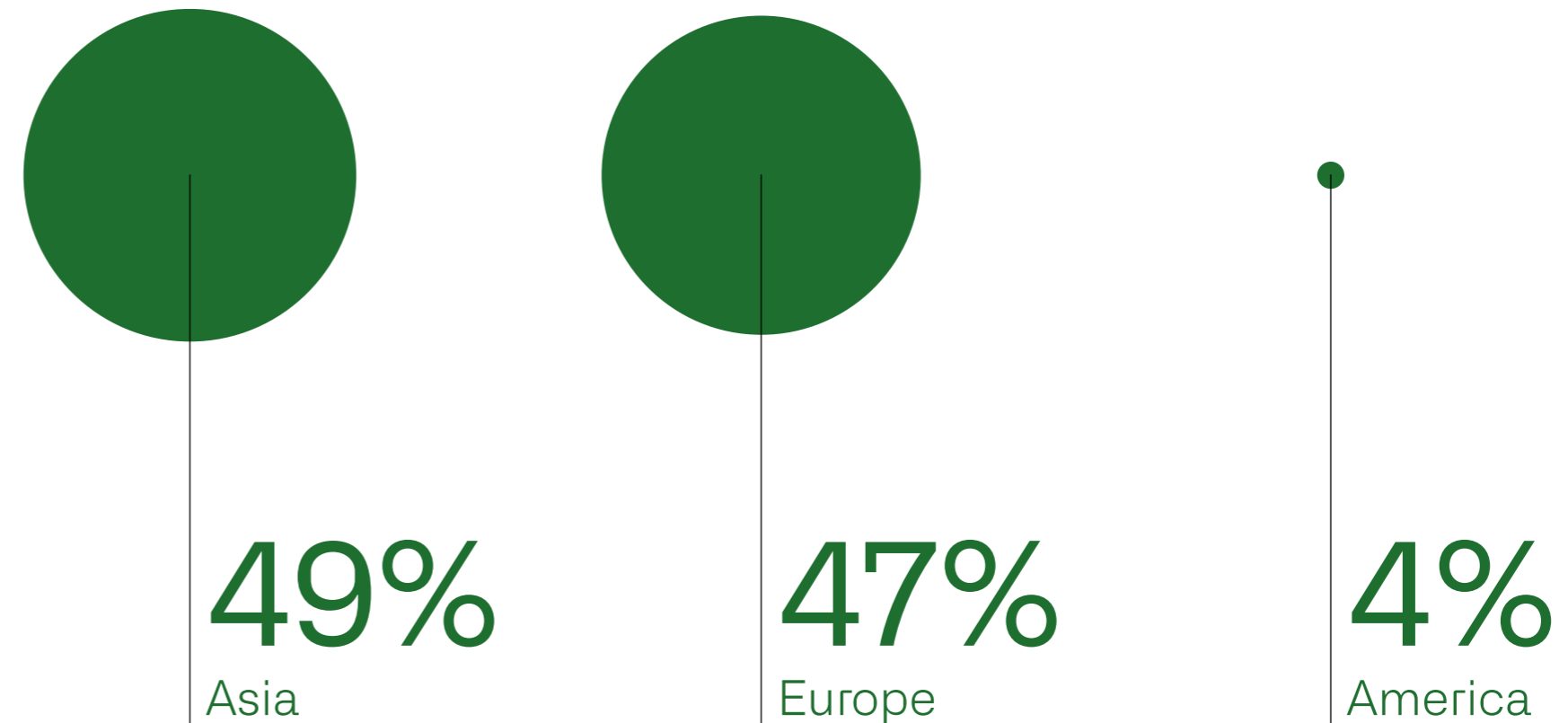
Water consumption

Water consumption is equally divided between Asia and Europe. BioSystems consumed a total of 11.5 M litres of water in 2022. Of this, 10.5 M was consumed between Barcelona and India, the production sites.

Aware of the impact of water use, we have carried out various actions in recent years that have allowed us to improve water use efficiency. By way of example:

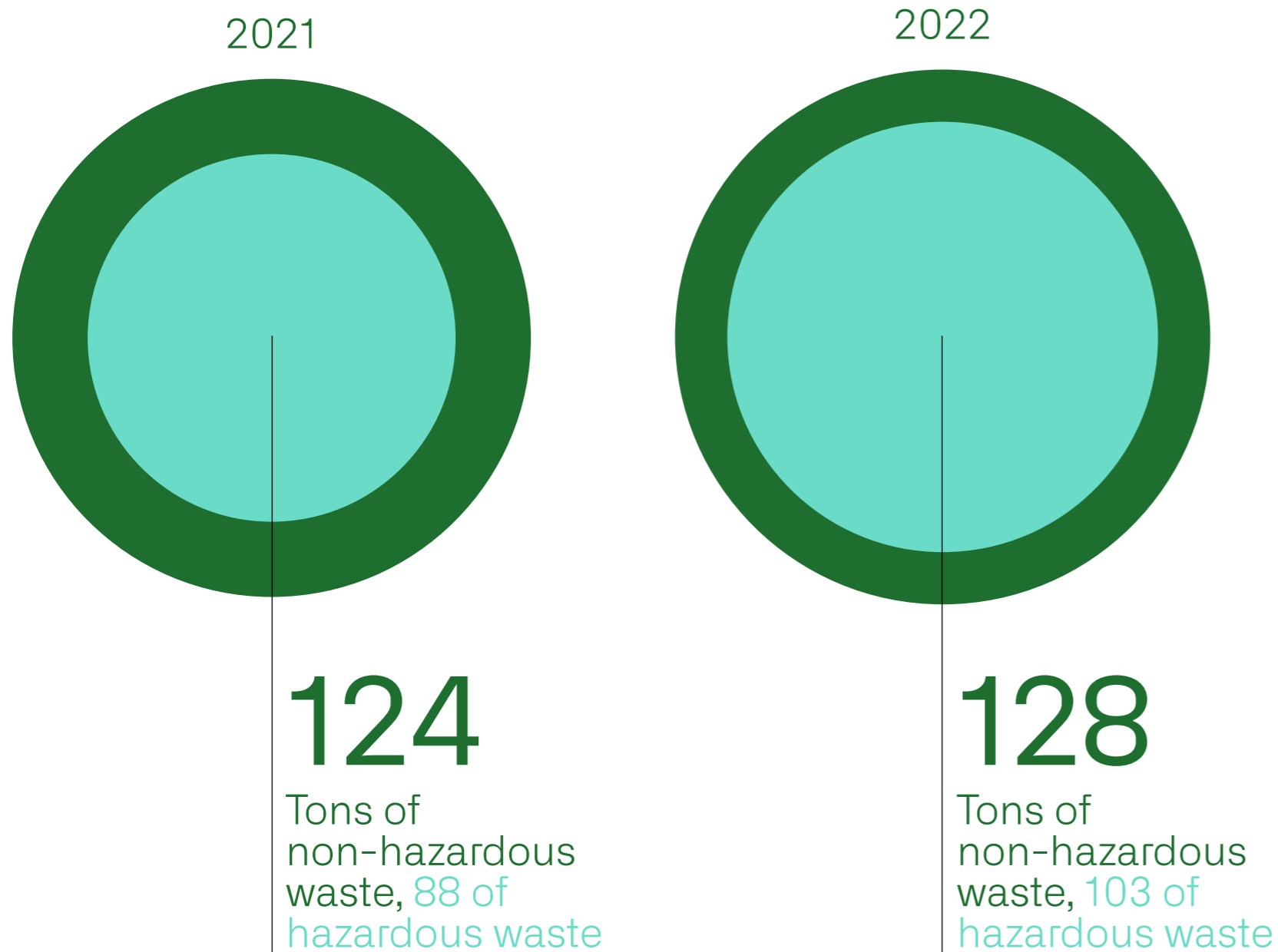
At the Chennai plant, physico-chemical and biological treatments are carried out on part of the water from the production plant, allowing it to be reused for irrigation of the landscaped area around the factory. The gardens also grow indigenous trees, fruits and medicinal plants, which are distributed among the factory's employees.

In Barcelona, we implemented a system of circularisation of water for cooling the freeze-dryer compressors, which has enabled us to save approximately 7,800 m³ of water in 2021 and 5,640 m³ in 2022.



Chennai centre, India.





Circular economy and waste prevention and management

Our business generates different types of waste, depending on the quantity and type of products manufactured. The production plants at BioSystems in Barcelona have waste water treatment systems that treat the water resulting from production before it is discharged into the public sewage system, thus avoiding the risk of contamination.

The information related to waste generation focuses on Barcelona and India, the production sites where the most significant amount of waste is generated. However, it is in Barcelona where there is most activity and, therefore, where most waste is generated.

In our efforts to reduce waste in the production phase, we work to optimise the use of raw materials and cleaning chemicals in the production process, we analyse and improve waste segregation, we work to minimise the impact of packaging and we recondition disused equipment.

Most of the waste generated is non-hazardous and can therefore be recovered. Hazardous waste, on the other hand, is disposed of in accordance with current regulations in order to avoid damaging the environment.



Greenhouse gas emissions in tons of CO₂ equivalent

At BioSystems, we care about knowing and reducing greenhouse gas (GHG) emissions generated by our activity. For now, we are able to calculate the direct emissions produced by our own sources (scope 1 emissions) and those indirect emissions associated with the generation of electricity acquired and consumed by the organization (scope 2). In addition, we carry out the calculation based on the contracted energy (market based) and based on the market mix (location based) to be able to assess the impact of our decisions on the reduction of tons of CO₂ emitted.

In this way, we see that the installation of solar panels for self-consumption and the choice of renewable energy sources in Barcelona have led to a saving of 315 tons of CO₂ equivalent in 2022.

Scope 1 – direct emissions produced by own sources

Cars	463
Gases (air coolants)	228
Steam boilers	16

Scope 2 – emissions associated with electricity generation

Purchased electricity (market based)	519
Electricity acquired based on the country's energy mix (location based)	834

Sustainable governance and transparency

Ethical and legal standards

We are aware of our responsibility as a company towards our stakeholders, society and our environment. In a changing and demanding environment in which we interact with a wide range of people, conflicts and doubts about the best way to deal with a situation can arise.

For this reason, and always with the aim of offering confidence and security to all our stakeholders, at BioSystems we have a **compliance model** in which we show a clear commitment to respecting human rights and current legislation, highlighting the fight against corruption and bribery, in line with what is described in the Sustainable Development Goals.

In addition, our teams regularly review our legal obligations and put in place the necessary measures to enable us to comply with them, relying on external advisors where necessary.

The measures imposed are mainly aimed at preventing and detecting possible breaches of regulations in order to react appropriately in the event that they are found. Therefore, our policies and procedures provide for the imposition of labour sanctions in the event that compliance deviations are detected.

The measures implemented include training and awareness-raising for all persons on compliance obligations and the existence of an Alert Channel that allows all stakeholders to report any situation anonymously and confidentially. In addition, all BioSystems employees have communication and consultation channels available to those responsible for compliance through which they can communicate their doubts or concerns about potential situations of conflict with the commitments they have made.

All these aspects are detailed in the **Code of Conduct** available on our [website](#).

Compliance training. Barcelona centre, Spain.



Communication and transparency

Communication is part of the BioSystems culture. We work to ensure it is honest, two-way, transparent and effective. To this end, **teamwork** and **transversality** are considered fundamental axes. The fundamental pillars around which this revolves are:

1. The process and project work model.

This allows us to quickly visualise our process within the whole BioSystems network, and we can participate on different initiatives with different departments. In this way, we gain a broader view of the company, enrich our development and broaden our contribution. Effective teamwork is essential to the achievement of our objectives.

2. The distribution and approach of the workplace.

We consider the provision of meeting spaces, both formal and informal, to be fundamental to creating this culture of communication. Everyone also has a workplace, but they are not limited to it. In other words, they can work in any area of BioSystems according to possibility, practicality or need.

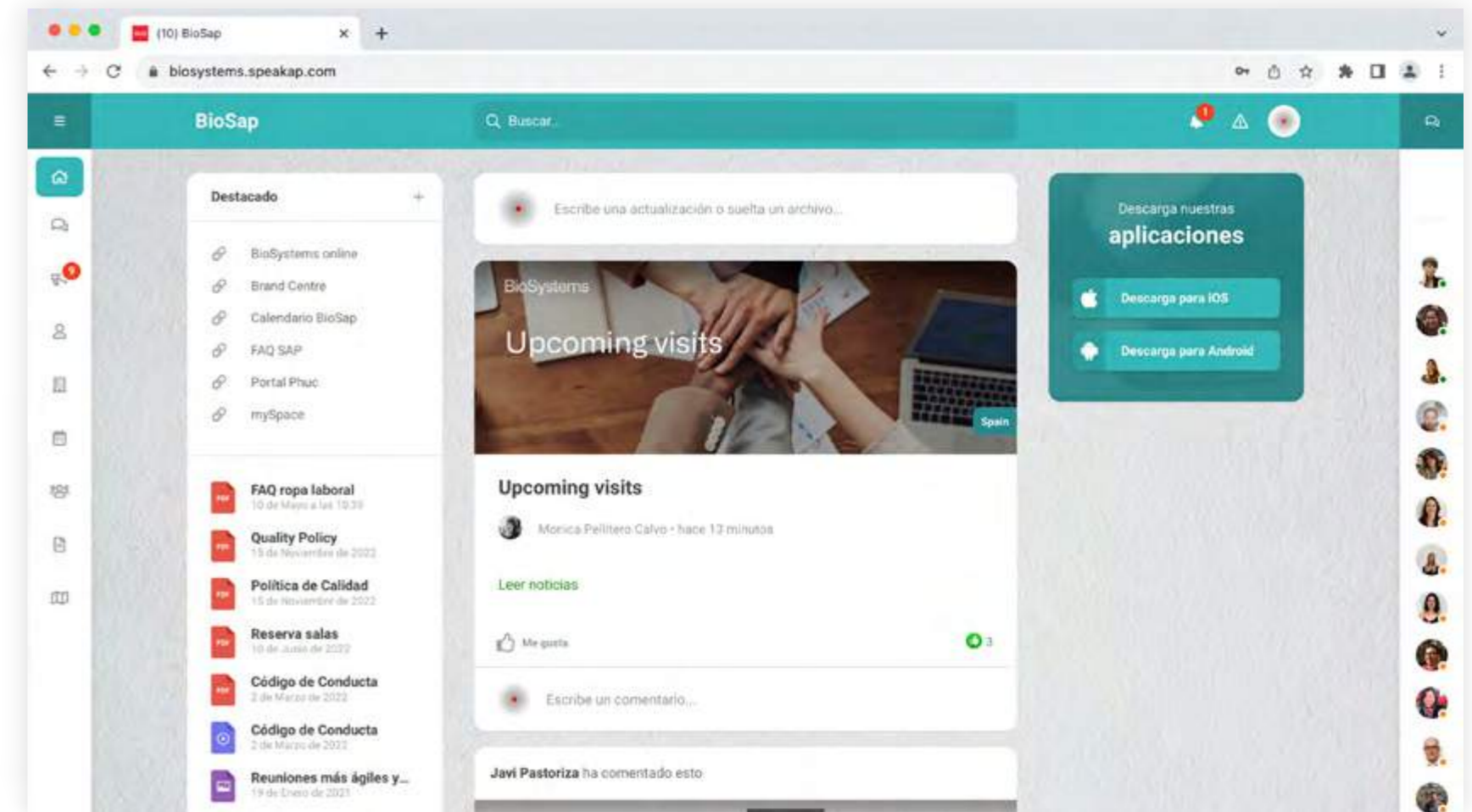
3. Connection and encounters.

We have technological tools that allow us to stay connected, such as Teams in Outlook 365, and we promote mobility and face-to-face meetings with colleagues and customers to enhance teamwork and trust.

We have an internal communication channel that allows us to stay well connected among colleagues, as well as to keep up to date with company developments.

BioSap is the internal communication channel for all the people involved in the project. Among other functionalities, the channel includes the sharing of news on sales, results, new policies, participation actions, surveys, etc. Not to mention providing the main links to common tools such as the Brand Center (brand resources) or the link to the website.

Throughout 2022, we continued to evolve and established a news calendar to ensure the smooth flow of communication.



BioSap homepage.

We also have external tools and actions that allow us to show and share our contribution to the different sectors in which we operate and to society, as well as to establish conversations that may lead to new collaborations:

- The **website** is not only the public face of BioSystems, but also the resource centre for various partners. In 2022 we launched a new website which will be further developed throughout 2023 with new functionalities.



- **Linkedin** is the external social network through which we explain our product and scientific developments, talk about the topics that are important to us and share knowledge. In 2022 we boosted our global LinkedIn presence, launching profiles in different countries such as Argentina, Philippines, Turkey, France, Mexico, Chile, Romania and Italy.
- **Trade fairs, conferences.** We participate in trade fairs in the sectors in which we operate, both on an international and local level, to raise awareness of our analytical solutions, maintain our links with professionals from all sectors in the countries where we operate and dialogue with potential new partners.

In 2022 we launched a new website which will be further developed throughout 2023 with new functionalities.



How we see our future

How we see our future

In recent years, many companies in various sectors (and, as a company with diagnostics and clinical and industrial analysis products, we are no exception) have had to reinvent ourselves and change our usual way of doing business. Extending the value chain to reach our products' users and increasingly adding value; offering complete and innovative solutions; and putting users' experience at the centre.

Now, we must continue to improve our products' specifications and add new ones, making them more robust and safer, updating current technology, and incorporating new technology (especially in the digital communication layer). Making our products easier to use, more intuitive and as automated as possible. All in all, to offer the user more free time to do other things and provide them with more information, better validated and better presented.

All this, without forgetting the fact that we have to design, produce and commercialise our products while complying with directives from the competent authorities in health and clinical diagnostics matters; in electrical security and emission of waves with varying characteristics; in environmental conservation; and in the reduction of climate impact and the global warming crisis. Ultimately, to enable importing our products to countries with increasingly diverse demands, as well.

So, it is easy to deduce that products are increasingly expensive to make and to transport to clients, and that development and validation timelines are longer. But, as markets and customers cannot always wait, nor shoulder the repercussions of these costs in pricing, we have an obligation to constantly improve and accelerate and, in short, to be more competitive.

Efficiency, competitiveness, innovation, agility and the added value of the products or solutions we offer our clients are, in reality, the result of our corporate culture; of the **BioSystems culture**.

Culture is that invisible, intangible feature that clients perceive almost without realising it; when they use the products and services or solutions that we develop, or when they interact with the people who represent the brand, whatever their role. Culture continually transforms and evolves, and it is the result of many actions, conversations and interactions between the people in the BioSystems community, and with the world.





We all contribute to making the experience of the people who use our products, services and solutions better or worse. Culture is the greatest differentiating feature there is. Many companies make products similar to ours and, in some cases, some make them better than us; others make them cheaper than us. But our value proposition is unique; different. BioSystems greatest competitive advantage is our culture, and many of our customers and collaborators, who have worked with us for many years, know it. It is one of the attractions of our products and our solutions. It is our added value. Because of this, we have to understand and be aware of the importance of protecting this culture. For us, this means communication, care, social interaction and listening. And listening is learning. And listening is difficult. So, we continuously ask ourselves whether, when we are talking, we are listening. We need to give the best of ourselves, every day, to be the best and to be able to grow. And we need to grow in order to survive.

Personally, at the time of writing (already well into 2023), I have not yet been able to dispel concern about the impact of the geopolitical context, nor do I know how long it will last or if it will worsen; I am not (yet)

able to be completely satisfied by actions to mitigate its effect, nor by the results of our activity. But, at the same time, I am aware of the great effort that many people at BioSystems are making to push forward and contribute to making us stronger and better with their daily work. I am also - permit me to say - a little overwhelmed by the challenge of the project. But I feel excited, very hopeful, and convinced that we will be able to be and do what we have set out to do. We are on the right path.

We are a company with a clear purpose: **to promote and contribute to the improvement of human, animal, food and environmental health in order to reinforce the One Health concept.** A concept that is increasingly evident –that we can no longer ignore– and that posits that human health is not isolated from that of other living things that inhabit the planet; nor from the environment where we live; nor from the food that we eat. So, if we wish to contribute to improving health, we must treat them all as one. This is why we talk about **Global Health.**

And we are a company with a vision of the future. There is no shortage of opportunities to do business in the markets and sectors where we operate. In fact, the more we explore them, the more we find.

We have what it takes to continue, with enthusiasm, towards a promising future:

The scope of the entire value chain; a biotech-based technology that allows us to offer integral solutions for analysing biological samples, whether for clinical or industrial purposes; our own development of analytical instruments with digital solutions; the capacity to create new products and continuous improvement; constant reinforcement of our internal structures to improve production and productivity, robustness and competitiveness, quality and service; family company values; the best human and professional team worldwide with direct presence in 17 countries; a unique culture that considers people and their potential as a main asset of the company; a worldwide network of distributors and business associates (with access to over 120 markets); an increasingly rich and diverse global project; financial solidity and independence; and the pillar of sustainability as a fundamental pillar of our future.

Now, we need to show resilience and perseverance, to be patient and hopeful, and to get up every day with the drive to give the best of ourselves; to work intensely and work well; and to help ourselves to contribute to shaping a better world. For ourselves, for our families and for everyone; working to also respect the other living beings and the ecosystems where we cohabit on this planet. We need to care for the Earth that belongs to everyone and all things, and that needs us to remain responsible, and aware that there is only one. Gaia.

Good health and long life to the BioSystems project.

Pau Vila Cases, CEO.

BioSystems

human - centred biotech