REIGNITING TECAN'S GROWTH STORY.

Tecan Interim Report 2026.

CONTENTS

3 Letter to Shareholders
8 Interim consolidated statement of profit or loss and other comprehensive income
9 Interim consolidated balance sheet
10 Interim consolidated statement of cash flows
11 Interim consolidated statement of changes in equity
12 Notes to the interim condensed consolidated financial statements
22 Global

LETTER TO SHAREHOLDERS

DEAR SHAREHOLDERS

Our performance in the first half of 2026 was solid, characterized by 3.4% group sales growth in local currencies with growth in both segments, which outperformed the broader market. We also delivered sound profitability with an adjusted EBITDA margin of 15.1%, in line with our expectations. Market developments are encouraging and remain fully in line with the guidance we set out earlier in the year. As market momentum builds, we are confident in our position to consistently grow ahead of the market, while we recognize that there is more work to do to fully realize Tecan's potential.

To future-proof the company and drive long-term value, we launched our "Rewired" transformation program in the first quarter. Following the implementation of initial measures in the second quarter, we expect these to contribute to our full-year performance and to serve as the foundation for accelerated growth and profitability as we move toward our 2028 targets.

None of this progress would have been possible without our teams around the world, whose focus and adaptability kept the business moving forward even as we began a far-reaching transformation to position ourselves to seize exciting growth opportunities, including those emerging from AI in lab automation.

FINANCIAL RESULTS FOR THE FIRST HALF OF 2026

Group sales in the first half of 2026 amounted to CHF 427.5 million (H1 2025: CHF 439.5 million), a decrease of 2.7% in Swiss francs but an increase of 3.4% in local currencies, with both segments achieving comparable growth rates. The good momentum from the first quarter was maintained in the second, with sales growth of 3.4% in local currencies in both quarters.

Order entry delivered solid growth of 3.0% in local currencies, reaching CHF 444.3 million (H1 2025: CHF 458.3 million), a decrease of 3.1% in Swiss francs. Growth was broadly in line with sales, resulting in a book-to-bill ratio of 1.04 for the half-year. Order growth in the second quarter was stable year-on-year in local currencies, despite a tougher comparison base from the prior year. The book-to-bill ratio remained at 1.0 in the second quarter, with order intake in the second quarter exceeding that of the first, and remained above 1 in both business segments.

Adjusted EBITDA[1] was CHF 64.5 million (H1 2025: CHF 65.7 million), corresponding to an adjusted EBITDA margin of 15.1%, slightly above the 15.0% achieved in the first half of 2025. This was achieved despite headwinds from foreign exchange rates (120 basis points) and tariffs (50 basis points). Underlying profitability improved by 180 basis points, primarily as a result of increased sales volumes, a favorable product mix, and first benefits realized from the "Rewired" transformation program. Reported EBITDA was CHF 46.6 million (H1 2025: CHF 54.9 million), corresponding to a margin of 10.9% (H1 2025: 12.5%). Adjusted EBIT increased by 0.6% to CHF 43.8 million (H1 2025: CHF 43.6 million), with the adjusted EBIT margin improving by 30 basis points to 10.2% (H1 2025: 9.9%), while reported EBIT was CHF 17.8 million (H1 2025: CHF 23.1 million), a margin of 4.2% (H1 2025: 5.3%).

While adjusted EBIT increased slightly, adjusted net profit[1] of CHF 32.5 million saw a modest decline (H1 2025: CHF 33.7 million), mainly due to negative effects from foreign exchange hedging below the operating profit line. Adjusted earnings per share[1] were CHF 2.62 (H1 2025: CHF 2.66), down 1.5% year on year – a smaller percentage decline than adjusted net profit, as the number of outstanding shares was reduced through our ongoing share buyback program. Reported net profit was CHF 12.3 million (H1 2025: CHF 17.9 million), corresponding to basic earnings per share of CHF 0.99 (H1 2025: CHF 1.41). Reported net profit and reported earnings per share were impacted by higher costs related to the non-recurring investments in the SAP S/4HANA enterprise architecture and the new CRM system as well as related to the "Rewired" transformation program, including restructuring expenses.

Operating cash flow was significantly lower in the first half of 2026 at CHF 17.0 million (H1 2025: CHF 60.0 million), with cash conversion also declining to 36.5% (H1 2025: 109.2%). This was mainly due to changes in net working capital. These factors are non-structural, and it will remain strong in a future proofed Tecan. Net liquidity stood at CHF 73.5 million at the end of the period (H1 2025: CHF 140.3 million).

INFORMATION BY BUSINESS SEGMENT

LIFE SCIENCES BUSINESS

Sales in the Life Sciences Business segment amounted to CHF 179.6 million (H1 2025: CHF 185.7 million), a decrease of 3.2% in Swiss francs but an increase of 3.1% in local currencies, outperforming the broader lab automation market. Growth was driven by continued strong performance in the Biopharma and Diagnostics customer segments, while sales in Academia & Government declined as expected. Growth also benefited from strong growth in Tecan Genomics, selected activities of which will be divested as a result of portfolio optimization under "Rewired".

The segment saw sequential improvement, with second-quarter sales up 4.6% in local currencies compared to the prior-year quarter, following a 1.3% increase in the first quarter. Notably, liquid handling instrument revenues recovered in the second quarter after declines in previous quarters. Recurring revenues from services, consumables, and reagents continued to perform well, with their share of segment sales increasing to 64.4%, up from 62.1% in the prior-year period. Order entry accelerated in the second quarter, and the book-to-bill ratio remained above 1 in the first half of 2026.

Reported EBIT decreased to CHF 3.8 million (H1 2025: CHF 8.7 million), corresponding to a reported EBIT margin of 2.1% (H1 2025: 4.7%), as the segment absorbed the majority of the negative impact from foreign exchange rates and tariffs. In addition, non-recurring charges further affected reported results. Excluding these non-recurring charges, adjusted EBITDA for the segment decreased slightly to CHF 24.7 million (H1 2025: CHF 26.4 million), an adjusted EBITDA margin of 13.8% (H1 2025: 14.0%), with positive contributions from higher volumes and underlying operational improvements from the "Rewired" transformation program.

PARTNERING BUSINESS

Sales in the Partnering Business segment amounted to CHF 247.9 million (H1 2025: CHF 253.8 million), a decrease of 2.3% in Swiss francs but an increase of 3.6% in local currencies, driven by continued solid growth in the Diagnostics and Medtech customer segments. The second quarter delivered solid growth of 2.4% in local currencies, despite an increasingly challenging comparison base from the prior-year period. As expected, order entry growth moderated in the second quarter due to the high prior-year base; however, the book-to-bill ratio remained above 1 for both the quarter and the first half.

The segment reported a moderate decline in EBIT to CHF 20.4 million (H1 2025: CHF 22.0 million), corresponding to a reported EBIT margin of 8.2% (H1 2025: 8.7%), primarily reflecting adverse foreign exchange and tariff effects as well as restructuring charges. However, the adjusted EBITDA margin improved to 18.7% (H1 2025: 18.4%), with adjusted EBITDA of CHF 46.3 million (H1 2025: CHF 46.9 million), driven by volume, a favorable product mix and operational improvements resulting from the "Rewired" transformation program.

PROGRESS ON TRANSFORMATION PROGRAM "REWIRED"

In March, we launched "Rewired", a transformation program to future-proof the company and excel in both innovation and execution. Rewired initiatives are designed to deliver greater value to customers, unlock profitable growth, and strengthen Tecan's market position. Alongside our results for the first half of 2026, we provide an update on the three main levers: portfolio discipline, commercial excellence and operational excellence.

PORTFOLIO DISCIPLINE

As announced on March 16, 2026, we discontinued dedicated early-stage design functions for medical devices at our Boston site, acquired in 2021; the site was closed in April. In addition, we announced our decision to exit selected activities at Tecan Genomics, with the process advancing as planned.

COMMERCIAL EXCELLENCE

A strategic aim for Tecan is to become the automation partner of choice for AI-powered labs. Early progress toward this goal includes the partnership with NVIDIA, announced in March, with concrete advancements communicated in June through the integration of Agentic AI capabilities into Tecan's Introspect lab analytics platform. Tecan and NVIDIA are also collaborating on the further development of Physical AI capabilities.

In parallel to the NVIDIA partnership, Tecan is advancing a growing portfolio of AI-driven initiatives with technology partners and customers, positioning Tecan products as key enablers of AI-powered laboratories. For example, in Japan, Tecan collaborated with a customer to develop a biofoundry – a highly automated "factory for biology" that integrates robotics, AI, synthetic biology, genome engineering, high-throughput testing, and data analytics. Tecan technology serves as a core component in this innovative setup.

To strengthen commercial excellence, we are continuing our expansion into high-potential regions and market segments. In May, we established direct operations in India, including a dedicated local sales and service team based in Gurugram, near New Delhi. This reinforces our commitment to serving customers in one of the world's most dynamic and fastest-growing life sciences markets, enabling more direct customer relationships and enhanced local support.

OPERATIONAL EXCELLENCE

Operational excellence is focused on scalable, resilient operations that convert growth into margins and cash. Efficient operations and a lower cost base are a priority. At the end of March, we divested our specialized precision machining site in California, consolidating activities and capabilities at our existing site in Vietnam. Further, we are leveraging prior investments in fully automated production lines in the United States for certain consumables. With increased demand in the US market, local production offers significant advantages in both responsiveness and sustainability, notably enabling substantial reductions in CO_2 emissions. Production lines for pipette tips in the US have been operational since the second quarter.

Operational excellence initiatives leverage previously initiated investments in a harmonized SAP S/4HANA enterprise architecture, marking an important milestone in the modernization of Tecan's ERP platform.

CAPITAL ACTIONS

During the period, we continued to return capital to shareholders through our share buyback program, under which shares valued at CHF 30.5 million were acquired in the first half of 2026. This was the principal driver of the year-on-year reduction in net liquidity.

OUTLOOK FOR FULL-YEAR 2026

Based on our performance in the first half of the year and current assumptions, we confirm our full-year sales outlook and reiterate our adjusted EBITDA margin guidance[2]: we continue to expect low single-digit sales growth in local currencies and an adjusted EBITDA margin of 15.5% to 16.5% of sales.

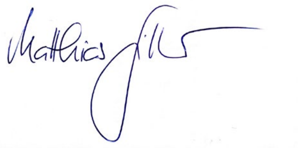
In the second half of 2026, we expect to receive tariff refunds of around CHF 6 million related to tariffs paid under the International Emergency Economic Powers Act. These refunds will be included in reported earnings metrics such as EBIT, EBITDA, net earnings, and EPS. However, as they are exceptional in nature, they will not be reflected in adjusted earnings metrics and will therefore not benefit or contribute to the adjusted EBITDA margin guidance.

We also reiterate our medium-term outlook, as presented at the Capital Markets Update on March 16, 2026: sales of CHF 1 billion in 2028 and an adjusted EBITDA margin of 20% of sales[2].

The foundation is laid, and we are pleased with the progress and momentum achieved. Our focus now is on delivering consistent execution, and on realizing the full potential of Tecan.

We thank you for your trust and support.

Männedorf, August 11, 2026



Matthias Gillner
Chairman of the Board

Monica Manotas
Chief Executive Officer

[1] Reconciliations to adjusted EBIT, EBITDA, net earnings and EPS are provided on page 7.

[2] Any changes to tariff rates may impact the outlook. Profitability expectations for 2026 and for the medium-term sales and adjusted EBITDA margin outlook are based on an average exchange rate forecast of one euro equaling CHF 0.92 and one US dollar equaling CHF 0.80.

RECONCILIATION OF ADJUSTED CONSOLIDATED STATEMENT OF PROFIT OR LOSS

CHF 1'000 / unaudited	H1 2025	**H1 2026**
Sales	**439,475**	**427,525**
GAAP operating profit (EBIT)	**23,143**	**17,787**
Depreciation and amortization	31,765	28,848
Non-GAAP EBITDA	**54,908**	**46,635**
In % of sales	12.5%	10.9%
Non-GAAP adjustments	**10,811**	**17,898**
Non-GAAP adjusted EBITDA	**65,719**	**64,533**
In % of sales	15.0%	15.1%
Depreciation and amortization (excluding impairment)	(31,311)	(28,266)
Adjustment for acquisition-related amortization	9,146	7,532
Non-GAAP adjusted EBIT	**43,554**	**43,799**
In % of sales	**9.9%**	**10.2%**
Financial result	(16)	(2,044)
Non-GAAP adjusted profit before taxes	**43,538**	**41,755**
In % of sales	**9.9%**	**9.8%**
Adjusted income taxes	(9,796)	(9,207)
Non-GAAP adjusted net profit	**33,742**	**32,548**
In % of sales	**7.7%**	**7.6%**
Non-GAAP adjusted basic earnings per share (CHF)	2.66	2.62

Rewired (incl. restructuring)	+7.6
Elevate (SAP S/4HANA + CRM)	+9.9
Other one-offs	+0.9
Tariff refunds	-0.5

INTERIM CONSOLIDATED STATEMENT OF PROFIT OR LOSS

January to June, CHF 1,000	Notes	2025	2026
Sales	4/5	**439,475**	**427,525**
Cost of sales		(280,199)	(282,587)
Gross profit		**159,276**	**144,938**
Sales and marketing		(55,925)	(49,250)
Research and development		(35,258)	(32,238)
General and administration		(47,551)	(45,007)
Other operating income		2,601	2,247
Other operating expenses		-	(2,903)
Operating profit	4/6	**23,143**	**17,787**
Financial income		2,538	1,180
Finance cost		(1,540)	(1,297)
Net foreign exchange losses		(1,014)	(1,927)
Financial result		**(16)**	**(2,044)**
Profit before taxes		**23,127**	**15,743**
Income taxes	7	(5,204)	(3,471)
Profit for the period, attributable to owners of the parent		**17,923**	**12,272**
Earnings per share			
Basic earnings per share (CHF/share)		1.41	0.99
Diluted earnings per share (CHF/share)		1.41	0.99

INTERIM CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

January to June, CHF 1,000	Notes	2025	2026
Profit for the period		**17,923**	**12,272**
Other comprehensive income			
Remeasurement of liability for post-employment benefits		(3,953)	3,128
Related income taxes		726	(564)
Change in fair value of an unquoted equity instrument designated at fair value through other comprehensive income		(659)	-
Related income taxes		204	-
Items that will not be reclassified to profit or loss, net of income taxes		**(3,682)**	**2,564**
Translation differences	9	(140,055)	16,122
Reclassification of translation differences due to de-recognition of entities		-	(20)
Related income taxes		16,822	(2,232)
Items that may be reclassified subsequently to profit or loss, net of income taxes		**(123,233)**	**13,870**
Other comprehensive income, net of income taxes		*(126,915)*	*16,434*
Total comprehensive income for the period, attributable to owners of the parent		**(108,992)**	**28,706**

INTERIM CONSOLIDATED BALANCE SHEET

ASSETS

CHF 1,000	Notes	31.12.2025	30.06.2026
Cash and cash equivalents		176,370	124,484
Other current financial assets	10.1	136,960	100,145
Trade accounts receivable		126,515	131,162
Contract assets		23,840	29,726
Other accounts receivable		15,203	19,205
Inventories		212,572	218,649
Income tax receivables		10,351	16,987
Prepaid expenses		9,933	12,424
Current assets		**711,744**	**652,782**
Non-current financial assets	10.1	2,220	2,546
Property, plant and equipment		65,908	63,465
Right-of-use assets		66,878	61,501
Intangible assets and goodwill		812,530	829,573
Deferred tax assets	7.1	38,809	38,008
Non-current assets		**986,345**	**995,093**
Assets		**1,698,089**	**1,647,875**

LIABILITIES AND EQUITY

CHF 1,000	Notes	31.12.2025	30.06.2026
Current financial liabilities	10.1	10,862	12,471
Trade accounts payable		27,824	23,964
Other accounts payable		26,839	20,453
Current contract liabilities		67,930	77,872
Current government grants		4,355	4,455
Income tax payables		27,512	25,653
Accrued expenses		97,255	90,579
Current provisions		26,177	26,469
Current liabilities		**288,754**	**281,916**
Non-current financial liabilities	10.1	207,928	204,997
Non-current contract liabilities		6,695	5,864
Non-current government grants		8,710	6,682
Liability for post-employment benefits		13,313	10,509
Non-current provisions		6,074	6,386
Deferred tax liabilities		15,124	13,764
Non-current liabilities		**257,844**	**248,202**
Total liabilities		**546,598**	**530,118**
Share capital		1,283	1,283
Capital reserve		398,039	394,238
Treasury shares		(52,024)	(78,707)
Retained earnings		978,856	961,736
Translation differences		(174,663)	(160,793)
Shareholders' equity	8	**1,151,491**	**1,117,757**
Liabilities and equity		**1,698,089**	**1,647,875**

INTERIM CONSOLIDATED STATEMENT OF CASH FLOWS

January to June, CHF 1,000	Notes	2025	2026
Profit for the period		**17,923**	**12,272**
Adjustments for			
Depreciation, amortization and impairment losses		31,765	28,848
Change in government grants, liability for post-employment benefits and provisions		(709)	(1,232)
Interest income		(2,538)	(1,180)
Interest expenses		1,333	1,670
Income taxes		5,204	3,471
Equity-settled share-based payment transactions		2,152	5,160
Other non-cash items		6,200	1,930
Change in working capital			
Trade accounts receivable		12,071	(3,574)
Inventories		(1,090)	(5,793)
Trade accounts payable		(576)	(3,993)
Contract liabilities		(534)	8,051
Other changes in working capital (net)		(686)	(13,397)
Income taxes paid		(10,553)	(15,281)
Cash inflows from operating activities		**59,962**	**16,952**
Investment in time deposits		(195,000)	-
Repayment of time deposits		310,000	35,000
Investment in other financial assets		(2,818)	(394)
Interest received		2,578	1,266
Sale of Tecan Precision Machining MH, Inc.	3.2	-	p.m.
Settlement of contingent consideration arising from business combination		-	(275)
Purchase of property, plant and equipment		(5,048)	(5,846)
Proceeds from sale of property, plant and equipment		7	10
Investment in intangible assets		(7,960)	(25,473)
Cash inflows from investing activities		**101,759**	**4,288**
Dividends paid	8.2	(38,026)	(37,176)
Purchase of treasury shares	8.1	(8,601)	(30,484)
Proceeds from treasury shares issued based on employee participation plans		14	-
Payment of lease liabilities		(8,086)	(5,869)
Increase in/repayment of short-term credit facilities		1	520
Interest paid		(1,184)	(1,104)
Cash outflows from financing activities		**(55,882)**	**(74,113)**
Effect of exchange rate fluctuations on cash held		(4,371)	987
Increase/(decrease) in cash and cash equivalents		**101,468**	**(51,886)**
Cash and cash equivalents, net of bank overdrafts at January 1		154,193	176,370
Cash and cash equivalents, net of bank overdrafts at June 30		**255,661**	**124,484**

INTERIM CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

January to June, CHF 1,000	Notes	Share capital	Capital reserve	Treasury shares	Retained earnings	Translation differences	Total share-holders' equity
Balance at January 1, 2025		**1,283**	**408,347**	**(28,934)**	**1,111,808**	**(57,173)**	**1,435,331**
Profit for the period		-	-	-	17,923	-	17,923
Other comprehensive income, net of income taxes		-	-	-	(3,682)	(123,233)	(126,915)
Total comprehensive income for the period		**-**	**-**	**-**	**14,241**	**(123,233)**	**(108,992)**
Treasury shares issued based on employee participation plans	8.1	-	(8,890)	8,904	-	-	14
Share-based payments, net of income taxes		-	-	-	2,154	-	2,154
Dividends paid	8.2	-	-	-	(38,026)	-	(38,026)
Purchase of treasury shares	8.1	-	-	(8,601)	-	-	(8,601)
			-				
Balance at June 30, 2025		**1,283**	**399,457**	**(28,631)**	**1,090,177**	**(180,406)**	**1,281,880**
Balance at January 1, 2026		**1,283**	**398,039**	**(52,024)**	**978,856**	**(174,663)**	**1,151,491**
Profit for the period		-	-	-	12,272	-	12,272
Other comprehensive income, net of income taxes		-	-	-	2,564	13,870	16,434
Total comprehensive income for the period		**-**	**-**	**-**	**14,836**	**13,870**	**28,706**
Treasury shares issued based on employee participation plans	8.1	-	(3,801)	3,801	-	-	-
Share-based payments, net of income taxes		-	-	-	5,220	-	5,220
Dividends paid	8.2	-	-	-	(37,176)	-	(37,176)
Purchase of treasury shares	8.1	-	-	(30,484)	-	-	(30,484)
Balance at June 30, 2026		**1,283**	**394,238**	**(78,707)**	**961,736**	**(160,793)**	**1,117,757**

NOTES TO THE INTERIM CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

1 REPORTING ENTITY

Tecan (www.tecan.com) is a global provider of laboratory automation. As an original equipment manufacturer (OEM), Tecan also develops and manufactures OEM instruments, components and medical devices that are then distributed by partner companies. Founded in Switzerland in 1980, the Group has more than 3,000 employees, with manufacturing, research and development sites in Europe, North America and Asia, and maintains a sales and service network in over 70 countries.

The ultimate parent company is Tecan Group Ltd., a limited company incorporated in Switzerland, whose shares are traded on the SIX Swiss Exchange (TECN; ISIN CH0012100191). Tecan Group Ltd.'s registered office is located at Seestrasse 103, 8708 Männedorf, Switzerland.

2 BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICIES

2.1 BASIS OF PREPARATION

These unaudited financial statements are the interim condensed consolidated financial statements of Tecan Group Ltd. and its subsidiaries (together referred to as the 'Group') for the six-month period ending June 30, 2026. The financial statements are prepared in accordance with International Accounting Standard (IAS) 34 'Interim Financial Reporting' and should be read in conjunction with the consolidated financial statements 2025 as they provide an update of previously reported information. The interim condensed consolidated financial statements were authorized for issue on August 6, 2026.

The preparation of these interim condensed consolidated financial statements requires management to make assumptions and estimates that affect the reported amounts of revenues, expenses, assets, liabilities, and disclosure of contingent liabilities at the date of these interim condensed consolidated financial statements. If in the future such assumptions and estimates deviate from the actual circumstances, the original assumptions and estimates will be modified as appropriate in the period in which the circumstances change.

The Group operates in industries where significant seasonal or cyclical variations in total sales are not experienced during the financial year.

Income tax expense is recognized based on the best estimate of the weighted average annual income tax rate expected for the full financial year.

2.2 INTRODUCTION OF NEW AND REVISED/ AMENDED STANDARDS AND INTERPRETATIONS

The accounting policies applied in the preparation of the interim condensed consolidated financial statements are consistent with those followed in the preparation of the annual consolidated financial statements 2025, except for the adoption of the following amended standard, effective as from January 1, 2026:

Standard[1]
IFRS 9 amended 'Financial Instruments' and IFRS 7 amended 'Financial Instruments: Disclosures' – Classification and Measurement of Financial Instruments
Annual Improvements to IFRS Accounting Standards – Volume 11

[1] IFRS = IFRS Accounting Standards

The adoption of the amended standards did not result in material changes to the Group's accounting policies.

2.3 CHANGE IN SEGMENT REPORTING TO THE CHIEF OPERATING DECISION MAKER

The Group has changed the presentation of its segment information and has removed the concept of intersegment sales.

All products are now allocated to the segment through which they are sold directly to external customers, thereby eliminating the previous intersegment sales. This change is intended to provide a clearer picture of the profitability of the two segments: "Life Sciences Business" and "Partnering Business".

Adjustments have been made to the cost of sales and gross profit, but not to sales to third parties. The prior-year figures have been restated accordingly.

3 CHANGE IN SCOPE OF CONSOLIDATION

3.1 ESTABLISHMENT OF TECAN INDIA

The Group has established a new subsidiary in India in February 2026. This step shall improve the access to the Indian market.

3.2 DISPOSAL OF ENTITY TECAN PRECISION MACHING MH, INC.

In February, management decided to sell Tecan Precision Machining MH, Inc., which was part of the segment 'Partnering Business', to the local management for USD 1. The transaction was closed at the end of March.

Net assets of the disposal group immediately before write-down to fair value less cost to sell according to IFRS 5 were:

CHF 1,000	February 2026 Net assets before write-down
Inventories	2,162
Property, plant and equipment	474
Right-of-use assets	1,114
Intangible assets	205
Other assets	280
Lease liabilities	(1,147)
Other liabilities	(185)
Total net assets of the disposal group	**2,903**

The Group recognized a loss on the disposal group in the amount of the total net assets. In addition, translation differences amounting to CHF 20k were reclassified from other comprehensive income to income statement.

As the sale was prior to 30 June 2026, the assets and liabilities classified as held for sale are no longer included in the statement of financial position.

4 SEGMENT INFORMATION

January to June, CHF 1,000	Life Sciences Business 2025 Restated[1]	Life Sciences Business 2026	Partnering Business 2025 Restated[1]	Partnering Business 2026	Corporate/ consolidation 2025 Restated[1]	Corporate/ consolidation 2026	Group 2025	Group 2026
Sales to third parties	185,669	179,644	253,806	247,881	-	-	439,475	427,525
Cost of sales	(97,665)	(102,408)	(182,534)	(180,455)	-	276	(280,199)	(282,587)
Gross profit	**88,004**	**77,236**	**71,272**	**67,426**	**-**	**276**	**159,276**	**144,938**
Other net expenses	(79,319)	(73,404)	(49,259)	(46,994)	(7,555)	(6,753)	(136,133)	(127,151)
Operating profit	**8,685**	**3,832**	**22,013**	**20,432**	**(7,555)**	**(6,477)**	**23,143**	**17,787**
Depreciation and amortization	(11,383)	(12,861)	(19,928)	(15,442)	-	-	(31,311)	(28,303)
Impairment losses	-	-	(454)	(545)	-	-	(454)	(545)
Write-down disposal group (IFRS 5)	-	-	-	(2,903)	-	-	-	(2,903)

[1] see note 2.3

January to June, CHF 1,000	2025	2026
Reconciliation of reportable segment profit		
Total operating profit for reportable segments	30,698	24,264
Unallocated costs (business development, investor relations and other corporate costs) and consolidation entries	(7,555)	(6,477)
Financial result	(16)	(2,044)
Total consolidated profit before taxes	**23,127**	**15,743**

5 DISAGGREGATION OF REVENUE AND RECONCILIATION TO SEGMENT INFORMATION

	Life Sciences Business			Partnering Business			**Total 2025**		
January to June, CHF 1,000	Revenue contracts with customers	Leases	Sales segment	Revenue contracts with customers	Leases	Sales segment	Revenue contracts with customers	Leases	Total sales
By regions (location of customer)[1]									
EMEA	59,607	428	60,035	79,586	-	79,586	139,193	428	139,621
Americas	98,332	-	98,332	155,700	-	155,700	254,032	-	254,032
APAC	27,302	-	27,302	18,520	-	18,520	45,822	-	45,822
Total	**185,241**	**428**	**185,669**	**253,806**	**-**	**253,806**	**439,047**	**428**	**439,475**
By products and services									
Products	133,490	-	133,490	227,699	-	227,699	361,189	-	361,189
Services	51,751	-	51,751	26,107	-	26,107	77,858	-	77,858
Leases	-	428	428	-	-	-	-	428	428
Total	**185,241**	**428**	**185,669**	**253,806**	**-**	**253,806**	**439,047**	**428**	**439,475**
By timing of revenue recognition									
Transferred at a point in time	146,970	-	146,970	116,586	-	116,586	263,556	-	263,556
Transferred over time	38,271	-	38,271	137,220	-	137,220	175,491	-	175,491
Leases	-	428	428	-	-	-	-	428	428
Total	**185,241**	**428**	**185,669**	**253,806**	**-**	**253,806**	**439,047**	**428**	**439,475**

[1]Sales by regions: Reclassified to make them comparable with the new 2026 logic.

	Life Sciences Business			Partnering Business			**Total 2026**		
January to June, CHF 1,000	Revenue contracts with customers	Leases	Sales segment	Revenue contracts with customers	Leases	Sales segment	Revenue contracts with customers	Leases	Total sales
By regions (location of customer)									
EMEA	57,957	434	58,391	81,214	-	81,214	139,171	434	139,605
Americas	90,584	-	90,584	138,182	-	138,182	228,766	-	228,766
APAC	30,669	-	30,669	28,485	-	28,485	59,154	-	59,154
Total	**179,210**	**434**	**179,644**	**247,881**	**-**	**247,881**	**427,091**	**434**	**427,525**
By products and services									
Products	128,780	-	128,780	220,837	-	220,837	349,617	-	349,617
Services	50,430	-	50,430	27,044	-	27,044	77,474	-	77,474
Leases	-	434	434	-	-	-	-	434	434
Total	**179,210**	**434**	**179,644**	**247,881**	**-**	**247,881**	**427,091**	**434**	**427,525**
By timing of revenue recognition									
Transferred at a point in time	141,704	-	141,704	108,492	-	108,492	250,196	-	250,196
Transferred over time	37,506	-	37,506	139,389	-	139,389	176,895	-	176,895
Leases	-	434	434	-	-	-	-	434	434
Total	**179,210**	**434**	**179,644**	**247,881**	**-**	**247,881**	**427,091**	**434**	**427,525**

6 OPERATING EXPENSES BY NATURE

January to June, CHF 1,000	2025	**2026**
Material costs	184,104	191,823
Personnel expenses	157,686	150,816
Depreciation of property, plant and equipment	9,390	8,384
Impairment loss on property, plant and equipment	454	-
Depreciation of right-of-use assets	6,205	5,551
Impairment loss on right-of-use assets	-	545
Amortization of intangible assets	15,716	14,368
Write-down of a disposal group to fair value less cost to sell	-	2,903
Other operating costs	57,757	57,577
Other operating costs	**431,312**	**431,967**
Capitalization of development costs in position inventories	(2,504)	(1,692)
Capitalization of development costs in position intangible assets	(5,112)	(5,622)
Capitalization of software implementation costs in position intangible assets	(4,763)	(12,668)
Other operating income	(2,601)	(2,247)
Total operating expenses, according to statement of profit or loss	**416,332**	**409,738**

7 INCOME TAXES

7.1 SWISS TAX REFORM

On May 19, 2019, the Swiss electorate passed the Federal Act on Tax Reform and AHV Financing (TRAF). The tax reform abolishes the tax regimes for holding, domiciliary and mixed companies as of January 1, 2020, and introduces new tax calculation principles. As part of the TRAF and cantonal tax practice, transitional measures were introduced to ease the transition from the current reliefs to the new tax calculation principles. For the Group, these measures allow amongst others the tax-effective amortization of a step-up amount over a period of up to 10 years. Therefore, the Group started to capitalize corresponding deferred tax assets in 2019.

Deferred tax assets capitalized in connection with the step-up amount:

CHF 1,000	2025	**2026**
Balance at January 1	24,597	18,152
Write-off deferred tax asset for corresponding tax benefits received in current period and revaluation of deferred tax assets for tax benefits in future periods	(2,181)	(529)
Balance at June 30	**22,416**	**17,623**

The calculation of the deferred tax assets related to the Swiss tax reform required management to make significant estimates and assumptions. The outcome is still uncertain and might lead to adjustments in future years.

7.2 OECD'S BASE EROSION AND PROFIT SHIFTING (BEPS) – PILLAR TWO

The OECD Pillar Two framework aims to ensure that multinational corporations pay a minimum effective tax rate of 15 percent on a jurisdictional basis. In Switzerland, the jurisdiction in which the ultimate parent company is tax-resident, a gradual implementation of Pillar Two took place with the introduction of a Qualifying Domestic Top-up Tax effective from 1 January 2024 as well as the Income Inclusion Rule (IIR) effective from 1 January 2025.

The Group has reviewed its corporate structure in light of the enactment of the Pillar Two global minimum tax rules in Switzerland and other jurisdictions in which it operates.

Based on the country-by-country reporting and the corporate tax expenses of group entities that are expected in 2026 and future years, we do not expect any impact that is material to our income tax charge and cash flows. Consequently, for the six months reporting ended 30 June 2026 the Group did not recognize a current tax expense related to the top-up tax.

8 SHAREHOLDERS' EQUITY AND EMPLOYEE PARTICIPATION PLANS

8.1 MOVEMENTS IN SHARES ISSUED AND OUTSTANDING

Shares (each share has a nominal value of CHF 0.10)	Shares issued	Treasury shares from share buy-back program	Treasury shares for employee participation	Shares outstanding
Balance at January 1, 2025	12,825,883	-	(100,000)	12,725,883
Treasury shares issued based an employee participation plans	-	-	24,216	24,216
Purchase of treasury shares	-	-	(50,000)	(50,000)
Balance at June 30, 2025	**12,825,883**	**-**	**(125,784)**	**12,700,099**
Balance at January 1, 2026	12,825,883	(169,985)	(121,928)	12,533,970
Treasury shares issued based an employee participation plans	-	-	11,807	11,807
Purchase of treasury shares	-	(223,970)	-	(223,970)
Balance at June 30, 2026	**12,825,883**	**(393,955)**	**(110,121)**	**12,321,807**

8.2 DIVIDENDS PAID

	2025	**2026**
Number of shares eligible for dividend and payout	12,675,241	12,392,141
Dividends paid (CHF/share)	1.50	1.50
Payout from statutory capital contribution reserve (CHF/share)	1.50	1.50

8.3 EMPLOYEE SHARE OPTION PLANS

(See note 9.4.1 of the consolidated financial statements 2025 for the terms and principal conditions)

Movements in employee share options:

Employee share options	2025	**2026**
Balance at January 1	69,221	83,698
Exercised	(58)	-
Forfeited or expired	(3,590)	(5,360)
Balance at June 30	**65,573**	**78,338**
Thereof exercisable at period-end	35,685	36,773

8.4 EMPLOYEE SHARE PLANS (PERFORMANCE SHARE MATCHING PLAN [PSMP], PERFORMANCE SHARE UNIT PLAN [PSUP] AND OTHER SHARE PLAN)

(See note 9.4.2 of the consolidated financial statements 2025 for the terms and principal conditions)

Movements in employee shares:

Employee shares			2025	**2026**
Balance at January 1			107,862	142,263
PSMP Management	Plan 2025 and 2026	Initial shares granted and transferred (blocked)	22,950	10,044
PSMP Management	Plan 2025 and 2026	Maximum of performance shares granted[1]	56,745	15,820
PSUP Management	Plan 2026	Maximum of performance shares granted[2]	-	73,122
PSMP Management	All plans	Performance shares forfeited	(27,202)	(27,654)
PSMP Management	All plans	Shares deblocked	(92)	-
Board of Directors	Plan 2024 and 2025	Shares vested and transferred	(1,208)	(1,763)
Board of Directors	Plan 2025 and 2026	Shares granted	1,940	3,419
Board of Directors	All plans	Shares forfeited	-	(176)
Balance at June 30			**160,995**	**215,075**
Thereof vested and transferred, but blocked until the end of the performance period			46,837	49,792

[1] Based on intial shares granted

[2] Based on (virtual) share units granted

9 PRINCIPAL EXCHANGE RATES

CHF		Closing exchange rates 31.12.2025	**30.06.2026**	Average exchange rates January to June 2025	**2026**
EUR	1	0.93	0.92	0.94	0.92
USD	1	0.79	0.81	0.86	0.79

10 FINANCIAL INSTRUMENTS AND FAIR VALUE DISCLOSURES

10.1 CLASSES OF FINANCIAL INSTRUMENTS

CHF 1,000	Cash and cash equivalents	Other current financial assets	Trade and other receivables	Non-current financial assets	**Total assets 2025**	Current financial liabilities	Trade and other payables/ accrued expenses	Non-current financial liabilities	**Total liabilities 2025**	Fair value disclosure
Derivatives not designated as hedging instruments (FVTPL)										
Currency forwards	-	1,959	-	-	**1,959**	(188)	-	-	**(188)**	
Financial instruments measured at fair value through profit or loss (FVTPL)										
Convertible bonds	-	1	-	-	**1**	-	-	-	**-**	
Contingent consideration	-	-	-	-	**-**	(277)	-	-	**(277)**	
Financial instruments measured at fair value through OCI (FVOCI)										
Unquoted equity investment	-	-	-	1,001	**1,001**	-	-	-	**-**	
Financial instruments measured at amortized costs[1]										
Cash and cash equivalents	176,370	-	-	-	**176,370**	-	-	-	**-**	
Time deposits	-	135,000	-	-	**135,000**				**-**	
Receivables	-	-	127,012	-	**127,012**	-	-	-	**-**	
Rent and other deposits	-	-	824	1,219	**2,043**	-	-	-	**-**	
Payables and accrued expenses	-	-	-	-	**-**	-	(125,101)	-	**(125,101)**	
Bond	-	-	-	-	**-**	-	-	(150,298)	**(150,298)**	148,650
Other										
Lease liabilities	-	-	-	-	**-**	(10,397)	-	(57,630)	**(68,027)**	
Total financial instruments	**176,370**	**136,960**	**127,836**	**2,220**	**443,386**	**(10,862)**	**(125,101)**	**(207,928)**	**(343,891)**	
Reconciling items[2]	-	-	13,882	-	**13,882**	-	(26,817)	-	**(26,817)**	
Balance at December 31, 2025	**176,370**	**136,960**	**141,718**	**2,220**	**457,268**	**(10,862)**	**(151,918)**	**(207,928)**	**(370,708)**	

[1] The carrying amount of financial instruments measured at amortized costs (except for bond) is a reasonable approximation of their fair value due to their short-term nature.

[2] Receivables/payables arising from VAT/other non-income taxes and social security.

CHF 1,000	Cash and cash equivalents	Other current financial assets	Trade and other receivables	Non-current financial assets	**Total assets 2026**	Current financial liabilities	Trade and other payables/ accrued expenses	Non-current financial liabilities	**Total liabilities 2026**	Fair value disclosure
Derivatives not designated as hedging instruments (FVTPL)										
Currency forwards	-	144	-	-	**144**	(2,114)	-	(1,033)	**(3,147)**	
Financial instruments measured at fair value through profit or loss (FVTPL)										
Convertible bonds	-	1	-	-	**1**	-	-	-	**-**	
Financial instruments measured at fair value through OCI (FVOCI)										
Unquoted equity investment	-	-	-	1,002	**1,002**	-	-	-	**-**	
Financial instruments measured at amortized costs[1]										
Cash and cash equivalents	124,484	-	-	-	**124,484**	-	-	-	**-**	
Time deposits	-	100,000	-	-	**100,000**	-	-	-	**-**	
Receivables	-	-	131,686	-	**131,686**	-	-	-	**-**	
Rent and other deposits	-	-	500	1,140	**1,640**	-	-	-	**-**	
Loans	-	-	-	404	**404**	-	-		**-**	
Current bank liabilities	-	-	-	-	**-**	(520)	-	-	**(520)**	
Payables and accrued expenses	-	-	-	-	**-**	-	(114,576)	-	**(114,576)**	
Bond	-	-	-	-	**-**	-	-	(150,945)	**(150,945)**	149,100
Other										
Lease liabilities	-	-	-	-	**-**	(9,837)	-	(53,019)	**(62,856)**	
Total financial instruments	**124,484**	**100,145**	**132,186**	**2,546**	**359,361**	**(12,471)**	**(114,576)**	**(204,997)**	**(332,044)**	
Reconciling items[2]	-	-	18,181	-	**18,181**	-	(20,420)	-	**(20,420)**	
Balance at June 30, 2026	**124,484**	**100,145**	**150,367**	**2,546**	**377,542**	**(12,471)**	**(134,996)**	**(204,997)**	**(352,464)**	

[1] The carrying amount of financial instruments measured at amortized costs (except for bond) is a reasonable approximation of their fair value due to their short-term nature.

[2] Receivables/payables arising from VAT/other non-income taxes and social security.

10.2 FAIR VALUE MEASUREMENT AND DISCLOSURES

Position	Disclosure (note)	Fair value hierarchy	Data source	Valuation technique used / model
Currency forwards	10.1	Level 2	Financial data supplier	(Forward rate - [spot rate +/- SWAP points]) * amount in foreign currency
Convertible bonds	10.1	Level 3	n/a	Value of the straight bond plus value of conversion option
Unquoted equity investment	10.3	Level 3	n/a	Market sales multiples
Bond	10.1	Level 1	Financial data supplier	Market value available at SIX (ISIN CH474857070)

There have been no transfers between the levels in 2025 and 2026.

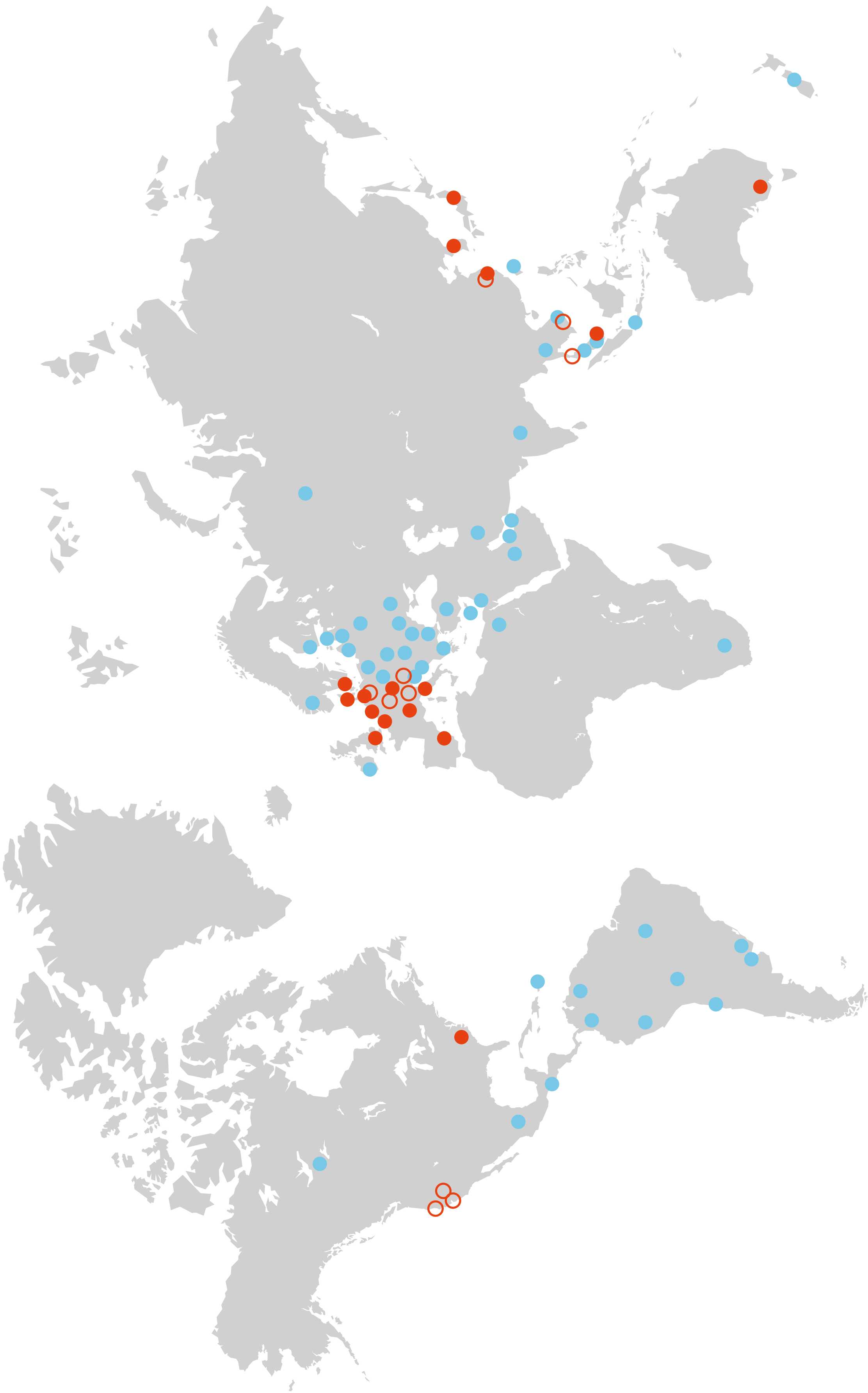
10.3 CONVERTIBLE BONDS AND UNQUOTED EQUITY INVESTMENT (LEVEL 3)

Unquoted equity investment – The most significant input factor is the forecast sales figure for the investment.

11 SUBSEQUENT EVENTS

There were no events after the balance sheet date which would require adjustments to or disclosures in these interim condensed consolidated financial statements.

GLOBAL.



● Sales office ○ R&D and manufacturing site ● Countries served by distributors

TECAN GROUP

Corporate Headquarters
Tecan Group Ltd.
Seestrasse 103
8708 Männedorf
Switzerland
T + 41 44 922 81 11
F + 41 44 922 81 12

SALES AND SERVICE LOCATIONS

Australia + 61 3 9647 4100
Austria + 43 62 46 89 330
Belgium + 32 15 42 13 19
China + 86 4008 213 888
Denmark + 46 8 7503 940
France + 33 4 72 76 04 80
Germany + 49 79 51 94 170
Italy + 39 02 92 44 790
Japan + 81 44 556 73 11
Netherlands + 31 18 34 48 17 4
Singapore + 65 644 41 886
South Korea + 82 2 818 3300
Spain + 34 93 595 25 31
Sweden + 46 8 750 39 40
Switzerland + 41 44 922 81 11
UK + 44 118 9300 300
USA +1 919 361 5200
ROW + 41 44 922 81 11

MANUFACTURING AND DEVELOPMENT SITES

Tecan Switzerland Ltd.
Seestrasse 103
8708 Männedorf
Switzerland
T + 41 44 922 89 22
F + 41 44 922 89 23

Tecan Austria GmbH
Untersbergstrasse 1a
5082 Grödig/Salzburg
Austria
T + 43 62 46 89 330
F + 43 62 46 72 770

Tecan Systems, Inc.
18635 Sutter Blvd.
Morgan Hill
CA 95037, USA
T +1 408 778 7600
F +1 408 465 2930

IBL International GmbH
Flughafenstr. 52a
22335 Hamburg
Germany
T + 49 40 532 891 0
F + 49 40 532 891 11

Tecan Precision Machining
VN Company Limited
Lot A-2A-CN
My Phuoc 3 Indust
Ben Cat Town
Binh Duong
Vietnam

Tecan SP, Inc.
14180 Live Oak Ave
Baldwin Park
CA 91706, USA
T +1 800 352 5128

Tecan Genomics, Inc.
18735 Madrone
Parkway
Morgan Hill
CA 95037, USA
T +1 888 654 6544

Tecan CDMO Solutions
MH, Corp.
18735 Madrone Parkway
Morgan Hill, CA 95037
T +1 408 785 5600
F +1 408 782 9991

Tecan Software
Competence Center GmbH
Peter Sander Strasse 41a
55252 Mainz-Kastel
Germany
F + 49 6134 1814 0

Tecan CDMO Solutions PN Sdn. Bhd.
Plot 372, Penang Science Park
Lorong Perindustrian Bukit Minyak 21
Taman Perindustrian Bukit Minyak
14100 Simpang Ampat
Seberang Perai Tengah
Penang, Malaysia
T +604 540 7000
F +604 540 7111

IMPRINT

Publisher
Tecan Group Ltd.
Seestrasse 103
8708 Männedorf
Switzerland
T + 41 44 922 84 30
F + 41 44 922 88 89
investor@tecan.com
www.tecan.com

Project Lead/Editorial Team
Tecan Group Ltd., Männedorf
Martin Brändle
Senior Vice President, Corporate Communications & Investor Relations

Design Concept and Realization
W4 Marketing AG, Switzerland

Images
Photography: Oliver Oettli Photography GmbH, Switzerland; Tecan Group Ltd., Switzerland; Adobe Stock

All statements in this Interim Report not referring to historical facts are predictions of the future and constitute no guarantee whatsoever of future performance. They are subject to risks and uncertainties including, but not limited to, future global economic conditions, exchange rates, legal regulations, market conditions, activities of competitors and other factors outside the Company's control.

This Interim Report is available in English only.

Tecan Group Ltd.
Seestrasse 103
CH-8708 Männedorf
Switzerland
www.tecan.com