

06

ESG & FINANCIALS

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CFO

ESG



ESG 2026-2030

OBJECTIVES

KPIs

E



Improve Group's energy efficiency

-600 tons of CO₂ in industrial sites by 2030

S



Strengthen Diversity & Inclusion

100% of employees trained on D&I

Enhance employee wellbeing

≥80% of Group employees covered by employee assistance programs

Promote scientific culture in high schools

5 €/mln investment over 2026-2030 to Fondazione Diasorin

Support women's health and autoimmune diseases diagnosis

> 20 high clinical value assays validated by 2030

G

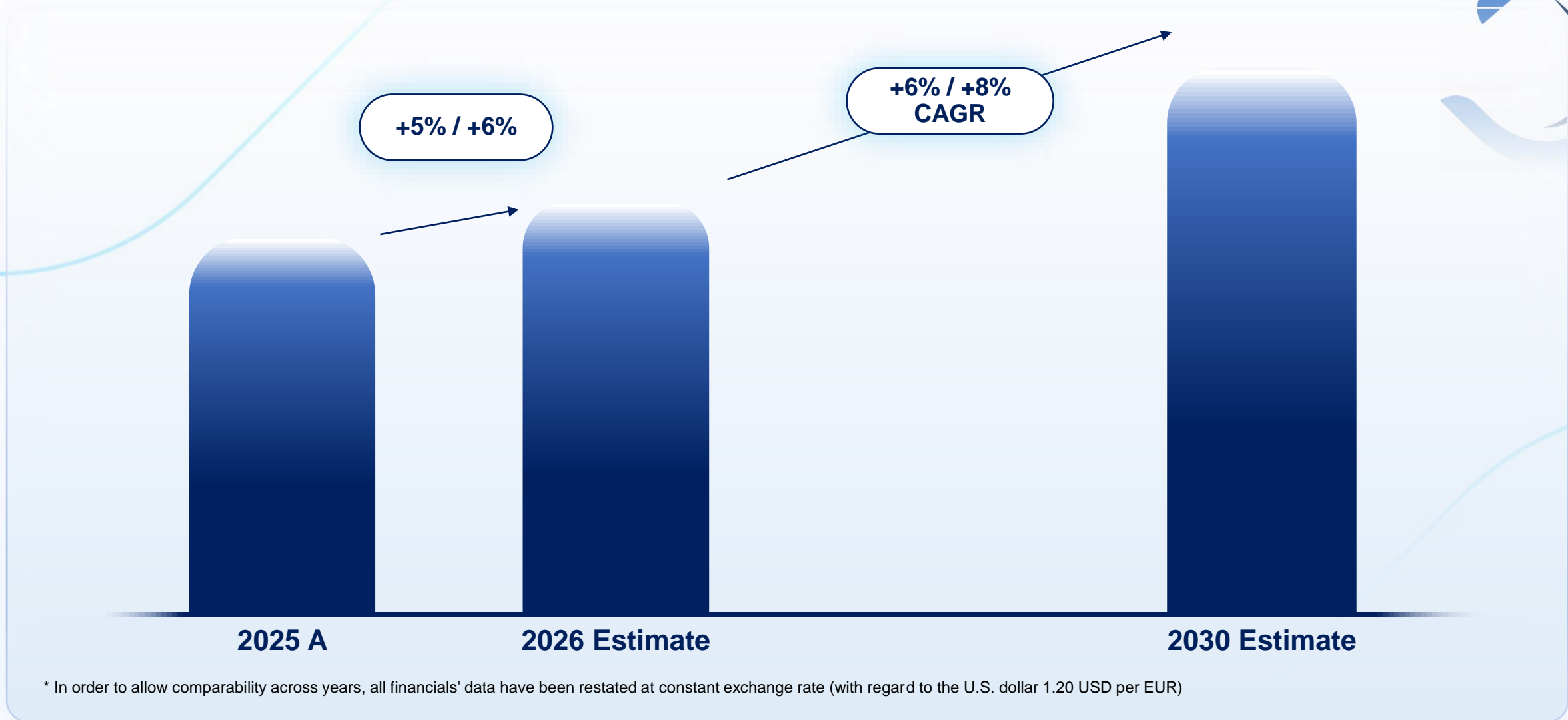


Strengthen ESG governance

ESG-linked remuneration targets for strategic executives

FINANCIALS

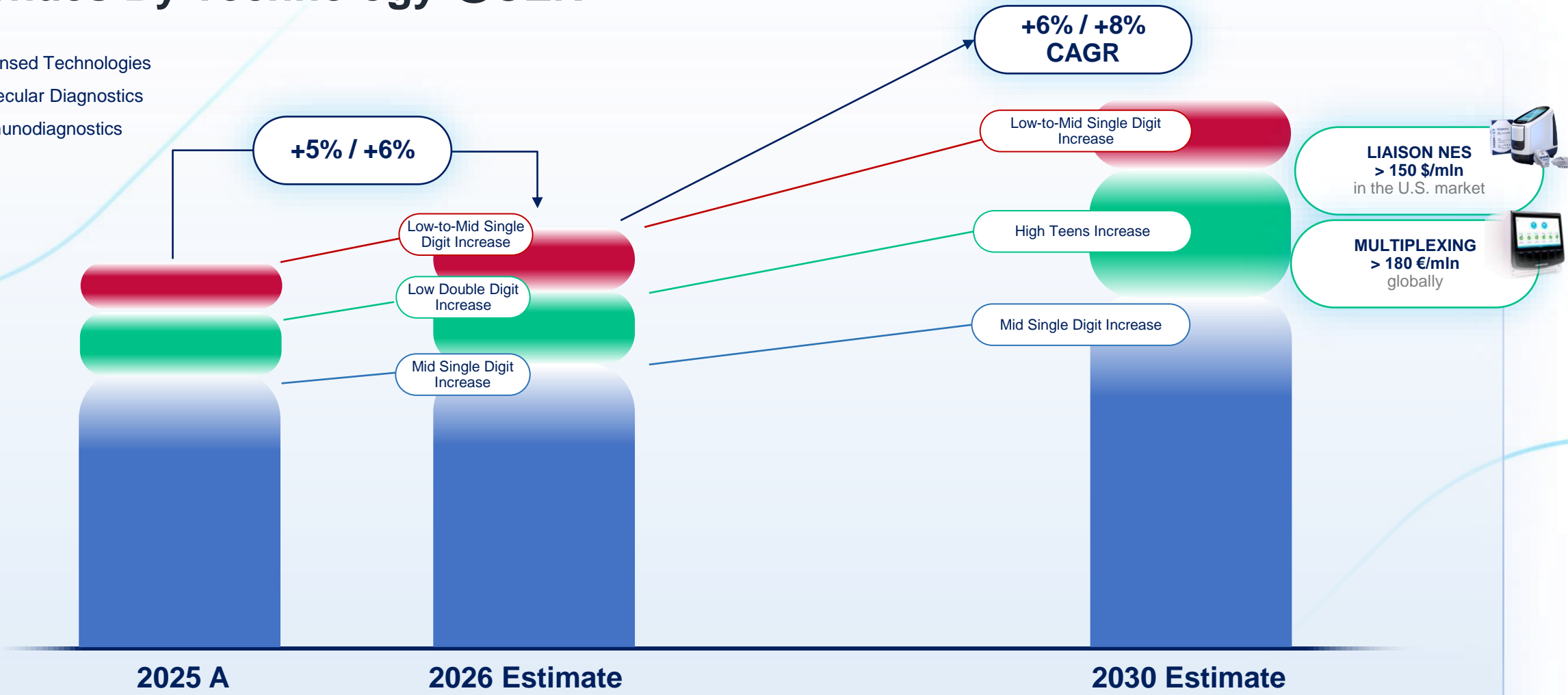
Guidance @CER*: Total Revenues



* In order to allow comparability across years, all financials' data have been restated at constant exchange rate (with regard to the U.S. dollar 1.20 USD per EUR)

Revenues By Technology @CER*

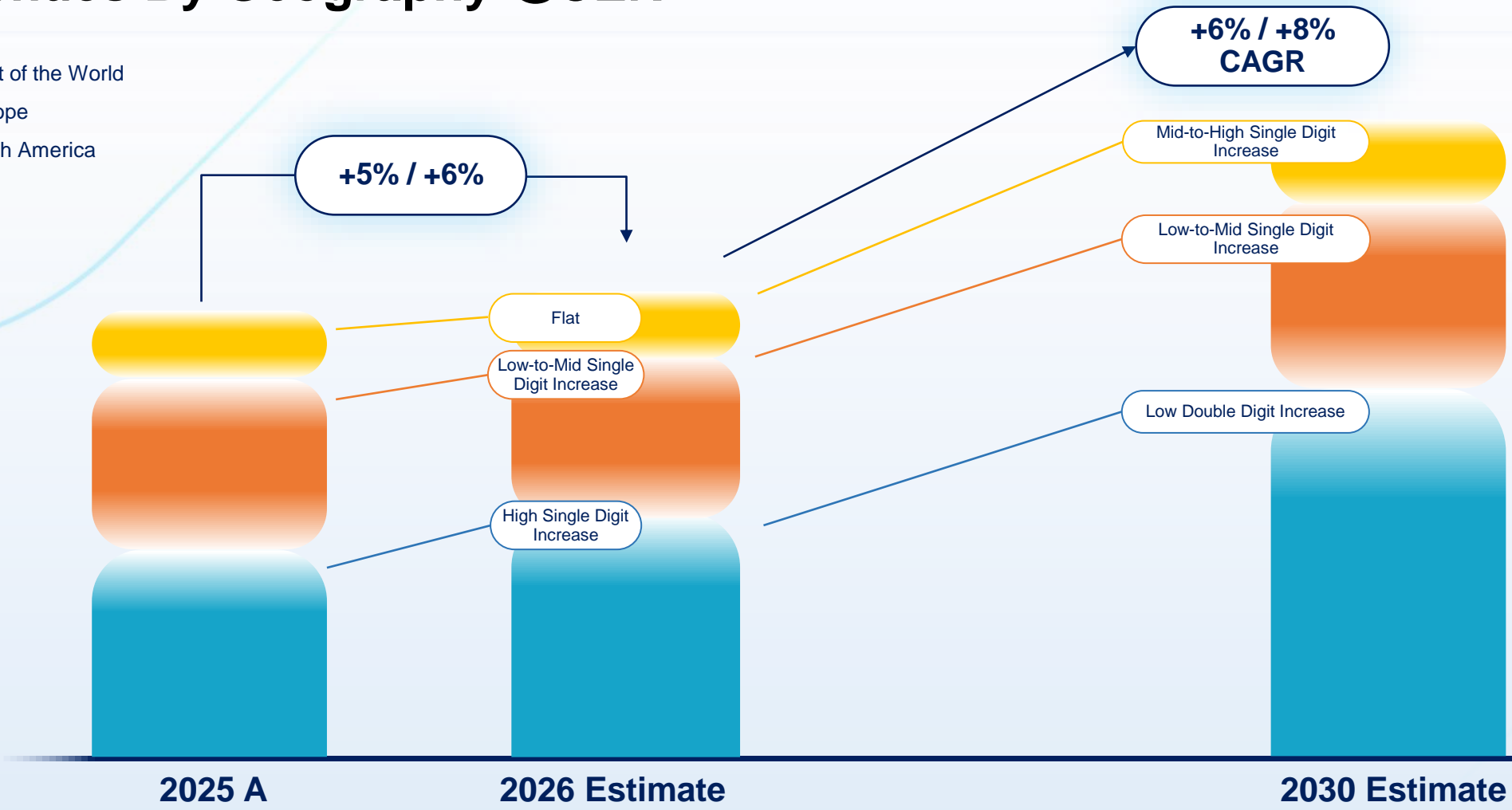
- Licensed Technologies
- Molecular Diagnostics
- Immunodiagnosics



* In order to allow comparability across years, all financials' data have been restated at constant exchange rate (with regard to the U.S. dollar 1.20 USD per EUR)

Revenues By Geography @CER*

- Rest of the World
- Europe
- North America

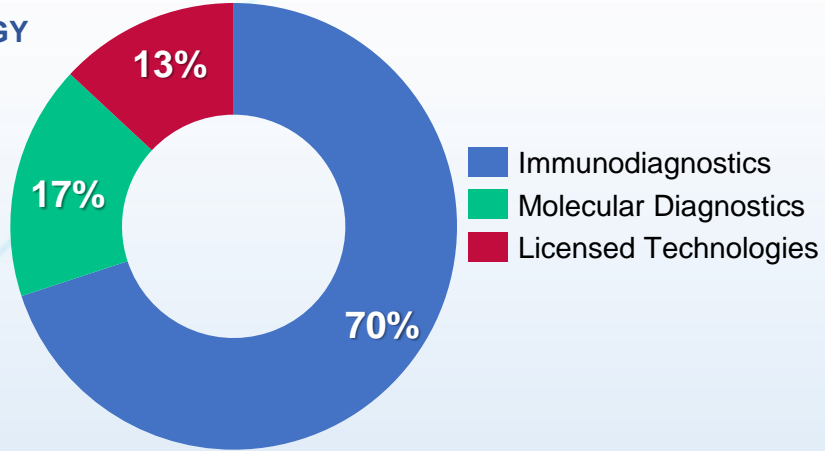


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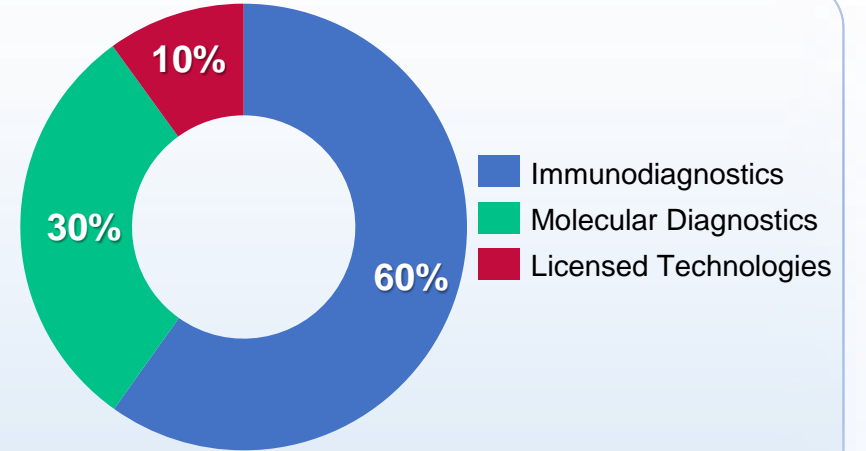
Revenues Evolution: from 2026 to 2030

BY TECHNOLOGY

2026

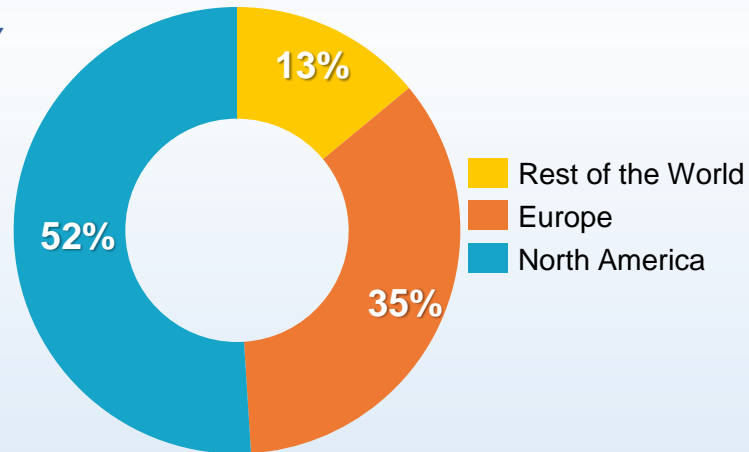


2030

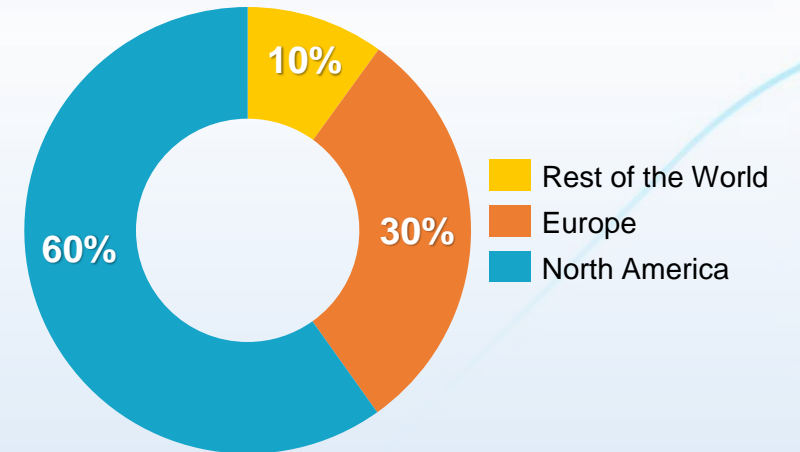


BY GEOGRAPHY

2026



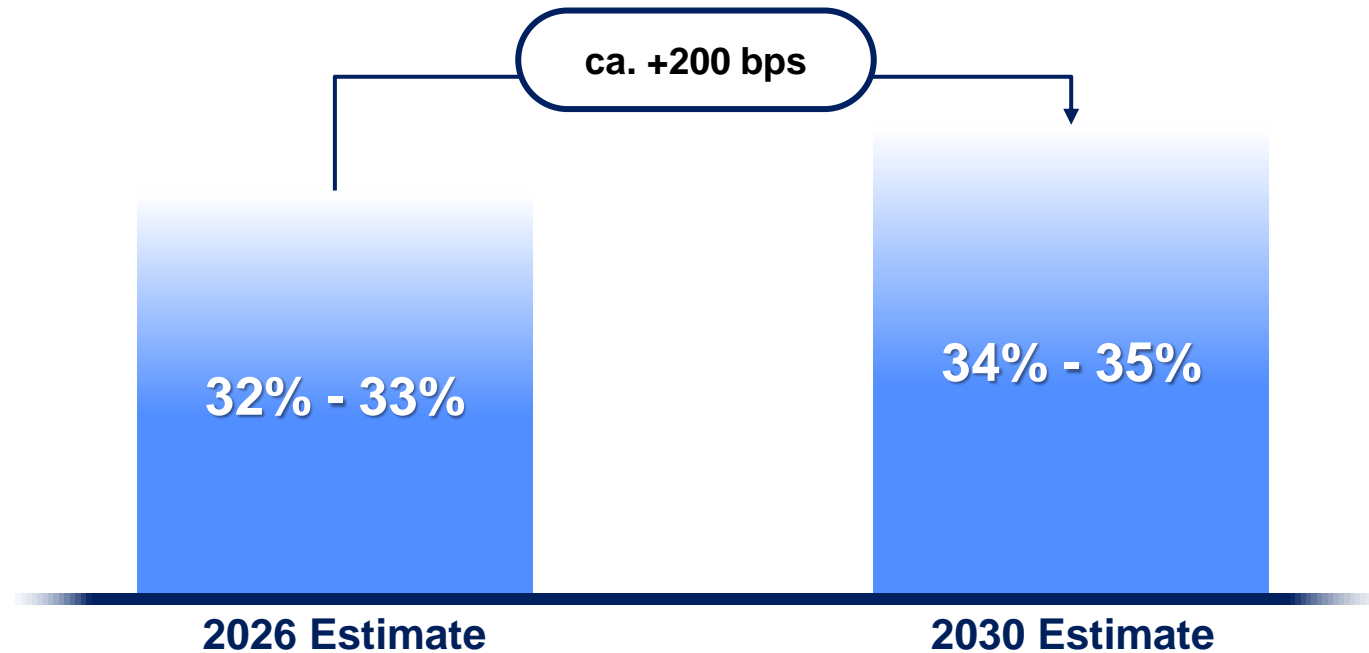
2030



All percentages are rounded

Guidance @CER*: Adjusted** EBITDA Margin and Free-Cash-Flow

Adjusted EBITDA Margin



* In order to allow comparability across years, all financials' data have been restated at constant exchange rate (with regard to the U.S. dollar 1.20 USD per EUR)

** Excluding non-recurring integration / restructuring costs

Cumulated FCF*** over 4 years (2027-2030)

~ 1 €/bn

***FCF defined as Reported EBITDA, less Net Working Capital absorptions, cash taxes paid and capital expenditures

Strong Operating Cash Flow Generation and Disciplined Capital Deployment to Maximise Shareholder Value

Capital Deployment Supported by Strong Cash Flow Generation

- 1 Organic Growth**
Continue investing in the business in support of long-term organic growth
- 2 Dividends**
Committed to delivering attractive shareholder returns
- 3 Targeted M&A**
Disciplined bolt-on acquisitions to accelerate our strategic roadmap
- 4 Share Buy-back**
Selectively as part of a balanced shareholder returns framework

	FY 23-26	FY 27-30
	<i>Investment Amount / % of Total</i>	<i>% of Total</i>
1 Organic Growth	~500 €/mIn ~40%	~35%
2 Dividends	~250 €/mIn ~20%	~20%
3 Targeted M&A		Selective
4 Share Buy-back	~300 €/mIn ~25%	Opportunistic

...while continuing de-leverage

Operating Cash Flow defined as Reported EBITDA, less Net Working Capital absorption and cash taxes paid



Diasorin