



- H1 2026 RESULTS PRESENTATION

- August 6th, 2026



Executive Summary

H1 2026 key trends and figures

H1 2026 Sales at €215m, +3.3% organic growth vs. H1 2025

€55.4m adjusted EBITDA in H1 2026, +2.2% YoY, with 25.7% margin (+62 bps vs. H1 2025)

Q2 2026 adjusted EBITDA at €29.5m, with 26.8% margin

€23.8m of Adjusted Net Income net of FX impact, with 11.1% margin

€239.3m NFP as of June 2026, with Leverage Ratio⁽¹⁾ at 2.2x

(1) Leverage ratio calculated as NFP / L12M Adjusted EBITDA

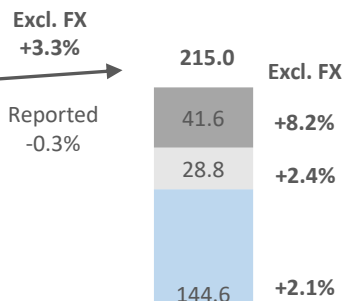


H1 2026 Results At-a-Glance

Organic revenue growth and EBITDA % expansion continue in H1 2026

SALES

€m



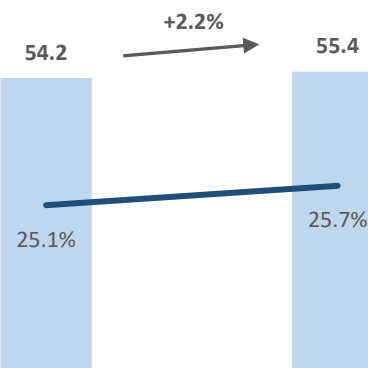
H1 2025

H1 2026

Healthcare&Life Sciences Energy&Mobility Safety

Adjusted EBITDA and %

€m



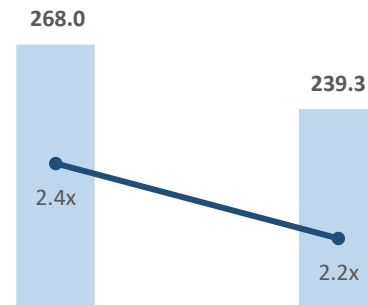
H1 2025

H1 2026

Adj. EBITDA margin %

Net Financial Position and Leverage

€m



H1 2025

H1 2026

NFP Leverage (1)

- H1 2026 organic sales growing +3.3%, across all the three divisions: Safety (+8.2%), Mobility (+2.4%) and Healthcare (+2.1%)
- Adj. EBITDA up +2.2% YoY to €55.4m, with 62 bps of margin expansion
- Net Financial Position at €239.3m, with Leverage Ratio⁽¹⁾ at 2.2x

(1) Leverage ratio calculated as NFP / L12M Adjusted EBITDA

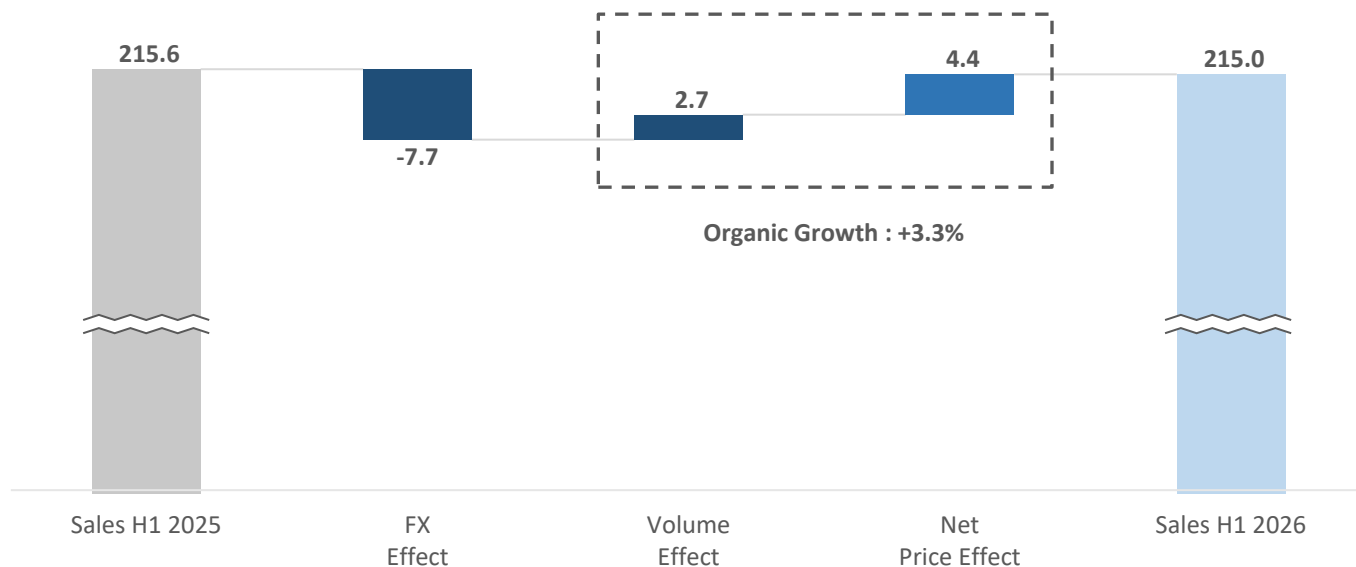


Sales – H1 2026 vs. H1 2025

+3.3% YoY organic growth, supported by volume and pricing

SALES – H1 2025 TO H1 2026 BRIDGE

€m

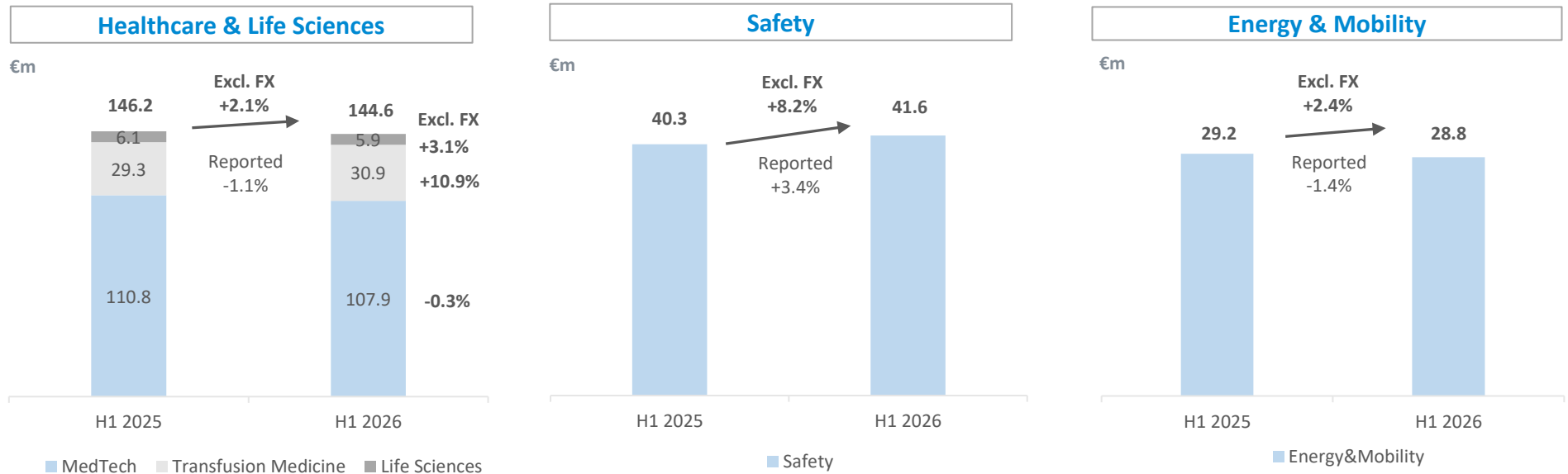


- +3.3% growth excl. FX vs. H1 2025, supported by volumes (+1.3% YoY) and pricing (+2.0% YoY)
- - €7.7m (-3.6% YoY) adverse FX impact, mostly linked to EUR/USD depreciation



Sales – H1 2026 Performance by Division

Transfusion Medicine and Safety leading the growth



- Healthcare sales +2.1% excl. FX, led by Transfusion Medicine (+10.9%) in acceleration vs. Q1 (+7.9%)
- Safety sales up +8.2% YoY excl. FX, broadly in line with Q1 performance (+8.6%)
- Mobility division back to organic growth (+2.4% excl. FX)

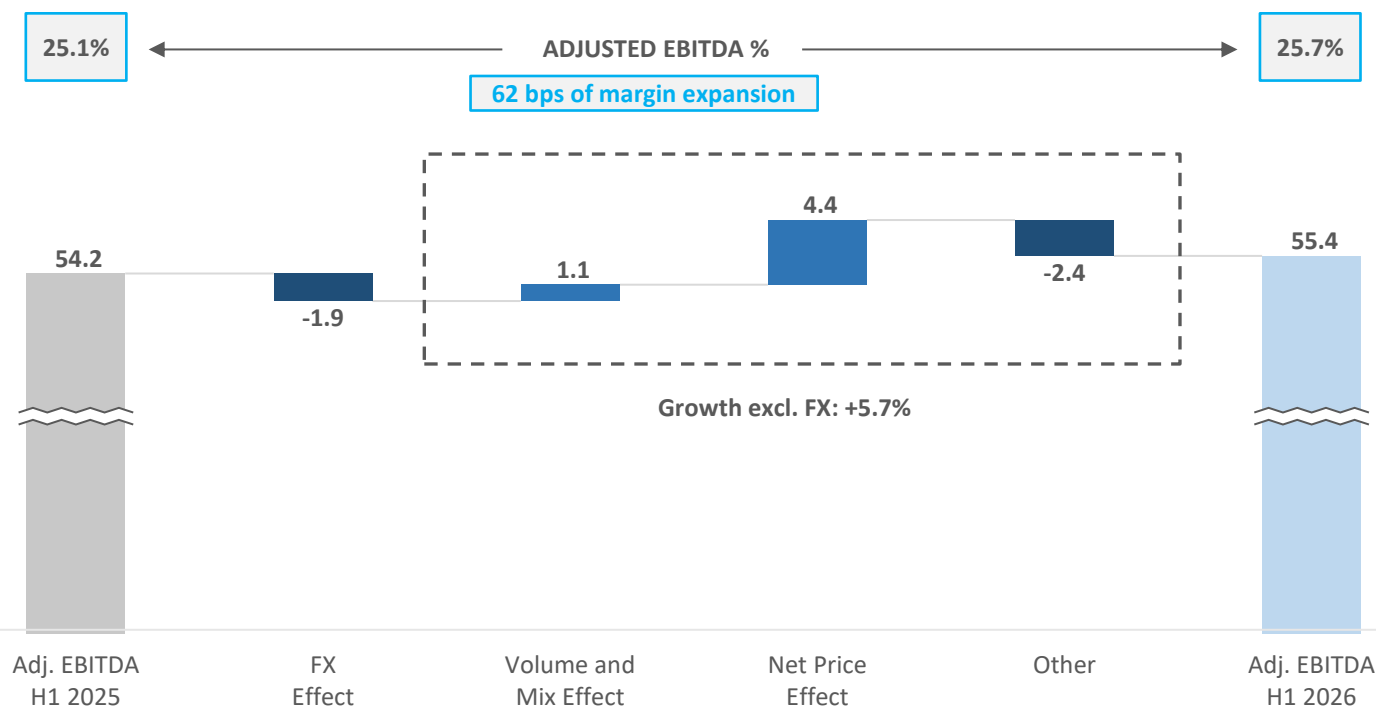


Adj. EBITDA – H1 2026 vs. H1 2025

62 bps of margin expansion, supported by pricing

ADJ. EBITDA – H1 2025 TO H1 2026 BRIDGE

€m



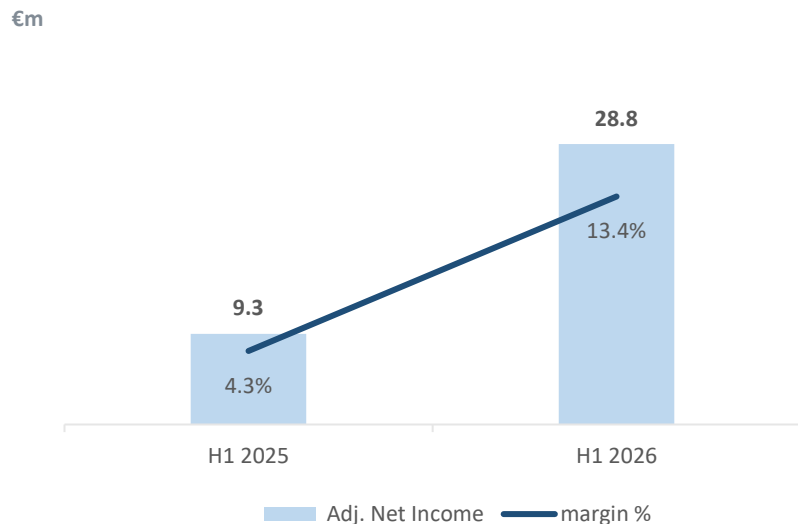
- H1 2026 Adj. EBITDA growing +5.7% excl. FX vs. H1 2025, driven by positive pricing effect
- “Other” includes the negative impact from raw material cost inflation, fully offset by ad-hoc price increase



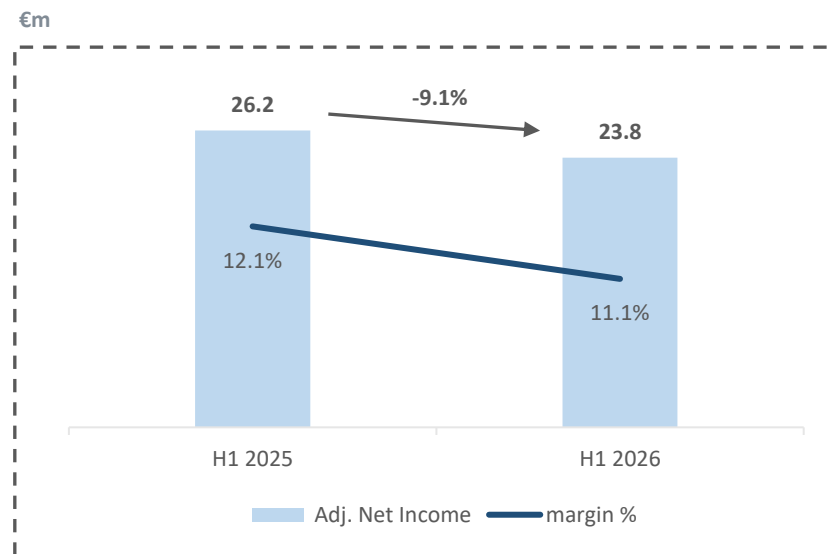
Adj. Net Income – H1 2026 vs. H1 2025

11.1% margin excl. FX impact vs. 10.2% in Q1 2026

Adj. Net Income



Adj. Net Income Excl. FX Gains/Losses



- Adjusted Net Income is impacted by FX gains and losses, mostly non-cash items related to the mark-to-market of USD denominated intercompany loans
 - H1 2025 Adjusted Net Income includes €22.2m of FX losses⁽¹⁾
 - H1 2026 Adjusted Net Income includes €6.7m of FX gains⁽²⁾
- Net Profitability, excl. FX impact on financial charges and related tax effects, declining -9.1% YoY on the back of higher D&A, mainly related to new plants in UK and China

(1) EUR/USD as of 31/12/2024: 1.04, EUR/USD as of 30/06/2025: 1.17

(2) EUR/USD as of 31/12/2025: 1.17, EUR/USD as of 30/06/2026: 1.14

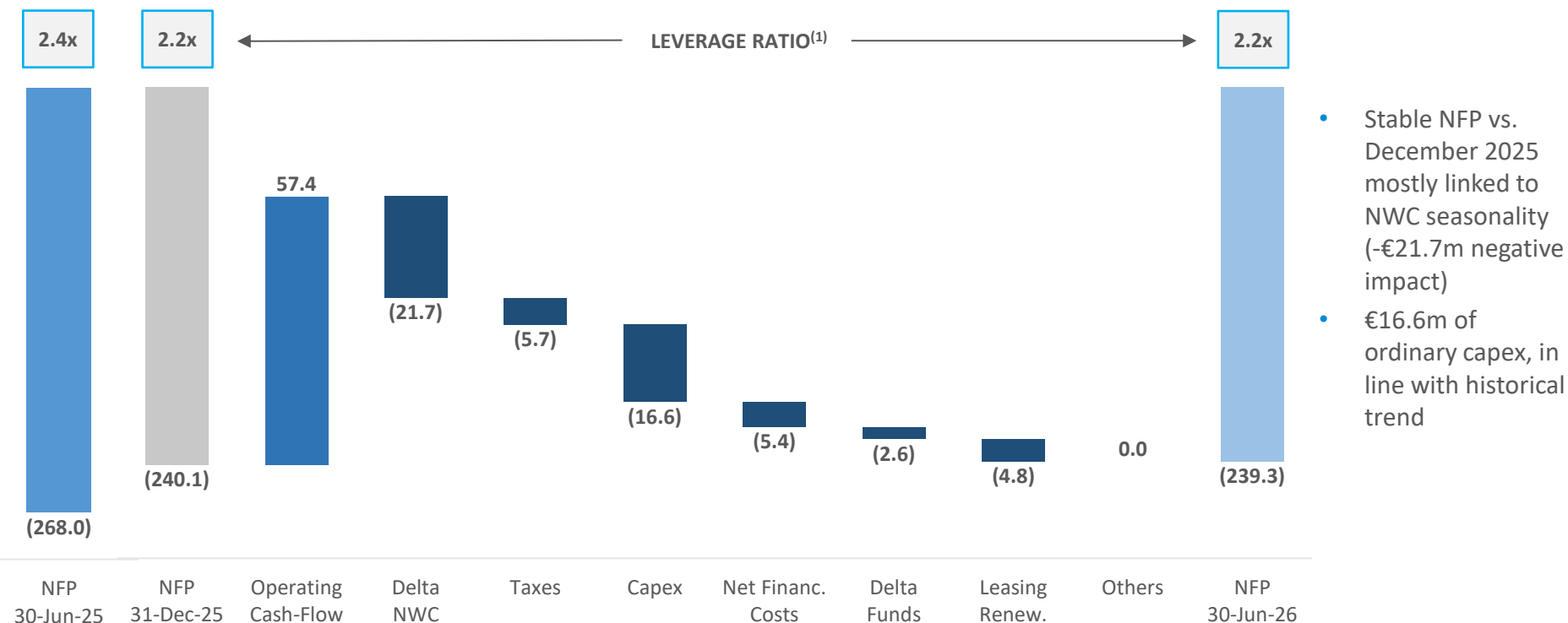


Net Financial Position – H1 2026 vs. FY 2025

Stable NFP vs. December 2025 mostly linked to NWC seasonality

NET FINANCIAL POSITION – FY 2025 TO H1 2026 BRIDGE

€m



(1) Leverage ratio calculated as NFP / L12M Adjusted EBITDA



FY 2026 – Strategic Focus and Guidance

FY 2026 guidance confirmed. New business plan on Sep 24th

FY 2026 STRATEGIC FOCUS

- **MedTech:** Establish new subdivisions to sharpen commercial focus on higher-growth segments and maximise M&A synergies
- **Transfusion Medicine:** new TM platform build-out completed with the full integration of Whole Blood business; focus now on driving business growth and accelerating new product development
- **Safety:** continue business expansion, supported by the ramp-up of new products across all geographies
- **Life Sciences:** drive revenue growth through validations with pharmaceutical customers and new distribution agreements
- **Mobility:** stabilize revenues, continuing the growth of EV-related solutions and recovering volumes in agricultural vehicle applications

FY 2026 GUIDANCE CONFIRMED

SALES

Low single digit growth excl. FX vs. FY 2025

Adj. EBITDA %

20-50 bps of margin expansion vs. FY 2025

Leverage Ratio (x)

In the region of 1.8x, excluding the impact of the voluntary partial tender offer on treasury shares

New 2026-2028 Business plan to be presented on September 24th, 2026



H1 2026 Results – Financial Statements

H1 2025 and H1 2026 P&L – Statutory Adjusted View

€ m	H1 2025	of which non-recurring	H1 2025 Adjusted	%	H1 2026	of which non-recurring	H1 2026 Adjusted	%
Revenues from sales and services	215.6	-	215.6	100.0%	215.0	-	215.0	100.0%
Other operating income	3.7	0.4	3.3	1.5%	2.1	-	2.1	1.0%
Total revenues	219.3	0.4	218.9	101.5%	217.2	-	217.2	101.0%
Cost of raw materials, purchases and change in inventories	(64.6)	-	(64.6)	-29.9%	(62.4)	-	(62.4)	-29.0%
Personel cost	(68.8)	(2.0)	(66.8)	-31.0%	(67.2)	(0.2)	(67.0)	-31.2%
Cost of services	(31.3)	(0.4)	(30.9)	-14.3%	(30.3)	(0.5)	(29.7)	-13.8%
Other operating costs	(3.1)	(0.5)	(2.6)	-1.2%	(2.6)	(0.0)	(2.6)	-1.2%
EBITDA	51.6	(2.6)	54.2	25.1%	54.6	(0.8)	55.4	25.7%
Amortisation and depreciation	(22.3)	(8.0)	(14.3)	-6.7%	(23.4)	(6.2)	(17.2)	-8.0%
Provisions and write-downs	(0.3)	-	(0.3)	-0.1%	(0.7)	-	(0.7)	-0.3%
EBIT	29.0	(10.6)	39.5	18.3%	30.5	(7.0)	37.5	17.4%
Financial income	0.8	-	0.8	0.4%	7.3 ⁽²⁾	-	7.3 ⁽²⁾	3.4%
Financial expenses	(28.3) ⁽¹⁾	(0.5)	(27.9) ⁽¹⁾	-12.9%	(6.0)	(0.2)	(5.8)	-2.7%
Profit (loss) before taxes	1.4	(11.0)	12.4	5.8%	31.8	(7.2)	39.0	18.1%
Income tax	(0.3)	2.8	(3.1)	-1.4%	(8.4)	1.8	(10.2)	-4.7%
Net profit	1.0	(8.3)	9.3	4.3%	23.4	(5.5)	28.8	13.4%

⁽¹⁾ H1 2025 financial expenses include €22.2m of FX losses

⁽²⁾ H1 2026 financial income includes €6.7m of FX gains



H1 2026 Results – Financial Statements

Reclassified Balance Sheet - FY 2025 – H1 2026

€m	As of 31-Dec-2025	As of 30-Jun-2026
Net intangible fixed assets	434.3	439.7
Net right of use	25.2	26.1
Net tangible fixed assets	163.6	168.7
Financial fixed assets	1.3	1.3
Other fixed assets	2.0	2.9
Fixed capital (A)	626.4	638.7
Net trade receivables	50.8	65.0
Inventories	90.4	105.8
Payables to suppliers	(42.6)	(51.6)
Net commercial working capital (B)	98.5	119.2
Other current assets	25.4	19.7
Other current liabilities	(36.1)	(51.4)
Total current assets/liabilities (C)	(10.7)	(31.7)
Net working capital (D)= (B) + (C)	87.8	87.6
Other non-current liabilities (E)	(32.3)	(32.3)
Employee termination indemnity and end of service indemnity (F)	(2.8)	(2.6)
Provisions for risks and charges (G)	(1.8)	(1.4)
Net invested capital (H) = (A+D+E+F+G)	677.3	690.0
Shareholders' equity	(437.2)	(450.7)
Consolidated shareholders' equity (I)	(437.2)	(450.7)
Short-term financial indebtedness)/Liquidity	(44.9)	16.0
(Net medium/long term financial indebtedness)	(195.2)	(255.3)
Net financial indebtedness (L)	(240.1)	(239.3)
Own funds and net financial indebtedness (M) = (I+L)	(677.3)	(690.0)



H1 2026 Results – Financial Statements

Cash Flow Statement – H1 2025 – H1 2026

€m	H1 2025	H1 2026
Pre-tax result	1.4	31.8
Amortisation, depreciation and writedowns	22.3	23.4
Capital losses / (capital gains) from sale of assets	(0.1)	(0.0)
Financial expenses / (income)	27.6	(1.3)
Other non-monetary changes	6.9	3.5
Cash flow generated operations before delta NWC	58.1	57.4
Change in inventories	(20.1)	(14.2)
Change in trade receivables	(8.1)	(12.6)
Change in trade payables	2.9	6.4
Change in other assets and liabilities	(7.2)	(1.3)
Use of provisions for risks and charges and for employee benefits	(4.5)	(2.6)
Taxes paid	(9.2)	(5.7)
Net cash flow by operations	11.9	27.5
Investments in tangible assets	(41.0)	(10.6)
Investments in intangible assets	(3.6)	(6.0)
Disposal of tangible assets	0.2	0.1
Investment in financial assets	(0.2)	(0.7)
Disinvestment in financial assets	28.3	0.4
Consideration for company business combinations net of acquired cash and cash equivalents	(19.1)	(6.9)
Net cash flow by investment	(35.4)	(23.6)
New financial payables	20.0	82.6
Repayment of financial payables	(25.7)	(63.6)
Repayment of leasing liabilities	(4.5)	(4.9)
Financial expenses paid	(6.0)	(5.8)
Financial income collected	0.8	0.7
Treasury shares	0.1	-
Net cash flow from financial activities	(15.2)	9.0
Total change in cash and cash equivalents	(38.8)	12.8
Cash and cash equivalents at the start of the year	103.0	78.7
Total variation in cash on hand and conversion differences	(41.0)	13.8
Cash on hand at the end of the period	62.0	92.5

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