

# INVESTOR PRESENTATION

H1 2026 RESULTS

Aug. 6, 2026

NEO  
DECOR  
TECH

Decors and surfaces  
for sustainable living.



LUIGI COLOGNI – CEO, 2005

- 62, Degree in Business Administration, MBA from Bocconi University
- Since the 1990s: gained experience in the furniture industry, working for multinational companies
- Since 2005, joined Confalonieri S.p.A. (now NEODECORTECH), where he currently serves as CEO.



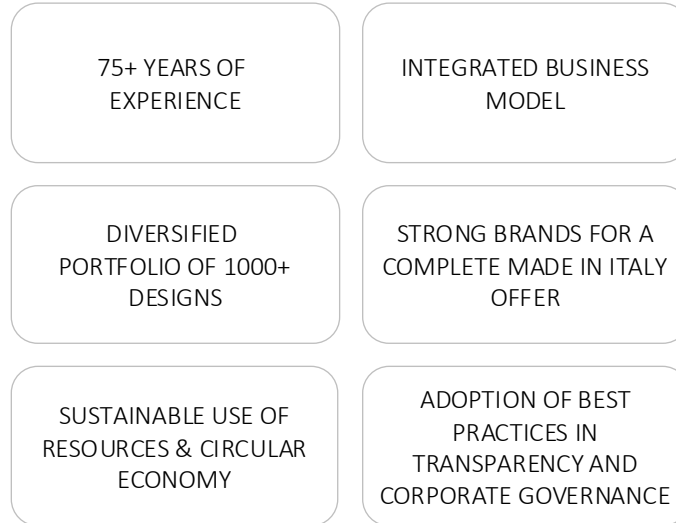
MARINA FUMAGALLI – CFO, 2023

- 49, Degree in Business Administration, Certified Public Statutory Auditor (since 2008) and Chartered Accountant (since 2021)
- Since 2003, 16 years of experience in a leading audit firm (EY)
- Since 2019, 4 years of experience in multinational companies in the chemical industry, operating both nationally and internationally.

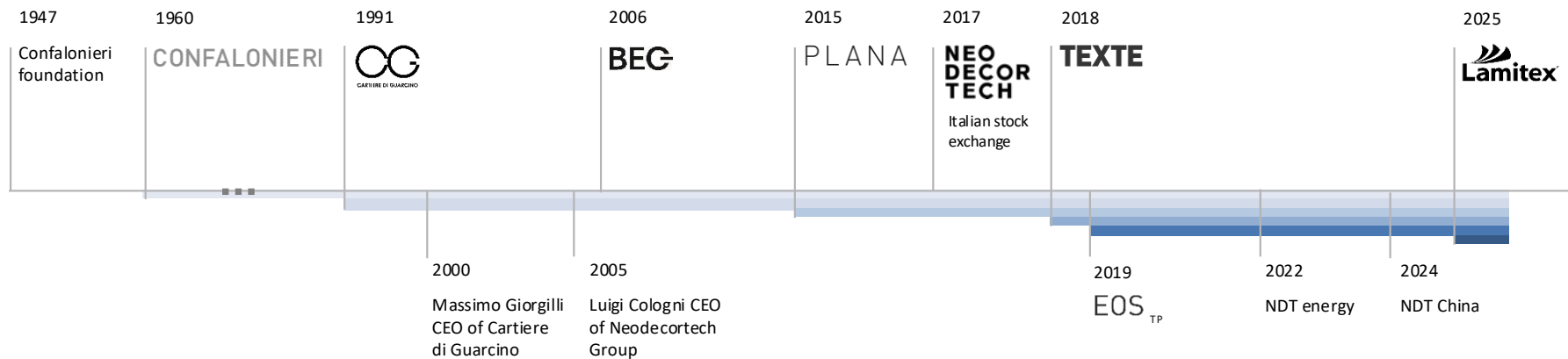
1. COMPANY OVERVIEW
2. H1 2026 FINANCIAL RESULTS
3. FUTURE OUTLOOK & GROWTH STRATEGY
4. ESG APPROACH
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## 1. COMPANY OVERVIEW

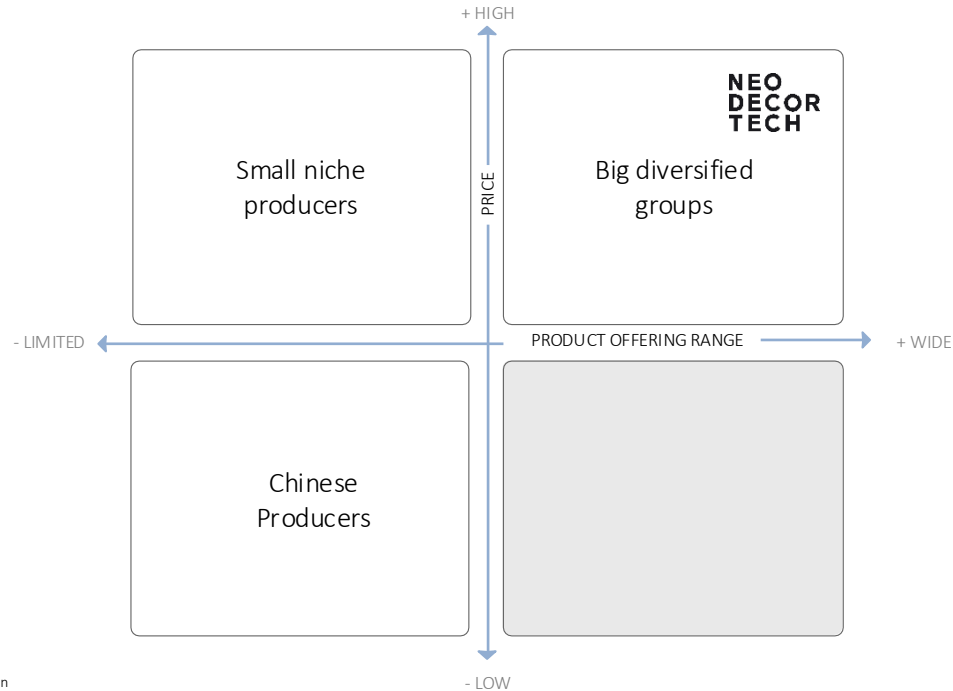
Providing the interior design industry with high-end suite of solutions ————— Business strategy  
enhanced by distinctive Italian flair for a sustainable living ————— ESG purpose



A Group with a rich heritage and a broad portfolio of high-end design solutions, supported by an experienced management. Since 2015, the Company has accelerated its diversification process by welcoming new brands and products.



Neodecortech is positioned in a segment characterized by a diversified offer of high-quality products, oriented towards a “design” range and far from the mass market.



The Group oversees the entire decorative paper production process — from paper manufacturing to surface finishing, impregnation, final product, and end-of-line logistics.

Its production facilities are fully integrated with an energy plant, offering significant competitive advantages in terms of:



#### OPERATING EFFICIENCY

- Business continuity in case of grid outages
- Virtually full coverage (90%) of power needs



#### COST SAVING

- Significant economies of scale on energy costs (electricity and steam), generating savings of approx. €5.0M p.a. (2025)

## DIVERSIFIED PORTFOLIO OF 1000+ DECORS

A wide range of solutions divided into 8 families





- Base paper
- Unicolors
- Balancing paper
- Kraft paper
- Underlay



### TEXTE

Paper-based laminates made for the covering, doors and surfaces segments:

- Micro Top
- Thin Top
- EOS laminate



### CONFALONIERI

- Printed decorative papers (DEC)
- Melamine-impregnated papers (MEL)
- Finish-foils mainly for the furniture, laminate flooring and camper/caravan segments (FINISH)



Paper-based laminates made for interior surfaces and the furnishing elements:

- nextVeneer
- nextPanel

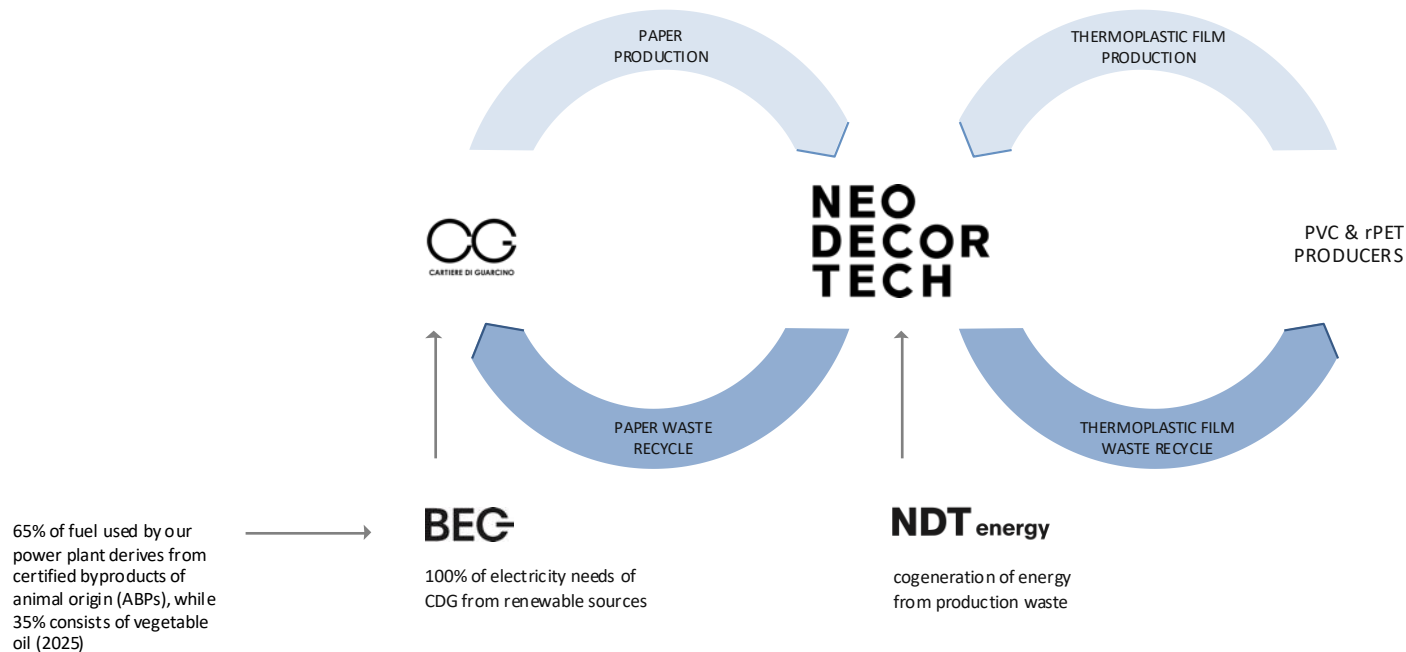


### PLANA

- EOS Thermo Plastic (rPET)
- Polymeric printed films (PPF) addressed for the furniture and to the Luxury Vinyl Tiles flooring segment (PVC)
- Plastic printed laminated films (PPLF)

## SUSTAINABLE USE OF RESOURCES & CIRCULAR ECONOMY

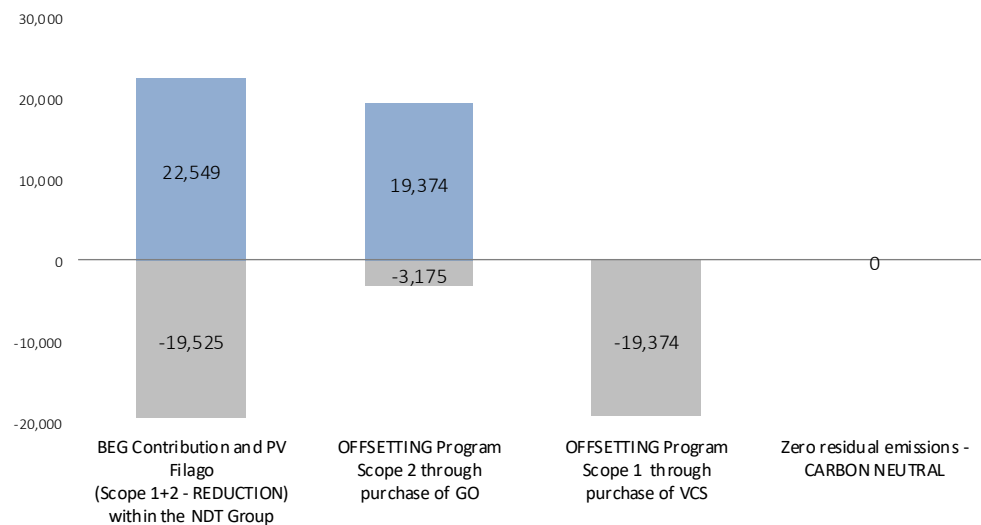
Vertical integration benefits based on the circular economy approach



# CARBON NEUTRALITY

From 2023 onward the Group is Carbon neutral scope 1 + 2

## 2025 Neutralization and Offsetting (Scope 1+2)



## 2. FINANCIAL RESULTS



#### Revenue

**97,7** Mln

+8,0% equal to +7,2 Mln

compared to H1 2025 (90,4 Mln)

Performance In line compared H1  
2025 proforma

#### EBITDA

**15,6** Mln

+69,3% equal to +6,4 Mln

compared to H1 2025 (9,2 Mln)

+47,3% equal to +5,0 Mln

compared to H1 2025 proforma

#### EBITDA Margin

**16,0%**

**11,7% adj BEG**

From 10,2% in H1 2025

From 10,9% in H1 2025 proforma

#### Net Result

**9,1** Mln

+227,4% equal to +6,3 Mln

compared to H1 2025 (2,8 Mln)

+160,3% equal to +5,6 Mln

compared to H1 2025 proforma

#### Net Financial Position

**19,9** Mln

-11,0 Mln compared FY 2025

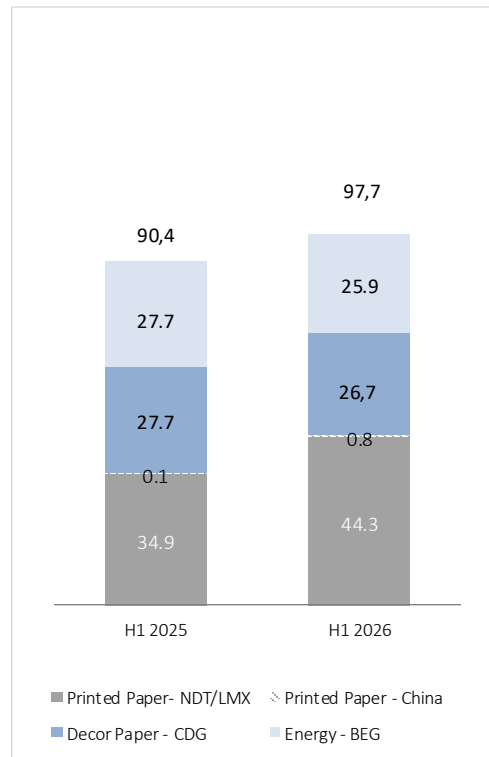
-16,8 Mln compared H1 2025

-20,9 Mln compared H1 2025

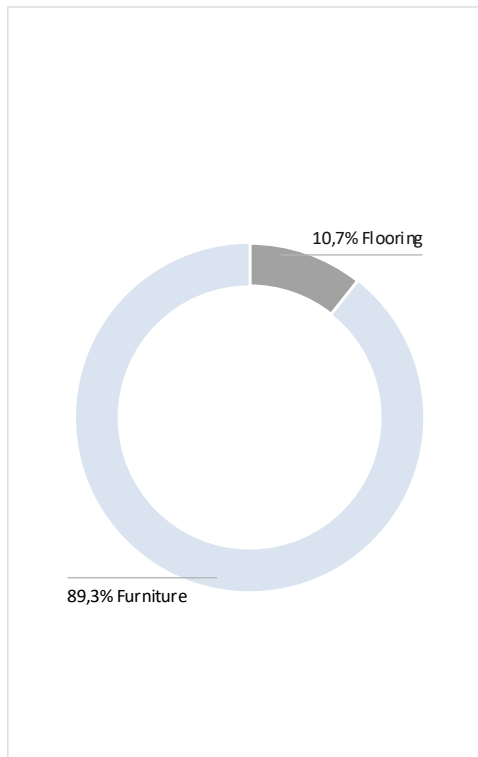
proforma

Proforma data includes H1 2025 Lamitex effects

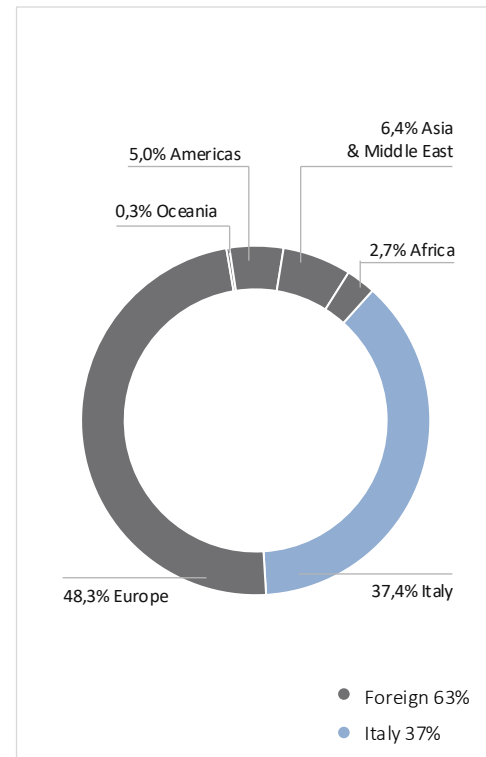
Net Sales (€/M)



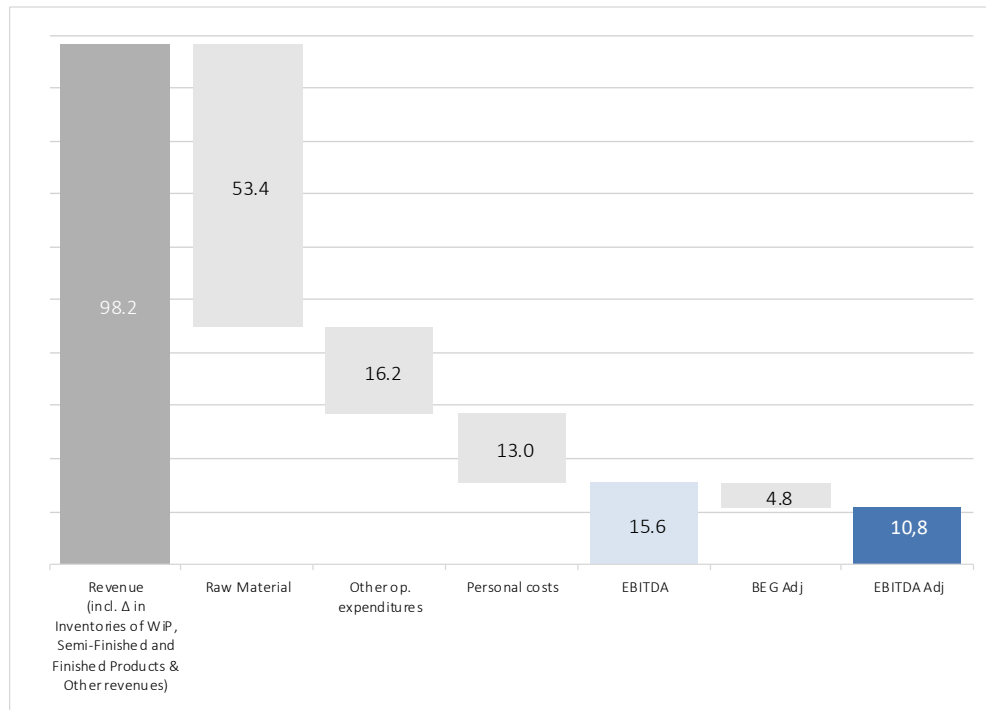
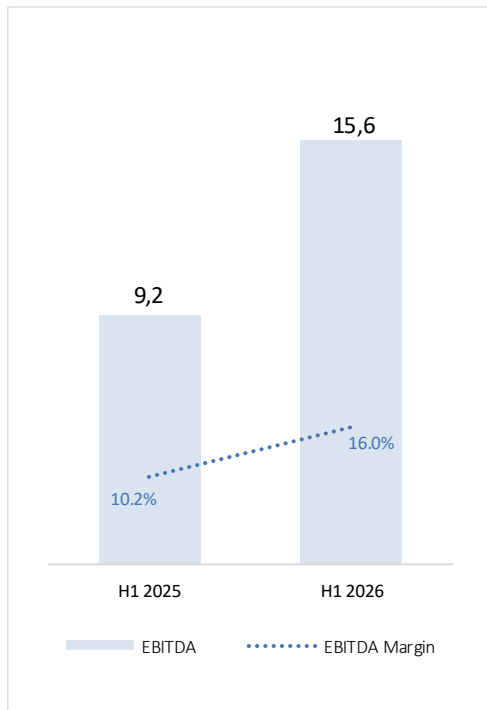
End uses



Geography (excluded BEG)



Statutory FS

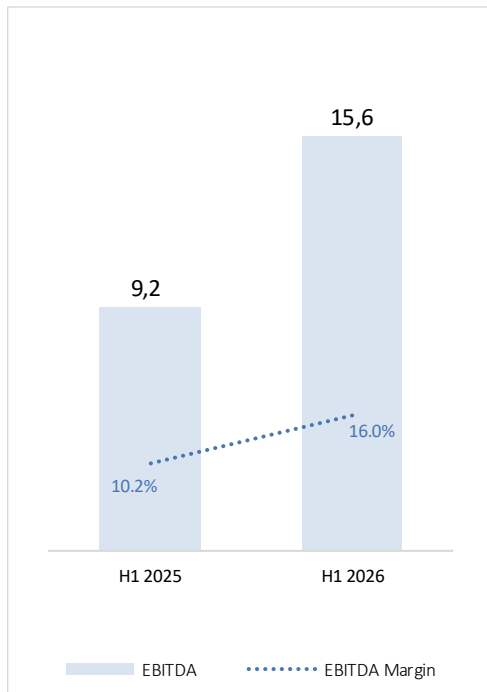


EBITDA margin growth was driven by improved efficiency and market development, with reported results also reflecting the BEG adjustment and the Lamitex acquisition.

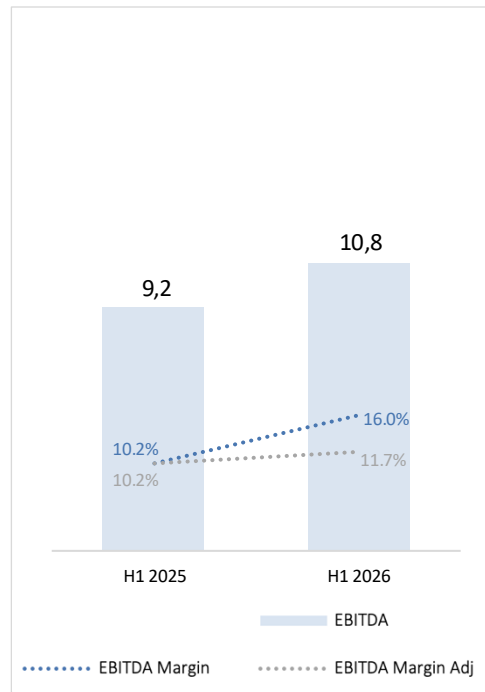
# EBITDA & EBITDA MARGIN - €/M

H1 2025 – H1 2026 normalized from specific period effects

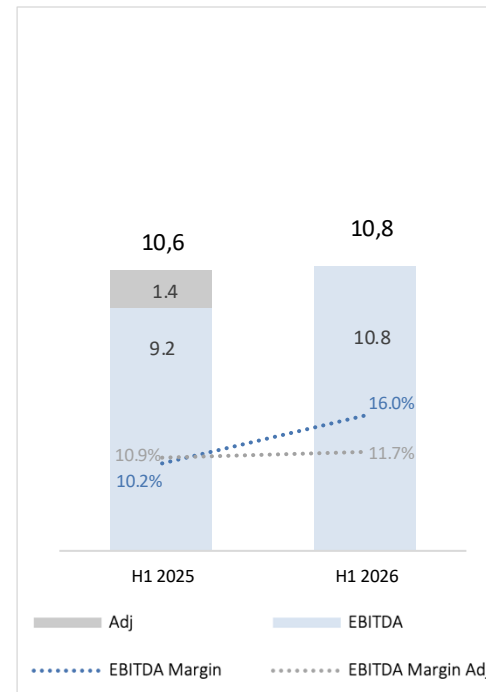
Statutory FS



Adj. BEG H1 2026

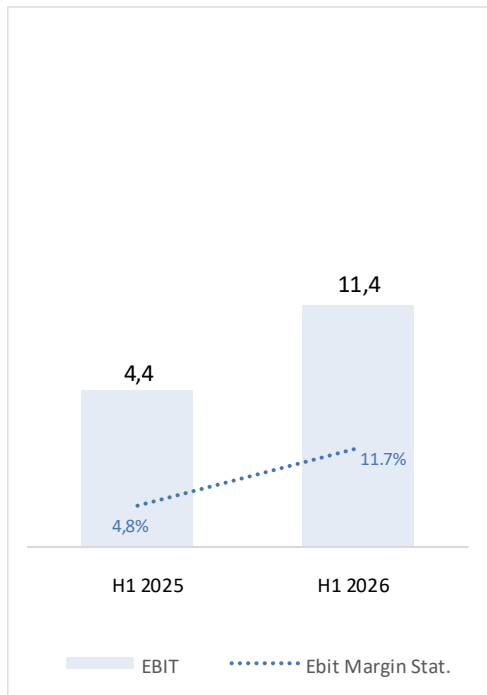


LMX proforma H1 2025 - Adj. BEG H1 2026

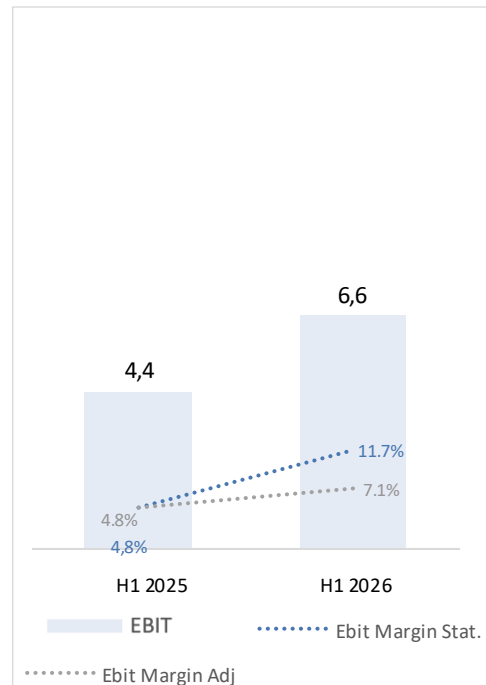


EBITDA margin growth was supported by greater operating efficiency and stronger market penetration, with reported results also reflecting the BEG adjustment and the Lamitex acquisition.

Statutory FS



Statutory FS (Adj. BEG)

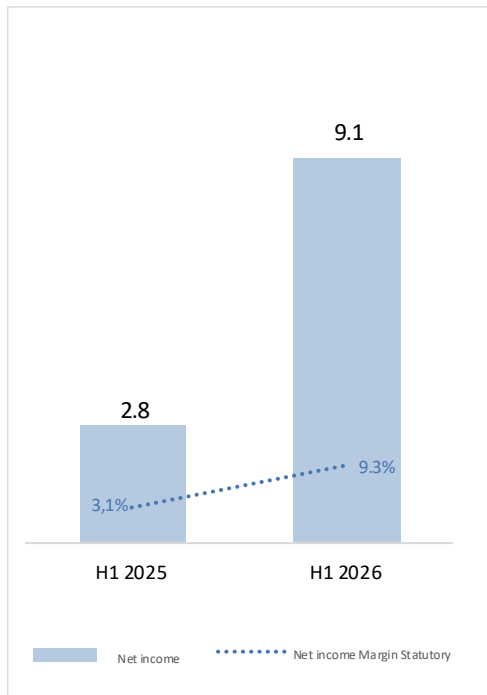


Statutory FS (Adj. BEG and LMX proforma)

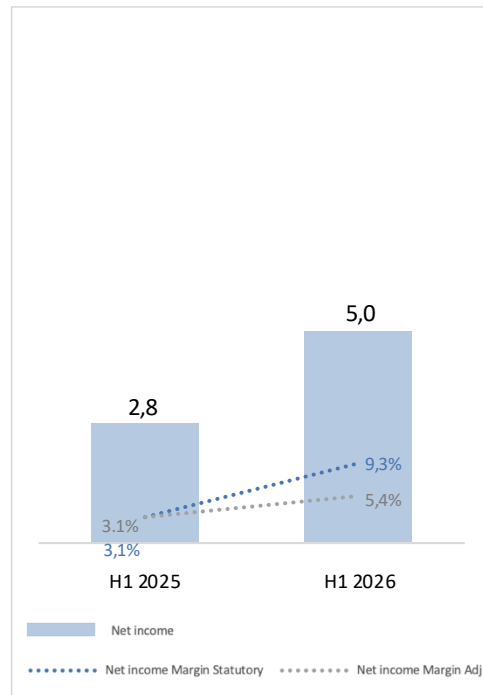


The improved EBITDA performance, combined with lower depreciation and provisions despite continued investment in innovation and maintenance, resulted in a stronger EBIT margin.

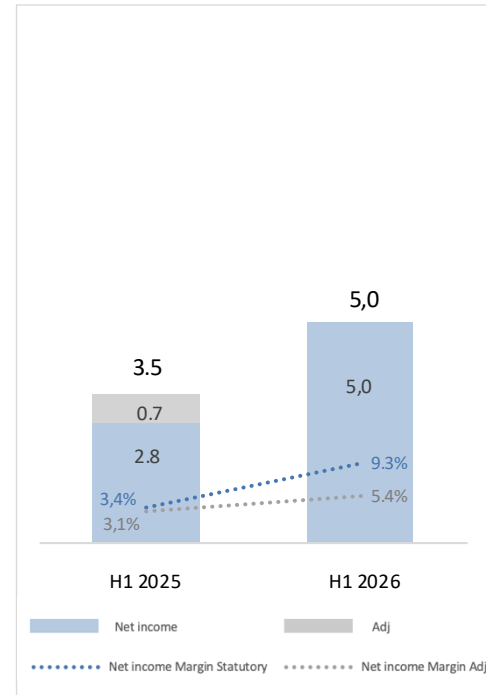
Statutory FS



Statutory FS (Adj. BEG)



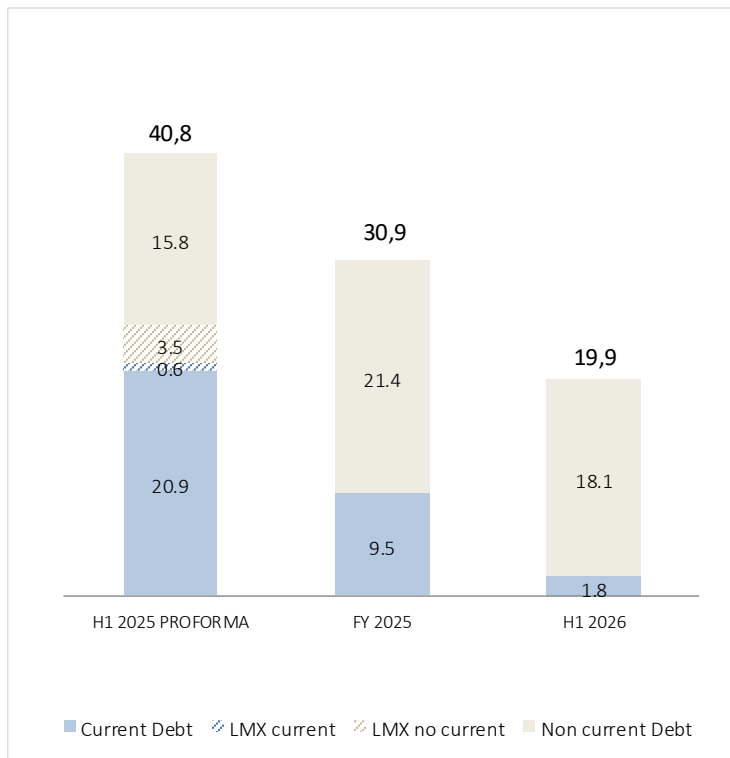
Statutory FS (Adj BEG and LMX proforma)



Higher EBIT and lower financial expenses, supported by reduced net debt, drove a significant improvement in net profit.

# NET FINANCIAL POSITION - €/M

H1 2025 - FY 2025 - H1 2026



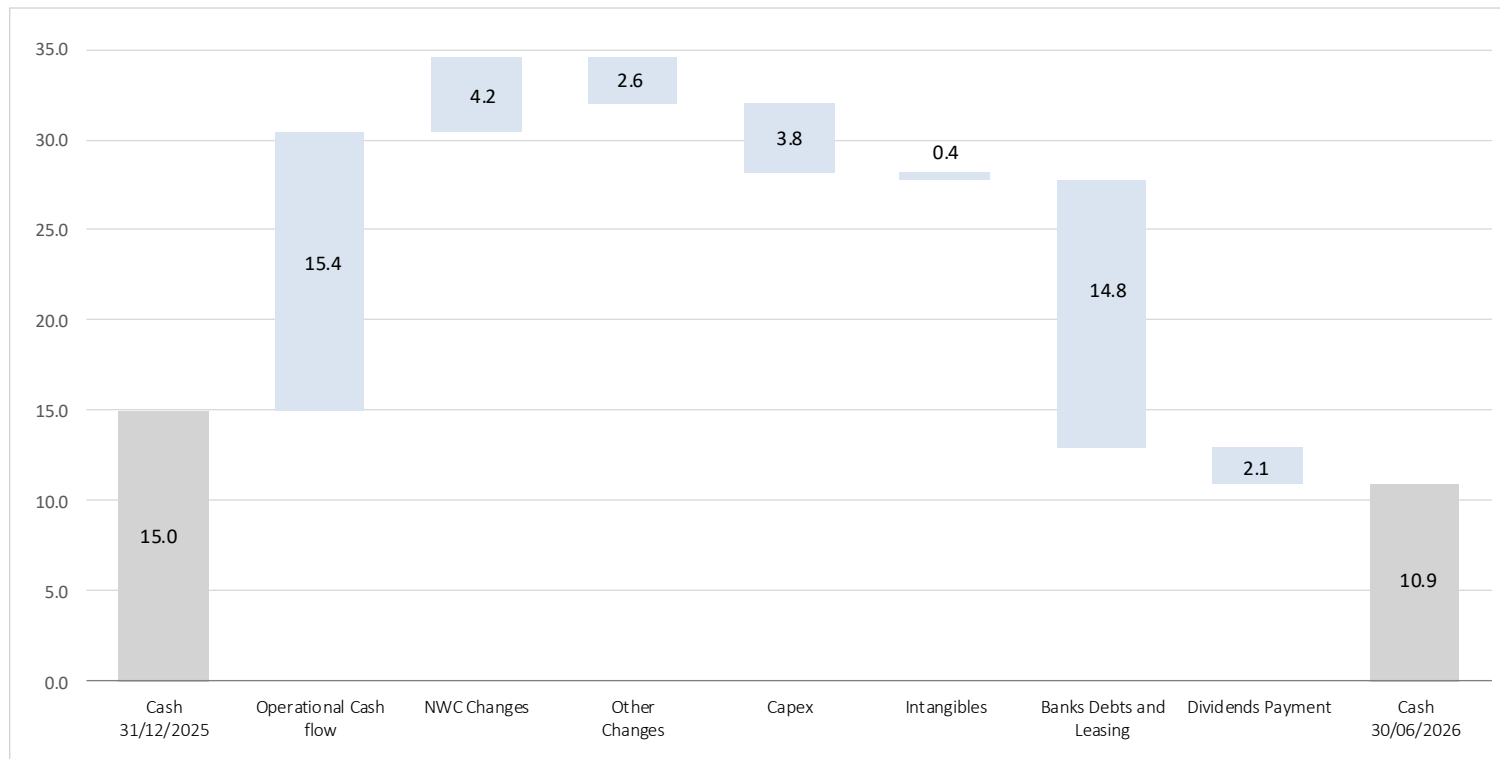
weighted average ROD (short and long debts): 3,3%

|                                | FY 2025 | H1 2026 |
|--------------------------------|---------|---------|
| NFP                            | 30,90   | 19,90   |
| EBITDA rolling                 | 20,90   | 27,30*  |
| NFP / EBITDA                   | 1,99    | 0,73*   |
| including Lamitex contribution |         |         |
| EBITDA rolling ADJ             | 23,20   | 28,40*  |
| NFP/EBITDA ADJ                 | 1,33    | 0,70*   |

\*EBITDA rolling includes the amount received by BEG related PY in Q3 2025 and H1 2026

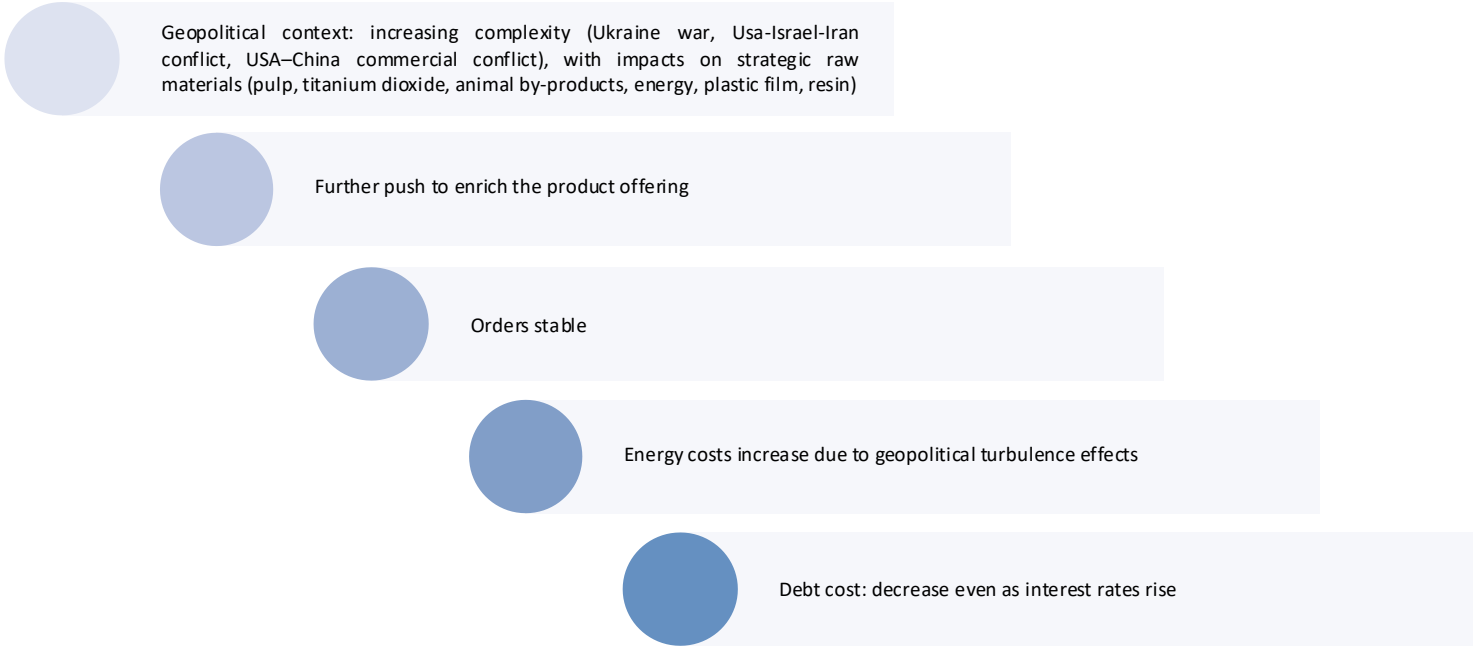
# CASH FLOW ANALYSIS - €/M

H1 2026



### 3. FUTURE OUTLOOK & GROWTH STRATEGY

## FUTURE OUTLOOK



Geopolitical context: increasing complexity (Ukraine war, Usa-Israel-Iran conflict, USA–China commercial conflict), with impacts on strategic raw materials (pulp, titanium dioxide, animal by-products, energy, plastic film, resin)

Further push to enrich the product offering

Orders stable

Energy costs increase due to geopolitical turbulence effects

Debt cost: decrease even as interest rates rise

**NEO  
DECOR  
TECH**

Focus on higher-margin products (laminates, films)

  
**Lamitex**

Maximize cross-selling with Neodecortech

  
CARTIERE DI GUARCINO

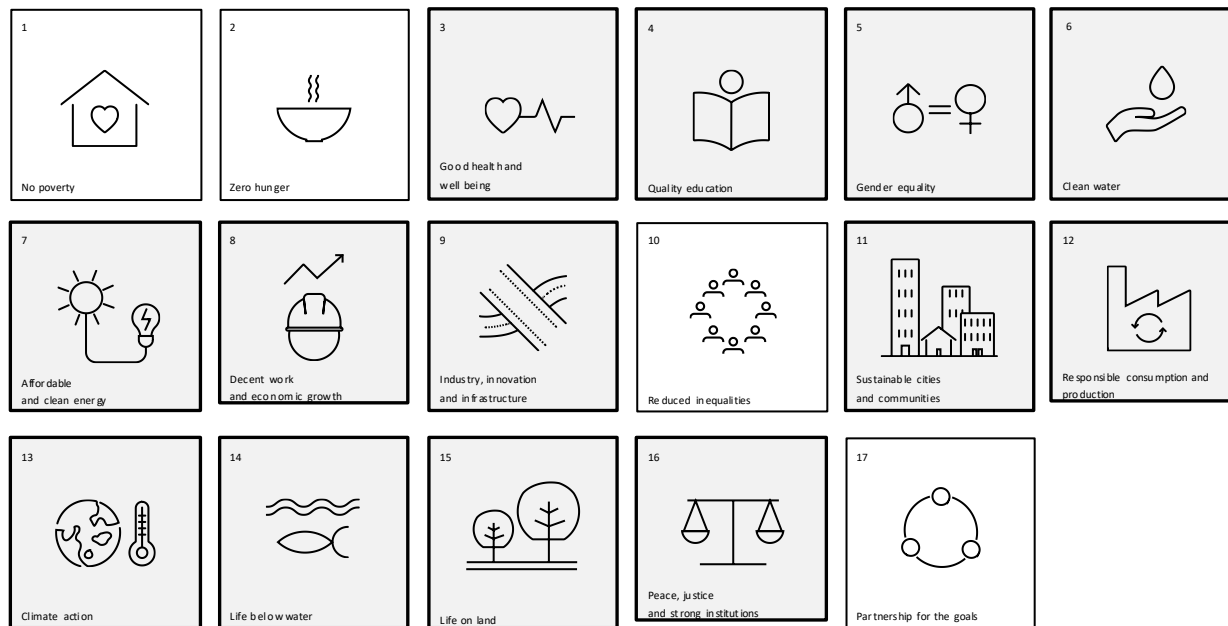
Key project on Kraft paper

**BEG**

Extension of operating period



Neodecortech has identified 13 targets it can tangibly contribute to through its own businesses and production environment, identifying for each one commitments and performance indicators.



System certifications



Product certifications



\*Neodecortech S.p.A. only



\*\*Cartiere di Guarcino S.p.A. only



\*\*Cartiere di Guarcino S.p.A. only

## Economics & Environmental saving projects 2025 summary

| Projects                                     | Saving K€<br>yearly basis | Details / Notes                      | Environmental<br>Impact | Unit                                 |
|----------------------------------------------|---------------------------|--------------------------------------|-------------------------|--------------------------------------|
| Recycling and waste                          | 1.293                     | Secondary raw material used          | 20,5%                   | Secondary raw material               |
|                                              |                           | Recovered waste                      | 1.782                   | Tons of recycled and recovered waste |
| Emission                                     | 5.408                     | Minor emission                       | -22.933                 | Ton CO2 eq.                          |
| Use of Gas and water                         | 378                       | Minor reduction in fossil fuel usage | -600.000                | m3 gas                               |
|                                              |                           | Minor water usage reduction          | -402.000                | m3 water                             |
| On going projects 2026                       | 600                       | Minor emission                       | -1.042                  | Ton CO2 eq.                          |
|                                              |                           | Waste reduction                      | -800                    | Tons of waste                        |
| Total saving Project & ongoing projects 2026 | 7.679                     |                                      |                         |                                      |

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## APPENDIX

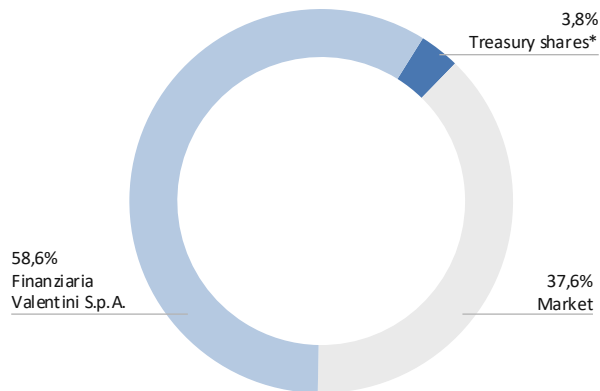
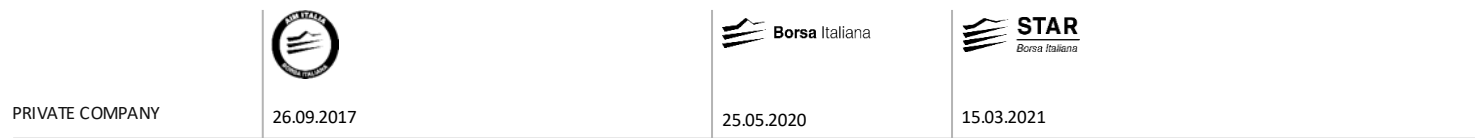
Shareholders and market data

Financial Results

Key Contacts

## ADOPTION OF BEST PRACTICE IN TRANSPARENCY AND CORPORATE GOVERNANCE

Since 2021, the Company has been listed on the STAR segment of Euronext Milan and is committed to fulfill strict requirements, in terms of liquidity, transparency and corporate governance.



\* At July 31, 2026

### Market Data

|                           |             |                                                                        |       |
|---------------------------|-------------|------------------------------------------------------------------------|-------|
| Share Price July 31, 2026 | 4.99€/share | Payout ratio 2025A                                                     | 29%   |
| Mkt Cap July 31, 2026     | € 70,9 m    | Dividend Yield 2025A<br>(calculated on closing price at 13 March 2026) | 4,24% |

- ✓ Free float above 38%
- ✓ 3 independent BoD members
- ✓ Internal Audit and Remuneration committees



#### Scope 1 and Scope 2 market-based emissions

22.548 Ton CO<sub>2</sub>

**-3,5%** incidence tons of paper  
eq. compared to 2024

#### Energy consumption on site for production

188.024 MWh

Incidence per ton of paper  
equivalent equal to 3,79 MWh/ton  
in 2025 and 3,67 MWh/ton in 2024

#### Water withdrawals

1.428 K cubic meters

**-16.8%** per ton of paper eq.  
compared to 2024

#### Waste produced

5.942 Tons

**-7,6%** incidence per ton of  
paper equivalent compared to  
2024



#### Employees

**441**

45 employees thanks to the  
acquisition of Lamitex S.r.l.

#### Employees with full-time contracts

**97%**

Increasing compared to 2024

#### New hires under 30 years old

18 employees (42% of new hires)

**+26%** compared to 2024

#### Training provided

19.344 hours

**+24.2%** compared to 2024



#### Balance between genders

**44%**

for the least represented gender  
on the Board of Directors

#### Cybersecurity incidents

**0%**

Introduction of the Security  
Operation Center (SOC)

#### Reports of wrongdoings

**0%**

Through Whistleblowing channels

#### Spending on local suppliers

**58%**

In line with 2024

# INCOME STATEMENT

H1 2026 – H1 2025

| <i>(Euro thousands)</i>                                                 | 30 JUNE<br>2026 | %             | 30 JUNE<br>2025 | %             | Change       | Change %      |
|-------------------------------------------------------------------------|-----------------|---------------|-----------------|---------------|--------------|---------------|
| <b>Revenue from sales and services</b>                                  | <b>97.650</b>   | <b>100,0%</b> | <b>90.425</b>   | <b>100,0%</b> | <b>7.225</b> | <b>8,0%</b>   |
| Changes in work in progress, semi-finished and finished products        | (2.544)         | (2,6%)        | 3.166           | 3,5%          | (5.710)      | (180,4%)      |
| Other revenue                                                           | 3.132           | 3,2%          | 919             | 1,0%          | 2.213        | 240,8%        |
| <b>Value of Production</b>                                              | <b>98.238</b>   | <b>100,6%</b> | <b>94.510</b>   | <b>104,5%</b> | <b>3.728</b> | <b>3,9%</b>   |
| Raw and ancillary materials and consum.                                 | (53.422)        | (54,7%)       | (60.471)        | (66,9%)       | 7.049        | (11,7%)       |
| Other operating expense                                                 | (16.212)        | (16,6%)       | (13.163)        | (14,6%)       | (3.049)      | 23,2%         |
| <b>Value Added</b>                                                      | <b>28.604</b>   | <b>29,3%</b>  | <b>20.876</b>   | <b>23,1%</b>  | <b>7.728</b> | <b>37,0%</b>  |
| Personnel expense                                                       | (12.971)        | (13,3%)       | (11.639)        | (12,9%)       | (1.332)      | 11,4%         |
| <b>EBITDA</b>                                                           | <b>15.633</b>   | <b>16,0%</b>  | <b>9.237</b>    | <b>10,2%</b>  | <b>6.396</b> | <b>69,2%</b>  |
| Amortization and depreciation                                           | (4.201)         | (4,3%)        | (4.856)         | (5,4%)        | 655          | (13,5%)       |
| Allocations                                                             | (37)            | (0,0%)        | (35)            | (0,0%)        | (2)          | 5,0%          |
| <b>EBIT</b>                                                             | <b>11.395</b>   | <b>11,7%</b>  | <b>4.346</b>    | <b>4,8%</b>   | <b>7.049</b> | <b>162,2%</b> |
| Financial expense                                                       | (791)           | (0,8%)        | (1.439)         | (1,6%)        | 648          | (45,0%)       |
| Financial income                                                        | 142             | 0,1%          | 269             | 0,3%          | (127)        | (47,2%)       |
| <b>Profit/(loss) before tax</b>                                         | <b>10.746</b>   | <b>11,0%</b>  | <b>3.176</b>    | <b>3,5%</b>   | <b>7.570</b> | <b>238,4%</b> |
| Income tax                                                              | (1.686)         | (1,7%)        | (409)           | (0,5%)        | (1.277)      | 312,2%        |
| <b>Profit/(loss) for the year</b>                                       | <b>9.060</b>    | <b>9,3%</b>   | <b>2.767</b>    | <b>3,1%</b>   | <b>6.293</b> | <b>227,4%</b> |
| <i>Of which Group profit/(loss) for the year</i>                        | <i>8.994</i>    |               | <i>2.800</i>    |               | <i>6.194</i> |               |
| <i>Of which Profit/(loss) for the year of non-controlling interests</i> | <i>66</i>       |               | <i>(33)</i>     |               | <i>99</i>    |               |

## BALANCE SHEET STATEMENT – ASSETS

H1 2026 – FY 2025

| Assets (Euro thousands)            | 30 JUNE<br>2026 | %             | 31 DECEMBER<br>2025 | %            | Change       | Change %    |
|------------------------------------|-----------------|---------------|---------------------|--------------|--------------|-------------|
| Intangible assets                  | 9.369           | 5,0%          | 9.762               | 5,2%         | (393)        | (4,0%)      |
| Tangible assets                    | 77.737          | 41,5%         | 77.318              | 41,2%        | 419          | 0,5%        |
| Equity investments                 | 2               | 0,0%          | 2                   | 0,0%         | 0            | 0,0%        |
| Other non-current assets           | 70              | 0,0%          | 62                  | 0,0%         | 8            | 12,9%       |
| Non-current financial receivables  | 533             | 0,3%          | 469                 | 0,3%         | 64           | 13,6%       |
| Deferred tax assets                | 2.172           | 1,2%          | 1.750               | 0,9%         | 422          | 24,1%       |
| <b>Non-current assets</b>          | <b>89.883</b>   | <b>47,9%</b>  | <b>89.363</b>       | <b>47,7%</b> | <b>520</b>   | <b>0,6%</b> |
| Inventory                          | 46.603          | 24,9%         | 45.196              | 24,1%        | 1.407        | 3,1%        |
| Trade receivables                  | 28.810          | 15,4%         | 17.635              | 9,4%         | 11.175       | 63,4%       |
| Receivables from tax consolidation | 0               | 0,0%          | 0                   | 0,0%         | 0            | 0,0%        |
| Tax receivables                    | 2.930           | 1,6%          | 4.265               | 2,3%         | (1.335)      | (31,3%)     |
| Current financial receivables      | 0               | 0,0%          | 0                   | 0,0%         | 0            | 0,0%        |
| Other current receivables          | 8.357           | 4,5%          | 13.312              | 7,1%         | (4.955)      | (37,2%)     |
| Cash funds                         | 10.944          | 5,8%          | 15.030              | 8,0%         | (4.086)      | (27,2%)     |
| <b>Current assets</b>              | <b>97.644</b>   | <b>52,1%</b>  | <b>95.438</b>       | <b>50,9%</b> | <b>2.206</b> | <b>2,3%</b> |
| <b>Total Assets</b>                | <b>187.527</b>  | <b>100,0%</b> | <b>184.801</b>      | <b>98,5%</b> | <b>2.726</b> | <b>1,5%</b> |

## BALANCE SHEET STATEMENT – EQUITY AND LIABILITIES

H1 2026 – FY 2025

| Equity and Liabilities ( <i>Euro thousands</i> )                     | 30 JUNE<br>2026 | %             | 31 DECEMBER<br>2025 | %            | Change         | Change %        |
|----------------------------------------------------------------------|-----------------|---------------|---------------------|--------------|----------------|-----------------|
| Share capital                                                        | 18.804          | 10,0%         | 18.804              | 10,0%        | 0              | 0,0%            |
| Share premium reserve                                                | 19.188          | 10,2%         | 19.188              | 10,2%        | 0              | 0,0%            |
| Other reserves                                                       | 37.617          | 20,1%         | 32.794              | 17,5%        | 4.823          | 14,7%           |
| Prior years' profit (loss)                                           | 8.670           | 4,6%          | 8.710               | 4,6%         | (40)           | (0,5%)          |
| Profit (loss) for the year                                           | 8.994           | 4,8%          | 7.325               | 3,9%         | 1.669          | 22,8%           |
| <b>Group equity</b>                                                  | <b>93.273</b>   | <b>49,7%</b>  | <b>86.821</b>       | <b>46,3%</b> | <b>6.452</b>   | <b>7,4%</b>     |
| Equity attributable to non-controlling interests                     | (54)            | 0,0%          | (23)                | 0,0%         | (31)           | 134,8%          |
| Profit (loss) for the year attributable to non-controlling interests | 66              | 0,0%          | (31)                | 0,0%         | 97             | (312,9%)        |
| <b>Total equity attributable to non-controlling interests</b>        | <b>12</b>       | <b>0,0%</b>   | <b>(54)</b>         | <b>0,0%</b>  | <b>66</b>      | <b>(122,2%)</b> |
| <b>Total equity</b>                                                  | <b>93.285</b>   | <b>49,7%</b>  | <b>86.767</b>       | <b>46,3%</b> | <b>6.518</b>   | <b>7,5%</b>     |
| Provisions for risks and charges                                     | 863             | 0,5%          | 826                 | 0,4%         | 37             | 4,5%            |
| Deferred tax                                                         | 6.907           | 3,7%          | 7.052               | 3,8%         | (145)          | (2,1%)          |
| Post-employment benefits                                             | 2.057           | 1,1%          | 2.087               | 1,1%         | (30)           | (1,4%)          |
| Non-current financial liabilities                                    | 18.059          | 9,6%          | 21.453              | 11,4%        | (3.394)        | (15,8%)         |
| <b>Non-current liabilities</b>                                       | <b>27.886</b>   | <b>14,9%</b>  | <b>31.418</b>       | <b>16,8%</b> | <b>(3.532)</b> | <b>(11,2%)</b>  |
| Trade payables                                                       | 36.721          | 19,6%         | 29.247              | 15,6%        | 7.474          | 25,6%           |
| Payables from tax consolidation                                      | 2.418           | 1,3%          | 815                 | 0,4%         | 1.603          | 196,7%          |
| Tax payables                                                         | 1.050           | 0,6%          | 1.116               | 0,6%         | (66)           | (5,9%)          |
| Current financial liabilities                                        | 12.790          | 6,8%          | 24.500              | 13,1%        | (11.710)       | (47,8%)         |
| Other current payables                                               | 13.377          | 7,1%          | 10.938              | 5,8%         | 2.439          | 22,3%           |
| <b>Current liabilities</b>                                           | <b>66.356</b>   | <b>35,4%</b>  | <b>66.616</b>       | <b>35,5%</b> | <b>(260)</b>   | <b>(0,4%)</b>   |
| <b>Total equity and liabilities</b>                                  | <b>187.527</b>  | <b>100,0%</b> | <b>184.801</b>      | <b>98,5%</b> | <b>2.726</b>   | <b>1,5%</b>     |

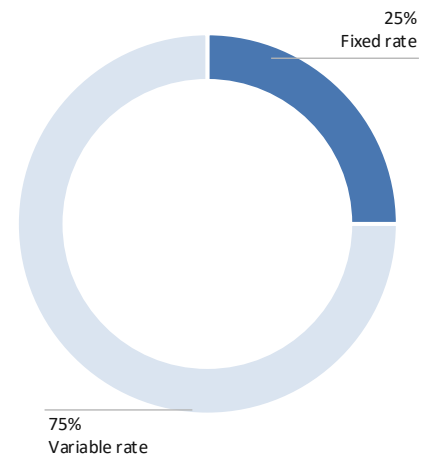
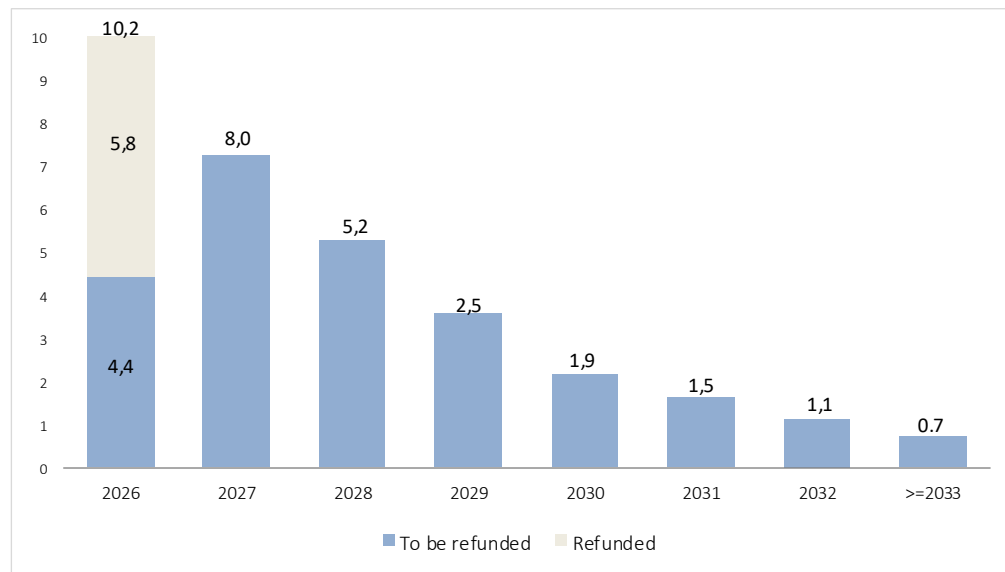
## NET FINANCIAL POSITION

H1 2026 – H1 2025

| <i>(Euro thousands)</i>                                | 30 JUNE<br>2026 | 31 DECEMBER<br>2025 | Change         | Change %       | 30 JUNE<br>2025 | Change         |
|--------------------------------------------------------|-----------------|---------------------|----------------|----------------|-----------------|----------------|
| A. Cash funds                                          | 10.944          | 15.030              | (4.086)        | (27,2%)        | 5.485           | 5.459          |
| B. Cash and cash equivalents                           | 0               | 0                   | 0              | 0,0%           | 0               | 0              |
| C. Other current financial assets                      | 0               | 0                   | 0              | 0              | 0               | 0              |
| <b>D. Cash (A+ B + C)</b>                              | <b>10.944</b>   | <b>15.030</b>       | <b>(4.086)</b> | <b>(27,2%)</b> | <b>5.485</b>    | <b>5.459</b>   |
| E. Current financial debt                              | (4.254)         | (14.526)            | 10.272         | (70,7%)        | (17.363)        | 13.109         |
| F. Current portion of non-current financial debt       | (8.536)         | (9.973)             | 1.437          | (14,4%)        | (9.075)         | 539            |
| <b>G. Current financial debt (E + F)</b>               | <b>(12.790)</b> | <b>(24.499)</b>     | <b>11.709</b>  | <b>(47,8%)</b> | <b>(26.438)</b> | <b>13.648</b>  |
| <b>H. Net current financial debt (G - D)</b>           | <b>(1.846)</b>  | <b>(9.469)</b>      | <b>7.623</b>   | <b>(80,5%)</b> | <b>(20.953)</b> | <b>19.107</b>  |
| I. Non-current financial debt                          | (18.059)        | (21.454)            | 3.395          | (15,8%)        | (15.755)        | (2.304)        |
| J. Debt instruments                                    | 0               | 0                   | 0              | 0,0%           | 0               | 0              |
| K. Trade payables and other non-current payables       | 0               | 0                   | 0              | 0,0%           | 0               | 0              |
| <b>L. Non-current financial debt (I + J +K)</b>        | <b>(18.059)</b> | <b>(21.454)</b>     | <b>3.395</b>   | <b>(15,8%)</b> | <b>(15.755)</b> | <b>(2.304)</b> |
| <b>M. Total financial debt (H + L)</b>                 | <b>(19.905)</b> | <b>(30.923)</b>     | <b>11.018</b>  | <b>(35,6%)</b> | <b>(36.708)</b> | <b>16.803</b>  |
| of which Lamitex financial debt                        | 3.002           | 3.299               | (297)          | 0,0%           | 0               | 0              |
| of which payable to Lamitex shareholders to be settled | 2.000           | 4.000               | (2.000)        | 0,0%           | 0               | 0              |
| of which financial outflow for Lamitex acquisition     | 5.500           | 3.500               | 2.000          | 0,0%           | 0               | 0              |
| <b>Total Adjusted Financial Debt</b>                   | <b>(9.403)</b>  | <b>(20.124)</b>     | <b>10.721</b>  | <b>(53,3%)</b> | <b>(36.708)</b> | <b>27.305</b>  |

Debt Repayment plan (€/ M)

One covenants on CDG long term debts



weighted average ROD(short and long debts): 3,3%

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# **NEO DECOR TECH**

**Decors and surfaces  
for sustainable living.**