

INVESTOR PRESENTATION

March 2023

**NEO
DECOR
TECH**

Decors and surfaces
for sustainable living.

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1. COMPANY OVERVIEW

Neodecortech,
a group 100% Made in Italy.

4 companies sharing the same vision
and a clear industrial strategy:

“Providing the interior design industry with high-end products
enhanced by distinctive Italian flair”

1. Company overview

EFFECTIVE BUSINESS MODEL

Group structure

Neodecortech S.p.A.

Printing, Impregnation and Lamination Unit (38% of FY21 revenue)

Founded in 1947, is the parent company of the Group. Under the brand name Confalonieri, Plana and Texte it is specialized in paper printing, pvc printing, impregnation and lamination.

100% owned

NDT energy S.r.l.

Energy Plant (0% of FY22 revenue)

Established in 10.2022 is located in Casoli d’Atri (TE) and currently not operative. As of today is waiting for the authorization as a waste-to-energy plant, capable of reusing waste process and satisfy almost all of the heat requirements of NDT “laminare” division.

Cartiere di Guarcino S.p.A.

Paper Mill (39% of FY22 revenue)

Established in 1990, CDG is located in Guarcino and occupies an area of 144,000 m² (of which 21,000 m² covered). The Company has a production capacity of 50,000 tons/year. The Company offers 3 product categories (for high and low pressure lamination as well as for flooring): base paper, unicolor paper, backer paper (underlay and kraft).

100% owned

Bio Energia Guarcino S.r.l.

Energy Plant (22% of FY22 revenue)

BEG, a cogeneration plant set up in 2006 in Guarcino, produces electrical and thermal energy through three endotherm diesel engines powered by tallow oil with low CO2 emissions. It has a production capacity of 9 steam tons and 20 MW per hour. BEG supplies all the energy requirements of the Paper Mill.



EFFECTIVE BUSINESS MODELS

Vertical integration benefits 1/2



KNOW HOW – R&D

(Centralized R&D, co- development with the paper mill)

Vertical integration brings competitive advantages in terms of:

- flexibility;
- competitive purchase prices;
- maintaining control over R&D.



Operating efficiency via the energy plant

- business continuity in case of grid outages;
- virtually full coverage (90%) of power needs;
- production efficiency;



Cost saving

Vertical integration with the energy plant offers competitive advantages, producing significant economies of scale on energy costs (electricity and steam), and generating savings of approximately €7,97m p.a.

AT A GLANCE

70+ YEARS OF EXPERIENCE

Neodecortech is a top player in the niche of decorative surfaces design and manufacturing (mostly paper, plus plastic more recently) for the interior design and flooring industries.

A HIGHLY SINERGISTIC BUSINESS MODEL

The Group is built around three pillars: printing, impregnation and lamification, paper mill and energy plant. This structure allows the Group to i) exploit cross-selling capacity and ii) save energy costs (electricity and steam).

HIGH SPECIALIZATION THROUGHOUT THE VALUECHAIN

The Group covers every stage of the production process of decorative paper, from paper production, through surface finishing and impregnation, to the finished product and management of end-of-line logistics.

A WELL DIVERSIFIED PORTFOLIO

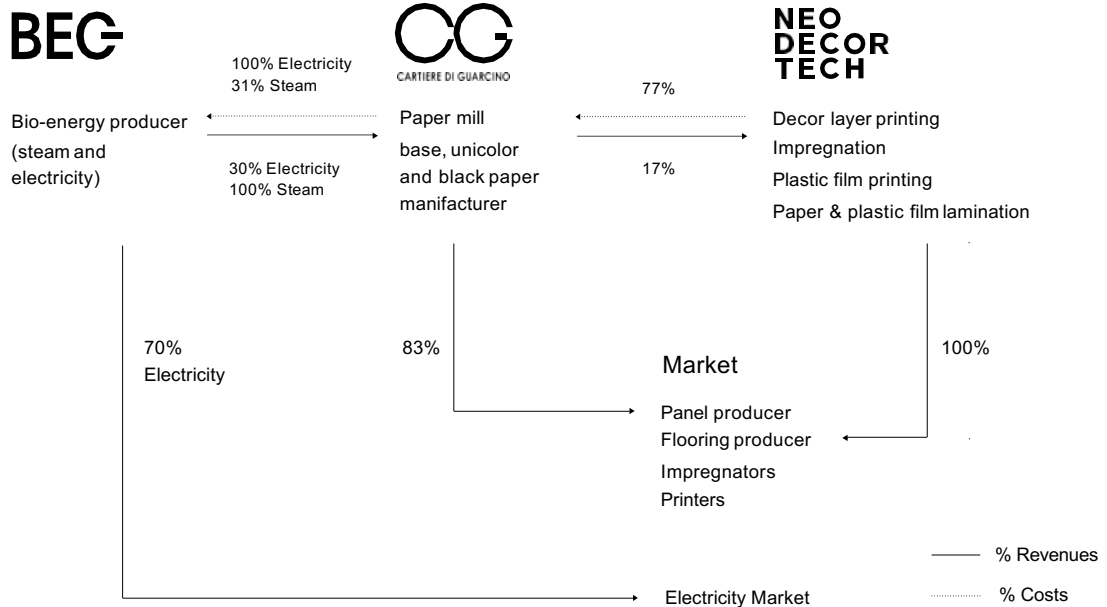
The Group offers almost 900 types of decorations, representing different natural materials such as wood and stone, surfaces such as metal and cement, as well as textures of textile inspiration and abstracts.

SUSTAINABLE USE OF RESOURCES & CIRCULAR ECONOMY

Scrap paper from production process are employed as secondary raw material. In 2022, about 2,360 tons of waste paper were collected and delivered for recovery.

Furthermore, the energy plant is powered by sustainable bioliquids.

INTERCOMPANY FLOWS 2022



Source:
Internal average
standardised data
2022

EXPERIENCED MANAGEMENT TEAM

LUCA PELI - Chairman

- 69, Degree in Electrical Engineering;
- 1979, Established HS Elettronica Progetti S.p.A., specialized in process automation, Owner and CEO;
- 1989, established Paritel S.p.A., specialized in turnarounds associated with M&A operations, Owner and Managing Director;
- 2015, Consultant and Senior advisor EY for entrepreneurs and private investors, dedicating himself to change management activities, reorganization and recovery processes, as well as M&A transactions.

MASSIMO GIORGILLI - Executive Director

- 54, Degree in Law, MBA from LUISS University;
- After a short stint with law firms, set up an advisory company;
- 2002, started his experience in the paper mill industry, holding roles in the management control division;
- 2003, joined Cartiere di Guarcino as CFO;
- Following his position as CFO, appointed Executive Director in 2005;
- 2015, appointed CEO of Cartiere di Guarcino and Sole Director in Bio Energia Guarcino.

LUIGI COLOGNI - CEO

- 58, Degree in Business Administration, MBA from Bocconi University;
- Previous banking experience;
- 1990s, started his experience in the furniture industry, working for multinational companies;
- 2005, joined Confalonieri S.p.A. (now NEODECORTECH Italia), where he is currently CEO.

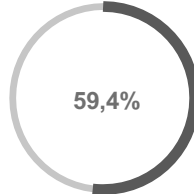
MARINA FUMAGALLI - CFO

- 45, Degree in Business Administration, Certified Public Statutory Auditor (2008) and Chartered Accountant (202)
- 2003, first 16 years experience in primary audit firm, EY firm;
- 2019, 4 years experience in multinational companies in the Chemicals business, as Group CFO operating on the national and international market.

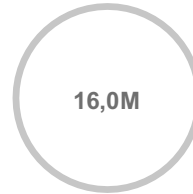
KEY FINANCIALS & NUMBERS – 2022



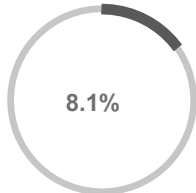
Revenues (€M)



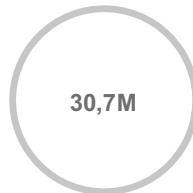
Export *



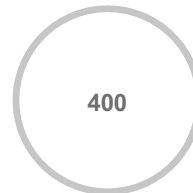
EBITDA (€M)



EBITDA Margin



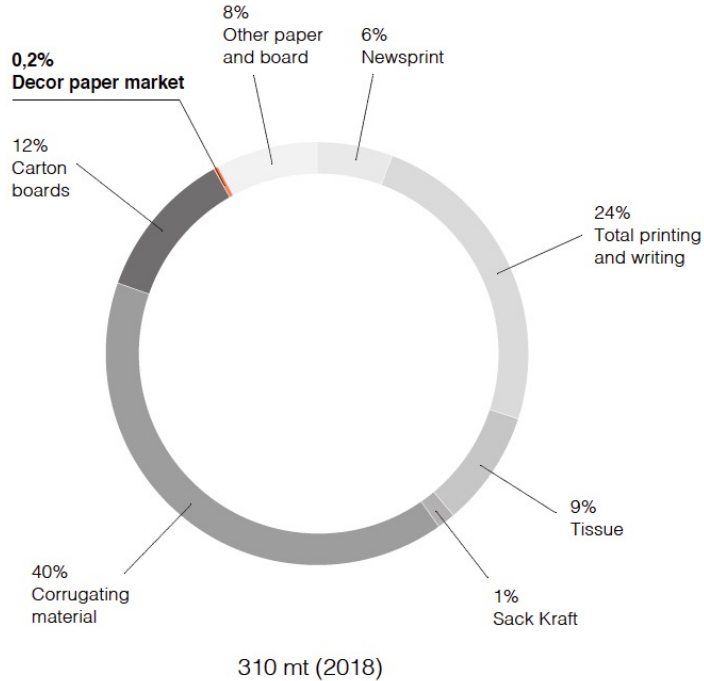
NFP (€M)



Employees

* Excluded Energy turnover

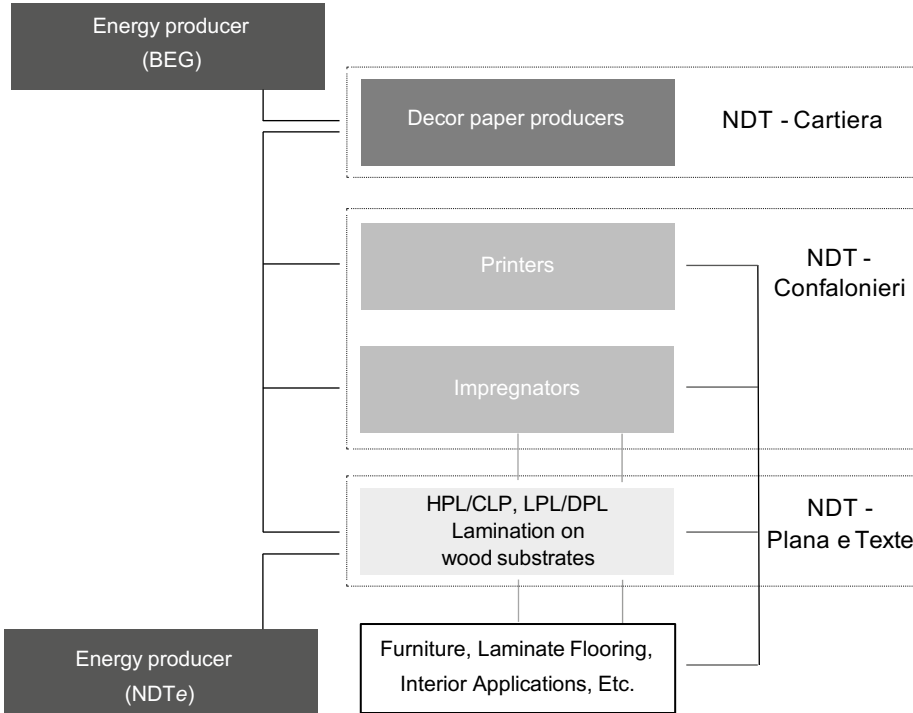
TOTAL PAPER AND PAPERBOARD MARKET



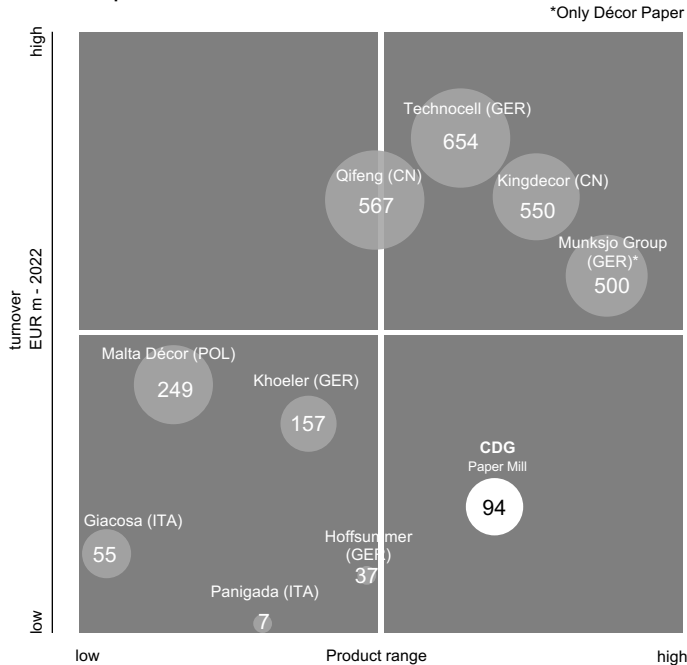
Source:
Decor Paper Market
Research 2019 - Pöyry

EFFECTIVE BUSINESS MODELS

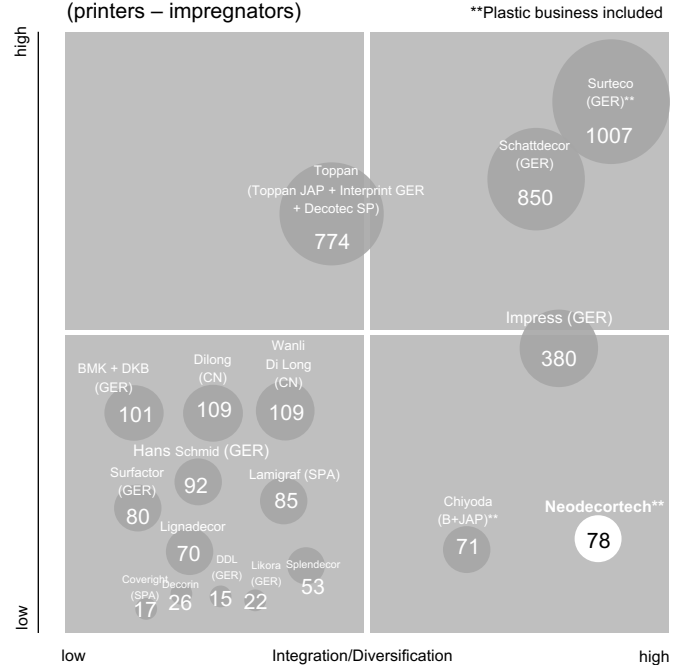
Vertical integration benefits



Paper Producers

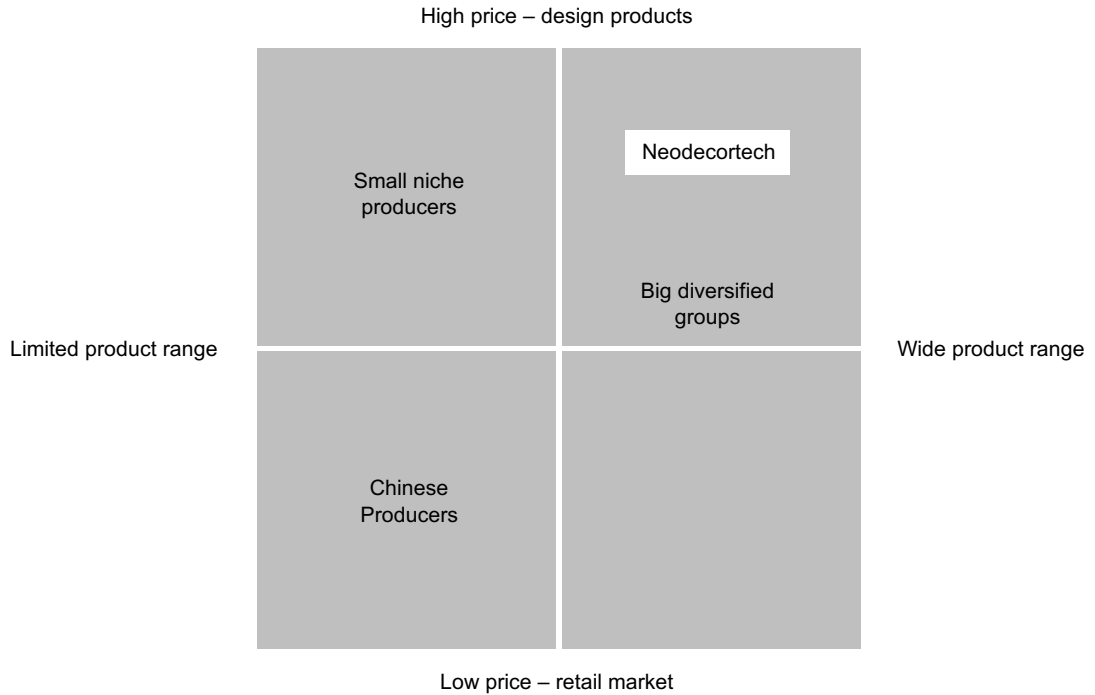


Décor Paper Producers (printers – impregnators)



(Print – Pre-impregnated – Melamine Impregnation – PPF – PPLF)

STRATEGIC POSITIONING



SUPERIOR MARKET OFFERING

Over 900 designs divided into 7 families 1/2

NDT recently launched EOS, the innovative line of supermatt anti-fingerprint products for the high-end surfaces market. Now the over 900 designs are divided in 7 families:



Décor Papers

Semi-finished products used for High and Low Pressure Laminates and flooring divided into three main product types: base papers, unicolours and backing papers.



Decorative printed papers

Produced in woodgrain, stone and fancy designs, our décor papers become the surfaces used in the furniture and flooring industries.



Finish Foils

Our Finish foils meet the need for surfacing materials offering an authentic look, texture realism and affordable manufacturing costs.



Melamine Films

Melamine films are decorative papers impregnated with thermoplastic resins that convert into strong and durable surfaces for the furniture and flooring industries.

SUPERIOR MARKET OFFERING

Over 900 designs divided into 7 families 2/2



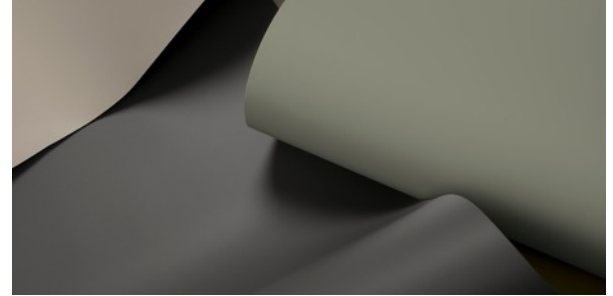
PPF & PPLF for LVT

Printed plastic films that offer the same high resemblance to natural materials as Decorative papers, despite being produced on a plastic substrate. They are employed in the production of high performance flooring materials (LVT) and vertical surfaces materials (LVT) and vertical surfaces.



Laminates

Decorative Laminates are surfacing materials produced in continuity with décor papers, which cover a broad spectrum of applications thanks to their resistance, flexibility and superb appearance.



EOS_{TP}

A thin unicolor or printed plastic film of PVC or PET subsequently lacquered. It has good mechanical properties and resistance to abrasion, aging, chemical agents and attack of fungi and bacteria. It is water repellent and particularly resistant to fire, thanks to its high ignition temperatures and low flame propagation.

EOS_{LAMINATO}

Thanks to a specific technology, the acrylic surface of Thin Top EOS LAMINATO acquires extraordinary properties such as: anti fingerprint, high scratch resistance, light fastness, no bacterial proliferation, high resistance to solvents and chemical reagents.

STRONG BRAND PORTFOLIO FOR A COMPLETE MADE IN ITALY OFFER

CONFALONIERI

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

TEXTE

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

- Microtop
- Thin Top
- EOS laminate

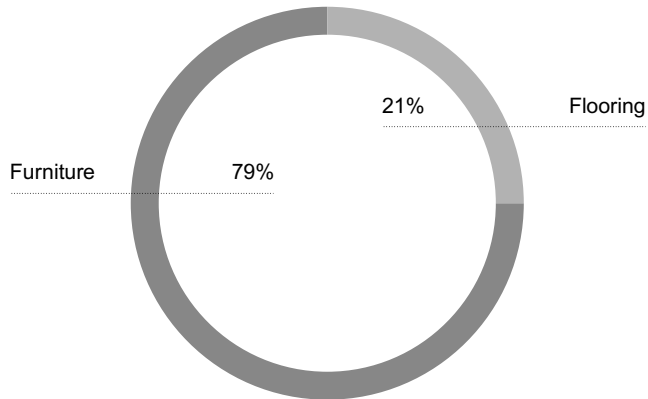
PLANA

- EOS Thermo Plastic (TP)
- Plastic printed films (PPF) addressed to the Luxury Vinyl Tiles
flooring segment, the fastest growing in the flooring industry
- Plastic printed laminated films (PPLF)

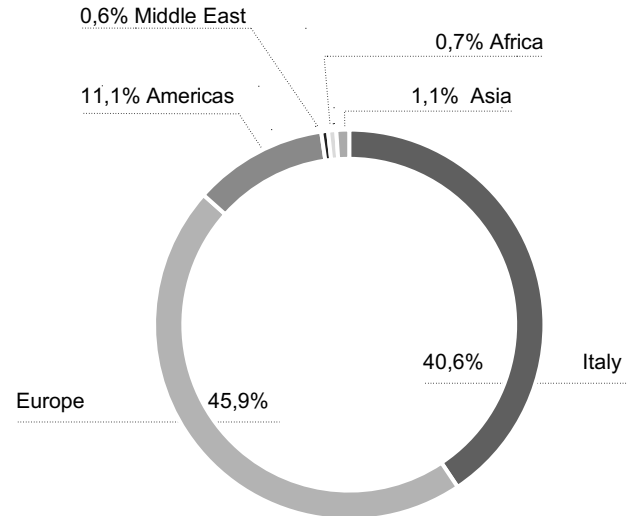
SUPERIOR MARKET OFFERING



End Users



Geography*

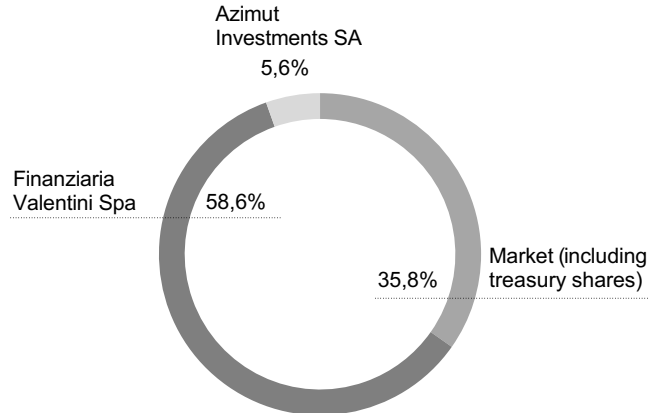


* Excluded Energy turnover

SHAREHOLDERS AND MARKET DATA

1/2

Shareholding structure - updated at 27 April 2022



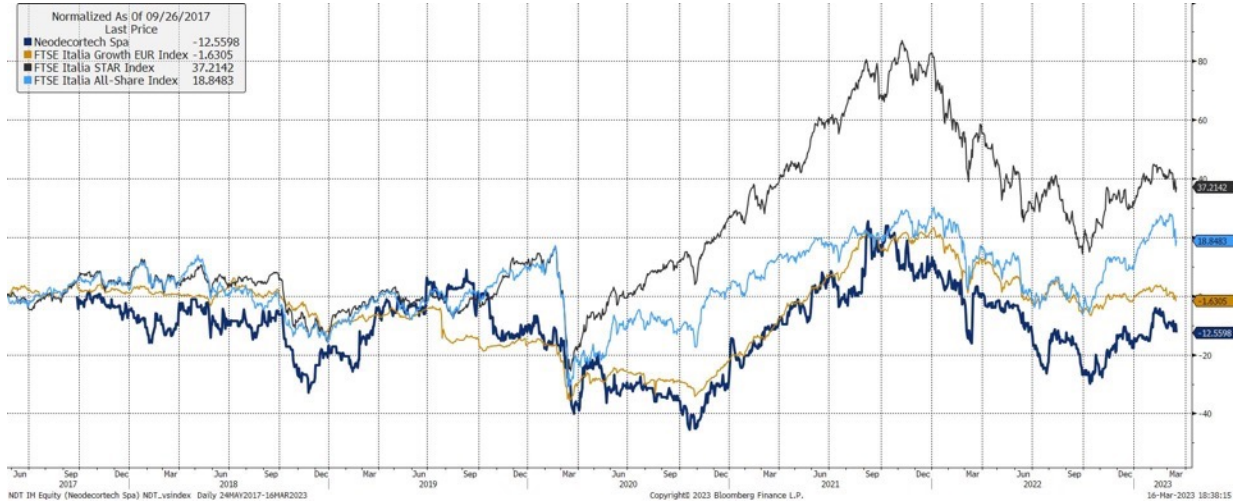
Market Data

Share Price Jan 7 th 2022	4,39€/share
Share Price Mar 14 th , 2023	3,59€/share
Mkt Cap Mar 14 th , 2023	€51,0m
Dividend Yield	3.90

SHAREHOLDERS AND MARKET DATA

2/2

Performance since IPO



Analyst Coverage

Company Name / Date	Target price €/share
Banca Akros – Mar 16, 2023	4.9 (previous 6.0)
MidCap – Mar 16, 2023	4.7 (previous 5.3)

2021 and 2022 FINANCIAL RESULTS

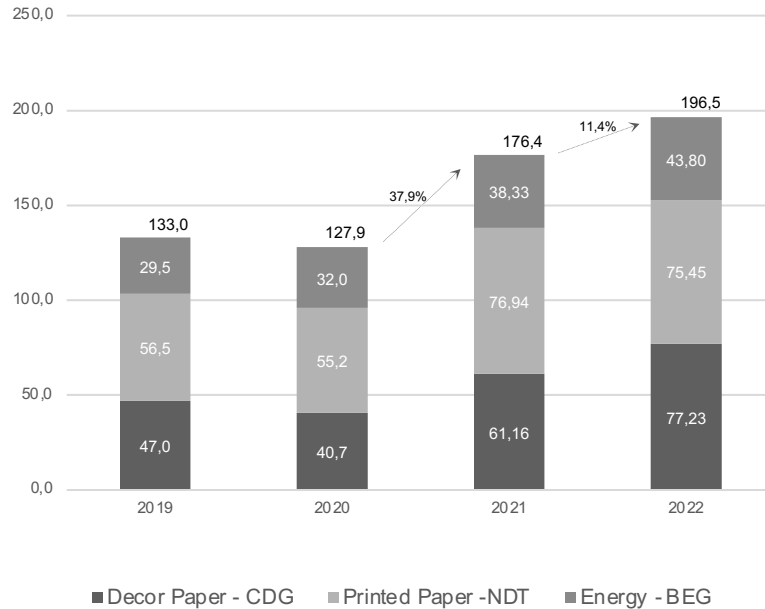
(in € millions)	2019	2020	2021	2022	
Net Sales	133,0	127,8	176,4	196,5	(1)
<i>% change</i>		-3,9%	+38%	+11,4%	
EBITDA	16,0	14,6	18,1	16,0	
<i>% EBITDA margin</i>	12%	11,4%	10,3%	8,1%	(2)
Net Income	4,0	3,5	6,7	8,4	
<i>% Margin</i>	3%	2,8%	3,8%	4,3%	
Net income adjusted	5,7	3,5	6,7	5,6	(3)
NFP	40,5	39,9	29,3	30,7	

1. Consolidated net revenues increase mainly in the decorative paper division (+26.3%) and energy division (+14.3%).

2. The lower percentage of the EBITDA on revenue is attributable to the raw material price increases.

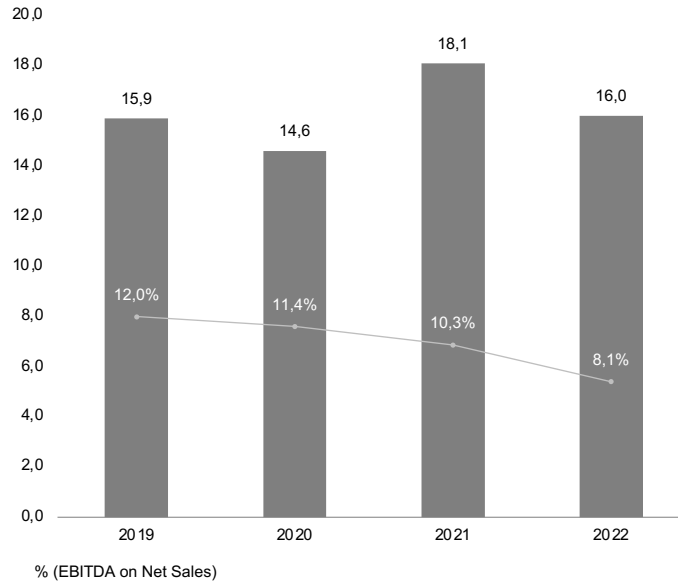
3. Adjusted net profit is net of the effects of the extraordinary item MICA debt/credit cancelled and the related tax impact

2019 - 2022 Net Sales (€/M)



EBITDA & EBITDA MARGIN

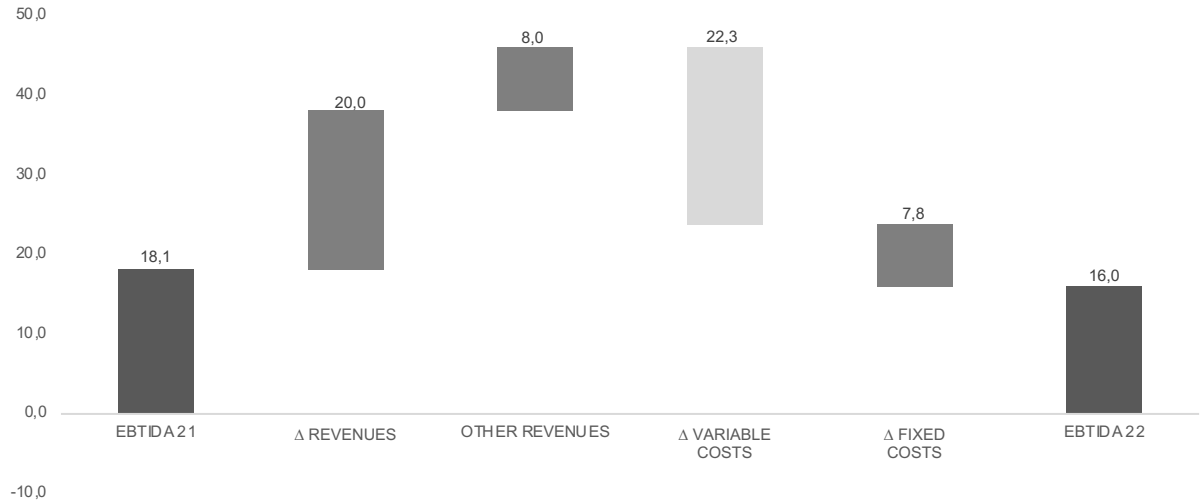
2019 - 2022 EBITDA (€/M)



The 2022 lower percentage of the EBITDA on revenue is attributable to the raw material price increases.

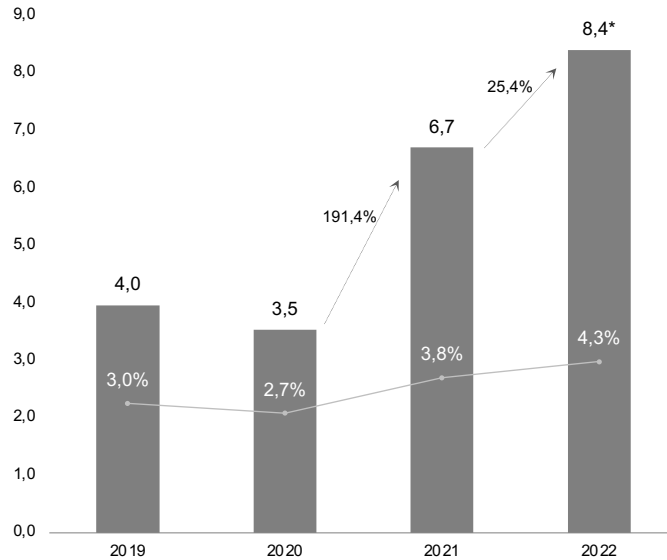
EBITDA BRIDGE

EBITDA Bridge (€/M)



NET INCOME

2019 - 2022 Net Income (€/M)

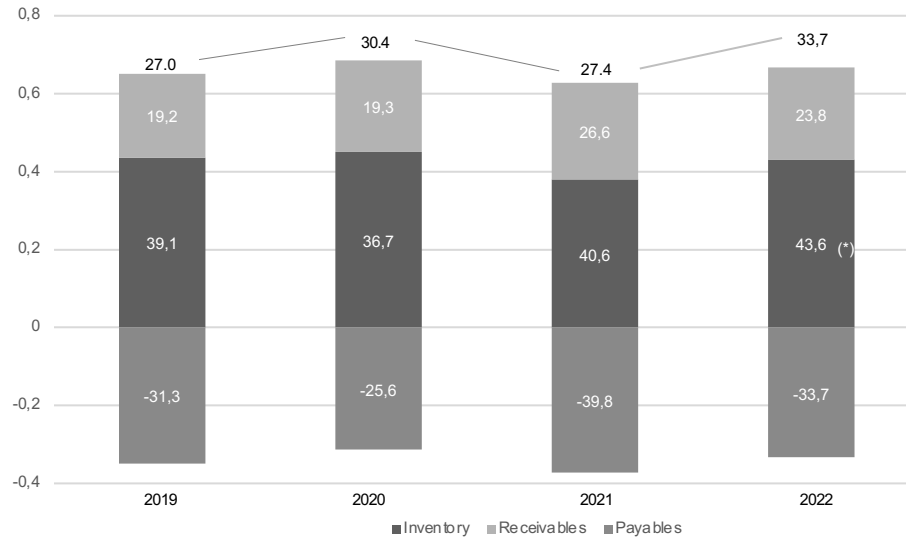


% (NET INCOME on Net Sales)

*the Net Income adjusted at 2022 is equal to 5,6 m€

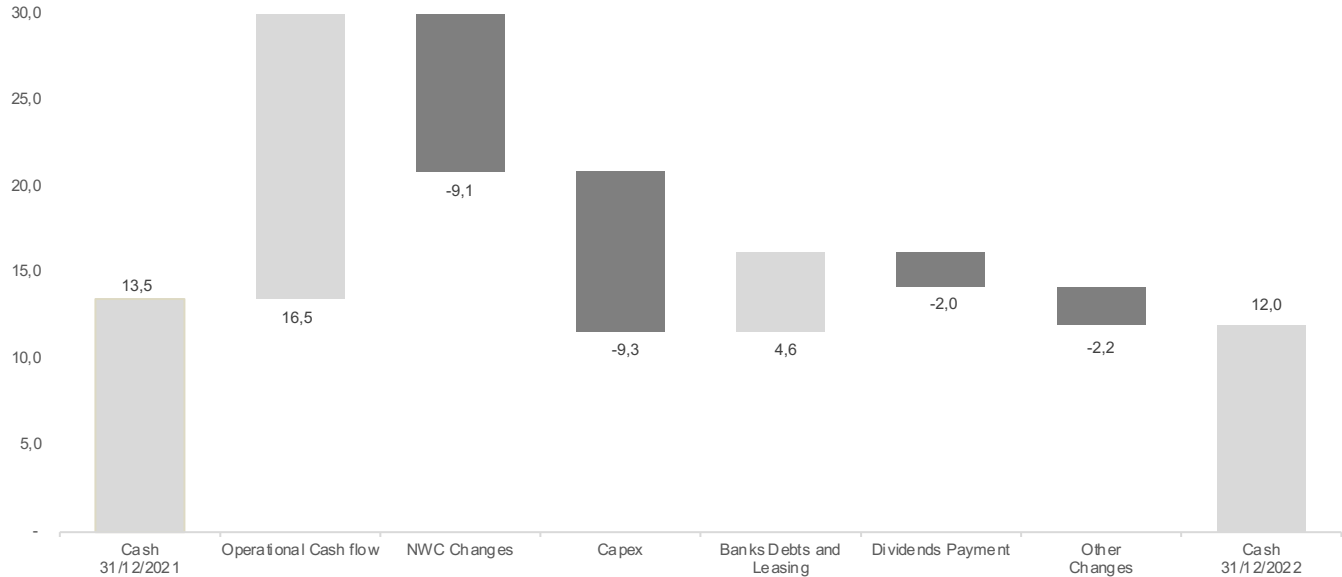
NET WORKING CAPITAL

2019 - 2022 Net Working Capital (€/M)



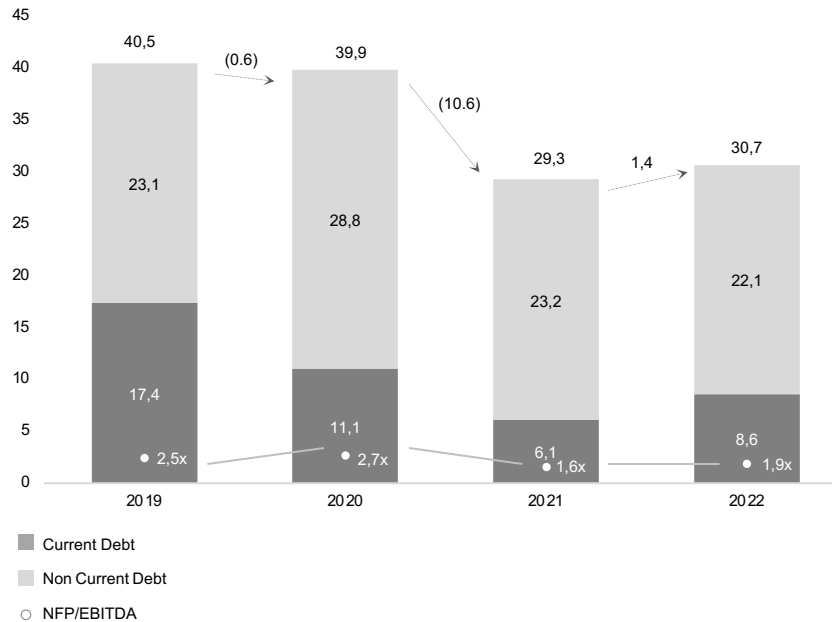
* The variation is due to price increase and not increase in quantity in stock

CASH FLOW ANALYSIS (€/M)

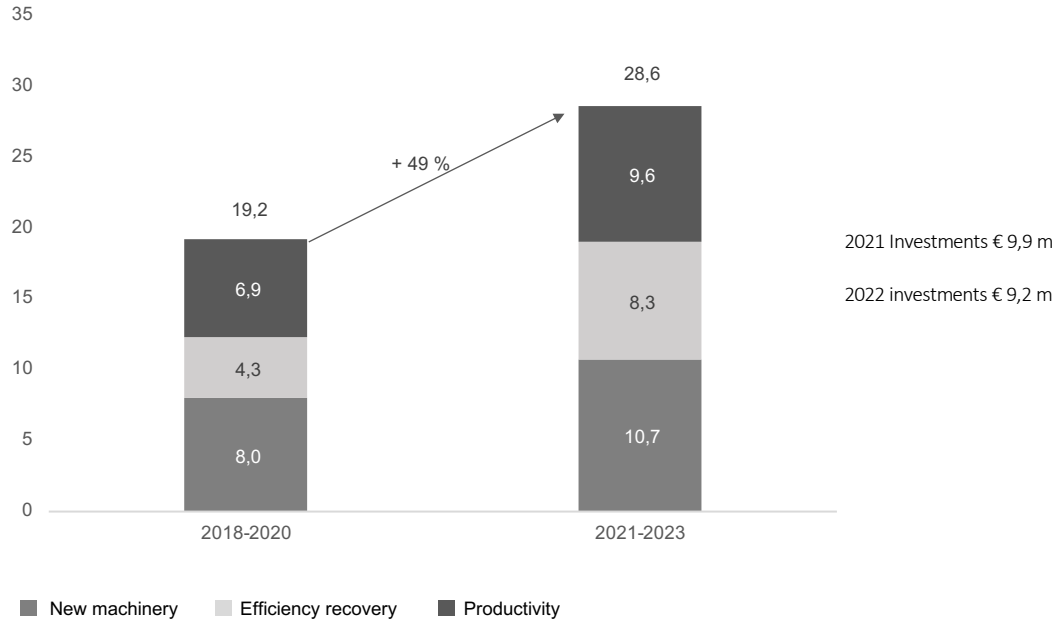


NET FINANCIAL POSITION

2019 - 2022 Net financial position (€/M)



INVESTMENT OPPORTUNITIES 2021 – 2023 (€/M)

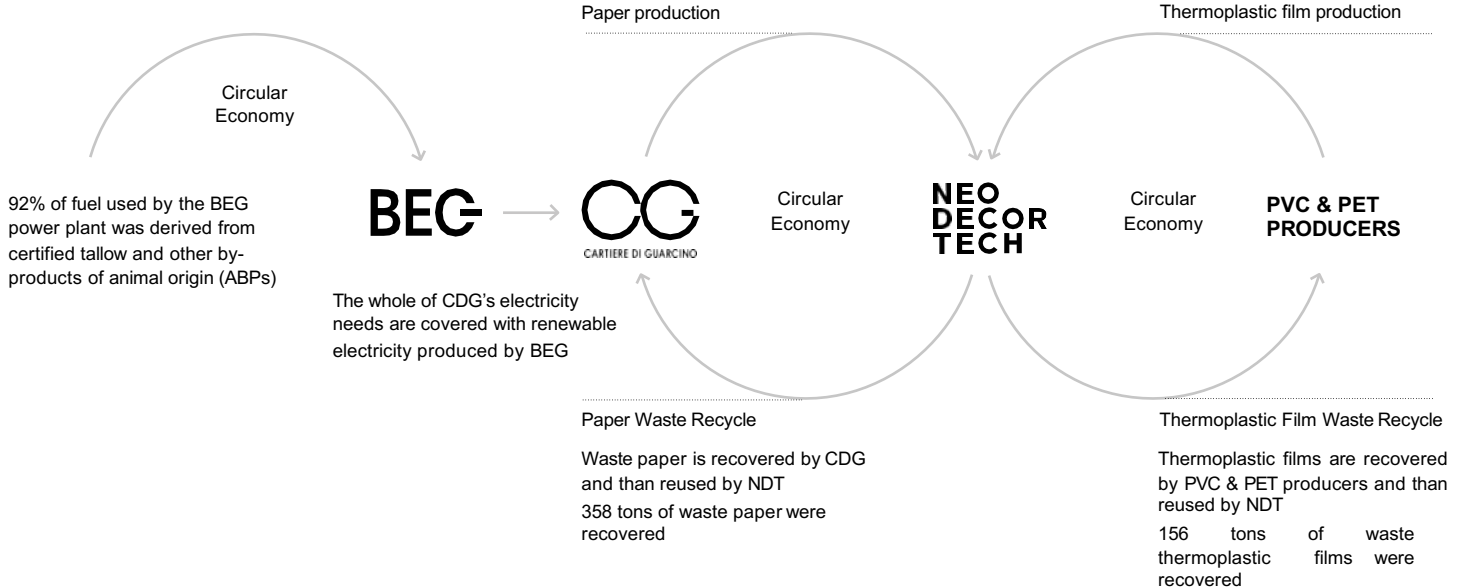




4. NEODECORTECH'S SUSTAINABILITY APPROACH

A FULLY SUSTAINABLE BUSINESS MODEL - CIRCULAR ECONOMY

CDG uses only FSC (Forest Stewardship Council) pulp that comes from sustainable certified forests (for a total consumption of 25k tons)



FULLY COMMITTED TO ESG AGENDA

1/3

Environment & Circular Economy:

2021-2022

Fuel used by the BEG power plant was derived from certified tallow and other by products of animal origin (ABPs).

CDG uses only FSC (Forest Stewardship Council) pulp FSC for a total consumption. FSC pulp comes from sustainable certified forests.

More than 30% electricity produced by BEG was used to cover the whole of CDG's electricity needs. CDG is one of the few paper producers in the world to be entirely run on renewable electricity.

Waste paper were recovered and PVC were delivered to disposers who adhere to the European Recovynil initiative and recovered. In 2021 has been extended the reporting of GHG emissions to scope 1 and 2 by determining the carbon footprint of the organization in order to undertake carbon offset projects for gradually offsetting emissions (total offset achieved for Filago and Casoli production plants).

Installation of a new FV plant (500kW) in the Casoli site.

Installation of a cellulosic biomass generation plant in the Casoli site to reduce the amount of waste materials.

With reference to the reduction of emissions to scope 3, introduction of the intermodal rail/road transport for certain routes.

Projects 2023

Extend the reporting of GHG emissions to scope 3 and circular economy related climate change

Rating CDP 2022

CDP (Carbon Disclosure Project) has given Neodecortech, for the first year, the "B" score, acknowledging the Company's commitment to combating climate change. The "B" score places Neodecortech in the European average and in the average of the Paper Products & Packaging industry, but slightly better than the world average which has a "B- score.

FULLY COMMITTED TO ESG AGENDA

2/3

Social

2021 – 2022 projects

10,480 hours of training delivered (of which 4,024 in 2022), 16 hours per capita

10 Scholarship program for employees' children (of which 4 in 2022)

New policy on diversity issued. 2021 and 2022 women represented 14% of employees

In 2022 400 employees of which 244 < 50 years-old

Contract: more than 99% full time and permanent

Employee tenure: 70% more than 10 years

Corporate donations to support local community life, cultural and charitable associations for 141.000€ (of which 58,000 € in 2022)

Projects 2023

Planning of additional initiatives to support the territory through donations or donations aimed at promoting cultural and / or charitable activities

Collaborations with high schools aimed at training young specialists, also aimed at hiring new professionals

FULLY COMMITTED TO ESG AGENDA

3/3

Governance and reporting:

Organizational model in place pursuant to Legislative Decree 231/2001 adopted in all companies

Code of Ethics adopted in all companies

Code of Conduct of Borsa Italiana: comply or explain

Board of Directors: 9 members

Gender balance: 4 women, 5 men

Independency: 4 independent

Internal Committees on:

Remuneration and Appointments

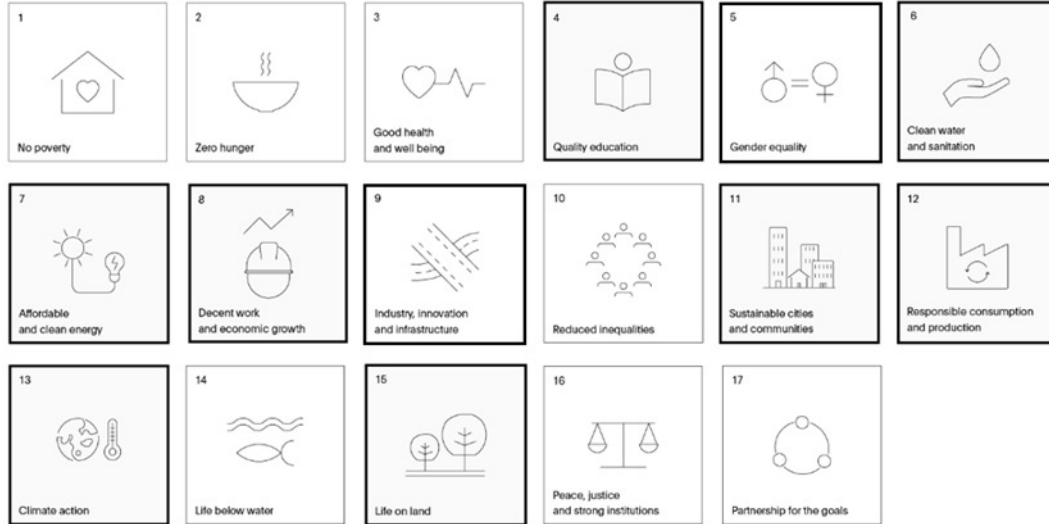
Risk Control & Sustainability

Transactions with related parties

Non Financial reporting

Since 2016 the Group has submitted the non financial reporting, but starting from 2021 has prepared and submitted, on a voluntary basis, the non financial report, GRI compliant, under the Corporate Sustainability Reporting Directive (CSRD)

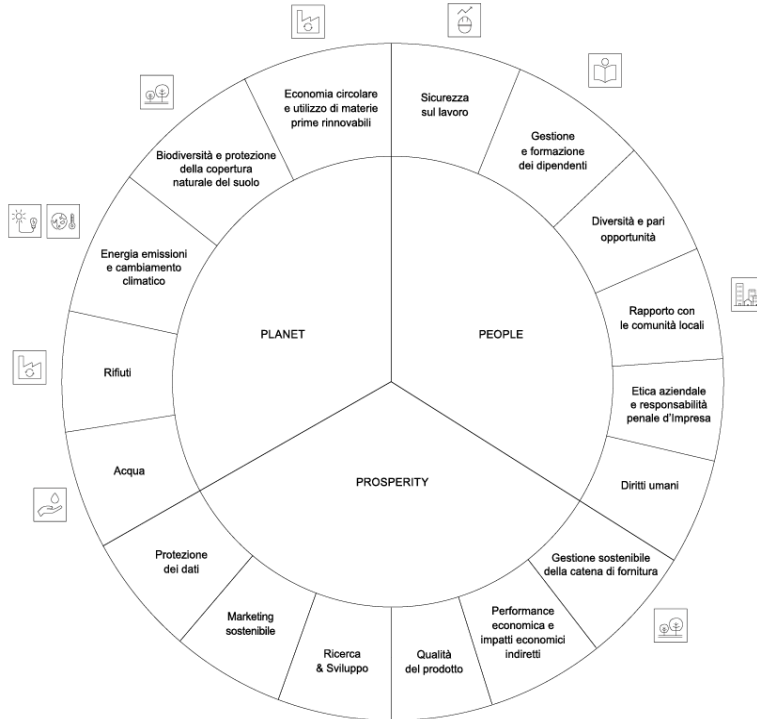
SUSTAINABLE DEVELOPMENT GOALS



The 2030 Agenda for Sustainable Development set by the United Nations in 2015 expresses the global plan of action for sustainable development, by tackling issues of universal concern such as poverty, hunger, lack of education, climate change, gender inequality, lack of access to clean water and energy.

17 Sustainable Development Goals (SDGs) spread over 169 targets to achieve by 2030:

Neodecortech has identified 10 of these targets it can tangibly contribute to through its own businesses and production environment, identifying for each one commitments and performance indicators.



For years, the Group has been committed to responsible business management, which is not merely a matter of regulatory compliance and the containment of negative externalities, but focuses rather on promoting a corporate culture oriented towards the creation of lasting value for its stakeholders.

The Group carries out its manufacturing activities adopting an approach based on the use of secondary raw materials and on the responsible and sustainable use of resources, promoting the socio-economic development of the local area in which it operates, enhancing the value of its human resources, adopting voluntary certifications, adopting the principles of circular economy and pursuing sustainable development.

Neodecortech's sustainability strategy is hinged on the values and principles of conduct held in the Code of Ethics; it takes account of the most relevant international initiatives, such as the Global Compact, and contributes to the achievement of 10 of the 17 Sustainable Development Goals (SDGs) promoted by the United Nations to encourage sustainable development through its own companies and production context, identifying commitments and performance indicators for each.

INCOME STATEMENT 2022– 2021

(Euro thousands)	31 Dec 2022	%	31 Dec 2021	%	Change	Change %
Revenue from sales and services	196.474	100,0%	176.429	100,0%	20.045	11,4%
Changes in work in progress, semi-finished and finished products	3.044	1,5%	255	0,1%	2.789	1093,7%
Other revenue	7.822	4,0%	2.595	1,5%	5.227	201,4%
Value of Production	207.340	105,5%	179.279	101,6%	28.061	15,7%
Raw and ancillary materials and consum.	(136.540)	(69,5%)	(114.201)	(64,7%)	(22.339)	19,6%
Other operating expense	(33.813)	(17,2%)	(25.111)	(14,2%)	(8.702)	34,7%
Value Added	36.987	18,8%	39.967	22,7%	(2.980)	(7,5%)
Personnel expense	(20.996)	(10,7%)	(21.821)	(12,4%)	825	(3,8%)
EBITDA	15.991	8,1%	18.146	10,3%	(2.155)	(11,9%)
Amortization and depreciation	(9.759)	(5,0%)	(8.839)	(5,0%)	(920)	10,4%
Allocations	(128)	(0,1%)	(81)	0,0%	(47)	58,0%
EBIT	6.104	3,1%	9.226	5,2%	(3.122)	(33,8%)
Financial expense	(2.371)	(1,2%)	(1.333)	(0,8%)	(1.038)	77,9%
Financial income	5.506	2,8%	124	0,1%	5.382	4340,3%
Profit/(loss) before tax	9.239	4,7%	8.017	4,5%	1.222	15,2%
Income tax	(802)	(0,4%)	(1.328)	(0,8%)	526	(39,6%)
Profit/(loss) for the year	8.437	4,3%	6.688	3,8%	1.749	26,2%

BALANCE SHEET STATEMENT 2022 – 2021

Assets (Euro thousands)	31 December 2022	%	31 December 2021	%	Change	Change %
Intangible assets	827	0,5%	1.551	0,9%	(724)	(46,7%)
Tangible assets	78.617	46,6%	78.561	46,5%	56	0,1%
Equity investments	100	0,1%			100	-
Other non-current assets	528	0,3%	19	0,0%	509	2678,9%
Non-current financial receivables	445	0,3%	1.757	1,0%	(1.312)	(74,7%)
Deferred tax assets	1.682	1,0%	1.985	1,2%	(303)	(15,3%)
Non-current assets	82.199	48,7%	83.873	49,6%	(1.674)	(2,0%)
Inventory	43.550	25,8%	40.603	24,0%	2.947	7,3%
Trade receivables	23.836	14,1%	26.632	15,7%	(2.796)	(10,5%)
Receivables from tax consolidation	813	0,5%	1.129	0,7%	(316)	(28,0%)
Tax receivables	5.043	3,0%	2.299	1,4%	2.744	119,4%
Current financial receivables	0	0,0%	0	0,0%	0	-
Other current receivables	1.269	0,8%	1.084	0,6%	185	17,1%
Cash funds	12.043	7,1%	13.491	8,0%	(1.448)	(10,7%)
Current assets	86.554	51,3%	85.238	50,4%	1.316	1,5%
Total Assets	168.753	100,0%	169.111	100,0%	(358)	(0,2%)
Equity and liabilities (Euro thousands)	31 December 2022	%	31 December 2021	%	Change	Change %
Share capital	18.804	11,1%	18.804	11,1%	0	0,0%
Share premium reserve	18.864	11,2%	18.864	11,2%	0	0,0%
Other reserves	24.968	14,8%	17.348	10,3%	7.620	43,9%
Prior years' profit (loss)	6.201	3,7%	8.761	5,2%	(2.560)	(29,2%)
Profit (loss) for the year	8.437	5,0%	6.688	4,0%	1.749	26,2%
Equity	77.274	45,8%	70.465	41,7%	6.809	9,7%
Provisions for risks and charges	774	0,5%	977	0,6%	(203)	(20,8%)
Deferred tax	6.304	3,7%	6.150	3,6%	154	2,5%
Post-employment benefits	2.131	1,3%	2.587	1,5%	(456)	(17,6%)
Non-current financial liabilities	22.095	13,1%	23.220	13,7%	(1.125)	(4,8%)
Non-current liabilities	31.304	18,6%	32.934	19,5%	(1.630)	(4,9%)
Trade payables	33.693	20,0%	39.832	23,6%	(6.139)	(15,4%)
Payables from tax consolidation	469	0,3%	816	0,5%	(347)	(42,5%)
Tax payables	703	0,4%	773	0,5%	(70)	(9,1%)
Current financial liabilities	20.682	12,3%	19.616	11,6%	1.066	5,4%
Other current payables	4.628	2,7%	4.674	2,8%	(46)	(1,0%)
Current liabilities	60.175	35,7%	65.711	38,9%	(5.536)	(8,4%)
Total equity and liabilities	168.753	100,0%	169.111	100,0%	(358)	(0,2%)

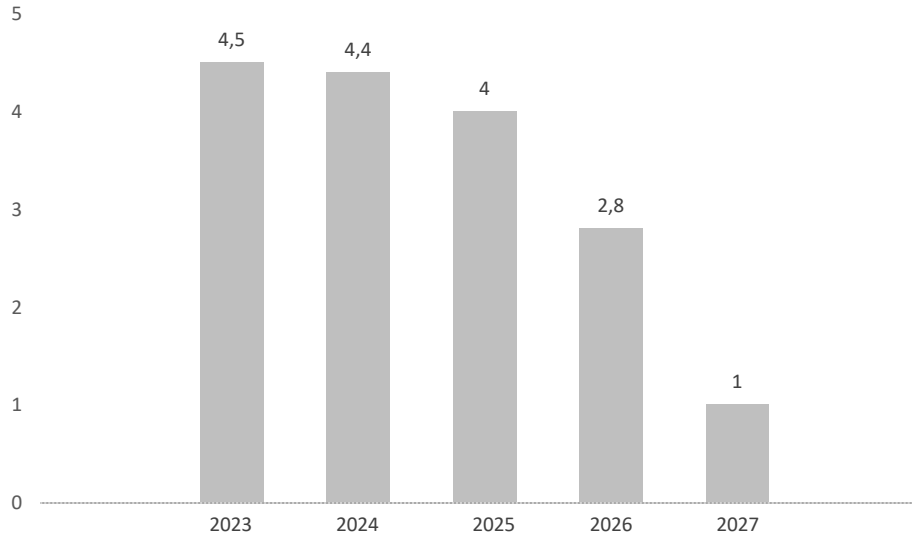
NET FINANCIAL POSITION FY 2022 – FY 2021

(Euro thousands)	31 December 2022	31 December 2021	Change
A. Cash funds	(12.043)	(13.491)	1.448
B. Cash and cash equivalents	0	0	0
C. Other current financial assets	0	0	0
D. Cash (A+ B + C)	(12.043)	(13.491)	1.448
E. Current financial debt	13.489	13.608	(119)
F. Current portion of non-current financial debt	7.194	6.008	1,186
G. Current financial debt (E + F)	20.683	19.616	1,067
H. Net current financial debt (G - D)	8.640	6.125	2.515
I. Non-current financial debt	22.095	23.220	(1.125)
J. Debt instruments	0	0	0
K. Trade payables and other non-current payables	0	0	0
L. Non-current financial debt (I + J +K)	22.095	23.220	(1.125)
M. Total financial debt (H + L)	30.735	29.345	1.390

DEBT MATURITY AT 31 December 2022

Debt Repayment plan (€/M)

One covenants on long term debts



The Group certifications are the tangible proof of its focus toward sustainable production. All Group companies have the following in place:

Code of Ethics

Organisational Model

Pursuant to Legislative Decree 231/2001

QHSE Policy

Quality, Health, Safety and Environmental

100% MADE IN ITALY*

Italian original quality of the products

FSC*

Forest Stewardship Council - CHAIN OF CUSTODY Programme

PEFC**

for the Endorsement of Forest Certification Quality

UNI EN ISO 9001:2015 UNI

management systems

EN ISO 14001:2015 UNI ISO

Environmental management systems

45001:2018 UNI EN ISO

Occupational health and safety management systems

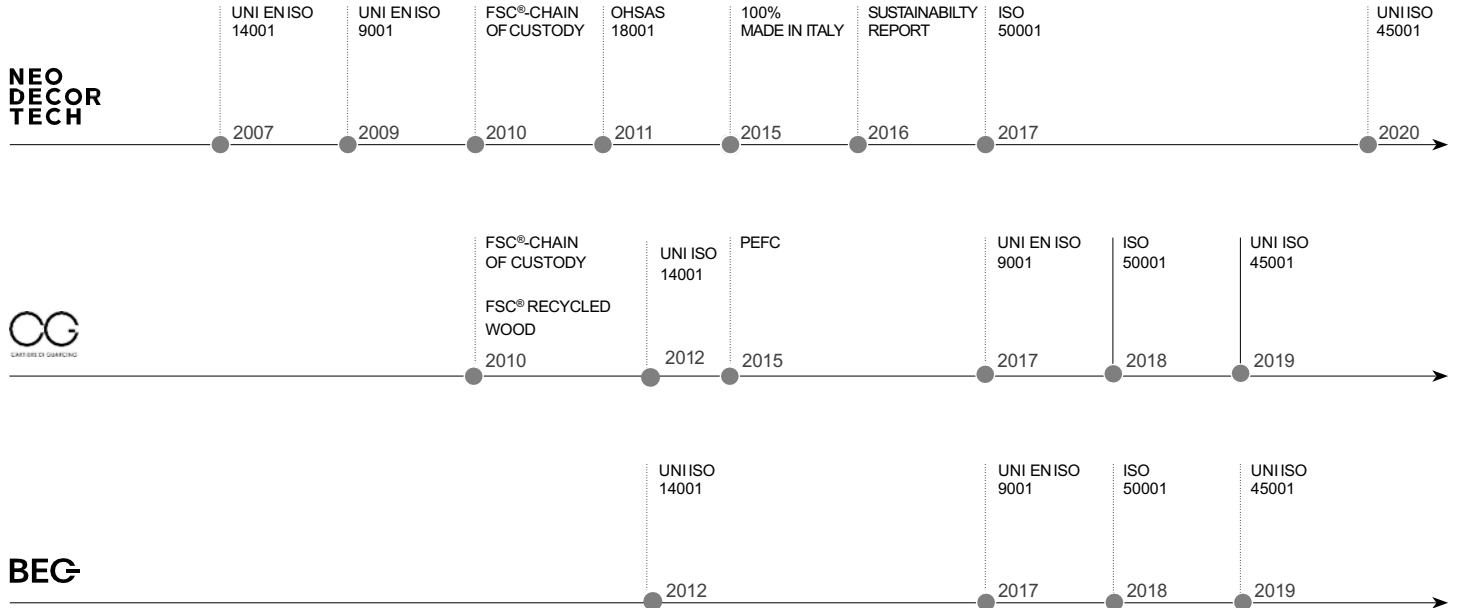
50001:2018 UNI CEI EN ISO

Energy management systems

*Neodecortech S.p.A. only

**Cartiere di Guarmino S.p.A. only

CERTIFICATIONS HISTORY



Source:
Company information

ISSUER

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