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.

INDEX

NEO
DECOR
TECH

1. COMPANY OVERVIEW

NEODECORTECH AT A GLANCE

Providing the interior design industry with high-end suite of solutions — Business strategy

enhanced by distinctive Italian flair for a sustainable living — ESG purpose

75+ YEARS OF EXPERIENCE

INTEGRATED BUSINESS MODEL

DIVERSIFIED PORTFOLIO OF 1000+ DESIGNS

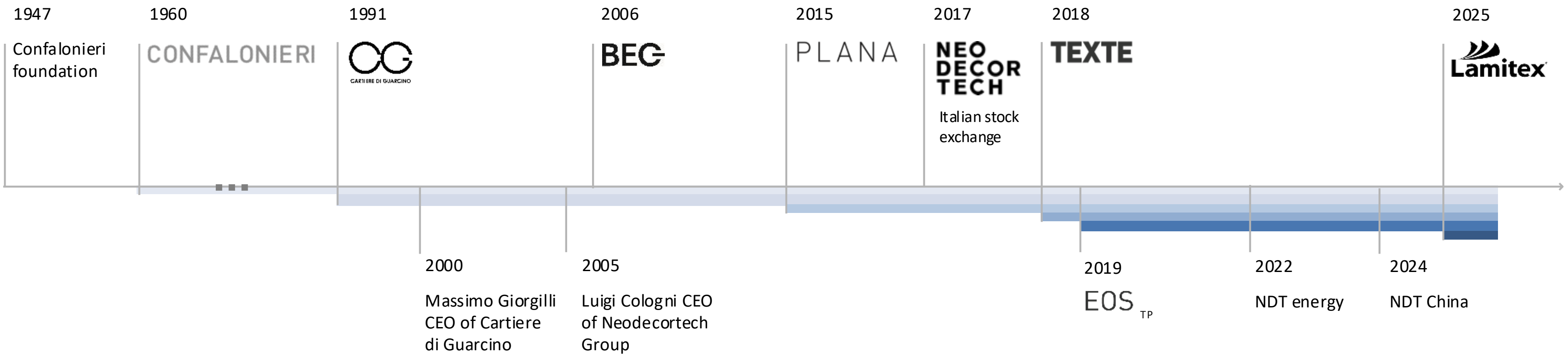
STRONG BRANDS FOR A COMPLETE MADE IN ITALY OFFER

SUSTAINABLE USE OF RESOURCES & CIRCULAR ECONOMY

ADOPTION OF BEST PRACTICES IN TRANSPARENCY AND CORPORATE GOVERNANCE

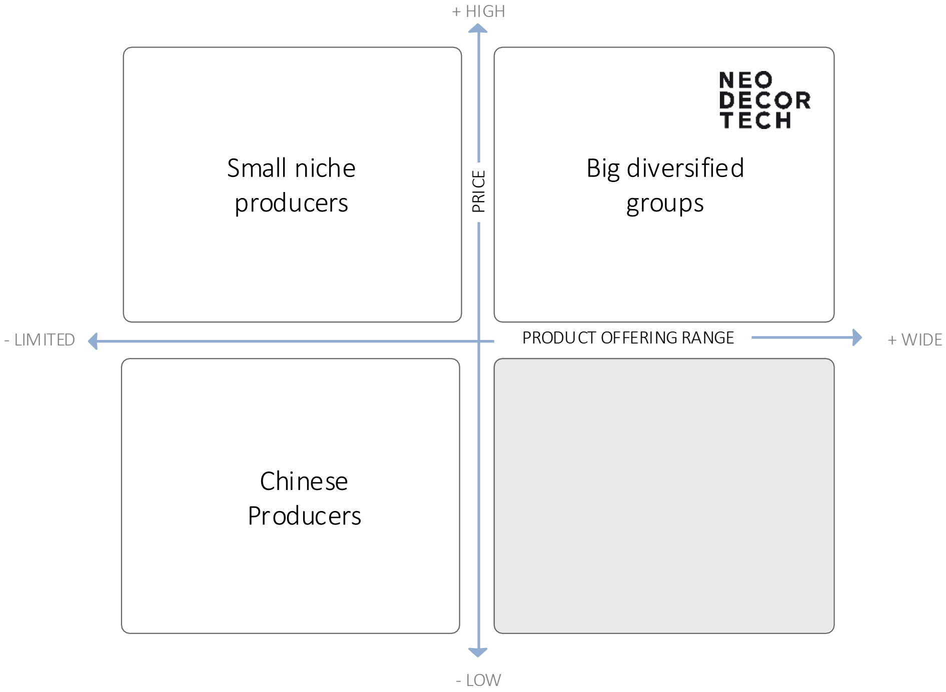
MORE THAN 75 YEARS OF EXPERIENCE

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.



STRATEGIC POSITIONING

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.



Source: Company information

INTEGRATED BUSINESS MODEL

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

STRONG BRANDS FOR A COMPLETE MADE IN ITALY OFFER

CG CARTIERE DI GUARCINO

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

CONFALONIERI

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

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)

TEXTE

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

- Micro Top
- Thin Top
- EOS laminate

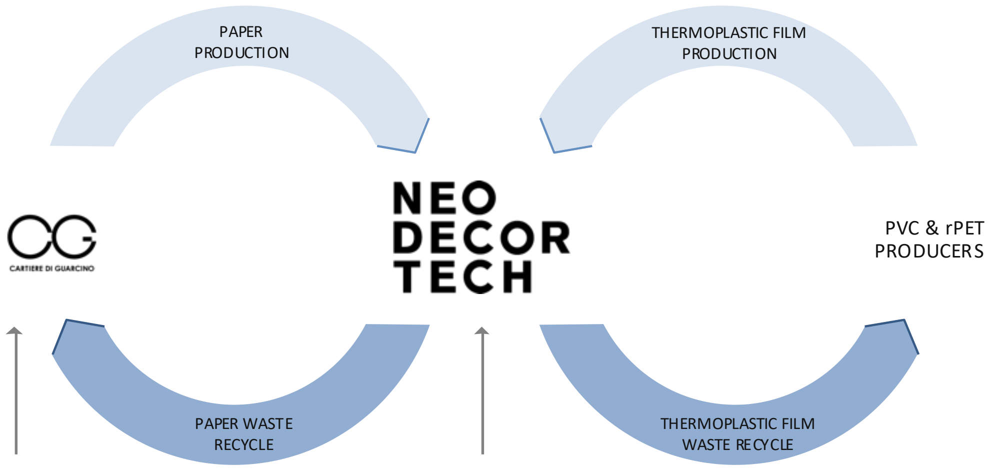
Lamitex

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

- nextVeneer
- nextPanel

SUSTAINABLE USE OF RESOURCES & CIRCULAR ECONOMY

Vertical integration benefits based on the circular economy approach



65% of fuel used by our power plant derives from certified byproducts of animal origin (ABPs), while 35% consists of vegetable oil (2025)

BEG

100% of electricity needs of CDG from renewable sources

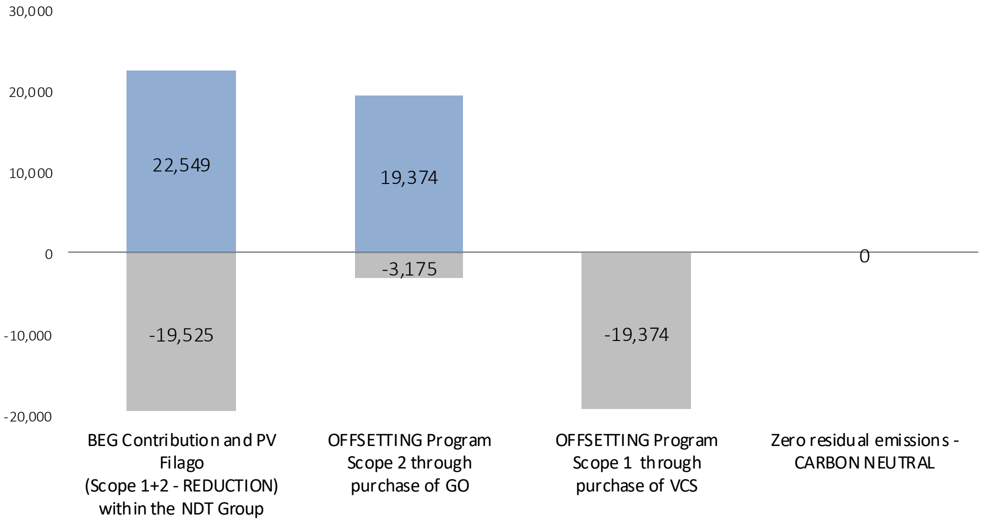
NDT energy

cogeneration of energy from production waste

CARBON NEUTRALITY

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

2025 Neutralization and Offsetting (Scope 1+2)



2. FINANCIAL RESULTS

H1 2026 – KEY FINANCIALS

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

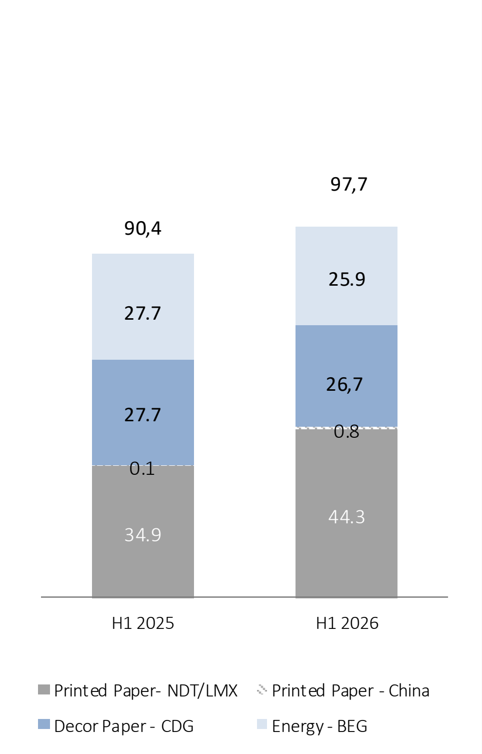
19,9 Mln
-11,0 Mln compared FY 2025
-16,8 Mln compared H1 2025
-20,9 Mln compared H1 2025 proforma

Proforma data includes H1 2025 Lamitex effects

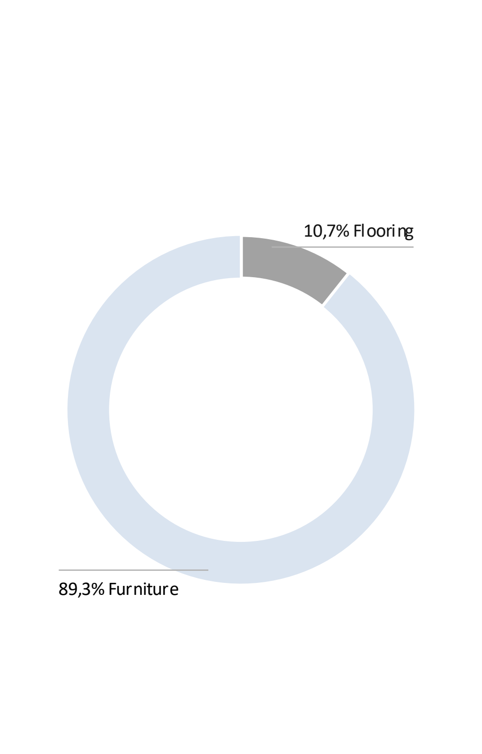
NET SALES - €/M
H1 2025 – H1 2026

SALES MIX
H1 2026

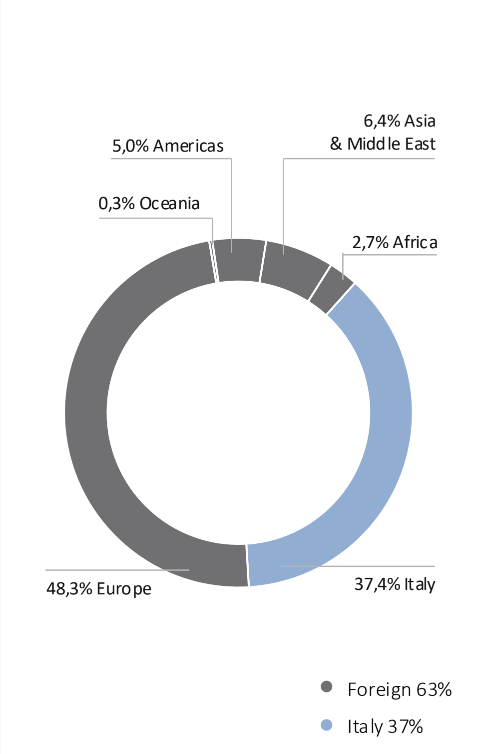
Net Sales (€/M)



End uses



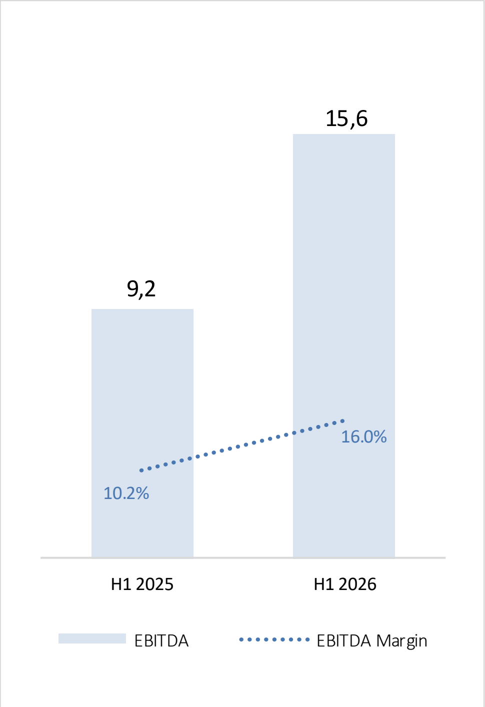
Geography (excluded BEG)

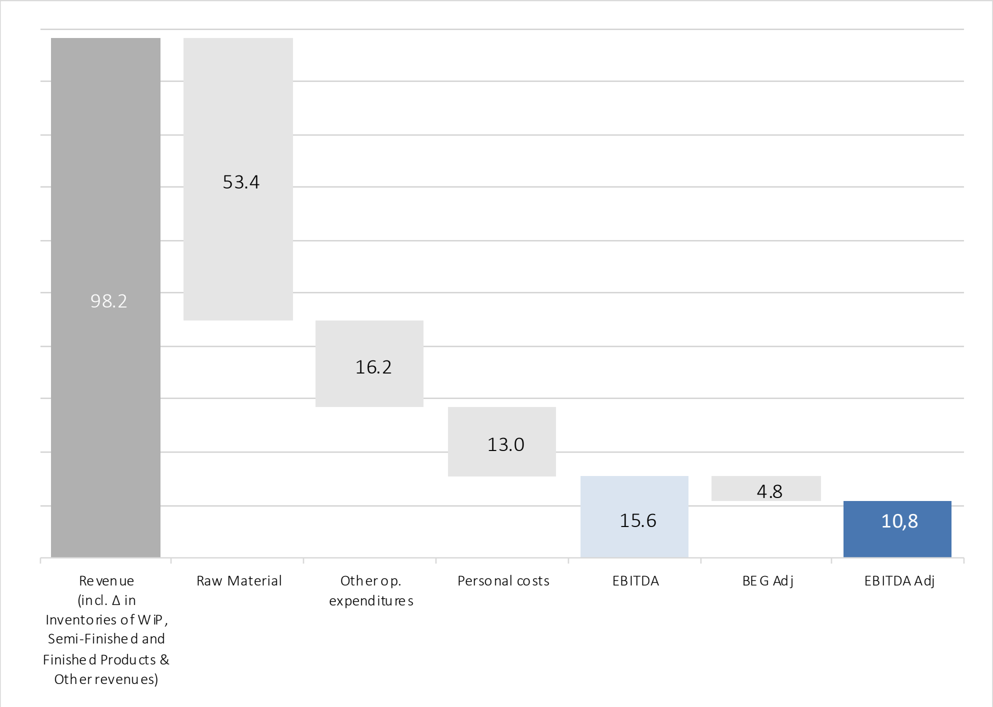


EBITDA & EBITDA MARGIN - €/M

H1 2025 – H1 2026

Statutory FS



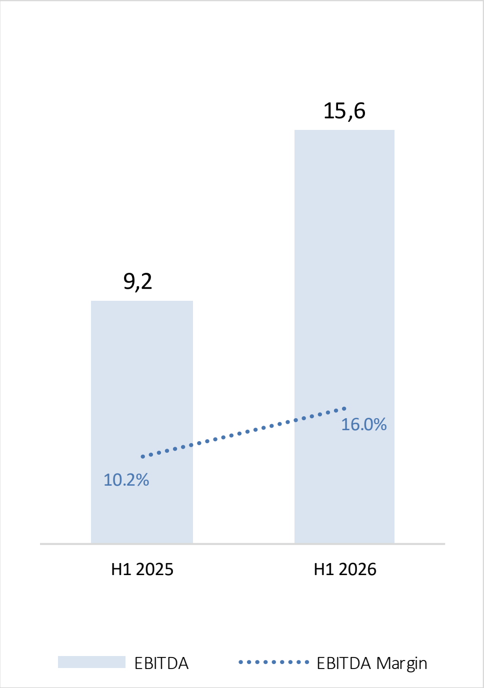


EBITDA margin growth was driven by improved efficiency and market development, with reported results also reflecting the BEG adjustment and the Lamitex acquisition.

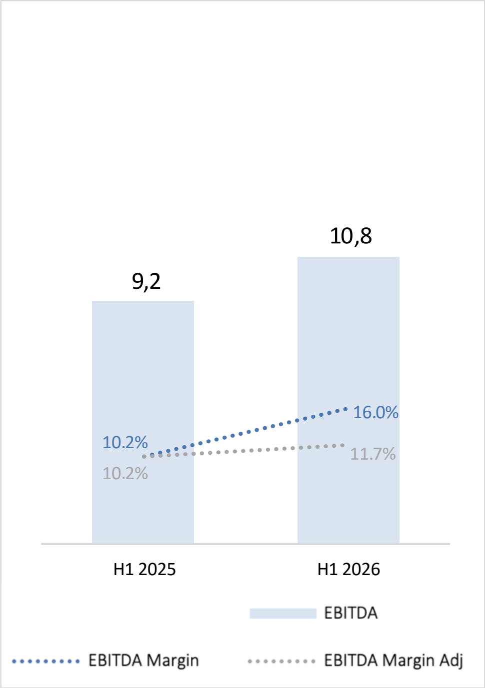
EBITDA & EBITDA MARGIN - €/M

H1 2025 – H1 2026 normalized from specific period effects

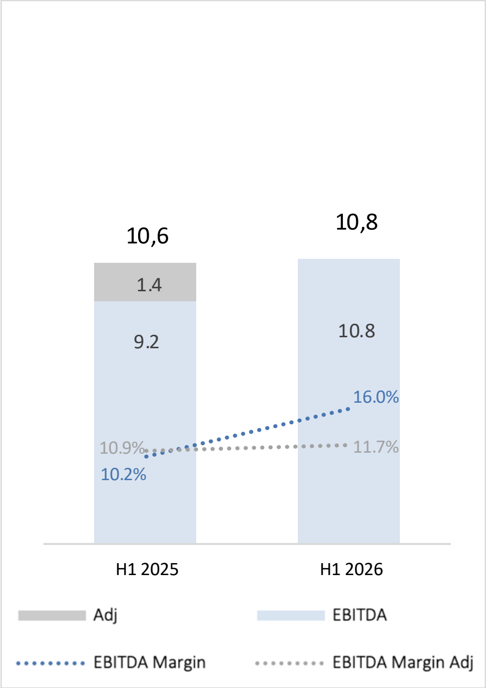
Statutory FS



Adj. BEG H1 2026



LMX proforma H1 2025 - Adj. BEG H1 2026

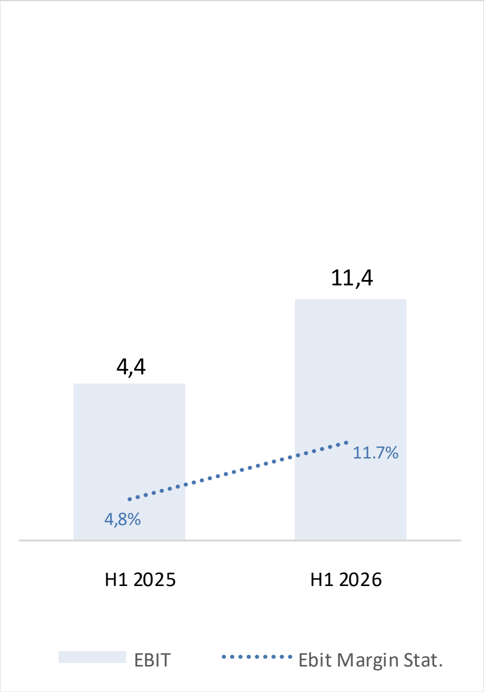


EBITDA margin growth was supported by greater operating efficiency and stronger market penetration, with reported results also reflecting the BEG adjustment and the Lamitex acquisition.

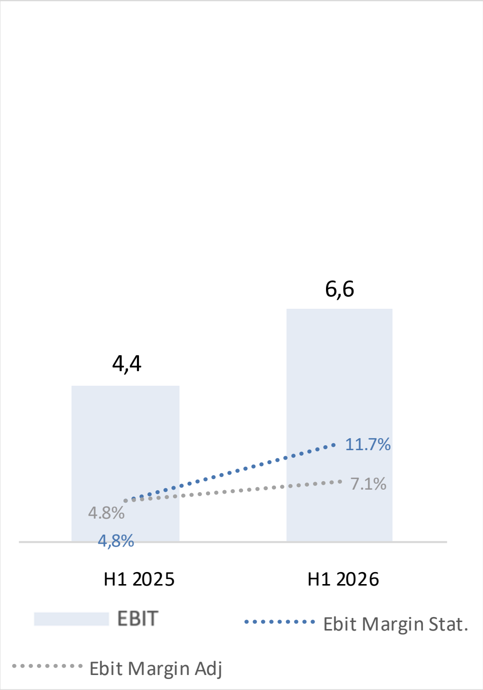
EBIT - €/M

H1 2025 – H1 2026 normalized from specific period effects

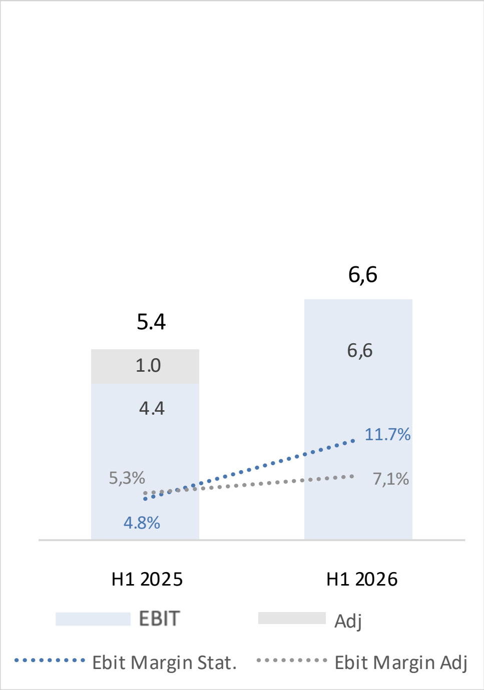
Statutory FS



Statutory FS (Adj. BEG)



Statutory FS (Adj. BEG and LMX proforma)

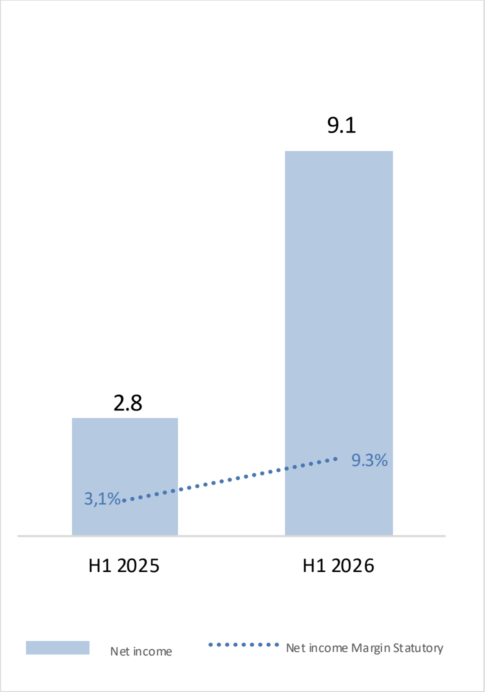


The improved EBITDA performance, combined with lower depreciation and provisions despite continued investment in innovation and maintenance, resulted in a stronger EBIT margin.

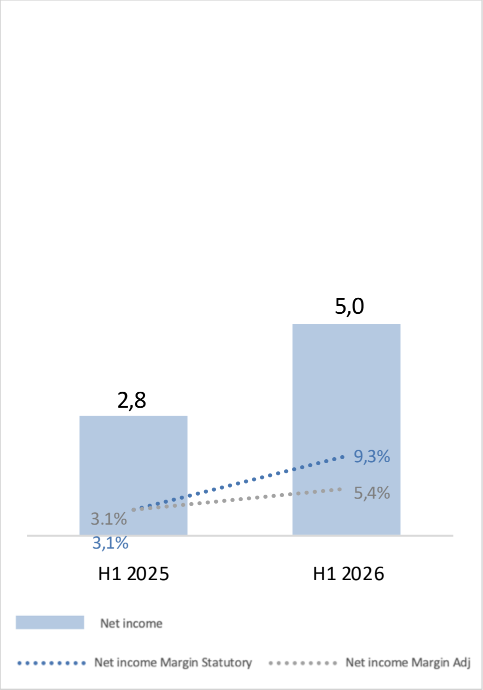
NET INCOME - €/M

H1 2025 – H1 2026 normalized from specific period effects

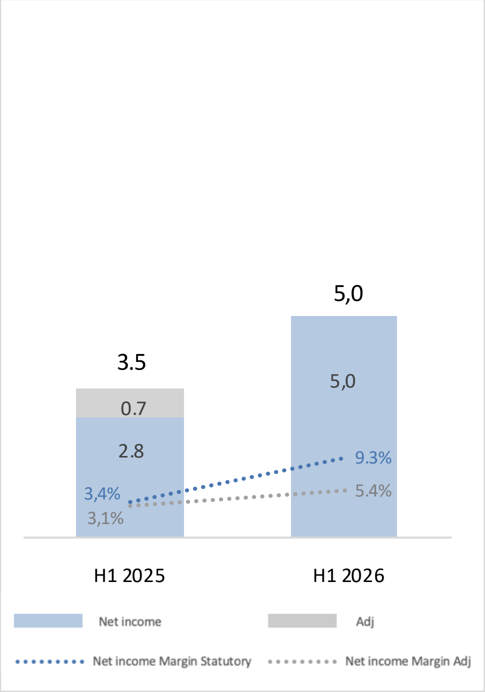
Statutory FS



Statutory FS (Adj. BEG)



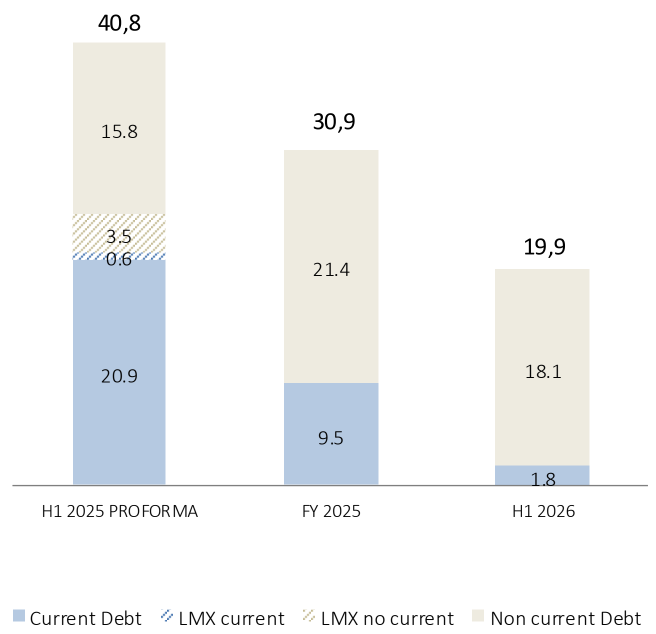
Statutory FS (Adj BEG and LMX proforma)



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



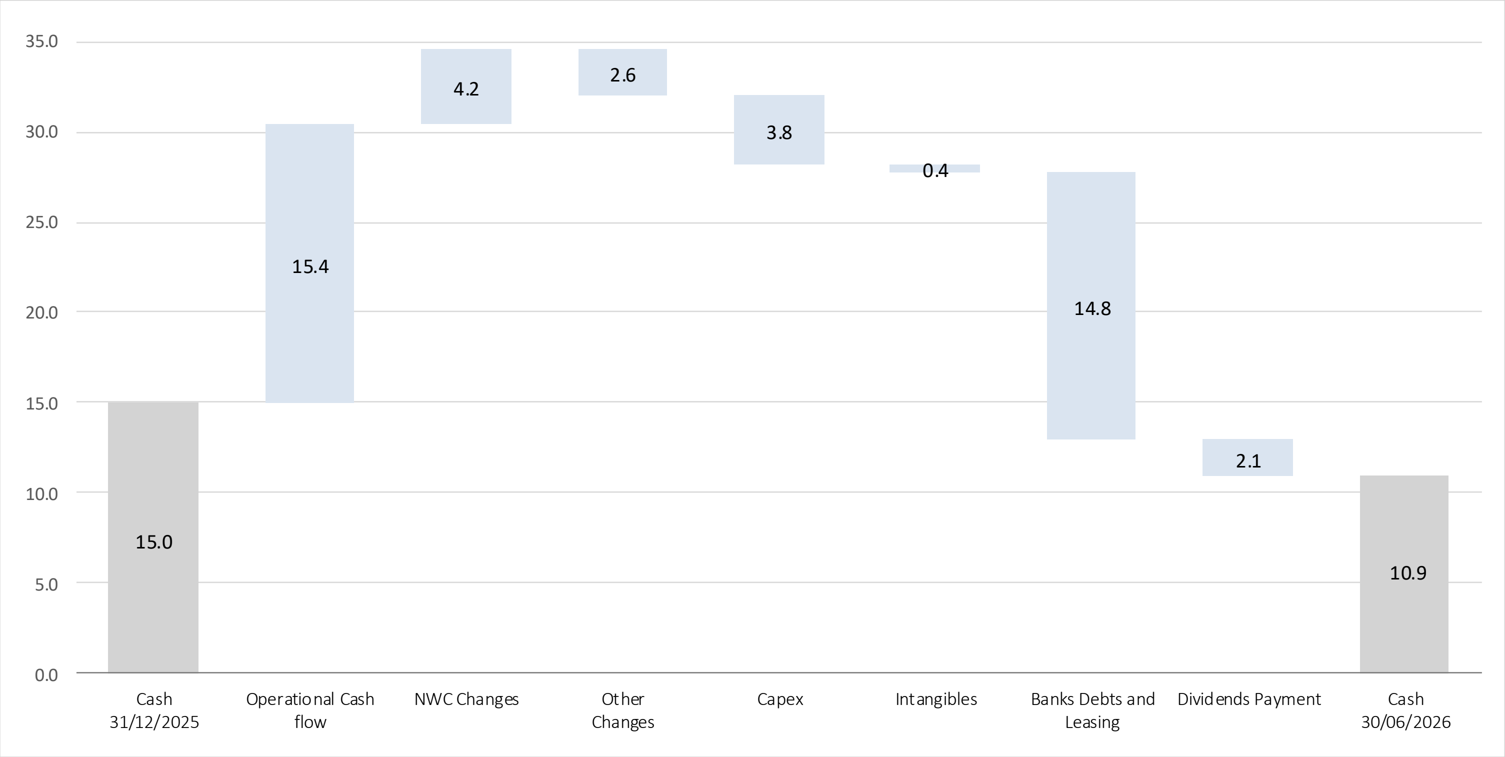
	FY 2025	H1 2026
NFP	30,90	19,90
EBITDA rolling	20,90	27,30*
NFP / EBITDA	1,99	0,73*
including Lamitex contribution		
EBITDA rolling ADJ	23,20	28,40*
NFP/EBITDA ADJ	1,33	0,70*

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

*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: increasing

GROWTH STRATEGY

NEODECORTECH	Focus on higher-margin products (laminates, films)
Lamitex	Maximize cross-selling with Neodecortech
CG Cartiere di Guarcino	Key project on Kraft paper
BEG	Extension of operating period

4. ESG APPROACH

2030 UN SUSTAINABLE DEVELOPMENT GOALS

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.

1. No poverty
2. Zero hunger
3. Good health and well being
4. Quality education
5. Gender equality
6. Clean water
7. Affordable and clean energy
8. Decent work and economic growth
9. Industry, innovation and infrastructure
10. Reduced inequalities
11. Sustainable cities and communities
12. Responsible consumption and production
13. Climate action
14. Life below water
15. Life on land
16. Peace, justice and strong institutions
17. Partnership for the goals

CERTIFICATIONS

System certifications	Product certifications
9001:2015	FSC
14001:2015	100% Made in Italy – IT01 Guarantee *Neodecortech S.p.A. only
45001:2018	PEFC **Cartiere di Guarcino S.p.A. only
50001:2018	Certified cradle to cradle **Cartiere di Guarcino S.p.A. only

Economics & Environmental saving projects
2025 summary

Projects	Saving K€ yearly basis
Recycling and waste	1.293
Emission	5.408
Use of Gas and water	378
On going projects 2026	600
Total saving Project & ongoing projects 2026	7.679

Details / Notes	Environmental Impact	Unit
Secondary raw material used	20,5%	Secondary raw material
Recovered waste	1.782	Tons of recycled and recovered waste
Minor emission	-22.933	Ton CO2 eq.
Minor reduction in fossil fuel usage	-600.000	m3 gas
Minor water usage reduction	-402.000	m3 water
Minor emission	-1.042	Ton CO2 eq.
Waste reduction	-800	Tons of waste

DISCLAIMER

This document has been prepared by Neodecortech S.p.A. ("NEODECORTECH") solely for use in connection with the presentation of the Company to potential investors and shareholders and may not be used for any other purposes.

The information contained in this document has not been independently verified and no representation or warranty express or implied is made as to, and no reliance should be placed on the fairness, accuracy, completeness or correctness of the information or opinions contained herein.

Certain information contained in this presentation may contain forward - looking statements which involve risks and uncertainties and are subject to change. Actual results may differ materially from those contained in any forward-looking statement due to a number of significant risks and future events which are outside NEODECORTECH's control and cannot be estimated in advance such as the future economic environment and the actions of competitors and others involved on the market. These forward- looking statements speak only as at the date of this presentation.

NEODECORTECH cautions you that forward looking-statements are not guarantees of future performance and that its actual financial position, business strategy, plans and objectives of management for future operations may differ materially from those made in or suggested by the forward-looking statements contained in this presentation.

In addition, even if NEODECORTECH's financial position, business strategy, plans and objectives of management for future operations are consistent with the forward-looking statements contained in this presentation, those results or developments may not be indicative of results or developments in future periods.

NEODECORTECH expressly disclaims any obligation or undertaking to disseminate any updates or revisions to any forward-looking statements contained herein to reflect any change in NEODECORTECH expectations with regard thereto or any change in events conditions or circumstances on which any such statement is based.

The information and opinions contained in this document are provided as at the date of this presentation and are subject to change without notice. The recipient will be solely responsible for conducting its own assessment of the information set out in this presentation and for any underlying business decision. NEODECORTECH has not made an independent evaluation or appraisal of its own shares, assets or liabilities (contingent or otherwise). None of NEODECORTECH, its shareholders, or any of their respective affiliates, advisers or representatives shall have any liability whatsoever (in negligence or otherwise) for any loss howsoever arising from any use of this document or its contents or otherwise arising in connection with this document.

The information contained in this presentation may constitute inside information pursuant to EU Regulation n. 596/2014, therefore the recipient undertakes to comply with the applicable regulations and, in particular, to not disclose them (i.e. by transmitting, circulating or publishing) in any way.

By accepting this presentation, you acknowledge and agree to be bound by the foregoing limitations and restrictions.

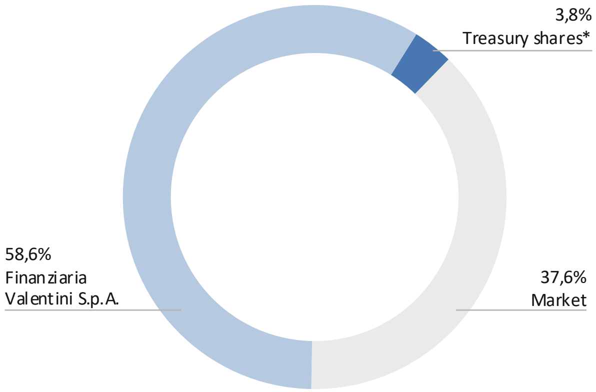
NEO DECOR TECH

APPENDIX

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.

PRIVATE COMPANY	AIM Italia	Borsa Italiana	STAR Borsa Italiana
	26.09.2017	25.05.2020	15.03.2021



* At July 31, 2026

<u>Market Data</u>

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

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

ENVIRONMENTAL HIGHLIGHTS

at 31.12.2025

Scope 1 and Scope 2 market-based emissions

22.548 Ton CO_2

-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

(Euro thousands)	30 JUNE 2026	%	30 JUNE 2025	%	Change	Change %
Revenue from sales and services	**97.650**	**100,0%**	**90.425**	**100,0%**	**7.225**	**8,0%**
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%
Value of Production	**98.238**	**100,6%**	**94.510**	**104,5%**	**3.728**	**3,9%**
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%
Value Added	**28.604**	**29,3%**	**20.876**	**23,1%**	**7.728**	**37,0%**
Personnel expense	(12.971)	(13,3%)	(11.639)	(12,9%)	(1.332)	11,4%
EBITDA	**15.633**	**16,0%**	**9.237**	**10,2%**	**6.396**	**69,2%**
Amortization and depreciation	(4.201)	(4,3%)	(4.856)	(5,4%)	655	(13,5%)
Allocations	(37)	(0,0%)	(35)	(0,0%)	(2)	5,0%
EBIT	**11.395**	**11,7%**	**4.346**	**4,8%**	**7.049**	**162,2%**
Financial expense	(791)	(0,8%)	(1.439)	(1,6%)	648	(45,0%)
Financial income	142	0,1%	269	0,3%	(127)	(47,2%)
Profit/(loss) before tax	**10.746**	**11,0%**	**3.176**	**3,5%**	**7.570**	**238,4%**
Income tax	(1.686)	(1,7%)	(409)	(0,5%)	(1.277)	312,2%
Profit/(loss) for the year	**9.060**	**9,3%**	**2.767**	**3,1%**	**6.293**	**227,4%**
Of which Group profit/(loss) for the year	*8.994*		*2.800*		*6.194*	
Of which Profit/(loss) for the year of non-controlling interests	*66*		*(33)*		*99*	

BALANCE SHEET STATEMENT – ASSETS

H1 2026 – FY 2025

Assets *(Euro thousands)*	30 JUNE 2026	%	31 DECEMBER 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%
Non-current assets	**89.883**	**47,9%**	**89.363**	**47,7%**	**520**	**0,6%**
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%)
Current assets	**97.644**	**52,1%**	**95.438**	**50,9%**	**2.206**	**2,3%**
Total Assets	**187.527**	**100,0%**	**184.801**	**98,5%**	**2.726**	**1,5%**

BALANCE SHEET STATEMENT – EQUITY AND LIABILITIES

H1 2026 – FY 2025

Equity and Liabilities *(Euro thousands)*	30 JUNE 2026	%	31 DECEMBER 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%
Group equity	**93.273**	**49,7%**	**86.821**	**46,3%**	**6.452**	**7,4%**
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%)
Total equity attributable to non-controlling interests	**12**	0,0%	**(54)**	0,0%	66	(122,2%)
Total equity	**93.285**	**49,7%**	**86.767**	**46,3%**	**6.518**	**7,5%**
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%)
Non-current liabilities	**27.886**	**14,9%**	**31.418**	**16,8%**	**(3.532)**	**(11,2%)**
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%	1116	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%
Current liabilities	**66.356**	**35,4%**	**66.616**	**35,5%**	**(260)**	**(0,4%)**
Total equity and liabilities	**187.527**	**100,0%**	**184.801**	**98,5%**	**2.726**	**1,5%**

NET FINANCIAL POSITION

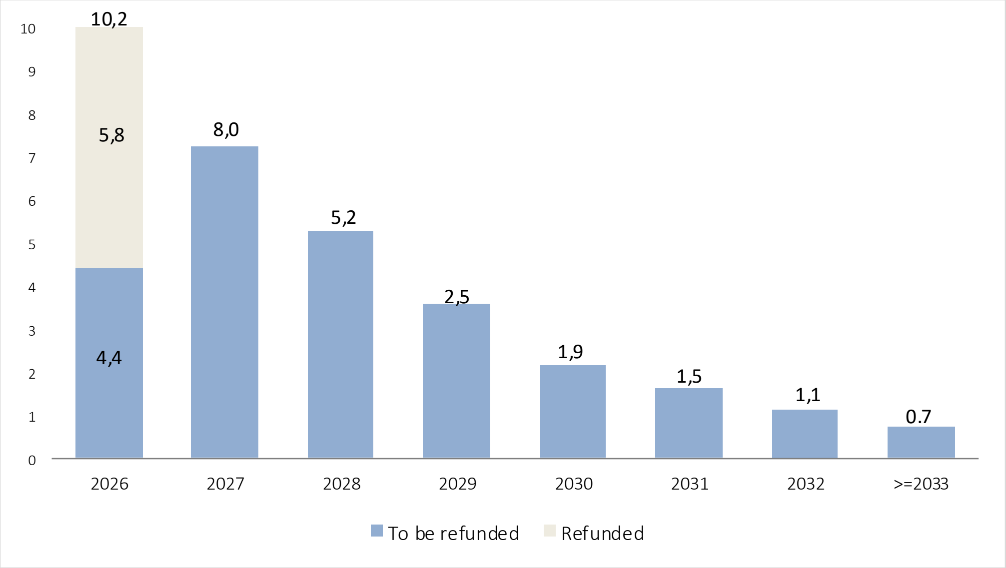
H1 2026 – H1 2025

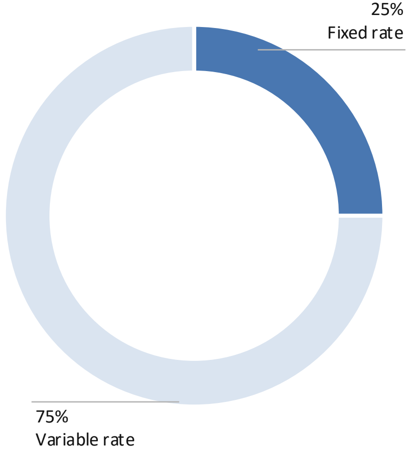
(Euro thousands)	30 JUNE 2026	31 DECEMBER 2025	Change	Change %	30 JUNE 2025	Change
A. Cash funds	10.944	15.030	(4.086)	(27,2%)	5.485	5.459
B. Cash and cash equivalents	0	0	0	0,0%	0	0
C. Other current financial assets	0	0	0	0	0	0
D. Cash (A+ B + C)	**10.944**	**15.030**	**(4.086)**	**(27,2%)**	**5.485**	**5.459**
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
G. Current financial debt (E + F)	**(12.790)**	**(24.499)**	**11.709**	**(47,8%)**	**(26.438)**	**13.648**
H. Net current financial debt (G - D)	**(1.846)**	**(9.469)**	**7.623**	**(80,5%)**	**(20.953)**	**19.107**
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
L. Non-current financial debt (I + J +K)	**(18.059)**	**(21.454)**	**3.395**	**(15,8%)**	**(15.755)**	**(2.304)**
M. Total financial debt (H + L)	**(19.905)**	**(30.923)**	**11.018**	**(35,6%)**	**(36.708)**	**16.803**
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
Total Adjusted Financial Debt	**(9.403)**	**(20.124)**	**10.721**	**(53,3%)**	**(36.708)**	**27.305**

CONSOLIDATED DEBT MATURITY at 30 June 2026

Debt Repayment plan (€/ M)

One covenants on CDG long term debts





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

KEY CONTACTS

ISSUER
INVESTOR RELATIONS

Luigi Cologni – CEO & Investor
relator Marina Fumagalli - CFO
Email: investor.relations@neodecortech.it

SPECIALIST

Lorenzo Edmondo Bondi
Email:
lorenzoedmondo.bondi@bper.it

INVESTOR AND MEDIA RELATIONS SUPPORT

Mara Di Giorgio
Federico Bagatella
Elena Filippi
Email: neodecortech@mytwincommunication.com

ANALYST & CORPORATE BROKING

Luca Arena
Email: luca.arena@alantra.com
Andrea Zampaloni
Email: andrea.zampaloni@alantra.com
Patrizia Rossi
Email: patrizia.rossi@alantra.com

ANALYST

Mathias Paladino
Email: mathias.paladino@tpicap.com

MEDIA

Marco Messori
Email: messori@mymediarelation.it

NEO
DECOR
TECH

Decors and surfaces
for sustainable living.