INVESTOR PRESENTATION

9M 2026 RESULTS

Nov. 9, 2026

NEO DECOR TECH

Decors and surfaces
for sustainable living.

TODAY'S SPEAKERS



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.

NEO DECOR TECH

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NEO
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1. COMPANY OVERVIEW

NEODECORTECH AT A GLANCE

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

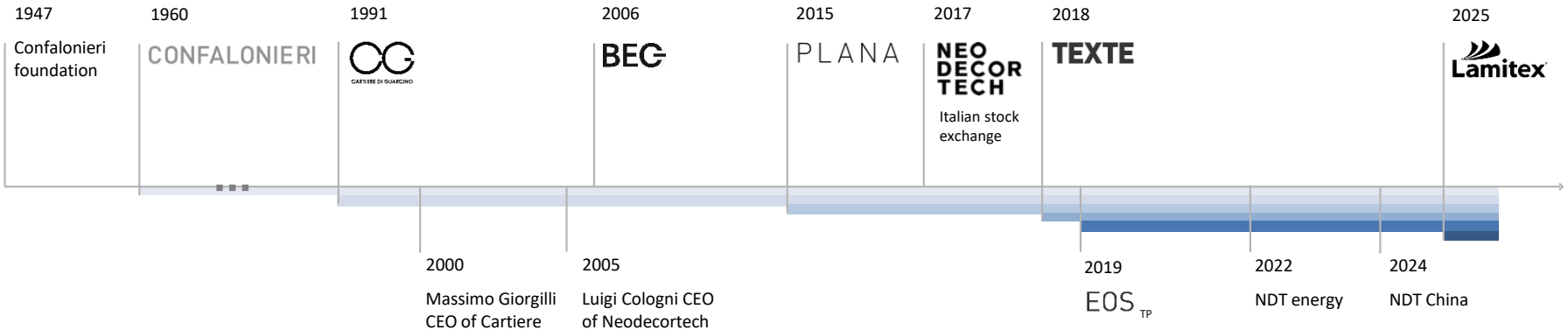
enhanced by distinctive Italian flair for a sustainable living — ESG purpose

- 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



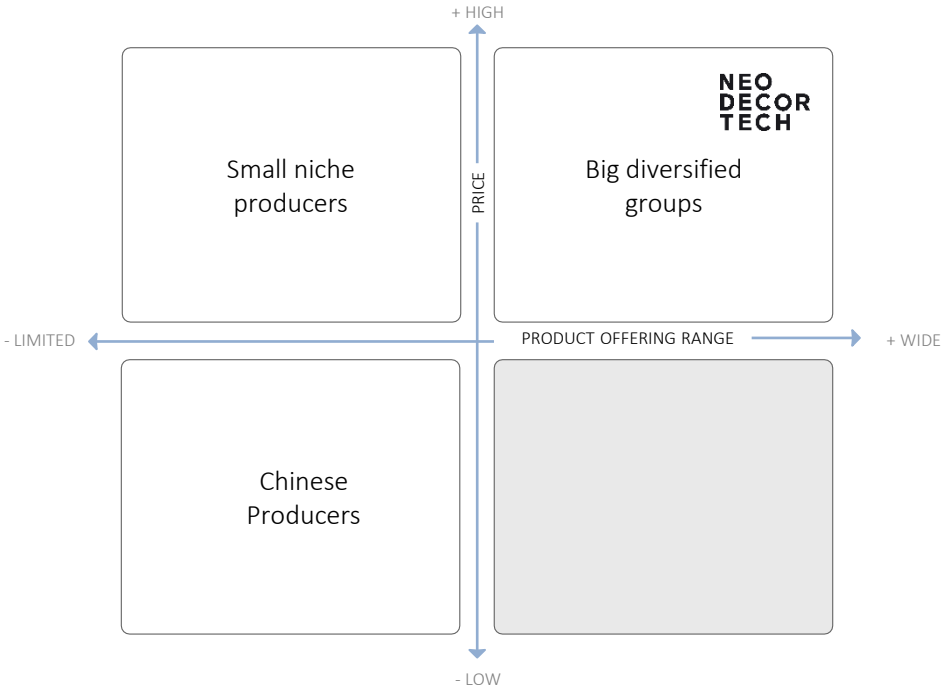
MORE THAN 75 YEARS OF EXPERIENCE

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



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



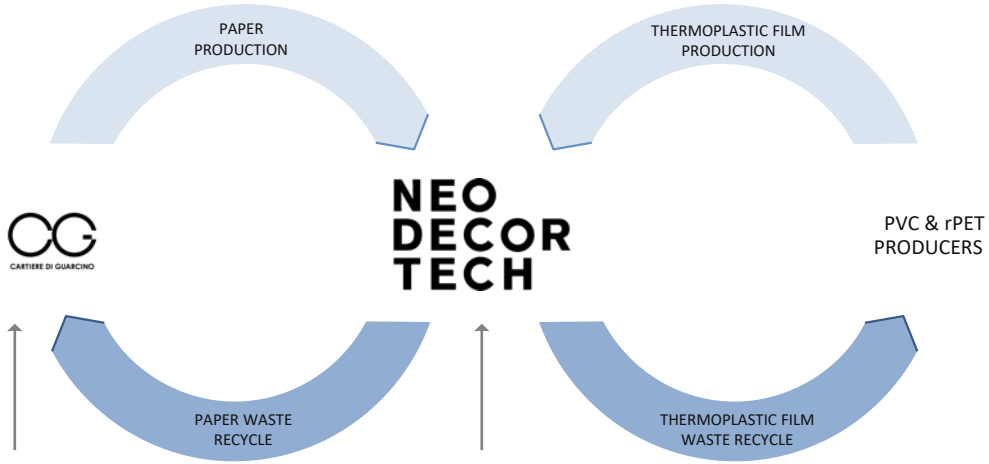
Lamitex

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

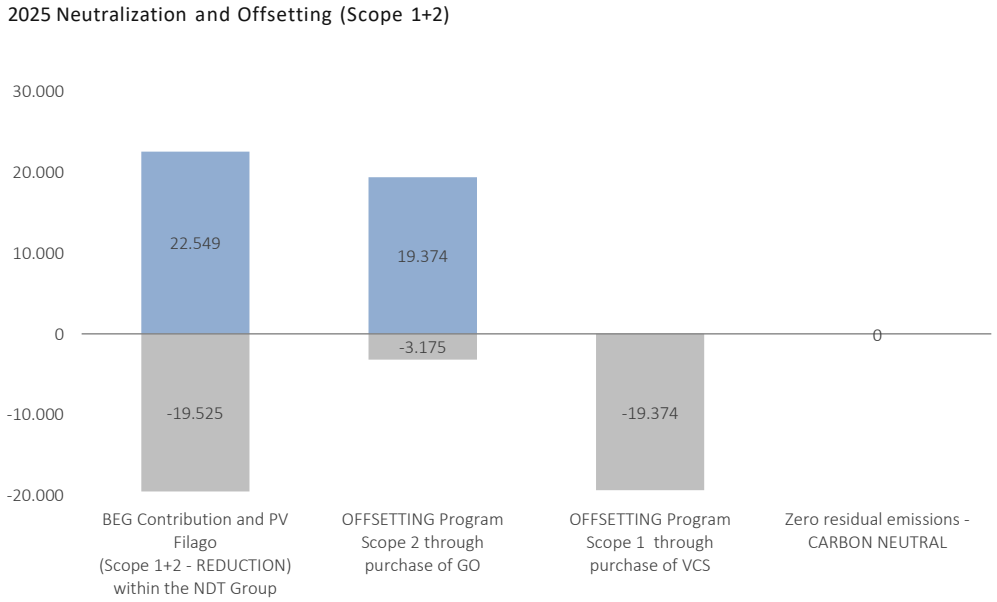
100% of electricity needs of CDG from renewable sources

NDT energy

cogeneration of energy from production waste

CARBON NEUTRALITY

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



NEO DECOR TECH

2. FINANCIAL RESULTS

9M 2026 – KEY FINANCIALS



Revenue

139,8 Mln

+1,1% equal to +1,5 Mln
compared to 9M 2025 (138,3 Mln)

EBITDA

19,8 Mln

+25,7% equal to +4,1 Mln
compared to 9M 2025 (15,7 Mln)

EBITDA Margin

14,1%

From 11,4% in 9M 2025

Net Result

10,6 Mln

+102,4% equal to +5,4 Mln
compared to 9M 2025 (5,2 Mln)

Net Financial Position

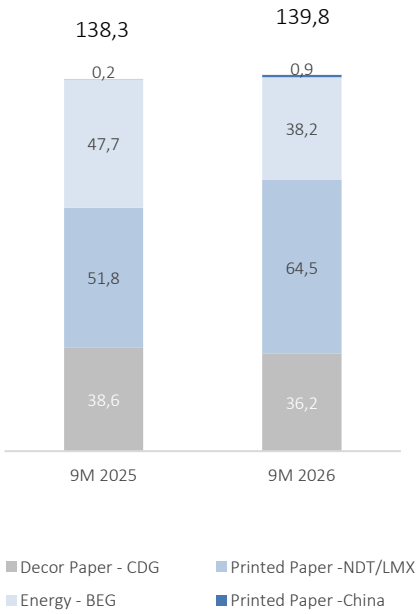
23,1 Mln

-7,9 Mln compared FY 2025
-11,7 Mln compared 9M 2025

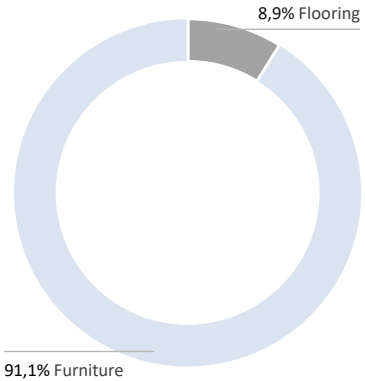
NET SALES - €/M
9M 2025 – 9M 2026

SALES MIX
9M 2026

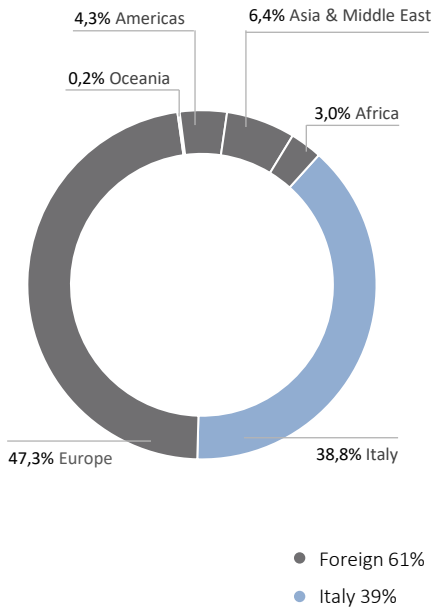
Net Sales (€/M)



End uses



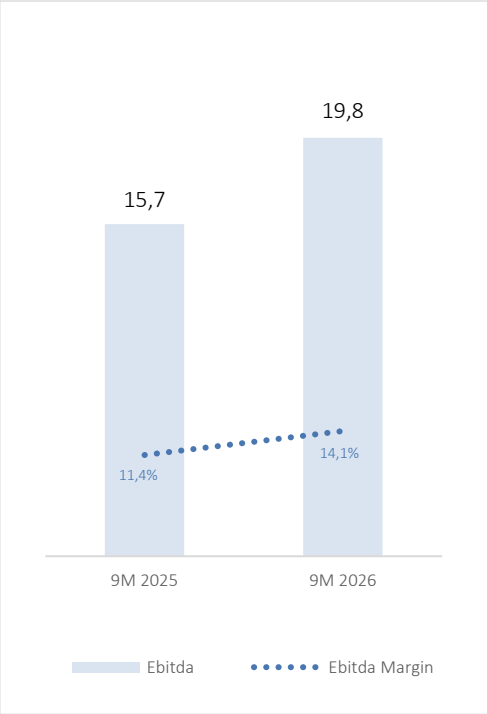
Geography (excluded BEG)

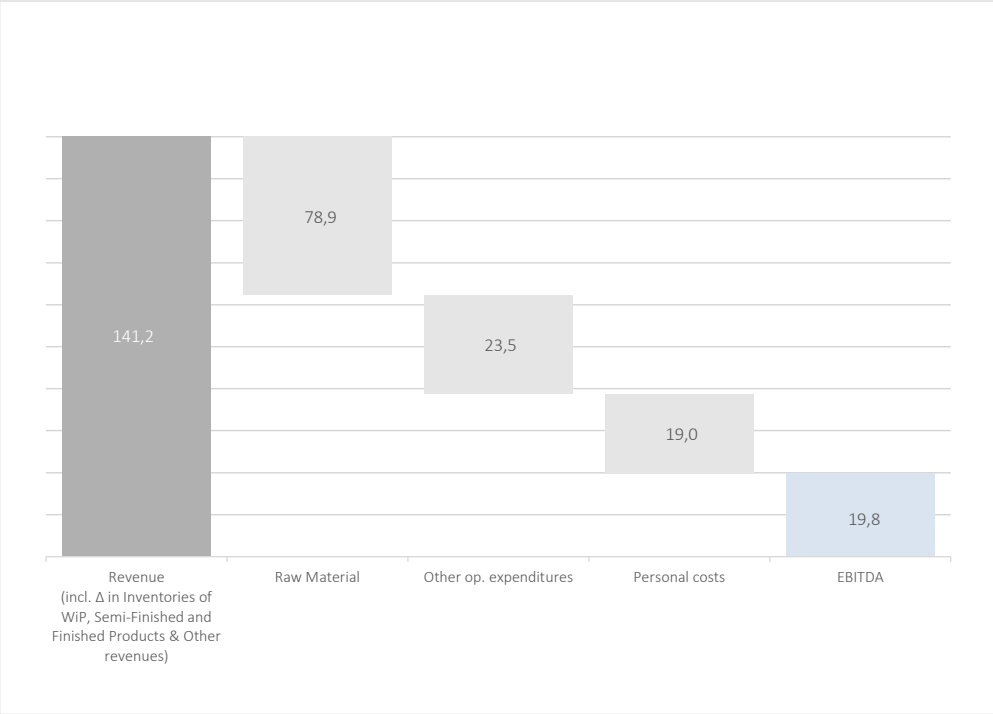


EBITDA & EBITDA MARGIN - €/M

9M 2025 – 9M 2026

Statutory FS



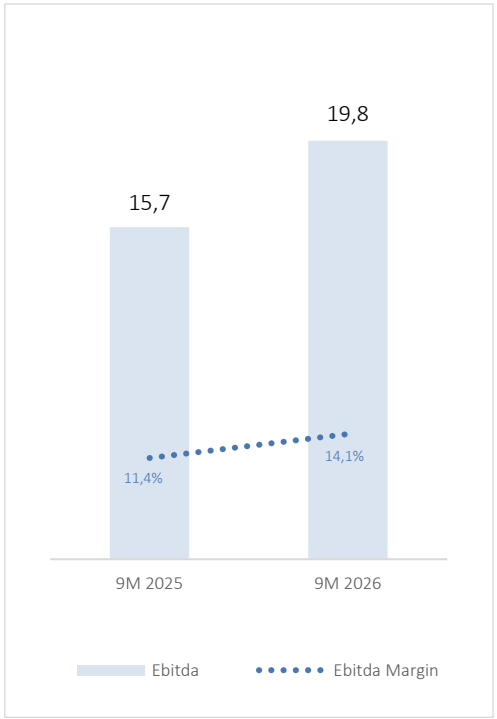


EBITDA margin growth was driven by improved efficiency and market development, with reported results also reflecting the BEG adjustment and the Lamitex acquisition.

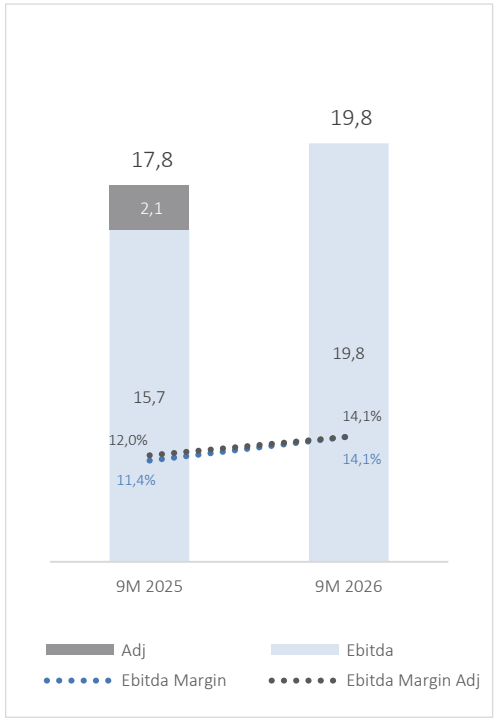
EBITDA & EBITDA MARGIN - €/M

9M 2025 – 9M 2026 normalized from specific period effects

Statutory FS



Statutory FS (LMX proforma)

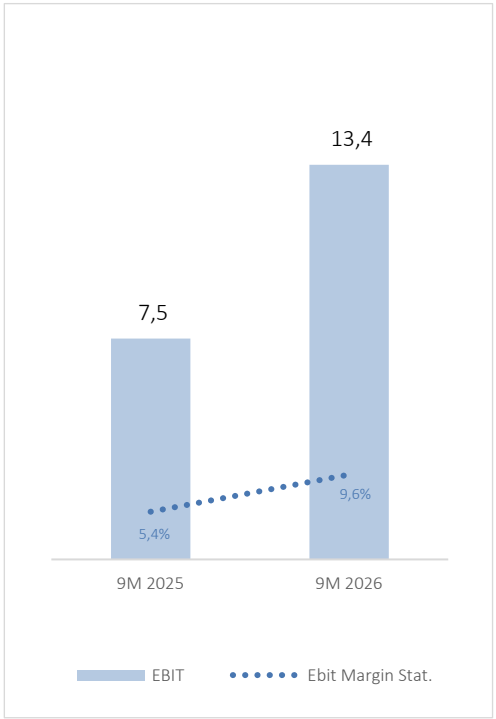


EBITDA margin growth was supported by greater operating efficiency and stronger market penetration, with reported results also effecting the Lamitex acquisition.

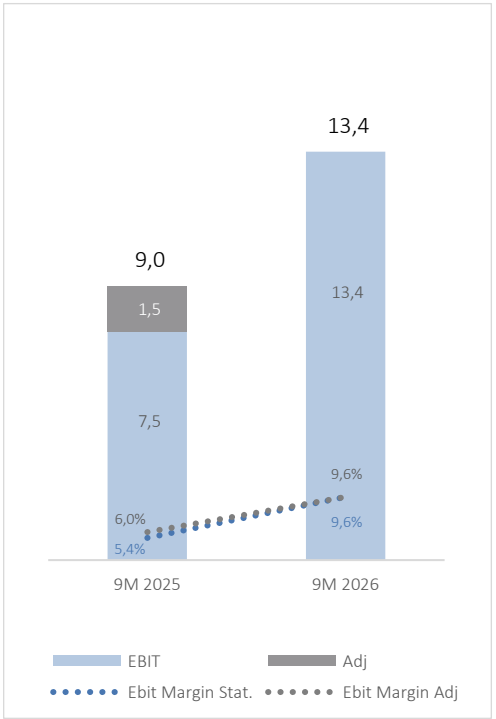
EBIT - €/M

9M 2025 – 9M 2026 normalized from specific period effects

Statutory FS



Statutory FS (LMX proforma)

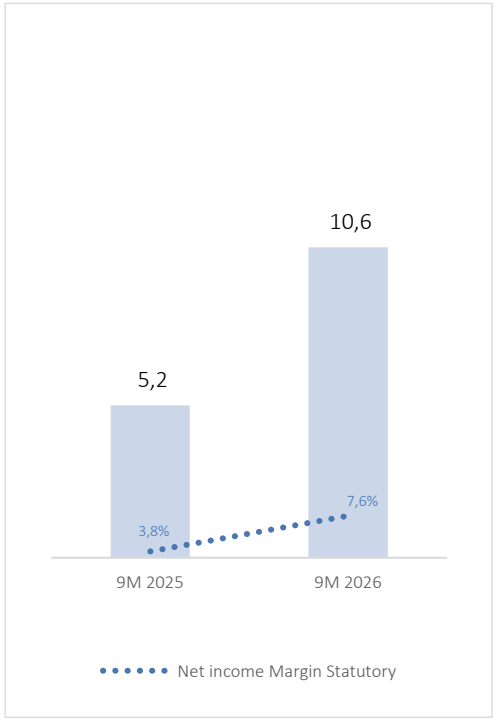


The improved EBITDA performance, combined with lower depreciation and provisions despite continued investment in innovation and maintenance, resulted in a stronger EBIT margin.

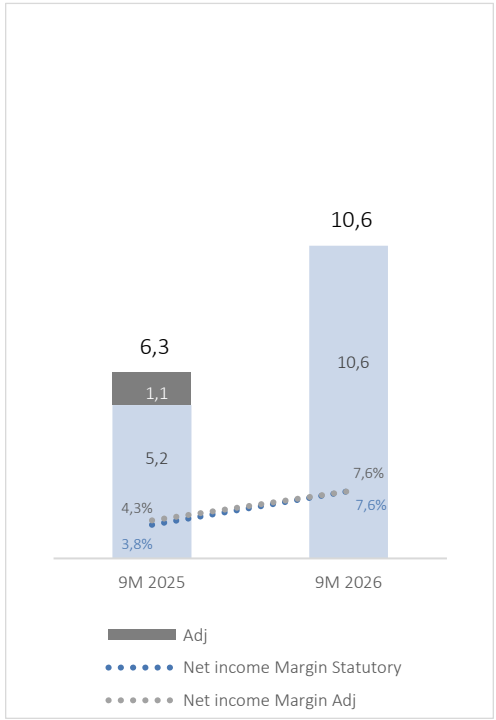
NET INCOME - €/M

9M 2025 – 9M 2026 normalized from specific period effects

Statutory FS



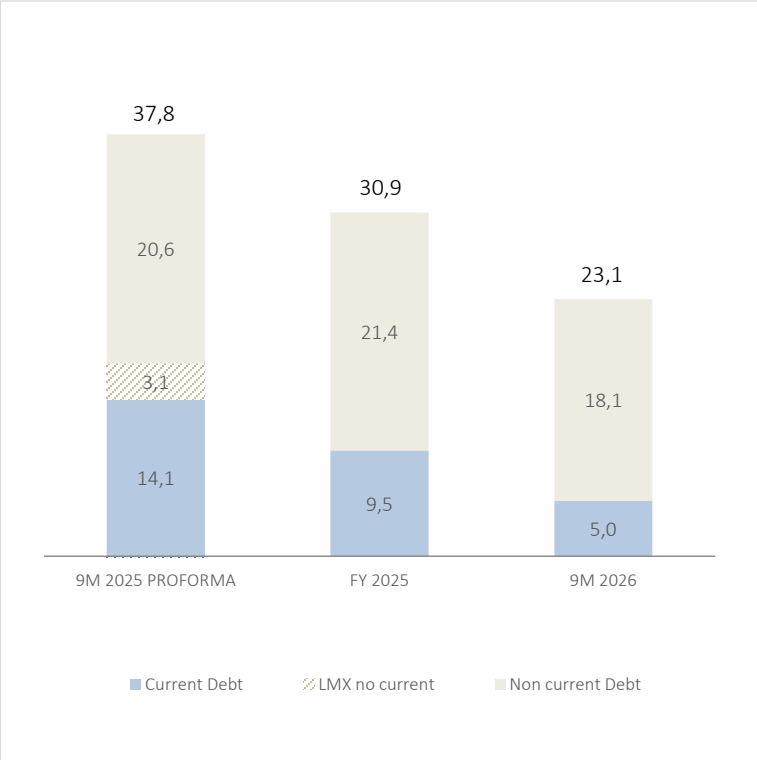
Statutory FS (LMX proforma)



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

NET FINANCIAL POSITION - €/M

9M 2025 - FY 2025 – 9M 2026



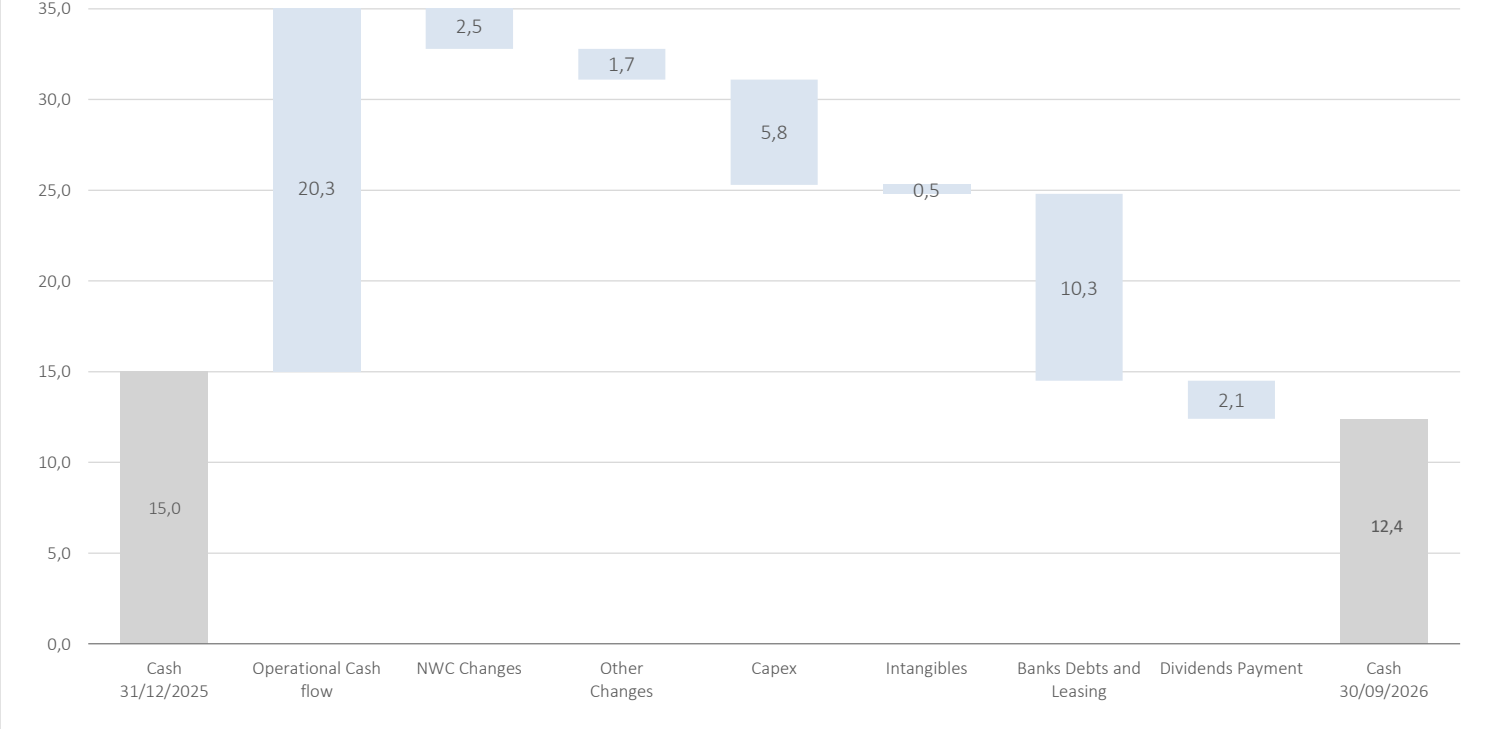
	FY 2025	9M 2026
NFP	30,90	23,10
EBITDA rolling	20,90	25,00*
NFP / EBITDA	1,49	0,92*
including Lamitex contribution		
EBITDA rolling ADJ	23,20	25,20*
NFP/EBITDA ADJ	1,33	0,91*

weighted average ROD (short and long debts): 3,4%

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

CASH FLOW ANALYSIS - €/M

9M 2026



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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 showing a slight decline
- Energy costs increase due to geopolitical turbulence effects
- Debt cost: decrease even as interest rates rise

GROWTH STRATEGY

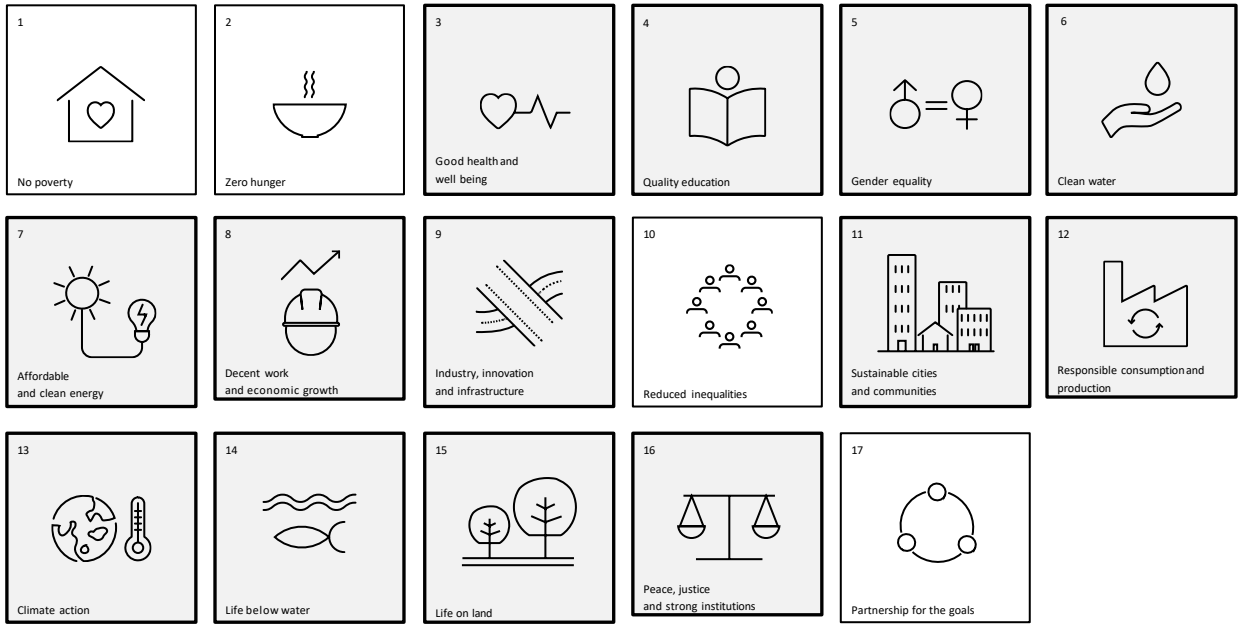
NEO DECOR TECH	Focus on higher-margin products (laminates, films)
Lamitex	Maximize cross-selling with Neodecortech
CG CARTIERE DI GUARCINO	Key project on Kraft paper
BEG	Extension of operating period

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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.



CERTIFICATIONS

System certifications

9001:2015

14001:2015

45001:2018

50001:2018

Product certifications

FSC
www.fsc.org
FSC® C103730
The mark of responsible forestry

*Neodecortech S.p.A. only

PEFC

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

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

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APPENDIX

Shareholders and market data

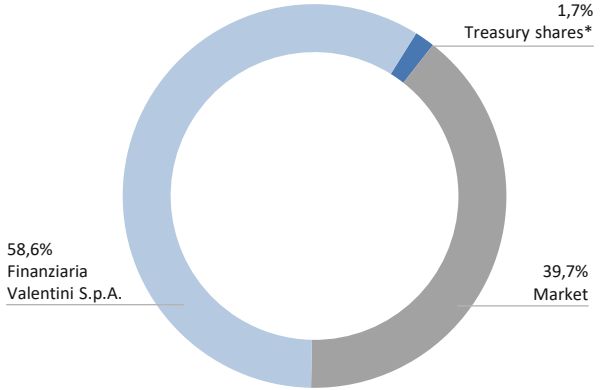
Financial Results

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.

PRIVATE COMPANY	26.09.2017	25.05.2020	15.03.2021
		Borsa Italiana	STAR Borsa Italiana



* At November 6, 2026

Market Data

Share Price Nov. 6, 2026	5,80€/share	Payout ratio 2025A	29%
Mkt Cap Nov. 6, 2026	€ 82,46 m	Dividend Yield 2025A (calculated on closing price at 13 March 2026)	4,24%

- ✓ Free float above 39%
- ✓ 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

9M 2026 – 9M 2025

(Euro thousands)	30 SEPTEMBER 2026	%	30 SEPTEMBER 2025	%	Change	Change %
Revenue from sales and services	**139.845**	**100,0%**	**138.291**	**100,0%**	**1.554**	**1,1%**
Changes in work in progress, semi-finished and finished products	(2.857)	(2,0%)	(52)	(0,0%)	(2.805)	5394,2%
Other revenue	4.198	3,0%	1.222	0,9%	2.976	243,5%
Value of Production	**141.186**	**101,0%**	**139.461**	**100,8%**	**1.725**	**1,2%**
Raw and ancillary materials and consum.	(78.900)	(56,4%)	(87.137)	(63,0%)	8.237	(9,5%)
Other operating expense	(23.483)	(16,8%)	(20.012)	(14,5%)	(3.471)	17,3%
Value Added	**38.803**	**27,7%**	**32.312**	**23,4%**	**6.491**	**20,1%**
Personnel expense	(19.024)	(13,6%)	(16.582)	(12,0%)	(2.442)	14,7%
EBITDA	**19.779**	**14,1%**	**15.730**	**11,4%**	**4.049**	**25,7%**
Amortization and depreciation	(6.317)	(4,5%)	(8.223)	(5,9%)	1.906	(23,2%)
Allocations	(55)	(0,0%)	(35)	(0,0%)	(20)	57,1%
EBIT	**13.407**	**9,6%**	**7.472**	**5,4%**	**5.935**	**79,4%**
Financial expense	(1.043)	(0,7%)	(1.798)	(1,3%)	755	(42,0%)
Financial income	259	0,2%	144	0,1%	115	79,9%
Profit/(loss) before tax	**12.623**	**9,0%**	**5.818**	**4,2%**	**6.805**	**117,0%**
Income tax	(2.012)	(1,4%)	(575)	(0,4%)	(1.437)	249,9%
Profit/(loss) for the year	**10.611**	**7,6%**	**5.243**	**3,8%**	**5.368**	**102,4%**
Of which Group profit/(loss) for the year	*10.547*		*5.284*		*5.263*	
Of which Profit/(loss) for the year of non-controlling interests	*64*		*(41)*		*105*	

BALANCE SHEET STATEMENT – ASSETS

9M 2026 – FY 2025

Assets *(Euro thousands)*	30 SEPTEMBER 2026	%	31 DECEMBER 2025	%	Change	Change %
Intangible assets	8.981	4,8%	9.762	5,3%	(781)	(8,0%)
Tangible assets	78.139	41,8%	77.318	41,8%	821	1,1%
Equity investments	2	0,0%	2	0,0%	0	0,0%
Other non-current assets	96	0,1%	62	0,0%	34	54,8%
Non-current financial receivables	535	0,3%	469	0,3%	66	14,1%
Deferred tax assets	2.308	1,2%	1.750	0,9%	558	31,9%
Non-current assets	**90.061**	**48,2%**	**89.363**	**48,4%**	**698**	**0,8%**
Inventory	45.397	24,3%	45.196	24,5%	201	0,4%
Trade receivables	26.110	14,0%	17.635	9,5%	8.475	48,1%
Receivables from tax consolidation	0	0,0%	0	0,0%	0	0
Tax receivables	2.973	1,6%	4.265	2,3%	(1.292)	(30,3%)
Current financial receivables	0	0,0%	0	0,0%	0	0
Other current receivables	9.822	5,3%	13.312	7,2%	(3.490)	(26,2%)
Cash funds	12.421	6,6%	15.030	8,1%	(2.609)	(17,4%)
Current assets	**96.723**	**51,8%**	**95.438**	**51,6%**	**1.285**	**1,3%**
Total Assets	**186.784**	**100,0%**	**184.801**	**100,0%**	**1.983**	**1,1%**

BALANCE SHEET STATEMENT – EQUITY AND LIABILITIES

9M 2026 – FY 2025

Equity and Liabilities *(Euro thousands)*	30 SEPTEMBER 2026	%	31 DECEMBER 2025	%	Change	Change %
Share capital	18.804	10,1%	18.804	10,2%	0	0,0%
Share premium reserve	19.782	10,6%	19.188	10,4%	594	3,1%
Other reserves	38.584	20,7%	32.794	17,7%	5.790	17,7%
Prior years' profit (loss)	8.668	4,6%	8.710	4,7%	(42)	(0,5%)
Profit (loss) for the year	10.547	5,6%	7.325	4,0%	3.222	44,0%
Group equity	**96.385**	**51,6%**	**86.821**	**47,0%**	**9.564**	**11,0%**
Equity attributable to non-controlling interests	(53)	0,0%	(23)	0,0%	(30)	130,4%
Profit (loss) for the year attributable to non-controlling interests	64	0,0%	(31)	0,0%	95	(306,5%)
Total equity attributable to non-controlling interests	**11**	**0,0%**	**(54)**	**0,0%**	**65**	**(120,4%)**
Total equity	**96.396**	**51,6%**	**86.767**	**47,0%**	**9.629**	**11,1%**
Provisions for risks and charges	881	0,5%	826	0,4%	55	6,7%
Deferred tax	6.855	3,7%	7.052	3,8%	(197)	(2,8%)
Post-employment benefits	1.962	1,1%	2.087	1,1%	(125)	(6,0%)
Non-current financial liabilities	18.113	9,7%	21.453	11,6%	(3.340)	(15,6%)
Non-current liabilities	**27.811**	**14,9%**	**31.418**	**17,0%**	**(3.607)**	**(11,5%)**
Trade payables	28.426	15,2%	29.247	15,8%	(821)	(2,8%)
Payables from tax consolidation	2.597	1,4%	815	0,4%	1.782	218,7%
Tax payables	706	0,4%	1116	0,6%	(410)	(36,7%)
Current financial liabilities	17.378	9,3%	24.500	13,3%	(7.122)	(29,1%)
Other current payables	13.470	7,2%	10.938	5,9%	2.532	23,1%
Current liabilities	**62.577**	**33,5%**	**66.616**	**36,0%**	**(4.039)**	**(6,1%)**
Total equity and liabilities	**186.784**	**100,0%**	**184.801**	**100,0%**	**1.983**	**1,1%**

NET FINANCIAL POSITION

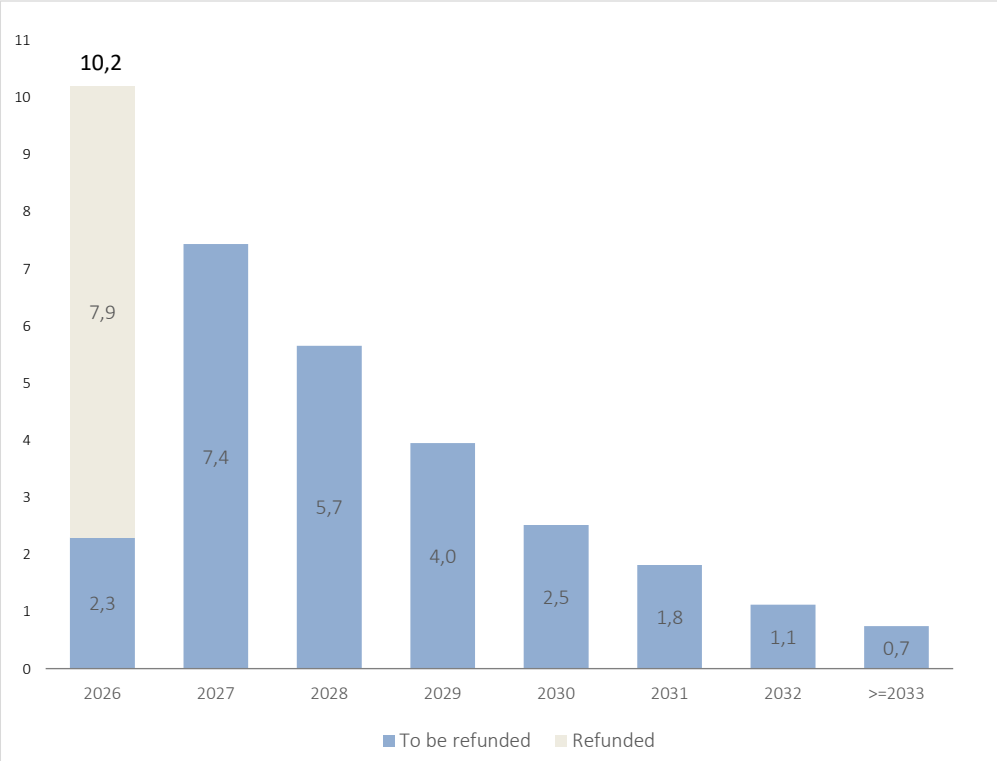
9M 2026 – 9M 2025

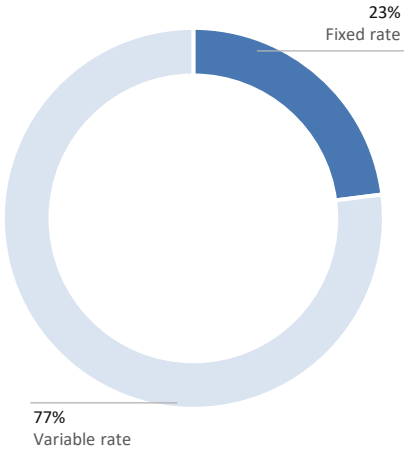
(Euro thousands)	30 SEPTEMBER 2026	31 DECEMBER 2025	Change	30 SEPTEMBER 2025	Change
A. Cash funds	12.421	15.030	(2.609)	10.267	2.154
B. Cash and cash equivalents	0	0	0	0	0
C. Other current financial assets	0	0	0	0	0
D. Cash (A+ B + C)	**12.421**	**15.030**	**(2.609)**	**10.267**	**2.154**
E. Current financial debt	(9.321)	(14.526)	5.205	(15.358)	6.037
F. Current portion of non-current financial debt	(8.057)	(9.974)	1.917	(9.048)	991
G. Current financial debt (E + F)	**(17.378)**	**(24.500)**	**7.122**	**(24.406)**	**7.028**
H. Net current financial debt (G - D)	**(4.957)**	**(9.470)**	**4.513**	**(14.139)**	**9.182**
I. Non-current financial debt	(18.113)	(21.453)	3.340	(20.611)	2.498
J. Debt instruments	0	0	0	0	0
K. Trade payables and other non-current payables	0	0	0	0	0
L. Non-current financial debt (I + J +K)	**(18.113)**	**(21.453)**	**3.340**	**(20.611)**	**2.498**
M. Total financial debt (H + L)	**(23.070)**	**(30.923)**	**7.853**	**(34.750)**	**11.680**
of which Lamitex financial debt	*2.370*	*3.299*	*(929)*	*0*	*2.370*
of which payable to Lamitex shareholders to be settled	*2.000*	*4.000*	*(2.000)*	*0*	*2.000*
of which financial outflow for Lamitex acquisition	*5.500*	*3.500*	*2.000*	*0*	*5.500*
Total Adjusted Financial Debt	**(13.200)**	**(20.124)**	**6.924**	**(34.750)**	**21.550**

CONSOLIDATED DEBT MATURITY at 30 September 2026

Debt Repayment plan (€/ M)

No financial covenants on long term debts





weighted average ROD(short and long debts): 3,4%

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