Natuzzi S.p.A.

Second Quarter 2026 Financial Results

October 22, 2026

CORPORATE PARTICIPANTS

Piero Direnzo, *Investor Relations*

Pasquale Natuzzi, *Executive Chairman and Chief Executive Officer*

Carlo Silvestri, *Chief Financial Officer*

PRESENTATION

Operator

Good day, everyone, and welcome to the Natuzzi S.p.A. Second Quarter 2026 Financial Results.

As a reminder, interested people can join live this conference call also via telephone by dialing in the following number, 1-201-493-6703, then passcode 39252103#. In addition to the link that was already provided to join via video. Once again, you could join live this conference call via telephone by dialing in the following number, 1-201-493-6703, and then by entering passcode 39252103#.

At this time, all participants are in a listen-only mode. Following the introduction, we will conduct a question-and-answer session. Instructions will be provided at that time for you to queue up for questions.

Joining us on today's call, as usual, are Pasquale Natuzzi, Chairman of the Board, Carlo Silvestri, Chief Financial Officer, and then Piero Direnzo, Investor Relations.

As a reminder, today's call is being recorded.

I would now like to turn the conference over to Piero. Please go ahead.

Piero Direnzo

Thank you, Daryl, and good day to everyone. Thank you for joining the Natuzzi's conference call for the 2026 second quarter financial results.

After a brief introduction, we will give room for the Q&A session.

Before proceeding, we would like to advise our listeners that our discussion today could contain certain statements that constitute forward-looking statements under the United States securities laws. Obviously, actual results might differ materially from those in the forward-looking statements because of risks and uncertainties that can affect our results operations and financial condition. Please refer to our most recent annual report on Form 20-F filed with the SEC for a complete review of those risks. The Company assumes no obligation to update or revise any forward-looking matters discussed during this call.

Now I would like to turn the call over to the Company's Chairman of the Board, Mr. Natuzzi, who is here with us, and we thank him despite a painful dental abscess as he felt it was important to be here today. Please, Mr. Natuzzi, go ahead.

Pasquale Natuzzi

Thank you, Piero. Thank you very much, and good morning, everyone, for attending today's conference call.

Our first half 2026 result reflects a challenging business environment, weaker consumer spending, inefficient production allocation, particularly in Italy, and an oversized fixed cost structure. Persistent international instability, including United States import tariffs, further weighed on business operating performance and cash generation. In addition, protracted negotiations with the union prevented us from full implementing certain initiatives under our restructuring plan during the first six months of the year. This delayed the expected benefit and further affected our first half result.

ViaVid has made considerable efforts to provide an accurate transcription. There may be material errors, omissions, or inaccuracies in the reporting of the substance of the conference call. This transcript is being made available for information purposes only.
1-888-562-0262 1-604-929-1352 https://viavid.com/

In response, we have launched a comprehensive restructuring plan focusing on four key priorities. i) Transferring Natuzzi edition production for the North American market from Italy to Romania. This transfer was completed last July. The move was necessary because production in Italy was no longer economically sustainable, particularly in light of United States tariffs. We expect the first meaningful benefit from the production shift to emerge in the last part of the year.
ii) Consolidating our Italian manufacturing footprint from five plants to two, so we shut down three factories to reduce fixed cost and inter-site logistic expense.
iii) Reviewing our industrial process to streamline operations and reduce low value-added activities, including certain logistic activities.
iv) Rationalizing staffing level through early retirement arrangements, and voluntary incentive program.

These key initiatives are already underway across manufacturing, workforce organization and non-strategic asset management, as well as through the optimization of our retail network. Alongside these measures, we remain firmly focused on the market. We continue to invest in distinctive positioning of Natuzzi Italia and Natuzzi Editions, strengthen relationship with our partner, and pursue new commercial opportunities.

This transformation may require discipline in its execution and difficult decisions. Our objective is to reduce costs, create a leaner and more agile overhead structure, and lower our break-even point. The appointment of Aldo Uva as the Chief Executive Officer effective next Monday marks an important step in the Natuzzi transformation journey. Aldo brings extensive international leadership experience and a strong track record in leading complex business transformation, strategic repositioning, and operational turnaround.

His immediate priority will be to conduct comprehensive assessment of the business and together with the Management team, develop a new and credible transformation plan for 2027 through 2031. I'm confident that his leadership combined with the strength of our brand and the commitment of our people will be instrumental in rebuilding Natuzzi competitiveness, restoring financial sustainability, and creating the foundation for long-term growth.

We will now open the call to your questions. Thank you very much.

Operator

Thank you. At this time, we'll be conducting a question-and-answer session. If you would like to ask a question, please click the raise hand icon, and I can give you permission to unmute yourself to ask your question verbally.

Carlo Silvestri

Daryl?

Operator

Yes, are you able to hear me?

Carlo Silvestri

Yes. While we wait for your questions, I would like to build on Mr. Natuzzi's remarks and provide some additional context.

First of all, allow me to thank Mr. Natuzzi for his leadership during his tenure as CEO. His guidance has helped us to work with the right attitude, identify the right pillars for our transformation process. A big 'thank you' to Mr. Natuzzi on behalf of the entire management team. This has been particularly important during a challenging period as we implement the restructuring initiatives he outlined, which are aimed to position us as a leaner and more agile company.

ViaVid has made considerable efforts to provide an accurate transcription. There may be material errors, omissions, or inaccuracies in the reporting of the substance of the conference call. This transcript is being made available for information purposes only.
1-888-562-0262 1-604-929-1352 https://viavid.com/

Let me now highlight two important updates included in our press release.

First, we are working closely with our legal and financial advisers in preparation for the December 17 hearing regarding our appeal to the NYSE's determination. Preserving access to the U.S. capital markets for all our shareholders remains a key priority for the Company.

Second, as Mr. Natuzzi noted, we remain focused on improving efficiency, strengthening margins and reducing cash absorption. In parallel, we are continuing the disposal process for our non-core assets, which will progress over the coming months.

Importantly, our principal shareholder has reaffirmed its support by providing an additional €3 million, with a further €5 million subject to the applicable corporate approvals and procedural requirements relating to our restructuring. This reflects that the majority shareholder keeps believing in the future of the Company.

Thank you. We are now ready to take your questions. Should you require any further clarification following today's call, our Investor Relations team remains available to provide additional information on our financial performance and strategic plans.

Operator

Thank you so much, Mr. Silvestri.

Once again, if you would like to ask a question, please click on the raise hand icon and I can give you permission to unmute your line to ask your question verbally. Once again, you can click the raise hand icon to ask your question verbally.

Mr. Natuzzi, Mr. Silvestri, I am not seeing any questions coming through. At this time, I'm going to conclude the call unless you have any closing comments.

Carlo Silvestri

No, as I said, we are open for discussion, questions anytime. Let's say I have no further comments from my side. I don't know from Mr. Natuzzi.

Pasquale Natuzzi

As I stated earlier and in our press release, and as our CFO, Carlo, has just emphasized, we want to send a clear message to all our stakeholders—shareholders, customers, financial partners, employees and suppliers: we are fully committed to navigating the Company through this challenging period.

Although several external factors remain beyond our control, we face the future with confidence. We have a strong and dedicated team, and I am confident that our new CEO will bring renewed energy and valuable international experience—qualities that are essential for a global company such as Natuzzi.

Thank you. We would now be pleased to take any questions.

Operator

Thank you so much. We do appreciate your joining us for today's Natuzzi call. At this time, this does conclude today's teleconference, and we hope you enjoy the rest of your day. Thank you so much.

ViaVid has made considerable efforts to provide an accurate transcription. There may be material errors, omissions, or inaccuracies in the reporting of the substance of the conference call. This transcript is being made available for information purposes only.
1-888-562-0262 1-604-929-1352 https://viavid.com/