

Responsible innovation:

Merging Visions Towards a Shared Future

Fostering a new awareness, respecting uniqueness,
and shaping an innovative future.

2024 Sustainability Report

Dear Stakeholder,

Accompanied over the years by your constant trust, in 2024 JAKALA took time to reflect on its commitments and its path forward. Thanks to your contributions, it became clear that our commitment is rooted in the desire to generate meaningful and lasting impact, guided by our values and driven by the ethical and responsible use of technology and data. Our journey of global growth has always placed people, the environment, the social fabric, and the partners we engage with at the very heart of our actions.

JAKALA is a Group that is increasingly global in scope, and combining the right mix of skills, technologies, experiences, and operational processes is undoubtedly a major challenge—one that deeply engaged us throughout 2024 and will continue to do so in the years ahead. It is a demanding endeavor, but one that motivates us to bring out the best in ourselves. Equally demanding will be the upcoming alignment with new European regulations, which will require an even greater organizational effort than in the past. At the same time, however, this challenge will give us the opportunity to benchmark ourselves against international best practices and the leading players in our industry.

We recognize that sustainability must go beyond a simple statement of intent—it must be embedded in tangible choices. We are on the brink of developing a new ESG strategic plan: a process that will certainly demand significant commitment, but one that will allow us to look inward, define our priorities, and turn them into concrete actions with measurable results in the short, medium, and long term. Our goal remains clear: to create lasting and sustainable value for all our stakeholders.

We are fully aware that responsible business requires a constant balance between economic goals and social impact. It must become business as usual—an integral part of our daily operations, adding real value rather than being treated as a separate or stand-alone initiative.

2024 was a challenging year for the market, marked by intense competition and, at times, struggling partners. The Group responded with internal organizational solutions, technological innovation, active dialogue with suppliers, and—above all—by encouraging and supporting our people in unlocking their full potential and maximizing the impact of

their contributions, in line with our "Grow Together" principle.

We know we must rise to the challenges of our time—challenges that come from people, clients, institutions, and beyond. We know that the only future worth pursuing is one where success and responsibility are two sides of the same coin. We know the road ahead is still long and that much work remains to achieve our goals. But we also know that your support and active participation are the driving force that helps us grow and improve, day by day, step by step.

With renewed commitment and heartfelt gratitude

Matteo de Brabant
Founder & Chairman



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01

One Vision, One Mission

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Contribution SDGs



1.1 Sustainability Matters

Responsible Innovation: Merging Visions Towards a Shared Future. Fostering New Awareness, Respecting Uniqueness, and Shaping an Innovative Tomorrow.

The title "Responsible Innovation: Merging Visions Towards a Shared Future" of this Sustainability Report edition carries a clear and intentional meaning: it reflects an approach to innovation that is not only creative or forward-looking, but also ethical and responsible—as highlighted by the word "responsible." In essence, the phrase emphasizes two key elements:

- ◆ **RESPONSIBLE INNOVATION** refers to innovation that takes into account ethical, social, and environmental impacts.
- ◆ **MERGING VISIONS** means combining different perspectives or goals in a collaborative way to create a unified and forward-thinking future.

The idea of supporting a **"NEW AWARENESS"** refers to a deeper, ongoing commitment and a conscious understanding that encompasses multiple dimensions of doing business ethically and responsibly. It is a way of being—not just a temporary choice.

"RESPECTING UNIQUENESS" carries a strong emotional meaning of acceptance and appreciation. It suggests recognizing individual differences that make people, ideas, or entities uniquely valuable. Emotionally, it evokes inclusion, empathy, and respect for diversity, emphasizing the importance of honoring distinctive qualities without judgment. It also implies recognizing the value that uniqueness brings to a collective environment.

Finally, **"SHAPING AN INNOVATIVE FUTURE"** conveys a sense of optimism and vision, inspiring a feeling of empowerment. It suggests that through creativity and progress, organizations have the ability to actively influence and create a better, more advanced future. It has a positive and motivating tone, evoking enthusiasm for new possibilities and a shared vision of improvement. The idea of "shaping" also implies active participation and leadership, encouraging a sense of responsibility and purpose in building something new and transformative.

One
Vision,
One
Mission

Finance

Economic Value Generated

687,222 €M
+23% YoY

Economic Value Generate Abroad

42%
+17% YoY

Economic Value Distributed

673,202 €M
+25% YoY

Gross Profit

306,456 €M
+28% YoY

Ebitda

81,614 €M
+20% YoY

Net Invested Capital

829,618 €M
-3% YoY

Note: the data are compared with the restated 2023 figures.

People

Employees

3,021
+5% YoY

Female population

1,283
+5% YoY

Average age

36 years
+1 vs 2023

Negative turnover

17.4%
+26% YoY

Training hours

107,931
average 41 h/HC

Value distributed to collaborators abroad

49%
+40% YoY

Planet

Energy Reduction of the Car Fleet

852 Gj
-7 % Total energy

Scope 3 Intensity

93,5 Ton Co₂eq/€M
-31 % YoY

Net Scope 1 Scope 2

Co₂ Neutral

CO₂ Offset

1,100 Ton
Co₂ eq

% Renewable Electricity

84 %
-9% YoY

CO₂ gr/km per motor vehicle

120
-12% YoY

Governance

Countries

**Subsidiaries in
21 Countries**

DE&I Certifications

**SA8000 for
JAKALA S.p.A. S.B.**

Average age of administrators

49 years

Ecovadis Rating

79 Gold Medal
+4% YoY

Investments R&S

5.6 €M
+27% YoY

Hours of R&D

100 thousand +
+25% YoY

1.2 JAKALA Global Group

This year, JAKALA celebrates its 25th anniversary—a special milestone to reflect on the Group's extraordinary journey and the challenges that lie ahead. With steady growth and a global expansion that has taken the company to operate across the world, JAKALA is now much more than a business: it is an international community united by shared values, ambition, and a relentless pursuit of excellence. This anniversary is an opportunity to celebrate the talent and vision that have built a global organization, driven by the passion and commitment of those who have believed—and continue to believe—in this project.

Over the years, JAKALA has established itself as a leading international player in digital transformation. With a global revenue of €682 million in 2024, the Group has positioned itself among the key players in the sector, thanks to a well-defined expansion strategy. The integration of the FFW Group and an increasingly rooted presence in North American and European markets have contributed to its exponential growth.

Artificial intelligence is transforming the business world, making companies more efficient, competitive, and responsive to market changes. By automating repetitive tasks, it reduces operating costs and optimizes resources, freeing up time for higher-value activities. AI is not only a driver of efficiency but also a powerful engine of innovation: it processes vast amounts of data, identifying trends and patterns that support faster and more informed decision-making. This enhances strategic planning and enables increasingly personalized customer experiences, boosting engagement and loyalty. In a data-driven world, it represents a decisive competitive edge for companies aiming to grow and lead in the future market.

In the age of artificial intelligence, in an ever-evolving landscape, JAKALA is at the forefront and plays a leading role. Thanks to its advanced use of AI, the Group stands out for its ability to transform complex data into strategic advantages for clients and partners, integrating information from diverse sources to generate actionable and measurable insights.



25 years of organic & M&A growth



In 2024, JAKALA experienced an extraordinary year of growth and international consolidation, further strengthening its leadership in data-driven and AI-powered digital transformation.

In France, Jakala France acquired a majority stake in ClaraVista, a company specialized in digital transformation and data optimization. This operation marks another key milestone in JAKALA's European expansion and enhances its offering in the data-driven marketing sector. ClaraVista joins JAKALA's Growth division, which experienced significant development following the acquisitions of Madagence and SoyHuce in 2023—bringing the French team

to over 220 professionals. At the beginning of 2025, ClaraVista and Jakala France inaugurated their new operational headquarters in the heart of Paris—an opportunity to foster effective synergies between the two entities and to promote collaboration within a dynamic and highly innovative working environment.

The year was also marked by a series of strategic acquisitions aimed at strengthening JAKALA's expertise in AI and data management.

At the beginning of 2024, Jakala S.p.A. S.B. acquired the entire GotU Group, a company specialized in local advertising for SMEs and the retail sector, with the goal of strengthening its AdTech offering. GotU operates internationally and has developed an AI-based platform for managing and optimizing digital campaigns. Thanks to an advanced algorithm, it ensures optimal results while minimizing budget waste.

Similarly, at the start of 2025, the parent company finalized the acquisition of a majority stake in Quantyca S.p.A., an Italian firm with 122 professionals, known for its ability to support companies in transforming data into key tools for decision-making and strategic growth. Quantyca's core areas of expertise include Data Management, Data Infrastructure, Data Platforms, Data Strategy, Data Products, Data Governance, and Artificial Intelligence.

JAKALA is a data, AI, and experiences company that creates meaningful and lasting impact. Globally.

Another major highlight of 2024 was the launch of SBAM, the new creative agency within JAKALA's Digital & Media division. SBAM combines creative talent with the opportunities offered by AI and data transformation. With a philosophy rooted in "Radical Simplicity," SBAM stands out for its ability to integrate creativity and technology, delivering innovative solutions to clients and revolutionizing the communication industry.

Also in 2024, the subsidiary Jakala Civitas S.p.A. acquired a business unit from Gruppo 36, a digital design studio with solid experience in the public sector. Notably, Gruppo Trentasei brought two innovative tools into the fold: the Digital Product Avatar, a platform that accelerates user experience prototyping, and the Design for Sustainability Toolkit, which supports collaborative design processes with a focus on social, environmental, and economic sustainability.

The Group's global expansion also reached key milestones in several strategic markets, both structurally and operationally. In Spain, for example, JAKALA inaugurated its new office in Barcelona's 22@ District, a renowned hub for technological innovation—ideal for attracting talent and developing advanced solutions for the Iberian market. This move marks a key step in consolidating the Group's presence in the region and leveraging the area's dynamic ecosystem of startups and innovation centers.

Looking ahead, JAKALA moves forward with the same enthusiasm that marked its beginnings, steadily progressing toward its goal of becoming one of the world's top five players in its sector. With a hybrid ecosystem of highly skilled talent, a strong technological drive, and a focused global expansion strategy, that goal is now more tangible than ever.

Luis Ferràndiz and Stefano Pedron at the inauguration of the 22@ District in Barcelona, October 2024.



The spaces of the new creative agency SBAM, at the Milan headquarters, July 2024.



#Italy

- Seri System Printing S.r.l.
- Loyalty Touch S.r.l.
- Jakala HoldCo Consultancy S.r.l.
- Jakala Civitas S.p.A.
- Maize S.r.l.
- GotU Italia S.r.l.

#Rest of Europe

- Seri Jakala GMBH
- Jakala GMBH
- Jakala S.A.
- Jakala Martech S.A.
- Seri Group Russia OOO
- OOO Jakala
- Jakala UK Ltd
- 77 Agency SIA
- Roibox SIA
- GotU SIA
- Gotu Ltd
- FFW Group ApS
- JAKALA Denmark ApS
- Jakala Germany GmbH
- Bysted A/S
- FFW Bulgaria OOD
- FFW Dnipro LLC (UA)
- FFW Mykolayiv LLC (UA)
- ForFutureWeb S.R.L.

#Americas

- Jakala North America Corp.
- Jakala Marketing Distribuicao Ltda
- GotU Inc.

#Spain

- Jakala Iberia Mkt Services S.L.u.
- Jakala Iberia Holding S.L.
- Jakala Spain and Latam S.L.
- Target Connection S.L.u.

**Companies of the JAKALA Group
as of December 31, 2024**

#Far east

- JakaJakala HK HoldCo Limited
- Jakala Marketing Management (Shanghai) Co. Limited
- Jakala Marketing Technology Co. Limited
- Jakala Shanghai Consultancy Co. Limited
- FFW Vietnam LLC
- ClaraVista Pte. Ltd.

#France

- Jakala France S.a.S.
- MadAgence S.a.S
- Soyhuce S.a.S.
- Jakala S.a.S.
- JAKALA DXP sarl
- ClaraVista S.a.S.
- Lineberty S.a.S.

1.3 Creating value for stakeholder

When thinking about an organization's performance, the first thought often goes to financial indicators: revenues, profits, costs. But behind the numbers in a financial statement lies another dimension—perhaps less visible, but equally essential: the way in which the value generated is distributed both within and beyond the company.

For this reason, in its Sustainability Report, JAKALA has chosen to disclose the economic value generated and distributed, following the guidelines of the international standard GRI 201 – Economic Performance. Unlike a traditional income statement, which focuses mainly on the company's internal financial performance, the analysis of generated and distributed value highlights how the wealth created is shared among key stakeholders.

This broader perspective makes it possible to:

- Highlight the long-term sustainability of the business model
- Assess the organization's direct economic impact on the territory
- Promote a culture of transparency and accountability
- Support constructive dialogue with stakeholders, based on concrete and comparable data

The generated value includes the total revenues and income for the year, while the distributed value shows where and to whom these resources go: to suppliers, to ensure solid and responsible supply chains; to employees, in the form of wages and social contributions; to financial institutions, as a return on capital invested; to shareholders, through dividend payments; to public administrations, via taxes; and to the community, through support for social, environmental, and cultural initiatives. The retained portion of value, on the other hand, reflects the wealth reinvested in the company to ensure its long-term sustainability.

Within an integrated reporting approach, the economic value generated and distributed represents a key indicator for understanding the organization's overall impact and how it contributes to the economic and social development of its stakeholders and the context in which it operates.

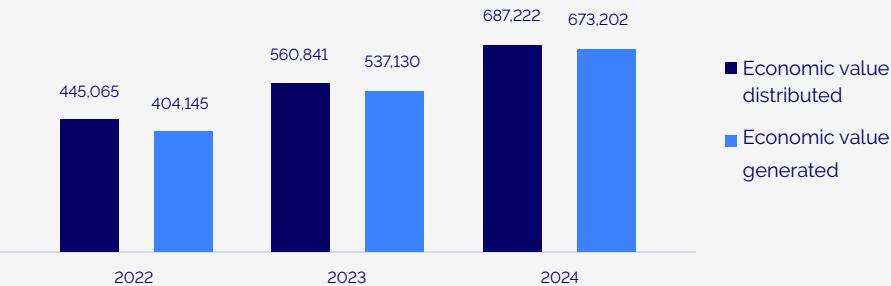


Direct economic value generated and distributed (€/000)

	2024	2023	2022
Economic value generated by the Group	687,222	560,841	445,065
Revenues	681,545	557,713	434,250
Other income	2,973	3,964	3,070
Financial income	7,277	1,549	4,043
Value adjustments of financial assets	0	0	0
Credit impairment	(3,255)	(375)	4
Exchange rate differences	(1,318)	(2,010)	3,698
Economic value distributed by the Group	673,202	537,130	404,145
Economic value distributed to suppliers	427,940	359,060	301,311
Economic value distributed to collaborators	206,913	149,046	89,442
Economic value distributed to financiers	46,749	31,459	11,744
Economic value distributed to shareholders	0	657	389
Economic value distributed to public administration	(8,452)	(3,182)	1,040
Economic value distributed to the community	54	90	219
Economic value retained by the Group	14,020	23,711	40,920
Depreciation	45,966	44,741	29,291
Provisions	10,347	2	718
Reserves	(42,293)	(21,032)	10,911

Note: 2023 data restated as per Consolidated Balance Sheet closed on 31 December 2024.

Economic value generated and distributed



Generated value:

+22% compared to 2023

+54% compared to 2022

CAGR 23% from 2019 to 2024

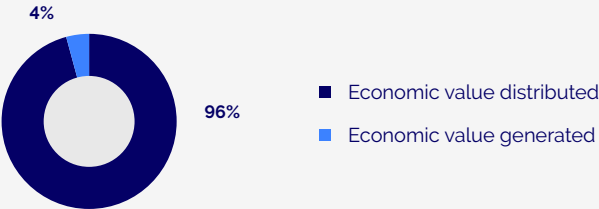
Distributed value:

+25% compared to 2023

+66% compared to 2022

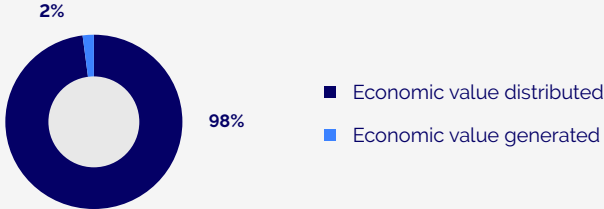
CAGR 25% from 2019 to 2024

2023



Economic value distributed to suppliers	359,060	66.85%
Economic value distributed to suppliers	149,046	27.75%
Economic value distributed to financiers	31,459	5.86%
Economic value distributed to shareholders	657	0.12%
Economic value distributed to public administration	(3,182)	-0.59%
Economic value distributed to the community	90	0.02%
	537,130	100%

2024



Economic value distributed to suppliers	427,940	63.57%
Economic value distributed to suppliers	206,913	30.74%
Economic value distributed to financiers	46,749	6.94%
Economic value distributed to shareholders	0	0%
Economic value distributed to public administration	(8,452)	-1.26%
Economic value distributed to the community	54	0.01%
	673,202	100%

Although Italy remains the most significant area in terms of value generation—accounting for 58%—the growth of international contribution continues steadily. This trend becomes even more remarkable when considering that in 2022, Italy represented as much as 73% of the total, despite the fact that the value generated in Italy increased from approximately €327 million in 2022 to

over €400 million in 2024. Even more striking is the international growth: from €118 million in 2022 to around €206 million in 2023, and surpassing €286 million in 2024.

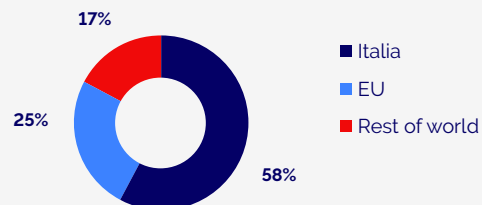
The weight of Italy also decreased significantly in terms of value distributed to employees: around €105 million were distributed in 2024 compared to approximately €96 million the

previous year. However, the international value increased even more sharply, rising from about €53 million to over €102 million.

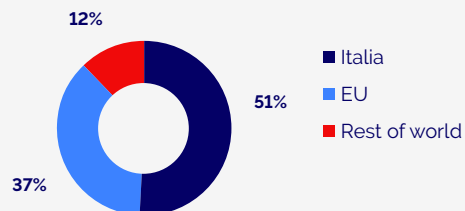
The sourcing landscape is also becoming increasingly international. In 2024, suppliers came from 65 countries (including Italy). While Italy remains the main supplier country at 56% (down from 64% the previous year), the

EMEA region increased its share significantly (from 25% to 38%), whereas APAC dropped from 10% to 3%—a shift due to short-term conditions and not yet a consolidated trend. Only one country exceeded €50 million in procurement (Italy), but there were as many as eight countries with volumes between €10 million and €50 million—clear evidence of a globalized approach to the value chain.

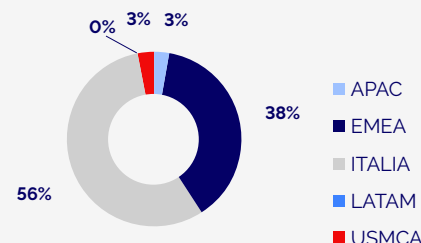
Economic value generated by the Group



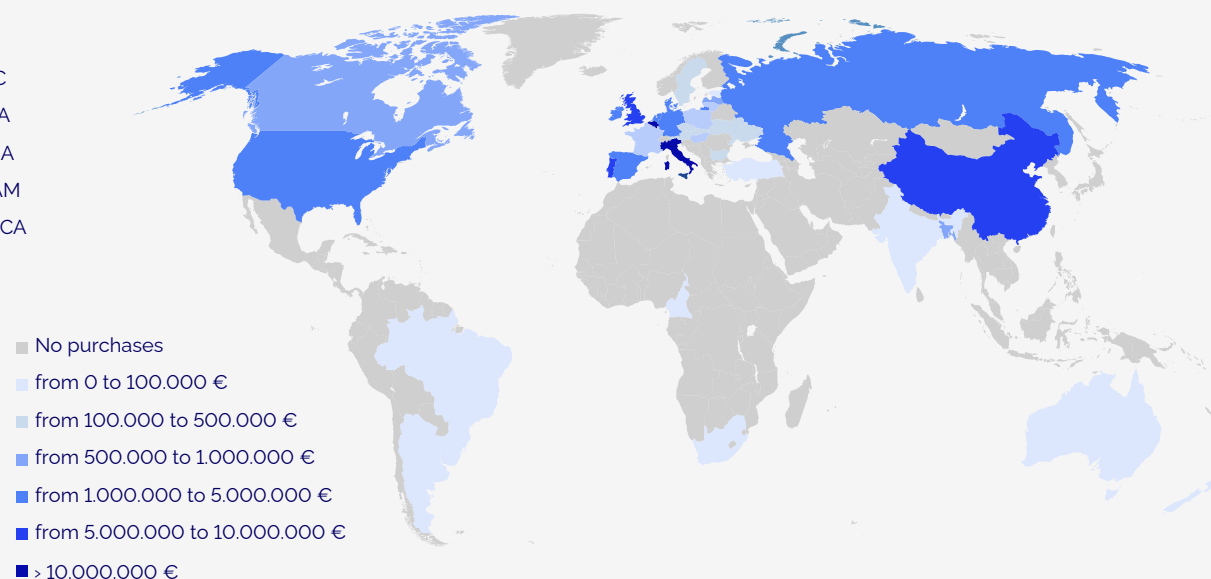
Economic value distributed to collaborators



Purchases by geographic area



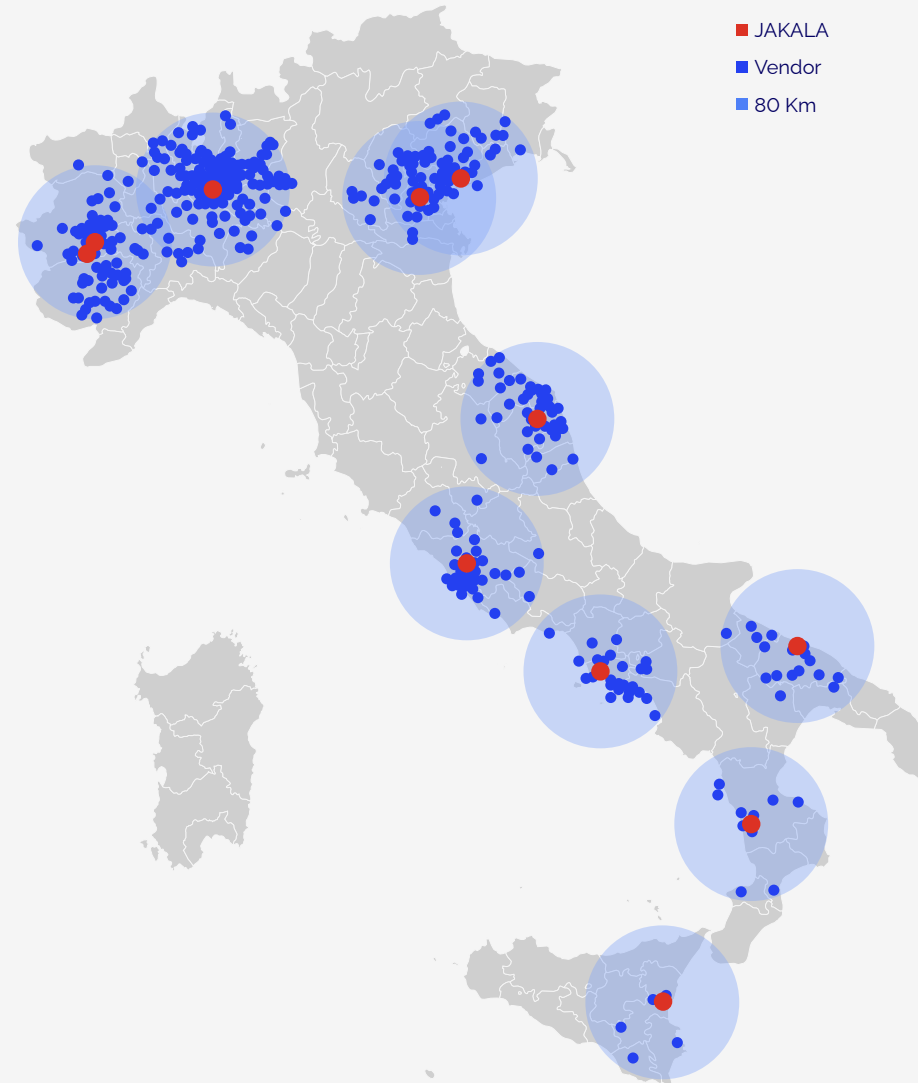
Territorial distribution of purchases



With specific reference to Italy, the 2023 figure is confirmed: approximately 69% of purchases are made within an 80-kilo-meter radius of the Group's offices. This underscores a stable and long-established connection with the local territory, supported by a short and deeply rooted value chain that brings economic and social benefits to local communities.

Value creation is driven not only by purely economic factors, but also by a range of soft and intangible elements—such as operational flexibility, trust-based relationships, and service quality.

For more detailed information regarding the economic components, please refer to the Management Report and the Notes to the Consolidated Financial Statements of the JAKALA Group.



1.4 CSRD approach

Within the European regulatory landscape, the **Corporate Sustainability Reporting Directive (CSRD)** represents a significant advancement in the field of sustainability reporting. Approved with the aim of strengthening transparency and comparability of **ESG** (Environmental, Social, and Governance) information, the CSRD introduces more stringent reporting standards, requiring companies to provide detailed and verifiable data on their sustainability performance.

The directive is based on the principles of "double materiality," which requires companies to assess both the impact of their activities on the environment and society, and the influence of ESG factors on their financial performance. This approach enables the integration of sustainability into corporate strategy, effectively responding to stakeholder expectations and ensuring responsible business management.

To support the implementation of the CSRD, the **European Financial Reporting Advisory Group (EFRAG)** has developed the **European Sustainability Reporting Standards (ESRS)**, which provide detailed guidelines for the collection and disclosure of sustainability information, ensuring a high level of transparency and consistency in corporate reporting.

The JAKALA Group intends to undertake a path of alignment with the requirements of the European CSRD directive and the expectations set by the new ESRS reporting standards, fully aware of the growing importance of these aspects for business sustainability and stakeholder expectations.

In accordance with current Italian regulations, the reporting obligation will apply to the Group starting in 2026, with reference to the 2025 financial year, and will include a phase-in period for the disclosure of certain information.



JAKALA will need to assess which information to disclose in its first year of reporting under the ESRS. The ESRS outline several transitional measures that companies may adopt during the initial years of implementation, in order to support their shift from previously used reporting standards and frameworks.

For the first year

Companies are not required to disclose **comparative information** for the previous reporting period.

All companies may omit the **disclosure requirements related to expected financial effects** for all **environmental standards** (from E1 to E5).

All companies may omit **certain disclosure requirements under the standard**:

- **S1 own workforce**

Companies with **fewer than 750 employees** may omit: information **related to Scope 3 GHG emissions** and the **disclosure requirements under ESRS S1**.

For the first two years

Companies with fewer than 750 employees may omit the disclosure requirements of the standards:

Companies with fewer than 750 employees may omit the disclosure requirements of the standards:

- **E4 Biodiversity and ecosystems**
- **S2 Workers in the value chain**

- **S3 Affected communities**
- **S4 Consumers and end-users**

For the first three years

For **entity-specific disclosures**, companies may **use other reporting frameworks or standards** to provide comprehensive information on their material topics.

Companies may provide **qualitative**, rather than **quantitative, disclosures** on the **expected financial effects** for all **environmental standards** (from E1 to E5).

With regard to **value chain information**, companies may:

- **use in-house information for disclosures on policies, actions and targets**
- **do not include data in metrics disclosure**

A new reference perimeter

The information in the sustainability statement is extended to include information on the relevant impacts, risks and opportunities related to the company through its direct and indirect business relationships in the **upstream and/or downstream value chain** ("value chain information"). Upstream actors are suppliers, while downstream actors are customers and final consumers.

Perimeter extended to the value chain



Perimeter of all data

The sustainability statement concerns the same company that draws up the financial statements and must concern the same perimeter as the consolidated financial statements. In the case of JAKALA, therefore, the sustainability statement will concern **the entire Group**.

If some companies are not consolidated for materiality reasons, their impacts, risks and opportunities will still need to be assessed for possible inclusion in the statement.

The timetable for the entry into force of the CSRD

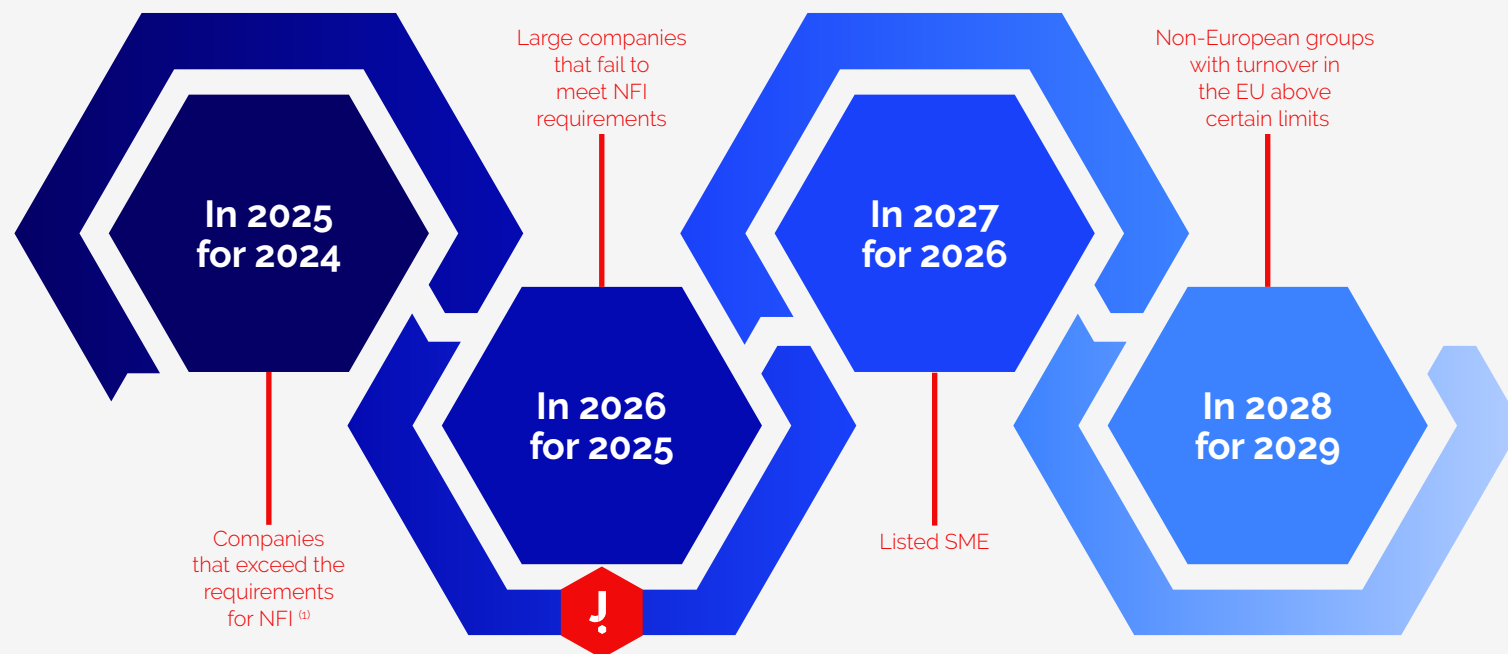
During the preparation of this Sustainability Report, the European Commission introduced the so-called **"Omnibus Package"**, aimed at reducing the administrative burden on European companies.

With regard to its potential impact on JAKALA, the proposed measures include: a two-year postponement of the reporting adoption timeline, a reduction in the number of required data points, and a simplification of the interpretation and application of the EU Taxonomy.

The possible entry into force of the new regulation is subject to a lengthy and complex legislative process, initially involving the European Union institutions and subsequently requiring adoption by Member States—potentially including amendments to current national regulations (as would be the case in Italy).

The Group will continue to closely monitor regulatory developments, while confirming, for the time being, its original roadmap for the adoption of the CSRD reporting standards, in light of its commitments to stakeholders.

Time is running out



⁽¹⁾ NFI: Not Financial Information

02

Impacts, Risks and Opportunities



Contribution SDGs

- 2.1 Making Decisions Beyond Business
- 2.2 Risk-Based Management Approach
- 2.3 Stakeholder Engagement
- 2.4 Materiality Assessment

2.1 Making Decisions Beyond Business

Making decisions beyond business means integrating sustainability and risk management to ensure long-term growth and positive impact.

In today's context—marked by increasing attention to corporate social responsibility—companies can no longer make decisions based solely on short-term profit logic. For JAKALA, this means integrating risk management with a long-term strategic vision, capable of anticipating sustainability-related challenges and opportunities.

Companies are expected to adopt an approach that incorporates multiple criteria into their decision-making processes. This entails considering the impact of their activities not only in economic terms but also in relation to key stakeholders. Decisions that reflect greater responsibility toward stakeholders can lead to enhanced corporate reputation, increased investor appeal, and a reduction in long-term risks.

In JAKALA's case, this translates into concrete actions such as strengthening cybersecurity policies, adopting ESG criteria in supplier selection, and monitoring the environmental impact of its operations.

A fundamental element in this process is enterprise risk management: assessing and mitigating potential threats that could compromise business continuity and the achievement of strategic objectives.

Effective risk management not only helps prevent financial and reputational damage, but also supports more informed and responsible decision-making. In this sense, integrating risk management strategies with ESG principles becomes essential to ensure sustainable long-term growth. JAKALA has developed an Enterprise Risk Management (ERM) model to periodically map emerging risks, with particular attention to environmental impacts and regulatory changes.

Supply chain sustainability, professional development plans, a commitment to reducing inequalities, and ethical behavior are all examples of broader perspectives—beyond mere economic return—that enable companies to become more resilient and better prepared to face future challenges.

In conclusion, "making decisions beyond business" means taking on a broader responsibility toward society and the environment. Only through conscious and sustainable management, supported by robust enterprise risk management, can companies grow in the long term while positively contributing to collective well-being.

2.2 Risk-Based Management Approach

JAKALA's Enterprise Risk Management is a fundamental pillar for sustainable growth, balancing opportunities and risks through a structured approach aligned with the SDGs.

At JAKALA, the **Internal Control and Risk Management System (SCIGR)** is designed to ensure the company's operational and strategic integrity through a structured and multidimensional approach. Based on international frameworks such as COSO ERM and ISO 31000, the system is built on a foundation of regulations, procedures, and organizational structures that ensure the company operates in alignment with its strategic objectives through a systematic process of risk identification, assessment, and management.

JAKALA adopts an integrated risk management model that involves the entire organization and governance bodies. Oversight is entrusted to the Chief Sustainability & Corporate Affairs Officer and the Control, Risk and Sustainability Committee, who are responsible for continuously updating the company's risk mapping and defining mitigation strategies.

JAKALA's approach analyzes the entire corporate ecosystem, integrating risk management into strategic planning. Each phase of the process is aligned with long-term objectives and international standards.

JAKALA's **Enterprise Risk Management (ERM)** is a strategic pillar for sustainable growth. This approach enables the company to balance risks and opportunities, embedding sustainability into corporate culture and operational decisions.

To ensure effective monitoring, JAKALA uses Key Risk Indicators (KRIs) and a system of periodic reporting to both management and the board. Analyses are regularly updated to provide timely responses to emerging risks and to support the continuous improvement of the ERM framework.

Through this rigorous approach, JAKALA optimizes decision-making at all levels, ensuring solid growth aligned with global risk management standards. This model strengthens corporate resilience and makes a tangible contribution to the achievement of the Sustainable Development Goals (SDGs).



SDG 3 – Health and Wellbeing:

Protects the health and safety of workers with a focused organizational structure.

SDG 5 – Gender equality:

Guarantees equal opportunities for professional integration and growth.

SDG 8 – Decent work and economic growth:

Promotes business stability, preventing crises and ensuring resilient economic growth.

SDG 9 – Industry, Innovation and Infrastructure:

Improve business infrastructure and innovation capacity.

SDG 12 – Responsible Consumption and Production:

Promotes more sustainable management practices along the value chain.

SDG 13 – Climate action:

Includes the assessment and mitigation of environmental and climate risks.

SDG 16 – Peace, Justice and

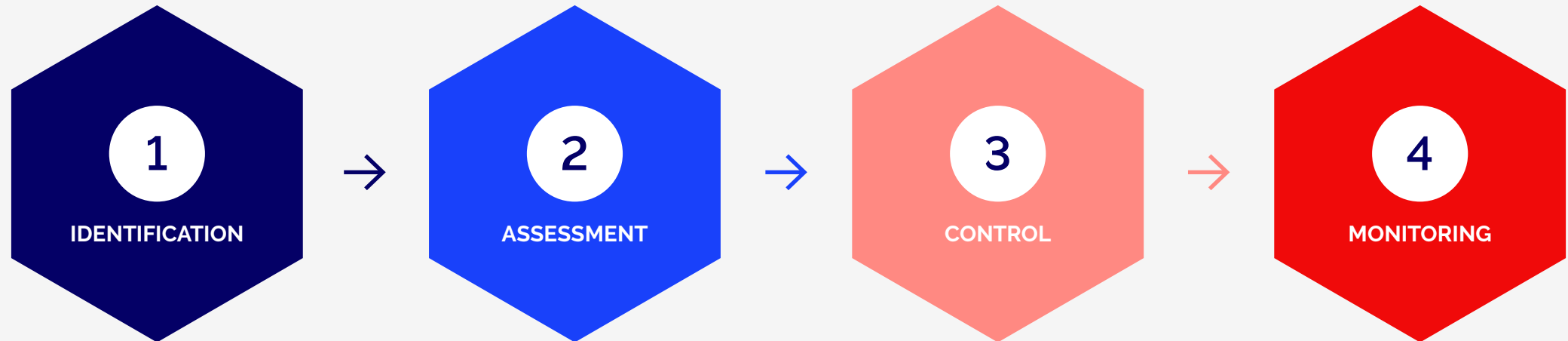
Strong Institutions: Strengthen Governance, transparency and corporate accountability.

The phases of JAKALA's RISK PROCESS: a structured approach to enterprise risk management

JAKALA adopts a structured risk management methodology (risk process), aligned with international best practices (COSO ERM and ISO 31000) and tailored to the company's

specific needs. This approach unfolds through clear and interconnected phases: **risk identification, assessment, control, and monitoring**. The methodology ensures systematic and

proactive risk management, fostering corporate resilience and supporting the achievement of strategic objectives.



The company identifies and defines potential risks that can negatively affect a specific business process.

Risk is assessed after determining the overall probability of occurrence of the risk combined with its overall consequences.

During this phase, the company assesses the highest level risks and develops a plan to mitigate them using specific risk controls.

The company reviews both the overall context risks and the strategic plan to continuously monitor and track existing and new risks.

Risk Management Approach – SCIGR

Integrated Risk Management: how JAKALA addresses external, operational, financial and strategic challenges to safeguard business growth and stability.

Risks arising from the external context

These include risks arising from changes in both the global and local economy; regulatory changes affecting internal processes or service delivery capabilities; competitive threats from new market entrants, shifts in consumer preferences, or disruptive innovations; rapid technological changes impacting internal systems, processes, or the services offered; and geographic or geopolitical events, including those affecting the supply chain. Managing this category of risks requires careful strategic planning and ongoing threat assessment to develop growth plans that remain consistent with the external environment.

Operational risks

These risks relate to internal issues that can compromise efficiency, service/product quality, and business continuity. They may include process, technology and IT risks, compliance and reputational risks, human resource-related risks, as well as internal fraud or security concerns. JAKALA is committed to mapping and optimizing internal processes and has long been actively engaged in cybersecurity management through continuous monitoring and system updates. The company has implemented an internal audit structure focused on compliance, internal controls, and fraud prevention.

In summary, through a proactive approach, continuous commitment, and solid planning, JAKALA ensures resilience and operational continuity.

Financial risks

These risks affect liquidity and operational capacity in the medium term, but can also undermine profitability and economic stability over time. Some are related to the organization's internal operational capacity (such as liquidity risk and credit risk), while others stem from external factors beyond the company's control (such as exchange rate risk and interest rate risk). In the long term, careful financial planning and proper management of the company's financial and capital balance allow access to necessary funding at a sustainable cost of debt.

Strategic risks

These risks threaten a company's ability to achieve its long-term objectives or to maintain competitiveness in the market. Their identification involves a thorough analysis of internal capabilities and resources, continuous monitoring of market changes and trends, and competitor analysis. Diversification, continuous strategic adaptation, and—above all—investment in innovation and research, along with talent development and training, are the key mitigation strategies adopted by JAKALA.

Risk Management Approach – SCIGR

JAKALA's ERM adopts a series of actions aimed at risk mitigation, aimed at ensuring sustainable growth in the long term. These measures include the prevention of identified risks, their direct management by the company when necessary, their transfer (partial or total) to third parties and the implementation of strategies to reduce their negative impacts.

Risk prevention

Excluding any activity deemed too risky or outside the company's core area of expertise. This means that, before launching new projects or expanding into new markets, potential risks are carefully assessed to determine whether the activity aligns with the company's specific risk tolerance threshold and strategic objectives. The goal of prevention is to avoid threats before they can materialize.

Transfer of risk

Some risks—especially those beyond direct control—can be managed more effectively and efficiently when transferred to third parties. This can occur through insurance, contracts, or partnerships in which the risk is shared or fully assumed by another entity. This not only reduces direct exposure but also allows the company to focus on its core strengths, while external specialists manage specific risks.

Risk reduction

For risks that cannot be avoided or transferred, mitigation measures are adopted to reduce their impact. These include the development of business continuity plans, investments in security technologies, employee training on safe operational practices, and regular reviews of internal processes. The goal is to minimize the severity of negative effects while safeguarding operational capacity and corporate reputation.

Risk Retention

In some cases, the company may choose to consciously accept a risk, recognizing that potential losses are manageable or that the cost of the risk is lower than the benefit of the opportunity. In such situations, potential consequences are anticipated and expected losses are incorporated into financial and operational planning. Careful assessment and accurate planning are essential to ensure that risk retention is a strategic decision, rather than a matter of convenience.

A solid governance structure dedicated to risk management, aimed at protecting long-term value creation and ensuring a concrete commitment to social responsibility.

The governance and control structure of JAKALA's **SCIGR** focuses on internal controls, compliance, and risk management.

The organizational framework places the **Board of Directors** at the center of the system, with strategic oversight ensured by the **Control, Risk and Sustainability Committee**, and a central role assigned to the **Chief Executive Officer**.

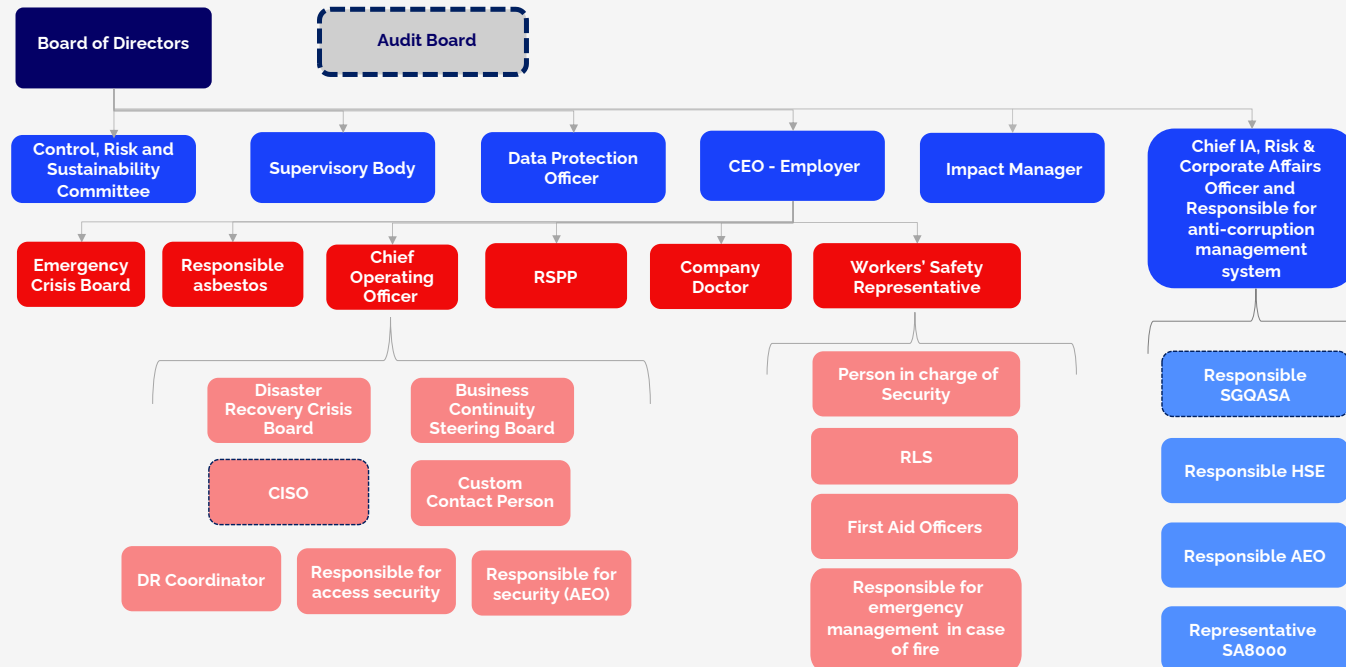
In designing its model, JAKALA has integrated compliance, risk management, and control tools, distributing responsibilities across multiple organizational levels to avoid excessive concentration of duties.

The company has established **dedicated boards**, in line with international best practices, with the goal of strengthening resilience and emergency management, while also accepting the complexity of coordination and the potential for role overlaps.

Health and safety, as well as sustainability and social responsibility, are fundamental pillars of the organization, with specific roles assigned and actively engaged on these issues.

Role independence, separation between management and control functions, focus on key topics, and **a structured reporting model** are the guiding principles adopted by JAKALA to ensure effective oversight.

COMPLIANCE ORGANIZATION – JAKALA S.p.A. S.B.



2.3 Stakeholder engagement

JAKALA operates with the belief that transparent and continuous engagement with stakeholders builds trust, reduces risks, and creates sustainable long-term value.

Why is this important? Because it strengthens the organization's reputation and credibility, helps anticipate market risks and opportunities, and ensures alignment with corporate values.

In **identifying its stakeholders**—both internal and external—the Group adopts selection criteria based on influence and interest, assessing their level of impact, interaction with the Group, and their ability to influence corporate decision-making.

The **stakeholder map** is reviewed annually or in response to significant events.

JAKALA has established clear guidelines for building a dialogue that is effective in achieving its strategic goals.

First and foremost, active and transparent listening, aimed at understanding the needs of stakeholders who represent a wide and often highly diverse range of interests.

In addition, proactive engagement enables the creation of clear, two-way communication that—across all available channels—effectively conveys information about the organization.

Lastly, the Group aims to measure the impact of its activities on stakeholders through a materiality analysis process and the publication of its Impact Report, in accordance with the legal framework for benefit corporations.



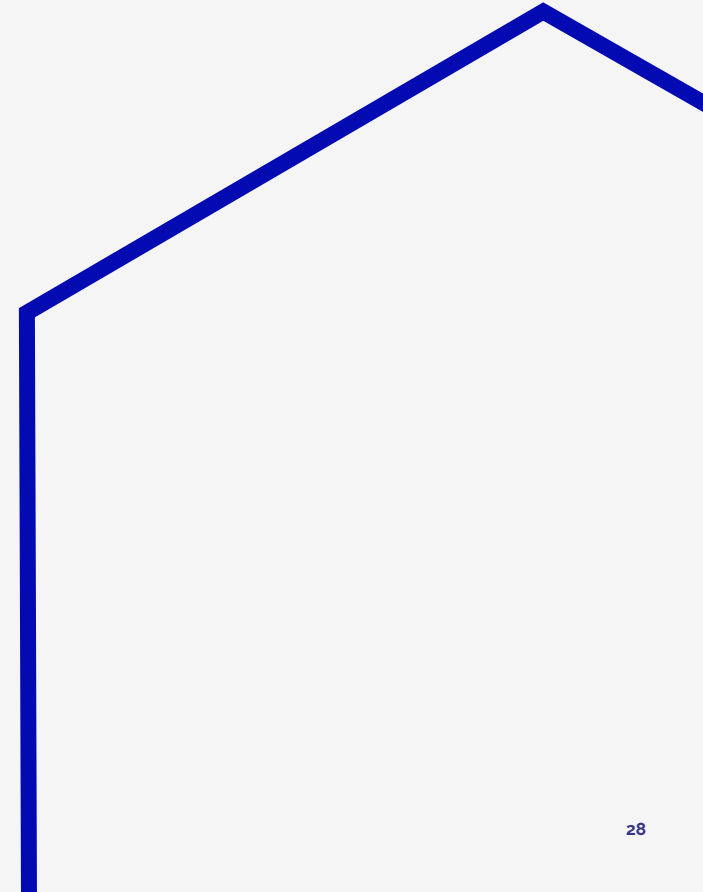
Engagement Strategies

Stakeholder	Main dialogue and engagement initiatives	Frequency
Shareholders	Shareholders meeting	Half-yearly
	Periodic reporting	Monthly
	Continuous direct dialogue	-
	Institutional website	-
	Dedicated meetings related to the sustainability path	Quarterly
Employees and collaborators	Internal surveys	Quarterly
	Constant dialogue with the HR Division	-
	Performance management process	-
	Live events via audio-video conference connection	Bimonthly
	Internal newsletters on events and sustainability	Monthly
	Training activities based on HR rank and team membership	-
	Corporate area on company intranet	-
	On-boarding program and new resources insertion	Fortnightly

Transparency, trust, dialogue: the essentiality of the relationship with the **Stakeholders** in creating long-term value

Engagement Strategies

Stakeholder	Main dialogue and engagement initiatives	Frequency
Clients	Management and participation in events aimed at analyzing trends in technologies and sustainability	Monthly
	Continuous dialogue to update on the business	-
	Client service	Day-by-day
	Sales structure as a listening, intermediation and communication channel	Day-by-day
	Definition of custom projects	Day-by-day
	Market research, surveys, focus groups	Day-by-day
Suppliers	Collaborations and cooperation with the Procurement Division and the Quality Management Function for the development of new products, audits and evaluation processes	Day-by-day
	Institutional meetings, fairs, sector events and on-site visits	Fortnightly
	Definition and sharing of quality standards	Day-by-day
	Dedicated meetings and sustainability performance monitoring	Monthly
Public Administration	Interviews with company leaders	Occasionally
	Events and collaborations with public bodies	Day-by-day
	Periodic communications	Day-by-day
	Participation in public utility projects	Day-by-day
	Participation in working groups	Bimonthly



Engagement Strategies

Stakeholder	Main dialogue and engagement initiatives	Frequency
Local communities and associations	Skilled support for social initiatives	Monthly
	Volunteer Programs	Quarterly
	Collaborations with non-profit organizations	Monthly
	Events with sports associations / committees	Four-month period
Media and public opinion	Interviews with company leaders	Monthly
	Social Media Posting	Day-by-day
	Participation in events	Monthly
	Institutional website	-
Financial institutions	Compilation of questionnaires aimed at evaluating financial and ESG performance	Monthly
	Institutional website	-
	Periodic updates	Quarterly
	Seminars, industry conferences	Quarterly
	Daily dialogue (meetings, telephone, e-mail)	-
Scientific community	Training events	Monthly
	Adherence to international programs	Occasionally
	Participation in working groups	Monthly
	Active participation in discussion tables	Monthly

The Group does not hold any governing body positions in any association, nor participate in any projects or committees, or provide substantial funding beyond normal membership fees.

Are nature and the planet stakeholders?

Even if they cannot be considered traditional stakeholders in the strict sense, the most innovative theories of sustainability and governance consider them as **key stakeholders**.

The context

Benefit corporations are subject to self-assessment based also on environmental impact metrics.

The **Corporate Sustainability Reporting Directive** requires the assessment of metrics such as CO₂ emissions, water and energy consumption.

The **financial system** requires companies to set and monitor environmental KPIs and strategic plans to improve their impact.

Why?

They influence companies: climate change, natural resources, biodiversity can directly impact corporate strategies in various ways.

Supply chains: the need to use natural resources (energy, water, soil, air) and the security of supply flows must be considered in the sustainability of projects.

Indirect representation: increasingly local communities, national governments, transnational authorities, employees themselves act as "spokesmen" for environmental interests.

2.4 Materiality Assessment

Materiality analysis: a strategic pillar in the corporate sustainability management process

The materiality analysis is much more than a regulatory requirement, it is an opportunity to strengthen competitiveness and improve risk management. Its correct use allows to build a solid sustainability strategy, maximizing the value for the Stakeholders.

The materiality analysis therefore represents a crucial step, on the one hand, to define a sustainability plan that is consistent (in terms of effectiveness and credibility) with the needs of the organization and, on the other hand, to give priority to the topics of greatest impact for the Stakeholders, strengthening their involvement and allowing to structure effective communication in the reporting phase.

● **Improve risk and opportunity management**

One of the key functions of materiality analysis is the ability to identify the main ESG risks and transform them into opportunities, allowing for their timely identification, thus avoiding market and reputational risks, and favoring the path of responsible innovation.

● **Alignment with regulatory obligations**

The evolution of sustainability regulations requires companies to be more transparent about ESG impacts. Materiality analysis is essential to ensure compliance and prevent risks of non-compliance.

● **Supports corporate strategy**

Materiality analysis helps transform sustainability from a regulatory requirement to a governance benefit, enabling greater integration into the business model and providing additional competitive leverage.

● **Strengthens the dialogue with Stakeholders**

Stakeholder involvement in the materiality analysis process improves the transparency of the relationship, trust in the company and the credibility of strategies.

● **Supports long-term value creation**

Strengthening trust in the organization translates into greater brand value and reduced reputational risks.

● **Attractiveness to investors and rewarding relationships with financial institutions ensure the ability to access capital in the long term at competitive conditions.**



Materiality analysis process



Specific approach methods

Without prejudice to the materiality analysis process followed in 2023 (see graphic on the page), during 2024 JAKALA conducted a series of analyses which, anticipating the conclusions, led to the maintenance of the results of the analysis carried out in the previous period.

This approach is based on the GRI 3 guidelines: Material Topics 2021, in particular on disclosure 3-1, which allows avoiding a review of materiality when conditions have not changed substantially.

JAKALA followed a review process aimed at verifying the relevance of the 2023 materiality analysis, noting that there have been no significant changes in the activities, context or business relationships that justify a new assessment.

The Group has active monitoring systems on material topics, starting from the ERM and its update procedures, to the maintenance of policies updated with regulatory changes, up to the verification of the effectiveness of the actions undertaken.

Stakeholders are involved in the assessments, both within the periodic moments of involvement, as well as specifically during the materiality assessments

The process was finalized with the approval by the Board of Directors of the Parent Company, which took place during the meeting held on 13 December 2024. This approval, in addition to representing a formal moment, also contributes to the transparency and validity of the reporting process, confirming the alignment between the materiality analysis and the corporate governance strategy.

Materiality analysis results

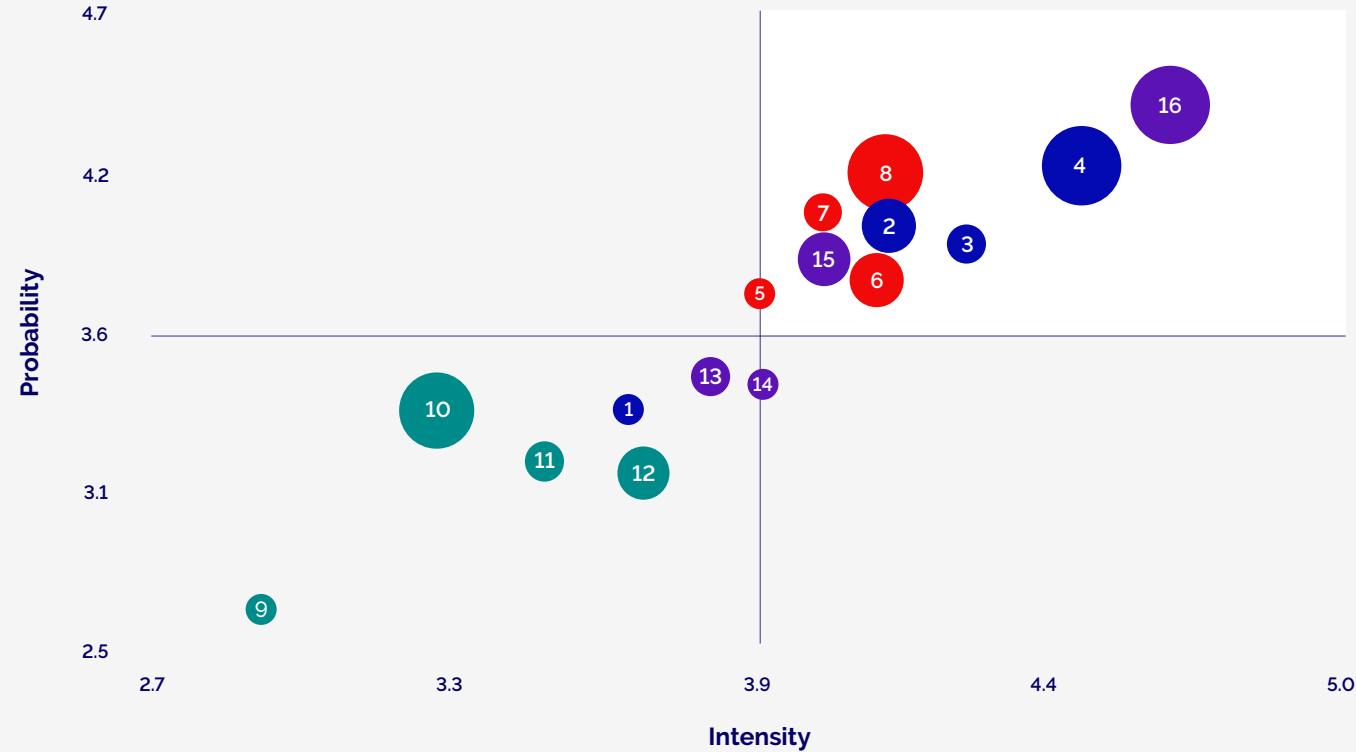
As previously reported, the path followed led to the consideration that there had been no significant changes in the activities or context. **In the absence of these elements of discontinuity, JAKALA decided to confirm the results of the previous year also for 2024, reported in the graphic on this page.**

The systematic review approach followed for the materiality analysis described above, in fact, supports this decision by highlighting that the material topics identified effectively respond to stakeholder expectations and regulatory pressures.

Through the methodology adopted, **JAKALA—reaffirming its commitment to transparent communication—guarantees that the materiality analysis continues to accurately represent the most relevant topics for stakeholders and for the organization.**



Impact materiality analysis



GRAPH resulting from the aggregation and weighting of the results of the C-LINE and STAKEHOLDER evaluations

Legend: the color of the dot identifies which of the four categories the theme belongs to; the size of the dot indicates whether it represents the first, second or third theme with the greatest result obtained, where greater impact corresponds to greater size

Themes evaluated

- 1 Dialogue with local communities
- 2 Management in ESG performance
- 3 JAKALA brand
- 4 Cybersecurity & Data Protection
- 5 Welfare and work-life balance
- 6 Training and professional growth
- 7 Equal opportunities and the fight against discrimination
- 8 Talent attraction and turnover management
- 9 Responsible use of water resources
- 10 Energy efficiency
- 11 Waste Management
- 12 Reduction of CO₂ emissions
- 13 Intellectual property
- 14 Sustainability of the value chain
- 15 Digital Sustainability
- 16 Innovation and technological development

Towards double materiality

JAKALA, in light of the current regulations, will have to present its sustainability reporting in the next financial year as introduced by the aforementioned Corporate Sustainability Reporting Directive (CSRD).

Within this regulatory framework, the so-called double materiality analysis takes on particular importance, i.e. the process through which the relevant topics are identified from two perspectives:

- **Impact materiality**, how the company affects the environment and society (inside-out);
- **Financial materiality**, how ESG factors influence the economic-financial performance of the company (outside-in).

Despite the lack of regulatory obligations, JAKALA has begun a process of alignment with the CSRD, with an initial partial introduction of the concept of double materiality.

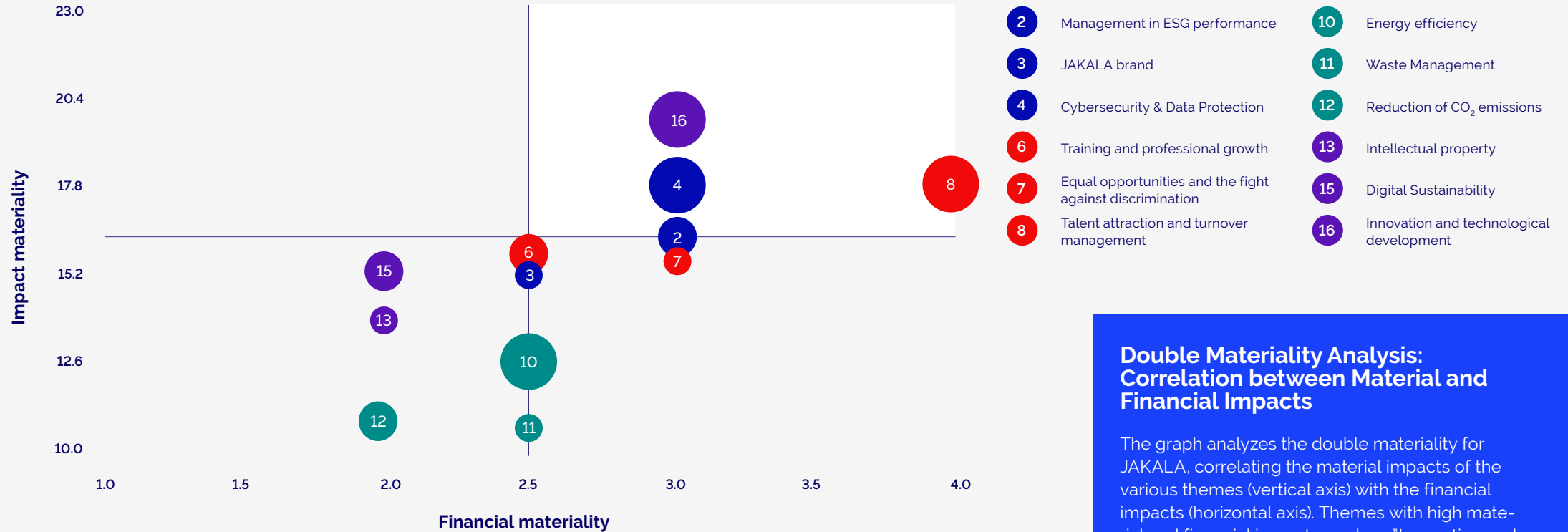
Specifically, JAKALA has retraced—as already in 2023—the assessment of risks and opportunities according to the dimension of financial materiality.

As for the impact materiality, also in this case it was decided to keep the results of the year 2023 unchanged, as no significant circumstances or elements of discontinuity emerged that would require an update of the assessments.

At the same time, JAKALA conducted a gap analysis to adapt to the requests of the CSRD, also—but not only—with regard to the double materiality analysis.

Subsequently starting a transition project towards the CSRD, starting from the GRI as a structural and consolidated basis.

The additions to be made concern not only the information necessarily required by the Directive, but also the analysis process itself, which must follow the Guidelines provided by EFRAG.



Double Materiality Analysis: Correlation between Material and Financial Impacts

The graph analyzes the double materiality for JAKALA, correlating the material impacts of the various themes (vertical axis) with the financial impacts (horizontal axis). Themes with high material and financial impacts, such as "Innovation and Technological Development", "Cybersecurity and Data Protection" and "Attractiveness of Talent and Management of Turnover", are represented in the first quadrant of the graph, and similarly for the other quadrants.

Graph resulting from the aggregation and weighting of the results of the TEAM FINANCIAL evaluations

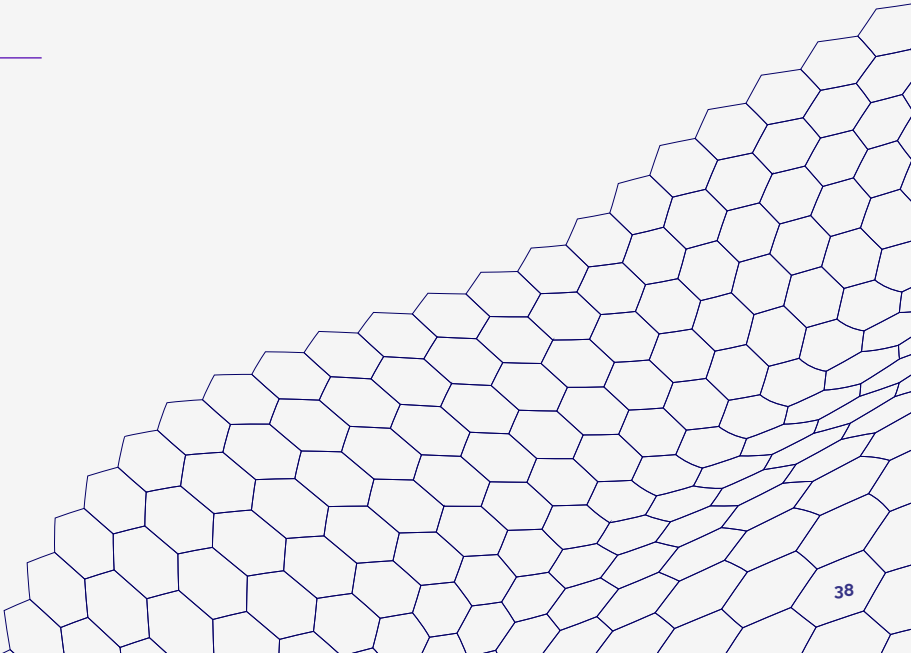
Legend: the color of the dot identifies which of the four categories the theme belongs to; the size of the dot indicates whether it represents the first, second or third theme with the greatest result obtained, where greater impact corresponds to greater size

Material themes and descriptions

Global & Strategic	People	Planet	Partners & Solutions
Cybersecurity & Data Protection <p>Ensure and strengthen the protection of the security of data and information managed, both corporate and third-party.</p>	Talent attraction and turnover management <p>Create the working conditions so that JAKALA represents the ideal choice for human resources, building long-term relationships.</p>	Energy efficiency <p>Develop and promote solutions and processes aimed at reducing the use of electricity with the additional commitment to draw from renewable sources.</p>	Innovation and technological development <p>Invest and promote research and development of products, services and processes to ensure a constant level of innovation aimed at anticipating market demands.</p>
Management involvement in ESG performance <p>Connecting the economic growth of management also to the achievement of common benefit goals.</p>	Training and professional growth <p>Promote the personal and professional growth of employees, through the development and dissemination of knowledge and technical skills.</p>	Reduction of CO₂ emissions <p>Promote actions to reduce greenhouse gas emissions generated along the value chain.</p>	Digital Sustainability <p>Manage the use of digital technologies in an ethical and responsible manner, reducing their environmental impacts and avoiding potential discriminatory consequences.</p>
Credibility and authority of the JAKALA brand <p>Make the organization a credible, authoritative and sustainable partner, both financially and in the way it does business.</p>	Support for equal opportunities and fight against discrimination <p>Ensure an inclusive work environment that encourages respect and value of workers' rights, rejecting any discriminatory behavior.</p>	Waste Management <p>Waste management is linked to environmental, soil and water pollution and has a direct impact on public health.</p>	Valorization and protection of intellectual property <p>The set of strategies and actions undertaken by the company to recognize, safeguard and exploit the value of its intellectual assets.</p>

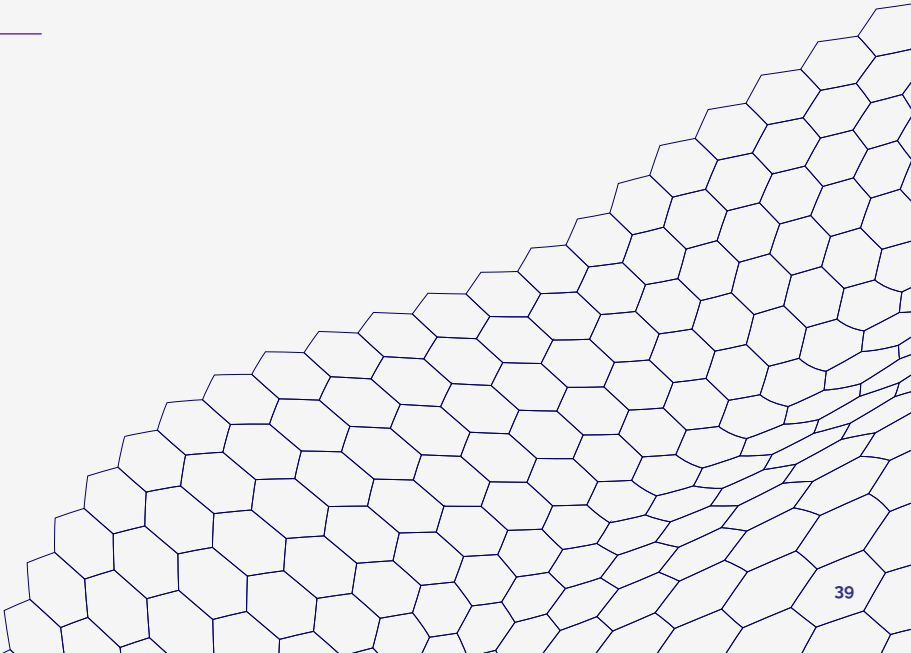
Positive impacts

Global & Strategic	People	Planet	Partners & Solutions
Guarantee of maximum security of data and information protecting all Stakeholders.	Provide an attractive job opportunity for resources by promoting employment in the territories in which we operate.	Contribute to the development of the municipalities in which you operate by promoting their competitiveness.	Guarantee customers valuable solutions aimed at improving their performance also for the benefit of end customers.
Foster long-term collaborations with employees and business partners, supporting their growth and reducing the costs associated with finding new relationships.	To foster the growth of minorities by enabling their realization in the world of work.	Optimization of resources with consequent reduction of environmental impact.	Promote access to digital solutions for wider segments of the population.
To improve the overall behavior of the organization for the benefit of all stakeholders.	Ensure that clients achieve their goals through adequately trained and motivated resources.	Promote the global use of effective solutions in manufacturing and logistics.	Provide customers with an exclusive offer for value propositions to end users.



Negative impacts

Global & Strategic	People	Planet	Partners & Solutions
Exposure of employees and business partners to the risk of loss and disclosure of their sensitive data and information as a result of system vulnerabilities.	Generate short-term relationships resulting in fewer opportunities for resource growth.	Increase waste of resources and raw materials.	Greater environmental impacts resulting from the use of obsolete solutions.
Negative influences on end users as a consequence of incorrect corporate policies.	To cause an unorganized economic growth of the population with tensions and hostility.	Increased pollution with negative effects on people's health and natural resources.	Increase environmental impacts due to obsolete and non-competitive solutions.
Company failure to support management structure causing discontent and failure to grow personally.	Limitations in customer value proposition as a result of slow responses to new technology adoption.	Cause overuse of resources in supply territories.	Allowing unfair commercial practices by third parties with market disruption to the detriment of all Stakeholders.



03

Global & Strategic: Responsible Practices

- 3.1 JAKALA Group Tax Strategy
- 3.2 Cybersecurity and Personal Data Protection
- 3.3 Leadership Engagement
- 3.4 Brande Relevance
- 3.5 Global Commitment and Community Engagement
- 3.6 Ethical management



SDGs Contribution



3.1 JAKALA Group Tax Strategy

In 2024, the Group completed a process that led to the approval—by the Board of Directors of the Parent Company—of the **Global Tax Policy** and the **Tax Strategy**, which are key components of the **Tax Control Framework**.

This policy reflects JAKALA Group's commitment to **transparency, legality, and tax responsibility**, guiding tax management with the goal of ensuring compliance with applicable laws and careful monitoring of tax risk. Tax risk is understood as the risk of incurring administrative or criminal penalties, significant financial losses, or reputational damage.

Objectives of the Tax Strategy

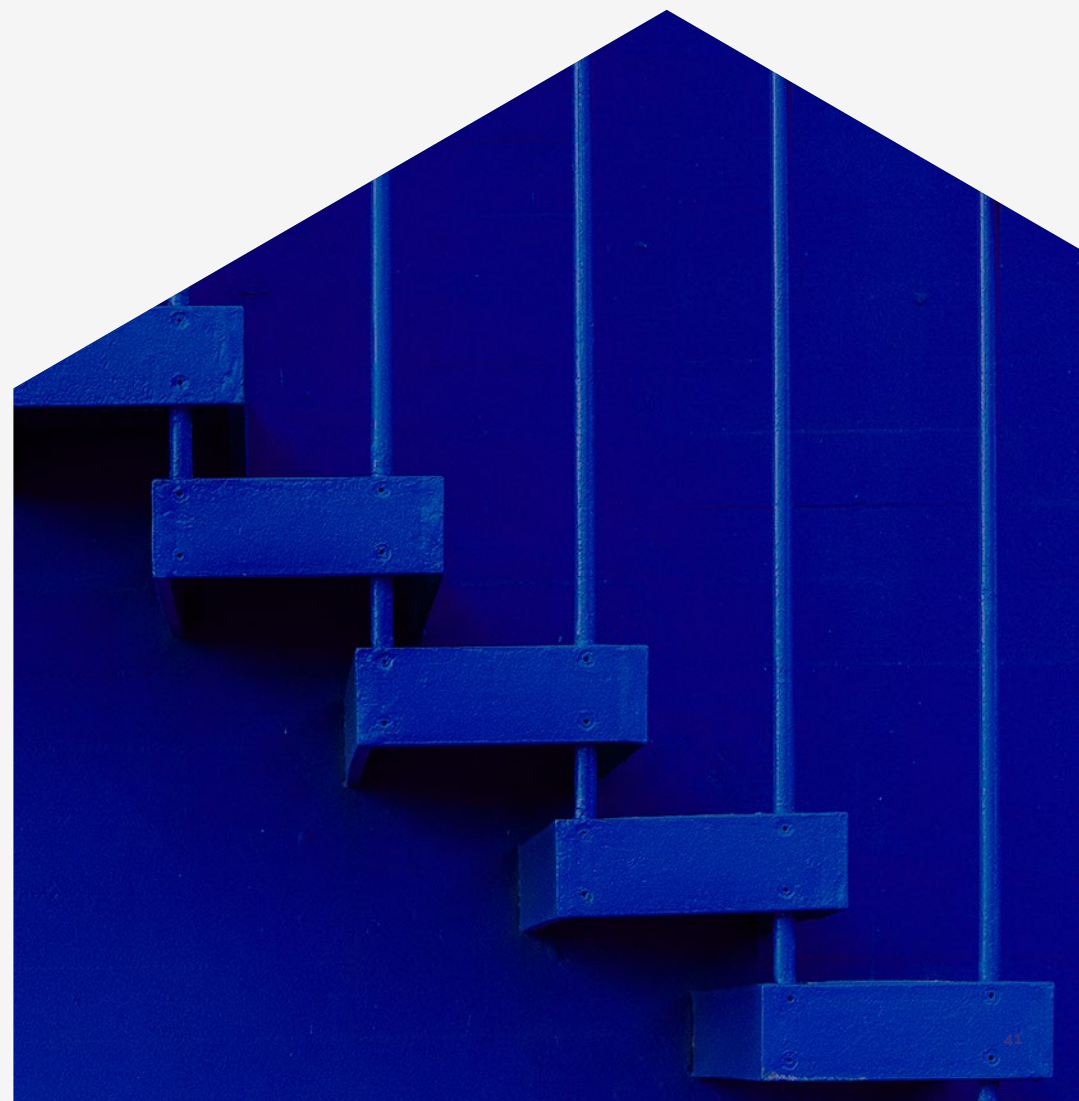
JAKALA Group aims to:

- Pay all taxes due and meet tax obligations in a timely manner
- Safeguard global tax efficiency, ensuring a balance between regulatory compliance and economic sustainability

Operational Guidelines

In addition to its core principles, JAKALA Group has established a set of operational guidelines, including:

- **Correct application of tax laws**
- **"Agree to disagree"** approach in the case of interpretive differences with tax authorities
- **Low tax risk appetite**
- **Management of intercompany relations**
- **Profit allocation and transfer pricing**
- **Training and corporate culture**
- **Ongoing monitoring and updates**
- **Employee remuneration linked to tax compliance criteria**
- **Whistleblowing** system for internal reporting of potential non-compliant behavior.



Implementation of the Global Tax Policy

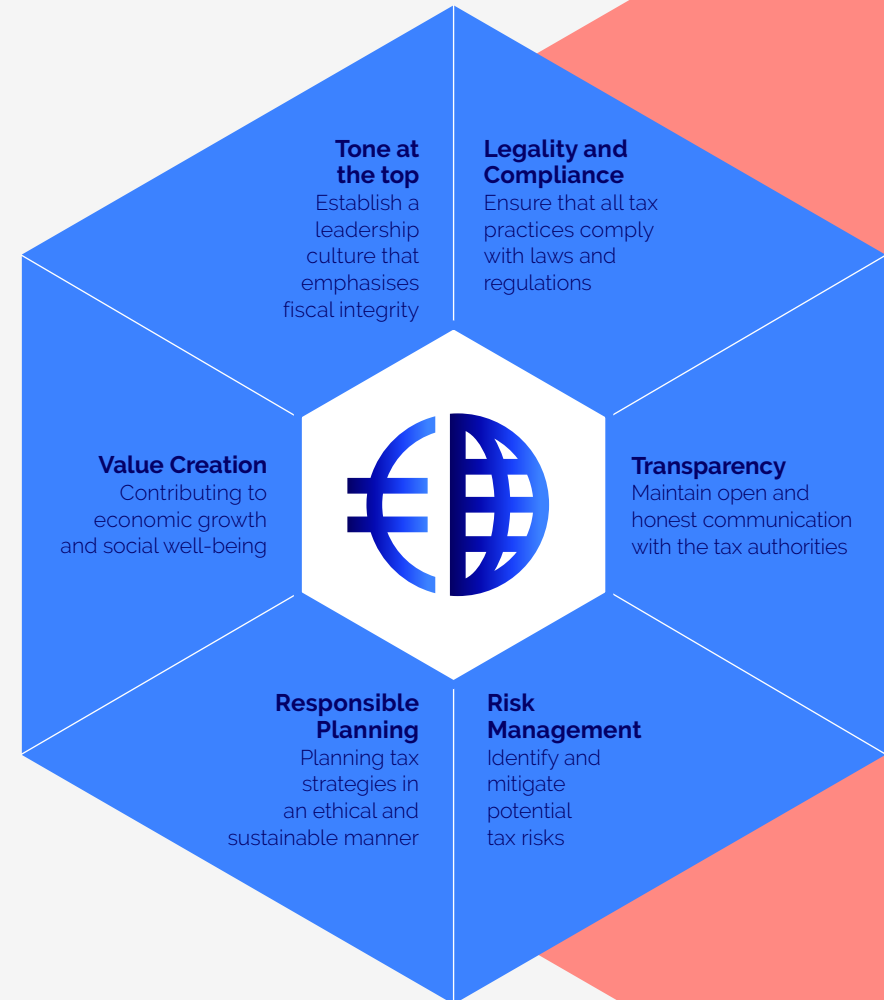
The implementation of the Global Tax Policy will be promoted—at the Parent Company level—by **the Board of Directors, the Chief Executive Officer, corporate committees, and the management team**. The other entities within the JAKALA Group will be responsible for planning and adopting the policy in accordance with the applicable tax regulations in each jurisdiction.

Principles of tax governance

In line with international best practices, JAKALA has extended its **Internal Control and Risk Management System** to include the tax area, adopting a **Tax Control Framework** that ensures a structured approach to the identification, assessment, management, and active monitoring of tax risk.

The tax governance system involves, at various levels, the **relevant Division, local offices, the Control, Risk and Sustainability Committee, and the Board of Directors**—ensuring effective oversight and informed decision-making.

Fundamentals of Tax Strategy



JAKALA promotes a tax governance model based on transparency, legality and responsibility, integrating tax risk management into the broader corporate strategy for sustainable growth in compliance with international best practices.



The adopted approach is inspired by the principles set out in the **Code of Ethics**, which forms an integral part of the **231/2001 Organizational Model** and defines the behavioral standards to be upheld across all areas of the company. The provisions of the **Tax Policy** require adherence to the values of the **JAKALA Group**, and any failure to comply with the Fundamental Principles and Operational Guidelines constitutes a violation of the Code of Ethics and will be subject to the related disciplinary measures established by the Group.

Commitment and corporate culture
JAKALA actively promotes a **corporate culture centered on the prevention of tax risk**, fostering effective collaboration among the functions involved. This commitment is part of the Group's broader mission as a benefit corporation, which includes the promotion of **ethics, transparency, and fairness** through the adoption and dissemination of sound management practices and self-regulation.

Tax risk management and mitigation
To ensure robust and compliant tax management, both the Parent Company and local subsidiaries rely on the support of external consultants—both for the preparation of periodic tax filings and for the analysis of complex, sensitive, or interpretatively uncertain matters.

Transparency and reporting
Detailed information regarding tax assets and liabilities, current, deferred, and prepaid taxes, along with the reconciliation of the effective tax rate, is provided in the Consolidated Financial Statements, accompanied by an explanatory note to ensure full transparency and understanding of JAKALA Group's tax position.

3.2 Cybersecurity and Personal Data Protection

The mathematician Clive Humby's statement—"Data is the new oil"—has, since 2006, become a mantra that underscores the immense value of data in the digital economy. Like crude oil, raw data must be collected and refined to extract useful insights and enable informed decisions. However, this analogy is now outdated: unlike oil—a finite resource that is depleted with use—data is a renewable and dynamic asset. Using data does not consume it; in fact, it often increases its value. The same dataset can be reused in multiple ways without degradation, and combining different datasets can generate deeper insights.

In other words, data has a transformative capacity: it powers predictive models, artificial intelligence, and continuous innovation, acting as a catalyst for new products and services. Because of this fluid and pervasive nature, data is perhaps more comparable to nuclear fuel than to oil: raw data may seem harmless, but once "enriched" it can unlock immense potential—and, if poorly managed, equally significant risks.

Therefore, data requires advanced governance and robust security: just as the most powerful energy sources must be regulated and protected, information must be responsibly

managed, with documented processes ensuring availability, integrity, quality, and confidentiality.

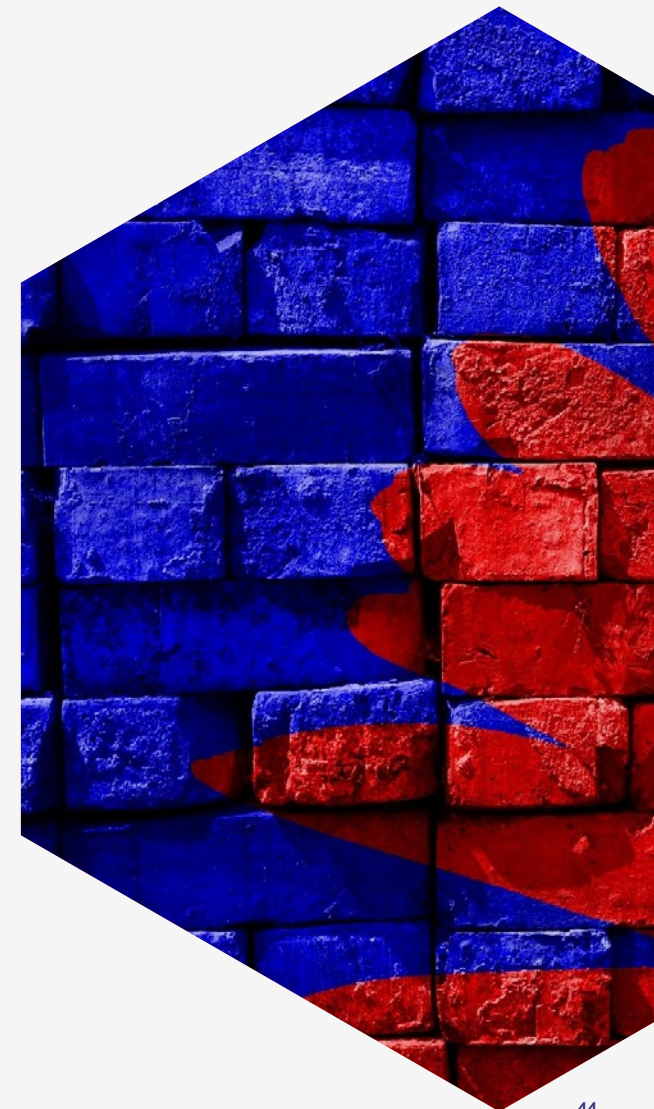
Only with strong data governance policies and appropriate cybersecurity measures can the transformative potential of data be harnessed safely and sustainably—preventing the world's most valuable digital resource from becoming a source of vulnerability rather than a driver of progress.

At JAKALA, these principles are put into practice. **Data transformation and analysis**, alongside the integration of AI, are at the core of the Group's strategies and the foundation of the solutions it delivers to clients.

Every day, JAKALA helps clients across various industries unlock value from their data—combining strategy, technology, and creativity to extract actionable insights. For the Group, **data is a strategic asset** to be cultivated: collected from heterogeneous sources, refined through advanced analytics and algorithmic models, and ultimately translated into business decisions and results. JAKALA specializes in data extraction and modeling, operating within robust and scalable digital architectures.

At the same time, JAKALA enforces rigorous **data governance frameworks** to ensure ethical, secure, and compliant use of data. This means that every piece of information is protected against unauthorized access, managed in accordance with regulatory frameworks (such as GDPR), and leveraged to its full potential. The Group's digital innovation stems from this ability to extract, manage, and protect data securely and efficiently.

Reliable and well-protected data powers personalized services, data-driven marketing campaigns, and new business models. In short, for JAKALA, data is not just an operational component—it is the lifeblood that drives decision-making and differentiates the company's offering in the marketplace.



Cyber Threats: Top Trends for 2024

Globally:

- **Rise in Ransomware and Malware:** these remain the most profitable threats for cybercriminals, despite advancements in defensive technologies.
- **Phishing and Social Engineering:** up by +33% globally, exploiting the human factor as a primary vector for compromise.
- **DDoS and Supply Chain Attacks:** increasingly frequent, often aimed at disrupting services or breaching critical systems through third-party vendors.
- **Automation and AI:** used both offensively (automated attacks and malware development) and defensively (early anomaly detection and response).

At the Italian level:

- **Decrease in critical incidents, but increase in medium-severity cases:** Indicates a shift toward more targeted tactics, still resulting in significant impact.
- 40% increase in **cybercrime-related** attacks compared to 2023.
- **Certain sectors hit more intensively:** one-quarter of global attacks on Manufacturing and Transport/Logistics target Italian organizations.
- **Extensive use of phishing and social engineering:** the human factor remains one of the weakest links in the security chain.

Source: Clusit Report 2025.

Given the centrality of data, their protection becomes essential—especially in an era where cyberattacks are increasingly frequent and sophisticated. The cyber threat landscape has evolved rapidly: today, organizations face ransomware capable of encrypting entire databases and demanding costly ransoms; phishing and social engineering campaigns aimed at compromising credentials and access; advanced malware designed to evade traditional defenses; and complex supply chain attacks that infiltrate through third-party vendors.

According to **ENISA (the EU Cybersecurity Agency)**, the seven main categories of cyber threats include **ransomware, malware, social engineering, data and availability attacks (such as DDoS), information manipulation, and supply chain assaults**.

The **Clusit 2025 Report** highlights that 2024 saw a significant increase in cyberattacks, with **3,541 serious incidents recorded globally**—an average of 295 attacks per month and a **+27.4% increase** compared to the previous year. Furthermore, the trend toward more severe impacts continues: 79% of global incidents are classified as serious or critical, while in Europe significant attacks rose by 67%.

Attacks driven by financial motives—cyber-crime—now account for 90% of all cases, enabled by automation and the availability of as-a-Service models that lower the entry barrier for cybercriminals.

Focusing **on Italy**, the country accounts for approximately **10.1%** of global attacks and experienced a **15.2%** increase over the previous year, with a total of **357 known high-impact incidents in 2024** alone (representing 39% of all serious incidents recorded since 2020). While this figure is slightly below the global average, the impact remains significant, especially in sectors such as News/Multimedia, Manufacturing, and Multiple Targets—each accounting for roughly 15–17% of cases. The most widespread attack techniques include Malware (38%) and DDoS (21%), followed by Phishing/Social Engineering (11%).

These alarming trends outline a scenario in which no organization can afford to lower its defenses. The rising quantity and sophistication of attacks demand a strategic approach to security: the question is no longer if a company will be targeted, but when—and how well prepared it will be to withstand the impact and recover.

In such a complex environment—where threats and techniques intertwine across not only technological but also cultural, psychological, and behavioral domains—where data resides in the cloud, on mobile devices, and across distributed environments, and attackers find unexpected entry points, a traditional model based solely on perimeter defense is no longer sufficient. Security must be approached as an integrated process that combines advanced technologies, robust governance, a culture of security, and continuous training—creating an ecosystem where every element, from corporate policies to

users' daily habits, contributes to protecting the entire information asset in a proactive and resilient way.

For a data-driven company like JAKALA, whose mission is grounded in the value of data, integrating cybersecurity considerations into the new strategic plan is both a responsible and necessary choice. It means protecting its own informational capital and that of its clients, safeguarding the trust built in the market, and contributing—within its sphere of influence—to raising the standards of digital security and resilience in the broader ecosystem.

Advanced cybersecurity has become a cornerstone of JAKALA's operations. The company continuously invests in both solutions and skills to protect data—its own and that of its clients. This includes real-time **monitoring and anomaly detection systems**, strict access **controls and encryption** to safeguard sensitive information, **incident response plans** ready to be activated in case of a breach, ongoing **vulnerability testing**, and continuous **staff training** to strengthen human resilience.

By adopting international standards (ISO/IEC 27001:2022) and applying the principles of

"privacy by design" and "security by design". JAKALA integrates security from the very beginning of every digital service, mitigating risks at their source.

The goal is not limited to defending against known threats, but rather to create a trusted environment where data-driven service innovation can flourish without exposing clients, end users, or stakeholders to harm. In an era of invisible and ever-evolving attacks, cybersecurity at JAKALA is not a cost or a regulatory burden—it is an enabling factor, the essential foundation for harnessing the full potential of data in a responsible and sustainable way.

JAKALA Group Security Enforcement

It is essential to align all Group companies under a common security framework. Reputational damage to the JAKALA brand can have a global impact, undermining customer trust and negatively affecting business operations worldwide.

Business Continuity & Operational Resilience

Operational resilience is fundamental to market credibility. It is essential to strengthen business continuity and measures that ensure stability and customer trust, guaranteeing the company's ability to overcome disruptions and maintain uninterrupted service.

Detection & Response Capabilities

It is necessary to extend incident detection and response capabilities to all identities, systems, and resources currently not covered by existing monitoring tools, ensuring comprehensive protection and reducing operational risks.

Security By Design and By Default

The adoption of Security by Design and Security by Default principles throughout the entire development lifecycle of systems and applications minimizes vulnerabilities, enhances resilience to cyber threats, and ensures compliance with regulatory standards.

To demonstrate its commitment to data and information protection, JAKALA has implemented security programs involving all Group companies, adopting a structured approach to ensure the confidentiality, integrity, and availability of data.

The Global Approach is built upon the following key pillars:

● Security by Design and by Default

Integrate data and information protection by design, ensuring that access and processing are limited to authorized and necessary purposes only.

● Data Security Risk Assessment

Assess data and information protection risks, identifying vulnerabilities and implementing mitigation measures to ensure an adequate level of security.

● Access Control & Identity Management

Implement advanced identity and access management strategies, ensuring that only authorized users can access sensitive information and critical systems.

● Data Classification & Handling

Classify business information based on its criticality and sensitivity, defining rigorous rules for data management, storage, sharing and protection.

● Data Mapping & Cloud Security

Identify and monitor the location and flow of data within IT and Cloud environments, ensuring that they are protected by appropriate security and compliance measures.

● Data Loss Prevention (DLP)

Adopt technological solutions and policies to prevent the loss, unauthorized access or exfiltration of sensitive data, through monitoring and control of data activities.

● Incident Response & Data Breach Management

Define and test incident response procedures to quickly detect, manage, and mitigate any security breaches that could compromise information protection.

● Vendor Security Management

Ensure that third-party providers meet rigorous data and information protection standards through risk assessments, audits and periodic checks.

● Security Documentation & Compliance

Maintain structured and up-to-date documentation to demonstrate compliance with regulations and information security best practices.

● Data Retention & Secure Disposal

Establish clear policies for the secure retention and deletion of data when no longer needed, reducing the risk of information exposure or misuse.

● Security Awareness & Training

Provide ongoing training to all employees to reinforce a culture of data and information protection, promoting cybersecurity best practices, from secure credential management to protecting information in transit and at rest.

In 2024, JAKALA's Cybersecurity team continued to operate with a holistic and multidisciplinary approach, addressing cybersecurity and GRC (Governance, Risk and Compliance) challenges in an integrated manner. The team's work was structured across multiple strategic areas, each supported by specific projects and programs aimed at strengthening operational resilience and protecting the company's information assets.

Real-Time Monitoring and Detection

JAKALA enhanced its system monitoring by implementing and continuously improving its SIEM and SOAR solutions. These tools,

combined with a 24/7 active Security Operations Center (SOC), enabled the daily analysis of millions of events, detecting anomalies and blocking potential threats in real time. The effectiveness of this infrastructure is demonstrated by the high number of mitigated attacks, reflecting the Group's ongoing commitment to preventing unauthorized access and ensuring business continuity.

Cybersecurity and GRC Projects

The team handled more than 100 activities, including business-as-usual operations, specific programs, and projects such as:

◆ **Training and Awareness:** An Information Security Awareness course was made available to employees of JAKALA S.p.A. S.B. and its Italian subsidiaries, enriched with phishing simulations and specialized courses to reinforce awareness of digital risks. An introductory course on cyber and information security is currently being translated to ensure consistent access across the Group.

◆ **Offensive and Defensive Initiatives:** Offensive Security projects—such as Adversarial Simulation—were launched to test system resilience. In parallel, the Defensive Security area strengthened its response capabilities through continuous monitoring, event analysis, and expanded use of XDR/EDR tools.

◆ Risk and Business Continuity

Management: Dedicated programs for Risk Management and Disaster Recovery were implemented or updated, ensuring ongoing risk evaluation and preparedness for potential incidents. A structured risk assessment process was also initiated, focusing on the most strategic IT vendors. Using a market-leading IT Vendor Risk Management tool and a targeted questionnaire covering both technical and organizational aspects, the team systematically assessed risks associated with external partners and suppliers. This proactive approach enhanced supply chain resilience, ensuring risk alignment with JAKALA's security and governance standards.

◆ **Policies and Procedures:** Security policies were reviewed and updated, and new procedures adopted to ensure compliance with regulatory requirements and to support a shared culture of security across all operational units.

To further protect information, Data Loss Prevention (DLP) rules were applied to corporate communication and collaboration tools, ensuring that sensitive data is not accidentally disclosed and that every interaction adheres strictly to security policies, in full compliance with the GDPR and other applicable regulations. Non-compliant data flows are now actively monitored and blocked.

Additionally, advanced tools for password management, storage, and secure sharing were introduced, enabling centralized access control and significantly reducing the risk of credential compromise.

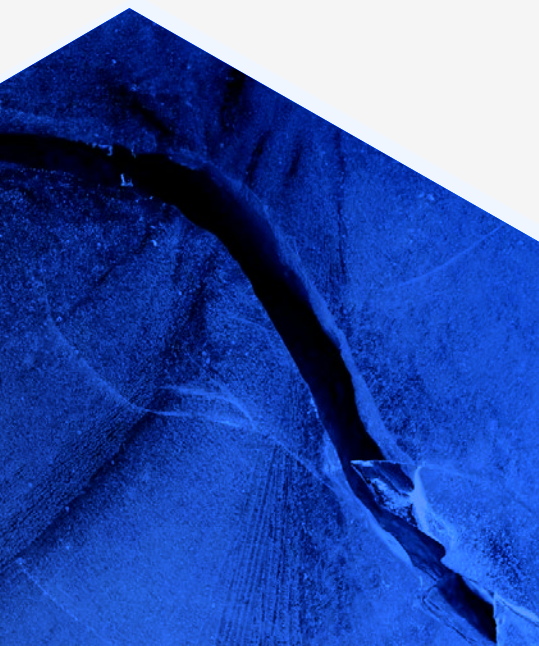
◆ Cloud Security & Vulnerability

Management: Specific projects—such as Cloud Security Side Scanning—were implemented to detect configuration vulnerabilities and ensure adequate protection of cloud resources.

Protecting Critical Assets

Devices and Identities: Over 4,000 devices were monitored and over 20,000 identities were centrally managed, enforcing rigorous access controls and multi-factor authentication to prevent compromise.

Applications and Cloud Resources: the protection of approximately 3,000 applications and over 45,000 cloud resources was guaranteed through the adoption of Web Application Firewalls (WAF) and anti-DDoS solutions, ensuring the security of digital services and data protection even in distributed environments.



Forecasting and future planning

Looking ahead, the Cybersecurity team has already planned several projects—initiated in 2024—that will reach maturity in 2025, including:

- **Expansion of Risk Management and Business Continuity:** ongoing risk assessments for Group entities and updates to Disaster Recovery plans, including the implementation of cloud-based solutions for rapid system recovery.
- **Development of Offensive Security and Vulnerability Management Projects:** continued adoption and expansion of DAST and VA/PT tools, along with the adoption and development of Cyber Threat Intelligence capabilities to anticipate and neutralize emerging threats.
- **Digital Transformation Initiatives for Security:** upcoming projects in the areas of DevSecOps and Cloud Security by Design will further integrate security into service development and deployment processes.

In summary, the 2024 activities demonstrate that JAKALA has adopted an integrated approach, combining continuous monitoring and protection of critical assets with a robust strategy for training, risk management, and policy updates. This multidisciplinary commitment not only strengthens JAKALA's digital resilience—which in 2024 experienced only one data breach, minor in terms of users affected, potentially exposed data, and overall impact—but also ensures enhanced data protection and a fast, effective response to threats. Such an approach helps maintain stakeholder trust in an ever-evolving cyber landscape.



3.3 Leadership Engagement

Companies that truly aim to integrate sustainability into their organization need strong leadership—capable of steering **strategic direction**, **raising awareness**, and consistently fostering **cultural change**.

Implementing sustainability involves strategic, governance, operational, reporting, and cultural challenges. In this context, the role of leadership—particularly the board of directors and senior management—is crucial in setting the tone at the top, which must permeate the company's vision and decision-making processes.

A first step is to define a **strategic plan** that integrates ESG factors across all business lines, with clear objectives, defined timelines, and checkpoints to monitor progress. Throughout this process, companies should involve not only the sustainability team but also risk management and internal audit functions, to ensure that their input is incorporated from the earliest stages of planning.

Sustainability must become part of a company's identity—guiding both its actions and its economic objectives. This approach must be cross-functional and requires the engagement of all organizational components.

The real challenge lies in driving a mindset shift, so that every division and team adopts a new way of doing business. Leadership is the key enabler, responsible for setting the direction and guiding the entire organization through this transformation.

Corporate Governance

The governance of JAKALA S.p.A. S.B. is based on national and international best practices, ensuring a responsible approach that aligns with global standards. Effective management of information flows between corporate bodies ensures transparency and coordination, while a solid internal control and risk management system protects the company from potential issues. For further details, see Chapter 2: "Impacts, Risks, and Opportunities."

The corporate governance model follows the structure set out in Articles 2380-bis and following of the Italian Civil Code and includes the following bodies:

- **Board of Directors:** Responsible for the company's strategic and operational management. It defines sustainability policies and sets medium- to long-term goals in collaboration with business divisions and stakeholders. Within the Board, the Control, Risk and Sustainability Committee (CCRS) operates in a consultative and advisory role on ESG matters, inspired by the guidelines of the Italian Corporate Governance Code, which JAKALA voluntarily adheres to. As per standard practice, the Board of Directors retains responsibility for approving the Sustainability Report.
Composition: 9 members (including the Chair), of whom 1 is a woman and 1 is an independent director. No Board members hold external positions that could interfere with their responsibilities at JAKALA. Average age: 49. Executive members: Chair and Chief Executive Officer. Current term: Renewed in 2023, with a three-year duration.

- **Shareholders' Meeting:** The highest decision-making body, responsible for approving the financial statements, appointing and dismissing directors, setting their compensation, and all other matters reserved under the corporate bylaws.

- **Board of Statutory Auditors:** Responsible for overseeing the correctness of company management and compliance with applicable regulations. To further ensure transparency in financial reporting, the Independent Auditors, appointed by the Shareholders' Meeting, perform the statutory audit of the accounts.

The **Chair of the Board**, founder of JAKALA, and the Chief Executive Officer lead corporate strategy and hold broad powers to develop the business. At the beginning of 2025, the Board of Directors approved the introduction of a structured self-assessment process aimed at the continuous improvement of corporate governance. The primary objectives of this process include: evaluating the adequacy of the skills and diversity represented on the Board; assessing the quality of Board dynamics and decision-making capacity; and, more broadly, monitoring alignment between the Board's activities and the company's strategic goals. This process is particularly relevant to ensuring a governance model that integrates ESG principles and benefit corporation objectives, helping to strengthen transparency and stakeholder trust.

The internal organizational model that supports JAKALA's distinctive value on the market

Since 2021, following its transformation into a **Benefit Corporation**, the Parent Company has embarked on a cultural evolution, placing sustainability at the heart of its identity. This shift has encouraged every employee to become more aware of their role, contributing to a more responsible business management approach that is attentive to the needs of stakeholders.

In addition to integrating public benefit objectives into its corporate bylaws, JAKALA has continued to develop its sustainability strategy while simultaneously strengthening its corporate governance system to ensure effective management and continuous monitoring.

Within the framework of its **2022–2025 ESG Masterplan**—as highlighted in previous editions of the Sustainability Report—the company defined a set of environmental and social performance goals, identifying 11 strategic initiatives, which were then developed into specific projects. Among these were targets for **Ecovadis** and **B Impact Assessment (BIA)** scores, aligned with shareholder expectations.

The Board of Directors has played a central role in shaping this strategy, overseeing ESG performance and ensuring the achievement of established goals. As this cycle concludes, a new phase begins with the **ESG Plan 2025–2028**, currently under development and designed to address new challenges.

Since 2021, the Board has been supported by the internal **Control, Risk and Sustainability Committee**, which performs a consultative and preparatory function, promoting an integrated approach across risk management, compliance, and sustainability. The decision not to establish a separate sustainability committee has proven effective, avoiding the risk of isolating sustainability from other strategic areas and ensuring a governance model that supports a unified vision.

A significant strategic development in 2024 was the adoption of a **new global organizational structure**—an important milestone in the Group's growth journey. This shift marks a major step toward building a more efficient international organization, the result of joint

efforts across all **Regions** to promote collaboration, innovation, and operational excellence on a global scale.

Stefano Pedron was appointed **Global CEO** to lead the new structure, supported by a team of high-profile leaders who ensure cohesive coordination aligned with JAKALA's strategic objectives. In this context of growth, each member of the organization plays a crucial role. In particular, the **Heads of Region** have been entrusted with greater responsibilities to ensure effective, results-driven management that integrates sustainable practices in line with the Group's vision.





JAKALA's leadership plays a central role in defining and implementing the company's sustainability strategy, ensuring the integration of ESG objectives into business activities and decision-making processes. While the Board of Directors sets general guidelines and oversees company performance, the operational implementation of sustainability is entrusted to senior leadership and management.

Since 2018, JAKALA has had a **Strategic Committee**, composed primarily of managers, with an advisory role in supporting corporate governance. This body serves as a bridge between the Board of Directors—responsible for strategic direction—and the management team, responsible for its operational implementation.

Its main responsibilities include:

- Implementation of the Group's strategic plan;
- Dissemination of internal information regarding operational decisions taken;
- Evaluation of business performance, based on data provided by functional managers and periodic comparison of results against planned objectives;

- Establishment of committees, working groups, and study teams on relevant topics.

Thanks to its operational position and the participation of Board members and shareholder representatives, the Committee ensures that ESG objectives are an integral part of corporate strategy. In particular, it monitors the Group's sustainability positioning, assessing the policies adopted and their impact on overall performance. It also closely follows international ESG initiatives and potential involvement in sustainability projects, helping to strengthen the Group's reputation and generate long-term stakeholder value.

The Committee serves as an important platform for dialogue between shareholders, board members, and management, allowing for periodic assessment of the Group's strategic direction and alignment with ESG goals.

Some managerial functions actively participate in the **B Team**, a dedicated unit focused on ESG topics, tasked with supporting various departments in achieving sustainability objectives. The team operates independently from

business lines and reporting hierarchies, ensuring an impartial perspective and effective oversight.

The Gender Equality and Diversity Steering Committee, established in 2023 to support management in promoting diversity and inclusion, has seen its role further strengthened by the involvement of the SA8000 Representatives of the Parent Company, which obtained certification under the international standard in November 2024. The Committee oversees corporate policies on equal opportunities, ensuring fair practices aligned with sustainability objectives. In addition to the SA8000 Representatives, it includes six members appointed by management from various divisions across the Group, including members of senior management, employees, and staff representatives.

Culture and Performance: Leadership that Makes the Difference

The new **Competency Model**, developed as part of the **JAKALA TALENT STAR** project, identifies the key competencies required for each role and serves as the basis for evaluating performance across all HR Ranks, including managerial positions. For managerial roles, under the "**Living JAKALA's Values**" area, top-level leaders are expected to:

- Embody JAKALA's values and organizational culture, both internally and externally.
- Actively promote JAKALA's vision and values, serving as inspiring role models and catalysts for change, and integrating these principles into strategic planning.
- Foster a strong sense of belonging to JAKALA.
- Promote the development of an organizational culture grounded in respect, trust, and integrity.

In JAKALA's new organizational structure, the **Sustainability & Corporate Affairs Division** maintains its global role as a facilitator in the development of corporate sustainability projects and in the management of non-financial risks. The division is responsible for context analysis, sustainability strategy and positioning, as well as for drafting the Sustainability Report and the Impact Report. It also implements methodologies and tools for ESG impact assessment, participates in events, and joins national and international industry associations, contributing to advocacy activities. The division is further tasked with the ongoing monitoring of non-financial risks, internal awareness and training on ESG topics, and the implementation of performance measurement metrics related to sustainability.

In carrying out its activities, the division coordinates with other corporate functions and reports regularly to the Control, Risk and Sustainability Committee (CRSC) and the Strategic Committee, ensuring an integrated and synergistic approach to sustainability.

The team continues to include the **Impact Officer**, who is responsible for overseeing the functions and actions instrumental to the pursuit of common benefit purposes, in accordance with Italian Law no. 208 of December 28, 2015, which governs Benefit Corporations.

In 2024, the department launched the project "**Sustainability Synergy: Building a Global Network**", aimed at creating an ESG network across the different countries by involving

Regional Directors to strengthen interdepartmental sustainability efforts and ensure full alignment with the Group's ESG objectives.

The project was successfully initiated in Spain, promoting the exchange of ESG best practices, ideas, and initiatives. The meeting among the teams reinforced collaboration and enabled joint efforts toward shared objectives, including the extension of ISO 9001, 37001, and 27001 certifications to Jakala Spain and Latam S.L.



JAKALA Spain and LATAM embraces Global ESG standards

On October 21 and 22, 2024, at the Madrid headquarters, the Sustainability & Corporate Affairs division and the heads of finance and HR functions of Jakala Spain and Latam S.L. discussed global ESG practices as part of the «**Sustainability Synergy: Building a Global Network**» project. The initiative was then communicated internally via a global newsletter, inviting the entire organization to adopt JAKALA's ESG approach.



Internal communication and training on ESG topics represent a fundamental pillar for the success of a corporate sustainability strategy. Through direct and structured involvement, leadership plays a key role in spreading a culture of sustainability, ensuring that JAKALA's values are understood, shared, and applied across all business functions.

JAKALA has embarked on a sustainability journey that focuses not only on integrating ESG principles into strategy, but also on raising awareness and actively engaging its employees. The Group's leadership recognizes that transitioning toward a sustainable business model requires a widespread corporate culture—one in which every employee understands the importance of these issues and contributes to their advancement.

For this reason, JAKALA has launched several initiatives aimed at strengthening internal awareness of ESG topics. These include structured training programs, dialogue opportunities with management, and corporate storytelling activities. Such tools help translate sustainability from a strategic concept into a lived value, embedded in daily work practices and shaping the company's organizational mindset.

One example from 2024 is the participation of **Gioia Ferrario, COO & Global CHRO**, in the podcast **"HAVE A NICE DEI"**, dedicated

to wellbeing and inclusion. The podcast was launched by JAKALA in collaboration with Luca Trapanese.

Through this format, the company gave voice to key topics such as corporate welfare and diversity, highlighting the importance of a fair and inclusive work environment. This initiative is part of JAKALA's broader strategy to actively promote a shared culture—not only through concrete actions, but also by using communication tools that engage and inspire both employees and stakeholders.

Another example of JAKALA's commitment is the participation of **Giacomo Lorusso, CEO of JAKALA Civitas S.p.A.**, in the **CEOforLIFE** initiative. This community brings together business leaders committed to advancing sustainability and the United Nations Sustainable Development Goals (SDGs). Lorusso took part in a roundtable organized by CEOforLIFE focused on the synergies between the public and private sectors in achieving a sustainable digital transition.

His contribution reinforced the positioning of JAKALA Civitas as a driver of responsible innovation and served as a role model for employees, encouraging greater internal awareness around ESG objectives.

In addition, JAKALA launched the **Digital Coffee** initiative—a series of events bringing

together influential voices from the market to discuss and share insights on key innovation topics.

The first session, dedicated to the future of Artificial Intelligence, was held at the JAKALA S.p.A. S.B. headquarters in Milan, at Palazzo Mellerio, and featured participation from industry-leading companies, alongside **Marco Di Dio Roccazzella, Managing Director and Global & Italy Head of Business Line Data & AI** at JAKALA.

Through this initiative, JAKALA strengthens its role as a promoter of innovation and shares its expertise to help better understand the impact of emerging technologies.



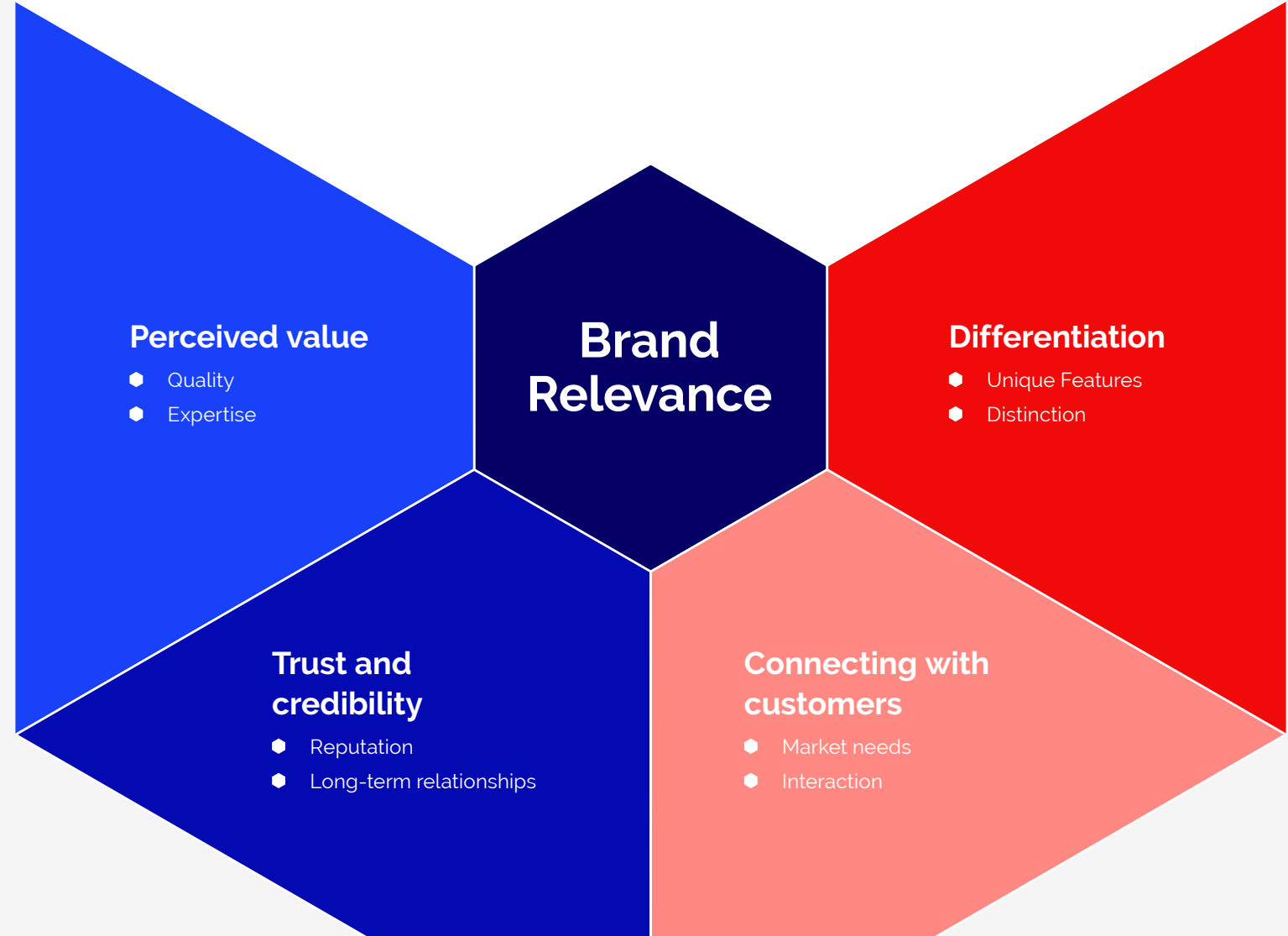
3.4 Brand Relevance

Relevance is the characteristic that allows a brand to avoid competition as much as possible, gaining recognition and trust among its customers.

In the context of JAKALA, brand relevance is not measured solely by awareness, but by its ability to create value for clients, stand out in the market, and build trust.

A relevant brand becomes the go-to choice for its target audience, thanks to a clear value proposition that aligns with the real needs of the sector.

Brand relevance therefore refers to the company's ability to be perceived as essential and distinctive—gaining a competitive advantage, building long-term relationships, and fostering a climate of trust and value recognition among stakeholders.



Why is it important for JAKALA?

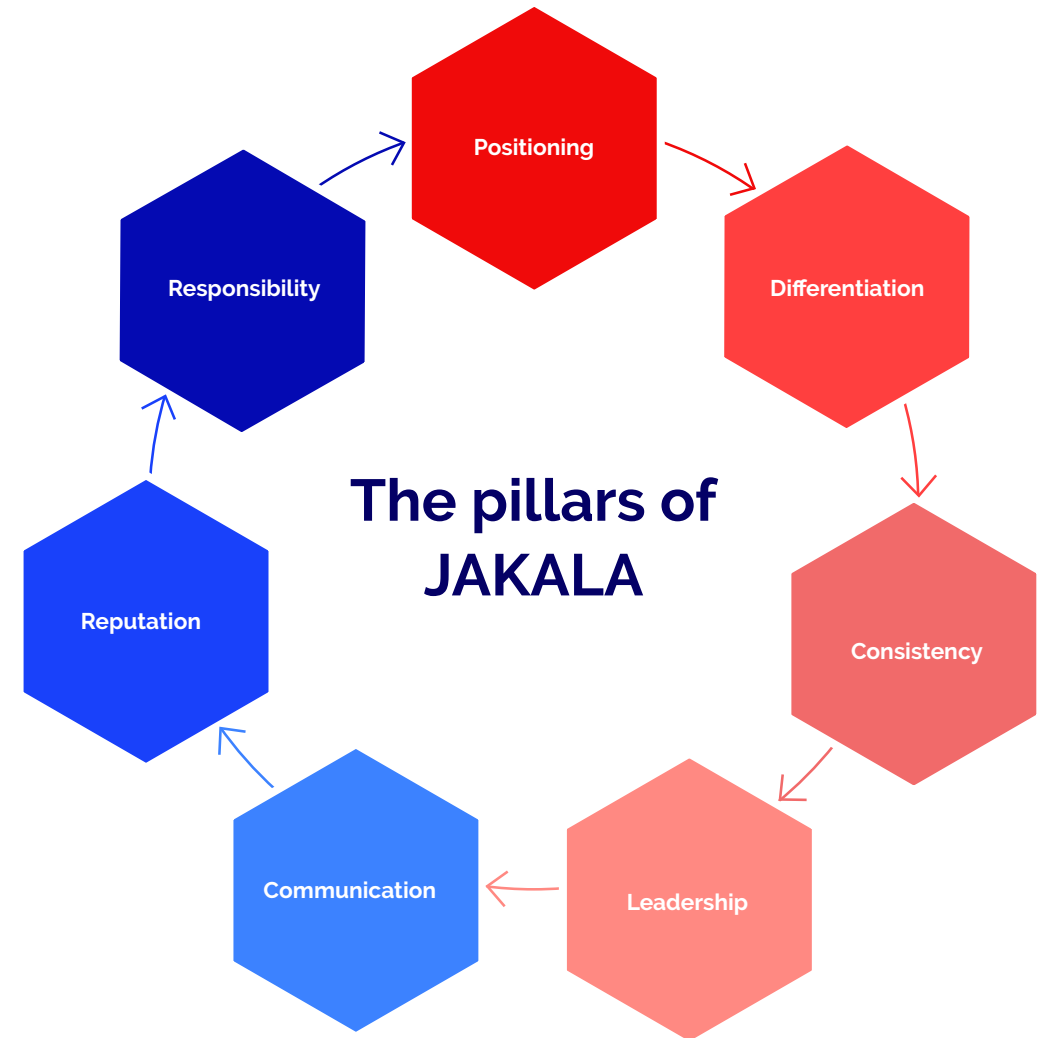
The Group has identified the pillars on which to strengthen its brand strategy, starting from the expectations of both internal and external stakeholders, with the ultimate goal of enhancing JAKALA's credibility and relevance.

In this process, several elements were taken into consideration: building loyalty toward the company, awareness of its capabilities, the quality of its services, the intangible values associated with the brand, as well as the key assets around which its offering is built.

JAKALA recognizes the importance of having a relevant brand, primarily to strengthen relationships with clients. In B2B markets, decision-making is complex and based on trust and expertise—a strong brand facilitates this process.

As a direct result, the company can improve its competitive positioning through differentiation, avoiding competition based solely on pricing.

Ultimately, increasing the perceived value of the brand enables access to strategic partnerships, supporting corporate growth through new business opportunities and client loyalty.



Positioning

Transparency of messages and clarity of communication as inspiring principles

Over the course of the year, the Group developed its brand positioning strategy, identifying key principles to guide the communication and enhancement of the JAKALA brand.

Starting from the definition of its mission and moving through the identification of the unique value it can offer to clients, the process led to the concept of **"Together to get there"**—a statement that reflects the ability to combine strategy, technology, creativity, and operations to deliver personalized experiences and transformative solutions, with data and artificial intelligence at the core.



Differentiation

JAKALA has clearly identified its distinctive factors



Leadership in Data and AI

- An internal community of over **500 data scientists**
- An **AI Center of Excellence** to internally test use cases (e.g., advanced CV screening to optimize recruiting), share know-how with clients, and accelerate their AI roadmaps
- Selected as a Partner within the **Microsoft AI LAB**
- Active contribution to **academic research**



Global authority on location intelligence

- **100+ projects** delivered each year, globally and across industries
- In-house **geo-data factory** to develop a library of data assets and KPIs powering our location intelligence projects
- **20+ years of global partnership with ESRI**



Proprietary AI-based toolbox

- Over 20 proprietary tools, including **J-Hexagon** and Campaign Maximizer
- Up to **+30% ROAS on media campaigns** optimized through the Toolbox
- **More than 100 marketing activation cases** enabled by the Toolbox
- Global recognition as a key player in **Loyalty Management** services thanks to the **Engagement Cloud**, a proprietary platform



Creative Excellence

- **SBAM**: our new creative agency (60+ professionals) led by an award-winning creative direction
- **Maize**: our strategic design company (120+ professionals) creating memorable brand experiences



Technology Leadership

- 60% of JAKALA's workforce is made up of **technology experts**
- **Global partnerships with major tech players** (Microsoft, Salesforce, Acquia, Adobe, Google, etc.)
- Proprietary multi-sandbox platform (**J-Lab**)



Long-term partnerships with customers

- **90%+ client retention**, year after year
- **80% of clients engage JAKALA for two out of three verticals** (Strategy / Technology / Activation), and **60% for all three areas**

Leadership

Inspiring stakeholders,
inspiring their paths

JAKALA aims to be recognized as a benchmark in the industry by delivering valuable content and targeted communication strategies.

The Group pursues this goal through:

- **Production of authoritative content:** demonstrating expertise and innovation
- **Participation in events:** sharing experiences to become a market leader
- **Use of digital platforms:** leveraging all tools to disseminate relevant insights and engage stakeholders
- **Collaboration with experts and institutions:** building strategic partnerships with universities, research centers, and other industry leaders to strengthen credibility

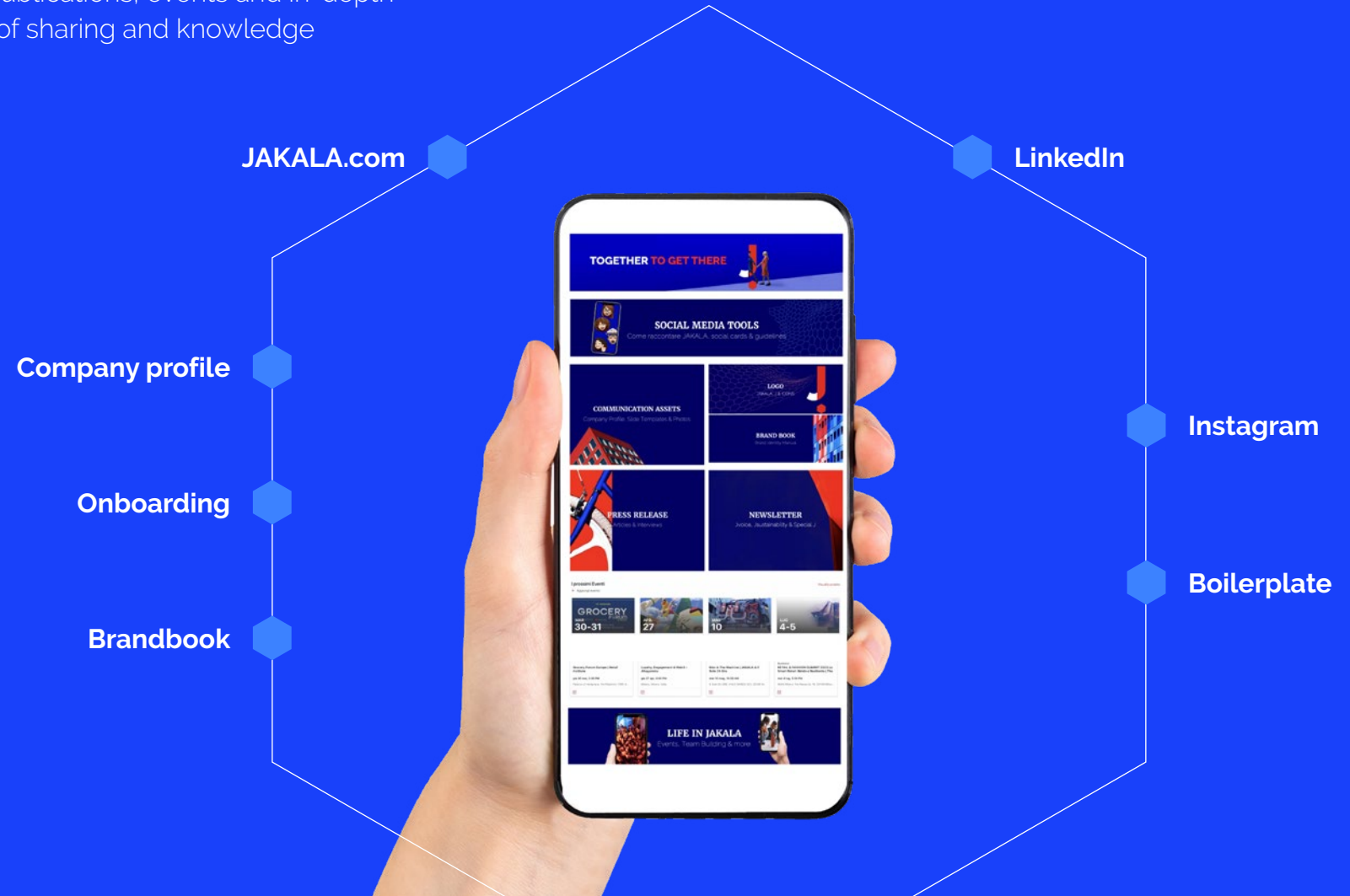


Communication

JAKALA distinguishes itself through publications, events and in-depth analysis, which create an ecosystem of sharing and knowledge

To effectively and clearly communicate its brand to the target audience in today's landscape, it is essential to operate across both traditional and more innovative channels.

Brand consolidation must rely on delivering messages that are appropriate to each medium, while remaining consistent with the company's core principles and values.



Reputation

JAKALA distinguishes itself through publications, events and in-depth analysis, which create an ecosystem of sharing and knowledge

JAKALA has always placed its reputation at the center of attention, fully aware that success is closely tied to how stakeholders perceive its global image.

The process of building a strong corporate reputation involves a series of strategic pillars across multiple dimensions:

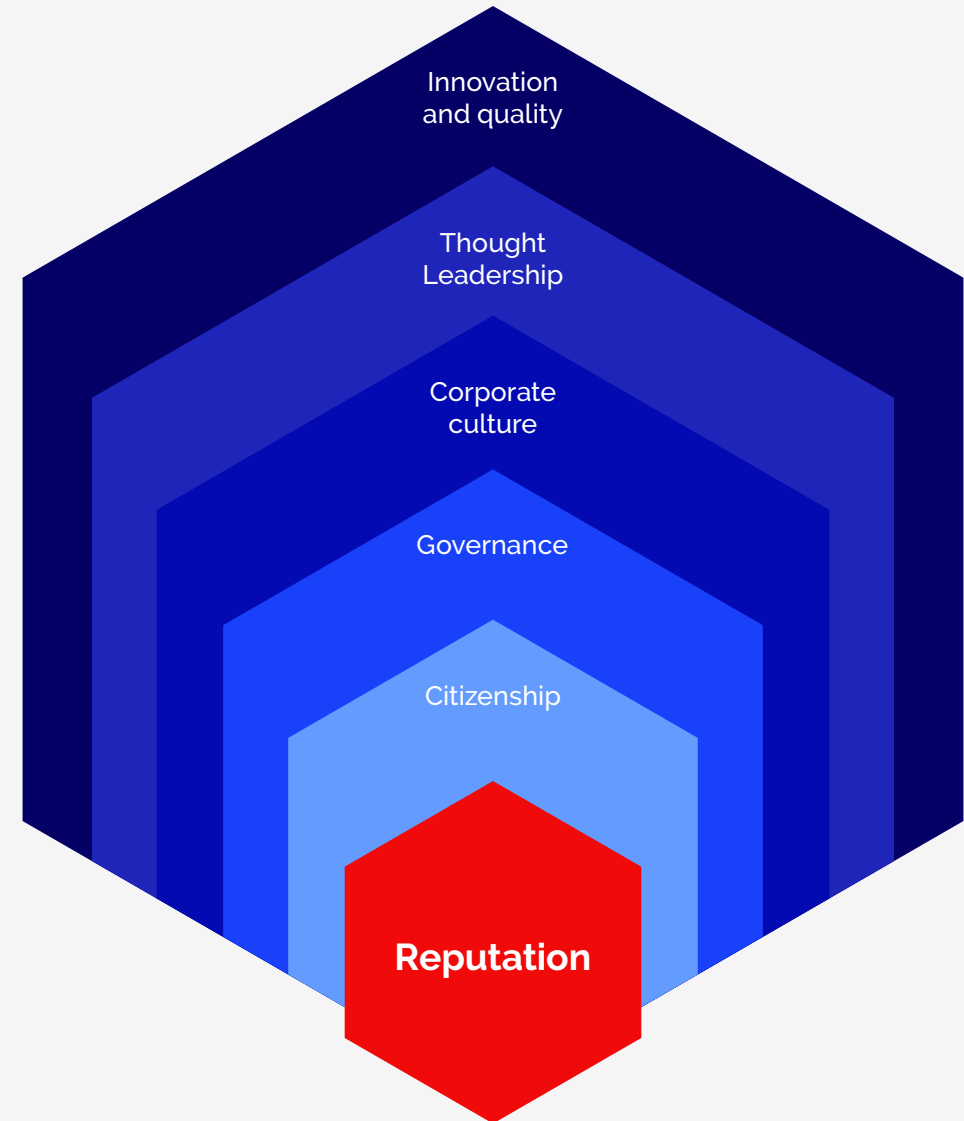
Market: delivering successful performance through product and service quality, as well as the ability to innovate.

Management: credibility, reliability, and expertise play a crucial role in shaping the company's reputation.

Work environment: an inclusive culture that offers growth opportunities while respecting work-life balance.

Ethics and transparency: governance must ensure that processes, rules, and systems are aligned with corporate values.

Commitment and respect: attention to environmental issues and social engagement with both internal and external stakeholders are non-negotiable.



Consistency

JAKALA's values guide its actions and communication, strengthening the brand's coherence.

The Group aims to present an image consistent with its corporate identity, reflecting the values that define its strategic direction.

Communicating JAKALA's values and sharing its messages helps create a distinctive image in the marketplace, strengthening stakeholder perception.



Responsibility

Create emotional connections with stakeholders, support their motivations, encourage responsible behaviors

Being a benefit corporation means integrating profit goals with sustainability principles to foster a culture of awareness and respect for people and the environment.

Creating a better world represents our goal: JAKALA aims to generate value for all stakeholders in a sustainable manner, with particular attention to ethics, the environment, and quality.

Throughout the year, the Group continuously creates communication channels with stakeholders, seeking engagement through its commitment and example.



3.5 Global Commitment and Community Engagement

In 2024, JAKALA strengthened its commitment to sustainability and community support by launching social impact projects both in Italy and abroad. The initiatives focused on key issues such as **urban regeneration and care for local areas, people's well-being and the value of time, and the promotion of fair and responsible leadership**. This commitment is aligned with the Sustainable Development Goals (SDGs), particularly those related to quality education, gender equality, reducing inequalities, and developing sustainable communities.

Local impact initiatives

Adopt Your Chroco: Every chRoco plush toy is not just a mascot, but a symbol of solidarity. Those who adopt one can make a voluntary donation, choosing to support one of the charitable organizations selected by JAKALA, grouped by SDG. An initiative that transforms a simple object into an act of social and environmental impact.

Your Time Back: JAKALA is revolutionizing the candidate experience with a gesture of care and respect for their time, offering a voucher for psychological support with Unobravo equivalent to the time spent in the selection process—regardless of the outcome.

Target Gender Equality Accelerator: JAKALA is a sponsor of the third Italian edition of the training program promoted by the United Nations Global Compact to accelerate gender equality in companies.

Participation in solidarity events: JAKALA supported various charitable causes through donations and sponsorships, including the Solidando and RunChallenge projects, Just The Woman I Am, the ANT Foundation for cancer prevention, the Rava Foundation, Accessibility Days, and the CEST Association.

Initiatives with international impact

USA – Study Abroad Film Festival: Supporting talent and global education through Gold Sponsorship of the 10th Annual Study Abroad Film Festival, in collaboration with IES Abroad. The donation helps fund scholarships, giving more students access to international learning experiences.

Spain – Support for communities affected by DANA: JAKALA supported the municipalities of Alfajar, Catarroja, and Païporta with a targeted donation to respond to the emergency. In addition, between November and December, employees from the Spanish office were given the opportunity to dedicate two days of paid volunteer work for reconstruction and support to the affected communities.

France – Odyssey Race in Paris: 27 employees from the French office participated in the Odyssey Race, a charity run held at Château de Vincennes to raise funds for breast cancer research. An initiative that combines sport and well-being.

France – Alliance Française: Over 1,000 board games themed around the environment and biodiversity were donated to Alliance Française Italia, an association deeply rooted in the community for the promotion of Francophone

culture. This collaboration aims to raise awareness among new generations on sustainability topics, amplifying educational impact.

Latvia – Rimi Riga Marathon: In 2024 as well, runners from the Latvian office took part in the Rimi Riga Marathon, which raises funds annually for organizations supporting children with functional and motor disabilities.

Denmark – Support for child abuse victims: JAKALA collaborated with Kvisten, a Danish NGO that supports victims of childhood abuse, to enhance the communication of their support activities and make their anonymous meetings more accessible and recognizable.

Denmark – Empowering Women in Technology: In collaboration with the Drupal community, JAKALA promoted gender equality in tech by supporting the Women in Drupal Award. The award celebrates female talent in the tech sector, recognizing the contributions of women who, with determination and expertise, are transforming the technology industry.

SUPPORT

cities and communities
affected by environmental
emergencies, through
donations and
crowdfunding.

7

Community days Branches
in Milan, Nichelino
and Paris

90+

Runners involved
in «Run for Charity»

12,640

Development suggestions send
to candidates in the project
Your time back

50+

Companies involved and
trained on gender equality
issues, thanks to the Target
Gender Equality sponsorship

+190

Hours of volunteer work
in the Custodi del Bello
project

4,000+

Items donated
in 2024

DE&I

Expanding inclusion and
gender equality policies, with
programs dedicated to
female involvement in the
technology sector.

20+

Local associations
involved

500km+

of solidarity
paths

Beauty that regenerates

In 2024, JAKALA supported **Custodi del Bello** with over 190 hours of skilled volunteering—a project that combines social inclusion and urban regeneration. The initiative involves people in vulnerable situations in the care and enhancement of public spaces, promoting beauty as a driver of social cohesion and personal dignity.

At the same time, through its Gold partnership with **FAI – Fondo per l'Ambiente Italiano**, JAKALA contributed to the protection and promotion of Italy's historical, artistic, and natural heritage. A concrete action to support cultural beauty as a common good and pass it on to future generations.

These initiatives represent two complementary faces of beauty: one that cares for people and one that preserves places—both powerful forces of social and cultural regeneration.

Time as a human value

In 2024, JAKALA launched **Your Time Back**, an innovative program that reflects a more advanced, people-centered approach to the recruitment process.

The initiative provides every candidate who attends an interview with a voucher to access psychological support sessions with **Unobravo**, a network of online psychologists, for an amount of time equivalent to that spent on the selection process. The goal is to recognize and value the time and energy invested by candidates during recruiting, offering them an opportunity for personal growth and greater self-awareness—regardless of the outcome. Your Time Back is part of a broader vision of the candidate experience, which also includes personalized feedback and the use of Artificial Intelligence to optimize the alignment between candidates and roles. In 2024, over 450 psychotherapy sessions were provided through vouchers, and 12,640 personalized feedback messages were sent.

Throughout the year, time was also recognized as a lever for civic engagement: between November and December, employees at the Spanish office were offered two days of paid leave to participate in **volunteer activities in Valencia, supporting communities affected by the Dana environmental disaster**.

This initiative not only strengthens the link between individual well-being and collective impact, but also highlights the importance of corporate social responsibility by turning working time into a concrete opportunity for solidarity and community support.



Leadership that makes the difference

JAKALA promotes a leadership model based on ethics, inclusivity, and long-term vision. This approach translates into a concrete commitment to responsible governance, with a strong focus on people, communities, and the planet.

In 2024, the company joined two strategic initiatives that reinforce this positioning. The first is **Target Gender Equality**, a program promoted by the United Nations under the Global Compact, designed to accelerate gender equality in companies. Through targeted training, measurement tools, and the sharing of best practices, the program supports companies in increasing female representation in leadership roles and on boards of directors.

The second is **CEO for Life**, an international network of top executives committed to promoting sustainable development in line with the 2030 Agenda Goals. The program offers opportunities for dialogue between private sector leaders, institutions, and non-profit organizations, facilitating collaboration on social and environmental impact projects.

Through these initiatives, JAKALA strengthens its commitment to building conscious, generative leadership oriented toward the common good—leadership capable of inspiring and driving real change.

Alongside the realities that generate impact

In 2024, JAKALA strengthened its commitment to supporting the Third Sector by collaborating with organizations, foundations, and non-profit entities active in key areas for collective well-being: inclusion, health, education, culture, and civil rights.

Among the most significant initiatives was a melanoma prevention and awareness campaign with **Fondazione ANT**, contributing to the promotion of a culture of health and early diagnosis. Special attention was dedicated to younger generations through a collaboration with **Associazione Zenzero**, which received educational materials for students in Africa, supplies for shelters, and funding for training projects.

JAKALA's commitment also extended to the world of sports and culture, with participation in high-impact social initiatives such as the **Milano Relay Marathon with IBVA and PlayMore**, the **2024 SuperLeague**, the **WeSport** project, **Accessibility Days**, and the **Just the Woman I Am** race.

From this dense ecosystem of collaborations emerged opportunities for dialogue and awareness-raising, with a positive impact both inside and outside the company. While diverse in scale and focus, all these initiatives

share a common goal: to create tangible and lasting change in people's lives by activating resources, building support networks, and generating shared value.



3.6 Ethical management

Ethical business management is a key element in ensuring an organization's long-term sustainability and reputation. JAKALA has built its ethical framework on a set of core principles that guide its behavior—including **integrity, transparency, and accountability**—adopting a range of appropriate governance tools (such as a Code of Ethics, compliance policies, a whistleblowing platform, etc.).

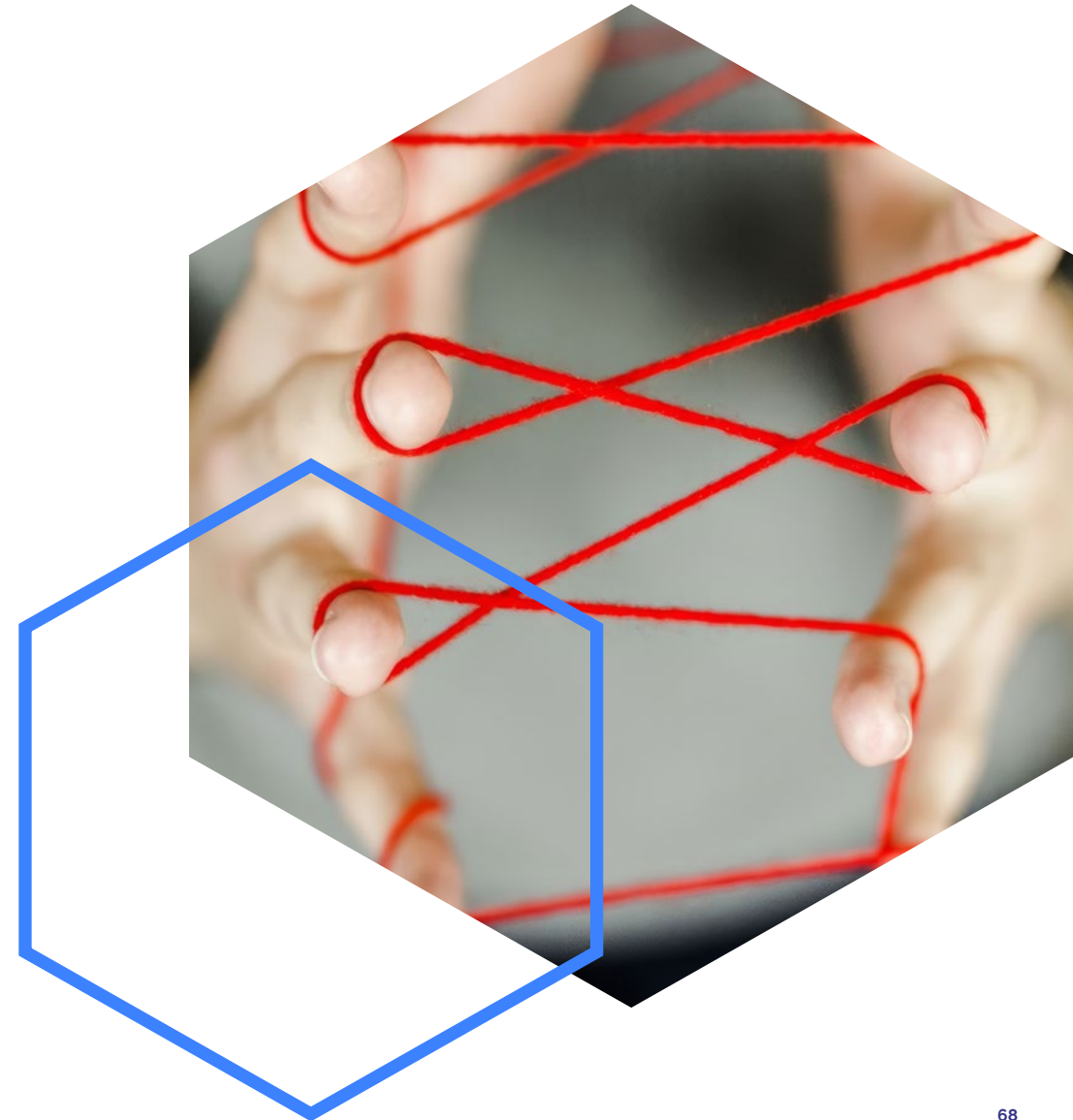
The effectiveness of such a system depends on its concrete implementation, which JAKALA ensures through continuous **training and awareness**, behavior **monitoring and audits**, and the active **involvement** of leadership.

The benefits JAKALA aims to achieve through ethical business management are both tangible and intangible. Among the tangible ones: a competitive advantage that can attract

qualified talent and facilitate relationships with partners (clients, suppliers, and investors). Among the intangible ones: strengthening the company's image and mitigating the risk of disputes, sanctions, and reputational damage.

Successful examples of ethical management implementation show that **consistency** between declared values and actual practices, as well as **active engagement** at all organizational levels, are indispensable.

JAKALA's ethical approach is a strategic investment—one of the pillars of long-term value creation—that requires continuous commitment, including the promotion of a widespread and coherent corporate culture.



The governance of ethics

In Italy, JAKALA has adopted the Organizational, Management and Control Model (**MOG**) pursuant to Legislative Decree 231/2001, which represents a structured and comprehensive system of procedures and activities aimed at preventing unlawful conduct. Employees of Italian subsidiaries are required to comply with the Model and its associated protocols, which define the operational procedures for carrying out various business processes.

In Spain, since 2022, a project has been launched to develop an effective system for preventing and detecting criminal risks, ensuring regulatory compliance, and strengthening a culture of ethics and integrity within the organization. The system includes, among other things, an internal Code of Ethics, a Supplier Code of Ethics, an Anti-Corruption Policy, and a Disciplinary Policy for non-compliance.

A whistleblowing channel has also been established. The monitoring and updating of the crime prevention model is overseen by a Compliance Committee, which meets quarterly.

The program, initially applied to Bmind S.L., has gradually been adopted by other entities and, in 2024, following corporate mergers in the country, the development of a new integrated prevention model began. Training, which started in 2023, will continue in 2025 and will also involve staff from the companies merged into Jakala Spain & Latam, in order to align knowledge and practices.

Other Group companies have been provided with a Code of Ethics with the goal of promoting and encouraging ethical and responsible behavior.

It should also be noted that the companies acquired as part of the FFW Group Aps acquisition already had their own Group Code of Ethics, which for now has been retained in its current version.

To further strengthen its ethical business approach, the Group has always chosen to adopt ISO standards as a reference best practice, obtaining a significant number of certifications over the years (see page 72, "JAKALA's Certifications and Accreditations Map").

Anti-corruption, a global issue

A crucial aspect of ethical business management is the adoption of anti-corruption measures to prevent unlawful practices.

In recent years, JAKALA S.p.A. S.B., Jakala Civitas S.p.A., and Maize S.r.l. have implemented an Anti-Corruption Management System based on ISO 37001:2016, obtaining the corresponding certification.

As part of a broader project to harmonize its ethical approach, the Group has planned to obtain this same certification in 2025 for Jakala Spain and Latam S.L.

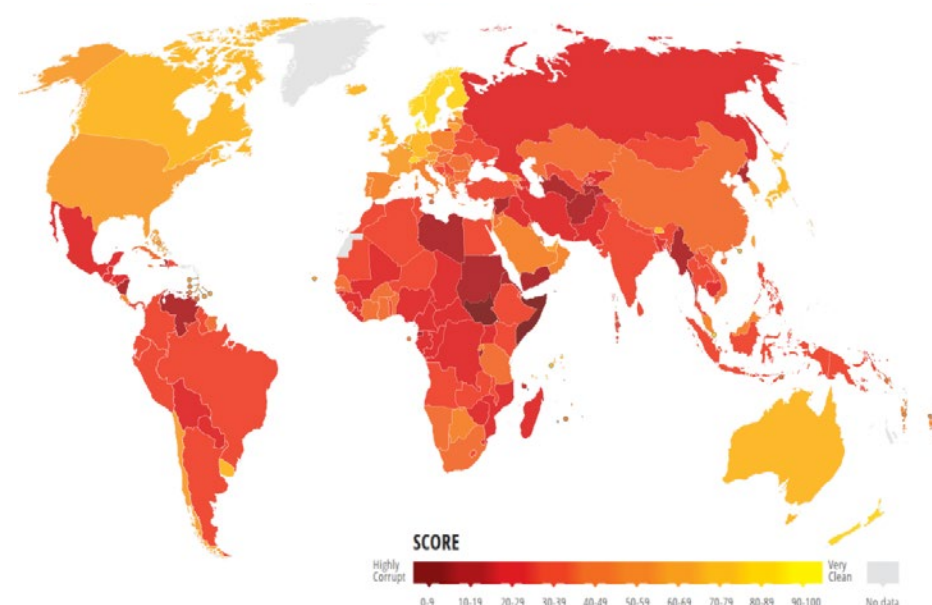
The current Management System includes:

- **Anti-Corruption Prevention Programs:** implementation of clear policies prohibiting all forms of corruption and defining the procedures to follow in case of suspected misconduct.
- **Third-Party Due Diligence:** in-depth vetting of commercial partners to prevent the risk of involvement in corrupt practices.

- **Targeted Anti-Corruption Training:** dedicated courses to raise awareness among employees and collaborators about corruption risks and prevention methods.
- **Whistleblower Reporting and Protection:** use of a reporting platform compliant with European regulations.
- **Monitoring and Periodic Audits:** regular evaluation of business processes to identify and mitigate corruption risks.

Corruption Perception Index 2024

The level of perceived corruption in 180 countries and territories around the world



#cpi2024

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**TRANSPARENCY
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Associazione contro la corruzione

As part of its anti-corruption strategy, and in compliance with both the ISO 37001:2016 Anti-Bribery Management System and Italian Legislative Decree 231/2001, JAKALA has conducted a risk assessment to evaluate corruption exposure. The analysis involved identifying risk factors by process, professional role, and country of operation. Corruption-related risks are included as part of the company's overall Enterprise Risk Management (ERM) framework as well as within the specific risk assessments required by the aforementioned standards.

JAKALA has also introduced a dedicated procedure to identify and manage conflicts of interest between the company, its employees, suppliers, and clients. For instance, suppliers are required to complete a self-declaration questionnaire regarding potential conflicts of interest. A similar process is also applied to members of governing bodies, senior executives, and any personnel identified as potentially exposed to corruption risks based on their role, geographic location, and activities.

Specific high-risk business practices—such as donations and sponsorships—are governed by a protocol pursuant to Legislative Decree 231/2001, which clearly defines responsibilities and control mechanisms.

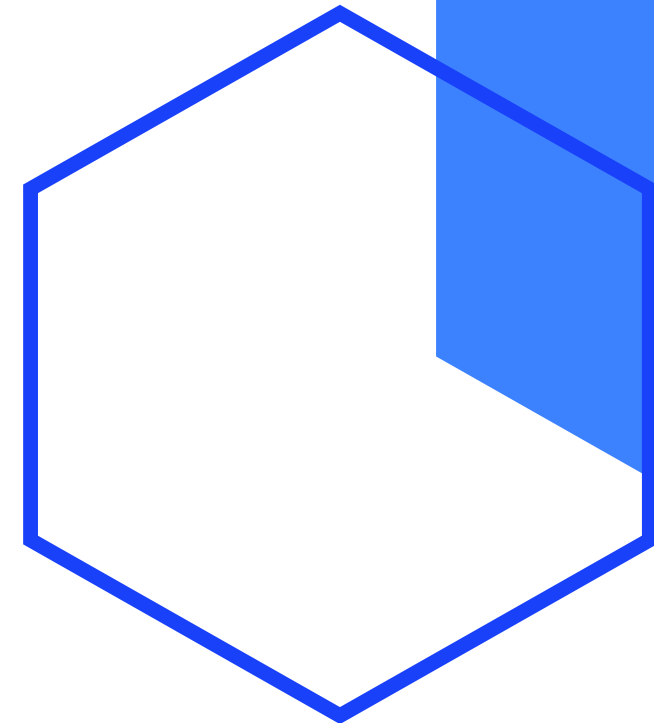
A Group subsidiary is currently involved in a corruption case related to actions allegedly taken by a former board member many years ago. Under the local law of the country where the incident occurred, only the organization itself—not the individual—is legally liable. The Group is managing the matter with external legal counsel, and as of the date of this report, no sanctions or other measures have been imposed.

There are also three ongoing legal proceedings already disclosed in the past concerning alleged anti-competitive conduct.

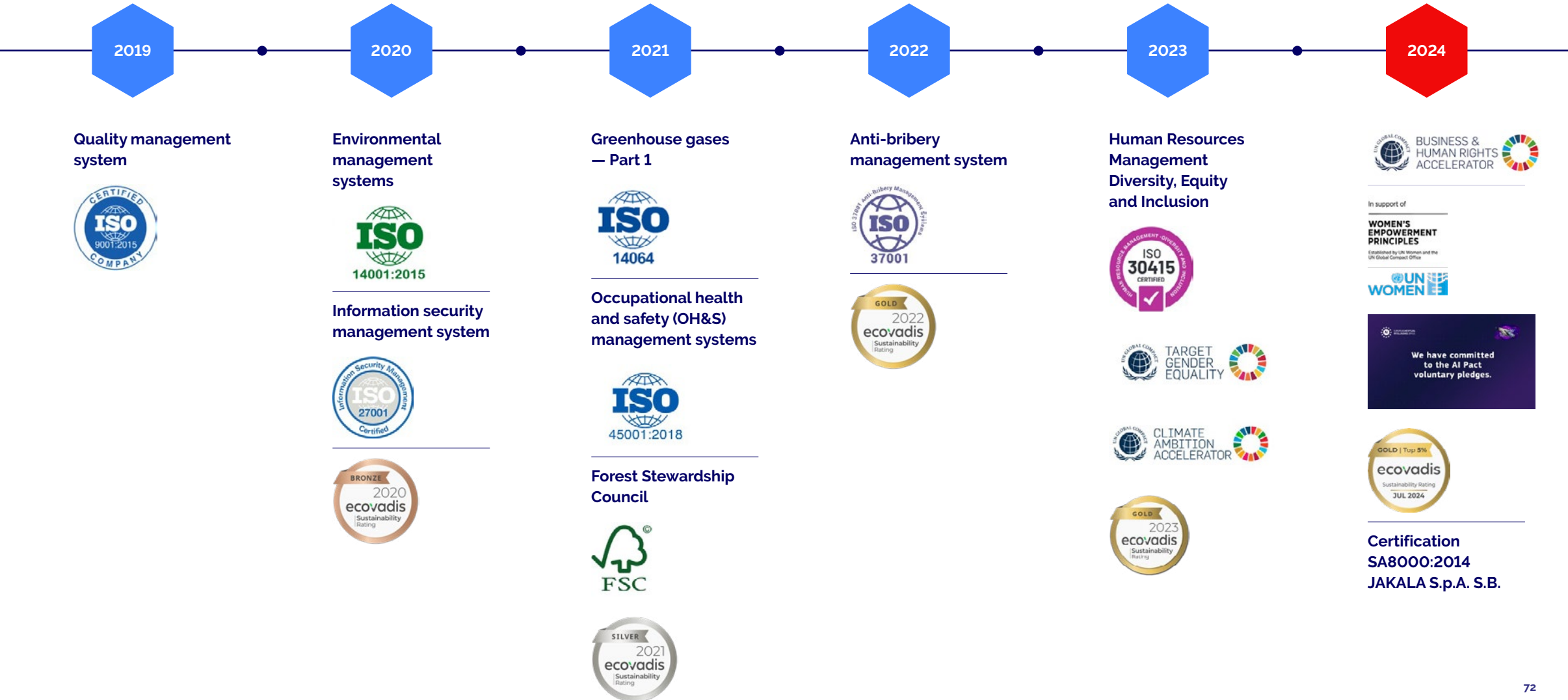
The Group has not been involved in any material non-compliance with laws or regulations—neither social nor economic—that resulted in fines, sanctions (monetary or otherwise), or legal actions related to antitrust or monopolistic practices.

At Group level, three whistleblowing reports were received. One was closed following an internal investigation in early 2025, while the remaining two were dismissed as they did not fall within the scope of applicable policies or legislation.

Lastly, though unrelated to corruption, a manager was dismissed by JAKALA S.p.A. S.B. in 2024 due to repeated violations of the Code of Ethics. The company initiated legal proceedings to seek compensation for damages caused by the individual's conduct.







JAKALA's Certifications and Accreditations Map



Principles

JAKALA's commitment: Combining the principles of the Global Compact and the WEPs

AREA	JAKALA	UNGC	Link	WEP's	SDGs	WE SUPPORT
	Policies	Actions				
Human rights	Information Security Policy Artificial Intelligence Policy Human Rights Protection Policy Modern Slavery Act Policy Privacy Management Model Broad Language Guidelines	Business and Human Rights Participation Accelerator; Continuous training and awareness actions on privacy and cyber security aspects; SA8000 system application for JAKALA Civitas S.p.A. and JAKALA S.p.A. S.B. Social Assessment for the supplier qualification program and introduction of a light Survey	<ul style="list-style-type: none"> ● Principle 1: Businesses shall support and respect the protection of internationally proclaimed human rights. ● Principle 2: They must ensure that they are not complicit in human rights abuses. 	<ul style="list-style-type: none"> ● Principle 1: Leadership at the top level for gender equality ● Principle 2: Treat all women and men equally at work – respect and support human rights and non-discrimination 	1,5,8,10,16	 
Work	Talent Onboarding Policy Performance Evaluation Process Compensation Review Process Corporate Training Policies	PULSE - Participatory management and active listening Learning Activation of a proprietary platform for topics related to Innovation, Technology and Culture Lead the Way - Managerial paths; Specific platform for the growth of linguistic skills; Talent Stars development and dissemination of a new skills model; Personalized career path Establishment of a steering committee for gender equality and diversity management; Participation in the TGE; SA8000 certification of the system for Jakala Civitas S.p.A. and JAKALA S.p.A. S.B.	<ul style="list-style-type: none"> ● Principle 3: Businesses must support freedom of association and the effective recognition of the right to collective bargaining. ● Principle 4: The elimination of all forms of forced or compulsory labour. ● Principle 5: The effective abolition of child labour. ● Principle 6: The elimination of discrimination in respect of employment and occupation. 	<ul style="list-style-type: none"> ● Principle 3: Ensure the health, safety and well-being of all workers ● Principle 4: Promote the education, training and professional development of women ● Principle 5: Implement business development, supply chain and marketing practices that support women's empowerment ● Principle 6: Promote equality through community initiatives and advocacy 	5,8,10,16	
Environment	Quality, Environment, Safety and SA8000 Policy Safe and Eco-sustainable Driving Policy GHG Emissions Measures according to the 14064 standard Life Cycle Assessment (LCA) Approach Carbon Offsetting and Climate Change Mitigation Projects Decarbonization Plan Sustainable Marketing Strategy	Introduction of a Full Electric car List Preference for carbon neutral supply contracts Activation of fully renewable energy contracts Collaboration with the owners of the buildings of the operational sites for energy efficiency interventions Environmental preservation and conservation projects Shareability actions on aspects related to the use of information tools Adoption of a platform for monitoring environmental emissions of the supply chain	<ul style="list-style-type: none"> ● Principle 7: Companies should support a preventive approach to environmental problems. ● Principle 8: Take steps to promote greater environmental responsibility. ● Principle 9: Encourage the development and diffusion of environmentally sustainable technologies. 	<ul style="list-style-type: none"> ● Principle 7: Measure and publicly report progress towards gender equality 	7,12,13	
Anti-corruption	Anti-Corruption Policy Organizational Model 231 Internal Reporting Policy (whistleblowing) Supplier Code of Conduct Tax Compliance Model	Training and communication on the group whistleblowing channel Extension of the Anti-Corruption System Specific training	<ul style="list-style-type: none"> ● Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery. 		16,17	

04

People at the Center: Leading Change

- 4.1 The Global Community of Jakaler
- 4.2 Attracting Talent
- 4.3 Equality and Inclusion
- 4.4 Health and Safety

Contribution
SDGs



4.1 The Global Community of Jakalers

Human capital is the driving force behind JAKALA's growth and success. The Group has always regarded its people as its main strategic asset—a wealth of skills, experience, and talent that enables it to face market challenges with vision and innovation. Investing in people means creating a stimulating and inclusive work environment, where every individual can express their full potential and contribute to the company's growth. For this reason, JAKALA continuously promotes professional development, lifelong learning, and organizational well-being, ensuring that all its employees have the best conditions to excel.

In recent years, JAKALA has consolidated its international expansion, strengthening its presence in Europe and expanding its global network.

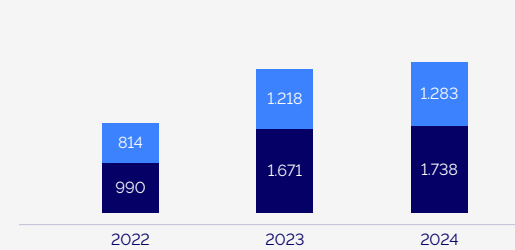
Following the extraordinary growth recorded in 2023—driven by the acquisition of the FFW Group—the company's workforce has stabilized, reaching **over 3,000 people** as of December 31, 2024, with an overall staff increase of 4.37%.

The Group recorded a 3.31% increase mainly through two strategic acquisitions in Europe—ClaraVista and GotU—which enabled the integration of highly specialized entities and accelerated innovation processes.

Organic growth, although still positive, slowed compared to the previous year, standing at 1.06%, with a net increase of 32 new employees.

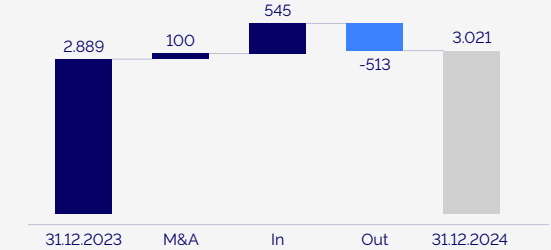
Number of employees by gender

■ Men ■ Women



Movements in 2024

■ Increase ■ Decrease ■ Total



Today, the Group operates with teams located **in 21 countries**, enhancing local expertise and integrating it into a global strategic vision.

Geographic diversification is not only an opportunity for expansion but also a key element in developing an inclusive and multi-cultural corporate culture.

JAKALA aims to build an international talent ecosystem, capable of responding swiftly to market needs and delivering personalized solutions to clients around the world. Coordination among the various offices and the adoption of shared best practices allow the Group to maintain high-quality standards and foster sustainable growth.

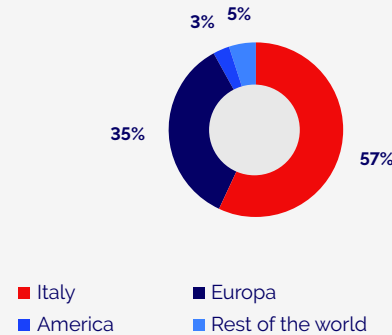
The geographical distribution of the Group's workforce sees **Italy** as the main work location, accounting for **57%**, while **Europe** represents **35%**.

Spain, Germany, and France—home to more than **800 employees combined**—are the countries where the Group's human capital has grown most significantly in recent years.

Outside of Europe, the **United States** and the **United Kingdom** represent the largest work-force presence, with **155 employees**.

These geographic figures align with the distribution of value to employees reported at the beginning of the Sustainability Report: Italy at 57%, Europe 35%, the Americas 5%, and the Rest of the World (RoW) 3%.

Employee breakdown by geographic area for 2024



JAKALA's New Global Positioning: A Collective Success

JAKALA is a data, AI, and experiences company that creates meaningful and lasting impact. Globally.



Paolo Pedersoli,
Head of Global Development

4.2 Attracting Talent

Talent acquisition and employer branding

The ability to attract and retain talent is not merely a response to market dynamics or turnover-related costs. It is a true indicator of organizational health, mutual trust, and alignment between declared values and lived company culture. It also reflects a concrete assumption of social responsibility: valuing human capital, building long-term relationships, and generating a positive impact on professional communities and the territories in which the Group operates.

In this sense, reducing attrition means contributing to a more ethical, resilient, and sustainable business model—one that creates lasting value not only for shareholders but also for all the people who make daily success possible.

From an organizational perspective, talent retention is not just an HR issue—it is a key factor for operational continuity, productivity and quality, innovation, and competitiveness.

At JAKALA, attracting talent is not simply about filling open positions; it means building authentic relationships, creating a meaningful experience for every candidate,

and continuously evolving the recruitment approach to meet the demands of an increasingly dynamic, digital, and global job market.

The selection process at JAKALA is designed to reflect the values the Group promotes daily: openness, respect, fairness, and innovation. Every application is handled with care and responsibility because it represents an opportunity for dialogue with individuals who identify with JAKALA's values.

The selection process goes beyond assessing technical skills—it takes an integrated approach, evaluating growth potential, motivation, and cultural fit. The use of advanced digital tools makes the process smoother, more transparent, and driven by objective data, while always maintaining a human-centered approach: every interaction is designed to create value.



Candidate Centricity

Every recruitment process is designed to place the individual at the center, through transparent communication, active listening, and structured feedback—regardless of the outcome. The goal is to build a relationship of trust and provide value even to those who do not join the company.



Data-Driven Process

Thanks to advanced digital systems, JAKALA collects data throughout the entire recruitment process, enhancing the effectiveness of sourcing and selection strategies while ensuring consistent, impartial, and potential-oriented evaluations.



Global Integration

The recruiting strategy is scalable and consistent at a global level. An integrated approach to employer branding allows JAKALA to ensure the same quality of experience, regardless of where candidates apply, across all divisions and countries.

Once the journey at JAKALA begins, the experience continues with a structured and engaging onboarding process, designed to foster integration and a sense of belonging from day one.

New colleagues are guided through the company culture, strategic objectives, and sustainability initiatives. The process includes:

- a full-day onboarding session with contributions from HR, Cybersecurity, Global Sustainability, and the Privacy team;
- follow-up meetings at 1 and 6 months to monitor integration and reinforce a sense of belonging;
- informational tools to navigate daily life at the company: services, benefits, policies, and ongoing HR support.

In an increasingly competitive job market, JAKALA **sees employer** branding not merely as a communication activity but as a strategic lever to authentically express its organizational identity. The image the company projects externally is rooted in what is lived internally: an inclusive, stimulating, and people-oriented environment.

Among the most impactful initiatives is the **Referral Program**, which encourages the active engagement of current employees, recognized as the best Brand Ambassadors.

The program, renewed for 2024, is based on the belief that those who live the company culture every day are best equipped to identify candidates aligned with JAKALA's values and challenges. Referring potential talent is rewarded with a bonus if the candidate is successfully hired, thus recognizing employees' direct contribution to the company's growth.

At the same time, attention to those approaching JAKALA for the first time is translated into concrete initiatives such as **Your Time Back**, a one-of-a-kind project in Italy. For each interview completed—regardless of outcome—the company offers a voucher for free psychological support sessions through the Unobravo platform, promoting the well-being and personal empowerment of candidates.



In 2024, a total of **454 psychological support sessions** were provided to candidates who were not hired following a selection process with JAKALA. The people who benefited from this service represent 28% of all candidates. It is a tangible way of returning value to the time invested, creating a selection experience based on respect and care.

JAKALA also actively engages with universities, career days, and training events—not only to attract new talent but to promote a culture of innovation, sustainability, and continuous development.

The value of talent, in numbers

70 events organized or sponsored by JAKALA, aimed at strengthening the employer brand and attracting talent.

11 events organized or attended by JAKALA with a strong presence of international talent, increasing the company's global visibility.

1,395 potential candidates met during the events.

1,317 total CVs collected during the events.

65 JAKALA ambassadors who actively participated in the events, divided as follows: 21 HR team members involved in recruitment and company presentations, and 44 professionals from various business areas who contributed by sharing their experience and expertise with potential candidates.

27 candidates hired as a direct result of participation in these events.

360° Performance experience

JAKALA's **360° Performance Experience** represents a comprehensive journey designed to support each individual in their professional growth. **Continuous learning, skill development**, and structured feedback moments provide opportunities to explore one's potential and navigate career paths. A clear and shared system allows for a better understanding of core skills and role expectations, enabling growth aligned with business needs and individual aspirations. **Performance evaluation** is conducted in a constructive and positive manner, using tools that encourage dialogue and recognition.

Training: a strategic driver for growth

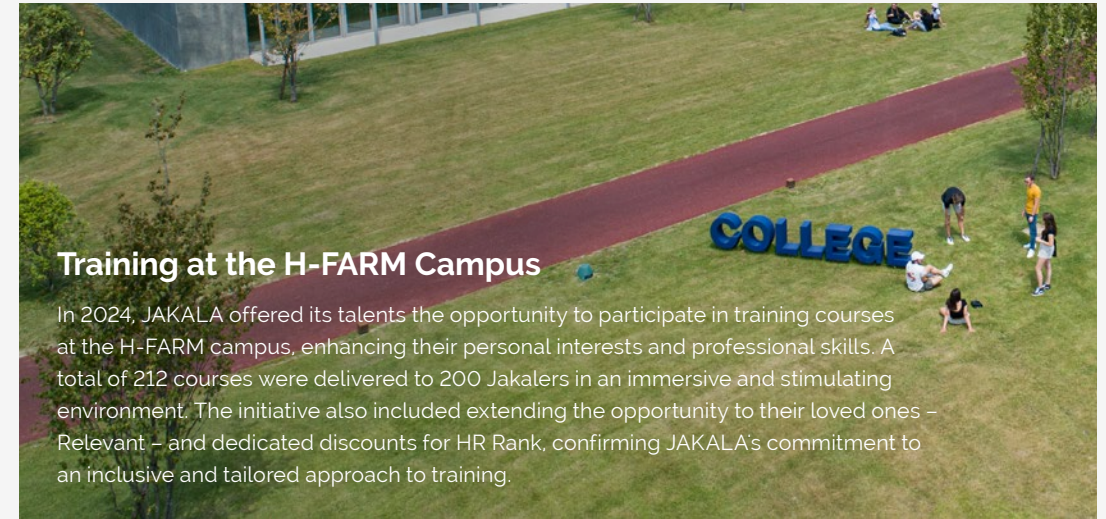
At JAKALA, training is considered a strategic asset for people development and for spreading a corporate culture rooted in continuous learning.

Each training path is based on a well-defined competency model and on structured career paths, designed to strengthen individual capabilities, update knowledge, and foster talent growth in a dynamic and constantly evolving context. JAKALA's training offering is broad, structured, and diversified according to role, scope of responsibility, and the nature

of the activities and projects managed. It is divided into four main pillars that integrate hybrid formats—in-person and digital—to ensure maximum accessibility and flexibility.

1. Leadership & Personal Effectiveness

This area is dedicated to the development of fundamental soft skills to strengthen personal and relational effectiveness, foster well-being and engagement in teams, and support role growth within the organization. One of the key initiatives is "**JAKALA Lead The Way**" which, following the success of the 2023 edition, was activated again in 2024. This program is aimed



Training at the H-FARM Campus

In 2024, JAKALA offered its talents the opportunity to participate in training courses at the H-FARM campus, enhancing their personal interests and professional skills. A total of 212 courses were delivered to 200 Jakalers in an immersive and stimulating environment. The initiative also included extending the opportunity to their loved ones – Relevant – and dedicated discounts for HR Rank, confirming JAKALA's commitment to an inclusive and tailored approach to training.

at Associate Managers, Managers, Leads and Expert Leads and is designed to develop leadership skills through an innovative approach based on the **Flipped Classroom**. Participants follow individual video lessons, take part in group sessions to process the content, and apply what they have learned in practical situations using tools integrated into JAKALA's organizational context. The program includes seven training modules: Trust Feedback, Goal Setting & Monitoring, Building a Performing Team, Creative Process & Problem Solving, Team Engagement,

Effective Communication as a Team Leader, Time Management & Priority Setting as a Team Leader. Each participant can choose the modules most aligned with their development and performance objectives, in a spirit of customization and practicality.

2. Technical & Core

The second pillar of JAKALA's training offering is dedicated to strengthening technical and core skills, which are essential for effectively addressing operational challenges and maximizing the value of the company's wide-ranging offering. Training paths are designed to deepen specialized knowledge, promote the sharing of best practices, and support people in developing skills aligned with their roles, responsibilities, and the nature of the projects they manage.

A particular focus is placed on project management, considered a strategic lever for the successful execution of initiatives. Courses in this area guide Jakalers in acquiring fundamental concepts while providing concrete tools to simplify task management, optimize resource use, and improve team organization.

The goal is to enable effective, conscious, and integrated project management, fully aligned with JAKALA's planning, delivery, and control processes.

3. Language Skills

In an increasingly international context, the development of language skills is a key factor in supporting the professional growth of JAKALA's people and strengthening global collaboration.

To this end, JAKALA offers personalized and flexible language courses through a **dedicated platform**, designed to adapt to different proficiency levels and professional goals. After an initial assessment, each Jakaler can access **individual speaking** sessions with qualified instructors, coordinated with their Career Advisor. These one-on-one sessions are designed to enhance language skills in a targeted manner, offering continuous, high-quality learning that is accessible anytime and from anywhere.

This offer is complemented by opportunities for group interaction: in June and November 2024, **Group Speaking** sessions in English were organized, divided by level (B1, B2, C1), and open to all on a voluntary basis.

4. Self-learning Platforms

Promoting continuous learning and fostering a mindset open to innovation is one of the key priorities of JAKALA's Learning Strategy. For this reason, the Group provides a series of self-learning platforms to ensure flexible, personalized, and constantly updated access to knowledge.

Among these, **O'Reilly** stands out as a key new platform for Tech professionals: a next-generation solution selected to support the dynamic and comprehensive

development of technological skills. With over 5,000 courses led by international experts, O'Reilly offers content on AI, software architecture, cloud, data intelligence, programming, and professional certifications, available in multiple formats – from videos and audio-books to live sessions and interactive test environments.

Thanks to features such as personalized playlists, shared collections, and cloud labs, each person can build a tailored learning path and stay up to date with cutting-edge technologies.

JAKALA also promotes a culture of innovation through **maize.PLUS**, the e-learning platform developed in-house by Maize. This platform offers engaging and personalized content focused on digital, innovation, and contemporary culture. Its intuitive interface and multi-device format make every moment a learning opportunity.

For roles such as Junior Consultant, Consultant, Senior Consultant, Junior Specialist, Specialist, Senior Specialist, Junior Associate, Associate, and Senior Associate outside the Tech area, **LinkedIn Learning** is available — a platform with over 16,000 courses covering soft skills, entrepreneurship, digital marketing, technology, and more. A

true skills accelerator for those who want to expand their professional profile and face new challenges with 360° preparation.

Digital Accessibility: Inclusive Innovation for a Sustainable Future

On September 24th, 2024, a training session on digital accessibility was held, organized by JAKALA in collaboration with a specialized partner.

The session provided a comprehensive overview of accessibility definitions, assistive technologies, the Italian and European regulatory framework, and strategies for developing inclusive solutions.

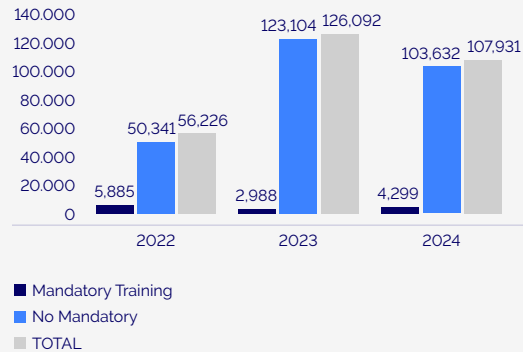


Mandatory training and compliance

In addition to development programs, JAKALA provides a structured offering of mandatory training on topics related to health and safety, data protection, and regulatory compliance.

Through a dedicated e-learning platform, all employees have access to courses on Privacy – GDPR, Legislative Decree 231/2001, SA8000, cybersecurity, and both general and role-specific low-risk safety training.

Training Hours



Data from previous years has been re-evaluated, excluding on-the-job training hours.

Dedicated webinars complete the training framework by covering onboarding flows, contracting, privacy, and intellectual property, ensuring full awareness and responsibility on ethical, legal, and security topics.

People Growth

At JAKALA, each person is the protagonist of their own growth journey. The company provides structured and consistent tools to guide skill development, support professional evolution, and recognize achievements.

The system is based on two key elements:

J Talent Star, the reference model for professional growth, and **the 360° Performance Experience**, a continuous and structured process that supports each person in defining, monitoring, and enhancing their performance.

The J Talent Star model defines transparent and differentiated career paths for each professional family. It clearly outlines the expected requirements for each level and the competencies to be developed throughout the journey, providing Jakalers with a concrete tool to understand where they are, what the next steps are, and which levers to activate to progress. Specifically, the model includes:

- **Career Path:** distinct professional tracks for each role family, providing transparency on the expected evolution and required competencies for different levels.
- **Competency Model:** a structured system of technical, soft, and managerial competencies that helps identify areas for improvement to support future growth.

Through this system, everyone can have a clear vision of their strengths, role expectations, and growth opportunities, supported by their Career Advisor.

Performance evaluation at JAKALA is part of a rich and continuous experience that unfolds throughout the year through engaging and structured feedback moments.

This process, known as the **Performance Experience**, aims to support continuous improvement, promote alignment with objectives, and recognize results achieved.

The illustration on the next page highlights the key moments of this journey.

Smart Conversation

Start of the Year – Goal Setting

The Career Advisor and Advisee jointly define clear, measurable, and shared objectives. This represents the starting point for establishing a common direction on what to achieve and how to achieve it.

Regular Check-in

Throughout the Year – Continuous Alignment

Regular meetings between the Career Advisor and Advisee to monitor the progress of activities, alignment with expectations, and address any critical issues. An opportunity to reflect on what is working well and what can be improved.

Mid-Year Performance Review

June – Mid-Year Checkpoint

A structured review of performance against the set objectives. It serves as a moment of awareness, also useful for redirecting the path if needed.

360° Feedback

May and November – Multi-Perspective Feedback

Involves peers, team members, and other stakeholders to gather a broad and objective view of performance. It includes both "requested" and "spontaneous" feedback, promoting a well-rounded and enriching perspective.

Year-end discussion

December – Recognition of Results

A final review that assesses the results achieved and rewards the impact generated. It serves to celebrate successes and lay the foundations for future professional development.

All feedback and review sessions feed into the performance recognition process, a structured analysis that not only guides professional development but also affects key processes such as **the Salary Review**.

The Salary Review process is centrally managed by the Group HR team and involves all JAKALA Group branches and divisions on an annual basis. Based on predefined criteria, each function leader identifies employees eligible for a salary adjustment, considering their performance evaluation and the available budget. Any increases take effect from July 1st each year.

This approach ensures fairness, transparency, and merit-based recognition, rewarding individual contributions within a collective framework of growth and shared success. In general, as already partially outlined in this chapter, salary determination is based on well-defined criteria, including external market benchmarks, internal equity, role-specific features and responsibilities, and the distinctive skills of employees, all with an objective approach to avoid any form of discrimination.

In every country of operation, JAKALA ensures that entry-level salaries meet or exceed the legal or contractual minimums, regardless of gender. Moreover, in terms of

severance pay and pension benefits, the Group complies with the applicable local regulations.

As mentioned earlier, companies operating abroad are required to comply with all local laws and regulations regarding wages and remuneration. This includes compliance with regulations on working hours, minimum breaks, and rest periods, ensuring that workers' rights are respected lawfully and peacefully.

In 2024, 27.48% of the Group's employees received compensation that included both a fixed and a variable component.

The variable component is usually tied to short-term goals (Management by Objective, **MBO**) and, to some extent, long-term incentives (Long Term Incentive).

The MBO system is triggered by the achievement of primarily quantitative annual objectives of economic and financial nature achieved by the Group, as well as qualitative objectives of strategic-operational significance.

	2024				2023				2022			
Employees (who receive regular performance and career development reviews) who have received feedback from their manager	u.m.e	Men	Women	Total	Men	Women	Total	Men	Women	Total		
Managers	n	127	43	170	86	31	117	13	3	16		
Junior Managers	n	384	230	614	270	192	462	88	49	137		
White collars	n	1,022	861	1,883	898	728	1,626	288	312	600		
Total	n	1,533	1,134	2,667	1,254	951	2,205	389	364	753		

The data refers to employees who joined the JAKALA Group before July 2024, excluding interns.

The culture of feedback – JAKALA Spain and Latam

JAKALA Spain and Latam has implemented a continuous feedback platform that allows for regular monitoring of employee satisfaction.

Each week, Jakalers receive a short survey via email designed to gather insights into well-being and internal climate. The platform also enables the initiation of conversations—even anonymously—with those who report discomfort, allowing for timely and targeted interventions.

Additionally, the system includes the "clap" feature, which allows public recognition of colleagues' efforts and achievements, fostering a culture of mutual appreciation. Thanks to this tool, management has access to weekly updated metrics on the work environment and team dynamics, supporting ongoing and active listening.



Engagement and wellbeing

People's wellbeing today represents a fundamental strategic lever for all organizations committed to sustainability, performance, and talent retention. In an increasingly fluid and complex work environment, the ability to promote a healthy, inclusive, and attentive workplace that respects individual needs translates into a real competitive advantage.

At JAKALA, investing in wellbeing means recognizing human value as the foundation of a long-term-oriented organization. It means embracing and enhancing the diversity of needs, cultures, personal experiences, and life and work conditions, fostering a healthy balance between efficiency and humanity.

Wellbeing is considered from an integrated and systemic perspective, as a fundamental part of the commitment to sustainable and responsible growth. This approach embraces all dimensions of individual experience, both personal and professional:

- **Mental and emotional**, through psychological support and stress management promotion.
- **Physical**, with prevention initiatives and health promotion.

- **Financial**, thanks to reward policies, benefits, and dedicated partnerships.
- **Professional**, promoting growth and protection of work-life balance. A wellbeing model that places the individual at the center and reflects the will to build a fair and inclusive work environment.

Starting in 2024, JAKALA launched a partnership with **Unobravo** to offer professional psychological support accessible to all Jakalers. Each person is entitled to a package that includes an initial intake session and five free therapy sessions, with the aim of making psychological care more accessible, continuous, and sustainable.

The initiative is fully aligned with the Group's ESG strategy, placing emotional and mental wellbeing at the core of its organizational culture.

The numbers show its impact: since April 2024, 3,805 sessions have been delivered, involving 287 employees. Of these, 74% began a psychological journey for the first time, revealing a deep need that has finally found space to be acknowledged and addressed.

Thanks to collaboration with the **Collage** counseling school, active since 2023, a **counseling service** has also been made available to the entire company population.

It is a program aimed at addressing emotional, relational, or decision-making situations, helping people regain clarity and personal empowerment through practical tools and guided conversations.

The service, accessible both in person and remotely, includes an initial intake session followed by a cycle of up to 10–12 one-hour sessions, scheduled directly with the counselor.

Also part of this framework is **WeCare**, a project created to support those living with a fragility or caring for others. An initiative designed to give voice to those who often face their struggles in silence and to foster a culture of listening, empathy, and tangible solidarity. More details are provided in the following paragraphs of this chapter.

JAKALA pays attention not only to the mental and emotional wellbeing of its people but also to the **physical wellbeing** of its Jakalers: this aspect is addressed with a thoughtful and targeted approach, which includes **informational webinars**—such as those on cancer prevention with Fondazione ANT, "Facciamo la Differenza con ANT"—and **insurance packages** tailored to HR rank, with options to extend to family members.

A set of tools designed to promote health and ensure greater security for all JAKALA people.

Promoting a healthy work-life balance is one of the pillars of JAKALA's engagement strategy.

The **smart working policy**, initially introduced during the emergency period, has been confirmed for 2024–2025, with the aim of fostering more flexible and effective organizational models. To ensure inclusion and support during more sensitive times, exceptions to on-site presence requirements are granted for various groups: individuals with serious medical conditions or those belonging to protected categories, in agreement with

their Career Advisor; parents of children under the age of 14; expectant mothers and new fathers, with extended exemptions to support family life.

In 2024, the Parent Company also introduced **Guidelines for smart working from abroad**, acknowledging the importance of offering geographic flexibility when stays abroad are driven by personal, family, or health needs. Other Group companies also adopt hybrid work policies aimed at promoting work-life balance.

In particular, the Spanish subsidiary, **JAKALA Spain and LATAM**, has implemented a **disconnection policy** to safeguard the right to free time and rest.

Parental policies also place the balance between private and professional life at the center, offering solutions designed to meet diverse needs.

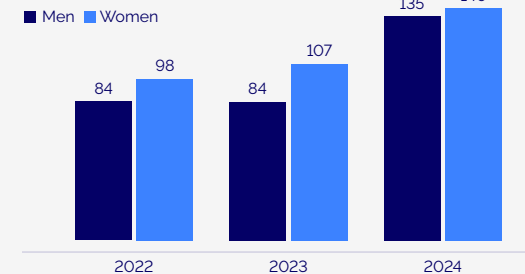
In 2024, a project dedicated to parenthood was launched, originating from a series of focus groups with Jakaler mothers and fathers. The first active initiatives include the creation of an internal microsite with resources, FAQs, and support materials, designed to accompany employees throughout their entire parenthood journey.

The goal is to continue developing the project in 2025, providing concrete tools, active listening, and a support network that allows parents to fully embrace this life stage. Specifically, starting in 2025, JAKALA S.p.A. S.B. will introduce 10 additional paid paternity leave days—in addition to those provided by the national collective agreement—recognizing the importance of active paternal involvement in childcare. This measure stems from listening to the needs of new fathers and the company's commitment to contributing to a profound cultural change.

In 2024, the partnership with H-FARM for **Summer Schools** was also renewed, with discounts reserved for Jakalers based on HR Rank. These benefits could also be extended to significant individuals—the so-called 'Relevant'—without requiring a formal family relationship. This initiative reflects JAKALA's dedication to valuing personal relationships and the wellbeing of its community, even beyond the work environment.

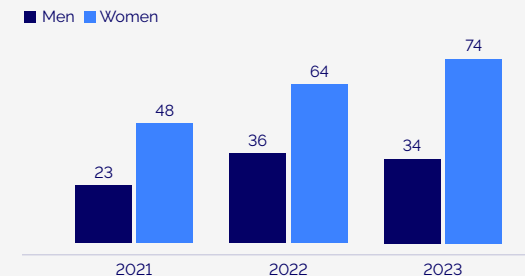
The initiative involved 130 participants in the Summer School, across a total of 159 courses, and 57 Jakalers who used the benefit.

Right to parental leave



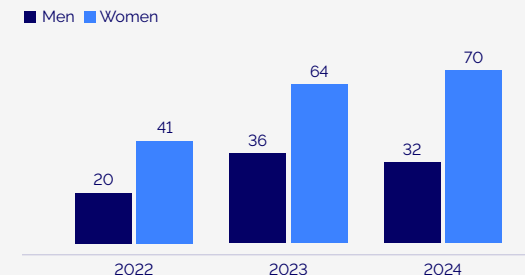
Jakala S.p.A. S.B.
*Total number of employees entitled to parental leave, broken down by gender. →

Use of parental leave



Jakala S.p.A. S.B.
*Total number of employees who took parental leave, broken down by gender. →

Employees in force after 12 months



Jakala S.p.A. S.B.
*Total number of employees who returned to work during the reporting period after completing parental leave, broken down by gender. →

In November 2024, JAKALA launched **#PULSE**, its first company climate survey, developed in collaboration with a qualified partner, with the aim of authentically capturing the voice of every Jakaler.

The project takes its name from the beating heart of the company: the passion and energy of all the people who contribute every day to building their own "Place To Be." Through an anonymous questionnaire, each participant had the opportunity to share their experience, highlight what works, and point out areas for improvement.

In a time of strong growth and transformation, JAKALA chose to pause and listen, recognizing that the active engagement of its people is essential to designing a sustainable and shared future. #PULSE represents a first concrete step toward a culture of continuous feedback, where every voice matters and helps shape the organization of tomorrow.



cHRoco!

To simplify daily management and improve information accessibility, JAKALA has developed cHRoco!, its proprietary HR app.

In addition to facilitating the planning of vacations, leave requests, and access to personal documentation, cHRoco has evolved into a truly inclusive communication channel: thanks to the 'Pronto cHRoco?!' service, it reads HR emails and provides personalized voice updates. Launched in 2024, the project will continue into 2025 with new features and integrations already in the pipeline.

Jakala Iberia, awarded by Great Place to Work

JAKALA Spain and Latam has been officially recognized as a Great Place to Work by the international organization of the same name, based on evaluations collected through the Culture Brief® and Trust Index® surveys.

The certification reflects the strong sense of belonging and the positive atmosphere perceived within the organization: over 94% of participants reported trust and satisfaction in their work environment, highlighting the team spirit and the distinctive collaborative approach that characterizes JAKALA. The survey, conducted between November 27 and December 13, recorded an extremely high participation rate and an average satisfaction score of 85%, confirming the excellence of the corporate culture.

This important achievement marks only the beginning: the results will guide the development of new people-focused initiatives in 2025 and beyond.

At JAKALA, engagement is built day by day through an ecosystem of tangible initiatives designed to meet the real needs of Jakalers and their loved ones. The concept of **Total Reward** goes beyond salary: it is an integrated vision that combines well-being, culture, leisure, and purchasing power, offering personalized and accessible opportunities.

Among the main levers of Total Reward, JAKALA has developed a rich system of **corporate partnerships**, accessible through dedicated and constantly updated platforms, allowing Jakalers – and their Relevant – to benefit from exclusive discounts and tailor-made advantages.

In particular, JAKALA has launched a series of initiatives that allow employees to access commonly used services at extremely favorable prices: **free current account, first home mortgage under advantageous conditions, fiber optic internet, electricity and gas at competitive rates, and gym memberships**. Through partnerships with major market players, the company aims to enhance Jakalers' purchasing power.

This path was inaugurated with the introduction of **You@JAKALA**, an advanced tool that enables the company to better understand its employees, outlining a personalized reward experience that responds to their needs and interests.

In 2024, JAKALA reaffirmed its commitment to corporate welfare by renewing the use of **UpLife**, the digital ecosystem developed internally.

The platform represents an innovative and customizable tool for managing welfare services, integrating technology, user-friendliness, and a tangible impact on people's well-being.

Thanks to UpLife, everyone can access a wide range of reimbursements, vouchers, and benefits, freely choosing based on their personal and family needs. The offering covers various aspects of daily life, from leisure to education, from health to well-being, and from mobility to travel. The approach is tailored and constantly updated, reflecting the company's commitment to ensuring an increasingly people-centered experience.



Total Reward - At the Cinema with JAKALA

Every week, each Jakaler has the opportunity to receive a voucher to go to the cinema with another person at a discounted price.

Thanks to a platform developed internally by the Engagement Products team, the system allows users to choose the movie, theater, and date, strengthening the connection between well-being and shared culture.

4.3 Equality and Inclusion

In an increasingly interconnected and complex world, inclusivity and equality are not only ethical imperatives but also strategic levers for building resilient, innovative, and sustainable organizations.

In a truly inclusive society, every individual must be able to freely express themselves, develop their potential, and actively contribute to the environment in which they live and work—regardless of gender, ethnicity, sexual orientation, disability, age, religious belief, or cultural background.

Inequality not only hinders individual opportunities but also limits collective potential. Yet, despite growing widespread awareness, we are still far from a truly inclusive culture—one that goes beyond good intentions and translates into concrete actions.

In the European context, significant challenges remain. According to the **Gender Equality Index** developed by the European Institute for Gender Equality, women continue to be underrepresented in leadership roles (in Italy, only 27% of executives are women) and still earn less than men, with a gender pay gap of 11%. Moreover, women are more frequently engaged in precarious and part-time work.

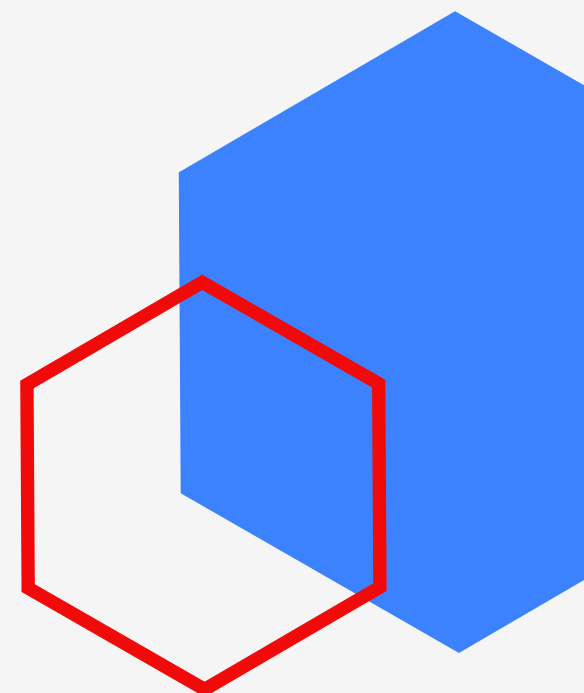
The 2024 edition of the **Rainbow Map**, published by the non-governmental organization ILGA-Europe, highlights that many European countries are still at a standstill when it comes to protecting the rights of LGBTQIA+ individuals. Despite a concerning rise in hate speech and acts of violence, as also reported by a survey conducted by the European Union Agency for Fundamental Rights, political responses are often inadequate.

In several countries, concrete actions are lacking: national strategies are neglected, action plans are not updated, and legislation remains insufficient.

For people with disabilities, despite regulatory efforts, major issues persist. Over 100 million EU citizens live with a disability: more than 50% report experiencing discrimination, and only 51% are employed (source: EU Council website). In recent years, the European Union has adopted various measures to facilitate access to goods and services, including the **European Accessibility Act** and the **Web Accessibility Directive**, but much remains to be done to ensure full and meaningful inclusion.

In this context, JAKALA renews its commitment to an equitable and inclusive organizational model: only through concrete and systemic actions will it be possible to contribute to the creation of a truly inclusive society and, in particular, promote the spread of a corporate culture that embraces and enhances every form of talent.

JAKALA firmly believes that the value generated by a company is inextricably linked to its ability to recognize and enhance uniqueness, guarantee equal opportunities, and create a work environment in which every individual can feel welcomed, respected, and an integral part of a shared mission.



Respect and valorization

Investing in **the respect and enhancement of uniqueness** is not only an ethical principle for JAKALA but also a strategic choice. Promoting an inclusive and open work environment enables the Group to attract and retain talent, understand an increasingly diverse clientele, operate effectively in global contexts, and build a strong, cohesive, and respectful corporate culture. This vision is reflected in JAKALA's strategic and operational decisions, where diversity is considered an essential element of the organizational culture and of a sustainable business model. Within the Group, each person is recognized as a bearer of a unique heritage of experiences, skills, and perspectives.

This approach translates into concrete actions aimed at fostering a truly inclusive corporate culture, where each individual can express their value and contribute to collective growth.

The culture of inclusivity takes shape from the very beginning of the **selection process**: 100% of the Group's recruiters have been trained on unconscious bias, to ensure more mindful, fair, and impartial recruiting experiences. In support of this, interview guidelines have been introduced, along with a structured

training program for internal interviewers, aimed at promoting transparent and inclusive decision-making throughout the hiring process.

During **Pride Month 2024**, JAKALA organized two awareness and listening events: one with lawyer and activist **Cathy La Torre**, who retraced the history of the LGBTQ+ movement, highlighting both conscious and unconscious forms of discrimination still widespread today; and another with Alessandro Monterosso, founder of **PatchAI**, together with professionals from **Unobravo**, to discuss the topic of implicit bias, the emotional challenges of coming out, and the value of diversity in the workplace.

The testimonies shared emphasized the importance of giving space, visibility, and voice to all forms of love, identity, and personal experience.



CELEBRATING THE INTERNATIONAL LGBTQIA+ PRIDE MONTH!

As president of **Famiglie Arcobaleno**, an association that has been fighting for 20 years for the rights of children with LGBTQIA+ parents, and as Creative Director at **JAKALA**, I experience firsthand how crucial corporate decisions are in building healthy and welcoming workplaces for everyone.

In many countries around the world, **coming out** still represents a danger, while in others it remains a privilege. The **freedom** to show up as who we truly are—each person with their own differences, without fear of judgment or negative consequences on their professional path—must be at the heart of a company's objectives. We spend most of our days at work, and being fully present, without having to deny parts of ourselves, means living and working better.

On the path toward equality, corporate **welfare** often leads the way and helps bridge the gap in **rights for LGBTQIA+ individuals**: marriage, parental and caregiving leave; the extension of health insurance and benefits to partners, children, and dependents regardless of the legal recognition of the relationship; and recognition of alias identities for transgender people.

A company that actively works on **D&I policies** is one that stands by people, recognizes them in their **uniqueness**, and is capable of harnessing the **innovation and growth potential**—including business growth—that comes from valuing diversity.

Alessia Crocini

*President of Famiglie Arcobaleno
and Associate Manager of SBAM*

These initiatives are part of a broader **Diversity, Equity & Inclusion (DEI)** program aimed at building an organization where everyone can feel represented and safe in bringing their whole selves to work.

JAKALA promotes an advanced corporate welfare model that includes, for example, **the extension of benefits and health coverage to partners** regardless of legal recognition; the acknowledgment of **alias identities** for trans-gender people; and the implementation of training programs on inclusive communication, accessibility, and respectful language.

In this regard, JAKALA has developed the **Conscious Communication Manifesto**, a tool designed to promote inclusive, respectful, and representative language that values every person and helps overcome stereotypes and cultural barriers.

As a testament to the effectiveness and consistency of this approach, JAKALA S.p.A. S.B. has received significant recognition: the **SA8000:2014 Social Accountability certification**, which confirms its commitment to social responsibility and respect for fundamental workplace rights, and the **ISO 30415:2021 certification for Human Resource Management – Diversity and Inclusion**, which acknowledges the adoption of principles and practices related to Diversity & Inclusion.

A bathroom open to all. What was the need?

At the Milan headquarters, gender-neutral restrooms have been introduced. These facilities reflect a greater attention to people's well-being, though they are far from being a contemporary revolution.

Think of the small café around the corner—how many restrooms does it have? Probably one. And who uses it? **Anyone who needs it.**

Having a gender-neutral restroom simply means having a restroom available when needed, regardless of the gender of the person who will use it.



Tips to use gender-inclusive language: listen, respect and be aware

1. Listen carefully:

Practice active and respectful listening. Take the time to understand other people's language preferences and try to respect them.

2. Avoid stereotypes:

Be aware of biases and stereotypes related to differences and try to avoid using them in your language. Replace them with accurate and respectful descriptions.

3. Use people-first language:

when addressing a person with a disability, put the person at the center of the sentence before mentioning the disability. Some people may prefer **identity-first language**, in case respect the choice.

4. Avoid sexist language:

Do not use gender-biased expressions or expressions that reinforce gender stereotypes. Be conscious of using neutral language whenever possible.

5. Respect gender identity:

Use the correct pronouns when addressing a person and respect their gender identity. When in doubt, politely ask about the pronoun preferences.

Jakala is committed, as stated in the Articles of Association, to fostering inclusion and valuing differences in gender, ethnicity, sexual orientation, ability, and disability through the identification and removal of barriers that inhibit participation and contribution, the provision of equal professional and economic development opportunities, and anti-discrimination policies in the supply chain and with respect to all stakeholders interacting with the company.

Gender equality

In June 2024, the **World Economic Forum** published the latest edition of the **Global Gender Gap Report** (regularly issued since 2006), noting the discouraging finding that the gender gap is currently 68.5% closed. This means that—if current trends continue—it will take another 134 years to reach gender parity. This marks a slight but steady deterioration in recent years, especially when compared to the pre-Covid era, when the estimate was “just” 100 years to close the global gap.

In Italy, **ISTAT's 2024 report on “Well-being and Inequality in Italy”** provides a more detailed snapshot of the national context. Despite women outperforming men in education and training (lower school dropout rates, better academic performance, higher university graduation rates), there is a stark disadvantage in labor market indicators and work-life balance.

First, the female employment rate stands at 56.5%, significantly lower than the male rate of 76%, while involuntary part-time work is much more common among women (15.6% vs. 5.1%). As for top-level positions, only 21.3% of decision-making roles are held by women. Beyond these national and international figures, it is difficult to find reliable market benchmarks against which to compare JAKALA's position, as factors such as industry sector, geographical distribution, and career

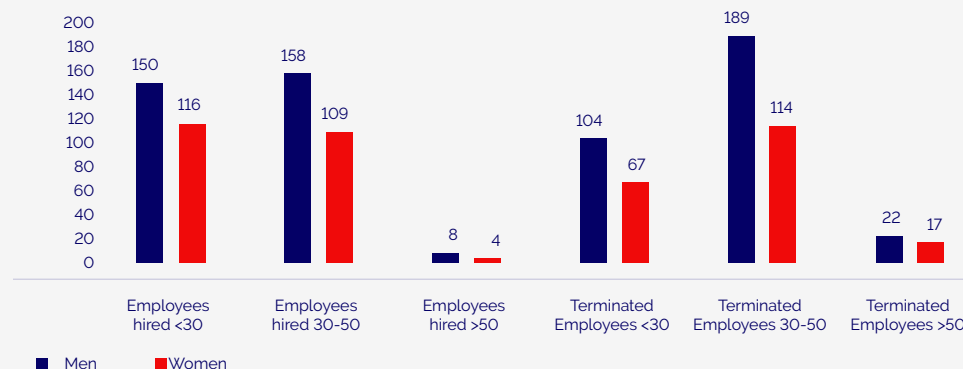
paths all influence workforce composition. In its recent history—despite the impacts of M&A operations—JAKALA has consistently maintained a female workforce presence of between 42% and 45%. The 2024 figure confirms this trend, with a one-percent-age-point increase from the previous year (43% female workforce in 2024, compared to 42% in 2023).

In terms of workforce turnover (hires and departures), data shows that at Group level, the number of female employees increased by 31, while the male workforce decreased by just one. These may be small numerical differences, but they reflect an unmistakably equal approach in the treatment of people. For the Parent Company, the trend is slightly different (+27 men and +14 women), yet still aligned with the company's policies.

2024 Income/Expenditure by Age Group and Gender JAKALA S.p.A. S.B.



2024 Income/Expenditure by Age Group and Gender JAKALA Group – excluding M&A related movements



In general terms, it is important to highlight that gender inequalities in the workplace are not uniform, but take on different characteristics depending on the sociocultural, economic, and geographic context. Consider, for example, the well-known issues regarding STEM graduates: despite numerous awareness efforts and guidance programs, women continue to be underrepresented in science, technology, engineering, and mathematics disciplines. This imbalance is reflected in the professional world, where careers in STEM—often better paid and with greater growth prospects—are still predominantly male.

Or take the situation in countries where local cultural factors further disadvantage women in accessing leadership positions. In such contexts, the barriers are not merely economic or institutional but deeply rooted in gender stereotypes, traditions, and social expectations that discourage or even prevent women from aspiring to managerial or decision-making roles. The result is a vicious cycle: the lack of female figures at the top contributes to perpetuating organizational

models that are not inclusive, offering little representation or inspiration to new generations of women.

In line with its commitment to a fair and sustainable future, JAKALA continues to implement concrete international actions to promote gender equality, consistent with the **United Nations' Women's Empowerment Principles** (WEPs).

In January 2024, Stefano Pedron—Global CEO of JAKALA—**signed the WEPs commitment**, reinforcing an already active path for the protection of equity, well-being, and equal opportunities for all people within the Group. Adhering to the WEPs represents a further step forward in building an inclusive workplace, focused on pay equity, safety, empowerment, and continuous professional development.

JAKALA is also an official sponsor of the **Target Gender Equality** (TGE) program promoted by the **United Nations Global Compact**. This acceleration program, now in its third Italian edition (2024/2025),

supports companies in the concrete implementation of the WEPs through workshops, analytical tools, and peer-learning opportunities. As part of this initiative, JAKALA hosted two in-person training days at its Milan headquarters, actively contributing to dialogue among more than 40 Italian companies committed to gender equality.

Participating in and supporting TGE is not only a values-driven choice—it means contributing to systemic change by making diversity a driver of growth, innovation, and competitiveness, in line with the Sustainable Development Goals of the 2030 Agenda—particularly Goal 5 (gender equality) and Goal 8 (decent work and economic growth).



Particular attention has been devoted to strengthening the presence of women in management, recognized as a strategic lever for long-term sustainable growth. A more balanced leadership, in fact, fosters innovation, productivity, and a more inclusive work environment—one that attracts talent and enhances the company's reputation.

Compared to the previous year, the ratio has remained virtually unchanged in relation to the total number of people in the Group, based on the breakdown into Executives, Middle Managers, and Employees.

		2024			2023			2022		
Percentage of employees by category and gender	u.m.e	Men	Women	Total	Men	Women	Total	Men	Women	Total
Executives	n	139	46	185	144	53	197	67	16	83
Managers	n	415	248	663	434	260	694	223	135	358
White collars	n	1,184	989	2,173	1,093	905	1,998	702	661	1,363
Total	n	1,738	1,283	3,021	1,671	1,218	2,889	992	812	1,804



Empowering Women in Technology: Driving Change in the Industry

For the third consecutive year, JAKALA renewed its sponsorship of Women in Drupal during DrupalCon, a highly esteemed recognition within the Drupal community. The theme of the 2024 award was: "TOGETHER TO GET THERE"—a phrase that resonates closely with the JAKALA Group! The initiative aims to promote and celebrate female talent in the tech sector, with a particular focus on equal rights and opportunities for everyone. The goal is to ensure that women can pursue and develop fulfilling, dynamic careers in a professional environment that remains largely male-dominated. Companies play a fundamental role: they must actively support women in their career paths, fostering a healthy work-life balance for the entire workforce. The Women in Drupal Award honors those who, with determination and ambition, emerge as positive role models and sources of inspiration in the tech world—demonstrating that aiming high is truly possible.

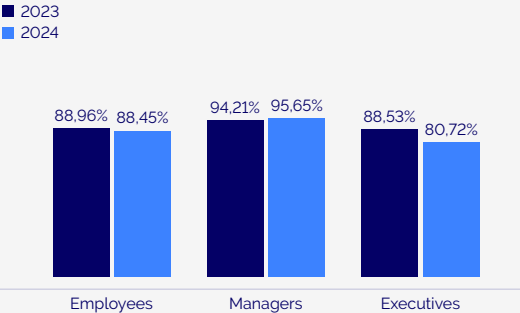
Economic participation and opportunities remain the most critical area: only 60.5% of the global economic gap has been closed. Women are still heavily concentrated in low-paying sectors, while they remain under-represented in high-paying fields such as ICT and finance. Furthermore, their presence in leadership roles remains marginal.

In Europe, the gap ranges from 67.8% to 75%, while in Italy the situation is alarming: the country ranks 87th out of 146, with an overall score of 0.703 and a 111th position in economic participation.

Within the JAKALA Group, the largest disparity in remuneration (understood as Gross Annual Income between women and men is found at the executive level. The figure recorded in 2024 (19.28%) has increased compared to the previous year (11.47%), partly due to differences in company tenure and varying responsibilities within the Group—some executives, for example, hold top-level roles on governance boards.

The gap remains unchanged from the previous year among employees (11.04% in 2023 vs. 11.55% in 2024), while it continues to narrow among middle managers (5.79% in 2023 vs. 4.35% in 2024).

Gender pay gap %



Average GAP 2024



Annual base salary 2024

Position	Average Men	Average Women
White collars	40,928.52 €	36,199.78 €
Managers	64,676.94 €	61,861.30 €
Executives	124,748.16 €	100,693.88 €

The world as a stage

In a multinational group, cultural diversity is not merely a reality to manage, but a resource to be valued. Language, religion, work habits, and different worldviews are elements that, when consciously integrated, enrich the environment, strengthen corporate identity, and enhance the capacity for innovation. It is well known that diverse backgrounds encourage unconventional approaches to problems and multiply potential solutions, enabling organizations to access global markets that would otherwise be unreachable, while attracting top talent through international profiles.

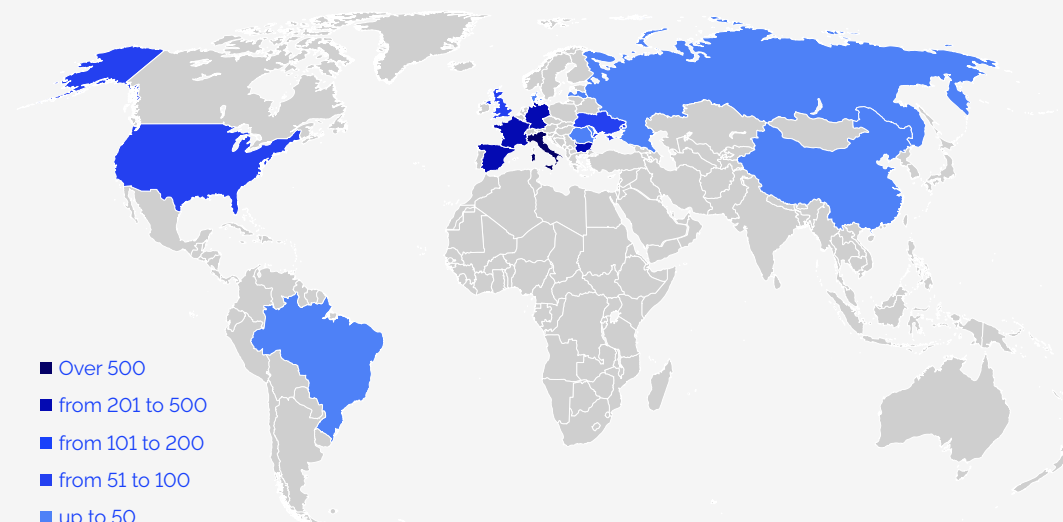
At the same time, geographic heterogeneity can pose challenges: language barriers may hinder understanding, fuel misunderstandings, and slow decision-making processes; internal communication styles (direct vs. indirect, formal vs. informal) may generate tension within teams; global policies applied without local adaptation can result in rigidity, demotivation, and inefficiency.

The challenge is overcome by shifting from coexistence to the construction of bridges that connect differences. How? Through active listening (giving space to individual stories, local values and needs), inclusive leadership (encouraging everyone's participation),

intercultural training (not just language), and flexible, locally-adapted directives. A multinational group can choose to view diversity as a problem to be managed or as a force to be unleashed.

JAKALA has chosen to build the bridge—not just as an organizational investment, but as an act of trust in people. And precisely there, where differences meet, lies the true potential of a global organization.

Employee distribution by geographical area for 2024



At the beginning of 2024, JAKALA launched **"JTogether,"** a new internal newsletter format addressed to all Group employees. Driven by a commitment to transparency and the belief in the value of informed and connected teams, the initiative ensured clear and accessible communication regardless of department or location.

The newsletter quickly became a central tool for sharing, regularly updating employees on company activities, results, and innovations. It was more than just a news bulletin—it was a true collective narrative, designed to

celebrate achievements, tell local stories, and promote a unified vision of the organization on a global scale.

Through "JTogether," JAKALA strengthened a culture rooted in the sharing of best practices, continuous learning, and the appreciation of internal cultural diversity, giving voice to contributions from all regions around the world.

Throughout the year, virtual meetings were also organized via audio-video connections—"Town-halls"—involving Management and all

Group employees globally. These sessions, often tied to corporate events, celebrations, or strategic milestones, offered valuable opportunities for listening, dialogue, and sharing. They played a key role in reinforcing a sense of belonging and cohesion across locations, functions, and cultures. One such example: the Global Well-Being Webinar: "Recognizing Psychological Violence and Promoting Change"—for further details, refer to the dedicated insight box.

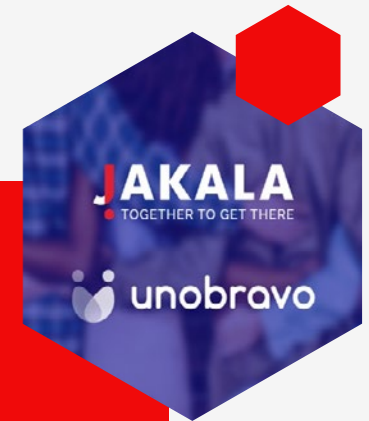
GET TO KNOW EACH OTHER Introducing the Recipe Book A Collective Journey of Stories and Recipes

In 2024, the **Holiday Recipe Book** came to life—a project sparked by an idea from the FFW team that evolved into a collective initiative of great symbolic value. The book gathered recipes, family traditions, and personal memories shared by Jakalers from all over the world. It was not merely a culinary collection, but an authentic testimony to the company's cultural richness. Each dish told a story—a fragment of identity, home, and personal history—making the recipe book a living reflection of JAKALA's global and inclusive community.



Global Well-Being Webinar: "Recognizing Psychological Violence and Promoting Change"

As part of the events marking the International **Day for the Elimination of Violence Against Women**, JAKALA, together with its partner **Unobravo**, promoted the second edition of the well-being webinar: **"Recognizing Psychological Violence and Promoting Change."** On this occasion, JAKALA reaffirmed its commitment to fostering a respectful, safe, and inclusive environment. Guided by Unobravo's experts, the session offered insights into the often hidden dynamics of psychological violence.



People with disabilities

The professional inclusion of people with disabilities is a key element in promoting equity, diversity, and sustainability within organizations. In Italy, the legal framework supporting this objective is primarily defined by Law No. 68 of March 12, 1999, which introduces the concept of "targeted placement," aimed at impartially assessing the work capabilities of people with disabilities and integrating them into the workforce with the help of technical and support tools.

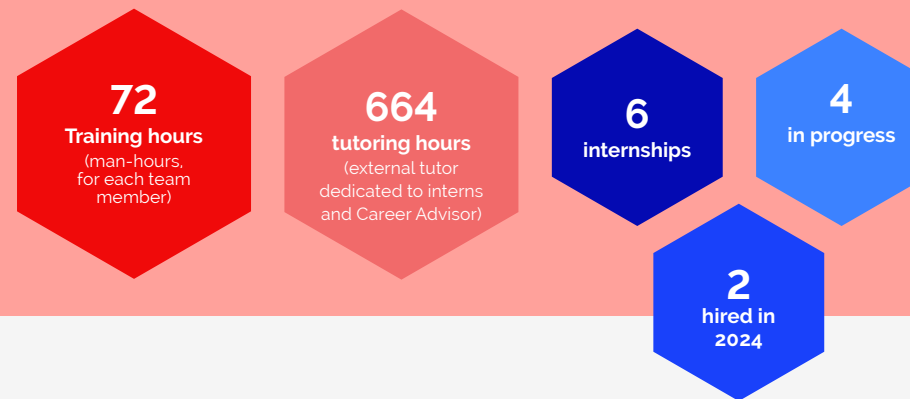
Law 68/99 sets specific obligations for employers, including mandatory hiring quotas for workers with disabilities, based on the size of the company workforce. It also encourages the implementation of support measures and workplace adaptations to ensure an accessible and inclusive working environment.

At the international level, the United Nations Convention on the Rights of Persons with Disabilities, ratified by Italy through Law No. 18 of March 3, 2009, recognizes the right of persons with disabilities to work on an equal basis with others, in accessible workplaces and within open and inclusive contexts.

Additionally, Law No. 104 of February 5, 1992, limited to the Italian context, establishes the principles governing the rights, social integration, and assistance for persons with disabilities, providing a framework for implementing inclusive policies in the workplace.

JAKALA's objective, beyond the obvious compliance with legal requirements, is to create the conditions that allow every employee to express their full potential, recognizing and valuing their skills and contributions across a variety of contexts and business areas.

Formazione e Supporto



WeCare

WeCare is a project created to provide space, voice, and support to those experiencing a condition of vulnerability or caring for someone else. Because not all struggles are visible, and often those who care for others—or for themselves—do so in silence.

Within WeCare, four partnerships have been established with organizations that bring experience, expertise, sensitivity, and tools. Networking with those who have long

been working on issues of vulnerability enables the development of more effective and thoughtful interventions.

One of these collaborations was activated with the association ISemprevivi, which promotes the employment of people with mental health challenges through job stations: safe, technologically equipped environments where work is made possible thanks to the constant presence of a dedicated tutor.

This collaboration enabled the integration

of young people with disabilities into JAKALA, offering them a real opportunity to enter the workforce and actively participate in team life.

But entering is only the first step. Feeling welcomed is a journey. True inclusion is not measured only by hiring; it means feeling part of a context that acknowledges and values every story, even the most fragile. For this reason, each new hire is carefully supported through training sessions for those welcoming them and ongoing support from internal and external tutors.

On December 3, 2024, in celebration of the **International Day of Persons with Disabilities**, JAKALA reaffirmed its commitment to a more equitable and accessible work environment by hosting an event at its Milan headquarters focused on sports as a tool for social inclusion and well-being.

The occasion offered a moment of reflection on the importance of promoting inclusion and removing the barriers that still limit opportunities for about 15% of the global population.

In line with its values, in 2024 JAKALA translated this vision into tangible initiatives that actively involve its people and the wider community:

- **Sports and Inclusion:** through collaboration with Playmore!, an organization that uses sports as a tool for social integration, inclusive activities were organized with the joint participation of Jakalers and people with disabilities.
- **Solidarity Partnerships:** as previously mentioned, the Group supports the non-profit organization iSempreVivi, dedicated to supporting and reintegrating individuals experiencing mental health challenges.

- **Technology and Accessibility:** in partnership with P&G, a dedicated app is being developed to map accessible sports centers and associations that promote sports for people with disabilities.
- **Training and Skills:** several Jakalers have chosen to specialize as Disability Managers, becoming internal points of reference for making environments, processes, and company communications more inclusive.

Digital Accessibility: some team members already possess advanced skills in the field, while others are completing certification paths to ensure digital content is accessible to everyone.

Through these actions, JAKALA continues to build an organizational culture where diversity is recognized as a value, and inclusion is embraced every day as a shared responsibility.

JAKALA supported the **"Road To Respect 2024"** project organized by the amateur sports association **4All**. On September 14, the initiative kicked off in the Municipality of Milan, featuring a **team of athletes with disabilities** who embarked on an incredible five-day cycling journey that took them all the way to the **United Nations headquarters in Geneva**.

The project adopted ISO 20121-certified eco-sustainable practices, embodying a combination of values such as respect, diversity, and sustainability.



Intergenerational relationships

More and more emphasis is being placed on managing intergenerational relationships within complex organizations. In a world that has radically changed from the 1960s to today, personal skills such as digital literacy (understood as the approach to and use of new technologies), language proficiency, and analytical capabilities have been addressed in vastly different ways in the educational paths of those over 50 compared to those under 30, for example.

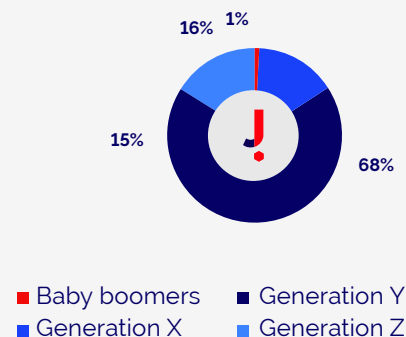
In addition, the extension of working life (linked, for instance, to regulatory changes) has increased the number of "generations" present within companies.

This clearly impacts social relations within organizations (different approaches to the future, family dynamics affecting work-life balance, etc.), as well as the management of operational responsibilities across departments.

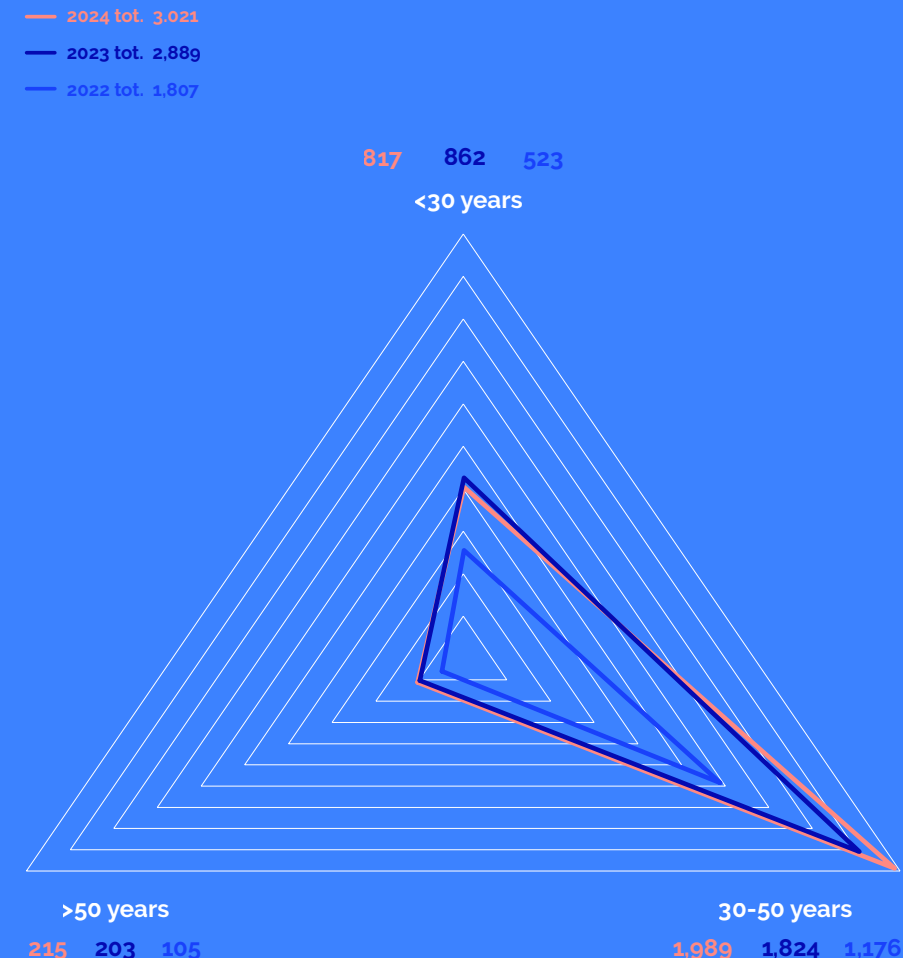
At JAKALA, all generations are represented—from Baby Boomers to Generation Z—which is certainly a success in terms of managing inter-personal dynamics.

The age distribution remains substantially unchanged compared to the previous year. In 2024, there was a decrease in the <30 age group, with a reduction of 45 individuals, and a significant increase in the 30–50 age group, with an increase of 165 people. This confirms the Group's ongoing efforts to consolidate its workforce by fostering the professional growth of those who join JAKALA.

Generations JAKALA Group 2024



Employees by age group



4.4 Health and Safety

Health and safety at work represent a fundamental pillar for any organization. Ensuring safe and healthy work environments not only protects the well-being of employees and collaborators, but also significantly contributes to operational efficiency, sustainability, and corporate reputation.

A proactive approach to safety should not be seen solely as a regulatory obligation, but as a foundational value of corporate culture—capable of generating a positive impact on productivity, employee motivation, and long-term success.

In this context, as already mentioned in this chapter, JAKALA S.p.A. S.B. further strengthened its commitment by obtaining the Social Accountability 8000 certification in 2024. This international standard attests to the company's focus on social responsibility, including the protection of health and safety at work. The certification confirms JAKALA's ongoing commitment to adopting ethical and sustainable practices, ensuring safe and respectful working conditions for all employees worldwide.

Safety Management and International Regulatory Framework

Beyond the obvious benefits for workers' health, occupational safety has a significant economic impact. According to the European Commission, workplace accidents and occupational diseases cost the EU approximately €476 billion annually, equal to 3.3% of its total GDP. Investing in preventive measures, training, and psychosocial well-being not only reduces these costs but also improves productivity and workplace climate.

As a global group, JAKALA complies with the highest international standards in occupational health and safety, ensuring that all its locations comply with local regulations and adopt best practices at the international level.

In particular, the company has implemented an Integrated Management System incorporating the requirements of ISO 45001:2018, the global standard for occupational health and safety management. In 2024, this system covered 54% of the Group's employees, in line with the company's expansion.

Health and Safety in Italy

In Italy, JAKALA operates in compliance with Legislative Decree 81/2008 (D.Lgs. 81/08), which governs risk assessment, the use of personal protective equipment (PPE), and continuous training.

The parent company regularly organizes safety meetings involving company representatives, the occupational physician, the Head of the Prevention and Protection Service (RSPP), and Workers' Safety Representatives (RLS). These meetings are crucial for analyzing risks, monitoring incident trends, planning improvements, and ensuring regulatory compliance.

In 2024, the asbestos risk assessment was revised for some of the parent company's sites located in Nichelino (TO). No critical issues were identified, and during the year, removal of asbestos-containing materials was completed. In 2025, the removal work will begin and be completed at the final operational site.

Training is a fundamental tool for reducing occupational risks and ensuring a safe working environment. In 2024, JAKALA delivered training on health and safety, ensuring that all employees are adequately informed about the specific risks associated with their duties and the correct prevention procedures. Staff responsible for emergency management attended specific refresher courses, in compliance with current regulations.

In recent years, attention to psychosocial well-being has grown significantly. Work-related stress, bullying, and burnout can compromise mental health and productivity.

JAKALA has developed concrete initiatives to address these issues, as outlined in the paragraph of this chapter dedicated to wellbeing and psychological health initiatives.

At the same time, JAKALA monitors the quality of the work environment through periodic assessments of thermal comfort, in accordance with UNI EN ISO 7730:2006 and ASHRAE 62:200 standards. Checks have been scheduled for early 2025 following the results of the 2024 inspections at the Milan and Nichelino (TO) offices.

Workplace safety is not only a legal obligation but also an ethical and strategic responsibility. JAKALA will continue to invest in prevention measures, training, and well-being to ensure an increasingly safe, inclusive, and sustainable work environment. The achievement of SA8000 certification in 2024 represents another milestone in the company's sustainability journey, reaffirming its commitment to people's well-being and the creation of a fair, safe, and respectful workplace.

WE MAKE A DIFFERENCE WITH ANT: A CONCRETE COMMITMENT TO PREVENTION

In 2024, JAKALA S.p.A. S.B. launched the initiative **"Facciamo la Differenza con ANT"** ("Making a Difference with ANT"), a project born from the collaboration with Fondazione ANT Italia ONLUS to raise awareness and promote individual and collective well-being through cancer prevention.

The initiative included two key moments:

- **Cancer Prevention Awareness Webinar** (May 2024): a hybrid-format event (held both onsite in Milan and online) focusing on cancer prevention, with a particular emphasis on melanoma.
- **Cancer Prevention Bus** (October 2024): a day dedicated to free dermatological screenings directly at the Milan office, providing participants with a concrete opportunity for prevention.

To support the project, the Ciclamini della Prevenzione (Cyclamen for Prevention) were also sold in a charity initiative to raise funds for Fondazione ANT's assistance and prevention programs.

Thanks to the participation of the JAKALA community, this initiative helped raise awareness about the importance of cancer prevention and supporting research.

05

Looking Ahead: Reducing Our Impact

- 5.1 Acting for Climate and Nature
- 5.2 Environmental Awareness
- 5.3 JAKALA's Journey to Reduce Its Carbon Footprint
- 5.4 Thinking Circular
- 5.5 Responsible Management of Natural Resources and Biodiversity Protection

Contribution SDGs



5.1 Acting for Climate and Nature

JAKALA considers environmental sustainability a strategic pillar for competitiveness and the well-being of future generations, recognizing the planet as a common good to be preserved.

JAKALA's integrated approach to sustainability includes targeted actions to reduce ecological impact, through strict compliance with regulations and the adoption of innovative practices for sustainable resource management, with particular focus on climate change-related issues.

This commitment involves the entire value chain, from suppliers to clients, across all geographic areas where JAKALA operates. Key stakeholders, including business partners, local communities, employees, and investors, play an active role in achieving environmental goals.

JAKALA integrates environmental sustainability into all its activities, reducing ecological impact through regulatory compliance, the adoption of sustainable practices, and the active involvement of stakeholders throughout the entire value chain.

Supervision is entrusted to management, ensuring responsible leadership and continuous progress monitoring.

JAKALA adheres to international sustainability standards such as ISO 14064-1 and ISO 14001:2015, reinforcing transparency and compliance. The Integrated System Policy and responsible business policies are made available and communicated to all stakeholders via JAKALA's website. Internally, these principles are disseminated and effectively implemented through specific procedures and training programs.

Since 2021, the Supplier Code of Conduct has required the optimization of natural resources and reduction of emissions, strengthening a decarbonization-oriented supply chain. Furthermore, supply chain risks are monitored through an evaluation system based on sector, geography, and reliable sources.



ISO 14001:2015



Environmental protection
Pollution prevention
Reduction of energy and resource consumption



Employees working at ISO 14001:2015 certified sites: **54%**
Calculation basis: number of employees as of December 31, 2024



No non-conformities occurred in 2024.



ISO 14064-1



Certified carbon footprint measurement for JAKALA S.p.A. S.B.



2023 emissions certification completed in 2024
Accounting and certification process underway for 2024

Climate Risk Management and Financial Impacts: A Strategic Approach

JAKALA integrates climate risk management into its corporate strategy through a structured approach based on international frameworks such as COSO ERM and ISO 31000.

The Group acknowledges that climate change represents one of the most pressing challenges for the global economic landscape, with significant impacts not only on the environment but also on financial stability and business resilience.

Environmental risk analysis is conducted through periodic mapping processes that enable the identification and mitigation of emerging threats, with particular attention to indirect impacts on JAKALA's operating model and that of its partners.

In this regard, JAKALA continuously monitors its risk indicators to ensure timely response and continuous improvement of its management framework.

Sustainability is at the core of JAKALA's growth strategies, with a focus on energy efficiency, emissions reduction, and responsible waste management.

The integration of ESG criteria into decision-making processes enables the transformation of climate-related challenges into opportunities for innovation and competitiveness, while also reducing long-term financial risks.

To address these challenges, JAKALA has developed a mitigation strategy based on three pillars:

- **Adaptation of the business model –**
Reducing environmental footprint and promoting sustainable solutions within its value chain.
- **Innovation and digital transformation –**
Using advanced technologies to improve operational efficiency and reduce resource consumption.
- **Proactive risk management –**
Implementing a monitoring system to evaluate the evolution of climate scenarios and adjust corporate strategies accordingly.

Through this integrated approach, JAKALA not only strengthens its resilience to climate change but also consolidates its commitment to sustainable and responsible growth.

Climate-related risks (and opportunities) can be classified into the following categories:

- **Physical risks**
- **Regulatory risks**
- **Other risks**





Physical Risks and Mitigation Strategies

Physical risks associated with climate change include short-term extreme weather events such as heatwaves, storms, and floods, as well as long-term chronic phenomena such as rising average temperatures, sea level rise, and prolonged periods of drought.

These events can have significant impacts on corporate infrastructure, logistics operations, and the supply chain, potentially resulting in both economic and social repercussions.

JAKALA, aware of these risks, has strengthened its approach to climate resilience management through an Enterprise Risk Management (ERM) system that includes periodic assessments of emerging risks and the integration of mitigation strategies at the corporate level. The Group considers its exposure to these risks to be low.

JAKALA's approach to physical risk management is based on continuous monitoring and the adoption of proactive measures to ensure business continuity and long-term sustainability, reinforcing the organization's resilience in the face of climate challenges.

Rising temperatures

- Rising temperatures
- Extreme events and supply chains
- Impact on human resources

Impacts

- Higher energy consumption for cooling
- Delays and shortages of raw materials
- Heat stress and reduced productivity

Mitigation Strategy

- Energy efficiency and renewable sources
- Supplier diversification and ESG audits
- Smart working and well-being policies

Regulatory Risks

In 2024, JAKALA faced a rapidly evolving regulatory environment, marked by the entry into force of the **Corporate Sustainability Reporting Directive (CSRD)**, which redefined sustainability reporting obligations for companies operating within the European Union.

The implementation of the CSRD required enhanced capabilities in ESG data collection and management to ensure compliance with European reporting standards and the principle of double materiality. This led to the adaptation of internal processes and the development of advanced reporting tools to meet the increasingly stringent demands of stakeholders and supervisory bodies—an effort that will continue throughout 2025.

Another significant regulatory development in 2024 was the **Carbon Border Adjustment Mechanism (CBAM)**, introduced by the European Union to tax imports of certain high-emission goods.

Although JAKALA closely monitors the evolution of this regulation, it has not been directly impacted, as it does not operate in the raw materials sectors subject to CBAM. Nevertheless, the growing focus on carbon footprints across supply chains has necessitated the strengthening of ESG policies in relationships with business partners and a more thorough assessment of indirect risks stemming from CBAM implementation in clients' sectors.

The evolving regulatory landscape has reaffirmed the importance of a structured approach to regulatory risk management. JAKALA has also invested in strengthening its ESG expertise, reinforcing its reporting strategies and anticipating regulatory developments with the aim of turning compliance into a competitive advantage and an opportunity for sustainable growth.

Other Risks

In a context where expectations from clients, investors, employees, and financial institutions for sustainable, low-carbon solutions have further intensified, one of the main risks that emerged in 2024 was the misalignment with increasing sustainability demands from clients and partners.

JAKALA's client companies, subject to increasingly stringent ESG regulations, have raised their requirements for suppliers, with a particular focus on transparent reporting, energy efficiency, and reduced environmental impact.

The inability to meet these standards could result in a loss of competitiveness and business opportunities. At the same time, the ecological transition has continued to redefine operational and business models.

JAKALA has continued to implement its emissions reduction strategy, focusing on increasing the use of renewable energy and the progressive electrification of its corporate fleet.

The same trend has been followed by financial institutions, which have strengthened ESG criteria for access to capital, increasing the need for a structured approach to sustainability. The growing push towards a circular economy has also influenced the market, creating new demands in terms of product quality, durability, and recyclability.

This shift has impacted JAKALA's sourcing strategies and global offering, making it essential to select partners more carefully and adopt increasingly sustainable solutions.

Lastly, reputational risks linked to the Group's environmental impact have remained central. To mitigate these risks, JAKALA has strengthened its monitoring systems and defined targeted communication strategies, both externally and internally, through awareness campaigns aimed at its workforce.

The management of environmental risks along the supply chain represents an increasingly significant challenge for JAKALA, particularly concerning the impact of greenhouse gas emissions generated by suppliers' production processes.

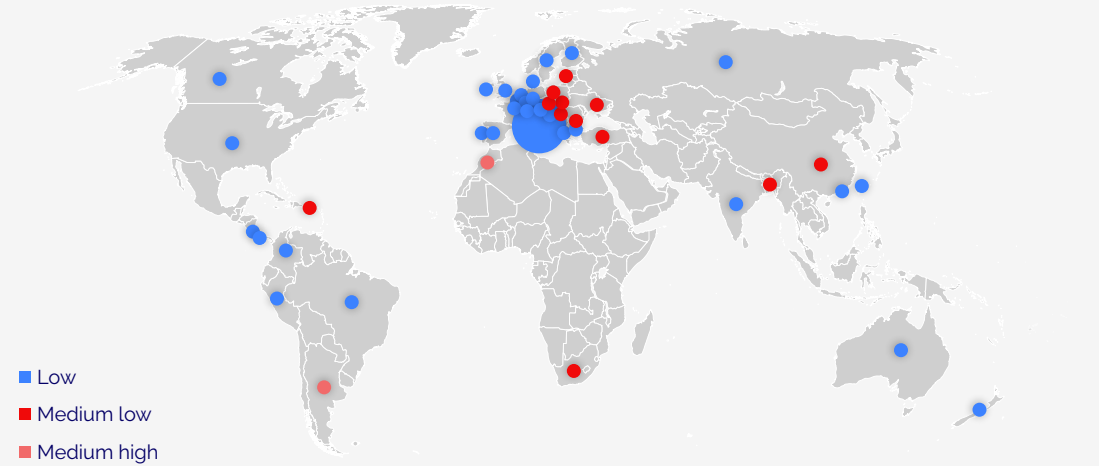
To address this issue in a structured and data-driven way, at the end of 2024 JAKALA implemented the **Carbon Action Manager (CAM)** by EcoVadis, an advanced system for monitoring and reducing the carbon footprint in the supply chain. EcoVadis is a leading platform for corporate sustainability assessments, enabling analysis of suppliers' environmental, social, and ethical performance.



The adoption of CAM allows **JAKALA to gain a clear view of emissions throughout the supply chain**, with a focus on:

- **Scope 1, 2, and 3 emissions:** collection and monitoring of data related to direct and indirect emissions from suppliers.
- **Carbon management maturity:** evaluation of suppliers' strategies for emissions reduction.
- **Mitigation plans:** identification of concrete actions to reduce the climate impact of the supply chain.

Thanks to this initiative, JAKALA strengthens its commitment to transitioning toward a low-emission supply chain, improving transparency and engaging suppliers in continuous improvement processes. The activation of CAM represents a strategic step toward reducing environmental risks and ensuring more responsible and sustainable supply chain management.



Industry	Partners in this industry	Average carbon impact risk
Information and communication	435	● Low
Wholesale trade, except of motor vehicles and motorcycles	309	● Very low
Professional, scientific and technical activities	300	● Very low
Transportation and storage	87	● Medium high
Retail trade, except of motor vehicles and motorcycles	136	● Low

Carbon emissions risk distribution – by level



Medium to long term objectives

By 2028, JAKALA has set the goal of reducing CO₂* equivalent emissions intensity by 44%, taking into account the entire supply chain and other external factors.

This target represents a concrete commitment to lowering the Group's environmental impact, in line with international climate directives and stakeholder expectations.

In 2025, JAKALA will prepare a transition plan that may establish new reduction targets, aligning the company's strategy with best practices and the latest ESG regulatory developments.

The baseline year for calculating emissions intensity is 2021.

The "**Emissions Intensity**" index is determined by relating the total CO₂ equivalent emissions to the Group's annual revenue.

* Please note that this objective may be subject to revision following the new transition plan.

2024 Results

Energy consumption: total increase of 36% compared to 2023, due to the expansion of the vehicle fleet.

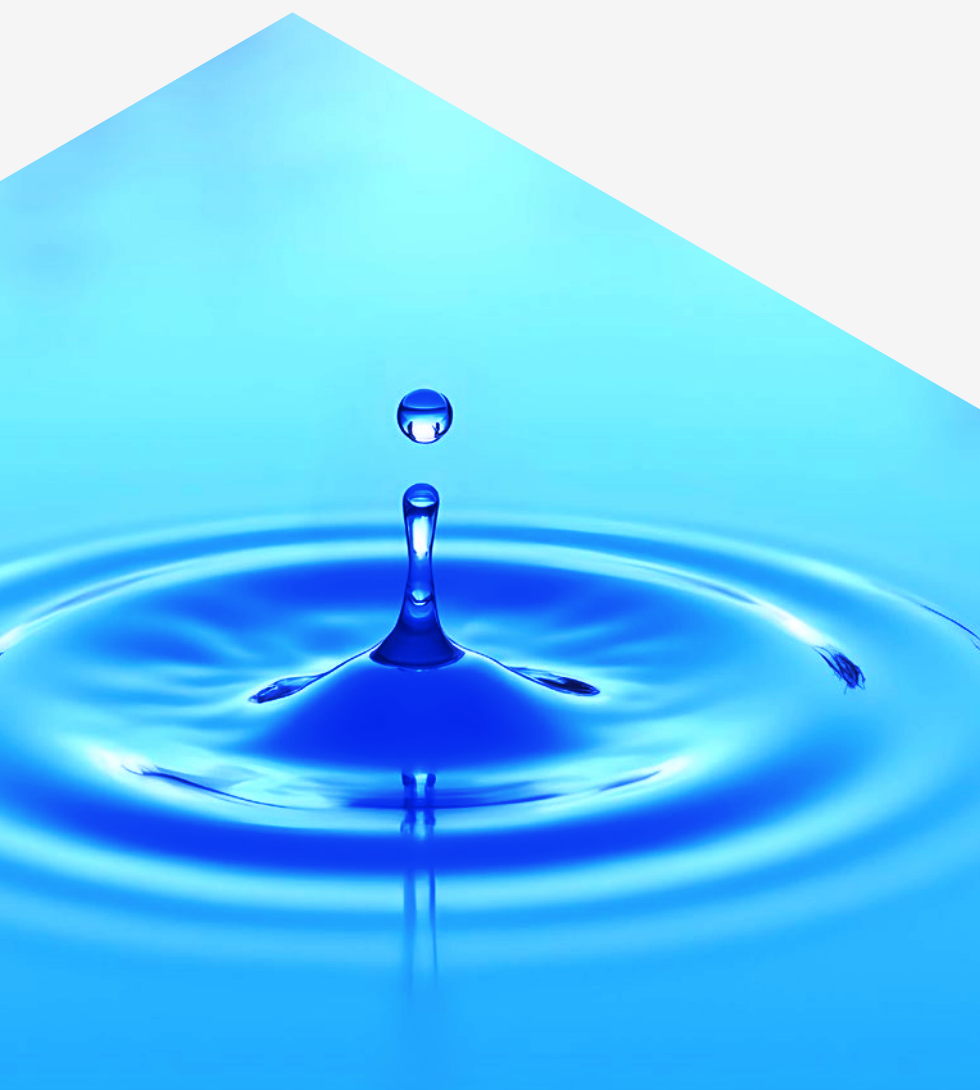
Carbon neutrality (Scope 1 and Scope 2): since 2023, JAKALA has achieved neutrality for both direct emissions and indirect emissions related to energy consumption. In 2024:

Renewable Solar Power Project by Mahindra Renewables Private Limited (1,100 TCO₂e)

Reduction in emissions intensity: calculated in relation to revenue, recorded a 30.3% decrease compared to 2023**.

** Revised 2023 turnover figure.

5.2 Environmental Awareness



JAKALA's energy consumption mainly derives from the use of energy for heating and electricity purchased from the grid to power offices and warehouses.

In 2024, total energy consumption increased compared to the previous year, reaching approximately 17,783.92 GJ.

The increase is primarily attributable to a more comprehensive accounting of energy costs

related to companies acquired during 2023, now fully included in the reporting scope, as well as the progressive expansion of the company vehicle fleet, which grew by approximately **63.6%** compared to 2023.

Also in 2024, the Group did not produce energy internally, instead focusing its efforts on energy efficiency and responsible procurement, in line with corporate sustainability objectives.

Total Energy Consumed*	u.m.	2024	2023	2022
Total energy consumed by the organization	kWh	4,939.978	3,626.425	3,126.941
Total energy consumed by the organization in MJ	MJ	17,783.921	13,055.130	11,256.988

* The conversion factor used is equal to 1 kWh = 3.6MJ.

Energy Intensity Index*	u.m.	2024	2023**	2022
	GJ	17,784	13,055	11,257
	GJ/People	5.89	4.52	7.83
	GJ/millions €	26	23.24	25.9

* The "Energy Intensity" index is calculated by comparing total consumption to both the number of employees and the Group's annual turnover.

** Revised 2023 turnover for intensity calculation.

Electricity*	u.m.	2024	2023	2022
Purchase of electricity from mixed sources: of which received	kWh	253,812	108,687	55,030
Purchase of electricity from mixed sources	kWh	253,812	108,687	55,030
Purchase of electricity from renewable sources	kWh	1,292,885	1,228,285	1,124,956
Total electricity from renewable sources	kWh	1,292,885	1,228,285	1,124,956
Total electricity from renewable sources in MJ	MJ	4,654,386	4,421,826	4,049,842
Total electricity purchased and produced	kWh	1,546,697	1,336,972	1,179,986
Total electricity purchased and produced in MJ	MJ	5,568,110	4,813,099	4,247,948
Percentage of renewable energy in total electricity consumed	%	83.59	91.87	95

* 2024 consumption was derived from direct data collection for the Group's Italian and Spanish companies, and Jakala Germany GmbH, corresponding to 92% of the Group's energy costs. The remaining 8% was estimated. The renewable share was derived directly from the contracts applied and the financial results.

Heating*	u.m.	2024	2023	2022
Energy from Diesel for Heating	kWh	0	0	127,129
Energy from Methane for Heating	kWh	412,260	312,284	440,579
LPG energy for heating	kWh	40,620	37,204	94,434
Total heating energy	kWh	452,880	349,489	662,142
Total heating energy in MJ	MJ	1,630,370	1,258,162	2,383,711

* Consumption figures were obtained through direct surveys for the Rende, Milan, Nichelino, Carignano, Rome, and Montecassiano offices. Some offices are heated by electric heat pumps, and consumption figures are reported in the "Electricity Table." The conversion factors used were calculated by DEFRA 2024.

Automotive*	u.m.	2024	2023	2022
Consumption of unleaded petrol for motor vehicles	L	98,570.5	58,511.79	24,775.61
Diesel consumption for motor vehicles	L	201,402.52	142,280.93	106,137.89
Bioethanol consumption for automotive purposes	L	2,284	0	0
Electricity consumption for motor vehicles	kWh	52,009.68	8,755.53	2,077.79
LPG consumption for motor vehicles	L			
Electricity for motor vehicles	kWh	52,009.68	8,755.53	2,077.79
Energy from green gasoline for motor vehicles	kWh	883,674.21	318,357.92	223,534.71
Diesel energy for automotive traction	kWh	1,991,146.87	1,274,826.32	1,059,200.74
LPG energy for automotive traction	kWh			
Bioethanol energy for automotive purposes	kWh	13,569.3	0	0
Total energy from motor traction	kWh	2,940,400.1	1,939,963.60	1,284,813.24
Total automotive energy in MJ	MJ	10,585,440.35	6,983,868.96	4,625,327.63

* Actual fuel consumption data in litres is derived from fuel card invoicing and refers to 99.43% of the Group fuel cost. The conversion factors used were calculated by DEFRA 2024.

Energy consumption variation*	u.m.	2024	2023	2022
Energy consumption variation**	MJ	3,601,571.39	2,358,541.33	
Of which reduction in energy consumption achieved by efficiency initiatives	MJ	-851,908.9	-1,125,554	-912,744

* Compared to 2023, the fleet has been streamlined by introducing more energy-efficient vehicles.

** The change in energy consumption, without the implementation of energy reduction measures, would have been 4,453,480.29 MJ. The overall increase in emissions is primarily due to the increased number of vehicles in the company fleet. This trend was mitigated by the adoption of the New Driver Experience in November 2023, i.e., the adoption of an entirely electric fleet for JAKALA S.p.A. S.B., Seri System Printing S.r.l. and Loyalty Touch S.r.l.

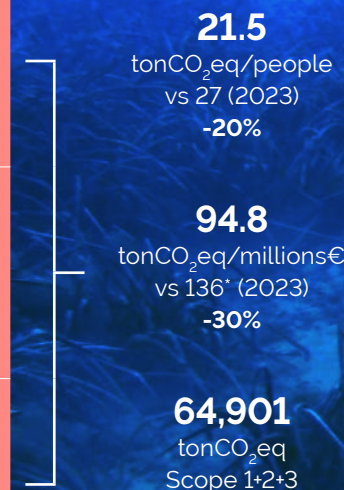
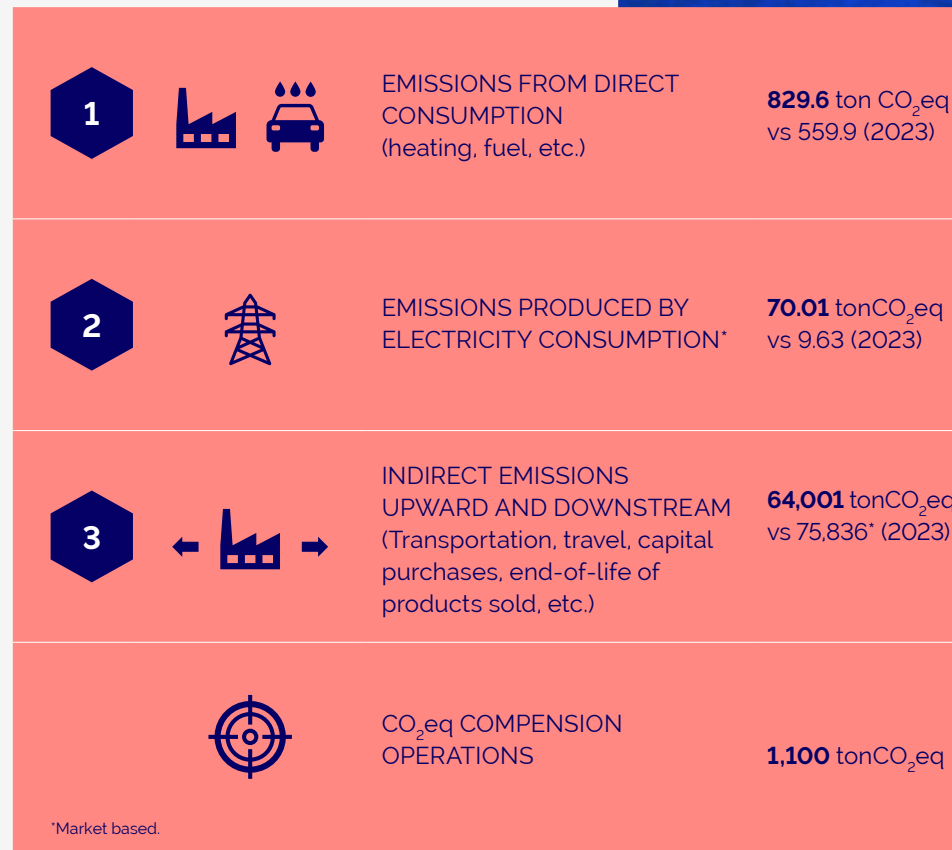
5.3 JAKALA's Journey to Reduce Its Carbon Footprint

In line with the best international practices for greenhouse gas (GHG) emissions reporting, and considering that since 2021 JAKALA S.p.A. S.B.'s emissions have been certified under the ISO 14064-1 standard, the Group continued in 2024 to monitor and classify its emissions into three categories: direct (Scope 1), indirect from purchased energy (Scope 2), and other indirect emissions across the value chain (Scope 3).

For the year 2024, the main direct emissions continued to result from the combustion of fossil fuels in operational activities, particularly fuel use for the company fleet.

Starting in 2023, the Group has used version 1.3 of the NAICS-6 Supply Chain Emission Factors – Catalog (data.gov) for Scope 3. Scope 1 and Scope 2 emissions continue to be measured directly based on actual energy consumption.

These actions are part of JAKALA's commitment to more accurately measure its carbon footprint, aiming to improve emission reduction strategies and accelerate the path toward climate neutrality.

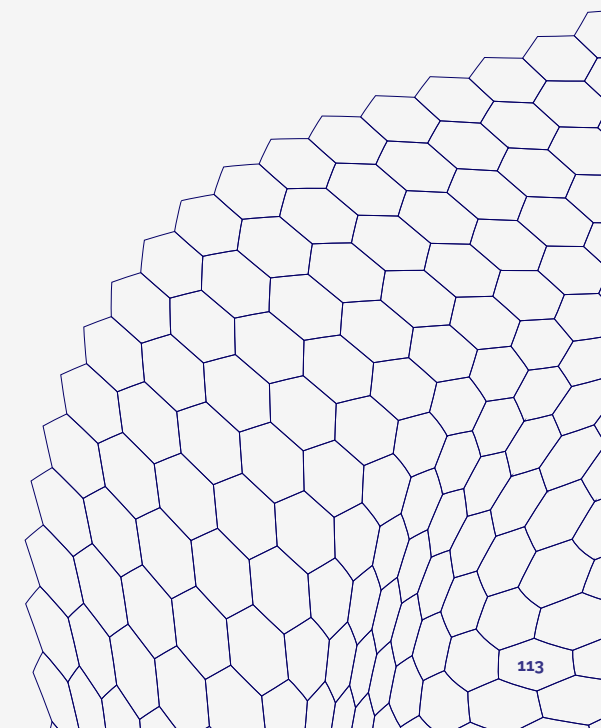


* Scope 3 Emissions 2023 and Turnover 2023 magazines

Indirect emissions (SCOPE 2) *	u.m.	2024	2023	2022
Italy LB – AIB 2024	tCO ₂ eq	318.51	327.61	289.42
Italy MB – Guarantee of Origin (GoO) Certificate and AIB 2024	tCO ₂ eq	18.68	3.83	0.47
Spain LB – AIB 2024	tCO ₂ eq	22.41	27.48	21.37
Spain MB – Distributor Declarations	tCO ₂ eq	4.78	5.49	24.65
Germany LB – AIB 2024	tCO ₂ eq	31.29	0.3	n.d.
Germany MB – 100% Renewable Energy Contract	tCO ₂ eq	11.10	0.3	n.d.
France LB – AIB 2024	tCO ₂ eq	1.11	n.d.	
France MB – AIB 2024	tCO ₂ eq	4.49	n.d.	
Luxembourg LB – AIB 2023	tCO ₂ eq	1.01	n.d.	
Luxembourg MB– AIB 2023	tCO ₂ eq	7.22	n.d.	
Latvia LB – AIB 2023	tCO ₂ eq	3.36	n.d.	
Latvia MB – AIB 2024	tCO ₂ eq	14.26	n.d.	
China LB - Climate Transparency, Emissions intensity of the power sector 2022	tCO ₂ eq	1.24	n.d.	
China MB - Climate Transparency, Emissions intensity of the power sector 2022	tCO ₂ eq	1.24	n.d.	
Brasil LB – CaDI (2024) Greenhouse Gas Emissions Factors for International Grid Electricity	tCO ₂ eq	0.10	n.d.	
Brasil MB – CaDI (2024) Greenhouse Gas Emissions Factors for International Grid Electricity	tCO ₂ eq	0.10	n.d.	
Vietnam LB - Carbon Footprint Ltd. 2023	tCO ₂ eq	0.97	n.d.	
Vietnam MB - Carbon Footprint Ltd. 2023	tCO ₂ eq	0.97	n.d.	
Singapore LB - Singapore - Energy Market Authority (EMA) 2021	tCO ₂ eq	7.15	n.d.	
Singapore MB -- Singapore - Energy Market Authority (EMA) 2021	tCO ₂ eq	7.15	n.d.	
Total Location Based	tCO ₂ eq	387.16	355.39	310.79
Total Market Based	tCO ₂ eq	70.01	9.63	25.12

* Gases including CO₂, CH₄, N₂O transformed into CO₂eq through the European Residual Mixes 2023 AIB conversion factor, Spanish distributor declarations for MB,

JAKALA strengthens its commitment to sustainable mobility by adopting a fully electric fleet and implementing targeted strategies to reduce emissions, with the goal of achieving zero emissions by 2028.



In 2024, JAKALA further strengthened its sustainable mobility policy, consolidating its commitment to decarbonization and ecological innovation.

Continuing the path taken in previous years, JAKALA implemented key initiatives to reduce the environmental impact of its company fleet and promote a culture of responsible driving among employees.

Transition to a fully electric fleet

In line with the goal of phasing out internal combustion vehicles by 2035, JAKALA expanded its corporate car list, offering only fully electric vehicles to new hires and employees eligible for a company car. This approach anticipates European sustainable mobility targets by seven years, demonstrating strong leadership in the sector. To support this transition, additional charging stations were installed at operational offices, powered by certified renewable energy, thus facilitating employees' daily use of electric vehicles.

Awareness campaigns and eco-friendly incentives

At the end of 2023, JAKALA launched the **"New Driver Experience,"** a pioneering project combining environmental awareness with employee well-being. Each company vehicle was equipped with a device containing a QR code, giving drivers easy access to an updated list of charging stations and fuel distributors with the most competitive prices. This system not only encourages more conscious fueling choices, but also includes the planting of trees for each refueling done at a lower cost than the national average, actively involving employees in JAKALA's environmental goals.

Future objectives and continued commitment

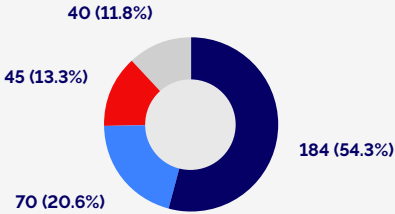
Looking ahead, JAKALA aims to achieve carbon neutrality for its company fleet by 2028, primarily through emissions reduction and, where necessary, the offsetting of residual emissions. This commitment reflects an integrated vision of sustainability, where technological innovation and social responsibility converge to create a positive impact on the environment and the community. Through these initiatives, JAKALA reaffirms its dedication to promoting sustainable corporate mobility, actively contributing to the fight against climate change and the spread of eco-friendly practices in the workplace.

Planting of 3,550 mangroves in the Tana River Delta in Kenya, a vital ecosystem that helps store CO₂ equivalent, protect biodiversity, and support local communities, made possible through the virtuous refueling choices of the New Driver Experience.



The graph below illustrates the evolution of JAKALA S.p.A. S.B.'s vehicle fleet, highlighting the growing impact of the environmental policies adopted.

Fleet composition 2024



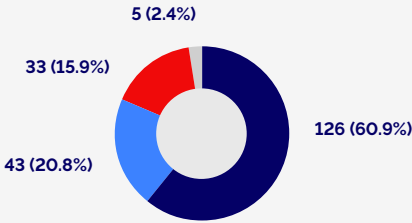
Number of Vehicles

340

Average CO₂ g/km per motor vehicle

120

Fleet composition 2023



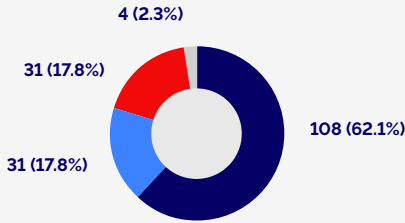
Number of Vehicles

207

Average CO₂ g/km per motor vehicle

136

Fleet composition 2022



Number of Vehicles

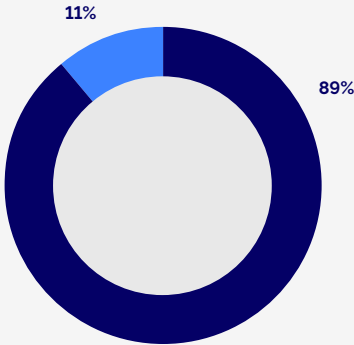
174

Average CO₂ g/km per motor vehicle

132

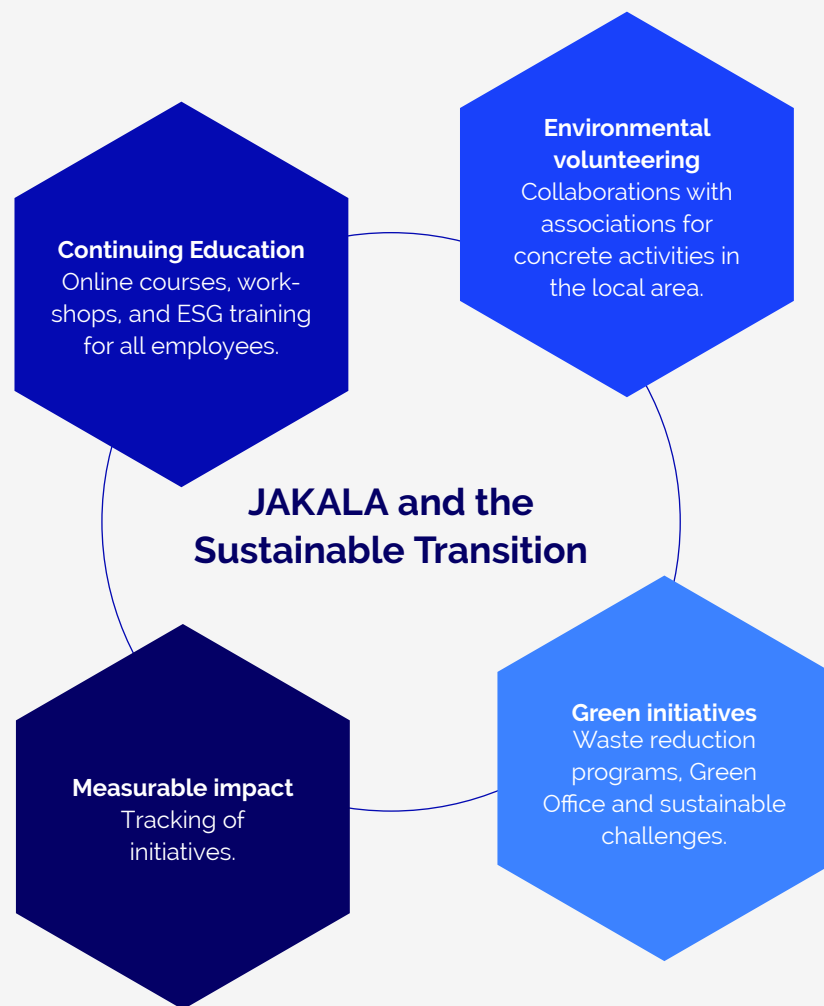
■ Diesel fuel ■ Petrol ■ Hybrid ■ Electric

Scope 1 Ton CO₂e emissions composition



■ Car ■ Emissions facilities

In 2024, JAKALA committed to strengthening the culture of sustainability through an environmental training and awareness program that actively involves its employees, promoting responsible practices and a positive impact on the planet.



Continuous Training

JAKALA invests in training as a strategic lever to accelerate the sustainable transition and reduce emissions. In 2024, the awareness program involved the entire organization through targeted initiatives on environmental topics, operational tools, and best practices.

Main training activities:

- **Green Claims and Responsible Communication**—Guidelines for transparent corporate communication aligned with ESG criteria.
- **Plastic-Free Month**—Awareness campaign on plastic reduction and training on responsible consumption practices.
- **Inside Out in the Anthropocene**—Webinar on the role of emotions in the climate crisis and how to deal with eco-anxiety constructively.

Environmental Volunteering and Green

Initiatives JAKALA has taken concrete actions to address the challenges of climate change and promote sustainability. In response to the devastating flood caused by the DANA weather phenomenon on October 29, 2024, in the Valencian Community—which resulted

in over 200 casualties and extensive material damage—JAKALA donated €5,000 to the municipalities of Alfafar, Catarroja, and Païporta, among the hardest hit by the event.

Furthermore, between November and December 2024, Jakala Spain introduced a Paid Volunteer Leave initiative, granting Spanish employees two paid working days to participate in volunteer activities related to Valencia, strengthening its commitment to the local community.

In parallel, in Italy, JAKALA participated in the national project **'Custodi del Bello'**, aimed at the social and professional inclusion of disadvantaged individuals through the care of public spaces such as parks, gardens, and squares. This initiative not only contributes to environmental protection but also promotes social cohesion and the enhancement of public spaces.

These actions demonstrate JAKALA's commitment to fostering a corporate culture focused on sustainability and social responsibility, actively addressing the challenges posed by climate change and contributing to the well-being of the communities where it operates.

JAKALA S.p.A. S.B. has implemented a series of measures to reduce energy consumption and minimize the environmental impact of its Milan headquarters. Lighting is managed through automatic systems and motion sensors that control the activation of lights in certain common areas, while twilight systems are used outdoors to reduce waste.

Heating and air conditioning are managed through an optimized schedule, with systems active only during working hours and turned off on weekends and during company closures. Additionally, a monitoring system enables the tracking of energy consumption and the identification of inefficiencies.

Regarding consumables, JAKALA S.p.A. S.B. uses recycled paper for printers and has implemented a print-lock system to prevent waste. In warehouses, the use of recycled-content paper is prioritized, and where necessary, sustainable plastic materials are selected, thereby reducing overall environmental impact.

Measurable impact

JAKALA actively promotes participation in training initiatives, encouraging the completion of educational paths with concrete actions in support of the environment. This approach not only strengthens the culture of sustainability within the company but also generates a tangible positive impact.

During the Plastic-Free Month, for each employee who completed the training, JAKALA donated €1 to the Zenzero Association, thus contributing to the collection and recycling of 20 kg of plastic per person. Thanks to this initiative, a total donation of €1,000 was made, actively supporting environmental recovery projects.

Similarly, the completion of the Home-Work Travel Plan was linked to a reforestation initiative. For each correctly completed questionnaire, JAKALA allocated €1 to the Marine Regeneration project in Portofino, enabling the planting of 50 *Posidonia oceanica* marine plants. These plants are vital for the

ecosystem, capable of producing 20 liters of oxygen per square meter per day and contributing to CO₂ absorption.

These initiatives demonstrate how training can translate into concrete environmental impact, reinforcing JAKALA's commitment to combating climate change and promoting sustainable behavior.



5.4 Thinking Circular

In 2024, JAKALA continued to encourage environmentally friendly behaviors within its offices, strengthening initiatives aimed at waste reduction and minimizing environmental impact. In all Italian locations, filtered water dispensers were maintained, further reducing the use of single-use plastic and promoting more sustainable consumption.

These actions are part of JAKALA's broader commitment to corporate sustainability, with a focus on waste reduction and resource optimization.

JAKALA adopts an integrated approach to sustainability by reducing plastic use in offices and optimizing packaging in warehouses, with the goal of minimizing environmental impact.

Waste produced	u.m.	2024	2023	2022
20.03.07 Bulky waste	kg	0.00	0.0	0.00
17.04.05 Scrap iron	kg	4,760.00	21,470.00	0.00
16.03.06 Organic waste, free from hazardous substances	kg	0.00	39,460.00	190.00
14.06.03 Other solvents and solvent mixtures	kg	0.00	0.00	190.00
16.02.16 Components removed from end-of-life equipment	kg	0.00	20.00	0.00
15.01.06 Mixed material packaging	kg	120,210.00	131,480.00	90,140.00
15.01.02 Plastic packaging	kg	0.00	980.00	45,260.00
15.01.01 Paper and cardboard packaging	kg	70,140.00	68,130.00	110.00
08.03.18 Printer toner out of stock	kg	8.00	41.00	289.50
08.03.12 Ink waste, containing hazardous substances	kg	0.00	22.00	920.00
17.02.01 Wood	kg	0.00	0.00	60.00
17.09.04 Mixed waste from construction and demolition activities	kg	0.00	4,700.00	100.00
20.01.11 Textile products	kg	0.00	0.00	0.00
20.01.01 Paper and Cardboard	kg	0.00	4,900.00	0.00
20.02.01 Biodegradable Waste	kg	1,200.00	605.00	0.00
02.03.04 Waste unusable for consumption or processing	kg	100.00	0.00	0.00
07.07.04 Other organic solvents, washing solutions and mother liquors	kg	0.00	70.00	0.00
16.02.14 Disused equipment	kg	780.00	280.00	0.00
16.06.01 Lead-acid batteries	kg	0.00	190.00	0.00
20.01.21 Fluorescent tubes and other mercury-containing waste	kg	770.00	70.00	0.00
20.01.25 Edible oils and fats	kg	88.00	0.00	0.00
16.02.11 Discarded equipment containing chlorofluorocarbons, HCFCs, HFCs	kg	90.00	0.00	0.00
Total waste	kg	198,146.00	272,418.00	137,259.50

5.5 Responsible Management of Natural Resources and Biodiversity Protection

Biodiversity is an essential element for ecosystem stability and global environmental sustainability. It ensures the availability of key resources such as raw materials, food, and climate regulation, while contributing to resilience against extreme events. However, the progressive degradation of natural habitats and increasing water stress caused by climate change are seriously threatening these balances, with significant impacts on both economy and society.

JAKALA's Commitment to Biodiversity Conservation

In 2024, JAKALA strengthened its commitment to biodiversity conservation by adopting a proactive approach to minimize the environmental impact of its activities. In particular, the Group has:

- **Monitored business impacts** in ecologically sensitive areas, including UNESCO World Heritage sites and locations with high biodiversity value.

- **Implemented environmental mitigation measures** at its offices, ensuring that operations have no significant negative impact on surrounding ecosystems.
- **Promoted a sustainable supply chain** by prioritizing suppliers who follow environmentally friendly production practices, helping to spread higher ecological standards.

Water Risk Management: A Strategic Priority

In the current context, marked by extreme weather events and growing water scarcity across various global regions, the responsible management of water resources has become a key focus of JAKALA's sustainability strategies. Also in 2024, the Group confirmed the absence of significant impacts in protected areas, thanks to a site mapping analysis based on data from the World Database on Protected Areas.

To assess water risk, JAKALA continues to use the Aqueduct Water Risk Atlas developed by the World Resources Institute. This tool enables the Group to:

- Map high water stress areas and identify critical issues in its operational territories.
- Implement targeted mitigation strategies, such as optimizing water use in offices and encouraging water efficiency practices among suppliers.

Water Consumption Optimization

The water used by JAKALA is primarily for civil uses and fire prevention, supplied through local aqueduct networks. To help reduce consumption, the company has installed water-saving systems at many of its offices, including:

- Low-flow faucets, to limit water use in shared areas.
- Optimized flush systems, which reduce the volume of water used for sanitary needs.

Although biodiversity and water risk management are not currently material topics for JAKALA, the Group continues to monitor its impact and promote sustainable practices for the protection of the environment and natural resources.

06

Solutions for Tomorrow: Redesigning Competitiveness

- 6.1 Innovation and Digitalization
- 6.2 Digital Sustainability
- 6.3 Enhancing Intellectual Property Assets
- 6.4 Reducing Impact Across the Value Chain
- 6.5 JAKALA's Solutions

Contribution SDGs



6.1 Innovation and Digitalization

Digital innovation represents an essential element for technological progress and economic development, but its adoption requires a conscious and responsible approach. In a context characterized by rapid and pervasive evolution, companies must address complex challenges, including the risk of inequality, environmental impacts, and ethical implications.

For this reason, JAKALA has developed an **innovation model** that translates into the ability to anticipate trends and constantly update its approach in response to technological and regulatory changes, promoting **interaction** with universities, strategic partners, and suppliers, thereby creating a collaborative innovation ecosystem.

The diversity of skills and perspectives is seen as a key driver of innovation, fostering cross-disciplinary contamination and encouraging an inclusive and stimulating

environment. A crucial aspect of digital innovation is **research and development** (R&D), which allows the Group to remain competitive and respond with advanced solutions to market needs.

In this scenario, artificial intelligence, machine learning, and big data technologies are fundamental tools for improving decision-making processes and operational efficiency. However, it is essential that their use be guided by **principles of fairness and transparency**, avoiding the risk of discrimination or improper use.

Therefore, the Group is promoting "**a culture of innovation**" internally at all levels, integrating digital transformation with a long-term sustainable strategy, since only through a holistic and responsible approach can innovation become a true competitive advantage, contributing to a more equitable, efficient, and sustainable future.



JAKALA also supports **continuous learning and reskilling** as a means of adapting to the evolving world of work, which is increasingly shaped by automation and the spread of new technologies. For example, **JACADEMY** offers an intensive three-day course focused on Generative AI applied to the business world. The goal is to provide participants with the skills needed to successfully manage Artificial Intelligence and lead digital transformation within their organizations. The course is designed to offer hands-on, up-to-date training, thanks to contributions from technology experts and the sharing of real-life case studies. Participants have the opportunity to learn how AI can be applied in various business contexts to generate value and innovation.

JAKALA'S participation as a **sponsor** of Artificial Intelligence events—such as the Italian AI Week, Generative AI Impact (organized in collaboration with Microsoft)—helps to accelerate the connection between the demand and supply of innovative technologies, also offering insights and concrete examples of successful AI integration into business processes.

The exchange among executives from leading companies represents a valuable opportunity for dialogue and best practice sharing, allowing them to jointly address the challenges of such a far-reaching transformation.

This process significantly impacts all aspects of business models and operations, requiring a strategic approach that integrates innovation, sustainability, and organizational resilience. Through this kind of exchange, it is possible to outline sustainable development pathways, identify effective solutions for managing change, and promote a shared vision for a more competitive and responsible future.

JAKALA was also a **partner** of the event "The General States of Artificial Intelligence," organized by Class Editori and Class CNBC. Through the participation of **exceptional national and international speakers**, the event explored the theme of the "generative and multimodal revolution," addressing issues such as governance, fake news, copyright, ethics, privacy, and new skills, with a strong focus on practical applications of AI tools in the business world.

JAKALA also develops **advanced solutions** based on artificial intelligence to improve the user experience, optimize operational management, and ensure greater personalization across the various sectors in which it operates. One example is the **J-Risk** model, which uses AI to assess supplier reputation and reduce reputational risks. Furthermore, through its subsidiary JAKALA Civitas, the Group is investing in the public sector to improve digital infrastructure, leverage data,

and foster new digital skills. The goal is to enable the digital transformation of public administration, making services more efficient and accessible.

Therefore, the responsible, transparent, and ethical use of Artificial Intelligence at JAKALA is considered fundamental. The Group is aligning with the key requirements of the AI ACT and is implementing the **ISO 42001:2023** certification, the international standard for AI management. The decision to join the **AI PACT**, an initiative promoted by the European Commission to support the development

and adoption of ethical, secure, and sustainable artificial intelligence, fits into a broader strategic approach to responsible innovation and digital governance, actively contributing to the definition of high standards for AI use in respect of fundamental rights and sustainability.



Joining the AI PACT allows for the creation of a direct channel with the European Commission on AI compliance matters, and provides the opportunity to follow developments and best practices at the European level.

6.2 Digital Sustainability

Technological acceleration offers unprecedented opportunities to optimize processes, improve productivity, and reduce resource consumption, contributing to greater operational efficiency and a reduced environmental impact. However, to ensure that digital development is truly sustainable, it is necessary to adopt an approach that integrates ESG (Environmental, Social, Governance) criteria into innovation strategies.

The adoption of emerging technologies such as artificial intelligence, cloud computing, and the Internet of Things enables companies to enhance data management, optimize the supply chain, and reduce waste, but also introduces new challenges in terms of energy consumption, ethical information management, and the reduction of technological obsolescence. For this reason, it is essential to promote solutions that **minimize the environmental impact** of digital infrastructures, encouraging the use of low-emission data centers, the adoption of eco-efficient software, and the development of circular economy models applied to technology.

From a social perspective, digital sustainability also implies the creation of inclusive and accessible environments, ensuring that innovation does not contribute to widening the **digital divide**. Investing in training, digital literacy, and platform accessibility helps democratize access to new technologies and expands opportunities for economic and social participation for an increasing number of people.

At the same time, cybersecurity and data protection are key elements in building a sustainable and resilient digital ecosystem. The integration of advanced cybersecurity protocols and transparency in the use of data are essential aspects to safeguard users and strengthen trust in digital tools, reducing the risk of improper or discriminatory use of technologies.

In an ever-evolving landscape, the real challenge is not only to adopt innovative solutions but to do so with an ethical and sustainable approach that balances technological progress and social responsibility. Digitalization can be a powerful growth driver, but only if managed consciously, integrating sustainability and innovation within a long-term strategic vision.

In this context, JAKALA has once again been a **Silver Sponsor of the Accessibility Days**, the largest event dedicated to digital technology accessibility and inclusivity.

This partnership represents a further step towards technological innovation that is truly inclusive and accessible to all. By supporting this initiative, we contribute to the dissemination of a fairer digital culture, promoting solutions that meet the needs of people with disabilities and encouraging a barrier-free technological ecosystem.

Training and awareness-raising for employees on digital accessibility also represent a key pillar of this strategy.

Through training initiatives and dedicated materials, JAKALA provides the necessary skills to integrate accessibility principles into development processes and the delivery of digital services. In this context, a project has been developed to promote a more sustainable use of technology aligned with ESG standards, with particular attention to the measurement and improvement of its environmental, social, and economic impact.

The project is based on the UNI/PdR 147:2023 practice, which provides structured guidelines for assessing energy consumption, CO₂ emissions, digital accessibility and inclusivity, as well as the effects on user well-being and the responsible governance of technologies. The adoption of this practice allows for the collection of reliable and comparable data, promoting transparency in reporting processes and supporting organizations in implementing continuous improvement strategies.

Thanks to this approach, the project would enable more informed decision-making and help reduce environmental and social impact, contributing to the transition toward a more ethical and sustainable digital model.

6.3 Enhancing Intellectual Property Assets

The enhancement of digital assets and intellectual property is considered a strategic pillar for innovation. JAKALA monitors global trends in patents and innovation to ensure the competitiveness of its solutions and to actively contribute to economic and cultural development. JAKALA places great importance on the protection and enhancement of intellectual property, recognizing it as a strategic element of its business model based on data, artificial intelligence, and experiences.

JAKALA adopts measures to safeguard its digital assets and intellectual property through registration and protection procedures, while also ensuring compliance with the usage rights of its own solutions and technologies. This approach allows JAKALA to maintain the competitiveness of its offerings and to actively contribute to economic and cultural progress.

To ensure effective management of intellectual property, JAKALA has implemented structured processes to identify, protect, and enhance its intangible assets. This strategy enables the company to reduce risks associated with IP management and to maximize the value derived from the use of information and internally developed solutions.

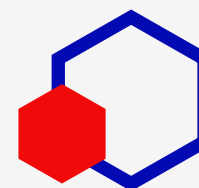
A particular focus is placed on the **protection of the intangible asset portfolio**, which includes software, algorithms, databases, and other digital innovations. These elements are safeguarded through the adoption of **industrial property** strategies that foster a sustainable competitive advantage over time. For this reason, JAKALA closely monitors global trends, following the guidance provided by reports from the World Intellectual Property Organization (WIPO), such as the **World Intellectual Property Indicators 2023** and the **World Intellectual Property Report 2024**, which offer insights into industry developments and best practices for strategically leveraging innovation.

The Group also promotes a collaborative approach to IP protection, integrating the diverse know-how of cross-functional teams and encouraging the exchange of ideas within an open ecosystem. This model enables the development of innovative solutions and ensures that intellectual property is not only protected but also used to drive economic and cultural progress.

Through these strategies, JAKALA ensures that intellectual property is not merely a defensive tool against competition, but a true

growth engine, capable of strengthening its market position and supporting responsible and sustainable innovation.

Employee awareness and training on best practices and risks related to intellectual property represent an additional pillar of this strategy. Proper knowledge in this area also helps prevent reputational risks and enhances the value of the Group's internal assets.



6.4 Reducing Impact Across the Value Chain

JAKALA adopts a supplier selection and qualification strategy aimed at minimizing negative environmental and social impacts. In addition to economic efficiency, supplier evaluation incorporates sustainability criteria, favoring partners that hold recognized environmental and social certifications, including ISO 14001, Amfori BSCI, SMETA-Sedex, Oeko-Tex, Global Recycled Standard, and FSC®.

As of September 2023, JAKALA also became a **member of Amfori BSCI and BEPI**, further strengthening its commitment to ethical and responsible sourcing practices.

Moreover, suppliers undergo an **ESG-based assessment**, which includes **independent audits** to ensure compliance with corporate

standards. This mechanism helps reduce the risk of unethical practices along the supply chain.

ESG performance monitoring is conducted across four key areas: Environment, Labor & Human Rights, Ethics, and Sustainable Procurement.

With regard to environmental issues, parameters such as carbon footprint, natural resource management, energy efficiency, and—where feasible—the use of sustainable materials are analyzed, with the goal of reducing the impact throughout the entire value chain.

In the area of labor and human rights, the company verifies compliance with

international labor standards, health and safety regulations, equal opportunities, and the prohibition of exploitation, contributing to improved social conditions in the regions involved.

On the ethics front, assessments include corporate transparency, anti-corruption practices, and adherence to principles of integrity and social responsibility—elements essential to ensuring a long-term sustainable and responsible approach.

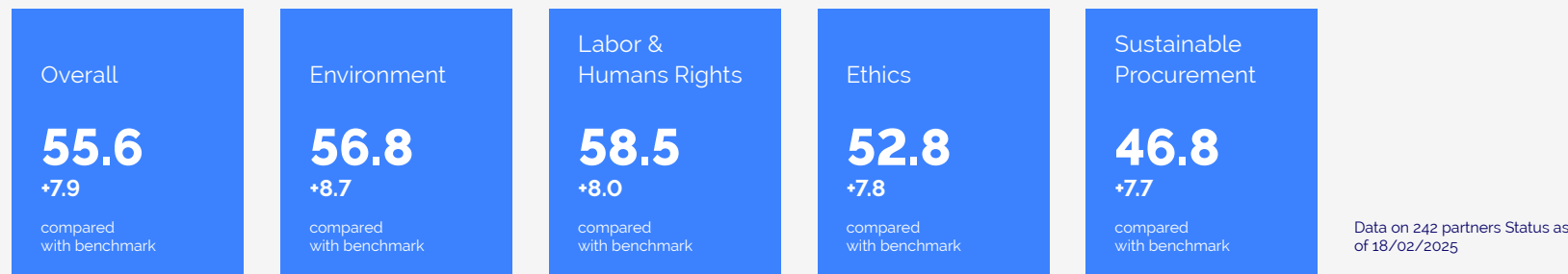
Finally, the sustainable procurement area considers the responsible sourcing of raw materials, supply chain traceability, and adherence to certified standards that ensure environmentally and socially responsible

production processes, thus reducing risks and negative impacts throughout the supply chain.

JAKALA measures the impact of its programs through KPIs such as:

the percentage of suppliers assessed by recognized third parties, the reduction of ESG-related risks, the improvement of suppliers' average evaluations, environmental benefits, such as monitoring Scope 3 emissions related to the supply chain and the use of sustainable materials, social benefits, such as monitoring improvements in working conditions and human rights within the supply chain.

The ultimate goal is to ensure continuous improvement in supplier performance, including through cooperative programs. These efforts allow collaboration to begin even when a supplier is at an early stage of its ESG journey, supporting it in progressively enhancing its results.



In July 2024, JAKALA confirmed its EcoVadis Gold Medal, achieving very positive scores across all areas considered in the assessment (environment, labor and human rights, ethics, and sustainable procurement).

An independent and structured evaluation of sustainability performance enables JAKALA to identify areas for improvement and best practices. In fact, despite the favorable

outcome, the Group believes it must adopt improvement plans and implement targeted actions, particularly in the area of sustainable procurement, in order to further enhance its rating.

The adoption of a system recognized at the international level has allowed the Group to strengthen trust among clients, investors, and

stakeholders. It also grants access to tenders and collaborations with companies that require high ESG standards.

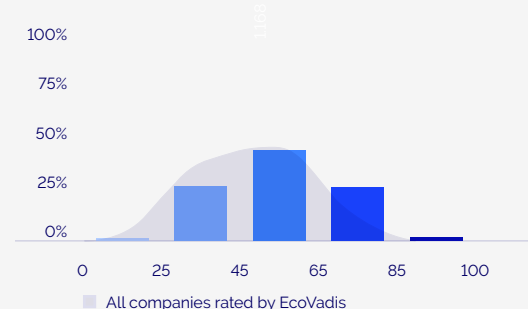
Moreover, it facilitates performance benchmarking against competitors and within the relevant sector and/or market, providing a constantly updated, realistic, and comprehensive overview of the supply chain.

The significance of the EcoVadis assessment is also reflected in the creation of commercial value, as an increasing number of clients have active ESG monitoring and evaluation programs in place for the Group through the EcoVadis platform.

Rated
255

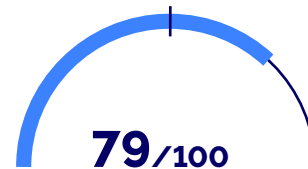
In progress
77

Overall score distribution

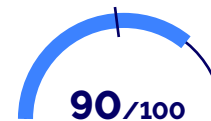


Congratulations, your company has been awarded a gold medal in recognition of sustainability achievement!

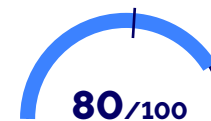
Overall score



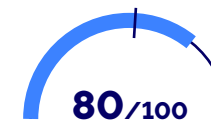
Environment



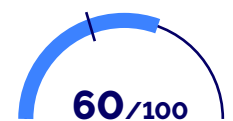
Labor & human rights



Ethics



Sustainable procurement



In 2024, JAKALA demonstrated a strong commitment to the professional growth of its Procurement team by investing in a structured specialist training program. A total of 231 hours of training were delivered, aimed at enhancing the technical and strategic skills of procurement staff, improving supply chain management, and ensuring greater efficiency in sourcing processes.

As shown in the table below, part of this training was delivered through the EcoVadis platform, with training paths that included modules on key topics such as sustainable procurement management and risk analysis in the supply chain.

In 2024, JAKALA expanded its commitment to **capacity building** not only internally but also toward its goods suppliers, with the aim of strengthening the entire supply chain. This approach included training initiatives and the sharing of best practices to enhance the capabilities of business partners, with a specific focus on ESG topics related to the supply chain.

JAKALA does not merely set high standards—it works closely with its suppliers to ensure ongoing compliance with ethical guidelines. Through training programs and continuous improvement initiatives, JAKALA promotes a culture of shared responsibility throughout the value chain, reinforcing trust and transparency in relationships with commercial partners.

In 2024, within the Product Procurement Division, 25% of JAKALA's partners completed at least one course, totalling 226 courses completed through the EcoVadis Academy.

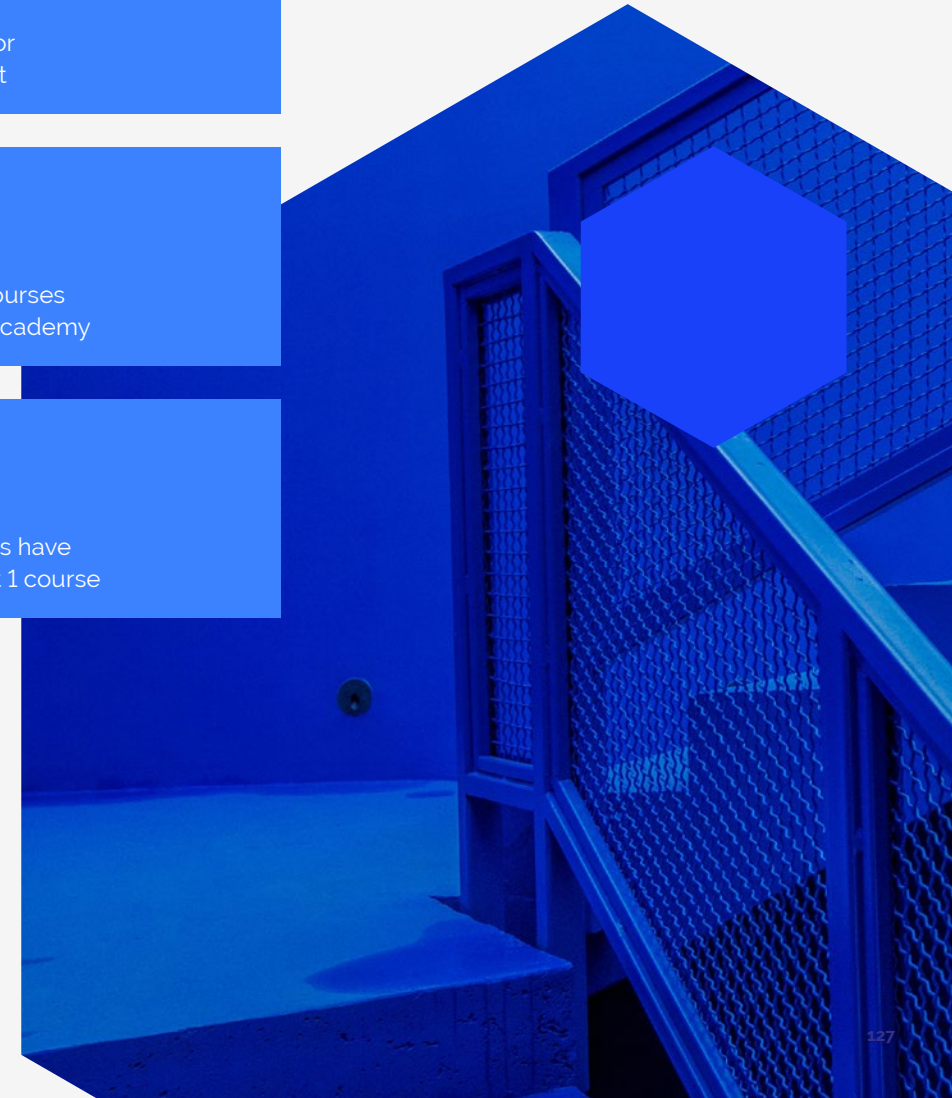
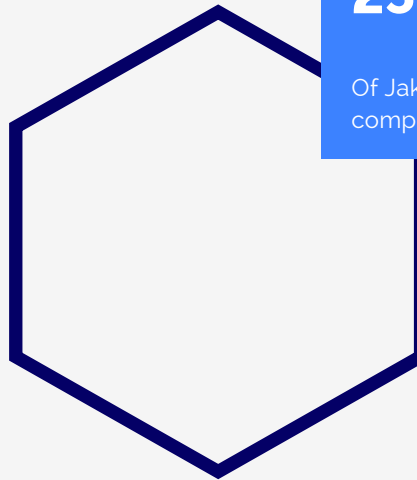
230+

Hours of training for
Team Procurement

226

Total number of courses
completed in EV Academy

25%

Of Jakala's partners have
completed at least 1 course


To strengthen the control and reporting of ESG performance along the value chain, the Company relies on dedicated digital platforms and independent audits, including on-site inspections, ensuring continuous monitoring and the possibility of implementing improvement plans for suppliers.

JAKALA does not stop at the initial supplier selection but maintains ongoing verification activities to ensure compliance with its corporate policies and to raise awareness about sustainability throughout the entire supply chain. The integration of ESG criteria into internal control processes further reinforces its commitment beyond regulatory requirements.

In planning its monitoring activities, JAKALA follows a risk-based approach, with particular attention to the procurement of physical products, which account for approximately 24% of the total economic value distributed to suppliers. Additional due diligence is applied in the case of imported goods into the European Union.

Regarding physical product purchases, over 76% of the relevant suppliers underwent ESG documentary audits via the EcoVadis and Amfori (BEPI) platforms, examining critical aspects such as human rights, working conditions, and environmental sustainability.

The goal is to ensure that each supplier not only meets the required standards but also engages in a path of continuous improvement.

In accordance with internal procedures, a total of 94 on-site audits were initiated—45 based on requirements defined by the parent company, and 49 conducted according to international frameworks managed by third parties, such as BSCI, SMETA, and SA8000—with a particular focus on labor conditions and environmental impacts. These on-site inspections targeted both active and potential suppliers.

Altogether, suppliers accounting for approximately 62% of physical product procurement were audited at their production sites. This extensive effort, coordinated at the Group level by a team specifically trained on these issues, led to the auditing (through documentation, on-site, or both) of suppliers representing about 80% of the total physical product purchases.

The supplier engagement process is complemented by the signing of JAKALA Group's Code of Ethics and Supplier Code of Conduct, the latter signed by 83% of active suppliers.

In addition to specific activities in what is considered the highest-risk area, the Group also monitors supplier risk through the use

of dedicated databases, 360° investigations, media coverage, and more. Each verified supplier profile is assigned a risk coefficient, which may trigger additional actions based on a series of factors (e.g., industry sector, years in business, etc.).

79%

Spend for products covered

47

Countries mapped



255

Suppliers assessed

2.265

Suppliers invited since 2021

In 2024, there were no cases of non-compliance with product safety regulations within the Group that required the activation of the product recall policy.

Similarly, no irregularities emerged with regard to legislative provisions or self-regulatory codes concerning product information and labelling.

With regard to marketing activities and projects developed, there were no instances of misleading advertising or the dissemination of false or misleading content to the market.

The Group continues to consider communication with stakeholders—including customers and consumers—a central pillar of its growth strategy. The commitment is to ensure

commercial practices based on fairness, transparency, responsibility and clarity, with the aim of consolidating business relationships and promoting sustainability.

Again in 2024, no cases of non-compliance with regulations or self-regulatory codes relating to the health and safety of the products and services offered were detected.

6.5 JAKALA's Solutions

JAKALA positions itself as a leader in digital innovation, adopting a sustainable and collaborative model that integrates new technologies, education, and the development of advanced digital ecosystems. This positioning is evident in various initiatives, such as:

Digital Transformation Projects

JAKALA collaborated with the Salone del Mobile to develop an innovative digital ecosystem, creating a virtual platform that delivers modern and alternative visibility solutions, while maintaining and enhancing the high level of engagement in the design sector.

Educational Events on Artificial Intelligence

JAKALA launched the Digital Coffee series, exclusive sessions dedicated to the world of Artificial Intelligence, with the aim of creating a space for dialogue and discussion on AI's transformative potential in modern business contexts.

Digital Analytics and Optimization Solutions

JAKALA provides Digital Analytics services that collect and analyze user behavior across all digital touchpoints, generating new insights and behavioral models to define successful strategies.

Support for Innovative Digital Strategies

JAKALA supported Dils in the digital strategy for the This is my Milano project, a digital give-back initiative aimed at enhancing Milan's neighborhoods. JAKALA oversaw every stage of the project's execution, implementing an integrated approach.

P(H)ED-FARM Project

An initiative funded by the European Scalable Cities call and coordinated by JAKALA Civitas, with the support of the Municipality of Roncade and in partnership with H-FARM. The project's objective was to help the campus become a Positive (Human) Energy District, integrating energy sustainability, digital innovation, and community engagement. The final evening received the patronage of the Italian Association of Urban Planners—ASSURB, while in November 2024 a design thinking workshop was held with over 60 participants. The event brought together representatives from institutions, industry experts, and students, offering an opportunity for dialogue on the topic of the Twin Transition: energy and digital. Among the institutional speakers, Roncade Councillor Roberto Silvestri emphasized the importance of public-private collaboration and digital innovation to promote

sustainable territorial development. Councillor Antonio Bressa from the Municipality of Padua highlighted the city's commitment to achieving climate neutrality by 2030, while Anada Francesconi, director of the Municipality of Treviso, presented the initiatives that led the city to receive the European Green Leaf 2025 award.

Aurora

A chatbot sponsored by Idorsia Pharmaceuticals Ltd aimed at raising awareness about insomnia in Italy. This AI-powered application offers scientifically validated information, alongside empathetic support and practical advice, guiding users toward health-care professionals when necessary.

By leveraging Retrieval-Augmented Generation (RAG) technology—which combines search engine capabilities with conversational AI—Aurora provides natural language answers with source citations.

07 Appendix

- Technical Annexes
- Methodological Note
- GRI Content Index
- Independent Auditor's Report

7.1 Technical Annexes

GRI 2-7 Employees

Boundary: JAKALA Group

Total number of employees by type of employment contract and gender	u.m.	2024			2023			2022		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Number of employees (number of people/FTE) - of which Full Time	n	1,704	1,206	2,911	1,611	1,155	2,766	985	783	1,768
Number of employees (number of people/FTE) - of which Part Time	n	34	77	110	60	63	123	5	31	36
Number of employees (number of people/FTE)	n	1,738	1,283	3,021	1,671	1,218	2,889	990	814	1,804
Number of permanent employees (number of people/FTE) - of which Full Time	n	1,682	1,191	2,873	1,489	1,018	2,507	889	705	1,594
Number of permanent employees (number of people/FTE) - of which Part Time	n	31	73	104	59	60	119	4	29	33
Number of permanent employees (number of people/FTE)	n	1,713	1,264	2,977	1,548	1,078	2,626	893	734	1,627
Number of fixed-term employees (number of people/FTE) - of which Full Time	n	22	15	37	122	137	259	98	76	174
Number of fixed-term employees (number of people/FTE) - of which Part Time	n	3	4	7	1	3	4	1	2	3
Number of fixed-term employees (number of people/FTE)	n	25	19	44	123	140	263	99	78	177
Number of non-guaranteed hourly employees (number of people / FTE)	n	0	0	-	0	0	0	0	0	0

Total number of employees by type of employment contract and geographical area	u.m.	2024			2023			2022		
		Italy	Other	Total	Italy	Other	Total	Italy	Other	Total
Number of employees (number of people/FTE) - of which Full Time	n	1,687	1,224	2,911	1,650	1,116	2,766	1,400	369	1,769
Number of employees (number of people/FTE) - of which Part Time	n	47	63	110	37	86	123	34	1	35
Number of employees (number of people/FTE)	n	1,734	1,287	3,021	1,687	1,202	2,889	1,434	370	1,804
Number of permanent employees (number of people/FTE) - of which Full Time	n	1,678	1,195	2,873	1,394	1,113	2,507	1,226	368	1,594
Number of permanent employees (number of people/FTE) - of which Part Time	n	44	60	104	35	84	119	32	1	33
Number of permanent employees (number of people/FTE)	n	1,722	1,255	2,977	1,429	1,197	2,626	1,258	369	1,627
Number of fixed-term employees (number of people/FTE) - of which Full Time	n	9	28	37	256	3	259	174	2	176
Number of fixed-term employees (number of people/FTE) - of which Part Time	n	3	4	7	2	2	4	2	1	3
Number of fixed-term employees (number of people/FTE)	n	12	32	44	258	5	263	176	3	179
Number of non-guaranteed hourly employees (number of people / FTE)	n	0	0	0	0	0	0	0	0	0
Total number of employees by gender	u.m.	2024			2023			2022		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Staff with temporary work contracts	n	5	3	8	1	4	5	2	7	9
Total payroll staff	n	1,738	1,283	3,021	1,671	1,218	2,889	990	812	1,804
Grand total	n	1,743	1,286	3,029	1,672	1,222	2,894	992	819	1,813

GRI 2-21 Annual Total Compensation Report

Boundary: JAKALA Group

YEAR 2024 – Total annual compensation 2024 for the employee with the highest gross annual salary (RAL): €600,000

Total annual RAL ratio: €600,000 / €49,148.23 = 12.21

YEAR 2024/2023 RATIO Increase rate of highest RAL = €600,000 / €575,000 = 104%

Median total annual RAL for all employees, excluding the individual with the highest RAL: €49,148.23

INCREASE 4% Increase rate of median RAL = €49,148.23 / €48,154 = 102,1%
INCREASE 2.1%

GRI 202-1 – Ratio of the standard entry-level wage by gender compared to the local minimum wage

Boundary: The average gross annual salary (RAL) includes only the Italian companies of the Group, excluding GotU, as the National Collective Labour Agreement (CCNL) levels apply only in Italy. The values of the Minimum Wage Tables refer to the average of JAKALA S.p.A. S.B. offices.

Level	u.m.	GAS average		Minimum Tables	GAS/Minimum Table Ratio.	
		Men	Women		Men	Women
EXECUTIVES	€	132,148.03 €	110,766.28 €	58,660.00 €	2.25	1.89
MANAGERS	€	63,912.92 €	59,970.26 €	40,378.08 €	1.58	1.49
WHITE COLLARS LIV.1	€	44,294.49 €	43,524.75 €	33,803.61 €	1.31	1.29
WHITE COLLARS LIV.2	€	35,729.00 €	35,211.33 €	30,198.33 €	1.18	1.17
WHITE COLLARS LIV.3	€	30,319.45 €	29,858.25 €	26,842.71 €	1.13	1.11
WHITE COLLARS LIV.4	€	26,001.10 €	25,943.21 €	24,174.73 €	1.08	1.07
WHITE COLLARS LIV.5	€	24,627.50 €	23,377.92 €	22,526.34 €	1.09	1.04

GRI 401-1 GRI 401-1 New Hires and Turnover

Boundary: JAKALA Group

New hires and Outgoing employees during the year by age group and gender

	u.m.	2024			2023			2022		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
New hires <30	n	150	116	266	137	140	277	190	135	325
New hires 30-50	n	158	109	267	160	95	255	142	89	231
New hires >50	n	8	4	12	17	4	21	10	3	13
Outgoing employees <30	n	104	67	171	62	44	106	95	46	141
Outgoing employees 30-50	n	189	114	303	98	66	164	82	63	145
Outgoing employees >50	n	22	17	39	12	3	15	4	4	8

New hires and Outgoing employees during the year by gender

	u.m.	2024		2023		2022	
		Men	Women	Men	Women	Men	Women
New hires	n	316	229	314	239	342	227
Outgoing employees	n	315	198	172	113	181	113

Turnover rate by gender

	u.m.	2024		2023		2022	
		Men	Women	Men	Women	Men	Women
New hires	n	316	229	314	239	342	227
Employees as of December 31 (positive turnover)	n	1,738	1,283	1,671	1,218	992	812
Positive turnover rate	%	18.18	17.85	18.79	19.62	34.48	27.96
Outgoing employees	n	315	198	171	114	181	113
Employees as of December 31 (negative turnover)	n	1,738	1,283	1,671	1,218	992	812
Negative turnover rate	%	18.12	15.43	10.23	9.36	18.25	13.92

Turnover rate by age group

	u.m.	2024			2023			2022		
		<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
New hires	n	266	267	12	278	255	20	268	284	17
Employees as of December 31 (positive turnover)	n	817	1,989	215	853	1,835	201	540	1,161	103
Positive turnover rate	%	32.56	13.42	5.58	32.59	13.90	9.95	49.63	24.46	16.50
Outgoing employees	n	171.00	303.00	39.00	106.00	164.00	15.00	105.00	178.00	11.00
Employees as of December 31 (negative turnover)	n	817	1,989	215	853	1,835	201	540	1,161	103
Negative turnover rate	%	20.93	15.23	18.14	12.24	8.94	7.46	19.44	15.33	10.68

GRI 401-2 2 Benefits provided to full-time employees, but not to part-time or fixed-term employees

Boundary: JAKALA S.p.A. S.B.

Benefits provided to full-time employees, but not to part-time or fixed-term employees	2024	2023	2022
Life insurance	No	No	No
Health care	YES	YES	YES
Insurance coverage in case of disability or invalidity	YES	YES	YES
Parental leave	YES	YES	YES
Pension contributions	YES	YES	YES
Shareholding	YES	YES	YES
Other	-	-	-

GRI 401-3 Parental Leave

Boundary: JAKALA Group

Total number of employees who were entitled to parental leave

		2024	2023
Women	n	86.00	83.00
Men	n	53.00	55.00
Grand total		139.00	138.00

Return to work rate of employees who have taken parental leave

	u.m.	2024	2023
Men	%	94.34	100.00
Women	%	90.70	97.59
Total return percentage	%	92.09	98.55

Total number of employees who returned to work during the reporting period, after taking parental leave

		2024	2023
Men	n	50.00	55.00
Women	n	78.00	81.00
Grand total		128.00	136.00

Retention rate of employees who have taken parental leave

	u.m.	2024	2023
Men	%	90.57	100.00
Women	%	93.02	96.39
Grand total	%	92.09	97.83

GRI 403-5 Worker training on occupational health and safety

Boundary: JAKALA S.p.A. S.B.

Worker training on health and safety at work	u.m.	2024	2023	2022
Hours of health and safety training	h	679.0	1,060.8	4,234.82
Total training hours	h	107,930.8	126,091.9	54,036,35.0
Percentage of health and safety training hours out of total	%	0.6%	0.8%	7.8%

GRI 403-8 Workers covered by an occupational health and safety management system

As of December 31, 2024, the certified SSL perimeter includes more than half of the

JAKALA Group employees (54%), a figure calculated on the total number of employees.

GRI 403-9 Workplace Accidents

Boundary: JAKALA S.p.A. S.B.

Injury indicators	u.m.	2024	2023	2022
Number of injuries (excluding commuting injuries)	n	1	0.00	1
Severity Index (Days of Absence due to Injury / Total Hours Worked in the Period) * 1,000,000	gg/h	1.48	0.00	1.51
Frequency Rate (Total Number of Injuries / Total Number of Hours Worked) * 1,000,000	n/h	0.37	0.00	0.50
Average injury duration in days	gg	4.00	0.00	3.00
Unproductivity Index (Hours of Absence due to Injury / Total Hours Worked in the Period) * 1,000,000	h	11.85	0.00	12.09
Injuries x 100 workers (Total Number of Injuries * 100) / (Total Number of Workers)	%	0.06	0.00	0.09

GRI 404-1 Average hours of annual training per female employee compared to male employee

Boundary: JAKALA Group

Average hours of annual training per employee	u.m.	2024			2023			2022		
		Men	Women	Grand total	Men	Women	Grand total	Men	Women	Grand total
Executives	n	1,833.90	704.00	2,537.90	1,588.90	1,228.50	2,817.40	1,151.40	228.90	1,380.30
Managers	n	13,359.00	7,512.00	20,871.00	14,350.80	7,624.70	21,975.50	5,756.45	2,939.80	8,696.25
White collars	n	46,280.90	38,241.00	84,521.90	60,857.80	40,441.20	101,299.00	28,395.00	17,754.63	46,149.63
Grand total		61,473.80	46,457.00	107,930.80	76,797.50	49,294.40	126,091.90	35,302.85	20,923.33	56,226.18

Average hours of annual training per employee	u.m.	2024		2023		2022	
		Men	Women	Men	Women	Men	Women
Executives	n	13.19	101.0	11.03	23.18	17.19	12.72
Managers	n	32.19	225.5	33.07	29.33	28.50	24.91
White collars	n	39.09	152.6	55.68	33.20	38.95	26.38

GRI 405-1 Diversity in Governance Bodies and Employees

Boundary: JAKALA Group

Number of employees by category and gender	u.m.	2024			2023			2022		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Executives	n	139	46	185	144	53	197	67	16	83
Managers	n	415	248	663	434	260	694	223	135	358
White collars	n	1,184	989	2,173	1,093	905	1,998	700	663	1,363
Grand total	n	1,738	1,283	3,021	1,671	1,218	2,889	990	814	1,804

Percentage of employees by category and gender	u.m.	2024		2023		2022	
		Men	Women	Men	Women	Men	Women
Executives	%	8.00	3.59	8.62	4.35	6.77	1.97
Managers	%	23.88	19.33	25.97	21.35	22.53	16.58
White collars	%	68.12	77.08	65.41	74.30	70.71	81.45

Executives by age group and gender	u.m.	2024			2023		
		Men	Women	Grand total	Men	Women	Grand total
Age over 50 years	n	42.00	16.00	58.00	37.00	15.00	52.00
Age between 30 and 50 years old	n	94.00	30.00	124.00	104.00	38.00	142.00
Age under 30	n	3.00	0.00	3.00	3.00	0.00	3.00
Grand total	n	139.00	46.00	185.00	144.00	53.00	197.00

Percentage of executives by age group and gender	u.m.	2024			2023		
		Men	Women	Grand total	Men	Women	Grand total
Age over 50 years	%	30.22	34.78	31.35	25.69	28.30	26.40
Age between 30 and 50 years old	%	67.63	65.22	67.03	72.22	71.70	72.08
Age under 30	%	2.16	0.00	1.62	2.08	0.00	1.52

Managers by Age Group and Gender	u.m.	2024			2023		
		Men	Women	Grand total	Men	Women	Grand total
Age over 50 years	n	45	18	63	35	22	57
Age between 30 and 50 years old	n	348	225	573	367	220	587
Age under 30	n	22	5	27	32	18	50
Grand total	n	415	248	663	434	260	694

Percentage of managers by Age Group and Gender	u.m.	2024			2023		
		Men	Women	Grand total	Men	Women	Grand total
Age over 50 years	%	10.84	7.26	9.50	8.06	8.46	8.21
Age between 30 and 50 years old	%	83.86	90.72	86.43	84.56	84.62	84.58
Age under 30	%	5.30	2.02	4.07	7.37	6.92	7.20

White collars by age group and gender	u.m.	2024			2023		
		Men	Women	Grand total	Men	Women	Grand total
Age over 50 years	n	52	49	101	48	46	94
Age between 30 and 50 years old	n	721	564	1,285	610	485	1,095
Age under 30	n	411	376	787	435	374	809
Grand total	n	1,184	989	2,173	1,093	905	1,998

Percentage of white collars by age group and gender	u.m.	2024			2023		
		Men	Women	Grand total	Men	Women	Grand total
Age over 50 years	%	4.39	4.95	4.65	4.39	5.08	4.70
Age between 30 and 50 years old	%	60.90	57.03	59.13	55.81	53.59	54.80
Age under 30	%	34.71	38.02	36.22	39.80	41.33	40.49

GRI 418 – 1 Substantiated complaints regarding breaches of customer privacy and losses of customer data

Boundary: JAKALA Group

	u.m.	2024	2023	2022
Requests received from the Privacy Guarantor (number of cases/complaints reported)	n	0.00	0.00	0.00
Responses to requests to exercise customer privacy rights addressed to the Group's Customer Care	n	444.00	539.00	436.00
- of which responses to requests to exercise privacy rights addressed by Group customers directly to the Data Protection Officer	n	0.00	0.00	14.00
Total number of customer data leaks, thefts, or losses detected	n	100	0.00	0.00

GRI 305-1 Direct GHG Emissions (Scope 1)

Boundary: JAKALA Group

Direct GHG emissions (Scope 1)	u.m.	2024	2023	2022
Emissions from generator sets	tCO ₂ eq	0	0	0
CO ₂ emissions from automotive fuels - unleaded petrol	tCO ₂ eq	205.46	122.73	53.56
CO ₂ emissions from automotive fuels - ethanol	tCO ₂ eq	0.02	0	0
CO ₂ emissions from automotive - diesel	tCO ₂ eq	510.31	357.43	271.48
CO ₂ Emissions from Automotive - Electric Vehicles	tCO ₂ eq	26.03	4	0.95
CO ₂ emissions from heating oil	tCO ₂ eq	0	0	49.28
CO ₂ emissions from LPG for heating	tCO ₂ eq	9.36	8.34	21.09
CO ₂ emissions from methane for heating	tCO ₂ eq	75.40	65.02	89.12
CO ₂ emissions from trigeneration	tCO ₂ eq	0	0	0
Direct GHG emissions (Scope 1)	tCO ₂ eq	826.58	557.51	485.48
Total CO ₂ emissions from automotive	tCO ₂ eq	741.82	484.15	325.99
Total CO ₂ emissions from heating	tCO ₂ eq	84.76	73.35	159.49

CO ₂ emissions of biogenic origin	u.m.	2024	2023	2022
CO ₂ emissions of biogenic origin	tCO ₂ eq	3	2.2	1.84

GRI 305-5 Reduction of GHG emissions

Reduction and offsetting of GHG emissions	u.m.	2024	2023
CO ₂ offset in tons of CO ₂ equivalent	tCO ₂ eq	1,100	1,192.60
Reduction of CO ₂ emissions in tonnes of CO ₂ equivalent Scope 1	tCO ₂ eq	-269.80	-72.48
Reduction of CO ₂ emissions in tonnes of CO ₂ equivalent Scope 2	tCO ₂ eq	-60.38	15.49
Reduction of CO ₂ emissions in tonnes of CO ₂ equivalent Scope 3	tCO ₂ eq	11,621.00	15,390.00

7.2 Methodological Note

This methodological note aims to provide a comprehensive overview of the process behind the drafting of JAKALA's Sustainability Report.

The Sustainability Report of the JAKALA Group, now in its fifth edition, was approved by the Parent Company's Board of Directors on April 17, 2025. It has been prepared "in accordance" with the Global Reporting Initiative (GRI) reporting standards, with the objective of disclosing the activities carried out during the 2024 fiscal year. The 2030 Agenda for Sustainable Development, with its 17 Sustainable Development Goals (SDGs), has inspired and guided the Group's work. The relevant SDGs are indicated in the corresponding chapters of the document. Compliance with the GRI standards remains voluntary.

The reporting boundary includes all companies belonging to the Group. However, for certain aspects—as detailed within the document—it does not include data related to foreign operational units deemed non-material in terms of impact, based on their share of turnover, workforce size, and the nature of their activities (mainly commercial or internal

support). Companies are included within the reporting and disclosure boundary starting from the date JAKALA acquires control.

For terminological clarity, in this document:

- "Parent Company" and/or "Company" refers to JAKALA S.p.A. S.B., headquartered in Milan (Italy), with main operational units in Nichelino (TO), Montecassiano (MC), Rome, Roncade (TV), and Rende (CS);
- "JAKALA Group" (the "Group" and/or "JAKALA") refers to JAKALA S.p.A. S.B. and all companies directly or indirectly controlled by it, fully consolidated as of December 31, 2024, as per the consolidated financial statements.

Any exclusions or limitations to this boundary are highlighted in the Report. Moreover, the reasons for any omissions are specified in the GRI Content Index. The reporting period covers January 1 to December 31, 2024.

Within the European regulatory framework, the Corporate Sustainability Reporting Directive (CSRD) represents a substantial evolution in sustainability reporting,

introducing stricter requirements regarding transparency, verifiability, and comparability of ESG information. The Directive is based on the principle of double materiality, which requires companies to analyze both the impact of their activities on the environment and society (inside-out), and the effects that ESG factors may have on business performance and value creation (outside-in).

The identification of material topics covered in the report – carried out according to the impact materiality criteria set out in GRI 3—Material Topics 2021—was conducted through a process that also followed the principle of "double materiality", in order to identify issues that are relevant both in terms of impact and in relation to risks and opportunities for medium- to long-term value creation.

For further details, refer to Chapter 2 of this Report.

To support the implementation of the CSRD, the European Financial Reporting Advisory Group (EFRAG) has developed the European Sustainability Reporting Standards (ESRS), which provide detailed guidelines for structured, consistent, and transparent reporting.

Aware of the strategic value of this regulatory evolution and in response to the growing expectations of stakeholders, the JAKALA Group has initiated a path of progressive alignment with the requirements of the CSRD and the ESRS standards. Although the formal reporting obligation will apply to the Group starting in 2026 for the 2025 fiscal year, in accordance with the current Italian regulatory framework, preparatory activities have already been launched, including those related to the phase-in of certain disclosures.

During the drafting of this Report, the European Commission introduced the so-called "Omnibus Package", aimed at simplifying the reporting obligations for European companies and reducing administrative burdens. The final implementation of these measures remains subject to legislative processes and national transpositions, which could modify the current framework. Furthermore, for the same reason, the Group's formal reporting obligation could be postponed by two years from the initial deadline (fiscal year 2025), meaning it could apply in 2028 for the 2027 fiscal year.

The JAKALA Group will closely monitor regulatory and legislative developments, maintaining its commitment to applying the standards outlined by the CSRD and confirming the path already undertaken, also in consideration of the expectations expressed by its stakeholders. JAKALA continues to invest in improving its reporting and engagement processes, in order to adopt sustainable strategies, minimize risks, and maximize opportunities, thereby strengthening transparency and accountability toward its stakeholders.

The drafting of this Report was coordinated by the Global Sustainability & Corporate Affairs function, in collaboration with the company departments involved in the relevant thematic areas. Information was collected through a dedicated digital platform, which ensures data traceability and verification. When possible, data are presented in a comparative format with previous fiscal years. Any methodological changes compared to previous Reports are driven by improvements in the reporting processes. The use of estimates has been minimized; when included, they are based on well-established methodologies and clearly indicated.

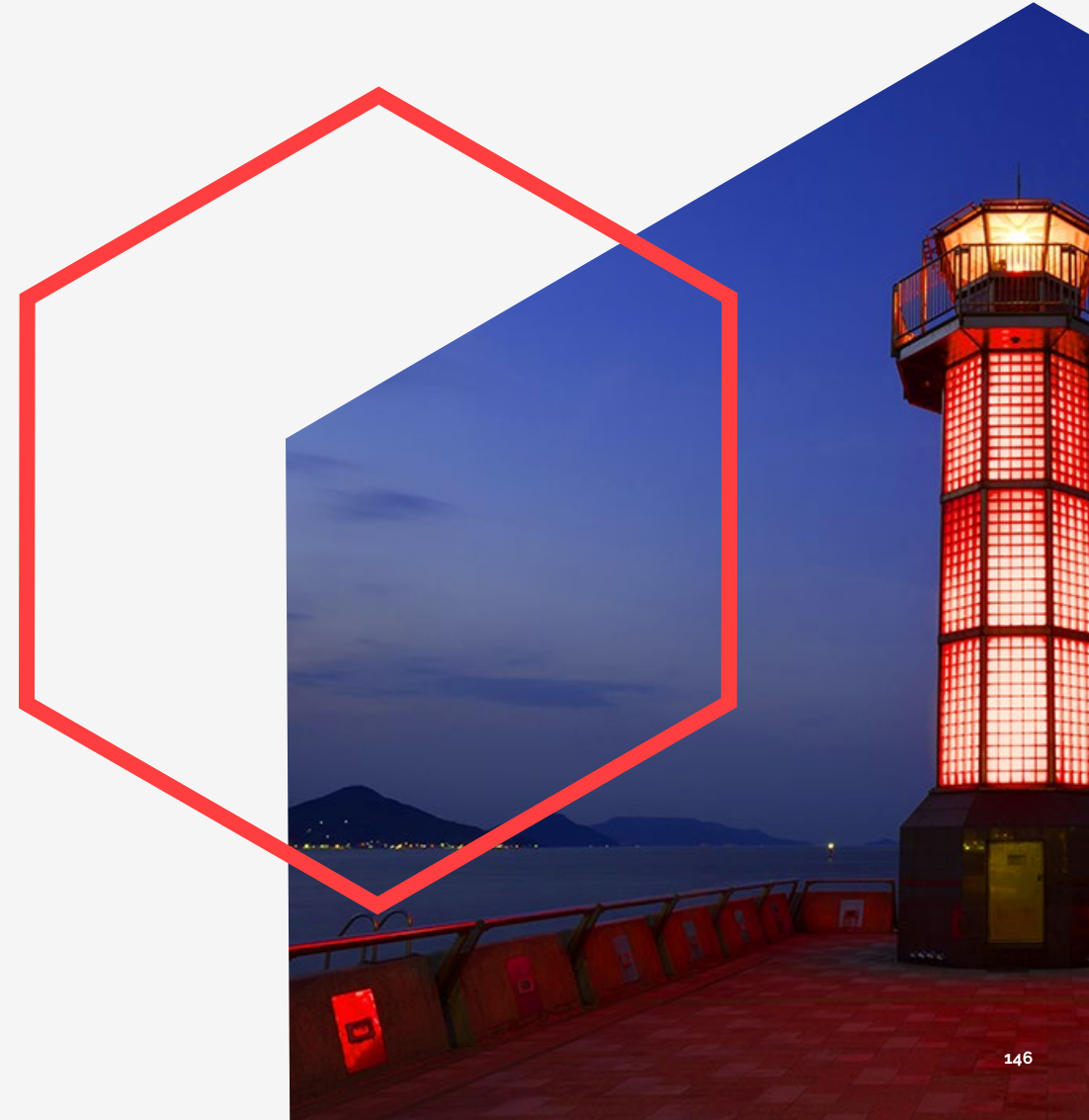
The Report has undergone external verification with a limited assurance engagement by KPMG S.p.A., in accordance with the principles and guidelines set out in ISAE 3000 (International Standard on

Assurance Engagements 3000 – Revised) of the International Auditing and Assurance Standards Board (IAASB). This assurance does not extend to information on financial materiality, which is set out in Chapter "2.4 Materiality Analysis". The Independent Auditor's Report is included in the final section of this document.

As of the approval date, the Report is made available on JAKALA's website to ensure maximum transparency toward all stakeholders.

For further information or to provide feedback, please write to: sustainability@jakala.com.

JAKALA Group



7.3 GRI Content Index

GRI Standard	Disclosure	Page	Notes/Omissions
2-1	Organizational details	Pages 8, 9,10	
2-2	Entities included in the sustainability report	Page 10	
2-3	Reporting period	Pages 145, 146	
2-4	Restatement of information	Pages 6, 139	
2-5	External assurance	Pages 152, 153	
2-6	Activities	Pages 13, 14, 125, 126, 127	
2-7	Employees	Pages 75, 95, 132, 134	Boundary: JAKALA Group.
2-8	Non-employee workers	Page 133	Boundary: JAKALA Group.
2-9	Structure and composition of the governance body	Pages 50, 51	
2-10	Nomination and selection of the highest governance body	Pages 50, 51	
2-11	Chair of the highest governance body	Page 50	
2-12	Role of the highest governance body in overseeing the management of impacts	Pages 50, 51	
2-13	Delegation of responsibility for managing impacts	Page 52	
2-14	Role of the highest governance body in sustainability reporting	Page 52	
2-15	Conflicts of interest	Pages 31, 33	
2-16	Communication of critical concerns	Pages 71, 129	
2-17	Collective knowledge of the highest governance body	Page 7 Qrcode, 9, 51	
2-18	Evaluation of the performance of the highest governance body	Page 50	Not Applicable: the Company is not subject to any evaluation requirement.
2-19	Remuneration policies	Pages 50, 51, 52	
2-20	Process for determining remuneration	Page 82	
2-21	Annual total compensation ratio	Page 134	Boundary: JAKALA Group.

GRI Standard	Disclosure	Page	Notes/Omissions
2-22	Statement on sustainable development strategy	Pages 51, 73	
2-23	Corporate policies	Page 51	
2-24	Implementation of corporate policies	Page 51	
2-25	Processes to remediate negative impacts	Pages 43, 68, 69, 70	
2-26	Mechanisms for seeking advice and raising concerns	Pages 43, 68, 69, 70	
2-27	Compliance with laws and regulations	Pages 71, 129	
2-28	Membership associations	Pages 64, 65, 66	
2-29	Approach to stakeholder engagement	Pages 37, 38, 39	
2-30	Collective bargaining agreements	Page 82	
3-1	Process to determine material topics	From page 31 to page 36	
3-2	List of material topics	From page 31 to page 36	
3-3	Management of material topics	From page 31 to page 36, 44, 50, 55	
201-1	Direct economic value generated and distributed	Pages 11, 12, 13, 14	
201-2	Financial implications and other risks and opportunities due to climate change	Pages 104, 105, 106, 107	
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Page 135	Boundary: the average gross annual salary (RAL) data includes only the Italian companies of the Group, excluding GotU, since the national collective labor agreements (CCNL) apply only in Italy, while the minimum wage values represent the average of the JAKALA S.p.A. S.B. offices.
204-1	Proportion of spending on local suppliers	Pages 13, 14, 129	
205-1	Operations assessed for risks related to corruption	Page 71	
205-2	Communication and training about anti-corruption policies and procedures	Pages 47, 70	
205-3	Confirmed incidents of corruption and actions taken	Page 71	
206-1	Legal actions for anti-competitive behavior	Pages 68, 69, 70, 71	
207-1	Approach to tax	Pages 41, 42	
207-2	Tax governance	From Page 41 to page 43	

GRI Standard	Disclosure	Page	Notes/Omissions
302-1	Energy consumption within the organization	From Page 109 to page 111	Boundary: JAKALA Group.
302-3	Energy intensity	Page 109	Boundary: JAKALA Group.
302-4	Reduction of energy consumption	Pages 108, 112	Boundary: JAKALA Group.
303-1	Interaction with water as a shared resource	Pages 118, 119	
303-2	Management of water discharge-related impacts	Pages 118, 119	
303-5	Water consumption	Pages 118, 119	
305-1	Direct GHG emissions (Scope 1)	Pages 112, 115, 144	Boundary: JAKALA Group.
305-2	Indirect GHG emissions (Scope 2)	Pages 113	Boundary: JAKALA Group.
305-4	GHG emissions intensity	Pages 112	Boundary: JAKALA Group.
305-5	Reduction of GHG emissions	Pages 108, 112, 117, 144	Boundary: JAKALA Group.
306-1	Waste generation and significant waste-related impacts	Pages 118	Reported for the Nichelino (TO) and Montecassiano (MC) offices.
306-2	Management of significant waste-related impacts	Pages 118	Reported for the Nichelino (TO) and Montecassiano (MC) offices.
306-3	Waste generated	Pages 118	
306-4	Waste diverted from disposal	Pages 118	Data not reported as it is not available.
306-5	Waste directed to disposal	Pages 118	Data not reported as it is not available.
308-1	New suppliers screened using environmental criteria	From Page 125 to page 129	
308-2	Negative environmental impacts in the supply chain and actions taken	From Page 125 to page 129	
401-1	New employee hires and employee turnover	Pages 75, 135, 136	Boundary: JAKALA Group.
401-2	Benefits provided to full-time employees but not to part-time or temporary employees	From Page 84 a 87, 137	
401-3	Parental leave	Page 85	Boundary: JAKALA S.p.A. S.B.
403-1	Occupational health and safety management system	Pages 100, 101	
403-2	Hazard identification	Pages 100, 101	
403-3	Occupational health services	Pages 97, 100, 101	
403-4	Worker participation	Pages 100, 101	

GRI Standard	Disclosure	Page	Notes/Omissions
403-5	Worker training on OSH	Page 81	
403-6	Promotion of worker health	Pages 82, 83	
403-7	Prevention and mitigation of OSH impacts in business relationships	Pages 84, 100, 101	
403-8	Workers covered by an OSH management system	Page 139	
403-9	Work-related injuries	Page 139	Boundary: JAKALA S.p.A. S.B. Using this new methodology, the values for previous years have been recalculated. Severity Index Formula: $SI = (\text{Days of Absence due to Injury} / \text{Total Hours Worked in the period}) * 1,000,000$ Frequency Rate Formula: $FR = (\text{Total Number of Accidents} / \text{Total Number of Hours Worked}) * 1,000,000$ Unproductivity Index Formula: $UI = (\text{Hours of Absence due to Accident} / \text{Total Hours Worked in the period}) * 1,000,000$ Accidents x 100 workers = $(\text{Total Number of Accidents} * 100) / (\text{Total Number of Workers})$ https://sistemigestione.com/calcolatore-online-indici-infortuni.html
403-10	Work-related ill health	Pages 100, 101	
404-1	Average hours of training per employee	Page 140	Boundary: JAKALA Group.
404-2	Programs for upgrading employee skills and transition assistance programs	Pages 79, 80	Boundary: JAKALA Group.
404-3	Percentage of employees receiving regular performance and career development reviews	Page 83	Boundary: JAKALA Group, companies that became part of the Group before July 2024. Interns excluded
405-1	Diversity of governance bodies and employees	Pages 93, 141, 142, 143	Boundary: JAKALA Group.
405-2	Ratio of basic salary and remuneration of women to men	Page 94	
406-1	Incidents of discrimination and corrective actions taken	Page 71	
413-1	Operations with local community engagement	From Pages 64 to Pages 67	
413-2	Operations with significant actual and potential negative impacts on local communities	From Pages 64 to Pages 67	
414-1	New suppliers screened using social criteria	From Pages 125 to Pages 129	
416-1	Assessment of the health and safety impacts of product and service categories	Page 129	
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Page 129	
417-1	Requirements for product and service information and labeling	Page 129	

GRI Standard	Disclosure	Page	Notes/Omissions
417-2	Incidents of non-compliance concerning product and service information and labeling	Page 129	
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Pages 49, 143	

7.4 Independent Auditor's Report



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(This independent auditors' report has been translated into English solely for the convenience of international readers. Accordingly, only the original Italian version is authoritative.)

Independent auditors' report on the sustainability report

To the board of directors of Jakala S.p.A. Società Benefit

We have been engaged to perform a limited assurance engagement on the 2024 Sustainability report (the "sustainability report") of the Jakala Group (the "group").

Directors' responsibility for the sustainability report

The directors of Jakala S.p.A. Società Benefit (the "parent") are responsible for the preparation of a sustainability report in accordance with the "Global Reporting Initiative Sustainability Reporting Standards" issued by GRI - Global Reporting Initiative (the "GRI Standards").

The directors are also responsible for such internal control as they determine is necessary to enable the preparation of a sustainability report that is free from material misstatement, whether due to fraud or error.

They are also responsible for defining the group's objectives regarding its sustainability performance and the identification of the stakeholders and the significant aspects to report.

Auditors' independence and quality management

We are independent in compliance with the independence and all other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (the IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Our company applies International Standard on Quality Management 1 (ISQM Italia 1) and, accordingly, is required to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

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Jakala S.p.A. Società Benefit
Independent auditors' report
31 December 2024

Auditors' responsibility

Our responsibility is to express a conclusion, based on the procedures performed, about the compliance of the sustainability report with the requirements of the GRI Standards. We carried out our work in accordance with the "International Standard on Assurance Engagements 3000 (revised) - Assurance Engagements other than Audits or Reviews of Historical Financial Information" ("ISAE 3000 revised"), issued by the International Auditing and Assurance Standards Board (IAASB) applicable to limited assurance engagements. This standard requires that we plan and perform the engagement to obtain limited assurance about whether the sustainability report is free from material misstatement.

A limited assurance engagement is less in scope than a reasonable assurance engagement carried out in accordance with ISAE 3000 revised, and consequently does not enable us to obtain assurance that we would become aware of all significant matters and events that might be identified in a reasonable assurance engagement.

The procedures we performed on the sustainability report are based on our professional judgement and include inquiries, primarily of the parent's personnel responsible for the preparation of the information presented in the sustainability report, documental analyses, recalculations and other evidence gathering procedures, as appropriate.

Specifically, we performed the following procedures:

- 1 analysing the reporting of material aspects process, specifically how the reference environment is analysed and understood, how the actual and potential impacts are identified, assessed and prioritised and how the process outcome is validated internally;
- 2 comparing the financial disclosures presented in section "1.3 Creating value for stakeholder" of the sustainability report with those included in the group's consolidated financial statements;
- 3 understanding the processes underlying the generation, recording and management of the significant qualitative and quantitative information disclosed in the sustainability report.

Specifically, we held interviews and discussions with the parent's management personnel. We also performed selected procedures on documentation to gather information on the processes and procedures used to gather, combine, process and transmit non-financial data and information to the office that prepares the sustainability report.

Furthermore, with respect to significant information, considering the group's business and characteristics:

- at parent and subsidiaries level:
 - a) we held interviews and obtained supporting documentation to check the qualitative information presented in the sustainability report;
 - b) we carried out analytical and limited procedures to check, on a sample basis, the correct aggregation of data in the quantitative information;
- we visited including remotely, Jakala S.p.A. Società Benefit (Nichelino site), which we have selected on the basis of its business, contribution to the key performance indicators at consolidated level and location, to meet its management and obtain documentary evidence, on a sample basis, supporting the correct application of the procedures and methods used to calculate the indicators.



Jakala S.p.A. Società Benefit
Independent auditors' report
31 December 2024

Conclusion

Based on the procedures performed, nothing has come to our attention that causes us to believe that the 2024 Sustainability report of the Jakala Group has not been prepared, in all material respects, in accordance with the requirements of the GRI Standards.

Turin, 30 July 2025

KPMG S.p.A.

(signed on the original)

Riccardo Donadeo
Director of Audit



This report was designed by **Bysted**, a JAKALA company