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DEDEM S.p.A.

Registered office in ARICCIA (RM) - VIA CANCELLIERA 59

Share capital Euro 32,000,000 fully paid-up

Registration number in the Companies Register in Rome and tax code 00491530580

REA No. 00266475 of RM

Management Report on the consolidated and annual financial statements at 31/12/2025

Shareholders,

We hereby read the consolidated management report which, pursuant to Article 40, paragraph 2-bis, of Italian Legislative Decree no. 127/1991 and Article 2428 of the Italian Civil Code, accompanies the consolidated and annual financial statements at 31/12/2025 submitted for your review.

Corporate and control bodies

▪ Board of Directors

The *Company's* Board of Directors, appointed by the Shareholders' Meeting held on 27 June 2024 and in office until the date of approval of the financial statements at 31 December 2026, is composed of:

- *Alberto RIZZI*, Executive Chairman with operational powers and legal representation;
- *Paolo MONTE*, Executive Vice Chairman with operational powers and legal representation;
- *Antonia COPPOLA*, Independent Director;
- *Giovanni BIZZARRI*, Director;
- *Maria Rosa BETEGON NAVARRO*, Director.

▪ Board of Statutory Auditors

The *Company's* Board of Statutory Auditors, appointed by the Shareholders' Meeting held on 27 June 2024 and in office until the date of approval of the financial statements at 31 December 2026, is composed of:

- *Stefania FREGONESE*, Chair of the Board of Statutory Auditors;
- *Dorina CASADEI*, Statutory Auditor;
- *Francesco FOLLINA*, Statutory Auditor;
- *Carla MESCHINI*, Alternate Auditor;

➤ Alberto CHIOMINTO, Alternate Auditor.

▪ Independent Auditors

The auditing company in charge of the statutory audit of the Company's accounts is PricewaterhouseCoopers S.p.A., which was appointed pursuant to Article 14 of Legislative Decree No. 39/2010 and Articles 2409-bis et seq. of the Civil Code for the financial years ended 31 December 2024, 2025 and 2026, by the Shareholders' Meeting held on 27 June 2024.

On 5 June 2025, the Shareholders' Meeting extended the appointment of PricewaterhouseCoopers S.p.A. for the limited audit of the interim consolidated financial statements at 30 June for the financial years 2025 and 2026 and, therefore, until the date of the Shareholders' Meeting called to approve the financial statements at 31 December 2026.

General economic background

1. The Global Framework

During the first nine months of 2025, the international economy showed a greater capacity for adaptation than initially forecast, although it was part of a global framework characterised by marked contrasts in growth dynamics among the main economic powers. According to the most recent analyses published by the European Commission, the world's Gross Domestic Product is preparing to experience a phase of moderate deceleration, with an estimated growth of around 3.1% for the two-year period 2025–2026. This figure, while marking a slight decline compared to the 3.3% recorded in 2024, reflects a normalisation of the economic cycle that involves both advanced economies and emerging markets in a transversal way, albeit with different intensities.

In the United States, the first half of the year was marked by marked volatility in import flows, a symptom of a readjustment of global supply chains. Despite a decline in consumer confidence indices, the US economy continued to draw on private consumption, which remains the main pillar of national growth. This resilience is supported by a steady increase in disposable income and a wealth effect generated by the positive performance of the financial markets. Private investment in the technology sector has played a decisive role; in particular, artificial intelligence has ceased to be a speculative sector and has become a real driver of productivity and capital formation.

However, the North American landscape is not without its problems. The growth projection for 2025, set at 1.8% compared to 2.8% the previous year, is affected by significant exogenous and structural factors. The institutional instability linked to the autumn government shutdown has generated a temporary slowdown in administrative activities and public procurement, while the labour market is showing the first signs of a physiological cooling, with a moderation in wage dynamics that could further compress consumption in the short term. For 2026, stabilisation is expected at around 1.9%, in a context where immigration restrictions and the tightening of customs tariffs will act as a counterweight to a potentially more accommodating fiscal policy and a structural reduction in the trade deficit.

2. Asia

China's economy is set to end 2025 with an estimated expansion of 4.8%, a result that reflects Beijing's attempt to keep pace with the official 5% target. This performance is the result of a delicate

balance between the extraordinary competitiveness of the foreign sector and a domestic demand that is struggling to regain momentum. The export sector acted as the main buffer against the domestic crisis: the trade surplus exceeded the historic threshold of Dollars 1,000 billion in the first eleven months of the year, well exceeding the averages of the previous five years.

This export drive is attributable to an increasingly marked specialisation in high-tech sectors, with particular reference to semiconductors and hardware components for artificial intelligence. At the same time, Chinese companies have adopted "front-loading" strategies, accelerating shipments to the US market to anticipate possible tightening of tariff barriers. However, on the domestic front, the situation remains complex. The housing market crisis continues to exert negative pressure on household wealth, while the traditional manufacturing sector is showing signs of contraction. Forecasts for 2026 assume growth of 4.6%, subject to the government's ability to boost consumer confidence and manage the gradual deterioration in employment indicators.

3. The Eurozone and the Policies of the European Central Bank

In the third quarter of 2025, the Eurozone recorded a growth in Gross Domestic Product of 0.3%, showing a recovery rate of more than 0.1% in the previous quarter. Although the aggregate figure is encouraging, the European landscape remains deeply fragmented. While Spain remains the engine of continental growth thanks to robust domestic demand, the economies of France, Germany and Italy show marginal variations, reflecting a phase of substantial industrial stagnation. Household spending in the Eurozone remains restrained by a cautious attitude: even with rising incomes, geopolitical uncertainty is pushing citizens towards an increase in the savings rate.

In this context, the European Central Bank maintained a wait-and-see monetary stance in its year-end sessions. The deposit rate remained unchanged at 2.00%, consolidating the easing path that began in 2024. The decision to maintain the status quo stems from the need to verify the resilience of the 2% inflation target in the medium term, in a context where energy price volatility and international trade tensions still pose a risk to price stability. By 2026, wage developments are expected to stabilise, fostering modest but steady employment growth.

4. The Italian economy

The Italian economy has shown significant resilience, closing the third quarter of 2025 with economic growth of 0.1% and an annual figure of 0.5%.

In terms of supply, there is a bifurcation between the tertiary sector and industry. The service sector, driven by tourism and consultancy related to the digital transition, remains the main driver of GDP. Conversely, the manufacturing and construction sectors are affected by the exhaustion of tax incentives and the difficulties of the automotive sector at European level. The outlook for 2026, however, appears to be cautiously optimistic, with an estimated growth of 0.8%. This acceleration will be supported by the recovery in domestic consumption, favoured by controlled inflation and the ability of Italian companies to maintain market shares in high value-added exports.

5. Energy Market and Geopolitical Variables

The energy commodities market experienced a phase of extreme instability between the end of 2025 and the beginning of 2026. After a phase of falling prices, crude oil prices rose to Dollars 65 per barrel due to tensions in Iran and the effects of international sanctions. However, forecasts by the International Energy Agency (IEA) suggest that 2026 will be a year characterised by an excess of

global supply, thanks to the increase in production by OPEC countries. A factor of uncertainty remains the potential unblocking of Venezuelan production, which could alter price balances, although the political situation in the South American country continues to represent an unknown for international investors.

6. Innovation in Commerce: The Lifestyle Centre Model

During 2025, the retail sector completed a transition by shifting the focus from product to experience. Shopping centres have evolved into "experiential hubs", adopting Retail Entertainment strategies to counter e-commerce competition. The integration of indoor mini-golf courses, immersive playgrounds and laser tag areas is no longer a mere accessory proposal, but a fundamental anchoring strategy. The conversion of large sales areas into areas dedicated to entertainment generates an increase in visitor time between 30% and 50% with a direct impact on the profitability of neighbouring businesses (e.g. catering).

7. Digitalisation of Services and Electronic Identity

A fundamental chapter in the economic evolution of 2025 concerns the technological metamorphosis of essential services to the citizen. The automatic booth sector, historically linked to paper photography, has experienced a renaissance thanks to the digitisation of the Public Administration. These devices have been transformed into digital terminals capable of interfacing with ministerial portals for the issuance of electronic identity documents, ensuring compliance with ICAO international standards.

The main driver of this success lies in the approaching deadline of 3 August 2026, after which paper identity cards will no longer be valid for expatriation. This regulatory obligation is triggering a demand for early renewals, positioning digital booth networks as a critical infrastructure for citizens. In addition, the integration of these stations into Retail Media strategies has made it possible to diversify revenues through dynamic advertising, creating an integrated ecosystem of citizen services, technological innovation and advertising communication.

8. Conclusions and future directions

In conclusion, the 2025 financial year highlighted the ability of the Italian economic system to navigate turbulent waters, leveraging technological innovation and the transformation of traditional business models. The success of Retail Entertainment and the digital evolution of ID photo services show that future profitability lies in the ability to offer added value through experience and bureaucratic simplification. For 2026, the completion of NRRP-related projects is expected to continue to support investment, while the gradual decline in inflation should consolidate consumer confidence.

Businesses and institutional stakeholders are called upon to maintain a prudent but proactive approach, ready to seize the opportunities arising from the digital transition and new European sustainability regulations. Rigorous safety management and constant investment in immersive and automation technologies will be the pillars on which to build lasting growth. Careful monitoring of global geopolitical tensions and the evolution of customs tariffs will remain essential to protect production chains and ensure the long-term competitiveness of the country's system.

Extraordinary transactions carried out during the year

The extraordinary transactions that affected the Group during 2025 are listed below.

- On 24 July 2025, was the first day of trading of the ordinary shares of Dedem S.p.A. upon completion of the process of admission to trading on Euronext Growth Milan (EGM), a multilateral trading system, organised and managed by Borsa Italiana S.p.A.

The total proceeds of the offer amounted to Euro 10,004,280 with the issue of 2,067,000 ordinary shares at an offer price of Euro 4.84 for a free float of 25%. At the start of trading, the Company's capitalisation was Euro 38,511,880.

The Board of Directors held on 27 July 2025 allocated the proceeds of Euro 1,000,000 to increase the share capital, which therefore now amounts to Euro 32,000,000.00, and Euro 9,004,280.00 to establish the equity reserve called the share premium reserve.

- On 25 April 2025, Tecnotron S.A.U. (100% owned by Dedem S.p.A.) acquired 100% of the shares of Sicher Ocio y Diversion, S.L., a Spanish company active in the management of leisure equipment and playgrounds, mainly for children, in shopping centres.
- On 29 July 2025, Dedem S.p.A. acquired 75% of the shares of Imagination S.r.l. and full and exclusive ownership of the "Green Forest" trademark no. 3020 2400 0127 123 filed on 8 August 2024 with the Italian Patent and Trademark Office.

Imagination S.r.l. is a company active in the field of family entertainment centres, where it develops a concept intended as a mix of physical, digital and interactive attractions as well as traditional games within fully themed environments inspired by the world of forests.

- On 29 July 2025, Leisure Group Italia S.r.l. (100% owned by Dedem S.p.A.) acquired 100% of the shares of the companies *Wappy Livorno S.r.l.*, *Wappy Brianza S.r.l.* and *Wappy Siracusa S.r.l.* and full and exclusive ownership of the "Wappy" trademark no. 3020 1900 0041 370 granted on 6 February 2020 by the Italian Patent and Trademark Office.

The acquired companies, which operate in the management of premises and play areas for children and teenagers in shopping centres and public establishments, were subsequently merged by incorporation into Leisure Group Italia S.r.l. with effect from 1 January 2026.

Operating performance with particular regard to costs, revenues and investments

In the 2025 financial year, many of the strategic activities initiated in the previous year continued.

In the **photo ID** segment, the migration to the *Linux* system continued, with fewer than 200 machines in Italy running the old operating system at the end of the year. By the first half of 2026, all equipment will have the same version of the software. This important result allows for more efficient management of new developments, as it is no longer necessary to ensure that new features work on two different systems.

During 2025, an important process of redistribution of the equipment of the **leisure** segment was launched throughout the country, having in fact completed the modernisation of the installed machine fleet. This redistribution, made possible only after the modernisation of the completed fleet, makes it possible to place higher-performing equipment in the centres with the highest turnout, thus making the investments made in this sector of activity more profitable, with the same overall capex.

In the first half of 2025, the important workload, which began in 2024, continued by all the Group's companies and business areas to complete the listing process, both from the point of view of due diligence and in operational terms to bring the company's processes and numbers closer to as was defined in the business plan. The cross-cutting impact of these activities has led to the refinement and rationalisation of business processes that will surely lead to greater future efficiency.

Going into the details of the Group's various business areas, the *passport photo* segment has been and still is affected by a major technological upgrade plan for the equipment. In particular, during the year, the installation of credit card readers (POS) was completed on all machines with a *Linux* operating system, which made it possible to push the propensity to purchase, especially for the world of "fun" products aimed at a younger clientele and for new digital products (e.g. *FotoTua*), through cashless payments that went from an initial 23% to a current average of about 28% of receipts. It is interesting to note that the growth trend of payments by payment cards is constantly increasing, although not particularly rapidly. The project to equip all automatic equipment with payment card readers, and soon also all token changers, is part of the broader sustainability project that the Group is pursuing, also by reducing the amount of paper and metal money to be handled, with the consequent reduction in the number of technicians moving around the country. Following the same logic of operational efficiency and B2C customer loyalty, the SACOA Fidelity Card payment system was installed in 3 additional leisure venues during the year. On the revenue side, the *photo ID* segment confirmed the level of revenues, which amounted to Euro 31,301 thousand in 2025 compared to Euro 31,342 thousand in 2024.

Turning to the *3D equipment sales* segment, it should be noted that sales dynamics are strongly influenced by those of the tax incentive system (industry 5.0 tax credit). In particular, several negotiations were concluded in the second part of the year with revenues in 2025 of Euro 4,730 thousand, an increase compared to Euro 3,754 thousand in 2024.

As regards the *leisure* segment, the capital raised as a result of the listing made it possible to carry out the acquisitions described in the previous paragraph, aimed at consolidating the Group's position as a leading player in entertainment within shopping centres.

In particular, the acquisition of the *Wappy* companies made it possible to add 3 more premises with an offer that has expanded to the age group of teenagers and the evening use of the premises.

In line with a broader Group strategy, the *Wappy* companies, as already mentioned, were merged into the subsidiary Leisure Group Italia S.r.l. In addition, the Fidelity system already adopted by the Group was also present in these premises, which made it easier to integrate the new premises into the business processes.

Also with the use of the proceeds of the listing, the acquisition of the majority stake in the company *Imagination S.r.l.* was also finalised, already operating in the leisure premises sector where it has developed a format oriented towards experiential physical play and the age group of toddlers with the *Green Forest* brand. With the same concept, a new venue was opened at the end of 2025 in The Wow Side shopping centre in Fiumicino.

The new *Wappy* and *Green Forest* brand formats enrich the offer that the Group is able to provide to shopping centres, which represent the current main distribution partner for the leisure sector, with diversified concepts for target and reference age groups.

The 2025 financial year therefore closed with a consolidated profit of Euro 1,796 thousand, net of amortisation, depreciation and write-downs of Euro 12,082 thousand and taxes of Euro 581 thousand, while consolidated net revenues amounted to Euro 109,931 thousand, a decrease of -3.11% compared to the previous year.

Finally, with regard to the results of the 2025 financial statements of Dedem S.p.A. alone, closed on 31 December 2025, a profit of Euro 1,638 thousand was recorded, net of amortisation and depreciation of Euro 5,884 thousand and taxes of Euro 474 thousand, with net revenues of Euro 47,801 thousand, down 1.63% compared to the previous year.

As for financial management, given the good liquidity, it is positive. Likewise, the net financial position is more than good, thanks to the amount of liquidity outstanding, which stood at approximately 7.9 million at the consolidated level at 31 December 2025, an increase of 62.51% compared to the previous year.

The level of investments made by the Group grew by a total of 91.51% compared to the same period in 2024, including the investment in the listing. If only investments in tangible fixed assets are considered, the level in 2025 grew by 8.85% compared to 2024. Financial debt to banks, which was the subject of a major refinancing operation to be discussed in the section on Financial Risk Management, increased by 40.58% compared to the same period of the previous year, but the short-term component was reduced by -13.47%. For a better and more in-depth analysis, please refer to the cash flow statement annexed to the notes.

The provisions of the new paragraph 2 of Article 2428 of the Civil Code, introduced by Legislative Decree No. 32/2007, require a faithful, balanced and comprehensive analysis of the *Company's* situation and of the performance and results of operations; this analysis must be accompanied by the appropriate financial performance indicators. The following are therefore set out below:

- the reclassification scheme of the **value-added income statement**;
- the reclassification scheme of the **balance sheet to liquidity and collectability**;
- the main **financial indicators**.

In fact, financial statements prepared in accordance with legal requirements do not allow an adequate interpretation of the company's results, as the arrangement of the items in the various aggregates does not always allow some essential characteristics to be assessed. The reclassifications of the financial statements make it possible to solve this problem as they break down the items of the financial statements - both the balance sheet and the income statement - re-aggregating them into groups with homogeneous characteristics that allow the company's results and performance to be read more adequately.

As regards the income statement, the reclassification is carried out according to the added value scheme:

With this reclassification structure it is possible to determine both the value of the production carried out and the added value. Business costs are differentiated according to their **destination** towards **external** or **internal** subjects; in this sense we can speak, respectively, of business costs in the strict sense (deriving from external relations) and of "distributed wealth" (to the subjects participating in the economic activity of the company): to be precise, this scheme allows third parties to know what the amount of added value is and how it was distributed among the various stakeholders.

Value-added income statement

DESCRIPTION	31/12/2025	%	31/12/2024	%	CHANGE	CHANG E %
Net revenues for the year (Turnover)	111,360,947	97.44	114,866,933	97.38	-3,505,986	-3.05
Changes in inventories of work in progress, semi-finished and finished goods and contract work in progress	-569,696	-0.49	7,202	0.00	-576,898	-8010.24
Increases in assets for internal work	3,484,665	3.04	3,083,153	2.61	401,512	13.02
ACTUAL PRODUCTION VALUE	114,275,916	100.00	117,957,288	100.00	-3,681,372	-3.12
Opening inventories	12,190,870	10.66	13,695,405	11.61	-1,504,535	-10.98
Purchases	29,418,629	25.74	32,349,648	27.42	-2,931,019	-9.06
Closing inventories	14,878,050	13.01	12,055,336	10.22	2,822,714	23.41
CONSUMPTION OF RAW AND ANCILLARY MATERIALS AND CONSUMABLES	26,731,449	23.39	33,989,717	28.81	-7,258,268	-21.35
Commercial costs	3,809,242	3.33	3,615,326	3.06	193,916	5.36
Administrative costs	5,483,990	4.79	6,150,405	5.21	-666,415	-10.83
General costs	33,006,189	28.88	32,854,158	27.85	152,031	0.46
COSTS FOR SERVICES	42,299,421	37.01	42,619,889	36.13	-320,468	-0.75
ADDED VALUE (FROM CORE BUSINESS)	45,245,046	39.59	41,347,682	35.05	3,897,364	9.42
Revenues and income from non-core business	1,173,633	1.02	994,284	0.84	179,349	18.03
Costs and expenses from non-core business	1,291,450	1.13	1,000,484	0.84	290,966	29.08
GLOBAL GROSS VALUE ADDED	45,127,229	39.48	41,341,482	35.04	3,785,747	9.15
Depreciation of fixed assets	12,084,983	10.57	9,889,293	8.38	2,195,690	22.20
GLOBAL NET VALUE ADDED	33,042,246	28.91	31,452,189	26.66	1,590,057	5.05

This added value is thus distributed according to the recipients:

RECIPIENTS (stakeholders)	TYPE OF REMUNERATION	31/12/2025	%	31/12/2024	%	CHANGE	CHANGE %
EMPLOYEES	Wages and salaries, social security costs	27,750,031	83.98	24,937,553	79.28	2,812,478	11.27
	Annual severance pay - IFR	1,319,873	3.99	1,211,541	3.85	108,332	8.94
STATE	Taxes	580,662	1.75	892,094	2.83	-311,432	-34.91
THIRD-PARTY LENDERS	Financial expenses	1,595,232	4.82	2,204,931	7.01	-609,699	-27.65
MEMBERS AND SHAREHOLDERS	Profits	1,796,448	5.43	2,206,070	7.01	-409,622	-18.56
DISTRIBUTED ADDED VALUE		33,042,246	100.00	31,452,189	100.00	1,590,057	5.05

Separate value-added income statement Dedem

DESCRIPTION	31/12/2025	%	31/12/2024	%	CHANGE	CHANG E %
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Net revenues for the year (Turnover)	48,676,409	94.03	49,600,576	94.71	-924,167	-1.86
Changes in inventories of work in progress, semi-finished and finished goods and contract work in progress	-153,564	-0.29	-36,778	-0.07	-116,786	317.54
Increases in assets for internal work	3,240,724	6.26	2.805.495	5.35	435.229	15.51
ACTUAL PRODUCTION VALUE	51,763,569	100.00	52,369,293	100.00	-605,724	-1.15
Opening inventories	8.453.211	16.33	9.403.106	17.95	-949,895	-10.10
Purchases	13.364.597	25.81	13.086.347	24.98	278,250	2.12
Closing inventories	8,805,788	17.01	8.453.211	16.14	352,577	4.17
CONSUMPTION OF RAW AND ANCILLARY MATERIALS AND CONSUMABLES	13,012,020	25.13	14,036,242	26.80	-1,024,222	-7.29
Commercial costs	2.326.580	4.49	2.230.407	4.25	96,173	4.31
Administrative costs	2,217,153	4.28	2.820.245	5.38	-603,092	-21.38
General costs	13.300.852	25.69	14.677.450	28.02	-1,376,598	-9.37
COSTS FOR SERVICES	17,844,585	34.47	19,728,102	37.67	-1,883,517	-9.54
ADDED VALUE (FROM CORE BUSINESS)	20,906,964	40.38	18,604,949	35.52	2,302,015	12.37
Revenues and income from non-core business	1,077,512	2.08	461,450	0.88	616,062	133.50
Costs and expenses from non-core business	712,089	1.37	276,405	0.52	435,684	157.62
GLOBAL GROSS VALUE ADDED	21,272,387	41.09	18,789,994	35.87	2,482,393	13.21
Depreciation of fixed assets	5.883.935	11.36	4.919.203	9.39	964,732	19.61
GLOBAL NET VALUE ADDED	15,388,452	29.72	13,870,791	26.48	1,517,661	10.94

This added value is thus distributed according to the recipients:

RECIPIENTS (stakeholders)	TYPE OF REMUNERATION	31/12/2025	%	31/12/2024	%	CHANGE	CHANGE %
EMPLOYEES	Wages and salaries, social security costs	11,237,141	73.02	10,212,178	73.62	1,024,963	10.03
	Annual severance pay - IFR	742,909	4.82	649,385	4.68	93,524	14.40
STATE	Taxes	473,597	3.07	387,039	2.79	86,558	22.36
THIRD-PARTY LENDERS	Financial expenses	1,296,677	8.42	2,071,985	14.93	-775,308	-37.41
MEMBERS AND SHAREHOLDERS	Profits	1,638,128	10.64	550,204	3.96	1,087,924	197.73
DISTRIBUTED ADDED VALUE		15,388,452	100.00	13,870,791	100.00	1,517,661	10.94

The reclassified balance sheet is then presented according to the financial criterion:

This reclassification criterion provides, with its aggregation of values, information about the composition of the invested capital and the sources of financing, the degree of solvency of the company and the consistency of the financial policy pursued in terms of balance between uses and sources.

This technique divides the balance sheet items on the basis of the "time" required for the assets and liabilities to be transformed into cash. **The assets are listed in descending order of liquidity.** An aggregate of "short-term assets" and an aggregate of "medium-long term assets" (consolidated assets) are therefore presented. Liabilities are listed in descending order of collectability, distinguishing

between "short-term liabilities", "medium to long-term liabilities" (consolidated liabilities) and a third aggregate including "equity". The time horizon chosen to distinguish a short-term balance sheet item from a long-term one is twelve months. This type of reclassification is usually used to check the possible correlation between the maturities of assets and liabilities, i.e. whether short-term assets are essentially "covered" with short-term debt, and whether long-term assets are essentially "covered" with long-term debt.

Short-term assets are further distinguished in descending order of liquidity: immediate liquidity (the cash is liquid by definition); deferred liquidity (customer receivables are destined to be transformed into cash in the short term); availability (stocks should be transformed into cash within the year but may take many months). Long-term assets are composed of those items that can be transformed into money over a rather long period of time (fixed assets). The sum of the two macro-aggregates described above may differ from the total assets of the balance sheet because it does not consider receivables from shareholders for payments due.

As regards liabilities, the sources are divided into:

- short-term (or current) liabilities which are formed by all those maturing within 12 months;
- medium / long-term liabilities (or consolidated) which are all the debtor elements recorded in the balance sheet liabilities under the item "beyond one year";
- equity representing the source of funding intended to remain involved in the company throughout its activity.

Consolidated balance sheet with liquidity - collectability (financial criterion)

DESCRIPTION	31/12/2025	%	31/12/2024	%	CHANGE	CHANG E %
Cash and cash equivalents	7,911,460	6.38	4.868.429	4.67	3,043,031	62.50
Government securities and highly liquid financial assets	46 thousand	0.03	46 thousand	0.04	0	0.00
IMMEDIATE LIQUIDITY	7,957,460	6.42	4,914,429	4.72	3,043,031	61.92
Trade receivables due within one year	14,741,291	11.89	10.623.850	10.21	4,117,441	38.75
Financial receivables due within one year	0	0.00	0	0.00	0	N.C.
Other receivables due within one year	5,547,403	4.47	6.016.280	5.78	-468,877	-7.79
Non-fixed equity investments payable within one year	3,715	0.00	1,235	0.00	2,480	200.80
Accrued and deferred assets within one year	1,382,507	1.11	1,039,715	0.99	342,792	32.96
DEFERRED LIQUIDITY	21,674,916	17.48	17,681,080	16.99	3,993.836	22.58
Inventories	15.637.974	12.61	13.505.960	12.98	2,132,014	15.78
INVENTORIES	15,637,974	12.61	13,505,960	12.98	2,132,014	15.78
SHORT-TERM ASSETS	45,270,350	36.52	36,101,469	34.69	9,168.881	25.39
Tangible assets	42.624.211	34.39	39.119.887	37.59	3.504.324	8.95
Intangible assets	33.341.006	26.90	25.903.968	24.89	7.437.038	28.71
Financial assets	2.199.041	1.77	1.972.977	1.89	226,064	11.45
Receivables due beyond one year	502,344	0.40	952,217	0.91	-449,873	-47.24
FIXED ASSETS	78,666,602	63.47	67,949,049	65.30	10,717.553	15.77
TOTAL ASSETS	123,936,952	100.00	104,050,518	100.00	19,886,434	19.11
Financial payables due within one year	13.550.269	10.93	15.674.715	15.06	-2.124.446	-13.55
Trade payables due within one year	19.244.625	15.52	19.472.191	18.71	-227,566	-1.16

Other payables due within one year	6.156.660	4.96	6.217.452	5.97	-60,792	-0.97
Accrued and deferred liabilities within one year	5.678.240	4.58	3.275.930	3.14	2,402,310	73.33
SHORT-TERM LIABILITIES	44,629,794	36.01	44,640,288	42.90	-10,494	-0.02
Severance indemnity provision and severance indemnity funds	8.293.533	6.69	7.445.326	7.15	848,207	11.39
Provisions for risks and charges	102,868	0.08	141,717	0.13	-38,849	-27.41
Financial payables due beyond one year	23.267.393	18.77	15.230.395	14.63	8.036.998	52.76
Trade payables due beyond one year	0	0.00	0	0.00	0	N.C.
Other payables due beyond one year	534,568	0.43	1,204,460	1.15	-669,892	-55.61
Accrued and deferred liabilities beyond one year	0	0.00	0	0.00	0	N.C.
MEDIUM/LONG-TERM LIABILITIES	32,198,362	25.97	24,021,898	23.08	8.176.464	34.03
Share Capital	32 thousand thousand	25.81	31 thousand thousand	29.79	1 thousand thousand	3.22
Reserves	14,213,543	11.46	5.244.788	5.04	8.968.755	171.00
Profits/losses carried forward	-901,195	-0.72	-3,062,526	-2.94	2.161.331	-70.57
Result - Financial Statements	1,796,448	1.44	2,206,070	2.12	-409,622	-18.56
SHAREHOLDERS' EQUITY	47.108.796	38.01	35.388.332	34.01	11,720,464	33.11
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY	123,936,952	100.00	104,050,518	100.00	19,886,434	19.11

Balance sheet liquidity - collectability (financial criterion) separate Dedem

DESCRIPTION	31/12/2025	%	31/12/2024	%	CHANGE	CHANG E %
Cash and cash equivalents	3,648,409	4.04	1,895,216	2.65	1,753,193	92.50
Government securities and highly liquid financial assets	227,666	0.25	47,944	0.06	179,722	374.85
IMMEDIATE LIQUIDITY	3,876,075	4.30	1,943,160	2.72	1,932,915	99.47
Trade receivables due within one year	4,012,527	4.45	1.906.387	2.67	2,106,140	110.47
Financial receivables due within one year	11,596,508	12.86	5.382.787	7.54	6,213,721	115.43
Other receivables due within one year	2,355,019	2.61	2.679.587	3.75	-324,568	-12.11
Non-fixed equity investments payable within one year	0	0.00	0	0.00	0	N.C.
Accrued and deferred assets within one year	858,795	0.95	454.995	0.63	403,800	88.74
DEFERRED LIQUIDITY	18,822,849	20.88	10,423,756	14.61	8,399,093	80.57
Inventories	9,510,715	10.55	9,311,702	13.05	199,013	2.13
INVENTORIES	9,510,715	10.55	9,311,702	13.05	199,013	2.13
SHORT-TERM ASSETS	32,209,639	35.73	21,678,618	30.38	10,531,021	48.57
Tangible assets	15.882.620	17.61	15.243.824	21.36	638.796	4.19
Intangible assets	19.404.522	21.52	17.215.310	24.13	2.189.212	12.71
Financial assets	22.350.850	24.79	16.806.586	23.55	5.544.264	32.98
Receivables due beyond one year	292,888	0.32	398,318	0.55	-105,430	-26.46
FIXED ASSETS	57,930,880	64.26	49,664,038	69.61	8,266,842	16.64
TOTAL ASSETS	90,140,519	100.00	71,342,656	100.00	18,797,863	26.34
Financial payables due within one year	7.258.337	8.05	12.780.389	17.91	-5,522,052	-43.20
Trade payables due within one year	12,382,550	13.73	8.842.681	12.39	3,539,869	40.03
Other payables due within one year	2,255,013	2.50	2.535.471	3.55	-280,458	-11.06
Accrued and deferred liabilities within one year	1,019,751	1.13	1,007,339	1.41	12,412	1.23
SHORT-TERM LIABILITIES	22,915,651	25.42	25,165,880	35.27	-2,250,229	-8.94
Severance indemnity provision and severance	5.394.098	5.98	4.644.693	6.51	749,405	16.13

indemnity funds						
Provisions for risks and charges	100 thousand	0.11	126,177	0.17	-26,177	-20.74
Financial payables due beyond one year	22,921,967	25.42	13,797,015	19.33	9,124,952	66.13
Trade payables due beyond one year	0	0.00	0	0.00	0	N.C.
Other payables due beyond one year	245,244	0.27	604,853	0.84	-359,609	-59.45
Accrued and deferred liabilities beyond one year	0	0.00	0	0.00	0	N.C.
MEDIUM/LONG-TERM LIABILITIES	28,661,309	31.79	19,172,738	26.87	9,488,571	49.48
Share Capital	32 thousand thousand	35.50	31 thousand thousand	43.45	1 thousand thousand	3.22
Reserves	6,346,239	7.04	-2,625,155	-3.67	8,971,394	-341.74
Profits/losses carried forward	-1,420,808	-1.57	-1,921,011	-2.69	500,203	-26.03
Result - Financial Statements	1,638,128	1.81	550,204	0.77	1,087,924	197.73
SHAREHOLDERS' EQUITY	38,563,559	42.78	27,004,038	37.85	11,559,521	42.80
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY	90,140,519	100.00	71,342,656	100.00	18,797,863	26.34

Indicators of the economic situation

The economic situation of a company is defined as its ability or aptitude to adequately remunerate the equity capital employed in the production processes, i.e. the capital tied to it at full risk. The indices in question therefore concern the company's profitability and the factors that determine it.

Consolidated

INDEX	31/12/2025	31/12/2024	CHANGE	CHANGE %
ROE (%)	3.96	6.64	-2.68	-40.36
ROI (%)	3.76	5.58	-1.82	-32.61
ROS (%)	4.19	5.06	-0.87	-17.19
EBIT	4,669,573.54	5,799,564.66	-1,129,991.12	-19.48
Incidence OF (%)	1.96	2.49	-0.53	-21.28

Separate Dedem

INDEX	31/12/2025	31/12/2024	CHANGE	CHANGE %
ROE (%)	4.43	2.07	2.36	114.00
ROI (%)	3.73	4.15	-0.42	-10.12
ROS (%)	6.95	6.03	0.92	15.25
EBIT	3,355,425.93	2,958,030.61	397,395.32	13.43
Incidence OF (%)	3.35	4.85	-1.50	-30.92

Useful information on the indexes

First of all, we highlight the **ROE (Return On Equity)** which is measured by the ratio between the net result for the year, which expresses the economic result of all the management operations for the period considered, and the net capital: it therefore indicates how many units of net profit the company produces for every 100 units of its own means invested. ROE makes it possible to appreciate the overall cost-effectiveness of the management carried out during the year as well as to assess whether the investment in the company is, at the same risk, more or less convenient compared to alternative investments: in particular, a company, in order to attract new risk capital, should provide a higher ROE than the rates of return on alternative investments.

The index has a positive value both at the consolidated level and for Dedem alone. In particular, at the consolidated level, the ROE value of 3.96% is above the risk-free rate (estimated at 3.30% at 31/12/2025 for the Euro area) while it still remains below the cost of equity (estimated at 8.50% at 31/12/2025 for Italy).

As regards the **ROI (Return On Investment)**, this is calculated as the ratio between operating income and invested capital and indicates the profitability and economic efficiency of the core business regardless of the sources used: in other words, it expresses how much the capital invested in the company yields. It therefore expresses the return on investment made in the company's typical activity.

Also in this case, the index has a positive value both at the consolidated level and for Dedem alone. However, the index value of 3.76% at the consolidated level is not satisfactory, as it is lower than the average cost of financing that the *Company* is able to obtain from the banking system (approximately 5.5% in 2025).

We then find the **ROS (Return On Sales)**, which is the ratio of operating income to net sales revenue. It is that index that provides useful indications about the profitability of sales, i.e. how much of the result of core business stems from the volume of sales made.

The index has a positive value both at the consolidated level and for Dedem alone. Considering the different business lines that coexist within the Group and that have different margins, the value assumed by the index at the consolidated level of 4.19% can be considered satisfactory. However, the objective, already from the current year, is to increase it to an average value at the consolidated level of around 7%, acting mainly on the reduction of costs.

EBIT, which derives from the expression Earnings Before Interests and Taxes, constitutes the operating result of the company before taxes and duties and expresses the income that the company is able to generate before the remuneration of capital, including with this term both third-party capital (debt) and own capital (equity). It represents one of the main indicators of the profitability of the typical management of a company.

The index has a positive value both at the consolidated level and for Dedem alone, and indicates that the Group and Dedem are in a position to produce good profitability from core business by making the best use of both external production factors (raw materials, semi-finished products, finished products, etc.) and internal production factors (mainly labour costs).

The incidence of financial expenses on turnover is calculated by making the ratio between financial expenses and sales revenues and is used to measure how much gross wealth, equal to sales revenues, created by the company is absorbed by the cost of debt incurred by the same.

Compared to the previous year, there was a marked improvement in the index both at the consolidated level and at the level of Dedem alone. This is a consequence of the double effect represented by the lower recourse to financial debt compared to the previous year, as well as the decrease in interest rates that began to fall from the second half of 2024, all of which led to a significant decrease in financial charges of -21% at the consolidated level and -31% for Dedem alone, despite the reduction in revenues of -3% at the consolidated level and -1.5% for Dedem alone. The value of the index of 1.96% at the consolidated level shows the Group's full capacity to bear the weight of financial expenses while maintaining economic equilibrium.

Indicators of the statement of financial position

These indicators provide an assessment of the company's equity and financial soundness.

Consolidated

INDEX	31/12/2025	31/12/2024	CHANGE	CHANGE %
Equity to fixed assets index	0.60	0.52	0.08	15.38
Debt and equity to asset index	1.01	0.88	0.13	14.77
Index of rigidity of uses	0.63	0.64	-0.01	-1.56
Debt index	0.61	0.51	0.10	19.60
Availability index	1.01	0.80	0.21	26.25

Separate Dedem

INDEX	31/12/2025	31/12/2024	CHANGE	CHANGE %
Equity to fixed assets index	0.66	0.54	0.12	22.22
Debt and equity to asset index	1.16	0.93	0.23	24.73
Index of rigidity of uses	0.63	0.69	-0.06	-8.69
Debt index	0.74	0.60	0.14	23.33
Availability index	1.40	0.86	0.54	62.79

Useful information on the indexes

The **equity to fixed assets index** is given by the ratio between shareholders' equity and fixed assets. This index considers the internal sources of financing in the numerator and expresses the company's ability to self-finance technical and financial assets.

Compared to the previous year, the index improved both at the consolidated level and at the level of Dedem alone, mainly due to the increase in shareholders' equity following the listing. We expect to further improve this index as early as next year by increasing shareholders' equity with the profits that will be generated.

The **debt and equity to asset index** is given by the ratio between the sum of equity and consolidated liabilities on the one hand and fixed assets on the other. It expresses the extent to which permanent and medium/long-term sources of financing cover the financial needs arising from medium/long-term investments.

Compared to the previous year, there was a marked improvement both at the consolidated level and for Dedem alone, with the index in both cases being above 1, a threshold that indicates a satisfactory situation. The improvement in the index is a consequence of both the increase in shareholders' equity deriving from the listing, and the complete debt refinancing operation that shifted 65% of bank debt to the medium-long term. Also in this case, we expect to further improve the index as early as next year by increasing shareholders' equity with the profits that will be generated.

The **loan rigidity index** is determined by the ratio between fixed assets and total loans, and expresses the weight of long-term loans of monetary return on invested capital. This index provides indications on the degree of rigidity (or liquidity) of the capital invested in the company, through the weight, with respect to the invested capital, of net fixed assets (or, alternatively, and of gross working capital).

Compared to the previous year, the index improved at a consolidated level and, to a greater extent, at the level of Dedem alone. The degree of rigidity, in fact, is more marked as the index approaches unity.

The **debt index** is given by the ratio of shareholders' equity to third-party assets acquired by the company (current liabilities and consolidated liabilities) and expresses the degree of dependence of the company on third parties. The index thus calculated highlights the proportion between loans drawn with credit constraints and those drawn with equity constraints.

Compared to the previous year, the index increased both at a consolidated level and at the level of Dedem alone, mainly due to the debt transaction carried out at the end of the year, which increased bank debt, shifting its weight to the medium-long term. In both cases, the index still remains below the unit, the minimum threshold that indicates good capitalisation. We expect to improve this index already in the current year by increasing shareholders' equity with the profits that will be generated.

The **availability index** is given by the ratio between short-term assets and short-term liabilities and allows us to appreciate the company's ability to meet its short-term commitments in a timely and economical manner, using the cash flows generated by the realisation of short-term assets. A value greater than 1 expresses a short-term financial equilibrium.

Compared to the previous year, there was an improvement in the index, more marked at the level of Dedem alone, deriving in both cases mainly from the increase in short-term assets (trade receivables and cash and cash equivalents).

Consolidated

INDEX	31/12/2025	31/12/2024	CHANGE	CHANGE %
NWC	640,556.72	-8,538,819.73	9,179,376.45	-107.50
Treasury index	0.66	0.50	0.16	32.00
Days of inventory	50.59	42.42	8.17	19.25
Days duration of receivables	48.67	34.33	14.34	41.77
Debt duration in days	99.14	97.03	2.11	2.17

Separate Dedem

INDEX	31/12/2025	31/12/2024	CHANGE	CHANGE %
NWC	9,293,987.88	-3,487,259.62	12,781,247.50	-366.51
Treasury index	0.99	0.49	0.50	102.04
Days of inventory	70.93	68.43	2.50	3.65
Days duration of receivables	30.58	14.85	15.73	105.92
Debt duration in days	144.71	98.66	46.05	46.67

Useful information on the indexes

Net working capital is the difference between current assets and current liabilities in the balance sheet and is a measure of management's ability to manage the current operating business. A positive index result expresses the greater value of the assets that will be transformed in the short term into the financial means necessary to support the obligations assumed in the same period of time. In this case, the company will be said to be in a state of equilibrium. The result of the negative index indicates that medium and long-term assets are covered with short-term sources of financing.

The index takes on a positive value both at the consolidated level and, to a lesser extent, at the level of Dedem alone. The marked improvement in the index is mainly a consequence of the refinancing of the entire bank debt completed at the end of 2025, with the rebalancing of medium/long-term credit

lines so that medium/long-term assets are now sufficiently covered by medium/long-term funding sources.

The **treasury index** is given by the ratio of the sum of immediate and deferred liquidity to current liabilities. It expresses the company's ability to meet short-term financial commitments through the exclusive use of immediately available internal liquid assets.

Compared to the previous year, the index shows a marked improvement both at the level of Dedem alone and at the consolidated level, mainly due to the reduction in current liabilities resulting from the refinancing of bank debt. The index, close to the unit for Dedem, indicates a good state of financial equilibrium and that the company is endowed with sufficient liquidity, as well as indicating the good frequency of income compared to expenses.

The **inventory turnover index** is the ratio between the average quantity in stock (the so-called average stock) and the quantity sold of a given item in a certain period of time. The indicator expresses the average duration of goods in stock. The increase in days of storage is generally to be considered a negative indication that can be interpreted as a signal that the company is unable to sell the stocks that accumulate in the warehouse.

Compared to the previous year, there was an increase in inventory days, negligible for Dedem alone (+2.5 days) and more marked at the consolidated level (+8.17 days).

The **average duration of receivables index** is given by the ratio of receivables from customers to total sales and provides important information on the average deferral granted to customers in days.

Compared to the previous year, there was a worsening of collection times from customers both for Dedem with DSO rising from 14 days in 2024 to 31 days in 2025, and at a consolidated level with days rising from 34 to 49.

The **average duration of payables index** is given by the ratio between payables to suppliers and total purchases and expresses, symmetrically, the average deferral recognised by suppliers in days.

Compared to the previous year, there was an improvement in the average payment times granted by suppliers both to Dedem and at the consolidated level. This testifies to the excellent reputation and degree of reliability that all Group companies have with suppliers.

Non-financial performance indicators

This section, consistent with the provisions of the new paragraph 2 of Article 2428 of the Italian Civil Code, introduced by Legislative Decree No. 32/2007, includes the non-financial indicators that contribute to a clearer picture of the company's situation. In particular, incorporating the guidance contained in Document No. 1 of the Research Institute of Chartered Accountants and Accounting Experts (hereinafter IRDCEC), the so-called key performance indicators (KPI) relating to the areas proposed below are highlighted.

Market positioning

The market share held, understood as the ratio between the *Company's* turnover and the size of the market in the field of *automatic photos*, remained almost unchanged compared to the previous year, consolidating a position of over 99% to indicate that the company occupies a position of competitive advantage in the Italian market that is difficult to fill by potential competitors in the coming years.

Indeed, it should be noted that the only other large operator in the sector that operates abroad and that five years ago had decided to enter the Italian market, at the beginning of 2024 preferred to leave the national territory after installing about 50 pieces of equipment that later progressively passed under the management of the *Company*.

During the year, a further 446 new pieces of equipment were installed, of which 200 were in new points of sale, showing that the market is still able to accommodate further installations in the coming years. In addition, there was significant growth in *Fun* products even in the presence of growth in identity-related products, creating a market share of the *Fun* segment that was much less significant in previous years, without, however, cannibalising the identity segment.

Customer satisfaction

INDICATOR	NUMBER
Number of Customers in 2025	35,068,508
Number of refund requests for non-functioning	66,876
Number of Refunds made	46,057

INDICATOR	AMOUNT
BU Photo ID	
Number of photos issued in the year	7,240,176
Number of complaints	44,677
Number of refunds made	30,753
Total amount of refunds made	Euro 200,414

INDICATOR	AMOUNT
BU Leisure	
Number of bets on machines in the year	27,828,332
Number of complaints	22,199
Number of refunds made	15,304
Total amount of refunds made	Euro 64,983

These data indicate the high quality of the service offered with reference to the photo ID card with a number of refunds for non-functioning of the equipment equal to only 0.42% in relation to the number of photo ID cards issued. The decrease compared to last year's figure (0.63%) is essentially attributable to the stabilisation of the system. With the increase in reprints carried out remotely by customer service, it is expected that the number of refunds required in response to reports received will be reduced.

The focus on our customers continues to be a success factor, especially in a B2C segment where the average amount of the single sale is very low. This has allowed us to maintain a particularly high level of customer satisfaction over the years. As can be deduced from the numbers shown in the tables above, the level of assistance that the Group is able to guarantee allows it to have no significant complaints from customers. Making the installed fleet increasingly reliable remains a priority, with the aim of further reducing the number of service requests.

Efficiency of factors and processes

INDICATOR	NUMBER
Average repair time per Machine (Time to Fix)	1.6 days
Number of interventions on machines	503,804 of which for dismantling

	310,006
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The higher number of interventions compared to the previous year is linked to the increase in sales and the number of machines installed. There is therefore no increase in the defectiveness of the machines.

Detailing the maintenance activities by type of equipment, we have the following detail:

INDICATOR	AMOUNT
BU Photo ID	
Average repair time per Machine (Time to Fix)	1.53 days
Number of interventions on machines	210,963

INDICATOR	AMOUNT
BU Leisure	
Average repair time per Machine (Time to Fix)	1.74 days
Number of interventions on machines	292,841

It should be noted that the recovery time of leisure equipment is approaching that of photo ID also following the continuous modernisation of the park and its standardisation, as per the policy implemented in recent years.

Regarding the sales cycle for the 3D Business Unit:

INDICATOR	AMOUNT
BU Sale of 3D printers	
Revenue per employee	473,036
Rate of new customers and markets	14.6%

The structure of the 3D Business Unit continues the phase of efficiency and more careful management of cash flows, especially by negotiating better payment terms with the main brands and distributors. The positive trend in the metal segment that began in the previous year was confirmed, which also led to an increase in the percentage of new customers.

Information regarding the environment and personnel

The production processes implemented by the *Company* have a very limited impact on the territory: the emission of pollutants has been further reduced by virtue of the considerable investments made for the adaptation of the plants of the new production site in Valenza and the consumption of natural is almost zero.

With reference to the impact of environmental risks and charges on the financial position of the *Company* in relation to environmental issues, it should be noted that there are no particular critical issues.

As far as the social, political and trade union climate is concerned, we confirm that tensions of any kind between and with personnel did not exist, nor are they foreseeable in the near future. On the contrary, we have noted, with great satisfaction, that there is a climate of good cooperation among the employees, certainly favoured by the attitude of the various department heads, who have proved to be demanding but understanding.

The following tables present in detail the average composition of the staff, the degree of turnover, training, remuneration methods and events relating to the health and safety of employees.

DEDEM COMPOSITION	Executives	Managers	Office workers	Workers	Apprentices	TOT.
Men (number)	3	12	37	150	52	254
Women (number)	==	2	38	8	15	63
Average age	64	54	48	47	31	49
Average working seniority	13	11	13	14	1	10
Permanent contract	2	14	75	158	67	316
Fixed-term contract	1	==	==	==	==	1
Other types of contracts	==	==	==	==	==	==
Qualification: Degree	3	4	10	==	8	25
Qualification: Diploma	==	9	63	111	49	232
Qualification: Middle school diploma	==	1	2	47	10	60

GROUP COMPOSITION	Executives	Managers	Office workers	Workers	Apprentices	TOT.
Men (number)	10	37	87	311	84	529
Women (number)	==	6	106	69	45	226
Average age	60	51	47	40	29	45
Average working seniority	16	14	11	9	1	10
Permanent contract	9	43	193	380	129	754
Fixed-term contract	1	==	==	==	==	1
Other types of contracts	==	==	==	==	==	==
Qualification: Degree	6	14	31	6	11	68
Qualification: Diploma	4	24	140	244	105	517
Qualification: Middle school diploma	==	5	22	130	13	170

TURNOVER DEDEM	01/01/2025	Recruitment	Resignations, retirements and terminations	Category changes and transfers	31/12/2025
Permanent contract					
Executives	2	==	==	==	2
Managers	10	==	==	4	14
Office workers	62	5	4	12	75
Workers	131	8	4	23	158
Apprentices	60	22	5	-10	67
Fixed-term contract					
Executives	1	==	==	==	1
Managers	==	==	==	==	==
Office workers	==	==	==	==	==
Workers	==	==	==	==	==
Apprentices	==	==	==	==	==

GROUP TURNOVER	01/01/2025	Recruitment and acquisitions	Resignations, retirements and terminations	Category changes and transfers	31/12/2025
Permanent contract					
Executives	9	==	==	==	9

Managers	36	7	2	2	43
Office workers	185	15	23	15	192
Workers	291	80	28	30	373
Apprentices	119	39	14	-15	129
Fixed-term contract					
Executives	1	==	==	==	1
Managers	1	1	==	==	2
Office workers	1	==	1	==	==
Workers	2	6	1	==	7
Apprentices	==	==	==	==	==

As can be seen from the table, the degree of turnover is very low both at Group level and at Dedem alone, confirming the level of employee loyalty, in line with the company policy aimed at guaranteeing employment levels.

DEDEM TRAINING	Executives	Managers	Office workers	Workers	Apprentices
Hours of training for permanent employees	==	==	==	==	43
Training costs	==	==	==	==	Euro 4,969

DEDEM REMUNERATION METHODS	Executives	Managers	Office workers	Workers	Apprentices
Average gross annual remuneration for permanent contracts	Euro 89,893	Euro 56,472	Euro 28,877	Euro 33,024	Euro 22,772
Average gross annual remuneration fixed-term contract	Euro 159,057	==	==	==	==

DEDEM HEALTH AND SAFETY	Sickness	Injury	Maternity	Other
Permanent contract (hours per year)	19,630	478	894	==
Fixed-term contract (hours per year)	==	==	==	==
Part-time contract (hours per year)	1,536	==	54	==

From the point of view of corporate welfare, agreements are in place with financial institutions to allow employees to apply for mortgages, salary-backed loans and loans on advantageous terms. As part of the *Company's* ESG journey, analysis and evaluation are underway to adopt further tools to expand welfare policies.

The *Company* has begun the process of adhering to the definition of ESG (environmental, social and governance) objectives and the preparation of appropriate sustainability reporting documentation. This type of reporting is not mandatory for Dedem but will be with the implementation of the CSRD (Corporate Sustainable Reporting Directive) and, in any case, represents a significant opportunity to measure, report and improve the *Company's* commitment to sustainability. A *Sustainability Report* has been prepared for the year 2024, and a similar document is being prepared for the year 2025.

Information relating to Occupational Safety (Italian Legislative Decree 81/08 and subsequent amendments)

During 2025, the *Company* continued to update and continuously review all documentation relating to occupational health and safety, in accordance with Italian Legislative Decree 81/08 and current legislation. The main activities carried out are as follows:

- Appointment of emergency personnel: the appointed personnel are trained and instructed according to the planned programmes;
- Appointment of Workers' Safety Representatives: the Workers' Safety Representatives completed the mandatory refresher course in 2025;
- Appointments of RSPP: the person Responsible for the Prevention and Protection Service was reconfirmed and appointed on 08/01/2025;
- Appointments of supervisors and managers: the personnel identified were formally appointed and adequately trained to perform the assigned role;
- DVR and specific risk assessment: all documentation was updated between May and September 2025. During 2026, new assessments will be carried out at the various Group offices;
- Appointment of a company doctor: on 05/05/2025 a new coordinating doctor was appointed for all Group companies;
- Health surveillance: all the personnel concerned have undergone the scheduled medical examinations, with the issuance of the relative suitability judgements.
- Training: expiring courses and those for new hires were organised. All staff are trained in health and safety, through both classroom and remote activities.
- Emergency plans and evacuation drills: evacuation drills were carried out at all company locations.
- PPE delivery: a comprehensive and constantly updated monthly system for checking the delivery of personal protective equipment has been adopted.

In 2025, there were 4 accidents; the H&S Service activated the planned audit procedures.

The *Company* has also set up a section on its corporate website dedicated to compliance communications on the environment, health and safety, with the aim of making transparent the values, principles and lines of conduct that guide the daily work of all those who interact, directly or indirectly, with the company.

Investments

During the year, the *Company* made investments in the following areas:

FIXED ASSETS	ACQUISITIONS IN THE YEAR (Euro)
Start-up and expansion costs	3,593,579
Development costs	982,365
Software and intellectual property rights	2,904
Concessions, licenses, trademarks and similar rights	305,008
Other intangible assets	121,547
Land and buildings	1,030
Plant and machinery	3,111,629
Industrial and commercial equipment	379,060
Other assets	138,046

While at a consolidated level, the Group has made investments in the following areas:

FIXED ASSETS	ACQUISITIONS IN THE YEAR (Euro)
Start-up and expansion costs	3,929,610
Development costs	1,267,166
Software and intellectual property rights	9,895
Concessions, licenses, trademarks and similar rights	416,547
Intangible assets in progress	137,040
Other intangible assets	1,814,273
Land and buildings	172,057
Plant and machinery	5,483,667
Industrial and commercial equipment	3,829,644
Other assets	2,022,759

For a comment on these investments, please refer to the respective Notes.

Research and development activities

During the 2025 financial year, the *Company* conducted, completed or started a total of thirteen research and development projects. These initiatives ranged from the creation of new products to the improvement of production and maintenance processes. The following is a summary list.

▪ Project 1 - Proprietary Apps

The commitment to the development of proprietary mobile applications *Dovunque* and *Impress Me* has continued. These apps, dedicated to the marketing of photographic products through dematerialised payment, have consolidated their main features: the location of the nearest booth and the purchase of the product (*Dovunque*) and the printing in the booth, via cloud, of the images present in the smartphone gallery (*Impress Me*). In the first half of the year, version 1.7.6 of *Dovunque* was released in stores, with improvements in map management, support for Android 15, introduction of a single wallet, PayPal enablement and integration with FotoTua, and version 1.6.2 of *Impress Me*, with similar updates on maps and technical support.

In the second half of the year, development made significant progress towards versions 2.0 of both applications. For *Dovunque 2.0*, the requirements for automatic digital reimbursement in the event of malfunction, the integration of PagoPA bill payment and the sending of push notifications were defined, through the adoption of the Kotlin language and a new Graphical User Interface. Similarly, for *Impress Me 2.0*, developed with the same technology platform, the P2P (peer-to-peer) printing functionality was enhanced to dramatically increase image transfer speed and overcome current quantitative limits.

▪ Project 2 – FieldWorkForceManagement

The project, developed in collaboration with the University of Cagliari (Department of Electronic and Computer Engineering), aims to automate and optimise the planning of maintenance interventions in the field through a gossip-like heuristic system, powered by the Gurobi platform. Following the success of the first field test conducted in the first half of the year, which involved three technicians and more than 100 devices and demonstrated an estimated 8% saving in time and costs, further tests were carried out in the second half of the year. However, these subsequent campaigns highlighted difficulties in optimising routes in more complex and demanding scenarios. These critical issues are requiring a further phase of analysis and an additional revision

of the algorithmic code to ensure the full reliability and scalability of the system before its use in a production environment. The original implementation of the heuristic solution was the subject of the following article in the first half of the year: *A Real-Time Heuristic for Large-Scale Workforce Task Assignment, Multi-Vehicle Routing, and Scheduling*; published in *TRANSACTIONS ON AUTOMATION SCIENCE AND ENGINEERING*.

▪ **Project 3 – Deepfake & Morphing in identity photos**

This fundamental area of R&D, carried out in synergy with the University of Cagliari and also supported by the co-financing of a PhD, is aimed at combating counterfeiting in document photos. The activities of the first semester led to the development of a *DeepFake/Morphing* detection code and the presentation, jointly signed by the University of Cagliari and DEDEM SpA, of a study at the IEEE International Joint Conference on Biometrics (8 September 2025) and the subsequent publication of the following work: *Deep Data Hiding for ICAO-Compliant Face Images: A Survey*.

During the second half of the year, the work led to a tangible operational result: an active protection system against presentation attacks called MADEM was integrated into the process of acquiring, printing and uploading identity photos. This system is now in production and helps to ensure the authenticity of the biometric data collected.

▪ **Project 4 – PagoPA**

The project aims to transform photo booths into 24/7 payment points for *PagoPA* bills, breaking down the digital divide by accepting payments both through the use of credit cards and cash. After the completion of hardware and software development and testing with the PSP (Satispay) in the first half of the year, the activity in the second half of the year saw an operational milestone. The first photo booth enabled for the *PagoPA* payment service was installed and made operational "on the road", marking the *Company's* entry into this new market of services to citizens.

▪ **Project 5 – FotoTUA and Quality**

The *FotoTua* project, aimed at the digital delivery of photos printed in the booth with the user's explicit consent, was extended to the entire machine fleet in the first half of the year, with improvements to the web portal where the process for requesting one's digital photo begins and to the integrations with Project 6, DEDEM X. In the second half of the year, to further enhance the quality of the service, an automatic image quality control module was integrated into the capture, printing and uploading process. This module is based on the OFIQ (Open Framework for Image Quality) code, an open-source framework originally developed, as part of the European eu-LISA Project, to objectively assess the quality of facial images according to the ISO/IEC 29794 standard. The aim is to ensure that every digital photo delivered to the citizen meets strict technical parameters of sharpness, exposure and absence of artefacts, maximising end-user satisfaction.

▪ **Project 6 – DEDEM X and Kubernetes**

To cope with the increasing load on the *DEDEM X* image quality assessment system, due to the expansion of the *FotoTua* project, a migration of the infrastructure to a Kubernetes-based container architecture was initiated in the first half of the year. This approach, an alternative to traditional virtualised solutions, was chosen to improve scalability, distribute the computing load across GPUs and optimise costs. The implementation made it possible to simultaneously manage

several evaluation workloads, maintaining low response times and high reliability thanks to fallback mechanisms. In the second half of the year, the infrastructure was consolidated and optimised, providing stable support for the service in production.

▪ **Project 7 – Stegastamp**

This ambitious project, co-funded with a second PhD at the University of Cagliari, explores steganographic watermarking technologies to certify the authenticity of identity photos. The fundamental research activity, carried out in the first half of the year 2025, led to the following publication *Fragile Watermarking for Image Certification Using Deep Steganographic Embedding*, jointly signed by the University of Cagliari and DEDEM SpA, presented on 30 June 2025 during the International Joint Conference on Neural Networks.

In addition, the project's themes were presented to the European Commission during the second half of the year, through the AI-SHIELD project's application to the European Union's HORIZON programme, specifically in response to the "CIVIL SECURITY FOR SOCIETY" call. The AI-SHIELD project proposes a comprehensive framework to protect the life cycle of residence permits through AI forgery detection, watermarking and blockchain. At 31/12/2025, the *Company* is awaiting the outcome of the assessment by the European Commission.

▪ **Project 8 – Credit Card Reader**

The activity, aimed at expanding and modernising the means of payment in the booths, saw the addition of the Satispay payment channel to existing credit card readers in the first half of the year. In the second half of the year, efforts focused on phasing out the old MDB (MultiDrop BUS) protocol in favour of a new Interface Protocol (protocol 95). This migration, which is currently underway and proceeding apace, will allow for a more granular and detailed control of readers and transactions, differentiating their characteristics according to the product or service offered.

▪ **Project 9 – Fire prevention on ATM Milan**

At the specific request of the ATM (Azienda Trasporti Milanese) customer, an innovative IOT solution was created for monitoring a fire-fighting module inside a photo booth.

Using the existing Raspberry Pi platform for managing the external display, a surveillance system was implemented that, in the event of an alarm or fault, sends a real-time event to the central Telemetry system. In the absence of connectivity, the signals are stored locally and transmitted as soon as possible, ensuring the traceability of events.

▪ **Project 10 – Ridere 2.0**

The project involved the development of a complete electronic payment system for the activation of rides and electromechanical games (kiddie). The system is based on a smart card, both physical and virtual (dematerialised on the App), which can be topped up using cash, credit/debit cards or special kiosks. The on-board electronics, equipped with an NFC/RFID reader, handle payment in a fully offline mode, ensuring service even without connectivity, while usage and diagnostic information is transmitted to the cloud in a deferred manner for remote monitoring

During the period, a prototype platform with two games and a kiosk was completed and used for system approval. The final tests for the transition to production and certification were successfully carried out.

▪ Project 11 – Cleaner and ODM

The proprietary telemetry and control system of the machine is subject to continuous evolution. During the period under review, there were two main developments:

- 1) the implementation of a headless automatic analysis system capable of processing millions of records to identify complex anomalies and hidden criticalities, generating reports in a very short time;
- 2) the automation of the creation of Maintenance Orders (ODM) or tickets, automatically assigned to technicians following the detection of certain faults. During the year, fourteen new ODM were activated and brought under control for four different types of equipment, after an intensive testing phase to reduce false positives.

▪ Project 12 – Testing new printing peripherals

Testing on printers and photographic consumables is routine. During the year, 45 printers from a new supplier were subjected to stress tests both in the laboratory and in the field. Print quality was measured using a Barbieri spectrophotometer, comparing different combinations of firmware and electronics. The most promising combination was selected and the related road test was started and completed in the second half of the year, providing valuable data for future procurement decisions.

▪ Project 13 – Custom photos with AI

During the second half of 2025, the *Company* developed and started testing a new, fun and innovative photographic product. This service uses Artificial Intelligence techniques to modify the customer's scanned photo in real time, replacing the face of a predefined champion (such as a footballer, the hero of a fantasy saga or a character from a famous television series) with that of the user.

The process, which takes place in a fully automated way in the booth, generates a high-quality printed photo with a strong emotional impact, opening up new market segments in the field of photo entertainment. The development involved both the training of specific AI models for ethical and quality face swapping, and the integration of the processing engine into the booth software flow.

▪ Project 14 – Advertising

During the 2025 financial year, the *Company* developed and started testing a new system to remotely change advertisements on the external screens of equipment. By querying the SAP ERP and the telemetry system, this service identifies the set of products in the machine and downloads videos of individual products or specific promotions from a centralised repository. This updating methodology makes it possible to keep advertising and product in the cabin "aligned" in real time and without the need for the intervention of the field technician, with the consequent increase in efficiency and the future possibility of advertising not only the *Company's* products but also those of third parties, generating an additional revenue line.

▪ Project 15 – Automatic cash registers for premises

In the second half of 2025, the *Company* finalised a project for automatic cash registers for the management of the *Group's* premises, starting from a partner's mock-up. The cash register, which integrates Ingenico readers via protocol 95 in addition to the fiscal registers, is designed for

centralised management of the price lists of products sold, management by bar code guns with the corresponding EANs of all products/services sold. All this in order to reduce the handling of cash by the room operators and avoid errors and shortages.

It is hoped that the positive progress of the R&D projects described above will generate, in the medium term, significant returns in terms of turnover, operational efficiency and sustainability, with favourable repercussions on the *Company's* economic results.

In particular, the projects “*Proprietary mobile applications Everywhere, ImpressMe*”, “*Electronic payment channel for kiddie*”, “*FotoTua system and image quality control*”, “*DeepFake and Morphing detection system*”, “*Personalised photos with AI*”, “*Field Workforce Management (FWFM) system*”, “*PagoPA payment system*”, “*Evolution of dematerialised payment in equipment*”, “*DEDEM X infrastructure based on Kubernetes*”, “*Evolutionary Maintenance on Telemetry*” and “*IOT Developments*”, as better described in the document “*Technical report for the capitalisation of research and development costs*”, to which reference is made for details, have the characteristics required

- by Article 2426, point 5 of the Italian Civil Code;
- by accounting standard 24 of the National Council of Chartered Accountants and the Council of Accountants, as amended by the Italian Accounting Body (OIC);
- by Article 108 of the Presidential Decree 917/86 (TUIR) and subsequent amendments,

and have been capitalised in the balance sheet assets and will be amortised over a period of 5 years.

Costs relating to other projects, on the other hand, were considered as operating costs and charged entirely to the income statement. In fact, it was not considered appropriate to capitalise these costs in the balance sheet assets since, although it is applied research and pre-competitive development aimed at achieving a better and new product/production process, it is believed that the broad statutory postulate of prudence should prevail, also in consideration of the fact that the recoverability of the charges in question through future revenues (an essential requirement for the capitalisation of R&D costs) is a highly subjective and uncertain assessment.

Transactions with subsidiaries, associates and parent companies

During the year, the following relationships were maintained with subsidiaries, associates, parent companies and with companies controlled by the latter:

Subsidiary	Financial payables	Financial receivables	Trade receivables	Trade payables	Sales	Purchases
Leisure Group Italia S.r.l.	2,401,597	227,666	9,829,796	924,111	4,744,393	1,664,982
Tecnotron S.A.U.	-	-	786,611	900	1,715,313	7,701
Trust Technology Services Srl	-	-	46,614	72,096	366,326	776,641
Imagination S.r.l.	-	-	933,487	-	765,029	-
Total	2,401,597	227,666	11,596,508	997,207	7,591,061	2,449,324

Other related parties	Financial payables	Financial receivables	Trade receivables	Trade payables	Sales	Purchases
DITTA RIZZI	-	-	-	-	25,576	528,184
SIMULACION Y FORMACION S.L.	-	-	107,289	-	1,138	-

Total	-	-	107,289	-	26,714	528,184
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Subjection to management and coordination activities

Your *Company* is not subject to management and coordination by other entities.

Treasury shares and shares/units of parent companies

To complete the necessary information, it is hereby specified that, pursuant to Article 2428, points 3) and 4) of the Italian Civil Code, there are no shares or quotas of parent companies held by the company, including through trust companies or nominees, and that shares or quotas of parent companies have not been purchased or sold by the *Company* during the year, including through trust companies or nominees.

Business outlook

The past year has significantly consolidated the Group's market position in the various Business Units, also as a result of the significant investments made in the previous year. Further impetus was given by the acquisitions made downstream of the listing process, which enriched the offer, especially in the leisure sector. It should also be noted that this strategy of mainly external growth has been applied in both Italy and Spain. In November 2025, the Polish subsidiary *Leisure Group Polska Sp. z.o.o.* was established, of which Dedem holds 55% of the capital, thus expanding the *Group's* business beyond Italy and Spain to the Czech Republic and now Poland.

Production and investment choices will continue in 2026 in line with those of the previous year in implementation of the multi-year business plan, focusing on projects and strategies with the potential to generate a higher overall percentage economic margin. In this direction, 2025 saw the complete divestment of volume activities in the ICT segment, as well as investments in projects aimed at streamlining the production chain and customer loyalty in all sectors, particularly those related to the *photo ID* and *leisure* segments.

As far as the *photo ID* sector is concerned, the optimisation process will continue in the distribution of the equipment already present in the territory with the aim of redistributing those with low margins by repositioning them on new, more profitable points of sale, as well as the refurbishing plan on the equipment withdrawn, also using part of the low-turnover warehouse consisting of spare parts, thus containing capex investments for the same number of machines and with the expected aim of having an increase in the average revenue per single piece of equipment and, therefore, a higher margin.

Also with regard to the *photo ID* BU, last year the *FotoTua* product was installed on almost the entire fleet, which allows the customer to receive, with a price increase of Euro 1, the *photo ID* in electronic format together with the traditional paper *strip*. The completion of the current version of the photo evaluation software in an automated manner and therefore without human intervention, has allowed a rapid distribution of this service throughout the territory and for 2026, having found that customers use it significantly, it is expected with the progressive adoption of the product the possibility of increasing the sale price from the current Euro 6 to Euro 7 by offering the *FotoTua* service on all photos sold.

Finally, again in relation to the *photo ID* segment, in the last period of the year just ended, a new *fun* product based on artificial intelligence systems was implemented, the release of which is expected in the current month. This product will have an intermediate price between normal fun products and identity products and should allow an increase in the margin related to this segment.

Turning to the “leisure” sector, during the 2025 reporting period, the machines that will be produced under licence through the Asian supplier chain and that will progressively become the majority of the installed fleet were defined. This strategic choice will lead to the purchase of equipment at a lower cost than the current ones, while the know-how and internal resources that were previously dedicated to production will be progressively shifted towards the service and maintenance of the fleet, thus ensuring the highest reliability and the greatest ability to generate revenue. This choice also stems from the need to modernise the equipment fleet of the subsidiary *Tecnotron*, which, with the acquisition of *Sicher* in 2025, is now positioned as one of the two main players in Spain in terms of entertainment in shopping centres.

Having obtained authorisation for the use of the proprietary payment system with Fidelity cards through NFC technology, the *leisure* segment will also begin to consistently shift the payment method towards digital systems, as has already been done in the *photo ID* segment. The increasing use of digital payments will bring the *Group* a number of benefits both in terms of cash, making the crediting of takings immediate, and savings on the purchase of new tokens and, above all, will lead to significant efficiency gains in the costs of collecting, counting and reporting inflows. With the introduction of digital payment in the leisure sector in 2026, it will be possible to unify all the *Group's* payment applications in a single "app", allowing the retail customer to manage all the services offered with a single account. This will also provide automatic information on B2C customers, which has so far been difficult to identify. The expected result will be a CRM management approach towards retail customers that will allow the sending of promotions and, in general, profiling that will enable an increase in overall revenues.

Also linked to the *Leisure BU*, with the acquisition of the companies *Wappy* and *Imagination* mentioned in the paragraph on extraordinary operations, in 2026, the investment strategy will be oriented, as regards the premises, towards identifying the best commercial format based on the opportunities that the different shopping centres may present. Therefore, an increase in the number of stores in the area is expected and the definition of investment policies that see the *Group's* stores as points of attraction within the centres.

Also in line with the strategic logic of managing automatic machines, in the second half of the year just ended, the testing of a new type of equipment in the *Vending* segment was launched. Unlike other players in the sector, the *Group's* qualified presence in shopping centres has made it possible to identify a segment not yet covered in the non-food vending sector and the *Company* is developing partnerships with leading manufacturers and brands, such as LEGO. This new sector will improve the operational efficiency of resources within the centres by improving the deployment times of all technical staff and taking advantage of centralised purchasing management.

Turning to the *ICT* sector, an important focus was placed on achieving the right balance between collection times from customers (DSO) and payment to suppliers (DPO), favouring and concentrating purchases on those suppliers that grant better payment terms. In addition, last year clear strategies were defined to improve margins through the introduction of new value products/services,

significantly reducing the low-margin activities inherited from the business units acquired in 2023. In 2026, the activity related to direct participation in major tenders and calls for tenders will also be developed, while to date the *Group* has offered its services only through system integrators, and this strategic choice will also contribute to the improvement of overall margins.

As already described in the paragraph on extraordinary transactions, in 2025, the *Company* was engaged in the completion of the due diligence activities envisaged by the listing project that led to the goal of starting trading on the Euronext Growth Milan regulated market last July. The proceeds of the listing will enable the *Group* to achieve faster growth in 2026, both in terms of territorial expansion (including international) and the modernisation of equipment in order to be able to provide products/services of ever higher value and, therefore, improve margins and profits.

Closely related to the listing operation and immediately downstream of it, in November 2025, the *Company* completed an important structured finance operation with a pool of leading banks that allowed it to achieve the following objectives: (i) the refinancing of the *Group's* entire bank debt, (ii) the obtaining of dedicated capex lines to support investments in Italy and abroad in the two-year period 2026/2027; (iii) the obtaining of an RCF line dedicated to supporting working capital. This structured finance operation, together with the listing proceeds, will allow the full implementation of the *Group's* business plan as presented to investors during the listing roadshow.

The 2025 results confirmed the improvement in margins, despite the contraction in revenues due to strategic choices as illustrated above, in line with the budgets drawn up, and this made it possible to confirm the medium-term strategic objectives, thus being able to confirm the forecasts of the new Business Plan referring to the 2026 – 2028 time horizon, which validate the fundamental parameters that should make it possible to achieve the objectives of significant growth, both organic and inorganic, which are the result of the commercial strategies and investment choices adopted.

The *Company*, consistent with its role as an industry leader, will continue to seize opportunities that strengthen its presence in the market to further elevate its level of service.

Below we indicate the main lines of action that will affect revenues and costs in the current year:

1. Increase in revenues

In order to increase revenues and have an increasingly widespread presence, the installation of additional *photo ID* equipment is planned. In addition, the gradual introduction of the new *FotoTua* and *VintageIA* products and, in general, of advanced services in the booths will also lead to an increase in margins.

The new *Vending* sector will bring a new business line in the final phase of 2026 that almost entirely follows the *Group's* operating models, with a consequent increase in revenues without significant changes in fixed costs.

Furthermore, in view of the fact that the *leisure* segment has confirmed its ability to create new growth spaces, the expansion process will also continue in foreign markets with the opening of new premises. Finally, with the new digital payment system, it is believed that sales on the installed fleet can also be increased through targeted advertising campaigns on loyal customers.

2. Cost containment

Having defined the investment needs for the current year in a timely manner, it will be possible to plan with all the main suppliers the delivery of peripherals and semi-finished products at more competitive prices but, above all, with the definition of the product lines to be imported it will be possible to reduce the average cost of capex. In addition, continuing the migration to single-board systems and digital payment systems will lead to a reduction in the costs of managing electronic money. Finally, a more stringent personnel management policy has been defined in terms of the use of holidays and leave so as to avoid significant accumulations of accruals not taken at the end of the year, which will lead to a reduction in the cost of labour related to the component of leave and holidays not taken.

3. Financial management of the company

In the 2025 financial year, the *Group* generated a positive cash flow from operating activities of Euro 13,283,134.

The *Company* was able to meet all the contractual commitments previously undertaken.

In November 2025, the *Company* completed a major structured finance transaction with a pool of six leading Italian banks, based on the following credit lines:

- 1) TLA1 for Euro 10,000,000 intended for the refinancing of the Group's bank debt;
- 2) TLA2 for Euro 15,000,000 intended for the refinancing of the Group's bank debt assisted by the SACE Growth guarantee;
- 3) Capex Line Italy for Euro 10,000,000 assisted by Sace Growth guarantee;
- 4) Capex Line Foreign for Euro 5,000,000 assisted by Sace Growth guarantee;
- 5) RCF for Euro 4,000,000 intended to support working capital.

The operation made it possible to achieve important results both in terms of reducing the cost of borrowing and in terms of the mix between short-term and medium/long-term maturities, with a consequent improvement in debt sustainability and the incidence of financial expenses. In particular:

- The weighted average spread was reduced from 5.45% to 2.75% (both inclusive of the cost of the Sace guarantee);
- The lines of credit to be managed have been reduced from 30 to 8;
- The incidence of short-term debt fell from 37% to 24%;
- The incidence of medium/long-term debt increased from 63% to 76%.

In light of the situation described, we have carried out an assessment of the company's ability to cope with the existing debt position (financial and otherwise) and therefore the solvency of the *Company*. In this regard, it emerged that no possible or potential financial crisis situation is expected. The prospective cash flows, taking into account all the above, are considered adequate to meet the planned obligations on a regular basis.

We believe that the strategies undertaken to meet the new competitive challenges will bear fruit in the 2026 financial year, in which we expect the *Company* (and the *Group*) to resume the revenue growth process and achieve good levels of profitability.

4. Business continuity

The *Company's* directors have put in place all the necessary measures and actions to ensure the company's operations and constant monitoring of the company's ability to meet its commitments and obligations. Measures and actions that will continue in the current year.

These measures are based both on risk mitigation actions and on the timely revision of budgets and business plans according to the evolution of the conditions for achieving short-, medium- and long-term objectives.

To this end,

- no current or potential impacts were identified that could invalidate the going concern assumption;
- it was not necessary to make write-downs to the values of the financial statement assets at 31 December 2025 for impairment losses;
- the 2025 financial year was carried out with the necessary continuity and with fully satisfactory economic results.

For the purposes of the assessments referred to in Article 3, paragraph 4, of Italian Legislative Decree no. 14/2019, the *Company's* directors constantly monitor the indicators of any signs of crisis. To this end,

- there are no payables for salaries overdue by at least 30 days; salaries are regularly paid on time;
- payables to third-party suppliers that have been overdue for at least 90 days are lower than undue payables to the same;
- there are no exposures to banks and other financial intermediaries that have expired;
- there are no debt exposures to qualified public creditors (INPS, INAIL, Revenue and Collection Agency) provided for in Article 25-novies, paragraph 1.

Financial risk management

Legislative Decree 30 December 2003, n. 394, which implemented the EC Directive 27 September 2001, n. 2001/65, introduced point 6 *bis*) of the art. 2428 of the Civil Code which, in relation to the use of financial instruments, requires the illustration of the objectives and policies regarding financial risk management, of which a quick examination is proposed below.

Credit risk

Credit risk represents the exposure to potential losses deriving from the non-fulfilment of the obligations assumed by both commercial and financial counterparties. For the *Company's* activity aimed mainly at final consumers who pay for the service before it is provided, this risk is zero.

The maximum exposure to credit risk for the *Company* at 31 December 2025 is represented by the book value of the assets indicated in the table below:

	31/12/2025	31/12/2024
From Customers	3,021,538	1,710,324
For tax receivables	726,967	1,032,553

From others	1,079,804	310,866
Total	4,828,309	3,053,743

Receivables from customers are of a commercial nature relating to invoices issued and to be issued at the reporting date and refer to counterparties of proven capital and financial strength. Receivables from others originate from receivables from employees for Euro 32,578, from advances to suppliers for Euro 990,703, from guarantee deposits for Euro 8,000 and from other receivables for Euro 48,523.

Liquidity risk

Liquidity risk is associated with the ability to meet the commitments arising from the financial liabilities assumed by the *Company*. Prudent management of the liquidity risk originated from normal operations requires the maintaining of an adequate level of cash or cash equivalents and the availability of funds through an adequate amount of credit facilities. The soundness of the financial structure was achieved thanks to the satisfactory capitalisation of the *Company*, which guaranteed a level of liquidity appropriate to the business objectives, allowing a balance to be maintained in terms of duration and composition of the debt.

At 31 December 2025, your *Company* had the following medium/long-term loans in place:

- a) Unsecured loan in the Intesa San Paolo pool (lead bank), UniCredit (Agent Bank), BPM, BNL, ICCREA and BCC dei Colli Albani, of an original Euro 10,000,000 with a duration of 78 months plus 6 months of pre-amortisation, with a variable interest rate Euribor 3 months and spread equal to 275 basis points per year. The repayment is made through deferred quarterly instalments due on the 31st of March, June, September and December of each year starting from 30 September 2026, with the last instalment scheduled for 31/12/2032. The residual debt as at 31/12/2025 is Euro 10,000,000 of which Euro 9,230,769 is due beyond 12 months;
- b) Unsecured loan in the Intesa San Paolo pool (lead bank), UniCredit (Agent Bank), BPM, BNL, ICCREA and BCC dei Colli Albani, of an original Euro 15,000,000 with a duration of 78 months plus 6 months of pre-amortisation, with a variable interest rate Euribor 3 months and spread equal to 275 basis points per year. The repayment is made through deferred quarterly instalments due on the 31st of March, June, September and December of each year starting from 30 September 2026, with the last instalment scheduled for 31/12/2032. The residual debt as at 31/12/2025 is Euro 15,000,000 of which Euro 13,846,154 is due beyond 12 months;
- c) Unsecured loan for investments in Italy in the Intesa San Paolo pool (lead bank), UniCredit (Agent Bank), BPM, BNL, ICCREA and BCC dei Colli Albani, up to a maximum of Euro 10,000,000 with a duration of 72 months including 24 months of pre-amortisation, with a variable interest rate of 3-month Euribor and a spread of 275 basis per year. The repayment is made through deferred quarterly instalments due on the 31st of March, June, September and December of each year starting from 31 March 2028, with the last instalment scheduled for 31/12/2031. The use is made by means of individual draws to be made by 31/12/2027. The residual debt as at 31/12/2025 is Euro 1,000,000 of which Euro 1,000,000 is due beyond 12 months;
- d) Unsecured loan for foreign investments in the Intesa San Paolo pool (lead bank), UniCredit (Agent Bank), BPM, BNL, ICCREA and BCC dei Colli Albani, up to a maximum of Euro 5,000,000 for a duration of 72 months including 24 months of pre-amortisation, with a variable interest rate of 3-month Euribor and a spread of 275 basis points/year. The repayment is made through deferred

quarterly instalments due on the 31st of March, June, September and December of each year starting from 31 March 2028, with the last instalment scheduled for 31/12/2031. The use is made by means of individual draws to be made by 31/12/2027. The residual debt as at 31/12/2025 is Euro 500,000 of which Euro 500,000 is due beyond 12 months;

The following financial parameters, calculated on the basis of the consolidated financial statements, are to be met for the pooled loans referred to in the previous points, to be certified on the calculation date of 31 December 2025:

	COVENANT 2025	VALORE DI RIFERIMENTO 31/12/2025
PFN / EBITDA	<= 2X	1,80
PFN / PN	<= 1X	0,61

As can be seen from the table above, the financial parameters are met at 31 December 2025.

Finally, with regard to liquidity risk, there are no particular critical issues in finding sources of financing to support operating and investment activities. The Finance Department manages cash flows and the use of bank debt with particular accuracy, with the primary objective of ensuring effective and efficient management of financial resources.

Interest rate risk

The *Company*, having contracted the loans described above, is moderately exposed to potential changes in interest rates on variable-rate financial liabilities, referable to the Euro area. However, to mitigate this risk, it has entered into interest rate hedging derivative contracts with the banks of the pool (of the Interest Rate Cap "IRC" type) for the loans referred to in points a), b) above.

Exchange rate risk

Exposure to exchange rate risk is zero as there are no foreign currency exposures.

Risk for guarantees issued to third parties

At 31 December 2025, the *Company* had the following guarantees for unsecured loans:

- Sureties issued to third parties Euro 980,104;
- Letters of patronage to banks in favour of subsidiaries Euro 2,168,833.

Information on tax assessments and tax litigation

The *Company* was subject to a general tax audit by the Rome Economic-Financial Police Unit of the Finance Guard, which covered the tax periods from 2014 to 2018. This audit was concluded on 17 June 2022 with the notification of an Audit (PVC) summarising the findings made by the auditors and the proposals for the recovery of taxation of costs considered non-deductible and VAT considered non-deductible.

In response to the PVC, the *Company* submitted to the Revenue Agency on 1 August 2022 the application referred to in Article 6, paragraph 1, of Legislative Decree no. 218/1997 in order to request the formulation of an assessment proposal to evaluate the possible acceptance. Together with the application, the *Company's* counter-claims to the findings made by the auditors were also submitted.

Accepting the request, on 19 October 2022, the Revenue Agency invited the *Company* to the adversarial procedure to activate the assessment procedure with adhesion that was actually established on 24 October 2022. At the end of the procedure and following partial recognition of the reasons highlighted in the counter-claims, which led to a significant reduction in the tax claim hypothesised in the PVC, on 24 November 2022, the adhesion deeds were signed with which the 2014, 2015 and 2016 tax periods were defined. The total amount of the settlement that the *Company* has undertaken to pay for these years is equal to Euro 1,470,664.60, divided into 16 quarterly instalments of Euro 1,424,309.82 and 8 quarterly instalments of Euro 46,354.78, of which the first instalment was paid on 14 December 2022. In view of the settlement, the *Company* waived the filing of the tax appeal.

For the 2017 and 2018 tax periods, the settlement agreements were signed on 15 June 2023, with the same criteria as the other years following partial recognition of the reasons highlighted in the counter-claims, which also led in this case to a significant reduction in the tax claim hypothesised in the FAR. In addition, for these tax periods, the *Company* was able to benefit from the reduction of penalties to 1/6 of the minimum statutory amount in application of Italian Law no. 197/2022. The total amount of the settlement that the *Company* has undertaken to pay for the years 2017 and 2018 is equal to Euro 675,588.05 in 20 quarterly instalments, of which the first instalment was paid on 5 July 2023. In view of the settlement, the *Company* waived the filing of the tax appeal.

With regard to tax litigation, the following judgements are currently pending:

Appeal to the Court of Cassation brought by the *Company* and relating to a VAT assessment notice for the 2013 tax year. The higher VAT disputed is equal to Euro 13,650.00 in addition to penalties of Euro 17,062.50. The first instance judgement was in favour of the *Company*, while in the second instance the Rome CTR upheld the appeal of the Revenue Agency and against this judgement the *Company* filed the appeal to the Court of Cassation currently pending. It should be noted that the entire amount in dispute, including penalties, has already been paid by the *Company* on the basis of the rules on early collection following an unsuccessful appeal.

Appeal to the Court of Tax Justice of the second instance of Lazio (ex CTR) proposed by the Revenue Agency and relating to a notice of assessment concerning IRAP for the 2012 tax year. The higher IRAP disputed is equal to Euro 3,133.00 plus penalties for Euro 3,133.00. The first instance judgement was in favour of the *Company*.

Finally, tax appeals are pending for Municipal Advertising Tax in relation to disputes over billboards on photo booths advanced by some Municipalities for taxes, penalties and interest equal to approximately Euro 200,000. Given that the jurisprudence of the various tax courts on the particular matter is not uniform and in several rulings also favourable to the *Company*, at 31 December 2025, there is a specific risk provision in the financial statements equal to Euro 100,000.

Secondary offices

It should be noted that your *Company's* activities are also carried out in the following secondary offices/local units:

- 1) Via Variante di Cancelliera, 6/8 – 00072 Ariccia (RM);
- 2) Via Cancelliera, 14 – 00041 Albano Laziale (RM);

- 3) Via Quarto Negroni, 54 – 00072 Ariccia (RM);
- 4) Via Licinia, 3 – 00153 Rome
- 5) Via Agostino Depretis, 7/9 – 15121 Alessandria
- 6) Via Ticino, 39 – 14100 Asti
- 7) Via Magna Grecia snc – 70026 Modugno (BA);
- 8) Via Italia, 65 – 13900 Biella
- 9) Via Don Giovanni Fornasini, 25 – 40128 Bologna;
- 10) Via dell'Industria, 14/16 – 72015 Fasano (BR);
- 11) Via Roma, 268 – 72015 Fasano (BR);
- 12) Via Tigellio, 38 – 09123 Cagliari;
- 13) Via Carrù, 2 – 12100 Cuneo;
- 14) Via dei Brozzi, 544 – 50100 Florence;
- 15) Viale Guidoni angolo Via Barsanti snc – 50127 Florence;
- 16) Via Armando Diaz, 2 – 16121 Genoa;
- 17) Via Antonio Gandin, 52 – 16142 Genoa;
- 18) Via Secchi, 9 – 73048 Nardò (LE);
- 19) Via della Chiesa, 2 – 57017 Collesalveti (LI);
- 20) Via Colle del Tufo, 13/A – 04012 Cisterna di Latina (LT);
- 21) Via Salvo d'Acquisto, 12 – 20037 Paderno Dugnano (MI);
- 22) Via dei Lavoratori, 134/136 – 20092 Cinisello Balsamo (MI);
- 23) Via Filippo Turati, 17/Bis – 54033 Carrara (MS);
- 24) Via Consalvo, 99/H – 80125 Naples
- 25) Via Uditore, 20 – 90145 Palermo;
- 26) Via Casalotto, 101 – 89122 Reggio Calabria;
- 27) Via Martiri di Cervarolo, 1/B – 42015 Correggio (RE);
- 28) Via Bonacini Mons. G., 20 – 42015 Correggio (RE);
- 29) Via Rettilineo, 90 – 45034 Canaro (RO);
- 30) Via Mario Alfani, 82 – 84098 Pontecagnano Faiano (SA);
- 31) Via Giovanni Pascoli, 11/A – 07046 Porto Torres (SS);
- 32) Via America, 14 – 10071 Borgaro Torinese (TO);
- 33) Via Antonio Bardelli, 4 – 33035 Martignacco (UD);
- 34) Piazza della Repubblica, 25 – 21100 Varese;

35) Via Porara, 124 – 30035 Mirano (VE);

36) Via Rasia dal Polo snc – 36073 Cornedo Vicentino (VI);

37) Via Giuseppe Garibaldi, 5 – 37057 San Giovanni Lupatoto (VR).

Adoption of the code of ethics and the organisation, management and control model

Your *Company*, in the constant attempt to strengthen its corporate governance and, more generally, to increase the corporate culture and to raise awareness of its resources on issues of primary importance, has adopted an Organisational Management and Control Model (so-called MOGC) providing for a suitable control system on the implementation of the same model and on the maintenance over time of the conditions of suitability of the measures adopted, in compliance with the provisions of Legislative Decree no. 231/2001 and subsequent amendments, containing the "*discipline of the administrative liability of legal persons, companies and associations even without legal personality*", according to which the entities are liable in criminal proceedings for offences committed in the interest or to the advantage of the same.

An integral part of the Model is both a Code of Ethics (a document explaining the general ethical principles, reference values, rules of conduct, as well as the set of rights, duties and responsibilities of the company itself towards third parties) and a Sanctioning System (a specific disciplinary system suitable for sanctioning non-compliance with the measures indicated in the Model itself), duly approved by the Board of Directors and subject to periodic updating according to regulatory developments or for internal organisational needs.

In order to make the documents prepared and approved effective, and as expressly provided for by the aforementioned Legislative Decree no. 231/2001, your *Company* has established and appointed a Supervisory Body (the so-called SB), in a collegial, autonomous and independent composition, which, with its own internal regulations, supervises the correct functioning and observance of the Model as well as the documents that are an integral part of it, also assisted by the internal audit and supported by a specifically designated contact person within the Board of Directors.

The MOGC is currently being revised to adapt it to the new provisions on predicate offences referred to in Laws no. 22/2022 and no. 137/2023, while the updated version of the Code of Ethics was approved by the Board of Directors on 11 March 2024.

All employees have undergone online training, which also involved the verification of the knowledge acquired on the specific topics through the use of a form that must be completed in order to define the training as completed.

Information relating to Privacy (EU Regulation 679/2016 and subsequent amendments)

At 31 December 2025, the system with procedures, information and forms is consolidated.

In detail, the activities carried out during the year can be summarised as follows:

- Updating of employee privacy information letters, through the use of the Gsuite “Forms” system with acquisition of the “Acknowledgement and acceptance” for the new resources acquired;

- Updating of the processing register, archive and information (particular attention to the reconciliation of documentation relating to the HR division);
- Completion of DPIA update according to the standard recognised by the Privacy Guarantor;
- Updating of specific procedures;
- Updating of guidelines and information to staff for requests for access to emails following the resignation of staff;
- Updating a blog, which is managed by the DPO and the dedicated working group, in which all communications, information, concerns and requests, with the relative answers, made on the subject of GDPR, both from internal (employees and/or collaborators) and external to the company (customers and/or suppliers) are collected;
- Website data management: further verification of the data collected on the *Company's* websites;
- Maintenance of ISO/IEC 27001:2022 certification, with reference to compliance aspects related to the GDPR;
- Strengthening the corporate compliance perimeter by integrating procedures, risk analysis and incident management in line with the European cybersecurity regulation NIS2 (EU 2022/2555), implemented in Italy by Legislative Decree no. 138/2024;
- Updating files and creating forms for authorised processing appointments.

The following additional activities have also been planned to be carried out in the year 2026:

- Creation of new DPIA, as required;
- Periodic updating of the processing register and archive;
- Creation of new information, as needed;
- Audit schedules for compliance with GDPR aspects;
- Analysis and resolutions regarding the observations of the SICERT Audit Body during the third-party audit.

Adequate organisational structures pursuant to Article 2086 of the Civil Code

It should be noted that the *Company*, at the date of these financial statements, pursuant to Article 2086 of the Italian Civil Code, has adopted an organisational, administrative and accounting structure appropriate to the nature and size of the company.

Allocation of the year's result

It is proposed to the shareholders' meeting to allocate the result for the year as follows:

Profit for the year at 31/12/2025	Euro	1,638,128.34
To legal reserve	Euro	85,297.93
To cover previous losses	Euro	1,420,807.54

To cover capital reduction reserve Euro	132,022.87
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We thank you for the confidence you have shown in us and invite you to approve the financial statements as presented, together with the proposed allocation of the result for the year.

ARICCIA (RM), 26 February 2026

Chair of the Board of Directors

Alberto Ing. Rizzi

This document is digitally signed by the original signatories