

# YEAR-END STATEMENT

**MATTEO ROSSI, CEO**

2025 proved to be the year in which we transformed a small vision with strong margins into a strengthened and scalable structure.

At the beginning of the year, when I joined the executive leadership, my objective was clear: to make what already existed sustainable and to prepare it for growth across all experiential dimensions. We worked extensively on governance, processes, and the overall vision, bringing order and strategic effectiveness without sacrificing speed of execution.

At the holding level, Filippo and I restructured the company's former leadership, adopting a more innovative, mature, and conscious model. Today, we share the role of CEO, opening space for new C-level figures and building a hierarchy that is more human, less rigid, and better suited to the development of both our people and the projects we bring to life.

One of the most significant milestones for me this year was my entry into the holding's share capital, becoming a partner alongside Filippo. This was not merely a formal step, but a clear signal of full alignment on vision, objectives, and the long-term future of the company.

From an organizational standpoint, the most important effort was stabilizing Dubbleklik Global while simultaneously structuring Dubbleklik Italia as an autonomous yet fully integrated entity. We defined workflows, commercial processes, and operating models that will be further scaled and optimized throughout 2026.

The creation of BytedMinds perhaps represents the most emblematic outcome of this approach. It is not simply the launch of a new company, but a meticulously calibrated strategic decision: investing in internal expertise, building a proprietary technology division, and creating long-term value. From day one, governance was designed to empower key roles within the project while ensuring balance between vision, execution, and control.

From a financial perspective—an equally crucial aspect—2025 was a year of deliberate and conscious investment. We chose to allocate resources not only to commercial growth, but also to infrastructure: people, spaces, and processes. The renovation of our offices follows this direction and represents only the first step of a long-term journey that will continue throughout 2026 and beyond.

We can confidently say that we made deliberate focus choices, stepping away from projects that were no longer central, in order to strengthen those we truly believe in and to which we dedicate our full commitment and effort. Less dispersion, more coherence, and greater solidity in every decision we make.

2025 was the year in which we laid the foundations of our future.

2026 will undoubtedly be the year in which these foundations begin to generate their full value, unlocking new and remarkable opportunities.



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**HOLDING**

