

gruppo**e**bano



THE FUTURE

**ANNUAL
REPORT
2023**





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CARLO ROBIGLIO

CEO & Chairman

Between Future and Purpose

The concept of the future is one of the most precious and essential aspects of the business world. The entrepreneur lives for the future, is nourished by it, and shapes all their actions based on future forecasts and, above all, on future planning.

At this moment, the term "future" takes on a particularly rich and meaningful concept for our group; for Ebano, the idea of the future lies in the will to design and plan the development of the coming years, following recent transformations and growth.

Our vision of the future is not related solely to the idea of mere economic success or simply to the growth and expansion of our businesses. Looking to the future for Ebano means, first and foremost, answering a simple but fundamentally important question: What is our purpose, the ultimate goal, what is now commonly referred to by the English term "Purpose" of our company?

Having a Purpose means asking oneself what justifies the existence of the company and its daily operations. It is evident to all of us that the mission contained in our Purpose cannot be represented only by a cold result marked by a number placed on a timeline.

Like any company, ours, to have meaning and moral substance, must have not only a business objective but also serve an ultimate purpose. In this direction, the ultimate goal of Ebano, and all the companies that are part of it, is encapsulated in a simple yet significant statement: «We want to be a community that transforms into value».

This value, far from being understood in a purely economic sense, must be realized in a broader vision: value as a source of positive elements to contribute to civil society and capable of fostering an ecosystem in which the people working within the company are truly at the center of attention.



The Ebano community sets this Mission for the future in its daily evolution: to implement its Purpose by being a living element in the territory, pursuing the well-being and growth of the people who work in our companies and live in our communities.

This is our North Star; it traces a path that passes through the respect for people, the environment, and the enhancement of the cultural and historical roots of the territories, creating and redistributing value.

Only through this respect can we, and will we increasingly, create a positive working environment in which to operate harmoniously, with shared objectives, achieved with the participation of each of us, in a logic that inclusively recognizes the collective success of all.

The commitment to achieving our Purpose in the future has now become an integral part of Ebano's DNA: to proceed in the direction set forth, consistently and concretely, as a "community that transforms into value."

Carlo Robiglio

HOLDING

Stability, sharing, and integration towards the future

BOARD OF DIRECTORS

Carlo Robiglio: *CEO & Chairman*
Nicola Caramaschi: *Board Member*
Marco Sarzi Amadé: *Board Member*
Enrico Zanchetta: *Board Member*

Ebano S.p.A., a Benefit Corporation, is a holding company founded in 1991 by Carlo Robiglio, entrepreneur and CEO of the group.

Ebano operates in publishing and professional training for the B2C and B2B markets, offering innovative solutions for e-learning and e-coaching.

It is also active in providing digital services for the pet care industry and in developing digital projects in the fields of marketing and communication.

To date, the holding company comprises twelve operational companies and one company that acts as a sub-holding.

Over the past thirty years, Ebano has embarked on a path of continuous growth, developing expertise and focusing on innovation, achieving significant milestones thanks to the company's and management's ability and vision in implementing a strategy of inclusion and integration of new entities.

«The term utopia is the most convenient way to dismiss what one does not want, is unable, or lacks the courage to do. A dream seems like a dream until you start somewhere, only then does it become a purpose, something infinitely greater.»

Adriano Olivetti



1991 • EBANO SPA
• INTERLINEA SRL

2004 • STRATEGICA SRL

2013 • CEF PUBLISHING SPA

2015 • BTREES - BRILLIANTREES SRL

2016 • ACCADEMIA DEL CIMENTO SPA
• INNOVATION LAB SRL

2018 • PETME SRL
• ZAMPANDO

2019 • MASTERFOOD SRL
• EBANO TRAINING EVOLUTION

2022 • GRUPPO PRAGMA SRL
• ADN MASTERD

2023 • AUGUSTA HOLDING / P&P ITALIA
• DIGITAL BROKERAGE EUROPE
• XX SETTEMBRE REAL ESTATE
• AT / YOUR KITCHEN
• PRAGMA BRASIL
• HACKABLE
• ALGOR EDUCATION

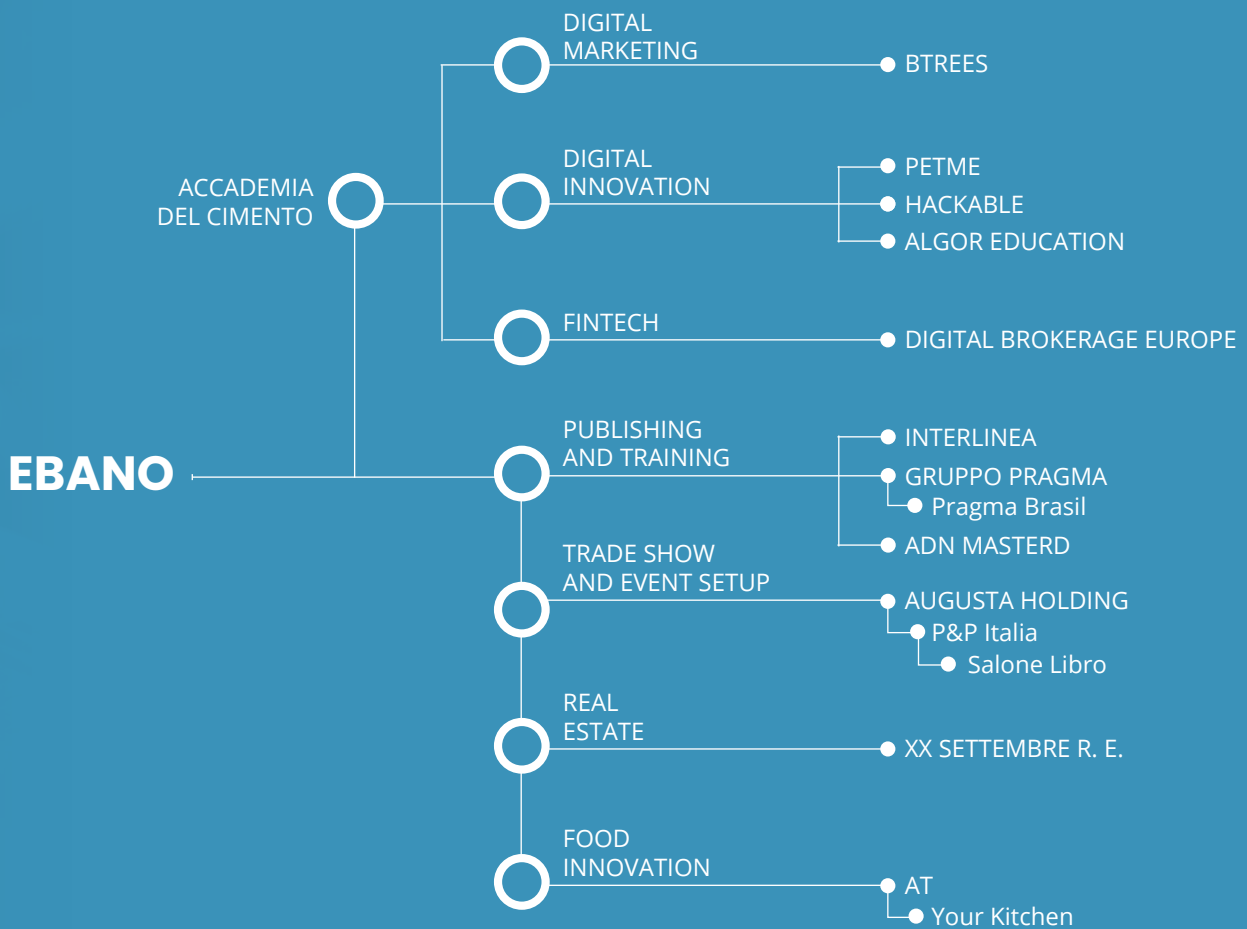
Activities

The main activities that Ebano does for the societies of the group to achieve their objectives are:

- Increasing the value of the group through acquisitions of top-performing companies.
- Implementing governance that can amplify the value of individual companies by providing operational and developmental support, particularly in strategic decision-making.
- Purchase the potential and expertise of the companies to contribute, each in its own way, to the management and success of innovative projects.
- Sharing and applying core values, such as social and environmental sustainability, in business decisions.



«The factory cannot only focus on profit margins. It must distribute wealth, culture, services, and democracy. I envision the factory for people, not people for the factory, right? We must overcome the divisions between capital and labor, industry and agriculture, production and culture.»
Adriano Olivetti



TEAM

Ebano



Carlo Robiglio

CEO & CHAIRMAN

Nicola Caramaschi

DEPUTY GENERAL MANAGER



Marco Sarzi Amadé

CHIEF FINANCIAL OFFICER



Enrico Zanchetta

FACILITY MANAGEMENT SENIOR SPECIALIST

Mario Gallieni

CITO - CHIEF INFORMATION & TECHNOLOGY OFFICER



Sebastiano Caccialanza

CMO - CHIEF MARKETING OFFICER

ACCADEMIA DEL CIMENTO

BOARD OF DIRECTORS

Carlo Robiglio: *Chairman*
Nicola Caramaschi: *Board Member*
Marco Sarzi Amadé: *Board Member*
Enrico Zanchetta: *Board Member*

A few years ago, Ebano established a holding company focused on investing in start-ups and developing high-potential project ideas. The company's mission is to guide these enterprises on a successful growth and development path, ensuring they integrate seamlessly into the core activities of the group. By leveraging the experience, expertise and resources of the group's companies and their people, these ventures can thrive and contribute to the broader success of the organization.

Accademia del Cimento dedicates attention and resources to the growth and success of ideas and start-ups, with the aim of creating an ecosystem of open innovation, today an essential factor for all companies that want to grow with prospects of success, with the aim of maintaining a competitive advantage over other market players.

M&A activities are conducted by a team with specific skills which, in addition to the economic-financial evaluation process of the possible acquisition or merger operation, evaluates all the repercussions on the supply chain and on the group's activities, primarily from a sustainability standpoint and with a long strategic perspective.



Carlo Robiglio
Chairman



Digital
Innovation

Fintech

Digital
Marketing

Market
sectors





PUBLISHING AND TRAINING

INTERLINEA

interlinea.com

BOARD OF DIRECTORS

Carlo Robiglio: *Chairman*
Roberto Cicala: *Board Member*
Nicola Caramaschi: *Board Member*

«Past, present and future cannot be isolated from each other and must be intertwined» wrote Eugenio Borgna in *Apro l'anima e gli occhi* published by Interlinea in 2002, the thirtieth anniversary of the publishing house that believes in a future of culture rooted in sustainability.

From the adoption of algae paper in the early 2000s to choices aimed at reducing CO2 in logistics, the commitment also extends to a greater qualitative selection of publications and the focus on social themes such as the environment, Holocaust remembrance and animal care for young readers. The catalog

thus reflects Ebano's ESG lines, with significant impacts on cultural projects carried out in prisons, schools, and pediatric wards, as well as Braille editions. In these areas, digital innovation can make a difference, with the expansion of the catalog in e-book format, the inclusion of educational content on online platforms, thanks to the agreement through an agency for the internationalization of titles abroad and the conversion of texts into audiobooks. These projects prioritize accessibility and inclusivity because, in the chain from author to reader, reading and culture are a right for everyone.

Activities



Book publishing



Conference proceedings



Gifts and National Editions



Planning of cultural and literary festivals and events



Cultural digital contents for B2B courses



Art catalogues



Corporate gifts and representative volumes



Workshops to promote reading for children

+1.500TITLES IN THE
CATALOGUE**58**NEW TITLES
IN 2022**50.000**COPIES SOLD
IN 2022**113**PUBLIC
EVENTS

Interlinea is an independent Italian publishing house specializing in literature, culture, art, history, and children's books. It was founded in 1991 by Carlo Robiglio and Roberto Cicala. Distributed in Italian bookstores by Messaggerie Libri, it has published over 1,500 titles, many of which are also available in digital format. In 2001, it launched the editorial brand "Le rane," dedicated to children's and young adult literature, to provide space for major Italian and international authors and illustrators with particular attention to the quality of materials, printing on ecological paper made from algae from the Venice lagoon. All of Interlinea's production adopts sustainability measures, using FSC-certified paper. The titles published in its first 30 years of activity exceed 1,500 and are divided into about 30 series. Many have been translated abroad and have received literary awards, including the



Roberto Cicala
Editor in Chief

«We have words to sell, / words to buy. / Let's go together in search of the words to think» is Gianni Rodari's invitation

Viareggio and Andersen prizes. In 2022, 58 new titles were released, and around 50,000 copies were sold, including nearly 3,000 e-books, generating over €800,000 in revenue, divided between distribution sales, direct sales, cultural project design services (including for international festivals), and publishing service activities, also serving as a content hub on Ebanò Group's digital platform. Interlinea is affiliated with AIE-Confindustria and has received several accolades over the years, including the National Culture Award from the Prime Minister's Office in 2006. It boasts active collaborations with Italian and foreign universities. Additionally, it publishes prestigious international journals such as "Autografo" and two National Editions of the works of Verga and Boiardo, promoted by the Ministry of Culture. Interlinea is also very active in the social sphere, supporting projects and events to promote reading and writing among young people and in prisons, with initiatives supporting UNICEF projects and pediatric hospitals.



PUBLISHING AND TRAINING

GRUPPO PRAGMA

gruppopragma.it

BOARD OF DIRECTORS

Carlo Robiglio: *Chairman*
Oriana Cok: *CEO*
Maria Rita Fiasco: *Board Member*
Marco Sarzi Amadé: *Board Member*
Mario Gallieni: *Board Member*

Founded nearly thirty years ago, Gruppo Pragma offers digital solutions and platforms for corporate training. Since 2022, it has part of Ebano SpA, which acquired control of the company. Gruppo Pragma is based in Trieste at Area Science Park, one of the leading scientific and technological parks in Europe.

Gruppo Pragma is an innovative company with a fully digital focus, specializing in e-learning projects and initiatives based on digital technologies. Its goal is to guide individuals and organizations through change.

The company's vision is rooted in the concept of "closer&beyond":

- being inclusive, embracing and integrating psychology and technology to support the empowerment and growth of people and organizations;
- encouraging a full participation in the innovation process; looking beyond, anticipating the future, and enriching the present with innovation by co-creating the best solutions with our clients.

Activities



Customized training and development projects, delivered through LMS and LXP systems



Design, development, and delivery of digital training content



Corporate communication projects and digital facilitation to enhance the work of virtual teams



The company's clients include private and public organizations across various sectors.

«Looking beyond, perceiving the future, and fueling the present with innovation by building the best solutions together with our clients.»



Oriana Cok
CEO

The team consists of highly qualified professionals with both humanistic and technological backgrounds, as well as extensive business experience. Constant R&D activity has led to innovative solutions, such as the first virtual tutor for e-learning and intranet platforms, developed using Natural Language Processing (NLP) and Artificial Intelligence (AI) techniques. This pioneering project won the Confindustria "Imprese x Innovazione" award in 2012 and remained active for 10 years, providing user assistance to over 50,000 users.

In 2017, research led to the creation of the first Italian e-coaching platform, **i•dive improve to change**, an original cloud-based digital suite designed by psychologists specializing in cognitive neuroscience, educational technologists, and AI experts. This platform makes coaching scalable and accessible in a sustainable way, while maintaining high quality and effectiveness.

The integration and synergies with Ebanò provide a strong impetus for market development, targeting both large enterprises and SMEs.



International expansion is a priority, and the company is already active in foreign markets, particularly in Brazil, where it opened its own local branch, Pragma Brasil, in June 2023.

The company is ISO 9001 certified for training and ISO 27001 for IT and data security management processes.



DIGITAL MARKETING

BTREES

btrees.it

BOARD OF DIRECTORS

Christian Zegna: *CEO*

BTREES is a Communication Agency specializing in cross-media communication strategies, Content Management, SEO and Advertising. Founded in Biella in 2015, it was one of the first start-ups to be accelerated by Sellalab, the innovation hub of Banca Sella Group.

At the end of 2021, an additional operational office was opened in Reggio Emilia.

Today, the agency comprises 30 professionals and has developed projects with numerous

brands, including Emilgroup, Zegna Baruffa Lane Borgosesia, Banca Sella, Gruppo Fini, Le Conserve della Nonna, Fabrick, Phyd-Adecco Group, Fintech District and many others.

These projects and collaborations have enabled BTREES to successfully double its revenue over the past three years, surpassing 2 million euros in 2022, with further growth prospects in 2023.

Activities



Social media strategy



SEO & digital analysis



Social media school



Technological projects



WEB marketing



Multi-channel strategy



Media budget management

30
TEAM
MEMBERS

3
OPERATIONAL
OFFICES

+50
PROJECTS
MANAGED

+20%
AVERAGE
GROWTH Y/Y

The year 2022 marks a turning point for BTREES as it aims to become increasingly a consulting firm, particularly in the field of digital communication. This shift in approach is intended to better meet the demands of the market, emphasizing strong expertise, daily service, and a strong focus on growth and results.

BTREES will be a company that bases its work not only on digital solutions but also on the adoption of good ESG practices, reaffirming its commitment to the society in which it operates.



Christian Zegna
CEO

In 2022, BTREES explored many aspects of the “trend of the year,” such as the metaverse, and will continue to offer its clients the best strategies to navigate the continuous and significant changes that characterize the digital market. Staying up-to-date and ready to propose the best solutions remains the company’s primary focus for future development.

In the future, BTREES aims to increase its market share by creating new synergies with companies operating in the communication sector, with the goal of expanding its offerings and positioning itself as an increasingly strategic partner for achieving business objectives. The consulting approach will be central to the value offered, with great attention to sustainability issues. Indeed, certifications for Benefit Corporation, B Corp, and gender equality are already in the works.



DIGITAL INNOVATION

PETME

petme.it

BOARD OF DIRECTORS

Nicola Caramaschi: *CEO & Chairman*
Marco Sarzi Amadé: *Board Member*
Christian Zegna: *Board Member*
Monica Mosca: *Board Member*

PetMe Srl, a company part of the holding Ebano SpA, is the owner of the petme.it portal, dedicated to animal lovers and their owners.

Petme.it, thanks to an editorial team composed of professional journalists, offers daily the best and most up-to-date information on the world of pets and more, enriched by podcasts and videos for an immersive and engaging experience, with a contemporary, simple and clean graphic design.

At the same time, the platform hosts information services, making use of experts in the sector, such

as veterinarians, nutritionists and other highly skilled professionals.

PetMe demonstrates its commitment to animal well-being through its extensive network of pet sitters, who offer top-notch care services when needed.

PetMe has become a valuable resource for pet owners, as well as an interesting communication opportunity for companies looking to reach this audience.

Activities



Expert information written by professionals



Video consultations to help you live better with your pets



Balanced nutritional recipes formulated by our nutritionist



Creation of dedicated content for our B2B Clients



Careful selection of our pet sitters



We offer our partner companies customized content tailored to their target audience. Podcasts, videos and webinars complete our offer, helping companies effectively disseminate the strengths of their products.

In 2022, the Pet Economy in Italy reached 3.5 billion euros, with the majority represented by the food and care sectors for our animal friends. With 65 million pets across the country, animal lovers increasingly demand specialized services and qualified professionals, making this sector highly attractive for companies.

Through collaborations with our companies affiliated with Gruppo Ebano, we can offer dedicated e-learning platforms, starting from the drafting of content to the creation of the final product, consultancy for the management of communication on digital and social platforms.

As a pet sitting service, we connect over 1 million people across the country through PetMe, making the search for a pet sitter simple and immediate, to entrust our friends to qualified personnel who love animals.



Nicola Caramschi
CEO & Chairman





TRADE SHOW AND EVENT SETUP

P&P ITALIA
pepitalia.it

BOARD OF DIRECTORS

Pietro Paolo Paci: *CEO & Chairman*
Fulvio Borgaro: *CEO & Board Member*
Carlo Robiglio: *Board Member*
Antonio Zotti: *Board Member*

Since 1984, the year of its foundation, P&P Italia has specialized in the development, design and creation of tailor-made trade fair stands and modular set-up solutions for trade fairs, exhibitions and conferences.

P&P Italia has a flexible organization that manages all stages of the set-up with professionalism and experience; its structure is divided into several areas in constant collaboration:

- commercial and budget analysis office
- computerized design and rendering
- technical management of events and demonstrations for third parties
- rental of modular structures of all kinds
- tailor-made and project-based carpentry creations
- furniture rental
- graphics laboratory
- construction of electrical systems
- administrative and budget verification offices

The head office of over 8,000 square meters is in Moncalieri, a stone's throw from Turin, in a strategic position in the immediate vicinity of the motorways and the main Italian exhibition centers. The company's production process is ISO9001 and ISO14001 certified.

Think green

Thinking green is the new philosophy of P&P Italia which, after a process of maturation, has deemed it essential, as a growth factor, to combine the quality of the products/services with particular attention to the processes with which they are made, respecting the environment which surrounds us.

Therefore, sustainable development is a process aimed at achieving environmental, economic, social and institutional improvement objectives, both at a local and global level. Fundamental elements are interdisciplinarity, innovation, experimentation.

With respect to these assumptions, P&P Italia has accepted the challenge of the new cultural revolution through:

- Dissemination of the culture of sustainable development
- The rational use of resources
- The use of bioecological and biocompatible materials
- The search for new solutions

In this direction, at the end of 2013 P&P Italia completed the process of obtaining environmental certification according to the ISO 14001 community regulation.



Pietro Paolo Paci
CEO & Chairman

Activities



Customized stand

Designed by its own architects and designers or created according to the client's project, the stand is custom-made with meticulous attention to detail. Specialized personnel take care of the setup and disassembly in all the main national and international exhibition sites. At the end of the event, the stand can be stored at a P&P Italia warehouse, ready for the next exhibition.



General Pre-setup

P&P Italia has extensive experience in setting up entire events and collective participations for organizations and consortia at events in Italy and abroad. For trade show and event organizers, P&P Italia offers comprehensive technical management while strictly adhering to roles.

The company manages all technical contacts with individual exhibitors, ensuring timely and expert service, supported by a customized e-commerce system for each event.



Conferences and Corporate Events

Behind a successful congress or corporate event there is always a technical partner of absolute trust. In this field, P&P Italia offers a wealth of expertise, understanding the unique challenges and needs of organizers. From this experience was born GIANO, a temporary sound-absorbing room designed to improve acoustics.



Exhibitions

Setting up an exhibition is always a stimulating adventure. It means knowing how to capture the sensations that the designer wants to convey and translate them into reality, overcoming the numerous challenges posed by respecting often historic and highly valuable environments. Paying attention to the smallest details and highlighting the allure of the exhibition are true tests of skill, where P&P Italia demonstrates its full professionalism.



FOOD INNOVATION

YOUR KITCHEN

yourkitchengroup.com

Your Kitchen Food Service LTD is a Namibian-registered company specializing in the design, consulting and production of high-quality food for the local tourism sector. Specifically, YK provides a comprehensive 360° service dedicated to the owners and managers of hotels and lodges in the local market.

The concept—born from the insightful idea of two of the company’s founders—originated from an analysis of the food service offered by Namibian hospitality establishments, which was generally poor and often of substandard quality.

In a context where the food experience is largely absent due to distances, small scale, and a lack of culinary culture, Your Kitchen developed a system to support the management of these establishments.

Starting with local raw materials and drawing from available culinary offerings, YK collaborates with lodge managers to design a new menu where the culinary experience takes center stage, offering Guests top-quality dishes.

In practice, YK, after defining the new gastronomic proposal, produces each dish at its facility in Windhoek. The preparation, cooking, and storage

processes utilize the best technologies available on the market, following the CCR logic: Cook, Chill, and Regenerate, leading to storage in environments at -18°C.

Each hospitality establishment places orders for the necessary dishes based on their weekly occupancy, and Your Kitchen, through its logistics partner, ensures timely and efficient delivery. The lodge then simply regenerates the dish following the instructions provided during staff training and with the support of YK’s Food Inspector.

The benefits of this proposal for the Client are numerous and significant:

- The lodge/hotel transitions from a low-quality fixed menu to a high-level à la carte menu.
- Each dish, being produced in a central kitchen, is stabilized in weight, taste, and overall quality. Once the design is set, the standard remains consistent, enhancing the culinary offering.
- The ability to stock dishes allows YK to purchase raw materials at the best time and with the highest quality.
- The constant presence of Your Kitchen’s Food

Inspector helps the hospitality establishment maintain the correct dish regeneration capability.

- The creation of dedicated menu helps the establishment differentiate itself from competitors, moving away from the common practice of serving the same dishes everywhere (it is quite common to find the same dishes everywhere).
- The absence of waste represents significant cost savings (transitioning from a system where raw materials are often poorly used, if not wasted, to a system where finished dishes are ordered in strictly necessary quantities).
- Reducing the need for electricity and gas at the lodges (a key factor in a context of very limited availability).
- Upselling opportunities at the establishments thanks to the food experience (better food = greater willingness to pair it, for example, with quality wine for an additional charge).

While this activity represents the core business of the company, two additional, yet complementary, action lines have been developed.

The first involves creating a B2B catalog offering a wide range of dishes ready for regeneration. In this case, standardization excludes the extreme customization of the previously illustrated method; however, the

Your Kitchen, la rivoluzione italiana nel mondo dei servizi food che parte dalla Namibia e guarda al mondo.

catalog requires a very low level of training since regeneration is quite simple.

The second line targets B2C, introducing select dishes into the Namibian mass retail market. In this case, the offering is premium, focused on fresh products (thus, foods that are not long-lasting and without food preservatives).

YK's development plan envisions opening a second production hub by 2027 in a different country within southern Africa or the western part of Asia. The goal is to establish a work standard on which to base the proliferation of production facilities, complemented by commercial ones, as part of the company's expansion, always in line with its commitment to consulting for high-quality food production.

In defining its standards, Your Kitchen has chosen to be extremely mindful of waste and fully committed to reducing both emissions and waste production at every step. To this end, it has signed local agreements that allow for the recycling of materials, such as the plastic bags used to store food.

VALUES

Stability, sharing, and integration towards the future

Ebano aims to consistently develop its presence in the sectors it operates in, as well as in other adjacent areas deemed strategic and complementary to its industrial project, in a harmonious and sustainable manner. Particular attention is given to investments in Research & Innovation, which represent the strategic pillars of the group together with continuous training. Each new acquisition is carried out according to a precise plan that emphasizes the sharing of values, work methods and interaction, within a coherent development strategy aligned with the group's main lines of business.

Ebano places a strong emphasis on people as a guiding principle. The inclusive business model, respect for the ethical code, and a high sense of responsibility allow the group to value its employees and clients, remain actively engaged in social initiatives, and continuously expand its network of contacts and the scope of its actions. Holding's offering translates into a range of innovative and sustainable products and services.



BRAZIL

SÃO PAULO | **GRUPPO PRAGMA**

SPAIN

SARAGOZZA | **ADN MASTERD**

NAMIBIA

WINDHOEK | **YOUR KITCHEN**



MISSION

**A path
to sustainable growth**

Supporting and growing the affiliated companies in a continuous and organic evolution of the group is Ebanò's mission along an itinerary that winds through actions, numbers, values and people.

All this is governed by a strong propensity towards sustainability, understood in its various declinations, as well as towards continuous innovation, brought to value both through the companies of the group and through the governance model created for this purpose.

GROUP OFFICES

PIEMONTE

NOVARA
TORINO
BIELLA

FRIULI VENEZIA GIULIA

TRIESTE

EMILIA ROMAGNA

REGGIO EMILIA

EBANO FOR SUSTAINABILITY

Create value for the territory

Attention to social issues is a real priority for the Ebanò group. In fact, we have always been convinced of how fundamental it is to emphasize the themes of solidarity and attention to the territory and one's community, as motivations for growth for a company that has constant attention to the person. There is no business where there is no attention to the territory and the community and there is no business where the entrepreneur does not set himself the aim of being "social" in the broadest sense, trying to return and reciprocate part of the privileges obtained and the opportunities received.

Faithful to this principle that has always animated our Group, we take action, in relation to our possibilities, to support solidarity projects and initiatives with cultural and sporting value which represent, in our opinion, noble expressions of dedication to the person, on the territories in which our businesses operate.



Through our support for these initiatives, we want to continue to believe in a healthy and supportive society, since in the commitment against disease, hardship, poverty and ignorance, the “small” gestures that each of us can carry out are also important in everyday life.

We take action to support solidarity projects and initiatives with cultural and sporting value, noble expressions of dedication to the person, in the territories in which our companies operate



Culture

- Teatro Carlo Coccia
- No'hma - Spazio Teatro Teresa Pomodoro
- Liceo Classico e Linguistico statale Carlo Alberto
- Vita Nova Activa APS
- Festival Scrittori & Giovani
- TEDx Biella
- Oropa Music Festival
- BiDigital



Territory

- Chiesa di San Teonesto



Social impact

- Fondazione Lucrezia Tangorra
- Associazione Women & Technologies ETS
- Balzo - Banco italiano zoologico Onlus
- Donazione libri a ospedali e reparti pediatrici
- Donazione libri a carceri e biblioteche scolastiche



Sport

- Tennis Club Piazzano
- Scuola di sci La Thuile
- Associazione Concentrici
- ASD Tigers Prealpi Biellesi

ALBERTO MATTIELLO

Business futurist



Alberto Mattiello is a “business futurist” living in Miami, Florida. He is the author of seven books on innovation and curator of the Italian edition of MIT Sloan Management Review publications. An expert in technology and innovation, he serves as an innovation consultant for the Ebano group. For over ten years, Alberto led the “Future Thinking” hub at Wunderman-Thompson, an international accelerator focused on helping companies find the intersection between marketing, technological innovation, and emerging business models.

Alberto has been a member of the Scientific Committee of Confindustria Piccola Industria. He is an international speaker and has been teaching for more than 15 years at universities such as Imperial College London and Bocconi University in Milan.

History teaches us that periods of crisis and radical change can give birth to new paradigms that redefine entire historical eras. The difficulties of 2008, for example, marked the rise of many technologies and innovations that surround us today, from social networks to Uber, from AirBnB to the iPhone, from IBM’s Watson to Bitcoin, profoundly shaping the economy, work and society. Similarly, 2022 and 2023 could represent the dawn of another major technological and cultural revolution with a huge impact on the rules of competition.

Three major forces appear to be driving this transformation: disruption in the world of work, the Western labor shortage, and the challenges posed by climate change. New technologies such as generative artificial intelligence, virtual reality, advanced robotics, and AI embodiment will be decisive, redefining many professions and daily experiences in the coming years.

However, the real challenge will not be merely technological or economic but psychological and cultural. As individuals and organizations, we will have to learn to collaborate, coexist, and evolve with these innovations—not passively, but treating them as true digital co-pilots.

We will need to find a new balance, overcoming natural anxieties and resistance. It is up to us, collectively, to shape the future together with technological innovation, assigning it the correct role as an accompaniment rather than a guide.

To achieve this, it will be crucial to invest more in continuous learning, upskilling, and reskilling, to help workers acquire the skills necessary to thrive in this new digital, automated, and sustainable era. It will be necessary to create both physical and virtual spaces where continuous growth programs can be built, without abandoning the drive to foster a culture of widespread innovation.

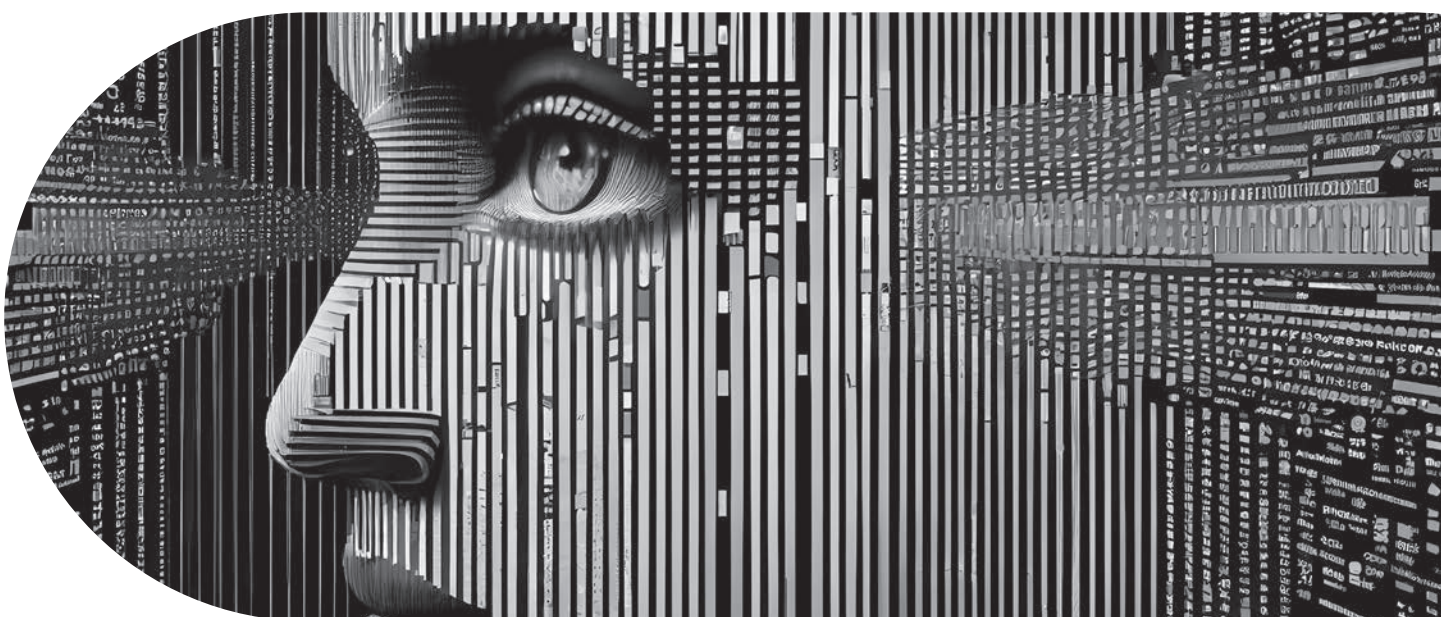
Training programs should cover topics such as critical and lateral thinking, creativity, emerging technologies, as well as essential soft skills like emotional intelligence, empathy, stress management, and dealing with change. The rapid technological disruption is breaking down traditional barriers to entry and making innovation more accessible even to small and medium-sized enterprises. But to take full advantage of these opportunities, it will be essential to invest in people and promote a deep cultural shift starting from the top of organizations.

Specialists are no longer enough: we need real pioneers. The competitive advantage no longer lies in access to innovation but in the competence and speed with which it is implemented.

Leaders must embrace and promote a mindset open to continuous change, value the human dimension of work, create more space for collaboration and lateral thinking, and transform organizations of specialists into teams of pioneers. Only by creating environments conducive to lifelong learning and the expression of individual potential can people become active partners in innovation rather than passive subjects.

Companies should not fear automation but consciously design an inclusive and sustainable future of work. Just as artists in the past confronted photography, today we are called to creatively shape this new technological era rather than succumb to it.

People, with their skills, passions, and ambitions, will be crucial in defining a future where innovation and a new humanism can coexist in harmony.



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Graphic Design and Coordination: **Ebano Marketing Department**

Cover Image: **created with Midjourney, an artificial intelligence prog**

Completed Printing: **december 2023**

This annual report was printed on FSC-certified paper