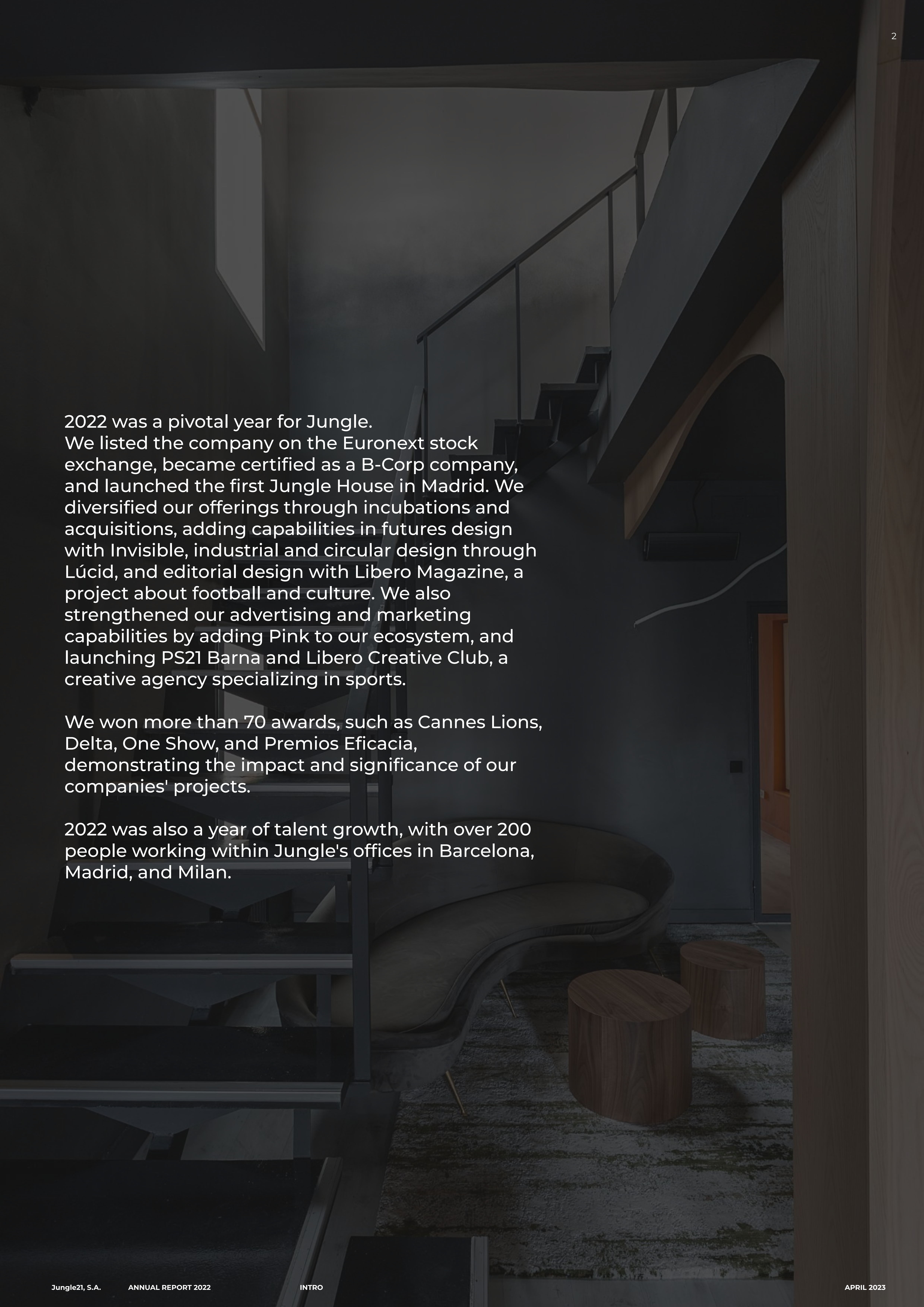




JUNGLE<sup>21</sup> | ANNUAL REPORT 2022



2022 was a pivotal year for Jungle. We listed the company on the Euronext stock exchange, became certified as a B-Corp company, and launched the first Jungle House in Madrid. We diversified our offerings through incubations and acquisitions, adding capabilities in futures design with Invisible, industrial and circular design through Lúcid, and editorial design with Libero Magazine, a project about football and culture. We also strengthened our advertising and marketing capabilities by adding Pink to our ecosystem, and launching PS21 Barna and Libero Creative Club, a creative agency specializing in sports.

We won more than 70 awards, such as Cannes Lions, Delta, One Show, and Premios Eficacia, demonstrating the impact and significance of our companies' projects.

2022 was also a year of talent growth, with over 200 people working within Jungle's offices in Barcelona, Madrid, and Milan.

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# JUNGLE IS AN ECOSYSTEM OF CREATIVE COMPANIES

PS21 ES3 Redbilly True. pink invisible LIBERO. lúcid PS21 | BARNA LIBERO CREATIVE CLUB MeMe

- WHO WE ARE

**TO TRANSFORM SOCIETY,  
COMPANIES AND BRANDS  
WITH THE POWER  
OF CREATIVITY.**

- OUR MISSION

# WE APPLY CREATIVITY ACROSS THE ENTIRE VALUE CHAIN OF A BUSINESS.

Independently or collaboratively, the companies within the ecosystem are capable of addressing business challenges through futures design, industrial & circular design, digital products and services design, brand strategy, branding, advertising, public relations, digital production, influencer marketing, branded content, or social-first solutions.

# JUNGLE IN A NUTSHELL

## OUR MODEL

Jungle is an ecosystem of creative companies. We operate in a decentralized and independent way under a free collaboration model.

Our model enhances the uniqueness, specialisation and independence of each of the companies, their founders and their team.

Our point of union is to put creativity at the centre, to collaborate freely on the hardest business challenges and to work under a single P&L

## OUR OFFERING

Through its companies, Jungle applies creativity across the entire value chain.

Our ecosystem works on national and international projects offering a range of creative and design services focused on 3 key areas:

- Research, Strategy & Consulting
- Products, Services & Experiences
- Advertising, Content & Communication

## OUR ECOSYSTEM

Jungle is made up of a total of 11 independent connected companies.

**Invisible** | Futures design & cultural research lab  
**Lúcid** | Industrial & phygital design agency  
**Redbility** | Strategic design & business innovation agency  
**PS21** | Creative & strategic agency  
**Pink** | Project-basis strategic & creative boutique  
**PS21 Barna** | Digital-led creative agency  
**ES3** | Digital creative & production agency  
**True** | Creative PR agency  
**MeMe** | Social-first creative agency  
**Libero** | Editorial project about football and culture  
**Libero Creative Club** | Creative agency specialising in football

## WHAT MAKES JUNGLE

### CREATIVITY FIRST.

Creativity is at the heart of our model. We apply creativity to business challenges.

### FREEDOM & INDEPENDENCE.

We do not report. We collaborate. We truly value the independence of the companies.

### POSITIVE IMPACT.

We are aware of our impact on society and the world. We want to help our clients to do the same.

### FREE COLLABORATION.

We believe in the power of collaboration. Best challenges bring together best talent.

### A MIX OF CULTURES.

We are all different, we are all unique. Our culture is the mix of all our cultures.

### 1P&L. NO BUREAUCRACY.

We've founded a unitary business structure. An ecosystem with a single P&L with null bureaucracy.

## OUR TEAM

The ecosystem is made up of over 200 people spread across its different offices in Madrid, Barcelona, and Milan.

Creative talent is the foundation of our offering and one of our greatest assets. Jungle's profiles are spread among creatives, industrial designers, strategists, consultants, UX/UI designers, project managers, art directors, journalists, or public relations managers.

## CLIENTS

We have an extensive and diversified portfolio of clients, both national and international, who work with one or more companies at the same time.

KFC, McDonald's, BBVA, AliExpress, Taurus, Haier, Inditex, Mahou-San Miguel, Spotify, Grupo MásMóvil, Pernod Ricard, and Just Eat are some of the companies we help to grow their business.

## AWARDS

More than 200 creative, business effectiveness, and design awards, such as Cannes Lions, Premios Eficacia, Red Dot, If Design Awards, One Show, Eurobest, Premios Genio, Premios Nacionales de Marketing, NY Festival or Clio, among others.



# 2022 HIGHLIGHTS



# LETTER FROM THE CEO.

Jungle closed 2022 with a revenue of €19,9M, a 80% YoY growth, and diversification through acquisitions and incubations. The company's B-Corp certification recognized its commitment to sustainability. More than 70 awards achieved certify the excellence demonstrated in the field of creativity and design.

It has been a year marked by the consolidation of our ecosystem model. In March 2022, we went public on Euronext.

We have achieved a revenue pro-forma of €19,9 million, representing a 80% growth from 2021. Additionally, our gross margin is €13,9 million and our EBITDA is €2.5 million. All of this has been made possible by the effort and dedication of our team, who have worked tirelessly to improve our efficiency and service quality.

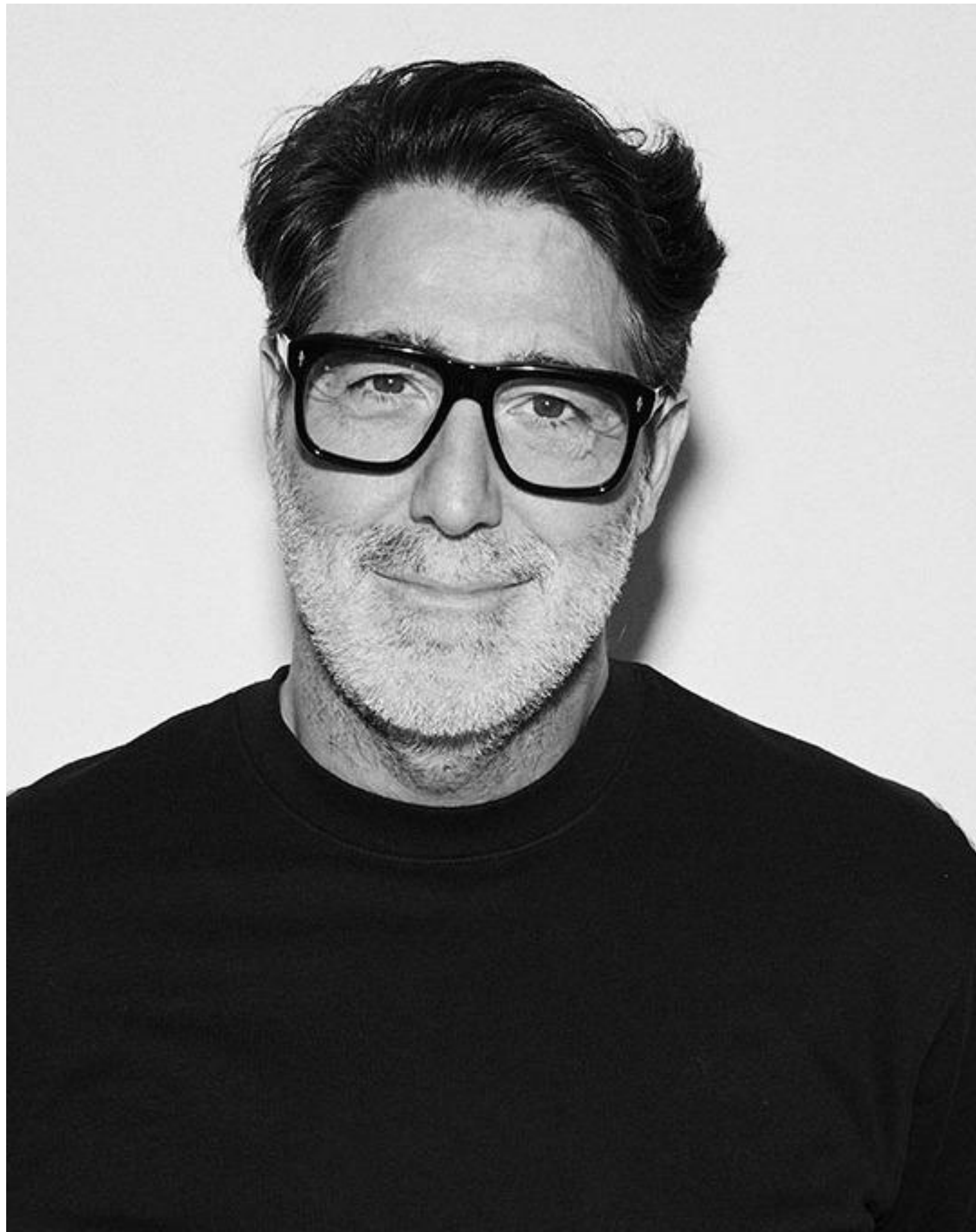
Our workforce has also grown significantly, and currently we are more than 200 employees. Additionally, we are proud that six of our eleven companies have female leadership, demonstrating our commitment to diversity and inclusion in the workplace.

This has been a key year for diversifying our business through acquisitions and incubations. We have strengthened our design and innovation cluster with the incubation of the futures design agency **Invisible**, which has allowed us to explore new ways of thinking about the future and emerging trends.

We also acquired **Lúcid**, an industrial design agency specializing in phygital and circular design, which has allowed us to expand our knowledge in the field of sustainability and promote more responsible and sustainable business practices.

Furthermore, we have opened **PS21Barna** in Barcelona, a clone of a leading advertising agency in Spain, which will allow us to reach new markets and strengthen our presence in the advertising industry. We have also acquired **Pink**, an agency led by Germán Silva, one of Spain's most award-winning creatives.

Another important milestone in our year was the acquisition of the football magazine **Libero**, which allowed us to enter the media market and further diversify our operations.



All of this hard work has been recognized in the industry, with over 70 international awards worldwide. We also closed the year by being certified as a B-Corp, demonstrating our commitment to social responsibility and sustainability.

In summary, it has been an good year for Jungle, in which we have achieved results and reached milestones. We are very grateful for the hard work and dedication of our team and look forward to continuing to work together to achieve even more results in the future.

## 2022 CHALLENGES

Last year we set these goals: to become a publicly traded company, to obtain B-Corp certification, to grow organically in our current clients by promoting cross-selling and upselling, to expand inorganically by acquisitions, especially in the design and innovation cluster, and to add talent to the ecosystem until we reach more than 200 employees.

We also expanded our services and improved our value proposition for our existing clients. We focus on current client with a emphasis on cross-selling and upselling, but we also attracted new clients and projects to the ecosystem and its companies.

Despite these, we remain committed to continuing to improve as a company in the future. We face new challenges and opportunities, and our team is dedicated to facing them with the same determination and commitment that has led us to success so far.

## EURONEXT

We went public on Euronext Paris on Friday, March 4, one of the benchmark indexes in European markets. The group, currently composed of 11 brands, started its stock market operations in order to continue its expansion process.

The move will enable the ecosystem to access new sources of financing and attract investors, as well as retain its talent in the near future. The initial reference value was set at 3.14 euros per share, with a starting market capitalization of 52 million euros.

## B-CORP

Jungle and four of its companies - PS21, True, ES3, and Redbilly - have been certified as a B-Corp company by B Lab, a non-profit organization focused on promoting sustainable business practices. The certification recognizes the company's compliance with high standards of social and environmental impact, public transparency, and legal responsibility.

The certification process involved rigorous evaluation to ensure the company's sustainable purpose is reflected in all of its value-creating policies, including workers, suppliers, clients, shareholders, and the environment. With this recognition, Jungle joins a community of over 6,000 companies worldwide, including Spanish companies such as Patagonia, HolaLuz, and Ecoalf, committed to creating positive social and environmental change through their business practices.

Focusing on the health of teams, sustainability, the impact on society and the environment makes Jungle a more attractive company to work for, to attract and retain talent, and to do business with.

## CREATIVITY ACROSS THE VALUE CHAIN

Jungle has a venturing and M&A strategy aimed at achieving inorganic growth and, above all, adding new capabilities, companies, and talent to the ecosystem. Through acquisitions and incubations, we reinforced our capabilities in advertising and marketing, expanded our design and innovation capacities, and extended our presence in key markets such as Barcelona or Milan.

We started the year by acquiring **Pink**, a creative and strategic boutique led by Germán Silva. The company has offices in Madrid and Milan and has developed projects for clients such as Direct Line, Škoda, Verti, Beam Suntory, Mapfre, Dyc, García Baquero, Chicco, Control, Poltronsofa, and Alce Nero.

In March, we also integrated **Invisible**, a futures design agency lead by Stef Silva. Invisible is a performative space that explores new narratives, future strategies, and investigates the creation of new products and services with a focus on innovation and design. Invisible has started working on a BBVA project and in different projects and ventures within the ecosystem.

Another strategic move to reinforce our influence in the creativity industry was the acquisition of FCK, which later was relaunched as **PS21Barna**. Barcelona is a high-value market for both clients and talent, and given the cultural idiosyncrasies, we required an in-situ presence to harness the full potential of the Catalan market. The project led by Enric Nel-lo and Jaume Leis with the aim of replicating the business model of its parent company with the culture and local identity of Barcelona. Since joining the ecosystem, PS21 Barna has started working with clients such as HBO, Spotify, and Kids&Us.

In July, we integrated the fourth company of the year, **Líbero**, an independent editorial and publishing project founded a decade ago by journalist Diego Barcala to bring social reflections to football (without shouting) and become a preferred space in sports journalism. Apart from being a cultural reference, Líbero has been linked with creativity since its origins.



Finally, in October, Jungle acquired **Lúcid**, an innovation and industrial design agency. Lúcid is an innovation agency that uses design as a transformation tool. Founded in Barcelona a decade ago by mechanical engineer Pol A. Fantoba and industrial designer Marc Fabra, this product design and phygital experiences agency combines industrial design with digital design and technological development to design products, services, and spaces that have a positive impact on users and the planet. During its 10-year existence, it has won forty design awards, including the Red Dot Design Award (Best of the Best) 2021, the most prestigious award in this sector (previously won by companies such as Apple, Ferrari, or Samsung). With the entry of Lúcid, we reinforced the design cluster, shared with Invisible and Redbilly, as well as consolidating our presence in Barcelona.

### OUR FIRST JUNGLE HOUSE

In May, we launched the first Jungle House, a new concept of offices that fosters collaboration among companies in independent and versatile environments that adapt to the needs of projects and teams.

The Jungle House philosophy is to become a flexible hub that connects creativity and expand the concept to different cities, starting with Barcelona in 2023. As a company, we believe that providing a space that encourages interaction and idea-sharing among different teams is crucial for innovation and growth. We are willing to see the positive impact that the Jungle House will have on our ecosystem and look forward to expanding the concept to other cities in the near future.

### FINANCIAL PERFORMANCE<sup>1</sup>

Since 2018 of PS21 we have grown exponentially:

- Revenues pro-forma have multiplied by 3.7 to €19,859,444.
- Gross Margin pro-forma has multiplied by 4.7 to €13,947,651 with a +47% CAGR.
- The Operational pro-forma EBITDA has multiplied by 5.5 to €2,453,695.
- Profitability pro-forma (Operational Ebitda/gross margin) has gone from 15% to 18%.

### CREATIVE EXCELLENCE AWARDED

The work done by the companies has been reflected in the various creative and design festivals both nationally and internationally. In 2022, more than 70 awards were won at festivals such as Cannes, One Show, cdec, El Sol, El Ojo de Iberoamérica, Premios Eficacia, Delta, or El Chupete.

Among the different awards obtained, we can highlight:

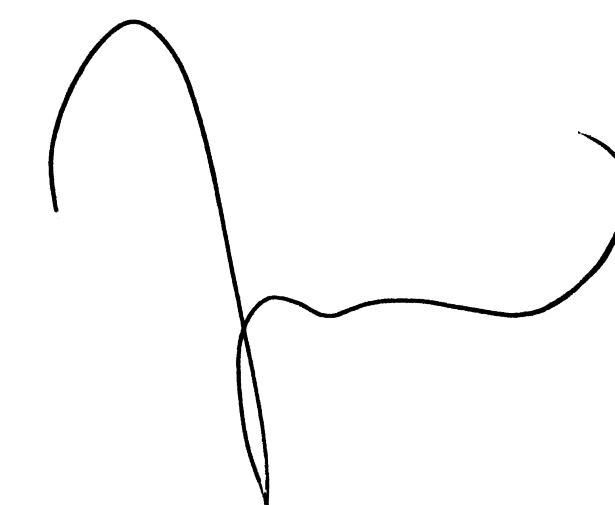
- Premios Eficacia: PS21 became **Agency of the Year** at Premios Eficacia. Also Pink & True won a gold award.
- Cannes: PS21 became independent spanish agency of the year.
- CdeC: KFC leading the rankings. 13 pieces were included in the annual book (9 PS21 + 4 True).
- El Chupete: Pink won the Grand Prize.
- El Ojo de Iberoamérica: El Ojo was the third independent agency in Ibero-America, with 13 awards.
- One Show: PS21 won the First Pencil at the One Show.

### AGENCY SCOPE 2022

SCOPEN, a leading consultancy in the communication and marketing industry, published the twenty-third edition of the Agency Scope Spain 22/23 study, a biannual report that shows the relationship between advertisers and Spanish agencies.

Specifically, on that occasion, 800 advertisers and 590 companies (brands) participated, and a total of 1,629 professionals were interviewed to carry out the study, the highest number reached up to that point.

PS21 reached the **3rd position as Agency of the Year** according to the industry, the 2nd independent creative agency to work in Spain and the agency that grew the most in this category. PS21 climbed so many positions that year (+6) in SCOPEN's "BEST AGENCY TO WORK FOR" ranking that they entered the Global top 10 of Best Creative Agencies (7th). ES3 was the third independent agency in the global client valuation ranking. In the talent field, Víctor Blanco, Executive Creative Director of PS21, jumped in to the Top15 of Agency Professionals Admired by advertisers and agency professionals.



**Agustín Vivancos**  
Founder & CEO

1) The numbers for 2022 are pro-forma. Pro-forma numbers relate to audited non-consolidated results as if the Group and acquired companies had existed in full for the year and have been prepared under comparable terms with no consolidation eliminations. Consequently the prior year comparatives will change year on year. Gross Margin is sales minus variable costs of sales. Revenues is gross billings to clients including pass-through costs. The data is aggregated with no consolidation eliminations. Operational EBITDA is EBITDA adjusted for non-recurring items and is the measure used by Top-Management to assess the underlying business performance. Operational EBITDA margin is operational EBITDA divided by Gross Margin.

# 2022 FINANCIAL HIGHLIGHTS

Over the course of 2022 we were able to (i) grow our organic business activity either in “Like-for-Like” clients and new clients, (ii) continue our M&A strategy by acquiring 4 new companies and incubate 1 company, (iii) strengthening our organizational structure and (iv) maintain a strong balance sheet.

## CONTINUED REVENUE GROWTH

Our commitment was to achieve “big-tickets” with new clients while focusing on strengthening relationships with current clients.

# €19,9M

REVENUE <sup>1</sup> (+80% VS 2021)

# €13,9M

GROSS MARGIN (GM) <sup>1</sup> (+67% VS 2021)

# +47%

CAGR GROSS MARGIN (since our foundation in 2018)

## CONTRIBUTION OF CURRENT BUSINESS

We were able to grow within long-term clients through differentiated commercial strategies and cross-selling services. Current business is our new “New business”.

# +42.5%

ORGANIC BUSINESS ACTIVITY GROWTH VS 2021

# +26%

GROSS MARGIN GROWTH IN LFL <sup>3</sup> CURRENT CLIENT VS 2021

# +€3,5M

NEW BUSINESS WITHIN OUR ORGANIC BUSINESS ACTIVITY <sup>4</sup>

## FOCUS ON PROFITABILITY

Focusing on profitability is a crucial aspect of running a successful business. We were able to maintain a stable EBITDA in 2022 even with relevant investments in our talent.

# €2,5M

OPERATIONAL EBITDA<sup>2</sup>

# 18%

EBITDA MARGIN /GM

# +53%

CAGR EBITDA (since 2018)

## TALENT-FIRST ECOSYSTEM

Our growth was also supported by increase in talent with higher specialization as we consider relevant to deliver high-value services to our clients.

# 183

TALENTED PEOPLE AVERAGE FTE Y22

# €108K

REVENUE / EMPLOYEE AVRG

# €13,5K

EBITDA / EMPLOYEE AVRG

## LOW LEVELS OF NET DEBT

Our current business is the key to support our growth. Our Capex investments and M&A acquisitions were funded with minor financial debt

# x1.4

NET DEBT RATIO OVER EBITDA IN 2022

# €3,5M

NET DEBT POSITION AS OF DECEMBER 2022

# -1.8

REDUCTION IN NET DEBT / EBITDA RATIO (since 2018)

1. Pro-forma numbers relate to audited non-consolidated results as if the Group had existed in full for the year and have been prepared under comparable terms with no consolidation eliminations. Consequently the prior year comparatives will change year on year.

2. Operational EBITDA is EBITDA adjusted for non-recurring items and is a measure management uses to assess the underlying business performance.

3. LFL analysis refers to the financial performance of Gross margin generated between 2021-22 with active clients during this period.

4. Organic business activity refers to companies acquired before FY22.

# 2022 BUSINESS HIGHLIGHTS

2022 has been a year with significant progress in business sphere. We went public on Euronext, grew to a total of 183 people, acquired new clients, and started cross-selling between companies. We achieved over 70 international awards, launched the first Jungle House, added capabilities to the ecosystem with 6 new projects, and finally became certified as a B-Corp.

## EURONEXT PARIS INDEX

In 2021 we started the plan to go public, a milestone achieved when we were listed on the Euronext Paris index on March the 4th of 2022. The reference value was set at an exit price of 3.14 euros per share and 52 million euros of initial capitalization.

## B-CORP CERTIFICATION

Jungle and four of its creative companies - PS21, True, ES3, and Redbilty - have been certified as a B-Corp company. The certification process involved rigorous evaluation to ensure the company's sustainable purpose is reflected in all of its value-creating policies, including workers, suppliers, clients, shareholders, and the environment.

## CLIENTS & NEW BUSINESS

**+125**

ACTIVE CLIENTS IN 2022

**>20**

NEW CLIENTS

Ubisoft, Levadura Madre, Bumble, Westfield, Wise, Spotify, HBO Max, Tropicfeel, Mahou San Miguel, Alibaba Arise, TaxDow, among others.

## +70 AWARDS & RECOGNITIONS

**eficacia**

PS21 became "Agency of the Year", the first time this award has been given to an independent agency. 6 awards with 3 companies (PS21, True & pink).

**CANNES  
LIONS**

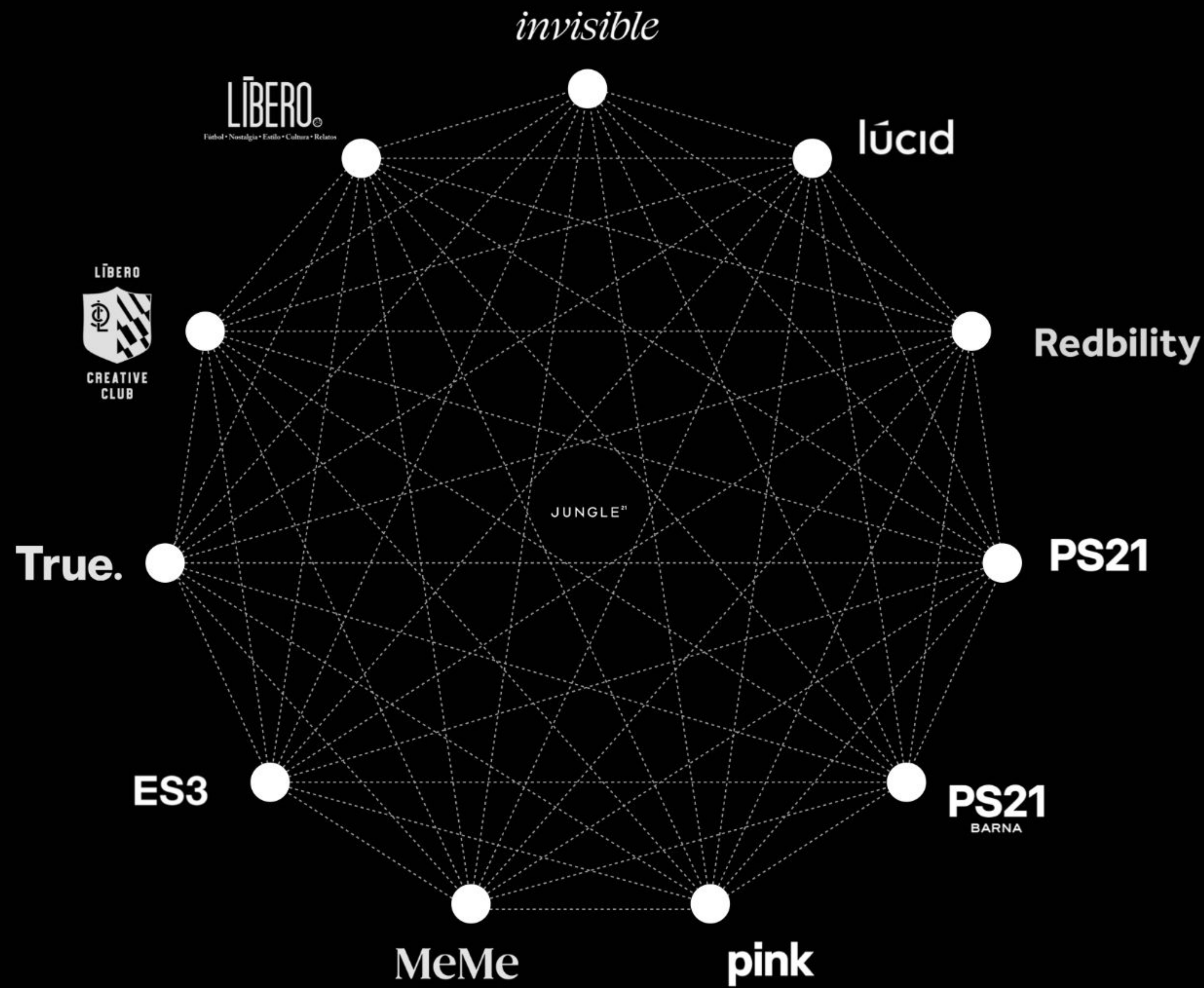
4 lions. PS21 became independent spanish Agency of the Year and top 4 Spain.

**SCOPEN**

PS21: 3rd position as Agency of the Year according to the industry, the 2nd indie creative agency to work in Spain and the agency that grew the most in this category.

## JUNGLE HOUSE

We launched the first Jungle House in Madrid. A new office concept that favours collaboration between companies. In this way, Jungle House's philosophy is to become a flexible space that connects creativity and expands the concept to different cities. On the first semester of 2023 we're going to launch our Jungle House in Barcelona.



# THE ECOSYSTEM MODEL.

We help our clients in their transformation process by applying creativity throughout their entire value chain. Our integrated service offering includes research & strategy; product, service & experience design, and advertising, content & comms.

At Jungle, we are proud to operate as an ecosystem of creative companies with a service offering that spans the entire experience of a brand or business. Our model is people-centric, taking advantage of the resources and capabilities of our ecosystem to provide the best specialized solutions for our clients to grow in business and impact, while remaining relevant to society. It is with great pride that we work with companies such as BBVA, KFC, Inditex, Pepsico, Pernod Ricard, McDonald's, Grupo MasMóvil, Haier, AliExpress, Familia Mahou-San Miguel, and ROCA, among others, who trust us to deliver high-quality services.

The ecosystem operates as "one business," offering our clients a transversal solution to face all their business challenges through the different and independent companies of our ecosystem. Add that we can work with our clients using the companies as independent entities, combining several companies, or as Jungle. This model of combining two or more companies to address a business challenge is the one that brings out the maximum potential of the ecosystem. A simple combinatorial model of two companies transforms into 55 basic ways of working. By combining three companies, the spectrum rises to 165 distinct possibilities.

We put creativity at the center, as a multiplier to improve the effectiveness and impact of marketing strategies on society and business. Our people's creativity is our greatest asset, and we continually strive to attract and retain top talent through a culture and environment that fosters safety and respect, professional growth, and the principles of freedom and responsibility.

Moreover, our platform structure empowers and invites a third-party entrepreneurial model for the creation, incubation, and acceleration of new business units within the ecosystem.

In summary, we are committed to helping our clients achieve their transformational goals through creative solutions that span their entire value chain. Our people-centric model, integrated service offering, and platform structure enable us to deliver top-quality services and stay ahead of the curve in a rapidly evolving market. We are honored to work with a diverse array of clients and look forward to continued growth and success.

# OUR GROWING PATH.

## 2018

### **October.**

dommo, an advertising agency, transforms to PS21, a creative company.

## 2019

### **April.**

We acquire ES3, digital marketing, to strengthen our digital skills.

### **July.**

PS21: Spanish independent agency in the most prestigious awards in the world: Cannes Lions.

### **August.**

We acquire Redbility, a digital design consultancy firm, to reinforce the consulting and design part of the digital product.

### **September.**

Redbility starts working with Inditex

**November.** We launch True, Creative PR consultancy, to fill a gap in the market and disrupt a mature sector.

We win FiNetwork, Adecco, Toyota/EU, Pasqual Maragall, Sony Pictures, among others.

## 2020

### **June.**

PS21 wins BBVA, the most prestigious and largest account that went into competition that year.

PS21 starts working with SAP.

### **July.**

Agustín Vivancos, CEO & Founder of Jungle, is elected as President of the ACT (spanish creative agencies association).

### **September.**

True wins McDonalds.

We grow in the year of Covid especially in profits.

We win Acciona Mobility, Ryans, SAP, BBVA and McDonalds among others.

## 2021

### **January.**

Scopen study: PS21, 1st independent exemplary agency. Top 10.\*

### **February.**

PS21 wins Alvalle (Pepsico).

### **March.**

Scopen Studio. One of the best agencies to work for.

### **May.**

PS21 wins the Aliexpress digital account (Alibaba).

### **June.**

We begin the process of joining Euronext.

### **June.**

We start the B-Corp certification process.

### **August.**

By August we have won Alvalle, Aliexpress, Mahou San Miguel, Just Eat, Sixt, Storytel, HBO (the last 5 in PR).

### **October.**

2nd best agency of the year (Premios Eficacia). Eight finalists in the Effectiveness Awards, KFC the brand with the most finalists.

**November.** We brand the ecosystem as Jungle. PS21 will be the advertising & content brand of the group.

### **December.**

We close the first 1000 days growing x2.8 in revenue.

## 2022

### **March.**

We go public and launch Jungle. Listed on Euronext.

We acquire Pink.

We integrate Invisible.

Agustín Vivancos is re-elected ACT's president.

We acquire FCK.

### **May.**

We launch the Jungle House.

PS21 wins the First Pencil at the One Show.

One of the top agencies in the CdeC, KFC leads the rankings.

### **June.**

One of the top agencies with 12 awards at El Sol Festival. Cannes. PS21 wins 4 Lions and became Independent Spanish Agency of the Year and Top 4 Spain.

### **July.**

We acquire Libero, a football magazine.

### **September.**

PS21: 3rd position as Agency of the Year according to the industry, the 2nd indie creative agency to work in Spain and the agency that grew the most in this category. ES3 was the third independent agency in the global client valuation ranking

### **October.**

We acquire Lucid, an industrial and circular design agency.

We launch Libero Creative Club.

PS21 became Agency of the Year at Premios Eficacia. Both Pink & True won a gold award.

### **November.**

We launch PS21 Barna.

PS21: El Ojo, 3rd independent agency in Ibero-America. 13 awards.

### **December.**

We become a B-Corp.

## 2023

### **January.**

We launch MeMe, a social-first creative agency.

\* Biennial research on trends within the advertiser-agency relationships and the perception and image of the agencies.



# WE ARE A B CORP COMPANY.

Jungle, along with four of its companies, has achieved B Corp certification. B Lab, a non-profit organization focused on transforming the economic system to a more sustainable model, has recognized our company's compliance with high standards of social and environmental impact, public transparency, and legal responsibility.

As a company, we believe that the definition of business success has changed, and we cannot measure a company's health solely based on economic parameters. That's why we have focused on the health of our teams, sustainability, and the impact on society and the environment. This certification verifies that our sustainable purpose is reflected in all of our value-creating policies: workers, suppliers, clients, shareholders, and the environment.

Being a part of the B Corp community is a great achievement for us. This community works to reduce inequality, respect and regenerate the environment, strengthen communities, and create high-quality, dignified, and purposeful jobs. We are thrilled to be a new member of this community that demonstrates how these results can be achieved.

B Lab aims to transform the global economy to benefit all people and the planet. To ensure this vision, B Lab creates standards, policies, tools, and impact programs and verifies through the B Corp certification that companies joining this community of businesses are leading the transformation towards a new economic paradigm. Over 6,000 companies around the globe, including 200 in Spain, have achieved B Corp certification, including Patagonia, HolaLuz, Danone, Camper, Ecoalf, Triodos Bank, Camper, and Grupo MásMóvil, ES3's client.

As a creative ecosystem, Jungle comprises a workforce of over 200 employees and aims to create a company model that applies creativity throughout the value chain of brands and companies. With the B Corp certification, investors looking to invest in companies that prioritize sustainability and impact alongside financial performance can now consider Jungle and its subsidiaries, which have demonstrated a commitment to creating positive social and environmental change through their business practices. By joining the B Corp community, we are joining a network of businesses leading the way towards a more equitable and sustainable economy.

















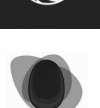




# CREATIVE EXCELLENCE RECOGNIZED AT INTERNATIONAL FESTIVALS

The talent and effort of various companies in the field of creativity and design have been recognized nationally and internationally during 2022. More than 70 awards were obtained at festivals such as Cannes, One Show, cdec, El Sol, El Ojo de Iberoamérica, Premios Eficacia, Delta, and El Chupete.

At the Premios Eficacia, PS21 was named **Agency of the Year**, while Pink and True each won a gold award. In Cannes, PS21 rose as the independent Spanish agency of the year and ranked among the top four in Spain, achieving 4 lions. In cdec, 4 awards were won, led by KFC, and 13 pieces were included in the annual book (9 PS21 and 4 True). Pink won the Grand Prize at El Chupete. Finally, at One Show, PS21 took the first pencil.

SCOPEN, a leading consultancy in communication and marketing, published the twenty-third edition of the Agency Scope Spain 22/23 study. This biannual report reveals the relationship between advertisers and Spanish agencies. On this occasion, 800 advertisers and 590 companies (brands) participated, and a total of 1,629 professionals were interviewed, the highest figure reached so far.

PS21 became the second independent creative agency to work in Spain and the one that grew the most in this category. The agency climbed so many positions that year (+6) in SCOPEN's "BEST AGENCY TO WORK FOR" ranking that it entered the global top 10 of the best creative agencies (7th position). ES3 ranked as the third independent agency in the global client valuation ranking. In the talent field, Víctor Blanco, executive creative director of PS21, entered the top 15 of agency professionals admired by advertisers and agency professionals.

-  **1 SILVER, 3 BRONZES, 4 SHORTLISTS**
-  **AGENCY OF THE YEAR, 2 GOLDS, 2 SILVERS, 1 BRONZES**
-  **3 GOLDS**
-  **1 GOLD, 2 SILVERS, 1 BRONZE, 8 MERITS**
-  **1 GOLD, 1 BRONZE**
-  **1 BRONZE**
-  **5 GOLDS, 4 SILVERS, 3 BRONZES**
-  **1 GRAND PRIX, 3 GOLDS, 1 BRONZE**
-  **1 GRAND PRIX, 1 GOLD, 1 SILVER**
-  **3 GOLDS, 3 SILVERS, 7 BRONZES**
-  **1 GOLD**
-  **1 GRAND PRIX 3 GOLDS, 6 SILVERS, 2 BRONZE, 1 MERIT**
-  **1 GOLDS, 1 SILVER, 1 BRONZE**
-  **1 BRONZE**
-  **2 SILVERS, 1 BRONZE**
-  **1 GOLD, 1 BRONZE**
-  **1 GOLD, 1 SILVER**

# JUNGLE HOUSE. CONNECTED CREATIVITY.

Jungle House. A new office concept that favours collaboration between companies with independent and versatile environments that adapt to the needs of projects and teams. In this way, Jungle House's philosophy is to become a flexible space that connects creativity and expands the concept to different cities.

We used the 'Jungle' concept as a common thread to create the storytelling. The project simulates the states of nature. The tones of the first floor evoke the roots, the earth, the deepest ideas; the next level simulates the treetops with green tones that suggest tranquillity, an environment designed for working and, finally, the sixth floor, which simulates the sky, the heights, an area between leisure and the upper spheres.

On the first semester of 2023 we're going to launch our Jungle House in Barcelona.



# FINANCIAL RESULTS

# GROWTH SINCE 2018

## INCOME STATEMENT, GROSS MARGIN, EBITDA, TALENT & NET DEBT POSITION

### AUDITED RESULTS

Pro-Forma	2020	2021	2022
<b>Revenues</b>	<b>7,544,4207</b>	<b>11,017,077</b>	<b>19,859,444</b>
Cost of sales	1,863,011	2,648,312	5,911,793
Gross profit or Gross margin	5,861,409	8,368,765	13,947,651
<i>Gross profit / Revenue</i>	76%	75%	70%
Personnel cost	3,341,185	4,356,259	8,051,691
General cost	1,419,647	1,451,314	3,442,265
Total general, personnel+general	4,760,832	5,807,573	11,493,956
<b>Operational EBITDA<sup>2</sup></b>	<b>920,577</b>	<b>2,561,191</b>	<b>2,453,695</b>
<i>Operational EBITDA margin</i>	16%	31%	18%

#### Growth since 2018 (CAGR + 47% GM and + 53% EBITDA)

When we talk about growth since the foundation in October 2018, we always show pro-forma<sup>1</sup> data to reflect the full year contribution of acquired companies within J21 Ecosystem (while consolidated figures only include acquired companies since integration dates).

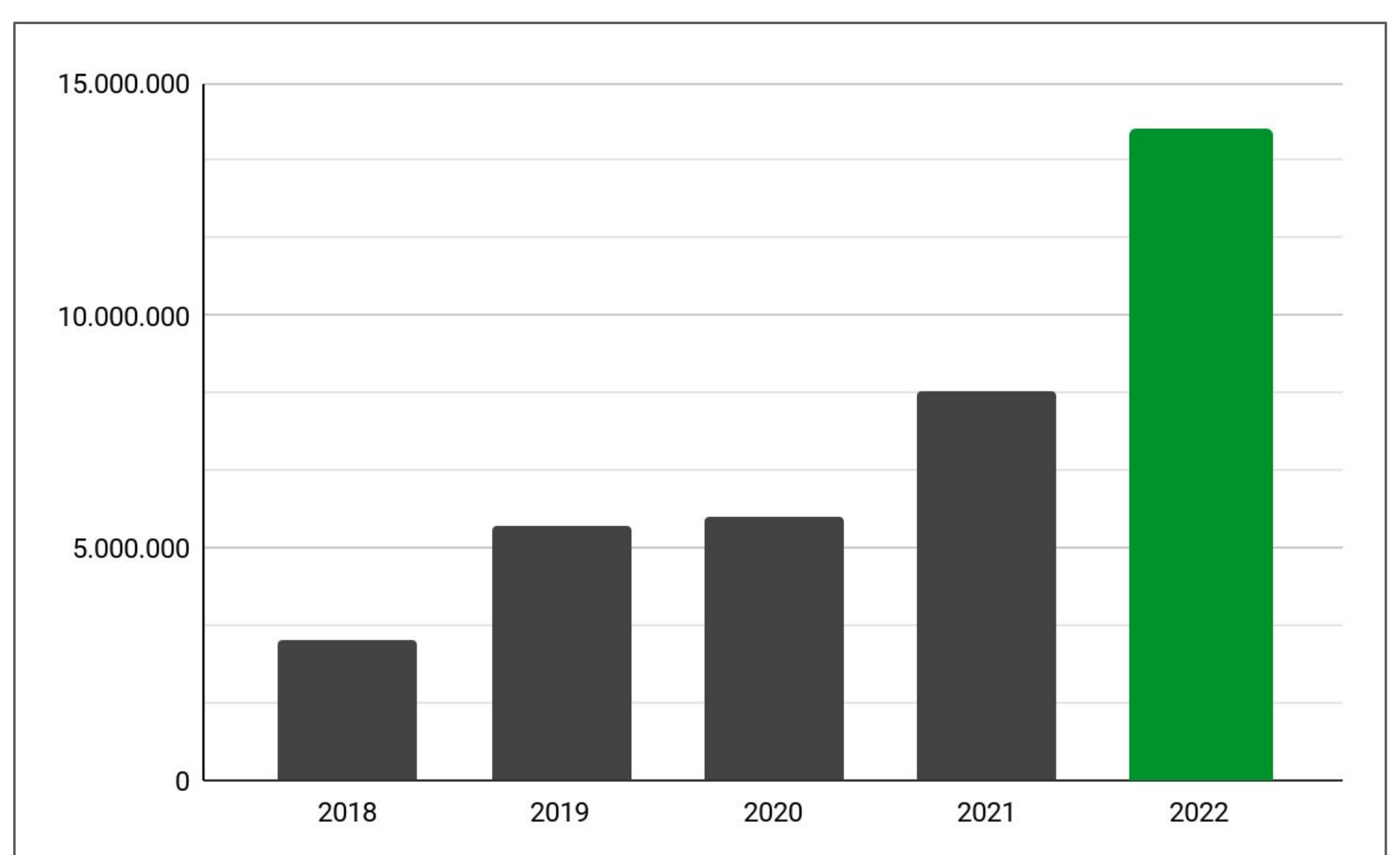
The Group evolution in 2022 must be observed from the perspective of the decisions taken after its IPO during the first quarter. In this sense, the measures adopted during 2022 have been aimed at strengthening the organizational structure of the Group, developing new commercial strategies and approaches for Like-for-Like clients and continuing focus on M&A activities by acquiring companies that could fulfil Group's value chain needs.

#### Gross Margin

These first four years we have a pro-forma<sup>1</sup> CAGR of 47%, achieving €13,9M pro-forma<sup>1</sup> Gross Margin in 2022 (€3,0M in 2018). In 2022 the growth (+67% YoY FY22-21) has been mainly explained by organic activity (+€3.5M, +42,5%). Main drivers were:

- 1) Consolidation process and commercial strategies taken in place to increase financial and operating performance of companies acquired in FY19 (c.+26% growth in LFL clients within organic activity).
- 2) Commercial efforts to increase current business ("LFL") with long-term clients by cross-selling products, better identification of the opportunities and positioning of our proposals differentiating from the competition and an offer of services of greater value perceived by the client.

M&A and incubation activities in 2022 also contributed with +€2M for pro-forma Gross Margin.



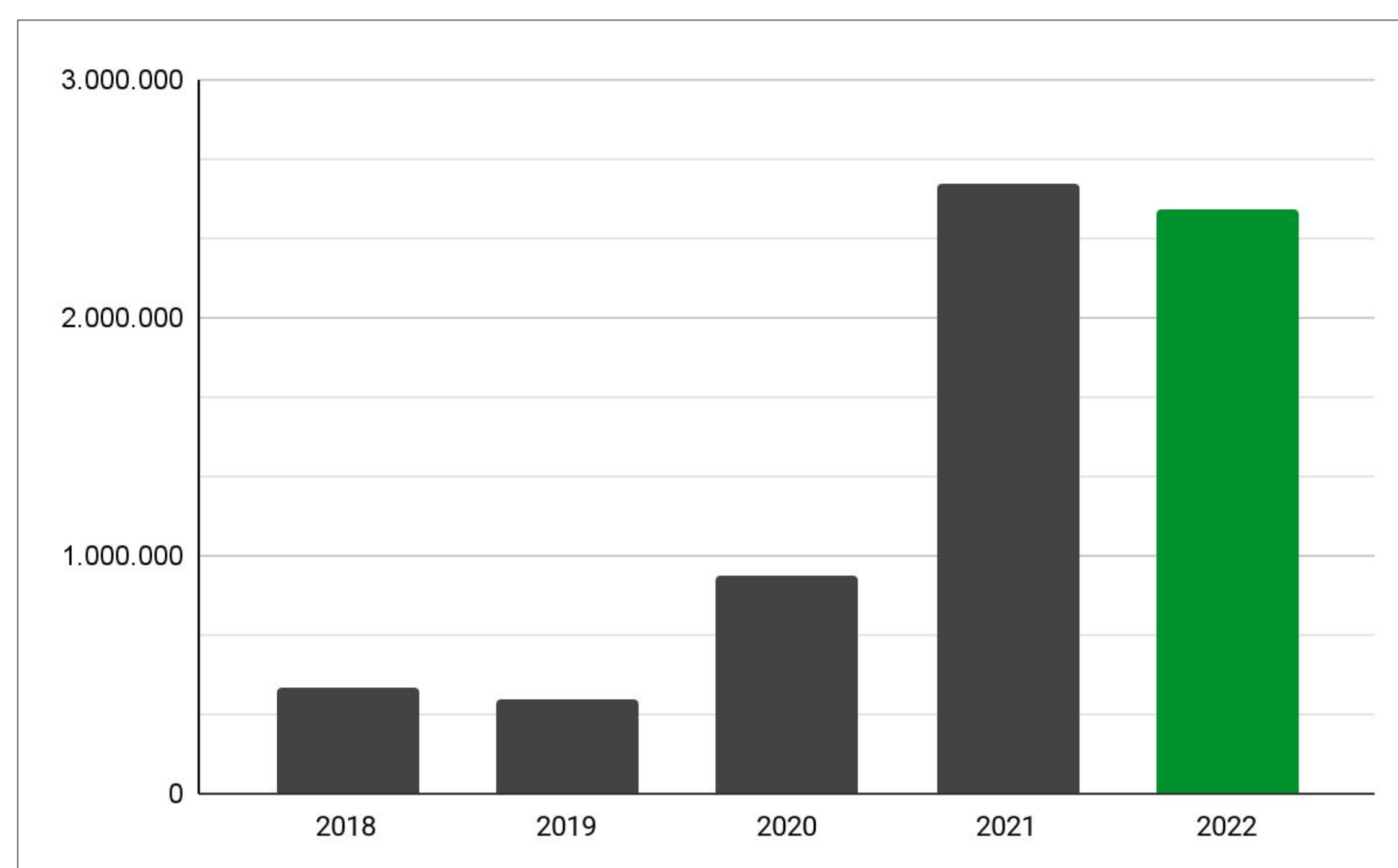
GROSS MARGIN 2018-22

1. Pro-forma numbers relate to audited non-consolidated results as if the Group had existed in full for the year and have been prepared under comparable terms with no consolidation eliminations. Consequently the prior year comparatives will change year on year

## EBITDA

Pro-forma<sup>1</sup> Operational EBITDA<sup>2</sup> growth since 2018 has been +53% CAGR. EBITDA margin<sup>3</sup> achieved in 2021 its highest value of c.31% (+16 percentage points higher than 2018). Operational EBITDA was €2,453,695 down -4.6% reported from €2,561,191 driven mainly by investments made in workforce (+c.46 FTE implying a +€2,323,846 in personal costs) and increase in operating expenses (higher inflation rates and termination of all “covid agreements”).

Nevertheless, inorganic and incubation activities (in ramp-up stages) have partially offset this effect and contributed positively to pro-forma<sup>1</sup> Operational EBITDA<sup>2</sup>. Management expects strong growth of the acquired companies in FY23 as certain improvements were taken in place to increase companies’ financial and operating performance;

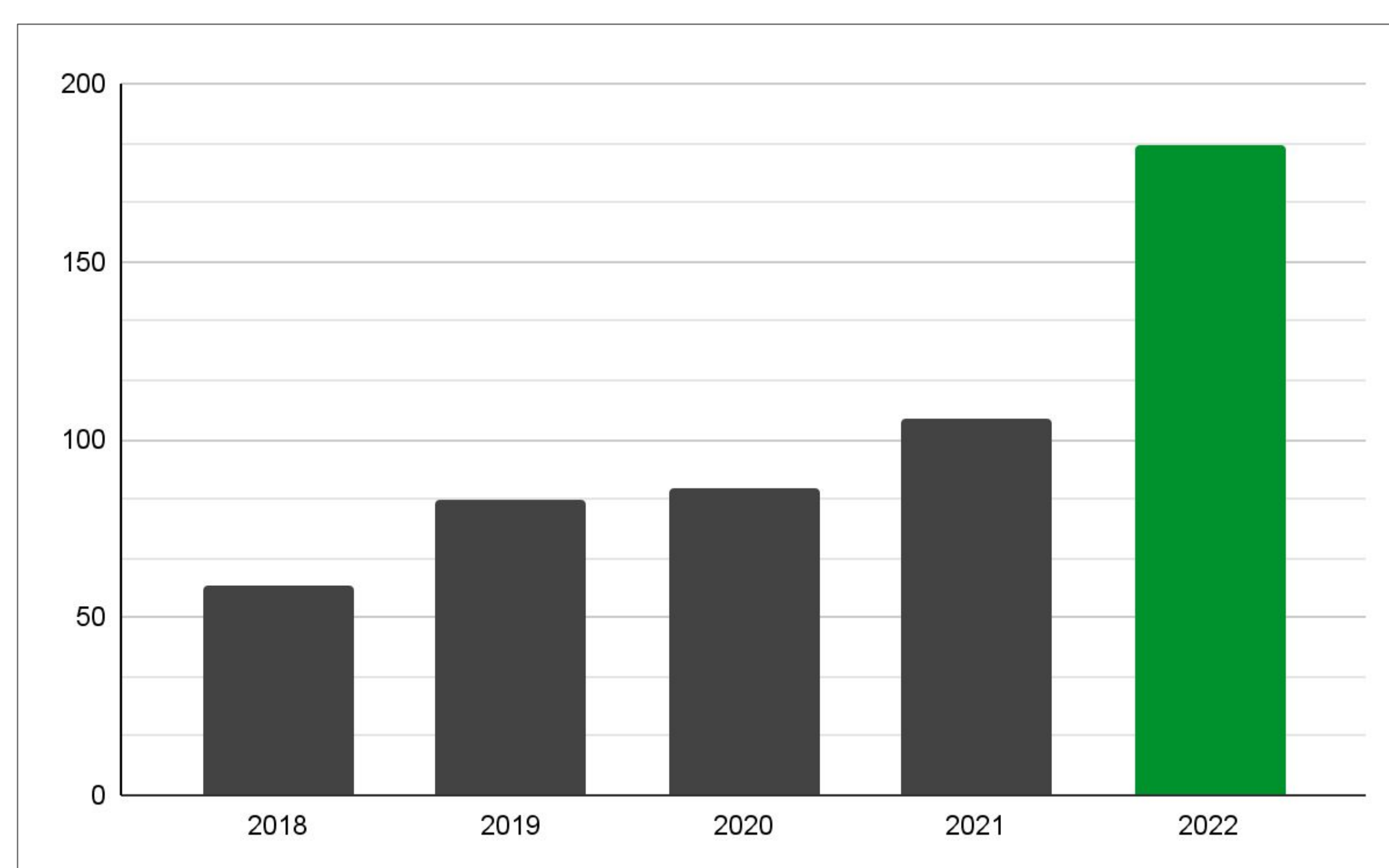


OPERATIONAL EBITDA 2018–22

## Talent

The following chart shows the evolution of the average number of employees as of 31 December for the period 2018-2022. The average number of employees in 2022 was 183, i.e., 124 more than the average number of employees in 2018 and +77 more when compared with 2021 (c.+31 explained by M&A and incubation activities). This represents a 3.1-fold increase in employees in 4 years.

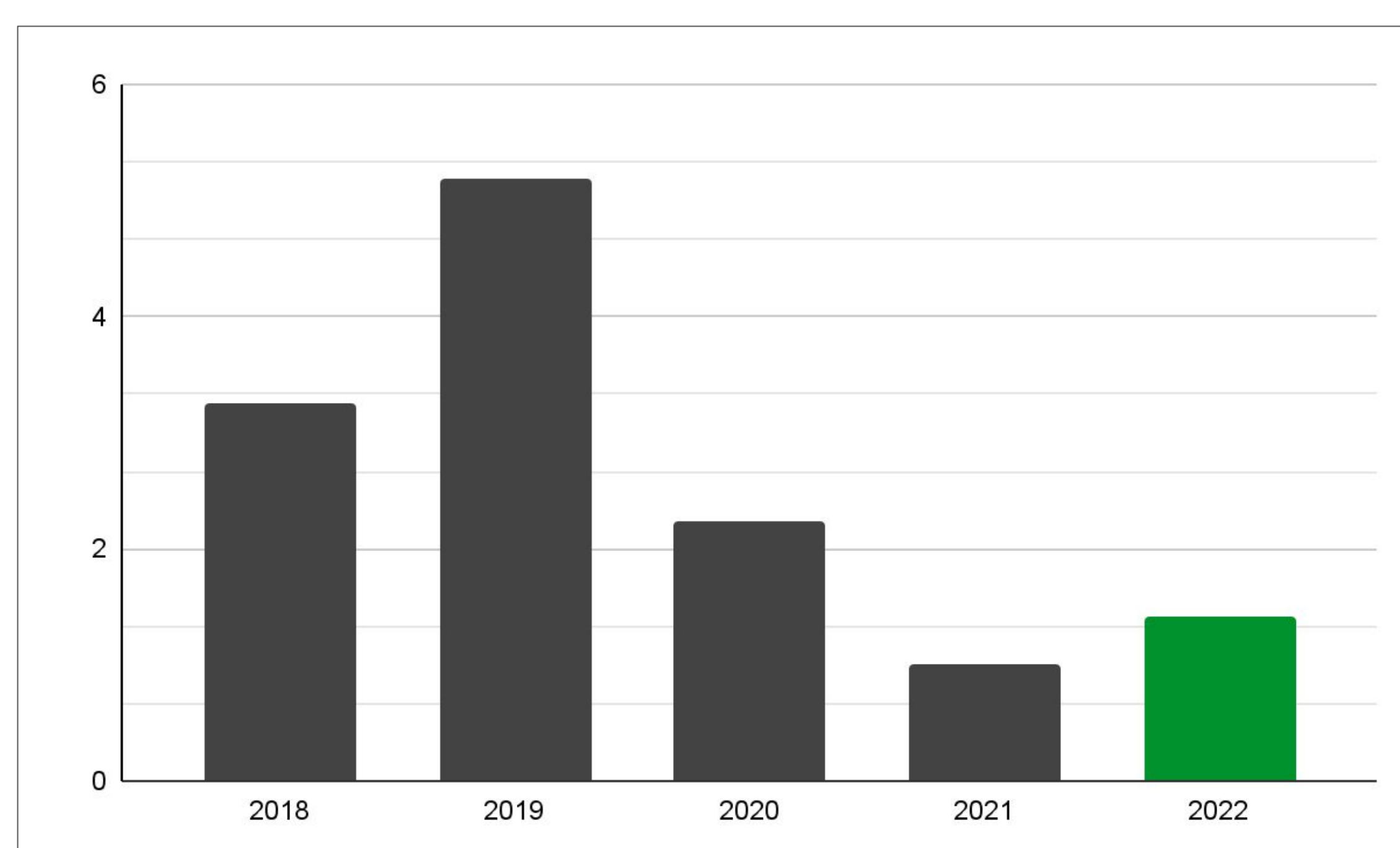
The investment in the workforce aimed to face current business and prepare for future opportunities. Our main focus was increasing employee training, recruitment efforts to attract and retain top talent in key areas. We believe those investments will pay off in the long term by enabling it to better capitalize + market opportunities and differentiate from competition.



TALENT EVOLUTION 2018–22

## Net Debt Position

Net debt position<sup>4</sup> in 2022 was explained by M&A activity and CAPEX investments that allowed the ecosystem to rapidly grow. Debt with financial institutions increased by c. €1,9M. This effect led to an increase in financial debt to operational EBITDA ratio (+0.43). Our expectation is that acquired companies will contribute significantly for the reduction of this ratio through a strong operational EBITDA after their consolidation process within the Jungle Ecosystem.



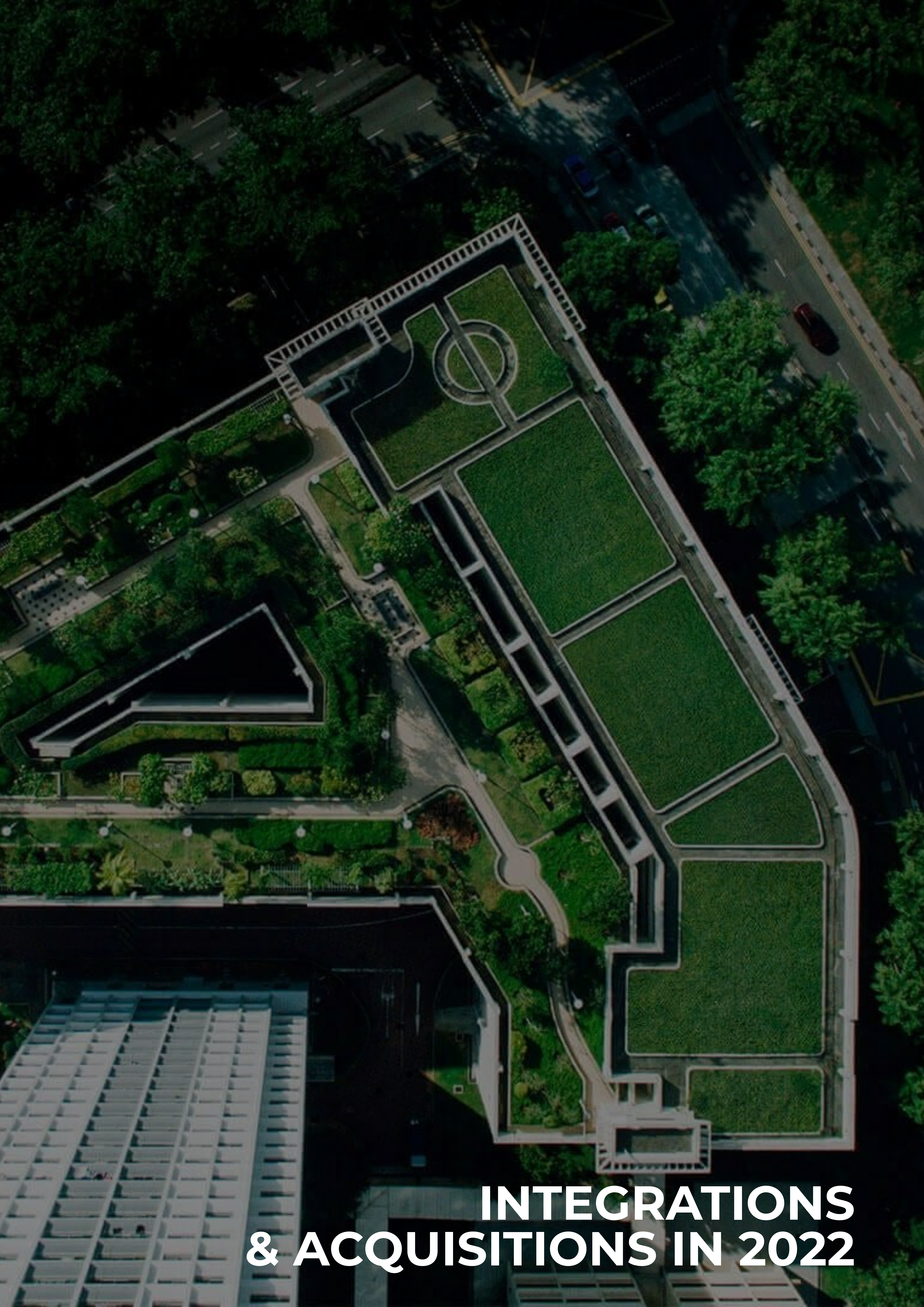
NET DEBT POSITION / EBITDA EVOLUTION 2018–22

1. Pro-forma numbers relate to audited non-consolidated results as if the Group had existed in full for the year and have been prepared under comparable terms with no consolidation eliminations. Consequently the prior year comparatives will change year on year.

2. Operational EBITDA is EBITDA adjusted for non-recurring items and is a measure management uses to assess the underlying business performance.

3. Operational EBITDA margin is operational EBITDA divided by GROSS MARGIN.

4. Net debt position includes all financial debt with financial institutions (short and long-term loans and leaseings), short-term financial investments and cash and cash equivalents balances at year-end



**INTEGRATIONS  
& ACQUISITIONS IN 2022**

# pink



**PINK.  
A PROJECT-BASIS  
STRATEGIC & CREATIVE  
BOUTIQUE WITH OFFICE  
IN MADRID & MILAN.**

On March 2022 Jungle acquired the creative strategic boutique Pink.

The transaction is the third acquisition made by Jungle after the incorporation of Redbilly and ES3 and the first since its listing at Euronext. Jungle has created a unique integration model that allows it to maintain a decentralized organization while preserving the independence of its members, by creating free collaboration links and intelligent synergies.

Founded in 2016, Pink has offices in Spain and Italy and has developed creative projects for companies such as Direct Line, Škoda, Verti, Beam Suntory, Mapfre, DYC, García Baquero, Chicco, Control, Poltronsofa or Alce Nero.

Germán Silva, Pink's founder, will continue to lead the company within the ecosystem after having led creativity in international agencies such as DMB&B, Young&Rubicam, Armando Testa and Havas and founded companies such as Bárbara & Co and Pink. Silva has won more than 500 awards at festivals such as Cannes, Clio, One Show, D&AD, NY Festivals, Art Directors Club of NY, London Festivals, El Sol, CdeC and Laus. He is also vice-president of the Association of Creative Transformation (ACT) and founding member of Club de Creativos.

# *invisible*



## **INVISIBLE. A CULTURAL RESEARCH & FUTURES DESIGN LAB.**

On March 2022 Jungle integrated the cultural research and futures design lab Invisible.

The move is part of the company's inorganic growth strategy and follows the addition of creative boutique PINK to the ecosystem. This is Jungle's fifth integration and the second since the company went public at the beginning of March. Jungle has created a unique integration model that allows it to maintain a decentralized organization and preserve the independence of its different members while creating free collaborative links and intelligent synergies between companies.

Founded by Stef Silva, specialized in Futures Thinking, Invisible is a performative space that explores new narratives, future strategies and investigates the creation of new products and services with a focus on innovation and design. Invisible has started working in a BBVA project and in different projects and ventures within the ecosystem.

Selected in 2021 as one of the 40 most influential futurists in Spain by Forbes magazine, Stef has been trained in European schools such as Goldsmiths, KaosPilot, Hyper Island and teaches postgraduate courses at IED, Miami Ad School, Universidad Europea and IE. Since founding Invisible, she has developed projects for Telefónica, Greenpeace, NTT Data and Orange Bank.

Invisible helps companies and organizations reflect on business from a critical perspective and develop the imagination to anticipate future needs. It helps them create new possibilities through new narratives, identities and innovative strategies from design.



# PS21 | BARNA



## **PS21 BARNA. WE ACQUIRED FCK AND LAUNCHED PS21 IN BARCELONA.**

The creative company PS21 opened an office in Barcelona after four years of business and creative success in Madrid. The project will be led by Enric Nel-lo, Executive Creative Director, and Jaume Leis, Head of art and creative director, with the aim of replicating the business model of its parent company with the culture and local identity of Barcelona.

The agency replicates the strategy developed by PS21 in Madrid: apply intuition and creativity but with a strong local culture. PS21 Barna team has been working in the local market for two decades and knows the idiosyncrasies of the city, the language and its character. The incorporation of Enric Nel-lo and Jaime Leis to the project is an important injection of talent to the project.

Enric Nel-lo has held executive creative directorships at Proximity, Havas, and Grey Spain in addition to being Executive Vice President at Shackleton Barcelona. Jaume Leis has led art direction at Proximity, BBDO, Shackleton and La Comunidad (Miami). Enric and Jaume have won awards at the main national and international festivals, 39 lions at Cannes, Grand Prix at EFI, FIAP, El Sol, Echo Awards, John Caples and ADC.

FCK brand, an evolution of Full Circle Karma and acquired by the Jungle creative ecosystem in May 2022, will continue to operate within PS21 Barna as an innovation unit, offering services to its current clients and dedicated to specific projects.

# LÍBERO.

Fútbol • Nostalgia • Estilo • Cultura • Relatos



**LÍBERO.  
FOOTBALL.  
NOSTALGIA.  
STYLE. CULTURE.  
NARRATIVES.**

Líbero is an independent publishing project founded a decade ago by journalist Diego Barcala to provide social reflections on football without shouting and to become a preferred space in sports journalism. It is a product designed by a group of journalists and entrepreneurs who one day had a dream: a football magazine that treats the passion for this sport without shouting, with good taste, and in-depth. Apart from being a cultural reference, Líbero has been linked with creativity since its origins

Jungle's creative ecosystem enters the publishing sector through a consolidated project with a strong journalistic approach and experience in an industry and culture as powerful as football, the largest sports business in the world (after American football) and the sport that generates the highest audiences globally.

# Lúcid



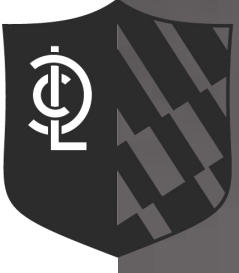
## **LÚCID. AN INDUSTRIAL & CIRCULAR DESIGN AGENCY.**

On November we acquired the innovation and industrial design company Lúcid with the aim of expanding capabilities to help companies solve their business challenges in an increasingly dynamic, hybrid and environmentally and sustainability sensitive society.

Lúcid is an innovative agency that uses design as a tool for transformation. Founded a decade ago in Barcelona by the mechanical engineer Pol A. Fantoba and the industrial designer Marc Fabra, this product design and phygital experiences agency combines industrial design with the digital and technological development to design products, services and spaces that have a positive impact on the user and the planet.

During these 10 years they have won forty design awards, including Red Dot Design Award (Best of the Best), the most prestigious award in the sector (previously won by companies such as Apple, Ferrari or Samsung).

The company, formed by a multidisciplinary team of 25 professionals, stands out for its recognized international design style. It helped Vigar transform its everyday products into Amazon Best Sellers, developed a new generation of traditional tools for the historic brand Bellota, design the latest Kitchen Robot with IOT technology for Taurus, conceptualized an aesthetically disruptive router for Orange or even worked on the design of new phygital experiences in physic retail spaces for some leading companies in Spain.



## LÍBERO CREATIVE CLUB, THE FIRST CREATIVE AGENCY SPECIALIZED FOOTBALL.

On December Líbero incorporated into its editorial project Líbero Creative Club, the first creative agency specialized in football that unified brands and fans through stories, good ideas, and innovative formats. This new project of the Jungle ecosystem is formed by a multidisciplinary team of creatives, writers, journalists, and designers who were experts in football, the biggest sports business in the world, and the cultural phenomenon that generated the largest audiences globally.

Líbero was a project that was born a decade ago with the purpose of sharing football stories without shouting, from a cultural angle and strong journalistic approach. Líbero Creative Club (LCC) transferred this philosophy of the magazine to the creative field. The goal is to put at the service of brands the experience that Líbero had telling stories and narrating emotions. It offered strategic consulting services (brands, clubs, and athletes to find their space within football), advertising and content (documentaries, podcasts, campaigns, sponsorships, or fiction), and product and experience design.

Football is the most universal sport and the best vehicle to transmit messages. LCC aimed to reduce the distance between fans and brands. Ideas had to speak the language of football emotions and they helped brands find their place in football and clubs and athletes to find their place in society

The proposal is clear: to talk about football from football starting from a different perspective, something that they materialized in 3 ways: helping brands understand their position and relationship with this sport, accompanying them in the process of telling more interesting and entertaining stories, and finally, designing products and experiences within this field.



**2022 SELECTED PROJECTS**

— **KFC**

# BREADED CARS.

**Client:**  
KFC

**Industry:**  
QSR

**Company:**  
PS21

On March 14, 2022, an enormous Saharan dust storm hit Spain and spread across Europe. It was an unprecedented meteorological event that left cities covered in dust.

That same morning, with everyone talking about the dust storm, we invited people through our social media channels to sign their "breaded" cars in exchange for free chicken from KFC. People from all over the country drew KFC logos on their car windows, hoods, and doors, sharing them on social media and talking about the brand.

**+1000**  
SIGNED CARS

**320M**  
TOTAL REACH

**ZERO**  
BUDGET



\* "Breaded car, free chicken"

— taurus

# THE ALL-IN-ONE KITCHEN ROBOT

**Client:** Taurus  
**Industry:** Consumer Electronics

**Company:** Lúcid

"Mycook Next" is the second version of the consumer electronics brand Taurus's most iconic product: a kitchen robot that serves as one of the most strategic growth levers of the company, through which they build a community and brand experience.

The challenge was to design a product that stands out for its design and usability, in addition to seamlessly integrating into any corner of the kitchen. "Mycook Next" is the result of work beyond design, generating experience, usability, and connectivity. In addition to multiple cooking functionalities, it offers the possibility of connecting the equipment to your cell phone to send recipes and make shopping lists, among other advantages.



— fad

# NO LE DES AL COCO.

**Client:**  
FAD

**Industry:**  
Foundation

**Company:**  
Pink

Sara Socas, a freestyler and rapper, partnered with boutique creative agency Pink to release a digital campaign, 'No le des al coco,' which addresses the importance of seeking professional help to identify and treat mental health disorders among young people. The campaign was developed for FAD Juventud and Fundación Mutua Madrileña. According to a press release from Pink, the project arose from the results of the last barometer developed by the Centro Reina Sofía sobre Adolescencia y Juventud de FAD, which revealed that 56.4% of young people between the ages of 15 and 29 believed they had experienced psychological or psychiatric problems in the last 12 months, and 49% did not seek professional help.

The song, titled 'No le des al coco,' was written by Socas, the first woman in history to ascend to the FMS, the most important freestyle league. The lyrics of the song focus on the importance of identifying and treating mental health problems among young people. The campaign includes a music video, six video testimonials, and six social media pieces that direct viewers to the FAD website, which offers data and tools on mental health and a free telephone number for assistance.

**13M**

CAMPAIGN  
IMPRESSIONS

**+2M**

VIEWS



— BBVA

# FUTURE LANDSCAPES OF FINANCIAL HEALTH.

**Client:**  
BBVA

**Industry:**  
Banking

**Companies:**  
Invisible & PS21

Throughout 2022 a project of Futures Design was carried out, based on research for the systemic detection of all those symptoms of change in people's daily lives, grounded on social, technological, economic, etc. changes. In an initial exercise, we explored the future of Financial Health and Sustainability by researching and scanning signals and envisioning near-future scenarios based on a collection of emerging trends in different domains. This helped us to consider the role of the organisation in the coming years and feed into marketing, innovation and design strategies.

In 2023 we continue operating under this framework. The aim is to maintain a forward-looking approach and extend a culture of long-term thinking throughout the organisation to establish BBVA as a key player in the conversation and a leader in financial health.



# TRANSFORM DATA INTO VALUE

**Client:**  
Telefónica

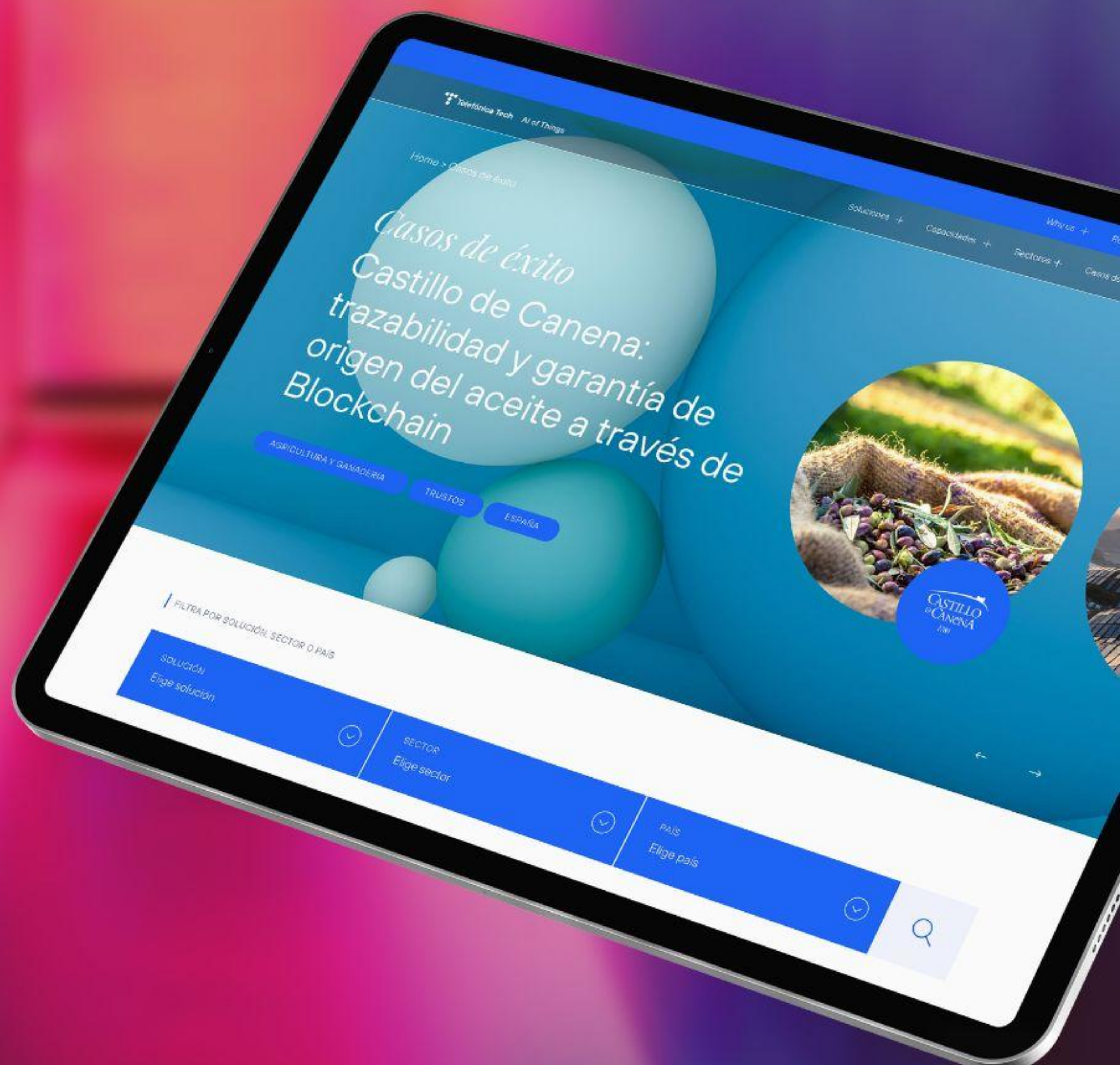
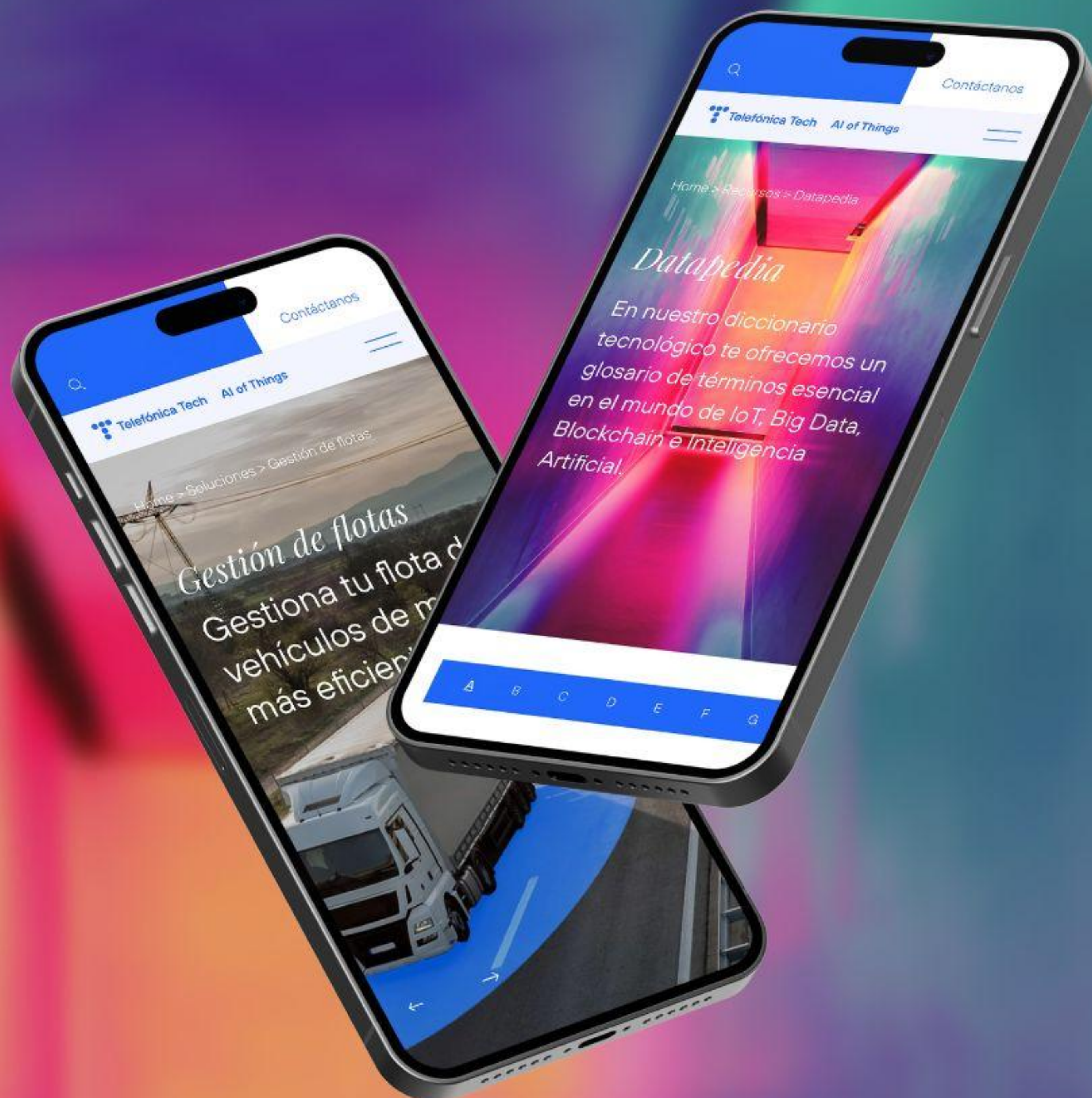
**Industry:**  
Telecommunications

**Company:**  
Redbility

Redbility has been working with Telefónica for more than 10 years and through more than 30 digital products that we have built together, we witnessed its transversal transformation: business, technology and brand.

In this project we promoted the digitalization with the new IoT & Big Data web, based on the philosophy of combining things with people through technology. We work on a joint and 360° strategy in which we position research as the cornerstone and trigger of a consistent, adaptable and usable product to achieve business and user objectives together with Telefónica Tech team.

The result is IoT & Big Data: a flexible platform that allow us to communicate products and services while providing a differential value to both the user and the business.



**+80H**

ANALYSIS AND RESEARCH

**+20**

COMPANIES ANALYZED

**+10**

ARCHETYPES CREATED

— fundación  
pasqual  
maragall

# LO QUE NUNCA SUPIMOS.

**Client:**  
Fundación  
Pasqual Maragall

**Industry:**  
Health

**Companies:**  
ES3 & True

To obtain the necessary funding to analyze the biomarkers of blood samples stored for more than 10 years by the Pasqual Maragall Foundation, we launched What We Never Knew, a digital fundraising campaign in which relatives of people with Alzheimer's discovered something they didn't know about their loved ones through their diaries.

We amplified the campaign with the help of Miguel Ríos, Toñi Moreno, and Carlos Sobera, 3 personalities from the cultural world who donated a secret that nobody knew about them and auctioned it off to help with the funding.

The campaign managed to exceed the donation goal, reaching €260,000 in less than a month.

**1.8M**

IMPACTS

**1.7M€**

PR VALUE

**110%**

DONATION GOAL

— LIBERO.

# THE DIRTIEST CUP.

**Client:**  
Libero

**Industry:**  
Editorial

**Companies:**

PS21, Libero Creative Club & ES3

Andrei Molodkin, a controversial Russian artist, created a replica of the World Cup trophy titled 'The Dirtiest Cup' to denounce corruption in Qatar's hosting of the 2022 World Cup. The sculpture was made with Qatari oil, which represented the 'blood and oil' victory that the petrocraies understood. The work was created in response to a challenge presented by Líbero magazine to create an artwork that denounced the kidnapping of the World Cup by the oil powers through bribes. The estimated bribe payment was \$150 million, which was the symbolic price of Molodkin's work. The sculpture was made with methacrylate, wax, and petroleum from Qatar. It was sold on the Apolitical online art platform, with a starting price of \$150 million. The sculpture was also the cover of the next edition of Líbero magazine, which analyzed the main controversies of FIFA's host choices throughout history.



**+€2.6M**  
PR VALUE

**+10%**  
SALES GROWTH

**+51%**  
WEB TRAFFIC  
GROWTH

— Tropicfeel

# TROPICFEEL SHELL.

**Client:**  
Tropicfeel

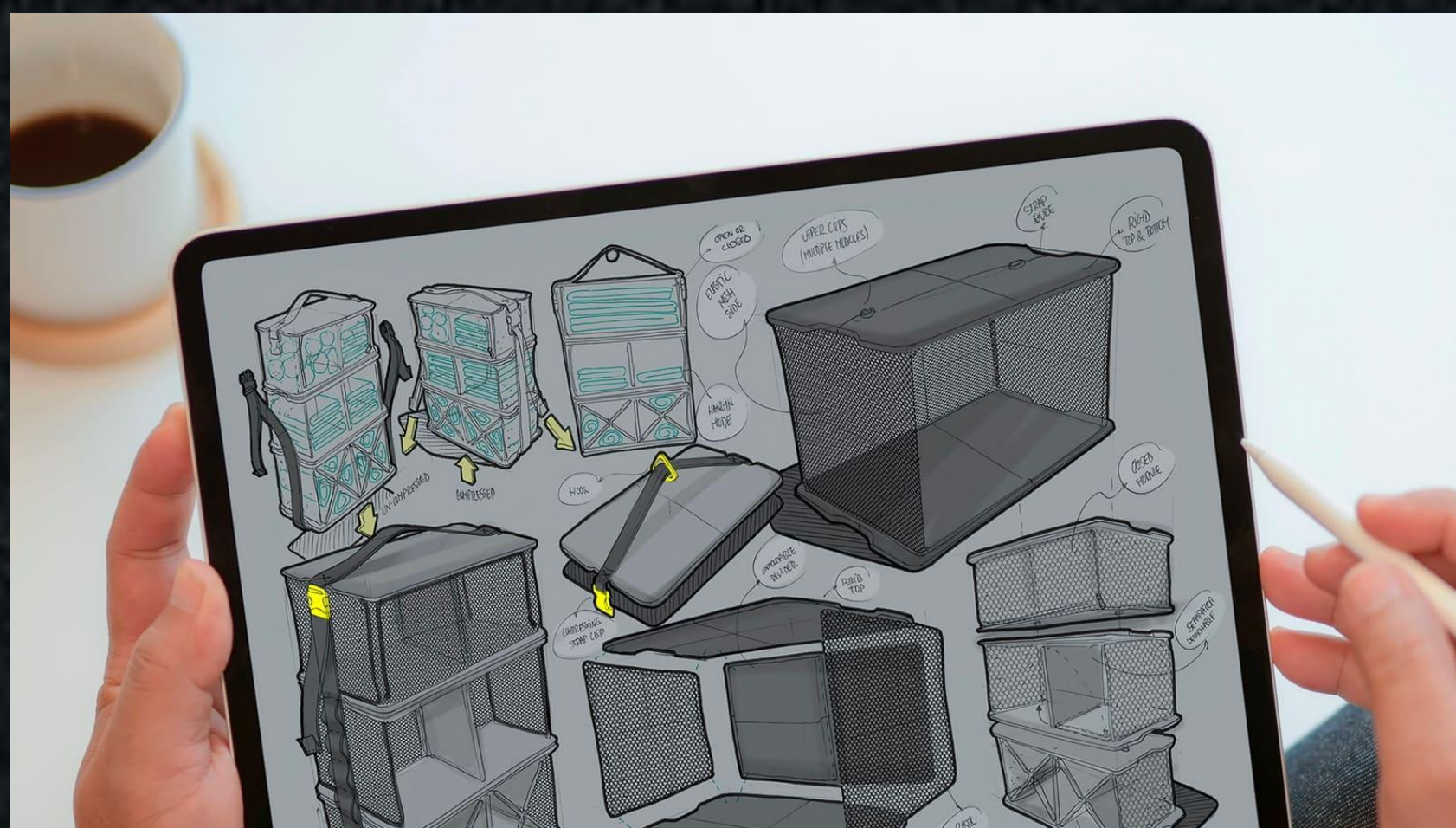
**Industry:**  
Fashion

**Companies:**  
Lúcid, PS21 Barna & True

Lúcid collaborated with fashion brand Tropicfeel to create the ultimate travel solution, the Tropicfeel Shell backpack, a versatile and award-winning design that saves up to 20% of space. It was introduced on Kickstarter, where it raised €2M. For the launch, Tropicfeel partnered with PS21 Barna and True to create the 'Nothing Included Wristband' campaign.

The tourism industry experienced a resurgence after two unusual years, with international tourist arrivals increasing by 130% in January 2022 compared to 2021. This upward trend is expected to continue during the summer months.

The campaign features an image of the wristband with the phrase 'Nothing Included Wristband,' cleverly reversing the traditional 'All Inclusive' travel package concept.



**€2M**

RAISED IN  
KICKSTARTER

**+80M**

IMPRESSIONS

**+70K**

E-COMMERCE VISITS

Nothing 

— Haier

# THE FRIDGE OF THE FUTURE

**Client:**  
Haier

**Industry:**  
Consumer Electronics

**Company:**  
Lúcid

Refrigerators have seen technological, performance, efficiency, and connectivity improvements in recent decades. However, the design of interior spaces has remained stagnant and has not taken into account the habits of new generations. Additionally, the price has been a limiting factor in the evolution of refrigerator interiors.

Haier, a leading Chinese consumer electronics brand, commissioned us to design the refrigerator of the future. The solution had to offer new interior solutions that align with new lifestyle habits while also maintaining an affordable price point. After conducting user research and studying the eating habits of Chinese culture, we identified two key insights that enabled the product team to develop two new concepts: accessibility and healthy eating.



# THE HENDRICK'S PUBMARINE

HENDRICK'S  
GIN

## NEPTUNIA PUBMARINE.

**Client:**  
Hendrick's

**Industry:**  
Spirits

**Company:**  
True

In May 2022, Hendrick's opened the "world's first underwater bar"—called the 'Pubmarine'—in an aquarium in Madrid

Here, scuba divers could kick back with a drink of Hendrick's Neptunia, an aptly-named gin inspired by Scottish coastal air. The concoction evokes memories of the sea with its marine botanicals, cucumber, Hendricks rose, and a citrus finish.

Guests could enjoy their gin—and even stay for a chat—underwater, thanks to specially-designed pressurized, watertight glasses, as well as state-of-the-art scuba tanks that let them breathe and drink normally without an oxygen tank.

**MOST**  
SUCCESSFUL LAUNCH

**+12M**  
AD VALUE

**+10%**  
SALES GROWTH

HALO  
SPACE

# A BALLOON TO THE SPACE

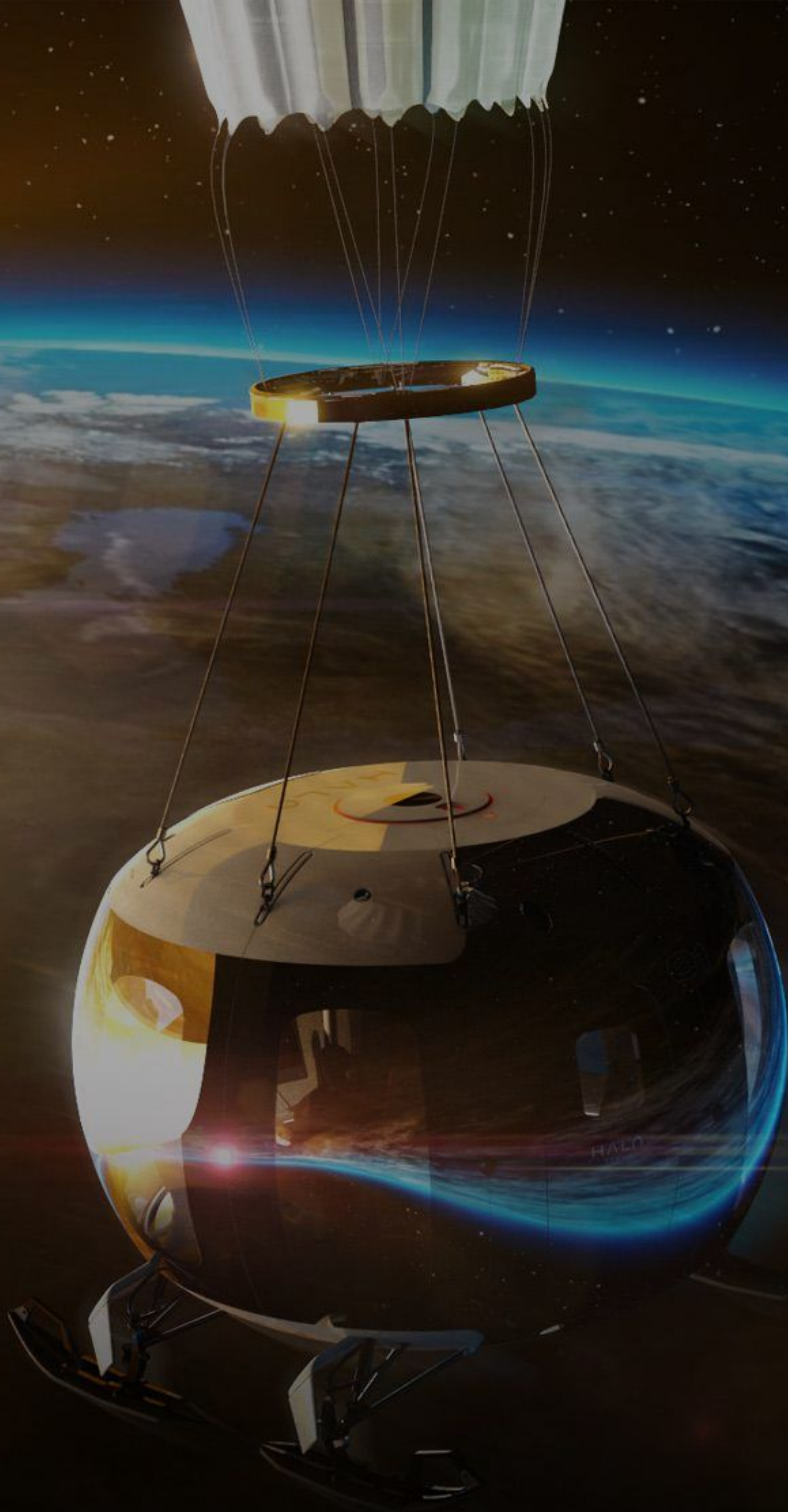
**Client:**  
HALO SPACE

**Industry:**  
Mobility

**Companies:**  
Lúcid & Pink

HALO, the first Spanish space tourism company, is developing a new type of tourism that takes the user on a zero-emission, 6-hour journey to the edge of space. This space balloon flies up to 40 kilometers above the ground to admire the curvature of the Earth and the vastness of space.

Lúcid has been in charge of the conceptual design of this space capsule, designing the exteriors and the interiors of the cabin. The challenge was to create a design that would accompany this innovative travel experience, taking into account all kinds of technical, regulatory, and space limitations. Pink is developing the identity and narrative of the project.







**THE ECOSYSTEM TODAY**

## *invisible*

Invisible is a Cultural Research and Futures Design Laboratory that aims to explore alternative narratives and frames of reference to expand the collective imaginaries of brands and organizations and thus extend the range of possibilities.

The lab works on applied imagination for the creation of future scenarios, narratives, strategies, ecosystems of experience and identities that help to mutate and reframe the corporate world.

### SERVICES

- Strategic Foresight
- Strategic Design Consultancy
- Cultural Research
- Innovation
- Service & Product Design
- Purpose and Vision
- Brand Strategy

**Founded:**  
2020

**Management Team:**  
**Stef Silva** - Head & Creative Director

**Main clients:**  
BBVA  
ECF

# Lúcid

Lúcid is a design agency that combines research, strategy, industrial design and digital design to create planet and user-centric products and experiences.

With more than 40 international design awards and more than 750 projects launched on the market, Lúcid empowers organizations to reach excellence, growth, and distinction through global design strategies.

## SERVICES

- Design Research
- Service & Experience Design
- Circular Design
- Phygital products

**Founded:**  
2012

### Management Team:

**Pol A. Fantoba** - Managing Director  
**Marc Fabra** - Design Director  
**Laura Laguna** - Head of Research & Strategy  
**Carlos Jiménez** - Head of Circular Innovation  
**Iñaki Remiro** - Head of Design  
**Guillermo Lucini** - Head of Digital Products  
**Anna Verdaguer** - Head of Comms  
**Sonia Pedrosa** - Head of Growth

### Main clients:

Haier  
 Bellota  
 Taurus  
 Halo  
 TOUS  
 Mahou-San Miguel



# Redbility

Redbility is a Strategic Design & Business Innovation Agency. Redbility designs creative trendsetting solutions and experiences to add value to businesses and brands. Innovation and user experience are cornerstones of its culture, aside from its incisiveness and dedication to research and strategy.

Redbility excels in designing and developing apps, products and services.

## SERVICES

- Strategic Consulting & Research
- Product Design
- Service Design
- Conversion Rate Optimization (CRO)
- Innovation
- Digital transformation
- Brand Strategy

**Founded:**  
2004

**Management Team:**  
**Mario Sánchez** - Executive Director  
**María Renilla** - Project & Research Director

## REDBILITY INNOVATION CENTER

Redbility has a space dedicated to innovation, training and research, as well as being a meeting point for the community.

**Clients:**  
Inditex  
Roca  
Acciona  
Telefónica

# PS21

PS21 is a Creative Agency that connects business and society through creativity. Society needs good companies to evolve, advertising is not enough, companies need to go at the speed of culture.

PS21 designs creative & strategic brand platforms & 1000 days plans to help its clients to stay relevant, grow economically, and create a positive impact.

## SERVICES

### Strategy

- Brand Platforms
- Comms Planning
- Research

### Consulting

- Brand Design
- Brand Narrative
- Experience

### Ideas

- Campaigns
- Creative Spikes
- Entertainment
- Content
- Experiential
- Social & Influencer

### Founded:

2018

### Management Team:

- Víctor Blanco** - Executive Creative Director
- Sergio García** - Strategy Director
- Sergio Hernández** - Group Account Director
- Gabriela Castro** - Group Account Director
- Rubén Sánchez** - Creative Director
- Nico Gómez de Cal** - Creative Director
- Víctor González** - Creative Director

### Clients:

- KFC
- BBVA
- Pepsico
- Pernod Ricard
- AliExpress

## pink

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Pink is a project-basis strategic & creative boutique, with offices in Madrid and Milan, that specializes in creating bold & high-value brand narratives.

Pink focus on the creative transformation of businesses. Its purpose is the creation of value. Since its inception, PINK develops key strategic and creative international projects.

### SERVICES

- Strategy and business transformation
- Design of products and services
- Brand creation and market positioning
- Content and brand experiences
- Identification and creation of targets
- Effective advertising and notoriety actions

**Founded:**  
2016

**Management Team:**  
**Germán Silva** - CEO & Founder

**Clients:**  
Nordés  
Alce Nero  
El sol  
ACT  
FAD  
Chicco  
Le Tribute  
Halo

## PS21 | BARNÀ

PS21 Barna is a creative independent agency that believes in creating a positive impact through innovative ideas and memorable narratives.

PS21 Barna builds brands connecting them to the people and pop culture at digital and tech speed. A mix of PS21 with Barna local flavour.

### SERVICES

- Brand creation and market positioning
- Content and brand experiences
- Effective advertising and notoriety actions

### Founded:

2022

### Management Team:

**Enric Nel·lo** - Executive Creative Director

**Jaume Leis** - Head of Art

**Cesc Caparrós** - Account Director

### Clients:

Tropicfeel

HBO

Spotify

Kids&Us

Club Macarfi

# True.

True is Creative PR Agency that combines creativity and credibility with the firm conviction to transform public relations and the goal of making ideas the primary focal point. Its objective is to generate meaningful and lasting conversations between brands and society, leveraging imagination and innovation.

## SERVICES

### PR

- Corporate communication
- International communication
- Messages and narratives
- Branded content
- Institutional relations
- Internal communication
- Audits
- Spokesperson training
- Crisis communication

### Experiences

- Events
- Product sampling
- Brand awareness
- MICE
- Sponsorships
- Content

### Digital

- Social media
- Influencers
- Brand reputation

### Founded:

2019

### Management Team:

**Lorena Javierre** - Managing Director  
**Sergio Reverter** - Experience Director

### Clients:

- McDonald's
- Just Eat
- Levadura Madre
- Hendrick's
- Bumble
- Wise
- HBO
- Budweiser



## ES3

ES3 is a Digital Agency that facilitates the communication of brands with new audiences, applying strategy and creativity in the generation of digital marketing and communication.

ES3 executes projects via digital channels and focuses on the development of the brand's social interactions with customers, prospective customers, and society as a whole.

### SERVICES

#### Creativity

- Strategy
- Campaigns
- Design

#### Social

- Content
- Management
- Ads

#### Development

- Full stack web
- Performance
- Analytics

**Founded:**  
2004

#### Management Team:

Paula Marín - Digital Creative Director  
Marcos Martínez - Digital Business Director

#### Clients:

- Yoigo
- MásMóvil
- Lebara
- LlamaYa
- LycaMobile
- Adecco
- FOX
- Fox Life
- NatGeo
- Sodexo



# LIBERO.

Fútbol • Nostalgia • Estilo • Cultura • Relatos



LIBERO.

Libero is an editorial project about football and culture. Football is the starting point to share stories about humanity, because as its motto says: when they explain it through football, you get it. That is where the originality of Libero lives, using the values of the sport to analyse society. Libero has been publishing its issues for 10 years, accumulating experience and prestige among its wide community of readers.

**Founded:**  
2012

**Management Team:**  
Diego Barcala- Founder & General Manager



Libero Creative Club (LCC) is a creative agency specialising in football that tells exciting stories about football, brands and people.

Formed by a team of journalists, writers, designers, and content creators, LCC connects football, brands and people through strategic consultancy, content and product.

### SERVICES

**Consulting:** We are experts in football and sports. We help brands find their space and position in this playing field. We also assist various players within the soccer universe to connect with culture and society.

**Stories:** Stories about football and sports in the form of content or campaigns that connect with the audience. Football is one of the main vectors that define the history and evolution of society since the beginning of the 20th century. Sport requires a cultural editorial perspective to stand out.

**Products:** The football culture lifestyle has its own universe. A world of objects, fashion, and trends that play out on freshly cut grass and are discussed around the table.

**Founded:**  
2022

**Management Team:**  
Diego Barcala - General Manager  
Nico Gómez de Cal - Creative Director  
Gabriela Castro - Account Director





## MeMe

MeMe is a social-first creative agency engaged with organic brand building from social conversations.

Its bet on reinventing the process, starting by banishing the figure of community managers, has led to numerous award-winning successes at festivals such as Cannes, Eficacia, Ojo, Sol or the CDC.

### SERVICES

#### SCAN

Analysis of the brand's health in social environments, its cultural significance, and potential courses of action.

#### SHOTS

Specific actions or content packages designed to activate visibility, affinity, and conversation.

#### ALWAYS IN

Daily brand building. Content creation tailored to business needs and audience loyalty.

#### Founded:

2023

#### Management Team:

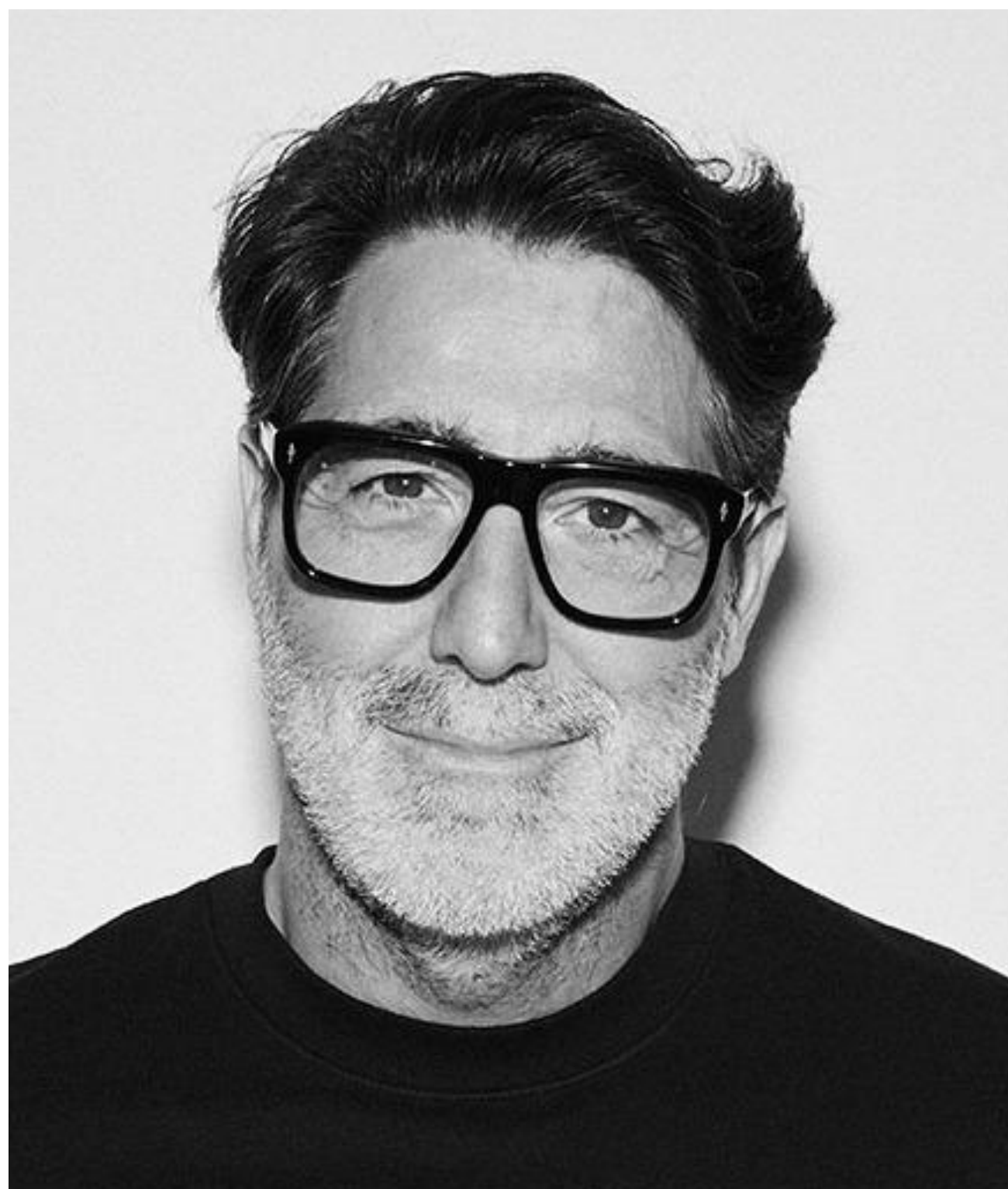
Elisa Vergara - Head of Strategy  
Stefano Marchesini - Head of Creative

#### Clients:

Adecco  
AliExpress  
KFC  
Ubisoft



# BOARD OF DIRECTORS



## AGUSTÍN VIVANCOS.

**Chairman**

**Date of appointment to the Board: 5/11/21**

**Nationality: Spanish**

Entrepreneur with more than 25 years of experience, including startup launches, new product development, growth, M&A and strategy.

Agustin is founder and CEO of Jungle. He also founded PS21 in 2018 making it grow 3x in the first 3 years through acquisitions. Under his leadership, the company has achieved great recognition in the industry, positioning itself as the # 1 Exemplary agency and among the top 10 in terms of both employee and industry appeal. In just three years he has managed to place the agency as the first Spanish independent agency in Cannes Lions as well as the # 1 independent in the Effie Awards.

Before he was the founder of dommo, a creative agency; Before dommo, he was the founder of an e-commerce startup and a fashion company. He previously served as a financial analyst at Procter & Gamble. Social enthusiast, enterprising love, husband, father, food and travel lover, curious.

He is a lifelong learning believer, is currently finishing the OPM from Harvard Business School, but has also completed his annual training in M&A, innovation, leadership at London Business School, Singularity University or Stanford Business School. He is also an AMP from IESE.

He actively contributes to the sector, he is currently the president of the creative agencies association, ACT. Founding member of the Matador Club and Patron of the FAD Juventud.



## LUIS PÉREZ DEL VAL.

**Board Member**

**Date of appointment to the Board: 5/11/21**

**Nationality: Spanish**

Multidisciplinary and strategic business vision. High capacity at building and developing new projects, consolidation of existing projects with high growth rates and leadership in international expansion. Achieving funding in different stages: seed, bank and state funding; growth capital, IPO; debt issuance. Restructuring of companies and business lines. Extensive experience in training and managing teams. Over 20 years as an entrepreneur, CEO in the digital, e-commerce, media and classified sectors. Expert in the grocery industry, retail, and worked for Last Mile delivery and fulfillment logistics. Three years' experience in investment banking M&A. Used to overcoming challenges in extraordinarily adverse environments. Expert in hyper growth management

Now he is at Glovo Group - Lola Market. Founder & CEO of Lola Market, a supermarket market place with delivery in 1h. Prior to that, he worked at Bodaclick (2014 - 2000) IPO in 2010. CEO & Founder. Capital raised €20M. EV 2010 €50M. Present in 12 countries in LaTam, South Europe and East Europe. 400 employees. Classified and Directory. Wedding Market Place. Also founded Eventoclick in 2004, a directory for MICE industry.

Degree in Economics and Business Administration from CUNEF - Universidad Complutense de Madrid.

Other positions currently held:

Member of Board: Dugun.com: wedding directory and classifieds related to weddings; South Summit: Main Event for VCs and Entrepreneurs in Spain; A3D Printer: 3d Building Printing; Patronage Horizontes Abiertos Foundation.



## BEATRIZ MARTÍNEZ.

**Board Member**

**Date of appointment to the Board: 5/11/21**

**Nationality: Spanish**

Beatriz has spent most of his career in fashion firms such as, Zara and Pull & Bear, in sales, business expansion, new store openings, selection and employee training. She has been the Retail Supervisor at Levi's, leading store openings, personnel selection sales for the south of Spain, its islands and Portugal. She also managed El Corte Inglés openings in Portugal, as well as collaborating on the firm's "trend laboratory", with the Zinc physical store and the reissue archive of its iconic garments. She also worked with La Perla, the Italian lingerie firm.

From there, she moved on to the advertising industry, taking over the new business of dommo. Later, she founded and developed the trends and gastronomy hub, dommokitchen.

Beatriz has launched several startups, including Tristana, a fashion brand with the lightest cashmere jacket on the market. Currently she is managing a real estate company and an art investment company.

Beatriz completed her fashion studies at the Madrid School of Arts and Crafts; she has a Master's in Event Organization and a Master's in CoolHunting from Blanquerna / Ramon Llull University. She also has a Master in Fashion Production from the Centro Superior de Diseño, IED Madrid.



## **ISIDORO MARTINEZ DE LA ESCALERA**

**Board Member**

**Date of appointment to the Board: 5/11/21**

**Nationality: Spanish**

Chief Marketing & Communications Officer of NH Hotel Group since 2014.

He is an Industrial Engineer and has a postgraduate degree from IESE. He is married and has 2 daughters.

He has an extensive and consolidated professional career, developed in recognized multinational companies in consumer goods, media and internet sectors. He has held various responsibilities in the general management and marketing area of Procter & Gamble, PepsiCo, 20th Century Fox, Antena 3 TV and Grupo Osborne.

In addition, he has developed his role as an entrepreneur as a founding partner of the communication agency QMS and in the digital marketing and social media consultancy firm, MultiPlatform Content.

He has been a Director for 9 years (2012-2021) of Biosearch, a biotechnology company listed on the Madrid Stock Exchange. Biosearch was acquired by the multinational, Kerry, in a bid that has turned out to be one of the most successful, in terms of price, for an acquired company on the Spanish Stock market.

Isidoro combines his business activity with working as a teacher at various top-level schools such as, the Instituto de Empresa, the Instituto Superior para el Desarrollo de Internet (ISDI), and the University of Nebrija.

He is a published author of the novel "Smoke in the Rain" (2010).



## **MIGUEL ÁNGEL MELERO BOWEN.**

**Secretary Non-Member**

**Date of appointment to the Board: 31/3/22**

**Nationality: Spanish**

Miguel Ángel is Of Counsel with the Corporate practice of Gómez-Acebo & Pombo with nearly 30 years of experience advising corporate clients. Prior to joining his current firm, until 2021 he was Company Secretary at Quabit Inmobiliaria, a Spanish Listed company in the Real Estate Sector, and until 2017 partner at Cuatrecasas, another top Spanish firm. He specialises in Mergers and Acquisitions, debt issues, company law, corporate governance and capital markets. Miguel Ángel has a broad experience advising local and multinational companies, having served as secretary to the board of directors of several listed and privately held companies, including Jungle (at the time Dommo and later PS21) from the time of its incorporation until 2010. He has particular expertise regarding transactions in the M&A arena, as well as in the implementation of Compliance and ESG programs.

Miguel Ángel holds a Bachelors' Degree in Law from the University of Navarra, an LL.M. in International Law from the University of London, a master degree in Business Law from the Pompeu Fabra University in Barcelona, postgraduate degree in Compliance from Carlos III University in Madrid, and has postgraduate studies in law firm management, artificial intelligence applied to business and DE&I. He has lectured at various Spanish and foreign universities and has been a frequent speaker in conferences at business schools and professional and business associations (Instituto de Empresa, Universidad Autónoma de Madrid, ESADE, ISDE, Columbia University, American Bar Association, iiR, APD, Instituto de la Empresa Familiar).

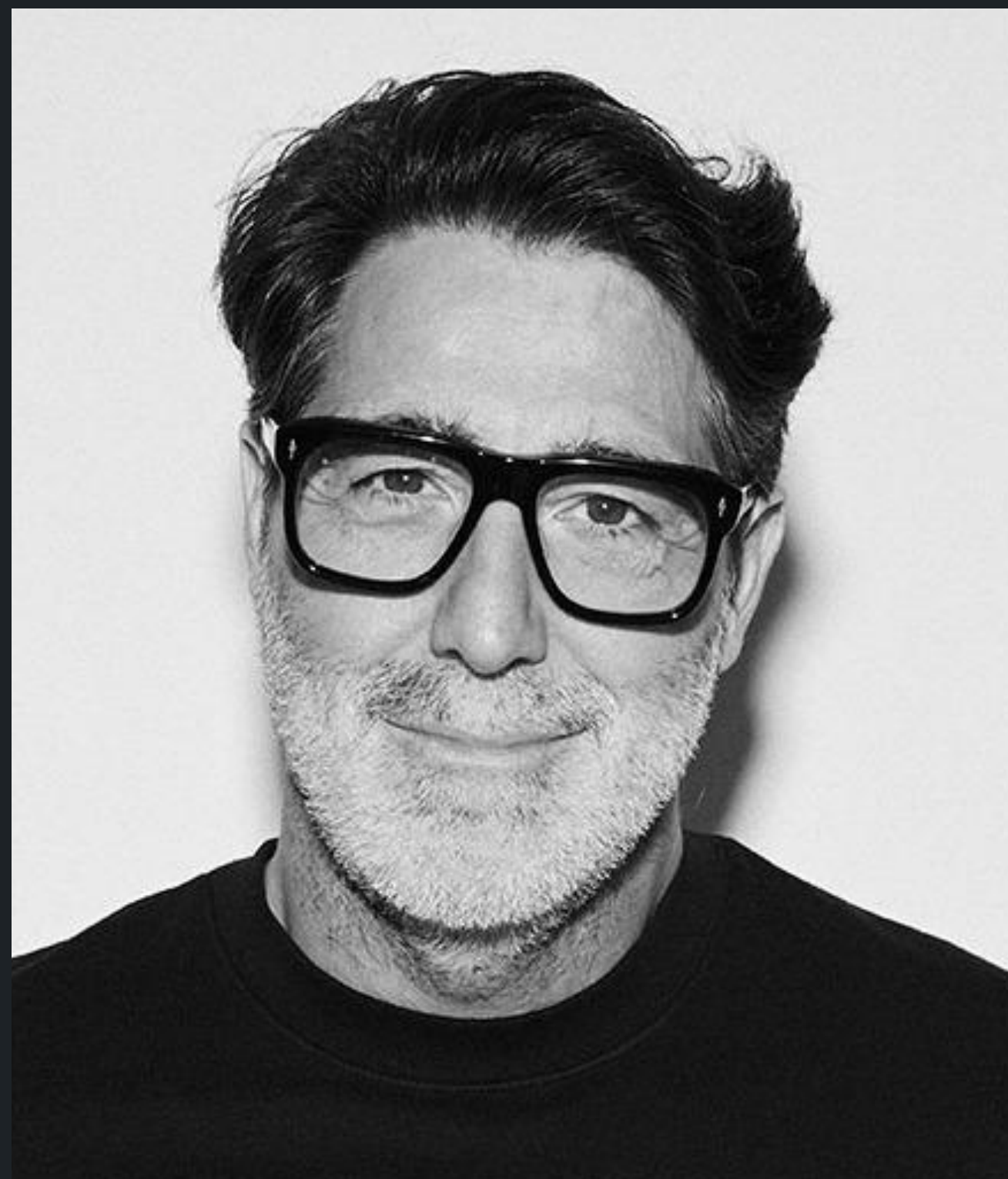


**JUNGLE COMPANIES TEAM**



# COMPANIES MANAGEMENT TEAM

The Group's workforce is currently comprised of over 200 people with different areas of expertise. The majority of the people in the Group are creatives profiles with decades of combined experience.



## AGUSTÍN VIVANCOS.

CEO & FOUNDER, **Jungle**.

Entrepreneur with more than 25 years of experience, including startup launches, new product development, growth, M&A and strategy.

Agustin is founder and CEO of Jungle. He also founded PS21 in 2018 making it grow 3x in the first 3 years through acquisitions. Under his leadership, the company has achieved great recognition in the industry, positioning itself as the # 1 Exemplary agency and among the top 10 in terms of both employee and industry appeal. In just three years he has managed to place the agency as the first Spanish independent agency in Cannes Lions as well as the # 1 independent in the Effie Awards.

Before he was the founder of dommo, a creative agency; Before dommo, he was the founder of an e-commerce startup and a fashion company. He previously served as a financial analyst at Procter & Gamble. Social enthusiast, enterprising love, husband, father, food and travel lover, curious.

He is a lifelong learning believer, is currently finishing the OPM from Harvard Business School, but has also completed his annual training in M&A, innovation, leadership at London Business School, Singularity University or Stanford Business School. He is also an AMP from IESE.

He actively contributes to the sector, he is currently the president of the creative agencies association, ACT. Founding member of the Matador Club and Patron of the FAD Juventud.



## BEATRIZ ARCE.

GROUP GENERAL MANAGER & CO-FOUNDER OF **Jungle**.

Bea has more than 20 years' experience working in creative companies, and she continues with the same purpose from that very first day: to empower creativity and transform brands.

Her experience through multinational and independent agencies, working for different brands and sectors, has made her become the professional she is today.

Before becoming Managing Director at PS21, she worked as Head of Growth, boosting new business and attracting big brands that today are part of PS21's portfolio.

Committed to creative excellence, she was trained at the Berlin School of Leadership and led projects which have won prestigious awards at Cannes Festival, Creative Club, Efficacy Awards, and more. Understanding the need to shape the next generation of professionals in advertising, she is part of the teaching staff of Zinkproject advertising school.

Character and passion in equal measure, Bea will always fight for great ideas, understanding that to grow clients and brands, creativity and innovation come first. This is what makes PS21 an industry reference.



## VÍCTOR BLANCO.

EXECUTIVE CREATIVE DIRECTOR AT **PS21** & CO-FOUNDER OF **Jungle**.

Víctor Blanco is the executive creative director of PS21. For more than 14 years he has worked obsessively on doing things differently and considering creativity as a contagion to spread throughout the world.

He started his career in 2008 as a copywriter. Six years later, at the age of 28, he had already risen through the ranks to executive creative director of Remo, a referential independent agency at the time.

He has worked for different brands including: KFC, Alvalle (PepsiCo), BBVA, Mitsubishi Motors, Bosch, PlayStation, Reebok, and so on.

His work has been awarded in national and international advertising festivals such as, Cannes Lions, WARC, Premios Eficacia, Club de creativos de España or even Premio Ondas.

He also combines his work with teaching and lecturing in Miami Ad School, The Atomic Garden, Universidad de Navarra and Universidad de Málaga.

# COMPANIES MANAGEMENT TEAM

(CONTINUED)



## SERGIO GARCÍA.

STRATEGY DIRECTOR OF **PS21**  
CO-FOUNDER OF **Jungle**.

Bachelor's degree in Advertising at the Complutense University of Madrid, Sergio developed his career both on the client and agency side of the business, working at Santander Bank and Leo Burnett. After that, he joined the strategy department at dommo, where he led the strategic development for local and global brands such as, Google, Lidl, and Yoigo, helping create a trends consultancy unit within the agency (NowTrends), and co-founded a creative production company (Randm).

He was deeply involved in the transformation from dommo to PS21, and after completing his education in the Berlin School of Creative Leadership, he currently leads the strategy team in the company to build strong, relevant, and effective brands. His work has been recognised internationally in the biggest creative and effectiveness festivals such as Cannes Lions Effies, Warc Awards, El Sol or Eurobest amongst others.

He's also a frequent public speaker on trends and innovation, and teaches strategy and innovation in several universities and advertising schools such as, The Atomic Garden and Miami Ad School, Universidad Francisco de Vitoria (UFV), and Universidad Carlos III (UC3M).



## JACOBO PÉREZ DEL PULGAR.

CORPORATE STRATEGY DIRECTOR  
& CO-FOUNDER OF **Jungle**.

Over 15 years working on the bridge between technology, business, trends & creativity. Jacobo has designed brands, experiences, products, services, and campaigns for several companies such as, Google, Nike, KFC, SAP, Jose Cuervo, DIAGEO, BBVA, DIESEL, Movistar, Domino's Pizza, Mahou San Miguel or SONY in Europe, the USA & LATAM.

He is currently leading the ecosystem vision and strategy of Jungle. Previously, he has lead many other creative and design projects internationally in Barcelona, Madrid, Milano, Hamburg, Los Angeles, Mexico City, Tulum & Austin.

His work has been awarded in creative and marketing festivals such as Cannes, Eurobest, Ojo de Iberoamérica, NY Advertising Festival, WARC Awards, Best Awards, EPICA, The Drum, El Sol, FIAP, EFFIE Mexico, Eficacia, IAB Inspirational, and One Show.

Lecturer & speaker focused on innovation, creative marketing, digital strategy, design thinking & content at academies & universities such as MAS,, TAG, IED, Zink, INESDI and Neoland.



## MARÍA DAVILA.

FINANCE DIRECTOR AT **Jungle**.

With an Economics degree from the University of Vigo, María has more than 10 years of experience in administration and finance.

She developed a large part of her career in the automotive group (Grupo Copo), carrying out cost and profitability analysis.

After going through the controller department and taking over the administration department of one of the Group's companies, her obsession with continuous improvement led her to complete an Executive Master's degree in Accounting and Financial Management at EAE Business School.

María currently works as the Finance Manager of Jungle.

# COMPANIES MANAGEMENT TEAM

(CONTINUED II)

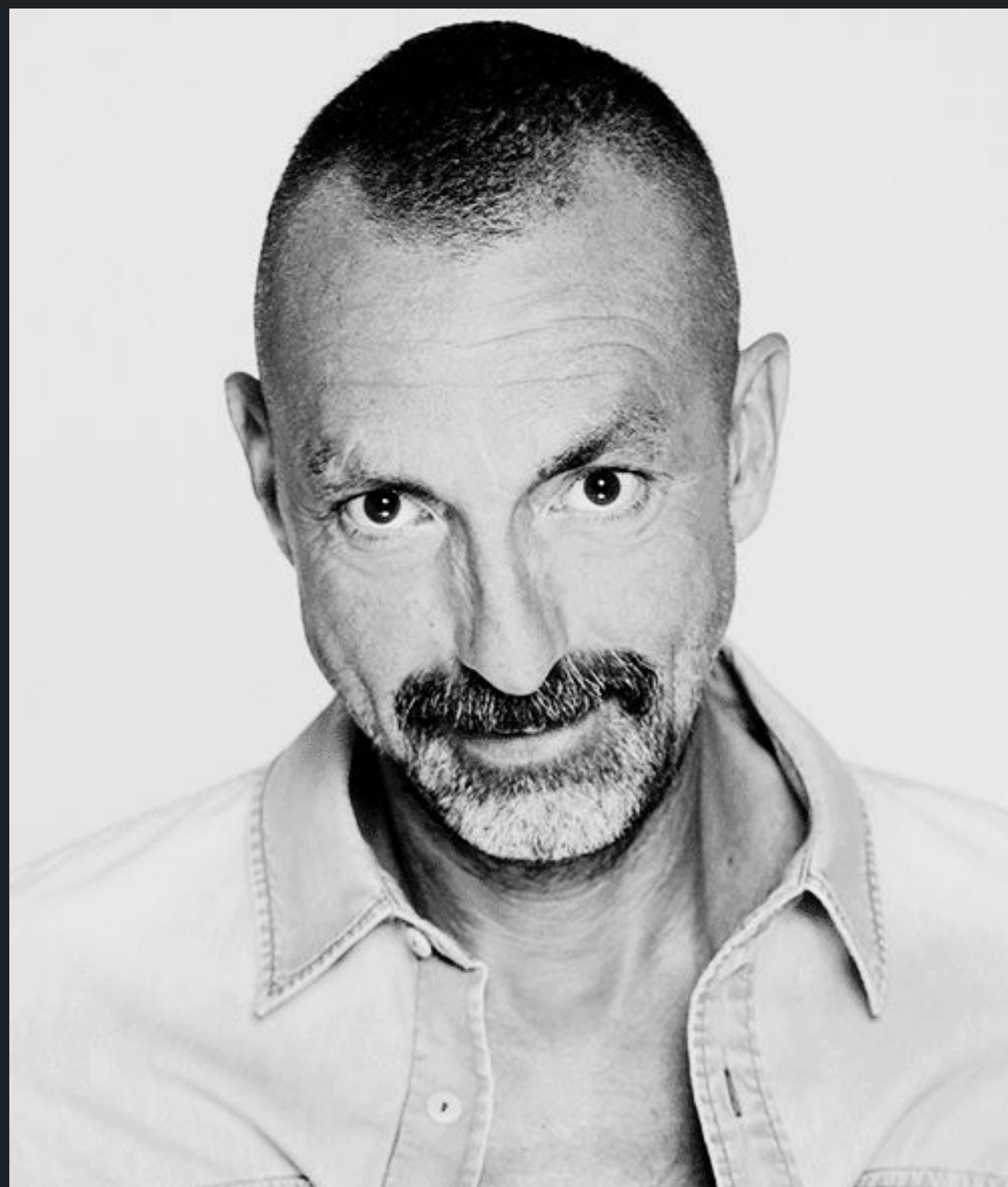


## MARIO SÁNCHEZ.

GENERAL MANAGER AT **REDBILITY** & PARTNER AT **Jungle**.

Mario Sánchez García is a partner at PS21 and one of the founders of Redbility. Under his leadership, for more than 20 years, Mario has sought to build digital products and services created under methodologies focused on serving users and maximizing business objectives. During his professional experience, he has led accounts and projects for international companies such as, Indites, Roca, Acciona, Telefónica, Cepsa, Nestlé, etc.

He is a faithful defender of order and passionate about creativity and methodologies. Mario is a mentor in the education sector, being a powerful speaker at different schools and universities. For Mario, innovation must always be present on a day to day basis, he truly encompasses his maxim: "the only constant is change".



## GERMÁN SILVA.

FOUNDER & CEO AT **PINK**, PARTNER AT **Jungle**.

Acknowledged as one of the Top Spanish Creative Directors; notching up over 500 awards, including several Gold CannesLions, One Show Pencils, Clio, D&AD, etc.,

German has won 2 Grand Prix at the Efi Awards.

He has been jury in the world's top festivals, including CannesLions, Clio, AD Club NY, London IAA, c de c, El Sol, etc.

He headed up the teams (including a seat on their Global Creative Boards) at DMB&B, Young & Rubicam, Armando Testa and HAVAS where he held responsibilities as EVP of the whole group including Arnold, as well as holding responsibilities as European CCO.

German has held top global responsibilities for some of Spain's & Italy's biggest brands worldwide and his work is keenly related to the universe of fashion, luxury and premium brands.

In October 2010 he founded BÁRBARA & Co, Ranked TOP 1 Spanish Independent Agency in its first two years (Infoadex).

At the end of 2014, German leaves it to focus his energies on a revolutionary new creative project: PINK

PINK, born on August 2016, is a project-basis strategic & creative boutique that specializes in creating bold & high-value brand narratives, focused on the creative transformation of businesses and the creation of value.



## PAULA MARÍN.

EXECUTIVE CREATIVE DIRECTOR & HEAD OF **ES3**.

After graduating in Advertising and PR, Paula started in the world of communication in Weber Shandwick agency, where she began to flirt with the digital world and the proto-social networks of the time. She continued her career in audiovisual production, to end up being part of a newly created agency, Estresarte Comunicación, in 2007. Since then, she has specialized in creativity and digital strategy, working for clients such as Google, Jazztel, Yoigo, Qualitas Auto, Correos, FOX, Ayuntamiento de Madrid, Warner Music and Amnesty International. Among the highlights are the launch in Spain of Google's social presence, for which she developed the company's strategy and role in the local market, the launch of the Pop Up Project of Google's digital training platform Activate, and the inbound strategy for Disney's female channel, FOX Life.

She currently leads the team at ES3, the digital agency of the PS21 group, where she combines creativity with her knowledge of tools, formats, methodologies and platforms to create digital strategies and experiences, high performance campaigns, content planning and social media, always without losing sight of the results.

# COMPANIES MANAGEMENT TEAM

(CONTINUED III)



## STEF SILVA.

CREATIVE DIRECTOR  
& HEAD OF **INVISIBLE**.

Stef Silva is head and creative director of Invisible, a research and design laboratory based in Madrid. She carries out her work through a critical approach as she explores the nature of business and design paradigms to anticipate future landscapes and understand the consequences they have on us, as a society and planet. Stef works with organizations helping them to manage complexity and transform by proposing narratives, strategies, services and brand experiences, based on the sensibility and creative processes brought by Design, Art and Future Studies with the aim of reshaping the business world.

In 2021 she was named one of the 40 most important futurists in Spain by Forbes Spain Magazine as well as having organized the PrimerEU19 international event on Futures Thinking. She participates as a lecturer in several educational projects in universities and design schools.



## ENRIC NEL·LO.

EXECUTIVE CREATIVE DIRECTOR  
OF **PS21 BARNA**. PARTNER AT **Jungle**.

Enric started as Art Director at Estudio Mariscal, working for the Barcelona's Olympic Games mascot, Cobi. After 10 years working on multidisciplinary projects, Enric co-founded CP Proximity/BBDO. During the years he was there, the agency was named "Creative Agency of the Year" for 3 times according to the Won Report. 9 years later he co-founded Shackleton's digital division where he was Executive Vice President. Shackleton was named Cannes Agency of the Year for three years in a row and took the top spot for Most Awarded Creative Director at the Cannes Festival.

In 2011 he became the CCO of Grey Spain, where the agency went from 14th position to 4th in customer satisfaction and was a member of the European board of the "Creative Council".

He is currently the co-founder of FCK, an agency integrated into the Jungle 21 creative ecosystem.

He has achieved more than 180 prizes in several Festivals such as Cannes, One Show, D & AD, Clio, Sol NY Fest etc, with 7 great prizes in different festivals.



## LORENA JAVIERRE.

MANAGING DIRECTOR OF **TRUE**.

Lorena has 20 years of experience in communication & PR, in the fields of strategic communication, reputation, influential marketing and media relations. Her career at the most important PR agencies in the Spanish market has enabled her to lead multidisciplinary teams, work in an international environment and keep a well-established network with journalists, new media, key opinion leaders, influencers and top management.

Thanks to her time at great agencies such as Ogilvy, Omnicom PR Group and LLYC, she is an experienced people management and results oriented professional. In her previous stages Lorena has worked for multinational clients such as IKEA, Pfizer, Procter & Gamble, Johnson & Johnson, McDonald's, Pepsi, L'Oréal Professionnel and Universal Pictures.

As a communication manager she is a passionate about the role earned communications can play in delivering social relevance, real business impact and growth.

She is currently starting a challenger new role as managing director of True PR.

# COMPANIES MANAGEMENT TEAM

(CONTINUED IV)



## POL A. FANTOBA.

MANAGING DIRECTOR OF **LÚCID** & PARTNER.

Pol is an industrial engineer with a Master's in Product Conceptualization and Development from ELISAVA. He started his entrepreneurial journey during the final year of his degree, founding several companies including Engineerworks, PLA&FANTOBA, and Moldblade before co-founding Lúcid.

Since its establishment, Lúcid has become one of the most important agencies in the country. Pol has taken on different roles within the agency and is currently focused on business strategy, commercial development and sales, R&D opportunities, Manufacturing, and finance/legal/labor.

Pol's involvement in the entrepreneurial and start-up ecosystem has been instrumental in positioning Lúcid as a top agency in the BCN entrepreneurial scene. He serves as a mentor and advisor at various organizations, including Netmentora, AticcoLab, Connector, and FoundersInstitute. Pol is also a member of the executive committee of the CERCLE de Joves empresaris de la CECOT and the president of the Club de Mkt y Ventas de la CECOT, representing 45,000 companies.



## MARC FABRA.

DESIGN DIRECTOR OF **LÚCID** & PARTNER.

Marc has a degree in Industrial Design from Eina, a Master's in Product Engineering from UPC, and has completed various certifications in Design Thinking (Ideo, Bau) and Sustainability (Tudelft, Unschool).

Early in his professional career, Marc worked as an industrial designer in different renowned studios, including Gemma Bernal Studio and Lagranja. He later joined Tedisel, an internationally recognized medical equipment manufacturer, where he served as the head of R&D. After nearly two years, he decided to co-found Lúcid with Pol.

Since its founding, Lúcid has become one of the most important agencies in the country, and Marc has served in various roles, including leading the industrial design team, integrating sustainability and circularity throughout the organization, and managing various aspects of the company, such as HR and management.

During these years, Marc has also worked as a professor at various universities in Barcelona, including Elisava, Bau, and LCI, and currently serves as a judge for the prestigious international design awards, IF Design Award.



## DIEGO BARCALA.

EDITOR & PARTNER AT **LIBERO**.

After graduating in Advertising and PR, Paula started in the world of communication in Weber Shandwick agency, where she began to flirt with the digital world and the proto-social networks of the time. She continued her career in audiovisual production, to end up being part of a newly created agency, Estresarte Comunicación, in 2007. Since then, she has specialized in creativity and digital strategy, working for clients such as Google, Jazztel, Yoigo, Qualitas Auto, Correos, FOX, Ayuntamiento de Madrid, Warner Music and Amnesty International. Among the highlights are the launch in Spain of Google's social presence, for which she developed the company's strategy and role in the local market, the launch of the Pop Up Project of Google's digital training platform Activate, and the inbound strategy for Disney's female channel, FOX Life.

She currently leads the team at ES3, the digital agency of the PS21 group, where she combines creativity with her knowledge of tools, formats, methodologies and platforms to create digital strategies and experiences, high performance campaigns, content planning and social media, always without losing sight of the results.



A deeply meaningful part of our past, present, and future is owed to our cherished partner, Carlos Abella, who bravely battled before sadly leaving us in 2022. Jungle does not possess a singular culture; rather, it is a beautiful tapestry woven from the cultures of all the companies involved. If we were ever to attempt to define our culture, guided by the principles of humility, generosity, and respect that we hold dear, that culture would undeniably be a heartfelt tribute to the enduring spirit and inspiring legacy of our friend, partner & co-founder Carlos Abella.

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APPLIED CREATIVITY