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OUR MISSION

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



OUR STRATEGY

**TO DESIGN AND DEPLOY A BUSINESS ECOSYSTEM
ABLE TO HELP BRANDS AND COMPANIES
IN THEIR CREATIVE TRANSFORMATION PATH,
ACCELERATING THEIR ECONOMIC GROWTH
& POSITIVE IMPACT, BY APPLYING
INNOVATIVE AND CREATIVE SOLUTIONS
ALONG THEIR ENTIRE VALUE CHAIN.**



WHO WE ARE

JUNGLE21 IS AN ECOSYSTEM OF CREATIVE COMPANIES.

WE NURTURE AND APPLY CREATIVITY
TO TRANSFORM COMPANIES AND CONTRIBUTE
TO THE EVOLUTION OF SOCIETY.

WE ARE A UNIQUE STRUCTURE THAT PROVIDES
THE IDEAL CONDITIONS FOR EVERYONE
WHO IS PART OF IT, UNITED BY THEIR PASSION
FOR CREATIVITY, TO TURN IDEAS INTO SOLUTIONS,
TO TRANSFORM COMPANIES ACCORDING TO
THE SOCIAL AND CULTURAL CONTEXT,
GENERATING A REAL AND POSITIVE IMPACT &
PROMOTING SUSTAINABLE ECONOMIC GROWTH.

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BUSINESS MODEL:

JUNGLE21 IS AN ECOSYSTEM OF CREATIVE COMPANIES.

We help our clients in their transformation process by applying creativity throughout their entire value chain.

We have an integrated offer of strategy, consulting and strategic design, advertising, content, digital production, product and service design, communication and public relations.

JUNGLE21 is a creative transformation group with a service offering that spans the entire ecosystem and experience of a brand or a business.

"We take business seriously. But mostly, we take people seriously". Our model is people-centric. We take advantage of the resources and capabilities of our ecosystem to provide the best specialized solutions for our clients to grow in business and impact, being relevant to society. We are proud that, being independent, companies such as BBVA, KFC, SAP, Telefónica, McDonald's, Grupo MasMóvil, Pernod Ricard, AliExpress, Familia Mahou-San Miguel and ROCA trust us.

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

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

The ecosystem operates as "one business": we offer our clients a transversal solution to face all their business challenges through the different and independent units of our ecosystem.

Starting from the platform model, we have been able to build a unique and differential ecosystem of units capable of responding to all brand building needs at each moment of the model, from the point of view of strategy and advertising, digital communication, product development and digital experiences, and public relations, putting creativity at the centre, as a multiplier to improve the effectiveness and impact of marketing strategies on society and business.

Our income comes mainly from an annual contractual relationship model (fee-based). Currently, other relationship models such as, project-based (consulting) and in-house practice (design of digital products and services) are also being developed and deployed.

The creativity of our people is our greatest asset, and the need to attract and retain it is a key element for our competitiveness, so, we continually build a culture and an environment that fosters safety and respect, professional growth, with the principles of freedom and responsibility.

We also have an internal and external NPS (Net Promoter Score) model, a monthly development evaluation system, and a personalized onboarding and monitoring plan. In the area of key talent retention, we will also have a model based on stock options and a bonus system that weighs the growth of the ecosystem through cross-selling against growth and personal metrics or of a particular company.

The ecosystem model applied by JUNGLE21 also allows and prioritizes a plug & play structure on demand through a network of specialized external collaborators.

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

LETTER FROM THE CEO.

We have made significant progress on our strategy, with stronger agency brands, new leadership, a simpler structure and a healthy balance sheet.



WE HAVE DEVELOPED OUR OWN UNIQUE METHODOLOGY WHICH MAXIMIZES OUR CREATIVE IMPACT IN BUSINESS, GIVING US A DISTINCT ADVANTAGE: GENERATING DIFFERENTIATION AND GROWTH FOR BRANDS AND COMPANIES.

1,000 days ago, PS21 was born. We transformed our advertising agency, dommo, into a creative company. After months of research and workshops, we deconstructed the business model we had, identified our best assets and combined them to establish a new model. We went from applying creativity only to advertising, to applying it throughout our value chain.

In October 2018, PS21 emerged. The goal: to become the benchmark for applied creativity and double our income every 3 years.

These first 1,000 days have been, despite Covid-19, better than expected. We have come out stronger and better prepared for what lies ahead. We now know how to identify companies with great potential and integrate them into our creative ecosystem; we have shown that we can identify new ways to grow. We have proven that we can double the company every 3 years.

In a world where digital transformation is a must to compete in business, creative transformation is what really makes the distinction in terms of a company's relevance, differentiation and exponential growth.

THE JOURNEY

In October 2018, PS21 was born.

In 2019 we acquired ES3, a digital marketing company. We reinforced our digital skills and entered clients such as, Grupo MásMóvil. That same year, we acquired Redbilly, a digital design consultancy firm. We reinforced the consulting and design part of our digital product. And, at the end of the year, we launched our communication consultancy firm, True, to fill a gap in the market and disrupt a mature and old-fashioned sector. From the point of view of building brand prestige, that year, we became the # 1 independent Spanish agency in the most prestigious awards in the world: Cannes Lions.

2020 was a special year: on the one hand, Covid affected all company operations, forcing us to stop acquisitions, on the other hand, it gave us time to reorganize and refocus on our strengths. The result was that we won BBVA, the most prestigious and largest account that was put up for competition that year. We also won, with True, the PR account of McDonald's. In 2021, we started with good news from the Scopen Agency study. The results were a reflection of the work we are doing: # 1 Independent Exemplary Agency and Global Top 10; Top 10 Agency of the Year; Top 10: One of the best agencies to work for.

This has been an important year for new business: Alvalle (Pepsico), BBVA Switzerland, Beefeater, Aliexpress, Mahou San Miguel, Just Eat, Sixt, Storytel, HBO (these last 5 in PR, True). And, we ended the year being recognised as the number 1 independent agency in the Effie Awards, and 2nd in the global ranking. These are the most important awards within the advertising industry.

At the end of 2021, we set up the JUNGLE21 ecosystem to integrate all our companies (PS21, True, ES3) into one ecosystem.

OUR PRINCIPLES

- Creativity transforms everything. Creativity first.
- Unitary business structure. A single P&L for the creative ecosystem..
- We believe in the mix of Business x Society x Creativity.

FINANCIAL PERFORMANCE

In the first three years of PS21:

- Revenues have multiplied by 1.9 to €10,076,286 .
- Gross Profit or Income has multiplied by 2.7 to €7,993,035
- The Operational EBIDTA has multiplied by 5 to €2,221,296
- CAGR in Gross Profit of 38% (2018-2021)
- Profitability (Operational EBIDTA/Gross Profit) has gone from 15% to 28%.
- The Net Profit in 2021 stands at €1,991,340

Notes:

- The numbers for 2021 are an estimate as of 9th of November.
- Gross Profit or Income 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.
- Data of 2021 is not audited.
- Operational EBIDTA is EBIDTA adjusted for non-recurring items and is the measure management use to assess the underlying business performance. Operational EBIDTA margin is operational EBIDTA divided by Gross Profit.
- Gross Profit, Income or Gross Margin are the same meaning.

THE NEXT 1000 DAYS

Our plans are executed based on time periods of 1,000 days (3 years). With respect to the objective of doubling our business every 3 years, these are the key points of the strategic plan:

How we will grow and where the growth comes from:

- Organically grow 10% per year (CAGR). This growth is the result of our new business methodology that is already consolidated and the growth in services to existing clients with the group companies. Investments in launching new divisions such as (True) are also included.
- Inorganically grow through acquisitions another 15% -16%. Acquisitions are simple, like the ones we have done so far.
- We have assumed a conservative scenario. We will acquire or launch up to 4 to 5 companies in the next 3 years. At an annual rate of 1 or 2 companies.
- Key areas where want to invest: Digital and audiovisual production, content, creativity for sustainable projects (ESG), advertising, branding, visual design, metrics and data to improve creativity and the output of our platform.
- Geographic scope: In the next phase of the strategic plan we will explore Europe and the Middle East.
- Attracting and retaining employees: being a listed company will allow us to structure products of the Stock Options Program to retain the key professionals of the team.





- We are in the process to be certified as B Corp, this will allow us not only to have recognition in the market and by potential clients, but also to be able to offer services related to ESG projects, something that will be mandatory for large companies in the short term.
- Business model: Our business model is based on the next step of “digital transformation”, which is “creative transformation”: the key lever for companies to differentiate themselves and be relevant as well as having a positive impact on society and its brands.
- New products and services: In addition to the capabilities that new acquisitions bring us and will bring us, we will develop our own products focused on scalability.

OUR VISION

Our vision is that creativity is the currency of the 21st century. We are entering an era in which we will move from digital transformation (a minimum necessity for all companies) to creative transformation. Creativity is the necessary multiplier for differentiation and relevance as a company, both with consumers and customers, and with society.

In a world dominated by algorithms, creativity is the only asset capable of creating and innovating unique solutions for the challenges of the 21st century.

BUSINESS POSITIVE

Going Public Paris

PEOPLE POSITIVE

Nurture Talent

SOCIETY POSITIVE

BCorp

ECOSYSTEM

Our ecosystem is based on the integration or creation of companies with great potential for both growth and profitability. In these first 1000 days we have acquired new skills with the integration of Redbility (digital product design) and creative production with the acquisition of ES3. These two companies have shown that within the ecosystem, they grow in double digits, as Redbility continues to be highly profitable, as does ES3. We also built the creative communication agency, True, to add creativity in an industry with no creativity; the result has been much better than expected, with double-digit growth and first-rate customer achievement milestones reached.

The JUNGLE21 ecosystem allows us to maintain the entrepreneurial and innovative spirit of each company, while sharing knowledge, best practices and clients. This mix makes the growth capacity of the incorporated companies potentially exponential.

CONCLUSION

We believe that the combination of talent with a creative ecosystem, which allows the potential development of each of our capabilities, will help companies of the XXI century to differentiate themselves and to be relevant.

From product creation and content to business consulting, creativity has to permeate through the entire value chain to truly transform business.

A handwritten signature in black ink, consisting of a large, stylized 'A' followed by a series of loops and a long horizontal stroke.

Agustín Vivancos, Chairman

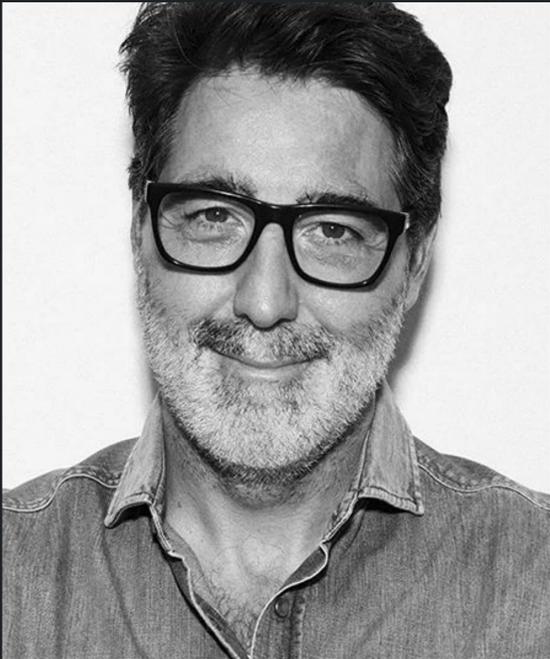
CONCLUSION

**WE ARE BUILDING A SOLID
COMPANY WITH DOUBLE-DIGIT
GROWTH.**

**WE HAVE MORE THAN DOUBLED THE COMPANY
IN JUST 3 YEARS, EBITDA X5.**

**WE ARE TOP RANKED IN INDUSTRY RANKINGS,
DESPITE BEING A YOUNG COMPANY, AND WE HAVE A
PROVEN BUSINESS PLAN THAT WILL LEAD US TO
DOUBLE THE COMPANY AGAIN EVERY THREE YEARS.**

BOARD OF DIRECTORS



AGUSTÍN VIVANCOS

Chairman

Age: 49

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 JUNGLE21. 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 PEREZ DE VAL

Board Member

Age: 47

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.



MANUEL GIRO

Board Member

Age: 46

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

Nationality: Spanish

More than 15 years of experience leading teams to relentlessly pursue our goals. Successfully launching and building innovative premium brands that are present in +60 countries globally. Specialized in wines and spirits. Wide experience in brand and company acquisitions and their subsequent update being able to turn unanticipated situations into positive results. I define myself as a hard worker, conscientious, strategic and a critical thinker.

Current: Co-owner and member of the Board of Directors in Destilerías MG, Giró Ribot vinos y cavas, Ron Barceló, Gin Mare, MG Norte, Grupo Vinícola Marqués de Vargas, Amer Global Brands and also a member of Junta Directiva Espirituosos de España.

I worked for 2 years in finance for Ernst & Young, Merrill Lynch and RSM McGladrey in Miami and Chicago. After that, I joined my family company (Destilerías MG) as an assistant director to the COO, Marketing & Sales and Finance directors from 2000 to 2015. Since then, my current role is CEO.

Executive MBA from IESE Business School (2015) and Degree in Business and administration from the Universidad de Barcelona (1998).

BOARD OF DIRECTORS



BEATRIZ MARTINEZ

Board Member

Age: 47

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

Age: 56

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

Secretary Non-Member

Age: 53

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 Jungle21 (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).

THE SHAPE OF OUR BUSINESS

KEY FACTS AND FIGURES

+150*
PEOPLE

50+
CLIENTS

4
COMPANIES

1
P&L

OUR ECOSYSTEM

PS21

REDBILITY

TRUE

ES3

SOME OF OUR CLIENTS

ACCIONA
ADECCO
ALIEXPRESS
AXIS
BBVA
BUDWEISER
CORONA
CORREOS
ECONOMIPEDIA

FINETWORK
FOX
HBO
HENDRICKS
INDITEX
JUSTEAT
KFC
LA PROHIBIDA
MARRIOTT

MANGO
MÁSMOVIL
MCDONALD'S
MINISO
NATGEO
ONCE
PEPSI
PERNOD RICARD
PUERTO DE INDIAS

ROCA
SAP
SIXT
STORYTEL
TAXDOWN
TELEFÓNICA
TOYS 'R US
YOIGO
WWF

FINANCIAL HIGHLIGHTS

REVENUE
€10M

REVENUE (2019-21)
1.9x

CAGR GROSS PROFIT (2018-21)
38%

GROSS PROFIT OR NET INCOME
€7.9M

GROSS PROFIT (2019-21)
2.7x

EBITDA/GROSS PROFIT (2019-21)
15%↑28%

EBIDTA
€2.2M

EBIDTA (2019-21)
5x

ANNUAL NET PROFIT, 2021
2M

OUR INTERNATIONAL AWARDS

in our 3-year history

50+

CRESTA
CANNES
CDEC
EFICACIA
EL SOL
EPICA

EUROBEST
GENIO
INSPIRATIONAL
IP MARK
JCDECAUX
LAUS

NY FESTIVALS
OJO DE IBERO
ONE SHOW
PNMD
THE DRUM
YOUTUBE WORKS
WARC

* Actual number as February 2022, it is not the average of the year.

BACKSTORY:

FIRST 1K DAYS

It has been 1000 days since the transformation and launch of PS21, going from being an advertising agency to a group of creative companies.

In 3 years, we have managed to grow organically and inorganically, adding 3 companies to the ecosystem, multiplying our business x3 and starting working with large multinationals such as, BBVA, AliExpress, SAP and McDonald's.

2018

October. dommo, an advertising agency, becomes PS21, a creative company.

2019

April. We acquire ES3, digital marketing, to strengthen our digital skills and enter clients such as Grupo MásMóvil.

July. 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.

November. We launch True, Creative Communication agency, to fill a gap in the market and disrupt a mature sector.

2020

June. We win BBVA, the most prestigious and largest account that went into competition that year.

We start working with SAP.

September. True wins McDonalds. We grow in the year of Covid especially in profits.

2021

January. Scopen Study: 1st Independent Exemplary Agency. Top 10 Global.

February. We win Alvalle (Pepsico).

March. Scopen Agency Scope*. One of the best agencies to work for. Top 6. We win Just Eat, HBO and Sixt.

May. We win the Aliexpress (Alibaba) digital account.

June. We start the process of incorporation to Euronext.

October. 2nd Global Agency and 1st independent at Premios Eficacia.

November. We brand the ecosystem as JUNGLE21. PS21 will be the advertising & content brand of the group.

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

THE MARKET.

Creativity: the currency of the 21st century.

**REVENUE GROWTH:
CREATIVITY,
ANALYTICS
& PURPOSE.**

In a VUCA scenario, strategy is more important than ever. Clients need a clear path to create value in the early stages of their marketing plans. Once the way is designed, creativity brings to brands and businesses solutions that are simple, useful and authentic in a sea of sameness found in the market.

2.3x

is the average revenue growth of companies that are unifying creativity, analytics, and purpose.

Getting tangible about intangibles: The future of growth and productivity?, McKinsey Global Institute, June 2021

**CREATIVITY
OUTPERFORMS
ON KEY BUSINESS
PERFORMANCE INDICATORS.**

Creative companies are more likely to report a commanding market leadership position with a higher market share than their competitors. Of those reporting market share leadership, creative companies outnumber their less creative counterparts.

1.5 to 1

Companies that embrace creativity, enjoy greater market share and competitive leadership

The Creative Dividend: How Creativity Impacts Business Results (2014)

**CONNECTING
WITH CULTURE
AT THE SPEED OF INDIE.**

As clients take data and technology functions in-house, they need more help turning fresh insights into a business advantage. The result: indies are getting asked for strategy, and finding it's more profitable than any other agency service.

**“ BRANDS INCREASINGLY
SEEK INDIE SHOPS AND
THEIR 'NIMBLE' MODELS
IN THE PANDEMIC”**

AdAge

**INTEGRATED AGENCIES
ARE NOT THE
IDEAL SOLUTION
FOR CLIENTS.**

While big holdings are on a road to merge their companies and create bigger generalist agencies, clients are willing to have specialized partners to face the many different and specific challenges for their brand and marketing plans.

79.2%

of clients feel that specialized agencies are the ideal partner for their business challenges.

Agency Scope 2020 - 2021 - Scopen, 2021

**BRAND BUILDING
IN THE ERA
OF ECOMMERCE.**

While performance channels receive greater spend, brand-building activity is on hold, but it remains a key component. Brand awareness, fame and preference can make a big difference in e-commerce environments.

60%

of the sales effect from advertising is due to long-term efforts at brand building

Effectiveness in Context', Les Binet & Peter Field (2018)

**WORKFORCE:
CHALLENGING
THE BIG EXODUS.**

Marketers are quitting their jobs in what has been dubbed the “great resignation.” Talent attraction and retention are the main operational challenges faced by agencies.

#1

Talent acquisition is the #1 operational challenge cited by agencies.

Setup™ - Marketing Relationship Survey Results - 2019

**AGENCIES ARE
BECOMING B-CORPS.**

Having sustainability at the core also adds brand value, employee engagement, talent attraction and client preference.

2.5x

BRAND VALUE for brands perceived as having a high positive impact on society

Kantar Purpose 2020 Report

INVESTMENT CASE

In an industry which is facing several changes and shifts, Jungle21 has a clear path and roadmap for business growth and expansion, brand differentiation, and both talent engagement and attraction.

1

GROWTH X3 IN THE FIRST 1000 DAYS.

Revenue has multiplied by 1.9 to €10,076,286 *

Gross Profit or Net income has multiplied by 2.7 to €7,993,035

The Operational EBIDTA has multiplied by 5 to €2,221,296

CAGR in gross profit or net income of 38% (2018-2021)

Profitability (EBITDA/Gross Profit) has gone from 15% to 28%.

The Net Profit in 2021 stands at €1,991,340

2

NEW PRACTICES, NEW BUSINESS, UPSELLING & CROSS SELLING.

AOR (Agency of Record) for BBVA, KFC & Alvalle.

64%+ of new business requests and pitches (2018-2021).

Growing our current client billing through strong fees, active upselling and cross-selling between companies.

We've started working on European projects for clients such as SAP, BBVA Switzerland & Pepsico.

Launched a brand & experience consulting practice, which started developing projects for RYAN's, SAP & Acciona Mobility.

We will acquire or launch up to 4 to 5 companies in the next 3 years.

3

RECOGNIZED AS EXEMPLARY, EFFECTIVE AND CREATIVE.

We have over 90 creative and effectiveness international awards.

Ranked as #1 Spanish independent agency at Cannes Lions 2019.

Ranked as #1 independent and #2 global agency at Premios Eficacia 2021.

Ranked as #1 (independent) and #6 (global) Exemplary Agency by marketers in the Agency Scope 2020/21.

4

OWN WORK METHODOLOGY

Plafom21™: a proprietary methodology capable of structuring integrated multi platform communication models based on the most effective combination of objectives, messages, and points of contact

AlwaysIn: a unique and innovative model of interaction at the speed of culture, which has already helped KFC to become the # 1 brand on Twitter in Spain

1000-day strategic plans: We develop 3-year plans which maintain the strategic focus on the long-term vision, and will guide us in making decisions.

GROWTH STRATEGY

Our plans are executed based on temporary spaces of 1000 days, With the objective of doubling every 3 years.

Key points of the strategic plan:

GROWTH SOURCE

How we grow and where our growth comes from

Organic growth of 10% per year (CAGR).

This growth is the result of our new business methodology, which is already consolidated, and our growth in services to existing clients within our ecosystem of companies.

Launching new divisions such as True and the consulting and strategic design unit at PS21.

Inorganic growth via acquisitions.

Simple acquisitions like the ones we've done up to now.

In a conservative scenario, we will acquire or launch up to 4 to 5 companies in the next 3 years.

WHERE WE WANT TO INVEST

Classification and key areas where we want to invest.

We classify our acquisition pipeline according to volume, expertise and fame.

Volume: competitors: companies with a similar positioning and offer. The objective is to increase business volume, business bandwidth and talent.

Expertise: adding companies with an offering different from ours, but complementary and close to our core business.

Fame: leading companies and talent in the creative landscape that allow us to strengthen our positioning as a Creative Transformation company.

Geographic Scope

Spain, and in our second phase: Europe & the Middle East

Key areas for growth, expertise and industries

Digital and audiovisual production.

Brand consulting and strategic design.

Content for sustainable projects (ESG).

Metrics and data to improve creativity.

Data visualization.

NFT's and Web3.

Content creators & Influencers.

Advertising.

Education.



ATTRACTION & EMPLOYEE RETENTION

Being a listed company will allow us to structure products in our Stock Option Program to retain the key talent in our business.

Adding talented companies to the ecosystem will make it a more attractive place for talent, as well as being able to offer movement between companies.

BUSINESS MODEL

Our business model is based on the next step of “digital transformation”, which is “creative transformation”. This is the key lever for companies to differentiate themselves and to be relevant, as well as to have a positive impact on society and its brands.

GETTING AHEAD OF TRENDS

We are in the process to be a Certified B Corp, which will allow us not only to have recognition in the market and by potential clients, but also to be able to offer services related to ESG projects, something that will be mandatory for large companies in the short term.

NEW PRODUCTS, SERVICES & INTELLECTUAL PROPERTY

In addition to the capabilities that new acquisitions bring us, and will bring us, we are going to develop our own products focused on scalability.



■ VISION & PILLARS

Creativity is the next great catalyst for business and brand transformation, through collaboration between talent in an environment of connected and specialized companies.

■ CREATIVE

Creativity applied to the entire value chain. It helps to transform businesses with unique, simple, and authentic solutions. For the workforce, is the main magnet to attract and maintain top talent.

■ THE ECOSYSTEM

Multiple companies. 1 P&L. Sustainable growth of the whole, collaboration, integration based on independence and a culture made up of multiple different cultures but connected by creativity.

■ GROWTH & EXPANSION

More founders, more companies, more capabilities, more countries, and more collaboration. A plan to grow organically and inorganically both in value, fame and business.

■ OUR PEOPLE

Design and ensure a long-lasting, safe, empowering, motivating climate, with an intellectual and monetary value capable of attracting and keeping the best current and future talent.

■ OUR PLANET

A plan and a commitment to have a positive impact on the planet, people and communities, because of the work we do, how we do it, who we do it with, and who we do it for.

FROM DIGITAL TRANSFORMATION TO CREATIVE TRANSFORMATION.

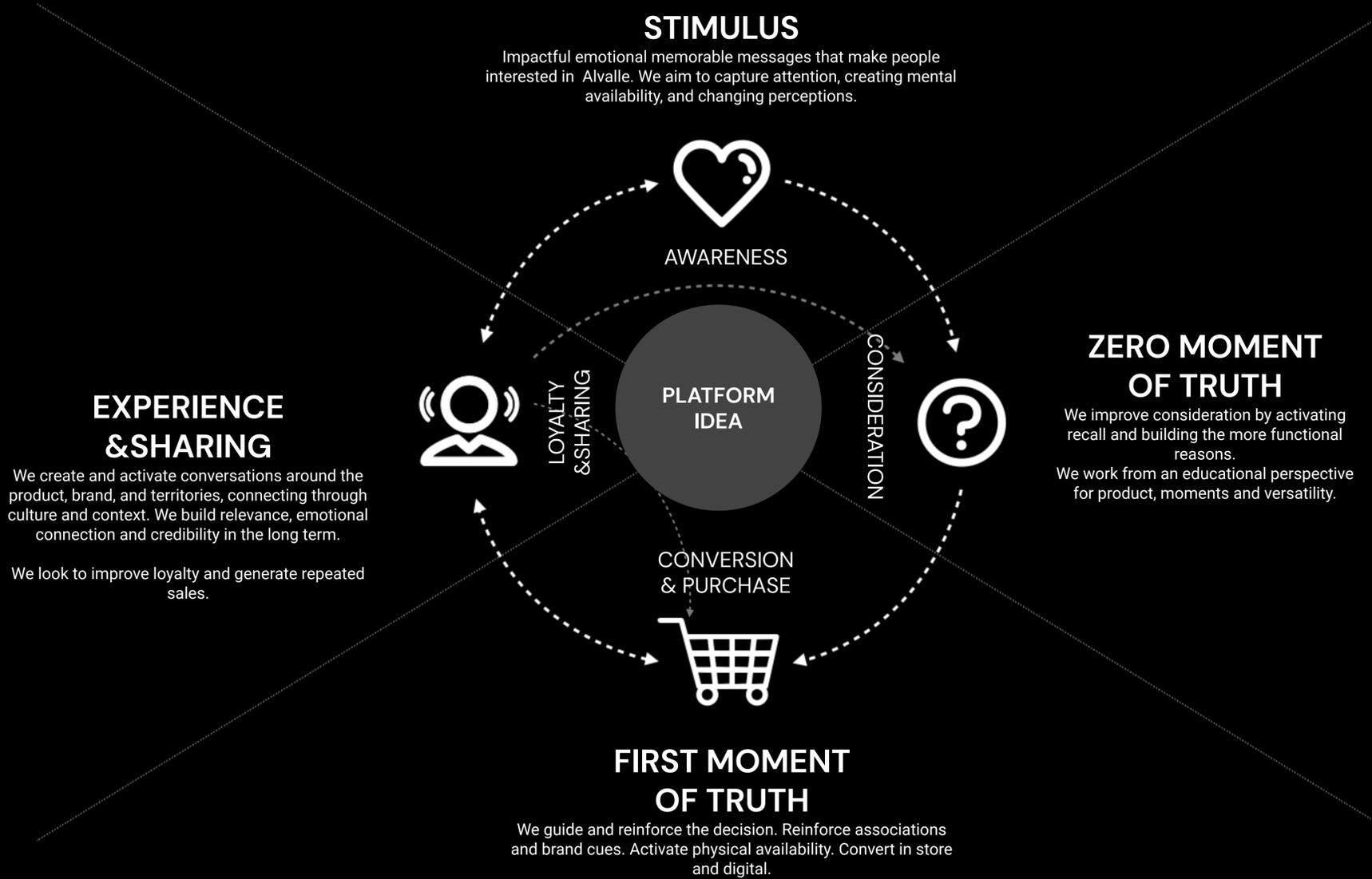
Creativity is the most valuable asset to solve any kind of challenge. It is seeing the world around us from new, different, and fresh perspectives. It is the ability to bring ideas to life and create unique, authentic and simple solutions. Creativity is the engine of the evolution of society.

To apply creativity in business is to create original, novel, useful, and innovative solutions to solve the challenges of a company in the area of sales, branding, experience, communication, or marketing.

In a context where it is increasingly difficult to stand out or to be relevant, creativity is the main tool for companies to effectively differentiate themselves, grow in their perception of value, generate consideration, and, above all, connect with people.

Creativity helps transform businesses with unique, simple, and authentic solutions.

PLATFORM21™



We have developed our own and unique methodology, which maximizes the impact of creativity in communication, constituting a distinct advantage that is capable of generating differentiation and business for brands.

Starting from the theoretical basis of the McKinsey Loyalty Loop, the integration of the Google ZeroMOT model and a specific analysis of the consumer decision journey of each category, to detect the different needs of the consumer in their process of choosing products and services, we have developed a methodology capable of structuring integrated multi-platform creative models based on the most effective combination of objectives, design, messages, and points of contact: The Platform21™ model.

This framework identifies 4 main dimensions of objectives: notoriety, consideration, conversion/ experience, and loyalty/ conversation, and distributes them according to the 4 key moments of the consumer decision journey (stimulation, evaluation, purchase and sharing), depending on the needs that must fulfill the journey in that phase of the funnel.

Furthermore, it is not a linear model like the traditional funnel, but rather a circular one, as it responds to the new reality of the experience, content and media-consumption ecosystem. To do this, it identifies and considers the interactions and synergies that occur between the 4 different consumer decision-journey stages, amplifying their impact by working on them in a coordinated way.

Once the main objectives, the moment and context of the consumer, and the role of communication, have been defined, this strategic framework allows us to identify the most related points of contact and that best work for the objective set.

And finally, with all this information, we can establish which elements we need to use in creative development, at each point of contact, to maximize the impact that every part of the communication platform has on the results.

THE ECOSYSTEM: BUSINESS, PEOPLE AND PLANET POSITIVE.

The second phase of our plan: a positive 1000-day plan for business, talent and the planet.

The 2nd stage of our master plan begins. Our next 1000 day. The group formed by PS21, True, Redbility and ES3 becomes JUNGLE21, a creative transformation ecosystem to bring together current and future companies to double in the next 3 years.

Throughout these previous 3 years, our main learning has been that you cannot grow alone. Growth comes from collaboration, from the sum of talent, and from knowing how to sustainably manage economic growth whilst making a positive impact on society.

In this 2nd stage, we moved from the concept of companies connected to the ecosystem model fueled and connected by creativity, all synthesized in our plan:

- Business Positive: Going public Paris to grow
- People positive: Nurture talent. Best co-founders
- Society positive: BCorp

■ VISION & PILLARS

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■ CREATIVE

Creativity applied to the entire value chain. It helps to transform businesses with unique, simple, and authentic solutions. For the workforce, is the main magnet to attract and maintain top talent.

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CREATIVITY:

CREATIVITY. THE FUEL OF OF OUR BUSINESS.

Creativity is the greatest competitive advantage a company can offer: simple, useful, surprising, owned, and unique solutions.

Today, more than ever, Creativity is a differential factor that must be transferred to the entire value chain, from the core of the business itself, to the creation of new products and services, commerce, user experience, and human resources.

Creativity applied in a company with a clearly framed purpose, added to current organisational knowledge and experience, can help companies to triple their growth.

To make this happen, we will continue investing in recruiting and training the best talent in the industry, since, ideas which stem from talent, are the true fuel that drives industry and innovation.

We will also continue to bet on ensuring an environment which encourage creativity and ideas to continue to be the engine that feeds and guides this industry.

1ST STAGE (2019-2021).

We framed standards of creative excellence within the ecosystem.

Creative leadership recruitment and investment in young talent.

Great performance at national, Ibero-American and international creativity awards.

Inclusion of creative leadership as lecturers in schools, creative academies and universities.

Creative Leadership Team Promotion Plan.

2ND STAGE & BEYOND.

Investing in research on the impact of creativity on business.

Anchoring top creative talent.

Business training plan for creatives.

Promotion plan for the second layer of creative leadership.

Expansion of the M&A pipeline to core creative industries (design,, motion graphics, CGI, ...) and edge (education, gaming, editorial, human resources, ...).

Continue investing in creative award festivals with special emphasis on the International TOP3.

WHAT BINDS J21.

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 the power of collaboration.
We are sure that the best challenges bring together the 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. NULL BUREAUCRACY.

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

■ VISION & PILLARS

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PS21

CREATIVITY. STRATEGY. CONTENT.

PS21 is a creative company.
We connect business and society through creativity.

We believe that society needs good companies to evolve. We believe that advertising is not enough. We believe that companies need to go at the speed of culture. That's why we built a new creative business model, which combines strategic consulting with execution. Our competitive advantage: our Platform21™ methodology.

SERVICES

Strategy

- Brand Platforms
- Comms Planning
- Research
- Innovation Strategy
- Always In

Consulting

- Brand Design
- Brand Narrative
- Experience

Ideas

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

Founded:

October 2018

Management Team:

- Agustín Vivancos - CEO
- Beatriz Arce - General Manager
- Víctor Blanco - Executive Creative Director
- Sergio García - Strategy Director
- Jacobo Pérez del P. - Innovation Director
- Carlos Abella - Client Services Director
- María Davila - Finance Director

Clients:

- BBVA
- KFC
- AliExpress
- Pepsi
- SAP
- UE
- Pernod Ricard
- Toys 'r us

Past Clients:

- Lidl
- Adecco
- DIAGEO
- Schweppes
- JustEat
- FCA
- Reebok
- Nestlé

True.

PR. EVENTS. INFLUENCERS.

TRUE seeks to offer a public relations services by providing support to the Group's campaigns, as well as clients, who also have their own independent PR strategy. The goal is always to generate meaningful and lasting conversations between brands and their audiences, through fully-personalised and results-oriented strategies.

As its name suggests, True unites 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.

True offers clients tailored and adjustable strategies and solutions in terms of communication, public relations, and influencers.

SERVICES

PR

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

Experiences

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

Digital

- Social media
- Influencers
- Campaigns
- Brand reputation
- SEM/SEO
- Advergaming

Founded:

November 2019

Management Team:

Ana Zumalacarregui - General Manager
Sergio Reverter- Account Director
Patricia García - Account Director
Carlos Rija - Account Director

Clients:

McDonald's
JustEat
Storytel
Axis
OD Hoteles
Correos
ACT
Corona
SIXT
Budweiser
Hendrick's
MásMóvil
HBO

Past Clients:

finetwork

ES3

DIGITAL MARKETING, PRODUCTION & DEVELOPMENT.

ES3 is the Group's digital agency. It 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.

This subsidiary acts in all stages of the Platform21 framework, with a special focus on achieving awareness and intercepting in the consumers investigation and evaluation phase of the customer journey.

SERVICES

Creativity

- Strategy
- Campaigns
- Design

Social

- Content
- Management
- Ads

Development

- Full stack web
- Performance
- Analytics

Founded:

2004

Management Team:

Paula Marín
Head of ES3 & Digital Creative Director

Clients:

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

Past Clients:

- Google
- Qualitas Auto
- Ayto. de Madrid
- Lufthansa
- ING
- Correos
- Warner Music
- LiveNation
- Legálitas
- Jazztel

Redbility

STRATEGIC DESIGN. BUSINESS INNOVATION.

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, which also characterize Redbility.

Redbility's creative expertise takes place in a previous step to the rest of the Platform21 framework, but also in the consideration, conversion and experience dimensions. Redbility excels in designing and developing apps, investigating and researching markets and consumers, conceptualizing products and services, as well as supervising the design and production process. Product and service design and development are especially attractive to those companies that wish to leverage the tailwinds that are boosting eCommerce, as Redbility makes the purchase moment as simple, attractive and engaging as possible.

SERVICES

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

REDBILITY INNOVATION CENTER

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

Founded:

2004

Management Team:

Mario Sánchez
Partner
P&S Design & Executive Director

María Renilla

Project & Research Director

Clients:

Roca
Acciona
Telefónica
Finetwork
Once
Interflora

Past Clients:

IE
Banco Santander
BBVA
NH
Telefónica
Sanitas
Venca
UNIR
Nestlé
Ferrovial

The background of the slide is a dark, monochromatic scene filled with various 3D rectangular prisms and blocks of different sizes and orientations. These shapes are rendered with soft shadows, creating a sense of depth and architectural complexity. The lighting is subtle, highlighting the edges and surfaces of the blocks against the dark background.

**SOME OF
OUR MOST
RELEVANT PROJECTS.**

— **KFC**

THE RISE OF THE COLONEL.

Client:
KFC

Industry:
QSR

Company:
PS21

After consecutive years of declining sales in Spain, KFC needed a change to unlock growth and become the iconic brand it was in other parts of the world.

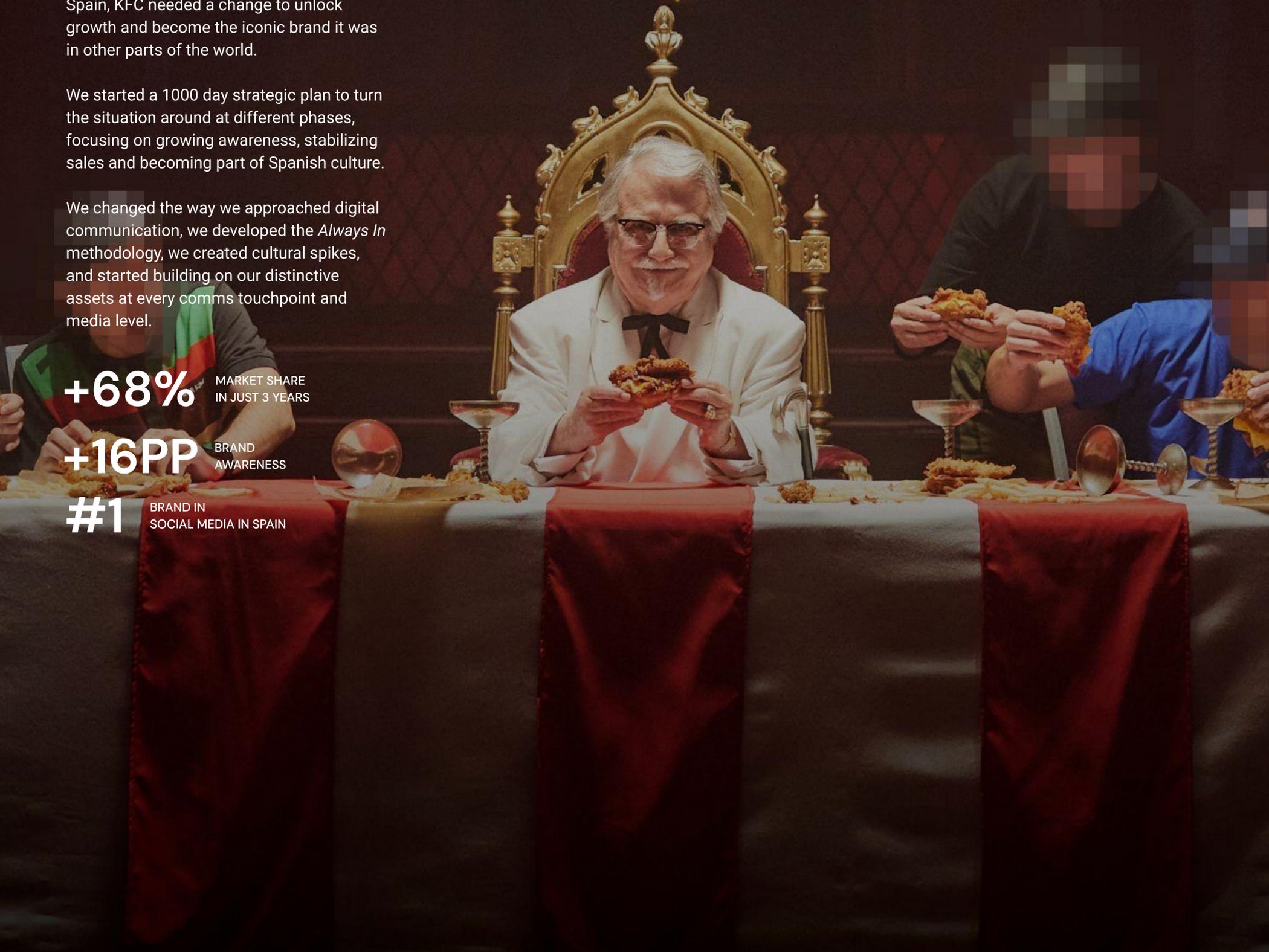
We started a 1000 day strategic plan to turn the situation around at different phases, focusing on growing awareness, stabilizing sales and becoming part of Spanish culture.

We changed the way we approached digital communication, we developed the *Always In* methodology, we created cultural spikes, and started building on our distinctive assets at every comms touchpoint and media level.

+68% MARKET SHARE
IN JUST 3 YEARS

+16PP BRAND
AWARENESS

#1 BRAND IN
SOCIAL MEDIA IN SPAIN



— *Tanqueray*

THE FIRST CITY WITH ITS OWN PANTONE.

Client:
Tanqueray

Industry:
Spirits

Company:
PS21

Tanqueray wanted to launch "Flor de Sevilla", a gin with a hint of oranges, as a tribute to the city of Seville. But, how could a British brand become more relevant to a Spanish city? By creating a bottle-shaped homage to the city itself.

We created a campaign that needed to have a meaningful cultural impact in a truly disruptive way. So, by taking the cue from a national insight, we used creative data to fill in a blank: in Spain everyone associates Seville with its special colour but no one knows what that colour is. The innovative use of data was based on an algorithm which we generated to find out something that had never been done before: the colour of a city. That's how we linked the product and generated an emotional connection through data to win the hearts of Spaniards.

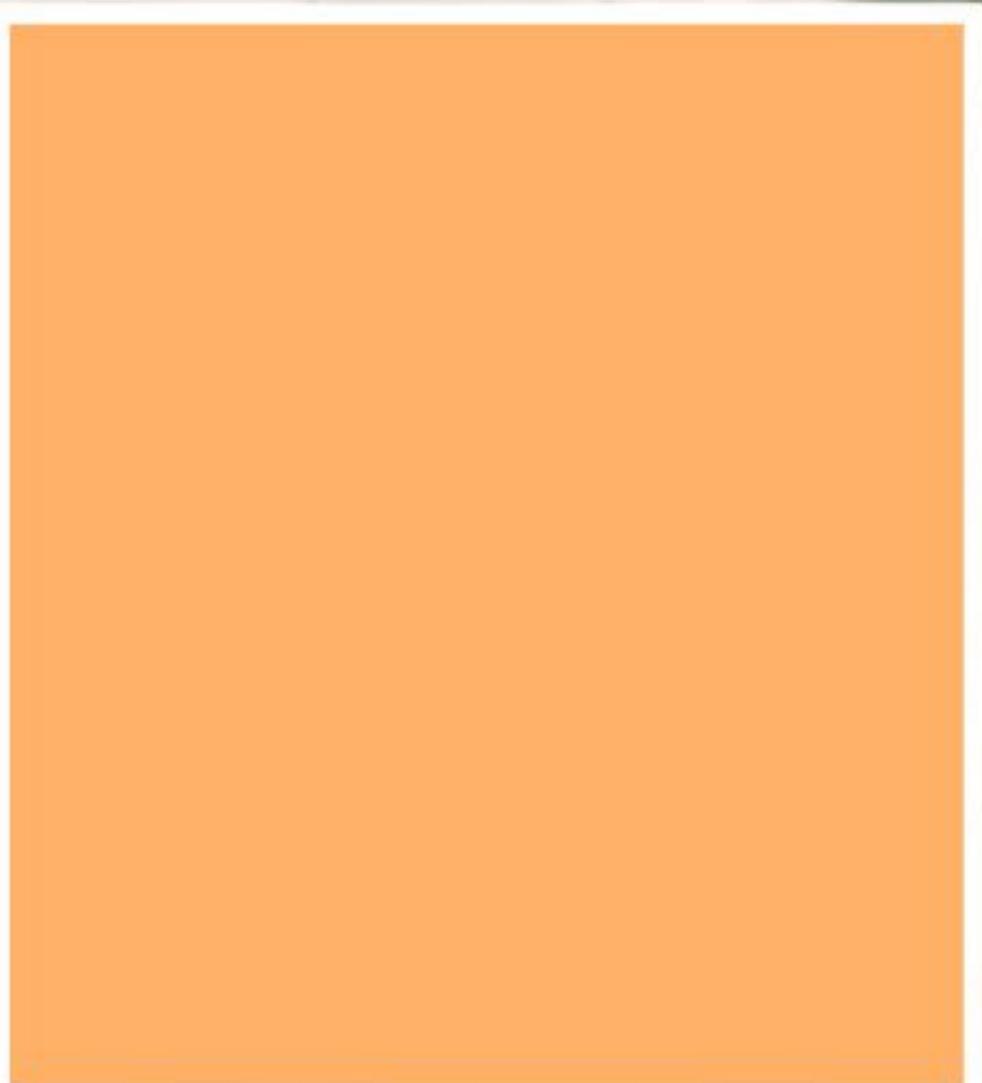
As well as launching the iconic bottle, we got Pantone to certify the colour, making Seville the world's first city with its own Pantone.

1ST
CITY WITH ITS
OWN PANTONE

20M+
SOCIAL MEDIA REACH

#1
SALES ON AMAZON

82M+
IMPRESSIONS



Color Especial de Sevilla

Color developed by
PANTONE®

— BBVA

THE CHANCE TO DO BETTER.

Client:
BBVA

Industry:
Financial

Company:
PS21

After years focused on digital transformation as their core positioning, BBVA needed to evolve in order to keep its brand power and relevance. However, just after the Covid19 crisis, it was time to rethink the role of banks in the new reality.

We identified an opportunity to communicate beyond the industry clichéd messages, and we launched the platform, “We have the chance to do better”: an evolution of the brand’s story that helped us connect our mission to build better financial health for everyone, with the need to lead the transition to a sustainable model.

+3,7PP
BRAND POWER

+56%
NEW ACCOUNTS

LEADER
IN CONSIDERATION



EVERYTHING HAS AN ORIGIN.

Client:
McDonald's

Industry:
QSR

Company:
True

McDonald's is one of the most emblematic companies in the world & the leader in the fast food industry. They faced a credibility problem regarding the origin of their ingredients in their product preparation, despite the fact that the great majority of them come from local produce.

This issue was partly due to the strong commitment we feel in our country to national production, and the trend towards sustainable and local consumption. No matter how many times it was addressed, some critics continued to doubt the local sourcing of products. How could we put an end to this lack of trust at the root? By making all our local producers the most visible face of the brand.

Under the name, "Everything has an origin", we decided to move the iconic totems of the restaurants to the farms and crop fields of small, local producers. A bold and clear campaign that did much more than only achieve the objectives set: the campaign was warmly received by both media and audience.

2M

EARNED MEDIA VALUE

40x

RETURN ON INVESTMENT

98%

POSITIVE BRAND FEELING



— Alvalle

RESPECT TASTES BETTER.

Client:
Alvalle
(Pepsico)

Industry:
FMCG

Company:
PS21

Despite being the original ready to drink gazpacho, Alvalle struggled for years to keep their market share: fighting with new artisan brands and being impacted by an industrial perception that was far from reality.

In fact, Alvalle's process is still almost entirely handmade, with respectful agricultural practices and 98% of its vegetables hand-picked. So, to change the perception, we built a new purposeful platform launched across Europe: "Respect always tastes better". A platform which connects functional and social relevance to change the perception and grow across different markets, highlighting our people, our produce and our relationship with the environment.

We developed new campaigns for 7 different markets, as well as creative activations to translate our social impact to consumers.

+5.4%
SALES VALUE

+4 PP
MARKET SHARE FR





GIVING WORK A NEW MEANING.

Client:
Adecco Group

Industry:
H&R Consulting

Company:
PS21

Adecco is one of the largest human resources consultancy firms in the world, and the best known in Spain. However, the transforming impact of technology in the sector, linked to the new expectations that candidates have about work, were making the sector more commoditized and Adecco lost relevance for a target that asks for more guidance and advice.

3 out of 4 people feel that they are not fulfilling their professional purpose. That was the result revealed by the study we carried out at national level, which also identified the balance between personal and professional life, the lack of guidance and, above all, the fear of change as some of the main reasons.

We created the new brand platform of Adecco: Your purpose. With the platform we launched, we transmitted an emotional message that aimed to make the audience reflect on the importance of facing changes and pursuing goals.

202M

CAMPAIGN IMPRESSIONS

+1630%

POSITIVE COMMENTS

+26%

POSITIVE BRAND SENTIMENT



BUSINESS BEYOND BUSINESS.

Client:
SAP

Industry:
Technology

Company:
PS21

SAP is one of the world's leading producers of business process management software and solutions, which facilitate the efficient processing of data and the flow of information between organizations. With the introduction of its original SAP R/2 and SAP R/3 software, the company set the global standard for enterprise resource planning (ERP) software. Now, SAP has taken it a step further with S/4HANA by taking the long-standing ERP to the next level by using the power of in-memory computing to process large amounts of data and support advanced technologies such as, artificial intelligence (AI) and machine learning.

SAP needed to find a power solution to accelerate the pace of ERP acquisition and implementation. Aware of the leading role that companies play in the country's economy, we created a new service positioning which was aligned with the brand's purpose, "Beyond Business". The objective was to act agilely to capture the purpose and respond to the needs of our customers, contributing to creating more competitive, resilient, and solid companies for today's and tomorrow's.

The consulting project was based on a mixed-method methodology, and innovative and participative learning formats aimed at achieving a real impact on the company's mindset.



RIDING THE CITY IN THE RIGHT WAY.

Client:
Acciona Mobility

Industry:
Mobility

Company:
PS21 | Redbility | True | ES3

Acciona, the most relevant and sustainable mobility company in our country, contacted us when they needed to generate brand awareness, while building customer loyalty.

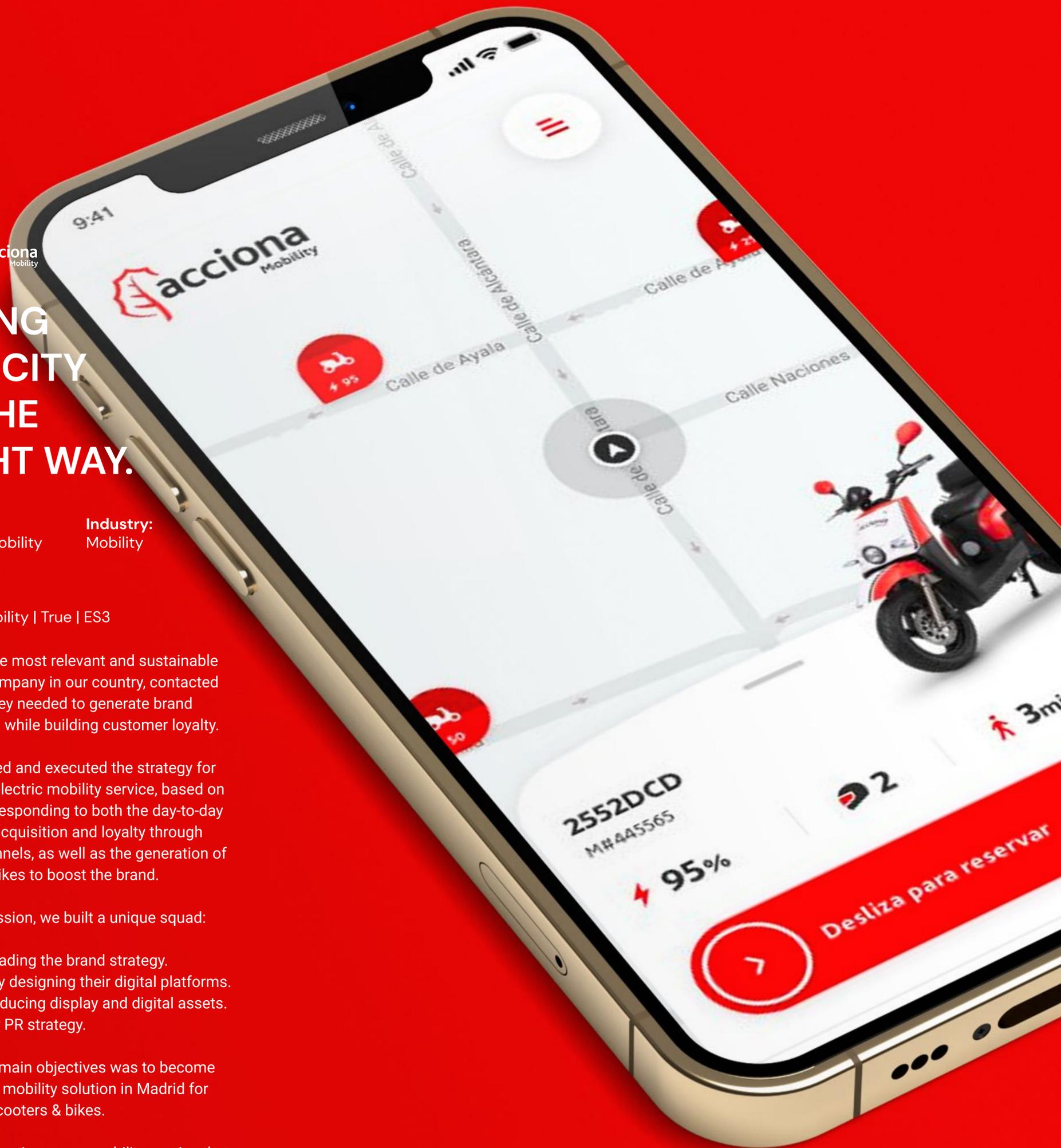
We designed and executed the strategy for Acciona's electric mobility service, based on 2 speeds: responding to both the day-to-day customer acquisition and loyalty through digital channels, as well as the generation of creative spikes to boost the brand.

For this mission, we built a unique squad:

- PS21 leading the brand strategy.
- Redbility designing their digital platforms.
- ES3 producing display and digital assets.
- True for PR strategy.

One of the main objectives was to become the leading mobility solution in Madrid for "sharing" scooters & bikes.

How? By creating a new mobility service that works through an app. This is how Motosharing was born, a service which enjoys the success of its expansion in more than six cities, tapping into other markets like Lisbon and Milan.



— finetwork

BURIED IN GIGABYTES

Client:
finetwork

Industry:
Telco

Company:
PS21

Finetwork is a small, Spanish telecoms company, aimed at a young target, which offers what this generation values most: some of the biggest mobile data plans in the market.

On Halloween 2019, we challenged a popular YouTuber with a terrifying experience: being buried alive with only the company of his smartphone, and use the full 30GB of his data plan to escape.

We live streamed it to demonstrate how long-lasting our product is, enabling people to give ideas to the buried youtuber and choose what happened, by interacting in real time with him across different apps, videogames and social media.

202M CAMPAIGN IMPRESSIONS

+1630% POSITIVE COMMENTS

+26% BRAND POSITIVE SENTIMENT





TURNING A SHOWROOM INTO A HUMAN LAB.

Client:
Reebok

Industry:
Sports

Company:
PS21

The iconic brand, Reebok, needed to reclaim its identity as a sports brand, instead of a fashion brand. After several years of sharing a showroom with other brands, which generated some confusion, they needed to create their own brand space in Madrid. One that would also act as a tool for brand love, generating a feeling of belonging to the brand. So we decided to turn their brand space into something much bigger: Reebok Human Lab, a place to make the 'Be More Human' brand concept tangible. A place where the role of a brand space is redefined, becoming a living and collaborative space.

We created experiences which bring essence of Reebok to life, and to interact with the product at another level in collaboration with artists, creators and experts. We designed the new space, its value proposition and of course, a lasting, daily strategy and experience to always be connected to people and culture.

36.2M€

PR VALUE

17%+

MEDIA COVERAGE

x54

ROI VS MEDIA INVESTMENT

PESETA'S LAST MISSION.

Client:
F.Pasqual Maragall

Industry:
Foundation

Company:
ES3 | PS21 | True

The Pasqual Maragall Foundation, aimed at scientific research for the prevention of Alzheimer's disease, needed to carry out a fundraising campaign with national impact. But, how to be truly relevant in a context of saturation of solidarity campaigns, especially boosted by the arrival of the pandemic and by a sector with a lack of differentiation?

Starting from the local DNA of the brand and its history with Barcelona, and taking into account that money as a material object is something cold & inanimate that doesn't connect with people. Barcelona made us think of the Olympics, which led us to the desire to create something as iconic as the 25 peseta coin with the hole. From that flashback, an idea was born: what if we collect pesetas instead of euros? Pesetas have an emotional and nostalgic link, which makes us give them more value. We needed a partner with good coverage and Másmóvil group fell in love with the project, offering us 800 stores as collection points.

650K PR
VALUE

10M IMPACTS

2t PESETAS
COLLECTED



— **Roca**

THE SMART EXPERIENCE OF SHOWERING.

Client:
ROCA

Industry:
Retail

Company:
Redbilly

Roca is the alma mater of a group of companies, and leaders in the development and commercialization of bathroom spaces. We had already worked to align the product strategy with the general line of Roca, giving rise to its e-commerce.

This time, we were asked to collaborate in creating the new premium shower experience, thanks to our expertise in developing digital experiences with Redbilly. So, we established the functional definition of the Smart Shower product and its control app. Our main objectives were focused on ensuring a full shower experience, facilitating the consumption of each virtue of the product and meeting the needs of the user in a very specific context.

How? By developing a unique team between us and the client, where synergies and the combination of knowledge, resources and skills led to the great Smart Shower.



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Design and ensure a long-lasting, safe, empowering, motivating climate, with an intellectual and monetary value capable of attracting and keeping the best current and future talent.

■ OUR PLANET

A plan and a commitment to have a positive impact on the planet, people and communities, because of the work we do, how we do it, who we do it with, and who we do it for.

GROWTH & EXPANSION:

ORGANIC GROWTH: CROSS SELLING & NEW CAPABILITIES.

We are on the path to scale organically by consolidating our unique methodology and growing alongside existing clients, which will continue to increase our revenue, as the results of current campaigns keep improving and yielding attractive returns.

To this date, we've been successful in delivering outstanding results to our clients. This not only implies that JUNGLE21 retains a strong client base, but that these clients tend to rely on previous relationships for larger and increasingly more important challenges, especially when it comes to delivering creative services.

Creativity is the key to attaining everlasting positive effects through service offerings that balance short- and long-term goals. We set the stage for long-term returns on investments for clients, with a unique methodology that is multichannel in its nature. Thus, growing with clients as they achieve their business and commercial objectives.

Clients need creativity, design and innovation to build a long-lasting framework where businesses, consumers, and society interact. Because of this, the services we provide remain recurrent and growing over time, as they are necessary for businesses to continue to thrive in the modern state of media and content creation and consumption.

JUNGLE21 will continue to launch new subsidiaries in order to expand their service capabilities. The latest successful example of this is the launch of True, specialized in offering creative services in the public relations realm. These operations not only bring in more clients, but also increase the holistic offering of our ecosystem to existing clients, who may be interested in specialized services to satisfy their current needs.

We have the capability and resources, both capital and human, to continue to launch new subsidiaries internally, thus improving its offering and scale, and directly achieving future long-term growth.

GROWTH & EXPANSION:

INORGANIC GROWTH: ADDING VALUE, TALENT & PRACTICES TO OUR ECOSYSTEM.

A greater number of companies in our ecosystem will give us a competitive edge and a collaborative environment to expand services, gain volume, and hire and retain more key talent.

The marketing and creative sector is characterized as being atomized: top-quality competitors are often only focused on their distinct area of expertise. Thus, mergers and acquisitions are the go-to strategy for companies in the sector attempting to scale and grow.

J21 plans on executing its growth strategies, through both organic and inorganic growth. We have already successfully acquired and integrated two subsidiaries into our service offering: REDBILITY, and ES3.

We are continuously exploring new acquisition targets, to replicate the successful consolidation of our previous operations. We have strict criteria: acquisitions must be differential and be projected to provide significant synergies through both revenue and costs.

Additionally, acquisitions must add value to the J21 differential lever, which reaps the rewards of the marketing multiplier effect through creativity, boosting product portfolios. Such has been the case in recent acquisitions, which have both increased revenue while maintaining solid and increasing profit margins.

Currently we're screening opportunities for adding companies specializing in Digital and audiovisual production, Brand consulting and strategic design, content for sustainable projects (ESG), metrics and data to improve creativity, marketing in healthcare and pharma and content creators & influencers.

Through further acquisitions, we will expand our offering, attract new clients, and build upon the marketing multiplier effect, by leveraging our expertise in creative transformation within the framework of our unique methodology.

GROWTH & EXPANSION:

OTHER GROWTH DRIVERS

In addition to the organic and inorganic ways to of growth, there are other growth drivers in terms of talent, value and intellectual property.

ATTRACTION & EMPLOYEE RETENTION

Being a listed company will allow us to structure products in our Stock Option Program to retain the key talent in our business.

Adding talented companies to the ecosystem will make it a more attractive place for talent, as well as being able to offer movement between companies.

GETTING AHEAD OF TRENDS

We are in the process to be a Certified B Corp, which will allow us not only to have recognition in the market and by potential clients, but also to be able to offer services related to ESG projects, something that will be mandatory for large companies in the short term.

NEW PRODUCTS, SERVICES & INTELLECTUAL PROPERTY

In addition to the capabilities that new acquisitions bring us, and will bring us, we are going to develop our own products focused on scalability.

BUSINESS MODEL

Our business model is based on the next step of “digital transformation”, which is “creative transformation”. This is the key lever for companies to differentiate themselves and to be relevant, as well as to have a positive impact on society and its brands.

■ VISION & PILLARS

Creativity is the next great catalyst for business and brand transformation, through collaboration between talent in an environment of connected and specialized companies.

■ CREATIVE

Creativity applied to the entire value chain. It helps to transform businesses with unique, simple, and authentic solutions. For the workforce, is the main magnet to attract and maintain top talent.

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OUR PEOPLE:

HUMAN CAPITAL ATTRACTION & RETENTION

Talent is the main capital of the creative industry. So, our area of greatest investment is, and will continue to be, attracting, training and retaining creative talent.

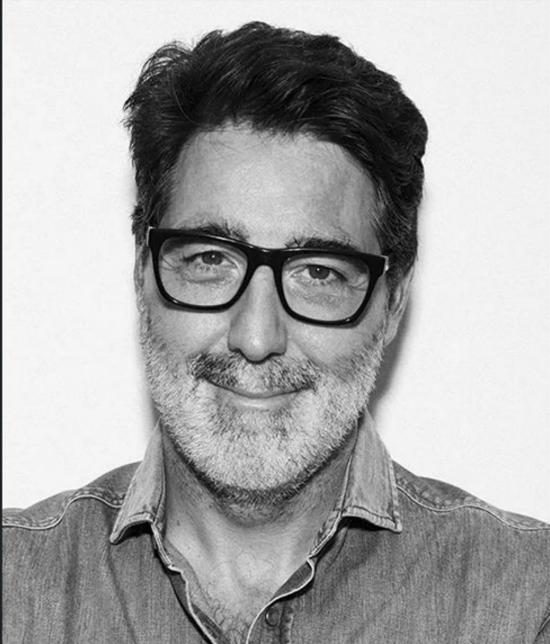
In an industry where talent is in great demand, it is essential to have the best team of professionals: our hired human capital must be talented, excel in creativity, and align with J21's mission and values. As such, the pool of potential candidates is small, and we are aware of the fact that attracting and retaining human capital is a strategic priority to achieve quality growth.

The Group is already considered one of the most attractive places to work for marketing professionals, due to our emphasis on creativity, our mission to achieve positive social impact, and our holistic omnichannel approach to planning and executing communications projects. In fact JUNGLE21 was recognized as one of the top 10 best marketing places to work by SCOPEN.

We will further increase loyalty and retention by offering incentive-based remuneration packages, linked to the evolution of its business, its results, and ultimately, its share price.

COMPANY'S FUNCTIONAL ORGANISATION CHART

The Group's workforce is currently comprised of over 120 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, JUNGLE21.

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 JUNGLE21. 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.

GENERAL MANAGER, PS21.

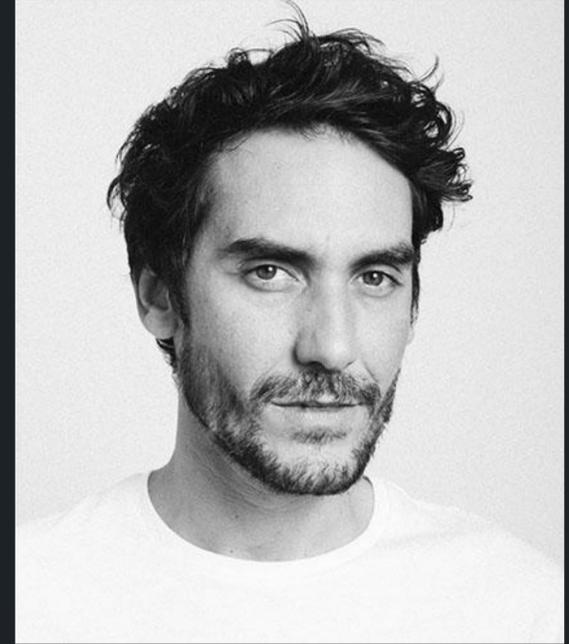
Bea has more than 20 years' experience working in creative companies, and she continues with the same purpose from that very first day: to empower creativity and transform brands.

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, PS21.

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.

COMPANY'S FUNCTIONAL ORGANISATION CHART (CONTINUED)



SERGIO GARCÍA.

STRATEGY DIRECTOR, PS21.

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.

INNOVATION DIRECTOR, PS21.

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 innovation and consulting practice of the J21 ecosystem, both for clients and intrapreneurial projects. Previously, he has led 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.



CARLOS ABELLA.

CLIENT SERVICES DIRECTOR, PS21.

In 2006, Carlos Abella started in the world of advertising with Adstore-Y&R, where he worked in the account department for Movistar. Beginning work with a telecommunications client cemented the fact that he wanted to make a career in the advertising world. After leaving Y&R he joined dommo, now PS21, to manage their Yoigo account.

He has worked for many advertisers and projects in a variety of national and international sectors such as: Marca, FCA Group (Alfa Romeo), Lidl, Openbank, Sanitas or Multiópticas. He is currently Group Account Director, responsible for the growth of clients, creating long-term relationships based on trust, knowledge and depth of their business. The move from a multinational (Y&R) to an independent company (PS21) reinforced his sense of work life: with more than 15 years' experience, he knows he made the right career choice.

COMPANY'S FUNCTIONAL ORGANISATION CHART (CONTINUED II)



**ANA
ZUMALACARREGUI.**

**GENERAL MANAGER &
HEAD OF TRUE.**

Ana Zumalacarregui is the General Manager of True. She has been working on amplifying creative campaigns for over 20 years for some of the most important brands and public institutions in Spain. With a BA in Journalism and Spanish, a minor in Philosophy, and a Master's Degree, she created True to bring together the best creativity with the most effective PR strategies and techniques in order to create meaningful and lasting conversations between the brands and their audiences, not only in the media. Ana has been a Jury Member at El Sol and Euroeffies and she is part of the Board of Directors of the Spanish Communications Association (ADC).



**MARIO
SÁNCHEZ.**

HEAD OF REDBILITY.

Mario Sánchez García is a partner at PS21 and one of the founders of Redbilty. 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".

COMPANY'S FUNCTIONAL ORGANISATION CHART (CONTINUED III)



**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.



**MARÍA
DAVILA.**

**FINANCE DIRECTOR,
JUNGLE21.**

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 JUNGLE21.

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OUR PLANET:

BCORP & ESG STRATEGY.

It is our priority to become a pacesetter in the sector, especially in matters that concern the well-being of society as a whole, such as environmental and social governance.

To attain this aspiration, we have initiated the process to achieve B-Corp certification, as further detailed in section 3.8 of this Information Document. Certified B-Corporations are a new kind of business which balance purpose and profit. They need to consider the impact of their decisions on their workers, customers, suppliers, community, and the environment. This qualification will certify that J21 is a member of a global community of leaders, which drives a global movement of people using business as a force for good.

Certified B-Corporations are conferred this status by the non-profit institution: B Lab. In order to achieve this status, companies should have; achieved a high standard of social and environmental performance as measured by the B Impact assessment, verified their scores through transparency requirements, and made a legal commitment to consider all stakeholders, not just shareholders.

To summarise, it will be certified that JUNGLE21 is a for-profit corporation with modified fiduciary duty standard, held to higher standards of purpose, accountability and transparency, and one which has internalized its duty to consider the best interests of employees, communities, customers and suppliers, as well as shareholders.

The process of achieving a B-Corp certification is quite extensive, ordinarily lasting around 8-12 months. The ecosystem expects to achieve this important milestone shortly after its shares join the market in Euronext Access. This certification will boost attractiveness to both prospective investors (including specialized funds) and prospective clients (including companies that already are, or plan to be, B-Corp certified).

The B-Corp movement is a product of a universal improvement in the understanding of economic behaviour. B-Corporations provide a significant novel opportunity for investors through a greater acknowledgement of the real drivers that motivate and excite people. In this way, B Corps could make even greater profits than other types of companies. According to CircleUp/Helio in "The Business Case for Caring-A Helio Analysis of Certified B Corps", 75% of B Corps are in and over the 90th percentile for brand performance, and enjoy a sales growth that is 3 times faster than non-B Corps in the consumer goods and services category.

According to Bcorporation.net, globally there are around 3,600 Certified B-Corps. Of all these, only 11 were publicly traded as of May 2021. This will make it so that JUNGLE21 is one of the few public equity investment options readily available for investors. Becoming a Certified B-Corporation will have the potential to increase access to capital, attracting impact investment capital and sustainability-linked forms of credit. This certification will also create an attractive investment opportunity for retail investors and conscious clients aligned with an ESG-focused mission and principles.

Additionally, we will attain potential enhanced brand equity, by joining other high-profile, highly respected leading companies, that are B Corps. Furthermore, B Corp status may help in the attraction and retention of talent, especially affecting high-value workers who want to work with meaning.

Aside from this certification, J21 plans on developing content for sustainable projects and platforms. With increasing scale and recognition, the Group will improve its ability to focus resources on projects that are most inspiring and aligned with its mission statement.

JUNGLE21

APPLIED CREATIVITY