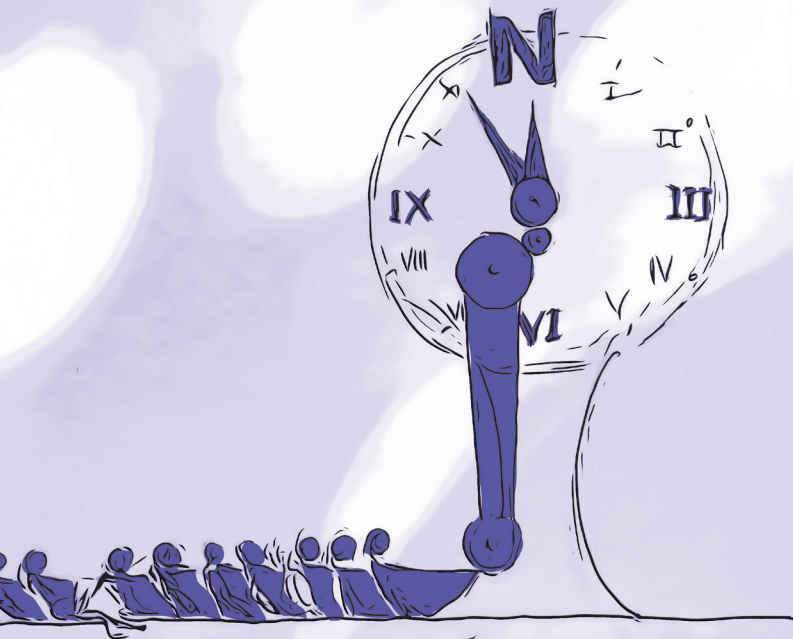


TIME TO N

LEGACY
REPORT*
02023

MAY 02024

NATIVA



*in compliance with the Impact Report requirements of the Benefit Corporation Act

Certified



Corporation

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LETTER FROM THE FOUNDERS

Earth, May 02024

When we embarked on the adventure called NATIVA in 02011 we spent hours and hours talking about the destination we wanted to reach. Drawings, colors, patterns, images, words. Only one thing was certain: we knew that each choice we made then would inevitably influence the future. It is no coincidence that in all science fiction works that include a time machine, the number one warning is... be careful, going back could change the course of events and generate a space-time paradox! With this in mind, we decided to start from the future, from the milestones we wanted to reach, designing a company that would operate in the future and, with one of those creative flairs of which we will always be proud, we invented the payoff that accompanied us throughout these years: NATIVA **established in 02023**. Even if it was only 02011.

What do we do now that 02023 has arrived? What do we do with the t-shirts, the down jackets, the gadgets that brought us together and that gave us the opportunity to talk about our WHY, responding with determination and passion to the reaction that we have aroused a thousand times... hey, but here's is a mistake! With a 12-year countdown, we managed to arrive unprepared. What do we do now? Shall we move the year of birth even further forward? Why not instead promote the real year of birth? Let's pretend nothing happened! Let's use the snooze button!

The answer emerged one day at the end of the year, realizing that the stalemate was not a fact in and of itself, but the consequence of something, of the fact that the attention of these years has been directed outside of us and that ultimately the stalemate was due to lack of time, time to dedicate to ourselves. TO NATIVA.

This is how **It's Time to N** was born and the spark that Bénédicte gave us to gather the energy that will accompany us in the coming years.

¹Dates in NATIVA are encoded according to the LongNow system, as AAAAAAMGG. The five digits remind us that on a scale of tens of thousands of years we are in the year 02024 out of 99999 years. NATIVA acts now and thinks long-term.

It's Time to N.

It's 02024.

We are born.

Our over 10 years gestation has built the vital organs of our living system.

It's time to share what we are made of.

We are made of regenerative designers.

We are made of science and badass tools.

We are made of human inspiration.

We are made to change the rules of the game.

We are legacy leaders doers.

We are coalition builders.

We are policy inspirers.

We are thought provokers.

It's time to be radical.

It's time to N.

Now, in time N, we want to return to **exercising our ability to imagine**, what Einstein defined as 'more important than knowledge.' Our logo represents it as a **Handprint, the intentional imprint of our hand**, different from the footprint that we absentmindedly leave behind us. No animal has a sense of the possible and Imagination as developed as humans. **The sense of the possible is the belief that something can actually happen and operates in symbiosis with one's imagination.** A specific area in our brain, the hippocampus, is capable of retrieving thoughts and knowledge stored in memory and projecting them into the future. We take this **almost magical prerogative of visualizing and feeling something that doesn't yet exist** for granted. In reality, this is precisely the foundation for creating new realities and improving what we today consider immutable. Without a sense of the possible and imagination, nothing that humanity has created in history would exist.

One of the pillars of **our work at NATIVA consists precisely in imagining a regenerative society** in which business paradigms and practices systematically improve the world and the people. We know that today it is not the dominant reality but we are determined to advance this evolution through our research base and the study of fundamental trends. **We imagined and wrote the tension towards regeneration in our statute over 10 years ago and it is nice to recognize how already today thousands of companies in Italy and tens of thousands around the world have chosen to evolve in this same direction.**

In the past we also thought that the ability to imagine was a scarce resource. In reality, **imagination is constantly at work** and without it no one could live and function in today's society. **The potential is there**, it's just that if we don't stimulate it we tend to always imagine the same things, already consolidated from the past. The possibility before us is to **apply our ability to imagine to create something radically different and better than what is already known.** **Giving meaning to Imagination, orienting it towards a regenerative direction, is the fundamental task that NATIVA has chosen to carry out.** The 'myth of regeneration' is spreading, it is not yet 'normal', but we are convinced that it will become so. It will take years, lustrums or decades, but reorienting our myths and our choices in a direction that creates conditions that are favorable to life is the only way forward.

In recent years the narrative on sustainability has mainly fueled imagination with respect to degenerative and dystopian futures but the fact that this does not work is clear: on the one hand, nightmares do not ignite the best human energies and lead to closing the mind, on the other they do not we need to do it anymore. It is redundant because the impacts of wars and genocides, climate shocks, inequalities, mental distress, degradation of environmental and social systems and disruptive acceleration of technology are so profound that attention is clouded and apathy takes over.

There is another way.

At NATIVA we train ourselves and we want to foster in others the Sense of how much is possible and at the same time naturally better. More beautiful. We did this by launching the **'ImagiNATION' dialogues**, a space for discussion and exploration of new directions. **Our 02023 impact report becomes a 'Legacy Report':** a story of the Legacy that we want to leave along with the Leaders with whom we collaborate, **a sowing of better possibilities that can develop and amplify over time.** Every artifact and every experience we live today, **every possibility we find open is the consequence of the actions of other women and other men who have made the present we are living possible.** They left their Legacy without knowing who or when it would benefit. **Our gratitude goes to them and now it's our turn** in the Legacy game. **We are also called to overcome planning limits of which there was no awareness in the past and to orient the choices of every moment, so that we can one day become good ancestors.** Entrepreneurs are particularly trained to think in terms of possibilities and give meaning to imagination: no business could prosper without this ability

and this is why we find more and more interlocutors who are attentive and ready to act together with us.

So, What If...? What would happen if... ?

We like to see **all the stories in this Legacy Report as prototypes of possibilities**. They demonstrate that something that did not exist before now exists and works, not only well, but often even better and **creates different and better value** for the whole company and for future generations, as well as for shareholders. **And if it exists, by definition, it is possible**. It's about spreading different models to make obsolete what we now consider 'the only way' of doing things and making normal what is not yet normal today. In the following pages we talk about embryos that nevertheless reveal a sense of the obvious and the inevitable.

Let's imagine that all people in all companies are involved in experiences similar to the NATIVA Convivia, the days we spend together to live together and develop culture in common, as can only be done when we are in the same place in the flesh.

Let's imagine that all the most important companies innovate, without anyone forcing them to do so, to meet high standards of environmental and social performance and this coincides with better business results.

Let's imagine that companies, when carrying out industrial and financial operations, strengthen their commitment to sustainability and adopt a 'benefit model' as the cornerstone of their future development. And that investors understand the full value of these choices and support them.

Let's imagine that non-benefit companies evolve into benefit companies and the number of the latter grows 100 or 1000 times, because they are guided by a different concept, suitable for the 21st century, of value creation.

Let's imagine that all companies on the planet write their commitment to climate protection, including future generations and Nature in their statutes - which coincides with a broader mandate from shareholders to management - and collaborate with each other towards this goal.

Let's imagine that all major events that bring together company leaders and other leaders have regeneration as their primary purpose. And that sporting events and large artistic events, which in Italy mobilize over 100

million people every year, become a catalyst for evolution in favor of the people and the planet.

Let's imagine that all companies modify and evolve the terms of their contracts to create lasting and shared value together with the entire ecosystem of which they are part.

Let's imagine family businesses mobilize in unison to 'Be Good Ancestors' and create a positive Legacy that extends to all stakeholders.

Let's imagine that what NATIVA has done in Italy can be adapted **in different countries and contexts and that through this connection all the actors involved can fuel mutual growth and evolution**. With this thought in mind, we have accelerated our operations in various countries around the world and have focused on **Latin America with a new branch in Rio de Janeiro**.

Let's imagine that the almost 300 B Corps in Italy, which are already paving the way towards new possibilities for doing business, united in one of the largest and most active communities in the world, become an increasingly strong reference for our country and beyond. With this objective, we have contributed to establishing a new and autonomous legal entity, the **B Lab Italy Foundation, and completed the transition of the B Corp community's care activities to a new team that brings together our Legacy to carry it forward**. In October 2023 it was wonderful to organize the Italian B Corp Summit to meet up and celebrate 10 years of our journey together. **We have re-embraced hundreds of travel companions** with whom we have shared and will continue to share **the passion for a different, and we believe more sensible, way of doing business**.

We look to the years to come **with a Sense of the Possible that is greater than the challenges we face**. And also **with a sense of gratitude** towards those from the past who have allowed us to be here, **towards all the Natives** with whom we share this journey and **towards the unstoppable multitude of people who always push forward**, beyond the known, to create an economy that takes care of people and life on planet Earth.

This letter was written by humans – May 2024.

NATIVA

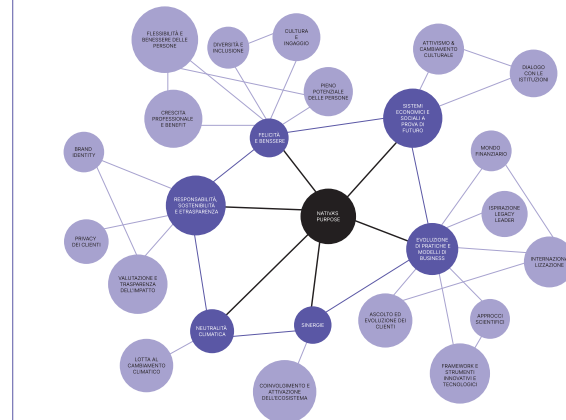
THE MATERIALITY OF NATIVA

"We exist to accelerate the transition towards a regenerative paradigm", this is the purpose of NATIVA, that is, the purpose and ambition that guides and directs all our activities.

Last year we updated and revised the material topics of NATIVA thanks to a Human Exploration process that led us to focus on **18 material topics**. The result that emerged from this materiality analysis was that the topics in question cooperated synergistically

to achieve the common good objectives and contributed to strengthening and celebrating the purpose of NATIVA. For this reason, in each chapter dedicated to each purpose we report the material topics that emerged and, where possible, the associated KPIs.

MATERIAL THEMES



The Natives

For NATIVA to thrive and evolve to fully pursue its purpose, it is essential to create the conditions so that each Nativer and the team as a whole can express their full professional potential, while improving their well-being and happiness. In particular, we cultivate the understanding of **Interdependence**: each Nativer

can feel and work well to the extent that he or she contributes to making others work and feel good. When this mechanism is triggered, it feeds on itself and creates a different and, we hope, substantially better human and professional environment.

NATIVERS	58
GROWTH RATE	28%
WOMEN	57%
UNDER 30 YEARS OF AGE	45%

The Streams

Streams are an essential part of the NATIVA system and the foundation of governance. This term was chosen to reflect - with more expressive and dynamic language, similar to that of a living system - our structure. Streams represent the continuous and interconnected flow of energies within the NATIVA ecosystem. They converge and feed each other along the path of least resistance, symbolizing the primordial strength of our regenerative and humanistic purpose. Streams are the dynamic

components of the system, constantly growing and developing. All Natives actively participate in a stream, contributing to defining the strategy year by year and making it concrete and implemented. NATIVA streams are currently divided into: Activism, Badass Tools, Branding & Positioning, Ecosystem, Finance, Flow, International, Legacy, Life, Market, Science.

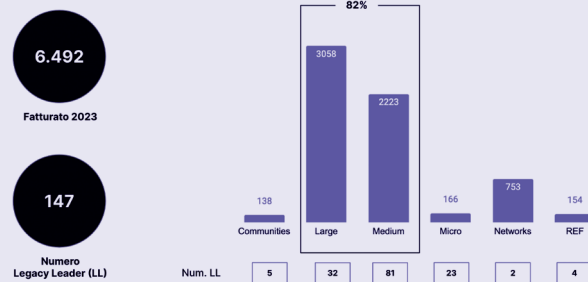
The Market

Over the course of 02023 we worked with **147 Legacy leaders** with whom we had the opportunity to promote a transition towards a new economic paradigm oriented towards regeneration. A Legacy Leader is a human being who not only recognizes the urgent need for change, but takes charge of leading the way, and connects people around the shared

purpose of leaving the world better than they found it. In the following graphs we present the sectors in which we have been most involved. **15%** of revenue comes from **international** Legacy Leaders, demonstrating the growing impact of our values beyond Italian borders.

FATTURATO vs LEGACY LEADER (LL)

VALORE IN K€

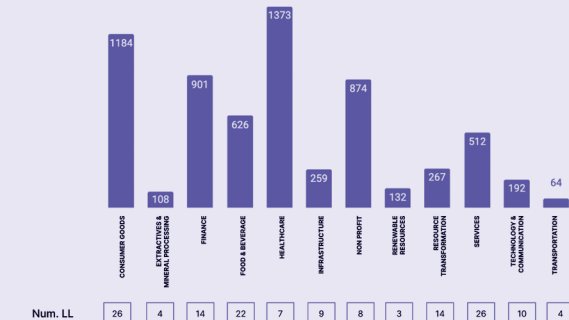


LEGEND

Communities: local authorities and non-profits
 Large: revenue > 300M€
 Medium: 10M€ < revenue < 300M€
 Micro: revenue < 10M€
 Networks: ecosystem of companies
 REF: Regenerative Events Framework

FATTURATO vs SETTORE

VALORE IN K€



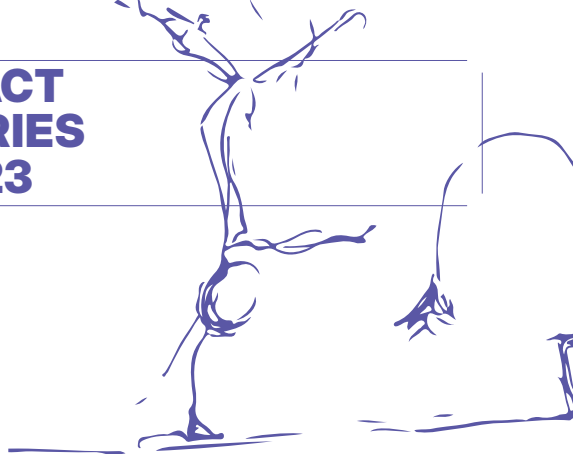
THE HAPPINESS AND WELL- BEING OF THE PEOPLE

CHAPTER 1

The purpose of NATIVA is to accelerate the transition towards regenerative economic paradigms for the people and the biosphere and contribute to the happiness and well-being of the people who animate Society itself.



IMPACT STORIES 02023



Earth Day: An awareness and engagement framework for businesses

For Earth Day we stopped our daily activities to ask ourselves, deep down, how we feel about the future of our planet and what power our actions have in shaping it.

Every activity carried out by the human species leaves its mark on the planet - sometimes positive, sometimes negative. Just like the footprints we leave along the road when we walk, most of the time we don't even realize we are generating an impact, we act distractedly unaware of the effects of our actions. Precisely for this reason NATIVA has chosen a handprint as its symbol, i.e. the imprint of a hand, to highlight the intentionality of its positive impact and represent the values it carries. The same intentionality guided our decision to slow down the flow of

everyday life for a day to dedicate time to celebrating and exploring the meaning of a special anniversary for NATIVA: Earth Day. We did this by experimenting with a new model of participation and awareness that is developed around 3 main pillars: 1) Understand – to deepen the knowledge we have of the topic; 2) Listen to your emotions – to look inside ourselves honestly and understand what we feel; 3) Take action – to transform knowledge and emotions into concrete, individual and collective actions. We started from the latest Report of the Intergovernmental Panel on Climate

Change (IPCC), which allowed us to reflect on the current state of the planet, to then dedicate a moment to listening to ourselves with the support of Plutchik's flower of emotions. We gave physical expression to our emotions, arranging ourselves in quadrants according to our approach towards the future. In the end, we used the Climate Action Venn Diagram to find our

personal and intentional way to define actions to combat climate change. It was invaluable for NATIVA to dedicate time to delve deeper into the theme of this day, to be together, immersed in nature, to discuss what we feel in order to try to act concretely together, in a positive and intentional way, also on all the other days of the year.

I The Convivia: regeneration hotspot

Finding ourselves and regenerating ourselves through Convivia is the lifeblood we feed on, at least twice a year. Sharing physical space together, as a different dimension in which to express our full potential as people and as a company.

The Convivia are recurring moments throughout the year, dedicated to sharing and being together, to reconnect with each other and with the nature that surrounds us. During 02023 we found ourselves in two Convivia, one in winter and one in spring. Immersed in the snow of Val di Zoldo, we dedicated our time to focusing on how to best plan the year, sharing our goals and tracing the path to achieve them. Among the various activities we did, there was a morning entirely dedicated to snowshoeing, losing ourselves in the silence of the muffled valley but also having a snowball fight. Wrapped in the sweetness of the Tuscan hills, between a night walk in the woods and a dip in the pool, we dedicated a few spring days to reflect on what we

perceive to be the main tensions inside and outside NATIVA. As emotionally demanding and challenging as it may be, delving into these aspects with honesty and courage is what allows us to grow together, exploring and starting to co-create journeys to untie those knots that can hinder the expression of our full potential. 02023 saw the start of this journey with the definition of an internal governance and different levels of involvement. In a moment of great growth and transformation like the one NATIVA is going through, this process is fundamental to make that leap we talked about in 02022. Tension, in fact, is nothing more than energy that pushes us forward, helping us to overcome our limits. Without tension, in short, there can be no leap.

Happiness in the little things

At NATIVA we believe that a spaceship, in order to stay in orbit, must guarantee freedom, participation, affection, subsistence and protection to the entire crew, as a tool for experiencing happiness in everyday life.

Our first purpose states that part of our aim is “to contribute to the happiness and well-being of the people who animate the Company itself”. There is no perfect key, but everyone can chart their own path to finding happiness in NATIVA, as a Nativer and as an individual. Every living being needs a healthy and nourishing environment and “an environment is happy if it allows the people who live in it to be an active part of it, to feel responsible for their own and other people’s happiness” (The Happiness of the Giraffe). Aligned with this idea, in 02023, we took care of our spaces and lived them together. Between aperitifs

and moments of informal sharing, we imagined and co-created our new Spaceship (the office) in Rome and redesigned the operating system of the one in Milan, to guarantee everyone the best conditions for working and regenerating (special rooms for meetings or for silence, relaxation areas, plants, bookcases, weekly shopping and visits from dogs or friends). During the year, we all, as Natives, took care of our daily life together, with stimuli or simple gestures of sharing: from lunch breaks or runs in the park in Milan to lunches and aperitifs on the terrace in Rome or weekly yoga in the office.

GOAL REVIEW 02023

GOAL	STATUS	NOTES
Activate a program, for all Natives, for the development and diffusion of a double purpose culture in NATIVA. The long-term goal is to ensure that every Nativer is able to make decisions that maximize the economic, environmental and social impacts, and balance the interests of shareholders with those of stakeholders	100%	The program was launched and all Natives were involved in examining the changes to be implemented at an individual and collective level to ensure maximization of the impact of daily actions
Identify and adopt a new model for holistic measurement of happiness and well-being.	100%	A periodic online survey platform was selected and adopted on a weekly basis and in a non-anonymous form. The platform allows for the insertion of customized questions, the detection of gradients over a more or less granular time frame and the identification of trends at an individual and team level on which to base specific interventions. There is also a function to exchange positive feedback and provide ideas for improvement

01 – The happiness and well-being of the people			
MATERIAL TOPIC	NATIVA KPI	02023 DATA	02022 DATA
Culture and engagement	# of Convivia throughout the year (personal days)	2 (290)	2 (210)
Flexibility and well-being of the people	Happiness Index: average value of measurement for happiness (from 1 to 10) of Nativeres in the year	8/10	8,2/10
Full potential of the people	Use of KPI GRI 404-1, 404-3	see Detail of GRI Indicators Tables 9, 10	
Diversity and inclusion	Use of KPI GRI 405-1	see Detail of GRI Indicators Tables 6,7,8	
Professional growth and benefits	% of Nativeres who received bonuses/rewards during the year	100%	100%

Increasing NATIVA's ability to support the evolution of companies with a team that is passionate, competent and happy in fulfilling this mission. NATIVA's 02024 recruiting plan envisages an increase of approximately 10 people in the experience ranges of around 2-3 years, with a technical academic background and an international scope (by nationality or studies and work experience abroad). This is to strengthen internal skills and improve the levels of "diversity" in the contribution made by **Nativeres**.

Continuing with the process of developing the Double Purpose culture: we intend to activate workshops dedicated to comparison with the outside world aimed at understanding different points of view and gathering useful ideas for us. There are three initiatives planned and they are focused on organizational strategies, the theme of growth and time management, crucial issues in order to pursue our goals in a harmonious and cohesive way.

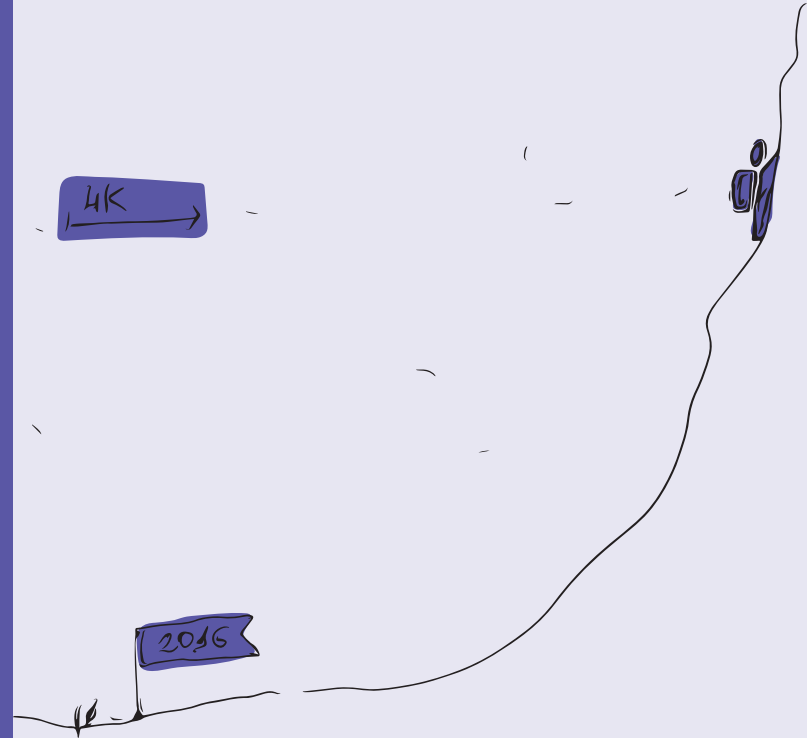
Measuring the happiness and well-being of **Nativeres** on a weekly basis through a tool dedicated to exploring the general level of well-being and the level of satisfaction with the NATIVA experience (e.g. personal growth, human relationships, involvement, etc.). The adopted survey provides for non-anonymous responses and confidential information processing. The target usage goal is for 90% of **Nativeres** to complete at least two surveys per month. Furthermore, we are committed to addressing 100% of the critical situations that emerge with targeted mitigation actions. Finally, the overall 02024 target for the happiness and well-being index must remain above the value of 3.5/5.

Create an ecosystem that favors **Nativeres** in developing their full potential as an instrument of their happiness and in acquiring the skills (hard & soft) necessary to pursue NATIVA's purpose. The goal is the simplification of full potential development tools, used by 100% of **Nativeres** and with 95% of **Nativeres** perceiving the Full Potential Development kit as useful. Thanks to the adopted development interventions, there will also be a general increase in **Nativer** growth scores.

FUTURE-PROOF ECONOMIC AND SOCIAL SYSTEMS

CHAPTER 2

The promotion and dissemination of future-proof economic and social models and systems, in particular the B Corp model and standards, the legal form of Benefit Corporations and other models inclusive of stakeholders and future generations.



IMPACT STORIES 02023

2016

Danone and the development of a dual-purpose business attitude

Danone has implemented a people engagement model to strengthen the Double Purpose Mindset, enhancing the concept of Benefit Corporations and B Corps. Thanks to interactive workshops, employees were trained on the main sustainability trends and explored their role in creating a positive impact.

Danone, a B Corp and Benefit Corporation leader in the nutrition sector and for years committed to the evolution towards a regenerative paradigm, in 02023 it implemented a people engagement model aimed at strengthening the Double Purpose Mindset, recognizing the importance of making business decisions that simultaneously satisfy the profit goals and one or more Common Good objectives. To achieve this objective, Danone

organized two workshops to train its people on the main sustainability trends and the company's journey. The participants had the opportunity to interact with guests from the B Corp community and beyond and to work in discussion groups, thanks to which they assimilated the common good objectives (specific to being a Benefit Corporation) and explored how one's daily choices can have a positive impact in relation to these. Concrete actions to be adopted at a brand and

function level have thus emerged. NATIVA provided sustainability skills and knowledge and facilitated guided group activities during the workshops, creating a learning environment built to be engaging and meaningful. The project brought innovation to the training and approach to involving the company population, helping to create moments of human connection and unlocking change towards

regenerative models. The adopted training and people involvement approach can be applied in other corporate contexts that wish to develop a mindset oriented towards the Double Purpose: encouraging participants to reflect on their role and daily positive impact choices will favor the alignment of the people with the company mission.

Becoming a Benefit Corporation to lay the foundations for a successful long-term business strategy: the Sammontana case

By becoming SB, Sammontana doubles in size and completes an acquisition worth half a billion euros with the entry into the capital of a B Corp fund. The logic of this operation is in business development, market competitiveness against non-benefit, financial and also impactful giants.

In our collaboration journey with Sammontana, which began in 02021, this year we had the privilege of assisting the company in a moment of important transformation: the transformation into a Benefit Corporation. This change was not simply a legal formality, but a profound commitment that permeated the very soul of the company. Through an in-depth analysis of Sammontana's *raison d'être*, we collaborated with our partners at Innate Motion, to define its vocation and integrate the goal of generating a positive impact on all into the fundamental principles

of Sammontana's business model the actors of its ecosystem: consumers, the community, future generations, the supply chain and the environment. This commitment has been formalized through five common good objectives within the organization's statute, becoming the engine that drives Sammontana's actions, in addition to the pursuit of profit. The common good objectives, defined thanks to the support of NATIVA, guide the definition of short, medium and long-term objectives, offering clear direction in the context of business planning:

Creating tasty and sustainable

experiences: Offering high quality products and innovative recipes, respecting Italian roots and promoting conscious consumption.

Contributing to community growth:

Supporting new generations to express their potential, facilitating intergenerational exchange and creating growth opportunities.

Promoting sustainable models:

By adopting responsible practices in production, distribution and trade, reducing waste and promoting the use of resources with low environmental impact.

Promoting interdependence and

collaboration: Involving partners to improve the sustainability of the entire supply chain, aware that only together is it possible to maximize the positive impact.

CO2alition 2.0: a program to accelerate the learning curve, reducing times and costs for the transition beyond fossil fuels

CO2alition, the Italian business movement for climate neutrality, evolves to go beyond the adoption of good governance practice, defining a collaboration and sharing program to honor the corporate purpose and accelerate the transition towards sustainable zero emissions business models.

The climate crisis is one of the main challenges of our century and businesses represent a fundamental lever to address it in an effective and innovative way. What COP28 in Dubai demonstrated is that the fight against

Decarbonizing the business model:

Gradually transforming the business model towards a zero-emission economy, in line with European and national objectives.

Being a Benefit Corporation has become a long-term commitment that is reflected in Sammontana's corporate culture, based on the values and history transmitted from generation to generation by the Bagnoli family, founders of the company.

By becoming SB, Sammontana doubles in size and completes an acquisition worth half a billion euros with the entry into the capital of a B Corp fund. The logic of this operation is in business development, market competitiveness against non-benefit, financial and also impactful giants.

climate change is not achieved only through government choices, but must be pursued according to a more effective model of involvement of cities, businesses and society.

CO2alition was born in 02022 thanks to the initiative of a first group of 60 companies who chose to face the challenge of decarbonization in an innovative way, inserting a climate neutrality aim into their company statute, thus equating it with a business aim in step with profit. A choice that has both symbolic and concrete consequences, because it gives a clear mandate to management to implement actions to evolve the company's business model in favor of climate neutrality.

Today CO2alition is expanding and involves 89 Italian companies, with a total sales volume of more than 30 billion, companies that employ a total of 40,000 employees. 02023 was the first year in which we experimented with the creation of a collaboration platform among the companies participating in CO2alition, which from

the beginning showed a strong push towards sharing, collaboration and dialogue.

We did this through a program of 10 meetings focused on 6 particularly relevant themes in the definition of a decarbonization strategy for businesses, from climate reporting and emissions offsetting, to green logistics and packaging, within a calendar of webinars and workshops to exchange good practices and share problems and solutions and evolve operational tools and business processes, also involving external guests.

We have collected data and good practices now available on the online platform dedicated to CO2alition companies, a virtual place where you can consult the material that we have co-created and that we will continue to design.

ImagiNATION: a dialogue to collectively imagine a regenerative future

In 02023 we began to carry out a collective effort of imagination, to imagine what a future-proof society should look like. To be able to implement a real transition, it is essential to have a clear and shared vision, to plan the steps (small and large) that will allow us to achieve it.

How can we plan a regenerative future if we haven't imagined it before? This is the key question that pushed us to organize the first ImagiNATION, an event format we created with the aim of stimulating a dialogue to collectively

imagine a non-fossil and equitable scenario towards which to strive. In fact, never before have we found ourselves faced with the need to radically rethink our economic, social and cultural models. For this reason,

we believe that it is necessary to make an effort to visualize the future we want to achieve, in an exercise of collective, participatory and intergenerational imagination. The first event took place in the form of a workshop at our office in San Lorenzo on 13 September 02023, included in the official program of Rome Future Week, a week of events on innovation and the future spread throughout the city. It was a dialogue with many voices - including that of Monica Lucarelli (Councillor for Security Policies, Productive Activities and Equal Opportunities of the Municipality of Rome) - who

then inspired the dialogue during a "fishbowl", an exercise of profound participatory sharing, in which all participants were able to express their opinion on the future of the city of Rome.

It was not a lectured event, but a discussion between people with different experiences and points of view, such as students, entrepreneurs, teachers, local citizens and institutional representatives. This is the format and spirit of ImagiNATION, which will also be preserved in the 2024 events, which will focus on various themes, including the European elections.

B for Good Leaders Summit 02023

After the Rome Summit in 02022 we were co-organizers of the second edition of the B For Good Leaders Summit in Amsterdam, an event that brought together leaders from dozens of countries, united by the intention of co-creating a regenerative economy.

After the success of the first edition in Rome in 02022, NATIVA collaborated in organizing the second edition of the B For Good Leaders Summit at the iconic Beurs van Berlage in Amsterdam in May 02023. This event brought together 1,200 participants (an increase of 600 compared to the first edition in Rome), among investors, entrepreneurs, academics, policy makers and the main representatives of B Corp companies,

Benefit Corporations and other organizations from all over the world with the common goal of creating a regenerative economy together.

During two intense days, ideas were shared, energy was generated and guidelines were drawn for a regenerative future. In particular, NATIVA contributed to the creation of the program by coordinating the different curators of each theme and

in the harvesting process, i.e. the collection of key contents and actions to follow up on the "B For Good Leaders Declaration". This declaration collects the founding principles of Regenerative Leadership, the main

result that emerged from the 02022 summit in Rome. In addition to the plenaries, the breakout sessions and the Jamming Room among others, the 6 main topics covered were:

➤ **Activism in the company**

➤ **Sustainable finance**

➤ **Leadership**

➤ **B Corp**

➤ **Regenerative economy**

➤ **Systemic change, Food +**

Several Natives played key roles during the event. In addition to the 14 harvesters distributed among the different rooms with the aim of collecting the ideas that emerged, our co-founder Paolo di Cesare enriched the topic on leadership with a speech focused on the engagement of the ecosystem, Juan Diego Mujica Filippi contributed to the topic of B Corps with a reflection on benefit

corporations and Lorenzo Fioramonti gave his contribution within the Food+ topic. Martina Grossi and Bénédicte Peillon instead presented the main elements collected by the harvesters in the closing plenary session. We look forward to continuing this collaboration in the coming years!

Time to B 02023: the first ten years of the B Corp Movement in Italy

The Time to B 02023 summit brought together the Italian B Corp Movement in two days of inspiration, reflection and active participation, to celebrate together the first 10 years of an exponentially growing community.

On 18 and 19 October 02023, Time to B returned to Milan, the Italian B Corp summit, born with the idea of stimulating meetings and the expression of interdependence in a network that in just a few years has gone from a few dozen companies to +260 B Corps.

Time to B 02023 was also an opportunity to celebrate the first decade of the B Corp Movement in Italy: in the two-day event we retraced the history of the community, from its beginnings to the present, passing through the milestones of an incredible journey, told by the protagonist companies themselves, such as the approval of the Benefit Corporation Law in 02016, the first national UnlockTheChange communication campaign of 02021 and all the collective action initiatives undertaken in the following years.

We were inspired by exceptional speakers including Professor Zamagni, the Nobel Peace Prize winner Riccardo Valentini and the

young activists Andrea Grieco of AWorld and Anna Berti Suman of Sense for Justice. Many topics were touched upon, on which we worked and reasoned together, in a renewed spirit of collaboration and enthusiasm for the impact that we can generate collectively as a B Corp.

Over 300 Italian leaders participated in the Summit together with over 20 speakers and the organization of the event involved many NATIVA resources in partnership with the B Corp Agency and Benefit Corporation We Look Around (WLA).

For NATIVA, the event was the symbol of a ten-year commitment to the development and affirmation of the B Corp Movement in Italy. It also marked the official handover, planned in the previous two years, from NATIVA as Country Partner to the B Lab Italy Foundation, founded in May 02023. Taking on this role was a beautiful journey for us and there could not have been a better way to celebrate it, an event like Time to B.

Business as a global driver towards change: Sanofi CHC North America is certified as a B Corp

Sanofi CHC North America is certified as a B Corp in 02023 with support from NATIVA, becoming the first large consumer healthcare company to certify as a B Corp, having achieved 85 points.

In 02023, as NATIVA we supported Sanofi Consumer Healthcare North America in the improvement and certification journey that led Sanofi CHC to become the first large consumer healthcare company certified as a B Corp. With this important recognition, the company becomes part of the growing B Corp community of companies that meet high standards of social and environmental performance, responsibility and transparency towards their stakeholders and that are committed to generating positive impact by operating according to regenerative business paradigms. In particular, obtaining the B Corp certification was possible thanks to the actions carried out by Sanofi CHC as part of its sustainability strategy, on which NATIVA contributed with its expertise, including:

- Reducing greenhouse gas emissions from the Sanofi CHC North America manufacturing site by 77% in 02022 compared to 02019, building a path to climate neutrality by 02030 and zero emissions by 02045 (compared to the year of reference 02019);

- Powering the North American production and distribution site with 100% renewable electricity from 02020, to meet the goal of achieving 100% renewable electricity by 02025 for all manufacturing operations globally;
- 41% female representation in management roles, in the context of the goal of achieving 50/50 gender parity in management positions by 02025;
- Access to sport provided to young Canadians with socio-economic barriers through a partnership with KidSport Canada, contributing to the global goal of reaching 5 million people by 02030 through impactful programs;
- Adoption of Benefit Corporation status by the company which has adapted its statute to include considerations relating to stakeholders and its purpose, a fundamental element in decision-making processes.

These elements together with numerous other actions, carried out by a local and global team of more than 15 people, led to obtaining the result, summarized in a score of 85 points.

This is a key project, because it not only symbolizes NATIVA's increasingly international commitment, but represents a milestone in the journey

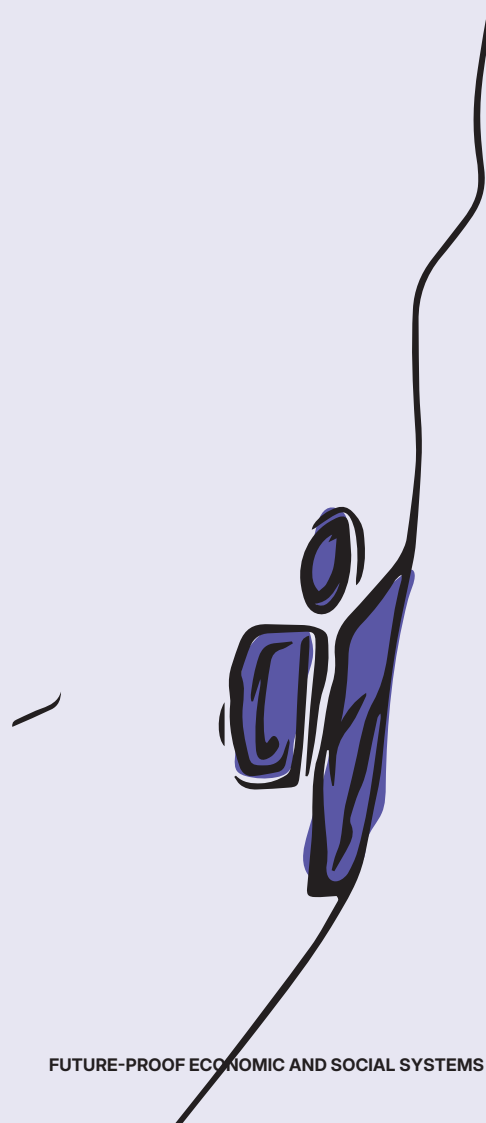
of Sanofi CHC, which is continuing its journey globally with NATIVA to achieve ever deeper impact.

Kerakoll becomes a Corp: innovating in a complex sector that thrives on habits

Kerakoll has managed to demonstrate that even in a very traditional industry, when there is awareness along with great commitment, it is possible to innovate strategically towards sustainability, achieving concrete results.

Today, putting sustainability at the heart of your strategy is an imperative and a challenge for all companies. The challenge is even greater in complex and energy-intensive production sectors such as construction and building materials, which thrive on dynamics consolidated over time. NATIVA has accompanied Kerakoll on its growth journey towards sustainability since 2021. Kerakoll has managed to demonstrate how even in a very traditional industry, when there is awareness along with a great commitment it is possible to innovate strategically towards sustainability, achieving concrete results. Embracing a Benefit model requires systemic work that enters all rooms of the organization. In this process Kerakoll involved shareholders, management and various company functions in 11 countries. This is not only an operational change but also a cultural one, which requires a way of thinking oriented towards continuous improvement.

Furthermore, a fundamental step was to protect the company's mission over time, bringing it back into the statute, thus giving the management a mandate to balance mission and profit. For Kerakoll it was a matter of formalizing virtuous and innovative practices that were already a priority for the company: from the search for recycled materials, to low impact production and distribution processes, through to civic commitment and the territory. The evolution journey is not over and is now increasingly oriented towards generating a positive impact on the ecosystem in which Kerakoll operates: from the new people who will join the group to the industrial partners, from the city of Sassuolo to the international communities in which the group operates. We hope that this event will open additional new horizons in Italy and that many other companies that embrace these values will be inspired to move in the same direction.



GOAL REVIEW 02023

GOAL	STATUS	NOTES
Launch the CO2alition 02023 program in partnership with SusDeF along three operational lines: content sharing, creation of working groups and R&D LABs and promotion of policy-making actions.	80%	The 02023 CO2alition program was launched and concluded in partnership with the Foundation for Sustainable Development (SusDeF), for a total of 10 meetings including webinars and exploration labs on 6 relevant topics in the definition of a decarbonization strategy. Launch of the online platform dedicated to participating companies for sharing and offline use of co-created content. The production of a position paper on offsetting as a basis for policy making activities has been postponed to 02024.
Contribute to the organization of the second edition of the B For Good Leaders Summit scheduled in Amsterdam in May 02023 and to the design and launch of the B for Good leaders network.	100%	We were co-organizers of the second edition of the summit, contributing in particular to the definition of the program, the harvesting of the sessions, the conversation book of the dialogue series and the management of invitations to participants.
Design a learning hub on regeneration issues aimed at our stakeholders.	70%	Over the course of 02023, the main aspects of the learning hub on NATIVA's regeneration themes were defined: the aim and purpose for each stakeholder, reference target and course format. The business plan and brand identity have been set, along with the plan of objectives and activities for 02024, the year in which it will be officially launched and the first courses will start.

GOAL REVIEW 02023

GOAL	STATUS	NOTES
Accompany B Lab Italy to full operation, supporting the organization of the Italian B Corp Summit and the growth of the movement.	100%	The Summit was led by NATIVA and was a success in every respect, with +140 B Corps and +300 people in attendance. The passing of the baton between NATIVA and B Lab Italy concluded from a formal point of view with the signing of the contract and became operational with the transfer of all activities to B Lab Italy. Over the course of 02023, the number of 266 B Corps in Italy was reached, with +78 compared to 02022.
Continue with the activities of the "Activism" Framework in continuity with the year 02022, with focus both on neighborhoods and on the engagement of people and territory	100%	Over the course of 02023, NATIVA maintained contact and relationships at a neighborhood level, to continue spreading a culture of active participation and involvement. This direction was conveyed thanks to participation in local projects such as "Identitree", "Piazza dei Mestieri", and the collaboration with activist groups such as the "Stati Generali di Ci sarà un Bel Clima" (General States of There will be a Good Climate).

02 - Future-proof economic and social systems			
MATERIAL TOPIC	NATIVA KPI	02023 DATA	02022 DATA
Activism and cultural change	# certified B Corp companies in Italy during the year	266	188
	# companies supported in the transition to Benefit Corporation	24	16
	# hours of activism for each Nativer	10	9
Dialogue with institutions	Topic treated qualitatively, not measured through a KPI	-	-

Activate support programs for the diffusion of **Benefit Corporations** with the municipal administrations of 3 large Italian cities.

Consolidate the **CO2alition** movement in Italy with the membership of at least 5 new companies and with the extension of the program across 5 thematic areas with dedicated working groups and the production of a position paper on the topic of offsetting.

Begin the internationalization of the CO2alition movement with the activation of the initiative (with the name **CO2alition**) in another European country and in Latin America.

Launch a **learning hub** on regeneration issues aimed at our stakeholders and activate its action in the second part of the year.

Contribute to the organization of the third edition of the **B For Good Leaders Summit** scheduled in Amsterdam in May 02024 and strengthen the partnership with the BfGL team by creating the conditions for the launch of the first local chapter to be created in Italy.

Promote the dissemination of new storytelling and discussion models based on the dynamics of Human Inspiration, with the programming and development of **ImagiNATION** events throughout 02024 and with at least 5 new episodes and the sharing of weekly video content to focus the message on broadening and deepening the relationship with stakeholders.

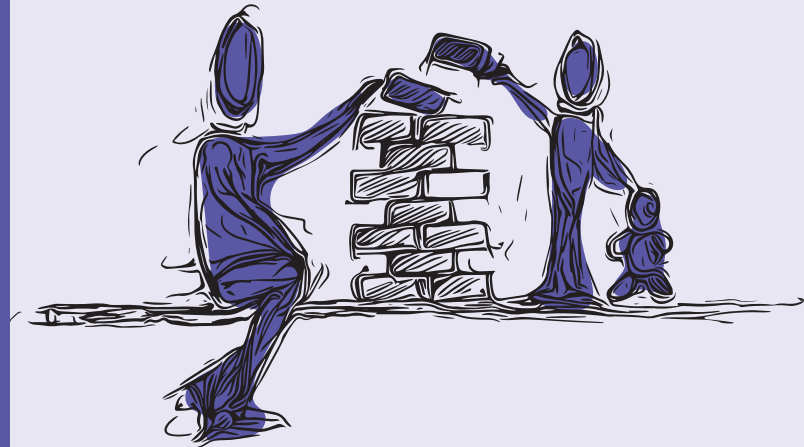
Continue activities on the **local communities** of Rome and Milan, through the exploration of artistic forms of proximity activism and the sharing and narration of the experience to stimulate the identification of other stakeholders. In particular, with Identitree in Rome, at least two events of construction of the leaves of the tree to be posted in the neighborhoods in conjunction with the ImagiNATION events; with Piazza dei Mestieri in Milan, at least two training courses.

Identify and embrace a **social cause** that acts as a sounding board for NATIVA's purpose through the active involvement and participation of Natives and the NATIVA network in related events and demonstrations.

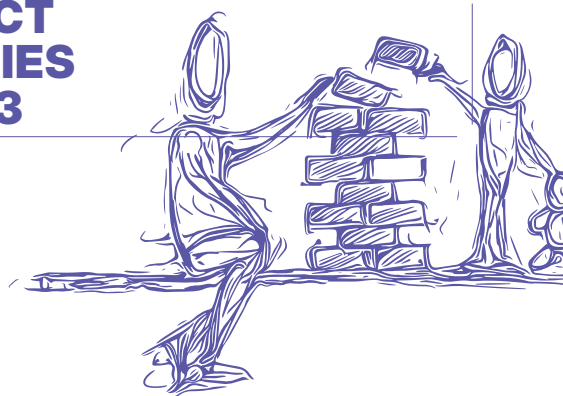
EVOLUTION OF PRACTICES AND BUSINESS MODELS

CHAPTER 3

The design and introduction of sustainable innovation practices and models in businesses and institutions to accelerate a positive transformation of economic, production, consumption and cultural paradigms, so that they tend towards the systematic regeneration of natural and social systems.



IMPACT STORIES 02023



Giro d'Italia and the Milan Marathon: The first Legacy Report on sport

The Legacy Report of Giro d'Italia and the Milan Marathon 02023. An analysis of the impacts and strategies to innovate towards a more sustainable future along with the entire ecosystem.

The world of events and sport, like any human activity, also generates an impact and has the opportunity to contribute to solving the challenges of the 21st century, using sport as a positive force. Not only through the evolution of its culture and impacts, but by engaging and inspiring millions of people and enthusiasts, with the aim of accelerating change. In 02023 NATIVA and RCS Sport published the first Legacy Report on sport. The Legacy Report is the document mapping the environmental, social and economic impacts of the

Giro d'Italia and the Milan Marathon and telling the main stories and challenges of its key players. An analysis to understand what the true impact of a major event is and to set the strategy for improvement, considering over 150 sustainability parameters with respect to 5 areas that include environmental, social and economic aspects: Circularity, Natural Capital, Climate Resilience, Education and Engagement, Wellbeing, Happiness and Health. The work gave the go-ahead for a progressive involvement of the vast ecosystem of

the event on these issues (from the internal organization, to the partners and sponsors, the local communities, the athletes and the large audience of spectators), through meetings, interviews, anonymous surveys, on-site inspections and audits and

monitoring of public information. The result is represented in the Report through the Regeneration Profile, where for each impact area the main impact stories are told, through key numbers and testimonies, the challenges and future commitments.

Transforming luxury tourism in Brazil: a sustainable business alliance

The partnership between NATIVA and BLTA is aimed at initiating the necessary paradigm shift in Brazilian luxury tourism, pursuing a more sustainable business thanks to a journey of cooperation between associated companies.

NATIVA has joined forces with the Brazilian Luxury Travel Association (BLTA) to promote more regenerative businesses in the Brazilian tourism sector and we have begun a collective journey of business evolution with 6 BLTA members in 02023: Ibiti Engenho Lodge, Barracuda, Hotel Emiliano Rio and São Paulo, Hotel Unique and Santapele. The journey alternated moments of training and reflection shared between the companies, with moments of dedicated discussion between NATIVA and each company. Dialogue and exchange among different realities was an essential part of the project, reinforcing the advantages of a systemic approach compared to the traditional one. The impact was measured through the B Impact Assessment, through which we traced the impact profile of each company, in order to design collective and individual evolution journeys. At the end of the

journey, we organized a webinar with the participation of Sistema B Brasil and 3 B Corps - Grupo Cataratas (which coordinates and directs the Econoronha, Marco das 3 Fronteiras and Paineiras Corcovado B Corps), Anavilhanas Jungle Lodge and Teva Vegetal - to share the challenges and opportunities of becoming a B Corp; we then shared the results of the project, an average impact profile of the 6 companies and the sector benchmarks. This journey is the result of our commitment to promoting a systemic approach to change towards a more regenerative culture, directly involving key sectors of the economy. The results of this project will be presented to the entire BLTA network in April 02024. At the same time, a second business evolution group is involved in 02024 with 3 companies that have already decided to use their business as a transformation force in the tourism sector in Brazil.

The contract as an impact multiplier tool for business: Arena's Double Purpose Journey

The new «Impact Terms» project created with arena has led to rethinking the contract as a tool capable of elevating the relationship from a mere commercial transaction to a bond built on values and impact.

Arena is an emblematic brand for all water sports founded in 1973. Athletes who wear arena products have broken over 500 world records in swimming and won over 300 gold medals at the Olympics. In this half century the world has changed profoundly, and with it so has arena. In fact, 2023 marked a special milestone for the company: its 50th year of existence and its first year as a Benefit Corporation. Arena was supported by NATIVA in the transition of the corporate legal status of its parent company in Italy. With this, it has incorporated into its statute the pursuit of the common good which follows a journey of measurement and development of the evolutionary actions present in its Sustainability Plan. But what does it mean for an iconic brand like arena to be a Double Purpose Company and fully develop the potential of relationships with its stakeholders?

It is from this question that the "Impact Terms" project was born, which like NATIVA over the course of 2023 saw us as protagonists in the design and integration of impact contractual clauses in the contracts of the partners in the sports supply chain supported by arena. The goal is to start a new and innovative conversation with the arena ecosystem, moving from a traditional contractual relationship to one based on impact. These new clauses, in fact, recognize the contract not only as a formal document with economic terms, but as a tool capable of elevating the relationship from a mere commercial transaction to a bond built on values and impact. The project aims to involve all of arena's long-standing partners across the water sports supply chain, including twenty federations, sixty athletes and dozens of clubs and pools around the world by the end of 2024.

The AIDAF Legacy Book. How to be good ancestors

What does it mean to be good ancestors? What opportunities and responsibilities does this concept imply for an entrepreneur? The Legacy Book as a navigational compass for the nearly 300 family businesses collectively asking these questions.

What does it mean to be good ancestors? What opportunities and responsibilities does this concept imply for an entrepreneur? The Legacy Book as a navigational compass for the nearly 300 family businesses collectively asking these questions. The document was created in a collective manner with the contribution of both the main governance bodies of AIDAF and all the associated companies. The Legacy Book is expected to be published every two years and is the first of a series of publications that reflect the actions of the association and its members in the coming years. A way to commit to action and to constantly report progress, setting new and increasingly challenging objectives.

At the center of the planning is the concept of Legacy, which represents a long-term vision, and is expressed in conscious and intentional choices, implemented today, with the aim of taking care of the generations to come and the planet on which they will live. The 300 companies involved thus have the opportunity to pursue their Legacy individually and collectively, to create further synergies to achieve the goals and to replicate the model by applying it to their own ecosystem. The Legacy Book therefore represents a navigation compass not only for associated companies, but for all businesses, family and otherwise, which find the greatest opportunity of their existence today in the concept of Legacy.

Italian VC, from measuring the impact towards regenerative businesses

P101's evolution journey involved NATIVA in Evolution Due Diligence projects to evaluate and guide the impact of 8 companies in which P101 intended to invest. NATIVA will continue this journey with P101 to amplify the impact and promote the economic growth of the fund's portfolio.

We are in Milan, the Italian city with the largest number of startups and the beating heart of finance. P101 SGR is one of the main Venture Capital fund managers in Italy, specialized in investments in innovative and technology driven companies in Europe. Through the latest fund, Program 103, established in 02022, P101 wishes to use the business "as a force for good", directing capital towards the growth of the companies in its portfolio and towards the social and environmental well-being of the contexts in which they operate. After having supported P101 in the definition of the sustainability strategy and the related compliance documentation according to the EU SFDR (Sustainable Finance Disclosure Regulation) directive of Programma 103, 02023 saw us support P101 in 8 Evolution Due Diligence projects, with the aim of identifying any risks and opportunities in terms of environmental and/or social impact affecting the companies being acquired. According to the fund's sustainability strategy, which aims to positively contribute to 5 Sustainable Development Goals, we have created a Due Diligence

model which, in addition to allowing compliance requirements to be met, enables a journey of evolution of the companies in the portfolio towards regenerative performances. In particular, the sustainability roadmap defined during the Due Diligence for each of the companies being acquired allows the fund and the company itself to undertake a journey consistent with the objectives of the fund and which profoundly concerns the material topics of the sector of which the company is part. Furthermore, the fund has entered into binding agreements with its subsidiaries to set objective and measurable progress goals. The process is facilitated by a Sustainability Profile designed specifically for the fund which allows the company's performance to be assessed and, therefore, the effectiveness of the activities promoted by the fund, from due diligence to its exit. The project with P101 can be replicated with other players in the finance world, as well as with Legacy Leader close to making acquisitions, adapting the methodology according to the sustainability strategy that it intends to follow.

GOAL REVIEW 02023

GOAL	STATUS	NOTES
Stimulate the adoption of the Regeneration Partnership model proposition by Legacy Leaders, as a tool to support the implementation of their sustainability plans.	100%	The Regeneration Partnership framework that establishes ongoing collaboration between NATIVA and Legacy Leaders in ensuring the implementation of strategic sustainability plans has been adopted by 24.5% of the Legacy Leaders we began working with in 02023.
Apply the Regenerative Events Framework & Legacy Report to new events in the world of sport and beyond.	100%	The framework has been applied to events in the world of sport and art. The application for the Giro D'Italia 02023 and the Milan Marathon 02023 has been completed with publication of the Legacy Report. The project for the application of the Framework to PalaJova 02024 has also launched. Furthermore, the model has been evolved based on what we have learned, to allow for an increasingly broad and impactful application.
Apply the Community Multistakeholder Engagement Model on at least one new territorial institution or private association with focus on a specific territory, integrating initiatives aimed at spreading the Benefit Corporation model.	100%	The framework was applied to involve key players in the Province of Sondrio in a process of co-creation of a common vision, with at least a ten-year time frame, to bring out the full potential of the 2026 Olympics in the creation of shared and durable value. The project, launched at the end of 02023, will be fully implemented during 02024.

GOAL REVIEW 02023

GOAL	STATUS	NOTES
Design of an investment platform (dedicated to the acquisition of equity of companies interested in evolving in a sustainability direction) to encourage the development of a new regenerative finance model, to support the expression of the full potential of companies, according to which NATIVA creates an investment platform.	95%	<p>The design principles and main elements of the investment platform have been defined, effectively concluding the first internal design phase.</p> <p>The creation of a partnership with an advisor and/or an existing fund is underway which will allow us to move on to the next planning phase.</p>
Support financial institutions to ensure the centrality of ESG performance in every investment, through the establishment of further innovative products that encourage the adoption of sustainable practices by beneficiaries.	100%	<p>Over the course of 02023 NATIVA created and implemented a sustainability Due Diligence framework, applicable to acquisitions of share capital by funds or companies in merger & acquisition activities. The program is characterized by distinctive elements consistent with the vocation of NATIVA, in particular by delivering to the target company and the buyer a sustainability roadmap aligned with the material topics of the target and the sustainability objectives pursued by the fund. During the year, the framework was applied to 8 different equity acquisitions of companies, mainly operating in the digital world, with participation from P103, a fund managed by P101 SGR and classified pursuant to art. 8 of the SFDR regulation.</p>

GOAL REVIEW 02023

GOAL	STATUS	NOTES
<p>Define and activate the model for NATIVA's international expansion</p> <ul style="list-style-type: none"> • Operation in 3 additional markets; • Working together with 12 international legacy leaders; • Ensure that 15% of revenue comes from international projects. 	80%	<p>Over the course of 02023, we have accelerated our internationalization allowing us to arrive at 15.8% of our revenue, working with 11 legacy leaders with HQs in Europe and Brazil. We have also opened two new markets:</p> <ul style="list-style-type: none"> • Brazil with the launch of a new branch based in Rio. • Switzerland with new legacy leaders, Victorinox and the École Hôtelière de Lausanne (EHL). <p>We have also started exploration phases for the further expansion of NATIVA in France and launched a joint venture with RCS Dubai to activate legacy leaders in the United Arab Emirates.</p>
<p>Develop SPACESHIP implementation and adoption models that allow rapid scale up of its adoption (e.g. white label models for business networks) also through the evolution of the engagement model and the expansion of the number of content flows (e.g.: flow to support the decarbonization processes of companies).</p>	100%	<p>Over the course of 02023, a SPACESHIP white label was finalized in collaboration with Chiesi Italy with the aim of engaging Italian pharmacies in an evolution journey towards carbon neutrality. The project with Sistema Moda Italia and the related white label of the platform is underway. A new content flow has been designed and implemented to support the decarbonization process of companies). An evolution of the UX of the SPACESHIP platform was designed and the first quick</p>

GOAL REVIEW 02023

GOAL	STATUS	NOTES
		...wins were implemented. The final version will be live in April 02024. The launch plan for the new version of IMPACTO and indeed the new User Experience of SPACESHIP has been designed. Implementation is expected in the first part of 02024.
Expand the number of users of the NATIVA OURO, SPACESHIP and IMPACTO platforms.	100%	<ul style="list-style-type: none"> • SPACESHIP: 56 companies (of which 40 from networks) • IMPACTO: 49 companies • OURO: 10 companies

NATIVA KPI 02023

03 - Evolution of practices and business models			
MATERIAL TOPIC	NATIVA KPI	02023 DATA	02022 DATA
Scientific approaches	# new Products analyzed with the SLCA (Sustainability LifeCycle Assessment) methodology	16	9
Innovative and technological frameworks and tools	# new tools and frameworks developed by NATIVA during the year	6	6
Listening and evolution of customers	# strategic sustainability projects	314	242
Internationalization	% revenue deriving from international projects	14%	9%
Financial World	Amount in euros of loans disbursed through sustainable finance products designed by us (Sustainability-linked Loan)	5 Billion	2.2 Billion
Legacy Leader Inspiration	# conferences on new paradigms in which we participated as speakers during the year	47	92

COMMITMENTS FOR 02024

Acquire at least 20 new **legacy leaders**.

Conclude at least 80% of Regeneration Partnership (**REPA**) with respect to active medium/large Legacy Leaders in 02023.

Consolidate NATIVA's **international** presence in the selected pilot countries [BR, CH, FR, UAE] through the growth of the number of Legacy Leaders involved.

Identify the partner for the **finance** platform developed by NATIVA to encourage the development of a new regenerative finance model, design the operating model and start meetings with potential investors.

Launch the new free version of **IMPACTO**, a platform for Benefit Corporations to ensure the correct adoption of the benefit model by companies. Design the premium version.

Launch the new version of **SPACESHIP**, a platform to support the dissemination of NATIVA know-how for small and medium-sized businesses.

Develop new versions of NATIVA frameworks and increase their diffusion. With regard to the frameworks associated with European regulatory development, systematically include the "**beyond compliance**" design principle to ensure that regulatory action maintains its driving force of change and evolution and is not instead perceived as a mere bureaucratic indication. In particular:

- Continue to apply the Regenerative Event Framework (**REF**) & Legacy Report to support the evolution of the impact profile of the events to which it has already been applied: Giro d'Italia and the Milan Marathon 02024. Extend the application of the framework to a new event.
- Apply the new **Net Zero** Program framework to 4 new companies.
- Apply the **Community Multistakeholder Engagement** Model on a new territorial institution or private association with focus on a specific territory, integrating initiatives aimed at spreading the Benefit Corporation model.
- Consolidate the Framework for the evaluation of economic activities in terms of alignment with the European **Taxonomy**, with focus on identifying the elements of synergy to the action of the Legacy Leader, beyond compliance.
- Consolidate the **Double Materiality** Framework linked to the assessment of

COMMITMENTS FOR 02024

impacts relating to financial materiality, integrating the pre-existing Framework of environmental and social materiality, beyond compliance.

- Develop the NATIVA **PC** Framework, to support the maximization of results linked to the purposes of the SBs.
- Develop the NATIVA Framework linked to the **monetary evaluation** of social and environmental impacts, with a focus on identifying the elements that allow the Framework to assist NATIVA's action for Legacy Leaders.

Support financial institutions to ensure the centrality of **ESG performance** in every investment, through the establishment of further innovative products that encourage the adoption of sustainable practices by beneficiaries.

Improve the **visibility** of NATIVA as a key player on the international scene through active participation in international events and the promotion of working groups and international collaboration (at least two events among BfGL, COP29, Impact trade, House of Beautiful Business, G20).

Ensure the flow of internal knowledge through periodic monthly immersive and interactive **training** sessions, which will focus on practical cases, specific frameworks and strategies to increasingly effectively manage the relationship with legacy leaders.

Define and map Nativa's '**Legacy Leader Journey**', identifying key moments of contact in the relationship between Nativa and Legacy Leaders. This is why we intend to develop intentional guidelines, called 'human touch guidelines', so as to optimize the effectiveness and relevance of the Legacy Leader's experience throughout the journey.

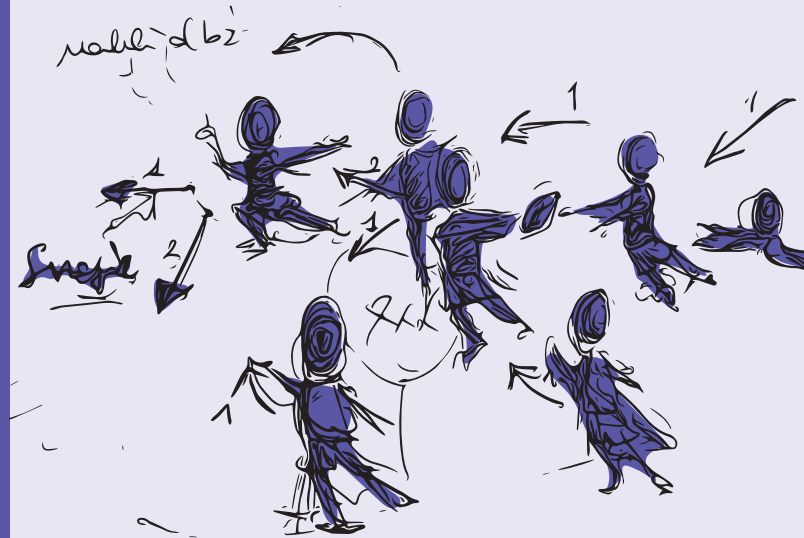
Consolidate the foundations for the **internationalization** of NATIVA, through the production of bilingual communication content, the integration of new methods within the respective workflows and the acquisition of new skills between Italy and Brazil and the hiring of qualified international profiles.

Guarantee the full availability of **tools to support NATIVA's internal activities** (complete release of Odoo, the system adopted by NATIVA as a CRM tool, project management, event management and other functions; advanced management of corporate security).

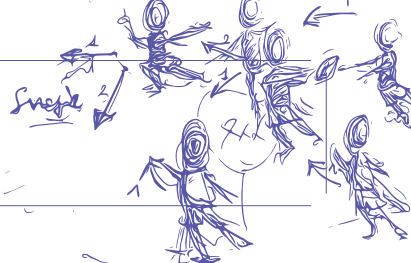
SYNERGIES

CHAPTER 4

Action guided by the principle of interdependence with other organizations whose purpose is aligned and synergistic with that of the Company, to amplify the joint positive impact.



IMPACT STORIES 02023



B Lab Italy was born

NATIVA finalizes the handover of its activities as Country Partner to B Lab Italy, which now leads the B Corp movement in Italy.

For 10 years, as NATIVA, we have been Country Partners of B Lab for Italy, with the honor and burden of spreading the culture and core values of the B Corp Movement in our country, such as interdependence, transparency and the desire to use business as a positive force, in favor of a more inclusive, equitable and regenerative economy. In 02023, in Italy, the movement has reached over 250 B Corps, an achievement of which NATIVA is proud and which represents a solid foundation on which to build the future. To do this, together with B Lab Europe we decided to set up an entity completely dedicated to the Movement at a national level: the B Lab Italy Participation Foundation.

Creating B Lab Italy as a Participation Foundation was a choice aimed at guaranteeing the best level of expression and involvement of the Italian B Corp Community within its governance model, ensuring that they

can be represented in the decision-making processes.

During 02023, NATIVA ensured a gradual handover to the newly formed Foundation, which is now fully operational and represents Italy in the B Global Network, the group of global, regional and national organizations that fuels the B Corp movement in different countries and Continents.

As NATIVA we remain part of the Italian B Corp Community and we are happy to collaborate with B Lab Italy and the other B Corps to promote together, as always, the evolution towards regenerative business paradigms. The creation of B Lab Italy is a sign of continuity of the work done by NATIVA to date and of our desire to pass the baton, thus defining our legacy.

GOAL REVIEW 02023

GOAL	STATUS	NOTES
Complete the process of establishing the B Lab Italy Foundation and achieve an effective and efficient transition of the role of Country Partner of B Lab Europe for Italy from NATIVA to the new B Lab Italy Foundation.	100%	The B Lab Italy Foundation was established in May 02023 and over the course of the year, the activities planned for the complete handover were completed, 3 months ahead of the initial plan. At the end of the year, in fact, the Foundation took full charge of the management of the pipeline, the implementation of marketing activities and all community animation activities.
Apply the Benefit Corporation governance model called "Act as a Benefit Corporation" to the five main NATIVA partnerships (RSF, SusDeF, B Lab, Assobenefit, BfGL).	40%	The active partnerships are with: Regenerative Society Foundation (RSF), Sustainable Development Foundation (SusDeF), B Lab, Assobenefit and B for Good Leaders (BfGL). Among these, the Benefit Corporation governance model known as "Act as a Benefit Corporation" has been applied to SusDeF and BfGL (2 out of 5) in 02023. Compared to that with SusDeF, the goal relating to the creation of the 02023 program for CO2alition companies was totally satisfied, while others, including the start of policy-making activities, have not yet started. In general, the model favors the creation of...

GOAL REVIEW 02023

GOAL	STATUS	NOTES
		accountability and transparency with respect to existing partnerships and goals achieved year-on-year.
Identify and activate new alliances, evaluate the real effectiveness of active alliances and decide on their maintenance, development or disposal. Exploration of possible synergies with institutions, Policy Makers and Public Administration at both a national and European level.	25%	The mapping of active partnerships made it possible to limit them and to focus as a priority on those which at the moment were most in line with NATIVA's objectives. At the same time, the evaluation of potential new partnerships continues which can be activated once the added value and alignment with NATIVA's aims have been clearly identified.
Actively participate in the Assobenefit board.	100%	NATIVA regularly participates in the Board, through the presence of one of the two co-Founders, and over the course of the year promoted the activation of a study on Benefit Corporations for which an agreement was stipulated (which is reported below).

GOAL REVIEW 02023

GOAL	STATUS	NOTES
Develop a framework for measuring the regeneration profile of certain projects with the dedicated Regenerative Society Foundation working group and apply to at least two pilot projects.	60%	NATIVA defined the design approach and led the work team that developed the pilot framework which was applied for the evaluation of two initial projects. Detailed development work for defining guiding questions and references and assigning scores was suspended in the second half of the year. In recent months, the general objectives and organization of the Foundation itself have been revised.
Design and carry out an observational study on Benefit Corporations in Italy in collaboration with important representative and research institutions with the aim of promoting the value of the model and the correct interpretation of the spirit of the law.	40%	NATIVA has identified and activated the partners for the National Research program on Benefit Corporations: Intesa San Paolo Study and Research Center, the Department of Economic and Business Sciences of the University of Padua, the Taranto Chamber of Commerce, Infocamere and Assobenefit. The definition of the formal agreement between the parties took longer than expected and the first results will be available in March 02024.

04 - Synergies			
MATERIAL TOPIC	NATIVA KPI	02023 DATA	02022 DATA
Ecosystem involvement and activation	Number of strategic partnerships for which a clear collaboration is defined for the promotion of business models	5	9

Define and pursue strategies (and related **ABC** "Act as a Benefit Corporation" governance model) of NATIVA for key active partnerships (B4GL, Assobenefit, B Lab, Susdef, RSF) and implement the model with partners.
In particular:

With respect to the partnership with **SusDeF**, launch the activities relating to the second year of the CO2alition program, creating KPIs and an annual report to measure the results of the activities.

With **BfGL**, establish a broader and deeper level of partnership also through collaboration in the organization of the 02024 summit.

Through active participation in the board and Scientific Committee of **Assobenefit**, contribute to accelerating the growth of the number of Benefit Corporations in Italy and strengthening their influence as a force for regeneration.

Consolidate the framework for measuring the regeneration profile of certain projects with the dedicated working group of the **Regenerative Society Foundation** with the review and update of the "natural capital" axis, with the application to a new pilot project and with the development of a guidelines and methodology document.

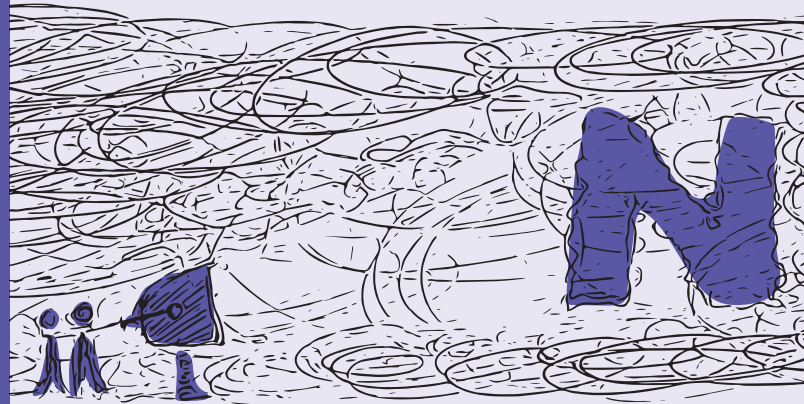
Complete the observational **study** on Benefit Corporations in Italy by mid-year with the publication of a "technical long form" and an informative landing page on the societàbenefit.net website in order to promote the value of the model and the correct interpretation of the law.

Complete the evaluation of potential **new partnerships** to be activated if added value and alignment with NATIVA's goals is clearly identified. For the partnerships that will be selected, design the ABC model.

CLIMATE NEUTRALITY

CHAPTER 5

The progressive evolution of its business and operational model towards an economy with zero emissions of climate-altering gases, in line with the European objectives of climate neutrality and the national objectives of ecological transition.



IMPACT STORIES 02023

The evolution of NATIVA's support for decarbonization

In recent years there has been a proliferation of methodologies for climate neutrality which risks creating confusion and slowing down change. NATIVA has reworked its framework for decarbonization, in line with the indications of the scientific community, for the generation of long-term value.

The attention to the climate emergency by citizens, companies and institutions is experiencing a strong acceleration, particularly in the European Union. One of the consequences is that in recent years there has been a proliferation of terms, methodologies and tools for decarbonization which has generated strong confusion among those who want to include these issues in their business strategy. For this reason, over the course of 02023 NATIVA reworked its framework to support Legacy Leaders in decarbonization and adaptation to climate change, following the rapid changes in the context and the most widely adopted scientific references at an international level. The new Net Zero Program aims to bring the business to act as a driving force to help create an

economic and social system that can thrive within the balance of the biosphere, without putting it under pressure and indeed contributing to its regeneration. At the same time, it aims to structure a management system based on scientific criteria and oriented towards the generation of long-term value, increasing the degree of adaptation and antifragility with respect to the intensification of the effects of the climate emergency which we are already witnessing. At the time of writing the Report, NATIVA has supported and supports 6 Legacy Leaders from different sectors in the decarbonization journey through the new Net Zero Program.

GOAL REVIEW 02023

GOAL	STATUS	NOTES
Develop a decarbonization plan for NATIVA with actions aimed at reaching the SBTi targets relating to scope 1 and 2 emissions by 02030 (-46% compared to Baseline 02019) and definition of a Scope 3 reduction target.	20%	The main NATIVA emission hotspots on scope 1, 2 and 3 have been identified and possible mitigation actions have been evaluated for each of them. We have already achieved the decarbonization aim of scopes 1 and 2, while for scope 3 the identified actions have not yet been included within a structured and complete target plan.
Define a policy for business travel aimed at reducing emissions.	70%	The policy was designed and shared with XYZ for feedback. Sharing with other Natives for implementation has not yet taken place.
Continuously support the structuring of the CO2alition program.	100%	The 02023 CO2alition program was successfully supported through the design and moderation of the webinars and exploration labs held during the year on the 6 planned themes.

NATIVA KPI 02023

05 - Climate neutrality			
MATERIAL TOPIC	NATIVA KPI	02023 DATA	02022 DATA
Fight against climate change	Use of KPI GRI 305-1, 305-2, 305-3	see Detail of GRI Indicators Table 11	

COMMITMENTS FOR 02024

Set NATIVA's **Science-Based Target** for scope 3 emissions and define a structured plan for the following year aimed at achieving decarbonization according to the objectives set for the target year.

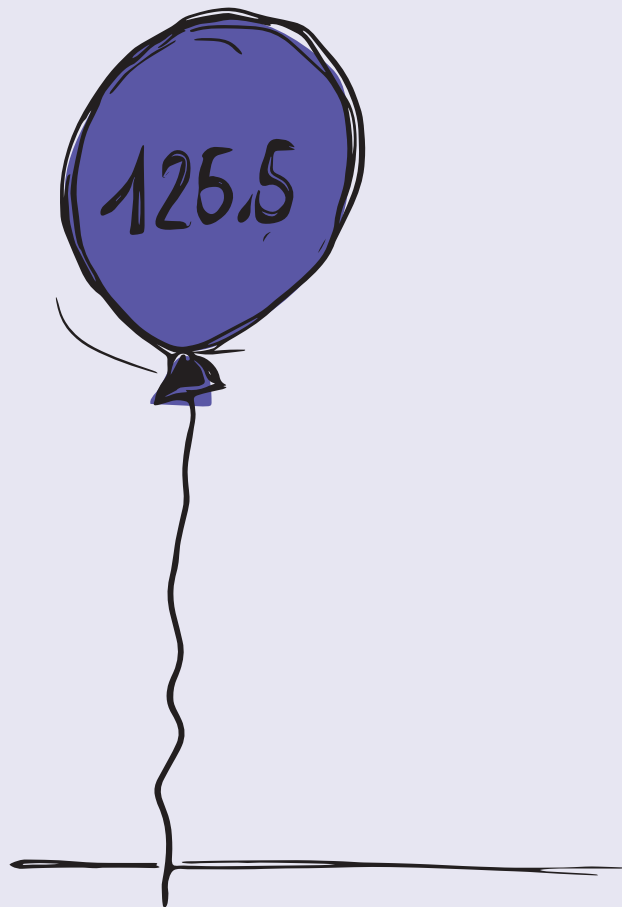
Disseminate and apply the **policy** for business travel aimed at reducing emissions and monitor its effectiveness by measuring the reductions in carbon footprint impacts associated with business travel.

Continuously support the planning and subsequent implementation of the CO2alition 02024 program through the organization of the 5 working groups on the thematic areas selected for the year.

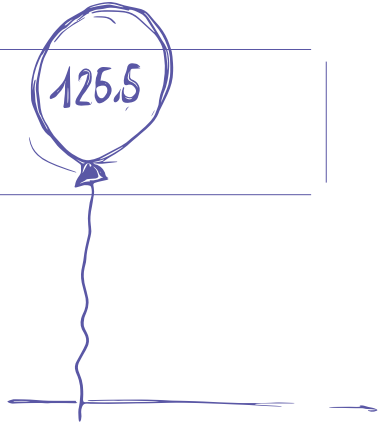
RESPONSIBILITY, TRANSPARENCY AND SUSTAINABILITY

CHAPTER 6

As a Benefit Corporation, the Company pursues one or more common good objectives and operates in a responsible, sustainable and transparent manner towards people, communities, territories and the environment, cultural and social assets and activities, bodies and associations, other stakeholders of interest and future generations



IMPACT STORIES 02023



The impact of NATIVA according to the B Impact Assessment (BIA)

Currently, NATIVA has a score of 125.5 (not yet verified by B Lab). Over the course of 02024, NATIVA will undergo an audit with B Lab for its recertification. The positive result of impact growth compared to the latest score certified by B Lab in 02021 of 123.2 points (latest report certified

by B Lab can be viewed here: <https://www.bcorporation.net/en-us/find-ab-corp/company/nativa-srl-sb>) is the result of the benefit actions pursued to achieve the specific common good objectives as described in the previous chapters.

Area of Impact	Score obtained ²
Governance	19.6
Workers	37.9
Community	25.5
Environment	11.3
Clients	31.0

² Score not verified by B Lab

Ecovadis Gold Medal

NATIVA compares itself with the Ecovadis standard and tools, an increasingly widespread sustainability assessment and rating platform on a global level. Ecovadis, through a standard attentive to compliance, strengthens our attention towards the formalization and explicit description of our practices. To do this, we measured ourselves on four themes: (1) environment, (2) sustainable procurement, (3) ethics and (4) working conditions and human

rights, obtaining a verified score in 02023 of 74 points (out of 100), average weighed against the score obtained in each theme. This score ranks NATIVA in the 97th percentile among all Ecovadis users, and corresponds to a gold medal. Our goal for 02024 is to reach the platinum medal, entering the 99th percentile, working above all on data security and on the formalization of corporate ethics.

Ecovadis themes	Score obtained
Environment	80 ³
Sustainable sourcing	70
Workers and human rights	80
Ethics	60



³ The estimate of the quantity of non-hazardous waste produced in 02023 in the NATIVA offices corresponds to approximately 1500 kg, of which 80% was sent for waste sorting and recycling.

GOAL REVIEW 02023

GOAL	STATUS	NOTES
Update the NATIVA target profile	0%	The current NATIVA profile has been updated in line with the data collected for the March 02024 submission. The NATIVA target profile will be updated following the review phase conducted with B Lab in order to start from a consolidated situation.
Create a matrix to outline the commitments that NATIVA undertakes in terms of Responsibility, Sustainability and Transparency towards its stakeholders	40%	A first matrix has been defined but it still needs to be refined to make it fully useful and shareable.
Achieve Ecovadis Platinum certification	50%	NATIVA was recognized above the 97th percentile of companies verified by Ecovadis (moving from Silver to Gold Medal). This, thanks to a more explicit description of our practices, now expressed through policies. Our commitment is to make the best use of these tools and make them steadily evolve.

NATIVA KPI 02023

06 - Responsibility, transparency and sustainability			
MATERIAL TOPIC	NATIVA KPI	02023 DATA	02022 DATA
Impact evaluation and transparency	Benefit Impact Assessment (BIA) score (0-200)	125.5	124
Brand Identity	Topic treated qualitatively, not measured through specific KPIs	-	-
Customer Privacy	Use of KPI GRI 418-1	See GRI Content Index	

COMMITMENTS FOR 02024

- Achieve **B Corp** cre-certification with a higher score than the last certificate in 02021 (123.2).
- Carry out an initial check of the positioning of NATIVA compared to the new B Lab **Evolution of Standard**.
- Update the NATIVA **target profile** following the review phase of the current profile conducted with B Lab during the recertification phase.
- Complete the **matrix of commitments** that NATIVA assumes in terms of Responsibility, Sustainability and Transparency towards its stakeholders and ensure the monitoring of commitments by the end of the year.
- Reach **Ecovadis Platinum** level.

METHODOLOGICAL NOTE

Audit perimeter and reporting process

The Legacy Report is published annually and the data refer, unless otherwise indicated, to the period from 1 January 02023 to 31 December 02023 and, when possible, these are compared with the same perimeter of the previous fiscal year. The scope of economic, environmental and social information and data is the same as the Report and includes only one entity, NATIVA Srl SB with two directors, Paolo di Cesare and Eric Ezechieli. Those responsible for the impact in the year 02023 are: Eric Ezechieli, Martina Grossi and Claudia Mormino.

Where it was not possible to find quantitative data, estimates were used which, if present, are based on shared methodologies and guarantee a

reliable representation of performance and data. The interdependence relationship contains information relating to social, environmental and governance aspects that emerged from the stakeholder engagement process and takes into account the context and specific trends at a national and international level. This document has been prepared in accordance with the GRI standards: core option.

In the appendix to the document, the GRI Content Index is presented with the detail of the contents reported in compliance with the GRI Standards and in line with the material topics that emerged for NATIVA.

DETAIL OF GRI INDICATORS

PEOPLE

Table 1. Breakdown of people by type of contract in Italy

Contract type	as of December 31st 02023			as of December 31st 02022		
	Men	Women	Total	Men	Women	Total
Permanent contract	22	29	51	16	23	39
Fixed-term contract	3	4	7	1	2	3
Total	25	33	58	17	25	42
Contracts transformed from fixed-term to permanent	0	0	0	0	0	0

Table 2. Breakdown of people by gender, geographical area and type of contract in Italy

Contract type	as of December 31st 02023			as of December 31st 02022		
	Men	Women	Total	Men	Women	Total
Geographic Area						
Milan	12	17	29	9	12	21
Permanent contract	10	13	23	8	10	18
Fixed-term contract	2	4	6	1	2	3
Rome	13	16	29	8	13	21
Permanent contract	12	16	28	8	13	21
Fixed-term contract	1	0	1	0	0	0
Abroad	0	0	0	0	0	0
Permanent contract	0	0	0	0	0	0
Fixed-term contract	0	0	0	0	0	0
Total	25	33	58	17	25	42

Table 3. Breakdown of people by gender and type of employment

Full-time / Part-time	as of December 31st 02023			as of December 31st 02022		
	Men	Women	Total	Men	Women	Total
Full-time	24	32	56	16	25	41
Part-time	1	1	2	1	0	1
Total	25	33	58	17	25	42

Table 4. Breakdown of external workers by category

External workers	as of December 31st 02023			as of December 31st 02022		
	Men	Women	Total	Men	Women	Total
VAT registered workers with continuous contract	1	0	1	2	1	3
VAT registered workers with target-based contracts	5	3	8	6	1	7
Other (specify) - Occasional service	0	0	0	0	0	0
Internship	1	0	1	0	0	0
Total				8	2	10

Table 5. New hires and turnover

Number of people	02023		02022	
	Men	Women	Men	Women
Employees hired	8	10	2	10
Employees who have left the Group	0	2	1	1
Total hired	18		12	
Total who have left	2		2	
Incoming turnover (%)	31%		28,6%	
Outgoing turnover (%)	3%		5%	

Number of people	02023			02022		
	≤30 years	31-50 years	>50 years	≤30 years	31-50 years	>50 years
Employees hired	7	11	0	9	2	1
Employees who have left the Group	2	0	0	0	2	0
Total hired	18			12		
Total who have left	2			2		

Number of people	02023	02022
Employees hired	12	12
Milan	10	8
Rome	8	4
External	0	0
Employees who have left the Group	2	2
Milan	1	1
Rome	1	1
External	0	0

At an organizational level we are an organization without hierarchies, where leadership is collaborative, empathetic and shared. However, the breakdown with respect to the different levels of classification of the relevant CCNL is presented below.

Table 6. Personnel breakdown by gender, age and categories

Number of people	as of December 31st 02023					as of December 31st 02022				
	Men	%	Women	%	Total	Men	%	Women	%	Total
Supervisors	2	100%	0	0%	2	2	100%	0	0%	2
Managers	10	40%	15	60%	25	4	44%	5	56%	9
Employees	12	30%	18	60%	30	10	33%	20	67%	30
Workers	1	100%	0	0%	1	1	100%	0	0%	1
Total	25	43%	33	57%	58	17	40%	25	60%	42

Number of people	as of December 31st 02023						as of December 31st 02022							
	≤30 years	%	31-50 years	%	>50 years	%	Total	≤30 years	%	31-50 years	%	>50 years	%	Total
Supervisors	0	0%	0	0%	2	100%	2	0	0%	0	0%	2	100%	2
Managers	6	24%	17	68%	2	8%	25	0	0%	7	78%	2	22%	9
Employees	20	67%	10	33%	0	0%	30	22	73%	8	27%	0	0%	30
Workers	0	0%	0	0%	1	100%	1	0	0%	0	0%	1	100%	1
Total	26	45%	27	47%	5	8%	58	22	52%	15	36%	5	12%	42

Table 7. Breakdown of personnel belonging to protected categories by age group and gender

Number of people	as of December 31st 02023					as of December 31st 2022				
	Men	%	Women	%	Total	Men	%	Women	%	Total
Supervisors	0	0%	0	0%	0	0	0%	0	0%	0
Managers	0	0%	0	0%	0	0	0%	0	0%	0
Employees	0	0%	0	0%	0	0	0%	1	100%	1
Workers	0	0%	0	0%	0	0	0%	0	0%	0
Total	0	0%	0	0%	0	0	0%	1	100%	1

Table 8. Members of the Board of Directors by age group and gender

Number of members	as of December 31st 02023					as of December 31st 02022				
	Men	%	Women	%	Total	Men	%	Women	%	Total
>50 years of age	2	100%	0	0%	2	2	100%	0	0%	2
Total	2	100%	0	0%	2	2	100%	0	0%	2

Table 9. Training hours by category and gender

Training hours	02023			02022		
	N. Hours Men	N. Hours Women	N. Hours Total	N. Hours Men	N. Hours Women	N. Hours Total
Supervisors	-	-	0	-	-	0
Managers	145	375	520	39.8	168	207.8
Employees	594	1,019	1,613	357.6	631.6	989.2
Workers	-	-	0	-	-	0
Total	739	1394	2133	397.4	799.6	1,197

Table 10. Percentage of employees who receive periodic performance and professional development evaluation

Number of people	as of December 31st 02023			as of December 31st 02022		
	Men	Women	Total	Men	Women	Total
Supervisors	n.a	-	n.a	n.a	-	n.a
Manages	100%	100%	100%	100%	100%	100%
Employees	100%	100%	100%	100%	100%	100%
Workers	n.a	-	n.a	n.a	-	n.a
Total	100%	100%	100%	100%	100%	100%

RISK MANAGEMENT

The NATIVA members have decided to identify and map the main risks in advance, adopting suitable tools to govern them and reduce their impact. Below we present a brief summary of the non-financial risks to which the organization is exposed and how we have decided to manage them:

1. Lack of customer diversification and risk linked to being dependent on a concentrated number of clients: with an increase in the number of clients experienced in the last year, an attempt has been made to differentiate them more and more, both in terms of number and sector;
2. Risk of high turnover given the young age of Natives and the trend known as "Great Resignation" that has characterized the last year: NATIVA's growing commitment to Nativer happiness with structured feedback processes and creation of the Life component in the XYZ framework with the hiring of an assigned person responsible;
3. Rapid expansion and possible lack of structuring of activities: creation of an internal organization defined through XYZ and the launch of an internal monitoring system;
4. Exposure to environmental and social risks: continuous measurement and management/ improvement of performance through measurement with international standards such as the B Impact Assessment;
5. The expansion and universal access to Artificial Intelligence presents risks related to the loss of human creativity, privacy and data manipulation: monitoring of regulatory developments, selection of the most appropriate AI tools to integrate into our processes and frameworks, in so as to guarantee the protection of our customers' data and information, our way of working and what distinguishes us in terms of creativity, innovation and human touch, in line with our values.

STAKEHOLDER INVOLVEMENT

Our key stakeholders include: legacy leaders who are our clients, people or Natives, young people, our key partners including B Lab, Regenerative Society Foundation, Sustainable Development Foundation, UN Global Compact, WLA, national and international institutions and policymakers, our suppliers, universities and all other members of

the NATIVA ecosystem with whom we collaborate to advance the evolution of regenerative business models. The stakeholder engagement activities carried out in 02022 and the related result in terms of updating the material topics are described in the paragraph "The Materiality of NATIVA".

EMISSIONS

Table 11. NATIVA emissions¹

Emissions (divided according to the GHG Protocol)	02023	02022
	tCO ₂ eq.	tCO ₂ eq.
Scope 1	6.59 (2.1%)	6.73 (5.9%)
Scope 2 (market based) ⁵	0	0
Scope 2 (location based)	4.34 (1.4%)	2.35 (2%)
Scope 3	296.58 (96.5%)	104.26 (92.1%)
Total (market based)	303.17	110.99
Total (location based)	307.51	113.34

¹The increase in emissions compared to 02022 is due to various factors, among which the main ones are: the implementation of restructuring interventions at the Rome office, the accounting of emissions linked to INPS and INAIL contributions (not included in 02022) and the change in emission factors due to the adoption of a new platform for accounting for emissions.

² Over the course of 02023 NATIVA purchased Guarantee of Origin (GO) certificates equal to 100% of electricity purchased from the grid, eliminating Scope 2 emissions calculated according to the market-based methodology. Electricity consumption was 13833 kWh.

Table 11.1 GRI 305-1

Direct GHG emissions (Scope 1) in gross tonnes of CO₂ equivalent	6.59
Gases included in the calculation	CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃
CO₂ emissions of biogenic origin in tonnes of CO₂ equivalent	0
Source of emission factors and global warming potential	Green Future Project
Consolidation approach to emissions	Equity share
Standards, methodologies, assumptions and/or calculation tools used	GHG Protocol: a corporate accounting and reporting standard https://ghgprotocol.org/corporate-standard ISO 14064-1:2018 https://www.iso.org/standard/66453.html

Table 11.2 GRI 305-2

Indirect GHG emissions (Scope 2) from energy consumption in tonnes CO₂ equivalent	4.34
Gross indirect GHG emissions from energy consumption (Scope 2) market-based in tonnes of CO₂ equivalent	0
Gases included in the calculation	CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃
Source of emission factors and global warming potential	Green Future Project
Consolidation approach to emissions	Equity share
Standards, methodologies, assumptions and/or calculation tools used	ISO 14064-1:2018 https://www.iso.org/standard/66453.html

Table 11.3 GRI 305-3

Other gross indirect GHG emissions (Scope 3) in tonnes of CO ₂ equivalent	296.58
Gases included in the calculation	CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃
CO ₂ emissions of biogenic origin in tonnes of CO ₂ equivalent	0
Other categories of indirect GHG emissions (Scope 3)	Purchased goods and services; Capital goods; Fuel- and energy-related activities (not included in scope 1 or scope 2); Waste generated in operations; Business travel; Employee commuting; Processing of sold products.
Source of emission factors and global warming potential	Green Future Project
Standards, methodologies, assumptions and/or calculation tools used	GHG Protocol: a corporate accounting and reporting standard https://ghgprotocol.org/corporate-standard GHG Protocol: corporate value chain (scope 3) accounting and reporting standard https://ghgprotocol.org/standards/scope-3-standard ISO 14064-1:2018 https://www.iso.org/standard/66453.html

Below are the categories of emissions that were considered in 02023 for accounting, in line with ISO 14064, the reference standard for corporate accounting and their relative weight indicated in tCO₂e.

Table 11.4 Scope 1, Scope 2, Scope 3 Emissions Details

Scopes	Emission Item	Emissions 02023 (tCO ₂ e)	% of total
1 Direct emissions	Direct emissions from stationary sources	3.61	1.2%
	Direct emissions from mobile sources	2.97	1%
	Direct emissions/removals from industrial processes	0.00	0%
	Direct fugitive emissions in anthropogenic systems	0.00	0%
	Direct emissions/removals from land use	0.00	0%
	Direct emissions from the use of biomass	0.00	0%
2 Indirect emissions from energy	Indirect emissions from imported electricity	4.33	1.4%
	Indirect emissions from imported energy	0.00	0%
3 Indirect emissions	Emissions from transportation and distribution of goods - upstream	0.00	0%
	Emissions from transportation and distribution of goods - downstream	0.00	0%
	Emissions from employee home-work transport	10.96	3.6%
	Emissions from transport of customers and visitors	0.00	0%
	Emissions from business travel	49.46	16%
	Emissions from fuel generation and distribution	2.11	0.7%
	Emissions from purchased goods	6.24	2%
	Emissions from fixed assets	0.00	0%
	Emissions from solid and liquid waste disposal	0.04	0%
	Emissions from the use of services not included in the other categories	227.79	74%
	Issues/removals from use of the product/service	0.00	0%
	Emissions from leased downstream assets	0.00	0%
	Emissions from the end of the product/service's life	0.00	0%
	Emissions from investments	0.00	0%
	Indirect emissions from other sources	0.00	0%

TOTAL EMISSIONS 02023 (tCO₂e) 307,51

GRI CONTENT INDEX		
	THE ORGANIZATION AND ITS REPORTING PRACTICES	PARAGRAPH, NOTES
GRI 2-1	Organizational details	NATIVA Srl Benefit Corporation NATIVA
GRI 2-2	Entities included in the reporting of sustainability of the organization	Methodological Note
GRI 2-3	Reporting period, frequency and point of contact	Methodological Note Annual reporting frequency and filed with the financial statements info@nativab.com
GRI 2-4	Review of information	There have been no revisions to the information provided in previous years' reports
GRI 2-5	External assurance	There is no external attestation
	ACTIVITIES AND WORKERS	PARAGRAPH, NOTES
GRI 2-6	Activities, value chain and other business relationships	As a service company, our main suppliers include suppliers of electronic equipment, office supplies, electricity, mobility and other consultants (legal, communications and marketing services and administrative services). The market Evolution of practices and business models

GRI 2-7	Employees	Table 1, Table 2, Table 3
GRI 2-8	Non-employee workers	Table 4
	GOVERNANCE	PARAGRAPH, NOTES
GRI 2-9	Structure and composition of governance	Table 8
GRI 2-10	Appointment and selection of the highest governing body	Two directors and partners: Paolo Di Cesare, Eric Ezechieli
GRI 2-11	President of the highest governing body	Two directors and partners: Paolo Di Cesare, Eric Ezechieli
GRI 2-12	Role of the highest governing body in controlling impact management	Assembly of two partners or directors with expertise in economic, social and/or environmental issues
GRI 2-13	Delegation of responsibility for impact management	NATIVA has identified the managing subjects to whom to entrust the functions and tasks aimed at pursuing the common good objectives referred to in art. 2 of Law 28-12-2015 n. 208
GRI 2-14	Role of the highest governing body in sustainability reporting	Assembly of two partners or directors with expertise in economic, social and/or environmental issues
GRI 2-15	Conflicts of interest	Risk management
GRI 2-16	Communication of critical issues	Risk management
GRI 2-17	Collective knowledge of the highest governing body	The highest governing body of NATIVA, XYZ, and NATIVA itself is made up of people completely dedicated to

		<p>sustainable development issues. Through partnerships with leading organizations, university teaching and training activities, conferences, writing of articles and books, policy making and activism activities, the organization promotes the dissemination of knowledge and is committed to raising public awareness on fundamental sustainability issues.</p>
GRI 2-18	Evaluation of the performance of the highest governing body	The performance of XYZ takes place internally, and every month each stream coordinator reports the progress of the year's objectives in line with the pursuit of NATIVA's common good objectives. Furthermore, each coordinator receives an annual performance evaluation which also includes coordination activities within XYZ.
GRI 2-19	Rules regarding remuneration	NATIVA fulfills the requirements regarding collective bargaining agreements by applying the relevant CCNL
GRI 2-20	Salary determination procedure	Happiness and well-being
GRI 2-21	Annual total compensation ratio	The ratio of the pay of the person receiving the highest pay in NATIVA to the average pay of Natives (excluding the

		<p>person with the highest pay) is equal to 2.5 in 02023. This ratio was calculated considering the gross annual fixed and variable remuneration which is represented by the salary and bonus paid in 02023. Since the compensation of the person with the highest salary in NATIVA has not changed in the last year, the percent increase ratio is 0.</p>
	STRATEGY, POLICIES AND PRACTICES	PARAGRAPH, NOTES
GRI 2-22	Declaration on sustainable development strategy	Commitments for 02024
GRI 2-23	Policy commitment	The policies that NATIVA adopts are specified in the goal review of each purpose, if applicable. All NATIVA practices are formalized within the NATIVA Living System.
GRI 2-24	Integration of policy commitments	In 02023, 14 policies were approved and will be released in 02024.
GRI 2-25	Processes aimed at remedying negative impacts	Risk management
GRI 2-26	Mechanisms for requesting clarification and raising concerns	NATIVA drew up an internal whistleblowing policy in 02023

GRI 2-27	Compliance with laws and regulations	In 02023 there were no significant cases of non-compliance with laws and regulations
GRI 2-28	Membership in associations	Adherence to the UN Global Compact and the UN Principles on Business and Human Rights and to the Declaration of Interdependence of B Lab. We have been Country Partner of B Lab in Italy since 02015. We are partners of the UN Global Compact Network with which we contribute to disseminating robust tools for impact management based on the SDGs. We co-founded the Regenerative Society Foundation and are founding members of the Foundation for Sustainable Development. One of our co-founders is a member of the Board of Directors of Assobenefit, an association of which we are members and which brings together Benefit Corporations in Italy.
STAKEHOLDER INVOLVEMENT		PARAGRAPH, NOTES
GRI 2-29	Approach to stakeholder engagement	The materiality of NATIVA Stakeholder involvement
GRI 2-30	Collective agreements	100% of Natives are covered by the CCNL
MATERIAL ASPECTS		PARAGRAPH, NOTES
GRI 3-1; GRI 3-2; GRI 3-3	Guidelines on how to determine the material topics; Information on material topics	The materiality of NATIVA

GRI 401-1	New hires and turnover	Table 5
GRI 404-1	Average hours of annual training for employees	Table 9
GRI 404-3	Percentage of employees who receive a periodic evaluation of performance and professional development	Table 10 All Natives receive a periodic evaluation of their performance at least annually with guidance on professional development through the selfie process. The selfie is a continuous process of giving and receiving feedback consisting of forms to fill out, exchanges of opinions and other moments of interaction.
GRI 405-1	Composition of the governing bodies and distribution of staff according to gender, age, membership of protected categories and other indicators of diversity.	Table 6, Table 7, Table 8
GRI 305-1	Total Scope 1 emissions	Table 11
GRI 305-2	Total Scope 2 emissions	Table 11
GRI 305-3	Total Scope 3 emissions	Table 11
GRI 418-1	Substantial complaints regarding breaches of customer privacy and loss of customer data.	In 02023 there were no substantiated complaints received regarding violations of customer privacy and/or leaks, thefts or losses of customer data.

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We think that a system without feedback is stupid by definition, which is why we trust in your help. If you want, send your feedback to Irene Lo Vecchio and Giulia Delogu, managers of the Legacy Report 02023.

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It's Time to N.

It's 02024.

We are born.

Our over 10 years gestation has built the vital organs of our living system.

It's time to share what we are made of.

We are made of regenerative designers.

We are made of science and badass tools.

We are made of human inspiration.

We are made to change the rules of the game.

We are legacy leaders doers.

We are coalition builders.

We are policy inspirers.

We are thought provokers.

It's time to be radical.

It's time to N.



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NATIVA

