

The image features a large, abstract, flowing shape in shades of pink and red, resembling a ribbon or a stylized letter 'S', set against a light gray background. The shape has a fine, wavy texture. In the top left corner, the letters 'LLYC' are displayed in a bold, red, sans-serif font. In the bottom left corner, the words 'Annual Report' are written in a dark blue, sans-serif font. In the bottom right corner, a vertical line is followed by the year '2024' in the same dark blue, sans-serif font.

LLYC

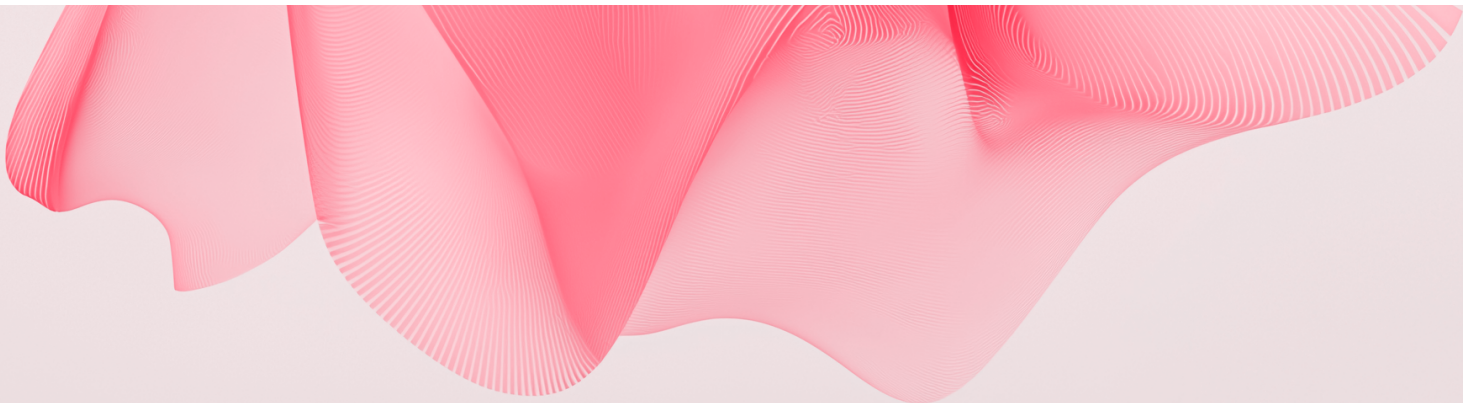
Annual Report

| 2024

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I.

# Transformation drives progress

It is my pleasure to greet you and share our 2024 Annual Report — a year in which LLYC has continued to grow with consistency and profitability that stand out in our sector.

2024 unfolded in a global context marked by uncertainty, and the current outlook suggests 2025 will follow a similar path. True to our **JALLDNA** and the legacy of our founder, “JALL,” José Antonio



Llorente, we have continued to adapt both our model and our offering in line with shifts in the economy and the markets — always guided by our commitment to transformation and our drive to respond swiftly to the challenges facing our clients.

José Antonio remains a constant presence in our day-to-day — his vision of communication as a catalyst for understanding and trust between people, companies, and institutions continues to inspire our purpose and fuel progress in both economic and social spheres.

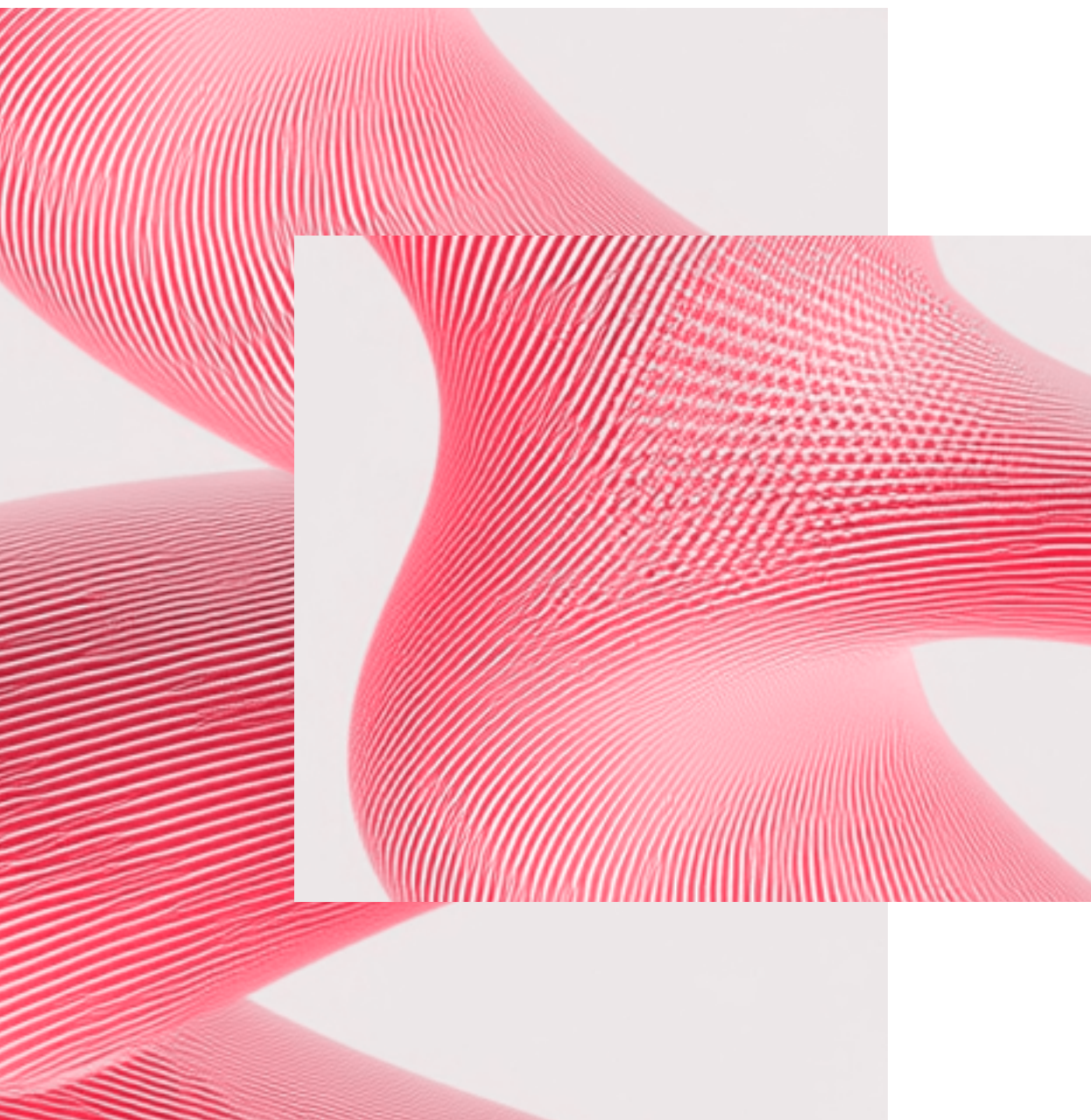


This philosophy has guided us through another strong year. In 2024, we reached €115.1 million in total income — 2.6 times more than when we went public in 2021. These results reflect our commitment to delivery, and the growth translates directly into value for our shareholders.

In 2025, we remain committed to growing with vision, purpose, and returns. We will do so with our greatest asset: our people —

our collaborators, our LLYCers — who help us generate sustainable value for clients, society, and shareholders alike. We continue to pursue ambitious, responsible growth through our ability to adapt, our ongoing international expansion, and our firm commitment to innovation.

Francisco Sánchez-Rivas, Chair of the Board of Directors.





## II.

# Transforming to multiply value

I'm pleased once again to share a summary of LLYC's 2024 — a year in which we continued to generate value across the board: in our financial results, for our talent, and for the global society in which we operate.

We remain in an environment defined by complexity and a lack of certainty. In this context, speed and relevance are essential for us and our clients. Our response has been clear: transform ourselves and our business to meet that need.

From a financial perspective, we reached €93.1 million in operating income — up 19% year over year. Our international business now represents 64% of the total, with Spain accounting for 36%, continuing to reflect our balanced and strategic global footprint. Despite ongoing economic and geopolitical challenges affecting



companies worldwide, we achieved €9 million in net profit, an increase of 7.2% over the previous year. This didn't happen by chance. It results from a clear strategy, committed teams, and disciplined execution.

What lies ahead is even more exciting. Our ambition is not only to expand LLYC's footprint but also to ensure that each step delivers real value to those who believe in this growth journey.

We're stronger and better than we were a year ago. We've proven our ability to take on new challenges

and meet our goals — all in a year of major transformations. 2025 will be a key year for consolidation and growth in the face of great uncertainty and an opportunity to shape our next three-year strategic plan. We've built solid foundations to make it happen.

LET'S FLY

Alejandro Romero,  
Partner and Global  
CEO.



▶ [\(Ch. 1\) Listen to the AI analysis on Spotify](#)

## Integration and profitability during uncertain times

At LLYC, we can sum up 2024 in three key themes: the transformation of our business model, strong investment in acquisitions, and sustainable growth. We're evolving and expanding to stay ahead in our sector.

Rolling out our new business model meant rewriting the rules. We introduced a new matrix structure that connects Marketing and Corporate Affairs — and by the second half of the year, the benefits of that shift were already showing in our results. This integrated structure and solutions offering are now firmly in place, accelerating our growth and delivering value to all our stakeholders.

Over the past year, we've invested more than €30 million in strategic

acquisitions. The purchase of Lambert by LLYC and the sale of BAM by LLYC in 2024 positioned the United States as our second-largest market. We've strengthened our presence along the East Coast and the Midwest, laying a strong foundation for future growth. In Colombia, the acquisition of Dattis by LLYC has secured our market leadership, and in Spain, Zeus by LLYC has expanded our data analysis, management, and visualization capabilities.

### We continue to grow and evolve to lead our industry into the future.

Our KPIs clearly show that we're delivering on our performance commitments. Operating income rose by 19% to €93.1 million. Recurrent EBITDA reached €17.4 million, marking a 3% increase year over year. Since our IPO in 2020, we've multiplied our total income by 2.6 and our EBITDA by 2.1. And our financial position remains strong.



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## Innovation fostering change

There's no better way to anticipate the future than to invent it. That belief continues to guide us at LLYC as we evolve the way we work, enabling the effective implementation of our new business model and accelerating the integration of our solutions to lead our sector and respond more swiftly to our clients' challenges.

Our innovation-driven **JALLDNA** has redefined how we operate — placing technology at the heart of the business. We've fully integrated BESO by LLYC and Apache part of LLYC to build a unified practice delivering Brand and Ad services, Paid Media and Performance, Growth, and Deep Learning. The acquisition of Zeus

by LLYC in Spain also added powerful data visualization and analytics consulting capabilities to our offering.

We continue to focus on innovation as the driving force behind our evolution, allowing LLYC to stay at the leading edge of transformation in marketing and corporate communication. Our efforts are centered on reinventing the tools companies use to understand their environment, anticipate trends, and boost responsiveness in a complex world—transforming stakeholder engagement through the application of AI and exponential technologies.




In 2024, we channeled our innovation efforts into three core areas: streamlining internal processes, integrating new solutions into our client services, and co-developing scalable offerings through our win-win model with entrepreneurs backed by LLYC Venturing. We undertook 34 innovation projects this year, including standout initiatives such as:

**“AI Legislab”**, A powerful AI-based platform reshaping how organizations access, analyze, and track legislative activity. Using natural language processing (NLP) and intelligent web scraping, it structures and delivers real-time insights from national, regional, and European parliamentary sources, helping clients anticipate regulatory risks, optimize advocacy, and enhance decision-making.

**“AI Media Activation”**, A Martech and AdTech suite powered by AI that boosts marketing strategy and media buying performance. It streamlines campaign planning, activation, analysis, and lead conversion for sharper impact and efficiency.



We’re revolutionizing the way companies analyze their environment, anticipate trends, and boost their responsiveness—all powered by AI and cutting-edge technologies.

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**“AI Media Gen”** A cutting-edge generative AI solution that transforms repetitive tasks into strategic capabilities. It helps teams convert data into powerful, on-brand content in real time—making communication faster, smarter, and more personal. In a crowded information landscape, AI Media Gen gives organizations the agility to adapt quickly and scale their narrative with precision. With this tool, AI becomes more than just a support system—it becomes a trusted partner in shaping corporate storytelling and strategy.

On the investment side, we dedicated nearly €2.5 million to innovation in 2024—up 95% from the previous year. Over the past five years, our innovation commitment has totaled nearly €5 million. LLYC Venturing also welcomed a new addition to its portfolio: WeKall, a Cali-based (Colombia) startup specializing in voice messaging and AI-driven software.

Capping off a landmark year, Miguel Lucas, Global Senior Director of Innovation at LLYC, was named Public Relations Professional of the Year in Europe at the 2024 PRWeek Global Awards, a recognition of the team’s ambition and achievements.



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Our policies and initiatives are designed to support our people through the challenges and opportunities of our company-wide transformation.

 [\(Ch. 3\) Listen to the AI analysis on Spotify](#)

## The engine behind our transformation

Our 2024 results were made possible by the work of 1,300 professionals — up 7.87% from the previous year. Of that total, 62.2% are women, who hold 50.2% of leadership positions. Our team reflects the diversity of 15 nationalities across offices in Europe, Latin America, and the U.S. As part of our inorganic growth strategy, we also welcomed new colleagues from Lambert by LLYC (U.S.), Dattis by LLYC (Colombia), and Zeus by LLYC (Spain).

We continued to support internal growth and career progression, promoting 155 professionals throughout the year—with women representing 63% of those promotions. We also expanded the LLYC Partners group with the appointment of Jesús Moradillo Segura as Europe Marketing Solutions Strategy Lead.



Flexibility remained a foundational pillar of our work model in 2024. Through “[La Fórmula](#)” our teams benefited from a hybrid work structure that not only boosted productivity but also supported better work-life integration.

Our employee experience survey revealed several key insights:

77% of our talent base positively recognizes the value proposition we offer.

Our overall employee Net Promoter Score (eNPS) reached 14, with a manager recommendation index of 32.

Pride in belonging scored 7.9 out of 10.

At every employee touchpoint, the experience scored above 70% satisfaction, especially during onboarding (85%), day-to-day interaction with managers (78%), and diversity (78%)—pillars that continue to define LLYC’s culture.

In support of our ongoing transformation and growth, we also reinforced our commitment to learning and development through a plan anchored in our competency framework. Key initiatives included:

The launch of Emerging Leaders, a leadership development program in collaboration with ESADE Business School. The first edition brought together 40 professionals from all business units and regions to strengthen leadership capabilities and career momentum.

A new language learning platform to support international collaboration and enable self-paced learning across teams in all our offices.

A robust AI training initiative, featuring 55 internal expert-led workshops totaling 3,327 hours and reaching 1,116 professionals across the company.



As always, we continued strengthening our internal culture through key policies and tools—such as our Policy Against Sexual Harassment and Gender-Based Discrimination and our Commitment to Equality, Diversity, and Inclusion. These frameworks are essential to our culture, and require collective engagement across the organization. By the end of 2024, we had active diversity committees in every region where we operate. These teams help connect us to local advocacy groups, drive awareness efforts, and bring our global DEI commitments to life on the ground.



Our commitment to Talent is built around six pillars: challenge, team, flexibility, diversity, commitment, and growth.

Initiatives like Free the Voices and The Purple Check reaffirm our ongoing commitment to inclusion through projects that combine rigorous research and communication expertise to generate impact and insights.

These and other actions are vital to helping our people embrace the opportunities and challenges of our transformation—anchored by the six pillars of our employee value proposition: Challenge, Team, Flexibility, Diversity, Commitment, and Growth.

▶ [\(Ch. 4\) Listen to the AI analysis on Spotify](#)

## Creativity, agility and purpose to grow alongside our clients

In 2024, we accelerated the integration of our offerings and solutions to become more agile. We organized our structure around talent communities to make more efficient use of our capabilities in Marketing and Corporate Affairs and across our three major geographies—Europe, Latin America, and the U.S.—to deliver exceptional service to the 750+ clients who trust in LLYC and drive our continued transformation.

We have successfully secured new marketing contracts, including Turespaña, IFEMA Madrid, Michigan Economic Development Corporation, and Mediaset. This achievement serves as clear evidence of the effectiveness of our differentiated approach. We also delivered standout projects that showcase the integration of Marketing and Corporate Affairs practices across all our regions, with standout examples including work for Vodafone, Turismo de Tenerife, Plenergy, Cisneros, BMW, Super Xtra, and Ab InBev, among many others.

We accelerated the integration of our services and solutions to become more agile and continue delivering excellence to our clients.

Through our thought leadership platform and alongside our clients, we also continued advancing special initiatives that fuse technological innovation, proprietary data, and a strong social impact mission. At LLYC, we remain committed to using our expertise to build a fairer, more inclusive, and better-informed society.

Some highlights from this year include:



## Kid Walkers | Multiópticas

Childhood myopia, described by the WHO as a “silent pandemic” and worsened by sedentary lifestyles, has risen by 17.8% in the last six years. Through its “Blurry Generation” platform, Multiópticas launched the campaign Kid Walkers to raise awareness. The initiative unfolded in two humorous phases: first, it introduced a fictional “kid-walking service” to emphasize that many children spend less time outdoors than pets. Two days later, after sparking viral debate via influencers like Laura Escanes and Tania Llasera, the real purpose was revealed—to highlight the link between screen time, inactivity, and childhood myopia. The campaign generated 120 million impressions, reached 10 million people on social media, drove traffic to Multiópticas’ website, and boosted interest in childhood myopia treatments—while reinforcing the value of outdoor play for visual health.



## Free The Voices | Monoceros

[Free The Voices](#) is a groundbreaking initiative by LLYC and Monoceros Labs aimed at fighting voice-based discrimination and promoting diversity in digital spaces. We focused on highlighting the often-overlooked voices of diverse communities in AI and technology. As a result, we developed the world’s first diverse synthetic voice bank, which was created with contributions from more than 1,200 LGBTQ+ individuals from 12 different countries. Using deep learning and acoustic modeling, we generated five unique voices—Libertas, Cástor, Fulu, Hatysa, and Vega—available in Spanish, English, and Brazilian/ European Portuguese. These voices are freely available to creators, brands, and developers to help build more inclusive virtual assistants, podcasts, and digital content. The project garnered 654 media mentions, over 99,000 impressions, 30,000 social mentions, and 15,000 audio downloads, earning multiple awards for innovation and inclusion.



## Porque Sí | Seagram's Gin

The “[Porque Sí](#)” campaign by Seagram's Gin, created by CHINA (part of LLYC), celebrates individual freedom and authenticity — New York style. Designed to strengthen the brand's leadership and reinforce its “That's the New York way” positioning, it connects with consumers who value spontaneity and the freedom to choose without explanation. The campaign's message champions authenticity and challenges the notion that every decision needs justification. This ethos extended into the creative execution itself: the campaign was shot on 16mm film in New York, with a chameleon as the narrator — a playful nod to versatility and identity. Beyond the metrics, “Porque Sí” aims to inspire people to live boldly, embrace who they are, and never feel the need to explain it.







### The Purple Check

Desenfocadas was launched as part of International Women’s Day to reaffirm our commitment to gender equality and social impact. The initiative set out to analyze how gender-based violence is portrayed in online media and social platforms, using language and image analysis tools to detect biases and problematic framing. The findings were clear: digital media coverage still falls short of international ethical standards. But at LLYC, we didn’t stop at

diagnosis—we committed to being part of the solution. We applied advanced AI tools to study how women are represented in the media, and developed [The Purple Check](#), an artificial intelligence system designed to detect gender bias in headlines and suggest more inclusive alternatives. With this, we not only added data to the public debate—we opened up new ways of communicating responsibly.



## Engineering the future | Indra

In a hypercompetitive tech landscape with growing demand for specialized talent, Indra set out to reposition itself as an employer of choice by launching a brand that speaks directly to tech professionals — people driven by the chance to work on cutting-edge projects with industry leaders. LLYC developed an employer branding strategy that moved away from generic messages and focused instead on what truly matters to tech talent: the work, the technology, and the people. We began with a [content strategy](#) featuring employees front and center—through podcasts, newsletters, social media, and tech influencers—and followed up with a multichannel campaign that used AI-powered conversation analysis to debunk myths about the profession and spotlight engineers’ pride in their work. The results: over 1 million content views, 7.5M+ digital impressions, a 17% rise in junior talent hires, and a reinforced employer brand among specialized tech professionals.

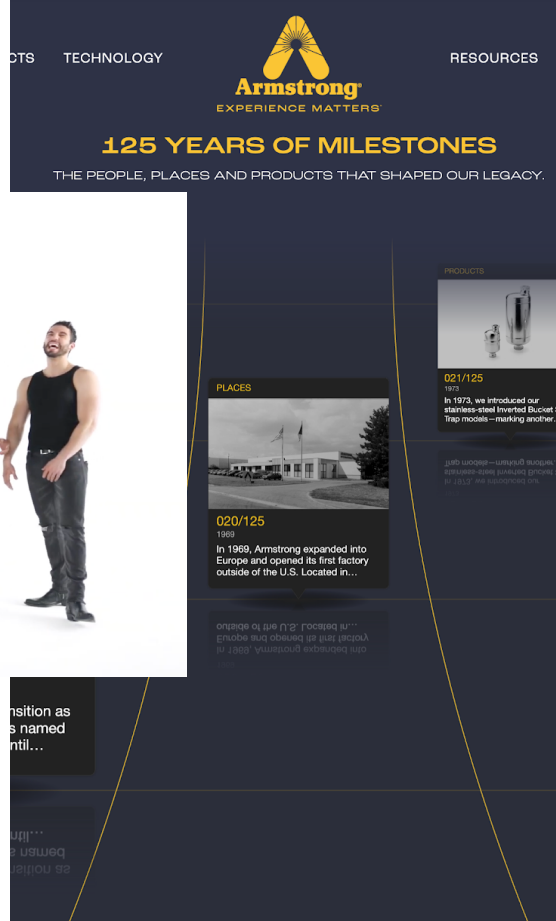
ENGINEERING  
THE  
FUTURE



## Semillas para el Futuro | Huawei

Huawei, as a private company, continues to foster digital talent development in Argentina through Semillas para el Futuro, a flagship program that has become an integral part of the country’s tech education ecosystem. Since 2017, the initiative has reached thousands of students across all provinces and evolved into a strategic platform connecting the private sector, academia, and government. With LLYC’s support, Huawei is driving this initiative as a tangible way to position itself as a key player in building inclusive digital communities, projecting its role beyond technology as an enabler of opportunity. The 2024 edition marked a turning point, with unprecedented institutional backing — including a declaration of interest from the National Congress — and active participation from political leaders, which further enhanced the program’s public value and opened new opportunities for nationwide expansion.





La conversación **MÁS NATURAL**



## Galderma | Conversación más natural

In a sluggish aesthetic market, [Galderma Aesthetics](#) chose to swim against the current —growing when the environment called for caution. Together with LLYC, the brand took a bold step: instead of more of the same, it opted to deeply understand real consumer conversations. We analyzed over 200,000 digital interactions and uncovered a critical emotional barrier—social pressure and judgment around aesthetic treatments. That insight gave rise to “A more natural conversation,” a fully integrated campaign rooted in empathy, demystification, and empowerment, which redefined the connection between aesthetics and well-being. The impact went beyond numbers: it repositioned Galderma as a brand that listens, leads with sensitivity, and grows with purpose—ultimately becoming the market leader in a highly challenging environment.

## Armstrong International

In a sluggish aesthetic market, Galderma Aesthetics chose to go against the grain—growing while others pulled back. Together with LLYC, the brand took a bold step: instead of more of the same, it opted to deeply understand real consumer conversations. We analyzed over 200,000 digital interactions and uncovered a critical emotional barrier—social pressure and judgment around aesthetic treatments. That insight gave rise to Conversación más natural, a fully integrated campaign rooted in empathy, demystification, and empowerment. It redefined the connection between aesthetics and well-being and repositioned Galderma as a brand that listens, leads with sensitivity, and grows with purpose. The result: Galderma emerged as a market leader in a highly challenging environment.

▶ [\(Ch. 5\) Listen to the AI analysis on Spotify](#)

## Fundación José Antonio Llorente: transformation with purpose

Since LLYC's founding in 1995, the firm has been committed to social impact, launching solidarity-driven initiatives to generate positive change. In 2016, this commitment took shape in a formal project that united the passion and purpose of the firm's professionals—its own foundation.

In 2024, the foundation was renamed Fundación José Antonio Llorente, in honor of the legacy José Antonio left at the heart of our company. He firmly believed that communication builds understanding and trust among people, businesses, and institutions—trust that is essential to economic and social progress. His unwavering values and vision are now the foundation's guiding principles.

Fundación José Antonio Llorente is a volunteer-based initiative powered by LLYC and its people. Its mission is to create social value through communication and transformative creativity, fueled by the expertise of our professionals. Operating across 12 countries, the foundation follows a "1+1" model, where each hour donated by LLYCers from their personal time is matched by the company during the workday, amplifying our collective impact.

In 2024, Irene Rodríguez was appointed President of Fundación José Antonio Llorente as part of an effort to honor and continue José Antonio's legacy. This appointment coincided with a renewal of the Foundation's Board of Trustees, aiming to enhance its contributions to society.

This year, the foundation supported 25 social organizations through three flagship projects that reached more than 1,510 people across 12 countries. A total of 400 LLYC professionals volunteered 1,180 hours of their personal and working time to make these efforts possible.





Fundación LLYC became the Fundación José Antonio Llorente, honoring the lasting legacy of our founder. Irene Rodríguez has been appointed as the Chair, and the Board of Trustees has also been renewed.

Future Voices is the foundation's global program aligned with United Nations Sustainable Development Goal 4: Quality Education. Through volunteer-led sessions, it helps at-risk youth strengthen key soft skills in communication and public speaking, equipping them with the tools to approach their personal and professional futures with greater confidence. In 2024, the project ran in all 12 LLYC countries. A total of 145 volunteers partnered with 13 nonprofit organizations to support the training of 1,000 young people.

This year also marked the launch of the IE-Fundación José Antonio Llorente Scholarships, in collaboration with the IE Foundation. These scholarships support the academic development of promising young talent, offering them the opportunity to study at one of the world's leading universities for academic excellence.

Two scholarships will be awarded annually to outstanding, committed, and innovative graduates for full-time programs at IE University, including the Master in Strategic Marketing & Communication, Master in Digital Marketing & Analytics, and Master in Creative Direction, Content & Branding.

▶ [\(Ch. 6\) Listen to the AI analysis on Spotify](#)

## Knowledge that fuels engaging discussions

In 2024, [LLYC IDEAS](#) continued to strengthen its position as a thought leadership benchmark, driving meaningful conversations that matter to our clients and to society. Our focus remained on producing timely, rigorous, and purpose-driven content that helps anticipate trends, contextualize key developments, and open space for strategic dialogue.

This year, we published 11 global reports and 19 local reports covering critical issues across corporate communications, marketing, healthcare, public affairs, and sustainability.

We also released the 41st issue of our [UNO magazine](#), analyzing the growing polarization in our societies. The issue featured 15 articles from leading Ibero-American thinkers, offering a diverse and thought-provoking exploration of one of today's most pressing challenges.

Our commitment to high-quality content also inspired us to innovate in our formats. In 2024, we published 17 articles authored by LLYC professionals and guest experts, along with six new episodes of the podcast '[Esto es lo que](#)

Through our Thought Leadership business area, we offer rigorous, timely, and forward-thinking insight that helps anticipate trends, frame complex issues, and foster strategic dialogue.

[AI'](#), which explores the ethical, social, and economic implications of artificial intelligence. We also launched our first-ever audiobook — [Libro DAS](#) (Data Analytics Suite)— which quickly became the most visited page in our thought leadership hub, underscoring growing demand for more flexible and accessible formats.



Our most downloaded reports—and those with the highest media impact—were the three forecasts on trends in marketing, corporate affairs, and health. Other standout publications included [“The new rules of marketing”](#), produced in collaboration with Appinio in Spain, which explored the retail sector’s challenges in engaging Gen Z. Due to its success and relevance, the project was replicated in other countries such as Mexico, where we released [“Retail & Ecommerce 2024”](#). This local-global approach highlights our adaptability and reinforces the strength of our value proposition.

Another high-impact publication this year was the [“Informe Draghi: El futuro de la competitividad europea”](#), The Future of European Competitiveness,” which analyzes the former Italian Prime Minister’s proposals for a renewed industrial strategy for Europe, in light of intensifying global competition with powers like China and the United States.

In total, we achieved more than 4,000 media hits — 25% of them in Tier 1 outlets — and sustained growth across our digital platforms, a clear sign of the interest LLYC’s strategic insights continue to generate.

In 2025, we will keep investing in high-quality content, global collaborations, and bold new formats to remain a leading source of ideas that make an impact.

11 global reports and 19 local reports on corporate communications, marketing, public affairs, health, and sustainability.

UNO Magazine, Issue 41.

6 episodes of our podcast “Esto es lo que AI”

Launch of our first audiobook: the DAS Book (Data Analytics Suite)

▶ [\(Ch. 7\) Listen to the AI analysis on Spotify](#)

## Committed to being bold

At LLYC, we don't see awards as the goal—but rather as the natural result of doing things right. Over the years, we've earned more than 965 awards from the most prestigious communications, marketing, and creativity competitions worldwide—always in partnership with our clients. In 2024, our bold ambition once again translated into results, with 75 new awards recognizing the excellence, innovation, and strategic vision that drive our work.

One of the year's highlights was the Grand Prix at Eurobest for the campaign “Ajedrez,” created by CHINA, part of LLYC, as well as our recognition as Independent Agency of the Year at FIAP. In Peru, LLYC was named Regional PR Company of the Year at the London International Awards, while Dattis by LLYC was ranked the most effective independent agency in the world, according to the Effie Index.

Our projects were also recognized at major industry competitions, including the SABRE Awards EMEA, PRWeek Global Awards, El Ojo de Iberoamérica, The ANDY Awards, El Sol, New York Festivals Health, ASPID, C de C, and the Premios Eficacia.

Our value proposition is also reflected in the recognition earned by the people who bring it to life:

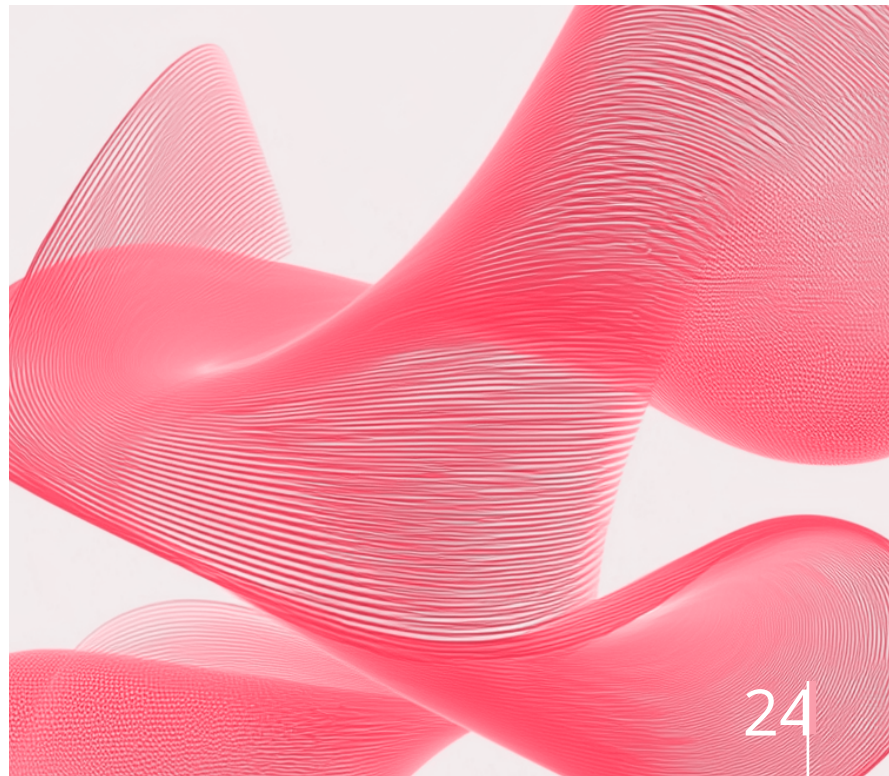
[Alejandro Romero](#), Global CEO, was welcomed into the Arthur W. Page Society.

[Luisa García](#), Global CEO of Corporate Affairs, was named one of Spain's Most Influential Women by Forbes.

Rafa Antón, Global Chief Creative Officer, was once again ranked among the most admired creatives by SCOPEN.

David González Natal, Managing Director for Northern Latin America, was named one of Mexico's 100 Most Influential LGBTQ+ Leaders.

Miguel Lucas, Global Senior Director of Innovation, was awarded PR Professional of the Year in Europe at the PRWeek Global Awards.







 [\(Ch. 8\) Listen to the AI analysis on Spotify](#)

## Growing and making an impact — sustainably

In 2024, we began operating under our new Sustainability Policy, which sets out LLYC's vision and commitments regarding environmental, social, and corporate governance issues. This policy reaffirms our alignment with the United Nations Sustainable Development Goals (SDGs), the Paris Agreement on Climate Change, and the Ten Principles of the UN Global Compact, of which LLYC is a signatory.

We have made progress in defining specific goals and action plans, as well as improving our performance indicators. As regulatory frameworks

evolve to help drive the economy toward greater sustainability and competitiveness, we are actively monitoring these developments — with a firm commitment to compliance and to meeting the expectations of our stakeholders. Guided by our current Strategic Plan, we remain focused on reducing our carbon footprint and creating a positive impact in the communities where we operate.

This year, we also conducted our first double materiality assessment — analyzing both impact and financial relevance — to determine how our operations affect people and the

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environment, as well as how external factors could impact our business. Based on the latest regulatory standards and frameworks, we identified and classified key topics by level of significance and began to build a structured map of impacts, risks, and opportunities that we will continue to refine.

On the environmental front, we continued to implement actions under our Environmental Policy, which is structured around three key pillars: responsible purchasing, circular economy practices, and sustainable office operations. These efforts help mitigate the environmental impact of our business while enhancing our competitiveness.

We also expanded our carbon footprint analysis, adding a new Scope 3 category — employee commuting — in accordance with the GHG Protocol (Greenhouse Gases Protocol) and ISO 14064-1:2018 standards. At the same time, we moved forward with our assessment of climate-related risks using the Task Force on Climate-related Financial Disclosures (TCFD) framework, and we analyzed our operations in relation to the European Union's Environmental Taxonomy. These efforts, aligned with emerging EU and Spanish regulations, position us to take informed action as we prepare our next Strategy.

Our sustainability performance was once again recognized by leading ESG ratings providers. Refinitiv assigned LLYC a "B-"

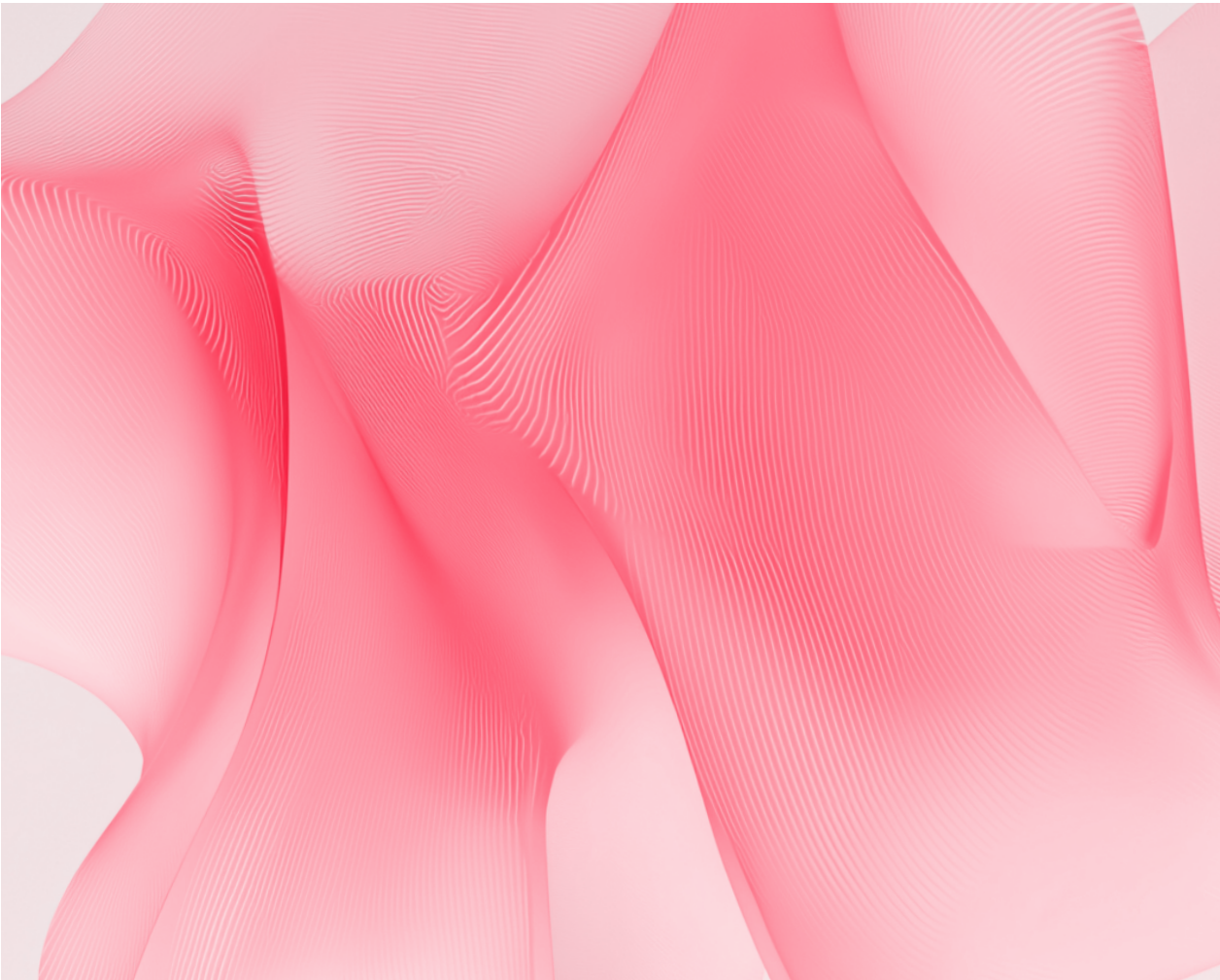
rating with a score of 54 points for our ESG disclosures. Clarity AI, an international ESG data and benchmarking platform for investors, gave us a score of 71 out of 100 — placing LLYC at the top of the Advertising category among its rated peers.

In addition, LLYC Madrid earned a Bronze medal from ECOVADIS in 2024, placing us among the top 35% of companies evaluated by the platform over the past year.

Looking ahead, we will continue evolving our sustainability reporting practices in line with the Global Reporting Initiative (GRI) standards. We are also enhancing

our internal management tools and closely tracking regulatory developments and emerging trends across the European Union.

We've begun implementing our new Sustainability Policy, advancing responsible practices and strengthening our commitment to the environment wherever we operate.





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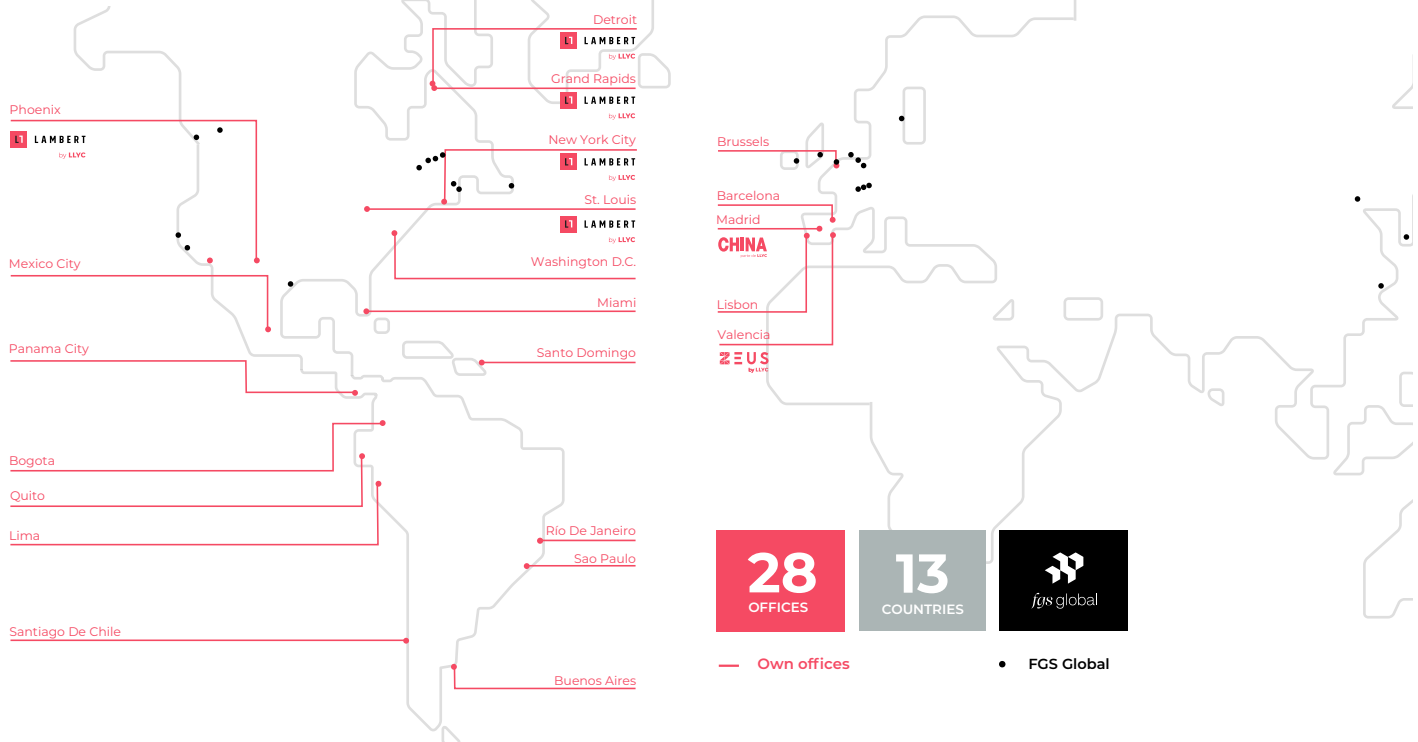
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## LET'S FLY

LLYC is your partner in creativity, influence and innovation. We aim to transform each day into an opportunity to nurture your brand. We believe boldness is the key to achieving it.

MARKETING + CORPORATE AFFAIRS

+1,300  
LLYC Team  
professionals

93,1 M€  
Operating income  
2024

LLYC is among the  
40 LARGEST ORGANIZATIONS  
within the industry worldwide  
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PProvoke rankings

BEST CONSULTING AGENCY  
in Europa 2024,  
PRWeek Global Awards.

CONSULTING AGENCY  
OF THE YEAR  
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**LLORENTE Y CUENCA**