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DOXEE'S BOARD OF DIRECTORS APPROVES THE BUSINESS PLAN 2026-2028

THE PLAN CHARTS A PATH OF ORGANIC GROWTH FOCUSED ON CONSOLIDATING THE DOXEE GROUP'S MARKET POSITIONING

2028 TARGETS:

TOTAL REVENUES BETWEEN €41.8M AND €46.1M,
EBITDA BETWEEN €11.8M AND €13.6M,
EBITDA MARGIN BETWEEN 26.7% AND 28.0%

PRESENTATION TO THE FINANCIAL COMMUNITY: TOMORROW, 16 JUNE

Modena, 15 June 2026

The Board of Directors of **Doxee S.p.A.** – a high-tech multinational leader in Customer Communications Management and Customer Experience Management solutions – met today and approved the **Business Plan 2026-2028**, endorsing the Group’s strategic guidelines for the three-year period.

Paolo Cavicchioli, Chief Executive Officer of Doxee, commented: *“With the approval of the Business Plan 2026–2028, we open a new chapter in Doxee’s growth journey. Over recent months we completed a deep organisational and strategic transformation through the O^3 Strategy — One Company, One Platform, One Value Proposition — which has enabled us to reinforce our market positioning, improve operational efficiency, and unlock further potential from the Doxee Platform®. We are now ready to consolidate our role as the reference technology partner for the top-enterprise segment operating in regulated environments, supporting clients in managing communications, data, and digital experiences. In this journey, artificial intelligence acts as an accelerator of our technology, guiding the evolution of the Doxee Platform® towards an agent-native architecture, in full compliance with the standards of reliability, compliance, and European digital sovereignty that define our distinctive character. The Plan defines a trajectory of organic, sustainable growth grounded in innovation and the capacity to generate value, with the objective of accelerating our expansion into the highest-potential markets and further improving the Group’s financial results. Looking to 2028, the Group targets total revenues of between €41.8 million and €46.1 million, an EBITDA Margin of between 27% and 28%, and a solid financial structure capable of supporting the Group’s growth path.”*

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BUSINESS PLAN 2026-2028

Following the completion, in the first months of 2026, of the strategic transformation carried out by senior management through the O³ Strategy (One Company, One Platform, One Value Proposition) — which included a commercial repositioning focused on the top-enterprise segment and a strengthening of operational efficiency and organisation — the Group is now ready to consolidate its leadership position in the Customer Communication Management and Customer Experience Management sectors within the European market.

The Business Plan 2026-2028 charts a path of organic growth built on three main strategic pillars:

"What": Core Value Proposition

The first pillar is based on Doxee's ability to create concrete, sustainable value for its clients through the **proprietary integrated end-to-end platform**, designed to manage the **entire communications lifecycle** and ensure **European digital sovereignty**, offering **vertical, sector-specific solutions**. The Doxee Platform® enables top enterprises to reduce IT systems fragmentation, respond to operational and compliance requirements, thereby ensuring greater operational efficiency and — through the agent-native architecture — optimal data valorisation.

"Where": Strategic Playgrounds

The second pillar focuses on the **key areas Doxee intends to target** in order to consolidate and expand its value-generation capacity. The Group's target areas are divided into **three key dimensions**:

- **Market Segments:** Doxee aims to expand its presence into areas adjacent to its core market, Customer Communication Management, extending the offering towards **Customer Experience Management** (CXM), **Customer Data Platform** (CDP) and **Communication Platform** (CP), as well as Trust Services such as **E-Invoicing** and **Legal E-Archiving**;
- **Verticals:** Doxee intends to position itself as the provider and operator of a ***mission-critical*** platform supporting ***top enterprises*** in four main regulated sectors: **Utilities, Telco & Media, Banking & Insurance, Public Administration**, through a specialised offering calibrated to the regulatory, operational, and business requirements of each sector;
- **Geographies:** Doxee aims to accelerate its growth in Europe by leveraging the Group's established presence, concentrating on the three most attractive geographies: **Italy**, growing in line with the market; the **DACH region**, capturing new market share thanks to local presence; and **France**, entering a new market through a direct commercial presence on the ground.

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"How": Execution Pillars

The third pillar encompasses the set of actions to support growth, which the Group will develop organically through **four strategic objectives** guiding the implementation of the Business Plan 2026-2028:

- **Growth of direct sales to regulated top enterprises and strengthening of partner-generated business** through sales enablement programmes to optimise sales performance and expand the existing Tech Partner ecosystem;
- **Development of best-in-class, agent-native technology with an Any-Prem architecture** through the integration into the Doxee Platform® of new modules relating to Customer Experience Management and Trust Services;
- **Delivery of a reference technology infrastructure and best-in-class operational and customer service standards**, leveraging the Group's competitive advantage in terms of compliance, European digital sovereignty, and flexibility of the operating model;
- **Promotion of a "One company" culture**, cross-country and based on collaboration and performance, through talent acquisition initiatives, long-term incentive plans, and an integrated growth-oriented organisational model.

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MAIN FINANCIAL TARGETS

The Business Plan 2026-2028 shows **growth across all main consolidated financial indicators**, particularly at the level of total revenues and EBITDA with expected double-digit CAGR 2025-2028, as well as a strengthening of the balance sheet with a progressive reduction in Net Financial Debt over the plan period.

2026 Guidance

- **Total revenues:** between €32.0M and €33.5M
- **EBITDA:** between €6.4M and €7.0M
- **EBITDA Margin:** between 19% and 20%
- **Net Financial Debt:** between €13M and €12M

2028 Financial Targets

- **Total revenues:** between €41.8M and €46.1M
- **EBITDA:** between €11.8M and €13.6M
- **EBITDA *Margin*:** between 26.7% and 28.0%
- **Net Financial Debt:** between €6M and €4M
- **CapEx 2026-2028:** approx. €5.7M cumulative

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The Company will present its strategy, ambitions, and financial targets for the Business Plan 2026-2028 to the financial community at an event in Milan tomorrow, 16 June 2026, at 11:00 a.m.

For information on participation in the event, please contact: eleonora.nicolini@cdr-communication.it.

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ADDITIONAL RESOLUTIONS OF THE BOARD OF DIRECTORS

Proposal to approve the Doxee 2026-2028 Stock Grant Plan and related free capital increase

The Board of Directors has also resolved to submit to the Ordinary Shareholders' Meeting the approval of a Doxee 2026-2028 Stock Grant Plan (the "Plan") to be developed over three years through three annual tranches of rights granting the possibility, upon achievement of specified objectives, of receiving free shares on a 1-for-1 basis (one Share per one Right).

The Plan is reserved for employees of the Company and its group companies; beneficiaries will be selected on a case-by-case basis by the Board of Directors as an incentivisation, retention, and talent-attraction instrument.

The rationale and objectives of the Plan reflect the Company's interest in:

1. increasing the retention level for key resources based on their current role or future potential within the organisation;
2. aligning the interests of employees with those of shareholders and investors, consistent with market practice among listed companies in Italy;
3. incentivising beneficiaries through medium-to-long-term performance objectives aimed at improving the Company's results and increasing Share value;
4. improving the Company's competitiveness in the labour market, retaining key resources and enhancing attractiveness.

The allocation of shares is conditional upon: (i) the achievement of performance objectives and target average share price objectives for Doxee shares, set by the Board of Directors on a tranche-by-tranche basis; and (ii) the continuation of the employment relationship.

The Plan will terminate 180 days after the approval of the financial statements for the year ending 31 December 2028, or upon allocation of Shares to the last beneficiary, whichever is earlier.

The maximum number of Shares that may be allocated free of charge to beneficiaries under the Plan is set at 500,000.

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To implement the Plan, the Shareholders' Meeting will be called to resolve:

– in Ordinary Session, the approval of the Plan and the establishment of a dedicated profit reserve earmarked to service the free capital increase (amounting to €215,603.13);

– in Extraordinary Session, a free capital increase pursuant to Article 2349(1) of the Italian Civil Code, on a divisible basis, up to a maximum of €215,603.13, corresponding to a maximum of 500,000 ordinary shares without a stated par value and carrying regular entitlement, to be issued in one or more tranches.

Proposal to expand permitted purposes for treasury share authorisation under Article 2357

By resolution dated 29 April 2026, the Ordinary Shareholders' Meeting approved the authorisation to purchase and dispose of treasury shares, approving the following permitted purposes:

(i) market stabilisation, liquidity support, and market efficiency;

(ii) fulfilment of obligations arising from share option programmes or other allocations to employees or members of administrative or supervisory bodies;

(iii) building a securities portfolio ("securities warehouse") for use in extraordinary transactions, including share exchanges, convertible bonds, bonds with warrants, and share dividends;

(iv) any other purpose permitted by the supervisory authority pursuant to Article 13 of MAR, within applicable legal limits.

The Board of Directors proposes expanding the authorisation's permitted purposes to also allow the Company to sell and/or exchange treasury shares in connection with agreements with strategic partners and/or consultants (including directors), also as in-kind payment for services rendered.

CONVENING OF THE ORDINARY AND EXTRAORDINARY SHAREHOLDERS' MEETING AND FILING OF DOCUMENTATION

The Board of Directors has resolved to convene the Ordinary and Extraordinary Shareholders' Meeting for 20 July 2026 in first call, and if necessary on 21 July 2026 in second call. The Notice of Meeting will also specify procedures for participating in the meeting in accordance with applicable law. Documentation relating to agenda items will be made available at the registered office and on www.doxee.com (Investor Relations/Shareholders' Meetings section), as well as on www.borsaitaliana.it (Shares/Documents section), within the prescribed timeframes.

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In light of the free capital increase — without the issuance of new shares and with an increase in the implicit par value of existing shares from €0.22 to €0.43 — through the capitalisation of a corresponding amount from the "Share Premium Reserve", as resolved by the Extraordinary Shareholders' Meeting of 29 April 2026, the Company discloses the new composition of its share capital.

The new composition of the share capital (fully subscribed and paid-in) following the attestation of the change registered with the Companies' Register of Modena is set out below:

	Current Share Capital		Previous Share Capital		Change	
	Euro	No. Shares	Euro	No. Shares	Euro	No. Shares
Total, of which:	5,000,000.00	11,595,379	2,567,516.41	11,595,379	2,432,483.59	—
Ordinary shares without stated par value	5,000,000.00	11,595,379	2,567,516.41	11,595,379	2,432,483.59	—

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On the basis of the information reported, pursuant to Article 26 of the Euronext Growth Milan Issuers' Regulation, Doxee discloses that the current shareholder structure is as follows:

Shareholder	No. of Shares	%
P&S S.p.A. (*)	8,867,301	76.47%
Ipoc 5 S.r.l.	601,746	5.19%
Free float	2,126,332	18.34%
Total	**11,595,379**	**100.0%**

(*) Company attributable to Paolo Cavicchioli and Sergio Muratori Casali, each holding a 50% stake.

The Company's updated articles of association will be made available at the registered office and on www.doxee.com (Governance/Documents section) and on www.borsaitaliana.it (Shares/Documents section).

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The Company will update the shareholder structure and provide timely disclosure should communications be received from shareholders.

This press release is available on www.doxee.com and on www.1info.it

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Doxee is a multinational Hi-Tech company and leader in the Customer Communications Management and Customer Experience Management markets. Through the Doxee Platform®, a cloud-native platform designed entirely on a multi-cloud architecture, Doxee supports companies in managing all communications and multichannel interactions with their customers, with the objective of driving digital transformation and dematerialisation processes, addressing primarily the Enterprise market and Public Administration. Doxee has invested approximately 20% of its revenues in Research and Development for over 10 years, confirming its commitment to product and process innovation.

Doxee is an innovative SME, a Benefit Corporation and B Corp certified company, structured as a 'One Company' at European level with an extensive range of highly innovative products, operating in the DACH (Germany, Austria, Switzerland) and CEE (Central and Eastern Europe) markets.

For further information: www.doxee.com

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