

Periodic disclosure on the Share Buyback Programme

Milan, September 14, 2026 – **Kaleon S.p.A.** (the "Company"), a company controlled by the Borromeo family and specialising in the management and enhancement of significant artistic, natural and museum heritage assets for tourism purposes, listed on Euronext Growth Milan (Ticker: KLN) and Euronext Growth Paris (Ticker: ALKLN), announces, with reference to the ordinary share buyback programme authorised by the Shareholders' Meeting held on 29 April 2026, that it purchased, on the Euronext Growth Milan and Euronext Growth Paris markets, during the period from September 7 to September 11, 2026, a total of 978 treasury shares, representing 0,0069% of the Company's share capital, at an average purchase price of Euro 3,8999 per share, for an aggregate consideration of Euro 3.814,0650.

The purchases were executed through the authorised intermediary Equita SIM S.p.A., LEI code 815600E3E9BFBC8FAA85.

A daily summary of the purchase transactions carried out on the market is set out below.

Date	No. of Shares Purchased	Average Price (€)	Total Consideration (€)	Market
08/09/2026	339	3,9500	1.339,0500	ALXP
10/09/2026	201	3,9050	784,9050	EXGM
10/09/2026	38	3,8450	146,1100	ALXP
11/09/2026	400	3,8600	1.544,0000	EXGM

Pursuant to Article 2(3) of Commission Delegated Regulation (EU) 2016/1052, a detailed breakdown of the purchases of Kaleon ordinary shares (ISIN: IT0005466963) executed during the above-mentioned period, based on the information provided by the intermediary appointed to implement the share buyback programme, is attached hereto.

Following the purchases disclosed above, as of today's date Kaleon holds 7088 treasury shares, representing 0,0502% of the Company's share capital.

This press release is available on the Company's website at www.kaleon.com, in the Investor Relations – Price Sensitive Press Releases, and on <https://www.emarketstorage.it/en>.

Kaleon S.p.A.

Sede Legale Via Privata Maria Teresa, 4 20123 Milano (MI)

Capitale sociale Euro 2.118.750,00 i.v. –

Registro delle Imprese di Milano Monza Brianza Lodi, Codice Fiscale e Partita Iva n. 07040700150

REA Milano n. 1132883

About Kaleon:

Kaleon is the new name of SAG S.r.l., a company founded in 1983 by the Borromeo family, specialising in the management, protection, and enhancement of major artistic, natural, and museum heritage assets. Its business model is innovative, separating asset ownership from asset management, thereby promoting an entrepreneurial approach to operations. The Company's core business, Terre Borromeo, is the brand that identifies the prestigious cultural and natural sites on Lake Maggiore linked to the Borromeo family, such as Isola Bella and Isola Madre in the Borromean Islands archipelago, the Pallavicino Park in Stresa, the Mottarone Park, with 500 hectares of woodland area extending between Lake Maggiore and Lake Orta, the Rocca di Angera on the Lombardy side in the province of Varese, and the Cannero Castles in Upper Verbano, opened to the public on 28 June 2025 after a ten-year restoration project. With 225 employees and over 40 years of experience in the tourism sector, Kaleon positions itself as a pioneer in high-quality cultural tourism. In 2023, Kaleon welcomed more than one million visitors. In 2025, the Company reported revenues of €23.2 million, with an EBITDA margin of 26.3%. Following steady growth (CAGR 2015 – 2024: +10%), the Company now aims to expand its activities in Italy and internationally, offering authentic and sustainable cultural experiences for future generations. For more information: <https://kaleon.com/>

CONTATTI

Kaleon S.p.A.

Giorgia Meretti
Communication Manager
g.meretti@kaleon.it
Tel: +39 338 672 7571

Kaleon S.p.A.

Dott. Alessandro Pedrazzini
Investor Relations Manager
investorrelations@kaleon.com
Tel: +39 338 937 7354

NewCap

Louis-Victor Delouvrier/ Théo Martin
Investor Relations
kaleon@newcap.eu
Tel: +33 01 44 71 94 96

NewCap

Nicolas Merigeau/Gaëlle Fromaigeat
Media Relations
kaleon@newcap.eu
Tel: + 33 01 44 71 94 98

Barabino & Partners

Stefania Bassi
s.bassi@barabino.it
Tel: +39 335 628 2667

Carlotta Bernardi
c.bernardi@barabino.it
Tel: +39 333 947 7814

Virginia Bertè
v.berte@barabino.it
Tel: +39 342 978 7585

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Date	Time	No. of Shares Purchased	Average Purchase Price (€)	Total Consideration (€)	Market
08/09/2026	09:03:47	83	3,9500	327,8500	ALXP
08/09/2026	09:03:47	256	3,9500	1.011,2000	ALXP
10/09/2026	17:35:12	38	3,8450	146,1100	ALXP
10/09/2026	17:35:24	201	3,9050	784,9050	EXGM
11/09/2026	14:08:45	400	3,8600	1.544,0000	EXGM

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