

Annual Report 2021

Annual Report
2021

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Laviosa
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2021. A positive year of growth and planning for the future

My commentary on the past year is a summary of important moments, facts and emotions, some of which will be a reference for the years to come.

2021 was a good year from an economic and financial point of view and particularly positive, I would say, for the activities in Italy, Turkey, Spain and India. The French company has certainly taken a step forward thanks to the radical reorganisation that took place following the acquisition some three years ago. Even if the economic expectations have not been fully met, the direction and organisational expectations are heading in the right direction.

Overall business volumes almost reached 2019 levels, but with a better economic and financial result. Many important decisions were taken, primarily organisational ones, which led us to create two business units: one dedicated to Pet Care and the other to Performance Minerals products.

Two different visions: in Pet Care, the development horizon is European and the research is oriented towards increasingly environmentally friendly and high-performance products. Special attention is paid to the control of raw materials, which is essential to ensure sustainable development and to enable continuous product improvement. At the centre of our interest are: the needs of our customers, the diversification of the distribution network, sensitivity to truthful and innovative communication, and marketing operations, the engine of future changes, capable of inter-

cepting people's needs. To this end, a Marketing and an R&D function have been created for each of the two business units: an investment for the future that will enable us to further improve our performance in both environmental and social sustainability.

The Performance Minerals business unit is focused on growth that is progressively shifting its centre of gravity to Asia, more precisely to India.

Geographical growth and the development of products and applications require management. In this context, too, mining control is crucial - it changes the paradigm, as it is selective mining with respect for the land and minimal environmental impact.

The year 2021 closed with the start of important projects to increase production capacity in Turkey and India, with investments in our Italy plant to increase the production of paint additives, and finally with a plant in France to optimise the use of our raw materials.

There are many young people who have come to the company, whom I have had the pleasure of meeting in France, Italy, Turkey and India. They are probably the most important investment: they bring enthusiasm and new blood, which join the experience of those who have been with the company for many years and know it well.

This year we celebrate 100 years since Lavoisier was founded in 1922. I gladly repeat below the short message I sent to all our co-workers:



A journey of difficult times and good times, done in a hurry and at a slow pace. I imagine it as the passing of a baton that is entrusted to the hands of those who are ready to take our place. Here is one hundred years of Laviosa with all the people who have made it live and prosper for four generations. Today we have a great heritage, it is the values of loyalty, respect, tenacity and courage that guide our decisions. We are in good hands, yours, do not be afraid to make mistakes, it is from mistakes that we grow the most

The year 2022 has witnessed our commitment to stemming increases in raw materials and energy costs, the rise of which we could not foresee. We will do everything we can to reduce the impact for our customers.

GIOVANNI LAVIOSA
Chairman and CEO



Guardians by nature, pioneers by vocation

MANIFESTO

Laviosa creates responsible solutions for high-performance products with the aim of improving people's quality of life.

Laviosa promotes shared development, respecting the need of today without forgetting those of future generations.

Laviosa is a guardian by nature: it passes on history, values, principles, knowledge, social commitment; it has always done so, always keeping its eyes on the future.

To guard means to supervise responsibly, to take care. It is in Laviosa's nature to take care of the mines and leave them in a better state than it found them.

It is one hundred years of activity that gives Laviosa the knowledge and credibility that positions it in the market, the work of three generations of professionals at the service of the customer.

Those provided by Laviosa are streamlined and reliable solutions, always respectful of nature, people and things. Being a pioneer means acting with initiative, with a spirit of enterprise.

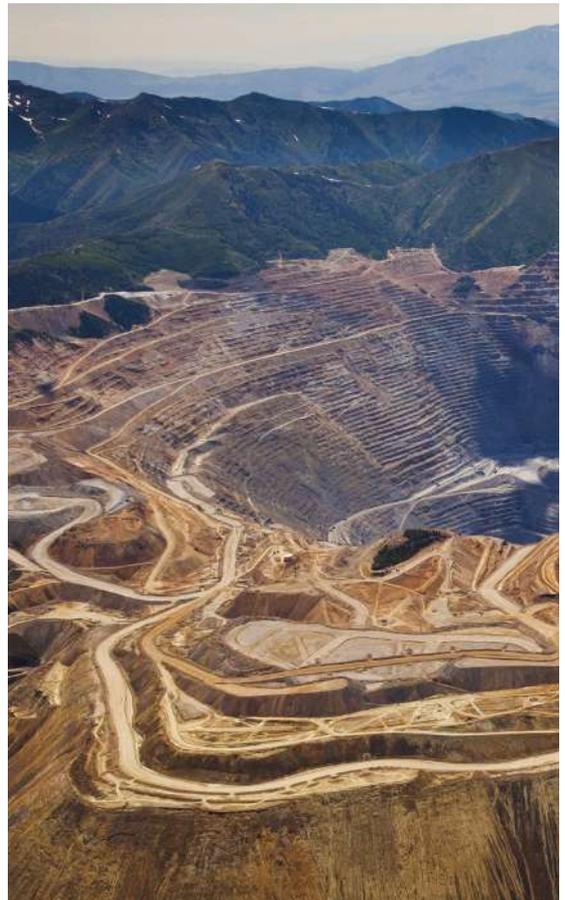
Pioneers are those who create a path for others, so as to enable new outlets for human activity.

THE LAVIOSA
GROUP
PRESENTS
ITSELF

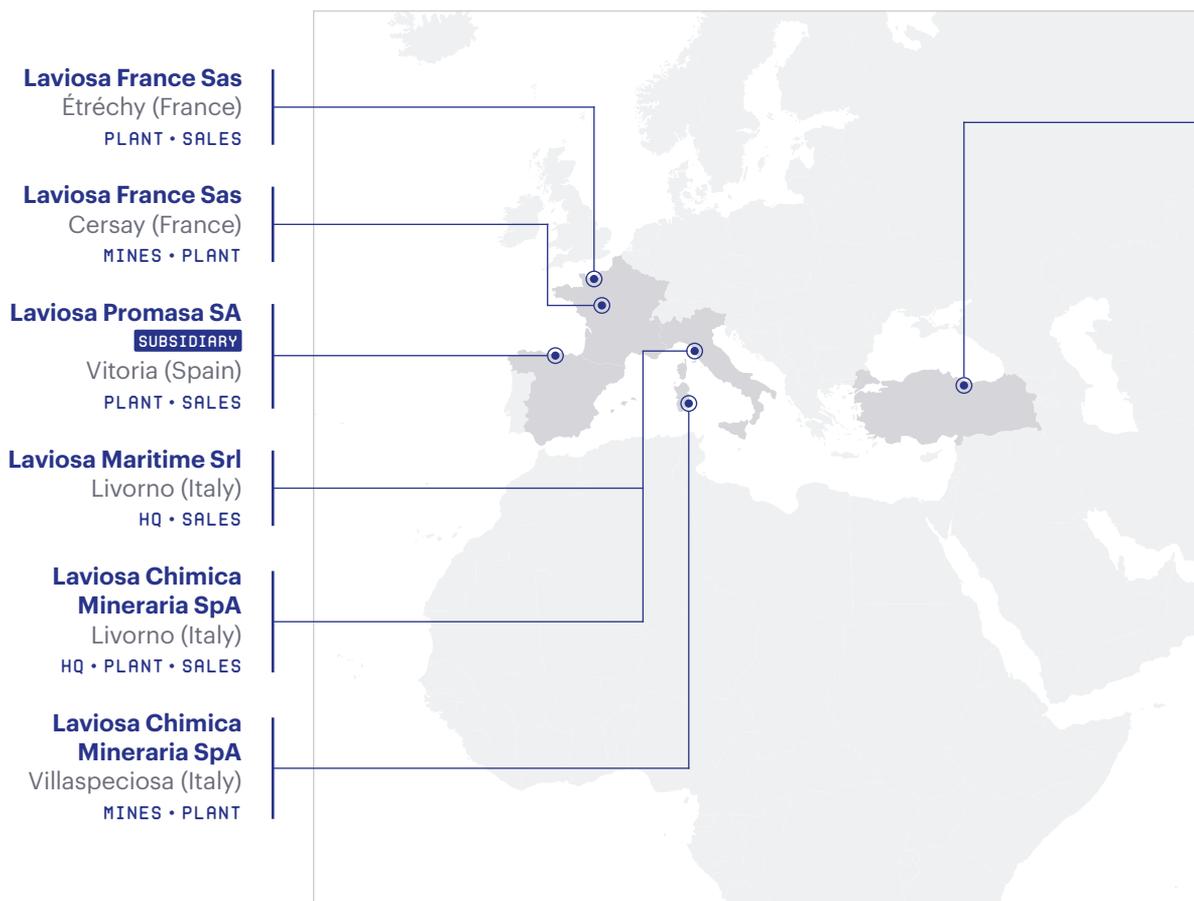
Laviosa is one of the world's leading companies active in the research, extraction, processing and marketing of bentonites and other clay minerals.

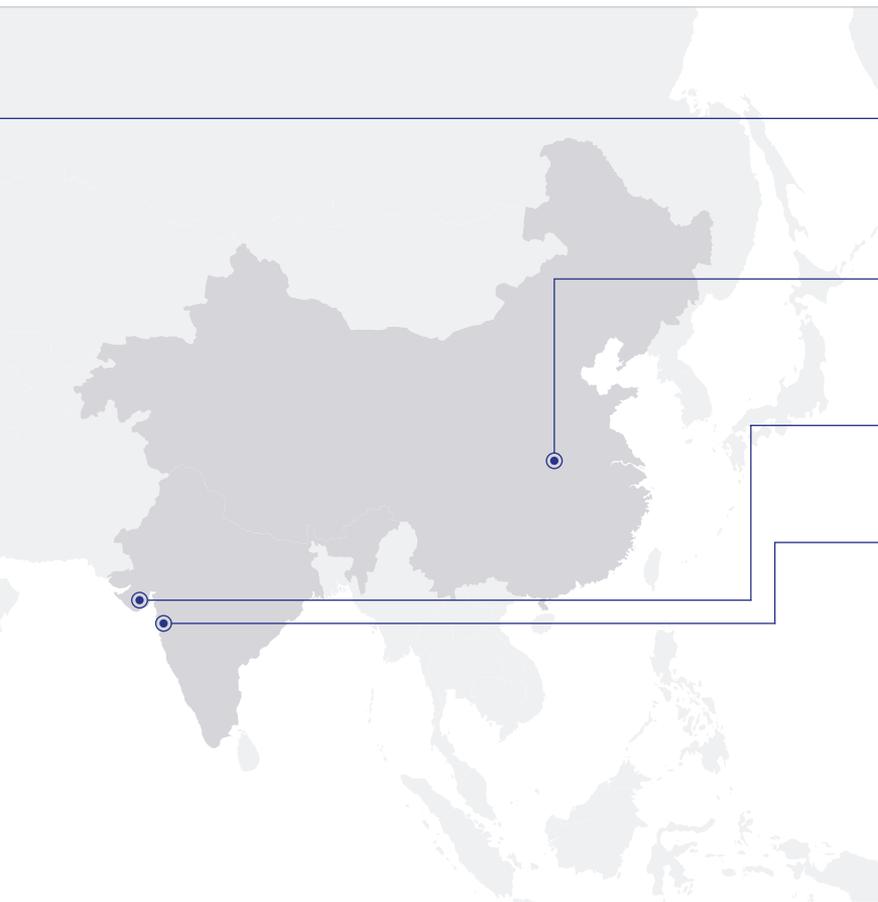
Its main strengths and core competencies lie in sustainable mine management, raw material quality, process technology, development of high value ideas and solutions, production located in various parts of the world, and integration with logistic services that support and complement the customer service.

Laviosa does not limit itself to the production and distribution of products and solutions, but guarantees lasting economic, social and environmental benefits for all stakeholders, a shared value, along the entire value creation chain.



Laviosa in the world





Laviosa Sanayi Ve Ticaret Ltd Sti

Fatsa (Turkey)
MINES • PLANT • SALES

Zhejiang Hongyu New Materials Co Ltd

SUBSIDIARY
Si'an Town (China)
MINES • PLANT • SALES

Laviosa India Pvt Ltd

Pundi (India)
MINES • PLANT

Laviosa India Pvt Ltd

Mumbai (India)
SALES

GOVERNANCE

Laviosa has enabled it to pursue a long-term strategy that combines economic growth with the creation of value for all stakeholders.

For Laviosa it is fundamental to promote development and innovation, safeguarding the planet's natural heritage and supporting the territory and communities in which it operates.

Laviosa has existed for so long because it has acted every day with care, a sense of responsibility and integrity towards the people and the environment in which it operates.

The Laviosa philosophy

We are a family business that has been inspired by managerial criteria and values for four generations, with ethics, tradition that looks towards innovation, respect for our surroundings and for people as our guidelines.

We have an innate ambition and are driven by passion, courage, curiosity and imagination. We believe in shared work and knowledge between people with different ideas, strengths and cultural backgrounds operating in an environment of mutual respect and trust. In our day-to-day work, we constantly keep three milestones as reference points:

- 1 social responsibility
- 2 care and attention for the environment
- 3 innovation

The corporate structure

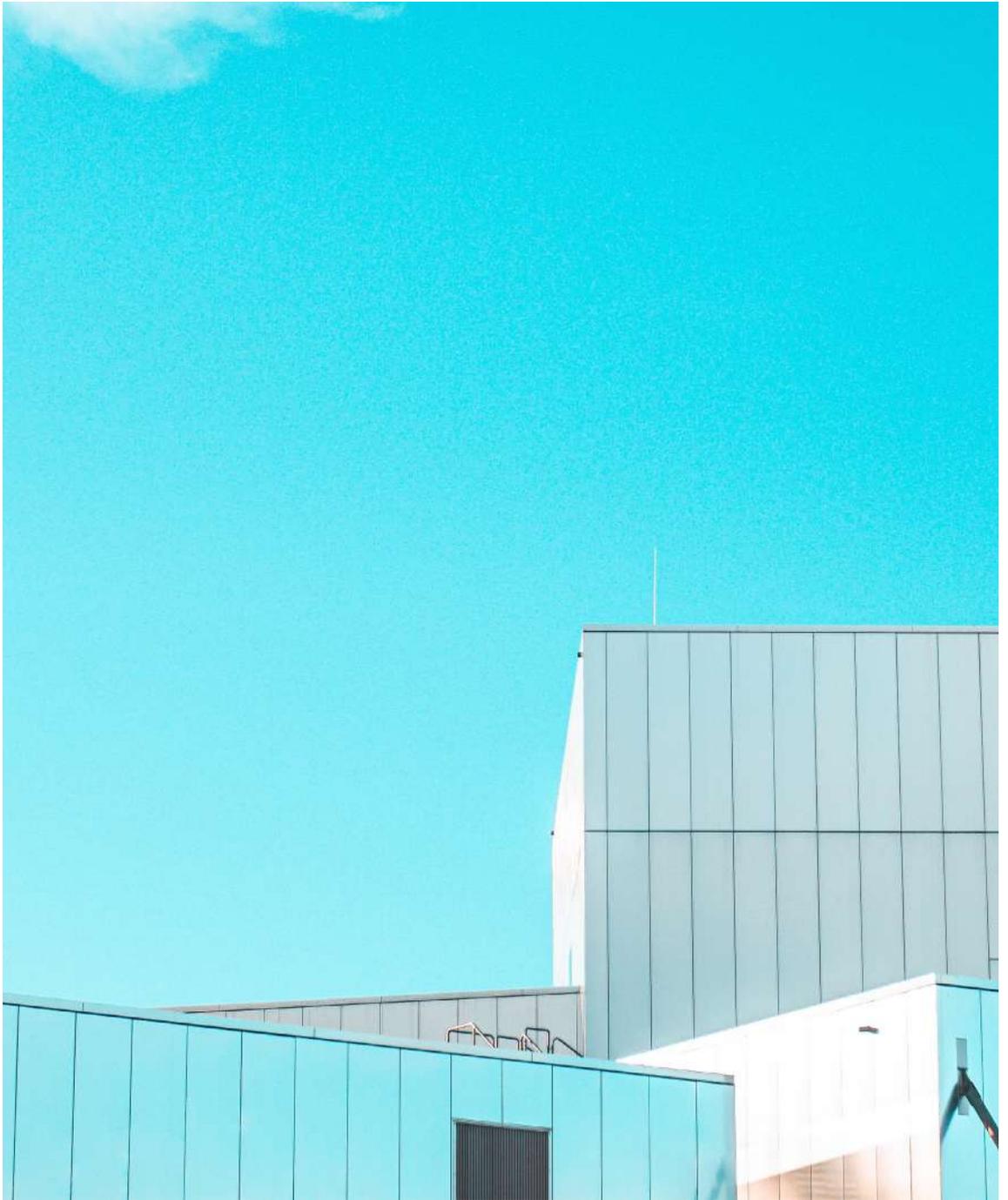
The corporate governance model adopted by Laviosa is of the traditional type and foresees the following corporate bodies: the Board of Directors, the Board of Statutory Auditors and the Statutory Auditor.

The internal control system

The Group's control system is guided by the principles of integrity, transparency and fairness. For Laviosa, the Code of Ethics is the set of rules, reference values, principles of behaviour, rights and duties on which the actions of all its employees must be based for the fair and correct management of the business.

The organisational structure





THE MINES.
WHERE IT ALL
BEGINS

Laviosa gives strategic importance to its mines.

For the Group, mines represent the origin from which everything stems. The care and restoration of this asset, borrowed for a limited period of time, is therefore a valuable asset and must be treated as such.

Mine management requires a long-term vision, which means ensuring that the transformation phase has sufficient reserves to meet market demand over time. The dedicated scouting for new mines is therefore an almost continuous activity. Excavation operations interfere with the land, but managing the mine in a sustainable manner is possible.

Laviosa is proud to claim that the extraction methods used, in addition to complying with the laws of each country in which it operates, are the result of studies that allow it to intervene in such a way as to guarantee the complete restoration of the land: excavation activities take place layer by layer and each one is restored according to its own characteristics - both the fertile surface soil and the rocky layer. This process, which requires continuous maintenance, allows the soil, at the end of the activity, to be left in a better condition than the original one to the total satisfaction of the legitimate landowners and with respect for the biodiversity. In conclusion, the mine also generates value for the territory in which it is located.

In 2021, Laviosa worked on the application for a new mining concession in Sardinia. The dossier was delivered in early 2022 and is currently being

evaluated by the authorities involved. The mineral deposit has an estimated potential of approximately 1,000,000 tonnes of bentonite clay, which is planned to be mined over a period of 20 years.

Environmental restoration will be carried out at the same time as mining. Thus, the lot where the extraction was completed will be filled in simultaneously with the opening of the adjacent lot and returned to its intended use in the environmental restoration project. In a portion of the restored areas, there will be both grassing over during the course of the mining operations, and a relocation of any significant plants from the work areas to other areas in the concession area. All these steps always take place under the supervision of naturalist or agronomist specialists. A donation of trees for the city's parks is also planned, as well as the organisation of Tree Day under the supervision and cooperation of the municipality with the involvement of schools at various levels.

For the future, the idea is also to do more for the community in which Laviosa operates. The mine is in fact an excellent educational site: the idea is to involve children and young people to talk to them about minerals, their importance, the transformation process, and their use in concrete solutions designed to improve people's lives. We will be able to talk to them about industrial processes and respect for the environment and transmit to young people a bit of passion for this fascinating profession.



The Laviosa mines

Turkey

Bakirgoel Ballik (Unye)



Italy

Rio Bau Nurri Nurri (OR)
Santa Maria III Masullas (OR)
Monte Furros Ozieri (SS)
Monte Idda Narcao (SU)



India

Khirsara Kutch (Gujarat)
Nandhra Kutch (Gujarat)
Sherdi Kutch (Gujarat)



France

Curcay-sur-Dive Curcay
(Vienne, Nouvelle Aquitaine)



FROM PRODUCT TO APPLICATION

Research & Development and Innovation are our strategic pillars in the value creation process.

The company's ability to control the production process FROM MINE TO MARKET is fundamental to guaranteeing customers qualitatively stable raw materials over time and total supervision of the production process to deliver a final product in line even with the most diverse of expectations. The management of the products is entrusted to a group of technical figures, the Product Managers, who are experts in the product range and its application in the market they are aimed at. They are in constant contact with customers, intervening not only when a technical problem needs to be solved but above all to proactively propose ad hoc solutions for the customer with an aim of improving its production process and final product yield. They regularly talk to clients and become their preferred partners, with the aim of supporting them and making them appreciate new and targeted solutions.

The challenge that Laviosa faces on a daily basis is to always be ready to anticipate the new demands coming from the markets, not abandoning the more academic research and actively participating in projects financed by the European Community, as well as scientific collaborations with research bodies to deepen and extend product/application knowledge.

The management of quality control in the various laboratories located next to the Group's production plants is based on the supervision of the starting raw materials and the process, in order

to prevent any non-conformities, and then on the control of the characteristics of the finished products, according to product/application specifications, defined by the Product Managers.

Corporate reorganisation

Following an in-depth corporate reorganisation, which Laviosa conducted throughout 2021 and



into the early months of 2022, two Business Units were created from the three previous ones, thus facilitating a process of focus and clarity for both the business community and the internal population.

The first unit, Performance Minerals, is the result of the merger between BU Industrial Additives and BU Construction Technologies and is aimed at the business-to-business world, while the second, Pet Care, is aimed at the consumer market: two necessarily different approaches.

The two Business Units have a common goal: to focus, within their current offer, on the activities that have the most potential for the Company and, once identified, to plan their development

in both the short and the long term. In pursuit of these objectives, the intention is to further integrate sustainability into all aspects and phases of the business, while continuing to be faithful to the principles and values that have always animated Laviosa.



Performance Minerals: a year of strong growth

Let us build our future today. An incipit that has always characterised our desire to look far ahead, to imagine innovative solutions that can contribute, in their own small way, to making the world - our home - a better place. We are committed to making our production processes less and less impactful for the environment, thanks to increasingly sustainable research and development and a holistic approach

UMBERTO LAVIOSA

In 2021, the company, due to the COVID-19 pandemic, had to, reluctantly, learn to live with a different social order and change its way of interacting, while maintaining its sensitivity to customer demands.

In hindsight, it can be said that 2021 began with a strong desire for redemption and to get back into the game in person after a truly unimaginable year. The effects of the pandemic have greatly altered people's worlds, their lifestyle, their approach to work, how they meet and the business activities themselves. With the new year, the Performance Minerals division quickly transformed from a team of "characters in search of an author" to a team of people highly motivated to restart.

Visits to customers, especially in Italy confirmed, where it was needed, that travelling allows people to interact, that entering partners' workplaces, talking to them about their activities, getting to know their lives more closely, provides everyone with an opportunity for personal and professional growth that should not be underestimated.

It cannot be denied that this new situation has favoured business agreements, partnerships and the birth of new projects.

A great ability to adapt therefore led to closing the year 2021 with results that no one could have predicted at the beginning of the year.

FOUNDRY

2021 was the year of recovery - economic recovery, with a positive result well beyond expectations and a resumption of relations and events in attendance. In this regard, it is worth mentioning the AMA-FOND congress, which took place in November in Brescia and was particularly well attended by industry professionals.

There was excellent growth in India, which represents one of the most interesting areas for the development of the sector. Quality raw materials, combined with the work of the local sales and customer service team, are bringing extremely important results in a rapidly expanding sector.

After a period of handling problems remotely, technical support, which is crucial in the industry, has resumed in-person visits, providing an even more effective advisory and problem-solving service.

Keeping the moulding sand under constant control makes it possible to prevent and correct any variations that could lead to defects, and it also makes it easier to trace the causes and therefore the solution, should problems arise.

Laviosa's production and commercial facilities in Italy (Livorno), India (Pundi, Gujarat) and Spain (Vitoria, Bilbao) guarantee our customers prompt service and high-performance products.

COATING AND PLASTIC

In 2021 Laviosa, which has exclusive previous experience with distributors specialising in Coating, has opened up to different collaborations with specific distributors in the construction sector in Italy, Spain and Germany. These new opportunities will lead to the development of the construction sector, which is strategic for the company.

Furthermore, the pandemic has penalised Chinese production of many products and this has created new opportunities for the Laviosa Argimel brand.

Lastly, thanks to a collaboration with a university research centre, further know-how has been developed on the interaction with polymers and on highlighting the synergic properties in flame retardants, which is fundamental for expanding our market.

CONSTRUCTION TECHNOLOGIES

For the Construction Technologies sector, we would like to remember some of the most interesting projects to which Laviosa has contributed with its products. The Paris, Singapore, Lyon and Copenhagen metro tunnels, the Gothenburg and Naples metro stations, the major infrastructure in Bangkok, the Italian gas pipelines, which with the war in Ukraine have now become strategic constructions for our nation. For civil engineering, new liquid technical solutions have been introduced to the market for the management of excavation fluids on construction sites and the dehydration of process sludges, expanding the product portfolio with high added value.

Finally, thanks to the undeniable quality of its bentonite mats, Laviosa has been involved in the construction projects of new land-fill plants for urban waste, major constructions in both the domestic and European markets.

Also in the construction sector, of equal satisfaction was the active and intense collaboration with the Group's closest distributors on a global level.

PERFORMANCE ADDITIVES

All Performance Additives sectors showed volume and turnover growth of an average of 10 per cent, even in mature company sectors such as beverages.

A new product line was developed for agriculture, both traditional and organic, where our minerals are used as foliar protection, as corroborant and substrate for microelements.

Also in animal feed, some formulas have been revised and new products developed to improve the efficiency of bentonite and at the same time adding immunostimulant properties allowing broader protection

Across all sectors, there have been projects that have led to the introduction of new raw materials, with consequent changes in production processes to reduce the impact of production costs and raw materials, and with the opening of a new type of market for Laviosa: the market for atmospheric moisture absorption.

Pet care: a year of great development and new products

The Pet Care Division's main objective is to improve people's quality of life by planning the development of a new product, bearing in mind all the phases in the product's life cycle, for sustainable development

OLIMPIA LAVIOSA

Laviosa has been working in Pet Care for over 40 years. Engineer Ernesto Laviosa was a pioneer in this sector when he brought bentonite-based cat litter to the Italian market in the 1980s.

Laviosa's cat litter, under the Signor Gatto brand name, was a real innovation thanks to its agglomerating power, communicated to the general public with a direct and therefore winning slogan: THE LITTER THAT ROLLS INTO A BALL.

Since then, Laviosa has continued to develop products with increasingly differentiating and functional characteristics for consumers who, in turn, have begun to appreciate them both in Italy and abroad. The historic Signor Gatto brand has been joined over time by a second brand, LindoCat, designed for distribution in the specialised channel.

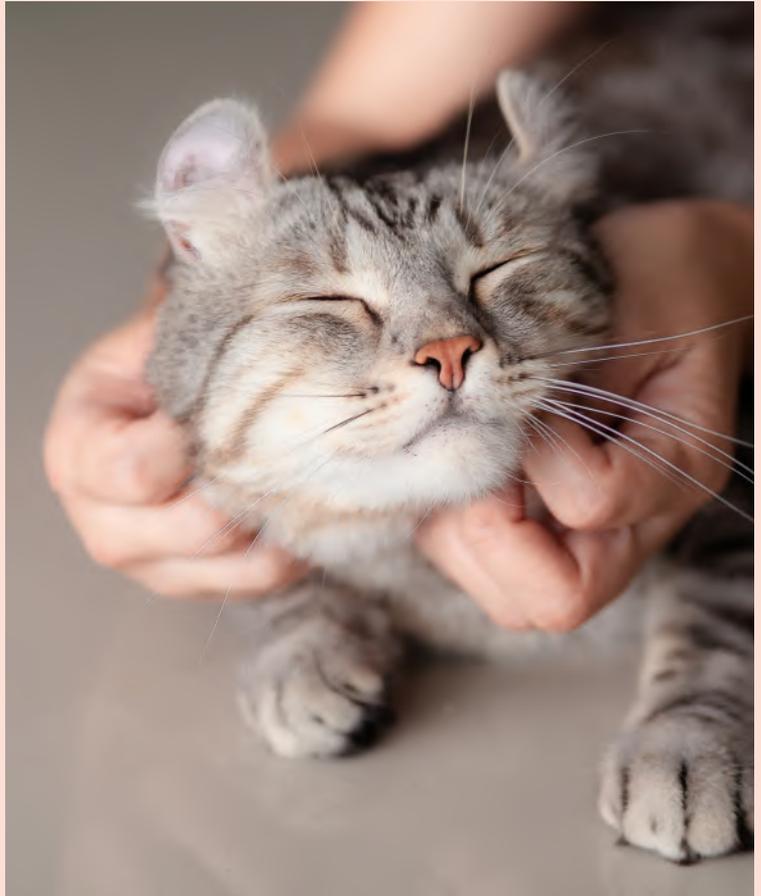
It is the years 2016-2018 that mark a strategic turning point for the Pet Care division: the LindoCat brand is relaunched through a graphic restyling operation and ad hoc communication campaign, designed for the specialised shop customer, as well as through the introduction of a line of high value-added, functional and super-performing products that now make up the LindoCat Advanced range.

In 2019, Laviosa launches the ARYA brand: this is a line of natural and safe products for dog and cat hygiene, enriching Laviosa's offer in the pet hygiene and wellness segment. Between 2018 and 2020, Laviosa France SAS finalised major investments to consolidate the positioning of the Pet Care Business Unit at a European level, securing control of the entire supply chain beyond the Alps by acquiring a mine, a processing plant and a factory for bagging and marketing the product.

In 2021 there is significant growth in the cat litter market (+ 4.5% vs previous year) due in part to the lockdown caused by the pandemic, during which pet care increases. In Italy Laviosa recorded a

growth of 11% and the brand achieved a 32% share of sales

In 2021, Laviosa France saw its sales consolidate. The French market, with its large specialised areas, is proving to be a very interesting market for the development of Laviosa and its LindoCat brand. Sales of silica gel bedding, which in France have a share of around 20% (2020 figures), have suffered a setback due to rising import costs, but the litter market has continued to grow, particu-



larly in the premium segments, favouring agglomerating litter with natural and non-synthetic characteristics and plant-based litter.

2021 was the year to relaunch the Signor Gatto brand in the Italian mass retail market. Signor Gatto is a historic brand with high brand awareness, particularly appreciated by Italian consumers.

The re-launch, which will continue throughout 2022, includes a new range structure, with the selection of smaller-sized products and new packaging, characterised by clearer and more direct communication.

2021 was also a good year for the ARYA brand, which saw a gradual consolidation of sales and an increase in distribution.

The subsidiary Laviosa Turkey, despite the pandemic, high inflation and increased costs especially in the last quarter, had a positive performance. Specifically, net sales 2021 were characterised by an increase of +16% compared to the previous year and an increase in the share of sales of both Laviosa and Private Label bagged products (+50%). In 2021, an investment project was approved for a new production line to increase the production capacity of white bentonite for litter, a mineral with a natural white colour characterised by high performance that is driving the growth of the agglomerating litter segment in the European market.

To run on the theme of innovation and sustainability, in 2021 Laviosa presented a particularly innovative project in Italy. Conceived, researched and realised with a sustainable economy view.

It is a concept similar to a self-service charging station. The name Lindocat Refill&Save precisely calls the consumer to sustainable behaviour: the retailer is equipped with containers of loose plant-based litter, where the consumer, using special buckets, freely can refill their own litter without any waste.

This is a win-win idea: innovation and affluence for the shop, convenience and comfort for the consumer, and sustainability for the environment due to reduced waste.

In 2021, a number of LindoCat. Refill&Save refill stations have been installed at retailers throughout the country. Due to the particularly positive development of the project, which has been very well received by consumers, Laviosa has decided to invest in the installation of further refill stations, which will be present at retailers from 2022. It is planned to make the project permanent by installing new stations every year.

Finally, 2021 was the year of the resumption in the presence of the Fairs. Laviosa took part in the Petzoo Eurasia event in Istanbul, held from 20 to 24 October 2021, and the Zoomark International trade fair in Bologna, held from 10 to 12 November. In particular, at Zoomark International, Laviosa presented two new 'anti-odour' products: Lindocat Advanced Carbon + Fresh and Lindocat Advanced Carbon + Micro, composed of 100% white bentonite with the addition of natural active carbon, opting for sustainable packaging (bag and box composed of 100% FSC paper).



12 products



36 products



54 products

LAVIOSA AND SUSTAINABILITY

For our organisational model, innovation and sustainability are an essential pair to aspire to

They are two fundamental levers for driving change, seizing new market opportunities in advance and creating shared value for all our stakeholders.

Sustainability helps us to improve the quality of life of the people and communities in which we operate, to reduce our ecological footprint, to meet the needs of customers and consumers, and to develop strong relationships with employees and suppliers.

With the knowledge that nature is not something separate from us, we asked ourselves:

- 1 what is the true reason for being of a company like ours?
- 2 how can we strive to make our contribution to the great challenges humanity is facing today and will face in the years to come?
- 3 how should we act to help building a healthier and more just future?

Laviosa and the UN Agenda 2030

The Laviosa Group's growth strategy aims to be increasingly in tune with the United Nations' Agenda 2030 and its 17 Sustainable Development Goals (SDGs) to build an inclusive, sustainable and resilient future for people and the planet.

This document is also the reference point for companies, institutions, organisations and citizens who wish to take action for the common good today. Its values can also be found in the European Green Deal, the grand plan with which the European Union aims to become the first zero-impact continent in 2050.

The Laviosa Group, aware of its important social role, now wants to be able to contribute, with the strategies it has begun to implement, to improving its social, economic and environmental impact. These are Laviosa's main projects, examples of its commitment to achieving Agenda 2030: Goal 3: Good health and well-being, Goal 7: Affordable and clean energy, Goal 9: Industry, Innovation and Infrastructure, Goal 12: Responsible consumption and production, Goal 15: Life on land

Good health and well-being



Laviosa is committed to promoting wellbeing in order to improve the quality of life of its employees, consumers and all stakeholders. The culture of health – from the production environment, to the hygienic-sanitary characteristics of products, to their distribution – is one of the fundamental elements in creating value for people.

Safety in the workplace

The safety of people and the culture of health are of primary importance to Laviosa. The aim is to continuously improve the working environment, company organisation and the psycho-physical wellbeing of employees, also by promoting active participation and encouraging personal development. Already in 2020, the Group had increased the share allocated for the implementation of projects concerning the improvement of workplace safety as well as environmental protection to 14.2% of total investments. In Villaspeciosa, Sardinia, in 2021, 22% of the Capex arranged for HSE (Health, Safety and Environment) was dedicated to improving the working environment for the operator, in the form of small projects, such as:

- replacement of part of the sheet metal of a production hall with insulated sheet metal
- implementation, where possible, of screw conveyors instead of dust conveyors
- expansion of dust suppression systems

Overall, for 2021 the total budget dedicated to HSE amounted to 36% of total investments.

Maintenance project 2021:

In 2021, Laviosa kicked off a major workspace and plant maintenance project, because it believes that good and regular maintenance can be considered as a strategic activity to be employed in an integrated manner in the policies of occupational safety, management and control of activities, by virtue of the effects it can have on the management of production factors, environmental protection, safety, compliance with legal requirements, as well as on the performance of the production system, sustainability and product quality. Several interventions were therefore carried out during 2021:

- in Villaspeciosa, Sardinia, a major revamping of the main machines dedicated to the drying process was carried out. This intervention led to the remarkable result of a 30% reduction in maintenance shutdowns. In 2022, in addition to completing the revamping process begun in 2021, work is also being done on the outdoor areas, with a three-year project to resurface the concrete of the yards dedicated to loading pallets of finished product onto trucks.
- In Livorno, important work was carried out both in terms of maintenance, with the revamping of the grinding plants, and the better use of spaces in a Method 5S perspective, i.e., with the elimination of everything that is not strictly functional to the activity carried out.
- At the Via Galvani site, work has begun on the construction of a covered warehouse for finished products with a vertical

development of the spaces, which will make a decisive contribution to improving housekeeping and especially safety.

- This project is scheduled to continue in 2022 and will similarly affect all storage warehouses in the Via Galvani factory. It will result in a greater availability of covered areas for the management of raw materials, with the positive consequence that these will no longer be exposed to the weather and will therefore require less gas consumption during the drying phase.

Additives that improve industrial performance

Many of the Performance Additives produced by Laviosa provide ideal solutions for the hygiene and health of people and animals. Just to mention a few examples: additives for solid detergents and cosmetics, for healthy animal nutrition, for the treatment of industrial water, for the safety of depleted landfills, and for contaminated industrial areas.

Affordable and clean energy



A plan to reduce energy use is absolutely possible, if not necessary. This is why Laviosa is working on a plan to make energy consumption more efficient.

The concrete plans for the pursuit of this goal are as follows:

- ① to make existing machines more efficient: in Villaspeciosa in 2021, for example, the compressor park was changed and the latest generation of machines was chosen, capable of guaranteeing energy savings of 6%
- ② installing photovoltaic panels: a three-year project aimed at covering 30% of the overall energy requirement. The same applies to the factory in Via Da Vinci, where, with a subsequent 36-month plan, a TGT was planned to self-produce at least 30% of the total energy used by the 2 Livorno factories
- ③ critical review of all production processes with an aim to save energy, with progressive elimination of the energy-consuming phases of the plants.

The aim is to increase the use of solar energy in production processes, which is already 100% adopted in India. In Sardinia, the use of solar dryer has increased from 30% in 2020, to 35% in 2021, and they would like to reach the ambitious target of 40% in 2022.

At the plant in Cersay, France, important and strategic renovation work has improved the energy efficiency of the sawdust kiln, used for drying the material. The combustion and post-combustion chamber was in fact completely reconditioned with the latest generation of refractory materials.

As a result, there has been a significant reduction of 10% in sawdust consumption, which will significantly reduce the environmental impact this year.

Industry, Innovation and Infrastructure



Laviosa wants to be ahead of the times by designing products and materials for the future. The aim is to develop mineral applications that help improve people's lives and contribute to solving humanity's great challenges.

Safety, health and hygiene, environment, food, housing solutions are among the major areas of expertise that inspire Laviosa's Research and Development department.

The R&D structure consists almost entirely of university graduates or technical specialists, i.e. chemists, engineers, geologists and biologists, each with specific experience in their function.

It is a group of around 30 people, distributed between offices and laboratories in Livorno and Villaspeciosa in Italy, Etrechy and Cersay in France, Fatsa in Turkey and Pundi and Mumbai in India.



Responsible consumption and production



Curbing environmental impacts, reducing waste and promoting responsible consumption are the cornerstones of Laviosa's development policies.

The decision, for example, to build its factories close to its mines is a strategic company choice, which sees significant savings in logistics, both economic and environmental: less transport, less climate-changing emissions.

One of the main objectives is to make products with an increasingly smaller ecological footprint and at the same time being high performing. In Pet Care, for example, there are already 8 plant-based references in the Lindocat and Signor Gatto ranges, while, in favour of reducing the use of plastic in primary packaging, the progressive renewal of packaging from plastic bags to FSC-certified paper bags continues.

It is also important to know that Laviosa uses non-potable industrial water for production and is committed to water recovery and recycling. In order to further optimise the use of well water, a drinking water treatment plant has been purchased at the Villaspeciosa factory, which will be installed during 2022, so that this water can also be used in the changing rooms.

Finally, it is also worth mentioning that, wherever possible, Laviosa adopts good practices in terms of recycling materials. There are two virtuous examples in this respect:

- 1 the recovery of all wooden pallets that are regularly taken back by the supplier and, if necessary, repaired and reused to produce second-rate materials
- 2 the recovery and reuse of by-products, which in almost all cases enjoy a second life.

Just to give a few examples:

- the organoclay zeolitic material, a by-product of the purification process of water and bentonite dispersion, is marketed by an intermediary for use in mixtures used in waste disposal factories
- dust from collection systems is compacted and reused in processes or marketed as a finished product in the animal feed or civil engineering sectors
- rolls of geo-composite that do not meet quality standards are instead shredded to centimetric sizes and then screened to recover about 70% of the bentonite they contain
- recycling primary and secondary paper and plastic packaging (that can no longer be used for being obsolete or damaged) at certified collection centres.

Life on land

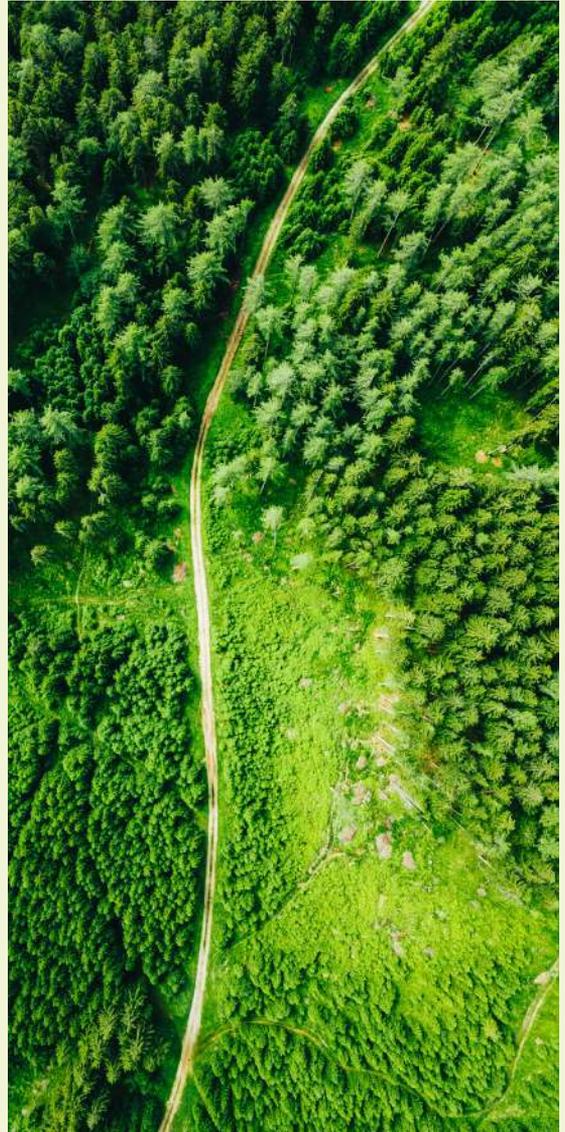


Protecting, restoring and promoting the sustainable use of the earth's ecosystems, halting and reversing soil degradation and stopping the loss of biodiversity are the goals Laviosa believes in.

Laviosa is aware of the importance of mining for its very existence and has a great respect for the land where mining takes place, for the owner of the land and for the mineral product.

In addition to being aligned with laws regarding mine management, it uses sustainable mining methods. The restoration of the land at the end of the operation is one of the most important commitments Laviosa makes: the land is always left in a better state than how it was found, even at the cost of unsolicited investments.

It is also worth mentioning here that bentonite, once extracted, is used in many environmental and nature protection programmes, such as for the purification of industrial water, for the treatment of civil structures, against radioactive products, for the restoration of polluted land, for covering landfills and more.



LAVIOSA AND ITS PEOPLE

Laviosa bases its actions on the principles of the Fundamental Conventions of the International Labour Organisation and the ethical principles set out in the OECD Guidelines for Multinational Enterprises.

Laviosa knows that staff are not just a resource, but its main asset.

The most important challenge is to understand people's expectations over time. The aim is to create a work environment in line with the times in which everyone can give their best and to be an attractive company for people of value and to be capable of retaining key resources.

Laviosa does this by implementing a series of actions that can attract, retain and develop talent over time, but also by leveraging policies that guarantee diversity, inclusion, equality and balance in people's lives.

Staff selection, recruitment, training and growth plans are carried out by favouring diversity and integration. Compatible with the general efficiency of the work, Laviosa favours those flexibilities in the organisation of work that facilitate the balance between private and professional life.

As an example of this, in 2021 the **TALENTS & KEY PEOPLE** project was launched, with which Laviosa has decided to invest in professional growth and training courses for the benefit of both young people who show potential and also senior resources with know-how that is particularly strategic for the company.

Another decision taken recently in line with employees' expectations is to make smart working structural, for a monthly percentage of 20%, even when the public health emergency is over. People are always at the centre of the company's

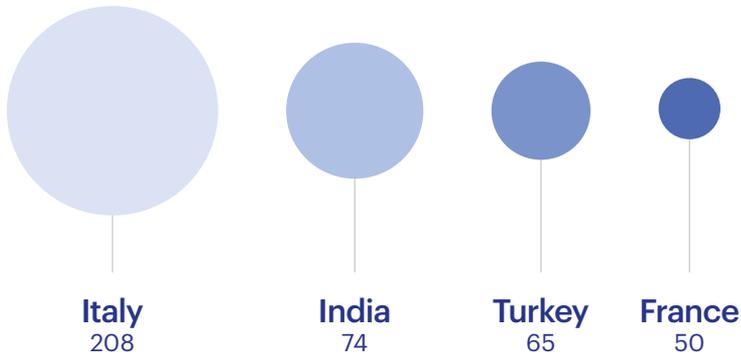
activities, both as employees and collaborators and as the community of the area in which the company operates.

Code of Ethics

With the Code of Ethics, Laviosa sanctions full respect for human rights, the health and safety of people and the welfare of the local communities in which it operates. It also condemns child or forced labour and any gender, religious, cultural, ethnic or sexual discrimination, or physical, psychological, verbal or sexual mistreatment.

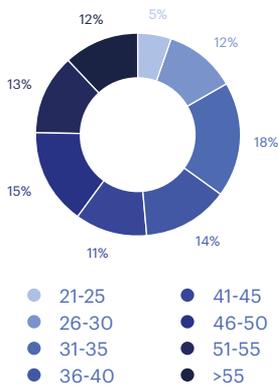
Laviosa and its collaborators

Geographical area

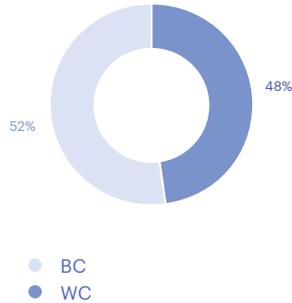


Values include both direct and continuous indirect hires

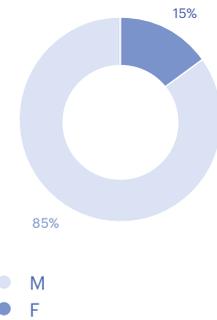
Age range



Qualification



Gender



10 women hold managerial and executive roles

Training



Average training hours per capita in a year

Injuries



Reduction of injuries compared to 2020

Days lost due to injuries



Reduction of lost days due to injuries compared to 2020



Guidelines for recruiting

The rapid changes in the competitive environment, technology and regulatory framework require organisations to adapt and respond faster and faster.

The diffusion of agility is a goal that unites several areas of intervention and also extends to the relationship with the ecosystem. In this context, the approach to the workforce planning process was continued with the aim of identifying and bridging the gaps between the current and future situation, defining quality, quantity, timing and location of the workforce.

The recruitment policies of recent years have contributed to a generational change in the corporate population. Suffice it to say that the average age of new hires is 30.

The two areas of expertise that recorded the highest number of these new recruits were the Sales and Finance divisions. The number of female employees also increased, rising to 20% of white-collar hires, as did the number of graduates, which also rose to 20%. Since the current year, there has been an increasing demand to share the company's vision also in terms of sustainability.

Staff composition and distribution

the overall number has remained substantially stable. On the other hand, the general potential of resources has changed: graduates have been offered development positions in technology to facilitate the company's innovation and digitisation process.

The turnover rate has fallen sharply over the years, from 4.8% in 2018 to 1.2% in 2021, thanks to a series of growth and development paths and retaining policies, aimed above all at young talent.

TALENT PROJECT 2021.

Average age: the Group presents a heterogeneous situation from this point of view. In Italy, the average age is still relatively high, an obvious consequence of the increase in the retirement age (45.3 years), as it is in France despite a reorganisation process of the structures (43.9 years); Turkey

and India, on the other hand, have an average age of 35 years. The average age within the Laviosa Group is 41.9 years.

Training

In Italy, as in other countries, Laviosa has been able to build heterogeneous, transversal and effective teams. And the intention is to continue to evolve in this direction with the aid of targeted growth and development paths, both individual and collective, so as not to lose, but rather progressively increase, the level of know-how and specialisation.

A specificity of Laviosa is investing in the leaders of the future: the rate of new youth employment is in fact particularly high here and the training of the new generations is oriented towards digital innovation, Industry 4.0 and sustainability. Recruitment processes require a strong predisposition to share the company's vision with regard to sustainability.

In 2021, Laviosa started a structured training plan with three axes:

- Personnel management guidelines are dictated and monitored by the HR department, but direct management is delegated to managers and falls under their responsibility.
- A "succession plan" was implemented for the most qualified managers in order to avoid problems in covering the most strategic areas. This plan called "People Review" must be continually updated and reviewed by the HR Department on the basis of organisational changes and performance evaluation.
- A mapping of resources has been carried out, divided into: Key People, for whom refresher courses are planned, and Talents, for whom training plans are required, as well as customised development paths.

Handling of the pandemic

For the management of pandemic risks, throughout 2021 until even 2022, strict health protocols were adopted by the Prevention and Protection Service and by the Human Resources to direct workers towards virtuous behaviour.

People's response has been on average positive, as evidenced by the fact that there have been no epicentres within our production sites.

Thanks to the institution of Agile Working, it was possible to avoid having too many people in the offices at the same time: the percentage of Agile Workers was around 35%. The organisation of work has not been affected, even to the point, as already mentioned, that the company will make smart working structural.

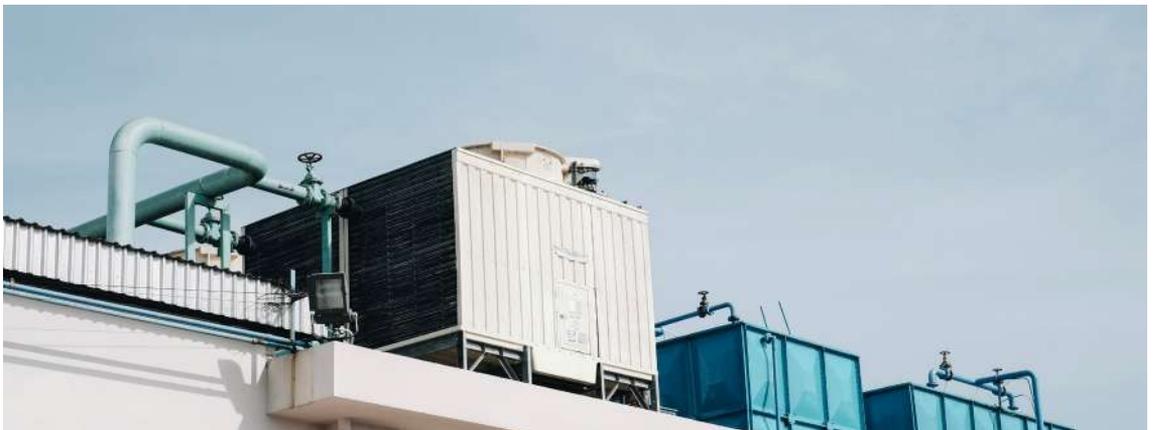
LAVIOSA AND THE SUPPLY CHAIN

Given the increasingly dynamic nature of the reference market, the supply chain acquires an even more important role in the Laviosa organisation.

The relationship with our suppliers and the consequent procurement strategy are subject to a delicate process of evaluation and balancing.

The price negotiation process to guarantee the best economic conditions for procurement is only one of the aspects taken into consideration. In fact, the concept of competitive advantage encompasses wide-ranging aspects, all of which are essential in order to guarantee the maximum tightness of the value chain: we refer to the quality of the material supplied, the timing of supply, the maintenance of a valid supply alternative (dual sourcing), payment terms, and the reliability of the service connected to the supply.

All this is carried out according to a company model that is committed to guaranteeing a responsible supply chain based on principles of Anti-Corruption, Human Rights, Labour and the Environment, themes that contribute to defining the concept of sustainability in relation to their activities and stakeholders, always with the utmost attention to safety, including in the supplier pool only companies that have passed a careful examination, aimed at verifying the regularity of their employees' contributions and their technical-professional suitability.



COMMITMENT TO COMMUNITIES

The year 2021: a year full of activities for the Carlo Laviosa Foundation after the slowdown suffered during COVID, which had such a heavy impact on everyone's life.

For the Carlo Laviosa Foundation, the year began with the realisation of the Winwall Collection, a kind of open-air photo gallery. The works exhibited along the outer wall of the Livorno factory are the result of a workshop held by Letizia Battaglia with a group of young photographers who, under the expert guidance of the famous Sicilian photographer, captured salient moments of work in the factory and created an interesting collection of images. The result is a wall-window that opens up the reality and the people who live and work inside the factory to the surrounding world. At one time, this wall was intended to conceal from the outside world what was happening inside the company. Today, it proposes the exact opposite: it makes the city of Livorno participate in Laviosa's daily life. A strong sign of change in industrial traditions: open instead of closed, transparency instead of confidentiality, openness to the outside world.

As part of the broader PHOTOGRAPHY AND THE WORLD OF WORK project, the Foundation's photography competition No. 4 was opened in the spring. The entrants in the Carlo Laviosa Foundation's 2021 photography competition tackled the theme of the competition: BACK TO TRAVELLING: WORK IN TOURISM BETWEEN TRADITION AND NEW FORMS OF HOSPITALITY. The competition saw the participation of over 100 artists and ended with a major photography exhibition held in early summer in the beautiful setting of the granaries of Villa Mimbelli

in Livorno, where the winning works and those selected by the jury were exhibited. A highly prestigious jury, chaired by Letizia Battaglia and made up of journalists from the sector and representatives from the world of photography.

At the end of the season, as part of the MOSTRE D'AUTORE (Author Exhibitions) project, the Foundation finally had the pleasure of hosting the exhibition LIFE'S A BEACH by the great British photographer Martin Parr.

The exhibition, distributed by the Magnum photo agency in Paris, was a great success with visitors, both photography enthusiasts and curious visitors interested in learning more about the ironic and transgressive gaze with which the author captured the moments of freedom and homologation that mankind offers on the beaches of the world.

The exhibition of Martin Parr's works had been on the Foundation's agenda for some time, repeatedly postponed due to COVID, and was set up at the end of the summer at the Granaries, the exhibition area of the Fattori Museum once again made available to the Foundation by the museum's management, thanks to the consolidated collaboration with the Fattori Museum and the Livorno municipality's culture department.

The Foundation continued during this year in its aim to establish itself as a relevant cultural player in the Livorno area. It has continued to invest in relations with the Municipality's culture de-

partment, with the twofold aim of strengthening knowledge of the Laviosa Group in the area that hosts its headquarters and was its place of origin, and of transmitting the values and experience of its international development to the territory. The Foundation's future programmes will be characterised by an increasing focus on training, the world of work, young people, and the problems and difficulties of bringing young people closer to the world of work. Hence, we are thinking of collaborations with schools, information and training opportunities; we are also thinking of an in-depth study of the relationship between the individual and work, between business and society, and reflections on the ultimate meaning of economic activity.

Lastly, and no less important in the Foundation's future programmes, will be to pursue investigations and reflections on the transformations taking place in the world of work, on new organisational and production models that are increasingly flexible.

The intention is also to give value to the Foundation's close relationship with the companies of the Laviosa group, taking advantage of the group's geographical spread in Europe and the Far East; the aim is to pass on experience and knowledge acquired in contact with different cultures and succeed in transforming them into value for the local community.





The Foundation's activities in India and Turkey

In India, as in Turkey, Laviosa works on behalf of the local communities, listening to and fulfilling their requests in a wide variety of areas: from computers for the school, to street lights in the village, clothing for the winter, food for the cows in India, an offering for the restoration of a mosque to a food basket for needy families during the period of Ramadan and support for youth sports activities in Turkey.

LAVIOSA MARITIME

Laviosa Maritime's activities as shipping and forwarding agent goes back a long way, to 1922.

This type of business was added to the already existing activity of importing coal into the port of Livorno. From there, the coal was subsequently commercialised throughout Italy. Since then, it has achieved a very high level of specialisation in assisting ships of all types, with the commitment to optimising services in port. Over the years it has developed and consolidated specific know-how in various activities: from the loading and unloading of industrial minerals (Bulk Logistics Division), to the stocking of chemicals (Coastal Chemical Depot Division) and commercial and operational assistance to ro-ro ships (Ferry Division). During 2021, Laviosa Maritime has provided agency services to a total of 144 ships, most of which were at the Livorno seaport.

Laviosa Maritime is certified by RINA in accordance with the ISO 9001: 2015 Quality Management System.

The Management System has been implemented since 1998. The company's continuous striving for quality has led over the years to an increasing focus on improving the services offered to maritime transport, which is essentially based on two key elements

- scrupulous listening to customers' needs
- maximum possible optimisation of the company's internal resources in order to meet these needs.

Laviosa Maritime's objectives today continue to focus on creating and maintaining lasting, solid and profitable relationships with customers and suppliers, based on transparent collaboration as well as constant fine-tuning of service quality.

Laviosa Maritime aims to grow and consolidate its role as a specialised operator in the business sector, where it has achieved much of its success over the years.

Another important goal is to geographically expand the market and broaden its vision in logistics, providing customers with additional service solutions also through the opportunities offered by the evolution of IT and systems technology.

Precisely to underline this ambitious vision for the future of the company, from 2022 its name has become Laviosa Maritime and no longer Carlo Laviosa Agenzia Marittima, ideally embracing with the new name the past, but also a broader future mission.

TERMINAL RINFUSI MEDITERRANEO SRL

Telling the story of the year 2021 for Terminal Rinfusi del Mediterraneo srl (TRM), means telling the story of the performance of Terminal Calata Orlando srl (TCO), its 55% owned subsidiary specialising in port operations for the loading and unloading of bulk products.

For TCO, 2021 was the best year in the last 20, sustained by the complete recovery of volumes that had fallen by 20% in the COVID year and returned to over 630,000 tonnes of goods handled in 2021, but above all sustained by the effects of the long recovery work initiated by the company's management since 2017. TCO ended the year with a net positive result of EUR 517,617, or 12% of turnover. So TCO is certainly an important asset for Laviosa Maritime, which thus handles 138,000 tonnes of goods and is one of the terminal's biggest customers, handling 22% of the total goods passing through the terminal. It is an asset that we can define as being of strategic value, considering that part of the goods is destined to feed Laviosa's Livorno plants. During the year, the investment programme continued for the renewal of the terminal's fleet, aimed not only at improving efficiency and productivity, but above all at reducing the environmental impact of the terminal's activities.

The prospects for 2022 are good, confirming the strategic importance of the Port of Livorno, which carries out its activities to supply local industries. A decisive element for the Tuscan economy and not only.

TRAMP DIVISION

This segment of the shipping agency's activities acts as a shipping agent for tramp vessels, usually designed to carry dry bulk, bulk liquids and general cargo. There were 144 ports of call in 2021.

DIVISIONE BULK

In over 40 years of activity, Laviosa Maritime's Bulk Division has developed the specific skills required in this field. Unloading, storage and transport are just some of the steps in the process required to take bulk products from the source to the end user: system integration, regularity and efficiency in these stages are what Laviosa Maritime excels at. Many years of collaboration with the Laviosa company and other industrial companies operating within the same group have enabled us to share the experience and expertise necessary to acquire the business of some of the world leaders in the sector, who have placed their trust in Laviosa Maritime for many years.

Specific expertise in the management of individual products

(coal, clay, sand, feldspar, perlite, etc.) has become one of the agency's hallmarks.

In 2021, Laviosa Maritime chartered 17 ships and handled approximately 138,000 tonnes of industrial minerals in Livorno and 38,500 tonnes in Sardinia.

COASTAL CHEMICAL STORAGE DIVISION

The business of receiving, storing and shipping chemicals began in 1993 with the construction of tanks for storing sulphuric acid on the industrial canal in the Port of Livorno. In 2010, new tanks were built and commissioned for other liquid industrial products (alkylates).

Today, the coastal chemical storage has a total geometric capacity of 4,500 cubic metres, divided between five tanks: two 1,500 cubic metre tanks for sulphuric acid and three 500 cubic metre tanks for alkylates. In 2021, Laviosa Maritime was responsible for unloading a total of 19,500 tonnes of sulphuric acid.

The strong focus on safety issues, the geographical location in central Italy and the fast motorway connections are the division's main strengths.



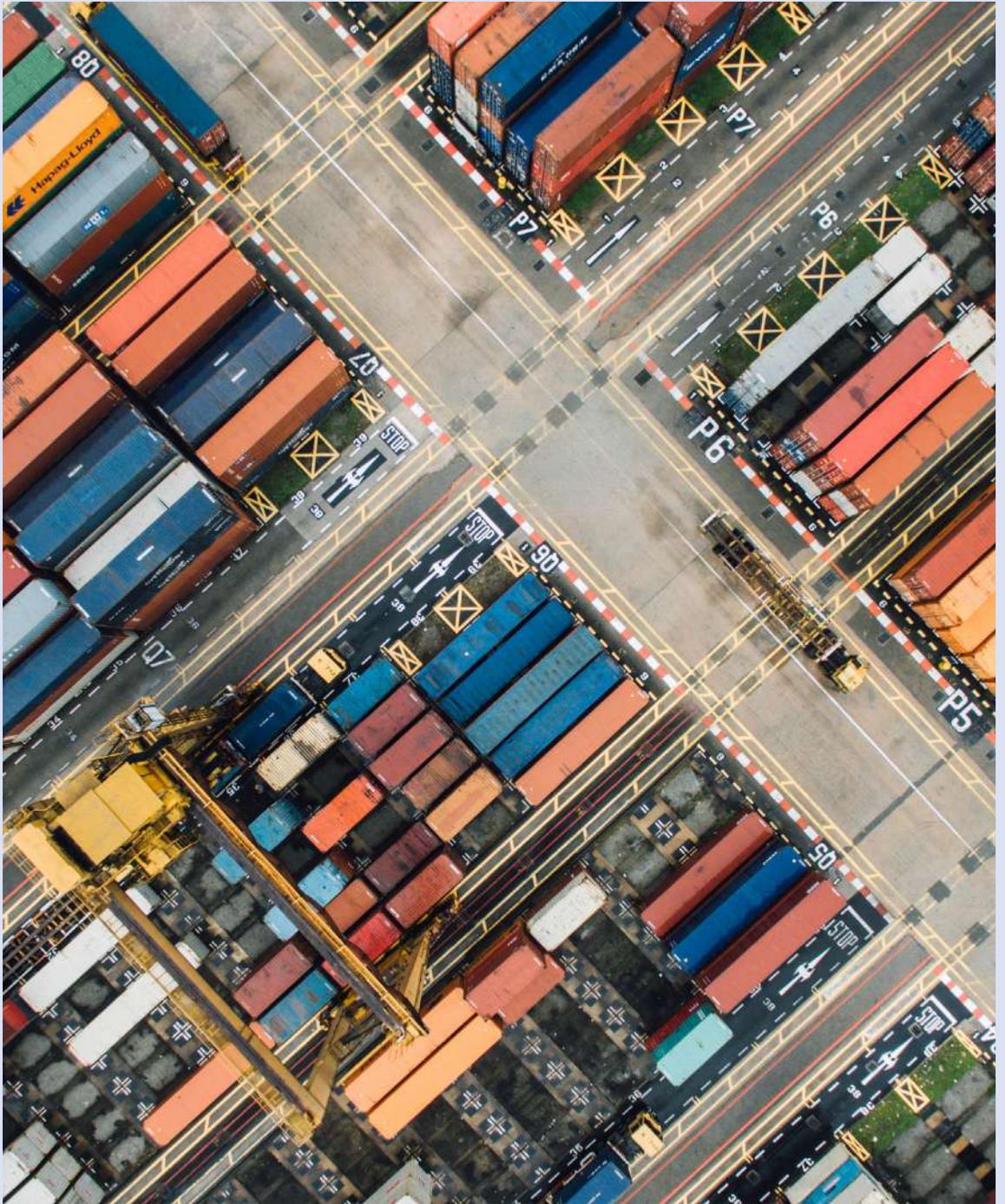
LOGISTICS DIVISION

In September 2020, a new division was created at Laviosa Maritime with the aim of consolidating all logistics needs of the Italian plants and foreign subsidiaries of the Laviosa Minerals Group. From the outset, the vision was to consolidate all logistics activities into one division: road, container, bulk (dry and liquid), warehousing and distribution of the Italian plants and subsidiaries of Laviosa Minerals.

The staff of 5 qualified people is well integrated into the industrial dynamics and needs of the Group's industrial production units and is ready to take advantage of any logistical opportunities in advance that could lead to savings in the supply chain. In 2021, 1,060 TEUS were moved in imports and exports and the shipping agency coordinated 6,500 truck shipments of which 3700 from Sardinia.

Since May 2021 Laviosa Maritime has been managing logistics in the supply chain of Laviosa France and has moved 544 import containers to France. The next steps will be to provide storage and distribution services in France from 2022.

The process of establishing Laviosa Maritime's foreign subsidiaries in India and Turkey has begun with the aim of being operational by mid-2022. To support this development, it has invested in a new ERP system that will be operational from April 2022.



FINAL RESULTS

The year 2021 was characterised by an increase in turnover and profits within the Group, compared to the previous year

A valuable result, taking into account the socio-political instability that has squeezed the world economy. The Group's NET Value Added increased: € 19,9 Mio compared to € 16,8 Mio in the year 2020, improving the percentage of profitability on turnover from 19.4% to 21%. This is due to the optimisation of industrial processes and the improvement of productivity.

As far as the distribution of added value is concerned, the largest share was absorbed by personnel costs. While labour costs remained stable in absolute terms, they decreased in percentage terms from 83% to about 70% of value added.

Financial charges paid to banks and dividends distributed absorbed 3.9% of value added. There was an increase in taxes paid to governments,

which increased from 6.5% to 10.8% of value added, net of contributions received.

The percentage available for the Group to finance its operations also increased. The company's management is focused on developing innovative processes and formulations that ensure greater profitability of its sales.

For 2022, despite the impact of inflationary factors related to the cost of energy, transport and the main raw materials, we expect net profit and profit margins to remain constant.

Laviosa Minerals Srl

Consolidated financial statements

Consolidated profit and loss account

AS AT 31.12.21

	2021	2020
sales	94.036	86.160
cost of goods sold	77.050	71.760
GROSS PROFIT	16.986	14.400
g & a expenses	7.050	7.217
selling expenses	3.121	3.063
OPERATING PROFIT	6.815	4.120
financial income / expenses	548	466
income / expenses from shareholdings	326	213
extraordinary income / expenses	873	1.286
PROFIT BEFORE TAX	6.816	2.581
income tax	2.155	1.090
PROFIT AFTER TAX	4.661	1.491
minority rights	1.610	549
NET PROFITS	3.051	942

CURRENCY: EURO THOUSAND

Consolidated balance sheet

AS AT 31.12.21

ASSETS	2021	2020
A) FIXED ASSETS		
intangible assets	6.585	6.722
tangible assets	35.532	34.213
shareholdings and financial investments	3.994	4.165
TOTAL FIXED ASSETS (A)	46.110	45.100
B) CURRENT ASSETS		
raw materials & works in progress	10.011	12.956
finished products	6.638	4.445
total stocks	16.649	17.401
trade receivable	20.871	17.608
other receivable	3.434	3.850
TOTAL CURRENT ASSETS (B)	40.954	38.859
TOTAL ASSETS (A+B)	87.064	83.959
LIABILITIES EQUITY		
share capital	3.622	3.622
reserves	14.725	15.035
profit of the period	3.051	942
minority rights	11.610	10.801
A) TOTAL EQUITY	33.008	30.400
risk & contingency funds	296	430
staff severance fund (TFR)	1.010	1.027
long term loans	20.790	25.043
B) TOTAL LONG TERM LIABILITIES	22.096	26.500
net short term bank debt	6.360	1.844
suppliers	18.506	19.153
taxes, social securities and other liabilities	7.095	6.062
C) TOTAL CURRENT LIABILITIES	31.961	27.059
TOTAL LIABILITIES (A+B+C)	87.064	83.959

CURRENCY: EURO THOUSAND

Laviosa Chimica Mineraria Spa

Consolidated financial statements

Consolidated profit and loss account

AS AT 31.12.21

	2021	2020
sales	92.921	84.709
cost of goods sold	76.421	71.001
GROSS PROFIT	16.500	13.708
g & a expenses	6.980	6.503
selling expenses	2.877	3.050
OPERATING PROFIT (EBIT)	6.643	4.155
financial income / expenses	541	457
income / expenses from shareholdings	389	252
extraordinary income / expenses	869	1.284
PROFIT BEFORE TAX	6.704	2.666
income tax	2.087	1.080
PROFIT AFTER TAX	4.617	1.586
minority rights	-	-
NET PROFITS	4.617	1.586

CURRENCY: EURO THOUSAND

Consolidated balance sheet

AS AT 31.12.21

ASSETS	2021	2020
A) FIXED ASSETS		
intangible assets	6.551	6.713
tangible assets	34.314	32.945
shareholdings and financial investments	2.371	2.898
TOTAL FIXED ASSETS (A)	43.236	42.556
B) CURRENT ASSETS		
raw materials & works in progress	10.011	12.956
finished products	6.638	4.445
total stocks	16.649	17.401
trade receivable	20.695	17.352
other receivable	3.343	3.959
TOTAL CURRENT ASSETS (B)	40.687	38.712
TOTAL ASSETS (A+B)	83.923	81.268
LIABILITIES EQUITY		
share capital	9.742	9.742
reserves	18.813	19.532
profit of the period	4.617	942
minority rights	-	-
A) TOTAL EQUITY	33.172	30.860
risk & contingency funds	252	382
staff severance fund (TFR)	912	940
long term bank loans	17.960	22.122
B) TOTAL LONG TERM LIABILITIES	19.124	23.444
net short term bank debt	6.609	1.719
suppliers	18.856	19.526
taxes, social securities and other liabilities	6.162	5.719
C) TOTAL CURRENT LIABILITIES	31.627	26.964
TOTAL LIABILITIES (A+B+C)	83.923	81.268

CURRENCY: EURO THOUSAND

Laviosa Maritime Srl

Financial statements

Profit and loss account

AS AT 31.12.21

	2021	2020
sales	16.213	3.160
services	14.808	2.125
personnel	451	388
GROSS PROFIT	954	647
other operating costs	441	334
GROSS OPERATING PROFIT (EBITDA)	513	312
depreciation	154	145
OPERATING PROFIT (EBIT)	359	167
financial income / expenses	32	24
income / expenses from shareholdings	-	-
extraordinary income / expenses	4	14
PROFIT BEFORE TAX	323	129
income tax	117	56
NET PROFITS	206	73

CURRENCY: EURO THOUSAND

Balance sheet

AS AT 31.12.21

ASSETS	2021	2020
A) FIXED ASSETS		
intangible assets	34	9
tangible assets	1.500	1.551
shareholdings and financial investments	945	588
TOTAL FIXED ASSETS (A)	2.478	2.148
B) CURRENT ASSETS		
trade receivable	3.862	1.718
other receivable	151	95
TOTAL CURRENT ASSETS (B)	4.013	1.813
TOTAL ASSETS (A+B)	6.491	3.961
LIABILITIES EQUITY		
share capital	115	115
reserves	896	918
profit of the period	206	73
A) TOTAL EQUITY LIABILITIES	1.217	1.106
staff severance fund (TFR) & long term funds	142	135
long term bank loans	1.718	1.542
B) TOTAL LONG TERM LIABILITIES	1.860	1.677
net short term bank debt	544	113
suppliers	3.694	1.058
taxes, social securities and other liabilities	264	233
C) TOTAL CURRENT LIABILITIES	3.414	1.178
TOTAL LIABILITIES (A+B+C)	6.491	3.961

CURRENCY: EURO THOUSAND

Net Added Value

LM Consolidated

AS AT 31.12.21

	2021	2020	% 2021	% 2020
NET ADDED VALUE	19.939	16.855	21,0%	19,4%
Production value net of consumptions and production costs				
Redistributed as follows to:				
A) EMPLOYEES				
labour cost	13.993	14.021	70,2%	83,2%
B) CAPITAL PROVIDERS				
Interest to banks and bondholders	780	422	3,9%	2,5%
dividend to shareholders	-	-	-	-
C) STATE				
taxes less grants	2.155	1.090	10,8%	6,5%
D) SOCIAL COMMUNITY				
donations	68	55	0,3%	0,3%
E) ENTERPRISE SYSTEM				
net balance kept by the company	2.943	1.267	14,8%	7,5%
TOTAL	19.939	16.855	100%	100%

CURRENCY: EURO THOUSAND



