









# PREFACE

The project undertaken by the WPP Advisory Board/The European House – Ambrosetti is to showcase each year in its pamphlet (2019 marks its eighth edition) **ten companies which do business in Italy** and that have distinguished themselves in terms of economic results, ability to innovate, effective and involved communication with their stakeholders, commitment to the local areas in which they operate, investment and projects with high social impact. Our intent is to commend the "resilience" and expertise of Italy and its economy by highlighting the array of tangible and intangible features tied to the country's culture, entrepreneurship and "savoir faire".

And yet, the end-goal is not that of ignoring Italy's problem areas. In fact, the publication of the 2019 pamphlet coincides with an **extremely complex political**, **economic and social scenario**, from which emerges forcefully—and from a number of directions—the need to adopt better and more balanced development models and strategies.

It is a very ambitious challenge that is not easy to take on, except by dissecting and analyzing the issue of sustainable growth in all its various aspects (economic, environmental and social) and then reuniting them once again. From this standpoint, aside from mere mathematical calculation of the economic advantages and disadvantages of different choices, **business and government play a vital role in indicating, and thus determining, the future we want to leave to the next generations**.

# PREFACE

In Italy, a growth strategy oriented towards increasingly greater inclusiveness and sustainability is possible, but it currently faces a number of obstacles that are not only technological or economic in nature, but also "cultural" and human. Given this, we believe that government and business – and the people who comprise them – must be placed at the center of this new paradigm shift.

While this transformation will certainly require close collaboration among world leaders and companies, in order to be effective, it must also be **communicated**, **accepted and implemented into everyday life**. In this, technology and talent can be valid instruments for taking action. Now present in every aspect of our lives, from smart technologies in daily use to high-tech, new technologies can represent a truly effective means, as can the younger generation which is less-willing to accept inequitable growth and could be the heart and guiding spirit for the social transformation the nation faces.

And it is precisely in the interest of young people that we must welcome this change as soon as possible, but it is also business and today's leaders that must provide the educational tools and structural framework required for this to happen.

The companies featured in the 2019 "Why Italy is Definitely Alive and Kicking" have been selected on the basis of the environmental and social impact of their activity and their contribution to the local areas and communities.

Specifically, they have been divided into two groups of companies:

- **A. Major companies and multinational investors:** Successful and established Italian and international companies that have distinguished themselves for their ability to generate positive economic, social and environmental impact, thus guaranteeing local growth.
- **B.** Companies with high potential: Smaller Italian and international companies that stand out for the significant social-environmental relevance of their economic activity and/or innovative nature of their business and the projects in which they are involved.

These companies are not necessarily the best and the most innovative in their sectors, nor do they represent the only success stories in Italy, but their strategic and investment choices testify to the fact that today, more than ever, Italy calls and is called upon to render its growth more solid, inclusive and sustainable. These ten companies take their place alongside the more than fifty honored in past years. In our view, their stories represent a resource and provide impetus to continue in the building of a more equitable nation. On this challenge depends the future of generations to come, but also the attractiveness of Italy in the medium- to long-term.

# **AB INBEV**

Global leader in the brewing of beer, it manages a full and complete portfolio that is currently organized in three global brands (Budweiser, Stella Artois and Corona) and many international and local brands (for example, in Italy, Birra del Borgo), for a total of over 500 brands.

#### **REASON WHY**

The largest company in the world in the beer brewing sector obtained major results in terms of sustainability over the period 2010-2017 and now, for 2025, the Group has set itself challenging goals in line with the Sustainable Development Goals.

## **KEY FACT AND FIGURES**

With 500 brands united in a single Group, AB InBev serves more than 100 countries around the globe, for a total of \$54.6 billion in revenues globally, of which Euro 422 million in Italy where it employs 240 people (more than 180,000 throughout the world). The Group has always been attentive to quality, has received over 191 Beer Awards and to the promotion of smart drinking.



Gallarate Lombardy - Italy

# **ABInBev**

Among those aspects crucial to strategy in recent years is the Group's increasing orientation towards sustainability. An initial set of sustainability goals was developed for the three-year period 2010-2012 which, in terms of the company's activity globally, resulted in an 18.6% decrease in water use, a 12% decrease in energy use, a 99.2% increase in recycling and a reduction in carbon emissions of 15.7%. A second group of goals was set for eight key regional areas for the period 2013-2017. All these goals were reached 100% thanks to the entire company's commitment to sustainability. Among the results of this process have been a saving of approximately 20 billion liters of water over the past five years and over 140,000 tons of packaging and packing materials. The new goals set in 2018 for 2025 shift the focus from inside the company to outside of it and these targets conform with the Sustainable Development Goals defined by the United Nations in 2015. The goals to be attained over the next seven years involve four areas of initiative. In terms of Smart Agriculture, the goal is to be able to provide a 100% guarantee to the 15,000 farmers that work for the company, located in 15 countries, access to agronomic and technological expertise and financial tools. For the Water Stewardship initiative, the company wants to bring to 100% the communities hard-hit by scarcity of safe water resources who will have measurably improved the availability and quality of water. This goal involves 27% of total production generated by 36 plants. Regarding Climate Action, the goal is to raise to 100% the energy acquired from renewable sources, from the 40% level in 2017, which means shifting 6 terawatt hours of electrical energy per year towards renewable sources, making AB InBev one of the major consumers of renewable energy in the world. In terms of Circular Packaging, the goal is to have 100% of product packaging be recyclable or made with recyclable materials – currently at a level of 46% – with the idea that the company is responsible for the entire life cycle of the product and not only until it is consumed. The program includes the contribution of an operative unit dedicated entirely to innovation - the 100+Sustainability Accelerator - which will involve scientists, technicians and entrepreneurs interested in developing and expanding innovation solutions in line with the four areas of initiative.

# **DIRECTA PLUS**

World leader in the production and supply of graphene-based products for both the consumer and industrial market.

#### **REASON WHY**

The graphene products of Directa Plus are natural, chemical-free and created following sustainable methods. The company's perspective is to take part in the building of a world that is cleaner and healthier through the manufacture of natural solutions and products that do not contain harmful substances..

# **KEY FACT AND FIGURES**

In 2018, the company's revenues were Euro 2.3 million (Euro 900 thousands in 2017), with 27 approved patents and 20 pending patents. With an annual production of 30 tons of graphene materials, the company is among the global leader in the production of graphene-based products.



Como Lombardy - Italy



The Directa Plus group is comprised of Directa Plus Plc, Directa Plus SpA, Directa Textile Solutions Srl and Directa Environmental Solutions. Directa Plus Plc is a holding company quoted on the AIM market of the London Stock Exchange since May 2016. Directa Plus SpA, founded in 2005 and headquartered in Lomazzo (Como), is the operational arm, involved among others in research, production, management of intellectual property and sales. Directa Textile Solutions Srl is a subsidiary of Directa Plus SpA and is responsible for the sale of graphene-based functional textile membranes. Directa Enviromental Solution will provide decontamination services in the oil & gas field. Directa Plus's graphene nanoplasticbased products - marketed under the "Graphene Plus" (G+) brand - are natural, chemicalfree, dermatologically tested and manufactured using sustainable methods. In fact, the manufacturing process is designed to meet the requirements of large-scale supply chains in terms of volume, cost and quality control. Graphene is an additive and active material which, when combined with other materials, it improves the quality, allowing the creation of new high-performance products and the re-launch of mature products. Its field of application is extremely vast and spans a range of sectors, from industrial to textiles and environmental one. In particular, in the textile field, graphene improves heat control in garments to which it is added. This allows products to keep the body cool in warm climates and retain heat under lower temperatures; it also has antibacterial properties. Clothing with Graphene Plus has already been made in sportswear (Colmar, Oakley), workwear & military (Alfredo Grassi) and fashion (Loro Piana). Furthermore, graphene is used in many other products, including asphalts and tires for cars and motorcycles, as well as anti-pollution solutions to clean water of oil. In fact, in 2013, Directa Plus was recognized by the Italian Ministry of the Environment as being one of the top-ten Italian SMEs with cleantech applications (processes and technologies with low environmental impact). Currently, it is involved in creating a graphene-based product, Grafysorber, capable of reclaiming water from hydrocarbons and other contaminants both for adsorption capacity and for the possibility of recovery and disposal of adsorbed materials. The technology they have developed involves using sheets of graphene and has proven to be much more effective than the systems currently available on the market. The tests carried out in Italy, Romania and Nigeria have confirmed an absorption rate of the product that is five times greater than existing solutions: Grafysorber is capable of absorbing 100 times its weight in contaminants.

**D-ORBIT** 

Provides products and services for the space sector that cover the entire life cycle of a space mission: preliminary design, development of the satellite platform, manufacture and integration, inspection, launching and putting into orbit, operations and removal at the end of the life cycle.

#### **REASON WHY**

An Italian benefit corporation since 2014, its vision is to provide end-to-end solutions to improve new and traditional space sectors, increment the profitability of space activities and guarantee the sustainability of human activity not in orbit.

# **KEY FACT AND FIGURES**

Founded in March 2011, it currently has five offices around the world, including one in Portugal, one in the United States and one in England, as well as 50 employees. It was the first aerospace company in the world to be granted the B-Corp certification. Since its founding it has been the recipient of around 18 prizes and awards, including the B-Corp Best for the World award which D-Orbit has received every year since 2016.



Como Lombardy - Italy



D-Orbit was founded with the goal of becoming the no. 1 orbital transport company in the world. Its first step was to develop D3, a solution to permit operators to remove their satellites from orbit in a safe and controlled way, thus guaranteeing a reduction in end-of-mission costs and time frames while maintaining orbits clean for future missions.

In 2017, the company expanded its business by introducing products and services that could also cover the initial and central phases of satellite missions. This major expansion was made possible by the development of "InOrbit NOW", a solution which includes satellite launching and positioning services, mission control software and a series of additional services. InOrbit NOW makes it possible to rationalize the launching, maintenance and orbital traffic of satellite constellations. These will have enormous commercial and social importance because depending on them, for example, are the development of telecommunications infrastructure in emerging countries, relief in areas affected by natural disasters and precision agriculture.

D-Orbit's vision is, in fact, to guide the space industry towards a sustainable and profitable future for all.

# **EUROPEA MICROFUSIONI AEROSPAZIALI**

World leader in the production of high-precision superalloy components for turbines for civil and military aero engines and ground based electricity generation plants.

#### **REASON WHY**

An engineering company wholly-owned by Rolls Royce since 2010, EMA has promoted the creation of a network of local companies called PoEMA (Polo Europeo Microfusioni Aerospaziale – European pole of aerospace micro casting), a project begun in 2014 involving cooperation in production and technology to reduce costs and pool employee benefits among fifteen companies in the province of Avellino, generating new skilled jobs adding two bringing back to like two large industrial buildings abandoned by their previous owners.

#### **KEY FACT AND FIGURES**

Since 2014 revenues have grown at a compound average annual rate of 17.4%, from Euro 54m to 102m in 2018. The employee headcount has also almost doubled, from around 450 to 724. During this development, above all in the last years, EMA has benefitted from working side by side with Invitalia, as part of a 48m local investment plan, (41m in expansion and seven million in R&D) with two development contracts (TEMA and PoEMA phase 1).



Morra de Sanctis, Avellino Campania - Italy



Operations began in 1998, as a JV between Finmeccanica and Rolls-Royce, which took 100% ownership in 2009.

In January 2013, EMA signed the "TEMA" contract with Invitalia, the Italian national agency for domestic investment and economic development, controlled by the Ministry of Economy and Finance. The contract covered Euro 34m production related investments and Euro 2.6m for R&D.

In 2014 (PoEMA) was established, a grouping of nine companies, to strengthen the aerospace sector in Irpinia and create a precision casting centre of excellence with a new organizational model. PoEMA brought together the members of the supply chain to create an integrated manufacturing process. The PoEMA first phase development contract between Invitalia and the PoEMA members was signed in 2016, resulting in investments worth seven million euros Euro 4.5m R&D expenditure.

The development program was completed in 2018, and all partners achieved their goals from the point of view of development, investment and employment growth, with the creation of around 200 new jobs.

The business network also acts as an aggregator of welfare services so as to obtain services that would otherwise be inaccessible at the level of individual companies due to their small size. The services shared to date are the canteen, the nursery school and a Euro 30,000 scholarship scheme for the children of employees for the 2018 - 2019 school year.

# ILLYCAFFÈ

Market leader in the production and distribution of sustainable high-quality coffee.

## **REASON WHY**

The company has always been involved in initiatives to protect and develop a sustainable supply chain, which it controls through incentive mechanisms and training of local communities through which it is divided.

# **KEY FACT AND FIGURES**

With Euro 483 million in revenues in 2018 and 1,294 employees around the globe, the illycaffè Group is one of the main players in the production and marketing of coffee in Italy and throughout the world. Globally, as of 2018, it had 259 mono-brand stores, over 1,500 "artisti del gusto" (skilled baristas) and 28 "Università del Caffè" campuses. Its product, marketed in 144 countries on all continents, is composed of a unique blend of high-quality, 100% Arabica coffee from nine different sources, selected each season from over 20 production areas.



Trieste Friuli Venezia Giulia - Italy



illycaffè has always oriented its strategies towards a sustainable business model that integrates economic goals with those that are socially and environmentally focused. The company's goal is to create value for all players along the production chain through a process of on-going improvement.

Over the last few years, the company has developed a program of corporate social responsibility that includes environmental management systems, optimization of energy use, research and innovation, shared responsibility, traceability of raw materials and support for local communities – all from a long-term strategic perspective. The illycaffè supply chain is based on four basic cornerstones: selecting and working directly with the best Arabica producers in the world who are capable of meeting illycaffè requisites; transferring knowledge through illy agronomists and the Università del Caffè, by sharing agronomic best practices for quality production that respects the environment; recognizing the high quality of the crop through a price that is higher than that of the market to stimulate continuous improvement and render production sustainable; and building an illy Community that involves growers and creates a culture of excellence through direct relationships based on knowledge, sharing and growth. Among the most recent initiatives promoted by the company is the public/private sector partnership signed in January 2019 with the United Nations agency, UNIDO, whose goal is to develop farming supply chains in Mozambique, including that of coffee. The goal is to increase the income of small local producers in the area of the Quirimbas National Park in the province of Cabo Delgado by improving the technical and entrepreneurial skills of the students at the Bilibiza Agricultural Institute that will allow them to take an active role in the development of sustainable production, enhanced product processing and more effective marketing. The project will contribute to spreading the coffee culture in the African country, reinforcing the diversification of local crops and offering the opportunity to introduce on the market the local Racemosa variety.

IREN

The Iren Group is one of Italy's most important public utility companies for local areas. It is a multi-service company, in particular supplying electrical energy and district heating systems, supplying gas and electricity, managing the water and environmental cycle, and in the sale of energy commodities and value-added services.

#### **REASON WHY**

Since its founding in 2010, but with 100 years of activity to its name, thanks to its economic dimension and activation of the supply and subcontracting chains, Iren has contributed to the creation of significant value added for local areas and their resilience and sustainable development. The main positive impacts of the Group on the environment can be broken down into four macro-areas: decarbonization, thanks to energy efficiency initiatives and generating capacity that is over 75% renewable or comparable; circular economy, based on sorted waste and waste recycling; water resource management with major results obtained in reducing leakage and increasing service quality; and resilient cities, thanks to national leadership in district heating systems and the development of e-mobility.

#### **KEY FACT AND FIGURES**

Its revenues in 2018 were over Euro 4 billion and it employs over 8,000 people, with an over 80% growth in the number of employees in the last five years. It has over 1.8 million customers in the energy sector, 2.8 million residents served by the integrated water cycle and more than 2.3 million residents served by environmental services. In addition, through its direct and indirect economic activities, the Group activates supply and subcontracting chains worth over Euro 1.5 billion and employs over 19,000 people in addition to its direct employees.



Reggio Emilia Emilia Romagna - Italy

# iren

The Group's commitment to sustainability can be seen in its numerous initiatives that promote the transition of Italy towards a circular economy model. Iren contributes to the sustainability of the national energy mix. From 2014 to 2018, the electrical energy generated from renewable sources increased by 40.2%, reaching the equivalent of what would be required to satisfy two weeks of the nation's electrical demand or the annual demand of 900,000 Italian families.

Also in terms of sorted waste, at the end of 2018, in the area served by the Group, the percentage was 64.3%, compared with the national average of 55.5%, and almost in line with the goal of 65% set by the European Union for 2035.

Regarding the efficient use of water resources, through the implementation of targeted measures, compared with 2017, Iren has reduced by 2.5% water consumption in production processes.

Investment and work on aqueduct systems has made it possible (the perimeter being equal) to reduce by 2.5% compared with 2017 water usage from the environment for the distribution of drinking water, thus saving 400 tons of oil equivalent.

In addition to its environmental commitment, over the years the Group has implemented projects designed to promote skills and expertise – a flexible and smart organization paired with structured processes of talent and performance management.

In 2018, these initiatives produced significant results: the hiring of 313 new employees (72% under the age of 30), major investment in training that involved 95% of its employees and more than 300 participants in a smart working experimental project.

#### ADVISORY BOARD WPP 2019

# MONDELEZ INTERNATIONAL

International company, leader in the snacking sector.

# **SNACKING MADE RIGHT**

Launched initially ten years ago, the Harmony sustainable farming program promotes biodiversity and good environmental practices in European grain production. Co-created throughout the wheat supply chain together with farmers, cooperatives and millers, the program involves the commitment of partner farmers in following sustainable methods in wheat cultivation and processing in exchange for a harvest bonus.

The primary goals of the initiative involve improving irrigation efficiency, soil protection, safeguarding local biodiversity and reducing  $CO_2$  emissions, while at the same time increasing farmer profits.

The initiative involves 1,700 farmers, 13 millers and 21 cooperatives in France, Spain, Poland, the Czech Republic, Belgium and Italy, resulting in the harvest of 177,000 tons of Harmony grain each year. To-date, 75% of the cookies sold in western Europe contain Harmony wheat – 60% of the EU total.

In addition to promoting sustainable farming methods that contribute to limiting the environmental impact of farming and reducing soil depletion, in February 2019, Mondelez launched an initiative aimed exclusively at the Italian market.

In fact, starting in February 2019, Oro Saiwa Classico utilizes only 100% local wheat from farms in the provinces of Alessandria, Asti, Pavia, Turin and Cuneo, all within a 75 km range of the Saiwa plant in Capriata d'Orba (Alessandria).

A choice with significant spin-offs for the supply chain and involving 173 farms, twelve cooperatives, two mills and a total of nearly 2,940 cultivated hectares for an overall yield of 14.400 tons of wheat.

# **REASON WHY**

Through its business activity the company aims to lead the future of snacking by offering the right snack, for the right moment, done in the right way. With the purpose "Empower people to snack right". Mondelez International aims to contribute to the adoption of balanced snacking habits, by producing and marketing safe and sustainable products in terms of origin, production procedures and delivery methods, generating a positive impact for the people and the planet. In 2018, Mondelēz International announced, among its sustainability programs, its intention to extend the Harmony program, the company's initiative to procure sustainable wheat in six European markets in order to cover, by 2022, 100% of its cookie brands in the European Union, resulting in a 60% increase in production over the last year. In addition, since February 2019, the classic version of the long-time favorite Oro Saiwa cookie, present in Italy since 1956, has been produced exclusively with 100% Italian wheat.

# **KEY FACT AND FIGURES**

Snack sector multinational with products sold in over 160 countries with revenues of \$26 billion in 2018. The company is active in five major business segments that include the following categories: sweet and savory snacks, chocolate, drinks, cheese, chewing gum and candy. The Mondelēz International product portfolio includes such international brands as Cadbury Dairy Milk, Oreo, Milka, Toblerone and Trident, as well as Italian Brand of recognized excellence such as Sottilette<sup>®</sup>, Philadelphia, Fattorie Osella, Oro Saiwa, Tuc, Cipster, Fonzies, Ritz, Halls and Mikado. With its headquarters in Milan and two factories in Caramagna and Capriata d'Orba, the Company has been a leader in the Italian food industry for 50 years.



Lombardy - Italy

# NOVAMONT

Leading Italian company on an international level in the bioplastics sector and in the development of bioproducts and biochemicals, for the production of biodegradable and compostable products in various sectors of use (agriculture, waste management, food packaging, food service).

#### **REASON WHY**

Promoting a bioeconomy model based on the efficient use of renewable resources and on regional regeneration. Starting from local areas, Novamont activates biorefineries integrated into the area through the reconversion of industrial sites that are no longer competitive, while respecting local conditions and in partnership with all players in the supply chain.

#### **KEY FACT AND FIGURES**

Revenues in 2018 were Euro 238 million, and it employed around 441 people in Italy (+5.5% compared with 2017), of which 95.5% with an open-ended contract, 12% under the age of 30 and 20% involved in research and development. In addition, the company benefits from the contribution of nearly 260 national and international partnerships in R&D projects involving other companies, research centers, universities, associations and government and municipal entities. Novamont is active abroad with offices in Germany, France and the United States and with a representative office in Brussels (Belgium), and is present through its distributors in over 40 countries on all continents.



Novara Piedmont - Italy



Novamont's roots are in the Montedison School of Material Science where a number of researchers began to develop the project for integrating chemistry, the environment and agriculture. Today, Novamont's bioeconomy model for the production of bioplastics is based on three pillars.

The first is the regeneration of industrial sites that have been abandoned or are no longer competitive, bringing them back into use through technologies and installations that are world-class. In this way, Novamont contributes to regenerating industrial and rural areas that risk becoming derelict, with positive spin-offs for employment and the local economy, while at the same time reducing environmental impact. Despite the highly internationally-oriented nature of the sector in which Novamont operates, in 2018 its purchase invoices from local suppliers (those whose corporate headquarters are in Italy) amounted to Euro 121 million, 62% of the total purchases.

The second is the integrated local agricultural supply chain based on sustainable farming methods that respect biodiversity and aquatic and terrestrial ecosystems. Novamont makes sure that the production of renewable raw materials does not occur in areas with a high level of biodiversity and high carbon reserves. It also promotes good farming practices and has signed supply chain agreements with farmers and their associations that work alongside them in spreading sustainability.

The third is the creation of products and applications designed to solve specific problems strictly connected to water and soil quality, such as organic waste management, soil depletion and water pollution, to create a virtuous system with positive spin-offs for society as a whole.

# **OLEIFICIO ZUCCHI**

Production and marketing of vegetable and olive oils in its consumer retail business unit through which it produces and distributes olive and vegetable oils both under its own and private labels, as well as its wholesale unit that serves the food industry as a supplier of oils in bulk.

#### **REASON WHY**

The desire of the Oleificio is to consolidate its position in Italy and win over a growing share in foreign markets by utilizing an important strategic approach that starts from a broad-ranging concept of sustainability based on it being the no. 1 producer of sustainable EVO oil in the world.

## **KEY FACT AND FIGURES**

With a history that spans 200 years, revenues in 2018 were Euro 194 million, with an overall growth of +17% since 2015, and over 150 employees (90% with an open-ended contract). The Oleificio's oils are exported to 47 countries around the world.



Cremona Lombardy - Italy

ADVISORY BOARD WPP 2019



The company dates back to 1810 and, historically, it was active in the production of vegetable oils, especially in bulk and bottled for third parties. With the years it developed its olive oil business and, to-date, it has obtained numerous certificates, most of which anticipating regulatory measures for the sector and setting quality standards through voluntary certification. This commitment has also been extended and is requested on the supply chain level from nearly all suppliers who are required to respect the high standards of quality and transparency. Its primary strategic objective is to define its supply chain and highlight its sustainability.

Since 2012, with the introduction of the Zucchi brand, a challenging development plan was set based on the sharing of goals among all players in the chain. This development phase was reinforced in 2013 through the Progetto di Filiera Zucchi which, over 2016 and 2017, led to the introduction on the global market of the first 100% sustainable Italian EVO oil.

The Filiera project is broken down into three phases. The first phase was launched in 2013 with the repositioning of the Zucchi brand and is centered on highlighting the art of blending. The second phase involved the development of the "Consigliati da Legambiente" (Recommened by the Legambiente) product line through standards defined together with the Legambiente Onlus environmental organization. The third phase calls for the development, together with CSQA Certificazioni, of two further standards (one for EVO oils and one for vegetable oils) that commit the entire production chain to undertaking a specific plan of quality improvement, traceability and sustainability through the imposition of more stringent requisites than those provided for in current regulatory standards. The significant development of the Oleificio Zucchi in recent years was mostly driven by tracked and sustainable products, that have been accountable for the 40% of turnover growth from 2015 to 2018.

23

# **PHILIP MORRIS ITALIA**

It is one of the leading global players in the tobacco sector, with products sold in 180 countries and a portfolio that includes 6 of the 15 largest international brands. First mover in the sector of alternative tobacco products, is engaged in the design, production and marketing of new generation products, whose main product to date is IQOS.

#### **REASON WHY**

It has been undergoing a process of profound transformation since the 1990s, focusing on alternative products to traditional tobacco products (heated tobacco and electronic cigarettes), based on the absence of combustion, potentially reducing the risks for smokers. In 2014 PMI launched IQOS, the first heated tobacco product, in the Italian and Japanese markets to reach 47 markets today. The company's revolutionary goal is to create a smoke-free future by replacing cigarettes with new-generation products.

#### **KEY FACT AND FIGURES**

The Group is active in Italy through two affiliates: (i) Philip Morris Italia s.r.l. based in Rome, which deals with the marketing of tobacco products and employs about 1000 people; (ii) Philip Morris Manufacturing and Technology Bologna s.p.a. with headquarters in Bologna, a center for the development and production of innovative and alternative products to traditional cigarettes, which in 2016 inaugurated the Crespellano (BO) plant, the result of a green-field investment of approximately 1.2 billion euros and which, together with the existing plant, currently employs more than 1,600 employees. The plant ships to over 40 countries for a total value of around 700 million euros in 2017 alone. Philip Morris Italia is the first buyer of tobacco in Italy thanks to the multi-year commitments signed with the MIPAAFT, envisaging investments of up to 500 million euros total in 5 years.



Rome Lazio - Italy



The innovation introduced in the market has the objective of significantly affecting the damage caused by the combustion of tobacco, thanks to the replacement of this process by heating. This process makes it possible to cancel the presence of smoke, significantly lowering the levels of harmful and potentially harmful components.

Total investments in research and development of new products, from 2008, amount to over 6 billion dollars, and have seen the involvement of more than 400 scientists, technicians and engineers working in two Philip Morris International's research centers - in Singapore and Neuchâtel - who work every day to perfect innovative products.

The production of innovative tobacco sticks is concentrated in Italy, at the production plant in Crespellano (Bologna), thanks to which, from 2014 to 2017, it was calculated that each euro invested generated an additional 2.1 euros of indirect purchases and an induced effect amounting to 1 billion and 700 million euros, with a multiplier of 3.1. The volume of investments has produced a multiplier effect on the value added for the country, with a multiplier of 3, almost 4 if we consider the employment impact in the Italian economic system through the creation of 10,900 jobs.

In the world, to date there are over 10 million consumers of the manufactured product in Bologna, most are registered in Japan and Korea, the Europe follows.

# **COMPANY LIST OF PREVIOUS EDITION**

2	<b>n</b> 1	2
4		

- CONAD
- ELICA
- ENEL X
- IMA
- INTERPUMP GROUP
- ISA
- KITON
- SCAVOLINI
- STMicroelectronics
- TOTAL ITALIA

# 2017

ATLANTIA
BIESSEGROUP
CISCO SYSTEMS
DIASORIN
DOW CHEMICAL
FINCANTIERI
GRUPPO CALZEDONIA
GRUPPO ERG
HITACHI
LA MOLISANA

# 2016

BAULI GROUP
BREMBO
COESIA
DALLARA AUTOMOBILI
DE MATTEIS AGROALIMENTARI
ELI LILLY ITALIA
FINECO BANK
LUNGAROTTI
THE NICE GROUP
TECHNOGYM

# 2015

ARGC	O TRACTORS	ARTEMIDE
AUTC	DMOBILI LAMBORGHINI	CANALI
AZIM	UT-BENETTI GROUP	COMER INDU
BLAC	KSHAPE AIRCRAFT	FALCK RENEW
BOLT	ON ALIMENTARI	FELETTI
FIAM	М	GUALA CLOSU
GRUF	PPO CAMPARI	LAMINAZION
LOCC	CIONI GROUP	NONINO
LAVA	ZZA	VALAGRO
NAN	NINI	YOOX

# 2013

1IDE	AMPLIFON
LI	ARDUINO
R INDUSTRIES	BRUNELLO CUCINELLI
RENEWABLES	EATALY
1	FLOS
A CLOSURES GROUP	GROM
IAZIONE SOTTILE	LAGO
NO	LUNELLI
iro	MOLESKINE
	MONCLER
	MUTTI

#### DISCLAIMER

The information in this document is not provided for commercial purposes, nor can it be reproduced or used for anything other than informational purposes. All the basic information included here is based on the official websites of the mentioned Companies and on public sources that The European House – Ambrosetti can provide on request. The names of the companies and brands mentioned in this document for informational and research purposes are the exclusive intellectual property of the companies mentioned above. The descriptions and attributes associated with each Company express the thinking and opinion of the working group of The European House – Ambrosetti and in no way that of the companies themselves.

2014