



A multibrand company

Head office: Via J. F. Kennedy, 16 – 42124 Reggio Emilia – Telephone: 0522.7901 Fax: 0522.790266
Share Capital € 43,935,050.00 fully paid-up – Economic and Administrative Index of Reggio Emilia (REA) no. 277595 – VAT and Tax ID 00183410653
Company subject to management and coordination by Newlat Group S.A. pursuant to articles 2497 et seq. of the Italian Civil Code.

PRESS RELEASE

THE BOARD OF DIRECTORS APPROVES

THE INTERIM FINANCIAL REPORT AS AT 30 SEPTEMBER 2020

- **Aggregate revenues¹: € 372.7 million, up 5.4% vs. € 353.6 million in the first nine months of 2019.**
- **Aggregate Adj. EBITDA²: € 37.8 million, up 58% vs. € 23.9 million in the first nine months of 2019.**
- **Aggregate Net Income: € 30.5 million, including € 19.3 million of profit arising from the business combination, in sharp increase vs. € 2.2 million of the aggregate 9M figure.**
- **FCF equals € 30.8 million, with 81.5% of Group EBITDA being converted into cash.**
- **Consolidated Net Financial Position at 30 September 2020 equal to € -8.8 million vs. € -35.32 million at 31 December 2019 under the same consolidation scope. Excluding IFRS lease liabilities, consolidated NFP at 30 September 2020 would be positive by € 8.4 million.**

Reggio Emilia, 13 November 2020 – the Board of Directors of Newlat Food S.p.A. (“**Newlat Food**” or the “**Company**”), which met today under the chairmanship of Angelo Mastrolia, examined and approved the Interim Financial Report as at 30 September 2020.

Introduction to the Interim Management Report

The Interim Management Report³ includes the management report drafted on an aggregate basis in order to represent the assets, liabilities, revenues and costs directly and indirectly attributable to the Newlat Group on a like-for-like basis. The statements as at 30 September 2020 as well as the comparative statements as at 30 September 2019 include the balances of Newlat Deutschland GmbH and Centrale del Latte d’Italia (“**CLI**”) for the purpose of greater understanding and analysis of the Group's business performance.

The data relating to the first half of the year confirm a positive trend in the main economic and financial data of the Group.

Consolidated revenues are reported at € 325.7 million while EBITDA is reported at € 31.6 million. Consolidated EBITDA margin is equal to 9.7%.

¹ Aggregate results are redacted on a pro-forma basis and include Centrale del Latte d’Italia and Newlat GmbH Deutschland from 1st January 2019.

² Adjusted EBITDA is defined as EBITDA plus adjustments deriving from removal of one-time, non-recurring income and expenses.

³ The Interim Financial Report also includes the consolidated financial statements prepared in accordance with the accounting principles adopted by the Group, which includes Centrale del Latte d’Italia starting from 1st April 2020 and Newlat GmbH Deutschland starting from 1st November 2019 under the consolidation scope.





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Consolidated Net Income was equal to **€ 30.7 million** compared to € 3.7 million in 9M 2019. Excluding non-recurring income arising from business combinations, consolidated net income would have been € 10.4 million.

This communication therefore comments on the aggregate financial results, as these are deemed to be more representative. Consolidated statements are attached in the appendix under the “Financial Statements” section.

Main data included in the Interim Report

The **aggregate revenues** of the Company in the first nine months of 2020 were equal to **€ 372.7 million**, an increase of **5.4%** compared to the first nine months of 2019 (proforma revenues in 9M 2019 were equal to € 353.6 million).

The Company's **aggregate adjusted EBITDA** was **€ 37.8 million**, an increase of **58%** compared to the same period of 2019.

Aggregate EBIT was equal to **€ 37.9 million**, compared to € 5.6 million at 30 September 2019. Excluding income arising from business combinations, aggregate EBIT was € 18.7 million vs. € 5.6 million at 30 September 2019.

Pro-forma Net Financial Position, including the effects of IFRS 16, went from -€35.3 million at 31 December 2019 to -€17.7 million at 30 June 2020, and finally to **-€8.4 million** at 30 September 2020, thanks to the Company's ability to generate cash from operating activities.

The **consolidated net income which includes the CLI Group in the consolidation scope starting from 1st April 2020** was equal to **€ 30.8 million** vs. € 3.7 million in the first nine months of 2019. Excluding the profit arising from business combinations, the actual growth was **184%**.

* * *

The Chairman Angelo Mastrolia commented: “Newlat reconfirmed in the first nine months an organic growth above the sector average and a gradually improving profitability, which reaches an EBITDA margin of 10%. These results are the consequence of constant cost optimization and a strong focus on the reference markets to strengthen market share. The Company also confirms an important ability to generate cash, which allows it to support its development plan through M&A activities. The Group is constantly committed to evaluating potential targets in Europe to close one or more acquisitions by 2021 to achieve the goal of € 1 billion in turnover and an EBITDA of € 100 million.

The first nine months attest that 2020 will be a year with solid growth, both organic and inorganic. This growth was also achieved thanks to the effective integration of CLI into the Group which made it possible to achieve very comforting consolidated results in terms of profitability and cash generation with a consequent financial position that allows us to look to 2021, despite the problems arising from the pandemic, with reasonable optimism. ”





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Analysis of consolidated revenues

In the first nine months of 2020, Newlat Food achieved consolidated results equal to € 372.7 million, up 5.4% compared to 353.6 million in the previous year. The revenues by Business Unit were split as follows:

Revenues by Business Unit

(In € thousand and in percentage)	Ended 30 September				Change	
	2020	%	2019	%	2020 vs 2019	%
Pasta	104,706	28.1%	91,168	25.8%	13,538	14.8%
Milk Products	183,863	49.3%	182,563	51.6%	1,300	0.7%
Bakery Products	29,229	7.8%	26,002	7.4%	3,227	12.4%
Dairy Products	20,334	5.5%	20,004	5.7%	330	1.6%
Special Products	23,850	6.4%	21,410	6.1%	2,440	11.4%
Other Products	10,682	2.9%	12,448	3.5%	-1,766	-14.2%
Revenues from clients' contracts	372,664	100.0%	353,595	100.0%	19,069	5.4%

Revenues relating to the **Pasta** segment increased by **14.8%** compared to the same period of the previous year due to higher sales volumes, especially in Germany, and the greater contribution of Delverde products.

Revenues relating to the **Milk Products** segment increase due to higher sales volumes and an increase in average prices in particular with reference to the subsidiary Centrale del Latte d'Italia S.p.A.

Revenues relating to the **Bakery Products** segment increased by **12.4%** due to an increase in sales volumes.

Revenues relating to the **Dairy Products** segment were up by **1.6%** as a result of an increase in sales volumes.

Revenues relating to the **Special Products** segment increased by **11.4%** mainly thanks to the renegotiation of the price lists with Kraft-Heinz, as well as as a result of the acquisition of new customers.

Revenues relating to the **Other Products** segment contracted by **14.2%** as a result of a decrease in sales volumes linked to the traditional food service sector, impacted by the crisis following the COVID-19 pandemic.





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Revenues by Distribution Channel

(In € thousand and in percentage)	Ended 30 September				Change	
	2020	%	2019	%	2020 vs 2019	%
Large retailers	230,074	61.7%	211,675	59.9%	18,399	8.7%
B2B partners	38,095	10.2%	36,873	10.4%	1,222	3.3%
Normal trade	61,310	16.5%	61,353	17.4%	(43)	(0.1%)
Private label	32,916	8.8%	32,667	9.2%	249	0.8%
Food service	10,270	2.8%	11,026	3.1%	(756)	(6.9%)
Revenues from clients' contracts	372,664	100.0%	353,595	100.0%	19,069	5.4%

Revenues relating to the **large-scale distribution** channel grew by **8.7%** thanks to an overall increase in demand.

Revenues in the **B2B partners** channel were up **3.3%**, substantially in line with the previous period.

Sales in the **Normal trade** channel remain substantially unchanged, with a slight decrease of **0.1%** due to the COVID-19 emergency.

The **Private label** channel recorded a slight increase of **0.8%** due to a growth in sales volumes.

Food service sales decreased by **-6.9%** due to the drop in sales as of “Other Products” in the Ho.Re.Ca. sector.

Revenues by Geography

(In € thousand and in percentage)	Ended 30 September				Change	
	2020	%	2019	%	2020 vs 2019	%
Italy	251,381	67.5%	245,238	69.4%	6,143	2.5%
Germany	75,660	20.3%	66,088	18.7%	9,572	14.5%
Other countries	45,623	12.3%	42,268	12.1%	3,355	7.9%
Revenues from clients' contracts	372,664	100.0%	353,594	100.0%	19,070	5.4%

Revenues in **Italy** grew by **2.5%** as a result of an overall increase in demand.

Germany recorded the highest increase by country, as sales went up **14.5%** in the first nine months of 2019 as a result of higher sales volumes particularly in the Pasta segment.

Revenues in **Other Countries** increased by **7.9%** between the two periods reflecting an organic growth especially in the Pasta segment.





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Analysis of Consolidated Aggregate Results

In the first nine months of 2020, **Cost of Goods Sold** was equal to € 288.5 million, representing **77.4%** of revenues compared to 80.1% at 30 September 2019. This improvement was achieved through a more efficient procurement policy, which improved the terms of purchase of raw materials and packaging materials. **Aggregate Adjusted EBITDA** was up **58%** and equal to **€ 37.8 million** as opposed to € 23.9 million in the first half of 2019 and an EBITDA margin of **10.2%** as opposed to 6.8%.

It is important to underline that Centrale Latte d'Italia had a significant contribution both in terms of margin improvements and in the ability to convert economic results into cash, thanks to the combined effect of three key aspects: (i) strengthening of commercial policies; (ii) improvement of the procurement process; (iii) renegotiation of some key contracts in the purchase of raw materials and packaging materials. The rapid implementation of the aforementioned actions has allowed to achieve the announced synergies several months in advance. The third quarter of 2020 has also benefited from the effects deriving from the merger process.

Aggregate EBIT is reported at **€ 37.9 million** with a margin of **10.2%**, while in 9M 2019, EBIT was € 5.6 million and an EBIT margin of 1.6%. Excluding the profits deriving from the business combination, equal to € 19.3 million, adjusted EBIT was equal to **€ 18.7 million** as opposed to € 2.15 million as at 30 September 2019.

Aggregate Net Profit was **€ 30.5 million** as opposed to € 2.15 million in the first nine months of 2019. After deducting the profits arising from business combinations mentioned above, aggregate adjusted Net Profit was **11.3 million**.

Such result was possible thanks to the implementation of better supply chain management and more balanced business mix contribution.

Analysis of Net Debt and Cash Conversion

Pro-forma Net Debt at 30 September 2020 was equal to **€ 8.8 million** as opposed to a proforma Net Debt of € 35.3 million at 31 December 2019. Excluding the effects of IFRS 16 lease liabilities, NFP was positive and equal to **€ 8.4 million**.

The period confirmed the ability of the Company to generate cash, as a cash conversion rate⁴ of **85.6%** was achieved.

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⁴ Cash Conversion Rate is calculated as follows: (EBITDA-CAPEX)/EBITDA.





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2021 FINANCIAL CALENDAR

Furthermore, the Board of Directors approved, pursuant to Article 2.6.2 of the Rules of the Markets organised and managed by Borsa Italiana S.p.A. (the “Rules”), the calendar of corporate events for the year 2021 as follows:

Friday, 19 March 2021	Board of Directors’ Meeting: Approval of the draft financial statements and consolidated financial statement for the year 2020
Thursday, 29 April 2021	Shareholders’ Meeting (first call)
Thursday, 6 May 2021	Shareholders’ Meeting (second call)
Friday, 14 May 2021	Board of Directors’ Meeting: Approval of the interim management report as at 31 March 2021
Monday, 9 August 2021	Board of Directors’ Meeting: Approval of the half-year financial statements as at 30 June 2021
Friday, 12 November 2021	Board of Directors’ Meeting: Approval of the interim management report as at 30 September 2020

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BUSINESS OUTLOOK

Since the beginning of the pandemic, the Group has shown that it is prepared to face the particular moment, offering adequate responses in terms of services and products to the various needs that have arisen following above all the different phases of evolution that characterized this period, lockdown in March and April 2020 upon the subsequent gradual reopening of the commercial activities of some of the Group's customers.

The same consideration should be given to activities carried out in accordance with the "Group guidelines", less commercial and logistical, but more management-oriented, such as the strengthening of liquidity and the careful management of trade receivables and operating costs, having in every case as a priority the satisfaction of customers and employees.

All this allowed the Group, as can be inferred from the results, to achieve excellent results in terms of margins and value creation for its shareholders.

In this context, it is considered interesting to point out that the commercial organization, as well as the production system have played a fundamental role and proximity to customers. This approach places the





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final consumer at the center of the Group's policies and guidelines, while at the same time strengthening the link with our brands.

The large-scale distribution channel recorded significant performances (+ 8.7%), while the channels linked to food service (restaurants, bars, hotels, etc.) recorded negative performances (-6.9%). The reopening has already recorded improvements in the Food service channel in the last quarter, confirming the trend in July and August, taking into account both the reopening of hotels and restaurants, but also the Group's ability to record performances beyond above the market average. The months of October and November were impacted by the aggravation of the consequences of the effects of COVID - 19 which led to new restrictions on the movement of people and the partial closure of many businesses.

Fortunately, the sector in which the Group operates is not affected by the restrictions and has been less affected by this pandemic, demonstrating at the same time its solidity.

In October and November the Group continued to record levels of growth in its turnover despite the suffering of the HO.RE.CA. sector linked to the Food Services channel.

On these positive foundations, although a situation of heavy uncertainty remains regarding the future evolution of the Coronavirus phenomenon, the management of Newlat Food S.p.A. it renews its full confidence in the continuation of the growth plan in organic terms.

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CONFERENCE CALL ON THE 9M 2020 RESULTS OF THE NEWLAT FOOD GROUP

The 9M 2020 results of the Newlat Food Group will be illustrated during the conference call to be held today at 16:00 (CET). Below are the dial-in numbers to participate in the *conference call* (Meeting number: 175 822 3268; Meeting password: jF74YfX3CQm or 53749393 from telephone and video systems):

- Italy: +39-069-974-8087
- France: +33-1-7091-8646
- Germany: +49-619-6781-9736
- Switzerland: +41-2256-75905
- United Kingdom: +44-20-7660-8149

others global numbers: newlatfoodspa.my.webex.com

or – to follow the presentation live broadcast – connect at the link:
<https://newlatfoodspa.my.webex.com/newlatfoodspa.my/j.php?MTID=m68a36879bca66812abc4369205690a4a>

The presentation can be downloaded at corporate.newlat.it about 30 minutes before the beginning of the conference.





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Should you be unable to attend the conference call, an MP3 file will be available at corporate.newlat.it from 16th November.

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DECLARATION OF THE MANAGER RESPONSIBLE FOR PREPARING THE CORPORATE ACCOUNTING DOCUMENTS

The manager in responsible for preparing the corporate accounting documents Rocco Sergi declares, pursuant to and for the purposes of Article 154-bis, paragraph 2, of Legislative Decree no. 58 of 1998, that the information contained in this press release corresponds to the document results, books and accounting records.

* * *

DISCLAIMER

This presentation might contain certain forward-looking statements that reflect the Company's management's current views with respect to future events and financial and operational performance of the Company and its subsidiaries. These forward-looking statements are based on Newlat Food S.p.A.'s current expectations and projections about future events. Any reference to past performance of the Newlat Group shall not be taken as a representation or indication that such performance will continue in the future. This presentation does not constitute an offer to sell or the solicitation of an offer to buy Newlat's securities, nor shall the document form the basis of or be relied on in connection with any contract or investment decision relating thereto, or constitute a recommendation regarding the securities of Newlat Food. Newlat's securities referred to in this document have not been and will not be registered under the U.S. Securities Act of 1933 and may not be offered or sold in the United States absent registration or an applicable exemption from registration requirements.

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This press release is available on the Company's website at www.newlat.it as well as at the authorized storage mechanism eMarket Storage at www.emarketstorage.com.

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The "Interim Management Report as at 30 September 2020" will be made available on the Company's website at www.newlat.it as well as at the authorized storage mechanism eMarket Storage at www.emarketstorage.com.

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FOR MORE INFORMATION:

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The Newlat Group

The Newlat Group is a relevant multinational, multi-*brand* and multi-channel player in the Italian and European agri-food sector, having a large portfolio of products and brands well known in Italy and internationally. The Newlat Group holds a consolidated positioning in the Italian and German markets and sale products in more than 60 countries. The Newlat Group is mainly active in the pasta, dairy, bakery and special products sectors, and in particular in the *health & wellness*, *gluten free* and *baby food* sectors.

For more information, visit our website www.newlat.it.





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Aggregate Income Statement

<i>(In € thousand)</i>	Ended 30 September	
	2020	2019
Revenue from clients' contracts	372,664	353,595
Cost of goods sold	(288,479)	(283,338)
<i>Of which towards related parties</i>	(2,070)	(2,070)
Gross profit	84,185	70,257
Sales and distribution costs	(46,756)	(45,792)
Administrative expenses	(19,626)	(19,947)
<i>Of which towards related parties</i>	(90)	(313)
Net impairment losses on financial assets	(1,095)	(1,250)
Other income	6,341	6,001
Income from business combination	19,271	
Other operational costs	(4,375)	(3,712)
EBIT	37,946	5,557
Financial income	497	579
<i>Of which towards related parties</i>	167	344
Financial expense	(2,993)	(2,596)
<i>Of which towards related parties</i>	(157)	(101)
EBT	35,450	3,539
Gross income tax	(4,921)	(1,390)
Net Income	30,529	2,149
Net Income attributable to non-controlling interest	1,050	(1,029)
Group Net Income	29,479	3,178
Basic EPS	0.72	0.08
Diluted EPS	0.72	0.08





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FINANCIAL STATEMENTS





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Consolidated Statement of Financial Position as at 30 September 2020

<i>(In € thousand)</i>	Ended 30 September 2020	Ended 31 December 2019
Non-current assets		
Property, plant and equipment	146,893	31,799
Right of use	17,052	17,326
<i>of which towards related parties</i>	7,398	9,467
Intangible assets	44,458	25,217
Investments in associated companies	1,401	
Non-current financial assets valued at fair value with impact on I/S	698	42
Financial assets stated at amortized cost	806	866
<i>of which towards related parties</i>	735	735
Deferred tax assets	5,866	5,034
Total non-current assets	217,175	80,284
Current assets		
Inventory	44,006	25,880
Account receivables	68,730	49,274
<i>of which related parties</i>	19	19
Current tax assets	2,719	716
Other receivables and current assets	8,674	4,701
Current financial assets valued at fair value with impact on I/S	4	4
Cash and cash equivalents	163,527	100,884
<i>Of which towards related parties</i>	61,933	45,338
Total current assets	287,659	181,459
TOTAL ASSETS	504,834	261,743
Equity		
Share capital	43,935	40,780
Reserves	62,507	43,591
Net income	29,980	7,173
Total equity	136,423	91,545
Equity attributable to non-controlling interest	13,160	
Total consolidated equity	149,584	91,546
Non-current liabilities		
Provisions for employees	15,055	10,646
Provisions for risks and charges	1,506	1,396
Deferred tax liabilities	9,900	3,850
Non-current financial liabilities	102,311	12,000
Non-current <i>lease</i> liabilities	11,277	13,032
<i>Of which towards related parties</i>	4,854	6,989
Other non-current liabilities	600	600





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Total non-current liabilities	140,648	41,524
Current liabilities		
Account payables	129,594	85,592
<i>Of which towards related parties</i>	228	149
Current financial liabilities	52,778	22,456
<i>Of which towards related parties</i>	981	-
Current lease liabilities	5,950	4,776
<i>Of which towards related parties</i>	2,795	2,341
Current tax liabilities	3,139	471
Other current liabilities	23,141	15,379
Total current liabilities	214,601	128,674
TOTAL EQUITY AND LIABILITIES	504,834	261,743





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Consolidated Income Statement at 30 September 2020

<i>(In € thousand)</i>	Ended 30 September	
	2020	2019
Revenue from clients' contracts	325,686	185,076
<i>Of which towards related parties</i>	-	(15,368)
Cost of goods sold	(254,038)	(155,439)
<i>Of which towards related parties</i>	(2,040)	(1,863)
Gross profit	71,647	29,637
Sales and distribution costs	(39,061)	(15,445)
Administrative expenses	(16,319)	(8,311)
<i>Of which towards related parties</i>	(90)	(313)
Net impairment losses on financial assets	(927)	(903)
Other income	5,428	2,837
Income from <i>business combination</i>	20,296	-
Other operational costs	(3,767)	(1,573)
EBIT	37,298	6,242
Financial income	447	233
<i>Of which towards related parties</i>	167	219
Financial expense	(2,411)	(1,029)
<i>Of which towards related parties</i>	(157)	(198)
EBT	35,334	5,447
Gross income tax	(4,555)	(1,715)
Net Income	30,779	3,732
Net income attributable to non-controlling interest	799	0
Group Net Income	29,980	3,732
Basic EPS	0.72	0.14
Diluted EPS	0.72	0.14





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Consolidated Statement of Comprehensive Income at 30 September 2020

<i>(In € thousand)</i>	Ended 30 September	
	2020	2019
Net Profit (A)	30,779	3,732
a) Other comprehensive income that will not be reclassified to profit or loss		
Actuarial gains / (losses) on post-employment benefit obligations	(544)	(721)
Tax effects on profit/(actuarial losses)	163	195
Total other comprehensive income that will not be reclassified to profit or loss	(381)	(526)
Total other comprehensive income for the period, net of tax (B)	(381)	(526)
Total comprehensive income for the period (A)+(B)	30,398	3,206
Net income attributable to non-controlling interest	697	
Group Net Income	29,701	3,206





A multibrand company

Head office: Via J. F. Kennedy, 16 – 42124 Reggio Emilia – Telephone: 0522.7901 Fax: 0522.790266
 Share Capital € 43,935,050.00 fully paid-up – Economic and Administrative Index of Reggio Emilia (REA) no. 277595 – VAT and Tax ID 00183410653
 Company subject to management and coordination by Newlat Group S.A. pursuant to articles 2497 et seq. of the Italian Civil Code.

Consolidated Statement of Changes in Equity

<i>(In € thousand)</i>	Share capital	Reserves	Net Income	Group Total Equity	Equity attributable to non-controlling interest	Total
Ended 31 December 2018	27,000	20,359	3,361	50,720		50,720
Income allocation of the previous year	-	3,361	(3,361)	-		-
Net profit	-		3,732			3,732
Actuarial gains/(losses) net of tax	-	(526)		(526)		(526)
Ended 30 September 2019	27,000	23,194	3,732	53,926	-	53,926
Aggregation of Newlat GmbH Deutschland	-	(42,367)	-	(42,367)		(42,367)
Total transactions with shareholders	-	(42,367)	-	(42,367)		(42,367)
Share capital increase IPO	13,780	-	-	13,780	-	13,780
Share premium reserve	-	66,147	-	66,147	-	66,147
IPO costs	-	(5,077)	-	(5,077)	-	(5,077)
IPO costs tax benefit	-	1,416	-	1,416	-	1,416
Total IPO	13,780	62,486	-	76,266	-	76,266
Net income	-	-	3,441	3,441	-	3,441
Actuarial gains/(losses) net of tax	-	278	-	278	-	278
Total comprehensive income for the period	-	278	3,441	3,719		3,719
Ended 31 December 2019	40,780	43,593	7,173	91,544		91,544
Income allocation of the previous year	-	7,173	(7,173)	-	-	-
Centrale del Latte d'Italia S.p.A. Acquisition	2,221	9,101		11,322	19,817	31,139
PTO and minority interest purchase CLI S.C. Costs for PTO	934	3,617	-	4,551	(7,354)	(2,803)
Tax effect PTO	-	(693)	-	(693)	-	(693)
		208		208		208
Total Share Capital Increase and CLI PTO	3,155	12,233		15,388	12,463	27,851
Purchase of own shares		(211)		(211)		(211)
Total purchase of own shares		(211)		(211)		(211)
Net Income			29,980	29,980	799	30,779
Actuarial gains/(losses) net of tax	-	(279)		(279)	(102)	(381)
Total comprehensive income for the period	-	(279)	29,980	29,701	697	30,398





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Consolidated Cash Flow Statement at 30 September 2020

<i>(In € thousand)</i>	Ended 30 September	
	2020	2019
Profit before income tax	35,334	5,447
- <i>Adjustments:</i>		
Depreciation and amortization	17,188	9,292
Capital gain / (loss) from disposal of assets	(5)	(14)
Financial Interest / (Income)	1,964	796
<i>Of which towards related parties</i>	10	243
Other non-monetary movements from business combination	(20,296)	-
Other non-monetary movements	(15)	711
Cash flow from operating activities before changes in net working capital	34,170	16,231
Changes in inventory	(7,380)	(1,337)
Changes in trade receivables	6,224	(2,016)
Changes in trade payables	4,381	3,131
Changes in other assets and liabilities	6,789	23,489
<i>Of which towards related parties</i>		20,000
Uses of employee benefit obligations and provisions for risks and charges	(461)	(988)
Income tax paid	(2,036)	(498)
Net cash flow provided by / (used in) operating activities	41,687	38,372
Investments in property, plant and equipment	(3,908)	(3,412)
Investments in intangible assets	(338)	(264)
Disposal of property, plant and equipment	56	-
Disposal of financial assets		(1,607)
Aggregation of Delverde Industrie Alimentari S,p,A,		(3,608)
Aggregation of Newlat GmbH Deutschland		(45,000)
Aggregation of Centrale del Latte d'Italia S,p,A,	19,760	-
Net cash flow provided by / (used in) investing activities	15,570	(63,351)
Proceeds from long-term borrowings	63,500	-
Repayment of long-term borrowings	(47,801)	(1,077)
Changes in current financial liabilities	-	14,096
Repayment of <i>lease liabilities</i>	(5,337)	(4,036)
<i>Of which towards related parties</i>	(2,232)	(2,284)
Net financial expenses paid	(1,964)	(716)
Purchase of minority interests	(2,803)	
Purchase of own shares	(211)	
Net cash flow provided by / (used in) financing activities	5,384	8,268
Total cash flow provided / (used) in the year	62,642	(16,712)
Cash and cash equivalents at the beginning of the period	100,884	37,682
<i>Of which towards related parties</i>	45,338	37,345
Total change in cash and cash equivalents	62,642	(16,712)
Cash and cash equivalents at the end of the period	163,527	12,874
<i>Of which towards related parties</i>	55,933	-

