



MAGAZINE **ap**titude»  
BY ANGELINI PHARMA



# We are a team

**W**e are pleased to inaugurate this editorial initiative of Angelini Pharma which, from today, will keep you regularly informed of the main facts and news concerning the Company and the Group.

Before anything else, we would like to express our thanks and gratitude to you for having supported our country during this Coronavirus emergency by continuing to work with the determination, responsibility and passion that have made this Company great over the years.

We are a family business and as such we have always strived to make people our central focus, valorizing them so that they would do their best to achieve the important results we have accomplished over the years. The challenges we face today are to continue to grow, to become increasingly international and to diversify our business and we will succeed in accomplishing them once again thanks also to the Company value and reputation, recognized by the market, which we have all built together.

Today, more than ever, we are guided by our values and a vision based on sustainable growth for everyone. We are sure that this way we will continue to look ahead and build the future for us and for future generations.

Thank you again and enjoy reading!

*Thea e Sergio*

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## THE COVER



The shape of an Amuchina bottle becomes the cone of light of a lamp, switched on by a person. That person represents all the Angelini Pharma workers, who, together, brought light to a dark moment for everyone in Italy. The illustration is by Chiara Ghigliazza, Milan-based illustrator, born in 1990, who works for national and international newspapers. Her specialty? To delicately address the most varied themes, transforming them into conceptual images



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## FOCUS ON AMUCHINA

Together, for the country and for health



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# Aptitude: the trend setting magazine



**Pierluigi Antonelli**  
Angelini Pharma CEO

**“APTITUDE” - AS DEFINED BY THE CAMBRIDGE DICTIONARY - IS THE NATURAL SKILL TO DO SOMETHING WELL OR THE ABILITY TO DO SOMETHING WELL. OF ALL THE PLAUSIBLE DEFINITIONS, IT IS MY FAVORITE BECAUSE IT INCLUDES THE POSSIBILITY OF LEARNING TO DO SOMETHING THAT DOESN'T COME NATURALLY TO US. AND TO BE ABLE TO DO IT WELL**

**A**ptitude, in this sense, defines what I have in mind when I think about our mission at Angelini Pharma: to write the future of health in our company, having people's lives at heart. Not to stop at what we can do, but to try every day to do something more. And to do it better. Something very close to what you all did during the period of the pandemic, increasing shifts in the factories, patiently and with sensitivity complying with all the provisions aimed at safeguarding colleagues and working enthusiastically both from home and in the plants. And embodying every day those behavioral traits that we have chosen to bring us into the Future: integrity, focus on results, innovation, collaboration, passion, courage

**Future** is the name we have chosen to condense, in one word, Angelini Pharma's strategy for the next ten years. Future consists of a mission - to be a leader in Europe, to have an innovative pipeline and provide health responses in mental health (including pain), rare diseases and self-medication - and four strategic imperatives: Become an Employer of choice, Become a Partner of choice, Embrace Operational excellence, Go Digital. And this depends, precisely, on our key behavior.

So we could only call it that, our new magazine: Aptitude. A quarterly appointment with the best news, events and stories happening in Angelini Pharma. A way of staying close, getting to know each other better, telling our stories. Your stories, the stories of our people. In and from the world. In this first issue you'll find an account of the months of lockdown, the rise of the Amuchina brand in the press around the world, the acquisition of ThermaCare.

*Aptitude* - in fact - takes its name from the advertising campaign and active involvement in our behavior. The project for defining our identity, started from a questionnaire that has already involved 2,461 people in our company. Colleagues in the plants - who will be involved in the project starting from September - will find the same questionnaire provided in this magazine, both in paper format and in QR code format to fill it in also using a mobile phone.

*Aptitude* will be an online magazine but also one for browsing, in the name of tradition and the DNA of our Group, able to look to the Future since 1919, with solid roots in the past. The paper version - strictly ecological - will allow us to take the magazine home or make it available in the entrance areas of our offices for external guests.

So, all that's left for me to do is to wish you a good read!

Angelini Headquarter in Rome



# Together towards the future

**A JOURNEY HAS BEGUN, WITH THE APTITUDE PROJECT, TO APPLY OUR VALUES EVERY DAY THROUGH THE WORK OF THE PEOPLE AT ANGELINI PHARMA. WE DISCUSSED THE PROJECT WITH ROBERTO LOMBARDO, PHARMA CHIEF HUMAN RESOURCES & ORGANIZATION OFFICER.**

**T**he *Aptitude* project is a central tool for the development of the company and its people: in particular, what are the company's objectives and expectations?

The aim of *Aptitude* is to actively involve all Angelini Pharma people in the importance of our Core Behaviors, behavior obviously in line with the company's vision, strategy and priorities. It is therefore very important to involve everyone to see how far such behavior is already present in the Company and how far it needs to be implemented. This is why we have set ourselves the target not so much to communicate, but to share this process, with top management and then gradually with the entire company population, and to convey the importance and effects of this behavior in our daily lives

**A central element of *Aptitude* is the two-way, inclusive approach: in fact everyone at Angelini Pharma is fully involved in the project.**

Absolutely. This project is not intended as a top-down approach, where top management defines behavior, conduct and the corporate population merely implements it. No, on the contrary, it is a process of sharing the six behaviors, so that our people are not merely informed, but also adopt and implement them, seeing how important they are for the growth of the company and therefore for the personal growth of each of us.

**Another distinguishing feature of the project is the constant monitoring of results to guide, for example, any reinforcing actions, as if in a continuous dialog between the Company and its people.**

This is exactly the approach we have and which aims to make Angelini Pharma an Employer of Choice, therefore strong in terms of attracting talent in the market,



and holding on to talent and engaging it internally. This means that we must be close to our people, continuing to work constantly with them, asking for feedback and discovering what they really need to work well and help the Company expand. We do not want to be self-referential: we do not want the Company to define what is right for employees. Our approach is to ask colleagues, whoever they may be, what they think should be implemented, always with a view to the company's vision and strategy.

***Aptitude* is part of a series of strategic tools strongly targeted at people: how much do people, the human element, count in Angelini Pharma's corporate strategies?**

Angelini Pharma, thanks to its values, culture and history, has always had a strong focus on people. Today, together with all our colleagues, we want to achieve the company's

objectives. It's a journey we must make together. We want to share with our people the desire to expand, both internationally and through new acquisitions, but also to grow in terms of consolidating and developing our current business. We can do it all together as a modern, competitive and international company.

## THE PROJECT

Clear, shared values in line with the daily behavior of Angelini Pharma people. Because a Company is vision, ambition and strategy, but these are achieved through people. This is, in short, the path embarked on by the company in recent months with the project **Aptitude**, behaviors make our Future grow. A path aimed at publicizing and sharing the process of implementing and executing our corporate

strategies by identifying six Core Behaviors (integrity, performance, innovation, collaboration, courage, passion) fully in line with the strategic principles of our Company and a benchmark for the daily work of Angelini Pharma people. **The *Aptitude*, behaviors make our Future grow**, project is divided into several phases aimed at integrating Core Behaviors into the corporate culture and involving all colleagues. Over the last weeks, in the mean-

time, the **aptitude Barometer**, a questionnaire for discovering the actual presence of Core Behaviors within our organization, was launched by e-mail, while from June 15 to June 19 the **aptitude week** was held to encourage the increasing acceptance of the Core Behaviors.

## OUR CORE BEHAVIOUR

### INTEGRITY

We act with integrity, trust, respect and transparency.

### PERFORMANCE

We are passionate to achieve goals with urgency, striving for excellence without compromising on quality and safety.

### INNOVATION

We are forward thinkers, experimenting and delivering new solutions with speed and simplicity.

### COLLABORATION

We champion working together in high performing and diverse teams.

### COURAGE

We speak up and challenge the status quo giving and accepting feedback.

### PASSION

We work with passion, energy and positivity.

# Welcome to Albany

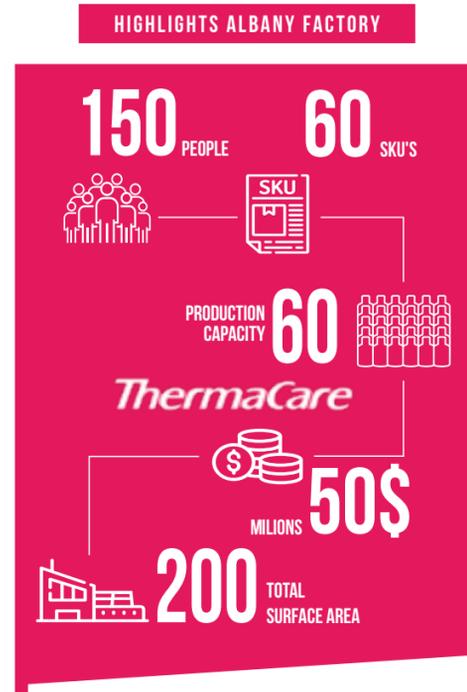
ANGELINI LANDS IN AMERICA. WITH THE ANNOUNCEMENT OF ITS ACQUISITION OF THERMACARE'S COMMERCIAL RIGHTS ON A GLOBAL BASIS, ANGELINI PHARMA ALSO ACQUIRED THE PRODUCTION SITE IN ALBANY, GEORGIA.

March 7, 2020 was an important day in Angelini's long history, one of those to circle in red on the calendar. The acquisition by GSK of ThermaCare's worldwide commercial rights was publicly announced. The agreement, however, also includes the acquisition of the plant in Albany, Georgia, which thus becomes Angelini's first production plant outside Europe, and the first overseas.

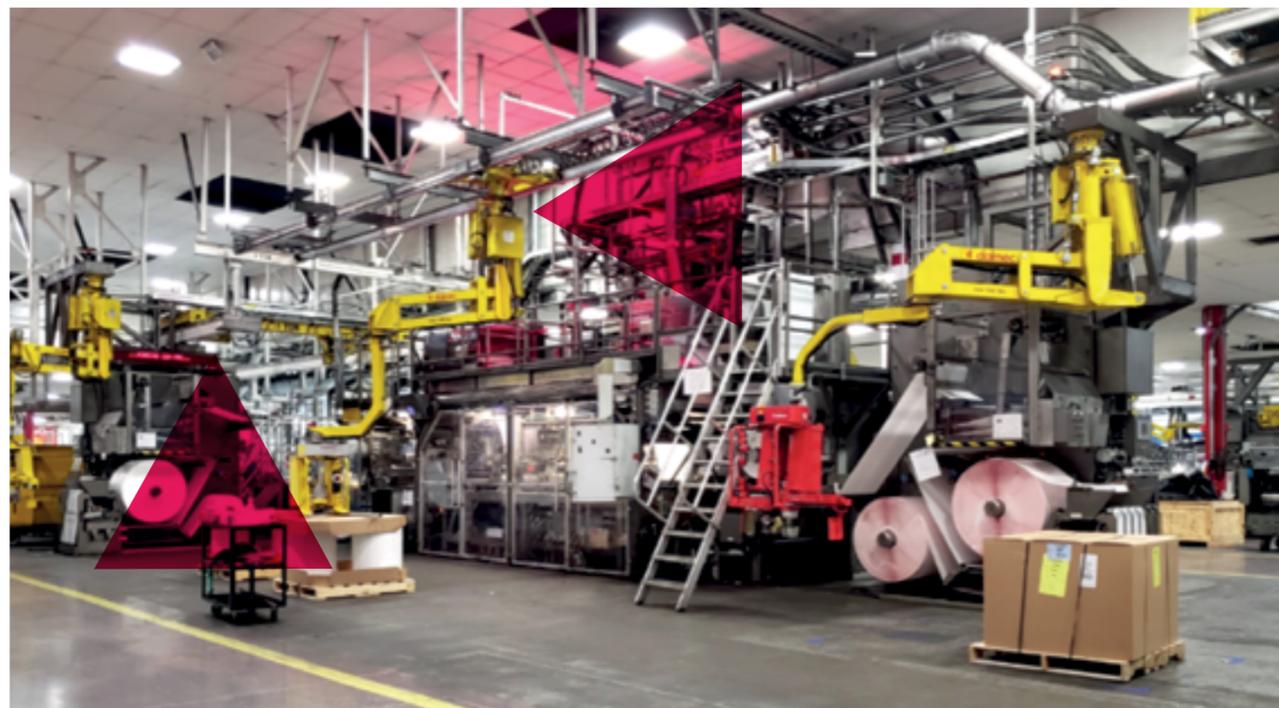
We know a lot about ThermaCare, everything, because for years it has become part of many people's lives around the world. It uses heat therapy to help relieve muscle pain, reduce soreness and relax tense muscles: in particular, ThermaCare is a patented technology that produces heat to help the body rebuild damaged tissue and accelerate healing. ThermaCare products are designed for the back, hips, neck, wrist and shoulders, knee and elbow, muscles and joints.

But, as said, Angelini Pharma has also acquired the ThermaCare plant where it is produced and distributed worldwide. In Albany, in the State of Georgia about three hours drive on the Interstate-75 south of Atlanta, is the plant where ThermaCare heat wraps have been produced for over twenty years. An area of over 167 thousand square meters, a production capacity of over 60 million heat wraps a year and more than one hundred and fifty workers. 150 new members of the Angelini Pharma family.

"I've been at ThermaCare for over ten years," Kelley Henry, Quality Controller Manager at the Albany plant, told us "and I've seen a lot of changes: joining Angelini was definitely a positive change for us. Angelini is a new opportunity for our brand to expand". "We're perfectly integrated into Angelini's portfolio," adds Carey Burns, Medical Device Process Specialist in ThermaCare, "and I'm sure Angelini will develop our brand even more, making it much bigger". True, because the acquisition of ThermaCare demonstrates Angelini Pharma's desire and vocation to strengthen the internationalization process undertaken by the Group. An operation that bears witness to Angelini's ongoing commitment to support the development and growth of the Healthcare business.



Albany factory



# FOR SUCCESS ZAMU CHI NA

TOGETHER, FOR THE COUNTRY AND FOR HEALTH

Continuing to offer a service while protecting the health and safety of workers: a challenge won by Angelini Pharma thanks to the commitment of all its people.

An extraordinary commitment, carried out by Angelini Pharma and its workers to continue to respond to health needs in the very days when the whole world was catapulted into the greatest health emergency of the last century.

To continue to stand by the people and provide a service to the country: a successful enterprise thanks to the organization of Angelini Pharma and the high level of collaboration from all the workers, both those who had to leave their office and work from home in a few days, and those who, in the hardest moments of the emergency, continued to work on the front line in the plants, in Italy and abroad.

It was in the plants that there was the greatest organizational effort and the most radical change in the daily work environment. Multiple measures were introduced: from organizing shifts so as to stagger the entry and exit from the factory and not create groups in the pro-

duction lines, to the provisions for canteen and refreshment areas, medical assistance and checks. Changes needed to safeguard workers and which fully complied (and in some cases anticipated) the provisions of the Safety in the Workplace Protocol signed on 14 March as instructed by the Italian Prime Minister. Measures decided in a participatory manner by the Company and the workers, together with the trade unions, within the Joint Committee set up to decide and implement the provisions. Measures applied in Italy, therefore, as well as in the countries where Angelini Pharma has its sales offices and plants, in Barcelona and Albany. Especially for the US plant, precisely because of the very recent acquisition, this was a real "stress test" where, thanks to the coordination ensured by global supply, production capacity was tested in an extraordinary situation and business continuity was fully guaranteed.

# A story of commitment and courage, written by all of us

THREE INTERVIEWS, ONE STORY ABOUT MANAGING THE COVID-19 EMERGENCY AND ITS EFFECTS ON OUR AMUCHINA BRAND. LET'S RETRACE WITH ENRICO GIAQUINTO, LORELLA RAGNI AND TITO PICOTTI THE LAST SIX MONTHS OF ANGELINI PHARMA, THE SIX MONTHS THAT CHANGED EVERYONE'S LIFE.

In order to give a glimpse of the recent, complicated months, we have virtually merged the accounts of Enrico Giaquinto (Chief Industrial Operations Officer), Lorella Ragni (R&D Well Established Products Head) and Tito Picotti (Pharma Manufacturing Plants Coordinator Director) to create a single story retracing the main phases of managing the emergency.

**Angelini Pharma's commitment to helping people began well before February 21, when the first case of a Covid-19 patient was discovered in Italy.**

**Lorella Ragni** In January there was already a slight increase in sales of Amuchina, but with the spread of the virus in Italy the demand became exceptional, without precedent.

The spread of Covid-19 has brought to the forefront all the Amuchina brand products and in particular the Amuchina Xgerm hand gel, a first-rate product of absolute excellence in the disinfectants sector for its reliability. It has a proven virucidal activity at the correct concentrations and when properly used. The Company has proved this activity by conducting microbiological tests in certified laboratories.

We are constantly working on the innovation and production of a product that is not a mere sanitizer. Our disinfectant is a Medical-Surgical Device with a contact time, namely the time to take effect, of one minute. This is an excellent achievement and a great advantage in highly critical times.

**Then the virus reached Italy. How did the Company's production change?**

**Enrico Giaquinto** In order to meet the demand we increased our production capacity and reorganized our industrial activities to focus mainly on the production of disinfectants.

Behind this dizzying soar in production is a reorganization of industrial activities, launched contemporarily with the introduction of the decree measures, and in some cases even more stringent.

**So how did day to day life change in the plants? Did our colleagues feel they were on the front line in the battle we are all waging against the virus?**

**Tito Picotti** My first thoughts go to our colleagues and collaborators who experienced the contagion first hand or have lost a loved one. Special thanks go to the Trade Union Representation and to the Workers' Safety Representatives, who worked with us to implement all the prevention measures in as short a time as possible.

In the very first weeks, the staff of the plants were the most valuable resource for ensuring supplies of disinfectants and medicines to the public and continuity to the Company. Yet, despite the workloads, stress, difficulties at work (it is no easy task to work for 8 hours wearing an FFP2 or FFP3 mask) and outside the Company, practically no-one shirked their responsibility and continue, even now, to show an extraordinary resilience and loyalty to the Company. We are grateful to all of them.

**How do you see the next few months? Do you think the situation will gradually return to normal?**

**Tito Picotti** So far we have managed to create a protective shield for the plants and our personnel and the results have proved us right. But we are still in the middle of the health emergency, and this is an even more delicate moment. If we want to return to normality, we must continue to respect the rules both inside and outside the plant.

We introduced Phase 2 several weeks ago now and many colleagues have returned to the plant. Today we are starting to work on a possible Phase 3 although we have to be extremely cautious.

**Angelini Pharma is with the people, but also with health care facilities and institutions...**

**Enrico Giaquinto** In such complex, uncertain times for our country and the world – we must be fully committed to health, development and solidarity despite the many difficulties we face. We continue to be in the front line to meet the needs of all our interlocutors, discussing and anticipating the Institutions' demands. Many things will never be the same again. The coronavirus will leave deep traces that will radically change future habits.

**Tito Picotti** They've been very difficult and exhausting months. However, this period has provided moments of joy and satisfaction: knowing that you are producing Amuchina that will be donated to the Civil Protection, in Lombardy and Veneto; knowing that you have donated PPE to the Torrette Hospital in Ancona, sterile kits to the Public Assistance, or knowing that the Angelini Foundation has donated one million euros to the Spallanzani Hospital in Rome, has paid back all the stress accumulated and filled us with pride.

# Amuchina, standing by the public for almost a hundred years

DURING THE EPIDEMIC MANY PEOPLE (RE)DISCOVERED HOW VALUABLE IT IS. IN ACTUAL FACT, COVID-19 WAS MERELY THE LATEST IN A SERIES OF EMERGENCIES IN WHICH AMUCHINA PROVED A VALUABLE ALLY.

With the spread of the Covid-19 pandemic, the demand for Amuchina soared: necessarily so since sanitizing hands and surfaces was indicated by Italian and international health authorities as one of the best forms of defense against the virus. Actually Amuchina has seen many health emergencies in its long history. Amuchina was invented in the 1930s to fight tuberculosis. Its inventor, the Apulian entrepreneur and engineer **Oronzio De Nora**, discovered the properties of sodium hypochlorite, patented its formula diluted in water and registered the name Amuchina in 1923. A fundamental characteristic of the sanitizer (whose name derives from the Greek and indicates the disinfectant action against the tuberculosis bacillus, *Mycobacterium Tuberculosis*) is its ability to penetrate the cell membrane killing all types of viruses, bacteria, fungi and spores, without damaging tissues or materials.

The production of Amuchina began in **Genoa** in the 1930s. In 1939 Eridania bought Amuchina from Eng. De Nora, studied it in depth, subjecting it to a long series of clinical and chemical trials, and also introduced variations to the production systems.

In 1948 an executive of Eridania, **Pietro Giavotto**, left the Group and took over Amuchina, which became a separate company. In the following decades Amuchina concentrated its activities in hospital disinfection and wound treatment, marketing its products in hospitals and pharmacies. Later, in the 1970s, Amuchina was also used for the disinfection of dialysis equipment. But it was in the 1980s that the disinfectant solution leapt to the top of public demand, when Southern Italy was struck by the cholera epidemic. At that time **Amuchina became the most widely used sanitizer** for the disinfection of fruit and vegetables. From a commercial point of view however, the brand made its biggest leap in 2000, when it was taken over by **Angelini Pharma** with the aim of implementing a strong expansion strategy.



## DID YOU KNOW THAT...

- During the emergency, so many bottles of Amuchina Gel Mani were produced that one of the company's plastic suppliers was unable to keep up: so the caps of the Amuchina Gel Mani bottles turned from red to white.
- Amuchina XGerm is a disinfectant. In fact the formulation contains a percentage of ethyl alcohol equal to 74%p/v such as to allow it to be classified as a disinfectant. Other gels on the market with lower concentrations of ethyl alcohol are cosmetic products, have a lower antimicrobial power and are therefore sanitizers.
- In the Casella plant the production of the electrolytic solution of Amuchina occupies every day of the week: a new electrical cabin was therefore installed to meet the electricity requirement so as to increase production.

## WHERE AMUCHINA IS PRODUCED

### CASELLA

**People:** 46  
**What is produced:** Amuchina sodium hypochlorite-based disinfectants  
**Production:** Production increased from 3.2 million pieces in the period Jan-May 2019 (of which 2.5 million pieces for the Italian market) to 6.0 million pieces in the same period this year (of which 5.5 million pieces for the Italian market).  
**Sales Italy:** 5.4 million

bottles in the first 5 months of 2020 (compared to 2.2 million in the same period of 2019).  
**No. shifts:** : the electrolytic production of sodium hypochlorite works 24 hours a day, 7 days a week. The packaging lines work 10 shifts per week with an average of 2 extra Saturdays per month; during these shifts all the hypochlorite produced is consumed.

### ANCONA

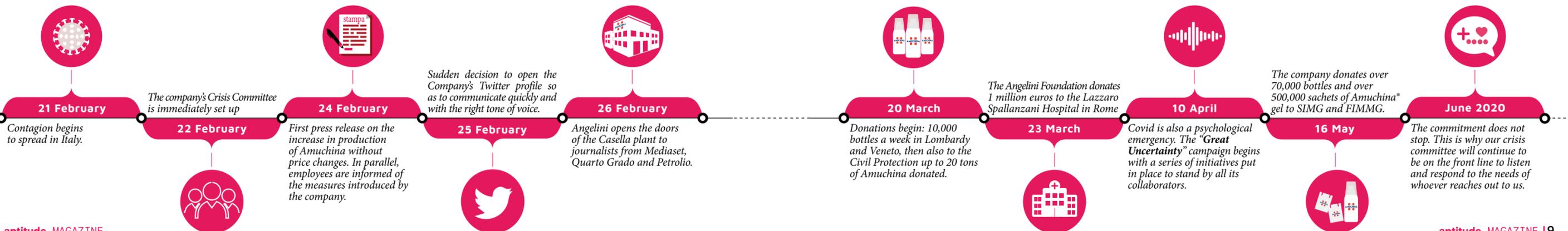
**People:** 400  
**What is produced:** Amuchina Hand Disinfectant Gel 80 ml  
**Production:** production increased from 2 million pieces in the period Jan-May 2019 to 6 million pieces in the same period this year.  
**Sales Italy:** 6.1 million bottles in the first 5 months of 2020 (compared to 1.3 million bottles sold in the same period of 2019).

**No. shifts:** 20 shifts per working week plus 1 maintenance shift 7 days a week.



## EVERYONE'S TALKING ABOUT AMUCHINA

In the first few days of the Covid emergency, with the Company's efforts to meet the public's extraordinary demand for hygiene, many newspapers in Italy and abroad talked about Angelini Pharma and Amuchina. Among the most important were the Washington Post or the Frankfurter Allgemeine Zeitung, and international agencies such as the Spanish EFE. The Washington Post described our production efforts in the days of peak demand for Amuchina. The FAZ, instead, talked about the characteristics that make Amuchina Xgerm a disinfectant and not just a sanitizer. While the Spanish EFE reported our Amuchina price policy and our condemnation of the unjustified price increase.



# Our stories



## MORENO RAPONI

Chief packaging team operator  
in the liquid and semi-solids department.  
Ancona

### What was the greatest lesson you learned so far during the emergency?

This virus has proven to be very “democratic”, affecting many countries and countless people, making us realize how vulnerable we are and how our destinies are linked, how on our own we are nothing, it has brought us back to reality and made us realize how important it is to work together.

### What was the biggest challenge?

Being able to reconcile work and private life was the biggest challenge to overcome. All accompanied by the extreme tension of having to keep the virus as far away from home as possible to protect our children and parents, and at work to protect ourselves and our colleagues.

### What does the Company represent to you and how do you think it will change in the future?

For me, our company is one of the key points of my life and has contributed to my personal development. In the future I see myself in a Company ready to grow and improve, to write, together with all of us, another hundred years of history.

## GIULIANO CAROSI

Warehouse operator  
in charge of shipments  
Aprilia

### What was the greatest lesson you learned so far during the emergency?

Never take anything for granted. It was an experience that made us understand what is essential and what is not, what people and things we cannot do without. Work, family and loved ones are indispensable.

### What was the biggest challenge?

Trying to lead a normal life in a surreal context; overcoming fear for ourselves and our loved ones since we were facing something new and in some ways unknown, both from a social and medical point of view.

### What does the Company represent to you and how do you think it will change in the future?

The company is fundamental and in this period it has been even more so: I appreciate everything it has done to protect us. In these months work has been a lifeline for feeling active and “normal”.

## GIUSEPPE POGGIO

Preparation  
staff coordinator  
Casella

### What was the greatest lesson you learned so far during the emergency?

At work I realized that with involvement, passion and professionalism you can work calmly and achieve extraordinary results, just as we did in our plant. It really was a feat: to date we have produced almost one and a half times the volumes of the same period last year.

### What was the biggest challenge?

Continuing to provide a service at a hard time for everyone, working for quality and in safety. For our part, we’re hanging on in there and we’re convinced that we will be able to win through this time too.

### What does the Company represent to you and how do you think it will change in the future?

The company is a very important part of my life. I am optimistic for the future: I think we will continue on the path of growth both as Angelini and as the Casella plant.

## ANTONIO SUÑÉ LAGUNA

Manufacturing  
Technician  
Barcellona

### What was the greatest lesson you learned so far during the emergency?

For me, the biggest lesson has been to learn to be patient and, if we follow the suggestions given by doctors and scientists, we will be able to battle this Covid-19 threat.

### What was the biggest challenge?

The biggest challenge we had to face was to stay strong both at work and at home with our families, without being conditioned psychologically and mentally by all the events happening around us. The news we were receiving from the authorities about the Covid-19 situation were not positive, so we had to be strong!

### What does the Company represent to you and how do you think it will change in the future?

Personally, Angelini represents for me a big family. Before belonging to Angelini, Juanola was a small family company, and I have been working here, with the Juanola family and with Angelini, for already 44 years! I really hope this continues to be like that because I feel much gratitude and appreciation towards this big family!

## DAVIS WHEELER

Electrical &  
Instrumentation Specialist  
Albany

### What was the greatest lesson you learned so far during the emergency?

There are things in life we have no control over. So we have to make sure that the people we love, like family, friends and colleagues, know how important they are to us, how we feel about them and what impact they have on our lives.

### What was the biggest challenge?

Not being able to express sympathy to the families of my friends who suffered a loss during the Covid-19 pandemic.

### What does the Company represent to you and how do you think it will change in the future?

I am very proud to be part of Angelini Pharma: I am sure that together we will continue to grow and with Angelini Pharma’s reputation we will continue to provide pain relief to more and more people around the world.

Five stories, one from each of our plants, to tell the commitment of our people in the fight against Covid-19.

# Your commit ment our pride



# In smart working too



## In office at Covid19 time

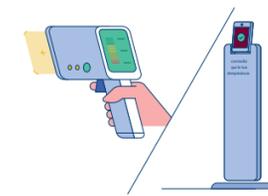
### MAIN SECURITY MEASURES

# 01



You can return to the office only by agreeing with your manager. Remember to fill out the form available on MyA and send it to the competent doctor.

# 02



At the entrance of the seat, measure the temperature.

# 03



In the office: wear the mask and keep it for the whole day. If you need it you can find it on the front desk.

# 04



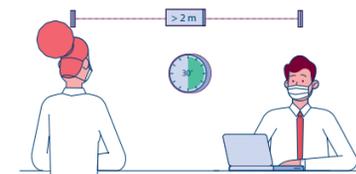
Disinfect your hands often with Amuchina.

# 05



Avoid the elevator. If necessary, use it alone.

# 06



Organize meetings using virtual systems. If necessary and if you are alone in the office, you can meet only one person at a time and for a short time

# 07

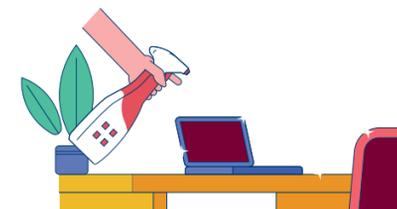


If you need to meet a guest or consultant, request permission from HR

# 08



The canteen service will be provided through the distribution of lunch boxes, which you can consume according to the directions of your office.



Our locations are sanitized regularly



The air conditioning systems operate without interruption and without any internal recirculation.

Thank you for your cooperation, we are working to ensure the safety of all of us.

*Browse the magazine and relive our stories,  
but after reading  
don't forget to sanitize your hands!*



**ANGELINI**  
PHARMA