

# 2022 Sustainability Report:

How small actions can create big impact.

For the many, by the few.







“

**At SAATI, sustainability means something different.**

For us, it's about durability and longevity. We're working to create an environment where everyone takes personal responsibility for the prolonged existence of the world, the people around them and themselves.

Whether that means taking action to make the company more durable—to stand the test of time and ensure each job is safe—or making sure we have a world to do business in, in the future. It's not about the individual, it's about all of us.

That's why this report showcases our people, our SAATIZENS.

Where we are today, we got there together. We have done so collectively.

This report should be read as a reflection of how our individual efforts have collectively resulted in durability and longevity—for the world, our business and our people.

- Daniela Rizzardi, Communication Manager

**SAATIZEN**

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## A message from our Chairman

**With SAATI's 90th birthday approaching, I have given much thought to the history of the company. I have looked at what we have achieved—a highly successful business, employing SAATIZENS around the globe, at the top of some market segments—and considered what we hope to achieve in the future.**

For me, the future of the company is holistic. The future of SAATI and how we measure our success includes not only our business growth goals, but also the goals we have for our people, our customers and the world. From my perspective, they are all connected.

The past few years, with the COVID-19 pandemic, a subsequent fragile global economy and an unthinkable modern war in Ukraine, have tested and broken many stable businesses. I believe this is because many corporates have made the mistake of perceiving themselves as a single entity, disconnected from the whole. From supply chain to business model, the bottom line and ultimately impact—companies need to globalize, remain flexible and consider the big picture to ensure their longevity and durability.

Personally, sustainability is a big part of SAATI's future. We've seen a rapid, increasing focus on this from our customers since our last report. More than that, the world is focusing on sustainability with mandates like the UN 2030 agenda.

In the future, I see an environment where sustainability efforts are no longer a bonus, but a requirement—which is why being a leader in this area, and investing in our efforts to meet these orders, is absolutely business-critical.

In this way, sustainability is connected to our ability to conduct business over the next ten years and, in doing so, I believe we will secure our legacy for the next 90 years.

- Alberto Novarese



**It is my hope as you read this report, that you understand how the collective effort of each SAATIZEN, connected as one culture, has taken action to meet our shared goal of longevity for SAATI.**



## A message from our CEO

**In this report, we have worked to encapsulate where SAATI is today. We want to show you, with raw data, how successful the business is and the progress we have made. But numbers alone don't give you the true sense of SAATI. To understand our business, you must also understand our philosophy, our culture. This will be what gives you the real idea of where we are, what we have achieved and how we will perform in the future.**

At SAATI, we share a united vision—to make people's lives better—our customers, our colleagues, our communities. That's why this report is called "for the many, by the few", because the few people who believe in making a difference work here. That's what we have in common, that's our culture.

And, when you have a group of individuals who want to make a difference, you have an exceptional company. These people, committed to doing better, are the same people working on our products, with our customers. They want to see impact, growth and change for good. Most importantly, they have a personal investment in this idea, making it their own, driving it forward because they are given the power to do so.

That's why our people produce class-leading technical materials. That's why our company remains durable regardless of external factors.

Today, everyone is talking about sustainability, but there is a tendency to "green wash" these claims. This is why we're backing up what we're saying with our actions, we're showing you the results.

Some time ago, we promised to uphold the 2030 Agenda for sustainable development—an act to end hunger, protect the planet and ensure a healthy life for all. I am proud to say we have made significant progress toward

the 17 Sustainable Development Goals (SDG), additionally adopting 100% renewable energy as part of the Net Zero goal of the Glasgow Pact (Cop 26), not to mention our partnership with WWF. We have created company-wide awareness among our SAATIZENS about our ESG Strategic Plan, encouraging ownership while advocating for each person to drive initiatives they are passionate about.

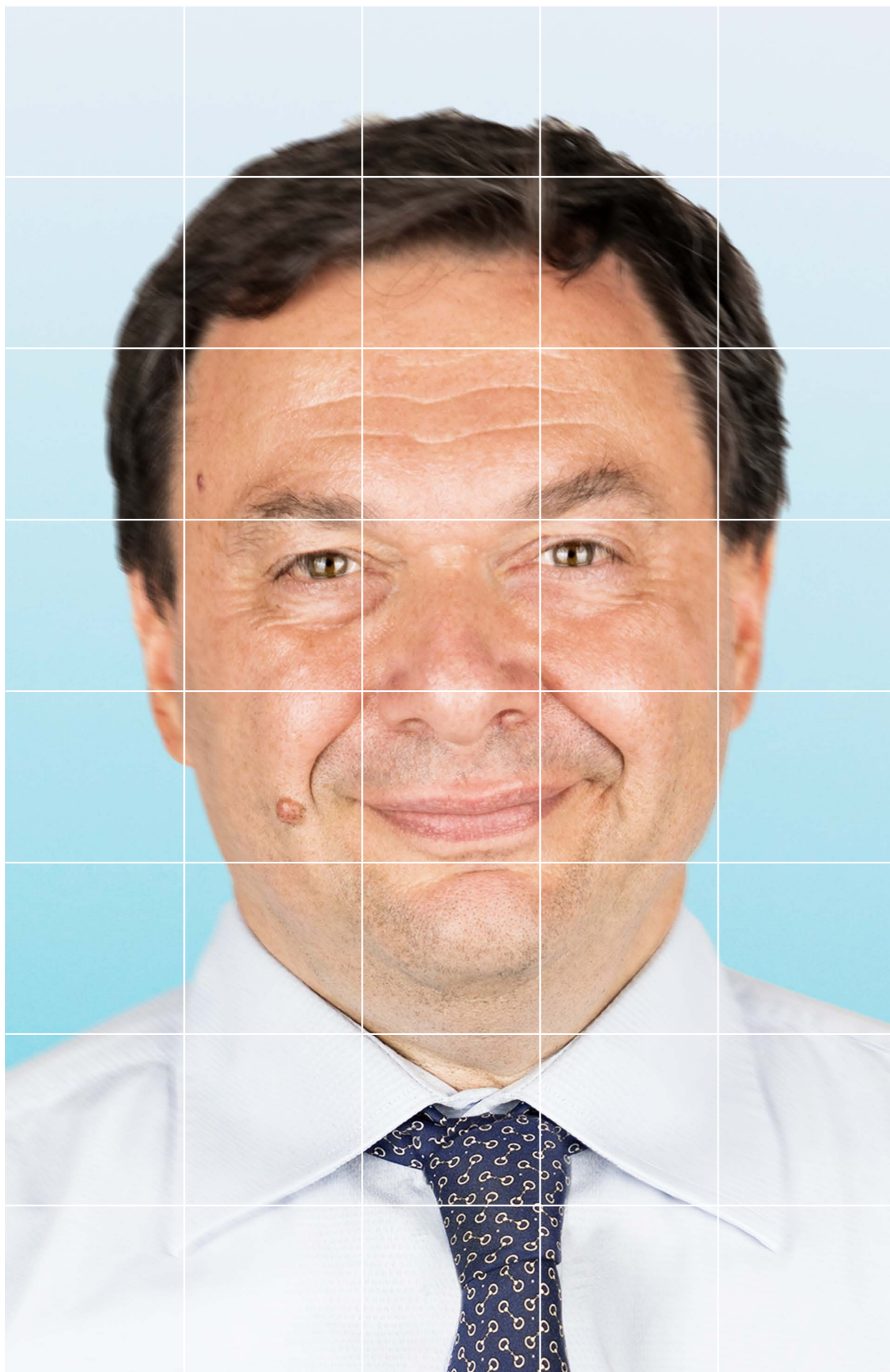
Truly, our progress on this path comes down to passion. Every SAATIZEN is passionate about a sustainability issue. So, we give them the power to make their dream for the world come true. And, in a culture where we all have unique desires, we see people driving other people toward a collective good.

- Antoine Mangogna



**This is not only  
our mission, but also  
our responsibility—  
and it is my greatest  
hope that it will be  
our legacy.**





## Section 1 - Our Vision

“

When a company looks to achieve a goal, values are paramount.

They guide people on everyday behavior—providing a framework for what is expected of them—from their interactions with their fellow SAATIZENS, to customer communication.

While our values must be human-based, they are also founded by Legislative Decree no. 231/2001. This decree outlines the ethical-behavioral code of conduct, providing guidelines to prevent unethical practices.

Our values are essential to creating a shared culture, allowing us to work together seamlessly and responsibly, to achieve a unified goal—for everyone.

– Paolo Parrini, Commercial Director –  
Filtration Division

SAATIZEN



# Vision, mission, strategy & values.

## Our vision

To improve the existing by developing the forthcoming.

## Our mission

To improve the life of every person, every day.

## Our strategy

To be our industry's first choice partner by anticipating and delivering customer needs, attracting and nurturing passionate people, and harnessing and driving innovation.

## Our core values

**Passion** Heart and soul in everything we do

**Team** Global people with a family spirit

**Creativity** "Why not?" is better than "Why?"

**Competence** Attention to detail is the difference between average and amazing

**Flexibility** Determined about goals, open to new solutions

**Trust** An uncomfortable truth is better than a comfortable lie

**Integrity** Do the right thing in the right way

**Bravery** "No guts, no glory"





## Section 2 - Organizational Overview

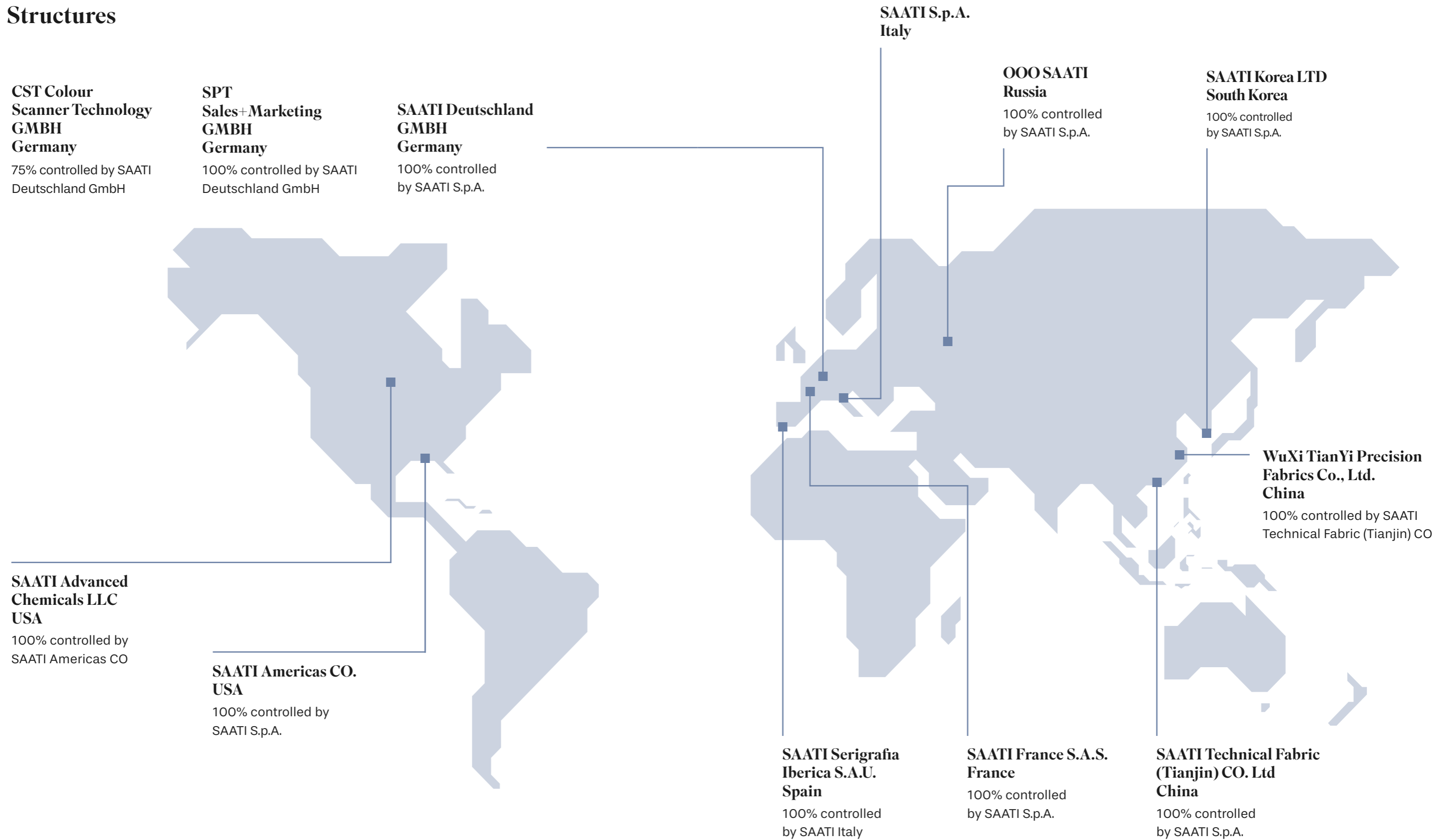
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What is a SAATIZEN? We discuss this often.  
For me, it means united citizens of a nation,  
with a shared goal of creating a better world for everyone.  
We are the people who do the difficult things  
because we believe in the vision.

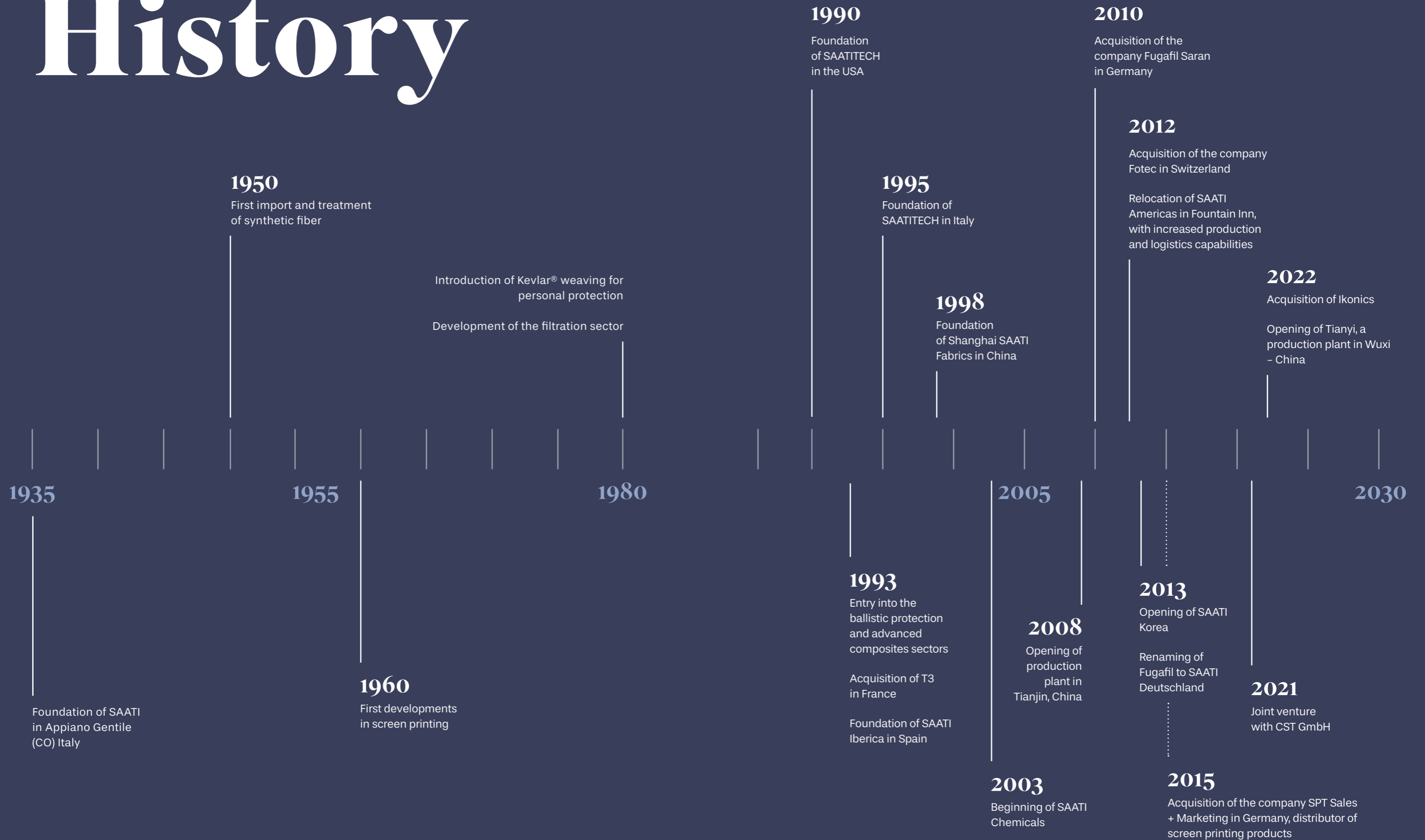
- Antoine Mangogna, Chief Executive Officer  
**SAATIZEN**



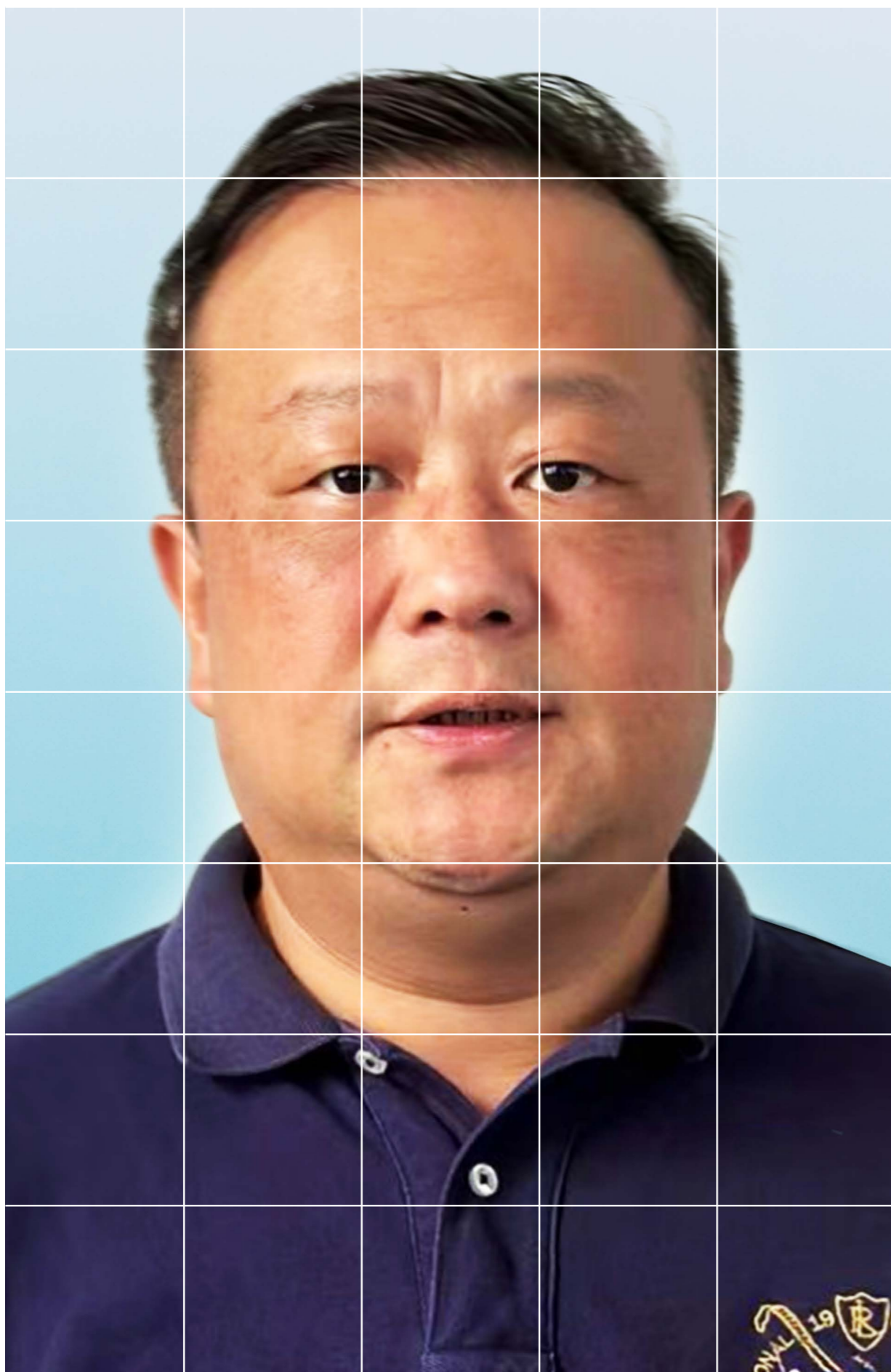
# Ownership and Operating Structures



# History







### Section 3 - General Overview

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There is a big emphasis on collaboration in the company. Everyone is involved, from every location. No matter what department you work in, or what your job is, you have the freedom to collaborate and provide your outlook.

When you are creating a product with multiple applications, for different purposes and unique customer needs, you need the input of geographically and culturally diverse people.

I believe, when you look at how the company is making changes every year, with different acquisitions and employment equity changes, you really can see the commitment to progress.

We really are working on creating a truly global vision for SAATI.

- Michael Lu, General Manager, SAATI China  
SAATIZEN

# General Overview

	2020	2021	2022
<b>Turnover EUR/000</b>	150.103	170.175	205.290
<b>No. of Sites</b>	14	15	17
<b>Active Collabs</b>	909	942	954
<b>Female</b>	363	379	380
<b>Male</b>	546	563	574
<b>Average Age</b>	55, 73% in 30-50 range	55, 41% in 30-50 range	53, 46% in 30-50 range
<b>No. of Customers</b>	4250	4389	4310
<b>No./Type of Markets</b>	22 different segments into Filtration, Screen Printing, Protection Markets	22 different segments into Filtration, Screen Printing, Protection Markets	22 different segments into Filtration, Screen Printing, Protection Markets







## Section 4 - Organization

“

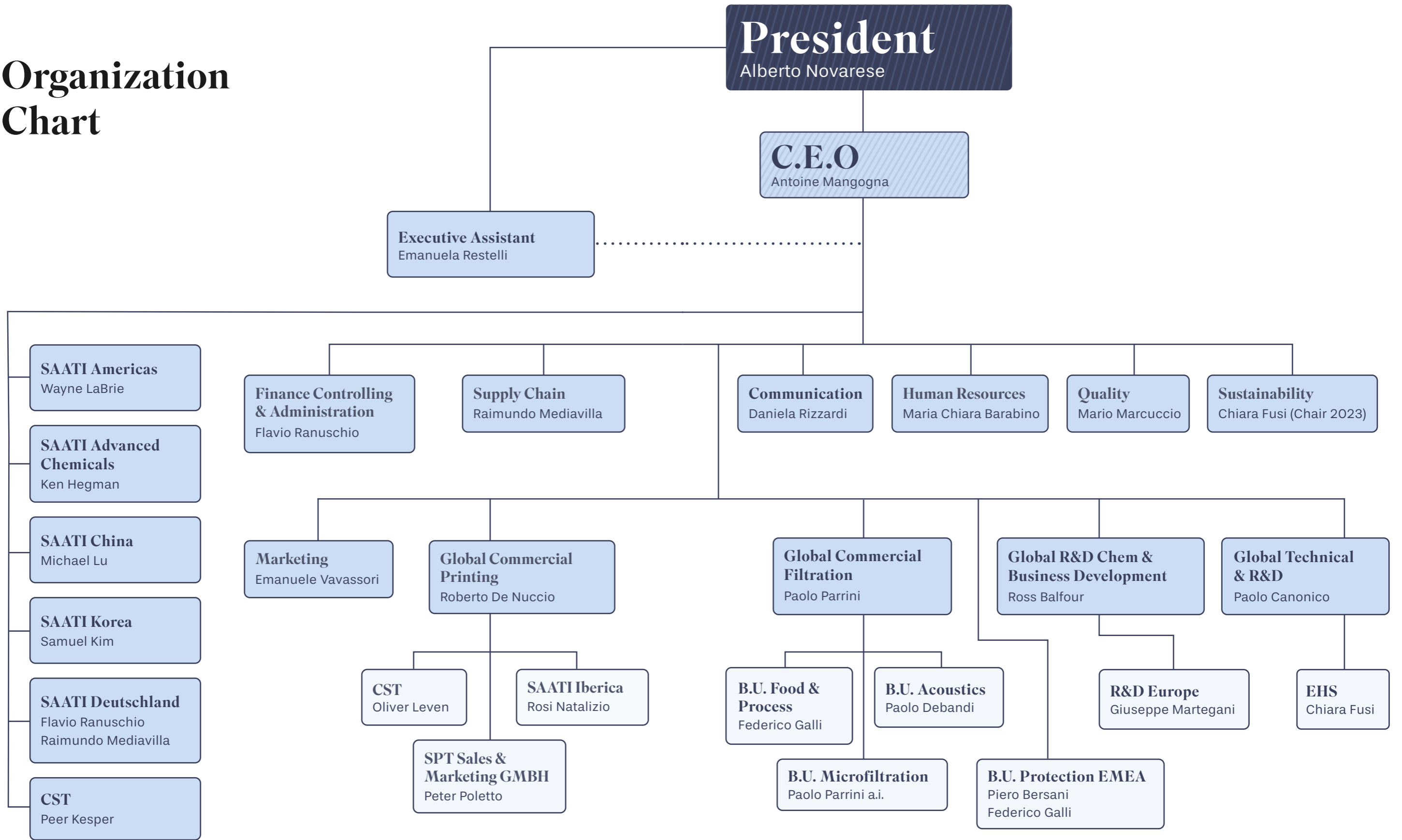
One of our ESG pillars is “evolving organization.” This is a high priority for us at SAATI. It is important to us because we need to make sure our company stands the test of time and moves with the world.

This is why we have done work to redefine our leadership model—so we can align our leadership with our values.

We believe our new leadership model will work to inspire our people, with management in the right position to create a vision of who we want to be, how we want to behave and what we want to achieve globally.

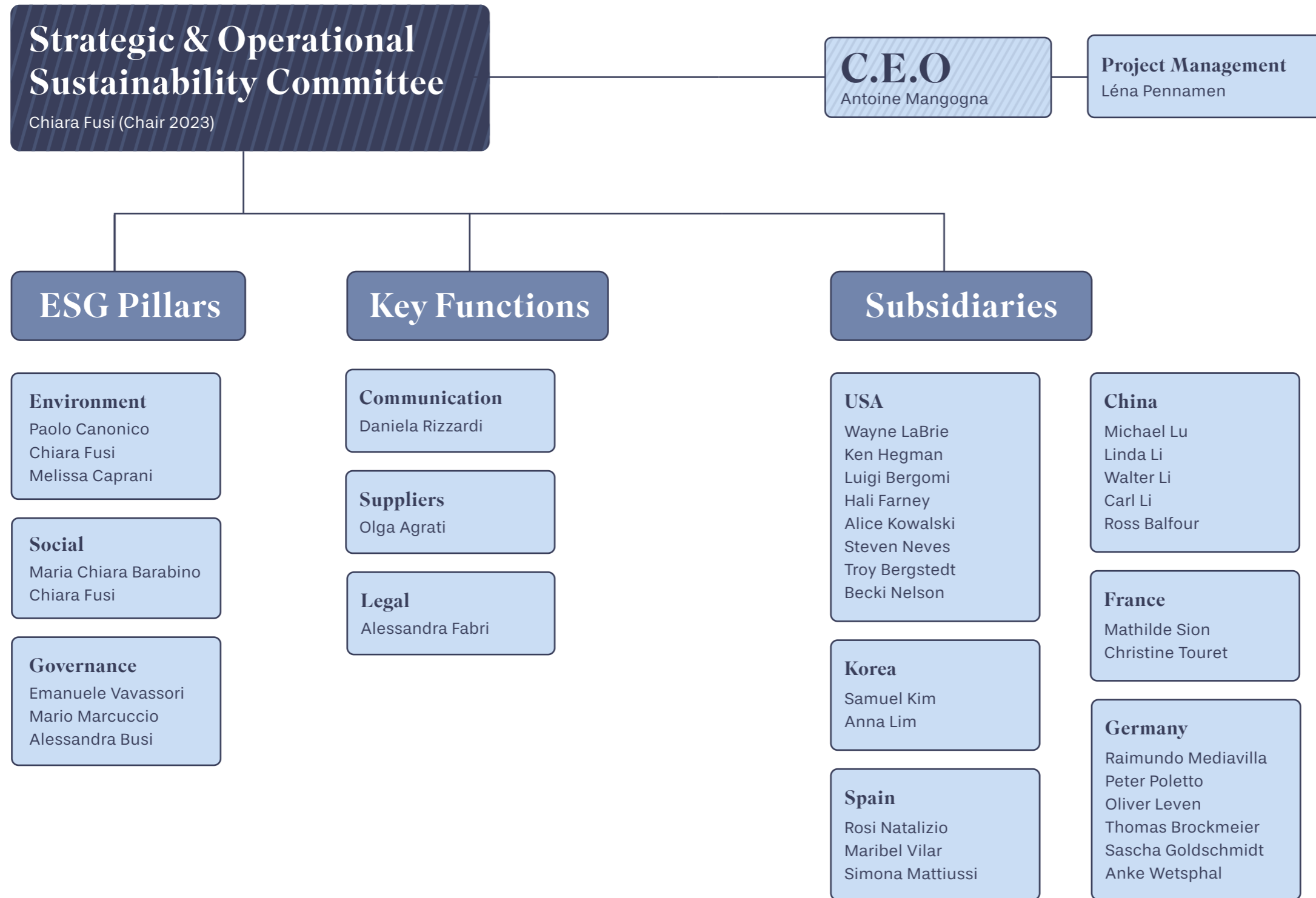
— Maria Chiara Barabino, Global HR Director  
SAATIZEN

# Organization Chart





## Global Sustainability Team





## Section 5 - Investment Outcomes

“

When you think about it, it's simple, really. You always get out what you put in. That's why we're careful about our resources at SAATI.

We make sure we're investing in the right things. Whether it's our capital, our energy or our time. We want all these things to have a real outcome, create value and fulfill our strategic goals.

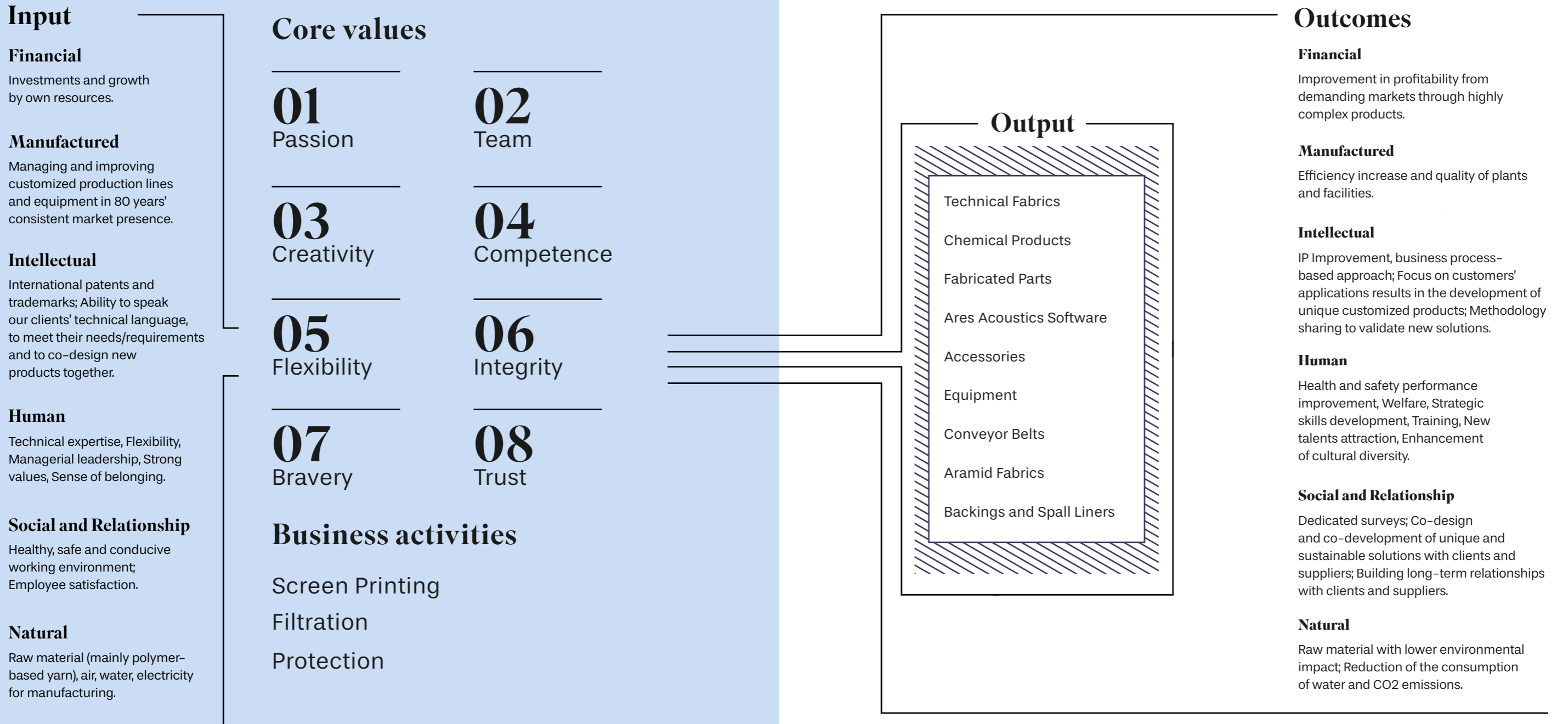
– Marisa Cozzi, Group Reporting & Holding Finance Specialist

**SAATIZEN**



## Value Creation

This diagram shows how SAATI's business model works according to the IIRC Framework. An organization's business model is the process of transforming inputs, through its business activities, into outputs and outcomes that aim to fulfill the organization's strategic purposes and create value over the short, medium and long term.





## Section 6 - Management System

“

From a quality point of view, each stage in the business process is crucial. Our organizational efficiency and success depend on these processes being upheld and monitored, while managing risk and business need.

To produce class-leading technical materials, and ensure customer satisfaction, we rely on our SAATIZENS to understand why each stage is crucial.

This is how we work together to produce outcomes that meet our customer and stakeholder expectations.

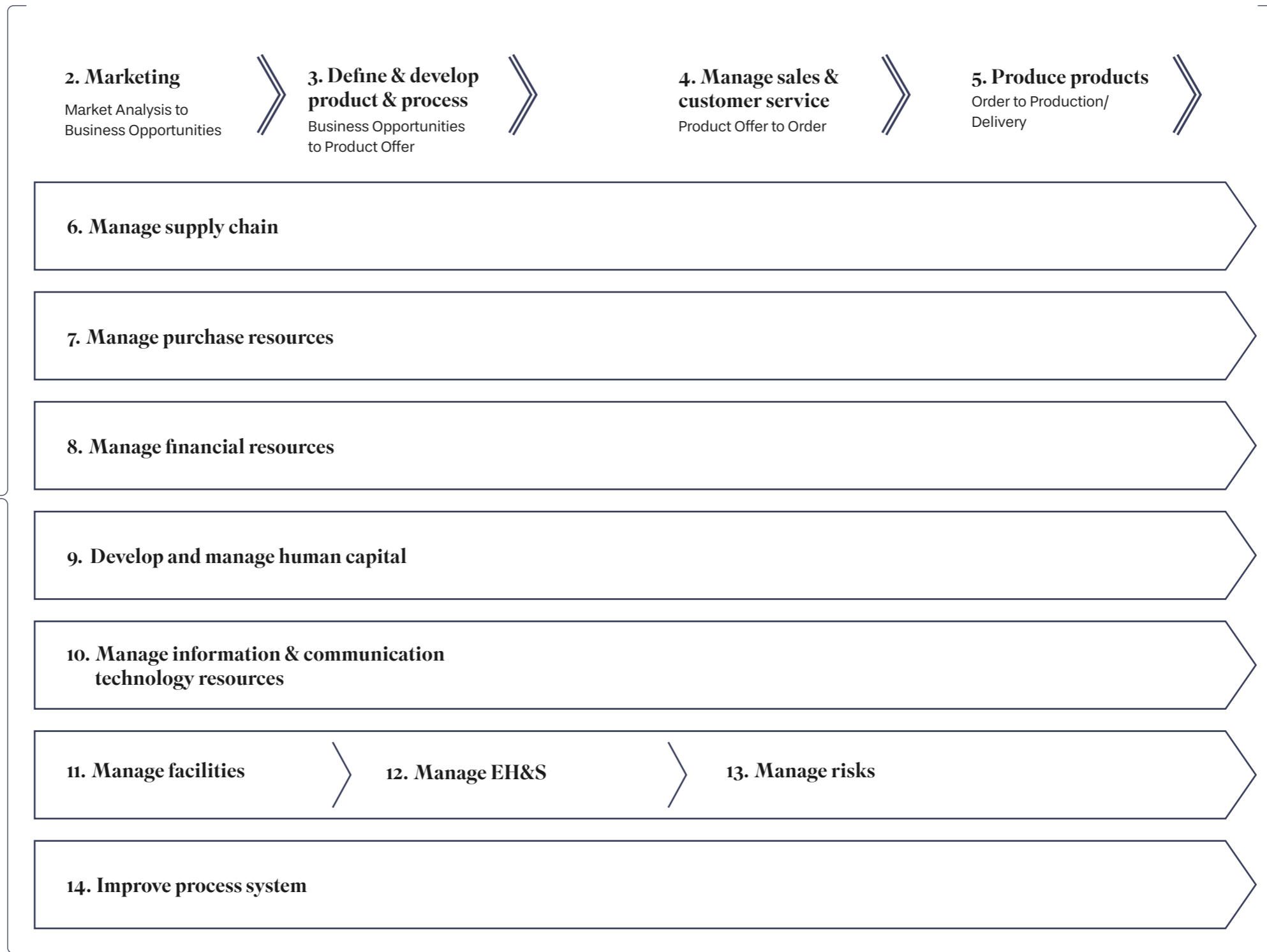
– Mario Marcuccio, Global Quality Director  
SAATIZEN



# Organization by Business Process

There is a big emphasis on collaboration in the company. Everyone is involved, from every location. No matter what department you work in, or what your job is, you have the freedom to collaborate and provide your outlook.

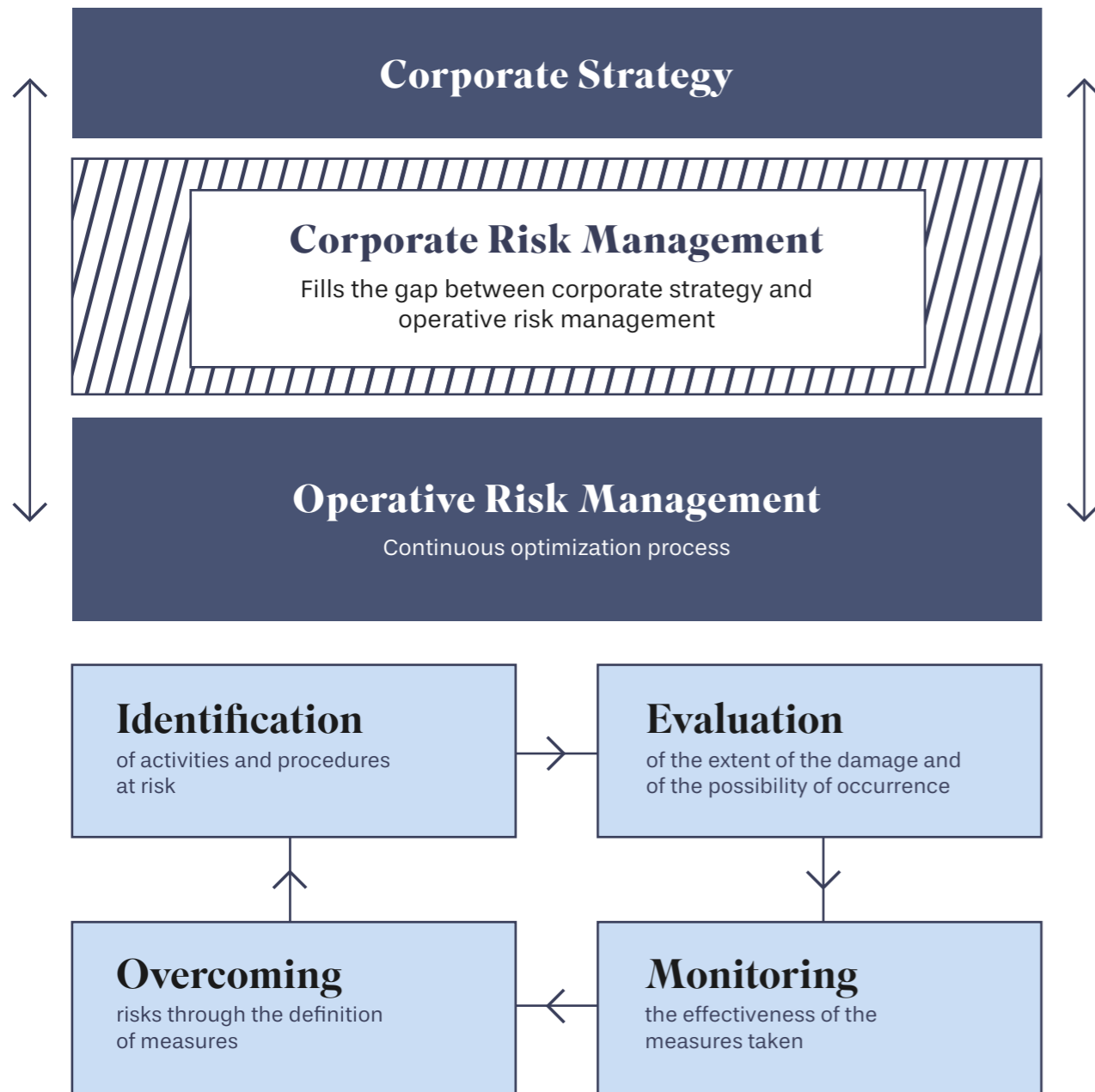
Background, Customers and Stakeholders - Requirements



**Customer Satisfaction, Value Creation**

## Risk Management

SAATI has organized and supports the application of Risk Management Systems at a company level for the management of processes and projects. This system was implemented, starting from the definition of the reference structure for "Risk Management" to the assessment, monitoring and review of the identified risks and opportunities.



## Improvement Management

At SAATI, this structure has defined and manages the corporate system of operation by process in order to improve the creation of value. In this sense, an operating model for processes was defined to then implement the management of the improvement itself.





# The conduct of business and corporate activities of SAATI S.p.A. is governed by a Code of Conduct.

The Code of Conduct describes the principles to be pursued and conducts to be adopted by the recipients of the Code from an ethical-behavioral point of view, in order to prevent the offenses indicated in the Legislative Decree no. 231/2001 and to provide the internal and external guidelines to be followed in achieving the corporate objectives.

The Code of Conduct comprises: the general principles and values (including integrity, legality, respect for human rights, protection of environment, health and safety, equal opportunities and meritocracy, protection of confidential information, transparency, commitment to sustainable development) considered fundamental, shared and recognized by the Company for the affirmation of its mission, to which the various stakeholders involved are required to be inspired to favor the proper functioning, reliability and reputation of the Company; the criteria of conduct for each class of stakeholders, which the latter are requested to comply with, in order to uphold the general principles and to prevent the risk of unethical behavior; the implementation methods, that describe the control system in place for verifying the compliance with the Code and its continuous improvement.

## Quality Policy and Quality System Management

SAATI is committed to be more and more competitive and to realize its strategic objectives in accordance with its mission and vision by:

### One

Focusing on complete satisfaction for the customer and all interested parties, in respect to environmental security requirements.

### Two

Large scale personal enhancement through skills development, motivation and a careful life-work balance.

### Three

Continuous product and technological process innovation, in order to satisfy and anticipate market requirements.

### Four

The implementation of guidelines for financial, environmental and social sustainability.

**Within this framework, SAATI has defined its business management system according to the following principles:**

Accurate internal and external context analysis in order to define the company's objectives;

Approach by process;

Application of the "risk-based thinking" principles;

Implementation of PDCA logic (Plan-Do-Check-Act), with the purpose of preventing critical issues, seizing opportunities and improving business performance.



# Certifications

## Quality

The SAATI Quality System Management is certified in conformity to the **ISO 9001:2015** standard and it is applied to the activities of all SAATI divisions.

## Health & Safety

SAATI has implemented and certified a system for the management of the health and safety at the workplace based on **UNI ISO 45001:2018**, covering all plants within Italy, **ISO 45001** in France, Germany and China.

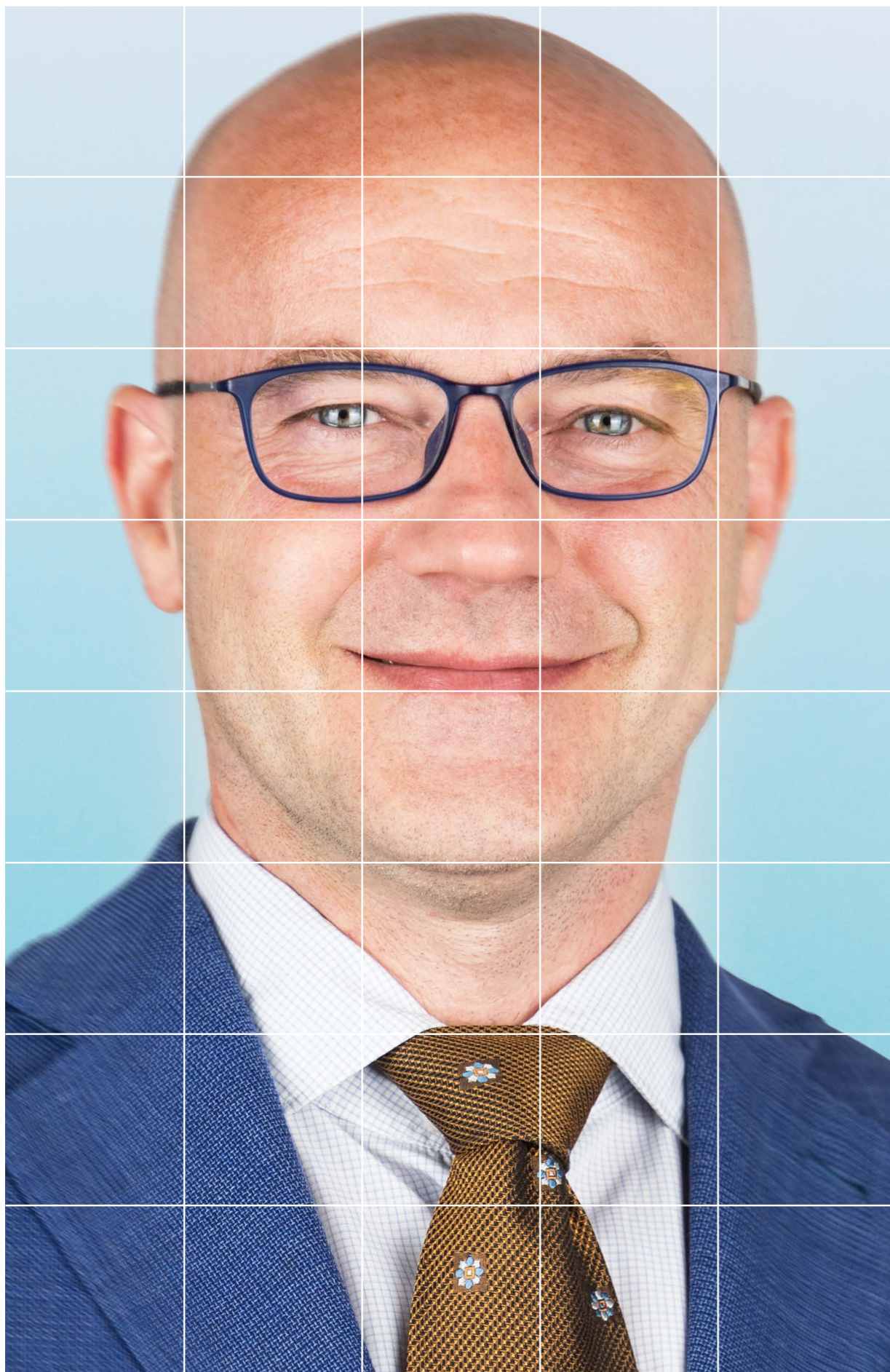
## Environmental

SAATI has implemented and certified an Environmental Management System based on the **UNI EN ISO 14001:2015** standard. It covers all four Italian SAATI plants.

Additionally, SAATI has obtained the Environmental Management Systems standard **ISO 14001** in both Italy and France to establish, implement, maintain and continually improve environmental performance.







## Section 7 - Macrotrends for Businesses

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For us to do effective business at SAATI, it is imperative we understand what is influencing businesses and consumer decision making. This helps us understand the buyer mentality, so we can consider how to improve our product for our customers.

Our culture is always about looking at how we can do small things for a big impact, and so too must we examine the global effect of the little things we do.

– Emanuele Vavassori, Global Marketing Director  
SAATIZEN



# Macrotrends for Businesses

01

**Sustainability**

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02

**Asymmetric global population explosion (have and have-nots)**

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03

**Climate change**

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04

**Renewable energy revolution**

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05

**Globalization > Glocalization**

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06

**Healthcare revolution**

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07

**Accelerating exponential information technology development**

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08

**War in Ukraine**

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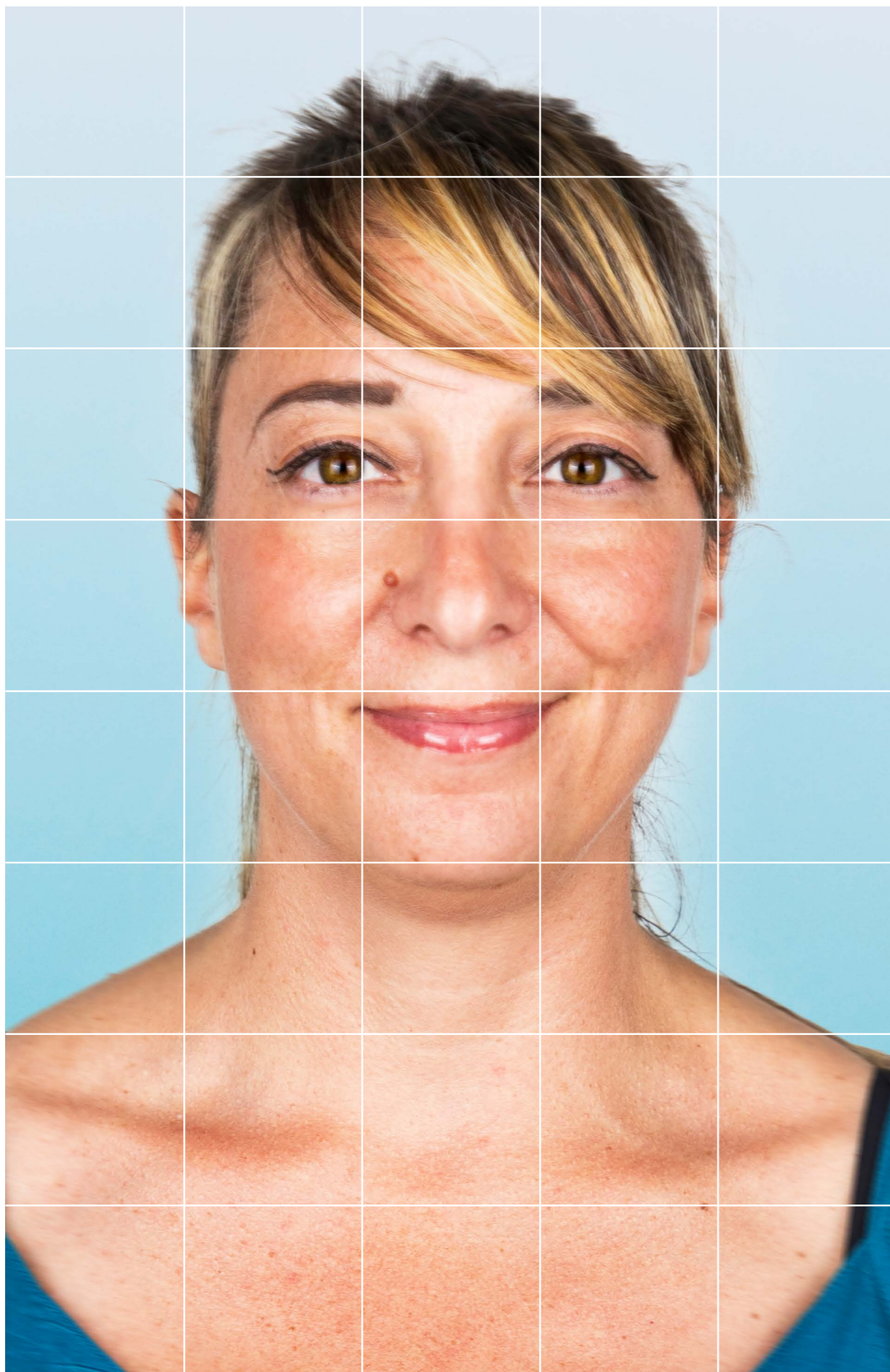
09

**Inflation/economic crisis**

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## Section 8 - The Sustainability Plan

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At SAATI, the work we do is for everyone. That is why we make sure our goals are shared by our stakeholders, our management team, our employees and our customers. What benefits one, benefits the other.

Everything we do is for the greater good of all. So, when planning our business focus, we consider how we impact people, our business and the world.

These business focus areas reflect our highest priorities for the medium-term window for value generation and an ESG standpoint.

– Chiara Fusi, EHS Manager  
SAATIZEN

## The Materiality Matrix

This Integrated Report examines the ways in which SAATI works to create value over time, providing a picture of the strategies, objectives and performances related to the organization's ability to create value.

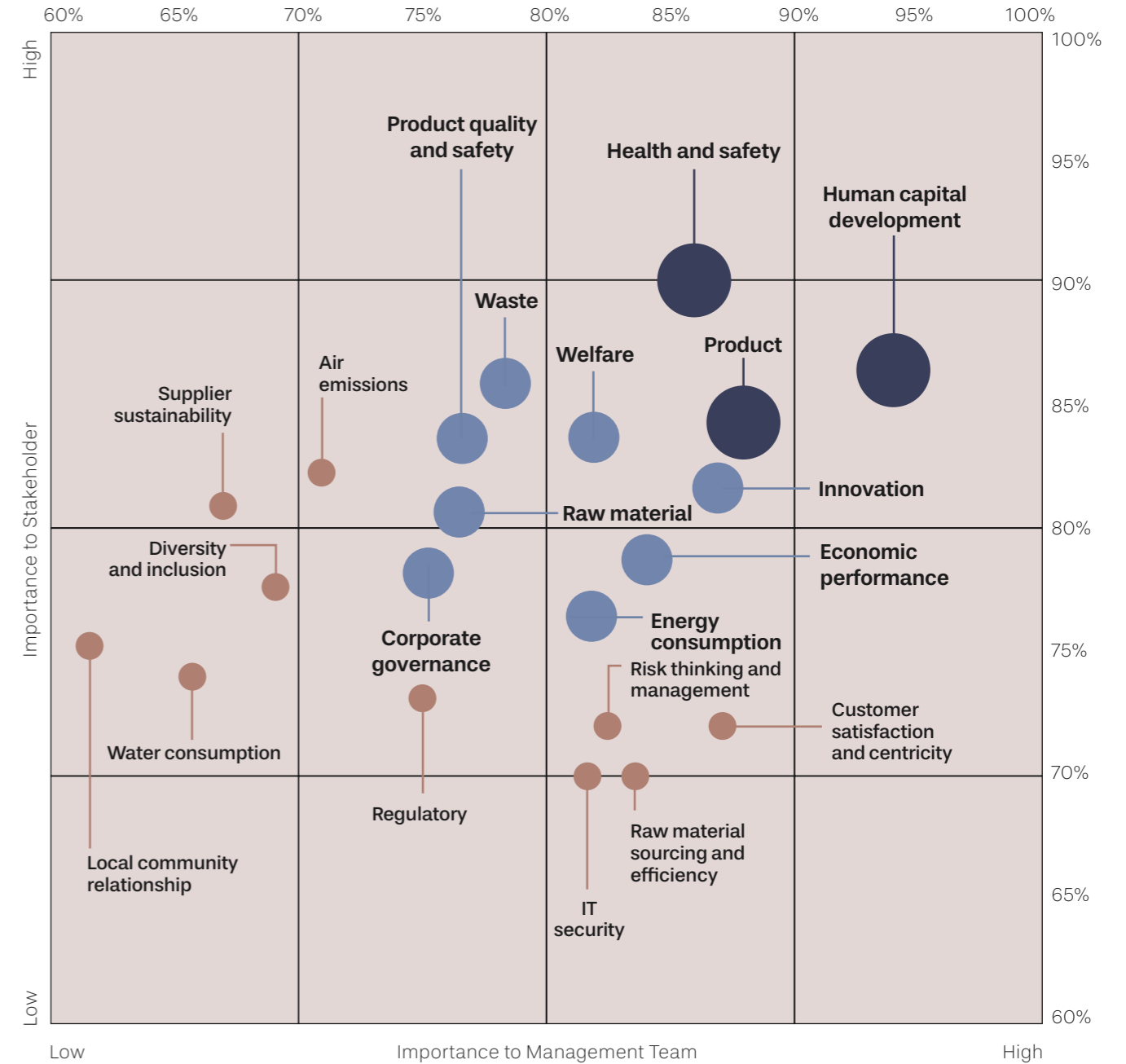
The time frame considered for the information relating to the reporting aspects is 2020-2021, while the prospective framework (strategic vision, objectives and actions) will start from 2022 with a medium-term time window.

# Very high importance

# High importance

- Human Capital Development
- Health and Safety
- Product

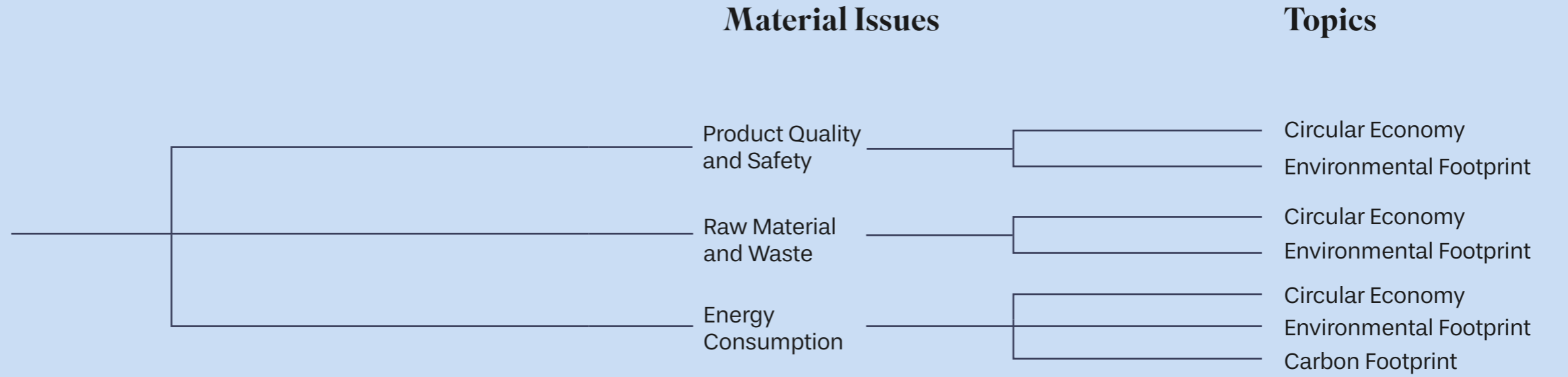
- Innovation
- Waste
- Welfare
- Economic Performance
- Product Quality and Safety
- Energy Consumption
- Raw Material
- Corporate Governance





**The ESG Pillars**

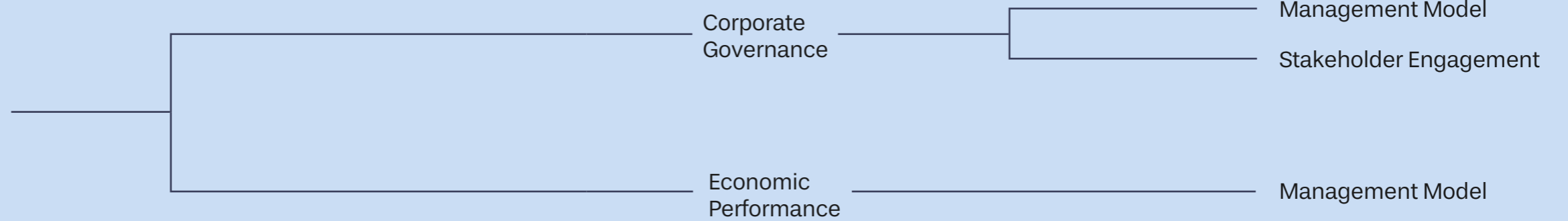
**E**  
**Responsible Innovation**



**S**  
**Prosperous Community**



**G**  
**Evolving Organization**



# E Environmental

In collaboration with WWF – Varese Insubria and Ente Parco Regionale di Appiano Gentile e Tradate, we adopted two paths in the Parco Pineta. Our goal was to restore them and make them accessible to the community again.

The two paths have historical value, because they connected two farming villages, allowing the exchange of foods and goods, before cars and streets existed. The restoration project allowed the path to be walkable again in total safety, and in full respect and safeguard of the existing local flora and fauna.

To celebrate the completion of the project, a SAATI Day event was held, dedicated to SAATIZENS and their families. Special guided tours were also organized for those who wished to have a more immersive experience, and get to know the species of trees and plants.

## Responsible Innovation

### Raw Materials & Waste.

- Reduce the environmental impact due to waste production by 15% by 2025.
- 20 Tons recycled yarn/total acoustics by 2025.

### Product Quality & Safety.

- PFAS compliance by 2025.

### Energy Consumption.

- 100% electric energy from renewable sources at a global level by the end of 2025.
- CO2 neutrality by 2030. SAATI is committed to take action on carbon neutrality based on scope 1 and 2.

# S Social

In 2022, SAATI joined the UNHCR Welcome project. This gave us the opportunity to employ three wonderful people from Ukraine who had been displaced by the conflict there. Two worked in our Veniano production department, and the other joined our Chemical R&D team. All three became valued colleagues, and the experience was beneficial both for them, and for their teams.

We are humbled and delighted to have received an award from UNHCR for our participation.

"I came to Italy because there is a war in my country, and I had fears that it would be difficult for me. I didn't expect to be welcomed so warmly and that, despite not speaking Italian, I would be able to learn complex processes and be trusted in my job. The positive atmosphere and kindness of my colleagues made working at SAATI a pleasure and I am grateful to everyone in the company."

- Yevheniia Novichuk



## Prosperous Community

### Health & Safety.

- Zero serious injuries in Italian factories by 2023, and globally by 2026.
- Reduction of recordable accident rate to be under 2.5 in 2025.
- Zero ill health in 2023, in Italy factories and branches.

### Human Capital Development.

- Increase in female leadership from 29% to 40%, and from 15% to 25% in senior positions by the end of 2030.
- Eradicate gender pay gap by 2025.
- Ensure all key people have taken part in the SAATI Steward Program by 2025.
- Ensure all Process Transformation people have enrolled in the SAATI Academy.

### Welfare.

- Obtain the Top Employer certification by 2024, and maintain thereafter.
- Corporate Volunteering: 365 days donated to the community by the end of 2025.



# Governance

We have started to extend these certifications, **ISO 45001** for Health and Safety and **ISO 14001** for Environment, to all SAATI subsidiaries.

The project involves three different steps:

- Gap analysis, to verify the present situation in relation to the ISO standards;
- Planning, design and implementation of an integrated system for the management of health and safety and environment;
- Certification audit by an external authority.

At present, the certification situation is:

- **ISO 45001:** France, Germany, China
- **ISO 14001:** France, China

In 2024, we plan to extend **ISO 45001** to SAATI Americas and **ISO 14001** to SAATI Americas and SAATI Germany.

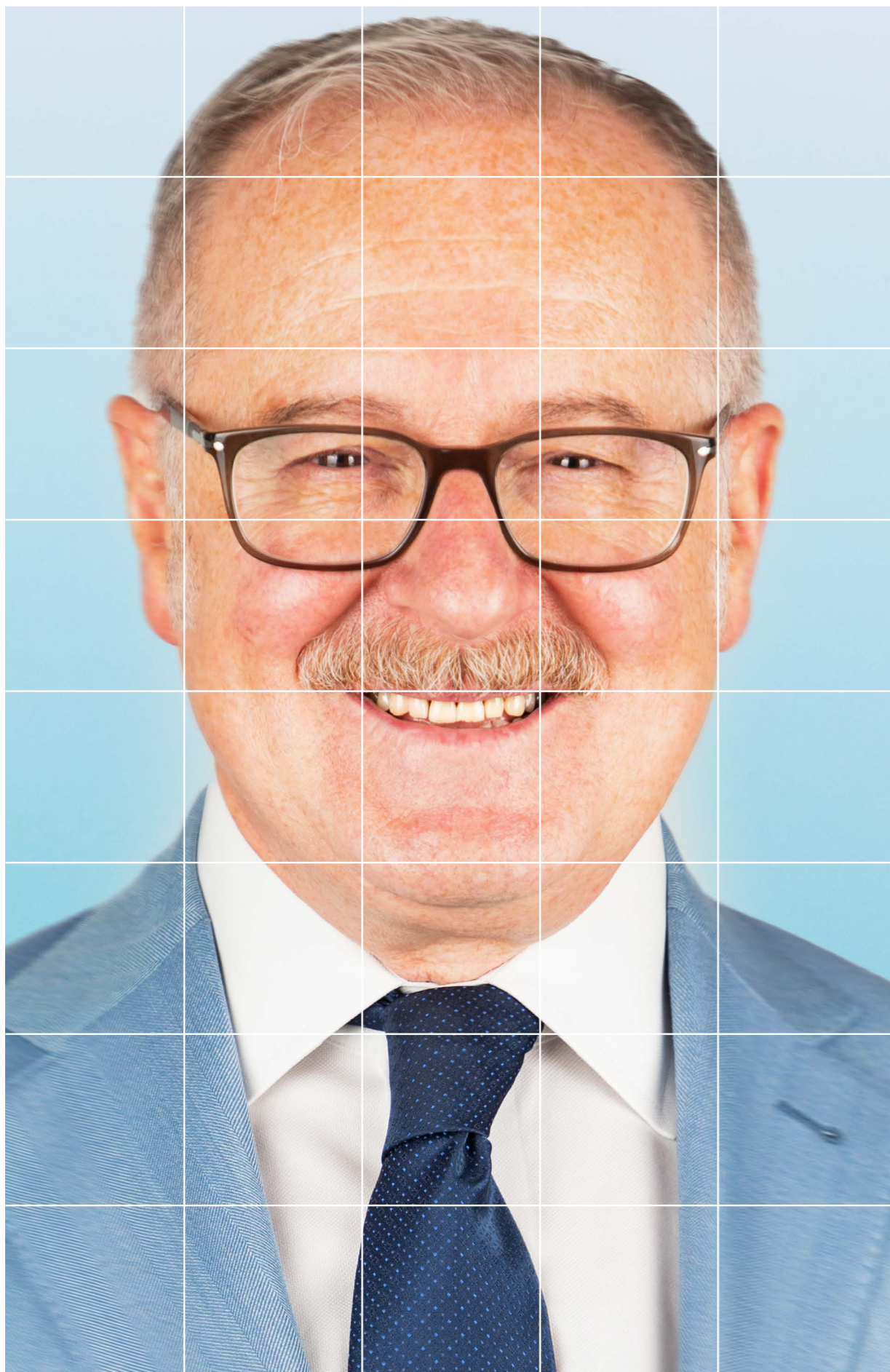
## Evolving Organization

### Corporate Governance.

- Ensure all subsidiaries are equipped to deploy a local sustainability plan by 2024.
- Screen and regulate SAATI suppliers over 1M€ to ensure 80% are Ecovadis certified by 2027.
- Obtain ISO 14001-45001 for France, Italy and China by the end of 2023, and Germany by the end of 2024.
- Complete transformation to a process-driven system by the end of 2026.
- Sustainable Committee Organization Chart in official documents by the start of 2023.







## Section 9 - Sustainability Initiatives

“

Looking at our sustainability initiatives, you will see many different types. We have everything from small projects in local settings, to global programs and awards.

The reason we have so many initiatives is because we have passionate SAATIZENS leading on these projects. We know that these missions, no matter their size, will contribute to the big impact— and that’s what we’re trying to do.  
Create small actions to get a big result.

– Paolo Canonico, Global Technical  
and R&D Director  
SAATIZEN



## Our Sustainability Perspective

**In recent years, there has been a huge focus on sustainability. As a man of the "baby boomer" generation, I often ask myself why this has become so important.**

The reason it is significant changes depending on the person I am asking. For some, it is about their children, the future and the environment. For others, it is about wellbeing and ethical responsibility. All of these concerns are real.

As a businessman, practically speaking, I feel the time is coming when businesses will deal only with sustainably-run companies. Our customers are actively enquiring about our ESG practices. For this reason, it makes business sense to innovate in this area.

When we choose sustainable options, we eliminate waste, reduce cost and run our business more effectively.

More than that, as people, we can be resistant to change. It is easy to think change is unnecessary, or that someone else will make the change. The truth is the world does not change only by policy or regulation. It changes through the people who use their power for good.

At SAATI, we advocate for our people to be "intrapreneurs". We want them to own and lead their professional specialties and personal passions. We want to give them power. We do this with different initiatives and programs designed to upskill and uplift them.

From what I have seen, this really has created a strong change and innovation-led culture. Some of our SAATIZENS are even working with regulatory bodies to create industry standards because it is important to them.

Personally, I want these standards to be the way forward. So that we can report on our actions and show how we have made a real difference to the world. Our commitment to sustainability must be measurable if we are going to avoid the industry trend of greenwashing. In the end, it is crucial that we maintain our business integrity, as we have always done. That is our commitment to you—an ethical approach to sustainability, for the good of everyone.



**The new generation wants sustainability. As leaders, it is always our duty to show people the way.**

— Antoine Mangogna, CEO  
SAATIZEN



# Our Sustainability Efforts

## Internal Programs

- SAATI Ambassadors
- SAATI Steward Program
- Inspiring Young Women Program
- Building the Future

## Awards

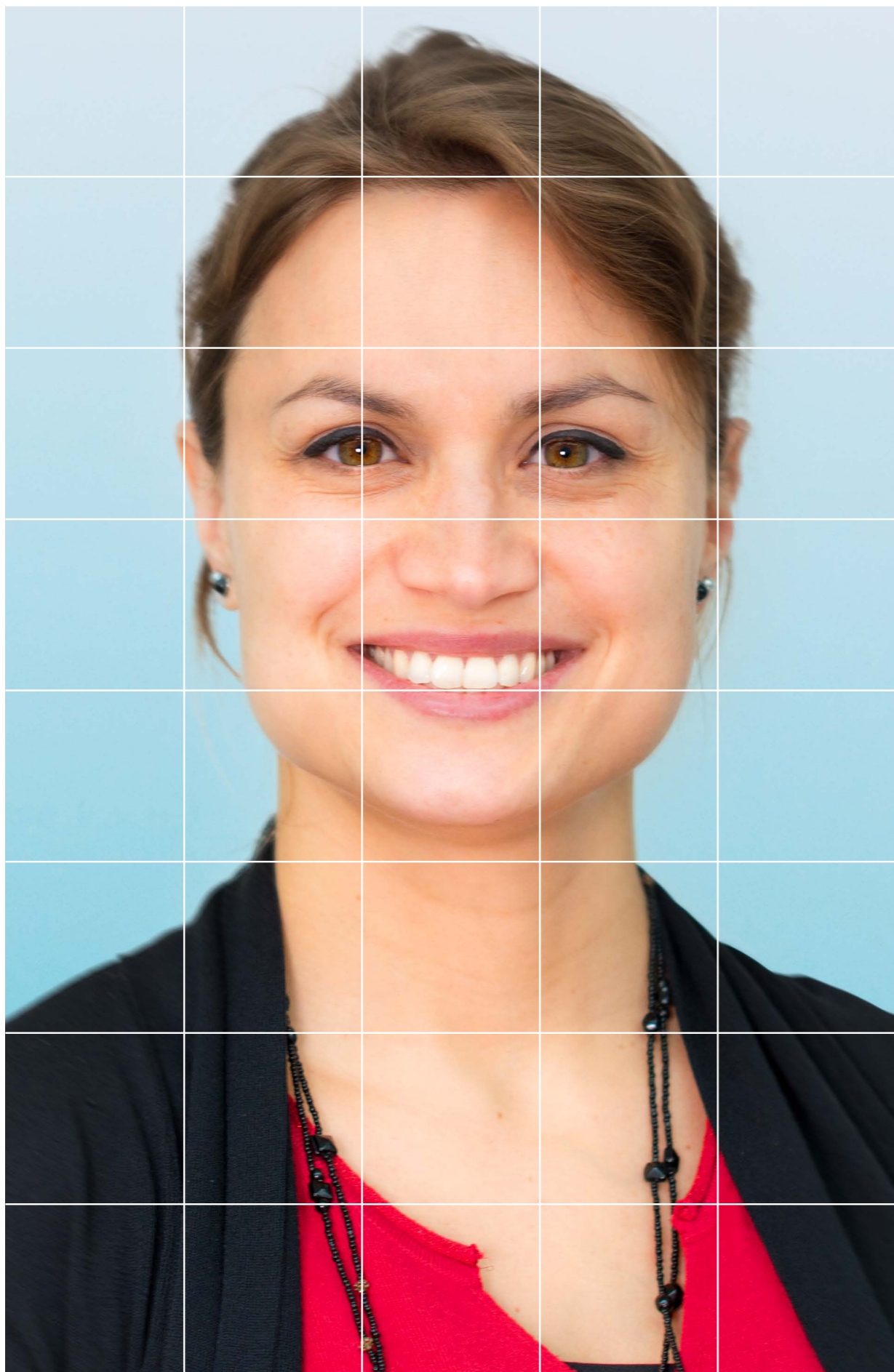
- Ecovadis 2022 Silver Medal Business sustainability assessment



## Initiatives

- **Small Actions, Big Impact Sustainability Calendar**  
A calendar celebrating the small ways in which SAATIZENS work toward sustainability every day.
- **Park Regeneration Project**  
Supporting the WWF to clean up a forest for regeneration.
- **Digital Literature**  
We use digital documents where possible to reduce our paper use.
- **Improving Production Process to Reduce Harmful Chemicals**  
We've changed our solvents to more environmentally sustainable alternatives.
- **CO2 Lifecycle Assessment**  
Our Italian plants run lifecycle assessment to understand and reduce CO2 emissions.
- **Recycled Yarn**  
We're working toward using 100% recycled yarn in the creation of one of our mesh products.
- **Sustainable Materials**  
We recycle our waste and our boxes are made using recycled materials.
- **Christmas Decorations Initiative**  
An employee-driven initiative to make Christmas decorations from waste materials.
- **Screen Printing Sustainability**  
Environmentally friendly screen printing materials are GOTS certified.
- **Green Energy**  
100% Green energy is being used in our Italian plants.
- **Corporate Volunteering**  
SAATIZENS volunteer their time in various initiatives including park clean-ups.





## Section 10 - Economics

“

There's a culture at SAATI of being transparent. We don't like to hide behind words. We like to show everyone that we mean what we say by taking action.

We're always committed to facing the truth. Whether that is the truth about how we need to change things to be better, or the facts on paper about how the business is doing.

– Mathilde Sion, Plant Manager, SAATI France  
SAATIZEN



# Economics

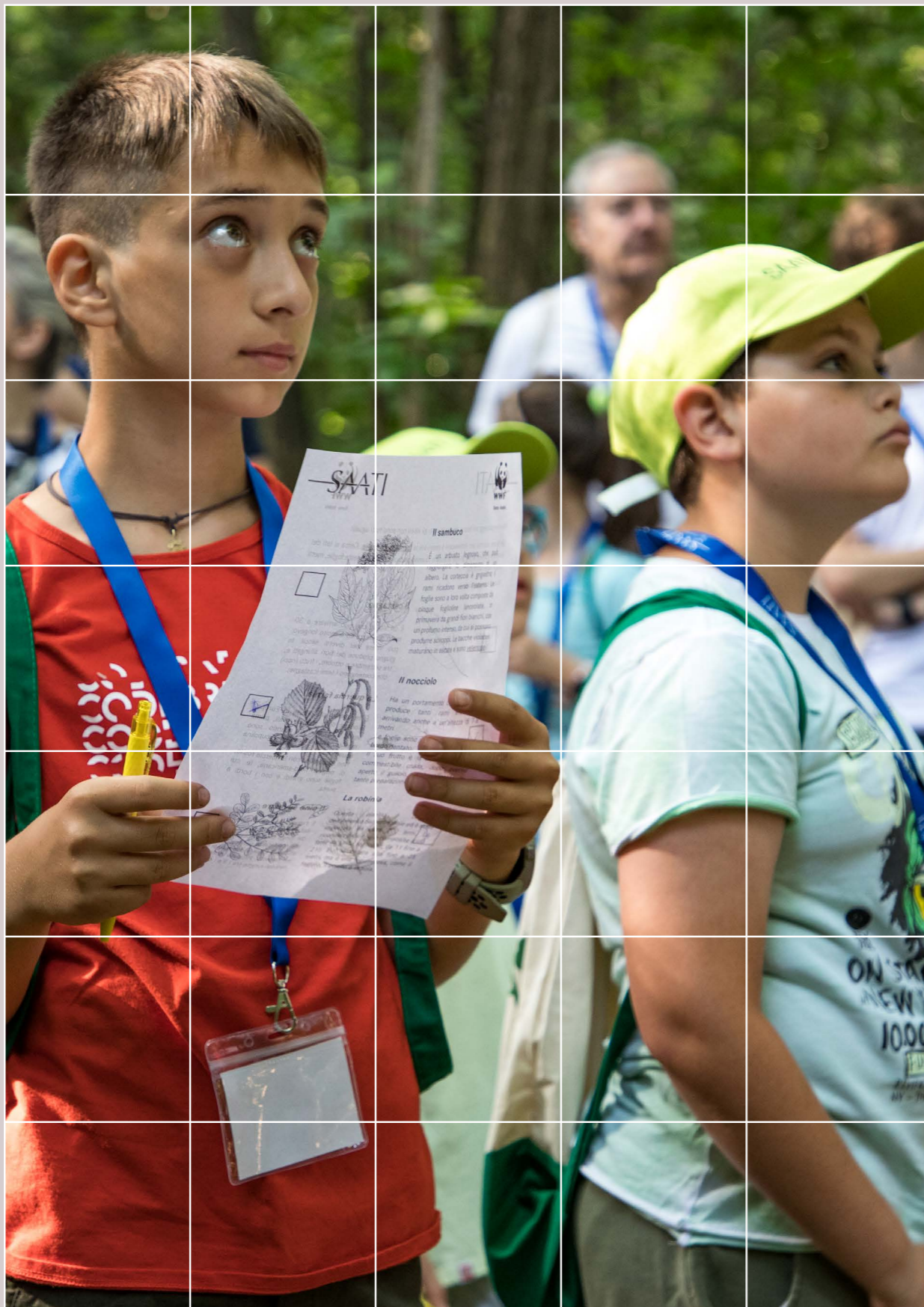
Financial value which is directly generated and distributed

	2020	2021	2022
<b>Revenues</b>	151.561.000 €	171.890.000 €	207.331.000 €
<b>Operating Costs</b>	77.375.000 €	100.303.000 €	143.437.000 €
<b>Employee Wages and Benefits</b>	47.713.000 €	54.955.000 €	62.222.000 €
<b>Payments to Providers of Capital</b>	214.000 €	10.199.000 €	12.652.000 €
<b>Payments to Government by Country</b>	5.074.000 €	4.662.000 €	5.566.000 €
<b>Community Investments (Not Commercial, Politics)</b>	27.165 €	320.000 €	330.000 €

GRI 201-1







# SAATI SpA World Headquarters

## Donations

**23.430 €**

WWF Varese Insubria  
Ente Parco Pineta

**4.000 €**

TEDxLake Como  
Sponsorship

**3.000 €**

Local Parishes





## Membership of Associations

Membership of associations

GRI 102-13

### Italy (HQ)

A.I.D.P. Associazione Italiana per la Direzione del Personale

Adaci - Associazione Italiana Acquisti e Supply Management

AICQ CN

ASSOC. AMICI DI COMO

Cassa Previline

CNCCEF | French Foreign Trade Advisors

Confindustria Alto Milanese

Confindustria Como

ESMA

Federchimica - Federazione italiana dell'industria chimica

FEDERMANAGER

Fondimpresa

Fondirigenti

GLOBEXPO S.R.L.

PREVIGEN pension fund

RADTECH EUROP

SMI sistema moda italia

THE EUROPEAN TECHNOLOGY PLATFORM

### SPT

IHK: Chamber of industry and commerce

### Iberica

FESPA ESPAÑA - Asociación Española de Empresas de Impresión de la Comunicación Visual

### Russia

No subscriptions

### France

UITH: textile union for companies (juridical help, training, professional network,..)

ANDRH: national association for HR (professional network, benchmark,..)

GEPE: local consortium (local economic news, government actors, local actors)

EURAMATERIALS: research and development association for textile industry

CNCCEF: French Foreign Trade Advisors

### Deutschland

IHK: Chamber of industry and commerce. Mandatory membership for industrial and commercial companies

ASZ: Health and safety consultancy

IFTS: Filtration technology news and access to filtration laboratory equipment and technologies

Textilverband: Employer's association. Membership for collective labor agreements and legal consulting

IVGT: Association for textile companies

### China

China Italy Chamber of Commerce

### Americas

WAR (Wounded and Recovering Officers of the Upstate) Sponsorship

Greenville Chamber of Commerce Membership

SHRM (Society for HR Management) Membership

GSHRM (Greenville Society for HR Management) Membership

### Korea

No subscriptions





## Section 11 - SAATIZENS

“

Leaders often forget how important people are within an organization. At SAATI, we do the opposite—we like to make sure people are the most important thing.

If you treat your people well, the work they do is better, naturally. Our SAATIZENS are our biggest resource. They provide us with expertise, ideas, innovation and perspective. They give us everything we need to be the company we are today.

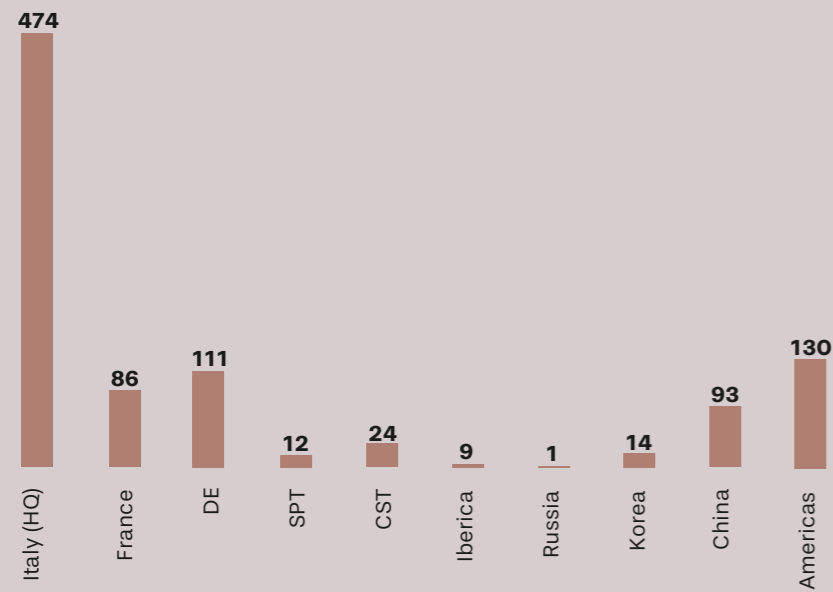
Employee contribution is individual effort to reach our organizational goal; every person makes a difference. Each SAATIZEN makes an impact.

– Antoine Mangogna, CEO  
SAATIZEN



# Human Capital

With more than 950 employees around the world, SAATI views its people as the true propeller for innovation, sustainable growth and long-term prosperity.



## Total employees around the world 2022

### No Poverty

We are committed to ensuring we pay fair wages to all SAATIZENS, taking into consideration their needs in an effort to reduce poverty. We have policies in place for our employees to maintain a reasonable work/life balance.

### Good Health and Wellbeing

We provide accessible and affordable healthcare options to our employees, including insurance to complement government action.

Additionally, we provide education and parental support, while implementing corporate policies on leave to assist our people in flexible working to enhance their lifestyles.

Our vehicles are regularly checked for legal compliance to ensure their safety.

### Zero Hunger

We are raising awareness on health issues, including nutrition, to look after employees' wellbeing in the workplace. Additionally, we are providing counselling and other workplace programs to look after their welfare.

### Our Welfare Pillars

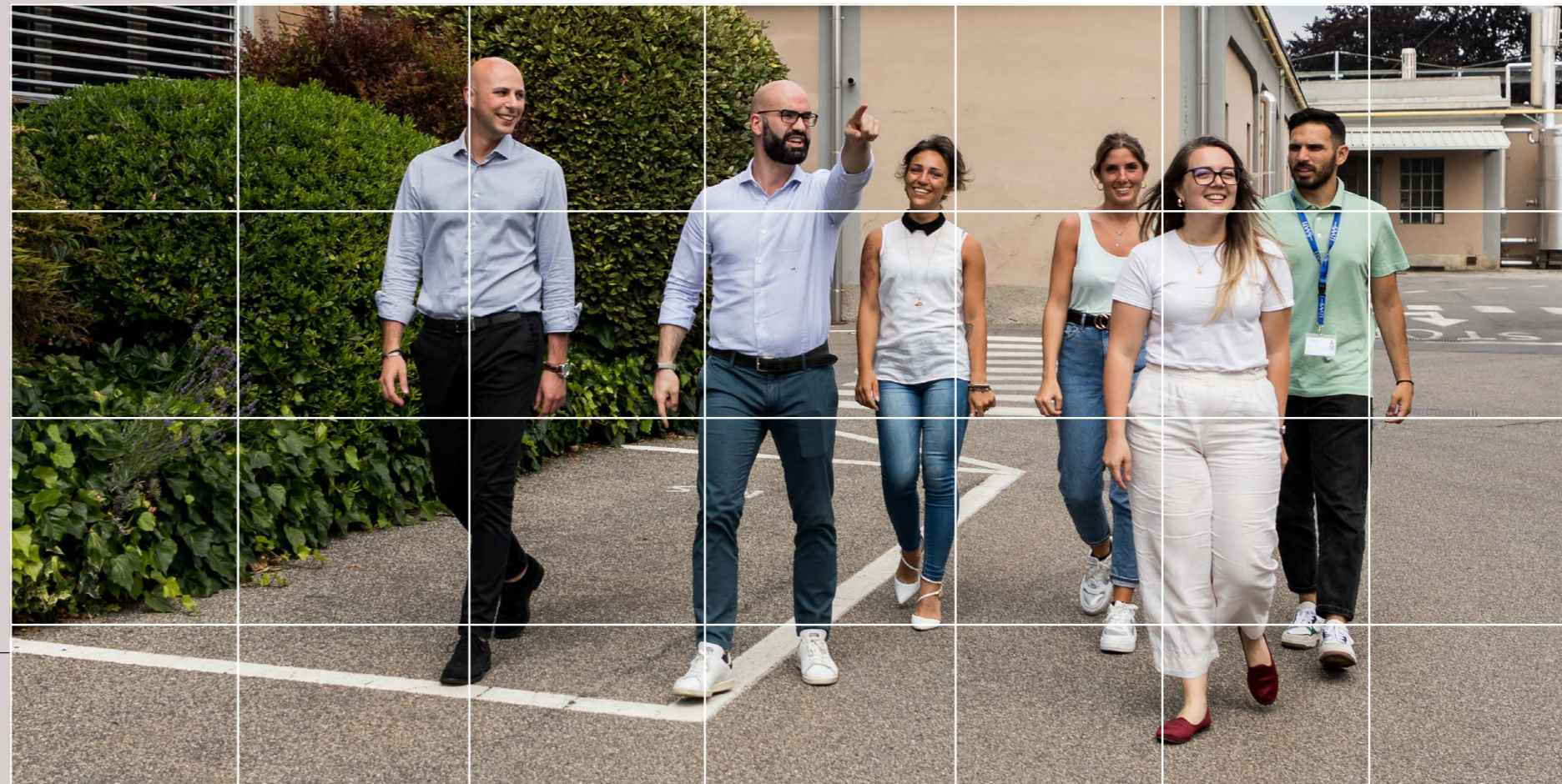
Health

Smart Working

Benefits and Bonuses

Time Off

(NEW) Collaboration





# Total Employment

By contract and gender



		2020	2021	2022
Permanent	Blue Collars	295	297	318
		199	203	209
	White Collars	111	100	99
		118	122	114
	Managers	46	49	51
		17	22	22
	Executives/Senior Managers	41	41	42
		8	8	9
Fixed Term or Temporary	Blue Collars	30	51	40
		9	16	17
	White Collars	16	16	15
		12	8	9
	Managers	4	6	7
		0	0	0
	Executives/Senior Managers	3	3	2
		0	0	0

GRI 102-8

The number of permanent contracts increased from

2021	2022
89,38%	90,57%

Total headcount increased from 942 to 954, after the slowdown due to the Covid-19 pandemic.

**942 to 954**

Our workforce is

**60% Male 40% Female**

# Total Employment

By contract and gender



		2020	2021	2022
Full Time	Blue Collars	319	343	353
		195	208	215
	White Collars	124	113	111
		115	114	106
	Managers	50	55	58
		16	21	20
	Executives/Senior Managers	44	44	44
		8	8	9
Part Time	Blue Collars	6	5	4
		13	11	12
	White Collars	3	3	3
		15	16	17
	Managers	0	0	0
		1	1	2
	Executives/Senior Managers	0	0	0
		0	0	0

GRI 102-8

Stable percentage of part-time contracts (around 4%) in both 2021 and 2022 and distribution between female and male.



# Total Employment

By contract, age group and gender



		2020	2021	2022
Under 30	Blue Collars	49	55	65
		16	17	20
	White Collars	15	14	20
		9	12	21
30-50	Managers	0	0	0
		1	1	0
	Executives/Senior Managers	0	0	0
		1	0	0
30-50	Blue Collars	168	184	178
		108	121	126
	White Collars	83	72	63
		87	86	77
Over 50	Managers	26	28	34
		7	11	12
	Executives/Senior Managers	17	15	13
		5	5	7
Over 50	Blue Collars	108	110	114
		84	80	81
	White Collars	30	30	34
		33	32	32
Over 50	Managers	24	26	24
		9	11	10
	Executives/Senior Managers	27	29	31
		2	3	2

GRI 102-8

Over 50% of our people are aged between

**30 and 50 years**

Average age stable from

**2021 to 2022**

# Positive Turnover

(new hires)



		2020	2021	2022
Under 30	Male	15 (26%)	38 (28%)	30 (32%)
	Female	4 (7%)	14 (10%)	5 (5%)
30-50	Male	19 (32%)	48 (36%)	27 (29%)
	Female	13 (23%)	19 (14%)	22 (24%)
Over 50	Male	7 (12%)	10 (7%)	7 (8%)
	Female	0 (0%)	6 (5%)	2 (2%)

GRI 401-1

Positive turnover moved from 136 people hired in 2021 to 93 hired in 2022

**10%** (on total headcount)

# Negative Turnover

		2020	2021	2022
Under 30	Male	12 (14%)	28 (27%)	10 (10%)
	Female	8 (9%)	3 (3%)	4 (4%)
30-50	Male	29 (34%)	35 (33%)	33 (33%)
	Female	16 (19%)	9 (9%)	21 (21%)
Over 50	Male	13 (15%)	17 (16%)	22 (22%)
	Female	8 (9%)	13 (12%)	10 (10%)

GRI 401-1

Especially in HQ, part of the negative turnover is represented by people going on retirement, after a career spent at the company. This generational renewal started a few years ago and will continue for the next few to come. Replacements are managed via the insertion of both young recruits as well as some more experienced people.



# Performance and Career Development

Percentage of employees receiving regular performance and career development reviews

	Italy (HQ) %			France %			Korea %			China %		
	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022
<b>EXECUTIVES/ SENIOR MGMT</b>	86	73	100	100	100	100	100	100	n.a	100	100	100
<b>Women</b>	100	100	100	100	100	100	100	100	n.a	100	100	100
<b>Men</b>	82	71	100	n.a	n.a	n.a	100	100	n.a	100	100	100
<b>MIDDLE MGMT</b>	96	63	83	100	100	100	n.a	n.a	n.a	100	100	100
<b>Women</b>	100	75	70	100	100	100	n.a	n.a	n.a	100	100	100
<b>Men</b>	94	59	88	100	100	100	n.a	n.a	n.a	100	100	100
<b>WHITE COLLARS</b>	80	72	79	100	0	100	0	0	0	77	98	90
<b>Women</b>	84	77	75	100	0	100	0	0	0	63	100	100
<b>Men</b>	76	66	84	100	0	100	0	0	0	100	93	100
<b>BLUE COLLARS</b>	99	70	76	100	0	100	0	0	0	100	100	100
<b>Women</b>	98	74	79	100	0	100	0	0	0	100	100	100
<b>Men</b>	99	68	73	100	0	100	0	0	0	100	100	100
<b>TOTAL</b>	93	70	78	100	6	100	20	19	0	89	99	100
<b>Women</b>	94	75	77	100	6	100	20	20	0	70	100	100
<b>Men</b>	93	67	78	100	6	100	22	18	0	100	98	100

**GRI 404-3**

The number of people involved in a performance/career review has grown over the past 3 years, involving all types of employees with systems that take into account the differences in the responsibility/type of job performed. Also, the system is kept under monitoring and revision to identify and address improvement needs. A few subsidiaries still must implement such systems, and this is due for 2022-2023 (SAATI Deutschland, SPT, SAATI Iberica). Coverage to be improved for SAATI Korea.

	Americas %			DE %			SPT %			CST %			Iberica %		
	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022
	100	100	100	0	100	100	0	0	100	0	0	100	n.a	n.a	n.a
	100	100	100	0	100	100	0	0	100	0	0	100	n.a	n.a	n.a
	100	100	100	0	100	100	0	0	100	0	0	100	n.a	n.a	n.a
	100	100	100	0	100	100	0	0	100	0	0	100	n.a	n.a	n.a
	100	100	100	0	100	100	0	0	57	0	0	0	n.a	n.a	100
	100	100	100	0	100	100	0	0	50	0	0	0	0	n.a	100
	100	100	100	0	100	100	0	0	60	0	0	0	100	100	100
	100	100	100	0	0	0	0	0	0	0	0	0	n.a	n.a	100
	100	100	100	0	0	0	0	0	0	0	0	0	n.a	n.a	n.a
	100	100	100	0	0	0	0	0	0	0	0	0	0	0	100
	100	100	100	0	34	32	0	0	0	0	0	0	22	22	100
	100	100	100	0	39	51	0	0	0	0	0	0	n.a	n.a	100
	100	100	100	0	30	49	0	0	0	0	0	0	n.a	50	100

**GRI 404-3**

This activity has the goal to support organizational development through the development of individuals, to design training actions, to offer advancement opportunities and to reward positive accomplishments.

## Health & Safety - SOCIAL Data

Disclosure 403-10: Work-related ill health

2020			
	Number of deaths	Number of serious accidents	Number of recordable accidents
Italy (HQ)	0	0	0
France	0	0	0
Germany	0	0	0
SPT	0	0	0
Iberica	0	0	0
Korea	0	0	0
China	0	0	0
Americas	0	0	0
2021			
Italy (HQ)	0	0	0
France	0	0	0
Germany	0	0	0
SPT	0	0	0
Iberica	0	0	0
Korea	0	0	0
China	0	0	0
Americas	0	0	0
2022			
Italy (HQ)	0	0	0
France	0	0	0
Germany	0	0	0
SPT	0	0	0
Iberica	0	0	0
Korea	0	0	0
China	0	0	0
Americas	0	0	0

GRI 403-10

Continued maintenance of the zero occupational ill health target.

## Health & Safety - SOCIAL Data

Disclosure 403-9: Work-related injuries

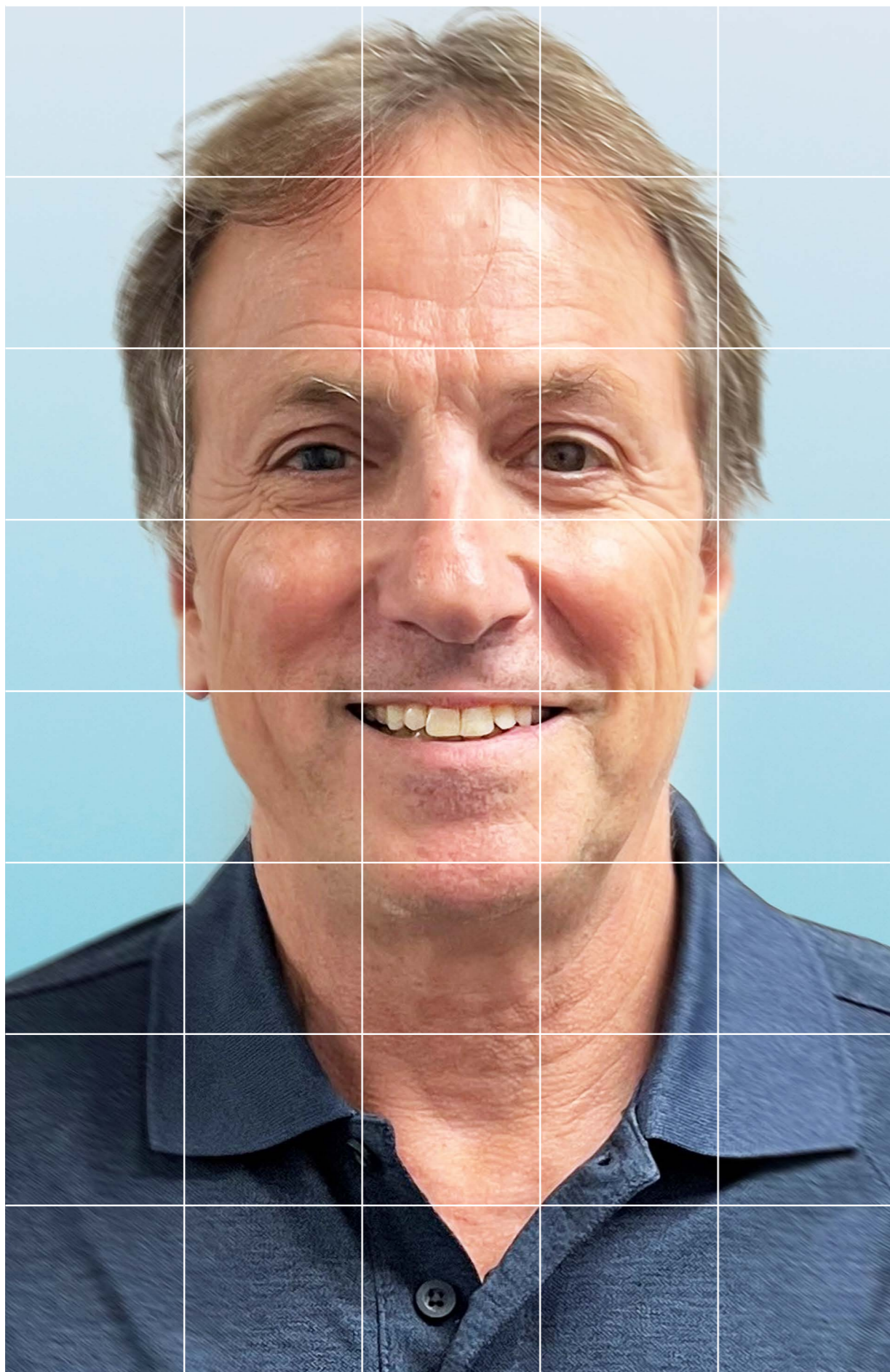
2020				
	Number of deaths	Number of serious accidents	Number of recordable accidents	Recordable accident rate
Italy (HQ)	0	0	4	1,20
France	0	1	3	5,03
Germany	0	0	2	2,85
SPT	0	0	1	3,11
Iberica	0	0	0	0
Korea	0	0	0	0
China	0	1	1	1,23
Americas	0	0	1	1,00
2021				
Italy (HQ)	0	1	5	1,38
France	0	2	9	14,40
Germany	0	0	5	6,70
SPT	0	0	0	0,00
Iberica	0	0	0	0,00
Korea	0	0	0	0,00
China	0	1	1	1,20
Americas	0	0	0	0,00
2022				
Italy (HQ)	0	0	4	1,07
France	0	1	2	3,03
Germany	0	2	5	7,05
SPT	0	0	1	1,12
Iberica	0	0	0	0,00
Korea	0	0	0	0,00
China	0	0	0	0,00
Americas	0	0	0	0,00

GRI 403-9

75% of branches met or maintained the target Recordable Incident Index under 2.5. Those remaining, decreased the gap compared to the target.

75% of branches met or maintained the Serious Incidents target equal to zero.





## Section 12 - Environmental

“

The most crucial part of sustainability is the action. It is simply not enough to talk about the changes we will make. At SAATI, we are technical people. Our attention to detail is what allows us to make specialized products.

This same attention to detail—placing importance on the little things—are the small actions that make a big impact when it comes to sustainability, too.

For this reason, we want to give you every detail about the changes we are making to impact the environment.

– Wayne LaBrie, General Manager, SAATI Americas

**SAATIZEN**

## Energy Consumed in the Organization

2022				
	Total energy consumption [TEP]	Electricity supplied from the electricity grid [TEP]	Electricity produced on site by photovoltaic [TEP]	Diesel fuel [TEP]
Italy	4.812,70	2.925,13	n.a.	n.a.
France	1.321,66	1.321,66	n.a.	n.a.
Germany	432,10	321,17	n.a.	n.a.
Spain	5,22	5,22	n.a.	n.a.
Americas	954,62	784,33	n.a.	0,63
China	205,10	205,10	n.a.	n.a.
Korea	12,24	12,24	n.a.	n.a.
SPT	0,30	n.a.	0,30	n.a.
CST	25,30	13,78	n.a.	n.a.
2021				
Italy	4.690,80	2.733,37	n.a.	n.a.
France	1.333,00	1.323,56	n.a.	n.a.
Germany	439,54	316,06	n.a.	n.a.
Spain	4,54	4,54	n.a.	n.a.
Americas	921,72	751,56	n.a.	0,98
China	173,00	173,00	n.a.	n.a.
Korea	13,93	13,93	n.a.	n.a.
SPT	0,29	n.a.	0,29	n.a.
2020				
Italy	4.416,80	2.635,86	n.a.	n.a.
France	1.266,91	1.254,50	n.a.	n.a.
Germany	391,65	296,07	n.a.	n.a.
Spain	3,12	3,12	n.a.	n.a.
Americas	1.047,24	778,61	n.a.	0,98
China	127,61	127,61	n.a.	n.a.
Korea	14,00	14,00	n.a.	n.a.
SPT	0,29	n.a.	0,29	n.a.

GRI 302-1

## Energy Consumed in the Organization

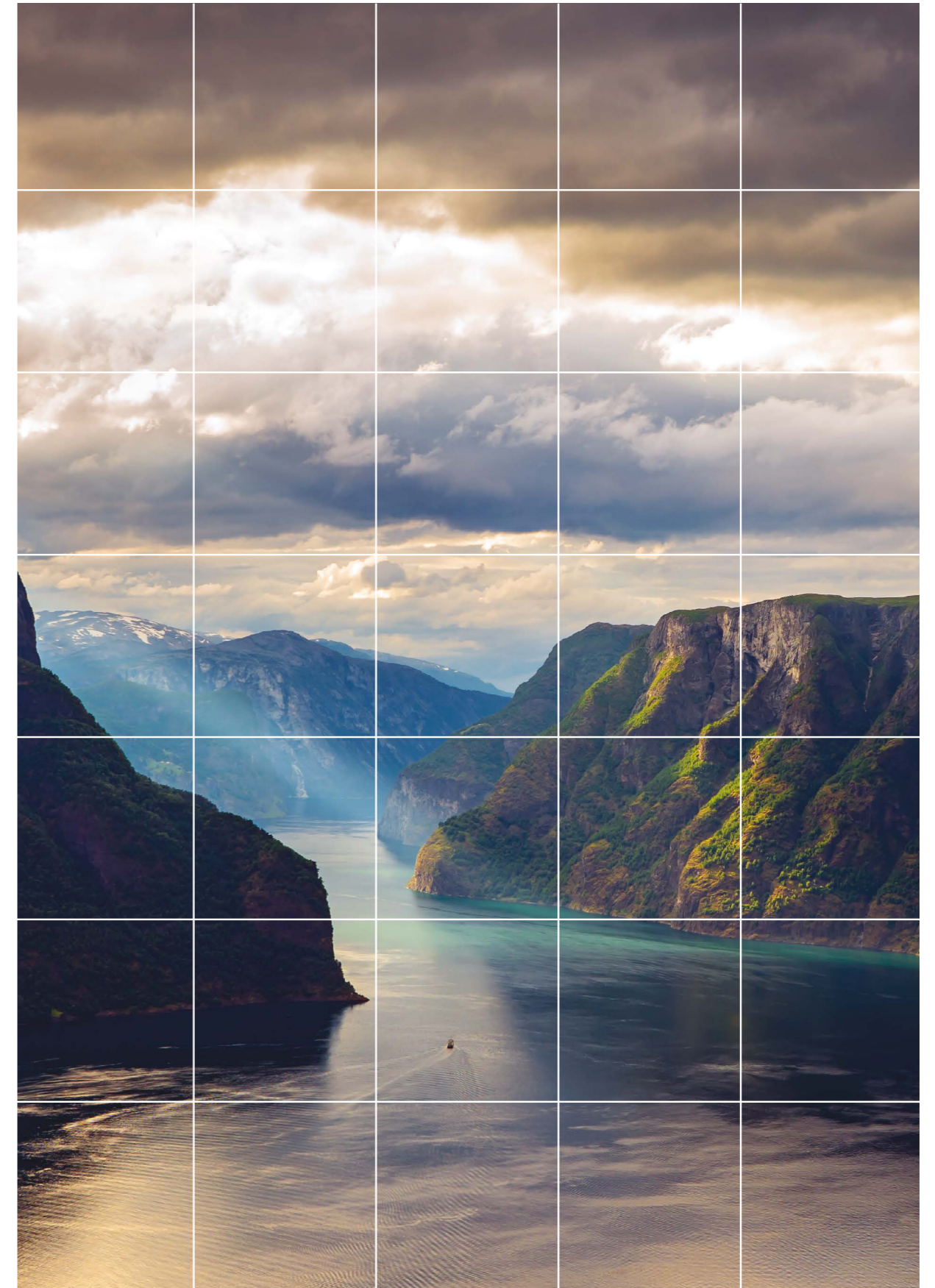
2022				
Gasoline [TEP]	Propane/Liquefied petroleum gas [TEP]	Natural gas [TEP]	Oil fuel [TEP]	Energy Intensity Ratio [TEP*10 <sup>-6</sup> /hour]
43,99	n.a.	1.843,55	n.a.	6.422,90
n.a.	0,00	n.a.	n.a.	10.012,75
n.a.	n.a.	110,93	n.a.	3.044,90
n.a.	n.a.	n.a.	n.a.	2.932,12
n.a.	n.a.	169,67	n.a.	3.946,78
n.a.	n.a.	n.a.	n.a.	1.175,19
n.a.	n.a.	n.a.	n.a.	375,30
n.a.	n.a.	n.a.	n.a.	16,60
n.a.	4,72	n.a.	6,80	535,40
2021				
36,72	n.a.	1.920,68	n.a.	6.489,40
n.a.	9,44	n.a.	n.a.	10.662,08
n.a.	n.a.	123,47	n.a.	2.943,51
n.a.	n.a.	n.a.	n.a.	2.550,24
n.a.	n.a.	169,18	n.a.	4.126,24
n.a.	n.a.	n.a.	n.a.	1.015,75
n.a.	n.a.	n.a.	n.a.	471,10
n.a.	n.a.	n.a.	n.a.	15,50
2020				
41,31	n.a.	1.739,59	n.a.	6.615,10
n.a.	12,42	n.a.	n.a.	10.628,34
n.a.	n.a.	95,58	n.a.	2.786,35
n.a.	n.a.	n.a.	n.a.	1.985,54
n.a.	n.a.	267,65	n.a.	5.255,58
n.a.	n.a.	n.a.	n.a.	786,09
n.a.	n.a.	n.a.	n.a.	502,30
n.a.	n.a.	n.a.	n.a.	12,50

GRI 302-1



# Total Water Consumption

2022		
	Total water consumption [ML]	Water Intensity Ratio [ML/hour]
Italy	84,25	0,11
France	2,38	0,02
Germany	4,99	0,04
Spain	0,16	0,09
Americas	14,33	0,06
China	2,836	0,02
Korea	0,02	0,00
SPT	0,07	0,00
CST	0,08	0,00
2021		
Italy	81,15	0,11
France	1,60	0,01
Germany	5,13	0,03
Spain	0,04	0,02
Americas	12,85	0,06
China	2,15	0,01
Korea	0,03	0,00
SPT	0,07	0,00
CST		
2020		
Italy	81,70	0,12
France	1,61	0,01
Germany	4,74	0,03
Spain	0,06	0,04
Americas	19,02	0,10
China	1,65	0,01
Korea	0,02	0,00
SPT	0,06	0,00
CST		



GRI 303-5

# Waste Generated

2022								
	Total weight of waste generated [metric tons]	Sludge [metric tons]	Fabric scraps [metric tons]	Diluted water with hazardous substances [metric tons]	Adhesives and sealants with organic solvents/hazardous substances [metric tons]	Lubricating oils [metric tons]	Solvents and solvent mixtures [metric tons]	Paperboard packaging [metric tons]
Italy	1.614,55	283,39	369,79	420,28	0,02	2,58	1,59	162,09
France	146,80	0,64	47,18	5,58	n.a.	4,19	n.a.	65,70
Germany	150,01	n.a.	n.a.	3,74	n.a.	0,53	n.a.	20,96
Spain	0,65	n.a.	n.a.	n.a.	0,09	n.a.	0,56	n.a.
Americas	170,94	n.a.	n.a.	0,91	6,28	0,18	4,60	42,77
China	77,71	n.a.	0,26	59,13	16,72	1,60	n.a.	n.a.
Korea	18,55	n.a.	1,30	n.a.	n.a.	n.a.	n.a.	n.a.
CST	11,08	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	5,62
SPT	1,70	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	0,72
2021								
Italy	1.595,88	288,38	271,05	457,70	0,55	6,60	3,38	152,74
France	141,04	0,52	28,24	2,74	n.a.	3,20	n.a.	46,40
Germany	162,61	n.a.	n.a.	1,43	n.a.	n.a.	n.a.	23,26
Spain	0,84	n.a.	n.a.	n.a.	n.a.	n.a.	0,84	n.a.
Americas	143,50	n.a.	3,62	2,03	13,49	0,32	2,40	36,66
China	76,73	n.a.	n.a.	63,00	13,36	n.a.	n.a.	n.a.
Korea	14,18	n.a.	1,38	n.a.	n.a.	n.a.	n.a.	n.a.
SPT	1,62	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	0,68
2020								
Italy	1.570,52	268,96	305,04	435,54	0,03	1,73	3,82	154,53
France	114,81	0,36	27,92	0,94	n.a.	1,04	n.a.	26,64
Germany	170,25	n.a.	n.a.	2,12	n.a.	n.a.	n.a.	25,48
Spain	0,34	n.a.	n.a.	n.a.	n.a.	n.a.	0,34	n.a.
Americas	149,51	n.a.	2,70	0,55	6,41	n.a.	2,07	32,06
China	68,41	n.a.	n.a.	49,35	19,09	n.a.	n.a.	n.a.
Korea	15,70	n.a.	1,70	n.a.	n.a.	n.a.	n.a.	n.a.
SPT	1,55	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	0,65

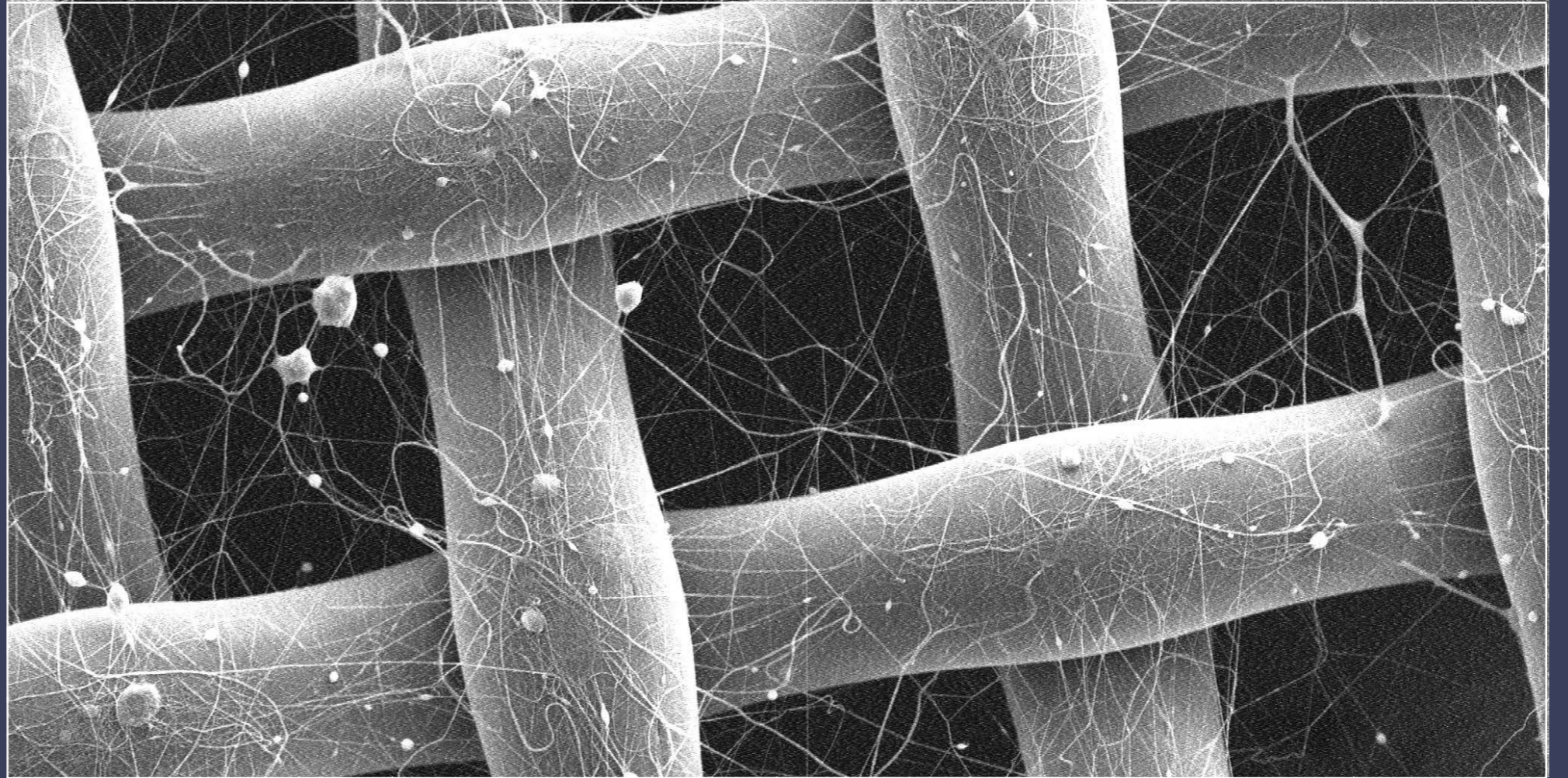
GRI 306-3

2022												
Plastic packaging [metric tons]	Wood [metric tons]	Mixed packaging [metric tons]	Containers with residues of contaminated and hazardous substances [metric tons]	Absorbents, soiled rags contaminated with substances [metric tons]	Absorbents, rags [metric tons]	Organic wastes containing hazardous substances [metric tons]	Inorganic chemicals or waste with hazardous substances [metric tons]	Concentrated water containing hazardous substances [metric tons]	Iron and steel [metric tons]	Mixed construction/demolition wastes [metric tons]	Edible oils and fats [metric tons]	
42,69	59,78	126,87	10,31	7,09	0,58	22,44	0,83	67,47	36,62	0,04	0,09	
6,44	n.a.	6,04	0,18	0,05	n.a.	n.a.	0,10	n.a.	10,70	n.a.	n.a.	
n.a.	n.a.	124,78	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	
n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	
2,13	28,25	n.a.	61,80	1,32	n.a.	2,12	0,20	n.a.	9,5	10,88	n.a.	
n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	
n.a.	n.a.	17,25	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	
n.a.	5,46	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	
0,13	0,05	0,80	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	
2021												
32,36	52,96	198,97	8,56	8,12	1,40	15,12	0,44	65,37	32,08	0,00	0,10	
2,70	n.a.	44,04	0,03	n.a.	n.a.	n.a.	0,25	n.a.	12,92	n.a.	n.a.	
n.a.	n.a.	133,98	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	2,94	1,00	
n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	
n.a.	35,61	n.a.	43,55	0,54	n.a.	0,32	n.a.	n.a.	4,96	n.a.	n.a.	
n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	
n.a.	n.a.	12,80	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	
0,11	0,05	0,78	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	
2020												
26,64	49,58	213,25	6,29	0,58	6,82	16,19	0,77	57,67	22,78	0,21	0,09	
n.a.	n.a.	44,26	0,05	n.a.	n.a.	n.a.	0,10	n.a.	13,50	n.a.	n.a.	
n.a.	1,76	132,34	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	6,80	1,75	
n.a.	n.a.	n.a.	0,07	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	
n.a.	69,33	n.a.	30,27	0,20	n.a.	0,70	n.a.	n.a.	5,22	n.a.	n.a.	
n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	
n.a.	n.a.	14,00	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	
0,10	0,05	0,75	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	

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Looking  
Forward  
to 2023



& Beyond



What we at SAATI have accomplished thus far for the many is only the beginning of our journey. We will continue to bring our passion for the betterment of the world into everything we do and to work together as SAATIZENS to improve the lives of people, every day.

"We are really working on creating a global vision of SAATI that is integrated into the minds of all employees, wherever they are."

"We put a lot of effort into being a sustainable company. I am a member of the sustainability committee because I am responsible for making sure that, as much as we can, we have a sustainable supply chain—so that our material suppliers are using sustainable practices themselves."

"A big thing we are doing is our innovation—in the sense that we are looking for new opportunities to make positive changes."

"I really care about the trends related to the environment, but not only the environment, also the community. I care a lot about diversity, inclusion and transparency."

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