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Operator: Welcome to the De Nora 2022 Results Presentation. Presenting today will be Paolo Dellachà, Chief Executive Officer and Matteo Lodrini Chief Financial Officer. By using the click to join Weblink, you will be able to ask questions on the phones. You may do so by pressing star one on your keypad. Star one for questions. Today's call is being recorded. For opening remarks I'll turn the call over to Paulo Dellacha. Please go ahead.

Paolo Dellacha: Thank you. Good morning. Good afternoon, everybody. Paolo Dellacha speaking here. I will make an introduction giving you the key highlights of our H1 2022. And then, I will give the words to my colleague Matteo Lodrini to continue with the presentation. So, we had a very strong organic growth in the first semester of 2022 achieving €410 million in revenues, almost 62% increase compared to the same period of last year. We have achieved also a very good profitability with 25% EBITDA margin with the €102 million of EBIT adjusted roughly 700 basis points higher than the same period of last year. We have achieved an all-time high backlog. This is the record backlog of the company since its history €660 million, which is 12.6% higher than the backlog accumulated at the end of 2021, meaning that we have been accumulating higher orders than what we have been able to deliver an invoice, which is a good sign.

And the other good sign is that that this backlog contains also only a small portion of the secure backlog coming from the energy transition, the green hydrogen, which is already in the books of our joint venture and in the process of being transferred to us in the next months to execute the jobs. We had also very solid capital structure, roughly 0.2 times net debt to EBITDA adjusted 19 million net debt as of June 2022. We can say overall that we have been doing very well in all our business units in the lateral technologies.

We have been continuing our project execution, in particular in colorectal in a letter winning, achieving a continuous improvement in our profitability thanks to operating leverage effect on one side and Tyco cost control on the other side. On the water technologies, we had a very robust market demand in pools supported by long term kind of trend in utilization and conversion to the salt pools where we are technology leaders worldwide. We had also superior management of challenges on the water technology side, on project execution, on the system side, supply chain optimization and strategic sourcing on the energy transition, the projects are on track. Our green hydrogen projects and mainly our on track and increasing backlog is supported by new orders that recently received by our partners.

We have also an evolving pipeline of opportunities that is quite impressive, is keeping growing, that's providing further visibility for the future growth. So, all in all, this gives us the confidence on the full year 2022, and that's why we are communicating to you today our revised targets upwards.

Going on the following page on the progressing of the hydrogen projects that are supporting, contributing and supporting our growth. We want to simply hear say that Naomi is very well known to all of you. This has been the largest project that we have signed together with our joint venture, more than two gigawatt of energy, renewable energy, to be transformed into green hydrogen.

We have a number of projects that are already in execution, in some cases fully already delivered to projects in the United States, CFI 20 megawatt. Air products 40 megawatt. Our joint venture and this is what we have also put in the in the chart here as recently announced the signing of another contract of 60 megawatt, which is just the beginning of a conversion to green hydrogen of Unigel in Brazil, one of the most famous company chemical companies of Latin America. We have, of course, name we have 200 megawatt with Shell that are, and we have, of course, a number of other projects with other players that we serve.

So, all in all, we can say that all the projects are on track, and we are in full execution. Our production ramp up is moving ahead month after month based on the production scheduling that we are setting up and agreeing with our partners. At the same time, we have a further positive development. The

European Commission has approved public support on the so-called high tech meaning a funding of €5.4 billion, out of which 1 billion is dedicated to Italy. 35 companies has been selected here to all companies that are going to be somehow involved in the energy transition, supporting the conversion at the maximum speed to green hydrogen.

We are one of those 35 companies selected in 15 countries and we are one of the sixth the six Italian companies that have been selected. So, we have been creating De Nora Italy hydrogen technologies, 90% belonging to De Nora and 10% to Snam. That is the eligible company that is going to contribute to the development of this next generation. High pressure and high current density, containerized electrolysers together with other green hydrogen technology.

So, this is going to become a Gigafactory in Italy as a centre of excellence for few of our green hydrogen technology to serve as a centre of excellence, the whole world. But of course, with a strong focus, a strong focus on Europe. This is exactly, just to conclude, it's going to be roughly two gigawatt of capacity that is going to be added on to our continuous scale up of production capacity that is taking place in all the factories of the in order to serve the growth of this market.

Next page. Best in class backlog and evolving pipeline of opportunities. We can say today that we have 300 megawatt of backlog in full executions corresponding to roughly €35 million we just received from our joint venture ThyssenKrupp New Sierra in July. The complete order for Shell, an additional 200 megawatts that are bringing our backlog in full execution above €60 million. But at the same time, there is a much higher backlog that is in the execution phase in the hands of our partners, in particular ThyssenKrupp Sierra.

That is going to be turned into purchase orders to us as soon as the details of the execution of the projects and the production scheduling is being set up. All in all, we are talking about 2.6 gigawatt of backlog that we are going to execute now and in the next months and years. Of course, the corresponding to almost €300 million. Of course, looking at the pipeline of projects that we are dealing with, in particular with our partners of ThyssenKrupp Userra, we have to say that the pipeline has been significantly increased in the last month in particular.

Also, we see an increase in Europe coming from the fact that, of course the European Commission not only is released these funds but is very committed to accelerating the energy transition because of the current situation of the fossil gas. And that, of course, is really improving and increasing the number of projects also in the territory of the European Community.

We can also say that apart from the increase in size, in the total amount of projects in the pipeline, the so-called active projects, the ones that were really put in the focus more it's increasing in numbers but is also increasing in the average size. We are talking about an average size of 300 megawatt each, which is proving once again that when we talk about serious industrial projects of a certain size, we really play a major role both ourselves as the Nord and our partners, ThyssenKrupp, etc. is very credible players able to deliver large scale electrolysis plants for the green hydrogen production, of course, by going down in this pyramid. Of course, the target market is always the one that we have already declared 71 gigawatt. And of course, as of today, the green hydrogen market expected by 2030 is in the range of 800 to 850 gigawatt expected, corresponding, of course, to an impressive amount of euro revenues potential by from now on up to the 2030.

I will now give the word to Matteo to enter into more details about our performances. Please, Mattheo.

Matteo Lodrini: Thank you, Paolo, and good afternoon to everyone. I will be very pleased to bring you to our financial performance for the half year results. And as Paolo said, our update guidance for the full year. Starting from our growth, I mean, H1 is confirming what we already saw in the first quarter of the year, a very solid growth across all our spectrum of products, both in the electrode business and in the water business. And in addition to that, also, in the energy transition. In the end of the business, we recorded phenomenal growth. And this is coming from not only a growth in volume, which represents roughly 50% of the growth, but also from the price increase due to the indexation to our mobile meters.

As we said during the past month in the quarter one, we've seen an important timing effect of project delivery, especially in AGL and a little winning. And this has given a and driven the performance for the full half of the years we were able to grow not only in the in the letter but also in the, in the water technology. In the water technology, we enjoy an outstanding growth, more than 60%. I have to say somehow well above our initial expectation at the beginning of the year. Majority of the growth comes from the pool business. Which posted not only a record quarter but a consecutive very high growth in the second in the second quarter. And this is driven by solid 30% in volume, which is very important. And also, we benefit from the price indexation even in the pull business from the Nobel Meters spike that was in the past month. When we talk about what we see in those two businesses is a very solid and strong demand. And this strong demand will continue also for the second part of the year.

I just want to say that in that traditional [inaudible] business we expect for the full year a target growth around 30%. Meanwhile, in the WT, even the backlog and the outlook that we see, we expect a full year growth between, I would say 40 and 45%. Very, very solid. Also, the progression of growth. In in the rest of the year. If we look at our backlog. We have been progressing in our backlog in the course of quarter two, consolidating very high order intake across our product portfolio. And finally, we have started to see the pickup of orders coming from energy transition. If you see end of July, we reached 60, more than 60 million.

In backlog for energy transition, if you recall during the previous conversation, we were expecting the ramp up in the second part of the year to start and to and to grow steadily in the course of the month. And the backlog that you see now is the evidence and the proof that the older are older for the different project are piling up. And the delivery will be in terms of revenues much higher than, of course, in each one, as we expected and in line with our plan.

In terms of cost. First half of the year was in a year where we have to face avery, I would say, volatile condition. Everybody knows the situation coming from the war, the inflationary pressure. The salary pressure that has started to grow across every region in the world. If you see our performance, our cost of goods sold, which is really very important to judge our ability to make money at the industrial level and our ability to manage our production cost.

We have been very efficient for the full first part of the year. And the way we manage our raw materials is by and has been throughout keeping a very smooth supply chain. And at the same time, since last year, we are building up safety stock in order to guarantee to our facility, to our production, to have all the amenities[?] Available to feed the strong demand. And that was a wise move. For what remains in terms of fixed cost. SG and A cost in absolute terms will increase versus last year, but the increase was moderate and mostly driven by the average headcount increase, and this is in line with our expectation.

Even in terms of salary pressure, I want to say that the, we expect in the course of the year to cope with this market situation. And if I have to give a sense, I would say that the impact that we expect in our cost of labour will be in the range of four 44.2% for the full year, which is our best way to manage talent and to manage our retention for our management and people in the organisation. And corporate costs are in line. Not very much to say. And this will continue in terms of percentage versus our overall cost to see a reduction given the increase of revenues.

Profitability, I mean. What we see in the first in the first half of the year, no doubt is the result of very, very solid growth, organic growth. Expansion of profitability throughout also deleverage on our fixed cost. And the good, I would say, priced leavers. In consideration to the evolution of our inventory, meaning the average price of noble metals and the result of each one in both our product line are really very impressive.

What I can say is that looking forward, we see for the rest of the profitability to continue to be solid. My expectation in the electro business is to target a level of profitability, which is very much in line with the one of the previous year, around 24%. And we are also confirming the positive expected trend in the water segment, around 20% as our target in line with our guidance.

I want to underline one important point, which is the result in the energy transition. Because despite the fact that the revenue are still marginal compared to the growth that we see in the second part of the year. The profitability at the gross margin level in the energy transition was really very positive, much higher than what we expect in our declaration that at FDA level we are close to the breakeven is not only confirmed, but we can be sure also to continue in the evolution of the rest of the year.

And for us, that is an important achievement that we want to underline. Networking capital. We are always very sensitive to our cash. Not know much to say except for the fact that. We have seen a continuous need to keep our supply chain up and running. And we have very sensitive in the way we build up our inventory. But I want to say something, at the end of last year, our inventory ratio versus say it was at the peak of 37%. We are just slightly lower, but our expectations for the rest of the year is for a stabilization in our supply chain. And we expect our inventory of Asia to gradually slowing down, targeting 35%. Do not forget that historically our event with Asia was in the range of 25-27%. For the rest of the components of working capital, DSO and DPO are perfectly in line with our history. We don't see tension. And we don't see material change in determined condition for our collecting or payment condition.

So, the evolution of the working capital will be very much linear in the course of the rest of the period. In terms of that financial position. We have proven once again in H1 a strong EBITDA conversion into cash flows. Cash flow that we have been using to finance our working capital. And especially inventory, which was the main driver of our working capital and to invest in our CapEx to increase production capacity as we plan at the beginning of the year.

In addition to that, we also distribute dividends to our shareholders. Due to the capital increase, our leverage is almost zero and we are in a very healthy financial condition, no doubt. Guidance for T2. We have decided with the H1 numbers to update 2022 guidance. That's the third time. And this happens because we have today visibility not only on the first part of the year, but thanks to our backlog and orders we are very confident about. The way the business will evolve in the second part of the year.

So, we decide to revise upwards revenue guidance. And those were mostly to capture the phenomenal, the vote in the polls. They will continue in the course of the next month. And also, for our profitability. They were a strong confirmation about profitability to be solid in the electro business, in the aftermarket and also in pools, despite the volatility that we have noticed in the most important raw materials which are noble metals in the course of quarter to.

And last point to make also in the energy transition. We are confirming breakeven profitability, double-digit gross margins, which is a confirmation our expectation. For the rest of the year. Thank you and happy to take your questions.

Operator: Thank you. Ladies and gentlemen, by using that click to join Web Link, you may be able to ask a question on the phones by pressing star one on your keypad. Star one for questions. We'll pause a moment to assemble the queue. We'll take our first question from Zoe Clarke with Goldman Sachs. Please go ahead.

Zoe Clarke: Thank you very much. And congratulations for yet again another strong set of results. I have two questions, if I may. The first -.

Paolo Dellacha: Can you, high a little bit? Sorry, we don't hear what you are. Can you higher a little bit the Voice?

Zoe Clarke: Can you hear me now?

Paolo Dellacha: Yes. Thank you.

Zoe Clarke: Can you hear me now? Yes. Apologies for that. Two questions from me. Firstly, can you help us identify which parts of your business show typically the highest cyclicality and are the most sensitive to industrial downturns and recessions? My sense is pool technologies, given their correlation to construction and chlor alkali, but any colour on that would be helpful.

And do you see any signs of weakening either in volumes or in pricing in those more cyclical parts of your business? This is question number one.

And then, question number two. Can you perhaps give us some guidance as to what portion of your revenue guidance you announced today actually is for the energy transition or how many megawatts you expect to actually deliver for the full year? Thank you very much.

Matteo Lodrini: You're welcome, Zoe. I try to answer to the two questions. And Paolo, join me, please, in the comments. For the question number one, there is no real cyclicality in our product line. We can say that. Normally, for the water systems, there is a concentration of projects which tend to have a delivery in quarter four. That's something that has been historically in evidence in our business and in fact, in each one they grow posted by. The water so-called system platform, which the one is cleaning pools is lower than what we expect in the second half of the year. And that is typical. And it is exactly in line with our expectations.

There are no real cyclicality in the electro business. And we expect second part of the year to be very much in line in terms of the pace of growth with the beginning of the year.

To come to your point about the outlook. Well, first of all, we still we still see an enjoy strong demand across almost all product lines, we have a backlog which are orders that is confirming to be whole time record. And in addition to that, we have finally evidence of the piling up in the energy transition, which again, is something that was expected and is something that we believe will be lever in the second part of the year in H2.

Now, what we have noticing very recently, and this comes from our customers in the pool business, is the initial sense of possible slowdown which in our expectation will not affect 2022, by the way, 2022 numbers for us in the water space and pools was an incredible, phenomenal growth.

I said 60%. I gave a target by the end of the year, 40%. So, clearly, this was even beyond our expectation. But we still expect to continue turns to grow in line with our guidance. And except for that, we have no other sign or evident sign the pace of growth will change in the near future.

Everything is too early to give you guidance on T3 because we have not started the budgeting process. But what we see today is what is our growth trend across the mid-term? And we are confident to continue and maintain this growth rate a growth pace.

Second, you ask also a question about the evolution of energy transition for the second part of the year. Well, I could say that first of all, let's start from the backlog. The backlogs are orders that we have to execute in the second part of the year. So, clearly, this gives you, it's a idea very, I would say, precise. What could be the expectation? In addition to that, there are orders they come from our joint venture, etc. as monthly PO, which will increase in terms of pace and numbers of elements in the coming months. Clearly, we have all the capacity available already today to fulfill the requirement. So, our best guess is to continue to see our plan in line with our guidance. As we said during the initial roadshow. And today confirmed.

Zoe Clarke: Perfect. Thank you so much.

Matteo Lodrini: You're welcome.

Operator: We'll take our next question from Alexander Virgo with Bank of America. Please go ahead.

Alexander Virgo: Thanks very much. Good afternoon, gentlemen. Thanks for taking my questions. I wondered if you could and thank you very much for providing an indication of price and volume in your growth. I think that's incredibly helpful. And I wondered if I could ask my first question on that is, is the guidance upgrade that you've given, both in the first instance and then again today, predominantly price?

And therefore, when you think about the growth that you have given for the full year in the two divisions ET and WT, how much of that growth would you attribute to price versus volume? And maybe if you answer that and then I'll ask my next question.

Paolo Dellacha: That is nice and straightforward because the answer is no. It is not mostly price, it is mostly in the second part of the year, volume.

Alexander Virgo: Okay, that's helpful. Would you say, where would you say your comments in your prepared remarks there, you said that you were surprised at how strong the growth is. Is it fair to say that most of that is coming in water? But where would you what would you say you underestimated?

Paolo Dellacha: We have an estimate at the beginning of the year when we when we drafted our plan, they grow pace in the pool business for 2022 because you can imagine that we double in one year the size of this business, which is a phenomenal growth that I can tell you that we were not expecting. The important point on that I want to give you some more color, is that majority of this growth comes from price indexation, but it's only 30% of growth coming from volume. And so, in our opinion, the volume will continue to be an important portion also in our perspective because we have a mid-term. Growth expectation, which is mostly driven by volume.

Alexander Virgo: Right. That makes sense. Could you give me the just shifting to the cogs and cost? Could you give me the percentage of cogs from for the either in the quarter or the half that that was accounted for by Iridium and Ruthenium, please.

Paolo Dellacha: But if I understand correctly your question, you would like to understand that if the weight of mobile matters in the cost, in the cost were significant or not. Do I understand correctly your question?

Alexander Virgo: Yes, exactly. So, the 2021, it was 39%. In 2020 it was 27%. I'd like to know what it was in H1 or in Q2 and Q1, whichever you can give me.

Paolo Dellacha: I can tell you that the portion of the noble metal versus our COGS was significant in FY22, higher than in FY21. But the ability to pass through our price leverage, together with the fact that we have been building up inventory stock. Profiting from some momentum that the price of noble metals were slightly lower than the average is given a phenomenal benefit in 2022. Which is more evident in the first half of the year than in the second half of the year. And this is the reason why at the EBITDA margin, the profitability of H1, I describe it as extremely important.

And in the second part of the year, we are more cautious. But still, as I declare in terms of EBITA margin, very much high. And for electro business, specifically in line with the previous year. Which was at 24%.

Alexander Virgo: Yeah. Okay. That's very helpful. Thank you. And then, final question, just on that exact point on inventories. Just wondering if you could give us an idea of how far you believe you're now covered with that safety stock? And have you seen any constraints around availability?

Paolo Dellacha: Good question. I mean, we are totally covered in the sense that the level of stock that we have, for noble metals, are very much to feed our next production schedule for the next month. We have more than 120 million in raw material, which is extremely important for us. The supply chain has been somehow smooth despite what happened. If I have to maybe give a comment of something that I've noticed is a little bit of tension in the supply chain of titanium. Very recently, I would say in the last month, I've heard some of my guys saying that there were some additional tensions. But so far, we have only seen the reaction on the market in terms of price increase. But the supply chain until today remains, I would say, fluid.

Alexander Virgo: Okay. Thanks very much. I'll jump back in the queue. Thank you.

Operator: We'll take our next question from Azuko[?] Brambilla with Media Bank. Please go ahead.

Azuko Brambilla: Hi. Good afternoon, everybody. Thanks for taking my questions. I have three. The first one is on next year. I appreciate you haven't done a, you haven't provided a guidance yet, but generally speaking, is it fair to think about the consolidation of numbers, record numbers to be achieved this year in 2023? In other words, stronger than expected. The revenues and the EBITDA are here to stay even next year, both in terms of revenues?

Well, second question is on that. Second question is on net working capital. If I understood correctly, your indication is to have inventory down to 35% of sales by the end of this year. Is it fair to assume that this should translate into further net working capital absorption in the second half of the year, but a lower in euro million than what we have seen in the first half.

And the very last question is on midterm outlook, say, 2025 targets. I haven't seen any explicit mention in the presentation. Should we assume this is confirmed despite the guidance upgrade for 2022?

Paolo Dellacha: Okay. Start for the easy answer, which is the second the networking capital with the answer is yes. You are right. That's exactly what we expect. Second, about outlook for 2023 and mid-terms, as I said, it's too early really to give you a little bit of precise expectation on 2023. What I will endorse is your description after a year where we experienced phenomenal growth and very good profitability. We will expect a more moderate growth in the rest of the year. But we are confirming our mid-term plan and we expect the market to continue to be positive and evolving positive in our product line.

Do not forget that De Nora has a very good geographical presence. We mostly have roughly 40% of our revenues in the Americas, more than 30% or 35% in the in the Asia and the remaining in India. So, a very well balanced, which could allow us to be confident even if the market looks like a recessionary for the coming months.

And then, second, I want to repeat also one very important element. Almost half of our revenues are from recurring business. Whatever you call it, aftermarket, the service is repairing maintenance. So, for example, all the growth that you see, you saw for both this year they will become aftermarket in the future. And this fantastic recurring business is one of the main drivers for what we believe to be our mid-term growth.

And without forgetting the transformational growth that we see in the hydrogen. I was commenting more the traditional one. I mean, you made me look on the 2023, on the meet guidance. Do I answer to your question?

Operator: I believe we lost connection on that.

Paolo Dellacha: We lost connection.

Operator: If you can press star one again for a response to that.

Paolo Dellacha: And moderator. Having no signal.

Operator: We'll take our next question from Chris Leonard with Credit Suisse. Please go ahead. And Chris, please press star one.

Chris Leonard: Hi there. Can. Can you hear me now?

Operator: Yes, we can hear you now. Please go ahead. Thank you.

Chris Leonard: Hi. Thanks for taking a couple of questions. If I can concentrate on water technologies and just thinking about how sustainable the margins can be here, I think in Q2 the EBITDA margin was maybe at 18.8%. And just thinking about the price increases tied to noble metals, if ruthenium is slightly down at the moment in Q3, down 11% or so from the index, I look at how sticky is the pricing? Will you have to pass that back on to customers or can you a bit like Florida where they said that actually they've seen their history of not having to lower prices, particularly when there's wage inflation in the system. I just wonder if you're going to be able to retain that pricing. So, that's the first question, please.

Paolo Dellacha: Sure. I respond broadly and then we can maybe enter more in the detail. But broadly speaking, we believe to be able to maintain a strong price approach even in the second part of the year. Even though we you're right, we see some volatility and fluctuation in our noble metals. We should remind that we build our stock by tactical purchases and we have an average stock which allow us to be efficient in playing our pricing policy.

We said that in the second part of the year, our expectation in terms of profitability is to be more cautious. But when I say more cautious, I want to make clear that we are confirming our target in terms of a BDA profitability for the full year. For both electrode and the water and energy transition. And we were conservative. At the beginning of the year in terms of our expectations for profitability, and that is our characteristic. But you notice that we overperform for the first two quarter of the year. So, my confidence remains the same for the rest of the second part of the year.

Chris Leonard: Thanks. And if we quickly turn to CapEx as well, H1, it was maybe a bit lower than the run rate could be for the rest of the year. I just wondered if you had any guidance on where you see CapEx landing for the full year, given you previously spoke to sort of a V, an even distribution, sorry, of the budgeted sort of 300 million out to 2025.

And then, another question on cash. Just thinking about the cash dividend and 20 million paid in H1, again, is there any some kind of expectation for the full year and maybe the pay-out ratio that you did in 2021? Just to help us with a view there as well, please.

Paolo Dellacha: Sure. So, the CapEx, the CapEx plan for 2022 is on track we expect for the full year. So, you have a precise answer on that between 60 and €70 million in total CapEx. And only a small portion has been executed because most of them are for industrial CapEx. So, in the second part of the year, there will be an increase in our CapEx in line with our four-year plan. And in terms of, if I understood correctly, dividend in payout, I think that that's a decision that we are going to take with the board. Is it premature to give guidance for this? But we have a guidance for our pay-out. And I believe we will consider the guidance. And we were respected.

Chris Leonard: Perfect. Thanks for the help. I'll jump back into the queue. Thank you.

Paolo Dellacha: Thank you.

Operator: Ladies and gentlemen, with no more questions in the phone queue, we'll move on to written questions sent in the QA box. To submit a written question, please type them in the ask a question text field at the bottom left of your screen and click Submit. I will now turn the call over to Mr. Marco Porro, head of Investor Relations, for submitted questions. Please go ahead, sir.

Marco Porro: Okay. Thank you. And the first two questions come from [inaudible] from Intel, from Kepler. And they are both regarding the pools trend. So, the performance in H1 was extraordinary. And do you see any risk for 2023? And which is the specific driver for the growth of the pools in the first half? Specifically, do we have to think about the reopening post-COVID as the main driver of the growth in the first half? Matteo, I think that they already touch this these elements, but I'm happy to come back again. But first, based on the performance of pools in H1 was phenomenal. We said but the growth and the profitability for the rest of the year is there. And we are very confident. And this confidence comes from the evolution of the business, the backlog and the dialogue that we have constantly with our customers.

For 2023 It's too early to say, but we have noticed from some of our key customers that they see a slowdown in the pace of the growth. But do not forget that we grew in 2022. 60% in the first half of the year and we expect for the full year around 40, 45%. So, for sure, in our expectation, our plan 2023 will look with a more moderate growth. And I don't think there is really correlation to much versus COVID, if not only on the fact that especially in some countries, people has more leaving the residency in their home and they have invested in in the respecting market.

But I will maybe leave a few words from Paolo that want to give some more details on that.

Paolo Dellacha: Yeah, thank you. The growth in pools has not only been driven by the staycation, I mean in the COVID, which means a more intensive use of existing pools that have made, of course, a higher rate of replacement of the chlorinated electrodes. It's also been driven by an impressive conversion from traditional pools to the so-called salt pools. And that's that conversion rate conversion process will continue independently from the COVID. So, it's a very important.

And then, as Matteo said, on top of all of this, only for the new order, you don't have to forget that there is a replacement. So, the more installed base we create, the more replacement business we will have later on. As soon as we need to start providing the service to this install base.

Marco Porro: Oh, again for Matteo, he had another question. The potential contribution from the equity 34% associates that we have in [inaudible] for the P and L for 2022.

Paolo Dellacha: Well, Matteo, Nuserra[?] Is in the verge of continue the growth in the traditional end in the energy transition space, but they have as plan started to invest in building up the organization. We don't expect for 2022 from Nuserra, a major formative contribution in the equity.

Marco Porro: And then, and then, we come to the last question that we have from Oscar regarding the noble metal inventory. How do we record any gain on the value of the inventory at EBITDA level and if we add any type of lease gain during the first half of 2022?

Matteo Lodrini: I'm trying to understand your question to answer in the proper way. So, correct me if I'm not clear, but we don't have any specific level of recording gain because we build up our stock on average and we do our purchases in a very systematic way. So, we avoid speculation. We do not want to take a risk in that respect. Our scope is to feed the supply chain in the more smooth and continuous way. So, I will try to encourage to look at us as a company that has a constant flow of precious metals and other metals throughout our supply chain and plays in the different product portfolios.

Our pricing policy and pricing power are very much linked to the position that we have in the market and technological leadership.

Marco Porro: Well, at the moment we do not have any additional questions. So, if no one is in the queue, I would like to thank you so much for taking part to our first results presentation. Thank you to Paolo and Matteo and look forward to speaking to you next November for the third quarter results. Thank you, guys.

Paolo Dellacha: Thank you, everyone. Thank you, guys. All the best.

Operator: Ladies and gentlemen, this concludes today's discussion. We appreciate your participation. You may now disconnect.