

ICM MALTAURO

1921 > 2021

THE CULTURE

OF BUILDING

From Recoaro to
the world, the great
adventure of a
company celebrating
its centenary

Paolo Madron

A story of many stories

One hundred years ago, in 1921, Giuseppe Maltauro founded his own construction company in Recoaro, taking over the equipment and activities of the small cooperative to which he belonged. His son Adone, a *Cavaliere del Lavoro* (Order of Merit for Labour), developed the company over the course of about thirty years, until it became one of the most solid and prestigious players in the construction sector, and not only in Italy. Today, the ICM Group is an international business, able to compete in Europe, Africa and the Middle East, thanks to its capacity for technological and organisational innovation. The history of a company can be summed up in a few paragraphs. Or it can be told in depth, recalling memories, particular moments and turning points that have marked its destiny. One can listen to the voices

of those who lived through those moments and review the images of the works born from our labour, because building always means leaving a mark. Whether it be a building, a road, a dam, a bridge or an underground railway, every project changes the structure of the land and the human activities that take place there. It is a great responsibility, which we have always kept in mind.

Memory is not just a matter of remembering, though: memory is knowing. For this reason, we wanted to celebrate our centenary with a book that not only retraces the main stages of the company's development, but also dwells on many individual steps and on the people who have contributed to its growth and success. The love of work, the taste for battle and challenge, the pleasure of achievement, but also

resilience, the spirit of sacrifice, courage and humility in always dealing with others with respect, have been the founding values of this long journey. This company is a community, and its history is the story of many stories, each of which has contributed to the creation of something greater, which goes beyond the lives of its single individuals.

The social and economic evolution of an entire century has been closely intertwined with the life of the company, changing its appearance, organisation, skin and even its name. But the spirit and values have remained the same, and we want not only to remember them, but also to project them into the future. The young people who are with us today bring fresh ideas and purity of heart. They will take over from us and pass on to the next generation the same enthusiasm that has

brought us this far. Here I would like to thank those who have helped to make this book possible: the author, Paolo Madron; Paolo Scaroni, who introduced me to him; Marcello, who was the soul of the project; Cristina, invaluable collaborator.

I dedicate this book to those who were there, to those who are there now, and above all to those who will come. So that they may know that they are part of a greater story, which comes from afar and which will accompany them on their journey, making them feel stronger and more secure, proud of a past that still contains a great future.

The President,
Franco Simonetto

Index

Building culture	8
Places of a hundred years	12

20

Recoaro Terme, a small “Ville d’eau”	18
The founder’s origins	19
1916. The spring offensive	21
Giuseppe becomes “Paron Bepi”	22
The name maltauro “descends to the valley”	24
In search of Acqua Lora	25
Primo Asnicar the Hercules of Recoaro	26
The Ossuary of Monte Cimone	29



30

A family business	32
-------------------	----

40

1944, war outside the door	38
Germans bunkers	38
The Resistance in the hills	42
The bombs of 20 April 1945	44
The Wehrmacht occupies Recoaro	46
Rebuilding on the rubble	48

50

The Maltauro headquarters at Palazzo Volpe	52
Major works for the US government	55
“My son has lost his mind!”	56

60

Adone at the helm of the company	62
The “dolce vita” years	63
The brothers part ways	64
New orders from the Americans	65
The company becomes a Group	67



70

Conquering Africa	72
Post-earthquake reconstruction	76
The Tripoli hospital	79
The revolutionary seventies	79
Hearing from those who were there	83
The significance of Adone	88



80

Expansion in Italy and beyond	94
A diversified Group	96
More adventures in Africa	97
It’s easy to say “Africa”	98
Legendary tales	101
Multi-ethnic construction sites	102
The Somali Eden of “Villabruzzi”	104
Adone in the financial “drawing room”	106
Adone becomes <i>Cavaliere del Lavoro</i>	110

90

The birth of a new world	114
A sick system	114
Renzo Piano’s new Lingotto	116
Mario Bellini and Fieramilanocity	117
In Libya again with Delma	120
The <i>Cavaliere</i> leaves the scene	121
Enrico joins the Company	125
Love stories under construction	128

00

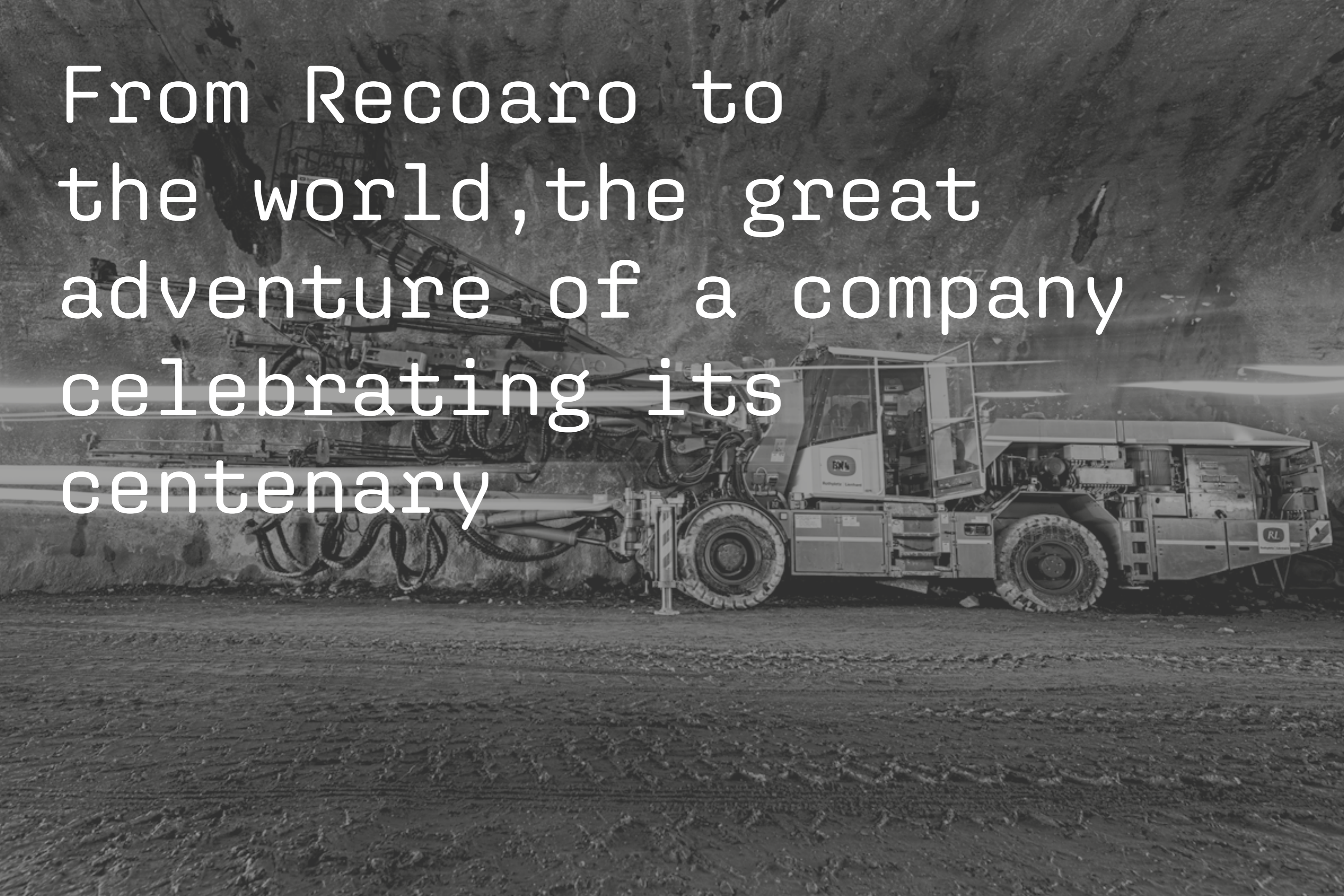
The child in the Palace	134
Africa again: Cape Verde and Kenya	136
Sicilian landings	137
From Friuli to Sardinia	139
Hearing from those who were there	143

10

Two extraordinary projects	156
Winning combinations	158
A new founding act	159
An international player	161
Major projects in Italy	162
The culture of building	165
“The privilege of being part of a great story”	168
Maltauro Timeline	174



From Recoaro to
the world, the great
adventure of a company
celebrating its
centenary



Building culture

As this book goes to press in 2021, the city of Konza, the first smart city on the African continent, is being built in Kenya.

The new city, strongly desired by the Kenyan government, will occupy a total area of 150 hectares. It is located about 70 kilometres from the capital, Nairobi, and is designed as a model city in terms of intelligence, advanced services and environmental sustainability. Once completed, it will be able to accommodate up to 200,000 residents in a high-tech urban context, with residential and social housing, offices, schools and energy-saving transport. Konza will be home to universities and research centres working on environmental and hi-tech innovation.

The ICM Group—Impresa Costruzioni Maltauro—is the General Contractor for this work, with the task of carrying out the first phase of the project: creating the basic ecosystem, building neighbourhoods for residents and primary services, on which the subsequent development phases will be based. In particular, the urbanisation works include the design and construction of 40 kilometres of roads, as well as parks, underground services, water purification and sewage treatment plants, an automatic waste collection system and a number of public buildings, such as police and fire stations.

Being a protagonist in a project of this level, which is strategic for the development of the African country, sums up—in the most effective way—the meaning of the pay off that has accompanied the ICM Group's logo for several decades: “The Culture of Building”.

But in fact, the expression “the culture of building” also includes its reciprocal side, “building culture”, i.e. building human space that contain seeds of the future, looking far ahead. And this marks a vocation that goes back to the origins of this company, which has become—over the course of a century—one of the global players in the building industry. Today, ICM,

one of Italy's top ten companies in terms of turnover (more than 500 million euro forecast in 2021), number of employees (1,700) and order book (2.2 billion euro), is active on several fronts: civil, industrial and infrastructure engineering, property, environmental services and finance.

A HISTORIC LINK WITH AFRICA

In working for the government of Kenya, the Group is reinforcing a historic link with Africa, which began in the 1970s with the construction of works in Libya and continued with major projects in Somalia, Ethiopia and Cameroon, Cape Verde and Djibouti. This is

Qattara dam, Libya



another of the Maltauros' original vocations, that of opening up to the world, taking their construction sites everywhere, with their own people, skills, organisational capacity, tools and that touch of Italian genius that is at the same time a capacity for vision and attention to detail, seriousness of commitment and warmth in human relations.

These are values that ICM shares with other Italian companies in the same sector, in which companies compete with each other, but at the same time mutually reinforce an internationally recognised reputation for excellence. At the moment, as we write, there are as many as 800 Italian construction sites around the world, working on large-scale projects: dams, bridges, railways, subways, motorways, oil platforms, innovative buildings, and much more, for a total value of around 14 billion euros, according to ANCE data. How are we to explain this success? As well as having excellent skills, tools and manpower, Italian builders are distinguished by the fact that they are not afraid of challenges and often find creative solutions where others give up and walk away.

"Vocation" is one of the key words in this story. As in art, vocation is not something that is understood from the outset, at the moment of its almost mystical appearance, but a posteriori, when the artist reveals himself as such through what he does, creates and produces. The same applies to a company. It is only along the stages of its development that we find signs of its vocation, of an original spirit—made up of commitment, intelligence and boldness—that continues to give impetus and form to its daily work.

Let us now rewind the ribbon of time and space, and from the African district where the city of Konza is being built, let us go northwards, cross the Mediterranean and then the entire Italian peninsula, up to the foothills of the Alps, to the province of Vicenza.



We arrive at a town that lies in the upper Agno Valley, at the bottom of a basin (the "Emerald Basin") 445 metres above sea level, at the foot of the Little Dolomites. We are in Recoaro Terme, where the story of the Maltauro family began shortly after the end of the First World War.

Smart City Konza, Kenya

Places of a hundred years

Giuliano Segre*

Every year is in itself a turning point in history. It is then up to whoever chooses to interpret that year to understand its meaning, rereading the aspects and places of that year. With regard to 1921, for example, in Italy we recall Livorno because of the split of the Communist Party from the Socialists, or Stockholm for the Nobel Prize awarded to Albert Einstein. But here we are celebrating a more intimate fact for that year: the birth or incorporation of **Impresa Maltauro**, which in its first hundred years of active life has expanded its presence throughout the world, leaving concrete evidence of its work, serving many different populations but without ever forgetting its origins.

This particular century of the company's life, rich in thought, action, results and images, can now be seen in the quality of its history and the unity

of its context. We can propose a geolocalised interpretation, in which the places of work take on the role of protagonists: first in the start-up among the slopes of the **Recoaro mountains**, then in the descent to the Vicenza plain, then in an Italy that was initially minor and then booming, and finally in the world, opening up towards the future. Following the thread of the places, the size and value of the works grow, as do the merits of the promoters. To the point of arriving at a whole new settlement in Africa, in **Kenya**, a few kilometres from the capital, where a town dedicated to intelligence and research has been created with the name of Konza.

It is a transparent path, without dark pages, narrated in the "hundred-year book" in lots of ten years, capable of fully informing even those who—like the undersigned—have directly experienced

the events of the most recent phase. Therefore, in order to confirm an opinion that is already widely and positively shared on the overall entrepreneurial journey, it is worth adding just a few comments on the places. The descent from the mountains of the **Alps** to the plains immediately below accorded to a common trend typical of the first century of modernity. Not only to leave the sites of the great massacre on the border disputed with the Austrian army, but above all to seize the potential of industrial innovation deriving from hydroelectric power. The path that led to the opening of **Porto Marghera in Venice** in 1917 was repeated in various industrial locations in the **Po Valley**, including Recoaro, thus introducing the fortunate choice of bringing the limpid thermal waters to the wider urban fabric on the edge of the plain. The ability of the Maltauros

on that occasion denotes an entrepreneurial skill, aligned with changes in demand, but capable of keeping the governance of the company under family control.

After the end of the second great manmade disaster of the twentieth century in 1945, Italy's recovery was intense, but in a certain respect very restless: the division of the world into two main political blocks required a collective decision that in the country resulted in a convulsive electoral campaign. The leading exponent of the family then had several work opportunities entrusted to him by American sources, motivated by relationships woven during the war, providing the company with its first contacts in the wider world that coincided with the political options of the country. This second step towards growth was taken not only with foresight, but with a great sense of

participation in Italian growth, confirmed by the further logistical descent to the plain, which opened up the social participation of the family even further towards the centre of the city of Vicenza: with this personal settlement and the new presence in the leading city of entrepreneurial development in northern Italy, Impresa Maltauro opened up to the world in a mature manner with different forms: Milan and Rome shared the primary places of contact. The development of the country involved new construction in a very wide range of projects, and the company was present in many places, while at the same time expanding its corporate structure in a process that would only find an orderly recomposition in the new century. In the meantime, our country's strong recovery was also growing abroad, and the various initiatives that the book mentions on the

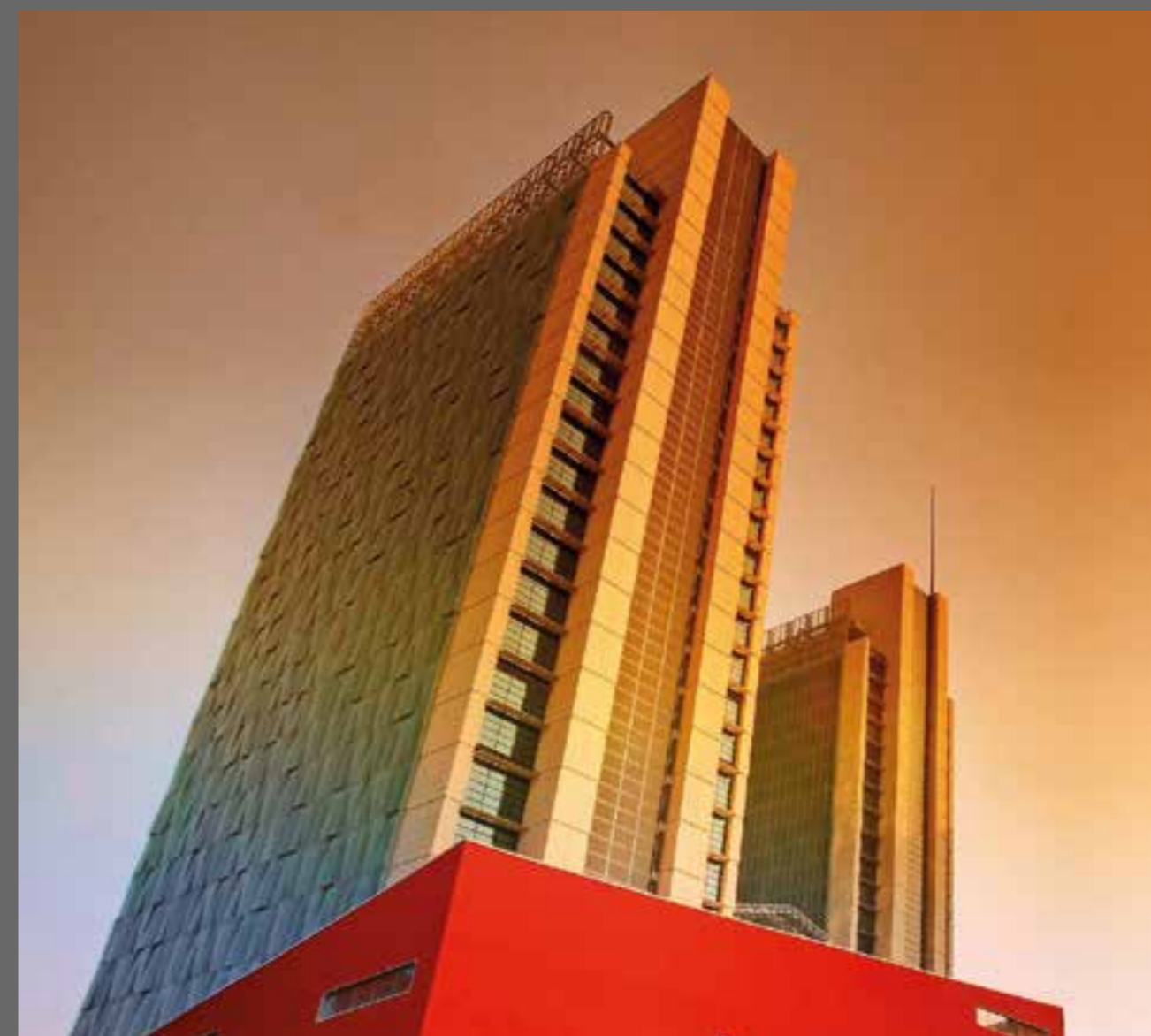
African continent from the 1970s onwards are another geopolitical peculiarity of the company. But above all in Italy the Maltauro name is linked to large-scale urban developments and public works, maturing into a widespread and solid presence, accomplished with different names and shared capital. The places where the company is present have multiplied and grown in size, both geographically and above all financially. The **Milan Stock Exchange** became the place of strongest presence for Adone Maltauro, which led Impresa Maltauro to consolidate in a very narrow dimension between the various corporate forms, gradually consolidating in part as a result of the special social and legal dynamics experienced in the years at the turn of the century, which refocused the company centre at Vicenza.

Then, as the new millennium dawned, the Italian economy slowed down and entered a crisis with a consequent slide in international development. Extensive complications arose in the development of the construction and property sector. Repeated financial crises and political and legal problems superimposed themselves on the economic activities of Italy, and Impresa Maltauro in its various articulations was also drawn in, since the hard functions of development are subordinated to the soft evolution of engineering and finance. This is why the international dimension of the company reappears in **Konza**, but also the realisation-in implementation of a European call for tenders promoted by the Fondazione di Venezia-of an urban regeneration project based on the digital diffusion of cultural and social activities,

realised in Mestre on a hectare of land in the mainland centre of the metropolitan city of Venice.

Thus **Impresa Maltauro**, now managed with steadfastness and wisdom, enters the path outlined by the **European Union** for the necessary rehabilitation of urban environments by 2050: a tried and tested profession which, at the end of the serious health crisis, will be a place for everyone to intervene for tomorrow's civilisation.

* Thoughts for Impresa Maltauro, matured in his many years as a professor at Ca' Foscari University in Venice, as president of Cassa di Risparmio di Venezia and president of the Fondazione di Venezia.





1920s

RECOARO TERME, A SMALL “VILLE D’EAU”

Recoaro Terme may seem no different from many other towns in the Veneto Pre-Alps. But it is for a specific reason: the presence of thermal waters. The first spring was discovered in 1689 by conte Lelio Piovene from Vicenza and was therefore named Lelia. As early as 1701, the characteristics and curative properties of the water were described in a scientific publication, and about fifty years later, the Republic of Venice granted free use of the spring.

Thanks to the growing fame of its curative waters, Recoaro saw a small ville d’eau rapidly grow and develop around the old town centre, with hotels, inns, cafés and entertainment venues attracting a wide and varied clientele in search of health, relaxation and socialising.

The flow of tourists was considerable: at the end of the nineteenth century there was an average of 8,000 visitors a year, rising to 15,000 in the early twentieth century. Foreign guests came from Austria, France, England, Prussia, Switzerland, Spain, Greece, Russia and Turkey.

Among the most prestigious guests recorded in the history of the Fonti, were Prince John of Austria, brother of Emperor Francis II; Margaret of Savoy, Queen of Italy, who stayed in Recoaro with the small Victor Emmanuel for about twenty days. Conte Antonio Aldini, Napoleon’s first secretary, Prince Umberto of Savoy, Archduchess Maria Anna of Habsburg-Lorraine of Tuscany and other representatives of the Austrian Habsburg family (such as Archdukes Stefan, Wilhelm and Rainer Joseph, the latter being Viceroy of Lombardy-Venetia). Count Aloys Palffy von Erdod, governor of the Venetian territories, Field Marshal Radetzsky, Generals Lamarmora, Della Rovere and Cialdini also passed through. Among the representatives of the world of culture, Pietro Mascagni, the German composer Mey-

erbeer, Giuseppe Verdi together with his friend and poet Andrea Maffei, Nietzsche and Antonio Rosmini all stopped at the spa.

“Recoaro, as a setting, is one of the most beautiful of experiences, wrote Friedrich Nietzsche in a letter dated 17 June 1881, and I have pursued this beauty with zeal and effort. The beauty of nature, like all other other beauty, is jealous, and wants to be served to exclusion of all others.”

Of course, not all the holidaymakers can afford to stay in hotels. Others rent flats, and more retire to the homes of locals. All this generates meetings, sympathies, likings and seasonal love affairs, in an atmosphere that makes the small town of Recoaro much more lively and animated than other places in the same province.

THE FOUNDER’S ORIGINS

Giuseppe Maltauro was born here in 1887 to a family from the nearby district of Maltàure, situated at an altitude of almost a thousand metres. Its villagers were mostly woodsmen, shepherds and farmers, but it seems that Giuseppe’s family of origin specialised in making straw roofing for the first permanent dwellings in Rieti. In a way, this was a prelude to future activity in the building trade.

Giuseppe’s family was a large one, as was normal at the time. His parents, Stefano and Domenica, had



eight children, born between the end of the nineteenth century and the beginning of the twentieth: Albina, Mario, Sandrina, Giuseppina, Giuseppe, Antonia, Stefano and Luigia.

In 1912, at the age of 25, Giuseppe Maltauro married Amalia Campanaro, the daughter of millers from a hamlet downstream of Recoaro. They had five children, and the head of the family worked in construction.

A few years later, having had just enough time to learn the trade, the Belle Époque atmosphere of the thermal baths of Recoaro was swept away by the First World War, which shook the entire region. Indeed, the Veneto became the rear of the very long front that stretched from the Pre-Alps to the Dolomites, Carnia and the Karst plateau. The pre-alpine territory suffered the consequences of the entire forty-one months of war, and became the theatre for some of the bloodiest battles of the conflict.

1916. THE SPRING OFFENSIVE

The culminating point of the escalation of the war in this area was the major “Spring Offensive” unleashed by the Austrians in 1916, which went down in history as the “Battaglia degli Altopiani” or Strafexpedition (punitive expedition), perhaps the greatest battle ever fought in mountains. The aim of Field Marshal Franz Conrad von Hötzendorf, Chief of Staff of the Imperial Armed Forces, was to launch a definitive assault on the Italian army, to force it to surrender so that 400,000 men could be sent to the Verdun front to fight against the French. The Austrian offensive on the plateaux took place in four phases, starting in mid-May 1916, with a colossal deployment of guns and the carpet bombing of the front lines.

“There was not a single square metre of ground that was not beaten down; under that fury, the mountain itself was flattened. The rocks crumbled, crashed down, changed form; the whole mountain was a crater in eruption. It seemed to us that the mountain had changed form, had become unrecognisable.”

Alfredo Graziani, lieutenant of the Sassari brigade.

This continued until 16 June, while the Austrians were stopped at several points by Italian resistance, or were forced to interrupt hostilities because they were needed for the Brusilov offensive on the eastern front. In spite of the impressive deployment of forces and artillery, General Conrad's strategy to sweep across the Po Valley was not as successful as hoped and the imperial army had to retreat and regroup in the north.

The offensive, however, had left thousands of Italian soldiers on the field, the territory had been devastated, and towns and villages had been almost completely destroyed, forcing many of the inhabitants to abandon their homes. The enormous poverty caused by the rubble of the war caused a massive emigration of Veneto people both to other regions of Italy and abroad, especially to Latin American countries.

Among the soldiers involved in the Austrian *Strafexpedition* there was Giuseppe Maltauro, who fought in the Vicenza Alpine Battalion and was wounded. However, he survived and was able to return home.

GIUSEPPE BECOMES "PARON BEPI"

When peace returned, Giuseppe joined a small cooperative made up of labourers, bricklayers and carpenters, all veterans of the Great War. But in 1919, as the Spanish flu raged throughout the world, the cooperative ceased its activities. Yet there was no shortage of work, and after the destruction caused by the war, there was plenty to do for those with initiative and who knew how to seize the moment.

The spark of enterprise ignited in Giuseppe's mind and he came up with an idea: in exchange for the modest severance pay that he would receive, he asked to be given the few items of equipment of the disused cooperative. The proposal was accepted. It was the end of 1920. The working tools obtained in this way are the



first stone of an enterprise and a story that still continues, one hundred years later.

*Banks of the Agno river,
Valdagno (Vicenza)*

The story of the birth of Impresa Maltauro was passed down in the family by Gradisca, the second of Giuseppe's five children, whose name refers to the town of Gradisca d'Isonzo, one of the historical sites of the Great War and located in Friuli on the shores of the river Isonzo.

The official baptism took place on 16 February 1921, during the traditional feast of Saint Juliana, which is held every year in Recoaro, on the hill dedicated to the saint.

Before the start of the Mass, Giuseppe had asked the celebrant, archpriest Don Giovanni Dall'Armellina, for a prayer for his new business. He did not expect a blessing out loud: an auspicious thought would have been enough, even in silence. Instead, during the final moments of the ceremony, speaking from the pulpit, the prelate made a heartfelt appeal to Saint

Juliana to help Giuseppe Maltauro's new business, his family and all those who would work with him in the future. It was a full-scale blessing, which Santa Giuliana evidently decided not to overlook.

MALTAURO "DESCENDS TO THE VALLEY"

The business of "Giuseppe Maltauro" began almost immediately. First of all, the company took on the continuation of the contracts previously acquired by the cooperative, and then came new works: in particular, the construction of residential buildings and the upgrading of the old military roads, which during the war were used to reach the front line, not far from the Recoaro area.

Giuseppe also made himself known and appreciated by the Civil Engineers of Vicenza and was awarded the contract to reinforce the banks of the Agno river, which flows through Recoaro. With his workers, he built the weirs to attenuate the flow of water, which was particularly powerful due to the short distance and steep gradient between the Little Dolomites and the town centre.

The company's work was highly appreciated by the various public commissions and Maltauro was also entrusted with the defensive works to offset the so-called Rotolon landslide, looming from the Campogrosso area towards the districts below.

As the number of works to be carried out increased, Giuseppe was joined by his younger brother, Stefano, and the Maltauro name began to "descend into the valley," almost following the flow of the torrent.

Indeed, the 1920s saw the company involved in the flood defence sector, with the execution of numerous works on behalf of the Civil Engineers of Vicenza: small dams—called *briglie* in the local dialect—the reinforcement of banks, bridges and embankments in Valdagno, Montecchio Maggiore and Brendola.

IN SEARCH OF ACQUA LORA

Another area of intense activity was for the bottling plant of Recoaro mineral water, the town's main economic resource. As early as 1920, the plant, which still stands at the entrance to the town, started an industrial activity of bottling mineral water for the table and the famous "Recoaro" branded drinks (such as Chinotto, Gingerino and Acqua Brillante). After a few years, the pipes had to be strengthened and the water supply for the production process had to be made safe and constant. With its in-depth knowledge of the area and the professionalism of its workers, Impresa Maltauro carried out a challenging tunnel excavation inside the mountain to find the water vein called Lora. In Recoaro itself, the Maltauro's activity continued with the construction of Art Nouveau villas, the renovation of historical buildings to transform them into hotels and tourist services, as well as buildings for industrial and social use. The company was also awarded the contract to repair the Laverda waterway in the municipality of Breganze, as well as various hydraulic works in the Marostica area.

A special project, with not only a building value but also a symbolic one, was the construction of the Sacello Ossario (Ossuary Shrine) on Monte Cimone, one of the places where Giuseppe had fought with the Vicenza battalion and where he had been wounded during the devastating Battaglia degli Altopiani.

Primo Asnicar

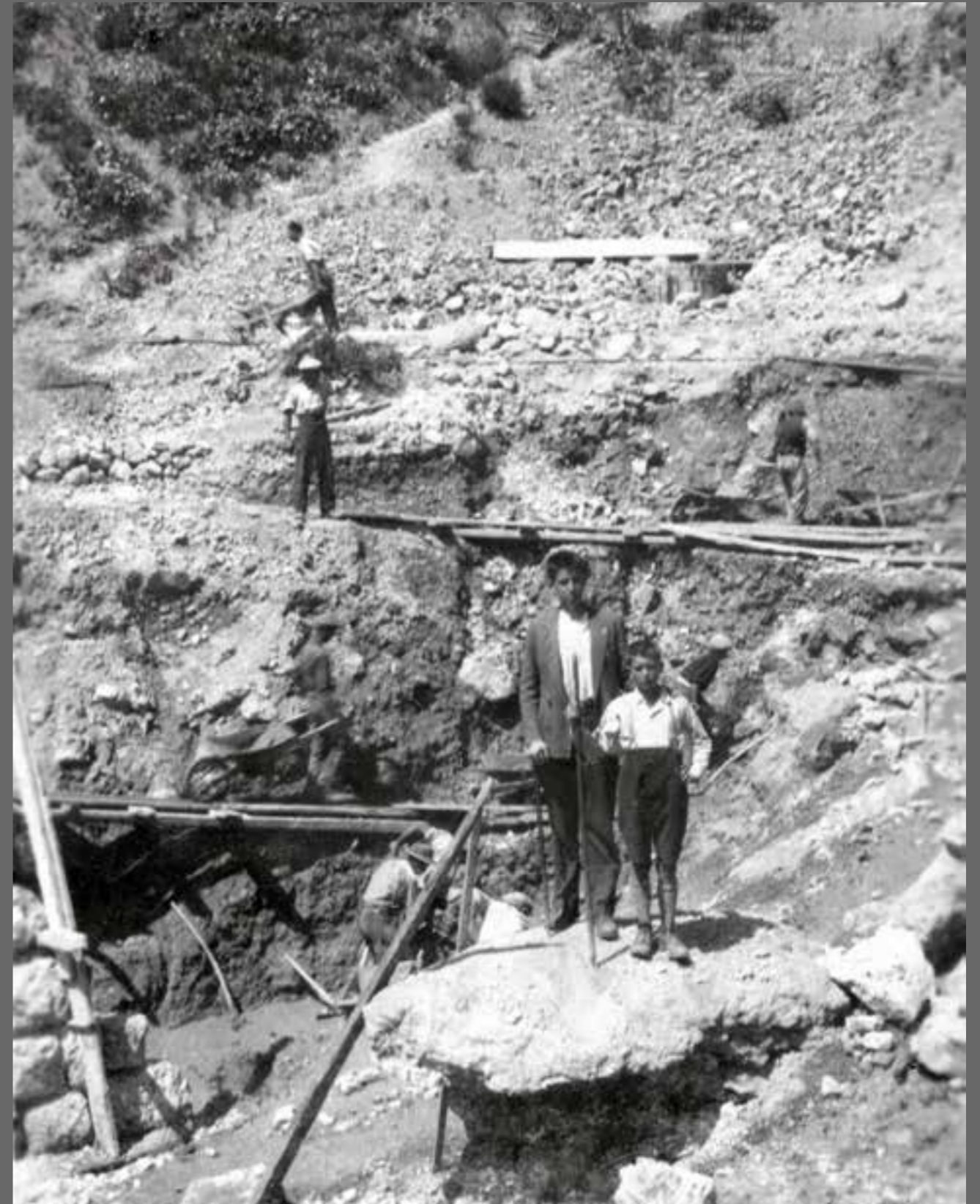
The Hercules of Recoaro

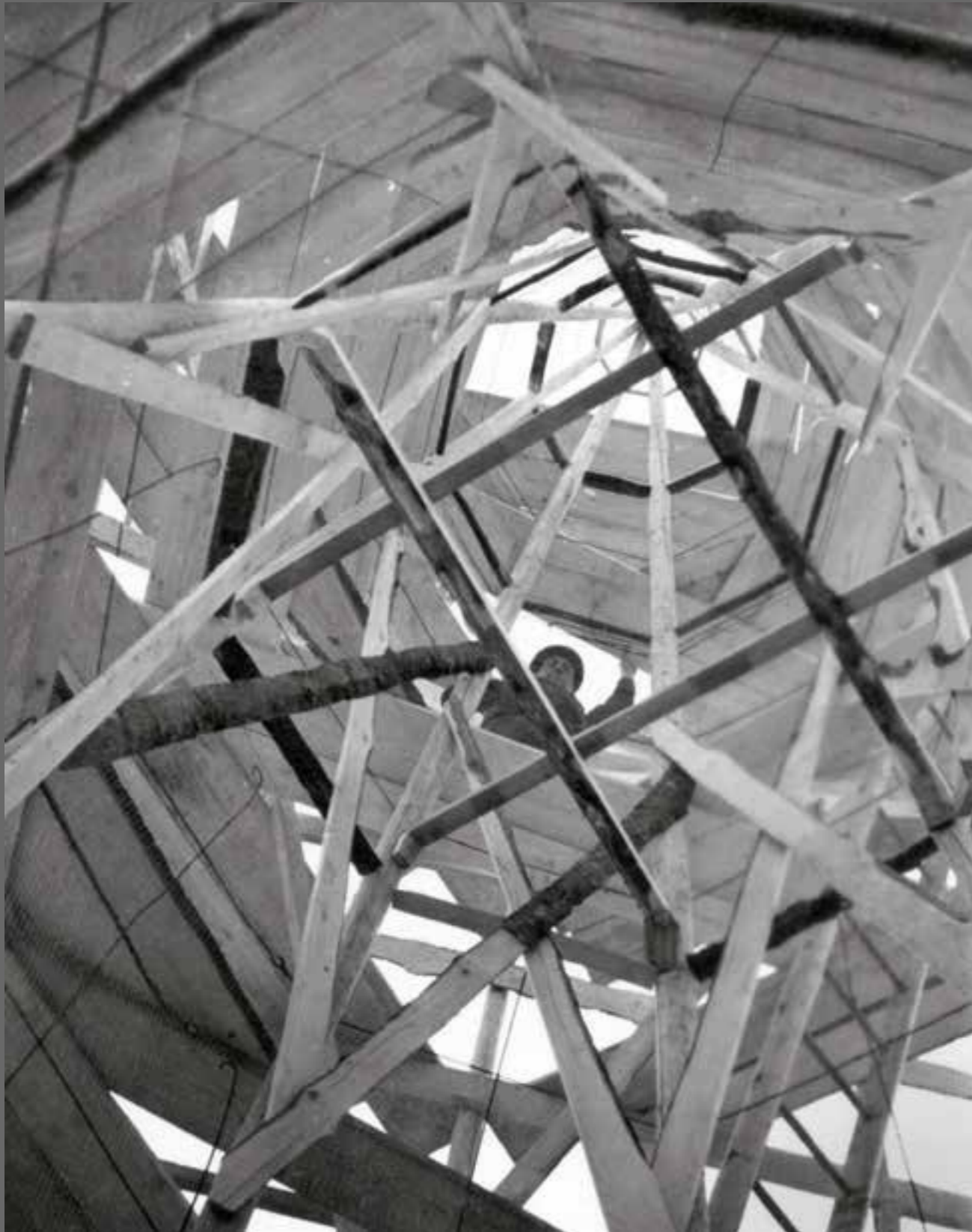
Banks of the Agno river,
Valdagno (Vicenza)

The excavation of the tunnel to find the Lora di Recoaro spring was carried out by hand, with the modest means of drilling of the time (we are in the 1920s), following the vein of water, which would finally be tapped, after a tortuous route of ups and downs, at an altitude of over 1,200 metres. Every morning a line of workers with heavy loads on their shoulders climbed the steep valley of a tributary of the Agno. It took a good hour's walk to reach the construction site. Once the water intake had been consolidated with the construction

of a solid reinforced concrete vaulted tunnel, a large-diameter iron pipeline was built, which ran parallel to the watercourse from the spring with a fall of several hundred metres in height, then crossed woods and meadows, to arrive directly at the bottling plant. In the neighbouring districts, this 'epic' had taken on the tone of a **"legendary tale"**. One of the "heroes" of the epic was the worker Primo Asnicar, who became famous because he would do the climb up to the construction site carrying not just one but two bags of cement on

his shoulders. For this he received a "bonus" payment, but he didn't do it just for the money: the beauty of it lay in demonstrating his mighty strength and thus gaining fame as a local Hercules.





The Monte Cimone Ossuary

23 September 1916, 5:45 am. A mine containing 14,000 kilograms of explosive is detonated by the Austro-Hungarian army: the summit of Monte Cimone is devastated for ever and hundreds of Italian soldiers from the Sele Brigade who were guarding it, die there, buried alive. The mountain had become a point of strategic importance for the Spring Offensive unleashed by the imperial troops. After World War I, the remains of 1,210 soldiers (all unknown) were recovered and buried in a single room.

The Ossuary stands on the summit of Monte Cimone, at an altitude of 1226 metres, partly exploiting the crater caused by the mine that can still be seen today when arriving from the path. A flight of steps leads up to the Ossuary proper, consisting of a square sacellum which is open on all sides. At the centre, a stone from the explosion is placed as an altar and protects the pavement safeguarding the remains of the soldiers. Above the sacellum, an orthogonal base supports the cylindrical and very steep roof, surmounted by an iron cross. The Ossuary of

Monte Cimone was built by Impresa Maltauro to a design by the engineer Thom Cevese and was inaugurated on 28 September 1929 in the presence of the crown prince Umberto di Savoia. Together with those of Pasubio, Monte Grappa and Leiten, it is one of the four symbols on the coat of arms of the province of Vicenza.



1930s

A FAMILY BUSINESS

Before the war, as we have seen, Giuseppe married Amalia. Amalia was not only the wife and mother of the five children born from the marriage, she was also a pillar of Impresa Maltauro, active and involved in her husband's work. The family home, in fact, was also the registered offices of the company: the processing and handling courtyard, the small tool shed and the pits for plaster lime were all located in the central part of the house. On the ground floor there was the customer reception room and the owner's office, while a wide staircase leads to the upper floor, where the family lived.

Amalia is the female face of the Company.
She not only serves coffee and organises dinners to celebrate the work that has been completed: she also follows the progress of the work, expresses her opinions on problems that arise which she hears discussed in the family.

At the same time, she raised her children, each of whom began to follow their own personal and professional path in the 1930s.

Gradisca, a woman-manager *ante litteram*, worked hard in the management of numerous hotels in post-war Recoaro, to the point of giving up her own home and living with her family in one of its hotels.



Mario became a tax lawyer and started working for an important firm in Rome, contributing to the drafting of the first single tax legislation texts of Republican Italy. Mario was named after one of his father's brothers who, like Giuseppe, fought in the Great War, but with less luck. Taken prisoner at Caporetto, he died of starvation in a prison camp in the Austro-Hungarian Empire in early 1918.

Ines was almost certainly the first woman from Recoaro to graduate in law. She was a lawyer, but also a sportswoman, an enthusiastic and talented practitioner of Alpine skiing and rock climbing. In time, she chose to devote herself above all to her family, which became extraordinarily cosmopolitan.

The other two sons, Adone and Piero, were directly involved in their father's building activities.

By the 1930s, Giuseppe Maltauro was already an established entrepreneur, with several hundred employees

including engineers, technicians and workers. Due to his personal history and character, he had the master's touch, although he was always very attentive to the personal characteristics of his employees and their needs. The evenings organised at his daughter Gradisca's Parco Fortuna hotel were attended by all the town's notables, but he was always at the head of the table.

Adone and Piero worked alongside him more and more, in part because there were more and more building sites to attend to. In particular, Adone was already personally supervising some works, while Piero graduated in Engineering at the University of Padua. However, as we will see later on, it was Adone who inherited the company created by Giuseppe and developed its full potential, with great commitment, spirit of innovation and passion.





1940s

1944, WAR OUTSIDE THE DOOR

The growth of Impresa Maltauro continued into the early years of the Second World War, which began in Italy on 10 June 1940. Work continued, despite the upheaval caused by the situation, at least until 1943. But in 1944, Recoaro discovered that the war had come knocking at the door.

After the armistice of 8 September, the Veneto was occupied by German troops. Verona became one of the capitals of the Italian Social Republic, with the presence of important military commands and several ministries. Allied aerial bombardments cause enormous destruction in the region. The one that razed most of Treviso to the ground was fierce. Other massive bombardments hit Padua, Verona itself and above all Vicenza, which was also almost razed to the ground, and the industrial centre of Marghera was also badly damaged.

In this war scenario, the Maltauros found themselves once again at the crossroads of History with a capital H, when the German army chose the town of Recoaro Terme to set up its Supreme South-West Command, to the dismay of the local population.

GERMAN BUNKERS

Recoaro was chosen by the Germans for several reasons. It allowed them easily to reach the new front line, the Gothic Line, on the Apennine ridge, but it also represented the route of a possible retreat northwards, through Pian delle Fugazze on the Schio-Rovereto state road. The ministries of the Republic of Salò, located between Lake Garda, Verona and Vicenza, were also only a short distance away.

Moreover, the particular location of the town made it difficult for enemy aircraft to spot it among the many valleys of the upper Vicenza area. Finally, thanks to its numerous hotel facilities, the spa resort could



accommodate the approximately 1,500 people (including generals, soldiers and auxiliary troops) that made up the General Staff of the High Command South-West, without having to evacuate the residents.

For all these reasons, shortly before the Anglo-American offensive in the spring-summer of 1944, General Albert Kesselring chose the small town in the Veneto as the new headquarters of his Command, which would be at the head of all German military activity in northern Italy to counter the Allies on the Gothic Line.

The Wehrmacht Command therefore moved into Recoaro in September 1944 and remained there until 25 April 1945.

But already in May 1944, work began on the new headquarters.

The project provided for offices, military accommodation and air-raid shelters in the Fonti area and in the town centre, while the officers and troops would occupy the town's elegant Art Nouveau buildings and hotels. However, it was necessary to assure maximum security for the new headquarters as soon as possible. Major excavation work was therefore begun under the supervision of Todt, the German military and logistics organisation, which was responsible for fortifications and infrastructure on all war fronts.

The Impresa Maltauro, the most important construction company in the area, was called in and put hard to work, together with engineers, technicians and local employees, all hired and paid, but also kept at the sharp end of MP40 machine guns, the infamous *maschinenpistole*.

After just four months of work, the most important anti-aircraft defences, those in tunnels and those on the surface made of reinforced concrete, were completed and could accommodate around 2,500 people. Shortly before the outbreak of the war, Adone Maltauro was the victim of a serious skiing accident (a passion that would stay with him all his life) and for over a month he hovered between life and death. The injury

prevented him from leaving for the front; once recovered, he was enlisted in the auxiliary services. Between 1940 and 1943 he served in the Regia Aeronautica (Royal Air Force) and after the 8 September armistice fortunately he was able to return home.

Together with his brother Mario, he joined the Resistance, taking part in various actions, in particular with the Stella Brigade. Thanks to his work for Todt, he was able to pass confidential information to the partisans. He also collaborated with the mountain guide Gino Soldà in sending Jews and anti-fascists to Switzerland. For this, he received the Croce al Merito di Guerra from General Alexander, commander of the Allied Army.



The Resistance in the hills

The Monte Cimone Ossuary,
Tonezza (Vicenza)

The **Stella Brigade** played an important role in the armed partisan struggle in the Veneto. From its first nuclei was formed the A. Garemi group, which in the autumn of 1944 took command of all the armed formations from Garda to Brenta. The partisans operated in a very dangerous yet strategic area, perhaps the most closely controlled and garrisoned by the fascists and Germans in Italy, given that the **Wehrmacht headquarters** for south-eastern Europe was located here. The Brigade paid a heavy tribute in human lives: **181 partisans were killed** by fascists and Germans in

combat or in reprisals. **Gino Soldà**, of whom Adone Maltauro was a friend and companion, was born in Valdagno. He became a ski instructor and then an Alpine guide, and moved to the Locatelli mountain hut on the Tre Cime di Lavaredo. But after 8 September he returned to Recoaro to take part in the war of liberation, with the **battle name of "Paolo."** Together with his companions, he formed the "Tordo Valdagno" battalion, which carried out guerrilla actions. The group was also responsible for conveying wanted Jews to Switzerland and for leading some

Allied fugitives there too, including an English lieutenant, **James Arthur Riccomini**, an Australian captain, **Harold Peterson** and the Italian partisan **Alberto Zanchi**. Adone Maltauro managed to collaborate with these groups at the same time as the family business was digging bunkers for the German Command, running serious risks. For his participation in the resistance, he received the *Croce al Merito di Guerra* (Distinguished Service Cross) from **General Alexander**, commander of the allied army.



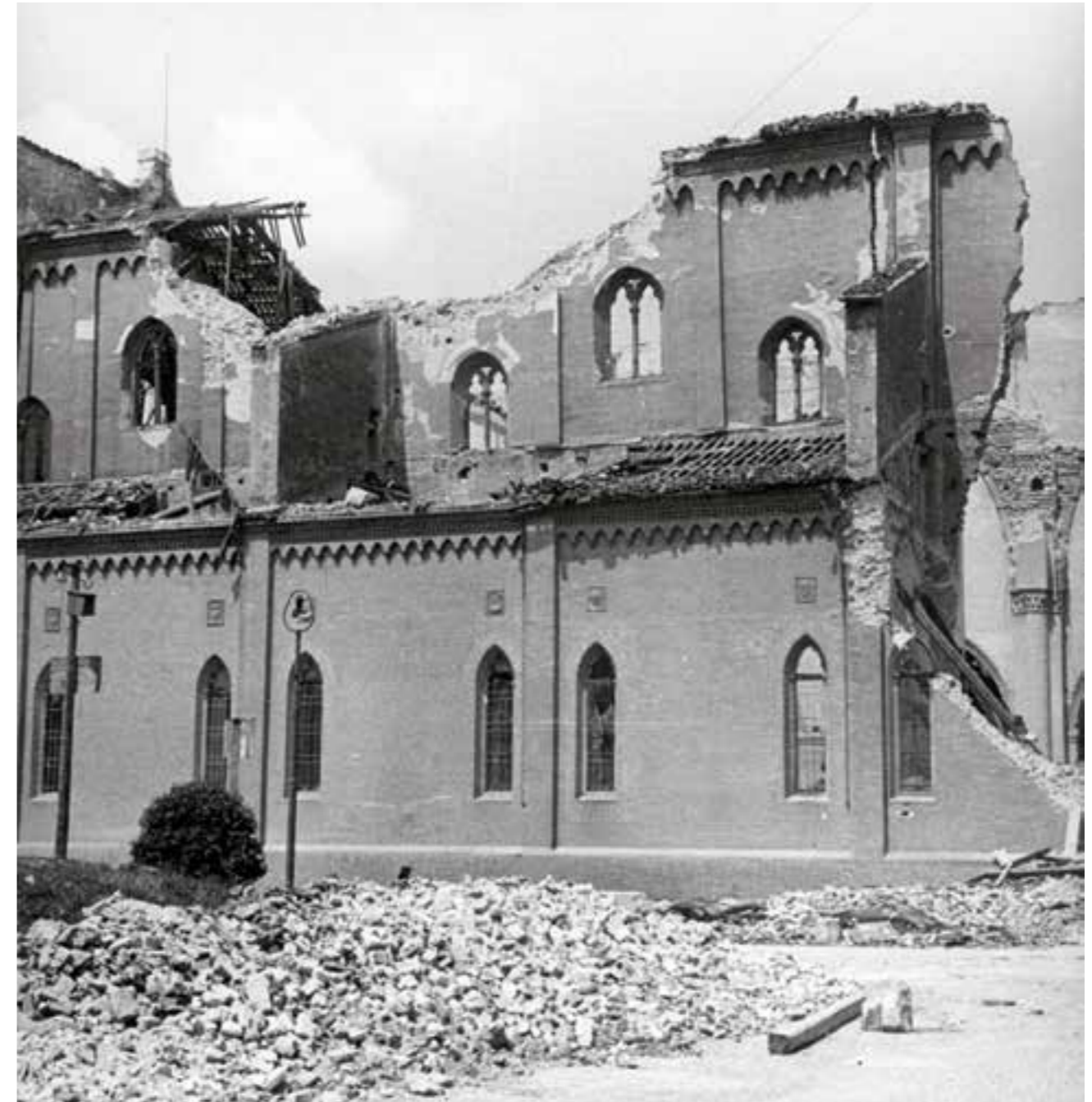
THE BOMBS OF 20 APRIL 1945

The most imposing of the works planned by the German military in Recoaro was the large command bunker for the strategic offices. Sixty metres long, four metres wide and three metres high, it communicated with the outside world through three smaller tunnels, built with right-angled curves to break the shock wave of the bombs.

And the bombs did come.

On 20 April 1945 (Hitler's birthday), 18 American B25J Mitchell bombers took off from Rimini, flew over Recoaro Terme and with surgical precision dropped 135 bombs, each weighing 250 kilograms, on the German headquarters, concentrating the attack only on the Fonti Regie area and destroying the headquarters and the villas and hotels where the officers were staying. The air-raid shelters withstood the explosions and most of the General Staff was safe inside the Command bunker.

Two days later, the top officers of the Wehrmacht, still holed up in the bunker, decided to surrender to the Allies. The unconditional surrender was then signed in Caserta on 29 April 1945. This capitulation of the German Army the first in Europe, ended the war in Italy.



The Wehrmacht occupies Recoaro

*Springs of Recoaro Terme
(Vicenza)*

A document drawn up by the German Command on 22 September 1944 gives a precise list of the buildings occupied in Recoaro by the commands and their generals, as well as the defence works assigned and the number of soldiers who could find protection there. The document lists **nineteen hotels** and **eight villas** that were requisitioned. However, the schools, two buildings and the Fonti Centrali post office, the garage of a hotel and the depot of the mineral water bottling company were also occupied. Two villas housed the military judge and the head of the military chaplains, and we know that a weather station and the infirmary for the troops, including a dental clinic, were also in operation. The document also mentions the three types of shelters built: bunkers,

tunnels and shrapnel trenches. Each occupied building was assigned a shelter to refer to. The management of the works was the responsibility of **Todt**, the German military organisation in charge of fortifications and infrastructures on all war fronts, which was based in the **Gaspari Hotel** in the centre of Recoaro Terme. Todt personnel were in charge of the general management and planning, drawing up the technical documents necessary for the construction sites, assisted by Italian engineers, technicians, employees and workers. All the tunnels were excavated in compact rock, using chisels, pneumatic hammers and explosives, handled under strict German control. As shown in the technical drawings, the excavation of the tunnel started simultaneously from two points and proceeded in

a narrow tunnel towards the centre, where the two branches would join. Once the excavation was complete, the side walls were built of concrete or worked stone and mortar and a strong reinforced concrete or brick vault was placed on top. The shelters had at least two entrances and often the access corridors were equipped with wooden doors. Once the masonry work had been completed, the electrical system was installed with rubberised cables, rudimentary lamps and switches at the entrance. All electrical equipment and anything that could be reused, from doors to bricks, was removed during the looting that followed the German retreat.



REBUILDING ON THE RUBBLE

The immediate post-war landscape was an expanse of rubble. The city of Vicenza suffered devastating bombardments: the great “ship’s keel” roof of its most famous and prestigious building, the Basilica Palladiana, was completely burnt down, and the Gothic cathedral, along with much of the historic centre and numerous bridges were destroyed.

Giuseppe Maltauro, who had been through two world wars, continued to work and now his company, which had gained increasing fame and prestige, was entrusted with the most significant work of 1946: the complete reconstruction of the Basilica’s roof. The restoration, completed in a very short time and with excellent results, would remain in the memory of the protagonists for many years: the fact that the Maltauro name stands alongside that of Palladio is still a point of pride in the company’s history.

The same can be said for the cathedral of Vicenza: inside it a significant engraving on marble praises the management of the works and the skill of the workers who dedicated themselves to the reconstruction.

Many bridges, both in the city and on the outskirts, were rebuilt by the Maltauros in reinforced concrete, using the most advanced technology of the time, and they still stand up well to the impact of time and today’s heavy traffic.

In the meantime, Adone married Rina Gaspari in 1946, with whom he would have four children: Adriana born in 1947, the twins Elena and Amalia (1949) and finally Enrico in 1955, when the family had already moved to Vicenza.



*Reconstruction of the Basilica
Palladiana, Vicenza*



1950s

THE MALTAURO HEADQUARTERS AT PALAZZO VOLPE

As construction work in Vicenza intensified, the decision was taken to move the company's entire operations to the city. In 1954, the Maltauros left Recoaro and moved their warehouses, stores and offices to Vicenza. The choice of location—the centrally located Renaissance-style Palazzo Volpe, which became Palazzo Maltauro and is now the seat of the city Prefecture—says a lot about the family's self-image, just thirty years after the priest's blessing invoking the protection of Saint Juliana for Giuseppe's business.

“Maltauro” became the name of a noble palace, which formerly belonged to the centuries-old aristocratic Volpe family. It was remodelled, almost certainly by Palladio in the mid-sixteenth century, who transformed the old, lower Gothic building into the new, taller and more elegant palace.

The Maltauros themselves carried out an initial modernisation of the palazzo in the 1960s, and then again, in the 1980s, effected a restoration that brought the building's ancient and original splendour back to light.

Years later, talking about that restoration, Adone Maltauro observed that it “did not respond to a purely ‘exterior’ need, nor even less to a speculative revaluation of the building, but rather to a sense of devo-



tion to culture and my need to exalt one of the primary values of human existence, which gives meaning to our daily lives: serious and constructive work, which undoubtedly involves sacrifices, and even serious ones, but can lead to highly gratifying results.”

In any case, as we were saying, the choice of this location reflects the change that had taken place in the perception that the founder and his children had of themselves. Maltauro had become the brand name of a large construction company, involved in both the private and public sectors, responsible for increasingly important works, and a point of reference for the most demanding clients, thanks to a reputation recognised for competence, professionalism, punctuality and production capacity.

More and more often, engineering meets architecture



*Reconstruction of the Basilica
Palladiana, Vicenza*

in the works undertaken by the construction company, as in the case of the building of the minor Episcopal Seminary in Vicenza and the parish church of Recoaro Terme. The latter was built after a competition launched by the Roman Pontifical Central Commission for Sacred Art in Italy, in which no less than ninety-one design studios took part and architect Giuseppe Vaccari's project won.

This would be the Maltauros' last work in the spa town where their company was born and grew. But the sense of being rooted here was so strong that Giuseppe personally financed the construction of a chapel adjacent to the new church. He donated the chapel to the community, but asked that it be used as a funeral monument for his wife Amalia and himself. As later took place, in derogation of the Napoleonic law that requires only cemetery burials.

MAJOR WORKS FOR THE US GOVERNMENT

Impresa Maltauro once again crossed paths with history. In April 1949, following Alcide De Gasperi's accession to the Atlantic Pact, Italy joined NATO. This decision had important consequences for the country's development. From that moment, in fact, Italy became culturally and economically linked to the United States and embarked on the road that would lead it to become a capitalist economy.

In the global post-war scenario, with the world divided between two great superpowers, the United States was consolidating its strategic and logistical presence in Europe.

In Italy, the Camp Derby base was set up between Pisa and Livorno, and the Naples base was opened, home to the naval command of the Sixth Mediterranean Fleet. And after the signing of the peace treaty between the United States and Austria, which had declared itself neutral, all US occupation troops had to leave the Alpine country and be redeployed elsewhere.

From the American point of view, with Austria having declared itself neutral, the eastern flank of northern Italy was now vulnerable to attack by the Soviet bloc. To reduce the danger in this area, the United States thus established a specific military force, the United States Army Southern European Task Force, created on 2 October 1955. The unit was equipped with a nuclear arsenal and a strategic aviation command, ready to intervene anywhere, at any time.

Some of the demobilised soldiers were sent to Camp Derby, but the city of Vicenza was chosen to house most of the troops.

The US government therefore allocated considerable funds to locate a military base of its own in the Palladian city, which would include housing for the soldiers, as well as offices and all ancillary services.

In this scenario, Maltauro was awarded several major contracts and had to tackle a technically, organisationally and operationally demanding task. Naturally, it was also a highly satisfying assignment, both in terms of construction quality and turnover for the company. In particular, the company was entrusted with the construction of the large residential village of Borgo Casale, and that of Camp Ederle, the headquarters of the US Task Force. The first American soldiers settled in Vicenza in 1955.

The work for the US Department of Defense represents a turning point in the history of the Vicenza company, leading to a new level of size and complexity, its operational horizon and also its managerial mentality.

“MY SON HAS LOST HIS MIND!”

It was at this stage that the company's founder, Giuseppe Maltauro, gradually withdrew from the business. Things were changing and went beyond the experience he had hitherto gained. According to his daughter Gradisca, when he learned that his son Adone had accepted such a huge assignment, and with American clients to boot, he let out a resounding “My son must have lost his mind!”

Giuseppe, now almost seventy, was rarely to be seen in the company, but when he arrived he was always dressed in a grey three-piece suit. He would come and go in his blue car, a Fiat 1500, driven by his faithful



chauffeur Mariano, practically a look-alike of the famous Austrian ski champion, Toni Sailer. He was without Amalia, who died in 1953. Since then, when he was not in Vicenza, he would alternate periods of peace and quiet in Recoaro, in the company of his daughter Gradisca, with frequent spa stays in Montecatini. He no longer followed the projects and construction sites: when he returned to the Maltauro offices, where for years he was seen with a cigar in his hand and a wooden ruler in his pocket, he limited himself to admiring the rapid progress of his entrepreneurial creature, now entirely entrusted to his two sons Adone and Piero, with enchanted eyes.

The two sons began to think bigger and bigger, adding the works carried out for the American government to the company's curriculum: this winning challenge came, as we shall see, to bear further fruit.

The construction of the “Peace Village” for US soldiers was a colossal job: seventy buildings in total providing four hundred lodgings, as well as schools, dormitories, gymnasiums, sports fields and facilities and other dedicated facilities, all completed in just two years (between 1959 and 1961), for an amount equivalent to € 47 million today.

Adone had personally supervised the entire project and realised how much time could be saved, for example, by transporting ready-mixed concrete to the construction site. This intuition led, a few years later, to the creation of SIPE, a company specialising in the pre-cast sector. Adone's idea was to integrate all services and ancillary supplies into a single supply chain, so as to be able to offer clients a “turnkey” service, in line with a vision that was absolutely innovative for the construction sector at that time. In this development, the Maltauros perfectly represented some of the strengths that already characterised the whole economy of the Veneto at that time and



would do so even more in the following decades: the ability to combine tradition and innovation, the ability to be local and international at the same time, the ability to create horizontal aggregated systems, creating supply chains and districts involving all layers of the active population in various ways. All this, in a region with a centuries-old tradition of artistic excellence, where ‘doing things well’ is in the very DNA of its inhabitants, whatever their field of activity. It is no coincidence that eight Veneto sites have been included in the list of “World Heritage Sites” for their natural or cultural exceptionality. Among these, the entire city of Vicenza has been on the UNESCO list since 1994.



1960s

ADONE AT THE HELM OF THE COMPANY

Adone Maltauro's spirit of initiative and entrepreneurial vision began to manifest itself clearly throughout the 1950s as we have seen. When all is said and done, all the building work for the American government was a personal success, thanks also to his ability to forge more than just formal relationships with his interlocutors. There is an episode in the family that gives a measure of this quality of his.

Charlie Rosseau was the big boss of the technical sector of the US Corp of Engineers. Overcoming language difficulties, Adone established an extremely friendly relationship with him, which also involved their respective families, both of which comprised many children. Encouraged in this by his European wife, the stern American engineer decided at some point to embrace the Catholic faith. The baptismal ceremony of the new devotee, was rather an unusual one full of symbolic meanings, and was celebrated by the bishop of Vicenza himself, who came to the event thanks to his excellent relations with the Maltauro family. Adone himself was Charlie's godfather, and a bond was created between the families that still endures today, decades later.

In 1959, Adone turned forty. In the previous twenty years, he had supervised construction work of all kinds and directed men and construction sites. He was married and had four children. He was a man in the prime of his life, both personally and professionally, and was ready to take over the company he helped to create. As his father Giuseppe left the helm of the company, he became the key figure in its subsequent, incredibly intense growth.

The name Maltauro would come to be one of the protagonists of Italian economic growth and Adone himself would be one of the major exponents of that entrepreneurial class that contributed to the so-called "miracle of the north-east."

THE "DOLCE VITA" YEARS

The 1960s arrived with the Beatles, swinging London, the election of John Fitzgerald Kennedy to the presidency of the United States, and also with the rise of the centre-left in Italy. At the end of 1963, Aldo Moro declared his adherence to Keynesian economic theories in his speech asking for a vote of confidence in the Italian Chamber of Deputies. An expansive fiscal policy was launched with the aim of achieving full employment. Italy's public spending began to soar, but the ratio of public debt to GDP remained largely under control, and indeed among the lowest in Europe. This was made possible by the impressive economic growth that was taking place in those years.

In 1960, Federico Fellini's *La dolce vita* was released, making the Italian way of being a fascination for the whole world, with that mixture of irony and lightness, melancholy and depth, typical of a people living in the midst of centuries of art and history, bearing within itself, at every level, the signs of an unmistakable *genius loci*.

In 1966, another successful film, *The Birds, the Bees and the Italians* (*Signore e signori*), by Pietro Ger-



Dual carriageway, Catania

mi, also portrayed a sort of “dolce vita”, but set in the wealthy, Catholic province of Veneto, full of contradictions. The real protagonist of Germi’s film is in fact the restlessness that circulates among the characters, caught between the sense of change in customs and ideas, typical of those years, and the conservative positions from which it seems so difficult to detach oneself. The film was shot in Treviso, but the setting, the characters and the plot could have been superimposed on any city in the region at that time.

THE BROTHERS PART WAYS

We have to imagine an Adone Maltauro who, while remaining in contact with those provincial currents, was already distancing himself from them, having in the meantime acquired an international mentality and a far-reaching vision of how to run a business. These were traits that set him apart from his brother Piero, who was more inclined to take on public and institutional roles and differed in character and tem-

perament, so much so that on Christmas night in 1960 the two Maltauros decided each to go their own way. Piero, who graduated in engineering, founded his own company, Cos.Ma. (Costruzioni Maltauro), and is also remembered for being a great chairman of Lanerossi Vicenza, which in seven years (between 1957 and 1963) he transformed into a model sports club. It should be remembered that Lanerossi Vicenza, the oldest football club in the Veneto region (founded in 1902), has played in a total of thirty Serie A championships in its history and the IFFHS (International Federation of Football History & Statistics) lists it among the fifteen best Italian teams of the twentieth century. With Piero Maltauro as chairman, Lanerossi Vicenza made a unique leap in quality for the provincial teams of the time. The youth sector was enhanced, champions were launched and also coaches who have left their mark in the history of Italian football, such as Manlio Scopigno, Roberto Lerici and Romeo Menti, worked for the club. Piero appointed new managers and brought representative figures of the city on to the board, but above all he managed to involve the people of Vicenza, who crowded the stadium every Sunday.

As well as being chairman of the football team, he was also chairman of Fonti di Recoaro, and mayor of the town and then president of the San Bortolo hospital in Vicenza. Adone, who was more restless and even more reserved with regard to the public sphere, never felt he had “arrived”, and was always looking ahead, driven by a tireless curiosity and continuous desire to broaden his view.

NEW ORDERS FROM THE AMERICANS

The high praise for the work carried out for the US Department of Defense led almost immediately to new international commissions for Impresa Costruzioni Giuseppe Maltauro, now completely in Adone’s hands.



One of the first prestigious American clients was the pharmaceutical company Ely Lilly, which opened in Italy in 1959 and for which Maltauro built its production and management headquarters in Sesto Fiorentino (still in existence today, although extended and modernised over the years).

But even more important was the contract—signed personally by Adone in New York—with Esso Standard to build floating concrete caissons, built as if they were ships, in the dry docks at Porto Marghera. Once they were ready, a fleet of tugs would tow them down

the Adriatic Sea and through the Strait of Sicily to stabilise and anchor them to form a breakwater serving the oil port of Mars el Brega, in the Gulf of Sirte, Libya.

Once again, this marked a meeting with destiny; in this case, with the emerging world oil industry, which allowed Maltauro to continue and consolidate its entrepreneurial development.

At the same time, Adone was able to seize valuable opportunities in the construction fervour that characterised the 1960s in Italy, with new districts springing up in almost every city. In Vicenza, the opportunity arose to work on a large project to redevelop a vast former Montecatini area opposite the city's fourteenth-century walls, in Viale Mazzini.

For this work, and owing to the particular nature of the terrain, with the presence of a sizeable high water table, specific technologies had to be used along with special operations for the foundations. The residential buildings were constructed using innovative construction techniques and architectural solutions. Of particular interest are the façades of the buildings, made of prefabricated bush-hammered reinforced concrete panels.

THE COMPANY BECOMES A GROUP

Adone's intuition to create his own independent supply chain in order to be able to provide turnkey services to clients first took shape in 1964 with the foundation of SIPE, a company specialising in prefabricated buildings. The headquarters and factories were among the very first production sites in the new large industrial area of Vicenza Ovest, for which Maltauro also built the entire road and infrastructure network.

In those days, talking about precast and prestressed products was truly pioneering. Adone Maltauro had

studied technologies and methods in European countries where construction techniques were more advanced. Accompanied by a group of technicians and engineers, he travelled to Germany, France, the Scandinavian countries and even Poland. He made use of everything he saw and learned, selecting and importing equipment and ideas, applying to his own company everything that could be useful for its development, and above all making innovation and research a distinctive feature of the way the Maltauro company operated.

Under Adone's guidance, the company began to develop as a Group divided into several company centres.

After SIPE, it was the turn of Silespanso, founded at the end of the Sixties together with Montecatini, and intended for the production of a particular type of lightened concrete blocks.

In the following years, Ferroberica was founded for the pre-shaping of rebars, and Beton Berica for the production of ready-mixed concrete. Once again, these were upstream integrations of certain production processes in the construction sector, following the example of experiences gained in more advanced European countries. Over the years, the last two companies were sold because they were no longer in line with the group's development criteria. However, they are still fully active today in their industrial contexts.

It should be emphasised that Adone Maltauro entrusted the operational management of all the new companies to young, motivated and enthusiastic managers, in



line with the policy of human and professional participation that had already proved successful for the parent company.

Underground transport, Napoli

The founder, Giuseppe Maltauro, who had begun his career as "Paron Bepi" and later became a Commendatore, died in 1966, at the age of seventy-nine, after living through two world wars and having founded a successful company, as well as a family capable of assuring its subsequent growth. Buried in the chapel that he himself had built next to the village church, he finally returned to Recoaro to rest in peace with his wife Amalia. In a company brochure from that time, Adone wanted to leave a special memory of his father:

"I would like to commemorate my father, Giuseppe Maltauro, founder of the Group's first company.

A veteran of the 1915-18 war, he resumed his work as a bricklayer, then became a master builder and finally, with the help of his sons, an esteemed businessman of a certain importance.

This brief mention belongs to an intimate and personal heritage. I would simply like to pay tribute not only to the man, but to those values—work, sacrifice, honesty—that have made possible the steady progress of our activities, and to remind ourselves of them, especially as regards the younger generation, at a time when they are needed more than ever."

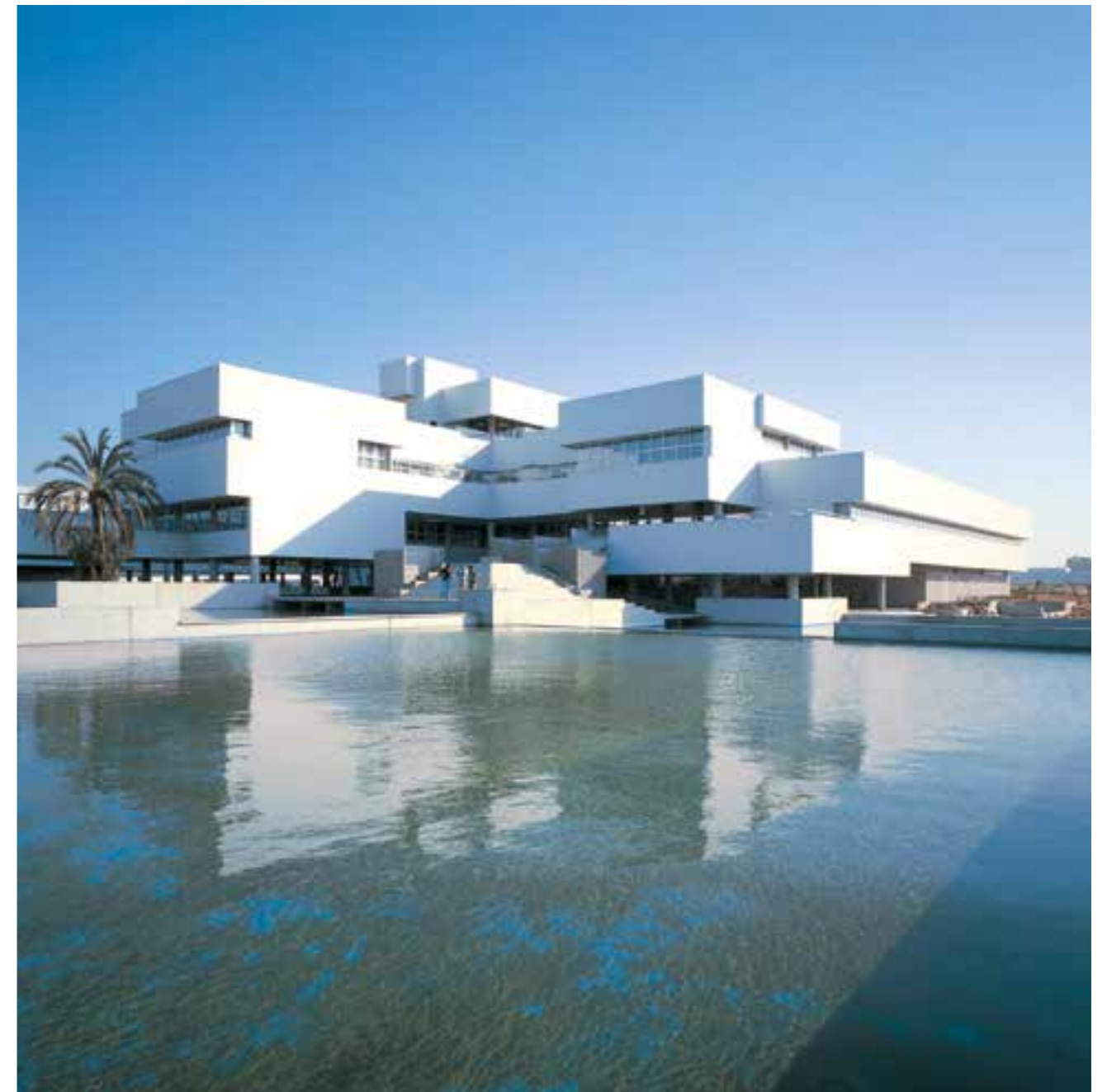


1970s

CONQUERING AFRICA

As we have seen, the frenetic 1960s had given Impresa Maltauro such a strong thrust and entrepreneurial expansion under Adone's leadership as to transform the company into a conglomerate, which included other business areas, all related to the construction sector. And it was with this solid, forward-looking structure that the company entered the 1970s, ready to seize the opportunities offered by a rapidly developing market. Its strength lay in its constant commitment to adapting both its internal organisation and technological research to the highest standards. Up to that point, as we have seen, Maltauro had already undertaken work for foreign clients. But it was only in the seventies that the first work to be done entirely abroad—specifically in Libya—arrived. The commission was to build a gigantic industrial compound on the outskirts of Tripoli for tobacco processing and cigarette production. The contract, stipulated with the General Tobacco Company, was worth 135 million dollars, and marked a fundamental turning point in the company's history: shortly afterwards, in fact, orders abroad began to multiply, until, over time, they represented an increasingly significant share of the group's overall turnover.

The assignment in Tripoli was extremely demanding in organisational, financial and management terms, as it involved every aspect of construction, as well as logistics and supplies. In order to meet this challenge, Maltauro formed a business association with Del Favero of Trento, a partnership that would prove decisive in the subsequent history of both companies. There was a healthy rivalry between the workers of the two "houses," who travelled together up and down to Libya between the airports of Bergamo and Tripoli, with charter flights every ten days, and this gave extra energy to everyone's work.



The tobacco factory required the urbanisation of an area of 620,000 square metres, on which more than 100,000 square metres of buildings were erected: production departments, management and administrative offices, warehouses for storing raw materials and finished products, a mosque with an interior cladding of fine marble and mosaics. Next to the factory, a social works complex was added, including a catering centre, health services and sports facilities. This was completed on schedule and fully met the expectations of the clients.

Tobacco factory, Libya

The construction of the tobacco factory in Tripoli was the first major project that Impresa Costruzioni Maltauro carried out on foreign soil.

At that time, therefore, everything was new and exciting for the company: telex communications, the study of international contracts, bank letters of credit, the first contacts with the Italian Ministry of Foreign Affairs and Sace. As well as the management of huge maritime transports, and executives who had to study English for the first time at the age of 50...

The support and trust of Comit was also extraordinary, as it participated in the venture and supported it, understanding its size and importance.

On the other hand, relations with the political establishment of the African country were avoided in every possible way, because they were considered very dangerous. Thus, no meetings with Colonel Gaddafi—who had seized power in Libya in 1969—nor with other members of his entourage. The most important thing was to protect the work and the construction site. The site was set up as a temporary city, employing several hundred people, including technicians and specialised workers, all Italian, from Maltauro and Del Favero. Workers, employees and technicians had to adapt to



local customs, such as resting on Fridays (a public holiday for Muslims) and working at weekends. However, the workers from the Veneto did not give up some basic necessities: a certain Alpe from Recoaro would distil apple and potato peels in his stills, producing grappa for himself and his fellow workers.

This initial experience abroad generated two main positive effects: on the one hand, it ensured a significant growth for the entire Maltauro system, further developing the skills and organisational abilities of the work teams; on the other, it tested the collaboration with Del Favero, leading to the establishment of a new company, called Delma, held with equal shares, which would be the operational arm on all foreign orders. Subsequently, Maltauro acquired all the shares of the company.

Smart City Konza, Kenya



POST-EARTHQUAKE RECONSTRUCTION

While working in Libya, the Italian market was not neglected. In those same years, the first Maltauro construction sites were set up in Sardinia, particularly to build hydraulic works. And there was the extensive reconstruction work following the disastrous earthquake in Friuli in May 1976.

The post-earthquake reconstruction has remained an exceptional example of the resilience of a population that rolled up its sleeves to get the destroyed villages back on their feet, with the motto *com'era, dov'era* ("as it was, where it was"), a line supported by local administrators, entrepreneurs, priests and ordinary citizens. The local population declared its intention not to wait for assistance, but immediately to set about rebuilding houses, churches and factories, everything as it was before the earthquake. And they really did indeed so, thanks in part to economic aid from the State and the intervention of Giuseppe Zamberletti, who as extraordinary commissioner coor-

minated the relief effort (forming the first nucleus of the Italian Civil Protection) and the reconstruction plans.

"They all worked together, combining winning examples of commitment, excellence, patience and morality, because this was the imperative dictated by their conscience."

Italo Calvino on the reconstruction in Friuli

In Friuli and other regions struck by earthquakes, over the years Impresa Maltauro built several million cubic metres of housing with particular attention to seismicity, climate and environmental characteristics. Interventions in this sector represented a field of research for innovative technical and economic solutions. From 1970, alongside traditional building, we find examples of integral heavy prefabrication known as the 'Pascal system' with prefabricated lastre Predalles (concrete slabs). In Monteruscello Pozzuoli, in the province of Naples, 113 dwellings for families affected by bradyseism (the rise and fall of the Earth's surface as a result of an underground magma chamber filling or emptying) were designed and built for the Civil Defence Department, using the coffrage tunnel system: a procedure using large formworks for casting reinforced concrete. The system is very demanding in terms of construction and organisation, requiring costly site equipment and a large scope of application.



THE TRIPOLI HOSPITAL

At the end of the Seventies, after completing the tobacco factory, Maltauro was awarded other important contracts in Libya: a storage and logistics centre for military vehicles and the construction of a hospital in Tripoli.

The maintenance and storage centre for military vehicles consisted of 65 metal hangars, as well as workshops, warehouses and auxiliary buildings in prestressed reinforced concrete, covering an area of over 400,000 square metres. In addition, road works and hydraulic works were carried out throughout the area. The Salah el Din hospital in Tripoli, also commissioned by the Libyan Armed Forces, was a large circular building with five hundred beds, made of precast reinforced concrete elements, and was delivered on a turnkey basis, including all the medical equipment and furnishings.

In this Adone had the advice of several Italian leading doctors, who, out of friendship and prestige, collaborated in the design of the hospital infrastructure. A touch of Italian elegance was added, surrounding the large building with a huge garden with thousands of roses, irrigated by waste water: an example of sustainable architecture, years before the word itself existed!

THE REVOLUTIONARY SEVENTIES

All this takes place against the backdrop of the 1970s, one of the most complicated, restless and "revolutionary" decades of the last century. Years of freedom, rule-breaking and political struggles, with the dramatic losses in Italy inflicted by terrorism, which reached its climax with the kidnapping and murder of Aldo Moro in 1978.

At the same time, all the protests and movements born

in 1968 now found their full expression, especially in customs and in a new collective mentality. These were the years of women's emancipation, of the divorce law, of the "flower children", but also of the rise of consumerism; the years of free radio and private TV, while technology took giant steps forward with the birth of the first personal computers. Turning to cinema once again, a good overview of Italy in the 1970s is provided by Ettore Scola's masterpiece film *We all loved each other so much* (*C'eravamo tanto amati*, 1974). The three protagonists—played by Vittorio Gassman, Nino Manfredi and Stefano Satta Flores—are former partisans from the same generation as Adone Maltauro, the one that rebuilt Italy after the war, both materially and symbolically, a generation that had ideals and which, amid disappointments and compromises, continued to believe in them and look ahead.





Hearing from those who were there

Giorgio Sala, a historic mayor of Vicenza

Together with Maltauro for the development of Vicenza

Born in 1927, **Giorgio Sala** became mayor of Vicenza in 1962, at the age of just 35 (the youngest mayor in the city's history to date), and remained in office until 1975. In tackling the many problems relating to employment, housing, neighbourhoods, schools and services for citizens, an intense and collaborative relationship was established between the municipal administration and Maltauro, which not only carried out works, but in many cases proposed and designed solutions, based on shared objectives for the city and its development. In this recollection, Sala retraces the salient moments of that collaboration, in which the company's history and his personal administrative experience intersected.

"One hundred years represents an enviable

milestone for a large construction company in the province of Vicenza, one which I knew well at the time of my involvement in public administration. The founder, Giuseppe Maltauro, was a good-looking bricklayer. He came from the foothills of the Alps near Vicenza, above Recoaro, where valleys and hills stretch out, and meagre harvests encouraged people to seek a future outside their homes. Behind him was the Great War, which left its mark on so much of our territory: villages destroyed, houses to be restored, lives to be rebuilt. Time for building and for those who want to work well. This is how Giuseppe Maltauro started out, strong and wise, and he knew how to do the accounts well. While he established a family, his children grew up and found ready work. Recoaro experienced a successful tourist boom, and the Maltauro company was ready, but it was also the time of a general development in

the Vicenza area and the Veneto region, and there were golden opportunities for the building trade. When the Second World War broke out, the building trade was called upon again: services for the armies and, finally, work to rebuild.

I heard about the Maltauro family and their company immediately after the war. The city of Vicenza suffered deep wounds in every district: the Basilica di Piazza without a roof, burnt by incendiary fragments on a hellish night, the Cathedral half-destroyed, buildings that had disappeared, houses demolished and, everywhere, heaps of ruins. There was some doubt as to whether Vicenza would be able to rise again, and how, and when. But that is where the miracle began, with citizens and public institutions, far from resigned, indeed, determined to restore the city's best face: everyone doing their part.



There was talk about the Maltauros, because their company was responsible for the largest and most important building site, right in the heart of the city, restoring the Basilica, the Cathedral and the bishop's palace. With results of extraordinary quality in a fairly short time, this was a company that showed all its potential. Giuseppe's sons were by now at the helm. Piero, an engineer, also applied to work in public institutions, and set up his own construction company. But the company man in the historical 'Giuseppe Maltauro' was

unquestionably Adone: with him Maltauro was ready for a long and complex journey in Italy and abroad; and the relationship with the city of Vicenza and its development became inevitable.

There is also a piece of my own history here: in the Municipality, as Councillor for the territory in 1958 and, from 1962, for thirteen years, as Mayor. At the end of the 1950s, the city, with admirable effort, had almost completed its post-war reconstruction, and now it had to make its definitive qualitative

leap, a historic passage of maturity. The problems were many and onerous: from the identification of a vocation, to work, housing, new neighbourhoods and services: major, exciting commitments. From Palazzo Trissino it was necessary to look around, to understand the world situation, evaluate resources and limits, seek out collaborations, in short, make the Municipality a driving force, a point of service and promotion, with the conviction and confidence that, advancing with sincerity and respect, honest and generous

responses would not be lacking.

The Municipal Giunta was nimble, and the City Council seemed aware of what was at stake. The search for contacts and operational relationships with the various cultural, social and economic realities of the Vicenza community became urgent. There were also those who offered to help: old and new friends offered suggestions regarding the latest technical and architectural innovations, and it was realised that the novelty, complexity and imposing nature of the issues to be addressed provided a decisive opportunity for the city, its choice of routes, its economy, for a Vicenza that had no intention of denying its history, its beauty, its Palladian image in the world, but which knew and wanted to build an innovative future.

One area that needed to be addressed without delay was the relationship with

the economic world, with a focus on the business system, and especially the construction industry. Most of the new construction or reconstruction needs would require both private and public input, and this proved to be the case for factories and workshops, restoration, renovation, new neighbourhoods, houses, schools, roads and underground services. The municipality sought to enhance the historic city, which needed many different types of work, but when it came to larger-scale issues—the delocalisation of large, polluting companies to the industrial area, for example—the system of small construction companies did not seem adequate to the task.

It was an event of this sort that led to a relationship being established between the municipality and Maltauro. The old industrial settlement of Montecatini along Viale Mazzini was obsolete, and the owners

of the property were inevitably interested in exploiting the area to best effect. It was the Urban Plan that offered the solution and, of course, the Municipality was not prepared to give way in all things, also considering the job losses that the closure of the plant would cause. The question of the destiny of this vast area was therefore open, and it was a question of great importance, because it might foreshadow similar conditions for other industrial sites, in full activity and very polluting in areas adjacent to the former Montecatini site. Maltauro let the municipality know that a detailed proposal was possible. That provided the opportunity to meet and get to know Adone Maltauro. We talked for a long time; his company had been studying prefabrication systems for some time, and Montecatini could contribute to the creation of a modern production site in the

Vicenza industrial area, while the Municipality could agree on a reasonable urban planning solution for the old site. This opened up an interesting and constructive relationship. At Palazzo Trissino we gathered all the information about the company and its people: production capacity, economic strength and professionalism were beyond question: Maltauro is a leader in the Veneto and national scene, it has significant initiatives in various foreign countries and is working intensively in Libya.

Adone Maltauro was an increasingly important figure in the world of business, he knew the most important captains of industry and leading politicians, and at the same time he knew how to keep a genuine, provincial approach. I have always found his love of a small valley in the small Vicenza village of Valdimolino significant: here he restored a farm, a mill and a fishpond in an

exemplary manner, making it the place where he met the most celebrated names in Italian economic life. He invited me to one of these meetings as Mayor. I accepted, I listened, I discussed, I brought the thoughts of a city, the culture of our communal world. I learned and, in turn, I taught.

The relationship intensified amicably with Adone: he was attentive, respectful and prudent with me, and I even more so: both of us were aware that every collaborative act had to be correct and transparent, and that, under these conditions, we could go some distance together. When I left the Municipality in 1975, I still maintained a good relationship with him. I have always liked his frankness; I was convinced by his simplicity. I knew that he loved politics and we often found ourselves in agreement in assessing the economic and social condition of our Italy. I was pleased to learn that his company was flying,

that it was winning major commissions in Italy and around the world, that it seemed unstoppable, at a time of strong development and huge public investment in the country's infrastructure. Until a judicial earthquake disrupted and overwhelmed a large part of the business system, and particularly the construction industry, involving Maltauro as well. Adone bore his suffering every day. The company would go through difficult times, it would organise new programmes, renew its management team, go back to conquering markets. It would reach its centenary and show itself ready for other goals. In its new seasons, it may have had to change its skin, but the backbone is still the same, that of Giuseppe, who came from the hills of Vicenza, and of Adone, proudly in love with his work."



The significance of Adone

Laura Fincato*

I lost my father very young. He left me clear convictions and thoughts that I have never shrugged off, even though I live in active fashion in a very changeable society. He used to tell me about the fire in the Basilica Palladiana at the end of the war and remembered that many people cried when the roof burnt down, but that one person rebuilt it: a Maltauro. He said that the Maltauros were serious people, from the mountains like my family, who came from the Altopiano dei Sette Comuni. I now find this social and human background in the history of the company's hundred years, which are collected here.

In the pages of this book I also find a photo that I carry in my heart. It's a family photo, that of a family I have loved and still love: that of Adone and Rina, their children and their spouses; a

real family, whose images—whether joyful or sad—are a constant feature of my life. The daughters are in front, the twins, my gymnastics friends at Pigafetta, with their husbands Vincenzo, “Vincio” to all of us at school, and Franco, a friend who is still with us, Adriana with her father's hand on her eldest daughter and with good and kind Claudio at her side, plus Enrico, the youngest of them all. Sadly, not all lived to the fullness of their time, and I now mourn those who have left us, but I also remember the splendid note that Mrs Rina wrote to me when I expressed my condolences for the death of Adone, the true pillar of the company, in the form and manner it then had and which later changed again over time to be gathered once more into the company that is now celebrating its hundredth anniversary.

This was at the beginning of the eighties: Adone had prestige, power, a history of great entrepreneurship, international recognition; he was Adone Maltauro.

I quickly came to focus on political issues in my conversations with Adone, the father of my friends. I remember his attentive eyes, determined to understand who I was, that young deputy who went to reason with him in Via Gazzolle. And Adone's eyes became attentive, paternal, sweet as he looked at me.

He would question me and himself wonder about the events that had led me, at the age of thirty, a socialist in Christian Democrat land, to be elected to the Chamber of Deputies. His was a benevolent curiosity, almost protective and encouraging, on the part of someone who had already been respected

and enjoying the ear for some time of governors and ministers in Italy and abroad, and with the entrepreneurs of that era who were so vigorous in their daily work.

He would ask me about Craxi, about the man and the politician, paying attention to what I told him about my experience with that leader, one so different and innovative compared to the Italian panorama. He was curious about this new politician with a strong personality who was changing the country.

I was his daughters' age and Adone had become a true friend; he told me about his collaborators who knew about lime and scaffolding as he did, capable workers in the world. He made work, commitment and professionalism the principle of his and Maltauro's life.

From his account emerged important achievements, major

public works needed in Italy, and others associated with economic development, as in Libya or Somalia, working alongside Italian cooperation to try to start a movement towards development there.

My friend Adone used to tell me about places and projects, about important men and also discuss his trout in Val di Molino, a magical oasis all for him. Then the tales of construction sites thinned out, took on more complex vocabulary dedicated to finance and naturally became more confidential. The effect on the shares of Montedison or Ferruzzi Finanziaria of the decisions taken by their boards of directors on which Adone sat was not transmissible, and he was always vigilant and careful to understand the context in which he operated, but now he could no longer pass on his knowledge to those who worked for Italy in

other rooms, those of government. Except for those events touching a human dimension that Adone loved to recall, amusing himself in turn. I still remember that he had asked for an appointment with President Andreotti, through his legendary secretary of the time, Mrs. Enea, who then made a personal phone call to set it for six o'clock. As a true Veneto man, he was happy with the time because it meant he could be in Rome earlier in the afternoon to set up other business meetings. But on the other end of the phone there was an icy clarification: the appointment with the president was for six o'clock in the morning, not six in the afternoon...

This was what Adone told me, half-amused and half in awe, because he certainly appreciated the industriousness of the Prime Minister. He

never told me how he used to vote himself. However, he helped me with his advice, and he was always close by and supportive; I felt he was always ready to help and I loved his thoughts on the country, his stories, but above all his strength to continue planning and believing in work, in companies, in his men, even in fields so different to the plaster, scaffolding and construction that were his.

There are not many people with whom I have had such an intense relationship as with Adone. I felt an affection for him a that was reciprocated, an esteem not only for what he had done, but for the way **he was: true, solid, strong, honest, respectful.**

His death left me with a great emptiness. In this memory, however, I must add that, although in very different ways, his treatment of his men, the Company and his friends remain the same, constant and strong in Franco.

* Thoughts on Impresa Maltauro and Cavaliere Adone drawn from their long acquaintance over the years of the four terms in the Italian Parliament and presence in the Government, during which there was never a lack of common reflection on Vicenza's political life.





1980s

EXPANSION IN ITALY AND BEYOND

The decade of the 1970s, which was marked by great social and cultural changes, by street demonstrations, by a generalised and widespread political commitment, as well as by serious tensions, incredibly turned into its exact opposite at the beginning of the 1980s.

The long season of conflict and protests came to an end to make way for completely opposite happenings: a return to the private sphere, the primacy of the image and appearance, hedonism, the desire for fun, and the boom in fashion, especially Italian fashion, which would give lessons in style and elegance to the world. All this in a context of strong economic recovery, which was driving expansive growth in all sectors.

Impresa Maltauro, as we have seen, worked feverishly over the previous decades to win more and more new orders, to expand, diversify its activities and acquire further prestige and reputation. Now, by the beginning of the eighties, it was a strong and multi-faceted business organisation, with a workforce of more than a thousand and an experience that made it capable of tackling any civil engineering job, in different countries around the world.

Under Adone's leadership, the company was continuing its expansion both abroad and in the public works market in Italy, where it had its own offices in almost every region, for works that differed very widely and some of which were of considerable complexity.

It is worth mentioning the work for the headquarters of important pharmaceutical companies, such as Glaxo, Zambon and Carlo Erba Farmitalia. In Vicenza, the second phase of the large-scale redevelopment of the former Montecatini area in Viale Mazzini was launched, while a similar project was undertaken in the former Buitoni area in Perugia.

Work was also carried out for banks in Vicenza, Padua and Verona, for branch offices of the Bank of Italy,



Industrial plant, Florence

for several hospitals in the Veneto region, and to realise hydraulic and infrastructural works in numerous regions in southern Italy, starting with post-earthquake reconstruction in Lucania and Campania. Stretches of motorway were built in Veneto, Emilia and Sicily. In San Remo, the New Flower Market was built, a unique structure of its kind in Italy. It is in fact a single hall the size of two football fields, about twenty metres high and completely devoid of pillars. The roof is made of reticular plywood beams, which are very beautiful because they are very light and arranged in "openwork."

A curious side-note: in 1990 the Mercato dei Fiori—renamed "Palafiori" for the occasion—hosted the only edition of the Sanremo Song Festival outside the Teatro Ariston. The hall could hold five thousand people, plus the orchestra. For the record, Pooh won, with a song called *Uomini soli*.



A DIVERSIFIED GROUP

The name “Impresa Costruzioni Giuseppe Maltauro” remained, but the expression “Gruppo Maltauro” also came into use, in line with the diversification of its presence in new areas.

In 1980, Ecoveneta—now called Integra—was created, specialising in integrated services in the fields of ecology, purification and environmental reclamation. In this case, too, it was an addition deriving from the company’s main activity, construction.

The company had previously built a number of large industrial water treatment plants, but it was noted that the problem of sludge disposal remained too inefficient. The solution to improve this was found in innovative technological procedures, the result of specific research.

In addition, in synergy with Gruppo Jacorossi of Rome, which was initially a partner, an environmentally friendly re-use of some tanks for petroleum products was planned. These were transformed into containers

for polluted water for subsequent purification and specific treatment. This is an activity that still continues, in line with the latest trends in the green economy and environmental sustainability, of which the Maltauros were therefore among the pioneers.

MORE ADVENTURES IN AFRICA

In parallel with the numerous commissions in Italy, the company’s presence abroad continued to grow, again through its subsidiary Delma, which acquired major contracts in countries such as Somalia, Ethiopia and Cameroon.

In detail, in Somalia the work (commissioned by the Ministry of Internal Affairs - Italian Aid Fund in Rome) consisted of a new road linking Garoe and Bosaso: a dual carriageway road, 270 kilometres long, with a drainage network, viaducts and various hydraulic systems.

In Ethiopia, a pavilion hospital centre was designed and built in Asella, with 220-bed wards, ancillary services and a nursing school that could accommodate 180 students. Prefabricated reinforced concrete structures were used for the construction and the hospital was delivered complete with technological systems and all the medical, scientific and health equipment.

The project was commissioned by the International Cooperation Department of the Italian Ministry of Foreign Affairs, and the project leader was a young doctor with great hopes, Guido Bertolaso, later head of Italy’s Civil Protection department for almost ten years. The airport of Maroua was built on behalf of the Cameroon Ministry of Transport and included the air terminal itself, hangars, control tower, weather station, a reception building, staff accommodation, offices and various services. In addition, there were road works and aircraft parking areas.



“IT’S EASY TO SAY AFRICA”

Now, “it’s easy to say Africa”, but a list of works is not enough to understand what those experiences really were.

Meanwhile, Africa itself, even for an ordinary traveller, was a mysterious and disturbing planet. This was masterfully recounted by the writer Giorgio Manganelli, who in the early 1970s was involved in the expedition of a multinational company that was supposed to lay a road along the East African coast, from Cairo to Dar Es Salaam. His task was to “write a report”, while accompanying engineers and technicians as they explored the territories for three months. Manganelli jotted down impressions and notes, which were later published in the book *Viaggio in Africa*, which gives us some memorable descriptions.

“A land without roads, crossed by rare winding, faint yet stubborn tracks; a network not laid down, but tattooed on a continent, on that infinitely wrinkled, senile, impervious skin. Towns are rare and distant,

indifferent spaces. A planetary pachyderm that is only accidentally human, inhabited by experts in the signs of time, in the slow rhythms of the seasons, capable of interpreting their precarious life in dialogue with the rains and animals...

The plane that flies over the continent from Europe can fly non-stop through thousands of kilometres of air, as if it were flying over an ocean, not land. No airport, no metropolis diverts it from its route. Below it unfolds the indifferent continent, the skeleton of an archaic body. Mountains of pebbles worked by a furious and ephemeral water, livid valleys coloured yellow and ochre, inaccessible places protected or excluded by impassable barriers. Here is a dry stream bed, a scar between inert mountains, here at last are the greyish pustules of the huts, the circles of the first villages...

The boundless space is frightening. African space is uncontrollable and impassable. Here, man is the exception; he barely lives on an immense geographic backbone, a bristling coexistence of forests, mountains and valleys designed in the first days of creation and deposited on a patient planet. Here, history has never begun.”

Needless to say, the challenge for our builders in territories of this nature was decidedly arduous, starting with logistics.

A construction site had to be set up from from scratch, in more than, for example transporting machinery and people along a road 160 kilometres into the Somali desert, or through the vast, completely uninhabited area at the foot of the Tarhuna Heights in Libya.

First a base camp would be set up, with accommodation and offices, canteens, infirmary, and even sports and recreational facilities for after work. Then would come the more technical part, directly linked to production. Prefabrication, aggregate crushing, concrete or asphalt plants were run “in house”, as it was impossible to obtain these supplies locally. Everything had to be planned well in advance, and an integrated ordering, transport and installation system had to be ensured.

Sometimes very unusual situations had to be dealt with, such as when Somalia commissioned the group to create the infrastructure for a very large farm of several thousand hectares, founded and run by the Duke of the Abruzzi Luigi Amedeo, the adventurous scion of the Savoy-Aosta family. In that case, offices and services for the workers were set up in a small, colonial-style alpine chalet village, which also included the Duke's

former residence. Warthogs and antelopes roamed the vast construction site, crocodiles roamed the river and even a lion was spotted.

LEGENDARY TALES

Over time, workers and technicians working abroad became accustomed to a lifestyle reminiscent of the Foreign Legion. And this kind of experience forged strong and unique personalities. In the evenings, some of them, who were often second-generation builders, would recount the adventures of their fathers or relatives on the legendary African construction sites that made Italian companies famous in the 1950s, first and foremost the Kariba hydroelectric dam on the Zambezi river, on the border between Zambia and Zimbabwe, one of the largest in the world.

There were tales of heroic feats, but also problems caused by strange personal initiatives, such as that of the exuberant man who decided to sell sandwiches and soft drinks during a meeting held by Gaddafi in Tripoli's Green Square.

There was also a “lucky charm” figure, who in this case was a tough and extremely talented site manager, a native of Feltre with a long experience in Africa, known to all for having survived not only a serious plane crash but also the bite of a cobra.

These solid mountain dwellers from Belluno and teams of diggers from Vittorio Veneto, not to mention the proud group of “old guys” from the villages around Recoaro all left their indelible mark on the history of the firm, lavishing great personal commitment in the realisation of many major works in Africa.

Giancarlo Pierobon, who was the company's foreign manager at the time, recounts a little African tale.

“After a survey in Somalia, we flew back to Italy. But Adone Maltauro, who was always curious about the cultural aspects of the countries in which we worked, asked us to schedule a stop to visit the temples of Axum, capital of the ancient kingdom and main centre of Christian Ethiopia. The plane’s long stop under the hot sun caused a partial fuel leakage from the tanks. On take-off, a kerosene bubble formed, causing one of the two turbines to shut down. During that moment of suspended flight, we looked at each other in silence, while the pilot promptly managed to restart the engine. On that plane, together with me there were the General Manager and Adone Maltauro with his son Enrico. It was a moment of extreme awareness of the precariousness of existence, and how random and unpredictable events could at any time take us away forever.”

MULTI-ETHNIC CONSTRUCTION SITES

On the construction sites abroad there were Italian employees, but there were also all the other nationalities. By the early 1980s, in fact, there were hundreds of foreign workers and labourers, mostly Asian.

The Thais were excellent bricklayers, carpenters and vehicle operators and they followed the boss’s instructions carefully and scrupulously. Once the workday was over, they would gather in a canteen imbued with the aromas of spices and garlic and then continue the evening by challenging each other to fierce Thai boxing tournaments. The ring, needless to say, was set up professionally on the construction site.

Thai staff and workers would form the core of activities in Libya for decades. This would allow the Italian staff to gain experience of fundamental importance in working with local personnel in the execution of contracts on African soil.

Adone Maltauro greatly appreciated the presence of the Thai staff and often joined the convivial evenings in

the Thai canteen. Although the food was spicy, he enjoyed spending time in a friendly, respectful and kind environment, as the Thais are by nature.

Also memorable was a team of North Koreans, who worked with military-like discipline, which is how they dug the outlet tunnels of the Qattara dam in Libya quickly, in perfect order and in silence.

Today, the workforce on construction sites abroad is even more cosmopolitan and diverse: a solid core of highly experienced and trusted Italians is flanked by Indian engineers, Scottish, Greek or Lebanese technicians and, of course, hundreds of local workers.

The key factor for success, however, is always the same: teamwork, sharing and understanding objectives, giving clear directives, motivating strongly towards the final goal.

The Somali Eden of “Villabruzzi”

Towards the end of the 1980s, an aid package from Italy was allocated to Somalia, a country that had been a protectorate, then a colony, then a governorate, and thus linked to Italy since the end of the nineteenth century.

On that occasion, Gruppo Maltauro was commissioned to carry out extensive restoration and modernisation work on the estate known as “Villabruzzi”, or the Duke of the Abruzzi’s Village. The Village was founded in 1920 by Luigi Amedeo di Savoia who, having arrived in Somalia as a result of his passion

for hunting, fell in love with the region and planned to build a large agricultural estate in the fertile valley of the Shebeli River, a few kilometres north of Mogadishu. He succeeded in obtaining the concession of a 25,000-hectare piece of land, and on that land he established a mixed community of Italian and Somali settlers, who were immediately employed in extensive reclamation work to extract cultivable land from the bush. The colony grew to about ten thousand people and acquired the commercial name of SAIS (Società Agricola Italo Somala).

Descriptions of the site depict the village as a veritable paradise on earth: “banana, vegetables, fruit and cotton crops, with capillary irrigation systems, lush tropical vegetation made up of palms, baobabs, acacias, bamboos, tamarinds and mulberries: flowering trees that stand out in the green of the bush with its bright colours and inhabited by a very varied fauna...” The estate was criss-crossed by an internal road network of 148 kilometres, and a railway to Mogadishu. In addition to the settlers’ dwellings, it included a church and mosque,



Villabruzzi, Somalia

the Italian bazaar and market, a hospital, a Catholic and a Muslim cemetery. A telephone and telegraph line to Italy were also installed. In addition to the agricultural activities an oil mill, a distillery, a brick kiln and, above all, a large sugar refinery were built—the only one in the whole of East Africa—equipped with modern machinery and able to process about 300 tonnes of sugar cane a day. The machinery was powered by the fermentation of sugar cane and cereal waste, making use of a process of energy self-sufficiency well ahead of its time.

The Duke of the Abruzzi died in 1933, but SAIS continued its activities for two decades, beginning to depopulate and decline after 1960, when Somalia’s president, Siad Barre, began the process of decolonisation. In 1973, land was confiscated from many direct cultivators and assigned to state bodies. At the end of the 1980s, Gruppo Maltauro worked on the infrastructure of the colossal farm, restoring it to its former glory, without being able to foresee that the civil war, which began in 1991, would seriously damage what had been a true paradise on earth

and also an example of positive cooperation between Italy and Africa. During a visit to the work on the estate, Adone Maltauro stopped to visit the tomb of the Duke of the Abruzzi, consisting of a boulder flanked by a granite slab, set in an enclosed area. Intrigued, he asked what the monument was: it was the burial place of the Somali woman loved by the Duke.



ADONE IN THE FINANCIAL “DRAWING ROOM”

Several times during the course of this story we have encountered the name Montecatini, which had become Montedison in 1966. In particular, Maltauro and Montedison together had created Silespanso, a joint venture in the prefabricated building sector. Thanks to this and other collaborations, Maltauro—which was already among the top ten Italian groups in the construction sector—gradually became one of the trusted companies of Montedison.

In the meantime, all of Maltauro's companies had been placed under the control of a financial holding company, Fin-Nord, while the previous parent company,

Costruzioni Maltauro, would soon merge with Italcos (Italiana Costruzioni), which was also active in the financial and real estate sectors.

Adone Maltauro had already been familiar with the world of finance for some time, even though he had always kept investments and work together, and had entered the capital of Montefibre in 1981, with an investment of six billion lire. In 1984 Maltauro also acquired a participation in Meta, the Montedison company that grouped together companies in the service sector.

But his name was projected into the world of high finance and began to appear in newspapers, especially when, in 1985, at the age of sixty-five (“and looking well in spite of a heart bypass,” reads an article of the time), he bought a one per cent shareholding of Montedison’s capital, with an investment of ten billion lire, obtaining a seat on seat on the board of directors.

“Why are you doing this?” Sergio Ramenghi of *La Repubblica* asked him at the time. And Adone, simple and direct as ever, said: “Montedison is the second-largest private group in Italy, diversified and already made good thanks to the work of Mario Schimberni. The company has a good management and now it also has a group of new shareholders with whom I got on very well

from the very first moment. My presence in the group is neither improvised nor episodic, and I intend to come here, on the company's boards, more in the spirit of someone who has something to learn, although I will not fail to contribute with my experience."

The journalists, intrigued by him, someone who had risen to the forefront of the financial news but was hitherto unknown to the mass media, tried to outline Adone's character and personality, speaking in particular of his passion for canaries, which he bred on his estate and which he "fed with a delicious menu of boiled eggs." His passion for cycling and trout fishing were also mentioned: "I am the biggest trout producer in Austria, with my own trout farms in Carinthia," he said in an interview. "I also have some at home, in Vicenza, but the Austrian ones are a beauty. But if you knew how much I struggled to get all the licences from that government..."

A few years later, the history of Montedison would see all the balances between the shareholders overturned, with the exit of Schimberni and the rise of Ferfin, the large Ferruzzi Finanziaria holding company, headed by Raul Gardini, which would control Enimont and all the assets of Ferruzzi-Montedison.

Maltauro was still in the game: in 1988 he left Montedison, liquidating his shares and entered Ferfin with one percent of the capital. Maltauro was a good friend of Schimberni, but he was also a good friend of Gardini, and above all, he saw several opportunities for his group in this operation. From the agro-industry business to the chemical sector, from the engineering sector to the oil sector, from cement production to concrete, the Ferfin activities in which Maltauro would be able to insert itself for the construction of plants or their restructuring were many.

Moreover, Maltauro was also present in another business that was very close to Gardini's heart: ecology.



We remember that together with the Jacorossi group, Ecoveneta was created, a partner that Montedison and Enimont might have need of. With its one per cent, Maltauro remained in Ferfin until it was affected by the judicial and even tragic events, that would later overwhelm the subsidiary Enimont and the very life of Raul Gardini.

The financial activities undertaken by Adone show that his ambitions were broader than those of a mere building contractor, in line with a vision of business that had changed from Vicenza to national and then international. However, he never deviated from his vocation as an entrepreneur. From his financial operations he had both losses and gains. These were reinvested in operational activities, contributing to the further development of Gruppo Maltauro, with all its subsidiaries.



At the end of the 1980s an important industrial acquisition was made: the Gruppo di Costruzioni Furlanis of Portogruaro was taken over, which, with its specialisation in maritime works, dams, railways and motorways and numerous active construction sites, constituted at that time a solid reality in the construction sector and was perfectly integrated with Maltauro's areas of activity.

Thanks to the breadth of its expertise and its operational track record, Gruppo Maltauro became one of the select few companies that took on the status of General Contractor to implement the great strategic project of the Italian High Speed Railway. In August 1991, the agreement for the high-speed/high-capacity section between Milan and Verona was signed by the CE-PAV2 Consortium.

ADONE BECOMES CAVALIERE DEL LAVORO

In 1984, a year before he joined the board of directors of Montedison, Adone Maltauro was awarded the prestigious title of *Cavaliere del Lavoro*, a public recognition of his spirit of initiative and talent as an entrepreneur.

The knighthood was added to the titles of *Commendatore* and *Grand'Ufficiale*, received in the seventies, and was of particular significance for him, in part because the honour was presented to him by President

Sandro Pertini, an upright and honest politician, icon of the partisan struggle during the war. While his previous titles had never been flaunted or used, he now became *Cavaliere* Adone for everyone.

Another reason why he was proud of his title was that it recognised the "social value of enterprise." He saw it as a reward for his enlightened, generous and strongly participatory vision of the company, which he saw as a large and motivated community of intentions and goals. In his long career as an entrepreneur, he never ceased to think that the contribution of each individual employee, with their personal commitment, was the most important strategic lever for achieving the most ambitious goals. In an interview with the newspaper *la Repubblica* at the time, Adone declared:

"Family is important: you discover this when as you grow older you see that your children have grown up well, especially thanks to their mother. I owe my wife a great deal; if I could, I'd share the knighthood with her."



SQ

1990s

THE BIRTH OF A NEW WORLD

The 1990s actually began in 1989. Two hundred years after the French Revolution, 1989 also changed the international order: the fall of the Berlin Wall also saw the old balances crashing down that had frozen the world in two opposing blocs for over fifty years. In a very short space of time, events occurred that had been unthinkable until recently. Four are sufficient to sum up the significance of the period: the reunification of Germany in 1990, the dissolution of the Soviet Union, the independence of the former Soviet republics in 1991, and the Maastricht Treaty in 1992, which effectively sanctioned the birth of the European Union.

But the 1990s also remain crucial for the changes that profoundly affected society and people's lifestyles, thanks to technological innovations that culminated in the creation of the Internet. On 6 August 1991, CERN officially announced the birth of the World Wide Web, publishing the first website in history online. With the arrival of the Net, there were no longer any borders for anyone who wished to communicate with the whole world from their computer. We entered the era of global communication, in which everything becomes fast and connected, and a very rapid process of digital evolution took off, and which is still unfolding today.

A SICK SYSTEM

These winds of change also swept through Italy, where the decade began with a judicial and political affair that overturned a consolidated system of hidden party funding and led to the subsequent disappearance of some of the leading players on the political scene. The "Clean Hands" pool of prosecutors uncovered an intricate web of interests that linked entrepreneurs and political party coffers, while the investigation



gradually extended beyond the Milan Public Prosecutor's Office, tracing illicit donations of money in various Italian regions. The investigation soon reached the Veneto region, revealing how some local and national politicians were involved in the system that required contractors to pay them percentages of the value of public works acquired.

At the time, the managing director of Gruppo Maltauro was Adone's son, Enrico, who did not deny before the investigating judges, that he had had to submit to such compromises, but at the same time denounced the nature of a system that actually affected all construction companies that interacted with the public administration. The majority of Italian construction companies were implicated in that sick system, which dominated the public works sector.

Maltauro's involvement in the court case was certainly a difficult transition for the company, but the company structure went through the storm with great resilience and reactivity. The company's reputation for excellence in its specific sector—industrial capacity and construction quality—was not damaged in

CEPAV2 - High-speed, Milan-Verona



Gallery and bridge over the Danube, Linz (Austria)

any way; so much so that, immediately after the legal proceedings, Maltauro was awarded two prestigious projects.

The work done in this period by Franco Simonetto, Amalia's husband, who had begun to make an external contribution to the company in the late seventies, was decisive. In these years and in these circumstances, called upon by Adone, he gradually became a point of reference in the financial markets and in the Group's restructuring and development strategies.

RENZO PIANO'S NEW LINGOTTO

The Lingotto in Turin, Fiat's historic multi-storey factory, famous for its test track with raised curves on its roof, was inaugurated in 1922 and remained productive for the next sixty years. In 1982, when it was

no longer used to make cars, it was decided to convert it to new uses.

The renovation project was entrusted to the famous Genoese architect Renzo Piano, who decided to preserve the building's lines and traditional industrial appearance on the outside, while on the inside he transformed the Lingotto into a multifunctional centre, including a shopping centre, a conference centre, two hotels, an auditorium, numerous offices and the Pinacoteca Agnelli, an authentic jewel housed in the glass "casket" at the centre of the structure. To maintain a line of continuity between past and future, the building also houses a degree course in automotive engineering. There is also a restaurant, located in a panoramic glass bubble above the famous test track, which was immortalised in a sequence of the 1969 film *The Italian Job* (*Un colpo all'italiana*). The renovation of the Lingotto was carried out between 1992 and 1995 by Impresa Maltauro, bringing new splendour to this true monument of Italian industrial archaeology.

MARIO BELLINI AND FIERAMILANOCITY

Another significant commission win in the 1990s, again in collaboration with a prestigious architect, was the conversion of the Portello area in Milan into Fieramilanocity, designed by Mario Bellini. This was the portion of the exhibition area that remained in the city, while the bulk of Fiera Milano's activities would be transferred to the new pavilions in Rho, inaugurated in 2005.

The Portello area had been home to the Alfa Romeo plant for years, in the immediate vicinity of the old Fiera Campionaria, whose pavilions dated back to the early 1920s. The presence of the factories in the area had given rise to an massive construction of housing for workers; so much so that the Portello was chosen



Lingotto, Turin

by director Luchino Visconti after the war to set the final scenes of the film *Rocco and his brothers* (*Rocco e i suoi fratelli*). After Alfa Romeo moved to Arese, the spaces formerly occupied by the industrial plant underwent a process of urban redevelopment, gradually accommodating new



Fiera Milan

commercial and residential functions, until the decision was made to locate the urban part of the trade fair grounds there. The contract acquired by Maltauro consisted in the construction of 43,000 square metres of covered exhibition space, dedicated to fairs or exhibitions suited to the city's location. In addition to the four pavilions (the only ones left of the original 26), roads, public spaces and car parks were created, for a total of approximately 110,000 square metres.

IN LIBYA AGAIN WITH DELMA

In the meantime, orders from abroad continued to increase, again through Delma, of which Maltauro had acquired all the shares.

From that period, a high-speed train station, a project for Eurodisney in Paris, and a bridge at Le Havre are just a few examples.

Other important works were requested again in Libya, in particular the construction of the Qattara dam and the complete restructuring for static purposes of the Wadi-Kuf bridge, the slightly smaller twin of the Morandi in Genoa. In all, there are four bridges just like this in the world.

The bridge, built between 1965 and 1971, is located in the far north of Libya. It is part of the road linking Benghazi to Derna and Tobruk and crosses the gorge called Wadi-Kuf (Valley of the Caves). It has two piers identical to the former Polcevera viaduct in Genoa, with the central span five metres longer. When it was designed, it was the longest cable-stayed bridge in the world and until 1984 was the bridge with the greatest height above the valley floor in Africa: eighty metres above the watercourse below.

In the mid-1990s, Maltauro was commissioned to refurbish the bridge because the shrinkage and viscosity of the concrete had led to a deformation that was no longer compatible with safety requirements. This led to a so-called "static restoration", which involved numerous complex interventions on the structure. Two former collaborators of Riccardo Morandi himself were also involved in the design, with whom it was agreed to avoid any intervention that would change the aesthetics of the bridge. Wadi-Kuf was originally commissioned by King Idris al Senussi and is considered a national monument in Cyrenaica.

Still in Libya, Maltauro took charge of the refurbishment of the system of the two lamination dams on



the same Wadi-Kuf, protecting the city of Benghazi, and also carried out numerous industrial and infrastructural works for the oil sector.

Wadi-Kuf bridge, Libya

THE CAVALIERE LEAVES THE SCENE

For some years now, Enrico Maltauro had been running the company as Managing Director. His father, Adone, was in his seventies and less involved in the operational leadership, having started working, as he often said, when he was just six. In an interview with *Il Gazzettino* in 1984, on the occasion of his nomination as *Cavaliere del Lavoro*, he was asked to summarise his biography.

And this is how he presented himself: "My name is Adone Maltauro. I am the son of Giuseppe, a small building contractor. I was born in Recoaro on 5 Octo-

ber 1919; we are three boys and two girls. I can say that I was already working at the age of six. When I was twenty-one I went into the army, a private in the air force. I fell one day when skiing and almost died, but because of that, despite the misfortune, I was lucky enough always to stay in Italy. After 8 September, I was a partisan with Gino Soldà, the K2 man, and I was one of the founders of the Valdagno battalion. After the war, I was supposed to graduate as a surveyor, but unfortunately I didn't take the exams: my job didn't give me the time."

"If you had to define yourself as an entrepreneur," the journalist asked, "what adjectives would you use?"

"Sometimes I like to say that I am a builder dressed up for a party. In reality, I have never done any manual labour. I've mainly managed construction sites and taken care of personnel. But I wouldn't be put off by the idea of wearing overalls and mucking in; I think I could handle it."

Adone Maltauro was a man who did not take fright easily. He wasn't frightened when it came to passing information to the partisans in the war, while his workers in Recoaro were building bunkers for the German officers; he wasn't frightened when he was offered the job of working for the Americans in Vicenza and for the Libyans in Africa. Perhaps this was also because he had been born and raised in very diffi-

cult periods of history, as he liked to recall: "My formative years were difficult, lived in a historical context that was devastating for Italian society; the dark years of the Second World War, years of poverty and suffering, with civil war at home; here was an apprenticeship that is worth more than any schooling." Tempered by these experiences, Adone then took on all the challenges of life and his profession with great courage, optimism and full confidence in his company and his employees. And thanks to this positive spirit, he made a decisive contribution to the development of a company that by the beginning of the 1990s had more than 1,700 employees and a turnover of over 400 billion lire.

With his typical simplicity, he said: "I was born in Recoaro and I consider it a privilege, because the town has been a great school of life for me. There, it's not like in the city: there, you know everything about everyone. I have met countless people, farmers, workers, ordinary people, who have taught me what it means to live, work and make sacrifices. I feel and have always felt like one of them."

The bond with nature and with his places of origin had always been a distinctive trait of his, together with his qualities of empathy and spontaneity, which allowed him to remain himself even in the presence of public figures or great protagonists of Italian and international business. His life had been very intense and his heart had suffered: he had had a bypass implanted in the 1980s. His heart finally gave out on 4 February 1996, at the age of 77, leaving the entire company in consternation and grief.

Today, bookshops are overflowing with books on leadership and the importance of people in business organisations. But true leadership is first and foremost the ability to transform good intentions into action, to maintain, nurture and amplify the constructive attitude that is the essence of success; that is, the

ability to make things happen. If this is true, Adone Maltauro was truly a leader. The esteem, affection and attachment of his employees and collaborators have always been the most convincing demonstration of this. In his memory, a large bronze triptych by Vicenza sculptor Nereo Quagliato is still on display on the main floor of Palazzo Volpe. It was inspired by an idea of Adone himself, who said: "The constant thought impressed in my mind is what I call the 'trialogo', and it accompanies me day after day: my origins, my work and my family."

The 1990s closed with another painful bereavement for the Maltauro family: the loss of Amalia, one of Adone's twin daughters, who died of a sudden cerebral haemorrhage on 31 December 1999. She joined the company in the mid-seventies, after graduating in Political Science, and won everyone over with her character, which combined gentleness, determination and common sense. As her father Adone's personal assistant, she reconciled family life with company life and not only managed her father's and the management's commitments and duties, but above all, she instilled serenity, thanks to her balanced and thoughtful outlook even when faced with the many complex problems that arose every day. In 1994, on a special occasion, she wrote these words, with which we wish to remember her:

Oh Lord!

*If you give me the strength to be well,
I can still do so many things for others.*

*For myself it does not matter;
I would like your help for my family,
my loved ones and my work.*

*I can't "give up" now,
in the midst of everyday problems,
and I regret giving less than
I would be able to do.*

I expect strength only from you, from your "light"



*because clearly, I can't do it alone
and I am sorry for this.*

Amalia

After this loss, Elena also began to make a contribution to the company's activities, dedicating herself, with her generosity and enthusiasm, to corporate communication.

ENRICO JOINS THE COMPANY

Enrico Maltauro is Adone's youngest son, born in 1955, after his sister Adriana and twins Elena and Amalia. At the time of his father's death, he was forty years old; a decisive age, as it had been for Adone, at the time of the U.S. Force assignment, which gave the company a great leap forward.

After graduating in Economics in 1979, Enrico cut his teeth in the field, accompanying Adone to construction sites in Italy and abroad, personally following even the most difficult jobs, and taking on roles of increasing responsibility, until he became Managing Director in 1984.

During this training, he learnt how to manage the complex machine that is a large construction company.

Above all, he learned that in the complexity made up of equipment, logistics and materials, the most strategic resource is the workforce, at any level of the company. Instilling enthusiasm and confidence, involving them in the challenges that arise, is the first rule of success.

Of course, individuals can make mistakes, such as the time when a worker forgot he had left a welding torch on during his break for a sandwich and it set fire to the roof of the Sanremo Flower Market. But in the history of Maltauro, people have also demonstrated genius and original points of view in many difficult situations, proposing solutions that at first seemed unthinkable.

Behind every construction project, indeed, there is always an idea, a thought, which is translated into a project and then into concrete realisation. It can also happen that a work changes direction completely, when a project is confronted with the reality of where it is to be implemented. This is what happened, for example, in the case of the construction of the Asella hospital in Ethiopia, mentioned above, on behalf of the Italian Ministry for Foreign Affairs. Giancarlo Pierobon, who was responsible for foreign affairs at the time, recalls: "Almost none of us knew Ethiopia, let alone the location of the town of Asella. So, first of all, we bought a Michelin map

of the area from a bookshop in Vicenza and discovered that Asella is 250 kilometres from the capital, Addis Ababa. We arranged for the site to be inspected, and when we arrived, we saw a ridge overlooking Lake Awashi. The project that the developer had prepared for the tender suddenly seemed horrible, an eyesore that would have devastated the landscape. So we threw it away and made up our own, completely new, with completely different volumes and surfaces, respecting the peculiarities of the site. The final hospital would in fact be composed of several pavilions, like a village, made of precast concrete. The project, supervised by Maltauro's technical office, was completed with only three Italian construction managers and an entirely local workforce."



Love stories under construction



Work, work, work. Of course, the world of construction is demanding and absorbs a lot of energy. But it is still made up of people, and therefore of meetings, emotions and even love. It happens that those who spend a lot of time on construction sites abroad develop relationships with local people. The love affair lasts just long enough to complete the building work and ends when the site is dismantled. In Maltauro's long history, there are many episodes like this, sometimes recounted with pride, sometimes with nostalgia and regret. We would like to recall two in particular, because of

the direct participation of the company and their happy ending.

An ingenious solution

The first story takes place during the construction of the **hospital in Tripoli, Libya**. One of the staff members, who is highly appreciated, suddenly tells the management that he has decided to return to Italy: the distance from his girlfriend has become so painful that he prefers to return to her (who is suffering just as much). The matter is discussed with the Vicenza office: as the staff on site was rather small, the absence of

that employee would have caused considerable harm to the progress of the work.

An ingenious solution is devised: instead of sending the sad lover back to Italy, an arrangement is made to get his girlfriend, a surveyor, to him, and she also becomes a Maltauro employee. Cavalier Adone arranges for a **special marriage leave permit**, which is essential to obtain a visa to enter Libya, and the much-loved girl leaves for the African country, to the benefit of all: as surveyor, she will in fact be in charge of the construction site costs. But that's not

all. After marrying her fiancé, they will both continue to work for Maltauro's foreign staff for years, participating in the construction of works in Libya, Kenya and Tanzania. The surveyor will also oversee work on the hospital in Asella, Ethiopia, and will be responsible for the renovation of the Italian Embassy in Tripoli.

Lingotto as matchmaker

Another love affair—much more recent—takes place during a Christmas lunch at the **Lingotto** building site in Turin, which is being renovated. On that day, all the workers, representatives of

Fiat and the designer, architect Renzo Piano, are all gathered together. A young engineer from Maltauro, who is attending the lunch, is **struck by the charm of one of the girls from the staff** staff organising the event. He begins a patient courtship, and manages to win the heart of the beautiful Turinese girl. As the months go by, the relationship becomes closer and stronger: everyone on the construction site shares in the news and understands that **it has become serious**. Once the project is finished, and while the site is being dismantled, our engineer—

who would later become a manager at Maltauro—steps forward and **asks for the girl's hand in marriage**. The two are still happily married and have two children. That love story, born amidst bricks, drawings, construction problems and distances, has not been affected by the passage of time; on the contrary, it still holds up very well, like a well-made, highly resistant reinforced concrete.





2000s

THE CHILD IN THE PALACE

The time that has elapsed between the year 2000 and today, the centenary year, seems to have flown in the batting of an eye. In reality, it has been a full twenty years of intense activity, which also has made up for the difficult moments of the previous decade, including the loss of people who had been true pillars of the company.

But before we enter the new millennium, let's take a leap back and return to Palazzo Volpe in the historic centre of Vicenza, which in 1964 had taken the name Maltauro and constituted the company headquarters but also the family home.

In the mid-1960s, a ten-year-old boy, Enrico, the last child of Adone and Rina, born after Adriana and the twins, Amalia and Elena, was to be seen wandering through the building's large rooms.

Ever since he was a little boy, Enrico would visit the company's offices out of curiosity, or to call his father for lunch, but above all to get into the fantastic stationery room, where he would find pens, inks, drawing pads, pencils and felt-tip pens of every type and colour. Later, when he had to do his maths homework, he would turn to the engineers at Maltauro and they would resolve it in seconds, using a slide rule, which to him looked like a kind of magic wand.

Around the age of twenty, he was assigned to a specific company within the Group, Ferroberica, but he also often went to the construction sites, an activity that interested and fascinated him. So much so that in 1979, his degree thesis in Business Economics was on "Prefabrication and industrialisation of the building industry." The previous year he had already been formally employed by Impresa Maltauro, working alongside his father Adone.

"The relationship with my father," he remembers today, "was based on mutual participation in the work, both in an operational and emotional or emotive sense. His vision of the company essentially coincided with his vision of life, not only because of the time he devoted to it, but also for his passion and existential involvement. My relationship with him was therefore totally imbued with these elements."

Enrico's responsibilities in the company increased significantly between 1983 and 1984, after Adone underwent heart surgery. This marked the beginning of the type of activity that would continue for years to come: opening up new markets, seizing work opportunities in Italy and abroad, and dedicating himself to shaping an organisational and managerial approach that would make the structure capable of achieving the company's strategic objectives.

"From my father," says Enrico, "I acquired a style of leadership and relations based first and foremost on human relations, on the correctness of the commitment and words, on the constant motivation of employees and on teamwork. Following the Montedison affair very closely, which gave me personal knowledge of the world of Italian high finance at the time, I realised something that I consider very important: there is a fundamental difference in role between *ownership* and *management* of a company. From this derive two lines of conduct that I have always followed: in the first place to maintain respect for the Company, for its management team and for all employees, down to the most modest; moreover, always to feel part of the management, where my ownership share is only a tool to make my action more responsible and incisive. I have always been in the front line with my presence and my reputation."



AFRICA AGAIN: CAPE VERDE AND KENYA

Smart City Konza, Kenya

At the beginning of the third millennium, Impresa Costruzioni Maltauro resumed its strong expansion, with a renewed desire for affirmation and growth and with a strategy that aimed to re-enter fully both the Italian and international markets. By consolidating its reputation for excellence, moreover, possible new alliances could be evaluated to seize valuable opportunities. Opportunities that in fact occurred within a short period of time.

While work continued on numerous sites in Libya, another “exotic” and very interesting work front opened up, again in Africa, in the Republic of Cape Verde, after the acquisition of Impregilo’s local subsidiary. Numerous contracts were acquired, including the PortoNovo-Janela link on the volcanic island of Sant’Antao, a road that includes the only tunnels in the entire archipelago.

Here, too, Giancarlo Pierobon testifies directly: “The decision to build two tunnels along the road was taken

to limit environmental damage, which had been underestimated by a previous Danish project, and also to improve journey times. The proposal was warmly welcomed by the Cape Verdean government. At the entrance to Janela, as per tradition, our miners built a votive niche for the statue of St Barbara, to the amazement and wonder of the local inhabitants.”

Also in the archipelago, hydraulic works were carried out on the aqueducts, as well as the perimeter road on Fogo Island and the airport terminal in the capital Praia.

Pierobon also precisely recalls another African project of the period, this time in Kenya: “We won the tender to build the road between MaluMalu and Narok, thanks to the introduction of the so-called ‘foamed asphalt’, a technology that originated in Germany and was developed in South Africa, which allows the road base to be made with low-dosage bituminous binder, reducing not only the environmental impact but also energy consumption and the cost of importing bituminous materials. I remember the small chapel at the beginning of the Malu-Malu road, built by the soldiers of the Duke of Aosta, taken prisoner by the British. Every morning, the Italian flag is unfurled on the altar to commemorate the sacrifice of those soldiers who, with shovels and pickaxes, built the stretch of road from the plateau down to Malu-Malu. Some tourist guides from the Masai park point out the chapel to tourists.”

SICILIAN LANDINGS

Let us return to Italy. In 2005, the large ETNAPOLIS shopping centre was built on the Catania-Paternò state road, designed by the Roman architect Massimiliano Fuksas. Named in various ways, including “City of Commerce” and “City of Rediscovered Time”, it is still the fifth largest shopping centre in Italy: it extends for over a kilometre on an area of over 100,000 square



Shopping centre, Catania

metres and includes 130 shops, a hypermarket, eleven restaurants, a multiplex cinema, a large area for DIY, parking for 5,600 cars and a petrol station.

The complex is partly on three and partly on four levels. The central section takes the form of a large gallery and has two floors of shops. In the interior, the design envisaged spaces illuminated by natural light through skylights, consisting of large sloping windows. The main façade, created by means of a “double skin” cladding, also functions as an advertising space, hosting the colossal ETNAPOLIS logo and some other shop signs.

This work marked ICM’s entry into the Sicilian market in a structured and organic manner. This presence was consolidated in the years immediately following, thanks to the acquisition of IRA-Ferrari, which brought with it a dowry of numerous important construction sites—maritime, railway and underground works—both in Sicily and in other Italian regions. One of the most memorable of these was the lot of the new Autostrada del Sole motorway between Riveggio and Barberino, which

employed around 400 people for almost five years: a real technological challenge of tunnels and viaducts to cross 8 kilometres of territory that was decidedly hostile from an environmental and geological point of view, due to the presence of underground gas and aquifers, as well as the mixed composition of the subsoil, which was particularly difficult to tackle.

FROM FRIULI TO SARDINIA

ICM was kept very busy in the first decade of the new millennium, and there are countless projects we could mention. We choose only a few here, because—for particular reasons linked to the typology, to singular circumstances or simply to an evocative element—they represent better than others the spirit and appeal of the construction sector.

These include, for example, the airport on the island of Pantelleria, as well as other important airport works at the Aviano military base in Friuli; the construction of the new headquarters of the Faculty of Letters and Philosophy at the University of Trento, designed by Ishimoto Europe of Milan, as well as a number of new buildings on the Milan Polytechnic Campus. Plus the construction of a power station in Messina for Terna. In Venice, another former power station was transformed into a high quality residential centre comprising thirty flats and eight offices.

In Sardinia, after a series of hydraulic works, the planning and construction was undertaken of the Fordongianus spa, one of the most modern and well-equipped facilities for health, beauty and well-being on the island, set in a large park. The project included accommodation for the staff and the new hotel, complete with restaurant services, indoor and outdoor swimming pools, gym, fitness and beauty centre, thermarium and conference centre (all turnkey). Also in Sardinia, the second runway of the Cagliari Elmas airport was built.

Another example is the hydraulic works carried out in Ferrara on behalf of the Magistrate del Po, responsible for the river: for the new navigation basin, Professor Michele Jamiolkowski, the Polish engineer who became famous for having designed the restoration and consolidation of the Tower of Pisa, was consulted. Significant work was also carried out on the underground transport systems of Rome, Naples and Catania, with the construction of underground lines and new stations. On the subject of railways, we should mention the extremely important launch of the high-speed line between Milan and Verona after a long and tortuous administrative and contractual procedure, the second lot of which, between Brescia and Verona, is still under construction. Lastly, the challenge—accepted and won—of completing the most important lot (about 650 turnkey flats) of the first phase of post-earthquake reconstruction in L'Aquila in record time.





Hearing from those who were there

Gianfranco De Vicari, Antonio Bianchi, Bartolomeo Nizzetto

“A lesson in life that cannot be learned from books”

Gianfranco De Vicari started working for Maltauro in 1974, after obtaining his diploma as a surveyor. Today he is 68 years old and since his retirement has moved to live in Portugal. His connection with Maltauro began even before he joined the company...

“In the seventies I was a student at the Institute for Surveyors in Vicenza. Every morning I would get up very early, get ready and walk twenty minutes to get to the bus stop for the bus that would take me to the city, 25 kilometres away. On the bus, I always sat on the right-hand side, because I had noticed that along the last part of the route, before entering Vicenza, there was a large construction site, which fascinated me. At that time of the morning, the tall cranes were already in motion;

I could see workers at work, bulldozers and excavators in action, lorries going in and out, in short, a huge anthill of activity in full swing. In the candour of my eighteen years, I wondered how it was possible to make all that gigantic complex work: how each person on the site knew what their job was, who organised it, who directed it and how they did it...

A few years later, in 1974, I was an employee of Maltauro and I was following the work in a petrochemical plant in Marghera. One morning, among the workers and technicians, I noticed a certain agitation: the owner, Adone Maltauro, was on his way, a person I had not yet met in person. We saw a big Mercedes approaching and it stopped in front of the office block. An elegant, smiling man got out, shaking hands with everyone and patting the foreman on the back, as if they were old

friends. He also greeted me with a smile. I remember that his gaze, although friendly and affable, almost aroused awe in me.

Six years later, I was on the motorway, on my way to ‘my’ construction site in Bagnolo San Vito, in the province of Mantua. How strange, now I was the one discussing things around a table with drawings and plans, and I’d discovered that workers, drivers, crane operators, and all those who worked inside the ‘anthill’ knew exactly what to do. My job was to keep a clear head and guide them with precise instructions.

Another ten years passed, and we were in Vicenza in 1985. There were many new developments. For the first time, I heard of ‘meeting minutes’ and a work programme managed using a new tool called a computer. Only the technician in charge knew how to use

it: he entered data and more data, and out came dozens of pages of numbers and new data. Sometimes it made glaring errors, but it was always the fault of the data we communicated to it, because the electronic brain can't make mistakes...

My last big construction site was the one in Cameri in 2013, for Alenia-Finmeccanica: huge, complex, and with impossible execution times, a really difficult challenge. I had to make a lot of decisions, big and small, any one of which could jeopardise the final result, but I couldn't talk to anyone about it: not my staff, who only needed encouragement and confidence, nor my superiors, for the same reason. It was my job to organise and lead, but fortunately I had experienced and capable people with me. And indeed, we did fine.

Finally, here we are in 2021. Fifty years have passed since that eighteen-year-old boy looked out of his window at the spectacle of construction in progress, a spectacle that has never ceased to fascinate me. I have experienced at first hand the adventure of a provincial company that has become an international reality, that has overcome difficulties and obstacles to reach the top of its sector worldwide. I have experienced the succession of three generations of a family that has never abandoned the vision and mission of its original founder and is still recognised and respected for its skills. I have experienced all the changes that have taken place over the decades: from increasingly efficient means of work, to prefabrication, from increasingly innovative materials to electronic

tools that have replaced all the old methods. I have met people from whom I have learnt everything, a school of life that cannot be learned in any book. I know today that a company like this cannot be built in a short time: it takes... a hundred years."

"Human gratifications of immense value"

Antonio Bianchi is 80 years old. He was hired as an accountant in 1961 and over time became Adone Maltauro's right-hand man and trusted confidant. Let's let him tell us about his memories...

"In 1961, I was 20 years old. My job at Maltauro began on a Monday, 9 December, in the offices at Via Gazzolle 6, in Vicenza.

Adone Maltauro had taken over his father's company in his own name and was reorganising it, having already demonstrated a marked



ability to handle the acquisition of both public and private works. I was hired as the first administrative employee. At the same time, the engineers Giuseppe Gasparinetti and Claudio Fontanive joined the company, as well as the surveyors Stievano, Ferrari, Signorato and Brisighelli, while Carlo Parma worked as general manager alongside Adone. For the company's accounts, I referred to accountant Mauro Zanguio

and as the business grew, new staff were hired. I was lucky enough to enter into a relationship of mutual trust and esteem with Adone Maltauro right away, to the point that when I got married on 20 September 1969, he offered to be my best man: it was an immense source of pride for me. The company's activities developed very intensively. New public and private works were

contracted out all over Italy and then abroad, and autonomous activities in the fields of prefabrication, concrete and metalwork for reinforced concrete were launched. At a certain point, I found myself the most reliable contact person for the economic and financial management of all the Group's activities. I remember that every three months I would prepare a picture of the economic situation of the

sites and the various companies in the Group: a simple summary sheet showing, for each production activity, revenues, costs and the difference. I would give it to Cavalier Adone and he would look at it every time and put it in his wallet. Thanks to the relationship of trust that had been established, I was gradually entrusted with positions of increasing responsibility, and precisely, in this order:

- Administrative Director of the Impresa Giuseppe Maltauro
- Managing Director of Leasing Nord
- Sole Director of S.I.C.I.
- Administrative Manager of DELMA
- Administrative Manager of ITALCOS
- Chairman of BETON BERICA
- Managing Director of FERROBERICA
- Managing Director of GEOFIN.

During my career, I have also received three exceptional awards: Gold Medal for twenty-five years in the company, Maestro del Lavoro and Cavaliere al Merito della Repubblica. My relations with people have always been characterised by kindness, courtesy, helpfulness and fairness. This was not only part of my way of being, but it was a trait of all professional and personal relationships in Maltauro. I have received immense gratification of a human nature, for which I am immensely grateful.”





**“A long journey
in career and life
terms”**

Bartolomeo Nizzetto, known as Meo, is now 67 years old. He joined Maltauro in 1974, with a diploma as a surveyor, and remained there for forty-six years, until June 2020, gradually taking on positions of increasing responsibility. A true historical memory of the company, he recounts here his professional and human experience in the Group, with an affection that shines through in every line...

“4 February 1974: my first day of work at Maltauro. A blessed day, in which my wish to work in a construction company was fulfilled: I could finally touch with my hands what I had only studied at the Institute of Surveyors and understand how, with poor materials such as concrete and steel, it was possible to carry out great works, which had attracted and intrigued me since I was a child. I arrive at the company headquarters on my bicycle (I would have a car only months later) and am met by

the General Manager who takes me to my work destination: the Valuation Office. Here I begin to learn how to submit an offer and a tender, but above all I see how a construction company works, and in particular how Maltauro is structured. Three things above all struck me: the working environment and interpersonal relationships; the internal organisation; the technologies used.

I was able to settle in and feel at ease fairly quickly in the working environment,

even though relations with superiors were very formal and the distances were more marked than today: the dialogue with the engineers in the operations sector was more like the one I use to have with my captain during my recently completed military service. Even then, however, there was a lot of willingness to support the ‘rookie’ that I was, inexperienced and in need of teaching. Sometimes, the advice went beyond the work field, and made me grow not only professionally, but also as a person.

I quickly learned that preparing for tenders required a lot of time, because deadlines were always—and still are—tight, and in many cases you work regardless of the time, focusing only on the objective. An example of this was the competition for the Padua Trade Fair: in order to complete the entire documentary

dossier, our group worked non-stop for over twenty-four hours, with only a few short breaks in the office, while the designers rested in the copy room, soaked in the smell of ammonia, lying on the mountain of paper cuttings resulting from the trimming of the sheets.

With regard to technology, I remember my amazement when I found myself tinkering with tachymeters, theodolites and drafting machines that had nothing to do with the ‘archaeological’ instruments still used at school. Until then I had only seen a few mechanical calculators: you pressed the keys with the numbers, selected the arithmetic operation and then turned a crank to obtain the result on a mechanism with rotating numbered rollers. At Maltauro, however, there were already the first diode calculators! Larger than

today’s computers, they performed operations, highlighting the numbers with a kind of small light bulb. And then there was the construction equipment, the big cranes and the gigantic crane trucks, which became more and more impressive over the years, and which still fascinate me today.

In the early days, I considered Maltauro to be one of the biggest construction companies in the world and I was proud to be a part of it (I still am, even now that I have left). As time went by, I realised that there were national companies that were larger than us, not to mention real giants in other countries, but I shared the ferment and the spirit of the ownership and management to climb the ladder of growth. We took part in increasingly large and diversified tenders, not only for civil and hydraulic construction,

but also for roads, viaducts, tunnels and dams. In those years, the company also tackled the foreign market with the first step in 1976: the acquisition of an important order in Libya, the first step in a process of growth and expansion of the ICM Group at international level, which is still going on.

At the top of it all, there was Cav. Adone Maltauro, a charismatic person with great entrepreneurial acumen and sensitivity. He was the architect of many important entrepreneurial strategies that brought prestige to the company and led it to occupy leading positions in the construction industry. Above all, he had the merit of creating new and important lines of business, which consolidated the company and paved the way for its future.

As far as my career in the company is

concerned, after the first period in the Valuation Office, I was given the opportunity to realise my aspiration: to experience the reality of the construction site. In 1977 I was assigned to manage the construction site for the reconstruction in Friuli (post-earthquake), and in 1979 I was in Florence, building the new Galileo factory. But then, the company asked me to go back to the Civil Works Valuation Office, which had been left unmanned. I was very conflicted, but in the end I opted for the proposal that contained a career opportunity and so I found myself resuming my initial job, flanked by two collaborators: a surveyor and a quantity surveyor. Both of them planned to stay with me only for a few months, but instead they stayed until they retired! In the meantime, the company had grown, the number of employees

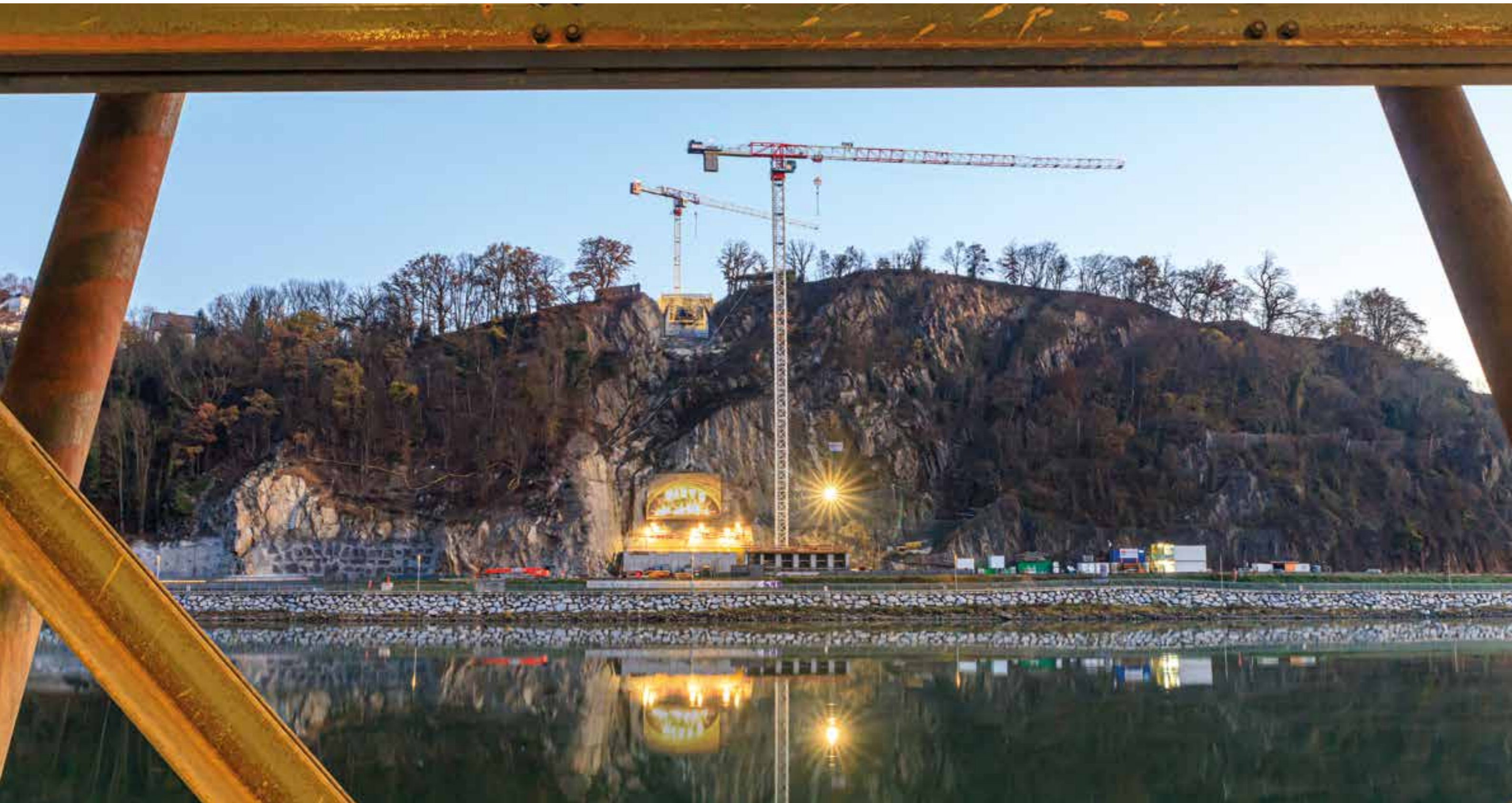
had increased and the historical premises in Via Gazzolle were no longer sufficient for everyone. Some functions were relocated, including my Valuation Office, which was transferred from the central Palazzo Volpe Maltauro to the building of a well-known Vicenza nobleman, located a short distance from the headquarters, where we occupied a couple of flats and where we remained until the early 1990s. In the offices of this ancient palace, over the years I managed, in addition to the two collaborators already mentioned, various experienced technicians, but also many young people just starting out, many of whom were then assigned to construction sites or other functions, until, in several cases, they acquired important roles in Gruppo ICM. From that time, I remember that we were pioneers in using one



of the first office computers: we called it 'the washing machine' because of its size and the noise it made. Data was recorded on discs larger than 33 rpm music discs and the computer had to be programmed for each case by an office 'expert'. Compared to today's computers, it really was an archaeological machine, but for those who were there it was certainly an important first experience in computing. In the 2000s, I moved into a role of commercial responsibility, working closely with the CEO

at the time, Enrico Maltauro. It was a profitable period of acquisitions, some very important, such as the Etnapolis Shopping Centre in Catania (which came at the end of a gruelling negotiation) and the Cameri (NO) plant. I also took part in other important tenders, including the one in Qatar, by far the most important contract in Maltauro's history, and the one for the CEPAV2 Consortium for the Milan-Verona section of the high-speed railway. On 30 June 2020 my long and intense career at

Maltauro/ICM came to an end, after a lifetime of great professional and human satisfaction. My bond with the ICM Group remains unchanged and even from outside I continue to follow its events and evolution. The prestigious milestone of one hundred years since its foundation is an opportunity to express my warmest wishes for a long and prosperous future, for the owners and for all the employees. With kind regards."





TWO EXTRAORDINARY PROJECTS

Among the many challenging projects of the following years, we would like to focus on two in particular, both of 2012, which stand out for their extraordinary economic and operational aspects: the Alenia-Finmeccanica plant in Cameri, in the province of Novara, and the Al Udeid Air Force Base in Qatar.

The first project involved the construction of an industrial facility dedicated to the maintenance of aircraft operating in Europe. Impresa Maltauro was entrusted with the executive design and complete turnkey construction of the facility. In spite of the very tight timeframe, in the end it obtained the full satisfaction of the clients and assured a continuity of work that continues to this day. Above all, during that experience a formidable team of technicians and specialists was assembled, enabling the Group to cope with a period of crisis in the construction industry.

The second project was for the Al Udeid complex, about 35 kilometres southwest of the capital, Doha. The centre houses the Qatar Armed Forces base, a strategic facility and a nerve centre of the country's defence. The contract with ICM included the design, construction and maintenance of airport runways, buildings of various uses, warehouses and infrastructure, all linked to the construction of a colossal integrated system, and to be completed, once again, with deadlines that seemed impossible to meet.

As in the case of the first foreign contract in Libya dating back to 1976, this project has become a milestone in Maltauro's history. The organisational, technical and logistical effort required an extraordinary overall vision, as well as an exceptional ability to manage a construction site of gigantic proportions. In order to supply the site with raw materials (aggregates, concrete and asphalt) in com-



plete autonomy, SIPE designed, installed and managed an innovative prefabrication plant on site, at the direct service of the works. The site personnel came from the most diverse countries in the world: this cosmopolitan and international environment also represented a very important challenge, an opportunity for valuable experience and a fundamental test bench for many of the technicians working in the field. Buildings and infrastructures were completed and delivered by ICM on schedule, as a result of which the Group was subsequently awarded additional lots, and the Company currently continues its presence in the country with significant contracts.

*Gallery, Molveno and Tenno,
Trento*

WINNING COMBINATIONS

The historical reflection this story stimulates makes us relive the constant climb to new markets and new types of works. We have seen how Impresa Maltauro first established itself as a national company, then went abroad with limited commitments; it gradually consolidated its presence among the large companies in Italy, and then expanded with more and more jobs abroad, on several continents, very often managed at the same time.

The jobs in Cameri and Qatar were the result of particular combinations that, as we have seen in the course of this story, have occurred several times during the company's history: on the one hand, this is inevitable, given its long history spanning a hundred years, but on the other, they are also evidence of that unpredictable interweaving of luck, timing, tenacity and will that characterises the most intense existences, both human and corporate.

They are magical moments of intuition enthusiasm and magmatic operativeness, which not only resolve a contingent problem of turnover and deployment of resources, but often represent a turning point or a positive acceleration, or even initiate a new entrepreneurial path.

“Every single job must be accompanied by the right kind of organisation, both at headquarters and at the construction site,” says Enrico Maltauro. “The

two realities must be able to dialogue effectively with each other and, together, know how to manage the contractual relationship with the client. All this is really complicated, if you consider the amount of specific regulations, laws, bureaucratic and administrative regulations, which change very often. The work of organisational refinement is continuous and exhausting. For this reason, the most important task, in my opinion, is always to keep the team at maximum efficiency, working on a sense of cohesion and motivation. In this sector, business continuity and the centrality of people are the most important resources: ‘here today, gone tomorrow’ doesn't work and there is no room for mercenary figures.”

A NEW FOUNDING ACT

The year 2014 was an *annus horribilis* in the history of Maltauro. In practice, it was a re-run, twenty years later, of the practices that emerged with the *Tangentopoli* scandal, but this time relating to works for Expo Milano 2015. Unlike the 1990s, however, when leading political figures were involved, now a group of second-tier fixers from different backgrounds was behind the awarding of the works, manipulating the tenders.

Enrico Maltauro was cited as one of the contractors involved in the EXPO 2015 investigations, in particular for the “service architectures” and the “Waterways”. Questioned by the investigators, he admitted everything, but again, as in 1992, his analysis examined and denounced the sickness of the entire system. It will be recalled how the preparation of Expo 2015 was studded with controversy over delays in the work, with the repeatedly feared risk that everything would not be completed in time, while the deadline for the inauguration loomed ever closer. In the end, as we know, it was a great success for the city of Milan and



for Italy as a whole: over twenty-one million paying visitors, thousands of events, the presence of heads of state—including Putin, Hollande, Merkel, Cameron, Netanyahu and John Kerry—and several hundred official delegations which, together with the visit of UN Secretary Ban Ki Moon, gave the event a truly universal character. A Bocconi University study calculated the added value generated by the event at around ten billion euros.

Despite the judicial investigation, on this occasion too the Group reacted promptly and firmly, so that the affair would not tarnish its reputation. Enrico Maltauro himself cooperated with this objective, leaving the company and resigning from his corporate positions.

It was at this point that Franco Simonetto, with a full mandate from Adriana and Elena, decided to renew the management team.

On Adone's death in 1996, Franco Simonetto took over the chairmanship of the company, a position he still holds at the head of the Group today.

In 2014, he appointed Alberto Liberatori (formerly of Impregilo) as CEO, who joined him in the following years in the operational management of the company. In the meantime, a new generation (the fourth) had also joined the company: among the new recruits,

Giovanni Dolcetta for commercial development, especially abroad, Francesco Simonetto for management and corporate activities, and Matteo Comito for communications. Not only that. The Board of Directors was opened to new authoritative independent members and the whole affair was the occasion for a new founding moment for the company inspired by transparency and internal organisational renewal. To mark this transition, the company took its current name of ICM Group. Seven years later, the episode concerning Expo remains closed and circumscribed, and yet it should be remembered, precisely because of the transparency assumed as a norm of corporate behaviour.

Maltauro's century-long history, on the other hand, is the best demonstration of a solidity and consistency that have never failed. This is borne witness to by Adriana, an established doctor and bearer of family values, and Elena with her dedication and altruism. Both of them, together with Franco Simonetto, continue to be a solid point of reference as partners in the company.

AN INTERNATIONAL PLAYER

The years that take us from 2015 to today are those of the varied activities of a Group that has become a construction giant with an international profile, present in the world's major construction sites, but always active in Italy as well, in many cases with works of great prestige. It is impossible to mention all the works completed in recent years. However, some, more than others, demonstrate the level reached by this company in its one hundred years of operations and history.

Among the countries in which the ICM Group is currently working are Croatia, Oman, Cyprus, Cape Verde, Kenya, Romania, Lebanon, Djibouti, Qatar, Austria, Slovakia

and Switzerland. The works are, as always, very diversified in terms of size and type.

In the heart of Europe and with Community funding, ICM is currently carrying out two particularly significant projects. In Austria, a large cable-stayed bridge over the Danube with an underground access tunnel; in the Slovak Republic, the modernisation and technological upgrading of 58 kilometres of the railway line connecting the capital, Bratislava, to the border with the Czech Republic. Work is also under way on additional lots in Qatar, as already mentioned, and on infrastructure for the US Army in Romania and Djibouti.

In Switzerland, an iconic project by Renzo Piano for CERN in Geneva—the new “Cern Science Gateway” visitor centre—is being built in association with Cimolai Pordenone. The €54 million project will be financed for the most part by the FCA Foundation. It will create a true reference centre of 7,000 square metres, dedicated to the world of physics, with the aim of disseminating science to the public and explaining it to the world. Open to all enthusiasts of these topics, it will consist of laboratories, exhibition spaces, a forest with more than 400 trees and a 900-seat auditorium dedicated to Sergio Marchionne. Work will last until the end of 2022.

MAJOR PROJECTS IN ITALY

Despite numerous activities abroad, the Italian market has not been neglected. Among the most significant recent works in the country is the M9 – Museo del '900, museum of the twentieth century in Mestre, which has been widely acclaimed for its uniqueness and beauty. The public competition was won by the German firm Sauerbruch Hutton, with an urban regeneration project based on a system of architecture—both new and restored—integrated perfectly into the city.



We would also like to mention the functional modification of the runways at Marco Polo Airport in Venice, which required work to be carried out mainly at night, with the airport being open during the day.

In addition to a number of projects for the underground metro in Naples, including the new Chiaia and Tribunale stations, we should also mention the numerous works throughout Italy for shopping centres (Salerno, Fano, Taranto, Verona, Vicenza, Venice). These include the former Magazzini Generali in Verona, with the complete renovation of the old dome, giving the building a unique profile with an oriental flavour. The project was designed by architect Mario Botta.

Several major works have been completed or are still in progress in Milan, a metropolis that has grown at a frenetic pace in recent years: the Garibaldi Towers, the Milano Verticale hotel and the complete renovation of the Torre Bonnet, all in the Corso Como area. Finally, following in its historical roots, a number of important orders for the U.S. Army in Sigonella, Naples and Augusta are in progress or already completed. At the Vicenza military base, in particular, the contract was awarded for a new High School, which should be operational in the 2022-23 school year. It will include study areas, laboratories for science, art and music, computer rooms, a firing range and



gymnasium, as well as administrative offices, an out-patient clinic and a canteen area. The project also includes the reconfiguration of outdoor spaces.

Under Franco Simonetto's guidance, the company is transforming itself again, and quickly as the times require. The appointment of a young CEO, the inclusion of the fourth generation, and the presence of a large number of young people carves the way for a future as a leading player.



M9 Museo del '900, Mestre (Venice)

THE CULTURE OF BUILDING

We started this book talking about the Smart City Konza, and it is Konza that closes the circle of the story. As we wrote in the introduction, it is an ambitious and innovative project that aims to build the first "smart city" on the African continent from scratch.

Gruppo ICM presented a complete proposal for financing, assisted by Export Credit—with the support of a pool of lending banks, including the Unicredit Group as lead manager—and the support of SACE. Thanks in part to this, it obtained the important order from the African country, worth 391 million dollars, for a project that will take the next three and a half years to complete.

The "Smart City Konza" is a crucial project in the African country's growth strategy and is part of the

long-term development plan called “Kenya Vision 2030” launched by the Kenyan government in 2008. The government itself aims to make the Smart City a pole of attraction for international investors, scientists, start-uppers and developers, particularly in the new technology sector.

The link between the Maltauro name and Africa, as we have seen, is old and solid. It was formed in the seventies and then deepened over the decades, with many other projects and in many countries of the continent. This heritage of knowledge and experience, of places and people, can now bring further value to this project, which will play a strategic role in African development.

It is in this way that the concept of “Culture of building” accompanying the ICM logo takes shape through concrete works. This is how the commitment to build culture, i.e. the future, for ourselves and for the generations to come is realised.



“The privilege of being part of a great history”



Gianfranco Simonetto has been Chairman of Gruppo ICM since 1996, the year of Adone Maltauro's death. But his relationship with the family and the company began much earlier. In this

conversation he recalls his experience, in which profession and private life are intertwined in a unique story, in a mix of entrepreneurial challenges and personal memories.

How did your relationship with the Maltauro family begin?

It dates back to my youth, because my father had worked with the Maltauro family before his premature death at the age of 35. I met the founder of the company, Giuseppe, when he was already an old man: I remember him with a proud bearing and a cigar always in his mouth. And then Piero and his sons, with whom I have maintained a long friendship that still lasts today. And of course Amalia, who was my wife, her parents, sisters and brother Enrico.

How do you remember your father-in-law Adone Maltauro?

He had a strong personality and was very proud of his origins, from which he drew energy and strength. For him, life and business were one and the same, merging into one another. He had

a penetrating gaze, understood people at a glance and showed great empathy with everyone. When we went to Libya together, for example, he wanted to sleep in the huts, like the employees, and he loved the food in the communal canteen (the cook, however, was from Recoaro!). He was a man of strong passions, great enthusiasm and absolute moral rectitude. His children, first and foremost Amalia, but also his twins Elena, Adriana and Enrico, grew up with the same values as him: a sense of duty, a spirit of sacrifice and a love of work. All cemented by a great unity of family and siblings.

I have been privileged to be part of this family's history and I am happy to have spent a long period of my life working with Adone.

Today, I am grateful to have the trust of Adriana and Elena, whom I consider as my sisters.

How did your career evolve at Maltauro?

It began in 1978. At that time, I was completely absorbed in my work as a chartered accountant. I was only thirty years old, but with some colleagues I had set up an associated firm which was beginning to have some success. I had been married to Amalia for two years and our first child was about to be born. In August of that year, Adone Maltauro asked me to help him recover an important debt that the company had with a petroleum products distribution company in Vicenza. This led to subsequent developments, which then gave rise to the industrial initiative in the ecological field that was then called Ecoveneta and is now called Integra. In my first experience working with Adone, I had the opportunity to observe in the field how he was a person of relationships, inventiveness and great strategic vision:

I was impressed by his ability to sense the best possible solutions to problems, but above all I discovered how he knew how to read and understand people in depth, and knew the best way to communicate his ideas, even with passion. Thus began a relationship with the company that absorbed part of my professional time. I was interested in corporate and financial issues, but also in the development of new activities.

What activities did you deal with in particular?

To start with, I was involved in initiatives in the financial field, setting up leasing, factoring (also with bank participation) and financial companies. At the same time, I took part in the development of Delma and its activities abroad, following the relations with the Del Favero partners. Then, I saw the strong relationship with Montedison come



to fruition and I was involved in the adventure with the shareholders and managers of the chemical giant: Schimberni, Garofano, Gardini, to name the best known. Moreover, at the end of the decade, I followed the important acquisition of Furlanis: not an easy operation, but one of great strategic importance, because it allowed Maltauro to make a considerable leap in size, becoming a fully-fledged member of the major Italian construction companies. While following these events, I was still able to devote myself to my own professional practice.

Was it with Adone's death that your responsibility in the company increased?

Yes, my responsibility in the company changed from 1992, but especially after 1996, the year of Adone's death. It was then that I became chairman of the company and had to deal with a series of demanding reorganisations, in order to adapt quickly to the changing market. The loss of Adone had left an important void, and in 1996 I also lost my brother Sandro, prematurely; he was in charge of both real estate and private commercial development. Overall, the 1990s were years of deep wounds, including emotional ones,

and they ended with the death of Amalia, who had dedicated herself with love to the company and her family. But they were also years of success, with remarkable achievements.

The arrival of new managers and qualified people strengthened the team spirit and enabled us to cross rough seas with the necessary tenacity and strength.

In what way have you seen the company change over the years?

While the 1980s saw the company affirm itself very strongly, in the following decade our role at the international

level gained even more importance. But in the meantime, Maltauro had changed its skin: not only had the headquarters been moved from Via Gazzolle to the Industrial Area, bringing together the services of all the companies in the Group, but the organisational structure had also been profoundly renewed: from a family business, it had become a structured company, with a management of an appropriate level, to challenge increasingly competitive markets.

How is Gruppo ICM growing today?

Since 2000, while continuing to grow in Italy, our presence on the world stage has increased steadily. This has led to encounters with new cultures, the entry of new professionals, and ever greater teamwork. The last ten years of my life have therefore been totally and exclusively dedicated to this

commitment: coordinating the team, always being at the forefront, facing competition, risk and above all new challenges. Here I am reminded of the great adventures in Qatar, with the acquisition, in 2012, of the largest contract in the history of the Company; of the High Speed Railway in the CEPAV2 Consortium, the Naples Metro, and now, even in this period of serious pandemic, of the important Konza smart city project, in Kenya, plus the construction of a railway in Slovakia, and the works in Austria and Switzerland. All of this has been made possible mainly thanks to the contribution of new skilled professionals and the inclusion of young people, with the coordination of a team and a family that is not afraid to commit itself and assume its corporate responsibilities.



Maltauro Timeline

GRUPPO
ICM

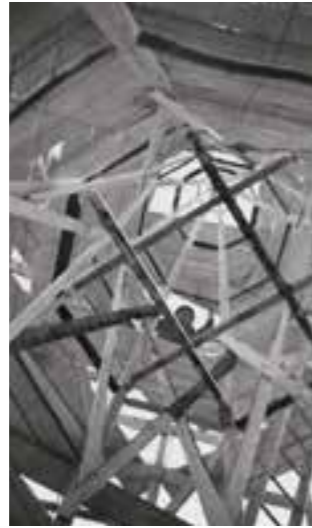


Giuseppe Maltauro is born, the fifth of Stefano and Domenica's eight children.



1887

World War I:
"Battaglia degli
Altopiani".



1916

Adone Maltauro is born.



1919

The Allies bomb the German Command. Recoaro is severely damaged, as are many other towns in the Veneto.



1945

Adone Maltauro marries Rina Gaspari. They will have four children.



1946

1912



Giuseppe marries Amalia Campanaro. They have five children: Mario, Ines, Adone, Piero and Gradisca.

1918

Mario, Giuseppe's brother, dies in an Austrian prison camp.

1921



Giuseppe founds Impresa Maltauro.

The company works on residential buildings, reinforces the banks of the Agno river, resurfaces roads on behalf of the Vicenza Civil Engineers, digs for the exploitation of the Acqua Lora springs, and builds the Ossuary on Monte Cimone. Giuseppe is joined by his brother Stefano.

1944



The Wermacht sets up the South-West High Command in Recoaro Terme, under the leadership of General Albert Kesselring. Adone Maltauro takes part in the Resistance together with his brother Mario. He is awarded the Croce al Merito di Guerra by General Alexander.

1946



Impresa Maltauro restores the Palladian Basilica, the Duomo and several bridges in Vicenza.

Enrico Maltauro is born, Adone's last child, after his sister Adriana and twins Elena and.

Construction of the Minor Episcopal Seminary in Vicenza and the parish church in Recoaro Terme. Construction of "Villaggio della Pace" in Borgo Casale, and Camp Ederle for the US Force. Floating caissons for Esso Standard. Ely Lilly plant in Florence. Redevelopment of former Montecatini area in Vicenza.

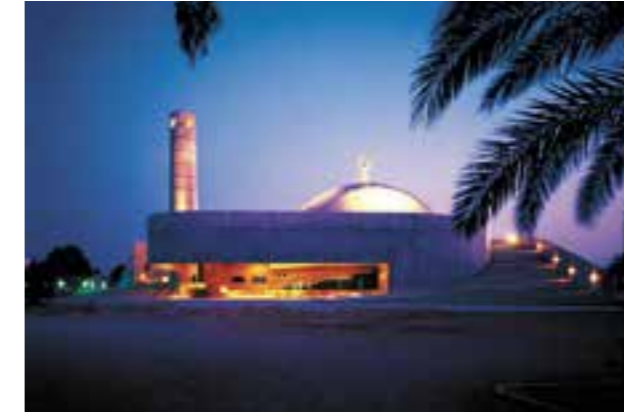


Amalia, Giuseppe's wife, dies.

1953

1955

First job abroad: General Tobacco plant in Tripoli, Libya. This is followed by the military logistics centre and the Salah el-Din hospital, also in Tripoli. Post-earthquake reconstruction work in Friuli. Delma is established, a joint venture between Maltauro and Del Favero for foreign orders.



Ecoveneta (now Integra Srl) is incorporated.



1976

1980

1954



Impresa Maltauro moves from Recoaro to Palazzo Volpe in Vicenza.

1960

The two brothers, Piero and Adone, separate. Piero sets up his own construction company.

1964



Foundation of SIPE. Silespanso, Ferroberica and Beton Berica follow.

1966

Giuseppe Maltauro dies.

1978



Gianfranco Simonetto begins working with Impresa Maltauro.

1979



Enrico Maltauro graduates in Economics and joins his father in the company.

Offices of Glaxo, Zambon, Carlo Erba Farmitalia. Redevelopment of the former Buttoni area in Perugia. Work for banking institutions in Vicenza, Padua, Verona, for the Bank of Italy, for several hospitals in the Veneto region, and for hydraulic and infrastructural works in Southern Italy and post-earthquake reconstruction in Lucania and Campania. Motorway lots in Veneto, Emilia and Sicily.

Adone Maltauro is awarded the title of Cavaliere del Lavoro. His son Enrico takes over as Managing Director.



Maltauro acquires Gruppo di Costruzioni Furlanis of Portogruaro.

Renovation of the Lingotto building in Turin, to a design by Renzo Piano.

Conversion of the Portello area in Milan into Fieramilanocity. In France, a Eurodisney lot in Paris and a bridge in Le Havre. In Libya, construction of the Qattara dam and renovation of the Wadi-Kuf bridge. Work in Cape Verde and Kenya.



Amalia, Adone's daughter and wife of Gianfranco Simonetto, dies.

Alenia-Finmeccanica plant in Cameri (Novara), and Al Udeid Base, Qatar.



M9 - Museo del '900 in Mestre; Torri Garibaldi in Milan.



1984

1988

1992

1999

2012

2015

1985

1991

1996

2005

2021



Adone Maltauro acquires a one percent stake in Montedison and joins the board of directors.

Projects in Somalia, Ethiopia and Cameroon. Renovation and modernisation of the Duca degli Abruzzi Village in Somalia. New Flower Market in Sanremo.



Signing of the agreement for the high-speed section between Milan and Verona, through the CEPV2 Consortium.

Adone Maltauro dies. Gianfranco Simonetto becomes Chairman.



Construction of the Etnapolis centre in Catania. Lot of the new Autostrada del Sole motorway between Rioveggio and Barberino.

Airport on the island of Pantelleria and airport works at the Aviano base; construction of the new headquarters of the Faculty of Arts in Trento; buildings on the Milan Polytechnic Campus. Construction of a power station in Sicily. In Venice, former power station converted into a residential centre. In Sardinia, hotel and spa in Fordongianus. New navigation basin on the Po in Ferrara. Work on the Naples and Rome undergrounds. Post-earthquake reconstruction in L'Aquila.



Runways at Marco Polo Airport in Venice; in Austria, cable-stayed bridge over the Danube; in the Slovak Republic, modernisation of 58 km of railway line; other lots in Qatar, infrastructure for the US Army in Romania and Djibouti. In Switzerland, new 'Cern Science Gateway' visitor centre (designed by Renzo Piano) for CERN in Geneva; in Kenya, first tranche of construction work on the Konza Smart City.

This list contains the names of ICM employees who have received the **Medal for 25 years' employment in the company**. In addition, there is a list of those who have been decorated by the CCIAA (Chamber of Commerce, Industry, Crafts and Agriculture) with the **Stella al Merito del Lavoro**. This award is given to those who have "particularly distinguished themselves for their skill, hard work and good moral conduct," or for "having improved the efficiency of tools, machines and working methods," or "for having contributed to the improvement of safety measures at work," or "for having done their best to educate and prepare the new generations in their professional activity."

We would like to thank all these people, because each of them has contributed to the success of the company.

MEDAL FOR 25 YEARS' EMPLOYMENT IN THE COMPANY

Asnicar Primo
 Martinello Emilio
 Santagiuliana Dino
 Palma Ferruccio
 Innocenti Attilio
 Piccoli Armando
 Mantese Giovanni
 Frizzo Graziano
 Santagiuliana Alessandro
 Tretto Augusto
 Lovato Pietro
 Busellato Marino
 Campanaro Giacomo
 Castegnaro Pietro
 Rovere Fernanda
 Busato Albino
 Zarantonello Giuseppe
 Speri Edoardo
 Zarantonello Severino
 Gatto Triestino
 Sbalchiero Giuseppe
 Michelazzo Erminio
 Griso Natale
 Marcazzan Benvenuto
 Montanari Remo
 Salata Carlo
 Buson Ugo
 Pretto Lino
 Parma Carlo
 Gaspari Giovanni
 Fontanive Claudio
 Stievano Italo
 Corà Narciso
 Priante Giuseppe
 De Vicari Vittorio
 Peruzzi Luciano
 Targon Leone
 Loro Mario
 Ramanzin Iginò
 Cracco Gino
 Giorgetti Giovanni
 Grieco Domenico
 Filippozzi Pietro
 Perilongo Giuseppe
 Mancin Domenico
 Sandon Antonio
 Zanzarin Giuseppe

Casagrande Gino
 Diquigiovanni Gino
 Mantese Bruno
 Zini Angelo
 Carrera Nino
 Campanaro Cesare
 Zulian Arduino
 Martinello Giuseppe
 Mantese Giglio
 Paulin Giuseppe
 Busato Bortolo
 Bianchi Antonio
 Pegoraro Mario
 Cailotto Marino
 Tezza Severino
 Pivotto Lino
 Burtinii Giuseppe
 Cailotto Tarcisio
 Cecchetto Eligio
 Bella Guido
 Canetti Probo
 Ghio Italo
 Corrà Alberto
 Montemezzo Armando
 Grandi Giovanni
 Repele Simeone
 Zaltron Stefano
 Pretto Arduino
 Megiolaro Biagio
 Mozzi Silvio
 Canevarolo Gastone
 Crivellin Luigi
 De Putti Franco
 Bisognin Giovanni
 Feltre Gino
 Levio Onorio
 Prebianca Pietro
 Craighero Battistino
 Zen Renato
 Burtini Arduino
 Lucca Gabriella
 Zaccaria Maria Grazia
 Dalla Vecchia Giuliano
 Levio Federico
 Lucato Giuseppe
 Ferrari Mario
 Savella Gastone
 Rubinato Mario
 Schiappadori Lino
 Montecchio Ugo

Dal Pozzo Sergio
 Paiola Giuseppe
 Zilio Paolo
 Coslovich Edwige
 Asnicar Bruno
 Carlassara Gino
 Marangon Santo
 Fabris Luigi
 Acco Giuseppe
 Cappellaro Germano
 Galio Domenico
 Schiavo Giandomenico
 Magnabosco Bruno
 Bernardotto Mariella
 Gasparinetti Giuseppe
 Rappo Maria Grazia
 Cervo Germano
 Donà Giovanni
 Zamunaro Luigi
 Sturati Attilio
 Scotton Pio
 Primon Mario
 Slaviero Gianna
 Maltauro Amalia
 Maltauro Luigi
 Bisognin Almerigo
 Cracco Giuseppe
 Rigolon Angelo
 Schiavo Secondo
 Cortese Antonio
 Rigoni Gianni
 Gonnella Aldo
 Zanoni Walter
 Asnicar Andrea
 Tagliaferro Ruggero
 Melison Dino
 Trevisan Umberto
 Pastorello Costantino
 Allegro Giovanni
 Censon Antonio
 Facchin Antonio
 Cocco Angelo
 Brutto Rino
 Montanari Franco
 Maule Rino
 Bortolato Silvano
 Marangon Bruno
 Sella Mario
 Trentin Giuseppe
 Carlassare Luciano

Costa Gino
 Valle Attilio
 Carretta Adriano
 Buson Celio
 Schiavo Mario
 Fornaro Sergio
 Trevisan Primo
 Zanotto Andrea
 Fongaro Dino
 Parolo Dino
 Bardelle Marcello
 Benetti Attilio
 Fontana Antonio
 Lorenzi Domenico
 Pennello Italo
 Grison Walter
 Sbabo Germano
 Boggian Aldo
 Villanova Alessio
 Beretella Angelo
 Croce Bruno
 Busana Giorgio
 Bortoli Manfredo
 Rossi Anteo
 Pietrobelli Mario
 Cappellati Orlando
 Terren Roberto
 Carta Dario
 Fuga Giancarlo
 Anselmo Gioacchino
 Pittarello Giovanni
 Schiavo Marurizio
 Campanaro Giuseppe
 Fontana Fabrizio
 Marena Enzo
 Morsoletto Giampaolo
 Palma Francesco
 Pierobon Giancarlo
 Ferrari Mireno
 Simonetto Gianfranco
 Timillero Loris
 Zanini Daniele
 Valerio Flavio Angelo
 Vezzano Giovanni
 Bedin Attilio
 Piccoli Riccardo
 Bordin Francesco
 Crepaldi Claudio
 Rader Maurizio
 Menara Gianni
 Gottardo Graziano
 Salizzato Angelo
 Braggio Flavio
 Dal Zotto Valter
 Pretto Giovanni
 Maltauro Enrico
 Vallery Franco
 Nichele Tiziano
 Magalù Giuseppe
 Bianchini Giuliano
 Roncato Paolo
 Grandi Mauro
 Cattani Giorgio
 Abriani Livio
 Malesan Silvano Walter
 Rigon Paolo
 Morini Giovanni
 Preto Valeria
 Zancan Marino
 Dal Pozzo Lorenzo
 Fracasso Ottavio
 Dal Zotto Giovanni
 Barbui Rina

Defendi Daniela
 Carraro Franco
 Raffaelli Ugo
 Palma Mariano
 Ertola Giancarlo
 Laurenti Giancarlo
 Sciarra Olindo Nicola
 Toffoletto Roberto
 Pezzuolo Carlo
 Nizzetto Bartolomeo
 Fontana Giovanni
 Stievano Piero
 Arena Giuseppe
 Bianchin Pia
 Passera Giovanni Holmes
 Lubiato Giuseppe
 Merloni Umberto
 Bobbo Sandro
 Pretto Giovanni
 Sartor Maria Luisa
 Fiumara Francesco
 Danieli Francesco
 Pagano Biagio
 Galbiati Pietro
 Nizzetto Giuseppe
 Zulian Alessandro
 Garziera Giuliano
 Contro Giovanni
 Pedon Giancarlo
 Toffan Giovanni
 Randon Franco
 Chiarella Luigi
 Perazzolo Anna Maria
 Dando Giovanni
 Dosa Paolo
 Facchin Ferdinando
 Milano Marcello
 Pavan Franco
 Trecco Danilo
 Maltauro Marcello
 Valle Gianni Angelo
 Turin Luigi
 Graziani Giorgio
 Fanton Claudio
 Biondaro Giovanni
 Pelosi Giuseppe
 Balasso Gianalberto
 Viccari Stefano
 Graizaro Renato
 Parma Alessandro
 Bruttomesso Paolo
 Rossato Simone
 Vicentini Maurizio
 Camposilvan Ivano
 Finotti Andrea
 Bianchini Oscar
 Basaglia Daniele
 Pupulin Stefania
 Ortu Francesca
 Vaccari Margherita
 Acerbi Paolo
 Biasiolo Massimo
 Campaci Gaetano
 Genere Domenico
 Chierico Ornello
 Chiozzi Davide
 Furlan Guerrino
 Leonardini Marco
 Marangon Mauro
 Marangoni Valerio
 Nicolasi Adriano
 Piana Dino Loris
 Schiavo Barbara

Baldin Bortolo
 Banzato Marco
 Bonandini Stefano
 Bovolenta Antonio
 Finotto Roberto
 Franceschetti Alberto
 Libanori Agostino
 Malveti Mirco
 Maimone Giuseppe
 Padovan Joselito
 Mezzalana Maurizio
 Notturmi Giancarlo
 Toninello Giovanni Remo
 Toniolo Sonia
 Sirtori Maurizio
 Zengiaro Lorenzo
 Trevisan Mariano
 Liccardi Antonino
 Cappellari Fabiola
 Parise Pietro Antonio
 Zaccchello Paola
 Dalle Rive Francesco
 Martinelli Alessandro
 Mourguet Stephane
 Nale Vladimiro
 Sandic Bosko
 Cocco Lorena
 Buson Gianluca
 Lapadula Luigi
 Gastaldello Darik
 Marica Menegatti

STELLA AL MERITO DEL LAVORO

Asnicar Primo
 Palma Ferruccio
 Piccoli Armando
 Santagiuliana Dino
 Campanaro Giacomo
 Griso Natale
 Busato Bortolo
 Trevisan Umberto
 Bianchi Antonio
 Zilio Paolo
 Melison Attilio
 Pegoraro Mario
 Carlassare Gino
 Fongaro Dino
 Zen Renato
 Gonnella Aldo
 Zanoni Walter
 Lucca Gabriella
 Bernardotto Mariella
 Bobbo Sandro
 Pastorello Costantino
 Taglierferro Ruggero
 Passera Giovanni Holmes
 Laurenti Giancarlo
 De Vicari Gianfranco
 Nizzetto Bartolomeo
 Morsoletto Giampaolo
 Ertola Giancarlo
 Valerio Flavio Angelo
 Fracasso Ottavio
 Palma Mariano
 Braggio Flavio
 Trecco Danilo
 Pavan Franco
 Dal Zotto Giovanni
 Malesan Silvano Walter
 Barbui Rina
 Carraro Franco

Collaboration with texts

Elisabetta Grandi

Design and layout

vitamineD, Milano

Photographs

Archivio Maltauro
Fondazione Vajenti

© 2021 **Gruppo ICM**

© 2021 **Marsilio® Editori S.p.A, Venezia**

Translation

Lucian Henry Comoy
Per Language Consulting Congressi,
Milano

Reproduction

Studio Pointer

Printed by

Grafiche Veneziane, Venezia

for

Marsilio Editori S.p.A., Venezia

first edition October 2021

ISBN 979-12-546-3020-4

www.marsilioeditori.it

Up to 15% of this book may be photocopied for personal use by readers provided they pay the SIAE fee as per art. 68, clauses 4 and 5 of Italian Law no. 633 of April 22, 1941. Photocopies for professional, economic, or commercial use or in any way different from personal use may be made, but only after obtaining specific authorization from the Centro Licenze e Autorizzazioni per le Riproduzioni Editoriali (CLEARDI), 108 Corso di Porta Romana, 20122 Milan e-mail autorizzazioni@clearedi.org and web site www.clearedi.org