



Annual Report 2021

ENGLISH VERSION



Veronesi Holding

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Letter from the Board of Directors

In beginning this Annual Report, we believe it fitting to thank all the people who work for the Group with commitment, passion and competence. We do this with special earnestness in this period of great turbulence, where we have all been called on to face new and unexpected challenges without ever losing sight of our role: as producers of essential goods guaranteeing food access to millions of people and continuing to lead one of the most important agri-food company in Italy, without ever ceasing to improve it.

Having learnt a new way of working, in the aftermath of the pandemic, in 2021 we faced an increasingly complex and fluctuating market. Many factors have contributed to making this period unpredictable: the difficult sourcing of all raw materials and their exponentially increased costs, the arrival of one of the most highly pathogenic avian flu in recent years, the African swine fever, which risks sending sector exports into a tailspin and, last but not least, the advent of the conflict in Ukraine which is redefining relationships in Europe and throughout the world.

A sort of perfect storm in which we learned to navigate and which has seen the entire organisation give its best. Having built a cohesive supply chain over the years, based on solid relationships of loyalty, trust and fairness with our stakeholders - farmers, customers, consumers, employees, suppliers and partners, transporters, trade unions - has allowed us to deal with the difficulties of this challenge and carry on with our business. Ours is a history of the supply chain, which sees the sharing of objectives and results with thousands of collaborators, but above all, that of values. We are particularly proud of how the supply chain has held up compactly to an unprecedented tidal wave in our history.

In this Report, we collect numbers and stories, "facts & figures": alongside the main results achieved in the reference markets where we held leadership positions, there are in fact the projects carried out by the company that tell our business story well. Only in 2021, did we complete the acquisition of the Certosa Salumi Company and the construction of the Oppeano logistics platform (both strategic investments for exports), giving impetus to the new Larino hatchery which will start in 2022. Key investments for our growth that are even more valuable in times of difficulty.

Fully aware of the role we play in the community and territories in which we are, we want to continue being a point of reference for the entire sector and Italy, continue to create a shared value throughout the integrated supply chain and be the engine of sustainable growth from an economic, social and environmental point of view.

We are a Story of a Family and Families that have evolved together and that have brought us up to this point. With this responsibility in mind, we invite you to read this Annual Report, in the belief that it can evidence a small summary of our way of being a company, a Group and a Family.





02 Corporate structure

Company Structure

Board of Directors

VERONESI HOLDING S.p.A.



TOMMASO VERONESI
Vice Chairman

ANTONIO NICODEMO
Vice Chairman

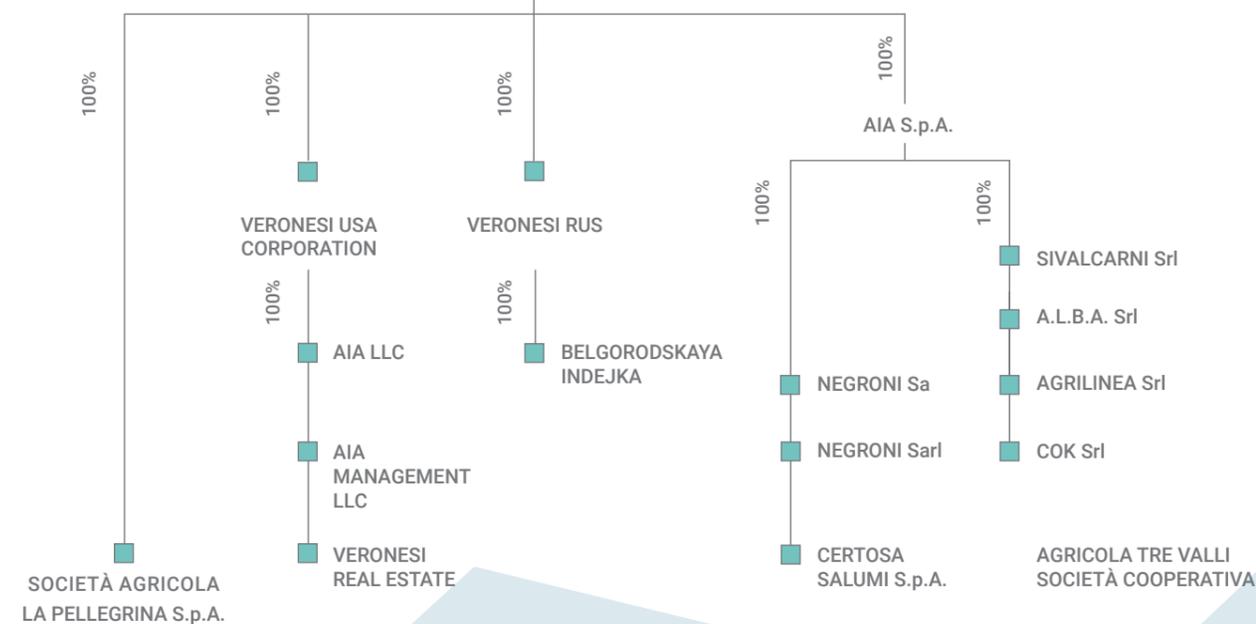
LUIGI FASOLI
Chief Executive Officer



MARCELLO VERONESI
Executive Director

MARIO VERONESI
Chairman

FRANCESCO BALLINI
Executive Director



Board of Statutory Auditors

CHAIRMAN
Mauro Melandri

AUDITORS
Andrea Castelli, Primo Ceppellini

INDEPENDENT AUDITORS
Deloitte&Touche S.p.A.

Corporate Governance

The Corporate Governance model adopted by the Group is based on the so-called Italian "traditional model". The subsidiaries of the Group operate under the direction and coordination of the parent company Veronesi Holding S.p.A. The governance of the main Italian subsidiaries is structured consistently with their operational reality and, in foreign companies, refers to local legislation.



Shareholders' Meeting

It has the task of appointing the Board of Directors and the Board of Statutory Auditors. Each shareholder is personally called to commit to the protection of the value of the corporate activity, to its growth and to the construction and protection of financial solidity.



Board of Directors

Its tasks are the strategic direction of management, the control of the adequacy of the organisational, administrative and accounting structure, the evaluation of the general management trend. The current BOD is made up of 6 members: representatives of the families of the 5 children of the Founder Apollinare Veronesi and an external member who holds the role of Chief Executive Officer.



Board of Statutory Auditors

It monitors compliance with the law and the Statute, in compliance with the principles of proper administration and, in particular, the adequacy of the internal control system. It attends all the Boards of Directors' meetings. In compliance with current legislation, it is made up of members from outside the Group.



Independent Auditors

It is a company external to the Group, which is entrusted with the legal audit of the accounts in accordance with the law. The same company is also entrusted with the task of auditing the consolidated financial statements of the Group and the financial statements of the main companies of the Group.

The Organisational Model

The Organisational Model, adopted by the Italian Group's companies, is a set of rules, procedures and ways of operating that define the organisational, management and control system within the company and aims to prevent or contrast the committing of offenses sanctioned by Legislative Decree no. 231/01. Its purpose is to prevent particular types of crimes, apparently committed for the benefit of the Company, which may involve administrative liability.

The Organisational Model also aims to inform all collaborators, internal and external to the Group, about the activities that involve a risk of committing a crime and the resulting sanctions. With this tool, the Group wants to spread and affirm, through control, a corporate culture based on legality and provide for an efficient and balanced organisation.

The body in charge of monitoring compliance with the Organisational Model, in each company of the Group, is the Supervisory Body (SB).

The SB is a collegial body made up of three members external to the company and is placed in a top position within the organisation, in order to ensure autonomy from any form of potential interference. The SB uses two important tools to highlight possible crimes and assess their risk: a differentiated risk mapping for the various Group companies, with the involvement of operating staff from all functional areas; a matrix that intersects the probabilities that a crime may occur with the impact that this crime may generate on the Group.



Code of Conduct

It forms the basis of the Group's Governance structure and is the first control of the Organisational Model.

It includes the values and principles handed down by the Founder: the pillars on which the Group's actions are based and which each employee is called to respect, in the knowledge that there is no lasting success without ethical conduct.

The serious or persistent violation of the rules of the Code of Conduct by its recipients damages the relationship of trust between the Group and those who violate it and can lead to disciplinary sanctions based on the Organisational Model pursuant to Legislative Decree 231/01 and, for cases of serious breach, the termination of the employment relationship



01 CONSUMER AT THE CENTRE

SATISFYING THE CONSUMER'S NEEDS AND EXPECTATIONS IS OUR DAILY COMMITMENT, ANTICIPATING AND GOING BEYOND THEIR DESIRES IS OUR CHALLENGE

02 PASSION FOR QUALITY

FROM THE FIELD TO TABLE, WE SEEK FOR EXCELLENCE IN EVERY PHASE OF SUPPLY CHAIN AND CHOOSE PARTNERS WHO SHARE THIS PASSION WITH US.

03 INNOVATION

FOCUS ON TO THE NEW AND CONTINUOUS RESEARCH ARE VALUES ROOTED IN OUR HISTORY AND HAVE ALWAYS BEEN OUR WAY OF MAKING QUALITY. WE WANT TO CONTINUE SURPRISING THE MARKET WITH THE BEST FOODS OF THE ITALIAN TRADITION AND WITH INNOVATIVE PRODUCTS FOR NEW TASTES.

04 TEAM SPIRIT

EMPLOYEE MOTIVATION AND GROWTH ARE THE KEY TO OUR SUCCESS. RESPECT, TRUST, FAIRNESS AND DIALOGUE ARE THE PRINCIPLES BY WHICH WE ARE INSPIRED TO CREATE ENTHUSIASM AND A WINNING TEAM.

05 EFFICIENCY

WE ALWAYS SEEK EFFICIENCY IN EVERY STAGE OF THE ORGANISATIONAL AND PRODUCTION PROCESSES, COMBINING IT WITH CONSTANT ATTENTION TO THE HEALTH AND SAFETY OF OUR EMPLOYEES. WE COMPARE OURSELVES TO THE MARKET WITH A VIEW OF CONTINUOUS IMPROVEMENT OF OUR PERFORMANCE.

06 SUSTAINABILITY

WE HAVE ALWAYS CONSIDERED SUSTAINABILITY TO BE ONE OF THE KEY DRIVERS IN OUR DEVELOPMENT, AS WELL AS AN ESSENTIAL RESPONSIBILITY TOWARDS FUTURE GENERATIONS. WE BELIEVE THAT ECONOMIC RESULTS SHOULD GO HAND IN HAND WITH ENVIRONMENTAL PROTECTION AND PEOPLE'S OVERALL WELLBEING.

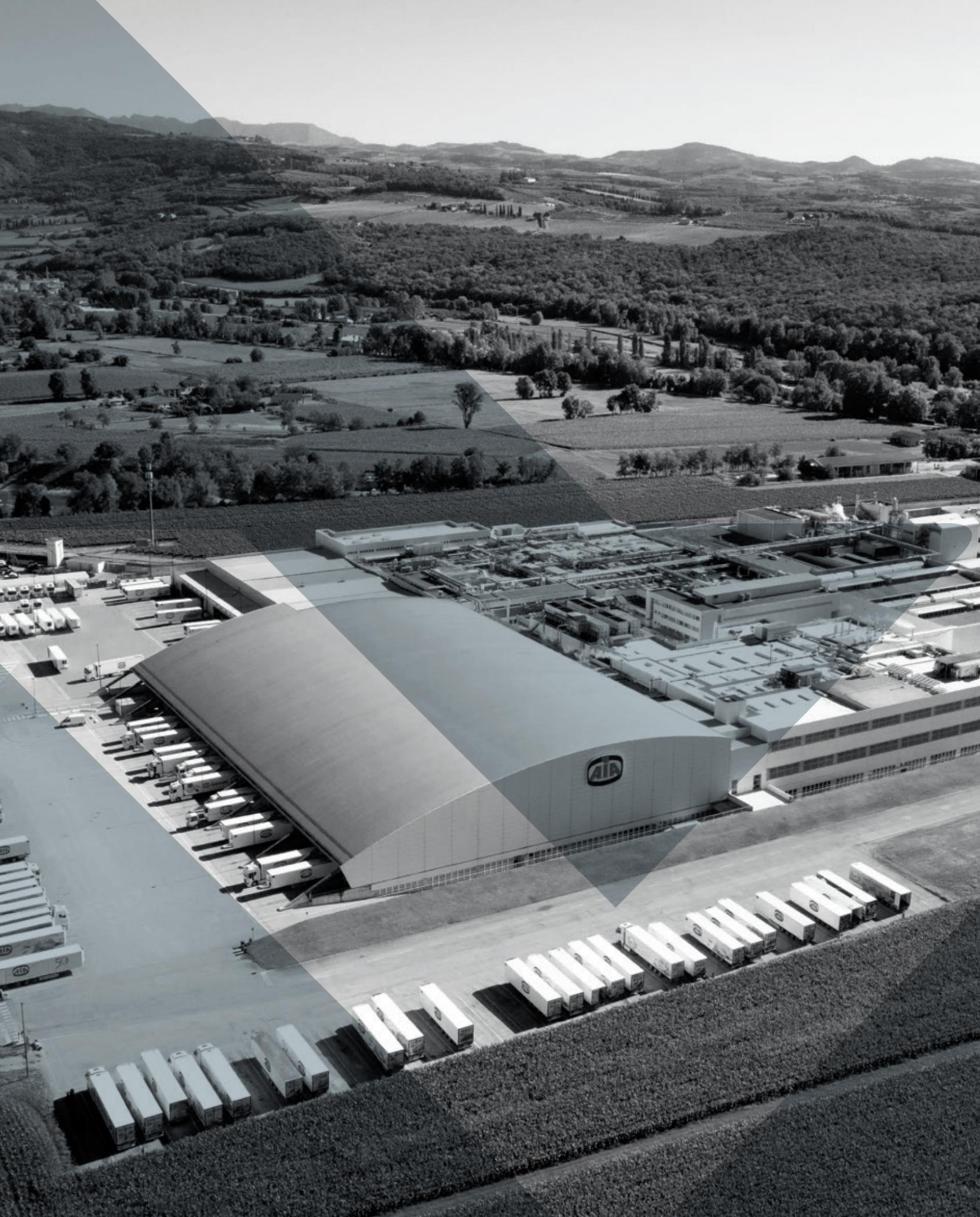
07 CREATION OF VALUE

OUR IS A SUCCESS STORY BASED ON THE VALUE OF OUR BRANDS AND ON THE HERITAGE OF THE INTEGRATED VALUE CHAIN. WE WANT TO CONTINUE TO BE FAIR IN OUR PURSUIT OF COMPANY PROFITS, ALWAYS RESPECTING THE ETHICS OF SOCIAL AND ECONOMIC RELATIONSHIPS.

08 ANIMAL WELFARE

WE CONSIDER RESPECT FOR ANIMALS A PRIMARY VALUE. EVERY DAY WE ARE COMMITTED WITH THOUSANDS OF FARMERS TO ENSURE ANIMAL'S HEALTH BY KEEPING THEM RESPONSIBLY.

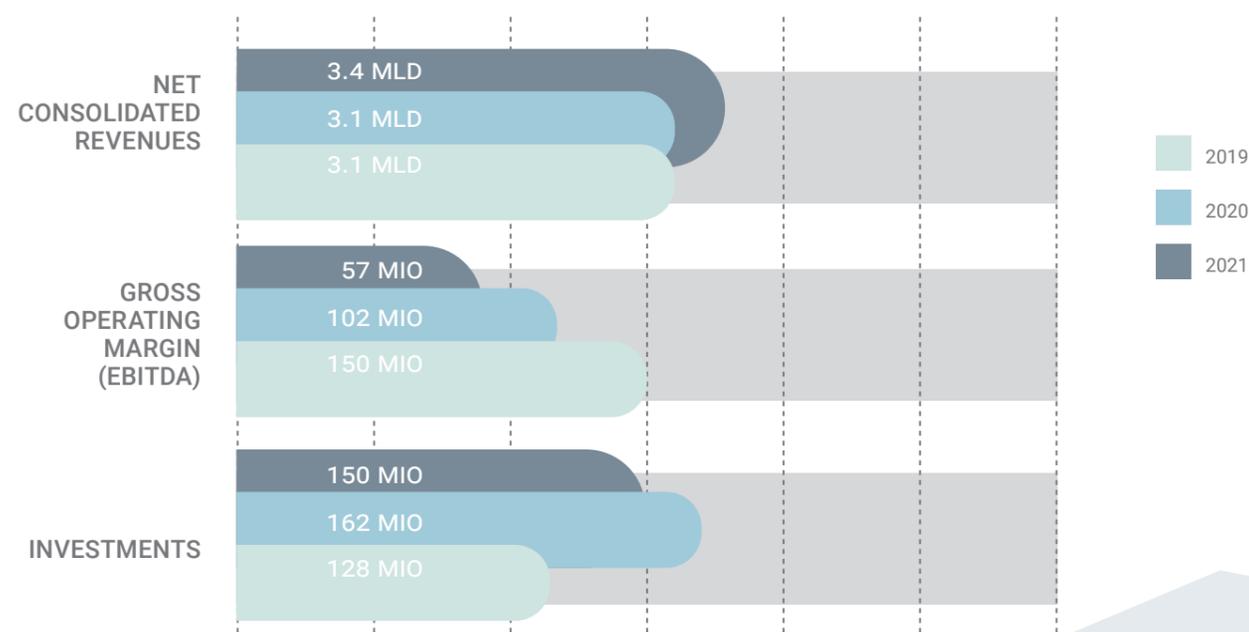




03 The Group's num bers

Key Figures

MAIN ECONOMIC AND FINANCIAL DATA	2019	2020	2021
NET REVENUES	3,057,914,692	3,126,602,412	3,354,647,708
EBITDA	150,129,844	101,750,717	56,611,964
AMORTISATION	87,171,900	92,446,479	110,998,221
NET INCOME	44,395,155	2,266,125	-38,704,206
CASH FLOW	131,567,055	94,712,604	72,294,015
INVESTMENTS IN IMMOBILISATIONS	127,874,048	162,058,788	149,748,693
NET FINANCIAL DEBT	397,071,504	398,702,884	425,246,441
NET ASSETS	635,279,255	671,357,019	624,960,275
OPERATING RESULT/INVESTED CAPITAL	3.35%	0.47%	-2.85%
NET RESULT/ NET ASSETS	6.99%	0.34%	-6.19%
NET FINANCIAL DEBT / NET EQUITY	0.63	0.59	0.68
NET FINANCIAL DEBT / EBITDA	2.64	3.92	7.51



3.4 billion euro
TURNOVER

150 million euro
INVESTMENTS

18 food
PLANTS

7 feed mills

61,300 hours
OF TRAINING

APPROX
9,000 people

5 plants
OF ANAEROBIC DIGESTION

17% export

0,1% of waste
TO LANDFILL

2,000 analysis
OF WATER
AUTO-CHECKED

100% of sewage
FROM POULTRY
RECOVERED

200 people
DEDICATED TO
QUALITY ASSURANCE

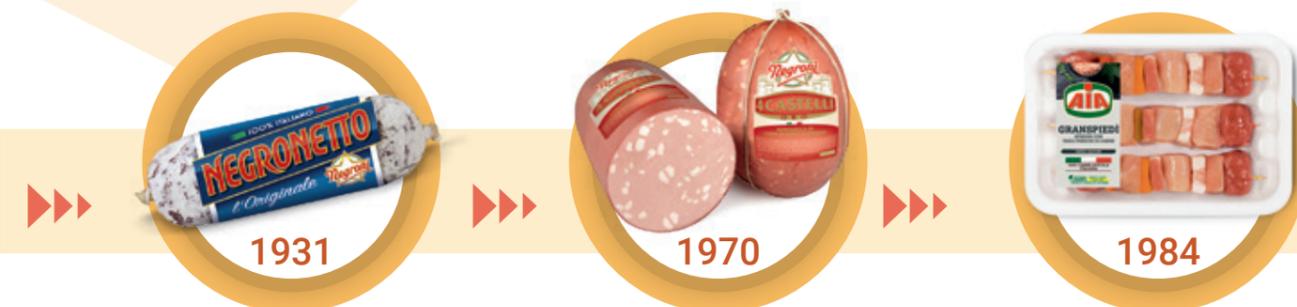


04 Our mar kets



Food, our Innovation Story

In February 1968, Agricola Italiana Alimentare S.p.A. was founded, renowned in Italy and around the world as AIA S.p.A. Our history of innovation in the sector goes hand in hand with the evolution of the distribution network, sales channels and habits of consumption and therefore has always been able to anticipate and interpret the needs of consumers. When the distribution of meat relied exclusively on traditional butchers, the products offered were mainly whole chickens, possibly processed in the shop. With the advent of the first shops with a refrigerated counter, the first anatomical cuts were born: chicken breasts, thighs, inner-thighs in packaged trays. An important service for the consumer.



NEGRONETTO

1931



MORTADELLA 4 CASTELLI

1970

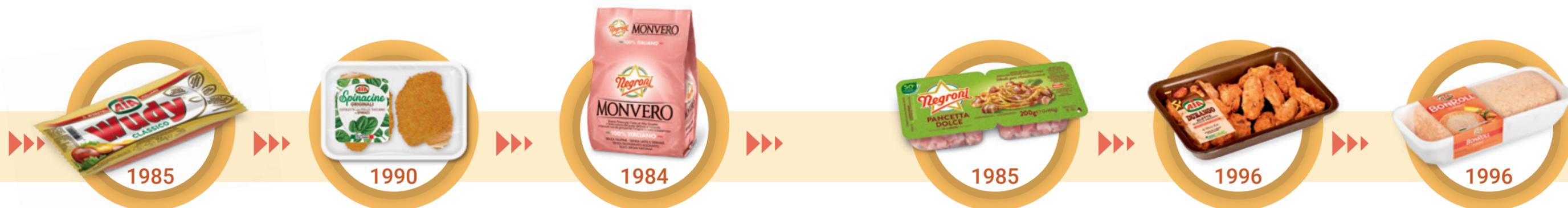
The deli-counter Mortadella 4 Castelli is born with an unmistakable aroma and unique flavour, still recognised today as traditionally Emilian.



1984

PRONTOCUOCI

AIA takes up the challenge of bringing quality meat to the tables of Italians in a new, practical format: Prontocuoci. Skewers, chicken nuggets, cutlets and many other ready-to-cook ideas.



WUDY

1985

SPINACINE

In 1990, AIA created Spinacine: cutlets of chicken and turkey with leaf spinach, in a crunchy breading.

1990

COOKED HAM MONVERO

The 100% Italian cooked ham, symbol of the Veronesi Group supply chain, the first one traceable one by one.

1984

DICED

In 1995, cured meats in diced were launched, an innovation that creates a new market segment and defines a new way of consuming bacon, cooked ham and other cured meats as a versatile ingredient for first courses and recipes. Marked with the Montorsi brand, then Negroni since 2012.

1985

DURANGO

Slightly spicy chicken wings: an unmistakable taste for one of AIA's iconic products.

1996

BONROLL

A milestone: the first white meats roast, with many different fillings and quick to cook. Even novice cooks can bring a great roast to the table.

1996



2004

PRESLICED "STELLA"
The Negroni star marks the self-service quality delicatessen, a wide assortment ranging from cooked to dry cured ham, from salami to mortadella.



2005

AEQUILIBRIUM
An invention that opens up a new market: the first presliced poultry, dedicated to those seeking lightness without sacrificing taste.



2007

BRICK ALBUME AEQUILIBRIUM
A new idea, dedicated to those who follow a fat-free diet.



2009

GRAN COTECHINO
Made with only Italian meats. The tradition is renewed and immediately becomes a great self-service classic.



2015

PETALI
Alongside the classic diced, the Petals are born: a new versatile format that enhances taste, to meet the new needs of an evolving market.



2016

PRESLICED ESSENZA
Negroni's top line, 100% Italian. Gran Crudo, Gran Cotto, Salami and Mortadella Reserve, Culatello, Bacon and Coppa of Zibello, the essence of top delicatessen arranged in thin slices in a tray. The same quality is dedicated to the foreign market in the Montorsi Chiffonnades line.



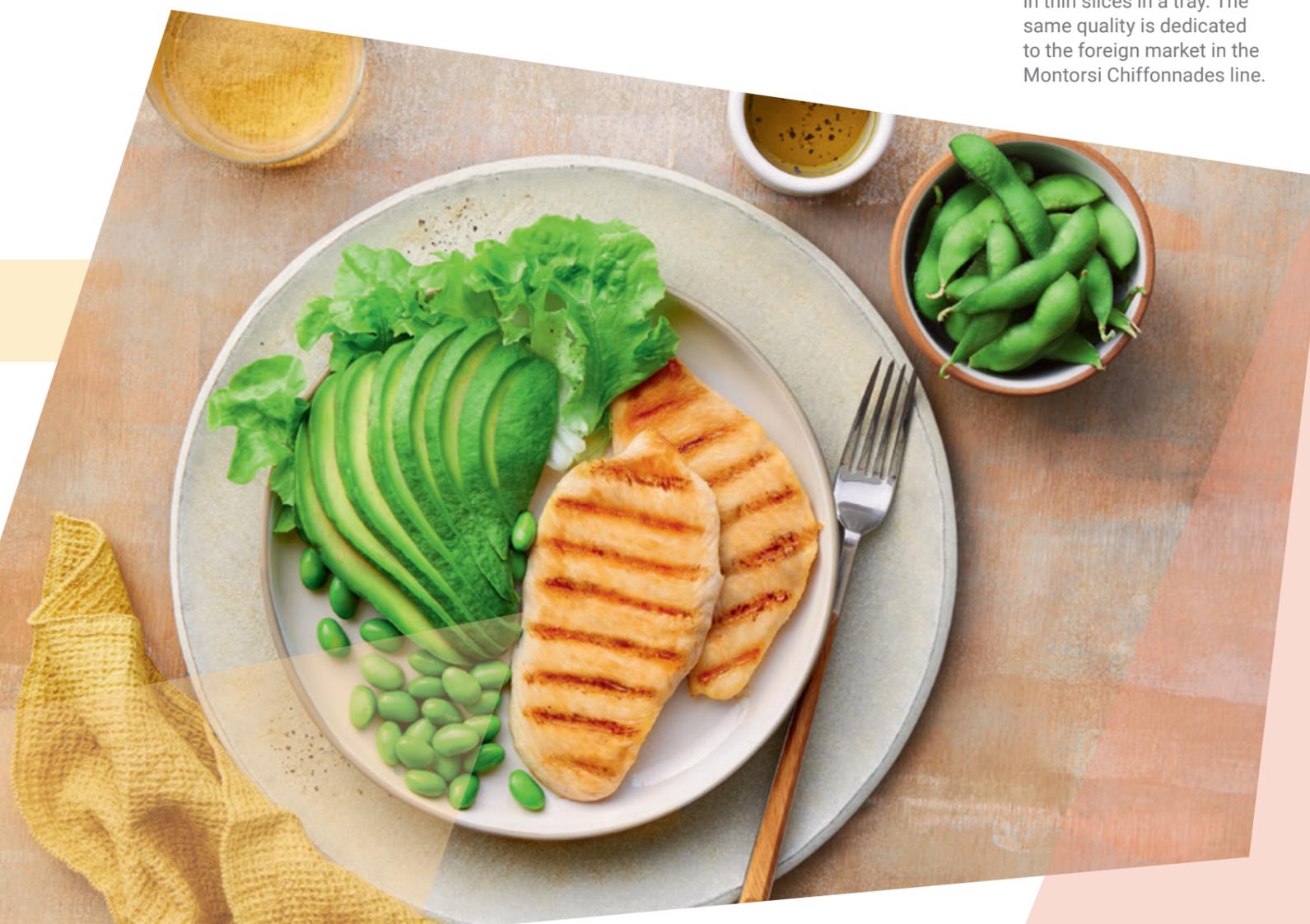
2019

VITAMIN E EGGS
Under the umbrella of the AeQuilibrium brand, we find free-range eggs rich in vitamin E



2020

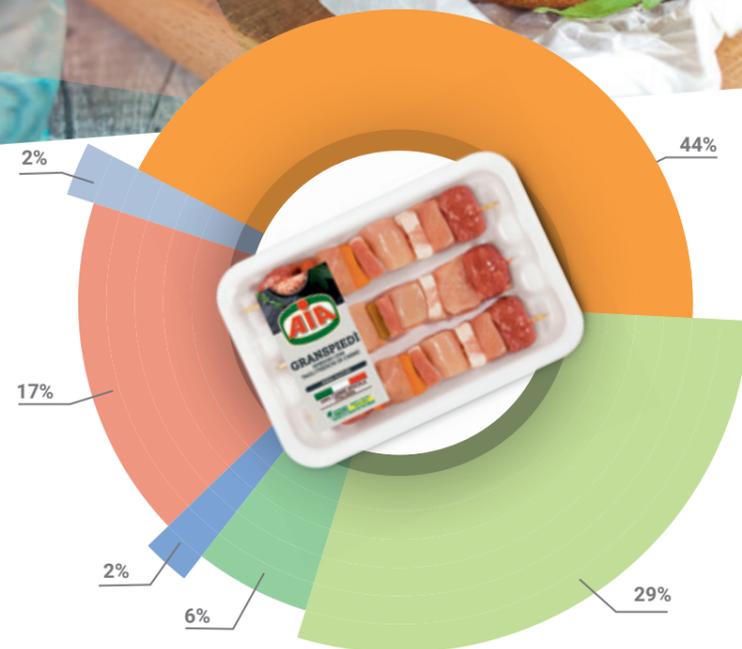
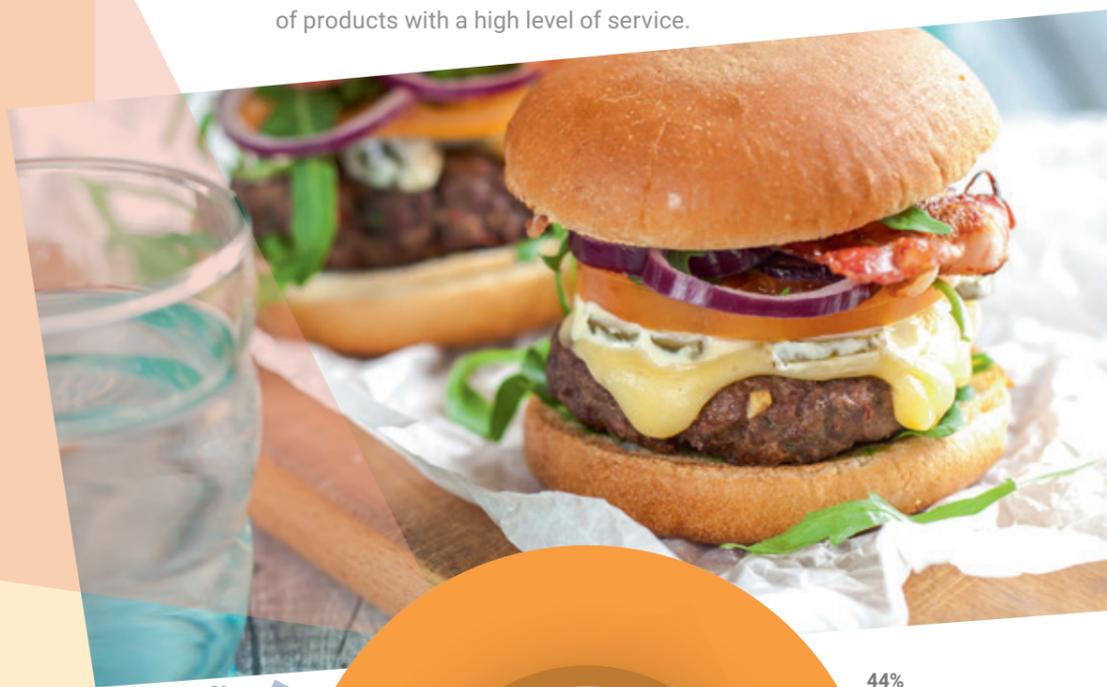
SEMPLICEMENTE PANATI
Tender crispy chicken fillets ready in a few minutes and tasty chicken nuggets to make every occasion special. 100% Italian poultry meat. Elected Product of the year 2021.



Raw meat product

The boom of the 1980s brings the advent of supermarkets. The consumer has changed and is devoting ever less time to cooking. Among all the cuts offered, the favourites are the classic fillet and the breast.

The need therefore emerges to find a different use for all the other noble parts that are less requested. Alongside the classic cuts, so the first processed raw products are originated, obtained from those meat parts not packaged for sale. The "Prontocuoci" line is born, the first creations branded by AIA: skewers, hamburgers and sausages. Since then, the offer has never stopped, to the point of making AIA "the greatest kitchen in Italy". An innovation hub in which Research & Development focuses on the design of products with a high level of service.



RAW MEAT PRODUCTS MARKET SHARE *

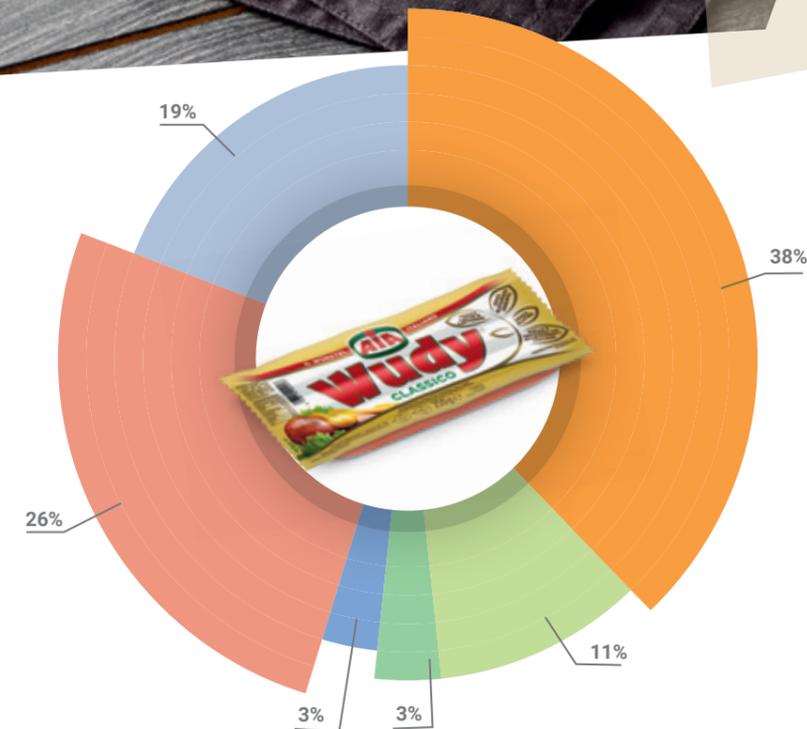
- VERONESI GROUP
- 1st COMPETITOR
- 2nd COMPETITOR
- 3rd COMPETITOR
- PRIVATE LABEL
- OTHER PRODUCERS

* Source: Information Resource Inc. (IRI) Quota per volume I+S+LS Ending year Dec.2021

Wudy

In 1985 Wudy was launched, the first poultry sausage in Europe which ended 2021 with a 51% share of the Italian poultry sausage market.

An iconic and loved product both in Italy and abroad thanks to the lightness of the white meats.

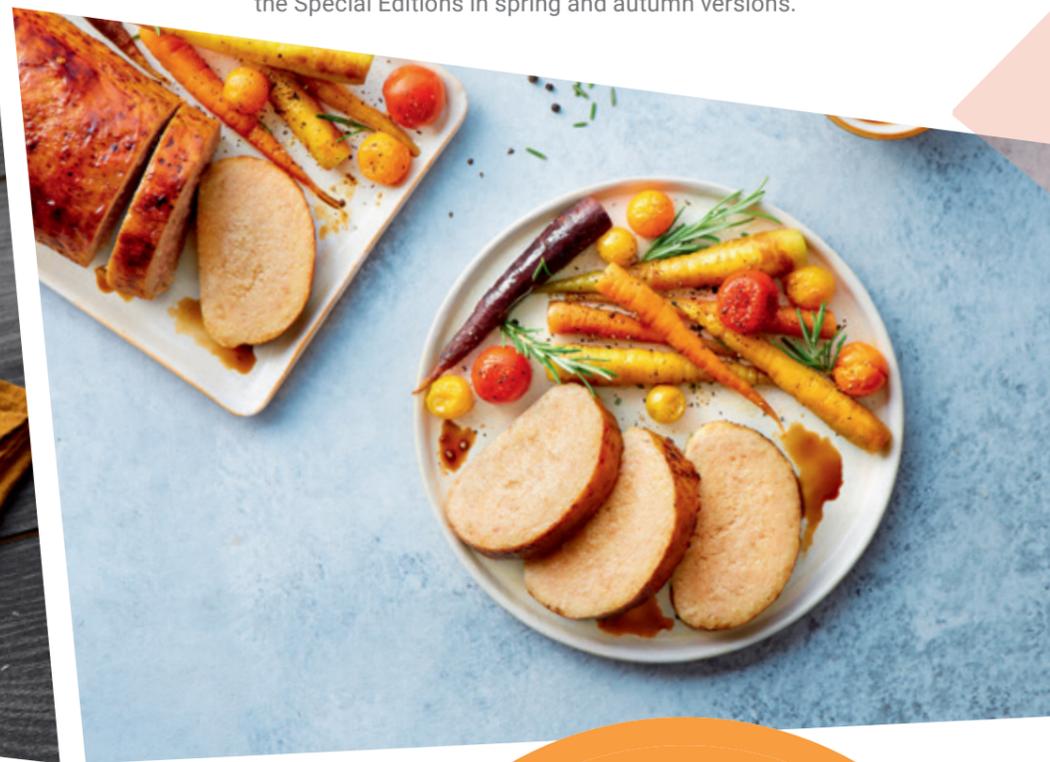


POULTRY SAUSAGE MARKET SHARE*

* Source: Information Resource Inc. (IRI) Share by volume I+S+LS Ending year Dec.2021

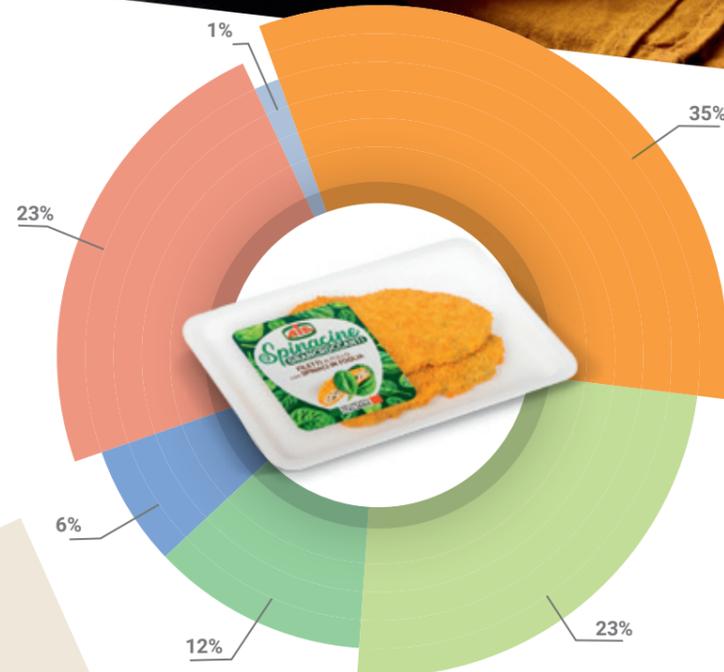
Breaded cooked products

Innovations continue, with the advent of breaded cooked products: Spinacine, Cordon Bleu, La Milanese, La Viennese and the latest, the Semplicemente Panati, in the double offer of chicken nuggets and fillets.



BREADED COOKED MARKET SHARE *

- VERONESI GROUP
- 1st COMPETITOR
- 2nd COMPETITOR
- 3rd COMPETITOR
- PRIVATE LABEL
- OTHER PRODUCERS

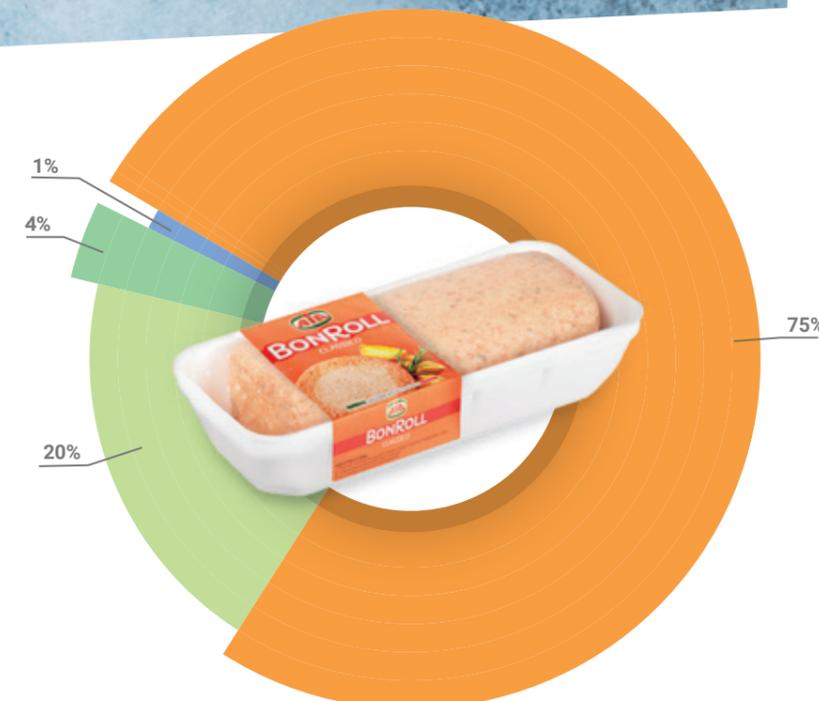


* Source: Information Resource Inc. (IRI) Quota per volume I+S+LS Ending year Dec.2021

BonRoll

The ability to grasp opportunities through a different perspective is embodied in an exemplary way when BonRoll, the most beloved meat roast by Italians, is launched in 1986.

BonRoll has proved to be such an innovation in the meat market that it deserves a category of its own. Next to the classic references today we find the Special Editions in spring and autumn versions.

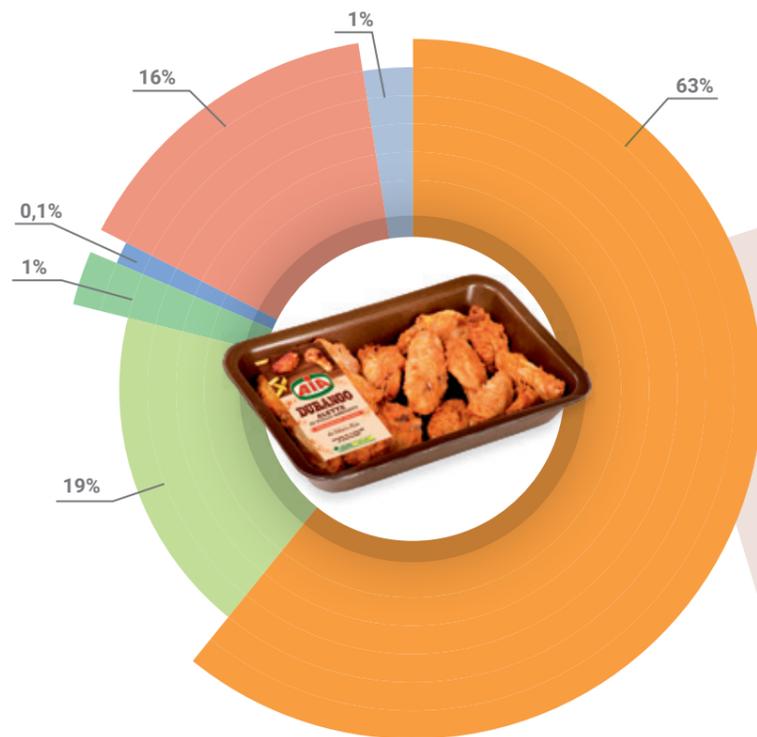


BONROLL MARKET SHARE*

* Source: Information Resource Inc. (IRI) Quota per volume I+S+LS Ending year Dec.2021

Non-breaded cooked products

In order to respond to a consumer looking for an ever-increasing level of service, non-breaded cooked products are also created. Chicken Salad, Kebab, Roast turkey and Durango: these are just some of the references that confirm AIA as the undisputed leader in the category. Durango, slightly spicy chicken wings, are today one of the most "cult" and best-selling products of the whole brand.



NON-BREADED COOKED MARKET SHARE *

- VERONESI GROUP
- 1° COMPETITOR
- 2° COMPETITOR
- 3° COMPETITOR
- PRIVATE LABEL
- OTHER PRODUCERS



MARKET SHARES SLICED*

- VERONESI GROUP
- 1° COMPETITOR
- 2° COMPETITOR
- 3° COMPETITOR
- PRIVATE LABEL
- OTHER PRODUCERS

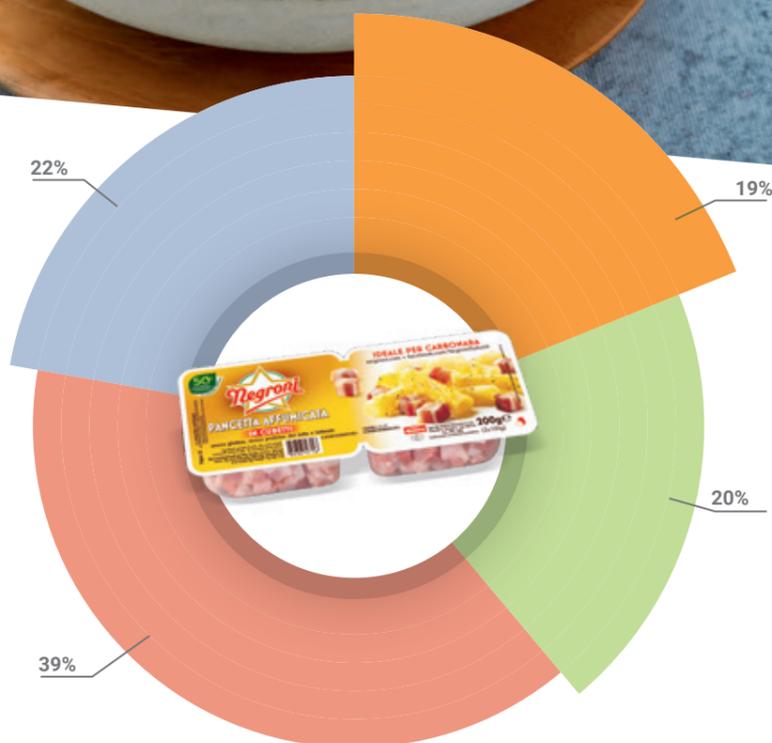
* Source: Information Resource Inc. (IRI) Quota per volume I+S+LS Ending year Dec.2021

Sliced cured meats: Stella, Essenza, AeQuilibrium

In 1985, we also entered the world of pork and cured meats through the acquisition of Imas. Thus began the experience in the world of cured meats, completed in 2002, with the entry into the Group of the historic Negroni brand, a symbol of quality delicatessen worldwide. Today we are the leading player on the market with the brands AeQuilibrium, Negroni "Stella" line, Negroni "Essenza" and Negronetto, the first pocket salami in history, which has become an iconic product available today also already sliced.



Diced



DICED MARKET SHARE*

- VERONESI GROUP
- 1st COMPETITOR
- PRIVATE LABEL
- OTHER PRODUCERS

* Source: Information Resource Inc. (IRI) Quota per volume I+S+LS Ending year Dec.2021

Delicatessen served at the counter

The offer of delicatessen served at the counter products continues with a wide range of references, including high quality cooked hams Monvero and Stella, the specialties of Zibello (Culatello, Coppa and Pancetta), salami (Milano, Napoli and Ungherese), mortadella with the unmistakable 4 Castelli and Stella Oro, dry-cured hams from Parma and San Daniele, excellences of Italian delicatessen. To these is also added the AeQuilibrium line with turkey breast and roasted chicken breast and the premium line Fior di Arrosto.



Cotechino, zampone and shank

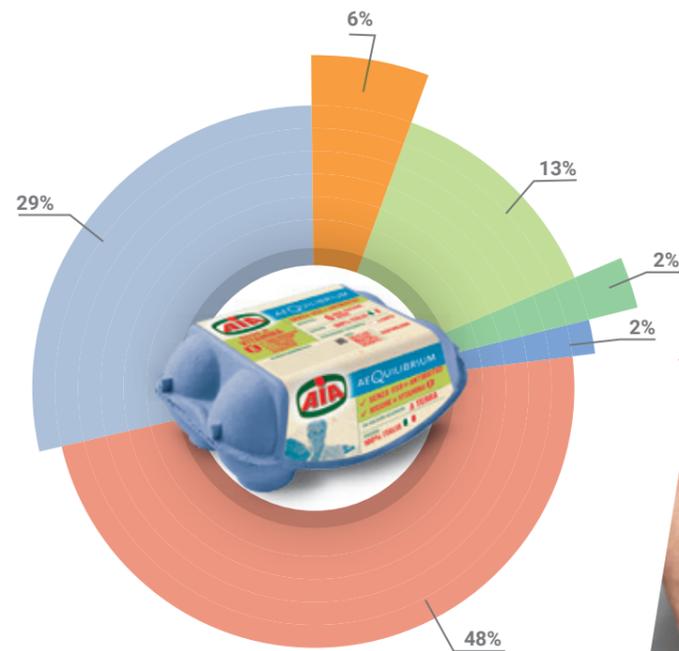
Another feather in the cap, the precooked specialties: cotechino, zampone and shank. We were among the first to brand cotechino and zampone, the specialties of the Italian Christmas tradition. With the Negroni and Fini salumi brands we are today market leaders, with a 100% Italian offer.

Eggs

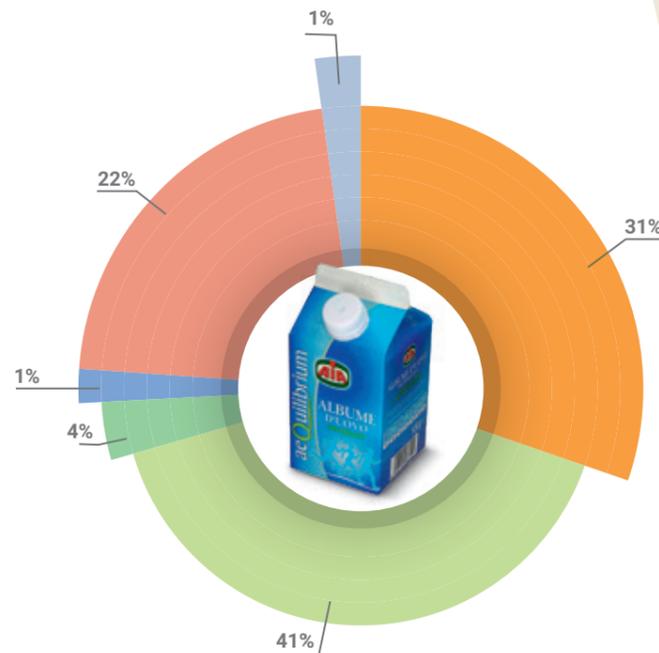
The Group also enters the egg sector by acquiring the Cok brand. Today we offer many types of eggs capable of responding to the most diverse market needs: classic, free range, organic, yellow paste, enriched with omega 3 and enriched with vitamin E.

EGGS IN SHELL MARKET SHARE *

- VERONESI GROUP
- 1° COMPETITOR
- 2° COMPETITOR
- 3° COMPETITOR
- PRIVAT LABEL
- OTHER PRODUCERS



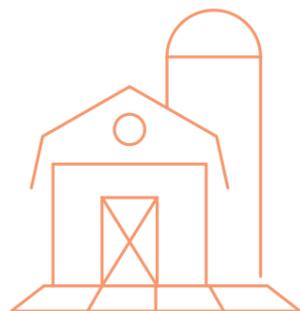
SHELLED EGGS MARKET SHARE *



Other markets

The Group also offers fresh pork, beef and rabbit meat. With the "Carne al Fuoco" brand it offers specialties such as marinated ribs, "Scottona" burgers and hamburgers with Parmigiano Reggiano PDO.

* Source: Information Resource Inc. (IRI) Quota per volume I+S+LS Ending year Dec.2021



Feed: from origins to leadership

Ours is a story that well represents the Italian entrepreneurial spirit and the ability to become leaders through the application of innovation to every link in the supply chain. That ability to know how to seize opportunities from the little things. Thus our founder, Apollinare Veronesi, from the bran he obtained from his first milling activity saw the key to opening the feed business.

+
100 Kg
of feed
every second



7 feed mills



1° IN ITALY

+7,000
CLIENTS

2,000
REFERENCES



Our strength, from the offer to the distribution

It was 1958 when the animal feed business was started in the historic plant in Quinto di Valpantena, a few kilometres from Verona. Today, a holding company is based there which counts on 7 state-of-the-art feed mills, all in Italy, capable therefore to promptly cover the entire Italian territory and quickly reach the main European destinations.



THE OFFER

Veronesi is the only Italian operator able to produce feed for any farm animal species. We have over 2,000 references of feed, supplied both packaged and directly with our logistics, in order to satisfy farms of all sizes.

MARKET SHARE

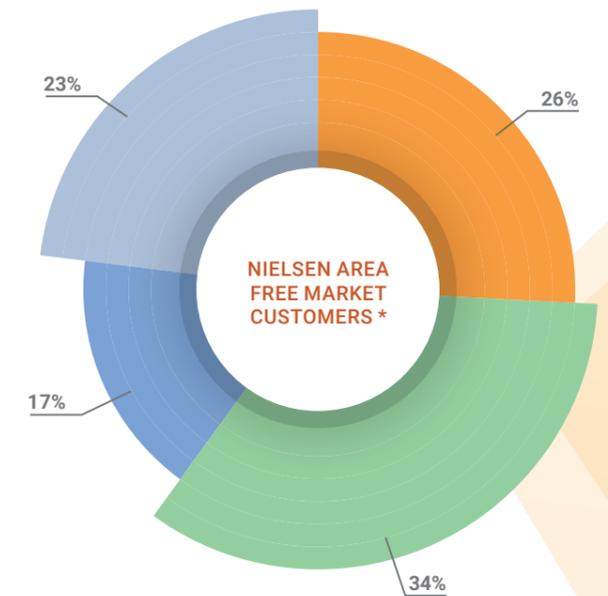
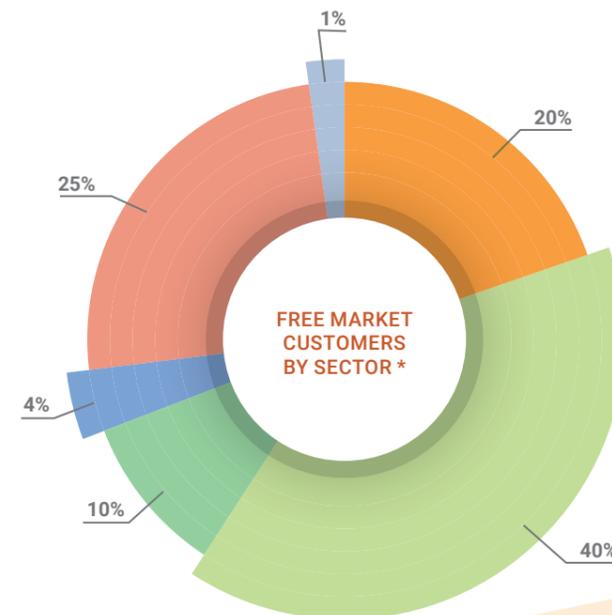
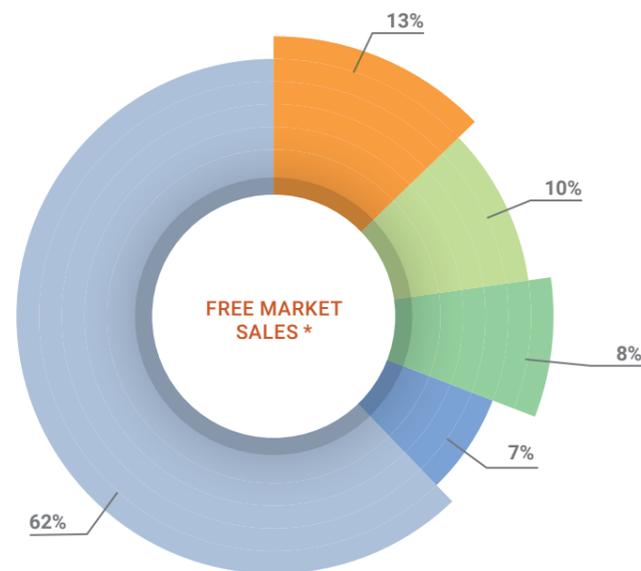
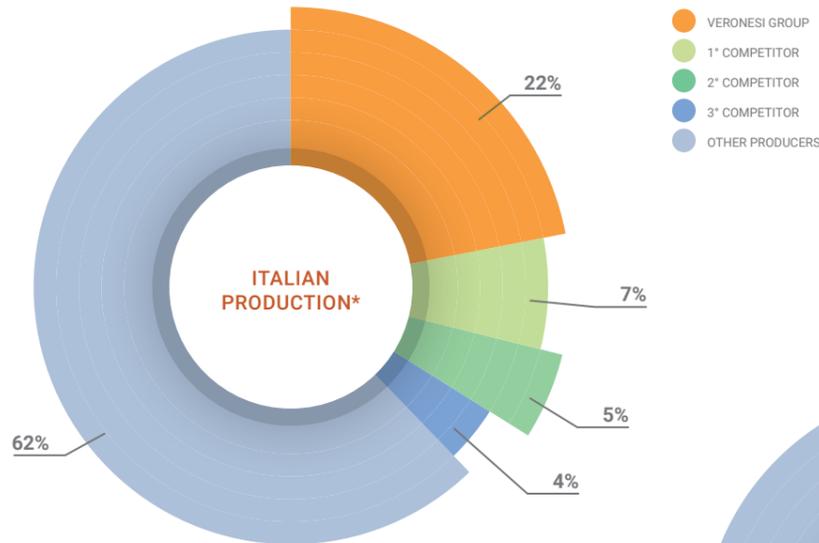
Veronesi is the Italian leader with a share of over 22% and the most important player on the free market. We are also 6th in Europe and 36th in the world. 75% of the feed is dedicated to animals in the supply chain, 25% is sold on the free market.

PRODUCTION

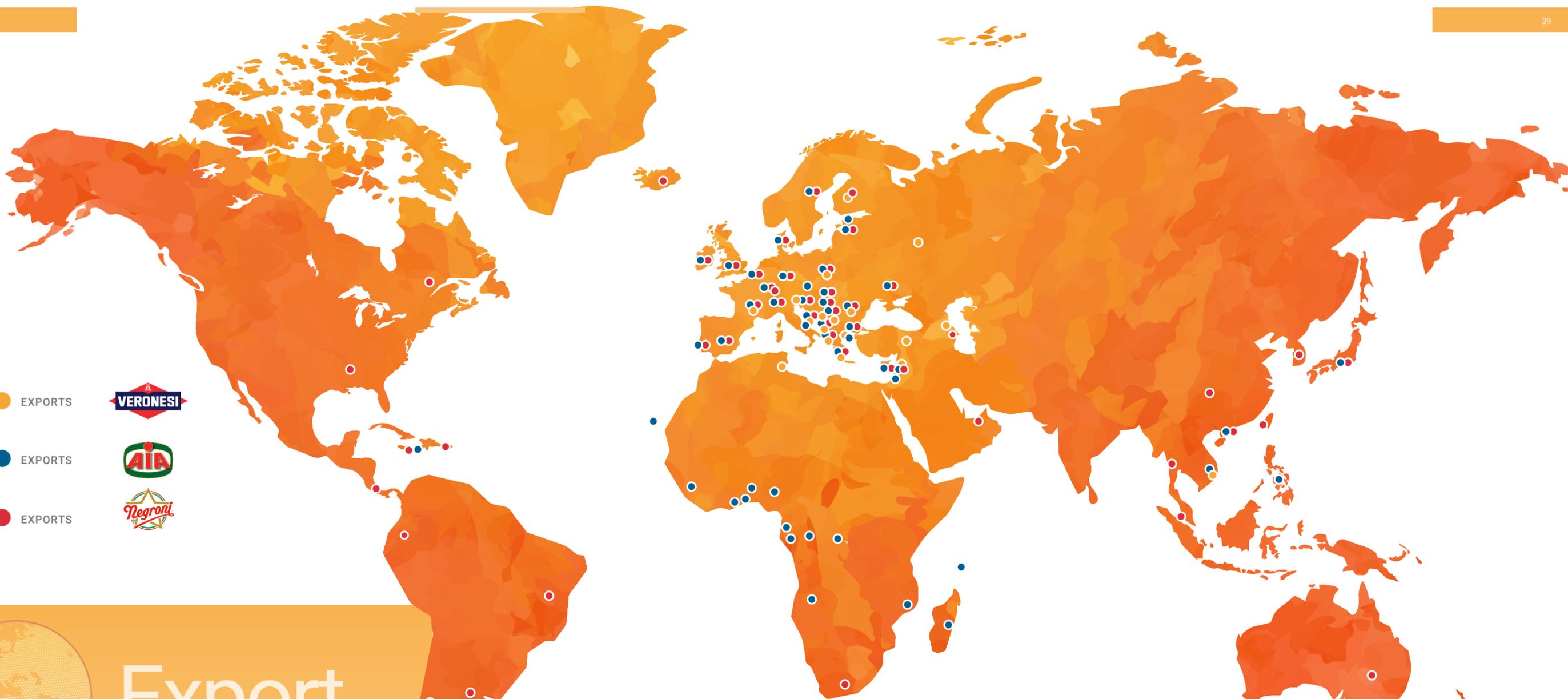
We produce up to 100kg of feed per second, a quantity made possible by state-of-the-art systems and automation that leaves no room for error. This allows us to produce exactly what is ordered by each customer: a system that allows for maximum product customisation.

DISTRIBUTION

We serve over 7,000 customers: 2,000 in the supply chain and 5,000 on the free market. There are 1,300 agricultural outlets throughout the country that distribute our products. On the free market, our most important references are feed for dairy cows, for fattening cattle and pigs, but we are able to satisfy professionals and enthusiasts of any animal sector.



* Source: our elaborations on Cerved - Databank data



- EXPORTS
- EXPORTS
- EXPORTS



Export

WE BRING MADE IN ITALY TO MORE THAN
70 COUNTRIES



17% OF CONSOLIDATED
TURNOVER



TURNOVER OF OVER
560 M/€

EUROPA

- ALBANIA
- AUSTRIA
- BELGIUM
- BOSNIA HERZEGOVINA
- BULGARIA
- CYPRUS
- CROATIA
- DENMARK
- ESTONIA
- FINLAND
- FRANCE
- GERMANY
- GREAT BRITAIN
- GRAN CANARIA
- GREECE
- IRELAND
- ISLAND
- KOSOVO
- LETTONIA
- LITUANIA
- LUXEMBOURG
- MACEDONIA



- MALTA
- MOLDAVIA
- MONTENEGRO
- HOLLAND
- POLAND
- PORTUGAL
- CZECH REP.
- SLOVAK REP.
- ROMAN
- SERBIA
- SLOVENIA
- SPAIN
- SWEDEN
- SWITZERLAND
- UKRAINE
- HUNGARY



ASIA

- ARMENIA
- AZERBAIGIAN
- ARAB EMIRATES
- FILIPPINE



- JAPAN
- JORDAN
- HONG KONG
- IRAQ
- KOREA
- LEBANON
- QATAR
- CHINESE POP. REP.
- SINGAPORE
- TAIWAN
- THAILAND
- VIETNAM



AFRICA

- ANGOLA
- BENIN
- GABON
- GHANA
- EQUATORIAL GUINEA
- MADAGASCAR
- NIGERIA
- REP. DEM. OF CONGO
- REP. OF TOGO



- REP. OF GUINEA
- SEYCHELLES
- SOUTH AFRICA
- TUNISIA



AMERICAS

- BRAZIL
- CANADA
- CHILE
- COSTA RICA
- ECUADOR
- CAYMAN ISLANDS
- PANAMA
- REP. DOMINICAN
- URUGUAY
- USA



OCEANIA

- AUSTRALIA





05 Sustainability Journey

Our sustainability Journey

For some years, the Group has started a structured reporting process of the main sustainability results achieved using the "Global Reporting Initiative Sustainability Reporting Standards" according to the "in accordance - Core" option. A strategic tool that helps us to communicate the Group's performance to our stakeholders in a transparent way with respect to the relevant issues of economic, environmental and social sustainability. The projects collected, the initiatives developed and the strategic lines of the Group highlight how the company contributes to the achievement of several of the 17 Sustainable Development Goals - SDGs, promoted by the United Nations Organisation to promote sustainable development. Below we have highlighted the SDGs to which the Group contributes most.

Sustainable Development Goals



The stakeholders of the group

Stakeholders play a fundamental role in the sustainable growth path of our Group. We recognize the importance of creating a transparent, two-way and constructive dialogue with our stakeholders and all those who participate in the life of the organisation. As part of our strategies and our economic, environmental and social objectives, we are committed to taking into account their needs, expectations and requirements with the aim of creating value in a sustainable way. With this awareness, a materiality analysis has been launched for years aimed at identifying the areas considered most relevant for the Group and its stakeholders in order to create value through a

sustainable and responsible business approach, with a medium-long term sustainability perspective. Through a structured analysis of the context in which the Group operates, the reference sector and its various activities, we have identified our main stakeholders, listed below. As a Group we have an open dialogue with all the stakeholders who participate in the life of the company, through the daily activities of the relevant offices and participation in debates and working groups in the trade and sectoral associations of which we are members. For the details of the Associations to which we belong, see page 118).



Materiality Analysis

In accordance with the GRI Sustainability Reporting Standards, the Veronesi Group carried out a materiality analysis for the definition of the relevant issues by the stakeholders and the Group itself.

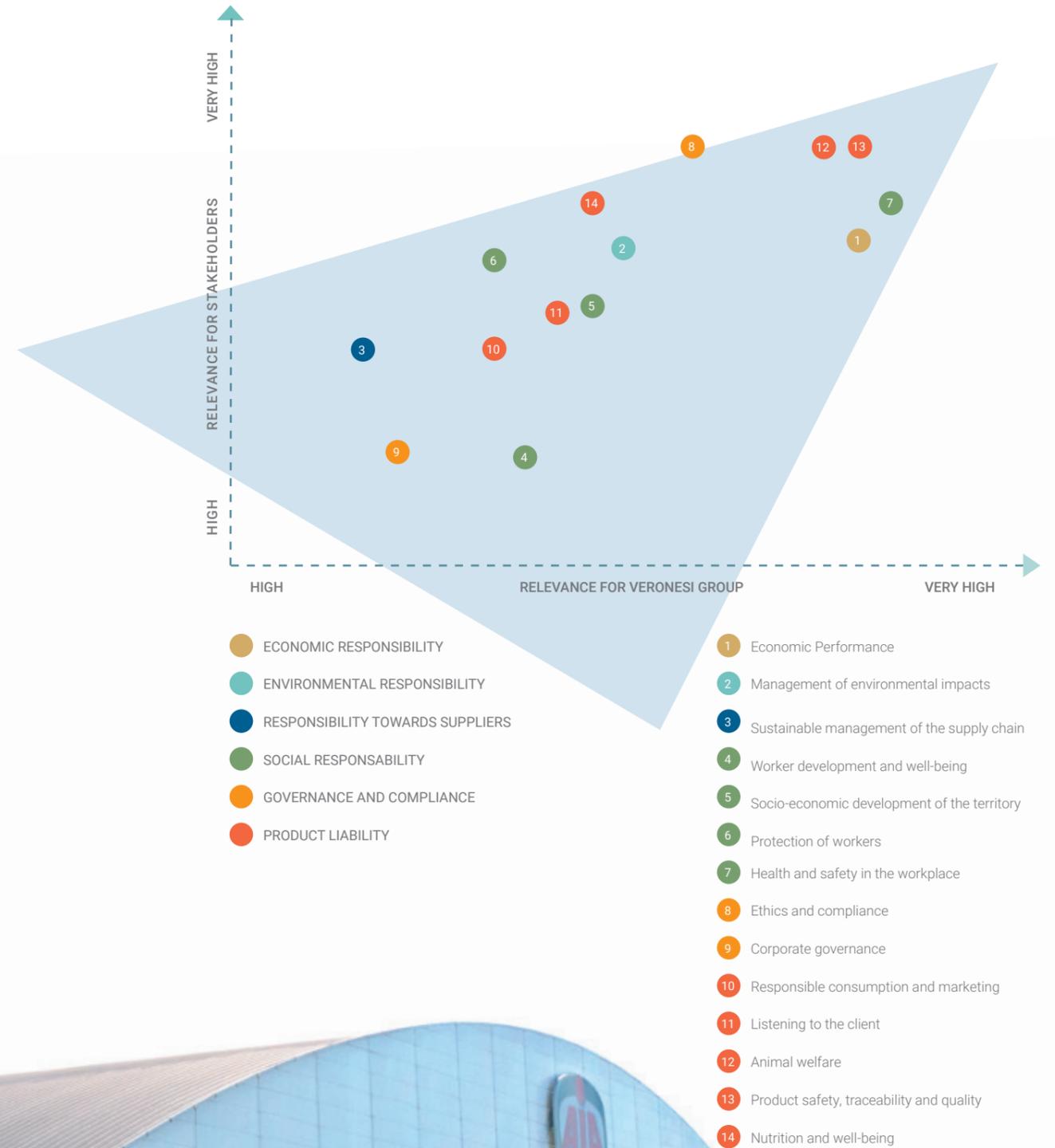
The materiality analysis identifies the main issues that significantly impact the Group's activities from an economic, social and environmental point of view and influence the assessments and decisions of stakeholders. During 2021, no significant changes occurred such as to change the strategic and operational approach of the Group.

The issues that emerged as relevant from the 2018 materiality analysis were found to be in line with the priorities of the Group and its stakeholders also for this reporting year. The materiality matrix has therefore not undergone any changes compared to the previous year.

The issues considered as priorities for the Group and its stakeholders are shown in the upper right quadrant in the materiality matrix on the side:

- ✓ **Safety, Traceability and product quality**
- ✓ **Animal welfare**
- ✓ **Health and safety in the workplace**
- ✓ **Ethics and compliance**
- ✓ **Economic performance**

The persistence of the Covid-19 emergency has defined new scenarios that have nevertheless been kept in consideration during the drafting of this Annual Report. In particular, the main factors that influenced the Group's business model in the epidemiological emergency period were considered, such as health and safety issues in the workplace, remote working, business continuity, which generated impacts on the financial and non-financial performance of the Group. These issues are discussed in this Annual Report.





06

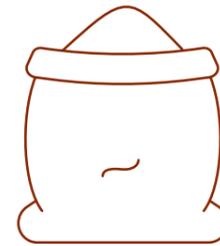
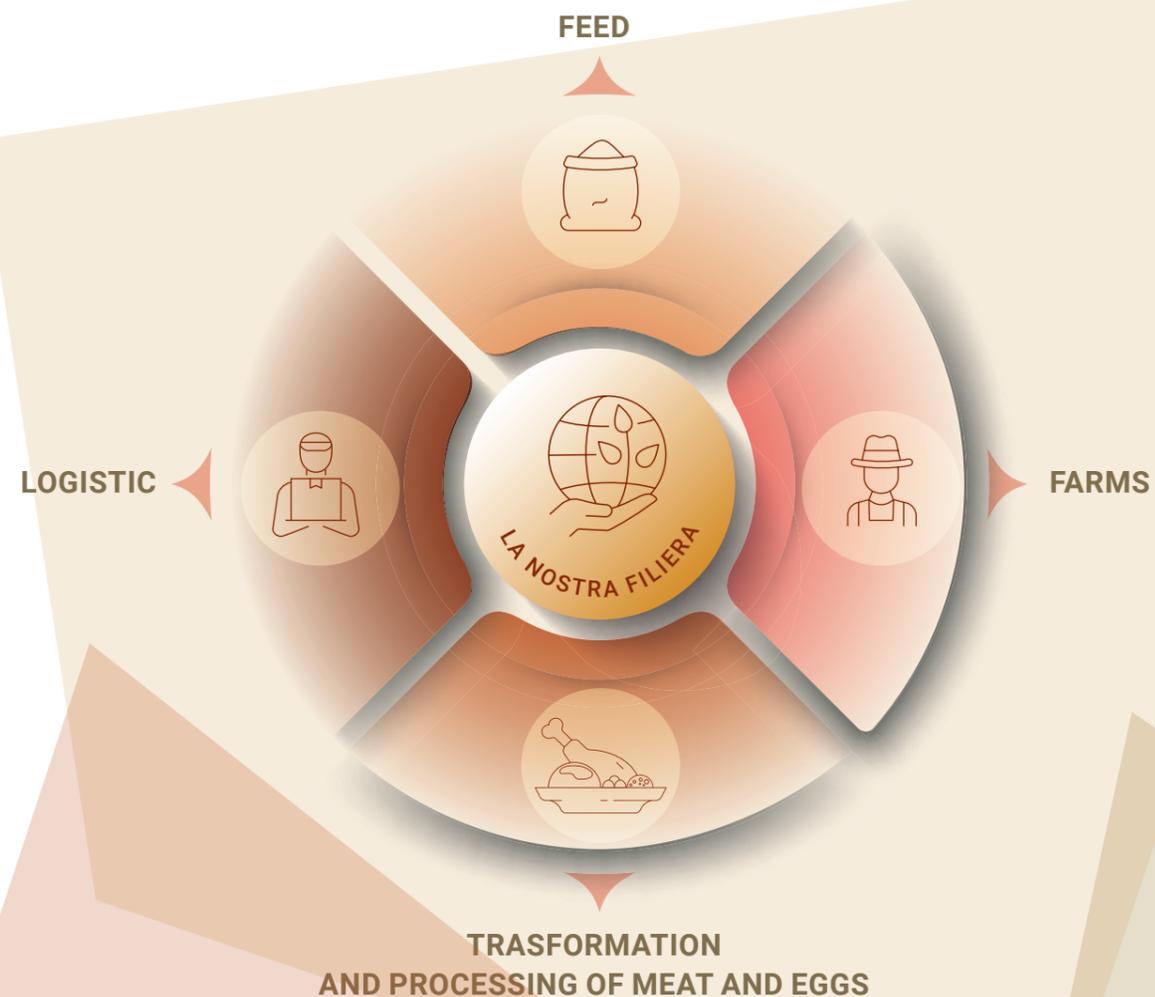
A quality supply chain

Our supply chain: guided by passion, sustained by the growth of expertise

A great team that works with passion at every stage of the supply chain, with the aim of bringing a good, healthy, safe, sustainable and high-quality product to the tables of those who choose us every day. An expectation that we are committed to meeting every day and that over the years has resulted in a trusting relationship with people, to the point of giving us leaderships in the markets in which we operate.

Ours is a story of a complete and integrated supply chain, which starts from the production of feeds to the transformation and distribution of the meats, eggs and cured meats of the Italian tradition.

We always want to improve, without ever ceasing: this is why we take care to increase the skills of all the people who work with us.



Feed



DEDICATED TO EXCELLENCE SINCE THE BEGINNINGS

Our Group was born as a feed producer. "Quality" has always been the watchword that has guided us. A total quality, which involves every single detail of the supply chain. All feed mills are certified; raw materials, processes and finished products are constantly sampled and monitored; the controls in the laboratory are guaranteed by an entire staff of technicians; a system of rigorous procedures, specifically created, guarantees the absolute healthiness of the finished product. Concluding not just with a mere "sale", but with the intervention of a team of real consultants with agro-zootechnical, organisational and economic skills to guide customers in their management and investment choices.

ISO 9001:2015, QS, GLOBAL GAP

All the Group's feed mills are certified by international schemes and private quality and food safety standards.

HACCP

All seven plants are equipped with a HACCP manual in line with the international standard ISO 22000: 2018.

The manual is a tool to assess the risks along the process and to insert control measures aimed at guaranteeing the healthiness and food safety of the finished products.

THE QUALITY TEAM

In the seven plants, more than 20 graduates in scientific or zootechnical subjects, chemical experts and laboratory technicians are engaged in the control and monitoring of processes, raw materials and finished products.

OVER 30 SALES MANAGERS

The sales area has over 30 consultants specialised in various animal species who support customers by guiding and helping them in achieving the best qualitative and quantitative performance.

The purchase of cereals: ethics, transparency, traceability

The raw material of our feed mainly consists of cereals, oil seeds and grains. The Group has an internal office in charge of purchasing these products.

204 suppliers
of raw materials

99%
CERTIFICATES
FAMI QS,
GMP+, QS

62%
Italian



We have built a large and qualified supplier base. Whenever possible, we encourage purchases from local suppliers to create value in the territories in which we operate.

The prerequisite for becoming our suppliers is the signing of contracts that provide for adherence to the principles, values and standards set out in the Organisation, Management and Control Model, in addition to the commitment to comply with our Code of Conduct.

Over the years we have guided our suppliers on a certification path that has led them to be all recognized by the main international standards: an extra guarantee for our customers.

The quality of our feed starts from the selection of raw materials. Each feed mill has an internal analysis laboratory where the incoming materials are analysed and only if the results comply with the legislative requirements, the contractual clauses and the Group standards, they can be transformed into feed.



44,000 IMMEDIATE ANALYSES: each incoming raw material is analysed in the laboratory. A sample is kept for all raw materials analysed for traceability purposes.



BARCODE EAN 128: automation is also driven by the management of packaged raw materials where 50% of the references in the catalogue and over 90% of the additives are managed through a barcode that identifies the type of product (GTIN), supplier, lot number and expiry date.

A certified sustainability

DTP 112 PROJECT

100% of the Italian soybeans purchased complies with the Technical Production 112 which defines the sustainability standard for the purchase of soybean seed, flour and oil. The Scheme is based on 3 pillars: economic, social, environmental. Since 2022, it has also been recognized by the European association Fefac (European Feed Manufacturers' Federation).

DEFORESTATION-FREE SOY

In 2019, we were the only national producers to join the European initiative promoted by Fefac (European Feed Manufacturers' Federation) to use 100% of certified sustainable and deforestation free soy by 2025. This goal will be achieved through the purchase of RTRS credits (Round Table on Responsible Soy) and full adherence to the US sustainability standard SSAP (Soy Sustainability Assurance Protocol).



Production: a no equal range

7 FEED MILLS

OF EXCELLENCE THROUGHOUT THE ITALIAN TERRITORY SPECIALISED IN THE PRODUCTION OF DIFFERENT TYPES OF FEED, AUTOMATED AND EQUIPPED WITH ADVANCED TECHNOLOGIES

800 FORMULATIONS

HAVE BEEN DESIGNED BY OUR RESEARCH & DEVELOPMENT DIVISION SO FAR, AND WE HAVE CERTAINLY NO INTENTION TO STOP HERE

73,000 ANALYSES UNDERTAKEN

DURING THE PRODUCTION PROCESS WE CARRY OUT CONTINUOUS SAMPLING ON RAW MATERIALS AND FINISHED PRODUCTS THAT WE SUBJECT TO ANALYTICAL TESTS

2,000 REFERENCES

TODAY, MORE THAN 2,000 REFERENCES ARE BORN FROM THESE FORMULATIONS, WHICH GIVE THE BEST NUTRITIONAL SUPPORT TO DIFFERENT ANIMAL SPECIES, BASED ON ANIMAL AGE THE TYPE OF FARMING AND AGE

239,300 PARAMETERS TESTED

EVERY SINGLE ANALYSIS MAY REQUIRE THE RESEARCH OF ONE OR MORE PARAMETERS ON RAW MATERIALS AND FINISHED PRODUCTS

TRAINING AREA MANAGER

ALL AREA MANAGERS HAVE SPECIFIC NEGOTIATING AND CUSTOMER MANAGEMENT COURSES, TO BE THE BEST 360° CONSULTANTS



More efficiency, less risk

JUST IN TIME

The feed mills work directly to the customer's order. The order entry is carried out, in the supply chain market, independently by customers who, with a tailor-made application (ACTIVE PLAN), can manage feed supplies. In the free market, orders are instead placed by agents always through a dedicated management system (DIGITAL AGENT).

CARRY OVER

The management of the cross contamination risk is handled in an innovative and automatic way: a software (PRODUCTION SEQUENCES), based on dozens of analytical tests, allows the mapping of the production processes and minimizes the risk of contamination allowing to guarantee safe feeds always compliant to ever more strict regulatory requirements.

HANDLING COMPLAINTS

The collection and periodic analysis of complaints has permitted, through the implementation of corrective actions and improvement projects, to develop products and services increasingly in line with the requirements of our customers.



A fleet always on the move

There are 200 trucks branded Veronesi that depart directly from our feed mills every day to distribute over 12,000 tons of feed.

In order to reduce the environmental impact, we also use vehicles powered by liquid methane, which reduce nitrogen monoxide emissions by 70%, particulate matter by 99% and CO₂ by 15% compared to diesel.

The super train

4 of the 7 feed mills are connected to permit deliveries by rail, unique case in Italy in the agri-food sector. A collaboration with Rail Traction Company and with the international freight forwarder MVC, has led to the construction of a 2,500-ton Super Train. The train allows to transport the equivalent of 75 trucks, and reduces carbon dioxide emissions by more than 80% for the same amount transported and doubles the quantities of traditional trains.

200 trucks

12,000 tons of distributed feed

650 deliveries a day



-80% CO₂

1 SUPER TRAIN = 75 TRUCKS





Farms

Ours is an integrated supply chain's history and today we work with over 2,200 independent livestock and farmers throughout Italy, accompanying them on a path of shared growth and continuous improvement that brings together training, animal welfare, biosecurity, competitiveness, innovation and sustainability.

The farmers are a fundamental step in the integrated supply chain of the Group and are linked through an agistment contract, a typically Italian agricultural contract of the associative type.

We have always promoted and guided the development of a modern animal husbandry that characterises many of the Italian regional realities, helping to grow the territories in which we are present and sharing our skills with all the farmers in the supply chain to bring innovation to one of the most important sectors for Italian agri-food.

THE STRUCTURE

The Agrozootechnical Unit, which belongs to the La Pellegrina Company, is based on a vertical organisation that directly manages the various animal species. The task of the organisation is the training and coaching of the farming part, aimed at implementing the best animal management techniques, the planning of all the farming phases and the relative organisation of transport.

+2,200
farmers
in all Italy



The sector manager of the animal species coordinate a team of over 80 technicians, agronomists and specialised veterinarians, the Group's flagship, thanks to the high skills and specialisations. In fact, this team is unique in Italy both in terms of structure and variety of skills: the continuous comparison between different specialisations and the constant presence at international meetings and conferences, in addition to meetings with global leading companies leads the Group to identify and implement innovative solutions. Every day our team, through its daily relationship with farmers, promotes the growth of the sector, the virtuous management of structures and animals the sharing of our knowledge and the continuous training of farmers are the basis of our daily work.

Digital at the service of the supply chain: Web Farm

Today, for proper training, innovative models and IT support capable of collecting and managing data are required. Web Farm was born from this need: a suite of applications dedicated to farmers, technicians and veterinarians for monitoring the main farming indicators.

Web Farm is enriched in 2021 with an application for Self-Assessment Campaigns for farmers. The aim of the project is an ever increased more active involvement

of the farmer in our system: we believe that the basis of continuous improvement must be full awareness of the fundamental role they play within the supply chain. The parameters taken in consideration, are biosecurity, animal welfare and the inclusion of the farm in the surrounding environment.

The system also, through data analysis, returns all the information necessary to improve performance indicators.



Animal welfare and biosecurity: a primary value

Respect for animals is one of the Group's founding values and applies to all stages of the supply chain that involve animal management: feed production, farming, transport and slaughter.

Every day we work with thousands of farmers to ensure the health of animals by keeping them responsibly. For this reason, respect for animal welfare is also one of the elements included in the agistment contracts that govern our relations with farmers in the supply chain.

The Group recognizes, for all the relevant species that are part of the supply chain (chicken, turkey, laying hens, pigs and rabbits) and are all reared in Italy, the criterion of the 5 freedoms for the animal welfare production:

1

FREEDOM TO BE ABLE TO EAT CORRECTLY AND TO ALWAYS SATISFY THE NEED TO DRINK AND FEED

2

FREEDOM TO HAVE AN ADEQUATE PHYSICAL ENVIRONMENT

3

FREEDOM TO HAVE PROPER CARE CASE OF DISEASE

4

FREEDOM TO LIVE IN CONDITIONS THAT PREVENT THEM FROM FEELING STRESS AND FEAR

5

FREEDOM TO BE ABLE TO MANIFEST THE BEHAVIORAL CHARACTERISTICS OF THEIR SPECIES

Our team of technicians and veterinarians supports farmers in improving their facilities, to achieve the highest levels of biosecurity and animal welfare, starting from the design of the new farming plants..

We monitor the level of animal welfare through constant and scheduled visits to the farm, the support of Quality Assurance Department, the dedicated animal welfare team (Animal Welfare Managers), responsible use of drugs, monitoring of transport times and Web Farm system.

RESPONSIBLE USE OF DRUGS FARMING

We recognize the right to health of our animals, which is why we adopt practices for the responsible use of drugs on the farm, used only for therapeutic purposes and never as a prophylaxis, in line with the One Health approach. The Group has also been committed for years to reducing the use of drugs on farms, made possible thanks to the collaboration with all the players in the supply chain and to an improvement in farming practices that have led to a higher level of animal welfare and biosecurity.

For a correct management of this delicate issue, we have established a rigid procedure for the administration of drugs. The reference veterinarian prescribes an Electronic Recipe (all recipes are registered in the National Bank of the Ministry to ensure maximum traceability and verification of the use of the drug in the livestock sector), a copy (computerised) of the recipe arrives at the Group's Medicines Purchasing Office who proceeds to purchase the drug. Subsequently, the drug is brought to the farm by selected distributors and administered in the manner indicated by the prescribing veterinarian.

-93.5%
antibiotics
IN POULTRY

The Group has always been committed to this important scope. For this reason it has a policy that concerns all farms in the integrated supply chain and in particular provides that:

- ✓ antibiotics are prescribed for therapeutic use only
- ✓ no growth promoters are used
- ✓ neither genetic cloning nor genetic engineering are adopted on the species

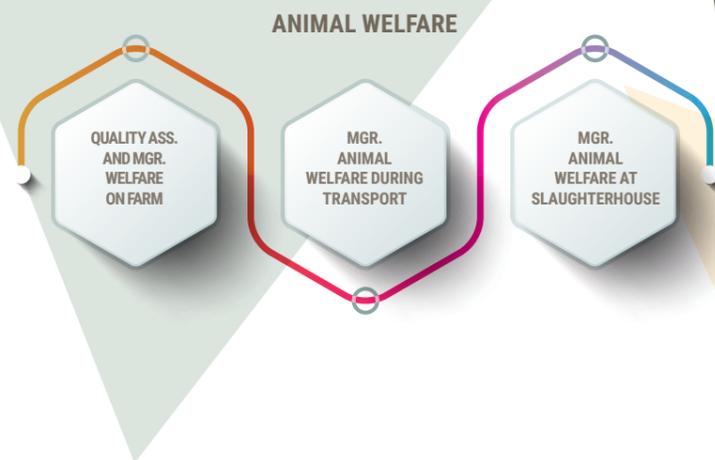
IN THE POULTRY SECTOR

For the poultry sector we have joined the Italian Plan for voluntary reduction of drugs born in collaboration with Unaitalia and the Ministry of Health, which in the last 10 years has led to a reduction of 93.5%, (in chicken and turkey) and has become a best practice at European level.

Animal Welfare Team

The daily verification of animal welfare is first of all the task of the farmers who, also trained by our technicians and veterinarians, inspect the facilities throughout the day and verify both in presence and through monitoring systems the main farming parameters.

The Group has also set up a team of people, led by top managers of the Group, dedicated to animal welfare who follow the various phases: farming, transport and slaughterhouse.



WELFARE IN FARMING

Is the task of specialised personnel for each type of animal in our supply chain and is coordinated by the Quality Assurance Manager, who reports directly to the CEO of La Pellegrina company.

This structure will allow an ever more continuous comparison and exchange of skills and experiences that favours a unique vision on the subject. The controls on the farms are carried out with scheduled regularity in the NMCPs (National Multiannual Control Plan) of the Italian Ministry of Health) by the ASL (Local Health Authority) veterinary services which are a guarantee of independence and protection of animal health.

All official controls are followed by internal controls. All farms are also subject to audits by third parties that verify compliance with the various certifications including QS, Tierwohl and Global Gap.



WELFARE DURING TRANSPORTATION

The times and methods of transport, loading and unloading of animals are key factors for the protection of their welfare.

For this reason, the Group has a policy and has dedicated figures who have the task of managing this delicate phase with the ambitious goal of minimising transport times and keeping them within 8 hours for all relevant species managed by the company.

The loading operations are managed directly by the farmers who have the right to choose which supplier to contact. To facilitate this task and to guarantee a higher quality of service to farmers, the Group makes available the names of suppliers in the area classified on the basis of certain indicators that highlight their quality and reliability.

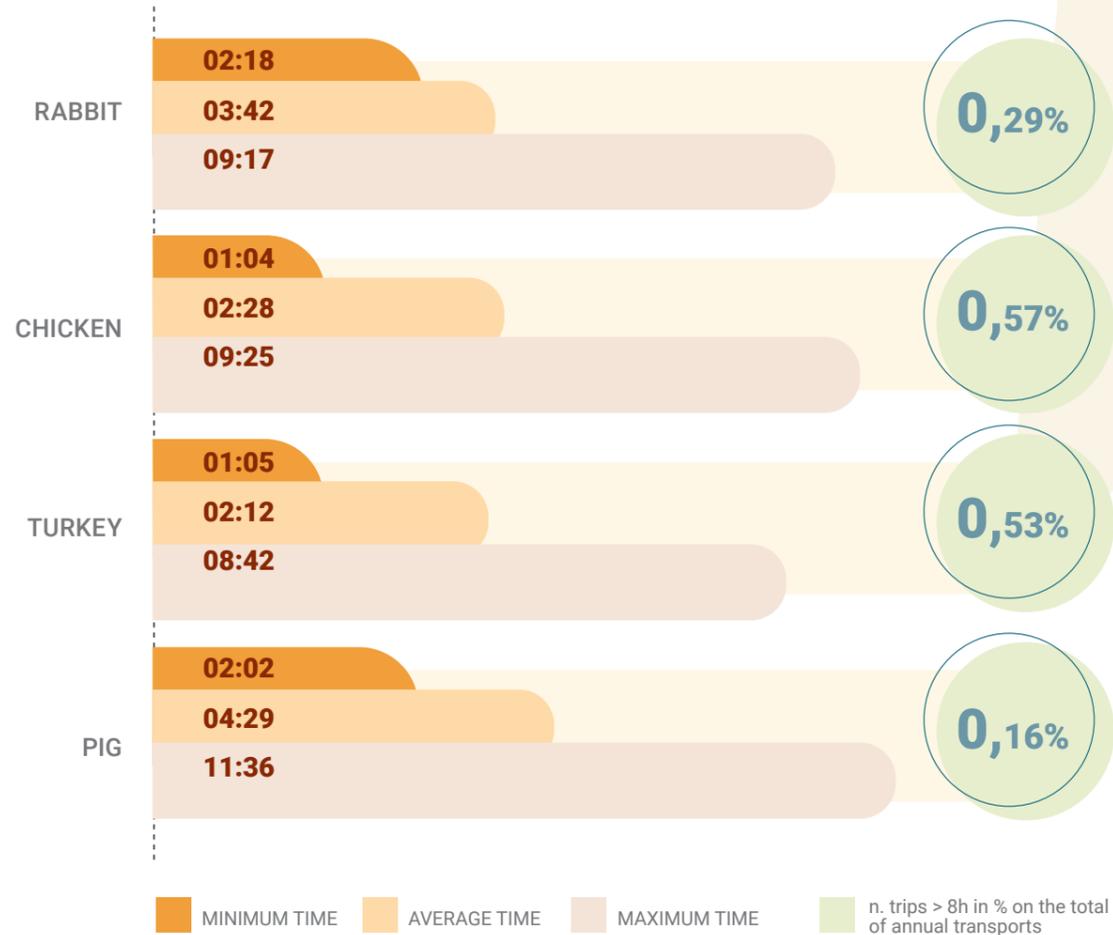
In 2021 we carried out 125 visits to farms during the loading phase, visits that are possibly enhanced by specific inspections to the slaughterhouse, directly with the farmers concerned, if they are found in non-compliance of the main indicators in the phase of slaughtering.

The outcome of the visit is uploaded to the Web Farm platform based on a checklist that evaluates the state of welfare during loading and the correctness of the documentation.

In the last few years, the equipment of the vehicles that transport our animals has been improved in collaboration with suppliers. The arrival of the vehicles is regulated in a timely manner to guarantee the animals the shortest possible waiting time. Transport times are in fact an important indicator for animal welfare and the efficiency of our organisation.

All our transporters have been trained by the Group with dedicated courses on animal welfare.

Transportation times including loading and unloading



WELFARE IN SLAUGHTERHOUSE

At the slaughterhouses, further parameters are checked. All data are recorded internally and are immediately visible on internal management, becoming a tool for our Technical/Veterinary Service on the path of continuous improvement undertaken with farmers.

If the animal welfare parameters detected are not fully compliant with our guidelines, our staff immediately intervenes with the farmer with a direct visit to the farm and a further control of the findings. This complex control system, in which IT input is essential, allows us to highlight the points for improvement and intervene in a timely and targeted manner.

In addition to this activity, every month the Head of Animal Welfare draws up a report for the Technical/Veterinary Services (i.e. Info Chicken - Info Turkey - Info Swine) where all the parameters of the species taken into consideration are evaluated, during which intervention and improvement plans are planned.

TRAINING AND TECHNOLOGY

Training is fundamental for us. Our goal is to make all the players operating in the supply chain aware of the important role they play in ensuring high quality products. This is why all the functions involved in the farming phase (management, technicians, veterinarians, farmers) undergo precise training.

- ✓ **SMART LEADERSHIP:** top senior positions dealing with animal management have been involved in high-level management training activities with the aim of supporting them in the organisational complexity they are called upon to manage.
- ✓ **BIOSECURITY AND ANIMAL WELL-BEING:** 100% of our technicians took part in a refresher course on animal welfare and biosecurity for a total of 150 hours.

TRAINING OF FARMERS

The training of farmers is more complex, key stakeholders within our supply chain. We use different methods:



VISITS TO THE FARM

the training of farmers takes place daily through the relationship with their technician/veterinarian of reference and has the aim of aligning the work of farmers with the Group's standards regarding to the issues of biosecurity, animal welfare, sustainability and maintenance of the farming structure. There are almost 2,000 hours of training in farming, also on the theme of animal welfare, undertaken on approximately 1.500 farmers and 490 hours of online training.



WEB FARM

During the year, we strengthened the important self-assessment project of our farmers by opening the platform to all farmers in the poultry sector (chicken and turkey) with the aim of extending it to the swine sector in 2022.



AUDIT

All poultry and swine farms are subject to annual audits to verify compliance with the parameters required by the various certifications such as QS, Tierwohl (poultry) and Global Gap (swine) and by our customers. Even if not a conventional training activity, audits are also an important moment of comparison and analysis of the work carried out by our agistment partners.

The poultry supply chain

CHICKEN AND TURKEY

We are the only producers in Italy to have the poultry farms in the supply chain covered by the QS certification. This important certification system provides for the involvement of all the players in the supply chain from the suppliers of zootechnical foods, to the production of feed, to the processing of meat up to the distribution of food products. Among the aspects that fall within the standard we find in fact:

✓ TRACEABILITY

✓ ANIMAL WELFARE

✓ FOOD AND WATER

✓ ANIMAL HEALTH

✓ HYGIENE

✓ MONITORING HEALTH AND WELFARE

✓ TRANSPORTATION



To these parameters are added those of the Tierwohl initiative, even more stringent, which concern a part of the supply chain and which focuses even more on some aspects of animal welfare. In particular, for example, the presence in the structures of manipulable material and further control over environmental parameters and drinking water. Our Group is committed to providing environmental enrichment, today all chicken and turkey farms are equipped with manipulable material to favour the natural behaviour of the species.

THE POULTRY SUPPLY CHAIN IS DEVELOPED IN 3 PHASES:

BREEDING FARMS

The first link in the supply chain. These breeding farms supply 100% of our chickens and turkeys.



HATCHERIES

It is at this stage that the Group's major investments have been concentrated in recent years with the new Larino hatchery, in line with Industry 4.0, and the new Isorella in-egg vaccination system which provides among the highest levels of biosecurity in the world.



FARMS

The poultry farms in the supply chain is QS certified. In this phase, the growth of the animals takes place.



PROJECTS THAT DRIVE INNOVATION

The Group promotes some innovative projects that develop types of farms with specific characteristics.

AIA Oro Natura: it is a range that comes from farms in which animals grow without the use of antibiotics from birth, are fed with plant feed and without GMOs, have more space to move, are raised in natural light and can interact with manipulable material.

AIA Bio: the project was born in southern Italy and follows organic production regulations. The farms must be placed in a particular environmental context, the feed is certified organic, the animals have a fenced outdoor space in which to move.

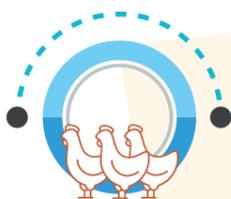
LAYING HENS

The current situation of the Italian market is diversified and has very heterogeneous structures, classified into 4 types: in cages, barn, free range and organic. In line with the needs of the market, over the years we have developed all different types of farming in order to meet everyone's needs. Many of our farms are equipped with manipulable material to favour the natural behaviour of the species.

THERE ARE TWO PHASES OF FARMING LAYING HENS: PULLET PHASE AND LAYING PHASE.

PULLETS BREEDING FARMS

The chicks are raised in dedicated facilities until they reach their maturity. All animals learn to develop the typical behaviours of the species.



FARMS FOR DEPOSITION

Once the pullets reach the age for laying, they are welcomed in suitable structures that differ according to the farming classification..



	2019	2020	2021
cage-free laying hens	60%	65%	68%
laying hens raised in enriched cages	40%	35%	32%

Currently 68% of the laying hens that supplies our Group are cage-free and 32% in "enriched cages", in full compliance with the EU regulation. We can also count on BIO and free range farms.

PROJECTS THAT DRIVE INNOVATION

An important goal for the Group is the conversion of 100% of laying hens farming into alternative structures to the cage by 2025, in compliance with the commitments already made with farmers within our supply chain.

The swine supply chain

The zootechnical production sectors of the Veronesi Group, since 2004, have voluntarily joined the Global Gap standard which establishes specific certification schemes recognised all over the world. 100% of the Group's swine supply chain is Global Gap certified, a voluntary certification standard characterised by the following criteria:

- ✓ TRACEABILITY
- ✓ ENVIRONMENTAL AND BIODIVERSITY IMPACTS
- ✓ ANIMAL HEALTH CONTROL OF FEED AND WATER
- ✓ CONTROL OF EQUIPMENT inside the farm
- ✓ WELFARE as the presence of manipulable material in farming and control of environmental parameters
- ✓ TRAINING IN THE FARM



THE PIG SUPPLY CHAIN IS ARTICULATED IN DIFFERENT PHASES:

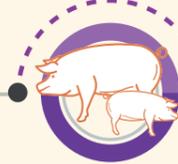
PARENT AND GRANDPARENT CENTRES

The supply chain starts with the Parent and Grandparent centres owned by the Group. Located in isolated locations, these centres enjoy the highest levels of biosecurity in order to guarantee maximum safety right from the first phase of the supply chain.



SOWS

These are the farms dedicated to the reproduction and gestation phase of sows. Our Parent and Grandparent fulfil 100% of the farms in the supply chain. The Group has set up some sows with "free" gestation and farrowing rooms, with the aim of extending these innovative systems to 100% of the owned facilities in the coming years.



WEANING

In the weaning phase, the first phase of growth of the animals is managed after the introduction of solid food. Some farms are dedicated to weaning on straw, characterised by full flooring on which a layer of straw is spread and which is continuously renewed during the growth period of the piglets.



FARMS

It is the actual growth phase of the animal. In 2015, we started introducing a rearing system with dynamic boxes. It is a highly innovative farming method which involves the subdivision of the surface in boxes. Each box is organized in a rest and in a feeding area and in a feeding area where food is always available.



Our Group is committed to providing environmental enrichment, today all swine farms are equipped with manipulable material to favour the natural behaviour of the species. The teeth of piglet are not clipped in any of the farms in the supply chain.

PROJECTS THAT DRIVE INNOVATION

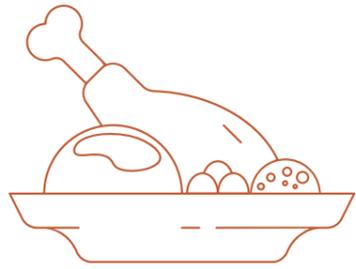
We have launched several innovation projects in line with the continuous progress in the livestock field that provide animal welfare standards well above legal requirements.

- ✓ **SOWS:** We have started equipping our sows with free gestation and farrowing rooms with the aim of extending this system to all facilities owned by the Group in the coming years.
- ✓ **DTP 109:** it is a voluntary technical production specification (DTP) certified by CSQA which recognizes animals raised without the use of antibiotics in a given period of time in the last 120 days of life.
- ✓ **DTP 144:** is a specification that provides for the free gestation of sows and a ban on tail docking.
- ✓ **DTP 129 WELFARE IN FARMING:** provides for free gestation and responsible use of drugs with certified antibiotic usage monitoring.



The rabbit supply chain

The rabbit supply chain was the protagonist of an important project that led to the certification of an innovative farming model based on the use of parks, raised enclosures that allow animals, raised in small groups, to jump and hide and show behavioural characteristics of the species. The value of the project has also been recognized by animal rights NGOs. Our Group was the first in Italy to introduce this type of farming.



Meat and eggs transformation and processing

STATE-OF-THE-ART PLANTS, GUARANTEED RAW MATERIALS

Thanks to the passion of our collaborators who work in the Group, our products are created within state-of-the-art production plants, characterised by high technological innovation and structures specifically designed for the production of food under the highest food safety conditions. The lines and processes of transformation and processing of meat are designed, validated, certified and constantly monitored to ensure the best hygienic-sanitary conditions of the products.

In a logic of maximum transparency, all our plants are open to control visits and audits by authorities, certification bodies and customers. In 2021, despite the restrictions imposed by the pandemic, we recorded over 80 visits to our production plants.



2,856,777 €
invested

158,228
analysis performed

145,547
Microbiological analysis

12,681
chemical analysis

392,586
parameters performed

Continuous analysis and shared responsibility

The culture of food safety and quality is part of the company's DNA.

Each employee is consciously called to share it, personally contributing to the care and control of their activities, with particular regard to the hygienic-sanitary aspect of the products. Each new employee takes part in the "Buone Pratiche Alimentari" course in which attention to hygiene and the correct behaviour to be maintained in all production and distribution environments is central. The Group adopts the HACCP

system (Hazard Analysis Critical Control Point) which provides for the identification of critical control points and the continuous management of manufacturing processes to eliminate and/or reduce within acceptable levels the chemical, physical and microbiological hazards to produce foods in maximum safety.

In 2021, to ensure the highest quality standards and monitor food safety parameters, the total investment for the realization of laboratory analyses was approximately 2.9 million Euro.

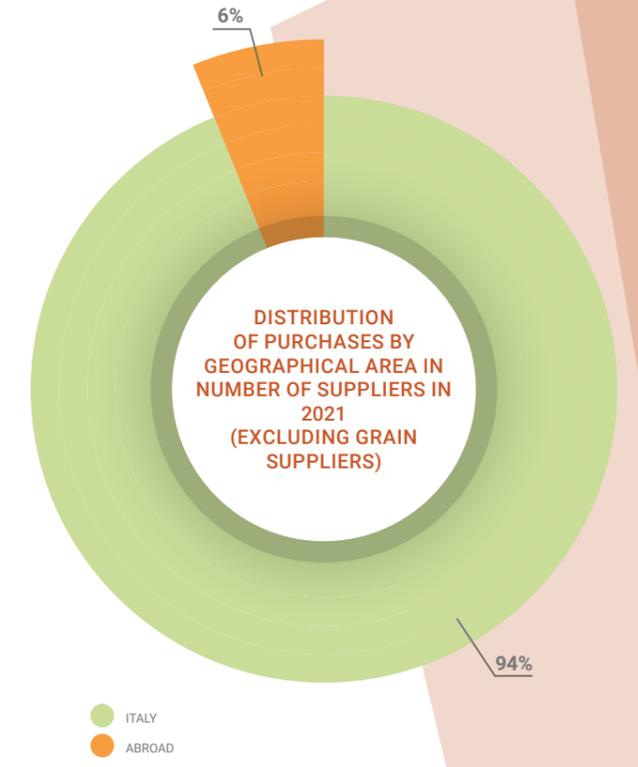
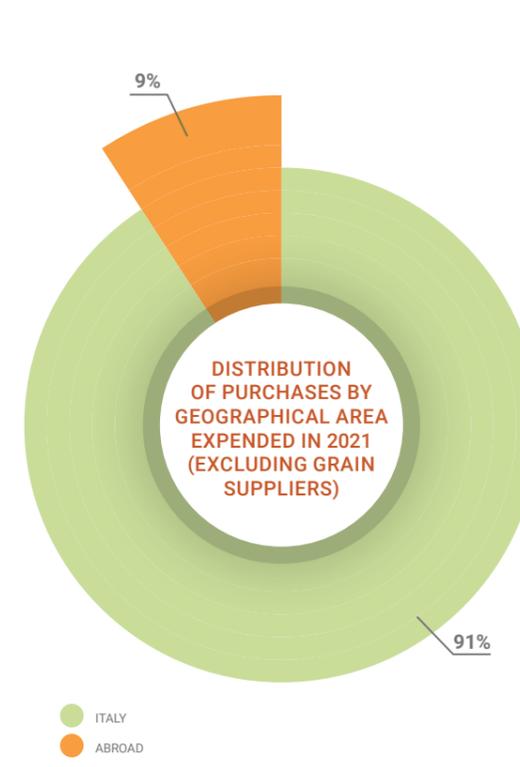
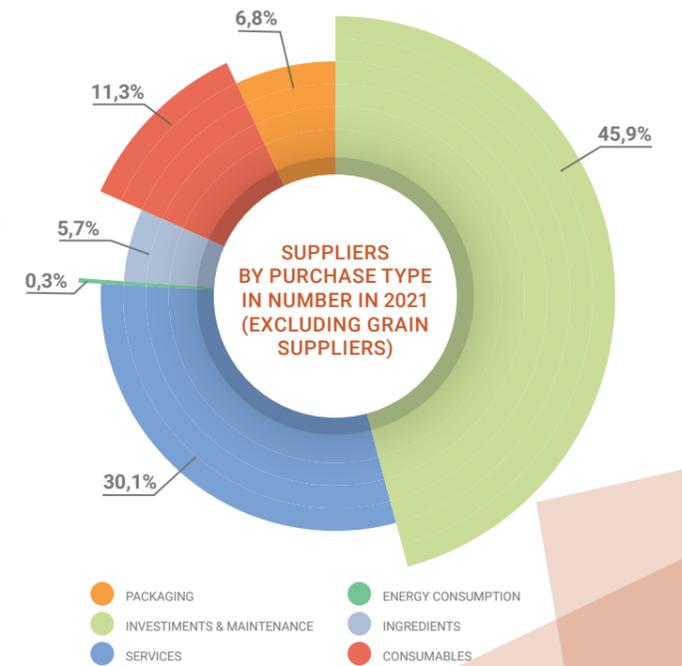
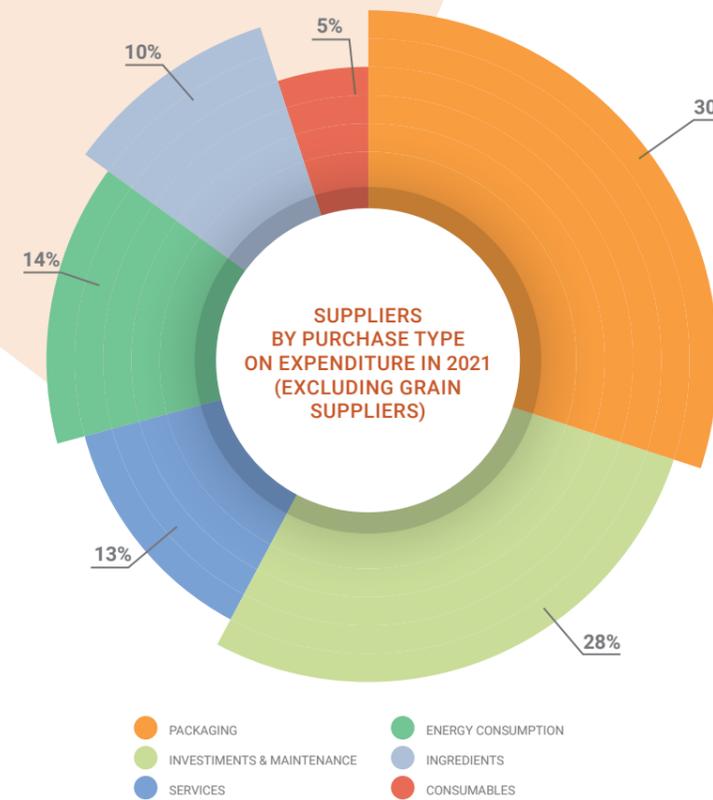
Suppliers: a careful and scrupulous selection

The path to becoming our Partner includes:



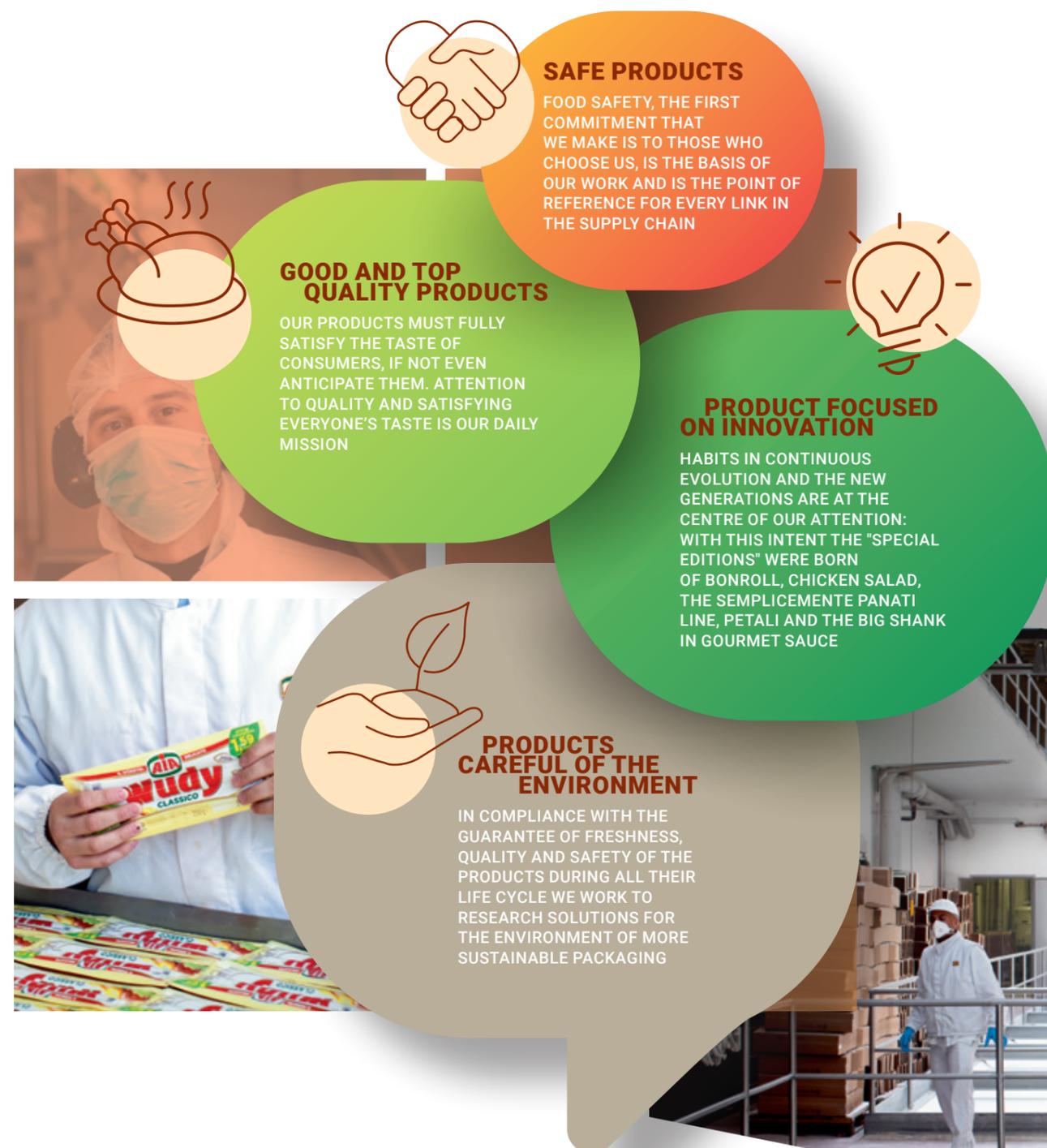
Taking into account the principle according to which it is necessary to guarantee the safety of food along the entire food chain, our Suppliers, in order to be recognized as such, must first agree to share a validation process in order to comply with the high standards established and required by the main company functions. The Group's suppliers are therefore carefully selected and monitored and must demonstrate constant reliability over time to ensure the quality and food safety of the entire supply chain.

The approval of suppliers takes place through an accreditation platform (supplier portal) in which it is also required to support and respect fundamental principles such as human rights, workers' rights, attention to the environment and the fight against corruption in the supply chain. In addition, alongside this accurate and in-depth assessment process, the Group uses an external company that has the task of verifying its financial reliability and compliance with the aforementioned Model 231/01.



The keywords of our products

Every day we are committed to improving ourselves, guided by the desire to offer products that respond to specific key values.



We improve nutritional profiles

For years we have committed to constantly improving the nutritional profiles of products, thanks to targeted projects born from research and experience. We have therefore consolidated:

- ✓ the absence of gluten from all cold cuts and cured meat products
- ✓ the absence of milk and its derivatives in salami, mortadella and cooked hams for over 100 formulations
- ✓ the absence of nitrites and nitrates in raw hams

Furthermore, in compliance with food safety and without compromising taste, the projects underway with Research & Development aim towards:

- ✓ a progressive reduction of salt extended to all meat products, both raw and cooked
- ✓ a progressive reduction of added sugars as an ingredient to cooked hams, a goal already achieved with the absence of added sugars in the trays of sliced cooked ham

Cured meats of protected origin

We adhere to the most important consortia that protect and promote the excellence of Italian delicatessen around the world, in full compliance with production regulations and strict third-party controls.

- Consortium of San Daniele ham PDO
- Consortium of Parma ham PDO
- Consortium Mortadella Bologna PGI
- Consortium Italian Cacciatore PDO
- Consortium Culatello of Zibello PDO
- Consortium Salame of Cremona PGI

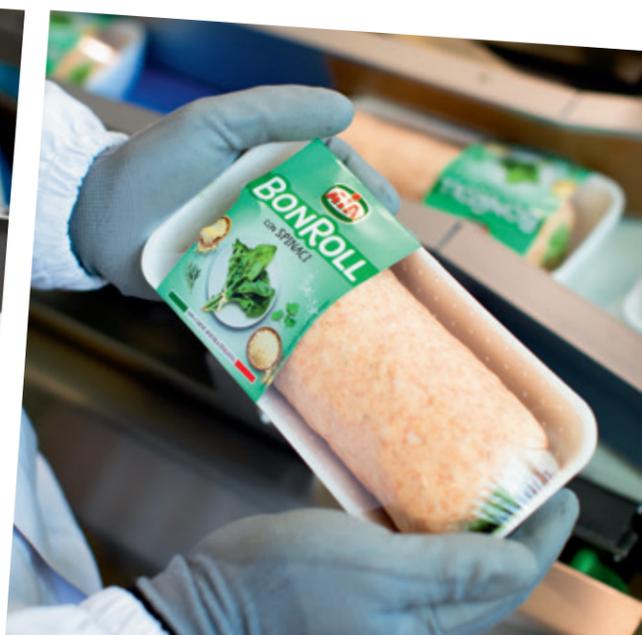
What we mean by “good packaging”

A team has been set up within the Group, which gathers more internal expertise, dedicated to finding the best packaging with solutions of a lower environmental impact, while respecting the safety and high quality of the products. Our path in the research for new packaging materials is mainly divided into three sections:



The replacement of our packaging occurs only with more innovative ones that ensure compliance with these objectives.

Consider that in 2021, the main packaging replacement projects involved the inclusion of 50% of recycled plastic in the trays of sliced products and diced products. This change has made it possible to reduce the amount of virgin plastic used by approximately 1,800 tons, considering the volumes developed in 2021, while ensuring the safety and quality of food throughout the storage period.



We never stop improving

The Assurance and Quality Control team, made up of more than sixty people, collaborates with all interested parties inside and outside the Group in the production of good, healthy and safe food.

In detail, the 18 employees for Quality Assurance and the 45 employees for Quality Control ensure and monitor the safety of processes and products throughout the production chain.

Among the activities, the team aims to:

- ▶ **1** promote the maintenance of an adequate culture of food safety and quality by involving all employees in the awareness and importance of these aspects
- ▶ **2** ensure that all operating personnel have adequate training and supervision
- ▶ **3** collaborate in the supplier selection and validation process and in verifying compliance with the contractual parameters and the quality hygienic-sanitary standards of products and materials supplied
- ▶ **4** support the logistics division in checking compliance with parameters such as maintaining the cold chain, delivery times and product integrity
- ▶ **5** studying and disseminating food legislation, following its updates, making it accessible to all company functions
- ▶ **6** manage relationships and collaborate with public institutions responsible for food control
- ▶ **7** manage issues related to quality with the main Italian and European distribution chains
- ▶ **8** ensure that the products always meet the sensory and organoleptic quality expectations assumed by consumers



Always listening to consumers and clients

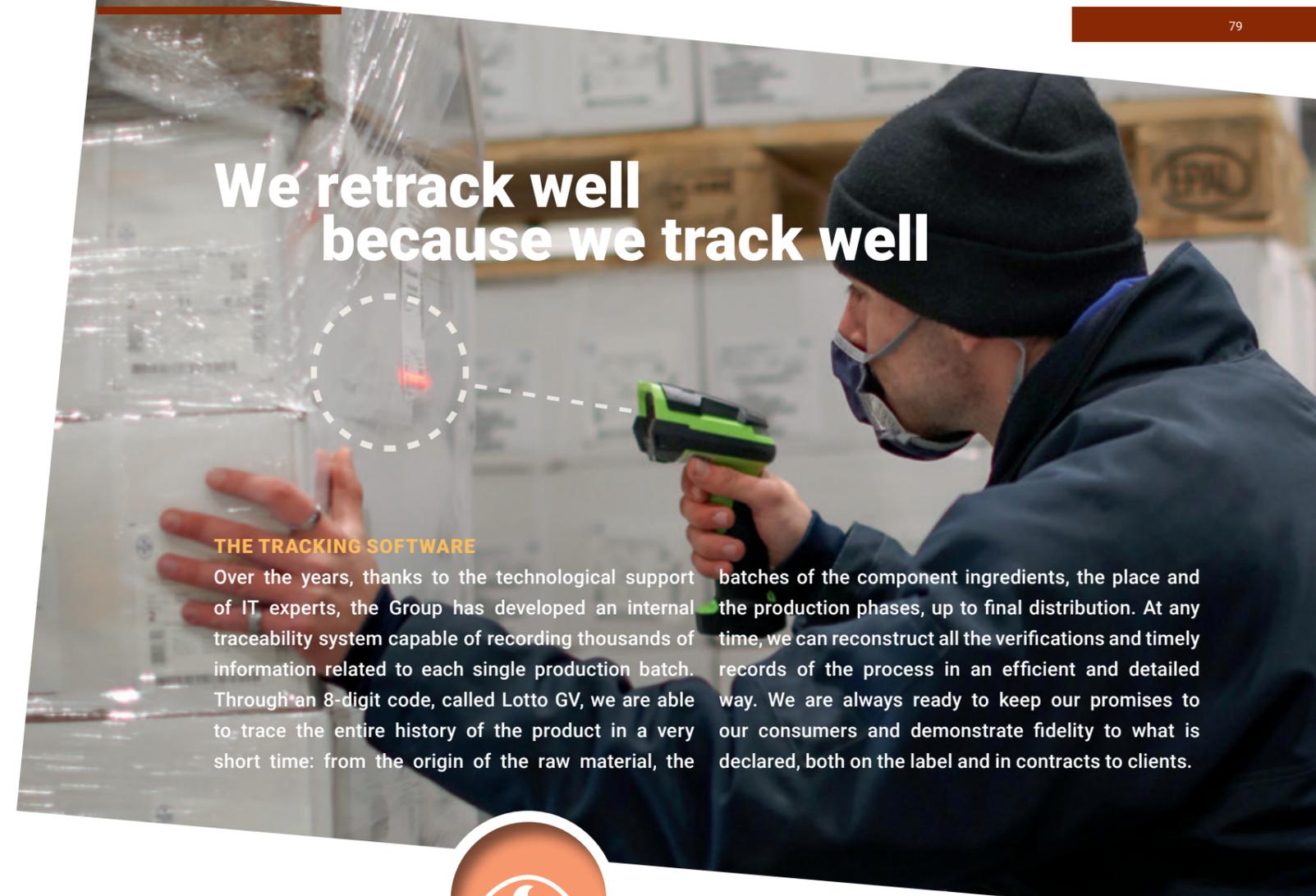
The attention and assistance to clients and consumers continue after the sale through the management of the respective reports, according to a specific and distinct process, which allows a continuous dialogue, collecting useful feedback and quick solutions in case of need, keeping as an ultimate goal their utmost satisfaction.

CONSUMER REPORTING

Through the consumer service, reports are managed directly to understand and satisfy individual needs. Each is recorded and analysed, involving other company functions if the matter requires it. In 2021, we responded to over 1,000 contacts: requests for information and reports relating to products (quality, ingredients, labelling, distribution, etc...)

CLIENT REPORTING

Through the sales force, the reports of our clients are collected. Also, in this case each is recorded and analysed, with the possible support of all the necessary functions.



We retrack well because we track well

THE TRACKING SOFTWARE

Over the years, thanks to the technological support of IT experts, the Group has developed an internal traceability system capable of recording thousands of information related to each single production batch. Through an 8-digit code, called Lotto GV, we are able to trace the entire history of the product in a very short time: from the origin of the raw material, the

batches of the component ingredients, the place and the production phases, up to final distribution. At any time, we can reconstruct all the verifications and timely records of the process in an efficient and detailed way. We are always ready to keep our promises to our consumers and demonstrate fidelity to what is declared, both on the label and in contracts to clients.

Sensory analysis: the science that helps controls

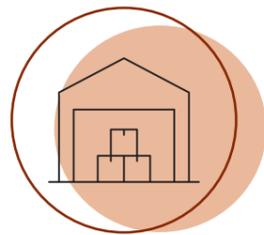
The Group does not limit itself to analytically verifying the quality of the products: by carrying out the sensory test, conformity and "goodness" are also verified. This particular sensory analysis applies science to the 5 senses and allows to objectively verify if a product satisfies the requirements of quality and "goodness" from the olfactory, visual, gustatory and tactile point of view.

There are over 80 internal tasting professionals, trained by an external consultancy company and equipped with specific training. In 2021, 28 tasting panels were carried out in a dedicated and specially equipped room, with professional work benches and ventilation systems in full compliance with the rules laid down by the discipline of sensory analysis.



Food logistics

Logistics and transport represent the last mile of our supply chain. Our logistics system is state-of-the-art and widespread throughout the Italian territory. The logistic structure consists of:



5 CENTRAL PLATFORMS.

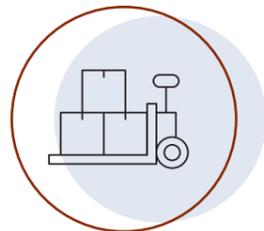
500,000 CRATES PER DAY. From the central platforms 450 trips depart every day to final customers, transit points and distribution centres.

11 HOURS. This is the maximum rotation time for fresh products on the platforms.



24 TRANSIT POINT:

are distributed throughout the Italian territory. The "heavy" trucks carry the orders already divided by customer. The products are unloaded and brought to their destination by lighter vehicles



6 DISTRIBUTION CENTRES:

located mainly in central/northern Italy, they are all directly managed by the Group. Here orders are prepared directly and goods are stored, products are unloaded from heavy trucks and sent to customers with lighter vehicles.



PERIODIC AUDIT:

all logistical sites are audited by an external company. The audit highlights the points for improvement and performs an important training function for staff, especially for those who work in the suburbs.



PRIMARY TRANSPORT. It includes the vehicles that travel the first section from the central platforms to the distribution centres or transit points.

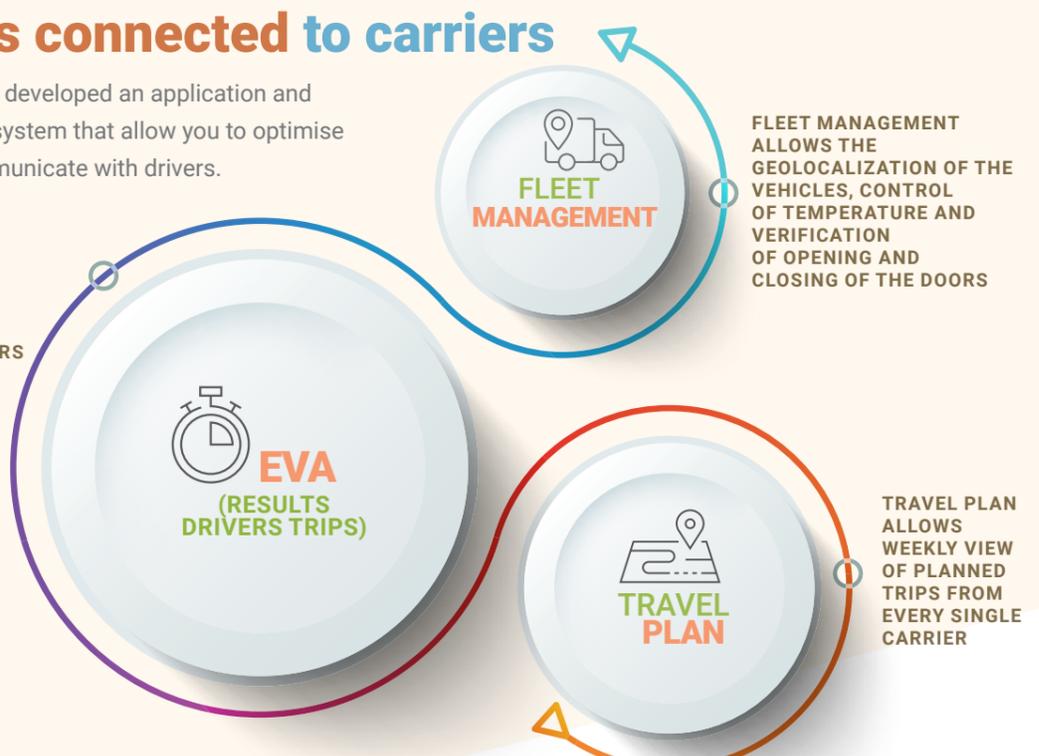
SECONDARY TRANSPORT. It goes from distribution centres and transit points to small retailers.

All our carriers are freelancers linked to the Group by a contract, which includes all the rules that the carrier must comply with to ensure the highest quality during transport.

Always connected to carriers

The Group has developed an application and management system that allow you to optimise trips and communicate with drivers.

EVA IS AN APP CONNECTED DIRECTLY TO MANAGEMENT, WHERE CARRIERS CAN CHECK DELIVERIES AND LEAVE FEEDBACK



FLEET MANAGEMENT
 FLEET MANAGEMENT ALLOWS THE GEOLOCALIZATION OF THE VEHICLES, CONTROL OF TEMPERATURE AND VERIFICATION OF OPENING AND CLOSING OF THE DOORS

EVA
 (RESULTS DRIVERS TRIPS)

TRAVEL PLAN
 TRAVEL PLAN ALLOWS WEEKLY VIEW OF PLANNED TRIPS FROM EVERY SINGLE CARRIER

Vallese di Oppeano: logistics 4.0

From this hub, one of the most advanced in existence, all AIA and Negroni exports, eggs, zampone, cotechini, and some fresh goods will depart for the Italian market.

54 loading docks **250,000 packages handled EVERY DAY** **5,000 destinations in Italy and in Europe**



THE FIRST HUB WITH NAVIGATOR

It is the first hub in Europe to vaunt a moving system that works in triple depth with unique levels of robotisation and computerisation: such as the 3D RTLS GPS system, which permits the guiding of pallet trucks to exactly the point where the goods to be loaded are stored. A kind of "Google maps" where the map is the platform. The system works with 430 anchors and 220 antennas, which allow you to communicate directly with the operator through the monitors installed on the pallet trucks.



MORE SAFETY FOR THE OPERATOR

Cutting-edge technology is also a safeguard for our people thanks to the inclusion of a speed control system in case of proximity between different trolleys. Because preserving our people is our priority.



SUSTAINABLE COLD

The platform features a photovoltaic system capable of producing 500,000 KW/hour of annual production. 100% of the energy produced is consumed by the platform and is used for the cooling process. Thanks to the photovoltaic system we are able to save 252 tons of CO₂ per year.

Logistics centres

17 OUTSOURCING TRANSIT POINT*

- ATENA LUCANA (SA)
- BERTINORO (FC)
- CADORAGO (CO)
- GIAVERA DEL MONTELLO (TV)
- LAMEZIA TERME (CZ)
- LOCRI (RC)
- MISILMERI (PA)
- MONASTIR (CA)
- PALAZZOLO (UD)
- PONTEASSIO (IM)
- RAGUSA
- RIVALTA DI TORINO (TO)
- TRAVERSETOLO (PR)
- TRENTO 1
- TRENTO 2
- VALTELLINA (SO)
- VEROLI (FR)



5 CENTRAL PLATFORMS

- CASELLE DI SOMMACAMPAGNA (VR)
- MAGRETA DI FORMIGINE (MO)
- NOGAROLE ROCCA (VR)
- SAN MARTINO BUON ALBERGO (VR)
- VALLESE DI OPPEANO (VR)

2 OUTSOURCING PLATFORMS*

- ISOLA RIZZA (VR)
- CAMPOGALLIANO (MO)

6 DISTRIBUTION CENTERS

- BARI
- CATANIA
- GUIDONIA MONTECELIO (RM)
- NOLA (NA)
- OLBIA (OT)
- TERMOLI (CB)

6 TRANSIT POINTS DIRECTLY MANAGED BY AIA

- ASSISI (PG)
- CIVITANOVA MARCHE (MC)
- COPERTINO (LE)
- GENOVA
- RODANO (MI)
- SIGNA (FI)

* They are excluded from the scope of this report as they are not directly managed by the Group and not owned by the Group.

Our laboratories of excellence

The commitment to quality and food safety is realized in the two internal analysis laboratories, real flagship centres of the Group in the pursuit of excellence.

LABORATORY OF MICROBIOLOGY AND DIAGNOSTICS

Performs molecular microbiology, serology, food microbiology and diagnostics analyses. It boasts 46 accredited and certified tests (Proficiency Test). It also plays a fundamental role in the right to care for animals, identifying exactly the necessary therapies.

CENTRAL LABORATORY OF CHEMISTRY

In this laboratory, operational since 2018, the functions previously carried out by 3 different laboratories (Quinto, Magreta and Corte Pellegrina) have been centralised. It performs agri-food analysis: in particular water, contaminants in feed and food, process controls, nutritional parameters and additives.

ACCREDIA ACCREDITATION

The Chemistry Laboratory has obtained the accreditation of the first 6 test methods, with the issue of the 1863L certificate by Accredia, the Single National Accreditation Body that certifies the competence, independence and impartiality of the certification bodies, inspection and verification, and testing and calibration laboratories. It is an important milestone, which certifies compliance with the most stringent international requirements imposed by the ISO/IEC 17025 standard ("General requirements for the competence of testing and calibration laboratories"). Compliance with ISO 17025 and the consequent Accredia accreditation are the only elements that prove the competence of a laboratory to provide technically valid results.

2 internal Laboratories

- CERTIFIED WITH PROFICIENCY TEST
- ACCREDIA ACCREDITATION
- ACCORDING TO ISO 17025



The certifications

In addition to national and EU legislation, our internal quality management systems offer the highest guarantees of food safety, in compliance with the main internationally recognized voluntary standards. All our production sites and primary distribution platforms are subjected annually to certification audits by third parties.

SYSTEM CERTIFICATIONS



ISO 9001: 2015¹



ISO 22000: 2018²



ISO 22005: 2008³

ENVIRONMENTAL CERTIFICATIONS



UNI EN ISO 14001: 2015⁴

ETHICAL PRINCIPLES CERTIFICATIONS ALONG THE SUPPLY CHAIN



PRODUCTION SITE/SUPPLY CHAIN CERTIFICATIONS



IFS⁵ (International Food Standard)



BRC e IFS logistic⁷



BRC Global Standard for Food Safety⁸



ASC Aquaculture Stewardship Council⁹



Vegetable feeding



Non-GMO product



GLOBAL G.A.P. Global Gap_CFM¹⁰



Biological



VLOG "Ohne Gentechnik" Standard



QS



Tierwohl



Sustainable cereals and oil seeds



GMO-free nutrition



Eggs from laying hens raised without the use of antibiotics



Swine raised without antibiotics



Controlled poultry production chain



Livestock products obtained from animals farmed according to defined methods

DISCIPLINARE

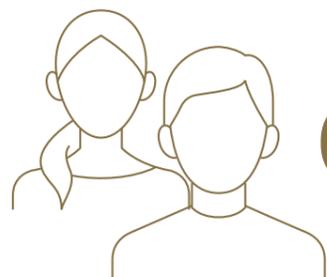


Poultry Meat Labeling Regulations

1. Acquanegra Cremonese (CR), Fossano (CN), Ospedaletto Euganeo (PD), Putignano (BA), Quinto di Valpantena (VR), S. Polo di Torriale (PR), San Pietro in Gu' (PD), Caselle di Sommacampagna (VR), Correggio (RE), Cremona (CR), Magreta di Formigine (MO), Nogarole Rocca (VR) Loc. Salette Calette, S. Giorgio in Bosco (PD), S. Maria di Zevio (VR), San Daniele del Friuli (UD), San Daniele del Friuli (UD), San Martino Buon Albergo (VR), Tizzano Val Parma (PR), Vazzola (TV), Verona (VR), Villafranca (VR), Villaganzerla di Castegnaro (VI), Zibello (PR)
 2. San Martino Buon Albergo (VR)
 3. S. Polo di Torriale (PR), S. Giorgio in Bosco (PD), Caselle di Sommacampagna (VR)
 4. Caselle di Sommacampagna (VR), Magreta di Formigine (MO), Nogarole Rocca (VR) Loc. Salette Calette, San Martino Buon Albergo (VR), Verona (VR), Villaganzerla di Castegnaro (VI), Lab. Centrale di Chimica, Lab. Corte Pellegrina
 5. Tizzano Val Parma (PR), Correggio (RE), Magreta di Formigine (MO), San Daniele del Friuli (UD), Cremona (CR)
 6. Caselle di Sommacampagna (VR), Correggio (RE), Cremona (CR), Magreta di Formigine (MO), Nogarole Rocca (VR) Loc. Salette Calette, S. Giorgio in Bosco (PD), S. Maria di Zevio (VR), San Daniele del Friuli (UD), San Daniele del Friuli (UD), San Martino Buon Albergo (VR), Tizzano Val Parma (PR), Vazzola (TV), Verona (VR), Villafranca (VR), Villaganzerla Di Castegnaro (VI), Zibello (PR)
 7. San Martino Buon Albergo (VR)
 8. Caselle di Sommacampagna (VR), Correggio (RE), Cremona (CR), Magreta di Formigine (MO), Nogarole Rocca (VR) Loc. Salette Calette, S. Giorgio in Bosco (PD), San Daniele del Friuli (UD), San Martino Buon Albergo (VR), Tizzano val Parma (PR), Vazzola (TV), Verona (VR), Villafranca (VR), Villaganzerla di Castegnaro (VI), Zibello (PR)
 9. Quinto di Valpantena (VR)
 10. Fossano (CN), Quinto di Valpantena (VR), San Pietro in Gu' (PD), Aquanegra Cremonese (CR), San Polo di Torriale (PR)



07
Our
people



Our people

We work every day to provide opportunities for growth and development, enriching departments with new talents and skills, increasing the sense of engagement towards the entire organisation. At the end of 2021

was conducted an Employee satisfaction survey, which involved over 1,500 people throughout the Group, to orient the initiatives aimed to respond to the new needs of our people.

NEW GENERATIONS

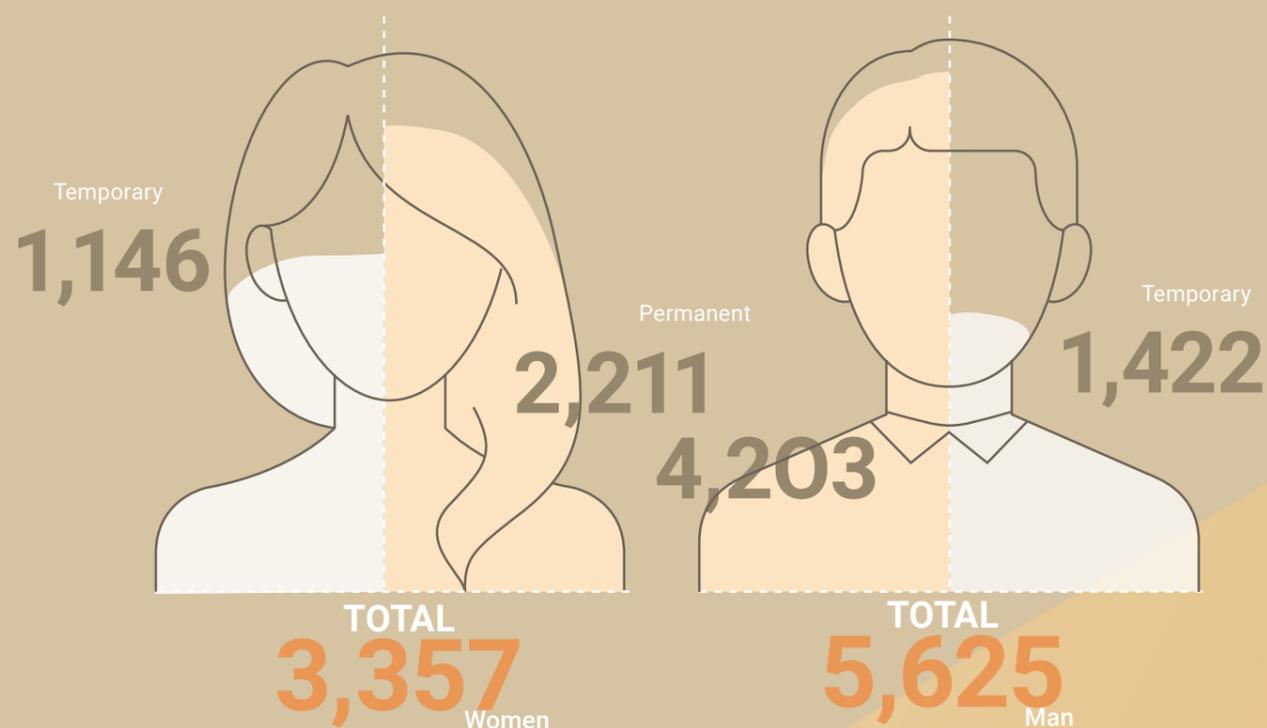
624
new employees

206
under 30

21
apprenticeships

The new generations that enter the world of work represent an important resource for our company, to guide their entry into our reality we devote tools and ad hoc plans. This is why we work closely with schools and universities in the area, contributing to Dual Program projects, internships and company presentation to bring the world of education ever closer to that of the company.

TOTAL NUMBER OF EMPLOYEES DIVIDED BY CONTRACT TYPE (PERMANENT AND TEMPORARY) AND BY GENDER AS OF 31st DECEMBER



OFFICIAL PARTNERS ITS MECCATRONICO VENETO

The initiative, created to contribute to the development of highly specialised profiles increasingly requested by our company, was strengthened in 2021 thanks to the partnership with ITS Mechatronics Veneto. 800 hours were available for students to put into practice the skills acquired during their studies, working on the design and management of systems and applications for the maintenance of production plants. Each student is involved in a training and tutoring path that will lead him to develop the skills required for technical-maintenance roles.

EXECUTIVE DOCTORATE

For the first time, a PhD program aimed at highly specialised figures has been activated which, working within the Group, will give our collaborators the opportunity to obtain the title of PhD by developing a project of common interest.

CAREER DAY

Our commitment to orientation and meeting with young graduates from Italian universities continues. In 2021, we informed about our company and our opportunities to hundreds of students from the Universities of Verona, Padua, Brescia, Milan and the Cattolica of Piacenza.

APPRENTICESHIP

The apprenticeship remains the main tool through which to accompany younger generations on a skills development path necessary to learn a job. In 2021 we activated 21 apprenticeships.

Projects to improve work. And life.

We promote the creation of a positive work environment, in which people can improve their well-being and reconcile life-work times in the best possible way. This is why we have promoted some important projects



SMART WORKING

Anche nel 2021 oltre 700 persone hanno continuato a lavorare, dove la funzione lo permetteva, in modalità di lavoro agile.



PRODUCTION BONUS

In 2021, the bonus was awarded to all the Group's production sites. The bonus amount is determined by the achievement of 4 indicators provided for by the supplementary company agreements signed with the social partners, such as: productivity, product quality, job safety and environmental sustainability.



WELFARE PLAN

Through the Veroneasy-life platform, all employees can convert the productivity bonus into a purchase of goods or services, from health to education, from sport to vouchers for purchases or petrol coupons. By ensuring the advantage of a tax-free reserve (gross = net).



We promote the creation of a positive work environment.

In constant dialogue with the Trade Unions

The management of such a complex supply chain means that the industrial relations model is divided into Group relations, by sector and by company. To combine business objectives and social issues, all relationships are strictly bilateral and based on participation. Also in 2021, the Trade Union Assemblies continued to take place both face-to-face and remotely. All employees are guaranteed the application of the National Collective Labour Agreement (NCLA), which is accompanied by a second level collective bargaining contract based on the sector they belong to.

Meetings with Trade Union Organisations are held at national, regional and provincial level and are an important opportunity for discussion and alignment on the Group's objectives and projects. At each production site, the Human Resources function is responsible for promoting dialogue and relations with the Trade Union Representatives and the Territorial Secretariats.



FOUNDATION Marco Biagi

In order to achieve higher labour protection standards than those prescribed by the procurement law, the company - in addition to the certification of its activities - has developed in collaboration with the Marco Biagi Foundation an ad hoc protocol for integrated and systematic evaluation of the management of employment relationships. This is an additional audit and certification service of correct personnel management of personnel by the contractor.

Online and face-to-face: training does not stop

In a phase of social distancing, online training has proved useful and effective, allowing the continuation of the training activities established by the various regulations and the development of new growth paths. The company, to facilitate the use of online training courses, has therefore decided to equip itself with new proprietary technological tools.

“ Training is a social, cultural and economic value. It represents one of the fundamental elements to guide development and the involvement of people.



Training online

The topics addressed:

- **Cyber security.** Aware that today almost all hacking begins with a phishing contact, 1,800 employees were involved in a training course.
Objective: provide the tools suitable for detecting an attack, whether in the form of an email, phone call or message.
- **Health and Safety.** Several courses relating to safety in the workplace that were usually carried out in person have found a new multimedia format over the course of this year.
Objective: raise awareness among colleagues on a topic that is of primary importance to us, even at a distance.
- **Good Food Practices.** 312 people took the food safety course that addresses the main issues relating to the quality and hygiene of food.
Objective: empower people on the key role they play in obtaining a safe, good and high quality product.
- **New hired course.** The orientation activities for new employees have been transformed into online modules with videos and infographics designed specially made to describe and explain the different production areas.
Objective: know the reality of our supply chain.

Face-to-face training

In 2021, particular attention was paid to managerial development courses to increasingly spread a culture oriented towards innovation and the achievement of shared objectives and to respond to the challenges dictated by change.

- Lean production.** Pilot project developed with the Milan Polytechnic at the Correggio plant.
Objective: accelerate the improvement of operating processes and systematize Lean initiatives. Given the good results, the project is expanded to other functions and plants.
- New leadership.** We accompanied our department managers on a path of cultural and managerial change.
Objective: autonomously develop personal attitudes to obtain a better involvement of the entrusted resources, know how to orientate results in line with company goals.
- Area manager.** Dedicated to the feed area. Course of negotiation and commercial effectiveness.
Objective: support and develop the relational skills of people in the commercial area.
- Academy Shift Managers.** A training course was created dedicated for colleagues who have roles of responsibility in the production field.
Objective: help Shift Managers to be aware of the importance of their role and give them useful tools in managing people.
- Time management e Public speaking.** Course dedicated to marketing, trade marketing and communication people.
Objective: support the management of complex projects in a working context modified by smart working with particular attention to meeting management through the development of targeted presentations.

Health & Safety first of all prevention

The best way to protect people's health and safety is in prevention. For this reason, all employees are actively involved in identifying prevention and improvement activities in the working environment and are empowered to spread the safety culture.

With this in mind, a three-year internal auditing plan was devised which in 2021 involved 7 plants, including production sites, feed mills and farms.

The activity verifies the constant compliance of the

work with legislation. The process is underway to obtain ISO 45001 certification for the two main poultry production sites.

The goal is to certify ISO 14001 and ISO 45001 first the food establishments, then feed mills.

All business relationships with third parties not directly dependent on the Group are governed by art. 26 Legislative Decree 81/08.

In all food and feed production operating units, a procedure has been prepared on the subject for the activation of information, education and training processes. The functions involved are listed below.



WORKERS' SAFETY REPRESENTATIVES

The WSR are involved in training programs, risk assessment, presentation of accident statistics and meetings with doctors. The meetings, in the more complex plants, have a higher frequency than required by law.

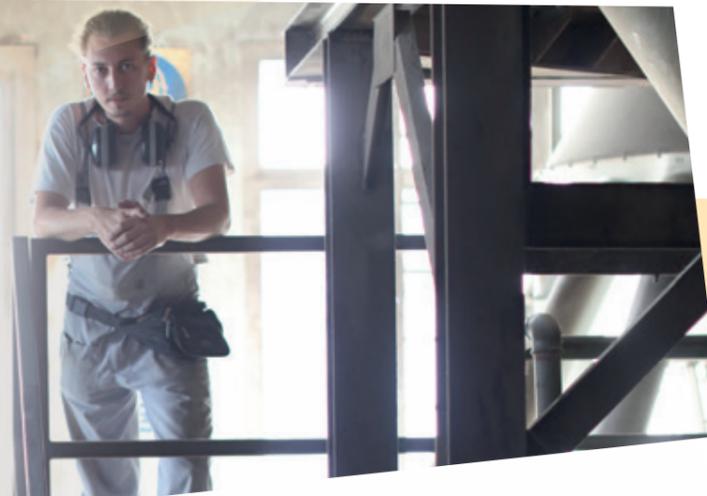
THE QUALIFIED DOCTOR

In each plant there is a qualified doctor who assesses the suitability of the worker according to the job undertaken and the risks to which he may be subjected. Each doctor reports to the Coordinating Qualified Doctor, who draws up the basic Health Surveillance Protocol then implemented by the individuals' doctors according to the specific risks of each establishment.

7 THREE-YEAR AUDITING PLAN
 structures involved **100%**
 plants certified

57,000 hours

+ manageriality
 + involvement
 + corporate culture





08

Respect for the environment



Environment

The Group is aware of the impact that its presence can have on the environment and the communities. This is why it operates with an unique and coordinated vision of environmental protection, guided by an integrated resource management system and constant monitoring of production processes, to make conduct in every sector ever increasingly virtuous.

The use and respect of natural resources such as energy, water and the protection of biodiversity are driven by the desire to grow, while consuming less. For each business process, key roles have been identified, that are responsible for developing projects and improvement actions with measurable and quantifiable environmental results year on year. This management

system has made it possible to achieve important objectives, such as the continuous monitoring of processes and the effectiveness of the technologies adopted. Thanks to the analysis of environmental indicators, we are able to search for the Best Available Techniques (BAT) for the reduction of environmental impacts and costs.

Thanks to our commitment, today many food plants of the Group are ISO 14001:2015 certified, extended in 2020, to the Villaganzerla site and in 2021, to the Vazzola, San Giorgio in Bosco and Villafranca sites. The goal is to obtain certifications for all food plants by 2023.

WE PRODUCE RENEWABLE ENERGY EQUAL TO THE ANNUAL CONSUMPTION OF ABOUT

8,000 families



7 PHOTOVOLTAIC plants

100% Of the wastewater recovered from slaughter and poultry production lines

2,000 analyses of water self-checked

-9,000 tons of waste TO BE DISPOSED OF THANKS TO THE SLUDGE DRYING



Biodiversity

In 2020, an important study* was completed which aims to identify, in the first part, strategies and operating methods for the analysis and protection of biodiversity in the areas where the Group's plants are located and, in the second part, to estimate the absorption capacity of atmospheric pollutants by the arboreal-shrub and arable areas or meadows. Most of the sites are located on proprietary land. The management methods and mitigation measures that contribute to the protection of biodiversity in the Group's production sites are:



Maintenance of stable cultivated fields and meadows on the farmland owned around the Group's operating units. These soils assume the function of important buffers and passageways for potential species of conservation interest. The maintenance of the agricultural function guarantees the conservation of the territorial bio-permeability around the plants



Environmental suitability analysis for species of community interest whose presence is possible or ascertained in the agricultural areas adjacent to the establishments. Analyses are carried out as part of the technical documentation prepared for Environmental Impact Assessments and Environmental Impact Studies to verify the actual state of biodiversity (real existence of species and habitat of species) and the potential effects generated by expansive projects and activities in progress



Monitoring periodically and continuously to control emissions into the atmosphere, water discharges into surface water bodies and compliance with regulatory limits



Pollutant modelling into the atmosphere and modelling of the effects of water discharges into the surface water body to predict the potential consequences on the environment



Check specifications in receptor water bodies (IBE index, IBMR index, IFF index) to control their ecological quality



Census of the arboreal-shrub heritage for its conservation and proper development within the many operating units, also with the function of mitigating emissions into the atmosphere



Maintenance of autochthonous tree and shrub species ecologically coherent with the local flora



Lighting installation with low attractiveness and adjustable level for entomofauna

THE EVIDENCE OF BIG NUMBERS

19,500 trees

1,700 hectares OF MEADOW

8,300 ton ABSORBED

The methodology for the estimation of the absorption capacity of atmospheric pollutants by arboreal-shrub and arable areas or meadows has foreseen:

- ✓ Verification of the extension of the owned agricultural areas
- ✓ Classification and counting of tree and shrub species present within the identified property areas, also divided into large trees, small trees and shrubs
- ✓ Estimation of the absorption capacity of atmospheric pollutants by the identified species and cultivated areas, calculated based on data from scientific literature
- ✓ Overall estimate of pollutant removal (tons/year)

From the analysis carried out - which used a buffer of 1 km from protected areas with a high biodiversity value - it emerges that there are no operational units included in the perimeters of the designated "Natura 2000" sites, no habitats of interest fall within the land owned community.

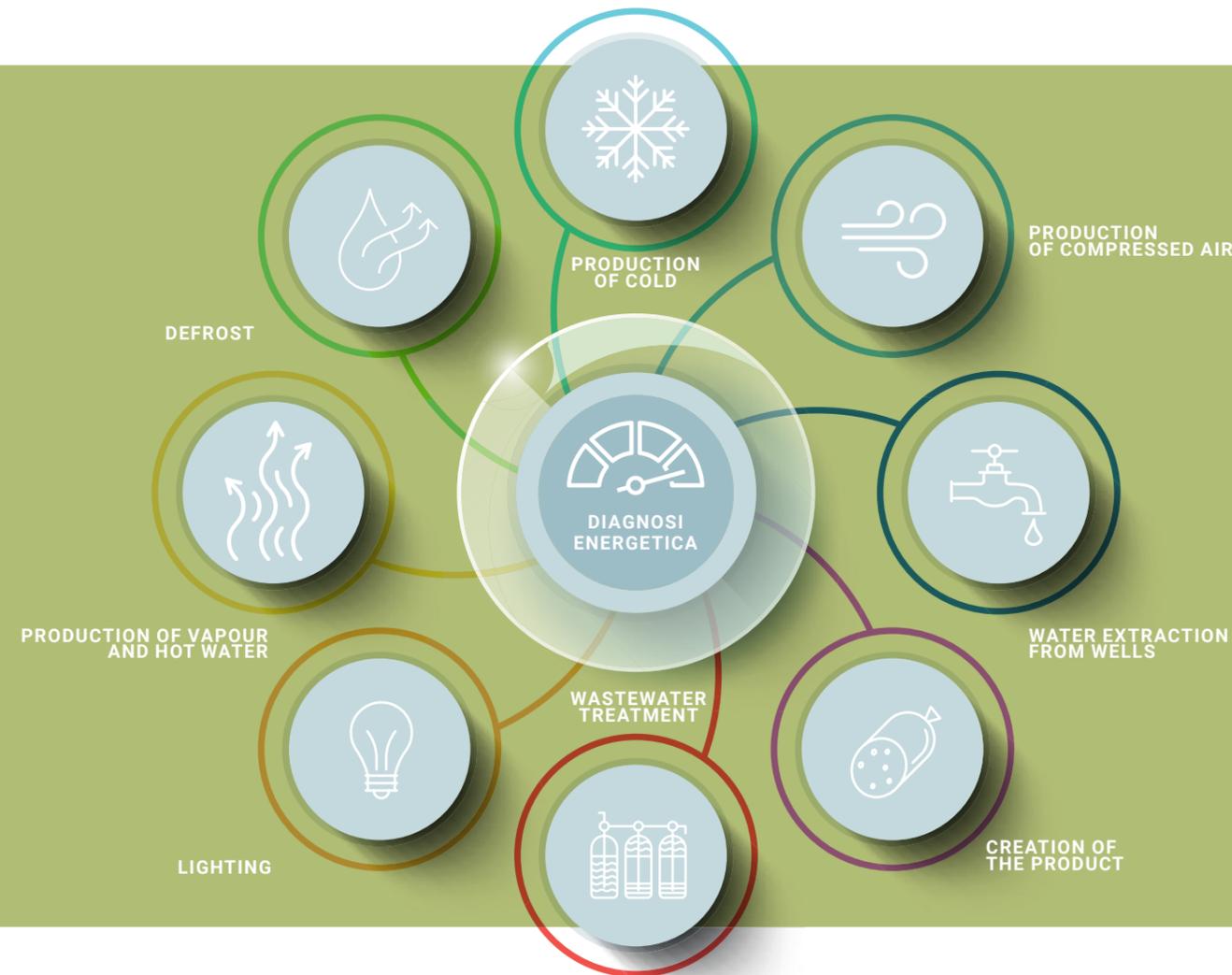
The presence of trees and shrubs in the lands owned by the Group translates into a consistent filtering capacity of pollutants, especially CO₂. The census shows about 19,500 trees and over 1,700 hectares of stable meadows (irrigated arable lands), that are estimated to have an absorption capacity of about 8,300 tons of CO₂, equal to about 7% of the direct emissions (Scope 1) of the Veronesi Group in 2021.

* C. Mastella, A. Rigoni, 2022. Estimation of the absorption capacity of atmospheric pollutants by trees, hedges, crops and stable meadows which are within the agricultural land owned by the operating units of the Veronesi Group.



Energy: efficiency and renewable sources

The resource management policy (electricity and methane gas) has responsible use as its aim, with important projects to ensure constant energy efficiency.



The processes and plants with a higher consumption of heat and electricity are subjected to constant monitoring to find measures that can increase overall energy efficiency. The tool adopted is the ED, Energy Diagnosis. It is an analysis of the processes that, through the vectors employed (electricity, natural

gas, biogas) and consumption, identifies the critical issues and the main areas for improvement, at the same time elaborating the proposals to improve energy performance. In addition, the Group promotes the development and use of renewable energy.

Renewable sources: solar energy

In 2021, two new photovoltaic plants were activated in the logistics hub of Vallese di Oppeano and in the San Polo in Torrile site, bringing the proprietary plants to 7 (Putignano, Guidonia, Bari, San Quirino and San Michele Extra)



2 new PV systems installed

7 owned PV systems

Renewables sources: biogas

Over the years we have invested over 20 million Euro to build 5 anaerobic digestion plants (in San Martino Buon Albergo, Nogarole Rocca and Villaganzerla). During the 2022, they will recover 100% of the sludge produced by the Group and processed in the anaerobic digesters.

9% FROM BIOGAS
of the total energy requirements

Overall, these systems make it possible to avoid emitting into the atmosphere approximately 7,000 tons of CO₂ year and produce energy equal to the average annual consumption of 8,000 families.*

* Calculated on the basis of Enel average consumption for households with a standard supply contract with 3 kW power.



THE PLANTS THAT PRODUCE BIOGAS PERFORM MANY IMPORTANT FUNCTIONS WITH A VIEW TO THE CIRCULAR USE OF NATURAL RESOURCES.

WATER



All the organic waste from the poultry sector and the washing waters of the production lines flow into the purification tanks. Here the water is separated from the organic parts, purified and returned mainly to surface water in full compliance with current legislation according to chemical, physical and biological parameters

WASTE



We recover 100% of the wastewater from the slaughtering and poultry production lines.

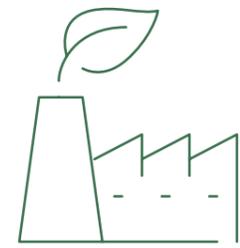
The residual sludge, derived from the anaerobic digestion process, is further centrifuged in two special plants able to dry 65% of the Group's total sludge, thus reducing the amount of waste to be disposed of by approximately 9,000 tons. A third plant is planned, which will allow 100% of the sludge to be dried.

ENERGY



Biogas becomes a supplementary fuel to existing natural gas plants and saturated steam for production processes. Through combustion in an eight-cycle endothermic engines (cogeneration) it is also used in electricity production plants. All are highly technological systems managed by specialized personnel, according to strict protocols; together they have a production potential corresponding to 9% of the Group's overall energy needs.



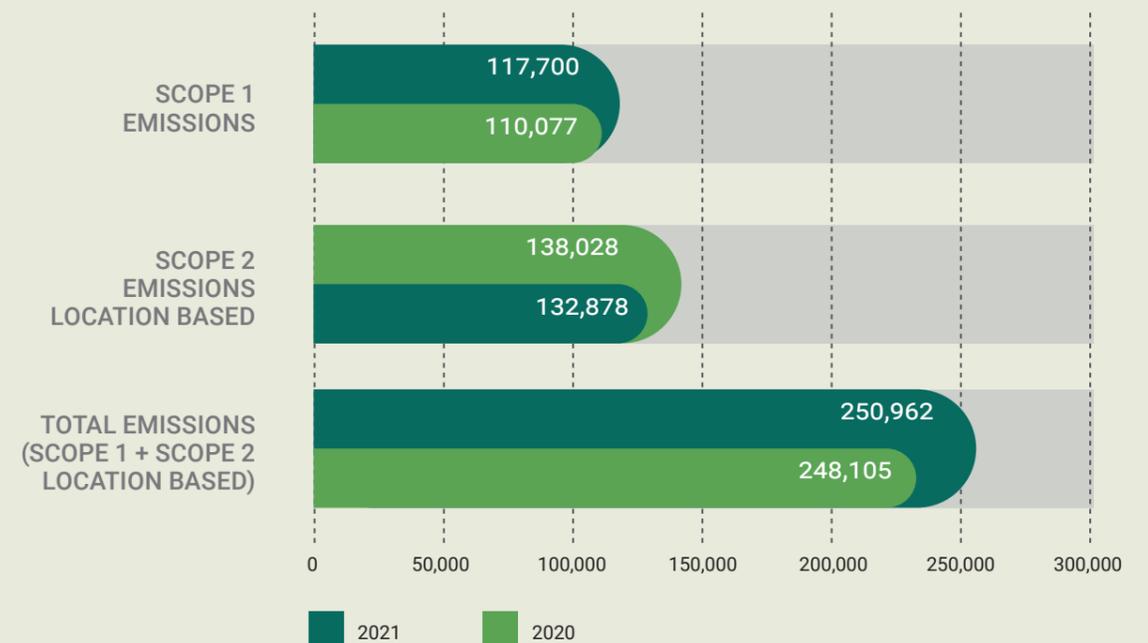


Emissions

In 2021, the Group's total energy consumption stood at 4,108,854¹ GJ, an increase compared to 2020, equal to 3,885,551 GJ (5.7%). These consumptions consist of the consumption of non-renewable fuels such as methane gas, diesel oil, petrol and LPG for a total of 2,309,905 GJ, an increase of 7.7% compared to 2020 and of renewable fuels, biogas used to power the boilers, the cogenerator and the dryer for a total of 355,594 GJ, an increase of 5.6% compared to the previous year. The remainder corresponds to indirect consumption (purchased electricity) which amounts to a total of 1,443,355 GJ (+ 2.8% compared to 2020). These changes are mainly attributable to the increase in production recorded in the year 2021 and the integration into the perimeter of the environmental data of the Russian production plants (1 slaughterhouse and 4 hatcheries) starting from 2021.

In 2021, the direct emissions of the Veronesi Group amounted to 117,814 tons of CO₂ equivalent (Scope 1)² deriving from the consumption of methane gas, diesel, petrol and LPG. Indirect emissions (Scope 2)³ on the other hand, deriving from the electricity purchased, were equal to 132,878 tons of CO₂ based on the Location-based calculation method and equal to 192,211 tons of CO₂ calculated with the Market-based method. Total emissions (Scope 1 and Scope 2 Location-based) amounted to 250,692 tons of CO₂ equivalent, a slight increase compared to 2020, when they stood at 248,105 tons of CO₂ equivalent (+ 1%).

SCOPE 1 AND SCOPE 2 EMISSIONS (tCO₂eq)



¹ For the conversion factors used to calculate energy consumption in GJ, see the Appendix section of this Annual Report.
² For the emission factors used for the calculation of Scope 1 and Scope 2, see the Appendix section of this Annual Report.
³ The GRI Sustainability Reporting Standards envisage two methodologies for calculating Scope 2 emissions, the "Location-based method" and the "Market-based method". For the calculation of Scope 2 emissions, in line with the GRI Sustainability Reporting Standards, both calculation methods were used. The Market-based is based on the CO₂ emissions emitted by the energy suppliers from which the organisation purchases, through a contract, electricity and can be calculated considering: Certificates of Guarantee of Origin of the energy and direct contracts with suppliers, factors emission factors specific to the supplier, emission factors relating to the "residual mix", that is to energy and emissions not monitored or unclaimed (methodology used, with Italy 2021 emission factor: 457 gCO₂ / kWh; Russia 2021: 323 gCO₂ / kWh - source: AIB - European Residual Mixes 2021). For Russia (not included in the "European Residual Mixes"), the Terna International Comparisons 2019 factor was used: 323 gCO₂ / kWh. The Location-based method is based on average emission factors relating to energy generation for well-defined geographical borders, including local, sub-national or national borders (methodology used, with Italy 2021 emission factor: 315 gCO₂ / kWh; Russia 2021: 323 gCO₂ / kWh - source: Terna International Comparisons 2019). The emissions of Scope 2 calculated with the Location-based and Market-based method are expressed in tons of CO₂, however the percentage of methane and nitrous oxide has a negligible effect on the total emissions of greenhouse gases (CO₂ equivalent) as can be deduced from the technical literature of referenc.



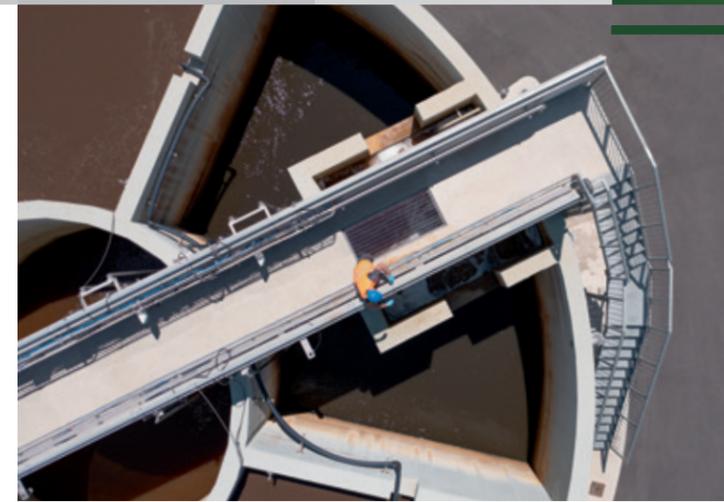


Water

The water resource plays a primary role in the food production process and in ensuring adequate hygienic and environmental conditions necessary for the healthiness of the product. Our commitment becomes concrete in all the Group's operating units, with specific objectives. During 2021, the Group withdrew a total of 9,714 megalitres, an increase of 4% compared to 2020. Of these, more than 87% are withdrawn from wells. The water discharges, equal to 6,601 megalitres in 2021 (+ 4.7% compared to 2020), are intended for surface waters for the 88%.

2,000
analyses
a year

+ analysis
- consumption
No hydraulic risks



Continuous improvement of purification processes to further improve the quality of the discharged water. The purification of waste waters is of great importance for the Group, which has always used the most advanced technologies available.

All purification plants are maintained at the highest levels of effectiveness and the results are constantly monitored with analysis of the quality of the waste water.

Efficiency of water withdrawals: in the management of the processes, ways of avoiding water losses and waste are continually sought.

All consumptions are measured by meters both in the withdrawal phase and in the unloading phase.

Every year, more than 2,000 analyses are carried out to guarantee the return to nature of water with chemical, physical and biological parameters that fully respect the limits imposed by legislation.

In accordance with the water protection plan (WPP), tanks have been installed for the collection of rainwater in the yards where the passage of vehicles are foreseen. The water in these tanks is purified of oily residues and impurities before being released into the receiving areas. To assess its impact in sensitive areas the company

analysed potential risk areas with Aqueduct Tool*, noting that only 0.7% of withdrawals and discharges concern areas with water stress. In 2021, we launched an important water stress analysis project** with the aim of analysing our impact on water withdrawal with respect to the conditions of the territory of each production plants. The sites were catalogued on the basis of water consumption and analysed according to 6 indicators that made it possible to provide a weighted average thanks to which the sites could be classified in relation to water stress. This is a state-of-the-art study that allows the calculation, through a scientific method and according to local specificities (e.g. protected groundwater), water stress in the absence of a current standard that regulates and defines it.

* The WRI tool is available online at the web page: <https://www.wri.org/our-work/project/aqueduct>. For the analysis, the results emerged in the "baseline water stress" column were taken into account".

** C. Mastella, 2022. Focus on standard 303-3 - Water withdrawals.



Waste

In compliance with current legislation and by virtue of the environmental policies introduced following the application of UNI EN ISO 14001 (environmental management system), an approach of constant reduction of the environmental impacts of waste has been adopted, along with the search for sustainable materials that decrease its creation.

98.65% of the waste produced is non-hazardous and of this almost 91% is destined for recycling, composting or recovery, and the remaining quantity sent for disposal. Hazardous waste, less than 2% of the total, is scrupulously managed in compliance with the relevant legal provisions. Of great importance is the project for the recovery of glassine paper (siliconized label paper support) collected in the factories of

San Martino Buon Albergo, Nogarole Rocca, Zevio, Magreta and Correggio, and sent for recycling. The amount of material collected and recycled, with equivalent savings in CO₂ emissions, was certified by the release of the unique environmental certificate by Cycle4green, specializing in the recycling of glassine paper. In 2021, we recovered 442.3 tons of glassine permitting a reduction of about 840 tons of CO₂.

1 Drying
of the sludge deriving from the anaerobic digestion process, which involves a reduction in the volumes of waste to be sent for subsequent treatment.

2 Differentiation
quantity of waste sent to disposal and promote the recovery of materials such as paper and cardboard, nylon, wood, plastic. Differentiation is also encouraged by objectives included in the production bonus.

3 Treatment
of the by-products of animal origin that are generated during the product processing (SOA), transforming them into protein flours and animal fats for the pet food industry. The transformation process is carried out by scrupulously applying the EEC Reg. 1069/09.

4 compactors
instead of regular skips, so as to reduce the volumes of waste output and thus the traffic induced by the collection process.

99% Non hazardous waste

- volumes + differentiation more sustainable materials

- 840 ton CO₂ NOT EMITTED INTO THE ATMOSPHERE

ORGANIZATIONAL LCA: life cycle assessment

The aim of the project is to identify areas for improvement in the supply chain from an environmental perspective, launching a structured analysis and investigation of the performance and impacts of the production process along the entire supply chain. The evidence revealed by the study will facilitate the launch of specific growth paths within the company and will be available to cross-functional working groups for the development of further strategies for improving the supply chain in terms of sustainability, increasingly a strategic pillar for the Group. The study has been recognized as compliant with the UNI ISO/TS 14072 Standard by CSQA Certifications, an independent third party.



09

Economic value



Economic value generated and distributed

The creation and distribution of value for its stakeholders is a constant commitment of the Veronesi Group. The economic value represents the wealth produced by the Group generated and distributed to stakeholders as follows: reclassified operating costs (mainly purchases of raw materials and services), personnel remuneration (direct remuneration consisting of wages, salaries and severance indemnities and indirect remuneration consisting of social security contributions), remuneration of lenders (interest payable), remuneration of the Public Administration (income taxes) and the Community (donations). The value retained by the Veronesi Group is mainly represented by the profit for the year allocated to reserves, depreciation and provisions.

ECONOMIC VALUE GENERATED AND DISTRIBUTED	2020 in thousands of Euro	2021 in thousands of Euro
Directly generated economic value	3,194,648	3,455,590
Economic value retained	94,710	72,293
Operating costs reclassified	2,689,690	2,993,138
Remuneration of personnel	398,783	402,655
Remuneration of financier	3,728	3,793
Shareholder remuneration*	2	1
Remuneration of Community	434	115
Remuneration of the PA	7,300	-16,406

* Dividends were distributed to the shareholders of Veronesi Holding S.p.A. in 2021 and 2020, for an amount of 8,658,168.30 Euro for each year, with withdrawal from the Extraordinary Reserve existing in the financial statements.

The economic value directly generated by the Veronesi Group in 2021, amounted to 3,456 million Euro, an increase of about 8% compared to 2020, of which the distributed economic value amounts to 3,383 million Euro.

Most of this value is represented by reclassified operating costs for a total of approximately 2,993 million Euro, followed by staff remuneration (over 400 million Euro). The remuneration of the Public Administration was negative by over 16 million Euro, while the remuneration to lenders was equal to approximately 4 million Euro. Remuneration to the Community represented over 115 thousand Euro. The value retained in the Company was approximately 72 million Euro.

Investments 2021

We believe in continuous innovation and growth through the use of the most advanced technologies, in the logic that guides Industry 4.0. Our Group has always chosen to allocate significant resources to production plants with the aim of constantly improving their performance and safety levels. All our investments are aimed at the increasingly careful safeguarding of our people and at increasing the parameters of competitiveness and efficiency.

We have allocated approximately 150 million Euro to our production plants, along the entire supply chain, to create important restructuring works of the buildings and production lines.

150 Million euro
INVESTED
In our plants





10 At tach ments

Stakeholders and materiality

As a Group we have an open dialogue with all the stakeholders who participate in the company's life, through the daily activities of the relevant offices and the participation in debates and working groups in the trade and sectoral associations of which we are members

NATIONAL UNION AGRI-FOOD MEAT AND EGGS CHAIN



NATIONAL ASSOCIATION OF ZOOTECHNICAL FOOD PRODUCERS



INDUSTRIAL ASSOCIATION OF MEAT AND CURED MEATS



PROSCIUTTO DI SAN DANIELE CONSORTIUM



PROSCIUTTO DI PARMA CONSORTIUM



MORTADELLA BOLOGNA CONSORTIUM



SALAMINI ITALIANI ALLA CACCIATORA CONSORTIUM



CULATELLO DI ZIBELLO CONSORTIUM



Stakeholder	Channels of dialogue
Clients	<ul style="list-style-type: none"> Daily report of the Group's commercial offices Visits organised to the Group's offices Collaboration and support in the daily activities of farming and management of the structures Dedicated meetings Gruppoveronesi.it corporate website, LinkedIn profile
Suppliers	<ul style="list-style-type: none"> Daily report of the Group's purchasing departments Selection of suppliers and performance evaluation in terms of quality, cost of the service and ethical, social and environmental responsibility criteria Periodic meetings and checks with suppliers Gruppoveronesi.it corporate website, LinkedIn profile
Media	<ul style="list-style-type: none"> Report of the Group's Corporate Communication Function Constant dialogue with the media Gruppoveronesi.it corporate website, LinkedIn profile
Employees	<ul style="list-style-type: none"> Notice boards at the plants and offices Training and periodic updating activities Periodic meetings with the social partners Company intranet
NGO	<ul style="list-style-type: none"> Constant dialogue with the main associations Gruppoveronesi.it corporate website, LinkedIn profile
Institutions and Governments	<ul style="list-style-type: none"> Constant collaboration with local and national institutions Fulfilment of the documentary requests envisaged by the relevant regulations in force Gruppoveronesi.it corporate website, LinkedIn profile
Farmers	<ul style="list-style-type: none"> Collaboration and support in the daily activities of farming and management of the structures Dedicated training and engagement initiatives
Consumers	<ul style="list-style-type: none"> Business relations Listening and managing of complaints Sites of the main brands and proprietary social channels
Local Communities	<ul style="list-style-type: none"> Contribution to the socio-economic development of the territories in which the Group operates
Shareholders	<ul style="list-style-type: none"> Shareholders' meeting Publication of information on request Section of the Reports and Financial Statements website

Material issues	Impact perimeter	Involvement of the Group
Safety, traceability and quality of products	Group	Caused by the Group
Health and safety in the workplace	Group employees ¹	Caused by the Group
Economic performance	Group	Caused by the Group
Animal welfare	Group and Farmers	Caused by the Group and related to the Group through its business relationships
Ethics and compliance	Group	Caused by the Group
Management of environmental impacts	Group and electricity Suppliers	Caused by the Group and related to the Group through its business relationships
Socio-economic development of the territory	Group	Caused by the Group
Listening to the customer	Group	Caused by the Group
Worker protection	Group and Suppliers	Caused by the Group
Nutrition and well-being	and to which the Group contributes	Causato dal Gruppo
Responsible consumption and marketing	Group	Caused by the Group
Sustainable management of the supply chain	Group	Caused by the Group
Corporate governance	Parent company	Caused by the Group
Development and well-being of employees	Group employees	Caused by the Group

¹ The Group evaluates widening the analysis with respect to the significance of other non-employee workers, in order to assess the need to collect data from the employers of external collaborators and suppliers who operate at the Group's sites and/or under control of the Group, evaluating the quality and accuracy of such data over which it does not exercise direct control.

Social sustainability

DISCLOSURE 102-8 Information on employees and other workers

Workforce by professional category and gender as of December 31 st (Headcount)						
Professional category	2020			2021		
	Men	Women	Total	Men	Women	Total
Employees	5,667	3,314	8,981	5,625	3,357	8,982
Senior executives	62	2	64	55	3	58
Executives	85	9	94	77	6	83
Employees	940	295	1,235	956	317	1,273
Workers	4,580	3,008	7,588	4,537	3,031	7,565
External collaborators	7	43	50	2	36	38
Administered	7	42	49	2	35	37
Trainees	-	1	1	-	1	1
Total workforce	5,674	3,357	9,031	5,627	3,393	9,020

Workforce by professional category and gender as of December 31 st (FTE)						
Professional category	2020			2021		
	Men	Women	Total	Men	Women	Total
Employees	5,302	2,797	8,099	5,437	2,916	8,353
Senior executives	63	2	65	59	3	62
Executives	82	9	91	74	6	80
Employees	939	259	1,198	974	305	1,279
Workers	4,218	2,527	6,745	4,330	2,602	6,932
<i>of which temporary</i>	1,189	842	2,031	1,128	833	1,961
External collaborators	12	39	51	3	7	10
Administered	12	39	51	3	7	10
Total workforce	5,314	2,836	8,150	5,441	2,923	8,363

Employees by type of contract and gender as of December 31 st (Headcount)						
Employment contract	2020			2021		
	Men	Women	Total	Men	Women	Total
Permanent	4,076	2,118	6,194	4,203	2,211	6,414
Temporary	1,591	1,196	2,787	1,422	1,146	2,568
Total	5,667	3,314	8,981	5,625	3,357	8,982

Employees by type of employment and gender as of December 31 st (Headcount)						
Type of employment	2020			2021		
	Men	Women	Total	Men	Women	Total
Full-time	5,631	2,897	8,528	5,589	2,905	8,494
Part-time	34	419	453	36	452	488
Part-time percentage	0.57%	12.59%	5.04%	0.64%	13.46%	5.43%
Total	5,665	3,316	8,981	5,625	3,357	8,982

Employees by contract type, gender, and geographic area as of December 31 st (Headcount)						
Employment contract	2020			2021		
	Men	Women	Total	Men	Women	Total
North	5,513	3,287	8,800	5,460	3,326	8,786
Permanent	3,925	2,092	6,017	4,041	2,180	6,221
Temporary	1,588	1,195	2,783	1,419	1,146	2,565
Centre	22	4	26	24	5	29
Permanent	22	4	26	24	5	29
Temporary	-	-	-	-	-	-
Islands	22	2	24	23	2	25
Permanent	22	2	24	23	2	25
Temporary	-	-	-	-	-	-
South	77	2	79	84	2	86
Permanent	74	2	76	81	2	83
Temporary	3	-	3	3	-	3
Abroad	33	19	52	34	22	56
Permanent	33	18	51	34	22	56
Temporary	-	1	1	-	-	-
Total	5,667	3,314	8,981	5,625	3,357	8,982
Permanent	4,076	2,118	6,194	4,203	2,211	6,414
Temporary	1,591	1,196	2,787	1,422	1,146	2,568

DISCLOSURE 102-41 Collective bargaining agreements ² (%)

	2020	2021
Employees covered by collective bargaining agreements	99.98%	100%

DISCLOSURE 202-1 Ratios of standard entry level wage by gender compared to local minimum wage

	2020		2021	
	Uomini	Donne	Uomini	Donne
Ratio between the salary of new hires and the local minimum wage ³	1	1	1	1

² Second level bargaining

³ Please refer to the National Collective Labour Agreement for AGRICULTURAL WORKERS AND FLORA NURSERIES 2019 - 2023.

DISCLOSURE 401-1 New employee hires and employee turnover⁴

New employees by gender, age group and geographical area												
Number of employees	2020											
	Italy				Abroad				Group			
	<30	30-50	>50	Total	<30	30-50	>50	Total	<30	30-50	>50	Total
Men	112	118	18	248	3	1	-	4	115	119	18	252
Women	52	68	10	130	2	-	2	4	54	68	12	134
Total	164	186	28	378	5	1	2	8	169	187	30	386

Employment rate by gender, age group and geographical area												
Percentage	2020											
	Italy				Abroad				Group			
	<30	30-50	>50	Total	<30	30-50	>50	Total	<30	30-50	>50	Total
Men	11.2%	4.4%	0.9%	4.4%	33.3%	7.1%	0.0%	12.1%	11.4%	4.4%	0.9%	4.4%
Women	10.5%	4.0%	0.9%	3.9%	40.0%	0.0%	29.0%	21.1%	10.8%	4.0%	1.1%	4.0%
Total	11.0%	4.3%	0.9%	4.2%	35.7%	4.8%	11.8%	15.4%	11.2%	4.3%	1.0%	4.3%

Employees turnover by gender, age group and geographical area												
Number of employees	2020											
	Italy				Abroad				Group			
	<30	30-50	>50	Total	<30	30-50	>50	Total	<30	30-50	>50	Total
Men	16	44	150	210	-	1	-	1	16	45	150	211
Women	2	20	50	72	-	3	2	5	2	23	52	77
Total	18	64	200	282	-	4	2	6	18	68	202	288

Turnover rate by gender, age group and geographical area												
Percentage	2020											
	Italy				Abroad				Group			
	<30	30-50	>50	Total	<30	30-50	>50	Total	<30	30-50	>50	Total
Men	1.6%	1.6%	7.7%	3.7%	0.0%	7.7%	0.0%	3.1%	1.6%	1.7%	7.8%	3.7%
Women	0.4%	1.2%	4.5%	2.2%	0.0%	42.9%	29.0%	26.3%	0.4%	1.4%	4.9%	2.3%
Total	1.2%	1.5%	6.5%	3.2%	0.0%	20.0%	11.8%	11.8%	1.2%	1.6%	6.8%	3.2%

Employment rate by gender, age group and geographical area												
Number of employees	2021											
	Italy				Abroad				Group			
	<30	30-50	>50	Total	<30	30-50	>50	Total	<30	30-50	>50	Total
Men	140	210	48	398	3	-	-	3	143	210	48	401
Women	61	127	31	219	2	2	-	4	63	129	31	223
Total	201	337	79	617	5	2	-	7	206	339	79	624

Employment rate by gender, age group and geographical area												
Percentage	2021											
	Italy				Abroad				Group			
	<30	30-50	>50	Total	<30	30-50	>50	Total	<30	30-50	>50	Total
Men	2.5%	3.7%	0.9%	7.1%	0.1%	0.0%	0.0%	0.1%	2.5%	3.7%	0.9%	7.1%
Women	1.8%	3.8%	0.9%	6.5%	0.1%	0.1%	0.0%	0.1%	1.9%	3.8%	0.9%	6.6%
Total	2.2%	3.8%	0.9%	6.9%	0.1%	0.0%	0.0%	0.1%	2.3%	3.8%	0.9%	6.9%

Employee turnover by gender, age group and geographical area												
Number of employees	2021											
	Italy				Abroad				Group			
	<30	30-50	>50	Total	<30	30-50	>50	Total	<30	30-50	>50	Total
Men	35	64	167	266	-	2	-	2	35	66	167	268
Women	7	17	104	128	-	-	-	-	7	17	104	128
Total	42	81	271	394	-	2	-	2	42	83	271	396

Turnover rate by gender, age group and geographical area												
Percentage	2021											
	Italy				Abroad				Group			
	<30	30-50	>50	Total	<30	30-50	>50	Total	<30	30-50	>50	Total
Men	0.62%	1.14%	2.97%	4.73%	0.00%	0.04%	0.00%	0.04%	0.62%	1.17%	2.97%	4.76%
Women	0.21%	0.51%	3.10%	3.81%	0.00%	0.00%	0.00%	0.00%	0.21%	0.51%	3.10%	3.81%
Total	0.47%	0.90%	3.02%	4.39%	0.00%	0.02%	0.00%	0.02%	0.47%	0.92%	3.02%	4.41%

DISCLOSURE 405-1 Diversity of governance bodies and employees

Number of employees by professional category and gender as of December 31 st						
Number of employees	2020			2021		
	Men	Women	Total	Men	Women	Total
Senior executives	62	2	64	55	3	58
Executives	77	6	83	77	6	83
Employees	949	300	1,249	956	317	1,273
Workers	4,577	3,008	7,585	4,537	3,031	7,568
Total	5,665	3,316	8,981	5,625	3,357	8,982

Number of employees by professional category and age group as of December 31 st								
Number of employees	2020				2021			
	<30	30-50	>50	Total	<30	30-50	>50	Total
Senior executives	-	6	58	64	-	8	50	58
Executives	-	31	52	83	-	31	52	83
Employees	126	620	503	1,249	139	626	508	1,273
Workers	1,384	3,719	2,482	7,585	1,352	3,681	2,535	7,568
Total	1,510	4,376	3,095	8,981	1,491	4,346	3,145	8,982

⁴ Data on turnover by gender and age group do not include external collaborators.

Percentage of employees by professional category and gender as of December 31st

Percentage	2020			2021		
	Men	Women	Total	Men	Women	Total
Senior executives	1.1%	0.1%	0.7%	1.0%	0.1%	0.6%
Executives	1.4%	0.2%	0.9%	1.4%	0.2%	0.9%
Employees	16.8%	9.0%	13.9%	17.0%	9.4%	14.2%
Workers	80.8%	90.7%	84.5%	80.7%	90.3%	84.3%
Total	63.1%	36.9%	100.0%	62.6%	37.4%	100.0%

Percentage of employees by professional category and age group as of December 31st

Percentage	2020				2021			
	<30	30-50	>50	Total	<30	30-50	>50	Total
Senior executives	0.0%	0.1%	1.9%	0.7%	0.0%	0.2%	1.6%	0.6%
Executives	0.0%	0.7%	1.7%	0.9%	0.0%	0.7%	1.7%	0.9%
Employees	8.3%	14.2%	16.3%	13.9%	9.3%	14.4%	16.2%	14.2%
Workers	91.7%	85.0%	80.2%	84.5%	90.7%	84.7%	80.6%	84.3%
Total	16.8%	48.7%	34.5%	100.0%	16.6%	48.4%	35.0%	100.0%

Composition of the Board of Directors by gender and age group as at December 31st

Percentage	2020				2021			
	<30	30-50	>50	Total	<30	30-50	>50	Total
Men	0.0%	17.0%	83.0%	100.0%	0.0%	17.0%	83.0%	100.0%
Women	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total	0.0%	17.0%	83.0%	100.0%	0.0%	17.0%	83.0%	100.0%

DISCLOSURE 403-9 Employee work-related injuries⁵

GROUP EMPLOYEES		
Injuries at work		
Number of accidents	2020	2021
Total number of deaths due to accidents at work	-	-
Total number of serious work accidents (excluding deaths) ⁶	2	1
Total number of recordable occupational injuries	238	285
Main types of injuries at work		
Type of accident	2020	2021
Bruises	88	125
Cutting wounds	37	37
Dislocations/Sprains/Fractures	46	77
Others	67	46
Total	238	285
INJURY RATES 15 ⁷		
Rate of deaths due to work accidents	0	0
Rate of serious accidents at work (excluding deaths)	0.15	0
Recordable work-related injury rate	17.56	20.64

⁵ It should be noted that the total number of employee accidents does not include cases of SARS Cov-2 infection because this type of case does not occur within the workplace in the performance of tasks intended for workers, so it is not directly controllable and manageable by the employer.

⁶ Accidents at work that have led to damage from which the worker cannot recover, does not recover or cannot realistically be expected to recover fully returning to his pre-accident state of health within 6 months. It should be noted that the 2021 serious work injury case refers to a sprain to the right knee following a fall from a forklift, which resulted in an initial prognosis of 5 days. A post-operative complication prevented the employee's return to work, causing the duration of the injury to extend beyond 180 days.

⁷ The injury rate was calculated as the ratio between the total number of injuries and the total hours worked (13,667,208 in 2020 and 13,804,955 in 2021), using a multiplication factor of 1,000,000. The figure includes accidents on the home-work journey only in cases where transport was managed by the organization.

Environmental sustainability

For 2021, environmental data and information includes production sites, distribution centres, transit points, laboratories, branches, breeding farms and hatcheries owned or leased under the direct management of the Group and belonging to companies consolidated on a line-by-line basis within the Consolidated Financial Statements.

In particular, this includes 18 production sites food production sites, 6 distribution centres, 6 transit points, 2 laboratories and 2 logistics platforms of the 'Food' business area, 7 feed mills of the "Feed" business area and 12 breeding farms and 6 hatcheries of the "Farm" business area. Subsidiaries are considered only for the indicators of energy consumption, CO₂ equivalent emissions and waste disposal, as for the other waste disposal, since for the other types of environmental impact indicators they are not considered significant in relation to the Group's production activities.

It should be noted that, as of 2021, the scope of environmental data has been expanded to include the production site of Razumnoe (Russia) and the farms of Dimitrievka, Gertsevka, Graivoron and Korovino (Russia), not included in the data 2020 and the following new sites: the production site in Certosa (PR), the logistics platform in Vallese di Oppeano (VR) the hatchery in Montegalda (VI). For the purposes of data comparability, it should be noted that the overall contribution of these sites account for 3% of the Group's total energy consumption and GHG emissions (Scope 1 and Scope 2 Location-based) of the Group.

DISCLOSURE 302-1 Energy consumption within the organisation

ENERGY CONSUMPTION WITHIN THE ORGANISATION					
Type of consumption	Unit of measurement	2019		2020	
		Total	Total GJ	Total	Total GJ
Non-renewable fuels			2,144,469		2,309,905
Methane gas	Smc	52,554,404	2,085,149	56,052,330	2,237,295
Heating oil	litri	215,181	8,322	228,860	8,851
Diesel fuel for automotive	litri	318,374	12,130	341,676	13,047
LPG for heating	Smc	305,435	34,652	427,039	48,454
Automotive petrol	litri	-	-	65,709	2,258
Burning Oil	kg	91,270	4,216	-	-
Renewable fuels		13,207,634	336,614	14,055,085	355,594
Biogas	Smc	13,207,634	336,614	14,055,085	355,594
for digester boiler	Smc	70,075	1,786	71,645	1,813
for ETS Boiler	Smc	3,154,442	80,395	3,094,523	78,291
for ETS Cogenerator	Smc	8,961,620	228,399	8,671,399	219,386
for Torches	Smc	793,955	20,235	666,021	16,850
for Dryer	Smc	227,542	5,799	1,551,497	39,253
Electrical energy		390,074,444	1,404,268	400,932,061	1,443,355
Purchased electricity	kWh	410,797,189	1,478,870	421,766,526	1,518,359
of which from non-renewable sources	kWh	410,797,189	1,478,870	421,766,526	1,518,359
of which from renewable sources	kWh	-	-	-	-
Self-produced electricity from photovoltaic systems	kWh	548,501	1,975	568,941	2,048

ENERGY CONSUMPTION WITHIN THE ORGANISATION					
Type of consumption	Unit of measurement	2019		2020	
		Total	Total GJ	Total	Total GJ
Electricity self-produced and sold/given to the network	kWh	21,271,246	76,576	21,403,406	77,052
of which from renewable sources - produced by methane plants	kWh	-	-	-	-
of which from renewable sources - produced by photovoltaic systems	kWh	38,640	139	33,300	120
from renewable sources - produced by biogas plants	kWh	21,232,606	76,437	21,370,106	76,932
Total energy consumption	GJ		3,885,351		4,108,854
Renewable energy	GJ		262,012		280,590
Non-renewable energy	GJ		3,623,339		3,828,265
% Renewable energy on the total	%		6,74%		6,83%

CONVERSION FACTORS IN GJ

Starting unit	Conversion unit	2020	2021	Source
Electrical Energy	GJ/kWh	0.0036	0.0036	COSTANTE
Natural Gas	GJ/ton	49,595	49,893	DEFRA 2020, DEFRA 2021
Natural Gas (Density)	kg/m ³	0.8	0.8	DEFRA 2020, DEFRA 2021
Heating oil	GJ/ton	45,2860	45,2860	DEFRA 2020, DEFRA 2021
Heating oil (Density)	litri/ton	1,171	1,171	DEFRA 2020, DEFRA 2021
Diesel fuel for automotive	GJ/ton	45,321	45,127	DEFRA 2020, DEFRA 2021
Diesel fuel for automotive (Density)	litri/ton	1,189.54	1,181.798	DEFRA 2020, DEFRA 2021
LPG	GJ/ton	49,327	49,333	DEFRA 2020, DEFRA 2021
LPG (Density)	kg/m ³	2.3	2.3	FIRE: Linee guida Energy Manager
LPG (Density)	kg/litri	0.56	0.56	FIRE: Linee guida Energy Manager
Automotive petrol	GJ/ton	46,211	46,176	DEFRA 2020, DEFRA 2021
Petrol (Density)	litri/ton	1357,021	1343,787	DEFRA 2020, DEFRA 2021
Burning oil	GJ/ton	46,198	46,174	DEFRA 2020, DEFRA 2021
Biogas	GJ/Smc	0.0255	0.0253	DEFRA 2020, DEFRA 2021

DISCLOSURE 302-3 Energy intensity

ENERGY INTENSITY - FEED AREA			
	Conversion unit	2020	2021
Energy intensity	GJ/ton	0.294	0.303

ENERGY INTENSITY - FOOD AREA			
	Conversion unit	2020	2021
Energy intensity	GJ/ton	3,482	3,537

DISCLOSURE 303-3 Water withdrawal

WATER WITHDRAWAL					
Source	Unit of measurement	2020		2021	
		All areas	Areas with water stress ⁸	All areas	Areas with water stress
Groundwater (total)	Megaliters	8,241	-	8,502	42
Fresh water (≤1,000 mg/l of total dissolved solids)	Megaliters	8,241	-	8,502	42
Other types of water (>1,000 mg/l of total dissolved solids)	Megaliters	-	-	-	-
Third party water resources (total)	Megaliters	1,098	28	1,212	30
Fresh water (≤1,000 mg/l of total dissolved solids)	Megaliters	1,098	28	1,212	30
Other types of water (>1,000 mg/l of total dissolved solids)	Megaliters	-	-	-	-
Total water withdrawal	Megaliters	9,339	28	9,714	72

DISCLOSURE 303-4 Water discharge

WATER DISCHARGE					
Point of discharge	Unit of measurement	2020		2021	
		All areas ⁹	Areas with water stress	All areas	Areas with water stress
Surface water (total)	Megaliters	5,577.3	0.0	5,807.1	0.0
Fresh water (≤1,000 mg/l of total dissolved solids)	Megaliters	-	-	-	-
Other types of water (>1,000 mg/l of total dissolved solids)	Megaliters	5,577.3	-	5,807.1	-
Groundwater (total)	Megaliters	0.6	0.0	0.0	0.0
Fresh water (≤1,000 mg/l of total dissolved solids)	Megaliters	0.3	0.0	0.0	0.0
Other types of water (>1,000 mg/l of total dissolved solids)	Megaliters	0.3	0.0	0.0	0.0
Third party water resources (total)	Megaliters	728,3	15,8	793,8	46,8
Fresh water (≤1,000 mg/l of total dissolved solids)	Megaliters	-	-	45,7	-
Other types of water (>1,000 mg/l of total dissolved solids)	Megaliters	728,3	15,8	748,1	46,8
Total water discharge	Megaliters	33,1	-	27,1	-

⁸ For the definition of water stress areas, Aqueduct was used, a WRI tool is available online at: <https://www.wri.org/our-work/project/aqueduct>. For the analysis, the results from the "baseline water stress" column were taken into account.

⁹ Following a process of improvement of the reporting system and in order to ensure comparability, the 2020 water discharge data have been restated from those published in the previous Annual Report. For previously published data, please refer to the Annual Report 2020, published in the Sustainability section of www.gruppoveronesi.it.

DISCLOSURE 304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas

The data relating to operating sites owned, leased, managed or adjacent to protected areas and areas with a high biodiversity value outside the protected areas include the Group's production plants. Branches are therefore excluded.

BIODIVERSITY (2020)					
Site	Geographical Area	Location of the site with respect to the protected area or area with a high biodiversity value (km)	Hectares	Value of biodiversity	Secured status categorisation
ACQUANEGRA CREMONESE (CR)	Lombardy	7,0	42	Morta di Pizzighettone	ZSC IT20A0001
		2,8	1,039	"Spinadesco"	ZPS IT20A0501
		2,8	825	Spiaggioni di Spinadesco	ZSC IT20A0016
		2,8	6,150	Fiume Po da Rio Boriacco a Bosco Ospizio	ZSC/ZPS IT4010018
FOSSANO (CN)	Piedmont	4,6	559	Greto e risorgive del Torrente Stura	ZSC IT1160071
		5,0	107	Zone umide di Fossano e Sant'Albano Stura (loc. san Lorenzo)	ZPS IT1160059
OSPEDALETTO EUGANEO (PD)	Veneto	1,3	13	Le Vallette	ZPS IT3260020
		3,5	15,096	Colli Euganei - Monte Lozzo - Monte Ricco	ZSC/ZPS IT3260017
PUTIGNANO (BA)	Apulia	4,7	60,7	Grotte di Castellana	SIC IT9120001
		8,3	58,7	Pozzo Cucù	ZSC IT9120010
		5,3	47,600	Murgia di Sud.Est	ZSC IT9130005
		7,5	5,457	Murgia dei Trulli	ZSC IT9120002
QUINTO DI VALPANTENA (VR)	Veneto	0,9	989	Val Galina e Progno Borago	ZSC IT3210012
		5,6	476	Fiume Adige tra Belluno Veronese e Verona Ovest	ZSC IT3210043
		6,2	2,090	Fiume Adige tra Verona Est e Badia Polesine	ZSC IT3210042
S. POLO DI TORRILE (PR)	Emilia Romagna	3,7	2,622	Aree delle risorgive di Viarolo, Bacini di Torrile, Fascia golenale del Po	ZSC/ZPS IT4020017
		7,4	601	Parma Morta	ZSC/ZPS IT4020025
SAN PIETRO IN GU' (PD)	Veneto	2,7	715	Bosco di Dueville e risorgive limitrofe	ZSC IT3220040
CASELLE DI SOMMACAMPAGNA (VR)	Veneto	9,2	989	Val Galina e Progno Borago	ZSC IT3210012
		6,9	118	Fontanili di Povegliano	ZSC/ZPS IT310008
		0,6	476	Fiume Adige tra Belluno Veronese e Verona Ovest	ZSC IT3210043
CORREGGIO (RE)	Emilia Romagna	5,6	1,100	Valle delle Bruciate e Tresinaro	ZPS IT4040017
		5,6	137	Cassa di espansione del Tresinaro	ZPS IT4030019

BIODIVERSITY (2020)					
Site	Geographical Area	Location of the site with respect to the protected area or area with a high biodiversity value (km)	Hectares	Value of biodiversity	Secured status categorisation
CREMONA (CR)	Lombardy	6,5	825	Spiaggioni di Spinadesco	IT20A0016
		2,4	1,039	"Spinadesco"	ZPS IT20A0501
MAGRETA DI FORMIGINE (MO)	Emilia Romagna	6,4	476	Casse di espansione del Secchia	ZSC/ ZPS IT4030011
		7,5	371	Salse di Nirano	ZSC IT4040007
		9,7	189	Rio Rodano, Fontanili di Fogliano e Ariolo e Oasi di Marmirolo	ZSC IT4030021
		6,8	785	San Valentino, Rio della Rocca	ZSC IT4030016
		2,2	50	Colombarone	ZSC IT4040012
NOGAROLE ROCCA (VR) LOC. SALETTE CALETTE	Veneto	3,6	118	Fontanili di Povegliano	ZSC/ZPS IT321008
		10,0	111	Palude di Pellegrina	SIC/ZPS IT3210015
S. GIORGIO IN BOSCO (PD)	Veneto	5,5	133	Palude di Onara	ZPS IT3260001
		5,5	148	Palude di Onara e corso d'acqua di risorgiva S.Girolamo	ZSC IT3260022
		10,2	27	Muson vecchio, sorgenti e roggia Acqualonga	ZSC 3260023
		21,0	715	Bosco di Dueville e risorgive limitrofe	ZSC IT3220040
		0,5	3,848	Grave e zone umide del Brenta	ZSC/ZPS IT3260018
S. MARIA DI ZEVIO (VR)	Veneto	1,8	2,090	Fiume Adige tra Verona Est e Badia Polesine	SIC IT32100042
		2,8	186	Sguazzo di Rivalunga	SIC/ZPS IT32100019
		6,0	167	Palude del Feniletto - Sguazzo Vallese	SIC/ZPS IT3210014
SAN DANIELE DEL FRIULI (UD)	Friuli Venezia Giulia	1,6	2,719	Greto del Tagliamento	ZSC IT3310007
		2,8	83	Lago di Ragogna	ZSC IT3320020
		6,6	62	Quadri di Fagagna	ZSC IT3320022
		8,9	98	Torbiera di Casasola e Andreuzza	ZSC IT3320021
		8,8	10	Magredi di Coz	ZSC IT3320024
		7,3	3,580	Valle del medio Tagliamento	ZSC IT3320015
		10,3	969	Magredi di Tauriano	ZSC IT3310008
		19,6	10,097	Magredi di Pordenone	ZPS IT3311001
10,1	14	Torbiera di Sequals	ZSC/SIC IT3310005		

BIODIVERSITY (2020)					
Site	Geographical Area	Location of the site with respect to the protected area or area with a high biodiversity value (km)	Hectares	Value of biodiversity	Secured status categorisation
SAN MARTINO BUON ALBERGO (VR)	Veneto	2,4	2,090	Fiume Adige tra Verona Est e Badia Polesine	IT32100042
		10,0	186	Sguazzo di Rivalunga	SIC/ZPS IT32100019
		10,0	989	Val Galina e Progno Borago	SIC IT3210012
TIZZANO VAL PARMA (PR)	Emilia Romagna	7,0	825	Monte Fuso	SIC IT4020015
		9,0	424	Barboj di Rivalta	SIC IT4020023
VAZZOLA (TV)	Veneto	8,0	4,752	Grave del Piave - Fiume Soligo - Fosso di Negrizia	SIC IT3240030
		9,0	4,687	Grave del Piave	ZPS IT3240023
		9,0	1,955	Ambito fluviale del Livenza e corso inferiore del Monticano	SIC IT3240029
VERONA (VR)	Veneto	2,2	2,090	Fiume Adige tra Verona Est e Badia Polesine	IT32100042
VILLAFRANCA (VR)	Veneto	4,5	118	Fontanili di Povegliano	SIC/ZPS IT3210008
VILLAGANZERLA DI CASTEGNERO (VI)	Veneto	1,6	12,906	Colli Berici	IT3220037
		7,5	15,096	Colli Euganei - Monte Lozzo - Monte Ricco	SIC/ZPS IT3260017
ZIBELLO (PR)	Emilia Romagna	1,0	336	Golena del Po presso Zibello	ZPS IT4020019
		2,2	210	Bosco Ronchetti	IT20A0015
		2,0	300	Riserva Regionale Bosco Ronchetti	ZPS IT20A0401
		4,0	1,245	Prati e Ripristini ambientali di Frescarolo e Samboseto	ZPS IT4020018
CERTOSA (PR)	Emilia Romagna	5,3	1,005	Basso Taro	SIC/ ZPS IT4020022
		0,3	1,277	Boschi di Carrega	ZSC IT4020001
		3,1	3,810	Medio Taro	ZSC -ZPS IT4020021
AVIANO (PN)	Friuli Venezia Giulia	8,0	2,713	Foresta del Cansiglio	ZSC IT3310006
		6,1	261	Risorgive del Vinchiaruzzo	ZSC IT3310010
BELLUNO (BL)	Veneto	5,8	212	Fontane di Nogarè	ZSC IT3230044
		2,7	31,383	Dolomiti feltrine e bellunesi	ZSC/ZPS IT3230083
		2,3	3,236	Fiume Piave dai Maserot alle Grave di Pederobba	ZSC IT3230088
		8,2	126	Valpiana - Valmorel	ZSC IT3230068
		1,5	24,7	Torbiera di Antole	ZSC IT3230045

BIODIVERSITY (2020)					
Site	Geographical Area	Location of the site with respect to the protected area or area with a high biodiversity value (km)	Hectares	Value of biodiversity	Secured status categorisation
BONDENO DI GONZAGA (MN)	Lombardy	6,5	150	Siepi e canali di Resega - Foresta	ZPS IT4040016
		6,7	7,223	Viadana, Portiolo San Benedetto Po E Ostiglia	ZPS IT20B0501
CASTEGNERO (VI)	Veneto	5,7	715	Bosco di Dueville e risorgive limitrofe	ZSC IT3220040
		7,3	15,096	Colli Euganei - Monte Lozzo - Monte Ricco	ZSC/ZPS IT3260017
		0,7	12,906	Colli Berici	ZSC IT3220037
GUARDIAREGIA (CB)	Molise	0,3	978	Sella di Vinchiaturio	SIC/zps IT7222296
		0,6	25,002	La Gallinola - Monte Miletto - Monti del Matese	SIC/ZPS IT7222287
ISOLA DELLA SCALA (VR)	Veneto	5,7	118	Fontanili di Povegliano	ZSC/ZPS IT321008
		8,6	167	Palude del Feniletto - Sguazzo Vallese	ZSC/ZPS IT3210014
		9,0	186	Sguazzo di Rivalunga	ZSC/ZPS IT32100019
		9,1	2,090	Fiume Adige tra Verona Est e Badia Polesine	ZSC IT32100042
		6,2	111	Palude di Pellegrina	ZSC/ZPS IT32150015
ISORELLA (BS)	Lombardy	Non presenti entro 10 km	Non presenti entro 10 km		
MORENGO (BG)	Lombardy	3,7	12	Fontanile Brancaleone	ZSC IT2060013
		9,8	5,3	Boschetto Della Cascina Campagna	IT2060014
PADERNO PONCHIELLI (CR)	Lombardy	6,6	141	Lanche di Azzanello	ZSC IT20A0006
		8,2	72	Scolmatore di Genivolta	ZSC IT20A0017
		8,4	76	Isola Uccellanda	ZPS/ZSC IT20A0008
RONCOFERRARO (MN)	Lombardy	6,5	7,223	Viadana, Portiolo San Benedetto Po E Ostiglia	ZPS IT20B0501
		19,9	530	Vallazza	ZSC/ZPS IT20B0010
		15,9	1,948	Valli del Mincio	ZPS IT20B0009
		2,8	25	Chiavica del Moro	ZSC IT 20B0014
S. PIETRO IN GU' (PD)	Veneto	2,7	715	Bosco di Dueville e risorgive limitrofe	SIC IT3220040
		7,3	3,848	Grave e zone umide del Brenta	SIC/ ZPS IT3260018

BIODIVERSITY (2020)					
Site	Geographical Area	Location of the site with respect to the protected area or area with a high biodiversity value (km)	Hectares	Value of biodiversity	Secured status categorisation
S. QUIRINO (PN)	Friuli Venezia Giulia	Confinante	10.097	Magredi di Pordenone	ZPS IT3311001
ROSARO DI GREZZANA (VR)	Veneto	2,92	989	Val Galina e Prognò Borago	ZSC IT3210012
		7,5	171	Monti Lessini: Ponte di Veja, Vaio della Marciora	ZSC/ZPS IT3210006
		9,02	233	Monti Lessini: cascate di Molina	ZSC IT3210002
MONTEGALDA (VI)	Veneto	6,7	12,905	Colli Berici	ZSC IT3220037
		7,6	715	Bosco di Dueville e risorgive limitrofe	ZSC IT3220040
		6,9	15,095	Colli Euganei - Monte Lozzo - Monte Ricco	ZSC/ZPS IT3260017

DISCLOSURE 305-1 Direct (Scope 1) GHG emissions

DIRECT EMISSIONS			
	Unit of measurement	2020	2021
Methane gas	tCO ₂ eq	106,300	113,301
Heating oil	tCO ₂ eq	593	631
Diesel fuel for automotive	tCO ₂ eq	811	858
LPG for heating	tCO ₂ eq	2,065	2,887
Burning oil	tCO ₂ eq	289	-
Petrol for automotive	tCO ₂ eq	-	114
Biogas ¹⁰	tCO ₂ eq	20	22
Total emissions Scope 1	tCO₂eq	110,077	117,814

DISCLOSURE 305-2 Energy indirect (Scope 2) GHG emissions¹¹

INDIRECT EMISSIONS			
	Unit of measurement	2020	2021
Scope 2 emissions - Location Based	tCO ₂	138,028	132,878
Scope 2 emissions - Market Based	tCO ₂	191,431	192,211

TOTAL EMISSIONS			
	Unit of measurement	2020	2021
TOTAL EMISSIONS (SCOPE 1 + SCOPE 2 - Location based)	tCO ₂ eq	248,105	250,692
TOTAL EMISSIONS (SCOPE 1 + SCOPE 2 - Market based)	tCO ₂ eq	301,508	310,025

2021 EMISSION FACTORS in CO₂eq

Methane gas (kgCO ₂ eq/mc)	LPG (tCO ₂ eq/ton)	Burning oil (tCO ₂ eq/ton)	Diesel fuel for automotive (tCO ₂ eq/ton)	Heating oil (tCO ₂ eq/ton)	Unleaded petrol for automotive use (tCO ₂ eq/ton)	Biogas (tCO ₂ eq/ton)
2,02266	2,93881	3,16532	3,02861	3,22934	2,31467	0.00021
DEFRA 2020	DEFRA 2020	DEFRA 2020	DEFRA 2020	DEFRA 2020	DEFRA 2020	DEFRA 2020

Electric energy - Location based (KgCO ₂ /kWh) - Italy	Electric energy - Market based (kgCO ₂ /kWh) - Italy	Electric energy - Location based (KgCO ₂ /kWh) - Russia	Electric energy - Market based (kgCO ₂ /kWh) - Russia
0.336	0.466	0.331	0.331
Terna International Comparisons 2018	AIB 2020	Terna International Comparisons 2018	Terna International Comparisons 2018

¹⁰ Scope 1 emissions relating to biogas have been calculated using an emission factor of 0.00022 kgCO₂eq/KWh (DEFRA 2021) which considers "0" the value for CO₂ emissions and instead counts the values for N₂O and CH₄ emissions (Methodology source: DEFRA 2021).

¹¹ The GRI Sustainability Reporting Standards provide two methodologies for calculating Scope 2 emissions, the "Location-based method" and the "Market-based method". For the calculation of Scope 2 emissions, in line with the GRI Sustainability Reporting Standards, both calculation methodologies were used. The Market-based is based on the CO₂ emissions emitted by energy suppliers from which the organisation purchases, via a contract, electricity and can be calculated by considering Energy Guarantee of Origin certificates and direct contracts with suppliers, supplier-specific emission factors, emission factors related to the "residual mix", i.e. to energy and emissions not monitored or unclaimed (methodology used, with emission factor Italy 2021: 457 gCO₂/kWh - source: AIB - European Residual Mixes). For Russia (not included in the European Residual Mixes 2020) the Terna International Comparisons factor was used. The location-based method is based on average emission factors related to power generation for well-defined geographical boundaries, including local, sub-national or national boundaries (methodology used, with emission factor Italy 2021: 315 gCO₂/kWh ; Russia 2021: 323 gCO₂/kWh - source: Terna International Comparisons 2019). Scope 2 emissions calculated using the Location-based and Market-based method are expressed in tonnes of CO₂, however the share of methane and nitrous oxide has a negligible effect on total emissions greenhouse gas emissions (CO₂ equivalents) as can be deduced from the relevant technical literature.

2021 EMISSION FACTORS in CO₂eq

Methane gas (kgCO ₂ eq/cm)	LPG (tCO ₂ eq/Ton)	Burning oil (tCO ₂ eq/Ton)	Diesel fuel for automotive (tCO ₂ eq/Ton)	Heating oil (tCO ₂ eq/ton)	Unleaded petrol for automotive use (tCO ₂ eq/ton)	Biogas (kgCO ₂ eq/kWh)
2,02135	2,93929	3,16501	2,96907	3,23028	2,33969	0.00022
DEFRA 2021	DEFRA 2021	DEFRA 2021	DEFRA 2021	DEFRA 2021	DEFRA 2021	DEFRA 2021

Electric energy - Location based (KgCO ₂ /kWh) - Italy	Electric energy - Market based (kgCO ₂ eq/kWh) - Italy	Electric energy - Location based (KgCO ₂ /kWh) - Russia	Electric energy - Market based (kgCO ₂ /kWh) - Russia
0.315	0.457	0.323	0.323
Terna International Comparisons 2019	AIB 2021	Terna International Comparisons 2019	Terna International Comparisons 2019

DISCLOSURE 305-4 GHG emission intensity

EMISSION INTENSITY - FEED AREA			
	Unit of measurement	2020	2021
Emission intensity	tCO ₂ eq/ton	0.0196	0.0193

EMISSION INTENSITY - FEED AREA			
	Unit of measurement	2020	2021
Emission intensity	tCO ₂ eq/ton	0.217	0.211

DISCLOSURE 306-3 Waste generated

WASTE BY TYPE			
	Unit of measurement	2020	2021
Treatment sludge on site of the effluents	ton	3,585	1,624
Paper and cardboard packaging	ton	2,556	2,911
Plastic packaging	ton	2,215	2,257
Mixed material packaging	ton	4,609	4,870
Digestate produced by the anaerobic treatment of animal waste	ton	6,407	8,447
Other non-hazardous waste	ton	13,122	11,210
Other hazardous waste	ton	756	661
Total waste produced	ton	33,248	31,981

Economic sustainability

DISCLOSURE 201-1 Economic value generated and distributed

ECONOMIC VALUE GENERATED AND DISTRIBUTED		
	2020 in thousands of Euro	2021 in thousands of Euro
Directly generated economic value	3,194,648	3,455,590
Economic value retained	94,710	72,293
Distributed economic value, of which:	3,099,938	3,383,297
Operating costs reclassified	2,689,690	2,993,138
Remuneration of personnel	398,783	402,655
Remuneration of financiers	3,728	3,793
Remuneration of shareholders ¹²	2	1
Remuneration of the Community	434	115
Remuneration of the PA	7,300	-16,406

¹² During 2021 and 2020, dividends were distributed to the shareholders of Veronesi Holding S.p.A. for an amount of 8,658,168.30 Euro for each year, with withdrawal from the Extraordinary Reserve available in the financial statements.

Methodological note

The purpose of this document is to report and communicate in a transparent manner the Veronesi Group's performance with respect to the relevant issues of economic, environmental and social sustainability, with reference to the 2021 financial year (from 1 January to 31 December) and has been prepared to the extent necessary to describe the company's activities, its performance, results and impacts produced.

The document has been prepared in accordance with the GRI Standards: Core option. As required by the GRI Standards, the Veronesi Group has identified the sustainability topics deemed relevant for its stakeholders and for the Group through a materiality analysis, described in the "Materiality Analysis" section of this document.

The reporting scope of the economic and financial data and information corresponds to that of the Consolidated Financial Statements as at 31 December 2021 of the Veronesi Group.

The perimeter of social and environmental data and information consists of the companies consolidated on a line-by-line basis within the Consolidated Financial Statements. In particular, environmental data include 18 food production sites, 6 distribution centres, 6 transit points, 2 laboratories and 2 platforms logistic platforms of the "Food" business area, 7 feed mills of the "Feed" business area and 12 farms and 6 hatcheries of the "Food" business area. hatcheries of the "Farm" business area. Subsidiaries are only included in the indicators of energy consumption energy consumption, CO2e emissions and waste disposal, as they are considered irrelevant compared to the impact produced for the other environmental indicators. For information on the supply chain, they are included in the perimeter of the analysis in this Annual Report all the Group's supply chain farms, excluding the purchases on the free market. Any limitations of the scope with regard to individual topics or indicators are expressly stated in the text.

In order to allow the comparability of data and information over time and to assess the performance of the Group activities, a comparison with the previous year is proposed. In the event of restatements of data relating previous period, these are expressly indicated. To ensure the reliability of the data, the use of estimates has been as limited as possible to the use of estimates, which, if present, are appropriately disclosed and based on the best available methodologies. on the best available methodologies.

It should be noted that there have been no significant changes in the governance and supply chain of the Group. On 2 August 2021, the Group completed the acquisition of Certosa Salumi S.p.A., specialising in the production and processing of cured meats. In addition, during 2021, the production site production site of Montegalda came under the direct control of Società Agricola La Pellegrina S.p.A. and the logistics platform of Vallese di Oppeano came under the direct control of Agricola Tre Valli Società Cooperativa.

The Veronesi Group adopts a risk-based approach in all its decision-making and operational processes in order to monitor and manage risk situations related to social, environmental, ethical and integrity issues in the business and regulatory compliance. business and regulatory compliance. This approach is an integral part of good corporate governance and of good corporate governance and the creation of a responsible business, which are considered fundamental to achieving a competitive advantage in markets where attention to sustainability issues is growing year by year.

The document is published annually on the Veronesi Group's website www.gruppoveronesi.it. The Annual Report 2021 is subject to limited assurance engagement according to the criteria indicated by the ISAE 3000 Revised standard) by Deloitte & Touche S.p.A.

The audit was carried out according to the procedures indicated in the "Independent Auditors' Report", included in this document.

For information regarding the Veronesi Group's Annual Report, please write to: comunicazione@gruppoveronesi.it.

GRI content index

GRI Standards	Disclosure	Page	Omission
GRI 102: GENERAL DISCLOSURES (2016)			
Organisational profile			
102-1	Name of organisation	8	
102-2	Activities, brands, products and services	25-35	
102-3	Location of headquarters	36	
102-4	Location of operations	39	
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102-8	Information on employees and other workers	88; 120-121	
102-9	Supply chain	48-85	
102-10	Significant changes to the organisation and its supply chain	137	
102-11	Precautionary principle or approach	11; 98-111; 137	
102-12	External initiatives	42	
102-13	Membership of associations	118	
Strategy			
102-14	Statement from a senior decision-maker	5	
Ethics and integrity			
102-16	Values, principles, standards and norms of behavior	12-13	
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102-18	Governance structure	9-10	
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102-40	List of stakeholder groups	43	
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102-43	Approach to stakeholder engagement	119	

GRI Standards	Disclosure	Page	Omission
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102-45	Entities included in the consolidated financial statements	8; 137	
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GRI 103: Management approach (2016)			
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103-3	Evaluation of the management approach	114-115	
GRI 201: Economic performance (2016)			
201-1	Direct economic value generated and distributed	114; 136	
Material topic: Ethics and compliance			
GRI 103: Management approach (2016)			
103-1	Explanation of the material topic and its boundary	45; 119	
103-2	The management approach and its components	12-13	
103-3	Evaluation of the management approach	12-13	

GRI Standards	Disclosure	Page	Omission
GRI 205: Anti-corruption (2016)			
205-3	Confirmed incidents of corruption and actions taken	During 2021, there were no cases of corruption and/or reports of such.	
GRI 206: Anti-competitive behavior (2016)			
206-1	Legal actions for anti-competitive behaviour, antitrust and monopoly practices	During 2021, there were no legal actions against the Group in regards to anti-competitive and/or anti-trust and/or monopolistic practices.	
GRI 419: Socio-economic compliance (2016)			
419-1	Non-compliance with laws and regulations in the social and economic area	On 7 December 2021, Agricola Tre Valli Società Cooperativa finalised an adhesion agreement with Agenzia delle Entrate - Veneto Regional Office for an sum equal to 316,860.98€	
Material topic: Socio-economic development of the territory			
GRI 103: Management approach (2016)			
103-1	Explanation of the material topic and its boundary	45; 119	
103-2	The management approach and its components	20-39	
103-3	Evaluation of the management approach	20-39	
GRI 202: Market presence (2016)			
202-1	Ratio of standard entry level wage by gender compared to local minimum wage	121	
203-2	Significant indirect economic impacts	48-85	
Material topic: Management of environmental impacts			
GRI 103: Management approach (2016)			
103-1	Explanation of the material topic and its boundary	45; 119	
103-2	The management approach and its components	48-85	
103-3	Evaluation of the management approach	48-85	
GRI 204: Procurement practices (2016)			
204-1	Proportion of spending on local suppliers	73	
GRI 308: Supplier Environmental Assessment (2016)			
308-1	New suppliers that were screened using environmental criteria	73	
GRI 414: Supplier Social Assessment (2016)			
414-1	New suppliers that were screened using social criteria	73	
Material topic: Management of environmental impacts			
GRI 103: Management approach (2016)			
103-1	Explanation of the material topic and its boundary	45; 119	
103-2	The management approach and its components	98-111	

GRI Standards	Disclosure	Page	Omission
103-3	Evaluation of the management approach	98-111	
GRI 302: Energy (2016)			
302-1	Energy consumed within the organisation	102-103; 106; 126-127	
302-3	Energy intensity	127	
GRI 303: Water and effluents (2018)			
303-1	Interaction with water as a shared resource	108-109	
303-2	Management of water discharge-related impacts	108-109	
303-3	Water withdrawal	108-109; 128	
303-4	Water discharge	109; 128	
GRI 304: Biodiversity (2016)			
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas with high biodiversity value outside the protected areas	129-133	
GRI 305: Emissions (2016)			
305-1	Emissioni dirette di GHG (Scope 1)	107; 134-135	
305-2	Emissioni indirette di GHG da consumi energetici (Scope 2)	107; 134-135	
305-4	Intensità delle emissioni di GHG	107; 135	
GRI 306: Rifiuti (2020)			
305-1	Direct (Scope 1) GHG emissions	110-111	
305-2	Energy indirect (Scope 2) GHG emissions	110-111	
305-4	GHG emissions intensity	111; 135	
GRI 307: Environmental compliance (2016)			
307-1	Non-compliance with environmental laws and regulations	During 2021, no penalties or fines were recorded for non-compliance with environmental laws and/or regulations.	
Material topic: Development and well-being of workers			
GRI 103: Management approach (2016)			
103-1	Explanation of the material topic and its boundary	45; 119	
103-2	The management approach and its components	88-91	
103-3	Evaluation of the management approach	88-91	
GRI 401: Employment (2016)			
405-1	Diversity in governance bodies and employees	122-123	
GRI 405: Diversity and equal opportunity (2016)			
405-1	Diversity in governance bodies and employees	123-124	

GRI Standards	Disclosure	Page	Omission
Material topic: Health and safety in the workplace			
GRI 103: Management approach (2016)			
103-1	Explanation of the material topic and its boundary	45; 119	
103-2	The management approach and its components	95	
103-3	Evaluation of the management approach	95	
GRI 403: Occupational health and safety (2018)			
403-1	Occupational health and safety management system	95	
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403-6	Promotion of worker health	90; 95	
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403-9	Work-related injuries	125	
Material topic: Protection of workers			
GRI 103: Management approach (2016)			
103-1	Explanation of the material topic and its boundary	45; 119	
103-2	The management approach and its components	88-93	
103-3	Evaluation of the management approach	88-93	
GRI 402: Labor/Management Relations (2016)			
406-1	Incidents of discrimination and corrective action taken	The minimum notice period for organisational changes provided by the second-level collective bargaining for the Group employees is 15 days.	
GRI 406: Non-discrimination (2016)			
406-1	Incidents of discrimination and corrective action taken	During 2021, there were no cases of discrimination within the company.	
GRI 407: Freedom of association and collective bargaining (2016)			
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Given the Veronesi Group's operating environment, no significant risks have been identified related to freedom of association and collective bargaining at Group's companies or at their suppliers.	
Material topic: Safety, traceability and quality of products			
GRI 103: Management approach (2016)			
103-1	Explanation of the material topic and its boundary	45; 119	
103-2	The management approach and its components	52; 70-73; 79-85	
103-3	Evaluation of the management approach	52; 70-73; 79-85	

GRI Standards	Disclosure	Page	Omission
GRI 416: Consumer health and safety (2016)			
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	During 2021, there were no cases of non-compliance concerning health and safety impacts of products and services.	
Material topic: Responsible consumption and marketing			
GRI 103: Management approach (2016)			
103-1	Explanation of the material topic and its boundary	45; 119	
103-2	The management approach and its components	11-13	
103-3	Evaluation of the management approach	11-13	
GRI 417: Marketing and labelling (2016)			
417-2	Incidents of non-compliance concerning product and service information and labeling	During 2021, there were no significant cases of non-compliance with regulations and/or voluntary codes concerning information and communication practices of products and services.	
417-3	Incidents of non-compliance concerning marketing communications	During 2021, there were no significant cases of non-compliance with regulations and/or voluntary codes concerning marketing communications practices, promotion and advertising	
Material topic: Animal welfare			
GRI 103: Management approach (2016)			
103-1	Explanation of the material topic and its boundary	45; 119	
103-2	The management approach and its components	56-69; 71	
103-3	Evaluation of the management approach	56-69; 71	
Material topic: Nutrition and welfare			
GRI 103: Management approach (2016)			
103-1	Explanation of the material topic and its boundary	45; 119	
103-2	The management approach and its components	52; 70-75; 77	
103-3	Evaluation of the management approach	52; 70-75; 77	
Material topic: Listening to the customer			
GRI 103: Management approach (2016)			
103-1	Explanation of the material topic and its boundary	45; 119	
103-2	The management method and its components	53; 78; 119	
103-3	Evaluation of the management approach	53; 78; 119	
Material topic: Corporate Governance			
GRI 103: Management approach (2016)			
103-1	Explanation of the material topic and its boundary	45; 119	
103-2	The management approach and its components	10-11	
103-3	Evaluation of the management approach	10-11	

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