

# Sustainability Report 2021





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## Letter to stakeholders

This second edition of the Report, which analyses our Group's commitment to environmental, social and economic sustainability in 2021, confirms to our stakeholders how crucial these issues are in Amadori's present and, above all, future vision.

A future which, it is futile to pretend otherwise, is increasingly unpredictable. Last year, in presenting the first edition, I wrote about a 2020 that had turned our lives upside down. For our company, as well as for the country, 2021 marked a decisive rebound at economic level, which restored confidence thanks to the vaccination campaign and, as far as we are concerned, to the success of our corporate and commercial strategies and our continuing investments across the supply chain.

Avian flu and the progressive increase in the costs of raw materials have never made us let our guard down; yet our company, like the entire sector, has been able to manage these crises well, albeit with difficulty. The results that emerge from the consolidated financial statements, published at the same time as this report, confirm that we have done well, from management to the workforce in all locations.

What has been happening since the end of February in Europe places us before an unexpected storm, even more complex because we have just emerged from a health crisis and we are dealing with facts that we have known before through the stories of our fathers, or read and seen in books and documentaries. Perhaps we must get used to living with periodic crises in the years to come, as we go through a phase of change in history and world order.

From our position we can be sure that, as in the past, we have the strength and resources to continue to be active protagonists in our future. The Amadori Group has clear and well-defined plans, summarised by our values, which you will find in the first pages of this Report.

Everyone must continue to do their part, even better than before, because greater complexities require greater responsibilities: daily work remains an essential element of a Group which, by investing in its own renewal, will be able to be increasingly successful. We give our best, ready to improve and change: this is our contribution when faced with a difficult reality.

We cannot be statesmen or ambassadors of peace: but we can be responsible people, with a strong sense of duty. An ethic as simple as it is noble, which made Italy great after the war. I believe it still applies, today more than ever..

Flavio Amadori  
*Chairman Amadori S.p.A.*

How will we remember 2021? Is this an interlude of “normality”, wedged between two major exogenous crises (Covid-19 and the Russia-Ukraine war), which among other things have exacerbated the direct complexity of our sector (avian flu and increased costs of raw materials)?

Or is it the beginning, as international political experts argue, of an economic-political-social reorganisation? Or another episode of the continuing instability that, from the new economy bubble onwards, is characterising the 21st century?

It would be easy to get lost in complicated analyses, or to resort to banalities. It is better to start from your own backyard, keeping your eyes open to the world: let's start with the important results that the Group achieved in 2021, both economically and in terms of non-financial reporting.

In the presentation of the first Report, I referred to 2020 as a challenging year, a year that tested all of the Amadori Group's resilience capacity. 2021 was no less difficult; however, we were able to seize the opportunities that the recovery of markets and consumption gave us, in a difficult situation marked by avian flu emergencies and raw material costs for the sector. At business level, we have returned to growth in the channels blocked by the pandemic. Industrial investments throughout the supply chain continued: innovation, integration, sustainability, digitalisation are the key words of our development plan, which allows us to be recognised by customers and consumers as extremely reliable partners in terms of quality and differentiation of the offer.

The commercial success of high quality supply chains, for example those characterised by the absence of antibiotics, and of processed products justify our growth plans, aimed at constantly raising the service content of the Amadori offer.

Our commitment to sustainability goes hand in hand with our industrial development. Many open discussions are ongoing with strategic business partners on this front: we have hired logistics suppliers, partners who work with us in the packaging sector, and many others.

The Italian and European agri-food sector offers great opportunities and the Amadori Group, part of an excellent system, that of Italian poultry, wants to play its part in the path towards ecological transition, despite the sudden changes in the scenario.

Just as we did not stop in the middle of a full health crisis, we will be able to withstand the impact, strengthened by our solidity and our plans. With the trust of shareholders and the commitment of each employee, we will achieve our goals.

We want to be an even more innovative and sustainable food group, guided by Integrated Supply Chain management, our compass. An Italian supply chain, the cornerstone of growth and a barrier in the event of a crisis. And I reiterate what I wrote in the last edition of the Report: to win it is necessary for all the players in the Supply Chain, both direct and indirect, and our stakeholders to be our travel companions.

This second Sustainability Report confirms that our responsible path intends to become even stronger, in line with the values and commitments that we have made explicit in the new corporate “Mission-Vision-Purpose”. We are ready to face new unexpected challenges, but also new opportunities, certain of the trust of those who choose us every day.

Francesco Berti  
*Chief Executive Officer Amadori S.p.A.*

# Introduction

For this Sustainability Report, the Amadori Group has confirmed the choice to use the GRI Sustainability Reporting Standards, one of the most recognised international reporting standards, according to the *in accordance* - Core option. The Amadori Group Sustainability Report relates to the 2021 financial year (from 1 January to 31 December) and the reporting perimeter is, in particular, represented by the parent company Amadori S.p.A. and all the consolidated Companies.

In accordance with the GRI Standards, the contents of this Report are defined and constructed on the basis of the Group's material topics, identified through the materiality analysis. For further information on the reporting methods and the methodology used for the materiality analysis and for the information in this report, please refer to the "Methodological note" section (p. 79).



ESTINTORE  
N°

ATTENZIONE  
LAVORO FISSATO TAGLIARE  
TENEDORE DURANTE  
LA LINEA DI VISIONE

# The Amadori Group: growth and evolution according to an integrated, innovative and sustainable supply chain logic

*Environmental, economic and social sustainability, the importance of an integrated production line, well-being of animals, community and people and continuous innovation are some of the values that inspire Amadori's operations.*

## Corporate values

### The future belongs to us: Mission, Vision and Purpose

With the definition of the Mission, Vision and Purpose, the Amadori Group wanted to give shape to the ideas that will guide its strategic and operational decisions, outlining the route that the Group will follow to lead the company into the future. The Mission defines the reason for the existence of the Group and the activities in which it intends to engage. The Vision represents the company's profile in the medium and long term, within its reference market. The Purpose is the Group's promise of trust, which wants to be part of a unique, distinctive relationship with an identity that no longer has the customer or the consumer at its centre, but the person.

Figure 1: The Group's Mission, Vision and Purpose

# Mission

Every day meet consumers' demands of the evolution of tastes and food culture with healthier, more innovative and tastier foods based on white, pink and green proteins, in compliance with an integrated circular production line logic while safeguarding the wellbeing of people, animals and the environment.

# Vision

Be recognized as the most sustainable, complete and creative Italian culinary system based on white, pink and green proteins.

# Purpose

Renewing the spirit of our own origins, transmitted to us by Francesco Amadori, spreading the warmth and joy of living typical of the Romagna region, through the pleasure of a protein-based cuisine that is always in harmony with the ecosystem.

### Map of the Group's values

The seventh agri-food company in Italy,<sup>1</sup> Amadori has always been characterised by essential values that the Group wants to confirm and emphasise every day through its activities. In building a solid growth path, the assumption of responsibility towards all stakeholders is crucial, driven by a clear and shared definition of the project that guides the whole Group. For this reason Amadori also wanted to define a map of values which, for a company that operates in highly complex contexts, is the result of the performance linked to reputation, an expression of values and assets that subjects the Group's work to the judgement of third parties: in particular, their development is subject to the consent of the stakeholders.



This set of words determine a real value ecosystem, solid and substantial but also in constant evolution, because it is the ability to innovate and to be able to speak to people every day in a new and original way, responding to their people's needs and desires, which has always represented one of the distinctive features at the basis of Amadori's work. Thanks to the inspiration behind these values and which drives the actions of all those who work in its supply chain, Amadori is every day able to offer controlled, traceable and certified fresh and tasty products, working with respect for people - employees, customers and communities -, the environment and animal welfare.

1. Source: Food analysis of Mediobanca data



## The Amadori Group in numbers

Officially founded in 1969, the Amadori company is today a leading group in the agri-food sector. From large-scale distribution, to traditional retail, to the HORECA sector (Hotel-Restaurants-Catering), wholesale, export and e-commerce, the Group operates in various sales channels, which have very different needs in terms of type of products, services and logistics.

### Turnover

**1.362**  
million euros

### Ebitda

**85,9**  
million euros

### Shareholders' equity

**296**  
million euros



### Staff

**9.244**  
on average  
in the current  
financial year



### Investments

**95**  
million euros  
in the current  
financial year

Amadori holds a share of about 30% of the Italian poultry market, ranking second in national poultry production<sup>2</sup>, and can count on 9,244 collaborators (as of 31 December 2021) and more than 800 farms, managed both directly and by agreement.

Amadori stands out on the market for the integrated management of its Italian supply chain, consisting of 6 food processing plants, 5 hatcheries, 4 feed mills and 1 tolling agreement plant, over 800 farms, directly managed and under agreements, 3 logistics platforms and 19 distribution centres, including branches and agencies, which guarantee a deep and targeted distribution throughout Italy.

The Group has a widespread presence throughout the country, with plants and logistics centres throughout the peninsula.

## Group identity

### A history of continuous innovation

The history of Amadori is a path of continuous growth which began in Romagna around the 1930s, when Ondina and Agostino Amadori, together with their sons Adelmo, Arnaldo and Francesco, began to market poultry and farmyard animals locally. In the 1950s the Amadori brothers decide to devote themselves in particular to breeding, starting on an entrepreneurial path of continuous innovation that would transform Amadori, over the decades, into a company managed by leaders in its sector and at the top of the Italian agri-food business, continuing to be guided by a deep-rooted passion that originating its founders' original home, Romagna.

2. Sources: VetInfo - Veterinary Information System





Plants and  
production sites

**16**



Breeding farms

**800**



Market share

**30%**

In the poultry sector



Main  
activity areas

**chicken, turkey,  
eggs, pork**



Product  
reference range

**1.500**



Female  
Employees

**51%**



Average  
training hours

**4,5**



### Quality assurance staff

**53**

**staff**

in production chain organisation and the test laboratories

**5**

**million euros**

spent on average every year on the Quality Assurance System



### Company and public veterinarians

**10**

**in-house veterinarians**

in the animal science area

**Local health authority veterinary inspectors**

for each production site



### Breeding technicians, to support breeders

**51**

**employees**

in the animal science area

**Constant monitoring**

to support the application of Good Breeding Practices



### Nutrition experts

**2**

**nutritionists** responsible for feed formulas and the preparation of dietary plans

**Preparation of balanced dietary plans**

and constant control of raw materials for feed production



### Testing and controls

**Over**

**560thousand**

microbiological, serological, chemical, molecular biological and diagnostic tests carried out per year by the internal laboratories

**98thousand**

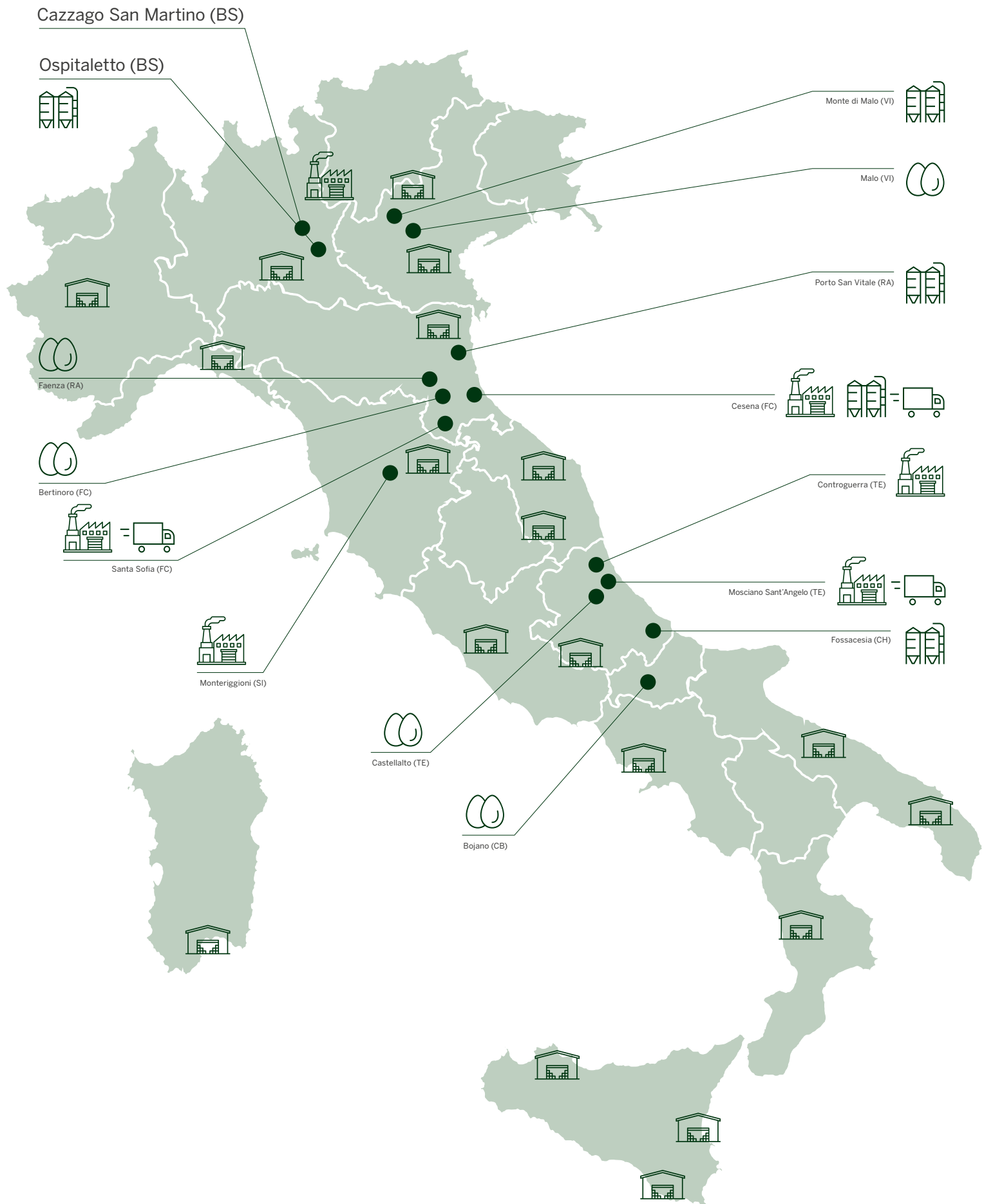
**tests** on finished products carried out per year by the internal laboratories



### Complaint management

**An increasingly wide and effective system** for managing complaints from our customers

**Regular feedback** updated on a weekly basis to respond with effective action on all quality-related complaints



# Our History



1930s

The Amadori family starts to market poultry and other farmyard animals.



1950s

The brothers Francesco and Arnaldo expand the family breeding business.



1960s

The Amadori integrated production line takes shape.

1965

First feed mill.

1966

First hatchery.

1968

First slaughterhouse.

1969

Official launch of the company.



1970s

Distribution goes national.

1979

First breeding farms in Abruzzo.



## 1980s

The first processed products are launched on the market and the first advertising campaigns are broadcast.

## 1981

First production plant in Abruzzo.



## 1990s

Specialisation and development continue thanks to the acquisition of other important Italian poultry breeders (Cibus in Brescia, Avichianti in Siena).

## 1993

New breaded products plant in Teramo.

## 1996



## 1998

New frankfurters plant in Cesena.

## 2000s

Amadori is a gold standard in Italy for meat-based dishes.

## 2001

Start of the Il Campese project in Apulia.



## 2005

Acquisition of the Il Campese company in Apulia.

## 2009

The company celebrates its 40<sup>th</sup> anniversary and launches Peopoll, the communication project launched with the celebratory publication of the same name dedicated to employees.

## 2010s

Growth continues thanks to products that are increasingly innovative, mindful of new consumer trends and of investments focused in particular on environmental sustainability and the enhancement of all resources.

## 2017

Il Campese, chicken reared free range with no-GMO plant-based feeds, is now also reared without the use of antibiotics.

## 2018

Opening of the new chicken processing plant in Cesena (Cutting Room). Chicken in the new Qualità 10+ range is reared without the use of antibiotics.

## 2019

Amadori celebrates its 50<sup>th</sup> anniversary.

## 2021

First Sustainability Report.

## Governance

Pursuant to the Articles of Association and in compliance with the provisions of art. 2380 of the Italian Civil Code, the corporate governance model adopted is traditional, therefore the company is constituted as follows:

- by the Shareholders' Meeting, representative of the sovereign body of the company which expresses itself with a decision-making function on the matters indicated in art. 2364 of the Italian Civil Code; it represents one of the company's main stakeholders and has the purpose of maximising the company's overall value in the long term.
- by the administrative body, which is entrusted with a decision-making function regarding the management of the company and which includes non-executive and executive directors; the latter represent the company and perform the functions delegated to them. The administrative body is currently made up of 7 members, 4 of which can be traced back to the Group's founding families\*. The other members of the administrative body are independent without any participation in companies belonging to the Group.
- by the Board of Statutory Auditors, the company's internal control body, which supervises compliance with the law and the Articles of Association, compliance with the principles of correct administration and in particular the adequacy of the administrative and accounting organisational structure adopted by the company and its practical operation. Appointed in 2020, it is made up of three standing auditors and two alternate auditors and also performs the function of checking the adequacy of the internal control system.
- by the company's external control body, appointed by the Shareholders' Meeting, in accordance with legal obligations, in order to carry out the statutory and accounting audit of the company and its subsidiaries. The company entrusted with the assignment is one of the Big Four on the international auditing market, more specifically the company Deloitte & Touche S.p.A.
- by the Supervisory Body which, appointed pursuant to Italian Legislative Decree 231/2001 in 2020, is made up of two members with proven experience in inspection and consultancy matters and reports to the company's top operational management or to the administrative body overall. It is responsible for regularly monitoring and checking the effectiveness of the Organisational Model, for reporting any deficiencies in the Model to the Board of Directors, also proposing any updates following regulatory or organisational changes.
- \* The current board of directors is in office until the approval of the 2021 budget.

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## Administrative body

*Chairman*

Flavio Amadori

*Deputy Chairman*

Denis Amadori

*Chief Executive Officer*

Francesco Berti

*Directors*

Francesco Amadori

*Directors*

Andrea Amadori

*Directors*

Cleto Casadei

*Directors*

Riccardo Pinza

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## Board of Statutory Auditors

*Chairman*

Michele Bocchini

*Standing Auditors*

Edmondo Maria Granata

*Standing Auditors*

Giorgio Rusticali

*Alternate Auditors*

Giovanna Dapporto

*Alternate Auditors*

Marco Targhini

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## Supervisory Body

*External member with the function of Chairman*

Stefano Domenichini

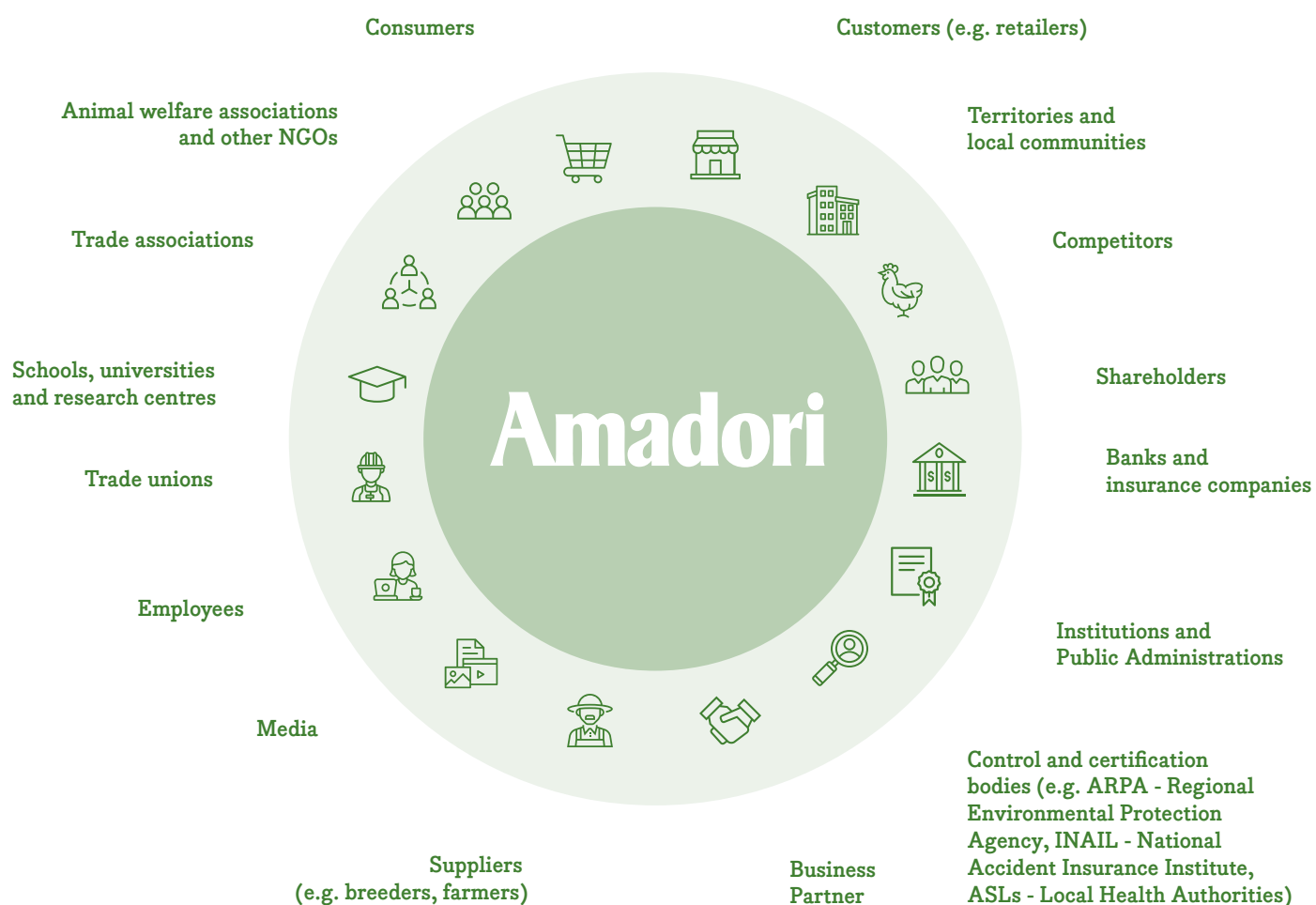
*Internal Auditing, Risk and Reputation Manager*

Fabio Barnabè

## The stakeholder network

Following an analysis of the activities conducted by the Group, both in the business area and those not strictly connected to it, and a mapping of the structure and of the integrated supply chain, Amadori's main "stakeholders" have been identified.

Stakeholders are all individuals or entities who can reasonably be significantly influenced by Amadori's activities, products and services, or whose actions may affect the Group's ability to successfully implement its strategies and achieve the preset corporate objectives. By virtue of their different types of needs, expectations and relationships with the Group, Amadori's stakeholders have been grouped into 16 homogeneous categories and groups.



There are numerous initiatives and methods through which Amadori interacts with its stakeholders, in order to maintain solid relationships of trust and a continuous dialogue over time, which take into account their objectives and expectations.



Stakeholder	Main methods of communication and involvement
Consumers	Products, Marketing and Communication activities, media, website, social media, customer service (toll-free telephone number, e-mail)
Customers	Corporate events, institutional public events, visits to companies and private meetings
Territory and local communities	Media, sponsorships, institutional public events, private meetings
Competitors	Trade associations
Shareholders	Corporate events, private meetings
Banks and insurance companies	Institutional meetings, corporate events, private meetings, media
Institutions and Public Administrations	Institutional meetings, media, sponsorships, public events, private meetings
Control and certification bodies	Meetings with associations, institutional meetings, Audits
Business partners	Private meetings, institutional meetings, public events
Suppliers	Private meetings, institutional meetings, public events
Media	Press conferences, press releases, public events, editorial meetings, press tours
Employees	Internal communication channels (company app, emails, message boards, newsletters), corporate events, recruiting activities
Trade unions	Private meetings
Schools, universities and research centres	Institutional meetings, company visits, sponsorships
Trade associations	Public events, internal meetings
Animal welfare associations and other NGOs	Trade associations, private meetings

## The Amadori supply chain

The Amadori Group bases the most important part of its activities on the complete and integrated management of the **chicken and turkey supply chain**, dealing with all production phases: from the acquisition of raw materials to the **production of feed**; from the whole phase of management and growth of the animals (reproduction, fertilisation and breeding) to slaughter and food processing, to arrive at the marketing and distribution of the finished product. The Group also manages a pork production supply chain, integrated up to the fattening phase, and an eggs and egg products supply chain. Specifically, the Group's activity can be divided into the following areas of operation:

- **Agricultural/animal husbandry sector**, focusing on the breeding of chickens, turkeys and fattening pigs; hens for eggs production; hens, turkeys and breeding pigs; other related activities;
- **Industrial and commercial sector** mainly focusing on food processing, marketing and distribution of the finished products;
- **Corporate and business services**, both in the agricultural/livestock and industrial and commercial sectors.



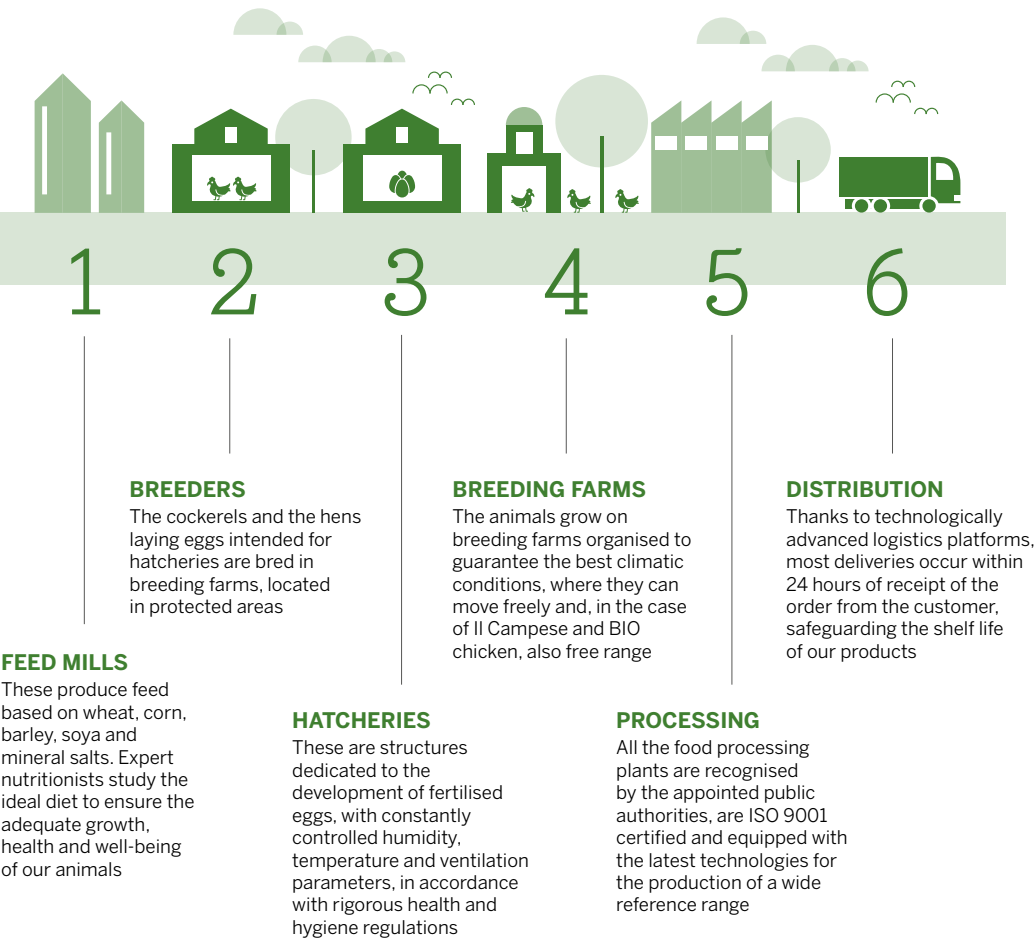








# Our supply chain



Source 6: Description of the group's integrated supply chain

# Certifications

## Certified reliability

Since 1999 our quality management system is certified in accordance with the **ISO 9001 international standard**. Over the years, on the basis of the particular requirements of each production site, we have achieved **other certifications further confirming our reliability**. The main ones are listed here:

### UNI EN ISO 22005

Relative to traceability in agrifood production lines.

### International Food Standard (IFS food)

Food safety standard recognised at international level by the major large-scale distribution retailers.

### Voluntary labelling of poultry meat

Ministerial Decree of 29 July 2004 relative to: Free range breeding, Plant-based feed (supplemented/integrated with vitamins and minerals), Feed without animal-origin flours and fats, No-GMO feeds, Breeding with more space (compared to legal limits), Use of sunlight, Environmental enhancements, Breeding without the use of antibiotics, Slow-growing genotype (requirements are applied in total or in part depending on the production chain)

### UNI CEI EN ISO/IEC 17025

Accreditation of laboratories by the Accredia institution.

### ISCC EU

For poultry fat produced in the by-products processing plant in Cesena, used as biofuel.

### DTP CSQA 035 DTP CSQA 126

Certification for poultry production chain control

### ICT UNI/PDR 43.2:2018

Certification for the personal data protection system



### Certification for gluten-free products



### UNI EN ISO 14001:2015

For the environmental management system

### UNI EN ISO 50001:2018

For the energy management system

### ISO 45001:2018

For the occupational health and safety management system


## Products



Over time the Amadori Group has developed a wide range of products, from the most traditional (first and second processes) to the most innovative (raw specialities, roasts, breaded products) with unique specialities from its high quality supply chains: Il Campese, slow-growing certificated chicken raised outdoors without the use of antibiotics and using plant-based feed; Quality 10+ chicken and turkey, farmed without the use of antibiotics and with plant-based feed; BIO chicken, organically farmed and fed. A range of over 500 products capable of fully and precisely meeting today's consumers requirements, attentive to price but above all to quality and safety, to service content and to the offer variety for different consumption occasions. The Group mainly offers fresh and frozen chicken, turkey and pork meat, as well as a series of other products such as meat-based preparations with vegetables, eggs and egg products, including the new fresh Pancakes mixes (in the three Classic, Protein and 100% plant-based versions), launched in 2021 and which represented Amadori's entry into the breakfast and snack segment.




## Amadori High Quality Supply Chain





Reared free range without the use of antibiotics, with no-GMO plant-based feed, 100% Italian, slow-growing thanks to all these characteristics. Il Campese has a distinct flavour, which has been awarded by consumers.


An all-round choice of excellence to combine the focus on a healthy lifestyle with the pleasure of good eating, with a wide reference range, created both for those who have the time and desire to cook, and for those who seek the convenience and speed of products that are oven-ready or already cooked.

\*MIN.AUTH. IT001EA-UNAITALIA




Free-range Organic Chicken, free to scratch about on large uncontaminated organic land, 100% Italian and reared exclusively on legumes and grains such as wheat, corn, sorghum and soya sourced exclusively from Organic Farming: Amadori BIO Chicken is available in the most sought-after cuts and in tasty and appetising raw specialities, such as hamburgers and meat balls.



Use of non-GMO vegetable feeds without animal-sourced flours and practices: chicken hatched, reared and processed in Italy; complete traceability along the entire production chain; additional requirements with respect to those of conventional breeding in terms of animal welfare, ground-reared in densities such as to offer more space compared to traditional breeding and with collection areas to promote natural behaviour: in addition to all these requirements, the Quality 10+ chicken range also offers the guarantee of chicken reared without the use of antibiotics, for the maximum quality of each product.



## Company innovation

Keeping up with (technological, regulatory, process and market) changes becomes particularly challenging for companies due to the high number of variables that impact the business. The transformation of these changes into opportunities is a challenge that Amadori has undertaken a few years ago by creating an internal and transfunctional Innovation function within the company, which has created as a first step in this new path a manifesto of innovation lines of action based on three cornerstones:

- 1) Spreading the culture of innovation
- 2) Structuring a governance model based on lean and flexible roles and operating models
- 3) Opening the company boundaries also to external competences with a view to Open Innovation, creating an innovation "ecosystem"

The three cornerstones of the manifesto represent a starting point for Amadori, which in recent years has led to the development of various innovation initiatives, which have involved the entire company population ("Spazio alle Tue Idee" (Space for Your Ideas) project) and led to the creation of the Innovation Community, a transfunctional work team focused on stimulating and promoting new innovation projects. The company has also involved its business partners in initiatives aimed at renewing and rethinking key aspects of its value chain ("Green Packaging Challenge") and, finally, together with external partners with reference to the specific topic and with start-ups in the food sector, has promoted corporate acceleration programs initiatives for the best international start-ups in the Food sector, to provide innovative solutions aimed at improving the core business of corporate partners and creating the new businesses of the future.

## Integrity and business ethics

The governance system of the Amadori Group is aimed at guaranteeing legal compliance, transparency and fairness in all its business activities. This system is the result of a Group's process of adaptation, launched in 2013, to the requirements contained in Italian Legislative Decree no. 231/2001 (hereinafter also Decree 231) on the subject of "administrative liability of legal persons, companies and associations". Numerous companies that operate within the Amadori<sup>3</sup> supply chain have gradually joined this path, which - under the aegis of their respective Supervisory Bodies - implement the control system, considering it a fundamental tool for protecting the company, its employees and collaborators. Within Amadori, Decree 231 has become an integral part of the corporate social responsibility system. The presence of a governance system pursuant to this Decree allows the organisation to establish a structured system of procedures and control activities that support management at various levels in preventing crimes, for example in the field of anti-corruption, anti-competitive behaviour, health and workplace safety, environment.

The project to adapt to Decree 231 is accompanied by a continuous training and communication campaign to spread knowledge at all levels, both within and without the company. In particular, the training hours relating to Decree 231 went from 62 in 2020 to 145 in 2021. In addition, it should be taken into account that the Supervisory Body's verification activity, carried out through continuous meetings with managers and employees in the various company functions, represents an opportunity for renewal and enrichment of the training aspects related to the 231 compliance issues concerning the company processes managed by the same. Finally, it should be emphasised that the 231 system is based on the regulatory compliance of the aforementioned processes and, therefore, the training specifically dedicated to the regulations in force in the various sectors of operation (e.g.: health and safety at work, environment, IT security, etc.) are to be considered to all intents and purposes an integral part of 231 training.

The lintel on which the Organisational, Management and Control Model of the Amadori Group Companies pursuant to Italian Legislative Decree 231/2001 is based is the Code of Ethics. This represents the charter of values and inspiring principles on which the Group's activities are based and defines the ethical and social responsibility of each participant in the business organisation. The objective of the Code of Ethics is to establish a cultural and regulatory climate which, in addition to discouraging behaviour that might lead to offences, ensures that the company is perceived and valued as a guarantee of moral and social responsibility. Furthermore, the Code has the objective of placing the aforementioned Model within the scope of Corporate Social Responsibility, including moral and operational rules of conduct that lead to the performance of business activity by explicitly protecting social and environmental aspects.

3. To date, the Group Companies that have adopted their own Organisational, Management and Control Model pursuant to Italian Legislative Decree no. 231/2001 are: Amadori S.p.A., Alimentare Amadori S.p.A., Agricola Amadori S.p.A., GESCO s.c.a., AVI.COOP s.c.a., ALL.COOP s.c.a., RIPRO-COOP s.c.a., Società Agricola Santamaria S.r.l., Società Agricola Teramana S.r.l., Società Agricola del Tavoliere S.r.l., AVI.PUGLIA s.c.a. and Mantovana Agricultural Company S.r.l.



*“The Code of Ethics of Amadori represents the charter of values and inspiring principles on which the Group’s activities are based”*

The presence of a Code of Ethics and an Organisational, Management and Control Model has allowed the Amadori Group not to record cases of significant episodes of corruption, anti-competitive behaviour and environmental and socio-economic non-compliance in the 2019-2021 three-year period. The recipients of the Code of Ethics are the subjects entrusted with the governance of the Group Companies, employees, collaborators, consultants, third parties and in general all those who, directly or indirectly, permanently or temporarily, establish relations or relationships with the Companies themselves.<sup>4</sup> The central role in the governance system of the organisation is assumed by the Board of Directors,<sup>5</sup> which is responsible for managing the strategic guidelines and for the effective functioning of the system itself. In 2021, the Board of Directors was made up of 7 members, all men, of which 5 aged over 50 and 2 aged between 30 and 50.

For an in-depth analysis on the management of environmental and health and safety aspects, also aimed at complying with current legislation, please refer to the specific chapters dedicated to these issues. (See “Management of environmental aspects” and “Health and safety throughout the supply chain”).

## Commitment to sustainability

### **The “From Farm to Fork” strategy: opportunities for a sustainable food system**

The COVID-19 pandemic continued to represent a critical element also in 2021, even with the start and consolidation of the vaccination campaign at national and European level. However, the disastrous effects of the health crisis in 2020 have continued to affect the health of citizens, the world economy and the functioning of supply chains. The need for products at affordable prices for all citizens has become a topic of fundamental importance and has, on the one hand, highlighted the vulnerabilities of current food supply chains, made more complex by the increase in the costs of raw materials and energy sources but which, on the other hand, has created opportunities to increase resilience and reliability.



4. To date, the Group Companies that have adopted the Code of Ethics are the same ones that have adopted the Organisational, Management and Control Model pursuant to Italian Legislative Decree no. 231/2001.
5. Reference is made to the Board of Directors of Amadori S.p.A.

The “From Farm to Fork” strategy, at the heart of the new European Green Deal,<sup>6</sup> addresses the challenges posed by the transition to sustainable food systems, recognising the inseparable links between the food system itself and the environmental, health and social benefits that ensue from it, especially in an emergency period such as the one that still has marked Italy and the whole world since the beginning of 2020. This strategy is also a central element of the Commission’s agenda for achieving the United Nations SDGs (Sustainable Development Goals).

*“The Farm to Fork strategy addresses the challenges posed by the transition to sustainable food systems”*

The strategy is a call to mitigate the impacts associated with the food supply chain, such as soil, water and air pollution and greenhouse gas emissions, and promotes the following objectives:



**Guaranteeing healthy, accessible and sustainable food to Europeans**



**Tackling climate change**



**Protecting the environment and preserving biodiversity**



**Recognising a fair economic return along the food production line**



**Promoting the expansion of organic farming**

The strategy represents an opportunity for poultry meat producers and for the Amadori Group itself. In fact, its products are a source of accessible, lean, high-value and traceable proteins, produced with high food safety, animal welfare and environmental protection standards. Furthermore, precisely during the pandemic, the Group, and the poultry sector in general, showed a high level of resilience by managing to maintain a stable supply of high quality, safe and accessible food for millions of European citizens.

A production approach based on the principles of sustainability will allow the Group to align itself with the aims of the From Farm to Fork strategy, contributing to the achievement of the objectives promoted by the latter, thanks to the development of a new business model that respects the environment, people and animals, while ensuring a quality and safe product.

## The Group’s sustainability path

In a global scenario in which issues relating to climate change, the environment in general, and social factors (within and without the world of work) assume a growing importance and are increasingly at the centre of attention, through non-financial reporting, companies have the opportunity to demonstrate to stakeholders their commitment in these areas and to map, in a systematic and structured way, all the sustainability initiatives and aspects related to their business. Some time ago the Amadori Group introduced disclosure tools aimed at describing the various initiatives developed over the years, in line with international and EU sustainability

6. The European Green Deal, introduced in December 2019, is a new growth strategy aimed at transforming the EU into a just and prosperous society, with a modern, resource-efficient and competitive economy that will not generate net greenhouse gases emissions by 2050 and where economic growth will be disconnected from the use of resources. It also aims to protect, conserve and improve the EU’s natural capital and to protect citizens’ health and well-being from environmental risks and their consequences.

objectives. Between 2014 and 2019 the Group published an annual corporate responsibility document, shared internally and made available to its main stakeholders, in which it highlighted its commitment in all areas of the supply chain, describing its evolution and underlining a way to do business with people at its centre, people understood as employees, consumers and communities, the environment and territories, animal health and welfare.







In addition, since 2019 the Amadori Group has completed the CDP<sup>7</sup> Climate Change and Forest questionnaires, which contain quantitative and qualitative information on the management of aspects relating to climate change and deforestation, key issues associated with the Group's business. The experience in the reporting of these aspects has allowed the Amadori Group to undertake a more structured sustainability reporting process, which involved all the main company functions and led to the publication at the end of 2021 of the first Sustainability Report, aligned with the most widespread reporting standard at international level: the GRI Sustainability Reporting Standards ("GRI Standards"), published by the **Global Reporting Initiative**.<sup>8</sup> This Report, in continuity with the previous one, aims to develop a quantitative and qualitative narrative of the main environmental, social and economic aspects that characterise the Amadori world and to communicate them to multiple stakeholders who interact daily with the Group.

## Amadori Group's materiality analysis

In line with the indications of the GRI Standards, for the first edition of the Report Amadori carried out a "materiality analysis", a process aimed at identifying its own material topics, i.e. the set of topics able of reflecting environmental, social and economic impacts relevant to the company or to influence the expectations and decisions of stakeholders. The materiality analysis, also confirmed for 2021, represents the starting point for developing effective and transparent reporting, as it determines the key contents to be treated within a sustainability report. With a view to identifying material sustainability topics for the Group, a desk analysis of sustainability trends at global level and of the poultry sector was conducted, as well as public reporting on these topics by the main competitors and the Amadori group and publicly available articles, in order to identify its stakeholders' expectations.

The topics identified in these analyses were subsequently refined through an analysis of the strategic documents produced internally, such as the Business Plan, and assessed with the aim of mapping the sustainability topics already most closely addressed by the group itself. Following these activities, the results were subject to evaluation by the Group's Top Management, in order to determine and approve the corporate priorities in terms of sustainability. 12 material topics were identified, capable of simultaneously reflecting the most significant economic, social and environmental impacts for the group and the priorities for the stakeholders. The issues that emerged were grouped according to 4 impact categories (Governance and value for the territory, Product and customers, Environmental impact, People) and are the following:

7. The CDP (formerly the Carbon Disclosure Project) is a non-profit association that manages the global disclosure system regarding the environmental impacts of investors, companies, cities, states and regions.
8. Please refer to the "Methodological note" section for an in-depth analysis of the Standard and on reporting methods.

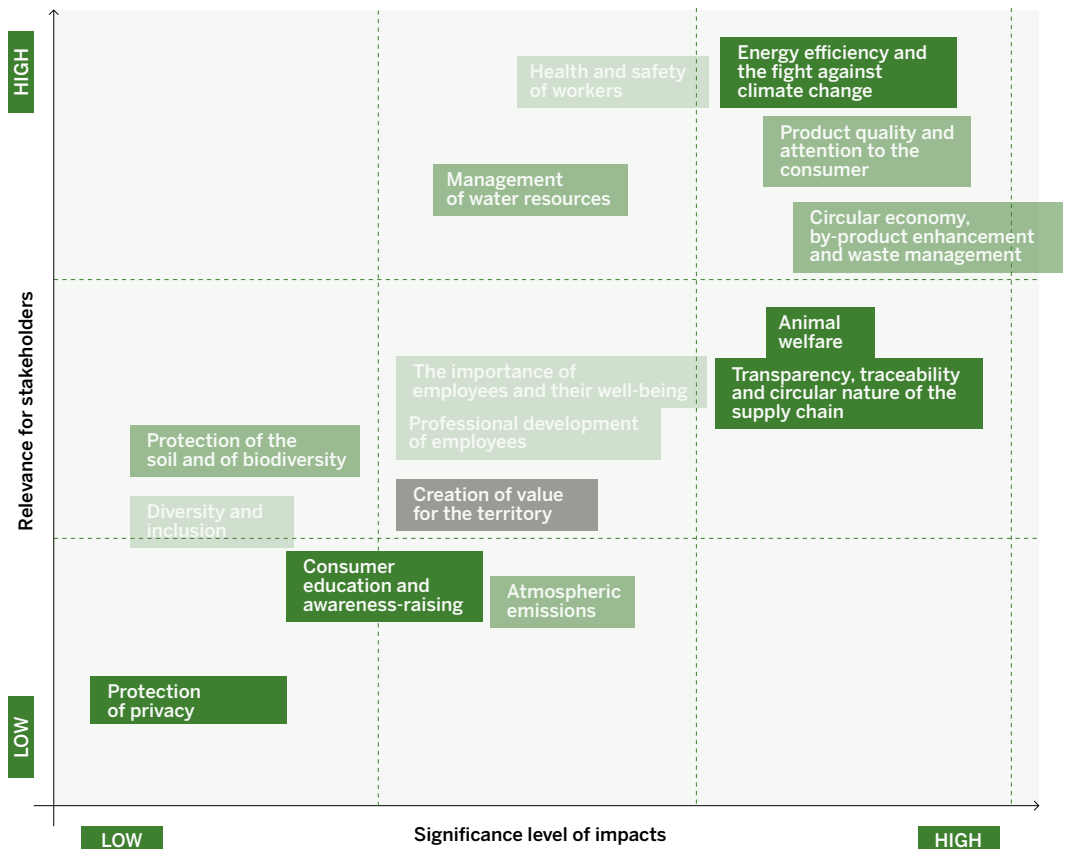
Impact category	Topics universe	Description of the topic
 Governance and value for the territory	Creation of value for the territory	Prevent and mitigate potential negative impacts on the local communities in which the company operates through initiatives to support and involve local stakeholders, promoting local purchasing and procurement choices.
	Business integrity *	Conducting business activities in an ethical manner, adopting policies and procedures to prevent potential cases of corruption, anti-competitive behaviour and non-compliance with environmental and social laws and regulations, spreading a culture of compliance and transparency throughout the company.
	Economic performance *	Guarantee high levels of medium-long term economic performance through operational and financial efficiency.
 Product and customers	Animal welfare	Protect animal well-being in a natural way (e.g. outdoor breeding, reduced use of antibiotics) during stages of life.
	Product quality and attention to the consumer	Guarantee high standards of quality and product safety, through research and development activities aimed at a continuous improvement of the product offered and greater customer satisfaction.
	Transparency, traceability and circular supply chain management	Monitor and manage the environmental and social aspects of the company's supply chain, guaranteeing complete and transparent information on the products and services purchased and the production methods (e.g. respect for the human rights of workers) through innovative mapping, traceability and labelling tools (e.g. QR Code, blockchain technology).
 Environmental impact	Circular economy, adding value to waste and waste management	Develop a "circular" approach in all stages of production, through activities to reduce waste or reuse it as input for own production or for other sectors (e.g. energy production), implementing production processes that require a reduced use of virgin materials, preferring sustainable raw materials.
	Energy efficiency and climate change	Pursue a strategy of energy efficiency and production/supply of energy from renewable sources in order to reduce greenhouse gas emissions and contribute to the fight against climate change.
	Management of water resources	Manage and mitigate potential negative impacts on the quantity and quality of water used for farming and production of its products.
 People	The importance of employees and their well-being	Ensure a positive work environment by promoting the well-being of all employees and ensuring work-life balance through health care benefits, parental benefits, etc.
	Health and safety of workers	Promote health and safety in the workplace by identifying, preventing and mitigating the potential risks of accidents and occupational diseases in the workplace, as well as ensuring a healthy work environment.
	Professional development of employees	Enhance the company's human capital, providing competences and tools for growth and development of skills and interests, through professional training courses, performance reviews and career paths.

**\* The topics "Business integrity" and "Economic performance" have not been reported in the materiality matrix as they are indispensable prerequisites for all business activities.**

The 4 impact categories are aligned with the commitment areas identified for the corporate responsibility document, with the addition of the "governance and value for the territory" element. The relevance of each topic is represented in the materiality matrix as follows:

- the arrangement of the topics along the ordinate axis (y axis) represents the point of view of the Group's stakeholders;
- the arrangement of the topics along the abscissa axis (x axis) represents the influence (positive or negative) that each of them is able to exert on the company's ability to implement its strategy and create value over time.

- The product and customers
- Environmental impact
- People
- Governance and value for the territory



The analyses described above also made it possible to identify additional topics which, although not material, are nevertheless relevant for the Amadori Group or its stakeholders. Therefore, these topics are also monitored and managed by the Group. The relevant but not material topics are: Diversity and inclusion, Consumer education and awareness, Emissions into the atmosphere, Protection of privacy and Protection of soil and biodiversity.<sup>9</sup>





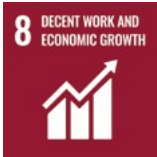

## Group's topics and international and EU objectives

The Amadori Group combines the commitment to topics relevant to the Group and its stakeholders, with the commitment to the SDGs<sup>10</sup> defined by the United Nations in 2015 and the objectives identified within the European "From Farm to Fork" strategy demonstrating its contribution to sustainable development and to the creation of a healthy, fair and zero impact food system.

Among these, the Group has decided to focus its efforts on some objectives, developing those that are closest to its vision of sustainability and to its business, in order to optimise its commitment and maximise the results obtained. Below is the correlation between Amadori's impact categories, sustainable development objectives and the objectives of the "From Farm to Fork" strategy:

9. For an in-depth description of each topic, see the section "Methodological note".

10. The SDGs are 17 objectives, divided into 169 targets, and are a rationalisation of the lines of action to be followed for a more sustainable world to be achieved by 2030 and cover all modern sustainability macro-areas, such as the fight against change climate, the protection of ecosystems or the fight against hunger and poverty.

Amadori impact areas	Contribution of Amadori	Sustainable Development Goals	"From Farm to Fork" strategy objectives
Product and customers	Amadori is committed to guaranteeing high standards of quality and safety for a product that is accessible, healthy and a source of protein, through research and development aimed at continually improving the product offered and protecting animal welfare.		<p>Ensure that European citizens have affordable, sustainable food</p> 
Environmental impact	Amadori is committed to pursue a strategy of energy efficiency and production/supply of energy from renewable sources in order to reduce greenhouse effect gas emissions and contribute to the fight against climate change.		<p>Tackling climate change</p> 
People	Amadori is committed to guaranteeing a positive work environment by promoting the well-being of all employees and ensuring the balance between work and private life and the health and safety of Amadori employees and its collaborators.		<p>Ensuring fair economic returns in the food supply chain</p> 
Governance and value for the territory	Amadori is committed to engage in a stable, transparent and trusting manner with all the players in the supply chain, preferring as local as possible suppliers and collaborators, thus generating an indirect impact on the creation of value on the territory and on the distribution of wealth to stakeholders.		











Attention to the customer,  
animal welfare and  
continuous innovation  
research for a quality offer

37

*Il Campese, Qualità 10+, BIO:  
Amadori focuses on sustainable,  
quality and certified products  
to meet the needs of consumers*

## Continuous attention to the quality of products and systems

The main objective of the Amadori Group is to offer products of the highest quality, healthy, safe, environmentally friendly and increasingly innovative, in order to respond effectively to the demands and new needs and eating habits of consumers, who are increasingly attentive to quality, traceability and sustainability of what they eat and issues related to animal welfare.

The achievement of this objective is possible thanks to Amadori's commitment to developing a structured quality management system, which guarantees constant analysis and controls at every stage of the supply chain, as well as high levels of authenticity and food safety of the products offered. For this reason, since 1999 all the of the Group's TRAL plants have been equipped with a quality management system certified according to the international ISO 9001 standard. In the following years, confirming its commitment to guarantee a safe and quality product, the Group has obtained further certifications, based on the specific characteristics of each production site:

- Uni En Iso 22005: "Traceability system in agri-food supply chains"
- International Food Standard (Ifs Food): Food safety standard recognised internationally by the major large-scale distribution retailers
- "GLUTEN FREE" CERTIFICATION: Spiga Barrata trademark granted by the Italian Association for Coeliac Disease (Associazione Italiana Celiachia - A.I.C.) for some raw processed products and wüstel
- Dtp Csqa 035; Dtp Csqa 126: Certification of controlled poultry production chain
- Uni Cei En Iso / Iec 17025: Accreditation of laboratories by the ACCREDIA institution
- Uni/Pdr 43.2: 2018: Personal Data Protection System Certification in the ICT field

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## A safe and controlled supply chain

To guarantee consumers a product of excellence, the Food Quality & Safety (QSA) function plays a central role through the application of internal control plans based on a certified traceability system. As a demonstration of the vital role of this function, the Food Quality & Safety system, on which an average of 5 million euros is invested each year, is composed of a team of 53 experts who are responsible for controlling and guaranteeing high standards in all phases of the supply chain and in internal laboratories. For four years, in order to carry out increasingly precise and

targeted analyses, the use of an innovative technique in molecular biology (Real Time PCR) has been consolidated in all of the Group's accredited laboratories, which provide highly sensitive, specific and accurate analytical methods. These analyses, together with the microbiological, serological and chemical analyses historically carried out by the Group, are included in the more than 560 thousand analyses carried out on live animals and eggs at all stages of the supply chain in 2021. The Group also carries out checks on the quality and safety of the finished product, confirming the control implemented by the Group throughout all the production phases before sale to the customer; in 2021 these analyses amounted to approximately 98 thousand, in line with the 2020 data.

*“The Food Quality & Safety system controls and guarantees high standards in all the stages of the production chain and in internal laboratories”*

In addition to the internal control system, the Group is subject to numerous and frequent audits during the year by institutional control bodies, certification institutions and customers. With regard to the checks carried out by customers in 2021, the findings were all promptly managed by the Group. For this reason, the Group maintains a transparent, proactive and accessible relationship with its customers, and an effective system for managing complaints and feedback, as a further input for the continuous improvement of the quality of its products.

An effective control system allows the Group to guarantee high standards of quality and safety for the consumer and, as a demonstration of what has been described, also in 2021 there were no reports of significant impact on consumer health linked to the company's products. Furthermore, an all-round management of the supply chain, specific for each phase, allows to better capture the specific characteristics of the various production activities and to intervene promptly and in a targeted manner if critical issues are highlighted.

During 2021 the whole Italian and European poultry sector had to deal with one of the most serious avian flu epidemics, from highly pathogenic strains (HPAI) which progressively affected all European countries, circulating among the populations of domestic and wild birds.

The virulence of the H5N1 sub-type of avian flu caused outbreaks in wild animals, in rural farms, but also in farms in densely populated poultry area (DPPA), in particular between Lombardy and Veneto, territories with a high concentration of breeding farms and with the presence of wetlands.

The protocols established by the National Plan for epidemic emergencies of the Ministry of Health, which are based on Community legislation, made it possible to manage outbreaks of avian flu even in the most complex months. The situation, both at company and sector level, in agreement with the trade association Unaitalia and the local health authorities, was always closely monitored in cooperation with the competent bodies, despite the inevitable difficulties of managing the crisis, due to the high number of outbreaks.



### Quality assurance staff

**53**

**staff**  
in production chain organisation and the test laboratories

**5**

**million euros**  
spent on average every year on the Quality Assurance System



### Company and public veterinarians

**10**

**in-house veterinarians**  
in the animal science area

**Local health authority veterinary inspectors**  
for each production site



### Breeding technicians, to support breeders

**51**

**employees**  
in the animal science area

**Constant monitoring**  
to support the application of Good Breeding Practices



### Nutrition experts

**2**

**nutritionists** responsible for feed formulas and the preparation of dietary plans

**Preparation of balanced dietary plans**  
and constant control of raw materials for feed production



### Testing and controls

**Over****560thousand**

microbiological, serological, chemical, molecular biological and diagnostic tests carried out per year by the internal laboratories

**98thousand**

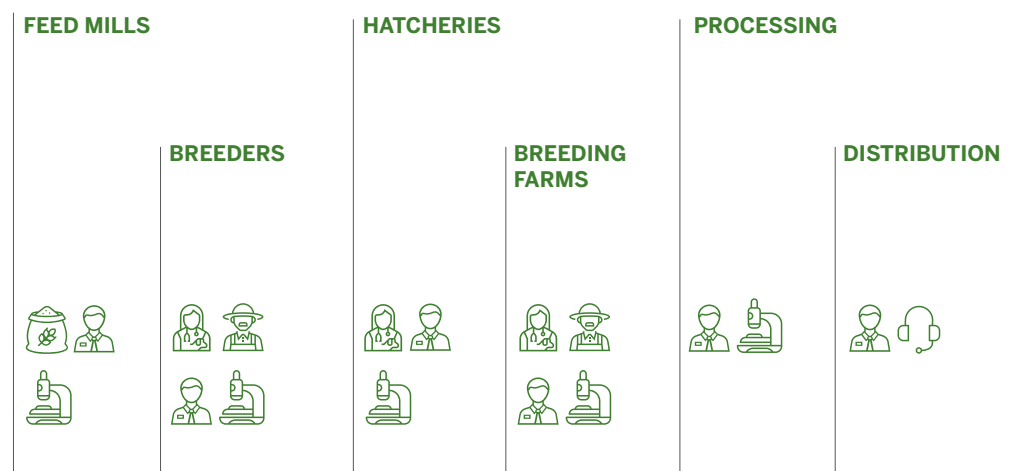
**tests** on finished products carried out per year by the internal laboratories



### Complaint management

**An increasingly wide and effective system**  
for managing complaints from our customers

**Regular feedback** updated on a weekly basis to respond with effective action on all quality-related complaints



### Feed mills

In order to ensure a production as much as possible respectful of the needs of the consumer, the welfare of animals and the intrinsic qualities of the product, every year the Group continues to dedicated considerable investments and resources to the **research and development** of diets that make it possible to maximise the genetic potential of the various species fed by reducing food waste; these are mostly based on soy, corn, barley, wheat and mineral salts and are produced in the supply chain feed mills.

A strength of the Group is to have a central unit that coordinates all the feed mills and plays a supporting role in the economic enhancement of the various raw materials, to guide the procurement choices of the purchasing department. The internal formulation office, in collaboration with the functions described above, develops formulations by combining the various raw materials by type, in the appropriate proportion to produce a series of “complete feed stuffs” that reflect the animals' nutritional needs at the various stages of development and growth, making the most of the equipment and technologies available in the feed mill and in compliance with current regulations. The selection of raw materials is the result of a careful analytical self-monitored plan reviewed annually in consultation with the Food Quality & Safety and Purchasing functions in order to increasingly improve the quality of the raw materials used. The Group also makes use of some external feed mills, among which the Ospitaletto (BS) plant is significant due to a historical and active collaboration. The raw materials intended for the production of feed are subject to strict controls throughout the handling process (loading and unloading) and at the supply chain feed mills. Analyses are carried out by accredited internal laboratories, by accredited external laboratories and, during inspection and official control activities, also by the Local Health Authorities.

### Breeders and Hatcheries

In the supply chain breeding farms and hatcheries, compliance with hygiene and health standards and animal welfare conditions is ensured thanks to continuous specialised technical

management. In particular, to ensure maximum bio-safety from the beginning of the production cycle, chicken and turkey breeding farms are distributed in protected areas away from external contamination and are managed with care and attention. In recent years, increasing resources have been invested in breeding farms, in order to further improve the high standards of quality and bio-safety. The Group also pays particular attention to the phase before egg hatching inside hatcheries. Optimal conditions of humidity, temperature, hygiene and ventilation are precisely guaranteed and compliant with current legislation.

### Breeding

A team of 10 company veterinarians and 51 breeding technicians work side by side with the supply chain breeders, who collaborate with Amadori in the growth stages in order to guarantee the continuous control of the breeding quality requirements and the best conditions for animal growth. Approximately 30% of the supply chain structures are represented by directly managed farms, while the remaining 70% is represented by farms breeding under bailment contracts,<sup>11</sup> which guarantee an exclusive and consolidated relationship with the Group. Amadori exercises continuous control on the breeding methods of all poultry farmers, in line with its own quality standards, supplying chicks and the various types of feed based on the type and age of the animals, as well as continuous technical and veterinary assistance towards bailees. Growth farms are mainly located in rural areas and are structured to ensure the best climatic conditions and to allow animals to move freely on the ground, as has been the case in Italy for over 50 years, also outdoors in the case of the "Il Campese" chicken and BIO chicken supply chains.

### Food Processing

All food processing and transformation plants are recognised and authorised by the Ministry of Health and operate through structured processes, with the Food Quality & Safety function guaranteeing the application of rigorous analytical and internal control plans. The different plants are characterised by specific characteristics and house multiple production lines, from those for traditional products (whole carcasses and cuts such as thighs, sliced breast, wings) to innovative ones (such as breaded products, raw processed products, wüstels, roasts). The growth in demand, especially for innovative products, has led to an increase in the search for better solutions both to increase production in the individual plants and to optimise synergies among the various sites (in particular Cesena, Santa Sofia and Mosciano S. Angelo). Precisely with this in mind, in recent years Amadori has continued to invest to increase the efficiency of the different production phases, also thanks to the introduction of the Lean Manufacturing<sup>12</sup> methodology, which ended in 2019 after having involved all of the Group's plants.

### Distribution

In addition to major investments to ensure the conservation and freshness of products during the storage and distribution phases, the Group has implemented a control system for its cold chain, through the development of temperature monitoring and recording activities involving logistics platforms, through to transport, up to the point of sale, in order to guarantee high product standards and comply with the European and Italian reference standards. Thanks to a pool of competent and reliable transporters and the investments made to rationalise routes and distances travelled and to make distribution increasingly efficient, the Group is able to guarantee high standards in terms of delivery order times. In the 2020-2021 two-year period, the percentage of orders whose delivery occurred within 24 hours from the arrival of the customer's order was approximately 95%.

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11. This is a contract designed to set up an agricultural enterprise of an associative nature, in which an economic collaboration is implemented between the entity providing the livestock (bailor) and the entity raising it (bailee), in order to breed and use a certain amount of livestock and carry out related activities, sharing expenses and profits inherent both to the growth of livestock and to the products (milk, cheese, etc.) deriving from it.
  12. For more information on Lean Manufacturing, see the Paragraph "Training and professional growth", in Chapter 4.

## Animal welfare

A fundamental element to guarantee high levels of food safety and quality of the final product is the attention to animal welfare, to be pursued by respecting all the regulations in force on the subject at national and community level. The consumer is increasingly sensitive and attentive to the issue, a requirement considered fundamental in the purchase choice for the whole meat sector, for but not only for poultry, in Italy and Europe. Amadori's commitment to guaranteeing animal welfare is achieved first of all through rigorous compliance with current national and European regulations for its protection, such as to guarantee adequate conditions in all phases of the integrated supply chain. To confirm the Group's commitment, in 2021 no significant non-compliant events were identified with respect to animal welfare regulations.



### **ITALIAN LEGISLATIVE DECREE 146/2001**

Implementation of Directive 98/58/EC concerning the protection of animals kept for farming purposes

### **ITALIAN LEGISLATIVE DECREE 181/2010**

Implementation of Directive 2007/43/EC, which lays down minimum rules for the protection of chickens kept for meat production

### **REGULATION (EC) NO. 1/2005**

on the protection of animals during transport

### **REGULATION (EC) NO. 1099/2009**

on the protection of animals at the time of killing

At the top of the national poultry sector, Amadori has always also intended to promote an approach that goes beyond current legislation, positioning itself as a leader in identifying catalysts and opportunities aimed at improving and evolving the standards and regulations relating to its business, also in cooperation with trade associations operating in the sector. Proof of this are its high quality poultry supply chains (Il Campese, Quality 10+ and BIO), where the Group continues to invest and which guarantee higher standards in terms of animal welfare (but not only that) compared to traditional supply chains.

## Training and innovation for the welfare protection

To promote the best practices of animal husbandry and protection, and to ensure a safe and healthy product, the Group invests in the renovation of facilities and fulfils the mandatory training of the supply chain breeders and the technical staff to support them: company veterinarians (a role established by the Ministry of Health at the end of 2017 and a meeting point for companies in the sector and public institutions in the context of epidemic surveillance network systems), breeding technicians and the Quality & Food Safety function. In 2021, in continuity with 2020, training sessions continued (generally lasting an entire working day) on the regulations for the welfare of broilers, organised at national level in compliance with current legislation, indicated

by the Ministry of Health. The Amadori Veterinary Committee, active for several years and which envisages the participation of all veterinarians in the supply chain, continued also in 2021 its training and updating activities (3 hours/month) on European and national regulations and, generally, on the management of problems usually inherent to non-integrated farming practices (such as the pig supply chain). In general, training and regulatory updating activities are ongoing and frequent. At an institutional level, through the National Foundation of Veterinarians (Fondazione Nazionale dell'Ordine dei Veterinari), Amadori veterinarians are committed to promote the company's training model to other supply chains. Also in 2021, training dedicated to technicians and veterinarians was carried out through the organisation and participation in seminars and conferences held by Italian and international experts, with particular reference to new breeding methods and practices and innovations of a structural nature involving the livestock sector worldwide. The training provided is continuously updated, in step with the new breeding techniques implemented by the Group in its own farms, such as precision animal husbandry, which involves the use of continuous animal monitoring and control systems. An example is the online control of environmental and food parameters or the use of ad hoc cameras to calculate the animal average weight in real time and to allow control, through system produced graphics, of their correct growth based on genetic standards.

### **The Veterinary Committee and avian flu**

To better manage the crisis caused by the H5N1 avian flu that hit the entire poultry sector in 2021, the Amadori Veterinary Committee implemented a series of internal procedures in continuous collaboration with the competent health authorities, also on the basis of experience gained in previous epidemics. An emergency regulation was put in place (active at a general level until January 2022 and still in place for farms in areas still under restriction) which provides for the implementation of a series of actions, also implementing corporate choices that are even more stringent and restrictive than the regulations in force. In addition to the continuous updating of company veterinarians and technical functions in charge, crisis management communications to other company functions was also regulated with the creation of an ad hoc mailing list, which includes over fifty Group figures, continuously updated on current outbreaks and on the activities undertaken to improve the management of the emergency.

The establishment of the specific role of the company veterinarian is part of a series of measures and innovations introduced by the Ministry of Health, with the aim of continuously improving the forms of animal welfare protection in Italy, which has reached its maximum expression through the development of the ClassyFarm system. Active since 30 March 2018 for the Italian pig supply chain sector, and since 2020 in the process of being extended to the poultry sector, the system allows all farms to be codified and evaluated according to criteria defined at national level regarding issues such as animal management, animal welfare, biosafety and the use of drugs, and on the basis of which each facility is subsequently categorised into different risk classes. In this way, it is possible for the bodies in charge (e.g. the Local Health Authorities, the Ministry) to continuously monitor the performance of individual farms, as well as of the entire national system. This tool, available to official veterinarians, company veterinarians and breeders, allows to facilitate and improve collaboration and dialogue between breeders and the competent authority to raise the level of products safety and quality in the agri-food chain. The commitment to guarantee an excellent level of animal welfare protection is not only concerned with the breeding phase, but is also fundamental in the transport and processing phases. In particular, in recent years the Group has adopted various measures to reduce the transport times of animals from farms to plants (currently significantly below the maximum 12 hours required by law) and to improve their protection. Amadori has had covers installed on transport vehicles to protect animals from atmospheric agents, ventilation systems capable of guaranteeing optimal air circulation and fixing systems to facilitate loading and unloading operations and guarantee stability. Finally, again in the context of continuous training on these issues, the Amadori staff in charge of slaughtering attend training courses on animal welfare organised in collaboration with the Local Health Authority to obtain the "certificate of conformity" necessary for carrying out slaughtering activities, pursuant to EU Reg. 1099/2009.



## Amadori excellences: a safety and high quality symbol

All the Group products are made to guarantee the highest safety standards and, with this in mind, over the years high quality lines dedicated respectively to Il Campese chicken raised outdoors, to Quality 10+ chicken and turkeys and to BIO chicken have been developed, characterised by a series of additional requirements compared to those guaranteed in a conventional farm. Years ago the company embarked on a path that has led the Group to achieve important goals. One of the most important is certainly the certification of chicken raised without the use of antibiotics, a requirement that has been met since 2017 by its flagship product, Il Campese.

This requirement was subsequently extended to Quality 10+ chicken in early 2018 and to Quality 10+ turkey in February 2019. At the market level, in particular, in 2021 the Il Campese chicken supply chain confirmed the increasing popularity for consumers, also supported by an important television and digital communication campaign (with an original mixed media TV commercial with live action shooting in the outdoor space of a real farm in the supply chain), supplemented by the creation of an ad hoc section within the Amadori website. During the year, the Group also came to the market with important product innovations, entering the breakfast and snack segment with the new fresh pancake mixes, and establishing its leadership in the breaded snack segment with the new Birbe Pops. The innovations proposed have found enthusiastic and promising acceptance, proof of the preference and trust that the Group enjoys in the market..

# "CAMPESE

**FREE RANGE CHICKEN**  
WITHOUT THE USE OF ANTIBIOTICS



# QUALITÀ 10<sup>+</sup>

ITALIAN ORIGIN

**CHICKEN AND TURKEY GROUND REARED**  
WITHOUT THE USE OF ANTIBIOTICS



# BIO



**Without  
antibiotics**



**No GMOs**



**Free range**



**Organic  
feeding**









## Il Campese

Il Campese, slow-growing certified chicken raised outdoors without the use of antibiotics, is the strong point of Amadori's offer. Densities<sup>13</sup> guarantee more space available to animals compared to conventional breeding and are regulated both inside coops (13 animals/m<sup>2</sup> and no more than 27.5 kg/m<sup>2</sup>) and outside (each chicken has a 1 m<sup>2</sup> of external space covered with vegetation), which they can access thanks to openings at least 4 m long for every 100 m<sup>2</sup> of internal surface. The animals are fed exclusively with plant-based and NO GMO feed, without flours and fats of animal origin, with a percentage of cereals of at least 70% in the final fattening phase, and are free to scratch outdoors for at least half of their life cycle. Finally, the minimum rearing time before slaughter is at least 56 days. For the Il Campese supply chain, the company applies EU Regulation no. 543/2008, which qualifies it as being raised outdoors. All requirements are also checked and certified by CSQA, an accredited third party.

## Quality 10+

The chickens and turkeys of the Quality 10+ line are reared in the supply chain without the use of antibiotics. For the entire Quality 10+ line, Amadori guarantees exclusively plant-based and NO GMO feeds, without flours and fats of animal origin. Furthermore, for the Quality 10+ chicken line, Amadori guarantees additional animal welfare elements such as: density such as to offer more space on the farm; greater availability of natural light through rationally distributed openings and environmental enhancements, such as straw bales, to promote the natural behaviour of animals. All these requirements follow methodologies regulated by the Unaitalia disciplinary procedure, implemented and authorised by MIPAAF, verified and certified by CSQA, an accredited third party.

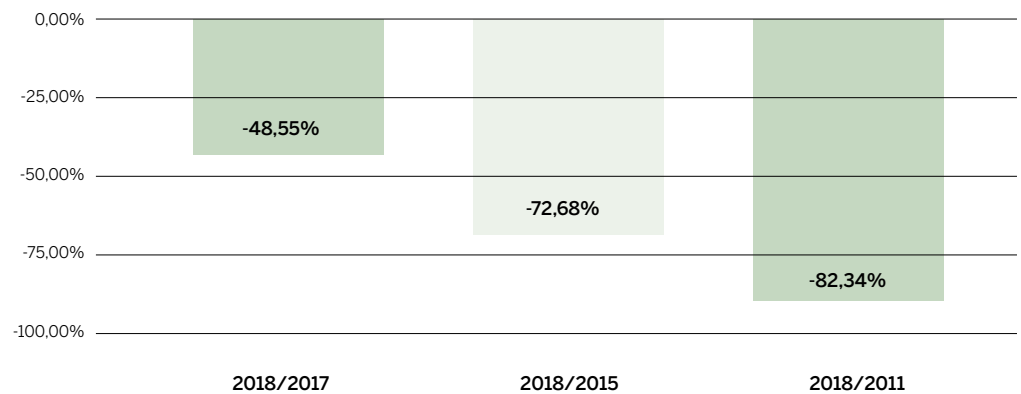
## BIO

In 2018 the Group started breeding Italian organic chicken. Its diet is based on feed produced with organically produced legumes and cereals such as wheat, corn, sorghum and soy. Organic chicken breeding has particular characteristics compared to conventional breeding, governed by specific European legislation (EC Reg. No. 889/2008). The farm consists of a shed and a pasture meadow with measures provided for by EU regulations, a maximum density allowed of 21 kg/m<sup>2</sup> and lots of no more than 4,800 animals. Outdoor raising is guaranteed for at least 1/3 of the animal life, and each animal has 4 square meters of outdoor space and a minimum rearing time before slaughter of at least 81 days.

## Antibiotics: Used Increasingly Less In Our Production Chain

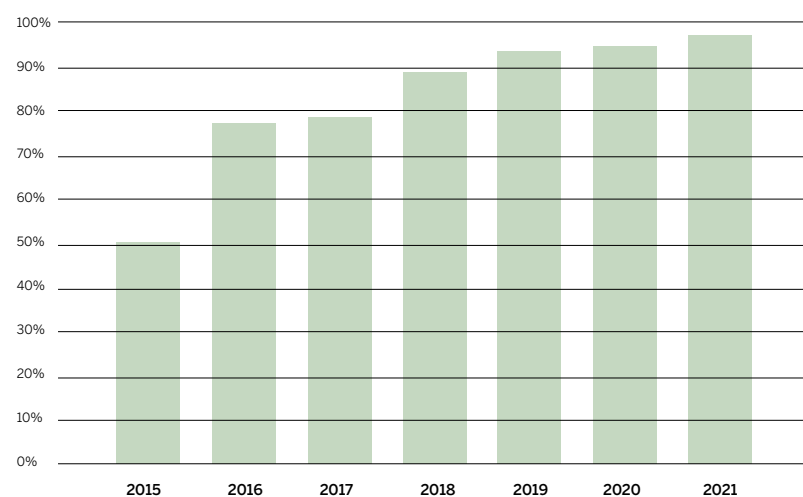
Animal husbandry and, in particular, poultry farming are indicated as one of the causes of the high consumption of antibiotics in Italy and, therefore, of the possible acquisition of antimicrobial resistance (AMR) by bacteria to some of them. Antibiotic resistance is a problem global in scope and it is not due to a single trigger; it must be dealt with simultaneously on several levels, from animal husbandry to human medicine, up to plant production or possible inputs as a result of commercial exchanges and tourist activities. Veterinarians in the Italian poultry industry supply chain resort to the use of antibiotics only for therapeutic purposes and exclusively to treat overt diseases of bacterial origin following a specific diagnosis. Once the treatment is finished, the use of antibiotics is then suspended for a time established according to very strict scientific protocols so that the animal's system is completely free of the drug, before being sent for slaughter. According to the results of the National Plan for control of Antimicrobial Resistance (Piano Nazionale per il Controllo dell'Antimicrobico Resistenza -PNCAR), published by the Ministry of Health and promoted by the Italian poultry association Unaitalia, the reduction in the use of antibiotics in chicken farms of the supply chains adhering to the Plan (over 80% of national production) overall reached -84% in 2019 compared to the reference year 2011.

13. Ratio between kg of livestock and square meters of available space.

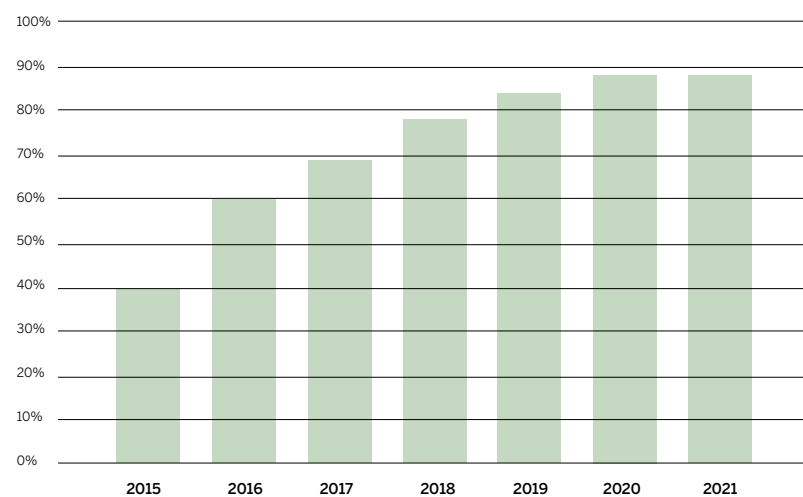


Thanks to the improvement in farms, the continuous training of farmers and the numerous monitoring and self-control activities, at the end of 2021 the Amadori Group managed to reduce the consumption of mg of antimicrobial active ingredient in the chicken supply chain by 97% compared to 2011, while for the turkey supply chain use was reduced by 89% compared to 2011. Since 2015, all data relating to the use of antibiotics has been validated by CSQA, a third-party certifying institution. Percentuale di riduzione Amadori (base 2011) - BROILER

#### Amadori reduction percentage (base 2011) – CHICKEN



#### Amadori reduction percentage (base 2011) – TURKEY



## Traceability and transparency: the importance of monitoring and communication

To adequately describe the quality and characteristics of its products and promote conscious consumer choices, the Amadori Group considers it necessary to continuously invest in transparent communication capable of providing its customers with the right type of information, as complete and clear as possible. Communication on its products, through all the Group's channels, is carried out in accordance with current legislation on marketing and labelling. In 2021, there were no significant cases of non-compliance with the regulations and/or self-regulatory codes regarding marketing communications and information and labelling relating to the company's products. As proof of its commitment to go beyond regulatory requirements, the Group has been using voluntary poultry meat labelling for several years (as per Ministerial Decree of 29 July 2004), a form of communication that allows the producer to provide a series of information, not required by law, regarding breeding methods, type of diet and the requirements regarding animal welfare.

The labels, in form and content, are approved by Unaitalia, the association that disciplines of this form of labelling, and are checked by the third-party certification institution CSQA, through a series of audits defined as part of a control plan approved by the Ministry. Furthermore, measures are envisaged to manage any non-compliance with the Regulations, as well as a sanctioning regime that can lead to the expulsion of the operator from the association. Also in this case, there have never been any significant cases of non-compliance with the requirements of the Regulations as regards the information communicated by the Group. For some time, the Group has also equipped itself with an ISO 22005 certified traceability system for food supply chains. Having a system certified according to this standard allows the Group to enhance the product's particular characteristics and to be able to adequately describe the various stages of the supply chain to the consumer or customer.

This does not guarantee the actual safety of the food product, but it can be an important tool for achieving this goal, with maximum protection for customers and consumers. In fact, if a hygienic or sanitary non-conformity is observed, an effective traceability system allows to identify the point in the supply chain where the problem originated and possibly proceed with the withdrawal of the non-conforming product.

*“The ISO 22005 certified traceability system allows to adequately describe the various stages of the supply chain to the consumer”*

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## Software and digitisation for better traceability

Innovations in terms of processes and systems not only have a positive impact in terms of production efficiency, but can also contribute to the improvement of an organisation's traceability performance. First of all, the Group quickly moved towards the computerisation of accompanying documents relating to live animals, which proved to be a real springboard towards the traceability

of Amadori products. The Group records and uploads the data relating to the placements<sup>14</sup> of animals, breeding activities (a system for monitoring the consumption of antibiotics in farms has been implemented since 2015, before the introduction of the electronic prescription<sup>15</sup> by law in 2019), and transport management, including the printing of travel documents to the processing plants, within a database created by the Ministry of Health. A transparency tool that continues to evolve, to make animal husbandry and management procedures ever faster and more transparent. Following this exercise, the Group went further, and to respond even more promptly and easily to the requests of the competent Authorities, has implemented a platform where data relating to farms is managed, digitised and collected. The farmer's portal, as the platform is known, has become the tool to maintain an increasingly direct and constant connection with the entire supply chain and to contribute to an ever greater standardisation of the behaviour of all players.

In continuity with this line, the group has launched a series of initiatives on some farms aimed at the continuous monitoring of internal processes. In the next few years, a progressive expansion to an ever greater number of farms is expected. A further innovative approach aimed at production efficiency, but with positive repercussions on the traceability of the Group's products, is the SMART FACTORY program that the company launched in 2016. Central to this program is the Manufacturing Execution System (MES) project. The MES was implemented for the first time in the breaded products plant in Mosciano S. Angelo (TE) and is a software application that control and manage, in an increasingly integrated and effective way, the production process, from receiving the raw materials to packaging of the finished product. In particular, all the activities carried out in the plant are recorded with the aim of monitoring the coming in and going out of products and semi-finished products, the consumption and withdrawals of raw and ancillary materials, so tracing batches in a timely manner. Thanks to the use of the MES, product compliance is guaranteed, as the operator is guided in the activities to be carried out. Through the use of PC Panel/Tablet the operator is able to view, on the line, the recipes to be produced and has access to various operational information, such as: the sequence in which the ingredients must be loaded, the nominal quantity and the tolerance for each individual component. Blocks are possible in case of ingredients not present in the recipe, "expired" products and quantities out of tolerance range. Furthermore, the activities that the operator must carry out manually have been reduced thanks, for example, to the integration between the MES and the scales for weight recovery in real-time. The use of the MES system allows for real-time visibility of the situation in the warehouse (stocks, expiry dates, etc.) and the ability to quickly respond to traceability requests relating to the raw material used and the traceability of all components that have contributed to the finished product, as well as being able to monitor the individual steps of the process more precisely in terms of yield and efficiency. In parallel with the implementation of the MES, a project for the digitisation of quality controls was undertaken, which were previously recorded on paper. Controls are both those carried out in the reception phase, relating to the conformity of the product, and process controls (HACCP cards). In this way, the MES represents the only repository in which to verify product compliance both in terms of the recipe and the checks carried out. In this area too, an attempt was made to guide and support the operator in compiling the cards. The cards originate from the system, the operator is notified about the checks to be carried out and an attempt has been made to automate as much as possible the information retrieval, for example by associating a particular control to a phase/activity, various pieces of information are retrieved automatically (for example, batch, product code, etc.). After Mosciano S. Angelo, the Group extended the use of the software to the breaded-products plant in Santa Sofia and, in 2019, also to the raw processed products departments of San Vittore di Cesena, as part of a broader path that aims at the adoption of the system by the remaining plants in the coming years. In 2020, the software implementation began in the Würstel department of the San Vittore plant which will be completed by the first half of 2022.

14. Placements correspond to the time when the animals, in particular laying hens, are placed on breeding farms.

15. Traceability information system for veterinary medicines which came into force on 16 April with the implementing Ministerial Decree.

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## Monitoring the supply chain

In order to guarantee continuous and complete traceability, it is essential to have an adequate and transparent involvement and relationship with suppliers. Raw materials, equipment, technologies and services purchased from third parties are the fundamental ingredients of the Amadori Group's processes and that is why their reliability is necessary. Thanks to the efficiency and transparency of the Group's procurement process, Amadori always manages to offer products of certified origin and quality to all customers. What the Group requires from its suppliers is the commitment to guarantee the same production standards on which Amadori's processes are based:

- High technological level
- Sustainability and respect for the environment<sup>16</sup>
- Health, safety and respect for workers' conditions<sup>17</sup>
- High quality of products
- Innovative approach to products and production
- Competitive price
- Precision and professionalism
- Transparency in processes and payments

If the Food Quality & Safety function today represents the key function for the selection and qualification of suppliers, the Code of Ethics is the most important tool for involving them. As a guarantee of reliability, the Amadori Group, in fact, requires its suppliers to sign the Code of Ethics, which describes the principles on which the Group's work is based, such as, for example, the protection of human resources, health and safety in the workplace, environmental protection and animal welfare. With regard to the assessment of suppliers in an environmental and social context, to date there are only methods for checking the counterparty risk, in addition to which the Group is working on identifying methods and tools suitable for carrying out accurate suppliers assessments according to ESG criteria, aiming at a total coverage in a few years of the most significant suppliers who involve a more significant ESG risk. With regard to some product categories, such as, for example, packaging suppliers, Amadori nonetheless carries out a survey and monitoring of the sustainability KPIs, as its main suppliers are important companies that have been for several years been committed to these aspects and that actively supply the Group with information on their performance. However, for the suppliers of livestock, the Group relies on official and nationally certified documentation required during the purchase phase where it is possible to determine the origin and breeding methods and to code the purchased animal.

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16. For an in-depth analysis of how the Group manages relations with suppliers in the environmental field, see the chapter "Fighting climate change: clean energy and efficiency".
17. For an in-depth analysis of how the Group manages relations with suppliers in the field of health and safety, see the chapter "Health and safety throughout the supply chain".







# An integrated supply chain with a reduced environmental impact

*Amadori believes in the importance of team work. For this reason, its values, sustainability first and foremost, must be shared by all the players in the production chain.*

## Management of environmental aspects

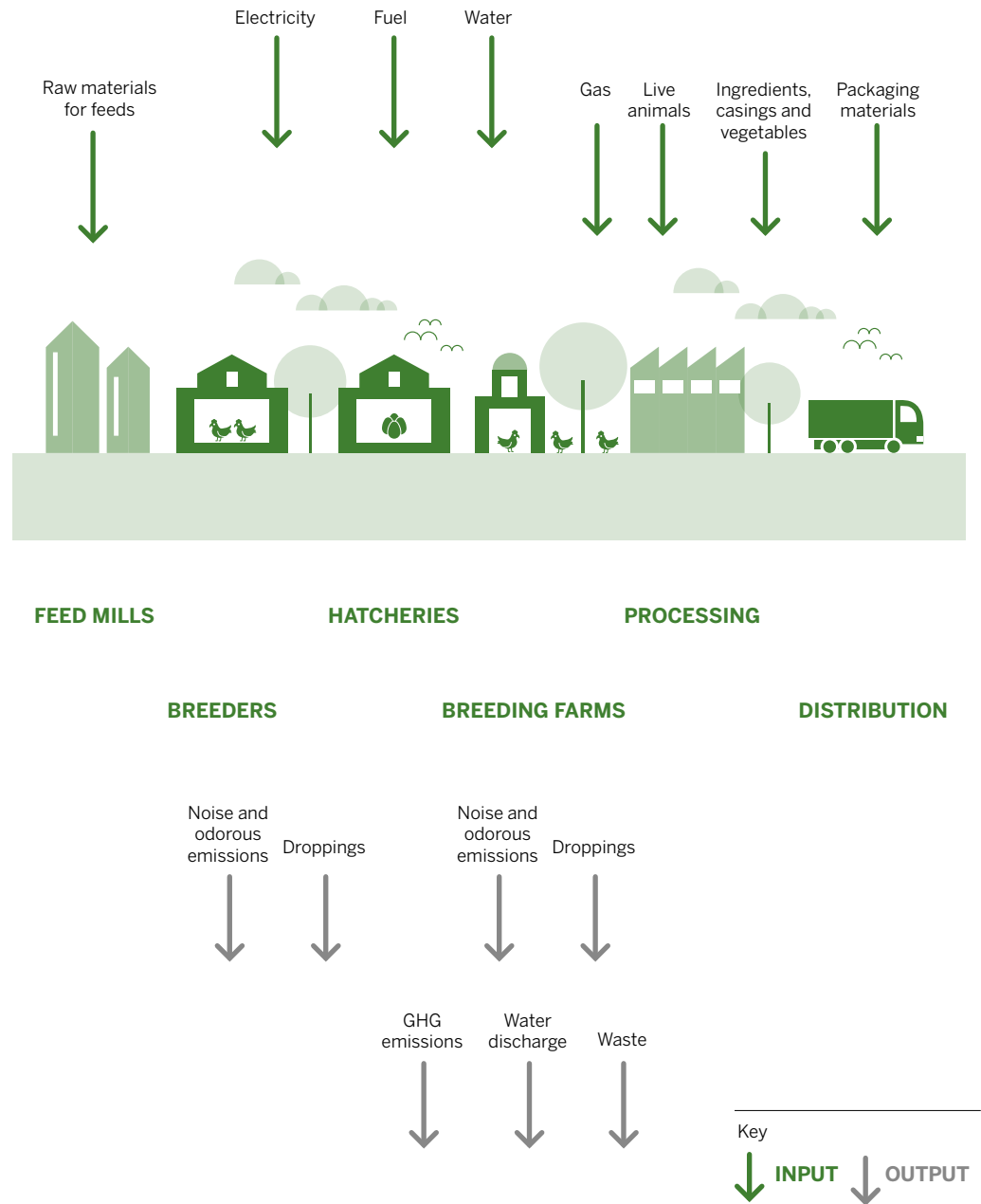
Environmental protection has always been at the top of the Amadori Group's priorities. The management of production processes with the lowest possible environmental impact represent fundamental strategic factors for the pursuit of company objectives, as well as important elements of competitiveness and sustainability. The companies which are part of the integrated supply chain operate in such a way as to preserve and protect the environment, in compliance with all environmental legislation.

Since 2021, four of the food processing plants have achieved an ISO 14001 certified environmental management system and one an ISO 50001 certified energy management system, with the commitment to continuously monitor environmental and energy aspects and to adopt, support and develop some objectives, including:

- promote the dissemination of environmental culture;
- continuously monitor and evaluate the degree of achievement of the pre-set environmental and energy objectives;
- carefully manage waste, with attention to reduction at source and giving preference to recovery over disposal;
- optimise the use of natural resources, taking into account, when economically feasible, the possibility of using clean technologies or renewable energy sources.

With this in mind, the Group works to continuously improve **efficiency**, through the optimal use of every source and resource, thanks to continuous investments in new technologies, and promotes continuous training for all personnel involved in the supply chain on correct management of environmental aspects: in the coming years, the ISO 14001 environmental management system and the ISO 50001 energy management system will be implemented on all food processing plants.

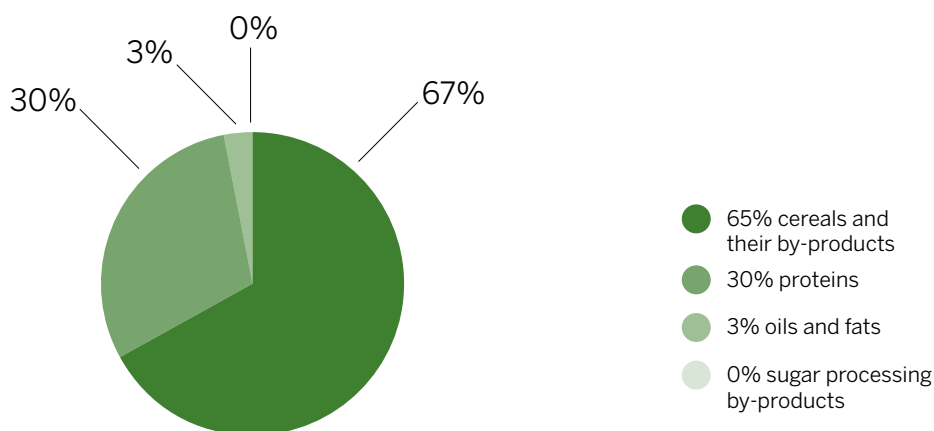
The Group's supply chain is divided into different phases, characterised by specific and distinctive production inputs and outputs; to monitor and reduce the environmental impacts associated with each of them, Amadori has therefore implemented a structured set of systems, practices and procedures capable of managing these particular characteristics and differences in the best possible way.



## Environmental management: Feed mills and hatcheries

The management of environmental impacts along the supply chain begins with the raw materials used for the preparation of feeds in the Group's feed mills. In particular, the Group procures raw materials such as cereals and their by-products, proteins, oils, fats and sugar processing by-products. In 2021 the Group purchased raw materials for feeds amounting to 1,108,800 tons, up 2% compared to 2020 due to the increase in production.



**Figure 1: Breakdown of feeds raw materials used in feed mills in 2021 (%)**

The variety and quantities of raw materials purchased, mainly cereals (67%), reflect the diets and formulations developed by the Group's formulation office, aimed at guaranteeing healthy and balanced feeds for animal welfare and consumer health. In recent years, thanks to the growing availability on the local market of various cereal by-products (Middlings, Wheat feed flour, Bran), by-products of the confectionery industry (biscuits) as well as by-products of the pasta industry, associated with their relative rather competitive prices and to the optimisation of resources carried out by the purchasing and formulation departments, it has been possible to increase their consumption, with positive repercussions on the share of raw materials, which characterise the beneficial approach of the circular economy.

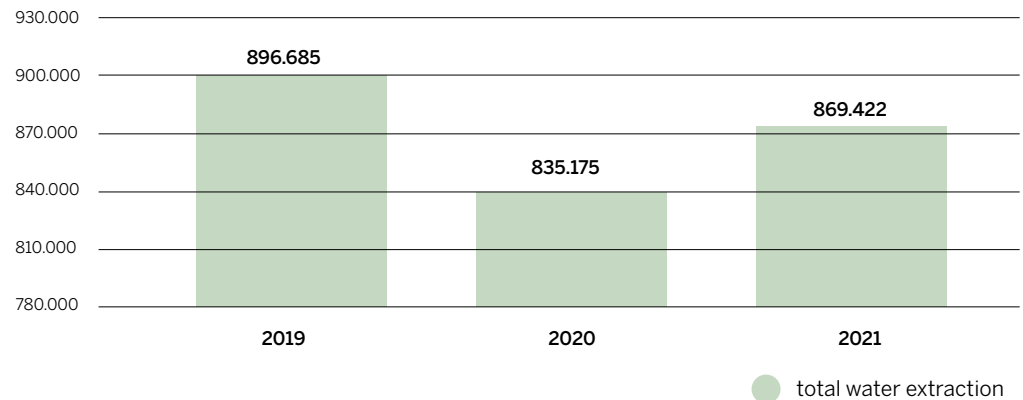
The appropriately dosed, processed and mixed raw materials purchased have generated the feeds used by the Group, all subject to IPPC regulations.<sup>18</sup> (Italian Legislative Decree 152/2006) and for this reason provided with Environmental Integrated Authorisation (AIA).<sup>19</sup>

The prepared feeds are used during the breeding phase of chickens, turkeys and pigs, in the production chain farms, both directly and indirectly managed, which are subject to AIA, if with a capacity exceeding 40,000 animals, or to AUA (Environmental Single Authorisation), if with a lower capacity. The specific environmental impacts of the rearing phase are attributable to noise and bad smells emissions: on this issue the Group has launched an innovation plan, which also provides for the continuous involvement of and dialogue with local communities, to reduce these impacts thanks to shielding instruments. The outputs of breeding farms are mainly animal manure, while the output of fattening farms is chicken manure, a mix of animal manure and litter: both can be used as organic soil improver or as combustible biomass. The Group undertakes to collect and treat such manure and regularly check that its spreading in the fields by the farmers takes place in compliance with regulatory requirements, as well as investing in studies aimed at finding alternative solutions for the enhancement of chicken manure from

18. IPPC is the acronym of "Integrated Pollution Prevention and Control" introduced with directive 96/61/EC (known as the IPPC directive). The IPPC directive provided for an innovative approach for the reduction of environmental impacts with the gradual application of a set of technical solutions available on the market, in order to avoid, or if this was not possible, to reduce emissions into the air, water and soil, including measures relating to waste.

19. The AIA is the provision which authorises the operation of an installation in which one or more activities among those indicated by Italian Legislative Decree 152/06 are carried out. It has the objective of ensuring a high level of protection of the environment as a whole and to this end provides for measures to avoid, where possible, or reduce emissions into the air, water and soil, or reduce the production of waste, identified on the basis of Best Available Technologies (BAT).

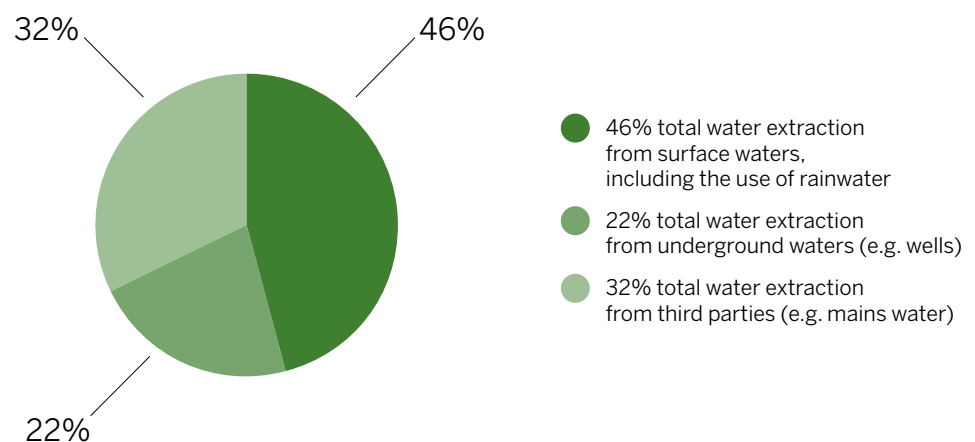
the point of view of the circular economic value of key elements of the poultry production chain. The activities and locations related to feed mills and hatcheries<sup>20</sup> have reduced impacts in terms of water extraction compared to transformation activities. In particular, the main extractions relate to the activities of steam production for thermal purposes in the feed mills, watering of the animals raised, the operation of the cooling systems and the washing of the sheds housing the animals that have reached the end of the cycle.



In 2021, activities related to feed mills and hatcheries led to water extraction of 869,422 m<sup>3</sup>, an increase of 4% compared to 2020 and in line with the increase in the number of animals raised and the raw materials purchased. The supply sources for this part of the supply chain are surface waters, from which 46% of the total quantity was extracted in 2021: surface waters are mainly lakes and rivers and, in Emilia Romagna, the Emiliano Romagnolo canal.

It should be noted that since 2021 it has been possible to precisely apportion farms' extraction sources, although the consumption of 50% of these has been estimated on the basis of the consumption recorded in the 2018-2019-2020 three-year period. Another important extraction source is constituted by aqueducts, from which 32% of the total was extracted in 2021 for sanitary use in farms and for drinking water for all sites. Finally, 22% is extracted from wells for industrial use in hatcheries and feed mills.

**Figure 2: Breakdown of water extraction by source in feed mills and hatcheries (% , 2021)**



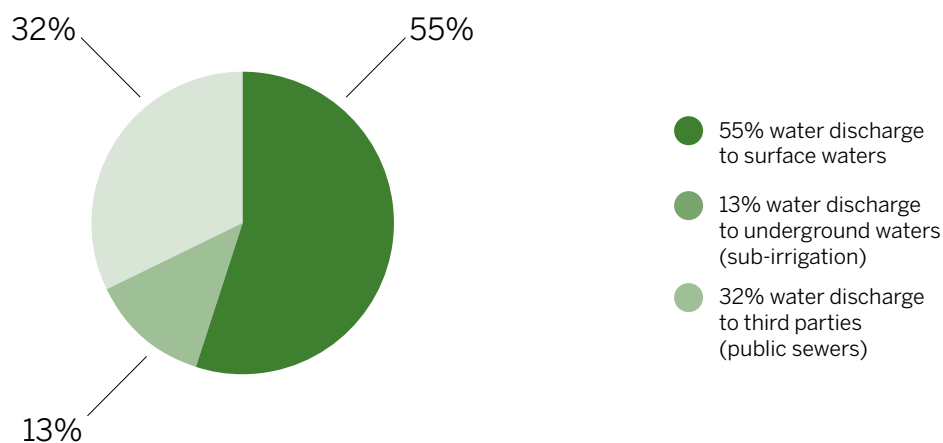
20. Feed mills and hatcheries refer to the part of the supply chain that includes feed mills, farms (growth and breeding) and hatcheries.



In terms of water discharges, feed mills do not discharge water as it is used for the production of steam and farms treat the water used for cleaning the sheds as waste, while the remainder is not discharged because it is used for watering the animals.

Total discharges in 2021 related to hatchery activities accounted for 60,875 m<sup>3</sup>, up 4% compared to 2020. Water is discharged both to surface waters (55%) and to the public sewer system (32%), after its treatment in purification plants. A small part, equal to 13%, is destined for sub-irrigation.

**Figure 3: Breakdown of water discharge by destination in feed mills and hatcheries (% , 2021)**



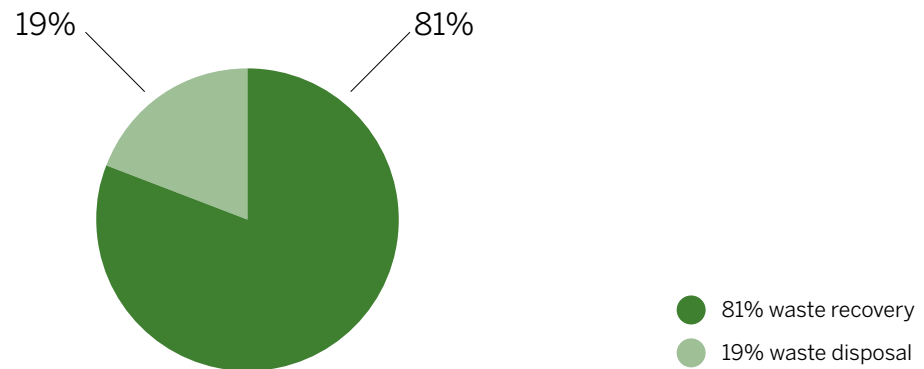
### Focus on Waste

The waste associated with feed mills and hatcheries is mainly animal waste, such as faeces and urine, including used litter, equal to 51% of the total waste of this part of the supply chain; these are followed by packaging materials (paper, plastic, wood, etc.), equal to 28%.

Most of the waste produced in these phases is non-hazardous and sent for recovery, equal to 81.2% of the total waste produced, while 18.6% is non-hazardous waste sent for disposal, and a very low percentage, equal to less than 1% is hazardous waste, destined for both recovery and disposal in equal percentages.

Waste by type	Recovery	Disposal	Totale
Total non-hazardous waste	1.308.130	299.133	1.607.263
Total hazardous waste	2.167	1.821	3.988
Total waste	1.310.927	300.954	1.611.251

In 2021, the Group produced waste for a total of 1,611,251 kg: compared to 2020, the figure refers only to the chicken and turkey sector, in order to align all environmental indicators. This remodelling translates into a 49% decrease compared to 2020 in the total waste reported. In general, the percentages of waste sent for recovery (81%) and waste sent for disposal (19%) confirm the trend of the previous year.

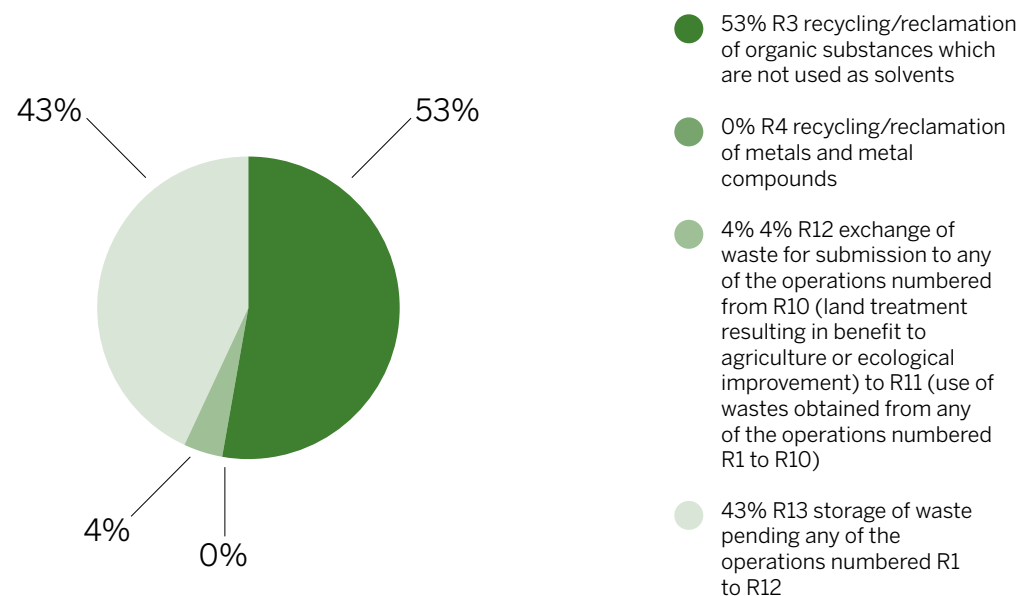
**Figure 4: Destination of waste produced in 2021 for feed mills and hatcheries (%)**

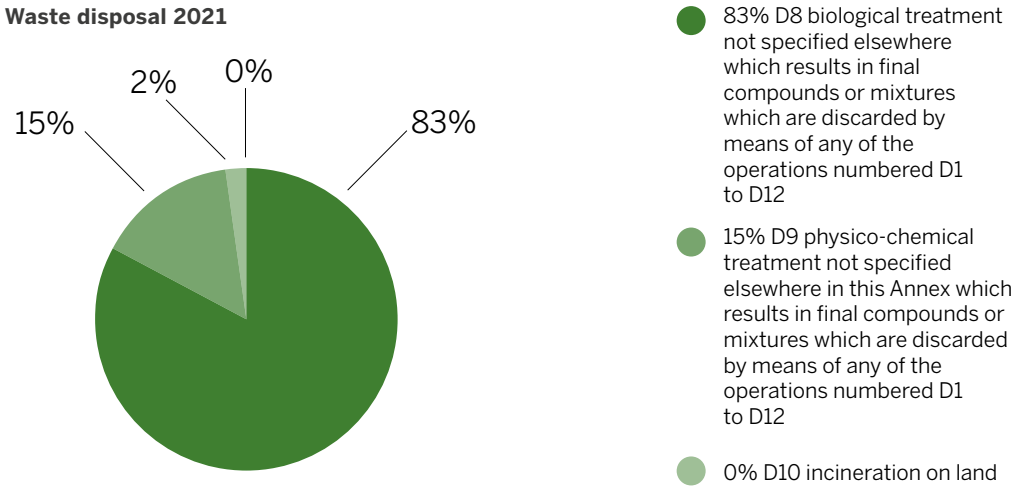
Of the waste sent for recovery, 53% is used for R03-recycling/recovery of organic substances not used as solvents, in line with the nature of the characteristic activities of this part of the supply chain.

Of the waste sent for disposal, 83% is used for unspecified D08-biological treatment that produces compounds or mixtures to be eliminated later: this percentage is composed of washing water, also contaminated by animal waste, and the cleaning of the septic tanks.

**Figure 5: Method of disposal of waste produced in 2021 for feed mills and hatcheries (%)**

#### Waste recovery 2021

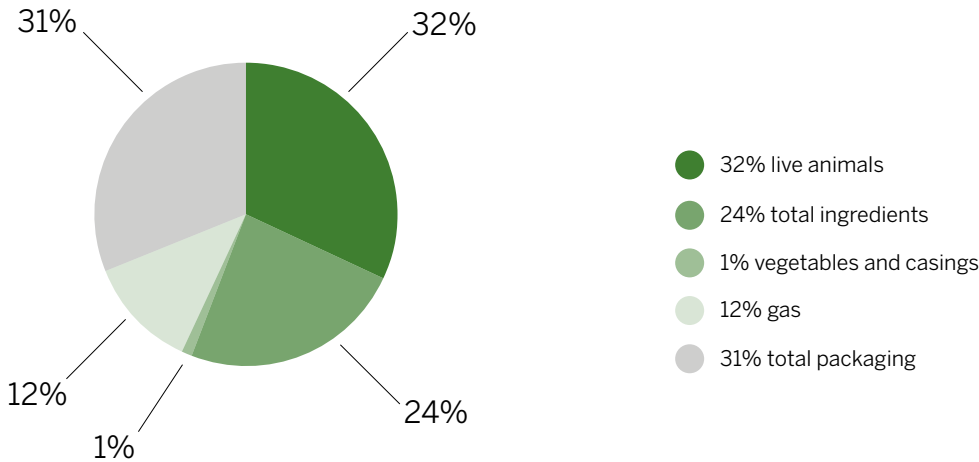




Food processing and branches

Processing and slaughtering plants are subject to environmental authorisation based on Italian Legislative Decree 152/2006 and subsequent amendments which report all the conditions to be respected in the operation of the plant, in order to contribute to the achievement of a high level of environmental protection. The food processing phase is certainly the one with the most impact and the most complex on an environmental level within the Amadori supply chain, in particular as regards the water footprint, the production of waste and energy consumption (and consequent emissions). After rearing and growth activities, chickens and turkeys are sent to the slaughtering and food processing plants. Compared to 2020, there is an overall increase of 10% on the total of products purchased for the operation of the plants, mainly due to an increase in the purchase of live animals, due to the avian emergency that developed towards the end of the first half of 2021. Except for this difference, which determines an impact of 32% on the purchase of live animals on the total of products purchased (in 2020 this category constituted 27%), the incidences of the other product categories remain unchanged compared to 2020: packaging materials necessary for the packaging and transport of Amadori products accounted for 31% of purchases; ingredients such as flavourings, spices, dairy products, oils and fats accounted for 24% of purchases; gas used for the stunning of animals before slaughter and for the preservation of the atmosphere inside the finished product packages accounted for 12% of the total, while the remaining 1% was represented by vegetable products and casings, made up of synthetic materials, cellulose and collagen, essential for Amadori preparations such as wüstels and sausages.

Figure 6: Breakdown of materials and products purchased for food processing and for branches in 2021 (%)

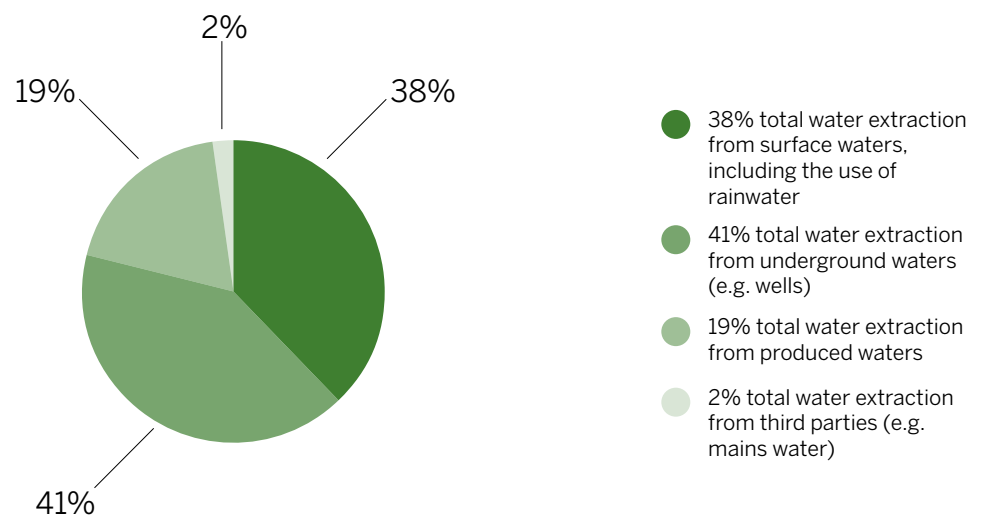


The main impacts of the transformation and preparation phase of products are mainly attributable to the management of the water resource and the production of waste. With regard to the exploitation of water resources, in the food processing phase (including consumption by the branches), the Group extracted 3,987,379 m<sup>3</sup> of water in 2021, a slight increase compared to 2020 (+2%) due to the increase in productivity. However, for some time the Group has launched a series of initiatives aimed at reducing its water footprint:

- a system for monitoring water extraction is active within the plants;
- increasingly efficient washing systems have been adopted, which reduce water waste;
- where possible, treated recovery water deriving from the Group's purification plants is used;
- in the Cesena plant, thanks to the connection with the CER-Emiliano Romagnolo Canal, a first water purification system was created capable of treating surface water and use it in production processes; an additional purification plant for surface water treatment is also active in the Santa Sofia plant
- at the Mosciano S. Angelo (TE) plant, the construction of a water purifier was completed, also designed to treat surface water, for which Amadori is awaiting authorisation from the competent authorities to start using it.

These actions have allowed the Group to use water from surface water bodies - specifically river water and water from the Emiliano Romagnolo canal - for 38% of the total extractions. It should be noted that compared to the previous edition, the portion of water extracted from the Emiliano-Romagnolo canal had been accounted for as being extracted from the aqueduct. In 2021, 19% of the water extracted was made up of treated recovery water from purification plants,<sup>21</sup> where technically feasible, up 13% compared to 2020. On the other hand, 41% was extracted from wells, while 2% was extracted from aqueducts, in line with the previous year unless the change relates to the categorisation of the water extracted from the Emiliano Romagnolo canal.

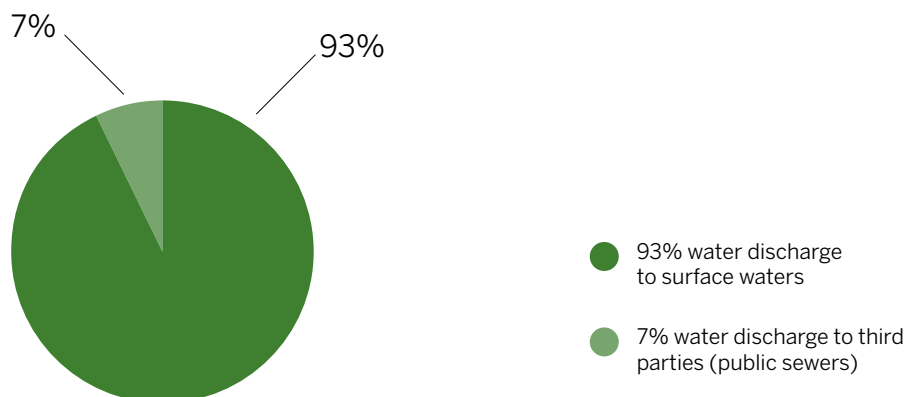
**Figure 7: Breakdown of water extraction by source in food processing and branches (% , 2021)**



21. All the slaughtering and consequent food processing plants are equipped with their own activated sludge purification plants: the sites that use recovery water from their own purification plants for less noble uses are the San Vittore and Santa Sofia sites.



**Figure 8: Breakdown of water discharge by destination in food processing and branches (% , 2021)**



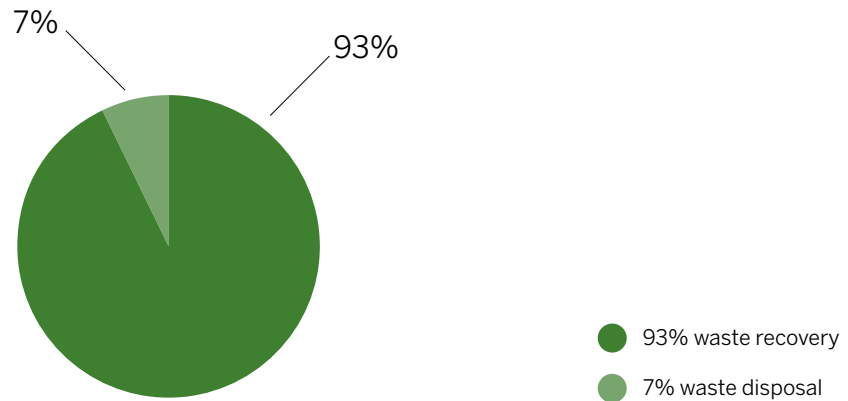
In terms of water discharges, all discharged water is treated upstream of the discharge by the purification plants in the plants; only a small amount equal to 7,350 m<sup>3</sup> is not treated and refers to the water used in branches for civil and sanitary use: compared to 2020 a subsidiary was sold for which there is a 9% reduction in the water discharged, although the data refers to consumption estimates provided by bills. Total discharges in 2021 related to food processing and branches accounted for 2,991,000 m<sup>3</sup>, an increase of 1% compared to 2020. Water is discharged both into surface waters (93%) and into the public sewer system (7%), after its treatment in purification plants

### Focus on waste

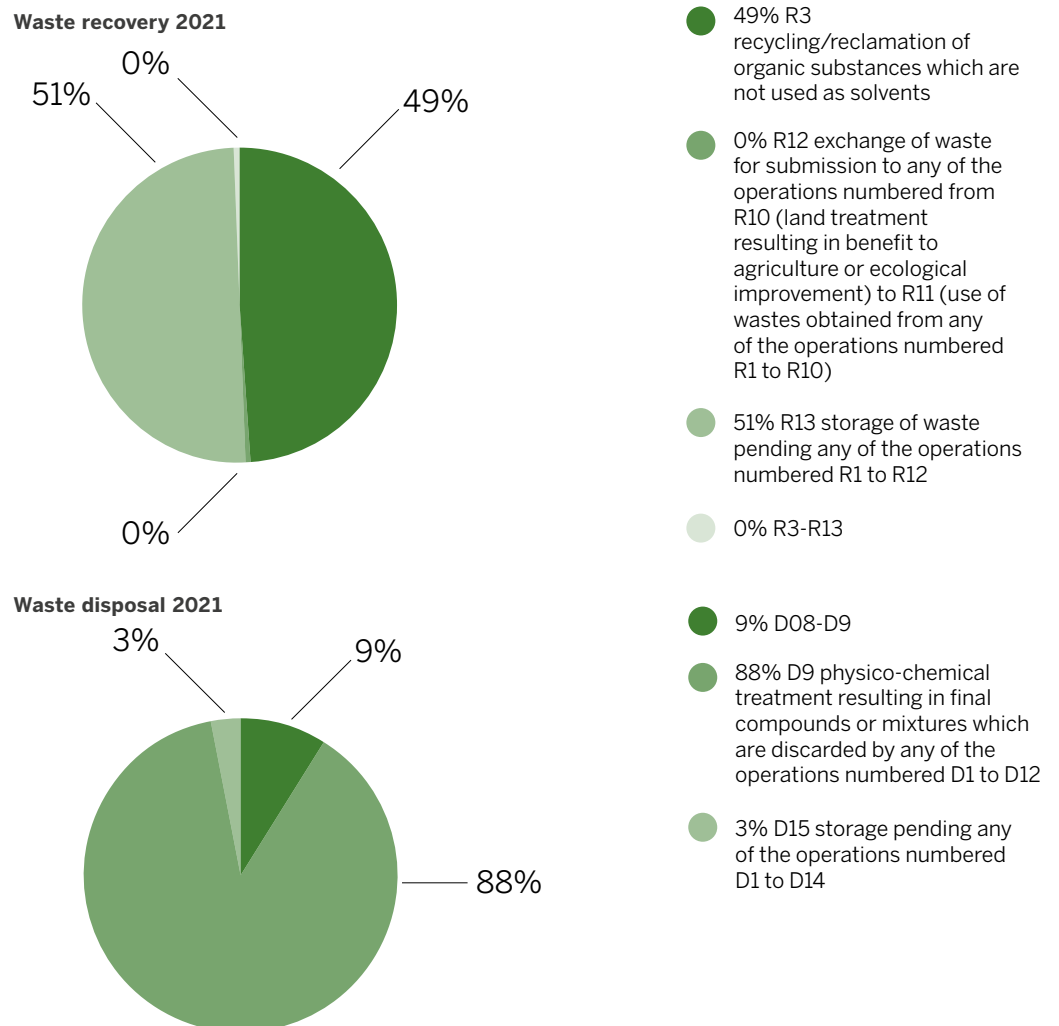
The waste associated with food processing activities is mainly sludge produced by the on-site treatment of effluents, equal to 70% of the total waste produced in 2021 by this part of the supply chain; packaging materials (paper, plastic, wood, etc.), equal to 20%, follow. Almost all (equal to 92.5%) of the waste produced in these phases is non-hazardous and sent for recovery, while the residual portion, equal to approximately 7%, consists of hazardous waste and non-hazardous waste sent for disposal.

Notwithstanding that the part of hazardous waste sent for disposal remained constant compared to 2020, the 7% increase is essentially attributable to the increase in non-hazardous waste sent for disposal, relating to the management of the purification plants which 2021 worked more due to the increase in animals entering the TRAL compared to the year 2020. Some positive examples of the recovery and circular economy approach in the transformation phases are the by-products from slaughtering and of processing that become raw material for pet-food and fat, which is recovered and used as biofuel, for livestock, in aquaculture and pet-food production.

Waste by type	Recovery	Disposal	Total
Total non-hazardous waste	29.687.721	2.250.074	31.937.795
Total hazardous waste	122.176	31.472	153.648
Total waste	29.809.987	2.281.546	32.091.443

**Figure 9: Destination of waste produced in 2021 for food processing and branches (kg)**

Of the waste sent for recovery, in 2021 49% was used for R03-recycling/recovery of organic substances not used as solvents, in line with the nature of the characteristic activities of this part of the supply chain. Of the waste sent for disposal, 88% was used for unspecified D09-chemical and physical treatment that gives rise to compounds or mixtures to be eliminated later: this percentage is mainly composed of sludge from washing and cleaning operations, laboratory waste and waste containing oils for mechanical uses.

**Figure 10: Method of disposal of waste produced in 2021 for food processing and branches (kg)**









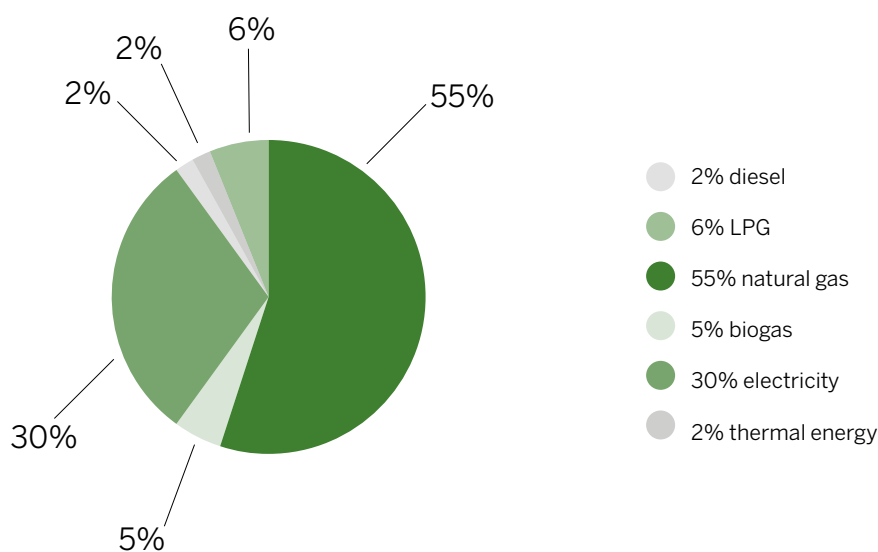


## Fight against climate change: clean energy and efficiency

### Efficiency and renewable energy: the Group's energy sustainability path

The Group's energy policy is based on careful saving of the same energy, on self-production from renewable sources and natural gas and, finally, on the purchase of energy produced, as far as possible, from renewable sources. A positive example, in this respect, is the Il Campese, processed in the Mosciano S. Angelo (TE) plant using 100% renewable energy, as stated on the label.

**Figure 11: Energy sources used by the group in 2021 (%)**

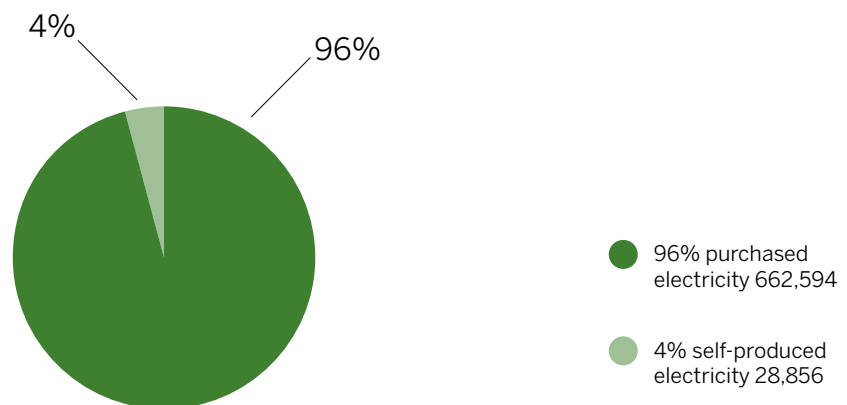


In 2021, the Group used a total of 2,290,735 GJ of energy, a slight increase compared to 2020 (+2%) due to multiple factors, the most significant of which are a decrease in self-production from solar sources, a decrease in self-production from gas cogeneration mainly due to extraordinary maintenance, together with an increase in production. Of the total energy used, a part was used to meet the energy needs of the Group itself, equal to 2,256,441 GJ (99%), and a part, on the other hand, was produced internally and sold to third parties, equal to 34,295 GJ (1%), down by 3% compared to 2020..

Energy used (GJ)	2020	2021
Energy used by the Group as a whole	2.241.881	2.290.735
of which sold to third parties	35.428	34.295
of which consumed internally by the Group itself	2.206.453	2.256.441

When compared to measure for kg of live chicken<sup>22</sup> in 2021, the Group used 4.442 MJ/kg of live chicken, down from 4.536 MJ/kg<sup>23</sup> in 2020 (-2%). This decrease in the specific consumption of the Group demonstrates the continuous commitment to the energy optimisation of its plants, against an increase in poultry production compared to 2020 (+5%). The Group mainly uses natural gas (55%, figure 11) for industrial uses, for heating along the entire supply chain and for powering the proprietary cogenerators, exploited to satisfy part of the Group's electricity and thermal needs (14%). Specifically for the food processing plant in San Vittore, this contribution amounted to 150,591 GJ in terms of electricity, down by 7% compared to production in 2020, and to 164,117 GJ in terms of thermal energy (hot water and steam), up 13% compared to 2020, as a manifestation of the continuous commitment to the optimisation of heat recovery implemented by the Group. Furthermore, these cogenerators produced an amount of excess energy in 2020 equal to 596 GJ, which was sold to third parties, a reduction of 45% compared to 2020. Amadori also has two proprietary cogenerators fuelled by biogas, produced by two anaerobic digesters (in the San Vittore, Cesena and Mosciano Sant'Angelo plants), in which the lipid and protein fractions present in the waste from the manufacturing processes converge. This energy source, which represents 5% of the total (figure 11), in 2021 made it possible to satisfy part of the energy needs of the Group's Cesena plant, meeting approximately 21,366 GJ of its electricity needs, an increase of 18% compared to 2020 thanks to the increase in production, and 33,284 GJ of thermal requirements, up by 68% compared to 2020. Furthermore, these cogenerators produced an amount of energy in 2020 equal to 18,553 GJ, an increase of 3% compared to 2020, which was sold to third parties. The sale of this portion, derived from renewable sources, has indirectly allowed the Group to reduce the environmental impact of other production companies, compared to a scenario where the same third parties obtain their energy from more energy sources with a higher impact (e.g. by purchasing from the grid).

**Figure 12: Electricity source used broken down into purchased and self-produced in 2021 (GJ; %)**

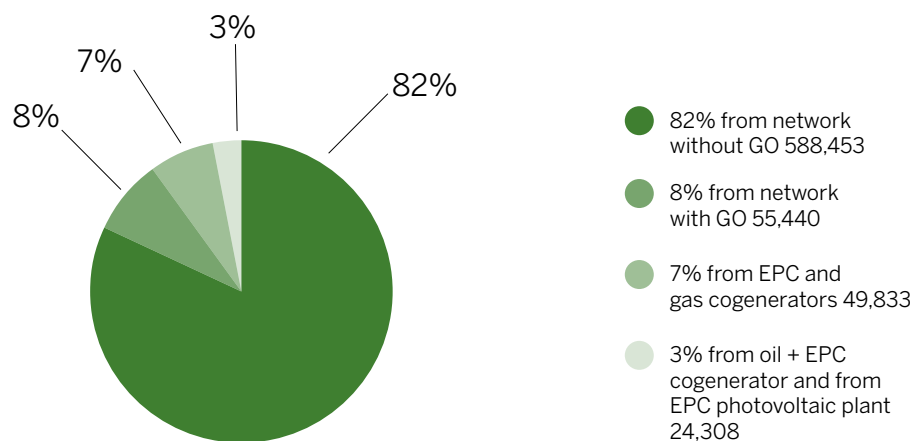


In addition to electricity from its own cogenerators, the Group uses electricity from other sources, equal to 691,450 GJ in 2021 (30% of the total energy used, figure 11), an increase of 6% compared to 2020. Of these, approximately 4% relates to self-produced energy while the remaining 96% is purchased, mainly from the grid (90%). The remaining 10% purchased comes from three cogenerators and a photovoltaic system, all in EPC<sup>24</sup> (Energy Performance Contract), with an increase of 35% compared to 2020 thanks to the full operations of the plants in 2021.

22. 1 kg of live chicken is the functional unit used for intensity indicators (usually energy) in the meat production sector, where "1 kg of live chicken" means 1 kg of live chicken entering food processing.
23. The index is calculated by comparing the energy consumed internally by the Group (2,256,441 GJ) to the total kg of live chicken.
24. Cogenerators not owned by Amadori, whose energy and thermal production is used exclusively by the Group plants where they are installed.

Two of the cogenerators, active since 2020, are powered by natural gas, used for the electrical and thermal needs of the Santa Sofia food processing plant and of the Settecrociari feed mill; the third, fuelled by vegetable oil, is instead at the service of the Ravenna feed mill. Finally, the photovoltaic system is installed within the Chieti feed mill and powers it for a portion of its overall electricity requirement.

**Figure 13: Breakdown of electricity purchased by the group in 2021 (GJ; %.)**

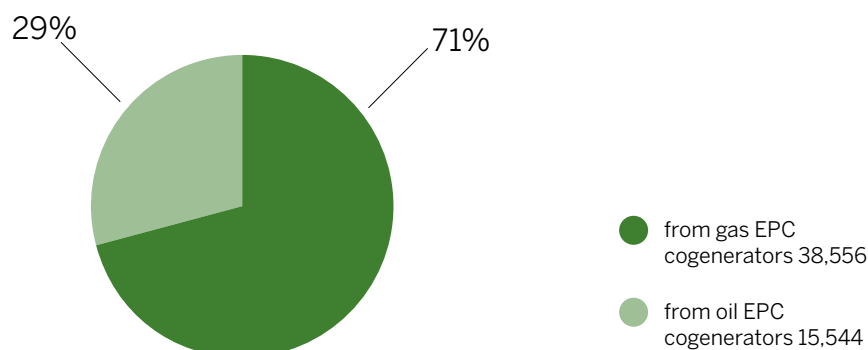


Of all the electricity purchased, 8% is purchased from the grid and certified as produced from renewable sources through the Guarantee of Origin (G.O.) Certificates. The significant increase compared to 2020 (158%), in addition to covering the now consolidated energy needs of the "Il Campese" production line, shows the Group's commitment to achieving coverage of its electricity needs in ever greater percentages from the grid with G.O. certificates.

On the other hand, as regards self-produced electricity (28,856 GJ), the Group has photovoltaic systems installed in its branches and farms, which in 2021 recorded a decrease in production of 5% compared to 2020, due to the overall weather conditions. Of this, a portion is necessarily introduced into the grid, equal to 15,145 GJ in 2021, down by 7% compared to 2020, while however maintaining the percentage of input with respect to production unchanged (approximately 54%).

As regards thermal energy sources, in addition to that coming from its own cogenerators, the Group purchases thermal energy from other sources, equal to 2% of the total energy used in 2021 (54,100 GJ, figure 13): this thermal energy, whose purchase in 2021 increased by 43% compared to 2020, derives from EPC cogenerators fuelled by vegetable oil (29%) and natural gas (71%). In 2021 the vegetable oil cogenerator experienced some production stops due to extraordinary and scheduled maintenance interventions and this led to a 46% reduction in the

**Figure 14: Breakdown of thermal energy purchased by the group in 2021 (%)**



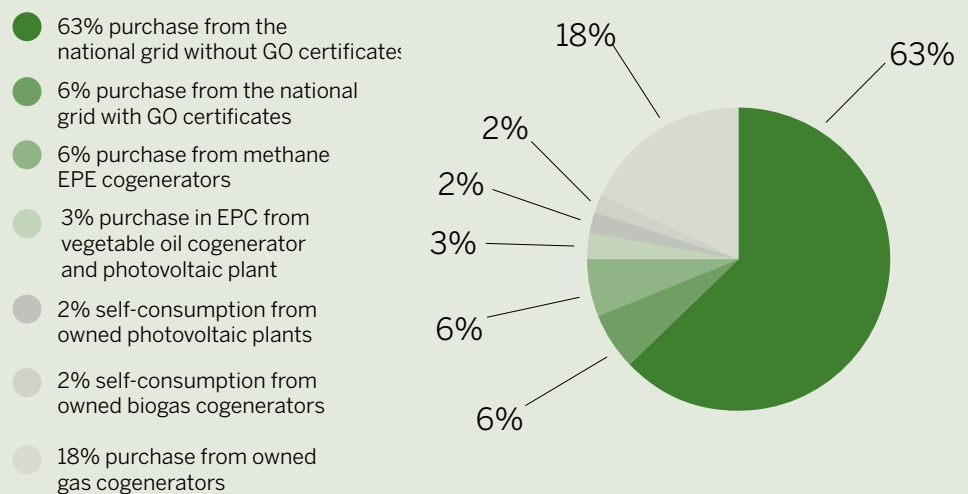
thermal energy purchased. The methane gas EPC cogenerators covered 2021 at full capacity, so there was a substantial increase in the share of thermal energy purchased (319%) compared to 2020.

### Electric and thermal energy: the group's commitment to sustainable consumption

Amadori is aware of the impact of its production activity on energy consumption. For this reason, the Group has embarked on a process of refinement of procurement choices, directing its commitment towards the consumption of self-produced electrical and thermal energy and, where purchased, deriving from renewable sources.

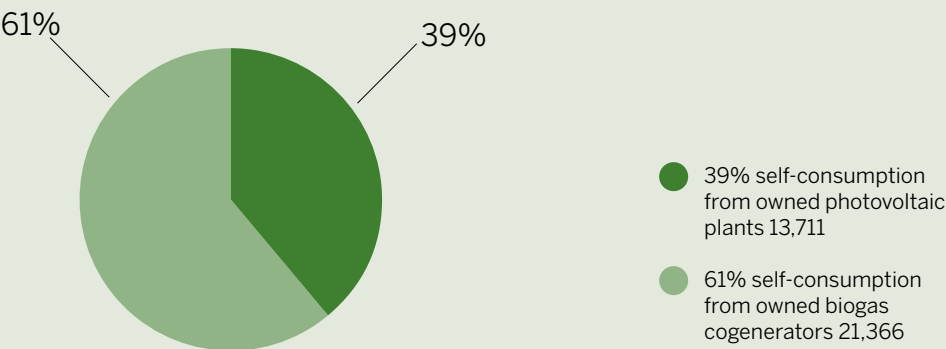
In 2021, the total consumption of electricity aimed at meeting the production needs of the Group was 235,629,793 kWh (848,267 GJ), an increase of 4% compared to 2020 and is inclusive of the following contributions: purchased electricity, self-produced and consumed electricity from photovoltaic plants and electricity consumed deriving from the combustion of biogas and methane at the proprietary cogenerators.

**Figure 15: Breakdown by source of electricity consumed by the group for its activities in 2021 (%)**



Although to date the main share of electricity consumed by the Group comes from the grid, the share of **self-produced energy from photovoltaics and proprietary cogenerators** corresponds to 22% of the total electricity consumed, a decrease of 4% compared to 2020 due to meteorological conditions for photovoltaic systems and maintenance on the greater power engine of the gas cogenerator. This energy comes mainly from methane gas cogenerators, which accounts for 81% of the self-produced and consumed electricity; the remainder comes from renewable sources, in particular from the biogas cogenerator (21,366 GJ), an increase of 18% compared to 2020 thanks to the increase in production, and from proprietary photovoltaic plants (13,711 GJ).

Figure 16: Breakdown of self-produced electricity from renewable sources in 2021 (GJ; %)

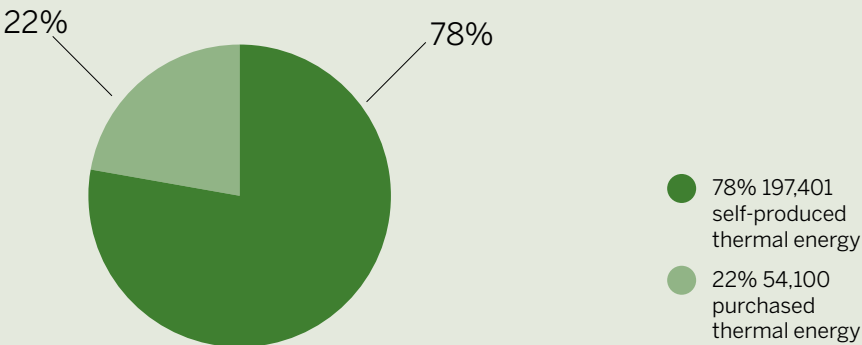


As for the electricity purchased, Amadori aims to increase the percentage **from renewable sources**. As proof of this, in 2021 this quantity was equal to 79,748 GJ, up by 24% compared to 2020 thanks to the increase in volumes purchased from the grid covered with G.O.

With regard to the **thermal energy vector**, in 2021 the Group's total consumption was 7,277,261 Sm<sup>3</sup> (251,501 GJ), an increase of 24% compared to 2020 for several reasons: the entry into operation of gas EPC cogenerators has allowed the Group to increase the purchase of steam and hot water by 319%; thanks to the increase in productivity, biogas cogenerators increased the production of steam and hot water for the Group's needs by 68% compared to 2020; the actions to optimise the heat recovery of the proprietary gas cogenerators led to an increase of 13% compared to 2020, despite the shut-downs due to extraordinary maintenance on the higher power engine.

The primary source of thermal energy generation are the proprietary gas cogenerators, which constitute 65% of the self-produced and consumed thermal energy.

Figure 17: Breakdown of thermal energy consumed by the group for its activities in 2021 (G;%)





## The Group's GHG emissions

For several years, the Group has been committed to monitoring its greenhouse gas (GHG) emissions, aware that effective reduction initiatives can only be implemented through proper mapping and reporting of the emissions produced.

In particular, for several years the Group has been reporting its GHG emissions as part of **the CDP (Carbon Disclosure Project) questionnaire**, according to the GHG Protocol<sup>25</sup>. This questionnaire not only reports quantitative information relating to the Group's emissions, but also reports on methods for managing aspects relating to climate change such as dedicated governance and the strategies implemented, as well as the identification, management and mitigation of risks associated with climate change.



### Ghg protocol

The GHG Protocol, a reference guideline for the voluntary reporting of GHG emissions, recognises 5 principles that must be respected in reporting:

**Principle of relevance:** GHG reporting must contain information that can influence the decisions of the organisation's stakeholders (internal and external). The information must therefore relate to a perimeter that reflects the substantial and economic reality of the organisation. In choosing the perimeter, the organisational structure, the perimeter of the activities (on and off site activities, processes and services) and the business context (nature of the activities, the geolocation of the sites, the industrial sectors) must be considered.

**Principle of completeness:** within the chosen perimeter, the information reported must concern the emission sources relevant to the organisation (and, where necessary, the organisation must define a relevance threshold, under penalty of incompleteness of the data provided to report the 'impact).

From the point of view of the first two principles, the GRI Standards are useful in order to ensure that the information reported is complete and actually covers the aspects relevant to the organisation.

**Consistency principle:** the information must allow the comparison of the emission trend over time. For this it is necessary that any change to the reporting perimeter structure or deviation from the previous year is suitably justified.

**Principle of transparency:** transparency concerns the degree to which information on processes, procedures, assumptions and exclusions from the scope is reported. For this reason, the documentary support for the collection of the information chosen for reporting is essential to demonstrate the truthfulness and representativeness of the reporting. The application of the principle of transparency allows a third party to deduce from the information reported the same considerations that he would have autonomously deduced if he had direct access to the organisation's data.

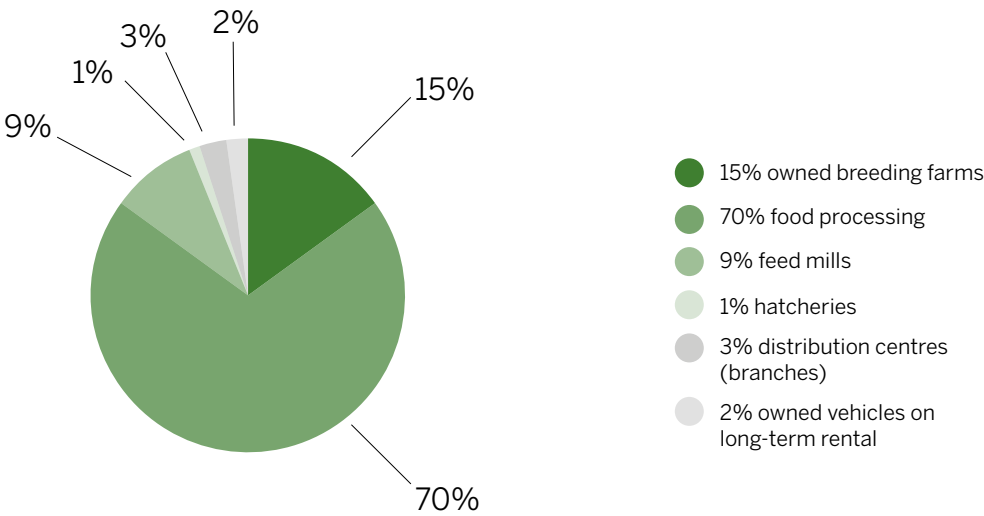
25. The GHG Protocol represents a reporting system aimed at organisations all over the world that provides calculation tools and methodologies to measure and quantify their own greenhouse gas emissions.

**Principle of accuracy:** the data chosen to report the information must contain, if possible, the minimum margin of error in order to make the reporting credible.

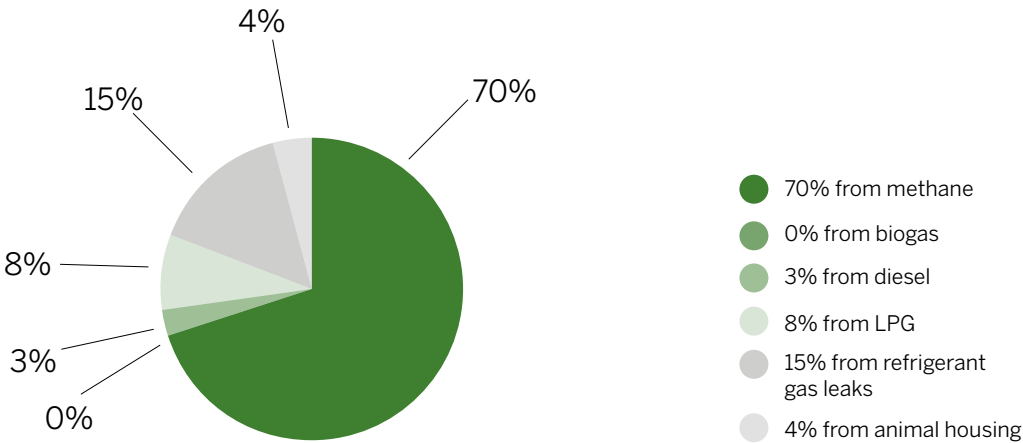
Reporting in compliance with the principles defined by the GHG Protocol allows an organisation to have an effective photograph of its impact in order to be able to know and recognise the risks and opportunities related to its business: for this reason it is essential that the reporting is based on a perimeter that takes into account both the direct impact of the organisation and the indirect impact, that is, all those activities that are not directly under the control of the organisation but are fundamental for the activity of the organisation itself.

In 2021, the Group's Scope 1 emissions<sup>26</sup> amounted to 103,572 tons of CO<sub>2</sub>eq, an increase of 4% compared to 2020, due to a problem relating to the refrigeration system at one of the Group's TRAL plants which offset the reduction that would have otherwise occurred: work is already underway for the renewal of the plant aimed at minimizing the risk of extraordinary refrigerant gas leaks. Most of the emissions come from food processing plants, equal to 70% of the Group's total Scope 1 emissions. In terms of emission sources, methane gas accounts for 70% of the Group's total Scope 1 emissions. Compared to 2020, refrigerant gas leaks were allocated to the sites that use them, i.e. TRAL and branches.

**Figure 18: Breakdown of Group Scope 1 emissions in the different phases of the supply chain in 2021 (%)**

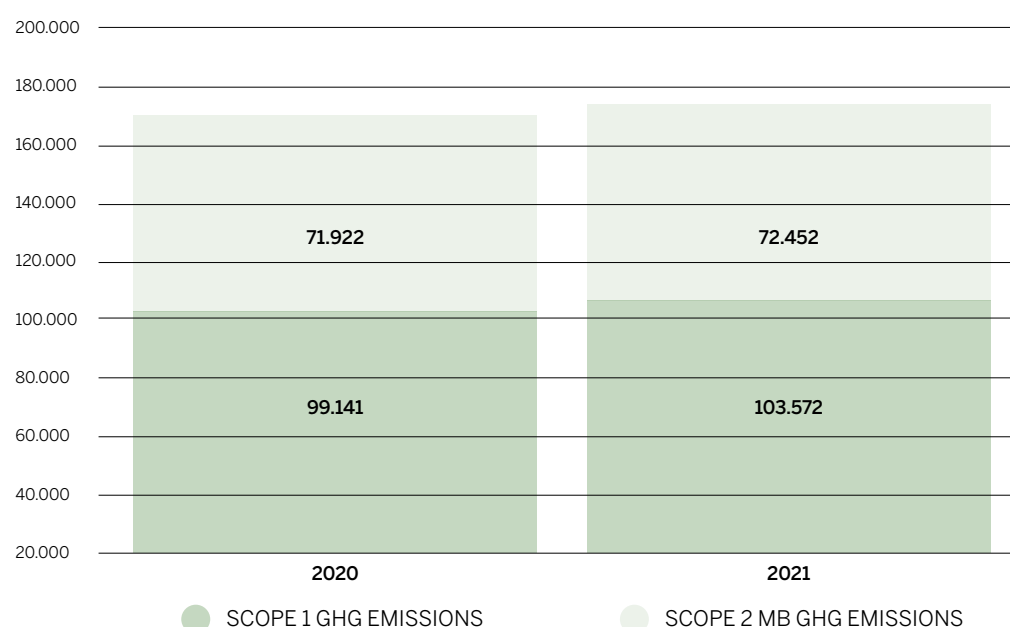


**Figure 19: Breakdown of Group Scope 1 emissions by source in 2021 (%)**



The strategic choice of increasing the share of electricity from renewable sources has allowed the company to reduce its <sup>27</sup> market-based Scope 2 emissions over the years. On the other hand, location-based <sup>28</sup> Scope 2 also saw a decrease, due to the use of photovoltaic panels and energy efficiency measures. In particular, in 2021 market-based Scope 2 emissions amounted to **72,452 tons of CO<sub>2eq</sub>**, an increase of only 1% compared to 2020 against an increase in electricity consumption of 4%: the containment of the increase of the corresponding emissions is the result of energy procurement choices increasingly oriented towards independence from the national grid and coverage with Guarantee of Origin certificates for the portion of the purchase from the grid. The consequences of these choices can be identified from the analysis of location-based Scope 2 emissions, which in 2021 amounted to **48,349 tons of CO<sub>2eq</sub>**, a reduction of 12% compared to 2020. Also for Scope 2 emissions, the majority come from food processing plants, which account for 64.9% of the Group's market-based Scope 2 emissions. For 2020, the data on Scope 2 Market Based emissions has been revised following an update of the calculation methodology.

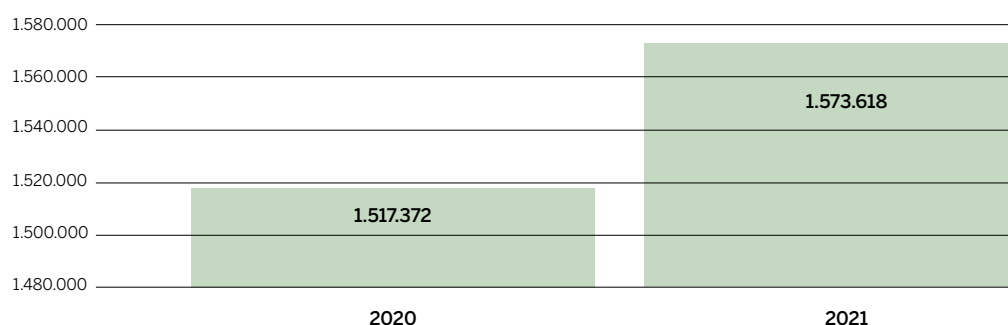
**Figure 20: Scope 1 + Scope 2 MB GHG emissions of the group in the two-year period 2020-2021 (tonCO<sub>2eq</sub>)**



If compared to the kg of live chicken unit, the Group's emission intensity index is equal to 0.34 kg of CO<sub>2eq</sub>/kg of live chicken (considering market-based Scope 1 + Scope 2), a reduction compared to 0.35 kg of CO<sub>2eq</sub>/kg of live chicken in 2020 (-2%). As a demonstration of the Group's commitment to mapping and reporting its impacts in terms of GHG emissions, for several years Amadori has also been calculating its Scope 3 emissions, which correspond to emissions indirectly due to the company activities, but whose emission sources are not under the direct control of the Group. They are in turn divided into 15 categories according to the indications of the GHG Protocol.

26. Scope 1 emissions are defined as direct greenhouse gas emissions from sources owned or controlled by the company.
27. Scope 2 emissions are defined as indirect greenhouse gas emissions resulting from energy consumption from sources not owned or controlled by the company. These emissions refer to Scope 2 emissions calculated with the market-based method, where for the energy purchased and certified as renewable (eg. G.O.) a virtual emission factor of zero is used.
28. These emissions refer to Scope 2 emissions calculated with the location-based method, where an emission coefficient is applied to the energy purchased that reflects the % of energy from renewable sources present in the national energy mix, even if a part of the purchased energy is certified as renewable (eg. G.O.).

**Figura 21: Scope 3 GHG emissions of the Group in the two-year period 2020-2021 (tonCO<sub>2</sub>eq)**



In 2021, Scope 3 emissions amounted to **1,573,618 tons of CO<sub>2</sub>eq**, an increase of 4% compared to 2020. If compared to the kg of live chicken unit, the Group's emission intensity index for SCOPE 3 only is equal to **0.30 kg of CO<sub>2</sub>eq/kg of live chicken**, a reduction compared to **0.31 kg of CO<sub>2</sub>eq/kg of live chicken in 2020 (-1%)**.

Scope 3 emissions mainly relate to the Purchased goods and services category (95% of total Scope 3 in 2021). This term refers to all emissions upstream of the Group's value chain, in particular, emissions attributable to the production of products purchased by the Group in 2021: products include both goods (tangible products) and services (intangible products). The increase compared to 2020 is due to a progressive and increasingly detailed reporting of emissions from the purchase of cereal raw materials and to an increase in the breeding activities of bailees. The other categories reported by the Group fall within a range of single emission incidence between 0.01% and 2% of the Scope 3 total and are as follows:

**Upstream transportation and distribution:** emissions deriving from the transport and distribution of products purchased in the reference year, from the Group's Tier 1<sup>29</sup> suppliers, and its operations on vehicles not owned or managed by the Group (including multimodal shipping which involves multiple carriers in the delivery of a product, but excluding fuel and energy products). Third-party transport and distribution services purchased by the Group in the reporting year (directly or through an intermediary), including inbound logistics, outbound logistics (for example, of products sold), and transport and distribution by third parties among the Group structures. (About 1% of the Group's total Scope 3 emissions)

**Waste generated in operations:** emissions deriving from the disposal and treatment of waste by third parties generated in operations owned or controlled by the Group. This category includes emissions from the disposal of both solid waste and waste water. (0.1% of the Group's total Scope 3 emissions)

**Business travel:** emissions from the transportation of employees for activities related to vehicles owned or operated by third parties, such as planes, trains, buses and cars. (0.01% of the Group's total Scope 3 emissions)

**Employee commuting:** emissions deriving from the transport of employees between their home and their workplaces. (0.3% of the Group's total Scope 3 emissions)

**Downstream transportation and distribution:** emissions relating to the transport and distribution of products sold in vehicles and structures not owned or controlled by the Group. (2% of the Group's total Scope 3 emissions)

29. Tier 1 suppliers are companies with which the company has a purchase order for goods or services (for example, materials, parts, components, etc.).



**Processing of sold products:** emissions deriving from the processing of intermediate products sold by third parties (for example, manufacturers) after their sale by the Group. Intermediate products (in the specific case of Amadori, live animals) are products that require further processing, transformation or inclusion in another product before use and therefore entail emissions deriving from processing after the sale by the Group and before use by the final consumer. Emissions from processing should be assigned to intermediate products. (0.7% of the Group's total Scope 3 emissions)

**End-of-life treatment of sold products:** emissions deriving from the disposal of waste and from the treatment of products sold at the end of their life by the Group in the reference year. This category includes the total expected end-of-life emissions of all products sold in the reporting year. (0.3% of the Group's total Scope 3 emissions). Although this category has a limited incidence on the total of Scope 3 emissions, in 2021 there was a decrease of 13% compared to 2020: this is the result of the strategy implemented by the Group to opt for a positive target with a view to the enhancement attributable to a circular economy approach.

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## An increasingly sustainable transport

From a logistical point of view, the Group is “divided” between the Cesena and Santa Sofia (FC) platforms, which serve central and northern Italy, and Mosciano S. Angelo (TE) serving the centre and south; this subdivision has allowed considerable economic and environmental savings over the years. The Group took action to rationalise delivery frequencies and optimise journeys.

Furthermore, 90% of the vehicles used comply with the Euro 5 and 6 regulations, guaranteeing lower polluting emissions into the atmosphere. This process, which leads to increasingly sustainable transport, is further strengthening thanks to the progressive introduction, by the Group's suppliers, of new short and long-haul transport vehicles, powered exclusively by liquid natural gas (LNG), which guarantee significantly lower emissions of CO<sub>2</sub>, NO<sub>2</sub> and particulates.

In 2021, the Group chose to further improve its logistics performance by starting to collaborate with the start-up Green Router, the first Italian managerial tool for the precise mapping of emissions related to logistics transport along the entire integrated supply chain. The logistics service activity represents a plurality of extremely branched and heterogeneous interlocutors: for this reason, in compliance with the Group's Vision and the GHG Protocol in terms of reporting, this collaboration aims to implement the Group's commitment to equip itself with the tools necessary to monitor its emission footprint, in order to promptly and effectively guide future improvement strategies..

*“Amadori has chosen to further improve its logistics performance by implementing a precise mapping of emissions linked to transport logistics throughout the production chain”*



# Attention to communities and the enhancement of territories

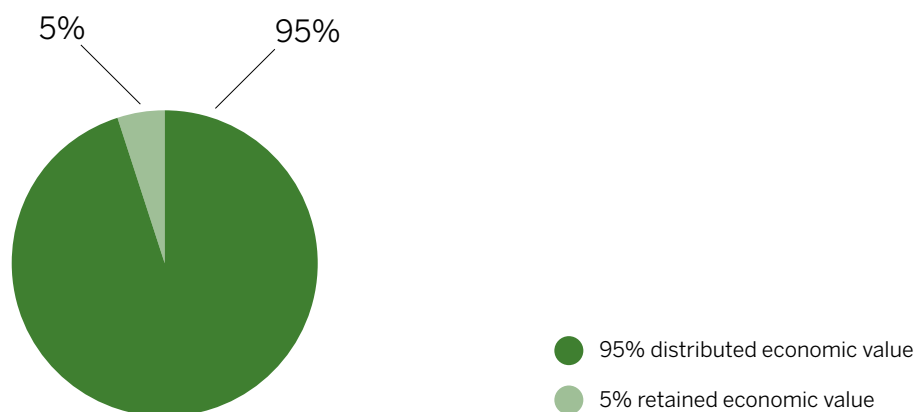
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*The importance of having a local suppliers network goes hand in hand with the willingness of Amadori to contribute to the well-being of the communities in which it operates through donations to social projects, sport and cultural sponsorships and research projects*

## We create value on the territory

Amadori, present throughout Italy, every year develops and supports different activities and initiatives in the territories in which it operates, capable of generating a direct impact on the reference stakeholders. Its integrated supply chain and the Group's economic and financial performance have an indirect impact on the creation of local value and on the distribution of wealth to stakeholders. The value generated is largely redistributed to suppliers of goods and services which, in addition to being mainly Italian, are very often operating in the territories where the main production sites of the Group are located, as well as in other areas of the country, where for example the supply chain farms are located, as in the north of Apulia, in the territory of the Apulian Tableland and in the Daunian Mountains, where the Il Campese chicken supply chain has been active for almost 20 years (now also present in Basilicata) and, more recently, the BIO Chicken, with over a hundred dedicated structures that guarantee an important economic resource in territories characterised by fewer opportunities for development and well-being.

**Figure 22: Breakdown of economic value generated in 2021 (%)**

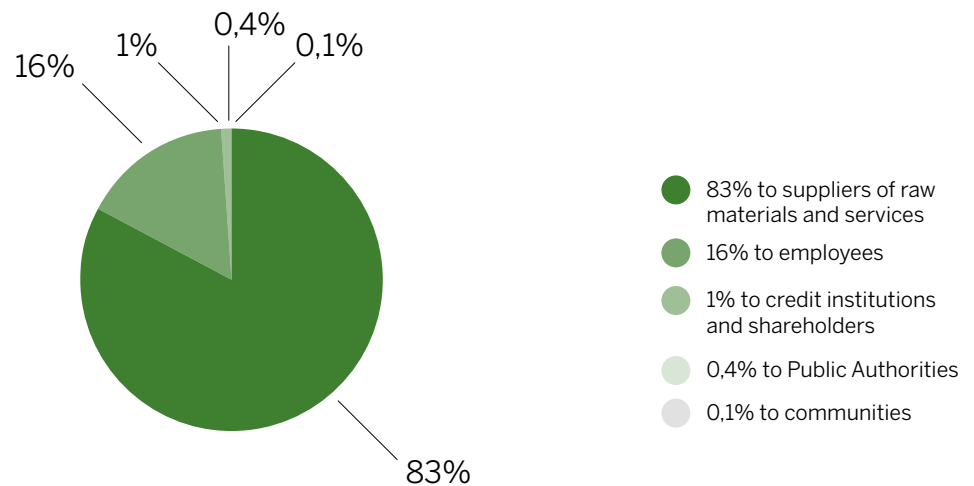


In 2021, the economic value generated by the Group was approximately 1,427 million euros, an increase of 9.6% compared to 2020 (1,302 million euros). This trend, on the one hand, is the consequence of a general recovery in consumption after the contraction recorded in 2020 following the difficulties related to the Covid 19 pandemic, which in the course of 2021, despite having required further restrictions and closures, turned towards a progressive normalisation; on the other hand, it should be noted that this result is affected by the critical issues, which arose in the last part of the year, following an avian epidemic that mainly affected the farms located in the Lombardy and Veneto regions, with the consequent culling of several animals and which affected the strategies of the European poultry sector, leading it to react with the restriction of production. In consideration of the above mentioned recovery, the percentage of the value redistributed to stakeholders on the total generated remains substantially in line with the previous year, going from 94.1% in 2020 to 94.7% in 2021, for a total of 1,352 million euros, demonstrating the constant commitment to creating value for stakeholders. Economic value was mainly redistributed to suppliers of goods and services (82.6%) and to employees in the form



of benefits and salaries (16.2%). The percentage of value distributed to employees went from 17.4% to 16.2%. The remainder of the redistributed value is attributable to credit institutions and shareholders (0.7%), public administration (0.4%) and communities in the form of donations, sponsorships and membership contributions (0.1%).

**Figure 23: Breakdown of economic value distributed in 2021 (%)**



## A local supply chain

The engine that makes the Group's supply chain resilient and traceable is a historical and well-structured supplier base. In 2021, total active suppliers amounted to 4,838, down by 1% compared to 2020. The Group has confirmed its strategic choice to pursue a constructive and profitable relationship with its historical and carefully selected suppliers. Cereals, proteins and other raw materials intended for the production of feed constitute the Group's main procurement categories, as well as additives and supplements; live animals processed in the Group's plants, packaging materials for product packaging, water and energy utilities, as well as accessory production materials for production and transport processes represent the remaining part of Amadori's supply chain.

In order to guarantee a controlled, reliable and traceable supply chain, which at the same time enhances the territories and the local economic and productive fabric, the Group has always chosen to collaborate mainly with local companies. In 2021, the share spent on suppliers from the regions where the Group's main sites are located, Emilia-Romagna, Abruzzo, Tuscany and Lombardy, accounted for 59% of total procurement, up 1% compared to 2020, while the percentage of Italian suppliers from other regions was 31%, reduced by 1% compared to 2020. Considering all the Italian suppliers, the percentage of total procurement remained at 90% as in 2020, confirming Amadori's choice to safeguard the Italian nature of its supply chain. Suppliers from other European Union countries and non-European countries correspond respectively to 9% and just over 1%, the latter down by 1% compared to 2020..

**Figure 24: Origin as a percentage of the group's proxy**



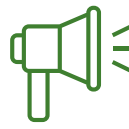
## The impact on the local community



**Donations in support of social projects**



**Sport and cultural sponsorships**



**Organisation of media events and company visits**



**Public relations**



**Participation in research projects**



**Food education**

Aware of its social role and the economic impact on the territory and the community, the Amadori Group has historically been committed to creating value through initiatives of various kinds, dialogue and continuous relationships with all the communities in which it operates, also through membership of territorial committees active in projects to promote and support social, cultural and sporting initiatives, aimed in particular at children (Romagna Solidale Foundation, Romagna Initiatives).

## Social Initiatives

### **Arop Onlus**

The Amadori Group supports various voluntary associations for the protection of children suffering from serious health problems. In particular, for several years the Amadori Group has been organising an important Solidarity Event to raise funds for the AROP Onlus (Associazione Riminese Oncoematologia Pediatrica - Rimini Association for Pediatric Haematologic Oncology), a voluntary association originated in Romagna to support children suffering from haematological cancers, with the aim to improve the quality of care and treatment of young patients and their families, hosted in a Reception House during the treatment and hospitalisation. In 2021, the Amadori Group wanted to continue to support the Association with a live and digital event that was held in October, to promote and support the activities of the volunteers of the group home created to host the parents of children hospitalised at the "Infermi" hospital in Rimini, in addition to training for doctors and nurses on the ward. The event again also involved the Group's suppliers, who made donations in addition to the Group's direct contribution of 30,000 euros, for a total amount collected for the charity of 71,300 euros.

### **A.I.L.**

In 2021, the Amadori Group supported Romagna's and Abruzzo's sections of A.I.L., the national association that promotes and supports scientific research for the treatment of leukaemia, lymphomas and myeloma: in particular, Amadori made a donation to the "Domiciliary A.I.L.", that is the haematological cancers home care network, also for pediatric patients, residing in the territories falling under the Romagna and Teramo Local Health Authorities. For this project, on the occasion of the annual Christmas solidarity initiative promoted by the Group, each employee was invited to donate the economic equivalent of 1, 2 or 3 hours of their working time. The amount collected from employees was then added to by the Amadori Group for investment in the initiative, for a total of over 41 thousand euros.

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**Artexplora summer centre**

Also in 2021, despite a less dramatic phase of the pandemic, Amadori continued to work to protect the health and safety of its employees and in particular, confirmed its attention for families and parents working in the Group's main offices: San Vittore di Cesena, Mosciano Sant'Angelo and Santa Sofia. In fact, the company decided to fully support, through a direct commitment of approximately 150 thousand euros, the construction of three Summer Centres for the children of employees, but also open to outsiders. To do this, the company in San Vittore di Cesena renewed its collaboration with Artexplora, a Cesena-based association with consolidated experience, which for several years had been running a summer camp also attended by the children of employees. Furthermore, it wanted to fully finance two other Centres, in Santa Sofia and Mosciano Sant'Angelo, which in previous years it had supported with partial contributions and which had already hosted the children of the workers of the other two production sites.

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## Cultural and research initiatives

In 2021, together with other companies in the area, the Amadori Group supported, with a donation, the establishment of the first edition of the Master's Degree Course in Digital Transformation Management, part of the Department of Computer Science - Science and Engineering at the Cesena and Forlì Campus of the University of Bologna. Lasting two years and starting from the academic year 2021-22, the course aims to train professionals with innovative skills, able to make the most of new technologies and promote the digital transformation of production systems, in particular in a sector, such as the one in which the Group operates, which is evolving in this direction. Amadori's choice aims to help "create" new highly trained people in the area, through the renewal of an already important collaboration such as the one with the University of Bologna, and is ready to supplement the training curriculum of students enrolled in the course with opportunities for discussion and collaboration in the company. In the cultural field, also in 2021, after the stop due to the pandemic, Amadori confirmed its support for the Ars Nova cultural association, promoter of the Cesena edition of TedX, which the Group has supported as a sponsor since the first edition of the event in Cesena.

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## Sports Initiatives

**Amadori feeds sport**

In 2021 the Amadori Group continued the execution of the "Amadori Feeds Sport" project, in which it promotes and acts as "ambassador" of the winning combination between varied and balanced nutrition and regular physical activity. During 2021 Amadori continued its partnership with the Italian National Olympic Committee (CONI). The partnership with CONI and the Italia Team was promoted on all the company's social channels and through a national advertising campaign on the occasion of the Tokyo 2020 Olympic Games, also through the collaboration with Marco Lodadio and Alice Volpi (the latter winner of a bronze medal), young Italian athletes specialising respectively in gymnastics and fencing, chosen to provide testimonials on the initiative. As part of the same project, the Group also confirmed its support for the Gran Fondo Nove Colli, an amateur cycling event which celebrated its 50th edition in 2021. Also within "Amadori Feeds Sport", in 2021 the Group launched "Amateurs", a project related to food culture and healthy lifestyles: an activity started by the corporate community and by a team of eight employees, amateur athletes, who followed a training and dietary advice plan from April to September 2021, led by athletic trainers and nutritionists, inspired and motivated by an excellent coach, the former Olympic swimming champion Massimiliano Rosolino.

The "Amateurs" project resulted in the online series of the same name, to be found on the Amadori YouTube channel and on the company's other official social channels. In addition to

the Amadori Feeds Sport initiative, in the sport field, the Group continued to support various amateur organisations in the territories where it operates, such as the Polisportiva San Vittore (FC), the Calcio Galeata (FC) football team and the Teramo Happy Basket basketball team.

## Support for the national poultry sector

By joining associations and initiatives dedicated to the national poultry sector, Amadori promotes the development of its supply chain with a view to economic, environmental and social sustainability. The two main sector associations of which Amadori is a member are Unaitalia and Carni Sostenibili (Sustainable Meat).



Amadori is a partner and founding member of Unaitalia, the association that promotes and protects the Italian meat and eggs agri-food production chains. Nationally associated with Fedagri/Confcooperative, Unaitalia represents more than 90% of the national poultry sector. In recent years it has promoted numerous initiatives for the promotion and enhancement of poultry meat, aimed at different targets: the scientific community, public institutions and authorities, journalists and final consumers.



Amadori is one of the founding members of the Associazione Carni Sostenibile (Sustainable Meat Association), founded in 2015 by initiative of Assica, Assocarni and Unaitalia, the three main trade producers associations for Italian beef, pork and poultry sectors, which had already created targeted Sustainable Meat projects.









# The People of Amadori

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*From health and safety to summer camps for the children of employees, from ongoing training to partnerships with universities to create new professional skills, people are always the focus of attention for Amadori*

## Attention to employees

The people who work for Amadori are the engine that makes the organisation one of the leaders in its sector. All collaborators share the Group values and this allows to achieve the business objectives that Amadori sets itself.

In order to create a corporate environment with motivated and capable people, personnel management policies are aimed at respecting each employee. According to Amadori, health and safety, work-home balance, professional growth, active involvement and respect for everyone's social and cultural identity are key words for an optimal management of resources.

This approach has always helped the Group to face and overcome complex situations such as, for example, the COVID-19 pandemic emergency that has characterised the last 2 years. Thanks to the nature of its business, of purely agri-food derivation, the Group has managed to guarantee the continuity of its activities even during the most critical months, albeit with the limitations imposed at national and internal level.

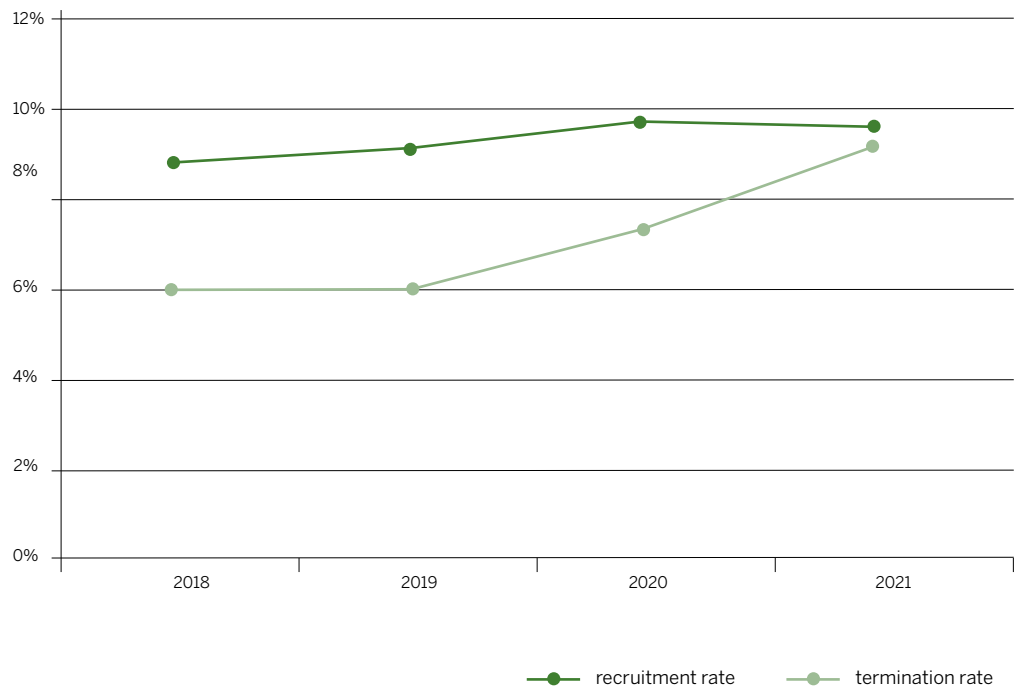
Also for 2021 the company continued to use smart working practices in place for all employees in functions for which physical presence was not strictly necessary. In addition, to prevent the spread of the virus and contain any outbreaks, the safety procedures implemented by the end of February 2020 for employees have remained active throughout the Group's offices: from Personal Protective Equipment (PPE) such as surgical masks or FFP2 in cases of greater risk to automatic temperature detection systems upon entering the company, applying social distancing between workers.

With regard to the numbers of the Amadori Group, employees grew by more than 250 units compared to 2020, for a total of 9,244 employees as of 31 December 2021: this value confirms the Group's continuous growth (+3% compared to 2020).

The increase in recruitment, which remains constant, is due to the Group's production growth, to meet in an ever more prompt and adequate manner to the demand for food products based on white meat, Italian and from an integrated supply chain, which characterises all production under the Amadori brand.

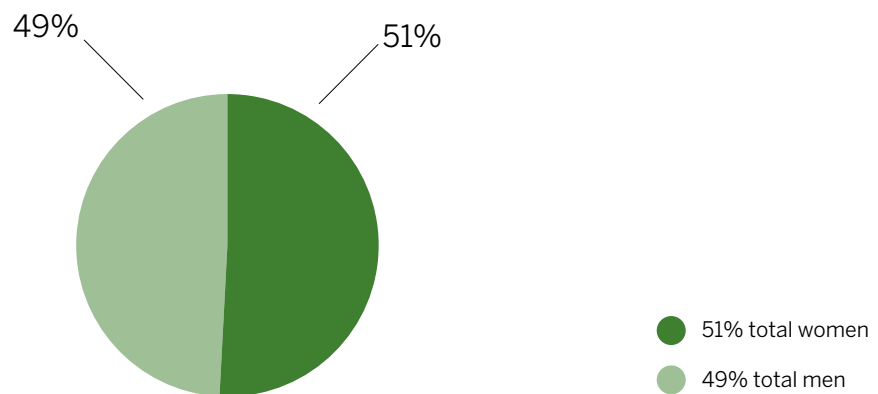
As regards the number of terminations, there was an increase in 2021 compared to 2020, which can be explained by the phenomenon of resignations, which developed as a result of the Covid-19 restrictions: this phenomenon is partly due to a greater dynamism in the labour market and partly to a tendency in people to seek situations of greater well-being.



**Figure 25: Recruitment and termination rate (2018-2021)**

The majority of the Group's workers are women, equal to 51.4%; 27.2% of employees are foreigners and up to 85 nationalities are represented. Also in 2021 the number of women increased more than that of men.

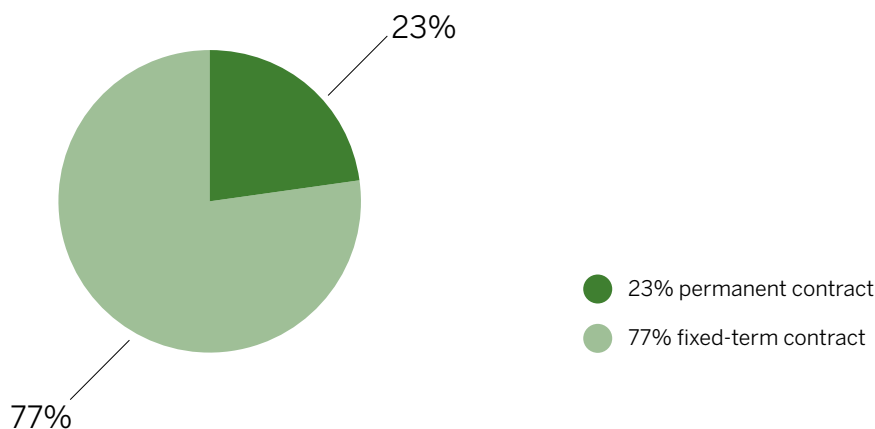
The growth in the share of employees under the age of 30 remained stable also in 2021. In 2021 they amounted to 1,306, an increase of 1% compared to 2020 (1,293 units).

**Figure 26: Breakdown of employees by gender (2021)**

The Group also develops several projects with universities to attract young STEM (Science, Technology, Engineering and Mathematics) resources needed to meet present and future technological challenges. In 2021 Amadori returned to collaborate closely, for example, with the University of Bologna, supporting the creation of the new two-year master's course in Digital Transformation Management, at the Cesena and Forlì Campus, aimed precisely at creating and training this type of professional roles, which are strategic for the development of the Group.

As regards the subdivision in terms of type of contract, the Group presents a distinction typical of agri-food organizations, with a percentage of fixed-term contracts, mainly employed in the food processing stages, equal to just over 77.1% in 2021, a substantially stable percentage compared to 2020.

**Figure 27: Breakdown of employees by employment contract (2021)**

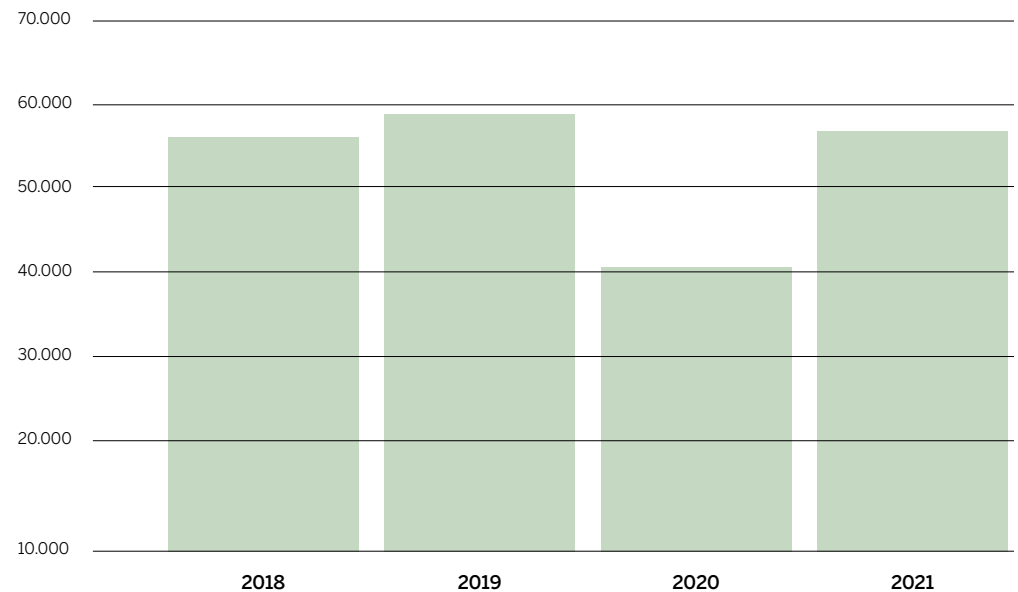


### Training and professional growth

The Amadori Group has always been committed to guaranteeing a work environment capable of motivating its employees, enhancing their abilities and skills and also offering professional growth and training paths. The Group's main tool to achieve this goal is the Amadori Academy, a consolidated training project that involves all Group employees, whose main themes are related to the various aspects of work processes, starting from health and safety, through to the production-type technical issues, linked to continuous improvement and innovation, up to those aimed at increasing soft skills (management-related) and training opportunities in the language field, fundamental for various aspects of the company activities.

In 2021, a general increase of 36% in training hours should be noted, which substantially brought levels back to a pre-pandemic crisis situation. In fact, the Amadori Group provided 54,811 hours of training to Group employees, over 1/3 more than the 40,374 hours provided in 2020. The decline, mainly caused by the health emergency and the impossibility of face-to-face training, with the need to reorganise training on a remote delivery basis, has partly recovered and continues to take advantage of online opportunities.

The entire company population benefited from this return to a situation of "normality" at training level, based on the specific areas of activity. Blue collars workers, the main category of workers within the Group (over 90%), returned to take advantage of the important training activities in the technical field, for a total of 6,375 hours (+89% compared to 2020), both in person and remotely. The progressive reduction of the critical issues due to Covid-19 has also made it possible to increase the hours of mandatory technical training, again for plant workers, and those on health and safety issues, up 38% compared to 2020..

**Figure 28: Hours of training (2018-2021)**

The possibility of providing training in digital mode has allowed the Group to increase the number of hours of training on health and safety also for executives, from 19 to 114 hours (+503%). For some categories of employees, such as executives, middle managers and office workers, there was also an increase in training hours on management-related issues (soft skills) and language skills.

In particular, in 2021 training hours on issues related to soft skills (management development), involved a greater number of people, in particular office workers, to whom 2,345 hours of training were provided in 2021 (+227% compared to 2020). For middle managers, on the other hand, in 2021 training was particularly focused on language skills, which increased by 182% (62 hours compared to 22 hours in 2020).

In terms of average hours, women benefited from just over an average of 4.4 hours of training each, while men from almost 7.5 hours on average, in both cases up from 2020. 2021 therefore represented a year of resumption of technical training activities for blue collar workers, after the forced pause of 2020, and of strengthening and extension of training, in the management, linguistic and innovation field for white collar employees, guaranteeing high standards of training also in remote mode.

The training hours for executives, middle managers and employees fall under a three-year training plan specially designed for these roles and customised for the Amadori context, in which the Group is investing heavily. This process began in 2019 with a research phase into the training gaps of managers, and continued in 2020 with activities aimed at bridging these gaps and with a further assessment phase for middle managers, which in 2021 was also extended separately to company's employees. The main themes of these activities were primarily related to communication, networking, leadership and goal orientation.

## Employee communication and involvement

In a dynamic and constantly evolving company such as Amadori, internal communication projects evolve, confirming their strategic role in disseminating news and information, sharing corporate values and consolidating the sense of belonging that has always been one of the Group's strengths. Over time, the Group has introduced new digital communication channels, in order to always be "connected" with its more than 9,000 employees and provide them with information as promptly as possible.

In addition to the traditional bulletin boards positioned in offices and factories, which remain the main means of receiving communications on current activities and company news for a large part of the workforce, an important tool and on that is now fundamental because it is able to reach all those who, despite not having a company PC, have access to a smartphone, is the Peopoll App launched in February 2018 and used by all employees. Peopoll App brings together multiple services in a single application, just a click away: starting from the download of pay-checks and Employee Income Statements to access to the Personnel Office services and the possibility of being updated on company news. Peopoll App is constantly evolving and is regularly supplemented with new content and features.



PEOPOLL APP

In addition to this new application, the Group offers as an additional communication method Digital Peopoll, the company intranet which allows the employee, among other things, to access personal spaces, get information on service communications and read press reviews.

*“The Peopoll App combines multiple services for employees in a single application, just a click away”*

Another tool is “Amadori News”, a newsletter published online and on the Peopoll App, through which the company communicates and describes its activities with interviews, photographic reports and insights on various topics and which was created with the aim of advising and involving employees on the results achieved by the Group and on the social and environmental projects implemented.

Among the initiatives for the engagement of the corporate community is the “Space For Your Ideas” project, one of the most important initiatives carried out by the Innovation Department. The project, in its editions, has involved the company population - both overall and in specific offices and departments - to promote and stimulate the search for new solutions by the workers themselves who, through an elaboration process and through the support of others colleagues and specific company functions, develop their “innovative idea” which undergoes a selection process by the company management.

The projects judged to be the best are processed as to find practical application in the company's activities or, in the case of new products, to be proposed as an Amadori brand new product (as in the case of pancake mixes) and “innovative” employees are awarded financial prizes such as shopping vouchers.



## Health and safety throughout the supply chain

The safety and health of its collaborators are at the top of Amadori's priorities: in fact the Group is constantly committed to managing working environments and conditions where particular attention must be paid to the prevention of any critical issues and to the health of personnel. In particular, the Group's integrated environment, energy, quality and health and safety company policy highlights, in the latter area, a continuous commitment to the following aspects:

- improving the organisation by defining precise tasks and responsibilities;
- eliminating the sources of danger when possible, and reduce the related risks if their elimination is not possible;
- guaranteeing educational and training for all personnel on both general and specific aspects, promoting the dissemination of the culture and principles of prevention and protection of health and safety;
- implementing organisational, technical and procedural measures aimed at the continuous reduction of accidents and occupational diseases;
- constantly monitoring the system performance, also by means of suitable indicators, in order to assess the degree of achievement of the pre-set objectives and periodically reviewing the results.

*“The health and safety of collaborators are top priorities for Amadori”*

In order to better manage the aspects related to health and safety in the workplace, all of the Group's TRAL plants have implemented, on a voluntary basis, workers' health and safety management systems, in compliance with the ISO 45001 standard. For the Santa Sofia plant, certification is expected within the first half of 2023, while the other plants are already certified. The approach to continuous improvement of the health and safety management system and to prevention to minimise risk factors for workers is applied at different levels:

- structural, through more ergonomic and safer workstations;
- organisational, with frequent rotations on different lines and at regular intervals, optimisation of working hours and days (work every other day), more frequent breaks and of the ideal duration;
- health, checking the health of workers in the best way and assigning them the most suitable tasks;
- training, through classroom sessions and opportunities for practical training.









In each TRAL plant and feed mill there is an internal Prevention and Protection Service; for all farms and hatcheries, an external manager is responsible for the prevention and protection service. In compliance with the regulations in force, inspections and consultations of employees are carried out in order to promptly identify risks, carry out the necessary assessments and propose any mitigation measures to prevent future accidents. The involvement of employees in the reporting activity and in the identification of possible risks is a fundamental aspect for the health and safety management system. Workers can submit notifications and make suggestions for improvement through their safety representatives, but also through the company app, or directly to the plant RSPPs (Health and Safety Officers), for example through regular meetings.

Since the early 2000s, Amadori has been using the OCRA (Occupational Repetitive Action) method, a method of assessing the risk of biomechanical overload determined by the performance of repeated movements of the upper limbs. The Group collaborates directly with the EPM (Ergonomics, Posture, Movement) Unit which conceived and developed this protocol, and with the “Luigi Devoto” Work Clinic of the Milan Polyclinic, in order to implement improvement interventions in all plants and significantly reduce workers’ exposure to the risk of repetitive work. With a view to continuous improvement, a project for the computerisation of aspects relating to health and safety in the workplace was launched at the beginning of 2019; this project involves the creation of modules dedicated to all processes relating to health and safety, such as risk assessment, health surveillance, training, delivery of PPE, registration of reports of risks or accidents and management of contracts. In compliance with the legal obligations, and considering the company organisation, competent doctors have been appointed to collaborate in the risk assessment and to carry out medical fitness examinations on the basis of the employees’ different duties.

The Amadori Group invests heavily in building a real “culture” of safety and health. In particular, in recent years the Group has made changes on the organisation within the plants, creating ad hoc teams with direct links to the management of each site, involving ASPPs (Prevention and Protection Service Officers) and RSPPs (Health and Safety Officers), department heads and external partners, to train workers for the most correct approach to the new lines and train them to use the machinery safely. In fact, training is the key tool for spreading a culture of safety and for the prevention and reduction of risks and dangers associated with work activities. As proof of this, the hours dedicated to health and safety issues represented almost 70% of all total training hours in 2021, dedicated to all categories of workers present in the Group: in particular, those dedicated to blue-collar workers increased by 38% compared to 2020, thanks to the possible return to face-to-face courses and the use, where possible, of distance learning. In order to ensure an approach to health and safety aspects that is as fitting as possible for the different settings of the Amadori supply chain, the Group has developed a set of distinct practices and procedures among the activities of Feed Mills and Food Processing (including offices and branches) and Breeding and Hatcheries activities.

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## Health and safety: Feed mills and Tral

In order to better identify the hazards and quantify the risks associated with the activities carried out in the Group’s plants (both food processing and feed mills), each accident is carefully analysed in order to identify its cause so as to promptly adopt the necessary corrective measures, to ensure that the event cannot occur again. In addition, each accident is recorded and classified on the basis of various parameters, to allow for an in-depth statistical analysis which, on the basis of specific accident indicators, allows monitoring over time of trend of injuries and of any critical issues present. This analysis process is carried out both by plant and by department, as well as overall for the entire industrial area. The main causes of accidents are related to “work environments” (e.g. falls and stumblings), the use of machines/systems/equipment (e.g. cuts



using a knife), the use of material handling equipment (e.g. collisions with trolleys), or they can be of an ergonomic nature and depend on the manual activity of the operators (e.g. injuries due to lifting loads, etc.). The same approach is also followed in feed mills, but in this phase the main risks are different due to the different type of activity carried out. In particular, there are risks associated with activities taking place at height, given the presence of silos, with working in confined spaces and with activities in areas at risk of fire and explosion (Atex). To reduce these risks, and eliminate them where possible, actions are continuously implemented both in the field of food processing and in feed mills. The main actions primarily concern information and training of personnel on the dangers, on the correct behaviour to follow and on the use of PPE. Particular attention is paid to the systematic cleaning of floors and to any specific intervention aimed at removing any possibility of tripping (e.g. pallets and crates on the ground, flexible cables and air pipes on the floor, etc.). Employees are provided with all the necessary PPE, on the basis of the job performed: non-slip shoes, safety gloves, ear plugs and headphones, goggles, helmets, etc. Specific improvement plans have been developed for each production unit, which envisage interventions to reduce risks, in particular those due to biomechanical overload and those deriving from the use of machines and systems.

The various interventions carried out, for example, include those relating to the mapping and management of confined spaces, for which specific work procedures have been set up and appropriate equipment and protective devices have been adopted. Specifically, for feed mills, steps were taken with the installation of parapets and fall protection systems, with the preparation of work procedures and the adoption of appropriate equipment and devices. Finally, systematic analysis of the causes of not only accidents but also of near misses are carried out, with training of those actively in charge of prevention, and frequent meetings on health and safety issues. Furthermore, a reward system has also been in place for many years which also considers the achievement of specific objectives in terms of personnel health and safety. In 2021 there was a recovery in the number of injuries compared to 2020, which had represented an all-time low, also due to its exceptional nature. In the three main food processing plants, on the other hand, there was an increase in staff in 2021. The total recordable accident rate,<sup>30</sup> relating to food processing and feed mills, increased by 34% compared to 2020, but was slightly lower than in 2019 and in any case tended to decline compared to the years preceding the Covid-19 crisis.

On the other hand, the significant decrease in the rate of accidents with serious consequences<sup>31</sup> is confirmed, passing from 0.7 in 2020 to 0.23 in 2021, with a drastic reduction in these accidents, from 6 in 2020 to only 2 in 2021 (-67%).

Data referring to employees	2020	2021
Hours worked	8.529.876	8.746.669
Recordable injuries	191	263
of which with serious consequences	6	2
of which fatal	-	-
Accidents while travelling (where transport was not organised by the Group itself)	44	49
Injury rates <sup>32</sup>		
Recordable accident frequency rate	22,4	30,1
Frequency rate of injury with serious consequences	0,70	0,23

30. Recordable accidents are accidents which involve at least 1 day of absence and do not include accidents in transit, if the transport has not been organised by the Group itself.

31. Accidents with serious consequences are accidents that lead to permanent/irreversible damage or absence from work for more than 6 months.

32. Injury rates are calculated by dividing the number of injuries by the number of hours worked, multiplied by 1,000,000.

The main types of accidents are attributable to:

- falls from slips and trips;
- biomechanical overload from repetitive work or from manual handling of loads;
- plants, machinery, lifting and transport means;
- work equipment
- impacts from materials or with the use of chemical products

As already dealt with in the previous sections, the main risks relating to food processing activities, and whose increase has been particularly evident, are those that can be linked to material agents relating to the work environment (falls and stumblings) and also to other agents. Biomechanical overload, due to repetitive movements of the upper limbs and/or manual handling of loads and which could lead to the development of occupational diseases, such as conditions of the upper limbs and of the spine, remains at the same levels as the previous year.

In order to eliminate this type of risk, the Group has invested in various aspects: in the automation and mechanisation of particularly burdensome tasks and, where this was not possible, it has made changes to reduce the probability of occurrence, providing, in addition to the organisation of education, information and staff training dedicated to risks and correct behaviours, to replace manually handled loads with lower weights and to carry out organisational interventions, such as breaks aimed at improving recovery, rotations on differentiated work tasks and working on alternate days. Furthermore, the work activities inside the plants could lead to conditions linked to the noise of the machines: to reduce this possibility, the Group has invested heavily in training, information, PPE and specific health checks. In recent years, these initiatives have led to a positive trend in ascertained occupational diseases: in 2021, however, there was an increase in the number of newly recognised sick workers (61 in 2021 against 39 in 2020), in particular in relation to the upper limbs (87.9% of workers with conditions), whose incidence in the 3 largest plants rose to 0.8% compared to 0.5% in 2020.

The phenomenon of biomechanical overload diseases is influenced by many different factors (also including length of service); however, some organizational measures implemented for the management of the Covid-19 emergency could have had an influence on the reversal of the trend, which not only saw the first aid services at the 2 major establishments very busy with these aspects, but that also the waiver for prolonged periods of some recovery breaks and of activities rotation, to minimize casual contact between work groups and reduce the potential risk of contagion.

Professional diseases	2020	2021
Number of registered occupational diseases <sup>33</sup>	39	61

33. The estimated number of new sick workers for each year is reported (projection based on the historical percentage of recognition, given that the outcome of all the reports is not known). Furthermore, reports of sickness subsequent to the first report of the same type are not taken into counted (e.g. upper limb conditions related to repetitive work overload).

## Health and safety: Farms and Hatcheries

For activities relating to farms and hatcheries, a risk assessment was carried out in order to map the main hazards that can lead to injury. They are:

- entanglement with or dragging caused by moving parts of machinery and equipment
- fall from height
- access in confined spaces
- drowning
- working alone
- tipping with forklifts and tractors
- inhalation of chemicals
- aggression by animals (pork sector only)
- electrocution

To eliminate and/or reduce accidents, analyses are carried out on accidents that have already occurred and continuous training is provided to personnel on health and safety issues. In addition, in order to minimise the risk of accidents during the maintenance of silos and increase the safety level of activities during this phase, an ad hoc procedure has been developed in the livestock farms. Thanks to this and to targeted plant interventions, the opening of silos takes place from below and no longer from above, as previously, when workers had to use ladders to reach the top. In 2021, the recordable injury rate associated with livestock farming and hatcheries increased from 22.9 to 25.2; in fact, the number of accidents increased by 9%, going from 33 in 2020 to 36 in 2021, a figure which is generally lower than in previous years. In 2021, on the other hand, 1 serious injury was recorded, which involved a worker from a farm in the supply chain.

Data referring to employees	2020	2021
Hours worked	1.439.561	1.431.411
Recordable injuries	33	36
of which with serious consequences	-	1
of which fatal	-	-
Accidents while travelling (where transport was not organised by the Group itself)	6	9
Accidents while travelling (where transport was organized by the Group itself)	-	2
Injury rates <sup>34</sup>		
Recordable accident frequency rate	22,9	25,2
Frequency rate of injury with serious consequences	-	0,70

With regard to transformation activities, the main causes of occupational diseases are related to manual handling of loads and to high-frequency repetitive movement activities; they are mainly attributable to activities in hatcheries.

34. Injury rates are calculated by dividing the number of injuries by the number of hours worked, multiplied by 1,000,000.

Also in this case, the Group is continuing along a path that aims to eliminate manual handling of loads through the automation of work processes (stackers and de-stackers) and the introduction of organisational measures that allow the physical recovery of workers exposed to repetitive movements. The number of registered occupational diseases increased, to 3<sup>35</sup> in 2021 compared to 5 in 2020.

Professional diseases	2020	2021
Number of registered occupational diseases	5	3

## Health and safety: External workers

In the Group plants there are often external companies, which are entrusted, for example, with maintenance operations or material handling services. To also guarantee the employees of these companies a level of safety in line with Amadori regulations and standards, the Group has decided to act directly on the practices and procedures relating to the management of tenders. In particular, the control, at central level, of the documentation relating to suppliers by the Purchasing Department has been improved and specific procedures have been introduced to ensure that signed agreements comply with current regulations, in particular those related to safety. To date, the Group does not monitor the accident rates relating to external personnel who work at all Group offices along the entire supply chain. Accidents involving non-employed personnel in processing plants and feed mills have been monitored since 2018: in 2021, accidents dropped to 1, compared to 7 in 2020. The only accident that occurred had a serious prognosis, longer than 180 days, but did not cause permanent injury to the worker. The recorded injury frequency rate therefore dropped drastically, from 46.9 in 2020 to 6.7 in 2021 (-86%).

### Covid-19 Emergency Management

Also in 2021 the Group acted promptly and timely in the management of the Covid-19 emergency which, on and off, due to new “waves”, continued to represent an important problem at a general level despite the beginning and gradual intensification of the vaccination campaign. The crisis committee, made up of those responsible for health and safety aspects, managers and owners, was reactivated at specific times of the year, on the occasion of the resumption of infections, to make appropriate decisions and monitor the progress of the data, and then gradually, as the situation improves, reduce the number of meetings. The role of the various competent doctors in the production sites was also of fundamental importance to prevent any potential contagion situation and the possible entry of the virus into the Group's offices. In all Group offices, the various measures to prevent contagion have continued to be adopted: temperature measurement at the entrance, reorganisation of production lines to ensure spacing, or where not possible, the adoption of protective visors and panels separation on workstations, supply of masks to all Amadori staff and extraordinary cleaning protocols in all production and non-production areas.

Rapid tests were carried out on single employees or on clusters of workers, in order to better focus any interventions in the event of proven positivity. All the tests were recorded in an application managed by the RSPPs and with which it was possible to create weekly reports on the progress of the results. Furthermore, near the start of the vaccination campaign at national level, the Group has implemented an internal communication campaign aimed at raising awareness among its entire company population, inviting them to join through the various company channels, online and offline, to the vaccination course. Even this action, net of the maintenance of a monitoring of attention, has contributed to keeping the situation under control throughout the supply chain, guaranteeing production continuity during the year.

35. In 2021, 12 reports of occupational disease were made: 6 of these are still pending, while 3 were not recognised by INAIL as the connection with the work activity was not recognised.









# Methodological note

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# Methodological note

The Amadori Group Sustainability Report relates to the financial year 2021 (from 1 January to 31 December). The document also contains, when available, 2020 performance data to provide a comparison with the previous year.

The reporting perimeter is, in particular, represented by the parent company Amadori S.p.A. and by the consolidated companies as indicated in the Group's consolidated financial statements.

Amadori S.p.A. has its registered office in Milan at Piazza Borromeo 14.

This document has not been audited by an independent third party company. At the date of publication of this Report, there are no known significant events that occurred in 2021 relevant for the purposes of the sustainability disclosure. The reporting standard adopted by the Group for the preparation of the Sustainability Report are the GRI Sustainability Reporting Standards, according to the In accordance - Core option.

In accordance with the GRI Standards, the contents of the Report relate to the material topics identified through the materiality analysis, as described in the paragraph "The materiality analysis of the Amadori Group". With a view to identifying the sustainability material topics for the Group, a desk analysis was therefore conducted broken down into the following activities:

- sustainability macro-trends: the documents and reports of the most influential non-governmental organisations and of the main stock exchanges at global level were analysed with the aim of identifying the main sustainability topics at international level;
- sector documents analysis: the reports published by the most important international sustainability organisations and the main sustainability frameworks/ratings and the documents produced by specific sector associations and organisations, such as Unitalia and AVEC, were analysed;
- benchmark analysis: the sustainability reports published by some of the leading companies in the national agri-food sector and in particular in the poultry sector were analysed;
- analysis of press reviews: an analysis was carried out of publicly available articles related to the Amadori Group in terms of economic, social and environmental sustainability, with the aim of identifying the main issues relevant to the media and public opinion.

The issues identified in these analyses were subsequently refined through an analysis of the strategic documents produced internally and subjected to evaluation by the Group's Top Management, in order to determine and approve the corporate priorities in terms of sustainability.

The table below shows the list of 12 material topics for the Amadori Group and its stakeholders, the corresponding GRI Topics and the related perimeter in terms of impact and any limitations on reporting due to the unavailability of data on the external perimeter.



Material topics	GRI aspects	Perimeter		Perimeter limitations	
		Internal	External	Internal	External
Animal welfare	-	Amadori Group	-	-	-
The importance of employees and their well-being	Employment	Amadori Group	-	-	-
Creation of value for the territory	Procurement practices	Amadori Group	-	-	-
Circular economy, waste enhancement and waste management	Waste	Amadori Group	-	-	-
	Materials				
Energy efficiency and the fight against climate change	Power	Amadori Group	Suppliers	Reporting not extended to the pork and egg supply chain	-
	Emissions				
Management of water resources	Water and water discharges	Amadori Group	-	Reporting not extended to the pork and egg supply chain	-
Business integrity	Anti-corruption	Amadori Group	-	-	-
	Anti-competitive behaviour				
	Environmental compliance				
	Socio-economic compliance				
Economic performance	Economic performance	Amadori Group	-	-	-
Product quality and attention to the consumer	Customer health and safety	Amadori Group	-	-	-
Health and safety of workers	Occupational health and safety	Amadori Group	Suppliers	-	Reporting not extended to suppliers
Professional development of employees	Training and education	Amadori Group	-	-	-
Transparency, traceability and circular supply chain management	Marketing and labelling	Amadori Group	-	-	-
	Environmental assessment of suppliers				
	Social assessment of suppliers				

For the next few years Amadori undertakes to gradually extend the reporting scope of material aspects.

## The principles for defining contents and for guaranteeing the quality of the Sustainability Report

The principles used to define the contents and to guarantee the quality of this Sustainability Report are the Reporting Principles defined by the GRI 101: Foundation Standard:

- sustainability context;
- completeness;
- clarity;
- comparability;
- equilibrium;
- reliability;
- accuracy;
- timeliness for quality assurance;
- inclusiveness and materiality for defining the contents of the report.

## Reporting and calculation methodology

The contents of this Sustainability Report have been defined and constructed on the basis of the materiality analysis. Qualitative and quantitative data of a social, environmental and economic and financial nature have been collected, on an annual basis, through specific data collection forms and interviews with the active involvement of the Parent Company's functions. The following are the main calculation methods and assumptions for the performance indicators reported in this Sustainability Report, in addition to what has already been indicated in the text:

- For environmental data, where not available, conservative estimates were used which led to the selection of the hypotheses associated with the least positive environmental performance for the Group.
- Greenhouse gas emissions are reported according to the guidelines defined by the main internationally recognised standards, in particular, reference is made to the GHG Protocol Corporate Accounting and Reporting Standard developed by the World Resources Institute (WRI) and by the World Business Council on Sustainable Development (WBCSD). The calculation was made using the following formula: activity data (m<sup>3</sup> of methane, litres of diesel, litres of petrol, kWh of electricity purchased, kWh of steam and hot water purchased) multiplied by their respective emission factor. Furthermore, refrigerant gas leaks (kg) multiplied by its respective GWP (Global Warming Potential) and the animal housing deriving from the Group's activity were considered.
- The emission factors and GWPs used for the calculation of GHG emissions are the following:
  - Scope 1 emissions: emission factors taken from DEFRA (Department for Environment, Food and Rural Affairs) were used for methane, diesel oil, LPG and

biogas. GWPs for refrigerant gases are also taken from DEFRA and, where not available, the values present in the FGAS database have been considered;

- Scope 2 emissions: for the electricity purchased from the national electricity grid, the emission factor taken from Terna was used, while to calculate the emission impact of the heat and electricity purchased from the EPC cogeneration plants, Amadori calculated the natural gas total emissions impact for powering the plants, following the same method for calculating Scope 1 natural gas emissions.
- Amadori has allocated the emissions relating to each energy carrier purchased by the EPC plants as follows:
  - X is the quantity of natural gas required by the EPC cogeneration plant
  - K is the quantity of primary energy fed to the EPC cogenerator
  - Y is the amount of electricity purchased by the EPC cogeneration plant
  - Z is the amount of heat purchased by the EPC cogeneration plant
- Let A be the emission impact deriving from the combustion of the gas feeding the EPC cogenerator
- $A = \text{GHG emissions from cogenerators} = X * \text{natural gas emission factor} * \text{GWP}$
- With respect to the quantity of primary energy, the purchase of (electrical and thermal) energy carriers by Amadori represents a percentage share: the emission impact A must therefore take this incidence into consideration. We therefore call B the emission incidence due to the portion of energy purchased by Amadori:
- $B = ((Y+Z)/K) * A$
- Consequently:
- $\text{GHG emissions related to purchased electricity} = B * (Y/(Y+Z))$
- $\text{GHG emissions related to purchased heat} = B * (Z/(Y+Z))$
- Scope 3 emissions: the emission factors taken from DEFRA (Department for Environment, Food and Rural Affairs) were used.
- For the calculation of GHG emissions and energy consumption, the conversion factors used were obtained from the databases published annually by DEFRA (Department for Environment, Food and Rural Affairs) in the United Kingdom, updated annually (lower calorific value of biogas and density of diesel, LPG and biogas) and from the table of national standard parameters published annually by the Ministry of the Environment and Land and Sea Protection (lower calorific value of natural gas, diesel oil and LPG).
- Scope 2 GHG emissions reported in the paragraph relating to environmental impacts are calculated according to the Location Based method; for completeness, the quantity of Scope 2 emissions was also calculated according to the Market Based method using the emission factor taken from AIB - European Residual Mixes (2021 data equal to 458 gCO<sub>2</sub>/kWh similar to the factor for 2020).

For information and further details on this document, please contact: Amadori S.p.A.







# Appendix

## Economic indicators

### Economic Performance

GRI 201-1 | Directly generated and distributed economic value (€)

	2020	2021
Directly generated economic value	1,301,501,633	1,427,058,441
<b>Distributed economic value</b>	<b>1,225,117,640</b>	<b>1,351,783,107</b>
Operating costs	990,275,022	1.116.038.229
Employee salaries and benefits	213,478,442	219,314,365
Payments to capital providers	7,571,634	5,107,536
Payments to the Public Administration	7,197,881	5,132,667
Investments in the community	1,594,661	1,190,310
<b>Retained economic value</b>	<b>76,383,993</b>	<b>75,275,334</b>

### Procurement Practices

GRI 204-1 | Proportion of expenditure on local suppliers (%)

	2020	2021
Procurement budget spent on local suppliers <sup>36</sup>	90%	90%

## Social indicators

### General Information

GRI 102-8 | Information on employees and other workers (n)

	2020	2021
Employees	8.993	9.244
Women	4.597	4.755
Men	4.396	4.489
Full-Time Contract	8.860	9.113
Women	4.474	4.633
Men	4.386	4.480
Part-Time Contract	133	131
Women	123	122
Men	10	9
Permanent contract	2.094	2.116
Women	737	765
Men	1.357	1.351
Fixed-term contract	6.899	7.128
Women	3.860	3.990
Men	3.039	3.138

**Employment**

GRI 401-1 | New intakes (n)

	2020	2021
Total intakes	858	870
<b>Gender</b>		
Women	434	421
Men	424	449
<b>Age range</b>		
<30 years	368	365
30 ≤ x ≤ 50 years	458	473
>50 years	32	32

**GRI 401-1 | Turnover (n)**

	2020	2021
Total terminations	624	807
<b>Gender</b>		
Women	293	370
Men	331	437
<b>Age range</b>		
<30 years	125	210
30 ≤ x ≤ 50 years	265	373
>50 years	234	224

36. By local suppliers we mean Italian suppliers.

**GRI 405-1 | Diversity among employees (n)**

Employees by work category and age group	2020	2021
Senior executives	28	28
<30 years	0	0
30 ≤ x ≤ 50 years	6	8
>50 years	22	20
Middle management	75	83
<30 years	0	0
30 ≤ x ≤ 50 years	35	36
>50 years	40	47
Employees	588	577
<30 years	43	41
30 ≤ x ≤ 50 years	348	329
>50 years	197	207
Workers	8302	8556
<30 years	1250	1265
30 ≤ x ≤ 50 years	4290	4434
>50 years	2762	2857

**Health & Safety****GRI 403-9 | Accidents at work**

	U.M.	2020	2021
Employees - Feed mills, farms and hatcheries			
Hours worked	ore	1.439.561	1.431.411
Total number of occupational accidents	n.	33	36
Total number of occupational accidents with serious consequences	n.	0	1
Total number of deaths as a result of an occupational accident	n.	0	0
Injury rate	Tasso	22,9	25,2
Severe injury rate	Tasso	-	0,70
Death rate	Tasso	-	-
Employees - TRAL, subsidiaries and distribution			
Hours worked	ore	8.529.876	8.746.669
Total number of occupational accidents	n.	191	263
Total number of occupational accidents with serious consequences	n.	6	2
Total number of deaths as a result of an occupational accident	n.	0	0
Injury rate	Tasso	22,4	30,1
Severe injury rate	Tasso	0,70	0,23
Death rate	Tasso	-	-



**GRI 403-10** | Professional diseases

	U.M.	2020	2021
Employees - Feed mills, farms and hatcheries			
Number of registered occupational diseases	no.	5	3
Number of deaths due to occupational diseases	no.	0	0
Employees - TRAL, subsidiaries and distribution			
Number of registered occupational diseases	no.	39	61
Number of deaths due to occupational diseases	no.	0	0

**Training****GRI 404-1** | Average hours of training per year per employee (h)

	2020	2021
Gender		
Women	3.3	4.5
Men	5.8	7.5
Professional category		
Senior executives	85.5	99.1
Middle management	62.1	54.3
Employees	4.8	7.2
Workers	3.7	5.1

## Environmental indicators

### Materials

#### GRI 301-1 | Consumption of materials (tons)

	2020	2021
<b>Raw material</b>	<b>1.085.000</b>	<b>1.108.800</b>
Cereals and their by-products	734.000	743.200
Soy-based protein	264.000	264.100
Other Proteins	65.000	72.600
Oils and Fats	20.500	15.000
Sugar processing by-products	1.500	1.300
<b>Semi-finished products or components</b>	<b>65.461</b>	<b>73.948</b>
Chicken	14.374	12.984
Turkey	11.471	20.744
Flavourings and spices	1.884	1.243
Ingredients	19.094	21.029
Casings	453	468
Vegetable	853	739
Gas	13.662	12.882
Pork	3.670	3.859
<b>Packaging materials</b>	<b>31.216</b>	<b>32.752</b>
Paper/Cardboard	22.471	23.301
Aluminium	92	98
Plastic	7.083	6.839
Wood	1.570	2.458
<b>Total materials</b>	<b>1.181.677</b>	<b>1.214.250</b>

### Power<sup>37</sup>

#### GRI 302-1 | Consumption of fuel from non-renewable sources

	U.M.	2020	2021
Diesel	litres	515.185	435.611
GPL	litres	5.902.074	5.339.362
Natural Gas	Std <sup>3</sup>	35.506.712	36.169.907
Biogas	Std <sup>3</sup>	4.483.369	4.430.526
Diesel for the company fleet <sup>38</sup>	litres	975.518	884.539

37. The perimeter of the data relating to the Group's energy consumption does not include the pork and egg supply chain.

38. Since 2019, the diesel used for the agricultural vehicles owned by the Group has also been included in the quantities of diesel for the company fleet.

**GRI 302-1 | Electricity consumption (kWh)**

	2020	2021
Consumption of purchased electricity	171,948,325	184,053,755
Purchased from the grid	156,662,749	163,459,179
of which with certification from renewable sources (G.O.)	5,961,000	15,400,000
EPC cogenerator powered by methane gas	3,386,575	13,842,440
EPC cogenerator fuelled by vegetable oil + EPC photovoltaic system	11,899,001	6,752,136

**GRI 302-1 | Self-produced electricity (kWh)**

	2020	2021
Self-produced and consumed electricity from renewable sources	<b>53.828.130</b>	<b>51.573.038</b>
Photovoltaic system	3.911.758	3.808.664
Cogenerator powered by methane gas	44.867.263	41.832.504
Biogas powered cogenerator	5.049.109	5.934.870
Self-produced and sold electricity from renewable sources	<b>9.841.172</b>	<b>9.526.280</b>
Biogas powered cogenerator	4.998.387	5.153.632
Cogenerator powered by methane gas	299.616	165.669
Photovoltaic systems	4.543.169	4.206.979

**GRI 302-1 | Thermal energy consumed (Std<sup>m</sup>)**

	2020	2021
<b>Purchased thermal energy</b>	<b>1.097.967</b>	<b>1.565.393</b>
EPC cogenerator powered by methane gas	266.048	1.115.619
EPC cogenerator fuelled by vegetable oil	831.919	449.774
<b>Self-produced thermal energy</b>	<b>4.763.799</b>	<b>5.711.822</b>
Cogenerator powered by methane gas	4.191.001	4.748.756
Biogas powered cogenerator	572.798	963.066

**GRI 302-1, 302-3** | Energy consumed (GJ) and Energy intensity (MJ/kg of live chicken)

	2020	2021
Diesel	53.732	43.756
GPL	144.129	138.588
Natural gas	1.252.712	1.250.032
of which sold	(1.079)	596
Biogas	103.117	112.989
of which sold	(17.994)	18.553
Electricity	578.068	691.450
of which sold	(16.355)	15.145
Thermal energy	38.737	54.100
<b>Total</b>	<b>2.206.453</b>	<b>2.256.441</b>
Energy intensity	4,536	4,442

**Emissions<sup>39</sup>****GRI 305-1** | Scope 1 emissions (tCO<sub>2</sub>eq)

	2020	2021
Diesel	3.960	3.608
GPL	8.380	8.314
Natural gas	74.976	72.235
Refrigerant gas leaks	8.598	15.688
Animal housing	3.221	3.721
<b>Total</b>	<b>99.141</b>	<b>103.572</b>

**GRI 305-2** | Scope 2 emissions (tCO<sub>2</sub>eq)

	2020	2021
Location Based Electricity	54.227	46.180
Market Based Electricity	69.074	70.282
Thermal energy purchased from vegetable oil EPC cogenerator	146	86
Electricity purchased from vegetable oil EPC cogenerator	208	116
Thermal energy purchased from methane gas EPC cogenerator	631	2.084
Electricity purchased from methane gas EPC cogenerator	1.851	2.939
Thermal energy purchased from a chip plant	9	6
<b>Totale Location Based</b>	<b>55.005</b>	<b>48.349</b>
Totale Market Based	71.922	72.452

39. The perimeter of the data relating to Group emissions does not include the pork and egg supply chain.



**GRI 305-3** | Scope 3 emissions (tCO<sub>2</sub>eq)

	2020	2021
Purchase of goods and services <sup>40</sup>	1.445.570	1.501.869
Upstream logistics	18.535	14.500
Waste generated by production activities	986	936
Corporate travel <sup>41</sup>	10	10
Employee commuting	4.583	4.739
Downstream logistics	30.674	33.381
Processing of products sold	9.467	12.388
End-of-life treatment of products sold	6.641	5.795
<b>Total</b>	<b>1.517.534</b>	<b>1.573.618</b>

**GRI 305-4** | GHG emissions intensity (tCO<sub>2</sub>eq/t of live chicken)

	U.M.	2020	2021
Total emissions (Scope 1 + 2 + 3)	tCO <sub>2</sub> eq	1.688.586	1.749.642
Emissions intensity	tCO <sub>2</sub> eq/t of live chicken	3,471	3,444

**Water** <sup>42</sup>**GRI 303-3** | Water extraction by source (ML)

	2020	2021
Extraction from surface waters	682	1.919
Extraction from wells	1.658	1.818
Extraction from aqueducts	1.136	371
Extraction from water returned into circulation	661	748
<b>Total water extraction</b> <sup>43</sup>	<b>4.137</b>	<b>4.857</b>

40. This category includes packaging, raw materials, bailed farms, chickens and turkeys purchased for TRAL and the transport of raw materials.
41. This category includes business trips made by air and train, which is assumed to be similar to 2020 given its insignificance.
42. The perimeter of the data relating to the Group's water consumption and discharges does not include the pork and egg supply chain.
43. In 2021, all the areas where the Group's plants are located were identified as areas with medium-high water stress. In particular, water stress refers to the ability or inability to meet the demand for water, both human and ecological. Water stress can refer to the availability, quality or accessibility of water. For the implementation of these assessments, the Aqueduct Water Risk Atlas tool was used, through which the water stress areas were identified.

**GRI 303-4** | Water discharge by destination (ML)

	2020	2021
Discharge to surface waters	2.812	2.822
Discharge to underground water	-	8
Discharge to public sewer	217	222
<b>Total water discharge</b>	<b>3.029</b>	<b>3.052</b>

**GRI 303-5** | Water Consumption (ML)

	2020	2021
Total water extraction	4.137	4.857
Total water discharge	3.029	3.052
Reused water	661	748
<b>Total water consumption</b>	<b>447</b>	<b>1.057</b>

**Waste****GRI 303-3, 306-4, 306-5** | Waste produced divided by type of disposal (t)

	2020	2021
<b>Hazardous waste</b>		
Recovered	24	124
Disposed of	34	33
<b>Non-hazardous waste</b>		
Recovered	31.737	30.996
Disposed of	962	2.550
<b>Total waste recovered</b>	<b>31.762</b>	<b>31.120</b>
<b>Total waste disposed of</b>	<b>996</b>	<b>2.583</b>
<b>Total waste</b>	<b>32.758</b>	<b>33.703</b>

## GRI Content Index

The material contained in this Sustainability Report refers to the following GRI Disclosures. Unless otherwise specified, the quoted disclosures have been used in their entirety.

Gri Standard	Disclosure	Descrizione	Reference	Omissions - Notes
<b>General indicators of the GRI Standards - 101: Foundation 2016</b>				
<b>GRI 102 General disclosure 2016</b>				
Organisation profile	102-1	Organisation name	Methodological note	
	102-2	Activities, trademarks, products and services	L'identità del gruppo	
	102-3	Location of the main office	Nota metodologica	
	102-4	Place of activities	The Amadori Group in numbers	
	102-5	Ownership and legal form	Methodological note	
	102-6	Markets served	Group identity	
	102-7	Size of the organisation	Group identity	
	102-8	Information on employees and other workers	Attention to employees; Appendix - Social indicators	
	102-9	Supply chain	Traceability and transparency: the importance of monitoring and communication; We create value on the territory; Group identity	
	102-10	Significant changes to the organisation and its supply chain	During the reporting period, there were no significant changes to the organisation and its supply chain	
	102-11	Precautionary principle	Methodological note	
	102-12	External initiatives	Commitment to sustainability;  We create value on the territory - The impact on the local community; Support for the national poultry sector  Appendix - Social indicators	
	102-13	Membership of associations	We create value on the territory - The impact on the local community; Support for the national poultry sector  Appendix - Social indicators	
Strategy	102-14	Statement from a senior executive	Letter to stakeholders	
Ethics and integrity	102-16	Values, principles, standards and rules of conduct	Corporate values; Integrity and business ethics	
Governance	102-18	Governance structure	The Group's identity; Integrity and business ethics	

Stakeholder engagement	102-40	List of stakeholder groups	The stakeholder network
	102-41	Collective bargaining agreements	100% of the employees are covered by collective bargaining agreements
	102-42	Identification and selection of stakeholders	The stakeholder network; Commitment to sustainability
	102-43	Key themes and issues raised	The stakeholder network; Commitment to sustainability
	102-44	Key themes and issues raised	Commitment to sustainability
Reporting practices	102-45	Subjects included in the consolidated financial statements	Methodological note
	102-46	Definition of the content of the report and topic perimeters	Commitment to sustainability; Methodological note
	102-47	List of material topics	Commitment to sustainability; Methodological note
	102-48	Review of information	Methodological note
	102-49	Changes in reporting	Methodological note
	102-50	Reporting period	Methodological note
	102-51	Date of the most recent report	This document constitutes the second Sustainability Report after the one published for 2020
	102-52	Frequency of reporting	Annual
	102-53	Contact us to request information regarding the report	Methodological note
	102-54	Statement on the report in accordance with the GRI Standards	Methodological note
	102-55	GRI Content Index	GRI Content Index
	102-56	External assurance	Methodological note
Economic topics (GRI 200)			
GRI 201 Economic performance 2016	103-1	Explanation of the material topic and its perimeter	Amadori Group's materiality analysis; Methodological note
	103-2	Management method and its components	We create value on the territory
	103-3	Management methods assessment	We create value on the territory
	201-1	Directly generated and distributed economic value	We create value on the territory Appendix - Economic indicators



GRI 204 Procurement practices 2016	103-1	Explanation of the material topic and its perimeter	Amadori Group's materiality analysis; Methodological note
	103-2	Management method and its components	A local supply chain  Traceability and transparency: the importance of monitoring and communication
	103-3	Management methods assessment	A local supply chain  Traceability and transparency: the importance of monitoring and communication  Appendix - Economic indicators
	204-1	Proportion of expenditure on local suppliers	A local supply chain
GRI 205 Anti-corruption 2016	103-1	Explanation of the material topic and its perimeter	Amadori Group's materiality analysis; Methodological note
	103-2	Management method and its components	Integrity and business ethics
	103-3	Management methods assessment	Integrity and business ethics
	205-3	Confirmed incidents of corruption and actions taken	Integrity and business ethics
GRI 206 Anti-competitive behaviour 2016	103-1	Explanation of the material topic and its perimeter	Amadori Group's materiality analysis; Methodological note
	103-2	Management method and its components	Integrity and business ethics
	103-3	Management methods assessment	Integrity and business ethics
	206-1	Lawsuits for anti-competitive behaviour, antitrust and monopoly practices	Integrity and business ethics
Environmental topics (GRI 300)			
GRI 301 Materials 2016	103-1	Explanation of the material topic and its perimeter	Amadori Group's materiality analysis; Methodological note
	103-2	Management method and its components	Management of environmental aspects
	103-3	Management methods assessment	Management of environmental aspects
	301-1	Materials used for weight and volume	Management of environmental aspects  Appendix - environmental indicators

GRI 302 Energy 2016	103-1	Explanation of the material topic and its perimeter	Amadori Group's materiality analysis; Methodological note
	103-2	Management method and its components	Fight against climate change: clean energy and efficiency
	103-3	Management methods assessment	Fight against climate change: clean energy and efficiency
	302-1	Energy consumed within the organisation	Fight against climate change: clean energy and efficiency; Appendix - Environmental indicators
	302-3	Energy intensity	Fight against climate change: clean energy and efficiency Appendix - Environmental indicators
GRI 303 Water and waste water 2018	103-1	Explanation of the material topic and its perimeter	Amadori Group's materiality analysis; Methodological note
	103-2	Management method and its components	Management of environmental aspects
	103-3	Management methods assessment	Management of environmental aspects
	303-1	Interaction with water as a shared resource	Management of environmental aspects
	303-2	Management of impacts related to water discharge	Management of environmental aspects
	303-3	Water extraction	Management of environmental aspects Appendix - environmental indicators
	303-4	Water drainage	Appendix - environmental indicators Appendix - environmental indicators
	303-5	Water consumption	Management of environmental aspects Appendix - environmental indicators
GRI 305 Emissions 2016	103-1	Explanation of the material topic and its perimeter	Amadori Group's materiality analysis; Methodological note
	103-2	Management method and its components	Fight against climate change: clean energy and efficiency
	103-3	Management methods assessment	Fight against climate change: clean energy and efficiency
	305-1	Direct GHG emissions (Scope 1)	Fight against climate change: clean energy and efficiency; Appendix - Environmental indicators
	305-2	Indirect GHG emissions from energy consumption (Scope 2)	Fight against climate change: clean energy and efficiency; Appendix - Environmental indicators
	305-3	Other indirect emissions (Scope 3)	Fight against climate change: clean energy and efficiency; Appendix - Environmental indicators

GRI 306 Waste 2020	103-1	Explanation of the material topic and its perimeter	Amadori Group's materiality analysis; Methodological note
	103-2	Management method and its components	Management of environmental aspects
	103-3	Management methods assessment	Management of environmental aspects
	306-1	Production of waste and significant impacts related to waste	Management of environmental aspects Appendix - environmental indicators
	306-2	Management of significant impacts related to waste	Management of environmental aspects Appendix - environmental indicators
	306-3	Waste produced	Management of environmental aspects Appendix - environmental indicators
	306-4	Waste recovered and not intended for disposal	Management of environmental aspects Appendix - environmental indicators
	306-5	Waste intended for disposal	Management of environmental aspects Appendix - environmental indicators
GRI 307 Environmental compliance 2016	103-1	Explanation of the material topic and its perimeter	Amadori Group's materiality analysis; Methodological note
	103-2	Management method and its components	Integrity and business ethics
	103-3	Management methods assessment	Integrity and business ethics
	307-1	Non-compliance with environmental laws and regulations	Integrity and business ethics
GRI 308 Environmental assessment of suppliers 2016	103-1	Explanation of the material topic and its perimeter	Amadori Group's materiality analysis; Methodological note
	103-2	Management method and its components	Traceability and transparency: the importance of monitoring and communication
	103-3	Management methods assessment	Traceability and transparency: the importance of monitoring and communication
	308-1	New suppliers that have been evaluated using environmental criteria	Traceability and transparency: the importance of monitoring and communication

Social topics (GRI 400)			
GRI 401 Employment 2016	103-1	Explanation of the material topic and its perimeter	Amadori Group's materiality analysis; Methodological note
	103-2	Management method and its components	Attention to employees
	103-3	Management methods assessment	Attention to employees
	401-1	New intakes and turnover	Attention to employees Appendix - Social indicators
GRI 403 Health and safety of workers 2018	103-1	Explanation of the material topic and its perimeter	Amadori Group's materiality analysis; Methodological note
	103-2	Management method and its components	Health and safety throughout the supply chain
	103-3	Management methods assessment	Health and safety throughout the supply chain
	403-1	Occupational health and safety management system	Health and safety throughout the supply chain
	403-2	Hazard identification, risk assessment and accident investigation	Health and safety throughout the supply chain
	403-3	Occupational medicine services	Health and safety throughout the supply chain
	403-4	Participation and consultation of workers and communication on health and safety at work	Health and safety throughout the supply chain
	403-5	Training of workers with regard to occupational health and safety	Health and safety throughout the supply chain
	403-6	Promotion of the health of workers	Health and safety throughout the supply chain
	403-7	Prevention and mitigation of occupational health and safety impacts within commercial relationships	Health and safety throughout the supply chain
	403-9	Accidents at work	Health and safety throughout the supply chain Appendix - Social indicators
	403-10	Professional diseases	Health and safety throughout the supply chain Appendix - Social indicators



GRI 404 Training and education 2016	103-1	Explanation of the material topic and its perimeter	Amadori Group's materiality analysis; Methodological note
	103-2	Management method and its components	Training and professional growth
	103-3	Management methods assessment	Training and professional growth
	404-1	Average hours of employee training per year	Training and professional growth Appendix - Social indicators
GRI 405 Diversity and inclusion 2016	103-1	Explanation of the material topic and its perimeter	Amadori Group's materiality analysis; Methodological note
	103-2	Management method and its components	Attention to employees
	103-3	Management methods assessment	Attention to employees
	405-1	Diversity among employees by job category and age group	Attention to employees Appendix - Social indicators
GRI 416 Customer health and safety 2016	103-1	Explanation of the material topic and its perimeter	Amadori Group's materiality analysis; Methodological note
	103-2	Management method and its components	Continuous attention to the quality of products and systems
	103-3	Management methods assessment	Continuous attention to the quality of products and systems
	416-2	Incidents of non-compliance concerning impacts on the health and safety of products and services	Continuous attention to the quality of products and systems
GRI 414 Social assessment of suppliers 2016	103-1	Explanation of the material topic and its perimeter	Amadori Group's materiality analysis; Methodological note
	103-2	Management method and its components	Traceability and transparency: the importance of monitoring and communication
	103-3	Management methods assessment	Traceability and transparency: the importance of monitoring and communication
	414-1	New suppliers that have been evaluated through the use of social criteria	Traceability and transparency: the importance of monitoring and communication

GRI 417 Marketing and labelling 2016	103-1	Explanation of the material topic and its perimeter	Amadori Group's materiality analysis; Methodological note
	103-2	Management method and its components	Traceability and transparency: the importance of monitoring and communication
	103-3	Management methods assessment	Traceability and transparency: the importance of monitoring and communication
	417-2	Incidents of non-compliance regarding information and labelling of products and services	Traceability and transparency: the importance of monitoring and communication
	417-3	Cases of non-compliance regarding marketing communications	Traceability and transparency: the importance of monitoring and communication
GRI 419  Socio-economic compliance	103-1	Explanation of the material topic and its perimeter	Amadori Group's materiality analysis; Methodological note
	103-2	Management method and its components	Integrity and business ethics
	103-3	Management methods assessment	Integrity and business ethics
	419-1	Non-compliance with environmental laws and regulations	Integrity and business ethics
Other non-GRI topics			
Animal welfare	103-1	Explanation of the material topic and its perimeter	Amadori Group's materiality analysis; Methodological note
	103-2	Management method and its components	Animal welfare
	103-3	Management methods assessment	Animal welfare











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