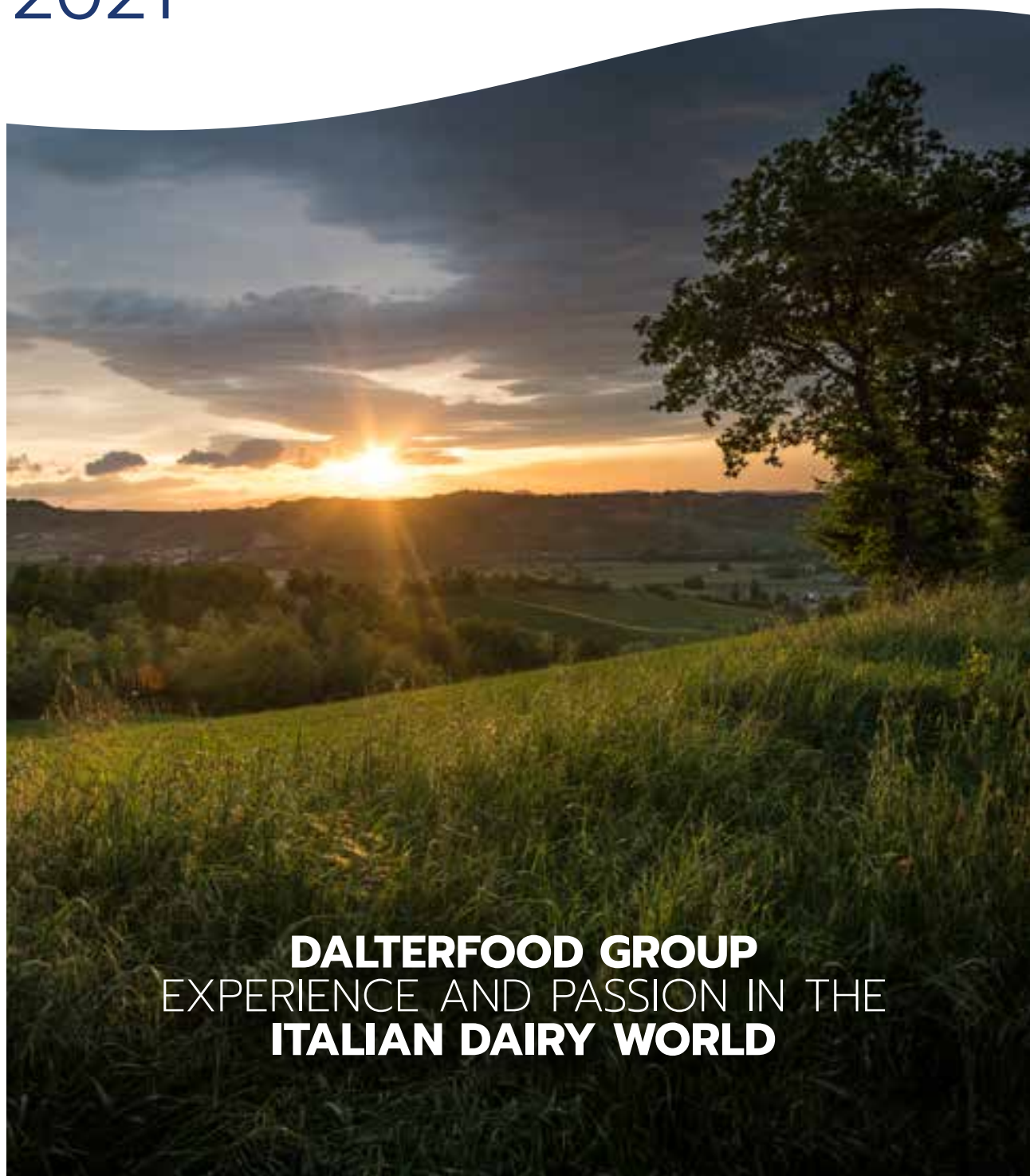


# **SUSTAINABILITY REPORT**

## **2021**



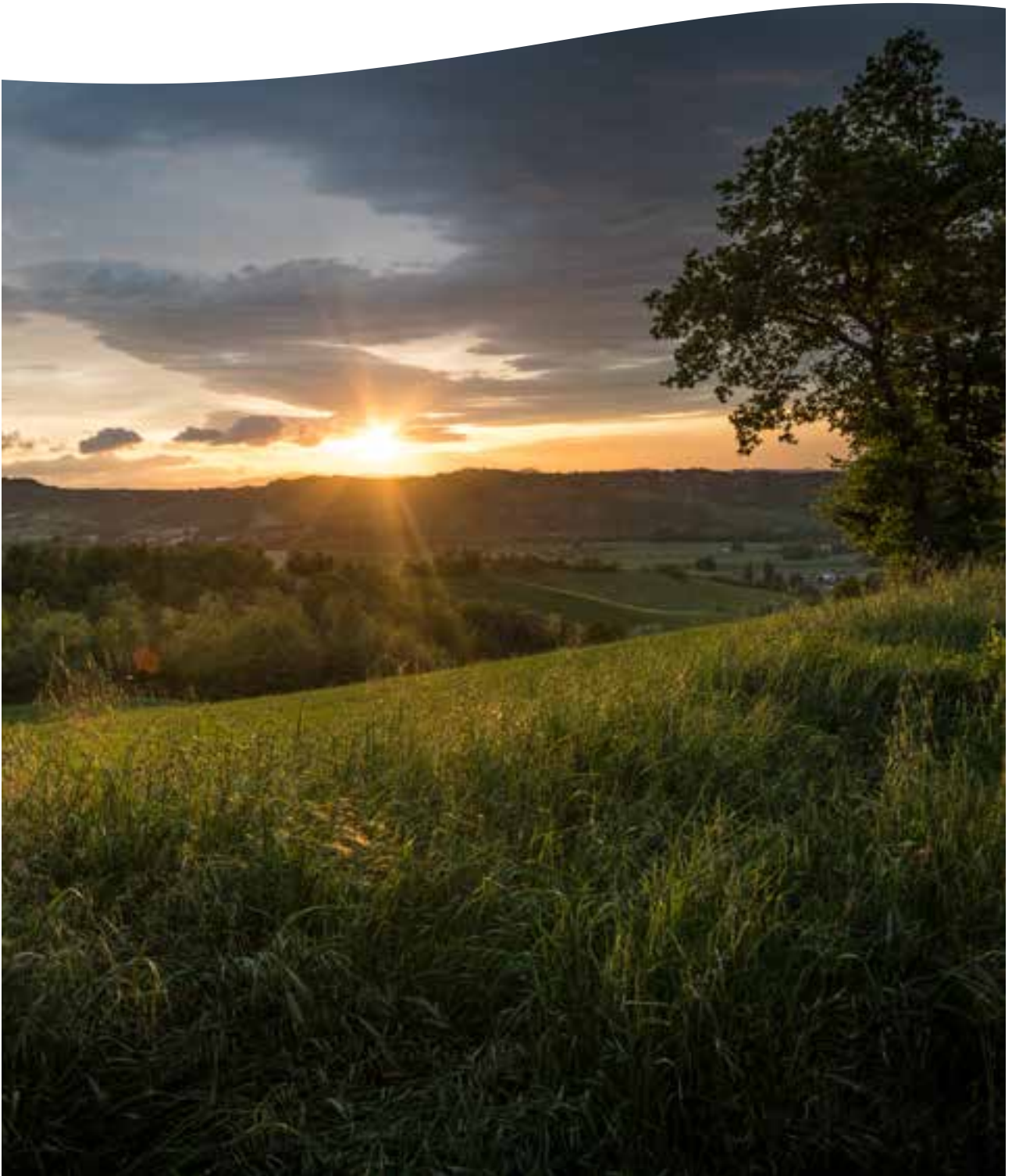
**DALTERFOOD GROUP**  
EXPERIENCE AND PASSION IN THE  
**ITALIAN DAIRY WORLD**





# **OUR FIRST SUSTAINABILITY REPORT 2021**

**DALTERFOOD GROUP**  
EXPERIENCE AND PASSION IN THE  
**ITALIAN DAIRY WORLD**



Sunset in Barbiano

# **DALTERFOOD GROUP: OUR FIRST SUSTAINABILITY REPORT**

With the health crisis first and the geopolitical crisis now, DalterFood Group is aware that it operates in a national and international context that defies easy interpretation.

With the publication of its first Sustainability Report, the Group intends to pursue its goals while ensuring responsible and sustainable growth in economic, social and environmental terms. It does so by choosing to share its achievements with its stakeholders, by the ways in which it monitors and reduces the environmental impact of its production processes and by initiatives to enhance and support its own personnel and the community at large.

This first Report, **which discloses figures for the Group**, marks an important milestone. It aims to provide tangible proof that it is possible to embrace a more sophisticated paradigm of doing business and to formalise the company's commitment not only to do its job well, but also to contribute to the development of current business models, beginning with transparency towards all stakeholders.

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# \_LETTERS TO STAKEHOLDERS

“

For over 40 years, DalterFood Group has been committed to

*“Making our ability to listen and our experience in the Italian dairy sector available to our customers every day, so as to offer bespoke solutions that tell the story of our products with passion”*



2021 was a very important year for our company, one in which we were once more confronted with a pandemic scenario that has again changed not only society and the daily lives of everyone, but also our business situation and that of each of our customers, posing new challenges and requiring that we face them together with **tenacity** and **positiveness**. It was a year of **growth**, which saw us reach a turnover of €128 million. However, we know that **new equally challenging goals** await us in the future and we have decided to tackle them by summarising our commitment to our stakeholders in a strategic manner by in the form of our first Group Sustainability Report.

This marks not a point of arrival, but one of departure, allowing us to bring our vision to life in a concrete way: “Excite all food lovers around the world with sustainable products and the flavours of the Italian culinary tradition”.

For over 40 years, DalterFood Group’s history has been one of **quality** and **innovation**, from the first packet of grated Parmigiano Reggiano cheese made from only Pezzata Rossa Italiana to single-serving sachets in recyclable packaging. However, as members of the society, we aim to strive ever more to ensure that our products are good for our customers but also for the community of which we are part. This means ensuring that the focus on quality, which has always been part of our DNA, is increasingly accompanied by a focus on **sustainability**, in all its facets, thus becoming a central pillar of doing business “Dalter-style”.

*Chairpers*

*Stefano Ricotti*

# \_LETTERS TO STAKEHOLDERS

“



At DalterFood Group, we undertook from the outset to create an ethical and **balanced supply chain model**, where **excellence** is a value to be rewarded. This is why we guarantee value to all players in the supply chain, so that we work as a team to achieve the same goal - **grow together**. Controlling all stages and improving production efficiency has enabled us to achieve tangible results in terms of **environmental sustainability**. Thanks to the investments made by our breeders in cowsheds and by our Group along the entire supply chain, from the cheese factories to the packaging plant, for the past two years our Parmigiano Reggiano has been “Animal Welfare” certified.

We have also introduced recyclable packaging for all our single-serving sachets and designed new packaging in compostable material which allows us to maintain the quality and freshness of our products while reducing our environmental impact. As can be seen in this document, many projects have been realised and just as many are in the pipeline. We have set ourselves the goal of making sustainability increasingly our main **driver of innovation**, for a future of **sustainable growth** for us, for our partners and for the community of which we are all part.

*CEO*

*Alberto Viappiani*

Ours is a history of **growth** and, despite the turbulent context in which we have found ourselves operating, the last few years have seen some important results: in 2021 we produced a record 66,559 wheels of Parmigiano Reggiano in our two cheese factories and 380 different varieties were packaged in the Sant'Ilario factory, bringing our Group's turnover to **€128 million**. Our team has expanded further, now counting **143 employees** who embody the local yet international soul of our Group. We are a long-standing company, rooted in the local area, with the two mountain cheese factories of Selvapiana and Cigarello, which represent an important employment source for the two mountain communities, and a factory in Sant'Ilario d'Enza, in the heart of the Emilian plain, which packages products distributed in 40 different countries, thanks to our sales network and two subsidiaries in Germany and the UK.

The **focus on sustainability** - economic, environmental and social - has always been in our DNA, and the publication of our **first Sustainability Report** represents a **key moment** in the **evolution** of our company. We want our **growth to be sustainable**, creating long-term value for us, our employees, our partners and our society. This document, which represents the natural evolution of our way of doing business, therefore has the twofold objective of reporting, in a transparent manner, all the efforts we have made thus far and also the commitments we want to make for the future, so that they are clear and measurable and whose results can be assessed by everyone.

We have achieved a lot so far and moving the bar a little higher does not faze us. Our goal is excellence, and always has been.



*General Manager*

*Andrea Guidi*

# \_HIGHLIGHTS



**44**  
**YEARS OF  
EXPERIENCE**



**143**  
**EMPLOYEES**



**179**  
**WHEELS OF  
PARMIGIANO  
REGGIANO**  
produced per day



**66.559**  
**WHEELS OF  
PARMIGIANO  
REGGIANO**  
produced per year



**100%**  
**BY-PRODUCTS  
RECOVERED**  
and reintegrated into  
the process



**3.132,70**  
**TON CO<sup>2</sup>eq**  
emissions into the  
atmosphere





**35**  
**COUNTRIES**  
**SERVED**  
in the world



**128.248.211**  
**TURNOVER IN 2021**




**40**  
**DAIRIES**



**34.781.752**  
**LITRES OF MILK**  
**SUPPLIED**



**41.273**  
**m<sup>3</sup>**  
water used



**3.518.358**  
**kWh**  
energy consumption



# \_NOTA ON METHODOLOGY

## Reporting criteria, standards and targets

The Sustainability Report 2021 contains information on the following topics:

### GOVERNANCE



### ETHICS



### ENVIRONMENT



### SOCIAL RESPONSIBILITY



The aim is to provide a transparent view of the strategies, activities undertaken and results achieved by the company in ensuring its economic growth and sustainable business development.

This Report has been prepared in accordance with the **Sustainability Reporting Standards** published in 2016 by the Global Reporting Initiative - GRI (with application level "Referenced"). It should be noted that all GRI indicators reported refer to the version published in 2016, except for indicators 303 and 403, which refer to the 2018 version, and for indicator 306 which refers to the 2020 version.

The choice of GRI indicators reflects the importance of material topics for the company. An initial materiality analysis (see the section "Materiality Analysis") made it possible to select the content to be reported, and to identify sensitive aspects for the Group and its stakeholders. The final table of indicators gives references to the GRI Standards.

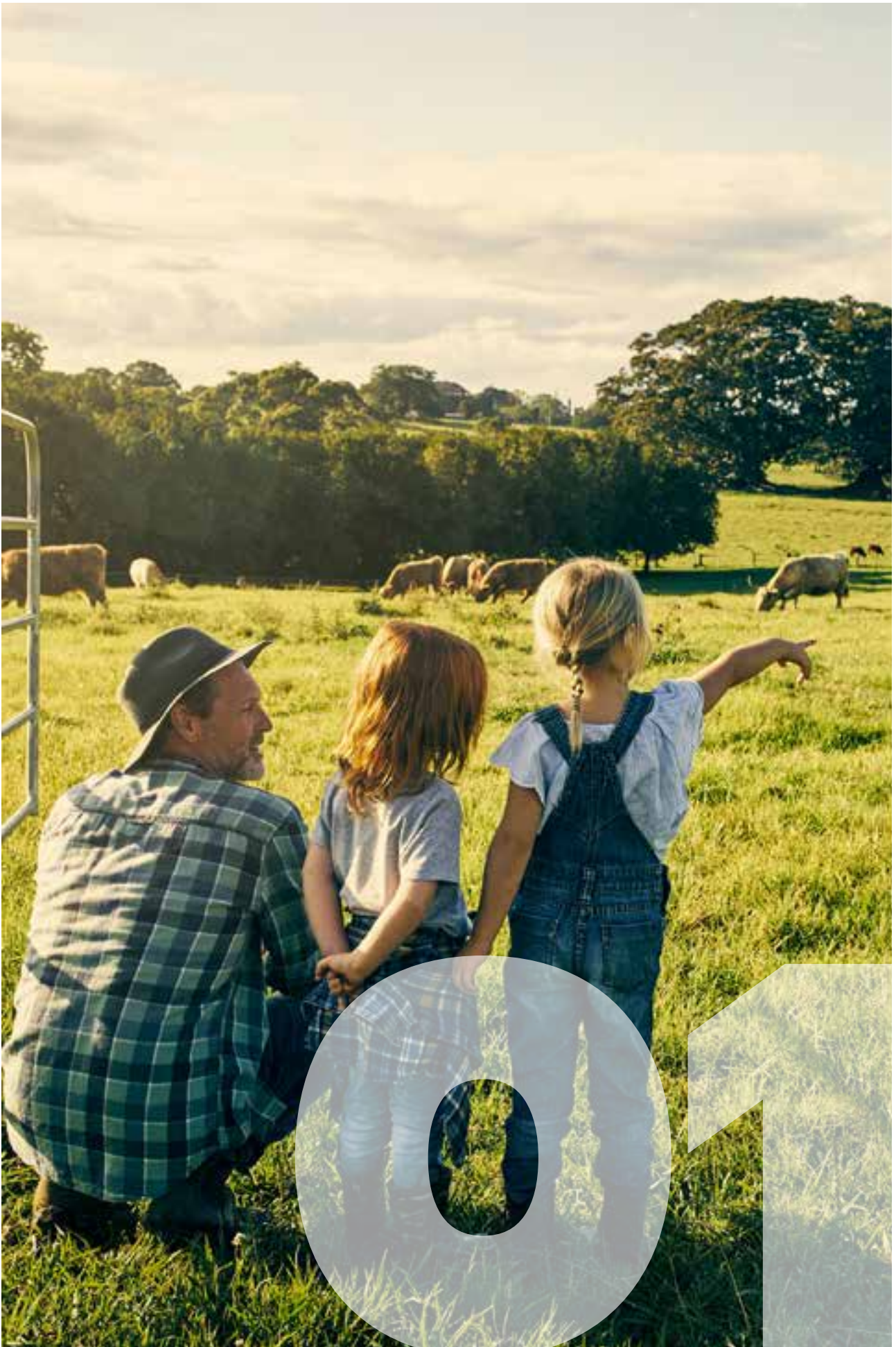
In addition, this Report is intended as the vehicle for reporting on the company's commitment to ESG criteria.

## Reporting boundary and period analysed

The economic and operational data reported in this document are for the financial year ending **31 December 2021** in relation to DalterFood Group. If the reporting boundary is different, this is highlighted in the text. In order to provide a more complete and contextualised view of the data, figures from previous years were also used, even when they were generated using a different reporting methodology.

## The DalterFood Group Sustainability Report:

- Is the result of the internal data collection process shared between multiple corporate functions
- has been drawn up in liaison between the Group Marketing Manager and an external consulting team specialised in the field of sustainability;
- has been supervised by management and been given final approval by the Board of Directors;
- has been made available to stakeholders through the publication of both hard copy and digital publication on the company website [www.dalterfood.com](http://www.dalterfood.com).





# WE BELIEVE IN A SUSTAINABLE FUTURE

A love of the land lies at the heart of **DalterFood Group's corporate philosophy**, which aims to contribute actively to the protection of the environment and its inhabitants.

The Group has always been convinced that commitment must turn into tangible goals and not remain just an ideal, however noble. This is why we have decided to contribute actively to the cause, initiating a company policy that aims to **optimise production while reducing costs and waste**.

This will be implemented through a series of concrete commitments involving different aspects of the company's operations: from the energy it uses to power its factories, to the way it transports its products, to the adoption of an increasingly virtuous cycle that ensures that more than 95% of processing waste goes through a recovery phase for reuse.

Commitment to a more sustainable future has always been at the heart of DalterFood Group's concept of doing business. This is why DalterFood **Group could not but enthusiastically** adhere to the ambitious goals set by the **UN Sustainable Development Goals** to bequeath a more liveable world to future generations.



# 1.1 THE UN 2030 AGENDA: DALTERFOOD GROUP GOALS



In 2021, DalterFood Group took the decision to contribute even more than before to the achievement of sustainable development, aligning its business model ever more closely with the Sustainable Development Goals (SDGs), as defined by the policy document drawn up by the September 2015 Sustainable Development Summit and involving the 193 member countries of the United Nations.

The 17 goals, divided into more than 160 specific targets to be achieved by 2030, involve not only institutions, but a variety of actors, including businesses. They all represent a real call to action in crucial areas such as combating hunger and poverty, producing clean energy, protecting and conserving water resources, raising awareness of responsible and conscious consumption and promoting access to health and education.

As far as the food sector is concerned, the specific objectives are, among others, **food safety**, improved **nutrition**, the promotion of **sustainable agriculture** and the adoption of **sustainable production** models.

# FOOD INDUSTRY SPECIFIC OBJECTIVES



## 1.1.1 | Goals for the common good, for a better future

An in-depth analysis of the 169 reference targets for the material issues identified as priorities for the company was carried out in order to select the goals and targets applicable to its business model: **9 targets** were then identified, which can be pursued as an integral part of the business and applicable to all links in the company's value chain.

# UN SUSTAINABLE DEVELOPMENT GOAL - DALTERFOOD GROUP COMMITMENT



One of the objectives of this Report is to disclose how DalterFood Group is pursuing the above-mentioned goals.









# 1.2 RELEVANT TOPICS AND STAKEHOLDERS

## Relevant reporting topics

Through a process of listening and discussion, DalterFood Group can assess the extent to which it is able to meet the expectations and interests of its stakeholders, and identify areas in which it can strengthen its commitment and those in which it can continue its chosen approach.

The company is committed to implementing a new data collection system to make corporate reporting more concrete, in line with its sustainability pathway.

## ENVIRONMENT

ANIMAL WELFARE		Guaranteeing and protecting the health, welfare and freedom of animals, involving the entire farming system
MITIGATING CONSUMPTION AND REDUCING ECOLOGICAL IMPACTS OF THE PRODUCTION PROCESS		Carefully selecting raw materials according to sustainability criteria and tracing their origin and route.
		Reducing emissions into the atmosphere.
		Developing sustainable, recyclable and plastic-reducing packaging types.
		Paying attention to consumption, including energy consumption, by limiting its use to the amount needed for the production process.
		Optimising transport in order to reduce/contain emissions - Sustainable logistics.
		Tracking the use of water resources, especially those useful for the production process, in order to use them more responsibly.
RESPONSIBLE USE OF RESOURCES AND PROPER WASTE MANAGEMENT		Paying attention to and spreading good recycling practices, following circular economy processes.
		Managing waste responsibly, focusing more on the concept of reduction and the introduction of new practices.



## Plan of sustainability objectives

In order to pursue its goals, the Group has drawn up an initial plan of sustainability objectives in relation to the core goals and themes, taking into consideration the UN Agenda 2030 SDGs identified.






The following are the topics and goals that the company strives to achieve through research and development and continuous responsible growth:

## SOCIAL

<b>PROTECTING AND EMPOWERING EMPLOYEES, SAFEGUARDING THEIR WELL-BEING AND HEALTH</b>	 	Ensuring the health and safety of workers through the application of standards and the adoption of controlled procedures.
		Providing adequate training for staff, ensuring their professional development.
		Optimising and enhancing the talents of employees, creating career paths.
		Protecting diversity and ensuring inclusion for all workers, avoiding discrimination.
<b>ATTENTIVENESS TO COMMUNITIES THROUGH INTERACTION AND SUPPORT</b>		Protecting employment by creating jobs for local communities, establishing partnerships with schools/universities.
		Supporting local communities and the less fortunate through a concrete and defined commitment.
		Creating a sense of sharing and enhancing the relationship with local breeders.



## GOVERNANCE

ENSURING ECONOMIC AND RESPONSIBLE GROWTH	 	Investing in research and innovation to ensure increasingly advanced and sustainable products and business processes.
	 	Favouring the maintenance of a strong presence in countries most receptive to the product and to which the company already exports.
ENHANCING RELATIONS WITH LOCAL SUPPLIERS		Establishing trust with suppliers in terms of maintaining the relationship and ensuring they comply with quality and sustainability standards.
		Strengthening local roots by creating economic value.

## DEVELOPMENT OF THE ANALYSIS PROCESS OF TOPICS RELEVANT FOR DALTERFOOD GROUP



1

### ANALYSIS

In cooperation with company officers, corporate Governance identified areas for improvement and projects on which to base the proposal for a “Plan of Sustainability Goals” (planning phase).



2

### PLANNING

The topics and their discussion were submitted to the Board of Directors, which assessed their content and feasibility. Before their formal approval, the topics were assessed for their consistency with the company’s strategy.



**3**

## IMPLEMENTATION

Subsequent actions will take into account the material topics and will see the involvement of individuals who have the resources, tools and know-how necessary to implement interventions to mitigate impacts.



**4**

## MONITORING

The Group will ask the heads of functions for an account of the progress of projects who will in turn check the traceability of the projects and inform the CEO and the Board of Directors in order to ensure compliance with the commitments made.

# STAKEHOLDERS

DalterFood Group aspires to maintain and develop a **relationship of trust** with its stakeholders (fiduciary duties), i.e. individuals, groups or institutions whose contribution is required to achieve the company's mission or who otherwise have an interest in the pursuit thereof.

Stakeholders are those who perform actions directly related to the activities of DalterFood Group to first and foremost employees, customers and suppliers. In a broader sense, stakeholders also include all individuals or groups, as well as organisations and institutions representing them, whose interests are affected by the direct and indirect effects of DalterFood Group activities.



**EMPLOYEES**



**BREEDERS**



**CUSTOMERS**



**SUPPLIERS**



**INDEPENDENT  
AUDITING FIRM**





## EMPLOYEES

- Information displayed on company notice boards
- Social media
- Information videos
- Mailing – newsletter
- Company software
- Face-to-face meetings with management



## BREEDERS

- Face-to-face meetings
- Mails
- Telephone



## CUSTOMERS

- Telephone
- Face-to-face meetings
- Social media
- Mails
- Fairs and events
- Customer satisfaction survey



## SUPPLIERS

- Mails
- Social Media
- Telephone
- Face-to-face meeting



## INDEPENDENT AUDITING FIRM

- Mails
- Face-to-face meetings

## 1.3 MATERIALITY MATRIX

This first “Materiality Analysis” was carried out using a questionnaire in digital format, which was followed by a comparative and statistical analysis. It is the result of the first active dialogue established by DalterFood Group with internal and external stakeholders, and will be made more and more meaningful and participatory in the coming years.

This analysis identifies and evaluates all issues that can influence the opinion and actions of stakeholders and, consequently, the company’s ability to generate shared value in society.



**16**

**The number  
of basic  
topics**



**Dialogue with  
Management**



**119**

**The number of  
questionnaires  
analysed**

To identify the key topics, an analysis of the industry, website, governance documents, policies and code of ethics, integrated vendor assessment and international standards for customers, suppliers, competitors, trade associations and credit institutions was carried out. This was supplemented with an analysis of the press to assess the main relevant topics in the sector.

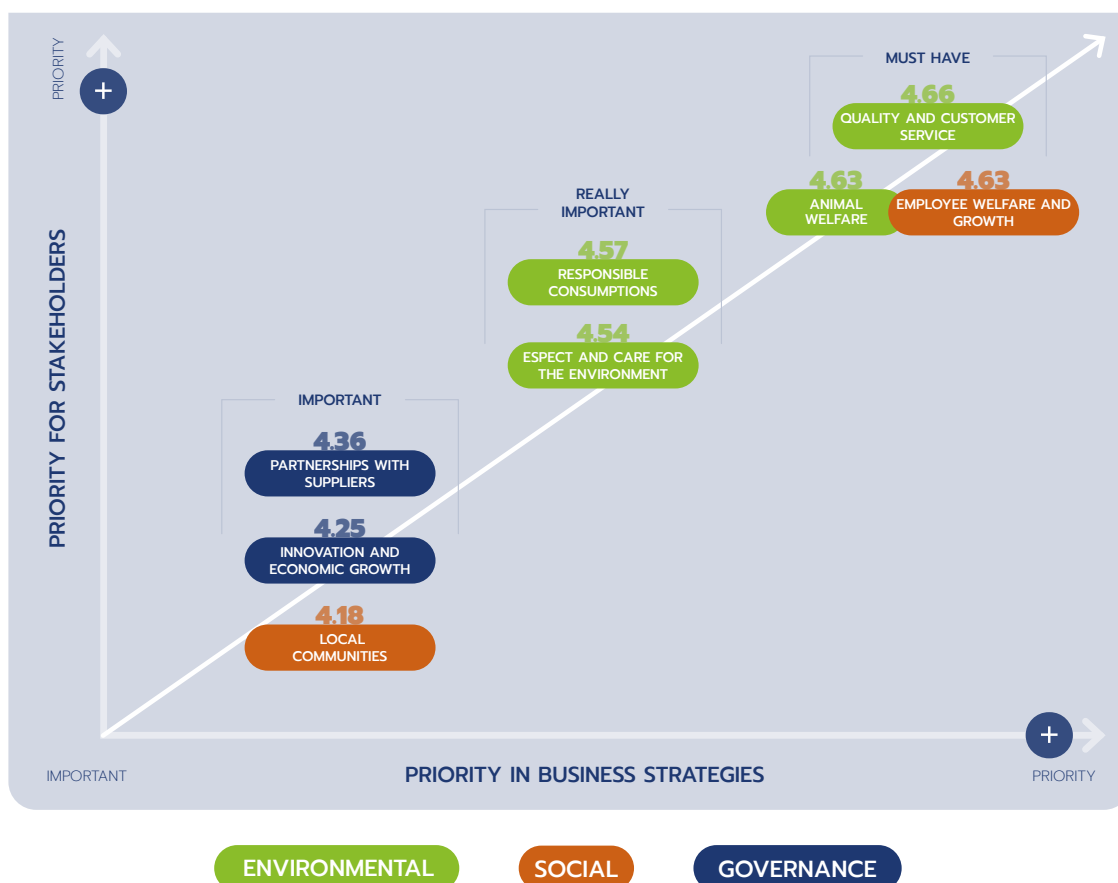
Involvement of Management and staff, as well as discussion with stakeholders inside and outside the company.

What stakeholders consider important in their relationship with the company and what they consider relevant for themselves was identified. The analysis made it possible to commence an initial dialogue with stakeholders and enabled DalterFood Group to start a concrete internal analysis of relevant topics



## Analysis of results and materiality matrix

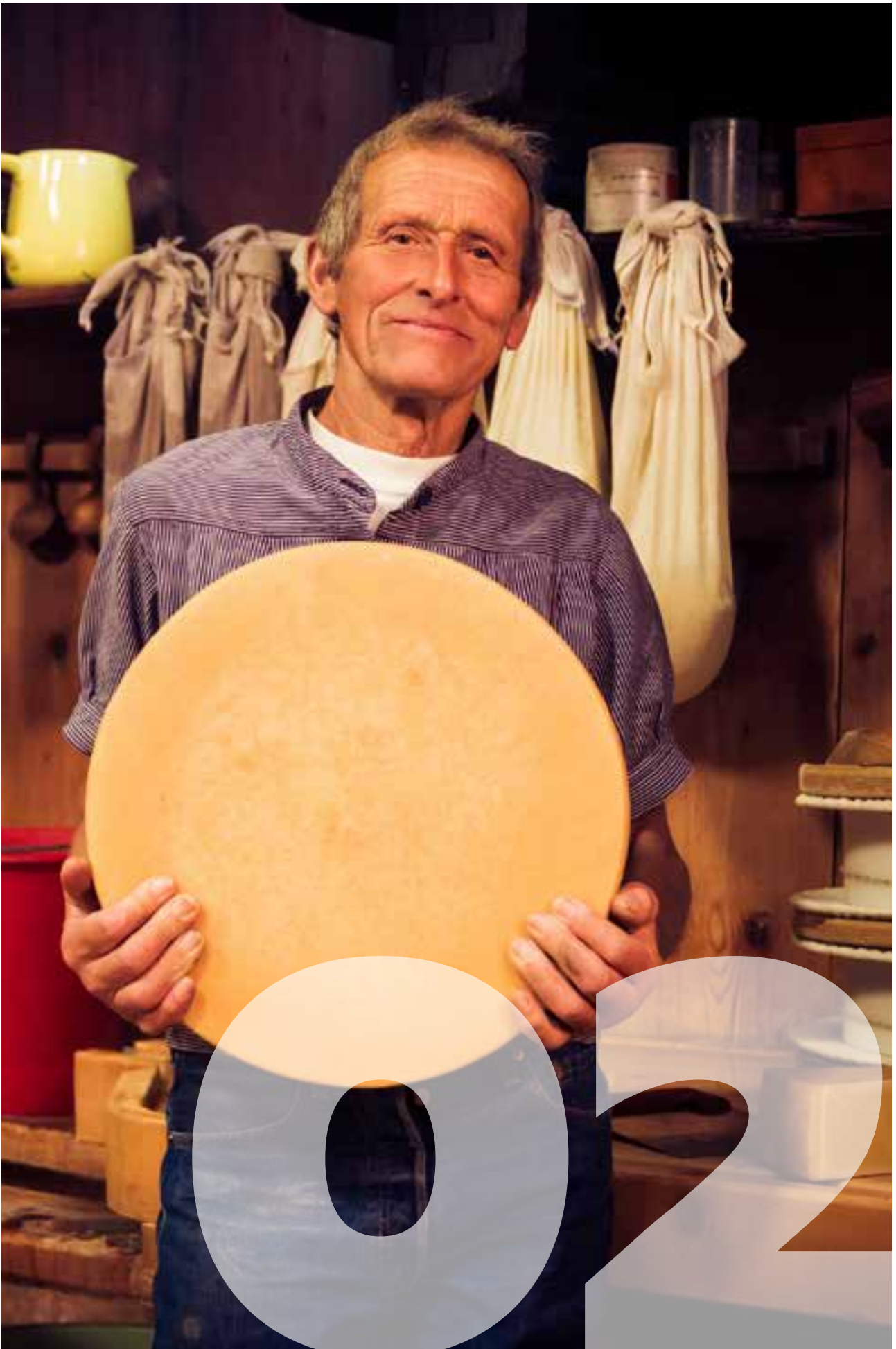
The process to determine the relevance of the topics was conducted through statistical analysis of the results of the questionnaires, which were then cross-referenced with the results obtained from the comparison with the different corporate functions.

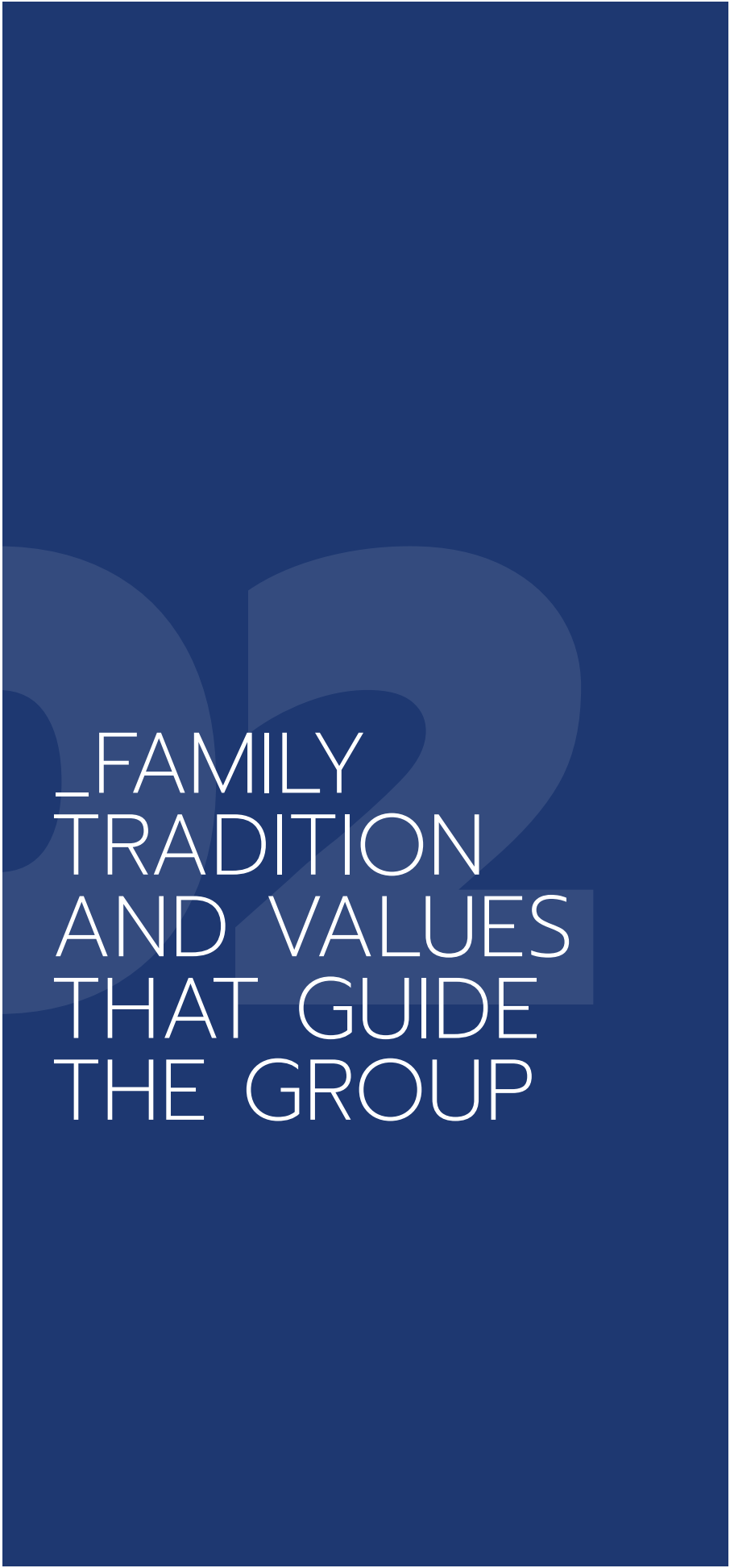



Objectives of this analysis tool:

- 🎯 Provide the Board with a guidance tool for responsible growth;
- 🎯 Provide useful information for the definition of the forthcoming company and sustainability strategies;
- 🎯 Align the annual report with GRI international standards;
- 🎯 Subsequently analyse all possible ESG risks and opportunities;
- 🎯 Assess ESG issues in the company's risk mapping.

Future actions and choices aim to meet the needs of the Group's internal and external stakeholders through continuous dialogue and discussion.





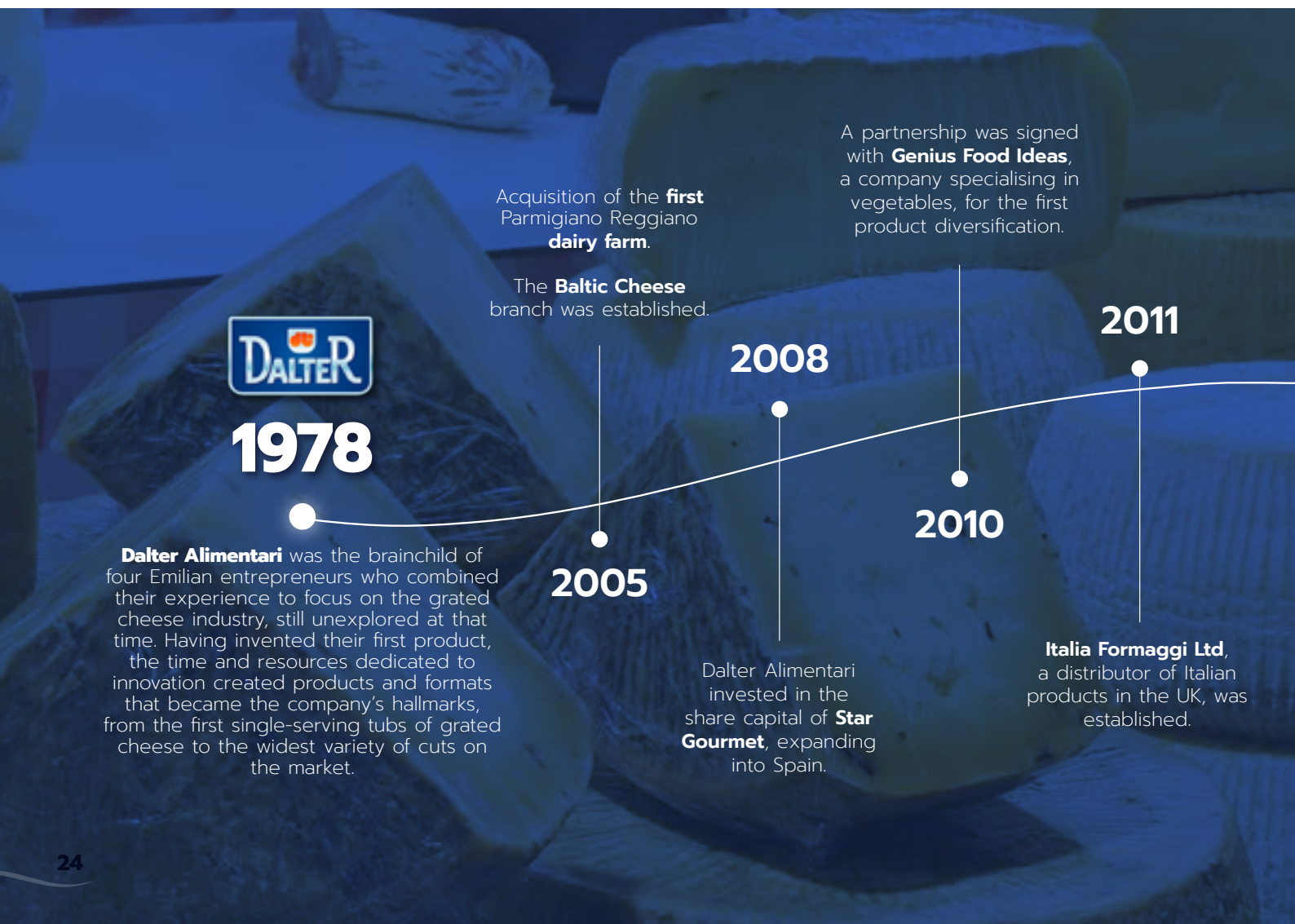
# \_FAMILY TRADITION AND VALUES THAT GUIDE THE GROUP

# \_FAMILY TRADITION AND VALUES THAT GUIDE THE GROUP

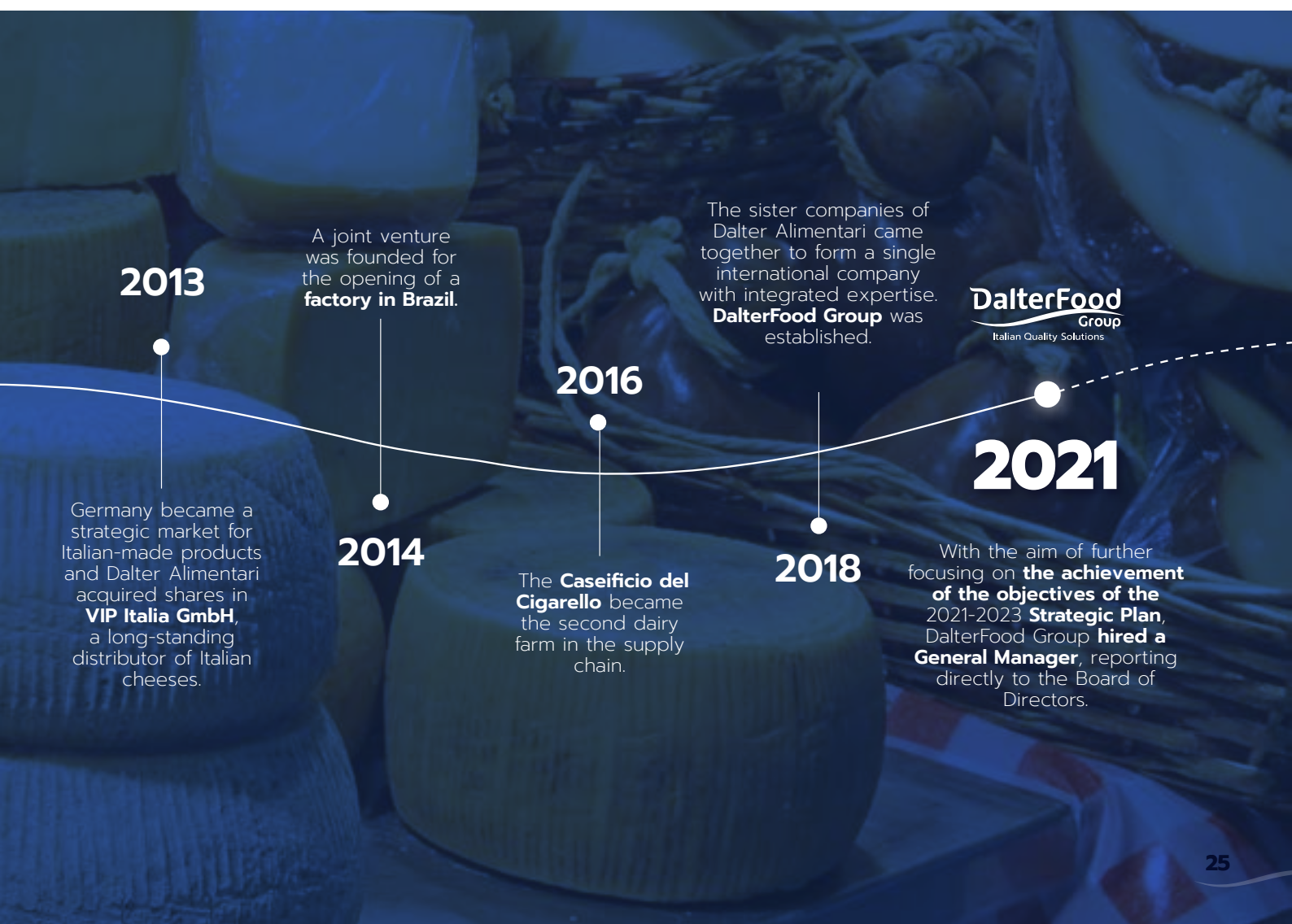
## 2.1 DALTERFOOD GROUP: A 40-YEAR HISTORY



*The history of DalterFood Group is the history of freshly grated cheese and a long path of innovation to make the Italian dairy tradition known to the world*



DalterFood Group was born out of the need to bring together the subsidiary companies of Dalter Alimentari SpA into a single international company with integrated expertise. Today, with more than 40 years of experience in the production and packaging of Parmigiano Reggiano, it is a major player in the production, cutting and packaging of hard cheeses and in the international distribution of traditional Italian food products.



## 2.2 THE VALUES OF DALTERFOOD GROUP



**INNOVATING TOGETHER:** By listening to our suppliers, our customers and our people, we create ever better processes and products.



**ITALIAN FOOD:** We respect and value the culture of Italian gastronomy and export it around the world.



**SUSTAINABLE GROWTH:** We believe in nurturing relations and we share sustainability goals with the elements of our supply chain.



**BUILDING TRUST:** We work with transparency and expertise to guarantee our customers the highest standards of quality.

## OUR VISION

“ Excite all **food lovers** around the world with **sustainable products** and the flavours of the **Italian culinary tradition**.

## OUR MISSION

“ Make our ability to **listen** and our **experience** in the Italian dairy sector available to our customers every day, so as to offer **tailored solutions** that tell the stories of our products with passion.



## 2.3 GOVERNANCE AND CORPORATE STRUCTURE

The companies that are part of DalterFood Group are identified as a “group” in that they are wholly owned subsidiaries or investees of the parent company Dalter Alimentari SpA. Dalter Alimentari SpA is owned by a group of entrepreneurs from the Emilia region, who over the years have been able to ensure the growth of their individual subsidiaries or investees while maintaining all their peculiar characteristics.

The approach adopted is value creation-oriented, with a method that allows all companies to plan medium- and long-term actions to continue to grow significantly as players in the sector in a synergetic manner.

A traditional, family-type model of corporate governance is still in place for the parent company Dalter Alimentari SpA.



### Board of Directors

Administers the powers of the company except where the law requires specific authorisation.



### Board of Auditors

Has the task of monitoring compliance with the law and the articles of association, compliance with the principles of proper administration and, in particular, the adequacy of the internal control system.



### Supervisory Body

Has autonomous powers of initiative and control and is responsible for supervising the functioning and observance of DalterFood Group's Organisational, Management and Control Model pursuant to Legislative Decree No. 231/2001, as well as for ensuring that it is updated.

**Dalter Alimentari S.P.A.** is the industrial parent company of the brand, operating through direct production plants. It also markets, in Italy and abroad, products from the subsidiaries, playing a management role and coordinating commercial, management and financial policies.

## Ownership

All the companies are owned by entrepreneurs who hold the entire share capital of Dalter Alimentari.

In each company, management is entrusted to the Board of Directors, and auditing and accounting control is entrusted to independent auditing companies appointed by the ordinary shareholders' meeting.

The structure of the Group is as follows.

### Parent Company DalterFood Group:



**Headquarters and production plant** (cutting and packaging).



**Sales subsidiary for the UK market.**



**Company owning the two dairy farms of Selvapiana and Canossa and Cigarello** (milk procurement and Parmigiano Reggiano production).

**BALTIC CHEESES SIA**

**Procurement of foreign hard cheeses.**



**Sales subsidiary for the German market.**

## Subsidiaries:



Marketing of the range on the Spanish market.

# CMC

Packaging and marketing of the range on the Brazilian market.

## STRUCTURE OF



The Board of Directors of the parent company Dalter Alimentari SpA holds powers of Governance and is supported by management as far as operations are concerned.

The main control bodies of the parent company, as mentioned above, are the Board of Statutory Auditors and the Supervisory Body pursuant to Legislative Decree No. 231/2001. All members of the governing bodies are male and are members of the family that owns all the companies.

The parent company Dalter Alimentari SpA, identified in the group as Headquarters for the effective management of the company's business, is organised according to a structure at the top of which are the CEO, the General Manager and the Function Managers.

# BOARD OF DIRECTORS

## PRESIDENT

Stefano Ricotti

## CEO

Alberto Viappiani

## GENERAL MANAGER

Andrea Guidi



### HUMAN RESOURCES

#### GROUP HR MANAGER

Cinzia Di Natale



### SALES

#### GROUP SALES MANAGER

Antonio Gizzi



### FINANCE AND ADMINISTRATION

#### CHIEF FINANCIAL OFFICER

Lorenzo Calestani



### MARKETING

#### GROUP MARKETING MANAGER

Alessandra Caroti



### IT

#### GROUP IT MANAGER

Roberto Zanna



### QUALITY

#### GROUP QUALITY MANAGER

Iulia Pantea



### PURCHASES

#### GROUP PURCHASING MANAGER

Lorena Rizzi



Sant'Ilario  
production plant

## BOARD OF DIRECTORS

**PRESIDENT**  
Stefano Ricotti

**CEO**  
Alberto Viappiani

**GENERAL MANAGER**  
Andrea Guidi



**PRESIDENT**  
Alberto Viappiani

**DAIRIES COORDINATOR**  
Federico Casini

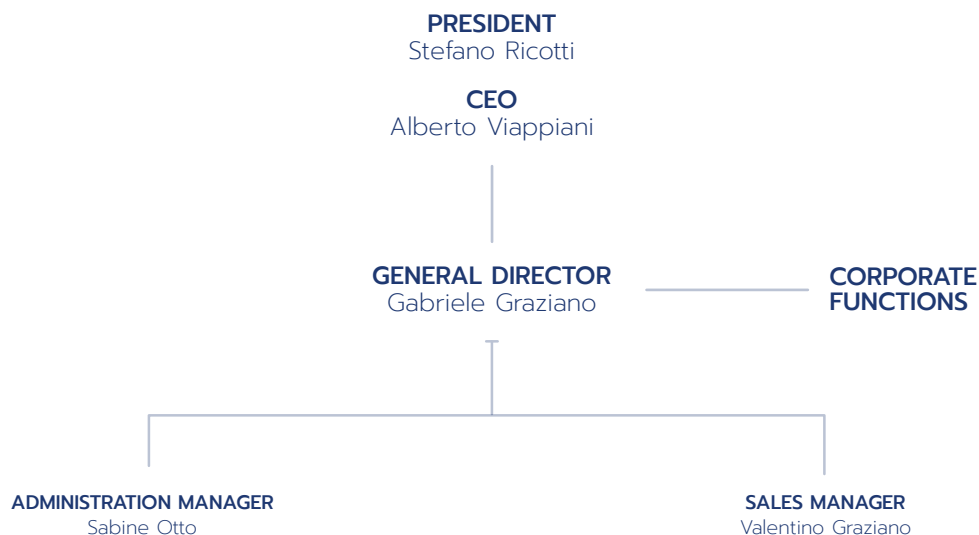
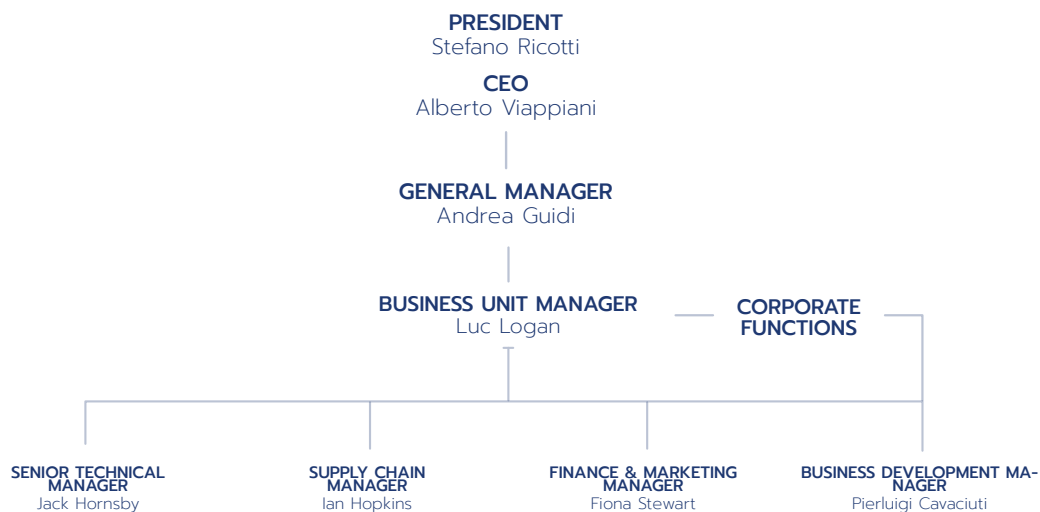
**CORPORATE  
FUNCTIONS**

**PRODUCTION MANAGER  
(Caseificio Selvapiana - Casaro)**  
Pasquale Aversa

**PRODUCTION MANAGER  
(Caseificio Cigarello - Casaro)**  
Davis Bassi



## BOARD OF DIRECTORS



## 2.3.1 | Code of Ethics and Organisation, Management and Control Model

The value of ethics is an indispensable element for the reliability of DalterFood Group in its relations with stakeholders and, more generally, with the entire civil and economic context in which it operates. Therefore, in order to prevent the offences provided for under Legislative Decree No. 231/2001 on the regulation of administrative liability, a number of specific principles of conduct to be observed in relations with government authorities, the market - in particular end consumers - and third parties have been established.

Respect for ethical principles and transparency in the conduct of business are, in the view of DalterFood Group, a necessary condition, as well as a competitive advantage, for pursuing and achieving the goal of creating and maximising value for customers, for those who work in DalterFood Group, for partners and for the community as a whole.

An environment characterised by a strong sense of ethical integrity contributes decisively to the effectiveness of policies and control systems, which is why DalterFood Group intends to foster their creation.

The Code of Ethics of DalterFood Group expresses the ethical commitments and responsibilities in the conduct of business and company activities undertaken by the **collaborators of all types of DalterFood Group**. The Code of Ethics is binding on the conduct of all collaborators, agents and/or distributors. Therefore, DalterFood Group requires all associated or affiliated companies and major suppliers to conduct themselves in line with the general principles of this Code. The Code of Ethics is valid both in Italy and abroad, taking into account the cultural, social and economic diversity of the various countries in which the Group operates.

### GENERAL PRINCIPLES AND VALUES OF DALTERFOOD GROUP

- Honesty and lawfulness;
- Prevention and resolution of conflicts of interest;
- Fairness in operations and transactions;
- Confidentiality;
- Value of human resources;
- Fairness in exercising authority;
- Integrity and dignity of the person;
- Transparency, correctness and completeness of
- Information;

Periodically, DalterFood Group asks employees to declare their commitment to compliance with the rules contained in the Code of Ethics, according to a formula that all new hires they are required to sign on their "Personal Integrity Commitment".



- Impartiality;
- Entrepreneurship;
- Diligence and accuracy in the execution of tasks and contracts;
- Quality of services and products;
- Safeguarding quality, the environment and the health and safety of workers;
- Safety and genuineness of products and protection of trademarks and patents;
- Quality assurance (labelling, traceability, classification, packaging, transport).

## Internal control and supervisory body (SB)

All the parties to whom the Code is addressed are called upon to help ensure that it functions properly, a task monitored by a Supervisory Body, which is responsible for managing the effectiveness of and compliance with the Organisational Model pursuant to Legislative Decree No. 231/2001.

The Body's duties also include receiving and assessing reports of conduct in breach of the Code of Ethics and carrying out appropriate investigations, maintaining the utmost confidentiality and discretion in the conduct thereof.

To this end, DalterFood Group guarantees an effective defence structure to enable employees to raise concerns without fear of retaliation or sanctions. For this purpose, "dedicated" communication channels are created to report information or news concerning sensitive operations or processes that are not in line with the Model and/or the Code of Ethics.

Among the general conduct criteria, the Code of Ethics of Dalter Alimentari SpA includes the following:



**Combating unlawful behaviour**



**Personnel recruitment and management**



**Establishment of the employment relationship**



**Child labour and forced labour**



**Health and safety**



**protection of privacy and handling of confidential information**



**Equal opportunities**



**Integrity and protection of the individual**



**Harassment in the workplace and alcohol and drug abuse**



**Duties of employees.**

## 2.3.2 | Risk Management

In the “global village” that characterises our times, competition expresses itself on a large scale by erasing geographical boundaries, while technological innovation induces a relentless and rapid process of renewal. This is a context rich in opportunities, but one in which the risk of standardisation and the levelling out of differences is also inherent.

In this complex and changing scenario, the “difference” can be made by a company that is able, on the one hand, to grasp the needs and expectations of customers and, on the other, to create value for the area and the community in which it operates. In other words, it will be the attention given to all company stakeholders (internal and external) that will, as a natural consequence, generate success in the market.

It is a matter of embracing a new paradigm of doing business under the banner of “responsible quality”, which means implementing a quality management system that is integrated into all production and management processes in order to ensure all-round sustainability with respect to the environment and occupational health and safety. With this in mind, it is crucial for the organisation to equip itself with advanced analysis and prevention tools, such as those of Risk-Based Thinking, which enable it to make timely and effective decisions that are the result of a careful assessment of risks and opportunities and, therefore, of the possible consequences of its choices. The objective of the Risk-Based Thinking approach is to enable the achievement of expected results and to seize opportunities for improvement by eliminating or minimising undesirable or negative spill-over effects on operations, whether from within the organisation itself or from external parties or circumstances.



### Risk-Based Thinking

**Analysis and advanced** prevention tool which allows companies to take timely and effective decisions, resulting from of a careful evaluation of risks and opportunity and, therefore, possible consequences of their choices.



In order to model the management system on these principles, the organisation is called upon to consider, as never before, the context in which it operates and to analyse the social, cultural, economic, legislative and environmental factors that may influence the definition of its objectives and the actions implemented to achieve them. It is also imperative for the organisation to take into account the expectations of different stakeholders, whether external or internal to the company.

### 2.3.3 | Anti-corruption and privacy protection provisions

The employee's privacy is protected by adopting standards specifying what information the company requires from him/her and how it is processed and stored.

Any investigation into the ideas, preferences, personal tastes and, in general, the private life of employees is prohibited. These standards also provide for the prohibition, except in the cases provided for by law, of communicating or disseminating personal data without the prior consent of the person concerned, and lay down the rules for the monitoring, by each employee, of the regulations protecting privacy and data processing pursuant to Legislative Decree No. 196/2003.

Furthermore, DalterFood Group guarantees that information and data acquired in the course of business activities are used within the limits and according to company procedures and in compliance with national privacy protection regulations.



#### **Employee privacy protection**

Any investigation on ideas, preferences, personal tastes and, in general, private life of collaborators is excluded. Such standards. It's also forbidden to disseminate personal data without prior consent of the interested party.

## 2.4 TRANSPARENCY AND LAWFULNESS

The company is committed to operating in a clear, fair and transparent manner, without favouring any interest group or individual. All actions, operations, negotiations and, in general, conduct in the performance of DalterFood Group's business activities must be characterised by the utmost fairness in management, completeness and transparency of information, legitimacy in form and substance, and clarity and truthfulness of accounting records, in accordance with current regulations and internal procedures.

Employees of DalterFood Group are obliged to provide complete, transparent, comprehensible and accurate information. In particular, in the formulation of any contracts, DalterFood Group ensures that it specifies to the contracting party, in a clear and comprehensible manner, the conduct to be adopted in all circumstances contemplated.







# \_GLOBAL AMBASSADORS OF ITALIAN TRADITION AND FINE TASTE

# \_GLOBAL AMBASSADORS OF ITALIAN TRADITION AND FINE TASTE

## 3.1 GROUP ECONOMIC SUSTAINABILITY

The ability of DalterFood Group to be economically sustainable in the long term depends on the profitability of the company's activities, which influences the market's confidence in the Group. DalterFood Group is aware of the economic responsibilities associated with its business: the value generated and distributed by the company to its various stakeholders depends on its economic performance.

In such a complex year as 2021, the Group demonstrated strong resilience, thanks to which it achieved its budgeted profitability targets. The **consolidated turnover** amounted to **€128 million, up 17.3%** compared to the previous year. The **gross operating margin** (EBITDA) amounted to **€7.9 million, or 6.2%** of revenues, substantially in line with company forecasts.



**128.248.211**  
**million €**  
of turnover 2021

**17,3%**  
**growth**  
compared to 2020

**7,9**  
**million €**  
EBITDA

Revenues derive exclusively from the company's operations. The sale of products and services generates the economic value of the company which, with a view to involvement and sharing of the results achieved, is, for the most part, distributed among the stakeholders who have had economically relevant relations with the company, who have brought value to it, such as that derived from work, and who have contributed to the company's good standing in various ways.

The economic value remaining after distribution is retained by the company, which sets aside the resources necessary for the development of the organisation (reserves and depreciation). Growth is achieved through self-financing.

The principle underlying this management method is that of the Global Reporting Initiative Standards. The Group therefore defines the areas of distributed economic value as follows: operating costs, salaries and benefits, payments to capital suppliers, payments to government authorities.

Data on the economic value generated and distributed are taken from the Financial Statements.

## ADDED VALUE CREATED (ML/EURO)

	2019	2020	2021
Net revenues from sales - turnover	107.999.197	109.360.137	128.248.211
Miscellaneous revenues and income	246.060	2.223.577	666.039
<b>Total added value created</b>	<b>108.245.257</b>	<b>111.583.714</b>	<b>128.914.250</b>

## ADDED VALUE DISTRIBUTED (ML/EURO)

	2019	2020	2021
Supplier remuneration	98.783.355	97.522.761	111.824.497
Employee remuneration	6.815.911	7.529.845	8.726.674
Directors' remuneration	633.000	638.000	493.000
Election campaign sponsorships and donations	0	0	0
Taxes and duties	302.573	856.994	1.311.954
<b>Total added value distributed</b>	<b>106.534.839</b>	<b>106.547.600</b>	<b>122.356.125</b>



## ADDED VALUE RETAINED (ML/EURO)

	2019	2020	2021
Depreciation	1.246.583	1.852.295	2.470.931
** Provisions for risks	0	0	0
Financial income and expenses	343.990	852.778	466.026
Total added value retained	1.590.573	2.705.073	2.936.957

## CONSOLIDATED PROFIT (LOSS) FOR THE PERIOD (ML/EURO)

	2019	2020	2021
Consolidated profit (loss) for the period	119.845	2.331.041	3.621.168
Net profit (profit or loss for the year after income tax)	119.845	2.331.041	3.621.168
Cash flow from operations	-3.663.062	-775.369	-2.541.862
TOTAL ASSETS	89.037.677	100.332.115	117.740.862
Long-term payables	3.370.126	11.611.401	24.909.321
EBITDA	2.012.991	5.893.108	7.870.079
Capitalised Research and Development Investments	-	-	-

## DISTRIBUTION OF DIVIDENDS (ML/EURO)

		2019	2020	2021
Dividend payment from German subsidiary VIP to minority shareholders	Included in the reserves	294.000	294.000	408.000
Dividend payment from the Italian parent company Dalter Alimentari SpA to its shareholders	Included in the reserves	-	-	501.000
TOTALE		294.000	294.000	909.000



## 3.2 MARKET PRESENCE

From production to distribution, DalterFood Group operates in various markets, selecting and distributing the best Italian food specialties in Europe and around the world.

Two key factors have led to DalterFood Group's success: its **focus on the quality** both of its products (selecting the best raw materials) and its processes (production phases), as well as its **desire to innovate**. To give just one example, DalterFood Group was behind the launch onto the Italian market of **packaged grated cheese**, a product which, along with many others released over the years, has altered cheese consumption habits.

With its talent for innovation and quality, DalterFood Group has taken on increasingly demanding challenges. In particular, having consolidated its leading position in the food service sector and in corporate and institutional catering services, it launched an **internationalisation policy** before focusing on the more exacting European markets and then expanding the scope of its business outside the EU. Today, the company serves **33 countries worldwide** and achieves around 80% of its **turnover** abroad thanks to its two subsidiaries and its sales network.

### BREAKDOWN OF TURNOVER BY GEOGRAPHICAL AREA (2021)



**22.349.000€**

**17,43%**

Italy



**104.778.000€**

**81,70%**

Europe



**1.121.000€**

**0,87%**

Rest of the world



# 3.3 DALTERFOOD GROUP'S BUSINESS MODEL



## MILK COLLECTION

The quality of the milk comes from the long-standing **relationships of trust we have with selected breeders.**



## MAKING PARMIGIANO REGGIANO

The company guarantees the **excellence** of its **Parmigiano Reggiano** with our own dairy farms and continuous investments in training and innovation.



## PORTIONING THE CHEESES

The company manages a **wide variety of cuts and packs** of hard and semi-hard cheeses, from single portions to formats for the food industry.



## EXPORTS AND DISTRIBUTION

The company brings Italian specialties to the world through its subsidiaries and via its **logistics and sales networks.**



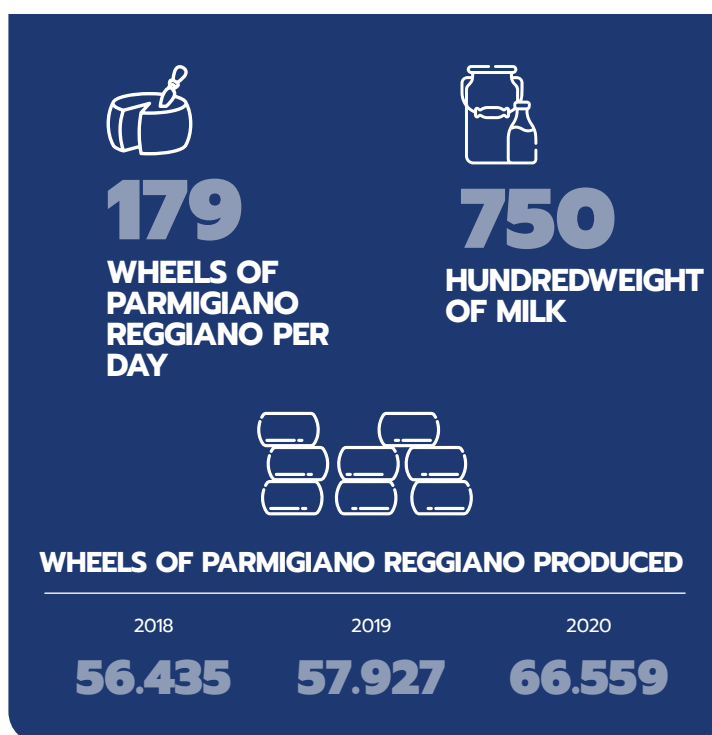
### 3.3.1 | Product range

DalterFood Group offers a wide range of typical Italian cheeses and food products, cut and packaged to meet the needs of food industries, food service operators and the retail channel:

- **Italian PDO hard cheeses** (Parmigiano Reggiano, Grana Padano, Pecorino Romano);
- **Non-PDO hard Italian cheeses;**
- **Pasta filata cheese**(burrata, burrata di bufala);
- **Fresh cheeses** (mozzarella, buffalo mozzarella, gorgonzola);
- **Other Italian specialities** (sausages, vegetable starters).

As well as creating a new model for the supply chain that is both ethical and balanced, where excellence is the top value that deserves to be rewarded, the Group has focused on improving local production facilities with incentives and support for dairy farms located in the mountains.

The two dairy farms now produce **179 wheels per day** and process around **750 hundredweight of milk** from neighbouring cowsheds located both on the plains and in mountainous areas. This allows them to produce conventional Parmigiano Reggiano, Organic Parmigiano Reggiano and Certified Mountain Product Parmigiano Reggiano.



### 3.3.2 | Customers

The company's activity is focused on the B2B channel, thanks to the consultative approach developed throughout the years, the quality of its products and a very high level of service. Over the years, it has in particular developed strong partnerships:

- in the retail channel, for which it produces and packages branded products;
- in the industrial channel, in all sectors where cheese is a high value-added ingredient - from the production of fresh and frozen ready meals to ready-made salads, pizzas, filled pasta and sauces;
- in the food service channel - from restaurant chains to mass catering to the emerging world of meal kits and delivery.

#### DalterFood Group customers:



**Food Industries**



**Collective catering and restaurant chains**

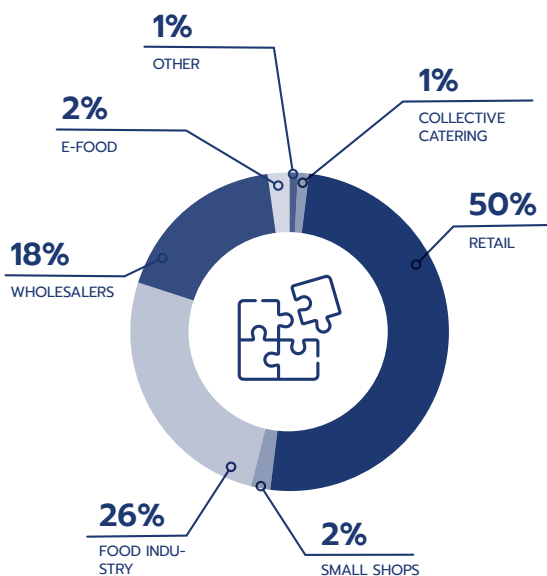


**Retail**

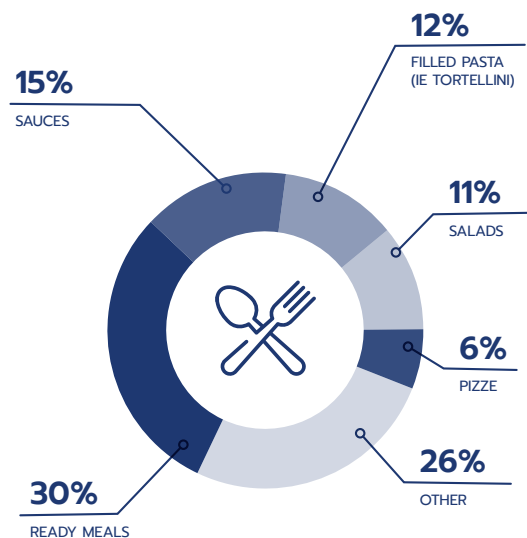


**wholesalers**

**2021 TURNOVER BY CHANNEL**



**2021 TURNOVER INDUSTRY CHANNEL**



Turnover in the three-year period, in the different channels, was markedly impacted by the effects of the COVID-19 pandemic on the world economy. We therefore witnessed growth in retail and industry and an (albeit moderate) recovery of the out-of-home sector in the last year.

### 3.3.3

## DALTERFOOD GROUP'S STRENGTHS



### CERTIFIED QUALITY

The commitment to quality is proven by the many certifications obtained.



### ANIMAL WELFARE

All of the DalterFood Group's Parmigiano Reggiano supply chain is Animal Welfare certified.



### DIRECT CONTROL OVER THE ENTIRE SUPPLY CHAIN

From dairy farm to table, a safe, controlled supply chain, at all stages and for everyone involved.



### ECO-PACK

The Group is always looking for new customised 100% recyclable packaging formats. It has more than 20 state-of-the-art packaging lines to supply all the types of packaging demanded by the market.



### WIDE RANGE OF CUTS AND PACKAGING

- Our own production of Parmigiano Reggiano
- A variety of other Italian and foreign cheeses
- A variety of cuts and packs
- Customised solutions



### INTEGRATED SKILLS AND TARGETED PRODUCTS

Italian quality and tailor-made solutions to create unique products that meet the needs of food industries, retailers and food service operators.

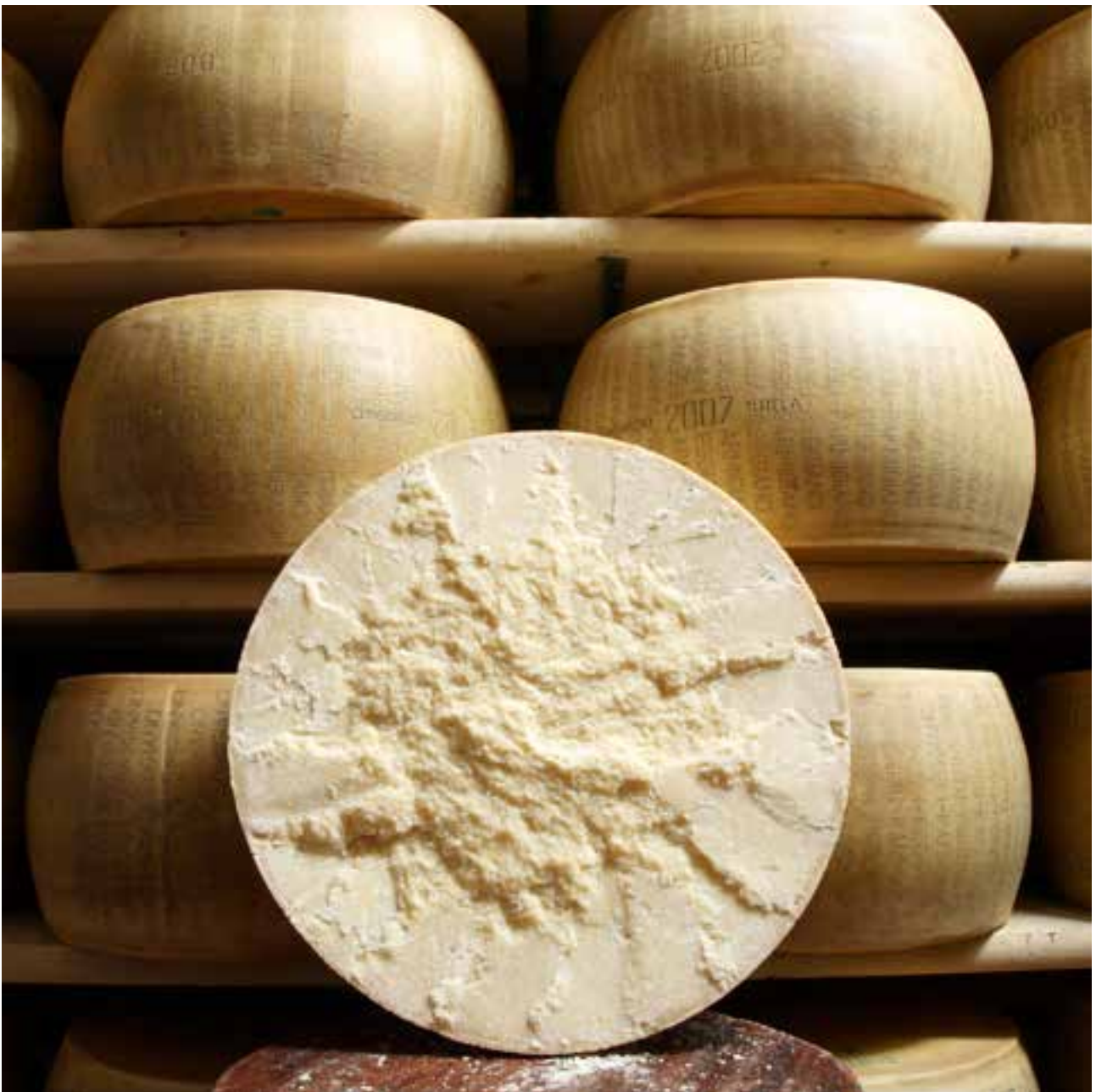




# 4 \_THE PARMIGIANO REGGIANO SUPPLY CHAIN: A SUSTAINABLE ALLIANCE

# \_THE PARMIGIANO REGGIANO SUPPLY CHAIN: A SUSTAINABLE ALLIANCE

The Group's supply chain model is unique and high-performing, as it brings balance back into the value chain by rewarding and incentivising all those involved to do their utmost to achieve a top-quality product. All stages are controlled by the Group: from milk collection to production in its own two dairy farms, to cutting, packaging and distribution on the Italian and foreign markets.



## 4.1 A SOLID AND SUSTAINABLE MODEL

*We listen to your needs so as to give a new slant to your expectations. But without compromising on quality.*

Parmigiano Reggiano is a **PDO cheese of the highest quality**, unique on the Italian and international market, whose production, from milk collection to maturing and packaging, is regulated by the Consorzio di Tutela del Parmigiano Reggiano.

As far as DalterFood Group is concerned, the milk is purchased from the **49 breeders** running dairy farms belonging to the Parmigiano Reggiano region that are **Animal Welfare certified** according to the ClassyFarm protocol. These breeders are considered not only suppliers but, thanks to a relationship of trust developed over the years, also true partners. The range of farms that collaborate with the Group is varied both in terms of size, from small family farms of 40 head to large ones of 200, and in terms of location, so that the two dairy farms can be supplied with lowland milk, for the production of conventional Parmigiano Reggiano, as well as organic milk and mountain milk, for the production of mountain-based Parmigiano Reggiano.

*It is very important for us to have loyal breeders, who work with passion and are conscious of and enthusiastic about being part of a team and, above all, of being leading figures in a huge project.*

## THE PRODUCTION OF PARMIGIANO REGGIANO



The milk from the evening milking arrives at the dairy farm and is left to rest until the morning in special temperature-controlled steel tanks. During the night, the cream, which will then be used for the production of butter, is skimmed off, while the skimmed milk is mixed together with the whole milk from the morning milking.



Rennet and starter whey, a culture of ferments from the whey of the previous day's processing, are then added, the process by which coagulation begins, which lasts approximately 10 minutes. The coagulated milk (curd) is fragmented into many small granules by the cheesemaker using an ancient tool called "spino". This procedure is very important: based on his or her experience and sensitivity, it is the cheesemaker who decides the size of the granule and who thus determines the quality of the future product. Once this step is completed, the cooking process starts at about 55 degrees. Once cooking is finished, the mass is left to rest for 50-60 minutes, lifted and taken out of the boiler to create twin wheels of Parmigiano Reggiano.

Each boiler contains 1,100 litres of milk and about 550 litres of milk are needed to produce one wheel of Parmigiano Reggiano. A wheel weighs on average 38 kg to 40 kg. Fourteen litres of milk are therefore needed to produce 1 kg of Parmigiano.



The drying phase then begins, during which the wheels are left inside the moulds for three days. This phase serves to expel the last whey remaining inside the cheese. During these three days, the cheesemaker and his or her staff periodically turn the cheeses by hand and, once the cheeses are uniformly dry, they are immersed in a saline solution, brine, for about 15 days.



Once the salting phase is over, the cheeses are transported to the warehouse and left to rest on wooden boards, where they remain for the entire maturing period. The outer part dries and forms a rind which, being untreated, is edible.

The maturing period varies from a minimum of 12 months up to 40-48 months. It is during this period that Parmigiano Reggiano takes on its fragrance, its aromas and its scents. At the end of the 12th month (minimum maturing period), the experts of the Parmigiano Reggiano Protection Consortium examine the cheeses and select them one by one (the so-called hammering process) to confirm that the cheeses meet all the requirements of the Protected Designation of Origin and can therefore be branded as "Parmigiano Reggiano".

During the maturing phase, the cheeses are brushed, turned and checked every day to ensure that the maturing process is uniform and perfect.



## 4.2 RAW MATERIALS

The Italian milk supply chain processes 850 million litres of milk per year. Its protection is, therefore, a priority for the country.

It should be remembered that Italian breeders often operate under more difficult conditions than their European counterparts and that the price of milk produced in Italy is on average higher than that of other countries due to the morphology of the land, the difficulty of procuring raw materials and feed, and energy costs.

World demand for dairy products is expected to increase in the coming years, so having a guaranteed milk supply chain at every stage will be a strategic lever. This awareness is widespread throughout Europe and the major players in the sector are putting all the necessary resources in place to acquire raw materials of guaranteed quality.

DalterFood Group's protected and controlled supply chain model makes it possible not only to protect the land and the national agri-food heritage, but also to achieve high quality standards, ensuring consumers a product collected, processed and distributed with minimal environmental impact.

When it began in 2005, the Group collaborated with **5 breeders**. Today there are **40**, mainly in the **Reggio Emilia** area and some in mountain areas.



**40**  
**FARMS**

cultivating and self  
producing fodders



**37**  
**KILOMETERS**

maximum distance  
between farms and  
dairies



**0**  
**MONTHS**

waiting time for  
payments, thanks to  
the supply chain credit

2021

Total number of breeders	40	NO.
Breeder and company: maximum distance in km	37	KM
Litres of milk: total litres of milk/year delivered and processed by the supply chain	34.781.752	LITRES
Total heads of cattle at farms	4.972	NO.
Litres of milk: daily average delivered per breeder	95.292	LITRES
No. of annual inspections/audits carried out by the company on the breeder	6	NO.
% of breeders audited by the Consortium	30	%
No. of reports/non-compliance recorded	1	NO.

The cowsheds in which the milk is collected are located within a radius of **37 km** from the dairy farms. Therefore, the **49** breeders in the supply chain are solid, locally based companies and all of them **grow and produce** their own fodder to feed the cattle.

## Mutual trust

To build this **relationship of mutual trust**, DalterFood Group was the first in the industry to introduce **supply chain credit**. Thanks to the collaboration with a credit institute on which the Group relies, breeders can be paid immediately for their milk, compared to an average delay in the sector of around 12 months and, in some cases, peaks of 24 months.

This strategy gave them the opportunity to plan investments to modernise the facility and thus guarantee quality milk.

The company made its financial and legal **advice** available to the breeders, with the aim of helping them grow as entrepreneurs. It also guaranteed them the ongoing presence of **Quality Assurance specialists** and a **food technologist** so that the cowsheds are run according to current standards and there is a greater focus on the well-being of the animals

*“It’s very important for us to have loyal farmers, who work with passion and are conscious and enthusiastic about being part of a team and, above all, leading figures in a huge project.”*

## 4.3\_ANIMAL WELFARE: DALTERFOOD GROUP'S PRIORITY

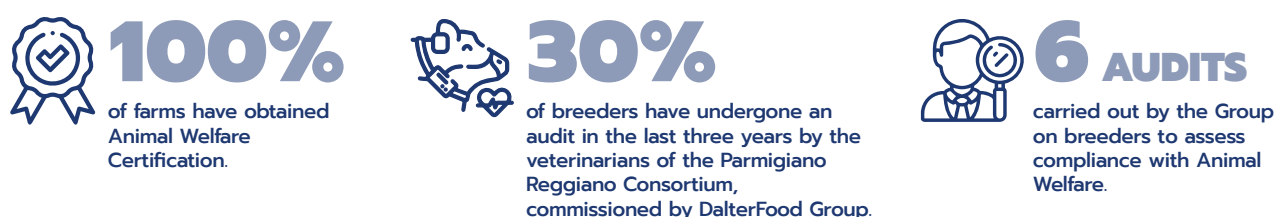
DalterFood Group is convinced that corporate responsibility is measured along the entire supply chain and that transparent communication is an indispensable tool to enable consumers to make informed purchasing choices. This is why, although it does not breed dairy cows directly, it is attentive to animal husbandry and animal welfare.

The welfare of animals used in primary production is an issue encountering growing interest in public opinion, which is increasingly attentive and sensitive to **sustainability, ethics, the quality of consumption** and habits.

DalterFood Group takes Corporate Social Responsibility to heart and is working on various fronts to continue to **improve** its **environmental impact** and the **sustainability** of its production chain . To achieve this goal, it has renewed the **Animal Welfare certification for the Parmigiano Reggiano supply chain** issued by Certiquality in accordance with the protocol of ClassyFarm, the national authority for Animal Welfare.



## The Centrality of Animal Welfare



Certiquality is the point of reference for organisations wishing to obtain voluntary certification of dairy products made from milk from farms with a CReNBA Animal Welfare Certificate.

The advantages of a Certiquality product:

1. processed milk from cowsheds with an Animal Welfare Certificate issued by the CReNBA, showing that the minimum score required by the CReNBA standard has been exceeded;
2. maintenance of the certification over time;
3. ensuring respect for the five freedoms of animal welfare in accordance with European welfare policy:
  - a. freedom from hunger, thirst and poor nutrition
  - b. freedom from discomfort
  - c. freedom from disease and injury
  - d. freedom to manifest species-specific behavioural characteristics
  - e. freedom from fear and stress
4. all stages of the process from cattle breeding to milk collection, transport and processing are monitored through the application of the principles of identification and traceability;
5. verifications of compliance with the above parameters are conducted by Certiquality, an independent third party, in accordance with what is published in this document.

To obtain this certification, which attests the **use of milk from cowsheds that comply with Animal Welfare** requirements, farms must “pass” an examination covering four macro-areas of their activity:



- ✓ **Company and staff management;**
- ✓ **Facilities and equipment;**
- ✓ **Animal living conditions at livestock farms;**
- ✓ **Biosafety**



The complexity of this certification is not limited to the milk collection phase, but **involves all the players in the cheese production chain**: from the 49 livestock farms where the milk is produced to the **Selvapiana and Cigarello dairy farms** where it is processed, from the warehouses where the Parmigiano Reggiano “matures” slowly, followed by the cutting, portioning and packaging at the **Sant’Ilario d’Enza factory**, to the **warehouses** where the finished product awaits shipment throughout Italy and the world.

The Animal Welfare Certification is an important recognition which **assigns value to the work of the breeders**, without whom DalterFood Group could never have achieved this result. At the same time, this certification also rewards **the work the Group has carried out on the supply chain**, investing in dairy farms and human resources, with a truly unique approach in the PDO Parmigiano Reggiano sector.

The company’s focus on animal welfare is part of a broader **sustainability strategy**, which is reflected, among other things, in its decision to produce a range of **fully recyclable packages** that guarantee the same shelf life, aroma and freshness as standard packages. Animal Welfare Certification and 100% recyclable packaging are important milestones, crowning the **Group’s commitment** to environmental sustainability.



## The biodiversity of Parmigiano Reggiano

Parmigiano Reggiano is a unique and ever-changing product characterised by one major asset: **its biodiversity**.

The biodiversity of Parmigiano Reggiano depends not only on fodder, but also on the breed of cattle and certification.

Indeed, according to regulations, only cattle indigenous to the Parmigiano Reggiano production area may be used in its manufacture, namely, the White Cow, the Red Cow, the Friesian and the Brown Cow. Each of these breeds has specific characteristics, which are then passed on to Parmigiano Reggiano.

The diversity can already be found in the fodder that grows in the area, a strip of land of about ten thousand square kilometres, between the provinces of Parma, Reggio Emilia, Modena, Mantua (to the right of the river Po) and Bologna (to the left of the river Reno).

Being rich in various forage grasses, this location contributes to the special character of this dairy product. The self-healing meadows are home to between 60 and 70 varieties of native forage grasses, not found elsewhere, which give Parmigiano Reggiano a unique sensory profile.

Finally, there is a particular disposition to cross-cultural adaptation, thanks also to its many certifications which protect the consumer in terms of quality, but which are also sensitive to his or her native heritage.

The Group is committed to respecting each and every one of its features and to enhancing the characteristics that make Parmigiano Reggiano a unique and authentic product.



## The biodiversity of Parmigiano Reggiano

The **Selvapiana Dairy** and the **Cigarelllo Dairy** are the two **DalterFood Group dairies**, producing and ageing Parmigiano Reggiano, located on the Appennini near Reggio Emilia. These are soils suited to grazing and characterized by a plant biodiversity offering to bovine a balanced and complete fodder, with marked nutritional properties.

It is in these soils that alfalfa grows, the herbaceous plant that gives Parmesan cheese Reggiano its unmistakable flavor.

Biodiversity is a topic of crucial importance for DalterFood Group, which designs and carries out its production activities with maximum respect for the places of origin of the material first, at all stages of the supply chain. The protection and safeguarding of biodiversity make it possible to:

- Provide varied and nutritionally rich foods;
- Create resilient production systems resistant to pests and pests;
- Guarantee sustainability over time to these same production systems.

And finally, in a broader perspective, to look with confidence to the future of all of us.

In particular, the Group produces and distributes different types of Parmigiano Reggiano part of the "biodiversity" governed by the Consortium:



**Parmigiano Reggiano certified Mountain Product**, produced in dairies situated in the mountains, ageing for up to at least 24 months, of which 12 months in mountain warehouse.



**Organic Parmigiano Reggiano**, ensuring it's fully traceable in all processing phases and certified according to legal provisions for the production of organic products.



**Parmigiano Reggiano only from Pezzata Rossa Cows**, certified organic and mountain product, produced with milk from on single breed of cattle, the Pezzata Rossa; coming from one single livestock farm, the Bocced farm, produced only at our Colline di Cigarelllo e Canossa dairy.

## 4.4 NOT ONLY PARMIGIANO REGGIANO – THE OTHER RAW MATERIALS

One of the factors that makes DalterFood Group unique is the breadth of its product range, achieved thanks to a continuous search for the best **raw materials**. Over time, **the** company has flanked **Parmigiano Reggiano** at first with Italian cheeses of great tradition, such as **Grana Padano** and **Pecorino Romano**, and then a **selection of Italian and foreign cheeses**, such as Spinoro, Mozzarella, Emmenthal, Edamer and Pastamore. But that's not all: DalterFood Group has introduced a wide variety of **cuts** - e.g. cubes, leaves, nuggets, flakes, sticks and fillets - and **packaging**, always with the aim of offering customers products with high added value in terms of service.

### DALTERFOOD GROUP RANG OF PRODUCT:

Parmigiano Reggiano

Grana Padano

Pecorino Romano

Spinoro

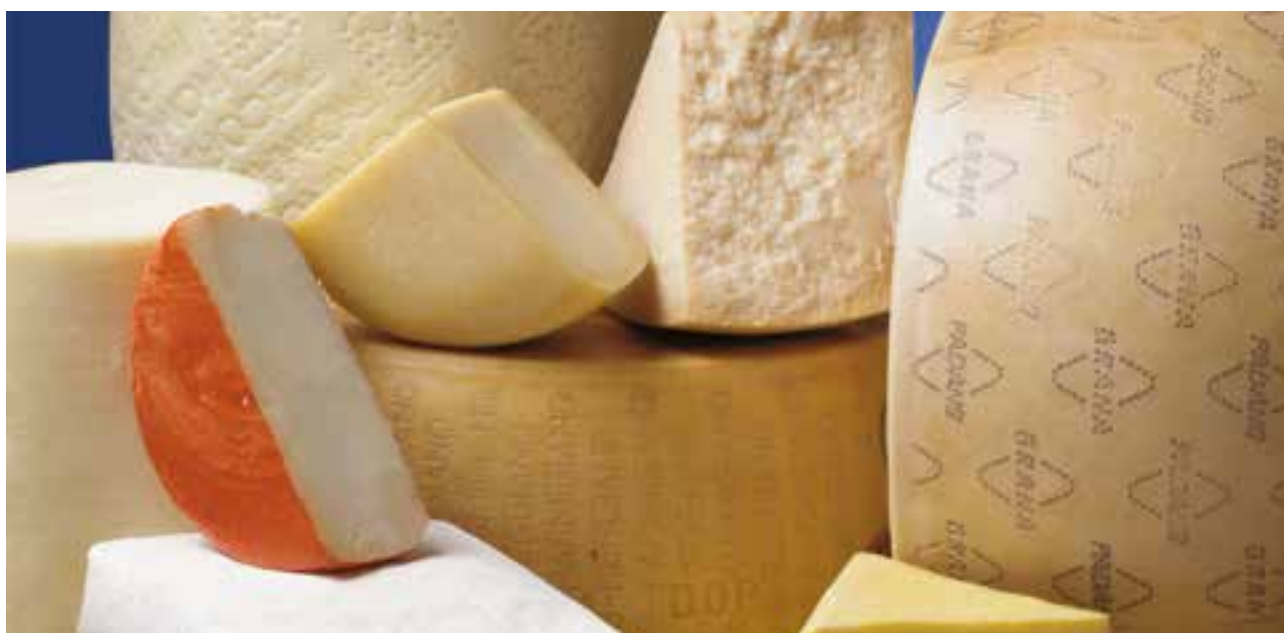
Mozzarella

Emmenthal

Edamer

Pastamore

As well as a great variety of cuts and packaging, in order to offer our customers high level of service products.



In addition to cheeses of other types, when in-house production is not sufficient to cover market needs DalterFood Group also buys some wheels of Parmigiano Reggiano from external suppliers.

The company places great emphasis on the sourcing of all raw materials, through the definition of strict protocols and procedures, which are essential to guarantee the high quality that characterises its products along the value chain.

The Group's focus on the supply chain stems from the need to coordinate to the maximum extent possible the many industrial activities that are channelled into specific product categories, with the aim of achieving the levels of efficiency that are indispensable in order to be able to remain competitive even in the most commoditised markets.

Even in a critical year like 2020, shared production planning among the members of the supply chain allowed steady growth and enhancement of the "supply chain project".

As of 2021, the suppliers of DalterFood Group numbered 887, broken down as follows:

 <b>887 SUPPLIERS</b>	
SUPPLIERS	2021
Raw materials	166
Servis	721
<b>TOTAL</b>	<b>887</b>

The values of the supply chain and the importance of the traceability of each step are in fact the increasing focus of interest of those who buy a bottle of milk.

The three main types of products in the chain - milk, cheese and packaging - must meet different safety requirements.

#### WITH REGARD TO MILK AND CHEESE, SUPPLIERS MUST:



Be present in the list of suppliers approved by the Quality Assurance Office, providing appropriate documentation regarding the products and the activity carried out;



Provide products derived from non-GMO raw materials and complying with Regulation EC 1829/2003 and Regulation EC 1830/2003;



Provide products that have not been exposed to ionising radiation;



In addition, suppliers of Private Label products must hold GFSI system certification (BRC/IFS/ISO22005) or be audited for approval by the Quality Assurance Department.

#### WITH REGARD TO PRIMARY PACKAGING, SUPPLIERS MUST:



Be present in the list of suppliers approved by the Quality Assurance Office, providing appropriate documentation regarding the products and the activity carried out;



Have a documented quality system that includes internal self-auditing;



Have available all documentation certifying the food contact conformity of all packaging used to enclose products.

## 4.5 CUTTING AND PACKAGING - THE SANT'ILARIO D'ENZA FACTORY

After maturing, the wheels of Parmigiano Reggiano, Grana Padano, Pecorino Romano and all other hard cheeses are transported to the Sant'Ilario d'Enza factory for portioning and packaging.

Here, the cheeses destined for cutting and packaging are first washed, dried and portioned to become slices, petals, flakes, fillets, nuggets or grated cheese in the second stage of processing, and packaged in containers of varying sizes to meet the demands of different customers as well as possible. The range is 5 g to 5 kg for sacks and up to 20 kg for vacuum-packed slices.

Sant'Ilario also produces the various cheese mixtures for industry and catering, specially designed and balanced to meet all preparation needs, whether to season a filling, obtain a golden gratin or enrich a frozen pizza with flavour.







# QUALITY ASSURANCE FROM THE CUSTOMER TO THE CONSUMER

# \_QUALITY ASSURANCE FROM THE CUSTOMER TO THE CONSUMER



*Commitment to quality is expressed not only through certifications and strict controls, but is a constant throughout the entire supply chain, from production in the dairy farms to distribution.*



DalterFood Group is committed to satisfying and protecting its customers by listening to their requests in order to promote the improvement of the quality of its products and services. This is why DalterFood Group focuses its research, development and marketing activities on achieving high quality standards.



## 5.1 CONTROL OF RAW MATERIALS

“When the product comes to us, it is our job to transform it into value. Although we are confident of the quality of the cheeses we receive, we nonetheless constantly perform chemical, organoleptic, microbiological and nutritional tests on both our raw materials and our finished products.

We believe that responsibility for the quality of the products we put on the market is an essential topic. As well as producers, we are copackers. This means that well-known retailers affix their brand labels onto what we produce.”

*Iulia Pantea*

*Group Quality Manager  
DalterFood Group*



Through the company Colline di Canossa, the Group communicates directly with the breeders from whom it collects milk for the production of Parmigiano Reggiano. The company has created a milk quality reward system that goes beyond the parameters required by the Protection Consortium. A better product yield and a reduction in cheese defects are the results to date.

Corporate responsibility is also expressed in communication with customers, which must comply with the principles of transparency, clarity and completeness. For the Group, this is the indispensable prerequisite to enable consumers to make informed purchasing choices.

### 5.1.1\_ Traceability and tracking

Al fine dell'immissione in commercio e della vendita/distribuzione dei propri prodotti, DalterFood Group, come meglio indicato nel Modello Organizzativo ex D.Lgs. 231/01, si impegna nel rispetto puntuale delle normative vigenti in materia di etichettatura, tracciabilità, classificazione, imballaggio e trasporto che regolano il settore alimentare.

To this end, DalterFood Group guarantees the following necessary information requirements:



**no misleading as to the characteristics of the food** (nature, identity, properties, composition, quantity, shelf life, country of origin and place of origin, method of manufacture or production);



**Precisione, chiarezza e comprensibilità:**  
esattezza, evidenza di lettura, intelligibilità da parte del consumatore medio.

In order to guarantee product traceability, consumer protection and the consumer's right to make an informed choice, DalterFood Group is in fact responsible for food-related information and legally required indications and ensures they are accurate and non-misleading in accordance with applicable regulations.

DalterFood Group also undertakes to promote, through adequate training/information of its transporters and warehouse employees, the adoption of safety measures designed to ensure that the transport of products is carried out using qualified personnel and transport conditions suitable for the type of product being marketed, in compliance with regulations in force.



## 5.2 CERTIFIED QUALITY AND FOOD SAFETY

Quality is a top priority for DalterFood Group. That is why the company has always been committed to providing customers with a good and safe product. Concretely, this mission translates into a large number of product, process and environmental controls, performed both in-house and by qualified external laboratories.

In terms of production processes, as evidence of its constant focus on quality standards, DalterFood Group has obtained various important certifications: worth mentioning are the **BRC Grade AA+, IFS Higher Level, ISO 22005 standards for traceability in the food chain, which certifies in particular that the milk comes from animal welfare certified farms**, and **ICEA** for the production of organic products.



# 4300

Analyses of finished products



# 5

Certifications to the highest standards



# 1965

Analyses to monitor production process hygiene



# 7

People dedicated to Research and Development and Quality Control



## The map of our certifications:

					
	✓	✓	✓		
				✓	
	✓		✓		
	✓	✓	✓		
	✓		✓	✓	
					✓
			✓		

## AUDIT

As a result of the COVID-19 pandemic, audits are sharply decreasing. Below are the relevant figures for the year under review.

During 2021, 272 audits were conducted, of which:

- **258** OCQPR for a total of 5,070 hours of surveillance
- **1** BRC-IFS
- **1** Parmigiano Reggiano Consortium
- **2** ICEA (organic)
- **1** ISO22005-Format Parmigiano Reggiano cheese in whole wheels - portioned and grated (Consortium Register Nos. 417 and 320) **obtained from milk from animal welfare certified farms**

Below are the inspections carried out by the authorities:

- **1** MIPAFF (DOP Pecorino Romano Audit)
- **4** Veterinary service audits

In addition, three customer audits were carried out.

All audits were successfully concluded and 22 minor non-conformities were recorded without precluding food safety. One of the non-compliances resulted in a fine of 2,700 euro.

## 5.3 THE CHOICES THAT GUIDE DALTERFOOD GROUP'S CUSTOMERS



*"... Company management therefore sets as its main objective the fulfilment of customer expectations through a process that has been tried and tested over the years and is rooted at every level of the company, in which each customer request is translated into a technical specification that is recorded within the Quality System, formalised and periodically verified through the feedback received from the customer".*



*Taken from the QUALITY POLICY*

Over the years, the Group has defined a multi-channel strategy in all markets, targeting the **food industry**, the **catering sector** (mass catering, chain catering, onboard catering, wholesale) and the **large-scale retail trade**.

Listening to customers, which is the Group's hallmark, is an indispensable tool for **observing more closely the needs, requirements and behaviour of people**, which are not only expressed in the purchasing process.

This observation shows how values are increasingly at the centre of customer listening processes in order to meet the needs of the end consumer, who rewards consumer- and sustainability-conscious companies by choosing their products. Direct engagement with the customer has enabled the Group to grasp the needs of consumers. That is why today it is able to develop bespoke solutions for each customer.



Every year the company conducts a customer satisfaction survey, with the aim of gathering feedback for the continuous improvement of the service provided.

The results achieved in 2021 are extremely positive, especially the large growth which moreover took place in a difficult environment still strongly influenced by the pandemic.

# 8,6

**Customer satisfaction  
total index**

QUESTION	Average 2021	Average 2019
The quality constancy of the products supplied.	9	8,5
The quality of our products.	8,9	-
Our customer service.	8,8	8,8
Time for handling information requests.	8,8	8,5
Time for handling customer claims.	8,8	8
Our salesforce.	8,7	9,2
Compliance with delivery terms.	8,7	-
Time for solving problems.	8,7	8
How suitable and practical the packaging is for your use.	8,6	8,4
Order Management flexibility (changes to the order in progress, request early delivery, urgent requests).	8,6	-
The variety of our range in terms of ingredients, cuts and packs.	8,5	-
Order Management flexibility (changes to the order in progress, request early delivery, urgent requests).	8,5	8,2
How suitable the shelf-life of the product is for your use.	8,5	-
The capability to satisfy particular requests creating tailor made solutions for your needs (eg products, packaging).	8,2	-
The professionalism of the carrier.	8,2	8
How satisfied are you with the solutions to support environmental sustainability (recyclable packaging, animal welfare) offered by our company?	8,2	-
Considering your extensive experience with our company, how likely would you recommend our products to others?	9	-

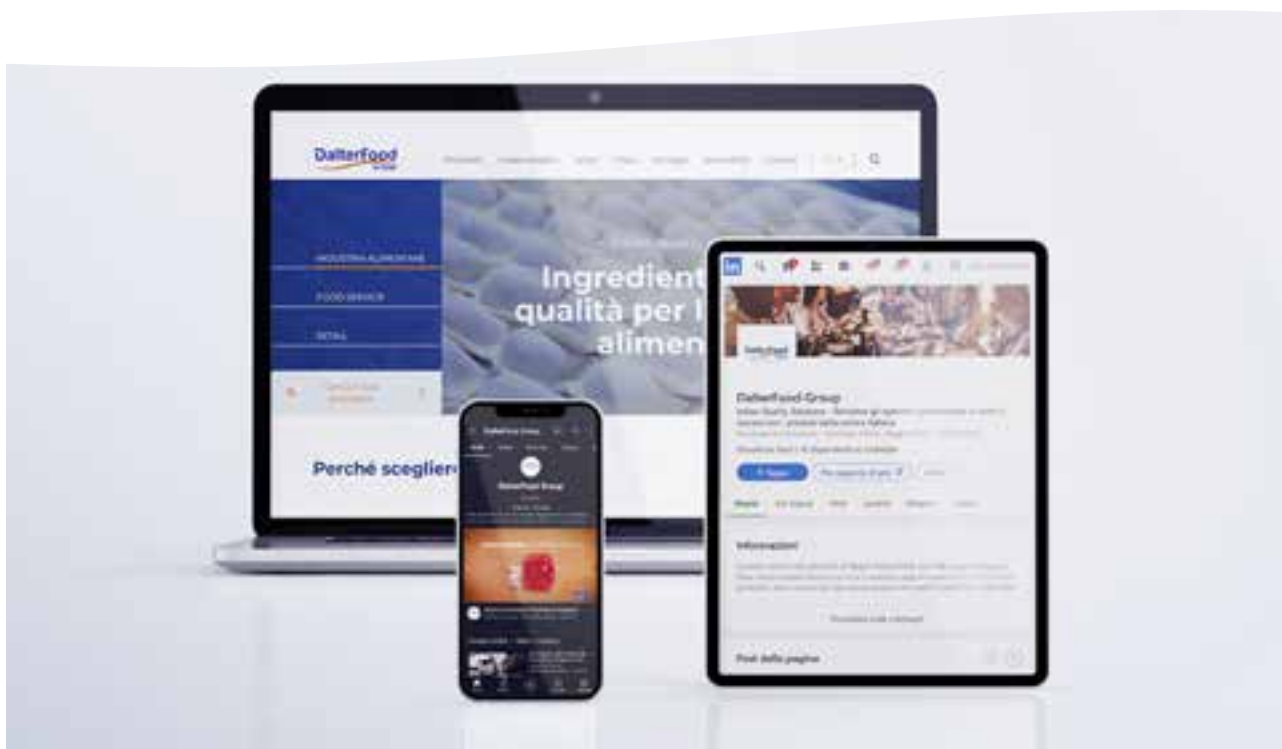
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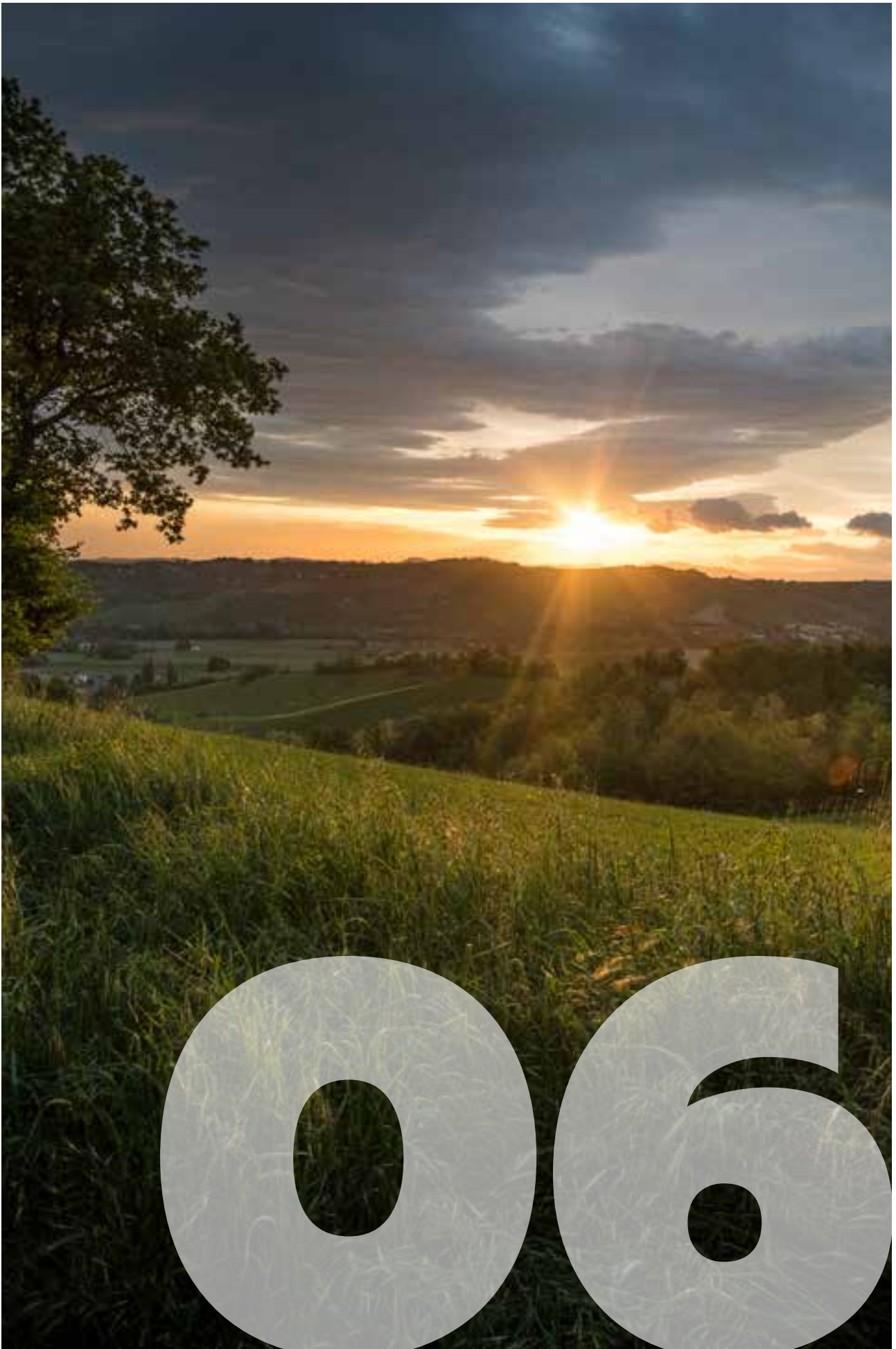
## Communications

Over thirty years of activity and constant growth have enabled the Group to acquire a reputation and credibility, valuable intangible resources capable of fostering internal relations and those with customers, suppliers and government institutions. Brand reputation also proves to be a key lever in DalterFood Group's development and growth strategies in the various markets.

External communication is now managed through the company website [www.dalterfood.com](http://www.dalterfood.com)

Brand Awareness is also helped by communication on the main social channels, from the company's Facebook page to the LinkedIn profile of the parent company Dalter Alimentari SpA, both of which have grown in terms of fan base and customer interactions. In particular, the communication campaign focusing on the "Made in Italy" value of the raw material contributed to excellent results in terms of reach, impressions and views.







# \_RESPECT FOR THE ENVIRON- MENT THROU- GHOUT THE TRANSFORMA- TION PROCESS

# \_RESPECT FOR THE ENVIRONMENT THROUGHOUT THE TRANSFORMATION PROCESS

Today, the greatest global risks to business are related to the consequences of ongoing climate change. Indeed, the climate emergency affects everyone, especially businesses.

For DalterFood Group, initiatives to reduce climate impact, Goal 13 of the 2030 Agenda, are a priority. It is precisely because of the importance of this topic and the consequences that climate change is having on production that the Group has decided to promote actions aimed at mitigating the effects of climate change, reducing climate impacts and at providing adaptation and offsetting.

This is expressed through internal and external communication that fosters a sustainability-oriented work culture.

This chapter contains an account of the main environmental impact indicators associated with production processes based on full-year data taken from the Group's subsidiaries.

Conversely, data on electricity and water consumption in all the offices of foreign subsidiaries were not always available, as they do not represent a significant share of the Group's total consumption (these offices are used mainly for commercial activities).



## 6.1 FROM THE COWSHED TO THE CONSUMER: THE PRODUCT LIFE CYCLE

The cheeses, weighing from a minimum of 3 kg to a maximum of 45 kg, are stored in separate rooms, washed and then cut and grated. The product obtained is conveyed, by means of vacuum suction systems or elevator belts, to the automatic packaging lines, with which packs of different weights and types are obtained, depending on the market for which they are intended (national and/or international). The range of products offered by the Group in terms of types of cheese extends from Italian PDO and non-PDO cheeses to foreign cheeses, which can be packaged differently in terms of weight and format (grated, flaked, in pieces, etc.). In principle, all packaging lines are organised according to the following work stages:



**1**

### **Grating/cutting:**

in the case of lines for the production of special formats - such as "petals" or cubes - grating is replaced by an automatic cutting phase;



**2**

### **portioning:**

this is carried out with the help of automatic cutting machines;



**3**

### **Modified atmosphere or vacuum packaging:**

typically done automatically by means of heat-sealing of plastic film. Obviously, this varies greatly depending on the type of packaging and the format to be produced (slices, grated, cubes, etc.);



**4**

### **Boxing:**

in secondary packaging (carton).

On all lines, material handling is carried out via conveyor belts and elevator belts. The operators are assigned to the general operation and adjustment of the line and its equipment and, where not yet automated, to the final boxing of the packages.

## 6.1.1 | Sustainable packaging

Sustainable packaging is an important value for DalterFood Group and an area for continuous improvement in environmental performance. Packaging is specific to each type of material and product. The context in which we operate and the consequences that this entails demand change, and this change in turn requires regulatory, technological and organisational development of significant proportions.

In this regard, over the past few years the activities of the Group's R&D function have focused on implementing all the measures necessary to ensure compliance with European directives. In particular, DalterFood Group is committed to introducing new production and consumption models that are sustainable in the medium and long term.

Today, the Group has more than 20 cheese cutting and/or packaging lines and continues to search for new customised packaging formats with 100% recyclable packaging, all in step with the latest technology to meet the needs of the market for all types of packaging.

DalterFood Group's commitment for the coming years is also evident in its pursuit of sustainability goals, which can be summarised in the following terms:

- ✓ optimisation of cartonisation and palletisation of products;
- ✓ reduction in the weight of primary and secondary packaging;
- ✓ use of recyclable and recycled plastic;
- ✓ experimentation with alternative materials to plastic that preserve product quality in the same way and achieve the same shelf life.



In addition to R&D, which is devising new processes to make packaging more efficient and recyclable, the Group has also added new projects to reduce the use of single-use plastic, and raising awareness among all employees on this issue (former water dispensers, water bottles, etc.).

## 6.2 CIRCULAR WASTE AND SCRAP MANAGEMENT

The principle that **no food raw material is wasted** has always been in the DNA of DalterFood Group.

For this reason, any cheese processing waste (powders, scrapings or moulds with defects in the dough such as tears or holes), subject to control by the Quality Control department, is re-used for the production of grated cheese and mixtures or, if this is not possible, for livestock use.

In addition, a number of by-products destined for industrial use arise daily from the cheese-making process, in particular whey, which is concentrated for the extraction of proteins for the cosmetic and/or pharmaceutical industry, and cream for churning, destined for the production of food grade butter, both 100% recovered.

RECOVERY OF BY-PRODUCTS FROM PROCESSING (TON)	2019	2020	2021
Total by-products recovered or sent to specialised companies for recovery (tonnes)	25.353	26.823	28.682
% OF BY-PRODUCTS RECOVERED AND REINTEGRATED INTO THE PROCESS	2019	2020	2021
Milk serum for processing	100%	100%	100%
Cream that has risen	100%	100%	100%
% OF PRIMARY PRODUCT RECOVERED AND DESTINED FOR SALE (WITH SPECIFIC CHARACTERISTICS)	2019	2020	2021
Wheels of Parmigiano Reggiano sold	100%	100%	100%

### WITH REGARD TO PRODUCTS FROM DALTERFOOD GROUP'S PRODUCTION PROCESS, THE RECOVERY OF RAW MATERIAL IS 100%.

#### TOTAL BY-PRODUCTS RECOVERED OR SENT TO SPECIALISED COMPANIES FOR RECOVERY (TONNES)

Cat 3

#### 100% PRIMARY PRODUCT RECOVERED FOR SALE (WITH SPECIFIC CHARACTERISTICS)

Upper and lower rinds of the PR wheel

#### 100% BY-PRODUCTS RECOVERED AND REINTEGRATED INTO THE PROCESS

- Upper and lower rinds of the PR wheel
- PR shavings
- PR milling
- Offcuts of other cheeses
- Offcuts from sieving
- Suitable for grating (underweight slices, defective slices, lower rinds, hearts)
- Semi-finished product from the processing of cylinders

Waste management is a complex issue and poses different challenges depending on the materials to be disposed of. The Group is committed to reducing the waste generated by optimising processes and progressively adopting more effective management systems.

The commitment to the sorting of waste produced in DalterFood Group factories is also renewed, and the fraction of waste (mostly paper, plastic and wood) destined for recovery and reuse was increased. This was achieved by signing specific contracts with companies specialising in the recovery of waste materials.

Finally, the incidence of hazardous waste generated by the Group's activities is very low and has been zero for the last three years.

As can be seen from the data in the table, the main types of waste generated in Italy are:

COMPOSITION OF NON-HAZARDOUS WASTE IN % TERMS (U.M.: TON)		2019	2020	2021
	Iron and steel	4,00 3,3%	2,00 3,1%	3,20 3,0%
	Sludge from wastewater treatment	13,00 10,6%	12,00 18,5%	31,44 29,1%
	Septic tank sludge	2,00 1,6%	0,000 0,0%	0,00 0,0%
	Mixed packaging	4,00 3,3%	3,20 4,9%	0,00 0,0%
	Plastic packaging	99,08 81,2%	47,72 73,5%	73,29 67,9%
	Paper and cardboard packaging	- -	1,04 1,6%	33,35 30,9%
	Unusable waste	- -	2,00 3,1%	- -
TOT Ton		122,08	64,92	107,93

No special hazardous waste has been found. The above-mentioned waste is disposed of by means of separate municipal collection, while waste generated by dairy farms is disposed of by means of undifferentiated collection.

In the absence of data, it is hereby reported that sites abroad also dispose of waste in accordance with municipal regulations.

## 6.3 COMMITMENT TO REDUCING ENVIRONMENTAL IMPACT IN BUSINESS PROCESSES




The environment is recognized as a primary asset and DalterFood Group is committed to safeguarding it by taking appropriate measures and planning activities consistent with this objective.

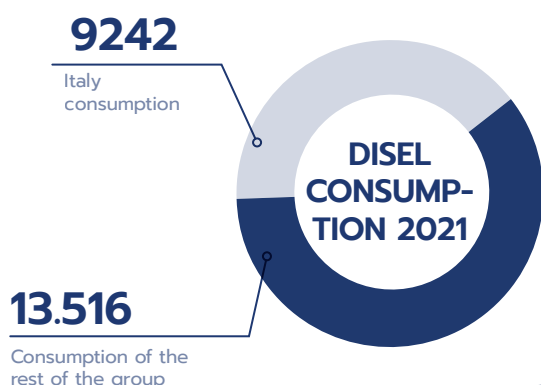
The Group recognises the importance of measuring its environmental performance in order to monitor compliance with current regulations and set itself further improvement targets.

### 6.3.1 | Group energetic intensity

The energy consumption levels at the locations where it was possible to carry out a report are shown below. Dalter UK's office is unable to report such data, as utilities are included in the rental agreements.

As can be seen in the table below, consumption is increasing from year to year. This can be attributed to the parallel growth in turnover and consequently to the increasing need to consume the amounts listed as follows. Consequently, thus contextualised, the figure is in line with the usual production processes




	2019	2020	2021
 <b>ELECTRICITY</b> ENERGY CONSUMPTION - KWH	2.758.706	3.157.687	3.518.358
 <b>NATURAL GAS</b> TOTAL - M³	623.130	725.040	802.998
 <b>DISEL</b> TOTAL CONSUMPTION OF THE GROUP - LT	-	-	22.758,84

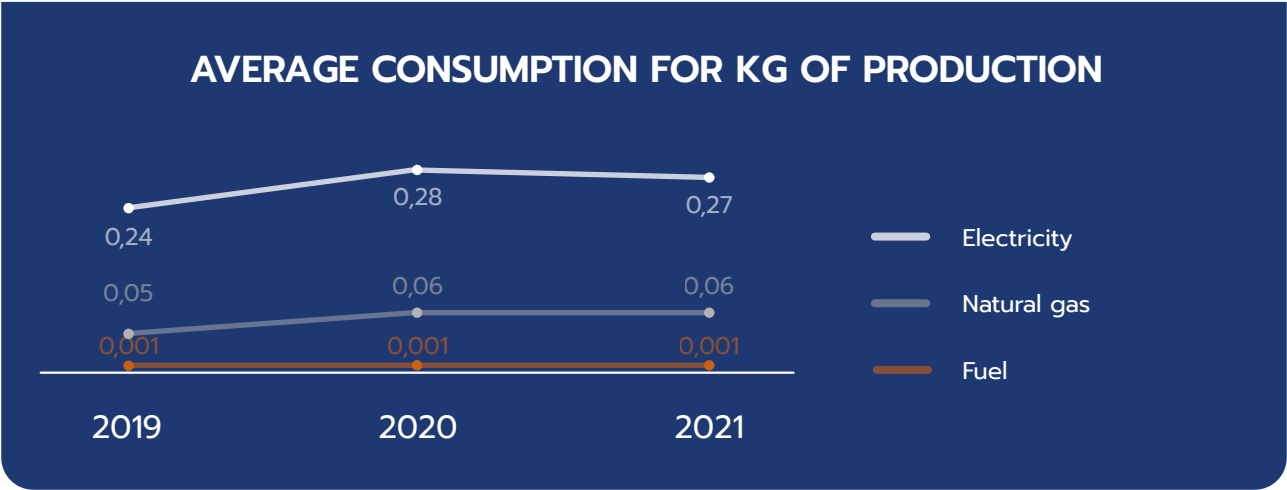


In this report, diesel consumption is recorded for 2021 only as an outcome of more thorough data collection, which the Group aims to continue in the coming years. Total consumption of diesel fuel was 22,758.84 litres, of which 9,242.40 litres are attributable to Italy.

**22,758.84 Litres ( -> graphical rendering?)**

Below is an estimated calculation of average consumption in relation to production volume. The table shows that the Group managed to reduce average energy and natural gas consumption in relation to total production.

CONSUMO MEDIO		2019	2020	2021
	<b>ELECTRICITY</b> ENERGY CONSUMPTION - KWH	0,24 kWh	0,28 kWh	0,27 kWh
	<b>DIESEL FUEL</b> TOTAL - M3	-	-	0,002 Lt
	<b>NATURAL GAS</b> TOTAL CONSUMPTION - LT	0,05 m³	0,06 m³	0,06 m³



## 6.3.2 | Emissions into the atmosphere

The Group identified the sources of greenhouse emissions and carried out calculations in this first Sustainability Report for the following purposes:

- SCOPE 1  
**Direct emissions generated**, by the company, the source of which is owned or controlled by the company,
- SCOPE 2  
**Indirect emissions from energy purchased and consumed by the company.**

Below are the calculations performed and details of the methodology used.

		ITALY DalterFood Group 2021 TON CO <sup>2</sup> eq	GROUP 2021 TON CO <sup>2</sup> eq
SCOPE 1	SCOPE 1	248,93	1.707,24
	NATURAL GAS	248,93	1.658,40
	DIESEL FUEL	33,40	82,24
SCOPE 2	SCOPE 2	917,67	1.392,06
	ELECTRICITY	917,67	1.392,06
	TOTAL	1.200,00	3.132,70

### Note GASOLIO:

- 1) Density considered: diesel 9.845 kg/litre.
- 2) Petrol emission factor taken from the UNFCCC National Standard Parameter Table for 2021.

### Note GAS NATURALE:

- 1) The Ecoinvent process was cleared of emissions from fuel production and the combustion plant.
- 2) A calorific value of 35.281 MJ/Sm<sup>3</sup> was considered [UNPCC standard parameter table for 2021].



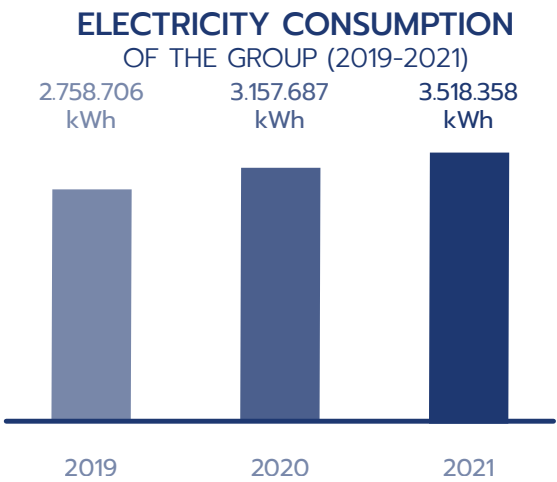
### 6.3.3 | Electricity

The energy consumption shown in the graphs can be attributed to various needs of the Group, such as lighting, operation of production equipments. In the specific case of dairy farms, consumption is represented by the inflow and outflow of raw materials, milking, and management of the cowsheds by means of electronic machinery (winches and cheese wheel turning machines). At the Sant’llario site, energy is used to run the machinery, fridges and offices.

As shown in the graph below, there has been a steady increase in energy consumption over the three-year period, which can be put into context with the Group’s growth in turnover and the resulting increased need for energy for production purposes.

By installing more efficient equipment, it is possible to reduce energy consumption and improve the environmental impact of production processes without affecting business performance.

The trend in energy intensity in recent years (i.e. the ratio of energy consumption to company turnover) demonstrates the indisputable soundness of this choice.



## 6.3.4 | Water

The dairy industry uses water in large quantities for its production processes. Most water consumption is concentrated in the processing, washing and disinfection activities that take place in the dairy farms. Water is, of course, indispensable to ensure compliance with hygiene regulations and high quality standards.

However, it is a valuable resource that should not be wasted. The Group is committed to minimising water waste through the application of specific technologies and the adoption of production synergies to reduce water consumption per unit of product.

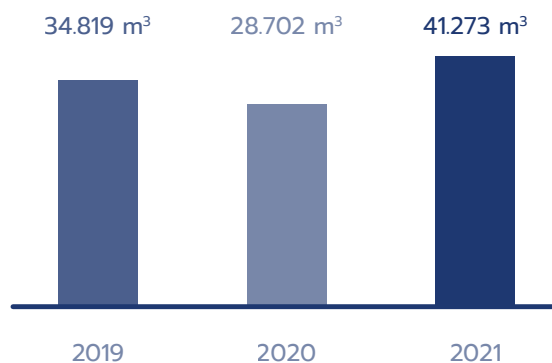
In addition to civil use, the largest amount of water consumed is attributable to the cheese washing process (cheeses sold as is are not washed) and also to the main production procedures such as salting.

The data on water consumption should be considered for the Italy based locations only. The contracts in force in the foreign locations comprise various aspects which inhibit the tracing of the information required for this report.

Water consumption at Italian sites is attributable to withdrawals from waterworks.

As can be seen in the graph, there is an increasing consumption of water over the three-year period, which can be contextualised by the Group's growth in turnover and the consequent increased need for this resource.

**WATER CONSUMPTION**  
ONLY ITALIAN OFFICES (2019-2021)







# HUMAN CAPI- TAL AND THE LOCAL AREAS IN WHICH WE OPERATE: OUR HERITAGE

# \_HUMAN CAPITAL AND THE LOCAL AREAS IN WHICH WE OPERATE: OUR HERITAGE

The employees of DalterFood Group are an indispensable factor in the company's success. This is why DalterFood Group protects and promotes the value of its human resources, providing them with appropriate training and professional development tools, in order to improve and increase the value and competitiveness of the skills possessed by each employee.

## 7.1 PEOPLE AND EMPLOYMENT PROTECTION

DalterFood Group recognises the centrality of employees and the importance of basing the relationship with its resources on the principles of transparency, loyalty and trust. As at 31 December 2021, DalterFood Group had a total of 143 employees, a growth of 13% over the past two years.



For DalterFood Group, protecting and promoting the value of human resources has always been an essential value. Proof of this is the continuous investment made in creating a motivated team and a positive working climate. From time to time, the Group also plans a series of initiatives aimed at developing the professional skills of workers and pays special attention to their well-being not only in the working environment, but also in the personal sphere.

People are central to the pursuit of the Group's objectives. This is why DalterFood Group is also actively committed to avoiding discrimination of any kind and ensuring equal growth opportunities for all.

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

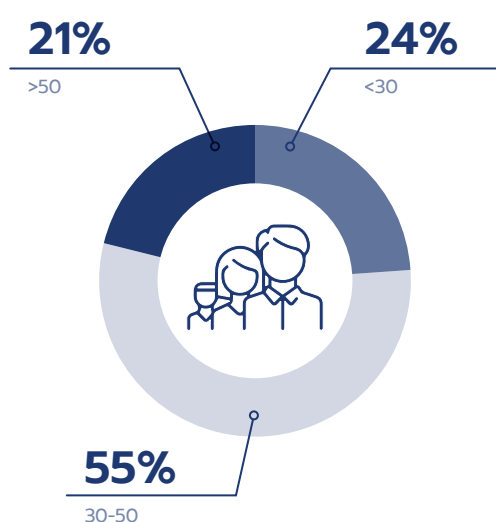
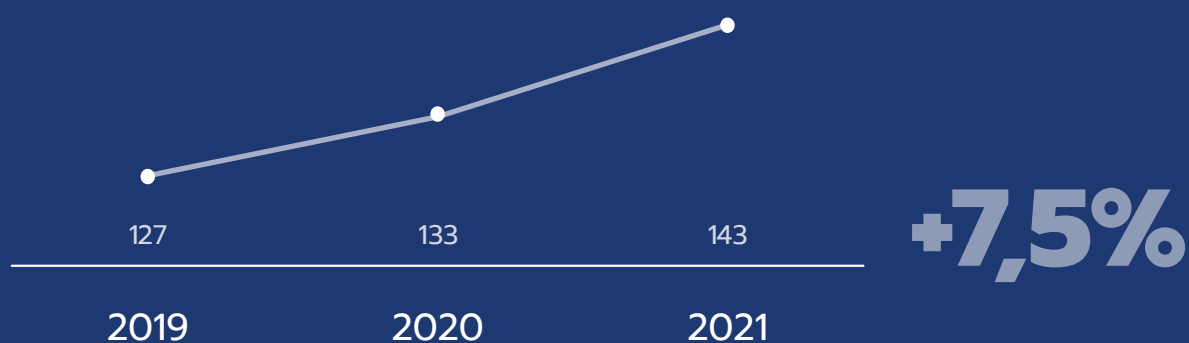


Below are some additional figures on the active personnel in DalterFood Group as at December 31, 2021:

NUMBER OF PEOPLE		2019	2020	2021
	MEN	78	74	80
	WOMEN	49	59	63
TOTAL		127	133	143



## STAFF GROWTH 2019-2021



AGE GROUPS - %	2019	2020	2021
< 30	22	21	35
30-50	78	85	78
> 50	27	27	30

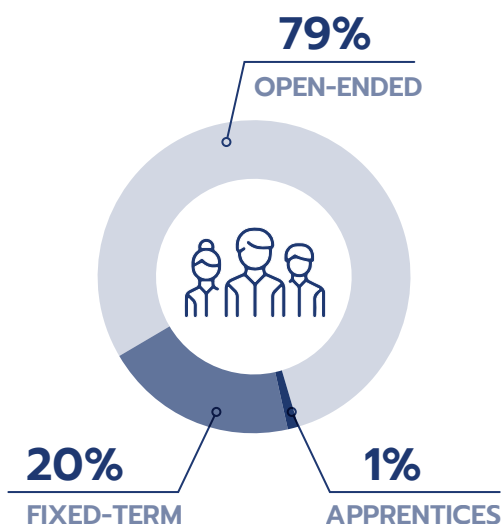
The distribution of workers into age groups shows the willingness to encourage the recruitment of young resources to support youth employment, especially in the local population, thus bringing economic value to the area.

## HOURS WORKED IN THE THREE-YEAR PERIOD

2019	2020	2021
213.272	206.983	230.149

## FIXED-TERM/ OPEN-ENDED CONTRACTS

	2019	2020	2021
FIXED-TERM	20	23	29
OPEN-ENDED	104	108	113
APPRENTICES	3	2	1



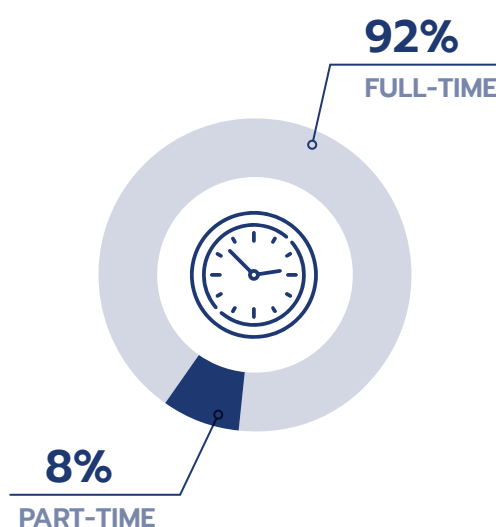
The graph gives a break-down of people working in DalterFood Group by type of contract, including apprentices.







The Group is committed to **incentivising permanent** hires in order to ensure **stability and security** for its employees through their long-term retention.

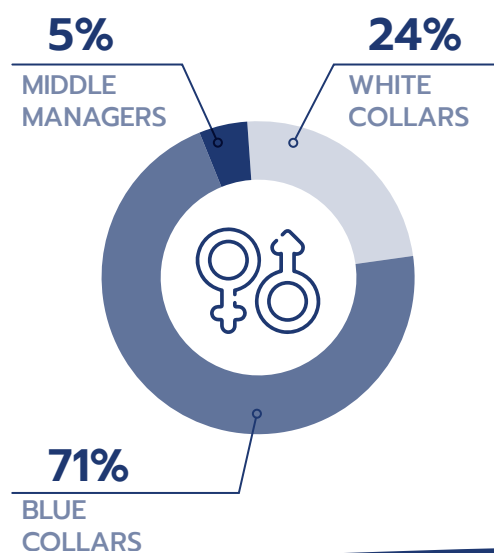
It is therefore important for the company to listen to its employees and meet their needs regarding working hours and full- or part-time contacts, as the data show.

DalterFood Group always favours open-ended contracts with a view to building loyalty with its people, and this in turn allows the company to invest in their professional growth and to maintain a positive environment in which every worker has **equal opportunities and rights**

PART-TIME/ FULL-TIME	2019	2020	2021
<b>FULL-TIME</b>	116	122	132
<b>PART-TIME</b>	11	11	11



COMPOSITION OF PERSONNEL	2019	2020	2021
	 	 	 
<b>MIDDLE MANAGERS</b>	5 2	5 2	5 3
<b>WHITE COLLARS</b>	10 25	10 25	10 24
<b>BLUE COLLARS</b>	68 17	64 27	64 37



## REMUNERATION OF DALTERFOOD GROUP PEOPLE

	2019	2020	2021
<b>GROSS PAY</b>	5.260.522 €	5.487.041 €	7.133.156 €
<b>NET PAY</b>	4.103.207 €	4.279.891 €	5.563.861 €



# 26

Paid holidays

The staff of the entire Group is hired under the National Collective Labour Agreement for employees of companies in the Italian Confederation of Small and Medium-sized Private Businesses for the food industry (Alimentari Confapi), commensurate with the regulations of the country hosting the various branches.

DalterFood Group actively promotes the involvement of the local community in which it operates. Indeed, 100% of senior management belongs to the nationality of the country in which each facility is located.

Continuous improvement, passion for one's work, recognition of everyone's contribution and the pursuit of excellence are part of the Group's DNA and are encouraged as such. In order to achieve its objectives, the Group hired 54 new employees in 2021, with a turnover rate of 7.5%.

At DalterFood Group, personnel management tools and procedures are adopted to ensure that all workers are respected and protected from any risk of unlawful conditioning, distress or prejudice. No incidents of discrimination were reported during 2021.

Industrial relations are managed based on the recognition of equal opportunities for all, both in the selection, recruitment and career development stages. The assessment of candidates is conducted on the basis of defined, transparent procedures exclusively oriented towards finding the profiles that best meet the company's needs and expectations, from a purely meritocratic perspective.





## Selection process

The assessment of staff to be recruited is made on the basis of the degree to which a candidate's profile matches the one sought and on the basis of company needs, while respecting equal opportunities for all concerned.

The information requested is strictly related to the verification of the professional and psycho-aptitude profile elements, while respecting the candidate's privacy and opinions.

Within the limits of the information available, the Human Resources Department takes appropriate measures to avoid favouritism, nepotism or forms of patronage in the selection and recruitment phases (e.g. by making sure the recruiter is not related to the candidate), or conflicts of interest.

DalterFood Group also undertakes not to favour in any way candidates recommended by third parties, especially those employed by government authorities or who are customers of the company. In the event of reports to the heads of functions or to employees of job applications made by members of the government authorities, the Supervisory Body will be immediately informed and will undertake the investigations it deems most appropriate.

## 7.11 | Diversity and inclusion

DalterFood Group is committed to providing equal opportunities in employment and professional advancement for all employees. The head of each department must ensure that in all aspects of the employment relationship, such as recruitment, training, remuneration, promotions, transfers and termination, employees are treated in a manner consistent with their ability to meet the requirements of the job, avoiding all forms of discrimination and, in particular, discrimination on the basis of race, gender, sexual orientation, social and personal position, physical and health condition, disability, age, nationality, religion or personal beliefs.

Senior management and heads of company functions are responsible for ensuring respect for equal opportunities including in the management of employment relations, in guaranteeing the absence of discrimination in the workplace, guaranteeing fair treatment based on merit and identifying and resolving in a timely manner any problems arising in this regard.

## Protection of human rights and non-discrimination

The Group promotes respect for and protection of the person in his or her moral, cultural, physical and professional integrity. The aim is to foster the professional growth of each employee and, consequently, to increase corporate welfare. Indeed, the people and employees involved in the Group's activities represent a valuable and strategic resource, a formidable multiplier in terms of competitiveness and market success.

Values such as meritocracy, loyalty, reliability, dedication and a collaborative spirit inspire relations within the Group, which is committed to fostering their dissemination among employees along with a mindset of integration. It is a matter of pride that no incidents of discrimination were reported within DalterFood Group during 2021.

It is through the continuous improvement of professionalism and the involvement of staff at all levels that DalterFood Group aims to achieve excellence in its field.

## 7.2 SKILLS DEVELOPMENT

The **an**enhancement of **professionalism** and the growth of skills are a strategic factor for competitiveness in the market. In addition to compulsory health and safety training, **annual training projects** include programmes on basic skills, technical skills and training for new recruits.

Training initiatives are differentiated according to the role and responsibility of employees. However, the training activities carried out over previous years lacked a consistent approach to traceability that was common to all locations. The goal for the coming years is to unify and improve the reporting system for these activities, which are crucial for the continuous improvement of the Group.

Today, DalterFood Group does not yet have a structured system of reporting on training activities, except for the UK. For this reason, a change process is currently under way which in 2022 will see the acquisition of a traceability system with the aim of reporting on the Group's training activities in a timely manner over the next few years.

## 7.3 WORKERS' WELFARE

DalterFood Group promotes a safe and positive working environment in order to offer the best possible conditions and guarantee psychophysical and social well-being.

To this end, it considers the work-life balance to be fundamental and encourages it with dedicated initiatives. Correspondingly, it promotes solutions to support the concrete day-to-day needs of its employees in order to respect all circumstances, including incidental ones, in which a person may find themselves during their working life.

For the company, workers' concerns are of utmost importance, as it is precisely from the employees that the entire production mechanism is triggered. To facilitate dialogue, the company therefore promotes the value of sharing in order to optimise the organisation of everyone's tasks.

## 7.4 HEALTH AND SAFETY

In order to avoid any possible risk for himself or herself and for his or her colleagues and collaborators, each employee, in the performance of his or her duties, must pay the utmost attention to the observance of all established safety and prevention measures, as well as to the instructions and directives provided by the persons to whom the Company has delegated the fulfilment of health and safety obligations.

DalterFood Group is committed to spreading and consolidating a culture of safety, developing awareness of risks, compliance with current regulations and promoting responsible behaviour by all employees. It also works to preserve the health and safety of workers, especially through preventive actions.

DalterFood Group's objective is to protect the company's human, equity and financial resources by constantly seeking the necessary synergies not only internally, but also with the suppliers, companies and customers involved.

To this end, DalterFood Group carries out technical and organisational interventions through:



**a continuous risk and criticality analysis of the processes and resources to be protected;**



**continuous improvement of prevention activities;**



**timely preparation/upgrading of the necessary measures and means;**



**adoption of the best technologies;**



**control and updating of working methods;**



**training and communication.**

In compliance with the applicable health and safety regulations, for the above-mentioned purposes DalterFood Group bases its conduct on the following principles:

- **elimination of risks** and, where this is not possible, their reduction to a minimum;
- **assessment of risks** that cannot be avoided;
- **reduction of risks** at source;
- **replacement of what is dangerous** with what is not dangerous or is less dangerous;
- **observance of ergonomic principles in the design of workspaces** and judicious choices in relation to work equipment and working methods, in particular to mitigate monotonous and repetitive work and reduce its impact on health;
- Impartire **adeguate istruzioni e formazione** ai lavoratori.
- taking the degree of **technological development** into account;
- **planning of preventive measures**, striving for a coherent set of initiatives that integrate technology, work organisation, working conditions, social relations and the influence of the working environment;
- prioritisation of **collective protection measures** over individual protection measures;
- **imparting of adequate instructions** and training to workers.

These principles form the basis of the measures that the company considers indispensable for the protection of workers' health and safety, including occupational risk prevention, information and training, and the provision of the necessary organisation and means.

The entire company, at both top management and operational levels, strictly adheres to these principles when making and implementing decisions.

TOTAL NUMBER OF IN-JURIES		NUMBER OF WORKERS	SUM OF PROGNOSIS DAYS	NUMBER OF INJURED WORKERS	% INJURED WORKERS	INCIDENCE RATE	FREQUENCY INDEX	SEVERITY RATE
2019	1	127	2	1	0,79	7,87	4,69	0,00
2020	7	133	59	7	5,26	52,63	33,82	0,25
2021	7	143	105	7	5,98	59,83	35,70	0,50

## OCCUPATIONAL DISEASES

2019	2020	2021
1	4	3

### A health protocol for each task

In addition to the presence of occupational medicine control institutes, thanks to the occupational physicians identified and appointed at each production site, all employees are protected according to a health protocol that identifies their duties and, consequently, the compulsory check-ups to be carried out according to a specific schedule.

## 7.4.1\_ Management of the COVID-19 pandemic

### COVID-19 PROTOCOL: main activities implemented

- Review of the Risk Assessment Document.
- Establishment of a regulatory committee as provided for in the shared protocol. In addition to the employer and the prevention and protection service, its members include the company doctors and the workers' health and safety representatives.
- Installation of a thermal imaging camera at the reception desk to measure the temperature of all incoming staff.
- Installation of sanitising gel dispensers in all departments.
- Daily sanitisation of working environments.
- Specific procedures targeted at employees concerning the management of equipment and shared workstations.
- Installation of breathing barriers in offices.
- Promotion of remote working.



## 7.5 ENHANCING LOCAL AREAS

The value of a company cannot be measured by economic and sales figures alone, but must also include the intangible actions that contribute to determining the ability to achieve organisational goals successfully over time. These distinctive assets have always been pursued by the company as strategic, with a view to generating knowledge, organisational culture, a sense of belonging, and the ability to build relations with the local area and the surrounding ecosystem, promoting positive actions that will have a social and environmental impact.

For a company like DalterFood Group, which is characterised by a production strategy closely linked to a precise geographic location, the local area becomes of vital importance. DalterFood Group 's commitment to the local area is based on three pillars:



**Ensuring employment opportunities for local communities**



**operating with respect for the surrounding environment**



**enhancing the specificities of the places of origin of products** so as to create development for the local area by promoting the Italian agricultural food chain

These intrinsic and distinctive values have led the Group to create positive links with external stakeholders, establishing networks of relationships with the aim of protecting the social fabric surrounding them.

Thanks to its focus on local areas and their entities, the Group can guarantee the achievement of the highest levels of product and performance to its customers and, therefore, to end consumers.





# CONTENT INDEX

## BOUNDARY OF TOPICS IN THIS REPORT

MATERIAL TOPICS	GRI STANDARD	BOUNDARY OF IMPACT	TYPE OF IMPACT
<b>Compliance, ethics and business integrity - Responsible growth</b>	Anti-Corruption (GRI 205); Anti-Competitive Behaviour (GRI 206); Environmental Compliance (GRI 307); Socioeconomic Compliance (GRI 419); Market Presence (GRI 202).	DalterFood Group	Caused by the Group
<b>Mitigating consumption and reducing ecological impacts of the production process</b>	Waste (GRI 306); Water and Effluents (GRI 303)	DalterFood Group	Caused by the Group and directly connected through a business relationship
<b>Resource utilisation and waste management</b>	Rifiuti (GRI 306); acqua e scarichi (GRI 303)	DalterFood Group	Caused by the Group
<b>Animal Welfare</b>	N/A	-	-
<b>Protect and enhance employees, focusing on their well-being and career paths</b>	Employment (GRI 401); Training and Education (GRI 404); Occupational Health and Safety (GRI 403); Non-discrimination (GRI 406); evaluation of rights and respect for them; Diversity and Equal Opportunity (GRI 405);	DalterFood Group	Caused by the Group
<b>Customer satisfaction, product quality and safety</b>	Materials (GRI 301); Customer Health and Safety (GRI 416); Customer Privacy (GRI 418)	DalterFood Group	Caused by the Group
<b>Responsible and sustainable supply chain management</b>	Market Presence (GRI 202); Supplier Environmental Assessment (GRI 308); Supplier Social Assessment (GRI 414).	DalterFood Group	Caused by the Group and directly connected through a business relationship
<b>Involvement of the local community and promotion of initiatives in the area</b>	N/A	DalterFood Group	Caused by the Group

In order to ensure the reliability of data, the use of estimates has been limited as much as possible. Where estimates are present, they are appropriately reported and based on the best available methodologies.

The following table lists the indicators contained in this Sustainability Report. Under each GRI indicator, the reference to the chapter or section is given or, where the data or information is not contained in the text, the description of the indicator itself is provided.

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Omissioni/Note

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102-8	Information on employees and other workers	Pag. 89-90-91-93
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### SUPPLY POLICIES

204-1	Proportion of spending on local suppliers	
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205-3	Confirmed incidents of corruption and actions taken	No cases of corruption were found.
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### UNFAIR COMPETITION

206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	No legal actions are registered.
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307-1	Non-compliance with environmental regulations and laws	No cases of non-compliance were found.



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406-1	Incidents of discrimination and corrective actions taken	No incidents are reported
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## CONSUMER HEALTH AND SAFETY

416-1	Assessment of the health and safety impacts of product and service categories	Pag. 70-71
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	No cases of non-compliance were found

## MARKETING AND LABELLING

417-1	Requirements for product and service information and labelling	Pag. 70
417-2	Requirements for product and service information and labelling	No cases of non-compliance were found
417-3	Incidents of non-compliance concerning marketing communications	No cases of non-compliance were found

## CONSUMER PRIVACY

418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	No breaches or complaints were noted
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## SOCIO-ECONOMIC COMPLIANCE

419-1	Non-compliance with laws and regulations in the social and economic area	No cases of non-compliance were found
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*We would like to thank all our employees who actively participated  
in the completion of our first Sustainability Report.*

**BILANCIO DI SOSTENIBILITÀ 2021**  
di Dalter Food Group

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