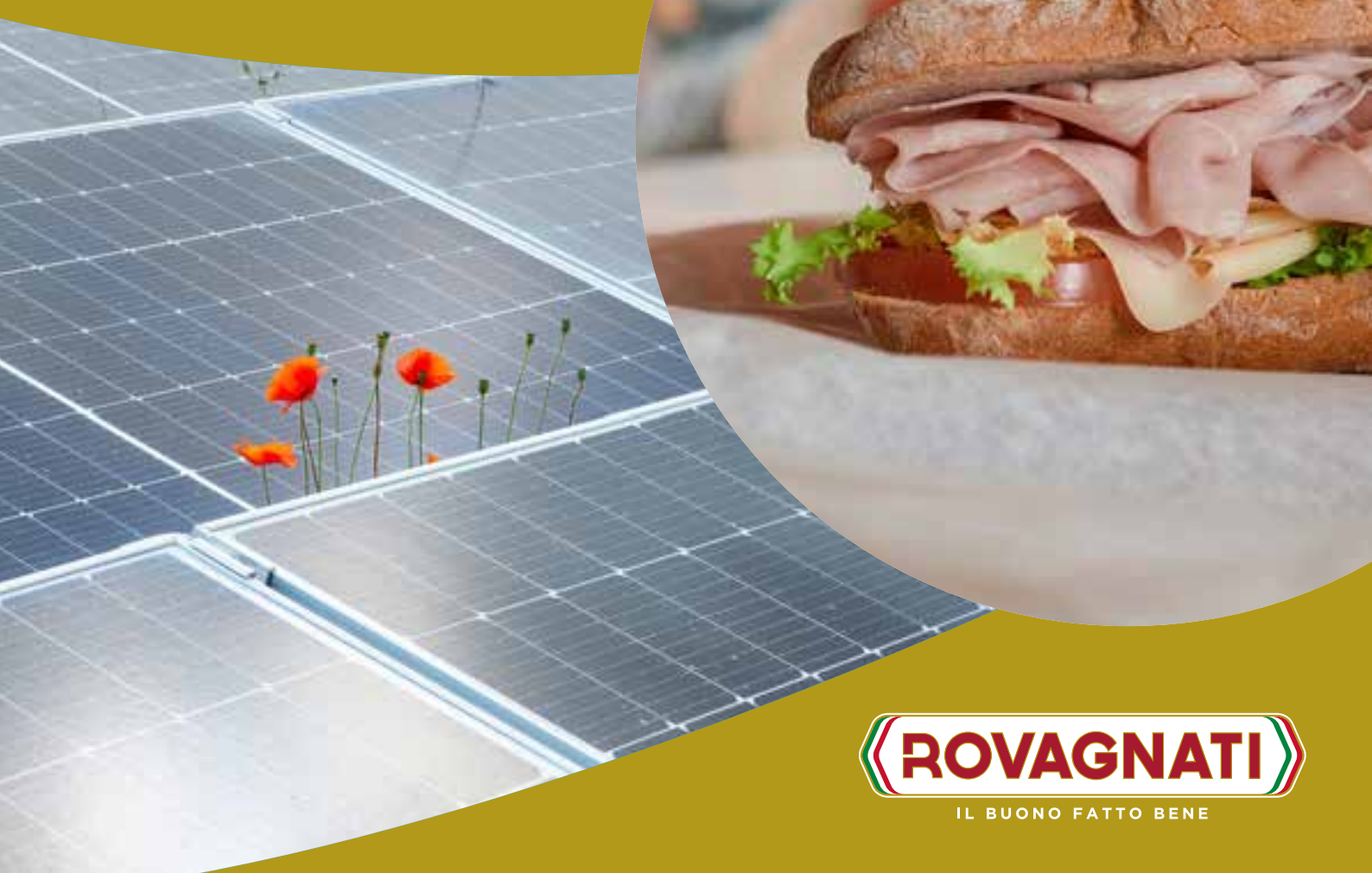




2024 Sustainability Report



IL BUONO FATTO BENE

1.

ROVAGNATI S.P.A. - Our Company

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LETTER FROM THE CHIEF EXECUTIVE OFFICER

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1.
Our Company:
Rovagnati S.p.A.



Looking to the future without forgetting one's roots is the greatest commitment for a family business.

Claudia Limonta Rovagnati

Looking to the future without forgetting one's roots is the greatest commitment for a family business.

The story of Rovagnati is that of a family that wanted to turn an idea into a symbol recognised in Italy and around the world, with the awareness that food is a vehicle for culture and sharing. We achieved this thanks to an entrepreneurial vision that brings together tradition, research and the ability to innovate.

When I think of Rovagnati's roots, I think of the people who built all this with us, of the meticulous care that has always been present in every gesture: together we have always considered quality not as a goal to reach, but as a value to be constantly cultivated.

Our local region has taught us the importance of work, precision and a sense of community, values that are an integral part of our way of doing business. Today we continue to invest with conviction to strengthen the trust that people place in our brand.

We have always believed in a broader project capable of bringing together different generations around a shared vision. Today, more than ever, we feel the responsibility to safeguard this heritage, and at the same time to help it evolve by embracing the challenges of a changing world.

A world in which sustainability in all its dimensions is a requirement for building solid, lasting relationships that are not based solely on business growth, but on shared, long-term growth with our people.

To those who accompany us on this journey – employees, customers, partners, suppliers and all the people who share the values of Paolo Rovagnati, displayed in the entrance of our company – I extend my thanks.

Together we will continue writing new pages with the promise of always bringing Rovagnati quality to the table.



The current competitive landscape pushes us to be increasingly dynamic, flexible and able to interpret the needs of a constantly evolving market, such as the needs of our consumers, who are increasingly attentive to safety, well-being and transparency.

Ferruccio Rovagnati

The current competitive landscape pushes us to be increasingly dynamic, flexible and able to interpret the needs of a constantly evolving market, such as the needs of our consumers, who are increasingly attentive to safety, well-being and transparency.

In this scenario, Rovagnati continues to grow by focusing on excellence, innovation and sustainability as strategic assets. We have chosen to interpret change as an opportunity for continuous improvement, and today our challenge is twofold: to keep alive what makes us unique, and at the same time lead a transformation that places the focus on people, food safety and a positive impact on the environment and the community.

It is not just about doing our part by reducing waste or improving processes: it is about a new development model that brings together technology, research and social responsibility.

Our investment in Responsible Quality is not just a figure of speech: it takes shape in projects such as the elimination of nitrites from our products, the adoption of renewable energy, cogeneration, the donation of surplus food, in-house training and the promotion of ethical, controlled supply chains. These are the concrete milestones of a journey that looks far into the future.

Alongside this commitment, we continue to focus on internationalisation and digitalisation to build the Rovagnati of tomorrow.

Our goal is not only to grow, but to do it in the right way. Together we can turn challenges into results and values into concrete actions

1.1 About us

Rovagnati S.p.A., headquartered in Biassono, in the province of Monza-Brianza (hereinafter also the “**Company**” or “**Rovagnati**”) is a joint-stock company operating in the food sector. Since its founding, the Company’s purpose has been to bring a gastronomic offering to tables around the world that is good and well made, developed with state-of-the-art systems and in line with the highest quality standards.

From the beginning the Company has built a solid presence in major large-scale retailers, shops and delicatessens in Italy, also expanding abroad to more than 20 countries. In 2021 it further strengthened its international footprint with the opening of a production plant in Vineland, United States.

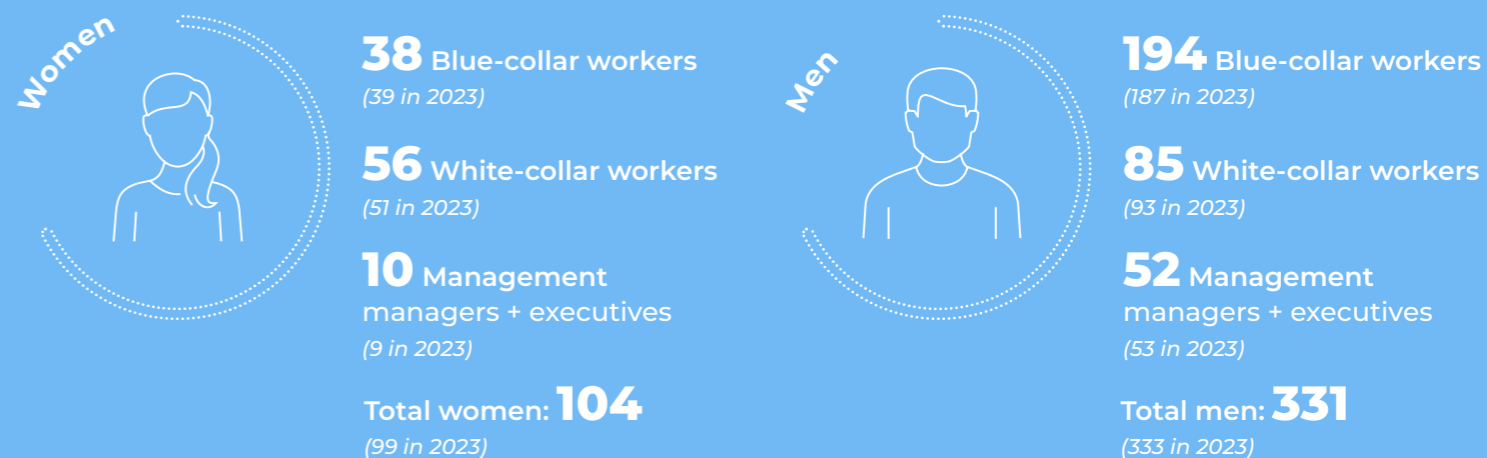
A process of internationalisation and diversification of the business aimed at reaching new frontiers of growth worldwide, which continues today with the export of the finest Rovagnati cured meat tradition to major European and non-European markets.



With **six production sites in Italy**, Rovagnati ensures the quality of its products and close attention to production processes through specialisation by category: Biassono for Cooked Ham, Villasanta for Sliced Meats and Short-Aged Meats, Arcore for Ready Meals, Felino and Sala Baganza for Prosciutto, Faenza for Mortadella.

Rovagnati also manages **seven farms**, including company-owned and contract-farming structures, ensuring direct control over quality and animal welfare.

As at 31 December 2024, the Company’s workforce was composed of **435 employees**, broken down as follows:



Below is a summary of the workforce broken down by **contract type**:



1.2 Our evolution

1940s - 1950s

Angelo Ferruccio Rovagnati starts the production and sale of butter and cheese. **Rovagnati is born.**



1970s

Rovagnati becomes a **national** business.



1990s

Rovagnati debuts on TV and Mike Bongiorno becomes the face of Rovagnati products on **The Wheel of Fortune**.

Mortadella and sliced meats in trays are introduced to maintain high quality and freshness with longer shelf-life. In 1993 Rovagnati takes over the management of the Faenza plant, a site dedicated to the production of Mortadella.



2010

Rovagnati begins **exporting** abroad.

2000s

A production plant is built in **Villa-santa** that manages production and shipping in a completely automated way. In Arcore a facility is built for the development of innovative products: **Le Panatine** and the **Snello Rovagnati** line are created.



In 2004 Rovagnati takes over the management of the **Sala Baganza plant**, a site dedicated to the production and ageing of Prosciutto.



2012

ROVALAB is inaugurated, the in-house Rovagnati laboratory for carrying out **chemical-nutritional and microbiological analyses**.



1960s

Rovagnati moves **into cured-meat production**.

Paolo Rovagnati begins studying and testing new production methods with the aim of achieving high quality also for Cooked Ham. In 1968 he takes over the management of the company.



1980s

Paolo Rovagnati invents **continuous fire branding**, and thus **Gran Biscotto** was born, the first Cooked Ham bearing the signature as a mark guaranteeing Rovagnati quality. **The production structure expands with the launch of more than 20 different types of Cooked Ham and Sgrassatella**, a lean pancetta that the market had long desired.



1.2 Our evolution



2014

The acquisition of the historic **Berkel** slicer brand is completed.



2019

Rovagnati Outlet is launched, the company's online shop where consumers can purchase the best of the Rovagnati range and have it delivered directly to their homes in convenient value boxes.



2017

"Rovagnati Responsible Quality" is launched, the company's sustainability programme that formalises its commitment to People, Nutrition, the Environment and the supply chain.

In 2017 Rovagnati takes over the management of the **Felino plant**, a site dedicated to the production and ageing of Prosciutto.

2021

Rovagnati opens the first production plant abroad with areas dedicated to slicing and ageing, in **Vineland, New Jersey**.



2022

In **Biassono**, the town of Rovagnati's historic headquarters in the province of **Monza**, the brick-and-mortar Rovagnati Outlet store opens.



2023

In **December 2023** the company celebrates the **80th anniversary** of the birth of the founder **Paolo Rovagnati** with the release of the **animated short film Il Sogno di Paolo**.

The anniversary was an opportunity to portray **Paolo Rovagnati as a visionary entrepreneur, but also as an extraordinary father and husband**, uniting his professional and human dimensions, inseparably bound by the idea of the dream.



2024

Rovagnati renews its brand identity by launching the company's new logo, a tribute to its history and to Italian tradition.

In **October 2024** the first **Sustainability Report, Il Buono Fatto Bene (Good Done Well)**, is published, a further step in the strategic strengthening of the **Rovagnati Responsible Quality sustainability programme**.



1.3 Our brands

The investment in brands is one of the pillars on which the company's uniqueness is built, together with Innovation, Sustainability and Food Safety.

Today the Rovagnati brand portfolio is extensive, having been built over time with the aim of offering a range of products that meet the different needs of consumers, who are increasingly aware and attentive in their choices.

With our brands we aim to address different positioning needs, both in terms of price and of taste and characteristics.

We strongly believe in an offering that meets

Since the earliest years of our history, with the creation of Gran Biscotto the recognisability of our brands has been key to communicating the value of a signature that embodies the values we hold most dear.

Among the main brands in our portfolio:

everyone's needs and that also anticipates the needs of the market.

Examples include our investment in producing cured meats free from nitrites and with low or reduced fat for consumers seeking well-being products, the offering of gluten-free breaded products for those who – by choice or necessity – prefer these options, and finally the ranges of high-quality products of the Italian tradition for those who seek excellence at the table.



High-quality cooked ham made only from selected pork legs, Gran Biscotto is made following a **secret recipe of top-quality aromas, herbs and spices** that has remained unchanged for more than 40 years. This has made it a unique product in its category, thanks also to the **famous branded rind**, well known to today's consumers. With its intense flavour

and lingering aroma, it is the flagship of the Rovagnati cooked ham range, the result of a production process built on passion, tradition and advanced technology, involving stages of massaging, slow cooking and resting.



A secret recipe made of top-quality aromas, herbs and spices that has remained unchanged for more than 40 years.





A range of cured meats as good as traditional versions but **with less fat and, for most products, entirely free from nitrites.**

Snello is one of the product lines that best represents Rovagnati's investment in research and development: through an innovative production process, the company has produced cured meats preserved without the addition of any kind of nitrites, not even those derived from plants, while ensuring the same level of safety as those that contain them (the prod-

ucts that contain no nitrites are: GranCotto, GranCrudo, Oven-Baked Turkey Breast, Oven-Baked Chicken Breast and Chicken Mortadella).

The **synergy between selected natural extracts and an exclusive process** is used to activate their preservative effect, making it possible to eliminate nitrites completely. Today the range aims to meet consumers' needs throughout the day, offering not only sliced cured meats but also snacks and ready meals.



Products that are perfect for those who want to feel well without giving up flavour and lightness.



A line designed to ensure high quality, a journey through the most authentic flavours and aromas of our regions.



A line designed to ensure high quality, a journey through the most authentic flavours and aromas of our regions.

Borgo Rovagnati is the 100% Italian range created from a careful selection of raw materials processed with care and passion. Borgo cured meats are prepared using an innovative method: **slow slicing with manual placement of each slice, which preserves their sensory qualities without stressing the fibres.**

The range is part of the Rovagnati Instant Traceability project, whereby scanning the QR code on the pack's back label gives instant access to information such as the origin and handling of the ingredients, the production and processing of the final product, the quality controls carried out and suggestions for recipes and eating at home.

i Firmati
ROVAGNATI
Paolo Rovagnati

Sliced cured meats in trays, fresh and as if just cut, tasty, practical and versatile. The story of the cured meats of the I Firmati Rovagnati line begins with “I made them, I signed them”, a well-known phrase of Paolo Rovagnati, and

bears the founder’s signature as a guarantee of the timeless Rovagnati flavour and quality for everyone. **A signature that embodies passion, innovation and the vision** of a path to follow together to reach new horizons.

Sliced cured meats in trays, fresh and as if just cut, tasty, practical and versatile.



Innovative products in keeping with tradition and with particular attention to supply-chain sustainability.

ROVAGNATI
Naturals

PRODOTTO IN ITALIA

Rovagnati Naturals sliced meats are completely free from nitrites and are made from a careful selection of ingredients, including the natural aromas and compounds that provide the same guarantees of safety as products treated with preservatives.

In keeping with principles of sustainability, a dedicated Animal Welfare programme has also been developed to ensure good farming

practices through a controlled supply chain defined by specific criteria (**the pork products are DNV certified for Animal Welfare Management**).

The brand is well established in France, a country particularly attentive to nitrite-free solutions. Like the Borgo line, this range is also part of the Instant Traceability project.

ROVAGNATI Panatine

A historic brand of the company, Panatine are a range of recipes to prepare in the oven or in a pan, ideal for a quick dinner or an aperitif without sacrificing quality.

Ready in just a few minutes and free from palm oil, they are not only rich in flavour but made with wholesome ingredients, including a delicate rice coating that makes them perfect for those who cannot or do not wish to consume foods containing gluten.



Ready in a few minutes and free from palm oil, made with wholesome ingredients including a delicate gluten-free rice coating.

The product range that meets the specific needs and requirements of HoReCa customers.



ROVAGNATI
HoReCollection

The product range that meets the specific needs and requirements of HoReCa customers.

HoReCollection offers **products designed to help professionals** generate value by focusing on practicality in the kitchen, simplification of preparation, versatility and optimisation of working times.

The line consists of five collections designed

for different uses and occasions: from products suitable for preparing hot and cold sandwiches and piadina flatbreads to a selection of cured meats to use as pizza toppings, hot and after baking; from a selection of products typically served on cutting boards and in cold and hot dishes to snacks and ready meals in just a few minutes, particularly suitable for express cooking.

1.4 Our economic performance

To provide our stakeholders with clear information on our economic performance that is not affected by market and financial dynamics that may influence the trend of a single financial year, below is a summary of **the economic value generated and distributed by our organisation over the three years of 2022-2024.**

FINANCIAL STATEMENTS	31/12/2024	31/12/2023	31/12/2022
Economic Value generated	329,716,250	315,444,187	307,865,602
Net sales	327,220,662	312,366,155	305,861,116
Financial investment income	2,482,524	3,057,371	1,999,052
Income from asset disposal	13,064	20,661	5,433
Economic Value distributed	322,804,524	317,468,195	292,183,951
Operating costs	279,232,326	274,997,658	256,884,109
Wages and benefits	33,275,857	31,031,699	30,098,117
Payments to lenders	6,049,177	5,138,622	1,784,896
Payments to public administration	3,895,275	5,967,313	3,106,200
Community investments	351,889	332,903	310,629
Economic Value retained	6,911,726	2,024,008	15,681,650

1.5 The vision, the Value Manifesto and the objectives of Rovagnati S.p.A.

Our commitment to increasingly responsible action is the result of a long-term vision aiming to **promote sustainability inside and outside the company, placing quality, people and the environment at the heart of what we have always done.**

Every department in the organisation is involved in this process: from the consolidation in 2017 of the **Rovagnati Responsible Quality**

sustainability programme to the alignment of policies, practices and objectives, so that our way of thinking and acting in everyday work becomes increasingly aware of the needs of the world around us.

We started from what we do best – cured meats – to begin a virtuous sustainability journey consistent with the new brand positioning “Il Buono fatto Bene” (Good Done Well).

To do this, we let ourselves be guided by the same values that originally shaped our way of thinking and acting.

Values rooted in an entrepreneurial vision that combines tradition, research, innovation and a sense of community, inspiring us to do our best to continue building the company’s future.





COMMITMENT

"OUR GOAL IS TO ACHIEVE OUR GOALS"
We work every day with **passion and tenacity**: it's the only way we know to overcome every difficulty.



FORESIGHT

"THE PAST INSPIRES US TO DESIGN THE FUTURE"
We build each new project with **past winning solutions** in mind: **stopping is not an option.**



COLLABORATION

"WITH US, ONE PLUS ONE IS THREE"
We make ourselves available to build **value together**, giving our all, because a **multiplicity of views enriches the perspective.**



COURAGE

"WE THINK OUTSIDE OF THE BOX"
We're not afraid to step **outside the ordinary**, knowing that every achievement is the result of **many contributions**, even small ones.



LOYALTY

"WE WEAR THE JERSEY WITH PRIDE"
We act with propriety towards the company and its stakeholders, because success is rooted in **Integrity and transparency.**



SIMPLICITY

"EVERYTHING APPEARS COMPLEX BEFORE IT'S SOLVED"
We favour **linear processes** and intuitive solutions: being **practical and pragmatic**

1.6 Our certifications

The certifications of our products and of our procedures represent a fundamental commitment for our company, guaranteeing the highest standards of **safety and quality**. The earning of important international certifications confirms our constant dedication to complying with the most stringent regulations and standards, as well as to adopting advanced practices and procedures for managing food safety.

We work with trusted partners and accredited certification bodies to ensure that every stage of our production complies with the strictest standards and regulatory requirements. This approach enables us to promote continuous, sustainable improvement of our management system while maintaining a constant focus on quality as a distinctive trait of the company.

In 2024 Rovagnati products were certified according to the following standards:



The UNI EN ISO 22000 voluntary international certification standard defines the requirements for a **Food Safety Management System (FSMS)** for any organisation in the food supply chain.

Aimed at ensuring **the safety of products intended for human consumption**, the standard combines HACCP principles with ISO management systems and communication requirements within the supply chain.



Recognised by the Global Food Safety Initiative (GFSI), the FSSC 22000 standard is a certification model that is applicable across the **entire agri-food supply chain, with the objective of ensuring the adoption of high standards and processes in food safety**.

Based on ISO standards, this certification promotes a systemic approach oriented towards the continuous improvement of the food safety management system.



Borgo Rovagnati Fassona Punta d'Anca Bresaola is a CSQA-certified product.

The purpose of this certification is to guarantee the final consumer products made exclusively with beef from Piedmontese breed animals, born, raised and selected in Italy.



The Biassono, Villasanta, Arcore, Sala Baganza and Faenza plants are authorised for export to the United States thanks to USDA approval.

This accreditation certifies that our products fully meet the rigorous safety and quality requirements imposed by the US market.

A photograph of a large, white, rectangular sign mounted on a tall metal pole. The sign features the text "ROVAGNATI" in a large, bold, black sans-serif font, with "INDUSTRIE ALIMENTARI" in a smaller, bold, black sans-serif font below it. The sign is positioned in front of a modern building with a glass facade and a dark metal roof. The sky is blue with scattered white clouds. A large, solid blue graphic element is overlaid on the bottom left and bottom center of the image.

ROVAGNATI
INDUSTRIE ALIMENTARI

2. **COMMITMENT** Our recipe for sustainability

2.1 Our Sustainable Development Plan

Foundations

Rovagnati's journey into sustainability took shape as early as 2017 with the launch of the **Rovagnati Responsible Quality (Rovagnati Qualità Responsabile - RQR)** programme, which defines the Company's commitment to pursuing a strategy focused on quality, people and the environment.

Building on the RQR programme, Rovagnati outlined its own Sustainable Development Plan, developed over the years by integrating the Brand Purpose – “where we want to go” – with the Brand Mission – “how we want to get there” – through a series of concrete commitments.



We thus identified the topics most relevant to our organisation and assessed our contribution to the Sustainable Development Goals (SDGs).



As part of this evolution, we worked on defining a Purpose and a Mission that reflect the purpose of our organisation and the way we intend to pursue the objectives guided by the Purpose.

Brand Purpose – To bring a gastronomic offering to tables around the world that is good and properly made, developed with cutting-edge systems and according to the highest quality standards to be increasingly sustainable and responsible.

Brand Mission – Combining the experience of a long tradition with a vision for the future, we commit to generate value for the environment, communities and all our stakeholders. For this reason, we invest in the ongoing innovation of products, plants and processes built around Responsible Quality and people as the protagonists of our future.

To guide this effort in a structured way, the function historically dedicated to corporate social responsibility evolved into the **ESG Function**, tasked with promoting and disseminating the culture of sustainability throughout the Organisation.

Alongside this, an **inter-functional team** was established, composed of representatives from various corporate departments and responsible for implementing and monitoring the actions envisaged in the Sustainable Development Plan, known as the “ESG Team”.

Together, the Function and the ESG Team are responsible for:

- 1. Strengthening** and keeping updated a **strategy** in which sustainability is synergistically integrated into the business.
- 2. Consolidating the areas of commitment** and developing concrete actions aligned with the Sustainable Development Plan.
- 3. Monitoring clear and measurable metrics** to assess the effectiveness of the actions over the years.
- 4. Communicating** and reporting the **ESG strategy and results** transparently, both inside and outside the Company.



Developments

After laying the foundations of our action plan, **we delved into the sustainability issues most relevant to our sector**, comparing them with our organisation's performance and assessing Rovagnati's positioning against its main competitors.

This phase was essential to gain a clear, objective understanding of the context in which the Company operates. The results obtained allowed us to identify **an initial set of macro and micro areas of action** on which to focus our commitment.

The scope of the analysis was built on the main international standards and guidelines, which provided a solid basis for identifying the key areas of sustainability and their associated strategic issues.

These elements, representative of the entire sector, were then examined in depth through a careful benchmarking that highlighted trends, expectations and best practices to draw inspiration from.

Specifically, the following **reference standards and guidelines** were used to identify the macro and micro areas of analysis:

- ISO 26000
- GRI
- Sustainable Development Goals (SDGs)



The definition of the Sustainable Development Plan

After assessing our Organisation's ESG performance and identifying an initial set of macro areas of action, we deemed it necessary to take an additional step.

For this reason, we turned to specialised professionals with the aim of **further exploring the analysis of our organisation and defining the macro areas of action most consistent with our specific characteristics**.

This made it possible to translate our action plan into the **Sustainable Development Plan that will accompany Rovagnati along the path undertaken**, setting the course and establishing metrics to monitor its progress.

The activity unfolded over several phases, described below:

1. General assessment

In this phase, the Brand Purpose, Brand Mission, areas of commitment and related fields of action were analysed. To carry out the work efficiently and coherently, the ESG Team was actively involved in gathering the information required for the assessment.

Drawing on a series of interviews with the ESG Team members, the professionals were able to understand the Company's specific characteristics and therefore define consistent, targeted macro and micro areas of action.

Based on these macro and micro areas, a series of **actions were identified for implementation in the short, medium and long term**, and all the ESG-relevant initiatives already implemented by Rovagnati over the years were mapped.

2. KPI analysis and definition

After mapping the various initiatives implemented over the years by the Company and identifying the actions to be implemented, the next step was to **analyse the list of KPIs** that had already been identified and select those suitable for monitoring our progress on the identified actions. As a result of this process, the final list of metrics was drawn up to measure the progress made.

3. Assessment of certifications

At the same time, an **analysis was made of the certifications most relevant** to Rovagnati, also taking into account the best practices employed in the market. The analysis was conducted to understand which certifications best suited the Rovagnati context and to assess the costs and benefits of their possible adoption.

4. Correlation with the Sustainable Development Goals (SDGs)

After conducting a thorough analysis of the organisation and the context it operates in, defining the macro and micro areas of action and identifying the actions to be implemented and the related KPIs, a correlation was established between the Brand Purpose and Brand Mission, the areas of commitment and concrete commitments, and the Sustainable Development Goals (SDGs), a graphical representation of which is provided below.

Where we want to go

Brand Purpose

To bring a gastronomic offering to tables around the world that is good and properly made, developed with cutting-edge systems and according to the highest quality standards to be increasingly sustainable and responsible.

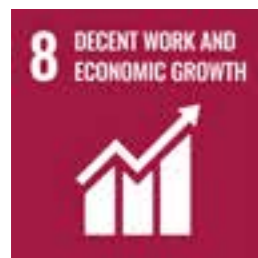


Ensure sustainable production and consumption patterns.

How we get there

Brand Mission

Combining the experience of a long tradition with a vision for the future, we commit to generate value for the environment, communities and all our stakeholders. For this reason, we invest in the ongoing innovation of products, plants and processes built around Responsible Quality and people as the protagonists of our future.



Areas of commitment	Concrete commitments	SDGs
PEOPLE	<p>VALUING OUR PEOPLE through investment in talent and company welfare to support their professional and personal development.</p> <p>SUPPORTING THE LOCAL AREAS AND COMMUNITIES we operate in through philanthropy initiatives, partnerships and funding.</p> <p>FIGHTING FOOD WASTE through careful management of surpluses and support for donation-based initiatives.</p>	<p>Promote lasting, inclusive and sustainable economic growth, full and productive employment and decent work for everyone.</p>
NUTRITION	<p>PROMOTING FOOD SAFETY through the careful selection of ingredients and continuous product testing.</p> <p>DEVELOPING INNOVATIVE SOLUTIONS AND RECIPES and simplifying ingredient lists. This is a commitment that is also pursued in collaboration with universities and high-level partners to improve quality while respecting tradition.</p> <p>SPREADING A CULTURE OF NUTRITIONAL WELL-BEING through awareness and educational initiatives.</p>	<p>End hunger, achieve food security, improve nutrition and promote sustainable agriculture.</p>
ENVIRONMENT AND SUPPLY CHAIN	<p>REDUCING ENVIRONMENTAL IMPACT AND WASTE by fostering a culture of sustainability inside and outside the company.</p> <p>DECREASING THE USE OF PLASTIC and seeking alternative innovative packaging solutions.</p> <p>COMBATING CLIMATE CHANGE through the reduction of emissions and increased energy efficiency.</p> <p>RESPONSIBLY MANAGING SUPPLY CHAINS by paying close attention to environmental conditions.</p>	<p>Adopt urgent measures to tackle climate change and its consequences.</p> <p>Strengthen the means of implementation and revitalise the global partnership for sustainable development.</p>

2.2 Our Sustainability Manifesto

To mark World Food Day 2023, Rovagnati presented its Sustainability Manifesto: 11 commitments that outline **the company's dedication to sustainability and food innovation.**


To confirm its determination to continue along this path with consistency and commitment, in November 2024 Rovagnati expanded the Manifesto with an additional element, **the 12th commitment, focused on projects developed alongside schools.**

1



All our products are made using **traditional Italian methods and recipes, no matter where they are produced in the world**

2




Our products contain **high-biological-value proteins**, an important nutritional source of essential amino acids

3



All our cured meats and breaded products are **gluten-free**

4



We have an in-house laboratory called RovaLab, accredited by Accredia, which ensures the safety of our products by performing **60,000 analyses a year**

5



Our quality is the result of the synergy between **technological innovation and attention to detail**: during packaging, every single tray, before reaching your table, goes through **six control stages** carried out by our people

6



With an innovative production process we are able to offer cured meats **with no added nitrites of any kind**, not even vegetable-derived, while ensuring the same level of safety

7



We are on the front line **against food waste**, promoting circular-economy practices such as donation and the responsible management of any surpluses

8



We work with leading scientific bodies and institutes to **develop alternative technologies and constantly improve our recipes**

9



Our production facilities are **future-ready**: cogeneration, renewable energy and water-saving measures are some of the ways in which we promote sustainability while reducing our impact

10



We **safeguard animal welfare**, from the management of Rovagnati farms to the selection of suppliers that meet ethical and quality criteria aligned with our standards

11



For years we have been committed to a sustainability process that involves ongoing work to **reduce the amount of plastic** in our packaging

12



We stand alongside Italian schools to promote a **culture of well-being, build new awareness** and turn it into **concrete choices** we can make together

2.3 Material topics and stakeholder identification

The activities described above have allowed us to more clearly assess the maturity level of our organisation with respect to sustainable-development issues. Through the analysis of our ESG performance, the context of the economic sector in which we operate and the positioning of our main competitors, we have been able to define the **Sustainable Development Plan** that will guide our strategy in the coming years.

A key element of this process was identifying the material topics for Rovagnati, an essential step in determining the Organisation's priorities.

In 2023, inspired by the requirements set out in the GRI Standards (Global Reporting Initiative), Rovagnati identified a list of material topics that considers both the Company's specific characteristics and the topics relevant to the sector we operate in.



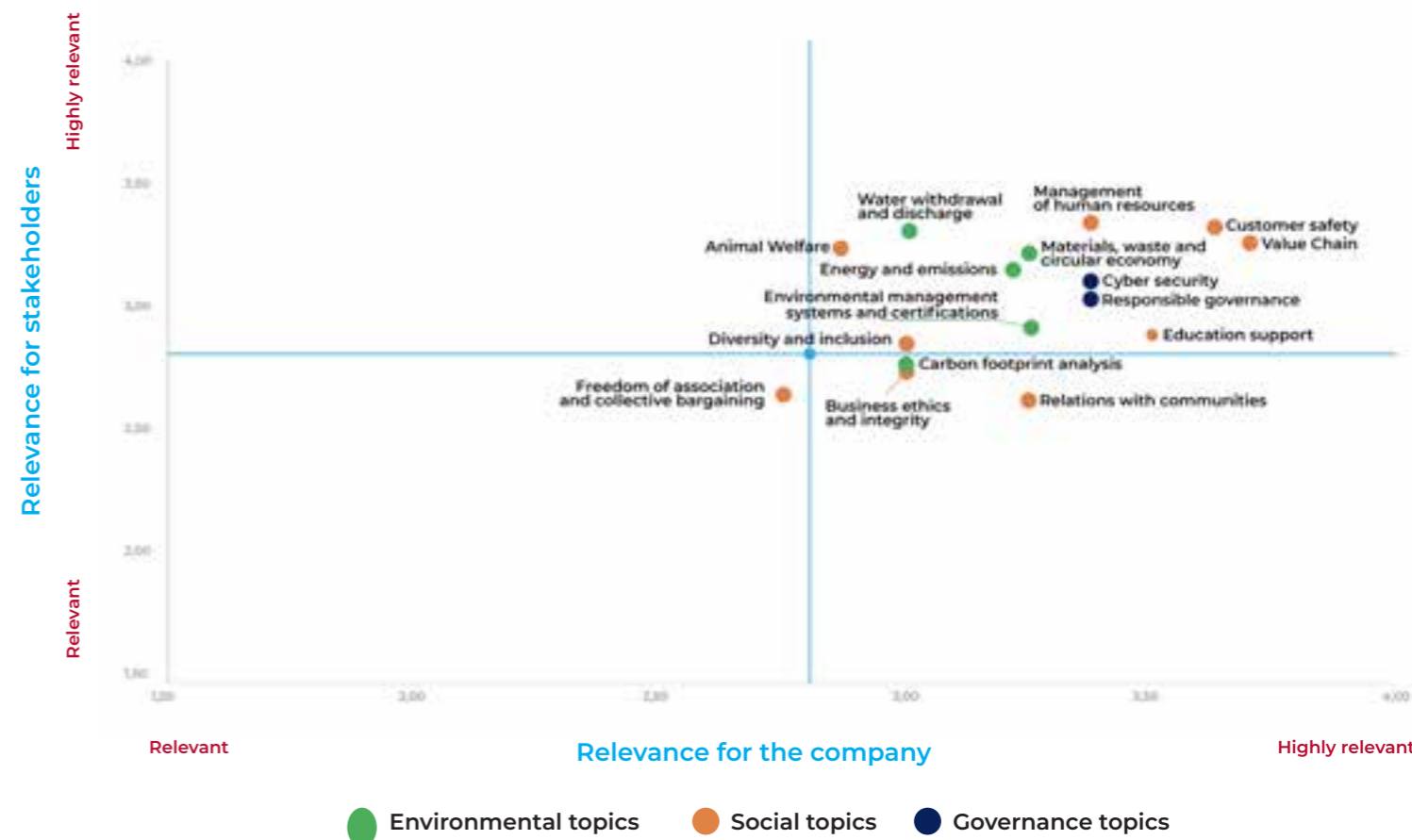
For Rovagnati, understanding the needs, requirements and expectations of stakeholders is a concrete opportunity to generate sustainable value and represents the starting point of its **Stakeholder Engagement** process. With this in mind, **in 2024 we launched an engagement initiative** involving the company's main stakeholders to verify whether the previously identified material topics were still considered priorities.

Using a questionnaire, participants were asked to assess the materiality of specific ESG top-

ics of importance to the company, including in connection with the Sustainable Development Goals (SDGs).

This engagement initiative, which involved both internal and external stakeholders, led to the definition of the **materiality matrix**. The process confirmed the robustness of the list of material topics already identified, underscoring the continuity of the priorities. Consequently, the topics included in the **2023 Sustainability Report** also remain valid for 2024.

Materiality matrix



Below is the list of material topics and their related macro- and micro-areas of action.

Macro-areas	Material topics	Micro-areas
ENVIRONMENT	Energy and emissions	Energy efficiency Management of greenhouse gas emissions Transport and logistics
	Water withdrawal and discharge	Water management
	Materials, waste and circular economy	Materials management Waste management Circular economy
PRODUCT RE-SPONSIBILITY AND CUSTOMERS	Customer safety	Education and partnership with the customer on sustainability issues Product and customer safety Satisfaction and relationship management with customers/well-being Product innovation and technology
HUMAN RESOURCES	Diversity and inclusion	Diversity management and equal opportunities
	Occupational health and safety	Occupational health and safety
	Employee training and well-being	Resource development and training Working conditions, internal climate and Company welfare Employee community involvement
COMMUNITY AND LOCAL AREA ECONOMIC PERFORMANCE	Relations with communities	Dialogue with institutions at the local and national levels Collaborations and partnerships with schools and universities
SUPPLIERS AND PARTNERS	Value chain	Respect for human rights along the supply chain Local sourcing of suppliers/partners Supplier assessment programmes
GOVERNANCE	Business ethics and integrity	Standards and Codes of Ethics Ethics training and transparency
	Responsible governance	Governance structure Stakeholder identification and engagement Values and mission

Below is a breakdown of the main stakeholders engaged by our organisation and the main methods of engagement and dialogue:

Stakeholder category	Channels of dialogue
HUMAN RESOURCES	<p>Employees Internal communication platforms, emails, noticeboards, company websites, training sessions, town hall meetings</p> <p>Management</p>
CUSTOMERS	<p>Customers External communication channels (websites, social media), company presentations, emails, IT systems dedicated to the sales force</p>
SUPPLIERS	<p>Suppliers of goods</p> <p>Service providers External communication channels (websites, social media), company presentations, emails</p> <p>Consultants</p>
FINANCIAL COMMUNITY	<p>Banks Press, company presentations, emails, questionnaires</p>
SCIENTIFIC COMMUNITY	<p>Universities External communication channels (websites, social media), workshops, Career Days</p>
COMMUNITY & LOCAL AREA	<p>Non-profit organisations External communication channels (websites, social media), company presentations, emails, press and media</p>
	<p>Trade associations External communication channels (websites, social media), industry meetings, emails, press</p>
	<p>Schools External communication channels (websites, social media), emails, press, educational and training projects</p>
INSTITUTIONS	<p>Local authorities External communication channels, press, billboards</p>
CERTIFICATION BODIES	<p>Certification bodies External communication channels (websites, social media), company presentations, emails</p>
MEDIA	<p>External communications (press releases, media notes, interviews), company profile, emails, external communication channels (websites, social media)</p>



3.
COMPANY
Our governance

3 Our governance

Our organisation has always been committed to defining **a system of decision-making, management and control processes** capable of ensuring that the company is governed according to the principles of honesty, integrity and transparency, in the interest of all our stakeholders.

Rovagnati has adopted a traditional administration and control system, which includes:

- Shareholders' Meeting
- Board of Directors
- Board of Statutory Auditors

The Shareholders' Meeting is composed of the Company's shareholders and resolves on matters reserved to it by Italian law, including approval of the financial statements and the appointment of the members of the Board of

Directors and the Board of Statutory Auditors.

As at 31 December 2024 **the Board of Directors** was composed of five members, including:

- The Chair, Ms Claudia Limonta, vested with ordinary and extraordinary management powers and responsible for the finance area.
- Two Chief Executive Officers, Mr Lorenzo Rovagnati and Mr Ferruccio Rovagnati, responsible for the Company's ordinary operations, to whom the other company functions directly report.
- Two Directors, Mr Gabriele Rusconi, who serves as General Manager, and Mr Stefano Ferrari, responsible for managing external development and diversification initiatives through the identification of potential M&A opportunities.

The Board of Directors is entrusted with the ordinary and extraordinary management of the Company, defines the strategic guidelines, assesses the adequacy of the organisational, administrative and accounting structure and carries out the broadest assessment of management performance.

Note that in 2025 the composition of the Board of Directors as presented above underwent changes due to unforeseen events.

BoD and Composition as at 31/12/2024

Executive	5
Non-executive	0
< 50 years	2
> 50 years	3
Women	1
Men	4

The Board of Statutory Auditors is composed of three standing members and two alternates. It oversees compliance with Italian law and the articles of association, adherence to sound management principles and the adequacy of the organisational structure adopted by the Company.

The Supervisory Body is a collegial body composed of three external members with legal, tax and technical/production expertise. For more information see paragraph 3.2.



In addition, we appointed a statutory auditor, registered in the relevant register, entrusted with the audit and accounting control of the financial statements.

3.1 Governance of sustainability

Rovagnati has identified **sustainability as a lever that can differentiate the company’s business model**, and therefore a dimension capable of positively influencing its competitiveness.

For this reason, the Company has defined its own sustainability governance structure, composed of:

- **ESG Function**
- **ESG Team**

The **ESG Function** was established within the Marketing Department and is composed of a team responsible for coordinating the actions required to define, implement and periodically update the Sustainable Development Plan and to prepare the Sustainability Report. The ESG Function operates under the supervision of a Managing Director & Board Member.

Function responsibilities

ESG strategy, institutional communications, digital innovation.

In contrast, the **ESG Team** is a cross-functional team composed of representatives from the various company departments, tasked with implementing and monitoring the actions envisaged in the Sustainable Development Plan.

Team responsibilities

Marketing & ESG, Technical Office: Engineering, Sales Department: Category, Livestock Operations, Product Technical Department: Quality and Certifications, Regulatory and Innovation, workplace health and safety, Human Resources, Information Technology, Industrial, Supply Chain and Planning, Purchasing.

< 50 years	4
> 50 years	0
Women	4
Men	0

< 50 years	15
> 50 years	2
Women	10
Men	7

3.2 231/2001 Model and Code of Ethics

Rovagnati has always conducted its business according to principles of ethics and legality, operating in full compliance with applicable regulations.

In line with this approach, by resolution of the Board of Directors dated 29 June 2007 the Company adopted an organisation, management and control model pursuant to Italian Legislative Decree 231/2001 (hereinafter also the “231 Model”) and a Code of Ethics, which forms an integral and essential part of the 231 Model. The 231 Model has also been updated over the years, most recently by the resolution of the Board of Directors dated 22 December 2023.

Upon adoption of the 231 Model, the Supervisory Body was also appointed, and was renewed on 24 May 2022. The Supervisory Body is responsible for overseeing the functioning of and compliance with the adopted 231 Model and for updating it in line with organisational changes affecting the Company and with applicable regulations.

Rovagnati’s 231 Model – consisting of a General Section and a Special Section, including the mapping of sensitive processes and activities at risk of criminal offences – is a structured and comprehensive system of principles, internal rules and control measures designed to ensure diligent and transparent conduct of the Company’s operations and to prevent behaviour that could constitute commission of the offences and violations envisaged under Italian Legislative Decree 231/2001.

The Code of Ethics, an integral and essential part of the 231 Model, is intended to **promote and disseminate the Company’s vision and mission**, highlighting a system of ethical values and rules of conduct aimed at ensuring that senior managers, employees and third parties involved in company operations commit to maintaining morally proper conduct and complying with applicable regulations.

Accordingly, the Code of Ethics sets out:

- **The vision, mission, ethical values and principles** underpinning the Company’s culture and managerial philosophy.
- **Behavioural rules** to be adopted in performing one’s functions and when interacting with internal and external stakeholders.
- **The duties**, applicable to senior and non-senior personnel, regarding information and cooperation with the Supervisory Body.
- **Reference to the disciplinary system** applicable in the event of violations of the rules set out in the Code of Ethics.



The Model and the Code of Ethics also include the disciplinary and sanction system, which establishes the penalties and related application procedures to be imposed on individuals (senior personnel, employees, executives, external parties) responsible for violating the rules contained in the Code of Ethics and for failing to comply with the provisions of the 231 Model.

Over the years, the Company has also promoted **specific training activities** aimed at spreading knowledge and awareness of the rules and provisions set out in the 231 Model among employees, ensuring their full understanding and adoption.

Furthermore, with regard to the relationships that Rovagnati maintains with parties external to its organisational structure, where appropriate the Company promotes the inclusion of clauses within specific contractual agreements with commercial and financial partners, consultants and suppliers under which such third parties undertake to comply with the provisions contained in the 231 Model and the Code of Ethics, and in the event of non-compliance to accept appropriate contractual sanctions, including specific termination clauses in cases of serious or repeated intentional violations.

As a result, **these parties are required to be familiar with the contents of the 231 Model and the Code of Ethics**, and in case of questions to request clarification regarding their possible interpretation. Moreover, Rovagnati S.p.A. will promptly inform them of any amendment and/or update of the Code.



3.3 Whistleblowing system for ethical violations

To safeguard corporate integrity, the Company has adopted a **system that enables the submission of reports concerning unlawful conduct relevant under Italian Legislative Decree 231/2001**, conduct in violation of the 231 Model and conduct in violation of European Union and/or national law.

To govern the process of receiving, analysing and handling reports submitted by individuals protected under applicable law, the Company, in accordance with Italian Legislative Decree 24/2023, has adopted a specific procedure.

This procedure supplements the 231 Model and forms part of the organisational measures defined by the Company to prevent offences falling under Italian Legislative Decree 231/2001 and violations of national and European Union law.

Moreover, Rovagnati has established a **Reporting Committee** composed of:

- The members of the Supervisory Body
- The Head of the Organisation & HR Department
- The Head of the Legal Function

In this context, the Company provides several channels for anyone wishing to submit a report, in full compliance with the principle of confidentiality.

It is possible to use the dedicated web platform, send a communication by ordinary mail, or if preferred make a report orally through a direct meeting with a member of the Reporting Committee.



Reports received
from 01/01/2024 to 31/12/2024 0

3.4 Information security and protection of personal data

Rovagnati puts in place appropriate and effective technical and organisational measures to ensure – and to be able to demonstrate – that operations of personal data processing are carried out in compliance with applicable personal data protection laws.

To this end, the Company has adopted a **Privacy Organisational Model** designed to define behavioural and procedural rules that the individuals both internal and external to the organisation involved in personal data processing are required to follow.

The organisational safeguards implemented by Rovagnati include:

- **Appointment of a delegate of the Data Controller** to streamline the management of matters related to personal data protection.
- **Appointment of the heads of the various departments** as Privacy Managers, to monitor the personal data processing carried out within the company processes under their responsibility.
- **Appointment of external parties that process personal data** on behalf of the Company as Data Processors pursuant to Article 28 of the GDPR.
- **A record of processing** pursuant to Article 30 of the GDPR, to maintain an up-to-date overview of personal data processing carried out by Rovagnati S.p.A.
- **Procedures for managing data breaches**, requests by data subjects exercising their rights and data retention timeframes.
- **Training** (including online) for employees to raise internal awareness levels.



Significant security incidents
01/01/2024 to 31/12/2024 0



4. **ENVIRONMENT**

The management of our production sites and a responsible supply chain

4 The management of our production sites and a responsible supply chain

Among the pillars of Rovagnati's Brand Mission, **the protection of the environment plays a central role**, regarded as a fundamental and non-negotiable responsibility.

The Company is committed to **generating tangible environmental value** by adopting sustainable practices that contribute to protecting natural resources and the well-being of its customers, the local area and, above all, future generations.

For Rovagnati, generating environmental value means:

- **Combating climate change** through the reduction of emissions and increased energy efficiency.
- **Seeking** alternative and innovative packaging solutions in order to **reduce the use of plastic**.
- **Reducing environmental impact** and waste by fostering a culture of sustainability inside and outside the company.



Internally, Rovagnati adopts company practices and policies aimed at protecting natural resources, implementing eco-sustainable technologies and processes within its plants and throughout the various production stages.

Externally, the Company actively promotes a **culture of sustainability**, engaging responsibly with consumers, suppliers and communities.

This commitment translates into concrete initiatives aimed at protecting the environment and creating sustainable value.



4.1 Our initiatives supporting environmental sustainability

We have made a concrete commitment to environmental sustainability, developing initiatives in the energy, logistics and packaging sectors.

This commitment stems from a **holistic vision of sustainability** that reflects the Company's awareness of the importance of protecting the environment and adopting responsible practices.

Over time, we have implemented various actions, described below, aimed at reducing our environmental impact, **improving the efficiency** of production processes and **contributing actively to the safeguarding of the Planet**.

Cogeneration

We stand out for our commitment to cogeneration, a **combined process of producing electricity and heat**.

These plants reduce the consumption of primary energy (fuel) and consequently the emission of pollutants, in full respect of the environment.



Our cogeneration plants are located at the Biassono, Villasanta, Arcore, Felino and Sala Baganza sites, with a total installed capacity of 4.45 MWe and an annual output of around 4,000 Energy Efficiency Certificates.

These plants represent an important step towards energy self-sufficiency, contributing to the Company's overall electricity and heat needs. In fact, today **we are able to self-produce 67% of the electricity required** by our production sites.

At the Villasanta plant in particular, we feed the

heat generated into the Monza district heating network, contributing approximately 18 GWh of thermal energy each year, equivalent to the needs of 30 large apartment buildings. A tangible contribution to the sustainability of our community.





Sustainable energy and logistics

We have continued to invest in **renewable energy**, expanding our photovoltaic capacity to increase energy production from sustainable sources. In 2024 total production from photovoltaic systems amounted to 1.9 GWh.

At the same time, during 2024 the project to expand the photovoltaic system at the Villasanta plant was completed, reaching a total of 4.3 MW.

In the logistics sector, we have embarked on a path **towards increasingly sustainable logistics through strategic partnerships and the adoption of low-impact vehicles.**

Moreover, for the company fleet available to personnel, and in collaboration with Renord – a partner company of the Renault Group involved in the challenges of the energy transition – new plug-in hybrid and full-electric vehicles have been progressively introduced, equipped with E-TECH technology and developed drawing on experience with Z.E. (Zero Emissions).

Water treatment

State-of-the-art technologies for wastewater treatment have been introduced at the Arcore, Biassono and Villasanta plants, thanks to purification systems based on the activated-sludge biological process.



In addition, the Biassono plant is equipped with an advanced membrane ultrafiltration system.



Innopackaging

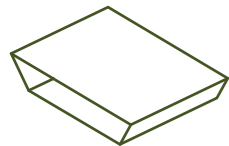
Over the years we have strengthened our commitment to **packaging innovation**, with particular attention to reducing plastic. Thanks to ongoing research and development efforts, we are progressively reducing the weight of our trays and increasing the percentage of recycled raw material. The overall recycled plastic content increased from 42.6% in 2023 to 44.4% in 2024. In particular, all trays used for the Snello, I Firmati and Gran Biscotto lines are made with an average of 55% recycled plastic.

During the years of 2020 to 2024, with sales volumes remaining almost unchanged, we succeeded in **saving a total of 520 tonnes of plastic** (+38% v the five-year period 2020-2024), a considerable amount equivalent to an area of around 1.6 km², or 229 football pitches of 7,140 m².

Paper and cardboard recycling

We actively promote recycling by collaborating with Aro Spa, Avery Dennison and Cycle4Green to recycle 100% of label liners.

Thanks to this initiative, in 2024 we recycled 21.4 tonnes of paper, achieving an equivalent saving of 41 tonnes of CO₂. In addition, 100% of paper and cardboard packaging is made with FSC-certified materials.



4.2 Our plants

Energy consumption

Rovagnati has set itself the ambitious objective of continuing its journey towards environmental sustainability through targeted investments to reduce energy consumption. A significant milestone in this direction was achieved with the expansion of the company photovoltaic system, now active at the Villasanta, Felino, Sala Baganza, Borgo del Sole and Arcore plants. This is a strategic investment, both for the business and for the environment, which has enabled us to **increase our self-production capacity for electricity by 13%**, covering up to 80% of the Company's electricity needs.



In 2024 total energy consumption, considering both electricity and thermal energy, amounted to 87,978,146 kWh, an increase of 7.8% compared with the previous year.

Energy intensity, representing the ratio between total energy consumed and revenue (Item A1 of the Statement of profit or loss) is a key indicator for assessing the efficiency and economic impact of the Company's use of energy resources.

In 2024 revenue grew by 4.76% compared with the previous year, while energy intensity settled at around 27%. This result shows that **for each unit of revenue (Item A1 of the Statement of profit or loss), the Company used a similar percentage of energy.**

ROVAGNATI	2024	2023	2022	CHANGE 24-23
Energy consumption	87,978,146 kWh	81,627,268 kWh	85,589,581 kWh	+7.8%
Revenue	€327,220,662	€312,366,155	€305,861,116	+4.76%
Energy intensity	0.27 kWh/€	0.26 kWh/€	0.27 kWh/€	+3.85%

Below are the details relating to electricity and thermal-energy consumption at the Rovagnati S.p.A. plants, comparing values recorded in 2024 with those of the previous two years.

PLANT	ELECTRICITY		
	2024	2023	2022
Biassono	16,705,378 kWh	15,590,880 kWh	16,308,650 kWh
Villasanta	22,217,226 kWh	21,276,178 kWh	21,441,360 kWh
Arcore	5,881,779 kWh	5,589,996 kWh	6,121,244 kWh
Sala Baganza	1,859,260 kWh	1,885,870 kWh	1,975,790 kWh
Felino	2,036,431 kWh	1,668,820 kWh	2,245,844 kWh
Faenza	1,183,157 kWh	1,188,883 kWh	1,141,600 kWh

PLANT	THERMAL ENERGY		
	2024	2023	2022
Biassono	19,650,258 kWh	17,606,496 kWh	17,867,850 kWh
Villasanta	5,424,035 kWh	4,585,371 kWh	5,602,160 kWh
Arcore	7,709,247 kWh	7,146,021 kWh	7,497,806 kWh
Sala Baganza	1,410,345 kWh	1,231,248 kWh	1,088,849 kWh
Felino	1,947,678 kWh	1,828,164 kWh	2,321,936 kWh
Faenza	1,953,352 kWh	2,029,342 kWh	1,985,492 kWh

A comparison of electricity and thermal-energy consumption at the Rovagnati S.p.A. plants over the two years reveals significant trends in terms of energy sustainability.

In 2024 total electricity consumption was 49,883,231 kWh, higher than in 2023, when consumption stood at 47,200,626 kWh. Similarly, total thermal-energy consumption in 2024 was 38,094,915 kWh, compared with

34,426,642 kWh in 2023. These increases reflect the expansion of Company operations and are consistent with the positive trend in revenue. Indeed, **energy intensity has remained constant**, confirming that the increased energy demand is proportional to business growth.

TOTAL ELECTRICITY CONSUMPTION

2024	2023	2022	Change 23-24
49,883,231 kWh	47,200,626 kWh	49,234,488 kWh	+5.68%

TOTAL THERMAL ENERGY CONSUMPTION

2024	2023	2022	Change 23-24
38,094,915 kWh	34,426,642 kWh	36,355,093 kWh	+10.65%

Following is an analysis of the electricity and thermal energy generated and self-consumed at the Rovagnati plants in 2024, with a comparison to the previous period.

TYPE	ELECTRICITY			
	2024	2023	2022	Change 23-24
Self-generated energy	33,482,476 kWh	34,026,792 kWh	34,791,705 kWh	-1.60%
Self-consumed energy	32,936,137 kWh	33,018,395 kWh	32,594,034 kWh	-0.25%

TYPE	THERMAL ENERGY			
	2024	2023	2022	Change 23-24
Self-generated energy	31,798,783 kWh	30,739,019 kWh	32,111,961 kWh	+3%
Self-consumed energy	14,082,884 kWh	13,036,519 kWh	13,578,334 kWh	+8%

The percentage ratio between self-generated and self-consumed electricity increased further, reaching 98.37% compared with 97.04% in the previous year, confirming an increasingly efficient use of energy generated

internally. Thermal energy consumption also showed an improvement, with the self-consumption/self-generation ratio stable at around 44.3%, slightly higher than in 2023.



In 2024 the plants in Biassono, Villasanta, Arcore, Sala Baganza and Felino fed a total of 545,339 kWh of electricity into the grid, a lower amount than the previous year, with a change of 46%.

Moreover, the Villasanta plant supplied 17,715,898 kWh of thermal energy to the district heating network, an increase of 2.02% compared with 2023.

Below is a summary table showing the percentage ratio between self-generated energy and total energy consumed by the organisation.

ROVAGNATI	2024	2023	2022	CHANGE %
Energy consumption	87,978,146 kWh	81,627,268 kWh	85,589,581 kWh	+7.8%
Self-generated energy	65,281,259 kWh	64,765,811 kWh	66,903,666 kWh	+0.8%
% Self-generated energy of total consumed	74%	79.34%	78.17%	+1.17%

Water withdrawal and discharge

Aware of the fundamental role of water in our production operations, from 2020 to 2024 we introduced a series of **measures at our plants to optimise water consumption through upgrades to the wastewater treatment plants** at the Biassono, Arcore and Villasanta facilities, with the aim of ensuring higher-quality water is returned to the environment. In addition, the PSHT pasteuriser enables a concrete reduction in water consumption in production processes.



The total volume of water withdrawals at Rovagnati S.p.A.'s facilities in 2024, amounting to 630,461 m³, was higher than the 617,424 m³ withdrawn in 2023.

Below are the details relating to water withdrawal at Rovagnati's plants, with a comparison between the values recorded in 2024 and in previous years:

PLANT	WATER WITHDRAWALS					
	2024		2023		2022	
	Aqueduct	Wells	Aqueduct	Wells	Aqueduct	Wells
Biassono	2,569 m ³	306,655 m ³	4,466 m ³	291,587 m ³	2,523 m ³	292,694 m ³
Villasanta	89,992 m ³	89,328 m ³	28,773 m ³	150,316 m ³	22,987 m ³	155,311 m ³
Arcore	117 m ³	116,375 m ³	124 m ³	111,373 m ³	60,832 m ³	53,862 m ³
Sala Baganza*	145 m ³	0 m ³	4,436 m ³	0 m ³	9,361 m ³	0 m ³
Felino	0 m ³	14,501 m ³	0 m ³	14,827 m ³	6 m ³	5,904 m ³
Faenza	10,779 m ³	0 m ³	11,522 m ³	0 m ³	10,654 m ³	0 m ³

*The data relating to the wells at the Sala Baganza plant are not representative due to the distributor's failure to replace the meter.

A valid indicator for assessing company water management is the ratio between water withdrawals and revenue. In 2024 this ratio remained unchanged compared with 2023 and 2022, maintaining a value of 0.002.

However, although this ratio remained stable, total water withdrawals at the plants in 2024 increased compared with the previous year, in line with higher production requirements.

Despite the increase in water withdrawals, the Company maintained the same relationship with revenue (Item A1 of the Statement of profit or loss) as in the previous year.

A summary of the data relating to Rovagnati's water management is provided below.

ROVAGNATI	WATER MANAGEMENT SUMMARY		
	2024	2023	2022
Water withdrawal	630,461 m ³	617,424 m ³	614,134 m ³
Revenues	€327,220,662	€312,366,155	€305,861,116
Water withdrawal per unit of revenues	0.002 m ³ /€	0.002 m ³ /€	0.002 m ³ /€

Emissions

To confirm our commitment to environmental sustainability, we adopt concrete initiatives aimed at reducing emissions generated by our operations. Moreover, **we constantly assess and monitor emissions, distinguishing between direct (Scope 1) and indirect (Scope 2) emissions.**

In 2024 direct and indirect emissions totalled 25,662 tonnes of CO₂ equivalent.

Scope 1 emissions represent direct greenhouse gas emissions from installations within the Company's boundaries. These include emissions deriving from the consumption of fossil fuels used in Company processes. In 2024 we recorded direct emissions of 20,525 tonnes of CO₂ equivalent (Scope 1), a very slight

increase compared with 2023.

Scope 2 emissions, on the other hand, are indirect greenhouse gas emissions resulting from the generation of imported and consumed electricity, heat and steam.

These emissions are assessed using the location-based method, reflecting the average greenhouse gas intensity of the electrical grids supplying the Company.

In 2024 indirect Scope 2 emissions totalled 5,137 tonnes of CO₂ equivalent.

Below are the values relating to Scope 1 and Scope 2 emissions in 2024. This data provides a **more detailed picture of overall emissions.**

PLANT	SCOPE 1 (tCO ₂ eq)		SCOPE 2 (tCO ₂ eq)
	Boilers & CHP	Cooling	Grid (Location-based)
Biassono	7,138	130	2,377
Villasanta	8,633	91	1,491
Arcore	2,848	1	382
Sala Baganza	520	12	263
Felino	580	57	247
Faenza	493	24	377

Materials, waste and circular economy

Plastic

Reducing plastic use is a concrete step towards a more sustainable management of materials used in product manufacturing and packaging, particularly for our lines of sliced meats in trays. We have adopted targeted strategies, including reducing purchases of plastic material, with the aim of limiting the use of virgin resources and helping to reduce plastic waste dispersed into the environment.

Given an increase in the production of sliced-meat packs, which reached 63.8 million in 2024 compared with 57.8 million the previous year, plastic purchases rose from 1,074,313 kg in 2023 to 1,226,790 kg in 2024.

In addition, the total weight of recycled plastic material from post-consumer APET increased to 544,895 kg, compared with 457,539 kg in 2023. Despite wide fluctuations in the cost and availability of post-consumer APET in recent years, our commitment to this topic enabled us to increase the share of recycled plastic (44.4% of the total) thanks to close cooperation with packaging suppliers.



The analysis of plastic ratios confirms the improvement in the sustainable management of materials.

The plastic-to-sliced-meat ratio increased from 178.6 kg/tonne in 2023 to 183.4 kg/tonne in 2024, reflecting an increase of 4.9 kg/tonne.

The plastic-to-sales-unit ratio also increased, from 18.6 kg/1,000 packs in 2023 to 19.2 kg/1,000 packs in 2024, reflecting an increase of 0.6 kg/1,000 packs.

Waste

In 2024 we strengthened our commitment to increasingly sustainable management of waste and obsolete materials, with particular focus on the management of sludge resulting from wastewater treatment processes at our plants.

As special waste due to their organic and inorganic composition, sludge requires specific treatment aimed at recovery or safe disposal.

In line with this approach, we adopt differentiated practices at our plants:

- **Biogas:** sludge is used for biogas production at the Biassono, Faenza and Arcore plants, contributing to the energy sustainability of these facilities.
- **Disposal:** at the Villasanta, Sala Baganza and Felino sites, sludge is managed according to strict procedures to ensure proper disposal in compliance with applicable environmental regulations.

In 2024 we recorded a total of 2,874,815 kg of waste, of which 1,250,610 kg consisted of sludge derived from wastewater treatment processes. These figures reflect an increase compared with 2023, when total waste amounted to 2,656,216 kg and sludge accounted for 1,374,226 kg.

Hazardous waste amounted to 31,137 kg, an increase compared with the 22,361 kg recorded in 2023 (+39%). Hazardous waste represented 1% of total waste in 2024, higher than the 0.84% recorded in 2023.



Recovered waste in 2024 amounted to 2,587,731 kg, up from 2,440,650 kg the previous year, representing a recovery rate of 90%.

PLANT	2024		2023		2022	
	Waste	Sludge	Waste	Sludge	Waste	Sludge
Biassono	1,736,484 kg	1,052,010 kg	1,682,932 kg	1,240,950 kg	1,651,388 kg	1,300,398 kg
Villasanta	569,110 kg	48,320 kg	573,450 kg	38,400 kg	685,446 kg	42,250 kg
Arcore	211,135 kg	36,720 kg	193,150 kg	5,740 kg	232,700 kg	100,710 kg
Sala Baganza	70,121 kg	93,520 kg	88,256 kg	24,340 kg	88,222 kg	21,000 kg
Felino	29,355 kg	20,040 kg	61,248 kg	23,776 kg	150,454 kg	36,000 kg
Faenza	58,610 kg	0 kg	7,180 kg	41,020 kg	59,523 kg	50,000 kg

**% WASTE RECOVERED
BY ROVAGNATI S.p.A.**

Total waste	2,874,815 kg
Recovered waste	2,587,731 kg

% Recovered waste / Total waste 90%

Rovagnati fully tracks all waste sent for recovery. This includes both the sludge used for biogas production and all materials recycled or recovered as an alternative to disposal. This result confirms our commitment to adopting an increasingly circular and responsible approach to waste management.

Furthermore, we work to recover meat-processing scraps by reintroducing them into the food supply chain through sale, making a concrete contribution to reducing food waste and optimising the use of raw materials.

In 2024 this initiative made it possible to recover and sell 378,589 kg of meat-processing scraps, turning potential waste into a resource.

IT initiatives

In 2024 the **document dematerialisation project** was completed at the Villasanta site, **with the aim of structurally reducing reliance on paper printing.**

To support this initiative, print volume detection systems were installed at all plants, enabling increasingly accurate data collection on the number of copies produced. This monitoring tool makes it possible to more precisely assess the progress of the measures undertaken and their effectiveness over time. Analysis of the information collected will also make it possible to monitor the reduction in waste generated

and in energy consumption, as well as limiting unnecessary printing.

Below is a comparison of the **print counts for 2023 and 2024** to highlight trends over time. Monitoring was made possible thanks to the installation of devices on each printer that enable precise monitoring of the number of prints produced, broken down by category. In the coming years, as tracking methods continue to improve, we aim to have increasingly accurate data.

Print type	2024	2023	Change
b/w	1,383,048	1,953,844	-570,796
Colour	152,640	161,969	-9,329
TOTAL	1,535,688	2,115,813	-580,125

This process will be accompanied by a constant commitment to improve environmental performance, with the goal of progressively reducing printing and optimising resource use.

To complement these measures, we also launched a **sustainable management scheme for electronic devices**: periodically, or whenever stock becomes available, internal sales campaigns are organised offering devices that no longer meet work

requirements but are still fully functional at favourable prices. This gives such equipment a second life, reducing the generation of electronic waste and promoting a culture of reuse.



4.3 A responsible supply chain

Our organisation works closely with the entire supply chain to **offer consumers safe, high-quality products in line with sustainability principles**. Our sustainable strategy places a particular focus on **responsible management of the production chain**.

This commitment is based on the five freedoms set out by the **Farm Animal Welfare Council (FAWC), which define the fundamental rights of animals**, including freedom from hunger, stress and disease.

In addition to complying with these freedoms, Rovagnati has developed a **specific programme within its own farms**, based on high ethical standards and a continuously monitored supply chain.

In this context we adopt concrete measures such as investing in advanced technologies to improve supply chain traceability, ensuring high standards of quality and safety consistent with national and international regulations.

aligned with our values. Among the external supply chains, that of the Naturals line is certified by DNV for Animal Welfare management (DNV-STP 081 protocol, Certificate no. 10000325015-PA-DNVGL-ITA, confirming compliance with Animal Welfare principles).

Alongside pork supply chains, Rovagnati draws on an **external Italian poultry supply chain**. This supply chain follows a “no antibiotics” policy for the entire life cycle of the animal, except in cases of strictly controlled therapeutic need. The chickens are constantly monitored by expert staff, including veterinarians and animal-husbandry specialists, to ensure consistently high safety standards.

The supply chains

Rovagnati's supply chain is an integrated and responsible system for managing the meat ingredients used in the production of pork and poultry products. It is divided into two main operating areas, ensuring constant control and efficient management across all stages of the production process:

- **The 3I pork supply chain**
- **The AW pork supply chain**

Rovagnati's pork supply chain is divided into two distinct areas that, in addition to guaranteeing the Italian origin of the pigs used, apply a strict policy allowing the use of **antibiotics only when strictly necessary for therapeutic purposes**, in compliance with animal well-being and food safety. In 2024 the Rovagnati AW supply chain adhered to the Swiss Animal Welfare guidelines (TIERWOHL SCHWEIZ – TWS) and ensured animals had **more space than the average European density standards (a 30% increase)** as well as greater **environmental enrichment**.

Very stringent biosecurity measures and high-level health protocols have been implemented at all Rovagnati facilities, including constant monitoring by our qualified, regularly trained staff. All production units are registered and monitored under the national Classy Farm regime, which governs and monitors antibiotic use, biosecurity and animal welfare measures. Faced with the challenges of African Swine Fever, which in 2024 heavily impacted the areas where our supply chain farms are located, we strictly complied with biosecurity regulations and adopted additional safety measures. These included the installation of perimeter fencing, the introduction of disinfection systems for vehicles and personnel and the definition of external routes reserved for agricultural vehicles to ensure greater safety in our operations.

Alongside Rovagnati's own supply chains, we work with various external suppliers: slaughtering and cutting facilities selected according to quality criteria and conduct



Selecting our suppliers

Responsible supply chain management is a priority commitment for our organisation, which carefully selects its suppliers to promote high quality standards.

Suppliers – from raw materials to packaging and ingredients – are an essential players in our supply chain. We work to select the best suppliers on the market to ensure consistent, reliable, high-quality procurement.

Over time we have built a **broad network of suppliers, prioritising those in Italy**, with the aim of generating value in the areas where the Company operates.

In 2024, 83.62% of our suppliers were Italian companies, while the remaining 16.38% consisted of carefully selected foreign suppliers able to meet our high quality standards and comply with international regulations.

The preference for domestic suppliers reflects our desire to offer consumers traceable raw materials and high-quality products

while also contributing to the economic and environmental sustainability of local communities.

All suppliers we work with must comply with EU and national animal welfare regulations and adhere to the principles and rules of conduct set out in the Rovagnati Code of Ethics. We have also included adherence to the GFSI (Global Food Safety Initiative) programme as a preferential criterion for choosing suppliers. The BRC, IFS and FSSC 22000 certifications within this programme allow us to constantly monitor processing methods and verify compliance with hygiene requirements along the entire distribution chain, thereby ensuring the maximum quality and safety of our products.



In 2024 orders were placed for a total value of €149,414,620, of which €110,270,828 with Italian suppliers and the remaining €39,143,792 with foreign suppliers.

Following is a summary of purchases made in 2024, broken down by supplier origin:

Suppliers	2024		2023	
	Number	Purchase value	Number	Purchase value
National	194	€110,270,828	197	€102,265,143
Foreign	38	€39,143,792	34	€41,414,131
Total	232	€149,414,620	231	€143,679,274

Meat is a fundamental component of our production chain. In 2024 we purchased a total of 28,778,590 kg of fresh meat, for a total value of €121,498,523. More than one-third of the meat purchased came from domestic sources, 0.25% from extra-European sources and the remainder from suppliers located within Europe. This distribution reflects our commitment to prioritising domestic and European suppliers to ensure quality, traceability and sustainability.

Below is a summary of the fresh meat purchased (of which Animal Welfare meat accounts for 2.41%).

ORIGIN	QUANTITY	COST
Italy	10,266,421 kg	€59,722,09
EU	18,439,365 kg	€61,205,711
Non-EU	72,804 kg	€570,203

As part of ongoing improvement in supply chain management, in 2024 the Company entered into a cooperation agreement with Sedex, **one of the leading global platforms for managing ethical and responsible performance in supply chains**. This platform is used to monitor, improve and share information on ethical, environmental and social practices in the supply chain. It enables the identification of any risk areas in the supply chain and the adoption of targeted, effective decisions based on concrete data.



The farms

In recent years Rovagnati has continued to invest in improving and **developing the farms it directly manages or oversees**. In 2024 **targeted initiatives were carried out to improve management efficiency and environmental conditions at the farms**.

These initiatives include installing covers to

reduce ammonia emissions, helping improve the quality of the surrounding environment and reduce harmful gases.



Improvements were also made to the flooring inside the stalls by installing new surfaces, ensuring optimal conditions for animal well-being and improving their comfort and health.

In addition, platforms were built for the hygienic handling of deceased livestock, increasing biosecurity at the farms and reducing the risk of environmental contamination. Other initiatives include installing photovoltaic systems for generating energy from renewable sources, improving feed supply and processing, and energy-efficiency upgrades such as the removal of asbestos and the use of more energy-efficient materials such as sandwich panels. These focused efforts have led to significant improvements in conditions at the farms, reducing harmful emissions, optimising feed management and promoting overall animal well-being.

In 2024 a **collaboration was launched with the Centro Ricerche Produzioni Animali – CRPA**, a research organisation that conducts

studies and provides services for agricultural producers, the agri-food industry and competent public bodies, with the aim of promoting technical, economic and social progress in the primary sector.

The collaboration with Rovagnati focuses on the technical assessment of the farming sites and on defining a plan for continuous improvement. However, due to the health restrictions currently in force to contain the spread of African swine fever, the project has been temporarily suspended until health directives allow it to resume.



Controls

Rovagnati has adopted a rigorous supplier control policy with the aim of ensuring high standards of quality and safety along the entire supply chain. In addition to the analyses performed by the **internal ROVALAB laboratory**, we carry out numerous daily checks on products at different stages of the process: directly on the line by the Production and Quality departments, as well as during receiving and loading at the various logistics and distribution facilities.

In 2024 a total of 5,048 controls were carried out during the receiving of goods and 13,484

during loading.¹

This integrated approach enables **constant, precise monitoring** to safeguard food safety and consumer satisfaction and to ensure high quality standards at every stage of the supply chain.

Thanks to these efforts, **the number of notifications received from customers relating to product quality remained low**, with only 370 cases reported during the year.

[1] Starting in 2024 an updated, comprehensive and structured method was adopted, replacing the estimate used in previous years.



Logistics

Our organisation pays particular attention to the environmental sustainability of its logistics operations, and with this in mind has strengthened collaborations with carriers able to **monitor and track CO₂ emissions accurately**. This choice enables a more informed management of environmental impact and supports the adoption of increasingly sustainable transport solutions.

In 2024 we continued our collaboration with a leading EMEA partner to adopt innovative technologies aimed at optimising the fleet

and reducing consumption. In 2023, 12 vehicles powered by LNG (Liquefied Natural Gas) were introduced, making a significant contribution to reducing the environmental impact of logistics. During the past year, however, certain issues emerged due to the high wear rate of the vehicles. For this reason the partner is adopting a strategy that is increasingly geared towards sustainability, involving a review of the fleet's usage mix and a progressive investment in Euro 6 vehicles.



Overall, in 2024 the total CO₂ emissions generated by Rovagnati's logistics operations amounted to 2,746,420.27 kg.

Below is a summary of the logistics figures:

2023		2024	
Logistics	CO ₂ Emissions	Logistics	CO ₂ Emissions
GI.MA.TRANS Group	44,489 kg	GI.MA.TRANS Group	52,622.51 kg
- EURO 6	34,164 kg	- EURO 6	51,071.33 kg
- LNG	10,325 kg	- LNG	1,551.18 kg
Italsempione	55,740 kg	Italsempione	68,360 kg
Mazzocco	548,770 kg	Mazzocco	572,892 kg
STEF	430,908 kg	STEF	502,771 kg
Savitransport/General Noli	26,424 kg	Savitransport/General Noli	685.06 kg
Jas	2,448,690 kg	Jas	1,437,326 kg
		Brivio&Viganò	5,585.69 kg
		Contra	3,620 kg
		Own vehicles	55,521.189 kg
Total	3,599,510 kg	Total	2,746,420.27 kg

The introduction of the Sedex platform in 2024 to collect and manage supplier sustainability data marks an important step for Rovagnati towards greater transparency and traceability, including in its logistics supply chain.

From 2025 the company will progressively integrate logistics partners into the system, with the aim of obtaining an increasingly complete and structured view of environmental and social performance along the entire supply chain.



5. **SOCIAL**

The well-being of our people,
consumers and communities

5 SOCIAL The well-being of our people, consumers and communities

Creating value for people is one of the key commitments of Rovagnati's Brand Mission and is considered a defining element of our way of doing business.

For Rovagnati, creating value means:

- **Supporting communities** through responsible management of surpluses and support for social initiatives through donations, partnerships and funding.
- **Supporting our people** with corporate welfare that supports both professional growth and personal well-being.
- **Supporting talent** with partnerships and investments in projects, bodies and institutions dedicated to training young people.

5.1 The well-being of our people

For Rovagnati, the concept of "People" encompasses both the relationship with individuals and the bond with the communities it operates in. We are committed to generating a positive impact in the local area through responsible management of surpluses and support for solidarity initiatives for the most vulnerable groups.

At the same time we promote the potential of our people through a corporate welfare programme focused on professional development and personal well-being.



We believe in the talent of the new generations and invest in projects, bodies and institutions that promote the training of tomorrow's young professionals.

Our people

Over the years, we have developed a **strong corporate culture based on the value of human capital**, placing people at the heart of our competitive strategy.

Each individual contributes something unique, and for this reason we are committed to providing a safe, stimulating and inclusive working environment that fosters both professional and personal growth.

We promote a strong sense of belonging by investing in the best working, social and human conditions. This commitment is formalised in the **Rovagnati Value Manifesto**, which translates the principles of our founder, Paolo Rovagnati, into concrete, shared organisation-

al values.

We believe in professional development that goes beyond traditional vertical progression: using job rotation programmes we encourage cross-functional experiences that broaden skills and perspectives. Collaboration between teams – as in the case of the ESG Team – strengthens internal innovation and a long-term sustainable vision.



In 2024 the Company also introduced the option to convert the corporate Performance Bonus (PB) into welfare goods and services to offer more opportunities for employees and their families.

Following a specific trade union agreement, a **digital platform managed by a partner specialised in customised welfare plans was activated**. It is a comprehensive and flexible tool designed to improve people's well-being through a wide range of services that are easy and immediate to access. The goods and services offered on the online platform are available to employees based on the credits accrued through the PB and are selected directly by them according to their personal and family needs. The available benefits include access to healthcare solutions, supplementary pension schemes, leisure activities, travel, education and training support. The platform also of-

fers fuel vouchers and gift cards, redeemable through a wide network of participating partners, both physical and online. Completing the offer are services dedicated to health and well-being, such as specialised medical visits, diagnostic tests and prevention programmes, along with services designed for elderly or non-self-sufficient family members. The welfare platform's participation rate at launch was 41%, out of a total of 352 eligible users at the time of introduction. The entire initiative therefore provided immediate and tangible support for employees' quality of life, with a very positive impact on the organisational climate.

Among the initiatives aimed at further improving quality of life at work, 2024 also saw the strengthening of the **partnership with CIRFOOD for the company catering service at the Biassono headquarters**, with a focus on the quality of ingredients and nutritional well-being. This was supported by internal education campaigns on conscious and balanced eating, through informational material displayed in the canteen to guide employees in their meal choices.

Our commitment to people is also reflected in numerous additional services: **flexible working hours, free full medical check-ups, flu vaccinations, discounts, public transport passes for interns, cultural benefits**. In addition, the Company provides employees with insurance policies covering injuries, death, dis-

ability, supplementary healthcare during business trips abroad and reimbursement of medical expenses.

Finally, a **personalised Corporate Benefit portal** has been active since 2022, offering exclusive deals on a wide range of brands and services.

Internal engagement is reinforced through recurring initiatives such as periodic town hall meetings, regular internal newsletters, LinkedIn activities and participation in the Workplace Health Promotion (WHP) project promoted by the Lombardy Region, which promotes health in the workplace.



During 2024 there were 43 new hires.

With regard to the age groups of new hires, 53% are under 30, reflecting a significant trend towards hiring young talent and investing in the new generations. Meanwhile, a small percentage, equal to 7%, concerns individuals over the age of 50. With respect

to contract type, 81% of new hires were hired with permanent contracts, while the remaining new hires were divided between internships and fixed-term contracts.



Governance of production processes

The evolution and rapid expansion of the market that Rovagnati operates in, together with the increasing production and efficiency standards required, make it essential to **test new organisational models that enable the company to address a range of increasingly complex challenges and objectives.**

In this context, Rovagnati began assessing alternatives in the governance of production processes, focusing on **forms of work capable of combining both the flexibility required by product specificities and customer requests, and employment continuity, aiming for continuous improvement of working conditions.**

It is in this context that a Memorandum of Understanding was signed back in 2020 with clear objectives, including:

- **Improving overall working conditions.**
- **Protecting health and safety** at work.
- **Maintaining and developing** employment levels.
- **Increasing the professional skills** of the women and men working in production, regardless of their corporate organisation of origin

and this marked the beginning of a long-term strategy aimed at strengthening the company and insourcing the production operations that are currently outsourced.



In 2024 the Company initiated a constructive dialogue intended to strengthen this process, on the one hand encouraging the **insourcing of activities that are currently outsourced**, and on the other placing renewed attention on **all compliance issues**, in order to ensure the highest protection of workers' rights.

Occupational health and safety

Health, safety at work and people's mental well-being are fundamental to us, not only to support productivity, but above all to **strengthen overall well-being**, a sense of belonging and loyalty to our brand.

To take concrete care of our employees, we chose to **improve air quality in the workplace**, where indoor air can be two to five times more polluted than outdoor air and where most of the day is spent.

We therefore invested in Pure Air Zone, a biotech Clean-air-as-a-Service solution provided by U-Earth biotech. This system not only purifies the air of biological contaminants and pollutants but also includes sensors for constant monitoring of air quality and real-time reporting services.

Thanks to this project, since 2022 **the Biassono and Villasanta offices have essentially become two "bubbles" of clean air**, where employees benefit from significantly higher air quality. We installed 11 bioreactors (air purifiers) that, using a bio-oxidation process, attract the smallest particles – often not captured by traditional ventilation systems – and neutralise them.

This solution enabled us to purify 48,796,699 m³ of air from 2022 onwards, with a positive impact not only on people's health but also on environmental decontamination.



To actively promote workplace safety, tests with specialised partners aimed at **reducing biomechanical risks** are still under way. These initiatives are yet other examples of concrete actions for a safer and more sustainable working environment.

In 2024 Rovagnati reaffirmed its role as a **Workplace Health Promotion (WHP)** organisation, within the project supported by the Ministry of Health and its regional networks, which promotes health through healthy lifestyles at work and concrete actions.

The programme consists of several topical areas aimed at promoting health in the workplace. These include nutrition, physical activity, smoking prevention, combating alcohol and substance abuse, as well as cross-cutting initiatives such as training for executives and key figures.

In the area of nutrition, we introduced concrete initiatives to encourage healthier choices among employees, such as **expanding the offer of healthy options in the company canteen and installing vending machines with balanced and nutritious snacks**. These objectives form part of a broader commitment to **encourage healthy and informed lifestyles** within the organisation.

In 2024 a training **course was also offered to become a Walking Leader**, a free programme open to all promoted by ATS Brianza to actively encourage physical activity and improve public health. Walking Groups are made up of people who freely decide to meet to share the experience of movement and to walk together.

During the year more than 440,000 euros were invested – up from 160,000 euros in 2023 – in new projects dedicated to **health and safety**, demonstrating our concrete commitment to protecting employee well-being.

The main initiatives undertaken included the purchase of specific equipment, such as devices that facilitate load handling, as well as upgrades to the fire prevention system.

At the same time new safety measures were implemented, thereby helping reduce the risks associated with potential accidents.

significant decline, decreasing from 68.88 to 44.25 days.

In 2024 a total of 1,364 hours of safety training were provided, involving 206 participants including blue-collar workers, white-collar workers and executives.

The courses covered key topics such as fire prevention, first aid, forklift operation, supervisors and Workers' Safety Representatives (RLS).

Compared with 2023, the number of workplace injuries remained stable. What improved significantly, however, was the overall impact of such events on operations: days of absence dropped sharply, falling from 551 to 354.

This improvement is also reflected in the severity index and the average duration of injuries.

The severity index fell from 0.76 in 2023 to 0.48 in 2024, while the average duration recorded a



These results stem from a systematic approach to prevention and training.

INDEX	2024	2023	2022
Total number of injuries	8	8	12
Days lost due to injury	354	551	735
Injury severity index	0.48	0.76	0.99
Injury frequency index	10.86	10.98	16.13
Average injury duration	44.25	68.88	61.25



In particular, investments focused on the continuous improvement of protection standards at production facilities.

Training

We believe that training is a core element for the growth of our people and of the entire organisation.

We believe that knowledge is a fundamental tool for dealing with change with awareness, and for this reason we are committed to creating an environment that values and supports continuous learning.

During 2024 we strengthened and expanded our commitment to training, continuing the process begun in 2023 with a training plan extended to the entire organisation, involving workers, employees and executives. The training plan covered several areas: from courses on compliance with company procedures on quality and food safety to health and safety in the workplace, including training for Workers'



With more than 6,000 hours of courses provided, the main goal was to provide employees with the tools they need to improve their skills and contribute to the company's success.

Safety Representatives (RLS); from cybersecurity to the development of language skills, soft skills and knowledge in the field of privacy.

During 2024 **introductory modules on ESG topics** were also offered, confirming the company's focus on sustainability and corporate social responsibility.

The total number of training hours provided in 2024 showed a significant increase, reaching

6,104 hours compared with 5,949 hours in the previous year, involving a total of 1,224 participants. Average training hours per employee amounted to 14.03.

We continue in our commitment to the growth and development of employees' skills, aware that good preparation provides important support in facing future challenges.



COURSE TYPE	Hours	PARTICIPANTS
Quality courses	1,137	257
Safety courses	1,364	149
Soft-skills training courses, including ESG	3,603	286

As regards the breakdown by job classification, 50% of the employees involved in training courses in 2024 were blue-collar workers.

Considering age groups, most participants were under 50:

247 people, equal to 57% of total attendances recorded in the courses.

Inclusion and equal opportunities

In an increasingly aware and inclusion-oriented working environment, the promotion of equal opportunities is an important component in **building a fair, respectful and welcoming workplace.**

Our commitment aims to value and respect **every person, regardless of ethnicity, gender, sexual orientation or physical abilities**, creating conditions where each individual can express their full potential. We work constantly to ensure that our human resources manage-

ment practices are based on merit and gender equality, applying these principles throughout all stages of the professional career path, from recruitment and hiring to the end of the employment relationship, ensuring that every decision is taken fairly and inclusively.

In 2024 the total number of employees amounted to 435, of whom 331 men and 104 women.



We are constantly committed to promoting an increasingly balanced and inclusive working environment.



In line with our commitment to inclusion and equal opportunities, we have chosen to support concrete social responsibility initiatives that promote workplace inclusion and the recognition of diversity.

Firmly believing in the values promoted by **PizzAut, the innovative model of social inclusion created to give autistic young people the opportunity to gain dignity and autonomy through work**, Rovagnati decided to start a collaboration with the association on the occasion of the **launch of the “street food” PizzAutobus project**: a fleet of 15 food trucks in Lombardy and 107 across Italy, travelling the main Italian provinces and multiplying opportunities for work inclusion.

Rovagnati contributed by donating the fleet's inaugural truck, equipped for the preparation and distribution of pizzas in the province of Monza and Brianza. Each vehicle, which can employ up to five people, will subsequently be assigned to associations and non-profit organisations active in the field of autism, creating a virtuous network of inclusive employment on a national scale.

Thinking inclusively also means offering

digitalisation initiatives to benefit all users. For this reason, during 2024 the technical upgrades of the websites rovagnati.us and rovagnati.com were launched to make them accessible to all digital users, regardless of any motor, visual, hearing or cognitive disabilities, also through specific assistive technologies. At the same time, an analysis of the other Italian websites was also launched, a process that will continue in 2025 when the first results will be available and the next improvement measures will be defined.



PizzAut
NUTRIAMO L'INCLUSIONE

5.2 The well-being of consumers

Attention to nutrition is one of the main commitments expressed in Rovagnati's Brand Mission, a crucial, indispensable aspect.

For us, generating value through nutrition means:

- **Promoting food safety** through the careful selection of ingredients and continuous product testing.
- **Developing innovative solutions and recipes** by simplifying ingredient lists without compromising flavour, also thanks to collaboration with universities and high-level partners, to improve quality while respecting tradition.
- **Spreading a culture of nutritional well-being** through awareness and educational initiatives for the consumer.

Consumer well-being is at the heart of our work: quality, safety and sustainability of the products we offer are the guidelines we follow throughout the various production stages.



We want to enable consumers to make informed, conscious food choices, promoting proper nutrition and a healthy lifestyle.

Thanks to targeted investment in research and development, we constantly introduce new technologies and innovative processes to **reduce the use of additives and preservatives**, offering gluten-free and dairy-free products.

The collaboration with scientific institutions and partners in the food sector enables us to guarantee product quality and safety, strengthening consumer trust in the Rovagnati brand.



Product and customer safety

For Rovagnati, **Quality is a fundamental and essential value**, defined by the combination of hands-on experience, attention to detail, specialised expertise and the ongoing training of our people.

Every stage of the process is subject to **continuous checks**, carried out rigorously by the Production and Quality departments and overseen by the **in-house ROVALAB laboratory**.

All meat and ingredients used undergo **strict inspections in accordance with national, European and international regulations** in order to ensure the highest standards at every stage of production.



In 2024 the Company was certified in accordance with the FSSC 22000 requirements, a standard recognised by the Global Food Safety Initiative (GFSI).



This certification confirms Rovagnati's commitment to the continuous improvement of its food-safety management system.

USDA authorisation was also reconfirmed (valid for the Biassono, Villasanta, Arcore, Sala Baganza and Faenza plants), which for years has allowed us to export food products to the United States.

Our internal **ROVALAB laboratory, accredited by Accredia since 2012** (laboratory accreditation number: 00933), is committed to ensuring the safety and quality of incoming raw materials and finished products through microbiological, chemical-nutritional and sensory analyses.

Microbiological analyses are aimed at verifying the hygiene and food safety of the matrices analysed by quantifying spoilage microorganisms and detecting pathogenic microorganisms. Chemical analyses on the other hand are mainly aimed at determining nutritional parameters, identifying sector-typical additives such as nitrites and nitrates, and verifying the absence of allergens such as gluten and milk proteins.



The ROVALAB laboratory provides strategic support not only for quality controls but also for research and development, helping verify internal standards for new products and assessing their shelf life.

To ensure the reliability and efficiency of controls, the laboratory uses state-of-the-art equipment that enables the automation of much of the analytical activities. Technologies used include Real-Time PCR and miniaturised MPN systems for microbiological analyses, as well as NIR spectroscopy for chemical/nutritional analyses.

The automation of analyses has provided numerous benefits, including:

- **Full traceability** of the entire analytical process, essential for the laboratory's accreditation.
- **Significant reduction** in the use of single-use plastic materials, particularly for microbiological analyses.
- **Reduction or elimination** (NIR spectroscopy) of chemical reagents used for the analyses.
- **Faster analysis times**, allowing the immediate release of incoming raw materials and outgoing finished products.

	PLANT	ROVALAB	EXTERNAL LAB
Below is an overview of the data relating to samples analysed in internal and external laboratories in order to ensure product safety at the various plants:	Villasanta	13,814	381
	Faenza	165	116
	Arcore	3,942	132
	Felino	93	145
	Sala Baganza	135	175
	Biassono	5,714	72

Rovagnati stands out for its commitment to food safety, adopting advanced technologies and targeted projects to ensure high standards throughout the entire production chain. One of the most significant examples is the High Temperature Short Time Pasteurizer System (PSHT), installed at the Biassono plant in 2007. This technology reduces bacterial load by six times and water consumption by around 50 times and remains a cutting-edge model in food-product pasteurisation systems.

Satisfaction and management of relationships with customers and consumers

During 2024 we renewed our commitment to improving customer satisfaction by monitoring a series of indicators in the **Customer Service** area.

We recorded a substantial number of orders entered, totalling 246,838 orders, an increase over the previous year, clear evidence of a **high level of customer satisfaction with our products and services**.

The organisation showed consistent commit-

ment to offering added value to customers, including through promotions and special offers. **In 2024, 3,853 promotions were organised**, confirming our desire to reward consumer loyalty and support access to our products.

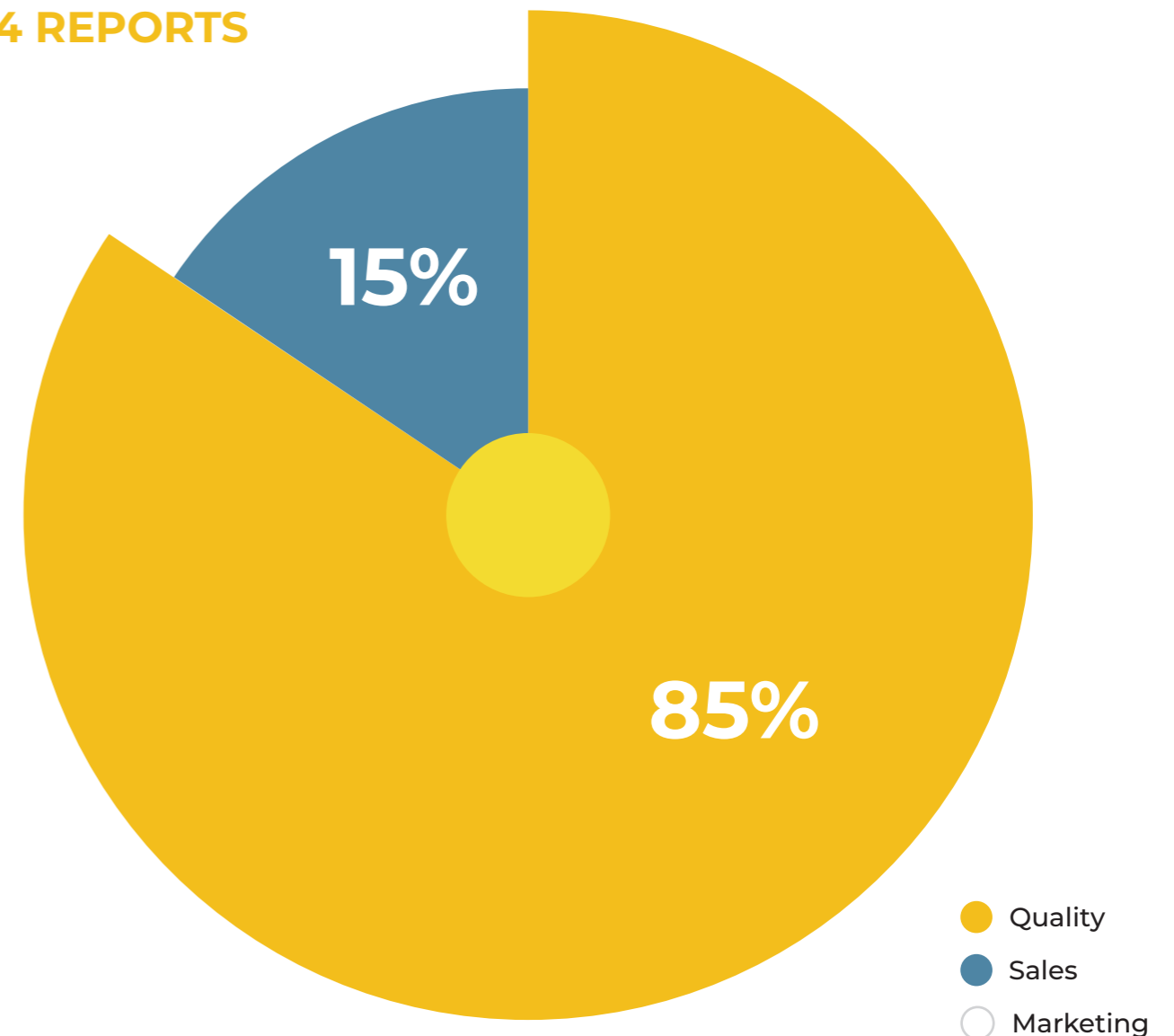
Another indicator of the strength of our relationship with the market is the number of contracts entered, which reached 15,074 in 2024.



Through its Consumer Service, Rovagnati handled both complaints and consumer information requests with care and responsibility, for a total of 437 reports.

We actively manage consumer reports, providing prompt responses and support, turning the feedback received into opportunities for improvement. Below are the **main areas of interest that lead consumers to contact us**:

2024 REPORTS



Nitrites elimination

We have long been **working to improve the quality of our cured meats**. A challenge driven by innovation that allowed us to take a bold step and, **after two years of research, develop a food technology enabling the preservation of cured meats without nitrites** (the products in the Snello range that contain no nitrites are: GranCotto, GranCrudo, Oven-Baked Turkey Breast, Oven-Baked Chicken Breast and

Chicken Mortadella).

Since the launch of the Naturals line in 2017, **our first line of cured meats completely free from added preservatives and antibiotics**, and later with the Snello line in 2019, our commitment to quality has inspired us to offer increasingly innovative products, prepared respecting tradition while looking to the future to meet everyone's needs.

We began the process of eliminating nitrites in 2017 with the Naturals line, and then from 2019 also with the Snello line.

Using an innovative production process we created **cured meats preserved without the addition of any type of nitrites, not even those derived from plants, while ensuring the same level of safety as products that contain them**. The synergy between selected natural extracts and an exclusive process is used to activate their preservative effect, making it possible to eliminate nitrites completely.

Our path towards eliminating nitrites:

In 2017 we launched Naturals, our line of cured meats with 100% natural ingredients and therefore without added chemical nitrites. The only nitrites present were of plant origin.

In 2018 we completely eliminated the use of nitrites, including those of plant origin. The Naturals line began to be produced without nitrites of any kind. From that moment onwards we worked to extend the elimination of nitrites to other ranges of cured meats.

Snello, the line of low-fat cured meats, has been produced without nitrites since 2019, with the exception of Bresaola Punta d'Anca and Salami. The Naturals line, completely nitrite-free, also began to be sold in France.

A glimpse of tomorrow

We are working to develop new nitrite-free products to broaden existing ranges. At the same time we are committed to increasing the volumes of the nitrite-free items already on the market.

Since 2021 we have continued to innovate the production process by eliminating nitrites. Nitrite-free products now also include Rovagnati items sold in the United States, such as Salame Toscano and Fennel-seed Salami.

2022 - Today Snello Rovagnati has been repositioned as a Nitrite-free line (with the exception of Bresaola Punta d'Anca, Chicken Strips and Turkey Strips, which contain nitrites), accompanied by updated recipes. Alongside product innovations, a new pack has been introduced highlighting the line's strengths, produced using a reduced quantity of plastic. The range has also been expanded with a new product, Chicken Mortadella, completely free from nitrites.

Single-portion packs have also been added to the Snello line: a practical format of nitrite-free sliced meats packaged in a convenient 60-gram pack to take with you anywhere, together with the new Gastronomica line made up of GranCotto, Oven-baked Turkey Breast and Roast Chicken Breast, created to offer consumers an unmistakably fresh-sliced alternative.



Product innovation and dietary inclusion

During 2024 our research and development department continued its strong commitment to **improving the nutritional profiles of products** through targeted projects based on research and hands-on experience.

We renewed our collaboration with **SSICA (Ex-**

perimental Station for the Food Preserving Industry), a research foundation that carries out basic, applied and experimental research in the food-preserving sector of the agri-food industry.

In 2024, 66 new products were introduced to the market, 48% of which (32 products) were oriented towards sustainability. These included

- **12 products** were developed without the use of nitrites.
- **6 products** were made using exclusively 100% Italian meat.
- **The remaining projects also have sustainability characteristics** related to the production process.

The quantity of sliced cured meats produced without nitrites in 2024 accounted for almost 42% of the total.

In parallel, **our commitment to consumers with specific nutritional needs remained central: all our products are gluten-free, including breadcrumbed items**, confirming our willingness to meet the needs of customers with particular dietary requirements.

Numerous products were included in the AIC Food Handbook, confirming the high quality standards achieved in guaranteeing products suitable even for those following gluten-free diets.

All our cured meats are free from milk derivatives and lactose, and all our plants are lactose-free, with the sole exception of Arcore, where ready-to-eat products and snacks are produced.



Instant traceability

We have continued our investment in sustainability and technological innovation, with the aim of actively involving consumers and offering them an increasing amount of information on the product.

In 2024, 12.03% (58 out of 482) of our bagged products were equipped with an instant traceability system based on the SKU code (Stock Keeping Unit).

Thanks to this initiative, applied to products of the Borgo Rovagnati and Naturals lines in Italy, France and Switzerland, **customers can follow the entire production chain of the cured meats, from farm to table, accessing detailed information on the origin of the raw materials and on their processing.**



By scanning the QR codes on the back labels users can easily access the product's background.

The information available to the consumer includes:

- Origin of the raw material
- Breed of the animal
- Birth and breeding
- Selection
- Diet
- Pharmacological approach
- Animal-welfare practices
- Curing
- Processing
- Slicing
- Tray inspection
- Storage-cell temperature
- Clean room
- Packaging
- Quality controls

Educational projects and partnerships on the topics of nutrition and sustainability

We promote sustainability and healthy eating by actively involving the community in awareness-raising and growth initiatives through targeted, concrete programmes.

Promoting a healthy, balanced diet is a cornerstone of our company strategy, which we also pursue through sports sponsorships to encourage an active lifestyle and convey the value of healthy eating.

With this in mind, **we launched the “Stammi Bene” (Be Well) initiative**, Rovagnati’s project dedicated to promoting well-being in all its aspects, which we have brought to Italian primary and secondary schools since 2022. It is a **free educational project aimed at pupils and teachers**, designed to introduce the topic of physical, mental, nutritional and social well-being into the classroom. Rovagnati’s proposal takes shape in a plan supporting school education, in line with one of the main objectives of the Ministry of Education: activating initiatives to promote the physical and psychological well-being of pupils and teachers.

The initiative achieved significant success once again in 2024 in terms of participation. The Rovagnati Stammi Bene project involved over 45,000 students, 2,055 classes and 687 teachers.

The project introduced a **new concept of well-being at school, making it accessible, practical and engaging**, providing students and teachers with a series of expert video tutorials to create “well-being breaks” during lessons. The concept of these videos was based on the Learning by Doing method. The initiative was also accompanied by a contest involving the schools that went beyond the learning content. With the help of their teachers, classes were invited to send photos of the activities



carried out together and to create creative contributions linked to the concept of well-being, using the letters of the words “STAMMI BENE”. The winning schools each received a voucher for Euro 500 for the purchase of teaching or sports materials, the total prizes amounting to Euro 5,000. In addition, teachers took part in a draw for three laptops.

In 2024 Rovagnati renewed its collaboration with *La Gazzetta dello Sport* with the aim of **promoting greater awareness of nutrition and the benefits of an active lifestyle**. It is a communication effort aimed at raising readers’ awareness – particularly younger generations – of the importance of a balanced diet and healthy, dynamic daily habits.

In 2024, the year of the Paris Olympics, Rovag-

nati had a special opportunity to give a new form to this collaboration through a series of editorial projects that translated the **Rovagnati Stammi Bene** concept into an engaging narrative centred on sport and inclusion, involving the athletes **Dalia Kaddari and Ambra Sabatini**.



At the heart of the project were the four dimensions of well-being – physical, mental, nutritional and social – narrated through the authentic experiences of professional athletes.

In full continuity with the Stammi Bene programme in schools, **the initiative brought some of these protagonists directly into classrooms, offering students the opportunity to relive the emotions of Paris 2024** and engage in sincere, stimulating dialogue with the athletes on topics of well-being and sport.



5.3 Support for the community

For our Company the support for local communities is a core value that goes beyond food production alone.

We believe that only through concrete actions is it possible to address social challenges and make a positive contribution to collective well-being.

It is precisely through the active involvement of the community and the local area that the possibility arises to generate shared, lasting value.

To this end, we have implemented a series of practical initiatives to support people and organisations facing hardship or difficulty, with the aim of providing tangible help and con-

tributing to the well-being of the communities we operate in.

Among our most significant initiatives is the donation of production surpluses, which allows us not only to support thousands of people in need, but also to **make a meaningful contribution to reducing food waste.**

As part of this mission, in 2024 we supported charitable organisations active in the area, such as Banco Alimentare, Pane Quotidiano and Cooperativa Rete Cauto-Maremosso.

Also in 2024, through the **Regusto Società Benefit** platform, the first Sharing for Charity portal based on blockchain technology, we constantly track and record our donations, measuring their value in kilograms of food provided, number of meals distributed, CO₂ avoided, and water and land saved.

During the year 15,696 kg of food products were distributed, equivalent to 31,391 meals, thanks to the work of non-profit organisations active nationwide.

SUMMARY OF 2024 DONATIONS

Products distributed	15,696 kg
Equivalent meals distributed	31,391
CO ₂ emissions avoided	133,702 kg
Water consumption avoided	29,821 m ³
Soil consumption avoided	45,517 m ²
Costs saved	€8,154



In addition to major food donations, we are actively committed to supporting **events and initiatives that directly involve the communities** we operate in.

In 2024 Rovagnati strengthened its commitment to supporting the local community and surrounding region by becoming an **Official Partner of Giro-E**, the sustainable and inclusive e-bike experience dedicated to cycling enthusiasts.

The initiative took place from 4 to 26 May, alongside and **on the same routes as the Giro d'Italia**, across 20 stages from North to South.

Giro-E represents a unique opportunity to combine sport, sustainability and inclusion, making routes once reserved for professional athletes accessible to amateur cyclists, cycle tourists and the simply curious.

The Company chose to take an active part in the initiative, taking to the road with a special team of exceptional cyclists made up of employees, members of the sales network and friends. It was a tangible way to experience first-hand the values of sustainability, well-being and sharing embodied by Giro-E, strengthening the sense of belonging and engagement within the company community. **The Company's presence also extended to the Green Fun Village**, with activities, talks and awareness-raising sessions dedicated to sustainable mobility. In parallel, a competition was launched for customers and consumers, offering daily shopping vouchers worth up to €200 and 20 T-Tronik Bianchi Life-e pedal-assist bicycles.



Alongside Rovagnati at the opening stage were the young people of PizzAut, who took part in the event with their iconic food truck, conveying a strong message of social inclusion through sharing and good food.

In addition to support for social inclusion, we also actively support the areas hosting our facilities through a series of community initiatives, including for example **maintaining public green spaces, participating in local events and supporting significant cultural initiatives and infrastructure.**

In the Municipality of Biassono we support various local activities, including financial support for Pala Rovagnati, a sports centre for the community.

We also offer **our support during the Italian Formula 1 Grand Prix**, an event of great importance for Monza and Brianza.

We also support **local festivities and community gatherings**. Through targeted actions for maintaining greenery, cleaning parking areas and following the upkeep of fountains, we actively contribute to urban decorum and to the quality of life of Biassono's residents.

Other municipalities hosting our plants, such as Arcore and Villasanta, also benefit from our ongoing commitment to maintaining public green spaces and cleaning public areas, confirming the deep bond that unites us with the territory.



Supporting talent

Rovagnati is deeply committed to building the future, investing in the training of young talent with a vision focused on inclusion and professional development.

We foster the growth of new generations through concrete initiatives such as involving young students in thesis projects and internships within the Company.

Partnerships with prestigious institutes and universities such as Milan Polytechnic, Catholic University of the Sacred Heart, the University of Gastronomic Sciences of Pollenzo, Milan University and IULM University enable us to develop joint initiatives supporting talent.

These include company visits, internships, participation in Open Days and special projects aimed at **supporting the entry of future professionals into the food sector**.

In 2024 the partnership between Rovagnati and the University of Gastronomic Sciences of Pollenzo was renewed with the initiative Pane, Amore e Gran Biscotto (Bread, Love and Gran Biscotto).

The project led to a series of activities focused on **ingredient research and the development of new recipes using Gran Biscotto**, as well as studies on regional foodscapes, with the aim of offering a map of gastronomic itineraries to recommend to consumers and customers.

The initiative also included ESG workshops and training sessions designed to provide useful tools for identifying sustainable actions and generating ideas in the field of circular economy. In collaboration with the university, sensory analysis tests were also conducted to assess consumer perceptions of products, with particular focus on the Gran Biscotto range.

In 2024 Rovagnati also renewed its collaboration as **Jersey Sponsor of Verona Volley with the Snello brand**.

Standing alongside the young team for the second consecutive year was a way to reaffirm the values the Company believes in: sharing, team spirit, discipline, respect and sense of community.





6. **OUTLOOK** A glimpse of the future

6 A glimpse of the future

At Rovagnati we look to the future with the aim of placing sustainability and responsibility at the centre of every company operation.

The strategies and actions outlined for the coming years reflect the company's concrete, structured commitment in this direction. is increasingly oriented towards social responsibility.

We have adopted **an integrated approach** involving every operational area: from strengthening environmental practices to promoting a company culture that Our goal is to make sustainability an integral part of the company's growth, generating lasting positive impacts for the local community, people and the environment.

Environment



We recognise the importance of starting a training programme and assessing ISO 14001 environmental certification.

We are also committed to implementing sustainable practices concerning energy efficiency, waste management and water resource management.

In parallel, we intend to create a detailed plan for analysing CO₂ impacts. Moreover, we plan to continue our research on plastic materials and packaging solutions so as to test alternative models and monitor the quantities of plastic used overall.

Farms



Over the coming years **we will pursue the goal of joining the PDO supply chains for Prosciutto di Parma and San Daniele and continue planning strategic and operational initiatives in our farms**, including through qualified partnerships with scientific bodies and universities such as the Animal Production Research Centre (CRPA).

In parallel we will continue responding to the challenges posed by ASF by complying with the stricter biosafety rules and equipping ourselves with further measures to make our sites increasingly secure.



Product responsibility and customers

During the year we continued our commitment to raising awareness and educating customers and consumers on nutrition issues, helping them to **make more informed choices.**

We successfully completed the certification process for food safety, earning ISO 22000 and FSSC 22000 certification for all plants in our group. This allows us to guarantee and constantly monitor the safety of our products and to work towards continuous improvement of their quality.

We are committed to **meeting the needs of increasingly health-conscious consumers** by continuing nitrite-free production, which has maintained steady volumes compared with the previous year. We continue to invest in research into new solutions, ensuring that such options always meet the highest standards of quality and food safety.

Suppliers and partners



Our journey towards sustainability cannot be separated from attentive, informed oversight of our supply chain. We want to ensure that the suppliers and partners we work with not only guarantee high quality standards, but also share our values in terms of social, environmental and ethical responsibility.

With this in mind, the implementation of the Sedex platform is planned for 2025, which will make it possible to **monitor supplier ESG performance more effectively** and promote increasingly sustainable and responsible procurement practices.

To ensure a mature, consistent approach across the supply chain, the organisation will encourage **suppliers and partners to join**, with a specific focus on those who do not already hold the main certifications.

Human resources



We intend to strengthen our commitment to **responsible company growth centred on people's well-being and internal development**.

We will do so by promoting a **greater uptake of the existing welfare plan, making services more accessible and fostering a culture of well-being**.

This will be supported by the launch of a project in 2025 to bring certain activities carried out in the plant back in-house.

We will continue to invest in training, expanding content on sustainability topics to strengthen organisational well-being and foster an even more cohesive working environment through participation and listening tools. This also includes continuing to promote dialogue and collaboration with schools and universities, with the aim of building bridges between education and business **to help develop future skills, both internal and external**.

Safety at work



By **earning ISO 45001 certification**, we have achieved an important milestone that demonstrates and reinforces our commitment to protecting health and safety in the workplace through the expansion of the team with specific delegated powers to oversee safety matters, especially in production plants.

Our goal remains to **ensure an even more structured and comprehensive management system** capable of effectively preventing injuries, occupational diseases and accidents, and this is the path to continue promoting a solid culture of prevention that is widespread and shared by all our people at every level.

Community and local area



Generating value for people and communities is one of the main commitments we intend to continue pursuing through the strengthening of collaborations and **social responsibility projects**.

We will continue to **support charitable organisations operating locally in the fight against food waste and poverty**, thus fostering circular-economy practices. We will continue to promote a culture of well-being aimed at creating new awareness among our stakeholders and translating it into concrete choices.

IT



Improvement also involves **increasing the efficiency of our technological infrastructure**.

In the coming years our goal is to significantly reduce the use of printers and paper consumption, promoting more sustainable digital solutions. In addition, we aim to optimise hardware efficiency by adopting advanced technologies that improve energy performance.





Appendix

METHODOLOGICAL NOTE

This document is the second edition of our Organisation’s Sustainability Report. It was prepared in accordance with the guidelines issued by the Global Reporting Initiative (GRI), adopting a GRI-Referenced approach.

Its preparation and publication represent the continuation of a voluntary sustainability process undertaken by Rovagnati S.p.A. to integrate ESG (Environment, Social, Governance) aspects into its business and to report them to its stakeholders.

A detailed list of the GRI Standards referenced in the text is summarised in the correlation table at the end of the document.

This Sustainability Report contains the figures and information relating to the period from 1 January 2024 to 31 December 2024. Figures relating to previous years are included to allow a comparison with the previous reporting period.

The information was gathered through the work of the ESG Team, which directly involved the corporate functions, and was reported in the Sustainability Report thanks to the collaboration of Studio Pirola Pennuto Zei & Associati.

All figures reported are internally sourced and supported by specific documentation kept on file by the company.

The identification of the material topics for Rovagnati and its stakeholders, initially defined through interviews between the ESG Team and external consultants, was subsequently consolidated through an engagement activity involving the Company’s main stakeholders, with the aim of gathering and integrating their perspectives.

Starting from 2024, the data relating to the controls carried out on products during loading and receiving phases was processed according to an updated, complete and structured methodology, replacing the estimate used in previous years.

This methodological update aims to ensure greater accuracy in monitoring and better comparability over time. For this reason, the values reported may not be directly comparable with those published in the 2023 Report.

The information and figures presented in this Sustainability Report relate to the material operations carried out by Rovagnati S.p.A.

Any exceptions in the boundary are duly described in the relevant sections of the document.

GRI CONTENT INDEX

Rovagnati reported the information indicated in this GRI content index for the period from 01.01.2024 to 31.12.2024 with reference to the GRI Standards.

GRI Standard	Disclosure	Page
OUR COMPANY: ROVAGNATI S.P.A.		
GENERAL DISCLOSURES		
GRI 2 GENERAL DISCLOSURES 2021	2-1 Organisational details	
	2-2 Entities included in the organisation’s sustainability reporting	
	2-3 Reporting period, frequency and contact point	
	2-6 Activities, value chain and other business relationships	
	2-7 Employees	
	2-8 Workers who are not employees	
	2-9 Governance structure and composition	
	2-14 Role of the highest governance body in sustainability reporting	
	2-22 Statement on sustainable development strategy	
	2-23 Policy commitments	
GRI 3 MATERIAL TOPICS 2021	2-24 Embedding policy commitments	
	2-29 Approach to stakeholder engagement	
	3-1 Process to determine material topics	
	3-2 List of material topics	

OUR COMPANY: ROVAGNATI S.P.A.		
GRI 3 MATERIAL TOPICS 2021	3-3 Management of material topics	
GRI 201 ECONOMIC PERFORMANCE 2016	201-1 Economic value directly generated and distributed	

ENVIRONMENT – THE MANAGEMENT OF OUR PRODUCTION SITES AND A RESPONSIBLE SUPPLY CHAIN

OUR PRODUCTION SITES

ENERGY CONSUMPTION

GRI 3 MATERIAL TOPICS 2021	3-3 Management of material topics
GRI 302 ENERGY 2016	302-1 Energy consumption within the organisation 302-3 Energy intensity 302-4 Reduction of energy consumption

WATER WITHDRAWAL AND DISCHARGE

GRI 3 MATERIAL TOPICS 2021	3-3 Management of material topics
GRI 303 WATER AND EFFLUENTS 2018	303-2 Management of water discharge-related impacts 303-3 Water withdrawal 303-4 Water discharge

EMISSIONS

GRI 3 MATERIAL TOPICS 2021	3-3 Management of material topics
GRI 305 EMISSIONS 2016	305-1 Direct (Scope 1) GHG emissions 305-2 Energy indirect (Scope 2) GHG emissions

MATERIALS, WASTE AND CIRCULAR ECONOMY

GRI 3 MATERIAL TOPICS 2021	3-3 Management of material topics
GRI 301 MATERIALS 2016	301-1 Materials used by weight or volume 301-2 Recycled input materials used 301-3 Reclaimed products and their packaging materials
GRI 306 WASTE 2020	306-2 Management of significant waste-related impacts 306-3 Waste generated 306-4 Waste diverted from disposal 306-5 Waste delivered to disposal

SOCIAL - THE WELL-BEING OF OUR PEOPLE, CONSUMERS AND COMMUNITIES

THE WELL-BEING OF OUR PEOPLE

OUR PEOPLE

GRI 3 MATERIAL TOPICS 2021	3-3 Management of material topics
GRI 401 EMPLOYMENT 2016	401-1 New employee hires and employee turnover 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees 401-3 Parental leave

OCCUPATIONAL HEALTH AND SAFETY

GRI 3 MATERIAL TOPICS 2021	3-3 Management of material topics
GRI 403 OCCUPATIONAL HEALTH AND SAFETY 2018	403-2 Hazard identification, risk assessment, and incident investigation 403-4 Worker participation, consultation, and communication on occupational health and safety 403-5 Worker training on occupational health and safety 403-6 Promotion of worker health 403-9 Work-related injuries

TRAINING

GRI 3 MATERIAL TOPICS 2021	3-3 Management of material topics
GRI 404 TRAINING AND EDUCATION 2016	404-1 Average hours of training per year per employee 404-2 Programmes for upgrading employee skills and transition assistance programmes

DIVERSITY MANAGEMENT AND EQUAL OPPORTUNITIES

GRI 3 MATERIAL TOPICS 2021	3-3 Management of material topics
GRI 405 DIVERSITY AND EQUAL OPPORTUNITY 2016	405-1 Diversity of governance bodies and employees
GRI 406 NON-DISCRIMINATION 2016	406-1 Incidents of discrimination and corrective actions taken

THE WELL-BEING OF CONSUMERS

GRI 3 MATERIAL TOPICS 2021	3-3 Management of material topics
GRI 416 CUSTOMER HEALTH AND SAFETY 2016	416-1 Assessment of the health and safety impacts of product and service categories

SUPPORT FOR THE COMMUNITY

GRI 3 MATERIAL TOPICS 2021	3-3 Management of material topics
GRI 413 LOCAL COMMUNITIES 2016	413-1 Operations with local community engagement, impact assessments, and development programmes

ESRS CONTENT

ESRS Standard	Disclosure requirement	Data Point	Page
OUR COMPANY: ROVAGNATI S.P.A.			
ABOUT US			
ESRS 2 General disclosures	SBM - 1 Strategy, business model and value chain	SBM-1_02 Description of significant markets and (or) customer groups served	
		SBM-1_03 Number of employees (headcount)	
ESRS S1 Own workforce	S1-6 Characteristics of the undertaking's employees	S1-1_01 Characteristics of the undertaking's employees - number of employees by gender	
		S1-1_02 Number of employees (head count)	
		S1-1_07 Characteristics of the undertaking's employees - information on employees by contract type and gender	
		S1-1_09 Number of employees (headcount or full-time equivalent)	
	S1-9 Diversity metrics	S1-9_01 Gender distribution in number of employees (head count) at top management level	
OUR BRANDS			
ESRS 2 General disclosures	SBM - 1 Strategy, business model and value chain	SBM-1_01 Description of significant groups of products and (or) services offered	
OUR ECONOMIC PERFORMANCE			
ESRS 2 General disclosures	SBM - 1 Strategy, business model and value chain	SBM-1_06 Total revenue	

OUR CERTIFICATIONS

ESRS S4 Consumers and end-users	S4-4 Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions	S4 MDR-A Action plans and resources to manage its material impacts, risks and opportunities relating to consumers and end-users
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ESRS Standard	Disclosure requirement	Data Point	Page
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OUR RECIPE FOR SUSTAINABILITY

OUR SUSTAINABLE DEVELOPMENT PLAN

ESRS 2 General disclosures	SBM - 1 Strategy, business model and value chain	SBM-1_23 Disclosure of elements of strategy that relate to or impact sustainability matters
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OUR SUSTAINABILITY MANIFESTO

ESRS S4 Consumers and end-users	S4-1 Policies related to consumers and end-users	MDR-P Policies to manage material impacts, risks and opportunities relating to consumers and end-users
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MATERIAL TOPICS AND THE IDENTIFICATION OF STAKEHOLDERS

ESRS 2 General disclosures	SBM -2 Interests and views of stakeholders;	SBM-2_01 Description of stakeholder engagement SBM-2_02 Description of key stakeholders SBM-2_03 Description of categories of stakeholders for which engagement occurs SBM-2_04 Description of how stakeholder engagement is organised SBM-2_05 Description of purpose of stakeholder engagement SBM-2_06 Description of how outcome of stakeholder engagement is taken into account
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ESRS Standard	Disclosure requirement	Data Point	Page
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OUR GOVERNANCE

ESRS 2 General disclosures	GOV-1 The role of the administrative, management and supervisory bodies	GOV-1_01 Number of executive members GOV-1_02 Number of non-executive members GOV-1_05 Percentage of members of administrative, management and supervisory bodies by gender and other aspects of diversity GOV-1_06 Board's gender diversity ratio GOV-1_08 Information about identity of administrative, management and supervisory bodies or individual(s) within body responsible for oversight of impacts, risks and opportunities GOV-1_10 Description of management's role in governance processes, controls and procedures used to monitor, manage and oversee impacts, risks and opportunities
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GOVERNANCE OF SUSTAINABILITY

ESRS 2 General disclosures	GOV-1 The role of the administrative, management and supervisory bodies	GOV-1_11 Description of how oversight is exercised over management-level position or committee to which management's role is delegated to GOV-1_12 Information about reporting lines to administrative, management and supervisory bodies GOV-1_13 Disclosure of how dedicated controls and procedures are integrated with other internal functions
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231/2001 MODEL AND CODE OF ETHICS

ESRS G1
Business
conduct

G1-1 Corporate culture
and business conduct
policies

G1-1_01 Description of how the undertaking establishes, develops, promotes and evaluates its corporate culture
G1-1_02 Description of the mechanisms for identifying, reporting and investigating concerns about unlawful behaviour or behaviour in contradiction of its code of conduct or similar internal rules
G1-1_05 Disclosure of safeguards for reporting irregularities including whistleblowing protection
G1-1_10 Information about policy for training within organisation on business conduct

G1-3 Prevention and
detection of corruption
and bribery

G1-3_01 Information about procedures in place to prevent, detect and address allegations or incidents of corruption or bribery
G1-3_03 Information about process to report outcomes to administrative, management and supervisory bodies
G1-3_04 Disclosure of plans to adopt procedures to prevent, detect, and address allegations or incidents of corruption or bribery in case of no procedure
G1-3_05 Information about how policies are communicated to those for whom they are relevant (prevention and detection of corruption or bribery)

ESRS Standard	Disclosure requirement	Data Point	Page
ENVIRONMENT: THE MANAGEMENT OF OUR PRODUCTION SITES AND A RESPONSIBLE SUPPLY CHAIN			
ESRS E1 Climate change	E1-5 Energy consumption and mix	E1-5_01 Total energy consumption related to own operations E1-5_05 Total energy consumption from renewable sources E1-5_07 Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources E1-5_08 Consumption of self-generated non-fuel renewable energy E1-5_09 Share of renewable sources in total energy consumption	
	E1-5_02 Total energy consumption from fossil sources	E1-5_15 Share of fossil sources in total energy consumption E1-5_16 Non-renewable energy production E1-5_17 Renewable energy production E1-5_18 Energy intensity from activities in high climate impact sectors (total energy consumption per net revenue)	
	E1-6 Gross Scopes 1, 2, 3 and Total GHG emissions	E1-6_01 Gross Scopes 1, 2, 3 and Total GHG emissions E1-6_07 Gross Scope 1 greenhouse gas emissions E1-6_09 Gross location-based Scope 2 greenhouse gas emissions E1-6_12 Total GHG emissions location based E1-6_30 GHG emissions intensity, location-based (total GHG emissions per net revenue)	

ESRS Standard	Disclosure requirement	Data Point	Page
ENVIRONMENT: THE MANAGEMENT OF OUR PRODUCTION SITES AND A RESPONSIBLE SUPPLY CHAIN			

ESRS E3 Water and marine resources	E3-2 Actions and resources related to water and marine resources	E3-2_01 Actions and resources relating to water and marine resources	
	E3-4 Water consumption	E3-4_01 Total water consumption E3-4_08 Water intensity ratio E3-4_11 Total water withdrawals E3-4_12 Total water discharges	
ESRS E5 Resource use and circular economy	E5-2 Actions and resources related to resource use and circular economy	MDR-A Actions and resources related to resource use and circular economy	
	E5-5 Resource outflows	E5-5_05 The rates of recyclable content in products packaging E5-5_07 Total waste generated E5-5_08 Waste diverted from disposal, breakdown by hazardous and non-hazardous waste and treatment type E5-5_10 Non-recycled waste E5-5_11 Percentage of non-recycled waste E5-5_15 Total amount of hazardous waste	

THE RESPONSIBLE SUPPLY CHAIN

ESRS S4 Consumers and end-users	S4-4 Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions	S4 MDR-A Action plans and resources to manage its material impacts, risks and opportunities relating to consumers and end-users S4-4_01 Description of action planned or underway to prevent, mitigate or remediate material negative impacts on consumers and end-users S4-4_02 Description of whether and how action has been taken to provide or enable remedy in relation to an actual material impact S4-4_08 Description of what action is planned or underway to mitigate material risks arising from impacts and dependencies on consumers and end-users and how effectiveness is tracked S4-4_09 Description of what action is planned or underway to pursue material opportunities in relation to consumers and end-users
	G1-1 Corporate culture and business conduct policies	G1-1_09 Policies with respect to animal welfare are in place
ESRS G1 Business conduct	G1-2 Management of relationships with suppliers	G1-2_02 Description of approaches in regard to relationships with suppliers, taking account risks related to supply chain and impacts on sustainability matters G1-2_03 Disclosure of whether and how social and environmental criteria are taken into account for selection of supply-side contractual partners

ESRS Standard	Disclosure requirement	Data Point	Page
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SOCIAL: THE WELL-BEING OF OUR PEOPLE, CONSUMERS AND COMMUNITIES

THE WELL-BEING OF OUR PEOPLE

ESRS S1 Own workforce	S1-2 Processes for engaging with own workers and workers' representatives about impacts	<p>S1-2_01 Disclosure of whether and how perspectives of own workforce inform decisions or activities aimed at managing actual and potential impacts</p> <p>S1-2_02 Engagement occurs with own workforce or their representatives</p> <p>S1-2_03 Disclosure of stage at which engagement occurs, type of engagement and frequency of engagement</p>	
	S1-4 Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	<p>S1 MDR-A Action plans and resources to manage its material impacts, risks and opportunities related to its own workforce</p> <p>S1-4_01 Description of action taken, planned or underway to prevent or mitigate negative impacts on own workforce</p> <p>S1-4_02 Disclosure on whether and how action has been taken to provide or enable remedy in relation to actual material impact</p> <p>S1-4_03 Description of additional initiatives or actions with primary purpose of delivering positive impacts for own workforce</p> <p>S1-4_06 Description of what action is planned or underway to mitigate material risks arising from impacts and dependencies on own workforce and how effectiveness is tracked</p>	
	S1-9 Diversity metrics	<p>S1-9_03 Distribution of employees (head count) under 30 years old</p> <p>S1-9_04 Distribution of employees (head count) between 30 and 50 years old</p> <p>S1-9_05 Distribution of employees (head count) over 50 years old</p>	

	S1-13 Training and skills development metrics	<p>S1-13_01 Training and skills development indicators gender</p> <p>S1-13_03 Average number of training hours by gender [table]</p> <p>S1-13_04 Average hours of training per year per employee</p>	
	S1-14 Health and safety metrics	<p>S1-14_04 Number of recordable work-related accidents for own workforce</p> <p>S1-14_05 Rate of recordable work-related accidents for own workforce</p> <p>S1-14_06 Number of cases of recordable work-related ill health of employees</p> <p>S1-14_07 Number of days lost to work-related injuries and fatalities from work-related accidents, work-related ill health and fatalities from ill health related to employees</p>	

THE WELL-BEING OF CONSUMERS

ESRS S4
Consumers and
end-users

S4-2 Processes for engaging with consumers and end-users about impacts

S4-2_01 Disclosure of whether and how perspectives of consumers and end-users inform decisions or activities aimed at managing actual and potential impacts
S4-2_02 Engagement occurs with consumers and end-users or their legitimate representatives directly, or with credible proxies

S4-2_06 Disclosure of steps taken to gain insight into perspectives of consumers and end-users / consumers and end-users that may be particularly vulnerable to impacts and (or) marginalised

S4-3 Processes to remediate negative impacts and channels for consumers and end-users to raise concerns

S4-3_02 Disclosure of specific channels in place for consumers and end-users to raise concerns or needs directly with undertaking and have them addressed

S4-3_08 Disclosure of timeframe for channel or processes for raising concerns to be in place

S4-4 Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions

S4 MDR-A Action plans and resources to manage its material impacts, risks and opportunities relating to consumers and end-users

S4-4_01 Description of action planned or underway to prevent, mitigate or remediate material negative impacts on consumers and end-users

S4-4_02 Description of whether and how action has been taken to provide or enable remedy in relation to an actual material impact

S4-4_03 Description of additional initiatives or processes with primary purpose of delivering positive impacts for consumers and end-users

S4-4_04 Description of how effectiveness of actions or initiatives in delivering outcomes for consumers and end-users is tracked and assessed

SUPPORT FOR THE COMMUNITY

ESRS S3
Affected
communities

S3-4 Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions

S3 MDR-A Action plans and resources to manage its material impacts, risks and opportunities related to affected communities

S3-4_01 Description of action taken, planned or underway to prevent, mitigate or remediate material negative impacts on affected communities

S3-4_02 Description of whether and how the undertaking has taken action to provide or enable remedy in relation to an actual material impact

S3-4_03 Description of additional initiatives or processes with primary purpose of delivering positive impacts for affected communities