

SUSTAINABILITY REPORT 2024





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LETTER TO STAKEHOLDERS



We have just celebrated 90 years of history, a milestone that fills us with pride and encourages us to look ahead with confidence and expectation. Looking back on the road we have travelled so far, two elements stand out: the strong presence of our family and the relentless pursuit of quality.

In almost a century, four generations have followed one another, each passing on to the next the pleasure of working well, the tenacity to overcome difficulties, and the curiosity and enthusiasm to imagine new paths to follow. The exercise of corporate responsibility towards employees, suppliers, customers and local communities is another fundamental ingredient of our long history.

Many things have changed in these 90 years: we have diversified our production to meet, and often anticipate, the food needs of a changing market; technology has become an ally in the company, ensuring more efficient and safer processes; our partners have gradually increased and we now serve different countries with attention to their specific needs but, today as in 1934, we are the ones who ensure that every business activity is aimed at respecting the healthiness



of our products. All this is possible thanks to the relationship of trust and careful selection process we carry out together with our raw material suppliers, who are both partners and essential resources.

Every project we undertake is a step forward in our growth, an opportunity to innovate and open ourselves up to the future, without ever losing sight of the dialogue with those who produce for us. Our curiosity and desire to explore new opportunities have led us to rediscover ancient traditions, such as the historic grains of the Miracolo® line, and to take on pioneering challenges, such as organic farming, when few believed in that market. Today, we are leaders in the organic flour sector in Europe. Our trajectory is guided by strong values such as sustainability, collaboration and respect, because we are convinced that those who choose our products share our ethical priorities.

For this reason, we have complemented our organic and conventional production with the development of sustainable supply chains both in our province and in other Italian regions. Thanks to our collaboration with customers and research institutions, we have enhanced the work of our partners, confirming our closeness to the agricultural world with concrete actions. We have invested in the creation of an in-house team of agronomists, a winning choice on the road to a fair and collaborative supply chain. Ready to do our part to combat the effects of climate change, we have drawn up production regulations that respect the environment, drastically reducing the use of chemicals, and we have implemented choices that safeguard biodiversity.


We think in terms of an extended family, because it is our employees, with their dedication and intelligence, who make the success of our business possible. Their well-being is important to us and we strive to ensure healthy and safe working conditions, equal opportunities and the possibility of harmoniously balancing professional and private life.

Every year, we invest in increasingly sustainable technological solutions that optimise energy consumption and help us recycle processing waste by sending it to animal feed chains and biogas plants. In addition to monitoring chemical, physical and rheological parameters to ensure high quality standards, we have increased food safety monitoring activities in our Research & Development laboratories thanks to a team of specialised analysts and sophisticated, cutting-edge equipment for monitoring pesticides, toxins, allergens and contaminants in raw materials and finished products.

The work of four generations is now consolidated in a reality where experience, expertise and in-depth knowledge of products are valuable and essential requirements for best responding to the needs of a demanding, diverse and rapidly changing market. This Report summarises the terms and results of our commitment to ESG (Environmental, Social and Governance) issues, which stems from our sensitivity towards the environment and the people around us.

Massimo Grassi \ Andrea Grassi \ Federica Grassi

THE MILL IN NUMBERS



4.100
PALLET SPACES
IN AUTOMATED,
TEMPERATURE-CONTROLLED
WAREHOUSE

THE FIGURES FOR 2024



86%

OF EXPENDITURE
ALLOCATED TO ITALIAN
SUPPLIERS, MOSTLY LOCATED
IN EMILIA ROMAGNA



81 MILLION
IN REVENUE
IN 2024



100%

OF CONTRACTS
COVERED BY NATIONAL
COLLECTIVE LABOUR
AGREEMENTS



OVER 99%
OF WASTE
GENERATED IS
NON-HAZARDOUS



100%
USE OF ELECTRICITY
FROM RENEWABLE
SOURCES



OVER 99%
OF MATERIALS
USED ARE
RENEWABLE



38%
OF EMPLOYEES
ARE WOMEN



APPROXIMATELY 20%
OF WORKERS EMPLOYED
IN QUALITY CONTROL
AND MANAGEMENT



Zero
ACCIDENTS
IN 2024

90 YEARS OF HISTORY

*A history spanning almost
a century, woven with
entrepreneurial tenacity,
curiosity, foresight
and courage.*



The founder

At the beginning of the last century, young Silvio Grassi worked as an apprentice in a stone mill in Calestano in the province of Parma: he collected wheat from farmers, took it to the mill for grinding and delivered it to the owners. But Silvio had big dreams and looked to the future, so in 1934 he bought a horse and cart and rented a stone mill in Valera. In 1936, a fire damaged the mill, but instead of giving up, Silvio saw an opportunity and proposed to the owner that he put it back into operation, modernising it with new machinery that would allow him to increase production significantly.

1934



1945-1961

Growth

After the war, Silvio took the plunge. He wanted his own mill, so he moved to Fraore where he bought a dilapidated mill near the bridge over the Taro river. He thought big and rebuilt the building, transforming it into a state-of-the-art company. Aware that only by investing would he be able to strengthen the company that bore his name, Silvio purchased new machinery and built a mill capable of grinding 300 quintals of wheat per day.

The second generation

In the 1960s, Erminio, Walter and Gianni, Silvio's three sons, inherited a well-established company and divided up tasks and responsibilities. In 1965, at the height of the economic boom, the Grassi brothers decided to install one of the first durum wheat processing lines in Northern Italy and further expand the soft wheat processing line.

1960



The third generation

The 1990s saw Silvio, Massimo and Andrea join the company. They were among the first in Italy to understand the enormous potential of organic farming and, with a courageous and forward-looking choice, converted part of the factory to the production of organic flour and semolina, a decision that opened the doors to new markets and allowed them to start collaborations with major international brands and the most important companies in the baby food sector.

Molino Grassi is now a large company that processes 120,000 tonnes of cereals every year: 70,000 tonnes of durum wheat for the production of dry pasta and 50,000 tonnes of soft wheat for bread, pizza, confectionery and fresh pasta.

1990



1996-1998

From the family for families

Always sensitive and attentive to consumer demands, the company also makes its extensive professional experience available to domestic consumers. With its one-kilo packets of flour, it brings products that had previously been used exclusively by professionals into Italian households. It is one of the first lines dedicated to domestic use, designed specifically for making bread, cakes, pizzas and fresh pasta.

The Kronos® project, the supply chain and the school

At the beginning of the new millennium, Molino Grassi realised the importance of establishing a relationship based on full collaboration with the agricultural world. The project to create the supply chain took shape in 2001 with the launch of the Kronos® project: Molino Grassi succeeded in adapting a variety of durum wheat originating in Arizona to Italian agriculture. This is a high-tenacity wheat, considered among the best in the world for its characteristics. In 2010, Molino Grassi's bakery school, 'Impastando s'impara' (Learn by kneading), was inaugurated, offering a

2000-2012



comprehensive course on dough production and management techniques, a highly successful initiative. In 2012, qb® was launched, a product line with unique organoleptic characteristics: a mix of ancient and modern grains designed for both high-end catering and home baking. Initially only organic, the qb® line was enriched with Miracolo®, a conventional flour resulting from a project carried out in collaboration with Claudio Grossi, the farmer promoting the recovery of ancient and biodiverse grains in the Parma area.



The fourth generation

Federica Grassi is the first member of the fourth generation of the family to join the company. She works alongside her father

Silvio, who passes on to her his passion for innovation combined with a particular focus on agriculture and the environment. Sensitive to issues related to sustainability, Molino Grassi launches projects to monitor and reduce the environmental impact of its activities.

In 2019, the commitment to sharing its knowledge is renewed with the creation of a training centre called 'I Percorsi del Molino' (The Mill's Paths). The centre is aimed at anyone interested in learning more about the world of the '4 Ps': Panificazione, Pizzeria, Pasticceria and Pasta (bread-making,

2015-2024



pizza-making, pastry-making and pasta-making). With 'I Percorsi del Molino', the company promotes and enhances the quality of the raw materials used by professionals.

In 2020, the new automated warehouse was completed, allowing up to 4,000 pallets of finished products to be stored at controlled temperatures and humidity levels to safeguard their healthiness. In the same year, Molino Grassi built a geothermal plant as a cooling system instead of using conventional electricity.



Today, Molino Grassi is a state-of-the-art industrial complex which, thanks to its solid corporate organisation and significant investments in infrastructure and research, aims to achieve increasingly ambitious goals in Italy and on foreign markets.

With an established presence in over **40 countries** and a **commercial network serving more than 1,200 customers**, Molino Grassi confirms its position as a leading player in the international milling sector.

Today

NON-EU AREA

€ 9M
(11%)

GEOGRAPHICAL
DISTRIBUTION
OF TURNOVER
IN 2024

ITALY
€ 55M
(68%)

EU AREA
€ 17M
(21%)

In 2024, the company recorded a **turnover of over €80 million**, with a significant share – approximately **68%** – generated on the **Italian market**. This result reflects the company's **strong consolidation** on the national territory.



THE VALUES THAT GUIDE US

In a rapidly changing world, we need strong reference values that can inspire choices, guide actions and provide the right direction. The compass that has brought us this far is oriented towards essential cardinal points:

The family

Our own and our extended family, which includes the people who work with us, our employees, suppliers and customers who help us grow with ideas, inspiration and shared responsibility.

Quality

A vocation that has always been ours, made up of curiosity, research, expertise and passion. A goal that we all pursue together with tenacity. A promise that we are committed to keeping, every day.

The supply chain

We imagine it as a virtuous circle in which everyone has a key role and in which joint efforts produce excellent results, sustainable actions and shared well-being.

The territory

We respect and protect the community that welcomes us and those we come into contact with through our work, both when we support suppliers and in the development of projects and the production of quality products.



WE HAVE A MISSION

Every Molino Grassi product reflects a specific way of thinking and doing business, an approach underpinned by the values that the company identifies with and summarised in its mission statement.

*At **Molino Grassi**, we cultivate a better future every day. We do this with farmers who know the secrets of the land, with employees with whom we share processes and objectives, with researchers who passionately drive innovation with an eye to the future, and with our customers who share our love for our products. We cultivate sustainable projects, because a better future for us is a better future for everyone.*



MOL GRA



01.

PRODUCTS
RESEARCH AND
QUALITY BRING
THE BEST TO
THE TABLE



Every Molino Grassi product is the result of careful research involving all players in the supply chain, because quality is a goal that can only be achieved through teamwork carried out with skill and passion.

THE PRODUCTS

RESEARCH AND QUALITY BRING THE BEST TO THE TABLE

The plants are organised into two milling lines, one for durum wheat and one for soft wheat. Both are **fully automated and supported by the latest electronic control systems, capable of processing around 140,000 tonnes of cereals per year.** Thanks to these plants, Molino Grassi has developed **a range of over 100 products** that can be grouped into six large families:

- Soft wheat flours for bread-making, pizza-making, pastry-making and fresh pasta
- Durum wheat semolina for fresh, dry, filled and speciality pasta
- Organic soft wheat flours
- Organic durum wheat semolina
- Mixes for bread and pizza making
- Ancient grain flours: Miracolo®, organic KAMUT® brand Khorasan wheat, Cappelli, Spelt

Within each of these families, the products are divided according to their intended use with dedicated lines:

Bread line

This is a range of high-performance flours aimed primarily at professional bakers. The range includes both white flours, with outstanding technological performance, and type 1, type 2 and wholemeal flours, which have the distinctive feature of giving bread a characteristic aroma and appearance. The leader in this segment is Soffiato type 00 flour, made from the highest quality soft wheat, ideal for preparing long-rise baked goods such as rosette bread, thick or long-rise pizzas, large leavened products, brioches, croissants and croissants. It is also excellent for refreshing sourdough starter.



Pizza line

This line mainly includes type 00 flours that differ in terms of rising times – short, medium or long – and dough development capacity. This line also includes organic type 00 flour for pizza and some mixes enriched with small percentages of other ingredients that optimise performance.

Among these **is the 'Focaccia ligure' mix (for making Ligurian focaccia), produced with soft wheat flour with the addition of yeast and malted wheat flour, particularly suitable for making pizzas and focaccia.**

A new range of mixes has recently been developed with wheat germ and other ingredients that give the dough a unique crunchiness and flavour. These are the "Romana", "Romana Rustica", "Napoletana Midi" and "Napoletana Extra" mixes.



Pastry line

This line includes flours with very different leavening and development characteristics, to serve the entire world of pastry making. They range **from shortcrust pastry to sponge cake, puff pastry, and even flours for croissants and large leavened**

products. All these flours are available in both conventional and organic lines.





Pasta line

Almost a century of experience in the art of milling and the careful selection of raw materials has led to the definition of the **criteria and different characteristics that semolina must meet and possess in order to be perfect for the**

type of speciality for which it is intended: dry, fresh, filled, special/top quality pasta.

The flagship of this line is undoubtedly Kronos® semolina (an exclusively registered trademark), produced with a variety of durum wheat, Kronos, originally from Arizona but grown in Italy, considered one of the best thanks to its gluten quality and quantity, which is far superior to that of common varieties; this semolina allows the production of top quality pasta, which is particularly firm and holds its shape during cooking, making it ideal for meeting the demanding requirements of the catering world.

The company has also developed a special soft wheat flour that gives the dough a more yellow and lasting colour, making it ideal for the production of fresh pasta.



qb® line

qb® is a unique line of flours, characterised by a balance between the world's oldest grains and the most innovative ones. **It is the highest quality at the service of taste,** an advanced mix of nutritional values and absolutely original flavours: what is needed to restore Italian bread to the leading role it deserves on the tables of the world.

The qb® range includes various types of flour that stand out for the diversity of the cereals used: soft wheat, einkorn wheat, organic KAMUT® brand Khorasan wheat, quinoa, rye, barley, rice and oats.

Miracolo® line

Miracolo® flour is made from a selection of ancient Italian wheat varieties, a line that has led to the **rediscovery of traditional bread-making methods that are unique in terms of flavour and aroma. It is a return to the past with a contemporary twist, a way to promote biodiversity and the rural economy of marginal territories.** The Miracolo® line includes type 1, type 2 and wholemeal flours, suitable for making bread, pizza, pasta and pastries.





Organic line

Molino Grassi has been offering its organic line for over thirty years. **What started as a challenge is now one of the strengths of its production. A challenge that has been won, contributing significantly to the spread of a more careful and respectful approach to agriculture, both for the planet and for people.**

Today, Molino Grassi is the European leader in the organic segment with a wide range of products such as durum wheat semolina, soft wheat flour and ancient grain flours (organic KAMUT® brand Khorasan wheat, Einkorn wheat, Emmer wheat, Spelt and Cappelli wheat). The range has recently been expanded with the addition of 'La Pasticceria Bio', a new line of flours for pastry making, a sector in which there was previously no organic offering. Produced with 100% organic Italian grains, these flours are the result of careful research and selection of strong organic Italian grains capable of providing the technological performance required for high-end pastry making.



Gluten free

Molino Grassi quality is also available to those who are gluten intolerant. The company's Research & Development department has succeeded in the **difficult task of combining and harmonising taste and health in a gluten-free mix ideal for making bread and pizza.** The Gluten Free line is produced using only natural flours, without deglutinated flours or lactose.



Retail line

Since the late 1990s, Molino Grassi has also made its flours and semolina available to end consumers, so that **every household can enjoy the same quality reserved for professional bakers and pastry chefs to create bread, pizza, fresh pasta and desserts at home.**

Over the years, the range of products for domestic consumption has expanded and now includes products in sizes from 1 to 5 kg with all the quality and variety of a major brand.



The production cycle

Molino Grassi's production cycle has been developed to optimise the use of resources and guarantee the quality of the final product, contributing to sustainable and responsible management. The cycle can be summarised as follows:

1. **Receipt** of raw materials: document compliance check and initial quality control.
2. **Unloading** of raw materials into the reception pit.
3. Automatic **pre-cleaning** in the systems along the transport and storage lines; during the storage phase, a complete quality control is carried out according to a pre-established sampling plan. To ensure proper preservation, the grain is periodically aerated and checked.
4. **Initial cleaning** to remove vetch, barley, corn and dust.
5. **Wetting** of the grain with water (at a preset percentage), followed by a resting phase in wetting cells; this step facilitates the separation of bran from gluten and starch during milling.
6. **Second cleaning** takes place after the resting phase, during transport of the grain to the grinding department.
7. **Hulling** (only for durum wheat). Hulling takes place during the transport of durum wheat to the milling stage, to remove the bran and ensure a higher yield.
8. **Grinding**. This operation is carried out by first passing the wheat through crushing mills, then through plansichters to sift the semolina and flour from the bran, and finally through semolina separators to separate the larger grains from the finer ones.





9. Mixing (only for flours). This step consists of mixing different flours according to recipes aimed at obtaining a mixture with the desired technological characteristics.

10. Silage of the product in different storage cells by means of pneumatic transport. Storage is based on the intended use of the product (bulk or packaged). During this phase, the products undergo a complete quality control, the outcome of which is decisive for authorising the transition to the next phases.

11. Bran cubing, if necessary: useful for reducing volume during storage and transport.

12. Packaging in bags and storage in the automated refrigerated warehouse, if necessary.

13. Loading of bags onto containers or bulk product into tankers.

Stone grinding

The operations are the same as for normal production up to point 4, after which the following steps are carried out:

5. Storage of soft wheat in a cell dedicated to stone grinding.

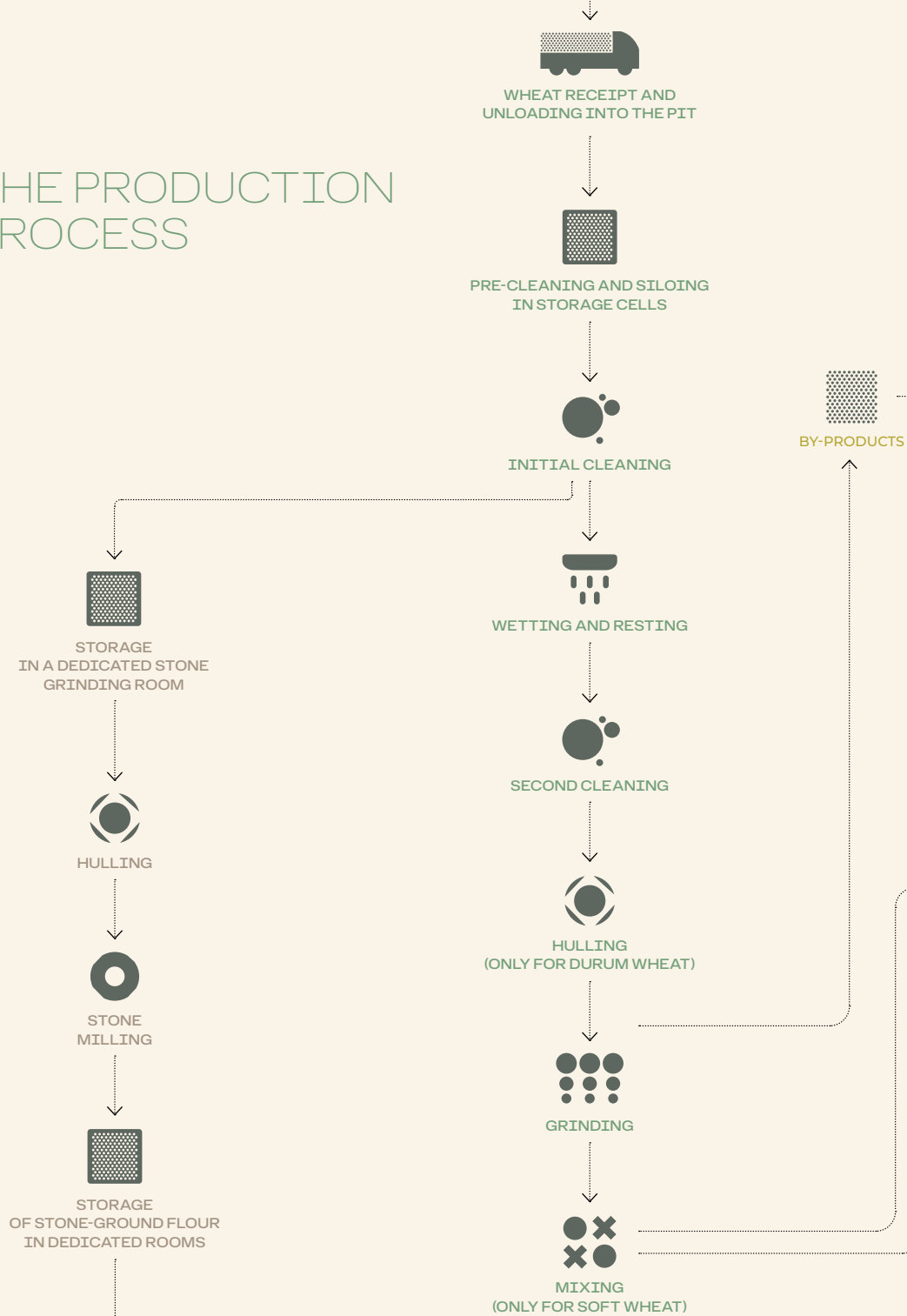
6. Decortication.

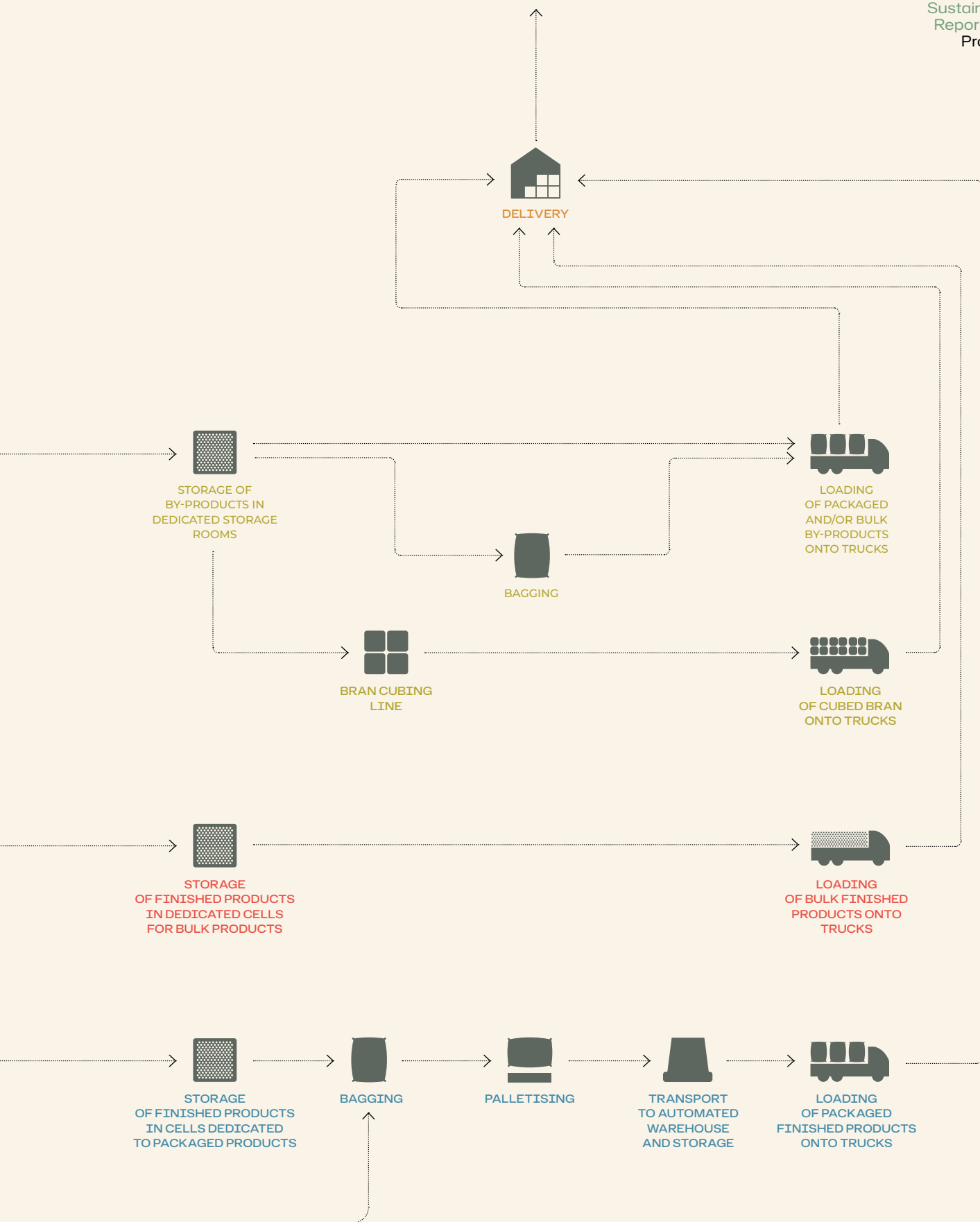
7. Stone grinding to obtain type 1, type 2 and wholemeal flours.

8. Storage in dedicated cells and complete quality control.

9. Bagging and storage in the automated warehouse.

10. Loading of bags onto containers.

THE PRODUCTION
PROCESS





02.

SUSTAINABILITY

Sustainability is a responsibility that embraces people, the environment and territories, making them part of a single vision centred on balance and respect.

SUSTAINABILITY A PROMISE THAT HAS ALWAYS BEEN PUT INTO PRACTICE

2.1 A concrete commitment

A distinctive feature of Molino Grassi's business approach is its **focus on people and the environment, applying a comprehensive concept of sustainability based on the awareness that progress must be encouraged and promoted**. This is not just a simple statement, but a concrete commitment that began in the 1970s, when the company recognised the reimbursement of nursery school fees for all employees' children with a special supplementary contract.

Since then, numerous initiatives have been undertaken to increase the well-being of employees and to guarantee them proper protection and professional development opportunities. As proof of the company's concrete commitment in this field, in 2017 this management process obtained SA 8000 Ethical Certification and ISO 45001:2018 Occupational Health and Safety Management System Certification. These are two important recognitions that reward Molino Grassi's efforts.

The company's **focus on the environment also has deep roots: it began in the 1990s**



with an approach to the world of organic farming, leading to the recovery of marginal agricultural areas in our territory through the development of sustainable supply chains. Furthermore, since 2012, Molino Grassi has chosen to use energy derived entirely **from renewable sources**, a decision that has been pursued with conviction and consolidated in its environmental policy.

It is with these premises and with **an eye to the future** that Molino Grassi intends to generate increasingly **sustainable value for all its stakeholders**. In 2023, on a voluntary basis, the Board of Directors established an **internal sustainability committee** and launched a structured reporting process aimed at consciously integrating **environmental, social and governance** aspects into the company's strategic decisions.



2.2 Materiality analysis

In this context, Molino Grassi conducted an **initial assessment** with the aim of identifying the most relevant areas of sustainability. Through an analysis of the internal and external context, the Company was able to first identify its **key stakeholders** and then the most important sustainability issues, so as to ensure that its reporting responded clearly and transparently to the expectations and needs of all players in the sector. The involvement of stakeholders – both internal and external – is a **fundamental part of the company's sustainability journey**. It intends

to strengthen opportunities for listening, dialogue and discussion over time, in the belief that only through authentic relationships is it possible to generate shared and lasting value.

In order to define the key areas to be included in Molino Grassi's Sustainability Report, a **materiality analysis** was carried out to identify the most relevant issues: these material issues were defined on the basis of a survey of the most significant impacts generated by Molino Grassi. The relevance of these impacts was assessed on the basis of two main



criteria: the **significance of the impact** on the external environment and its **likelihood of occurrence**. The materiality analysis was conducted in accordance with GRI 3 - Material Topics 2021 and was divided into the following phases:

1. **Analysis of the operating context** in which the Company operates;
2. **Identification of the** current and potential positive and negative **impacts** generated by the company's activities on the economy, the environment and people, including human rights;



3. **Assessment of the significance of the impacts;**
4. **Prioritisation of impacts** and their aggregation into material topics.

This activity, which began in 2023, was consolidated and expanded upon in 2024, essentially confirming the issues that had already emerged as relevant. The results of this process now guide the selection of the contents of this document, which describes the most significant impacts generated by Molino Grassi and the main practices implemented to manage them.

The relevant issues that emerged from the analysis are listed below, by topic area:

GOVERNANCE, ETHICS AND INTEGRITY IN BUSINESS

- Ethics and compliance
- Economic performance

ENVIRONMENTAL RESPONSIBILITY

- Energy consumption
- Emissions and climate change
- Water resource management
- Materials and Circular Economy

SOCIAL RESPONSIBILITY

- Employee attraction and wellbeing
- Diversity and inclusion
- Relationships with local communities
- Respect for Human Rights
- Health and Safety in the Workplace

PRODUCT RESPONSIBILITY

- Responsible procurement
- Product quality and customer satisfaction
- Product and consumer safety
- Technology, innovation and R&D

2.3 Certifications

The certifications obtained are proof of Molino Grassi's concrete commitment to quality,

the environment and social issues. The certifications obtained to date are listed below:

ISO 22000: International standard certifying food safety management systems. Developed with the aim of harmonising the various HACCP schemes, it is currently the most sought-after international standard for certifying hygiene safety throughout the supply chain.



ISO 22005: International reference standard for traceability systems in the food supply chain. It is a valuable tool for safeguarding culture and traditions, as well as guaranteeing the quality and authenticity of products, thus helping to build trust throughout the chain, right up to distribution and the consumer.



ISO 45001: Voluntary international standard for the certification of occupational health and safety management systems, useful for monitoring issues related to different activities, conducting in-depth risk assessments and pursuing continuous improvement in this area.



ISO 9001: International reference standard for quality management, aimed at increasing the efficiency and effectiveness of internal processes and enhancing the company's competitiveness by improving customer satisfaction and loyalty.



BRC – FOOD: Private standard relating to food safety, particularly required by large retailers and large food groups.



IFS – FOOD: Food standard that guarantees food safety and the quality of processes and products throughout the supply chain.



GMP+: Certification scheme relating to the production, transport and marketing of animal feed.



KOSHER: Certificate for the production of food that complies with kosher dietary laws.



HALAL: Certification relating to the production of food that complies with the dictates of the Muslim religion.



ORGANIC CERTIFICATIONS

Organic control: Certificate of conformity for the production of organic products in compliance with EU Regulation 2018/848, which defines the system of production, processing, labelling, control and certification in the European Union.



Naturland: Certification guaranteeing strict ecological and social requirements.



JAS: Mandatory certification for exporting and marketing organic products in Japan.



Demeter: Certification of compliance with international standards for the production, processing and distribution of biodynamic products.



SUSTAINABILITY CERTIFICATIONS

SA 8000: This is the internationally accredited standard that meets the needs of organisations that want to stand out for their commitment to sustainable development and, in particular, social issues.



ISCC Plus: Certification for verifying the sustainability of products throughout the entire company system and along the entire agricultural supply chain.



Finally, the company has obtained a **legality rating** of "two stars ++" from **the Italian Competition and Market Authority (AGCM)**. This recognition certifies compliance with the legality requirements set out in the legislation, as well as the adoption of additional virtuous practices in the ethical and management fields, confirming Molino Grassi's commitment to responsible, transparent conduct in line with the principles of good governance.



03.

RESEARCH &
DEVELOPMENT





RESEARCH & DEVELOPMENT A STRATEGIC TOOL FOR COMBINING QUALITY, SAFETY AND PERFORMANCE

Molino Grassi has always worked to offer the market safe, high-quality products, with the aim of meeting customer expectations with products that are dedicated and specific to their intended use.

Quality, in fact, is not only reflected in the characteristics of a product or line, but also includes the ability to interpret market needs and recommend the most suitable product for each application, so as to enhance its performance.

3.1 Direct control and comparison, the key to safety

In order to guarantee the highest quality at all times and be a point of reference for customers, Molino Grassi has long since set up an **internal team of highly qualified analysts, which is significant in number when compared to the total number of employees. The team is dedicated to the daily scrupulous analytical control of raw materials and finished products, to ensure constant compliance with the stringent quality criteria that have been established and that customers expect.**



The in-house laboratory is equipped with both typical industry equipment for analysing rheological, technological and chemical-physical parameters, and state-of-the-art instruments that use modern and sophisticated technologies to determine possible pesticide and contaminant residues.

This type of testing requires **highly specialised skills to ensure the correct execution and interpretation of the complex analytical tests involved.**

The in-house team is able to carry out rigorous checks to guarantee product safety and quality within a reasonably short time frame.

PESTICIDE ANALYSIS
WITH UHP LC-HRMS AND
IC-HRMS CHROMATOGRAPHY.
ALLERGEN ANALYSIS WITH
RT-PCR AND ELISA KIT



ABOUT

20%

OF WORKERS
ARE EMPLOYED
IN QUALITY
CONTROL AND
MANAGEMENT



But that's not all: to validate the results of its internal analyses, Molino Grassi works with external laboratories that carry out the same analyses, including Ring Tests (FAPAS® Proficiency Tests), in order to compare the results. The results have always been satisfactory, confirming the company's high level of specialisation in this field, an achievement of which Molino Grassi is particularly proud.

Molino Grassi recognises innovation as an important driver of growth, which is why it is involved in various research and development projects in collaboration with universities and other institutions.

Regenerative agriculture

Launched in 2021 by a leading multinational specialising in baby food with the support of the Catholic University of Piacenza, the project involved three years of experimentation (2022–2024) on two farms in the Marche region, which produce durum wheat for baby food, to compare conventional and regenerative practices (minimum tillage, crop residue management, cover crops). In 2023, following the interruption of funding by the aforementioned multinational company, **Molino Grassi chose to continue the initiative independently, covering the costs of the experimentation,**

confirming its commitment to more sustainable agriculture.

The results showed **positive effects on the soil, the environment and the protein quality** of the durum wheat grown.

Bello e Buono (Beautiful and Good)

In the 2022–2023 agricultural year, **Molino Grassi enthusiastically joined the 'Bello e Buono' project,** promoted by a local company involved in research projects and inspired by the initiative of two leading international





businesses based in the Parma area. The project, which is demonstrative in nature, aims to compare organic farming using standard techniques with regenerative techniques.

The trials, spread over eight experimental plots at a farm in the province of Parma, will run for three years. All costs of the initiative are borne directly by Molino Grassi, which has chosen to invest in the project to provide concrete support for the adoption of regenerative techniques in organic farming. The results of the first year show that the potential benefits of these techniques take a long time to fully manifest themselves; for this reason, the project will continue in the years 2024–2025 and 2025–2026.

Carbon Farming

In 2022–2023, Molino Grassi promoted an experiment on two farms in the province of Parma, testing the use of a product based on nitrogen-fixing rhizobia, with the aim of reducing the use of nitrogen fertilisers and improving the sustainability of crops. The initial results did not allow for definitive conclusions to be drawn about the effectiveness of the treatment; therefore, the trial was reconfirmed for the 2023–2024 season.

However, an unexpected disaster compromised the entire plot involved, making it impossible to obtain measurable results. In light of the very modest results of the first year, and after consulting with technical experts, the Company decided to suspend further trials.

Project to evaluate new varieties of durum wheat

In September 2024, an agronomic and qualitative evaluation project was launched on new varieties of durum wheat, with randomised plot trials in two locations: Ravenna and Tolentino (MC).

The aim is to identify varieties with improved characteristics compared to those currently in use in the supply chains, analysing yield, earliness, resistance to stress and disease, as well as the quality of the semolina (gluten and colour) obtained from the 2025 harvest.

“The project is currently underway and, at the time of writing, Molino Grassi has collected its initial observations on varietal characteristics, while qualitative analyses are scheduled for September. Based on the agronomic and qualitative results, the improving varieties will be incorporated into the company’s supply chains.”





04.

SUPPLY CHAINS
AND PARTNER
RELATIONSHIP
MANAGEMENT



Attention to quality begins with the search for the best raw materials. The relationships of trust established with partners of excellence and constant dialogue with them have proved to be a winning approach, allowing us to increase the know-how of the entire supply chain.



SUPPLY CHAINS AND MANAGING RELATIONSHIPS WITH PARTNERS



4.1 Supply chain partners

The supply chain and its traceability are central to Molino Grassi's way of doing business. Therefore, in order to facilitate the constant supervision of all processes, support the

local area and reduce environmental impact, we have decided to favour relationships with partners who are geographically close to the company. In addition, for certain products,



such as baby food, the company has obtained ISO 22005 certification for supply chain traceability. The supplier selection process is governed by specific internal procedures developed over the years to ensure impartiality, monitoring and satisfaction of the company's needs. **All suppliers** of products and services that have an impact on product safety and quality must pass an initial qualification process. Since 2019, suppliers of raw materials and packaging have been subject to a risk assessment that also includes the aspect of food fraud.

Furthermore, in compliance with the requirements of SA 8000 certification, all of the above suppliers are required to sign the SA 8000 Code of Ethics. By signing it, each supplier declares that they will comply with the laws on health and safety in the workplace and will not engage in discrimination of any kind, whether related to political issues, origin, gender or religion.

To ensure constant monitoring of these aspects, suppliers are periodically subjected to verification checks. Over the years, **audits** have been conducted **on wheat suppliers in the supply chain and on certain storage centres. The checks were carried out using a specific checklist that includes, in addition to elements relating to product quality and safety, those covered by SA8000.**

Molino Grassi's main wheat suppliers are Italian, most of them located in Emilia-Romagna. As already mentioned, establishing solid relationships with local suppliers is a pillar of Molino Grassi's strategy, but when supplies from domestic suppliers are not sufficient to meet production needs, the company turns to the international market. Supplies from abroad are subject to legal regulations and

import flows are adjusted accordingly. In 2024, expenditure on Italian suppliers accounted for **86% of the annual total**. Of this, **38% was paid to suppliers in Emilia-Romagna**, while the remaining **62% went to other Italian regions**, highlighting the company's commitment to maintaining strong ties with the local area and supporting its economy.

4.2 Control throughout the supply chain

It is now clear that one of the main drivers behind Molino Grassi's choices is the quality of its products, but it is equally clear that to guarantee this, it is not enough to monitor only the process that takes place within the company; **it is essential to supervise the entire life cycle of the product that Molino Grassi transforms.**

This involves direct and continuous contact with farmers, whom the company involves in supply chain projects, starting with the sowing of the best varieties and continuing with the application of sustainable cultivation protocols, in order to obtain grains that will be processed into high-quality semolina or flour.

Organic durum and soft wheat supply chain

Organic semolina and flour represent the most significant part of Molino Grassi's business in terms of both volume and turnover. In fact, the company has been a pioneer in the organic sector since the early 1990s.

Grain cultivation is strictly controlled by certification bodies and is carried out without the use of synthetic technical means.

As such, 'organic' is sustainable both in terms of soil fertility conservation and greenhouse gas emissions from cultivation. Over the years, the most reliable wheat suppliers have been selected and significant resources have been invested in setting up one of the best-equipped laboratories in Italy within a company.



86%

OF EXPENDITURE
ON LOCAL
SUPPLIERS

OVER

458

SUPPLIERS FROM
EMILIA ROMAGNA



PERIODIC
CHECKS ON
SUPPLIERS

*Local suppliers are defined as all
suppliers with registered offices in Italy.*

Conventional and organic baby food durum wheat supply chain

Molino Grassi produces durum wheat semolina for baby food.

The company's main commitment remains the reduction of contaminant residues to near-zero levels. In recent years, in addition to this aspect, there has been a need to opt for agriculture that can regenerate soil fertility while reducing greenhouse gas emissions. Crops are managed sustainably, in an environment rich in biodiversity, and long crop rotations allow the soil to regenerate its fertility.

Sustainable durum wheat supply chain, 100% Italian origin

Durum wheat semolina for various large-scale retailers is produced sustainably. For this supply chain, customers require that wheat

cultivation strictly complies with both good agricultural practices, such as the rational use of technical means (fertilisers and agrochemicals), and the regulations governing agricultural activity.

High-quality durum and soft wheat supply chain

Very specific wheat varieties are required to obtain high-quality pasta or baked goods. It is their genetic code that determines the quality of pasta and bread. Every year, Molino Grassi signs supply chain contracts with farmers who, thanks to their commitment, enjoy very favourable conditions and an additional bonus.

The farmers cultivate the wheat in full compliance with good agricultural practices, using technical means responsibly. Some of them have been involved in the 5-year Regional Development Plan (2018-2022), which has enabled them to make investments, partly financed by the Region, to acquire equipment that improves their cultivation efficiency.

Ancient soft wheat supply chain

The company produces flour from the milling of ancient varieties of soft wheat whose cultivation had been abandoned. In this case, **the focus is on restoring biodiversity and hillland that would otherwise be subject to abandonment.** Baked goods such as bread made from ancient wheat flours have been found to have excellent aroma and digestibility characteristics.

Organic spelt supply chains

Molino Grassi processes three varieties of organic spelt: einkorn, emmer and spelt, which it grows on marginal land that would otherwise be abandoned.

Milling supply chain for Carta del Molino

The Carta del Molino is a set of specifications developed by Barilla for the Mulino Bianco line, with the aim of promoting sustainable





agricultural practices, protecting biodiversity and ensuring fair remuneration for farmers who comply with the requirements. In the 2024–2025 agricultural campaign, a structured collaboration was launched with Barilla, in agreement with consortia and cooperatives, in which a volume of soft wheat to be produced in accordance with version 8.0 (2025) of the regulations was defined. The wheat is grown, stored and processed according to the rules set out in the Mill Charter and is ISCC PLUS (International Sustainability and Carbon Certification) certified. This certification guarantees that the entire supply chain operates in an environmentally, ethically and socially sustainable manner, ensuring compliance with labour regulations and fair remuneration for farmers.

Organic durum wheat supply chain, Cappelli variety

To meet growing market demand, Molino Grassi has significantly expanded its contracts for the production of organic Cappelli durum wheat, an ancient variety known for its excellent organoleptic characteristics. As this is a high-quality variety, it is essential to guarantee the high genetic purity of the harvested wheat, avoiding any contamination with lesser varieties. For this reason, the entire supply chain is subject to even more rigorous controls, including DNA analysis carried out in specialised laboratories, to protect the authenticity and quality of the product.

MOLINO GRASS



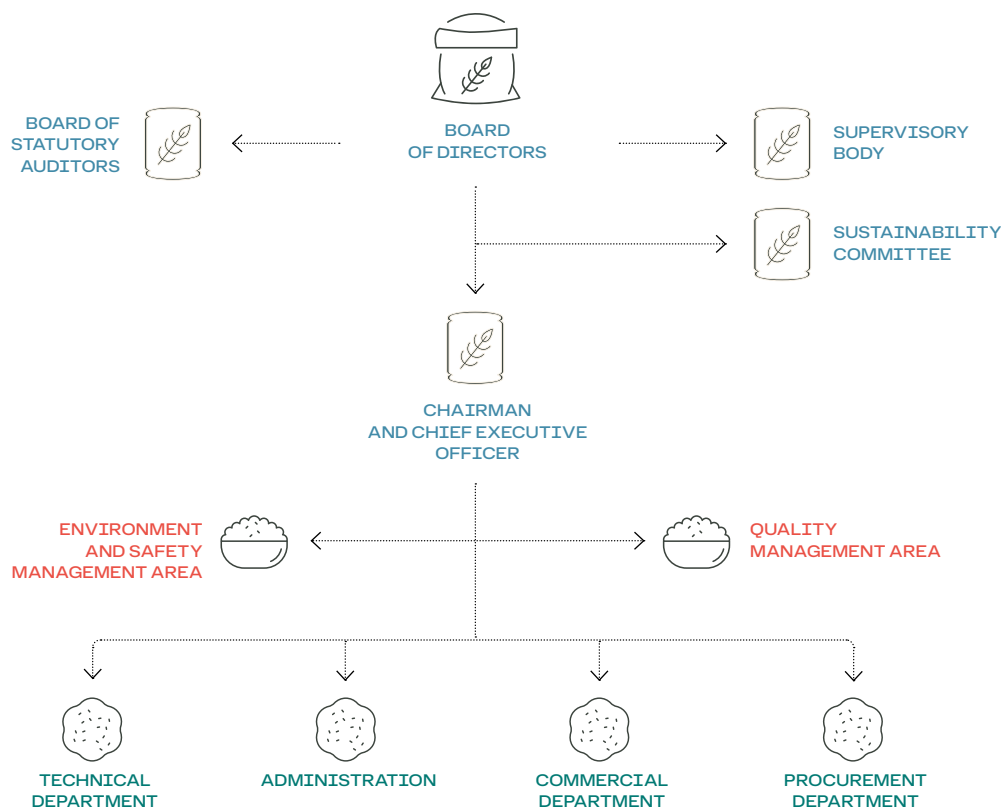
05.

MOLINO GRASSI'S
GOVERNANCE





MOLINO GRASSI'S GOVERNANCE THE ORGANISATIONAL STRUCTURE



5.1 Organisational and governance structure

In line with Molino Grassi's mission, its organisational structure is based on a traditional model with a Board of Directors (BoD) composed of six members as at 31 December 2024, all representing the Grassi family. An internal sustainability committee has also been set up, composed of the company's top management and the department heads who manage the

various ESG issues on an operational level, with the task of promoting and monitoring the company's environmental, social and governance initiatives. The governance structure also includes a Board of Statutory Auditors and a Statutory Auditor. In addition, the company has also set up a supervisory body in accordance with Legislative Decree 231/2001.

5.2 Business ethics

The diversity of interests and socio-economic contexts in which Molino Grassi operates requires the utmost commitment to ensure that all activities are carried out **in compliance with the law, within a context of fair competition, with integrity, honesty, fairness and good faith, and respecting the legitimate interests of customers, employees, commercial and financial partners and the community in general.**

The fundamental values that inspire the company are set out in the Code of Ethics, a document re-

quired by Legislative Decree 231/2001, which aims to disseminate the principles and standards of conduct underlying Molino Grassi's operations.

The company has adopted an Organisational Model 231, a set of protocols designed to define and regulate the structure and management of its sensitive processes, which expresses the administrative body's desire to base the company's activities on compliance with laws, internal regulations and the Code of Ethics. This Model ensures an operational





control system that helps prevent the occurrence of relevant offences, as well as defining the different types. Starting in 2023, Molino Grassi has set up a Whistleblowing channel that allows workers and other stakeholders to report any illegal conduct or irregularities in the company's activities. A special form is available on the company website that anyone can use to submit reports.

In addition, **Molino Grassi has voluntarily completed the process of obtaining SA8000 (Social Accountability 8000) certification, which concerns the proper management and monitoring of all activities and processes**

that impact issues relating to workers' conditions (human rights, development, enhancement, training and professional growth of individuals, health and safety, non-discrimination, child and youth labour). Its requirements extend to the entire chain of suppliers and subcontractors. As required by the standard, a committee, the Social Performance Team, has been set up to manage all the above aspects.





5.3 Economic Performance

2024 marked a period of relative **stabilisation for the Italian milling sector**, following the contraction recorded in the previous year, in a complex macroeconomic context marked by geopolitical tensions that affected the energy and raw materials markets. Electricity prices were particularly volatile: after a sharp decline in the first half of the year, they rose again due to the escalation of conflicts in the Middle East, which affected the traffic of methane tankers through the Red Sea and the Suez Canal.

On the inflation front, Italy saw a **significant slowdown** in consumer prices compared with the previous year, mainly due to the fall in energy prices. The food sector also saw a slowdown in inflation, although it remained higher than the general rate. As regards food consumption, there was a slight decline in overall spending on cereal derivatives, with more marked reductions for flour, semolina and dry pasta. In 2024, Molino Grassi confirmed its economic strength by maintaining positive results, despite a slight decline in



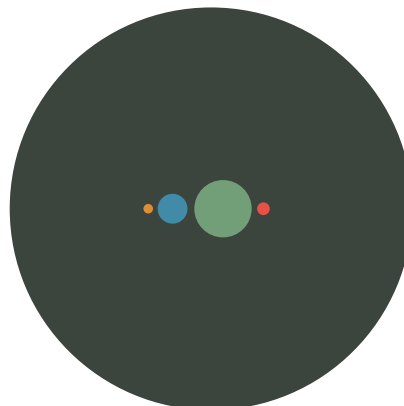


turnover due to lower prices for finished products and by-products. This highlights the company's resilience and its ability to adapt effectively to an environment marked by instability and global economic challenges.

In this scenario, **economic performance** is a key indicator for assessing the long-term sustainability and solidity of a company. It reflects not only the ability to generate profit, but also the ability to distribute the value created equitably among the various stakeholders, contributing to the well-being of the economic and social ecosystem in which the company operates.

As required by GRI standards, economic performance is measured by analysing the economic value generated and distributed by the organisation, providing a transparent representation of how the company creates value and distributes it. The **economic value generated** measures the company's ability to produce wealth through its operational, commercial and financial activities. This value is then distributed among

BREAKDOWN OF DISTRIBUTED VALUE



93,29%	REMUNERATION OF SUPPLIERS
5,27%	REMUNERATION TO STAFF
1,19%	REMUNERATION TO PUBLIC ADMINISTRATION
0,21%	REMUNERATION OF CAPITAL PROVIDERS
0,04%	INVESTMENT IN THE COMMUNITY

the main categories of stakeholders — suppliers, employees, shareholders, public administration and the community — or reinvested by the organisation to support its strategic development, thus ensuring continuity and growth.

The economic value distributed was equal to 94.8% of the total generated, a slight increase compared to the previous year (approx. 94.5%), demonstrating the Company's commitment to sharing the value created with its stakeholders, while maintaining prudent and sustainable financial management.

The economic value retained amounted to 5.2% of the total generated.



06.

ENVIRONMENTAL
SUSTAINABILITY



ENVIRONMENTAL SUSTAINABILITY

Molino Grassi's production activities are carried out by researching and then adopting the latest process innovations available in the sector. **One of the main objectives pursued by the company is the creation of long-term prosperity**, and it is aware that, in the current scenario, this goal can only be achieved through the integration and development of sustainable and environmentally friendly business practices.

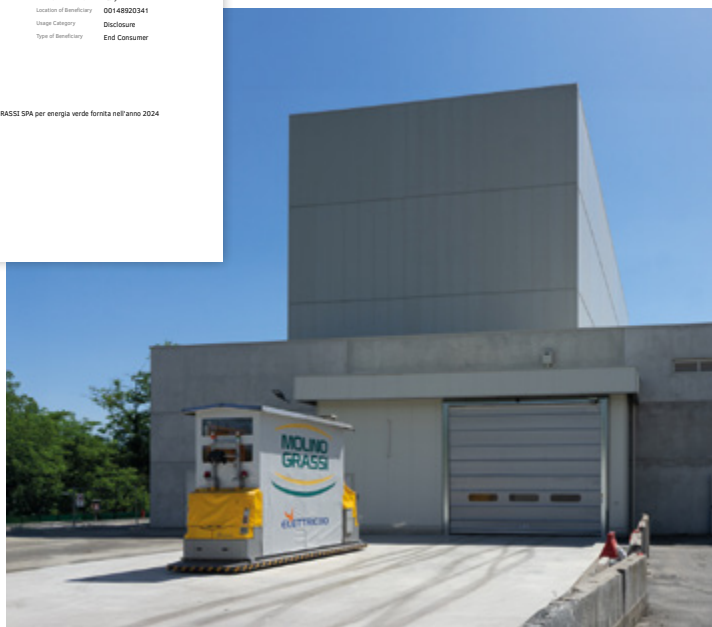
As an energy-intensive company, and therefore aware of the impact of its activities on natural resources, **Molino Grassi is committed to finding increasingly advanced ways to improve its efficiency**. With this in mind, the energy management system adopted monitors consumption on a regular basis and sets improvement targets. In 2022, with a significant investment, Molino Grassi modified the layout of its medium-voltage (MV) and low-voltage (LV) electrical substations, which

are now centralised with three delocalised substations, in order to reduce energy dispersion and achieve greater energy efficiency, **obtaining the same amount of**

Cancellation Statement
This cancellation statement provides the proof of origin for 12,498 MWh consumed energy.
This cancellation statement proves that 12,498 Guarantees of Origin have been cancelled in the Italian Energy Certificate System powered by GSE.

Sector	Electricity	End Consumer Type	Small and Medium-sized Enterprises (SME)
Performed by		On behalf of	
Account Holder Name	ENEL ENERGIA S.P.A.	Name of Beneficiary	MOLINO GRASSI SPA
Account Holder Code	06XCD03128	Beneficiary VMT Number	00148920341
VMT Number	06655971007	Consumption Start	2024-01-01
Account	803255132300001540	Consumption End	2024-12-31
Service	Italy	Country of Consumption	Italy
Street	VIA LUIGI BOCCHERINI	Location of Beneficiary	00148920341
Postal Code	00198	Usage Category	Disclosure
City	ROMA	Type of Beneficiary	End Consumer
Country	Italy		
Transaction Information			
Transaction Date	2025-03-25 13:06		
Transaction Number	20250325089848		
Cancellation Purpose	A favore di: MOLINO GRASSI SPA per energia verde fornita nell'anno 2024		
Volume Cancelled (MWh)	12,498		

View cancellation statement here



99%

OF WASTE GENERATED IS
NON-HAZARDOUS



100%

USE OF ELECTRICITY
FROM RENEWABLE SOURCES



99%

RENEWABLE
MATERIALS USED

energy with fewer resources. Over the years, numerous actions have been taken to minimise environmental impact:

- since 2012, 100% of the electricity used has come from renewable (hydroelectric) sources certified with a Guarantee of Origin (GO);
- in 2014, the old oil-fired heating system in the offices and laboratories was replaced with heat pumps that use renewable electricity;
- In 2020, a new automated warehouse was inaugurated, equipped with temperature and humidity control for the storage of packaged finished products.

- Here too, a low environmental impact solution was chosen in the form of a geothermal cooling system. The open-loop system uses groundwater extracted from the existing industrial well. The water is sent to the heat pump for cooling and then returned to the same aquifers through a system of yield wells to ensure that the water balance is maintained;
- the new warehouse has been equipped with two automatic shuttles to transfer products from the production department. The shuttles, which operate without the traditional combustion process, do not emit gases that are harmful to the environment and human health, reduce fossil fuel consumption and limit the overall noise impact;
 - the company currently has two electric cars and an internal charging station.

FOCUS ON: FSC®

For over ten years, Molino Grassi has been engaged in an important project to replace paper and cardboard packaging with FSC®

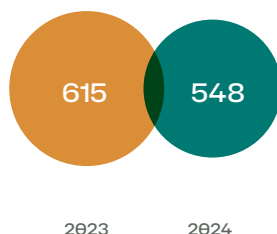
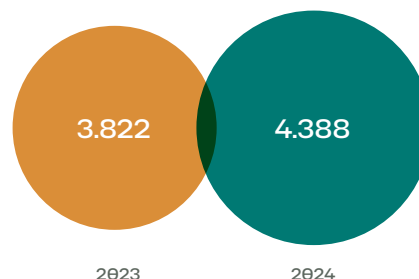
(Forest Stewardship Council) certified materials. This international certification guarantees that the paper comes from forests managed responsibly, according to high environmental, social and economic standards, and recognises the active role of forests in combating climate change. The conversion process began over a decade ago: in 2023, the replacement of all 1 kg and 5 kg packaging was completed, while in 2024, the replacement of **15 kg and 25 kg FSC®-certified** packaging also began.



The focus on the environment is not limited to incoming resources, but also concerns the management and reduction of the impact of waste produced. The company has purchased and installed compacting machines capable of significantly reducing the volume of paper and plastic, the most significant types of waste, thereby decreasing the number of transports required to deliver these materials.

As proof of its commitment to the local area and environmental sustainability issues, Molino Grassi has been a supporting member of 'KilometroVerdeParma' for several years now. This permanent forestation project was launched in 2020 with the aim of creating new green corridors in the province of Parma, improving air quality, combating climate change and enhancing the local area. The initiative promotes the planting and care of trees along infrastructure, urban areas and agricultural spaces, involving businesses, public bodies and citizens in a shared environmental regeneration effort.



SCOPE I AND SCOPE II EMISSIONS
(MARKET BASED \ TONNES OF CO₂e)SCOPE I AND SCOPE II EMISSIONS
(LOCATION-BASED \ TONNES CO₂E)

6.1 Management of energy consumption and climate-changing emissions

All the measures adopted over the years have significantly contributed to reducing the environmental impact of Molino Grassi's activities; however, the margin for improvement serves as an incentive to implement new initiatives aimed at minimising the ecological footprint. In 2024, total energy consumption amounted to **51,751 GJ**, an increase compared to the previous year (+3% vs. 2023) and in line with the increase in production volumes, with **87% of total energy consumption coming from renewable energy sources**.

As a further step in its environmental impact reporting, Molino Grassi calculated the Scope 1 and Scope 2 greenhouse gas emissions resulting from its production process.

Scope 1 emissions refer to direct greenhouse gas emissions, i.e. those generated by sources owned or controlled by the company and linked to the combustion of fossil fuels. Scope 2 emissions, on the other hand, are indirect emissions linked to the production of electricity purchased externally and consumed by the company. Specifically, the latter are calculated according to two different methodologies, Location-based

and Market-based. The company's energy profile results in direct **Scope 1** emissions of **548 tonnes of CO₂** (down 11% compared to 2023, when 615 tonnes of CO₂ were produced); **Scope 2** emissions, on the other hand, amount to **3,840 tonnes of CO₂** based on the location-based calculation method (up 20% compared to the previous year) and 0 tonnes of CO₂ according to the market-based method (unchanged compared to 2023), due to the purchase of electricity entirely from renewable sources.

6.2 Use of other resources

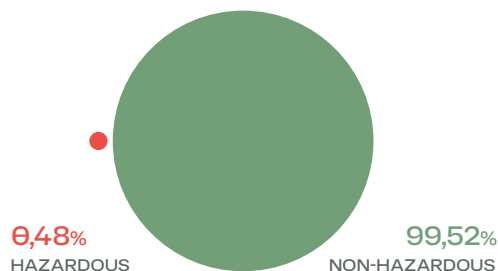
The resource that Molino Grassi purchases and uses most is wheat, its main raw material. **In 2024, wheat purchases accounted for 94% of total purchases**.

In addition to wheat, the company also purchases some semi-finished cereal-based products and packaging materials, such as paper, cardboard, plastic and wood. Among these, wood – used in pallets for transporting products – and paper – used mainly for packaging such as bags, sacks and boxes – are the most significant items.

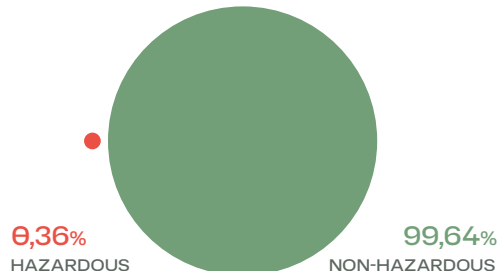
In 2024, the quantities of wood used increased by 10% compared to 2023, reaching a



COMPOSITION OF GENERAL
WASTE 2023 \ 77 TONNES



COMPOSITION OF GENERAL
WASTE IN 2024 \ 73 TONNES



total of 792 tonnes, while paper use grew by 6%, reaching 369 tonnes.

Starting in 2023 and continuing in 2024, the Company has embarked on a path towards purchasing PEFC-certified wood, confirming its commitment to a more sustainable supply chain.

In 2024, of the total 792 tonnes of wood used, approximately 144 tonnes will come from new pallets made with at least 75% PEFC-certified material and 346 tonnes will come from used and therefore recovered pallets. Another resource whose consumption is carefully monitored is water, used for wetting the grain and for air conditioning the warehouse.

Only the amount of water strictly necessary to moisten the grain for the subsequent milling process is taken for wetting the grain. A moisture meter for the incoming raw material allows the exact amount of water to be added to be determined, avoiding waste due to excess withdrawal.

As mentioned above, a geothermal system has been specially designed and installed for cooling; this returns all the water to the aquifer after use, ensuring zero impact in

terms of water consumption. In 2024, the system was the primary source of water withdrawal from wells, with a withdrawal of 54.6 megalitres out of a total of 70.4 megalitres (an increase of 5% compared to 2023).

6.3 Contribution to the circular economy

In addition to energy consumption and input resources, waste is also mapped and monitored to assess its environmental impact and, where possible, improve its management. The main categories of waste generated in 2024 relate to paper and plastic packaging (53 tonnes), which accounts for 73% of total waste produced.

The Company is committed to using only the strictly necessary amount of secondary packaging (plastic, cardboard and wood), preferring, where possible, materials obtained from recycling. During the reporting year, a total of approximately **73 tonnes of waste was generated, down 5% compared to 2023 (77 tonnes), of which more than 99% was non-hazardous waste.**





07.

SOCIAL
RESPONSIBILITY

*We exercise corporate
social responsibility
by promoting changes that
improve the lives of people,
communities and territories.*



SOCIAL RESPONSIBILITY



100%

OF CONTRACTS
COVERED BY NATIONAL COL-
LECTIVE LABOUR
AGREEMENTS



Zero

ACCIDENTS
IN 2024



38%

OF EMPLOYEES
ARE WOMEN

7.1 The development and well-being of people and the local area

As at 31 December 2024, Molino Grassi had 63 employees, of whom 24 were women (38% of the total) and 39 were men (62% of the total). Permanent employees accounted for 92% of the total, 8% were employed on a part-time basis.

The wellbeing and protection of workers is an essential principle on which the company bases its activities, in the firm belief

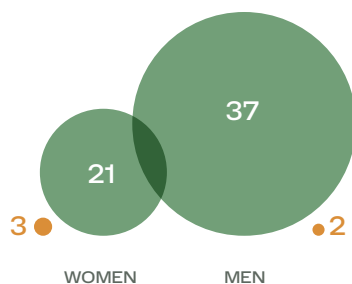
that people are a value to be protected and an indispensable resource for achieving its objectives.

Each person contributes their skills, commitment and passion to the smooth running and success of the company.

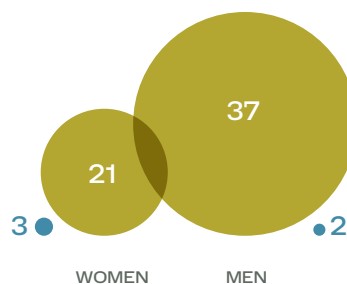
Since 2017, Molino Grassi has voluntarily adopted a certified Social Responsibility Management System, based on the require-

TYPE OF CONTRACT
FOR 64 WORKERS

■ PERMANENT
■ FIXED TERM



■ FULL TIME
■ PART TIME



ments of the SA8000:2014 standard, and has set up a Social Performance Team (SPT) responsible for managing social issues within the company. The Management System is a useful tool for ensuring a better working environment, not only in terms of safety and respect for work ethics, but also in terms of involving people in the life of the company itself.

Every day, we renew our commitment to creating a fair and inclusive working environment based on collaboration and trust. With this in

mind, every year we organise opportunities for socialising and conviviality, moments of encounter with all the people who work in the company. For this reason, in June 2024, on the occasion of the **90th anniversary of its foundation**, the company organised a celebratory event that represented an important moment for sharing and enhancing human and relational capital. The evening was attended by employees and external collaborators, with the aim of strengthening the sense of belonging and encouraging greater participation in company life.

During the event, the main company data were presented and an award ceremony was held for those who have contributed to the company's development for over 25 years, including employees who were no longer with the company at that date. As a testament to the commitment to transparency and sustainability, the meeting was an opportunity to share some of the contents of the Sustainability Report and promote a corporate culture oriented towards ESG values.

7.2 Promoting diversity and inclusion practices

Molino Grassi actively promotes gender equality and the empowerment of women in



the workplace. In 2024, 38% of permanent employees were women, a percentage that rises to 70% when considering office staff alone.

In terms of age groups, the proportion of employees under the age of 50 is significant



(65% as at 31 December 2024), reflecting a company in which generational change is gradually taking place.

Given the strong female presence, particular attention is paid to employees on materni-

ty leave or returning from maternity leave, favouring changing family needs as much as possible through the use of flexible start and finish times and adjusting the organisation and daily working hours according to their requests, for example with part-time work.

In 2024, there were no returns from maternity leave, only new activations at the end of the year; however, the company's policy of supporting parenthood remains unchanged, which in previous years has guaranteed 100% stable returns to pre-leave duties and no resignations attributable to family management issues. The company also continues to provide concrete support to its employees through specific allowances, such as reimbursement of nursery and kindergarten fees.

Molino Grassi is inspired by the principles of fairness and respect for the rights of every individual in the performance of their work and professional activities. It rejects all forms of discrimination against its staff and prevents situations of conflict of interest between the company and those who work on its behalf. Therefore, Molino Grassi asks all its employees and collaborators to abide by the rules of civil coexistence and mutual respect and, for its part, promotes a working environment at all levels that stimulates a sense of belonging, inviting everyone to feel an active part of the life and successes of the company.

In the selection, recruitment, development and evaluation of personnel, the **company takes into account individual characteristics, abilities, knowledge and professional skills, favouring an approach based on meritocracy and equal opportunities**, avoiding any form of discrimination and limiting discretion as much as possible.



7.3 Company welfare

Molino Grassi's welfare system has always **been based on actively listening to the preferences and needs of its staff, with the aim of identifying concrete solutions for their well-being and work-life balance.** 100% of Molino Grassi's workers are covered by the National Collective Labour Agreement (CCNL). Since the 1970s, the CCNL for food industry workers has been supplemented by a company supplementary labour agreement (C.C.A.L.), signed with the labor unions, with which the company has always maintained a fruitful dialogue.

The supplementary agreement provides for more favourable treatment for employees. In 2023, the CCAL was renewed for the period 2023-2025.

In 2024, agreements were signed with various physiotherapy centres and clinics in

Parma, providing discounts of between 10% and 20% on all services for employees and their families.

Among the results already achieved since 2023 thanks to the efforts of the Social Performance Team are the introduction of a minimum paid hourly fraction of 15 minutes for the management of working hours (previously 30 minutes) and the acceptance of the request to improve the dining areas for factory staff.

In this regard, in 2024, a new room was set up, suitably renovated and furnished, following up on the listening activities carried out and meeting the needs that emerged. A **solidarity mechanism between colleagues** was also introduced, which provides, on a voluntary basis, the possibility of donating hours set aside as holiday or leave to employees who need to care for cohabiting



INTEGRATIVE
COMPANY LABOUR
CONTRACT
(C.C.A.L.), FUEL
AND SHOPPING
VOUCHERS

family members or relatives suffering from serious illnesses, or who are themselves in critical health conditions. The hours donated must not affect the minimum annual holiday entitlement required for the donor's mental and physical recovery.

Molino Grassi has confirmed and renewed its commitment to the economic well-being of its employees, taking into account the evolution of the socio-economic context.

With this in mind, contributions in the form of vouchers were also made in 2024: **fuel vouchers worth €250** and, during the Christmas holidays, **shopping vouchers totalling €400** for each employee. The company continues to develop further initiatives aimed at strengthening purchasing power through concrete tools and personalised forms of support.

As mentioned above, since 1975, Molino Grassi has been supporting its employees'

parenting by providing allowances to reimburse nursery and kindergarten fees. Over the years, the monthly limit for these allowances has undergone various adjustments, the latest of which, dating back to 2023, increased the monthly reimbursement for nursery schools by 33.3% and for nurseries by 18.2% compared to the previous one, both valid for each child with no numeric limit.

These benefits have also been confirmed for 2024. Last but not least, Molino Grassi is committed to accommodating staff holiday requests in the most convenient way for each individual, planning ahead and organising periods of absence in line with the company's needs.

Finally, Molino Grassi has for years establi-



shed a variable bonus system linked to the achievement of targets related to company quality, hygiene and food safety, which are considered among the company's fundamental principles. In 2024, the bonus increased by **8.84%** compared to the previous year (data referring to the third level of the current national collective labour agreement).

7.4 Protection and safeguarding of health and safety in the workplace

The safety of every Molino Grassi employee is a priority. For this reason, the company has voluntarily adopted a Health and Safety Management System certified according to the ISO 45001:2018 standard. The approach to health and safety management is based

on a preventive assessment of the risks present in the factories, through periodic inspections that allow potential hazards to be identified and the necessary corrective

measures to be taken. To ensure the effectiveness of this process, the Risk Assessment Document (DVR) is regularly updated with the involvement of all those directly involved in prevention and protection in the workplace: the employer, the competent doctor, the Head of the Prevention and Protection Service (RSPP), the Workers' Safety Representative (RLS), the supervisors and the workers themselves. The data collected is integrated into the risk assessment documents.

The result of the risk assessment is therefore reflected in the action plan for the design, maintenance and, where possible, improvement of the prevention and protection measures themselves.

The company guarantees the presence of a Head of the Prevention and Protection Service (RSPP) and appoints a competent doctor, in accordance with the obligations set out in the legislation on health surveillance. In addition, it provides all employees with the personal protective equipment necessary to perform their duties safely.

Accidents are monitored carefully and continuously, as are reports of potential or





actual hazards, which are handled through a specific procedure. The information collected in this way is fed into a dashboard of performance indicators that is reviewed annually by management so that the necessary measures can be taken to resolve any issues that have emerged and to define the methods and timing of any improvements that may be necessary.

As a result, investments were made again in 2024 to ensure the health and safety of employees. As proof of the efforts made over the years, no accidents were recorded in 2024 (compared to one accident in 2023), with the total number of hours worked remaining substantially unchanged from the previous year¹.

This important result was made possible by the practices introduced, which involve a careful analysis of each accident to identify its causes and implement the necessary corrective actions. These include reviewing and improving protective measures and updating safety procedures.

7.5 Relations with local communities and the territory

Molino Grassi is aware of its social role as a company and is committed to improving the well-being of the communities in which it operates. Among the activities promoted in this regard are direct contributions through cash donations or donations of food products for charitable purposes. The activities in which Molino Grassi is involved aim to:

- **generate** a positive effect on the territory both through the redistribution of food surpluses and through the promotion of inclusion and support for the most vulnerable groups with solidarity projects;
- **support** scientific research;
- **promote** sport, culture and education for the younger generations.

In 2024, the above objectives were achieved through the following donations, for a total value of over €30,000:

- over 20,000 kg of products (flour and semolina) donated to charities and associations that provide assistance to those most in need (Emporio Associazione Centoperuno, Fondazione Banco Alimentare di Imola, Associazione Fata Onlus, Il Cerchio Azzurro Onlus, Emporio Solidale);
- cash donations made to the following non-profit organisations:
 - **Munus Fondazione**: a community foundation in the Parma area that supports social, cultural and health initiatives by raising and distributing funds for projects of collective utility;
 - **Noi per loro**: a voluntary association supporting children and young people with serious illnesses at the Children's Hospital in Parma;
 - **AIRC Association**: Italian association that supports scientific research against cancer and promotes the spread of a culture of prevention and health;
 - **Progetti del Cuore Srl**: charitable project aimed at providing transport services for disadvantaged citizens and their families (children, disabled citizens and the elderly);
 - **Il Giardino Cooperativa**: a social cooperative committed to the professional and social inclusion of vulnerable people through agricultural, educational and community activities;
 - **Memorial Chiapponi**: a commemorative sporting event organised to remember a local figure, with charitable aims to support local associations;
 - **Mamma io ci sono event**: Charity initiative dedicated to supporting mothers and children in need, with the aim of promoting solidarity, parenting support and social inclusion;

.....
1.
In 2024, Molino Grassi did not receive any reports of accidents involving external workers.



- **Pro Loco Noceto:** Local association committed to promoting culture and tourism in the Noceto area through events, social initiatives and the promotion of traditions;
- **Family Mission:** A non-profit organisation that promotes educational, training and support projects for families, with a particular focus on minors and situations of social fragility.

In addition, Molino Grassi has been supporting amateur sports associations in the area and beyond for many years. In 2024, its commitment to **promoting youth sport**, both at amateur and elite level, took concrete form with its support for various organisations, in particular:

- Rugby Parma FC.1931 Soc.Coop
- Magik Rosa A.s.d.
- Magik Basket A.s.d.
- Ducale Magik Parma A.s.d.
- Velo Club Sommesse A.s.d.
- Bsc Grosseto 1952 S.s.d. A RL

In 2023, for the third consecutive year, Molino Grassi took part in the "Molini a porte aperte" (Open Mills) initiative: the day, conceived and organised by ITALMOPA - Associazione Industriali Mugnai d'Italia (Italian Millers' Association), of which Molino Grassi is a member - was dedicated to consumers interested in experiencing the fascinating process of grinding wheat, both soft and durum, and its transformation into various types of flour and semolina used in excellent "Made in Italy" products such as bread, pizza, confectionery and pasta.

Molino Grassi opened the doors of its factory to the public, attracting a large turnout of over 150 visitors.

Divided into groups, participants were able to learn more about the company's history, the technologies used and the values that guide its activities.

The initiative was not repeated in 2024, but a new edition is already planned for 2025, which the company has welcomed with great enthusiasm, with the aim of further consoli-



dating dialogue with the community and the involvement of people within the company. The visits organised by Molino Grassi for employees' families were also particularly appreciated, as they were designed to strengthen the sense of belonging and sharing.

boration, which guarantees young people a high-quality school-work experience by creating a productive environment suitable for the specific training of fourth- and fifth-year students from agricultural, chemical and hotel management institutes.

Molino Grassi is one of the founding members of the joint-stock consortium that manages 'Food Farm 4.0', Italy's first Territorial Laboratory for Employability, structured as an agri-food company 4.0 and established in 2018.

Created with the aim of training students and promoting the employment of young people in the food production sector, the laboratory is a virtuous model of school-business colla-



The students are responsible for the entire agri-food chain, from cultivation on the school's farm to the final products, which are marketed under the 'Bontà di Parma' brand and are fully traceable thanks to blockchain technology. The project demonstrates how synergy between local businesses and institutions can generate employment opportunities while promoting local traditions.



METHODOLOGICAL NOTE

This document constitutes the **Sustainability Report of Molino Grassi S.p.A.** (also referred to in the document as “Molino Grassi” or “the Company”), prepared to transparently communicate the Company’s performance in the areas of environmental, social and economic sustainability for the 2024 financial year (from 1 January to 31 December). In order to allow for the comparability of data over time and the assessment of business performance, a comparison with data for the year 2023 is provided.

This Sustainability Report has been prepared by reporting on a selection of the “GRI Sustainability Reporting Standards” (GRI-referenced option) published by the Global Reporting Initiative (GRI), as indicated in the “GRI Content Index” table.

The scope of reporting of the environmental, economic and social data and information contained in this document corresponds to that of the financial statements of Molino Grassi S.p.A. as at 31 December 2024. During the reporting period, there were no significant changes in the size, organisational structure, ownership structure or supply chain of Molino Grassi.

In order to ensure the reliability of the data reported, the use of estimates has been limited as much as possible and, where present, they are appropriately indicated in the document.

Any restatements of data are appropriately indicated in the text. The contents of this document are not subject to external assurance.

For information regarding this document, please write to: info@molinograssi.it

APPENDICE

ENVIRONMENTAL DATA

DISCLOSURE 301-1 \ MATERIALS USED BY WEIGHT OR VOLUME			
MATERIALS USED	UNIT OF MEASUREMENT	2023	2024
Renewable	ton.	127.269	137.121
Wheat	ton.	120.438	129.082
Paper and cardboard	ton.	349	369
Wood	ton.	720	792
Semi-finished cereal products	ton.	5.762 ²	6.878
Non-renewables	ton.	54	69
Plastic	ton.	54	69
Total	ton.	127.323	137.190
% renewable out of total	%	99,96%	99,95%

2.
The 2023 figure has
been restated due to
a refinement of the
calculation methods.

DISCLOSURE 302-1 \ ENERGY CONSUMPTION WITHIN THE ORGANISATION

MATERIALS USED	UNIT OF MEASUREMENT	2023		2024	
		TOTAL	TOTAL GJ	TOTAL	TOTAL GJ
Diesel fuel for heating ³	Lt	3.137	113	-	-
Fuel for vehicle fleet	Lt	194.619	6.988	188.258	6.760
Diesel	Lt	190.390	6.853	184.360	6.636
Petrol	Lt	4.229	135	3.898	124
Electricity purchased from the grid from renewable sources	kWh	11.970.722	43.095	12.497.314	44.990
Total energy consumption	GJ	-	50.195	-	51.751
of which renewable energy	GJ	-	43.095	-	44.990
Renewable energy as a percentage of total consumption (%)	%	-	85,9%	-	86,9%

3. The small amount for 2023 refers to an oil-fired boiler in an ancillary room, which was decommissioned during the same year.

CONVERSION FACTOR

STARTING UNIT	ARRIVAL UNIT	2023	2024	SOURCE
1 kWh	GJ	0,0036	0,0036	
1 kg of heating oil	GJ	0,0429	0,0429	ISPRA (National Inventory Report) 2023-2024
1 kg of diesel fuel for vehicle fleet	GJ	0,0429	0,0429	
1 kg of petrol for vehicle fleet	GJ	0,0431	0,0431	
1 litre of diesel fuel for vehicle fleet	GJ	0,840	0,840	FIRE (Italian Federation for the Rational Use of Energy) - Guidelines 2023 - 2024
1 litre of petrol for vehicle fleet	GJ	0,740	0,740	

DISCLOSURE 305-1 \ DIRECT GREENHOUSE GAS (GHG) EMISSIONS (SCOPE 1)

TYPE OF EMISSIONS	UNIT OF MEASUREMENT	2023	2024
Diesel fuel for heating	tCO2	8	-
R407F refrigerant gas	tCO2eq	57	50
R-410 refrigerant gas	tCO2eq	37	-
R-32 refrigerant gas	tCO2eq	-	1
Petrol for motor vehicles	tCO2	10	9
Diesel for motor vehicles	tCO2	504	488
Total	tCO2eq	615	548

4. The reporting standard used provides for two different approaches to calculating Scope 2 emissions: 'location-based' and 'market-based'. The 'location-based' approach involves the use of average emission factors relating to specific national energy mixes for electricity production. The 'Market-based' approach involves the use of emission factors defined on a contractual basis with the electricity supplier. In the absence of specific contractual agreements between the Organisation and the electricity supplier (e.g. purchase of Guarantees of Origin), the emission factor relating to the national "residual mix" was used for the "Market-based" approach.

5. Scope 1 and Scope 2 emissions are expressed in tonnes of CO₂; however, the percentage of methane and nitrous oxide has a negligible effect on total greenhouse gas emissions (CO₂ equivalents), as can be inferred from the technical reference literature.

6. The Aqueduct Tool developed by the World Resources Institute was used to assess areas subject to water stress. The WRI tool is available online at: <https://www.wri.org/applications/aqueduct/water-risk-atlas>.

DISCLOSURE 305-2 \ INDIRECT GREENHOUSE GAS (GHG) EMISSIONS FROM ENERGY CONSUMPTION (SCOPE 2)⁴

SCOPE 2 - INDIRECT EMISSIONS

TYPE OF EMISSIONS	UNIT OF MEASUREMENT	2023	2024
Location-based	tCO ₂	3.207	3.840
Market-based	tCO ₂	0	0

TOTAL EMISSIONS ⁵	UNIT OF MEASUREMENT	2023	2024
Scope 1+Scope 2 - Location-based	tCO ₂	3.822	4.388
Scope 1+Scope 2 - Market-based	tCO ₂	615	548

EMISSION FACTORS

STARTING UNIT	ARRIVAL UNIT	2023	2024	SOURCE
1 kWh of electricity Location Based	tCO ₂	0,00027	0,00031	ISPRA - Atmospheric emission factors for greenhouse gases in the national electricity sector and in the main European countries, published in 2024
1 kWh of electricity Market Based	tCO ₂	0,00046	0,00050	AIB - European Residual Mixes 2023-2024 (ITA)
1 kg of R410A	tCO ₂ eq	1,924	1,924	UK Government GHG Conversion Factors for Company Reporting 2023 - 2024
1 kg R407F	tCO ₂ eq	1,674	1,674	
1 litre of diesel	kg	0,840	0,840	FIRE (Italian Federation for the Rational Use of Energy) - Guidelines 2023 - 2024
1 litre of petrol	kg	0,740	0,740	
1 kg of diesel for motor vehicle	tCO ₂	0,003	0,003	ISPRA - National Inventory Report 2023 - 2024
1 kg of petrol for motor vehicles	tCO ₂	0,003	0,003	Ministry of the Environment - Table of national standard parameters for monitoring and reporting greenhouse gases, 2023 - 2024
1 kg of R32	tCO ₂	-	675	UK Government GHG Conversion Factors for Company Reporting 2023-2024

DISCLOSURE 303-3 \ WATER WITHDRAWAL⁶

WATER WITHDRAWALS	UNIT OF MEASUREMENT	2023		2024	
		ALL AREAS	AREAS AND WATER STRESS	ALL AREAS	AREAS AND WATER STRESS
Groundwater	ML	66,8	0	70,4	0
Freshwater	ML	66,8	0	70,4	0
Total water withdrawals	ML	66,8	0	70,4	0

DISCLOSURE 306-3 \ WASTE GENERATED

COMPOSITION OF WASTE	UNIT OF MEASUREMENT	2023			2024		
		HAZARDOUS	NON-HAZARDOUS	TOTAL	HAZARDOUS	NON-HAZARDOUS	TOTAL
Paper and cardboard packaging	ton.	-	39,02	39,02	-	40,53	40,53
Plastic packaging	ton.	-	15,42	15,42	-	12,46	12,46
Iron and steel	ton.	-	13,16	13,16	-	13,65	13,65
Septic tank sludge	ton.	-	8,96	8,96	-	-	0,00
Mixed metals	ton.	-	-	-	-	5,53	5,53
Other ⁷	ton.	0,37	0,13	0,50	0,26	0,48	0,74
Total	ton	0,37	76,69	77,06	0,26	72,65	72,91

7. The value includes small quantities of non-chlorinated waste mineral oils for engines, gears and lubrication, packaging containing residues of or contaminated by dangerous substances, oil filters, laboratory chemicals containing or consisting of dangerous substances, including mixtures of laboratory chemicals.

SOCIAL DATA

DISCLOSURE 2-7 \ EMPLOYEES

TOTAL NUMBER OF EMPLOYEES BY CONTRACT TYPE AND GENDER ⁸		AS AT 31 DECEMBER 2023			AS AT 31 DECEMBER 2024		
		MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Contract type							
Permanent	No.	42	21	63	37	21	58
Fixed term	No.	1	0	1	2	3	5
Total	No.	43	21	64	39	24	63

TOTAL NUMBER OF EMPLOYEES BROKEN DOWN BY FULL-TIME/PART-TIME/ ON-CALL AND GENDER		AS AT 31 DECEMBER 2023			AS AT 31 DECEMBER 2024		
		MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Contract type							
Full-time	No.	40	18	58	37	21	58
Part-time	No.	3	3	6	2	3	5
On call	No.	0	0	0	0	0	0
Total	No.	43	21	64	39	24	63

DISCLOSURE 403-9 \ ACCIDENTS AT WORK

EMPLOYEE ACCIDENTS AT WORK		UNIT OF MEASUREMENT	2023	2024
Number of accidents				
Total number of deaths due to accidents at work	No.		-	-
Total number of serious accidents at work (excluding fatalities) ⁹	No.		-	-
Total number of non-serious accidents	No.		1	-
Total number of recordable accidents at work	No.		1	-
Time data				
Hours worked	hours		102.402	103.507
Multiplier for calculation	hours		200.000	200.000
Accident rates				
Rate of deaths due to accidents at work ¹⁰	%		-	-
Serious accident rate at work (excluding fatalities) ¹¹	%		-	-
Recordable accident rate	%		0,51	0,00

8.

All Molino Grassi
S.p.A. employees
work in Italy.

9.

A serious accident
at work refers to
an accident at
work that causes
such damage that
the worker cannot
recover, does not
recover or cannot
realistically be
expected to recover
completely and
return to their
pre-accident state
of health within six
months.

10.

The rate is
calculated as
follows: number
of fatalities due
to accidents
at work/hours
worked*200,000.

11.

The rate is
calculated as
follows: number of
serious accidents
at work/hours
worked*200,000.

DISCLOSURE 405-1 \ DIVERSITY IN GOVERNING BODIES AND AMONG EMPLOYEES

PERCENTAGE OF EMPLOYEES BY PROFESSIONAL CATEGORY AND GENDER	AS AT 31 DECEMBER 2023			AS AT 31 DECEMBER 2024		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Professional category						
Middle managers	50%	50%	3%	50%	50%	3%
Clerical staff	37%	63%	50%	30%	70%	52%
Labourers	100%	0%	47%	100%	0%	44%
Total	67%	33%	100%	62%	38%	100%

PERCENTAGE OF EMPLOYEES BY PROFESSIONAL CATEGORY AND AGE GROUP	AS AT 31 DECEMBER 2023				AS AT 31 DECEMBER 2024			
	<30	30-50	>50	TOTAL	<30	30-50	>50	TOTAL
Professional category								
Middle managers	0%	0%	100%	3%	0%	0%	100%	3%
Clerical staff	13%	68%	19%	50%	18%	55%	27%	52%
Labourers	30%	33%	37%	47%	11%	50%	39%	45%
Total	20%	50%	30%	100%	14%	51%	35%	100%

PERCENTAGE OF BOARD MEMBERS BY GENDER	AS AT 31 DECEMBER 2023			AS AT 31 DECEMBER 2024		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Members of the Board of Directors	33%	67%	100%	33%	67%	100%

PERCENTAGE OF BOARD MEMBERS BY AGE GROUP	AS AT 31 DECEMBER 2023				AS AT 31 DECEMBER 2024			
	<30	30-50	>50	TOTAL	<30	30-50	>50	TOTAL
Members of the Board of Directors	0%	17%	83%	100%	0%	17%	83%	100%



GRI CONTENTS INDEX

STATEMENT OF USE	Molino Grassi Spa has reported the information mentioned in this index of GRI content for the period 1 January 2024 – 31 December 2024 with reference to the GRI Standards.	
GR1	GRI 1 - Foundation Principles - 2021 version	
GRI STANDARDS	DISCLOSURE	PAGE/NOTES
GRI 2 – General Disclosures (2021)	2-1 Organisational Details	9; 86
	2-2 Entities Covered by the Organisation's Sustainability Reporting	73
	2-3 Reporting period, frequency and point of contact	73
	2-4 Information review	73; 74
	2-5 External assurance	73
	2-6 Activities, value chain and other business relationships	9; 15-17; 39-40
	2-7 Employees	63; 78
	2-9 a., b. Governance structure and composition	47
	2-22 Statement on sustainable development strategy	2-3
	2-26 Mechanisms for requesting clarification and raising concerns	49
GRI 201: Economic performance (2016)	2-28 Membership of associations	56; 70
	2-30 Collective agreements	66
GRI 204: Procurement practices (2016)	201-1 Direct economic value generated and distributed	51
GRI 204: Procurement practices (2016)	204-1 Proportion of expenditure made with local suppliers	40-41
GRI 205: Anti-corruption (2016)	205-3 Incidents of corruption investigated and actions taken	No incidents of corruption occurred during 2024
GRI 206: Anti-competitive behaviour (2026)	206-1 Legal actions relating to anti-competitive behaviour, trust activities and monopolistic practices	During 2024, there were no legal actions relating to anti-competitive behaviour, anti-trust and monopolistic practices.

GRI STANDARDS	DISCLOSURE	PAGE/NOTES
GRI 301: Materials (2016)	301-1 Materials used by weight or volume	58-59; 74
GRI 302: Energy (2016)	302-1 Energy consumed within the organisation	58; 75
GRI 303: Water and effluents (2018)	303-3 Water withdrawals	59; 76
GRI 305: Emissions (2016)	305-1 Direct greenhouse gas (GHG) emissions (Scope 1)	58; 75-76
	305-2 Indirect greenhouse gas (GHG) emissions from energy consumption (Scope 2)	58; 76
GRI 306: Waste (2020)	306-3 Waste generated	59; 77
GRI 403: Occupational health and safety (2018)	403-9 a. Occupational injuries	69; 78
GRI 405: Diversity and equal opportunity (2016)	405-1 Diversity in governance bodies and among employees	64-65; 79



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