Caseificio Valcolatte, quality that lasts.

SUSTAINABILITY
REPORT 2025

Many of us are more capable than others, but none of us is as capable as ***all of us; together we can achieve a great deal.***

Together

Caseificio Valcolatte,
quality that lasts.

SUSTAINABILITY REPORT 2025

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Letter from the Family and the Chief Executive Officer

Sustainability, for Valcolatte, is the natural evolution of a way of doing business that has always placed ***quality***, ***trust*** *and* ***respect for people*** *at its core.*

Dear All,

this is the first Sustainability Report of the Valcolatte Group.

We could say that it represents a new milestone in our corporate journey. In truth, we prefer to consider it as a new stage in a story that began over a hundred years ago and has been built day after day around the same values that still guide our work today: family, quality, respect for people and the bond with the local area.

Valcolatte is born from milk, but above all from the relationships we have been able to build over time.

Relationships with the farmers who entrust us every day with the most precious raw material, with the employees who turn skill and experience into quality, with the customers who choose our products and with the communities that host our facilities.

In a constantly evolving economic and social context, we believe that doing business means taking on a responsibility that goes beyond economic results. It means creating lasting value, investing in people, preserving natural resources and contributing to the development of the areas in which we operate.

For this reason we have decided to undertake a structured sustainability journey and to recount it through this document.

Reporting is not, for us, a mere formality or a communication exercise. It is a tool for knowledge. It allows us to observe our way of operating with greater awareness, to measure the results achieved and to identify the areas in which we can continue to improve.

The work carried out during 2025 involved numerous corporate functions and made it possible to explore in depth the themes we consider fundamental to the future of the Group: **protection of the environment**, **energy efficiency**, the **enhancement of people**, **food safety**, **product quality**, the **soundness of the supply chain** and **dialogue with our stakeholders**.

Sustainability, for Valcolatte, is the natural evolution of a way of doing business that has always placed quality, trust and respect for people at its core.

In this spirit we present our first Sustainability Report, thanking all those who every day contribute to the growth of the Group and share with us the responsibility of building value for future generations.

The Panizzi Family
and the Chief Executive Officer

*Everything starts from a single, simple and genuine ingredient: **good milk**. It is from here that every Valcolatte day begins, every process, every production stage.*

good milk

1.

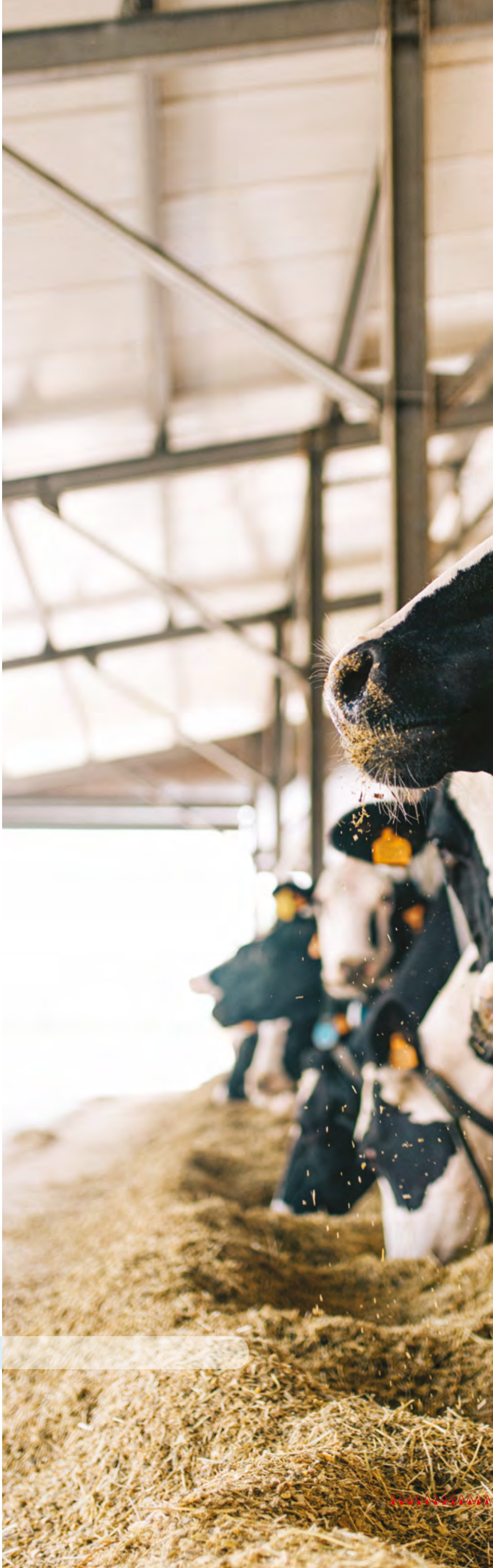
The Valcolatte Group

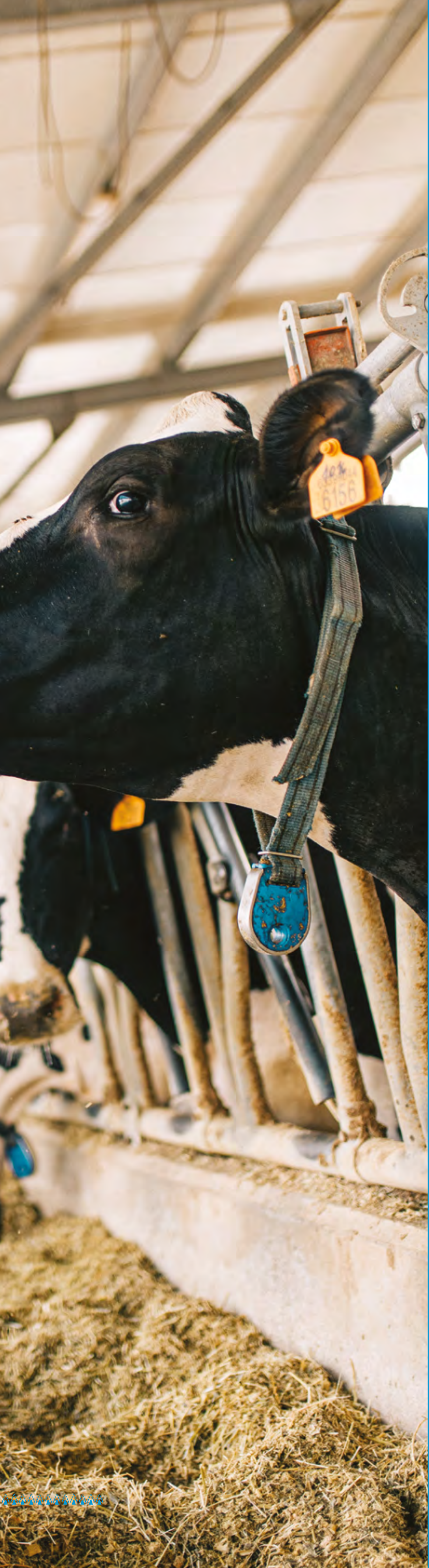
1.1 Our history

This Report begins with a story.

A story that starts from the history of Valcolatte and from that of the Panizzi family. Two paths that intertwine and continue with the same pace, in the same direction. Within this journey lies the **passion** of a dream, the **effort** and the satisfaction of making it real, the **courage** to carry it forward and to make it grow, until it became what it is today.

There is the narration of what we have been and of what we have become. But there is, above all, a tribute to what has always accompanied the company's path and tells of its most authentic soul: a way of doing business founded on family, on quality, on daily work and on a deep bond with the local area and with its most precious raw material, milk.





As Liliana Villa recalls:

"I can say I am grateful to life, because I was given a precious essence as a gift: Love.

The Love of my family, which passed on to me the values and teachings from which I drew strength and courage not to give up in the face of the many unexpected difficulties I encountered.

The Love for my husband, my children and my grandchildren, whom I consider the most important treasure I possess.

The Love for all those whom I had the joy, the good fortune and the pleasure to know and meet at every stage of my life.

Because it is from this Love that Valcolatte was born".

A precise place and date mark the beginning of Valcolatte's history: **Stagno Lombardo**, in the province of Cremona, **11 November 1914**. At the origin of it all is the **founder Enzo Panizzi** who, having taken on a dairy under contract and left for the First World War, entrusted the business to his wife Cesira. It was she who, with determination and courage, started up the work and gave shape to an already functioning company, which in 1918 was moved to Monticelli d'Ongina, in the province of Piacenza. From that moment on, the history of the company intertwines with that of the family. The generations follow one another, just as the passion, the craft and that cheesemaking knowledge born from daily work among milk, rennet and moulds are handed down. In 1955 the company changed its location once again and moved to San Protaso.

Five years later, in 1960, the second son Ciro Panizzi moved production to Montanaro. It was a further step, destined to precede the decisive stage towards the headquarters that still today is the beating heart of the company.

In 1978 **the dairy started up again in Valconasso** di Pontenure, in the province of Piacenza. It was a true rebirth. New impetus to the business came from **the very young Enzo Panizzi**, son of Ciro, and his wife **Liliana Villa**, who took up the family legacy with enterprise, vision and a sense of responsibility. What opened was a new season, made of courage, work and intuition. A second life that took shape in 1988, thanks to the will of this young couple to carry forward the family history and accompany it towards a new phase of development.

After careful study, a logo took shape that was destined to become the symbol of a new phase: the daisy, which evokes a rising sun and becomes a metaphor for the beginning of a new day, of a new energy, of a new idea of enterprise. Thus was born the visual identity of Valcolatte, the expression of a company that grows, renews itself and makes itself known while keeping its roots firm.

Genesis and evolution of the brand

The history of Valcolatte is a journey lasting over a century, able to cross time by evolving without ever straying from its founding principles. It is a story of continuity, but also of transformation; of loyalty to its origins, yet at the same time of the ability to read the market, interpret its changes and build a recognisable identity.

This evolution also concerns the way in which the company chooses to present itself. Initially registered as Caseari Panizzi S.r.l., **the company took the name Valcolatte in 1989**, precisely with the arrival of Enzo and Liliana at the helm of the company. The choice to create **a new brand arose from the desire to represent a renewed path**, while remaining in all furrowed the path of the ever-forward intuitions of Enzo, an attentive observer of the market and its transformations.

Valcolatte: yesterday and today

The origins of Valcolatte tell of a company built with patience, dedication and loyalty to quality. From the very beginning, the company chose to remain anchored to a precise idea of its work: to produce in respect of tradition, without giving up the desire to improve.

In those years production focused mainly on provolone, grana and ricotta, made according to the traditional family recipe. Working there were just four employees, alongside whom Enzo and Liliana toiled tirelessly. The days were long, the work demanding, but the will to give shape and substance to the Valcolatte project grew every day.

The growing spread of pizzerias, including takeaway ones, suggested a choice destined to mark the company's history: to allocate part of the milk to the **production of mozzarella**, entering a rapidly expanding segment. The results immediately confirmed the validity of this vision. Investments in plants, machinery and product development became increasingly significant, as did the constant study and research for improvement.

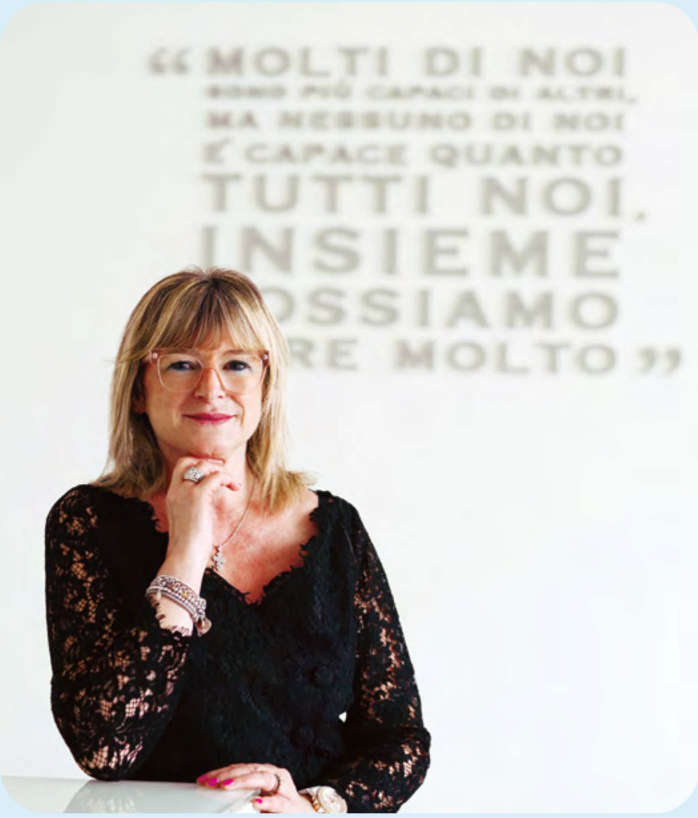
It is in this same period that the phase of **van sales** (**tentata vendita**) also began, at first with small vehicles. Today those vehicles have become 15 in the Piacenza area alone, concrete evidence of a growth path built day after day.

Today's Valcolatte is born from a past made of daily sacrifice, perseverance and shared work. For over forty years, Liliana woke up every morning at 5.20, setting aside her private life to devote herself entirely to the company, together with her husband Enzo.

As she herself recalls:

"In our living room at home we received customers and suppliers; we often hosted them for lunch and cooked for them. Everything was decided within our home. Not only that, at the beginning we also worked hands-on, both of us following the various stages of product processing. Enzo always looked after the production side and the plants, while I was more involved in the accounting and administrative management, and until 2019 I oversaw the entire van-sales operation".

This is the most authentic matrix of Valcolatte: a story of family, of shared roles, of attention to the raw material and of respect for the product. Principles that have never been abandoned and that, on the contrary, have continued to be the engine of growth. It is no coincidence that at the entrance to the company there is a phrase that sums up the essence of this way of doing business: "**Many of us are more capable than others, but none of us is as capable as all of us; together we can do a great deal.**"



More than a motto, it is a declaration of identity. It is the common thread of relationships, decisions and daily operations, where each person plays a precise role contributing to the shared result. And this is true not only for employees, but for the entire Panizzi family, whose members oversee different areas of the company, accompanying its development with responsibility and continuity.

Beyond borders: vision becomes evolution

Valcolatte is, first of all, a long family tradition. A tradition that the Panizzi family has carried forward for over a century with passion, dedication and entrepreneurial spirit. The roots are deep and lie in clear values: **Italian know-how**, **genuine goodness**, **craftsmanship** and **innovation**. The objective has always been one: to bring to market products of great quality, able to tell of the excellence of made in Italy.

It is a vision that has remained true to itself over time, but that has never stopped evolving. From the early 1990s to today, Valcolatte has continued to grow both on the production side and on the commercial side, progressively expanding its presence in Italy and abroad.

In 1999 the first depot was opened in Liguria, in Recco, with seven vans dedicated to van sales. In 2009 a second depot followed in Perugia, with just as many vehicles to cover the Umbrian territory. The first step beyond national borders came in 2007, with the acquisition of a commercial branch in Spain, in Santa Eugenia de Berga, near Barcelona. Over the years this presence grew to include four logistics sites: Barcelona, Madrid, Seville and Malaga. In 2013 the Group acquired a production plant in Hungary, with about 130 employees, while in 2015 it opened a commercial branch in Tirana, Albania, to develop the Albanian market and the Balkan area. The activity carried out in Óvártej, the Hungarian production hub, is inspired by the same care that characterises Valcolatte: attention to the supply chain, rigour in processes, attention to the quality of the catalogue references. The origin of the milk changes — 100% Italian for Valcolatte, EEC-marked milk for Óvártej — but the oversight of the chemical-physical and organoleptic characteristics of the raw material remains unchanged.

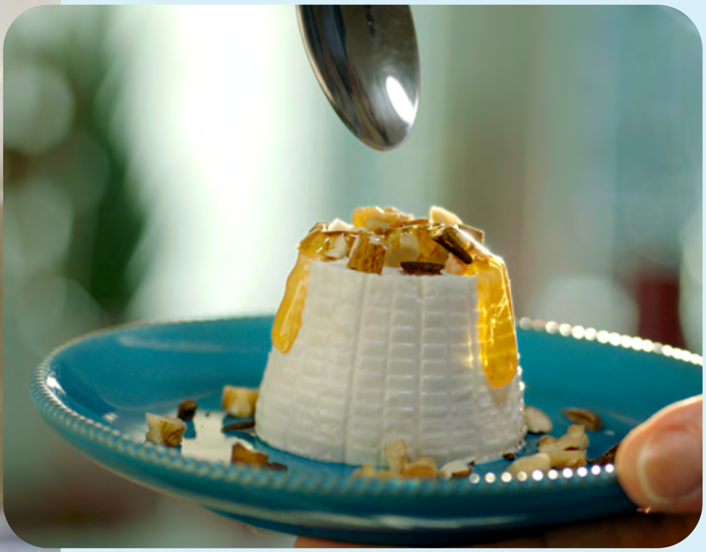
New projects, new challenges

In 2018 a strategic project took shape that opened a new phase of development: to bring Valcolatte's cheesemaking excellence, already recognised in the Ho.Re.Ca. world, also into the large-scale organised retail sector.

It is an important choice, which confirms the company's will to innovate, take on new challenges and expand its presence on the market without distorting its identity. From this project a brand entirely dedicated to retail was born, together with new products and packaging completely rethought for the B2C world.

Thus was born **Caseificio Valcolatte 1914**, a brand that encapsulates the history, the values and the vision of the company. The reference to 1914 recalls the year of its origins, while the brand is also enriched with the original signature of the founder Enzo Panizzi, sealing the deep bond between past and future.

In recent years Valcolatte has continued its path of growth, both in production terms and in terms of innovation and economic results. In particular, the large-scale retail (GDO) segment recorded a significant increase, driven by the success of **RiCcotta** as a distinctive product and by the growing trust of the trade towards the company, increasingly recognised as a reliable partner also in the development of private-label products.



This path has been favoured by the quality of the references, the commercial policies adopted and a clear willingness to invest, which has translated into new catalogue proposals, the strengthening of production lines and growing attention to communication, also through increasingly contemporary tools and channels.

Valcolatte's development has never stopped. On the contrary, it continues to move with the aim of consolidating the brand, affirming its values and recounting ever more effectively its peculiarities, its genuineness and its founding bases to an increasingly aware consumer, attentive to the quality and origin of what they bring to the table.

The evolution over the years

Craftsmanship and quality

Production focuses mainly on *provolone*, *grana* and *ricotta*, the latter made according to the traditional recipe.

There are only four employees, joined by Enzo and Liliana.

1914
Enzo Panizzi, grandfather of the current owner, takes on under contract a dairy in Stagno Lombardo (CR)

1950
The company is moved to San Protaso by Ciro and Enzo

1960
Ciro decides to move the plant to Montanaro (PC)

1976
Production moves to Valconasso (PC)

1988
The young Enzo and Liliana begin their activity together.

1980s

1990s

The intuition: the world of pizzerias and van sales

Production concentrates on *mozzarella*, given the increasingly massive spread of pizzerias, including takeaway ones.

Start of the *van-sales* commercialisation phase across the territory with small vehicles.

story

2000s

Expansion abroad

Objective: to enhance the great quality of **MADE IN ITALY** and discover new markets. In 2007 Caseificio Valcolatte buys Láctics Santa Eugenia, renamed in 2014 Valcoiberia.

from 2010

New acquisitions to strengthen market leadership

Caseificio Valcolatte buys the Ovartej production hub in Hungary, and a commercial branch in Albania, Valcoiliria.

from 2020

Commercial expansion into the Middle and Far East markets

Caseificio Valcolatte wins new markets in emerging countries, characterised by rapidly rising economies.

from 2025

New local expansion

Caseificio Valcolatte expands its operations through the establishment of Nure Food Trade, a new commercial subsidiary in Pontenure, and the inauguration of a new production facility in Fiorenzuola dedicated to hard cheese production. In the same year the production of burrata and stracciatella begins, along with the start of operations of the newly established French subsidiary Valcolatte France.

1.2 Our Dairy

Everything starts from a single, simple and genuine ingredient: good milk.

It is from here that every Valcolatte day begins, every process, every production stage. A daily gesture that is repeated with rigour, experience and passion, and that encapsulates over a century of cheesemaking knowledge.

The dairy is the place where tradition meets innovation, where quality is never left to chance, but arises from the constant oversight of every step: from the selection of the raw material to the finished product. It is here that milk is transformed, every day, into products able to express the company's character and its idea of excellence.

For Valcolatte, the dairy is not only a production space. It is the operational heart of the business, the place where the history of the Panizzi family, the bond with the local area and the will to bring to market authentic, recognisable and reliable products take shape.

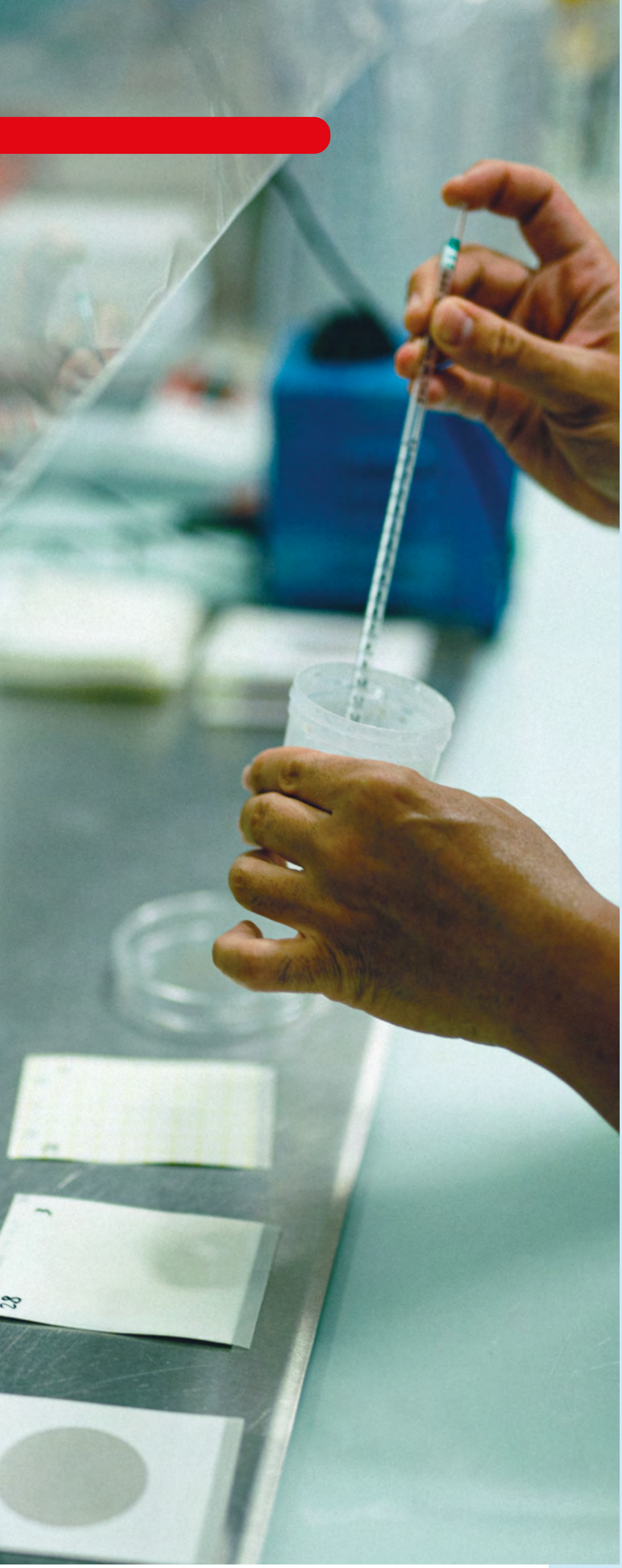
At the base of Valcolatte production lies a precise choice: to use **certified Italian milk**, coming from selected farms and from a supply chain built over time through solid, ongoing relationships founded on trust. Every day the milk delivered is transformed into fresh curd and subsequently processed into the various products that make up the company catalogue, first and foremost mozzarella and ricotta, the symbol products of the Valcolatte tradition.

Since its establishment, the Company has collaborated with agricultural businesses located throughout the Province of Piacenza and the surrounding areas, building long-standing relationships with the suppliers of its most important raw material: milk. In many cases these are long-standing collaborations, built over decades of shared activity and based on a common orientation towards quality and attention to animal welfare.

Still today, this network of farms represents one of Valcolatte's main strengths: trusted barns, located mostly within a 100-kilometre radius of the company, in the areas of Emilia-Romagna and Lombardy, within a territory traditionally suited to the production of the best Italian milk.

The milk supply chain thus develops in a controlled and traceable way, from the barn to the table, through a meticulous system of selection, monitoring and management.

This is the most authentic synthesis of the Valcolatte model: combining tradition, territorial proximity, qualitative rigour and a constant pursuit of improvement.



The certifications

The quality and seriousness that distinguish Valcolatte's work also find expression in the achievement of some of the most important certifications in the dairy sector. These include **BRCS**, **IFS**, **ISO 14.001**, **V-LABEL** — reserved for products suitable for vegetarians — and **HALAL**.

These recognitions do not represent a mere formal achievement, but the result of a daily commitment aimed at guaranteeing high standards along the entire production process. Every stage of processing is in fact overseen by an in-house laboratory, equipped to carry out constant chemical and microbiological checks, with the support of cutting-edge infrared technologies.

The production figures

Every day, the production facility processes more than **675,000 litres of Italian milk**. On an annual basis, this results in the production of approximately **36,500 tonnes of mozzarella** and **9,000 tonnes of ricotta**. In addition, the Fiorenzuola facility processes **13,963,034 litres of milk** each year **for the production of hard cheese**.

This continuous oversight protects not only the conformity of the product, but also the quality of the raw material from which everything originates. Attention to the origin of the milk, to its nutritional and organoleptic characteristics and to the welfare of the animal from which it derives is an integral part of the Valcolatte approach.

Alongside the quality theme, production also considers the hygienic-sanitary aspect essential, verified throughout all phases: from the arrival of the milk to its transformation, up to packaging and storage. It is a system founded on controls, expertise and constant investment in plants and technologies, with the aim of improving processes, strengthening product reliability and keeping the company's competitiveness high.

Figures that bear witness to the industrial scale reached by the company, but that do not diminish the attention, precision and care that have always characterised Valcolatte's way of producing.

Behind these volumes lies a structured organisation, able to combine production efficiency, food safety and constant quality. Each product encapsulates the daily work of the dairy and gives back, in concrete form, the heritage of experience, expertise and passion that has accompanied the company's history for over a century.

CERTIFICATION

BRCS, IFS, ISO 14.001, V-LABEL
AND **HALAL**

675,000

LITRES OF **ITALIAN MILK**
PROCESSED EVERY DAY

700,000

LITRES OF **HUNGARIAN MILK**
PROCESSED EVERY DAY,
AT THE HUNGARIAN PLANT

36,500

TONNES OF **MOZZARELLA**
PRODUCED EVERY DAY

9,000

TONNES OF **RICOTTA**
PRODUCED EVERY DAY

13,963,034

LITRES OF MILK PROCESSED ANNUALLY
FOR **HARD CHEESE** PRODUCTION
IN FIORENZUOLA

Abroad as in Italy

Over time the Valcolatte Group has developed an international presence that complements and strengthens its hold on the Italian market. Today the Group has commercially controlled companies in Albania and Spain, with four depots distributed between Madrid, Barcelona, Seville and Malaga, as well as a production operation in Hungary, Óvártej.

The latter represents, in many respects, a true prototype of the Valcolatte model: attention to the supply chain, oversight of the production process, care for the quality of the catalogue references. What mainly differentiates the two operations is the origin of the raw material: 100% Italian milk for Valcolatte products; EEC-marked milk for Óvártej products, selected in any case according to criteria able to guarantee chemical-physical and organoleptic characteristics consistent with the Group's standards.

The presence abroad is thus part of a growth path that has led Valcolatte to develop new markets without giving up its own production approach. The principle remains the same, in Italy as abroad: to oversee the quality, reliability and continuity of the supply chain, keeping the level of the final product high.

Valcolatte products

Valcolatte production develops mainly across two market segments: Food Service and large-scale retail (GDO), the latter enhanced in particular through the Caseificio Valcolatte 1914 brand.

The company makes a wide range of products, developed in various formats to meet the needs of a heterogeneous clientele that includes industry, catering, the hotel sector and the end consumer. These are products made on an industrial scale, but that retain that component of craftsmanship which makes them recognisable, appreciated and consistent with the company's identity.

The uniqueness of Valcolatte products lies precisely in this ability to combine technology and knowledge, automation and expert gestures, innovation and continuity with the cheesemaking tradition. It is a balance built over time, which allows the company to offer products with a strong personality, characterised by intensity of taste, constant quality and reliability.

Among all the products, the true symbols of the company have over time become mozzarella and, above all, ricotta. The latter continues to be prepared drawing inspiration from the traditional family recipe and still today represents one of the most distinctive marks of the Valcolatte brand.

From this heritage also comes RiCcotta, an evolution of the classic ricotta developed starting from the Caseificio Valcolatte 1914 brand. Enriched with more milk and a small percentage of cream, RiCcotta stands out for a creamier consistency, a more intense taste and a refined texture, while at the same time maintaining a balanced nutritional profile.

The RiCcotta project is the result of an in-depth study, aimed at enhancing a historically simple and precious product, making it even more consistent with the needs of a contemporary consumer, attentive to wellbeing, quality and versatility in the kitchen.

Confirming the strategic centrality of this product, Valcolatte has created a new department entirely dedicated to the production of ricotta and RiCcotta, developing formats and variants designed for different uses and markets:

- **RiCcotta "La Gustosa"**, ideal to consume on its own or in sweet and savoury preparations;
- **RiCcotta "Gourmet"**, particularly suitable for filled pasta and doughs thanks to its silky consistency;
- **RiCcotta spread**, suitable for aperitifs, finger food and creative preparations.

In each of these products is expressed Valcolatte's will to continue innovating without straying from its own "flagship" product, enhancing its original qualities and accompanying it towards new possibilities of consumption.

1.3 Our Ricotta

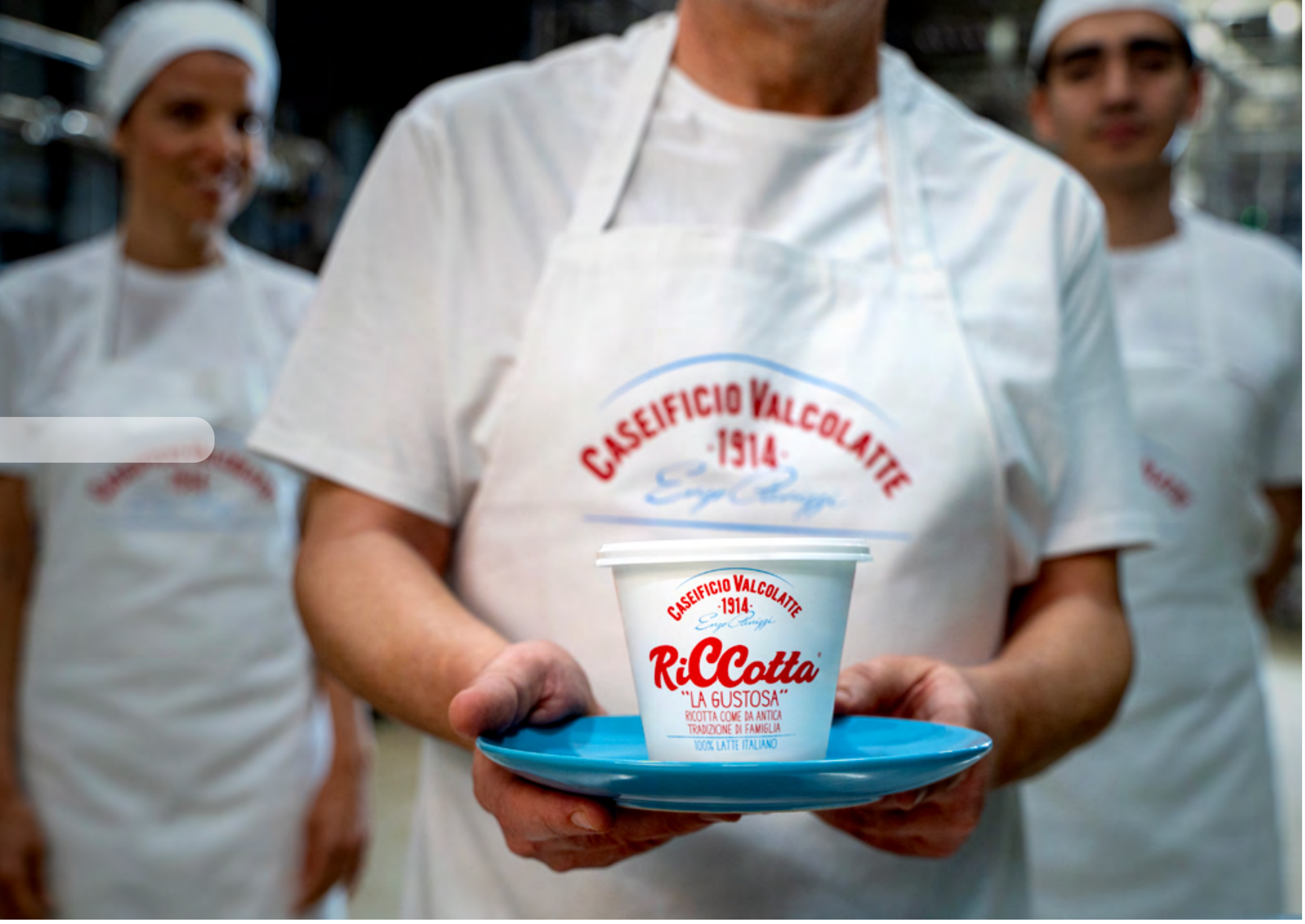
Creamy, tasty, light and naturally rich in nutritional properties, ricotta represents much more than a simple product for Valcolatte.
It is the starting point, the common thread that runs through the company's history and tells of its most authentic identity.

It is no coincidence that ricotta is precisely the product that has accompanied Valcolatte from its very origins. It is here that tradition, experience and the capacity for evolution are concentrated: a simple food, yet at the same time an extraordinary one, able to cross time without losing its own essence.

Ricotta is one of the oldest dairy products known to humankind. Its origins date back to very ancient civilisations, such as those of the Sumerians and Egyptians, then crossing the Greek and Roman world up to the Middle Ages.

Historical evidence tells of a food already widespread in antiquity, obtained through the processing of milk and whey. According to some sources, it was the Egyptians who gave it its typical rounded shape, while the Greeks spread its use as a fresh and nutritious food.

Ricotta also enters mythological and literary narration: it is mentioned in the Odyssey, where it features in the cave of Polyphemus, and in Virgil's Georgics, testifying to its presence in the agricultural and food culture of the ancient world. Over the centuries, it has kept its identity intact, remaining one of the few foods that, while evolving in production techniques, has never lost its original character.



A dairy product, not a cheese

Often associated with cheeses, ricotta is in fact distinguished by its production process.

While cheeses derive from the coagulation of casein, ricotta is born from milk whey, that is the liquid part that separates during cheese production. Its name derives from the Latin recoctus, which means "cooked twice": a direct reference to the production process, which involves a second cooking of the whey to obtain the final product.

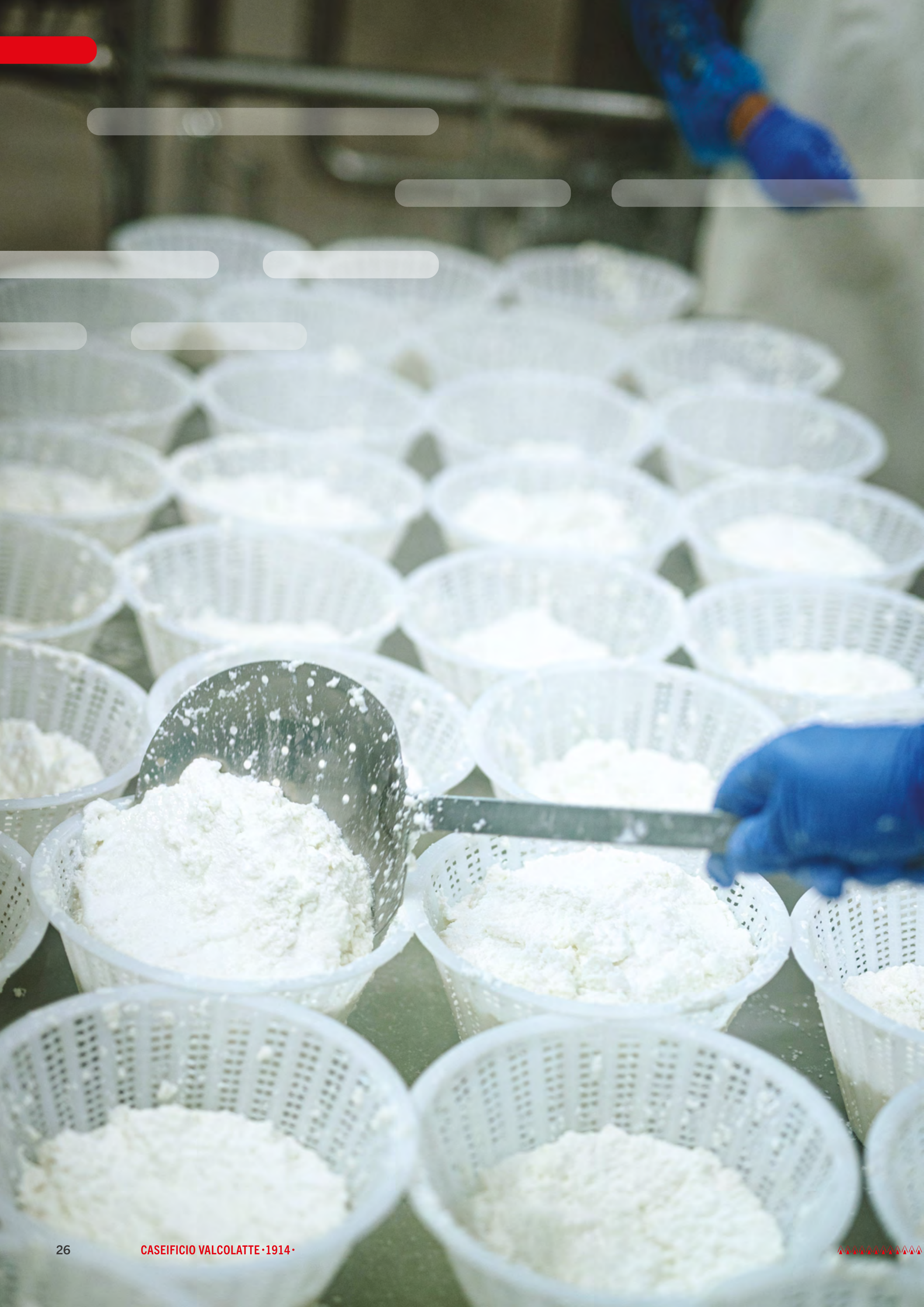
This origin makes it a unique food, characterised by a particular lightness and a balanced nutritional profile, qualities that over time have favoured its spread and consumption in different contexts, from home cooking to catering.

Ricotta according to Valcolatte

For Valcolatte, ricotta is not only a product reference, but represents a true corporate heritage.

From its very origins, ricotta is produced according to a traditional family recipe, handed down over time and progressively refined through experience and research. It is a process that unites technical knowledge and artisanal sensibility, maintaining a balance between innovation and respect for tradition.

Production starts from the whey deriving from mozzarella processing, which is subjected to a controlled process able to preserve its nutritional and organoleptic characteristics. The result is a product without additives and without preservatives, in which the quality of the raw material and the care of the processing are decisive elements.



Over time, Valcolatte ricotta has been the subject of a path of continuous improvement, aimed at enhancing:

- creaminess,
- intensity of taste,
- nutritional balance.

An evolution that has never distorted the product, but has enhanced its characteristics, making it ever more recognisable and appreciated on the market.

From the heritage of the traditional recipe comes **RiCcotta**, the evolution of ricotta according to Valcolatte.

It is a product developed through an in-depth study, with the aim of reinterpreting a historic food while keeping its original values intact, but enriching it in terms of taste, consistency and versatility.

RiCcotta stands out for:

- greater creaminess,
- a more refined texture,
- a more intense organoleptic profile.

These characteristics are obtained through a controlled enrichment of the recipe, with the addition of a greater quantity of milk and a small percentage of cream, while still keeping the fat and calorie content under control.

The result is a product able to meet the needs of a contemporary consumer: attentive to quality, wellbeing and versatility in the kitchen.

Over time, ricotta has become not only a distinctive element of Valcolatte production, but also a central ingredient in the daily life of the family and the company.

As Liliana Villa recounts, ricotta is a food that over the years has accompanied moments of sharing, conviviality and connection: it has become

“an indispensable ingredient for the preparations to be served at the table to family and friends, thanks to its ability to adapt to every type of recipe”.

This domestic and relational dimension is also reflected in the way Valcolatte conceives its own product: not only as a food, but as an experience, as an element able to unite tradition, wellbeing and pleasure.

Today ricotta represents one of the strategic axes on which Valcolatte continues to invest. The creation of a dedicated production department and the development of new variants and formats testify to the company’s will to further enhance this product, accompanying it towards new modes of consumption and new markets.

At the same time, attention always remains focused on consistency with the original values: quality of the raw material, control of the production process, respect for tradition and the ability to innovate without losing identity.

For Valcolatte, ricotta is much more than a product. It is a story that continues.

1.4 Values, mission and vision

> The history of Valcolatte is the result of an entrepreneurial path built over time through passion, commitment, the ability to evolve and a deep loyalty to its own roots.

From its very origins, the company has founded its development on a few guiding principles that still today steer its choices: attention to quality, the centrality of people, the bond with the local area, the culture of work and the will to innovate while respecting tradition.

Within this framework lie the values, the mission and the vision that accompany Valcolatte's identity and define its growth path.

Our values

Quality

We carefully select the raw material and oversee every stage of the production process to offer reliable, genuine products consistent with the standards that have always distinguished Valcolatte.

Tradition

We safeguard a cheesemaking knowledge that spans the generations and that represents the foundation of our identity, from the history of the Panizzi family to the enhancement of the company's symbol products.

Innovation

We invest in the continuous improvement of processes, plants and products to respond effectively to the evolution of the market, while keeping authenticity, taste and recognisability intact.

Bond with the local area

We enhance a supply chain rooted in our reference territories, collaborating with selected farms and consolidating relationships of trust that strengthen quality, traceability and continuity.

Responsibility

We operate with seriousness and awareness towards customers, employees, partners and communities, promoting a growth model founded on attention, control, safety and reliability.

People and family

We recognise in people the heart of the business. The sense of family, collaboration between generations and the value of shared work represent a distinctive element of our way of doing business.

ues

Our mission

To produce high-quality dairy specialities, enhancing milk from selected supply chains, Italian know-how and a long family tradition.

Every day we work to combine production culture, innovation, food safety and attention to the market, offering products able to express taste, genuineness and reliability.

Our vision

To grow as a point of reference in the dairy sector, in Italy and abroad, promoting an entrepreneurial model able to unite family identity, production excellence and sustainable development.

We look to the future with the aim of bringing the value of Italian dairy quality to the world, remaining faithful to the roots, the territory and the culture of doing that have guided Valcolatte for over a century.

Learn more on our website

The history of Valcolatte
is the result of an
entrepreneurial path built
over time through passion,
commitment, the ability
to evolve and a deep loyalty
to its own roots.

Path

2.

Our Sustainability journey

2.1 Reporting criteria

This Consolidated Sustainability Statement (hereinafter also "Sustainability Statement" or "document") represents the first reporting exercise of the Valcolatte Group prepared in accordance with the European Sustainability Reporting Standards (ESRS).

**During 2025, within the framework of the European regulatory package "Omnibus I", the European Commission launched a process to revise the European Sustainability Reporting Standards (ESRS), aimed at simplifying and making more proportionate the sustainability reporting obligations provided for by the Corporate Sustainability Reporting Directive (CSRD). This Statement has been prepared taking into account the regulatory framework in force at the date of preparation of the document and, where relevant, the emerging guidance relating to the process of revising the standards.*

The Valcolatte Group begins its path of transparency and accountability through the preparation of this Sustainability Statement, adopting a reporting scope that includes three Group companies, specifically: Valcolatte S.p.A., Valcolatte S.r.l. and Óvártej.

The Statement is prepared on a voluntary basis, anticipating the adoption of the European Sustainability Reporting Standards (ESRS), in view of the obligations introduced by Directive (EU) 2022/2464 (Corporate Sustainability Reporting Directive – CSRD), transposed into Italian law through Legislative Decree 125/2024.

During 2025, Directive (EU) 2025/794 ("Stop the clock"), part of the "Omnibus I" regulatory package, postponed by two years the entry into force of the sustainability reporting obligations for companies and groups not yet subject to the CSRD. This provision was transposed into Italian law through Decree-Law 95/2025, converted into Law 118 of 8 August 2025, which amended Legislative Decree 125/2024. Pursuant to this regulatory framework, the Valcolatte Group will be subject to the reporting obligations starting from the financial year ending 31 December 2027.

This Sustainability Statement, referring to the financial year between 1 January and 31 December 2025, has been prepared on a consolidated basis. However, in consideration of the voluntary nature of the exercise and the progressive implementation of the reporting process, the reporting scope does not fully coincide with that adopted in the consolidated financial statements. In particular, the Group has chosen to begin the path of applying the ESRS on an initial scope limited to three companies, with the aim of progressively extending it to the remaining Group entities starting from subsequent financial years.

In the process of preparing the Statement, the Group also referred to the information available within its relationships with credit institutions and financial stakeholders, where relevant for the understanding of ESG impacts, risks and opportunities, ensuring consistency between the information provided in the various informational areas.

This Statement has been prepared in accordance with the ESRS applicable at the closing date of the reference financial year, taking into account, where relevant, the emerging guidance deriving from the ongoing revision process of the standards. The contents of the Statement reflect the impacts, risks and opportunities (hereinafter also "IRO") relevant to the Valcolatte Group, identified and assessed through the double materiality analysis process. These contents concern both the Group's direct operations and the value chain, upstream and downstream.

The Group has not made use of specific exemptions, options or transitional provisions provided for by ESRS 1, except as expressly indicated in this document.

This Consolidated Sustainability Statement was approved by the Board of Directors on 29/06/2026.

The Valcolatte Group has made use of certain transitional provisions (hereinafter also "phase-in") provided for by the ESRS, pursuant to the provisions of ESRS 1 – General Requirements, which allow it to temporarily omit specific information or to provide it in simplified form in the first years of application of the standards.

This choice was made in line with the progressive path of implementation of the reporting system.

In accordance with the provisions of the ESRS, it is noted that the topics subject to the transitional provisions applied, in particular those relating to the impacts, risks and opportunities connected to climate change and their integration into the strategy and business model, have nonetheless been assessed as material within the double materiality analysis. The qualitative information relating to these topics, including policies, actions, targets and metrics, is provided in the relevant chapters of this Statement.

The application of the phase-ins was carried out in compliance with the criteria of proportionality and feasibility provided for by the standards, taking into account the level of maturity of the information systems and the availability of data at the level of the Group and of the individual companies included in the scope.

The following table illustrates in detail the transitional provisions applied:

ESRS	Disclosure Requirement	Phase in
ESRS 2	SBM-3: Interaction of material impacts and opportunities with strategy and business model, and financial effects.	The company makes use of the possibility provided for by the ESRS to omit, in the first year of reporting, the information relating to the financial effects associated with material impacts, risks and opportunities. For the first three financial years, this information may be provided in qualitative form where it is not feasible to prepare quantitative data.
ESRS E1	E1-11: Anticipated financial effects from material physical and transition risks and potential climate-related opportunities.	The company makes use of the possibility to omit, for the first year of reporting, the information relating to the anticipated financial effects deriving from physical and transition risks and from the opportunities connected to climate change. For the first three financial years, this information may be provided in qualitative form where it is not feasible to prepare quantitative data.

In consideration of the voluntary nature of the exercise and the progressive consolidation of the ESG data collection and monitoring systems, some information could be presented in qualitative form or on the basis of the best information available at the date of preparation of this document.

2.2 Governance

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MEMBERS OF THE BOARD OF **DIRECTORS** OF WHICH:

3 2

The governance structure of the Valcolatte Group is based on the traditional model and reflects a centralised arrangement headed by the Parent Company Valcolatte S.p.A., which carries out management and coordination activities over the companies included in the reporting scope. Therefore, the responsibilities regarding the supervision of the impacts, risks and opportunities (IRO) relevant for sustainability purposes are attributed mainly to the administration and control bodies of the Parent Company.

The governance system is structured into the following bodies: the Shareholders' Meeting, competent for the decisions provided for by law and by the by-laws; the Board of Directors, holder of the broadest powers for the ordinary and extraordinary management of the Company; the Board of Statutory Auditors, with functions of supervision over compliance with the regulations and the by-laws, as well as over the adequacy of the organisational, administrative and accounting arrangement.

The Board of Directors of Valcolatte S.p.A. is composed of 5 members, of whom 3 women (60%) and 2 men (40%), with a ratio between female and male members equal to 1.5. At the reference date, there are no independent directors nor workers' representatives on the administration bodies.

Composition of the Board of Directors

Role	Member
Chairman	Valentina Panizzi
Chief Executive Officer	Marco Fanzola
Vice-Chairman	Martina Panizzi
Director	Enzo Panizzi
Director	Liliana Villa

The Board of Statutory Auditors, appointed by the Shareholders' Meeting of 15 May 2025, is composed of 3 standing Auditors (one of whom is Chairman) and 2 alternate Auditors.

Composition of the Board of Statutory Auditors

Role	Member
Chairman	Giulio Tombesi
Statutory Auditor	Edoardo Callegari
Statutory Auditor	Alberto Bove
Alternate Auditor	Martina Giordano Buono
Alternate Auditor	Gianluca Disabato

In relation to sustainability topics, the Board of Directors is responsible for the supervision of the relevant impacts, risks and opportunities, as well as for their integration into the corporate strategy, decision-making processes and risk management systems. The Chief Executive Officer is responsible for the operational implementation of the strategies and initiatives connected to the management of the IRO, ensuring coordination between the various corporate functions.

The governance of the Valcolatte Group's sustainability journey develops through a model progressively integrated into the corporate organisational structure, with the aim of accompanying the Group's evolution towards an ever more aware management of environmental, social and governance impacts.

The supervision of ESG topics is entrusted to the administration bodies of the Parent Company Valcolatte S.p.A., which carries out management and coordination activities over the companies included in the reporting scope and which, through the support of the various corporate functions, monitors the evolution of the sustainability journey, the strategic priorities and the main impacts, risks and opportunities connected to the Group's activities.

To support the activities of management, monitoring and development of ESG topics, during 2024 the Group also chose to set up a cross-functional ESG Team, born from the will to build a sustainability path adhering to the company's real operations and closely connected to the internal dynamics of the various functions.

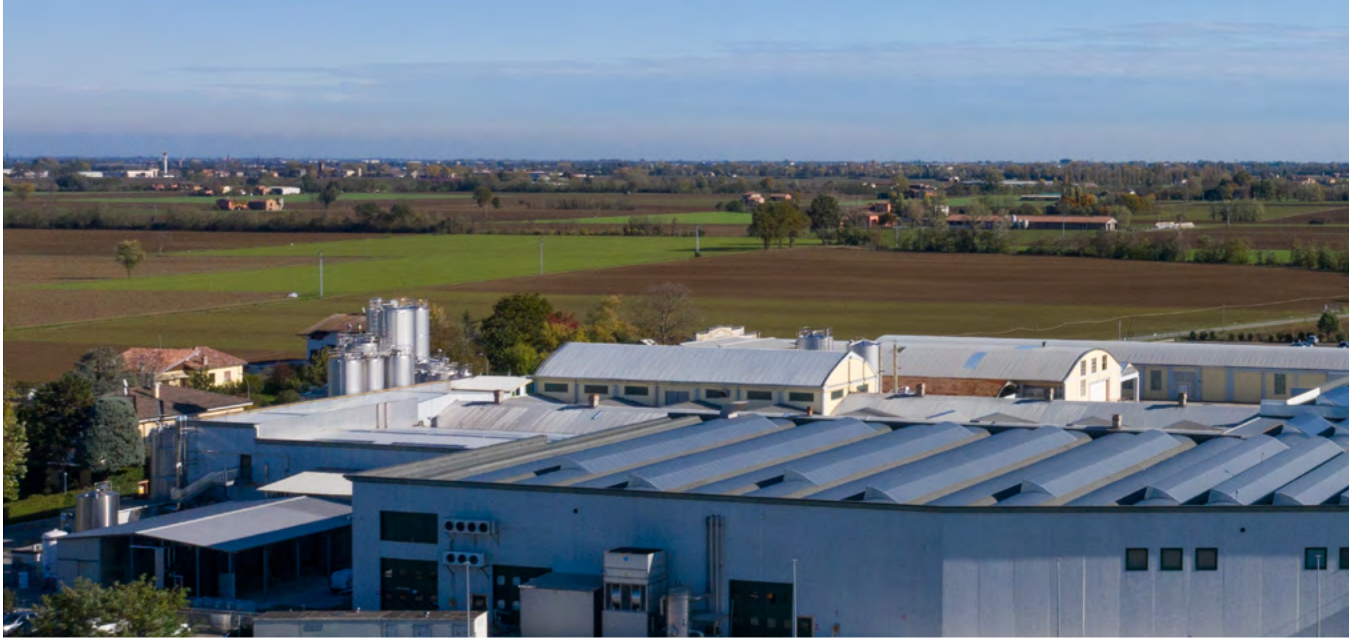
For this first year of reporting, Valcolatte decided to involve within the ESG Team the main company contacts and the figures most involved in the organisational, production and management processes of the Group, with the aim of collecting information as precise, concrete and representative of the various operational areas as possible.

The composition of the ESG Team reflects the cross-cutting nature of sustainability and involves different functions, united by the ability to contribute to the collection and validation of ESG data, to the analysis of operational critical issues, to the identification of risks and opportunities and to the development of the Group's future improvement lines.

During 2024 and 2025, the work of the ESG Team developed through periodic meetings, cross-functional workshops and half-yearly interviews with the contacts of the main company areas. These activities made it possible not only to collect the information necessary for the Sustainability Statement, but also to explore in depth the functioning of the various corporate functions, the operational needs, the opportunities for improvement and the aspects relevant for the analysis of impacts, risks and opportunities.

The continuous dialogue with the various functions also contributed significantly to the process of identifying and assessing material topics, allowing the Group to develop an analysis more closely adhering to the characteristics of its own business model and operational context.

Through the direct involvement of people and corporate functions, Valcolatte chose in fact to build its own ESG path starting from internal listening and from concrete knowledge of the organisation, in the conviction that sustainability cannot be addressed as a topic separate from the daily life of the business, but must progressively integrate into the processes, decisions and corporate culture.



The ESG Team today plays a central operational role:

- in the collection and validation of data;
- in the monitoring of ESG initiatives;
- in the support for setting objectives;
- in the development of the Sustainability Plan;
- in the analysis of impacts, risks and opportunities;
- in the coordination of reporting activities and continuous improvement.

The information processed by the team is shared with management and represents an informational support for the Board of Directors within the activities of strategic direction and supervision of the Group's ESG path.

Although it has not yet introduced incentive systems formally linked to specific ESG objectives or metrics, the Group recognises the strategic role that such tools can take on in strengthening the integration of sustainability into corporate processes and in the creation of value over the medium-to-long term.

At the reference date of this Statement, the variable remuneration systems are predominantly linked to economic-financial and operational objectives.

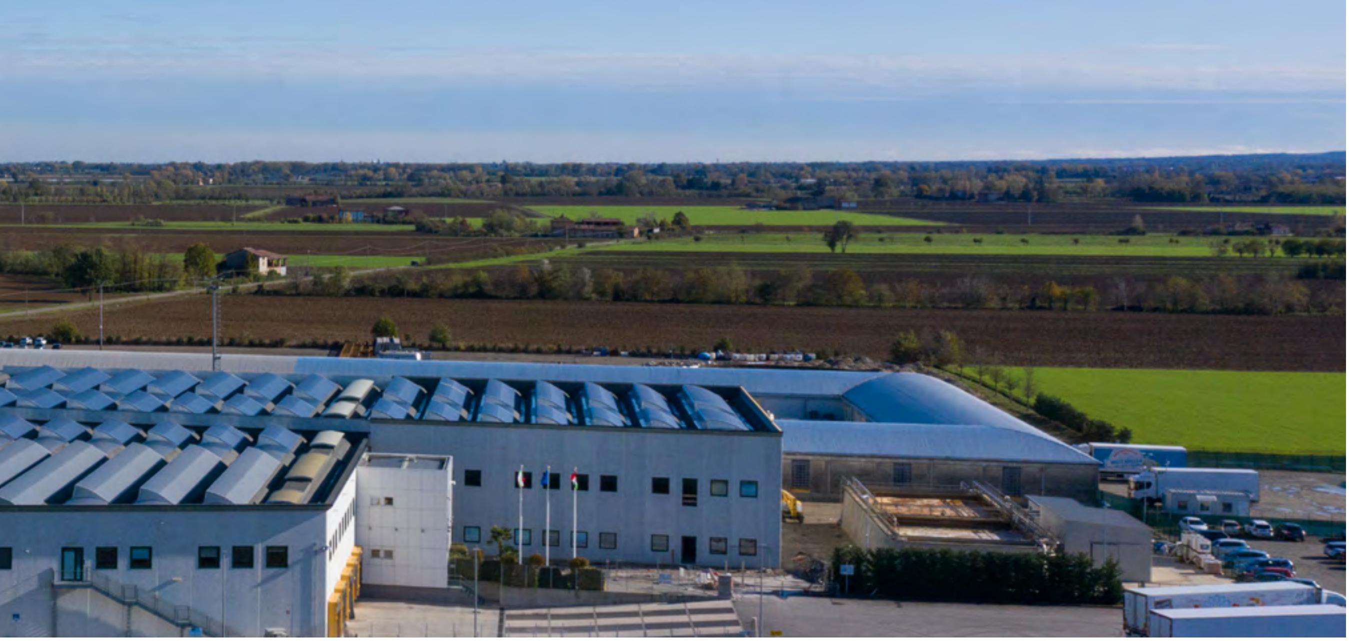
However, ESG topics are progressively considered within the decision-making processes and management activities, also through the involvement of management and the main corporate functions in the activities of the ESG Team.

During 2025, also thanks to the dialogue with financial institutions and strategic stakeholders, the Group started a reflection on the opportunity to develop over time mechanisms and tools linked to specific ESG objectives, consistently with the evolution of the systems for monitoring environmental, social and governance performance.

In parallel, Valcolatte has progressively integrated the principles of sustainability into its own organisational and management processes, although it has not yet formalised a fully structured and documented ESG due diligence process in all its components.

The elements that characterise the due diligence process find in fact progressive application:

- in corporate governance;
- in the activities of the ESG Team;
- in the double materiality analysis process;
- in the monitoring and improvement initiatives;



- in the policies and actions developed on the material topics;
- in the reporting and communication processes towards stakeholders.

The Group considers this path as a system in evolution, destined to strengthen progressively through a greater formalisation of processes, the expansion of monitoring systems and the consolidation of data collection activities along the value chain.

At the date of preparation of this Statement, the Group does not yet have an internal control system formally dedicated to sustainability disclosure. However, within the path of progressive structuring of ESG reporting, the main organisational and operational safeguards have been implemented to support the collection, management and validation of non-financial information.

The reporting process is in fact based on the involvement of the main corporate functions, coordinated through the ESG Team, which plays a central role in the collection and consolidation of the information relating to environmental, social and governance topics.

The information is collected through the contribution of the various competent areas, according to a collaborative and cross-functional approach, and subsequently subjected to consistency checks and internal validation through dialogue between the functions involved and the coordination of management.

This system allows the Group to progressively reduce the risks of error and to improve the level of reliability of the reported information, even in the presence of a path still in the consolidation phase.

In particular, Valcolatte pays growing attention:

- to the completeness of the data collected;
- to the traceability of the information;
- to methodological consistency;
- to the accuracy of any estimates used;
- to the development of monitoring systems that are increasingly structured.

The Group is committed to progressively strengthening its own internal control systems over sustainability disclosure, also through the introduction of dedicated digital tools and the formalisation of structured procedures, with the aim of guaranteeing over time greater reliability, comparability and integration between ESG reporting, corporate governance and financial control systems.

2.3 Strategy

The Valcolatte Group represents a historic operation in the Italian dairy sector, with an entrepreneurial tradition that has its roots in 1914 and that has developed through four generations, maintaining a strong bond with the local area and a constant attention to product quality.

The Group's business model is focused on the production and marketing of dairy products, with a distinctive positioning founded on quality, food safety, innovation and enhancement of the supply chain.

Business model and value chain

The value chain of the Valcolatte Group develops along all phases of the production cycle, from the selection of the raw material to the distribution of the finished product, according to an integrated and sustainability-oriented approach.

Upstream, the value chain includes:

- **Agriculture and livestock farming** with an oversight oriented towards the quality of the raw material, animal welfare, the sustainability of the supplying barns and the strengthening of relationships with the agricultural territory.
- **Inbound transport** comprising the activities of collection and delivery of the milk and raw materials to the production plants, with attention to logistical efficiency and the continuity of the supply chain.

The internal operations represent the heart of the business model and include:

- **Processing and packaging** comprising the processing of milk, the production of dairy products, packaging, quality control and food safety.
- **Innovation and marketing** comprising the research and development activities, product and process innovation, communication, marketing and brand enhancement.
- with a strong orientation towards efficiency of production, quality, food safety and the continuous improvement of environmental, social and governance performance.

Downstream, the value chain is completed with:

- **Outbound transport** comprising the distribution of products to customers, distributors and points of sale.
- **Consumers and community** comprising the relationships with customers and end consumers, the activities of listening to the market, the protection of food safety and support for the communities and territories in which the Group operates.
- **End of life of the product** comprising the phases subsequent to consumption, with particular reference to the management of packaging, the promotion of responsible consumption practices and the reduction of environmental impacts along the product life cycle.

Value chain

Upstream activities

- agriculture and livestock farming
- inbound transport

Internal activities

- processing and packaging
- innovation and marketing

Downstream activities

- outbound transport
- consumers and community
- “end of life” of the product

Products, markets and positioning

The Group offers a varied range of dairy products, including fresh cheeses, innovative products and references oriented towards the new needs of consumers, with growing attention to quality, genuineness and food safety.

The evolution of the offering is driven by research and development activities and by the analysis of market trends, with the aim of responding effectively to the needs of consumers, who are increasingly oriented towards traceable, sustainable products with high nutritional value.

The Group operates mainly in the dairy agri-food sector, with a progressive strengthening of its presence on foreign markets, in line with the objectives of growth and internationalisation.

Relevant sectors and connection with ESG impacts

The Group's main sector of activity is that of dairy processing, characterised by a strong connection with relevant ESG topics, including:

- climate change and consumption of resources;
- management of the agricultural supply chain and animal welfare;
- food safety and product quality;
- packaging management and circularity;
- impacts related to logistics and distribution.

These aspects are closely connected to the impacts, risks and opportunities identified by the Group and constitute central elements in the definition of the sustainability strategy.

ESG-linked financial instruments and associated KPIs

During 2025, Valcolatte S.r.l. formalised with Crédit Agricole Italia two ESG-linked supplementary agreements relating to two existing loans, introducing a mechanism for varying the spread linked to the achievement of specific environmental sustainability objectives.

The agreements represent a further step in the path of progressive integration of ESG topics within the Group's financial and strategic dynamics, strengthening the connection between environmental performance, access to credit and industrial development.

The ESG-linked mechanism provides for the possibility of benefiting from a reduction of the spread applied to the loan upon the achievement of specific key performance indicators (ESG KPIs), monitored annually according to methodologies defined contractually and based on the sustainability data of Valcolatte S.r.l. alone, consistently with the provisions of the agreement signed with the lending institution.

The indicators identified within the agreements are the following:

- annual emission intensity, calculated as the ratio between equivalent CO_2 emissions (Scope 1 and Scope 2) and the tonnes of finished product;

- percentage of electricity self-produced from renewable sources relative to the total electricity used by Valcolatte S.r.l.

The introduction of these KPIs reflects the Group's will to monitor with growing attention the aspects related:

- to energy efficiency;
- to the progressive reduction of the intensity of emissions;
- to the increase of energy produced from renewable sources;
- to the improvement of the performance environmental, of the production processes.

During 2025, Valcolatte continued the investments aimed at improving energy efficiency and increasing self-produced energy, with particular attention to the development of internal plants and the monitoring of the energy consumption associated with production activities.

Set out below are the main data used for the purpose of monitoring the ESG KPIs linked to the loan:

KPI	UoM	2024	2025
Scope 1 emissions	tCO_2eq	5,744	6,650
Scope 2 emissions	tCO_2eq	3,901	4,297
Total Scope 1 + Scope 2 emissions	tCO_2eq	9,645	10,947
Tonnes of products processed	tonnes	134,923	115,282
Kg of hard cheese			1,255
Self-produced energy	kWh	1,318,408	1,659,265
Purchased energy	kWh	12,624,200	13,050,272

On the basis of this data, the Group monitors the following performance indicators:

ESG KPI	2024	2025
Emission intensity (tCO_2eq / tonnes of finished product)	0.071	0.094
Percentage of self-produced energy relative to the electricity used	9.46%	11.28%

If we considered only the finished products net of the raw materials sold, the index would be:

	2024	2025
$teqCO_2$ Scope 1	5,744.00	6,650.38
$teqCO_2$ Scope 2	3,901.00	4,297.08
$teqCO_2$ Scope 1 + Scope 2	9,645.00	10,947.45
Tonnes of products processed (net of raw materials sold)	63,020.00	63,051.29
FIRST KPI (tonnes of equivalent CO_2 emissions / tonnes of finished product)	0.15	0.17

The trend recorded in 2025 shows an increase in emission intensity, mainly attributable to the increase in energy consumption and the emissions associated with industrial activities, against a reduction in the volumes of product considered for the purpose of calculating the KPI.

During the financial year, the Group nonetheless continued the path of improving its own energy performance, increasing the share of self-produced energy from renewable sources and strengthening the monitoring of consumption and of the main environmental measures associated with the production processes.

The introduction of ESG KPIs also linked to financial instruments reflects the Group's will to gradually integrate environmental topics within management and strategic processes, promoting an approach oriented towards the continuous improvement of industrial, energy and environmental performance over the medium-to-long term.

Excluded activities (ESRS requirement)

The Valcolatte Group declares that it does not operate in the following sectors:

- extraction, production or distribution of fossil fuels;
- production of chemical substances falling within Division 20.2 of the NACE classification;
- production or marketing of weapons controversial;
- cultivation or production of tobacco.

Stakeholder categories and methods of engagement

The Valcolatte Group recognises dialogue with its own stakeholders as a strategic element for understanding the context in which it operates, identifying the impacts, risks and opportunities (IRO) connected to its own activities and guiding sustainable development choices over the medium-to-long term.

Consistently with the provisions of the European Sustainability Reporting Standards (ESRS), the Group has structured a stakeholder engagement process already begun starting from 2024, aimed at systematically collecting the expectations, needs and priorities of the main categories of stakeholders along the entire value chain.

The engagement path was developed in continuity with the work already begun in previous years within the corporate ESG strategy and the first ESG Risk Assessment prepared by the Group, which had already identified the main stakeholders, the material topics and the priority areas of intervention.

The main categories of stakeholders identified by the Group include:

- Valcolatte people;
- customers;
- consumers;
- suppliers;
- the financial community;
- bodies, local communities and non-profit organisations;
- trade associations.

Stakeholder

Valcolatte people

Customers

Consumers

Suppliers

Financial community

Bodies, local communities and non-profit organisations

Trade associations

The engagement of stakeholders is developed through a continuous and multidisciplinary approach, which integrates different tools according to the characteristics of the categories involved and the purposes of the dialogue activities.

During 2024 and 2025 the Group carried out engagement activities through:

- individual interviews and workshops cross-functional;
- surveys and in-depth questionnaires; periodic meetings with customers, suppliers and financial institutions;
- visits to the production plants; participation in trade fairs and sector events;
- dialogue activities with territorial bodies and associative entities;
- interactions through digital and social channels networks;
- periodic meetings with management and with the ESG Team.

Particular relevance has been assumed by the internal involvement of the various corporate functions through the work developed by the ESG Team, which made it possible to collect qualitative and quantitative information directly from the heads of the Group's main operational areas.

The internal dialogue activities represented one of the main tools for understanding the operational functioning of the various functions, the critical issues perceived internally, the organisational needs, the opportunities for improvement, the emerging risks and the expectations regarding the evolution of the corporate ESG path.

The stakeholder engagement process allowed the Group to collect useful indications for understanding the main ESG priorities perceived by stakeholders, with particular reference to the specificities of the dairy sector and to the characteristics of Valcolatte's business model.

Among the most relevant topics that emerged from the dialogue with stakeholders, the following stand out:

- food safety and product quality;
- traceability and transparency of the supply chain;
- environmental sustainability and reduction of consumption;
- climate change;
- sustainable packaging;
- animal welfare;
- health, safety and wellbeing of employees;
- enhancement of people;
- fairness of conduct and compliance;
- product innovation;
- development of the local supply chain;
- relationship with the territory and the communities local.

The evidence collected through the engagement process is consistent with the **six pillars** that guide the Group's sustainability strategy:

- governance and culture of sustainability;
- human capital and corporate know-how;
- protection of the environment and climate change;
- responsible supply chain;
- community and territory;
- product and customer centrality.

Pillars of the sustainability strategy

Governance and culture of sustainability

Human capital and corporate know-how

Protection of the environment and climate change

Responsible supply chain

Community and territory

Product and customer centrality

The inputs collected from stakeholders are progressively integrated into the main corporate processes and contribute to the definition of strategic priorities, ESG objectives and continuous improvement activities.

In particular, the qualitative and quantitative information deriving from the dialogue with stakeholders constitutes one of the central elements of the double materiality analysis process developed by the Group, supporting the identification of material topics and the assessment of the related impacts, risks and opportunities.

The findings of the engagement activities are shared with management and with the main corporate functions through the coordination of the ESG Team, fostering a progressive internal alignment on ESG topics and a greater integration of sustainability into decision-making and operational processes.

The outcomes of the stakeholder engagement process are also brought to the attention of the Board of Directors within the activities of defining and updating the Group's ESG strategy and the Sustainability Plan.

The dialogue developed with the financial community has taken on over time a growing strategic relevance also in relation to the evolution of sustainable finance instruments and the introduction of ESG-linked mechanisms connected to specific environmental indicators.

In parallel, the continuous dialogue with customers, consumers and the market allowed the Group to strengthen its oversight of aspects such as:

- food safety;
- product innovation;
- perceived quality;
- sustainability of packaging;
- transparency of information;
- evolution of consumer needs.

The involvement of the supply chain and suppliers, on the other hand, fostered a progressive strengthening of attention towards:

- responsible sourcing;
- animal welfare;
- quality of the raw material;
- stability of relationships along the supply chain;
- sustainability of production and logistics.

The Group considers the stakeholder engagement process as a continuous and evolving activity, destined to strengthen further in the coming years through:

- the expansion of the tools of engagement;
- a greater structuring of the flows of information;
- the consolidation of the collection systems of ESG data;
- the increase of listening activities and of dialogue along the value chain.

Through this path, Valcolatte intends to continue developing a sustainable growth model founded on listening, transparency, responsibility and the ability to create shared value for people, the territory and all the stakeholders involved in the Group's activities.

2.4 Double materiality analysis

For the purpose of preparing this Sustainability Statement, the Valcolatte Group developed a structured process of identification, analysis and assessment of impacts, risks and opportunities (IRO), aimed at identifying the ESG topics relevant for the Group and for its own stakeholders, consistently with the provisions of the European Sustainability Reporting Standards (ESRS).

The analysis was developed considering:

- the Group's direct operations;
- the value chain upstream and downstream;
- the regulatory and market context;
- the main relationships with stakeholders and the financial community.

The process involved management, the ESG Team and the main corporate functions, through a path of dialogue, data collection and analysis of the operational and strategic characteristics of the Group.

In a first phase, Valcolatte conducted an analysis of the internal and external context, which included:

- review of corporate documentation and of the main governance tools;
- analysis of the business model and of the value chain;
- assessment of the regulatory context and and regulatory;
- analysis of the main ESG trends of the sector;
- comparison with benchmarks and practices of the market;
- analysis of the evidence emerging from the activities of stakeholder engagement.

On the basis of these activities, a preliminary list of impacts, risks and opportunities associated with the topics provided for by the ESRS was prepared, taking into account the specificities of the dairy sector and the operational characteristics of the Group.

The assessment of relevance was carried out according to the principle of double materiality:

- impact materiality (inside-out), relating to the effects generated by the Group on the environment and people;
- financial materiality (outside-in), relating to the effects of ESG topics on the economic, asset and financial situation of the Group.

For impact materiality, the Group considered:

- severity and scope of the impacts;
- possible irremediability;
- probability of occurrence for the impacts potential ones.

For financial materiality, the following were assessed instead:

- potential economic effects on costs, revenues and margins;

- probability of manifestation of the risks and of the opportunities;
- time horizon of the effects, distinguishing between short, medium and long term.

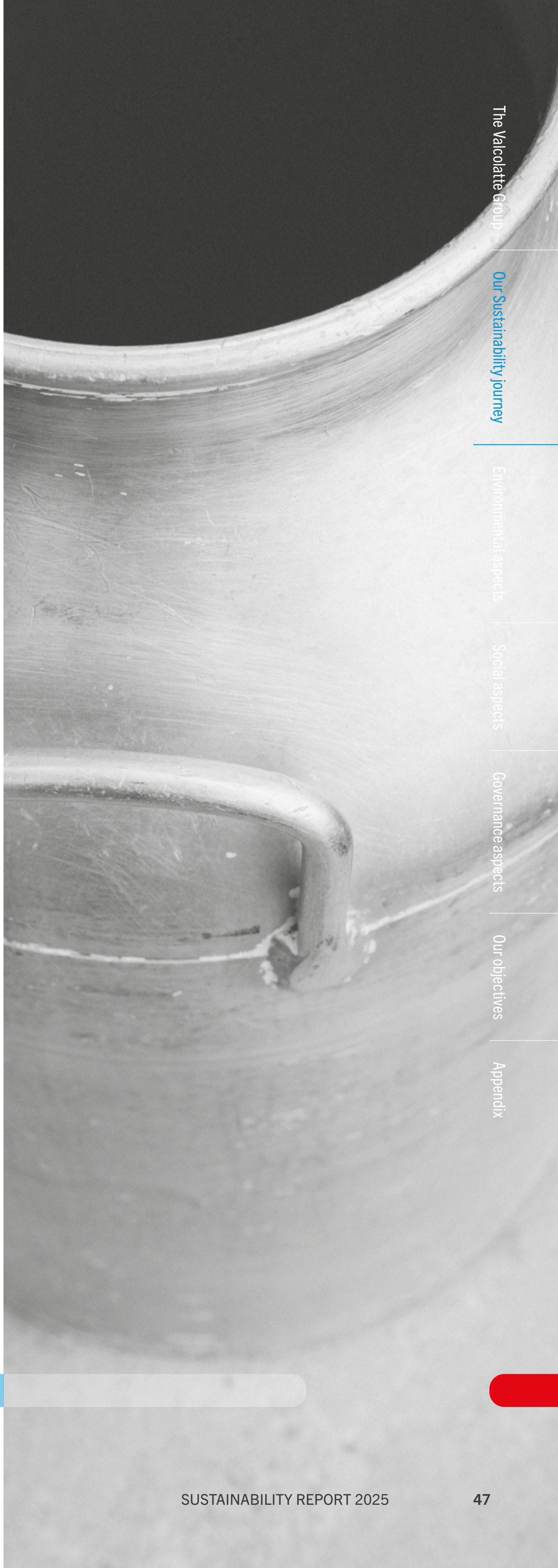
Particular attention was dedicated to the areas characterised by greater exposure to potential negative impacts, also in relation:

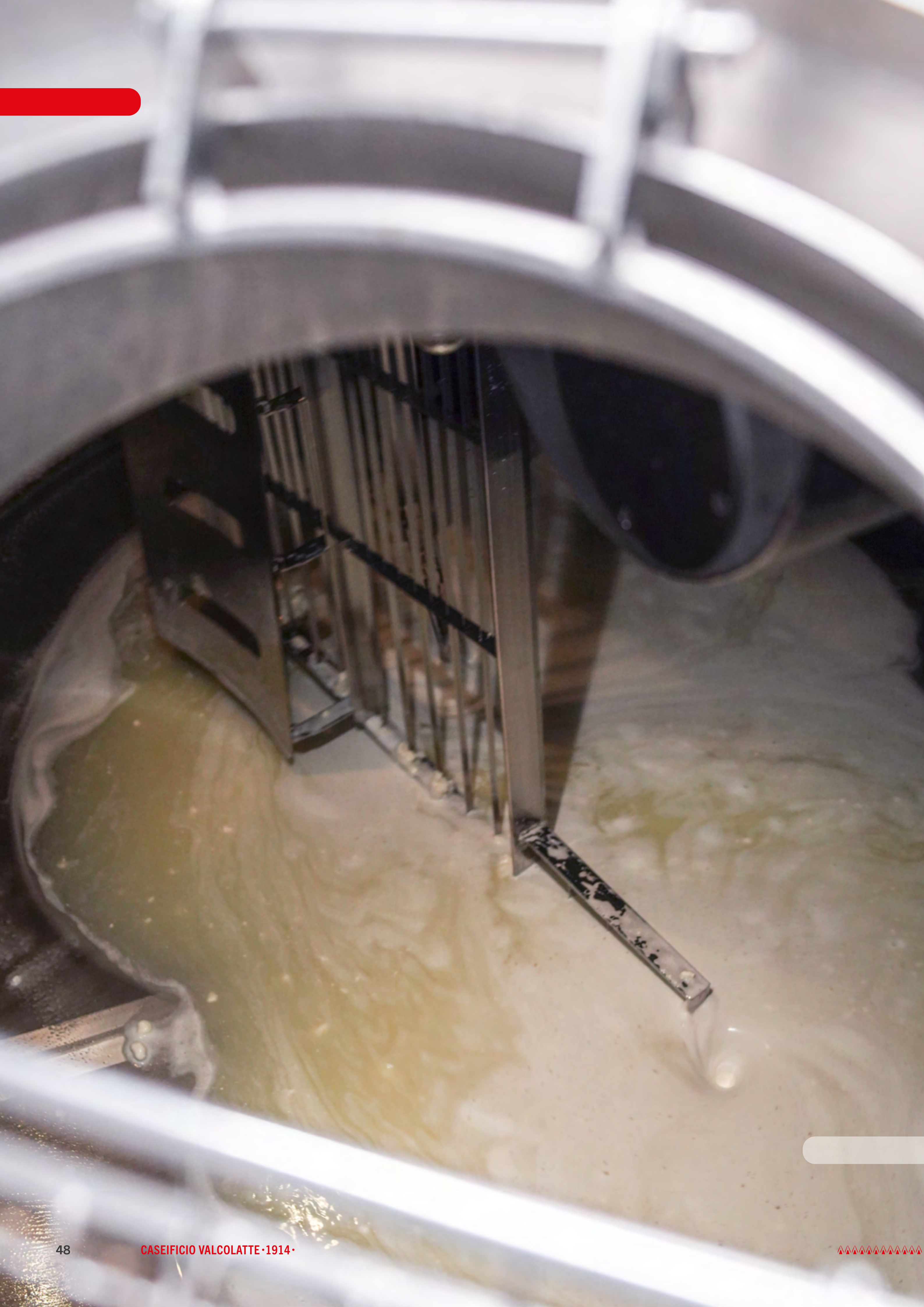
- to energy-intensive production processes intensity;
- to the sourcing of raw materials;
- to the agricultural supply chain;
- to logistics;
- to relationships with customers, suppliers and financial stakeholders.

In the assessment process, the effects of the prevention, mitigation and improvement actions already begun or planned within the 2025–2028 Sustainability Plan were also considered, where applicable.

The stakeholder engagement activities, developed with the support of the ESG Team and the main corporate functions, represented a central element of the double materiality analysis process. The contributions collected through interviews, workshops, questionnaires and moments of dialogue with internal and external stakeholders were used to integrate and validate the preliminarily identified impacts, risks and opportunities, understand the expectations of stakeholders and support the assessment of the relevance of the various ESG topics.

The evidence emerging from the stakeholder engagement process and from the double materiality analysis also constitutes the reference basis for the development of the Group's ESG strategy, of the Sustainability Plan and of the main KPIs monitored.





On the basis of the analyses carried out, the Valcolatte Group identified a set of material impacts, risks and opportunities that reflect the main interactions between the Group's business model, the environmental context and the reference socio-economic system.

The impacts, risks and opportunities identified are closely connected:

- to the Group's direct operations;
- to the production processes;
- to the supply chain;
- to the logistics and distribution activities;
- to relationships with customers, consumers, suppliers and financial stakeholders.

In the environmental sphere, the main material topics concern:

- energy consumption and emissions and greenhouse gases;
- use of water resources;
- management of industrial waste;
- use of packaging materials;
- energy efficiency and development of renewable energy.

These aspects are mainly connected to the production processes, the packaging activities and the logistics management along the value chain.

In the social sphere, the elements deemed most relevant concern:

- health and safety of people;
- enhancement of human capital;
- training and development of skills;
- food safety and protection of consumers;
- relationship with the territory and the communities local.

Food safety represents, in particular, one of the central aspects of the Group's business model, in consideration of the potential direct impact that the quality and safety of the products can generate towards consumers.

On the economic and governance level, the Group identified risks and opportunities connected mainly:

- to the volatility of the cost of raw materials and of energy;
- to the continuity and resilience of the supply chain;
- to animal welfare;
- to the capacity for innovation and development product;
- to regulatory compliance;
- to the management of operational risks and reputational;
- to the evolution of relationships with the system financial and with the ESG-linked instruments.

Among the main material risks identified, the following stand out:

- climate and environmental risks;
- increase in energy costs;
- operational and production risks;
- reputational risks connected to the quality of the product and to the management of the supply chain;
- financial risks linked to access to credit, to the volatility of the markets and the trend of raw materials.

In parallel, the Group identified relevant opportunities connected:

- to energy efficiency;
- to the increase of self-produced energy;
- to the development of more sustainable packaging;
- to product and process innovation;
- to the strengthening of the relationship with customers and consumers;

- to the improvement of the ESG positioning with stakeholders and financial institutions.

Climate change has been identified as a material topic for the Valcolatte Group and is therefore the subject of specific reporting within the ESRS E1 standards.

The impacts, risks and opportunities linked to climate change are mainly connected:

- to the energy consumption of the production processes;
- to greenhouse gas emissions;
- to the availability and cost of energy;
- to investments aimed at energy efficiency and the increase of self-produced renewable energy.

This exercise represents the first year of structured application of the ESRS methodology by the Group. Therefore, the process of identifying and assessing the IRO will be updated and refined in the coming financial years, also through greater involvement of the value chain and the evolution of the ESG data collection and monitoring systems.

On the basis of the analyses carried out, the Group has not identified significant exposures to risks of child labour or forced labour in its own direct operations.

With reference to the supply chain, these risks are currently considered limited, also by reason:

- of the prevailing location of the suppliers;
- of the presence of contractual relationships structured;
- of the controls and safeguards adopted by the Group;
- of the principles defined in the Code of Ethics and in the Supplier Code of Conduct.

Although it has not identified significant exposures, the Group continues to monitor these aspects within the strengthening of its own ESG due diligence activities along the value chain.

Summary of the material impacts, risks and opportunities (IRO)

In order to provide a synthetic and structured representation of the main topics that emerged from the double materiality analysis, the Valcolatte Group sets out below a summary of the material impacts, risks and opportunities (IRO) identified, highlighting their connection with the business model, the value chain and the main management safeguards currently adopted.

Key

Type (I/R/O)	Nature of the impact
Negative - Actual	Impact
Positive - Actual	Risk
Negative - Potential	Opportunity
Positive - Potential	

Material topic	IRO description	Type (I/R/O)	Nature of the impact	Value chain	Human rights	Related Disclosure Requirements
Climate change and reduction of consumption	Greenhouse gas emissions and energy consumption generated by the production, logistics and milk-processing activities.	●	⊖	Agriculture and livestock farming; Inbound transport; Processing and packaging; Outbound transport	No	E1-1, E1-2, E1-3, E1-4, E1-5, E1-6, E1-7
	Risk of extreme climate events, fires or other natural disasters that may cause damage to the plants and interruptions to production activities.	○	⊖	Processing and packaging	No	E1-1, E1-9
	Risk of environmental pollution deriving from emissions, water discharges, waste management or accidental spills with possible economic and reputational impacts.	○	⊖	Processing and packaging	No	E2-1, E2-2, E3-1, E5-1
	Risk of regulatory developments in environmental and climate matters with consequent compliance costs and additional investments.	○	⊖	Processing and packaging; Innovation and marketing	No	E1-1, G1-1
	Opportunity to reduce energy consumption and operating costs through plant efficiency measures and innovation of production processes.	●	⊕	Processing and packaging; Innovation and marketing	No	E1-3, E1-4, E1-5
	Opportunity to produce renewable energy through photovoltaic and biomethane plants, with reduction of emissions and greater energy autonomy.	●	⊕	Agriculture and livestock farming; Processing and packaging	No	E1-3, E1-4, E1-7
	Opportunity to improve the management of water resources and waste through circular economy processes and the valorisation of production waste.	●	⊕	Processing and packaging; End of life of the product	No	E3-1, E3-2, E5-1, E5-2
Product circularity	Production of waste and by-products deriving from the production processes, with environmental impacts connected to the management and treatment of waste materials.	●	⊖	Processing and packaging	No	E5-1, E5-2
	Risk of an increase in the costs of managing and disposing of waste deriving from a lower capacity for recovery and valorisation of materials.	○	⊖	Processing and packaging; End of life of the product	No	E5-1, E5-2
	Opportunity to valorise the by-products and processing waste through processes of recovery, reuse and production of energy from renewable sources.	●	⊕	Agriculture and livestock farming; Processing and packaging	No	E5-1, E5-2, E5-3
	Opportunity to promote responsible consumption practices and reduce food waste along the product life cycle.	●	⊕	Consumers and community; End of life of the product	No	E5-1, S4-1

Material topic	IRO description	Type (I/R/O)	Nature of the impact	Value chain	Human rights	Related Disclosure Requirements
Packaging	Use of packaging materials that generate environmental impacts along the product life cycle.	●	⊖	Processing and packaging; End of life of the product	No	E5-1, E5-4
	Risk of regulatory and market developments relating to packaging, with possible compliance costs and revision of the packaging solutions adopted.	○	⊖	Processing and packaging; Innovation and marketing	No	E5-1, E5-4
	Opportunity to develop packaging solutions with lower environmental impact, increasing the use of recycled, recyclable materials or materials from sustainable sources.	●	⊕	Innovation and marketing; Processing and packaging; End of life of the product	No	E5-1, E5-4
	Opportunity to strengthen the perception of product sustainability and respond to the expectations of customers and consumers through packaging innovations.	●	⊕	Innovation and marketing; Consumers and community	No	E5-1, E5-4
Cooperative and transparent supply chain	Dependence on the availability and quality of the milk delivered by the supply chain's farms, with impacts on production continuity and on product quality.	●	⊖	Agriculture and livestock farming; Inbound transport	No	S2-1, S2-3
	Risk of scarcity of the raw material due to climate change, market volatility, reduction of agricultural production or critical issues at the supplying farms.	○	⊖	Agriculture and livestock farming; Inbound transport	No	S2-1, E1-1
	Risk of supply chain interruptions or delays in supplies with possible impacts on production capacity and on compliance with commercial commitments.	○	⊖	Agriculture and livestock farming; Inbound transport; Outbound transport	No	S2-1, G1-2
	Opportunity to strengthen stable and lasting relationships with the supplying farmers through long-term agreements and collaboration programmes.	●	⊕	Agriculture and livestock farming	No	S2-1, S2-4
	Opportunity to increase the traceability and transparency of the supply chain, strengthening the trust of customers and consumers.	●	⊕	Agriculture and livestock farming; Inbound transport; Processing and packaging; Consumers and community	No	S2-1, S4-1
	Opportunity to develop a more resilient and sustainable supply chain through the involvement of suppliers in the Group's ESG paths.	●	⊕	Agriculture and livestock farming	No	S2-1, S2-4

Material topic	IRO description	Type (I/R/O)	Nature of the impact	Value chain	Human rights	Related Disclosure Requirements
Animal welfare	Promotion of high animal welfare standards along the dairy supply chain through the monitoring of farms, the training of farmers and the adoption of responsible herd management practices.	🔴	⊕	Agriculture and livestock farming	No	S2-1
	Negative impacts on animals deriving from any shortcomings in the conditions of farming, feeding, health or management of the production facilities.	⭕	⊖	Agriculture and livestock farming; Consumers and community	No	S2-1, S4-1
	Risk of regulatory and market developments requiring ever higher standards regarding animal protection and welfare.	⭕	⊖	Agriculture and livestock farming	No	S2-1, G1-1
	Opportunity to strengthen the quality and sustainability of the supply chain through the extension of animal welfare certifications at the supplying farms.	🔵	⊕	Agriculture and livestock farming	No	S2-4
	Opportunity to differentiate the Group's positioning on the market, strengthening the trust of customers and consumers towards products obtained with respect for animals.	🔵	⊕	Agriculture and livestock farming; Consumers and community	No	S4-1, S4-4
	Opportunity for continuous improvement through activities of training, awareness-raising and sharing of good practices with farmers and suppliers.	🔵	⊕	Agriculture and livestock farming	No	S2-3, S2-4
Food safety	Production and marketing of safe food products, compliant with applicable regulatory and quality standards, through control and monitoring systems along the entire supply chain.	🔴	⊕	Agriculture and livestock farming; Inbound transport; Processing and packaging; Outbound transport; Consumers and community	Yes	S4-1, S4-3
	Potential negative impacts on the health of consumers deriving from contamination, product defects or food non-conformities.	🔴	⊖	Agriculture and livestock farming; Inbound transport; Processing and packaging; Consumers and community	Yes	S4-1, S4-2, S4-3
	Risk of contamination or defects in the products placed on the market, with consequent recalls, economic losses, sanctions and reputational damage.	⭕	⊖	Processing and packaging; Consumers and community	Yes	S4-1, S4-3
	Risk of non-compliance with the regulations on labelling, allergens and consumer information, with consequent sanctions or reputational impacts.	⭕	⊖	Processing and packaging; Innovation and marketing; Consumers and community	Yes	S4-1

Material topic	IRO description	Type (I/R/O)	Nature of the impact	Value chain	Human rights	Related Disclosure Requirements
Food safety	Risk of regulatory developments on food safety requiring procedural, organisational or technological adjustments.	○	−	Processing and packaging; Innovation and marketing	Yes	S4-1; G1-1
	Opportunity to strengthen consumer trust through high quality standards, traceability of raw materials and advanced control systems.	●	+	Agriculture and livestock farming; Processing and packaging; Consumers and community	Yes	S4-1, S4-4
	Opportunity to differentiate the Group's competitive positioning by enhancing quality, food safety and transparency of the supply chain.	●	+	Agriculture and livestock farming; Innovation and marketing; Consumers and community	Yes	S4-1, S4-4
Product genuineness and innovation	Development of genuine, safe products in line with the nutritional needs and expectations of consumers, through activities of research, development and innovation.	●	+	Processing and packaging; Innovation and marketing; Consumers and community	Yes	S4-1, S4-3
	Capacity to offer products able to contribute to the wellbeing of consumers and to respond to the evolution of eating habits.	●	+	Innovation and marketing; Consumers and community	Yes	S4-1, S4-3
	Risk of not promptly intercepting changes in consumer preferences, new food trends and the evolution of the market.	○	−	Innovation and marketing; Consumers and community	Yes	S4-1, S4-4
	Risk of a reduction in competitiveness and market share following a product offering not aligned with consumer expectations.	○	−	Innovation and marketing; Consumers and community	Yes	S4-4
	Opportunity to strengthen economic performance through product innovation and the development of new product categories able to satisfy emerging consumer needs.	●	+	Innovation and marketing; Consumers and community	Yes	S4-4
	Opportunity for competitive differentiation through investments in research and development, improvement of recipes and enhancement of the quality of raw materials.	●	+	Agriculture and livestock farming; Processing and packaging; Innovation and marketing	Yes	S4-3, S4-4
	Opportunity to strengthen consumer trust and brand reputation through products perceived as genuine, innovative and consistent with corporate values.	●	+	Innovation and marketing; Consumers and community	Yes	S4-1, S4-4

Material topic	IRO description	Type (I/R/O)	Nature of the impact	Value chain	Human rights	Related Disclosure Requirements
Consumer satisfaction and wellbeing	Availability of quality products accessible to consumers and the capacity to respond to their needs through transparent and ongoing dialogue.	●	(+)	Innovation and marketing; Consumers and community	Yes	S4-1, S4-2
	Ongoing relationship with customers and end consumers aimed at collecting feedback and at the continuous improvement of the offering.	●	(+)	Consumers and community	Yes	S4-2, S4-3
	Risk of an inadequate response to customer demand due to incorrect production planning, with possible loss of sales or increase in unsold stock.	○	(−)	Processing and packaging; Outbound transport; Consumers and community	Yes	S4-3
	Risk of failing to understand the present and future needs of consumers, with consequent loss of competitiveness and reduction of market share.	○	(−)	Innovation and marketing; Consumers and community	Yes	S4-2, S4-4
	Opportunity to improve customer loyalty through listening to the market, product quality and transparent communication.	🔵	(+)	Innovation and marketing; Consumers and community	Yes	S4-2, S4-4
	Opportunity to expand the customer base and strengthen the competitive positioning through a better understanding of emerging consumer needs.	🔵	(+)	Innovation and marketing; Consumers and community	Yes	S4-4
	Opportunity to increase economic performance thanks to the development of products and services in line with new consumption trends and with market expectations.	🔵	(+)	Innovation and marketing; Consumers and community	Yes	S4-4
Enhancement, growth and engagement of employees	Development of professional skills, enhancement of talent and promotion of internal growth through training, development paths and the transfer of knowledge.	●	(+)	Processing and packaging; Innovation and marketing	Yes	S1-1, S1-4, S1-13
	Promotion of an inclusive and participatory work environment, characterised by internal dialogue, listening and the enhancement of people.	●	(+)	All value chain activities	Yes	S1-2, S1-3, S1-4
	Risk of difficulty in identifying and developing the skills necessary to achieve the Group's strategic objectives.	○	(−)	All value chain activities	Yes	S1-4, S1-13
	Risk of difficulty in attracting and retaining qualified professional figures and key roles in an increasingly competitive labour market.	○	(−)	All value chain activities	Yes	S1-1, S1-4

Material topic	IRO description	Type (I/R/O)	Nature of the impact	Value chain	Human rights	Related Disclosure Requirements
Enhancement, growth and engagement of employees	Risk of loss of critical skills and corporate know-how following the departure of key people without adequate succession paths.	○	(−)	All value chain activities	Yes	S1-4
	Opportunity to strengthen corporate competitiveness through the Valcolatte Academy, continuous training programmes and the development of technical and managerial skills.	●	(+)	All value chain activities	Yes	S1-13, S1-4
	Opportunity to attract new generations of workers through collaborations with schools, ITS institutes, universities and professional placement paths.	●	(+)	All value chain activities	Yes	S1-1, S1-13
	Opportunity to improve the engagement and loyalty of people through corporate welfare, work-life balance tools and professional growth paths.	●	(+)	All value chain activities	Yes	S1-1, S1-4
Health, safety and wellbeing of employees	Protection of the health and safety of workers through management systems, prevention activities, training and continuous monitoring of working conditions.	●	(+)	All value chain activities	Yes	S1-1, S1-14
	Promotion of organisational wellbeing and the balance between professional and private life through welfare tools and initiatives to support people.	●	(+)	All value chain activities	Yes	S1-1
	Risk of workplace accidents deriving from unsafe behaviours, non-uniform application of procedures or exposure to the operational risks present at the production and logistics sites.	○	(−)	Processing and packaging; Inbound transport; Outbound transport	Yes	S1-14
	Risk of occupational diseases or harm to the health of workers deriving from operational and production activities.	○	(−)	Processing and packaging; Inbound transport; Outbound transport	Yes	S1-14
	Risk of epidemic events or health emergencies that may compromise operational continuity and the protection of people's health.	○	(−)	All value chain activities	Yes	S1-14
	Opportunity to strengthen the culture of safety through continuous training, awareness-raising and the active involvement of people in prevention processes.	●	(+)	All value chain activities	Yes	S1-14
	Opportunity to reduce the number and severity of accidents through the continuous improvement of plants, procedures and certified management systems.	●	(+)	Processing and packaging; Inbound transport; Outbound transport	Yes	S1-14

Material topic	IRO description	Type (I/R/O)	Nature of the impact	Value chain	Human rights	Related Disclosure Requirements
Health, safety and wellbeing of employees	Opportunity to improve the wellbeing of people and the capacity to attract and retain resources through welfare policies and worker protection.	●	⊕	All value chain activities	Yes	S1-1
Relationship with the community and constant socio-economic support	Contribution to the economic and social development of the territories through employment, support for the local agricultural supply chain and the creation of shared value.	●	⊕	Agriculture and livestock farming; Consumers and community	Yes	S3-1, S3-3
	Support for social, cultural and sporting initiatives that contribute to the vitality of local communities and to the strengthening of the social fabric.	●	⊕	Consumers and community	Yes	S3-1, S3-3
	Risk of a weakening of relationships with the territory and with local stakeholders, with possible reputational impacts and loss of social consensus.	○	⊖	Consumers and community	Yes	S3-1, S3-2
	Risk of negative perception on the part of local communities in relation to the environmental or operational impacts of the production activities.	○	⊖	Processing and packaging; Consumers and community	Yes	S3-2
	Opportunity to strengthen territorial roots through continuous dialogue with associations, local bodies, non-profit organisations and other territorial stakeholders.	●	⊕	Consumers and community	Yes	S3-2, S3-4
	Opportunity to generate shared value through social investments, sponsorships and initiatives in favour of local communities.	●	⊕	Consumers and community	Yes	S3-3, S3-4
	Opportunity to strengthen corporate reputation and stakeholder trust through an ongoing commitment towards the territory and the local supply chain.	●	⊕	Agriculture and livestock farming; Consumers and community	Yes	S3-1, S3-4
Financial soundness and value generation in the long term	Capacity of the Group to generate lasting economic value through profitability, cost control, production efficiency, process innovation and the development of strategic partnerships.	●	⊕	All value chain activities	Yes	G1-1, G1-2, G1-6
	Risk of production inefficiency, increase in industrial costs or delays in the adoption of new technologies, with consequent impacts on the Group's margins and competitiveness.	○	⊖	Processing and packaging; Innovation and marketing	Yes	G1-1, G1-2

Material topic	IRO description	Type (I/R/O)	Nature of the impact	Value chain	Human rights	Related Disclosure Requirements
Financial soundness and value generation in the long term	Risk of insufficient availability of financial resources, increase in the cost of debt or reduction of margins following M&A operations, reorganisations or restructurings.	○	⊖	All value chain activities	Yes	G1-1, G1-6
	Risk of fluctuation in the price of milk, concentration of competitors, instability of the markets and changes in the political, social and economic context in the countries in which the Group operates.	○	⊖	Agriculture and livestock farming; Inbound transport; Innovation and marketing; Consumers and community	Yes	SBM-3, G1-1
	Opportunity to improve production efficiency, strengthen the competitive position and sustain growth through innovation, monitoring of industrial KPIs, international development and consolidation of the ESG model.	●	⊕	Processing and packaging; Innovation and marketing; Consumers and community	Yes	G1-1, G1-2
	Opportunity to strengthen dialogue with the financial system and improve access to sustainable finance instruments thanks to the consolidation of the ESG governance model.	●	⊕	All value chain activities	Yes	G1-1, G1-6
Fairness of conduct and 360° compliance	Oversight of legality, integrity and transparency through a governance system founded on a Code of Ethics, the 231 Model, a system of delegations, internal procedures and controls.	●	⊕	All value chain activities	Yes	G1-1, G1-2
	Risk of ineffective definition, communication or application of the governance systems, with possible decisions or managerial behaviours not consistent with the interests of the Group.	○	⊖	All value chain activities	Yes	G1-1, G1-2
	Risk of corruption, unlawful behaviour or violations of the Code of Ethics and of the 231 Model, with possible sanctions, economic losses and reputational damage.	○	⊖	All value chain activities	Yes	G1-1, G1-4
	Risk of cyber attacks, IT malfunctions or data breaches, with possible compromise of operational continuity, of the confidentiality of information and of the protection of personal data.	○	⊖	All value chain activities	Yes	G1-1, G1-2; S4-1
	Risk of non-compliance with environmental, food, tax, corporate or privacy regulations, with consequent compliance costs, sanctions or reputational impacts.	○	⊖	All value chain activities	Yes	G1-1, G1-2

Material topic	IRO description	Type (I/R/O)	Nature of the impact	Value chain	Human rights	Related Disclosure Requirements
Fairness of conduct and 360° compliance	Opportunity to strengthen stakeholder trust through transparency, compliance, protection of legality, data protection and responsible management of the tax strategy.	●	+	All value chain activities	Yes	G1-1, G1-2, G1-4
	Opportunity to consolidate a corporate culture oriented towards ethics, responsibility and the prevention of risks, also through training, internal communication and the updating of control safeguards.	●	+	All value chain activities	Yes	G1-1, G1-2
Relationship with the supply chain	Development of stable and collaborative relationships with suppliers and supply chain partners, oriented towards criteria of quality, reliability, sustainability and operational continuity.	●	+	Agriculture and livestock farming; Inbound transport; Processing and packaging	Yes	G1-2; S2-1
	Risk of an increase in the price of milk and of the main raw materials, with consequent effects on the Group's margins and competitiveness.	○	−	Agriculture and livestock farming; Inbound transport	Yes	SBM-3
	Risk of interruption or discontinuity of supplies deriving from the failure or inadequate performance of strategic suppliers.	○	−	Agriculture and livestock farming; Inbound transport; Processing and packaging	Yes	S2-1
	Risk of logistical and distribution inefficiencies that may compromise the continuity of the supply chain, the quality of service and customer satisfaction.	○	−	Inbound transport; Outbound transport	Yes	SBM-3
	Risk that suppliers or commercial partners do not comply with qualitative, environmental, social or regulatory requirements, with possible reputational and operational impacts for the Group.	○	−	Agriculture and livestock farming; Processing and packaging	Yes	S2-1; G1-2
	Opportunity to strengthen the engagement of suppliers on ESG topics, improving the resilience of the value chain, the quality of supplies and the overall performance of the Group.	●	+	Agriculture and livestock farming; Inbound transport; Processing and packaging	Yes	S2-1; G1-2
	Opportunity to consolidate long-term partnerships with suppliers and farmers, fostering innovation, sustainability and the creation of shared value along the dairy supply chain.	●	+	Agriculture and livestock farming; Inbound transport	Yes	S2-1

Consistently with the provisions of the European Sustainability Reporting Standards (ESRS), the Valcolatte Group has begun a path of structuring its own management systems relating to the material impacts, risks and opportunities (IRO), through the development of ESG policies, operational actions, metrics and objectives. At the date of preparation of this Statement, the level of formalisation of the various tools is differentiated according to the topics considered and the degree of maturity of the related corporate processes.

For some areas historically considered central to the Group's business model — such as food safety, product quality, health and safety at work and regulatory compliance — Valcolatte already has:

- structured operating procedures;
- consolidated control systems;
- certifications;
- formalised organisational safeguards.

For other ESG areas, in particular the environmental ones, the Group has instead begun in recent years a path of development and consolidation of the related policies and monitoring activities, with particular attention:

- to energy efficiency;
- to the monitoring of emissions;
- to resource management;
- to the development of more sustainable packaging;
- to the increase of renewable energy self-produced.

The approach adopted by the Group is founded on an integrated management of the IRO, developed through:

- the involvement of the ESG Team and of the main corporate functions;
- the implementation of the initiatives provided for by the 2025–2028 Sustainability Plan;
- the gradual inclusion of ESG factors in the decision-making and management processes;
- the development of monitoring systems and data collection;
- the connection between ESG performance and sustainability-linked financial instruments.

With reference to metrics, the Group is currently engaged in the development of a structured system of ESG KPIs aimed at monitoring over time the evolution of environmental, social and governance performance and the effectiveness of the actions undertaken.

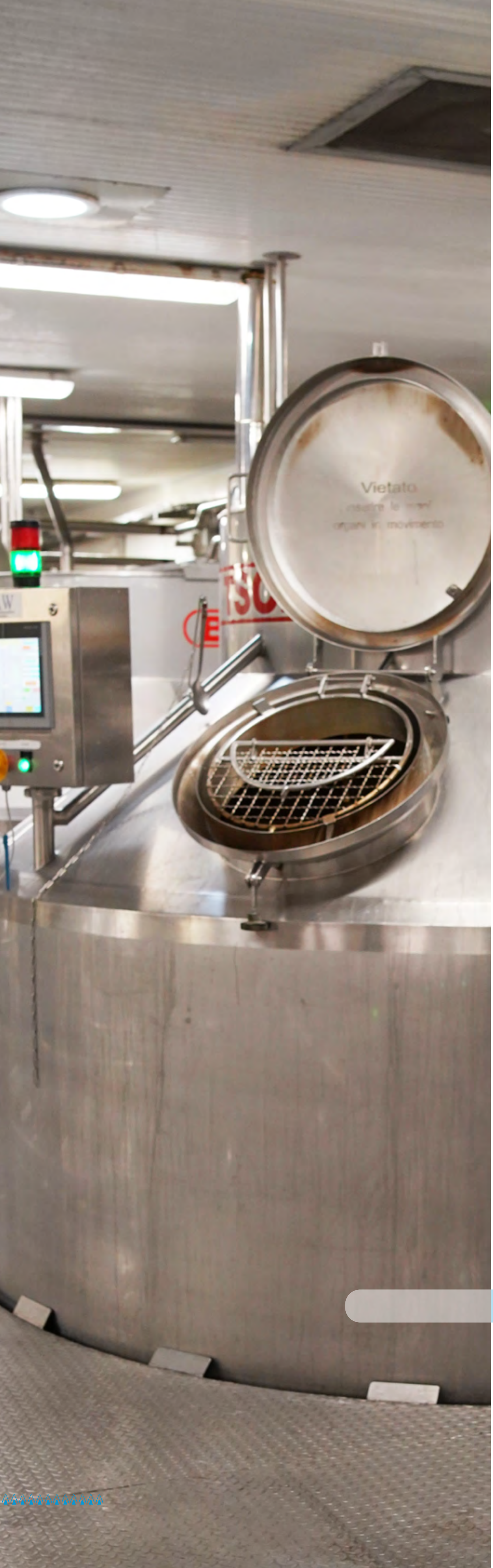
Some indicators are already monitored today through internal operating systems, while further KPIs will be formalised and expanded in the coming financial years.

In particular, within the ESG-linked loan signed by Valcolatte S.r.l., the Group monitors specific environmental KPIs relating:

- to emission intensity;
- to the share of renewable energy self-produced.

These indicators represent a first concrete example of integration between:

- ESG monitoring;
- environmental performance;
- industrial strategy;
- financial structure of the Group.



As regards ESG targets, the Group does not yet have, for all material topics, formalised, measurable and time-defined quantitative objectives. However, activities are under way to structure the targets, in particular in the environmental and social areas, consistently with the evolution of the corporate ESG path.

At the reference date, the Group also does not have a separate system for monitoring the financial resources (CAPEX and OPEX) allocated to ESG initiatives. The investments and costs incurred are in fact integrated into the Group's industrial, operational and organisational processes and are not currently reported separately.

Valcolatte plans to strengthen its own ESG management system through:

- greater formalisation of policies;
- development of metrics and targets;
- evolution of data collection systems;
- consolidation of the processes of monitoring and control;
- progressive integration of sustainability into corporate and strategic processes.

Through this path, the Group intends to develop an ever more structured, resilient management model oriented towards the continuous improvement of its own ESG performance.

Measuring our impacts means understanding where we can improve. Every piece of data collected represents an opportunity to make our **processes more efficient and sustainable over time**.

Environment

3.

Environmental aspects

3.1 E1 — Climate change

Dairy production requires a significant use of thermal and electrical energy along all phases of the production process, from milk processing to the production of mozzarella, ricotta and derivatives, up to the activities of packaging, refrigeration and conservation of products.
For this reason, climate change represents for the Valcolatte Group a strategic topic, closely connected to production efficiency, operational continuity and the sustainability of the agri-food supply chain.

The Group has begun a progressive path of integrating climate and environmental topics into its own industrial strategy and business model, consistently with the European objectives of transition towards a low-carbon economy.

At the reporting date, the Group has not yet formalised a standalone Climate Transition Plan fully structured according to all the elements provided for by the ESRS. However, it has defined environmental objectives and initiatives integrated into the 2025–2028 Sustainability Plan, within the strategic pillar “Protection of the environment and climate change”.

The main **lines of development** identified concern:

- the improvement of the energy efficiency of the production processes
- the increase in the use of energy from renewable sources
- the valorisation of by-products and the development of circular economy initiatives
- the assessment of projects linked to biogas and biomethane

These lines of development are implemented through the following objectives defined in the 2025–2028 Sustainability Plan:

- a 15% reduction in emission intensity, calculated as the ratio between Scope 1 and Scope 2 emissions and the tonnes of product processed, by 2028;
- a 10% increase in the use of energy from renewable sources by 2028;

Objectives defined in the 2025-2028 Sustainability Plan

-15%

EMISSION INTENSITY BY 2028

+10%

USE OF **ENERGY FROM RENEWABLE SOURCES** BY 2028

20%

USE OF **RECYCLED PLASTIC** BY 2028

5%

RECOVERY OF THE **WATER USED** BY 2028

- use of 20% recycled plastic by 2028;
- recovery of 5% of the water used by 2028.

The process of integrating the subsidiary's ESG data is currently in the consolidation phase and presents a different level of maturity compared to the Italian scope, with the consequent non-homogeneous availability of the information required by the ESRS.

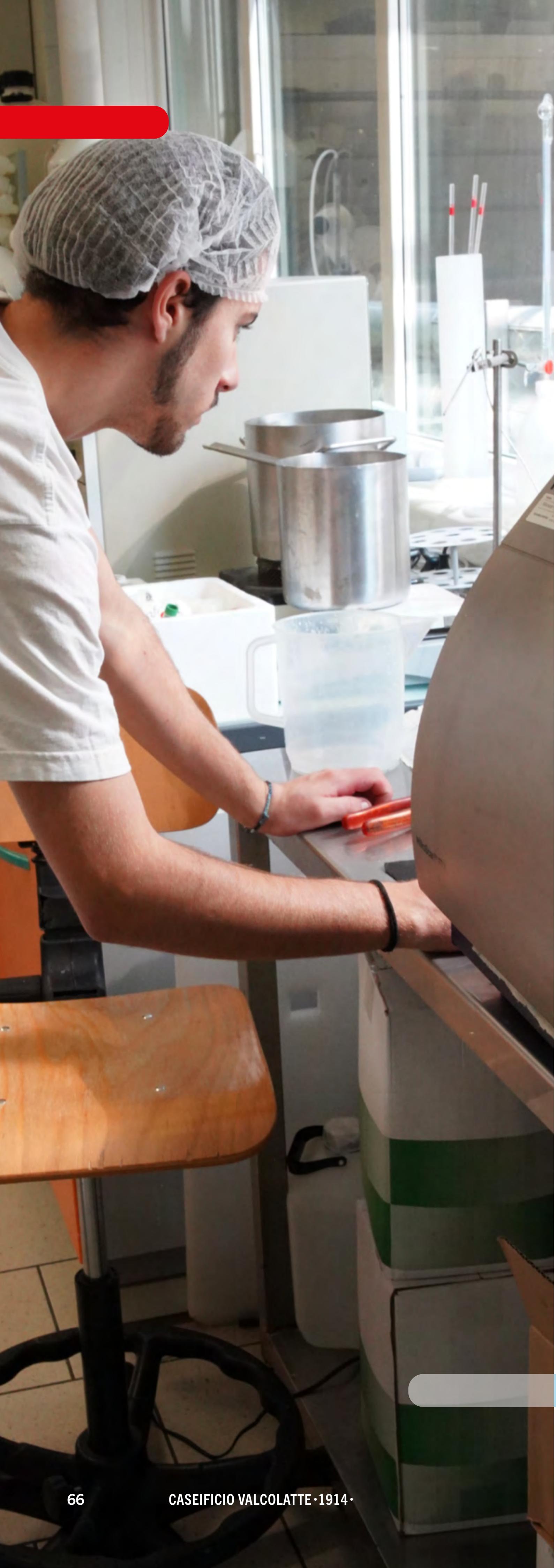
The climate objectives defined by the Group are not currently qualified as science-based nor formally aligned with climate trajectories compatible with the global warming limit of 1.5°C. The Group nonetheless plans to progressively strengthen its own system for monitoring and defining climate targets, also as a function of regulatory developments and the progressive consolidation of the ESG system.

Climate topics are integrated into corporate decision-making processes and involve the main operational and technical functions. The development of the transition path is influenced by external factors such as the evolution of the regulatory framework, the availability of decarbonisation technologies, the involvement of the dairy supply chain and the availability of the resources necessary to sustain environmental investments.

At the reporting date, the Group has not yet carried out a formalised assessment of the locked-in emissions associated with the production assets nor does it have a structured system for separately tracking the financial resources allocated to the climate transition. These aspects are, however, considered within the activities of energy efficiency, plant innovation and the development of alternative energy solutions already begun.

Valcolatte does not carry out economic activities linked to coal, oil or gas such as to require specific disclosures pursuant to ESRS E1.

Overall, the Group has begun a path of integrating climate topics into its own industrial strategy and plans, in the coming financial years, to further formalise targets, metrics and monitoring systems consistent with the requirements provided for by the ESRS.



Consistently with what emerged from the double materiality analysis, the Valcolatte Group has begun a process of identifying and assessing the main risks and opportunities linked to climate change, in order to understand the possible effects on the business model, on the value chain and on operational continuity in the short, medium and long term.

The analysis highlighted the presence of climate risks both of a physical and of a transition nature.

The main physical risks identified concern:

- extreme climate events;
- variations in climate conditions;
- potential impacts on operational continuity of the plants;
- availability and quality of raw materials agricultural and livestock;
- drought phenomena and water scarcity.

The transition risks are instead mainly associated with:

- evolution of environmental regulations;
- increase in energy costs;
- need for investments for the technological upgrading of the plants;
- growing attention of customers, institutions financial and stakeholders to ESG topics;
- potential reputational impacts connected to the management of environmental topics.

The identification of climate risks was developed within the broader process of ESG analysis and corporate risk management, through the analysis of operational activities, production plants, the supply chain and the Group's main energy and production dependencies.

The assessment was conducted mainly on a qualitative basis, considering the probability of occurrence of the events, the potential operational and economic impact, the exposure of the production assets and the characteristics of the supply chain.

The analysis considers different time horizons:

- short term, with reference to risks of operational continuity and the trend of energy costs;
- medium term, with reference to regulatory, technological and market developments;
- long term, with reference to the effects structural, of climate change on the dairy supply chain and on the availability of natural resources.

At the reporting date, the Group has not yet developed advanced quantitative models of climate risk assessment, climate scenario analysis or structured systems of climate risk geolocation. Likewise, quantitative assessments of the economic-financial impacts associated with the climate risks identified are not yet available.

With reference to Óvártej, the process of integrating ESG data is still in the consolidation phase and structured assessments of climate risks and their economic-financial effects are not currently available.

Even in the absence of advanced quantitative tools, the analysis carried out made it possible to identify the Group's main areas of exposure and represents a starting basis for the progressive strengthening of climate monitoring and risk management systems.

In the coming financial years, Valcolatte plans to deepen the analysis of climate risks through the development of more structured methodologies, the introduction of scenario analysis and the progressive strengthening of data collection and monitoring systems, consistently with the evolution of the ESG system and the requirements provided for by the ESRS.

At the reporting date, the Valcolatte Group has not yet developed a structured climate resilience analysis based on quantitative scenarios. However, on the basis of the climate risks identified within the double materiality analysis and the internal ESG assessments, a qualitative assessment was carried out of the potential effects of climate change on the business model, on the supply chain and on operational continuity.

The analysis highlights how the Group's resilience is closely connected to the continuity of production processes, the availability of raw materials and the adaptability of the company's plants and infrastructure.

In particular, the main elements of attention concern:

- the dependence on production processes with high energy requirements;
- the availability and quality of milk and of the other raw materials coming from the agricultural and livestock supply chain;
- the evolution of the regulatory framework environmental and energy;
- the growing need for investments intended for energy efficiency and the technological upgrading of the plants.

In light of the assessments carried out, the Group's business model presents a moderate level of exposure to climate risks, with particular reference to energy costs, the stability of the dairy supply chain and the evolution of the regulatory and technological context.

Even in the absence of a formalised Climate Transition Plan, the Group has already begun initiatives that contribute to the strengthening of its own operational and environmental resilience, including:

- the maintenance of the Management System Environmental ISO 14001 at Valcolatte S.r.l.;
- the progressive modernisation of the production plants;
- the strengthening of the infrastructure environmental and of the purification systems;
- the introduction of digital tools for the monitoring and maintenance of the plants;
- measures aimed at the efficiency energy, of the production processes.

However, elements of uncertainty remain, linked mainly to the limited availability of climate data along the value chain, to the absence of quantitative analyses and structured climate scenarios, as well as to the evolution of the regulatory context and long-term climate dynamics.

With reference to Óvártej, the process of integrating ESG data is still in the consolidation phase and structured assessments relating to climate resilience or to the economic-financial impacts associated with climate risks are not currently available.

In the short term, the Group's approach is oriented mainly towards operational continuity and the efficient management of production assets. In the medium-to-long term, Valcolatte plans to progressively strengthen its own climate analysis tools, increasingly integrating climate factors into decision-making, planning and risk management processes, consistently with the evolution of the ESG system and the requirements provided for by the ESRS.

The Valcolatte Group recognises climate change as a relevant topic for operational continuity, production efficiency and the sustainability of the agri-food supply chain. Although it has not yet adopted a standalone policy formalised specifically dedicated to climate change, the Group integrates the principles of environmental protection and reduction of climate impacts within its own management systems and development strategies.

In particular, the approach to climate topics finds application through:

- the ISO 14001 Environmental Management System 14001 adopted by Valcolatte S.r.l.;
- compliance with the applicable environmental regulations;
- the 2025–2028 Sustainability Plan;
- the activities of monitoring consumption of energy, emissions and environmental performance.

The policies and practices adopted apply mainly to the Group's direct operations and are oriented towards the improvement of energy efficiency, the increase of the use of energy from renewable sources, the reduction of emission intensity and the valorisation of resources and production by-products.

At the reporting date, specific policies dedicated to the following have not yet been formalised:

- climate adaptation;
- decarbonisation of the value chain;
- alignment with climate paths science-based;
- structured management of emissions along the entire supply chain.

With reference to Óvártej, the process of integrating ESG topics is in the phase of progressive consolidation and formalised climate policies or management systems specifically dedicated to climate change are not currently available.

The Group's environmental policies are developed taking into account the evolution of the European regulatory framework, the operational needs of the dairy sector and the expectations of the main stakeholders, including customers, financial institutions and local communities.

In the coming financial years, Valcolatte plans to further strengthen its own climate governance system through a progressive formalisation of environmental and climate policies, a greater integration of ESG topics into decision-making processes and the consolidation of the environmental performance monitoring systems.

Actions and resources relating to climate change

During the 2025 financial year, the Valcolatte Group continued the path of improving its own environmental performance through a series of measures aimed at energy efficiency, the reduction of emission intensity and the progressive increase of the use of renewable energy sources.

The initiatives developed are part of the broader path of integrating climate topics within the Group's operational and industrial activities and contribute to the achievement of the objectives defined in the 2025–2028 Sustainability Plan.

The main actions currently implemented concern:

- the monitoring of energy consumption associated with the production processes;
- the progressive efficiency improvement of the plants and of the production lines;
- the increase of self-produced energy from renewable sources;
- the improvement of the environmental performance of the plants;
- the valorisation of by-products and the optimisation of production flows;
- the assessment of energy solutions innovative ones, including projects linked to biogas and biomethane.

Among the most relevant measures are also the investments made in recent financial years for the strengthening of the production and environmental infrastructure, including the measures to improve the plants and the support structures for the industrial processes.

With reference to the production of energy from renewable sources, Valcolatte continues the path of developing energy self-production through photovoltaic plants installed at its own facilities. In 2025 the self-produced electricity reached 1.659.265 kWh, up from the 1.318.408 kWh recorded in the previous financial year.

The subsidiary Óvártej also contributes to the Group's energy transition objectives. In 2025 about 20.4% of the energy used overall derives from renewable sources.

The actions described above refer mainly to the Group's direct operations. At the reporting date, structured emission reduction programmes extended to the entire value chain have not yet been implemented, nor initiatives formalised, to involve suppliers on specific climate objectives.

The environmental improvement activities are supported mainly through industrial investments and operational resources integrated into the ordinary management of the plants and production processes. At the reporting date, a separate reporting of the financial resources allocated exclusively to climate mitigation actions is not yet available, nor a structured classification of climate CapEx and OpEx according to the criteria provided for by the ESRS.

The initiatives implemented contribute to the improvement of energy efficiency, the increase of energy autonomy, the reduction of the emission intensity of the production processes and the strengthening of the operational resilience of the plants.

In the coming financial years, the Group plans to continue the path of energy efficiency and of increasing the use of renewable sources, progressively strengthening the tools for monitoring and reporting climate performance consistently with the objectives defined in the Sustainability Plan and with the evolution of the requirements provided for by the ESRS.

Objectives relating to climate change mitigation and adaptation

At the reporting date, the Valcolatte Group has not yet adopted science-based climate objectives nor targets formally aligned with specific decarbonisation trajectories compatible with the global warming limit of 1.5°C.

Within the 2025–2028 Sustainability Plan, the Group has, however, defined a series of environmental objectives oriented towards the improvement of the energy and climate performance of its own operational activities.

In particular, by 2028 the Group aims to:

- reduce emission intensity by 15%, calculated as the ratio between Scope 1 and Scope 2 emissions and the tonnes of product processed;
- increase by 10% the use of energy from renewable sources;
- reach a share of 20% of plastic recycled in the packaging;
- recover 5% of the water used in the production processes.

These objectives were identified on the basis of the priorities that emerged from the double materiality analysis and represent the main lines of environmental improvement identified by the Group in the medium term.

With reference to greenhouse gas emissions, the main indicator monitored is represented by the emission intensity of the production activities, measured as the ratio between the overall Scope 1 and Scope 2 emissions and the tonnes of product processed. This indicator makes it possible to assess the environmental efficiency of the production processes independently of variations in production volumes.

During 2025, Valcolatte S.r.l. also introduced specific ESG indicators within an ESG-linked agreement signed with a lending institution. The indicators monitored are:

- annual emission intensity, calculated as the ratio between Scope 1 and Scope 2 emissions and the tonnes of product processed;
- the percentage of electricity self-produced from renewable sources relative to the total electricity used.

The introduction of these indicators strengthens the connection between environmental performance, operational management and access to sustainable finance instruments, fostering a growing integration of ESG factors into corporate processes.

At the reporting date, the Group does not yet have specific targets relating:

- to Scope 3 emissions;
- to climate adaptation objectives;
- to climate neutrality;
- to the use of carbon credits or other emission offsetting mechanisms.

Likewise, specific climate targets along the value chain or formalised supplier engagement programmes aimed at reducing indirect emissions have not yet been defined.

In the coming financial years, the Group plans to consolidate the system for monitoring emissions and energy performance, assessing the progressive expansion of climate objectives and the introduction of indicators ever more consistent with the evolution of regulatory requirements and sector best practices.

Energy Consumption

During 2025 the main energy consumption figures are equal to:

Company	Electricity purchased (MWh)	Electricity self-produced (MWh)	Methane gas self-produced (Smc)	Natural gas (Smc)	Energy thermal from methane converted into (MWh)	Energy consumption (MWh)
Valcolatte S.r.l. and S.p.A.	13,906.40	1,659.26	0	3,341,329	35,718.81	**37,378.06**
Óvártej	10,643.88	0	0	1,821,116	17,755.88	**17,755.88**
Total	**24,550.27**	**1,659.26**	**0.00**	**5,162,445**	**53,474.69**	**55,133.94**

The overall energy consumption of the Valcolatte Group in 2025 was determined considering the electricity purchased, the electricity self-produced and self-consumed and the natural gas consumption converted into MWh. For the purpose of converting natural gas into energy, a calorific value equal to 10.69 kWh/Smc was used for Valcolatte S.r.l. and S.p.A. and a lower calorific value equal to 9.75 kWh/Smc was used for Óvártej.

Overall, the Group's energy consumption is equal to 55,133.94 MWh, of which 37,378.06 MWh relating to the Valcolatte S.r.l. and Valcolatte S.p.A. scope and 17,755.88 MWh relating to Óvártej.

The electricity self-produced by Valcolatte S.r.l. and Valcolatte S.p.A. amounts to 1,659.26 MWh and contributes to the reduction of energy requirements from the grid, consistently with the Group's objectives regarding energy efficiency and the increase of the use of renewable sources.

Consumption from Fossil Sources

Company	Natural gas (Smc)	Diesel for vehicles (litres)	Diesel for production thermal energy and electrical (litres)	LPG (kg)
Valcolatte S.r.l. and S.p.A.	3,341,329	114,338	0	0
Óvártej	1,821,116	8,500	0	2,741
Total	**5,162,445**	**122,838**	**0**	**2,741**

Energy Production

Company	Electricity self-produced (MWh)	Methane gas self-produced (Smc)
Valcolatte S.r.l. and S.p.A.	1,659.26	0
Óvártej	0	0
Total	**1,659.26**	**-**

During 2025, Valcolatte began the production of electricity from renewable sources through the photovoltaic park installed at the Valconasso site, with an overall production equal to 1,659.26 MWh.

Starting from the next financial year, the Group plans to begin the production of biogas and biomethane through a new plant dedicated to the valorisation of processing waste and the production of biomethane. This project represents a relevant step in the Group's energy transition path, as it will make it possible to increase the self-production of energy from renewable sources, valorise the by-products of the dairy process and strengthen the integration of the principles of circular economy within Valcolatte's production model.

Scope 1 and 2 Emissions

Company	Scope 1 $kgCO_2/kWh$	Scope 2 $kgCO_2/kWh$ (Location Based)
Valcolatte S.r.l. and S.p.A.	6,650,337.42	4,297,076.98
Óvártej	8,908,606	3,725,356.60
Total	**15,558,983.42**	**8,022,433.58**

In 2025 the Group's direct greenhouse gas emissions, classified as Scope 1, are equal to 15,558,983.42 $kgCO_2e$, while the indirect emissions associated with purchased electricity, classified as Scope 2 location-based, are equal to 8,022,433.58 $kgCO_2e$.

For the Valcolatte scope, the emissions were calculated on the basis of the emission factors published by the Ministry of the Environment and Energy Security. For Óvártej, the Scope 2 emissions were calculated by applying to the purchased electricity an emission factor equal to 0.35 $kgCO_2/kWh$.

The monitoring of Scope 1 and Scope 2 emissions allows the Group to strengthen the measurement of its own climate performance and constitutes the basis for the progressive development of actions oriented towards energy efficiency, the increase of energy from renewable sources and the reduction of the emission intensity of the production processes.

Scope 3 Emissions

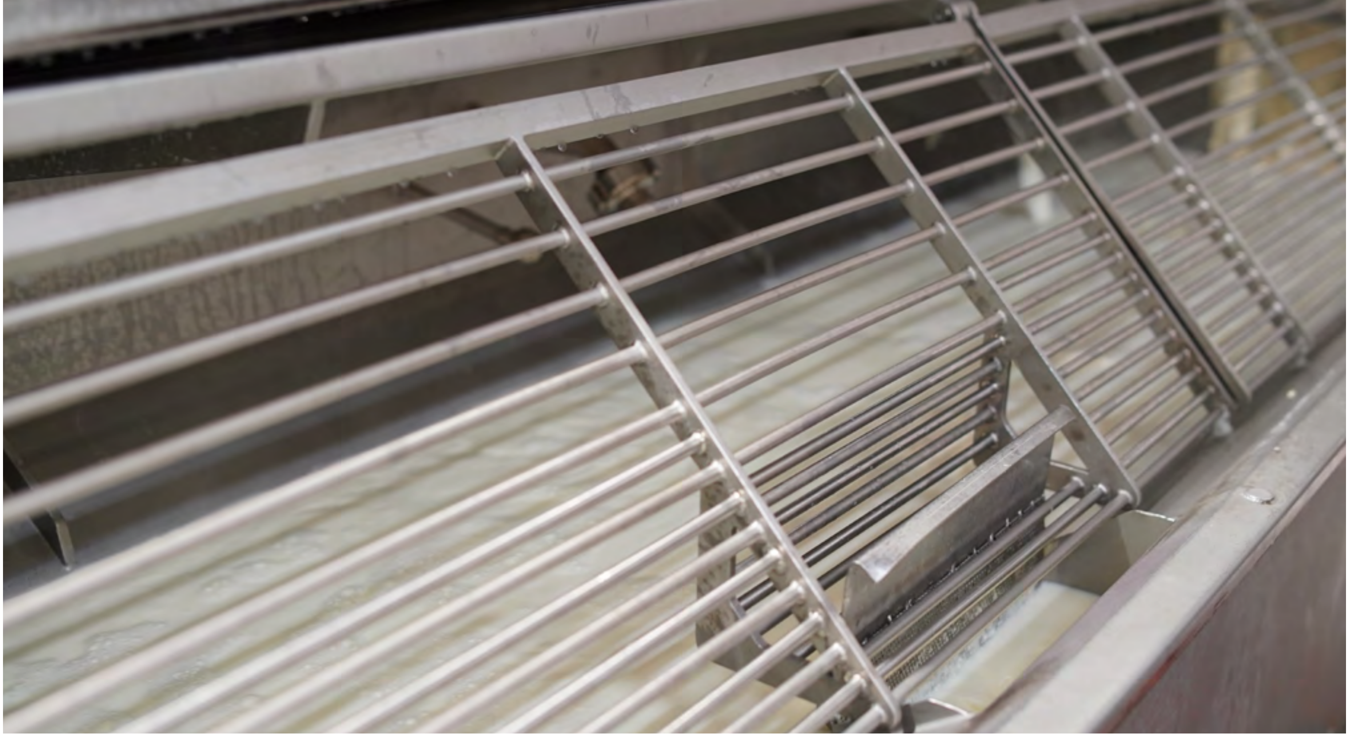
In accordance with the transitional provisions provided for by the ESRS for the first year of reporting, the Group makes use of the exemption relating to the quantitative reporting of Scope 3 emissions. This choice is consistent with the current level of maturity of the data collection systems and with the progressive path of consolidating information along the value chain.

The double materiality analysis has, however, highlighted the potential relevance of the indirect emissions generated along the value chain, in particular with reference to:

- sourcing of raw materials;
- transport and logistics;
- purchase of packaging and materials;
- use and end of life of the products.

At the reporting date, the Group does not yet have a structured system for the collection and consolidation of Scope 3 emissions and, therefore:

- Scope 3 emissions are not included in this quantitative reporting;
- an initial activity has been begun of mapping the main emission categories along the value chain.



During 2025, Valcolatte S.p.A. and Valcolatte S.r.l. participated in emission offsetting initiatives through the purchase and retirement of VCS-certified carbon credits, relating to hydroelectric projects.

The offset emissions are equal to 73.58 tCO_2e.

With reference to Óvártej, the company declared that it did not purchase carbon credits during 2025.

Item	UoM	2025
Carbon credits purchased /retired Valcolatte S.p.A. and Valcolatte S.r.l.	tCO_2e	**73.58**
Carbon credits purchased /retired Óvártej	tCO_2e	**0**
Total carbon credits	**tCO_2e**	**73.58**

The carbon credits are not used to reduce the gross Scope 1 and Scope 2 emissions, which are reported separately. The credits purchased are not material relative to the overall emissions of the Group. The credits purchased are not used to formulate declarations of climate neutrality or net zero.

Anticipated financial effects of the risks and opportunities linked to climate change

Climate change can generate relevant economic and financial effects for the dairy sector, both through physical risks connected to extreme climate events and to the availability of natural resources, and through transition risks linked to regulatory, technological and market developments.

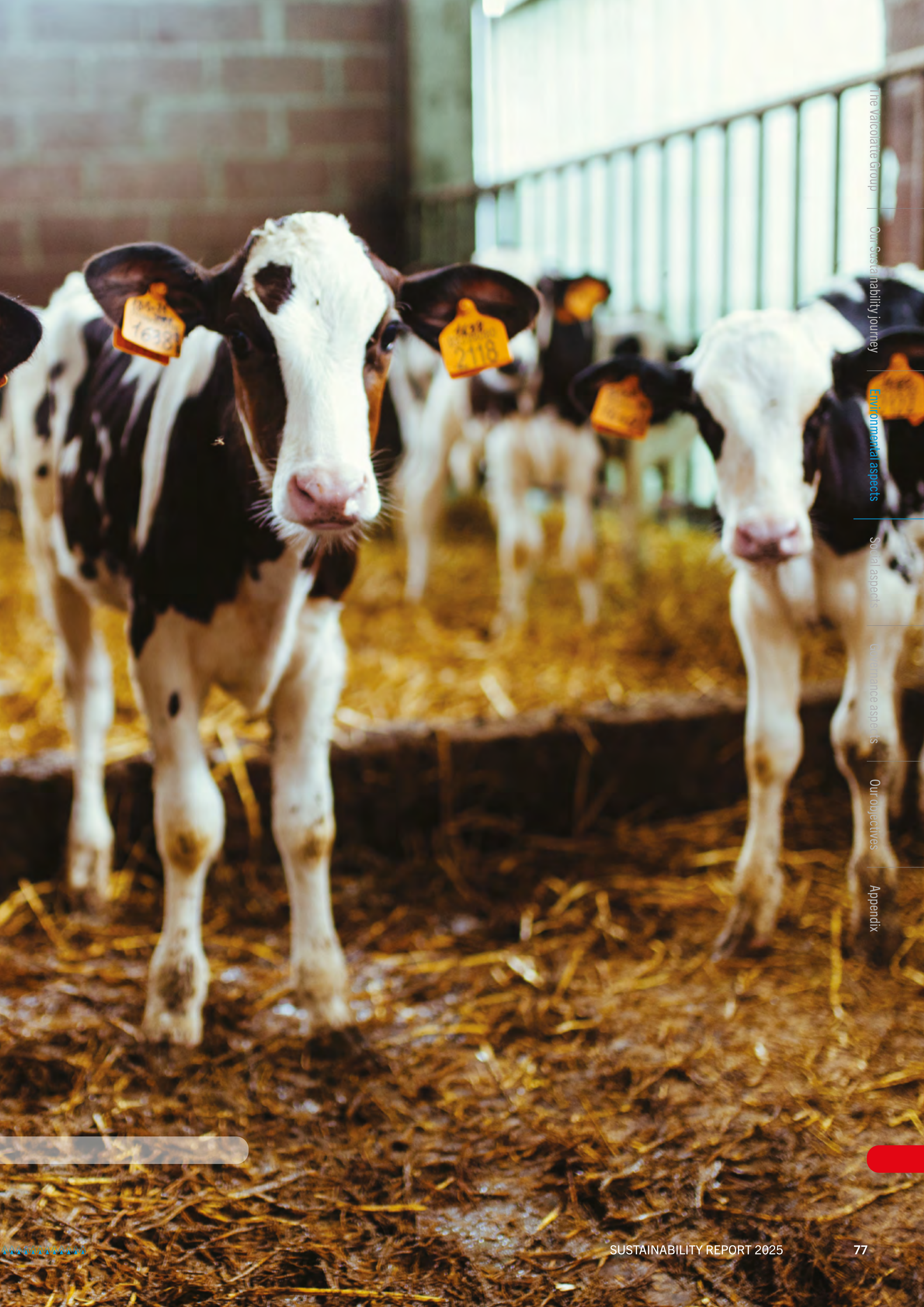
Consistently with what emerged from the double materiality analysis, the Group recognises as the main areas of exposure:

- the trend of energy costs;
- the availability and quality of raw materials agricultural and livestock;
- the need for investments intended for energy efficiency and the upgrading of the plants;
- the evolution of the expectations of customers, financial institutions and other stakeholders regarding sustainability.

At the reporting date, the Group does not yet have structured methodologies for the quantification of the economic-financial effects associated with climate risks and opportunities and has therefore not carried out monetary estimates relating to the potential impacts on its own business model, on the operational activities or on the asset and financial situation. Likewise, quantitative assessments relating to the economic effects deriving from medium-to-long-term climate scenarios are not available, nor specific financial analyses referring to the subsidiary Óvártej.

Even in the absence of a formalised economic quantification, the Group believes that the improvement of energy efficiency, the increase of self-production from renewable sources and the progressive integration of ESG factors into decision-making processes can represent important opportunities to strengthen corporate competitiveness and resilience over the long term.

In the coming financial years, Valcolatte plans to progressively consolidate the tools for data collection and climate risk analysis, assessing the introduction of methodologies that allow a more precise measurement of the economic-financial effects associated with climate change, consistently with the evolution of the ESG system and the requirements provided for by the ESRS.



3.2 E2 – Pollution

The Valcolatte Group recognises the importance of preventing and reducing the environmental impacts connected to its own production activities, with particular reference to atmospheric emissions, water discharges, waste management, the potential contamination of the soil and the use of chemical substances in the operational processes.

These aspects are mainly connected to the dairy production processes, the activities of washing and sanitising the plants, the management of the facilities and, indirectly, the value chain.

At the reporting date, the Group has not yet formalised a standalone policy specifically dedicated to the topic of pollution. The management of the relevant environmental aspects is, however, overseen through compliance with the applicable regulations on emissions, discharges, waste and chemical substances, as well as through internal operating procedures relating to the management of the plants and production processes.

The environmental control and monitoring activities are carried out at plant level, in compliance with the applicable authorisation requirements. At the reporting date, this information is not yet consolidated into a structured system of quantitative Group reporting.

The practices currently adopted apply mainly to the Group's direct operations. The impacts along the value chain are instead managed indirectly and not yet formalised within specific dedicated policies.

The Group's activities regarding pollution management are carried out in compliance with the applicable national and European environmental regulatory framework, including the provisions relating to industrial emissions, water discharges, waste management and the use of chemical substances.

During the 2025 financial year, the Group developed **operational activities aimed at the prevention, control and management of the environmental impacts** connected to its own production activities. The main actions concern:

- management and monitoring of water discharges
- oversight of the emissions deriving from the production plants
- waste management in compliance with the applicable regulations
- operational control of the plants aimed at the prevention of anomalies and accidental dispersals.

At the reporting date, policies formally aligned with specific voluntary standards on pollution have not been adopted.

The practices relating to pollution management are not defined through dedicated structured stakeholder engagement processes; the Group, however, takes into account the regulatory requirements, the indications of the competent authorities and the main sector best practices.

The activities relating to the prevention and management of pollution are supported through operational resources integrated into the ordinary management of the facilities. At the reporting date, the Group does not yet have a precise quantification of the financial resources, in terms of CapEx and OpEx, allocated specifically to pollution-related actions.

The activities implemented contribute mainly to regulatory compliance, the prevention and mitigation of environmental impacts and the control of the main environmental aspects connected to the production processes. At the reporting date, specific quantitative KPIs for the measurement of the effects of the actions implemented are not yet available.

The Group has not yet defined formalised and time-defined quantitative or qualitative objectives specifically referring to the topics of pollution. In the absence of formalised targets, the oversight of environmental performance takes place mainly through compliance with the applicable regulatory limits, the operational controls on the plants and the monitoring of discharges, emissions and waste management within the ordinary activities.

In the coming financial years, the Group plans to develop more structured environmental targets relating to the reduction of polluting impacts, introducing KPIs and monitoring systems consistent with the evolution of the ESG system and the main sector best practices.

Emissions of pollutants into air, water and soil

During 2025, the Group monitors the environmental aspects mainly connected to atmospheric emissions deriving from the production plants, industrial water discharges and the potential environmental impacts linked to the operational management of the facilities.

Atmospheric emissions and water discharges are subject to periodic monitoring in compliance with the applicable authorisation requirements; the quantitative data required by the ESRS are, however, not currently consolidated at the reporting level. No significant episodes of soil contamination attributable to the Group's activities have been reported either.

With reference to Óvártej, data are available relating to the volumes of water withdrawn and discharged, which show a monitoring of water flows. At the reporting date, however, data relating to the pollutant loads associated with the discharges are not available, nor quantitative information relating to atmospheric emissions.

At the reporting date, no relevant accidental environmental events have been reported. With reference to Óvártej, this information is being verified.

Transfers of pollutants

The wastewater deriving from the production processes is managed in compliance with the applicable regulations and, where required, delivered to external treatment plants.

Microplastics

At the reporting date, the Group does not have structured information relating to the production, use or release of primary microplastics. Systems for monitoring or estimating any microplastics generated indirectly along the life cycle of the products and packaging are also not available.

Within the framework of the evolution of the ESG system, the Group plans to progressively strengthen the systems for the collection and monitoring of environmental data, introducing more structured quantitative indicators and developing disclosures increasingly aligned with the requirements provided for by the ESRS.

Substances of concern and substances of very high concern

The Valcolatte Group operates in the agri-food sector and does not carry out activities of production or formulation of chemical substances. Within its own operational activities it does, however, use chemical products and mixtures mainly intended for the activities of sanitisation, cleaning and maintenance of the production plants.

The substances used are managed in compliance with the applicable regulations, including the requirements provided for by the REACH Regulation (Reg. EC No. 1907/2006). At the reporting date, structured systems for the monitoring and reporting of substances of concern (SoC) and substances of very high concern (SVHC) are not available, nor quantitative data relating to any releases into the environment.

Likewise, for the company Óvártej structured information on the classification and monitoring of the substances used is not available.

In the coming financial years, the Group plans to progressively strengthen the collection of information relating to the substances used and to further integrate environmental criteria into the supply chain management and assessment processes.

3.3 E3 – Water

529,347

m³ **WATER CONSUMPTION VALCOLATTE S.R.L. AND VALCOLATTE S.P.A.**

338,651

m³ **WATER CONSUMPTION AT ÓVÁRTEJ**

OBJECTIVE BY 2028
RECOVERY OF

5%

OF THE **WATER USED**

The materiality of the topic is attributable to the high dependence of the dairy production processes on the availability of water resources.

The Valcolatte Group recognises the importance of the sustainable management of water resources, an essential element for the production processes, product quality and the protection of natural resources.

Water in fact represents a strategic resource both in the direct operational activities, in particular in the production processes and in the washing and sanitising activities, and along the agri-food supply chain.

Company	Overall water consumption (m^3)	Water discharges (m^3)
Valcolatte S.r.l. and S.p.A.	529,347	345,313
Óvártej	338,651	327,563
Total Group	**867,998**	**672,876**

Water represents an essential resource for the dairy production process, as it is used in the activities of processing, sanitising the plants and supporting the operational activities. In 2025 the overall water consumption of the Valcolatte Group was equal to 867,998 m^3, of which 529,347 m^3 attributable to Valcolatte S.r.l. and Valcolatte S.p.A. and 338,651 m^3 to Óvártej.

The Group's overall water discharges were equal to 672,876 m^3. The wastewater generated by the production processes is managed in compliance with the environmental authorisations and the applicable regulations in the respective countries of operation.

The monitoring of water consumption and discharges constitutes one of the elements through which the Group oversees the efficient use of natural resources and identifies opportunities for improvement aimed at reducing the environmental impacts connected to the use of water.

At the reporting date, the Group has not yet adopted a formalised policy specifically dedicated to the management of water resources. The management of water is, however, overseen through compliance with the applicable environmental regulations, the monitoring of consumption and discharges and operating procedures dedicated to the management of the plants.

At Óvártej, too, water consumption and discharges are monitored; a specific policy on the management of the resource is not, however, formalised, nor is structured information available relating to the analysis of water stress or to the application of criteria along the value chain.

In the coming financial years, the Group plans to progressively strengthen its own approach to the management of the water resource, developing more structured monitoring and assessment tools and integrating water topics more fully within the ESG system and corporate decision-making processes.

During the 2025 financial year, the Valcolatte Group continued the activities of managing and monitoring the water resource, an essential element for the production processes and the plant sanitisation activities.

The main activities concern the monitoring of water consumption, the management of discharges in compliance with the applicable regulations and the operational control of the production processes. The Group also has purification and water-discharge monitoring systems, functional to the oversight of the environmental performance of the facilities.

The Group recognises that the most relevant impacts connected to the water resource can also manifest themselves along the value chain, in particular in the agricultural sector. At the reporting date, however, structured supplier engagement initiatives on specific water management topics have not been implemented.

In the coming financial years, the Group plans to progressively strengthen the monitoring of water performance, developing dedicated indicators, deepening the analysis of the risks connected to the availability of the resource and promoting further measures to improve the efficiency of the production processes.

Although structured water KPIs broken down by individual plant have not yet been defined, the 2025-2028 Sustainability Plan provides for an objective of recovering 5% of the water used by 2028.

The management of water is currently overseen through the monitoring of consumption and discharges, compliance with the applicable environmental regulations and the operational control of the production processes.

Within the path of consolidating the Group's ESG system, Valcolatte plans to progressively develop objectives and indicators dedicated to the management of the water resource, with particular attention to the reduction of consumption, the efficiency of the production processes, the improvement of the monitoring and reporting systems and the progressive involvement of the supply chain.

The future objectives will be defined consistently with the evolution of the Group's environmental policies, the applicable regulatory requirements and the information that will emerge from the progressive strengthening of the data collection systems.

The Group plans to progressively strengthen the systems for the collection and monitoring of water data, with the aim of improving the traceability of information, expanding the level of detail of the metrics available and supporting an ever more complete and structured reporting of environmental performance.

3.4 E4 – Biodiversity and ecosystems

The protection of biodiversity and ecosystems represents a topic of growing relevance for the Valcolatte Group,

in particular in relation to the sustainability of the agri-food supply chain and the management of natural resources along the value chain. The topic of biodiversity is indirectly connected to the agricultural and livestock practices adopted by the suppliers and providers of the dairy supply chain.

The double materiality analysis highlighted how the main impacts, risks and opportunities associated with biodiversity are predominantly indirect and attributable to the sourcing of agricultural raw materials, the use of packaging materials and, more generally, the management of natural resources and soil.

At the reporting date, the Group has not yet adopted a transition plan dedicated to biodiversity nor has it defined a structured framework of alignment with international objectives on the protection of ecosystems. Likewise, a specific strategy, dedicated objectives or structured action plans have not yet been formalised. In the coming financial years, the Group plans to progressively deepen the analysis of its own dependencies and of the potential impacts on biodiversity, assessing the integration of these aspects within the ESG strategy and the Sustainability Plan.

Although it does not currently have a formalised policy dedicated to biodiversity and ecosystems, the Group recognises the importance of the topic in relation to the sustainability of the agri-food supply chain, the availability of raw materials over the long term and the protection of natural resources.

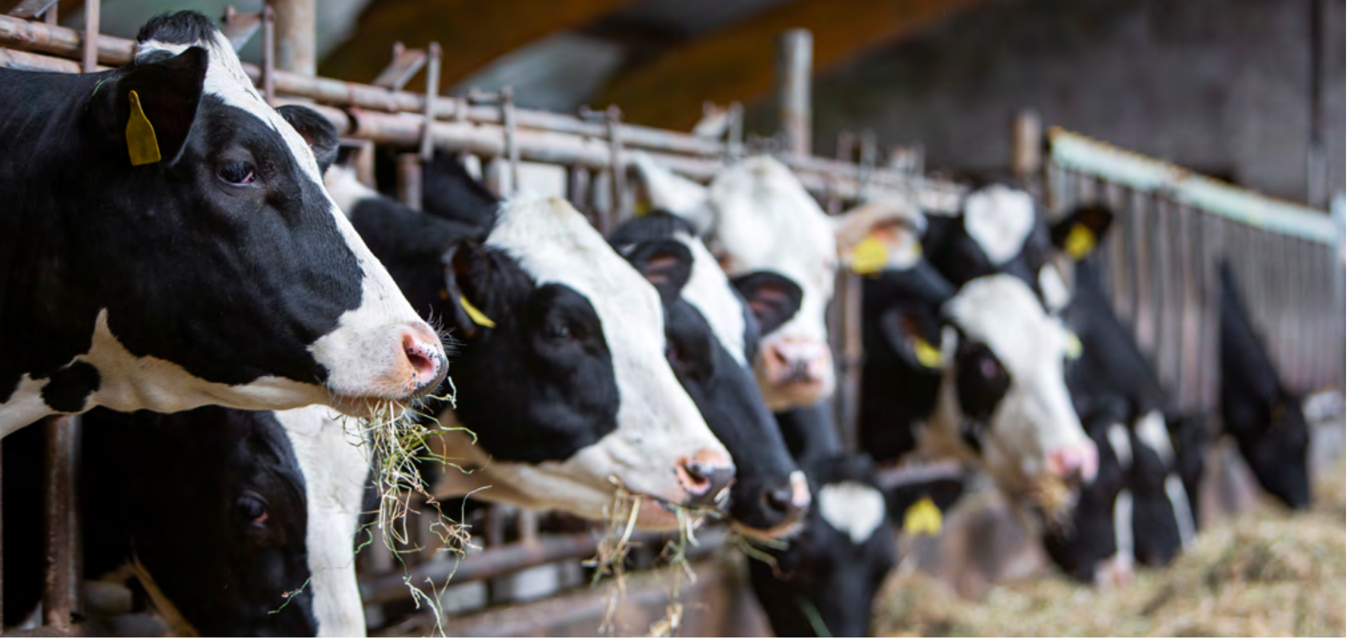
The corporate activities are currently overseen through compliance with the applicable environmental regulations, the requirements provided for the production plants and the traceability systems aimed at quality and food safety. These tools are not, however, yet integrated with criteria or metrics specifically dedicated to biodiversity.

Structured analyses relating to the location of the operational sites with respect to protected areas, sensitive habitats or ecosystems of particular ecological relevance have also not been carried out.

Over the coming financial years, the Group will assess the introduction of specific environmental criteria in the supplier selection and assessment processes, as well as the development of monitoring tools more oriented towards the management of impacts along the supply chain.

The activities currently developed by the Group regarding the environment are integrated into the operational processes and the management systems already existing and concern mainly compliance with the applicable environmental requirements, the monitoring of direct impacts and the management of the supply chain from the point of view of quality and food safety.

Programmes specifically dedicated to the conservation or restoration of ecosystems have not been implemented, nor investments environmental, attributable exclusively to the



protection of biodiversity. Likewise, for the company Óvártej no information is available relating to actions or investments dedicated to this area.

The Group recognises the strategic role of the agricultural and livestock supply chain in the protection of natural resources and plans to progressively deepen the analysis of indirect impacts on biodiversity, fostering a greater integration of ESG criteria into the management of the value chain.

At the reporting date, quantitative or qualitative objectives specifically dedicated to biodiversity and ecosystems have not been defined, nor are structured indicators available for the measurement of the impacts associated with this topic.

The approach currently adopted is mainly oriented towards the oversight of direct environmental aspects and compliance with the applicable regulations. Consistently with the path of evolution of the ESG system, the Group plans to progressively deepen the assessment of its own dependencies and of the potential impacts on biodiversity, developing dedicated monitoring and reporting tools and assessing the introduction of specific objectives.

The Group does not yet have a structured system for the collection and monitoring of metrics dedicated to biodiversity and ecosystems. Consequently, quantitative information is not currently available relating to the ecosystems affected by the corporate activities, the state of conservation of the habitats, the presence of operational sites in protected or sensitive areas, nor to the impacts generated along the value chain.

Quantitative indicators relating to the restoration of ecosystems, soil use, the fragmentation of habitats or ecosystem services have also not been adopted.

The information available today concerns predominantly aspects indirectly connected to biodiversity, such as the management of natural resources, the monitoring of direct environmental impacts and the operational control of the production processes. For the company Óvártej, too, specific metrics dedicated to biodiversity are not available.

The Group plans to progressively develop more structured data collection and monitoring tools, with the aim of improving the understanding of its own dependencies and of the potential impacts on ecosystems along the direct operations and the value chain.

3.5 E5 – Resource use and circular economy

Objective defined in the 2025-2028 Sustainability Plan

20%

USE OF **RECYCLED PLASTIC** IN **PACKAGING** BY 2028

The Valcolatte Group recognises the importance of an efficient management of resources and of the adoption of practices oriented towards the circular economy as relevant elements for the reduction of environmental impacts and the improvement of production efficiency.

Although it does not have a policy formally dedicated to the circular economy, these principles are integrated into the ISO 14001 Environmental Management System, into the requirements of the Integrated Environmental Authorisation (AIA) and into the operating procedures that govern the management of the plants, waste and production processes.

In this context, the Group promotes the monitoring and optimisation of raw materials, the valorisation of processing by-products, the structured management of waste and the continuous improvement of the plants.

With reference to products and packaging, specific eco-design or circular design requirements have not yet been formalised, nor structured systems for the measurement of the circularity of materials or products. The initiatives currently developed concern predominantly the Group's direct operations.

Within the framework of the ESG path undertaken, Valcolatte intends to progressively strengthen the integration of the principles of circular economy into the production processes, the management of packaging and the environmental monitoring systems.

The activities developed by the Group are oriented towards the improvement of efficiency in the use of resources and the valorisation of production flows.

Among the **main initiatives** are:

- monitoring and optimisation of raw materials
- improvement of the production processes and plants
- digitalisation of maintenance activities
- recovery and valorisation of whey and second whey (scotta)
- recovery of energy and thermal flows
- use of reverse osmosis plants for the concentration of by-products.

Particular attention is also dedicated to the management of water resources and wastewater through the strengthening of the purification plant, the monitoring of discharges and the control of process water.

The activities also include the monitoring of the waste produced and the separate management of the main flows generated by the facilities.

The measures are supported mainly by investments in production and environmental improvement of the plants and by organisational resources dedicated to the management of environmental aspects. Structured information is not, however, available relating to the investments and costs specifically attributable to the circular economy nor consolidated data on the percentages of recovery and recycling of waste.

The initiatives described concern predominantly the direct operational activities and do not include, at the current stage, structured circular economy programmes extended to the supply chain or to the end-of-life phase of the products.

The 2025–2028 Sustainability Plan provides for the objective of reaching 20% of recycled plastic in packaging by 2028, as a first target connected to the principles of circularity and reduction of the use of virgin raw materials.

The monitoring of the relevant aspects takes place through the ISO 14001 Environmental Management System, the AIA requirements and the operational controls of the production processes, with particular reference to the consumption of raw materials, the management of by-products and the production of waste.

KPIs dedicated to the circularity of materials or quantitative targets relating to the reduction of waste, the use of recycled materials or the valorisation of by-products are not currently defined.

Within the path of continuous improvement, the Group will assess the introduction of objectives and indicators dedicated to resource efficiency, the reduction of waste and the sustainability of packaging.

The Group's production model is based mainly on the use of raw milk, ingredients and processing aids, packaging materials and auxiliary materials intended for the management of the plants.

The resources used can be distinguished between biological materials, represented by milk and processing derivatives, and technical materials, made up of packaging, auxiliary products and materials supporting the production processes. Critical or strategic raw materials within the meaning of Regulation (EU) 2024/1252 are not used.

The reporting system currently available does not yet allow a complete quantification of the incoming material flows, nor a structured reporting relating to the use of recycled, recovered materials or materials deriving from secondary raw materials.

The Group's main outgoing flows are made up of dairy products, processing by-products and the waste generated during the production activities.

The products marketed, such as mozzarella, fresh cheeses and milk derivatives, are intended for food consumption and require controlled conservation conditions. For packaging, plastic materials, paper, cardboard and composite materials are mainly used.

Among the main flows generated are whey and second whey (scotta), packaging waste, sludge deriving from wastewater treatment and technical waste connected to plant maintenance.

The Group does not generate radioactive waste and valorises part of the by-products of dairy processing, contributing to the reduction of waste and to the application of circular economy principles.

Waste management represents a relevant element of the Valcolatte Group's environmental strategy, as it is closely connected to the efficiency of the production processes, the valorisation of by-products and the principles of circular economy.

During 2025 the Valcolatte Group monitored the flows of waste produced within its own operational activities, extending the collection of information both to the Italian companies (Valcolatte S.r.l. and Valcolatte S.p.A.) and to the Hungarian subsidiary Óvártej.

Waste management represents a relevant aspect of the Group's sustainability journey, which promotes the valorisation of resources and the recovery of materials along the production cycle, with a view to a progressive transition towards models increasingly oriented towards the principles of the circular economy.

The following table reports the overall destination of the waste produced in 2025.

Destination	Quantity (kg)
Waste intended for reuse/recovery	12,400,144
Waste intended for disposal	4,080
Total waste produced	**12,404,224**

Valcolatte S.r.l. and Valcolatte S.p.A.

Intended for recovery/reuse	kg
Purification sludge	10,335,660
Toner	30
Paper and cardboard packaging	187,930
Plastic packaging	4,360
Wood packaging	18,190
Mixed-material packaging	326,790
Purifier screening residue	3,599
Photovoltaic panels	680
Construction glass	980
Plastic piping	1,800
Aluminium	280
Iron and steel	49,620
Mixed construction waste	31,770
Non-hazardous waste	**10,961,689**
Waste oil	517
Packaging containing hazardous substances	120
Sludge deposit filters	4,440
Laboratory waste	517
Neon lamps	40
Hazardous waste	**5,634**
Total recovery/reuse	**10,967,323**

Intended for disposal	kg
Anionic resins for water softener	810
Rock wool	610
REI panels	2,660
Non-hazardous waste	**810**
Hazardous waste	**3,270**
Total disposal	**4,080**

Óvártej

Intended for recovery/reuse	kg
Purification sludge	1,339,650
Toner	64
Paper and cardboard packaging	61,000
Plastic packaging	5,540
Residues from purifier screening	10,000
Iron and steel	2,811
Material unsuitable for consumption and processing	13,756
Non-hazardous waste	**1,432,757**
Waste oil	282
Packaging containing hazardous substances	177
Sludge deposit filters	4,800
Laboratory waste	34
Other acids	21
Hazardous waste	**5,314**
Total recovery/reuse	**1,432,821**

Intended for disposal	kg
Total disposal	**0**

In 2025 the Group produced a total of 12,404 tonnes of waste, of which over 99% intended for recovery and valorisation activities. The prevailing share of the waste is made up of the sludge deriving from the wastewater purification processes, both at the Italian facilities and at the Hungarian subsidiary.

Hazardous waste represents a residual share of the total and includes mainly waste oils, filters, packaging containing hazardous substances and waste deriving from laboratory activities and plant maintenance.

The inclusion of Óvártej's data in the reporting scope constitutes an important step forward in the path of consolidating the Group's ESG system and will make it possible, in the coming financial years, to further strengthen the monitoring of material and waste flows, improving the level of detail and the comparability of the available information.

People represent the heart of our evolution. *Strengthening skills, fostering listening and building an organisation increasingly able to attract, develop and enhance talent means investing in the sustainability and the long-term growth of Valcolatte.*

Social

4.

Social aspects

4.1 S1 – Own workforce

The Valcolatte Group recognises the central role of its own people as a fundamental element for the creation of sustainable value over the long term.

From this perspective, the Group promotes a safe, inclusive work environment that respects the dignity of every individual, while at the same time fostering the development of skills and the active participation of employees in corporate life.

The policies relating to the management of the workforce are founded on a structured system of tools and organisational safeguards, including:

- the Group Code of Ethics, which defines the principles of legality, integrity, fairness and respect for the individual;
- the Organisation, Management and Control Model pursuant to Legislative Decree 231/2001, aimed at preventing unlawful conduct and overseeing the relevant risks also in the social sphere;
- the corporate regulations and the internal procedures on health and safety at work, including those adopted by the subsidiary Óvártej;
- the system for reporting violations (whistleblowing), compliant with Legislative Decree of 10 March 2023, No. 24, which guarantees the possibility of making reports also in anonymous form through a dedicated platform, in compliance with the principles of confidentiality and protection of the whistleblower.

These tools apply to the entire workforce of the Group, with any adaptations to the applicable local regulations.

The Group's policies cover the main areas relating to the **management of the workforce**, including:

Working conditions and workers' rights
The Group guarantees working conditions compliant with the regulations in force in the countries in which it operates, ensuring respect for the fundamental rights of workers.

Equal opportunities and non-discrimination
The Group promotes an inclusive work environment free from discrimination. The processes of selection, hiring and professional development are based on objective criteria of merit and competence.

Training and skills development
The Group promotes continuous training activities, with the aim of developing technical and professional skills and fostering the growth of employees.

Health and safety at work
The Group adopts a structured approach to the management of health and safety, in line with the applicable regulations, through:

- management systems and operating procedures operational;
- periodic risk assessment;
- continuous staff training;
- monitoring and improvement of the working conditions.

In particular, the subsidiary Óvártej has a formal regulation on safety at work that governs roles, responsibilities, personal protective equipment and technical controls, as well as the representation of workers in the safety sphere.

People

The Valcolatte Group operates in compliance with the fundamental principles of human rights and prohibits any form of child labour, forced labour, compulsory labour and human trafficking, in accordance with the regulations in force and the main international references.

These principles are overseen through the internal control system, the 231 Model and the reporting mechanisms active at Group level. The whistleblowing system constitutes one of the tools through which the Group oversees compliance with corporate principles and applicable regulations, ensuring the management of reports in compliance with the principles of confidentiality and protection of the whistleblower.

In the health and safety sphere, the Group provides for specific roles and responsibilities, as well as forms of worker representation. In particular, in the subsidiary Óvártej the establishment of a joint body for safety at work is provided for, where the size conditions are met, with consultation and monitoring functions. The Group is committed to the continuous improvement of its own policies and practices relating to workforce management, with the aim of strengthening organisational wellbeing, safety and employee engagement.

The Valcolatte Group recognises the active involvement of its own workforce as a fundamental element for the responsible management of social impacts and for the continuous improvement of working conditions. To this end, the Group promotes a structured dialogue with workers and their representatives, progressively integrating their requests into the organisational and decision-making processes.

The involvement of workers takes place through differentiated tools and methods in the various Group companies.

In the Italian companies, the dialogue takes place mainly within the health and safety management system, through the involvement of the Workers' Safety Representatives (RLS) and moments of periodic dialogue with the competent corporate functions.

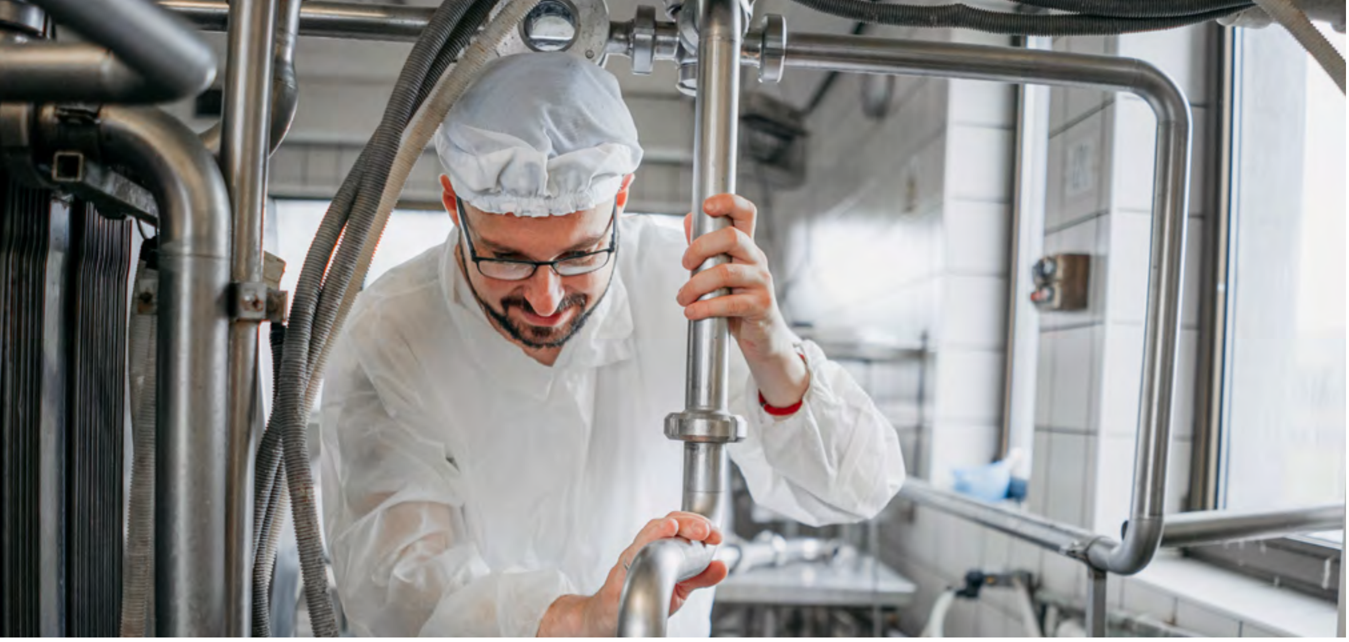
In the subsidiary Óvártej, the involvement is further structured through:

- annual interviews between worker and manager, aimed at fostering an open dialogue on working conditions, collaboration and professional development;
- tools for the structured collection of feedback, including employee satisfaction surveys conducted periodically;
- formalised organisational processes that provide for the involvement of the HR function in the management of workers' needs, including activities of selection, training and development.

These tools make it possible to systematically acquire the perspectives of the workforce and to identify any critical issues, contributing to the continuous improvement of the work environment and taking them into account in the identification of organisational improvement priorities. The Group also pays attention to the needs of specific categories of workers potentially more exposed, such as foreign workers, women and staff employed in operational activities.

In the reporting period, collective agreements at global level (Global Framework Agreements) with worker representatives have not been formalised.

The Group makes available to its own workforce dedicated channels for the expression of concerns, needs and reports.



In particular:

- a whistleblowing system is active compliant with Legislative Decree 24/2023, which allows the sending of reports, also in anonymous form, through a dedicated IT platform;
- channels of communication are provided direct, with the corporate functions (HR, function managers, safety contacts);
- in the Group companies there are present structured listening tools, such as periodic interviews and surveys.

The reports are handled in compliance with the principles of confidentiality and protection of the whistleblower. The effectiveness of the channels is currently assessed on a qualitative basis, also through the monitoring of the reports received and of the handling times.

The Group adopts an approach aimed at ensuring a timely and effective management of the reports and critical issues that emerge.

In particular:

- the reports are analysed by the competent functions;
- where necessary, corrective actions corrective actions and organisational measures;
- the Group, where it has caused or contributed to negative impacts, undertakes to put in place remedial measures proportionate to the nature of the critical issue;
- in the health and safety sphere, the critical issues are integrated into the processes of risk assessment and updating of preventive measures;
- in the subsidiary Óvártej, there is also provided a formalised system for the management of disciplinary violations, which makes it possible to intervene in a proportionate and consistent manner with respect to the situations identified.

The Valcolatte Group adopts a structured approach to the management of its own workforce, aimed at preventing and mitigating the potential negative impacts and at promoting safe, inclusive working conditions oriented towards wellbeing. The actions implemented are structured into different areas, including health and safety, skills development, organisational wellbeing and internal communication.

Health and safety at work

The activities described are part of the broader health and safety management system adopted by the Group companies, in compliance with the applicable national regulations and the corporate procedures in force. The protection of health and safety represents an operational priority for the Group, in particular in production contexts.

In the subsidiary Óvártej, a structured system of training and prevention is adopted that provides for:

- mandatory training on health and safety for all new hires before the start of the work activity, as well as periodic updates at least annually;
- additional training in the event of the introduction of new technologies, changes of duties or following accidents;
- practical on-the-job training, with the involvement of area managers;
- specific training paths for at-risk duties (e.g. plant operation, use of machinery, management of hazardous substances).

The prevention system is supported by:

- definition of detailed operating rules for the use of machinery, devices and substances;
- obligation to use protective equipment personal protective equipment (PPE) appropriate to the activities carried out;
- structured procedures for the management of emergencies, including evacuation plans, first aid and fire management;
- monitoring and reporting of accidents, with analysis of the causes and definition of corrective actions.

In addition, workers have the right to interrupt the activity in the presence of conditions of serious and immediate risk, actively contributing to the prevention of accidents.

Skills development and training

The Group promotes the continuous development of skills as a fundamental lever for safety, employability and professional growth.

During the year, several training programmes were provided, including:

- technical and specialist training on plants and production processes;
- courses in the IT and digitalisation sphere (e.g. Power BI, management systems);
- training in the HR sphere and updating regulatory;
- highly specialist paths for technical roles (e.g. operation of industrial plants with training paths of up to 160 hours).

These activities contribute to:

- reducing operational risk;
- improving the awareness of workers with respect to the risks;
- supporting the technological and organisational evolution of the Group.

Organisational wellbeing and welfare

The Group promotes the wellbeing of employees through structured welfare and engagement initiatives.

In particular, some Group companies have developed corporate wellbeing initiatives that include:

- economic benefits and agreements (e.g. facilitations on purchases, events and services);
- engagement and social initiatives (events corporate, family days, loyalty programmes);
- sporting and recreational activities; • volunteering and social responsibility initiatives social;
- internal communication tools and sharing (corporate magazine, internal groups, periodic updates).

These initiatives contribute to improving the corporate climate, strengthening the sense of belonging and preventing risks linked to stress and disengagement.

Approach to the management and resolution of impacts

The actions adopted by the Group are defined according to the nature of the impacts identified (direct or potential) and are integrated into the corporate processes.

In particular:

- the critical issues in the safety sphere are managed through systems for the reporting, recording and analysis of accidents;
- the organisational issues and those relating to staff are managed through the involvement of the HR functions and area managers;
- the corrective actions are defined in a manner proportionate to the severity of the impact and monitored over time.

Monitoring of the effectiveness of the actions

The Group monitors the effectiveness of the actions adopted through an integrated system of quantitative and qualitative indicators, including:

- accident rates and safety indicators;
- hours of training provided and participation in the training programmes;
- feedback collected through interviews and surveys internal;
- reports received through the channels dedicated.

The results of the monitoring are used to update the corporate policies and continuously improve working conditions.

The Valcolatte Group considers people one of the main factors of growth, innovation and corporate continuity. Consistently with the 2025–2030 Sustainability Plan and with the impacts, risks and opportunities identified through the double materiality analysis, the Group has begun a path of progressive structuring of the objectives relating to the management of human capital, the development of skills, organisational wellbeing and health and safety at work.

To date the system of ESG targets relating to the workforce is in the consolidation phase. Some priority objectives have, however, already been defined that represent the main lines of development of the organisation for the coming years and that contribute to strengthening the Group's ability to attract, develop and enhance its own people.

Group objectives

Area	Target	Time horizon	Status
Reduction of accidents	10% reduction in the number of accidents	End of 2027	In progress
Safety training	Involvement of at least 80% of the corporate population in the planned training activities	End of 2027	In progress
PPE and safety compliance	Achievement of 100% compliance in the use of PPE and in safety requirements	End of 2027	In progress
Training and skills development	Consolidation of the Valcolatte Academy and expansion of the corporate training paths	2028	In development
Attraction and enhancement of talent	Strengthening of collaborations with schools, ITS institutes and universities and development of professional placement paths	2028	In development
Listening and corporate climate	Introduction of structured tools for listening and monitoring the organisational climate	2028	In development
HR KPI	Implementation of a monitoring system dedicated to training, turnover, absenteeism and people engagement	2028	In development

466

EMPLOYEES OF THE GROUP
AS AT 31 DECEMBER 2025 OF WHICH:

163 283

During 2025 the Group continued the path of evolution of the Human Resources function, begun with the aim of complementing the administrative management of personnel with a vision increasingly oriented towards the development of skills, the professional growth of people and the strengthening of the organisation. In this context, particular relevance is assumed by the Valcolatte Academy project, conceived as a cross-cutting tool to foster the diffusion of technical, managerial and organisational skills consistent with the development needs of the business.

In parallel, the Group strengthened dialogue with schools, universities and higher technical institutes, promoting initiatives aimed at supporting generational turnover and the attraction of new professional figures.

Among the priorities identified are also the strengthening of the HR function, the development of structured tools for listening to people, the improvement of internal communication and the progressive introduction of monitoring systems able to support decisions increasingly based on objective data and indicators.

The achievement of the objectives is monitored through quantitative and qualitative indicators that the Group is progressively integrating into its own ESG system. The information relating to training, health and safety, workforce composition, turnover, remuneration and other social indicators is reported in the subsequent disclosures of this chapter. The involvement of the workforce, of the function managers and of the worker representatives contributes to the identification of intervention priorities and to the monitoring of the effectiveness of the actions undertaken.

The Group plans to progressively extend the monitoring and objective-setting system to all the companies included in the reporting scope, fostering a growing integration of social topics within its own sustainability management system.

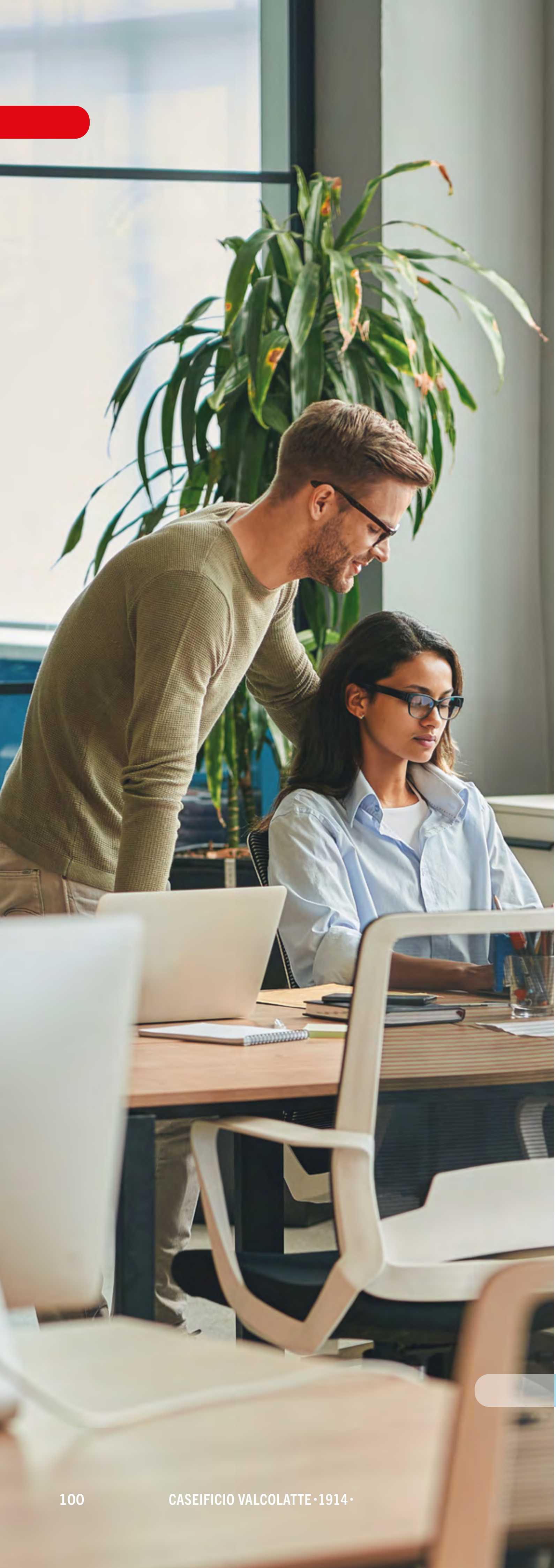
The Valcolatte Group monitors the composition of its own workforce in order to understand the employment characteristics of the people who work in the various Group companies and to support the definition of its own social and organisational policies.

As at 31 December 2025, the Group employs a total of 446 employees.

Total number of employees by gender

Company	Total		
Valcolatte S.r.l.	168	114	54
Valcolatte S.p.A.	105	75	30
Óvártej	173	94	79
Total Group	**446**	**283**	**163**

The Group's workforce shows a prevalence of male personnel, mainly attributable to the presence of production and operational activities typical of the dairy sector.



Type of contract

Company	Term permanent	Term fixed
Valcolatte S.r.l.	166	2
Valcolatte S.p.A.	105	0
Óvártej	173	0

Turnover

Company	Hires	Terminations	Turnover
Valcolatte S.r.l.	15	10	15%
Valcolatte S.p.A.	12	8	20%
Óvártej	38	34	19.7%

The turnover rate was calculated by relating the number of terminations occurring during the financial year to the average workforce of the year. During the financial year the Group recorded a total of 65 new hires and 52 terminations.

The Valcolatte Group also makes use, where necessary, of non-employee personnel through agency contracts, mainly in support of the operational and production activities.

The information available concerns the agency personnel employed at the Italian companies. For the subsidiary Óvártej the figure is being consolidated.

Company	Number of non-employees
Valcolatte S.r.l.	62
Valcolatte S.p.A.	16
Óvártej	0

The Valcolatte Group recognises the role of social dialogue and worker representation as fundamental elements to guarantee fair working conditions, foster constructive dialogue and sustain industrial relations based on collaboration.

In the Group's Italian companies, the entirety of employees is covered by collective bargaining. The information relating to the subsidiary Óvártej is currently being consolidated.

Coverage of collective bargaining

Company	% employees covered by collective bargaining
Valcolatte S.r.l.	100%
Valcolatte S.p.A.	100%
Óvártej	0%

Breakdown by country (EEA)

Country	% collective bargaining coverage
Italy	100%
Hungary	0%

Non-EEA countries

Not applicable. All the companies included in the reporting scope operate within the European Economic Area (EEA).

Worker representation (social dialogue)

Country	% employees covered by representation
Italy	61%*
Hungary	1%

* The figure reflects the presence of a formalised union representation at Valcolatte S.r.l. (168 employees) and the absence of a formalised representation at Valcolatte S.p.A. (105 employees). The percentage was determined by relating the employees covered by formalised union representation to the total employees of the Italian companies included in the reporting scope.

European representation structures

Type	Presence
European Works Council (EWC)	No
SE Works Council	No
SCE Works Council	No

The Valcolatte Group monitors the composition of its own managerial population with the aim of promoting an inclusive work environment and enhancing the diversity of skills, experiences and perspectives within the decision-making processes.

For the purpose of this disclosure, the Group considers as top management the two hierarchical levels immediately below the administration and control bodies. The information available for the 2025 financial year concerns the Italian companies included in the reporting scope.

Gender distribution in top management

Company	(no.)	(no.)	%	%
Valcolatte S.r.l.	9	2	81.8%	18.2%
Valcolatte S.p.A.	8	4	66.7%	33.3%
Óvártej	4	2	66.7%	33.3%

Overall, the top management of the Group's Italian companies is composed of 23 people, of whom 17 men and 6 women. The Group recognises the importance of gender diversity in roles of responsibility and continues its own path of enhancing skills and opportunities for professional growth, consistently with the principles of inclusion and equal opportunities promoted at corporate level.

The Valcolatte Group ensures that its own remuneration policies are compliant with the applicable regulations and with the collective labour agreements adopted in the countries in which it operates, with the aim of ensuring adequate economic conditions consistent with the contractual levels provided for.

For the Italian companies included in the reporting period, all employees are hired in compliance with the economic treatments provided for by the applied national collective agreements (CCNL). At the reporting date the Group therefore considers the requirement of wage adequacy provided for by the applicable national regulations to be satisfied.

Assessment of wage adequacy

Company	Wage adequate	Benchmark used
Valcolatte S.r.l.	Yes	CCNL applied
Valcolatte S.p.A.	Yes	CCNL applied
Óvártej	Yes	/

Countries with any inadequate wages

Country	% employees affected
Italy	0%
Hungary	0%

The Valcolatte Group guarantees its own employees access to the social protection systems provided for by the regulations in force in the countries in which it operates. For the Italian companies included in the reporting scope, employees are covered by the mandatory social protection systems provided for by national legislation.

Social protection coverage for relevant events

Event	Valcolatte S.r.l.	Valcolatte S.p.A.	Óvártej
Sickness	Yes	Yes	Yes
Unemployment	Yes	Yes	Yes
Maternity / Paternity	Yes	Yes	Yes
Accident / Disability	Yes	Yes	Yes

Countries in which social protection is not guaranteed

At the reporting date there are no cases of lack of coverage of the main social protection institutions for the employees of the Group's Italian companies.

Country	Event not covered
Italy	None
Hungary	None

The Valcolatte Group promotes the principles of inclusion, equal opportunities and the enhancement of diversity, in compliance with the applicable regulations on the employment integration of people with disabilities.

At the reporting date, the information available for the Italian companies shows the following incidence of employees belonging to the protected categories or recognised pursuant to the applicable regulations.

Percentage of people with disabilities

Company	% employees with disabilities
Valcolatte S.r.l.	7.74%
Valcolatte S.p.A.	2.86%
Óvártej	0.5%

Data collection methodology

Item	Status
Collection method	Regulatory obligations and employment integration procedures
Data source	Human Resources function and targeted placement
Definition used	People belonging to the protected categories pursuant to the applicable regulations

The activities of recruitment and selection of personnel take place through various channels, including employment agencies, spontaneous applications, professional acquaintances and territorial relational networks.

The Valcolatte Group recognises continuous training as a fundamental tool to sustain the professional growth of its own people, guarantee the updating of technical and organisational skills and support the continuous improvement of corporate processes.

During 2025, the training activities concerned topics linked to health and safety at work, technical-production aspects, regulatory requirements and the development of professional skills.

Training provided

Company	Total hours of training	Average hours per employee
Valcolatte S.r.l.	1,675.5	10
Valcolatte S.p.A.	456.5	4,5
Óvártej	3,460	20

During the financial year, the Group's Italian companies provided a total of 2,132 hours of training. The monitoring of training activities will be progressively strengthened in the coming financial years in order to expand the level of detail of the information available and support the definition of specific skills development objectives. The training activities concerned mainly health and safety at work, regulatory updates, technical skills and professional development.

The Valcolatte Group considers the protection of health and safety at work a priority element in the management of its own operational and production activities. The Group companies adopt prevention and protection measures in compliance with the applicable regulations, with the aim of reducing the risk of accidents and ensuring safe working environments.

Coverage of the health and safety system

Company	% workforce covered by H&S system
Valcolatte S.r.l.	100%
Valcolatte S.p.A.	100%
Óvártej	100%

Fatal accidents

Company	Number
Valcolatte S.r.l.	0
Valcolatte S.p.A.	0
Óvártej	0

Fatal occupational diseases

Company	Number
Valcolatte S.r.l.	0
Valcolatte S.p.A.	0
Óvártej	0

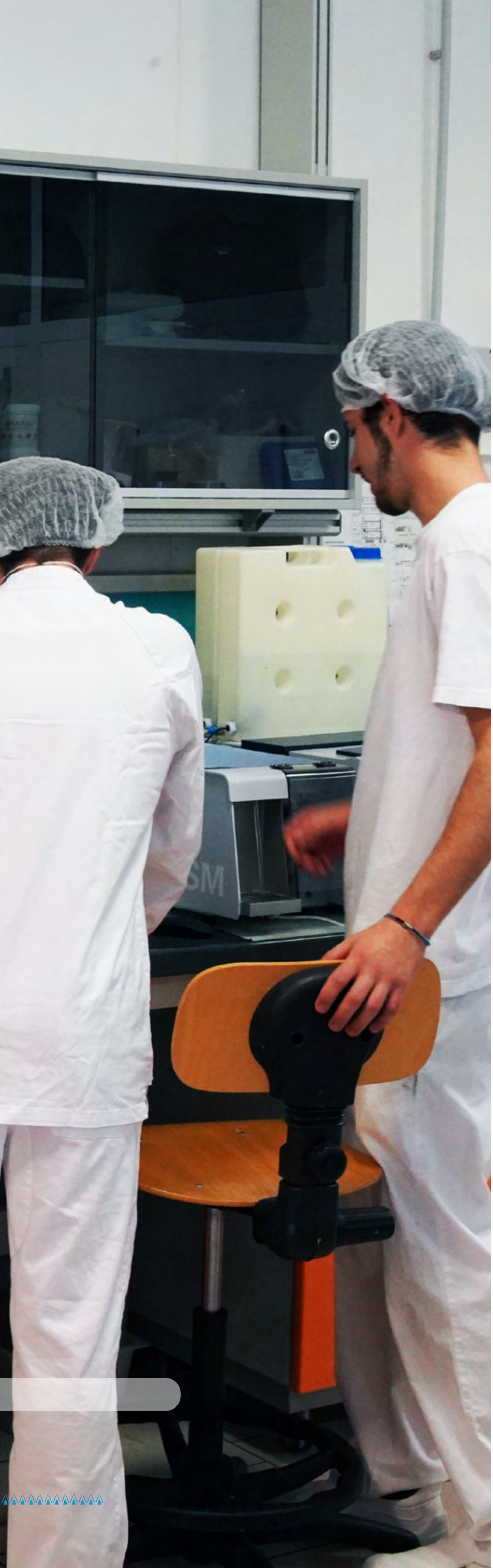
Recordable accidents

Company	Number accidents	Rate (per 1,000,000 hours worked)
Valcolatte S.r.l.	10	35.4
Valcolatte S.p.A.	2	11.2
Óvártej	34	107.6

The accident rate was calculated as the ratio between the number of recordable accidents and the hours worked in the financial year, multiplied by 1,000,000.

Occupational diseases

Company	Number of cases
Valcolatte S.r.l.	0
Valcolatte S.p.A.	0
Óvártej	0



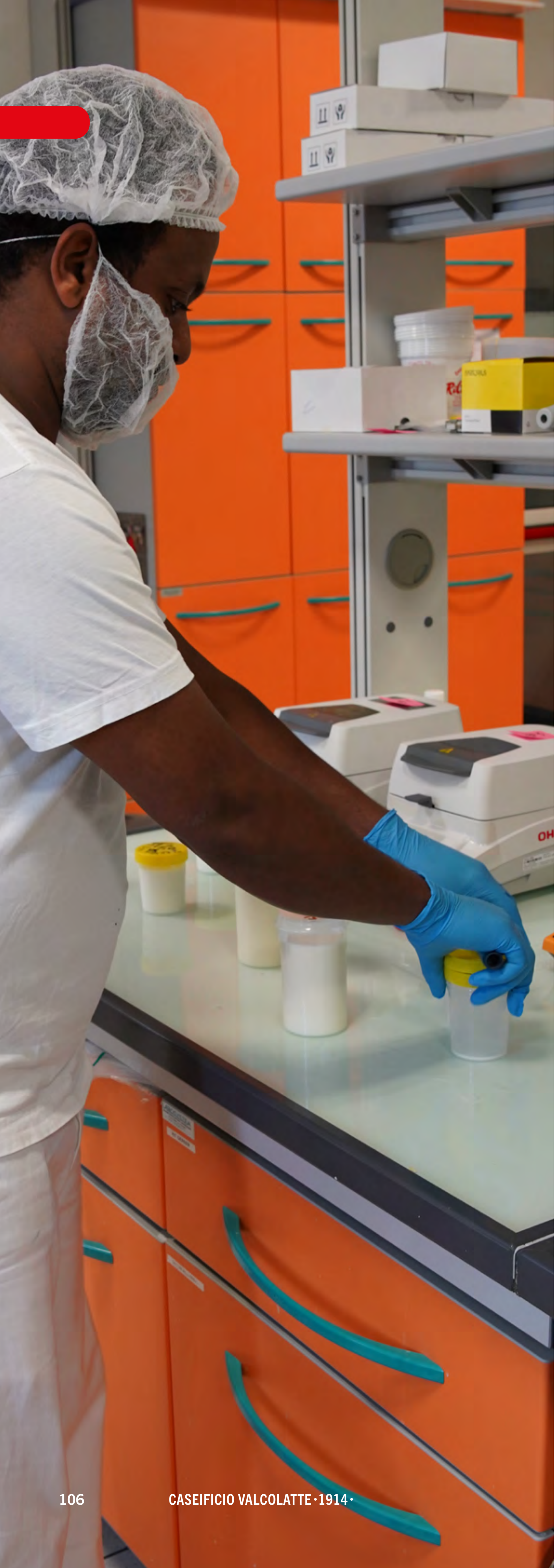
Days lost

Company	Days lost due to accidents and occupational diseases
Valcolatte S.r.l.	525
Valcolatte S.p.A.	26
Óvártej	277

During 2025, the Group recorded no work-related fatalities and no fatal occupational disease cases. Monitoring health and safety indicators is one of the tools through which Valcolatte assesses the effectiveness of its prevention activities and promotes a safe working environment across the Group.

At the Hungarian subsidiary Óvártej, 34 work-related accidents were recorded during the reporting year, 13 of which resulted in lost working days, accounting for a total of 277 lost days. These data reflect the reporting system adopted by the company and have been calculated using criteria consistent with those applied by the Group's Italian companies.

All Group employees are covered by occupational health and safety management systems or by procedures that comply with the applicable legislation in the respective countries in which the Group operates. The Valcolatte Group also recognises the importance of maintaining a healthy work-life balance as a key factor in ensuring employee well-being and supporting the long-term sustainability of the organisation. In accordance with applicable legislation and collective bargaining agreements, the Group grants its employees access to family-related, parental and personal leave entitlements. During 2025, a significant proportion of the Group's workforce made use of the work-life balance measures provided for under the applicable legislation and collective agreements.



Employees who made use of family leave

Company	% employees who made use of leave
Valcolatte S.r.l. and Valcolatte S.p.A.	14%
Óvártej	0

The Group intends to progressively strengthen the monitoring of indicators relating to work-life balance, in order to improve the understanding of the needs of its own people and support the development of initiatives oriented towards organisational wellbeing.

The Valcolatte Group monitors remuneration aspects with the aim of guaranteeing fairness, transparency and consistency with the principles of equal opportunities. The remuneration policies are defined in compliance with the applicable regulations and the relevant collective agreements.

Gender pay gap

Company	Gender pay gap
Valcolatte S.r.l.	24%
Valcolatte S.p.A.	13%
Óvártej	5%

The gender pay gap was calculated on the basis of the gross annual remuneration received by the employees of the respective companies. The figure is affected by the different distribution of men and women among operational, specialist and responsibility roles and does not reflect remuneration differences deriving from differentiated wage policies for equal duties.

Calculation methodology

Item	Status
Inclusion of base salary and variable components	Yes
Method for calculating the median	Analysis of the employee population and proper remuneration of the individual companies

In the coming financial years the Group plans to further strengthen the systems for monitoring remuneration metrics, in order to guarantee an ever more structured reporting aligned with the requirements provided for by the ESRS.

The Valcolatte Group promotes a work environment founded on respect for the individual, on the enhancement of diversity, on the protection of human rights and on the protection of the health and safety of workers. These principles are supported by dedicated corporate procedures, prevention systems and reporting tools, including the whistleblowing system, aimed at fostering the emergence and management of any non-compliant behaviours.

Episodes of discrimination

Company	Number of incidents
Valcolatte S.r.l.	0
Valcolatte S.p.A.	0
Óvártej	0

Other episodes relating to human rights

Company	Number of incidents
Valcolatte S.r.l.	0
Valcolatte S.p.A.	0
Óvártej	0

Relevant incidents regarding health and safety at work

Company	Number of relevant incidents
Valcolatte S.r.l.	1
Valcolatte S.p.A.	0
Óvártej	0

Sanctions, fines and compensation

Company	Amount (€)
Valcolatte S.r.l.	4,556.28
Valcolatte S.p.A.	0
Óvártej	3,652

During the 2025 financial year no episodes of discrimination nor ascertained violations of human rights have been reported in the Italian companies included in the reporting scope. With reference to health and safety at work, one relevant episode was recorded at Valcolatte S.r.l., managed according to the prescribed corporate procedures, to which an administrative sanction equal to Euro 4,556.28 is associated.

To date there are no further sanctions, fines or compensation attributable to episodes of discrimination or violations of human rights in the Group's Italian companies. The monitoring of these aspects constitutes an integral part of the corporate commitment aimed at guaranteeing an inclusive, safe work environment compliant with the applicable ethical and regulatory principles.

The information reported derives from the formally recorded reports and from the events detected through the corporate systems of human resources management, compliance and health and safety at work.

4.2 S2 – Workers in the value chain

The Valcolatte Group recognises that the creation of sustainable value does not depend exclusively on its own operational activities, but also on the ways in which relationships are managed along the entire value chain.

From this perspective, the Group promotes relationships based on transparency, fairness, legality and respect for human rights, involving suppliers, sub-suppliers, commercial partners and other parties who contribute to the realisation of its own products and services.

The approach adopted is founded on a set of governance tools and organisational safeguards applied at Group level, including the Code of Ethics, the Organisation, Management and Control Model pursuant to Legislative Decree 231/2001, the Supplier Code of Conduct and the processes of qualification and monitoring of the supply chain.

In particular, the Supplier Code of Conduct represents the main tool through which the Group defines the expectations towards the partners of the supply chain. The document applies to suppliers, contractors, subcontractors, agents and collaborators and requires compliance with internationally recognised principles, including the principles of the United Nations Global Compact, the Universal Declaration of Human Rights, the fundamental Conventions of the International Labour Organization (ILO) and the OECD Guidelines for Multinational Enterprises.

Through these tools, the Group promotes the protection of human rights and working conditions along the value chain, requiring its own partners to comply with the applicable regulations and to adopt behaviours consistent with the principles of dignity, fairness and social responsibility.

In particular, **suppliers are required to guarantee**:

- respect for fundamental human rights and the prohibition of any form of child labour, forced labour, exploitation or human trafficking
- working conditions compliant with the regulations in force regarding remuneration, working hours, maternity protection and worker protection
- respect for freedom of association and the right to collective bargaining
- safe and healthy work environments, through adequate measures of prevention, training and risk management
- equal opportunities and the absence of discrimination based on gender, age, origin, nationality, religion, sexual orientation, disability or other personal characteristics
- remuneration systems compliant with the applicable regulations and, where provided, suitable to guarantee dignified living conditions for workers.

The Group also promotes the extension of these principles along the entire supply chain, encouraging its own suppliers to apply analogous standards also towards their respective sub-suppliers and commercial partners.

In support of this approach, the subsidiary Óvártej has developed structured procedures of qualification and assessment of suppliers within its own quality and food safety management systems. These procedures provide for the collection of economic, operational and qualitative information, the verification of technical documentation and the certifications held, as well as activities of periodic monitoring of supplier performance in terms of quality, reliability and compliance with contractual requirements.

The Group has not yet implemented an integrated supplier assessment system based on specific ESG indicators relating to value chain workers. However, the principles contained in the Supplier Code of Conduct, together with the qualification and monitoring processes already in place, constitute a first safeguard aimed at preventing and mitigating potential negative impacts on workers along the supply chain.

The policies and principles described above apply to the entire value chain and are communicated to suppliers through contractual documentation, onboarding processes and dedicated information tools. Commercial partners are required to accept these principles and to collaborate with the Group in the verification and monitoring activities aimed at guaranteeing compliance with them.

The Valcolatte Group recognises the importance of maintaining a constant dialogue with the actors of its own value chain, in order to understand the needs of the workers involved in the supply activities and to promptly identify any critical issues connected to working conditions, respect for human rights and the sustainability of the supply chain.

Considering the nature of its own business and the strong integration with the agri-food sector, the involvement of value chain workers takes place predominantly through direct dialogue with suppliers, providers and operational partners, as well as through the monitoring and relationship activities developed during the normal corporate activities.

In particular, the subsidiary Óvártej has developed a structured engagement approach with milk producers and supply chain operators, based on periodic visits to the farms, direct meetings and verification activities aimed at monitoring the operational conditions, the production processes and the required quality standards. These activities make it possible to collect observations, reports and feedback coming from the supply chain operators and to identify any areas of improvement.

Through direct dialogue with its own partners, the Group also acquires elements useful for understanding possible situations of vulnerability present along the value chain, fostering an approach oriented towards prevention and continuous improvement.

At the reporting date, the Group has not yet implemented formalised and systematic tools for the direct consultation of value chain workers, such as dedicated surveys or structured representation mechanisms. Likewise, Global Framework Agreements or other formalised agreements with representatives of the supply chain workers have not been signed.

Reporting channels

The Group makes available tools that also allow parties external to the organisation, including suppliers, collaborators and commercial partners, to report any non-compliant behaviours, regulatory violations or relevant critical issues.

To this end, a whistleblowing system is active, also accessible to value chain workers, which allows the sending of reports, also in anonymous form, through a dedicated platform. The system is managed in compliance with the provisions provided for by Legislative Decree 24/2023, which transposes Directive (EU) 2019/1937, and guarantees the confidentiality of the identity of the whistleblower, protection from possible retaliation and an impartial management of the reports received.

At the reporting date, the Group does not yet have structured quantitative indicators for measuring the effectiveness of the reporting channels; the adequacy of the system is, however, assessed through the analysis of the reports received and the related methods of management.

Management of critical issues and remedial actions

The Group adopts an approach oriented towards the timely management of critical issues that may emerge along the value chain. The problems identified through the monitoring activities, the dialogue with suppliers or the reporting channels are analysed by the competent corporate functions in order to identify the most appropriate actions in relation to the nature and severity of the situation detected.

Where necessary, the Group activates corrective measures, promotes improvement actions shared with the partners involved and supports the adoption of measures aimed at preventing the recurrence of the critical issues encountered. In cases where actual or potential negative impacts on value chain workers are identified, Valcolatte undertakes to collaborate with the parties concerned to identify remedial measures proportionate and consistent with the operational context.

The approach adopted reflects the Group's will to build long-term relationships with its own suppliers, fostering the continuous improvement of social and operational standards along the entire supply chain.

The Valcolatte Group adopts an approach oriented towards the prevention and mitigation of the potential impacts on the workers involved along its own value chain, with particular reference to the suppliers of raw materials, the milk providers and the operational partners who contribute to the carrying out of the corporate activities.

The actions developed by the Group are founded on a set of organisational tools, supplier qualification and monitoring processes and ongoing relationships with the supply chain operators, aimed at promoting respect for ethical principles, human rights and adequate working conditions.

Prevention and mitigation actions

Among the main initiatives adopted by the Group, the following stand out:

- the application of the principles contained in the Code of Ethics, in the Organisation, Management and Control Model pursuant to Legislative Decree 231/2001 and in the Supplier Code of Conduct;
- the supplier selection and qualification processes, based on assessments of a technical, qualitative and economic nature;
- the ongoing management of relationships with the supply chain partners through activities of dialogue and collaboration;
- the use of reporting channels also accessible to parties external to the organisation;
- the operational monitoring carried out at the strategic suppliers and the raw material providers.

In particular, the subsidiary Óvártej carries out periodic visits to the milk producers and supply chain operators in order to verify compliance with the required quality requirements, monitor the operational conditions and identify any critical issues that may affect the sustainability and continuity of supply.

The approach adopted privileges dialogue and collaboration with the partners of the value chain, fostering the preventive identification of problems and the definition of shared corrective actions.

Management of critical issues

Should situations emerge that may determine actual or potential negative impacts on value chain workers, the Group analyses the critical issues through the competent corporate functions and, where necessary, promotes corrective measures and improvement actions agreed with the parties involved.

The measures adopted are defined according to the nature and severity of the problem encountered and may include verification activities, requests for adjustment to corporate requirements and support initiatives aimed at improving operational practices.

At the reporting date, the Group has not yet formalised specific structured remediation procedures nor escalation systems dedicated to the topics relating to value chain workers. These aspects may be further developed within the progressive strengthening of the Group's ESG system.

Dedicated resources

The activities described above are currently integrated into the ordinary processes of supply chain management, quality, food safety and corporate compliance and are carried out by the competent internal functions.

At the reporting date, no financial resources specifically dedicated to the management of impacts on value chain workers are allocated, nor is consolidated information available relating to CapEx or OpEx attributable exclusively to this area.

Monitoring of the effectiveness of the actions

The effectiveness of the initiatives adopted is monitored mainly through:

- the supplier qualification and assessment activities;
- the operational checks carried out along the supply chain;
- the analysis of any reports received through the dedicated channels;
- the direct dialogue with the commercial partners and the providers.

At the reporting date, the Group does not yet have specific quantitative indicators or a formalised social audit system aimed at measuring the performance of suppliers regarding workers' rights and human rights.

Incidents relating to human rights in the value chain

At the reporting date no significant incidents have emerged relating to violations of human rights along the value chain of which the Group has become aware through its own systems of control, monitoring or reporting.

There are also no significant judicial or non-judicial proceedings directly connected to alleged violations of human rights in the value chain attributable to the companies included in the reporting scope.

The Group recognises, however, the importance of progressively strengthening its own data collection and monitoring tools in order to improve the ability to identify, assess and manage any impacts along the supply chain, consistently with the evolution of the ESRS requirements and of its own sustainability policies.

The Valcolatte Group recognises the strategic role of its own value chain in the creation of sustainable value and in the protection of the rights of the people involved in the supply activities. Consistently with the path of evolution of its own ESG system, the Group is progressively developing a more structured approach to the management of the impacts, risks and opportunities connected to supply chain workers.

At the reporting date, formalised and time-bound quantitative objectives specifically dedicated to workers in the value chain have not yet been defined. The activities currently developed focus mainly on the operational oversight of suppliers, on the application of the principles contained in the Code of Ethics and in the Supplier Code of Conduct and on the maintenance of ongoing relationships with the supply chain partners.

Within the progressive strengthening of the ESG system, the Group plans to develop in the coming financial years a system of objectives and indicators dedicated to value chain workers, with particular reference to the following areas:

- integration of ESG and social criteria into the supplier qualification, selection and assessment processes;
- strengthening of the monitoring activities and assessment of the supply chain;
- development of tools and indicators aimed at the detection of potential impacts on supply chain workers;
- promotion of the culture of human rights and of responsible working conditions along the value chain;
- dissemination and progressive strengthening of the tools for reporting and dialogue with parties external to the organisation.

The involvement of suppliers, commercial partners and the other actors of the supply chain represents an essential element for the definition of future objectives and for the monitoring of the effectiveness of the actions undertaken.

At the reporting date, the Group has carried out a first qualitative analysis of the impacts relating to workers in the value chain. The development of a structured system for the collection of data and the monitoring of the social performance of the supply chain constitutes one of the main areas of evolution planned in the coming financial years, consistently with the evolution of the Group's ESG system and the requirements provided for by the ESRS.

4.3 S3 — Affected communities

The Valcolatte Group recognises the value of local communities as an essential element for its own sustainable growth and for the creation of shared value over the long term.

The presence in the territory, the bond with the agricultural supply chain and the relationships built over time with local stakeholders represent in fact fundamental components of the Group's business model and of its corporate identity.

The approach adopted is characterised by a strong integration with the economic and social context in which the Group operates, with particular reference to the territories that host the production plants and to the communities connected to the dairy supply chain. From this perspective, Valcolatte promotes ongoing relationships with local communities, associations, third-sector bodies, sporting organisations and other actors of the territory, supporting initiatives oriented towards the social, cultural and sporting growth of the reference communities.

The bond with the territory constitutes one of the distinctive elements of the Group's history. For over fifty years Valcolatte has collaborated with local farms, contributing to the enhancement of the short supply chain, to the continuity of production activities and to the economic stability of the related industries. In parallel, the Group has over time supported initiatives aimed at the community through sponsorships, contributions and forms of support aimed mainly at the local context.

This commitment takes concrete form, among other things, in support for amateur sporting organisations, territorial associations and initiatives dedicated to young people, with the aim of fostering inclusion, aggregation and development of the local social fabric.

With reference to the subsidiary Óvártej, the relationship with local communities is further strengthened through tools that foster the active participation of people. In particular, employees can propose organisations, associations or projects to support, contributing directly to the identification of the social initiatives to be promoted in the territory. This approach fosters listening to local needs and strengthens the bond between company, people and community.

At the reporting date, the Group has not adopted a standalone policy specifically dedicated to affected communities. The principles that guide the relationship with the territory are, however, integrated into the corporate culture, into the founding values of the business and into the operational ways in which relationships with local stakeholders are developed.

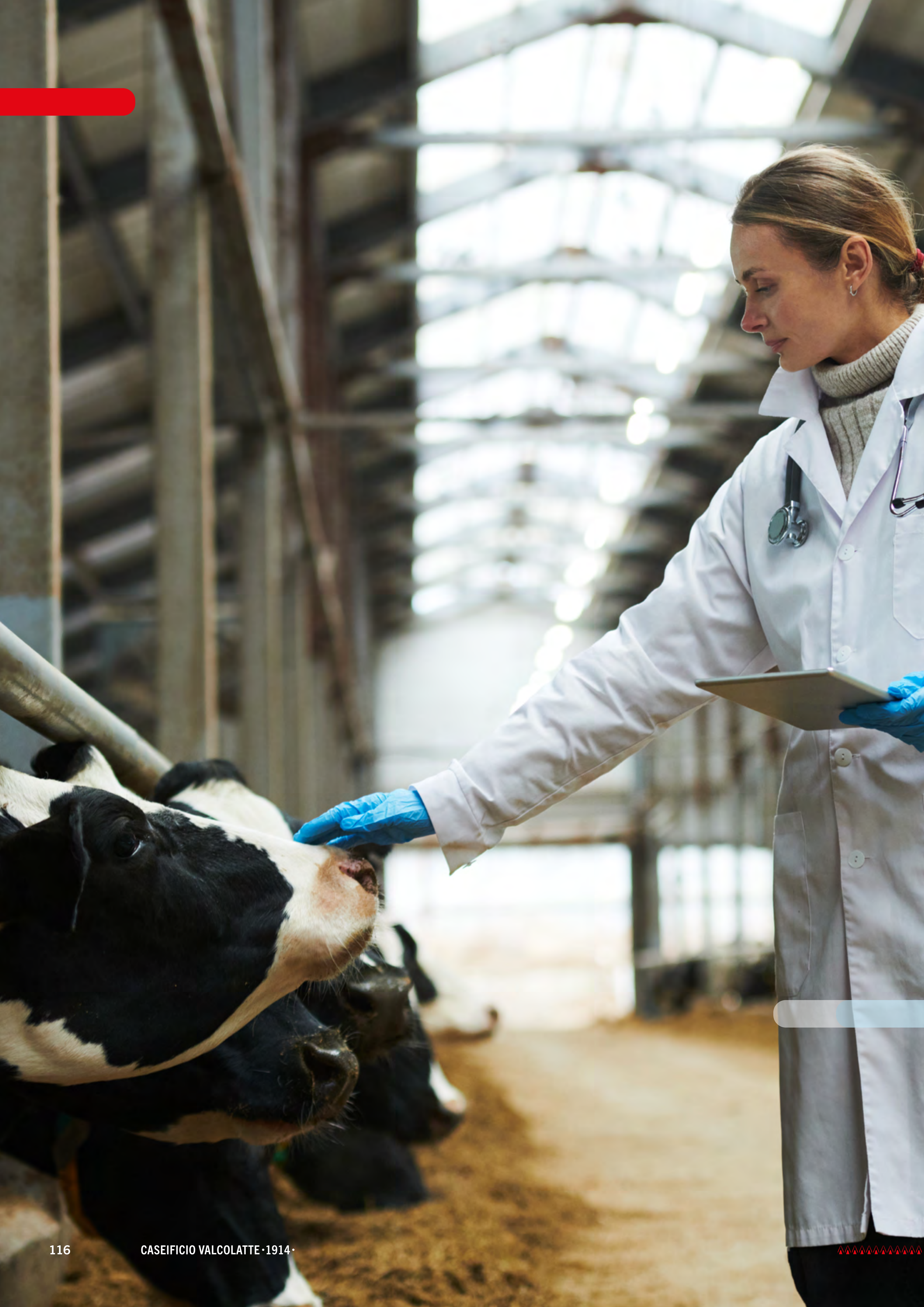
The **Group's approach** is founded in particular on the following principles:

- enhancement of the territory and of the local supply chain through long-term relationships with farms and economic operators
- support for communities through social initiatives, sponsorships and contributions in favour of the associative and sporting fabric
- involvement of people in the promotion of initiatives of collective interest
- development of collaborative relationships oriented towards the creation of shared and lasting value.

At the reporting date, the involvement of local communities takes place predominantly through direct and ongoing relationships with the stakeholders of the territory and not through formalised procedures of systematic consultation. Moreover, in consideration of the geographical context in which the Group operates, no indigenous communities or particularly vulnerable categories directly affected by the corporate activities have been identified.

In the coming financial years, the Group plans to progressively strengthen its own approach to affected communities through a greater structuring of the engagement activities, the consolidation of the tools of dialogue with the territory and the development of methods for monitoring the social initiatives and their impact on local communities.

The Valcolatte Group considers dialogue with local communities a fundamental element for understanding the needs of the territory and for the responsible management of the potential social impacts connected to its own activities. The relationship with local stakeholders is based on an approach grounded in listening, collaboration and the building of long-term relationships founded on mutual trust.



Engagement of affected communities

The involvement of local communities takes place predominantly through direct and ongoing relationships developed during the corporate activities and the initiatives promoted in the territory.

In particular, the Group interacts with the affected communities through:

- the consolidated relationships with the agricultural supply chain local and with the operators of the territory;
- the collaborations with associations, bodies of the third sector and local sporting organisations;
- the relationships developed with institutions, bodies local and other territorial stakeholders;
- the social, cultural and sporting initiatives supported by the Group.

These interactions make it possible to collect indications, expectations and observations coming from the local communities, contributing to guiding the initiatives of support for the territory and to strengthening the bond between business and the reference social context.

With reference to the subsidiary Óvártej, the involvement of communities is further supported by internal tools that allow employees to propose organisations, associations or projects to support, fostering a direct participation of people in the definition of the social impact initiatives.

At the reporting date, the Group has not yet implemented formalised processes of systematic consultation of the affected communities, such as territorial surveys, permanent dialogue tables or structured stakeholder engagement programmes. The dialogue with the territory takes place mainly through direct and ongoing relationships developed within the operational activities and the social initiatives promoted.

In consideration of the geographical context in which it operates, the Group has not identified indigenous communities nor particularly vulnerable categories directly affected by its own activities.

Reporting channels

The Group makes available tools that also allow parties external to the organisation, including local communities, to report any critical issues, non-compliant behaviours or situations deserving of attention.

To this end, a whistleblowing system is active, also accessible to third parties, which allows the sending of reports, also in anonymous form, through dedicated channels. The system is managed in compliance with the regulations in force and guarantees the confidentiality of the identity of the whistleblower, protection from possible retaliation and an impartial management of the reports received.

At the reporting date there are no reports coming from local communities through the available channels and specific quantitative indicators for the assessment of the effectiveness of the reporting mechanisms with reference to the affected communities have not been defined.

Approach to the management and remedy of critical issues

The Group adopts an approach oriented towards the timely management of any critical issues that may emerge in relation to local communities, promoting dialogue and the search for shared solutions with the interested parties.

The reports and problems that may be detected are analysed by the competent corporate functions, which assess the nature of the impact and the possible actions to be undertaken. Where necessary, corrective measures, support initiatives or further in-depth activities aimed at mitigating the effects of the situations identified may be activated.

The approach adopted privileges direct dialogue with the counterparties involved and the definition of solutions proportionate to the nature of the problem that emerged, with the aim of preserving positive and lasting relationships with the territory.

At the reporting date no significant cases of negative impacts on local communities have emerged that required specific remedial activities. The Group also does not have formalised procedures dedicated exclusively to the remediation of impacts on affected communities nor structured systems for monitoring the effectiveness of any remedial actions, aspects that may be progressively developed within the evolution of the ESG system.

The Valcolatte Group promotes positive and lasting relationships with local communities through initiatives and activities aimed at generating shared value and at contributing to the social and economic development of the territories in which it operates. The actions developed by the Group reflect the strong territorial roots of the company and the will to maintain a constant relationship with local stakeholders.

Actions in support of local communities

The main initiatives carried out by the Group are oriented towards the support of the local social, associative and sporting fabric and towards the enhancement of the reference agricultural supply chain.

In particular, the Group promotes:

- sponsorship initiatives in favour of amateur sporting associations and local organisations, contributing to the diffusion of values such as inclusion, aggregation and wellbeing;
- collaborations and forms of support aimed at associations, bodies and organisations active in the territory;
- ongoing relationships with the farms supplying farms and with the operators of the local dairy supply chain, contributing to economic stability and to the enhancement of the productions of the territory.

Sponsorships represent one of the tools through which the Group concretely supports local communities, fostering the realisation of sporting, educational and social activities aimed at different segments of the population.

With reference to the subsidiary Óvártej, the initiatives in favour of local communities are further supported by a participatory approach that allows employees to propose organisations and projects to support, contributing directly to the identification of the social impact activities to be promoted in the territory.

Prevention and management of negative impacts

At the reporting date, the Group has not identified material negative impacts on local communities directly attributable to its own operational activities.

In order to prevent and manage any critical issues, the Group maintains ongoing relationships with territorial stakeholders, fosters direct dialogue with the affected communities and makes available reporting channels also accessible to parties external to the organisation.

Should problems or situations deserving of further examination emerge, they are analysed by the competent corporate functions in order to identify the most appropriate actions and to foster the search for shared solutions with the parties involved.

At the reporting date, the Group has not adopted formalised procedures dedicated exclusively to the management and remedy of impacts on local communities; these aspects are currently managed within the ordinary processes of governance, compliance and management of relationships with stakeholders.

Dedicated resources

The activities in favour of the affected communities are currently integrated into the ordinary management of institutional relations, territorial initiatives and the communication and sponsorship activities developed by the Group.

At the reporting date, consolidated information is not available relating to financial resources specifically attributable to the activities dedicated to the affected communities, nor are CapEx or OpEx dedicated exclusively to this area identified.

Monitoring of the effectiveness of the actions

The monitoring of the initiatives developed in favour of local communities takes place predominantly through qualitative assessments, direct dialogue with the stakeholders of the territory and the analysis of the activities carried out during the financial year.

The information collected allows the Group to assess the effectiveness of the initiatives promoted and to guide future activities of support for the territory.

At the reporting date, structured quantitative indicators for the measurement of the impacts generated on local communities have not yet been defined. The Group plans, however, to progressively strengthen the tools for monitoring and assessing its own initiatives within the evolution of the ESG system.

Incidents relating to human rights and to affected communities

At the reporting date no significant incidents have emerged relating to human rights or judicial and non-judicial proceedings connected to impacts on local communities attributable to the Group's activities.

There are also no reports that have highlighted relevant violations of the rights of the affected communities or situations such as to require specific remedial measures.

The Group will continue to monitor these aspects within its own processes of risk management, dialogue with the territory and progressive strengthening of ESG practices.

The Valcolatte Group recognises the strategic role of local communities in the creation of sustainable value and in the consolidation of the relationships that have always characterised its own presence in the territory. The bond with the agricultural supply chain, the support for social and sporting initiatives and the dialogue with local stakeholders represent in fact central elements of the Group's identity and business model.

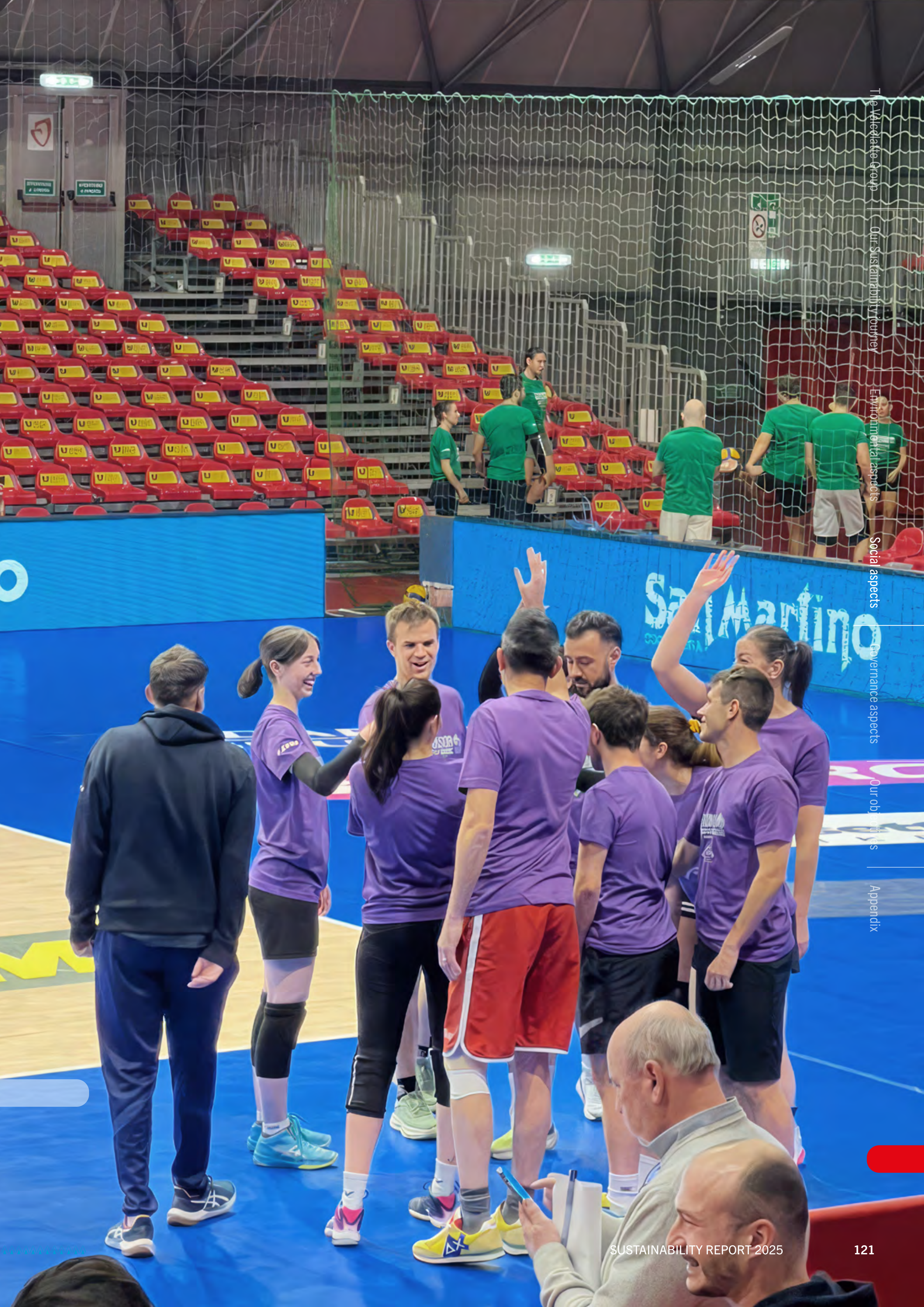
At the reporting date, formalised and time-bound quantitative objectives specifically dedicated to affected communities have not yet been defined. The activities developed during the financial year were oriented mainly towards the maintenance and strengthening of relationships with the territory, through community support initiatives, collaborations with associative and sporting organisations and the enhancement of the local supply chain.

Within the progressive consolidation of its own ESG system, the Group plans to develop in the coming financial years a more structured approach to the management of social impacts on the territory, with particular reference to the following areas:

- strengthening of the support initiatives for local communities and for the associative fabric of the territory;
- development of tools for listening and dialogue with local stakeholders;
- introduction of monitoring methods of the initiatives carried out and of the related social impacts;
- progressive definition of indicators and reporting tools dedicated to the affected communities;
- greater integration of the needs and of the expectations of the territory into corporate decision-making processes.

The involvement of local communities, associations and the other territorial stakeholders will represent a fundamental element for the definition of future objectives and for the assessment of the effectiveness of the initiatives promoted.

At the reporting date, the Group has developed a first qualitative assessment of the relationships with the affected communities and of the activities carried out in the territory. The development of more structured monitoring tools and dedicated indicators constitutes one of the main areas of evolution planned in the coming financial years, consistently with the growth path of the ESG system and with the requirements provided for by the ESRS.



4.4 S4 – Consumers and end-users

The Valcolatte Group recognises the protection of consumers and end-users as a central element of its own business model, in consideration of the food nature of the products made and marketed.

From this perspective, the Group promotes an approach oriented towards quality, food safety, transparency of information and responsibility in the relationship with the consumer.

The policies and safeguards relating to consumers and end-users are founded on a set of organisational and management tools applied at Group level, including:

- the Code of Ethics and the Model of Organisation, Management and Control pursuant to Legislative Decree 231/2001;
- the internal systems and procedures regarding quality and food safety;
- the control processes of the raw materials, of the finished products and of the suppliers;
- the procedures for managing non-conformities and, where necessary, of withdrawal or recall of the products;
- the labelling and information activities to the consumer carried out in compliance with the applicable regulations.

The Group oversees in particular the following areas.

Safety and quality of products

The safety and quality of products represent a strategic priority for the Valcolatte Group. The company operates with the aim of guaranteeing safe products, compliant with the regulations in force and meeting the quality standards applicable to the dairy sector.

To this end, controls are adopted along all the main phases of the production process, from the selection of the raw materials to the processing, from the packaging to the distribution of the finished products, ensuring high levels of traceability and monitoring of the supply chain.

Information and transparency towards the consumer

The Group ensures that the information provided to consumers, including that reported on the label, is compliant with the applicable regulations and oriented towards fostering aware and informed purchasing choices.

This area includes the information relating to the composition of the products, the allergens, the conservation methods, the expiry dates and the instructions for use. At the reporting date, specific tools for measuring the clarity, accessibility and comprehensibility of the information aimed at consumers have not been formalised.

Management of complaints and reports

The Group manages any complaints, reports and requests coming from customers, consumers and other interested parties through the available corporate channels and by means of the involvement of the competent functions.

The information collected through these channels contributes to the monitoring of product quality and to the continuous improvement of corporate processes. At the reporting date, the system for classifying and reporting complaints is not yet structured according to the specific disclosures provided for by the ESRS.

Privacy and protection of personal data

The Group operates in compliance with the applicable regulations on the protection of personal data, with particular reference to Regulation (EU) 2016/679 (GDPR), adopting organisational and management measures aimed at guaranteeing the protection of the information processed.

At the reporting date, specific metrics relating to privacy complaints or personal data breaches attributable to consumers and end-users are not available.

Responsible marketing and non-discrimination

The Group promotes commercial communication based on principles of fairness, transparency and responsibility, ensuring that the information relating to its own products is consistent with their actual characteristics and compliant with the applicable regulations.

At the reporting date, standalone policies specifically dedicated to responsible marketing, the protection of minors, the accessibility of communication or the prevention of discriminatory practices have not been adopted; these principles are, however, integrated into the corporate practices and into the compliance safeguards already existing.

At the reporting date, the Group has not adopted a standalone policy specifically dedicated to consumers and end-users according to the framework provided for by the ESRS. The main safeguards are, however, integrated into the systems of quality, food safety, regulatory compliance, labelling and management of reports already present within the organisation.

The policies and procedures adopted apply to the generality of consumers and end-users of the Group's products, in compliance with the applicable regulatory provisions on food safety, consumer information, allergens and protection of potentially vulnerable parties.

Within the path of evolution of its own ESG system, the Group plans to progressively strengthen the tools for monitoring and reporting relating to consumers and end-users, developing indicators and reporting methods more aligned with the requirements provided for by the ESRS.

The Valcolatte Group recognises the importance of the involvement of consumers and end-users as an essential element to guarantee quality, product safety and the continuous improvement of corporate processes. The information and feedback coming from the market represent in fact a fundamental tool to monitor customer satisfaction and strengthen the effectiveness of the quality and food safety systems.

Engagement of consumers and end-users

The involvement of consumers takes place predominantly through operational and relational methods connected to the nature of the business and based on direct interaction with customers, distributors and end-users of the products.

In particular, the Group collects indications and feedback through:

- the management of complaints and reports coming from the market;
- direct contacts with customers and distributors within the commercial activities;
- the quality control activities, which include the analysis of non-conformities and reports relating to the products.

These tools make it possible to acquire information useful for the assessment of perceived quality, product safety and the effectiveness of corporate processes, contributing to the identification of any areas of improvement.

At the reporting date, the Group has not yet implemented formalised stakeholder engagement tools specifically dedicated to consumers, such as structured satisfaction surveys, focus groups or systematic sentiment analysis systems. Furthermore, specific engagement mechanisms aimed at particular categories of vulnerable consumers have not been activated, without prejudice to compliance with the applicable regulations on food safety and consumer information.

Reporting channels

The Group makes available various channels through which consumers and end-users can submit requests, reports or complaints relating to the products and services offered.

In particular, corporate contact channels are available, such as email addresses and dedicated commercial references, as well as a whistleblowing system also accessible to parties external to the organisation, which allows the sending of reports also in anonymous form.

The reports received are managed through internal processes that provide for the collection, analysis and involvement of the competent corporate functions, including quality, production, commercial and, where necessary, legal and compliance functions.

The system adopted guarantees the confidentiality of the information received, impartiality in the management of reports and the correct assessment of any critical issues.

At the reporting date, the Group does not yet have a reporting system structured according to the ESRS disclosures that allows the consolidated reporting of indicators such as the number of complaints received, handling times, resolution rates or other metrics relating to the effectiveness of the reporting channels.

Approach to the management and remedy of critical issues

The Group adopts an approach oriented towards the prevention and timely management of the critical issues that may emerge in relation to the products placed on the market.

The reports and non-conformities detected are analysed by the competent corporate functions in order to identify the causes and define the most appropriate actions for their resolution.

Depending on the nature of the problem encountered, the measures adopted may include:

- internal checks on the production processes;
- corrective measures towards the suppliers;
- management of non-conformities;
- further examinations and additional controls on the products;
- information and support actions for customers.

In cases that may entail risks for the health and safety of the consumer, the Group may also activate specific procedures for the withdrawal or recall of products from the market, in compliance with the regulations in force and the corporate food safety protocols.

The approach adopted is founded on the principles of risk prevention, protection of consumer health, continuous improvement of processes and safeguarding of the trust placed by customers in the Group's products.

At the reporting date no significant negative impacts have emerged towards consumers and end-users such as to require specific remedial procedures beyond the normal processes of managing non-conformities and complaints. The Group plans, however, to progressively strengthen the systems for monitoring and reporting reports and corrective actions, consistently with the evolution of its own ESG system and the requirements provided for by the ESRS.

The Valcolatte Group adopts an approach oriented towards guaranteeing the quality, safety and reliability of its own products along the entire value chain, placing the consumer at the centre of its own activities. The actions developed by the Group are aimed at preventing and mitigating potential negative impacts on consumers and end-users, while at the same time promoting high quality standards and a continuous improvement of corporate processes.

Actions for the prevention and mitigation of impacts

The main initiatives implemented by the Group focus on the oversight of quality and food safety along all phases of the production process.

In particular, the Group:

- guarantees compliance with the regulations applicable on food safety through dedicated procedures, controls and verifications;
- carries out controls along the production chain, from the selection of the raw materials to the distribution of the finished product;

- collaborates with qualified suppliers and subjected to processes of technical and qualitative assessment and verification;
- adopts systems and procedures for the management of quality and food safety, also through the safeguards implemented by the subsidiary Óvártej;
- manages product non-conformities by means of activities of analysis, verification and definition of the appropriate corrective actions.

Should situations potentially relevant for consumer safety emerge, the Group may activate specific examination and control procedures, intervening on the production processes, on the suppliers or, where necessary, through measures of withdrawal or recall of products in compliance with the regulations in force and the corporate protocols.

Management of relationships with consumers

The relationship with consumers is managed through communication channels and tools that allow the collection of requests, observations and reports coming from the market.

The main methods of interaction include:

- the management of complaints and reports;
- direct dialogue with customers and distributors;
- the involvement of the corporate functions competent, including quality, production and the commercial area.

The information collected represents an important tool for continuous improvement and contributes to the timely identification of any critical issues or areas of intervention.

Protection of the health and safety of consumers

The protection of the health and safety of consumers constitutes a priority for the Valcolatte Group.

To this end, the Group:

- ensures the conformity of the products to the applicable regulatory and quality standards;
- guarantees the traceability of the raw materials and products along the main phases of the supply chain;
- promotes correct information to the consumer through labelling systems compliant with the regulations in force;
- constantly monitors the quality of the products and of the production processes.

Protection of data and information

The Group operates in compliance with the applicable regulations on the protection of personal data, with particular reference to Regulation (EU) 2016/679 (GDPR), adopting organisational and management measures aimed at guaranteeing the correct management of the information processed.

Dedicated resources

The activities relating to quality, food safety, the management of non-conformities and relationships with consumers are integrated into the Group's ordinary processes and are overseen by the competent corporate functions.

At the reporting date, consolidated information is not available relating to financial resources specifically attributable to the activities dedicated to consumers and end-users, nor are CapEx or OpEx dedicated exclusively to this area identified.

Monitoring of the effectiveness of the actions

The effectiveness of the activities developed for the protection of consumers is monitored through:

- the analysis of the reports and complaints received;
- the internal controls on the production processes and quality;
- the verifications on the conformity of the products;
- the monitoring of non-conformities and of any corrective actions.

At the reporting date, the Group does not yet have a reporting system structured according to the ESRS disclosures that allows the consolidated reporting of indicators such as customer satisfaction, complaint handling times or other metrics dedicated to the measurement of performance towards consumers.

Incidents relating to human rights and consumers

At the reporting date no significant incidents have emerged relating to human rights, nor judicial or non-judicial proceedings connected to impacts on consumers and end-users attributable to the Group's activities.

There are also no reports that have highlighted relevant violations of consumer rights such as to require specific remedial measures beyond the normal processes of managing non-conformities and complaints.

The Group will continue to monitor these aspects within its own systems of quality, food safety, compliance and risk management, progressively strengthening the tools for data collection and reporting consistently with the evolution of the ESG system and the requirements provided for by the ESRS.

The Valcolatte Group recognises that quality, food safety and consumer trust represent essential elements for the creation of value over the long term and for the maintenance of its own reputation on the market.

At the reporting date, formalised and time-bound quantitative objectives specifically dedicated to consumers and end-users according to the framework provided for by the ESRS have not yet been defined. The activities developed by the Group are currently oriented towards the maintenance of high standards of quality and food safety, regulatory compliance and the continuous improvement of the production and control processes.

Within the progressive consolidation of its own ESG system, the Group plans to develop in the coming financial years a more structured approach to the definition and monitoring of objectives relating to consumers and end-users, with particular reference to the following areas:

- product quality and safety;
- management of non-conformities and complaints;
- collection and analysis of feedback coming from the market;
- transparency and clarity of the information provided to consumers;
- strengthening of the tools for listening and dialogue with customers and end-users.

In this context, the Group will progressively assess the introduction of dedicated indicators and monitoring tools, aimed at measuring the effectiveness of the actions undertaken and at supporting the continuous improvement of performance relating to consumers and end-users.

The information collected through the quality systems, the management of reports, the control activities and the relationships with the market will constitute the basis for the future definition of objectives, targets and indicators consistent with the evolution of the Group's ESG system and with the requirements provided for by the ESRS.

At the reporting date, the Group has begun a path of progressive strengthening of the systems for the collection and analysis of information relating to consumers and end-users, with the aim of integrating these aspects in an increasingly structured manner into the decision-making, monitoring and sustainability reporting processes.

Trust is earned over time *through consistent behaviours, fair relationships and respect for the people with whom we work every day.*

Governance

5.

Governance aspects

5.1 G1 – Business conduct

The Valcolatte Group recognises integrity, transparency and fairness of conduct as fundamental elements to guarantee sustainable growth over the long term and to consolidate the trust of customers, suppliers, employees, institutions and other stakeholders.

The approach to business conduct is founded on a governance system aimed at promoting ethical behaviours, preventing situations of non-compliance and ensuring compliance with the applicable regulations, contributing to the diffusion of a corporate culture oriented towards responsibility and the creation of sustainable value.

In support of this commitment, the Group has adopted tools and organisational safeguards that define the principles and rules of behaviour applicable within the organisation and along the value chain. Among these, particular relevance is assumed by the Code of Ethics and the Organisation, Management and Control Model pursuant to Legislative Decree 231/2001, which represent the main reference for directors, employees, collaborators, suppliers and commercial partners.

These tools govern the principles of legality, fairness, transparency, responsibility and respect for individuals, contributing to the prevention of unlawful behaviours and of the risks connected to corruption, fraud and other non-compliant conduct. The internal control system also provides for periodic risk assessment activities and specific monitoring safeguards in the areas considered most exposed, including the processes of purchasing, sales, administration and finance, as well as the activities that involve relationships with the Public Administration or with third parties.

Within its own governance system, the Group promotes the prevention of corruptive phenomena through activities of control, awareness-raising and monitoring, consistently with the principles recognised at national and international level on integrity and anti-corruption.

To safeguard the culture of legality and transparency, the Group has also adopted a whistleblowing system accessible to employees, collaborators and external stakeholders, including suppliers and supply chain partners. The system allows the transmission of reports also in anonymous form and guarantees adequate levels of confidentiality and protection of the whistleblower.

The management of reports is entrusted to an independent external party, in order to ensure impartiality, autonomy and the absence of conflicts of interest. The reports received are managed through a structured process that provides for the taking in charge, the necessary verification activities and, where appropriate, the adoption of corrective actions and mitigation measures.

The system is compliant with Directive (EU) 2019/1937 and with the applicable national regulations and guarantees the protection of whistleblowers, protection from possible retaliation and respect for the principles of confidentiality and protection of personal data. Access to the information is limited to authorised parties and takes place exclusively for the purposes connected to the management of the report.

Through these tools and safeguards, the Valcolatte Group promotes a corporate culture based on ethics, responsibility and regulatory compliance, contributing to the strengthening of stakeholder trust and to the diffusion of responsible behaviours along the entire value chain.

The Valcolatte Group has implemented a set of actions and safeguards aimed at guaranteeing an ethical business conduct, compliant with the regulations in force and consistent with the principles defined in its own governance system.

The actions adopted are founded on the Group's main governance and control tools, including the Code of Ethics, the Organisation, Management and Control Model pursuant to Legislative Decree 231/2001 and the whistleblowing system, which represent the basis for preventing, identifying and managing any non-compliant or unlawful behaviours.

Management of relationships with suppliers

The Group recognises the strategic role of the supply chain in its own sustainability journey and adopts an approach aimed at guaranteeing transparency, fairness and continuity in commercial relationships.

Suppliers are selected on the basis of qualitative, technical, reputational and reliability criteria. Although a structured ESG assessment system of suppliers is not yet formalised, the Group promotes respect for ethical principles along the supply chain through contractual obligations, ongoing relationships with commercial partners and qualification and monitoring processes.

Within the framework of the progressive strengthening of the ESG system, Valcolatte plans to integrate in an increasingly structured manner environmental, social and governance criteria into the supplier selection and assessment processes, also through awareness-raising initiatives dedicated to the functions most involved in supply chain management.

Prevention and management of corruption risks

The Group has implemented internal procedures and controls aimed at preventing, identifying and managing any episodes of corruption or non-compliant behaviours.

In particular, within the 231 Model a periodic risk assessment activity is carried out, aimed at identifying the areas and functions most exposed. The control safeguards concern, among others, the processes of purchasing, sales, administration and finance, as well as the activities that involve relationships with the Public Administration or with third parties.

The most exposed functions are involved in activities of awareness-raising and updating on the topics of compliance, integrity and the prevention of unlawful behaviours.

Management of reports

The whistleblowing system represents a central tool for the identification of any violations of the Code of Ethics, of the 231 Model or of the applicable regulations.

The reports are managed through a structured process that provides for the preliminary analysis, any in-depth examinations and internal verifications, the definition of corrective actions and the monitoring of the measures adopted. The management of reports takes place in compliance with the principles of confidentiality, protection of personal data and protection of the rights of the people involved.

During the financial year no relevant episodes of corruption or violations of corporate procedures such as to require extraordinary measures were recorded. No reports were received either that highlighted significant violations of the Code of Ethics or of the Organisation, Management and Control Model.

The Valcolatte Group is committed to the continuous strengthening of its own governance system and to the diffusion of a corporate culture oriented towards integrity, responsibility and regulatory compliance.

Within the framework of the progressive strengthening of the governance and internal control system, the Group has identified some priority lines of development for the coming financial years, aimed at consolidating the culture of compliance and at strengthening the oversight of the risks connected to business conduct.

In particular, the Group plans to:

- consolidate and further disseminate the Code of Ethics and the 231 Model throughout the value chain;
- develop structured tools for the ESG assessment of suppliers;
- introduce training and awareness-raising programmes specific to the topics of compliance, anti-corruption and sustainability, with particular reference to the functions most exposed to risk;
- strengthen the system for monitoring and management of the risks linked to business conduct;
- promote a growing integration of ethical and sustainability principles into decision-making processes and relationships with stakeholders.

These objectives will be pursued consistently with the evolution of the Group's ESG system and with the progressive consolidation of the tools of governance, internal control and value chain management.

Metrics relating to corruption and extortion

The Valcolatte Group constantly monitors the risks connected to phenomena of corruption, extortion and other non-compliant behaviours through its own internal control system, the Organisation, Management and Control Model pursuant to Legislative Decree 231/2001 and the governance safeguards described in the previous paragraphs.

During the financial year no episodes of corruption or extortion attributable to the Group's activities were recorded. In particular, there are no convictions, administrative or criminal sanctions, nor fines connected to violations of the regulations on corruption.

At the reporting date there are also no judicial or investigative proceedings under way relating to corruptive phenomena, confirming the effectiveness of the control, prevention and monitoring safeguards adopted by the Group.

Metrics relating to political influence and lobbying activities

The Valcolatte Group carries out its own activities in compliance with the principles of transparency, fairness and independence and does not make financial or in-kind contributions to political parties, political movements, elected representatives or candidates for public office, neither directly nor indirectly.

Relationships with institutions, public bodies and competent authorities take place exclusively within the normal operational, administrative and regulatory activities and are managed in compliance with the principles of legality, impartiality and institutional collaboration.

During the financial year no relevant lobbying activities were carried out, nor were contributions or financing attributable to activities of a political nature provided.

At the reporting date there are also no members of the administration or control bodies coming from positions held at the Public Administration in the two years preceding the appointment.

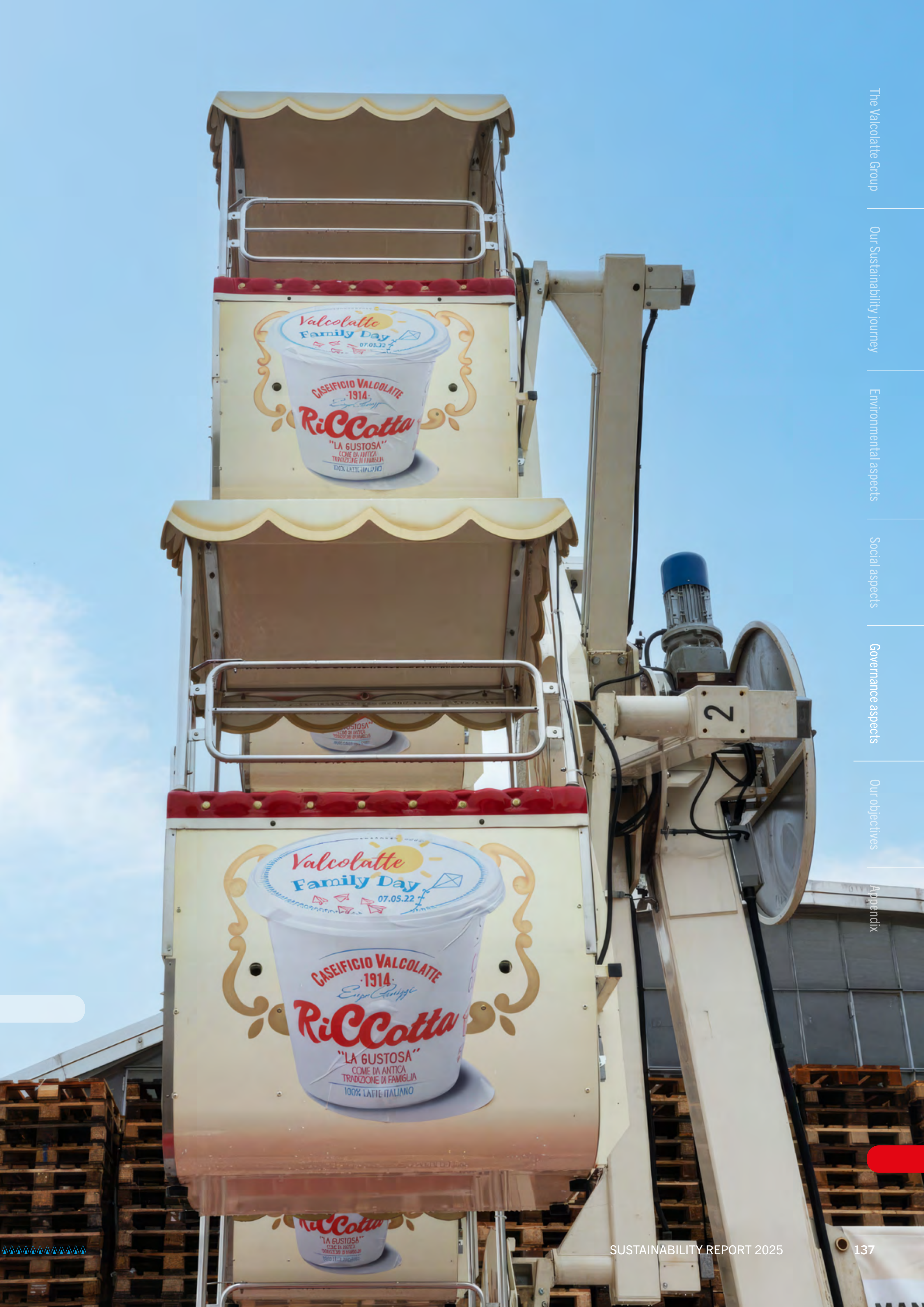
Metrics relating to payment practices

The Valcolatte Group considers compliance with payment timing a fundamental element for the responsible management of relationships with suppliers and for the protection of the economic soundness of its own value chain.

During the financial year, the standard payment terms applied by the Group were equal to 30 days. 97% of payments were made in compliance with the agreed timing and there are no systematic delays towards suppliers.

At the reporting date there are two disputes open with suppliers, currently being managed according to the corporate procedures and the ordinary protection instruments provided for by the applicable regulations.

The Group promotes an approach based on punctuality, transparency and reliability in economic relationships, contributing to the financial stability of its own supply chain and to the consolidation of lasting commercial relationships. This approach takes on particular relevance in a sector characterised by the presence of numerous small and medium-sized agricultural and industrial enterprises, for which compliance with payment times represents an important element of financial balance and operational continuity.

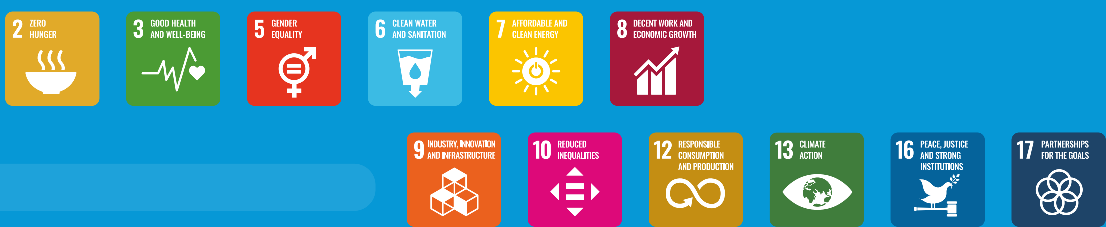

Valcolatte
Family Day
07.05.22
CASEIFICIO VALCOLATTE
1914
RiCCotta
"LA GUSTOSA"
COME DA ANTICA
TRADIZIONE DI FAMIGLIA
100% LATTE ITALIANO
2

Valcolatte confirms the will to consolidate a **path of responsible growth**, founded on the ability to combine production quality, attention to people and the creation of value for the territory.

Objectives

6.

Our objectives



Our objectives

With the preparation of the 2025 Sustainability Report, Valcolatte confirms the will to consolidate a path of responsible growth, founded on the ability to combine production quality, attention to people and the creation of value for the territory. Sustainability represents for the Group an evolutionary process that progressively involves all corporate functions and that translates into concrete actions oriented towards continuous improvement.

During 2025 the Group defined its own 2025–2028 Sustainability Plan, identifying a series of strategic objectives that will guide the activities of the coming years and will make it possible to further strengthen the integration of ESG principles into decision-making and operational processes.

The objectives identified represent the main lines of development of the Group across the three pillars of sustainability: **environment**, **people** and **governance**.

Environment

The reduction of the environmental impact of the production activities constitutes one of Valcolatte's strategic priorities. In continuity with the monitoring and improvement path begun in recent years, the Group has defined the following objectives to be achieved by 2028:

20%

INCREASE TO 20% THE USE OF **RECYCLED PLASTIC**
in the packaging and materials used along the production cycle

-15%

REDUCE BY 15% THE **EMISSIONS** OF EQUIVALENT CO_2
per kilogram of product compared to the reference values currently monitored

+5%

INCREASE BY 5% THE **RECOVERY AND REUSE OF WATER RESOURCES**,
promoting an ever more efficient management of water.

10%

REACH A SHARE EQUAL TO 10% OF **ENERGY COMING FROM RENEWABLE SOURCES**
of the total corporate energy consumption

In parallel, the Group will continue to invest in the improvement of the quality of environmental data, in the monitoring of energy performance and in the identification of new opportunities for the efficiency of the production processes.

Environment

People

People represent one of the main factors of growth and continuity for Valcolatte. For this reason the Group intends to continue the path of evolution of the Human Resources function begun in recent years, strengthening the tools for the development of skills, listening to and involving people.

The main lines of development concern:

- the consolidation of the **Valcolatte Academy**, as a permanent tool of professional growth and diffusion of technical, managerial and organisational skills
- the strengthening of **collaborations** with schools, ITS institutes and universities, fostering the inclusion of young talent and generational turnover
- the development of structured tools for **listening to** and **monitoring the corporate climate**
- the strengthening of the activities of **attraction**, **growth** and **enhancement of talent**
- the strengthening of the resources dedicated to **health and safety at work**
- the continuation of the path of improving the **safety of plants, machinery and operational activities**.

Valcolatte will also continue to promote an organisational culture founded on the wellbeing of people, on the development of skills and on the diffusion of responsible behaviours, in the conviction that human capital represents one of the main factors of sustainable growth and competitiveness over the long term.

People

Governance

Valcolatte intends to further consolidate its own system of governance and sustainability management, strengthening the tools of control, compliane and risk management.

In this area the Group sets itself the objective of:

- strengthening the diffusion of the **culture of sustainability** within the organisation
- developing increasingly structured tools for the **ESG assessment of the supply chain**
- strengthening the **safeguards of compliance, transparency and management of corporate risks**
- reaching **70% of supplying farms certified** regarding animal welfare, further strengthening the sustainability standards along the dairy supply chain.

These objectives represent the lines along which Valcolatte intends to continue its own path of sustainable growth, in the conviction that the ability to generate economic, social and environmental value constitutes an essential element to guarantee soundness, competitiveness and development over the long term.

Governance

Appendix

Appendix

Index of the ESRS Disclosure Requirements

Environmental standards

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Governance standards

ESRS	Title	Section	Page
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