

Autogrill Group

Sustainability Report



2014



Autogrill Group
2014 Sustainability Report







Letter from the CEO

Dear Stakeholders,

In 2014, we worked hard to build the platform for a new phase in the development of our business.

Month by month, Autogrill consolidated its strength in mature markets, like Europe and North America, and took important growth opportunities in emerging markets, mainly by winning new contracts in major airports in fast growing economies like Vietnam, Indonesia, the United Arab Emirates and Turkey.

These initiatives reflect our Group's main focus on the airport channel, where we have made heavy investments and developed new foodservice concepts that we hope will satisfy the needs - which are continually evolving and increasingly sophisticated - of all the travellers that visit our points of sale every day.

Meanwhile, in Italy, where the market continued to be weak, Autogrill started to redefine its boundary of operations to concentrate resources on the locations with the highest potential.

Thanks to these measures and the numerous innovations we've introduced, as well as the know-how acquired by the Group over many years of doing business globally, I am confident that Autogrill can exploit the new opportunities that will arise in the future.

A future we are confident of also in light of falling oil prices, which favour increases in traffic flows.

With these assumptions we will continue the work done last year with the conviction that we can build on the good results delivered in 2014.

Gianmario Tondato Da Ruos

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(G4-13; G4-28; G4-29; G4-30; G4-31)

The Sustainability Report: Drafting Criteria

Any enterprise generates changes at the economic, social and environmental level. Measuring and reporting the overall impact of such activities with rigor and methodology is an obligation towards the community and a lever in implementing always new and effective corporate approaches.

For any business it is of utmost importance to embrace the culture of assessment and measurement of the social and environmental impact it generates, with a view to sharing the strong points and competencies of the different stakeholders.

The Autogrill Group Sustainability Report comes in 2014 to its tenth official edition.



The Autogrill Sustainability Report is a technical document summarizing what the Group has accomplished during the year and, more in general, the actions undertaken in terms of sustainability. It also represents a moment of reflection about the path undertaken and the progress made and identification of social and environmental improvement areas for the future.

The principles for the definition of contents

Materiality

The content of this Report is based on the concept of materiality, including the most relevant themes for the company and the topics and indicators that reflect the significant economic, environmental and social impacts of the Group or that may substantially influence stakeholder evaluations and decisions.

Sustainability context

The Report illustrates the Group's performance with reference to sustainability

Stakeholder inclusiveness

The Report identifies the Group stakeholders and explains how the Group has responded to stakeholders' expectations and interests.

Completeness

The objective of this Report is reporting the economic, social and environmental aspects relative to the main geographic markets in which the Group operates, enabling stakeholders to have a more complete overview for evaluation purposes.



Principles guaranteeing the quality of

Balance

Clarity

Accuracy

Timing

Comparability

Accountability

The Autogrill 2014 Sustainability Report is a tool through which the Group discloses the results reached with regard to the economic, social and environmental issues to its stakeholders. The objective is to convey the complexity and richness of the Autogrill universe, channeling information about the activities implemented by the Group to meet increasing stakeholder needs regarding in depth knowledge of company management. The Autogrill Group Sustainability Report comes in 2014 to its tenth official edition, which was drafted based on the Global Reporting Initiative international guidelines based on the Core option of the latest GRI G4 version.

In 2004 Autogrill drafted its first internal document to trace the Group's position on social and environmental issues. In 2005, the Group made the first steps towards official reporting and disclosure of information about social and environmental issues to stakeholders through the drafting of a sustainability report.

Materiality, responsibility and stakeholder engagement represent the three key aspects to analyze in order to add value to the Company sustainability policies. In fact, the Autogrill Sustainability Report is based on the principles of materiality, completeness, stakeholder inclusiveness and sustainability context.

How to read the Autogrill Sustainability Report



With a view to providing a comprehensive and exhaustive overview of the Group's activities, the Sustainability Report concentrates on three key areas defined as strategic for Autogrill business: "People", "Product" and "Planet". Divided in chapters, the Sustainability Report illustrates the Group's approach to each single area and includes details about the initiatives undertaken in all the countries in which the Group operates. Each issue is dealt with according to a materiality perspective (see chapter on page 8).

In addition, next to the titles of chapters and subchapters, you can find references to data requirements and indicators related to the guidelines GRI G4 (for more details, see the "GRI G4 Table of reference" on page 130).

The quantitative and qualitative data and information contained in this Report make reference to Autogrill S.p.A. and its subsidiaries as at 31 December 2014, unless otherwise specified. The economic-financial data is derived from the Hyperion system (which allows automated procedures dedicated to the periodic consolidation of accounting data and the preparation of reporting documents – Reports and Financial Statements), while all the other information regarding the organization and the environment is contained in the Sustainability Package, the reporting system through which the Group collects information and data regarding sustainability from the different countries based on GRI G4 guidelines.

The amounts indicated in this document are expressed in euro millions or thousands or €m and €k, respectively, (unless otherwise specified), and an indication is provided when the aggregated data is a result of estimates.

The aspects regarding the Group's economic and financial performance and the Group's corporate Governance are detailed in greater depth in the Group's "2014 Annual Report and Financial Statements", "2014 Report on Corporate Governance", "2014 Report on Remuneration" made available in the Company website:

People 

Product 

Planet 



www.autogrill.com

Materiality Analysis: Methods and Results

The evolution of Sustainability

1 With the drafting of the first **Sustainability Report** in 2005, published to fulfil external disclosure requirements, Autogrill started the development, within the Group, of projects related to Sustainability.

2 In 2007, **Afuture** was developed with the objective of innovating Autogrill points of sale by integrating eco-compatibility and economic efficiency.

3 From a think tank of ideas, projects and best practices to a true business sustainability philosophy: **Afuture – Shape our tomorrow.**

4 Evolution from sustainability philosophy to sustainability strategy. During this journey, the sharing and understanding of the meaning of sustainability among the different corporate functions was of utmost importance.

5 At the end of 2011, within the framework of "Route of Innovation" (the Group innovation plan) **Afuture Roadmap** was launched, identifying for the very first time sustainability goals to be reached at Group level.

In 2007, Afuture was introduced with the objective of innovating Autogrill points of sale by integrating eco-compatibility and economic efficiency. The project evolved over time, from an international think tank of ideas, projects and best practices to be shared within the Group to a true business sustainability philosophy.

In 2010 the Autogrill approach to sustainability evolved from a triple bottom line concept (including economic, social and environmental considerations) to an approach driven by three strategic areas revolving around business sustainability and value creation, the key focus of any profit-making company. The **three strategic areas** were identified in relation to the Group's main levers to manage its impacts, considering its core business and management structure: the first area focuses on **people**, a key asset for a company like Autogrill; the second refers to **products**, the Group's core business; and the third concerns the planet, an unavoidable issue for any organization.



A-People = We want to **take care of our employees** so that they can **provide value added services** to customers and the local community



A-Product = We want to **think in an innovative way** and offer products that guarantee **safety and quality criteria**, so that customers will enjoy and remember their experience in our points of sale



A-Planet = We want to **protect the environment** by engaging our partners and suppliers, with the participation of our employees and customers

The identification of the three areas and the internal brainstorming to define the corresponding sub-areas led to the creation of Afuture Framework (see page 25), the first step towards a materiality analysis, still characterized by an incomplete support process, aimed at optimizing and prioritizing sustainability actions in relation to management and reporting activities.

In 2014 a methodology was developed to analyze materiality more in depth and accurately based on the framework identified above, which included the sharing of the overall process of analysis, the proactive participation of management, through the collection of different opinions and viewpoints, and the discussion of the resulting outcomes. Before launching the materiality analysis project the targeted goal was clarified: identifying a materiality scale to be used to measure sustainability aspects - i.e. social, environmental and governance aspects that can affect Autogrill's ability to create or retain economic, environmental and social value for itself, its stakeholders, the environment and the community at large in the long run, in order to prioritize the different management and reporting activities.

Methodology:

1. Identification of issues
2. General internal analysis (by CSR)
3. Specialist internal analysis (by the management)
4. Analysis of the external perspective
5. Development of the materiality chart



1. Identification of issues

The starting point was the identification of the potentially material aspects (e.g. CSR issues), analyzing the sources that could provide a complete analysis of the company from the outside and multi-stakeholder discussion and exchange platforms at the international level.

Institutional requests and guidelines

- European Directive on "Disclosure of non-financial and diversity information"
- European Modern Restaurant Association report
- Requests from ethical investment funds

Sustainability framework

- Global Reporting Initiative guidelines
- UNI ISO 26000 guidelines
- U.N. Global Compact
- Sustainability Accounting Standards Board

Peers

Companies operating in the provision of Food & Beverage services that can be considered examples for Autogrill in terms of good sustainability practices.

The issues identified as potentially material for Autogrill and upon which all subsequent analyses were performed, are:



Area

Economic & Governance

Issues

- Creation of economic value
- Supply chain management
- Competitive practices
- Fight against corruption & bribery

People

- Quality relationships with workers (including daily work, social services and wages)
- HR development & assessment
- Health and safety in the workplace
- Industrial relations
- Diversity, equal opportunity and inclusion
- Community development and involvement
- Defence of human rights
- Data security and customer privacy

Product

- Product quality and safety (including issues regarding a correct and balanced diet and the characteristics of the ingredients)
- Accessibility and services quality
- Product information and communication
- Responsible selling

Planet

- Waste management
- Energy efficiency and emissions
- Water management
- Oil management
- Protection of biodiversity

2. General internal analysis (by CSR)

After the identification of the relevant issues (classified based on the relevant attribution to the People, Product, Planet and Governance areas, and in some cases also grouped together under a common umbrella) the analysis started giving a score to the various issues, taking into account the Group peculiarities:

- business segment
- context
- vision, mission, strategy
- risk analysis

and the criteria that, in our opinion, define the concept of “creating or retaining value” :

- impact on sales
- competitiveness / new opportunities
- social license to operate
- consumer perception
- employee engagement
- attraction of talents
- compliance
- reputation

In addition to assigning a score to the different issues, the second part of the analysis focused on determining a rating with reference to:

- the **perimeter** of the issue, the boundary within which the impact can become visible (geographic, business-related, supply chain-based)
- the **degree of control** that the organization has on the management (potential or actual) of that specific issue, i.e. the control of the issue and its ability to influence it.

The implemented logic envisages that materiality is increased for any specific issue when the corresponding perimeter focuses more on the inside of the organization and, at the same time, the greater the control (real or potential), the more the same issue is considered material.

All considerations made in this first phase of the analysis are based, as indicated above, on Autogrill peculiarities (see chapter “Acompany” and “Strategy and Sustainability”).

3. Specialist internal analysis (by the management)

After completion of the first general analysis of the issues by CSR (which, for self-explanatory reasons, is particularly oriented towards sustainability, based on the long run and aimed at assessing risks / opportunities emerging from the same issues), the other divisions of the organization were also invited to contribute in order to construct a general view and identify possible corrections for the process and score attributed to the various issues and also to carry out a specialized, vertical analysis on their activities and responsibilities (as experts on the different issues).

4. Analysis of external perspective

The issues were also analyzed based on the principle of stakeholder inclusiveness in order to develop a complete framework reflecting how stakeholders prioritize specific issues. The following topics were taken into account:

- international business reports
- international general opinion reports
- Autogrill press kit analysis
- consumer requests (resulting from the customer satisfaction survey)
- worker requests (resulting from the employee engagement survey)
- interviews with managers who are in direct contact with the stakeholders to analyze their perception about the issues based on the Group's knowledge of its stakeholders.

5. Development of the materiality chart

After completing these analyses and sharing the corresponding outcomes, all scores were summed up for each issue in order to measure the importance of the same issue to the organization (internal analysis) and the importance that stakeholders attribute to it. The issues taken into account were then consolidated and mapped on a graph showing stakeholder expectations on the vertical axis and the importance that the organization attributes to the items analyzed with a view to business success on the horizontal axis.

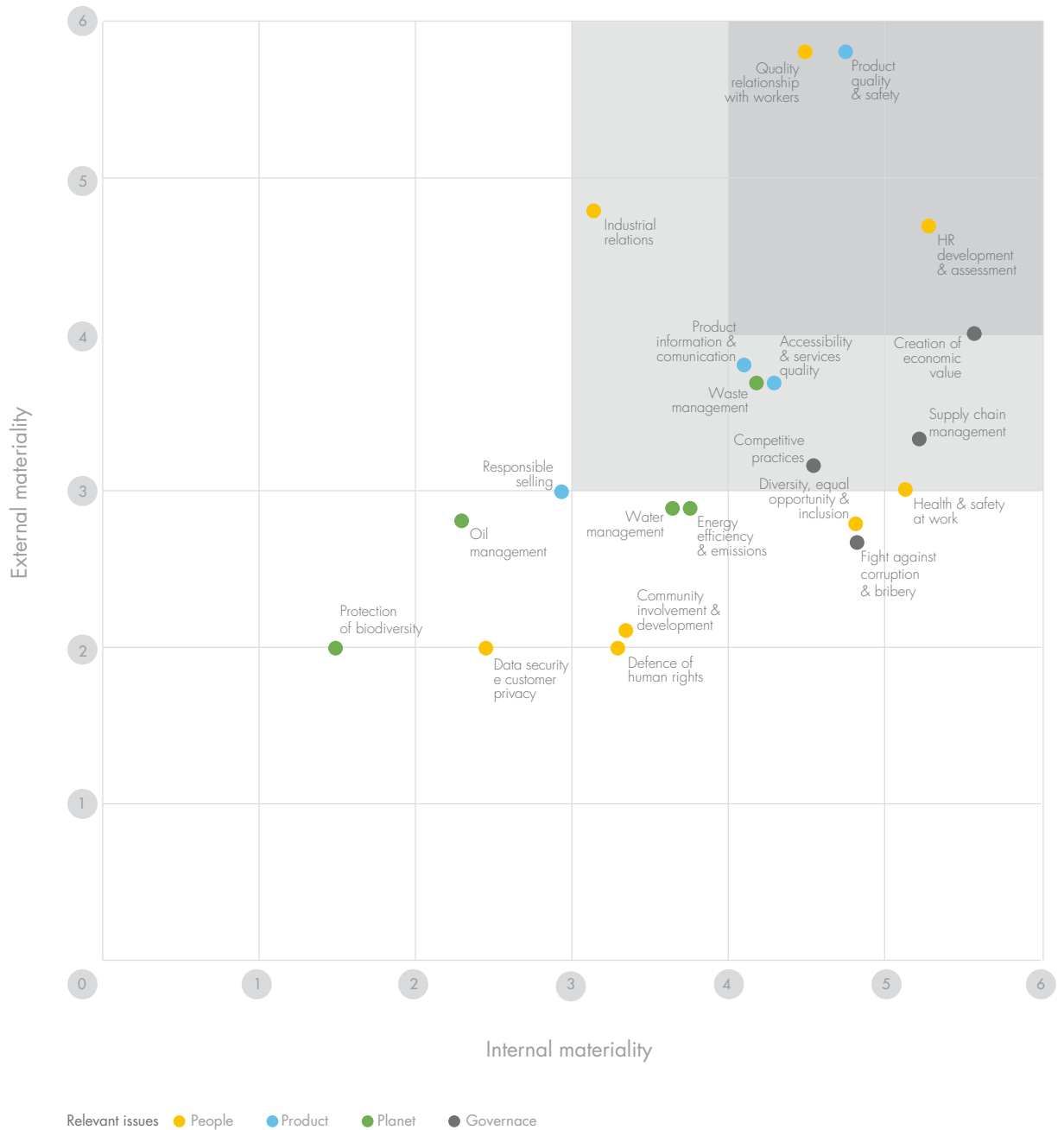
Comments to the chart

The chart reflects the importance of the sustainability issues to Autogrill in this specific period. The pressures and trends change over time and for this reason the graph should not be considered either static or final, and should instead be periodically updated. Compliance with the law is considered by definition a key and substantial issue for the entire population of the organization. This is why it was not directly reflected in the materiality analysis, but is accounted for as a criterion for the definition of the importance of the various issues. In the same way, stakeholder engagement is considered an element at the basis of the concept of sustainability and is key for the materiality analysis. For this reason it is included as a criterion for the development of the graph and is not visible in it.

As indicated in the graph, the key material issues for Autogrill refer to its core business and its offering, and those connected with people - in particular its workers - as Autogrill is a service company that currently employs more than 54,000 employees.



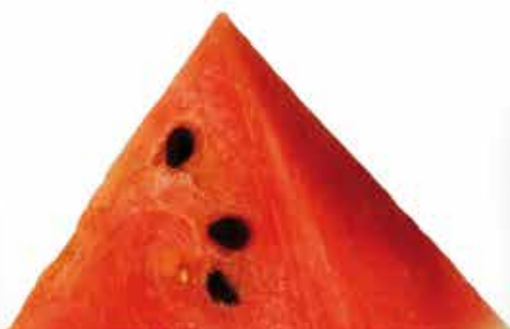
materiality chart







The world of Autogrill

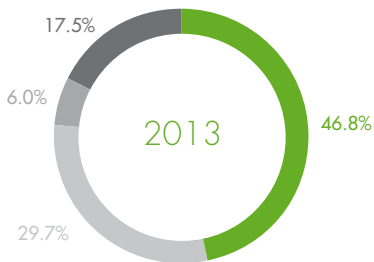
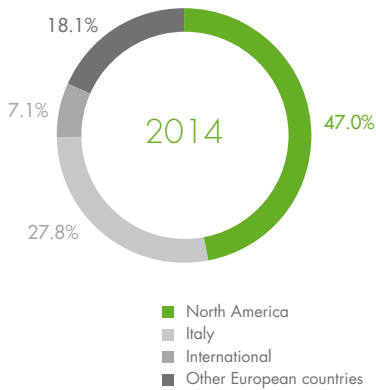


(G4-4; G4-6; G4-7; G4-8; G4-9;
G4-17; G4-56; G4-DMA)

A-company

The world of Autogrill

Revenue by geographical area



- | | |
|----------------|----------------------|
| Australia | New Zealand |
| Austria | Poland |
| Belgium | Russia |
| Canada | Singapore |
| Czech Republic | Slovenia |
| Denmark | Spain |
| Finland | Sweden |
| France | Switzerland |
| Germany | The Netherlands |
| Greece | Turkey |
| India | United Arab Emirates |
| Indonesia | United Kingdom |
| Ireland | USA |
| Italy | Vietnam |
| Malaysia | |

Autogrill is the world leader in catering and retail services for travelers, with a consolidated leadership in the United States and Italy.

Autogrill is present in 29 countries with approximately 54,000 workers and about 2,800 points of sale in over 1,000 locations. It mainly operates through concession contracts in airports, railway stations, highways, city centers, malls, trade fairs and cultural sites.

The Group offers consumers a comprehensive range, including both proprietary products and concepts (like Ciao, Bistrot, Bubbles, Beaudevin, La Tapenade) and third party concepts and brands. The latter include both local and international brands (like Starbucks Coffee, Burger King, Brioche Dorée). The Group manages a portfolio of over 250 brands either directly or under licensing agreements.

Autogrill S.p.A. is listed on the Milan Stock Exchange and is controlled by Schematrentaquattro S.r.l. (50.1%), a company entirely owned by Edizione S.r.l., the holding company controlled by the Benetton family.



Highlights

€ 3,930.2m revenues in 2014

- ▶ € 316.2m EBITDA
- ▶ 8% on revenues
- ▶ € 118.6m EBIT
- ▶ € 196.4m net investments
- ▶ € 693.3m net financial position

54,408 employees

- ▶ 61% women
- ▶ 88% of the Group personnel have a permanent labor contract ¹
- ▶ 30% of employees are aged 21-30

"Feel good?"

- ▶ over 42,000 customer satisfaction interviews in 2014

"Do you Feel good?"

- ▶ approximately 17,896 employee engagement interviews in 2014
- ▶ 83% response rate
- ▶ 17 LEED certified points of sale in the world.

1. Excluding North America and the Pacific region, where employees are classified according to the relevant applicable national laws ("At-will employment"), which envisages that either party can terminate the employment contract at any time without any liability.



Our vision

Be recognized as the **world's best organization in the provision of F&B** services for travelers for accountability and customer focus.

Our mission

We want **travelers** to reach their destination happier, **safer and more satisfied**, thanks to our services. We add quality to their time and make the journey more pleasant by adding value to the experience, be it about eating, drinking or making purchases.

Our values

-  Be passionate
-  Be open
-  Set the pace
-  Be reliable
-  Keep it simple



(G4-24; G4-25; G4-26; G4-27;
G4-56; G4-DMA; G4-EC1)

The value added

The Group's attention towards its stakeholders is based on the values defined in the Code of Ethics, illustrating the guidelines that Autogrill intends to apply vis-à-vis each stakeholder. The guidelines specify priorities, principles and behaviors to adopt for the relationships to be established with them.

The world of Autogrill

The Group's attention towards its stakeholders is based on the values defined in the Code of Ethics



Monitoring external mechanisms, considering long term, global trends and listening to stakeholder requests are fundamental activities for any enterprise with a sustainability-oriented approach.

In this scenario, Autogrill CSR plays an important role in promoting sustainability within the Group, by disseminating and supporting initiatives targeting ongoing improvement, on one hand, and facilitating communication with its stakeholders also through the drafting of a sustainability report, on the other. In this respect an activity was specifically developed to directly involve people and share materiality analysis results.

value added

create wealth contributing to the growth of the social context

Stakeholders

Autogrill for workers

Commitments

The Group promotes behavior based on dignity, protection and respect of the rights of each individual. A daily commitment that becomes manifest in the provision of healthy and safe working environments, free of any type of discrimination, favoring the potential of expression of each single individual. The precise definition of the roles, responsibilities and powers creates the necessary conditions for workers to make decisions in the interest of the entire organization.

Autogrill for consumers

The Group guarantees its consumers compliance with specific quality standards in all the processes involved in the provision of products and services. The Group also promotes understanding and listening to customer needs and expectations as well as the development of innovative products and services that will meet consumer needs over the long run.

Autogrill for suppliers

The Group aims at favoring the creation of stable collaboration relationships over the long term with its suppliers, with the ultimate intention of creating reciprocal value. It therefore acts with transparency, integrity, impartiality and contractual fairness. In addition, it fosters the adoption of socially responsible behavior by suppliers, privileging commercial relationships with those entities that comply with the international regulations and principles in the matter of individual dignity, working conditions, health and safety.

Autogrill for landlords and brand partners

The Group collaborates with landlords and brand partners to share the know-how acquired in the promotion and management of the concession-related relationships. Through an effective collaboration with landlords and partners the Group reaches the highest level of stakeholder and consumer satisfaction.

Actions

Annual employee engagement survey "Do you Feel good?"
> see the *People* chapter - page 46

Annual customer satisfaction survey "Feel good?", ad hoc test and survey and market research.
> see the *People* chapter - page 46

Valuation processes
> see the *Planet* chapter - page 72

"Take a Look" is a quarterly newsletter developed by Autogrill and addressed to 250 landlords; collaborations in the development of projects, concepts and ad hoc services.
> see the *Planet* chapter - page 72





Stakeholder

Autogrill for the shareholders and the financial community

Autogrill for local communities

Autogrill for the environment

Commitments

The Group intends to increase value for its Shareholders, ensuring the Company's financial solidity and providing prompt, complete and transparent disclosures in relation to the management and the strategies adopted.

The Company is interested in establishing and maintaining an ongoing dialogue with its Shareholders, institutional investors and financial analysts. To do so, in 1997 the Company established a dedicated function: Investor Relations.

The Group promotes dialogue with local communities in the areas in which it operates, by developing projects of mutual interest or information campaigns on specific issues, aimed at improving the quality of life and protecting the environment. In this context, Autogrill also takes into account the requests and expectations of the nonprofit associations and organizations operating in the social welfare area with open and proactive relationships and dialogue.

The Group promotes innovative projects in order to involve stakeholders in achieving sustainability, protection and care of the natural environment. It defines strategies to reduce its carbon footprint and invests in the research and development of solutions that enhance the quality of the environment. In this context, Autogrill also takes into account the requests and expectations of the nonprofit associations and organizations operating in the environmental protection field with open and proactive relationships and dialogue.

Actions

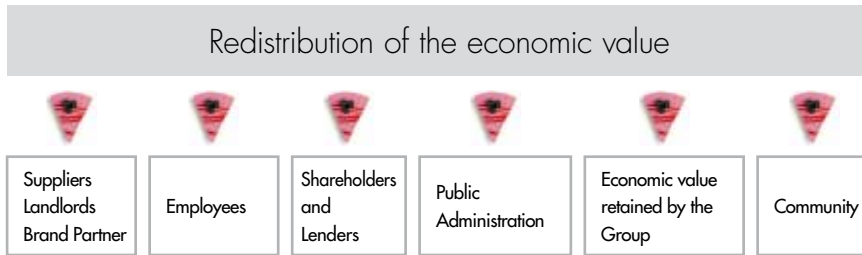
In 2014 the activities carried out by investors included an analyst meeting, three conference calls, eight road-shows and participation in 4 conferences.

> see the "Investor Relations" and "Governance" sections of the Company website (www.autogrill.com)

Support and inclusiveness projects
> see the *People* chapter - page 46

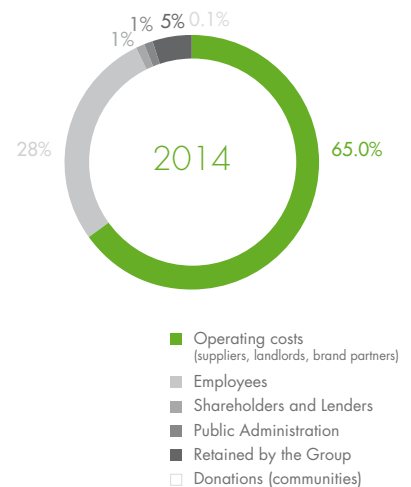
Support and inclusiveness projects
> see the *Planet* chapter - page 98

The concept of distribution of the economic value is the base for the interpretation of the financial highlights contained in the document "Annual Report and Financial Statements" from the perspective of the stakeholders. It also makes it possible to understand the economic impacts that the company produces. The calculation measures the value created by Autogrill in the year, its distribution among the Group's stakeholders and what is retained by the company.



The Group creates value by contributing to the growth of the economic and social context in which it operates. Value creation begins with the development of the relationship with the stakeholders and the management and improvement of the financial, productive, intellectual, human, social, relational and natural assets. The value created by an organization over time becomes manifest through the increases, reductions or transformations of the assets resulting from activity performance and output. This value features two strictly correlated aspects: the value created for the organization and the value created for its stakeholders and the community in general. The ability of an organization to create value for itself depends on its ability to create value for other entities. As illustrated in the table below, this is realized through a wide range of activities, interactions and relationships that add up to those activities, like, for example, sales to customers, which have a direct impact on the variations in financial capital.

Distribution of the economic value created by the Group-2014



The concept of distribution of the economic value allow to understand the economic impacts that the company produces, as well as the value created for itself, for its stakeholders and the community in general.

value added

Strategy and Sustainability

Autogrill implements long term development strategies to transform the opportunities offered by the global dimension of the market in which it operates into value, while concurrently meeting stakeholders' requests and needs. The trends and the international processes of change in the long term represent the global macro-scenario of Autogrill's business activity, influencing its growth strategy and acting as a driving force for the internal processes of innovation and transformation of the operating models.

The Group strategy focuses on ensuring steady value growth pursued through an increased number of operations in the geographic areas diversified by business channels, the ongoing process of product and concept innovation and improved services offered to customers with the objective of increasing consumer and landlord satisfaction.

As to the airport and railway channel, the Group's strategy targets growth both in the countries in which the Group operates and in new geographic regions characterized by promising traffic growth projections. In the highway channel, the Group will pursue a more selective and targeted policy, considering the limited growth potential of this channel in developed countries and the high investments necessary to penetrate new markets.

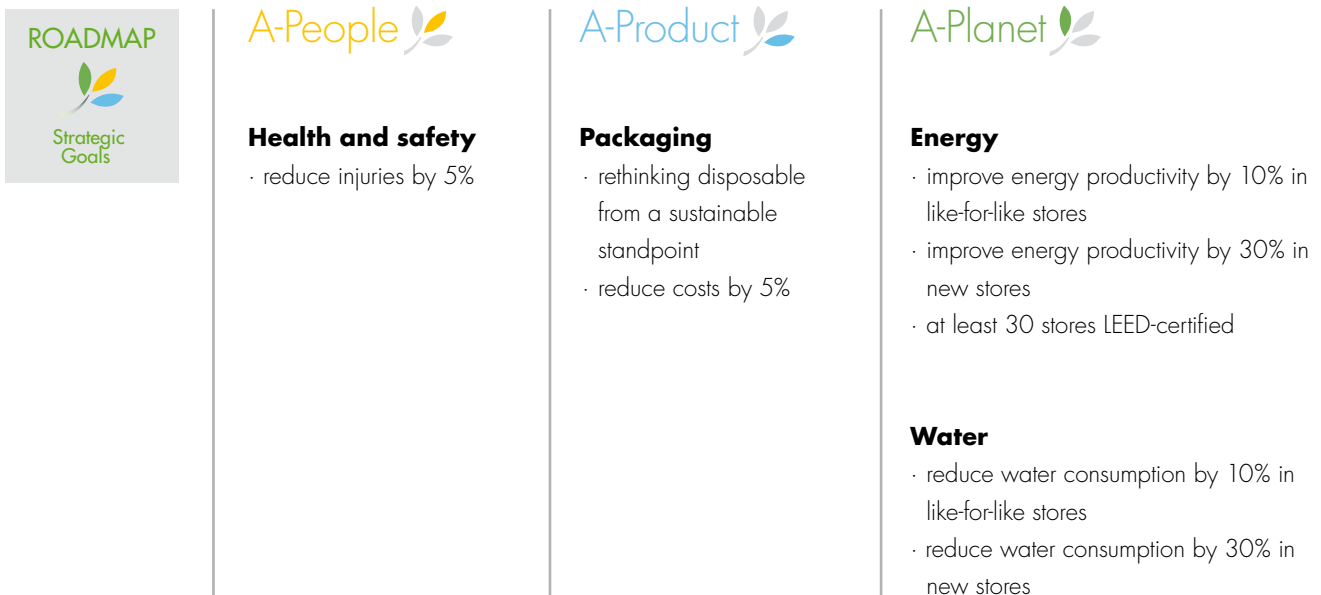
Special attention is paid to the renewal of the offering through the development of new concepts and the ongoing revision of the partner brand portfolio for the purpose of acquiring the most innovative and attractive brands on the market.

The parameters used by the Group to monitor results in terms of strategic objectives attained are: customer satisfaction, increased revenues and increased cash flow, achieved through the stipulation and management of an extensive, diversified portfolio of concession contracts characterized by a balanced mix of time-based deadlines. The Group is committed to streamlining the organization and its corporate processes; improving operating efficiency and investments by constantly monitoring progress in order to free up financial and managerial resources to be used to pursue growth. Maintaining financial balance is an essential condition to pursue the Group's objectives. Any growth opportunities through acquisitions will be attentively valued in order to assess their congruence with the strategic goals in terms of geographic presence and channel diversification and to ensure financial sustainability.

Changes in mobility trends, the role of travel destinations, the evolution of travelling, speed and comfort offered by the different means of transportation, globalization, demographic changes and the emerging regions are key topics for Autogrill in its pursuit of sustainability strategies aimed at maximizing the value shared on one hand, and reducing to the minimum the risks correlated to the Group activity on the other.

At the end of 2011, within the framework of the "Route to Innovation" (the Group's plan dedicated to innovation) the Autogrill Group launched its Sustainability Roadmap. For the first time, the Afuture Roadmap identified and defined precise sustainability objectives for the Group. In 2012 methods were identified to implement the Roadmap effectively and define a data baseline that allows the Group to monitor the attainment of objectives. In 2013 half-year data was monitored along with the activities carried out at the country level to reach the objectives.

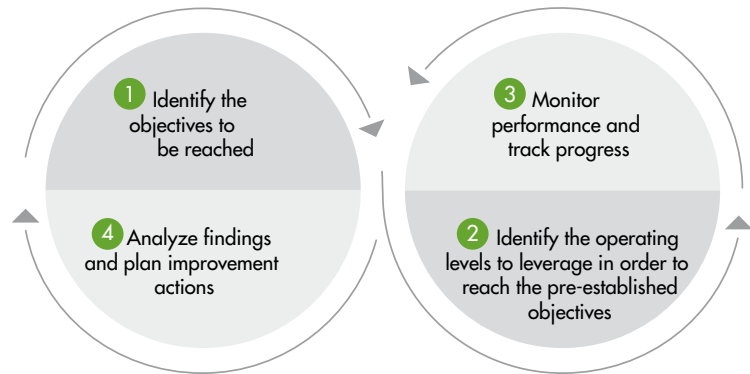
Afuture roadmap (2012-2015)



The Sustainability Roadmap is integrated in a more complex framework. The Afuture Framework is the strategic framework of reference for Autogrill's actions, which presents the Group Sustainability Policy, summarizing it and defining it also at the operating level in combination with the ancillary activities. Its scope is to provide a strategic orientation to supplement a sustainable approach in the management of the operating activities, defining improvement and innovation objectives for the Group companies in order to identify, design and implement sustainable actions.

Integrating sustainability into operating activities means implementing a strategic vision and maintaining a consistent orientation towards improvement and innovation. The determination of sustainability objectives has accelerated the development of ancillary processes and activities, highlighting the need for greater alignment between the various units of the Group.

The determination of sustainability objectives has accelerated the development of ancillary processes and activities



Within this framework, the strategic level defines the statement of sustainability supported by the Group values, from which three areas were identified - People, Product and Planet – that the Autogrill Group considers as priorities. Specific drivers were also identified within each area, detailing the areas of application of the Policy, supported by the Roadmap. Support tools were developed to favor and assist in the implementation of the operating activity framework, including monitoring and reporting activities, training and communication.

Moreover, in this continuously evolving context it is important to constantly update the Roadmap, taking into account any changes in the scenario of reference within the Group, as well as any external circumstances.

Framework

strategic framework for Autogrill's actions, which presents the Sustainability Policy

AFuture Framework



Strategic level

Operating level

Sustainability Statement

Taking care of employees and travelers by anticipating their expectations and needs and providing excellent services developed by taking into account social and environmental aspects with a view to creating value to be shared by all stakeholders.

Values

- Be passionate
- Be open
- Set the pace
- Be reliable
- Keep it simple

Sustainability strategic areas

| | | | |
|---|---|---|---|
| <h3 style="color: #4CAF50;">People</h3> <ul style="list-style-type: none"> Quality relationships with workers HR development & assessment Health and safety in the workplace Industrial relations Diversity, equal opportunity and inclusion Community development and involvement Defence of human rights Data security and customer privacy | <h3 style="color: #4CAF50;">Product</h3> <ul style="list-style-type: none"> Product quality and safety Accessibility and services quality Product information and communication Responsible selling | <h3 style="color: #4CAF50;">Planet</h3> <ul style="list-style-type: none"> Waste management Energy efficiency and emissions Water management Oil management Protection of biodiversity | <div style="border: 1px solid #ccc; padding: 10px; background-color: #f0f0f0;"> <h3 style="color: #4CAF50; margin: 0;">ROADMAP</h3> <p style="color: #4CAF50; font-weight: bold; margin: 0;">Strategic Goals</p> </div> |
|---|---|---|---|

Support tools



Governance: roles and responsibilities

The world of Autogrill

(G4-4; G4-6; G4-8; G4-9; G4-17; G4-34; G4-DMA)

Business and Governance

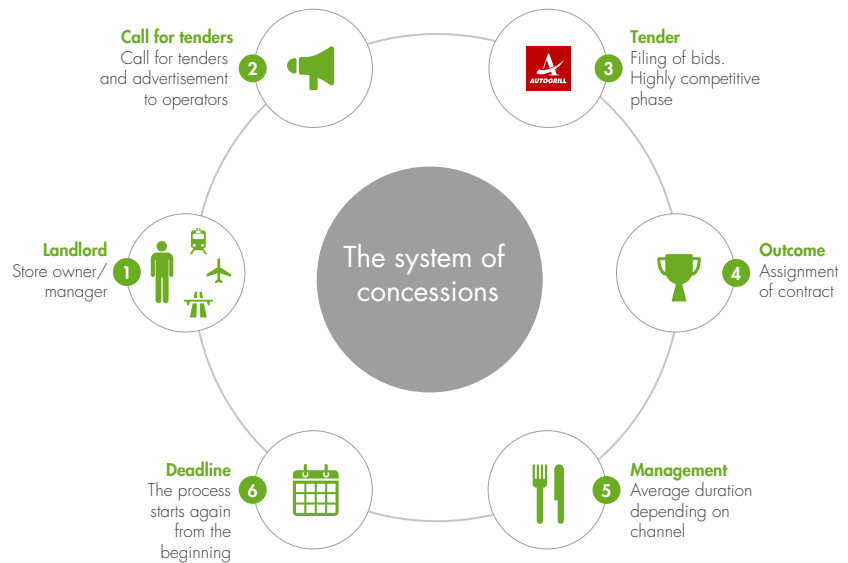
Since its establishment in 1977, the Group has grown through numerous steps and events that represented important milestones for the development of new plans targeting its growth. In particular, the Group grew through the acquisition of foreign companies (the most significant transaction was completed in 1999 with the acquisition of HMSHost, leader in the provision of catering services in airports in the USA).

Autogrill carries out catering activities in all the channels associated with mobility (airports, highways and railway stations), in **Italy** through **Autogrill Italia**, in other **European countries** (the most important: France, Belgium and Switzerland) through foreign divisions and in **North America** (United States and Canada) through **HMSHost**, a division also responsible for operations at Amsterdam’s Schiphol airport and in some other airports in **Northern Europe, Asia and Oceania**.

The offering is generally characterized by both a local and global imprint, through the use of proprietary brands (like, for example, Puro Gusto, Ciao, Bubbles, Beaudevin etc.), local licensed brands and the management of internationally renowned licensed brands like Starbucks Coffee, Burger King, Brioche Dorée etc..

In some countries and channels, Food & Beverage units also offer, in a more or less integrated way with the catering offering, products for daily use (papers and magazines, tobacco, lottery tickets) and other products, food and non-food, as well as refueling services.

Group operations are mainly ensured through concession contracts



Group operations are mainly ensured through contracts for the assignment of commercial services awarded by the landlords and operators of infrastructures (airports, highways, railway stations, etc.). In the majority of cases, contracts are stipulated following competitive tenders for which it is of utmost importance to rely on elevated know-how, high quality standards of the offer proposed and of the quality-price ratio and local differentiation of the product offering in order to meet different consumer needs.

Autogrill is the world leader in catering and retail services for travelers



Although there is much competition for them, in the majority of cases concessions present an important advantage for the landlord compared to other types of contracts: exclusivity.

The concession system allows the planning of activities over a medium-long time span. The duration of the contract is usually proportional to the level of capital expenditure required and varies based on the type of offering. Generally, catering activities on highways require higher investments than other channels, because in the majority of the cases investments are also needed for the refurbishment of the building. In fact, highway concessions have an average duration of 10 to 25 years, with peaks of over 30 years, while airport concessions range from 5 to 10 years on average.

The valuation criteria of the offer vary in relation to the business channels, the offer type and the country of reference.

The main selection criteria include:

- economic-financial quality and sustainability of the commercial project;
- brand portfolio;
- design and layout of the spaces;
- operator's know-how and track record;
- financial commitments undertaken in terms of capex and rents.



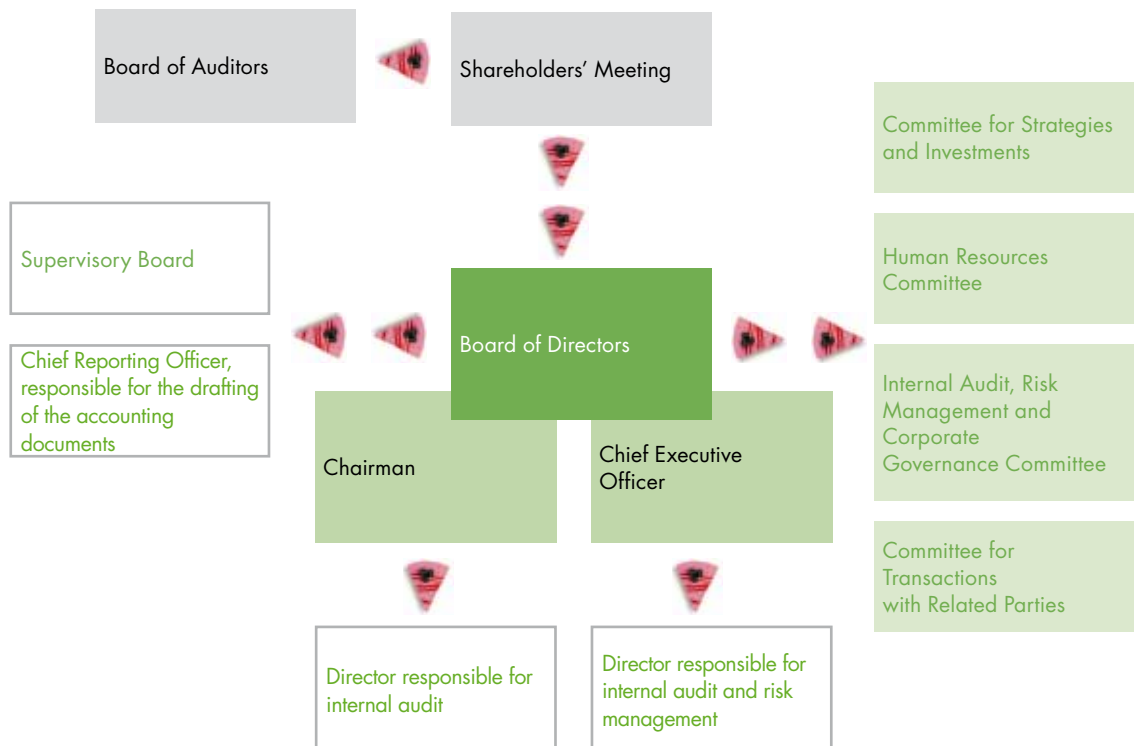
Governance structure

Autogrill is organized according to a traditional system:

- Shareholders' Meeting;
- Board of Directors, which appoints a Chairman and a CEO;
- Board of Auditors.

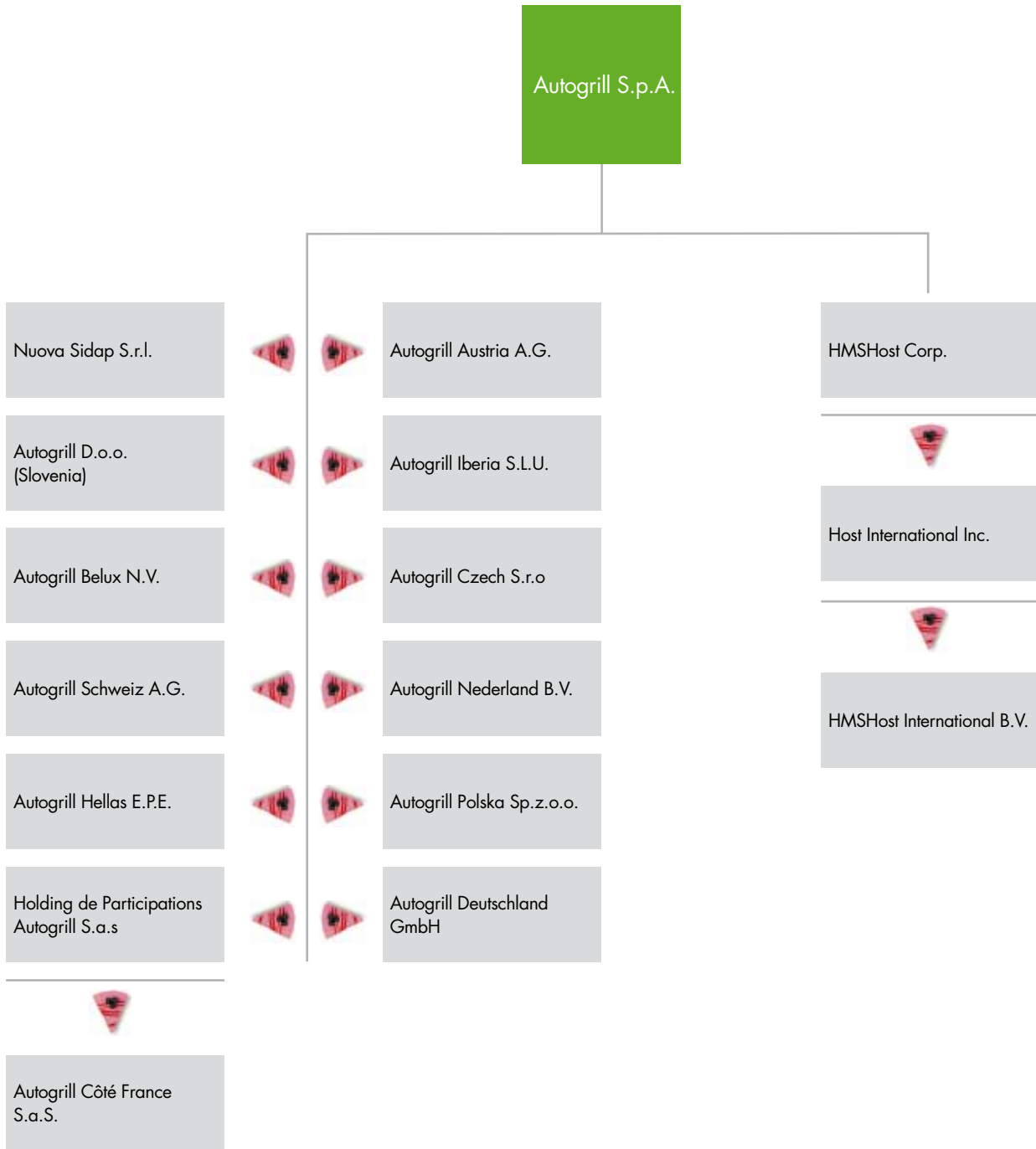
These bodies and corporate offices are supported by the following committees:

- Internal Audit Committee, responsible for risk management and Corporate Governance (composed of BoD members);
- Human Resources Committee (composed of BoD members);
- Committee for Strategies and Investments (composed of BoD members);
- Committee for Related Parties Transactions (composed of BoD members);
- Director responsible for internal audit and risk management;
- Chief Reporting Officer, responsible for the drafting of the accounting documents;
- Supervisory Board established from within the Board;
- Director responsible for internal audit for Autogrill;



All the people and Committees playing an active role in the Group's corporate governance management take concrete actions in order to maintain the highest standards in terms of correctness and transparency in the management of the business and in the valuation of risks and opportunities.

Simplified organization structure ²⁻³



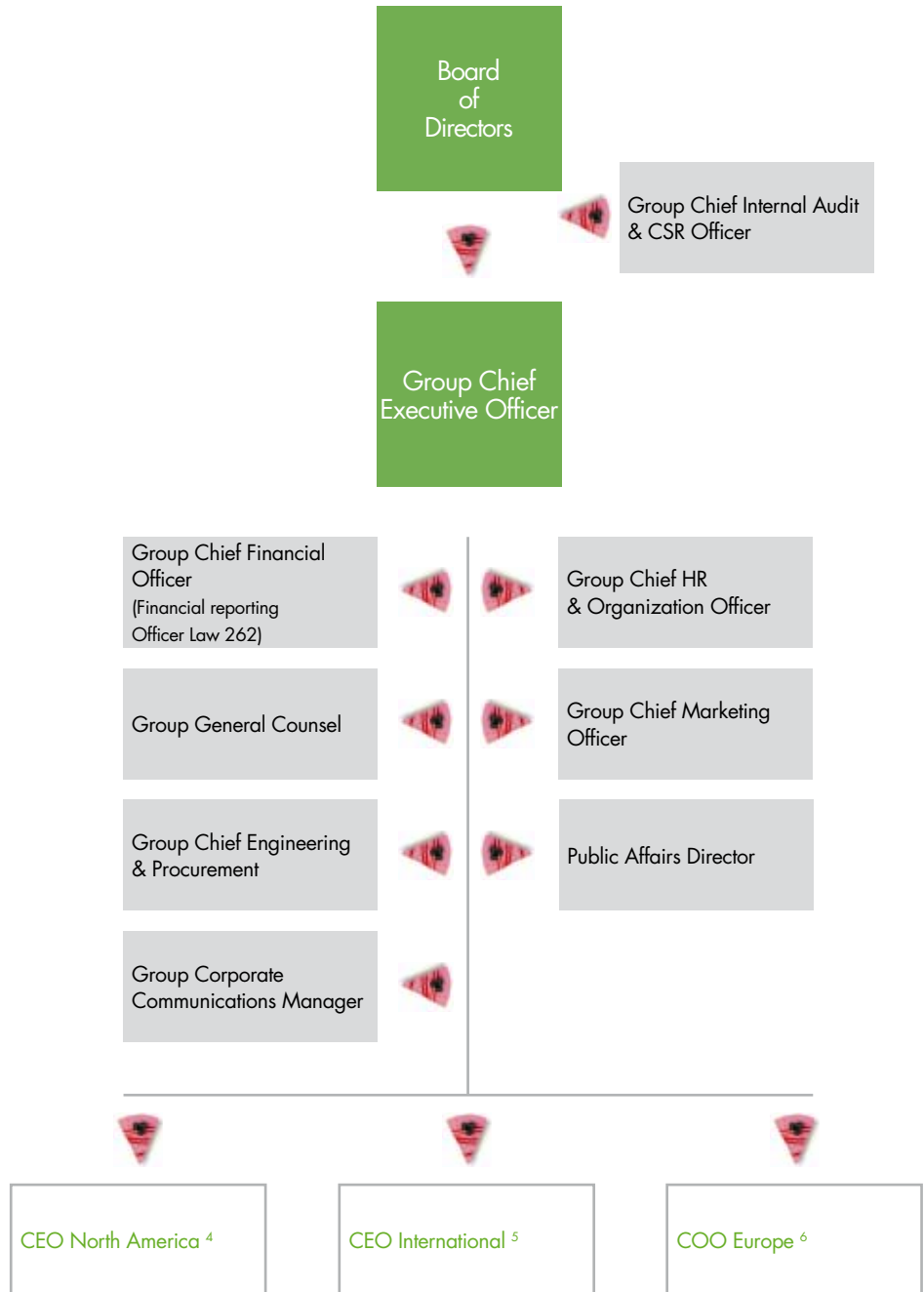
2. If not otherwise specified, the controlling shares are to be intended at 100%; the complete list of the equity interests owned is advertised in the Annexes to the Explanatory Notes to the 2014 Group consolidated financial statements. It should be noted that as of January 2015 the shareholdings held in Autogrill Catering UK Ltd, HMSHost Ireland Ltd., and HMSHost Sweden AB were transferred from Autogrill S.p.A. to Host International Inc..

3. The company names are updated at March 2015.

(G4-6; G4-8; G4-17)

Organization structure

The Group includes business units that manage the operating levers according to the objectives and guidelines defined by the "Corporate" functions of the Autogrill S.p.A. parent company.



4. United States, Canada

5. Northern Europe: Amsterdam, Finland, Ireland, United Kingdom, Sweden/Denmark, Rest of the World: Australia, Egypt, United Arab Emirates, India, Indonesia, Malaysia, New Zealand, Russia, Singapore, Turkey, Vietnam

6. Italy, other European countries: Austria, Belgium, France, Germany, Greece, the Netherlands, Poland, Czech Republic, Slovenia, Spain, Switzerland

Main risks to which the Autogrill Group is exposed



The Autogrill Group is exposed to external risks and uncertainties deriving from factors correlated with the general macro-economic context or the specific industry in which the Group operates, the financial markets, the evolution of the regulatory framework and the risks deriving from the strategic decisions and linked to the management of operational processes.

The objective of the Group's Risk Management function is to ensure that the different business units making up the Group manage risks in a standardized way, through the implementation of a model based on the systematic identification, analysis and assessment of the risk areas that can have an impact on the attainment of the Group's strategic objectives, contributing to the assessment of the Company's exposure to risks and the development of the necessary risk mitigation actions aiming at reducing the level of volatility of the Group's pre-established objectives.

Here below is an analysis of the main risk areas broken down by "business-related risks" and "financial risks". For additional details on this specific topic reference should be made to the 2014 Annual Report.

Business-related risks

External factors: traffic flow and propensity to spend

The Group activities depend on traffic flow. Any factor that may significantly reduce traffic flow in the countries and channels in which the Group operates represents a risk for the generation of value.

Among the external factors, and as such uncontrollable, which can have an impact on traffic flow and traveler propensity to spend are the general economic scenario and its trend - in particular consumer confidence, inflation, unemployment levels and interest rates - increases in the crude oil price and increases in transportation costs in general.

Traffic and average spending can also be affected by other uncontrollable events, including, for instance, alternative travel options, changes in applicable laws and regulations governing or influencing the performance of the Group activities in the specific operation channel (particularly relevant for airports), airline strategies and policies, strikes, political uncertainty, terrorist attacks or threats, natural catastrophes, pandemics, conflicts and wars.

Reputation

Reputation both in relation to customers, the landlords and licensors, representing the main stakeholders from this perspective, is particularly important for the Group and represents one of the main assessment factors in the process of assignment and renewal of the concessions by landlords.

Events leading to a reduction or loss of reputation are in particular attributable to the reduction in the quality perceived of the service rendered - in the first case - resulting in reduced attractiveness and loss of customers and, in the second case, to the inability to fulfill contractual obligations with landlords and licensors, jeopardizing the possible renewal and continuity of the relationship.

Consumption habits

Changes in consumption habits represent a risk if the Group does not promptly and adequately react to changing customer requests with actions targeting the service model and the offering.

Inexpensiveness of concession contracts

Group operations are mainly ensured through multi-year contracts for the assignment of commercial services, awarded through competitive tenders by the landlords of concessions for the management of the infrastructures (airports, highways, railway stations, etc.). Concessions are a key asset for the Group and their renewal at competitive conditions or the assignment of new concessions represents a strategic factor. In addition, the concession contracts stipulated by the Group generally envisage, besides a multi-year duration, the obligation for the company to pay an annual minimum concession fee, regardless of the revenues generated as a result of the contract enforced. In the case in which the revenues generated by the concession are lower than the value budgeted upon its assignment, also as a result of reduced traffic or reduced spending, its profitability may be reduced or even become negative as a consequence of the obligation to pay the minimum fee.

Risk Management

the objective is to manage risks
in a standardized way

Cost of personnel

Labor represents a key factor for the Group activities, characterized by a high level of service to consumers. The need to maintain levels of service consistent with customers' and landlords' expectations and the complexity of the overall international regulatory framework limit flexibility in the management of the labor force.

Regulatory framework

The Group's operating sectors are subject to strict regulations for the management of operations and customer and employee safety, both with reference to the protection of the individual and product quality.

Innovation

The Group's ability to maintain a steady and ongoing process of innovation in its operating model, concepts, products and processes represents a key factor in keeping the level of service and the quality of the offering in line with customer expectations. Customer expectations are, in fact, of strategic importance to the Group.

Development of the emerging markets

The Autogrill Group operates in a number of emerging markets and future projections include expansion also to other emerging markets, which, typically, present higher risks than the areas in which the Group has its main operations.

Financial risks

Autogrill manages financial risks through the definition of Group guidelines to be complied with by all of its business units in the framework of a self-financing logic.

The Group's Finance and Administration function ensures that the policies for the management of the financial risks are standardized, provides indications about the most appropriate financial instruments and monitors the results achieved.

In particular, the Autogrill Group excludes any use of speculative financial derivative instruments. Moreover, the Group pursues the objective of maintaining adequate financial flexibility through the availability of liquidity and committed credit lines that enable it to cover re-financing requirements on a 12-18 month time span.



Results from operations

Revenues

In 2014 the Group's consolidated revenues totaled € 3,930.2m, down 0.9% (-1.4% at current exchange rates) against € 3,984.8m of the previous year. The variation was instead positive for 1.6% (1.1% at current exchange rates), net of the deconsolidation of the US Retail business unit transferred at the beginning of the fourth quarter of 2013 (contributing \$ 131.5m).

Revenues grew in the area managed by HMSHost in North America, mainly supported by an increased average receipt and, also, by the positive traffic trend, which resulted in an increased number of transactions.

The performance of HMSHost International was excellent, thanks also to the expansion of the range of activities with new openings in UK airports and the penetration of new markets like Russia and Indonesia.

In Europe revenues dropped as a result of the implementation of the strategy adopted by the Group in Italy to reduce the consolidation perimeter. Sales grew in Belgium, Germany and Spain, favored by the new openings.

Here below are details regarding sales broken down by channel:

| (€m) | Full Year 2014 | Full Year 2013 | Change | |
|---|----------------|----------------|--------------|----------------------------|
| | | | 2013 | At constant exchange rates |
| Airports | 1,966.9 | 1,890.5 | 4.0% | 4.8% |
| Highways | 1,622.4 | 1,629.9 | -0.5% | -0.2% |
| Railway stations | 161.7 | 145.1 | 11.4% | 11.5% |
| Others | 179.2 | 220.2 | -18.6% | -18.7% |
| Total (excl. transferred US Retail business) | 3,930.2 | 3,885.8 | 1.1% | 1.6% |
| Transferred US Retail business | - | 99.0 | -100.0% | -100.0% |
| Total revenue | 3,930.2 | 3,984.8 | -1.4% | -0.9% |

The positive trend in passenger traffic supported the positive performance of the airports with revenues up 4.8%⁷. The overall growth in this channel and the development in railway stations more than compensated for the weakness registered in the highway channel - mainly in Europe - as well as the sharp decline in sales in other channels (city centers, exhibition grounds and malls), mainly resulting from the shutting down of several stores.

Ebitda

In 2014 Autogrill posted consolidated EBITDA at € 316.2m, down 1.2% (+0.7% at current exchange rates) against € 314.0m of 2013, with an incidence on revenues increasing from 7.9% in 2013 to 8.0% in 2014.

7. +4% at current exchange rates.

8. 2014: reorganization costs of € 11.8m; 2013: net non-recurring charges of € 2.3m (reorganization costs of € 11.6m, demerger costs of € 4.5m and non-recurring income of € 13.8m)

9. Amounting to \$ 6.8m

When excluding non-recurring items⁸ and the contribution⁹ to the 2013 results of the transfer of the US retail business, the increase in EBITDA would have totaled 5.9% (+5.4% at current exchange rates) and the incidence on the margin of revenues in 2014 would have been equal to 8.3% (8.0% in 2013) thanks particularly to the improved profitability recorded in the areas managed by HMSHost. In 2014 Corporate costs¹⁰ amounted to € 20.9m, down against € 27.1m of 2013, when Corporate costs included those sustained for the completion of the Travel Retail & Duty Free spinoff transaction (€ 4.5m).

Revenues by geographic area



Below is a breakdown of revenues by geographic area:

| (\€m) | Full Year 2014 | Full Year 2013 | Change | |
|---|----------------|----------------|--------------|----------------------------|
| | | | 2013 | At constant exchange rates |
| North America | 1,847.9 | 1,817.8 | 1.7% | 2.6% |
| International | 278.2 | 232.6 | 19.6% | 20.6% |
| Total HMSHost | 2,126.2 | 2,050.4 | 3.7% | 4.7% |
| Italy | 1,091.7 | 1,154.1 | -5.4% | -5.4% |
| Other European countries | 712.3 | 681.3 | 4.6% | 4.3% |
| Total Europe | 1,804.1 | 1,835.4 | -1.7% | -1.8% |
| Total (excl. transferred US Retail business) | 3,930.2 | 3,885.8 | 1.1% | 1.6% |
| Transferred US Retail business | - | 99.0 | -100.0% | -100.0% |
| Total revenue | 3,930.2 | 3,984.8 | -1.4% | -0.9% |

HMSHost¹¹

In 2014, net of the changes in the consolidation area (transfer of the US Retail Business¹² that contributed \$ 131.5m), HMSHost generated revenues for \$ 2,824.6m, up 4.7% (3.7% at current exchange rates) against \$ 2,723.1m of 2013.

Comprehensively, revenues were down by 0.2% (-1.1% at current exchange rates).

Here below are details regarding sales broken down by channel:

| (\$m) | Full Year 2014 | Full Year 2013 | Change | |
|---|----------------|----------------|--------------|----------------------------|
| | | | 2013 | At constant exchange rates |
| Airports | 2,333.2 | 2,228.4 | 4.7% | 5.6% |
| Motorways | 445.5 | 440.4 | 1.2% | 2.7% |
| Other | 45.9 | 54.3 | -15.5% | -15.5% |
| Total (excl. transferred US Retail business) | 2,824.6 | 2,723.1 | 3.7% | 4.7% |
| Transferred US Retail business | - | 131.5 | -100.0% | -100.0% |
| Total revenue | 2,824.6 | 2,854.6 | -1.1% | -0.2% |

10. Compared with the figures published previously, Corporate costs now exclude those incurred by European Structure, in keeping with the new distinctions among operating segments.

11. This area covers the Group's operations in North America (USA and Canada) and various international locations in Northern Europe, the Middle East and Asia. In keeping with the new distinctions among business segments, the HMSHost segment now includes the operations of Autogrill Catering UK Ltd., HMSHost Ireland Ltd. and HMSHost Sweden AB, sold by Autogrill S.p.A. to a subsidiary of HMSHost Corp. at the beginning of 2015. In 2014, the transferred operations generated revenue of \$ 119.9m (\$ 95.3m in 2013) and EBITDA of \$ 7.1m (\$ 6m in 2013).

12. At 31 December 2014, contracts making up about 90% of the total called for in the agreement had been effectively transferred. The contracts not yet transferred generate approximately \$ 60m in annual revenue. The remaining four contracts were sold to World Duty Free Group in February 2015.

HMSHost - Nord America¹³

In 2014 North America generated revenues from sales for \$ 2,454.9m, down 2.7%¹⁴ (-3.6% at current exchange rates) against \$ 2,545.7m of 2013 due to changes in the consolidation area (transfer of the US Retail Business accounting for \$ 131.5m). Net of the changes above indicated, revenues were up by 2.6% (1.7% at current exchange rates).

Here below are details regarding sales broken down by channel in North America:

| (\$m) | Full Year 2014 | Full Year 2013 | Change | |
|---|----------------|----------------|--------------|----------------------------|
| | | | 2013 | At constant exchange rates |
| Airports | 1,963.5 | 1,919.4 | 2.3% | 3.1% |
| Motorways | 445.5 | 440.4 | 1.2% | 2.7% |
| Other | 45.9 | 54.3 | -15.5% | -15.5% |
| Total (excl. transferred US Retail business) | 2,454.9 | 2,414.2 | 1.7% | 2.6% |
| Transferred US Retail business | - | 131.5 | -100.0% | -100.0% |
| Total revenue | 2,454.9 | 2,545.7 | -3.6% | -2.7% |

The revenues from sales in airports grew comprehensively by 3.1% (+2.3% at current exchange rates), while in US airports alone¹⁵, on a comparable basis¹⁶, revenues from sales posted a 5.6% increase, outperforming traffic growth at 2.7%¹⁷. The positive performance compared to traffic is attributable to the increase in the average receipt resulting from the introduction of the new concepts featuring richer offers (including table service) and, though to a lesser extent, to an increased number of transactions. Revenues from sales on US highways recorded an increase (+2.3%) on a comparable basis, above traffic trend (+0.5%)¹⁸; taking into account the entire perimeter, including also Canada, the increase in revenues would have been equal to 2.7% (+1.2% at current exchange rates), thanks to the re-opening on the Ontario Turnpike after completion of the refurbishment work in 2013 and 2014. Revenues from sales in other channels dropped by 15.5% against the previous year as a result of the termination of some contracts in shopping malls.

13. This area includes operations in the United States and Canada.

14. The change is provided at both constant and current exchange rates to reflect the impact of the appreciation of the US dollar against the Canadian dollar, quantified as around \$ 22m in sales.

15. Accounting for around 90% of the channel's revenue.

16. Same locations and menus

17. Source: Airlines for America, January-December 2014.

18. Source: Federal Highway Administration, January-November 2014 (stretches of road served by the Group).

19. This area covers international locations in Northern Europe (Schiphol Airport in Amsterdam, the United Kingdom, Ireland, Sweden, Denmark and Finland) and other countries (United Arab Emirates, Turkey, Russia, India, Indonesia, Malaysia, Singapore, Vietnam, Australia and New Zealand).

HMSHost - International¹⁹

In 2014 the International area, concentrating all Group activities in the airport channel, generated revenues totaling \$ 369.6m, up 20.6% (+19.6% at current exchange rates) against \$ 309.0m of the previous year. Here below is a breakdown of revenues by macro-area:

| (\$m) | Full Year 2014 | Full Year 2013 | Change | |
|----------------------|----------------|----------------|--------------|----------------------------|
| | | | 2013 | At constant exchange rates |
| North Europe | 273.2 | 237.7 | 14.9% | 15.2% |
| Rest of the world | 96.4 | 71.3 | 35.3% | 38.9% |
| Total revenue | 369.6 | 309.0 | 19.6% | 20.6% |

In Northern Europe revenues from sales increased by 15.2% (14.9% at current exchange rates). This growth is attributable to the excellent performance of the Amsterdam Schiphol airport in the Netherlands (with revenues up by 6.3% against a traffic growth of 4.6% ²⁰), the launch of new activities in Great Britain and the penetration of the Finnish market (Helsinki airport). In the Rest of the World growth is correlated to the expansion of activities in Vietnam and Turkey (which generated additional revenues compared to 2013 for a total of \$ 10.9m) as well as the launch of operations in Indonesia (Bali) and Russia (St. Petersburg), which contributed revenues for \$ 13.7m.

Europe²¹

In 2014 revenues generated in Europe were equal to € 1,804.1m, down 1.8% against € 1,835.4m in 2013. The growth recorded in some countries, achieved also because of the new openings, failed to compensate for the reduction in sales registered in Italy, where the performance reflected the reduction in the consolidation perimeter.

Here below are details regarding sales in Europe broken down by channel:

| (€m) | | | Change | |
|----------------------|----------------|----------------|--------------|----------------------------|
| | Full Year 2014 | Full Year 2013 | 2013 | At constant exchange rates |
| Motorways | 1,269.2 | 1,277.1 | -0.6% | -0.7% |
| Airports | 210.6 | 212.5 | -0.9% | -1.1% |
| Railway stations | 161.3 | 144.8 | 11.4% | 11.4% |
| Other* | 162.8 | 201.0 | -19.0% | -19.1% |
| Total revenue | 1,804.1 | 1,835.4 | -1.7% | -1.8% |

(*) Including sales to franchisees

Revenues from sales in highways, the predominant channel in Europe, posted a reduction equal to 0.7% (-0.6% at current exchange rates). The positive contribution deriving from the new openings in Belgium and Germany was entirely compensated by the reduction in the number of stores managed in Italy, following the termination of some contracts during the contract renewal season that involved part of the network.

Italy

In Italy revenues from sales totaled € 1,091.7m, down 5.4% against € 1,154.1m the previous year.

Here below are details regarding sales broken down by channel:

| (€m) | | | Change |
|----------------------|----------------|----------------|--------------|
| | Full Year 2014 | Full Year 2013 | |
| Motorways | 852.9 | 878.3 | -2.9% |
| Airports | 79.1 | 83.1 | -4.9% |
| Railway stations | 35.1 | 32.8 | 7.0% |
| Other * | 124.7 | 160.0 | -22.0% |
| Total revenue | 1,091.7 | 1,154.1 | -5.4% |

(*) Including sales to franchisees

20. Source: Schiphol Amsterdam Airport: January – December 2014

21. This area covers the Group's operations in Italy and the following other European countries: Austria, Belgium, France, Germany, Greece, the Netherlands, Poland, the Czech Republic, Slovenia, Spain and Switzerland.

In Italy, revenues from sales on highways accounted for € 852.9m, down 2.9% against € 878.3m of the same period in 2013. On the occasion of the tenders launched for the assignment of the stores under concession agreements about to expire, the Group strategically concentrated investments only on the stores showing a higher potential in terms of profitability; for this reason, only 20 stores were subject to renewal out of a total of 39. Concentrated in July, the termination of the stores due to failed renewal of the corresponding concession led to lower revenues for nearly € 24m against the previous year.

In the highway channel, based on traffic growth equal to 0.9%²² and on a like-for-like basis, the increase in revenues from sales would have been equal to 0.4% against the previous year. In detail, revenues from catering sales were down by 1.4%, partially due to lower sales of beverages, which reflected the bad weather conditions and low temperatures registered in summer 2014. Conversely, market sales grew by 4.6% thanks also to the implementation of promotional actions. The sale of ancillary products rose by 0.5%. Revenues from sales in airports, equal to € 79.1m (€ 83.1m in 2013) posted a 5.0% reduction, reflecting the shutting down of several stores in the Milan Malpensa airport and the termination of contracts for the airports of Florence, Catania, Bari and Naples, which partially absorbed the benefits deriving from the opening of the new stores in the Rome Fiumicino airport. Revenues from sales in railway stations rose by 7.3% against 2013, benefiting from the contribution of the new stores opened in 2013 and 2014 in the Milano Centrale railway station (Bistrot) and Bari.

Dropping revenues in other channels (-22.1% against 2013) reflected the shutting down of several stores in city centers, malls and exhibition areas, which were no longer profitable.

Other European countries

In the other European countries revenues totaled € 712.3m, up 4.3% (+4.6% at current exchange rates) against € 681.3m of 2013.

Here below are details regarding sales broken down by channel:

| (€m) | Full Year 2014 | Full Year 2013 | Change | |
|----------------------|----------------|----------------|-------------|----------------------------|
| | | | 2013 | At constant exchange rates |
| Motorways | 416.4 | 398.8 | 4.4% | 4.2% |
| Airports | 131.6 | 129.4 | 1.7% | 1.3% |
| Railway stations | 126.3 | 112.1 | 12.7% | 12.7% |
| Other* | 38.1 | 41.0 | -6.9% | -7.6% |
| Total revenue | 712.3 | 681.3 | 4.6% | 4.3% |

(*) Including sales to franchisees

Revenues from sales in highways were equal to € 416.4m, up 4.2% (+4.4% at current exchange rates) against € 398.8m of 2013, thanks mainly to the expansion of operations on the Belgian highways.

Revenues from sales in the airport channel grew by 1.3% (+1.7% at current exchange rates) as a result of the sound performance recorded in the airports of Athens, Brussels, Geneva and Zurich and the opening of new stores at the Düsseldorf airport in Germany, which more than compensated the failed renewal of the contract in the airport of Bale-Mulhouse.

The excellent performance in the railway station channel (+12.7%) benefited from the new openings in the Madrid and Paris railway stations and in Belgium.

22. Source: AISCAT, January-December 2014

Investments by geographic area

Below are the details regarding net investments made in the period broken down by geographic area:

| (€m) | Full Year 2014 | Full Year 2013 | Change | |
|--------------------------|----------------|----------------|--------------|----------------------------|
| | | | 2013 | At constant exchange rates |
| North America | 78.8 | 75.0 | 5.1% | 1.2% |
| International | 36.8 | 22.5 | 63.3% | 63.0% |
| Total HMSHost | 115.6 | 97.5 | 18.5% | 15.1% |
| Italy | 38.0 | 29.8 | 27.7% | 27.7% |
| Other European countries | 36.0 | 30.0 | 19.7% | 19.5% |
| Europe Structure | 6.8 | 5.2 | 29.7% | 29.7% |
| Europe | 74.0 | 59.8 | 23.7% | 21.4% |
| Total | 196.4 | 162.6 | 20.8% | 22.5% |

2014 net investments, mainly targeted to airports, amounted to € 196.4m against € 162.6m in the same period of 2013 and referred to the airports of Fort Lauderdale, Washington Dulles, Las Vegas, Toronto, Amsterdam, Helsinki, Bali and Rome Fiumicino and the gas stations on the Pennsylvania Turnpike for the highway channel. (Source: 2014 Annual Report)

Good corporate reporting is based on the principles of responsibility and transparency. Complete and detailed information relative to the Autogrill Group Corporate Governance is included in the Report on Corporate Governance and Ownership Structure, drafted pursuant to article 123 bis of the Italian Consolidated Finance Act and article 89 bis of Consob Issuer Regulation, which is posted on the Group's website (www.autogrill.com).

The following documents are also available on the Group's website (www.autogrill.com):

- Code of Ethics
- Group consolidated report on operations and financial statements
- Parent Company report on operations and financial statements
- Report on remuneration
- Autogrill By-Laws

These documents provide disclosure information relative to corporate governance issues and Autogrill economic-financial performance results.

Commitments, progress and objectives reached

As to the activities connected to the three strategic areas - People, Product and Planet - the Group has reached important objectives over time and will continue its commitment in the future, aiming at reaching the objectives indicated in the Roadmap.



People

| | | |
|--------------------------------------|---|-------------|
| “Employee engagement” surveys | We continuously assess and monitor employee engagement through the administration of the annual “Do you Feel good?” employee engagement survey, with the objective of developing action plans aimed at ongoing improvement. | see page 49 |
| Assessment and development | We assess competencies and skills of our human capital through an automated common platform that ensures transparency and easy access. The international goal is upgrading our people in order to enable them to contribute to business development. | see page 57 |
| Health and safety | We are committed to ensuring a healthy and safe working environment, by further decreasing the number of injuries through prevention and training actions as well as the implementation by new technology and tools. Our goal by 2015 is the reduction of injuries by 5%. | see page 65 |
| Donations | We provide support to communities through donations in kind, especially food. The objective is to contribute to improving quality of life and protecting the environment. | see page 70 |



Product

| | | |
|---------------------------------------|--|-------------|
| “Customer satisfaction” survey | We continuously monitor the level of consumer satisfaction with the service rendered through the administration of the “Feel good?” survey, analyses, interviews and tests, with the objective of developing targeted and structured marketing plans based on the survey findings. | see page 78 |
| The concept factory | This is how we work; we combine market trend analyses with in-depth knowledge of our customers; the goal is to design innovative concepts that will meet the needs of travelers, landlords and brand partners. | see page 94 |
| Sustainable diet | We focus our attention on the promotion of healthy lifestyles through a balanced and quality diet. For this reason, over time, we have developed partnerships such as that with the University of Gastronomic Sciences, in Pollenzo (Italy). | see page 86 |
| Quality and safety | We constantly focus our attention on quality, security and safety of the supply chain and supplier selection. Our goal is the attainment of high standards for all of our products and services. | see page 84 |
| Packaging | We are currently working on developing a European mapping of packaging products, re-thinking some products from a more sustainable standpoint. The goal is to achieve a 5% cost reduction by 2015. | see page 93 |





Planet

| | | |
|----------------------------|--|--------------|
| Consumption | We are currently working on the development of new management systems, energy saving technologies, collaborations with partners and employee engagement. Our goal in the different countries in which we operate is reducing energy and water consumption. | see page 106 |
| Involvement | Our goal is raising employee awareness about environmental sustainability. We are aware that their engagement is strategic for the company and for the environment and, therefore, we promote various initiatives and actions. | see page 101 |
| Material management | Waste reduction and a reduction in the materials used also contribute to a more sustainable business. For this reason we develop projects to promote responsible management at the local level. | see page 103 |
| Certifications | Obtaining important environmental certifications is evidence of the attention we pay to the environment. Our goal is to have 30 new buildings LEED-certified by the end of 2015. | see page 112 |

Commitments
and objectives

in the three areas, the Group
has reached important objectives

Prizes and awards

Numerous prizes and awards were received by the Group and its companies in 2014. Below is a list of the most important acknowledgements received during the year, testifying to the company's dynamic approach and its striving for excellence.



4 March 2014
HMSHost received the Schiphol Consumer Awards 2014

The company received the Guest Friendliness Award for the welcome services offered in the Dutch Kitchen restaurants and the Hema Food Counter prize for the best corporate responsibility activities relating to sustainability actions and for its LA PLACE green concept.



4 March 2014
HMSHost won 5 prizes at the 2014 Airport Revenue News awards

For the seventh consecutive year, HMSHost received the prize for Best Overall Food & Beverage Operator at the Airport Revenue News awards, the most important industry award in North America.



27 March 2014
Villoresi Est won the prize at the Innov@Retail Award promoted by Accenture and Sole 24 Ore Group

Villoresi Est: a point of reference for the future of catering and services for travelers in the matter of customer experience and environmental sustainability.



10 June 2014
Autogrill won 2 prizes at the 2014 FAB Awards

Best Corporate Social Responsibility Initiative for the American food donation plan and Best Airport Fast Food/Quick Service Restaurant for "8oz Burger Bar" at the Los Angeles international airport.



20 October 2014
The Motta Bar located in Duomo Square (Milan) received the acknowledgement of "Historical Store"

Historical and architectural identity characterizes the space of the multi-concept store of Autogrill Duomo Store. Motta Bar of Duomo Square (Milan) received the prestigious acknowledgement of "Historical Store" in the framework.



31 October 2014
Autogrill receives the International Prize Dedalo Minosse for the service area Villoresi Est

The company obtained the prestigious award for the architectural design of the store based on the principles of Design For All.



2015 Nature Award for Villoresi Est

Villoresi Est received another important prize: the "2015 Nature Award" which is assigned every year to products and projects targeting the environment and sustainability.



11 February 2015
PuroGusto, Tentazioni and Motta at the Linate airport received the Mystery Shop 2014 prize

In the ranking that is drafted every year, through the Mystery Client technique, by Sea Aeroporti of Milan to award the stores that stand out for welcome services, staff courtesy and quality of their offering and services.



The three strategic areas





A-People



| | |
|--|-----------|
| Employee engagement | 49 |
| Quality relationships with workers | 54 |
| HR development & assessment | 57 |
| Diversity, equal opportunity and inclusion | 63 |
| Health and safety in the workplace | 65 |
| Industrial relations | 68 |
| Community development and involvement | 70 |

The Group is an organization composed of people, which creates products and services for other people. For this reason it believes it of utmost importance to establish value-creating relationships between the organization itself, its workers and customers. Taking care to generate value, this is the key concept of any strategic relation aimed at managing and promoting people.



These concepts stand out clearly manifest in the materiality analysis. As matter of fact, the issues relative to the People area are particularly relevant to the Group. During the process of identification of the specific sustainability issues that represent the basis of the materiality analysis performed, the following items emerged:

- Quality relationships with workers (including daily work, social welfare services and wages)
- HR development & assessment
- Hygiene, health and safety in the workplace
- Industrial relations
- Diversity, equal opportunity and inclusion
- Development and involvement of the community
- Protection of human rights
- Data security and customer privacy

Taking care of employees to provide value services is strategic for Autogrill.



Following the analyses described in the dedicated chapter - "Materiality Analysis" (see page 8) - these issues were graphically represented based on their relevance to Autogrill activities (see graph below). This document includes disclosures about the issues positioned in the top right quadrant (as envisaged by the GRI G4 guidelines), as they are considered material for the Group and its stakeholders.

Moreover, the chapter also includes other issues that are considered relevant to Autogrill (even if not strictly material), which could not be excluded from the annual reporting.

The chapter starts with a section dedicated to listening and employee engagement. In fact, Autogrill believes that stakeholder engagement is a key factor and fundamental to the basis of the sustainability concept and, consequently, an issue that precedes materiality.

All issues regarding consumers are included in the A-Product chapter, dedicated to the customer centricity concept and to all activities developed by the Group in order to maximize the value of this vision.



Relevant issues ● People ● Product ● Planet ● Governance

materiality chart

People

Employee engagement

In the modern social scenario, employee engagement is a key leverage for the positive management of human resources in the long term. Defining shared objectives that take into account suggestions made by employees is crucial. As already anticipated, stakeholder engagement represents a priority underlying the concept of sustainability and, for this reason, the first chapter of People is dedicated to it.

“Do you Feel good?” and listening techniques

For the third consecutive year Autogrill decided to administer the “Do you Feel good ?” online survey at the European level with the objective of probing the level of employee engagement. The questionnaire was structured in order to analyze the four areas considered key to express employee level of engagement levels:

- **Satisfaction:** level of satisfaction that an individual obtains from his/her work within the organization;
- **Advocacy:** willingness to act as a promoter for the organization, conveying a positive image;
- **Pride:** pride and sense of belonging to the organization;
- **Commitment:** level of correspondence between the personal objectives of an individual and the objectives of an organization, represented by the desire and the motivation to remain in the company.



83% redemption level with 17,896 questionnaires filled out



The 2014 edition of the survey reached 83% redemption level with 17,896 questionnaires filled out, scoring 61% employee engagement in the F&B area in Europe.

Taking the outcomes of the survey as a point of departure, all central offices and points of sale across Europe are invited to contribute to the definition of a targeted common plan. The process that leads to the implementation of targeted actions aimed at improving employee engagement starts from the understanding and sharing of the outcomes and is then translated into the identification of the priorities and monitoring of progress. The project is turning into a true management tool, used by the entire organization in Europe, and has already triggered a virtuous cycle based on ongoing improvement.

“Do you Feel good? is the survey addressed to the entire Autogrill population in order to understand what employees think about a series of important issues, letting them voice their opinions, consistently with one of the five values that characterize the Group: open mindedness and transparency”.

Roberto Colombo, Chief Operating Officer F&B Europe

Do you Feel good?

Multiple initiatives were launched across Europe to support the action planning phase after analyzing outcomes. The strong focus on manager training and their ability to listen and transform the needs identified in the surveys in actions to bring about results targeting improved employee engagement has characterized the actions undertaken at different levels across the organization in the last two years.

In Italy, following the completion of the “Do they Feel good?” campaign, launched in 2013 to help the people leading groups of employees fully understand what engagement means and what levers contribute to increasing it, in 2014 the “Do I feel good?” campaign was launched involving all teams that, assisted by an external consultant, identified priorities and drafted specifically targeted action plans.

In the North West European region (which includes France, Belgium and the Netherlands), with a view to empowering managers to work on the priorities related to engagement as defined by top management, managers were given a toolbox containing practical tools to support team activity management aimed at improving communication, on one hand, and developing the manager’s leadership skills, on the other.

In general, many HR actions developed during 2014 at the European level have been conceived and implemented also based on the engagement priorities identified through the survey. These include: the campaign on the new values; the internal communication directory “Our Business, our Future, our Role” - with video messages explaining the results reached at the European level on a quarterly basis - and the alignment of all assessment processes regarding the employee population in Europe, with a view to improving communication, influence and transparency.

Over the years, the analysis of the outcomes resulting from the engagement survey and the performance of the annual **customer satisfaction** survey (see section “**Feel good?**” on page 78) has shown a **positive correlation** between customer satisfaction and employee involvement in the stores. In Italy, the correlation between the engagement level and the performance level of store managers established a statistically significant link between their managerial skills and their ability to **involve employees** in the workplace.

All this further enhanced the belief that people’s involvement should be a key priority for the entire Group.

The third edition of the “Do you Feel good?” people engagement survey was launched in January 2015 - again online - involving 20,741 people in 16 countries, and was translated in 11 languages.

The culture of listening is widespread in all the countries in which the Group operates, through the “open door” approach, based on direct dialogue across the different hierarchical levels, both in the stores and in the central offices. In the majority of the countries this concept also includes an email address that has been made available to the entire population of the organization to report concerns, opinions and requests from employees. Other initiatives vary from country to country. For instance, HMSHost provides a toll-free number, available 24/7 for all employees in North America to air any concern or problem, in addition to a web-based line for comments or questions to be posted at any time. In Italy, too, two email addresses are made available to all employees; one is dedicated to Social Accountability 8000, receiving reports regarding ethical concerns in the workplace, while the other is dedicated to the communication of any eventual stressful situations.

The third edition of the “Do you Feel good?” was launched in January 2015 involving 20,741 people.

In 2013 a new initiative was launched in relation to leaving personnel in order to understand the main reasons for their leaving, trace them and use them for ongoing improvement.



Aconnect and communications to workers

Communications at Autogrill are developed on different tools, including Aconnect (the Group intranet), management roadshows on the sales network and the traditional newsletters and noticeboards. Aconnect is the Group's web-based intranet portal. Aconnect enabled the conversion and integration of traditional services and systems to web-based solutions that profoundly changed the style and effectiveness of its internal communication as well as some business processes.

The immediate availability of policies and continuously updated organization charts, organizational communications and news about the business make it a particularly effective working tool. Furthermore, Aconnect plays an important role in the process of integration of the company's sectors of activity in different countries and working environments. Its implementation has contributed to remarkably reducing the distance between colleagues operating in the countries in which the Group operates, between functions, headquarters and the network, and enabling the sharing of best practices and the exchange of opinions and values.



- **7 countries are on-line:** Italy, Spain, France, Switzerland, Belgium, the Netherlands and Germany.
- **Over 18,000 employees** access Aconnect
- **"Afuture" Group section** dedicated to sustainability

- **Video messages from the management** on the Group's strategy and results "Our business, our Future, our Role" column
- **Statements and interviews** with workers within the People dedicated section
- **A file archive** including procedures,



manuals and services for the network

Thanks to the launch of a weekly electronic newsletter (including a summary of news regarding the Group and local information), Aconnect has made it possible to update all European employees at the same time. In 2013 and 2014 the Italian edition included the "We, Week by Week" column: every week this section features interviews, messages and insights.



Moreover, to help people obtain information and increase the transparency of the relationship between the company and its employees, **Aconnect offers a series of services that were not easily accessible** in the past, like, for instance, online training, FAQ on human resource management, online badge and payroll (for the time being only available in Italy with **remarkable savings in terms of paper**), and a continuously updated welfare area.

In Italy, the dedicated “Welcome” area targets newly hired staff, including information about the first steps to accomplish in the first days after joining the Company.

Autogrill Spain is another important example in the matter of internal, direct and effective communication: it has appointed an Ambassador of Internal Communication in every one of its stores. Over eighty collaborators operate in stores scattered throughout Spain, with superior skills in communications and the use of new technology. They are making a precious contribution, ensuring that information and instructions circulated from the central offices are properly received. They stimulate the participation of all the collaborators, provide added opportunities for professional development and, last but not least, ensure effective two-way communication, thus facilitating the dialogue between the stores and headquarters.

Also in Spain, in 2014, a radio project was launched where prominent Spanish journalists explain Autogrill’s new initiatives, contests, awards and projects, and also interview Autogrill employees.

In the United States, HMSHost has set up an intranet network that employees can access to make comments or report problems. HMSHost intranet also features a dedicated, always accessible page where employees can post ads or news about the Company. Moreover, many central departments have developed newsletters regarding their activities. These are sent by email to all employees and are also posted online.

In North West Europe (including France, Belgium and the Netherlands) Amagazine is distributed to all employees three times a year. This is an in-house magazine consisting of articles by senior management on the Company vision and strategy, best practices relative to store activities and employee stories celebrating the Group values.

Lastly, as another integral part of the action plan resulting from the analysis of the outcomes derived from the “Do you Feel good” 2012 survey, a project was launched for the updating and communication of Autogrill’s Mission, Vision and Values, to re-focus on the Group identity, especially in this moment of radical change. In 2014 the communication campaign of the new Autogrill values was completed. Launched through a video message by the CEO, the new values were read and “interpreted” by the employees through participation in a series of social activities: forwarding and sharing of comments on the values posted on the company portal and participation in photography contests.

4 weeks of contest,
454 images uploaded,
6 countries proved most active (Italy 214, Spain 86,
France 53, Switzerland 48, Germany 39, Belgium 14),
over 1,250 people accessed the platform and voted



Quality relationships with workers

A clear and well-structured social responsibility policy focused on the relations that an organization develops with its collaborators can result in benefits to its competitive edge. Workers represent the human capital of the organization itself, i.e. the combination of skills, knowledge, competencies and professionalism that characterize and distinguish the organization.

Any worker faced with a customer represents the Company itself, the Company's business philosophy, its know-how and its attitude towards the environment. This is why the relationship between Autogrill Group and its employees is a strategic element and a fundamental variable for creating and sharing value. Issues like work schedule planning, work/life balance, salaries, social benefits and services represent the ground upon which Autogrill is focusing to build up an increasingly solid relationship with its employees.

The Autogrill Group operates in a market that requires great flexibility. Successfully managing daily, weekly and seasonal peaks while always remaining strongly focused on customer care requires complex planning skills.

The key idea is that of translating the need for continuous flexibility into an opportunity to balance private life and professional needs through the provision of part-time contracts, work schedule planning and post-maternity programs. A breakdown of workers by age brackets is also important, because it makes it possible to integrate the type of job and the level of engagement requested with the different needs of the various generations.



To facilitate a long term work/life balance the Group is committed to developing various initiatives of welfare and work/life balance. Attention to employees and their wellbeing is not limited to their working hours, but instead takes into consideration all those elements that contribute to improving the quality of people's lives and has led the Group to work on different themes and initiatives that involve people both as employees (recruitment processes, development plans, training) and as individuals (wellbeing and health, family, social commitment and environmental protection). In the United States, HMSHost administrative personnel may work on a home office basis, depending on specific needs and projects.

key idea

developing various initiatives
of welfare and work/life balance

Employees in Italy are given the opportunity to rely – in accordance with the trade unions – on a formula that allows for part time work until their child is 36 months old. In 2007, special agreements were stipulated with child care facilities located in proximity of the offices or along the main access routes. The agreement envisages the payment of approximately 50% of the monthly fee by the Company.

Also, in other European countries efforts were made to introduce flexible working hours, making it easier for new mothers to return to work.

Many other services are offered to employees and their family members in other Group companies:

- in the United States, the headquarters feature a fitness center with showers for employees who wish to exercise or who come to work by bike.
- in Italy, several initiatives were implemented during 2014, focusing particularly on the family. An SOS family support service was launched to provide assistance to couples facing marital difficulties, or having problems with their children or the elderly, as well as school orientation sessions to help parents and their children choose a high school or university, and meetings on parenthood and adolescence.

In 2014 the Shopping bag project was launched to provide support to low income families. All employees, with the exception of managers, received an Autogrill branded and reusable shopping bag, containing various types of food and personal care products for a total commercial value of euro 80. All suggestions made by employees for future developments of initiatives of this kind were collected anonymously through questionnaires made available in the Company intranet.

The Group supports flexibility offering services for employees and their family members.

These initiatives add up to a series of support actions already started in previous years, including: assistance in compiling tax returns (and filing with the competent authority), car insurance facilitations, special agreements with spas and other fitness centers, the possibility of receiving seasonal anti-flu vaccinations free of charge through the national health service, partnerships with other companies for the purchase of products and services at discounted prices, online temporary shops with direct delivery to the workplace offered at substantially reduced prices and much more.

In addition, the “Good for me” project is still in effect at the Italian headquarters. Launched at the beginning of 2011 to promote healthier lifestyles, the project envisages the preparation of balanced menus within the headquarters’ Ciao restaurant, the organization of meetings with experts and online columns and advisory services provided by a nutritionist directly in the workplace at a reduced price.



And for everyone in the organization, there are online columns on the Company's Aconnect intranet portal with insights on diet as well as the "Ask the expert" section for specialist advice. The project also includes initiatives promoting physical exercise, including a corporate bike sharing service (with an indication of the bike paths closest to the offices in Milan), access to changing rooms equipped with showers and free medical certificates of healthy and strong constitution for employees to promote participation in physical activities.

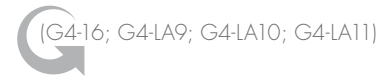


Salaries and Benefits

The Group's compensation policy is based on incentive systems that are designed to reward employee commitment and merit, while promoting a sense of belonging and attracting outside talent. For the purpose of ensuring alignment among Group companies, **the Group has established international guidelines on different aspects concerning wages and compensation** in full compliance with the currently applicable laws and local regulations. One of the pillars of the system is the "weighing" of positions: a Group cross-sectional evaluation (an evaluation on a common scale of the impact of any role on the organization), which is constantly aligned to labor market benchmarks in correlation with the positions covered. To ensure cost optimization in the management of these activities and the use of common standard benchmarks, the Group promotes centralized supplier services/analyses and the central management of initiatives that are proposed to the companies, assuming the role of central coordination and data collection (i.e. pulse surveys that enable the Group to rely on specific compensation benchmarks broken down by country, limiting the efforts on the side of the various Group companies). Also, **with regard to benefits the Group is committed to guaranteeing transparency and clarity to its employees.** The mechanism for the acknowledgement of benefits does not particularly differ from standard labor contract formulas (fixed term contracts vs. permanent labor contracts and part time vs. full time), but varies according to the different geographical areas as a function of the relevant applicable laws that comprise or exclude specific situations and/or welfare and insurance coverage (health care, accident coverage, maternity or paternity leave, disability) and to local labor market practices. Corporate supplementary pension funds and insurance certainly constitute a self-explanatory example. In some countries the law promotes their use, providing tax benefits in return. A clear example is that of **HMSHost, which published its salary scheme on the Company's Intranet**, thus enabling people to understand the logic behind the construction of their packages. For the purpose of underscoring the importance attributed to transparency, **in the United States Autogrill Group launched a communication campaign in Spanish** to enable first language Spanish workers to perfectly understand their situation and the advantages offered.

In 2014, the same automated tool used to assess performance and competencies and also to manage MBOs **was extended to the majority of the European headquarters**, enabling an increasing number of employees to manage online the various steps along with the possibility of validating the electronic signature. The same tool is also used as a repository for the documents linked to employee incentive plans, thus facilitating their filing to the benefit of the entire population of the organization and reducing the carbon footprint. The actions implemented and described above have enabled the Group to achieve higher levels of transparency and keep and trace employee comments.

HR development & assessment



In today's economic scenario in Europe, which poses complex organizational challenges, the Group is steadily committed to implementing policies that combine business efficiency with employee needs. The European restructuring of operational management processes in the last two years also led to the development and integration of regional and international teams dedicated to increasing the value of the Group by leveraging on the know-how and competencies of each individual country.

The development of Autogrill human resources undoubtedly begins with personnel recruitment and employer branding activities. In 2014, along with the definition and the internal communication of the new values, a new Employer Branding campaign was launched, shared by all European countries and aimed at positioning Autogrill as "employer of choice" in the job market, with the objective of attracting people who share the Group's core values ("Let's share our values").



1. BE PASSIONATE
We love our work



2. BE OPEN
At the centre of a
changing word



3. SET THE PACE
We are always
active



4. BE RELIABLE
We keep our
promise



5. KEEP IT SIMPLE
We are people,
like you

The design and development of effective personnel recruitment systems represents an important investment by the Group, a key asset for the company and its growth: this is a process that must be based on transparency and equity, in full compliance with equal opportunities and individual career growth. Autogrill is also committed to the ongoing improvement of selection criteria aimed at identifying not only the required skills and competencies for the short term, but also the potential necessary to cover other positions in the long term, growing within and together with the Group.

This is also why the selection process is often complex and broken down into different steps. Aptitude tests (administered by qualified personnel), English tests and targeted interviews are used to identify the candidate's adherence to the Autogrill competence model. Since 2014 the HQ position selection model has been adopted by all European headquarters, thus increasing the synergies and the collaboration among different countries that can now rely on shared recruitment criteria.

In all the countries in which the Group operates and especially for network positions, the selection process favors the hiring of personnel from areas adjacent to the location where the activities are carried out. Moreover, given the importance and the need for knowledge and integration within the territory, the management is local as well.

The improvement of the human capital is achieved also through job rotation and job posting processes within the Group companies, at the international level between different countries, and also for vacant office-based and network positions. To Autogrill, internal mobility represents an important tool for disseminating best practices at the Group level and developing the professionalism of the best talents, increasing the knowledge and skills of its employees.



Traditionally, the Sales Network represents the key expansion area for the Autogrill Group, always looking for new personnel according to the business seasonality. Recruitment mainly occurs through the “Work with us” section posted on the local websites and other career growth tracks (Linkedin, Facebook, Twitter, YouTube).

In all the countries in which the Group operates, relations and partnerships have been established with culinary schools and institutes, as well as universities, for the development of new ideas, work projects and innovations. In Italy a few examples are: Bocconi University, the Polytechnic of Milan and the University of Gastronomic Sciences, in Pollenzo. In the United States all the stores collaborate with local colleges and universities for possible hiring options. Moreover, in 2014 HMSHost confirmed the collaboration with the Culinary Institute of America to increase the company’s culinary expertise.

Autogrill believes that establishing a direct bridge between the company and the universities represents a key tool for recruiting, while concurrently providing students with a professional orientation that enables them to develop the most suitable competencies to efficiently enter the world of work. In this respect, in partnership with Bocconi University, Autogrill experts conduct periodic aptitude tests and orientation interviews with students in order to support them in understanding their points of strength and improvement areas and, thus, becoming aware of the professional activities most in line with their personal skills.

In order to enhance the Group’s dimension and capitalize on its know-how, best practices and the competencies available at the international level, in 2013 operating mechanisms were implemented, aimed at consolidating the European organizational model pursued in the last years:

1) HR policy standardization. Common grading systems, position weighting schemes and incentive systems (particularly for the Group’s executives) were defined. The transparency of the compensation processes was increased thanks to the standardization of the levels and job titles within the company. A greater transparency on HR policies and procedures was a need identified and resulting from the 2014 “Do you Feel good?” 2014 survey. The integrated organizational structure generated a need for standardizing policies across countries.

2) Employee potential evaluation and talent development. In this case as well, a standard, certified management process was developed, based on standard metrics shared at the Group level (and managed locally). For example, assisting employees when they assume broader managerial responsibilities, or in the planning of specific career paths.

3) Establishment of international teams and structures. The development of international teams and structures was further pursued in 2013 (with the involvement of high potential collaborators), generating relocation options with a variable duration through transfers to other Group companies. The establishment of shared functions at the international level provided an additional employment opportunity within the Group. The elimination of barriers between different functions and organizations facilitates the sharing of knowledge and ongoing training.

GHRP: A common platform to manage employee personal data

In order to identify the key areas for improvement and the most suitable actions to undertake in relation to people and for the development of the organization, **it is necessary to rely on personal and organizational details** that can be easily accessed and analyzed. In 2009, Autogrill Group **started the Global HR Platform project (GHRP)**, a platform that, fed by the local employee personal data management systems, enables the corporate Human Resources functions belonging to the Group HR & Organization department to rely on key information necessary to efficiently control human resources management processes. Thanks to the definition of shared semantics, **the Global HR Platform enables HR functions to promptly obtain standardized and comparable information about the Group's people** (i.e. gender, age, type of contract, level, seniority level, education, etc.) with different levels of information accessibility. At 31 December 2014, GHRP collects the data of all Group companies belonging to the F&B Europe Region, with the exception of Greece, the Czech Republic, Poland and Slovenia.

The GHRP system allows us to:

- **rely on a common master database**, to be used to develop systems that support processes such as online training, internal job posting, people development, personal profile, etc.;
- **enable access control and profiling on the Aconnect portal**, communication management aimed at specific targets, text messaging services and knowledge management/exchange in addition to integration process services like, for instance, **People & Location Directory**, which permits the sharing of contacts (email addresses, telephone numbers, operating locations,...) of the colleagues registered on GHRP and the automation of the corporate processes through the introduction of a work flow logic (i.e. employee data management for expense reimbursement processes and reservation and approval of travel indemnities); recover and register qualitative information regarding people (i.e. skills not registered by traditional systems, like languages spoken), also in a self-service format;
- **reduce manual processing activities** and facilitate prompt generation and updating of documents regarding the organization.



In the framework of employee development, Autogrill Group puts great emphasis on employee upgrading, considering it an investment that generates a twofold value, for the people and for the organization. In 2014, Autogrill Group launched Academy, an international training project focusing on the development of employee competencies through the provision of ad hoc training courses based on the employee level of professionalism reached, thus contributing to creating an organizational culture based on common competencies, shared knowledge and tools and the dissemination and sharing of best practices. The courses - held in English – are attended by employees from different European countries. One of the objectives of this project is to increase integration between employees through the organization of meeting opportunities that contribute to developing a common language and culture.

Academy - 2014

| | |
|--|-----|
| Participating countries | 10 |
| Employees involved in the project | 680 |
| Courses organized in 2014 | 17 |
| Topics | 46 |
| Employees who attended at least one course in 2014 | 225 |



The Academy offers also other initiatives aimed at ongoing employee training, both through projects targeted to upgrading technical competencies and mixed training and development projects, focused on specific needs of the organization with the ultimate objective of creating concrete and positive impacts on the business.

Moreover, with a view to eliminating language barriers and facilitating communication inside and outside the organization, in 2014 141 employees in Italy, France, Belgium, Germany and Spain took advantage of the online platform made available by Autogrill to improve their English skills.

In 2014 the “EmpoWer” project was developed: an ad hoc mentorship path, focusing on gender equality issues. This project involved 13 internal mentors and 18 mentees working together in order to eliminate barriers associated with gender issues by introducing new approaches and competencies in the organization.

Similarly, in the United States a project was launched to support the personal and professional growth of HMSHost women, providing them with networking opportunities, increasing their visibility in the workplace and the development of leadership skills (Women’s Leadership Network - WLN). WLN was developed as a result of a need and determination to support diversity in leadership roles at all business levels, contributing to the success of the company and the industry.

Lastly, in the last months of 2014 SYNC was launched, a project involving all the key people of the new European organization, with the objective of facilitating cooperation between individuals within the organization, so that the organizational mechanisms become increasingly successful and effective.

Academy operations was developed in 2014 for network workers. This is a training program combining managerial skills and on-the-job experience. Various specific paths were developed for the different roles available in the store, adding up to the offering of online and in-class courses. In 2014 Academy operations covered Italy and Spain and in 2015 they will be extended to France, Belgium and the Netherlands.

Technological supports also play an important role in training. The Moodle web-based platform, accessible from Aconnect in the Company's Intranet, is used to disseminate training in Europe, while a different web-based platform is used for training in the United States. Online training tools also monitor course attendance and the development of statistics and analyses with a view to improving training courses on an ongoing basis.

In Italy, the installation of "kiosks", made available to all employees (56 PC-based ergonomic consoles, including keyboard and intranet connection), located in selected stores of the sales network, facilitated the provision of online training. Similarly, in Spain laptop computers were also distributed to stores in 2014 in order to provide employee with free access to learning and communication tools.

Also in Spain in 2014 an APP was launched with the objective of training people on the company core values, products and services, thus more effectively circulating knowledge through games and challenges among colleagues with a series of closed questions. All headquarters employees and store managers were involved in the first campaign. Lastly, in Spain the sales force can attend free training courses designed to improve their skills and knowledge in the area of customer service.

Employee course attendance: 80%

16,579 "challenges" completed, an average of 128 per player

18,855 training minutes, 2 hours and 18 minutes per player

121,443 answered questions, 893 per player

Percentage of correct answers: from 65% on the first day to 82% on the last day



In Spain, in addition to Heads of Service trained as training facilitators, a team of tutors was established to disseminate campaigns relating to food products, coffee and beer, consisting of individuals who received training from the HR department. These tutors contribute to delivering training to all network employees. In specific months, the Heads of Service leave their stores to go and train colleagues in other stores.

Some years ago HMSHost launched "People First" in a number of locations. This is a training course that aims at developing a new culture entirely focused on people, to the benefit of both employees and customers. "People First" involves store managers in training and development initiatives pertaining to teamwork and the development of managerial and leadership skills, without neglecting to put great emphasis on the importance of feedback as a key tool in fostering employee development and motivation.

“Manager in Training” is one of the support tools of the People First program, dedicated to new managers who participate when hired on or promoted. The objective is to provide them with information from different areas, including HR management, IT, safety, cash management and food security, and to develop a team of Heads of Operations who are always ready in case of new openings. Moreover, in the United States, surveys were carried out in order to process succession plans. These led to the identification of different training needs for men and women. The Women’s Leadership Network (a project developed to support women’s professional growth within HMSHost) took into account these requirements and oriented the training proposal accordingly. Every year, as usual, HMSHost launched a reprise of a training course to raise employee awareness concerning the contents of the code of ethics, to enable them to make appropriate decisions and report potential violations of the company policies or the law. In Italy, in 2014 a training course was organized for the entire population of the headquarters and the stores, focusing on the provisions contained in Italian Legislative Decree 231/2011.

“Manager in Training” is one of the support tools of the People First program, dedicated to new managers who participate when hired on or promoted.



More in general, the evaluation process for competencies and performance was divided and optimized as a function of two different objectives: the first objective, the evaluation of competencies, targets individual training and development, while the second objective focuses on performance, as a specifically designed tool orienting the individual’s professional performance.

The same automated on-line tool used to assess employee competencies and performance was extended to several countries (United States, Italy, France, Spain, Belgium, the Netherlands, Germany, Austria and the corporate offices), managing the evaluation of employee competencies and performance both for the headquarters and the sales network (up to Heads of Service). This results in complete transparency and ongoing accessibility also in terms of activity updating. For the first time in 2014 all assessment processes were simultaneously started across all European countries, marking a step forward in HR management, especially for an increasingly integrated organization like the one currently characterizing the European headquarters. Self-assessment tools were added to the standard top-down assessment processes with the objective of raising employee awareness about one’s own professional growth. The sharing of processes, schedules and the web-based platform enabled the Company to target greater efficiencies and an increasing focus during the appraisal, using it as an opportunity for personal growth and a bilateral exchange of opinions between workers and managers. Moreover, the online management of processes and the possibility of validating appraisals through electronic signature reduced paper consumption considerably.

Performance assessment in the stores is more closely and easily correlated to sales trends, and for this reason, Autogrill is committed to motivating workers through the implementation of different initiatives.

Diversity, equal opportunity and inclusion

Autogrill leadership is the result of a significant process of internationalization and expansion, which has resulted in the sustained growth of its human capital, across a progressively wider range of nationalities, cultures, skills and competencies. For this reason the themes related to innovation and social-cultural change are an integral part of Autogrill. The cultural diversity of our collaborators is an asset and an important growth lever, reflecting also on customers, products, services and consumption models. For this reason the activities relating to the acceptance, introduction and integration of newly-hired people are a key focus in the Group's commitment to orientation. Autogrill is inspired by the highest international standards (International Labor Organization), implementing the principles established in its Corporate Governance in all circumstances, and the Group is committed to eliminating any obstacles to equal opportunity and proactively promotes numerous activities designed to encourage and enhance diversity. In the majority of the countries in which it operates, the Group has established hotlines and email addresses for employees to signal any occurrence of discriminatory behavior.

The challenge of cultural diversity lies in the promotion of an attitude that respects differences and guarantees equal opportunity:

- In Spain, Autogrill has drawn up a "Plan de Igualdad" [Equality Plan], a policy promoting equal opportunity for all collaborators. In addition, the Group has also implemented a set of targeted activities, including the exemption of Muslim workers from the performance of their duties during the Ramadan period, and foreign workers are given the possibility of taking a one month vacation, without interruptions, to enable them to visit their country of origin;
- In Belgium, workers are given the possibility of taking a one month furlough from work (without salary) in addition to the holiday month, in order to spend more time with their families. Also in Belgium, Flemish courses are held during working hours: the teacher works together with the employee and meanwhile helps him/her to learn the language on the job;
- In the United States, training courses in English were organized in several locations to improve the language skills of foreign employees. In addition, materials for basic training are available in English and Spanish, as well as ad hoc kits to illustrate health and pension plans and systems and federal and state laws.

HMSHost also participates in the "Work and travel" program, sponsored by the US State Department, in which foreign university students spend approximately 90 days working at a Group restaurant. In this way, HMSHost can rely on excellent service for its customers, provided by students, and students and US collaborators have the possibility of enjoying an experience of cultural exchange, targeting improvement and mutual understanding;

- for all employees of the European headquarters Autogrill Academy offers training courses designed to raise employee awareness and develop cross-cultural competencies.



With a view to increasing and taking advantage of the benefits deriving from gender diversity, Autogrill joined Valore D a few years ago. This is the first Italian association of large enterprises established to support female leadership in organizations.

Valore D promotes an innovative company organization that overcomes all implicit biases associated with gender and favors conciliation by providing female managers with the tools and knowledge useful for their professional growth. The association proposes a new cultural model that envisages women's full participation in the economic and social life of the country in which they live. The membership provided a group of women at Autogrill headquarters with the opportunity to participate in meetings and workshops focusing on these topics, leveraging on diversity to approach the business as an added value for the organization. Ad hoc growth paths were developed by Autogrill to concretely deal with gender balance issues (see section on page 57).

Valore D is the first Italian association of large enterprises established to support female leadership in organizations.



Autogrill has promoted concrete actions in relation to the differently able, including the elimination of physical barriers in the stores, ad hoc store design to make their stay more comfortable and particular attention to differently able employees.

Regulations in the matter of disability and labor differ from country to country and the Group companies are committed to scrupulously complying with the pertinent laws.

In Spain, 13 individuals were hired on a permanent employment contract in 2013 in collaboration with "Fundación Incorpora" and ATAM (NGOs assisting companies in the process of recruitment of the differently able). In specific cases (collaborators with Down's Syndrome) a special training course was promoted in collaboration with the Madrid Regional Institute for Health and Safety.

In accordance with trade unions and in compliance with the legislation in force, Autogrill employs differently able individuals, or stipulates collaboration contracts with outside companies, employing them for service activities in line with its needs.

In Italy, 398 differently able people and individuals belonging to the so-called "protected" categories are currently employed by the organization.

HMSHost, too, has drawn up guidelines for the hiring, training, integration and management of individuals with various forms of disability, according to the regulations issued by the Equal Employment Opportunity Commission and in line with the requirements set out in the American Disabilities Act of 1990. Many locations in the United States directly collaborate with local organizations to employ differently able individuals. In these cases, both parties periodically carry out accurate appraisals to ensure that employees are given a position that guarantees their health and safety on the one hand, and the productivity of the post for the organization on the other.

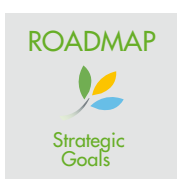
Health and safety in the workplace

(G4-14; G4-15; G4-LA5; G4-LA6)

Autogrill Group's ongoing commitment to ensuring the health and safety of all its employees is based on prevention, technology, training and daily monitoring. For this reason the Group has established specific Health and Safety Committees in all the countries in which it operates (based on the relevant policies), composed of worker representatives, management and trade unions, to periodically monitor compliance with the applicable laws. The Committees carry out training activities, analyze any issues identified in relation to health and safety and develop the most suitable solutions to eliminate or, when it is not possible, mitigate risks regarding the occurrence of accidents.

The Group applies the highest safety standards, in the first place through the implementation of organizational and managerial measures (ongoing updates of policies and procedures in the matter), but also through technical actions, use of state-of-the-art technology, individual protective devices and training. In order to ensure that the actions currently in force continue to be effective, a monitoring system was launched to measure volumes and types of accidents, to be used by the key countries in which the Group operates. In this way, it will be possible to share competences and initiatives in the matter of health and safety in the workplace. Thanks to its unwavering focus on ongoing improvement in the matter of health and safety in the workplace, the Group has posted a remarkable reduction in the number of injuries in the last three years.

A future roadmap (2012-2015)



A-People 

Health and safety
· reduce injuries by 5%

A-Product

Packaging

A-Planet

**Energy
Water**

At the end of 2011 Autogrill first launched an internal challenge in terms of sustainability objectives to be reached within 2015, based on a 2012 baseline. In relation to the People area, the objective focuses on health and safety. In 2014 Autogrill targeted a reduction in the number of injuries equal to 3% compared to the previous year.

Note: The perimeter of reference was identified based on the robustness of the currently implemented analysis system, which enables an effective flow of data useful for monitoring the objectives included in the Roadmap (Belgium, France, Italy and Spain).

With a view to protecting employee health and safety, in 2014 a medical assistance service coordinated by more than 20 physicians conducted 4,510 clinical visits in Italy on behalf of the Group, 2,847 visits in France, 482 on behalf of Autogrill Spain and 1,142 in Belgium. In Italy, eye examinations were provided to operators working at terminals.

In Italy, the management systems envisaged by the Policy and integrated in the Company's Integrated Management System are governed by Italian Legislative Decree No. 81/08 and subsequent amendments and through standard SA8000 and the UNI-INAIL guidelines, which guarantee healthy, safe and ethical working conditions. Also in Italy, the Health & Safety Committee meets three times a year to periodically monitor accident trends, health surveillance and work-related illnesses, analyze the relevant causes and severity levels and evaluate the correlated risks. A great deal of attention is also dedicated to the monitoring of specific indicators indirectly correlated to the number of injuries. This, in fact, contributes to providing a preventive overview of events (like, for instance, information relative to structures, training, etc.).

The Health & Safety Committee meets three times a year to periodically monitor accident trends, health surveillance and work-related illnesses.



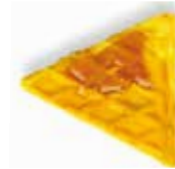
The same issues are dealt with in meetings with the Supervisory Body. The report required by Italian Legislative Decree No. 81/08 on safety in the workplace is periodically submitted to the attention of the Board of Directors, in line with the Autogrill Organizational Model and Italian Legislative Decree 231/01. Starting from these analyses and monitoring activities, corrective actions are developed to mitigate the risks identified, with measures that range from the revision of production processes to the adoption of new accident prevention tools and specific training programs. The store managers are responsible for implementing this system, which monitors specific aspects relating to health and safety in the workplace. In this respect, a project was developed

HSE Committee

monitors accidents
and work related illnesses

in the last few years envisaging the re-definition of responsibilities held by managers, with a checklist including all activities to be performed in order to ensure a correct store management (particularly in relation to health and safety in the workplace, fire prevention policies and procedures and contract management). The documentation is made available to the entire population of the organization on Aconnect intranet. In the United States, the Policy on Health, Safety and Risk Management provides all employees with all the necessary principles to comply with for their safety at work and identifies the procedures to be followed to detect, prevent and manage any accident occurred to employees, consumers and clients. Safety Teams are specifically established at the store level, comprising members of management and the operating staff. Their task is to map, through specifically designed audits, the most frequent causes of accidents, and subsequently suggest the adoption of equipment and individual protective devices, update the existing procedures and develop ad hoc training programs. Posters dedicated to issues related to health and safety are sent to all stores on a monthly basis. These refer, for instance, to cleaning procedures, the correct use of safety devices, chemical products, how to deal with emergencies, etc... In addition, a 24/7 medical assistance service is available to employees to provide first aid in case of an injury. The primary objective of this program is to help people manage situations regarding health in the workplace. In 2014 the training on health and safety in the workplace in the United States was updated and in 2015 a new training project is expected to be launched.

Ergos was developed to identify accidents, analyze them and reduce their number and it is based on a listening approach towards employees.



Frequently, Autogrill Group safety policies rely on significant collaborations. Autogrill France has been collaborating with Caisse Nationale d'Assurance Maladie des Travailleurs Salariés (CNAM-TS) for years in the Ergos project. Ergos was developed to better identify accidents, analyze them and reduce their number. It is based on a listening approach towards employees and is supported by a network of Ergos managers available in each store, organizing advisory sessions with collaborators. This is an innovative approach that includes the participation of each individual collaborator, which lies at the core of professional risk valuation in the workplace and the involvement of operations and support services for the implementation of concrete preventive actions.

Autogrill Spain also collaborates frequently with a number of universities on projects regarding health and safety in the workplace.

(G4-11; G4-LA4; G4-LA16)

Industrial relations

Over the years, the Group has established a productive dialogue with the trade unions in every country in which it operates, in order to promote the identification of solutions that will balance the needs of individual workers with those of the organization. The Group guarantees each worker a transparent labor contract as well as the protection of employee rights, regardless of the specific labor contract for each business sector and/or country of reference.

Such transparency in the relationship results in the availability of several types of contracts: national and/or sector-specific labor contracts, collective and/or corporate labor contracts and individually negotiated labor contracts. In Italy, due to the economic crisis that has gripped the mobility sector and the concurrent reduction in consumer spending, a rationalization and/or re-organization procedure was launched with the trade unions, targeting store efficiency and envisaging a review and identification of the solutions that could be introduced in a new round of collective bargaining.

Policies and regulations specific to each individual country are implemented to support a clear working relationship. Some significant examples include Canada, with the Provincial Employment Standards Act, defined by the Canadian government; Great Britain, where the Works Council protects the rights of those employees not covered by a collective labor contract, and the United States, through the establishment of the Arbitration Committee. In some Asian countries, the absence of laws or trade unions responsible for the protection of workers' rights means that local management must fill the void by managing their personnel according to policies and guidelines designed and implemented by the parent company.

Autogrill European Works Council:
a model based on periodic training meetings,
which ensure recurring contact, facilitated through
the implementation of web collaboration tools

A-EWC portal

Throughout Europe, Autogrill Group has developed clear working criteria through the European Corporate Committee (ECC), an information and consultation tool used by the Company and employee representatives to evaluate the Company's performance and perspectives. Information and consultation represent the ECC pillars and they have been progressively supplemented and enriched. The Autogrill approach to human capital is increasingly oriented towards a model based on periodic training meetings, which ensure recurring contact, facilitated through the implementation of web collaboration tools, dissemination and sharing of the Group's Organizational Model, key projects currently in progress and an increasing propensity towards direct contact with people.

A new portal was launched in 2010: A-EWC, Autogrill European Works Council, which is the result of one of the first collaboration areas activated in Autogrill Intranet, where Autogrill representatives and European employee delegates share operating documentation, project progress reports and meeting schedules. This tool makes available a steady and reliable flow of information about Group events, with prompt updating, while concurrently providing a forum for contributions outside the officially scheduled meetings. In 2013 the training session dedicated to information and consulting continued within the "Empowering the new EWC Autogrill" project, which also obtained financing from the European Union in the context of social dialogue projects.

Moreover, it should be noted that based on the agreements reached at the Group level, should any significant organizational change occur that necessitates employee transfer, employees will be informed at least four weeks in advance.

Activities in progress were continued with the objective of sharing local best practices in Europe in relation to the issues that the EWC designated as priorities - health and safety, work/life balance, intra and intercompany mobility, quality and ergonomics in the workplace. Representatives of all Autogrill employees in Europe participate in this body as a result of an agreement that specifically establishes that "Corporate Social Responsibility programs" represent an institutional pillar for information and consulting.

With regard to the management of labor relations, a limited number of employee legal suits have been filed in the main countries in which the Group operates: in 2014 Autogrill Italia (about 10,000 collaborators) was involved in 134 litigations. These lawsuits were mostly in reference to dismissals for just cause or the denial of extensions for fixed term contracts whose term had expired.



Community development and involvement

Autogrill views sustainability as a responsible stance towards the business, strictly considering the impact that its activities have on its stakeholders.

Due to the characteristics of the Autogrill activities and the situations in which the Group operates (travel channels, based on concession contracts for the majority of the stores), its relationship with local communities is rather limited. Nevertheless, Autogrill is focused on maintaining dialogue with and commitment towards the local communities with which it interacts through the development of projects of common interest. The objective is to contribute to improving quality of life and protecting the environment.

Despite the unfavorable macroeconomic scenario, Autogrill Group continued its support of non-profit associations operating at the local, national and international level through cash donations by Group companies (direct contributions), funds raised thanks to consumer, employee and partner awareness campaigns (indirect contributions) and donations of food products and/or material goods used in the normal management of stores, thus providing concrete and immediate assistance to numerous associations (contribution in kind and services). In this way, a value-creating cycle and relationship is established between the company and its workers, partners and consumers.

Autogrill Group continued its support of non-profit associations through donations and funds raised.



In order to understand the relationship with the local community from the standpoint of business sustainability, in the last years Autogrill has made a contribution to the development of projects related to the Food & Beverage segment. This means through the donation of food and meals to associations that are directly in contact with the needy or to organizations that act as mediators between restaurants and food service companies and non-profit organizations operating in the social assistance sector. In 2014, donations in kind involved various local and national food banks, particularly in Italy and the United States. Autogrill Italia renewed its commitment to the needy through the donation of food products, mainly donated to associations like Fondazione Banco Alimentare and other groups that are very active and present at the national level.

In the United States, HMSHost collaborates with Food Donation Connection, developing programs for the donation of food products from the stores located at airports and on highways. Food Donation Connection is a private US company that acts as a bridge between restaurants and food service companies willing to donate excess food and local associations operating in the social assistance sector, which distribute the food to the needy. Over 130 locations, including airports, and numerous stores located on the highways and in malls, participate in the program.

In 2014, 121 associations re-distributed approximately 4 million meals (including sandwiches, fruit salads, etc.).

Many direct and indirect donations refer to long term partnerships with associations and foundations dealing with medical assistance and research, assistance to children and support against hunger and poverty. There are also other associations that from year to year the Group chooses to support through consumer contributions.

In 2014 the “Do you Feel good?” project (see page 49) supported WWF by donating one euro to the association’s Oasis network projects for each Autogrill questionnaire filled out by workers.

On the occasion of Christmas 2014, in line with the previous years, in collaboration with the Coca-Cola Company and Caffarel, the “Perfect Menu” Xmas Edition was proposed to consumers in over 400 Acafé and Snack Bars of the Autogrill network in Italy. The menu included a sandwich and a Coca-Cola Company branded beverage and a dessert, or, alternatively, a fruit salad, at a fixed price and a portion of the revenues from this project was donated to the Italian Red Cross to support the homeless.



Defence of human rights



Autogrill is inspired by the highest international standards (International Labor Organization), implementing the principles established in its Corporate Governance in relation to the management of human resources. In all the geographical areas in which it operates, the Group shuns the use of child or forced labor, pursuant to the main international legislation, such as the UN Convention on Children’s Rights (UNCRC) and the Human Rights Act of 1998. The Group complies with the laws and regulations applicable in each country in which it operates and specifically, in developing countries considered at risk, the holding company’s policies are applied to prevent risks associated with the use of child or forced labor. In the majority of the countries in which it operates, the Group has established hotlines and email addresses for employees to signal any occurrence of discriminatory behavior.

Data security and customer privacy

Autogrill pays close attention to issues regarding the security and privacy of employee and consumer data (management of loyalty cards).

A-Product

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| Consumer engagement | 75 |
| Partner engagement | 80 |
| Product quality and safety | 84 |
| Accessibility and services quality | 90 |
| Product information and communication | 92 |
| Responsible selling | 92 |
| From values to the concept factory | 94 |



The A-Product chapter deals with all issues strictly correlated with the core business of the Autogrill Group: catering activities and all the services revolving around them in favor of consumers and travelers.

Customer demands and wishes are constantly changing from place to place and increasingly evolving. The Autogrill Group responds to this complex situation by continuously renewing its offering and services with a view to providing the best quality experience to travelers stopping at an Autogrill store. To do so, the starting point must be “customer centricity”, meaning that consumers are at the heart of business-oriented decision making.

The following themes were identified during the materiality analysis (see page 8) and, in particular:

- Product quality and safety (including correct and balanced diet and ingredient characteristics)
- Service accessibility and quality
- Product information and communication
- Responsible selling

Catering activities and all the services revolving around them are the core business of the Group.



The materiality chart below was developed based on the analyses described in the dedicated chapter – “Materiality analysis” (see page 8), including the various issues according to their (internal and external) materiality vis-à-vis Autogrill activities. Obviously, the issues regarding products and the offering proved particularly relevant, considering the Group’s core business, especially the ones involving product quality and food safety.

Consequently, this chapter illustrates information relative to the issues of the top right quadrant (as requested by the GRI G4 guidelines), as they are material for the Group and its stakeholders.

The chapter includes also some other topics relevant to Autogrill (even if not strictly material), which the Group thought it opportune to include in Sustainability Report.

The chapter opens with a section dedicated to listening and engagement with Group consumers and collaboration with its business partners, because, as already anticipated in other chapters, Autogrill believes that stakeholder engagement is at the basis of the concept of sustainability and, hence, comes before materiality.





Relevant issues ● People ● Product ● Planet ○ Governance

materiality chart

Product

Consumer

engagement



The new geographic scenarios and recent developments in the global economy have had an impact on traffic and destination flows. Only by getting to know these new travelers and the reasons why they travel will the Group be in a position to design appropriate offers. The typical travel channels – airports, highways, railway stations – are actually privileged observatories; they reveal who today's travelers are and their experiences as consumers, as actors in the same complex and dynamic scenario as the Group.

In this context, Autogrill is in the best position to understand travelers' needs, interpreting the speed and complexity of the changes that occur every day and translating them into innovative products and services. Airports in particular represent the places where Autogrill Group experiments and develops top notch solutions and services.

In food consumption habits are increasing the demand for healthier food and interest in local products, sustainable and not excessively processed.



Product and concept design is always triggered by traveler expectations. The outcomes of the analyses carried out reveal a profile of a traveler who is aware of his/her role, wants to play a leading role, is demanding, makes informed purchases, looks for high quality and expects customized products. In recent years, an increasing number of people follow specific diets as a result of intolerances or allergies to specific food products (coeliacs) or prefer not to eat meat (vegetarians and vegans) or, also, observe dietary restrictions based on their culture and religion.

Other important factors to consider in consumer food habits refer to the increased demand for healthier food, interest in local products (with controlled and/or certified origin) and sustainable, not excessively processed products. Curiosity about ethnic recipes with foreign influences has also increased (including Asian food or Latin-American food in Europe and European specialties in the Americas, with a preference for ingredients considered healthy and symbolic of the Mediterranean diet), especially in the travel channels, where cross-cultural influences, already strong in modern societies, tend to be amplified further.

A policy that targets listening, involving not only all employees (see page 49), but also the stakeholders, implies the participation of the different subjects involved in the Group's activities, facilitated through the development of effective communication channels and the maintenance of a constructive relationship over time.

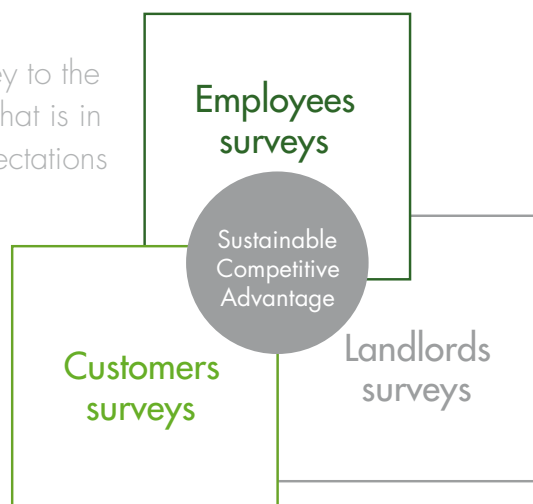
As to consumers, Autogrill recognizes their central role as supporters, partners and players in the changing environment. For this reason, listening to them and involving them is key for the organizational process. Through surveys, studies and market research, the Group periodically analyzes the emerging changes, innovating, increasing and re-inventing its concepts in order to continue to improve its offering. For this reason, at the corporate and country level the Group collects and analyzes information about consumers, landlords and competitors, as well as on the efficacy and consistency of its marketing programs, defining the guidelines for the implementation of targeted marketing actions.

Autogrill recognizes the central role of consumers as supporters, partners and players in the changing environment.



Autogrill combines data derived from internal sources (data retrieved from accounting and non-accounting systems) with data collected from external sources, specifically from landlords and brand partners, and market surveys and analyses (tests on concepts, products and services, critical for understanding and anticipating consumer needs). These survey tools are also supported by direct opinions expressed by consumers through customer satisfaction surveys, toll free numbers, e-mail contacts and green cards which each country makes available based on different criteria. Market research plays an important role in understanding travelers and their different profiles according to, but not limited to, the various travel channels. The outcomes from the surveys and analyses carried out are key to the development of an offering that is in line with the needs and expectations of target consumers and for the valuation of new ideas and services before they are implemented on a broader scale.

Surveys and analyses are key to the development of an offering that is in line with the needs and expectations of target consumers

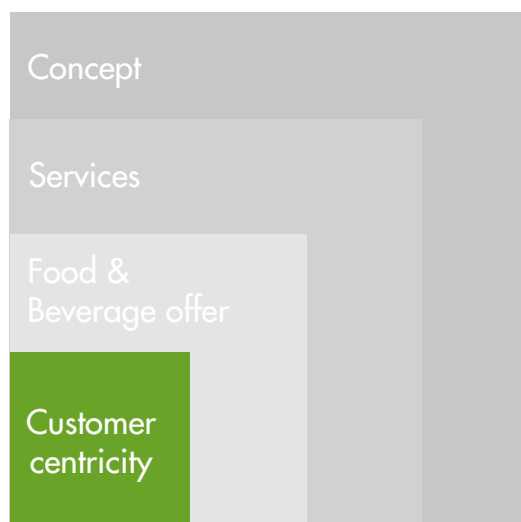


Moreover, Autogrill relies on its strategic partners (landlords and brand partners) for the development of other initiatives. In particular, in the United States, trends in terms of emerging and consolidated styles, as well as purchasing trends, are constantly monitored through the Culinary Institute of America and other trend research institutes. In addition, surveys are carried out within HMSHost stores to understand travelers' desires and opinions in relation to new concepts, products offered and other innovations. The outcomes from these surveys are then used to improve the company's response to travelers' demands. Moreover, as indicated above, HMSHost collects comments and suggestions from consumers through a dedicated email address or on the phone through a toll free number made available to consumers. All comments received are forwarded to store managers so that they can manage the situation directly. All comments are answered within 24-48 hours, the customer is contacted and a "Be Our Guest" card is given to him including a coupon that can be used at any HMSHost store.

Also in Europe **Autogrill listens and responds to consumers** using different communication tools - toll free numbers, email addresses and green cards according to the country of reference. For the purpose of developing the offering, **a Culinary Council was established** at the European level, with the **collaboration** of prominent figures in the catering sector, world-renowned **chefs** and **nutritionists**, along **with sociologists specialized in consumer behavior**.



For the past several years, the Group has focused its attention mainly on increasing the value of its relationship with travelers and on the concept of "customer centricity", with a view to putting the customer experience at the heart of the design of its products and services, and creating new models and consumer formulas based on their needs. This section focuses on consumers and is an introduction to the central chapter of this Sustainability Report, dedicated to the Autogrill core business: "A-product". All the concepts pertaining to products will be developed according to this perspective, shaping all that Autogrill does for its consumers and travelers in general. The chapter will also explain the concept of customer centricity in greater detail.



The Group has focused its attention mainly on travelers and on the concept of "customer centricity"





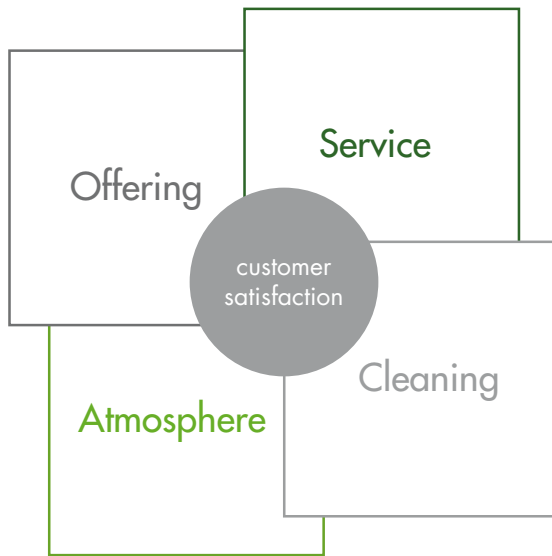
"Feel good?"



"Feel good?" is the Autogrill Group customer satisfaction project, designed in 2009 with the purpose of measuring the quality perceived by consumers, in order to be in a position to develop targeted actions to improve the service, products and brand image.



The sixth edition of "Feel good?" was completed in 2014: in selected locations in Belgium, France, Germany, Italy, the Netherlands, Spain, the United States and Switzerland, Autogrill asked its customers to fill out an on-line questionnaire on issues regarding the offering, the service, cleanliness and the atmosphere in the stores, while participating in a prize contest. 42,000 consumers participated.



On-line questionnaire on issues regarding the offering, the service, cleanliness and the atmosphere in the stores

AProduct

Thanks to the information collected it was possible to develop an even more precise and accurate overview of customer needs and expectations as well as design new solutions to increase customer satisfaction in every country in which the Group operates, across channels and even in terms of concepts. The outcomes of the surveys represent a point of departure for the development of national marketing plans, both from a tactical viewpoint for the implementation of targeted actions in the short term and from a long-term strategic standpoint.

| Country | Interviews |
|-----------------|------------|
| Belgium | 2,471 |
| France | 6,969 |
| Germany | 509 |
| Italy | 23,157 |
| The Netherlands | 764 |
| Spain | 3,693 |
| United States | 2,416 |
| Switzerland | 2,282 |

Based on the customer centricity concept, for the first time in 2014 Autogrill decided to include the **outcomes of the "Feel good?" survey in the MBOs** (Managing by Objective) of all the employees working in a selected number of European countries: Belgium, France, Italy, Spain and Switzerland. This enabled the Group to **further focus its management activities** at all levels on customer centricity and meet consumer needs more effectively.



Partnerships with top brands



To be an innovative, efficient and effective company, with a commercial offering that is always in line with market demand, Autogrill has always cooperated with partner brands, landlords and suppliers, building proactive and responsible relationships. These are important for Autogrill in terms of diversifying its offering and meeting consumer needs and expectations through the broadest possible product mix.

A consolidated partnership is the one between the Group and **Starbucks Coffee Company**, which was first stipulated more than 20 years ago in the United States and included new activities in Europe. Established in 1991, this partnership leverages on over 400 stores in 8 countries and generates more than \$ 500m revenues on a yearly basis: it required hard work and no reticence about sharing knowledge and competencies.

The international collaboration with **Burger King** for the development of the brand in the travel channels was initiated in the United States in 1982 and today includes more than 140 stores in North America, Europe and the Pacific.

Moreover, new opportunities have opened up in recent years following the agreements made with the **University of Gastronomic Sciences, in Pollenzo**, giving rise to the new **Bistrot** concept.

Partnerships with landlords

In last few years Autogrill has strengthened partnerships with landlords and extended its business through openings in new markets and regions. The Group's strategic actions targeting expansion mainly focused on Northern European airports (a region showing good opportunities for growth in the provision of airport catering services in upcoming years) and on emerging countries.

In 2014 Autogrill Group:

- started activities at the Fort Lauderdale airport in **Florida**, thus completing its presence in the 30 top list of the North America's most trafficked airports;
- renewed before expiry the concession for the **Copenhagen** international airport, the main hub in North Europe by passenger traffic;
- started activities in the **Abu Dhabi** international airport, the second ranking airport of the United Arab Emirates;
- continued its expansion in South-East Asia with the opening of 32 new stores in Vietnam in the international airports of Ho Chi Minh, Hanoi and Nha Trang and **Indonesia**, in the Bali-Ngurah Rai airport;
- increased its presence in the **United Kingdom**, in the airports of Manchester, London-Stansted and in the railway station of London-Euston;
- grew in **Germany** thanks to the stipulation of a new contract for the Frankfurt hub;
- entered in the Dutch railway station segment with the stipulation of a contract with the railway station of **Utrecht**.

Partnerships with landlords are not limited to the assignment of the contract, but, instead, evolve into long-term relationships based on trust and collaboration. To promote relations with the landlords, Autogrill decided to make its expertise and knowledge about the market available. For this reason it has developed an innovative communication tool: “**Take A Look**” is a newsletter, launched in 2014, published quarterly and addressed to 250 European landlords to keep them updated on current news in the travelling and mobility sectors, highlighting current consumer trends and how Autogrill and HMSHost react in order to always be at the forefront on these issues.

The relations with the Group’s suppliers reflect directly on the quality of the products and services offered to consumers.

(G4-12; G4-EC9; G4-EN32;
G4-EN33; G4-LA14; G4-LA15;
G4-HR10; G4-HR11; G4-SO9;
G4-SO10; G4-PR1)

Partnerships with suppliers

Establishing good relations with suppliers is essential to obtaining products and services that consistently meet expectations. As in any corporate process, supplier selection is deeply rooted in the search for quality, flexibility and maximum professionalism. Raw material (food and non-food) procurement and selection is key for the continuity of Autogrill’s business, as well as the selection of partnerships: relations with the Group’s suppliers reflect directly on the quality of the products and services offered to consumers. The Autogrill supply chain mainly consists of suppliers of food products and beverages: in case of fresh products supplies are predominantly local, while for those products that are not based on freshness and regional specialties the Group leverages on its multinational dimension to start supply projects that are extended to various countries. These suppliers are joined by a lower number of technical suppliers and service providers (maintenance and cleaning). Corporate Procurement and the specialists at the headquarters of the different countries are responsible for procurement processes and the development of partnerships with suppliers. Based on the same logic, HMSHost in the United States relies on a qualified international operator for its purchases.

certifications

Social Accountability 8000
and ISO 14001

Collaboration between the Group and its partners is mutually enhancing when regulated by precise policies and procedures, and it is therefore in Autogrill's interest to identify assessment tools that verify supplier conformity, which is necessary to continue working together. Assessment and verification are indispensable to ensure high quality standards for all products and services. For this reason periodic audits have been designed, employing screening activities implemented in different ways, through questionnaires, (direct or indirect) information collection, sampling and audits. The strong focus on establishing sound relationships with its suppliers of goods and services is also expressed on an ethical level. For this reason the supplier selection process is entirely transparent, according to the Group's Code of Ethics, the General Purchase Conditions and the Company's specific procedures developed for each single country. The US "Procurement Policy & Procedures" policy was developed in order to guarantee equal opportunities and also allow small local businesses to be included in the HMSHost supplier list without discrimination (based on size, gender, nationality, religion, race, etc.). In addition, the conditions envisaged in the agreement include the provision that no contracts shall be entered into with companies that violate human rights and workers' rights, or the rights of minors or that implement procedures that violate laws, regulations or directives.

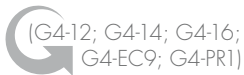
The relations between the Group and its partners are mutually enhancing when regulated by precise policies and procedures.



In Italy, the Group puts great ethical emphasis on supplier selection. In Italy, the General Purchase Conditions stipulate that suppliers must comply with the Autogrill Code of Ethics and the indications set out in the Organizational Model pursuant to Italian Legislative Decree No. 231/2001.

Again in Italy, the **Social Accountability 8000 certification** – originally obtained in 2009 – marked a fundamental step for Autogrill in its commitment to the protection of **human rights and workers' rights**, the fight against child labor and the guarantee of health and safety in the workplace along the entire supply chain. This certification enabled the Company to increasingly involve and raise the awareness of its supply chain in relation to the protection of workers' rights and also in relation to environmental issues, following the attainment of ISO 14001 certification.





Product quality and safety

Product quality and safety in the stores is ensured through a successful system that starts from supplier selection and is based on the comprehensive sharing of values and objectives among the Group and its commercial partners. Both in the United States and in Italy, all suppliers undergo preventive audits to ascertain the level of compliance with quality standards defined by the company according to H.A.C.C.P. (Hazard Analysis and Critical Control Point) procedures, which envisage accurate microbiological, product-specific and chemical-physical analyses along the entire supply chain and are conducted periodically, according to a risk assessment logic. Additional audits by in-house and independent specialists are also performed to verify compliance with the applicable hygiene-health standards and assess the correct implementation of the self-control plan of the management system adopted in the various countries in which the Group operates. In Italy, the results of the H.A.C.C.P. audits carried out in the stores are linked to the MBO systems of store managers and head office managers.

Product quality and safety are ensured through a successful system that starts from supplier selection.



The controls implemented to ensure the safety chain on Autogrill's products, though sharing the same level of attention and professionalism, differ from country to country in relation to specific organizational aspects. In France, Belgium, the Netherlands, Spain, Switzerland, Austria, Germany, Greece and Poland the "Autogrill Excellence Audit" was launched: a team of auditors schedules audits in the stores following a shared grid of controls and assessments to be performed on the implementation of the operating processes (questions concerning food, hygiene, cleaning, commercial issues, work safety, environment, etc...), also taking also country-specific aspects into account (local rules or concept characteristics). After the visit, the process is managed on-line in order to make the findings and improvement actions available to all the people involved. The results are then linked to the MBO systems of store managers and head office managers. In addition, the "Excellence Award" assigns a prize to the stores scoring highest every year. The quality audit system adopted in Italy is partially managed by an external company. In 2014, a new profile was developed internally, namely the Quality Auditor, with the task of testing the alignment of the Italian quality audit system with the European "Autogrill Excellence Audit" system in 2015. HMSHost also has a robust food quality and safety program in place, managed by a third company (audits are based on the Food and Drug Administration Good Guide regulation). Each store is visited at least twice every year without notice and the Quality Control department reviews each audit and follows up the implementation of the improvement plan. The action plan relative to the faults identified during the audit is proposed by the same store managers.

The Quality Control department monitors the performance of the stores to help the managers concentrate on the improvement areas; it organizes webinars at least twice a year, inviting the stores to participate in examining the results of the audits, the objectives and the possible changes to the program; it has regular meetings with the auditing firm and the auditors to pursue ongoing improvement and ensure that the controls are performed thoroughly, consistently and in a constructive way. The results are used to develop action plans and are linked to the MBOs at the level of each single store.

Moreover, Autogrill, as brand licensee, is in turn subject to audits by its brand partners (this aspect of partnerships with more or less renowned brands also contributes to the unflagging maintenance of the highest quality standards) and landlords. Employee training on food safety regulations and H.A.C.C.P. processes completes the Group's focus and control on these issues.



The need to monitor the quality of the service and therefore improve the offering led Autogrill Group to introduce the "Mystery Client" in its management systems. The Mystery Client is an employee who, being responsible for assessing quality, visits the stores incognito, pretending to be a normal customer.

In Italy, the areas monitored by Mystery Clients were in line with those surveyed through customer satisfaction (see page 78). These are therefore more focused on customer experience, following the customer-oriented approach that characterizes Autogrill's new way of doing business. After the visits, carried out by an independent company, an assessment form is filled out on the store visited.



The results are then promptly communicated to the main offices and store managers for the purpose of designing improvement actions. The Mystery Client's findings (matched with those of the customer satisfaction surveys) are also entered in the MBO system of network and headquarters directors and managers.



Certifications

The Group puts great emphasis on certifications, which testify to the success of its management models and serve as motivation to improve. In Italy, in 2014 the ISO9001 certifications on Quality Management Systems and the UNI 10854 certifications were maintained. The ISO22000 on Food Safety (for the Milan offices, the Giovi Ovest store and the Orio al Serio airport) was renewed and the Social Accountability 8000 Ethical Certification for Autogrill S.p.A. is still valid.

The offices of Telefonica in Madrid obtained the renewal of the ISO 22000 certification on the Food Safety Management System.



Correct and balanced diet

In the past few years remarkable changes in eating habits and tastes have emerged. Consumer trends profile an increasingly demanding customer privileging a healthy and personalized offer. In recent years the Autogrill Group has increasingly concentrated on activities aimed at promoting healthy and balanced lifestyles, also thanks to quality diet.

HMSHost extended its selection of fresh and vegetarian menus with low-fat and low-calorie options.



HMSHost continuously monitors emerging food trends with the help of several organizations, and develops new menus based on the findings. With reference to the tendency to look for particularly healthy food, HMSHost extended its selection of fresh and vegetarian menus with low-fat and low-calorie options and combined menus, such as, for instance, salads and, in general, side dishes with vegetables (in the past few years many 500-calorie or less menu options were added). The focus is on expanding the offering in general, because “healthy” can mean different things to different people, and consumers can choose the best option for themselves when offered several alternatives. Moreover, in compliance with the federal regulations issued by the United States Department of Agriculture and the US Food and Drug Administration, the nutritional value and calorie content of the food products are specified on the menus. Attention to proper nutrition is high across Europe and there are multiple solutions available. For example, a wide choice of fruit and vegetables is available within many concepts, and varieties of wholegrain bread are available in the concepts offering baked products and sandwiches.

In the Ciao restaurants in Italy, fish menus were increased; in the Netherlands, the salt content in products has been reduced. In Switzerland, the "Greens" concept, implemented in cooperation with the Swiss BioSuisse association, offers organic food to people who follow a low-fat and low-salt dietary regimen. In addition, the Group does not neglect the needs of those who, mostly for ethical reasons, do not eat meat and food products of animal origin. For vegetarians and vegans Autogrill Italia continues its collaboration with the Italian Association of Vegetarians, which regularly updates a list of recipes for menus that are made available in all Ciao restaurants bearing the association's logo.

Autogrill designed special menus for kids, tailored to their specific nutritional needs.



The Group also pays great attention to children's dietary needs. Autogrill designed special kids' menus, available in all Ciao, Spizzico and Burger King restaurants, tailored to their specific nutritional needs (for instance, suggesting smaller portions, with yogurt and fruit compote as an alternative to ice cream in the menus).

In 2014 HMSHost collaborated with Kraft in the development of new kids' menus in the United States.

In 2014 HMSHost collaborated with Kraft for the development of new kids' menus in the United States. In addition to increasing its gluten-free product range, HMSHost also organizes training courses on how to cook and prepare gluten-free foods.

Moreover, constant attention is paid to religious differences, especially when they influence dietary choices. In many countries Autogrill has developed a menu offering that meets the needs of consumers of different religions, for example Moslems (halal food).

The characteristics of the ingredients



Consumption trends show that consumers want to learn more about the cultural identity of the geographical area they are visiting through the enjoyment of the typical food and beverage products of a country or a city. The Group has been working for years on becoming a showcase for the territory. Autogrill Italia acknowledged the starring role of **certified products** and **typical local products** by introducing sandwiches with the different certification brands, i.e. DOC (controlled designation of origin), PDO (Protected Designation of Origin), PGI (Protected Geographical Indication), DOCG (controlled and guaranteed designation of origin), as well as regional specialties. The Market area in the stores, dedicated to the distribution of food products and other items, and specifically the "La Bottegaccia" corner, is a real showcase, intended to bring travelers in contact with local products.

In France as well, Autogrill encourages travelers to discover and rediscover the products of the territory and traditional cuisine, both through prepared dishes to enjoy in restaurants and take-away products (in this respect, the most famous boutiques are “La boutique du nougat de Montélimar” and “La Maison de la Bourgogne”).

In the United States, many airports have introduced local concepts with a regional flavor. For example, in Phoenix, the “Blue Burrito” offers food and beverages that are very popular in the Southwest; the Anchorage airport, in Alaska, within the framework of the Norton Sound Seafood House, offers fresh fish that it receives directly from a local fishing co-operative (Norton Sound Economic Development Corporation), updating the seasonal menus according to fish supplies. In fact, seasonality of ingredients is extremely important and is taken into account in designing the menus developed by the different concepts.



In this respect Autogrill stipulated a **partnership with AIRC** (the Italian Association for Cancer Research) in the year in which the Association celebrates 50 years of activity. On the occasion of the “**Oranges for Health**” campaign featured in February 2015 in more than 500 Autogrill stores in Italy, the **morning menu** included **fresh-squeezed orange juice** made with Italian red oranges certified by the Association, rich with anti-oxidants and vitamin C.

Research was funded thanks to the small contributions made by many consumers.

The development of new products

At Autogrill Group, commitment to food experimentation and research has always been a priority. The Group’s experimental kitchens – in America, Italy, Spain and Switzerland – are places where our chefs can develop new recipes with a wide selection of quality products in full compliance with the principles of diet and health.

In Italy **Spazio Fucina** is a true research laboratory, where chefs of the organization, renowned Italian and international cooks, test ingredients, develop ideas, recipes and concepts, translating inputs deriving from emerging dietary trends, the evolution of nutritional standards and food technology in products that enrich the commercial offering of Autogrill stores.

Culinary Council

international program
of culinary innovation

For instance, palm oil was recently replaced with altoleic sunflower oil for frying, one of Italy's traditional cooking methods. Sunflower oil is subject to structured and standardized controls thanks to the use of digital technology. The analysis and the decision made took into account all the advantages derived from this change, ranging from food safety to supply chain sustainability. The experimental kitchen is also a symbolic place, testifying to Autogrill's innovative approach, and it is also where new technology is tested for product preparation and distribution processes, creating new ways to maintain products' organoleptic characteristics while also trying to save energy.

The **Culinary Council** is an international program of culinary innovation through which Autogrill benefits from a collaboration with sociologists specialized in consumer behavior and prominent professionals from the catering sector (world famous chefs and nutritionists) to receive a scientific contribution for the development of balanced menus.

The cooperation with chefs and food institutions increases the level of excellence of the food experience.



The exchange and cooperation with chefs and wine and food institutions have always been considered by the Group as an opportunity for a detailed analysis of emerging food trends and a forum for innovative ideas, with a view to increasing the level of excellence of the food experience in the travel channels. In the United States, Autogrill has been collaborating for many years with the **Culinary Institute of America (CIA)**, one of the world's most prominent universities of food sciences, in the framework of the "Education, Menu Development and Training" program, which includes consulting and training services for the development of new menus and recipes in US stores. In addition, again in the US, activities in partnership with 29 celebrity chefs were developed to open restaurants with signature brands and menus prepared by the celebrated gourmet chefs in the major US airports.

In Italy, the collaboration with the **University of Gastronomic Sciences in Pollenzo** resulted in the development of the **Bistrot** concept, based on an accurate selection of wines and food products and on the recovery and revisiting of local dishes.

In Spain, the development of new products is the result of employee engagement, with the objective of discovering new talents and motivating and involving workers in Group activities. In the past few years various contests were launched in this area. In 2014 a new coffee blend and new sandwiches were developed. At the end of the competition, the best recipes were included in Autogrill menus with a specifically targeted communication explaining their origin. Consumer response was very positive.

BISTROT
 MILANO
DUOMO

Accessibility and services quality

The Group adjusts to the changing needs of emerging countries by creating or re-inventing its concepts and offering. Autogrill's strength lies in the structured processes of product and service innovation and in the cross-fertilization of the competencies within the Group. In the past few years great emphasis has been placed on enhancing an aspect of customer relations: "customer centricity", which puts the consumer experience at the center of product and service design, so that new models and formulas are developed around his/her needs.

Design for All

Travelers place great importance on services and the physical spaces and demands differ depending on the type of traveler. Habitual customers, including truck drivers, families, children, the differently able, pets, bikers and business people, are only some of the people that come into contact with Autogrill every day. They want more comfortable, more functional and basically more attractive and relaxing interiors, so that stopping becomes a pleasant experience, with modern furniture, better lighting, attention to materials used and more comfortable chairs, tables and stools, all welcome amenities for travelers. For this reason, Autogrill Italia pays special attention to the needs of these customers when developing new stores. The Mensa di Ravenna and Villoresi Est stores have been certified by the "Design for All" association for their special attention to making every service accessible and today the Group tries to implement the best practices learnt from the development of these new stores, replicating, wherever possible, a design that follows the same guidelines.

The elimination of architectural, perceptual and cultural barriers and the definition of an innovative interior design have resulted in the development of a next generation shop experience that enhances freedom, safety and ease of movement for all travelers.

The best service for different needs

The broad range of services offered by the Group meets the needs of the different types of consumers, including children, families, differently able individuals, business people, truck drivers, bikers and people travelling with their pets. For this reason, different solutions have been developed to meet consumer demand.

The Autogrill Group aims at making the traveler's day better. For this reason, it offers solutions for every type of traveler.

In the major European countries, for people traveling with children, Autogrill has set up baby rooms in the stores, and recreational spaces tailor-made for children, with pint-sized tables and chairs, games, videogames and large-screen TVs showing cartoons.

Characters have been developed to accompany children during meals, as well as gift gadgets for the smaller guests. Specifically for families, HMSHost launched a parallel program for children with menus and entertaining games in addition to options aimed at increasing the purchasing power of families with children. In addition, the majority of the stores have designed special kids' menus tailored to their specific nutritional needs.

In Italy, the **Trucker Club** was implemented in 19 stores for truck drivers, including a completely free-of-charge service package (shower, video surveillance parking, entertainment areas with pay TV), tailored to the needs of this specific category. Also, discounts and ad hoc programs for truck drivers have been developed in the main countries in which the Group operates.

In partnership with Ducati and Dainese, the **Bikers Club** was launched to offer specially designed services to motorcyclists. 13 locations feature futuristic parking areas and sometimes relaxation areas, where it is possible to comfortably perform stretching exercises.

For travelers with pets there are 18 Fidoparks in stations along Italy's most heavily trafficked highway routes: these spaces, specifically designed to let pets play outdoors, were developed in collaboration with Amicopets and A.N.M.V.I. (the Italian Association of Veterinarians).

Among the services offered in the United States to meet consumer demand, HMSHost has developed **Freedom to Choose**, a web-based, in-house platform, made available to all network workers, which contains hundreds of recipes and thus lets them plan and execute menu changes more rapidly, to satisfy specific requests made by customers or regional trends.

Moreover, discount programs and dedicated offers targeted to truck drivers and bus drivers are made available also in the United States.

Assistance and control

In Italy the stores are constantly monitored, thanks to the implementation of an operations center that conducts remote video surveillance on all the stores to guarantee support, security and safety, especially during night hours, for both workers and customers. The system, which is currently operative in 200 locations, will gradually be extended to the entire network, in particular on the highways, where the stores are open round the clock.

Autogrill Italia is actively involved in the Italian National Observatory of Sports Events at the Italian Ministry of the Interior and it participates in the weekly meetings where, together with the several attending authorities, it plans shifts and stops along the highway network during the days in which the football matches of the Italian Serie A "take place. Moreover, Autogrill Italia participates in the "Viabilità Italia" initiative, a national center that deals with road traffic congestion situations, set up by the Italian Ministry of the Interior and guided by the Chief of the Highway Police. The initiative is geared to planning the most effective action strategies during the peak summer periods, preparing the snow management plan and organizing security and safety measures during special events. In fact, in periods of peak traffic and according to high traffic flows, a steward and customer assistance service has been set up in the mostly heavily trafficked parking areas, with the presence of dedicated personnel or paramedical control units with ambulances.

In the United States HMSHost launched Network Operation Center, a new system to ensure the highest levels of electronic payment safety, guaranteeing the best customer experience for all services linked to Wi-Fi networks offered in the majority of the HMSHost stores in North America.





Product information and communication

Today, communication plays an important role, especially in relation to food and diet. In compliance with the federal regulations issued by the United States Department of Agriculture and the US Food and Drug Administration, the nutritional value and calorie content of the food products are specified on the menus.

In France all advertisements directed to consumers contain a message suggesting a healthy and balanced lifestyle (for instance, recommending the intake of 5 portions of fruit/vegetables a day or the practice of regular physical exercise), connected to the "Programme National Nutrition Santé".

In Italy, a nutrition-based communication campaign is in the pipeline for 2015 to circulate messages and advice developed in collaboration with a nutritionist. The messages will be circulated on table mats in the Ciao restaurants in order to reach the largest number of people when they are choosing their meals. The campaign will start in Spring 2015.

Also in Italy, in the Ciao restaurants, dishes designed for vegetarians will be identified with the logo of the Italian Association of Vegetarians, with which the Company has established a partnership.

In Spain, the "Menu Saludable" campaign started with a collaboration with the famous chef Íñigo Urrechu. The project included the development of recipes exclusively for Autogrill, focused on the positive role of ingredients for the health of the cardiovascular system and communication is also specifically concentrated on this aspect.

Responsible selling

In all the countries in which it operates, Autogrill complies with all the regulations relative to the sales of alcohol and tobacco products in order to contribute to responsible consumption.

Viabilità Italia

deals with road traffic
congestion situations

A future Roadmap (2012-2015)



A-Product

Packaging

- rethinking disposable from a sustainable standpoint
- reduce costs by 5%

At the end of 2011, for the first time Autogrill launched an internal challenge in terms of sustainability objectives to be reached within 2015, based on 2012 data. For the Product area the objective is packaging: promotion of sustainable packaging and a 5% cost reduction.

The objective was already reached thanks to the European packaging project launched in 2013 to map all purchase categories (shopping bags, cutlery and plates, etc.) in order to increase the efficiency of the purchase process.

Autogrill implemented actions to reduce the weight of the triangular, paper-plastic plate used for serving pizza. The weight of the packaging was reduced by 11% and this action proved successful thanks to the reduced thickness of the cardboard used. In addition, the cardboard was made with 100% recycled material. The barrier effect with food is guaranteed by the application of a layer of OPP (oriented polypropylene) film. The reduced weight of the packaging also resulted in a reduced impact due to both savings in the use of raw materials and in the management of its disposal. In addition, the use of the material deriving from post consumption recycling led to other savings in terms of carbon footprint per unit of product, especially in terms of water consumption.

By implementing similar actions also on the plates used to serve crepes, Autogrill managed to target a 9.54% cost reduction on the two items in 2013.

Source of environmental data: Prevention Analysis - projects and solutions for eco-sustainable packaging Conai

A-People

Health and safety

A-Planet

Energy Water

 (G4-EN1; G4-EN2)

From values to the concept factory

The opening of the **Villoresi Est** service station, in 2013, was a milestone in the path towards sustainability within Autogrill. Villoresi exemplifies international **best practice within the Group in terms of sustainable innovation**. It implements a set of virtuous solutions in the store, which can be individually replicated in other stores of the Group's global network in the future.



As regards the product offering, Villoresi Est, with its design of services entirely structured to meet the distinctive characteristics of its customers, offers the opportunity to experience the location at two different speeds: an ideal separation was then accomplished in the location between the "fast" area with a new concept, Spizzico Bar, displaying innovation in its layout and in the offering of Autogrill's original brand, and the "slow" area, dedicated to catering services, retail and relaxation for all those who want to take their time. Here, a re-interpretation of the Bar Motta was introduced, as a trait d'union with the nearby city of Milan, along with a revisited version of the Ciao restaurant, intended to satisfy the new trends and styles in terms of food and diet. For example:

- recipes containing seitan and tofu were added to the menus,
- grilling was added as a cooking method for numerous dishes,
- fish products were added,
- customers are given the possibility of ordering dishes based on their needs.

In addition to this, the innovation of "Territori d'Italia" was also introduced, a new concept dedicated to the typical regional specialties.

VILLORESIEST
 future

From the perspective of eco-sustainability, the Villoresi Est location was entirely designed and developed in compliance with the energy efficiency and carbon footprint standards of the LEED Protocol (Leadership in Energy and Environmental Design) obtaining the LEED Gold certification in addition to EMAS and ISO 14001 certifications. The building extends over a surface of approximately 2,500 sq m, with a skeleton entirely in PEFC certified lamellar wood harvested from sustainably managed forests. As required by LEED standards, only eco-compatible and recyclable materials were used. Its characteristic volcano shape (reaching a height of 27.5 m) facilitates the flow of excess heat towards the top and the ideal exploitation of external temperature conditions, thus reducing the energy used for heating or cooling air.

A "Thermal battery" geothermal plant was built, with 420 sensors installed in the subsoil 25 m deep, providing an output exceeding 380 thermal kW and covering 85% of requirements. In addition, the roof of the store extends over a surface of 350 sq m captures either solar energy or cold, depending on the season, and LED lighting is used for both interiors and the exterior.

As to water, rainwater and groundwater are used for cooling air, irrigation of green areas, the management of toilets and the firefighting systems, reducing the uptake of water from the public waterworks for industrial purposes to zero.

In the United States, the Delaware Welcome Center is still HMSHost flagship. It extends over a surface of 4,000 sq m and was designed in accordance with the Leadership in Energy and Environmental Design (LEED) principles, recycling and re-using 75% of the material derived from the demolition of the pre-existing building. The store optimizes the use of natural sunlight, significantly cutting energy consumption. Moreover, in order to better insulate the building, the roof was constructed with highly reflective material and the walls with insulating materials to avoid heat dispersion in winter. With regard to air ventilation, a geothermal plant was installed with 60 geothermal wells feeding 37 pumps distributed throughout the building.

DELAWARE Welcome Center

The Milan Bistrot is the result of a collaboration established with the University of Gastronomic Sciences in Pollenzo and features an offering based on authentic local recipes, the concept of seasonality, naturalness, typical and regional dishes and recipes from the local tradition.

The first Bistrot was opened at the Milan Centrale Railway station, and the objective is to develop a sustainable location with particular attention to environmental protection, culture and the local economy also through the use of natural materials in interior design (like, for instance, chairs from the first years of the 20th century, lined with fabric recovered from old jute bags that had been used to transport wheat and coffee); the use of wooden floorboards taken from old houses being demolished or renovated; extensive use of wood grown in controlled plantations, etc.).

In particular, the Food offering includes bread and pizza made locally with yeast, handmade pasta with local eggs and wheat, organic beer, wine from local vineyards, fresh vegetables, fruit juices and fresh smoothies with fruits and vegetables in season. In addition to the restaurant there are also a market area and services designed specifically for the type of location: free Wi-Fi for customers, Ipads for free consultation, screens with the train timetable in real time and sockets for recharging PCs and cell phones. There is also a selection of wines, books and other reading material to peruse while comfortably seated in one of the store's lounge areas, as well as free drinking water.

Given the great success of the Milan store, the first international opening is scheduled at the Düsseldorf airport in Germany with an array of typically Mediterranean products. Great attention will also be paid to local traditions (for example, a barbecue grill is planned instead of the table for handmade pasta) and km zero products. In 2015 this concept is expected to be further developed at the international level.

BISTROT
MILANO
CENTRALE





Burger Federation is the first concept directly developed at the Group level through a work group, which involved colleagues from different countries, taking landlords' requirements, consumer insights, the Group's knowledge and employee competencies into account. This project provided the opportunity to better comprehend and exploit the Group's international nature for the purpose of devising a concept that will offer high quality burgers from all over the world. The first Burger Federation opened in mid-2014 at the Rome Fiumicino airport and in 2015 new Burger Federation restaurants will be opened in other locations where the Group is present.

In addition to the development of the concept, another result of this international study is the Gourmet Burger, presented in Italy, France, Spain and Germany in several stores directly managed by the Group.

HARVEST
MARKET

With a view to enhancing local production, the "Harvest market" concept was launched at the Belfast, Dublin and Amsterdam Schiphol airports. It reproduces a typical urban street market, where travelers can stroll and choose local products, fresh seasonal products like Dutch cheese, organic meat and fruits and vegetables direct from local suppliers. Menus are changed frequently, following the seasons, always with a strong emphasis on fresh and healthy ingredients and, whenever possible, organic. In particular, at the Schiphol Amsterdam airport (over 300 destinations and more than 45 million passengers every year, 4th in the ranking of Europe's most trafficked airports) HMSHost designed its stores using the chairs made with recycled PET Coke bottles.



HMSHost makes informed decisions when developing concepts and products to target an improved balance between sustainability, costs and quality. The new La Place restaurant was opened on the premises of the Amsterdam Schiphol airport and was awarded the Schiphol Consumer Prize for Corporate Responsibility.

La PLACE

The La Place restaurant offers all natural products with no artificial flavors or food coloring agents. The furniture is made of scrap wood from Denmark and the restaurant features LED lighting and energy efficient refrigeration plants. Moreover, last year HMSHost started a collaboration with Marie-Stella Maris, according to which all restaurants at the Schiphol airport carry bottles of this brand of water, whose mission is crystal clear: "Drink Water Give Water", for each liter of water sold, euro 0.05 is donated to a foundation engaged in bringing drinkable water to populations that do not have access to it. (It should also be noted that the bottles are produced with 50% recycled PET).



In 2013 HMSHost also stipulated a contract for the sale of Sunday's The Green products, for the delivery of fresh produce, organic homemade bread, meat from sustainable farms, cage-free eggs and local vegetables. Obviously, for the packaging, the paper used is F.S.C. certified (derived from sustainably managed forests) and instead of plastics P.L.A. is used (non-plastic, degradable material).



The Group leverages on its international dimension and develops synergies and collaborations across countries with different teams, not only for the purpose of developing new concepts, but also to spread them in the markets in which it operates, adjusting them according to local needs.

“La Tapenade, Mediterranean Café” is a concept designed in the United States in 2007 and was first applied in the Chicago international airport. Last October a revised version of the “La Tapenade, Mediterranean Café” restaurant was opened in the Marseilles airport, adapted to the European market. The restaurant offers travelers a selection of typical Mediterranean products. “La Tapenade, Mediterranean Café” is a “café-restaurant”, that offers customers a broad selection of fresh and healthy products in a modern and colorful atmosphere. The concept was inspired by Mediterranean culture and tradition and offers products from Spanish, Italian and Greek traditional cuisine.



At the international airport of **Toronto Pearson** HNSHost, in partnership with some of the most prominent chefs, transformed the airport into a magnet for gourmet connoisseurs thanks to the opening of new restaurants that feature a gastronomic tour of the city, an extremely multi-ethnic and lively place. In 2014 various restaurants were opened under the “Twist” brand (with an offering focused on local ingredients and products, whose objective is to increase the use of healthy, gluten-free and vegetarian food), the Paramount Fine Foods brand (ethnic restaurant with certified halal food) and the Caplansky’s Delicatessen brand, with traditional Jewish deli dishes.

TORONTO PEARSON Airport

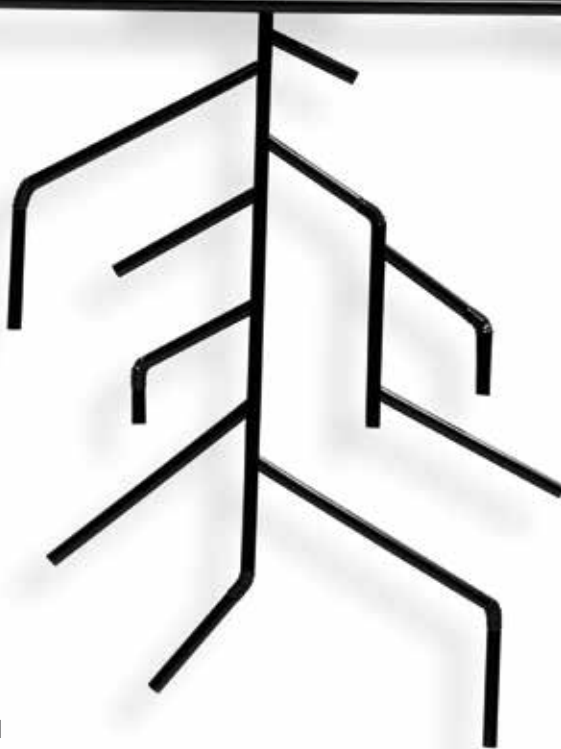
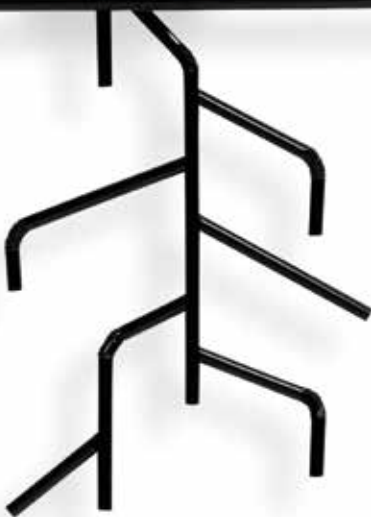
Autogrill and Milan are bound historically. The first link dates back to the opening of the Bar Motta in 1928, which remains an indissoluble link with the city in its revisited version, which has shown itself to be capable of embracing and interpreting emerging consumer trends and culture through product innovation inspired by Milanese urban customs. As matter of fact, over the years the Duomo Store was the stage where changing consumer habits and cultural phenomena that affected the heart of this city first became visible: in the Duomo Square.

In 2013, after 17 years, Autogrill renovated the space occupied by the historic “Bar Motta 1928” and on 20 October 2014 the Bar Motta received the prestigious recognition of “Landmark store” within the framework of the “Register of Landmark Stores” promoted by the Lombardy Region to enhance the importance of the retail stores of the region that stand out for their unique historical and architectural identity.

In October 2014 the store was subject to new refurbishment work. The new opening is scheduled for Spring 2015 and will feature new concepts: Il Mercato, Bistrot Milano Duomo, Spazio (the laboratory-restaurant by Niko Romito Formazione), Motta and Terrazza Aperol.



A-Planet



Employee engagement

| | |
|---------------------------------|-----|
| Waste and scrap management | 103 |
| Energy efficiency and emissions | 106 |
| Water management | 110 |
| Oil management | 111 |
| Protection of biodiversity | 111 |

The commitment towards environmental compliance and protection poses great challenges and difficulties and calls for concerted efforts from all business sectors. Acting with a view to protecting the environment means foreseeing the adaptation of complex processes and the monitoring of different aspects, from waste management to the efficient use of energy sources and reduced water consumption.



In the process of identification of sustainability issues based on the materiality analysis, the following aspects relating to Autogrill emerged:

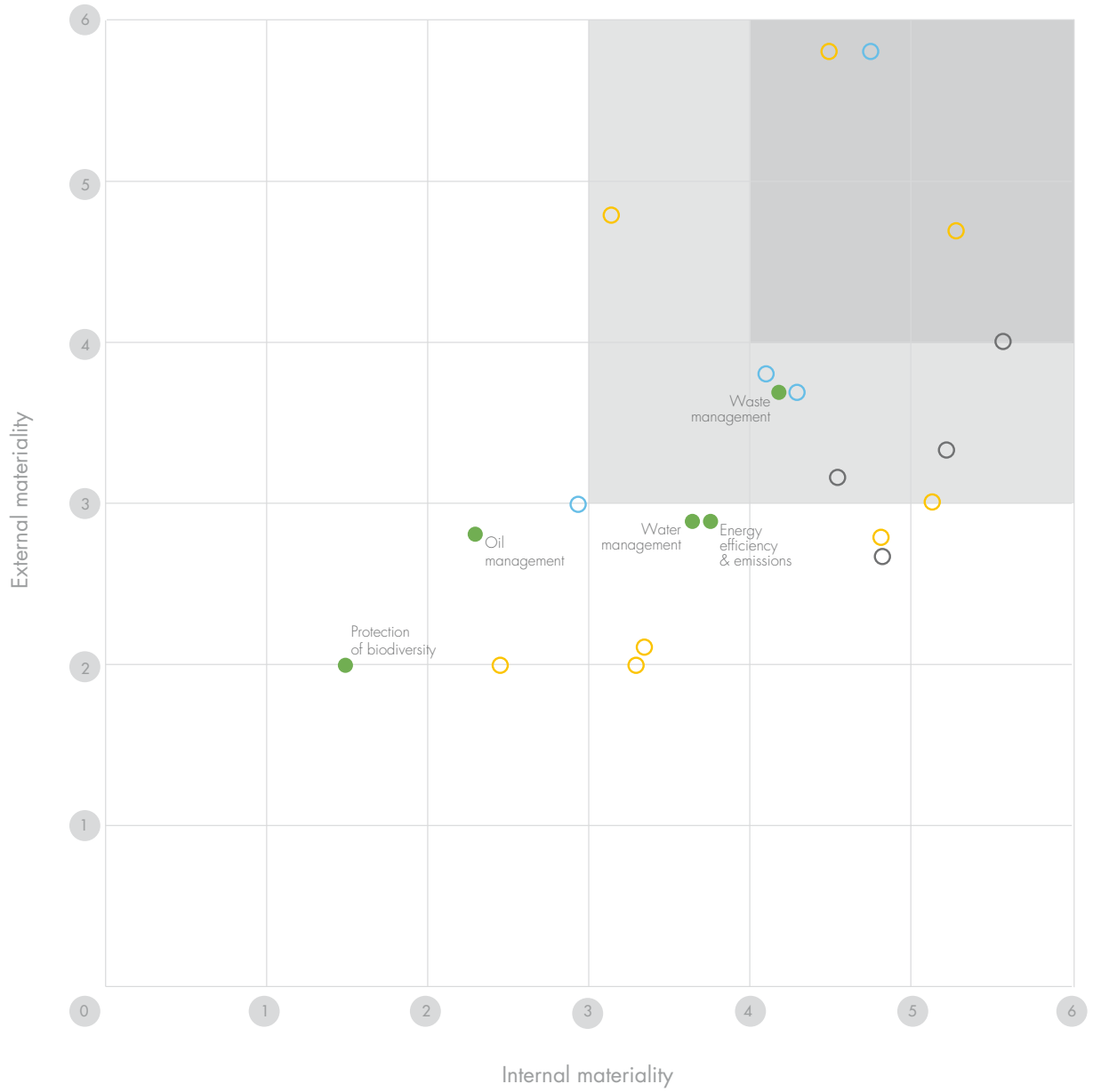
- Waste and scrap management
- Energy efficiency and emissions
- Water management
- Protection of biodiversity

The commitment towards environmental compliance and protection poses great challenges and difficulties.



The findings described in the "Materiality analysis" chapter (see page 8) led to the identification of the issues that are represented graphically here below. Though not operating in an environmentally high impact business sector, the Autogrill Group takes on responsibility for implementing best practices in these areas and promptly responding to stakeholder expectations. This document includes disclosures on the material issues identified in the top right quadrant of the graph (as required by the GRI G4 guideline) and some other issues considered relevant to Autogrill.

The chapter starts with a section dedicated to employee engagement.



Relevant issues ○ People ○ Product ● Planet ○ Governance

materiality chart

Planet

Employee engagement

Operating under concession agreements in complex and differentiated situations like the travel channel means first and foremost knowing how to adjust the procedures developed for environmental protection to the requirements of the different types of landlords. It also means identifying common points of integration around shared principles like, for instance, the responsible use of water and energy, reducing polluting emissions, using eco-sustainable packaging and applying appropriate waste disposal procedures.

The most important factor is engagement, getting both collaborators and consumers to pull in the same direction. In fact, protecting the environment means, first and foremost, consuming less and, therefore, it is of key importance to raise employee awareness and foster employee engagement and commitment so that everybody makes a contribution to sustainability.

The commitment towards environmental compliance and protection poses great challenges and difficulties.

Only a cultural transformation can lead people to reduce their energy and water consumption. This requires changing ingrained habits and a re-orientation of workers who use the equipment on a daily basis, suppliers who produce it and consumers who come to Autogrill stores and make use of the services. In order to disseminate a pro-environment culture, Autogrill designs ongoing projects targeted to all Group employees to raise their awareness and engagement in terms of environmental protection and waste reduction. The message conveyed to collaborators focuses on the proper use of kitchen equipment (hot plates, ovens, deep-fryers, dishwashers, etc.), which in low traffic time slots may be switched off, thus generating significant savings. Other initiatives are targeted to consumers, like the sale of compostable shoppers or jute bags, theme-focused communication campaigns focusing on sustainability issues and the proposal of waste differentiation.

The Group Aconnect portal includes the "Afuture" section. This is a virtual location containing all the information of the Roadmap, ranging from its history to the news and events from all over the world dedicated to the dissemination of the principles of sustainability. Last but not least, the monthly column "Go Green" was developed to disseminate best practices for the responsible use of paper, water and power. Simple concrete actions that every worker can apply every day.

HMSHost has implemented a program called “startsomewhere”, which groups all the initiatives revolving around eco-sustainability and, above all, delivers effective communication to employees about the importance of their contribution, in addition to engaging with the authorities granting the concessions through participation in initiatives. In 2014, on the occasion of Earth Day, HMSHost planted 10,000 trees, matching the number of “like” and “follower” recorded in the Company Facebook and Twitter pages.

HMSHost organizes periodic online workshops for store managers to share best practices about sustainability

HMSHost

HMSHost organizes periodic online workshops for store personnel to share best practices about sustainability. Moreover, for the fifth consecutive year, the survey on environmental issues was continued, involving all the stores in the United States, Canada, Australia, New Zealand and Malaysia. The questionnaire covered various topics. The first part was dedicated to the management of the main environmental aspects of store operation: power, water and differentiated waste – cooking oil, coffee grounds, milk packs, glass and plastic bottles, cans, wooden pallets, etc.. The second part maps other initiatives, such as the use of LED lamps, the installation of individual presence detectors for switching on lights, training courses teaching the staff how to save water and the use of recycled paper in the offices, up to the environmental certification obtained. This annual survey proved to be an important tool for involving and increasing employee engagement in adopting sustainable behaviors, also because it includes a section in which the stores can enter suggestions, request information and even make requests regarding the sustainability program adopted by the Group. The results showed particular attention to recycling cooking oil, cardboard and ink cartridges, as well as the use of energy-efficient bulbs. In order to reduce water consumption, presence detection systems were installed on the wash basins in the toilets.

Also, at the main headquarters of the Group differentiated waste collection is pursued according to different criteria and following the differentiation methods defined by the companies responsible for local waste collection and disposal (paper, plastic, glass, aluminum and ink cartridges).

In the United States, HMSHost offices are LEED Gold and Energy Star certified (Energy Star certified buildings have a 35% lower consumption than comparable buildings, with lower greenhouse gas emissions by about 35%).

Also in relation to its suppliers, the Group pays a great deal of attention to ethical and environmental aspects in the supplier selection process. This means adding another layer of assessment in addition to material quality and process reliability. Selecting the right suppliers with whom to support the Group’s commitment towards eco-sustainability means facilitating dialogue with category associations and organizations operating in different fields, which can become important mediators and also facilitate the process of technological and cultural innovation that the sustainability challenge requires.

Waste management

(G4-EN1; G4-EN2;
G4-EN23)

As for waste, the Group's broad offering of products and services make effective waste management complex. Waste is produced when products are prepared, but also when the service is rendered. Waste is also produced when food supplies are delivered on site, with packaging that must be disposed of. The correct approach to each of these steps represents another fundamental engagement in favor of the environment. Operating in airports, railway stations and malls also implies compliance with the waste management policies adopted by the landlord. On the highways - where Autogrill, though operating under concession, is responsible for waste - the Group relies on the municipal services and, where these are not available, it establishes collaborations with specialized companies. This is the starting point for the analysis of the various aspects that pertain to differentiated waste collection, recovery and recycling. In all the stores where the local conditions allow it, Autogrill Group has introduced waste differentiation.

The Group is committed to reducing waste (particularly in relation to the undifferentiated portion) by installing waste collection and recycling systems in the back of its stores, on one hand, and reducing the volume of waste in order to decrease the number of waste pick-ups and the relevant (environmental and economic) impact linked to logistics, through the installation of compactors and glass-crushing machines, on the other.

The Group is committed to reducing waste by installing waste collection and recycling systems.

At the European level (Austria, Belgium, France, Italy, Spain and Switzerland), a growing number of stores are committed to differentiating oil, plastic and paper and, where possible, also recycling plastic materials and glass bottles collected from consumers.

Autogrill Italia collaborates with the main specialized waste management operators for the management of the service that collects waste from the stores located on the highways, which are not always covered by local municipal services. The agreement includes the collection of waste in a deferred way, meaning that waste is first collected from the store undifferentiated, except for paper and paperboard, and then brought to a selection-treatment plant, where it is separated. In particular, cooking oil is separated and collected separately in all stores making use of it, and is used to make fuel; moreover, in approximately 30 stores on the highway, where waste collection is entrusted by the Group to private operators, organic waste is collected separately and brought to composting centers.

To this end, in 2013 a project was launched in collaboration with WWF Italia which envisaged the development of an experimental hub dedicated to food waste. The project involved the highway service stations of Villoresi Est, Brianza Nord and Brianza Sud, located close to the city of Milan. The project, which is part of the WWF One Planet Food program, envisages the development of an integrated supply chain, which turns the organic waste of three stores into compost which, in turn, is used to “nourish” a garden inside the WWF oasis at Bosco di Vanzago.

A project was launched in collaboration with WWF Italia which envisaged the development of an experimental hub dedicated to food waste.



Again in Italy, the “Destinazione Ambiente” project was continued, currently involving 13 stores along the Turin-Venice A4 highway. The initiative was launched in 2009 thanks to a collaboration with Conai (Consorzio Nazionale Imballaggi; Italian Packaging Consortium), Waste Italia, the Hera Group (Italy’s main waste management companies) and ID&A (engineering company) for the development of the equipment used. This project envisages the management of differentiated waste collection during both the preparation and distribution of food. For the purpose of the project, not only workers are asked to contribute, but also consumers inside and outside the stores. To this end, different forms of communication and different ad hoc designed devices will be installed to collect different waste types.

In the stores located at the Seattle-Tacoma international airport in the United States, thanks to a direct partnership with the airport facility management company, HMSHost developed a method to reduce the quantity of organic waste and paper brought to the landfill, using composting in the back of the store and replacing disposables with recyclable materials in the 5 restaurants managed.

All employees were informed on waste management procedures and in addition to preventing compostable and recyclable waste from being brought to the landfill (including organic waste and paper), the store succeeded in registering a monthly saving on the cost of waste collection and strengthened its collaboration with the landlord by contributing to the same landlord's objective of eco-sustainability (recycling 50% of residential solid waste by 2015). A similar project was also developed for milk containers in Atlanta.

In 2010, the locations in France began involving customers proactively through the development - in partnership with the Coca-Cola Company - of equipment to differentiate and collect PET bottles and cans in the store of Carrousel du Louvre. This equipment was then installed over the years in another 20 locations. Moreover, the plastic material used for take-away packaging was eliminated.



The decision to use bags produced from recycled or biodegradable material was made unanimously by Autogrill France, Autogrill Austria, HMSHost and Autogrill Italia.

Excess food

The management systems developed and fine-tuned over the years thanks to experience and technology enable Autogrill Group to calculate customer flows to each store every day of the year with a relatively low error margin. These systems allow the Group to:

- meet consumer demand, minimizing the risk of unavailability of a minimum basic offer, on one hand, and
- reduce scrap and food in excess, by more precisely calculating the quantities and foods to cook, on the other.

Methods and procedures represent the first step towards reducing scraps, including excess food. The rigor that has always characterized Autogrill in this field enables it to produce fewer scraps. In the United States, HMSHost collaborates with Food Donation Connection, developing programs for the donation of food products from the stores located at airports and on highways.



Thanks to this project, in the United States, Autogrill manages to collect excess food and redistribute it to the community. In Italy, Autogrill continues its collaboration with Banco Alimentare, to which it donates excess food.

Energy efficiency and emissions

Energy is a precious asset that Autogrill Group intends to use responsibly. The commercial structures open to the public imply a considerable consumption of energy for lighting and all the necessary technological equipment. Autogrill ensures that this considerable energy expenditure never translates into waste and to this end, next generation equipment and plants are the rule in the stores. The use of innovative equipment enables the Group to avoid waste, monitor energy efficiency and adopt corrective actions that generate additional savings. For the provision of catering services, the performance of periodic assessments and the possibility of applying specific changes to the structure and the equipment used in relation to the duration of the concession is of the essence.

Within specific infrastructures, where utilities are managed centrally by the landlord, like airports or railway stations, it is difficult to collect detailed data about consumption and utility costs, which are often included in the concession contract. This reduces the Group's power, although landlords in the airport channel are paying more attention to these aspects in recent years.

Energy is a precious asset and Autogrill ensures that the considerable energy expenditure never translates into waste.



In the past few years, the Autogrill Group has ramped up its commitment to the development of commercial structures equipped with top-notch tools to monitor and manage waste. The approach was multifold and implemented across the entire organization: from changing temperature settings to preventing equipment failure through the use of hi-tech alerts; from network staff training during the performance of audits to weekly analyses of consumption to monitor short-term actions; from the computation of consumption to verify operating anomalies to the prompt reporting of failures that may have an impact on consumption.

In Italy, energy consumption in comparable stores²³ was reduced by 1.6% in 2014 (equal to 2.2 GWh) compared to 2013.

In Italy, the Villoresi Est store features a "Thermal battery" geothermal plant with 420 sensors installed in the subsoil 25 m deep, providing an output exceeding 380 thermal KW and covering 85% of requirements. In addition, the roof of the store, extending over a surface of 350 sq m captures either solar energy or cold, depending on the season, and LED lighting is used for both interiors and the exterior.

In Italy there are other examples of excellence built in the last few years: the 100% green store in Mensa di Ravenna, certified as Energy Class A, and the two stores of Viverone Est and Ovest (on the A5 highway connecting Ivrea to Santhià). These three buildings are equipped with geothermal plants, a solution that cuts energy consumption by almost 30% compared to traditional stores. In the Dorno and Brembo stores the installation of methane-fired trigeneration plants for the cogeneration of thermal and refrigeration energy resulted in reductions of 130 kg and 115 kg of CO₂ emissions, compared to similar stores using traditional energy generation systems.

23) The term "comparable stores" refers to the unchanged store perimeter from the previous year (which may not coincide with the total of the Italian stores). The variation in consumption measured in the comparable stores is used as reference in order to obtain directly comparable data.

The Montefeltro ovest store, near Riccione, is also worth mentioning: certified as Energy Class B, its design optimizes investment per square meter, particularly in relation to the climate control system, which accounts for 75% of the total dispersion.

Last but not least, 150 stores in Italy already feature a centralized energy management system (connected to both equipment and systems), enabling corrective actions intended to improve and control energy consumption and efficiency.

For the recently opened stores in France, various energy efficiency technologies (insulation, shading system, natural light and low consumption light bulbs) were implemented, and plants generating energy from renewable sources (photovoltaic panels for energy generation and solar panels for hot water) were installed. Also, when investments are made in restyling a location, Autogrill takes all the necessary actions to improve energy efficiency in the building as well. Examples include the roof and window insulation technology used for the store located in Reims, which was made possible thanks also to the financing envisaged by the Certificats d'Economies d'Energie government program, targeting an overall reduction in the store's energy consumption.

Afuture Roadmap (2012-2015)



A-Planet 

Energy

- improve energy productivity by 10% in like-for-like stores
- improve energy productivity by 30% in new stores
- at least 30 stores LEED-certified

A-People

Health and safety

A-Product

Packaging

At the end of 2011 Autogrill launched for the first time an internal challenge in terms of sustainability objectives to be reached within 2015, based on 2012 data.

In the Planet area, one of Autogrill's objectives is energy consumption.

During the course of 2014, the energy consumption index improved by 5% (€/MWh) against 2013.

As to new stores opened in 2014, the energy consumption index improved by 4% (€/MWh) against 2013.

Note: The perimeter of reference was identified based on the robustness of the currently implemented analysis system, which enables an effective flow of data useful for monitoring the objectives included in the Roadmap (Italy, Belgium, France, Spain and Austria).

Inside the Los Angeles International Airport, HmsHost implemented Energy Star certified equipment (refrigerators, grill hot plates, etc.). The innovation of the Energy Management system inside the new International Terminal F in Atlanta was also of interest. This refers to an innovative ventilation system used in kitchens. Through this integrated system, the fans automatically change based on the temperature in the discharge flues, saving energy. This new system distinguishes between the moments in which food is being prepared, the troughs and peaks. With reduced traffic, fan speed slows down and the air ventilation switches off, thus reducing operating costs.



In Spain Autogrill relaunched the “Edison Project” in 2014. The objective of the project is the efficient **reduction of energy** consumption in the stores, maintaining worker awareness towards environmental issues high. An **important characteristic** of this project is **operator awareness**, considered the key to a successful energy efficiency policy.

The project envisages training courses for store managers, a practical manual for the correct use of equipment and information about energy consumption. A calendar was also developed for each store to help use air conditioning and heating efficiently. Moreover, a competition was launched among the stores with the objective of increasing employee engagement in the initiative aimed at reducing energy consumption.

In the Netherlands concerted efforts were made to bring about improvements, especially with regard to energy efficiency. These efforts resulted in the achievement of good results: in recent years smart energy meters were installed in all stores, as well as gas meters.

Sharing best practices among the countries within the Group plays a fundamental role in terms of engineering aspects and technical purchases, similarly to the management of other business aspects (human resources, product offering and new service development).



For instance, the **use of LED technology** in new stores is spreading in all the countries in which the Group operates, like the **use of the High-Speed Panini Grills hot plate**. **Developed in collaboration with Electrolux**, this solution combines three different technologies in a single piece of equipment (contact plate, infrared and microwave). **30 seconds are sufficient to warm up a sandwich, instead of the 2 minutes** required using traditional plates, and they consume 0.5 kWh, half as much as the traditional ones. This technology also contributed to improving employee safety in the workplace.

In addition, after an initial test, which proved very successful with consumers, open refrigerators were replaced with refrigerators equipped with sliding doors in the stores in Europe. This small modification will also yield energy savings.

Recovery of gases potentially hazardous to the ozone layer from the refrigerating plants is performed in accordance with international standards and under safe conditions for human health and the environment. In all the stores located in Italy, all plants containing gases potentially hazardous to the ozone layer are registered and managed according to specific maintenance standards by companies responsible for store maintenance.

Any maintenance activity is registered in specific logbooks, with an indication of the plant specifications and activities performed. Based on the results of the relevant feasibility studies, the replacement of the gases contained in the refrigeration plants (refrigerators and air ventilation) is periodically assessed in correspondence with store restyling.

In relation to the role played by Autogrill in facilitating sustainable mobility, at the Delaware Welcome Center, HMSHost has developed a project dedicated to truck drivers, designed in collaboration with CabAire (a company supplying electronic components for trucks): in the parking area of the infrastructure, there are now 50 stations supplying electricity for trucks to power air conditioning and heating without keeping the motor running. The Delaware Welcome Center also features stations for recharging electric vehicles.

In Italy, in 2014 the first twelve Supercharger Tesla systems were installed in the gas station of Dorno Est and Dorno Ovest (on the A7 Milan-Serravalle highway), the result of a collaboration between the Palo Alto-based company, Autogrill and the Milano-Serravalle highway company. These twelve stations will allow the free recharging of all Model S vehicles that park in the reserved areas, charging 50% of battery capacity in just twenty minutes. This service is added to the collaboration between the Foundation and V-Now!, LOGINET and Nissan, thanks to which the first recharging unit for electric-powered cars was installed at the Villorese Est refilling station on the Italian highway, allowing recharging in less than half an hour.

Afuture Roadmap (2012-2015)



A-Planet

Energy

- improve energy productivity by 10% in like-for-like stores
- improve energy productivity by 30% in new stores
- at least 30 stores LEED-certified

At the end of 2011 Autogrill launched for the first time an internal challenge in terms of sustainability objectives to be reached within 2015, based on 2012 data.

In the Planet area, one of Autogrill's objectives is to open 30 LEED certified stores by 2015. To date, 17 Autogrill stores around the world have obtained LEED certification (5 Gold and 12 Silver).

A-People

Health and safety

A-Product

Packaging

Water management

Autogrill is fully aware of and recognizes how important it is to correctly manage water and, for this reason, the Group has undertaken several projects. In the Italian stores water supply needs are met through uptake from the public waterworks: water is used for the management of toilets, kitchen activities and the fire-fighting systems. In the areas located far from the public waterworks, water is supplied through wells and/or from rivers, while water drainage management complies with the local and national regulations in the matter.

In the stores where Autogrill is responsible for the management of toilets, the largest quantity of water used is concentrated there. Having said this, it is easy to understand how water consumption in the Group's stores is not strictly correlated to the management of company processes, but rather to consumer behavior. In this respect Autogrill can only influence it partially, through the implementation of technology that reduce consumption to a minimum. Autogrill is deeply committed to pursuing this goal. In all major countries in which the Group operates, stores use rainwater for the toilets, while progressively a self-cleaning mechanical system is being installed in the stores to replace the traditional water-based system. In recent years, water regulation systems, two-way water taps, air/water mixer valves and presence detection systems have been installed to optimize water consumption in the stores.

As with power, actions targeting savings and reduced consumption are continuously combined with control and prevention systems in the main stores.

Afuture Roadmap (2012-2015)



A-Planet 

Water

- reduce water consumption by 10% in like-for-like stores
- reduce water consumption by 30% in new stores

A-People

Health and safety

A-Product

Packaging

At the end of 2011 Autogrill launched for the first time an internal challenge in terms of sustainability objectives to be reached within 2015, based on 2012 data.

In the Planet area, one of Autogrill's objectives is reducing water consumption.

Water consumption is represented by partial cost estimates. As a result, consumption is heavily impacted by the significant increase in water tariffs, particularly in Italy, since the number of stores is far higher than in other countries.

In 2014, water consumption was reduced by 3% compared to 2013.

As to the new stores opened in 2014, water consumption was reduced by 74% against 2013 (data specifically refers to the openings of the new Starbucks stores in Belgium).

Note: The perimeter of reference was identified based on the robustness of the currently implemented analysis system, which enables an effective flow of data useful for monitoring the objectives included in the Roadmap (Italy, Belgium, France, Spain and Austria).

Oil management

In some countries and channels, Food & Beverage units also offer, in a more or less integrated way with the catering offering, products for daily use (papers and magazines, tobacco, lottery tickets) and other products, food and non-food, as well as refueling services. In the gas stations in which Autogrill is present, the Group is committed to complying with all applicable regulations and best practices in the matter, both in relation to environmental protection and health and safety.

Protection of biodiversity

When it comes to building or restyling an existing store, there are several complex factors to consider: first, the level of integration in the ecosystem, defined through an analysis of the different stages in the life cycle of the building, the materials and the equipment. Considering that the majority of the Autogrill stores are located in high traffic areas, like airports and railway stations, often these issues do not directly affect Autogrill, but landlords.

On the highway, the Casilina Est gas station, along the Rome-Naples A1 highway (Italy), an ancient necropolis was unearthed, yielding important archeological finds, including an extremely rare funeral bed from the Hellenistic period, and is surrounded by the station, in a museum-like setting. A terraced garden and a series of walls in crystal glass give travelers a clear view of the archeological site.

Also in Italy, for the purpose of ensuring continuity with the landscape and underscoring the environmental bond between the Villorresi Est store and the Groane Park, approximately 30% of the surface of the gas station (19,000 sq m) was developed as a green area, with local trees and bushes.



Environmental certifications

The possibility of obtaining important environmental certifications is a natural consequence of Autogrill's unfailing focus on the environment.

The **LEED® (Leadership in Energy and Environmental Design)** certification, thanks to its international standing comprising all aspects relating to construction and management of buildings, was adopted as a reference standard in the Group Roadmap. In 2013, the Italian Villoresi Est gas station obtained recognition for the application of the "LEED® New Constructions for RETAIL" protocol at the Gold level, a first for the Italian catering industry. This important achievement is added to the fifteen LEED® certified locations on the Canadian highways (and precisely, eleven LEED® silver certifications: West Lorne, Dutton, Tilbury North & South, Trenton North & South, Morrisburg, Mallorytown North & South, Odessa & Napanee - and four LEED® Gold certifications: Bainsville, Port Hope, Ingleside and Woodstock) plus the LEED® Silver certified Delaware gas station on the Delaware Turnpike in the United States.

In 2014 the Villoresi Est store obtained the ISO14001 certification for the Environmental Management System and the EMAS certification. Also in Italy, in 2014 the ISO14001 certification was renewed for the headquarters, for the Brianza Sud store and for the stores inside the Turin Caselle airport, and the EMAS certification was obtained for the headquarters and the Brianza Sud store.

The HMSHost stores inside the Tom Bradley International Terminal at the Los Angeles International Airport were built according to the standards established by the **California Green Building Code** - level I and the **California Energy Standard** - title 24, in order to make the airport the greenest airport in the world. The CALGreen Code requires that each new building in California reduce energy consumption by 15%, water consumption by 20% and that 50% of waste deriving from the building site be recovered, or in any case not dumped in landfills, and that fewer polluting materials be used. Level I contains additional voluntary measures and prerequisites in terms of bio-architecture. In the United States the building of the Bethesda headquarters is certified both Energy Star and LEED Gold.

Within the Group, other countries fine-tuned their management systems in order to obtain environmental certifications: In France, the Canaver store was HQE (High Environmental Quality) certified; the Ambrussum store, close to Montpellier, obtained both the **HQE** (High Environmental Quality) certification and the **BBC** (Low Energy Building) certification; in Spain, the Autogrill stores inside the Telefonica headquarters in Madrid are ISO 14001 certified.

Group logistics

Attention to eco-sustainability also includes distribution. Autogrill Group plays an active role in managing transport logistics, with the key objective of limiting its supply-side carbon footprint. The supply of products to the stores is managed by optimizing the number of weekly deliveries and the routes driven to deliver the goods, privileging delivery to locations not far from one another. At the European level, logistics delivery and distribution services to the stores are mainly accomplished through road transport managed in outsourcing. Autogrill Italia defined its own Car Policy with the objective of maintaining a car park managed according to sustainable principles and, as a result, reducing atmospheric emissions, yet with the same car comfort, safety and performance levels. In addition, a concrete step was the setting of a cap for CO₂ emissions at 160g/km per car (257g/mile).

Autogrill Group plays an active role in managing transport logistics, with the key objective of limiting its supply-side carbon footprint, privileging delivery to locations not far from one another.

logistic services

Tables



(G4-9; G4-22; G4-23;
G4-EC1; G4-EC9;
G4-LA2)

Group's financial highlights



For comparison purposes, 2012 data contained in this section refer exclusively to Food & Beverage activities and do not include Travel Retail & Duty Free following the partial proportional spinoff of Autogrill S.p.A. completed on 1 October 2013.

Income statement

| (€m) | Full Year 2014 | Full Year 2013 | Change | |
|--|----------------|----------------|----------|----------------------------|
| | | | 2013 | at constant exchange rates |
| Revenue | 3,930.2 | 3,984.8 | (1.4%) | (0.9%) |
| EBITDA | 316.2 | 314.0 | 0.7% | 1.2% |
| <i>EBITDA margin</i> | 8.0% | 7.9% | | |
| EBIT | 118.6 | 88.3 | 34.4% | 35.7% |
| <i>EBIT margin</i> | 3.0% | 2.2% | | |
| Profit from continuing operations | 37.0 | 8.3 | 343.7% | 398.5% |
| <i>% of revenue</i> | 0.9% | 0.2% | | |
| Profit from discontinued operations (demerger) | - | 91.1 | (100.0%) | (100.0%) |
| Profit attributable to owners of the parent | 25.1 | 87.9 | (71.4%) | (71.1%) |
| Earnings per share (€ cents) * | | | | |
| - basic | 9.9 | 34.7 | | |
| - diluted | 9.9 | 34.6 | | |
| Net cash flows from operating activities | 223.5 | 148.1 | | |
| Net investment | 196.4 | 162.6 | 20.8% | 21.0% |
| <i>% of net sales</i> | 5.0% | 4.1% | | |

* Earnings per share of third quarter 2013 includes Profit from discontinued operations (demerger)

| (€m) | 31.12.2014 | 31.12.2013 | Change | |
|------------------------|------------|------------|------------|----------------------------|
| | | | 31.12.2013 | at constant exchange rates |
| Net invested capital | 1,184.0 | 1,117.5 | 66.5 | (17.3) |
| Net financial position | 693.3 | 672.7 | 20.6 | (35.4) |

Table for the determination of the economic value

| (€k) | 2014 | 2013 |
|---|------------------|------------------|
| Economic value generated by the Group | 4,564,895 | 4,746,883 |
| Revenues and other operating proceeds | 4,570,319 | 4,673,889 |
| Net income resulting from transfers | - | 91,056 |
| Financial revenues | 2,103 | 1,274 |
| Value adjustments of financial activities | 2,977 | (2,399) |
| Bad debt | (370) | (1,283) |
| Impairment loss of tangible and intangible assets | (10,134) | (15,654) |
| Distributed economic value | 4,346,185 | 4,435,016 |
| Operating costs | 2,942,937 | 3,012,718 |
| Employee salaries and wages | 1,283,496 | 1,307,510 |
| Compensation due to Shareholders and lenders | 58,368 | 63,275 |
| Compensation due to public administration | 61,067 | 51,160 |
| Gifts and donations | 318 | 353 |
| Economic value retained by the Group | 218,710 | 311,867 |
| Amortization and depreciation | 187,465 | 210,099 |
| Provisions | 6,138 | 13,909 |
| Reserves | 25,107 | 87,859 |

Cost of personnel

| (€k) | 2014 | 2013 |
|-----------------------|------------------|------------------|
| Wages and salaries | 1,003,311 | 1,025,120 |
| Social contributions | 183,879 | 188,456 |
| Benefits to employees | 27,006 | 26,058 |
| Other costs | 82,422 | 78,556 |
| Total | 1,296,618 | 1,318,190 |

Purchases of goods

| (€k) | North America and Pacific Area | Europe | Group |
|---------------------|-----------------------------------|------------------|------------------|
| 2014 - Total | 540,049 | 1,273,584 | 1,813,633 |
| Catering services | 476,198 | 308,515 | 784,713 |
| Retail | 47,378 | 464,624 | 512,002 |
| Other | 16,473 | 500,445 | 516,918 |
| 2013 - Total | 566,051 | 1,308,052 | 1,874,103 |
| Catering services | 459,567 | 304,376 | 763,944 |
| Retail | 88,196 | 466,972 | 555,168 |
| Other | 18,288 | 536,703 | 554,991 |

Fees and royalties

| (€k) | North America and Pacific Area | Europe | Group |
|---------------------------------|-----------------------------------|----------------|----------------|
| 2014 - Total | 366,169 | 302,296 | 668,466 |
| Costs for rents and concessions | 292,784 | 287,439 | 580,223 |
| Royalties for the use of brands | 73,385 | 14,858 | 88,243 |
| 2013 - Total | 372,357 | 305,049 | 677,407 |
| Costs for rents and concessions | 300,627 | 292,389 | 593,016 |
| Royalties for the use of brands | 71,730 | 12,660 | 84,391 |

Costs for energy and water

| (€k) | North America and Pacific Area | Europe | Group |
|-------------|-----------------------------------|---------------|---------------|
| 2014 | 30,214 | 61,884 | 92,098 |
| % | 33% | 67% | |
| 2013 | 28,856 | 66,554 | 95,410 |
| % | 30% | 70% | |

2014 revenue

€ 3,930.2m

Group's social data



(G4-9; G4-10; G4-11;
G4-LA6; G4-LA9)

Type of contract

Full-time/Part-time

| 2014 | North America and Pacific Area | | Europe | | Total | |
|------------------|--------------------------------|---------------|---------------|--------------|---------------|---------------|
| | Women | Men | Women | Men | Women | Men |
| Full time | 5,588 | 4,089 | 4,732 | 4,333 | 10,320 | 8,422 |
| % | 28% | 30% | 36% | 58% | 31% | 40% |
| Part time | 14,586 | 9,693 | 8,261 | 3,126 | 22,847 | 12,819 |
| % | 72% | 70% | 64% | 42% | 69% | 60% |
| Sub total | 20,174 | 13,782 | 12,993 | 7,459 | 33,167 | 21,241 |
| % | 59% | 41% | 64% | 36% | 61% | 39% |
| Total | 33,956 | | 20,452 | | 54,408 | |

| 2013 | North America and Pacific Area | | Europe | | Total | |
|------------------|--------------------------------|---------------|---------------|--------------|---------------|---------------|
| | Women | Men | Women | Men | Women | Men |
| Full time | 13,276 | 9,978 | 5,214 | 4,919 | 18,490 | 14,897 |
| % | 67% | 72% | 39% | 64% | 55% | 69% |
| Part time | 6,553 | 3,866 | 8,311 | 2,781 | 14,864 | 6,647 |
| % | 33% | 28% | 61% | 36% | 45% | 31% |
| Sub total | 19,829 | 13,844 | 13,525 | 7,700 | 33,354 | 21,544 |
| % | 59% | 41% | 64% | 36% | 61% | 39% |
| Total | 33,673 | | 21,225 | | 54,898 | |

| 2012 | North America and Pacific Area | | Europe | | Total | |
|------------------|--------------------------------|---------------|---------------|--------------|---------------|---------------|
| | Women | Men | Women | Men | Women | Men |
| Full time | 13,840 | 10,211 | 5,619 | 5,196 | 19,459 | 15,407 |
| % | 68% | 73% | 41% | 66% | 57% | 70% |
| Part time | 6,628 | 3,791 | 8,245 | 2,688 | 14,873 | 6,479 |
| % | 32% | 27% | 59% | 34% | 43% | 30% |
| Sub total | 20,468 | 14,002 | 13,864 | 7,884 | 34,332 | 21,886 |
| % | 59% | 41% | 64% | 36% | 61% | 39% |
| Total | 34,470 | | 21,748 | | 56,218 | |

Type of contract - Europe

Temporary/permanent contract

| | 2014 | | 2013 | | 2012 | |
|--------------------|---------------|--------------|---------------|--------------|---------------|--------------|
| | Women | Men | Women | Men | Women | Men |
| Temporary contract | 1,485 | 981 | 1,257 | 831 | 1,188 | 813 |
| % | 11% | 13% | 9% | 11% | 9% | 10% |
| Permanent contract | 11,508 | 6,478 | 12,268 | 6,869 | 12,676 | 7,071 |
| % | 89% | 87% | 91% | 89% | 91% | 90% |
| Sub total | 12,993 | 7,459 | 13,525 | 7,700 | 13,864 | 7,884 |
| Total | 20,452 | | 21,225 | | 21,748 | |

Note: North America and the Pacific Region area are not included in the perimeter because workers in this area are classified pursuant to the currently applicable legislation ("At-will employment"), and therefore it was not possible to classify them based on the two types of contracts used at the European level. This legislation envisages that either party can terminate the employment contract at any time without any liability of either party.

Women

| | 2014 | | 2013 | | 2012 | |
|--------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | Women | Men | Women | Men | Women | Men |
| North America and Pacific Area | 20,174 | 13,782 | 19,829 | 13,844 | 20,468 | 14,002 |
| % | 59% | 41% | 59% | 41% | 59% | 41% |
| Europe | 12,993 | 7,459 | 13,525 | 7,700 | 13,864 | 7,884 |
| % | 64% | 36% | 64% | 36% | 64% | 36% |
| Sub total | 33,167 | 21,241 | 33,354 | 21,544 | 34,332 | 21,886 |
| | 61% | 39% | 61% | 39% | 61% | 39% |
| Total | 54,408 | | 54,898 | | 56,218 | |

type of contract

permanent contract 88%
temporary contract 12%

Organizational levels

| 2014 | North America and Pacific Area | | | | Europe | | | | Total | | | |
|------------------------------|--------------------------------|------------|------------|------------|------------|------------|------------|------------|--------------|------------|------------|------------|
| | Women | | Men | | Women | | Men | | Women | | Men | |
| Headquarters | | | | | | | | | | | | |
| Top Managers | 54 | 36% | 95 | 64% | 6 | 9% | 58 | 91% | 60 | 28% | 153 | 72% |
| Senior Managers | 75 | 44% | 95 | 56% | 37 | 30% | 88 | 70% | 112 | 38% | 183 | 62% |
| Managers | 115 | 60% | 77 | 40% | 56 | 40% | 85 | 60% | 171 | 51% | 162 | 49% |
| White collars | 149 | 42% | 206 | 58% | 313 | 65% | 166 | 35% | 462 | 55% | 372 | 45% |
| Subtotal headquarters | 393 | 45% | 473 | 55% | 412 | 51% | 397 | 49% | 805 | 48% | 870 | 52% |
| Total headquarters | 866 | | | | 810 | | | | 1,675 | | | |

| 2014 | North America and Pacific Area | | | | Europe | | | | Total | | | |
|-------------------------|--------------------------------|------------|---------------|------------|---------------|------------|--------------|------------|---------------|------------|---------------|------------|
| | Women | | Men | | Women | | Men | | Women | | Men | |
| Network | | | | | | | | | | | | |
| Area Managers | 36 | 28% | 92 | 72% | 9 | 24% | 31 | 76% | 45 | 27% | 123 | 73% |
| Store managers | 487 | 45% | 607 | 55% | 95 | 36% | 171 | 64% | 582 | 43% | 778 | 57% |
| Managers | 214 | 44% | 270 | 56% | 366 | 43% | 490 | 57% | 580 | 43% | 760 | 57% |
| Heads of Service | 788 | 47% | 888 | 53% | 2,085 | 62% | 1,277 | 38% | 2,873 | 57% | 2,165 | 43% |
| Multi-service workers | 18,255 | 61% | 11,453 | 39% | 9,037 | 67% | 4,501 | 33% | 27,292 | 63% | 15,954 | 37% |
| Subtotal network | 19,780 | 60% | 13,310 | 40% | 11,592 | 64% | 6,470 | 36% | 32,363 | 61% | 20,370 | 39% |
| Totale network | 33,090 | | | | 19,643 | | | | 52,733 | | | |
| Total | 33,956 | | | | 20,453 | | | | 54,408 | | | |

Breakdown by age

| 2014 | North America and Pacific Area | | | Europe | | | Total | | |
|------------------|--------------------------------|---------------|-----|---------------|--------------|-----|---------------|---------------|-----|
| | Women | Men | % | Women | Men | % | Women | Men | % |
| 16/17-20* | 2,946 | 1,956 | 14% | 433 | 323 | 4% | 3,379 | 2,279 | 10% |
| 21-30 | 6,733 | 4,615 | 33% | 2,874 | 1,966 | 24% | 9,607 | 6,581 | 30% |
| 31-40 | 3,690 | 2,457 | 18% | 4,107 | 1,951 | 30% | 7,797 | 4,408 | 22% |
| 41-50 | 3,082 | 2,078 | 15% | 3,513 | 1,773 | 26% | 6,595 | 3,851 | 19% |
| < 50 | 3,722 | 2,677 | 19% | 2,067 | 1,445 | 17% | 5,789 | 4,122 | 18% |
| Sub total | 20,173 | 13,783 | | 12,994 | 7,458 | | 33,167 | 21,241 | |
| Total | 33,956 | | | 20,452 | | | 54,408 | | |
| 2013 | Women | Men | % | Women | Men | % | Women | Men | % |
| 16/17-20* | 2,996 | 2,115 | 15% | 458 | 357 | 4% | 3,454 | 2,472 | 11% |
| 21-30 | 6,571 | 4,552 | 33% | 3,088 | 2,097 | 25% | 9,659 | 6,649 | 30% |
| 31-40 | 3,514 | 2,441 | 18% | 4,411 | 1,984 | 31% | 7,925 | 4,425 | 23% |
| 41-50 | 3,119 | 2,146 | 16% | 3,555 | 1,888 | 27% | 6,674 | 4,034 | 20% |
| < 50 | 3,629 | 2,590 | 18% | 2,010 | 1,377 | 17% | 5,639 | 3,967 | 18% |
| Sub total | 19,829 | 13,844 | | 13,522 | 7,703 | | 33,351 | 21,547 | |
| Total | 33,673 | | | 21,225 | | | 54,898 | | |

* For North America and the Pacific area the first age bracket is 16-20, for Europe 17- 20.

Breakdown by nationality - Europe

| 2014 | Women | Men |
|-----------------------|---------------|---------------|
| EU countries | 11,136 | 6,631 |
| Extra-EU countries | 616 | 328 |
| Center, Latin America | 206 | 139 |
| Africa | 295 | 377 |
| Asia | 166 | 215 |
| Other | 195 | 149 |
| Sub total | 12,614 | 7,838 |
| Total | | 20,452 |

| 2013 | Women | Men |
|-----------------------|---------------|---------------|
| EU countries | 11,997 | 6,514 |
| Extra-EU countries | 649 | 338 |
| Center, Latin America | 239 | 117 |
| Africa | 269 | 372 |
| Asia | 208 | 243 |
| Other | 160 | 119 |
| Sub total | 13,522 | 7,703 |
| Total | | 21,225 |

Breakdown by ethnic origin - United States

| 2014 | Women | Men |
|---|---------------|---------------|
| American-European natives | 4,926 | 3,402 |
| American-African natives | 4,926 | 2,945 |
| American-Indian natives and Alaska natives | 84 | 55 |
| Hispanic | 2,946 | 2,248 |
| Asian | 1,709 | 1,213 |
| Hawaiian natives and natives of the Pacific islands | 183 | 76 |
| Other | 52 | 47 |
| Sub total | 14,826 | 9,986 |
| Total | | 24,812 |

| 2013 | Women | Men |
|---|---------------|---------------|
| American-European natives | 5,150 | 3,675 |
| American-African natives | 4,677 | 2,928 |
| American-Indian natives and Alaska natives | 96 | 59 |
| Hispanic | 2,908 | 2,242 |
| Asian | 1,800 | 1,249 |
| Hawaiian natives and natives of the Pacific islands | 163 | 73 |
| Other | 7 | 3 |
| Sub total | 14,801 | 10,229 |
| Total | | 25,030 |

Trade union presence index

| | Italy | United States |
|------|-------|---------------|
| 2014 | 48% | 43% |
| 2013 | 49% | 44% |
| 2012 | 45% | 49% |

Injuries - Europe

Perimeter: Belgium, France, Italy and Spain → 75% of the Total of Workers in Europe

| Type of injuries | 2014 | 2013 |
|---|-------------|-------------|
| Cutting | 134 | 137 |
| Fractures | 15 | 9 |
| Burns | 50 | 40 |
| Collisions and contusions | 233 | 235 |
| Distortions and sprains | 150 | 168 |
| Other | 33 | 46 |
| Total | 615 | 635 |
| | -3% | -7% |
| <i>Injuries in progress</i> | 203 | 224 |
| Injury indicators | 2014 | 2013 |
| <i>Frequency index</i> | 28.94 | 28.63 |
| <i>(n. of injuries x 1,000,000/hours worked)</i> | 1% | -2% |
| <i>Severity index</i> | 0.70 | 0.70 |
| <i>(n. of days lost due to injury x 1,000/hours worked)</i> | 0% | 1% |

Over the years the Group has been committed to maintaining high standards of health and safety while gradually reducing the number of accidents.

health and safety

Training Europe

Perimeter: Belgium, Denmark, France, Italy, the Netherlands, Slovenia, Spain and Switzerland → 85% of the Total Workers Europe

| | 2014 | | 2013 | |
|--|---------------|------------------|----------------|------------------|
| | Hours | Costs (€) | Hours | Costs (€) |
| In store training and education | 45,646 | 1,224,033 | 32,663 | 627,740 |
| Technical professional training | 621 | 24,474 | 3,699 | 118,701 |
| Managerial training | 12,195 | 550,865 | 20,567 | 1,275,028 |
| Hygiene, health and safety in the workplace | 15,036 | 483,307 | 65,622 | 1,495,717 |
| Language | 1,611 | 44,750 | 4,717 | 158,911 |
| Other | 3,457 | 127,410 | 2,033 | 227,930 |
| Total | 78,566 | 2,454,839 | 129,301 | 3,904,027 |
| % training costs covered by subsidies | | 29% | | 8% |
| <i>Nr. of collaborators in the indicated perimeter</i> | 17,328 | | 18,397 | |
| <i>Training days per capita</i> | 0.80 | | 1.03 | |

Donations

| 2014 | Direct contribution (€) | Indirect contribution (€) | Contribution in kind and services (€) | Total (€) |
|--------------------------------|-------------------------|---------------------------|---------------------------------------|------------------|
| North America and Pacific Area | 274,911 | 461,635 | 3,488,475 | 4,225,021 |
| Europe | 42,600 | 1,050 | 168,792 | 212,442 |
| Total | 317,511 | 462,685 | 3,657,268 | 4,437,463 |

| 2013 | Direct contribution (€) | Indirect contribution (€) | Contribution in kind and services (€) | Total (€) |
|--------------------------------|-------------------------|---------------------------|---------------------------------------|------------------|
| North America and Pacific Area | 286,529 | 192,844 | 2,763,379 | 3,242,751 |
| Europe | 66,667 | 5,260 | 438,700 | 510,626 |
| Total | 353,195 | 198,103 | 3,202,078 | 3,753,377 |

| 2012 | Direct contribution (€) | Indirect contribution (€) | Contribution in kind and services (€) | Total (€) |
|--------------------------------|-------------------------|---------------------------|---------------------------------------|------------------|
| North America and Pacific Area | 244,504 | 495,659 | 1,400,787 | 2,140,951 |
| Europe | 20,750 | 18,696 | 283,800 | 323,247 |
| Total | 265,254 | 514,355 | 1,684,588 | 2,464,197 |

Group's environmental data



(G4-EN1; G4-EN2; G4-EN23)

The variation in the number of stores in the years reported reflects the trend of concessions and contracts.

Indirect energy consumption - Europe*

Perimeter: Austria, Belgium, Spain and Italy

| | Units | 2014 | 2013 | 2012** |
|------------------------------------|-------|---------|---------|---------|
| Number of stores | no. | 549 | 587 | 629 |
| Difference in the number of stores | % | -6% | -7% | 1% |
| Indirect energy | MWh | 203,793 | 221,366 | 228,499 |
| Difference in yearly consumption | % | -8% | -3% | -4% |

* This estimate includes consumption in the stores directly managed by Autogrill in Austria, Belgium, Italy, Spain and the headquarters.

** Errata: 2012 data was updated according to balance values after the publication of the 2012 Sustainability Report.

(G4-22; G4-23)

Direct energy consumption - Italy*

| | Units | 2014 | 2013 | 2012 |
|------------------------------------|----------------|-----------|-----------|-----------|
| Number of stores | no. | 409 | 453 | 500 |
| Difference in the number of stores | % | -10% | -9% | 2% |
| Methane or natural gas | m ³ | 400,000 | 400,000 | 400,000 |
| Difference in yearly consumption | % | 0% | 0% | 0% |
| Diesel oil | Liters | 1,469,640 | 2,203,951 | 2,080,622 |
| Difference in yearly consumption | % | -33% | 6% | -10% |
| LPG and other | kg | 29,875 | 51,759 | 73,480 |
| Difference in yearly consumption | % | -42% | -30% | 38% |

* This partly estimate includes consumption in the stores directly managed by Autogrill and the headquarters of Italy.

(G4-22; G4-23)

Consumption of water - Europe *

Perimeter: Austria, Belgium, Spain and Italy

| | Units | 2014 | 2013 | 2012 |
|------------------------------------|----------------|-----------|-----------|-----------|
| Number of stores | no. | 549 | 587 | 629 |
| Difference in the number of stores | % | -6% | -7% | 1% |
| Water | m ³ | 2,961,432 | 3,043,546 | 2,870,463 |
| Difference in consumption of water | % | -3% | 6% | -4% |

(G4-22; G4-23)

* This partly estimate includes consumption in the stores directly managed by Autogrill in Austria, Belgium, Italy, Spain and the headquarters.

Waste - Food & Beverage Italy*

| | Units | 2014 | 2013 | 2012 |
|--|-------|--------|--------|--------|
| Number of stores | no. | 409 | 453 | 500 |
| Difference in the number of stores | % | -10% | -9% | 2% |
| Nontoxic waste | ton | 31,978 | 36,495 | 47,436 |
| Difference in the quantity of nontoxic waste | % | -12% | -23% | |
| Toxic waste** | ton | 11.14 | 7.95 | 7.63 |
| Difference in the quantity of toxic waste | % | 40% | 4% | |

(G4-22; G4-23)

* This estimate includes consumption in the stores directly managed by Autogrill and the headquarters of Italy. The figures of the franchise granted local have been excluded.

** Errata corrige : 2012 data on toxic waste was updated according to balance values after the publication of the 2012 Sustainability Report.

Materials: paper & cardboard - Food & Beverage Italy *

| | Units | 2014 | 2013 | 2012 |
|------------------------------------|-------|-------|-------|-------|
| Number of stores | no. | 409 | 453 | 500 |
| Difference in the number of stores | % | -10% | -9% | 2% |
| Paper and cardboard | ton | 3,952 | 3,682 | 3,524 |
| Difference in paper and cardboard | % | 7% | 5% | |

(G4-22; G4-23)

* This estimate includes the stores directly managed by Autogrill Italia, the stores in franchising and the headquarters in Italy. The figures of the franchise granted local have been excluded.

Car park - Food & Beverage Europe


Perimeter: Belgium, France, Italy, Denmark, Spain and Switzerland

| Number of vehicles | CO ₂ emission level < 160 g/km | % | CO ₂ emission level < 160 g/km | % | Total |
|--------------------|---|-----|---|----|-------|
| 2014 | 325 | 93% | 24 | 7% | 349 |
| 2013 | 356 | 93% | 27 | 7% | 383 |
| 2012 | 364 | 91% | 34 | 9% | 398 |

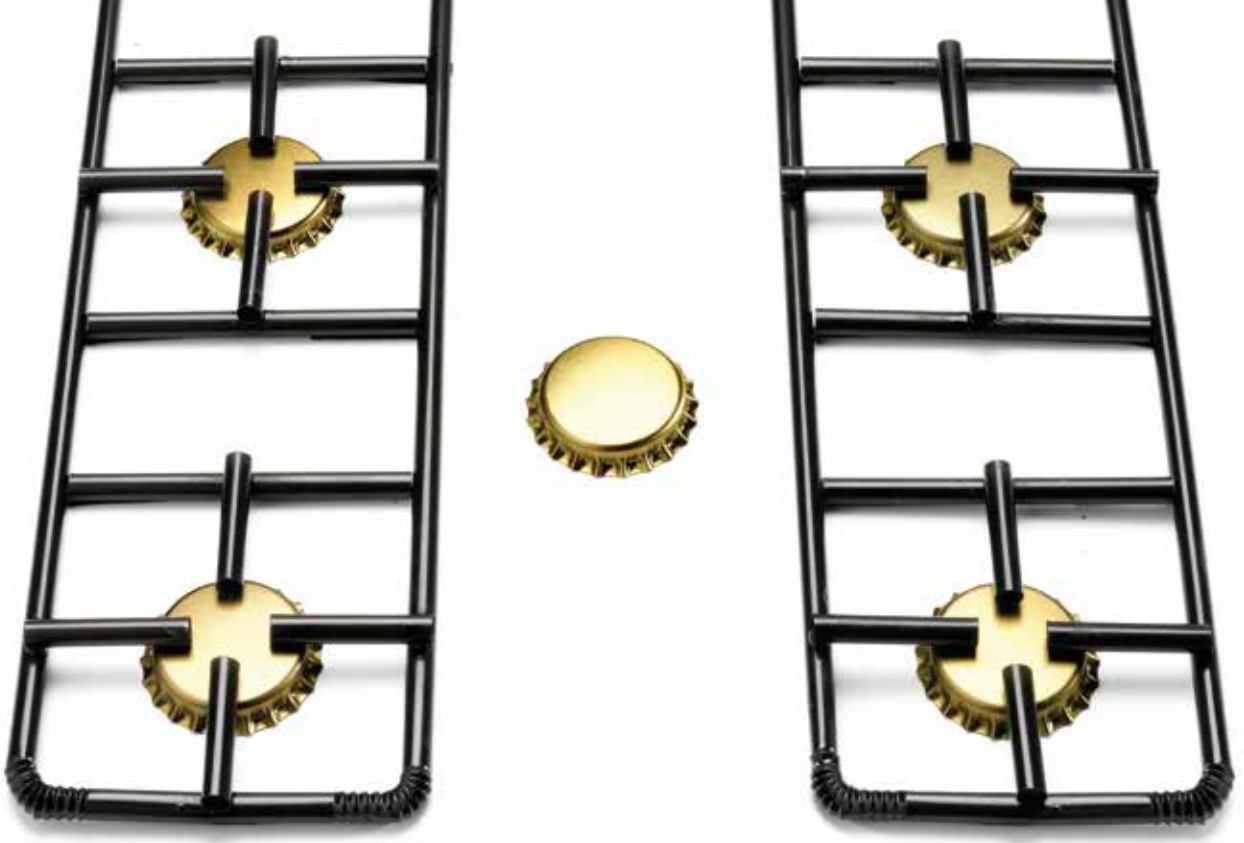
Boundaries table about sustainability aspects



(G4-20; G4-21; G4-32)

| AREA | ASPECTS | GRI ASPECTS | | BOUNDARIES (WHERE THE IMPACT OCCURS) | |
|---|---|---|----------|--|-------------------------|
| | | | | INTERNAL BOUNDARIES | EXTERNAL BOUNDARIES |
| Economic & Governance | Anti-corruption and bribery | Anti-corruption | Material | Autogrill Group (in particular in the emerging countries where the Group operates) | |
| | Creation of economic value | Economic performance | Material | Autogrill Group | |
| | Competitive behaviour | Anti-competitive behavior | Material | Autogrill Group | |
| | Supply chain management | Procurement practices, supplier environmental assessment, supplier assessment for labor practices, supplier human rights assessment, supplier assessment for impacts on society | Other | Autogrill Group | |
| People  | Defense of human rights | Non-discrimination, freedom of association and collective bargaining, child labor, forced or compulsory labor | Material | Autogrill Group (in particular in the emerging countries where the Group operates) | Supply chain |
| | Employment relationship | Employment, labor/management relations, labor practices grievance mechanisms | Material | Autogrill Group | |
| | Health and safety at work | Occupational health and safety | Material | Autogrill Group | |
| | Human development and training in the workplace | Training and education | Material | Autogrill Group | |
| | Labor and management relations | Labor / management relations | Other | Autogrill Group | |
| | Diversity, equal opportunity and inclusion | Diversity and equal opportunity | Other | Autogrill Group | |
| | Community involvement and development | Local communities | Other | Autogrill Group (in particular when the business is located in the cities) | Communities |
| | Consumer data protection and privacy | Customer privacy | Other | Autogrill Group (in the countries with Customers Relationship Management programmes activated) | Consumers |
| Product  | Information and communication about products | Product and service labeling, marketing communications | Material | Autogrill Group | Consumers |
| | Accessibility and quality of services | | Material | Autogrill Group | Consumers |
| | Quality and safety products | Customer health and safety | Material | Autogrill Group | Supply chain, consumers |
| | Responsible selling | | Other | Autogrill Group | Consumers |
| Planet  | Energy efficiency and emissions | Energy, emissions, transport | Material | Autogrill Group | Supply chain |
| | Protection of biodiversity | Biodiversity | Other | Autogrill Group (proprietary buildings) | Supply chain |
| | Water management | Water | Other | Autogrill Group | Supply chain |
| | Waste management | Material aspect: materials, effluents and waste | Other | Business oil | Consumers, communities |
| | Oil management | Biodiversity | Other | Business oil | |





GRI G4 Table of reference



GRI G4 content index

Autogrill Group 2014 Sustainability Report was compiled based on the Global Reporting Initiative GRI G4 guidelines. The following table shows the disclosures based on the GRI G4 core option, based on Autogrill materiality analysis. For each disclosure is reported the page number referred to "2014 Sustainability report".



General standard disclosures

| General Standard Disclosures | Page Number | External Assurance | Standard Disclosure |
|-------------------------------|------------------|--------------------|---|
| Strategy and analysis | | | |
| G4-1 | 3 | No | Statement from the most senior decision-maker of the organization |
| G4-2 | 8, 22, 31 | No | Description of key impacts, risks and opportunities |
| Organizational profile | | | |
| G4-3 | 136 | No | Name of the organization |
| G4-4 | 16, 26, 80 | No | Primary brands, products, and services |
| G4-5 | 136 | No | Location of the organization's headquarters |
| G4-6 | 16, 26, 29, 35 | No | Number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report |
| G4-7 | 16, 136 | No | Nature of ownership and legal form. |
| G4-8 | 16, 26, 29, 35 | No | Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries) |
| G4-9 | 16, 26, 116, 119 | No | Scale of the organization |
| G4-10 | 119 | No | Total number of employees by employment contract and gender |
| G4-11 | 119 | No | Percentage of total employees covered by collective bargaining agreements |
| G4-12 | 82 | No | Organization's supply chain |
| G4-13 | 6 | No | Any significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain |
| G4-14 | 22, 31, 65, 84 | No | Report whether and how the precautionary approach or principle is addressed by the organization |
| G4-15 | 71, 86, 112 | No | List externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses |
| G4-16 | 57, 73, 84, 92 | No | Memberships of associations and national or international advocacy organizations in which the organization is involved |

| General Standard Disclosures | Page Number | External Assurance | Standard Disclosure |
|---|---|--------------------|---|
| Identified material aspects and boundaries | | | |
| G4-17 | 7, 16, 26, 29-30 | No | Entities included in the organization's consolidated financial statements or equivalent documents |
| G4-18 | 7, 8, 22 | No | Process for defining the report content and the Aspect Boundaries |
| G4-19 | 13 | No | Material Aspects identified in the process for defining report content |
| G4-20 | 127 | No | Aspect Boundary within the organization |
| G4-21 | 127 | No | Aspect Boundary outside the organization |
| G4-22 | 116, 125-126 | No | Effect of any restatements of information provided in previous reports, and the reasons for such restatements |
| G4-23 | 116, 125-126 | No | Significant changes from previous reporting periods in the Scope and Aspect Boundaries |
| Stakeholder engagement | | | |
| G4-24 | 18 | No | List of stakeholder groups engaged by the organization |
| G4-25 | 18 | No | Basis for identification and selection of stakeholders with whom to engage |
| G4-26 | 18, 47, 73, 99 | No | Organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process |
| G4-27 | 18, 47, 73, 99 | No | Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns |
| Report profile | | | |
| G4-28 | 6 | No | Reporting period (such as fiscal or calendar year) for information provided |
| G4-29 | 6 | No | Date of most recent previous report (if any) |
| G4-30 | 6 | No | Reporting cycle (such as annual, biennial) |
| G4-31 | 6, 136 | No | Contact point for questions regarding the report or its contents |
| G4-32 | 130 | No | Report the 'in accordance' option the organization has chosen and the GRI Content Index for the chosen option |
| G4-33 | An internal assurance process was performed on the 2014 Sustainability Report and no external certification was required. | No | External assurance for the report |
| Governance | | | |
| G4-34 | 26, 28 | No | Governance structure of the organization |
| Ethics and integrity | | | |
| G4-56 | 17, 18, 22 | No | Organization's values, principles, standards and norms of behavior |

Specific standard disclosures

| DMA and Indicators | Page Number | Identified Omission | Reason for Omission | Explanation for Omission | External Assurance | Standard Disclosure Title |
|---|-----------------------------------|---------------------|---------------------|--------------------------|--------------------|---|
| CATEGORY: ECONOMIC | | | | | | |
| Material aspect: economic performance | | | | | | |
| G4-DMA | 16, 18, 22, 26, 34 | | | | No | Generic Disclosures on Management Approach |
| G4-EC1 | 18, 34, 116 | | | | No | Direct economic value generated and distributed |
| Material aspect: procurement practices | | | | | | |
| G4-DMA | 16, 18, 22, 26, 34 | | | | No | Generic Disclosures on Management Approach |
| G4-EC9 | 82, 84, 87, 116 | | | | No | Proportion of spending on local suppliers at significant locations of operation |
| CATEGORY: ENVIRONMENTAL | | | | | | |
| Material aspect: materials | | | | | | |
| G4-DMA | 16, 18, 22, 26, 34 | | | | No | Generic Disclosures on Management Approach |
| G4-EN1 | 93, 103, 125 | | | | No | Materials used by weight or volume |
| G4-EN2 | 93, 103, 125 | | | | No | Percentage of materials used that are recycled input materials |
| Material aspect: effluents and waste | | | | | | |
| G4-DMA | 16, 18, 22, 26, 34 | | | | No | Generic Disclosures on Management Approach |
| G4-EN23 | 103, 125 | | | | No | Total weight of waste by type and disposal method |
| Material aspect: compliance | | | | | | |
| G4-DMA | 16, 18, 22, 26, 34 | | | | No | Generic Disclosures on Management Approach |
| G4-EN29 | No significant fines or sanctions | | | | No | Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations |
| Material aspect: supplier environmental assessment | | | | | | |
| G4-DMA | 16, 18, 22, 26, 34 | | | | No | Generic Disclosures on Management Approach |
| G4-EN32 | 82 | | | | No | Percentage of new suppliers that were screened using environmental criteria |
| G4-EN33 | 82 | | | | No | Significant actual and potential negative environmental impacts in the supply chain and actions taken |
| CATEGORY: SOCIAL | | | | | | |
| Sub-category: labor practices and decent work | | | | | | |
| Material aspect: employment | | | | | | |
| G4-DMA | 16, 18, 22, 26, 34 | | | | No | Generic Disclosures on Management Approach |
| G4-LA2 | 56, 116 | | | | No | Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation |

| DMA and Indicators | Page Number | Identified Omission | Reason for Omission | Explanation for Omission | External Assurance | Standard Disclosure Title |
|---|-----------------------|---------------------|---------------------|--------------------------|--------------------|--|
| Material aspect: labor/management relations | | | | | | |
| G4-DMA | 16, 18, 22, 26, 34 | | | | | Generic Disclosures on Management Approach |
| G4-LA4 | 68 | | | | No | Minimum notice periods regarding operational changes, including whether these are specified in collective agreements |
| Material aspect: occupational health and safety | | | | | | |
| G4-DMA | 16, 18, 22, 26, 34 | | | | No | Generic Disclosures on Management Approach |
| G4-LA5 | 65 | | | | No | Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs |
| G4-LA6 | 65, 119 | | | | No | Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender |
| Material aspect: training and education | | | | | | |
| G4-DMA | 16, 18, 22, 26, 34 | | | | No | Generic Disclosures on Management Approach |
| G4-LA9 | 57, 119 | | | | No | Average hours of training per year per employee by gender, and by employee category |
| G4-LA10 | 57 | | | | No | Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings |
| G4-LA11 | 57 | | | | No | Percentage of employees receiving regular performance and career development reviews, by gender and by employee category |
| Material aspect: supplier assessment for labor practices | | | | | | |
| G4-DMA | 16, 18, 22, 26, 34 | | | | No | Generic Disclosures on Management Approach |
| G4-LA14 | 82 | | | | No | Percentage of new suppliers that were screened using labor practices criteria |
| G4-LA15 | 82 | | | | No | Significant actual and potential negative impacts for labor practices in the supply chain and actions taken |
| Material aspect: labor practices grievance mechanisms | | | | | | |
| G4-DMA | 16, 18, 22, 26, 34 | | | | No | Generic Disclosures on Management Approach |
| G4-LA16 | 68 | | | | No | Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms |
| Sub-category: human rights | | | | | | |
| Material aspect: supplier human rights assessment | | | | | | |
| G4-DMA | 16, 18, 22, 26, 34 | | | | No | <i>Generic Disclosures on Management Approach</i> |
| G4-HR10 | 82 | | | | No | Percentage of new suppliers that were screened using human rights criteria |
| G4-HR11 | 82 | | | | No | Significant actual and potential negative human rights impacts in the supply chain and actions taken |

| DMA and Indicators | Page Number | Identified Omission | Reason for Omission | Explanation for Omission | External Assurance | Standard Disclosure Title |
|--|--------------------|--|---------------------|--------------------------|--------------------|---|
| Sub-category: society | | | | | | |
| Material aspect: anti-competitive behavior | | | | | | |
| G4-DMA | 16, 18, 22, 26, 34 | | | | No | Generic Disclosures on Management Approach |
| G4-SO7 | | No significant incidents | | | No | Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes |
| Material aspect: compliance | | | | | | |
| G4-DMA | 16, 18, 22, 26, 34 | | | | No | Generic Disclosures on Management Approach |
| G4-SO8 | | No significant fines or sanctions | | | No | Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations |
| Material aspect: supplier assessment for impacts on society | | | | | | |
| G4-DMA | 16, 18, 22, 26, 34 | | | | No | Generic Disclosures on Management Approach |
| G4-SO9 | | 82 | | | No | Percentage of new suppliers that were screened using criteria for impacts on society |
| G4-SO10 | | 82 | | | No | Significant actual and potential negative impacts on society in the supply chain and actions taken |
| Sub-category: product responsibility | | | | | | |
| Material aspect: customer health and safety | | | | | | |
| G4-DMA | 16, 18, 22, 26, 34 | | | | No | Generic Disclosures on Management Approach |
| G4-PR1 | | 82, 84 | | | No | Percentage of significant product and service categories for which health and safety impacts are assessed for improvement |
| G4-PR2 | | No significant incidents | | | No | Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes |
| Material aspect: product and service labeling | | | | | | |
| G4-DMA | 16, 18, 22, 26, 34 | | | | No | Generic Disclosures on Management Approach |
| G4-PR5 | | 78 | | | No | Results of surveys measuring customer satisfaction |
| Material aspect: marketing communications | | | | | | |
| G4-DMA | 16, 18, 22, 26, 34 | | | | | Generic Disclosures on Management Approach |
| G4-PR6 | | In some countries and channels, the business units also offer products like: tobacco, lottery tickets, alcohol. All these services are managed in compliance with the national legislations. | | | No | Sale of banned or disputed products |
| Material aspect: compliance | | | | | | |
| G4-DMA | 16, 18, 22, 26, 34 | | | | No | Generic Disclosures on Management Approach |
| G4-PR9 | | No significant fines | | | No | Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services |

Annex - references to other indicators in addition to GRI indicators

CATEGORY: ENVIRONMENTAL

| | |
|-----------|---------------------------------------|
| Energy | page 8, 16, 18, 22, 99, 106, 118, 125 |
| Water | page 8, 16, 18, 22, 99, 110, 118, 125 |
| Emissions | page 8, 16, 18, 22, 99, 106 |
| Transport | page 8, 16, 18, 22, 99, 113 |

CATEGORY: SOCIAL

Sub-category: labor practices and decent work

| | |
|---------------------------------|------------------------|
| Diversity and equal opportunity | page 8, 16, 18, 22, 47 |
|---------------------------------|------------------------|

Sub-category: society

| | |
|-----------------|----------------------------|
| Anti-corruption | page 8, 16, 18, 22, 47, 62 |
|-----------------|----------------------------|

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