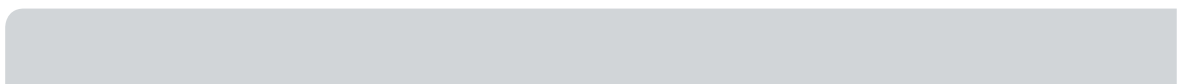
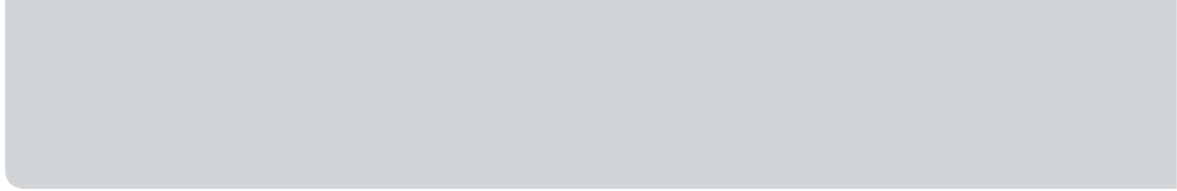




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Letter to the stakeholders

2009 was a year of exceptional complexity and enormous challenges for the Group thanks to its diversified business sectors, its cohesive management and the implementation of efficiency boosting measures.

Despite the recession, we managed to pursue policies appropriate to differing needs and circumstances in the Group's 42 countries and apply an integrated approach to economic and financial choices and the Group's "Afuture" sustainability philosophy.

Our integrated approach was also seen in the setting up of an international laboratory of sustainable initiatives designed to spread the principles of continual innovation and consolidate the competitive edge we have gained on the market through our respect for people and our safeguarding of the environment.

Over the year this process included: the innovation of points of sale that use renewable energy sources and share best practice to both employees and customers; the development of concepts increasingly geared to sustainability and featuring quality products from local businesses; the innovation of individual protection devices to ensure high safety standards for employees; environmental and social certifications; modifications to the material used in packaging the commercial offering, thus reducing weight and volume and facilitating waste disposal; and the use of recyclable bags in the Retail division.

Next year we will start reaping the benefits from our work in the international "Afuture" laboratory and be able to open the Delaware Welcome Center in the USA, a structure of around 4,000 m² designed to LEED standards (international design and construction standards for sustainable building) and start construction on the "Villoresi" project on the outskirts of Milan, which will be an important step towards the creation of an eco-compatible commercial structure along major motorways.

These are small beginnings but we believe it possible to construct a more sustainable future by continuing along this road.

We are convinced, in fact, that this strategy, in line with our long-term economic and financial objectives, will enable us to consolidate a global approach to social and environmental issues and become an enterprise in which sustainability is at the core of our general management philosophy, and will gradually inform all the Group's business.

Gianmario Tondato Da Ruos

Introduction

The Sustainability Report (hereafter the “Report”) is designed to help readers understand the world of Autogrill and how its business is evolving.

The structure of the Report reflects Autogrill Group’s “Afuture” philosophy and its concept of business geared to sustainability. It documents the Group’s constant search for innovative solutions to satisfy the expectations of the various categories of stakeholders while at the same time gaining competitive edge in the marketplace. This philosophy has been developed over the years in step with a process of growth that has transformed Autogrill into an organization with a powerful identity that communicates not only the comprehensiveness and quality of its offering but also a style and a way of relating to and building on the diversity of people, cultures and markets.

Global Reporting Initiative guidelines (GRI-G3, Sustainability Reporting Guidelines) were used to give stakeholders a complete picture of the Group’s sustainability performance. GRI is a multi-stakeholder network of experts who define sustainability reporting procedures and promote their diffusion. GRI-G3 guidelines require organizations to maintain extremely high levels of transparency and completeness of information to guarantee stakeholders an objective and comparable account of social, economic and environmental performance based on a set of indicators. GRI requires companies to make a self-assessment of their degree of application of such indicators.

The self-assessment is based on three levels of compliance with the guidelines (A, B and C). The independent auditors – KPMG – assessed the consistency of the Company’s accounting records with the social and environmental data, enabling a “+” sign to be added to the reporting level, which was thus “B+ checked”.

Report Application Levels

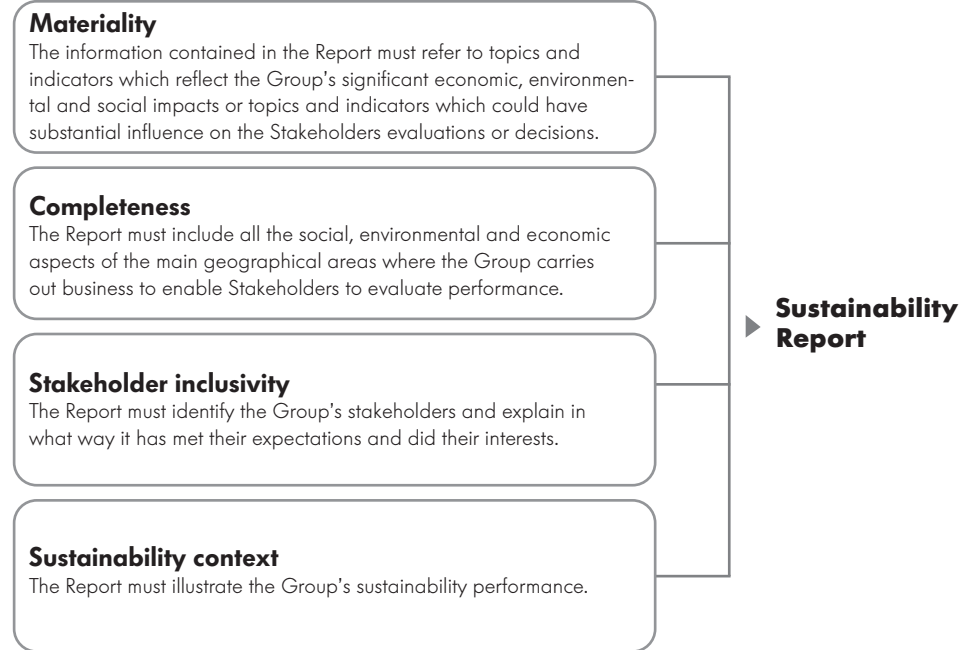
		2002 In Accordance	C	C+	B	B+	A	A+
Mandatory	Self Declared			Report Externally Assured		Report Externally Assured		Report Externally Assured
	Third Party Checked			Report Externally Assured		Report Externally Assured		Report Externally Assured
Optional	GRI Checked			Report Externally Assured		Report Externally Assured		Report Externally Assured



How to read the Sustainability Report

To ensure a balanced and objective presentation of Autogrill Group's performance, the 2009 Sustainability Report applied the principles of materiality, completeness and stakeholder inclusiveness, along with the sustainability context defined by GRI guidelines, to the topics considered by Autogrill to be most relevant in terms of their direct effect on the Company and indirect influence on its stakeholders.

Principles for defining the content of the report



The Group's approach to sustainability is a guarantee of its integrated management across different business sectors and geographical regions.

The Sustainability Report should be read along with the "2009 Report and Accounts" and the "Corporate Governance Report" which are available on the Group's web site www.autogrill.com.

Structure of the report

The Sustainability Report for 2009 mirrors the format of the “2009 Report and Accounts”, in which the Group is divided into three business sectors: Food & Beverage, Travel Retail & Duty-Free and Flight. The Group’s gradual diversification in the previous two years with respect to its original Food & Beverage business has made the previous segmentation by geographical regions and channels less significant. Readers should note, however, that reporting on the Food & Beverage sector refers to business in North America, the Pacific and Europe, while information on the Travel Retail & Duty-Free sector refers to Aldeasa and World Duty Free (WDF) and their subsidiaries. Reporting on the Flight sector refers to performance by Alpha Flight and its subsidiaries. Limitations are duly signalled.

The Group intends to gradually extend the reporting scope to include certain socio-environmental indicators for its more significant subsidiaries.

Reporting boundary and source of information

The quantitative data in the Report refer to companies controlled as of 31 December 2009, unless indicated otherwise. Economic and financial information was taken from the Hyperion system (which automates periodical consolidation accounting procedures and compilation of the “2009 Report and Accounts”). All the other social and environmental information is based on validated data and information from the Sustainability Package (the GRI-G3 based reporting system that collects sustainability information and data from the various countries). Monetary amounts are stated in millions of euro (abbreviated to €m) or thousands of euro (€k) unless otherwise specified. Aggregate figures based on estimates are explicitly stated as such.

Interactive Sustainability Report

On its path towards sustainability, the Company decided to eliminate hard copy versions of the Report, which is now provided in an interactive version accessible from the web site www.autogrill.com (“Sustainability” section) and in the traditional format which is downloadable from said web site. This solution reconciles the style of the hard copy version with the practicality of the web, enabling readers to rapidly and efficiently surf the document directly online and only print the pages of interest to them.

Vision and Mission

Vision

“Making the traveller’s day better”.

Mission

“Offering quality food & beverage and retail services to people on the move and creating value for all stakeholders while fully respecting cultural diversity and the environment.”

Profile

Autogrill is the world's leading provider of food & beverage and retail services for travellers.

Present in 42 countries with approximately 67,000 employees, it manages more than 5,300 points of sale in over 1,200 locations. It operates mainly through concessions: at airports, along motorways and in railway stations, with a selective presence at shopping centers, trade fairs, museums and other sites of cultural interest.

The Group operates in three business segments: catering (“Food & Beverage”), airport retail (“Travel Retail & Duty-Free”), and the provision of meal and retail services onboard airplanes (“Flight”).

Food & Beverage is its historical business and is well developed mainly in North America and Europe. Travel Retail & Duty-Free has become highly strategic in recent years and is concentrated mostly in Europe, with a significant presence in the Middle East, the Americas and Asia. The Flight business serves airlines based in Europe, Australia and the Middle East, and is a natural extension of its traditional airport operations.

Autogrill manages a portfolio of more than 350 quality brands, directly or under license. Thanks to its extensive array of international and local offerings, it constantly adapts its service to changing demands, providing consumers and landlords alike with a mix of formulae to fit any occasion.

Autogrill, listed on the Milan Stock Exchange, is indirectly controlled by Edizione S.r.l. (the Benetton family’s investment branch) which holds 59.3% of the share capital.

Business segments

Food & Beverage

Food & Beverage
2009 revenue
by geographical area



● North America and Pacific*	47%
● Italy	34%
● Other countries	19%

Worldwide, the food & beverage market for travellers is worth about € 15 billion to € 20 billion¹.

Autogrill first set up food & beverage operations along Italian motorways, expanding into other countries in the mid-1990s. The Group developed mainly through acquisitions, soon becoming one of the largest motorway caterers in Europe, with a presence in the railway channel as well. In 1999, with the acquisition of North American airport and motorway leader HMSHost, Autogrill became the world's leading provider of food & beverage services for travellers. A series of acquisitions and new contracts then bolstered the Group's position, by expanding its presence in geographical areas and travel channels where it had previously been less active (European airports) and giving it a foothold in new markets (motorways in Eastern Europe).

Food & beverage offerings are geared primarily to domestic travellers and are strongly influenced by the local palate, which is catered to with proprietary and licensed brands.

The breadth of the portfolio and the ability to develop menus reflecting the local identity of each location is a key competitive advantage. Proprietary brands and recipes prevail in Europe, where cuisine is strongly linked to customs and traditions, while most North American offerings are under license.

The Group's food & beverage operations are performed in North America (United States and Canada) by HMSHost, which also serves Schiphol Airport in Amsterdam and a number of airports in Europe, Asia and the Pacific; in Italy by Autogrill Italy; and in other European countries (Austria, Belgium, Czech Republic, Denmark, France, Germany, Greece, Ireland, Luxembourg, the Netherlands, Poland, Slovenia, Spain, Sweden, Switzerland, and the United Kingdom) by Autogrill's foreign divisions.

¹ Source: Group estimates based on Gira figures

* Refers to HMSHost activities in North America, in Schiphol airport (The Netherlands) and in some airports in Asia and in the Pacific region

Channels

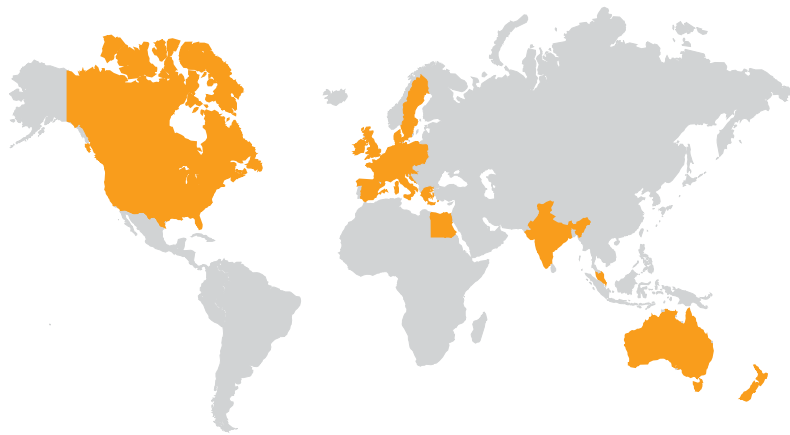
-  Airports
-  Motorways
-  Railway stations
-  Other channels: shopping malls, high streets, trade fairs

Food & Beverage locations by region

	North America and Pacific	Italy	Other countries	Total
Motorways	90	367	253	710
Airports	98	17	32	147
Railway stations	–	12	44	56
Other channels: shopping malls, high streets, trade fairs	15	123	31	169
Total	203	519	360	1,082

Countries

- Australia
- Austria
- Belgium
- Canada
- Czech Republic
- Denmark
- Egypt
- France
- Germany
- Greece
- India
- Ireland
- Italy
- Luxembourg
- Malaysia
- New Zealand
- Poland
- Singapore
- Slovenia
- Spain
- Sweden
- Switzerland
- The Netherlands
- United Kingdom
- USA



Proprietary brands



License brands



Proprietary brands



License brands



**Travel Retail & Duty-Free
2009 revenue
by geographical area**



● United Kingdom	46%
● Spain	32%
● Other countries	22%

Travel Retail & Duty-Free

The global size of the Travel Retail & Duty-Free market is roughly \$ 37 billion ¹ and reflects a number of trends: the rise in per capita income has influenced travellers' expectations and the range of products; transport systems have evolved; and there are significant savings to be made by purchasing goods under favourable tax regulations.

With the acquisition of Aldeasa, Alpha Group and World Duty Free, Autogrill has become one of the world's leading airport retail operators.

The biggest market is Europe, with a strong concentration in the United Kingdom and Spain. The Group also has a significant presence in the Middle East, the Americas and Asia. In the United Kingdom, Travel Retail & Duty-Free operations are performed by World Duty Free, while in Spain, the Middle East, the Americas and Asia they are handled by Aldeasa.



The Group serves a mostly international clientele, with a range of products consisting primarily of fragrances, cosmetics, spirits, tobacco products and candy.

Autogrill's "shop-in-shops" gather different kinds of merchandise together in one space, creating department stores that combine the savings of duty-free with the cachet of name-brand stores. They feature:

- souvenir shops for a country's typical products and brands, which create strong endorsements for the area (this trend is especially noteworthy in Spain and the United Kingdom, with concepts like "Thinking España" and "Glorious Britain");
- corners for the most internationally prestigious brands (luxury apparel and cosmetics);
- concepts developed internally to attain excellence in a specific product (i.e. World of Whiskies).

¹ Source: Generation figures

Channels

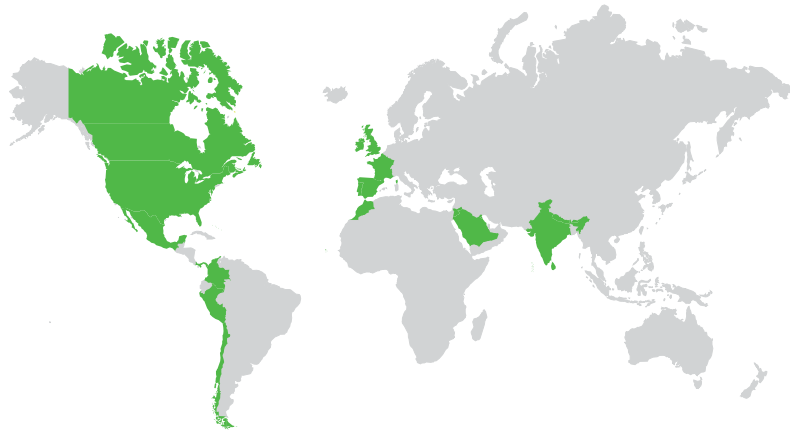
-  Airports
-  Museums and historical buildings

Countries

- Canada
- Cape Verde
- Chile
- Colombia
- Dutch Antilles
- France
- India
- Ireland
- Jordan
- Kuwait
- Maldives
- Morocco
- Mexico
- Panama
- Peru
- Portugal
- Saudi Arabia
- Spain
- Sri Lanka
- United Kingdom
- USA

Travel Retail & Duty-Free locations by region

	Spain	United Kingdom	Other countries	Total
Airports	22	25	29	76
Museums and historical buildings	29	-	7	36
Total	51	25	36	112



Brands



Brands



Flight

2009 revenue by geographical area



Channels



Flight

Countries

Australia
Bulgaria
Czech Republic
Ireland
Italy
Jordan
Romania
The Netherlands
United Arab Emirates
United Kingdom
USA

Flight

The Flight business is worth around € 8 billion ¹ worldwide.

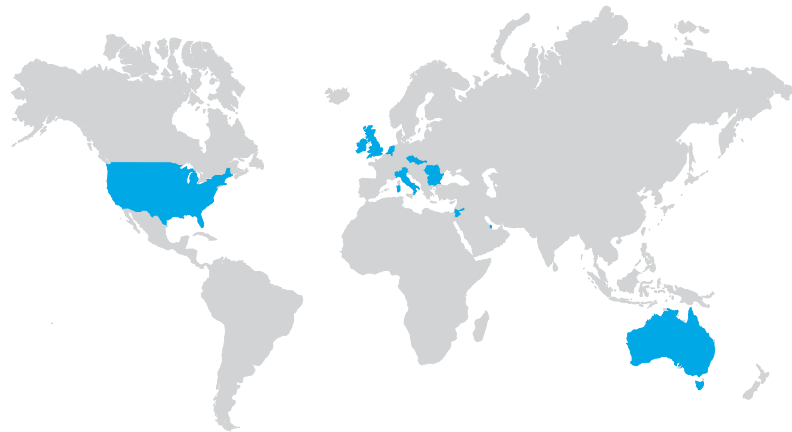
Autogrill operates in this sector through Alpha, a leading name in on-board catering, to provide in-flight meals and retail services to over 100 airlines (including American Airlines, British Airways, Delta Airlines, Emirates, Royal Jordanian, Tarom, CSA, Ryanair and United Airlines) in 11 countries of Europe, the Middle East, the United States and Australia.

The United Kingdom and Ireland are Alpha's traditional markets, where more than half of its operations still take place.

Over the years, the company has launched strategic development plans that have gradually expanded its presence abroad.

Flight locations by region

	United Kingdom and Ireland	Other countries	Total
Flight	19	42	61
Total	19	42	61



alpha

¹ Source: Group estimates

The concession business

The Group performs food & beverage and retail operations under concession contracts.

The concessions are finite and limit use of the area to the provision of specified services to the public.

The concession holder, in addition to providing the service, agrees to pay rent – which may be conditioned on various factors – and often to make investments in the facility. Provision of the service is monitored by the landlord.

Most concession contracts are awarded through competitive bidding; their content (duration, amount of rent, investments, etc.) varies according to the business channel and type of service. In some cases, contracts are awarded through direct negotiation.

Motorway concessions are generally valid for 10 to 25 years (with peaks of more than 30), compared with an average of 5-10 years for an airport contract. Contract duration can also vary by type of business: in general, food & beverage concessions are longer than those in the retail sector because they require more extensive investment.

Rent can be fixed, variable (indexed to revenue or profitability), or a combination of both.

The system for evaluating competitive bids can differ according to the sales channel, type of business, and country. The main selection criteria are usually:

- the quality of the business proposition;
- the brand portfolio;
- the design and layout of the venues;
- the operator's expertise and track record;
- the financial commitments assumed in terms of investments and rent.

In order to bid successfully on an international scale, companies need to have extensive know-how, high standards of quality and value for money, and the capacity to differentiate in order to satisfy local tastes.

In the shipboard and flight catering business, services are governed by contracts negotiated directly with the ship operators and airlines, and require investments in equipment that are more limited but highly specialised.

The market

The Group's core market, which reflects the performance of the general economy in the short to medium term, is in the long term more closely linked to mass changes in international mobility, the development of transport systems and infrastructure, GDP growth in the countries where it operates, and patterns in spending capacity and habits.

In this context, alongside the more developed countries – where traffic growth is linked to rising household income and the spread of new and cheaper means of transport (e.g. low-cost airlines) – a growing role is played by newly industrialized countries with their inherent transnational spirit and a young population influenced by Western lifestyles.

Flexibility, or the capacity to operate in all travel channels while adapting to different geographical and cultural settings, is therefore a key competitive edge.

Motorway and airport traffic in 2009

The recessive economy and weakened international trade created a very poor framework in 2009 for all businesses relating to the transport of people and goods. The air transport industry was particularly hard hit, suffering one of its worst years in history and failing to profit from the drop in the price of oil. Declines amounted to 6.9%¹ in North America, 3.3%² in Italy, 6%³ in the United Kingdom and 8.1%⁴ in Spain.

The relatively low oil prices allowed motorway traffic to hold better ground, although it too was weakened by the recession: -1.1%⁵ on Italian motorways and +0.1%⁶ on the U.S. highways served, with worse results for commercial freight trucks. During the last two quarters, there were signs of an upturn in all of the Group's major channels; the decline in passenger traffic seems to have stopped, although conditions remain highly volatile.

¹ Source: A.T.A., January-December 2009 figures

² Source: Group estimates based on Assaeroporti figures, January-December 2009

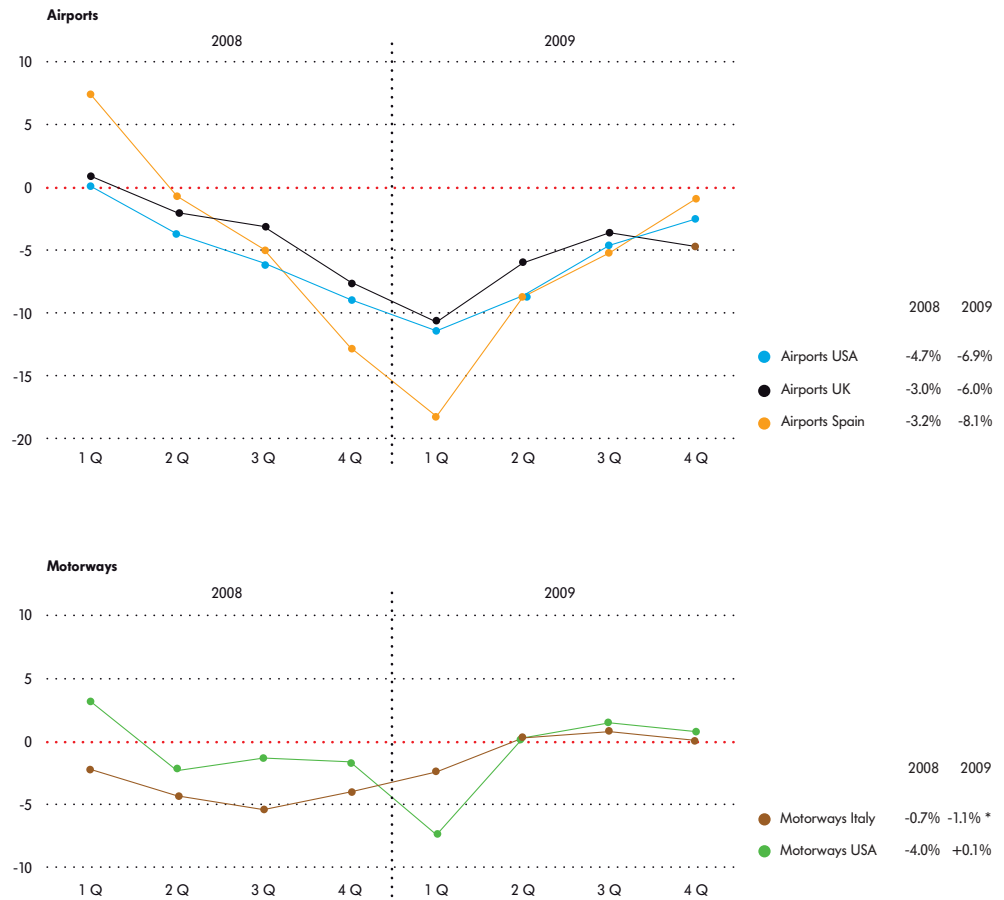
³ Source: BAA, Manchester and Gatwick airports, January-December 2009

⁴ Source: AENA, January-December 2009

⁵ Source: AISCAT, January-November 2009

⁶ Source: Group estimates based on Federal Highway Administration figures, January-December 2009

2008-2009 traffic trend by channels and country



* Figure at November 2009

Traffic forecasts for 2010

The early months of 2010 confirm the improvement noted towards the end of 2009. In February, for example, global airport traffic increased by nearly 6.8% year-on-year⁷. For 2010 Autogrill expects traffic in its business channels (US airports, UK airports, Spanish airports and Italian motorways) to grow within the ranges shown below:

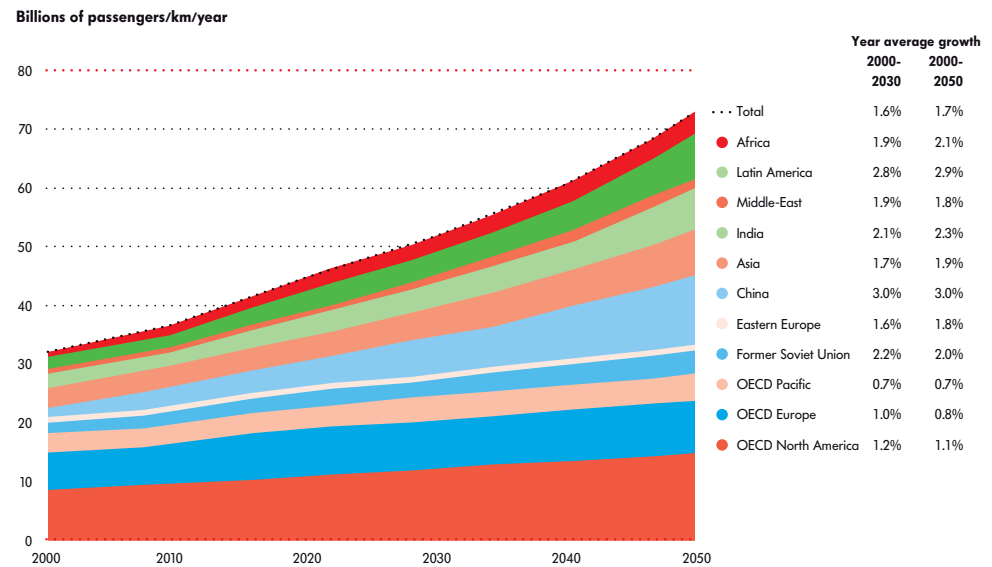
	Best scenario	Worst scenario
US airport traffic	2.5%	2.0%
Italian motorway traffic	1.0%	0.0%
UK airport traffic	1.0%	0.0%
Spanish airport traffic	0.0%	(1.0%)

⁷ Source: A.C.I., figure at February 2010

Long-term global mobility

Although the unusually deep and widespread crisis has posed a challenge to long-term mobility forecasts, until new analyses are available we can expect growth in the overall demand for travel to average 1.6% to 3% ¹ per year. This growing demand will directly correlate with a need for new infrastructure, which in the medium term (2010-2020) will exceed government investment capacity and open doors to the private sector.

Transportation of passengers by geographical area



For air traffic in particular, medium- to long-range forecasts suggest that by 2027, if annual growth stays around 3%, the number of passengers ² could rise to 11 billion.

Today, all airports taken together have a capacity of no more than 6 billion, and about 93 airports (accounting for two thirds of global traffic) are already saturated. In Europe alone, more than 60 airports will be unable to satisfy the demand for flights and it will be necessary to build at least 10 large new airports and 15 midsize ones. Growth will be swiftest of all in Asia³.

For surface transport as well, new roads will cost an estimated \$ 220-290 billion per year between 2010 and 2030, with a 1-2% ³ increase in traffic in Europe and North America.

¹ Source: Mobility 2030

² Source: A.C.I. Global Traffic Forecast 2008-2027

³ Source: OECD 2008

Brands

Brand portfolio

The diversity and wealth of our products and brands are a testament to our unique business model. By combining Food & Beverage and Travel Retail & Duty-Free formulas with the brands in our portfolio, we not only meet but anticipate the needs of consumers, while creating an ideal package for every kind of location and concession agreement according to the geographical and cultural context of the given country.

The Group's portfolio includes more than 350 international and local brands, both proprietary and under license.

In Food & Beverage, Autogrill tailors its portfolio country by country to include global brands, national and local chains, and concepts developed internally. These concepts rely on the Group's international experience to create innovative formulas in step with the latest trends.

In this vein, Autogrill keeps a close eye on market trends to ensure that consumers find what they want. Regional differentiation is part and parcel of our strategy and is achieved through partnerships with major local caterers and service providers. In the American market, for example, local and regional concepts are steadily growing in importance. More and more, along with the standard international chains that are intrinsic to Autogrill's portfolio, American consumers hope to experience the cultural identity of the region they are visiting by way of a state's or a city's iconic brands. The trend is similar in Europe, but with an even stronger accent on products, especially certified local foods that provide a direct link between the establishment and the surrounding territory.

In Travel Retail & Duty-Free, the commercial logic is somewhat different but the strategy is the same: the brands and assortment of products include major international names as well as shops celebrating local cultural traditions. In some cases, concepts are developed internally to showcase a certain specialty.

Managing these concepts is highly complex for a global corporation like Autogrill, but also a key competitive advantage. The Group's track record of outperforming market growth and of winning and renewing concessions are solid evidence of its strong brand portfolio.

1977

Incorporation of Autogrill S.p.A.

The Food & Beverage rest stops Pavese, Motta and Alemagna are merged into Autogrill S.p.A., a subsidiary of SME (IRI group).

1995

Privatisation

Edizione Holding, the investment arm of the Benetton family, becomes the majority shareholder.

Group development



1993

International growth in the motorway channel

Autogrill acquires in France the Food & Beverage companies Les 4 Pentes (part of the Elitair group) and Procace (Spain).

IPO on the Milan Stock Exchange

1997

1999

Debut in North America and expansion in the airport channel

Autogrill acquires HMSHost, the leading airport catering business in North America. With the acquisition of Frantour Restauration, it also moves into railway stations in France.



2005

Debut in the Travel Retail & Duty-Free business

In a joint venture with Altadis, Autogrill acquires Aldeasa, a leading Travel Retail & Duty-Free operator with a solid presence in Spain and major international operations. Business in European airports is also boosted in the Food & Beverage sector with the acquisition of Steigenberger Gastronomie in Frankfurt; expansion in Spain, Austria and Italy and an initial presence in Northern Europe (Ireland and Sweden).



2008

Autogrill: global provider of services for travellers

Autogrill acquires World Duty Free Europe, the United Kingdom's number one Travel Retail & Duty-Free operator, and completes the Aldeasa acquisition, becoming the leading service provider in both Travel Retail and Food & Beverage for travellers.



2001-02

Growth in the railway station channel

With the development of high-speed rail, Autogrill expands its operations in France, and sets up business in Spanish stations with the acquisition of Receco.

2007

First UK operations: development of Travel Retail & Duty-Free and Flight

Autogrill acquires Alpha Group, one of the biggest names in airport and in-flight catering and retail services. Expansion in Asia, at the airports covered by Alpha and the first outlet in Hyderabad (India).

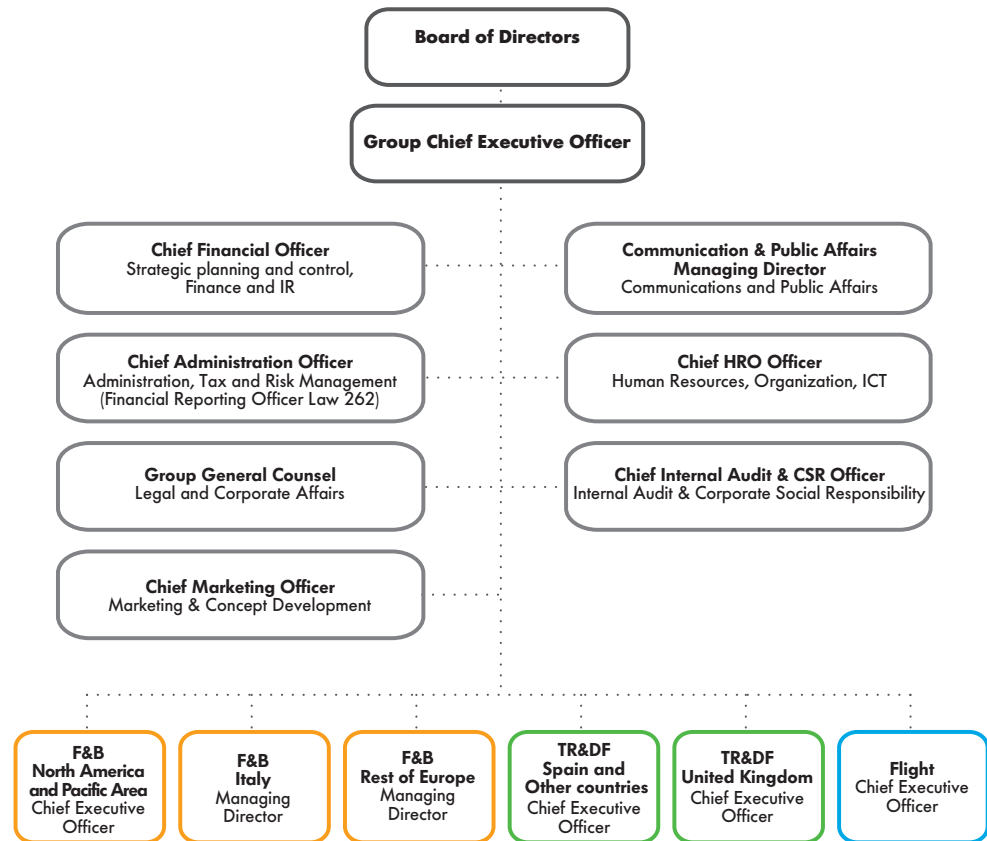
2009

Integration of Travel Retail & Duty-Free

Autogrill integrates the Travel Retail & Duty-Free business, creating Europe's largest platform and sharpening its competitive edge.

The Autogrill Group

The Group is structured in business units, which manage operational levers according to objectives and guidelines defined by the corporate executives of Autogrill S.p.A.



The Autogrill Group operates almost exclusively in three business segments: catering (“Food & Beverage” or “F&B”), airport retail (“Travel Retail & Duty-Free” or “TR&DF”), and the provision to airlines of products and services for catering and on-board retail (“Flight”).

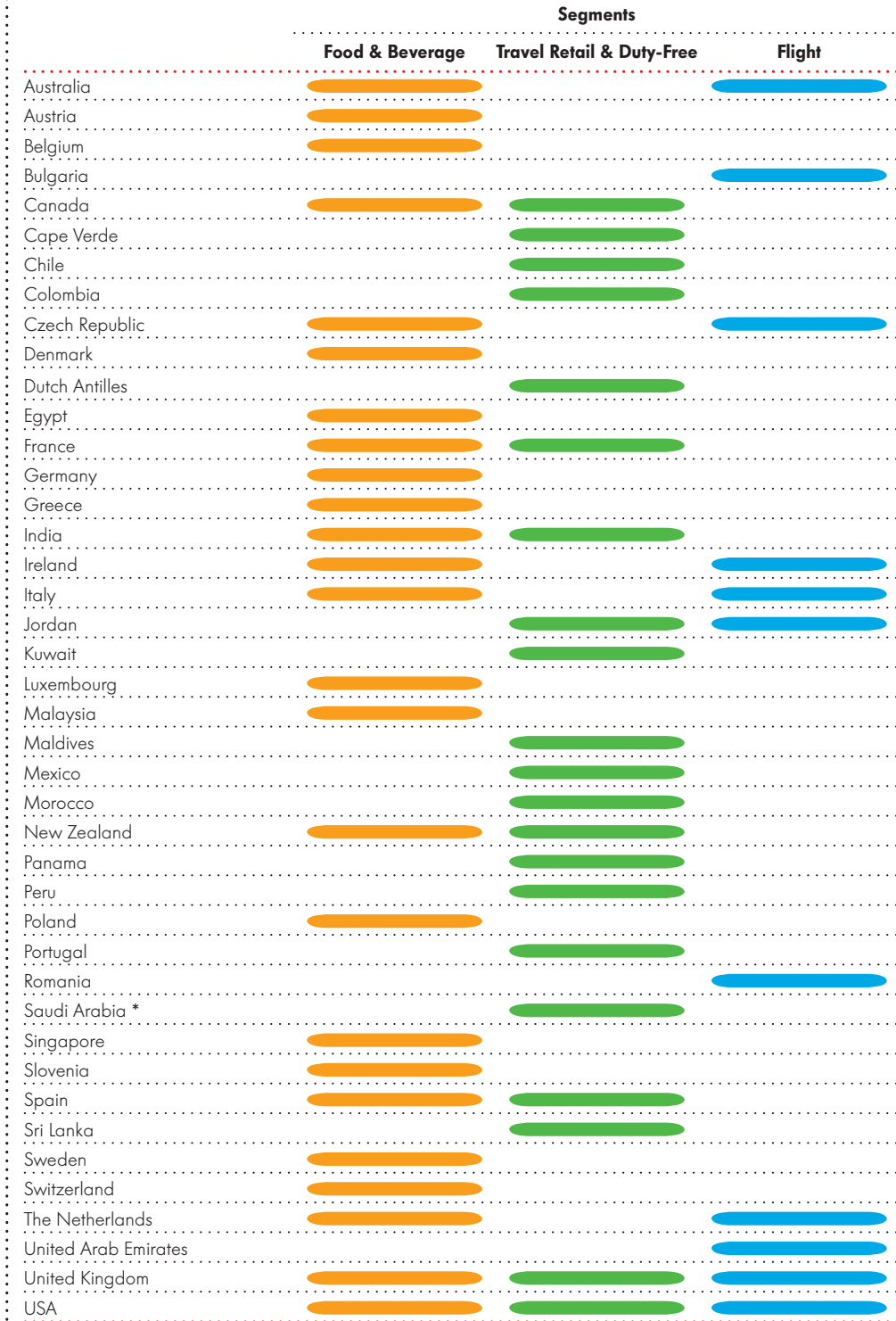
Food & Beverage takes place wherever people travel (mostly airports, motorways and railway stations), serving a local, domestic and international clientele. Our offerings strongly reflect the local setting.

To a greater or lesser degree depending on the country and channel, and either separately or in conjunction with food and drink, the F&B units also sell everyday items (newspapers and magazines, tobacco products, toys) and other food and non-food items as well as fuel. The operational levers are typically assigned to local organisations that are centralised at the country level.

Travel Retail & Duty-Free has a mainly international clientele, and offers a uniform range sometimes supplemented by an assortment of local products. As a result, the operating structure (marketing, purchasing, etc.) is highly centralised. The integration of Alpha’s operations into the segment was completed in 2008. In 2009, the process of integrating key functions concerned Aldeasa S.A. (“Aldeasa”) and World Duty Free Europe Ltd. (“WDF”), and brought the expected synergies to fruition.

Success in the Flight segment is based on the production capacity of the individual units and on good relations with airlines. The operational levers are mainly assigned to local organisations, coordinated centrally by “Alpha Flight”, which acts as the sole interface for the world air traffic market.

The Group operates in 42 countries, in one or more business segments:



* No trading in 2009

Autogrill sustainability

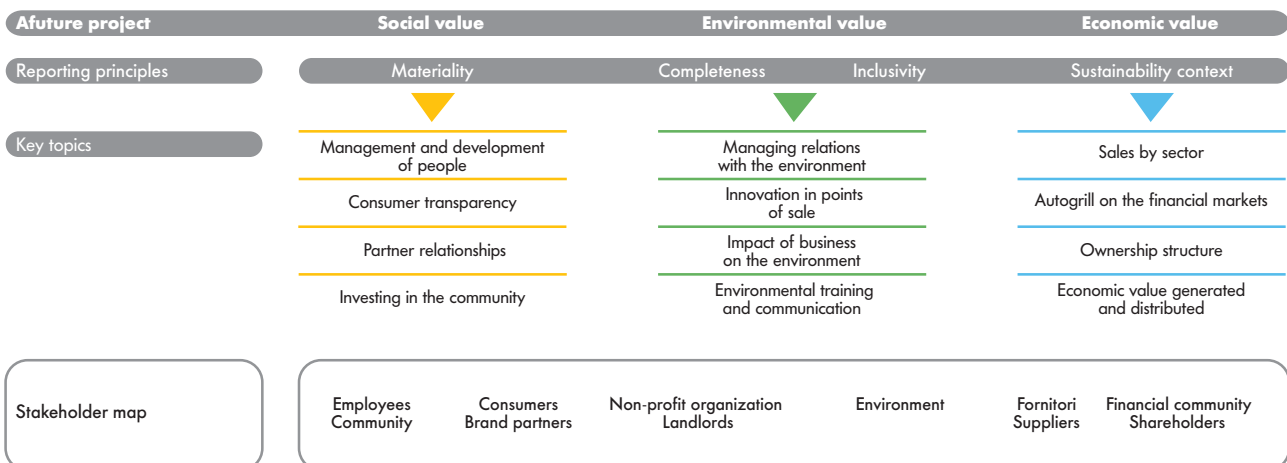
Afuture, philosophy for a sustainable future



Autogrill sees sustainability as an innovation accelerator that sharpens the Group's competitive edge as well as being an important factor for employee engagement and motivation. Autogrill is committed to developing good sustainability practice in its business sectors to control the impact of its business on society and the environment and at the same time raise its stakeholders' awareness of such issues.

Aware that the main responsibility for any enterprise is to create value, Autogrill believes it is strategically important that objective be pursued in line with society's expectations and with citizens' concern about the environment in particular. Being responsible, and therefore sustainable, becomes a decisive investment in terms of strategy, management and operations.

With this conviction, the Group developed Afuture, a project launched in 2007 and based on its vision of the Autogrill stores of the future, where eco-compatibility and economic containment will be the defining elements. Since then, the project has grown into a fully fledged philosophy of business sustainability and an international laboratory of ideas, designs and best practice at the service of the entire Group. Afuture embraces: innovation in points of sale with renewable energy sources and new best practice between employees and customers (Mensa di Ravenna in Italy and Delaware Center in America); the development of increasingly green concepts, places that welcome consumers into a warm and familiar setting characterized by colours, materials and finishes that evoke nature, and where it's easy to find quality local or fair-trade products; innovation in individual protection devices guaranteeing high safety standards for employees; environmental and ethical certification (ISO 14001 and SA8000); rethinking of materials, such as pizza packaging, which was redesigned to reduce weight and volume and facilitate disposal; use of recyclable shoppers in Aldeasa, World Duty Free, HMSHost and Autogrill France points of sale.



So Afuture represents the key strategies in Autogrill's development, the main challenges and opportunities on the social, economic and environmental fronts. The Afuture philosophy reflects the Group's commitment to a future friendly culture by incorporating a planning approach that is sensitive to the operating environment and rights of everyone in the Group's operational sectors: Food & Beverage, Travel Retail & Duty-Free, and Flight.

Progress on sustainability has varied according to business sector and country, as outlined in the table below (Afuture Performance) detailing best practices developed by Group companies in 2009.



Afuture Performance

Overview of social and environmental performance

Social performance

Key issues	Targets declared for 2009 and other initiatives completed	Results in 2009	Objectives for 2010
People management and development (Go to page 56)	Target 2009: implementation of Group intranet. Target 2009: creation of a sustainability newsletter. Target 2009: engage stakeholders more in internal projects and initiatives.	In Italy and the UK, Autogrill launched the new intranet portal "Aconnect", the latest step in the integration of the new business sectors reducing distances between countries, businesses, functions, head office and network, and facilitating collaboration between people. In the run-up to the portal's launch, groups of people were involved to test and tweak it. A sustainability newsletter was developed for future implementation in the Group's new portal.	New services will be added to support day to day activity; the newsletter on CSR themes will be put in a section of the portal dedicated exclusively to sustainability.
	Target 2009: implementation of an information system for reporting sustainability parameters. Half-yearly collection of CSR-KPIs.	At the end of 2009 the Global HR Platform (GHRP) for human capital management across all countries and sectors and standardizing people management terminology (grading, professional families, KPIs, etc.) was launched. At the same time, Autogrill Italy performance and competency assessment systems were revised. Lastly, on the basis of GHRP development, it was decided to await definition and collection of half-yearly CSR-KPIs subsequent to implementation of the platform.	Methods for collecting the other socio-environmental indicators will be developed to integrate the GHRP platform, which will also be available to the other business units.
	Target 2009: focus on Diversity Management.	Autogrill considers diversity a company value. This is why Autogrill promotes awareness raising initiatives, research groups and conventions to develop diversity management practices; <ul style="list-style-type: none"> Autogrill Italy signed the Equal Opportunities and Work Equality Charter, participates in the Diversity Management Monitoring Unit organized by SDA Bocconi and collaborates with the Fondazione Sodalitas Multicultural Laboratory; Autogrill Spain defined an "Equality Plan" to help employees balance work and private life. 	<ul style="list-style-type: none"> Continue process of developing female personnel. Aldeasa to define an equal opportunities programme in concert with trade union representatives.
	Target 2009: Gradual reduction of accidents.	Autogrill's commitment to upgrading policies and procedures, as well as introducing new devices and technologies guaranteeing high standards of safety for operators, was also seen in the reduction in the number of accidents in Europe, dropping from 991 in 2008 to 841 in 2009.	Continue to reduce accidents at Group level.
Transparency in consumer offering (Go to page 76)	Target 2009: Sustainability Report Roadshow. Development of sustainable concepts.	Objective postponed till 2010. The Group is repositioning its concepts by diversifying and widening its product offerings and focusing more attention on the wellbeing of people and protection of the environment. I.e., the restyling of Ciao in Italy and of Ciao Gourmet Market in America.	Roadshow to be implemented after further extension of the Aconnect portal. Gradual extension of new concepts and/or commercial offering in other countries and/or sectors in response to market needs and demand.
	Focus of farm animal welfare.	At European level, Autogrill won the Good Egg award (organized by Compassion in World Farming, the biggest international farm animal welfare campaigner) for its commitment to using exclusively free-range eggs in its points of sale.	Continue focus on these themes at Group level.
Partner relationships (Go to page 84)	Ethical certification	Renewal of Autogrill Italy's SA8000:2008 certification. There were no significant reports from employees over the year regarding the principles of the standard. It was decided to produce a poster to display on notice boards to draw attention to the standard.	Completion of training for all employees on the principles and aims of the standard and translation of the poster into Autogrill's main languages (English, Spanish and French).
	Promotion of local food and wine products.	Autogrill aims to work proactively with its partners to promote and develop quality food and wine in the various places where it operates. Every year Autogrill Italy produces around 1,500 new recipes using prime Italian produce.	Development of new partnerships to increase capacity to anticipate consumer tendencies.
Investing in the Community (Go to page 88)	Support for initiatives in favour of local communities.	The Group donated over € 1.5m to support local initiatives.	Continue to support projects for medical research, child care and community welfare in the territories where the Group operates.

Environmental Performance

Key issues	Targets declared for 2009 and other initiatives completed	Results in 2009	Objectives for 2010
Environmental management (Go to page 98)	Target 2009: EMAS certification for the Brianza Sud point of sale (Italy).	EMAS certification for the Brianza Sud point of sale (already ISO 14001:2004, 2007).	Maintenance of certifications obtained and gradual extension to other points of sale.
	Certified management systems.	Renewal of ISO:14001 certification for most of World Duty Free's points of sale.	Development of new partnerships with organizations/suppliers to develop innovative new environmental management systems.
Innovation in points of sale (Go to page 101)	Creation of new points of sale that adopt energy and water saving solutions and whose commercial offerings sharpen focus on local territory and quality products, in all countries.	The new point of sale in the Delaware Welcome Center (USA) is under construction. The approx. 4,000 m ² structure obtained LEED Silver certification (Leadership in Energy and Environmental Design) because designed to the principles of the international design and construction standard. This project is part of the Group Afuture programme, under which another two eco-sustainable points of sale have been built/rebuilt in the last two years: <ul style="list-style-type: none"> • Mensa di Ravenna, certified energy class A, with geothermal system reducing energy consumption by 30%; • Viverone North and Viverone Sud (A5 motorway, Ivrea-Santhià Turin link), these too with a geothermal system; • Brembo (A4 motorway, Milano-Bergamo), restructuring of the air conditioning system for the entire complex, thus reaching high energy efficiency and limiting impact on the natural environment. 	The Delaware Welcome Center will open in 2 nd half 2010, which will also see the start of work on the new point of sale at the Villoresti location (2,600 m ²), near Milan; it will be powered by a geothermal system and have 1,700 m ² of solar panel shelters with led lighting and photocatalytic anti-smog treatment of forecourt surfacing.
	Waste sorting project.	Autogrill Italy (with Conci "Destinazione Ambiente") launched a pilot project inviting travellers to sort waste for recycling on motorways too. Goods results in the five pilot locations, which increased their percentage of sorted waste (wet, paper and cardboard, glass and metals, plastic packaging) from 38.4% to 50.4%.	Feasibility assessment for extension of the project to other points of sale.
	Biodegradable plastic bags.	Following World Duty Free, HMSHost and Autogrill France, Aldeasa too introduced 100% biodegradable plastic bags in its points of sale. In the last two months of the year Aldeasa sold 90,000 bags, the proceeds of which will be donated to WWF Spain.	Gradual extension of the initiative to other points of sale.
Impact of business on the environment (Go to page 103)	Target 2009: rationalization of processes and implementation of efficient technological systems to reduce consumption and emissions, also using renewable sources.	Monitoring of energy consumption of equipment and systems in Autogrill points of sale in Austria, Belgium, Italy and Spain, together with implementation of rationalization criteria enabled a 3% reduction in energy consumption.	Gradual extension of rationalization of systems/equipment in points of sale.
	Target 2009: definition of an ecological car policy at Group level.	Following definition and implementation of the ecological car policy, renewal of the fleet with models having CO ₂ emissions under 160 g/km was commenced.	Gradual renewal of entire Group fleet.
Environmental training and communication (Go to page 110)	Target 2009: definition of environmental criteria to apply supplier assessment.	On the integrated system management front, Autogrill Italy started involving suppliers on environmental issues with a questionnaire-based analysis of ethical-environmental behaviour.	
	Educate employees through communication campaigns and newsletters.	To encourage employees to protect the environment, Autogrill Italy launched an internal communication campaign ("Small Deeds for Big Results"; Autogrill France and Spain and World Duty Free published a newsletter with educational "green" messages. Autogrill Spain organized a competition for sustainable ideas to apply in its points of sale.	Consolidate awareness raising and education process for employees regarding correct use of raw materials in nature and materials used in locations, also via the Aconnect portal.

Corporate Governance

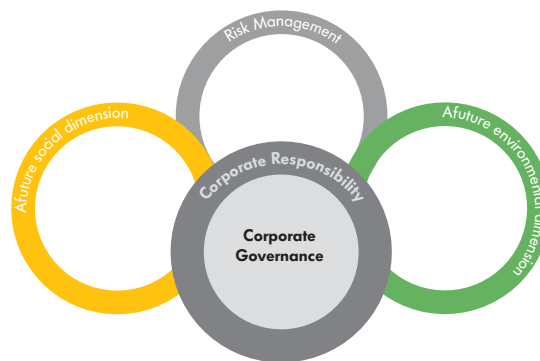
Autogrill's Corporate Governance system is based on the principles given in the Code of Conduct for Listed Companies as proposed by the Corporate Governance Committee of Borsa Italiana S.p.A., and more generally on international best practices, adapted to take account of the Company's individual characteristics and business.

Autogrill is trying to broaden the traditional concept and overcome the limitations which characterize it by focusing on all of the corporation's stakeholders which may in various way influence governance processes. Corporate governance in Autogrill is an integral aspect of its people-oriented culture.

Autogrill's sustainability approach has strengthened its commitment to develop and implement an active, innovative and integrated managerial logic regarding the various risks and aspects of the business. Developing a correct attitude to competing efficiently in different markets requires adopting management and monitoring models which are strongly aware of the importance which the corporation's various stakeholders have in each context.

This approach was endorsed by the "King Report III" on corporate governance, published in 2009, which put sustainability at the centre of the governance system. According to the report's author, South African Mervyn King¹, the capacity to create value for shareholders will become increasingly tied to companies' ethical reputations. The big multinationals understood this but above all realized that the new approach can generate new business opportunities. Not only: it's also important that the whole economy understands that to manage a real increase in costs it's necessary to find ways to produce more with less resources, or resort to more economical and sustainable energy sources. There is also the fact that consumers now know the difference between an eco-friendly product and one that isn't and future generations will grow up more environmentally conscious than ever. King therefore believes it's important to "integrate sustainability into business strategy. But to do that requires leadership capacity, cultural change in top managements and communication of the approach to everyone in an enterprise. Active engagement of employees also favours a more ethical and loyal attitude towards employers and reduces the propensity to corruption. This is why corporate citizenship must be a co-objective of the enterprise".

Broadened governance drivers



¹ Mervyn King is professor at College of Economic and Management Sciences at University of South Africa (Pretoria). He is also Chairman of Global Reporting Initiative and consultant for World Bank and United Nations for corporate governance and companies sustainability policy. The abstracts are from the interview made by "Internal Audit" magazine

Ethical principles

In its relationships with stakeholders, Autogrill bases itself on the principles of loyalty, legality and fairness enunciated in the Code of Ethics, which was approved by the board of directors in November 2002 and subsequently extended to all European subsidiaries and brought into line with that of the American division HMSHost. The Code adopts the highest international standards (International Labour Organization, Global Compact) to ensure that there is no use of child labour or forced labour in any Group operations in any geographical region.

Autogrill is convinced that to continue growing in a global context organizations must abandon the traditional business management model that only considers shareholders' needs (**shareholder governance**). To survive and be successful, companies must gain and maintain competitive edge on the market. It is therefore indispensable to combine legal compliance with a management approach that see the demands and interests of all stakeholders alongside the other and more traditional aspects of business and risk management.

Organizations are tending to evolve towards what is called **Sustainable Governance**, a reconciliation between business objective-based governance and control and a philosophy that privileges transparent dialogue with stakeholders and aims to maximize value for the company.

This is why the Group decided to organize a pilot online training course on compliance with Decree Law 231/2001 and on sustainability instead of the surveys Autogrill carried out in previous years to check employees' knowledge of the Ethical Code, the principles of social responsibility and the organization model pursuant to Decree Law 231/2001. The course has two aims: to raise awareness amongst the Autogrill S.p.A. employees in the sample of the law on administrative liability to which our Company is subject and improve knowledge of sustainability issues. The training was based on two modules and at the end of each employees were assessed (by questionnaire). The course started on 14th December 2009 and closed on 18th January 2010.

Overall, the participants showed excellent understanding of issues relating to compliance with Law 231. The response was very clear on who exactly the model applies to, the tasks of the supervisory body, offences of corruption involving the public administration and computer crime. There was sufficient understanding of the main condition rendering an offence committed in the company punishable under Decree Law 231/2001, the composition of the supervisory body and report forms and governance offences. Understanding of sustainability themes was excellent. The sample of employees had no difficulty with the definitions of sustainability and stakeholder, ecological footprint or human rights, or the questions on consumer trends, the Sustainability Report, the "*Destinazione Ambiente*" project or innovation in Autogrill points of sale. There was also a positive response on the meaning of the Afuture logo, the implications of the restyling of Spizzico brand packaging, the meaning of GRI and corporate functions involved in sustainability activities. The objective for 2010 is to extend this e-learning to other employees in Italy and abroad and add content to the modules regarding new developments in the organization model and sustainability themes.

As every year, surveys are conducted in the USA, Canada and the Pacific area to assess knowledge of the Code of Ethics and laws and regulations applied internally.

Further, to ensure equity in treatment and relations, the American business has a 24-hour Ethics Hotline for the purpose of reporting concerns or policy breaches (even anonymously). In 2009, there were 635 calls and an analysis of the report received was carried out on each of them.

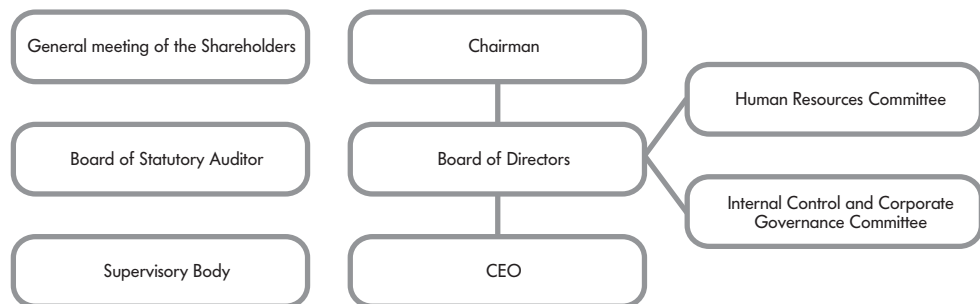
Summary of 2009 Corporate Governance and Ownership Report

Autogrill drew up its Corporate Governance and Ownership Report in line with the new art. 123-bis, Consolidated Finance Acts. Summarized below, it is available in a full version on the Group's web site (www.autogrill.com) and in hardcopy at Company offices.

Autogrill's corporate organization is the traditional one:

- I. General meeting of the Shareholders;
- II. Board of Directors, which elects a Chairman and a CEO;
- III. Board of Statutory Auditors.

Alongside these corporate bodies are the external audit firm, the manager charged with preparing the Company's financial reports, the Internal Control and Corporate Governance Committee, the Human Resources Committee, the Officer in charge of internal control and the Supervisory Body provided for by Decree Law 231/2001.



Board of Directors

The board of directors is made up of a chief executive officer (CEO) and 11 non-executive directors. The current board of directors was elected by the shareholders' meeting held on 23 April 2008, by list vote, pursuant to §10 of the by-laws, and will remain in office until approval of the 2010 financial statements.

One list was presented, by the majority shareholder Schematrentaquattro S.r.l., which on the date of the shareholders' meeting held 58.717% of the share capital. With votes representing 66.4% of the share capital, all the candidates in the list presented were elected and are still in office. The Board consists of twelve members of whom one is an executive director – Gianmario Tondato Da Ruos, CEO – and 11 are non-executive: Gilberto Benetton (Chairman), Alessandro Benetton, Giorgio Brunetti, Antonio Bulgheroni, Arnaldo Camuffo, Claudio Costamagna, Francesco Giavazzi, Javier Gómez-Navarro, Alfredo Malguzzi, Gianni Mion and Paolo Roverato.

Board of Directors

Composition: 12 members of whom one executive and six independent

Meetings held in 2009: 10

On 10 November 2009, a Board meeting attended by all its members carried out the periodical assessment of the size, composition and operation of the board of directors and its committees, as required by the Corporate Governance Code.

During the meeting, the directors discussed the content of a summary of the assessment process, which, as in previous years, involved the filling in of questionnaires by the directors and subsequent processing and analysis by an independent party.

The assessment led to a judgement of overall and unanimous satisfaction with the efficiency of the board of directors and its Committees. Most of the suggestions concerned the advisability of allocating more time at meetings to discussion of material questions than to matters of compliance. It was also pointed out that the directors needed more knowledge of the Company as a whole (also internationally) and of its types of business.

Capital increase and authorization to trade in treasury shares

The shareholders' meeting on 21 April 2009 authorized the acquisition and subsequent disposal of up to 12,720,000 treasury shares (5% of the share capital) following revocation of the previous authorization voted by the shareholders on 23rd April 2008. The authorization applies for 18 months from 21 April 2009. Trading must be on regulated markets and in accordance with applicable law. Acquisitions must be made within minimum and maximum limits with respect to the stock market price determined as per the criteria indicated in the shareholders' resolution. At 31 December 2009, the Company held a total of 125,141 treasury shares, being around 0.049% of the share capital.

Independent directors

The Board of Directors annually assesses the independence of each of its members, partly on the basis of information supplied by the directors themselves, and informs the market of its assessment. Independent directors serving on the Board and its Committees is an appropriate way of safeguarding the interests of all stakeholders. The independent directors met in a plenary session chaired by the Lead Independent Director, in the absence of the other directors, to discuss the working of the Board of Directors and governance issues.

On 19 December 2010, the board of statutory auditors verified that the criteria and procedures adopted by the Board to assess the independence of its members were being properly applied.

Board of Directors' committees

In line with the recommendations of the Corporate Governance Code, the board of directors in 2001 set up a Remuneration Committee, which changed its name to Human Resources Committee in 2008. In 2002 it created an Internal Control Committee, which became known as the Internal Control and Corporate Governance Committee in 2006.

Regarding the Corporate Governance Code's recommendation to consider setting up a committee for the appointment of members of the Board of Directors, the Board did not see fit to set up such a committee.

Human Resources Committee

The Company set up a Remuneration Committee in 2001 and changed its name to Human Resources Committee, comprising non-executive and mostly independent directors, in 2008.

In line with the recommendations of the Corporate Governance Code, the Committee is made up of non-executives directors, most of whom are independent. Its current members, appointed by the board of directors on 23 April 2008, are non-executive directors Alfredo Malguzzi (independent director and Committee chair), independent directors Antonio Bulgheroni, Arnaldo Camuffo and Claudio Costamagna and director Gianni Mion. The Committee met 11 times in 2009. The average duration of each meeting was 2.15 hours. Eight meetings of the Committee are scheduled for 2010, two of which were held on 2 and 26 February 2010.

Internal Control and Corporate Governance Committee

The Company has had an Internal Control Committee since 2002. Made up of non-executive directors, a majority of whom are independent, the Committee's function is to provide advice and take action on problems relating the control of corporate operations.

On 23 April 2008, the board of directors appointed the following non-executive directors to the Internal Control and Corporate Governance Committee: Giorgio Brunetti (independent director), Alfredo Malguzzi (independent director) and Paolo Roverato, and appointed Giorgio Brunetti as its chair.

The Internal Control and Corporate Governance Committee met eight times in 2009 (average length meetings: about 2.5 hours). The Committee has so far met four times in 2010.

Internal control system

To ensure compliance with procedures and checks, Autogrill conducts an annual audit based on an operational risk analysis focusing on decree laws 231/2001 and 262/2005. In 2009, 67 audits were performed, of which 17 in Europe, 23 in North America and the Pacific Area and 4 in Australasia. Suitable corrective measures were defined to deal with critical issues.

Supervisory Body

Meeting on 9 July 2003, Autogrill's board of directors appointed a Supervisory Body (the "O.D.V.") to oversee the working of and compliance with the Organization Model, pursuant to decree law 231/2001. It currently comprises an economics and finance expert, the head of Internal Auditing and the director of Group Organization Development.

The O.D.V. met four times in 2009 and reported to the board of directors and the statutory auditors half-yearly on the level of implementation of and compliance with the Model.

On 20 February 2009, following a resolution by the board of directors, the Special Part of the Model entitled "Offences against workplace health and safety" was updated in response to the introduction of decree law 81/08 "Consolidated Workplace Health and Safety Acts".

Over the year, risk analysis continued on areas deemed sensitive in respect of the offences of handling stolen goods, money laundering and use of goods of illicit origin (art 25-octies, decree law 231/2001) and computer crime and illegal processing of data (art. 24-bis decree law 231/2001) and such offences were added to the Special Parts of the Model approved by resolution of the Board on 16 December 2009.

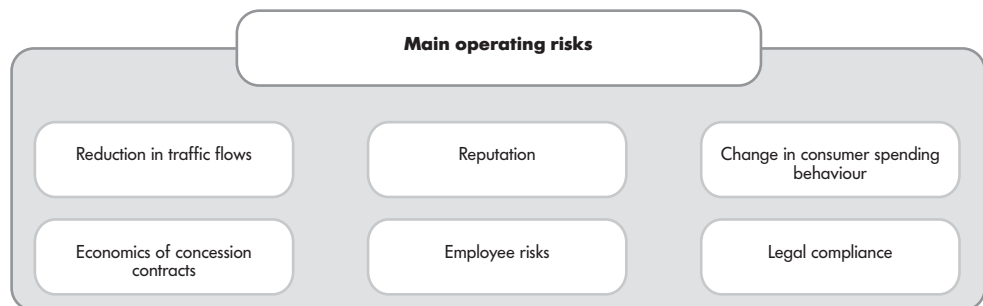
Risk management

The Company and the Group are exposed to external risks and uncertainties relating to the general macro-economic context or to specific business sectors, not to mention risks deriving from strategic choices or internal management risks.

With the exception of financial and reporting risks, which are managed or at least closely monitored by centralized functions, risk detection and containment in 2009 was systematically carried out by the responsible officer in each unit of the Group, with the objective of containing the residual risk per single unit within acceptable levels.

Updating of the Group's risk matrix in 2009 did not identify any new risks with respect to those considered in 2008. The relative stabilization of the macro-economic situation, making trends in external non-controllable variables more predictable, and above all greater tolerance of risk on the part of the Group (thanks to the "deleverage" achieved over the course of the year) caused a significant reduction in the overall burden of risk and a change in relative priority levels.

Main risks and uncertainties to which Autogrill S.p.A. and the Group are exposed



Reduction in traffic flows

Any exogenous or endogenous variable that causes a reduction in traffic flows through infrastructure where the Group's Food & Beverage, Travel Retail & Duty-Free and Flight businesses operate is a threat to generation of value.

Factors that are exogenous and therefore not controllable and which may affect traffic flows and travellers' propensity to buy include the macro-economic trend and oil prices and, in general, the cost of transport.

The impact of such risks is mainly economic, entailing reduction in sales and profitability.

Strategic factors that help mitigate this type of risk include:

- diversification of the channels (airports, motorways, railway stations) in which the three businesses operate, given that trends in the above mentioned exogenous or endogenous variables affect channels in different ways;
- the Group's presence in different geographical regions, meaning that exposure to macro-economic trends is not uniform, given differing states of economic development and consumer behaviour from region to region.

Internal factors normally used by the Group to counter recession or mitigate the impact of concentration of business channels or geographical regions exposed to recession include:

- focusing on the profitability of sales by containing operating costs (without compromising service quality) and adjusting the offering;
- focusing on competitive pricing and the appeal of the offering to adapt to customers' propensity to buy in a recession;
- adjusting development investments to contain the impact on net cash flow generation.

Reputation

Loss of reputation in the eyes of landlords, whether through inability to meet contractual commitments or a tarnishing of the Group's image by deterioration of the quality of service, is a significant risk for maintaining existing contracts and winning new ones.

To manage that risk, the Group constantly monitors service quality to the landlord (in terms of quantitative and qualitative parameters defined in contracts) and to customers (perceived customer satisfaction and product safety). This is done by constant monitoring of procedures and processes by internal functions and external organizations and by systematic reviewing of procedures and processes to maintain high standards of service efficiency and efficacy and personnel safety.

In Italy, the fact that many travellers use the Group's name to refer to highway rest stops in general ("... let's stop at the next Autogrill") exposes Autogrill's Food & Beverage operations in this channel to reputation risk caused indirectly by any shortcomings on the part of competitors.

Suitable brand protection measures are taken in Italy if Autogrill is wrongly alleged to have caused disservice to customers.

Change in consumer spending behaviour

A change in consumer spending behaviour can lead to customer dissatisfaction if the Group does not realise and react in time, leading to a loss of reputation and clientele.

Autogrill's extensive portfolio of brands and commercial formulas mitigates the risk of not adequately catering to the preferences or expectations of various customer groups.

In developing its concepts and offerings, Autogrill takes care to stay flexible enough to respond to changes in consumer spending behaviour, which it monitors through customer satisfaction surveys, "mystery clients" and market research.

Economics of concession contracts

Food & Beverage and Travel Retail & Duty-Free business is mostly under long-term contracts put out to tender by holders of concessions for the management of infrastructure (airports, motorways). Over the years, there has been a gradual and marked increase in concession fees and a greater transfer of risk to the commercial services operator, though generally accompanied by stricter definition of service levels.

The intrinsic risk here is considerable because adjudication of contracts at insufficiently favourable conditions or errors in forecasting levels of business and thus of expected profitability in each location under concession may expose the Group to significant long-term loss of profitability.

In this context, the Group has consolidated experience and best practice in estimating the profitability of contracts and in negotiating terms, enabling it to limit the risk of errors in profitability estimates and avoid the risk of inadequate flexibility in economic conditions over the duration of long-term contracts. The strong focus of profitability tends in any case to preclude bidding for concessions not deemed particularly remunerative.

Further, the Group is able to counter the tendency towards higher fees by formulating value propositions that involve long-term partnership with landlords (by virtue of the Group's excellent reputation) and the development of offerings that maximize the overall profitability of contracts.

Employee risks

The cost of labour is a significant production factor for the two main business sectors, Food & Beverage and Travel Retail & Duty-Free. The need to maintain service standards acceptable to customers and landlords and the complexity of international labour laws limit the flexibility of HR management.

Major increases in unit labour costs or more stringent welfare regulations can have a significant impact on the Group's profitability.

One of the Group's top priorities is to maintain a constructive dialogue with personnel and trade unions to ensure that productivity goals are met while assuming full social responsibility for workplace safety and employment levels, also in periods of recession.

This risk is further mitigated by constant updating of processes and management procedures in order to make more efficient use of labour, increase flexibility and reduce occupational hazards.

· **Legal compliance**

· The Group's business sectors are subject to a high degree of regulation regarding
· management of operations and customer and personnel safety, in terms of both
· safeguarding people and product quality. Failure to comply with specific regulations carries
· the risk not only of litigation but also of loss of reputation in the eyes of customers and
· landlords, and therefore the risk of losing existing contracts or being excluded from bidding
· for new ones.

· To mitigate this risk, the Group's internal functions, assisted by experts, constantly monitor
· legislative developments so that processes and procedures can be suitably adjusted and
· personnel training can be organized in time to implement operational changes. Similarly
· important is the ongoing monitoring and auditing of quality of service with respect to
· contractual and legal requirements.

Policies towards stakeholders

On the basis of the values expressed in both the American and European Codes of Ethics, Autogrill decided to define specific policies for each category of stakeholder, establishing priorities and modes of conduct to be adopted in relation to each of them.

Autogrill towards employees: we promote behaviour inspired by a concern for the dignity, safety and rights of every individual. This is a daily commitment, which means providing healthy and safe workplaces, free from any kind of discrimination, and which encourages everyone to express their potential. Clear definition of roles, responsibilities and authority creates the conditions in which people can make decisions in the best interests of the business.

Autogrill towards customers: we assure consumers that quality standards are observed at every stage in the process of providing products and services. We also promote greater awareness of the nutritional and health characteristics of food, support local, and offer wide assortments of goods whilst fully respecting ethnic and multicultural traditions.

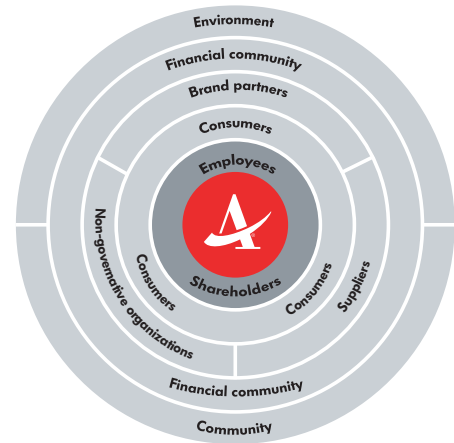
Autogrill towards shareholders and the financial community: we intend to increase the value of our shareholders' investment by guaranteeing the Company's financial equilibrium and supplying timely, complete and transparent information on the business and the strategies that are adopted.

Autogrill towards suppliers: we foster stable, long-term relationships with suppliers to create reciprocal value. We therefore operate transparently, honestly, impartially and equitably. We also encourage our suppliers to be socially responsible, and we give priority to business relationships with firms that observe international standards and law in terms of personal dignity, working conditions and health & safety.

Autogrill towards landlords and brand partners: we work together with our landlords and brand partners to share the know-how we have gained in the promotion and management of concessions. The effectiveness of our relationships with landlords and partners ensures the highest level of satisfaction for stakeholders.

Autogrill towards the community: we promote participatory dialogue with the local communities in which we operate. We develop projects of mutual interest and organize information campaigns to improve the quality of life and safeguard nature.

Autogrill towards the environment: we promote innovative projects to encourage our stakeholders to adopt clear positions on sustainability issues and the safeguarding of the natural environment. We develop strategies to reduce environmental impact and we invest in research and development for solutions that enhance the quality of the environment.



Awards and acknowledgements in 2009

Transatlantic Award Gala Dinner

The American Chamber of Commerce in Italy, which fosters economic and cultural relations between the USA and Italy, awarded the Italian companies that made the most significant investments in the United States and in a particularly difficult moment for the world economy. Autogrill was acclaimed for having “contributed to consolidating Italy’s image and credibility in the world whilst promoting local traditions and business within the framework of its own growth and acquisitions process, and in particular HMSHost in North America, which made Autogrill the world leader in the airport Food & Beverage business”.

Good Egg Award

Autogrill Italy won the Good Egg Award (organized by Compassion in World Farming, the biggest international farm animal welfare campaigner) for its commitment to using exclusively free-range eggs in its points of sale.

Design for All

Design for All Italia gave Autogrill Italy the DfA 2009-2010 mark for “the fast catering area at the Autogrill Mensa di Ravenna on the E45”. DfA sees this award as an important opportunity to endorse Autogrill’s decision to commit to producing products that comply with laws and standards and, above all, respect human dignity and diversity.

People Award for Hospitality & Services

Employees in points of sale do a good job and customers know it. The Murphy’s Irish Pub in Schiphol Airport was for the second year running acclaimed “best customer-oriented team” in terms of quality of food and service. The award was assigned on the basis of an independent market survey.

Top Industry Awards

Thanks to its “Thinking Barcelona” concept, Aldeasa was judged “best concept of the year” amongst the nine big retail and duty free operators that took part in the Top Industry Awards. The award was handed over during the International Tax Free World Exhibition in Cannes.

The concept was singled out for its unique and original way of representing the spirit and emotions of Barcelona inside its airport.

Thomson Reuters Ranking

The multinational Thomson Reuters asked a series of investors (funds) and financial analysts to vote for top CEOs in Europe. The results were published in the Extel Surveys, which also contain details by country and business sector. Autogrill’s CEO, Gianmario Tondato, took 3rd place in the ranking of managers judged best at managing their companies and communicating with the outside world.

• **Sustainability rating**

• Autogrill periodically undergoes a series of assessment procedures performed by international sustainability rating agencies (EIRIS, Vigeo, Accountability Rating 2008 Italia, Triodos Bank, RiskMetrixx, Carbon Disclosure Project).

• Due to low market capitalization (number of shares x unit price), some sustainability rating agencies do not take the Autogrill Group into consideration in their annual evaluations.
• Ethical indexes are often used as investment benchmarks by ethical funds, i.e. funds that invest in companies whose objective is not only to maximize their market value but also to safeguard environmental, social and human capital.



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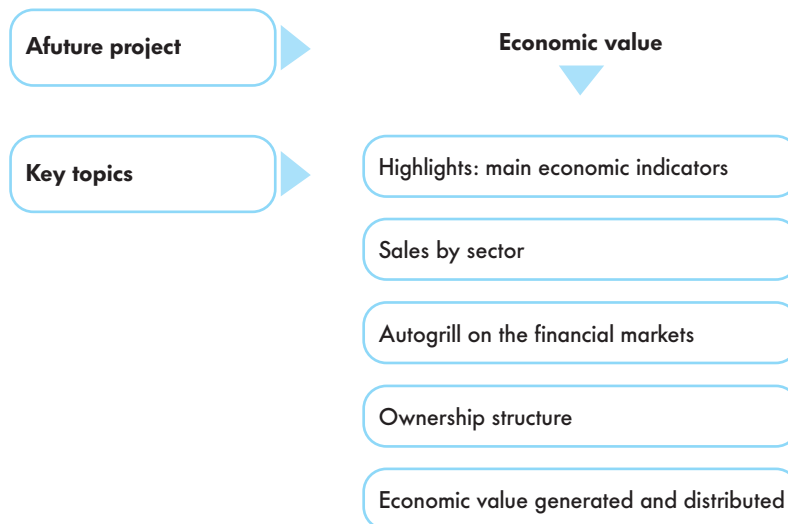
The economic dimension of sustainability

The scenario

Creating economic value is a pre-requisite of any enterprise that seeks to flourish and perpetuate itself. It would be simplistic, indeed wrong, to believe that a company need be exclusively focussed on creating profit. Market value alone does not give a true and correct picture of the quality and complexity of a company's management, which must be able to meet all its stakeholders' needs, including that of information. Meeting these complex needs gives companies the opportunity to earn the consensus of the community and, even more importantly, a reputation enabling it to operate successfully in the marketplace. The economic dimension of corporate action must be fully expressed and correctly contextualized if the complex role it plays in the community is to be properly understood.

The challenges posed by the international context have led the Group to monitor, manage and report its business not only in economic but also social and environmental terms. Autogrill sees sustainability both as an important factor in engaging and motivating its people and as a catalyst for innovation, which is vital for increasing the competitive advantage needed to stand out in the market. Leadership in business today is based on the ability to strike a balance between the financial and the social-environmental dimensions. Over time, this means finding economic solutions which are also eco-compatible and working to ensure that the interests of the company coincide with those of its stakeholders.

Topics addressed



Highlights: main economic indicators

(€m)	2009	2008	2008 pro forma	Change	
				2008	Pro forma
Revenue	5,728.4	5,794.5	6,034.3	(1.1%)	(5.1%)
EBITDA	606.3	586.3	627.5	3.4%	(3.4%)
% of revenue	10.6%	10.1%	10.4%		
Profit attributable to owners of the parent	37.0	83.7		(55.8%)	
% of revenue	0.6%	1.4%			
Net cash flow from operating activities	393.6	429.6			
Capital expenditure	157.6	337.3	343.9	(53.3%)	(54.2%)
% of revenue	2.8%	5.8%	5.7%		
Earnings per share (€ cents)					
– basic	14.6	32.9			
– diluted	14.6	32.6			

(€m)	31.12.2009	31.12.2008	2008	Change	
				2008	At constant exchange rates
Net invested capital	2,497.9	2,680.6	(182.8)	(216.5)	
Net financial position	1,934.5	2,167.7	(233.2)	(257.4)	

Autogrill Group - Sales by sector

(€m)	2009	2008	2008 pro forma	Change	
				2008	Pro forma
Food & Beverage	3,787.3	3,934.3	4,037.2	(3.7%)	(6.2%)
Travel Retail & Duty-Free	1,538.1	1,429.0	1,585.8	7.6%	(3.0%)
Flight	403.0	431.2	411.4	(6.5%)	(2.0%)
Total	5,728.4	5,794.5	6,034.3	(1.1%)	(5.1%)

Macro-economic scenario and traffic trends

2009 was a year of exceptional complexity and huge challenges for Autogrill Group.

The financial crisis that started in 2007 caused, in the 2nd half of 2008 and throughout 2009, a contraction of global Gross Domestic Product and international trade without precedent in the world economy since the end of the second world war.

The pervasiveness of the crisis, which sent unemployment to over 8% in OECD countries and over 9% in the United States and the euro ¹ area, deeply undermined confidence and dampened consumers' propensity to buy, in a negative spiral that lasted for months without any sign of a turnaround.

World GDP shrank by more than 6% (on an annual basis) in 4th quarter 2008 and 1st quarter 2009 ². Subsequently, part of the contraction was reabsorbed, mainly due to a recovery in recently industrialized countries but, as a whole, 2009 closed with a contraction in world real GDP of 0.8% ³.

Worst hit by the slowdown were the more industrialized economies, with an overall contraction of 3.2% on an annual basis ⁴. Within this grouping, it is estimated that the United States saw a contraction of 2.4% in 2009, while the euro area is estimated to have lost 3.9%, the UK 4.8% and Japan 5.3%.

From 2nd half 2008, international trade saw an even more marked contraction than GDP: 2008 having closed with a growth rate that was still positive (thanks exclusively to the resilience of emerging countries), 2009 saw a downturn, of around 12%, for the first time in years of uninterrupted growth in international trade. The recession involved industrialized and emerging countries alike ⁵.

The recession and downturn in international trade produced a very negative scenario in 2009 for all industries linked to the transport of people and goods even though the average price of oil in 2009 was 36% down on average prices in 2008 ⁶.

The air transport industry suffered in particular, in one of its worst years of all time: world air traffic dropped by 2.6% ⁷.

Airlines reacted by drastically reducing the number of flights: in the first 11 months of 2009, the main European airlines made cuts in their capacity ranging from 1.6% by Lufthansa to 5.9% by Iberia. The downturn was even worse for US carriers, whose cut backs went from 5.6% by Continental to 7.7% by Delta Air ⁸.

Motorway traffic fared the recession somewhat better, despite being particularly hard hit in the goods transport segment. In Italy, the Group's biggest motorway market, traffic was down 1.1% ⁹ overall, with a contraction of 8.3% ⁹ in heavy vehicles.

¹ Source: OCSE, Economic Outlook no. 86, 19 November 2009

² Source: IMF, Annual Report 2009, page 17

³ Source: IMF, World Economic Outlook, Update 26 January 2010

⁴ Source: IMF, World Economic Outlook, Update 26 January 2010

⁵ Source: IMF, World Economic Outlook, Update 26 January 2010

⁶ Source: IMF, World Economic Outlook, Update 26 January 2010

⁷ Source: Airport Council International, February 2010

⁸ Source: Centre for Asia Pacific Aviation, Idem

⁹ Source: AISCAT, November 2009

Results for 2009

The Group's results for 2009 were better than the objectives set within the framework of measures to boost efficiency, defend profitability and maximize cash flow generation, measures which showed the Group's capacity to react in a particularly complex situation.

Diversification of business enabled the impact of problems in single channels, business sectors and countries to be limited.

In Food & Beverage, the effects of both lower productivity (due to loss of sales) and higher rents tied to new motorway contracts in Italy in 2008 were to a large extent absorbed. In the Travel Retail & Duty-Free sector, efficiency measures and synergies afforded by the business integration process (the latter yielding over € 30m in 2009 out of an expected € 45m by the end of the process), led to a significant increase in margins. In the Flight business, profitability rose thanks to improved sales performance in Australia and the Middle East and robust efficiency measures regarding central costs, and despite the reduction in flights and crises in some of the client airlines.

Sales by sector

Autogrill closed 2009 with consolidated revenues of € 5,728.4m¹, substantially stable with respect to the € 5,794.5m posted in 2008 (down 1.1%). The result reflects full consolidation of Aldeasa as of 1st April 2008 (previously 50%) and World Duty Free Europe (consolidated as of 1st May 2008). On a *pro forma* basis, the 5.1% decrease was due to the contraction in traffic and spending, especially in the 1st half.

In the Food & Beverage sector, where sales suffered most from the slump in traffic, measures were taken to support profitability and efficiency. In Travel Retail & Duty Free, business in UK airports bucked the traffic trend and got revenues rising again, while in Spain the contraction in sales was limited by results at Madrid Airport, only slightly down, and more in general by those for business traffic. In the Flight sector, growth in international business offset the drop in sales in the UK, which were also penalized by the failure of a number of client airlines.

The table below details sales by sector in 2009 and 2008.

(€m)	2009	2008	2008 pro forma	Change	
				2008	Pro forma
Food & Beverage	3,787.3	3,934.3	4,037.2	(3.7%)	(6.2%)
Travel Retail & Duty-Free	1,538.1	1,429.0	1,585.8	7.6%	(3.0%)
Flight	403.0	431.2	411.4	(6.5%)	(2.0%)
Total	5,728.4	5,794.5	6,034.3	(1.1%)	(5.1%)

¹ Excluded sales of oil. The Group also manages in Europe a limited number of service stations. Sales of oil amounted in 2009 to € 89,1m (€ 104,3m in 2008).

Efficiency measures already put in place in the 2nd half of 2008, synergies afforded by integration of companies acquired in the Travel Retail & Duty Free sector and stabilization of the prices of the main raw materials to a large extent cushioned the effects of falling traffic and higher rents. This enabled the Ebitda margin to rise to 10.6% from 10.1% in 2008.

Food & Beverage

Sales in the Food & Beverage sector in 2009 amounted to € 3,787.3m down 3.7% on € 3,934.3m in 2008 (down 6.2% on a *pro forma* basis). The year was characterized by a sharp downturn in traffic in the 1st half of the year, in certain months being down over 10% in American¹ and the main European airports. With reference to the Group's main markets, a slight recovery in the 2nd half of 2009 made it possible to limit the contraction by the year end to 6.9% in North American airports and to 1.1%² on Italian motorways.

In a scenario of weak and highly volatile traffic levels, the Group took various steps to defend operating profitability, including limiting the offering in off-peak hours in US airports.

Revenues on Italian motorways were substantially stable (down 1% on a comparable points of sale basis) against a 1.1% decrease in traffic, thanks to numerous promotions, especially in market stores.

Revenues in the Food & Beverage sector reflect the contracts portfolio selection strategy, which led to withdrawal from f&b locations on the Florida motorway.

Travel Retail & Duty-Free

2009 was the first year of full consolidation of Travel Retail & Duty-Free business, having acquired exclusive control of Aldeasa and the entire share capital of World Duty Free Europe Ltd. in 2nd quarter 2008. The Travel Retail & Duty-Free business closed 2009 with revenues of € 1,538.1m, up 7.6% on € 1,429.0m in 2008. The change with respect to the 2008 *pro forma* figure, on the other hand, is a negative 3.0%, mainly due to lower passenger traffic levels in Europe.

Flight

In 2009, the Flight business generated revenues of € 403m, down 6.5% on the € 431.2m posted in 2008 (down 2.0% on a *pro forma* basis). The year was characterized by the consolidation for the whole period of Alpha Flight A.S. (former Air Czech Catering A.S.). The positive trend in international business, especially in the Middle East and Australia, offset the contraction in sales in the UK, which were affected by the failure of a number of client airlines in 2nd half 2008, as well as by the general downturn in passenger traffic in 2009.

¹ Source: A.T.A.

² Source: AISCAT, November 2009

Rents and royalties

(€k)	Food & Beverage			Group
	North America & Pacific area	Europe	Travel Retail & Flight	
2009				
Costs for rents and concessions	263,101	279,410	476,392	1,018,903
Royalties for brands utilization	56,501	4,496	4,269	65,266
Total	319,602	283,906	480,661	1,084,169
2008				
Costs for rents and concessions	270,841	234,452	439,028	944,321
Royalties for brands utilization	58,406	4,433	290	63,129
Total	329,247	238,885	439,318	1,007,450

Development activities

Investments

In 2009, industrial investments amounted to € 157.6m. Compared to the peak in 2008 (€ 337.3m), this reflects the lower number of contract expiries but above all a tighter selectivity in new initiatives, especially in the F&B sector.

	2009				2008			
	Develop- ment/ Renovation	Mainte- nance	ICT & other	Total	Develop- ment/ Renovation	Mainte- nance	ICT & other	Total
Food & Beverage	92.1	23.0	6.4	121.5	219.6	38.4	20.6	278.6
Travel Retail & Duty-Free	20.3	–	1.5	21.8	42.8	1.7	6.6	51.1
Flight	2.3	5.0	–	7.3	–	7.3	0.2	7.5
Corporate and unallocated	–	–	6.9	7.0	–	–	–	–
Total	114.7	28.0	14.8	157.6	262.4	47.4	27.4	337.2
% of total	72.8%	17.8%	9.4%		77.8%	14.1%	8.1%	

New concessions

In 2009, Autogrill obtained important results through the renewal of existing contracts and development in new geographical areas.

Developments in the Food & Beverage business

- In the USA, the Group renewed F&B concessions in Charlotte Douglas International Airport in North Carolina for a further five years, with expected overall revenues of over \$500m in June 2009 to June 2015, and in Dayton International Airport in Ohio, with expected overall revenues of over \$30m between 2013 and 2018;
- in Germany, it expanded along the motorway network by entering an agreement with Tank & Rast to operate 16 points of sale, which on reaching capacity in 2010 are expected to generate annual revenues of over € 30m;
- in Poland, through the newly formed Autogrill Polska S.p.z.o.o. (51% Autogrill; 49% Impel Group), the Group took over four f&b locations and stipulated an agreement to take over another seven along the country's main motorway arteries; the operation is expected to generate annual revenues of around € 14m after reaching capacity in 2011;
- in the Czech Republic, it reinforced and diversified its operations by opening the first seven f&b points of sale in Prague railway station, which are expected to generate revenues of around € 70m over the 18 year contract;
- in France, it completed the renewal of the foodcourt in the Carrousel du Louvre and formed an exclusive partnership with McDonald's to open restaurants under that label in motorway service areas operated by Autogrill.

• **Travel Retail & Duty-Free** business

- In the UK, the Group strengthened its presence by starting up in Bristol International Airport, having won a new contract to operate Travel Retail & Duty-Free locations, with estimated overall revenues of around £ 135m over the seven year contract;
- in Spain, it started work inside the new T1 terminal at Barcelona Airport;

The Group consolidated its **Flight** business as follows:

- 10-year renewal of a catering contract with British Airways, the biggest contract in the UK portfolio;
- 10-year renewal of a contract with Royal Jordanian for exclusive on-board catering for all the airline's flights out of Jordan airports;
- a joint venture with Journey Group to provide on-board catering for London Heathrow (estimated sales of over £ 70m a year).

Value of merchandise purchases

Merchandise purchases comprise a considerable percentage of the Group's costs, both for Food & Beverage and Travel Retail & Duty-Free and Flight business.

Value of merchandise purchased

(€k)	Food & Beverage			Group
	North America & Pacific area	Europe	Travel Retail & Flight	
2009				
Food & beverage	361,279	301,000	4,803	667,082
Retail	94,872	498,118	713,478	1,306,468
Other	15,962	86,714	146,942	249,618
Total	472,113	885,832	865,223	2,223,168
2008				
Food & beverage	403,133	308,062	109,427	820,622
Retail	101,727	503,365	681,762	1,286,854
Other	13,950	114,012	66,725	194,687
Total	518,810	925,439	857,914	2,302,163

Value of merchandise and services purchased

(€k)	Food & Beverage			Group
	North America & Pacific area	Europe	Travel Retail & Flight	
2009				
Merchandises	472,113	885,832	865,223	2,223,168
Services	170,240	229,423	118,501	518,164
Total	642,353	1,115,255	983,724	2,741,332
2008				
Merchandises	518,810	925,439	857,914	2,302,163
Services	178,523	251,309	131,943	561,775
Total	697,333	1,176,748	989,857	2,863,938

Autogrill on the financial markets

Autogrill's interest in establishing a continuous dialogue with all its shareholders, institutional investors and financial analysts led in 1997 to the creation of an Investor Relations department. Equipped with the appropriate means and professionalism, the department works to guidelines provided by the Company's management. The department punctually communicates business performance and significant events, conducts regular meetings and phone calls with analysts and investors, and publishes both mandatory and additional documents to give a full explanation of the Group's strategic and operational choices. Information of importance to shareholders is published in the "Investor Relations" section of the Company's web site (www.autogrill.com). The Investor Relations Manager is Elisabetta Cugnasca.

In 2009, Investor Relations activities included:

- 204 meetings with investors (one to one or conference call);
- 13 road-shows;
- participation in three industry conferences organized by brokers/finance houses;
- one analysts meeting on publication of the 2008 annual financial report;
- three conference calls on publication of the 1st and 3rd quarter and 1st half financial reports.

The following meetings will be held in 2010 to examine and approve financial statements:

- April 20: general shareholder's meeting to approve the 2009 financial statements (1st call);
- April 27: general shareholder's meeting to approve the 2009 financial statements (2nd call);
- May 11: first-quarter report to March 31, 2010;
- July 29: half-year financial report to June 30, 2010;
- November 10: 3rd quarter report to September 30, 2010.

Shareholders

Autogrill S.p.A. had a fully paid-in share capital of € 132,288,000 at December 31, 2009, comprising 254,400,000 ordinary shares of € 0.52 each.

Structure of share capital

	No. shares	% of share capital	Listed/non-listed	Rights and obligations
Ordinary shares	254,400,000	100%	Electronic stock market, Blue Chip segment	As per law and by-laws

The table below details significant shareholdings, direct or indirect, as documented by disclosures made pursuant to art. 120, TUF

Significant shareholdings in the Company's stock

Holder	Direct shareholder	% of share capital	
		Ordinary	Voting
Schematrentaquattro S.r.l.	Schematrentaquattro S.r.l.	59.28	59.28
Templeton Global Advisors Ltd.	Templeton Global Advisors Ltd.	2.02	2.02

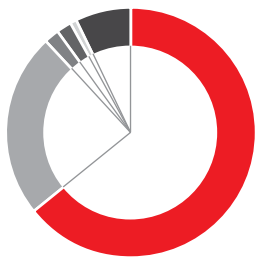
Economic value generated and distributed

The table showing the Group's directly generated and distributed economic value was prepared by reclassifying the consolidated income statement according to GRI-G3 guidelines (2006). The table distinguishes between three main elements of economic value: generated, distributed and retained by the Group.

Economic value represents the total wealth created by the Group which is later divided between the various stakeholders: suppliers (operating costs), employees (remuneration/salaries), lenders and shareholders (remuneration of lenders and shareholders), government (taxes) and the community (charity).

(€k)	2009	2008 *	2007
Economic value generated by the Group	5,937,075	6,021,853	5,041,570
Revenue and other operating income	5,962,735	6,022,322	5,042,782
Financial income	6,511	6,703	8,544
Impairment of financial assets	(127)	3,347	432
Writedowns of receivables	(1,203)	(1,025)	626
Writedowns on tangible and intangible assets	(30,841)	(9,494)	(10,814)
Economic value distributed by the Group	5,549,620	5,625,505	4,732,472
Operating costs	3,866,476	3,919,599	3,130,572
Payroll	1,439,035	1,469,263	1,314,614
Remuneration of shareholders and lenders	115,596	150,376	162,759
Remuneration of the State	128,133	85,727	124,038
Donations (direct)	380	540	489
Economic value retained by the Group	387,455	396,348	309,098
Depreciation and amortisation	324,557	294,670	212,459
Provisions	25,884	17,998	14,879
Reserves	37,014	83,680	81,760

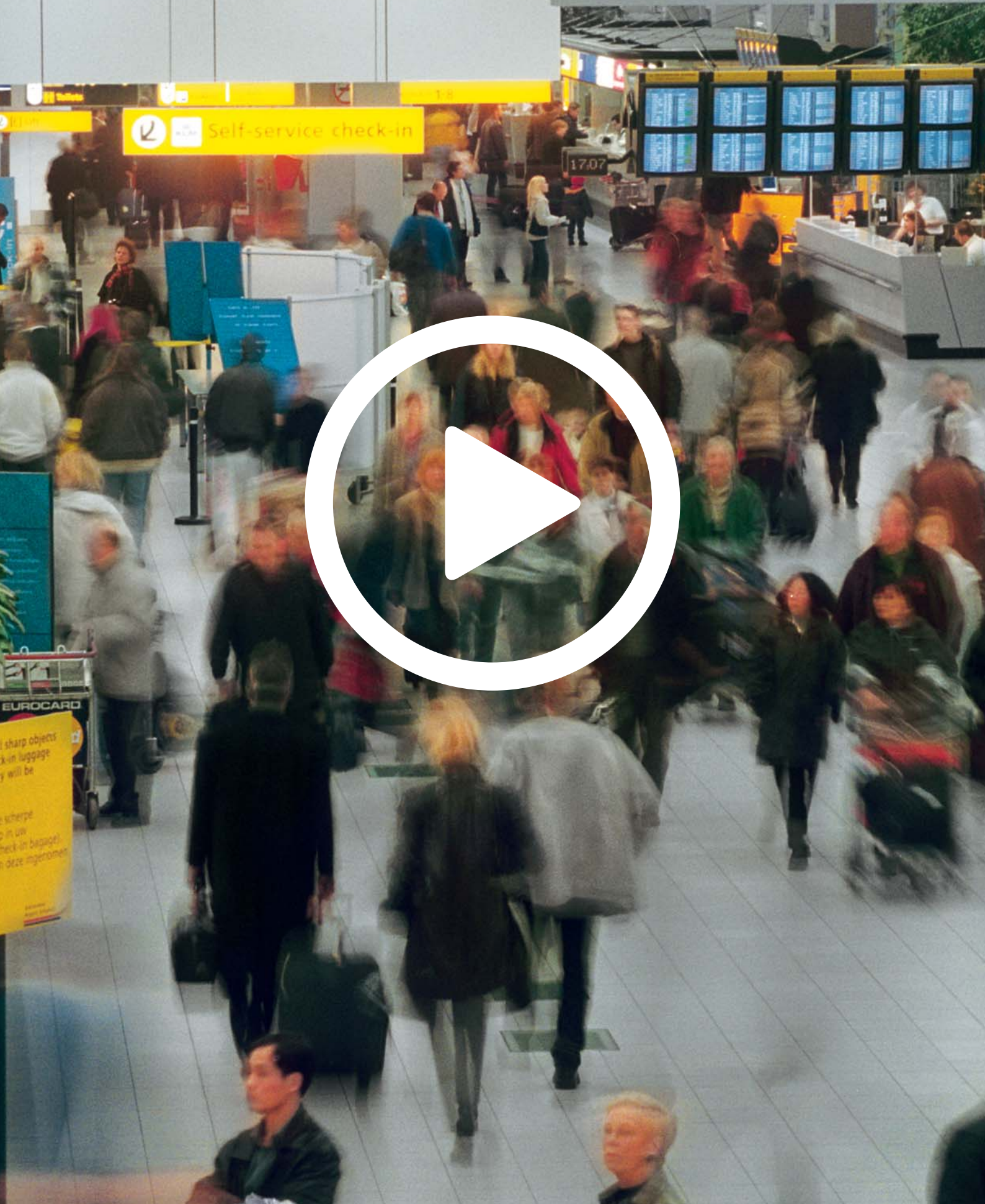
* The calculation of 2008 Added value takes in consideration the application of the IFRS 3 Revised to the Group 2009 consolidated statements. Further information are available in 2009 Report and Accounts



● Operating costs	65%
● Payroll	24%
● Shareholders and lenders	2%
● State	2%
● Donations	0.01%
● Economic value retained by the Group	7%

The economic value produced by the Group in 2009 was around € 5,937m (down 1.4% on 2008). The value assigned to stakeholders was around € 5,550m. Around 65% of this value was used to cover operating costs, including the costs of raw and subsidiary materials, merchandise and external services, rents, concessions and royalties for brand licensing. Confirming the fact that most of the wealth produced by the Group returns to those who contribute to its generation, 24% went to employees and 2% to lenders and shareholders as interest and dividends, while 2% went to government in taxation. The Group's direct donations to charity amounted to € 380,000.

Vertrek Departures





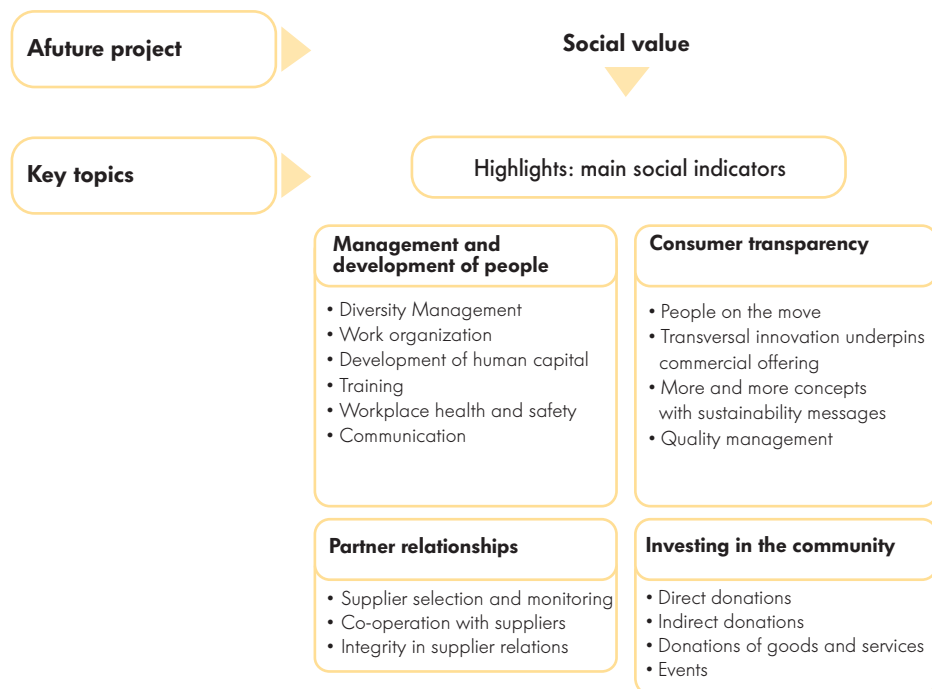
The social dimension of sustainability

The scenario

The social dimension of sustainability is highly complex and needs to be studied both as a reality to be monitored and managed and as a source of business opportunities. Employees seek good working relations, career opportunities and a balance between work and family life. Consumers on one hand demand products that are natural and functional and on the other desire products and services that guarantee a pleasant experience. Business partners require transparency and fairness in relationships. The community increasingly wants to be involved in decisions made by organizations that affect the local community, its economy and the environment.

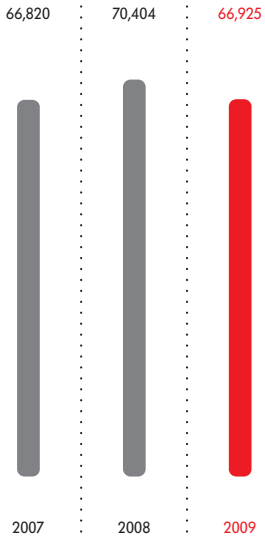
In an international corporation like Autogrill that offers services to people on the move in over 40 countries, managers from different cultures must implement a virtuous business model which is able to interact in a common language across a range of commercial concepts and offerings. The new projects outlined in this section demonstrate the Group's sense of responsibility towards its stakeholders, its efforts to help people grow, its pursuit of a transversal product offering, its attention to new eating habits, its collaboration with reliable business partners and its support for local communities.

Topics addressed

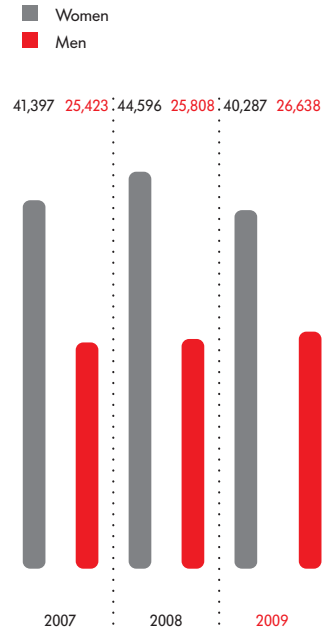


Highlights: main social indicators

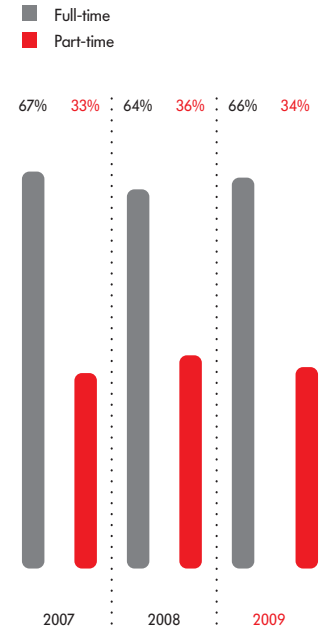
Group staff



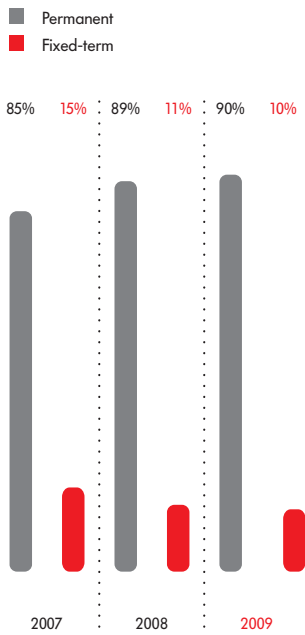
Men and women of the Group



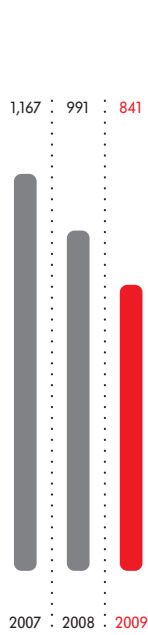
Part-time and Full-time



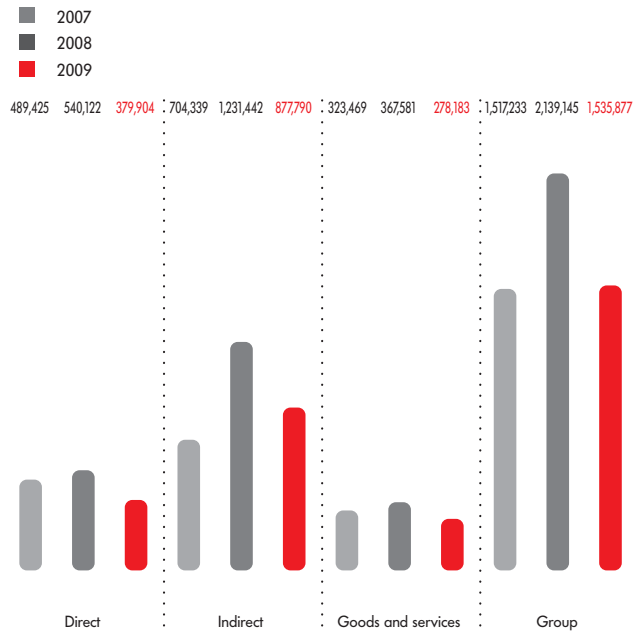
Type of contracts *



Injuries in Europe



Donations of the Group



* North-American and Pacific areas workers are not included because categorized according to local legislation ("At-will employment")

Boundaries: Italy, Belgium, France and Spain

Management and development of people

Autogrill, more than many others, is a company of people. Developed to provide services to travellers, it bases its business on people, whether customers or employees, who are the Company's main asset and therefore require attention and investment.

Respect for the cultures, traditions and laws of the countries in which the Group operates together with demographic changes in the Group's workforce, growing diversification of customers and markets and new work methods make the development of human capital increasingly important.

The main lines of action in this context are: general and professional training, development of personal skills and career plans, interfunctional and international mobility projects, the guarantee of healthy and safe work places, transparency in work relationships, equal treatment and respect for diversity, team work and open communication.

66,925 people work in the business sectors and countries in which the Group operates, 82% of whom in Food & Beverage, 10% in Travel Retail & Duty-Free and 8% in Flight. The figure for 2009 reflects the impact on workforce numbers of the transfer of certain expired contracts (with employees thus switching to new rival operators), rationalization of personnel allocation in the various operating units and a different approach to managing seasonal peaks.

Autogrill Group workforce by business sector

	2009	2008	2007
Food & Beverage	55,240	57,740	58,375
Travel Retail & Duty-Free *	6,557	12,664	8,445
Flight	5,128	-	-
Total	66,925	70,404	66,820

* In the 2008 Report, the Retail sector was aggregated with Flight data, whereas this Report provides separate figures for Flight employees, thanks to a new reporting system

96% of Group employees work in Food & Beverage and Retail points of sale or in Flight operating units and represent the main interface with the end consumer. Autogrill's territorial distribution favours the use of people who live near their place of work, allowing strong integration in local communities. This also makes it easier for employees to balance personal needs and work. The other 4% work in central offices supporting the sales network through various technical, organizational, administrative and commercial functions.

Diversity Management

Autogrill sees diversity as an asset for the company, so its approach to human resource management over the years has been to develop differences as factors that differentiate it from and make it more competitive than its rivals and to guarantee equal opportunities within company. Thanks to the peculiarity of its business sectors and of the countries where it operates, Autogrill has an organizational structure whose greatest force is multiculturalism. The Company operates in a business distributed across territories that are subject to demographic and cultural changes in the labour market and the consumer base. The capacity to adapt to a territory and above all anticipate demographic trends (e.g. in nationality, age and gender) and modify the operating model, offering and business

processes accordingly are key advantages and are reflected in various initiatives, such as welcome packages simplifying the induction of foreign personnel and various ways of balancing private life and work (e.g. part-time).

But diversity is not only multi-culturalism. It also means policies and concrete action to rebalance the number of women in management positions, flexible hours to reconcile work and private life, the employment of disabled people and, more in general, initiatives that favour intercultural dialogue and ease of access to service structures for both employees and consumers.

In 2009, Autogrill translated these commitments into concrete action also by adopting the Charter for Equal Opportunities and Equality at Work, an initiative promoted by Sodalitas and other manager and business associations which concentrate on corporate social responsibility. The Charter is also supported by the Italian Labour and Equal Opportunities ministries.

Autogrill's management believe it is important to act as a catalyst for the "culture of diversity" outside the Company as well. This is why it promotes awareness raising initiatives and takes part in research/study groups to identify and develop diversity management practices. One example is the Diversity Management monitor unit organized by the SDA Bocconi, which aims to:

- stimulate debate and comparison in terms of roles, organizational practice and culture through continual benchmarking;
- generate knowledge and develop guidelines for operations management on the theme of diversity management through research activities;
- promote and consolidate networking between companies engaged in these issues through face-to-face meetings and online forums.

In this context, Autogrill took part in a survey conducted by the SDA Bocconi, in July 2009, to monitor a panel of its employees in Italy and elsewhere in Europe regarding the perceived effectiveness of the Company's people management processes (selection, development programmes, career policies, internal mobility programmes and pay policies). The results analysis phase, which also compared perceptions mapped in other companies, is to be followed up in 2010 by the definition of a plan of concrete action. Meetings are currently being held in Human Resources to define priorities to communicate to employees along with a summary of the survey results.

Autogrill Spain defined an equality plan to foster equal opportunities and thereby help all employees, of whatever gender, nationality or religion, to improve their balancing of work and private needs. To define a new practice, all the existing procedures were reviewed and updated with new elements, such as replacement of Muslim personnel during Ramadan and uninterrupted one-month leave for foreign employees wishing to return to their home countries.

The Retail sector was also active in this field. Aldeasa, one of the Group's two retail companies, started work to define an equal opportunities programme to be developed in concert with the unions. Autogrill retail operations in other countries, such as Chile, Malaysia and India, are moving in the same direction.

The Group acts in the conviction that adopting good practice with regard to these issues contributes to the organization's success and competitiveness and is a reflection of its capacity to respond promptly to transformation in society and markets.

Work-life balance

Autogrill believes that a good balance between working life and private life is essential for boosting individual motivation, team spirit and sense of belonging to the Company, as well as improving people's quality of life. This is why the Company takes special measures in favour of its employees, such as discounts on products under special supplier agreements and purchasing direct from Autogrill itself, as explained below.

After mapping its employees' needs in 2007, Autogrill Italy developed a series of initiatives in response to the expectations and requirements that people expressed, stipulating various purchasing agreements on behalf of all its employees in four general areas of interest: mobility, leisure, health/wellbeing and shopping. These categories also include foreign language courses, study trips, use of gyms and sports clubs, car insurance and the purchase of home appliances, optical products and computers.

For employees at the Rozzano headquarters, an agreement was stipulated with a number of private nurseries in the area and along the main access routes. The agreement covers around 50% of the monthly costs to employees. Seven kids uses these facilities in 2009 and another two will start in 2010.

WDF employees also enjoy benefits under agreements with gyms and wellbeing clubs and travel agencies. WDF also enables its employees (from the 4th month of employment on) to buy products direct from the company at heavily discounted prices.

Women

Autogrill is a Group with a high proportion of women, forming 60% of the total workforce.

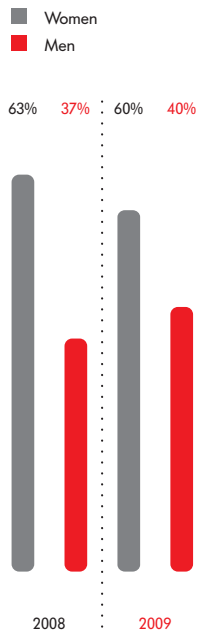
Women presence

	Food & Beverage			Travel Retail & Duty-Free			Flight		Group		
	2009	2008	2007	2009	2008	2007	2009	2008	2009	2008	2007
Women	34,380	36,475	37,259	4,247	8,121	4,138	1,660	-	40,287	44,596	41,397
Men	20,860	21,265	21,116	2,310	4,543	4,307	3,468	-	26,638	25,808	25,423
Total	55,240	57,740	58,375	6,557	12,664	8,445	5,128	-	66,925	70,404	66,820

In the 2008 Report, the Retail sector was aggregated with Flight data, whereas this Report provides separate figures for Flight employees, thanks to a new reporting system

24% of Autogrill Group's top management are women.

Men and women working in Autogrill Group



Reorganization of hours and the introduction of flexibility, in addition to part-time, help employees reconcile their work with their personal commitments, which is particularly important for women who play the leading role in a family. 37% of Food & Beverage employees are on part-time (26% women and 11% men), against 25% in Travel Retail (21% women and 4% men) and around 7% in Flight (3% women and 4% men).

The high proportion of women is partly explained by the widespread use of part-time contracts in points of sale, which allow mothers to look after their children, or other family commitments, more easily.

The Company's sensitivity to the needs of its employees, and especially women employees, led it to examine a series of issues including maternity, workplace safety for women and women in management positions. On these issues, coming under the broad category of diversity, Autogrill Italy pressed on with existing projects, such as leadership courses for women, crèches and flexible hours for new mothers (part-time for up to 36 months after birth) and is also examining new courses of action.

In this regard, Autogrill interviewed a sample of women coming back off maternity leave under a survey conducted by the SDA Bocconi Diversity Management monitor unit in 2008 and 2009 and provided an objective analysis of the cost of maternity and of practice in this respect at the Italian companies for all concerned (women, companies and government).

Group organization levels 2009

	Food & Beverage									
	North America and the Pacific Area		Europe		Travel Retail & Duty-Free		Flight		Group	
	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men
Headquarter	340	375	447	426	486	408	169	111	1,442	1,320
Top managers	45	90	15	99	11	28	-	6	71	223
Senior managers	47	55	52	68	79	98	4	24	182	245
Managers	142	120	68	71	136	124	37	35	383	350
Office staff	106	110	312	188	260	158	128	46	806	502
Sales network	18,977	12,478	14,616	7,581	3,761	1,902	1,491	3,357	38,845	25,318
Area managers	48	117	28	78	10	16	-	-	86	211
Sales point directors	658	778	157	457	20	24	-	-	835	1,259
Managers	30	82	546	524	202	187	27	100	805	893
Duty managers	498	315	1,492	1,075	1,605	680	207	458	3,802	2,528
Multitask staff	17,743	11,186	12,393	5,447	1,924	995	1,257	2,799	33,317	20,427
Subtotal	19,317	12,853	15,063	8,007	4,247	2,310	1,660	3,468	40,287	26,638
Total	32,170	23,070	23,070	23,070	6,557	6,557	5,128	5,128	66,925	66,925

Age

The US business's workforce is more uniformly distributed, even if slightly skewed towards the 21-30 age band (28%), while in Europe the most numerous age band is 31-40 (31%).

Staff breakdown by age

	Food & Beverage			
	2009		2008	
	Women	Men	Women	Men
North America and the Pacific Area				
16-20 years	3,205	2,336	3,796	2,773
21-30 years	5,461	3,700	5,762	3,391
31-40 years	3,462	2,286	3,635	2,279
41-50 years	3,615	2,199	3,874	2,252
> 50 years	3,574	2,332	3,582	2,314
Subtotal	19,317	12,853	20,649	13,009
Total	32,170		33,658	

	Food & Beverage			
	2009		2008	
	Women	Men	Women	Men
Europe				
17-20 years	660	479	802	678
21-30 years	4,318	2,497	4,618	2,378
31-40 years	5,083	2,064	5,078	1,992
41-50 years	3,421	1,912	3,396	1,842
> 50 years	1,581	1,055	1,458	959
Subtotal	15,063	8,007	15,352	7,849
Total	23,070		23,201	

	Travel Retail & Duty-Free	
	2009	2008
	Women	Men
17-20 years	120	66
21-30 years	1,253	734
31-40 years	1,396	774
41-50 years	902	474
> 50 years	576	262
Subtotal	4,247	2,310
Total	6,557	

2009	Flight	
	Women	Men
17-20 years	8	24
21-30 years	116	347
31-40 years	531	1.051
41-50 years	730	1.318
> 50 years	275	728
Subtotal	1,660	3,468
Total	5,128	

Regardless of the type of work performed, Autogrill bases its relationship with employees on the highest international standards (International Labour Organization, Global Compact). The Group applies the principles contained in its Code of Ethics in all circumstances, as well as the legislation ruling in each geographical area where it operates. The Group does not use child or forced labour. Autogrill complies with the main international laws such as the UN Convention on the Rights of the Child (UNCRC) and The Human Rights Act of 1998.

Ethnic origin

Autogrill believes that the multiculturalism and linguistic pluralism of its employees represent an important asset and a key driver of growth and innovation and therefore constantly seeks ways of improving the induction of new recruits from abroad. It is also studying specific policies on the development of foreign resources.

Foreign resources are especially significant for Autogrill in two ways: on one hand they represent its capacity to move with socio-cultural change (including an increasing proportion of immigrants in the customer mix), and on the other the Group is making increasing use of foreign employees to support business development in new markets.

Ethnic origin

2009	Food & Beverage		
	North America		
	Women	Men	Total
Euro-American	5,636	3,716	9,352
Afro-American	4,647	2,642	7,289
Indian-American and Alaska natives	82	55	137
Hispanic	3,341	2,440	5,781
Asian	2,013	1,334	3,347
Hawaii and Pacific islands	101	58	159
Total	15,820	10,245	26,065

Main nationalities the Food & Beverage sector – Europe

(Boundaries: Austria, Belgium, Denmark, France, Italy, Spain, Switzerland)

Nationalities	Women	Men	Total
Italian	7,332	3,742	11,074
French	1,124	2,139	3,263
Spanish	816	317	1,133
Belgium	664	407	1,071
Swiss	362	195	557
Austrian	157	60	217
Moroccan	76	117	193
Rumanian	136	20	156
Balkanian	60	46	106
Algerian	42	49	91
Sri Lanka	22	62	84
Swedish	52	31	83
Ecuador	53	11	64
Albanian	32	19	51
Portuguese	5	44	49
Other	952	777	1,729
Total	11,885	8,036	19,921

Main nationalities in the Travel Retail & Duty-Free sector – Aldeasa S.A.

Nationalities	Women	Men	Total
Spanish	1,195	478	1,673
Rumanian	34	2	36
Italian	24	5	29
Colombian	10	6	16
Argentine	14	-	14
Ecuador	6	7	13
Peru	4	9	13
French	9	3	12
Chilean	9	2	11
British	7	2	9
Other	81	35	116
Total	1,393	549	1,942

In the last few years Autogrill Italy has become increasingly committed to multiculturalism and has achieved important results in its promotion of an organizational culture that respects differences and guarantees equal opportunities. Having made an analysis of its

non-Italian employees, it produced a new version of the guidebook for foreign new entries. Now in English and Spanish too, this publication reflects Autogrill's understanding of the importance of the induction process for the integration of foreign employees and its use of group work and focusing on different cultures of origin. In 2009, the format for a questionnaire to be submitted to foreign employees in 2010 was defined. This will give insights into the motivational factors behind employees' decisions to move to Italy and work in Autogrill, etc.

Since 2008, the Group has been collaborating at a multiculturalism laboratory created by Fondazione Sodalitas (an employer association promoted by Assolombarda to study social issues). A number of Italian companies on this project worked together to produce a toolkit on how to manage these issues in business organizations.

Autogrill's American subsidiary HMSHost can boast consolidated sensitivity to ethnic issues partly because local legislation is very strict on discrimination against race, gender, colour, religion and nationality.

Disability

Autogrill's sensitivity to people's needs is also seen in its gradual elimination of physical barriers so that disabled customers can enjoy easy access to its services. It has designed points of sale that not only comply with legal requirements but actively seek to facilitate disabled customers and employees.

In line with the Group's commitment to the provisions of the Americans with Disabilities Act of 1990 and with the rules drawn up by the Equal Employment Opportunity Commission, the American business has established a policy regarding recruitment, training, induction and promotion of individuals with various types of disability.

In Italy, Autogrill and other companies organized the "Diversity at work" day (unique in Italy) promoted by Sodalitas, UNAR (national union against racial discrimination, under the aegis of the Equal Opportunities Ministry) and Fondazione Adecco, to enable big groups to meet young disabled job candidates.

In agreement with the trade unions and in accordance with current legislation requiring companies to employ a specific quota of disabled people, Autogrill has ties with a number of social co-operatives to foster job and/or learning opportunities for the disadvantaged or underprivileged, in the belief that work can contribute to their recovery and cultural and professional education. The agreement, renewed for a fourth year, with "Il Melograno", a social co-operative, is one such example. Autogrill employed a total of 395 disabled people in 2009 (up 9% on 2008).

Indirect employment of disabled people is the approach in the Group's operations in Spain, where the law allows quotas to be respected by using services provided by other organizations that employ disabled people.

It should be noted that cultural approaches to and legislation on disability vary across the countries in which Autogrill operates. In Greece, Law 2643/1998 requires companies to have 8% of their staff from "special" categories (e.g. families with numerous children). In France 6% of the work force must be selected from disabled candidates, while in Spain the quota is 2%. In the UK (where WDF operates) Group policy on equal opportunities and personal dignity is in line with the Disability Discrimination Act.

Work organization

Flexibility

The Group's business is highly seasonal, with peaks on national holidays and vacation periods, as well as highs and lows within the week and even in the time bands of a day. Work flexibility is therefore vitally important for ensuring an adequate level of customer service, as well as helping employees reconcile the needs of private life and work and enabling them enter other work relationships complementary to their employment in Autogrill.

The Company resorts to part-time contracts and shifts organized on a weekly basis as provided for in collective agreements negotiated in the various countries where it operates. Autogrill may offer job opportunities to people who carry out other activities during part of the day (such as mothers or students): 34% of staff is employed on part-time contracts, especially in Europe, followed closely by America and Asia.

Types of contract

Full-time/Part-time	Food & Beverage											
	North America and the Pacific Area				Europe		Travel Retail & Duty-Free		Flight		Group	
	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men		
2009												
Full-time	13,430	9,404	6,386	5,498	2,887	2,027	1,507	3,282	24,210	20,211		
Part-time	5,887	3,449	8,677	2,509	1,360	283	153	186	16,077	6,427		
Subtotal	19,317	12,853	15,063	8,007	4,247	2,310	1,660	3,468	40,287	26,638		
Total	32,170		23,070		6,557		5,128		66,925			

	Food & Beverage											
	North America and the Pacific Area				Europe		Travel Retail & Duty-Free		Flight		Group	
	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men		
2008												
Full-time	14,802	9,633	6,578	5,377	5,016	3,844	-	-	26,396	18,854		
Part-time	6,321	3,783	8,774	2,472	3,105	699	-	-	18,200	6,954		
Subtotal	21,123	13,416	15,352	7,849	8,121	4,543	-	-	44,596	25,808		
Total	34,539		23,201		12,664		-		70,404			

In the 2008 Report, the Retail sector was aggregated with Flight data, whereas this Report provides separate figures for Flight employees, thanks to a new reporting system

Permanent/ Fixed-term	Food & Beverage									
	Food & Beverage (Europe)				Travel Retail & Duty-Free		Flight		Group	
	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men
2009										
Fixed-term			1,651	969	363	204	60	72	2,074	1,245
Permanent			13,412	7,038	3,884	2,106	1,600	3,396	18,896	12,540
Subtotal			15,063	8,007	4,247	2,310	1,660	3,468	20,970	13,785
Total			23,070		6,557		5,128		34,755	

	Food & Beverage (Europe)		Travel Retail & Duty-Free		Flight		Group	
	Women	Men	Women	Men	Women	Men	Women	Men
2008								
Fixed-term	2,309	1,089	292	177	-	-	2,601	1,266
Permanent	13,043	6,760	7,829	4,366	-	-	20,872	11,126
Subtotal	15,352	7,849	8,121	4,543	-	-	23,473	12,392
Total	23,201		12,664		-		35,865	

North America and the Pacific Area are not within the perimeter because employees are categorized according to local legislation ("At-will employment") and therefore not strictly comparable with the two types of contract used in Europe. Under such legislation, either party may withdraw from the work relationship at any time and without any liability.

In this connection, Autogrill Italy respects the guidelines of both the National Collective Work Contract for tourism sector employees and the Labour Relations Code regarding "management changes" and "company transferrals". Under the national contract, an exiting management must make a prompt formal communication of closure to the trade unions. The Labour Relations Code states clearly that, in the case of company transfer, specific written notice must be given to trade union representatives 25 days beforehand explaining the reasons for the company's transfer and the legal, economic and social consequences for employees.

In cases of significant changes in the organization of single companies in the Group requiring the relocation of employees, such employees should be given around four weeks notice.

Lastly, there are around 50 people working in Italy on temporary work contracts; they are mostly office staff in the headquarters and also in the sales network. In the latter case, they are Food & Beverage professionals that work during trade fairs at Rho Fiera and in banquets/catering services at the Design Café in the "Triennale of Milan".

Relations with trade unions

Autogrill has established a fertile dialogue with trade unions in each country where it operates to find solutions matching the needs of staff with those of the organization. The Group guarantees all employees a transparent work relationship and safeguarding of their rights as employees, irrespective of the kind of contract they have or the business sector or country where they work. Such transparency in work relationships applies to various types of contract, from national and/or industry contracts, to collective and/or company contracts and also individually stipulated contracts. It is also backed up by clearly defined policy, procedures and regulations.

Examples of this include Canada, where a "Provincial Employment Standards Act" is in force, and the UK, where Works Councils safeguard the rights of employees not covered by collective labour agreements. In countries lacking laws on workers' rights and where trade unions try to guarantee respect of workers' rights, local management tries to remedy shortcomings by managing its employees directly according to the parent company's policies and guidelines. All agreements with unions, including those at local level, are subject to review and renewal on a regular basis. In this context, Autogrill S.p.A. employees' national tourist industry contract is being renewed in 1st quarter 2010 and will run till April 2013.

Trade union membership – Food & Beverage sector

	North America	Italy
2009	43%	42%
2008	38%	41% *
2007	35%	35%

* The 29.4% printed in the 2008 report was an error

In Europe, a European Works Committee (EWC) of Autogrill employees was formed under a protocol agreement with the trade unions. The EWC meets once a year and plays an important informative and consultative role between the Company and employees' representatives regarding the Company's performance and prospects and its priorities regarding the company-employees relationship. In 2009, the EWC was informed of the main themes that the Company and European trade unions intend to work on together, such as training, specific Autogrill business issues, workplace health and safety and diversity management. In particular, it was agreed there will be a special focus on safety in 2010, with best practices in each European country being shared throughout the Group. Lastly, the EWC agreement will be reviewed by the end of 2010 in light of the last European Parliament directive (2009/38/CE - "recast") on aspects relating to information and consultation and adjustments to the new European structure of trade unions within the EWC.

In the main countries where the Group operates, regarding work relationships, there was a limited number of legal actions. In Autogrill Italy, with a total of 11,689 employees, there were 107 disputes in 2009 (11% down on 2008). Action was mainly to challenge dismissal for just cause or to nullify the reasons adopted for the stipulation of fixed-term contracts. At a European level, out of a total of over 5,000 employees in France and Spain, there were 39 disputes. Lastly, in the Travel Retail sector, there were 38 disputes at Aldeasa S.A., which has a total of over 1,900 employees.

Remuneration and benefits**Labour cost**

(€k)	Group Total	
	2009	2008
Payrolls	1,148,671	1,183,476
Social charges	199,037	190,712
Staff severance fund and similars	29,344	29,703
Other costs	77,969	82,507
Total	1,455,021	1,486,398

The Group's remuneration policy is based on a system of incentives to encourage fidelity and reward hard work, while fostering a sense of belonging and attracting top resources. The system is constantly brought into line with market benchmarks for the various jobs.

In an initiative to develop and improve Autogrill's corporate governance system, the board of directors set up a Human Resources Committee to consider proposals made by the CEO and the management on policies regarding the strategic development of human resources and maintain proper alignment between the personnel pay system and the creation of value. The Committee will also make proposals to the board regarding the CEO's remuneration and that of other directors holding special offices. The Committee is formed by non-executive directors, as recommended in the Corporate Governance Code.

Benefits vary across the geographical areas in which the Group operates, in that local law may include or exclude certain services and/or welfare and insurance funds (health insurance, accident insurance, maternity or paternity funds, disability). Pension funds are a typical example of a benefit, especially in European countries where local legislation and sometimes Group companies as well, promote this type of benefit. Employees may choose from time to time whether to participate in equal share with the Company in establishing a pension fund or draw on an additional pension fund according to the base value of their gross salary.

In most countries, employees also benefit from a purchase discount, which may vary from 15% to 35% on products in points of sale. There is also the possibility, at the moment only for retail employees in the UK, to buy products sold in points of sale at strongly discounted prices direct from a dedicated internal site and with delivery direct to their place of work free of transport charges. The objective for 2010 is to extend this type of agreement to employees in other business sectors and countries.

Development of human capital

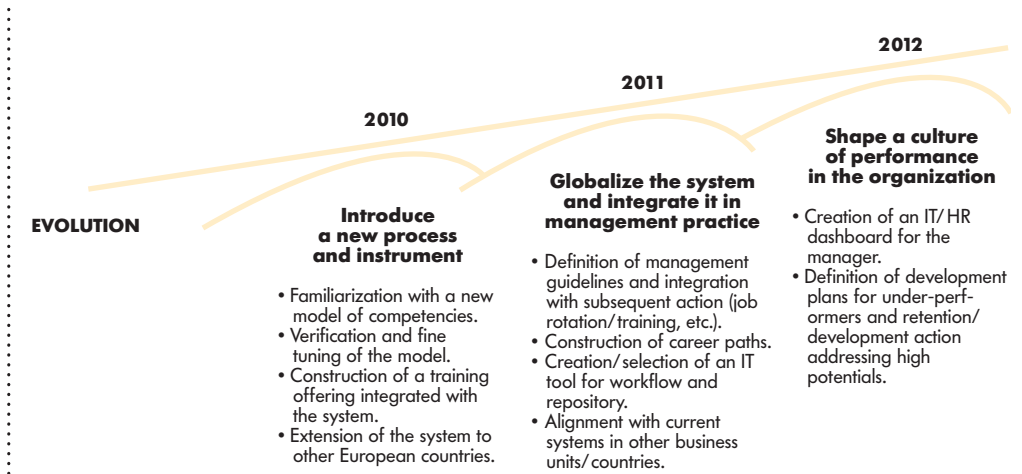
Assessment of skills

In 2009, on completion of the process of integration of the companies acquired in 2007 and 2008, the Group's human resources department co-ordinated the activities of HR functions in the various business sectors and countries and the standardization of human resources management systems.

To this end, it launched the Global HR Platform (GHRP) project to build a platform common to all countries and sectors and introducing a standard terminology for people management (grading, professional families, KPIs, etc.).

Other initiatives were taken, in line with this GHRP project, to review performance and skills assessment systems which grew out of work co-ordinated in different countries and sectors and are currently being applied in Autogrill Italy and the Corporate structure.

The objective for 2011 is to integrate the system into management practice and extend it to the other business units. Autogrill is working towards a consolidated HR management system and culture based on two distinct aspects: the role and development of the individual on one hand and operating performance on the other. The process in question will drive personnel training and development initiatives over the coming years.



The new system is based on eight distinct skills (vision, innovation, flexibility, customer orientation, transversality, team work, guidance and coaching of employees, and intercultural and interpersonal intelligence) and reflects the organizational requirement of interpreting roles with greater managerial effectiveness in increasingly complex and structured contexts.

Until the system can be extended to the Group's other countries, existing systems for assessing and developing local performance, carried out annually for both central office and point of sale employees, will continue to operate. Such systems provide the basis for ad hoc training programmes (specialist and managerial) supporting the development of resources in their various roles.

International job rotation

The critical macro-economic situation in 2009 did not deflect Autogrill from its management of talent. Human capital development is also carried forward by job rotation between different countries, an important factor in cultivating the Group's most promising talent.

Autogrill sees mobility as an opportunity to build its employees' knowledge and capacities and enable them to explore new contexts, thereby strengthening their sense of belonging to the Group, as well as enhancing their professional profiles. Mobility is not unidirectional: it can mean international experience for certain roles, inter-departmental rotation within the headquarters in a given country, between headquarters and sales network or within the sales network. In 2009, there were five moves from Italy to other countries (Spain, Greece and the UK) and two towards Italy (from France). Further, the Group's main projects in 2009 (integration of retail business, global purchasing, optimization of investments, customer satisfaction, ICT Shared Service Unit) involved at least 50 people from eight countries.

A "vacancies" section was created in the Group area of the Company's intranet (Aconnect) to increase the visibility of job opportunities within the organization at an international level and enable employees to apply for them.

In Italy, sales network personnel now have the opportunity to further their careers by contributing to the development of the business either in the network itself, as managers of Autogrill stores or catering services on Grandi Navi Veloci ferries (management of merchandize, personnel, customers, product quality/quantity control, service standard

compliance and administrative procedures), or at headquarters, in the information and communication technology (ICT) department.

Personnel selection

Autogrill is constantly seeking to employ professional staff, particularly those in contact with customers. The Group prefers internal recruitment because it allows people to have gradual, complete training and gain experience in the Group's various businesses.

In Italy, 6 to 12 month internships in a particular sector of the organization are the main channel of entry for young graduates. Numerous trade fairs and university presentations are additional means by which Autogrill meets new graduates.

Regarding the sales network, the constant need for directors and managers means Autogrill Italy also launches manager recruitment campaigns every year, aimed at attracting young graduates interested in acquiring professional experience in the world of organized catering.

Co-operation with universities

The academic world is a valuable source of young talent. In many of the countries where Autogrill works, the Group has relationships with major universities and professional schools, involving participation in events and stipulation of agreements.

In America, thanks to cooperation with the National Association of College Employers, the Group participates in job fairs, conventions and career days to attract new professionals to its local sales points. HMSHost provides many job opportunities for students during their university breaks through its partnership with the Council on International Educational Exchange, a non-profit organization founded in 1974 in the United States to promote education and international university student exchange.

The European business (France, Spain and Belgium) has various agreements with universities and the principal professional schools recognized by the European industry association, Horeca (Hotel, Restaurant and Café), as well as by organizations representing other sectors of business,.

In Italy, the Group continues to work with Parma University on the "Master's in Brand name Catering Store Management". The various partner companies offer job opportunities to participants displaying strong organizational ability, good interpersonal skills and interest in the catering sector. The Master's requires two internships and classroom work, with the goal of understanding the store manager role. The teaching staff consists of academics, consultants and managers from the sponsoring companies, whose task is to ensure that educational goals are effectively achieved.

Every year, Autogrill Italy takes part in employment fairs, including the BIP (international placement exchange), which brings together all Italian and a number of foreign universities to establish and consolidate collaboration relationships, and BIPONLINE, the first virtual fair Autogrill has participated in, through Emblema. The Company also goes to other job fairs, events organized at the main Italian universities (Bocconi, Cattolica, Luiss, Università Statale di Milano and Iulm), where it meets students and presents its current job and internship opportunities.

In collaboration with Università Bocconi, it also organizes career guidance interviews to help steer new graduates towards professions in line with their personal attitudes and their academic qualifications. Such guidance is provided by HR experts from various companies, university staff and external consultants who explain how the job market works and provide details of the main functional areas.

In 2009 in Italy, Autogrill also supported “Young people and Enterprise”, a project devised by Fondazione Sodalitas in collaboration with Assolombarda. The Project’s main activity is providing guidance and skills for young people seeking work after completing their studies and fostering the development of a culture based on the values of work, enterprise and social economy. It organizes a 2-day course (totalling 14 hours) with collaboration from Fondazione Sodalitas member companies, including Autogrill, and under the aegis of Assolombarda, local education authorities and the Politecnico di Milano.

Lastly, Autogrill Italy supported the “Master’s in Corporate Citizenship. Integrated social responsibility strategies” organized by Fondazione Fondaca. “Autogrill” was one of the case histories studied on the course. Some of the participants in this Master’s course were invited to analyze the Group’s last sustainability report. A number of interesting considerations emerged, shedding light on how to improve the exposition and clarity of contents for the new report. The experience was positive not only for the participants but also for Autogrill’s people. Increasingly active involvement of stakeholders makes it possible to understand demand in advance.

In the Retail sector, there were meetings between the management of Aldeasa (Spain) and school and university students. In Chile, an agreement was defined with the Santiago chamber of commerce to manage supply and demand of work for locally managed points of sale.

Training

The level of competition and constant pace of change in Autogrill’s markets make it essential to pay particular attention to the development of its resources. Training is an important part of an individual’s career development, as well as being an investment for the Company. As such, it must have a return for the business in terms of behaviour, improvement of processes and effectiveness of decision making.

To privilege internal growth, employees’ careers are managed on the basis of a clear, structured development programme co-ordinated by Human Resources in conjunction with Operations for positions in the sales network and with individual departments for positions in headquarters.

In 2009, Autogrill Group invested nearly six million euros in training for its employees in Europe. On average, employees did around two days of training each over the year.

There was a decrease in the number of hours and cost of employee training reflecting an absence of substantial changes to operating processes on the sales network (which would have necessitated *ad hoc* training), limited developments in mandatory training and a reduction in the number of new entries. However, the Group continued to work on fine-tuning existing courses and training modules and also adopted new technologies and user formats thanks to an e-learning platform implemented on the intranet portal Aconnect.

Training programmes address all levels in the organization and are structured to meet the various areas of technical and managerial development. In store training provided by area trainers, internal personnel but also store managers themselves, plays a fundamental role in Autogrill, which believes that experience gained on the job in each point of sale represents a source of excellence to be shared. This sort of training can be calibrated on one hand to transmit professional competences (creating a link between the Company and new entries), and on the other to update competences and keep experienced professionals, multi-task operators and managers abreast of business and market changes.

Type of training course Food & Beverage – Europe
 (Boundaries: Italy, Switzerland, Spain, Belgium, Slovenia, France, Denmark)

	2009		2008	
	Hours	Costs (€)	Hours	Costs (€)
In-store training	207,192	3,958,828	239,590	4,946,425
Technical-professional training	17,645	464,018	16,507	484,768
Managerial training	8,669	432,776	19,940	881,568
Workplace hygiene, safety and health	28,342	689,454	29,384	604,735
Other	15,367	283,668	11,557	389,849
Total	277,215	5,828,744	316,979	7,307,346

In the Food & Beverage sector, in North America and the main European countries (Italy, Spain, Belgium, Switzerland, Denmark, France and Slovenia), this type of training is provided directly in points of sale or training centres. In Italy, training of duty managers and apprentice managers and the updating of directors is provided by 16 training units along the network, true centres of excellence.

In the Retail sector in the United Kingdom, there is special training for fragrance sales personnel to improve their knowledge of products and capacity to guide customers in choosing fragrances on the basis where they are going. There was very positive feedback from employees involved in this at Heathrow, Gatwick and Manchester airports, where stores saw significant improvements in management and customer satisfaction parameters.

Each country manages its training programmes independently, which also boosts team spirit. Courses may be suggested by the employees themselves and/or by the human resources department and are provided by consultants or nationally recognized training bodies. Although there were no specific campaigns in 2009, there were projects in Spain and Italy.

In Spain, Autogrill organized training courses (provided by the Lausanne Ecole Hôtelière and Madrid's AEDE Business School) for central office personnel, managers and young store managers/assistant managers, to update their skills and knowledge of Food & Beverage activities, as well as courses in Marketing, Finance and Control and Human Resources on the business management front.

In Italy, in collaboration with CIBIESSE CFMT Business School, two training modules were produced (“Collaborate to win” and “Team management”) to strengthen interpersonal communication and the organizational integration of people.

Funding for training

Where possible, Autogrill Group tries to make optimum use of funding available from national and international sources.

Autogrill Italy applies every year for funding of specific training courses from the Fondo For.Te. (*Fondo Paritetico Interprofessionale Nazionale per la Formazione Continua nel Terziario* – a national training fund for the services sector), recognized by the Ministry of Labour. In 2009, Fondo For.Te. financed around 25% of the Company’s total training costs and monitored the funds used, the training itself and the staff involved. Community funds are also used in other European countries to cover personnel training costs.

Workplace health and safety

The Group’s constant commitment

Autogrill’s commitment to guaranteeing the health and safety of its employees and consumers is constant, as shown by its regular updating of policies and procedures and its introduction of new devices and technologies to maintain even higher standards of safety for operators who serve customers everyday.

In all the countries where Autogrill works, health and safety issues are managed by special formed committees, made up of both employees and management, who meet regularly to monitor compliance with current regulations and analyze and resolve any problems, through specific training, for instance, or by introducing new individual safety devices.

Employees are not the only focus and end consumers and suppliers are also safeguarded, as declared in the policies adopted in each country, the most significant examples are in the USA, Italy, Spain and the United Kingdom.

The American business has a Health, Safety and Risk Management policy containing all the information needed to ensure the safety of employees at work. Further, every point of sale has a “safety team” composed of management and operating staff whose task is to map the most common causes of accidents (through specific audits) and propose new equipment, individual protection devices or modifications to existing procedures.

The Italian business has an integrated policy embracing the following management systems:

- ISO 9001:2000, ISO 22000:2005 and UNI 10854:99: food quality and safety;
- ISO 14001:2004 and CE regulation no.761/2001: the environment;
- Decree Law 81/2008 and subseq. amendments: workplace health and safety;
- SA8000:2008: social responsibility.

Injuries trend

Boundaries: Italy, Belgium,
France and Spain



Autogrill Italy has a Health and Safety Committee which meets twice a year to monitor accident levels, medical supervision and occupational illnesses, assess risks, analyze causes and seriousness and plan improvements needed to mitigate the identified risks, which may range from new accident prevention measures to specific training courses. To further reduce the risk of accidents, Autogrill (in collaboration with a partner) developed an avant-garde safety shoe for sales network employees. It is a lighter, more comfortable and safer development of the model in use in 2008.

On the health front, the Group organized annual medical check ups (general, eyesight or specialist where necessary) for its employees in various countries. In Italy for example, 3,900 medical check-ups were carried out in 2009 (up 17%), while check-ups on demand dropped by 70%, partly due to the introduction of the new safety shoe. Medical assistance in Italy is provided by a team of around 20 doctors. In 2009, the Group produced a guide to the prevention of H1N1 flu in its main countries; the campaign was accompanied by supply of suitable hygiene materials.

In June 2009, Autogrill France launched two projects in partnership with Caisse Nationale d'Assurance Maladie des Travailleurs Salariés (CNAM-TS). The first concerned the application of workplace risk prevention principles in the building concept design phase, in new constructions and renovations or extensions of existing buildings. The second focussed on accident prevention through listening and envisages the involvement of all employees in occupational risk assessment in the workplace, as well as operating and support services management for the implementation of preventive measures.

World Duty Free, in retail sector, is also committed to ensuring high workplace health & safety standards for its staff and customers. The constant drive to improve in these matters is reflected in its health, safety and environment policy and its encouragement of suggestions from employees. World Duty Free has OHSAS 18001:2007 certification, an internationally acknowledged workplace health & safety standard.

In the last two years in Europe, the overall number of accidents fell from 991 to 841.

Types of accident, Food & Beverage – Europe

(Boundaries: Italy, Belgium, France and Spain)

(No.)	2009	2008
Crushing	35	56
Cuts	180	280
Slippage and falls	186	195
Burns	57	70
Bumps and contusions	126	137
Materials handling	116	132
Other	141	121
Total	841	991
<i>Accidents during travel</i>	196	212

Accident indexes

(Boundaries: Italy, Belgium, France and Spain)

	2009	2008
Frequency index (no. of accidents 1,000,000/worked hours)	35.93	39.91
Seriousness index (no. of days of absence per accident 1,000/worked hours)	0.62	–

Communication

At the end of 2009, Autogrill launched the new intranet portal, “Aconnect”, in Italy and United Kingdom. It’s a vitally important tool of communication, information, collaboration and company-employee contact.

Produced by an international team of colleagues from different parts of the Group, Aconnect was the latest step in the integration of the new business sectors, reducing distances between countries, businesses, functions, headquarters and network, and encouraging collaboration between people. The project will have a development and roll-out in various stages, starting with the integration of traditional processes, such as internal communication, publication of procedures, manuals and organization charts to boost the sharing of information between different countries and businesses. In 2010, services supporting day-to-day activities will be added on.

Profiling and arrangement of content will further develop the portal. It will also become possible to load and read confidential documents, use online collaboration functions, document, material and photo sharing facilities and professional conferencing, chat and community services (web 2.0).

Major work on the infrastructure made it immediately possible to access the portal and web services non-company PCs (e.g. from home, hotel, etc.) as well. Aconnect was developed on an open source platform that on one hand cuts costs and on the other enabled the

development of a set of competencies in the Company. The choice of an internally managed platform brings more effective publication, higher efficiency in processes and greater flexibility.

For the entire duration of the scheduled roll out of Aconnect, countries like America, Spain, France and Belgium will continue to produce their own newsletters to actively engage their employees and in some cases consumers as well. Content will be on initiatives, projects and activities in local structures, as happened in 2009.

Autogrill Spain launched an original initiative in 2009, a competition for its employees to find the best “green” idea to use in Spanish points of sale.

The three winning ideas, chosen out of numerous suggestions, were to:

- monitor consumption of utilities (energy and water) for each point of sale, in a bottom-up effort to reduce consumption;
- communicate the Company’s environment commitment to both personnel and consumers;
- use digital signature readers in cash transactions to reduce the use of paper.

The competition was also a good opportunity to encourage employees to use equipment in locations intelligently and continue their focus on environmental protection.

Autogrill Italy moved in the same direction. Before the start of the summer season, it launched a communication campaign on saving resources and safeguarding the environment entitled “Small Gestures for Big Results”. The point of this sustainability campaign was to alert all employees to the need to save water and light and sort waste.

Involvement

The central importance of people in Autogrill is also reflected in numerous initiatives to involve employees. Convinced that the motivation and satisfaction of its people are key to achieving objectives, the Group organizes regular surveys to define and implement improvement plans.

In 2009, the traditional annual convention for all point of sale managers and the top management of Autogrill Italy was replaced by a tour to meet the managers in 17 locations throughout Italy. This innovative idea of meeting small groups grew out of a desire to facilitate exchange of opinions and discussion, and to collect questions and suggestions.

All point of sale managers in the Italian network (around 30 every meeting) were involved. The General Manager Italy, the sales manager and relevant channel directors took part in all the POS meetings.

In 2009, World Duty Free ran a survey (“Talk Back”) of its employees. It obtained 90% redemption and registered a positive judgement of the Company from 79% of employees (on the Employee Engagement Index EEI). Employees proved highly positive about the Company in fact, declaring they were proud to work in WDF (74%), wanted to continue working in its for another 12 months (77%) and felt stimulated to do their best in WDF (79%).

Consumer transparency

Consumer-citizens all over the world are evolving very rapidly; they are far more critical than in the past and are rapidly rethinking their choices, attitudes and lifestyles, also because of the critical macro-economic situation. They have refined their demands and consolidated their awareness of what can really be of use to them. Even consumers' vocabulary includes new terms, generic words tending to make way for more specific ones borrowed from science, ecology and local culture. There are also new attitudes to food, including a strong tendency towards fruit and vegetables and in general all new types of food that are "green" and low environmental impact.

"People on the move"

Autogrill's business is based on the movement of people across cities, countries and continents. The steady increase in global travel, partly due to the rise in per capita income and greater affordability of transport and holiday destinations, has been accompanied by growth in short-distance travel such as commuting in and out of large cities. In conjunction with the exponential increase in average travelling distances, time spent in places of travel (airports, railway stations, motorway service stations, shopping centres and trade fairs) is increasing.

Lifestyles, work and spending behaviour in the West and increasingly in the East as well, are driving the dynamics and dimensions of this new mobility, which is also affecting behavioural scripts in other countries.

This cultural phenomenon is generating a demand for travel-related goods, products and services, satisfying both primary needs like eating or drinking, and secondary needs fed by impulse purchasing of things like books, accessories or clothing items. This is the scenario in which Autogrill steps forward as the best provider for travellers' needs.

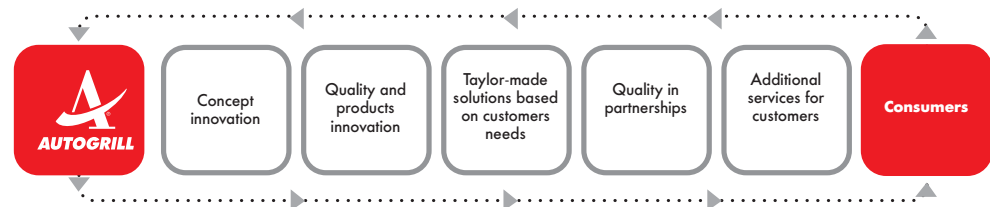
Transversal innovation underpins commercial offering

Autogrill believes that flexibility, variety, the capacity to innovate and integrate different cultures, traditions and lifestyles are key to its successful response to the increasingly sophisticated needs of the traveller, in both the short- and long-term. Geographical expansion has enabled the Group to increase its know-how and to offer a constantly evolving range of food & beverages, travel retail and flight products, which are both geographically and culturally "contextualized". To develop this capability, the Group has a continuous process of transversal innovation affecting the more important stages of business, reshaping traditional concepts to fit new lifestyles and consumer demand and developing products and services to satisfy new market segments. The main stages in this process, and some of the solutions the Group has adopted to deal with them, are outlined below.

Stage 1: Concept innovation

The challenge posed by the Group's market is to identify quickly and accurately new trends/needs and be able to develop specific solutions that can be rapidly brought to market. This is at the heart of concept differentiation, starting with the choice of products, the way they are presented in stores, the equipment used, the decor and colour of the ambience, etc. The concepts developed by Autogrill, thanks to market research and analysis of positioning and constant dialogue with the consumer, are based on four key factors:

- **Simplicity** in the food experience;
- **Empathy** in the consumer relationship;
- **Strong ties** with local customs; and
- **Quality and freshness** of products offered to consumers.



Solutions: market research and customer satisfaction analysis

The Group carries out market research, at varying intervals, to analyze brand concept positioning and anticipate nutrition trends. For example, marketing managements in the different countries periodically analyze customer satisfaction in the channels in which the Company operates. The results of this research can suggest re-qualification of brand-concept positioning in various ways including broadening product supply, adjusting prices, developing new logos and alternative pay offs, ambience restyling, modifying the product offering. The consumer in any case always has various ways – toll-free numbers, e-mail, green postcards – to send the Group suggestions or complaints about products/services.

Stage 2: product quality and innovation

In the Group's testing kitchens (in the USA, Italy, France, Spain and Switzerland), food technologists and chefs develop a wide range of products and recipes using dietary and health conscious principles which seek to limit the use of fats and salt.

For example, in the testing kitchen in Assago (Milan), analysts and chefs devise and test around 1,500 new recipes a year (around 400 recipes for Bar Snack, 400 for Ciao Restaurant, 100 for Spizzico, 30 for Burger King) and assess over 300 new raw materials.

Selected raw materials are combined to produce the right balance of flavours and colours. In 2009, HMSHost worked with top chefs to offer consumers unforgettable experiences in airports, moments of relaxation in which they can try international dishes made with high quality products from all over the world.

The main concepts include David Burke's "Burke in the Box", Kathy Casey's Dish D'Lish, Todd English's Bonfire, Wolfgang Puck Express, David Wilhelm's Oasis Grill & Sky Lounge and Martin Yan's Yan Can.

Gallina a terra fa buon uovo.

Una gallina allevata a terra vive meglio e fa uova più buone. Per questo le scegliamo per le vostre insalatone.

I ristoranti Ciao parte del gruppo Autogrill, premiato al settembre 2012 al premio "Good Egg Award" organizzato da Compassion in World Farming, il maggiore organismo internazionale per il benessere degli animali, si distinguono perché si applicano le migliori pratiche di allevamento, qualità garantita che rispetta sempre l'ambiente e il benessere di tutti i suoi.



Solutions: focus on the quality of the products offered and farm animal welfare

Autogrill promotes responsible use of territory and monitors its impacts on the environment. In this context, the welfare of animals is considered a basic moral value, as well as being a guarantee of the quality of the products it offers. Autogrill won the Good Egg Award (organized by Compassion in World Farming, the biggest international farm animal welfare campaigner) for its commitment to using exclusively free-range eggs in its points of sale.

In Europe, there are over 300 million egg laying hens, of which over two thirds are still raised in battery cages where each animal only has the space of an A4 sheet of paper. In Italy, around 37 million hens (86%) are reared in this way. In 2012, a European Union ban on “conventional” battery cages for egg-laying hens will come into force.

The Good Egg Awards are organized by Compassion in World Farming to offer a certain visibility to companies that ensure a more ethical treatment of hens, ahead of the European ban. The award went to Autogrill Italy and Autogrill Belgium, a Group subsidiary that operates in Belgium and Luxembourg.

Compassion in World Farming believes it is important to publicly recognize food industry and Food & Beverage operators that decide to anticipate and also go beyond the 2012 ban so that all cages will become a thing of the past. The initiative supported by Autogrill is an important statement in favour of ethical food procurement.

Stage 3: solutions tailored to customer needs

Understanding and satisfying consumer needs is one of the Group’s strengths. This also means being able to respond to the specific needs of those with special dietary requirements: from gluten allergy sufferers to vegetarians and vegans, from athletes to those observing religious beliefs, etc.

Solution: menus for celiacs, vegetarians and Muslims

In certain countries where it operates, such as Austria, Italy and Spain, the Group has developed complete gluten-free menus in its self-service concepts and a breakfast menu in its snack bars. And in collaboration with various celiac associations, it has organized special cooking areas to prevent any cross-contamination.

The American HMSHost, in collaboration with a prestige American nutritional consultancy, is starting to develop gluten-free products so it can offer “gluten-free” menus next year.

As for vegetarians and vegans, Autogrill Italy and the Italian Association of Vegetarians have prepared a number of dishes which can be found in Ciao restaurants and snack bars that display the Association’s logo.

Lastly, in some European countries a Halal menu has been developed, offering veal and chicken dishes prepared according to the rules of Islamic slaughtering.

In America again, HMSHost works to federal regulations issued by the United States Department of Agriculture and the US Food and Drug Administration, and in compliance with local laws in each State, which require most American restaurant and fast food chain menus to indicate calorie content and ingredients.

The Company decided on a voluntary basis to print nutrition information on the packaging of all its take-away products.

Stage 4: quality partnerships

Identifying reliable partnerships is an important driver of innovation for the Group and helps create value for all of its stakeholders.

Solutions: cooperating with reliable partners to constantly increase supply quality

Autogrill is an active member of EMRA (European Modern Restaurant Association), which brings together major players in the Food & Beverage sector.

In America too, specific guidelines are used when developing menus; in this case the “Dietary Guidelines for Americans” published by the US Department of Health and Human Services, a document that stresses the importance of creating menus with quality products that are light and low on fats.

In order to respond to the growing interest in organic food in recent years, Autogrill Switzerland has started to work with BioSuisse, a Swiss association of organic food producers.

Lastly, the Group continues to participate in round tables:

- the international Animal Welfare Platform, which aims to ensure more traceability and transparency as to the use of animal products;
- the “Ente Nazionale Italiano di Unificazione” (UNI - Italian Standards Board), which set up a working party on “fresh agrifood products for human consumption (IV Gamma)” and on “minimum requisites for the drafting of tender notices and rules for the outsourcing of catering services”. In 2009 Autogrill also participated in the drafting of the following regulations: “Non-GMO seeds, feeds and food – minimum requisites”, “Animal welfare” and “Fishing products”.

Stage 5: additional consumer services

Experience gained over the years has allowed the Group not only to develop products and services that improve the quality of the stopover but also to satisfy the specific needs of certain customer segments.

Solutions: initiatives for children, motorcycle services, pet areas

In the airport market, particularly the American one (the testing ground for advanced solutions and services), the Group is introducing information and communication services which seek to satisfy the diverse needs of travellers, especially high-target ones, who are avid IT users.

Thanks to partnerships with networks like CNN and Fox News Channel, locations now offer 24-hour information services in high-tech environments.

Particular care is taken over children, for whom Autogrill has developed special services and menus. In Italy, for example, Ciao, Spizzico and Burger King restaurants offer menus responding to the dietary requirements of children and also provide play areas and baby rooms. There are also Berry Gang Kids Areas equipped with chairs, table football, smaller trays, placemats for colouring, free pencils, videogame consoles and big-screen TVs for cartoons.

In several European countries, the Trucker Club package offers free services to truck drivers, including showers, parking with video-surveillance and entertainment areas with pay-tv.

The Bikers' Club is the result of surveys of security, products, services conducted by Autogrill together with the Italian Motorcycle Federation and the main Spanish biker club, "Motorpress". A number of innovative services were developed in conjunction with Ducati and Dainese including futuristic design covered parking areas and video-surveillance and relaxation areas for stretching, etc. Lastly, the Fido Park service provides special areas for pets, with heat-proof kennels and running water. During peak traffic periods, a vet supplied by the Italian Association of Veterinary Surgeons is on duty to provide advice or initial treatment. At the Secchia Ovest service area (Modena), a large open area has been created for exercising animals.

Stage 6: managing the business's impact on the community

The Group is aware of the fundamental role it plays for its consumers and seeks to convey the importance of a healthy, balanced lifestyle. Accordingly, Autogrill promotes quality local products (bearing certification labels such as D.O.P., I.G.P., etc.) in its commercial offering.

Solutions: road safety and alcohol sales

The Group has also taken steps to raise motorist awareness about road safety issues. One such measure is restricting the consumption and sale of alcoholic beverages in over 180 points of sale along Italy's motorways, where spirits with an alcohol content of more than 21° have been withdrawn. The only exception is for typical local products in 10 locations on the Italian border. Such products are not usually consumed by young people and are a way of promoting the country's image to tourists.

HMSHost too is actively engaged in warning travellers against alcohol abuse. In North America and Canada, it launched the "WE ID" campaign to check the age of people who want to drink alcohol in airport points of sale.

More and more concepts with sustainability messages

The Group is repositioning its concepts by diversifying and widening its offering of products, as well as by restyling its interiors in line with principles such as respect for people, attainment of profit and safeguarding of the environment. One example is the restyling of the format of Spizzico and Ciao (Italy) and Ciao Gourmet Market (USA).

Spizzico is one of the best known Italian-style quick-service pizza brands, with nearly 20 years of experience and around 200 points of sale in Italy, France and Switzerland, on motorways, in airports and railway stations, on high streets and in shopping centres and trade fairs.

Following renewal of the concept and offering in 2008, the menu features over 20 types of pizza, numerous savoury snacks, oven-baked specialities, desserts, bread bowl salads, fresh fruit salads, fresh fruit juices and ice creams.

The new Spizzico goes beyond the traditional fast food concept and returns to the culture of genuineness associated with the Italian tradition but in a spontaneous and informal context. In addition, it has a redesigned logo, the ambience is simple but welcoming and cheerful, the display windows are rearranged at various times of the day to guarantee a fresh offering throughout the day, the service kit for consumers doesn't carry a logo and the materials used in it are "green" and, lastly, waste is sorted inside the location. Launched in Verona, in the VeronaUno shopping centre, the new format was then introduced in the Soratte outlet (Rome) and Fiumicino Airport.

In 2009, a new image was developed for Ciao restaurants: warmer, more familiar and appealing to a younger and more urban target, though without sacrificing the restaurant's recognizability. A Mediterranean feel, simplicity, empathy and familiarity were the key values shaping the development of the new brand experience, characterized by materials, finishes and lighting systems expressing the brand idea: "Sunshine everyday". The new "being at home" retail concept uses colours and materials that evoke nature: olive green, coffee brown, wood, stone, glass. The same concepts were clearly at work in the design of the logo, which is softer, like a ray of sunshine greeting the customer. There was a special focus on disabled people in this restyling process. The new Ciao was specifically designed to facilitate access, with serving counters easy to reach from wheelchairs and multi-tray trolleys for families. Innovative changes were also made to the assortment, from special breads to one-dish meals that meet demand for complete but light solutions, and Asian recipes in the "Asia" corner. In short, something for every consumer's palate. The prototype in the Carugate location is producing excellent results: in a recent Ipsos survey 71% of respondents who had used the point of sale before and after the restyling significantly preferred the new visual identity, the new atmosphere and the new layout.

The American "Ciao Gourmet Market" concept goes beyond traditional sale of food and wine products in that HMSHost decided in 2009 to support the "Endangered Species Give Back Program" project to help animal species at risk or threatened with extinction. The Ciao concept claim – "Commitment • Inspiration • Awareness • Open Practices" – underscores this new approach, which promotes greater consumer engagement on socio-environmental issues and has renewed the commercial offering to meet the food needs of different lifestyles. Different ranges of products can now be found: for vegans, gluten-free, without fats (to lower cholesterol), products 100% certified by the USDA (United States Department of Agriculture) and also fair-trade products certified by Trans Fair USA. All these products come from biological agriculture and the packaging, where possible, is made with recycled material.

And lastly, there are concepts developed in previous years that were already reflecting Autogrill's socio-environmental sensibility. In America, the "Eaterna" concept continued to speak to consumers about the importance of a healthy diet with a low content of additives, preservatives, colouring agents, fats and calories. In Switzerland, the "Greens" concept was designed, in collaboration with the BioSuisse association, for people who want food with a low fats and salt content.

Quality management

Food safety, the World Health Organization has said, is a shared responsibility: the quality and hygiene of food products is not the exclusive concern of the food industry but depends on a joint effort by all those who are part of the complex chain of production, processing, distributing and selling foodstuffs and not least by consumers themselves.

Autogrill's rigorous control system assures consumers that specific quality and safety standards are observed at all process stages. Autogrill works together with suppliers, transport companies and brand partners to ensure quality standards are observed.

The system comes into operation when selecting suppliers, particularly those belonging to the food and catering sectors, usually those most at risk. These suppliers undergo audits to check their level of reliability. Having got through this stage, "product specification" is established, containing details of the required ingredients and characteristics, including production methods and transfer to Autogrill warehouses for stocking. In addition, there are alert systems in effect throughout the entire lifecycle of both food and non-food products to ensure that any critical products are immediately withdrawn. In fact, the HACCP (Hazard Analysis and Critical Control Point) procedures include microbiological sample tests carried out at a frequency established by risk management logic.

The American HMSHost provides high quality standards by performing hygiene tests along the entire production chain, from supplier to warehouse and up to the sales point and the end consumer. It also follows guidelines for food management (containing specific standards for ordering, receiving, stocking and producing quality foods), on the basis of which its work areas undergo audits to guarantee food quality as foreseen by the HACCP.

In Europe, the Group is stepping up its commitment to excellent quality of food products and services, in particular by obtaining ISO 9001:2000 quality certification. Autogrill France (Marseilles Airport), Autogrill Italy and Aldeasa have already obtained this certification. In Italy, Spain and Greece some sales points have ISO 22000:2005 certification, which is applied voluntarily by food sector operators and defines food health & safety management system requirements for all organizations in the food chain, from producer to consumer.

Focus: monitoring and testing in Italian points of sale

Autogrill Italy carries out two kinds of audits, involving both external professionals and internal personnel, to verify that hygiene standards in points of sale are correctly enforced and that the integrated management system's self-assessment plan is correctly applied.

In 2009, the Quality Specialist team, who check for compliance with the procedures governing point of sale processes, were integrated with the Area Trainers in Italy to form a new job category: Quality Standard Compliance and Training Specialist (QSCTS). The new team (around 20 people) have the dual task of supporting the sales network in staff training and the application and diffusion of product and process

quality standards. Along with this re-organization, there was a review of the QSCTS internal audit process, leading to the integration of compliance control regarding food safety regulations (to HACCP standards) with compliance control regarding company procedures on the basis of dimensions, management, preparation and provision of service (to ISO standards). The process is even more important now because the results of these increasingly integrated audits are fed into the network management's MBO (Management by Objectives) system.

Mystery Client: a tool for monitoring and improving service quality

One element common to the entire Autogrill Group is the Mystery Client system. Adopted at European level in 1999 to assess supplied/perceived quality in points of sale, it is now the most important instrument for checking quality of service and customer-orientation.

The mystery client is a designated person sent to sales points in the guise of an ordinary customer on a monthly, two-monthly or quarterly basis. This "client" uses the services and products offered in order to monitor four areas:

- **location:** cleanliness, order and functionality;
- **staff behaviour:** courtesy and efficacy;
- **food quality:** freshness, quantity and temperature;
- **commercial aspects:** correct change, cashier lines.

Mystery Client complete a detailed questionnaire evaluating the visited sales point.

The results are promptly communicated to the administrative office and the sales point managers to plan improvements to all service aspects. The results of Mystery Client audits are also recorded in the MBO system of both location managers and network/headquarter managers.

In Italy, in the interests of constant monitoring and commitment to service improvement at the point of sale, the Mystery Client checklist was broadened to cover two aspects which Autogrill considers of particular relevance:

- **toilettes:** a specific indicator was created because toilettes are among the fundamental parameters of service area satisfaction for travellers;
- **environment:** this indicator is dedicated to internal and external aspects of sales points.

Partner relationships

It is part of Autogrill Group's mission to build a commercial offering that satisfies a diversity of tastes by drawing on local food traditions and meeting consumers' needs with the best fragrances and cosmetics, spirits, tobacco products and confectionery. On today's motorways and in railway stations and airports, Autogrill's offering is not only richly varied but also segmented for different needs, with areas specially designed for quick transactions and other more suited to business, leisure and tourist traffic. To achieve this, it is vitally important to collaborate proactively with partners (landlords, brand partners and suppliers) to gain new knowledge and be able to anticipate changes in consumer tendencies.

Being in so many places and having direct relationships with communities and cultures within a territory not only makes it natural to privilege local sources for purchasing but also enables Group companies on one hand to monitor quality more precisely and more extensively and on the other to promote local produce and cuisine and shorten the supplier chain (thereby minimizing environmental impact due to goods transportation).

To respect the criteria and requirements of appropriateness, cost and efficiency, supplier selection is a transparent process conducted according to the guidelines of Autogrill's Code of Ethics, General Purchase Conditions and specific business procedures. Special attention is paid to compliance with immigrant labour regulations and with insurance and welfare obligations towards staff under current law.

Autogrill is thus an organization that sets demanding conditions – insistence on quality, flexibility and maximum professionalism – that are perfectly in line with the Group's policy of guaranteeing "equal opportunities" for everyone and therefore at all levels of commercial bargaining. The same policy is operated in America through the "Procurement Policy & Procedures", which guarantee that small local suppliers too can gain admission to the suppliers list thanks to a complete absence of discrimination by race, age, gender, religion, nationality, size, etc.

Following SA8000:2008 certification (renewed at the beginning of 2010), Autogrill defined a supplier risk classification (three levels) on the basis of the different product categories covered by the supplier list:

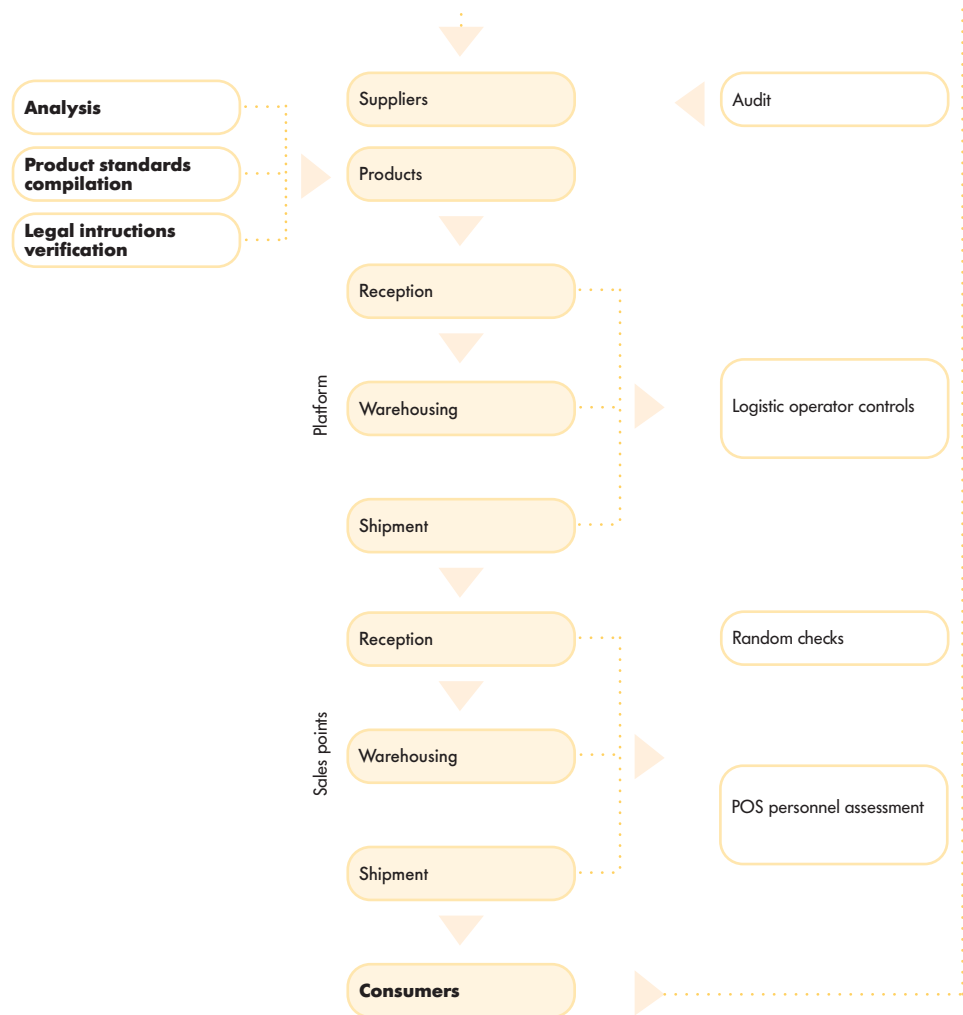
- Class A: high risk suppliers that make Autogrill brand products or products made to Autogrill S.p.A. recipes;
- Class M: medium risk suppliers that sell non-food products originating in the Far East or suppliers of fruit and vegetables or suppliers with a high impact on the Company's total sales;
- Class B: low risk suppliers that sell confectionery in the Bottegaccia concept market or drinks and any other non-food products.

In this connection, the Company started to raise the level of engagement of its supply chain not only on the question of employees' rights but also on environmental issues (following ISO 14001 certification). In 2009, it analysed feedback (around 50%) on a questionnaire it had sent suppliers the previous year on ethical-environmental performance and discussed various key aspects with major suppliers. This dialogue enabled Autogrill to plan two audits for A and M risk class suppliers in 1st quarter 2010.

Supplier selection and monitoring

Autogrill carries out periodical screenings to verify suppliers' qualifications, using questionnaires, direct and indirect information gathering, samples and audits.

The ethical section of Autogrill Italy's General Purchase Conditions requires suppliers to accord their employees regulatory conditions that are at least equal to those provided for in Decree Law 231/2001 (administrative liability of legal persons) and health & safety legislation applicable to employees working in Autogrill locations. Suppliers commit to subscribing an "Interference Risk Evaluation Document" attached to the contract documents specifying measures adopted to eliminate the risk of interference from concomitant activities taking place in the same workplace.



The General Purchase Conditions require suppliers not only to respect current environmental regulations but also endeavour to preserve the natural environment from any form of pollution or impoverishment by avoiding behaviour detrimental to the quality of natural resources (water, air, soil and subsoil). In this regard, Autogrill's suppliers are required to provide, when possible, eco-compatible alternatives (ecologically branded products, low packaging content, recyclable/bio-compostable products).

Once a supplier has been selected, Autogrill guarantees, in compliance with HACCP procedures, the hygiene, safety and wholesomeness of purchased products for their entire life cycle: from warehouse stocking to refrigerated counters at points of sale. Further quality and wholesomeness guarantees are provided by microbiological analysis by external specialists (at all levels, from raw materials to finished products) in accordance with plans based on risk assessment methods. In the main countries where the Group operates, food safety and quality audits are carried periodically and also in response to results and requirements emerging from risk analysis.

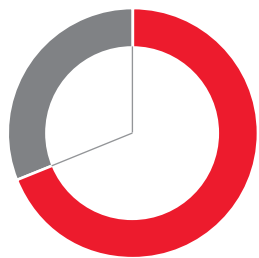
Co-operation with suppliers

Raw material supplies (food and non-food) are essential for Autogrill's business continuity. The partnerships developed over the years with certain suppliers have enabled innovations in product development processes leading to higher quality for the end consumer. This approach is pursued both with merchandise suppliers and service providers (maintenance, cleaning, safety, etc.).

Autogrill believes it is fundamentally important to establish relationships of collaboration with its suppliers, not only to offer consumers quality products but to search together for new solutions that also create value for the market, in terms of development of new equipment and optimisation of processes. Autogrill and its network can act as a powerful vehicle for boosting local economies and their quality products. Its restaurants, in fact, feature dishes prepared to traditional local recipes, while other areas in a location focus on local produce and often host tastings and other events of local relevance. The benefits arising from such promotion of local food and wine (also in collaboration with local government) are not only for our long-term suppliers: by involving local farm companies as well, the Group is supporting local infrastructure, the community and its economy.

Autogrill points of sale all over the world have space dedicated to local wine and food specialities. For example, the "La Bottegaccia" brand, which in Italy constitutes a sort of shop-in-shop for local foods and wines. Hundreds of selected La Bottegaccia products (preferably bearing I.G.P., D.O.P., D.O.C., or D.O.C.G. certification of origin) are sold in Autogrill markets on motorways throughout the country to represent the best of local traditions, while the American "Ciao" concept offers a selection of typical Italian and European products.

Suppliers typology in Europe 2009



● Suppliers of goods 69%
● Suppliers of services 31%

In its choice of suppliers also on the basis of local quality, authenticity and flavour, Autogrill has developed some important joint-ventures with local economies, leading to strategic alliances with small and medium sized market operators. One example is the promotion of Parma farm produce in France in collaboration with local chambers of commerce and consortia representing “Prosciutto di Parma” and “Parmigiano Reggiano”. The initiative covers the promotion and marketing of typical Parma products in Autogrill’s 276 points of sale in France, on motorways, in railway stations, airports and shopping centres, including the food-court in the Louvre.

Integrity in supplier relations

Autogrill Group interacts with suppliers on a daily basis, aiming to improve the efficiency and reliability of these relationships and the quality of the products offered.

The US division is working to promote the adoption of correct trading behaviour by its suppliers through Avendra, which is Autogrill’s main interface for Food & Beverage procurement in the US. In Europe, Autogrill Belgium is part of Bemora, the Belgian Modern Restaurant Association, whose members include Belgian hotel, restaurant and café (“HoReCa”) chains such as Quick, Colmar, Le Pain Quotidien, Lunch Garden, McDonald’s and Pizza Hut. Bemora’s mission is to give all HoReCa companies the chance to develop fully; as such, it champions the need for clear, simple, uniform legislation to combat the tax abuse and social ills that are rampant in this sector.

Asupply: e-sourcing platform for managing technical purchasing

Autogrill uses the e-sourcing platform Asupply to manage its goods and services purchasing (consumable materials, contracts, etc.) whilst ensuring transparency and equal opportunities for all suppliers. The platform has three main advantages:

- an on-line bidding process, providing greater efficiency through automation whilst guaranteeing transparency and equal opportunities for suppliers, clear and uniform processes and fast and effective interactions;
- dynamic management of negotiations, in order to save money and time;
- a wider pool of suppliers.

The new platform has so far delivered benefits in terms of:

- savings on technical purchases, of around 10%;
- greater transparency and ease of control, through enhanced planning of pre- and post-sourcing operations thanks to the mapping of processes at all levels;
- a structured analysis and evaluation model for supplier performance assessment with direct involvement of end users.

Finally, we report only five lawsuits in Italy, which demonstrates Autogrill’s healthy supplier relations.

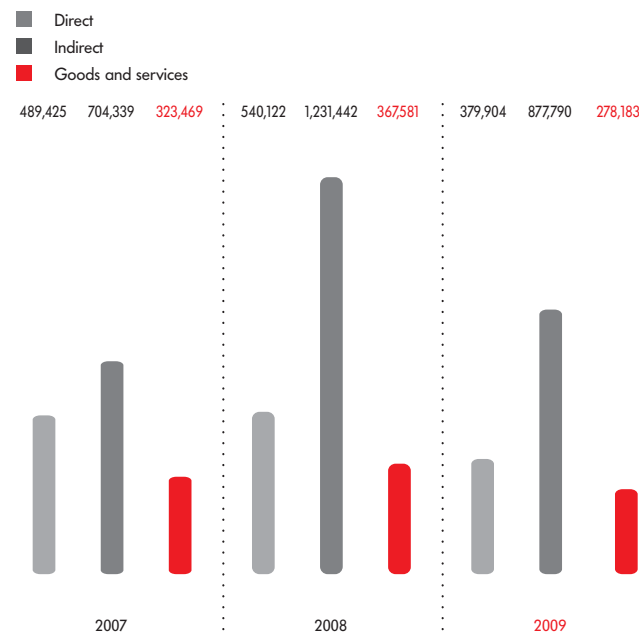
Investing in the community

Through its ongoing dialogue with the local communities where it does business, Autogrill Group develops projects of mutual interest and information campaigns on specific issues designed to contribute to an improved quality of life and protection of the surrounding environment.

Despite the recession, Autogrill Group continued to support non-profit and charitable organizations which work on a local, national and international scale. Such support is in the form of cash donated by Group companies (direct donation), fund-raising amongst staff, consumers and suppliers (indirect donation) and donation of food and/ or goods in normal use at points of sale, thus giving an immediate and substantial contribution to numerous associations (goods and services donation).

The Group gave over € 1.5m to various organizations and associations in 2009.

Group donations *



* In 2009, the business units that contributed to the community were North America and the Pacific Area, Austria, France, Italy and Ireland in the Food & Beverage sector, and World Duty Free and Aldeasa in the Travel Retail sector

Direct donations

Donations made directly by Group companies amounted to around € 380,000.

Direct

(€)	Food & Beverage						Travel Retail & Duty-Free		
	North America and the Pacific Area			Europe			Aldeasa and Retail UK		
	2009	2008	2007	2009	2008	2007	2009	2008	2007
Medical assistance and/or research	20,007	13,152	17,127	1,153	20,300	6,925	-	25,447	-
Humanitarian activities	29,190	51,114	35,398	4,500	18,700	56,000	25,717	218	-
Child assistance	10,314	60,762	7,954	53,333	38,879	51,000	6,000	11,023	6,000
Training and education	37,585	65,976	48,388	11,000	10,000	15,000	42,071	42,071	42,071
Sport and recreation	17,874	37,446	7,950	4,250	-	30,000	11,774	-	6,000
Other	5,315	11,651	1,434	2,139	22,324	90,000	97,683	111,058	68,179
Total	120,285	240,102	118,250	76,374	110,203	248,925	183,245	189,817	122,250

HSMHost distributed a total of € 120,285 in 2009. The most significant direct donations went to:

- United Way, a non-profit organization whose mission is to help communities in difficulty to build a better quality of life;
- Food Bank, a non-profit organization that distributes food that would otherwise be wasted to the needy;
- LAANE - LA Alliance for a New Economy – an organization that supports initiatives to promote the building of a sustainable economy for future generations (e.g. reduction of poverty, job creation, etc.);
- TELACU, a foundation set up in 1983 to promote progress in communities in California, Illinois, Texas and New York through training and educational programmes.

In Europe, donations reached a total of € 76,374. The most important donations went to Fabbrica del Sorriso, amounting to around € 45,000, in addition to funds raised through consumers who bought the Dono Card and the Menù del Sorriso (Smile Menu).

Aldeasa made direct donations of € 128,406 in 2009, mainly to:

- Fundaciòn IberoAmericana Down21, a non-profit organization involved in promoting and socially integrating people affected by Down's syndrome in Spain and South America;
- Fundación Padre Arrupe, which has been supporting the social, human and environmental development of peoples in El Salvador since 1992: Aldeasa once again contributed to the Program for the Integral Training in Education and Health in Senegal and El Salvador which, to date, has made it possible to build a learning centre consisting of nine buildings spread out over 13,941 m²;
- Xaley Foundation, a non-profit organization that supports young children in Senegal with training programmes to give them an opportunity to build a future. For the next three years Aldeasa is committed to supporting "Children make progress", a Xaley Ca Kanam project in St. Louis, and will try to guarantee better living conditions for them;
- Obra Social De Accodiga Y Desarrollo is a non-profit organization set up in 1997 by the Spanish government; its main activity is helping socially marginalized people such as the poor and homeless and the disabled. Obra helps these groups by giving them a home, food, medical care, training and work. It runs a work centre where handicapped people can find jobs.

Indirect donations

Thanks to awareness raising amongst employees and consumers, the Group managed to raise funds totalling € 877,790.

Indirect

(€)	Food & Beverage						Travel Retail & Duty-Free		
	North America and the Pacific Area			Europe			Aldeasa and Retail UK		
	2009	2008	2007	2009	2008	2007	2009	2008	2007
Medical assistance and/or research	508,024	626,561	280,545	-	-	53,000	-	-	-
Humanitarian activities	4,997	17,740	37,976	18,976	-	2,500	109,683	15,070	-
Child assistance	99,282	130,305	8,987	133,466	200,523	260,600	-	-	-
Training and education	269	3,740	8,201	-	1,228	2,000	-	-	-
Sport and recreation	143	125,169	38,132	-	-	-	-	-	-
Other	-	12,081	2,399	-	99,025	10,000	2,951	-	-
Total	612,714	915,596	376,239	152,442	300,776	328,100	112,634	15,070	-

HMSHost's main efforts were with:

- Children's Miracle Network, a non-profit organization involved in research into children's diseases, comprising various major paediatric hospitals which treat over 17 million children a year;
- Coaches vs. Cancer, a programme against cancer pooling the efforts of the American Cancer Society and the National Association of Basketball Coaches;
- National Multiple Sclerosis Society, an association that supports medical research and prepares people and their families for the development of the disease; it works in 50 American States;
- Tim Horton Foundation, set up by the Canadian catering group Tim Horton, a brand managed under license by HMSHost.

In Europe, the Group's companies renewed their commitment to the primary campaigns supported in the past which included:

- Fabbrica del Sorriso (Smile Factory), an initiative launched in autumn 2003 to raise money to support no-profit associations active in Italy and worldwide to help needy children. Fund raising was carried out by Autogrill for four weeks in 500 sales points (Ciao and Spizzico) with a special menu (Menù del Sorriso), through which customers donated € 0.10 per meal, as well as € 2 DonoCards, which were made available in all network points of sale. Both initiatives allowed to raise € 46,000;
- Telethon France: all sales points on motorways and in railways and airports in France participated in the 2009 fund raising with a Telethon menu, part of which (€ 0.30 or € 0.50 depending on the menu chosen) was donated to the association. The total amount raised was € 80,000;
- Clinic Clowns: an association that entertains sick children in The Netherlands; it was funded with around € 7,000.

Following the tragic earthquake in Abruzzo on 6th April 2009, colleagues in the network organized a fund raising campaign in Italy to help colleagues in the point of sale at Valle Aterno Ovest (Aquila). They raised around € 19,000, part of which was donated to the nine colleagues in proportion to their losses and the rest to ARS Abruzzo Labor, a non-profit organization supporting local communities.

In 2009 World Duty Free continued to support the “Love One Water” project in Africa by selling special water bottles (carrying the project logo) to help fund the construction of “PlayPumps” which entertain kids and supply water. To boost the involvement of its employees, WDF launched the “Pride of WDF Award” for the best colleague in terms of welcoming and serving customers; the prize was a trip to Africa to help with the work of One Foundation in installing the PlayPumps, building a garden and rebuilding the local school.

Donations of goods and services

Autogrill Group also supports the world of non-profit organizations through the donation of food products and/or goods used in the normal course of business in sales points, providing immediate, tangible assistance. In 2009 the total monetary value of goods donated amounted to approximately € 278,183.

Goods and services

(€)	Food & Beverage					
	North America and the Pacific Area			Europe		
	2009	2008	2007	2009	2008	2007
Medical assistance and/or research	38,998	35,656	5,934	-	-	-
Humanitarian activities	29,054	48,070	68,489	169,764	245,760	225,391
Child assistance	3,190	4,829	5,268	-	100	-
Training and education	9,267	5,793	7,518	-	-	-
Sport and recreation	10,467	15,014	8,528	-	-	-
Other	17,443	12,361	2,340	-	-	-
Total	108,419	121,722	98,078	169,764	245,860	225,391

Autogrill Italy renewed its support of needy families by donating goods and food products worth more than € 167,000. As in the past, donations were made primarily to Fondazione Banco Alimentare (committed to providing food to more than 1.2 million people each day), Caritas Italiana (an organization of religious origin which offers daily assistance to the needy throughout Italy and through special relief projects abroad following natural disasters) and to the Italian Red Cross. Donations were also made, however, to less renowned but firmly rooted local organizations.

HMSHost donated goods and services worth around € 108,000 in 2009. Donations went mainly to United Service Organization Inc., Food Bank, International Special Olympics Program (an international sports training and athletic competition programme involving over a million young and adult people with physical handicaps or mental problems), and various foundations promoted by the airports where HMSHost operates.

Events

Culture, entertainment and sport

There were numerous events during the year in which the Group's participation and experience were visible to the public, including:

- **“Dal dire al fare”** (29-30 September 2009), Corporate Social Responsibility Show (CSR) at the Luigi Bocconi University in Milan, where Autogrill organized a laboratory entitled “Destination Environment: integrated waste management” to discuss waste collection and recycling of waste in its points of sale;
- **“Sport, young people and corporate social responsibility in the territory”** at the Centro Congressi Fondazione Cariplo (20 November 2009), during which it was emphasized that sport increasingly serves as an all-round catalyst in society;
- **“Cortina incontra”**, a festival focussing on current affairs, in Cortina d'Ampezzo. Autogrill took part in a seminar entitled “The green economy as a way to survive the crisis, save the environment and exploit agriculture better”;
- **“Cresco - Compatible Growth”**, a project promoted by Fondazione Sodalitas and developed in collaboration with the Politecnico di Milano, with support from Lombardia local government and the participation of ANCI, Legambiente, Cittadinanzattiva, The Natural Step; for the first time in Italy, 23 leading corporations, including Autogrill Italy, got together to present their best sustainability practice and form local communities to promote sustainable behaviour everyday;
- Autogrill Italy supported **“Special Olympics Italia Onlus”**, an amateur sports association, by sponsoring a team to represent Italy at the European Games.

Over the years, Aldeasa has extended its social commitment through the support of major organizations including:

- **Fundaciòn Arel**, a forum for dialogue between Spain and Italy organized by the Italian Agenzia di Ricerche e Legislazione (AREL - Research and Legislation Agency) and the Cibol Foundation, Barcelona; it focuses on major economic and institutional topics, through research, publications and debates, lobbies for new legislation and studies issues which are critical for the development of Italian society and its European/global positioning;
- **Casa de América**, a partnership founded in 1990 and integrated by the Ministry of Foreign Affairs along with the community of Madrid and its administration; it created a forum of ideas and dialogue on economic, political, cultural and technological issues in the Hispanic-American area; Aldeasa sponsored events organized by the Association in 2009;
- **Fundaciòn Amigos del Museo del Prado**, which promotes and supports the Prado's cultural activities; and the “Apostol Santiago cathedral-sanctuary” in Santiago de Compostela (Spain): research and conservation of bibliographical documentation in the cathedral.

As well as participating in conventions and other events, Autogrill has Food & Beverage and Retail operations inside 50 prestige cultural locations (museums, historic buildings, universities), with an offering of services tailored to visitors to such places; they are located in cities like Madrid (Palacio Real), Paris (Carrousel du Louvre and the Gardens of Versailles), New York (Empire State Building), Houston (Space Center), Venice (Università Ca' Foscari), Milan (Triennale and Mondadori Multicenter, piazza Duomo), Siena (Piazza del Campo) and Turin (Cinema Museum in the Mole Antonelliana).

Over the last year Autogrill:

- provided Food & Beverage **services for accredited journalists in the Media Village at the G8 summit in L'Aquila** (8-10 July 2009), in the “Scuola Sottufficiali della Guardia di Finanza”, Coppito; serving over 3,500 journalists from 60 countries, the offering drew on local Abruzzo traditions alongside international recipes catering for the diversity of tastes and religious creeds;
- secured a 6-year contract to operate Food & Beverage **services on the Pompeii excavation site**; the building containing the point of sale – around 300 m² on the ground floor and around 320 m² of open terrace on the 1st floor – is in the Forum Baths, in a strategic point some 50 metres from the Forum, the square in Pompeii, next to “Nero’s Arch”. Autogrill will deploy its ACafè and Spizzico concepts for the Food & Beverage offering, which will also promote local food and wine. Autogrill is also funding a scholarship for excavation site research activities organized by Pompeii’s archaeological department.





The environmental dimension of sustainability

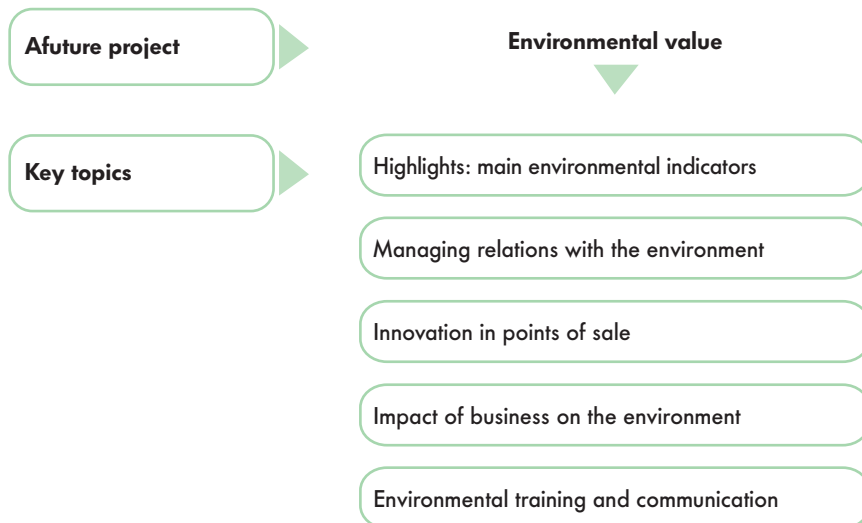
The scenario

Environmental issues affect everyone and all sectors of industry, making it necessary to preserve natural resources, regenerate them and safeguard them for future generations. The market itself endorses the logic of business models that provide for recovery and regeneration of natural resources, whose own regenerative capacities have already been seriously compromised. Safeguarding biological mechanisms and using resources responsibly, especially renewable and clean energy sources, must be considered an absolute priority.

Although Autogrill isn't a company with a strong environmental impact, it feels it has a responsibility to reduce energy, water and raw material consumption and promote clean renewable energy.

This is why Autogrill created Afuture, a project now an integral part of its business philosophy and which covers various initiatives to encourage "innovation, less impact on nature and caring for communities and stakeholders". The project's philosophy is to shift the entire Autogrill Group towards competitive and sustainable growth.

Topics treated



Highlights: main environmental indicators

Packaging

Autogrill France, HMSHost, World Duty Free and now Aldeasa too use plastic bags produced with recycled or bio-degradable material.

Partnership

Autogrill Italy and Conai launched a pilot project, "Destination Environment", inviting travellers to sort waste on the motorway too and help the drive towards higher levels of recovery and recycling.

Waste

Points of sale involved in Destination Environment boosted their waste sorting rate (wet, paper and cardboard, glass and metals and plastic packaging) from 38.4% to 50.4% in the first six months after the launch of the project.

Certification

- **EMAS** for the Brianza Sud/Autogrill Italy point of sale. A point of sale that's more sustainable for the environment and lighter cost-wise.
- **Silver-LEED** for the new "Delaware Welcome Center" point of sale, covering around 4,000 square metres.

International Ideas Competition

The 4th "**Design and build for all**", addressing students and designers, continued to promote a new design culture that looks at the needs of everyone and makes daily living spaces more accessible and usable. The competition theme this time was the design of free-flow restaurant areas and seating in Autogrill points of sale.

Managing relations with the environment

Autogrill's primary task is to make every journey, be it for business or pleasure, a pleasant experience. This is why the definition of the offering, on one hand, and the design of spaces on the principles of simplicity, efficiency, recyclability and comfort, on the other, are equally important.

In 2009, Autogrill Group continued to develop initiatives and projects driven by the philosophy of its Afuture project. Afuture focuses on innovation in the primary elements of each point of sale, from the "shell" (structure, interior fixtures, lighting, air conditioning, water supply, furnishings, equipment) to the products themselves (from raw materials to recycling of packaging), in the interests of eco-compatibility and economic efficiency. All new initiatives based on these principles will be tested in certain locations and then replicated in other points of sale and other countries.

Environmental management systems (EMS) and certification

The Autogrill Group EMS

Autogrill Group's approach to environmental matters and the growing strategic importance it places in them have led Group operations in certain countries to adopt Environmental Management Systems (EMS).

Autogrill Italy drew up an integrated policy for the co-ordination of its four management systems: "Food quality and safety" (ISO 22000:2005, UNI 10854:99), "Environment" (EU Regulation 761/2001, European Parliament and Council, on voluntary participation in a European eco-management and audit system (EMAS) and ISO 14001:2004), "Workplace Health & Safety" (decree law 81/08 and subsequent amendments) and "Ethics" (Social Accountability Standard 8000). All four are now integrated within the Quality Management System defined by ISO 9001:2000. The policy is periodically reviewed to guarantee constant improvement and alignment with stakeholders' expectations and new developments in the Group or in legislation and standards, and is communicated to all its stakeholders to inform and encourage all involved to pursue declared objectives.

In addition to the ISO 14001 certification for two points of sale and the EMAS conformity declaration for the Milan headquarters obtained during the year, Autogrill Italia was also granted an EMAS conformity declaration for its Brianza Sud point of sale as well.

In America, summer 2010 will see the opening of the new "Delaware Welcome Center", a structure of around 4,000 m² built to Delaware Transport Department directives and Leadership in Energy and Environmental Design (LEED) standards. Characteristics that enabled the building to obtain Silver LEED certification include a water and energy saving system and use of recycled or locally recovered construction materials.

In Spain, six point of sales at Telefonica's Madrid offices have ISO 14001 certification, partly thanks to Autogrill España's contribution.

In the Travel Retail business, both World Duty Free and Aldeasa are engaged in major initiatives to safeguard the environment.

World Duty Free has its own integrated policy aimed at constant amelioration of pro-health, safety and environment initiatives. It has obtained ISO 14001 certification for most of its locations in UK airports, an important achievement which further highlights the Group's commitment to protecting the environment at point of sales in airports, headquarters and warehouses. Staff involvement and increased awareness environmental issues was a big factor.

Aldeasa works to the "Spanish Airports Environmental Policy" defined by the airport authority AENA (Aeropuertos Españoles y Navegacion Aerea). The aim of this policy's guidelines and of the "green dot" scheme is to reduce the impact of packaging in airports. It defines specific steps to be taken to reduce volumes and contemplates recycling and re-use. Aldeasa is very focussed on this issue and has started collaborating with Ecoembalajes Espana S.A., a waste collection company which guarantees re-use of collected materials to increase the recycled packaging rate.

Focus: Comparison of ISO 14001 and LEED certification

LEED standards are sustainable construction parameters developed in the United States and applied in 40 countries worldwide. LEED is an evaluation system for energy-environmental quality aimed at developing high performance "green" buildings which function in a sustainable and energy self-sufficient manner. Launched in 2000, it is promoted by the non-profit organization US Green Building Council, founded in 1993 by operators from all segments of the building industry. LEED is applicable to both new constructions and complete renovations. Certification is on a voluntary basis: the designer gathers the data and submits it to the US Green Building Council for evaluation. The system is based on credits for each of the sustainability features that the building possesses: the total amount of credits awarded provides the level of certification.

The LEED evaluation criteria are grouped into six categories and involve one or more obligatory requirements and a number of environmental performance ratings used to determine a building's final evaluation: sustainable settlement, efficient water, energy and air consumption, materials and resources, indoor environmental quality, design and innovation. Finally, there are four levels of certification: basic, silver, gold and platinum.

ISO 14001 regulations require a company to define its environmental goals and targets and implement an environmental management system which enables them to be met. The voluntary basis of ISO 14001 certification leaves a company free to choose which and how many goals to pursue, also on the basis of the organization's economic and technological capacity. The EMS defined by ISO 14001 is based on the following features: environmental policy, planning, implementation and operation, monitoring and corrective measures, management review.

Landlords' EMS

Even though the Group's business is carried on in restricted areas (airports, motorways, etc.) managed by concession companies (which are often also in charge of energy supply), Autogrill endeavours to search for innovative solutions to limit the environmental impact of its business. For this reason, every Autogrill Group company appoints an officer to coordinate environmental policies and keep points of sale in line with regulations and laws regarding water, energy and waste.

Operating under a concession in a reality as complex and varied as an airport means that the Group's environmental policies must be aligned with the airport's procedures. In certain airports where Autogrill operates, special care has to be taken to limit the environmental impact of air and passenger traffic.

Airports are no longer simple points of departure and arrival but have become new centres of activity. We know that travellers want to make the best use of their time and expect the choice of places to eat and shop to grow. In over 200 airports worldwide, including Europe and the Asia Pacific area, Autogrill operates restaurants and stores where people can take a break from the stress of air travel, and maybe appreciate that the services they use are environmentally responsible.

Some of the main airports in terms of sales, in fact, such as Los Angeles, Charlotte, Atlanta and London, promote and organize green initiatives. These address such issues as recycling and reduction of waste, use of alternative fuels and vehicles with lower emissions, reduction of energy consumption and related atmospheric emissions and development of sustainable buildings.

Partnerships

In order to make points of sale comfortable and welcoming and also be in line with Afuture principles, location structures (fixtures, lighting, air conditioning, water system, furnishing, equipment) are all under constant review, in which Autogrill considers not only economic but also environmental aspects.

In the United States, HSMHost has started collaborating with non-profit organizations which help private and public enterprise to improve energy efficiency by developing new technologies and following government agency guidelines. HSMHost feels it must protect the environment by reducing the impact of its business, exploring new energy solutions and promoting awareness of sustainability issues and renewable energy among its staff. The American subsidiary is increasingly committed, in fact, to the “green building” vision of US Green Building Strategic Plan 2009-2013, which promotes sustainable design and building.

In Italy, ARPA Lombardia in cooperation with Autogrill Italy and Lombardia’s regional government developed a project for the EMAS registration of multi-location organizations. The EMAS system promotes self-monitoring and responsibility, guarantees reduction of business-related environmental risk and stimulates increased environmental performance. Since EMAS registration is a procedure carried out location by location, the task force felt the need to elaborate and validate with the EMAS representatives of the Istituto Superiore per la Protezione and la Ricerca Ambientale (ISPRA - Superior Institute for Environmental Protection and Research) a method to realize an efficient and homogeneous verification procedure for both ARPA and multi-location organizations such as Autogrill Italy.

Innovation in points of sale

Innovation in Autogrill points of sale is directed at improving processes and buildings' energy efficiency and draws on constant research into new technologies involving renewable energy sources such as geothermal and solar. And since Autogrill serves millions of people, it is equally important to communicate transparently with consumers on these environmental issues and make points of sale more and more accessible and usable by all people.

Autogrill Group's most significant projects in this field in 2009 are outlined below:

- Work started on the building of the new Delaware Welcome Center (around 4,000 m²) to LEED standards. The building will also host the new **Delaware State Visitor Center**, an information centre documenting tourist attractions and events and activities going on in the State of Delaware. The project is part of the 35-year contract entered in 2008 with the Delaware Transport Department to upgrade and operate the Delaware Service Plaza. In summer 2010, after two years' work, HMSHost will commence its openings schedule, starting with the Sunoco fuel station (21 fast-fill pumps) and an APlus mini-market and continuing at a later stage with f&b and retail locations. The Delaware Welcome Center offering will include Baja Fresh, Starbucks, Burger King, Brioche Dorée, Bakery Café and Cinnabon. It will have parking facilities for over three million visitors a year and 50 power outlets for suitably equipped trucks, enabling them to run air conditioning with minimum use of the engine. This is the fruit of collaboration between HMSHost and CabAire, a supplier of electronic components for trucks, to reduce noise and atmospheric emissions along the extremely busy I-95 corridor.
- **Autogrill France** built a **point of sale** of around 740 m², with solar panels covering part of the **roof** (390 m²). Electricity produced from March 2009 to March 2010 amounted to 15,714 kWh.
- The ISO 14001:2004 certified **Brianza Sud point** of sale in Italy **obtained an EMAS conformity declaration** attesting to its voluntary participation in the European eco-management and audit system. On the A4 MI-BS motorway, the point of sale has a total area of around 1,450 m² and can seat around 200. Energy consumption has been dropping over the last two years thanks to constant monitoring by a centralized system and the introduction of corrective measures. Consumption of water was also significantly down thanks to rationalization measures and the installation of new water supply systems in toilets.
- **Autogrill Italy**, Conai (Consorzio Nazionale Imballaggi - National Packaging Consortium), Waste Italia and Hera group (the main waste collectors in Italy) and ID&A (equipment manufacturers) launched the "Destination Environment" project for waste sorting in motorway locations, in both back areas, customer zones and forecourts. The initiative addresses a potential 300 million people a year who stop off at motorway service areas (of whom 200 million in areas operated by Autogrill). Implementation of the project was preceded by analysis of flows of the various fractions of waste generated by motorway service stations, definition of containers, identification of optimum routing and emptying times, personnel training and storage procedures. Service stations involved in the initial phase were Brianza Sud (MI), Villarboit Sud (NO), Limenella Ovest/Nord (PD) and Mensa (RA). The part of the project visible to the public are ID&A's mini ecological islands (EcoBelly), which have the dual purpose of alerting passers by to the importance of waste sorting and providing an easy to use system for sorting waste into three groups (paper and cardboard, glass, plastic and metals) and keeping non-recyclable waste separate. The rounded shape of the EcoBelly also makes it very safe for kids. Results in the first six months were encouraging, with sorted waste rising from 38.4% to 50.4%.

To further optimize the logistics of waste collection, Autogrill decided to extend waste collection in the back area to nearest premises present on the same motorway section.

Unit	2009 (2nd half)			2009 (1st half)		
	Total waste	Waste sorted	% on total	Total waste	Waste sorted	% on total
†	313.32	157.77	50.4%	296.1	113.69	38.4%

Estimates

- The 4th “**Design and build for all**” **International Ideas Competition** was held for students and designers to promote a new design culture that looks at the needs of everyone and makes daily living spaces more accessible and usable. The competition **theme** this time was the **design of free-flow restaurants and seating in Autogrill points of sale**. In the previous competition the themes were the bar counter, toilets and check-out area. The winning project for the bar counter was recently implemented in the Mensa di Ravenna service area. 466 designers (students and professionals, Italian and foreign) took part in the 4th competition and the jury examined 202 entries redesigning the layout of the free flow self-service area in Autogrill location to make it more accessible. Most of the participants were from Sicily, with 66 entries, followed by Lazio (49), Lombardia (45), Veneto (42) and Liguria (40). Internationally, there were entries from Canada, France, Spain, Poland, Greece, Romania and Kazakhstan. Sicily also had the highest number of winning projects (four out 12). The objective was to design service areas that increase comfort and usability for everyone and not just those with motorial or sensorial difficulties. This design approach is based on the experience of “**lo Spirito di Stella**”, the world’s first catamaran built without architectural barriers. Andrea Stella showed that, in design, focussing on disability is an advantage and not a limitation because design for the disabled improves the quality of what is built for everyone.
- In December, **Aldeasa** – Autogrill Group’s Spanish division, in the Travel Retail & Duty Free business – introduced **biodegradable plastic** bags in its points of sale in Spanish airports. The bags are bio-plastic, made with potato starch and natural ink, to reduce the environmental impact with respect to traditional plastic bags. Under the project, all traditional plastic bags, of all sizes, will be withdrawn except for transparent bags for carrying certain objects onto flights, as required by European law (ICAO STEB). The new bags are 100% biodegradable, recyclable, re-usable and compostable: they decompose in 18 months, without a trace of contamination. In July, the company started testing the eco-sustainable bags in Palma de Majorca Airport and found considerable consensus among customers (90,000 bags purchased in two months). The proceeds from sale of the bags were donated to marine conservation projects promoted by WWF Spain. Aldeasa will also be introducing raffia bags of cabin hand-baggage dimensions that customers can use to take purchases and other personal effects onto flights.
- In recent years, World Duty Free, HMSHost and Autogrill France have also been using bio-degradable bags in their points of sale to raise awareness amongst staff and customers of the “three Rs” (Reduce, Reuse, Recycle), the strategy to adopt to limit the environmental impact of packaging and wrappings.

Impact of business on the environment

The sectors in which the Group operates have an impact on the ecosystem, to varying degrees depending on the complexity of the business. Taking Food & Beverage, the most complex of the three, as an example, there is a direct correlation between management of food and management of the environment, with the input of production factors (labour, raw materials, energy and water) on one hand and the output of product/services (the point of the business), and waste, on the other.

These aspects will be reported on below, starting with energy and water costs in 2009. The increase in these costs in the last two years is largely a reflection of the acquisitions in the Travel Retail sector (the remaining 50% of Aldeasa and World Duty Free). Since 2008, the cost of energy and water utility charges over sales has been stable at 2% in Food & Beverage and 1% in Travel Retail and Flight.

Costs for energy and water

(€k)	Food & Beverage			Group
	North America and the Pacific Area	Europe	Travel Retail and Flight	
2009	30,613	57,021	18,809	106,443
%	29%	53%	18%	100%
2008	31,188	56,343	15,443	102,974
%	30%	55%	15%	100%
2007	29,932	50,300	7,420	87,652
%	34%	57%	9%	100%

During 2008 the Group significantly changed the Travel Retail & Duty-Free activity boundaries, and, to a minor extent, the Flight activity

Energy

Autogrill stores show a peculiar energy “behaviour”. Being commercial premises open to the public, their architecture, lighting and interiors are specially designed for maximum comfort of consumers all year round. Energy consumption is constant in terms of lighting and food preservation and preparation, whereas it rises in summer because of air conditioning systems.

Indirect energy consumption Food & Beverage - Europe *

	Unit	2009	2008	2007
Indirect energy	MWh	230,433	236,560 **	230,280
Year change in consumption	%	(3)	3	

* Estimated data, including consumption in points of sale and headquarters in Austria, Belgium, Spain and Italy. The energy consumption data for Italy do not include the two distribution centres

** Value adjusted after balancing

To make a structured response to the sustainability issues raised by the Afuture project, Group companies in some countries employed an energy consumption monitoring system for their points of sale. For each new development project, a comparison is made between performance with and without use of renewable energy sources and this is put in relation to estimated sales.

In 2009, despite the adverse macroeconomic situation and thanks to monitoring and control, points of sale in Italy, Austria, Belgium and Spain saw a 3% reduction in consumption (MWh).

This results also reflects the implementation of efficient technological systems, installation of special meters and improvements to the performance of locations as detailed below.

An increasing number of locations in America and Europe (including Austria, France, Italy and Spain) are installing new generation systems that delivery greater efficiency and lower consumption of natural resources. Such initiatives range from use of low-consumption light bulbs to photocells for switching lights off in WCs, from water and energy saving systems to roof-top solar panels for water heating. The biggest locations on the Italian network now have centralized energy management systems covering all equipment and systems, which has delivered an average energy saving of around 8%. In other points of sale in Italy, e.g. Dorno, Brembo and Brianza Sud, gas fired co-generation and tri-generation systems for the joint production of heat and refrigeration have been installed. In addition, a meter was installed at the Dorno restaurant (functioning since November 2005) to monitor and register the amount of electricity produced and of CO₂ emissions saved by the system. The use of the turbine has saved around 526 tonnes of CO₂ emissions to date, against 107 tonnes in 2009.

In the last two years, Autogrill Italy has built or renovated a number of eco-sustainable points of sale, including:

- Mensa di Ravenna, certified energy class A, with a geothermal system that reduces energy consumption by 30%;
- Viverone Nord and Viverone Sud (A5 motorway, Ivrea–Santhià), with geothermal systems;
- Brembo (A4 Milano-Bergamo), restructuring of the air conditioning system for the entire complex, thus reaching high energy efficiency and limiting impact on the natural environment.

Carbon Reduction Commitment.

The UK government is aiming to spur public and private organizations toward a more responsible attitude to energy consumption. The new scheme will involve shopping centres, hotels, hospitals, banks, local authorities and government departments, a total of 20,000 companies and public administration bodies. These organizations will have to monitor their emissions and buy permits, initially from the government, to emit every tonne of CO₂ over the assigned cap. To achieve reductions in emissions of greenhouse gases, they will have to improve energy efficiency, otherwise they will be penalized.

Energy performance figures will be published, in fact, and proceeds from the sale of "permits to pollute" will be redistributed to other participants in the scheme according to their position in the ranking. In addition to enjoying a "green" reputation with clients, companies can also target economic gain by selling on any permits they don't use themselves. To take part in the scheme, an organization must consume a minimum of 6,000 MWh a year (the equivalent of an annual electricity bill of Gbp 500,000) and register by September 2010.

Autogrill Italy started up a partnership with Electrolux to find new ways to reduce energy consumption by equipment in points of sale. A new grill plate for rolls, with a certified 30% energy saving, is currently being tested in four motorway locations and throughout the Fiera di Milano. The objective is to extend its use other locations.

In its routine assessments for ISO 14001 certification maintenance, World Duty Free has set environmental goals for its point of sale renovation process, such as installation of low consumption lighting systems, reduction of lighting on renovation sites, reduction of consumption at locations and an internal communication campaign.

In 1st quarter 2010, WDF started to implement a consumption and CO₂ emissions monitoring system in line with the new "Carbon Reduction Commitment" law (cap-and-trade) introduced in the UK to promote energy efficiency in large corporations and public organizations.

Direct energy consumption Food & Beverage - Italy *

	Unit	2009	2008	2007
Natural gas	m ³	400,000	400,000	400,000
Gasoil	l	2,269,714	2,318,679	2,435,749
Other (LPG)	kg	52,189	51,518	28,410

* Estimates

Most of the Italian point of sale network is equipped with heating systems run on methane. In around 150 locations which cannot connect to the methane network (mostly on motorways), the heating systems run on oil. Having carried out feasibility studies, Autogrill has set itself the goal of gradually replacing the oil-fired systems in its locations with LPG, which has less impact.

Water

Autogrill points of sale generally source their water from local utilities. Where there is no such supply, water is taken from wells and/or rivers. Waste water disposal complies with local and national waste management directives. Water from wells and/or rivers is used in toilets, kitchens and fire-fighting networks.

Water consumption in 2009 amounted to 3,232,372 m³, this figure relating to 569 locations in Italy, Spain, Austria and Belgium (around 53% of Autogrill's Food & Beverage locations).

Water consumption – Food & Beverage – Europe *

	Unit	2009	2008	2007
Sales points	no.	569	539	509
Water	m ³	3,232,372	3,299,166	3,296,722

* Estimates

In the countries where Autogrill operates there is a widespread trend towards automatic water-flow regulators in bathrooms and kitchens to reduce waste as much as possible.

Various measures have been taken since 2008 to optimize water consumption throughout the network, including installation of systems to monitor and optimize water use in kitchen equipment and toilets in the main points of sale (e.g. leakage detectors, dual-flow taps and waterless toilets), elimination of water veils from urinals and WCs (usually the biggest water users) in all locations, installation of air/water mixers and testing (in three locations) of experimental systems to limit water consumption in urinals, use of rainwater in toilets, and use of a mechanical system to clean WCs.

Waste and materials

In Food & Beverage points of sale waste is produced during food preparation, where it also includes food packaging, and during service, which produces left-overs and throwaway plates. In the retail sector, on the other hand, waste is mainly product packaging.

In all points of sales, whatever the business, waste management is carried out in accordance with local and national regulations or others indicated by the landlord. Autogrill uses private firms specialized in collecting recyclables and waste disposal for locations on the Italian network not served by a public waste collector.

In Group headquarters in Milan (Autogrill Italy), Bethesda (HMSHost), Madrid (Aldeasa) and London (WDF) waste is sorted. Paper, plastic, glass and tins and printer toner are sorted as stipulated in agreements with waste collection and disposal firms.

On the basis of data provided by a leading US operator in the field of management and protection of data and information, HMSHost estimated that its saved around 10 tonnes of paper through sorting waste in its Bethesda headquarters. It also estimates that this was the equivalent of saving 175 trees, 42,308 kWh of electricity and 17,969 litres of oil, as well as reducing atmospheric emissions and landfill waste.

Waste – Food & Beverage – Italy

	Unit	2009	2008	2007
Sales points	no.	527	539	509
Change in sales points	%	(2)	6	
Waste	t	42,090	54,613	55,901
Year change in waste (Italy)	%	(23)	(2)	

Estimates

Concerning the point of sales network, various initiatives are promoted by the Group, landlords (motorway and airport operators, etc.) or other commercial partners, with waste sorting programmes and campaigns to optimize use of materials by personnel. Space permitting, points of sale install compactors for waste paper and cardboard, which is then collected by public utilities or private operators.

In America, despite the difficulties in waste monitoring, HMSHost's approach is that of the "three Rs" (Reduction, Recycling and Reuse). Its over 200 points of sale carried forward initiatives, varying from location to location, to sort plastic, paper and cardboard, glass bottles and coffee grounds, which go to farmers as fertilizer. Some locations also use zero environmental-impact chemicals. Employees are continually addressed on environmental issues and encouraged to adopt an eco-sustainable approach at all levels.

In Europe too (France, Belgium, Austria and Italy), more and more locations are sorting waste oils, plastic and paper and where possible also recovering consumers' plastic, glass bottles and used batteries. In France, "PET" is collected separately and at the newly opened Carrousel du Louvre equipment was installed to sort and collect PET bottles and aluminium cans, thanks to a partnership with Coca-Cola.

New points of sale in Belgium too have equipment for sorting glass and paper, though the marked reduction in waste paper (around 36%) was due to optimisation of packaging procurement. In Austria, some points of sale send their waste to local power plants that serve district heating and public transport.

Autogrill Italy works with major waste collection operators for its motorway locations, which are not all served by public utilities. Waste collection here is of the "deferred" type, meaning that locations only sort out paper and cardboard, while all the other waste elements are separated at the operators' facilities. Only 20 or so motorway locations separate wet waste from the rest.

In Milan, following the start up of testing with plastic sorting in both the back and front areas of high street locations (Spizzico), Autogrill and Conai launched the “Destination Environment” project in July 2009 (see above).

In the retail sector, there was a drive in the UK to limit amounts of waste for recycling. World Duty Free is engaged in reducing packaging in its locations and encouraging its suppliers to make products with smaller volumes of packaging. China plates and glasses are being preferred in various concepts because they have lower impact on the environment.

Waste produced by World Duty Free in 2009 amounted to 1,019 tonnes, of which 968 tonnes (95%) was recycled and 51 tonnes (5%) went to landfill. The figures for 2009 show the company is continuing to reduce the impact of its business on the environment. Such progress is even more significant if compared to 2004, the year the project started up, when 85% of waste was recycled and 15% went to landfill.

On the materials front, paper and cardboard are key elements in Autogrill’s business in that they form the packaging of food and non-food goods purchased to supply points of sale with products to sell to consumers.

Paper and cardboard – Food & Beverage – Italy *

	Unit	2009	2008	2007
Sales points	no.	527	539	509
Change in sales points	%	(2)	6	
Paper and cardboard	t	4,410	5,830	4,930
Year change in Paper and cardboard	%	(24)	18	

* Estimates

In this context, Autogrill Italy continued to work with its partners to reduce packaging in terms of both weight of paper/cardboard and dimensions of packaging for transport and storage in points of sale. A case in point is Spizzico’s packaging rationalization in 2007, when reduction of material delivered economic and ecological benefits along the entire packaging life cycle, from transport and handling towards points of sale to disposal.

Limiting the environmental impact of logistics

Autogrill’s focus on the environmental impact of the different segments of its distribution chain also covers transport and logistics management and the issue of harmful emissions.

Company fleet

A new Group-wide ecological Car Policy was defined in 2009 to build up a fleet with ecological credentials (lower atmospheric emissions) whilst maintaining the same levels of on-board comfort, safety and performance. The new car policy sets its CO₂ emissions limit at 160 g/km per vehicle (257 g/mile). To guarantee high safety standards, all cars must be fitted with the following:

- stability control (ESP);
- fog lights;
- driver, passenger and side airbags;
- viva-voce kit.

The main Group companies have gradually started renewing their fleets to reduce CO₂ emissions and cut consumption of fuel.

Fleet characteristics by business sector

	Total cars	Numbers of cars (>160 g/km)	Numbers of cars (<160 g/km)	% cars (>160 g/km)	% cars (<160 g/km)
Food & Beverage (Italy, Belgium, Spain, Netherlands, France, Switzerland)	380	121	259	32%	68%
Travel Retail & Duty-Free (Aldeasa and World Duty-Free)	74	33	41	45%	55%
Flight	77	15	62	19%	81%

Autogrill also works with government agencies and other organizations in certain countries. Autogrill Italy continues to support the “10x10. 10 big corporations challenge CO₂” campaign launched by QuattroRuote, a magazine, to reduce emissions by company fleets. Autogrill’s Italian fleet was made “sustainable” whilst maintaining its characteristics of comfort, safety, performance and driving pleasure. Autogrill France, with the help of GE Commercial Finance, continues to assess the environmental impact of its fleet, which was 147g of CO₂/km in 2009.

Truck fleet

In Europe, delivery and distribution of goods to points of sale is primarily by truck. These services are outsourced to specialized companies (varying in number with peaks in production) who are responsible for maintaining the fleet. To limit the environmental impact of the fleet, Autogrill organizes its distribution of products to stores by optimizing numbers of weekly supplies and distances between locations in a given delivery round. Some Group companies, such as Autogrill Italy and World Duty Free, are seeking to optimize logistics by gradual replacement with lower emissions models. Lastly, it should be noted that Autogrill’s Italian haulage company is particularly focused on environmental issues: in addition to periodically renewing its fleet in line with Euro 5 regulations to lower NOx emissions, it has installed a dispenser of urea-based additive at Autogrill’s Pieve Emanuele (Milan) warehouse to further reduce harmful emissions.

Environmental training and communication

Courses are organized continuously in order to raise employees' awareness of environmental issues and the need to reduce waste. Employees are shown how to correctly use and turn off equipment (hot plates, ovens, fryers, dishwashers, etc.) in idle moments of the day to achieve significant savings.

New "green" internal communication campaigns were organized. One example is a newsletter in which World Duty Free presented the launch of its "Change the world 9 to 5" initiative to both staff and customers. It explained daily action that can lessen our environmental footprint, such as not leaving PCs on stand-by, turning off unnecessary lights, not leaving cell-phones on charge when already fully charged and avoiding stationery waste. All of these small efforts can reduce costs, consumption and atmospheric emissions. Another example is Autogrill France's "Planet A" newsletter, which is printed on recycled paper.

Ahead of the summer season 2009, Autogrill Italy launched an internal communication campaign on saving resources and safeguarding the environment. Entitled "Small Gestures for Big Results", the campaign was part of the Company's commitment to building a sustainable business and alerted employees to the need to save water and light and sort waste. The campaign visuals, posted up in points of sale and head office, were photos of POS operators doing the little things that everyone can do to reduce our impact on the environment.

Group companies, including Autogrill France, HMSHost, World Duty Free and now Aldeasa too, are gradually switching to plastic bags made of recycled or bio-degradable material. This initiative is aimed not only at employees but also at consumers who use points of sale everyday and may thus share in the Group's commitment to nature and the environment.

Further initiatives were taken by HMSHost, including the printing of menus with 20% recycled paper and use of recycled paper napkins, as well as other projects already underway, such as "StartSomeWhere", a campaign of green messages in retail points of sale, and "Re-Booking", a charity initiative promoting reuse and recycling of books, in which readers can leave books in HMSHost points of sale and be sure they will be either donated to non-profit associations or recycled to take on a new form.



GRI-G3 Indicators index

The 2009 Sustainability Report was compiled in compliance with the Global Reporting Initiative GRI-G3 guidelines. The following table shows the indicators of the GRI-G3 guidelines, the relevant page number of this Report, and the level of coverage, using the following symbols:

T total
P partial
NC not covered

Some indicators are only given the partial symbol, as Autogrill prefers to be thoroughly transparent in describing its vision and ongoing commitment to improving the Group's economic, social and environmental performance. Nevertheless, in the report a full account is given of the more significant CSR issues.

Legend:

CGR: 2009 Corporate Governance Report
RA: 2009 Reports and Accounts
CE: Code of Ethics

GRI Indicator	Description	Level of coverage	Page
PROFILE			
1. Strategy and analysis			
1.1	Statement of the organization's vision and strategy regarding its contribution to sustainable development	T	3, 6-7, 22, 24-25
1.2	Description of key impacts, risks, and opportunities	T	22, 24, 26, 31
2. Profile of the organization			
2.1	Name of the organization	T	cover
2.2	Primary brands, products, and/or services	T	9, 11-12, 17
2.3	Operational structure of the organization	T	20-21
2.4	Headquarters	T	20, 120
2.5	Countries where the organization operates	T	21
2.6	Nature of ownership and legal form	T	7, 50
2.7	Markets served	T	7-8, 10, 12
2.8	Dimension of the companies belonging to the organization, including: number of employees, net sales, total capitalization broken down in terms of debt and equity and quantity of products or services provided	T	41, 44, 55
2.9	Significant changes during the reporting period regarding size structure, or ownership	T	5, 46
2.10	Awards received in the reporting period	T	36
3. Report parameters			
Report profile			
3.1	Reporting period for information provided	T	5-6
3.2	Date of most recent Report	T	5-6
3.3	Reporting cycle	T	5-6
3.4	Contacts for questions regarding the Report or its contents	T	120
Objective and boundary of the Report			
3.5	Process for defining Report content	T	5-6, 22
3.6	Boundary of the Report	T	5-6
3.7	Limitations on the scope or boundary of the Report	T	5-6
3.8	Information on Group related companies	T	5-6
3.9	Data measurement techniques and the bases of calculations	T	5-6
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement	T	5-6, 51, 56
3.11	Significant changes from previous reporting periods	T	5-6, 51, 56
GRI content index			
3.12	Table identifying the page numbers	T	111
Assurance			
3.13	External assurance	T	118
4. Governance, commitment, engagement			
Governance			
4.1	Governance structure of the organization	T	20, 28, 30
4.2	Indicate whether the Chair is also an executive officer	T	CGR, 18, 40

GRI Indicator	Description	Level of coverage	Page
4.3	Independent and/or non-executive Directors	T	30, CGR (11, 19, 40)
4.4	Mechanisms for shareholders and employees to provide recommendation	T	38, CGR (8-9)
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives	T	CGR (23-24), RA (131)
4.6	Conflicts of interest	T	CGR (32)
4.7	Qualifications and expertise of the Directors	T	CGR (19, 11)
4.8	Mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance	T	7, 27, CGR (5-6)
4.9	Procedures of the BoD for identifying and managing economic, environmental, and social performance	T	22, 26, 31, 84, 98
4.10	Procedures for the valuation of the Directors' economic, environmental, and social performances	T	CGR (23-24)
Commitments to external initiatives			
4.11	Explanation of how the precautionary approach or principle is applied	T	5-6, 22, 26-27, 31, 82
4.12	Subscription of economic, environmental, and social codes of conducts, principles e charters developed by external organizations	T	26-27, 57, 61, 99
4.13	Memberships in national/international industry associations	T	78-80, 87
Stakeholder engagement			
4.14	List of stakeholder groups engaged by the organization	T	35
4.15	Principles for identifying and select stakeholders	T	35
4.16	Approaches to stakeholder engagement	T	57, 59, 75, 77-78
4.17	Key topics and concerns that have been raised through stakeholder engagement and the organization's response	T	57, 75
ECONOMIC PERFORMANCE INDICATORS			
DMA	Information on management policies	T	40, 42
Economic performance			
Core EC1	Direct economic value generated and distributed	T	51
Core EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	NC	
Core EC3	Coverage of the organization's defined benefit plan obligations	T	66, RA (150)
Core EC4	Significant financial assistance received from government	T	72
Market presence			
Core EC6	Policy, practices, and proportion of spending on locally-based suppliers	T	48, 84-85
Core EC7	Procedures for local hiring	T	56
Indirect economic impacts			
Core EC8	Development and impact of infrastructure investments and services provided primarily for public benefit	T	88-90

GRI Indicator	Description	Level of coverage	Page
ENVIRONMENTAL PERFORMANCE INDICATORS			
DMA	Information on management policies	T	35, 96, 98
Materials			
Core EN1	Materials used by weight or volume	P	108
Core EN2	Percentage of materials used that are recycled input materials	P	106-108, 110
Energy			
Core EN3	Direct energy consumption by primary energy source	P	105
Core EN4	Indirect energy consumption by primary source	P	104
Additional EN5	Energy saved due to conservation and efficiency improvements (kWh saved, etc.)	T	101, 104
Additional EN6	Energy-efficient or renewable energy based products and services	T	101, 104
Water			
Core EN8	Total water withdrawal by source	P	105
Biodiversity			
Core EN11	Location and size of land owned, leased, or managed in protected areas or areas of high biodiversity value outside protected areas	NC	
Core EN12	Description of significant impacts on biodiversity	NC	
Emissions and waste			
Core EN16	Total direct and indirect greenhouse gas emissions by weight	NC	
Core EN17	Other relevant indirect greenhouse gas emissions by weight	NC	
Core EN19	Emissions of ozone-depleting substances by weight	NC	
Core EN20	Other emissions in atmosphere	NC	
Core EN21	Total water discharge by quality and destination	NC	
Core EN22	Total weight of waste by type and disposal method	P	102, 106-107
Core EN23	Total number and volume of significant spills	NC	
Products and services			
Core EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	T	101-103, 107
Core EN27	Percentage of products sold and their packaging materials that are reclaimed by category	P	102-103
Compliance			
Core EN28	Monetary value and total number of fines for non-compliance with environmental regulations	NC	
Transport			
Additional EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations and for transporting members of the workforce	P	108-109

GRI Indicator	Description	Level of coverage	Page
SOCIAL PERFORMANCE INDICATORS			
Labour practices			
DMA	Information on management policies	T	35, 56-57
Core LA1	Total workforce by employment type, employment contract, and region	T	55, 59, 64
Core LA2	Total number of personnel and turnover rate, by age, sex, geographical area	NC	
Additional LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations	T	58, 66-67
Labor management relations			
Core LA4	Percentage of employees covered by collective bargaining agreements	P	65-66
Core LA5	Minimum notice period regarding significant operational changes	T	65
Health and safety			
Core LA7	Rates of injury, occupational diseases, lost days, absenteeism, and number of work-related fatalities by region	P	72-74
Core LA8	Education, training, prevention, and risk-control programs in place to assist workforce members	P	71, 73
Training and education			
Core LA10	Average yearly hours of training per employee by employee category	P	70-71
Additional LA 11	Programs for skills and career development	P	67-68, 70-72
Additional LA 12	Percentage of employees receiving regular career development reviews	T	67-68
Diversity and equal opportunity			
Core LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity	T	28, 58, 60-61, 63
Core LA14	Ratio of basic salary of men to women	NC	
Human rights			
DMA	Information on management policies	T	27, 84, CE
Investment practices, suppliers selection practices and personnel training			
Core HR1	Percentage and total number of significant investment agreements that include human rights clauses	P	84-85
Core HR2	Supplier screening on human rights and actions taken	P	84-85
Non-discrimination			
Core HR4	Total number of incidents of discrimination and actions taken	NC	
Freedom of association			
Core HR5	Operations identified in which freedom of association and collective bargaining may be at significant risk and actions taken to defend these rights	T	61, 65-66

GRI Indicator	Description	Level of coverage	Page
Child labour			
Core HR6	Use of child labour	T	27, 61
Forced and compulsory labour			
Core HR7	Use of forced and compulsory labour	T	27, 61
Society			
DMA	Information on management policies	T	27, 35, 88, CE
Community			
Core SO1	Management of the impact of operations on communities	P	88
Corruption			
Core SO2	Analysis and monitoring of corruption risks	T	30
Core SO3	Employees trained in anti-corruption policies and procedures	P	27-28
Core SO4	Actions taken in response to incidents of corruption	NC	
Political contributions			
Core SO5	Public policy positions and participation in public policy development	NC	
Compliance			
Core SO8	Sanctions for non-compliance with laws and regulations	NC	
Product responsibility			
DMA	Information on management policies	T	35, 76, 82, CE
Customer health and safety			
Core PR1	Health and safety of products and services	T	77-78, 82
Product and service labeling			
Core PR3	Product and service information	T	78
Advertising			
Core PR6	Adherence to laws, standards and voluntary codes related to marketing communications	NC	
Compliance			
Core PR9	Sanctions for non-compliance with laws and regulations concerning the provision and use of products and services	NC	

Auditors' review letter



KPMG S.p.A.
Revisione e organizzazione contabile
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(Translation from the Italian original which remains the definitive version)

Independent limited assurance report on the sustainability report

To the board of directors of
Autogrill S.p.A.

- 1 We have reviewed the 2009 sustainability report of the Autogrill Group (the "Group"). The parent's directors are responsible for the preparation of the sustainability report in accordance with the "Sustainability Reporting Guidelines - G3" (third edition) issued by GRI - Global Reporting Initiative, as set out in the "Introduction" paragraph. They are also responsible for determining the Group's objectives in respect of sustainable development performance and reporting, including the identification of stakeholders and material issues, and for establishing and maintaining appropriate performance management and internal control systems from which the reported performance information is derived. Our responsibility is to issue this report based on our review.
- 2 We carried out our work in accordance with the criteria established for our review engagements by "International Standard on Assurance Engagements 3000 - Assurance Engagements other than Audits or Reviews of Historical Financial Information (ISAE 3000)", issued by the International Auditing and Assurance Standards Board (IAASB). That Standard requires that we comply with applicable ethical requirements (the Code of Ethics for Professional Accountants issued by the International Federation of Accountants, IFAC), including independence requirements, and that we plan and perform the engagement to obtain limited assurance about whether the report is free from material misstatement. A limited assurance engagement on a sustainability report consists of making inquiries, primarily of persons responsible for the preparation of information presented in the sustainability report, and applying analytical and other evidence gathering procedures, as appropriate. These procedures included:
 - comparing the information and data presented in the "Economic value generated and distributed" paragraph of the sustainability report to the corresponding information and data included in the Group's consolidated financial statements as at and for the year ended 31 December 2009, on which we issued our report dated 30 March 2010 pursuant to article 156 of Legislative decree no. 58 of 24 February 1998;
 - analysing how the processes underlying the generation, recording and management of quantitative data included in the sustainability report operate. In particular, we have performed the following procedures:
 - interviews and discussions with management representatives of Autogrill S.p.A. and personnel of Autogrill Côté France S.a.s., Autogrill España S.A.U. and Autogrill Belux N.V. to gather information on the IT, accounting and reporting systems used in preparing the sustainability report, and on the processes and internal control procedures used to gather, combine, process and transmit data and information to the office that prepares the sustainability report;
 - sample-based analysis of documentation supporting the preparation of the sustainability report to confirm the effectiveness of processes, their adequacy in

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Società per azioni
Capitale sociale
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relation to the objectives described, and that the internal control system correctly manages data and information;

- analysing the completeness of the qualitative information included in the sustainability report and its overall consistency in relation to the guidelines referred to in paragraph 1, in particular with reference to the sustainability strategy and policies and the determination of material issues for each stakeholder category;
- analysing the stakeholder involvement process, in terms of methods used and completeness of persons involved, by reading the minutes of the meetings or any other information available about the salient features identified;
- obtaining the representation letter signed by the legal representative of Autogrill S.p.A. on the compliance of the sustainability report with the guidelines indicated in paragraph 1 and on the reliability and completeness of the information and data contained therein.

A review is less in scope than an audit carried out in accordance with ISAE 3000, and, therefore, it offers a lower level of assurance that we have become aware of all significant matters and events that would be identified during an audit.

The sustainability report includes the corresponding information and data of the prior year sustainability report for comparative purposes, with respect to which reference should be made our report dated 9 April 2009.

- 3 Based on the procedures performed, nothing has come to our attention that causes us to believe that the 2009 sustainability report of the Autogrill Group is not prepared, in all material respects, in accordance with the Sustainability Reporting Guidelines - G3[®] (third edition) issued by GRI - Global Reporting Initiative, as set out in the "Introduction" paragraph.
- 4 As indicated by the directors in the sustainability report ("How to read the sustainability report" paragraph – "Structure of the report" section), the Group intends to gradually extend the reporting scope to include certain socio-environmental indicators for its more significant subsidiaries.

Milan, 16 April 2010

KPMG S.p.A.

(signed on the original)

Giovanni Rebay
Director of Audit

Autogrill S.p.A.

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The Sustainability Report was prepared and compiled with the essential contribution of all colleagues, who collaborated on gathering the data and information that is made available to all the document's readers.

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