

Autogrill Group

Sustainability Report



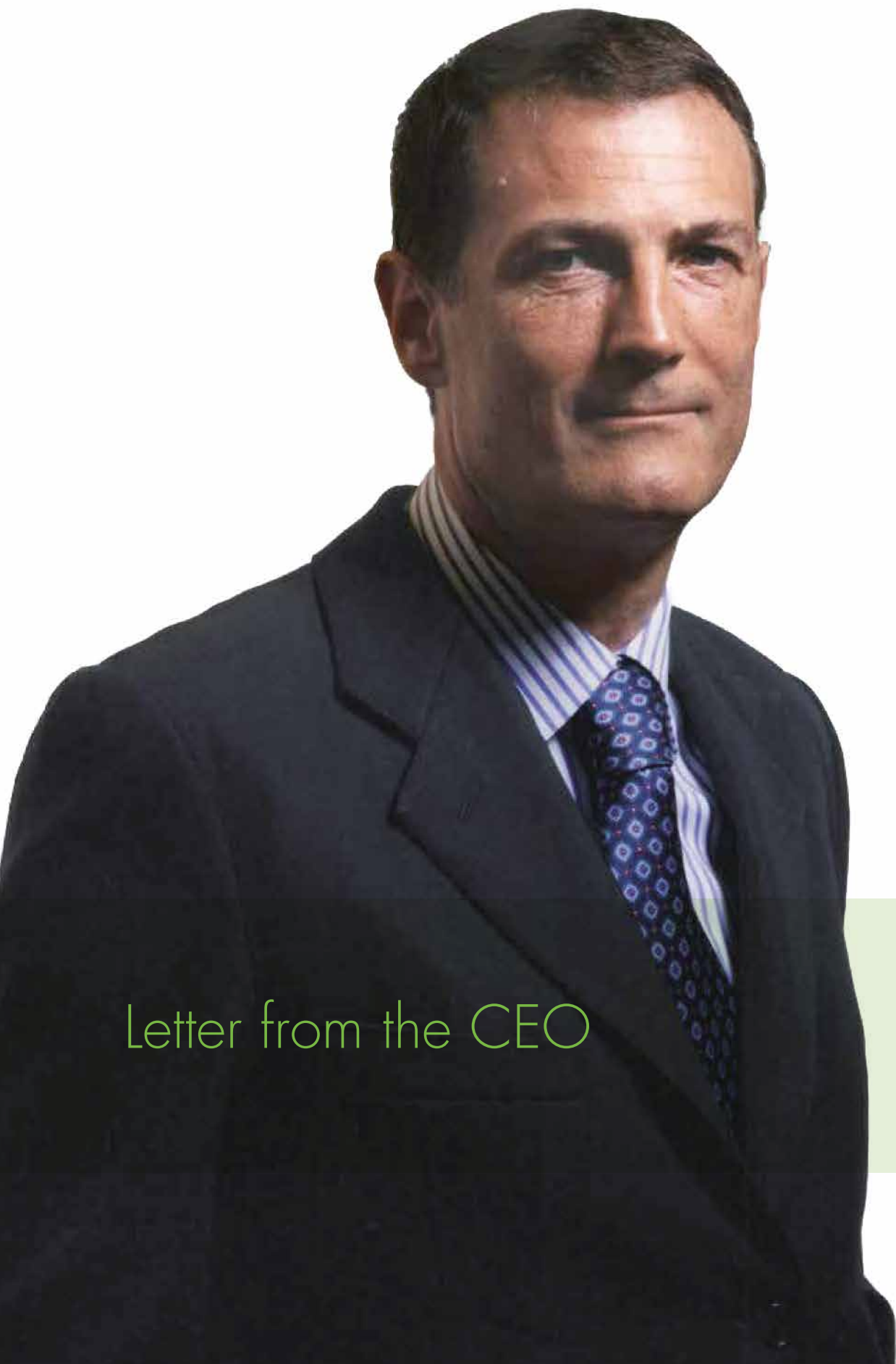
2015



Autogrill Group

2015 Sustainability Report





Letter from the CEO



Dear Stakeholders,

Autogrill posted excellent financial results for 2015. While North America produced impressive figures that were key to the Group's overall performance, we should also remember the return to profitability in Europe and double-digit growth in the International area, where we won several new contracts and opened over a hundred new points of sale. Solid growth in sales and margins enabled the Group to double its profits and cash flow generation.

Over the year the Group continued to strengthen its medium-term competitive position both by increasing its contracts portfolio and by making significant investments, of which over 50% in North America. Almost 80% of total investments went into development.

We continue to take opportunities that will benefit us in the short and medium term by leveraging our know-how: our ability to partner with the world's biggest food & beverage brands at the same time as developing strong and innovative in-house brands, that are increasingly valued and competitive in Italy and abroad.

Take Bistrot, for instance, which caters for travellers in channels and countries with different culinary traditions, from Dutch railway stations to North American and European airports and onto Italian motorways. And other award winning formats that we've created, such as Gorgeous Kitchen at Heathrow and Whiskey River at Charlotte Airport, to mention just a couple.

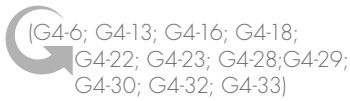
Geographical and channel diversification, the capacity to constantly innovate our offering and the passion and commitment of all our people are, in my opinion, the most effective means to successfully negotiate an environment that is still characterized by uncertainty and continue to grow in the future.

Gianmario Tondato Da Ruos



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The Sustainability Report: drafting criteria

The Autogrill Sustainability Report is a technical document describing the activities and projects that the Group has carried out during the year and outlining the path followed in terms of sustainability. It also represents a time of reflection and an important communication tool towards the stakeholders with regard to the actions undertaken, progress made and the areas of improvement identified in the context of economic, social and environmental performance.

The eleventh edition of the Autogrill Sustainability Report covers 2015 (1 January – 31 December) and was drafted in accordance with the Core option of the “G4 Sustainability Reporting Guidelines” published in 2013 by the Global Reporting Initiative (GRI).

The Group is also member of the GRI’s Gold Community.



The qualitative and quantitative information contained in this Report refers to Autogrill S.p.A. and its subsidiaries at 31 December 2015, unless otherwise specified, broken down by the following three operating sectors:

- North America - includes United States and Canada;
- International - includes “North Europe”: The Netherlands (Schiphol airport and Utrecht railway station), Finland, Ireland, United Kingdom, Sweden, Denmark and Norway and the “Rest of the world”: Australia, United Arab Emirates, India, Indonesia, Malaysia, New Zealand, Russia, Turkey, Vietnam and China.
- Europe – includes Italy, Austria, Belgium, France, Germany, Greece, The Netherlands (highways), Poland, Czech Republic, Slovenia, Spain and Switzerland.

2014 and 2013 data have been re-classified to reflect the new organization above described.

The economic-financial highlights are retrieved from Hyperion (a software application that implements automated procedures for the periodic consolidation of accounting data and the preparation of reporting documents). All the other social and environmental information is contained in the *Sustainability Package*, the reporting system through which the Group collects information and data regarding sustainability from the different countries according to GRI-G4 guidelines.

The Group’s economic and financial aspects and the Group’s Corporate Governance are detailed in greater depth in the following documents: “2015 Annual Report”, “2015 Corporate Governance and Ownership Report”, “2015 Remuneration Report” made available on the Company’s website at www.autogrill.com.

The independent review of this report was carried out by Deloitte & Touche S.p.A. which released an “Independent Auditors’ Report” upon completion of the activity.

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

Principles for the definition of contents

<p>Materiality The content of this Report is based on the concept of materiality, including the most relevant themes for the company and the topics and indicators that reflect the significant economic, environmental and social impacts of the Group or that may substantially influence stakeholder evaluations and decisions.</p>	<p>Sustainability context The Report illustrates the Group's performance with reference to sustainability.</p>	<p>Stakeholder inclusiveness The Report identifies the Group's stakeholders and explains how the Group has responded to stakeholders' expectations and interests.</p>	<p>Completeness The objective of this Report is reporting the economic, social and environmental aspects relative to the main geographic markets in which the Group operates, enabling stakeholders to have a more complete overview for evaluation purposes.</p>
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Principles guaranteeing the quality of contents

Balance	Clarity	Accuracy	Timing	Comparability	Accountability
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How to read the Autogrill Sustainability Report

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

In addition to text, graphics for reference to the strategic areas - "People", "Product" and "Planet" - was used to illustrate the size of the impact of the Group's sustainability actions and their interaction with all business aspects.

The Report is divided in chapters and paragraphs for easy identification of the references to the information requested and the indicators relative to the GRI G4 guidelines (for the sake of completion, see the "GRI G4 Content Index" on page 135).

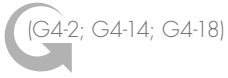
The amounts indicated in this document are expressed in euro millions or thousands or m€ and k€, respectively, (unless otherwise specified), and an indication is provided when the aggregated data is a result of estimates.

The previous 2014 edition was published on May 29, 2015 on the Company's website at www.autogrill.com in the section dedicated to sustainability.

People 

Product 

Planet 



Materiality Analysis: methodology and results

In 2014 we defined an internal methodology to analyze materiality more in depth. For this purpose, we introduced Afuture (see page 25), a framework that enabled us to share the entire process of analysis and increase the engagement of our management through the collection of different opinions and viewpoints and the discussion of outcomes. Before launching the materiality analysis project the targeted goal was clarified: identifying a materiality scale to be used to measure sustainability aspects - i.e. social, environmental and governance aspects that can affect Autogrill's ability to create or retain value for itself, its stakeholders, the environment and the community at large in the long run.

Methodology

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



1. Identification of issues:

The starting point was the identification of the potentially material aspects (e.g. CSR issues), analyzing the sources that could provide a complete analysis of the Company from the outside and multi-stakeholder discussion and exchange platforms at the international level. The documents analyzed include: **institutional requests and guidelines, sustainability frameworks (including GRI and U.N. Global Compact), sustainability best practices adopted by peers and organizations providing Food & Beverage services.**

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

Area	Issues
Economic & Governance	<ul style="list-style-type: none"> • Creation of economic value • Competitive practices • Fight against corruption & bribery
People	<ul style="list-style-type: none"> • Quality relationships with workers (including daily work, social services and wages) • HR development and competency-based assessment • Health and safety in the workplace • Industrial relations • Diversity and equal opportunity and inclusion • Community development and engagement • Human rights protection • Data security and customer privacy
Product	<ul style="list-style-type: none"> • Product quality and safety (including issues regarding a correct and balanced diet and the characteristics of the ingredients) • Accessibility and quality of services • Product information and communication • Supply chain management • Responsible selling
Planet	<ul style="list-style-type: none"> • Waste management • Energy efficiency and GHG emissions • Water management • Oil management • Protection of biodiversity

2. General internal analysis (by CSR Department)

After the identification of the relevant issues (classified based on the relevant attribution to the People, Product, Planet and Governance areas, and in some cases also grouped together under a common umbrella) the analysis started giving a score to the various issues, taking into account the Group's peculiarities (eg. business sector, vision, mission, strategy, risk analysis) and the criteria that, in our opinion, define the concept of "creating or retaining value" (eg. impact on sales, competitiveness / new opportunities, consumer perception, employee engagement, reputation). The second part of the analysis focused on determining a rating with reference to:

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

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

3. Specialist internal analysis (by the Management)

After completion of the first general analysis of the issues by CSR Department (which, for self-explanatory reasons, is particularly oriented towards sustainability, based on the long run and aimed at assessing risks / opportunities emerging from the same issues), the other divisions of the organization were also invited to share the process and the ratings assigned by contributing to a specialist internal and vertical analysis based on the corresponding competencies and responsibilities (as experts on the different issues).

4. Analysis of external perspective

The issues were also analyzed based on the principle of stakeholder inclusiveness in order to take into account their perspective through:

- **consumer requests** (resulting from customer satisfaction surveys)
- **workers requests** (resulting from employee engagement surveys)
- international **business reports**
- international **general opinion** reports
- analysis of Autogrill **press review**
- **interviews with managers** who are in direct contact with the stakeholders to analyze their perception about the issues.

5. Development of the materiality chart

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

Comments to the chart

The chart reflects the importance of the sustainability issues to Autogrill in this specific period. The pressures and trends change over time and for this reason the chart should not be considered either static or final, and should instead be periodically updated.

Compliance with the law is considered by definition a key and substantial issue for the entire population of the organization. This is why it was not directly reflected in the materiality analysis, but is accounted for as a criterion for the definition of the importance of the various issues. In the same way, stakeholder engagement is considered an element at the basis of the concept of sustainability and is key for the materiality analysis. For this reason it is included as a criterion for the development of the graph and is not visible in it. As indicated in the chart, the key material issues for Autogrill refer to its core business and its offering, and those connected with people - in particular its workers. This analysis resulted in the definition of the new 2016-2018 Afuture Roadmap, establishing the new sustainability objectives to be reached in the next three years in the areas of APeople – quality relationships with workers, HR development and competency-based assessment; AProduct – product quality and safety, accessibility and service quality, product information and communication, supply chain management; and APlanet – waste management.



Materiality chart

Defines the sustainability topics relevant to Autogrill





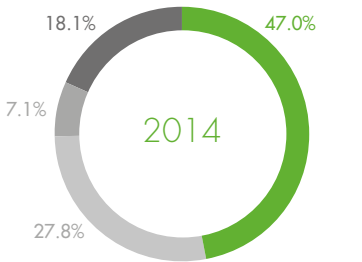
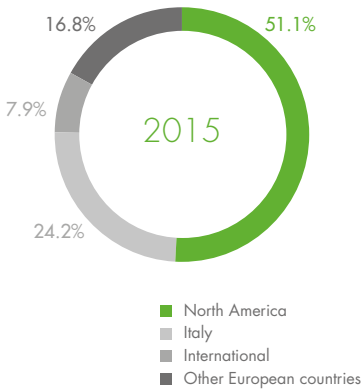
The world of Autogrill





A-company

Revenues by geographic region



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

Autogrill is present in **30 countries** with nearly **57,000** workers and about **4,200 points of sale** in approximately **1,000 locations**. It mainly operates through concession and sub-concession contracts in **airports, railway stations, highways, city centers, malls, trade fairgrounds and cultural sites**.

The Group offers consumers a comprehensive range, including both **proprietary** brands and **concepts** (like Ciao, Bistrot, Puro Gusto, Motta, Bubbles, Beadevin and La Tapenade) and **third party** concepts and brands. The latter include both **local** (Tim Hortons, Leon, Class Croute) and **international** (Starbucks Coffee, Burger King, Brioche Dorée) brands. The Group manages a portfolio of over **250 brands** either directly or under licensing agreements.

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

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



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



Highlights

euro 4,369.2 million revenues in 2015⁽¹⁾

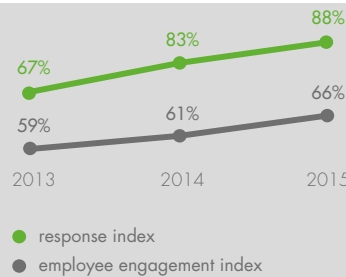
- ▶ euro 376.2 million EBITDA
- ▶ 8.6% on revenues
- ▶ euro 64.2 million EBIT
- ▶ euro 211.6 million net investments
- ▶ euro 644.4 million net financial position

57,279 employees

- ▶ 60% women
- ▶ 89% of personnel have a permanent labor contract
- ▶ 42% of employees are aged <30 years

Do you Feel good?

- ▶ 18,151 employee engagement interviews conducted in 2015



Feel good?

- ▶ Nearly 40,000 customer satisfaction interviews carried out in 2015



Our vision

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

Our mission

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

Our values

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



(1) Item "Revenues" differs from the amount indicated in the consolidated income statement as it does not include, mainly, revenues from the sale of fuels, whose net value is recognized under item "Other operating income" consistently with the methods adopted in the analysis of corporate data. Such income in 2014 correspond to 469,6 million € (531,2 million € in 2014 in absolute values).

(G4-24; G4-25; G4-26; G4-DMA;
G4-EC1; G4-EC9)

The value added

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

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



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

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

CSR



Listening, dialogue and stakeholder engagement

Autogrill.10

10 years of sustainability looking to the future

Business and sustainability: opportunities and developments
September 17, 2015

In recent years there have been important developments in the field of CSR as a result of an increased awareness of the strong correlation between the ethical and social dimension and the economic aspect. In the current scenario, an increasing number of economic players acknowledge the importance of investing in development processes for the implementation of concrete projects based on CSR strategies. With a view to **promoting benchmarking among organizations, institutions and service operators** on the topic, the Autogrill Group – on the occasion of the publication of the Company's tenth edition of its Sustainability Report - **gathered recognized experts** in this field **to highlight the importance of teaming up by developing strategic partnerships** among operators.

Autogrill invited representatives of its stakeholders of reference from national and international institutions, including: **Maurizio Baruffi**, Head of Cabinet of the Mayor's Office, **Municipality of Milan**; **Anneli Jäätteenmäki**, Vice President of the **European Parliament** - international bodies - **Eugenia Serova**, Director AGS **FAO**; **Ásthildur Hjaltadóttir**, Director of Services **Global Reporting Initiative (GRI)**; **Nadia Boschi**, Vice President **Green Building Council** Italia; research institutes and the academic world, including **Nando Pagnoncelli**, President **IPSOS** **Silvio Barbero**, Vice President **University of Gastronomic Sciences**; media - **Andrea Cabrini**, Director **Class CNBC** and also business partners: **Simon Redfern**, Director of Corporate Affairs EMEA **Starbucks Coffee Company**; **Charlotte Oades**, Global Director, Women's Economic Empowerment **The Coca-Cola Company**; **Alberto Zanata**, President, **Electrolux Professional**.

The event attracted major media coverage, also on social media, with the **#foodforgrowth** hashtag as trend topic for the day.

To view the program:

http://www.autogrill.com/sites/autogrill14corp/files/afuture_brochure.pdf



Stakeholder

Autogrill for workers

Commitments

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

Actions

Annual employee engagement survey Do you Feel Good?, e-mail for reports, mail box SA8000, Aconnect intranet portal, innovation contest
> See People chapter – page 46

Autogrill for consumers

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

Annual customer satisfaction survey Feel good?, ad hoc test and survey and market research
> See Product chapter – page 74

Autogrill for suppliers

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

New product/concept valuation and development processes
> See Product chapter - page 74

Autogrill for landlords and brand partners

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

Take a Look is a quarterly newsletter developed by Autogrill and addressed to 500 landlords; collaborations in the development of projects, concepts and ad hoc services and participation in sector's specific events
> See Product chapter - page 74



Stakeholder

Autogrill for the shareholders and the financial community

Commitments

Autogrill intends to increase value for its Shareholders, ensuring the Company's growth and financial solidity and providing prompt, complete and transparent disclosures in relation to the management and the strategies adopted. The Group aims at developing and maintaining an ongoing dialogue with the financial stakeholders and for this reason in 1997 it established the Investor Relations functions.

Actions

In 2015 the activities addressed to investors included an analyst meeting, three conference calls, 14 road-shows and participation in 4 conferences. Comprehensively, 260 meetings were carried out, 85% of which involved physical attendance.

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

Autogrill for the local communities

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

Support and inclusiveness projects

> See People chapter – page 46

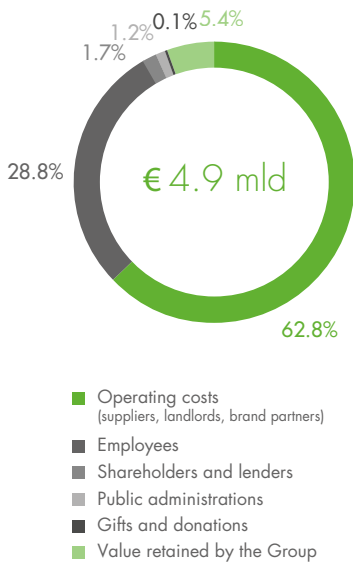
Autogrill for the environment

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

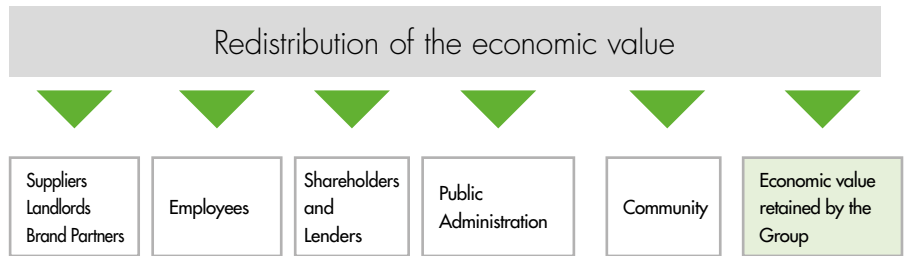
Support and inclusiveness projects

> See Planet chapter page 104

Distribution of the economic value created by the Group - 2015



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

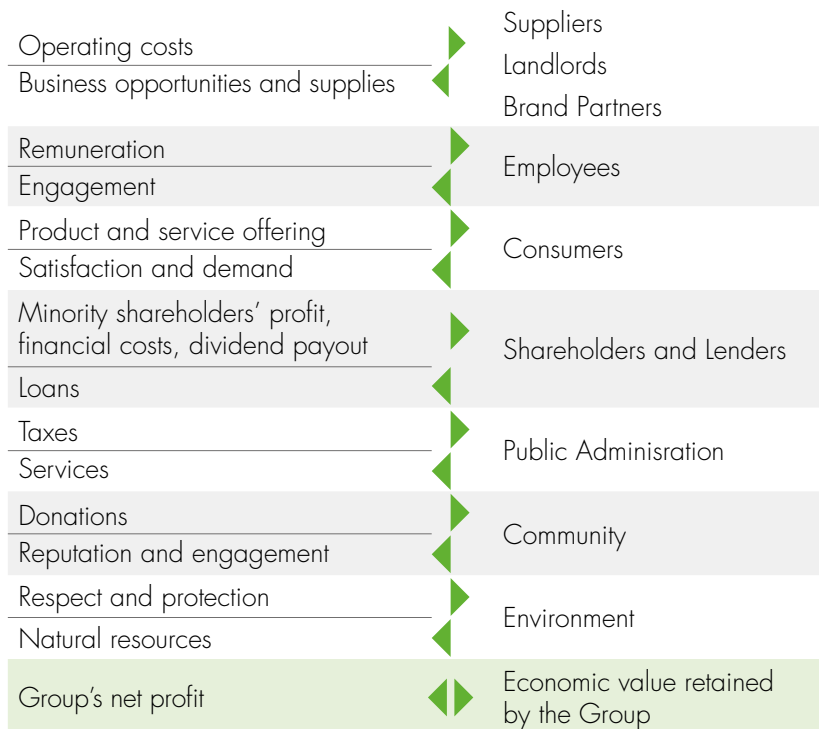


The Group creates value by contributing to the growth of the economic and social context in which it operates. Value creation begins with the development of the relationship with the stakeholders and the management and improvement of the financial, productive, intellectual, human, social, relational and natural assets. The value created by an organization over time becomes manifest through the increases, reductions or transformations of the assets resulting from activity performance and output. This value features two strictly correlated aspects: the value created for the organization and the value created for its stakeholders and the community in general.

The ability of an organization to create value for itself depends on its ability to create value for other entities. As illustrated in the table below, this is realized through a wide range of activities, interactions and relationships that add up to those activities, like, for example, sales to customers, which have a direct impact on the variations in financial capital.



Value added creation



Strategy and sustainability



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

As to the airport and railway channel, the Group's strategy targets growth both in the countries in which the Group operates and in new geographic regions characterized by promising traffic growth projections. In the highway channel, the Group pursues a more selective and targeted policy, considering the limited growth potential of this channel in developed countries and the high investments necessary to penetrate new markets. Special attention is paid to the renewal of the offering through the development of new concepts and the ongoing revision of the partner brand portfolio for the purpose of acquiring the most innovative and attractive brands on the market.

Ongoing renewal of the offering through the development of new concepts and the revision of brand portfolio



The parameters used by the Group to monitor results in terms of strategic objectives attained are customer **satisfaction**, **increased** revenues and **cash flow**, achieved through the **stipulation** and **management** of an **extensive, diversified portfolio of concession and sub-concession contracts** characterized by a **balanced mix of time-based deadlines**.

The Group is committed to streamlining the organization and its corporate processes; improving operating efficiency and investments by constantly monitoring progress in order to free up financial and managerial resources to be used to pursue growth.

Maintaining **financial balance** is an essential condition to pursue the Group's objectives. Any growth opportunities through acquisitions will be attentively valued in order to assess their congruence with the strategic goals in terms of geographic presence and channel diversification and to ensure financial sustainability.

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

In 2015 Autogrill started the analysis of the new 2016-2018 **Afuture Roadmap**, which, after the first edition rolled out in 2011, aims at **defining the Group's new strategic objectives** linked to **sustainability, to be reached in the next three years**. The process focused on the key issues for Autogrill based on the findings of the materiality analysis, the external context and the aspects regarding sustainable development at the international level in compliance with the UN guidelines in the matter of the Sustainable Development Goals.

To date the new Roadmap is still in the process of definition but the aspects upon which the new objectives are going to be set are those resulting from the materiality analysis.

Afuture Roadmap (2016-2018)

A-People

- Quality relationships with employees
- HR development and competency-based assessment

A-Product

- Products quality and safety
- Product information and communication
- Supply chain management

A-Planet

- Waste management

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

The reporting

First Sustainability report.
The Group took the first steps towards developing sustainability projects.

2005 2007

The laboratory

Development of Afuture. The project aims at innovating Autogrill stores according to a vision that combines eco-compatibility and energy efficiency.

The vision

Autogrill sustainability model: the 3 "Ps"
People, Product and Planet. Sustainability evolved from philosophy to strategy.

2010 2011

Roadmap: Shape our tomorrow

Within the "Route to Innovation" the Afuture Roadmap was launched, identifying the sustainability objectives to be achieved by the Group.

The Group evolution

1947

The first Autogrill store opens on the Milan-Turin motorway.

1977

Autogrill SpA is born from the merger of the motorway catering operations of Motta, Pavesi and Alemagna.

1995

Autogrill goes private. Edizione Holding becomes the majority shareholder.

1997

Listing on Milan Stock Exchange.

1999

Autogrill acquires HMSHost in the US.

2005

Autogrill enters the travel retail & duty free sector by acquiring Aldeasa.

Within this framework, the strategic level defines the **statement of sustainability** supported by the Group values, from which three areas were identified - People, Product and Planet – that the Autogrill Group considers priorities.



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

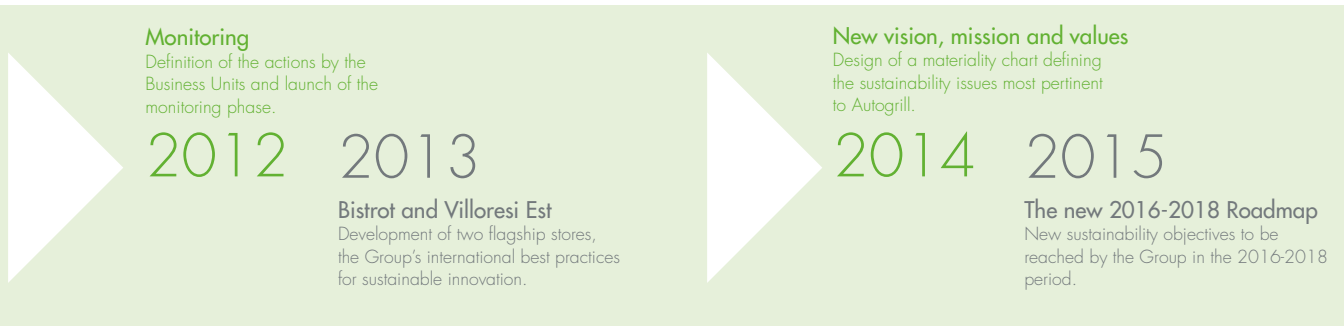


A-Product = We want to **think in an innovative way** and offer **products** that guarantee **safety and quality** criteria, so that customers will enjoy and remember their experience in our points of sale

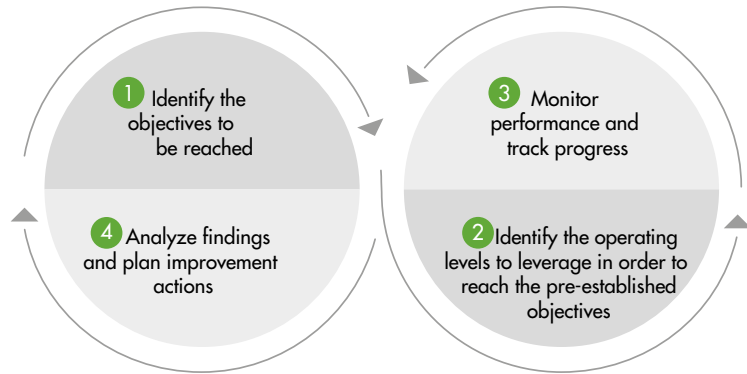


A-Planet = We want to **protect the environment** by engaging our partners and suppliers, with the participation of our employees and customers

Specific drivers were also identified within each area, detailing the range of application of the Guidelines, supported by the Roadmap. Support tools were developed to favor and assist in the implementation of the operating activity framework, including **monitoring and reporting activities, training and communication**.



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



Afuture

In 2007, Autogrill launched **Afuture** with the objective of innovating **Autogrill points of sale by integrating eco-compatibility and economic efficiency**. The project evolved over time, from an international think tank of ideas, projects and best practices to be shared within the Group to a true business sustainability philosophy. The project has grown over the years, from a philosophy to a sustainability strategy. In 2010 the Autogrill approach to sustainability evolved from a triple bottom line concept (including economic, social and environmental considerations) to an approach driven by **three strategic areas revolving around business sustainability and value creation**. The three strategic areas were identified in relation to the Group's main levers to manage its impacts, considering its core business and management structure: **people**, a key asset for a company like Autogrill; **product**, the Group's core business; and **planet**, an unavoidable issue for any organization.

The identification of the three areas and the internal brainstorming to define the corresponding sub-areas led to the creation of **Afuture Framework**, the first step towards a materiality analysis (even if not supported by an official process), **aimed at optimizing and prioritizing sustainability actions** in relation to management and reporting activities.

Afuture

from sustainability
philosophy to strategy

Afuture Framework



Sustainability Statement

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

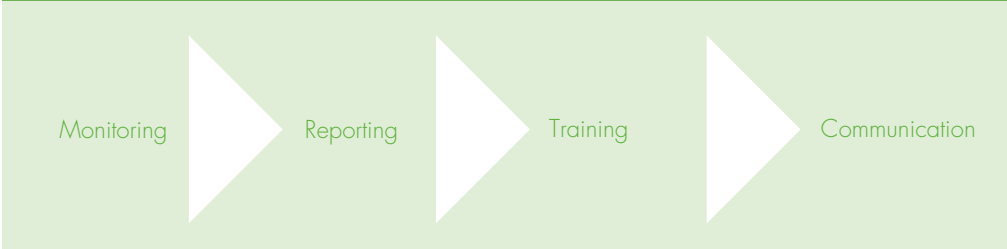
Values

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

Sustainability strategic areas

<p>People </p> <ul style="list-style-type: none"> Quality relationships with employees Development of human resources and evaluation of competencies Health and safety in the workplace Industrial relations Diversity and equal opportunity Community development and engagement Human rights protection 	<p>Product </p> <ul style="list-style-type: none"> Product quality and safety Accessibility and quality of services Product information and communication Responsible selling 	<p>Planet </p> <ul style="list-style-type: none"> Waste management Energy efficiency and GHG emissions Water management Fuel management 	<div style="border: 1px solid #ccc; padding: 10px; background-color: #f9f9f9;"> <p style="color: #4CAF50; font-weight: bold; margin: 0;">ROADMAP</p> <p style="color: #4CAF50; font-weight: bold; margin: 0;">Strategic Goals</p> </div>
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Support tools



Governance: roles and responsibilities

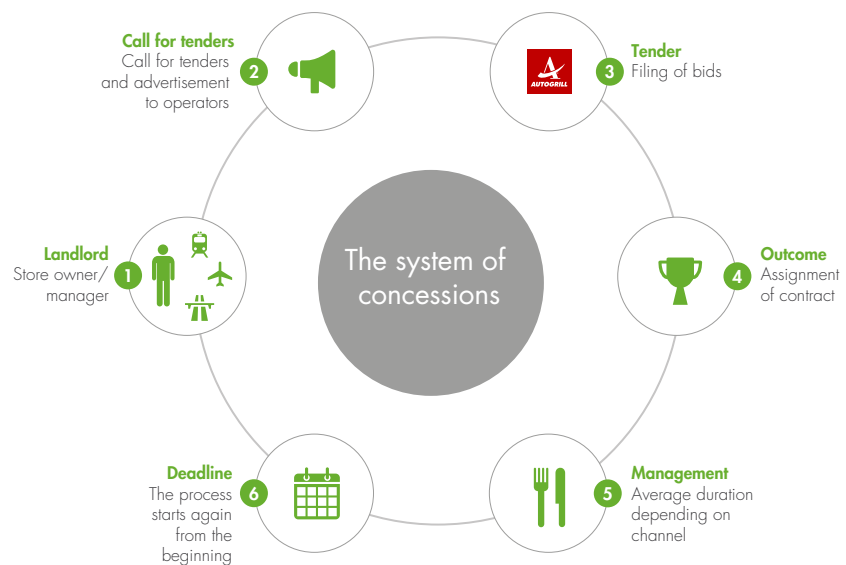
The world of Autogrill



Business and Governance

Autogrill manages 90% of its catering activities through concession contracts stipulated with landlords, owners or operators of airports, highways and railway stations.

Generally, concession contracts are stipulated following **competitive tenders**, where the evaluation criteria of the offer vary in relation of the business channels, offer type and country of reference.



The main selection criteria

- Quality of the project
- Economic-financial sustainability
- Brand portfolio
- Design and layout
- Know-how and track record
- Financial commitments undertaken



The **concession** system allows operators to plan activities on a **long term** time span.

The duration of the contract is usually proportional to the level of capital expenditure required and varies based on the type of offering.

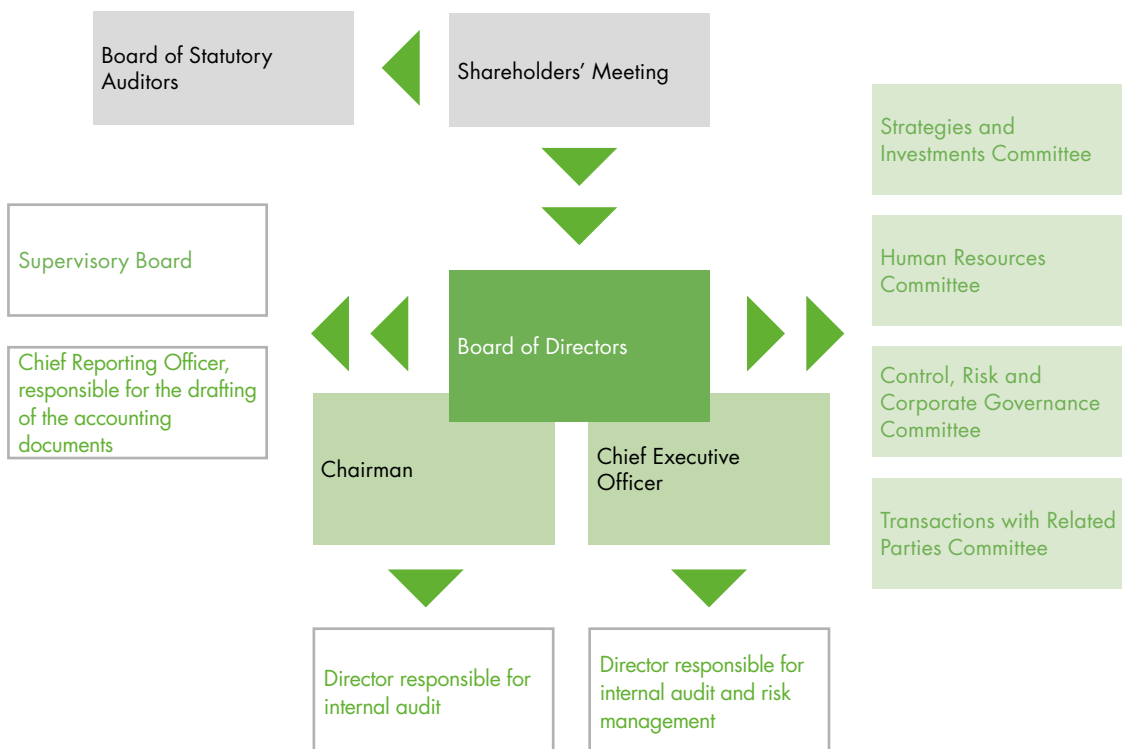
In general, highway concessions have an average duration of 10 to 25 years, with peaks of over 30 years, because they required higher investments, while airport concessions range from 5 to 10 years on average.

Governance structure



Autogrill is organized according to a traditional system, whose operation is based on the correct balance between international best practices and the local business peculiarities. It is oriented to **transparency** in decision making processes and the implementation of **accountable** behavior principles that allow for the development of relations based on **trust** with the stakeholders.

The bodies supporting the organization are:



For any information regarding corporate governance reference should be made to the **Report on Corporate Governance and Ownership** drafted pursuant to article 123 bis of Italian Legislative Decree N.58 of February 24, 1998, approved by the Company's Board of Directors concurrently with the Annual Report and made available at the corporate legal offices and operating offices and on the Group's website (www.autogrill.com –Governance/Report on Corporate Governance).

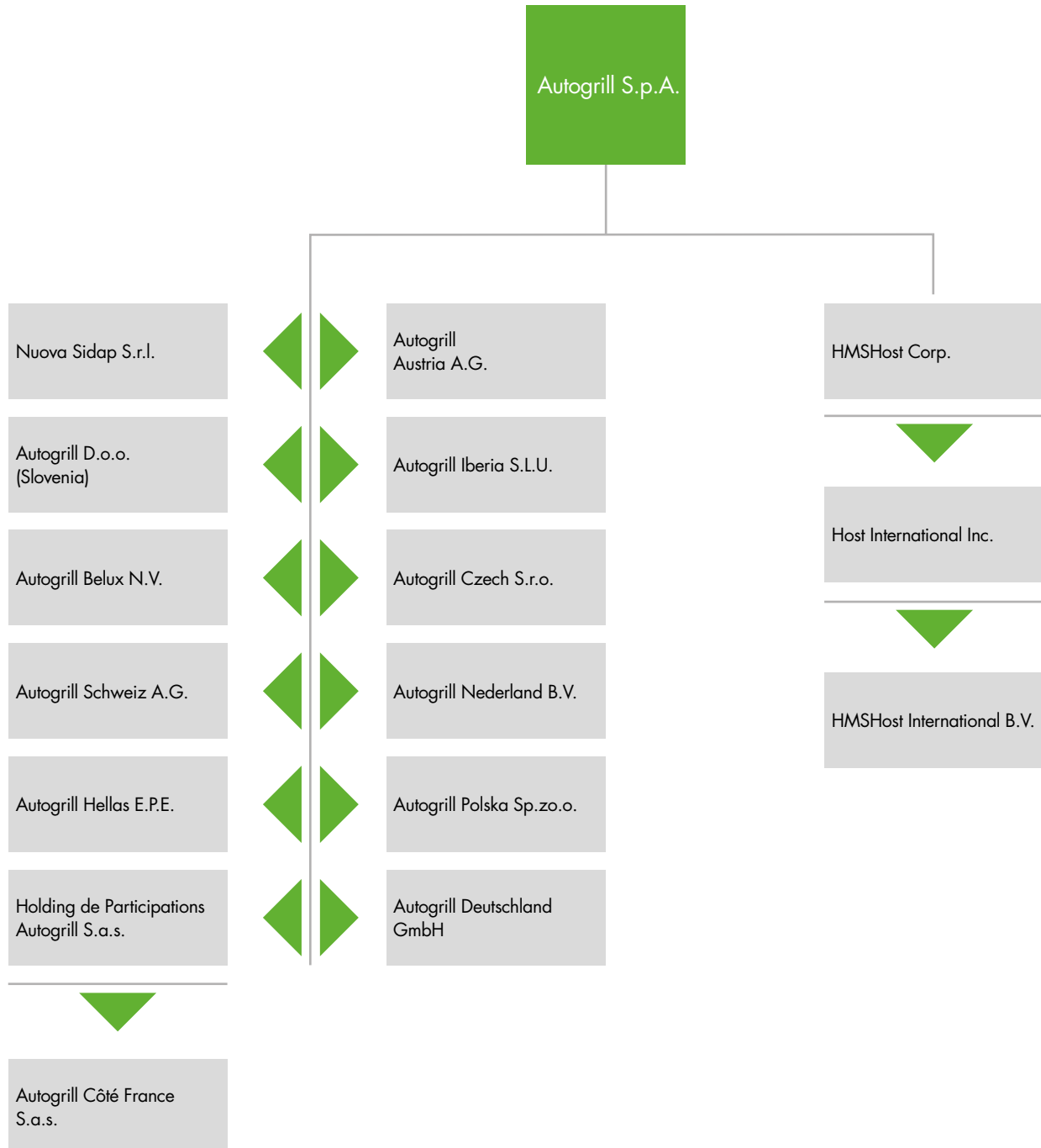
Moreover, the following documents are made available on the Group's website (www.autogrill.com):

- Code of Ethics
- Group's consolidated Annual Report and Financial Statements
- Company's Annual Report and Financial Statements
- Report on Remuneration
- Autogrill By-Laws

These documents provide all information for disclosure relative to issues regarding corporate governance and the economic financial performance of Autogrill.



Simplified Group structure⁽²⁻³⁾

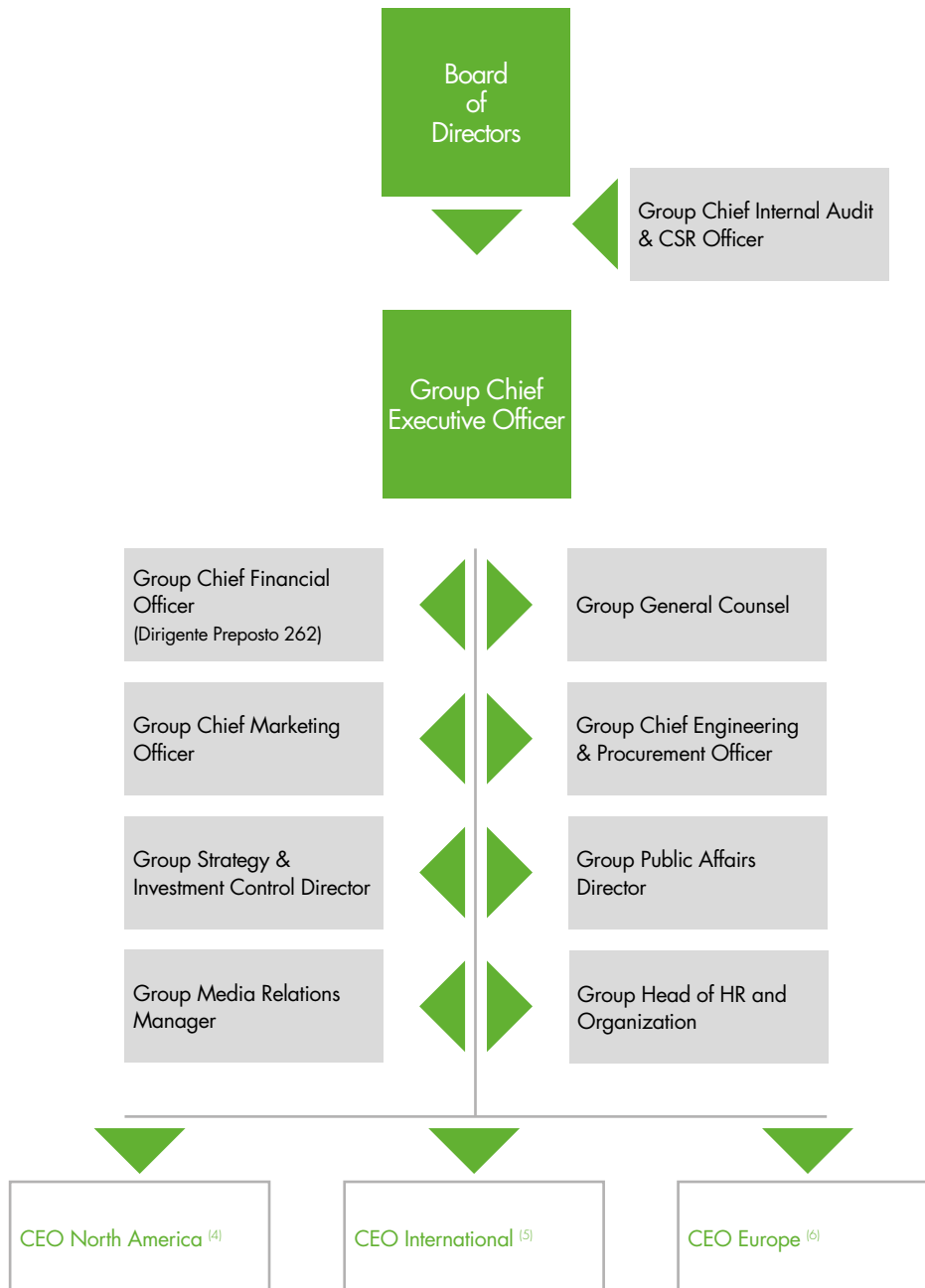


(2) If not otherwise specified, the controlling shares are to be intended at 100%; the complete list of the equity interests owned is advertised in the Annexes to the Group's consolidated financial statements. It should be noted that as of January 2015 the shareholdings held in Autogrill Catering UK Ltd., HMShost Ireland Ltd., and HMShost Sweden AB were transferred from Autogrill S.p.A. to HMShost International B.V., a subsidiary of HMShost Corp..

(3) The company names are updated at March 2016.

Organization structure

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



Compared to 2014, the “Group Strategy & Investment Control” function was established and a new CEO Europe was appointed.

(4) Includes United States, Canada.

(5) Includes Northern Europe: The Netherlands (Schiphol airport, Utrecht railway station), Finland, Ireland, United Kingdom, Sweden, Denmark and Norway and the Rest of the world: Australia, United Arab Emirates, India, Indonesia, Malaysia, New Zealand, Russia, Turkey, Vietnam and China.

(6) Includes Italy and other European countries: Austria, Belgium, France, Germany, Greece, The Netherlands (highway), Poland, Czech Republic, Slovenia, Spain and Switzerland.



Main risks and uncertainties faced by the Autogrill Group

The Autogrill Group is exposed to external risks and uncertainties deriving from factors correlated with the general macro-economic context or the specific industry in which the Group operates, the financial markets, the evolution of the regulatory framework and the risks deriving from the strategic decisions and linked to the management of operational processes. The objective of the Group's Risk Management function is to ensure that the different business units making up the Group manage risks in a standardized way. Autogrill developed a model based on the systematic identification, analysis and assessment of the risk areas that can have an impact on the attainment of the Group's strategic objectives. This model contributes to the assessment of the Company's exposure to risks and the development of the necessary risk mitigation actions aiming at reducing the level of volatility of the Group's pre-established objectives

Here below is an analysis of the main risk areas broken down by strategic, operating and financial risks. For additional details on this specific topic reference should be made to the 2015 Annual Report.

Strategic Risks

Business sector

The Group's business sector is influenced by exogenous (hence uncontrollable) factors that may affect traffic flows and travelers' propensity to consume. These include:

- the general economic situation and its contributing trends — consumer confidence, unemployment, and inflation that cannot be transferred to prices;
- rising oil prices and, in general, the increasing cost of transport
- changes in consumers' habits in terms of tastes, consumption style and means of travel;
- weather events affecting mobility;
- legislative or regulatory changes affecting the channels served by the Group or the concession system;
- the introduction of more restrictive procedures, regulations and controls that can influence consumers' propensity to buy, most typically in the airport channel;
- airline strategies, policies and performance and any extraordinary operations involving airlines.

Mitigating factors

This risk is mitigated by the diversification of the Group's activities in terms of channels (airports, motorways and railway stations) and geographical areas served.

The Group also has a system for the constant monitoring of performance, the market, and consumer behavior so that it can react quickly to signs of changes in exogenous factors by updating its menus or service propositions.

Concessions

Most of the Group's operations are conducted under long-term contracts, awarded through competitive bidding, that grant it the right to operate in designated areas of airports, motorways and railway stations. Concessions are therefore the Group's fundamental asset and its ability to renew them or win new ones is what allows it to achieve its goals.

Concessions usually have a duration exceeding one year and charge an annual fee for rent, which usually includes a guaranteed minimum regardless of the revenue earned. Should the revenue earned through the concession fall short of the amount forecast when the contract was awarded, perhaps due to a reduction in traffic or propensity to consume, the contract could become less profitable or even a liability given the ongoing obligation to pay minimum rent.

Brand and concepts

The Group operates through proprietary brands and concepts as well as many owned by third parties, which range from local favorites to international household names. The loss of significant partnerships or the inability to strike up new ones that will draw clientele, or the decreased attractiveness of concepts or brands in the portfolio, could interfere with Autogrill's ability to compete for contracts and reach its strategic goals.

Competition

In recent years, the competitive landscape has changed as more businesses of every size organize to bid for contracts.

In part, this is because concession grantors — especially at airports — are demanding changes such as the presence of local brands (which were previously unable to compete) and direct partnerships with international brands. These are factors that could make competition more difficult and limit the Group's prospects for growth.

The Group mitigates these risks by following an approach aimed at building and maintaining a collaborative partnership with the concession grantor, based in part on the constant development of innovative concepts and commercial solutions that help both parties achieve maximum gain from the infrastructure.

Autogrill has teams dedicated to keeping menus up-to-date through the development of new concepts and the ongoing review of partner brands, so that the most innovative and attractive brands the market has to offer are always in the Group's portfolio.

This risk is also mitigated by the Group's emphasis on building and maintaining collaborative relationships its partners and with licensors of the most popular brands.

Autogrill has a system for analyzing industry and channel trends and for monitoring the Group's position. A structured process of evaluating bidding opportunities ensures that its tenders are competitive, yet consistent with its internal investment criteria.

Innovation

The Group's ability to maintain a constant process of innovation for its products, concepts and services allows it to react promptly to changes in the tastes, consumption habits and needs of its clientele and is therefore key to satisfying customers and concession grantors.

The potential loss of such an ability would have a direct impact on sales performance and reputation and thus on the achievement of strategic goals.

Reputation

The key stakeholders from this point of view are customers, concession grantors and licensors.

Reputation is a significant factor when grantors decide to award or renew concessions, so any damage could threaten relations with grantors and licensors and the prospect of extending contracts.

Damage to or loss of reputation is caused primarily by the perceived deterioration of service, which can drive dissatisfied customers away, and by an inability to satisfy contractual commitments with grantors and licensors.

The growing use of online information and communication channels (websites, social media, etc.) means that news spreads ever faster and to greater numbers of people.

Loss of reputation can also have indirect causes beyond Autogrill's control. In Italy, for example, the fact that many travelers use the Group's name to refer to highway rest stops in general ("let's stop at the autogrill") exposes operations in the motorway channel to reputation risk caused by any shortcomings on the part of competitors.

Likewise, for operations involving the sale of third-party brands under license or commercial partnerships (a model used widely in emerging markets), any reputation damage suffered by the licensor or partner may expose Autogrill to a potential loss of business due to factors beyond its control.

The Group mitigates this risk by:

- monitoring performance (quality of service, positioning, attractiveness of products and of the brand and concept portfolio); constantly revising menus by coming up with flexible new concepts; upgrading to the latest technology; and reviewing the portfolio of partner brands to offer the most attractive, innovative names available on the market;
- developing customer retention initiatives and client satisfaction analyses;
- training workers to ensure high standards of service.

The Group constantly monitors its quality of service with respect to customers (perceived satisfaction and product safety), concession grantors (quantitative and qualitative parameters set out in the contract) and licensors (observance of operating and development standards); for the largest and most sensitive brands, this includes brand champions hired by headquarters for local support.

Suitable brand protection measures are taken in Italy if unpleasant experiences are wrongly attributed to Autogrill.

Autogrill has also implemented crisis prevention and management policies to protect its web reputation.

Development in emerging markets

The Group operates in various emerging markets through partnerships with local operators that in some cases require their active participation in store management; it hopes to expand into others. In addition to risks such as political or social instability and the establishment/enforcement of trade restrictions, it is possible that local partners will fail to meet their contractual obligations, including in terms of the operating standards needed to ensure a good level of quality and service — which could affect profitability and/or reputation.

Human resources retention

Any lessening of the Group's ability to attract, motivate and retain key employees would make it vulnerable to losing personnel with crucial expertise.

The Group pursues and favors contracts that leave it in control of operations and commercial aspects. In any case, Autogrill is entitled by contract to perform audits ensuring compliance with service and quality standards.

To mitigate that risk, Autogrill's salary policies ensure constant comparison with multinational and Italian companies in the consumer goods industry whose complexity, distribution intensity and capital expenditure are comparable to those of the Group. It also adopts policies and initiatives designed to motivate and retain talent.



Operational risks

Business interruption

Uncontrollable events like natural disasters, weather emergencies, pandemics, hostilities or wars, strikes, political instability, or acts or threats of terrorism may halt or drastically reduce passenger traffic in the areas concerned, and in some cases cause extended store closures, to the serious detriment of profits.

If these or similar events were to strike critical points of the supply chain (suppliers or partners interdependent with Autogrill), it could have an impact on core operations. Also, because pervasive technology has made processes more efficient but also more vulnerable to IT risks, anything affecting the proper and continuous functioning of the computer systems and network infrastructures could cause an interruption in business.

In particular, the growing enjoyment and distribution of goods and services over increasingly vast global networks, and the use of technologies allowing real-time communication and data transfer with parties all over the world, raise the Group's exposure to cyber attacks whose impact can range from reputational damage (theft of customer data) to supply chain management problems or fines for the violation of international data protection laws.

Mitigating factors

To mitigate business interruption risks, the Group has security and prevention systems and emergency management plans specific to each type of event. It can also depend on Group-wide and local plans with major insurers, including coverage for material damage and interruption of business and for third-party liability.

In addition, concession agreements generally protect the Group against infrastructure closures caused by force majeure, at least as far as minimum rents are concerned.

As for cyber risks, which are perceived to be on the rise, Autogrill has launched employee information and awareness campaigns about the risks of using the Internet, social media and e-mail, as well as a program to be implemented across the Group's various systems to evaluate threats and resilience to cyber attacks.

Labor

Labor is a significant factor for the Group, whose business has a strong customer service component. Major increases in the cost per employee or more stringent regulations can have a significant impact on the Group's profitability; for example, the "Living Wage Law" is designed to raise minimum wages in certain parts of the U.S. For the moment it has only taken effect in certain states, but it could be extended to others, and is therefore a source of uncertainty with regard to labor costs in these regions.

The need to keep service quality up to customers' and concession grantors' standards and the complexity of regulations in the many countries served give the Group less flexibility to manage its workforce, with an impact on the cost of labor.

Quality, health and safety

Autogrill's industry is highly regulated in terms of operating practices and worker and customer health and safety, which involves personal protections and product quality.

Any violation of such norms would not only expose the Group to legal consequences but could diminish its reputation with concession grantors and customers, possibly leading to reduced sales, the loss of existing contracts and/or the inability to compete for new ones.

These risks are mitigated through the constant review of operating procedures in order to make the most efficient use of labor and increase flexibility.

The Group has set up region-wide quality assurance systems based on preventing risks through the assessment of raw materials, products and their suppliers; on systematic monitoring and control using specific KPIs; and on verifying the effectiveness of these measures through specialized audits.

The internal units, with assistance from specialized experts, stay constantly abreast of legal developments and adapt their procedures and control systems accordingly while bringing personnel up to date.

There is also a monitoring system that constantly audits the quality of service with respect to customers' expectations and contractual/legal requirements, as well as the controls in place to reduce accidents in the workplace.

Supply chain

Events interfering with the procurement chain and logistics could prevent Autogrill from maintaining a complete assortment. It is also exposed to the risk of rising raw material prices.

To counter procurement risks, the Group has continuity plans as mentioned in the “business interruption” section.

As for raw material prices, specialized internal units set efficiency targets and strive to meet them by negotiating agreements with key suppliers; for strategic materials, prices may be indexed to protect the Group from temporary spikes.

Financial risks

Regarding the management of financial risks, consisting mostly of interest rate, exchange rate and liquidity risk, see the financial risk management section of the notes.

Mitigating factors

Autogrill manages its financial risks by defining Group-wide guidelines that necessarily inform the financial management of its operating units, as part of an overall policy of financial independence.

The Finance department ensures that the financial risk management policies are harmonized, indicating the most suitable financial instruments and monitoring the results achieved.

The Autogrill Group does not allow the use of speculative derivative instruments.

The Group also strives for a certain financial flexibility, maintaining enough cash and committed credit lines to cover its refinancing needs for at least 12 to 18 months.

Results from operations



To better represent the performance of the various business segments, starting from the fourth quarter of 2014, the results of HMSHost are split into its two components: North America (United States and Canada) and International (Northern Europe, Middle East, Asia, Australia and New Zealand).

Revenues

The Group closed 2015 with consolidated revenue of € 4,369.2m, an increase of 11.2% (+2.0% At constant exchange rates) compared with the previous year's revenue of € 3,930.2m.

Sales by channel are detailed below:

(€m)	Full Year 2015	Full Year 2014	Change	
			2014	At constant exchange rates
Airports	2,347.2	1,952.9	20.2%	5.3%
Motorways	1,678.0	1,622.4	3.4%	-0.4%
Railway stations	174.2	175.7	-0.8%	-2.9%
Others	169.7	179.2	-5.3%	-10.1%
Total revenue	4,369.2	3,930.2	11.2%	2.0%

In the **Airport** channel, sales increased by 20.2% (+5.3% At constant exchange rates), fuelled mainly by revenue at U.S. airports, new openings, and expansion in Northern Europe and Asia. In February the Group sold to World Duty Free Group the last four contracts from the US Retail division, which in 2015 generated residual sales of \$ 7.4m (\$ 59m in 2014). On a like-for-like basis, consolidated revenue in the airport channel increased by 22.6% (+7.6% At constant exchange rates).

In the **Motorway** channel, revenue increased by 3.4% (-0.4% At constant exchange rates) year-on-year, thanks to excellent performance in the United States which offset a decline in Italy due to the selective renewal of contracts during the 2013-2014 bidding season. On a like-for-like basis, revenue in the motorway channel increased by 5.3% (1.4% At constant exchange rates).

Sales in the **Railway station** channel decreased by 0.8% (-2.9% At constant exchange rates) with respect to the previous year: the openings in Spain in 2014 and the good performance of Milano Centrale railway station partially offset the impact of some temporary closures and the termination of various contracts at stations in France.

Performance in **Other channels** (-5.3%; -10.1% At constant exchange rates) reflects the closure of shopping center and high street locations in Italy and of outlets in North American malls.

EBITDA

Consolidated EBITDA in 2015 amounted to € 376.2m, showing an increase of 19% (+6% at current exchange rates) compared with the previous year's amount of € 316.2m, and went from 8.0% of revenue in 2014 to 8.6% this year. The US Retail division (now sold) produced EBITDA of \$ 5.7m in 2014.

The improvement concerns all geographical areas served by the Group and stems in large part from the proportionally lower cost of goods sold, thanks to a more favorable sales mix and a reduction in purchase prices in various food categories.

The trend in revenue and the efficiency gains were also good for personnel expense, which decreased as a percentage of sales. The figure for 2015 includes reorganization costs of € 11.7m (€ 11.8m the previous year).

Operating sectors

To better represent the performance of the various business segments, since the fourth quarter of 2014 the results of HMSHost have been split into its two components: North America (United States and Canada) and International (Northern Europe, Middle East, Asia, Australia and New Zealand). In the "Europe" segment, Italy is shown separately from the other countries due to its significance for the Group.

For a more immediate grasp of operating performance, changes are discussed in terms of constant exchange rates.



Revenues by geographic area

Below is a breakdown of revenues by geographic area:

(€m)	Full Year 2015	Full Year 2014	Change	
			2014	At constant exchange rates
North America	2,232.4	1,847.9	20.8%	2.7%
International	347.0	278.2	24.7%	21.9%
Italy	1,057.4	1,091.7	-3.1%	-3.1%
Other European countries	732.4	712.3	2.8%	0.3%
Total Europe	1,789.8	1,804.1	-0.8%	-1.8%
Total revenue	4,369.2	3,930.2	11.2%	2.0%

For a detailed analysis of the performance in each geographic area reference should be made to the "Group's Consolidated Annual Report and Financial Statements".

Capital expenditure by geographic area

Below are the details regarding net capital expenditure⁽⁷⁾ made in the period broken down by geographic area:

(€m)	Full Year 2015	Full Year 2014	Change	
			2014	At constant exchange rates
North America	112.3	78.8	42.4%	21.2%
International	31.5	36.8	-14.4%	-19.2%
Italy	35.4	38.0	-7.0%	-7.0%
Other European countries	30.7	36.0	-14.5%	-16.5%
European central structure	1.7	6.8	-74.6%	-74.6%
Total Europe	67.8	80.8	-16.0%	-16.9%
Total	211.6	196.4	7.7%	-0.8%

2015 net investments, mainly targeted to airports, amounted to € 211.6 million against € 196.4 million in 2014.

In **North America** investments referred to the airports of Houston George Bush, Dallas/Ft.Worth, Chicago, Montreal, Honolulu, Charlotte, Atlanta, Los Angeles and Toronto, and the gas stations on the Ontario Highway, Pennsylvania Turnpike, Garden State Parkway and New Jersey Turnpike.

In the **International** area investments were made mainly in the Netherlands (Schiphol airport and railway stations), Turkey, England and Finland.

In **Italy**, the main investments were made in Milan and, in particular, in "Il Mercato del Duomo", the gas station in Fiorenzuola d'Arda and, in general, in the railway stations.

In the **Other European countries**, investments mainly referred to France (gas stations on the Chien Blanc-Lochères and Nemours-Darvault highways and the Roissy railway stations), Switzerland (Geneva airport and Müensingen gas station), Germany (Frankfurt airport) and Belgium (Brussels airport).

(7) Net capital expenditure equals gross investments recognized for the year (€ 219.9m) net of proceeds from the sale of assets (€ 8.3m).

Commitments, progress and objectives reached

At the end of 2011, as part of the "Route to Innovation" project (the Group's innovation program), Autogrill launched its **Sustainability Roadmap**, defining **for the first time the sustainability targets** to be reached at the **Group** level. In 2012 the Roadmap implementation methods were standardized and the data monitoring baseline, started in 2013, was developed together with the country-specific activities aimed at obtaining the objectives. The following chapters report on the results achieved by the three strategic areas.

A future roadmap (2012-2015)



A-People

Health and safety

- reduce injuries by 5%

A-Product

Packaging

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

A-Planet

Energy

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

Water

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

2012-2015
Roadmap



the Group's sustainability objectives are defined for the first time

As to the activities connected to the three strategic areas - People, Product and Planet - the Group has reached important objectives over time and will continue its commitment in the future, aiming at reaching the objectives indicated in the 2016-2018 Roadmap.



People

<p>“Employee engagement” survey</p>	<p>We continuously assess and monitor employee engagement through the administration of the annual Do you Feel good? employee engagement survey, with the objective of developing action plans aimed at ongoing improvement.</p>	<p>page 49</p>
<p>Assessment and development</p>	<p>We assess competencies and skills of our human capital through an automated common platform that ensures transparency and easy access. The international goal is upgrading our people in order to enable them to contribute to business development.</p>	<p>page 56</p>
<p>Health and safety</p>	<p>We are committed to ensuring a healthy and safe working environment, by further decreasing the number of injuries through prevention and training actions as well as the implementation by new technology and tools. In 2015 we have reduced the number of injuries by 22% against 2012, outperforming by 4 times the objectives set in the 2012-2015 Roadmap.</p>	<p>page. 65</p>
<p>Donations</p>	<p>We provide support to communities through donations in kind, especially food. The objective is to contribute to improving quality of life and protecting the environment.</p>	<p>page. 70</p>



Customer satisfaction survey

We continuously monitor the level of **consumer** satisfaction with the service rendered through the administration of the **Feel good?** survey, analyses, interviews and tests, with the objective of developing targeted and structured **marketing plans** based on the survey findings.

page 80

The concept factory

This is how we work; we combine market trend analyses with in-depth knowledge of our customers; the goal is to design **innovative concepts that will meet the needs of travelers, landlords and brand partners**.

page 99

Sustainable diet

We focus our attention on the **promotion of healthy lifestyles** through a **balanced and quality diet**. For this reason, over time, we have developed partnerships such as that with the **University of Gastronomic Sciences, in Pollenzo (Italy)**.

page 89

Quality and safety

We constantly focus our attention on **quality and safety of the supply chain** and **supplier** selection. Our goal is the attainment of high standards for all of our products and services. For this reason we adopt **top notch Management Systems** and targeted audit plans. The awarding of internationally **renowned certifications** is evidence of the success of the adopted management models.

page 87

Packaging

We are constantly focused on **packaging innovation** projects. In 2013 some **products** (*pizza* and *crepes* plates) were **redesigned from a more sustainable standpoint**. With the implementation of this project we **reduced costs by 9.54%**, nearly **doubling** and **anticipating the 2012-2015 Roadmap targets by two years**.

page 98



Consumption

We are currently working on the **development of new management systems, energy saving technologies**, collaborations with partners and employee engagement. Our goal in the different countries in which we operate is **reducing energy and water consumption**.

page 113

Involvement

Our goal is raising employee **awareness** about **environmental sustainability**. We are aware that their engagement is strategic for the company and for the environment and, therefore, we promote various initiatives and actions.

page 107

Material management

Waste reduction and a **reduction** in the **materials used** also contribute to a more sustainable business. For this reason we develop projects to promote responsible management at the local level.

page 110

Certifications

Obtaining important environmental certifications is evidence of the attention we pay to the environment. In 2015 we obtained several certifications, including **18 buildings LEED-certified**.

page 118

Prizes and awards

Numerous prizes and awards were received by the Group and its companies in 2015. Below is a list of the most important award received during the year, testifying to the company's dynamic approach and its striving for excellence.

Sustainability



October 28, 2015

Autogrill won the prize as "Company of the Year for Sustainability" in the framework of the IAIR Sustainability Awards 2015 celebrated in London.

The Group received the prestigious prize in the framework of the 18th edition of the IAIR Awards, held on Wednesday October 28, at the Church House of Westminster in London.

The motivation behind the assignment of this prestigious prize by the jury panel to Autogrill was:

"For being a consolidated player in the provision of F&B services to travelers and for making sustainability and integrating part of the organization's culture and business model. Thanks to the attention to workers, travelers and the ability to anticipate expectations and needs as well as the commitment to favoring the full integration between the economic-financial decisions and the sustainability strategies, Autogrill is now ready to take the next step and continue its development by pursuing the new trends."



March 16, 2015

Autogrill is one of the companies shortlisted for the 2015 EMAS Awards, the academy awards assigned by the European Commission for the best practices in environmental management. Autogrill positioned itself among the 22 shortlisted organizations (from 9 different European countries) for the sustainable and eco-efficient solutions developed in the service area of Villorese Est.

Autogrill subsequently won the 2015 EMAS Italia prize, as the Company stood out for its eco-sustainable management, resulting from the implementation of a business model that respects the environment and ensures a steady value growth in the long run for all stakeholders. The Villorese Est location was nominated for the prize because it also participated as Italian candidate in the 2015 European EMAS Award in the large organizations category, for the efficient eco-innovation that resulted in the improvement of environmental performance with the futuristic structure designed with the best available technology in the field of eco-innovation architecture.



January 26, 2015

2015 Nature Award for Villorese Est

Villorese Est received the "2015 Nature Award" that is assigned every year to products and projects targeting the environment and sustainability. This is an important award assigned by a jury panel composed of over 10,000 Italians who have voted the projects shortlisted by a scientific committee of journalists and university professors.

Innovation & quality of the offering

December 3, 2015

Bistrot Milano Centrale won the 2015 Foodservice Award Italy and the CNCC Retailer Award for Innovation in the Food & Beverage category.

The concept developed by Autogrill in partnership with the University of Gastronomic Sciences of Pollenzo was awarded the "Special Prize of Magazines" in the first edition of the awards organized by the Ristorando and Retail&Food magazines for the recognition of excellence in the Italian retail & food sector.



November 19, 2015

The Gorgeous Kitchen is the world's best restaurant located in an airport, according to The Daily Meal

The concept developed by HMSHost at the Heathrow international airport took first place in the ranking of the 35 best restaurants located in airports, organized by the online magazine - The Daily Meal. The ranking was developed by cross-checking the opinions of cooks and food writers with the reviews of networks and specialist magazines like Travel Channel, CNN and Conde Nast Traveler.



June 2, 2015

HMSHost won two prizes at the 2015 Pinnacle Awards, the annual kermesse rewarding excellence and partnerships among players operating within the Bangalore airport. Autogrill came first in the Best F&B outlet categories for the Urban Food Market concept and Out Performing Commercial Partner for the catering offering inside the terminal dedicated to domestic flights.



March 11, 2015

HMSHost won 4 prizes at the Airport Revenue News Awards

For the eighth consecutive year, HMSHost received the prize for Best Overall Food & Beverage Operator and Best in Customer Service, the most important industry award for airport catering operators in North America. Autogrill also won two additional prizes: the Best Food & Beverage Brand Operator and the Airport Charitable Impact award for the Food Donation Program, through which HMSHost donated over 1.8 million food portions in 2014 to Food Banks in 63 cities.



13 Marzo 2015

HMSHost International received the Schiphol Consumers Awards 2015

The Company received two prizes: the Growth Award and the Guest Friendliness, within the framework of the initiative through which each year the Dutch airport and the travelers reward airport operators, who have stood out for excellence in the services provided. The airport company delivered the Growth award to HMSHost International for the growth achieved in 2014 and the deeply innovative work on the food & beverage concepts. In the hospitality category, voted by travelers, HMSHost International won the Guest Friendliness award for the friendliness and reception of the personnel of the Balcony Bar and Park Café Lounge stores.

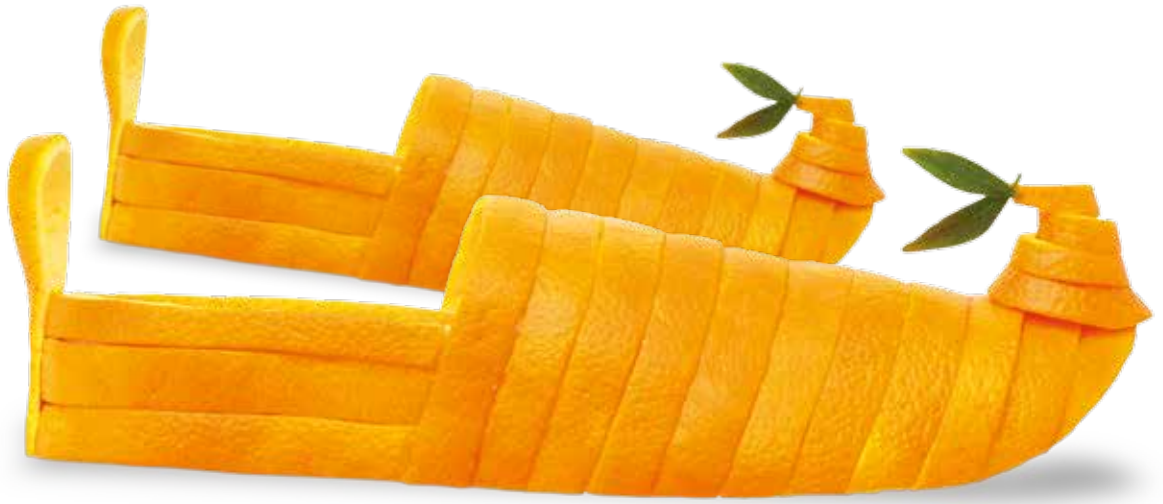


February 11, 2015

Puro Gusto, Tentazioni and Motta at the Linate airport received the Mystery Shop prize.

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





A-People

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Highlights

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



Personnel:
57,279 employees



Communication and engagement

- **Do you Feel good?** The survey involving approx. 20,000 employees in Europe
- **Aconnect:** Intranet extended to 7 EU countries, accessible to 18,000 people
- **EngAgent:** listening and collecting ideas to improve life in the company



Industrial relations

- New **Corporate Supplementary Contract** in Italy



Welfare

- **Autogrill for us:** health and wellbeing, family and free time, savings
- **Shopping bag** of a commercial value of euro 50 distributed to all employees
- **Teleworking option** for HMSHost office employees



Professional training and development

- **Travellers Welcome:** a passport for accueil
- **EmpoWer and Women's Leadership Network** for women's leadership
- **Autogrill International Graduates Program** to develop a new multicultural team
- **People First:** a training program developed in North America



Health and safety

- **HSE committees** in Italy and Health and Safety in France
- **SA 8000** certification for Autogrill S.p.A.
- **Injuries:** -22% vs 2012, outperforming 2012-2015 Roadmap objectives
- **Safety Team** in the stores of North America



Community involvement

- **Food Donation Connection:** 3.5 mln meals donated
- Creation of **HMSHost Foundation** to fight against poverty in local communities
- **Agreement signed with FAO** to support the Save Food Global Initiative

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

These concepts stand out clearly in the materiality analysis (page 8) which places the People area as particularly relevant for the Group, identifying the following issues and giving appropriate disclosure in the document.

- Quality relationships with workers (including daily work, social welfare services and wages)
- HR development & competency-based assessment
- Industrial relations
- Health and safety in the workplace



The chapter also includes other issues that are considered relevant to Autogrill, which could not be excluded from the annual reporting. The chapter starts with a section dedicated to listening and employee engagement. In fact, Autogrill believes that stakeholder engagement is a key factor and fundamental to the basis of the sustainability concept and, consequently, an issue that precedes materiality. All issues regarding consumers are included in the A-Product chapter, dedicated to the customer centricity concept and to all activities developed by the Group in order to maximize the value of this vision.

Employee engagement

In the modern social scenario, employee engagement is a key leverage for the positive management of human resources in the long term. Defining shared objectives that take into account suggestions made by employees is crucial as it is also part of the stakeholder engagement process that represents a priority underlying the concept of sustainability.



Do you Feel good? and listening techniques

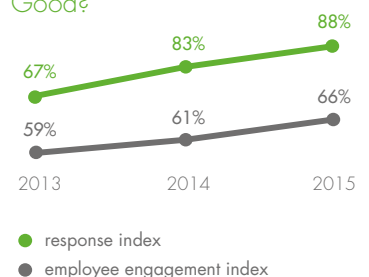
For the third consecutive year Autogrill decided to administer the "Do you Feel good?" online survey at the European level with the objective of probing the level of employee engagement. The areas analyzed were:

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

The 2015 edition of the survey reached 88% response index with 18,151 questionnaires filled out, scoring a growing employee engagement index in Europe⁽⁸⁾, currently at 66%. In 2015 a new indicator was introduced - the **Simplicity Index** – that measures the Company's ability to create the necessary conditions to enable its workers to carry out their work efficiently. The **Simplicity Index** assesses the level of commitment of the organization to delivering high levels of customer service and product quality in order to outperform its business targets. In 2015, the **Simplicity Index** for Europe was equal to 72%.



Evolution of findings in the three-year span Do you feel Good?



(8) Includes the entire perimeter of the Europe operating sector and the European countries within HMSHost International operating sector.

Taking the survey findings as a starting point, all central offices and points of sale across Europe are invited to contribute to the definition of a targeted common plan aimed at improving employee engagement. The process starts from the understanding and sharing of the results, which are then translated into the identification of the priorities and monitoring of progress. The project is turning into a true management tool, used by the entire organization, and has already triggered a virtuous cycle based on ongoing improvement. Multiple initiatives were launched across Europe to support the action planning phase. In Italy, following the completion of the “Do they Feel good?” campaign, launched in 2013 to help the people leading groups of employees fully understand what engagement means and what levers contribute to increasing it, in 2014 the “Do I feel good?” campaign was launched involving all teams that identified priorities and drafted specifically targeted action plans. In 2015, a new profile – the EngAgent – was developed in the central offices, nominated by colleagues and among colleagues, one or more than one in each division, with the task of listening, stimulating and collecting ideas, proposals and solutions aimed at improving working conditions and life within the organization.

There is a positive correlation between customer satisfaction and employee engagement in the stores



Over the years, analyses of the outcomes resulting from the [engagement survey](#) and the administration of the annual [customer satisfaction](#) survey (see section Feel good? on page 80) have shown a positive [correlation](#) between [customer satisfaction](#) and [employee involvement](#) in the stores. In Italy, the correlation between the engagement level and the performance level of store managers established a statistically significant link between their managerial skills and their ability to involve employees in the workplace. All this further enhanced the belief that people’s involvement should be a key priority for the entire Group.

The next edition of the people engagement survey Do you Feel good? has been postponed to the last quarter of 2016 in order to more effectively respond to a need identified in several countries and extend it to the correlation and execution of the action plans. Starting next year the “Census” Survey - complete – and the “Pulse” Survey - partial – will alternate with a view to enabling the individual divisions to focus more on the action plans and improvement areas. In 2016, we expect the “International” operating sector to carry out the Survey autonomously, consistently with the criteria adopted by the Europe operating sector and gradually extending the perimeter to include all the countries in line with the commercial development plan.

The culture of listening is widespread in all the countries in which the Group operates, through the “open door” approach, based on direct dialogue across the different hierarchical levels, both in the stores and in the central offices.

In 2015 an “Induction” program was launched for the purpose of providing all newly hired employees with an adequate support and the necessary information to carry out their assigned tasks effectively and efficiently (information on the Group structure, widespread culture, tools, work processes and criteria), favoring integration within and between the different divisions and the organization.

To make the program work effectively, the manager and the HR director responsible for the new entry plan periodic meetings to collect feedback and comments that will be used both to improve the employee’s experience within the organization and the induction process itself. In relation to leaving personnel, “exit” meetings are held in order to understand the main reasons for their leaving, trace them and use them for ongoing improvement.

In the majority of the countries in which the Group operates, an open email address has been made available to the entire population of the organization to report concerns, opinions and requests from employees. Other initiatives vary from country to country and in the different operating sectors.

In Italy, too, two email addresses have been made available to all employees; one is dedicated to Social Accountability 8000, receiving reports regarding ethical concerns in the workplace, while the other is dedicated to the communication of any eventual stressful situations.

In North America, HMSHost subsidiary provides a toll-free number, available H24-7/7 for all employees to air any concern or problem, in addition to a web-based line for view the policy and training activities.

Aconnect and communications to workers

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

The immediate availability of policies and continuously updated organization charts, organizational communications and news about the business make it a particularly effective working tool. Furthermore, Aconnect plays an important role in the process of integrating the company’s sectors of activity in different countries and working environments. Thanks also to the drafting of a weekly e-newsletter (including a summary of news regarding the Group and local information), Aconnect has made it possible to update all European employees at the same time.

- 7 countries are on-line: Italy, Spain, France, Switzerland, Belgium, the Netherlands and Germany
- Over 18,000 employees access Aconnect
- “Afuture” Group section dedicated to sustainability
- Video messages from the management on the Group’s strategy and results
- Statements and interviews with workers within the A-People dedicated section
- A file archive including procedures, manuals and services for the network



In 2015, in **Italy**, in addition to the “A-people” section that collects employee statements and interviews, the “**La vendita perfetta**” (The perfect sale) section was launched in order to present the most virtuous colleagues, who stand out for their ability to sell: they are asked to explain and share their “secrets”. Every story is then voted by their colleagues of the entire network by means of a collaborative and participation-based mechanism. In September 2015 all the workers of the network were given a personal corporate email address (name.surname@autogrill.net) to facilitate headquarters-network communications.

In 2015 “**La vendita perfetta**” (The perfect sale) section was launched in order to present the most virtuous colleagues



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

In **Spain**, the over **80 Ambassadors of Internal Communication** operating in stores scattered throughout the country ensure that information and instructions circulated by the central offices are properly received, stimulate the participation of all the collaborators, provide added opportunities for professional development and, last but not least, ensure effective two-way communication, thus facilitating the dialogue between the stores and headquarters. Also in Spain, a radio project was launched a couple of years ago, where prominent Spanish journalists explain Autogrill’s new initiatives, contests, awards and projects, and also interview Autogrill employees.



In 2015, nearly 100 workers participated in an **on-line contest proposing and sharing** ideas to improve some operating procedures, to be implemented in the upcoming years. In 3 weeks **54 new ideas for innovation** were submitted.

In **France, Belgium and the Netherlands** **Amagazine** is distributed to all employees three times a year. This is an in-house magazine consisting of articles by senior management on the Company vision and strategy, best practices relative to store activities and employee stories celebrating the Group values. In May 2015 the store managers in these three countries and the support personnel of the central offices were invited to contribute to the **Adays**, two days during which nearly 200 workers participated in group sessions and round tables to share and discuss the strategic objectives with a leadership team.

In **North America**, **HMSHost** has set up an **Intranet network** where employees can post ads or news about the Company or make comments and report problems. Many central departments develop **periodic newsletters regarding their activities**. These are posted on-line and sent by email to all workers.

Also, the **International** operating sector sends out **monthly newsletters** to circulate information and updates about the organization in **some airports** of the regions of **North America** and **Asia** (e.g. Helsinki and Vietnam).



Quality relationship with workers

A clear and well-structured social responsibility policy focused on the relations that an organization develops with its workers can result in benefits to its competitive edge. Workers represent the human capital of the organization itself, i.e. the combination of skills, knowledge, competencies and professionalism that characterize and distinguish the organization. Any worker faced with a customer represents the Company itself, the Company's business philosophy, its know-how and its attitude towards the environment. This is why the relationship between Autogrill Group and its employees is a strategic element and a fundamental variable for creating and sharing value. Issues like **work schedule planning, work/life balance, salaries, social benefits and services** represent the ground upon which Autogrill is focusing to build an increasingly solid relationship with its employees. The Autogrill Group operates in a market that requires great flexibility. Successfully managing daily, weekly and seasonal peaks while always remaining strongly focused on customer care requires complex planning skills. The key idea is that of translating the need for continuous flexibility into an opportunity to balance private life and professional needs through the provision of **part-time contracts, work schedule planning and post-maternity programs**. A **breakdown of workers by age brackets** is also important, because it makes it possible to integrate the type of job and the level of engagement required with the different needs of the various generations.

To facilitate a long term work/life balance the Group is committed to developing various initiatives of welfare and work/life balance. Attention to employees and their wellbeing is not limited to their working hours, but instead takes into consideration all those elements that contribute to improving the quality of people's lives.

Employees in Italy are given the opportunity– in accordance with the trade unions – to rely on a formula that allows for part time work until their child is 36 months old. In 2007, special agreements were stipulated with child care facilities located in proximity of the offices or along the main access routes. The agreement envisages the payment of approximately 50% of the monthly fee by the Company. Also, in other European countries efforts were made to introduce flexible working hours, making it easier for new mothers to return to work.

A few years ago, in the framework of the initiatives dedicated to workers, Autogrill launched the "Autogrill per noi" (Autogrill for us) project based on three pillars: health and wellbeing, family and free time, and savings.



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In 2014 the **Shopping bag** project was launched **in Italy** to provide support to low income families. This project has become part of the new Supplementary Contract in 2015. All employees, with the exception of managers, received an Autogrill branded and reusable PET shopping bag, containing various types of food and personal care products for a total retail value of euro 50, which will be increased to euro 100 per year in the 2016-2018 period.

These initiatives bolster a series of support actions already implemented in previous years, including: assistance in compiling tax returns (and filing with the competent authority), car insurance facilitations, dental care, purchase of prescription glasses and hearing aids, special agreements with spas and other fitness centers, the possibility of receiving seasonal anti-flu vaccinations free of charge, partnerships with other companies for the purchase of products and services at discounted prices, online temporary shops with direct delivery to the workplace offered at substantially reduced prices and much more. Many of these initiatives are also made available in other European countries.

In addition, the “Good for me” project is still in effect at the Italian headquarters. Launched at the beginning of 2011 to promote healthier lifestyles, the project envisages the organization of meetings with experts and online columns and advisory services provided by a nutritionist directly in the workplace at a reduced price. The project also includes initiatives promoting physical exercise, including a corporate bike sharing service (with an indication of the bike paths closest to the offices in Milan), access to changing rooms equipped with showers and free medical certificates of healthy and strong constitution for employees to promote participation in physical activities.



Since 2015 Autogrill has been organizing prevention campaigns targeting employees of the Milan offices in collaboration with Lilt. Free prevention checkups are provided to all employees for early diagnosis of skin melanoma and breast cancer directly in the infirmary of the Milan central offices. In France, employees are invited to take advantage of a free checkup and are also given, on request, the possibility to receive a seasonal anti-flu vaccination.

Also, in the other operating sectors there are many initiatives correlated to the work-life balance in addition to the provision of services for personal care or family care. In the **United States**, workers at the **HMSHost** administrative offices are given the possibility to **work from home**, based on their specific needs and the requirements of the projects they are involved with. The US HMSHost headquarters features a **gym and showers** available to employees who want to exercise during their breaks or who wish to come to work by bike.

Numerous initiatives are also provided in the **International operating sector**. These include the possibility of working from home for the managers of a few airports in the North of Europe (e.g. Helsinki), **free checkups** or **discounts on health insurance policies**. For instance, also in Indonesia, partnerships with local hospitals were started to provide health coverage. In India, in addition to the mandatory annual checkups, training sessions on insurance products linked to health and safety were organized at the Hyderabad airport.

Good for me



a project targeted to workers to promote healthier lifestyles

Remuneration and benefits



The Group's compensation policy is based on incentive systems that are designed to reward employee commitment and merit, while promoting a sense of belonging and attracting outside talent. For the purpose of ensuring alignment among Group companies, the Group has established international guidelines on different aspects concerning wages and compensation in full compliance with the currently applicable laws and local regulations. One of the pillars of the system is the "weighing" of positions: a Group cross-sectional evaluation (an evaluation on a common scale of the impact of any role on the organization), which is constantly aligned to labor market benchmarks in correlation with the positions covered.

The Group's compensation policy is based on incentive systems that are designed to reward employee commitment and merit



To ensure cost optimization in the management of these activities and the use of common standard benchmarks, the Group promotes centralized supplier services/analyses and the central management of initiatives that are proposed to the companies, assuming the role of central coordinator and data collector (i.e. pulse surveys that enable the Group to rely on specific compensation benchmarks). Also, with regard to benefits the Group is committed to guaranteeing transparency and clarity to its employees.

The mechanism for the acknowledgement of benefits does not particularly differ from standard labor contract formulas (fixed term contracts vs. permanent labor contracts and part time vs. full time), but varies according to the different geographical areas as a function of the relevant applicable laws that comprise or exclude specific situations and/or welfare and insurance coverage (health care, accident coverage, maternity or paternity leave, disability) and to local labor market practices. Corporate supplementary pension funds and insurance certainly constitute a self-explanatory example. In some countries the law promotes their use, providing tax benefits in return. A clear example is that of HMSHost, which published its salary scheme on the Company's Intranet, thus enabling people to understand the logic behind the construction of their packages.

For the purpose of underscoring the importance attributed to transparency, in the North America Autogrill Group launched a communication campaign in Spanish to enable first language Spanish workers to perfectly understand their situation and the advantages offered. The same automated tool used to assess performance and competencies and also to manage MBOs was extended to the majority of the European headquarters. The same tool is also used as a repository for the documents linked to employee incentive plans, thus facilitating their filing to the benefit of the entire population of the organization and reducing the carbon footprint. The actions implemented and described above have enabled the Group to achieve higher levels of transparency and keep and trace employee comments.



People development

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

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



Talent selection and recruitment

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

This is also why the selection process is often complex and broken down into different steps. Aptitude tests (administered by qualified personnel), English tests and targeted interviews are used to identify the candidate's fulfillment of the Autogrill competence model. Since 2014 the HQ position selection model has been adopted by all Europe operating sector headquarters, thus increasing the synergies and collaboration among different countries.

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

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

Traditionally, the Sales Network represents the key expansion area for the Autogrill Group, always looking for new personnel in line with business seasonality. Recruitment mainly occurs through the "Work with us" section posted on the local websites and, if active, other career growth tracks (LinkedIn, Facebook, Twitter, YouTube). At HMSHost, both in North America and in other countries in the International operating sector, talent selection occurs also through participation in targeted recruiting events.

In all the countries in which the Group operates, relations and partnerships have been established with culinary schools and institutes, as well as universities, for the development of new ideas, work projects and innovations. In Italy a few examples are: Bocconi University, the Polytechnic of Milan and the University of Gastronomic Sciences, in Pollenzo. In France the Ecole Hôtelières and in the United States all the stores collaborate with local colleges and universities for possible hiring opportunities.



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

Autogrill International Graduates Program

In April 2015 Autogrill launched an International Graduate Program to introduce new profiles from different countries in the organization. The scope of the program is to hire new graduates to develop a multicultural, multifunctional and multi-skilled team that can contribute and support the development and growth of the organization. The recruitment campaign was launched in universities and on Autogrill's social channels (LinkedIn and YouTube). Over 900 people from 22 universities and 24 countries registered to participate in the program; 100 people were interviewed and 30 participated in the "A-Days", a two-day assessment session that was held in Milan at the end of June. 13 young people from 9 countries (Belgium, Bulgaria, India, England, Italy, Korea, Moldavia, Turkey and Venezuela) successfully completed the selection process and were hired in the divisions of Engineering and Procurement, Marketing, Administration, Finance & Controlling, Strategic Planning, HR & Organization, ICT and Internal Audit.



HR development & assessment

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

- 1) **HR policy standardization.** Common grading systems, position weighting schemes and incentive systems (particularly for the Group's executives) were defined. The compensation process was made more transparent thanks to the standardization of the levels and job titles within the company. The integrated organizational structure generated a need to standardize policies across countries.
- 2) **Employee potential evaluation and talent development.** In this case as well, a standard, certified management process was developed, based on standard metrics shared at the Group level (and managed locally). For example, assisting employees when they assume broader managerial responsibilities, or in the planning of specific career paths.
- 3) **Establishment of international teams and structures.** The development of international teams and structures was further pursued in 2013 (with the involvement of high potential collaborators), generating relocation options with a variable duration through transfers to other Group companies. The establishment of shared functions at the international level provided an additional employment opportunity within the Group. The elimination of barriers between different functions and organizations facilitates the sharing of knowledge and ongoing training.

To Autogrill, employee training is considered a value-generating investment



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

Self-assessment tools were added to the standard top-down assessment processes with the objective of raising employee awareness about career development.

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

Training

In the framework of employee development, Autogrill Group puts great emphasis on employee upgrading, considering it an investment that generates a twofold value, for the people and for the organization.

In 2014, Autogrill Group launched [Academy](#), an international training project focusing on the development of employee competencies through the provision of ad hoc training courses based on the employee's professional level, thus contributing to creating an organizational culture based on common competencies, shared knowledge and tools and the dissemination and sharing of best practices. The courses - held in English – are attended by employees from different European countries. One of the objectives of this project is to increase integration between employees through the organization of meeting opportunities that contribute to developing a common language and culture.

The Academy also offers other initiatives aimed at ongoing employee training, both through projects targeted to upgrading technical skills and mixed training and development projects, focused on specific needs of the organization with the ultimate objective of creating concrete and positive impacts on the business. In 2015 the [Academy HQ](#) program evolved into a mixed formula: the traditional in-class training courses included in an online catalogue were integrated with training courses managed in remote and gaming sessions open to all the workers of the European operations. With a view to eliminating language barriers and facilitating communication inside and outside the organization, in 2015 61 employees in Italy, France, Belgium, Germany and Spain took advantage of the online platform made available by Autogrill to improve their English skills.

More than 140 managers in Europe were invited to participate in the Inspirations L@b programme



Over 140 (middle and senior) managers in [Europe](#) were invited to participate in the Inspirations L@b program, designed and developed in collaboration with The European House-Ambrosetti. [Inspirations L@b](#) is a library of videos and reports prepared by experts of international standing, dealing with and discussing various topics relating to business and the economic scenario. The sessions are organized on a weekly basis and are advertised through a web platform and a weekly newsletter.

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

Network workers can access [Academy operations](#), a training program, currently available in Italy and Spain, combining managerial skills and on-the-job experience. Various specific paths were developed for the different roles present in the stores, consisting of a combination of online and in-class courses. Technology also plays an important role in training.

The Moodle web-based platform, accessible from Aconnect on the Company's Intranet, is used to disseminate training in Europe operating sector. Online training tools also monitor course attendance and the development of statistics and analyses with a view to improving training courses on an ongoing basis.

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



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

In 2015, the training courses focused on **customer reception**.

Traveller Welcome Passport



In Europe operating sector **Traveller Welcome Passport** project was launched, with pilot trials in France, Belgium and the Netherlands. All network workers were given a "passport" summarizing the key rules for a perfect reception. All HR programs, from recruitment to training, were re-designed with a view to enhancing sales skills. The project was supported by an intense communication activity, especially in high season.

In **France**, **Belgium** and the **Netherlands** the **ACoach** program was also launched, involving a team of employee volunteers, managers and store managers, supported by training managers who had received specific training from external consultants. They were assigned the task of training store staff about the specific nature of the offering, new tools and economic indicators.

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

"Manager in Training" is one of the support tools of the People First program, dedicated to new managers, who participate when hired on or promoted. The objective is to provide them with information from different areas, including HR management, IT, safety, cash management and food security, and to develop a team of Heads of Operations. In the North America the Leadership Development Program provides high potential managers with the possibility of receiving specific training focused on leadership. In 2015 a new plan was also launched to provide guidance and increase engagement of newly hired workers. Through Welcome to HMSHost Orientation and the new On the Job Training, the new entries are guided by instructors through interactive sessions that enable them to immediately get integrated in the organization. HMSHost relies on a web-based platform and webinars to disseminate training to the entire network.

Training on the Company's Code of Ethics and on the diversity policies to be disseminated to all managers was updated and is now an integral part of the orientation program.

The International operating sector also uses e-learning tools for the development of international projects. In Indonesia HMSHost launched English for Hospitality Training, a project to provide support to workers involved in customer engagement. In Vietnam workers are given a Training Passport, where every training activity is verified and certified. In 2015, a contest was also organized to reward the best bartenders operating in the airports in Vietnam; the winners received the Specialist Bartender prize and the possibility to participate in a dedicated professional training program.



Bootcamp Barista



How can we improve the "Espresso" experience for our customer? How can we involve all of our workers in improving quality in coffee making, while concurrently offering our products to the best? These questions were put to the 10 top Autogrill baristas in Italy, who met in a 3-day brainstorming session to work out innovative ideas following a design-thinking activity coordinated by the Digital Accademia team, Italy's first entirely digital school. The ideas were later shared on a web-based platform and then voted on. The winning team will have the possibility of seeing one of their proposals implemented in 2016 and contribute to adding value to the company.



The value of diversity

Autogrill leadership is the result of a significant process of internationalization and expansion, which has resulted in the sustained growth of its human capital, across a progressively wider range of nationalities, cultures, skills and competencies. For this reason the themes related to innovation and social-cultural change are an integral part of Autogrill.

The cultural diversity of our collaborators is an asset and an important growth lever, reflecting also on customers, products, services and consumption models. For this reason the activities relating to the acceptance, introduction and integration of newly-hired people are a key focus in the Group's commitment to orientation.

Autogrill is inspired by the highest international standards (International Labor Organization), implementing the principles established in its Corporate Governance in all circumstances, and the Group is committed to eliminating any obstacles to equal opportunity and proactively promotes numerous activities designed to encourage and enhance diversity. In the majority of the countries in which it operates, the Group has established hotlines and email addresses for employees to signal any occurrence of discriminatory behavior.

Autogrill Academy organizes targeted courses for all workers of Autogrill operations in Europe operating sector to raise awareness and develop specific cross-cultural competencies.

The cultural diversity of workers is an asset and an important growth lever



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

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

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

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

EmpoWer

In 2014 Autogrill launched “EmpoWer”, a targeted **mentorship project** focused on gender balance issues. **13 in-house mentors** and **18 mentees** participated in the project and worked together with a view to resolving some gender-related issues, promoting new approaches and new competencies within the organization. This project also provided them with the opportunity of extending their leadership and technical and relational skills, with the objective of making mentors become key players in the promotion of the change and mentees more motivated and self-confident women.

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

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

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

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

In **Italy**, **384** **disable** people and individuals belonging to the so-called “protected” categories are currently employed by the organization.

In **Spain**, 19 individuals were hired on a permanent employment contract in 2015 in collaboration with “**Fundación Incorpora**” and **ATAM** (NGOs assisting companies in the process of recruitment of the differently able. In specific cases (collaborators with Down’s Syndrome) a special training course was promoted in collaboration with the Madrid Regional Institute for Health and Safety.

HMSHost North America, too, has drawn up guidelines for the hiring, training, integration and management of individuals with various forms of disability, according to the regulations issued by the **Equal Employment Opportunity Commission** and in line with the requirements set out in the American Disabilities Act of 1990. Many locations in the United States directly collaborate with local organizations to employ differently able individuals. In these cases, both parties periodically carry out accurate appraisals to ensure that employees are given a position that guarantees their health and safety on the one hand, and the productivity of the post for the organization on the other. Some locations work directly with local organizations to support the employment of individuals with special needs or differently able. The Tampa division received a national award for its excellent performance in this field.

Also the **International operating segment** has adopted a **Code of Conduct** defining the guidelines for a correct behavior to be adopted with differently able individuals.

WVLN



Project launched in North America to support women’s professional growth

Health and safety in the workplace

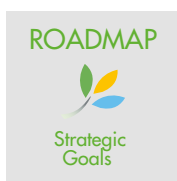


Autogrill Group's ongoing commitment to ensuring the health and safety of all its employees is based on prevention, technology, training and daily monitoring.

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

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

L'Autogrill Roadmap (2012-2015)



A-People

Health and safety

- reduce injuries by 5%

A-Product

Packaging

A-Planet

Energy Water

In 2015 Autogrill targeted a reduction in the number of injuries equal to 13% compared to the previous year and equal to 22% compared to 2012 data, thus reaching and outperforming by four times the objectives included in the Roadmap.

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



In 2015 Autogrill S.p.A. maintained the Social Accountability 8000 Ethical Certification.

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

HSE Committee



Meets twice a year to monitor accident trends, health surveillance and work-related illnesses; analyzes the relevant causes and severity levels and evaluates the correlated risks.

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

In this respect, a project was in the last few years envisaging the re-definition of responsibilities held by managers, with a checklist including all activities to be performed in order to ensure a correct store management (particularly in relation to health and safety in the workplace, fire prevention policies and procedures and contract management). The documentation is made available to the entire population of the organization on Aconnect intranet.

In **France** the **HSE Committees** meet four times a year. The trend of occurrence of accidents and injuries is periodically monitored to analyze causes, severity levels and correlated risks with a view to identifying possible solutions to eliminate them or reduce their frequency.



In 2015 an assistance service was launched in France – staffed by qualified consultants – for the benefit of network workers to help them overcome traumatic situations (assaults, deaths). On the occasion of the terrorist attack of last November 13 in Paris, the Company provided all workers with a psychological support service on request as well as the possibility to go to work by taxi.

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

[Autogrill Spain](#) also collaborates frequently with a number of universities on projects regarding health and safety in the workplace. In [Belgium](#), a project was launched in 2015 targeting the management of [stressful situations in the workplace](#). The project included dedicated team works and yoga and judo courses for the workers of the headquarters. Before the opening of the new concepts at the Brussels airport, specific ergonomics studies were carried out in collaboration with external consultants.

In [North America](#), the [Policy on Health, Safety and Risk Management](#) provides all employees with all the necessary principles to comply with for their safety at work and identifies the procedures to be followed to detect, prevent and manage any accident occurred to employees, consumers and clients. [Safety Teams](#) are specifically established at the store level, comprising members of management and the operating staff. Their task is to map, through specifically designed audits, the most frequent causes of accidents, and subsequently suggest the adoption of equipment and individual protective devices, update the existing procedures and develop ad hoc training programs. Posters dedicated to issues related to health and safety are sent to all stores on a monthly basis. These refer, for instance, to cleaning procedures, the correct use of safety devices, chemical products, how to deal with emergencies, etc.

In addition, a 24/7 medical assistance service is available to employees to provide first aid in case of an injury. In the United States the training on health and safety in the workplace was updated in 2014 and in 2015 a new training project was launched in the same field. The primary objective of this program is to help people manage situations regarding health in the workplace.

In April 2015, with a view to supporting the adoption of the [Drug-Free Workplace Policy](#), HMSHost North America implemented – in the states where the law allows it – a [drug test program](#) to be performed [after](#) the occurrence of any [accident](#) involving workers or managers. The program is expected to be progressively extended to all the states in compliance with the relevant applicable laws.

Also in the [International operating sector](#), several training activities dedicated to safety were implemented, along with specific procedures aimed at preventing any type of risk. Last but not least, [Safety and Emergency Response](#) campaigns were implemented at Amsterdam Schiphol airport.



Industrial relations

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

Such transparency in the relationship results in the availability of several types of contracts: national and/or sector-specific labor contracts, collective and/or corporate labor contracts and individually negotiated labor contracts.

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

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

The A-EWC portal enables Autogrill representatives and the European delegates to share projects



A new portal was launched in 2010: [A-EWC, Autogrill European Works Council](#), which is the result of one of the first collaboration areas activated in Autogrill Intranet, where Autogrill representatives and European employee delegates share operating documentation, project progress reports and meeting schedules.

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

With regard to the management of labor relations, a limited number of employee legal suits have been filed in the main countries in which the Group operates: in 2015 Autogrill Italia (about 10,000 workers) was involved in 158 litigations. These lawsuits were mostly in reference to dismissals for just cause, collective dismissals and the denial of extensions for fixed term contracts whose term had expired.

Italy – The new Supplementary Company Employment Contract

In July 2015 Autogrill stipulated an agreement with the trade unions - Filcams Cgil, Fisascat Cisl and Uiltucs UIL and, subsequently, also with UGL Terziario – on the new Supplementary Company Employment Contract, valid until December 31, 2018 and including an extension clause. This tool opened a new dialogue with the trade unions, with the objective of discussing topics relating to the active involvement and engagement of trade union representatives and trade unions in general. All parties concurred that there is a need to tackle the negative trend also through a reduction of overhead costs and the implementation of “pay for performance” tools. The new supplementary Company Employment Contract, whose priority is to maintain current levels of employment, freezes until next December 31, 2018 the fixed production premium amount, that will be stabilized for the purpose of calculating the thirteenth and fourteenth monthly bonus payments and the employee liquidation benefits. The extra amount referred to the performance-based share and the achievement of the company targets – equal to max euro 1,300 on an annual basis – will be paid according to the economic sustainability in case of achievement of the established thresholds of operating volume and objectives referred to the main sales services.

The agreement introduces important new aspects in relation to welfare: a shopping bag with a value of euro 100 with products of general use to be distributed to all workers and a fuel voucher worth euro 5-10 on a monthly basis, granted to workers operating in the points of sale located on the highway. With regard to work/life balance, the agreement aims to support parenting, giving workers the possibility of enjoying a period of optional furlough from work calculated on a hourly basis. As to sick leave, in compliance with the provisions included in the national retail employment contract, the Company will pay 100% of the salary in the first three days for the first five events in the calendar year with the exclusion of events that can be referred to severe illness and hospitalization. This agreement also takes into account also possible difficulties on the side of the organization and rewards worker participation and contribution in sharing company problems by granting continuity in the dialogue for the further negotiation of the existing supplementary contract.

The new Supplementary Company Employment Contract was approved by a large majority of workers during the referendum held in September and subsequently ratified with the OO.SS. and RSA/RSU in a memorandum agreement.

Community

development and engagement

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

Autogrill for FAO to support the Save Food Global Initiative



In July 2015 Autogrill stipulated a collaboration agreement with [FAO](#) to reduce food waste and food losses and promote the marketing of products from small-scale producers in developing countries. Based on this three-year agreement, FAO will provide Autogrill with the tools to measure and reduce food waste and losses in its 4,000 locations and will also distribute informative material to raise consumer awareness about reducing waste. This collaboration is part of the [Save Food Global Initiative](#), a project promoted by FAO to involve the largest number of players in common strategies aimed at reducing excesses and waste along the food chain.

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

In order to understand the relationship with the local community from the standpoint of business sustainability, in the last years Autogrill has made a contribution to the development of projects in line with the sector of business in which it operates. This means through the donation of food and meals to associations that are directly in contact with the needy or to organizations that act as mediators between restaurants and food service companies and non-profit organizations operating in the social assistance sector.

In 2015, donations in kind involved various local and national food banks, particularly in Italy and the United States. Autogrill Italia renewed its commitment to the needy through the donation of food products, mainly donated to associations like Fondazione Banco Alimentare and other groups that are very active and present at the national level. In Spain, the Group collaborates with International Cooperation in Christmas, involving workers in making donations to support the needy in addition to promoting campaigns for the collection of food to be destined to NGOs.

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

In 2015, 116 associations re-distributed **approximately 3.5 million meals** (including sandwiches, fruit salads, etc.).

In 2015 the program was recognized as the **Best Airport Charitable Program** by the specialist magazine **Airport Revenue News**.



HMSHost Foundation

In November 2012 **HMSHost Foundation** was established in North America, as a charity initiative whose mission is to fight poverty in local communities. Through the implementation of solutions developed in collaboration with a number of local agencies and organizations the new Foundation is committed to:

- fighting hunger and promoting a proper diet by means of targeted programs
- promoting economic stability through training and favoring employment
- promoting the development of the younger generations through education and training
- respecting veterans and their families via programs targeted to understanding their needs in terms of food, acceptance, medical requirements, training and employment.

The new HMSHost Foundation was inaugurated with a golf tournament and a charity auction in Orlando in collaboration with a few sponsors. The contributions raised during the event and the funds made available by HMSHost Corporation amounted to a total of USD 250,000 in favor of the cause.

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



In 2015 the **Do you Feel good?** project (see page 49) supported **WWF** by donating one euro to the association's **Oasis network projects** for each Autogrill questionnaire filled out by workers.



On the occasion of Christmas 2015, for the third consecutive year, in collaboration with **Coca-Cola HBC Italia**, the **"Perfect Menu" Xmas Edition** was proposed to consumers in over 400 Acafé and Snack Bars of the Autogrill network in Italy and in the approximately 50 Spizzico locations of the Travel&City channel (city centers, malls, railway stations and airports). A portion of the revenues from the sale of one "Perfect Menu" and one "Super Menu", respectively, was donated to the **Italian Red Cross** to support children's sports and the needy. Consumers could also make a personal donation by using the specifically developed "Red Break" app.

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

In 2015 **HMSHost North America** promoted cooking contests for high school students. It also supported a project for the development of beekeeping and honey collection sites. A portion of the revenues will be donated to a charity program to foster children's education. In the Netherlands, **HMSHost International** supports **CliniClowns**, an association operating in clinical pediatric wards. In **Indonesia** Autogrill launched a charity program involving 12 suppliers, to partially fund the construction of the **YAPPENATIM orphanage** in Bali. In India children's education programs are supported by providing funds to a state school in a village close to Hyderabad.

Autogrill supports Terra Madre giovani - We feed the Planet



Autogrill was one of the promoters of **"Terra madre giovani: we feed the planet"**, the event organized in Milan October 3-6, 2015 by Slow Food and Slow Food Youth Network on the **future of food and nutrition**.

Thanks to its contribution, some of the Small Scale Producers of the Southern hemisphere could gather together with the over 2,500 under-40 young delegates coming from all over the world to share their experience and discuss topics relating to agriculture and food distribution and consumption.

Human rights protection



Autogrill is inspired by the highest international standards ([International Labor Organization](#)), implementing the principles established in its Corporate Governance in relation to the management of human resources. In all the geographical areas in which it operates, the Group shuns the use of child or forced labor, pursuant to the main international legislation, such as the [UN Convention on Children's Rights \(UNCRC\)](#) and the [Human Rights Act of 1998](#).

HMSHost defined its Human Rights policy in the framework of its Code of Ethics



The Group complies with the laws and regulations applicable in each country in which it operates and specifically, in developing countries considered at risk, the holding company's policies are applied to prevent risks associated with the use of child or forced labor. In the majority of the countries in which it operates, the Group has established hotlines and email addresses for employees to signal any occurrence of discriminatory behavior.

HMSHost defined its [Human Rights policy](#) in the framework of its [Code of Conduct](#), which is applicable both in North America and in the International operating sector, in addition to other prevention-oriented policies in favor of consumers and the workers to fight against discrimination.

A-Product



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Highlights

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



Value for the
purchase of goods
€ 1,8 billion



Customer engagement

- **Survey Feel good?**: approx. 40,000 consumers involved in 8 countries
- **HappyOrNot kiosk**: kiosks to collect customer feedback
- **60 market surveys** in three years on product development and new trends



Partnership

- 24th ACI Europe Airport Commercial & Retail Conference and Exhibition: **Autogrill official sponsor**
- Agreement with **Eataly**: opening at the Secchia ovest service station
- Collaboration with **UNISG** and inauguration of the **Bistrot** concept
- Partnership with **Sanday's The Green** (Amsterdam Schiphol airport)



Culinary innovation and ingredients

- **Culinary Council**: international program of culinary innovation
- Agreement with **Garofalo pasta factory** for Ciao restaurants
- Fair trade and **UTZ certified coffee** (Amsterdam Schiphol airport)



Quality and certifications

- **AEA**: European auditing program on food quality and safety
- **ISO 9001**: 2015 and **UNI 10854** on quality management systems
- **ISO 22000** on food safety
- **Mistery Audit** - UNI TS 11312 regulation (1st company in Europe)



The Concept Factory – new concepts

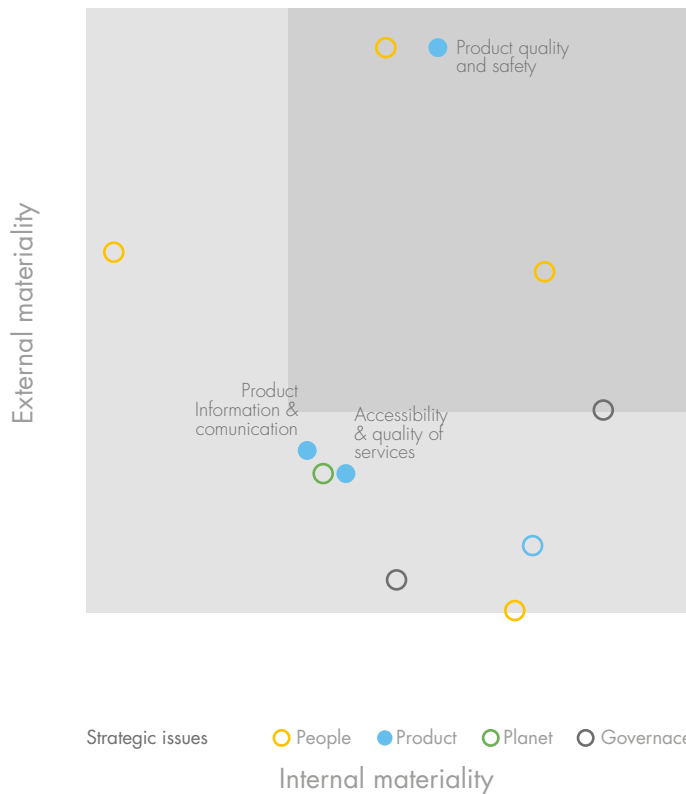
- **"Il Mercato del Duomo"** (Milan)
- **MKT** - new brand developed by HMSHost
- **Le Chef** - developed with celebrity chef Benjamin Luzury (Geneva)
- **Fair Taste Café** (Amsterdam Schiphol airport)

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

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

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

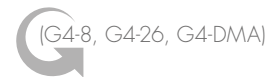
- Product quality and safety (including correct and balanced diet and ingredient characteristics)
- Accessibility and quality of services
- Product information and communication



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

Consumer engagement

The new geographic scenarios and recent developments in the global economy have had an impact on traffic and destination flows. Only by getting to know these new travelers and the reasons why they travel will the Group be in a position to design appropriate offers. The typical travel channels – airports, highways, railway stations – are actually privileged observatories; they reveal who today's travelers are and their experiences as consumers, as actors in the same complex and dynamic scenario as the Group. In this context, Autogrill is in the best position to understand travelers' needs, interpreting the speed and complexity of the changes that occur every day and translating them into innovative products and services. Airports in particular represent the places where Autogrill Group experiments and develops top notch solutions and services.



The typical travel channels – airports, highways, railway stations – are actually privileged observatories for Autogrill



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

Other important factors to consider in consumer food habits refer to the increased demand for local products (with controlled and/or certified origin) and sustainable, not excessively processed products. Curiosity about ethnic recipes with foreign influences has also increased (including Asian food or LatinAmerican food in Europe and European specialties in the Americas, with a preference for ingredients considered healthy and symbolic of the Mediterranean diet.

A policy that targets listening, involving all the stakeholders, implies the participation of the different subjects involved in the Group's activities, facilitated through the development of effective communication channels and the maintenance of a constructive relationship over time.

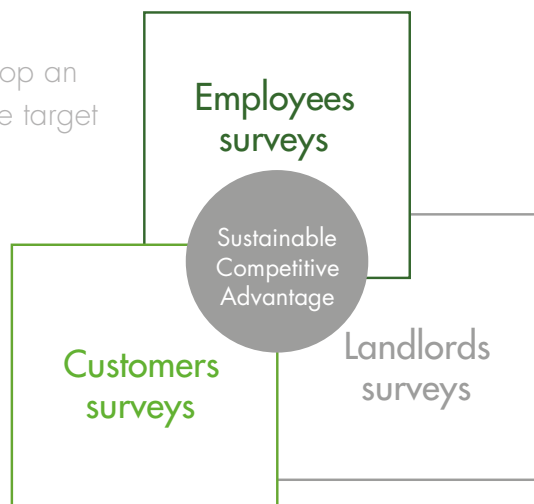
As to consumers, Autogrill recognizes their central role as supporters, partners and players in the changing environment. Through **surveys, studies and market research**, the Group periodically analyzes the emerging changes, innovating, increasing and re-inventing its concepts in order to continue to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

Autogrill combines data derived from internal sources (data retrieved from accounting and non-accounting systems) with data collected from external sources, specifically from landlords and brand partners, and market surveys and analyses (tests on concepts, products and services, critical for understanding and anticipating consumer needs). These survey tools are also supported by direct opinions expressed by consumers through customer satisfaction surveys, toll free numbers, e-mail contacts, customer voice analyses on the social media and green cards which each country makes available based on different criteria.

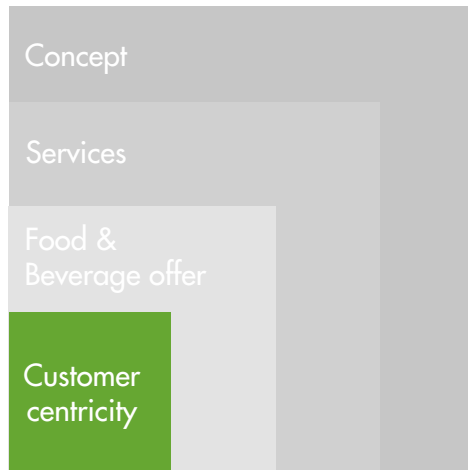
In 2015 **HappyOrNot** columns were installed in some locations in Belgium, France, Italy and Switzerland to collect customer satisfaction feedback on the overall experience in the point of sale. In the headquarters in North America HMSHost developed a **Social media room** where 3 TV screens broadcast feeds from the Company's social media channels in real time.

Market research plays an important role in understanding travelers and their different profiles according to, but not limited to, the various travel channels. The outcomes from the surveys and analyses carried out are key to the development of an offering that is in line with the needs and expectations of target consumers and for the evaluation of new ideas and services before they are implemented on a broader scale. In the last 3 years over 60 surveys were carried out on product and concept development and new trends and lifestyles. Autogrill does not only segment its customers based on social demographic data, but recently it also introduced a new research method based on consumer lifestyles, showing similarities across different gender and age brackets. This new method enabled Autogrill to identify the so-called **traveler tribes**.

Studies and surveys to develop an offering that is in line with the target customer expectations



For the past several years, the Group has focused its attention mainly on increasing the quality of its relationship with travelers and on the concept of “customer centricity”, with a view to putting the customer experience at the heart of the design of its products and services, and creating new models and consumer formulas based on their needs.



In **Europe operating sector** the Group has implemented the **Feel Good?** customer satisfaction project that is better defined in the dedicated section. Autogrill listens and responds to consumers using different communication tools - toll free numbers, email addresses and green cards according to the country of reference. For the purpose of developing the offering, a **Culinary Council** was established **at the European level**, with the collaboration of prominent figures in the catering sector, world-renowned chefs and nutritionists, along with sociologists specialized in consumer behavior. During the 2015 «**Pasta - new trends and concepts**» chef council, participants were invited to discuss the state of the art in pasta in relation to the new emerging trends for first courses with pasta and in relation to the new lifestyle trends in Italy and abroad.



Within **HMSHost** stores in **North America** and in the International **operating sector** Autogrill carries out **surveys** to understand travelers' desires and opinions in relation to new concepts, products offered and other innovations. Also, HMSHost collects comments and suggestions from consumers through a dedicated email address or on the phone through a toll free number made available to consumers. All comments are answered within 24-48 hours, the customer is contacted and a “**Be Our Guest**” card is offered, including a coupon that can be redeemed at any HMSHost store. A **dedicated** Guest Experience **team** monitors the program, provides guidelines and acts as a point of reference to identify and respond effectively. The ability to respond to customer requests with adequate support differentiates HMSHost: very frequently, in fact, reports are managed and resolved in real time, before that the customer leaves the airport.



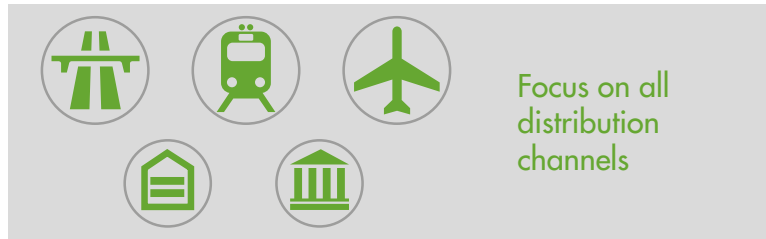
In some countries the **International operating sector** as also developed cards to collect consumer feedback as well as **loyalty programs** based on the comments received in relation to the experience in the stores. At the Amsterdam airport, in addition to the initiatives developed by the Group to measure customer satisfaction, a **survey was carried out directly by the airport authority** to measure the F&B experience at the airport.



Feel good?



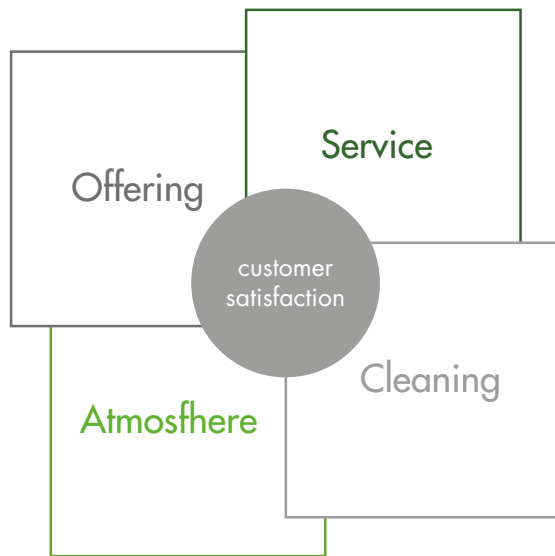
Feel good? is the Autogrill Group customer satisfaction project, designed in 2009 with the purpose of measuring the quality perceived by consumers, in order to be in a position to develop targeted actions to improve the service, products and brand image.



The **seventh edition** of Feel good? was completed in 2015: in selected locations in Belgium, France, Germany, Italy, the Netherlands, Spain, the United States and Switzerland, Autogrill asked its customers to fill out an on-line questionnaire on issues regarding the offering, the service, cleanliness and the atmosphere in the stores, while participating in a prize contest. Approximately **40,000 people** participated.



Countries	Interviews 2015
Belgium	1,659
France	5,980
Germany	662
Italy	15,926
The Netherlands	1,883
Spain	6,267
United States	4,127
Switzerland	1,876



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

Thanks to the information collected, Autogrill designs new solutions to increase customer satisfaction



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



Partner engagement



(G4-8; G4-26)

To be an innovative, efficient and effective company, with a commercial offering that is always in line with market demand, Autogrill has always cooperated with partner brands, landlords and suppliers, building proactive and responsible relationships.



(G4-DMA)

Partnerships with landlords

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

In 2015 Autogrill Group:

- stipulated an agreement with Nederlandse Spoorwegen (NS) for the management of 20 food & beverage stores in the main Dutch railway stations;
- entered the Norwegian market, winning a contract for the opening of 10 stores at the Oslo airport, through a joint venture between HMSHost International and the Umoe Restaurant Group, the country's main food & beverage operator;
- stipulated an agreement with ICTur for the management of 8 stores at the Antalya airport in Turkey;
- entered the Chinese market with two agreements for the opening of 10 stores at the international airport of Beijing and Sanya, through two joint ventures with Huazhuo and Cosmos, respectively, two of the main local airport food & beverage players;
- increased its presence in the airport channel in North America with 4 contracts for the management of a total of 40 stores at the Houston airport (United States) and Montreal airport (Canada).

Partnerships with landlords are not limited to the assignment of the contract, but, instead, evolve into long-term relationships based on trust and collaboration. To promote relations with the landlords, Autogrill decided to make its expertise and knowledge about the market available. For this reason it has developed an innovative communication tool: "Take A Look" is a quarterly newsletter addressed to 500 European landlords to keep them updated on current news in the travel and mobility sectors, highlighting current consumer trends and how Autogrill and HMSHost are responding in order to always be at the forefront on these issues. This tool was launched in 2014 in Europe and extended to North America and to the International operating sector in 2015.

A quarterly newsletter addressed to 500 European landlords to keep them updated on current news in the travel and mobility sectors, highlighting current consumer trends and the Group's solutions



Take A Look

Ongoing dialogue with landlords and business partners is further enhanced through active participation in trade shows and events dedicated to industry players. In 2015, Autogrill was official sponsor of the 24th Airport Commercial & Retail Conference and Exhibition, organized by ACI Europe, the European division of the Airport Council International.

The ACI trading conference & exhibition is Europe's most important congress and trade show on airport trade as well as an excellent showcase for all industry players operating in the travel services sector. The event provides an occasion for airport operators, retailers and traveler service providers, brands and the media to meet.

The event was held in Milan on April 21-23, 2015 and the Group participated with a dedicated space. Moreover, members of the Group's top management attended the discussion panels, providing their contributions on the topic of "Challenging the traditional business model".



Partnership with top brands

A crucial role is assigned to the assortment of brands managed (either directly or through a license), as they enable the Group to be present in 30 countries worldwide, with different and innovative solutions meeting the needs of increasingly demanding and varied customers. Over the years, the Group has built up genuine and enduring relations, which have helped not only to offer consumers high-quality products but also to extend knowledge and anticipate consumption trends. Autogrill features a broad portfolio of brands that can meet landlords' expectations and live up to customers' expectations, while offering accountability, competence, quality and confidence to its commercial partners. At the same time, the Group represents a bridge to travel channels for its brand partners.

Proprietary brands



To Autogrill, brand partners ensure the possibility to diversify the offering and reach customer satisfaction by providing consumers with a large variety of choices.

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

The international collaboration with Burger King for the development of the brand in the travel channels was initiated in the United States in 1982 and today includes more than 140 stores in North America, Europe and the Pacific. Moreover, new opportunities have opened up in recent years following the agreements made with the University of Gastronomic Sciences, in Pollenzo, giving rise to the new Bistrot concept. The Group also stipulated an agreement with Eatalay. In 2016 this partnership will make the excellent Made-in-Italy food products available for the first time in the Secchia Ovest store on the highway.

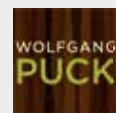
Partnerships with suppliers

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

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

A-Product

Licensed brands



Corporate Procurement and the specialists at the headquarters of the different countries are responsible for procurement processes and the development of partnerships with suppliers. Based on the same logic, HMSHost in the United States relies on a qualified international operator for its purchases.

Collaboration between the Group and its partners is mutually enhancing when regulated by precise policies and procedures, and it is therefore in Autogrill's interest to identify assessment tools that verify supplier conformity, which is necessary to continue working together. The strong focus on establishing sound relationships with its suppliers of goods and services is expressed both on an ethical level and on a product quality and safety level (as better explained below). For this reason the supplier selection process is entirely transparent, according to the [Group's Code of Ethics](#), the [General Purchase Conditions](#) and the Company's specific [procedures developed](#) for each single country.



In Italy, the **General Purchase Conditions** stipulate that suppliers must comply with the Autogrill **Code of Ethics** and the indications set out in the **Organizational Model** pursuant to Italian Legislative Decree No. 231/2001. Moreover, in addition to common commercial information, the **Asupply portal** requires that suppliers who intend to qualify, submit also their environmental /SA8000 certifications, environmental/social reports and their Code of Ethics.



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

The **North America "Procurement Policy & Procedures"** policy was developed in order to guarantee equal opportunities and also allow small local businesses to be included in the HMSHost supplier list without discrimination (based on size, gender, nationality, religion, race, etc.). In addition, the contract between HMSHost and the purchase process operator includes the provision that no contracts shall be entered into with companies that violate human rights and workers' rights, or the rights of minors or that implement procedures that violate laws, regulations or directives.

HMSHost International relies on the **Victoria Trading** purchase group that provides supplies to 7 companies operating in the food & beverage segment. This collaboration enables it to optimize the quality/price ratio and increase efficiency, innovation and sustainability along the entire supply chain.

Caffè KIMBO, espresso da napoli

In June 2015 Europe's first Kimbo concept store was inaugurated at the Frankfurt airport. The "CAFFÈ' KIMBO, ESPRESSO DA NAPOLI" project was designed in collaboration with Autogrill. The new concept is one of the most innovative concepts developed by Autogrill in Germany's largest airport and the first of a series of other locations to be opened in the next few years under the same brand. "Caffè Kimbo Espresso da Napoli" extends over an overall surface of 130 sq m and is located in front of the arrivals area in Terminal 1 A. Last year, passenger traffic reached 20.5 million. The Kimbo brand values – family, sharing and tradition – inspired the development of a modern and cozy space that also contains several references to the traditional Neapolitan bars and Naples, a multicultural city with a great artisanal culture. Thanks to this fruitful collaboration Kimbo confirmed its status as the traveler's favorite coffee. Kimbo products are available in Autogrill stores along Italy's main highways, in the major railway stations and in many Italian and European airports. The coffee range offered in these stores is the result of an in-depth process of analysis, development and implementation called "Storie di Caffè", which involved two companies that are leading institutions in the industry, like the Centro Studi Assaggiatori di Caffè (Coffee Tasting Research Center), but also and above all, travelers, who chose the best coffee blends for on-the-go consumption by participating in the numerous tasting sessions organized all over Italy.

Product quality and safety



Product quality and safety in the stores is ensured through a successful system that starts from supplier selection and is based on the comprehensive sharing of values and objectives among the Group and its commercial partners.

Supplier assessment and control are key elements to ensure high quality standards for all products and services. For this reason periodic audits have been designed, employing screening activities implemented in different ways, through questionnaires, (direct or indirect) information collection, sampling and audits.

Both in the United States and in Italy, all suppliers undergo preventive audits to ascertain the level of compliance with quality standards defined by the company according to H.A.C.C.P. (Hazard Analysis and Critical Control Point) procedures, which envisage accurate microbiological, product-specific and chemical-physical analyses along the entire supply chain and are conducted periodically, according to a risk assessment logic.

Quality controls

A **self-control plan** of the **Management System** adopted in the various countries in which the Group operates integrates the assessment audits performed according to a set of procedures that must be complied with in the stores. These procedures are co-ordinated centrally by the Quality Division to ensure compliance with the hygiene-health standards. **Additional audits** by inhouse and independent specialists are also performed to verify compliance with the applicable hygiene-health standards and assess the correct implementation of the selfcontrol plan. In Italy, the results of the **H.A.C.C.P audits** carried out in the stores are linked to the **MBO systems of store managers** and head office managers.



In Europe operating sector, the auditing process falls within the “Autogrill Excellence Audit” (AEA) program: a team of auditors schedules audits in the stores following a shared grid of controls and assessments to be performed on the implementation of the operating processes (questions concerning food, hygiene, cleaning, commercial issues, work safety, environment, etc.), also taking also country-specific aspects into account (local rules or concept characteristics). The AEA program also relies on the *Mystery Client*, a person responsible for assessing quality, who visits the stores incognito while pretending to be a normal customer, and audits performed by selected suppliers to measure the quality of the products served (e.g. Espresso with Kimbo experts).

Autogrill Excellence Audit: controls and assesses store operating processes



In Italy, the areas monitored by Mystery Clients were in line with those surveyed through customer satisfaction. These are therefore more focused on customer experience. After the visits, carried out by an independent company, an assessment form is filled out on the quality of the service in the store, including the possibility of designing possible improvement actions, when needed.

The *quality audit system* adopted in Italy is partially managed by an external company. In 2014, a new profile was developed internally, namely the Quality Auditor, with the task of testing the alignment of the Italian quality audit system with the European “Autogrill Excellence Audit” system. The overall findings and the improvement actions are then shared on a web-based platform. The results (mediated with the outcomes derived from the customer satisfaction surveys) are then linked to the MBO systems of store managers and head office managers. In some countries, the “*Excellence Award*” assigns a prize to the stores scoring highest every year.



HMSHost in North America also has a robust food *quality and safety program* in place, managed by a third company (audits are based on the *Food and Drug Administration Food Guide regulation*). Each store is visited at least twice every year without notice and the Quality Control department reviews each audit and follows up the implementation of the improvement plan. The action plan relative to the faults identified during the audit is proposed by the same store managers themselves.

The *Quality Control department* monitors the performance of the stores to help the managers concentrate on the improvement areas; it organizes webinars at least twice a year, inviting the stores to participate in examining the results of the audits, the objectives and the possible changes to the program; it has regular meetings with the auditing firm for the ongoing improvement of the process. The results are linked to the MBOs at the level of each single store.

Also the *International operating sector* also relies on *Food Safety* programs that envisage the performance of inspections to assess product quality and production activities. Sample quality audits are also carried out on products.

Moreover, Autogrill, as brand licensee, is in turn subject to audits by its brand partners and landlords. Employee training on food safety regulations and H.A.C.C.P. processes completes the Group’s focus and control on these issues.



Certifications

The Group puts great emphasis on certifications, which testify to the success of its management models and serve as motivation to improve.

In Italy, in 2015 the ISO9001 certifications on Quality Management Systems with the upgrading to the 2015 standard, and the UNI 10854 certification were maintained. The ISO 22000 on Food Safety (for the Milan offices, the Giovi Ovest store and the Orio al Serio airport) was renewed. These certifications were also extended to the Italian subsidiary Nuova Sidap. In 2015 Autogrill S.p.A obtained a process certification based on ISO 9001:2015 relative to provision of Project Engineering, Management and Engineering services, and it was the first organization in Europe to implement the Mystery Audit in compliance with UNI TS 11312 in the certification auditing activities of the Quality Management System. The offices of Telefonica in Madrid obtained the renewal of the ISO 22000 certification on the Food Safety Management System. In November 2015, the Pizza Hut store managed by HMSHost International at the Bali airport obtained Halal certification released by MUI (Majelis Ulama Indonesia). In addition, the stores of the Bali airport were also certified for Food Safety.

Correct and balanced diet

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

Attention to proper nutrition is high across Europe operating sector and there are multiple solutions available. For example, a wide choice of fruit and vegetables is available within many concepts, and varieties of wholegrain bread are available in the concepts offering baked products and sandwiches.

In the Ciao restaurants in Italy, fish dishes were added; in France a campaign was launched to promote consumption of seasonal products; in Belgium, at the Brussels airport the offering of veggies and gluten-free products was increased, and all concepts with table service promote low-calorie and gluten-free dishes; in the Netherlands the salt content in products has been reduced and a healthy burger was introduced in the assortment; in Spain a healthy menu for breakfast was developed and in Switzerland the "Greens" concept, implemented in cooperation with the Swiss BioSuisse association, offers organic food to people who follow a low-fat and low-salt dietary regimen. In addition, the Group does not neglect the needs of those who, mostly for ethical reasons, do not eat meat and food products of animal origin. For vegetarians and vegans Autogrill Italia continues its collaboration with the Italian Association of Vegetarians, which regularly updates a list of recipes for menus that are made available in all Ciao restaurants bearing the association's logo.

In 2015 this collaboration led to the launch of the IAV certified Mediterranean Rustichella. In Italian Bistros, after the works completed by the Culinary Council 2014, a pilot project was launched on a new concept of **balanced cold dish** (a salad bar with fresh ingredients based on consumer preferences, with balanced nutrients sufficient for a complete meal). Moreover, constant attention is paid to religious differences, especially when they influence dietary choices. In many countries Autogrill has developed a menu offering that meets the needs of consumers of different religions, for example Moslems (halal food).

The Group also pays great attention to children's dietary needs. Autogrill designed special kids' menus, available in all Ciao, Spizzico and Burger King restaurants, tailored to their specific nutritional needs (for instance, suggesting smaller portions, with yogurt and fruit compote as an alternative to dessert in the menus). In some European countries and, in particular, in some stores in Italy, Belgium, the Netherlands, Spain and the United Kingdom, special menus were introduced to meet the special needs of coeliac individuals.

HMSHost in North America conducts ongoing monitoring of new food trends, thanks to the support of various organizations, and develops new menus based on the findings. As to the increasing demand for healthier products, HMSHost responded by **offering a greater variety of fresh produce and vegetarian products** with a lower calorie and fat content, as well as combo menus, including, for instance, salads and, in general, veggies (in the past years many 500 calorie or less menus were also added). Moreover, in compliance with the federal regulations issued by the **US Department of Agriculture and by the US Food and Drug Administration**, all menus **specify the nutritional and calorie content of the various ingredients used**.

In addition to increasing its gluten-free product range, HMSHost also organizes training courses on how to cook and prepare gluten-free foods. In 2015, HMSHost continued its collaboration with Kraft for the development of **new kids' menus** in the United States. The International operating sector has also taken steps in this direction. In some airports in Northern Europe (e.g. Helsinki and Amsterdam) and in Asia, the product assortment ranges from **gluten-free** to lactose-free and also offers different options for vegetarians, **organic raw chocolate** and **organic coffee** as well as **fair trade** ingredients. At the Schiphol airport in Amsterdam the range of fresh produce and vegetarian ingredients was increased with numerous low-calorie and low-fat menus. In addition to gluten-free recipes, in some stores Autogrill offers menus that meet the needs of consumers of **different religions** (Kosher and Halal).

Menus



New types of menus to meet the various needs of people who follow specific diets

The characteristics of the ingredients

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

Agreement with Garofalo pasta factory

In 2015 Autogrill and Garofalo, a traditional pasta factory located in Gagnano, entered into an agreement for the use of Garofalo pasta, proposed in a variety of different recipes, to underscore the value of the excellent quality of the local pasta products in all Ciao restaurants scattered throughout the entire Italian territory. The partnership also includes the development of “Piacere Pasta”, a corner dedicated to the dishes based on Garofalo pasta products, to be set up in all the approximately 130 Ciao stores present in Italy. Garofalo pasta will be progressively introduced also in the other European countries in which the Group operates.

In France as well, Autogrill encourages travelers to discover and rediscover the products of the territory and traditional cuisine, both through prepared dishes to enjoy in restaurants and take-away products (in this respect, the most famous boutiques are “La boutique du nougat de Montélimar” and “La Maison de la Bourgogne”). The *Chefs en Provence* restaurant at the Marseille airport offers menus prepared by 4 local chefs, who alternate periodically. In Italy, in the framework of the newly introduced Coffee Program, some stores offer new coffee blends: coffee of Brazilian and Central American single origin. In France, in collaboration with Kimbo, a new type of *Rainforest Alliance certified, 100% Arabica coffee* blend was introduced.

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

Also in a few airports of Northern Europe and Indonesia the offering includes a large variety of local specialties, like bread produced locally without additives. At the **Amsterdam airport**, the **meat** used at the Harvest Market and Dutch Kitchen restaurants comes from an **organic company - De Koningshoeve** – located **15 km from the airport**, while the eggs come from **Rondeel, an innovative farm** that prioritizes animal wellbeing and the environment.

The offering of organic products is also extended to fruit juices produced by local producers, fair trade chocolate and dry fruits and bread from Dutch bakeries. Always with a view to reducing the carbon footprint, additional agreements were stipulated with local farmers for the delivery of fruits and vegetables.

Coffee and **tea** sold by HMSHost at the **Amsterdam Schiphol airport is fair trade or UTZ certified**. The latter is one of the most important certification at the international level for sustainable production in full compliance with human rights and the environment of coffee, tea or cocoa.

Partnership with Sunday's The Green

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

The development of new products

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

In the last years, palm oil was recently replaced with altoleic sunflower oil for frying, one of Italy's traditional cooking methods. The analysis and the decision made took into account all the advantages derived from this change, ranging from food safety to supply chain sustainability.

Spazio Fucina and the Culinary Council

In Italy **Spazio Fucina** is a true research laboratory, where **chefs of the organization**, renowned Italian and international cooks, test ingredients, **develop ideas**, recipes and concepts, translating inputs deriving from emerging dietary trends, the evolution of nutritional standards and food technology in products that enrich the commercial offering of Autogrill stores. The experimental kitchen is also a symbolic place, testifying to Autogrill's innovative approach, and it is also where **new technology is tested** for product preparation and distribution processes, creating new ways to maintain products' sensory characteristics while also trying to save energy.



The **Culinary Council** is an international program of culinary innovation through which Autogrill benefits from a collaboration with **sociologists specialized** in consumer behavior and prominent professionals from the catering sector (**world famous chefs** and **nutritionists**) to receive a scientific contribution for the development of balanced menus. Every year a specific theme is selected: in 2015, the Culinary Council decided to focus on pasta. This decision resulted in the development of the new Piacere Pasta concept.

The exchange and cooperation with chefs and wine and food institutions have always been considered by the Group as an opportunity for a detailed analysis of emerging food trends and a forum for innovative ideas, with a view to increasing the level of excellence of the food experience in the travel channels. In Italy, the **collaboration with the University of Gastronomic Sciences in Pollenzo** resulted in the development of the Bistrot concept, based on an accurate selection of wines and food products and on the recovery and revisiting of local dishes.

The Bistrot concept developed from the collaboration with the University of Gastronomic Sciences of Pollenzo



In Spain, **an agreement was signed with the famous local chef, Iñigo Urrechu**, for the development of new recipes and dishes.

In 2015, Autogrill launched the new paper cups in the small, medium and large format for coffee and cappuccino take-away to respond to the new trend of "on the go" consumption.



Accessibility and quality of services

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

Design for All

Travelers place great importance on services and the physical spaces and demands differ depending on the type of traveler.

Habitual customers, including truck drivers, families, children, the differently able, pets, bikers and business people, are only some of the people that come into contact with Autogrill every day. They want more comfortable, more functional and basically more attractive and relaxing interiors, so that stopping becomes a pleasant experience, with modern furniture, better lighting, attention to materials used and more comfortable chairs, tables and stools, all welcome amenities for travelers. For this reason, Autogrill Italia pays special attention to the needs of these customers when developing new stores. The Mensa di Ravenna and Villorosi Est stores have been certified by the "Design for All" association for their special attention to making every service accessible and today the Group tries to implement the best practices learnt from the development of these new stores, replicating, wherever possible, a design that follows the same guidelines. The elimination of architectural, perceptual and cultural barriers and the definition of an innovative interior design have resulted in the development of a next generation shop experience that enhances freedom, safety and ease of movement for all travelers.

The best service for different needs

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

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

In 2015, based on an analysis of consumer behavior in the stores, the Customer Relationship Management (CRM) function developed different services and initiatives dedicated to truck drivers, Telepass owners and business people, which resulted in the launch of the e-Invoicing service in Italy.

In Italy, the **Trucker Club** was implemented in 19 stores for truck drivers, including a completely free-of-charge service package (shower, video surveillance parking, entertainment areas with pay TV), tailored to the needs of this specific category. Also, discounts and ad hoc programs for truck drivers have been developed in the main countries in which the Group operates. For motorcyclists Autogrill Italia launched the **Bikers Club**. 13 locations feature dedicated parking areas and sometimes relaxation areas, where it is possible to comfortably perform stretching exercises.



For travelers with pets there are 13 **Fidoparks** in stations along Italy's most heavily trafficked highway routes. These fully-equipped spaces were developed in collaboration with Amicopets and A.N.M.V.I. (the Italian Association of Veterinarians) and feature water, a shaded gazebo and agility tracks specifically designed to let pets play outdoors. Pet acceptance and vigilance services are provided in collaboration with Frontline Combo Education Program®. In France, there are various loyalty programs dedicated to groups – Group Service – with promotions and a dedicated pet acceptance service.

Favor acceptance of pets

In 2015, Autogrill and **Federazione Italiana Associazioni Diritti Animali e Ambiente** (the Italian Federation of Associations for Animal Rights and the Environment) entered into an agreement to favor acceptance of pets in stations. Based on the agreement – which was presented by Vittoria Brambilla (MP) at Villorosi Est, Autogrill stores will apply a sticker on entrance doors to communicate that pets are welcome on a leash. The agreement also includes the distribution of a leaflet targeting all Autogrill network workers, containing information and good practices on pet acceptance and protection during traveler stops.

Specifically for families, **HMSHost North America** launched a parallel program for **children** with **menus** and entertaining games, in addition to options aimed at increasing the purchasing power of families with children. In addition, the majority of the stores have designed special kids' menus tailored to their specific nutritional needs. In addition, in the United States there are programs including discounts and promotions dedicated to truck drivers and bus drivers. HMSHost also developed **Freedom to Choose**, a web-based, in-house platform, made available to all network workers, which contains hundreds of recipes and thus lets them plan and execute menu changes more rapidly, to satisfy specific requests made by customers or regional trends.

In 2015, at the Nashville and Memphis airports, the **Food Cycle** project was launched. This service provides for the **delivery of products directly to the gate**. Other services were also introduced to place orders from tablets made available to travelers at the table, digital kiosks or mobile pay services (**ApplePay and MCX**).

The lunch box service for on-the-go consumption is made available in the US airports. HMSHost North America launched the "Trip Happy" project, letting customers buy products at discounted prices in off-peak afternoon hours.

In North America HMSHost launched the new Network Operation Center, a system that ensures the highest security standards for e-payments, thus considerably improving customer experience for all the services connected to the wi-fi networks made available in the majority of the stores.

Assistance and control

In Italy the stores are constantly monitored, thanks to the implementation of an operations center that conducts remote video surveillance on all the stores to guarantee support, security and safety, especially during night hours, for both workers and customers. The system, which is currently operative in 250 locations and is expected to be gradually extended, in particular on the highways, where the stores are open round the clock.

Autogrill Italia is actively involved in the Italian [National Observatory of Sports Events](#) at the [Italian Ministry of the Interior](#) and it participates in the weekly meetings where, together with the several attending authorities, it plans shifts and stops along the highway network during the days in which the football matches of the Italian "Serie A" take place.

Moreover, Autogrill Italia participates in the "[Viabilità Italia](#)" initiative, a national center that deals with road traffic congestion situations, set up by the Italian Ministry of the Interior and guided by the Chief of the Highway Police. The initiative is geared to planning the most effective action strategies during the peak summer periods, preparing the snow management plan and organizing security and safety measures during special events. In fact, in periods of peak traffic and according to high traffic flows, a steward and customer assistance service has been set up in the mostly heavily trafficked parking areas, with the presence of dedicated personnel or paramedical control units with ambulances.

HMSHost locations in North America and in the International operating sector are constantly monitored by means of [remote video surveillance](#).



Product information and communication

Today, communication plays an important role, especially in relation to food and diet. Information about the presence of allergens is provided in all locations.

In France all advertisements directed to consumers contain a message promoting a **healthy and balanced lifestyle** (for instance, recommending the intake of 5 portions of fruit/vegetables a day or the practice of regular physical exercise), connected to the “**Programme National Nutrition Santé**”. Concurrently with the launch of the **seasonal menus** in Europe, a **communication campaign** was organized in the Group stores dedicated to increasing consumer awareness about the characteristics of the ingredients.

The HAVISA plan in Spain promotes the importance of a correct and balanced diet combined with physical exercise with targeted communication activities



In Italy, in the Ciao restaurants and in the Bar Snacks, dishes designed for vegetarians will be identified with the logo of the Italian Association of Vegetarians.

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

Also in Spain, Autogrill stipulated an agreement with the Ministerio de Sanidad, Servicios Sociales e Igualdad, through the Agencia Española de Consumo, Seguridad Alimentaria y Nutrición and the Asociación Empresarial de Cadenas de Restauración Moderna (FEHRCAREM) to promote the importance of a correct and balanced diet combined with physical exercise **in the framework of the HAVISA Plan**. The Plan envisaged targeted communication activities (information in the stores, web and social media) and was developed according to the guidelines of the **NAOS strategy** (Estrategia para la Nutrición, Actividad Física y Prevención de la Obesidad) **launched in the country to fight obesity**.

In compliance with the federal regulations issued by the United States Department of Agriculture and the **US Food and Drug Administration**, the nutritional value and calorie content of the food products are specified on the menus. This information is also provided in the stores of Northern Europe, in addition to indications about the presence of allergens, in compliance with the applicable regulations.



Responsible selling

In all the countries in which it operates, Autogrill complies with all the regulations relative to the sales of alcohol and tobacco products in order to contribute to responsible consumption. In North America HMSHost has developed a dedicated program - Serve safe alcohol – targeted to all workers in charge of distributing alcohol drinks. In the US stores, commercial communication is also supported by the “We ID” campaign.

A future Roadmap (2012-2015)



A-Product

Packaging

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

A-People

Health and safety

A-Planet

Energy Water

The objective of rethinking packaging from a sustainable standpoint and reducing costs by 5% was already reached in 2013 thanks to the European project that mapped all purchase categories (shopping bags, cutlery and plates, etc.) in order to increase the efficiency of the purchase process.

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

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

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



From values to the concept factory

Green building, balanced diet and local products



Green building concepts

VILLORESIEST



Villoresi exemplifies international best practice within the Group in terms of sustainable innovation. It implements a set of virtuous solutions in the store, which can be individually replicated in other stores of the Group's global network in the future. The Villoresi Est location was entirely designed and developed in compliance with the energy efficiency and carbon footprint standards of the LEED Protocol (Leadership in Energy and Environmental Design) obtaining the LEED Gold certification in addition to EMAS and ISO 14001 certifications. The building extends over a surface of approximately 2,500 sq m, with a skeleton entirely in PEFC certified lamellar wood harvested from sustainably managed forests. As required by LEED standards, only eco-compatible and recyclable materials were used. Its characteristic volcano shape (reaching a height of 27.5 m) facilitates the flow of excess heat towards the top and the ideal exploitation of external temperature conditions, thus reducing the energy used for heating or cooling air. A "Thermal battery" geothermal plant was built, with 420 sensors installed in the subsoil 25 m deep, providing an output exceeding 380 thermal kW and covering 85% of requirements. In addition, the roof of the store extends over a surface of 350 sq m captures either solar energy or cold, depending on the season, and LED lighting is used for both interiors and the exterior. As to water, rainwater and groundwater are used for cooling air, irrigation of green areas, the management of toilets and the firefighting systems, reducing the uptake of water from the public waterworks for industrial purposes to zero.

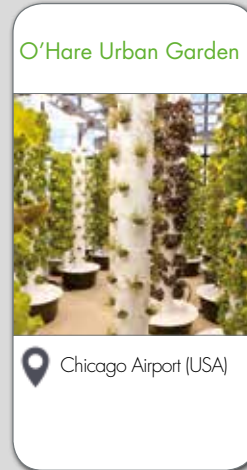
DELAWARE

Welcome Center

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



Other green building locations



A balanced diet and local products



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

The first Bistrot was opened at the Milan Centrale Railway station with the objective of developing a pleasant location featuring a particular design and special attention to environmental protection, confirmed by the use of natural or recycled materials in its interiors (like, for instance, chairs from the first years of the 20th century, lined with fabric recovered from old jute bags that had been used to transport wheat and coffee; the use of wooden floorboards taken from old houses being demolished or renovated; extensive use of wood grown in controlled plantations, etc.).

In particular, the Food offering includes bread and pizza made locally with yeast, handmade pasta with local eggs and wheat, organic beer, wine from local vineyards, fresh vegetables, fruit juices and fresh smoothies with fruits and vegetables in season. A drinking water dispenser is also provided.

The concept was repeated also in Piazza Duomo, in Milan; at the airports of Düsseldorf, Geneva, Helsinki and Rome Fiumicino; in the Fiorenzuola d'Arda service station and in the Utrecht railway station. In the coming months Bistrot stores will be opened at the of Frankfurt and Montreal airports.

HARVEST MARKET

With a view to enhancing local production, the "Harvest market" concept was launched at the Belfast, Dublin and Amsterdam Schiphol airports. It reproduces a typical urban street market, where travelers can stroll and choose local products, fresh seasonal products like Dutch cheese, organic meat and fruits and vegetables direct from local suppliers. Menus are changed frequently, according to the season and always with a strong emphasis on fresh and healthy and, whenever possible, organic ingredients. In particular, at the Schiphol Amsterdam airport HMSHost International designed its stores using chairs made with recycled PET Coke bottles.

La PLACE

HMSHost International makes informed decisions when developing concepts and products to target an improved balance between sustainability, costs and quality. The new La Place restaurant was opened on the premises of the Amsterdam Schiphol airport and was awarded the Schiphol Consumer Prize for Corporate Responsibility. The concept obtained the C-label certification from Rank a Brand, as the best sustainable restaurant chain in the Netherlands. The La Place restaurant offers all natural products with no artificial flavors or food coloring agents. The furniture is made of scrap wood from Denmark and the restaurant features LED lighting and energy efficient refrigeration plants.

FAIRO TASTE

FRESH FOOD / COFFEE / DRINKS

HMSHost International re-opened the Fair Taste Cafè last year at the Amsterdam Schiphol airport. With its completely green design, the store features recycled materials collected from the surrounding area. Ogreen Clean Machines plants are distributed in the rooms to absorb the toxic substances that develop in closed environments and CO₂, transforming it into oxygen. The offering includes a large variety of organic products and fair trade products, like the coffee from the international circuit of Max Havelaar fair trade. The origin of the products of the assortment offered must meet at least one of the following requirements: fair trade, organic cultivation, local origin, recyclability or Rainforest Alliance certification (an international non-profit organization for the protection of tropical forests).



In January 2015, HMSHost added a new catering concept to its MKT brand portfolio. This new concept is inspired by the tradition of roofed-over open markets. It features a large assortment of fresh and healthy produce, including freshly made sandwiches, salads and soups with the produce of the day and ingredients that come directly from local farms, like the sustainable Living Green Farms of Minnesota, specialized in aeroponic cultivations. Currently, the MKT restaurants are present in the Minneapolis-St. Paul, Las Vegas, Anchorage and Tulsa airports in the United States.



"Il Mercato del Duomo" is the new flagship store for the Group developed in collaboration with the University of Gastronomic Sciences of Pollenzo (UNISG). Opened on 1 May 2015, the store extends on 4 floors, reflecting the different levels of processing of the raw materials and the different consumption experiences: from food in its simplest and most natural form to products offered and transformed into recipes and from on-the-go consumption to a more slow-eating experience.

This vertically designed experience path is reflected in the different concepts developed inside: the Bar Motta showcases the perfect link between tradition and modernity and serves quality coffee products and croissants; Il Mercato offers products representing the excellence of Italy and selected by UNISG, and not only; the Bistrot Milano Duomo puts an emphasis on typical products and the recovery of home-style preparation; and Terrazza Aperol is a trendy spot, symbol of the Milanese happy hour tradition. On the last floor there is the Spazio laboratory-restaurant, a project developed by Niko Romito Formazione, where the young cooks of the Scuola di Formazione of Castel di Sangro (L'Aquila) share their stories, ideas and enthusiasm from the discovery to the preparation of a dish with the guests. The offering also includes the Berlucci Franciacorta Lounge, where a selection of Italy's eno-gastronomic products of excellence are showcased.



In the first months of 2016 the Group inaugurated a new, highly innovative concept at the Geneva airport: Le Chef, developed in partnership with the Swiss celebrity chef Benjamin Luzuy. This concept features a restaurant, a bar and a lounge area with a post-industrial design. For the restaurant, the chef Benjamin Luzuy developed a menu that allows customers to choose from 4 different cooking methods: from crudité to marinated or steam cooked, grilled or slow-cooked to preserve tenderness.



Other concept which offer a balanced diet and local products

Greens




📍 Bern and Geneva railway stations, Zürich airport

Territoire de France



📍 Nemours & Darvault (A6) and Blois-Villerbon (A10) service areas

Local Food Truck



📍 Los Angeles airport

1897 Market



📍 Charlotte Douglas airport

Nordic Kitchen



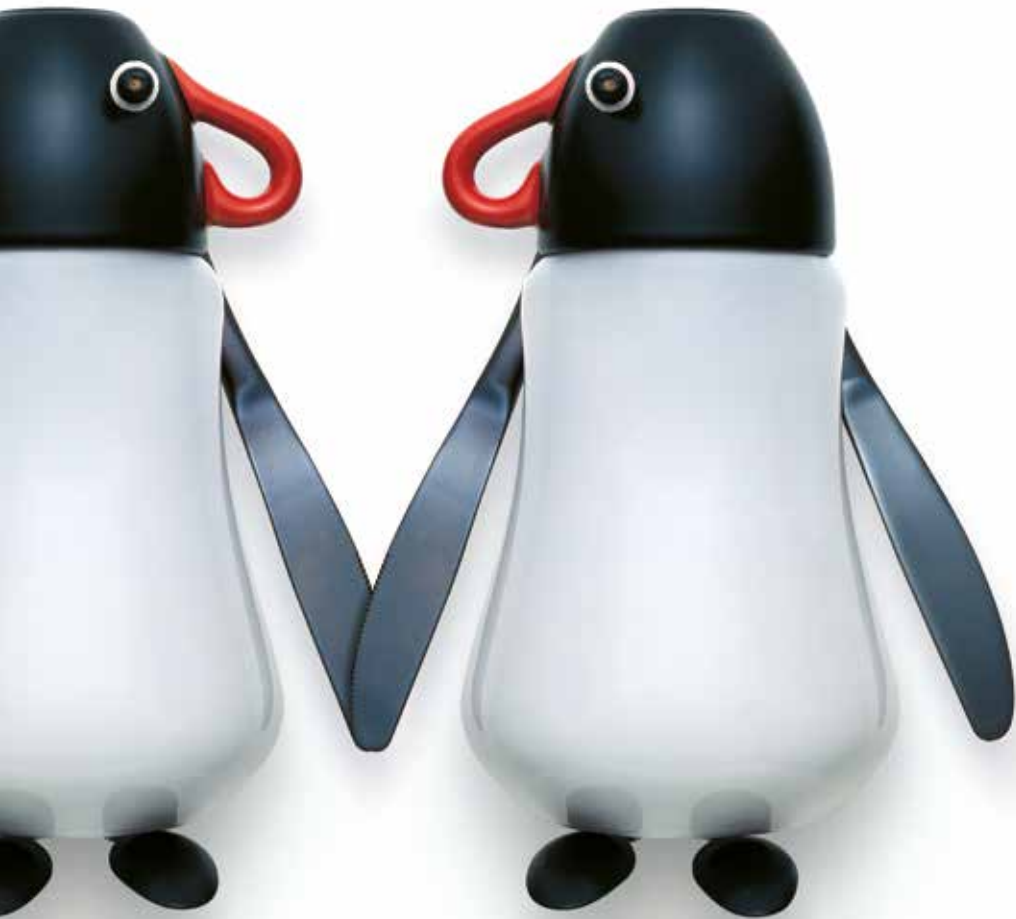
📍 Helsinki airport

Indian Paradise



📍 Hyderabad airport

A-Planet



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Highlights

We want to protect the environment by engaging our partners and suppliers, with the participation of our employees and customers



Waste management, efficient use of energy sources, reduced water consumption



Engagement

- Expo Milano 2015, Slow food theatre: organic waste recovery projects
- Autogrill.10 Food for sustainable growth: discussion with startups to recover consumables
- Startsomewhere: worker-oriented sustainability initiatives



Waste

- WWF Italy project: in 2015 almost 80 tons of compost
- 1st plant for the treatment and disposal of organic waste directly on site (France)
- HMSHost Int. and The Coca-Cola Company teaming up to collect PET bottles



Energy efficiency

- Installation of heat pumps: -20 TEP (Italy)
- Installation of energy meters: - 800,000 kwh in 7 stores (Italy)
- Installation of LED lighting: -50% of the installed power; - 400,000 kwh (Italy); -40% of consumption (Amsterdam Schiphol airport)
- Energy Manager Portal to monitor consumption in real time (The Netherlands)



Water

- 22 wells: -400,000 cubic meter of water saved (Italy)



Certifications

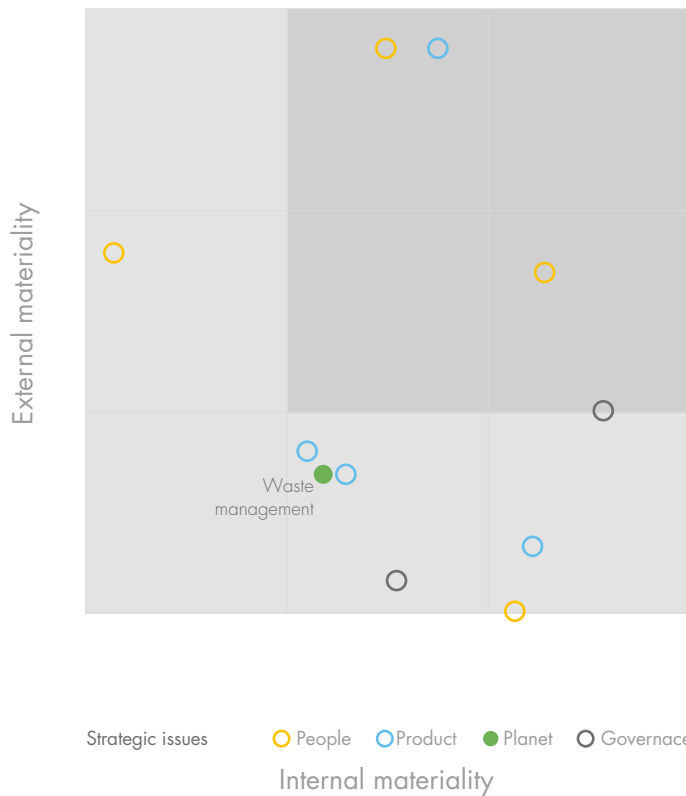
- 18 LEED certified buildings in the world
- Adjustment to the new ISO 14001:2015 revised version on environmental management (1st company in Italy)
- HQE certification (France) and Green Key (The Netherlands)



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

Though not operating in an industrial environment but in the provision of services, Autogrill Group takes responsibility for implementing best practices in these areas and promptly responding to stakeholder expectations.

The materiality analysis carried out by Autogrill identified **Waste management** as material for the Group disclosure.



The chapter also deals with other themes, like **energy efficiency and water management**, that, even if not considered material for Autogrill business, could not be excluded from reporting.

The chapter starts with a section dedicated to employee engagement.

Stakeholder engagement

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

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



(G4-16; G4-26; G4-DMA)

Autogrill promotes information campaigns to raise consumer awareness on waste reduction



Only a cultural transformation can lead people to reduce their energy and water consumption. This requires changing ingrained habits and a re-orientation of workers who use the equipment on a daily basis, suppliers who produce it and consumers who come to Autogrill stores and make use of the services.

In order to disseminate a proenvironment culture, Autogrill designs ongoing projects targeted to all Group employees to raise their awareness and engagement in terms of environmental protection and waste reduction. The message conveyed to collaborators focuses on the proper use of kitchen equipment (hot plates, ovens, deep-fryers, dishwashers, etc.), which in low traffic time slots may be switched off, thus generating significant savings. Other initiatives are targeted to consumers, like the sale of compostable shoppers or jute bags, theme-focused communication campaigns focusing on sustainability issues and the proposal of waste differentiation.

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



In Spain, courses are organized on an annual basis to raise user awareness towards energy efficiency and sustainability as well as contests to reward the stores scoring the highest performance in energy saving.

Autogrill.10: Food for sustainable growth Innovation paves the path to a "second life"

September 18, 2015 - EXPO - The Coca-Cola Company Pavilion

As part of the activities organized to celebrate the tenth anniversary of Autogrill Sustainability, the Group, in collaboration with The Coca-Cola Company, invited a number of startups engaged in the field of sustainability and material recovery for the purpose of exploring new grounds for experimentation. Here below is the list of the participating startups:

- **Giunko:** *Giunko launched an app that helps to instantly identify, through the bar code reader of a smartphone or tablet, the correct destination of the waste, according to your precise location*
- **Hangreen:** *Hangreen is active in realizing modular and automated vertical gardens, using eco-sustainable raw materials and allowing users to manage basic growing parameters through sensors interfaced with a mobile app*
- **OrtiAlti,** *OrtiAlti is a socially engaged startup that transforms flat roofs into planted green roof gardens, involving residents/users of the buildings in their design and management.*
- **The GreenWatcher:** *The GreenWatcher is a cross-platform web application that allows users and operators of ecosustainable activities to choose between thousands of eco-friendly commercial activities, accommodations and restaurants in all the world, assessing the environmental performance of a business with a unique and scientific standard.*



HMSHost has implemented a program called "startsomewhere", which groups all the initiatives revolving around eco-sustainability and, above all, delivers effective communication to employees about the importance of their contribution, in addition to engaging with the authorities granting the concessions through participation in initiatives. Every year, the US subsidiary organizes communication campaigns on the occasion of **Earth Day**. In 2015, on the occasion of Earth Day, HMSHost launched **The Adventure Starts Here** program, dedicated to re-usable shopping bags. Local residents were asked to turn off all unnecessary lights for one hour in addition to other initiatives organized at the local level in collaboration with the landlords.

HMSHost organizes periodic online workshops for store personnel to share best practices about sustainability. Moreover, for the sixth consecutive year, the **survey on environmental issues** was continued, involving all the stores in the United States, Canada, Australia, New Zealand and Malaysia. The questionnaire covered various topics. The first part was dedicated to the management of the main environmental aspects of store operation: power,



water and segregated waste – cooking oil, coffee grounds, milk packs, glass and plastic bottles, cans, wooden pallets, etc.. The second part maps other initiatives, such as the use of LED lamps, the installation of individual presence detectors for switching on lights, training courses teaching the staff how to save water and the use of recycled paper in the offices, up to the environmental certification obtained. This annual survey proved to be an important tool for involving and increasing employee engagement in adopting sustainable behaviors, also because it includes a section in which the stores can enter suggestions, request information and even make requests regarding the sustainability program adopted by the Group. The results showed particular attention to recycling cooking oil, cardboard, plastic bottles and ink cartridges, the donation of excess food as well as the use of energy-efficient bulbs. In order to reduce water consumption, presence detection systems were installed on the wash basins in the toilets of the stations located on the highway network. The workers operating in the stores of the Amsterdam airport receive a newsletter and ad hoc training on the correct management of waste and scraps.

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

Food waste as a raw material for the future: a journey from catering to the automotive sector

EXPO MILANO 2015, SLOW FOOD THEATRE

Food waste and scraps can be a real source of wealth. As long as it is reused in a conscientious, alternative and sustainable way, it produces value. On the occasion of the [World Food Day](#), [FCA](#) and [Autogrill](#) presented to the public at EXPO the most innovative projects in the field of the recovery and transformation of organic waste into alternative raw materials.

On the occasion and in collaboration with [Lisa Casali](#), environmental scientist and expert in eco-sustainable cuisine, Autogrill shot a video showing the integrated supply chain project developed with WWF in the WWF Oasis of Bosco di Vanzago, suggesting best practices in the field of sustainability with a "Km 0 and zero waste" video-recipe.

See the video: <https://youtu.be/gbQfDXEyaKU>





Waste management

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

The Group's three operating sectors implement a program to monitor the quantity of waste produced by single country based on the applicable regulations and peculiarities of the single locations and also in relation to the current collection system.

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

Autogrill is committed to reducing waste (in particular in relation to the unsegregated portion), by implementing waste collection and recycling systems



At the European level (Austria, Belgium, the Netherlands, France, Italy, Spain and Switzerland) a growing number of stores are committed to differentiating oil (for the production of biodiesel and green energy), plastic and paper and, where possible, also recycling plastic materials and glass bottles collected from consumers. With regard to the collaboration with specialized waste management operators, Autogrill is committed to fostering recycling, and produced waste – even if of unsegregated nature – is sent to treatment, selection and sorting plants for possible recovery. Autogrill Italia collaborates with the main specialized waste management operators for the management of the service that collects waste from the stores located on the highways, which are not always covered by local municipal services. The agreement includes the collection of waste in a deferred way, meaning that waste is first collected from the store unsegregated, except for paper and paperboard, and then brought to a selection-treatment plant, where it is separated. Moreover, in approximately 30 stores on the highway, where waste collection is entrusted by the Group to private operators, organic waste is collected separately and brought to composting centers.

To this end, in 2013 a project was launched in collaboration with WWF Italia which envisaged the development of an experimental hub dedicated to food waste. The project involved the highway service stations of Villoresi Est, Brianza Nord and Brianza Sud, located close to the city of Milan. The project, which is part of the WWF One Planet Food program, envisages the development of an integrated supply chain, which turns the organic waste of three stores into compost which, in turn, is used to “nourish” a garden inside the WWF oasis at Bosco di Vanzago. In 2015 approximately 250 tons of organic waste were sent to the composting center for a total of nearly 80 tons of compost.

Experimental hub dedicated to food waste, involving the highway service stations of Villoresi Est, Brianza Nord and Brianza Sud



Again in Italy, the “Destinazione Ambiente” project was continued, currently involving 14 stores along the Turin-Venice A4 highway. The initiative was launched in 2009 thanks to a collaboration with Conai (Consorzio Nazionale Imballaggi; Italian Packaging Consortium), Waste Italia, the Hera Group (Italy’s main waste management companies) and ID&A (engineering company) for the development of the equipment used. This project envisages the management of differentiated waste collection during both the preparation and distribution of food.

In France, a treatment and disposal plant to treat organic waste directly on site was installed for the first time in the Béziers Mont Blanc service station on the A9 highway. In 2010, the locations in France began involving customers proactively through the development - in partnership with the Coca-Cola Company - of equipment to segregate and collect PET bottles and cans in the store of Carrousel du Louvre. This equipment was then installed over the years in another 20 locations. Moreover, the plastic material used for take-away packaging was eliminated.

In the stores located at the Seattle-Tacoma international airport in North America, thanks to a direct partnership with the airport facility management company, HMSHost developed a method to reduce the quantity of organic waste and paper brought to the landfill, using composting in the back of the store and replacing disposables with recyclable materials in the 5 restaurants managed. All employees were informed on waste management procedures. This enabled the stores to register a monthly saving on the cost of waste collection and strengthen collaboration with the landlord by contributing to the same landlord’s objective of eco-sustainability. A similar project was also developed for milk containers in Atlanta.

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

In all HMSHost stores at the Amsterdam airport, the majority of the packaging is 100% recyclable. Biodegradable cutlery and Ecolabel napkins produced with 100% recycled fibers and distributed through dispensers allowed for a 70% reduction in consumption.



In 2015, the International operating sector launched a project in collaboration with Coca-Cola for the recovery of the PET bottles to be used as raw material for the production of chairs and T-shirts (80% recycled PET and 20% cotton) used by store operators. The project was initially tested at the Dutch airport and will be extended also to other airports in Northern Europe. Each T-shirt is made of 10 50ml PET Coca-Cola bottles.

Thanks to the recovery of PET bottles chairs and T-shirts were produced that are used by store operators in some of the Amsterdam Schiphol airport stores



Also, the Group's headquarters segregates waste following the segregation and collection criteria defined by the local specialized waste management companies (paper, plastics, glass, cans and toner).

Food surplus

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

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



Methods and procedures represent the first step towards reducing scraps, including excess food. The rigor that has always characterized Autogrill in this field enables it to produce fewer scraps. In the United States, HMSHost collaborates with Food Donation Connection, developing programs for the donation of food products from the stores located at airports and on highways. In Italy, Autogrill continues the collaboration with Banco Alimentare for the donation of excess food to the distribution centers. For additional details reference should be made to the chapter dedicated to the Community development and engagement on page 70.

Energy efficiency and GHG emissions

Autogrill ensures that this considerable energy expenditure never translates into waste and to this end, next generation equipment and plants are the rule in the stores. The use of innovative equipment enables the Group to avoid waste, monitor energy efficiency and adopt corrective actions that generate additional savings. For the provision of catering services, the performance of periodic assessments and the possibility of applying specific changes to the structure and the equipment used in relation to the duration of the concession is of the essence.

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

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

The Villoresi Est store features a "thermal battery", geothermal plant providing an output that is sufficient to cover 85% of requirements in winter



In Italy, the Villoresi Est store features a "Thermal battery" geothermal plant, providing an output exceeding 380 thermal KW and covering 85% of requirements. In addition, the roof of the store captures either solar energy or cold, depending on the season, and LED lighting is used for both interiors and the exterior. For additional details see chapter "The concept factory" on page 99.

In Italy there are other examples of excellence worth mentioning: the 100% green store in Mensa di Ravenna, certified as Energy Class A, and the two stores of Viverone Est and Ovest (on the A5 highway connecting Ivrea to Santhià). These three buildings are equipped with geothermal plants, a solution that cuts energy consumption by almost 30% compared to traditional stores.

In the Dorno and Brembo stores the installation of methane-fired trigeneration plants for the cogeneration of thermal and refrigeration energy resulted in reductions of 130 kg and 115 kg of CO₂ emissions. The Montefeltro ovest store, near Riccione, is also worth mentioning: certified as Energy Class B, its design optimizes investment per square meter, particularly in relation to the climate control system, which accounts for 75% of the total dispersion.

Also in Italy, the project for the replacement of the traditional thermal plants with heat pump systems (in the stations of Medesano Est, Lima and Somaglia Ovest), with performance coefficients higher than traditional systems, resulted in approximately 20 TOEs (tons of oil equivalent) in 2015. The installation of energy meters in 17 stores located on the highway resulted in energy savings in the order of approximately 800,000 kwh. In another 7 stores the traditional light bulbs (gas-discharge lamps or fluorescent lamps) were replaced with LED lighting that ensures reductions by over 50% of the installed power with the same performance. In 2015 this project resulted in a saving of approximately 400,000 kwh. Moreover, in 2015 Autogrill completed the conversion of the heating system at the Milan headquarters from diesel oil to methane.

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

In France, the collaboration with an ESC (Energy Service Company), leader in the energy efficiency markets, enabled the Group to more accurately monitor consumption by stores through the preparation of quarterly reports that include information about consumption, analyses and improvement areas. Solutions for the insulation of the roof were implemented in 3 stores (Sorgues, Chien Blanc, Lorlanges) with energy savings and carbon credits granted on the investment amount. For the recently opened stores in France, various energy efficiency technologies (insulation, shading system, natural light and low consumption light bulbs) were implemented, and plants generating energy from renewable sources (photovoltaic panels for energy generation and solar panels for hot water) were installed, like in the case of Taponas, equipped with solar panels, built by Shell and inaugurated in 2015 on the A6 highway. Also, when investments are made in restyling a location, Autogrill takes all the necessary actions to improve energy efficiency in the building as well.

In the Netherlands concerted efforts were made to bring about improvements, especially with regard to energy efficiency. These efforts resulted in the achievement of good results: in recent years smart energy meters were installed in all stores, as well as gas meters. In 2015, the Energy Manager portal was launched in collaboration with Eneco, the energy service company, to monitor energy consumption in each store in real time with the possibility of taking actions in case of irregular energy dispersions.

Energy Manager



portal monitoring energy
consumption in real time

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

For instance, the use of LED technology in new stores is spreading in all the countries in which the Group operates, like the use of the [High-Speed Panini Grills hot plate](#). Developed in collaboration with [Electrolux](#), this solution combines three different technologies in a single piece of equipment (contact plate, infrared and microwave). 30 seconds are sufficient to warm up a sandwich, instead of the 2 minutes required using traditional plates, and they consume 0.5 kWh, half as much as the traditional ones. This technology also contributed to improving employee safety in the workplace. In addition, after an initial test, which proved very successful with consumers, open refrigerators were replaced with refrigerators equipped with sliding doors in the stores in Europe. This small modification will also yield energy savings.



Afuture Roadmap (2012-2015)



A-Planet Energy

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

A-People Health and safety

A-Product Packaging

In the Planet area, one of Autogrill's objectives is energy consumption. The energy consumption index improved by 8% against 2012 data. In the last three years the unfavorable market conditions resulted in the progressive closing of several points of sale in Europe as well as reduced sales in the stores monitored, with energy consumption still playing the lion's share in terms of fixed costs. This does not allow a comparative analysis of the energy performance indexes at the Group's global level consistently with the parameters set out in the Roadmap. However, an analysis carried out in Italy reveals that the comparison of the data relative to a sample of three new stores with that of three similar (by offering and turnover) ones identifies an average advantage in terms of energy performance equal to 30% in favor of the new stores.*

* Opened or completely restructured in the three-year period of reference
 Note: The perimeter of reference was identified based on the robustness of the currently implemented analysis system, in order to enable an effective flow of data useful for monitoring the objectives included in the Roadmap (Italy, Belgium, France, Spain and Austria).

Inside the Los Angeles International Airport, [HMSHost](#) implemented [Energy Star](#) certified equipment (refrigerators, grill hot plates, etc.). The innovation of the [Energy Management System](#) inside the International Terminal F in [Atlanta](#) was also of interest. This refers to an innovative ventilation system used in kitchens. Through this integrated system, the fans automatically change based on the temperature in the discharge flues, saving energy.

This new system distinguishes between the moments in which food is being prepared, the troughs and peaks. With reduced traffic, fan speed slows down and the air ventilation switches off, thus reducing operating costs.

In North America, HMSHost headquarters are certified both LEED Gold and Energy Star (the buildings certified Energy Star feature 35% energy reduction on average compared to similar buildings, with approximately 35% of CO2 emissions saved).

At the Amsterdam Schiphol airport all traditional bulbs were replaced by LED lighting, thus obtaining a reduction of approximately 40% in energy consumption. The installation of sustainable refrigeration systems, regulated compressors and closed refrigerators resulted in 20%-40% energy saving.

In relation to the role played by Autogrill in facilitating sustainable mobility, in Italy, twelve Supercharger Tesla systems were installed in the gas station of Dorno Est and Dorno Ovest (on the A7 Milan-Serravalle highway), the result of a collaboration between the Palo Alto-based company, Autogrill and the MilanoSerravalle highway company. These twelve stations will allow the free recharging of all Model S vehicles that park in the reserved areas, charging 50% of battery capacity in just twenty minutes. This service is added to the collaboration between the Foundation and V-Now!, LOGINET and Nissan, thanks to which the first recharging unit for electric-powered cars was installed at the Villorresi Est refilling station on the Italian highway, allowing recharging in less than half an hour. In 2015, both in Italy and in France, agreements were stipulated with the BlaBlaCar carpooling portal for promotional initiatives dedicated to customers making use of the service.



At the Delaware Welcome Center, HMSHost has developed a project dedicated to truck drivers, designed in collaboration with CabAire (a company supplying electronic components for trucks): in the parking area of the infrastructure, there are now 50 stations supplying electricity for trucks to power air conditioning and heating without keeping the motor running. The Delaware Welcome Center also features stations for recharging electric vehicles. HMSHost headquarters in the United States feature 6 stations for hybrid car recharging. Autogrill Italia defined its own Car Policy with the objective of maintaining a car park managed according to sustainable principles and, as a result, reducing atmospheric emissions, yet with the same car comfort, safety and performance levels. In addition, a concrete step was the setting of a cap for CO2 emissions at 160g/km per car (257g/mile).

Recovery of gases potentially hazardous to the ozone layer from the refrigerating plants is performed in accordance with international standards and under safe conditions for human health and the environment.

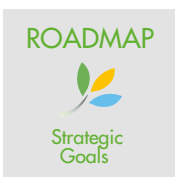
In all the stores located in Italy, all plants containing gases potentially hazardous to the ozone layer are registered and managed according to specific maintenance standards by companies responsible for store maintenance. Any maintenance activity is registered in specific logbooks, with an indication of the plant specifications and activities performed. Based on the results of the relevant feasibility studies, the replacement of the gases contained in the refrigeration plants (refrigerators and air ventilation) is periodically assessed in correspondence with store restyling.

Water management

Autogrill is fully aware of and recognizes how important it is to correctly manage water. In the Italian stores water supply needs are met through uptake from the public waterworks: water is used for the management of toilets, kitchen activities and the fire-fighting systems. In the areas located far from the public supply network, water is supplied through wells and/or from rivers, while water drainage management complies with the local and national regulations in the matter. Water uptake from wells is regulated by specific authorizations released by the competent Public Administrations, allowing for the use of groundwater for specific purposes, to replace consumption of water from the public waterworks. With reference to the use of water in the toilets, water is not taken from the public waterworks. In 2015, approximately 400,000 cubic meters of water were drawn from 22 regularly authorized wells located in Autogrill stations on the Italian highway network, with an equivalent amount of waterworks water saved.

In the stores where Autogrill is responsible for the management of toilets, the largest quantity of water used is concentrated there. Having said this, it is easy to understand how water consumption in the Group's stores is not strictly correlated to the management of company processes, but rather to consumer behavior. In this respect Autogrill can only influence it partially, through the implementation of technology that reduces consumption to a minimum. Autogrill is deeply committed to pursuing this goal. In all major countries in which the Group operates, stores use rainwater for the toilets, while progressively a self-cleaning mechanical system is being installed in the stores to replace the traditional water-based system. As with power, actions targeting savings and reduced consumption are continuously combined with control and prevention systems in the main stores. In recent years, water regulation systems, two-way water taps, air/water mixer valves and presence detection systems have been installed to optimize water consumption in the stores. In France a new procedure was introduced for the monthly monitoring of water consumption by store with the objective of measuring and reducing waste.

Afuture Roadmap (2012-2015)



A-Planet 

Water

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

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

Unfortunately, the unavailability of specific water measuring systems in the stores, particularly in Italy (the area of greater incidence) results in water consumption being represented by cost estimates. As a result, consumption is heavily impacted by the significant increase in water tariffs. This does not allow for a comparable analysis of the objectives established in the Roadmap.

A-People

Health and
safety

A-Product

Packaging

At the **Amsterdam Schiphol airport**, the installation of **AquaFox taps** resulted in a reduction of water consumption and soap by 70%.

HMSHost International supports the **Made Blue** project, a fund raising program based on the Company's water footprint with the objective of funding projects designed to ensure people's access to water in developing countries. The consumption of fresh water used by the company to conduct its activities will be compensated by the development of initiatives that will bring the same quantity of water in the world, for a total of approximately 183,000 cubic meters.

L'Affutur Roadmap (2012-2015)



A-Planet

Energy

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

In the A-Planet area one of Autogrill's objective was the opening of 30 LEED certified stores in 2015. At the end of 2015, the Group had 18 LEED certified buildings (6 Gold and 12 Silver) in Europe and in North America.

A-People

Health and safety

A-Product

Packaging

The environmental certifications

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

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



In 2015 the **Villoresi Est** store obtained the **ISO 50001** certification for the Energy Management System. Also in Italy, the **ISO14001 certification** was renewed for the **headquarters**, the **Villoresi Est**, **Brianza Sud** stores and for the stores inside the Turin Caselle airport, and the EMAS certification was also renewed for the headquarters and for the Villoresi Est and the Brianza Sud stores. The **ISO 14001** certification was extended also to **Nuova Sidap** company. In 2015, Autogrill SpA was the first company in Italy to obtain the **certification in line with the revised version of the ISO 14001: 2015 standard**.

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

Within the Group, other countries fine-tuned their management systems in order to obtain environmental certifications: In **France**, the **Canaver** store was HQE (High Environmental Quality) certified; the **Ambrussum** store, close to Montpellier, obtained both the **HQE** (High Environmental Quality) certification and the **BBC** (Low Energy Building) certification; in **Spain**, the Autogrill stores inside the Telefonica headquarters in Madrid are **ISO 14001** certified. In the **Netherlands** 5 of the 7 hotels managed by the Dutch subsidiary are **Green Key** certified, the international eco-label certification for hospitality infrastructures that envisages the adoption of sustainability oriented procedures.

Group logistics

Attention to eco-sustainability also includes distribution. At the European level, logistics delivery and distribution services to the stores are mainly accomplished through road transport managed in outsourcing. In any case, the Group plays an active role in managing transport logistics efficiently with the key objective of limiting its supply-side carbon footprint.

Fuel management

In some countries and channels, the Group also offers, in a more or less integrated way with the catering offering, products for daily use (papers and magazines, tobacco, lottery tickets) and other products, food and non-food, as well as refueling services. In those countries in which the Group manages refueling services, Autogrill is committed to complying with all the applicable regulations and best practices in relation to environmental issues as well as health and safety ones.



Autogrill in figures



Group's financial highlights

Condensed consolidated income statement ⁽⁹⁾

(€m)	Full Year 2015	Full Year 2014	Annual variation	
			2014	At constant exchange rates
Revenue	4,369.2	3,930.2	11.2%	2.0%
EBITDA	376.2	316.2	19.0%	6.0%
<i>Ebitda margin</i>	8.6%	8.0%		
EBIT	151.9	118.6	28.1%	9.4%
<i>Ebit margin</i>	3.5%	3.0%		
Profit attributable to the owners of the parent	64.2	25.1	155.5%	99.1%
Earnings per share (€ cents)				
– basic	25.3	9.9		
– diluted	25.3	9.9		
Net cash flows from operating activities	297.2	209.1		
Free operating cash flows	101.5	51.8		
Net investment	211.6	196.4	7.7%	-0.8%
<i>% of net sales</i>	4.8%	5.0%		

(€m)	31.12.2015	31.12.2014	Change	
			2014	At constant exchange rates
Net invested capital	1,244.4	1,184.0	60.4	(21.6)
Net financial position	644.4	693.3	(48.9)	(94.1)

(9) Revenues" differ from the value recognized in the Group's consolidated income statement as the item does not include, mainly, revenues from the sale of fuels, whose net value was classified under "Other operating income", consistently with the criteria adopted by the Top Management for the analysis of the Group's results. In 2015, these revenues amounted to 469.6 million (531.2 million in 2014 in absolute values).

Table for the determination of the economic value

(€k)	2015	2014
Economic value generated by the Group	4,928,251	4,564,895
Revenues and other operating proceeds	4,941,841	4,570,319
Financial revenues	1,858	2,103
Value adjustments of financial activities	(1,003)	2,977
Bad debt	(1,724)	(370)
Impairment loss of tangible and intangible assets	(12,721)	(10,134)
Distributed economic value	4,663,015	4,346,184
Re-classified operating costs*	3,093,457	2,939,279
Employee salaries and wages	1,420,510	1,283,496
Compensation due to Shareholders and lenders	84,706	58,367
Compensation due to public administration	60,110	61,067
Gifts and donations*	4,232	3,975
Economic value retained by the Group	265,236	218,709
Amortization	211,601	187,465
Allocations	20,010	6,137
Reserves	33,625	25,107

* 2014 figures were re-calculated due to the inclusion of "In-Kind donations" into "Gifts and donations", previously included under "Re-classified operating costs".



Euro 4,928.2 million



Economic value generated in 2015

Cost of personnel

(k€)	2015	2014
Wages and salaries	1,113,737	1,003,311
Social contributions	187,734	183,879
Benefits to employees	28,846	27,006
Other costs	106,035	82,422
Total	1,436,352	1,296,618

Autogrill in figures



Purchase of goods

(k€)	North America	Europe	International	Group
2015 - Total	576,217	1,171,781	84,732	1,832,729
Catering services	522,452	282,246	79,873	884,572
Retail	39,517	451,686	4,858	496,061
Other	14,248	437,849	0	452,096
2014 - Total	497,399	1,248,910	67,324	1,813,633
Catering services	437,626	282,856	64,231	784,713
Retail	43,300	464,342	4,360	512,002
Other	16,473	501,712	-1,267	516,918

Fees and royalties

(k€)	North America	Europe	International	Group
2015 - Total	390,311	281,907	82,794	755,012
Costs for rents and concessions	303,987	269,201	75,852	649,040
Royalties for the use of brands	86,324	12,705	6,942	105,972
2014 - Total	322,495	282,439	63,532	668,466
Costs for rents and concessions	252,639	269,737	57,847	580,223
Royalties for the use of brands	69,856	12,702	5,685	88,243

Cost for energy and water

(k€)	North America	Europe	International	Group
2015	32,470	56,314	3,711	92,495
%	35%	61%	4%	100%
2014	28,653	60,859	2,586	92,098
%	31%	66%	3%	100%

Group's social data⁽¹⁰⁾



Type of contract

2015	North America		Europe		International		Total	
	Women	Men	Women	Men	Women	Men	Women	Men
Permanent contract								
Part time	14,601	9,652	6,628	2,162	844	450	22,073	12,264
Full time	4,367	2,540	4,197	3,833	902	968	9,466	7,341
Sub total	18,968	12,192	10,825	5,995	1,746	1,418	31,539	19,605
Temporary contract*								
Part time	n.a.	n.a.	1,136	795	781	473	1,917	1,268
Full time	n.a.	n.a.	278	359	788	1,525	1,066	1,884
Sub total	n.a.	n.a.	1,414	1,154	1,569	1,998	2,983	3,152
Total	18,968	12,192	12,239	7,149	3,315	3,416	34,522	22,757
	31,160		19,388		6,731		57,279	

2014	North America		Europe		International		Total	
	Women	Men	Women	Men	Women	Men	Women	Men
Permanent contract								
Part time	13,620	9,164	6,596	2,040	825	517	21,041	11,721
Full time	4,601	2,619	4,331	3,972	610	756	9,542	7,347
Sub total	18,221	11,783	10,927	6,012	1,435	1,273	30,583	19,068
Temporary contract*								
Part time	n.a.	n.a.	1,129	670	646	332	1,775	1,002
Full time	n.a.	n.a.	250	252	559	919	809	1,171
Sub total	n.a.	n.a.	1,379	922	1,205	1,251	2,584	2,173
Total	18,221	11,783	12,306	6,934	2,640	2,524	33,167	21,241
	30,004		19,240		5,164		54,408	

(10) The perimeter of reference of the reported data was identified based on the accountability of the relevant measurement systems adopted in the various countries.

* Note: Temporary contract is not applicable to North America because workers in this area are classified pursuant to the currently applicable legislation ("At-will employment"). This legislation envisages that either party can terminate the employment contract at any time without any liability of either party.

2013	North America		Europe		International		Total	
	Women	Men	Women	Men	Women	Men	Women	Men
Permanent contract								
Part time	5,662	3,372	7,077	1,989	640	371	13,379	5,732
Full time	12,650	8,742	4,719	4,524	594	1,107	17,963	14,373
Sub total	18,312	12,114	11,796	6,513	1,234	1,478	31,342	20,105
Temporary contract*								
Part time	n.a.	n.a.	934	597	551	318	1,485	915
Full time	n.a.	n.a.	210	179	317	345	527	524
Sub total	n.a.	n.a.	1,144	776	868	663	2,012	1,439
Total	18,312	12,114	12,940	7,289	2,102	2,141	33,354	21,544
	30,426		20,229		4,243		54,898	

* Temporary contract is not applicable to North America because workers are classified pursuant to the currently applicable legislation ("At-will employment"). It provides that either party can terminate the employment contract at any time without any liability of either party.

Women

	2015		2014		2013	
	Women	Men	Women	Men	Women	Men
North America	18,968	12,192	18,221	11,783	18,312	12,114
%	61%	39%	61%	39%	60%	40%
Europe	12,239	7,149	12,306	6,934	12,940	7,289
%	63%	37%	64%	36%	64%	36%
International	3,315	3,416	2,640	2,524	2,102	2,141
%	49%	51%	51%	49%	50%	50%
Total	34,522	22,757	33,167	21,241	33,354	21,544
	60%	40%	61%	39%	61%	39%

Women

60% of the Group's employees

Organizational levels

2015	North America				Europe				International				Total			
	Women	%	Men	%	Women	%	Men	%	Women	%	Men	%	Women	%	Men	%
Headquarter																
Top Managers	52	37%	89	63%	7	15%	41	85%	5	26%	14	74%	64	31%	144	69%
Senior Managers	65	51%	62	49%	32	33%	65	67%	16	34%	31	66%	113	42%	158	58%
Managers	93	66%	48	34%	88	49%	92	51%	45	53%	40	47%	226	56%	180	44%
White collars	159	62%	96	38%	258	64%	145	36%	121	41%	172	59%	538	57%	413	43%
Sub total headquarters	369	56%	295	44%	385	53%	343	47%	187	42%	257	58%	940	51%	896	49%
Total headquarters	664				728				444				1,836			
Network	North America				Europe				International				Total			
	Women	%	Men	%	Women	%	Men	%	Women	%	Men	%	Women	%	Men	%
Area Manager	42	30%	97	70%	7	17%	34	83%	5	14%	30	86%	54	25%	161	75%
Store managers	538	47%	616	53%	162	30%	374	70%	37	37%	64	63%	737	41%	1,054	59%
Managers	30	45%	37	55%	369	53%	325	47%	119	36%	210	64%	518	48%	572	52%
Heads of Service	494	60%	332	40%	1,375	60%	924	40%	591	39%	926	61%	2,460	53%	2,182	47%
Multi-service workers	17,495	62%	10,815	38%	9,936	66%	5,139	34%	2,376	55%	1,929	45%	29,807	63%	17,883	37%
Trainee					5	33%	10	67%					5	33%	10	67%
Sub total network	18,599	61%	11,897	39%	11,854	64%	6,806	36%	3,128	50%	3,159	50%	33,581	61%	21,862	39%
Total network	30,496				18,660				6,287				55,443			
Total	31,160				19,388				6,731				57,279			

Breakdown by age

2015	North America			Europe			International			Total		
	Women	Men	%	Women	Men	%	Women	Men	%	Women	Men	%
<20*	2,824	1,861	15%	379	266	3%	776	564	20%	3,979	2,691	12%
21-30	5,905	3,519	30%	2,393	1,797	22%	1,757	1,896	54%	10,055	7,212	30%
31-40	3,467	2,232	18%	3,775	1,826	29%	503	612	17%	7,745	4,670	22%
41-50	2,970	1,920	16%	3,533	1,729	27%	176	205	6%	6,679	3,854	18%
>50	3,802	2,660	21%	2,159	1,531	19%	103	139	4%	6,064	4,330	18%
Sub total	18,968	12,192		12,239	7,149		3,315	3,416		34,522	22,757	
Total	31,160			19,388			6,731			57,279		
2014	North America			Europe			International			Total		
	Women	Men	%	Women	Men	%	Women	Men	%	Women	Men	%
<20*	2,540	1,660	14%	345	259	3%	494	360	17%	3,379	2,279	10%
21-30	5,720	3,514	31%	2,492	1,698	22%	1,395	1,369	54%	9,607	6,581	30%
31-40	3,358	2,101	18%	3,974	1,824	30%	465	483	18%	7,797	4,408	22%
41-50	2,946	1,936	16%	3,457	1,726	27%	192	189	7%	6,595	3,851	19%
>50	3,657	2,572	21%	2,038	1,427	18%	94	123	4%	5,789	4,122	18%
Sub total	18,221	11,783		12,306	6,934		2,640	2,524		33,167	21,241	
Total	30,004			19,240			5,164			54,408		

* For North America the first age group is 16-20, for Canada 15-20 and for Europe and International 17- 20.

Breakdown by nationality – Europe & International

2015	Europe		International	
	Women	Men	Women	Men
EU countries	10,944	6,196	1,721	1,162
Extra-EU countries	606	302	215	280
Center, Latin America	204	95	73	32
Africa	253	318	49	56
Asia	172	192	959	1,756
Other	60	46	299	130
Sub total	12,239	7,149	3,315	3,416
Total	19,388		6,731	

2014*	Europe		International	
	Women	Men	Women	Men
EU countries	11,007	5,912	1,405	967
Extra-EU countries	616	327	127	214
Center, Latin America	193	99	33	20
Africa	288	374	6	6
Asia	152	184	563	1,048
Other	50	38	506	269
Sub total	12,306	6,934	2,640	2,524
Total	19,240		5,164	

*Erratum: 2014 data was updated based on adjustments made after the publication of the 2014 Sustainability Report.

Breakdown by ethnic origin – United States

2015	Women	Men
	American-European natives	4,875
American-African natives	5,352	3,129
American-Indian natives and Alaska natives	87	59
Hispanic	3,258	2,465
Asian	1,739	1,228
Hawaiian natives and natives of the Pacific islands	211	84
Other	9	4
Sub total	15,531	10,395
Total	25,926	

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

Trade union presence index

	Italy	North America
2015	52%	45%
2014	48%	43%
2013	49%	44%

Injuries - Europe

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

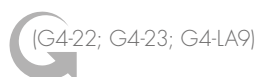


Type of injuries	2015	2014
Cuts	106	134
Fractures	18	15
Burns	38	50
Collisions and contusions	194	233
Distortions and sprains	125	150
Other	51	33
Total	532	615
	-13%	-3%
<i>Injuries in the course of work</i>	66	203
Injury indicators	2015	2014
<i>Frequency index</i>	26.15	28.94
<i>(n. of injuries x 1,000,000/hours worked)</i>	-10%	1%
<i>Severity index</i>	0.61	0.70
<i>(n. of days lost due to injury x 1,000/hours worked)</i>	-13%	0%

In 2015 the number of injuries decreased by 13% compared to the previous year, frequency by 10% and severity by 13%



Health and wellness



Training Europe

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

	2015*		2014**	
	Hours	Costs (€)***	Hours	Costs (€)***
In store training and education	24,721	1,085,978	49,681	1,407,844
Technical professional training	11,073	651,779	677	45,012
Managerial training	22,082	1,134,708	13,851	646,718
Hygiene, health and safety in the workplace	27,522	871,903	17,878	627,631
Language	1,638	52,474	7,529	308,120
Other	2,253	71,468	3,835	155,679
Total	89,289	3,868,311	93,451	3,191,004
<i>% training costs covered by subsidies</i>		20%		36%
<i>Nr. of collaborators in the indicated perimeter</i>		17,591		17,328
<i>Training hours per capita</i>		6.44		7.31

* 2015 data referring to the Netherlands partially includes estimates due to problems during data collection.

** Erratum 2014 data was updated based on adjustments made after the publication of the 2014 Sustainability Report.

*** Data include labour costs for the people involved in the training courses, for the entire course duration.



Donations

2015	Direct contribution (€)	Indirect contribution (€)*	Contribution in kind and services (€)	Total (€)
North America	143,638	171,566	3,766,528	4,081,732
Europe	163,214	13,524	80,990	257,728
International	74,364	8,000	3,500	85,864
Total	381,216	193,090	3,851,018	4,425,323

2014	Direct contribution (€)	Indirect contribution (€)*	Contribution in kind and services (€)	Total (€)
North America	240,335	453,635	3,484,375	4,178,345
Europe	42,600	1,050	168,792	212,442
International	34,576	8,000	4,100	46,676
Total	317,511	462,685	3,657,267	4,437,463

2013	Direct contribution (€)	Indirect contribution (€)*	Contribution in kind and services (€)	Total (€)
North America	280,984	182,273	2,762,879	3,226,136
Europe	66,667	5,259	438,700	510,626
International	5,545	10,570	500	16,615
Total	353,196	198,102	3,202,079	3,753,377

* Indirect contributions include amounts raised and donated by Autogrill on behalf of third parties (clients and workers) through targeted initiatives.

Group's environmental data⁽¹¹⁾

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

Indirect energy consumption - Europe*

Perimeter: Austria, Belgium, Italy and Spain

	Units	2015	2014	2013
Number of stores	n.	546	549	587
Difference in the number of stores	%	-1%	-6%	
Indirect energy	MWh	210,184	203,793	221,366
Difference in yearly consumption	%	3%	-8%	

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

Direct energy consumption - Italy*

	Units	2015	2014	2013
Number of stores	n.	405	409	453
Difference in the number of stores	%	-1%	-10%	
Methane or natural gas	m ³	482,168	400,000	400,000
Difference in yearly consumption	%	21%	0%	
Diesel oil	liters	1,416,830	1,469,640	2,203,951
Difference in yearly consumption	%	-4%	-33%	
LPG and other	kg	52,557	29,875	51,759
Difference in yearly consumption	%	76%	-42%	

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

(11) The perimeter of reference of the reported data was identified based on the accountability of the relevant measurement systems adopted in the various countries.

Consumption of water - Europe*

Perimeter: Austria, Belgium, Italy and Spain

	Units	2015	2014	2013
Number of stores	n.	546	549	587
Difference in the number of stores	%	-1%	-6%	
Water	m ³	2,909,893	2,961,432	3,043,546
Difference in consumption of water	%	-2%	-3%	

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

Waste - Italy*

	Units	2015	2014	2013
Number of stores	n.	405	409	453
Difference in the number of stores	%	-1%	-10%	
Nontoxic waste	ton	33,015	31,978	36,495
Difference in the quantity of nontoxic waste	%	3%	-12%	
Toxic waste	ton	8.30	11.14	7.95
Difference in the quantity of toxic waste	%	-26%	40%	

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

Materials: paper and cardboard - Italy*

	Units	2015	2014**	2013
Number of stores	n.	405	409	453
Difference in the number of stores	%	-1%	-10%	
Paper and cardboard	ton	3,265	3,524	3,682
Difference in paper and cardboard	%	-7%	-4%	

* This estimate includes the stores directly managed by Autogrill Italia and the headquarters in Italy.

** Erratum: 2014 paper&cardboard data was updated based on adjustments identified after the publication of the 2014 Sustainability Report

Car Park - Europe




Perimeter: Belgium, France, Italy, the Netherlands, Spain and Switzerland

Number of vehicles	CO ₂ emission level < 160 g/km	%	CO ₂ emission level < 160 g/km	%	Total
2015	359	95%	18	5%	377
2014	325	93%	24	7%	349
2013	356	93%	27	7%	383

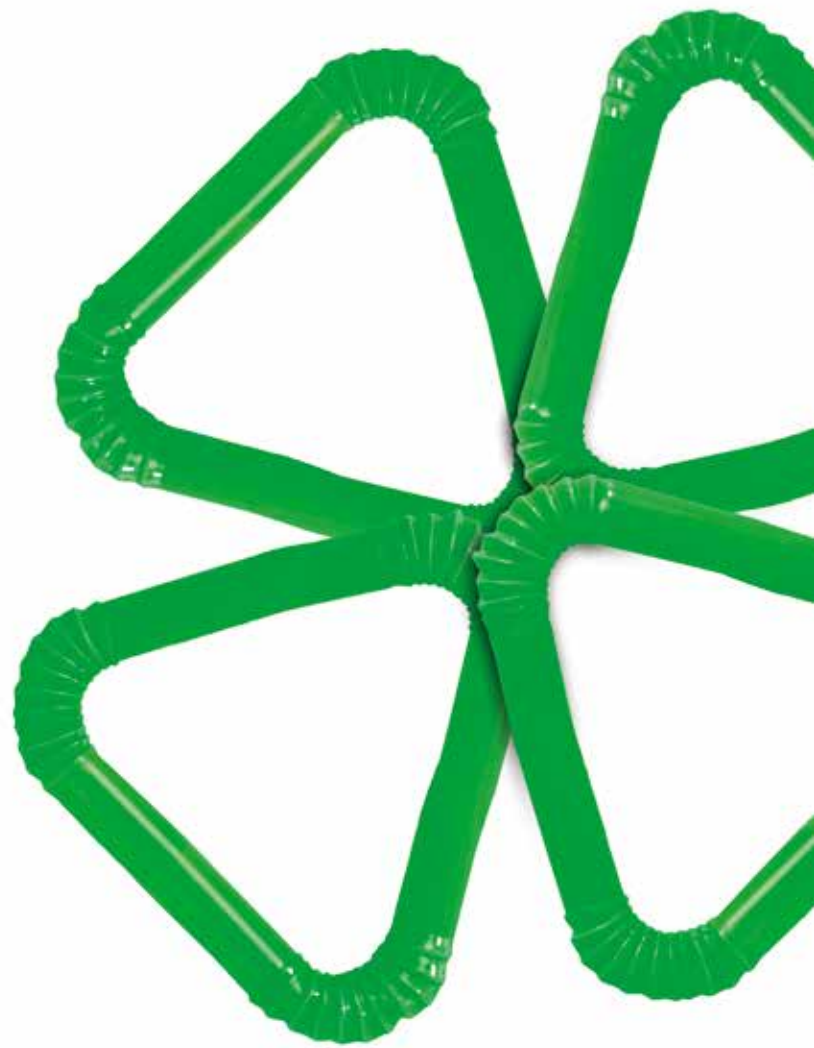




Boundaries about sustainability aspects

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

Autogrill in figures



GRI G4 Content Index





GRI G4 Content Index

Autogrill Group 2015 Sustainability Report was prepared in accordance with on the Global Reporting Initiative GRI G4 guidelines. The following table shows the disclosures based on the GRI G4 core option, based on Autogrill materiality analysis. For each disclosure is reported the page number referred to "2015 Sustainability Report".



General Standard Disclosure

General Standard Disclosure	Page N.	Standard disclosure
Strategy and analysis		
G4-1	3	Statement from the most senior decision-maker of the organization
G4-2	8, 21, 30	Description of key impacts, risks and opportunities
Organizational profile		
G4-3	28, 144	Name of the organization
G4-4	14, 26, 84	Primary brands, products, and services
G4-5	144	Location of the organization's headquarters
G4-6	6,14, 28	Number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report
G4-7	14, 28, 144	Nature of ownership and legal form
G4-8	14, 28, 38, 77, 82	Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries)
G4-9	14, 28, 38, 122, 125	Scale of the organization
G4-10	125 Data referring to external workers is considered irrelevant. Autogrill reserves to provide more detailed data starting from the next edition of the Sustainability Report in 2016.	Total number of employees by employment contract and gender
G4-11	68 The % of workers under the Italian national collective agreement will be provided starting from the next edition of the Sustainability Report in 2016.	Percentage of total employees covered by collective bargaining agreements
G4-12	85, 124	Organization's supply chain
G4-13	6	Any significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain
G4-14	8, 21, 30, 65, 87	Report whether and how the precautionary approach or principle is addressed by the organization
G4-15	89, 118	List externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses
G4-16	6, 62, 70, 94, 107	Memberships of associations and national or international advocacy organizations in which the organization is involved

General Standard Disclosure	Page N.	Standard disclosure
Identified material aspects and boundaries		
G4-17	28 Consolidated Annual Report on page 132 (http://www.autogrill.com/sites/autogrill14corp/files/rfa_conso_eng_y16_05_24.pdf)	Entities included in the organization's consolidated financial statements or equivalent documents
G4-18	6, 8, 21	Process for defining the report content and the Aspect Boundaries
G4-19	11	Material Aspects identified in the process for defining report content
G4-20	133	Aspect Boundary within the organization
G4-21	133	Aspect Boundary outside the organization
G4-22	6, 130, 132	Effect of any restatements of information provided in previous reports and the reasons for such restatements
G4-23	6, 130, 132	Significant changes from previous reporting periods in the Scope and Aspect Boundaries
Stakeholder engagement		
G4-24	16	List of stakeholder groups engaged by the organization
G4-25	16	Basis for identification and selection of stakeholders with whom to engage
G4-26	16, 18, 49, 77, 82, 107	Organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process
G4-27	10	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns
Report profile		
G4-28	6	Reporting period (such as fiscal or calendar year) for information provided)
G4-29	6	Date of most recent previous report (if any)
G4-30	6	Reporting cycle (such as annual, biennial)
G4-31	144	Contact point for questions regarding the report or its contents
G4-32	6, 136, 142	Report the 'in accordance' option the organization has chosen and the GRI Content Index for the chosen option
G4-33	6, 142	External assurance for the report
Governance		
G4-34	27 Corporate Governance Report on page 20, 52, 54, 57, 65 (http://www.autogrill.com/sites/autogrill14corp/files/autogrill_relazione_cg_marzo_2015_en_def.pdf)	Governance structure of the organization
Ethics and integrity		
G4-56	15, 62, 73 Code of Ethics (http://www.autogrill.com/sites/autogrill14corp/files/codiceeticoinglese_1.pdf)	Organization's values, principles, standards and norms of behavior

Specific standard disclosures

GRI

DMA e indicatori	Page N.	External assurance	Standard disclosure
CATEGORY: ECONOMIC			
Material aspect: economic performance			
G4-DMA	14, 16, 21, 26, 37		Generic disclosures on Management approach
G4-EC1	16, 37, 122, 123, 130		Direct economic value generated and distributed
Material aspect: procurement practices			
G4-DMA	16, 85, 91, 124		Generic disclosures on Management approach
G4-EC9	16, 124	The current data collection systems and the business peculiarities do not allow for a detailed analysis of the % of spending with local suppliers. Autogrill reserves to identify measurement criteria to collect data starting from the next edition of the Sustainability Report in 2019.	Proportion of spending on local suppliers at significant locations of operation
CATEGORY: ENVIRONMENTAL			
Material aspect: materials			
G4-DMA	85, 91, 124, 132		Generic disclosures on Management approach
G4-EN1	132	The current data collection systems do not allow for a detailed analysis of material consumption by weight or volume. Autogrill reserves to identify measurement criteria to collect data starting from the next edition of the Sustainability Report in 2019.	Materials used by weight or volume
G4-EN2	98		Percentage of materials used that are recycled input materials
Material aspect: effluents and waste			
G4-DMA	109, 110		Generic disclosures on Management approach
G4-EN23	132	The current data collection systems do not allow for a detailed analysis of the different types of waste disposal. Autogrill reserves to identify measurement criteria to collect data starting from the next edition of the Sustainability Report in 2019.	Total weight of waste by type and disposal method
Material aspect: compliance			
G4-DMA	30		Generic disclosures on Management approach
G4-EN29	No significant fines nor penalties		Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations
Material aspect: supplier environmental assessment			
G4-DMA	85, 107		Generic disclosures on Management approach
G4-EN32	85	Autogrill is currently evaluating the implementation of supplier selection guidelines that include social and environmental aspects.	Percentage of new suppliers that were screened using environmental criteria
G4-EN33	85		Significant actual and potential negative environmental impacts in the supply chain and actions taken

DMA e indicatori	Page N.	External assurance	Standard disclosure
CATEGORY: SOCIAL			
Sub-category: labor practices and decent work			
Material aspect: employment			
G4-DMA	53, 55		<i>Generic disclosures on Management approach</i>
G4-LA2	55		Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation
Material aspect: labor/management relations			
G4-DMA	68		
G4-LA4	68	The minimum period of notice for significant organizational changes is in line with the provisions set out in the local regulations or by the collective bargaining agreements.	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements
Material aspect: occupational health and safety			
G4-DMA	65		<i>Generic disclosures on Management approach</i>
G4-LA5	65		Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs
G4-LA6	129	Data relative to accidents, fatalities and professional illnesses broken down by gender and geographic region will be provided starting from the next edition of the Sustainability Report in 2016.	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender
Material aspect: training and education			
G4-DMA	55, 56		<i>Generic disclosures on Management approach</i>
G4-LA9	130	Data relative to the per capita hours of training broken down by gender and employment level will be provided starting from the next edition of the Sustainability Report in 2016.	Average hours of training per year per employee by gender, and by employee category
G4-LA10	56		Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings
G4-LA11	58	The percentage of employees subject to periodic performance assessment will be provided starting from the next edition of the Sustainability Report in 2016.	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category
Material aspect: supplier assessment for labor practices			
G4-DMA	85		<i>Generic disclosures on Management approach</i>
G4-LA14	85	Autogrill is currently evaluating the implementation of supplier selection guidelines that include social and environmental aspects.	Percentage of new suppliers that were screened using labor practices criteria
G4-LA15	85		Significant actual and potential negative impacts for labor practices in the supply chain and actions taken
Material aspect: labor practices grievance mechanisms			
G4-DMA	68		<i>Generic disclosures on Management approach</i>
G4-LA16	68		Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms

DMA e indicatori	Page N.	Omissione	Standard disclosure
Sub-category: human rights			
Material aspect: supplier human rights assessment			
G4-DMA	73, 85		Generic disclosures on Management approach
G4-HR10	73, 85	Autogrill is currently evaluating the implementation of supplier selection guidelines that include social and environmental aspects.	Percentage of new suppliers that were screened using human rights criteria
G4-HR11	73, 85		Significant actual and potential negative human rights impacts in the supply chain and actions taken
Sub-category: society			
Material aspect: anti-competitive behavior			
G4-DMA	26, 85		Generic disclosures on Management approach
G4-SO7	No significant incidents.		Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes
Material aspect: compliance			
G4-DMA	30		Generic disclosures on Management approach
G4-SO8	No significant fines nor penalties.		Monetary value of significant fines and total number of non-monetary sanctions for non compliance with laws and regulations
Material aspect: supplier assessment for impacts on society			
G4-DMA	85		Generic disclosures on Management approach
G4-SO9	85	Autogrill is currently evaluating the implementation of supplier selection guidelines that include social and environmental aspects.	Percentage of new suppliers that were screened using criteria for impacts on society
G4-SO10	85		Significant actual and potential negative impacts on society in the supply chain and actions taken
Sub-category: product responsibility			
Material aspect: customer health and safety			
G4-DMA	87		Generic disclosures on Management approach
G4-PR1	87		Percentage of significant product and service categories for which health and safety impacts are assessed for improvement
G4-PR2	No significant incidents.		Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes
Material aspect: product and service labeling			
G4-DMA	77, 97		Generic disclosures on Management approach
G4-PR5	80		Results of surveys measuring customer satisfaction
Material aspect: marketing communications			
G4-DMA	98		Generic disclosures on Management approach
G4-PR6	In some countries and channels, the business units also offer products like: tobacco, lottery tickets, alcohol. All these services are managed in compliance with the national legislations.		Sale of banned or disputed products
Material aspect: compliance			
G4-DMA	30		Generic disclosures on Management approach
G4-PR9	No significant fines.		Monetary value of significant fines for non compliance with laws and regulations concerning the provision and use of products and services

Annex - references to other indicators in addition to GRI indicators

CATEGORY: ENVIRONMENT

Energy	pag. 8, 18, 21, 105, 115, 124, 131
Water	pag. 8, 18, 21, 105, 117, 124, 132
Emissions	pag. 8, 18, 21, 105, 115
Trasport	pag. 8, 18, 21, 105, 116, 132

CATEGORY: SOCIAL

Sub-category: labor practices and decent work

Diversity and equal opportunity	pag. 8, 18, 21, 57, 62, 128
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Sub category: society

Anti-corruption	pag. 8, 18, 21, 57
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Independent Auditors' Report



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INDEPENDENT AUDITORS' REPORT ON THE SUSTAINABILITY REPORT

**To the Board of Directors of
Autogrill S.p.A.**

We have performed a limited assurance engagement on the Sustainability Report of the Autogrill Group (the "Group") as of December 31st, 2015.

Directors' responsibility on the Sustainability Report

The Directors are responsible for the preparation of the Sustainability Report in accordance with the "G4 Sustainability Reporting Guidelines" issued in 2013 by the GRI - *Global Reporting Initiative*, as stated in the paragraph "The Sustainability Report: Drafting Criteria" of the Sustainability Report, and for such internal control as they determine is necessary to enable the preparation of a Sustainability Report that is free from material misstatement, whether due to frauds or unintentional behaviours or events. The Directors are also responsible for defining the Autogrill Group's objectives regarding the sustainability performance and the reporting of the achieved results, for the identification of the stakeholders and the significant aspects to report.

Auditors' responsibility

Our responsibility is to issue this report based on the procedures performed. We conducted our work in accordance with the criteria established in the "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 for limited assurance engagements. The standard requires the compliance with ethical principles, including independence requirements, and that we plan and perform the engagement to obtain limited assurance whether the Sustainability Report is free from material misstatement. These procedures included inquiries, primarily with the Group personnel responsible for the preparation of the Sustainability Report, analysis of documents, recalculations and other evidence gathering procedures as appropriate.

The procedures performed on the Sustainability Report consisted in verifying its compliance with the principles for defining report content and quality set out in the "G4 Sustainability Reporting Guidelines", and are summarized as follows:

- comparing the economic and financial data reported in the paragraphs "The world of Autogrill" and "Autogrill in figures" included in the Sustainability Report with those reported in the Autogrill Group Annual Report as of December 31st, 2015, on which Deloitte & Touche S.p.A. issued the auditors' report (pursuant to the articles 14 and 16 of the Legislative Decree no. 39 of January 27th, 2010), dated April 14th, 2016;
- analysing, through interviews, the governance system and the management process of the matters related to sustainable development regarding the strategy and operations of the Group;
- analysing the process relating to the definition of material aspects disclosed in the Sustainability Report, with reference to the methods used for the identification and prioritization of material aspects for stakeholders and to the internal validation of the process results;

Ancona Bari Bergamo Bologna Brescia Cagliari Firenze Genova Milano Napoli Padova
Palermo Parma Roma Torino Treviso Verona

Sede Legale: Via Tortona, 25 - 20144 Milano - Capitale Sociale: Euro 10.328.220,00 i.v.
Codice Fiscale/Registro delle Imprese Milano n. 03049560166 - R.E.A. Milano n. 1720239
Partita IVA: IT 03049560166

- analysing how the processes underlying the generation, collection and management of quantitative data of the Sustainability Report operate. In particular, we have performed:
 - interviews and discussions with the management of Autogrill S.p.A. to gather information about the accounting and reporting systems used in preparing the Sustainability Report, as well as on the internal control procedures supporting the gathering, aggregation, processing and transmittal of data and information to the department responsible for the preparation of the Sustainability Report;
 - analysis, on a sample basis, of the documentation supporting the preparation of the Sustainability Report, in order to gather the evidence of processes in place, their adequacy, and that the internal control system correctly manages data and information in connection with the objectives described in the Sustainability Report;
- analysing the compliance and the internal consistency of the qualitative information disclosed in the Sustainability Report in relation to the guidelines identified in the paragraph “Directors’ responsibility on the Sustainability Report” of this report;
- analysing the stakeholders engagement process, in terms of methods applied, through the analysis of the minutes of the meetings or any other available documentation about the main topics arisen in the discussion with them;
- obtaining the representation letter signed by the Chief Executive Officer of Autogrill S.p.A., on the compliance of the Sustainability Report with the guidelines identified in the paragraph “Directors’ responsibility on the Sustainability Report” of this report, as well as the reliability and completeness of the data and information disclosed.

The procedures performed in a limited assurance engagement are less than those performed in a reasonable assurance engagement in accordance with ISAE 3000, and, therefore, do not enable us to obtain assurance that we would become aware of all significant matters and events that might be identified in a reasonable assurance engagement.

Conclusion

Based on the work performed, nothing has come to our attention that causes us to believe that the Sustainability Report of the Autogrill Group as of December 31st, 2015 is not prepared, in all material respects, in accordance with the “G4 Sustainability Reporting Guidelines” issued in 2013 by the GRI - *Global Reporting Initiative*, as stated in the paragraph “The Sustainability Report: Drafting Criteria” of the Sustainability Report.

Milan, April 28th, 2016

DELOITTE & TOUCHE S.p.A.

Franco Amelio
Partner

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