



Autogrill Group

2016 Sustainability Report

(Translated from the original version issued in Italian)





Dear Shareholders,

2016 was a very positive year that propelled us – excited and determined to achieve even better results in terms of growth and profitability - into this, the Group's 40th year in business.

Over the year we improved all our main economic indicators and we're particularly satisfied with our growth in revenues, which topped € 4.5 billion, and the more than 50% leap in profits compared to the previous year.

Growth continues to be a crucial and a priority for us: we're particularly proud of what we've done to grow our concessions portfolio and of our results in terms of new contracts won and numerous contracts renewed. In North America for example, where we are the market leaders, we renewed key concessions at Charlotte Douglas and Orlando International airports.

We also secured new airport contracts in Northern Europe, in Bergen and Rotterdam, in the Middle East, in Abu Dhabi and Doha, and in Asia in Beijing. While in Italy we were satisfied with our results in the still ongoing motorway contract renewals campaign.

Other significant developments over the year include the acquisitions of US companies Stellar Partners and CMS, which we are confident will be rapidly integrated thanks to our leadership position in North America.

Such an impressive number of concessions, worth over € 34 billion and with an average duration of over 7 years, is matched by an equally prestigious brand portfolio. Over 300 brands are operated or developed in-house, a sure sign of excellent strategic and operating capabilities, enabling us to satisfy both the toughest commercial requirements of our landlords and the increasingly sophisticated demand for high quality products on the part of our customers.

Our distinct skills, our consolidated industry leadership and long-term vision of our portfolio, have enabled us to set ourselves ambitious growth targets for the coming years ahead.

In the 2016-2019 period in fact, we expect to see an annual compound growth rate of between 5% and 7% and a 15% growth in earnings per share. We expect all our divisions - North America, International and Europe - to actively contribute to achieving these results.

We also decided on a shareholder remuneration policy based on an annual pay-out ratio of between 40% and 50% of consolidated net profits. This level of remuneration will enable us to ensure profitable and sustainable growth over the years, whilst maintaining a sustainable balance between dividends and investments.

Inspired by our results in a 2016 full of successes, we intend to go on consolidating our leadership by strengthening our core businesses and persevering with our selective growth strategy.

Gilberto Benetton
Chairman

Gianmario Tondato Da Ruos
CEO



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GARDEN

EDUCATION
FDA

HMS
HOST



YOGA
FOUR





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 moment 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 twelfth edition of Autogrill Group's Sustainability Report covers 2016 (1 January – 31 December) and has been prepared in accordance with the GRI Sustainability Reporting Standards: Core option, published in 2016 by the Global Reporting Initiative (GRI). The Group is also a member of the GRI Gold Community.

The qualitative and quantitative information contained in this Report refers to Autogrill S.p.A. and its subsidiaries at 31 December 2016, 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 railway stations), Finland, Ireland, United Kingdom, Sweden, Denmark, Norway and the “Rest of the world”: Australia, United Arab Emirates, India, Indonesia, Malaysia, New Zealand, Russia, Turkey, Qatar, Vietnam and China;
- Europe - includes Italy, Austria, Belgium, France, Germany, Greece, Poland, Czech Republic, Slovenia, Spain and Switzerland.

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 in which it operates, according to the GRI Standards. The Group's economic and financial aspects and the Group's Corporate Governance are detailed in greater depth in the following documents: “2016 Annual Report”, “2016 Corporate Governance and Ownership Report”, “2016 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.



102-4, 102-10, 102-13,
102-46, 102-50, 102-51,
102-52, 102-54



Principles for the definition of contents

MATERIALITY	SUSTAINABILITY CONTEXT	STAKEHOLDER INCLUSIVENESS	COMPLETENESS
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.	The Report illustrates the Group's performance with reference to sustainability.	The Report identifies the Group stakeholders and explains how the Group has responded to stakeholders' expectations and interests.	The objective of this Report is reporting the economic, social and environmental aspects relative to the main geographic markets in which the Group operates, enabling stakeholders to have a more complete overview for evaluation purposes.



Principles guaranteeing the quality of 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 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).

PEOPLE 

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

PRODUCT 

The Report is divided in chapters and paragraphs for easy identification of the references to the information requested and the indicators included in the GRI Sustainability Reporting Standards (for the sake of completion, see the "GRI Content Index" on page 115).

PLANET 

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 2015 edition was published on May 26, 2016 in the section dedicated to sustainability in the Company's website at www.autogrill.com.

Materiality analysis: methods and results

In 2014 we defined an internal methodology to analyze materiality based on the Afuture framework (see page 29), which enabled us to share the entire process of analysis, increase the engagement of our management and the discussion of outcomes.



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, U.N. Global Compact and UN Sustainable Development Goals), sustainability best practices adopted by peers and organizations providing Food & Beverage services.

ANALYSIS

1. IDENTIFY MATERIAL ISSUES FOR THE GROUP
2. GIVE A SIGNIFICANT RATING

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



Area	Issue
Economic & Governance	Creation of economic value Competitive practices Anti corruption & bribery
People	Quality relationships with employees HR development and competency-based assessment Health and safety in the workplace Industrial relations Diversity and equal opportunity Community development and engagement Defense of human rights Data security and customer privacy
Product	Product quality and safety Accessibility and service quality Product information and communication Supply chain management Responsible selling
Planet	Waste management Energy efficiency and GHG emissions Water management Fuel management Protection of biodiversity

2. General internal analysis (by CSR)

After the identification of the relevant issues (classified based on the relevant attribution to the People, Product, Planet and Economic & Governance areas) the analysis started giving a score to the various issues, taking into account the Group peculiarities (e.g. business sector, vision, mission, strategy and risk analysis) and the criteria that, in our opinion, define the concept of “creating or retaining value” (e.g. impact on sales, competitiveness / new opportunities, consumer perception, employee engagement and 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 Company 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 (which is particularly oriented towards sustainability with a long run perspective and aimed at assessing risks / opportunities emerging from the same issues), the other strategic 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.

4. Analysis of the 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);
- worker 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 a materiality chart

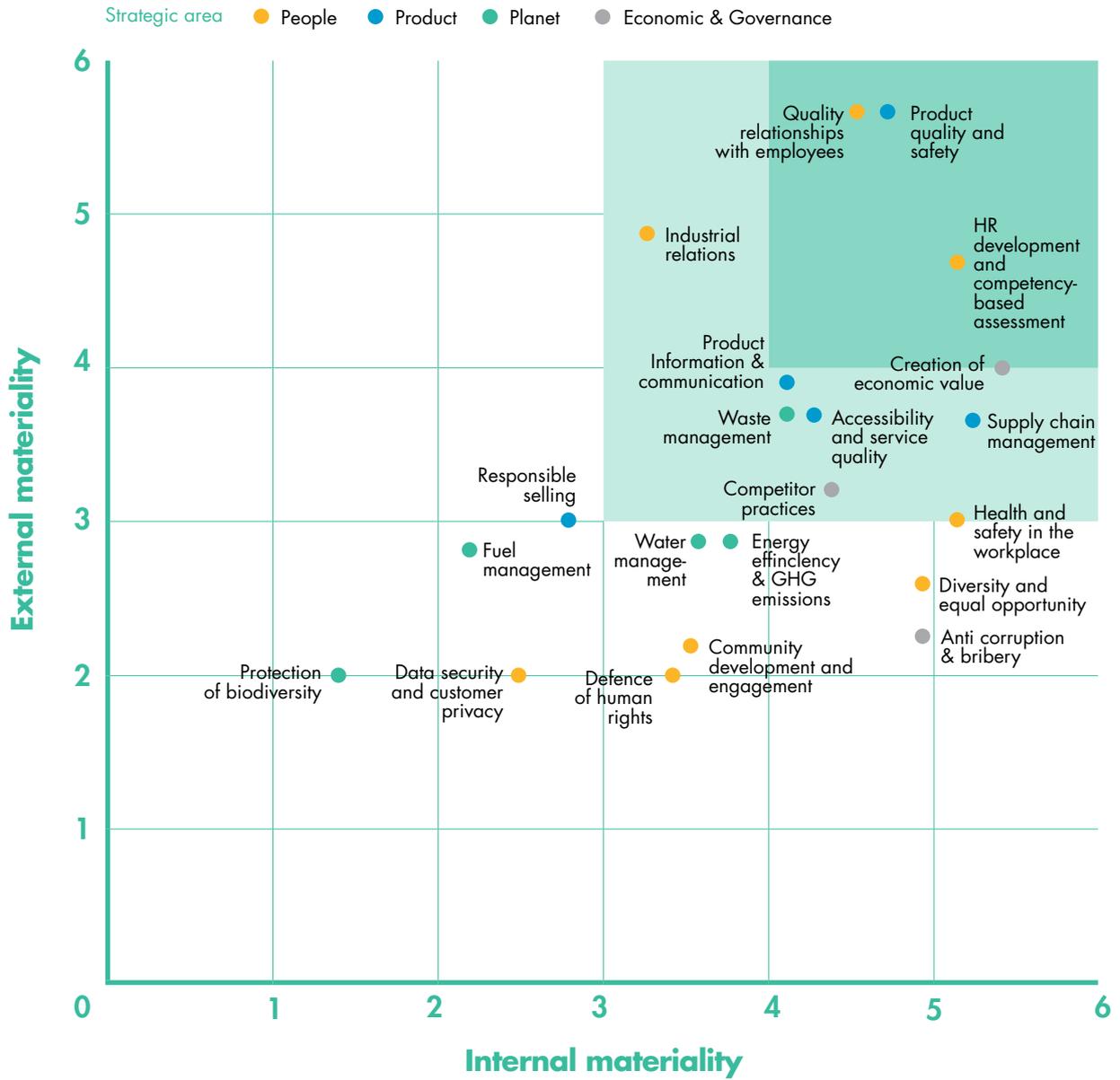
All scores were summed up for each issue in order to measure the importance of the same issue to the organization (internal analysis) and the importance that stakeholders attribute to it (analysis of external perspective), resulting in the materiality chart.

COMMENTS TO THE CHART

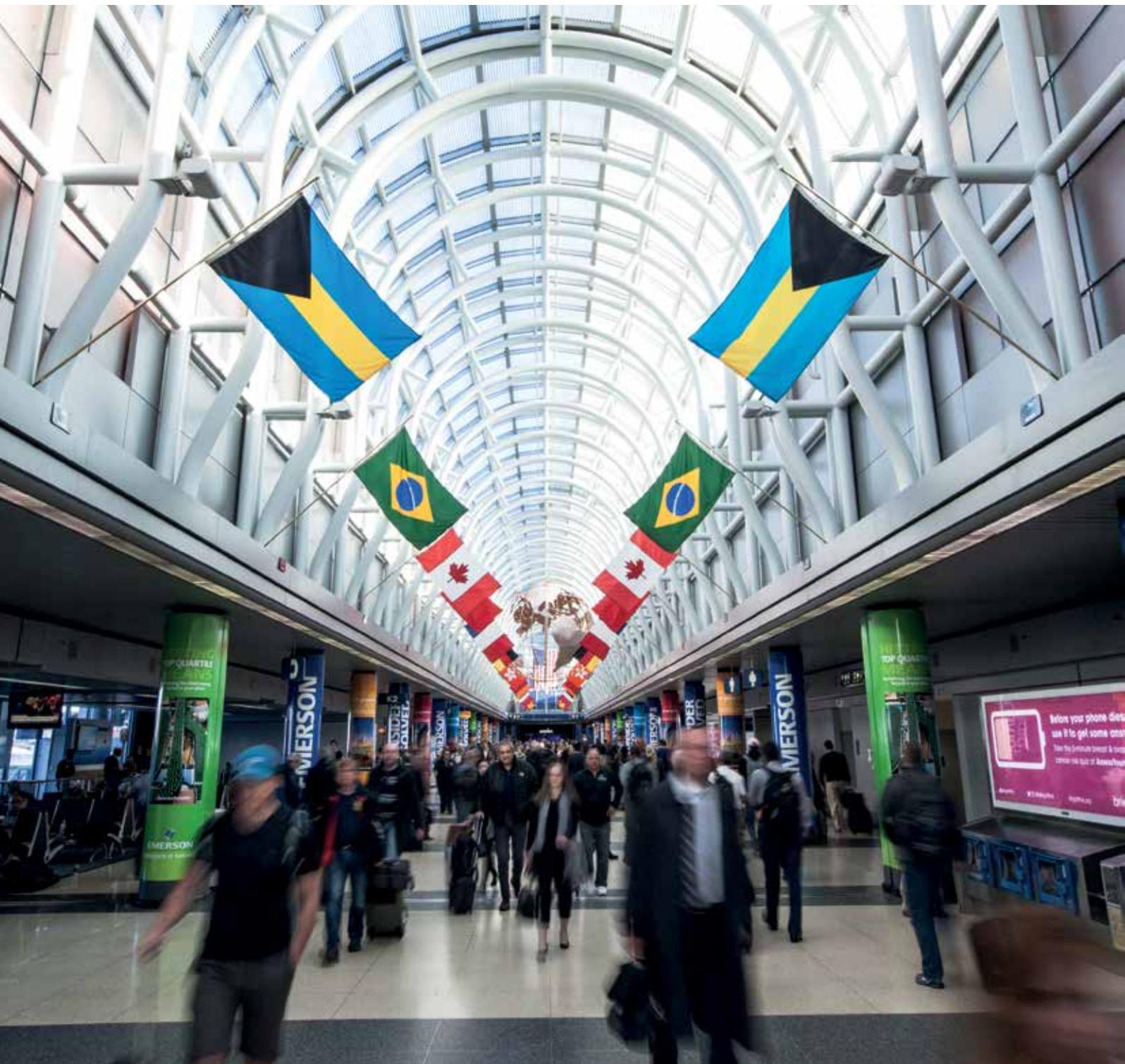
The chart reflects the importance of the sustainability issues to Autogrill in this specific period. The pressures and trends change over time and for this reason the chart should be periodically updated. Compliance with the law is considered by definition a key and substantial issue for the entire population 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. This is why it was included as a criterion for the development of the chart but is not visible in it. The key material issues for Autogrill refer to its core business and its offering, and those connected with people - in particular its employees. 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 A-People - quality relationships with employees, HR development and competency-based assessment; A-Product - product quality and safety, accessibility and service quality, product information and communication, supply chain management; and A-Planet - waste management.

Materiality chart

The materiality chart defines the sustainability issues relevant to Autogrill Group.



1



The world of Autogrill

**Autogrill is the world leader
in catering services
for travelers**



about

300 **concept**
proprietary
and licensed

Over 57,000 employees
4,000 points of sale
1,000 locations

The Autogrill Group operates in **31 countries:**

**Australia, Austria, Belgium, Canada,
China, Denmark, United Arab Emirates,
Finland, France, Germany, Greece,
India, Indonesia, Ireland, Italy, Malaysia,**



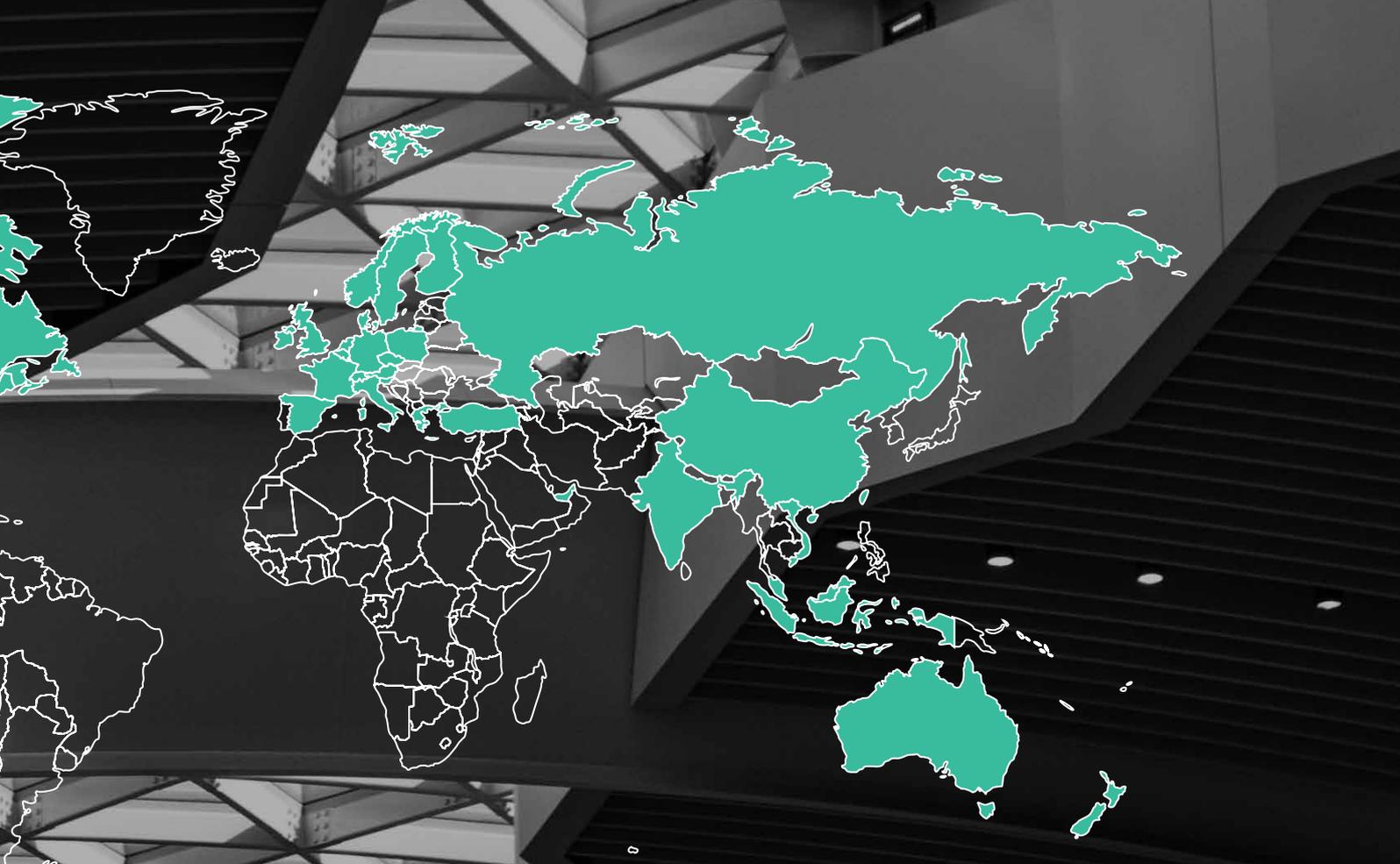
A-company

Autogrill is the world's largest provider of food & beverage services for travellers and is the recognized leader of the North American and Italian markets.

GRI 102-2, 102-4, 102-5,
102-6, 102-7

Present in 31 countries with a workforce of over 57,000, it manages about 4,000 points of sale in approximately 1,000 locations. It operates mainly through concessions and subconcessions: at airports, along motorways and in railway stations, as well as at selected locations on high streets and at shopping centers, trade fairs and cultural attractions.

The Group manages a portfolio of some 300 brands, both international and local, and offers a highly varied selection including proprietary brands and concepts (such as Ciao, Bistrot, Puro Gusto, Motta, Bubbles, Beaudevin and La Tapenade) and others owned by third parties.



Norway, New Zealand, The Netherlands, Poland, Qatar, United Kingdom, Czech Republic, Russia, Slovenia, Spain, United States, Sweden, Switzerland, Turkey, Vietnam

Continuous renewal of the offer, with the creation of new concepts and the revision of the brand portfolio

The latter include local brands (Tim Hortons, Leon, Class Crouete) as well as international household names (Starbucks Coffee, Burger King, Brioche Dorée).

The contracts portfolio at the end of 2016 was worth € 34bn, with an average duration of 7.3 years. During the year, contracts worth approximately € 6.3bn were renewed and new ones were acquired in the amount of € 1.6bn.

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

4,519.1

euro million revenues in 2016

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

EBITDA
(euro million)

411.6

EBITDA
on revenue

9.1%

Net result
(euro million)

98.2

Net investment
(euro million)

227.1

Net financial position
(euro million)

578

Our vision

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



57,105

GROUP'S TOTAL EMPLOYEES

- **60%** women
- **89%** permanent employment contracts
- **51%** aged < 35 years

DO YOU FEEL GOOD?

- Employee engagement index up to **69%** in 2016

FEEL GOOD?

- Nearly **45,000** customer satisfaction interviews carried out in 2016

PARTNERSHIP

- Collaboration with UNISG (University of Gastronomic Sciences of Pollenzo), Gambero Rosso and Identità Golose
- New Autogrill Group Supply Chain Sustainability Guidelines



32

ENVIRONMENTAL CERTIFICATIONS
ALSO IN 2016

The dialogue with the stakeholders

The Group's attention to its stakeholders is based on the values defined in the Code of Ethics, illustrating the guidelines to be adopted vis-à-vis each category of stakeholders. The guidelines specify priorities, principles and behaviors.

GRI 102-40, 102-42, 102-43

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



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

In this scenario, Autogrill CSR plays an important role in promoting sustainability within the Group, by disseminating and supporting initiatives targeting ongoing improvement, on one hand, and facilitating communication with its stakeholders also through the drafting of a Sustainability Report, on the other.

CSR

**LISTENING, DIALOGUE
AND ENGAGEMENT
OF STAKEHOLDERS**

Stakeholder	Commitments and activities	Engagement actions
<p>Autogrill for Employees</p>	<p>The Group promotes behavior based on dignity, protection and respect of the rights of each individual. A commitment that becomes manifest in the provision of a discrimination-free, healthy and safe working environments favoring the potential of expression of each single individual. The precise definition of the roles, responsibilities and powers creates the necessary conditions for employees to make decisions in the interest of the entire organization.</p> <p>Activity: measurement of the level of engagement through the distribution of an employee engagement survey and action plans targeting improvement; development of a platform to assess competencies and HR development; prevention and training initiatives; new technologies and tools to reduce accidents.</p>	<p>Annual employee engagement survey "Do you Feel Good?", e-mail for reports, mail box SA8000, Aconnect intranet portal, Open line, innovation and engagement contes.</p> <p>▶ The People Chapter, page 40</p>
<p>Autogrill for Consumers</p>	<p>Autogrill guarantees its consumers compliance with specific quality standards in all the processes involved in the preparation and 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.</p> <p>Activity: customer satisfaction survey; marketing intelligence platform aimed to develop targeted marketing plans; the factory of concepts: development of innovative concepts to meet stakeholder needs; promotion of a healthy life style through a balanced and quality diet; partnership with UNISG and the Culinary Council; advanced management systems and specialist audits to guarantee high product quality and safety standards with internationally renowned certifications.</p>	<p>Annual customer satisfaction survey Feel good? and market surveys.</p> <p>▶ The Product Chapter, page 62</p>
<p>Autogrill for Suppliers</p>	<p>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.</p> <p>Activities: supplier-specific sustainability guidelines, raw material qualify and safety controls.</p>	<p>Assessment and development processes for new products/ concepts, audits</p> <p>▶ The Product Chapter, page 62</p>

Stakeholder	Commitments and activities	Engagement actions
Autogrill for Landlords and Brand Partners	<p>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.</p> <p>Activity: the factory of concepts</p>	<p>Take a Look, newsletter distributed to 500 landlords; collaborations in the development of ad hoc projects, concepts and services; participation in sector-specific events.</p> <p>► The Product Chapter, page 62</p>
Autogrill for the Shareholders and the Financial community	<p>Autogrill aims at developing and maintaining an ongoing dialogue with the financial stakeholders by providing complete, transparent and prompt disclosures in compliance with national and international best practices and pursuant to law.</p> <p>Autogrill Group’s Investor Relations policy is based on three tenets:</p> <ol style="list-style-type: none"> 1. correct information; 2. accessible information to all stakeholders; 3. ongoing and periodic disclosures. <p>Activities: the Investor Relations function is responsible for managing the relationships with the national and international financial community.</p>	<p>Multiple activities are addressed to analysts and institutional investors: during the year, conference calls and site visits are organized. The Group participates in numerous road shows and conferences in the main financial venues.</p> <p>In 2016, the activities addressed to investors included an analyst meeting, three conference calls, 8 road shows and participation in 6 conferences. Comprehensively, 290 meetings were carried out, see “Investor Relations” and “Governance” sections in the Company’s website at www.autogrill.com</p> <p>Autogrill’s website is constantly updated with all information regarding the Group and gives viewers the possibility to consult the most relevant corporate documents in both Italian and English.</p>
Autogrill for the Local Communities	<p>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.</p> <p>Activities: donations, in particular donation of excess food; work experience schemes.</p>	<p>Support and inclusiveness projects; one-to-one meetings; participation in national and international events and conferences.</p> <p>► The People Chapter, page 40</p>

Stakeholder	Commitments and activities	Engagement actions
<p>Autogrill for the environment</p>	<p>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.</p> <p>Activities: management systems and energy saving technology; attention to reducing energy and water consumption; reduction of waste and materials; environmental certifications.</p>	<p>Support and inclusiveness projects. Collaboration with partners and worker engagement; meetings with nonprofit organizations and participation in sector-specific multi-stakeholder events.</p> <p>▶ The Planet Chapter, page 86</p>

Public consultation on the GRI Standards

In 2016, Autogrill Group held a public consultation at its Milan headquarters to discuss and share opinions on **the transition from GRI G4 guidelines to the new GRI Standards**. The event, included in the **Transition to Standards** project, was intended to sound out public opinion and engage the world of enterprises engaged in sustainability.

In order to maintain a multi-stakeholder approach in the development of the GRI Standards, all stakeholders participating in the public consultation expressed their opinion on the draft of the document and discussed possible changes with the GRI representatives.

The event was chaired by **Silvio de Girolamo**, the Group’s Chief Internal Audit & Head of CSR.



The value added

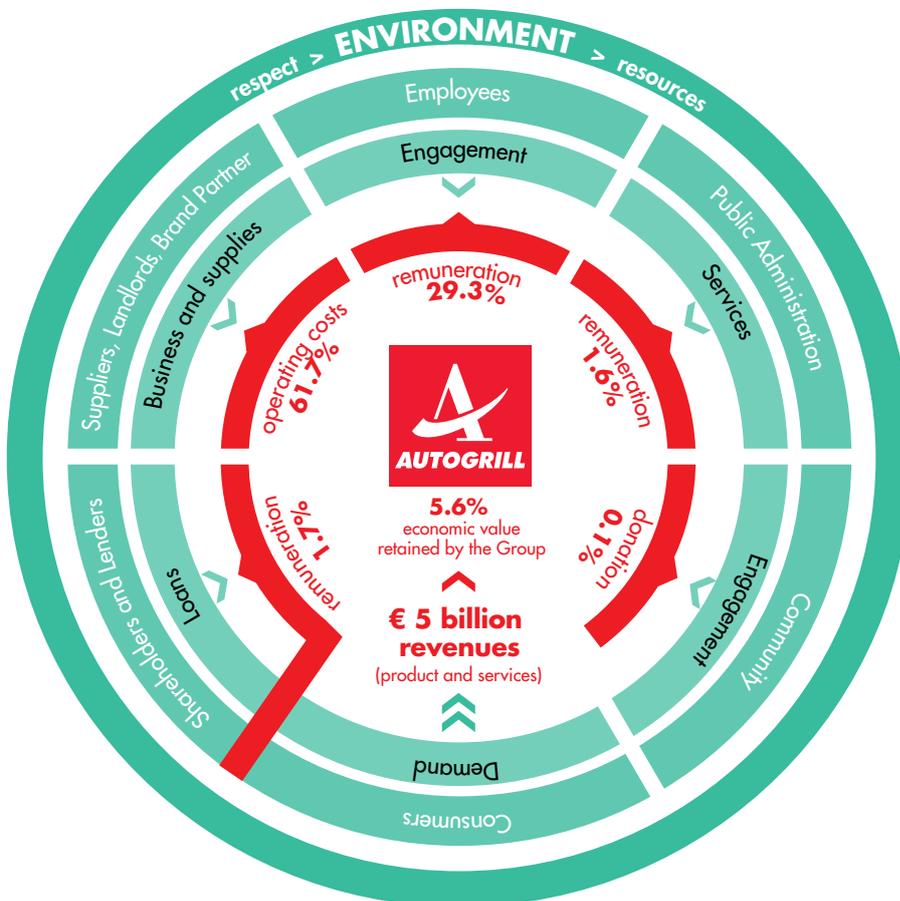
The Group creates value by contributing to the growth of the economic and social context in which it operates. Value creation begins with the development of the relationship with the stakeholders and the management and improvement of the financial, productive, intellectual, human, social, relational and natural assets. The value entails two strictly correlated: the value created for the organization itself and the value created for its stakeholders and the community in general. This aspect develops through a wide range of activities, interactions and relations that add up to those activities like, for example, sales to customers, which have a direct impact on the variations in financial capital.

The distribution of the economic value



The concept of economic value distribution allows for an interpretation of the financial highlights contained in the “Annual Report and Financial Statements” document from the perspective of the stakeholders and an understanding of 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 the value retained by the organization.

Creation and distribution of the economic value generated by the Group - 2016 (€ 5bn)



GRI 102-11, 102-15,
102-46, 103-2,
103-3

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.

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

The new 2016-2018 Afuture Roadmap defines the new sustainability strategic objectives to be reached by the Group

In 2015 Autogrill started the analysis of the new 2016-2018 Afuture Roadmap, which, after the first edition rolled out in 2011, defines the 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.

Afuture Roadmap 2016-2018

The new strategic objectives



ENGAGEMENT AND DEVELOPMENT

- Improve engagement
- Promote an open and transparent dialogue
- Disseminate the values of the Code of Ethics
- Promote training and development



QUALITY AND SAFETY

- Increase customer satisfaction
- Improve food quality and safety programs
- Define Animal Welfare guidelines
- Certify suppliers based on EESG principles

NUTRITION AND WELLBEING

- Attention to diversity
- Promote a correct diet, working on the quality of the ingredients, in-store communication and employee training



REDUCE WASTE

- Reduce waste, especially food waste
- Improve recycling programs

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

Within this framework, the strategic level defines the statement of sustainability supported by the Group values, from which three areas have been 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 sales

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 areas 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.



Afuture Framework

STRATEGIC LEVEL

Sustainability Statement

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

Our values

BE PASSIONATE

BE OPEN

SET THE PACE

BE RELIABLE

KEEP IT SIMPLE

OPERATING LEVEL

Sustainability strategic areas

PEOPLE

- 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

PRODUCT

- Product quality and safety
- Accessibility and quality of services
- Product information and communication
- Responsible selling

PLANET

- Waste management
- Energy efficiency and GHG emissions
- Water management
- Fuel management

ROADMAP

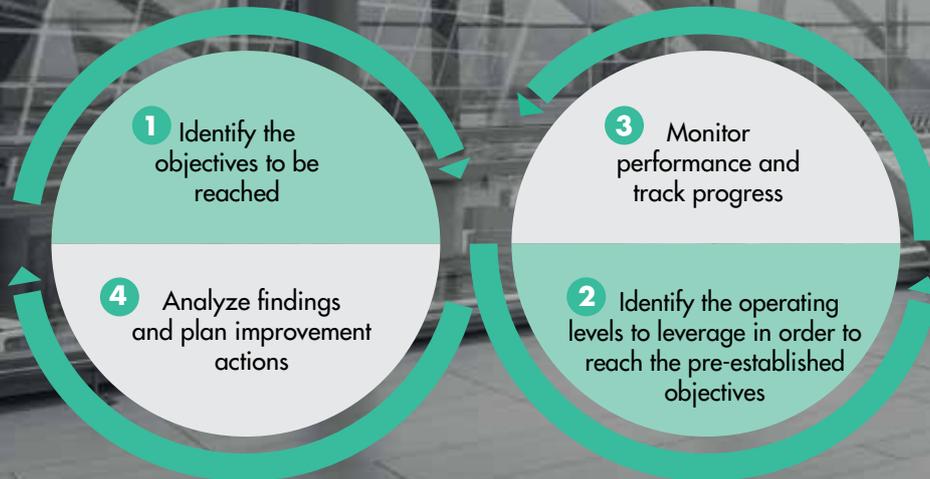


Strategic Goals

Support tools

MONITORING	REPORTING	TRAINING	COMMUNICATION
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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.



AUTOGRILL AND SUSTAINABILITY

2005

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

2007

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

2010

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

2011

1° 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

ORIGINS

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, Pavese and Alemagna.

PRIVATISATION AND INTERNATIONAL GROWTH

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.

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. 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 (still characterized by an incomplete support process), aimed at optimizing and prioritizing sustainability actions in relation to management and reporting activities.

The program evolved over time and resulted in the definition of a strategic sustainability plan through the Afuture Roadmap that identifies goals to be reached by the Group in a three-year span.

2012

MONITORING

Definition of the actions by the Business Units and launch of the monitoring phase.

2013

BISTROT AND VILLORESI EST

Development of two flagship stores, the Group's international best practices for sustainable innovation.

2014

NEW VISION, MISSION AND VALUES

Design of a materiality chart defining the sustainability issues most pertinent to Autogrill.

2015

THE NEW 2016-2018 ROADMAP

New sustainability objectives to be reached by the Group in the 2016-2018 period.

DIVERSIFICATION

BUSINESS EVOLUTION

2007

Acquisition of Alpha Group, a leading in-flight catering (business sold in 2010) and retail business.

2008

Acquisition of World Duty Free (WDF) and completion of the acquisition of 100% of Aldeasa.

2012

Integration of duty free activities: World Duty Free Group is born.

2013

Autogrill demerges its travel retail & duty free business.

2015

Entry in China. Bistrot development.

2016

Bistrot development and international diffusion.

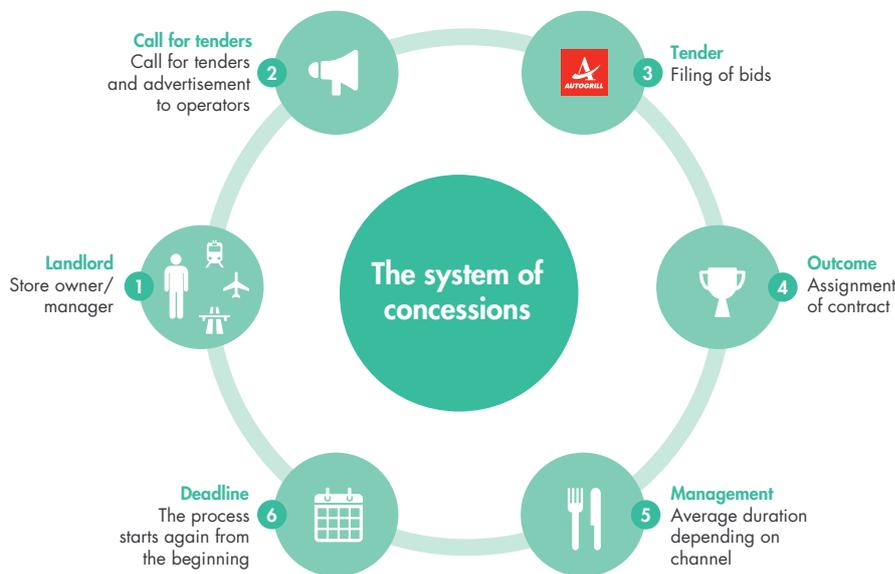
Business and governance

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.

GRI 102-2, 103-2, 103-3

The concession system



The concession system allows operators to plan activities on a medium-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 require higher investments, while airport concessions range from 5 to 10 years on average.

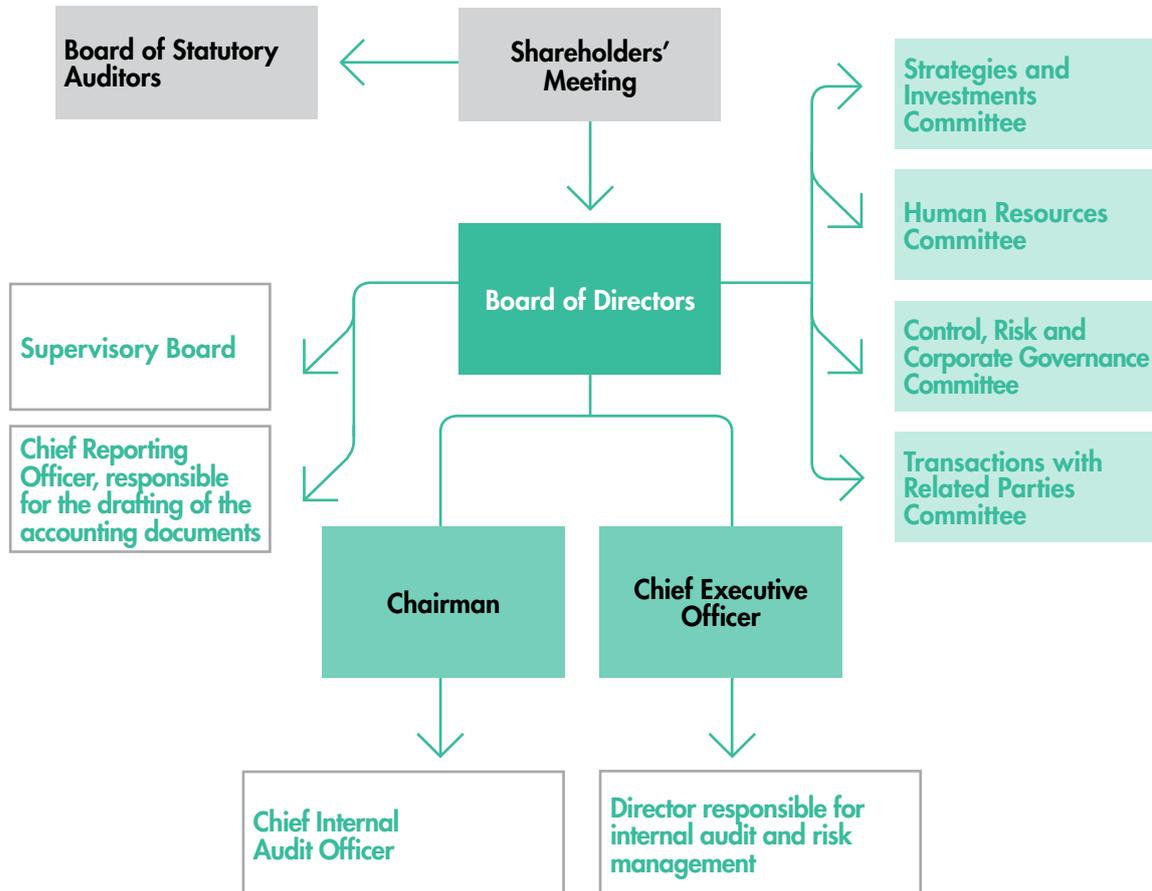
The main selection criteria include:

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

Governance structure

Autogrill is organized according to a traditional governance 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



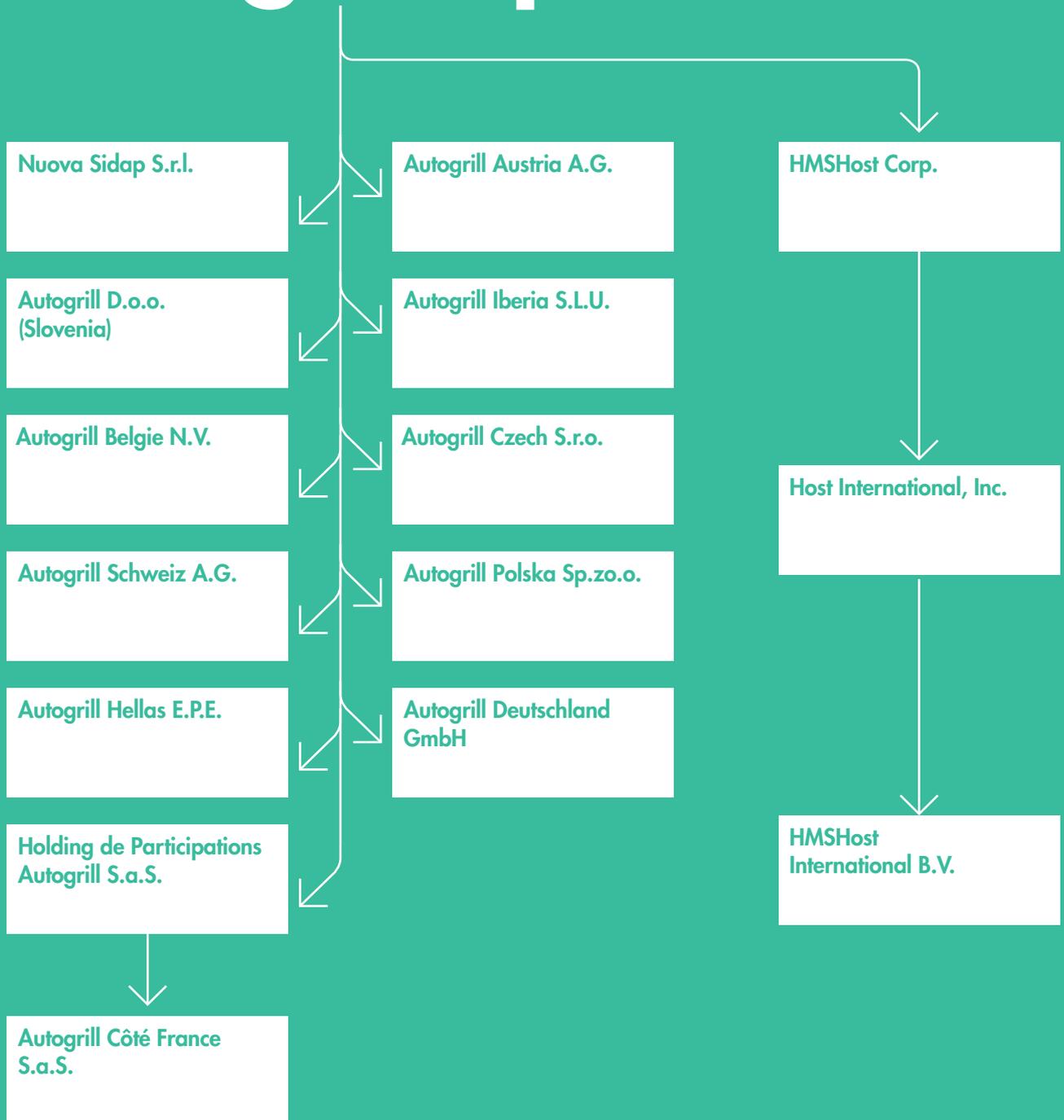
For any information regarding Corporate Governance reference should be made to the Report on Corporate Governance and Ownership drafted pursuant to article 123 bis of Italian Legislative Decree No. 58 of February 24, 1998, approved by the Company's Board of Directors concurrently with the Annual Report (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.

Autogrill SpA



1. Where 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.
2. Company names are up-to-date as of March 2017

Main risks faced by the Autogrill Group

GRI 102-15, 102-11,
103-2, 103-3

Autogrill Group is exposed to external risks and uncertainties arising from general economic conditions or those specific to the industry in which it works, from the financial markets and from frequent changes in legislation, as well as to risks generated by strategic decisions and operating procedures.

The Group Risk Management department ensures the uniform handling of risks across the different organizational units. Autogrill has developed a model based on the systematic identification, analysis and assessment of the risk areas that may hinder the achievement of strategic goals. The model helps evaluate the company's overall exposure to risks, guide the necessary mitigation efforts, and reduce the volatility of business objectives. For details, reference should be made to the 2016 Annual Report (paragraph 1.5.2).

Financial position ³

GRI 102-6, 102-7,
102-10, 201-1

In early November 2016 the Group finalized the disposal of Dutch motorway operations, which constitute a cash generating unit. In accordance with IFRS 5 ("Non-current assets held for sale and discontinued operations"), the effects on profit/loss and on the statement of financial position have been classified separately for both 2015 and 2016.

REVENUE (€m)	Full Year 2016	Full Year 2015	Actual FX	FX	Organic growth			Acquisition / (disposals)
					Like-for-like growth	Net contract gains/ (losses)	Calendar	
North America	2,357.6	2,232.4	5.6%	-0.2%	4.6%	0.7%		0.5%
North America (\$)	2,609.6	2,476.8	5.4%	-0.4%	4.6%	0.7%		0.5%
International	437.0	347.0	25.9%	-3.2%	9.6%	17.0%	2.4%	
Europe	1,724.4	1,756.9	-1.8%	-0.2%	-0.1%	0.2%	0.2%	-2.0%
of which Italy	1,042.0	1,057.4	-1.5%		-0.3%	-1.4%	0.2%	
of which Other European countries	682.5	699.5	-2.4%	-0.4%	0.2%	2.6%	0.2%	-5.2%
Total Group	4,519.1	4,336.3	4.2%	-0.4%	3.1%	1.6%	0.2%	-0.4%

BUSINESS SEGMENTS (€m)	Full Year 2016	% of revenue	Full Year 2015	% of revenue	Change	
					2015	At constant exchange rates
EBITDA BY GEOGRAPHICAL AREA						
North America	266.5	11.3%	254.1	11.4%	4.9%	4.9%
International	51.0	11.7%	42.4	12.2%	20.3%	22.5%
Europe	121.4	7.0%	102.6	5.8%	18.3%	18.6%
Corporate costs	(27.3)	-	(25.7)	-	-6.6%	-6.6%
Total EBITDA	411.6	9.1%	373.5	8.6%	10.2%	10.5%
NET CAPITAL EXPENDITURE⁴ BY GEOGRAPHICAL AREA						
North America	121.8		112.3		8.5%	9.1%
International	27.8		31.5		-11.9%	-8.9%
Europe	77.4		66.8		15.8%	16.1%
Total	227.1		210.6		7.8%	8.8%

3. The information provided is an abstract derived from the Group's Consolidated Annual Report and Financial Statements to which reference should be made for details.

4. Net capital expenditure equals gross investments recognized for the year (€ 232.7m) net of proceeds from the sale of assets (€ 5.6m).

Prizes and awards

The Group received numerous prizes and awards in 2016. Below is a list of the most important awards received during the year.

Sustainability

2 November, 2016

The Food Donation Program by HMSHost received the Airport Going Green Award 2016

The Food Donation Program, the excess food donation program implemented by HMSHost, was one of the projects that received the Airport Going Green Award 2016, the contest organized by the American Association of Airport Executives, the Chicago Department of Aviation and the Amsterdam Schiphol Airport to reward projects aimed at making the air transportation industry more sustainable.

Friday, July 1, 2016

FAB AWARDS 2016 - Corporate Social Responsibility Initiative of the Year

At the FAB AWARDS 2016, the international “Academy Awards” in catering services for travelers, organized by the “The Moodie Report” magazine, Autogrill won the Corporate Social Responsibility Initiative of the Year Award for The Tenth Year of Sustainability Report initiative. In order to promote dialogue among enterprises, institutions and nonprofit organizations in the matter of corporate social responsibility, Autogrill, on the occasion of the tenth year of the publication of its Sustainability Report, met with various prominent experts to discuss the advantages of a collaboration based on strategic partnerships aimed at involving both entities and stakeholders.

Monday, November 21, 2016

Premio Eubiosia 2016 Fondazione ANT Italia ONLUS

Autogrill Italy received the 2016 Eubiosia Prize from Fondazione ANT Italia ONLUS for the skin health prevention campaign “Salviamoci la pelle” (Save your skin) dedicated to the employees of the points of sale in Italy. The motivation for the awarding of the prize was related to the ability of the project to involve and engage employees.

AWARDS

FOOD
DONATION
PROGRAM

FAB
AWARDS
2016

EUBIOSIA
2016 - ANT
ITALIA ONLUS

Innovation & quality of the offering

FAB AWARDS 2016



Fast Food/QSR (Quick Service Restaurant) of 2016: **Leon**, Heathrow airport

Digital initiative or Social Media of 2016: **Le Chef** restaurant, Geneva airport

AIRPORTS COUNCIL INTERNATIONAL



Best customer experience, best practice or innovative concept: **Channel Your Inner Chef** at the O'Hare International airport, Chicago

Best new F&B store (full service concept): **1897 Market** at the Douglas International airport, Charlotte

Best new F&B store (quick service concept): **La Madeleine** at the Dallas/Fort Worth international airport

Best new national brand concept: **Starbucks Evenings** at the Los Angeles International airport

AIRPORT REVENUE NEWS



Best **Food & Beverage service** provider

Food service provider **taking special care of customer service**

Best Food & Beverage **brand provider**

Best new Food & Beverage concept: **1897 Market**

2



The three strategic areas

A-PEOPLE



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

57,105

employees

Highlight



COMMUNICATION AND ENGAGEMENT

- The employee **engagement** index grew to **69%**
- **Open Line**: the new platform to report non-compliant behaviors at work



WELFARE

- **Autogrill for us**: health and wellbeing, family and leisure time, savings
- In Italy, skin **health prevention campaign** in collaboration with **ANT**
- In the **US**, new **MyTimeProgram** to manage working hours in a more flexible way



51%

< 35 years

60%

women

89%

permanent contract



PROFESSIONAL TRAINING AND HR DEVELOPMENT

- **EmpoWer and Women's Leadership Network** for women's leadership
- In **Italy**, **work experience schemes**
- In the **US**, **People First** training
- **STAR Hospitality**: the new training plan based on customer service in the **USA**



HEALTH AND SAFETY

- **Health and Safety committees** in **Italy** and **France**
- **SA8000** ethical certification for **Autogrill S.p.A.**
- **Safety Teams** in **North America** points of sale



COMMUNITY ENGAGEMENT

- **Food Donation Connection**: 3 mln meals donated in **US**
- **HMSHost Foundation**, to fight against poverty in the local communities
- Collaboration with **Banco Alimentare** in **Italy**



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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 employees 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 manifest in the materiality analysis (page 12). The People area is particularly relevant to the Group, identifying the following issues as material and providing adequate disclosure in the document.

- Quality relationships with employees (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 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 advantage 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.

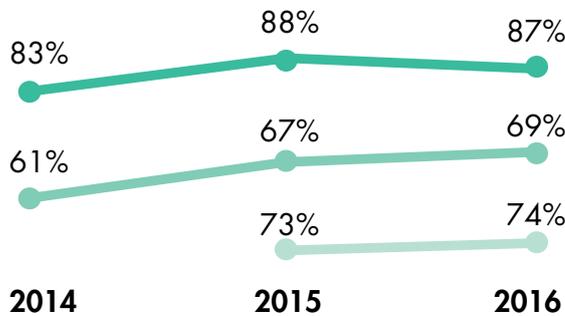
Do you Feel good? and listening techniques

For the fifth consecutive year, Autogrill decided to administer the **“Do you Feel good?”** engagement survey to measure 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 **Simplicity Index** was introduced in 2015 to gauge the Company’s ability to create the necessary conditions to enable its employees to carry out their work efficiently.

Evolution of results in the three-year span Do you Feel good?



- response index
- employee engagement index
- simplicity index

* Includes the entire perimeter of the operating sector that comprises Europe and some countries covered by HMSHost International. The survey will be progressively extended to all the countries in which the Group operates.

Taking the survey findings as a point of departure, all central offices and points of sale across Europe are invited to contribute to the definition of a targeted common plan aimed at improving employee engagement. The process starts from the understanding and sharing of the findings, which are then translated into the identification of the priorities and progress monitoring.

The analysis of the findings derived from the employee **engagement survey** and from the annual **customer satisfaction** survey (see Feel good? section on page 68) showed the positive **correlation** between **customer satisfaction and employee engagement** in the points of sale over the years.



The culture of listening is widespread in all the countries in which the Group operates, through the “open door” approach, based on direct dialogue across the different hierarchical levels, both in the stores and in the central offices. In the majority of the countries in which the Group operates, an open email address has been made available to the entire population of the organization. Other initiatives vary from country to country and in the different operating sectors.



In May 2016, in response to a need that had emerged during the progress of the “Do you Feel good?” survey and with the objective of continuing to spread a transparency-based culture and further increasing individual and collective responsibility in line with the Group’s values, the Group launched the **Open Line** initiative, a European platform opening an additional two-way **communication channel** for the benefit of **employees** and the **organization**.

The tool is extremely user-friendly and allows individuals to directly report any **behavior non-compliant** with the Company’s **Code of Ethics** or particularly virtuous behaviors in the workplace, protecting information confidentiality and user privacy.

Since 2015, a new profile – the **EngAgent** – has been introduced in the central offices, nominated by colleagues and among colleagues and tasked with listening to, stimulating and collecting proposals aimed at improving working conditions and life within the organization. Moreover, **induction** programs are held for the purpose of providing all **newly hired** employees with adequate support and the information they need to carry out their assigned tasks effectively and efficiently. “Exit” meetings are also organized with leaving personnel, in order to understand their main reasons for leaving, with a view to ongoing improvement. In 2016, the project for the restyling of all uniforms in Europe saw the active participation of network employees, who contributed with suggestions for making the uniforms more comfortable for everybody.

In **Italy**, 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** provides a **toll-free number**, available 24/7 for all employees to air any concern or problem, in addition to a web-based line to access policies and training activities.

Aconnect and communications to employees

Communications at Autogrill are developed on different tools, including **Aconnect**, 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, online training, online badge and payslip, welfare area, organizational communications and news about the business make it a particularly effective working tool. Furthermore, Aconnect plays an important role in the process of engaging and 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.

- 6 countries are on-line: Italy, Spain, France, Switzerland, Belgium and Germany
- Video messages from the management on the Group's strategy and results
- Statements and interviews with employees
- A file archive including procedures, manuals and services for the network

Aconnect to improve internal communication and engagement in different countries



In 2016, all points of sale in Italy participated in the **Sales Boost** project. The project included in-store meetings aimed at developing - through the involvement of the entire team - a **shared model** that reflects sales performance through the **monitoring of specific KPIs**.

In **Spain**, the over 80 **Ambassadors of Internal Communication** operating in stores scattered throughout the country ensure that information circulated by the central offices are properly received, stimulate the participation of all employees, provide added opportunities for professional development and, finally yet importantly, ensure effective two-way communication between the stores and headquarters.

Also in Spain, a radio project was launched some years ago, where prominent Spanish journalists explain Autogrill's new initiatives, contests, awards and projects, and also interview Autogrill employees. In 2016, a new communication tool was launched through WhatsApp groups among store managers to circulate news about the Company and training videos.

In **France** and **Belgium**, **Amagazine** is distributed to all employees. This is an in-house magazine consisting of articles by senior management on the Company's vision and strategy, best practices relative to store activities and employee stories celebrating the Group values. Since 2015, the store managers in these two countries and the support personnel of the central offices are invited to contribute to the **Adays**, two days during which nearly 200 employees participate in group sessions and round tables to share and discuss the strategic objectives with a leadership team and the Group's senior management. The 2016 edition resulted in the nomination of the best store manager based on the performance in terms of staff management and customer satisfaction.

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 employees.

Also the **International** operating sector sends out **monthly newsletters** to circulate information and updates about the organization.

QUALITY RELATIONSHIP WITH EMPLOYEES



A clear and well-structured social responsibility policy focused on the relations that an organization develops with its employees can result in benefits to its competitive edge. Employees 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**. Also the **breakdown of employees 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**.

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 childcare facilities located in proximity of the offices or along the main access routes. Also operations in other European countries implement policies aimed at making flexible working hours a plus, facilitating mothers to return to work.

In **Italy**, the **Shopping bag** project was launched 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, receive an Autogrill branded and reusable PET shopping bag, containing various types of food and personal care products for a total retail value of euro 100.

These initiatives bolster a series of support actions already implemented in previous years, including: assistance in compiling tax returns, dental care, prevention campaigns, 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 and online temporary shops. Many of these initiatives are also made available in other European countries.

**Shopping bag,
project to support low
income: various types
of food and personal
care products**

In addition, the “**Buon per me**” (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 advisory services provided by a nutritionist directly in the workplace at a reduced price. The project also includes initiatives promoting physical exercise, Pilates courses, osteopath’s services and physiotherapy, access to changing rooms equipped with showers and free medical certificates of healthy and strong constitution for the employees of the headquarters.

Prevention campaigns

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 2016, the initiative was extended to the entire network, including a skin health prevention campaign - “**Save your skin**” - dedicated to employees at the points of sale in Italy, in partnership with **ANT** (an Italian nonprofit association for social and health care). The “Ambulatorio Mobile – Bus della Prevenzione di Fondazione ANT” (Mobile Outpatient Clinic - the Prevention Bus of the ANT Foundation) stopped in the service stations to provide dermatological visits for the Autogrill employees, using a video dermatoscope, a state-of-the-art tool for the early diagnosis of skin tumors. 31 visit days were planned for a total of approximately 2,000 employees involved and 700 visits. The initiative will be extended to the entire network in Italy in the coming years. This initiative was also awarded the **2016 Eubiosia Prize by Fondazione ANT Italia ONLUS**, as the best project favoring employee participation and engagement.



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. In 2016, the **Be Happy HQ** campaign was launched, dedicated to employees of the headquarters. The campaign includes activities targeted to employee psychophysical wellbeing, team building activities and revision of the offering with a healthy orientation in the break areas.

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**, employees 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. In addition, the new “**MyTimeProgram**” is available for network employees, who are given the possibility of managing working hours in a flexible way and benefiting from planned and paid permits. This tool allows managers to more efficiently manage operations at the point of sale.

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, working schemes to facilitate mothers, various types of part-time employment contracts at Schiphol airport, **free checkups, anti-flu vaccines and discounts on health insurance policies and legal and financial advisory services**. In Indonesia, for example, all employees are given a medical insurance policy that also covers family members. In India, annual checkups are provided for all employees.

Salaries and benefits

GRI 103-2, 103-3,
401-2

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

To ensure cost optimization in the management of these activities and the use of common standard benchmarks, the Group promotes centralized supplier services/analyses and the central management of initiatives that are proposed to the companies, assuming the role of central coordinator and data collector (i.e. pulse surveys that enable the Group to rely on specific compensation benchmarks specific for each country). 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 employment contracts and part time vs. full time), but varies according to the different geographic 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 in North America, which published its salary scheme on the Company's Intranet, thus enabling people to understand the logic behind the construction of their packages.

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, thus concurrently 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.

BENEFITS

COMPETENCE
TRANSPARENCY
CLARITY

HR 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 European countries and aimed at positioning Autogrill as "employer of choice" in the job market, with the objective of attracting people who share the Group's core values ("Let's share our values").



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 are used to identify the candidate's fulfillment of the Autogrill competence model.

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 mainly 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 and 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 many 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 Hotelières**. In the United States, all the stores collaborate with local colleges and universities for possible hiring opportunities. In India a collaboration with one of the most important local NGOs, the **Pratham Institute**, was established for the recruitment of staff from their “hospitality” training program.



“Work experience project” for youth

Autogrill supports professional training for students enrolled in Italian high schools and in June 2016 the Group launched a summer program of approximately 6 weeks, involving one hundred high school students in Milan and Rome. The Group was one of the first organizations in the industry to implement such an initiative, envisaged by Italian Legislative Decree 107/2015. In addition to providing formative opportunities, Autogrill also made donations to the schools attended by the participants, thus further enhancing its support to Italian schools and training of younger generations. The students were trained in various activities linked to the operation of a point of sale. They were constantly tutored; they experienced a work environment and interacted with customers and colleagues. The selected students received the necessary training to work in a point of sale and obtained the 81/08 (safety at work) and H.A.C.C.P. (food safety) certifications. In addition, special training was also provided for those who worked at the airport sale points in compliance with the applicable safety regulations.

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.

In 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. 13 young people from 9 countries were hired in different divisions and participated in the program also in 2016.

HR development and 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, 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) **HR development.** In this case as well, a process was developed, shared at the Group level (and managed locally), assisting employees when they assume broader managerial responsibilities, or in the planning of specific career paths. Special attention was paid to the mapping of individual career paths, where the Company accompanies the individual who intends to grow within the organization as a partner.
- 3) **Development of international teams and structures.** The development of international teams and structures was further pursued (with the involvement of high potential employees), generating relocation options 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.

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 employees through the implementation of different initiatives.

European Bartender Competition

The **European Bartender Competition** is a contest organized by Autogrill Group in partnership with Kimbo, with the objective of selecting a **European Autogrill Kimbo Espresso Ambassador** every year from among the bartenders of its European network. The competition, which came to its third edition in 2016, is a contest "to the last coffee bean", with a shortlist of candidates participating in the national finals, who compete in the preparation of two classics of the Italian tradition - espresso coffee and cappuccino - and in the development of a creative new coffee beverage. A jury panel of excellence judges the competitors: the experts of SCAE Italia, the Italian Committee of the Speciality Coffee Association of Europe, the highest European institution for the certification of coffee quality.



Training

In the context of people's development within Autogrill, the investment in employee training generates a twofold benefit: for the people and for the organization.

Academy is 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. Employees from different European countries attend the courses. 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 a view to eliminating language barriers and facilitating communication inside and outside the organization, in 2016 138 employees in Italy, France, Germany and Spain took advantage of the online platform made available by Autogrill to improve their English skills.

Network employees 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.

In 2016, a **new training process** was designed at the European level targeted to the opening of the Group's primary concepts. The program introduces certified **concept coaches**, who assisted the new colleagues during their training phase and provided support during the opening phase of the new points of sale. The program also envisages ad hoc on-line training activities focusing on the concept, the service model, customer interaction and recipes.

Moreover, in Italy 4 editions of the Academy Excellence internal career development program were organized. The program includes two career paths: from "Operatore Pluriservizio" to "Responsabile del Servizio" and from "Responsabile del Servizio" to "Manager".

Nearly 7 weeks of on-the-job training are provided in pilot points of sale, supported by an on-line training set, plus one week of in-class training to consolidate knowledge acquisition. Each worker is then assigned to a point of sale, where s/he carries out in-field training for the subsequent 7 months, to acquire the skills required for the new role.



The perfect blend

In 2016, Autogrill Group worked Europe-wide to develop the **culture of coffee** and excellence. The front line of the business unit and all leadership teams in the main European countries were provided an ad hoc training course in recognizing excellent espresso coffee and the various coffee blends. An in-store **blended campaign** (on-line and in-field) on **excellence in coffee**, one of Autogrill's core products, was organized using training videos. The project was developed based on the ideas that had emerged during the bartender bootcamp in 2015.



Some training is also partially provided through the use of an on-line platform, which is accessible from the Company's Aconnect Intranet, made available to network staff in Italy from special dedicated work stations. Similarly, in Spain laptop computers were also distributed to stores in order to provide employees with free access to learning and communication tools.



In **Spain**, in addition to Heads of Service trained as training facilitators, a **team of tutors**, who received training from the HR department, was established to disseminate campaigns relating to new food products, coffee and beer. In addition to training targeted to customer experience, in 2016, a leadership development program dedicated to store managers and heads of service was launched with a view to supporting sales activities and customer interaction.

In France, a leadership development program is currently under way, dedicated to the managers of the network and the central offices, targeted to talent development and know-how for the development of new strategic initiatives.

Manager in training is the program dedicated to new managers in North America

In North America the **Manager in Training** program is currently running, 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 2016, the program was integrated with a "blended" formula, supplementing eLearning tools with in-class sessions held by coaches, thus enabling more efficient training.

The new **Essential Skills for Supervisors** program focuses on leadership skills, management of relations, communication and training. In 2016, **STAR Hospitality** was launched, a customer service training plan, dedicated to quick-service restaurants, joining the one dedicated to Casual Dining Serve, Sell, Succeed formula restaurants, with a view to improving guest experience.

In the United States, the **Leadership Development Program** provides high potential managers with the possibility of receiving specific training focused on leadership. In 2016, the program was also extended to Corporate Directors.

In 2016, the whole training plan and catalogue was revised in North America, with the support of a dedicated internal committee and external experts in the matter, with a view to improving it and making it more effective. In 2017, the Company will launch the new **Learning Management System** (LMS), an on-line and webinar platform, to provide and track training for the entire network.

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

The International operating sector also uses e-learning tools, particularly in the development of international projects. At the Schiphol airport, 2016 training was mainly focused on managers in order to increase their coaching skills, develop loyalty and teamwork. In Vietnam, employees are given a Training Passport, where every training activity is verified and certified.

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 employees 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 **Code of Ethics** 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 employees of Autogrill operations in Europe to raise awareness and develop specific cross-cultural competencies.

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 employees. At the Schiphol airport, all newly hired employees are given specific training on the value of diversity and on the criteria to manage different customer needs.

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 employees have the possibility of enjoying an experience of cultural exchange, targeting improvement and mutual understanding.

With a view to bolstering and benefiting from the advantages of gender diversity, Autogrill has adhered to **Valore D**, the Italy's first association of large enterprises established to promote women's leadership in organizations. Valore D promotes an innovative company organization (that overcomes all implicit biases associated with gender and favors conciliation), by providing female managers with the tools and knowledge useful for their professional growth and also proposes a new cultural model that envisages women's full participation in the economic and social life of the country in which they live.

In these years, the membership provided a group of women at Autogrill headquarters with the opportunity to participate in meetings and workshops, raising awareness and 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.

Valore D, italian association established to promote women's leadership in organizations

In **North America** a project was launched to support the personal and the professional growth of women, providing them with networking opportunities, increasing their visibility in the workplace (**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.

In 2015, the first edition of the **EmpoWer** project was completed, 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. The following step, pursued in 2016, was the capitalization of the experience through a series of initiatives aimed at disseminating a gender balance approach at all levels of the organization, including the sales network.



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

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

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

In **Italy**, **382** differently able people and individuals belonging to the so-called "protected" categories are currently employed by the organization.

HMSHost, too, in **North America**, 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. The Tampa division received a national award for its excellent performance in this field.

Also the **International operating sector** has adopted a **Code of Ethics**, defining the guidelines for a correct behavior to be adopted with the differently able.

HEALTH AND SAFETY IN THE WORKPLACE

GRI 102-11, 103-2,
103-3, 403-1

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 and management 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 2016, 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 **HS Committee (Health&Safety)**, 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.).

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 2016, Autogrill S.p.A. maintained the Social Accountability 8000 Ethical Certification

HS Committee

MONITOR HEALTH &
SAFETY TRENDS IN
THE ORGANIZATION

In this respect, a project was developed 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 **Health and Safety** 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. An assistance service is provided by qualified consultants for the benefit of network employees to help them overcome traumatic situations (assaults, deaths).

Autogrill Group safety policies also rely on significant collaborations. For instance, 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 employees. 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 September 2016, a project was launched in the European operating sector including the **revision and replacement of the detergents** used for cleaning in favor of solutions that are more concentrated. This resulted in a reduction of chemical risks (in fact, it is now no longer necessary to wear individual protective garments when using detergents) and the weight of the packs has also been reduced (e.g. 1 kg packs instead of 5 or 10 lt bottles). This also generated a benefit in terms of reducing the disposal of packaging, plastic materials and cardboard boxes.

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 2015, a new training project was launched in the same field.

Since 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 – drug-test** to be performed after the occurrence of any accident involving employees and managers.

Also in the **International operating sector**, several training activities dedicated to health and safety were implemented, along with specific procedures aimed at preventing any type of risks. Last but not least, **Safety and Emergency Response** campaigns were implemented at 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 employees 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.

In Europe, the percentage of employees with a national collective labor contract ranges from 80% to 100%. In North America, the percentage goes from 39% (Canada) to 48% (USA). The data is influenced by the different applicable regulations.

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 employees' 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 European Works Council (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.

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 2016, Autogrill Italia (about 10,000 employees) was involved in 51 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.

COMMUNITY DEVELOPMENT AND INVOLVEMENT

GRI 102-13

Due to the characteristics of the Autogrill activities and the situations in which the Group operates, 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 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 (contribution in kind and services). In this way, a value-creating cycle and relationship is established between the Company and its employees, 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 contributed 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 2016, 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** by involving employees in making donations to support needy families, in addition to promoting campaigns for the collection of excess food to be destined to NGOs.

In **North America HMSHost** has been collaborating for years with **Food Donation Connection**, developing programs in 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.

Approximately **116 locations** including **airports, stores located on the highways and malls participate in the program**. In 2016, **119 associations** re-distributed **over 3 million meals** (including sandwiches, fruit salads, etc.).



DONATIONS

COLLABORATION WITH BANCO ALIMENTARE AND FOOD DONATION CONNECTION

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.

HMSHost Foundation

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 program runs in approximately 1,000 stores located in airports and on the highways in the US and in Canada.

In partnership with **Coca-Cola HBC Italia**, Autogrill also supported **Banco Alimentare**, engaging in activities aimed at avoiding food waste. From October 28 to November 30, 2016, a portion of the revenue generated from the sale of the **Perfect Menu** at over 400 Acafé snack bars was donated to Banco Alimentare. The amount donated was employed to collect and distribute 150,000 kg of food, corresponding to 300,000 meals, to needy families.

In the Netherlands **HMSHost International** supports **CliniClowns**, an association operating in clinical pediatric wards, both through direct donations and, also, through contributions from employees. In **Indonesia**, the Company launched a charity program to partially fund an orphanage in the area of **Gianyar, on Bali Island**. 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 - Salone del Gusto 2016"

As evidence of the Company's commitment to enhancing local gastronomic excellences, Autogrill supported "Terra Madre - Salone del Gusto 2016", the international event dedicated to the food culture. The Company managed catering dedicated to the Terra Madre delegates from all over the world. For the purpose, Autogrill developed a **wide-ranging and varied menu** in collaboration with Slow Food, including typical Italian dishes and ethnic recipes. The various recipes were designed to meet different dietary needs: vegetarians, vegans and those observing dietary restrictions, like coeliacs, or diet regimes in correlation to specific **intolerances or religious restrictions**. In the five days of the exhibition, approximately **60 employees** served more **than 20,000 meals** for a total of over 6.5 tons of fruits and vegetables, 2.5 tons of rice and pasta and more than 300 kg of cheese, 800 kg of bread and 200 kg of legumes. At the end of each day, Autogrill donated the excess food - like bread, fruits, vegetables, cheese and freshly cut salami - to **Banco Alimentare**.



DEFENSE OF HUMAN RIGHTS

GRI 102-16, 103-2,
103-3, 414-1,
414-2

Autogrill is inspired by the highest international standards (**International Labour Organization**) implementing the principles established in its Code of Ethics in relation to the management of human resources. Pursuant to the main international legislation, such as the UN **Convention on Children's Rights (UNCR)** or **The Human Rights Act of 1998**, the Group shuns the use of child or forced labor in all the geographic regions in which it operates.

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 Ethics, 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 employees to fight against discrimination.

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 sales

1.8 € billion
purchase value of goods

Highlight



CUSTOMER ENGAGEMENT

- New marketing intelligence **platform**
- **Social Media Room** in North America



PARTNERSHIP

- Autogrill platinum sponsors the **Airport F&B Conference & Awards (FAB) 2016**
- Collaboration with **UNISG** (University of Gastronomic Sciences of Pollenzo), **Gambero Rosso** and **Identità Golose**
- New **Autogrill Group Supply Chain Sustainability Guidelines**



45,000

interviews carried out for
Feel good? survey in 2016

300

concepts in the world

16

certifications on quality
and food safety



CULINARY INNOVATION AND RAW MATERIALS

- **ATTENTION** to **DIVERSITY**, the theme of the Culinary Council **2016**
- **Fairtrade** certified coffee and **UTZ** (Amsterdam Schiphol airport)



QUALITY AND CERTIFICATIONS

- **AEA**: European auditing program on the quality of the services rendered to customers
- **ISO 9001:2015** on Quality Management Systems
- **ISO 22000 and UNI 10854** on Food Safety Management Systems
- **Mystery Audit** - UNI TS 11312 standard (1st company in Europe)

A-Product

Consumer engagement	65
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Product quality and safety	73
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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.

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 12) and, in particular, disclosures are made for the following:

- Product quality and safety (including correct and balanced diet and ingredient characteristics)
- Service accessibility and quality
- 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, their preferences and needs 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 a complex and dynamic scenario.

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.

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 (e.g. 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 Latin American 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.

Surveys and market research to innovate



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.

In 2016, the Group consolidated this area of activity through the development of a state-of-the-art **marketing intelligence platform** that enables the Group to capture emerging trends by using a holistic and innovative approach to data collection and analysis. For these studies, Autogrill relies on platforms that analyze both qualitative and quantitative data of worldwide trends and also conversations on social media. Moreover, dedicated solutions are applied for more detailed research analysis on specific markets of reference.

Lastly, advanced neuromarketing and emotional marketing tools are implemented to quickly understand consumer needs in addition to web-based sentiment listening techniques and periodic monitoring of KPIs on the Group's social media.

Survey tools are also supported by direct opinions expressed by consumers through customer satisfaction surveys, toll free numbers, e-mail contacts and green cards, which each country makes available, based on different criteria.

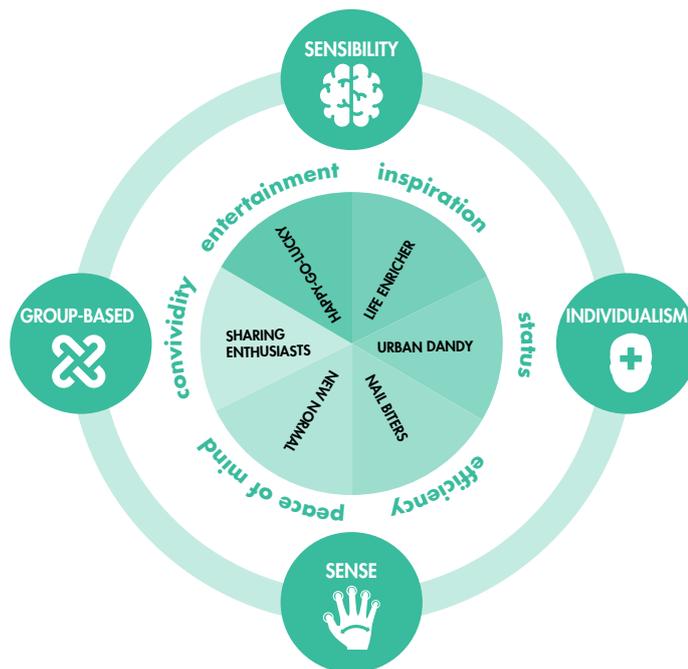
In the headquarters in North America **HMSHost** developed a **Social Media Room** where 3 TV screens broadcast feeds from the Company's social media channels in real time.

Market research plays an important role in understanding travelers and their different profiles according to, but not limited to, the various travel channels.

New Group's marketing intelligence platform

Traveler tribes

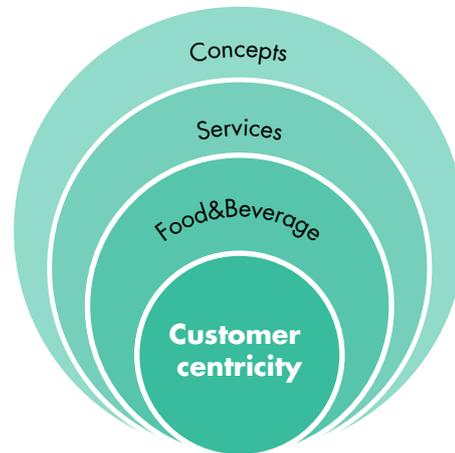
GRI 102-6, 102-43



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. 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**.

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 centrality**”, 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.

Put the customer experience at the heart of the design of its products and services



GRI 102-43



In **Europe**, 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 **European Culinary Council** was established with the collaboration of prominent figures in the catering sector, world-renowned chefs and nutritionists, along with sociologists specialized in consumer behavior.



Within **HMSHost**, stores both 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 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. Thanks to the automatically generated reports, it is possible to analyze and understand trends with a view to ongoing improvement. 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. HMSHost in the US receives approximately 2,300 comments on average on a monthly basis.

In some countries, the **International operating sector** has 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.

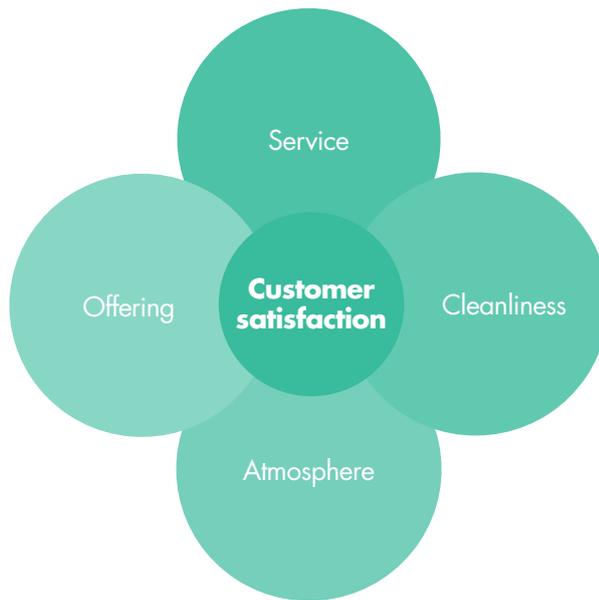
Feel good?

“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 **eighth edition** of “Feel good?” was completed in 2016: 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 **45,000 consumers** participated.

Feel good? is the Autogrill Group customer satisfaction project



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.

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.



In October 2016, an additional survey was conducted in North America during U.S. Airport Restaurant Month (ARM) (see page 81). Over 100 questionnaires and one-to-one interviews were carried out to collect feedback on the menus, product quality and the program as a whole. 81% of consumers were completely or very satisfied with the menu and the selection of the products.

PARTNER ENGAGEMENT



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.

Partnerships with landlords

In the last few years, Autogrill has further 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 North America, Northern Europe and the Asian/Middle Eastern countries.

Autogrill Group's main operations in 2016:

- extension by another ten years - from 2020 to 2030 - of the contract for the management of catering services at the Charlotte-Douglas International airport in North Carolina;
- acquisition of Stellar Partners, Inc., a US company specialized in airport convenience retailing;
- acquisition of the contract for the management of 4 food&beverage stores at the Rotterdam /The Hague airport;
- new contract with a duration of 11 years for the management of the restaurant spaces at the Raleigh-Durham International airport in North Carolina;
- acquisition of the catering activities from the US company CMS at the Los Angeles and Las Vegas airports;
- extension of the contract at the Savannah/Hilton Head International airport (Georgia/USA) until 2032 and at the Norfolk International airport in Virginia until 2026;
- acquisition of activities at the Doha International airport in Qatar and expansion of activities at the Abu Dhabi International airport;
- acquisition of two new contracts at the Baltimore/Washington (Maryland) airport and at the Greensboro (North Carolina) airport;
- increased penetration in Norway through the acquisition of a contract for the opening of 6 stores at the Bergen airport, the country's second largest airport by passenger traffic;
- extension of activities at the Beijing airport.

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.

Ongoing dialogue with landlords and business partners is further enhanced through active participation in trade shows and events dedicated to industry players. In 2016, Autogrill was platinum **sponsor** of the **Airport Food & Beverage (FAB) Conference & Awards**, the international contest showcasing the best projects in airport catering services offered by F&B players.

In 2016 Autogrill also participated as sponsor in other sector-specific events, including: the **Annual Conference & Awards of Airport Revenue News; the ACI-NA Business of Airports Conference & Awards; the 25th ACI EUROPE Retail & Commercial Conference and Exhibition, MAPIC and the Dubai Global RESTAURANT LEADERSHIP.**

Partnerships with top brands and industry's experts

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 various 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.

GRI 102-2, 102-43

The assortment of brands managed allows Autogrill to offer different and innovative solutions to an increasingly demanding customers

International brands under license agreements

APPROX. 40 Strategic agreements with world's leading brands for the supply of an attractive product range for travelers.



National and local brands under license agreements

APPROX. 100 Partnerships with important national or local brands to showcase the characteristics and highlight taste styles, typical of specific regions and geographic areas.



Group's proprietary brands

APPROX. 150 In-house developed concepts that represent winning formats to be replicated in other regions.



Ad-hoc developed proprietary brands

BROAD VARIETY +++ Concepts created based on specific needs and geographic requirements.



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.

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**, that was opened in the Fiorenzuola d'Arda store on the highway for the first time in 2016. The Group stipulated also a partnership with **Eataly**, which in 2016 made the excellent Made-on-Italy food products available in the Secchia Ovest store on the highway.

Last year the new Leon concept was inaugurated at the **Schiphol Amsterdam** airport. This brand is very famous in the UK as it offers an innovative fusion between the fast food formula and healthy diet principles, based on fresh ingredients, anti-allergenic and anti-intolerances menus and different vegan and fair trade options.



Partnerships with suppliers

Establishing good relations with suppliers is essential to obtaining products and services that consistently meet expectations. As in any corporate process, supplier selection is deeply rooted in the search for quality, flexibility and maximum professionalism.

Raw material (food and non-food) procurement and selection is key for the continuity of Autogrill's business, as well as the selection of partnerships: relations with the Group's suppliers reflect directly on the quality of the products and services offered to consumers. The Autogrill supply chain mainly consists of suppliers of food products and beverages: in case of fresh products, supplies are predominantly local, while for those products that are not based on freshness and regional specialties the Group leverages on its multinational dimension to start supply projects that are extended to various countries.

A lower number of technical suppliers and service providers (maintenance and cleaning) joins these suppliers. 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 regulated by precise policies and procedures. It is therefore in Autogrill's interest to identify assessment tools that verify supplier conformity, which is necessary to continue working together. The Group pays special attention to establishing sound relationships with its suppliers of goods and services. This is expressed both on an ethical level and in terms of product quality and safety (as it will be better detailed below). For this reason the supplier selection process is entirely transparent, according to the Group's **Code of Ethics**, the **General Purchase Condition** and the Company's specific **procedures and governance codes** developed for each single country.



102-9, 102-12,
102-43, 103-2,
103-3, 308-1,
308-2, 414-1,
414-2



FOCUS ON Autogrill Group Supply Chain Sustainability Guidelines

The management of the ethical, environmental and social impact at all levels of the supply chain will become increasingly crucial for the Group's success in the coming years. For this reason, the supply chain has been identified as a key dimension in the new **2016-2018 Afuture Roadmap**, with a view to increasing Autogrill Group's commitment to sustainability best practices. As a result, the Company drafted the Group's Supply Chain Sustainability Guidelines, a new document that defines the general standards to assess suppliers and the key principles that outline the Group's approach to sustainable management of its supply chain (Supply Chain Management Approach). As multinational company, Autogrill operates with suppliers in different countries from different cultural, social and economic contexts. The key objective of the **Autogrill Group Supply Chain Sustainability Guidelines** is providing Group companies with criteria in order to work with suppliers that share the same sustainability principles and manage their business in an ethical and responsible way, respecting the people and the environment. The supplier requirements, included in the document, are based on the most relevant international agreements and standards (including the 10 principles of the UN Global Company, the OECD Guidelines for multinational enterprises, the ISO 26000 standard and the UN Guiding Principles on Business and Human Rights) and are perfectly aligned with the provisions contained in the Group's Code of Ethics. The document was developed with the support of the **Fondazione Global Compact Network Italy**. The Foundation acts as a local point of reference for the UN Global Compact, an initiative for the promotion of a responsible management culture, launched and promoted by the United Nations.

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. In addition to commercial information, the A supply portal for supplier qualification requires suppliers to submit specific environmental/SA8000 certifications, sustainability reports and their codes of ethics.



102-16, 103-2,
103-3

Again in Italy, the **Social Accountability 8000** certification – originally obtained in 2009 – marked a fundamental step for Autogrill in its commitment to the protection of human rights and **employees' 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 employees' rights and in relation to environmental issues, following the attainment **ISO 14001** and **EMAS** certifications.



In **North America**, the “**Procurement Policy & Procedures**” guarantee equal opportunity, enabling also local small businesses to qualify as suppliers of HMSHost without any type of discrimination (gender, age, origin, religion, etc.). In addition, the contract between HMSHost and its purchase service provider includes a provision confirming the provider’s commitment to have suppliers stipulate contracts that specify that these companies do not rely on child labor, forced labor or any other resources or procedures that violate any applicable law, standard or regulation. HMSHost in North America is also drafting a new Code of Conduct addressed to suppliers, in compliance with the Group’s guidelines. The document will be released in 2017.

HMSHost International, in partnership with other distributors in Europe, can track products starting from the raw materials. In case of contracts directly stipulated with producers, the latter must guarantee the sustainability of their supply chain. Last but not least, the purchase contract for the local product assortment made available in concept stores is stipulated directly with the farms.

Caffè KIMBO, espresso from Naples

In December 2016, Autogrill opened its first Kimbo concept store at the new Terminal 3 inside the Fiumicino airport in Rome. “**Caffè KIMBO, espresso from Naples**”. The store is the first flagship store of the brand in Italy after the opening of the store in Frankfurt completed in 2015. The store covers a surface of nearly 200 sqm. The key protagonist of the concept store is coffee in all of its various forms: the traditional espresso coffee, the longer coffee version brewed with the Cuccuma, the famous Neapolitan coffee machine, restyled in a modern way. Thanks to this fruitful collaboration, Kimbo is confirmed as the traveler’s coffee. Kimbo products are available in Autogrill stores located on the main Italian highways, in the main national railway stations and in several Italian and European airports. The coffee blend used in these stores is the result of a complex process of study, development and implementation, called “Stories about Coffee”, which involved both companies, leading sector-specific institutions like the **Centro Studi Assaggiatori di Caffè**, and, above all, travelers, who selected the best blends for the on-the-go consumption during numerous tasting sessions organized throughout Italy.



102-9, 102-43

PRODUCT QUALITY AND SAFETY



102-11, 103-2,
103-3, 416-1

Product quality and safety in the stores is ensured through a successful **Management System** that starts from supplier selection and is based on the comprehensive sharing of values and objectives among the Group and its commercial partners. Evaluation, proactive qualification and control are key pillars in ensuring high quality standards for all products and services. To this end, several periodic supplier audits have been designed based on different screening techniques: questionnaires, collection of information (direct and indirect), samplings and, where necessary, audits. The quality of supplies is constantly monitored through monthly product-specific controls and ongoing dialogue between the stores, the centralized support functions and the suppliers in order to plan any necessary corrective action.

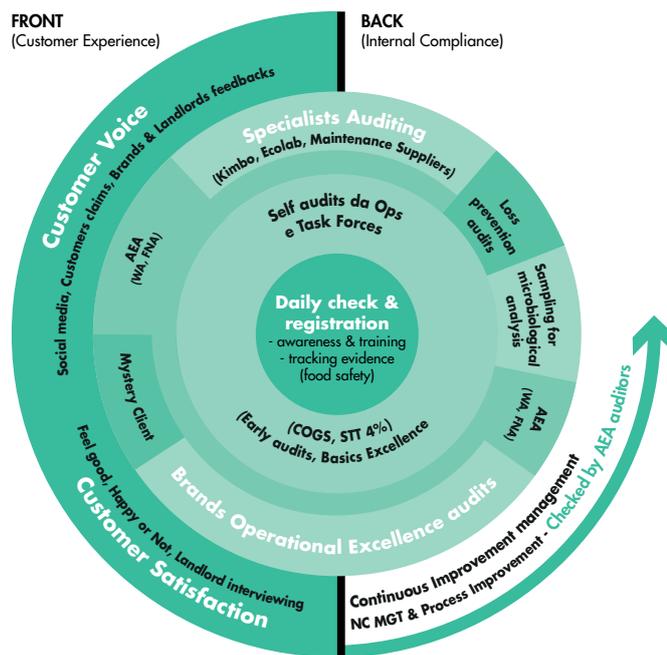
Both in the United States and in Italy, all suppliers undergo preventive audits to ascertain the level of compliance with quality standards defined by the company according to H.A.C.C.P. (Hazard Analysis and Critical Control Point) procedures, which envisage accurate microbiological, product-specific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

In 2016, North America introduced a new auditing program that tracks all new small suppliers in a database and provides a support tool to enable them to be compliant with the requested quality assurance requirements.

Quality Assurance in the stores

In addition to the different types of assessments and controls, the Group implements a **self-assessment plan**, which is part of the Group's Management System, consisting of a set of procedures adopted in the various countries in which the Group operates. These procedures, which are carried out in the stores and centrally co-ordinated by the Quality function, are aimed at ensuring that all the health and hygiene standards are complied with. In order to verify compliance with the aforementioned standards and the correct application of the self-assessment plan, **different types of audits** by sector-specific, both in-house and independent professionals, are carried out periodically. 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**.

The Autogrill Quality Management System



In Europe the auditing process falls within the “**Autogrill Excellence Audit**” (AEA) program: a team of auditors schedules audits in the stores according to 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 into account country-specific aspects (local rules or concept characteristics). The AEA program relies, in some cases, also on the **Mystery Client**, an employee who, being responsible for assessing quality, visits the stores incognito, pretending to be a normal customer, and on **audits** carried out by specific **suppliers** for the purpose of assessing the quality of the product served (e.g. the espresso coffee with Kimbo experts). This program is added onto the H.A.C.C.P. Audits managed by an independent company.

In 2014, a **new function was developed internally, namely the Quality Auditor team**, whose task is to test compliance of the stores with the Italian quality standards imposed by the Company through ad hoc store visits defined as the “Autogrill Excellence Audit”. The overall results and the improvement plans are then shared on an online platform. The results (mediated by the findings derived from the customer satisfaction surveys) are then linked to the MBO systems of store managers and network managers as well as some head office managers. In some European countries, the “**Excellence Award**” awards a prize to the best performing stores on an annual basis.



In **North America**, **HMSHost** also has a robust food quality and **safety program** in place, managed by a third company (audits are based on the **Food and Drug Administration Food Code 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 proposed by the same store managers.

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

In 2016, a new process was introduced linking the results of the audits to the store managers' quarterly results.

The **International operating sector** implements Food Safety programs that include product quality audits and, also, production audits. Other product controls are carried out on a sample basis in order to guarantee quality.

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 complete 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.

The main certifications

Certification	Perimeter
ISO 9001 on Quality Management Systems, according to the 2015 standard	Italy: Autogrill SpA and Nuova Sidap
UNI 10854 (Food safety)	Italy: Autogrill SpA and Nuova Sidap
ISO 22000 on Food Safety	Italy: Autogrill SpA - Milan offices; the Giovi Ovest store and the Orio al Serio airport, Nuova sidap - Rozzano Oil
ISO 9001:2015 relative to: Provision of Project Engineering, Management services	Italy: Autogrill SpA
Mystery Audit pursuant to UNI TS 11312 standards for the certification of the auditing activities on the Quality Management System	Italy: Autogrill SpA
ISO 22000 on the Management System relating to Food Safety	Stores at Telefonica, Madrid (Autogrill Spain)
Halal certification released by MUI (Majelis Ulama Indonesia)	Pizza Hut, Bali airport, stores at the Bangalore airport (HMSHost International)
Diversey Food Safety program (Food Safety)	Stores in Bali (HMSHost International)
FSSAI (Food Safety and Standards Authority of India)	Stores at the Bangalore and Hyderabad airports (HMSHost International)

Correct and balanced diet

In the past few years, remarkable changes in eating habits and tastes have emerged.

Consumer trends profile an increasingly demanding customer privileging a healthy and personalized offer. In recent years the Autogrill Group has increasingly concentrated on activities aimed at promoting healthy and balanced lifestyles, also thanks to quality diet.

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

In the Ciao restaurants in Italy, fish menus were increased; in France, a campaign was launched aimed at **promoting some seasonal products**; in Belgium, at the Brussels airport the offering of **veggie and gluten free products** was increased, while all concepts providing table service advertise the **availability of specific low calorie and gluten free menus**. In Spain, a **healthy breakfast** menu was designed 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. The Group does not neglect the needs of those who, mostly for personal choice, 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 some European countries and, in particular, in the stores located in Italy, Belgium, Spain and in the United Kingdom specific menus have been introduced to meet the needs of coeliacs. In **Italy**, in **collaboration with AIC**, employee training programs were organized to disseminate information about **coeliac disease** and how to cook and prepare gluten free foods. Specific products have also been introduced to meet the needs of customers intolerant to lactose (e.g. soymilk or lactose free).

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 ice cream in the menus).

In addition in North America, **HMSHost** continuously monitors emerging food trends with the help of several organizations, and develops new menus based on the findings. With reference to the tendency to look for particularly healthy food, HMSHost **extended its selection of fresh and vegetarian menus** with low-fat and low-calorie options and combined menus, such as, for instance, salads and, in general, side dishes with vegetables (in the past few years many 500-calorie or less menu options were added). In addition, in compliance with the **federal regulations issued by the US Food and Drug Administration**, the possible presence of **allergens and the nutritional value and calorie content are specified on all the take-away food products**.

The International operating sector also pays great attention to this issue. In some Northern European airports (e.g. Helsinki and Amsterdam) and in Asian airports, the menu offering ranges from **gluten free** products to **lactose free** products, in addition to various options for vegetarians, **organic unprocessed chocolate and organic and fair trade coffee**. At the Amsterdam Schiphol airport, the offering of fresh produce and products for vegetarians was expanded to include lower fat and low calorie solutions. In addition to gluten free products, the assortment also includes **menus specifically developed** to meet the needs of consumers of different **religions** (Kosher and Halal).

FAIR TASTE

HMSHost International manages the **Fair Taste Café** at the Amsterdam Schiphol airport. The store features a completely “green” design, made of recycled and re-used materials recovered from adjacent areas. In the rooms there are **Ogreen Clean Machines plants** that absorb the toxic substances present in the air of closed environments as well as CO₂, transforming it into oxygen. The offering includes a wide variety of organic and fair-trade products, e.g. the coffee blends of the international Max Havelaar fair trade circuit. The origin of all products must meet at least one of the following requirements: fair trade, organic origin, local origin, recyclability or Rainforest Alliance certification (an international non-profit organization for the protection of tropical forests).

LA PLACE

HMSHost makes informed decisions when developing concepts and products to target an improved balance between sustainability, costs and quality. The new La Place restaurant was opened on the premises of the Amsterdam Schiphol airport and was awarded the Schiphol Consumer Prize for Corporate Responsibility. The concept obtained the C-label certification by Rank a Brand, as the best chain of sustainable restaurants 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.

The characteristics of raw materials

GRI 103-2, 103-3

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 certified DOC** (Controlled Designation of Origin), **PDO** (Protected Designation of Origin), **PGI** (Protected Geographical Indication), **DOCG** (Controlled and Guaranteed Designation of Origin), as well as **regional specialties**. The Market area in the stores, dedicated to the distribution of food products and other items, and specifically the “**Bottegaccia**” corner, is a real showcase, intended to bring travelers in contact with local products. Also in other European countries (e.g. Spain), great attention is paid to the promotion of the local gastronomic specialties, both in the menus and through degustations and samplings organized with the same suppliers.

In March 2016, Autogrill Italy launched the **new offering of croissants: fresh sourdough and 36 hour natural rising** for greater digestibility, a stronger aroma and longer fragrance. In the past years, palm oil was replaced with altoleic sunflower oil for frying. The analysis and the decision made took into account all the advantages derived from this change, ranging from food safety to supply chain sustainability.

In North America, HMSHost is increasingly working with regional suppliers in order to meet consumer demand for local produce. In 2015, HMSHost increased this type of supplies by over 20%. The Company also supports the training initiative regarding a new urban agriculture - the **Windy Harvest Youth Farm of Chicago**, promoted by the Chicago Botanical Gardens and targeted to supporting the local agro-food system while promoting healthier communities and a “greener” economy. The restaurants managed by HMSHost at the Chicago O’Hare airport participate in this network and purchase ingredients from urban farms, where youths coming from regions at risk are trained and employed with the purpose of teaching them a new entrepreneurial culture and a healthier lifestyle and also offering a service to the community.

In March 2016, HMSHost announced that **by 2025** all of its restaurants in the US would **use free-range eggs**. The initiative has already been implemented in several airports, including Los Angeles International Airport, Charlotte Douglas International Airport, Chicago O’Hare International Airport and McCarran International Airport in Las Vegas.

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”). At the Marseille airport, the **Chefs en Provence** restaurant offers periodically changing menus developed by 4 local chefs. In 2016, the **new Kimbo Fairtrade coffee blend** was introduced in the **Bistrot** concepts. In France, in collaboration with Kimbo, a **100% Arabic Rainforest Alliance certified** coffee blend was introduced.

In the United States, many stores in the airports specifically requested the development and introduction of local concepts featuring a regional offering. A few examples are the “Barrio Cafe” in Phoenix, offering famous dishes and beverages typical of the South-West, or the Anchorage airport in Alaska, where at the Norton Sound Seafood House fresh fish is served, purchased from a local co-operative of fish shops (the **Norton Sound Economic Development Corporation**), with a menu updated to adjust to the seasonal variations in catch. In fact, the seasonality of the ingredients is also extremely important and is taken into account in developing the menus of the various concepts.

BISTROT

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 an ad hoc design and a particular attention to environmental protection as testified also by the use of recovery or recycled materials in interior design (like, for instance, chairs from the first years of the 20th century, lined with fabric recovered from old jute bags that had been used to transport wheat and coffee; the use of wooden floorboards taken from old houses being demolished or renovated; extensive use of wood grown in controlled plantations, etc.). 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. Tap water is available for free from a free service tap. The concept is also present in Piazza Duomo in Milan, at the Düsseldorf, Geneva, Helsinki, Rome Fiumicino and Montreal airports, in the Fiorenzuola d’Arda service station and at the Utrecht railway station. In the coming months a new Bistrot will be inaugurated at the Cantagallo service station and at the Frankfurt airport.

www.bistrot.com

The Auberge Saint-Gabriel

In June 2016, HMSHost inaugurated, in collaboration with Aéroports de Montréal, the first Auberge Saint-Gabriel restaurant, a famous quality restaurant offering high-level cuisine, typical of the Quebec region. Passengers at the Canadian airport will have a chance to taste the typical recipes and some traditional dishes that make Montreal a coveted destination for gourmets. For the Auberge Saint-Gabriel restaurant HMSHost hired Chef Émilie Rizzetto, famous for his excellent cuisine with an emphasis on traditional dishes. Travelers will be able to enjoy dishes like roast Cornish hen; pan-sautéed salmon fillet, braised pork shoulder; beef or salmon tartare, duck confit sandwiches and the famous Auberge Saint-Gabriel fresh-sliced salami and cheese assiettes. The first Auberge Saint-Gabriel restaurant was inaugurated in 1688 in one of the oldest areas of Montreal and over the years, it has become a true legend, one of the city's coolest and trendiest places.

Also in some airports in the North of Europe and in Indonesia, the Group offers a wide selection of local specialties, including fresh-baked in shop bread without preservatives. At the **Amsterdam Schiphol** airport the meat used in the **Harvest Market and Dutch Kitchen** stores come from the **De Koningshoeve organic farm**, located 15 km from the airport, while the eggs used every year come from chicken raised at the innovative Rondeel farm, which puts great emphasis on animal wellbeing and ecosustainability. The offering of organic products also includes fruit juices produced by local producers, fair trade chocolate and dried fruits and bread purchased from famous Dutch bakers. In order to reduce the footprint of fruit and veggie supplies, specific agreements have been signed with local farmers.

All the **coffee and tea** sold by HMSHost at the **Amsterdam Schiphol** airport comes from **Fair Trade or UTZ certified brands**, one of the most important international certifications for sustainable coffee, tea and cocoa production operating in compliance with human rights and environmental protection. In Russia, a majority of the dishes served at the Kamchatka concept feature local products.

Partnership with Sanday's The Green

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

MKT

HMSHost has MKT proprietary brands in its portfolio. This is a new restaurant concept inspired by the tradition of the covered markets. A wide selection of fresh and healthy products, including home made sandwiches, salads and soups made with the day's harvest, with ingredients directly derived from local agricultural farms, like the sustainable Living Green Farms of Minnesota, specialized in aeroponic cultures. Currently, the MKT restaurants are present in the US airports of Minneapolis-St. Paul, Las Vegas, Anchorage and Tulsa.

The development of new products

At Autogrill Group, commitment to food experimentation and research has always been a priority. The Group's experimental kitchens 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.

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. Since 2012, Autogrill collaborates with Magenta Bureau in the organization of the **Culinary Council**. Last year, thanks to this partnership, Autogrill participated in **Identità Golose**, one of the most important annual appointments in the international culinary panorama, presenting the latest innovations and experiments accomplished by the Bistrot concept. In 2016, the collaboration with the starred chef, **Cristina Bowerman**, resulted in the opening of Assaggio, taste of wine at the Fiumicino airport in Rome.

In Spain, agreements were stipulated with the famous **local chefs, Iñigo Urrechu and Sergio Fernandez**, for the development of new recipes and products.

Since 2015, HMSHost has sponsored the **James Beard Foundation Awards**, the annual ceremony organized by the Foundation of the same name, rewarding culinary excellence and food education in the United States.

Identità Golose, one of the most important annual appointments in the international culinary panorama

Main collaborations with chefs around the world

- Lorena Garcia (Miami and Atlanta airports)
- Four females chefs in The Gorgeous kitchen (Heathrow)
- Benjamin Luzuy in Le Chef (Geneva)
- Niko Romito's team in Spazio (Milan)
- Susur Lee in LEE kitchen (Toronto airport)
- Lynn Crawford in The Hearth (Toronto airport)

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' organoleptic characteristics while also trying to save energy. The **Culinary Council** is an international program of culinary innovation through which Autogrill benefits from a collaboration with sociologists specialized in consumer behavior and prominent professionals from the catering sector (world famous chefs and nutritionists) to receive a scientific contribution for the development of balanced menus. Every year the Culinary Council focuses on a specific theme: in 2016 the theme was "**ATTENTION TO DIVERSITY trends & concepts**", i.e. Concepts, products and new consumption criteria linked to cuisine, privileging veggies and organic produce and with special attention to the world of dietary intolerances.

Airport Restaurant Month (ARM)

In 2016, across Europe and in North America, the Group launched the **Airport Restaurant Month (ARM)** project, offering customers the possibility of enjoying gourmet menus at affordable prices in the main airport restaurants. The project is inspired by the famous “**Restaurant Week**” event that is held all over the world and in the restaurants of US city centers. In the US stores, for each dish sold, 1 dollar was donated to the HMSHost Foundation.

LE CHEF

In the first months of 2016, the Group inaugurated a new restaurant concept within the premises of the Geneva airport, focused on high quality and innovation: **Le Chef**, developed in partnership with the Swiss celebrity chef **Benjamin Luzuy**. A restaurant, a bar and a lounge area, all distinguished by a post-industrial design. For the restaurant, the chef Benjamin Luzuy developed a menu that allows customers to select dishes prepared according to 4 different cooking methods: from raw or marinated specialties to the lightness of steam cooking and from the intense taste of BBQ food to the tenderness of slow cooking.

Product information and communication

GRI 103-2, 103-3

Today, communication plays an important role, especially in relation to food and diet. Indications about allergens are provided on all products sold at the stores.

In **France** all advertisements directed to consumers contain a message **suggesting a healthy and balanced lifestyle** (for instance, recommending the intake of 5 portions of fruit/vegetables a day or the practice of regular physical exercise), connected to the “**Programme National Nutrition Santé**”. Concurrently with the launch of the **seasonal menus** in Europe, an **in-store communication** campaign was organized, dedicated to enhancing the characteristics of the ingredients. Also in **France**, the Group is developing a new communication plan targeted to **product characteristics** and **ingredient quality**, from the **origin of the ingredient to cooking method**. This information is specified on the menus and on the tablemats.

In **Italy**, in the Ciao and Bar Snack restaurants, dishes designed for vegetarians are identified with the logo of the Italian **Association of Vegetarians**, with which the Company has established a partnership. All certified products are identified through a specific customer-targeted communication.

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

Also in Spain Autogrill stipulated an agreement with the Spanish Ministry of Health, Social Services and Equality through the Agencia Española de Consumo, Seguridad Alimentaria y Nutrición and the Asociación Empresarial de Cadenas de Restauración Moderna (FEHRCAREM) for the purpose of promoting, within the framework of the **HAVISA Plan**, the importance of a correct and balanced diet through targeted communication activities (in-store communication, on the web and the social media). The communication plan was developed based on the **NAOS strategy** guidelines (Estrategia para la Nutrición, Actividad Física y Prevención de la Obesidad) **to target obesity**.

In the **United States**, in compliance with federal regulations issued by the **US Food and Drug Administration**, the possible presence of allergens and the nutritional value and calorie content are specified on all grab and go food products. The same procedure is implemented in the Northern European countries in compliance with the currently applicable regulations.

ACCESSIBILITY AND SERVICE QUALITY

The Group adjusts to the changing needs of emerging countries by creating or re-inventing its concepts and offering.

Autogrill's strength lies in the structured processes of product and service innovation and in the cross-fertilization of the competencies within the Group.

In the past few years, great emphasis has been placed on enhancing an aspect of customer relations: "customer centricity", which puts the consumer experience at the center of product and service design, so that new models and formulas are developed around his/her needs.

Design for All

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

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. **The Villoresi Est store has 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.

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 Villoresi Est store has been certified by the "Design for All" association

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 Italy, the **Customer Relationship Management (CRM)** team, based on the analysis of the data collected to define purchase trends in the stores, developed different services and initiatives dedicated to truck drivers, Telepass holders, frequent travelers and business people, which resulted in the introduction of the **e-Invoicing service**. In 2016, the **My Autogrill** loyalty program was launched. Customers who possess an Autogrill card, which is made available for distribution at the stores or via app directly on one's smartphone, can benefit from dedicated discounts and promotions.

Free wifi service was extended to the entire network of stores in Italy and an agreement was stipulated with **PayPal** including the gradual implementation of a mobile proximity payment in all of the directly managed stores, which will enable customers to pay directly through their smartphone.



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 riders, Autogrill launched the **Bikers Club** in 13 locations featuring dedicated parking areas, in some cases also equipped with relaxation areas, where it is possible to comfortably perform stretching exercises.

In **France**, various loyalty programs were developed targeted to groups, defined as **Group Services**, including promotions and dedicated assistance services.

In **North America** **HMSHost** developed a program dedicated to families, including **menus for children** and games and entertaining recreational activities, in addition to promotions targeted to increasing the average purchase slip of families with children. Moreover, the majority of the stores offer menus dedicated to children, specifically developed to meet their dietary needs. Last but not least, in the United States the Group has implemented discount and promotional initiatives dedicated to truck and bus drivers. **HMSHost** also developed **Freedom to Choose**, a web-based platform, accessible in all of the stores, which allows for the consultation of hundreds of recipes. The platform, therefore, gives the possibility to develop ad hoc menus more quickly, based on the specific requests made by the consumers or the trends in a particular region.

In **North America**, specific tools were experimented to improve customer service, like **Kiosk** for the placement of orders, mobile payments and the **Host2Coast app**, which enables consumers to view menus, pre-order and pay.

In 2015, the **Food Cycle** service was launched at the Nashville and Memphis airports, for the **delivery of products directly to the gate**.

“Trip Happy” is the program which allows consumers to purchase products with a discount in the afternoon hours

In the US airports the lunch box service is available for on-the-go consumers. In North America, **HMSHost** has launched the **“Trip Happy”** program, which allows consumers to purchase products with a discount in the afternoon hours.

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

Last year, **HMSHost International** inaugurated a new **Kebya** Asian restaurant at the Amsterdam Schiphol airport, where customers, after downloading the **QikServe** app on their smartphone, can view the menu, place the order and pay directly from their device.

Autogrill and pets

In 2015, Autogrill and the **Italian Federation of Associations of Animal Rights and the Environment** stipulated an agreement to favor the reception of pets in the service areas. According to this agreement, Autogrill stores feature a sticker on the entrance door to communicate that consumers traveling with their pets can enter the store keeping their pet on a leash. Also, the agreement includes the distribution of a manual to all Autogrill employees, including information and good practices to welcome pets and protect them during their stay.

For travelers with pets there are **13 Fidoparks** in rest areas along Italy's most heavily trafficked highway routes: these spaces were developed in collaboration with Amicopets and A.N.M.V.I. (the Italian Association of Veterinarians) and are equipped with running water, shaded gazebos and, where possible, agility paths for outdoor play, as well as reception and surveillance services designed in collaboration with Frontline Combo Education Program®.

Fidopark: equipped spaces in rest areas to favor the reception of pets and their safety

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 employees and customers. 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.

The stores managed by **HMSHost**, both in North America and in the International operating sector, are constantly monitored by means of video surveillance systems.

GRI 103-2, 103-3

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** - destined to all employees in charge of administering alcohol beverages.

Moreover, in the US stores commercial communication is supported by the “**We ID**” campaign.

**SERVE SAFE
ALCOHOL**

**RESPONSIBLE SELLING
PROGRAM OF ALCOHOL
IN NORTH AMERICA**



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

Waste management

Energy efficiency

Reduce water consumption

Highlight



INVOLVEMENT AND ENGAGEMENT

- **Startsomewhere:** environmental sustainability initiatives dedicated to employees in North America
- Participation to the **Bord Bia's Origin Green Sustainability Programme** in Ireland



WASTE

- Project in collaboration with the **Fundación SEUR** for the recycling of plastic caps in Spain
- **HMSHost** supports a program to promote the **use of aesthetically imperfect products**, but still good from a nutritional perspective
- **HMSHost International** and **Coca Cola** together to recycle plastic bottles



18

LEED certified buildings in the world

210

tons of organic waste turned into
compost in WWF project

100%

recyclable product packaging
used in Amsterdam airport stores



ENERGY EFFICIENCY

- Installation of **plants using heat pumps**: -95 TEP (Italy)
- Installation of **energy adjusting systems**:
-800,000 kWh in 7 stores (Italy)



WATER MANAGEMENT

- **22 wells**: approx. **400,000 m3 of water** saved (Italy)
- **175,000 m3 of water donated** by HMSHost International to developing countries thanks to the **Made Blu** program



CERTIFICATIONS

- Adjustment to the revised **ISO 14001:2015** for environmental management (1st ranking company in Italy)
- **ISO 50001** for Villoresi Est
- **HQE** certification (France)



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

Though not operating in an environmentally high impact business sector, the Autogrill Group takes on responsibility for implementing best practices in these areas and promptly responding to stakeholder expectations.

For the purpose of reporting on materiality, Autogrill identified the theme of **waste management**.

This chapter also includes an analysis of other themes, like **energy efficiency and water management**, which, even if not deemed material for the Autogrill business, cannot be excluded from the annual reporting activities.

The chapter starts with a section dedicated to employee engagement.



STAKEHOLDER ENGAGEMENT

GRI 102-43, 103-2,
103-3

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

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

Autogrill designs ongoing projects to raise awareness in terms of 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 employees who use the equipment on a daily basis, suppliers who produce it and consumers who come to Autogrill stores and make use of the services.

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

The Group **Aconnect** 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.

Every year, in Spain, courses targeting energy efficiency and environmental policies are organized along with contests to reward the stores achieving top performances in terms of energy consumption.

HMSHost has implemented a program called “**startsomewhere**”, which groups all the initiatives revolving around eco-sustainability and delivers effective communication to employees about the importance of their contribution, in addition to engaging with the authorities granting the concessions through participation in initiatives. In North America **HMSHost** organizes campaigns to raise awareness on the occasion of Earth Day. On this day, the “**The Adventure Starts Here**” program was launched, dedicated to reusable shopping bags. In line with this initiative, all the stores were asked to switch off all unnecessary lights for one hour, in addition to other local initiatives organized 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 waste separation (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 and filtering of cooking oil, cardboard, plastic bottles and ink cartridges, as well as for the donation of excess food and the use of energy-efficient bulbs. In order to reduce water consumption, presence detection systems were installed on the washbasins in the toilets of the service stations along the highways. The employees working at the Amsterdam Schiphol airport receive a newsletter and a targeted training focused on correct waste management and recycling practices. Also in relation to its suppliers, the Group pays a great deal of attention to ethical and environmental aspects in the supplier selection process, and during the pre-qualification phase, the Group asks suppliers to submit specific certifications and 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.

In 2016, HMSHost International adhered to the Bord Bia's Origin Green Sustainability Programme, the sustainability program promoted by the Irish government. The plan developed by the Company aims at defining a series of activities and objectives to be reached in the coming 4 years in the following areas: Sustainable Sourcing, Operations (environmental impact), Health & Nutrition and Social Sustainability.

The annual survey, promoted by HMSHost, encourages and stimulates sustainable behaviors among employees

 102-13, 102-43

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, leftovers and waste from disposable utensils. 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 separated waste collection, recovery and recycling. In all the stores where the local conditions allow it, Autogrill Group has introduced waste separation.

The Group's three operating sectors implement a monitoring plan for the quantity of waste produced by each specific country, based on applicable regulations and peculiarities of each single location and also in relation to the currently used waste separation system in use.

Autogrill is committed to reducing unseparated waste by installing waste separation 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.

At the European level (Austria, Belgium, France, Italy, Spain and Switzerland), a growing number of stores are committed to **separating frying oil** (for the production of biodiesel oil and green energy), **plastic and paper and**, where possible, also recycling plastic materials and glass bottles collected from consumers. In the stores in which the Company collaborates with a private specialized waste management operator, Autogrill is always committed to feeding the recycling of any type of waste produced - even if not separated - that is sent to treatment and selection plants and therefore partially recycled. 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 unseparated, 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 the Group entrusts waste collection to private operators, organic waste is collected separately and brought to composting centers.

A project in collaboration with WWF Italia, experimental hub dedicated to food waste

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 2016, approximately 210 tons of organic waste was sent to the biostabilization plant for a total of nearly 63 tons of compost produced. Also in Italy, the “**Destinazione Ambiente**” project was continued, involving 13 stores along the Turin-Venice A4 highway. Launched in 2009 thanks to a collaboration with Conai Waste Italia, the Hera Group and ID&A, the initiative was continued to include the management of waste separation collection during both the preparation and distribution of food.

In **France** in the **Béziers Mont Blanc** service station on the A9 highway an **organic waste treatment and disposal plant was installed on site.**

Autogrill France began involving customers proactively through the development of equipment to **separate and collect PET bottles and cans** in the stores managed inside the Carrousel du Louvre. Moreover, the plastic material used for take-away packaging was eliminated and the plastic bags used for retail were entirely replaced by biodegradable material.

In addition, the employees of the French headquarters are allowed to take home the coffee grounds, derived from the coffee machines installed in the break area, to be used as fertilizers.

In March 2016, **Autogrill Iberia** launched a project in collaboration with **Fundación SEUR** for the collection and recycling of plastic caps in a number of stores. The project also served the purpose of supporting the activities carried out by the Foundation, which assists children afflicted by severe diseases.

The European project regarding the replacement of cleaning detergents, completed in the time span from September and December 2016, resulted in a reduction of the quantity of packaging, plastic bottles and cardboard boxes to be disposed of. Based on the initial analyses carried out in France, it is estimated that the volume in kg dropped by 64% to 97% with regard to plastic bottles and 86% to 100% for cardboard.

In **North America**, the Company aims at collaborating with the different airports in order to improve waste management based on the specific requests made by the landlord. In the stores located at the **Seattle-Tacoma** international airport in the United States, thanks to a direct partnership with the airport facility management company, HMSHost developed a method to **reduce the quantity of organic waste and paper** brought to the landfill, using composting in the back of the store and replacing disposables with recyclable materials in the 5 restaurants managed. All employees were informed on waste management procedures and the store succeeded in registering a monthly saving on the cost of waste collection while concurrently strengthening its 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 unanimously approved by Autogrill France, Autogrill Austria, Autogrill Italia and HMSHost International.

In all stores managed by **HMSHost** at the **Amsterdam** Schiphol airport, a majority of **product packaging is 100% recyclable**. Also, **biodegradable cutlery** and Ecolabel napkins are used, which are 100% produced with recycled materials and distributed through specifically developed dispensers, thus targeting a **reduction in consumption by 70%**. At the Amsterdam Schiphol airport, the Company also relies on a specialized operator for the management of separated waste collection activities (paper, plastic materials, organic waste, aluminum, frying oil, glass, chinaware, wood, chemical products and electrical materials).





The **International operating sector** launched an initiative in partnership with **Coca-Cola** Company for the collection and **recycling of plastic bottles**, which are used as raw material for the production of chairs and T-shirts (80% recycled PET and 20% cotton) worn by the employees of a number of stores. The project, tested for the first time at the Amsterdam Schiphol airport, was also extended to other Northern European airports. **Ten 50 cl Coke PET bottles are used for each t-shirt.**

Also, the Group's main headquarters are committed to waste separation according to different criteria, following the separation and collection methods defined by the companies specializing in local waste collection and disposal activities (paper, plastic materials, glass, cans and printer toners).

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 **Italy**, Autogrill continues its collaboration with **Banco Alimentare** to which it donates excess food. For more details, refer to the Development and Engagement chapter on page 59.

In **France**, a project was launched within the premises of the Carrousel du Louvre, providing a new service that allows consumers to **purchase discounted products at the end of the day**, which would otherwise be destined to disposal.

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. HMSHost also supports the **Foodbuy's Imperfect Delicious Produce (IDP)** program to promote the use of aesthetically imperfect produce, but still edible from a nutritional perspective, thus contributing to the fight against food waste while offering a benefit to local consumers, farmers and the environment.

ENERGY EFFICIENCY AND 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 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 kw/hour, half as much as the traditional ones. This technology also contributed to improving employee safety in the workplace. After an initial test, open refrigerators were replaced with refrigerators equipped with sliding doors in the stores in Europe with a view to targeting energy savings.



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. In Italy, there are other examples, like 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** in the air annually. 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.

**"Thermal battery"
geothermal plant
providing an output
exceeding 380
thermal kw**

About 95 TEP saved thanks to replacement of thermal plants in favor of systems using heat pumps

Also in Italy, the project of **replacing thermal plants** in favor of systems using heat pumps (in the service areas of Sebino, Cantagallo, Chianti, Stura est and Montepulciano), with higher performance coefficients compared to traditional ones, resulted in **approximately 95 TEP saved** (tons equivalent petroleum) in 2016. The installation of **energy modulating systems** in 17 stores on the highways allowed for **reduced** energy dispersion resulting in approximately **800,000 kWh** saved every year. In another 7 stores, the traditional bulbs (gas-discharge lamps and fluorescent bulbs) were replaced with **LED technology** lighting systems, resulting in a **reduction** of the installed power **by over 50%** with the same performance. This project translates into **nearly 400,000 kWh saved** annually.

In addition to the above-mentioned stores, another **150 stores** in Italy are equipped with a **remote centralized energy management system** (connected to store equipment and plants), which allows for optimizing and regulating consumption by means of corrective actions. In France, energy consumption in the stores is constantly monitored through the drafting of a report provided by the energy service provider. **Solutions for roof insulation** were implemented in **3 stores** (Sorgues, Chien Blanc, Lorlanges), resulting in energy savings. 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. In addition, when investments are made in restyling a location, Autogrill takes all the necessary actions to improve energy efficiency in the building as well.

Inside the Los Angeles International Airport, **HMSHost** implemented **Energy Star** certified equipment (refrigerators, grill hot plates, etc.). The innovation of the **Energy Management System** inside the new International Terminal F in **Atlanta** was also of interest. This refers to an innovative, energy efficient ventilation system used in kitchens.

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

HMSHost International participates in the “**ES202**” **sustainability-program**” promoted by the Amsterdam Schiphol Airport (AAS).

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



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**.

At the HMSHost headquarters in North America there are 6 stations for recharging electric vehicles.

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 160 g/km per car (257 g/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.

VILLORESI EST

Villoresi represents the Group's international best practice flagship for sustainable innovation. It features virtuous solutions that can be individually reproduced in other locations of the Group's network worldwide. 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, ISO 14001 and ISO 50001 certifications. The building extends over a surface of approximately 2,500 sqm, 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 tkw and covering 85% of requirements.

In addition, the roof of the store extends over a surface of 350 sqm 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 sqm 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.

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 waterworks, water is supplied through wells and/or from rivers, while water drainage management complies with the local and national regulations in the matter. The uptake of water from wells is a practice regulated by authorizations released by the competent bodies and agencies, allowing for the use of groundwater in lieu of water from aqueducts. With particular reference to the use of toilets, stores use rainwater to avoid using drinking water from aqueducts. In 2016, the stores of the Italian network used over **440,000 m³ of water** taken from **22** regularly authorized **wells** located close to the same number of stores: the same quantity of water that would otherwise have been drawn from aqueducts.

In the stores where Autogrill is responsible for the management of toilets, the largest quantity of water used is concentrated there. Having said this, it is easy to understand how water consumption in the Group's stores is not strictly correlated to the management of company processes, but rather to consumer behavior. In this respect Autogrill can only influence it partially, through the implementation of technology that reduce consumption to a minimum. Autogrill is deeply committed to pursuing this goal. In all major countries in which the Group operates, stores are progressively adopting a self-cleaning mechanical system replacing 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, including a monthly monitoring of water consumption by store with the objective of detecting and reduce any dispersion.

The European project for the review of cleaning processes including the use of more concentrated detergents and the installation of automatic dispensers and/or mechanical devices was also designed to reduce water consumption.

At the **Amsterdam Schiphol** airport, the installation of **AquaFox flow-control taps** is estimated to have reduced water and soap consumption by 70%.

HMSHost International supports the **Made Blue** program, a fundraising initiative based on the Company's water footprint. The amounts collected will be used to fund projects facilitating access to water in developing countries. The consumption of fresh water by the Company as a result of the performance of its activities will be compensated through the development of initiatives that will make available the same amount of water elsewhere, for a total of approximately **175,000 m³ in 2016**.

The environmental certifications

The possibility of obtaining important environmental certifications is a natural consequence of Autogrill's unfailing focus on the environment. In particular, the **LEED® New Constructions for RETAIL certification** is the one upon which the Group mostly concentrated in recent years.

The main environmental certifications

Certification	Perimeter
LEED® Gold	Italy – Autogrill SpA: Villorresi Est
LEED® Gold	Canada – HMSHost: 4 service stations on the highway
LEED® Silver	Canada – HMSHost: 11 service stations on the highway
LEED® Gold	USA – HMSHost: head offices in Bethesda
LEED® Silver	USA HMSHost: Delaware House Travel Plaza
ISO 50001 on Energy Management Systems	Italy – Autogrill SpA: Villorresi Est
ISO14001: 2015	Italy – Autogrill SpA: headquarters, Villorresi Est, Brianza Sud and the stores within the premises of the Turin Caselle airport; Nuova Sidap
EMAS	Italy – Autogrill SpA: headquarters, Villorresi Est, Brianza Sud
HQE (High Quality Environment)	France – Autogrill Côté France : Canave, Ambrussum
BBC (Low Consumption Building)	France – Autogrill Côté France : Ambrussum
ISO14001	Spain – Autogrill Iberia: Ciao at Telefonica (Madrid)
California Green Building Code - level I and the California Energy Standard - title 24	USA – HMSHost: stores at the Los Angeles International airport
Energy Star	USA – HMSHost: head offices in Bethesda

GROUP'S 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. Autogrill Group implements specific procedures to increase efficiency in logistics while concurrently 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 the gas stations in which Autogrill is present, the Group is committed to complying with all applicable regulations and best practices in the matter, both in relation to environmental protection and health and safety.

3



Autogrill in figures

NOTES TO THE CHANGES IN THE PERIMETER



On November 3, 2016, in the framework of the Company's refocusing on its strategic activities to be more in line with the business growth objectives and on the most relevant channels, Autogrill S.p.A. completed the transfer of the interest held in Autogrill Nederland B.V. and its two subsidiaries managing restaurants and hotels in 18 service areas in The Netherlands. This transaction provides for a limitation in the comparability of data in relation to social corporate and environmental aspects.

The relevant economic and financial results for the Fiscal 2016 have been separately classified and 2015 data have been consequently restated.

Moreover, in 2016 the Group pursued its expansion strategy in the airport channel in North America and the selective management of European activities through:

- the acquisition in August 2016 of the Concession Management Service, Inc ("CMC") activities, a company managing 16 stores, for the purpose of increasing its presence in two important first-tier airports (Los Angeles and Las Vegas);
- the acquisition in October 2016 of Stellar Partners, Inc., a company specialized in convenience retail, managing 38 stores in 10 airports in the United States, with a view to penetrating the US Convenience Retail market;
- the transfer, at the beginning of June 2016, of Autogrill Restauration Services S.a.S., operating in the railway stations in France, a channel which was considered as not providing significant development opportunities in the coming years.

These transactions provide for a limitation in the comparability of data in relation to economic, social corporate and environmental aspects.

Group's financial highlights ⁵

Condensed consolidated income statement ⁶

(€m)	Full Year 2016	% of revenue	Full Year 2015	% of revenue	Change	
					2015	At constant exchange rates
Revenue	4,519.1	100.0%	4,336.3	100.0%	4.2%	4.6%
Other operating income	123.6	2.7%	123.7	2.9%	-0.1%	0.2%
Total revenue and other operating income	4,642.6	102.7%	4,460.1	102.9%	4.1%	4.5%
Raw materials, supplies and goods	(1,410.3)	31.2%	(1,379.0)	31.8%	2.3%	2.6%
Personnel expense	(1,495.7)	33.1%	(1,423.9)	32.8%	5.0%	5.4%
Leases, rentals, concessions and royalties	(796.1)	17.6%	(751.4)	17.3%	6.0%	6.4%
Other operating expense	(543.5)	12.0%	(532.3)	12.3%	2.1%	2.5%
Gain on operating activity disposal	14.7	0.3%	-	-	-	-
EBITDA	411.6	9.1%	373.5	8.6%	10.2%	10.5%
Depreciation, amortisation and impairment losses	(210.6)	4.7%	(221.6)	5.1%	-5.0%	-4.6%
EBIT	201.0	4.4%	151.9	3.5%	32.3%	32.5%
Net financial expense	(31.6)	0.7%	(37.6)	0.9%	-16.0%	-16.1%
Income (expenses) from investments	0.9	0.0%	(1.0)	0.0%	n.s.	n.s.
Pre-tax profit	170.3	3.8%	113.3	2.6%	50.3%	50.6%
Income tax	(54.6)	1.2%	(34.5)	0.8%	58.1%	57.7%
Result from continuing operations	115.8	2.6%	78.8	1.8%	46.9%	47.4%
Result from discontinued operations	(1.2)	0.0%	(0.3)	0.0%	368.0%	368.0%
Result attributable to:	114.5	2.5%	78.5	1.8%	45.8%	46.3%
– owners of the parent	98.2	2.2%	64.2	1.5%	53.1%	53.9%
– non-controlling interests	16.3	0.4%	14.4	0.3%	13.2%	13.0%

⁵ 2015 data has been restated in order to reflect the transfer of the operating activities on the Dutch highway.

⁶ "Revenue" and "Raw materials, supplies and goods" differ from the amounts shown in the consolidated income statement primarily because they do not include revenue and costs from fuel sales, the net amount of which is classified as "Other operating income" in accordance with management's protocol for the analysis of Group figures. This revenue came to € 421.9m in 2016 (€ 469.6m in 2015) and the cost to € 399.1m (€ 447.9m the previous year).

Table for the determination of the economic value

(€k)	2016	2015
Economic value generated by the Group	5,048,903	4,894,113
Revenues and other operating proceeds	5,041,734	4,907,933
Financial revenues	1,344	1,858
Value adjustments of financial activities*	14,290	(1,266)
Bad debt	(2,322)	(1,691)
Impairment loss of tangible and intangible assets	(6,143)	(12,721)
Distributed economic value	4,764,126	4,631,589
Re-classified operating costs	3,115,067	3,075,255
Employee salaries and wages	1,478,924	1,408,034
Compensation due to Shareholders and lenders**	85,654	84,369
Compensation due to public administration	80,580	59,700
Gifts and donations	3,902	4,232
Economic value retained by the Group	284,777	262,524
Amortization	204,423	208,861
Allocations	18,582	20,035
Reserves	61,772	33,627

* Includes also the result from discontinued operations.

** Shareholders' return reflects the share of profit for the year that will be paid out as dividend, according to the proposal made by the Board of Directors to the Shareholders' Meeting.

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ECONOMIC VALUE GENERATED IN 2016

Cost of personnel

(€k)	2016	2015
Wages and salaries	1,168,313	1,105,247
Social security contribution	184,582	184,078
Employee benefits	30,322	28,846
Other costs	112,531	105,705
Total	1,495,748	1,423,876

GRI 102-9, 204-1

Purchase of goods

(€k)	North America	Europe	International	Group
2016 - Total	603,999	1,101,156	104,296	1,809,451
Catering services	546,478	276,917	98,878	922,273
Retail	43,167	433,916	5,418	482,502
Other	14,354	390,322	-	404,676
2015 - Total	576,217	1,165,935	84,731	1,826,884
Catering services	522,452	276,228	79,873	878,553
Retail	39,517	451,486	4,858	495,861
Other	14,248	438,222	-	452,469

Fees and royalties

(€k)	North America	Europe	International	Group
2016 - Total	415,442	277,096	103,596	796,134
Leases, rentals and concessions	324,257	265,007	93,785	683,049
Royalties	91,186	12,089	9,811	113,085
2015 - Total	390,311	278,280	82,794	751,385
Leases, rentals and concessions	303,987	266,373	75,852	646,211
Royalties	86,324	11,907	6,942	105,174

Cost for energy and water

(€k)	North America	Europe	International	Group
2016	33,697	51,643	6,345	91,685
%	37%	56%	7%	100%
2015	32,470	54,717	3,711	90,899
%	36%	60%	4%	100%

Group's social data ⁷

Type of contract

2016	North America		Europe		International		Total	
	Women	Men	Women	Men	Women	Men	Women	Men
Permanent contract								
Part time	4,112	2,545	6,139	1,988	824	516	11,075	5,049
Full time	14,826	9,882	3,716	3,586	1,356	1,463	19,898	14,931
Sub total	18,938	12,427	9,855	5,574	2,180	1,979	30,973	19,980
Temporary contract*								
Part time	n.a.	n.a.	939	761	1,199	658	2,138	1,419
Full time	n.a.	n.a.	208	215	836	1,336	1,044	1,551
Sub total	n.a.	n.a.	1,147	976	2,035	1,994	3,182	2,970
Total	18,938	12,427	11,002	6,550	4,215	3,973	34,155	22,950
	31,365		17,552		8,188		57,105	
2015	North America**		Europe		International		Total	
	Women	Men	Women	Men	Women	Men	Women	Men
Permanent contract								
Part time	4,367	2,540	6,628	2,162	844	450	11,839	5,152
Full time	14,601	9,652	4,197	3,833	902	968	19,700	14,453
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	

* 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.

** Erratum: 2015 data was updated according to a reclassification of categories for North America.

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

Breakdown by age*

2016	North America			Europe			International			Total		
	<35 years	35-50	>50	<35 years	35-50	>50	<35 years	35-50	>50	<35 years	35-50	>50
HEADQUARTER												
Top Managers	12	70	66	-	22	19	-	10	7	12	102	92
Senior Managers	20	61	39	3	34	11	12	39	9	35	134	59
Managers	1	3	4	33	117	37	25	43	3	59	163	44
White collars	105	110	68	127	174	112	341	93	18	573	377	198
Sub total headquarter	138	244	177	163	347	179	378	185	37	679	776	393
Total headquarter		559			689			600			1,848	

2016	North America			Europe			International			Total		
	<35 years	35-50	>50	<35 years	35-50	>50	<35 years	35-50	>50	<35 years	35-50	>50
NETWORK												
Area Manager	8	70	62	9	22	19	17	37	2	34	129	83
Store Managers	247	464	324	70	312	133	108	65	11	425	841	468
Managers	543	483	276	173	281	110	222	115	13	938	879	399
Head of Service	n.a.	n.a.	n.a.	500	1,084	380	858	157	15	1,358	1,241	395
Multi-service employees	15,464	6,930	5,935	5,178	5,869	2,723	5,128	629	211	25,770	13,428	8,869
Sub total network	16,262	7,947	6,597	5,930	7,568	3,365	6,333	1,003	252	28,525	16,518	10,214
Total network		30,806			16,863			7,588			55,257	

Total	31,365			17,552			8,188			57,105		
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* The breakdown by age brackets is available starting from 2016, thanks to the improvements of the data collection system.

Women

	2016		2015	
	Women	Men	Women	Men
North America	18,938	12,427	18,968	12,192
%	60%	40%	61%	39%
Europe	11,002	6,550	12,239	7,149
%	63%	37%	63%	37%
International	4,215	3,973	3,315	3,416
%	51%	49%	49%	51%
Total	34,155	22,950	34,522	22,757
%	60%	40%	60%	40%

60%

**OF WOMEN EMPLOYEES
IN THE GROUP**

Organizational levels

2016 HEADQUARTER	North America				Europe				International				Total			
	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men		
Top Managers	56	38%	92	62%	4	10%	37	90%	3	18%	14	82%	63	31%	143	69%
Senior Managers	59	49%	61	51%	12	25%	36	75%	20	33%	40	67%	91	40%	137	60%
Managers	4	50%	4	50%	89	48%	98	52%	31	44%	40	56%	124	47%	142	53%
White collars	159	56%	124	44%	265	64%	148	36%	222	49%	230	51%	646	56%	502	44%
Sub total headquarters	278	50%	281	50%	370	54%	319	46%	276	46%	324	54%	924	50%	924	50%
Total headquarters	559				689				600				1,848			

2016 NETWORK	North America				Europe				International				Total			
	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men		
Area Manager	42	30%	98	70%	8	16%	42	84%	15	27%	41	73%	65	26%	181	74%
Store managers	480	46%	555	54%	163	32%	352	68%	58	32%	126	68%	701	40%	1,033	60%
Managers	811	62%	491	38%	287	51%	277	49%	146	42%	204	58%	1,244	56%	972	44%
Head of Service	n.a.	n.a.	1,195	61%	769	39%	434	42%	596	58%	1,629	54%	1,365	46%		
Multi-service employees	17,327	61%	11,002	39%	8,979	65%	4,791	35%	3,286	55%	2,682	45%	29,592	62%	18,475	38%
Sub total network	18,660	61%	12,146	39%	10,632	63%	6,231	37%	3,939	52%	3,649	48%	33,231	60%	22,026	40%
Total network	30,806				16,863				7,588				55,257			

Total	31,365				17,552				8,188				57,105	
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2015 HEADQUARTER	North America*				Europe				International				Total			
	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men		
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%	941	51%	895	49%
Total headquarters	664				728				444				1,836			

2015 NETWORK	North America*				Europe*				International				Total			
	Women	Men	Women	Men	Women	Men	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	524	45%	369	55%	374	53%	335	47%	119	36%	210	64%	523	47%	582	53%
Head of Service	n.a.	n.a.	1,375	60%	924	40%	591	39%	926	61%	2,460	53%	2,182	47%		
Multi-service employees	17,495	62%	10,815	38%	9,936	66%	5,139	34%	2,376	55%	1,929	45%	29,807	63%	17,883	37%
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	
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* Erratum: 2015 data was updated based on adjustments made after the publication of the 2015 Sustainability Report.

Injuries - Europe

Perimeter: Belgium, France, Italy and Spain

Type of injuries	2016	2015
Cuts	87	106
Fractures	9	18
Burns	41	38
Collisions and contusions	193	194
Distortions and sprains	90	125
Other	64	51
Total injuries in the workplace	484	532
	-9%	
<i>Injuries on the way to work</i>	151	66

Workplace injuries indicators	2016	2015
Frequency index <i>(n. of injuries x 1,000,000/hours worked)</i>	25.21	26.15
	-4%	
Severity index <i>(n. of days lost due to injury x 1,000/hours worked)</i>	0.76	0.61
	24%	

Injuries by gender - 2016* Europe

Perimeter: Belgium, France, Italy and Spain

Type of injuries	Women	Men
Cuts	60	27
Fractures	8	1
Burns	30	11
Collisions and contusions	123	70
Distortions and sprains	65	25
Other	36	28
Total injuries in the workplace	322	162
<i>Injuries on the way to work</i>	107	44

Workplace injuries indicators	Women	Men
Frequency index <i>(n. of injuries x 1,000,000/hours worked)</i>	27.78	21.30
Severity index <i>(n. of days lost due to injury x 1,000/hours worked)</i>	0.72	0.81

* The breakdown by gender is available starting from 2016, thanks to the improvements of the data collection system.

Training Europe

Perimeter: Belgium, France, Italy, Slovenia, Spain, Switzerland, Greece, Czech Republic, Poland, Austria



	2016*		2015**	
	Hours	% hours	Hours	% hours
In store training and education	37,738	43%	24,721	28%
Technical professional training	3,566	4%	11,073	12%
Managerial training	22,970	26%	22,082	25%
Hygiene, health and safety in the workplace	22,692	26%	27,522	31%
Language	752	1%	1,638	2%
Other	843	1%	2,253	3%
Total	88,560	100%	89,289	100%
Capex (euro)	3,144,288.78		3,868,310.67	
% training costs covered by subsidies	18%		20%	
No. of collaborators in the indicated perimeter	16,382		17,591	
Training hours per capita	5.41		6.44	

* In 2016 the consolidation perimeter was increased to include all countries of the European BU, excluding Germany for which data has not yet been made available.

** 2015 perimeter: Belgium, Denmark, France, Italy, The Netherlands, Slovenia, Spain and Switzerland. 2015 data regarding The Netherlands are partially estimates due to the application of a different data collection system.

Training Europe by organizational levels - 2016*

HEADQUARTER	Women (hours)	Men (hours)
Top Managers	210	574
Senior Managers	175	738
Managers	1,185	838
White collars	1,514	844
Sub total headquarter	3,083	2,994
NETWORK	Women (hours)	Men (hours)
Area Manager	114	692
Store Managers	2,070	4,321
Managers	1,622	2,144
Heads of Service	6,436	5,312
Multi-service employees	41,452	18,322
Sub total network	51,693	30,790
Total	88,560	
Nr. of collaborators in the indicated perimeter	10,318	6,064
Training hours per capita	5.31	5.57

* The breakdown by training hours by gender is available starting from 2016, thanks to the implementation of a data collection system.

Donations



2016	Direct contribution (€)	Indirect contribution (€)*	Contribution in kind and services (€)	Total (€)
North America	71,695	88,681	3,377,031	3,537,407
Europe	184,800	-	170,390	355,190
International	92,267	10,027	5,317	107,610
Total	348,762	98,707	3,552,739	4,000,208

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

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

Group's environmental data⁸

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

Indirect energy consumption - Europe*

2016 perimeter: Austria, Belgium, Italy, Spain, France, Switzerland, Greece, Poland

	Units	2016***	2016 like-for-like perimeter**	2015**
Number of stores	n°	698	563	546
Difference in the number of stores	%		3%	
Indirect energy	MWh	259,348	194,623	210,184
Difference in yearly consumption	%		-7%	
Energy from renewable sources (Italy: geothermal****)	MWh	455		

* Data is partially estimated and includes consumption in the stores directly managed by BU Autogrill Europe and the headquarters.

** Perimeter: Austria, Belgium, Italy and Spain.

*** In 2016 the consolidation perimeter was integrated to include the data of the following countries: France, Switzerland, Greece and Poland.

**** Estimated amounts.

Direct energy consumption - Italy*

	Units	2016	2015
Number of stores	n.	429	405
Difference in the number of stores	%	6%	
Methane or natural gas	m ³	366,404	482,168
Difference in yearly consumption	%	-24%	
Diesel oil	Liters	1,178,987	1,416,830
Difference in yearly consumption	%	-17%	
LPG and other	kg	0	52,557
Difference in yearly consumption	%	-100%	

* This data partially includes estimates and comprises consumption at 109 stores directly managed by Autogrill in Italy and at the Italian headquarters, where these plants are still in use.

⁸ The perimeter of reference of the reported data was identified based on the accountability of the relevant measurement systems adopted in the various countries. For more detail refer to the "Energy efficiency and emissions" section.

Consumption of water - Europe*

2016 perimeter: Austria, Belgium, Italy, Spain, France, Greece and Poland

	Units	2016***	2016 like-for-like perimeter**	2015**
Number of stores	n.	638	563	546
Difference in the number of stores	%		3%	
Water	m ³	3,120,769	2,830,422	2,909,893
Difference in consumption of water	%		-3%	

* Data is partially estimated and includes consumption, where available, at the stores directly managed by the Autogrill Europe BU and the relatives headquarters.

** Perimeter: Austria, Belgium, Italy and Spain.

*** In 2016 the consolidation perimeter was integrated to include the data of the following countries: France, Greece and Poland.

Waste - Italy*

	Units	2016	2015
Number of stores	n.	429	405
Difference in the number of stores	%	6%	
Nontoxic waste***	ton	36,568	33,642
Difference in the quantity of nontoxic waste	%	9%	
Toxic waste**	ton	10.57	8.30
Difference in the quantity of toxic waste	%	27%	

* Data is partially estimated and includes the consumption at the stores directly managed by Autogrill in Italy and at the Italian headquarters.

** Deriving from the sale of fuels.

*** 2015 data was updated according to adjustments made after the publication of the 2015 Sustainability Report.

Car park - Europe

2016 perimeter: Austria, Belgium, France, Italy, Spain and Switzerland

Number of vehicles	CO ₂ emission level <160 g/km	%	CO ₂ emission level >160 g/km**	%	Total	Total km*
2016***	311	95%	15	5%	326	13,966,506
2015	359	95%	18	5%	377	

* Data available starting from the year 2016.

** The corporate car fleet is under annual revision.

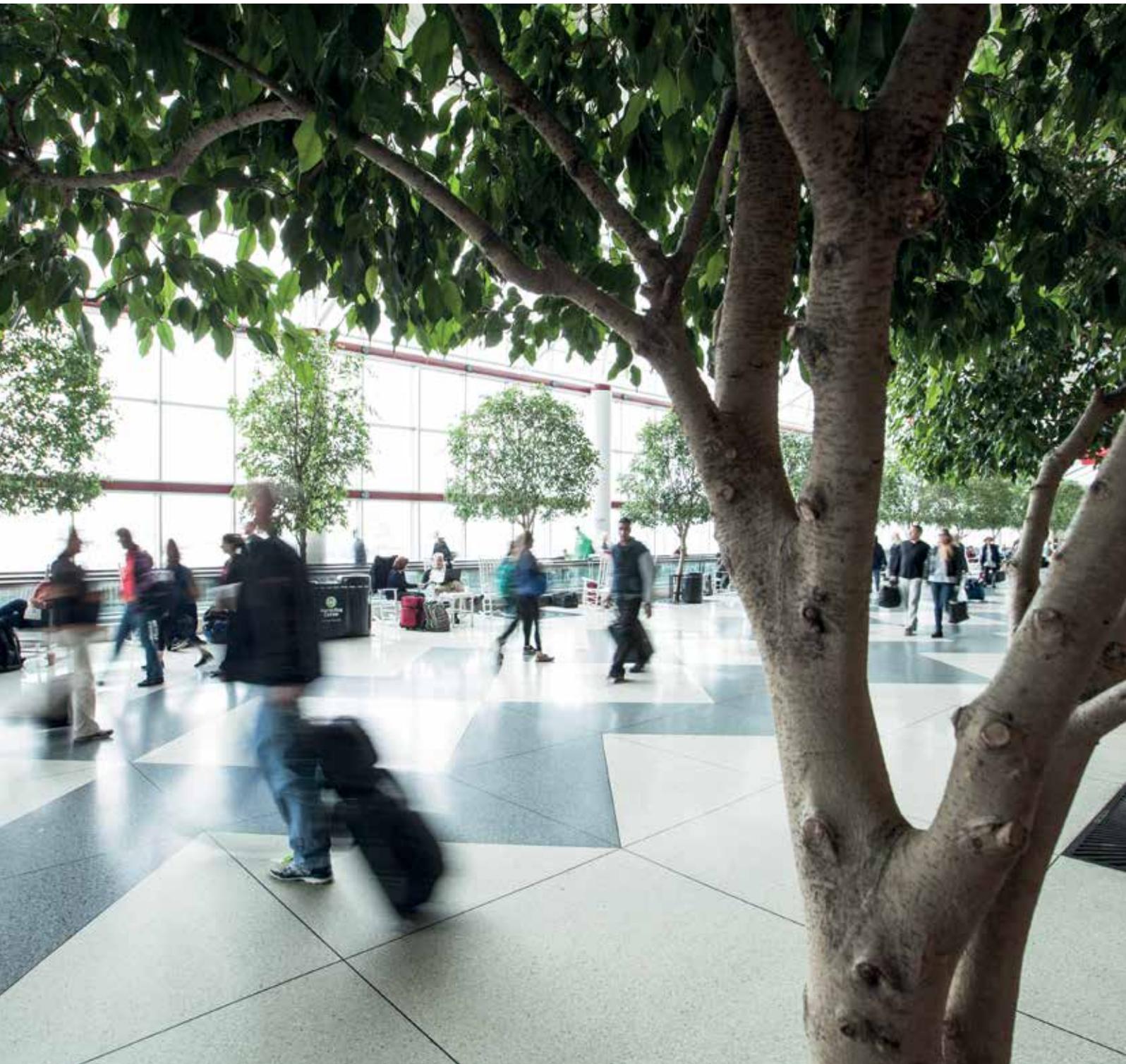
*** In 2016 the consolidation perimeter was integrated to include the data of Austria.

-3%

**WATER CONSUMPTION IN EUROPE,
DESPITE THE INCREASE OF NUMBER
OF STORE COMPARED TO 2015.**

AREA	ASPECTS	GRI ASPECTS		BOUNDARIES (WHERE THE IMPACT OCCURS)	
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 employees	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	Autogrill Group	Consumers, Communities
	Oil management	Biodiversity	Other	Business oil	

4



GRI Content Index

Autogrill Group 2016 Sustainability Report was prepared in accordance with the GRI Standards: Core option. The following table shows the Group's disclosures based on the GRI Standards with reference to Autogrill materiality analysis. For each disclosure is reported the page number referred to "2016 Sustainability Report".



Universal Standards

GRI Standard	Page Number	Disclosure
GRI 102: General Disclosures 2016		
Profile of the organization		
102-1	34, 124	Name of the organization.
102-2	18, 32, 70, 71 - In some countries and channels, stores also offer products like: tobacco, lotterie tickets, alcohol. All these services are managed in compliance with the national legislations.	Activities. Brands ,products and services.
102-3	124	Location of headquarters.
102-4	10, 18, 34	Location of operations: number of countries where the organization operates, and the names of countries where it has significant operations and/or that are relevant to the topics covered in the report.
102-5	18, 34, 124	Ownership and legal form.
102-6	18, 34, 35, 65, 66	Markets served, including geographic locations where products and services are offered, sectors served, types of customers and beneficiaries.
102-7	18, 34, 35, 103, 106	Scale of the Organization.
102-8	106	Information on employees and other workers: total number of employees by employment contract and by gender.
102-9	71, 72, 73, 105	Supply chain.
102-10	10, 35	Significant changes to the organization and its supply chain.
102-11	13, 27, 35, 56, 73	Precautionary principle or approach.
102-12	72, 75	External Initiatives: a list of externally-developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes, or which it endorses.
102-13	10, 54, 59, 60, 82, 90	Membership of Association: a list of the main memberships of industry or other associations, and national or international advocacy organizations.

GRI Standard	Page Number	Disclosure
Strategy		
102-14	3	Statement from senior decision maker.
102-15	12, 27, 35	Key impacts, risks and opportunities.
Etics and Integrity		
102-16	20, 54, 61, 72 Code of Ethics (http://www.autogrill.com/sites/autogrill14corp/files/codice_etico_eng.pdf)	Values, principles, standards and norms of behavior.
Governance		
102-18	33 Corporate Governance Report on page 22, 58, 61, 64, 75 (http://www.autogrill.com/sites/autogrill14corp/files/autogrill_corporate_governance_report_-_march_2017_courtesy_translation.pdf)	Governance Structure.
Stakeholder Engagement		
102-40	22	List of stakeholder groups.
102-41	58	Percentage of total employees covered by collective bargaining agreements.
102-42	22	Identifying and selecting stakeholders.
102-43	22, 23-25, 26, 43-45, 65-73, 89, 90	Approach to stakeholder engagement: the 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.
102-44	14	Key topics and concerns that have been raised through stakeholder engagement, including: how the organization has responded to those key topics and concerns, including through its reporting and the stakeholder groups that raised each of the key topics and concerns.
Reporting practice		
102-45	34 Annual Report on page 146 (http://www.autogrill.com/sites/autogrill14corp/files/rfa_consolidata_en_05_24.pdf)	Entities included in the consolidated financial statement.
102-46	10, 27	Defining report content and topics boundaries.
102-47	15	List of material topics.
102-48	102, 103, 104, 106, 108, 111, 112	Restatement of information.
102-49	110, 111, 112	Changes in reporting: significant changes from previous reporting periods in the list of material topics and topic Boundaries.
102-50	10	Reporting period.
102-51	10	Date of most recent report.
102-52	10	Reporting cycle.
102-53	124	Contact point for questions regarding the report.
102-54	10, 116	Claims of reporting in accordance with the GRI Standards.
102-55	116	GRI Content Index
102-56	122	External assurance

Topic - Specific Standards

GRI Standard	Page Number	Omission	Disclosure
MATERIAL TOPIC			
Economic			
ECONOMIC PERFORMANCE			
GRI 103: Management Approach 2016			
103-1	113		Explanation of material aspects and its boundaries.
103-2	26, 27, 32		The management approach and its components.
103-3	26, 27, 32		Evaluation of the management approach.
GRI 201: Economic Performance 2016			
201-1	26, 35, 103, 104, 110		Direct economic value generated and distributed.
PROCUREMENT PRACTICES			
GRI 103: Management Approach 2016			
103-1	113		Explanation of the material topic and its boundary.
103-2	26, 71, 72, 74		The management approach and its components.
103-3	26, 71, 72, 74		Evaluation of the management approach.
GRI 204: Procurement Practices 2016			
204-1	105	The current data collection systems do not allow for a detailed analysis of the % of spending from 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.
ANTI-COMPETITIVE BEHAVIOR			
GRI 103: Management Approach 2016			
103-1	113		Explanation of the material topic and its boundary.
103-2	32, 69		The management approach and its components.
103-3	32, 69		Evaluation of the management approach.
GRI 206: Anti-competitive behavior 2016			
206-1	During 2016, no legal action was taken against the Group for anti-competitive behavior, antitrust and monopoly practices.		Number of actions taken against anti-trust practices.
Environmental			
MATERIALS			
GRI 103: Management Approach 2016			
103-1	113		Explanation of the material topic and its boundary.
103-2	89		The management approach and its components.
103-3	89		Evaluation of the management approach.

GRI Standard	Page Number	Omission	Disclosure
GRI 301: Materials 2016			
301-1		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.
301-2	92		Recycled input materials used.
EFFLUENTS AND WASTE			
GRI 103: Management Approach 2016			
103-1	113		Explanation of the material topic and its boundary.
103-2	91		The management approach and its components.
103-3	91		Evaluation of the management approach.
GRI 306: Effluents and waste 2016			
306-2	112	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.	Waste by type and disposal method.
ENVIRONMENTAL COMPLIANCE			
GRI 103: Management Approach 2016			
103-1	113		Explanation of the material topic and its boundary.
103-2	89		The management approach and its components.
103-3	89		Evaluation of the management approach.
GRI 307: Environmental Compliance 2016			
307-1	No significant fines nor penalties during 2016.		Significant fines and non-monetary sanctions for non-compliance with environmental laws and/or regulations.
SUPPLIER ENVIRONMENTAL ASSESSMENT			
GRI 103: Management Approach 2016			
103-1	113		Explanation of the material topic and its boundary.
103-2	72, 73, 89		The management approach and its components.
103-3	72, 73, 89		Evaluation of the management approach.
GRI 308: Supplier Environmental Assessment 2016			
308-1	72		New suppliers that were screened using environmental criteria.
308-2	72		Negative environmental impacts in the supply chain and actions taken.
Social			
EMPLOYMENT			
GRI 103: Management Approach 2016			
103-1	113		Explanation of the material topic and its boundary.
103-2	48		The management approach and its boundary.
103-3	48		Evaluation of the management approach.

GRI Standard	Page Number	Omission	Disclosure
GRI 401: Employment 2016			
401-2	48		Benefits provided to full-time employees that are not provided to temporary or part-time employees.
LABOR/MANAGEMENT RELATIONS			
GRI 103: Management Approach 2016			
103-1	113		Explanation of the material topic and its boundary.
103-2	46, 58		The management approach and its components.
103-3	46, 58		Evaluation of the management approach.
GRI 402: Labor Management 2016			
402-1	58		Minimum notice period regarding operational changes.
		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.	
OCCUPATIONAL HEALTH AND SAFETY			
GRI 103: Management Approach 2016			
103-1	113		Explanation of the material topic and its boundary.
103-2	56		Explanation of the management approach and its components.
103-3	56		Evaluation on the management approach.
GRI 403: Occupational Health and Safety 2016			
403-1	56		Worker representation in formal joint management workers health and safety committee.
403-2	109		Types of injury and rate of injury ,occupational diseases, lost days and absenteeism and number of work related fatalities with a breakdown by region and gender.
FORMAZIONE E ADDESTRAMENTO			
GRI 103: Management Approach 2016			
103-1	113		Explanation of the material topic and its boundary.
103-2	49		The management approach and its components.
103-3	49		Evaluation of the management approach.
GRI 404: Training and Education 2016			
404-1	110		Average hours of training per year per employee, with a breakdown by gender and employee category.
404-2	49		Programs for upgrading employee skills and transition assistance programs.
404-3	49	It was not possible to report the percentage of employees whose performance are regularly assessed. This data will be provided from the next edition of the Sustainability Report in 2017.	Percentage of employees receiving regular performance and career development reviews, with a breakdown by gender and employee category.
SUPPLIER SOCIAL ASSESSMENT			
GRI 103: Management Approach 2016			
103-1	113		Explanation of the material topic and its boundary.
103-2	61, 71, 72		The management approach and its components.
103-3	61, 71, 72		Evaluation of the management approach.

GRI Standard	Page Number	Omission	Disclosure
GRI 414: Supplier Social Assessment 2016			
414-1	61, 72		New suppliers that were screened using social criteria.
414-2	61, 72		Main negative social impacts in the supply chain and actions taken.
COSTUMER HEALTH AND SAFETY			
GRI 103: Management Approach 2016			
103-1	113		Explanation of the material topic and its boundary.
103-2	73, 74, 77, 81, 85		The management approach and its components.
103-3	73, 74, 77, 81, 85		Evaluation of the management approach.
GRI 416: Customer health and safety 2016			
416-1	73		Percentage of significant product and service categories for which health and safety impacts are assessed for improvement.
416-2	During 2016, no non-compliance situations related to health and safety of goods and products were reported.		Incidents concerning the health and safety impacts of product and service.
SOCIOECONOMIC COMPLIANCE			
GRI 103: Management Approach 2016			
103-1	113		Explanation of the material aspects and its boundary.
103-2	35		The management approach and its components.
103-3	35		Evaluation of the management approach.
GRI 419: Socioeconomic compliance 2016			
419-1	During 2016, no fines and sanctions for economic and social law and regulations violations were reported.		Significant fines and non-monetary sanctions for non-compliance with laws and/or regulations in the social and economic area.

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 carried out a limited assurance engagement on the Sustainability Report of the Autogrill Group (the "Group") as of December 31, 2016.

Directors' responsibility on the Sustainability Report

The Directors are responsible for the preparation of the Sustainability Report in accordance with the "GRI Sustainability Reporting Standards" issued in 2016 by GRI - Global Reporting Initiative, as stated in the paragraph "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 (Revised) – Assurance Engagements Other than Audits or Reviews of Historical Financial Information" ("ISAE 3000 Revised"), 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.

The procedures performed on the Sustainability Report included inquiries, primarily with company personnel responsible for the preparation of the Sustainability Report, analysis of documents, recalculations and other evidence gathering procedures as appropriate.

These procedures consisted in verifying its compliance with the standard "GRI 101: Foundation" for defining report content and quality, and are summarized as follows:

- comparing the economic and financial information and data reported in the chapters "The world of Autogrill" and "Autogrill in figures" of the Sustainability Report with those included in the Group Consolidated Financial Statements as of December 31, 2016, on which Deloitte & Touche S.p.A. issued the report pursuant to articles 14 and 16 of Legislative Decree no. 39 of 27 January, 2010, dated April 13, 2017;
- 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;

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- 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 the Autogrill Group 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 standards 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 standards 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 Revised*, 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 31, 2016 is not prepared, in all material respects, in accordance with the "GRI Sustainability Reporting Standards" (2016) issued by GRI - Global Reporting Initiative, as stated in the paragraph "Sustainability Report: drafting criteria" of the Sustainability Report.

DELOITTE & TOUCHE S.p.A.

Signed by
Franco Amelio
 Partner

Milan, Italy
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Registered offices

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*Washington Dulles International Airport,
Washington, Virginia, USA (p. 4)*

*Chicago O'Hare International Airport,
Chicago, Illinois, USA (p. 6-7 and 16)*

*Los Angeles International Airport,
Los Angeles, California, USA (p. 8-9)*

*Leonardo da Vinci International Airport
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*Autogrill Villorese Est, A8 Milan-Lakes motorway,
Linate (Milan), Italy, Europe (p. 20, 29 and 86-87)*

*Bistrot Fiorenzuola d'Arda, Autostrada del Sole,
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