

DEEP ROOTS

look to the future



DE NIGRIS
1889

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LETTER FROM THE *Owners*

There is a slower pace that guides us, different from the frenetic one that marks everyday life. It is the pace of vinegar, fermentation, and care. A pace that we have learned to respect and listen to, day after day, for over 135 years.

In 2024, we celebrated this anniversary not as a milestone, but as a stage: a moment to pause and recognize what we have become, thanks to the combination of manual labor, the trust of our employees, and our deep connection to the land. But it is also a moment to look ahead and ask ourselves what kind of company we want to continue to be and what contribution we want to make.

We live in an age that forces us to make difficult choices. Choices that speak of the common good, balance, and vision. And in these choices, we feel the responsibility of our name and our history. For this reason, with humility but with determination, we continue to transform the way we do business.

In 2023, we decided to become a Benefit Corporation, formalizing a pathway we initiated a long time ago, giving ourselves specific common benefit purposes to guide our actions.

This step represents a concrete commitment: we don't want to limit ourselves to "doing well," we want to contribute to "doing good." We want to do this through our product, which comes from the earth and accompanies conviviality on tables all over the world. We also want to do this through the way we work, building authentic relationships with the community, the supply chain, and the environment.

2024 was our first year as a Benefit Corporation, in which the heart of our work was to permeate benefit culture in everything we do. For us, sustainability is not a sum of actions, but an attitude, a way of thinking that guides every decision we make. It is in the small details, in everyday choices, in the courage to change direction when necessary. It is a continuous exercise in consistency and listening.

This report tells the story of who we are today, but above all, it reflects the direction we are moving in. We share this journey with you with transparency and conviction, certain that the future is built together. And that every drop, like every gesture, can make a difference.

Gratitude to all the people who make this vision possible, every day.

With gratitude,

Armando, Raffaele e Luca De Nigris
The De Nigris family



THE 135TH ANNIVERSARY STAMP

To mark the 135th anniversary of our company, a world leader in the production of balsamic vinegar and condiments, a commemorative stamp was issued in October 2024 as part of the "Excellence in Production and Economy" series dedicated to Italian entrepreneurship.

The stamp, issued by the Ministry of Enterprise and Made in Italy with a print run of approximately 250,000 copies and signed by Maestro Mimmo Paladino, celebrates the illustrious history of Acetificio De Nigris and is also a recognition of its fundamental role as an ambassador of Made in Italy. A leading figure in the Italian transavantgarde, Mimmo Paladino has been able to trace the evolution of De Nigris' 135 years with brilliant intuition, in a perfect synthesis of his artistic approach

The eagle depicted on the stamp, a distinctive element that characterizes the brand's identity, is a powerful metaphor: a "primitive" symbol that refers to strength and determination, combined with the lightness of flight. An allegorical and evocative image that represents a link between centuries-old tradition and the vision of a faster and more sustainable future, values that our company has embodied since 1889.

The De Nigris eagle, which has always been a metaphor for progress and innovation, is thus enriched by a commitment to respect the environment and protect the planet.



Francobollo ordinario appartenente alla serie tematica:

"Le Eccellenze del Sistema Produttivo ed Economico"

dedicato all'imprenditoria italiana: De Nigris 1889, nel 135° anniversario della fondazione.

rilasciato da



Ministero delle Imprese
e del Made in Italy



THE DE NIGRIS ECOSYSTEM

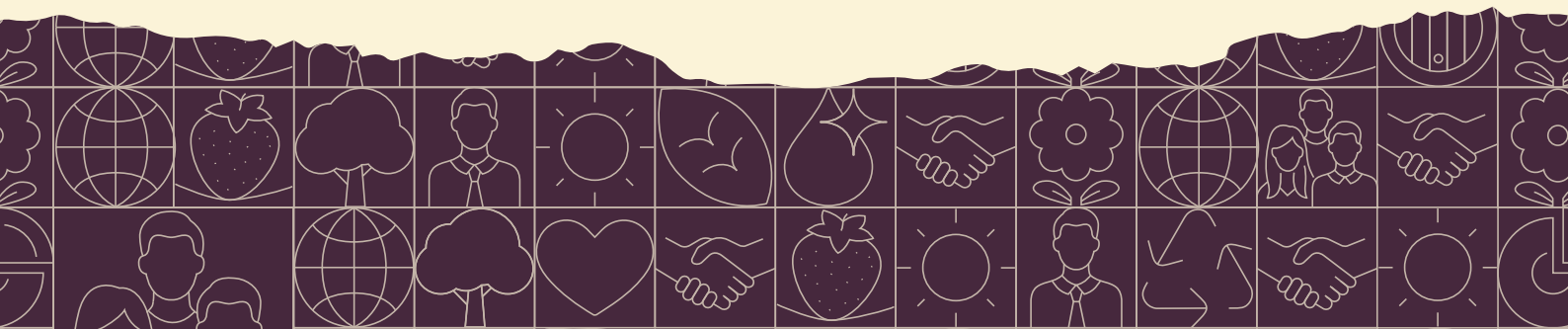
For 135 years, our family has devoted itself with expertise, passion, and an innovative spirit to the production of vinegar. This same spirit of innovation now in the hands of the fourth generation of Master Vinegar Makers continues to allow us to offer our customers exceptional products, renowned worldwide for their quality and creativity.

The story of De Nigris began in 1889, when founder Armando inherited a small artisanal business in the province of Naples and established his first vinegar factory. Relying on centuries-old recipes, he began producing premium-quality wine vinegars, earning important recognition from the very beginning.

Later, the company was handed over to his son Marcello who, true to the motto “there are no boundaries,” embraced the challenge of internationalization, helping make vinegar an Italian condiment recognized around the world. This success was further strengthened over the years with the expansion into Balsamic Vinegar production.

Today, the company led by the founder’s grandsons, Armando, Raffaele, and Luca De Nigris is one of the leading industrial players in the sector, with steadily growing revenues (€97.5 million in 2024) and an annual production of around 96 million bottles, spread across four facilities located in the provinces of Naples, Modena, and Reggio Emilia.

The main site is the ultra-modern Caivano plant, near Naples home to both bottling and fermentation operations as well as the De Nigris Academy, a center of excellence for research and product development. The other three facilities are located in Northern Italy: San Donnino in the province of Reggio Emilia; Carpi in the province of Modena, home since 1997 to Acetifici Italiani Modena; and also in Carpi, the Balsamico Village an aging facility and the world’s first theme park entirely dedicated to Modena PGI Balsamic Vinegar.



EMPLOYEES IN ITALY

284

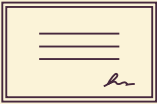
BUSINESS UNIT USA EMPLOYEES

16

COUNTRIES WHERE DE NIGRIS IS PRESENT

90

CRIBIS PRIME COMPANY CERTIFICATE



Highest level of reliability as a counterparty to a B2B commercial transaction

PRODUCT CERTIFICATIONS



- | | | |
|--------|---------|-----------------|
| • AIB | • HALAL | • WITHOUT OGM |
| • BRC | • IBD | • ECOGRUPPO BIO |
| • CSQA | • IFS | • ISO 9001 |
| • IGP | • NOP | |

4 production sites



San Donnino (RE)
Winery
FERMENTATION PLANT

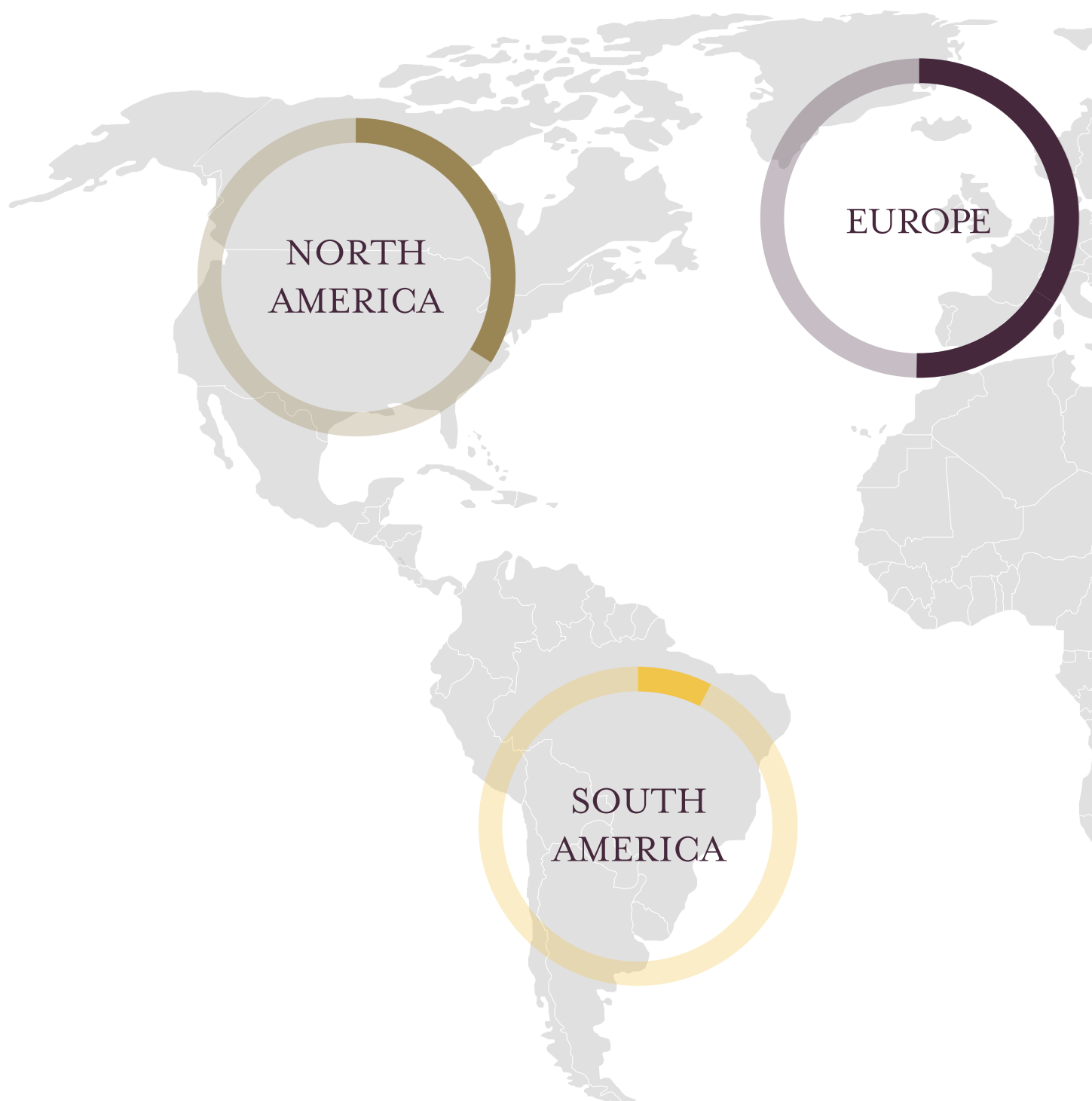
Carpi (MO)
Balsamico Village
AGING PLANT

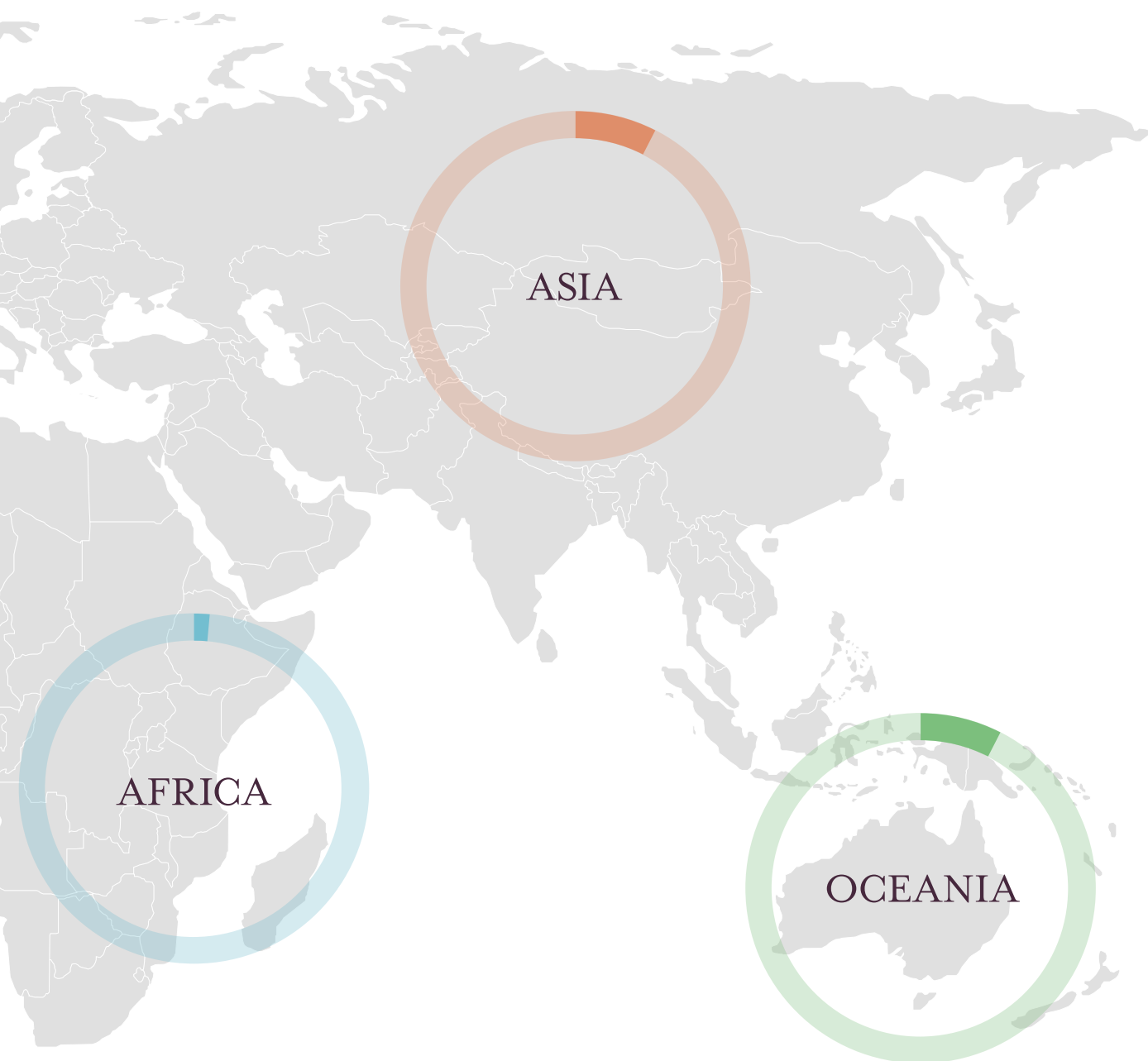
Carpi (MO)
Acetifici Italiani Modena
AGING PLANT

Caivano (NA)
Acetificio M. De Nigris
FERMENTATION AND BOTTLING PLANT

DISTRIBUTION OF TURNOVER FOR EACH AREA

Distribution of the turnover generated in the different geographical areas in which we operate, useful for highlighting the economic impact of the company in the various territories.





OUR EVOLUTION

Attention and care for raw materials are characteristics rooted in our more than 100 years of history as producers of high-quality vinegar. The fundamental principles of integrity, innovation, and attention to people, which have always been our pillars, constantly guide us in the pursuit of sustainable and responsible growth.

Our century-old history does not make us resistant to change; on the contrary, it gives us the ability to face the future with flexibility and constant renewal. Like vines that renew their shoots every year thanks to their roots firmly planted in the ground, our company is constantly evolving towards a more sustainable future.

Starting in 2021, we decided to measure ourselves against these parameters for the first time, working on analyzing and measuring our impact and thinking about strategic directions for evolution, supported by NATIVA, Regenerative Design Company and Italy's first B Corp. Together, we have developed a clear vision that places sustainability at the heart of our strategies. We recognize that this approach is essential to ensuring the long-term success of the company. Our vision has helped shape our mission:

FROM PRODUCT MANUFACTURING TO WELL-BEING MANUFACTURING

We want to promote Italy's heritage of culinary excellence and take it beyond geographical and temporal boundaries, broadening the horizons of tradition through creativity and innovation, for the wellbeing of people and the earth that nourishes us.



The achievement and strengthening of our corporate vocation came to fruition with our transformation into a Benefit Corporation in 2023 and with the definition of our common benefit objectives, officially included in the Articles of Association of Acetificio De Nigris. These objectives represent our commitment to creating value not only for the company, but also for the community and the planet.

"As a Benefit Corporation, we operate in a responsible, sustainable, and transparent manner towards people, the territory, the environment, and other stakeholders. In carrying out our business, we pursue the following common benefit goals:

- *People and communities: Encouraging creativity and potential in everyone, creating projects around the people and communities that welcome us, in a climate of fairness and integrity, to spread a culture of impact;*
- *Supply chain and territory: Creating a mutual exchange of value with communities and the territory, reducing distances with our suppliers and evolving together towards an interdependent supply chain;*
- *Consumers and products: Bringing consumers a message of personal and ecosystem well-being through the taste of Italian tradition, to encourage healthier and more sustainable choices that are accessible to everyone, without compromising on quality;*
- *Environment and processes: Implement a progressive evolution of our business and operating model towards a zero-emission economy, in line with European climate neutrality and national ecological transition objectives, leveraging innovation, collaboration, and circularity.*

BIA MEASUREMENT UPDATE

The table below shows the results of the BIA (Benefit Impact Assessment) measurement, with the overall score and details for each area of analysis. The data was obtained as a self-assessment and refers to the year 2024 for the scope of analysis of De Nigris Holding S.R.L., Acetificio Marcello De Nigris S.R.L Società Benefit, Acetifici Italiani Modena S.R.L Società Benefit, and Balsamico Village S.R.L.

This tool allows the impact of business activities to be measured through the adoption of practices and policies that translate values and mission into concrete and operational actions. It also allows the distinctive approach of a company to be assessed, which is reflected in non-standard practices that generate positive results for stakeholders.

To better understand the scores obtained, the areas of impact assessed for each macro-area analyzed are listed below:





GOVERNANCE

policies and practices related to corporate mission, ethics, responsibility, and transparency;



WORKERS

protection and enhancement of the personal, professional, and financial well-being of employees;



COMMUNITY

contribution to the economic and social well-being of the communities in which the company operates;



ENVIRONMENT

management of environmental issues (energy, water, waste);



CUSTOMERS

value created for customers and consumers of De Nigris products and services.

We are particularly proud of the results achieved this year, even though this is currently a self-assessment, pending verification by B Lab.

Overall score	89,2
Governance	16,6
Workers	25,5
Community	18,7
Environment	24,6
Customers	3,8

DOUBLE MATERIALITY ANALYSIS

In 2024, Acetificio De Nigris voluntarily adopted the double materiality approach, a strategic tool that allows for an integrated assessment of the impact of the company and the context in which it operates. On the one hand, we assess the effects positive or negative that we generate on the environment and society (inside-out perspective); on the other hand, we analyze the influence of environmental, social, and governance factors on our business in terms of risks and opportunities (outside-in perspective).

Although we are not subject to the requirements of the new CSRD Directive, we have

chosen to anticipate its principles by referring to the topics outlined by the European Sustainability Reporting Standards (ESRS) in our materiality analysis and by actively involving our stakeholders.

The double materiality analysis is highly strategic for us: the financial materiality assessment allows us to identify the risks and opportunities to which our company is subject and allocate the relevant financial resources; from the other perspective, impact materiality allows us to prioritize the company's environmental and social impacts and define a mitigation and evolution plan.

DOUBLE MATERIALITY

ANALYSIS

PROCESS STEPS AND STANDARDS

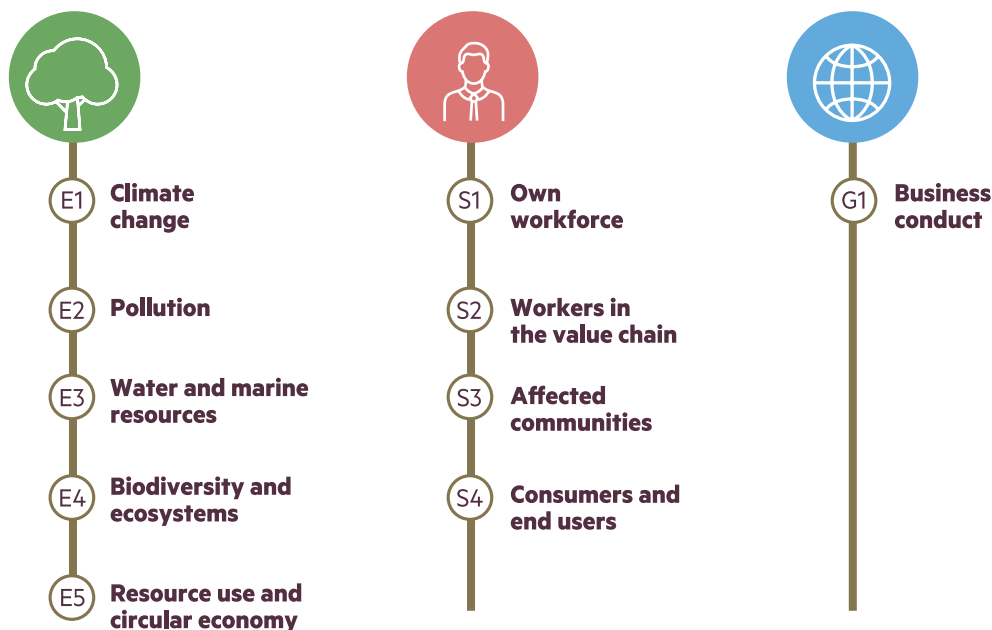
First, we mapped the entire value chain—from direct upstream and downstream activities—to identify the main environmental and social interdependencies, enriching the analysis with industry benchmarks, internal data, and academic research.

Next, we conducted an in-depth sector analysis, which revealed dependencies in relation to natural, social, and human resources, along with the main challenges and evolving trends in the context in which Acetificio De Nigris operates. The analysis was conducted on several levels: from examining the sustainability reports of companies in our sector to verifying current and upcoming European regulations, to using internationally recognized standards such as SASB or papers from FAO and WEF, among others.

We then identified and assessed the main impacts, risks, and opportunities (IRO), considering critical resources and key relationships. The impacts were analyzed based on their severity, irreversibility, and future trend through internal interviews and were then compared with the results of a survey of our main stakeholders. At the same time, we explored the financial relevance of sustainability issues with the finance department, identifying the priority risks and opportunities for the resilience and innovation of our business model.

Finally, based on materiality thresholds, we determined the material issues that will guide our strategy and decision-making in the coming years.

Following these preliminary analyses, the Acetificio De Nigris working group, supported by NATIVA, identified a list of potentially material impacts, risks, and opportunities, consolidating them into the following ESRS issues:



The identified impacts, risks, and opportunities were then assessed to determine their level of materiality based on various characteristics, according to Acetificio De Nigris' business model.

Impact materiality: The assessment of the identified impacts was carried out through vertical meetings with the various functions for each individual area, assigning a score in terms of impact severity and probability of occurrence. The main stakeholders - employees, suppliers, and trade associations - were also involved through a survey to obtain an external perspective on the issues considered most relevant and thus validate the results that emerged.

This identified 17 material impacts (9 negative and 8 positive) related to ESRS sustainability issues.

Financial materiality: The Finance Team and CFO were involved in the assessment of risks and opportunities, with the aim of obtaining a comprehensive and shared view of priorities and key challenges, including from a forward-looking perspective. Each issue identified was assigned a magnitude and probability score.

This process led to the identification of 7 material risks and 9 opportunities related to ESRS sustainability issues.

Summary of results

The results of the double materiality analysis are in line with those of the previous two years. The material sustainability issues identified as most relevant to Acetificio De Nigris, according to the impact perspective, are linked to the environment: climate change (E1), pollution (E2), and loss of biodiversity and ecosystems (E4), all of which are typical impacts of an agri-food company such as ours.

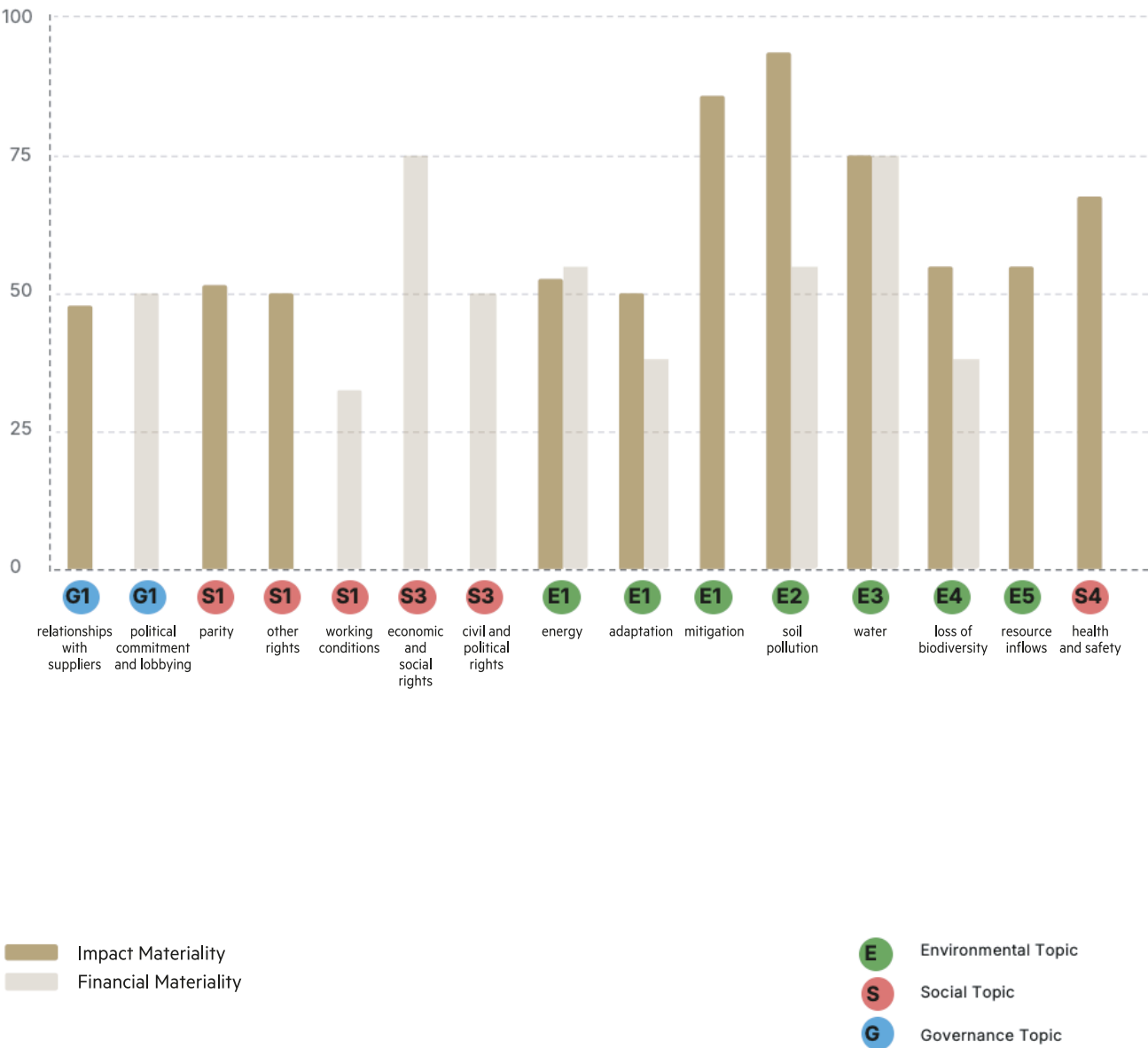
Compared to last year, water emerges as a topic of great importance both from an impact perspective and in terms of financial risk, due to the drought affecting wine crops. The main suppliers involved in the impact materiality assessment process, Berlin Packaging Italy and Etic.a, also confirmed the extreme importance of this issue, in addition to aspects of material use and the circular economy.

Other issues of significant impact, confirmed above all by the assessment of Acetificio De Nigris employees, are those falling within the scope of corporate conduct (G1), which also includes relations with suppliers, social issues relating to employees (S1), and relations with the community (S3), not only in terms of impact but also in terms of financial opportunities, given that Acetificio De Nigris is an important reference point in the socio-economic context of Caivano, as well as at the national level.

The most important positive impact is on consumer health, thanks to Acetificio De Nigris's "Wellness Vinegars," which focus on microbiota and should be considered not only as condiments but also as supplements that contribute to a healthy and balanced diet.

DOUBLE MATERIALITY MAP

THEMES AND RELEVANCE



RELATIONSHIP BETWEEN COMMON BENEFIT OBJECTIVES AND MATERIAL ISSUES

BENEFIT CORPORATION:

We operate responsibly, sustainably and transparently

ESRS Topic: G1 – Governance

ESRS Sub Topic:

G1 - Political commitment and lobbying

PEOPLE AND COMMUNITIES:

Enhance creativity and potential in a climate of equity and integrity

ESRS Topic: S3 – Social; S1 – Social.

ESRS Sub Topic:

S1 - Working conditions

S1 - Equal treatment

S1 - Other rights

S3 - Economic and social rights

S3 - Civil and political rights

SUPPLY CHAIN AND TERRITORY:

Create mutual value and evolve towards an interdependent ecosystem

ESRS Topic: G1 – Governance

ESRS Sub Topic:

G1 - Relationships with suppliers

CONSUMERS AND PRODUCTS:

Promote healthy and sustainable choices without compromise on quality

ESRS Topic: S4 – Social

ESRS Sub Topic:

Health & Safety

ENVIRONMENT AND PROCESSES:

Evolution towards a zero-emission model, innovation and circularity

ESRS Topic: E1 – Environment; E2 – Environment; E3-Environment; E4 – Environment; E5 – Environment

ESRS Sub Topic:

E1 - Energy

E1 - Adaptation to climate change

E1 - Climate change mitigation

E2 - Soil pollution

E3 - Water

E4 - Loss of biodiversity

E5 - Resource inflows

● Environment (E) ● Social (S) ● Governance (G)

GOAL 1

PEOPLE AND COMMUNITIES

We foster everyone's creativity and potential by developing projects centered on people and the community that welcomes us, in a spirit of fairness and integrity, to spread a culture of impact.





DE NIGRIS, 1889

KEY DATA

- Implementation of the ASANA task management tool, with an initial result of 31 days of work saved annually
- ISO 45001 certification for health and safety
- 51 new collaborators, including 28 new hires and 23 permanent employees

The growth and well-being of our employees are a priority for Acetificio De Nigris. Their contribution allows us to preserve and share the company's values and recipe secrets that make our vinegar a product of excellence, recognized worldwide and born from the tradition of a historic company that has evolved over time.

IMPACT STORIES:

ASANA PILOT PROJECT

In the last quarter of 2024, we began implementing a task management tool (ASANA) with the aim of optimizing the execution and coordination of all activities related to company projects.

THE ADOPTION OF ASANA AROSE FROM THE NEED TO:

- facilitate the functional or cross-functional management of information flows (Flow Management);
- digitize and track internal flows in order to centralize all information for project development;
- measure and set functional and cross-functional objectives in line with shared company objectives.

CHALLENGES:

The main challenge was the implementation of this tool, because previously the centralization of data and information often took place through untracked and not always shared flows, using different tools depending on the functions involved.

RESULTS:

We have seen a threefold return in terms of time savings, economic savings, and greater communication between the various company functions, with a positive impact on the quality of work.

We are still in the early stages of implementing ASANA, but the improvements are already clear: it is possible to know the progress of each individual project and the milestones achieved at any time, while delays in timelines are known and can be remedied. Various company functions and departments benefit from this, from sales to logistics and production to marketing.

In addition, the reduced use of single reporting tools, such as Excel or Word files, and the centralization of information allow for more effective reporting, thus meeting the needs of other departments and all stakeholders.

FUTURE DEVELOPMENTS:

Currently, the tool is not yet used pervasively by individual functions: potential development consists of involving other links in the company chain that communicate through the same tool in their daily activities, leading to the use of the tool in all phases of projects, from design to the end customer's table.

45001 CERTIFICATION



In 2024, we achieved ISO 45001 (Occupational Health and Safety Assessment Specification) certification, a requirement considered a priority by our stakeholders and which had long been one of our goals.

Compliance with this international standard requires the direct commitment of company management and the involvement of workers, thus creating a virtuous circle of improvement in the health and safety of the workers themselves.

Challenges:

The main difficulties consisted in systematizing the collection of information in all plants and creating a flow of communication and sharing on health and safety issues between all departments. To this end, we hired a dedicated resource.

RESULTS:

Achieving certification demonstrates that our company has an internal management system in place that covers the entire scope of De Nigris plants, capable of strengthening occupational health and safety levels.

FUTURE DEVELOPMENTS:

After achieving 45001 certification, the next goal will be to create an environmental management system capable of obtaining ISO 14001 certification.

VERIFICATION OF 2024 OBJECTIVES

OBJECTIVE	STATUS	DESCRIPTION
Implementation of a welfare platform offering opportunities and initiatives to promote the health and well-being of all workers	Not completed	We have begun initial research, but have not yet definitively selected the platform for delivering welfare services. The process has slowed down following a change in the HR department's point of contact.
Offer management training on soft skills and leadership styles	Not completed	No training was provided to management on soft skills and leadership styles in 2024, but we are structuring the training process for management and employees for next year. The process has slowed down following the change in the HR department.
Structure a feedback process on a regular schedule	Completed	We have structured the feedback process for employees, which we will activate next year.

COMMITMENTS FOR 2025

TRAINING FOR WORKERS

Training for at least 30% of the company's workforce on topics related to job duties, safety, soft skills, digital tools, and sustainability.

VOLUNTEER INITIATIVES FOR EMPLOYEES

Implementation of at least one other volunteer initiative that involves and activates employees for fundraising in collaboration with AIRC.

ASAN

Involvement of employees in the use of the Asana digital tool to manage information flows in all phases of projects, from design to the end customer's table

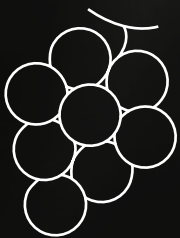
SATISFACTION SURVEY

Continued employee engagement through the distribution of a satisfaction survey and measurement of the corporate climate.

GOAL 2

SUPPLY CHAIN AND TERRITORY

Create a mutual exchange of value with communities and the territory, reducing distances with our suppliers and evolving together towards an interdependent supply chain.





KEY DATA

- Completion of the Supply Chain Code of Conduct
- Start of supplier involvement in product co-evolution projects
- Launch of the "Perpetual Collection" with recyclable packaging
- New logistics partner with reduction in number of vehicles used
- Redevelopment of 24 hectares of vineyards on the Torre Gaia estate

Acetificio De Nigris has always paid particular attention to the supply chain, an issue that is particularly crucial in the agri-food chain. From sowing to the table, from the grape to the bottle, from the producer to the consumer, we aim to create a sustainable relationship between people and the environment, combining tradition and innovation.

Our goal is to involve and activate our entire value chain according to the principle of interdependence, so that every step in the product life cycle can be regenerative for people and the planet.



SUSTAINABILITY OF THE SUPPLY CHAIN

In 2024, we completed the definition of a Code of Conduct that integrates our ethical and operational principles, not only in terms of environmental and social management, but also in relation to fair and transparent commercial practices. The goal is to create a mutual exchange of value with the community and the territory by reducing the distance between us and our suppliers and evolving together towards an inter-dependent supply chain. By 2025, we are committed to sharing the Code of Conduct with a number of suppliers equivalent to at least 80% of the cost volume of purchased products.

With the aim of integrating the various dimensions of sustainability into the overall assessment of each partner in our supply chain, we updated our Supplier Questionnaire in 2022. Thanks to this tool, we are able to regularly monitor the commitment of our suppliers by assigning scores that reflect more than just quality or commercial value.

The Supplier Questionnaire covers four key areas for assessing sustainability performance: water and energy use, waste management, the use of chemicals in production processes, and the presence of a code of ethics or anti-discrimination policies.

This is not merely a matter of data collection: we actively encourage suppliers to adopt more sustainable practices, for example by requiring specific certifications and encouraging them to follow company policies that reflect sustainability objectives. Our ultimate goal is to involve our supply chain in sharing a path towards creating positive environmental and social impacts.

We have also begun the process of involving key suppliers in a collaborative project with one of our main suppliers to further innovate our packaging.

We have also begun the process of involving key suppliers in a collaborative project with one of our main suppliers to further innovate our packaging.

By 2025, we aim to achieve Naturland organic certification for an initial batch of balsamic vinegar.



VALORIZATION OF THE TERRITORY

ACETO DI VINO DAL CAMPO®

In 2024, we continued the Aceto Dal Campo® project, named to highlight the advantages of a short supply chain. The project stipulates that the grapes must come exclusively from Italian producers certified by Coldiretti and be processed in wineries recognized as an integral part of the supply chain. The wines obtained in this way are processed in a very short time at the De Nigris facilities, which are considered among the most modern and efficient in the wine industry.



Benefici:

- Greater guarantees on the quality of the product, which arrives on the shelf with the label "Signed by Italian farmers."
- Lower environmental impact, thanks to the reduction in the number of vehicles used for transport.
- Full traceability of every stage of the production process, right up to bottling.

Dal Campo® wine vinegar celebrates Italian agricultural culture: it benefits from the quality of local production, supports small farmers by establishing fair prices and appropriate contract terms, and has a lower environmental impact thanks to the use of grapes grown according to organic farming principles.

This vinegar is also used in the De Nigris brand of balsamic vinegars.



PROMOTION OF PRODUCTS FROM THE CAMPANIA REGION IN COLLABORATION WITH CONAD AND UNIONE INDUSTRIALI

The traveling initiative to promote products from the Campania region continued in 2024 in collaboration with the Industrial Union of Campania and Conad.

The shelves in Conad stores display a selection of PGI specialties and local excellences, including three products from the De Nigris Group, which are explained in detail by specialized staff. The experience is enriched by product tastings, creating an event that is not only promotional in nature, but also of cultural and sensory value.

This tribute to the region is an example of collaboration and partnership between the industrial sector, selected companies, and leaders in large-scale retail.



OUTSOURCING LOGISTICS IN THE ITALIAN MARKET

In 2024, we selected a new provider (Number One) for the outsourcing of logistics in the Italian market, with the aim of optimizing and streamlining both internal transfers of goods between the Group's various plants and distribution to customers.

In particular, as it also serves large-scale retailers, Number One will not deliver pallets containing only De Nigris products, but will also combine them with pallets containing goods from other companies. Our customer will thus receive full vehicles with mixed goods, resulting in a reduction in the number of vehicles received.

CHALLENGES:

We had to address and resolve numerous commercial, IT, and logistical issues.

RESULTS:

The implementation of the project, which involved various company departments from purchasing to logistics, IT to planning and which involved overcoming numerous commercial and IT difficulties, as well as logistical issues, has already led to greater punctuality in deliveries to customers and a reduction in the number of vehicles used to transport our products: approximately 32,000 fewer pallets, equivalent to 1,000 fewer trucks for the transfer of goods.

In addition to its impact on customers, the project is already having positive effects on various internal functions: first and foremost logistics, due to the reduction in workload, followed by customer service and planning.

FUTURE DEVELOPMENTS:

The improvement in service will certainly lead to an increase in business with customers and the possibility of replicating this methodology with some foreign customers.

TORRE GAIA: PRESERVING THE LAND AND TRADITION

We have continued our investments in the development of the Torre Gaia estate, a symbol of the Campania region whose origins date back to the early 20th century. The estate had been abandoned for several years, despite having been a place of excellence in the Benevento area in the wine production and event catering sectors.

THE PROJECT:

The renovation of the vineyard is a complex and multifaceted operation that sets new standards for sustainable and responsible agricultural practices. The first phase of the redevelopment work, which began in 2023, covered an area of 75 hectares of land, with the replacement of old vines with new vine shoots, for a total of over 300,000 seedlings, and the installation of an innovative precision irrigation system that reduces water waste by 45% compared to traditional systems, as well as more effective and less invasive fertigation, optimizing the use of pesticides.

The multi-million dollar investment is located in a Special Economic Zone (SEZ) and involves a five-year plan for local hiring, a sign of the De Nigris Group's strong commitment to economic revitalization and the use of local resources. This commitment is deeply rooted in the company's values and in a vision in which tradition, well-being, and sustainability work together and are the key to a prosperous future for all.

The Torre Gaia estate is located in Dugenta, in the Telesina valley, on the slopes of the Taburno-Camposauro Regional Park. Today, it is an important destination for food and wine tourism in Campania, where visitors can stay in the refined and evocative surroundings of an old 17th-century noble palace, enjoy an itinerary to discover local wine-making, and taste excellent dishes and wines.

Challenges:

In the first half of 2024, part of the vineyard was redeveloped, with a major uprooting and replanting operation on an initial plot of approximately 24 hectares of land. Another 20 hectares were also identified for subsequent intervention, reshaping the hilly terrain. In addition, a small lake was reclaimed and several wells were reactivated to supply water for viticulture. Finally, the first phase of redevelopment of the historic buildings within the estate's perimeter was carried out.

RESULTS:

The vastness of the estate required a process of searching for suppliers and qualified personnel, carrying out a sort of census to identify those who had worked on the estate in the past. This was not without its difficulties, as the historical memory of this type of work had been lost among the local workforce. A search was also carried out for expert winemakers in the area to revive the estate's unique wine-making traditions.

The employment of local workers and collaboration with local cooperatives has generated and will continue to generate a high positive social impact. The beneficiaries are clearly the suppliers and the local community, thanks also to the restoration of historic sites protected by the Superintendency.

Future developments:

Starting in 2025, the uprooting and replanting of approximately 50 hectares of land is expected to be completed, the old cellar will be restored to restart winemaking, and the redevelopment of the buildings will be completed to activate the hospitality and catering service.





VERIFICATION OF 2024 OBJECTIVES

OBJECTIVE	STATUS	DESCRIPTION
Creation and sharing of the code of conduct with suppliers	In progress	We have completed the Code of Conduct and we are in the phase of dissemination and approval by suppliers.
Involvement of key suppliers in a product co-evolution project	In progress	We have started the process with the first training and engagement meetings. The process has slowed down following a change in the R&D department's point of contact. We have completed the involvement of some of our suppliers in obtaining Kosher certification for alcohol vinegar and apple vinegar.

COMMITMENTS FOR 2025

PRESERVATION OF LAND AND TRADITION (TORRE GAIA)

Completion of the clearing and replanting of approximately 50 hectares of land, restoration of the old cellar to restart wine production, and completion of the renovation of buildings to enable hospitality and catering services.

DISSEMINATION OF THE CODE OF CONDUCT

Dissemination of the Code of Conduct to suppliers representing at least 80% of the total value of purchases.

NATURLAND CERTIFICATION

Achievement of Naturland certification for organic products for an initial batch of balsamic vinegar.

GOAL 3

CONSUMERS AND PRODUCTS

To bring consumers a message of personal and ecosystem well-being through the taste of Italian tradition, encouraging healthier and more sustainable choices that are accessible to everyone, without compromising on quality.





KEY DATA

- QR codes on 22% of labels in Italy, with growth forecast to reach 45% in 2025
- Up to €22,000 in co-financing for an AIRC research grant on a range of wellness vinegars
- Training courses on nutrition for over 500 students in the Balsamico Village

During the 19th century, the Italian tradition of vinegar became established and gained fame throughout Europe: it was during those years that our family began producing vinegar, helping to transform it from a niche product into a renowned Italian condiment known throughout the world.

But we didn't stop there: we are constantly striving to promote the heritage of Italian food and wine excellence and take it beyond geographical and temporal boundaries, broadening the horizons of tradition towards a concept of vinegar no longer understood solely as a condiment, but as a wellness drink.

We convey this message to consumers both through information and suggestions on how to use the product in different recipes and by funding scientific research, in line with our goal of promoting healthy lifestyles.



NEW INFORMATIVE LABELS FOR CONSUMERS: QR CODES

Following the success of our consumer information and education model abroad, with a label that shows the three distinctive characteristics of taste, acidity, and density on the front, in addition to the traditional list of ingredients, we have taken a further step forward by developing a new information label using a QR code.

This innovative label, through a link to our web pages, provides consumers with information for a healthy lifestyle and clear and useful suggestions on how to use the product in different recipes.

Listening and focusing on continuous improvement have led to a development that benefits customers, demonstrating our commitment to offering consumers high-quality solutions that contribute to a balanced and conscious lifestyle.

In 2024, the QR codes on the label were activated on:

- Wellness Vinegars
- Perpetual Collection
- Specific projects with customized collars for customers such as Tesco and Whole Foods.

Considering only the De Nigris brand, the percentage of products affected by this innovation in 2024 is 22% in the US, 67% in the UK, and 22% in Italy (with a forecast growth to 45% in 2025).



IMPACT STORIES

PREVENTION STARTS AT THE TABLE: CO-FINANCING OF AIRC RESEARCH ON WELLNESS VINEGARS

We firmly believe that innovation in research, combined with the promotion of a balanced diet and a healthy lifestyle, can make a difference in the fight against cancer.

For this reason, in 2024 we decided to support the AIRC Foundation by co-financing a three-year scholarship awarded to Dr. Beatrice Angi, who is engaged in a research project on colorectal and intestinal cancer entitled "Study of the role of the Kv1.3 potassium channel in regulatory T cells during neoplastic diseases."

For every bottle purchased from our Wellness Vinegars range Melamadre Apple Vinegar, Pomegranate Vinegar, and Coconut Vinegar 4 cents were donated to research, up to €22,000 per year, thus making a concrete contribution to AIRC scientists and researchers who work every day to make cancer increasingly treatable.

Challenges:

The main challenge was promoting internal volunteer activities, which attracted a higher level of attention and involvement than expected.

Results:

In 2024, the amount raised in support of the AIRC Foundation through the sale of Aceti del Benessere (Wellness Vinegars) was €22,000.

In addition to directly funding the scholarship, we organized a number of corporate volunteering activities to raise funds for AIRC, which were widely supported by our employees.

*"Thanks to this funding, I can deepen my skills,
explore new directions in my field of study
and contribute significantly to the advancement of scientific knowledge."*

Dr. Beatrice Angi

FUTURE DEVELOPMENTS:

We will continue to promote internal volunteering through participation in the annual AIRC campaigns: Le Arance della Salute (Oranges for Health) in January / L'Azalea della Ricerca (Azaleas for Research) / I Giorni della Ricerca (Research Days) in November.

In addition, we will launch a project to create recipes, in collaboration with AIRC, involving nutritionists who use Aceti del Benessere (Wellness Vinegars).



OPEN DOORS AT BALSAMICO VILLAGE

Starting in 2024, we have invested in enhancing the educational visits offered to international students within the Balsamico Village, recognizing them as an opportunity to build relationships, convey product culture, and promote Italian cuisine as an authentic expression of our know-how.

From January to December, we welcomed over 500 students from all over the world to our theme park entirely dedicated to Balsamic Vinegar of Modena PGI, involving high schools, universities, and higher education academies such as ALMA and the Culinary Institute of America.

Furthermore, on the occasion of the first National Made in Italy Day, from April 15 to 24, 2024, we had the honor of being among the twenty-eight companies and foundations selected to open the doors of their production facilities and corporate museums to recount, through guided tours and dedicated activities, the history, values, and evolution of Made in Italy.

The initiative, promoted by the Associazione Marchi Storici d'Italia (Association of Historic Italian Brands) and Museimpresa under the auspices of the Ministry of Enterprise and Made in Italy, was aimed at the general public and especially young people, with the aim of introducing them to the region's manufacturing excellence and promoting the cultural and industrial heritage of our country.



VERIFY 2024 OBJECTIVES

OBIETTIVO	STATUS	DESCRIZIONE
Launch of training courses on nutrition and communication of our purpose within the Balsamico Village	In progress	We have provided training courses on nutrition (but not on our purpose) with local schools within the Balsamico Village and organized new events, including in conjunction with Made in Italy Day.
Communication via labels or QR codes providing information on healthy lifestyles and suggestions on how to use the product in different recipes	Completed	We have added new QR codes to the labels of the entire Perpetual line, which link to product storytelling, with suggestions on how to use the product. We have implemented a collar on Whole Food and Tesco products, as well as on Aceti del Benessere, which links via QR code to the initiative with AIRC that we are actively supporting.
Monitoring customer satisfaction and developing engagement actions on material issues	In progress	We have not distributed a satisfaction questionnaire, but we have shared the double materiality survey with key stakeholders, including customers.

COMMITMENTS FOR 2025

AIRC

Launch a project to create recipes by hiring nutritionists who use Aceti del Benessere in collaboration with AIRC.

BALSAMIC VILLAGE

Continue and increase the activities and openings of the Balsamico Village through the involvement and training of students.

GOAL 4

ENVIRONMENT AND PROCESSES

Implement a progressive evolution of our business and operating model towards a zero-emission economy, in line with European climate neutrality objectives and national ecological transition objectives, leveraging innovation, collaboration, and circularity.





KEY DATA

- Energy efficiency and use of self-produced renewable energy
- Definition of the Environmental Policy, including improvement targets



Our commitment to evolving towards a business model with zero climate-changing gas emissions has been formalized in our articles of association with the transition to the legal form of a Benefit Corporation: we have thus joined a movement of more than 100 companies, Co2alizione, which are collaboratively addressing the challenge of climate neutrality.

We have developed a more structured consumption management architecture for possible environmental management certification, through an analysis of the efficiency of production processes, in order to link them to the cost variables per bottle.

We have completed the internalization of our alcohol production and bottling plant, with a cycle managed 100% internally at the San Donnino site: this means that it is no longer necessary to transport alcohol tanks to the Caivano plant and distribution can start directly from Reggio Emilia

IMPACT STORIES

REDUCTION OF WATER WASTE

We have implemented a new water management process, both for washing bottles and work surfaces in our production facilities and for drinking water.

The goal was not only to eliminate water waste, but also to improve the healthiness of the working environment, as staff often found themselves working in uncomfortable conditions, with wet clothes and shoes. Excess water was also a potential source of damage to product packaging.

CHALLENGES:

The greatest difficulty was overcoming established habits and practices: through training sessions and staff involvement, the advantages and benefits of this innovation were explained and illustrated.

RESULTS:

Water consumption was reduced by approximately 5% compared to 2023.

FUTURE DEVELOPMENTS:

In the future, it will be possible to manage seven other water outlets with these tools. We will also evaluate the possibility of providing training courses to our operators on water as a primary resource.

MONITORING PRODUCT SHELF LIFE TO LIMIT FOOD WASTE

We have taken action to reduce food waste by carefully monitoring the shelf life of products and subsequently implementing reprocessing procedures.

CHALLENGES:

To achieve this goal, we had to overcome organizational and cultural challenges, because various materials and products that could have been used as resources were often left unused for years.

RESULTS:

- Lower warehouse occupancy rate, freeing up pallet space in the warehouse equivalent to 5% of our storage capacity;
- Reduction in the amount of waste sent to landfill by around 10%, having recycled or reused (rather than disposed of) the materials.
- Cost savings of approximately €60,000 on an annual basis.

FUTURE DEVELOPMENTS:

We will continue to monitor the shelf life of our products and strive to improve the management of slow movers.

VERIFICATION OF 2024 OBJECTIVES

OBJECTIVE	STATUS	DESCRIPTION
Installation of a 700 MWh photovoltaic system for Acetifici Modena	In progress	We have submitted the proposal to the GSE, but we are still awaiting validation for the agrovoltaic tender.
Energy consumption efficiency at Caivano for substation and voltage normalization	Not completed	We carried out a technical assessment of the intervention on the voltage normalizers, but it was not implemented due to technical incompatibility with our photovoltaic system.
Development of a more structured consumption management architecture for possible environmental management certification	In progress	We carried out an analysis of the efficiency of production processes in order to link them to the cost variables per bottle and started the investment process for monitoring all production machines using sensor technologies.
100% internal alcohol production through the internalization of the production plant	Completed	We have completed the internalization of both alcohol production and bottling processes, achieving a 100% internally managed cycle at the San Donnino site.

COMMITMENTS FOR 2025

PRODUCT RECO-

Active weekly monitoring of 100% of references produced and not collected by customers for subsequent recovery, reprocessing, and reintroduction onto the market.

WASTE REDUCTION

Reduction of production waste from the historical average of 3% per week to below 2%.

CONCLUSIONS

2024 was a year of significant evolution for the De Nigris Group in its sustainability journey. The transformation into a Benefit Corporation formalized our commitment to a regenerative business model, guiding our actions in four strategic areas:

- The enhancement of people, with concrete initiatives for the well-being of employees and organizational efficiency.
- The strengthening of the supply chain through strategic partnerships and local redevelopment projects.
- Product innovation focused on consumer health, supported by important scientific collaborations.
- The efficiency of production processes, with a particular focus on reducing environmental impact.

The results achieved encourage us to continue along this path with determination, aware that creating shared value requires constant commitment and the ability to innovate while remaining true to our roots.

In 2025, we will be committed to consolidating a strategy that is now well defined in its fundamental pillars and to achieving the goals we have set ourselves, strengthened by an innovative spirit that allows us to offer our customers products that are appreciated worldwide for their quality and creativity.

To continue to be not only an example of Italian excellence, but also an example of how tradition and sustainability can converge towards a better future for everyone: people and the planet.

METHODOLOGICAL NOTE

PATH AND APPROACH

2024 was a year of significant evolution for the De Nigris Group in its sustainability journey. The transformation into a Benefit Corporation formalized our commitment to a regenerative business model, guiding our actions in four strategic areas:

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