



SWEETLY SUSTAINABLE

Sustainability Report Summary 2023 - Elah Dufour



INDEX

2023 HIGHLIGHTS	02
SUSTAINABLY SWEET	03
LETTER TO SHAREHOLDERS	04

FOR A SWEET AND RESPONSIBLE QUALITY

08

WHO WE ARE, OUR MISSION AND PRODUCTS	08
OUR HISTORY	10
OUR SUSTAINABILITY TOPICS	11
QUALITY RAW MATERIALS	13

FOR A SWEET GROWTH TOWARDS THE FUTURE

16

THE ECONOMIC VALUE GENERATED AND DISTRIBUTED	18
RESPONSIBLE SOURCING	19

FOR A SWEET IMPACT ON THE PLANET

20

ENERGY USE AND CLIMATE CHANGE	22
WASTE MANAGEMENT AND CIRCULAR ECONOMY	23
PACKAGING ECO-DESIGN	24

FOR A SWEET AND SHARED WELL-BEING

26

EMPLOYMENT AND WELL-BEING OF OUR COLLABORATORS	28
RELATIONSHIP WITH LOCAL COMMUNITIES	29
CUSTOMER AND CONSUMER SATISFACTION	30

2023 HIGHLIGHTS

▶ **195**
EMPLOYEES

▶ including
178
PEOPLE EMPLOYED
ON A PERMANENT BASIS

▶ **+1 mln**
IN DONATION AND
SPONSORSHIPS

▶ **+1,250**
HOURS OF TRAINING
PROVIDED TO COMPANY
PERSONNEL, AT ALL LEVELS

▶ **94.3%**
OF ECONOMIC VALUE DISTRIBUTED
TO STAKEHOLDERS

▶ **>40%**
OF HAZELNUTS
PURCHASED THROUGH
SUPPLY CHAIN
AGREEMENTS
THROUGHOUT THE
PIEDMONT REGION

▶ equal to
15,000
QUINTALS
OF HAZELNUTS

▶ from over
500
LOCAL
PRODUCERS

▶ **82%**
OF RENEWABLE MATERIALS
USED IN PACKAGING

▶ **10.1 mln**
ITALIAN FAMILIES WHO HAVE
PURCHASED AN ELAH, DUFOUR
OR NOVI PRODUCT

SWEETLY SUSTAINABLE

Creating high-quality products has always been our mission, with a delicate balance between innovation and tradition: that of three brands that have their roots in a centuries-old tradition.

Our commitment has long taken on new meaning in a concept of total quality that is enriched with new flavours: a vision of a responsible future, respect for the environment and attention to people's well-being.

We are committed to ensuring that these topics are increasingly sweetly sustainable, with the determination to ensure the same care and attention that goes into each of our products is also evident in the way in which we do business, as a Group, as a family, as men and women of this planet.

**Together, for a sweet
and responsible future.**



LETTER TO OUR COMMUNITY AND OUR STAKEHOLDERS



It is with great pleasure and pride, shared with all our collaborators, that Elah Dufour S.p.A. presents its first Sustainability Report. A path, or rather a journey, that aims to demonstrate our commitment- inside and outside the walls of our factory - towards a continuous, lasting and respectful growth of our Company, the territory and the people who work there.

+250
EMPLOYEES

As a Family, since the beginning of our entrepreneurial adventure in Elah Dufour, we have been aware that our way of **doing business**, of living the daily life of our processes and the freedom to dream of our ambitious goals, has a real-world impact on the social, environmental and economic fabric where we live, operate, and distribute our products. Conducting our business in a **transparent, constructive and safe** way for our over 250 employees, counting the entire Group and the companies controlled by Elah Dufour S.p.A., and our millions of consumers, is the value that allows us to affirm our role as active protagonists in the continuous construction of a respected, reliable, and proactively dynamic Group, whilst building a better future for those around us.

We have a clear vision of our values and our goals. Our company, founded from day one on solid family roots, has always looked to combine tradition with innovation, maintaining the high quality of our products whilst remaining faithful to our beliefs, standing out in the market for our discreet and work-focused approach. An approach that has allowed us to become a point of reference within the confectionery market, from Novi chocolate to Dufour candies and Elah toffees and cake powdered mixes. In a constantly evolving context, often tragic, difficult to govern and certainly unpredictable, and in a food landscape marked by changing consumer tastes and growing curiosity, which we see every day by interacting with them, it becomes essential to establish mechanisms to be able to achieve, step by step, concrete results: from today, we will share them with you all, those who will read this document and, over the years, the future editions and additions.

Resilience and determination to protect our consumers and support our supply chain. We are experiencing a challenging economic and geopolitical context that has increased the level of global economic uncertainty. Consider, for example, the surge in raw material prices, the cost of energy, inflation, the persistence of war conflicts even very close to home.

The effect of climate change is also increasingly evident, causing temperatures to rise and extreme weather events to occur more frequently, which have already affected and are seriously challenging the agri-food sector, consequently also the bulk of the raw materials we use to make our products.

The Italian hazelnut production chain for example, which has always been our exclusive prerogative in selection, has suffered spring frosts that have significantly impacted the harvest and production capacity. Our Group has demonstrated, in these last years of contingent difficulties, extraordinary resilience in the face of a perfect storm, relying on its robust structure and on its solid relationships with staff and suppliers whilst adopting proactive strategies to mitigate any potential negative effect on the last link in the value chain: the consumer.

With courageous decision making and optimism, conscious of what we have built over the course of our 42 years of activity, since 1982, we have chosen to fully absorb the additional energy costs, quantified at 4.6 million euros, and a significant part of the increases in the cost of raw materials and packaging, to a total of just under 3 million euros. These measures have had a direct impact on our penultimate operating result, which in 2022 fell from a profit of 9.8 million euros to 3.2 million euros.

Despite these financial challenges, faced with pride and full awareness, our response to adversity has strengthened the trust and loyalty of our consumers, resulting in sales volume growth exceeding category trends. This result is a testament not only to our ability to successfully navigate through turbulent situations but also underscores our ongoing commitment to sustainable and responsible business practices. Over the course of years characterised by unprecedented events as well as the impossibility of predicting them, Elah Dufour has demonstrated that it is possible to address risk while maintaining strong corporate values, placing the needs of consumers and the sustainability of our operations at the centre of our decisions and our actions.

Respect for people and the territory, in the commitment to quality and tradition.

For many years our Group has been committed to honouring the responsibilities that our prominent position within the sector imposes upon us. Our response to these challenges is guided by strategies deeply rooted in our fundamental values: the passion for what we do, the respect for and empowerment of people and the territory, the commitment to quality and tradition, and a constant orientation towards the sustainability of the processes, the environment, materials and ingredients used in our products.

Our corporate philosophy is inspired by the rich heritage of our century-old brands and is expressed through the creation of simple and authentic products. We use raw materials selected for their nobility and high quality (such as the quality of our Arriba Nacional Ecuador cocoa), which reflect our respect for the territory and convey the passion and dedication that have characterised our brands for over a century and the work of our Group since 1982.

Our dedication to tradition, enhancing products and recipes that have made the history of the Elah, Dufour and Novi brands, is accompanied by innovation and reinterpretation, constantly shaped by direct interaction with our consumers, both in person and online.

42
YEARS OF
ACTIVITY

+500
SUPPORTED
LOCAL
PRODUCERS

Our connection to the territory is reflected in our choice of ingredients not only of Italian production, but as much as possible opting for local production, such as the *"Tonde Gentili"* hazelnuts typical to Piedmont, which enable us to support over 500 local producers thanks to an important collaboration with Coldiretti Piemonte, recently renewed through 2029. We are proud that this zero-kilometre supply, which began in 2010, not only guarantees us the highest quality of raw materials but also supports the local agri-food economy.

A further pillar of our sustainability policy is the FSSC 22000 certification, obtained for the first time in 2018 and which we have maintained with the utmost commitment year after year, guaranteeing a highly effective food safety management system. The great care taken in the selection of raw materials is accompanied by careful control of the entire production and distribution cycle, guaranteeing the consumer safe, high-quality products, offered at a fair and competitive price.

We are also actively involved in the social and cultural development of our territory, through the support of local bodies and associations, the organisation of charitable activities and strong investments in sports to promote physical well-being through sports, especially among young people. A significant example of our commitment is the support of the University of Gastronomic Sciences of Pollenzo, where we participate in training programs whilst collaborating on joint research and innovation projects, with the aim of enriching the cultural and professional heritage of the gastronomic sector, through the young talents who will shape its future upon graduating. This too is part of looking to the future and to shape the future of the next generations.

My father, Cav. Flavio Repetto, the founder of our Group, always emphasised that "The true wealth of the factory is its people" ["La vera ricchezza della fabbrica è l'uomo"]: this philosophy remains at the core of our values and is reflected in our constant commitment to the well-being of our employees, recognising their fundamental role within our organisation. Our priority is to satisfy their needs, both professionally and personally, through the development of skills and integration into the dynamics of continuous innovation that characterises Elah Dufour today and that will thrive in a competitive and sustainable future.

Respect for the environment.

Our commitment also extends to the respect for our environment, through actions aimed at preserving our territory, sustainable procurement along the entire value chain and energy efficiency of the structures. In 2018, at which time the country had not yet reached the current level of sensitivity toward the environment, an "eco-friendly" power plant was built at our Novi Ligure plant. In 2023, the plant was able to provide the Company with 70% of its electricity needs and 100% of the hot water needed for our processes, allowing us to reduce emissions by 3,184 tonnes of CO² per year, equal to a saving of 632 tonnes of oil equivalent or 7,350,547 kWh. In 2024, we will further improve our energy efficiency and self-sufficiency by installing solar panels on the surface of the plant.

The choice of packaging materials, which has been at the centre of numerous debates in recent years due to their significant environmental impact, has been the subject of careful analysis, with the aim of adopting more sustainable and environmentally friendly solutions. Packaging simplification initiatives, such as the removal of plastic windows from Novi praline bags or the transition to cardboard boxes, have reduced material usage and significantly improved recyclability.

At the end of 2023, 87% of the packaging produced by our Group is recyclable and our goal is to cover the entire production. At the same time, we also focus our efforts on minimising waste, actively participating in innovative projects that can enhance its reuse, reintroducing it into the food chain as well as creating partnerships with qualified suppliers to test the use of our production waste in the creation of stationery or packaging materials.

87%
OF
PACKAGING IS
RECYCLABLE

Our vision of business therefore goes beyond simple production, as we firmly believe in the active role that a company like ours must play in the surrounding society. The ability to generate positive impact, both economic and social and environmental, is the core of our modus operandi. It is not just a responsibility to be fulfilled, but a true ethical imperative that defines the essence of our entrepreneurial activity.

A long-term vision.

Our first Sustainability Report is not just an exercise in transparency, but a declaration of our deep conviction: quality, innovation, respect for tradition, environmental protection, valorisation of people and the territory, are the pillars on which the development of our company is built. With this report, Elah Dufour S.p.A. takes a stand, without precluding its own moments of sweetness, those moments of pleasure offered by our products, thereby reinforcing the concept of "food education".

We believe that a confectionery company such as ours has an obligation to consider future generations and to enhance the territories that we operate within and indeed the world around us, but also to maintain the pleasure of our products, allowing them to be appreciated even more consciously once we have understood and embraced everything that lies behind them. This mindset brings daily challenges in maintaining this prominent position, representing the over 10 million Italian families who have an Elah, Dufour and Novi product in their homes and enabling us to grow while keeping our eyes on the future.

We believe in our journey, and we believe that by taking conscious steps in this direction our Group can only grow further. This is the fundamental reason why, during 2025, the expansion of our production facilities will be completed, in an investment plan of 32 million euros aimed at further optimising our production capacity, with full respect for the spaces and ecosystems in which we operate, and this is the reason why, in 2024, together with our collaborators, we undertook every process and study aimed at the traceability of our supply chain in the main raw materials we use - cocoa and hazelnuts - which we will report on in our next Sustainability Report.

Through this document, based on what was developed, verified, and certified during the 2023 financial year, we intend to present a clear vision of our performance as well as our future goals. A starting point, not a destination, for new challenges and opportunities, aware that the path ahead requires consistent and sustained commitment. Elah Dufour has embarked on this path and is ready to pursue it with the same spirit of dedication that has characterised our company from the very beginning, for the respect of ourselves and for the respect of all of you who are reading, to whom we extend our heartfelt thanks for your continued support and for accompanying us on our wonderful, sweet journey.

Guido Repetto

Elah Dufour S.p.A. President

FOR A SWEET AND RESPONSIBLE QUALITY

WHO WE ARE, OUR MISSION AND OUR PRODUCTS

Today, the Elah Dufour Novi Group represents one of the most distinctive entrepreneurial realities in the Italian agri-food industry, particularly within the confectionery sector.

The identity of our Group is defined by the balance between continuous innovation and respect for tradition, an approach that allows us to respond effectively to the new needs of consumers, maintaining high standards of quality and ethical and environmental responsibility.

OUR MISSION?

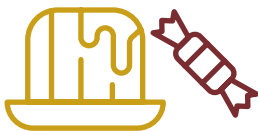
To produce high quality products, thanks to the selection of raw materials at origin, while respecting the Italian confectionery tradition; products that are safe for the consumer, with accurate controls installed and certifications undertaken; and distributed at a fair price.

TERRITORY, QUALITY, TRADITION AND PASSION

We believe in simple products, made with a handful of selected honest raw materials, products of the Italian confectionery tradition, safe and of the highest quality.

The manufacturing of our products takes place for the most part within our historic factory in Novi Ligure, inaugurated in 1936 and with the arrival of the Repetto family, grown from 6,000 to 65,000 square meters, a symbol of excellence and tradition that has distinguished our

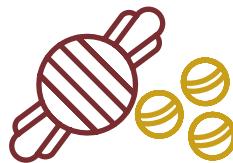
work within the confectionery sector for generations. The range of products reflects the broad spectrum of the confectionery tradition that the three Elah Dufour Novi brands carry forward with pride and innovation.



ELAH

CO-LEADER IN THE CREAMY
DESSERT AND PUDDING
POWDERED-MIXES MARKET

LEADER IN THE TOFFEE CANDIES
SEGMENT



DUFOUR

4TH ITALIAN PLAYER IN THE
CANDIES MARKET
1ST FAMILY-RUN BRANDS IN
MULTINATIONAL MARKET



NOVI

ITALIAN LEADER
IN CHOCOLATE BARS,
GIANDUIOTTI
AND CREMINI MARKETS

OUR HISTORY

Great long-standing brands.

The Elah Dufour Novi Group was founded in 1982 by local entrepreneur Ing. Flavio Repetto, who initially acquired the Elah and Dufour brands from bankruptcy and later took over the Novi chocolate company in 1985, merging all three brands. The acquisition included the Novi Ligure production plant, which over the years was expanded tenfold, from 6,000 square meters to its current 65,000 square meters.

The Group brought together four historic brands in the Italian confectionery industry: Elah, Dufour, Novi, and Baratti & Milano - one of the most prestigious Italian names in the world of chocolate and confectionery - acquired in 1999.

PRODUCT RANGE



FOUNDED IN

1909



Creamy dessert, pudding and cake powdered-mixes.



Toffee candies



Milk tablet candies



CANDY-MAKER SINCE

1926



Jelly and gummy candies



Classic candies, both hard and filled, with sugar-free versions also in 1g tablets



CHOCOLATE FROM

1903



Chocolate bars



Hazelnut spread



Pralines



Chocolate bars, including snack options



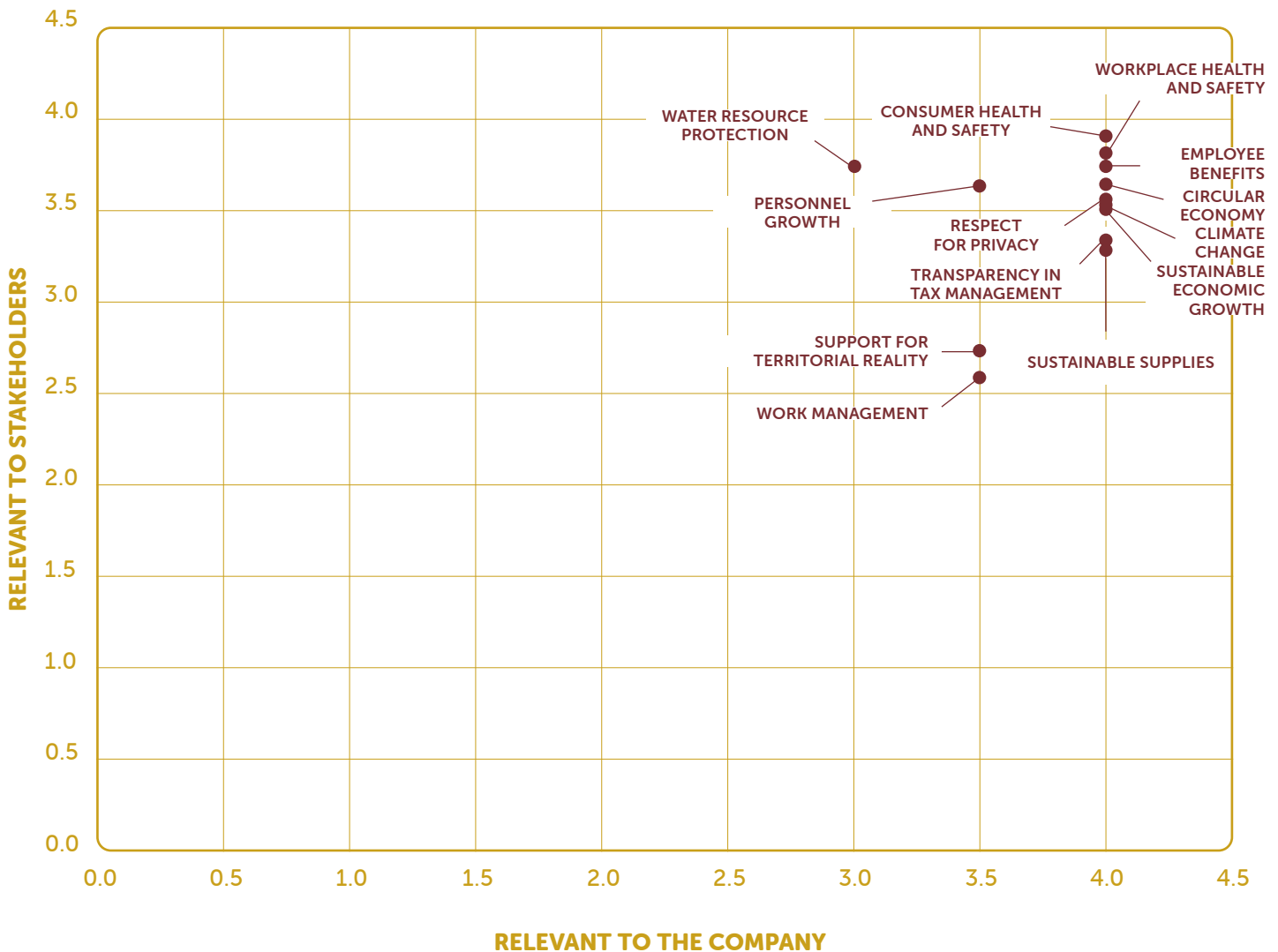
Special occasion products (Easter eggs, mini eggs, nougats)



Hot chocolate mixes

OUR SUSTAINABILITY TOPICS

Through careful analysis and evaluation, involving both internal members of the company and external stakeholders, the Group has identified the most relevant sustainability topics. These priority aspects have been fully integrated into our corporate strategy, ensuring alignment with the needs and expectations of our counterparts.



The impact materiality was also followed by an assessment of financial materiality, with the objective of completing the double materiality analysis and identifying both the environmental and human impacts on the company.

Aware of the importance of a collective commitment involving businesses, the public sector, civil society and institutions, Elah Dufour immediately combined the se-

lected material topics with the **Sustainable Development Goals (SDGs) of the 2030 Agenda**. Adopted by the United Nations in 2015, the 17 SDGs and their 169 sub-goals represent a fundamental pillar for international collaboration and the achievement of sustainable development by 2030. In this context, our Group is actively committed to selecting and pursuing the most relevant goals, in line with its ability to significantly impact strategic topics, thus contributing to global efforts.



QUALITY RAW MATERIALS

We believe that the decision to select the highest-quality raw materials is an essential element for the creation of successful products, which are in turn appreciated globally. In line with the company's sustainable procurement philosophy, priority has been given to building a robust supply chain, which helps to protect the environment, beginning with the raw materials that are most utilised.

The main raw materials used are:

- cocoa, hazelnuts, cocoa butter, powdered milk, vegetable fats and other raw materials that we have classified as flavours and essences, additives and production aids;
- sugar, glucose and other sweeteners, used in all preparations.

The main actions related to the supply of our raw materials:

- ▶ **PURCHASE OF 90% OF COCOA COMES FROM ECUADOR**
and specifically from a company we have partnered with for over 15 years, which establishes annual agreements with local producers.
- ▶ **PURCHASE OF 40% OF HAZELNUTS FROM SUPPLY CHAIN AGREEMENTS**
throughout the Piedmont region, with the aim of reaching over 50% coverage within the coming years.
- ▶ **A RIGOROUS NO-GMO AND PALM-OIL FREE POLICY**
reaffirming our commitment to biodiversity.
- ▶ **ITALIAN OR EUROPEAN ORIGIN OF SUGAR**
guaranteed thanks to agreements with suppliers.
- ▶ **LAUNCH OF A PROJECT FOR THE MANAGEMENT OF AGRI-FOOD SUPPLY CHAIN DATA**
via blockchain and personalised smart-labels, improving both transparency and traceability, ensuring detailed and reliable information at origin and quality of products sourced.

The sustainability strategy for raw material sourcing looking forward, focuses on several key initiatives.

- ▶ **PROMOTION OF SUSTAINABLE AGRICULTURAL PRACTICES**
that safeguard biodiversity, prevent deforestation and protect natural habitats, including supporting and protecting workers along the supply chain, improving both their living standards and working conditions.
- ▶ **SUPPLY CHAIN DUE DILIGENCE AND TRACKING SYSTEMS**
to ensure long-term resilience, allowing us to continuously monitor and improve our operations.
- ▶ **FREE FARMING CONVERSION**
to prevent the conversion of protected lands for agricultural use, promoting agriculture that does not threaten more sensitive areas.
- ▶ **DEFORESTATION RISK ASSESSMENT**
to mitigate the risks of deforestation and biodiversity loss, ensuring that the Group's operations do not damage natural ecosystems.
- ▶ **IMPROVING SOIL QUALITY**
through sustainable agricultural practices, ensuring the sustainability of all raw materials used in our products.
- ▶ **PREVENTING ENVIRONMENTAL AND SOCIAL CRISES**
through the promotion of high standards, including the adoption of practices that minimize environmental impact and improve the well-being of local communities.



Zero Km Hazelnuts

+15,000
QUINTALS OF
HAZELNUTS EVERY YEAR

Strictly and exclusively Italian, and to the most part of Piedmont origin, of which we have always been extremely proud.

We have always paid particular attention to the enhancement of the territory, historically linked and suited to high-quality agricultural production: Piedmont hazelnuts, of the *Tonda Gentile* variety, are universally recognised as among the best in the world in terms of quality: a quality that our Group has historically selected for all Novi brand products.

With this historic and considered choice, the *zero-mile supply chain project* - that our Group has been undertaking with Coldiretti since 2010 - becomes relevant. In fact, we are committed to purchasing over 15,000 quintals of hazelnuts every year from over 500 affiliated local producers, thus enhancing regional production.

To further enhance the activity developed with Coldiretti, in 2016 we moved to establish the "**Novi Quality Award**" as recognition for the best producers of the *Tonda Gentile Tri-lobata* hazelnut, an excellence of the Piedmont hills and a product envied the world over.

Our cocoa

We select a single, aromatic and highly prized cocoa variety: Arriba Nacional, which comes to us from Ecuador where we work with a highly qualified supplier who has been linked to Novi for over 15 years.

This collaboration guarantees Novi direct control over the entire bean-to-bar process, from the growers to the production phases of the chocolate bars. In 2024, we began a process in order to **improve the traceability of our supply chain**, to ensure maximum transparency and safety in our chocolate, whose supply chain is one of the most relevant for us in social and environmental terms. To comply with the new European regulation on deforestation and traceability, in force from 1st January 2025, we are exploring the use of blockchain and customized smart labels to manage the data of the agri-food supply chain. This will allow us to strengthen collaboration with our suppliers and ensure compliance with the newly described standards. We will report on the progress of this project within the next 2024 Sustainability Report.

FOR A SWEET GROWTH TOWARDS THE FUTURE

We look to the future through the eyes of those who are not in a hurry to arrive, of those who take action before detailing hopes in preference of achievements. We stand for “good” and lasting growth that minimizes risk and amplifies the benefits for the world we live in. We have created an internal Sustainability Committee, where all business units of the Company are involved in a unitary strategy that ensures compliance with high environmental, social and governance standards.

We are committed to development consistent with our values of integrity and transparency and to responsible sourcing in line with our Food Safety & Quality policies.

We undertake this together, internally and with our stakeholders, for a sweet growth towards the future.



2023 HIGHLIGHTS

- ▶ **94.3%**
OF ECONOMIC VALUE DISTRIBUTED TO STAKEHOLDERS
- ▶ **24.7%**
NOVI SHARE IN THE ITALIAN CHOCOLATE BAR MARKET (LEADERSHIP)
- ▶ **€141.6 mln**
TURNOVER IN 2023, AN INCREASE OF 15.7% COMPARED TO 2022
- ▶ **5**
STRATEGIC PILLARS ON WHICH TO BUILD THE APPROACH TO RESPONSIBLE SOURCING

THE ECONOMIC VALUE GENERATED AND DISTRIBUTED

In 2023, Elah Dufour S.p.A. recorded a turnover of €141.6 million, with a growth of +15.7% compared to 2022.

+15.7%

**TURNOVER
VS. 2022**

This increase was driven by a marked growth in sales volume, despite the decline in the FMCG market in Italy. **Italy has always been the most important market**, with 95.5% of 2023 sales. Prudent financial management has allowed strategic investments in plants, new products and foreign markets, ensuring solid and sustainable expansion.

Direct Economic Value Generated and Distributed measures our ability to create wealth and to distribute it to stakeholders. It includes revenues, operating costs, salaries, payments to financiers, taxes and investments in the community. In 2023, we distributed 94.3% of the economic value generated to stakeholders.

DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED | 201-1

	2023 (€)
Direct economic value generated: revenues	€ 141,633,401
Distributed economic value: operating costs	€ 122,820,676
Distributed economic value: wages	€ 10,736,812
Undistributed economic value: 'direct economic value generated' minus 'distributed economic value'	€ 8,075,913

RESPONSIBLE SOURCING

Responsible sourcing from both an environmental and social perspective, together with quality assurance, represents a fundamental principle for us in the choice of ingredients that we include in the recipes of our products.

THE COMPANY HAS DEFINED 5 FUNDAMENTAL PILLARS ON WHICH IT DEVELOPS ITS SUPPLY RELATIONSHIPS.

01

CONSOLIDATION OF PARTNERSHIP RELATIONSHIPS

through multi-year collaborations;

02

LOYALTY OF THE MOST IMPORTANT SUPPLIERS

to increase their purchasing power;

03

GUARANTEED QUALITY OF RAW MATERIALS

through the stipulation of supply specifications that summarise all the reference technical standards;

04

EVALUATION OF THE TECHNOLOGICAL PERFORMANCE

of the company;

05

VERIFICATION OF THE ECONOMIC RELIABILITY

of suppliers.

With regards to the social sphere, which is fundamental to the supply chain in which it operates, Elah Dufour S.p.A. promotes a culture of awareness among employees and business partners to ensure respect for human rights.

The company adopts a transparent reporting process to clearly communicate the progress and challenges regarding human rights, a fundamental element of its corporate culture and mission.

COCOA SUPPLY CHAIN MONITORING

Our supply chain faces human rights and regulatory challenges. We work with local supplier to reduce risk, developing sustainable and responsible projects.

DEVELOPMENT OF A CODE OF CONDUCT

Signed by each supplier, this document will define expectations regarding respect for human rights and environmental standards and will be supported by a robust due diligence plan.

CONTINUOUS COMMITMENT TO THE COLLABORATIVE RISK ASSESSMENT PROCESS

The goal is continuous improvement ensuring compliance and excellence in supply chain management.

FOR A SWEET IMPACT ON THE PLANET

We work hard to promote the value of sustainability throughout our range of products, reducing the number of ingredients wherever possible and, shortening the journey that the raw materials must travel, selecting only products of natural origin and from controlled supply chains.

We are aware of the impact of our sector, and we are taking action via concrete/practical initiatives to protect biodiversity, improve

soil quality, promote responsible agricultural practices and innovate the tracking of the entire supply chain. An idea of circular economy that sees us at the forefront also in the optimisation of packaging and in maximising the reuse of processing waste.

**A daily job, for a gentle
impact on the planet.**



2023 HIGHLIGHTS

▶ **40%**

**SHARE OF HAZELNUTS
FROM PIEDMONT**

(1.500 TONNES PURCHASED EVERY YEAR
FROM OVER 500 PIEDMONT PRODUCERS)

▶ **82%**

**PERCENTAGE OF
RENEWABLE MATERIALS
USED IN PACKAGING**

▶ **3.8 t**

**PLASTIC SAVED THANKS
TO ECODSIGN INITIATIVES**

▶ **23 t**

**PRODUCTION WASTE AVOIDED
AND TRANSFERRED TO THE ANIMAL
FEED SECTOR IN 2023**

ENERGY USE AND CLIMATE CHANGE

The company's internal energy needs are in the majority related to the use of natural gas (methane) and electricity, which are used for both technological and civil purposes. The use of fuels (diesel) is not particularly significant. The electricity used comes from a cogeneration process that uses the heat released by the production of hot water. The 2023 data has been analysed and deducted from the purchase invoices, expressed in GJ.

▶ **133,874 GJ**

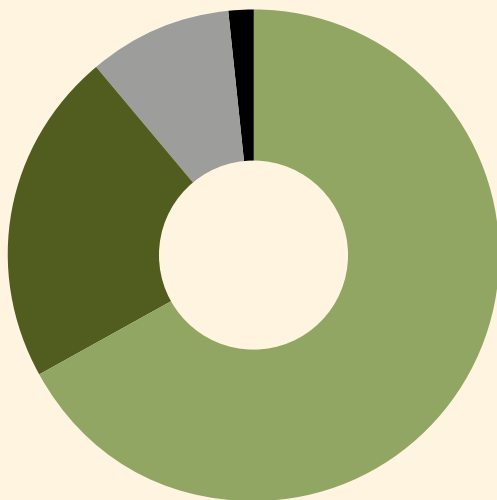
NATURAL GAS
OF WHICH SELF-GENERATED
ELECTRICITY: 33,078 GJ

▶ **14,105 GJ**

GRID ELECTRICITY

▶ **2,270 GJ**

DIESEL



Natural Gas	_____	67.1%
Self-generated electricity	_____	22.0%
Grid electricity	_____	9.4%
Diesel	_____	1.5%

WASTE MANAGEMENT AND CIRCULAR ECONOMY

In 2023, approximately 1,032 tonnes of waste was produced, deriving from production processes, and from secondary activities such as laboratory chemicals for analysis or production support (e.g. packaging, maintenance, cleaning, etc.).

Of this, approximately 1,029 tonnes are deemed non-hazardous waste, while approximately 3 tonnes are hazardous. Approximately 1,031 tonnes of waste was sent for recovery, while less than one tonne (laboratory chemicals, resins, solvents, etc.) was sent for storage.

Another significant fraction of the waste generated by the company is made up of by-products, which instead of being disposed of as waste are sent to animal feed producers. In 2023, approximately **23 tonnes of by-products were sent to the animal feed sector.**

1,031
TONNES OF
WASTE SENT
FOR RECOVERY



PACKAGING ECO-DESIGN

For several years, the Company has undertaken a path aimed at reducing the environmental impact of packaging.

The goal is to reduce the overall quantity of packaging used, simplify end-of-life recycling and promote the use of recycled materials, without compromising food safety and the shelf-life of products. The approach adopted is aimed at:

DEVELOP INNOVATIVE DESIGNS

that reduce the volume and weight of packaging, improving logistics efficiency and reducing the ecological footprint.

FOCUS ON SINGLE-MATERIAL PACKAGING

that is easily recyclable, thus simplifying the recycling process.

IMPLEMENT PACKAGING MODIFICATIONS

that have allowed a significant reduction in the use of plastic.

IN 2023, THE PACKAGING PURCHASED, FOR A

TOTAL OF
3,557
TONNES



WAS
82%
RENEWABLE

AND
26%
RECYCLED



In 2023, the packaging purchased, for a total of 3,557 tonnes, was 82% renewable and 26% recycled.

Pursuing the goal of reducing the weight of different types of packaging, we have succeeded in:

- 
- ▶ **REDESIGN THE PACKAGING OF THE 150 G NOVIBLOC BARS**
from which the base cardboard has been removed with a saving of 9.8 g per piece and a total of 70.9 tonnes of cardboard;
 - ▶ **REDUCE THE PAPER SLEEVES OF THE CHOCOLATE BARS**
whose cardboard has gone from a weight of 90g/m² to 80g/m²;
 - ▶ **REDUCE THE WEIGHT OF THE CARDBOARD BOX OF THE "NERO-NERO" BARS**
whose weight has gone from 220g/m² to 195g/m²;
 - ▶ **REDUCE THE WEIGHT OF THE CARDBOARD PACKAGING BOX**
which contains the individual packs of the table creams, from 230g to 225g;
 - ▶ **ELIMINATE THE USE OF PVC**
in the heat-seal lacquer from the aluminium packaging of chocolate bars for a total volume of 89 tonnes per year;
 - ▶ **REDUCE THE THICKNESS OF THE FILM USED FOR PALLETISATION**
reducing the amount of material by 29.4%;
 - ▶ **ELIMINATE THE PLASTIC WINDOW FROM THE BAGS OF PRALINES AND EGGS**
obtaining a 31% decrease in the use of plastic in those products and an overall decrease of 3.8 tonnes per year of plastic.
- 

FOR A SWEET AND SHARED WELL-BEING

We believe that investing in the training and development of each employee is a key recipe for corporate development, promoting their potential within a welfare system that continues to seek the best balance between private life and work.

A commitment to people that goes beyond corporate boundaries, through the intensification of collaborations to actively defend the human rights of women and

children in the supply chains in which we operate. Cultivating the relationship with local communities, financing inclusion projects - from sports to school, from the economy to healthcare - and guaranteeing consumers the highest quality and safety of products.

Together, for a sweet and shared well-being.



2023 HIGHLIGHTS

▶ **195**

EMPLOYEES

▶ **91%**WORKERS HIRED
ON A PERMANENT
BASIS▶ **+15%**OF PERSONNEL
IN 2023▶ **1,128,991 €**DONATIONS AND SPONSORSHIPS
PROVIDED IN 2023▶ **1,250**HOURS OF TRAINING
PROVIDED TO PERSONNEL
IN 2023

EMPLOYMENT AND WELL-BEING OF OUR COLLABORATORS

Our commitment is based on building relationships of trust with employees and the local community.

We value people through a collaborative and transparent working environment and culture, encouraging dialogue and active involvement. We believe that solid and responsible relationships are the key to creating real and lasting value.

195
EMPLOYEES

As of 31st December 2023, the Company had 195 employees, of which 178 were hired on a permanent basis and 17 on a fixed-term contract. Women make up 28% of the workforce, while men make up 72%.

We are committed to creating and maintaining accessible and inclusive workplaces, eliminating any form of discrimination or exclusion based on gender, age, disability, race, reli-

gion, political and/or union affiliation, language or health status of the various stakeholders. In 2023 there were no incidents of discrimination reported through our formal procedure.

Over 1,250 hours of training were provided to company personnel at all levels during 2023. In addition to the mandatory training for Health and Safety at work, specific courses were organised in 2023 for all company departments, relating to technical aspects of maintenance, hygiene and food safety, quality, labelling and sustainability.

Elah Dufour S.p.A. has already planned a series of training activities for 2024, which will involve all personnel for topics of specific expertise.



RELATIONSHIP WITH LOCAL COMMUNITIES

Faithful to its origins, the Company has always considered the connection with the territory in which it operates to be fundamental, recognising the importance of deeply rooting its business within the local community and actively contributing to development through philanthropic donations.

In 2023, Elah Dufour S.p.A.'s donations amounted to

€ 1,128,990.86

divided as follows:



€ 794,820.98

FOR SPONSORSHIPS IN THE SPORTS AND CULTURAL FIELDS



€ 126,113.58

FOR MEMBERSHIP CONTRIBUTIONS FOR THE DEVELOPMENT OF INDUSTRY AND TRAINING



€ 208,056.30

FOR OTHER EXTRAORDINARY EXPENSES

CUSTOMER AND CONSUMER SATISFACTION

The ability to satisfy the demands of our customers and, in turn, consumers is one of the basic prerogatives of the way in which we operate.

The goal is to produce Italian products with quality raw materials but at an accessible average market price.

The company has its own research and development and chemical and microbiological analysis laboratory which, thanks to the expertise of the people who work within the laboratory and the organisational approach adopted, are able to respond quickly to market needs. Furthermore, it has implemented the **FSSC 22000 certification** for several years, a specific standard for the protection of food safety recognized at an international level.

Thanks to these initiatives, and to the commitment on the communication front, the company can count on **over 230,000 consumers** (which became over 300,000 during 2024).



Novi, Official Chocolate of the Giro d'Italia

The Giro d'Italia is a unique heritage that unites the country and enhances the territory, bringing with it passion, sacrifice, respect, history, tradition, innovation and social responsibility: values that we fully share and that have led us, since 2020, to be the Official Chocolate of the Corsa Rosa.



With the Novi brand we are present at all 21 stages with communication and entertainment activities, from the start to the finish and together with the Carovana del Giro, where our personalised pick-up and the *Nocciolino* mascot liven up the route while waiting for the cyclists. The Hospitality areas, manned with product positioning, host over 200 customers, prospects and collaborators at each edition.

Passion for cycling is in our DNA. In 1952, we started our first sports sponsorship, with a

cycling meeting in Lanciano, with the presence of Gino Bartali. Novi Ligure, our home, is linked to the great champions Costante Girardengo and Fausto Coppi, to whom we still pay homage today with images inside and outside of our factory in Novi Ligure.

We will also be the exclusive partners of the Tour de France until 2026. The Tour started for the first time in Italy in 2024, where we developed a special edition of Crema Novi and activities dedicated to French consumers.



**DISCOVER OUR COMPLETE
SUSTAINABILITY REPORT HERE**



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