

ESG  NEWS

ESGmakers

Guide to key players in sustainability

Special Edition

Food



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Feeding the Future: A Guide to the Sustainable Transformation of the Agri-Food Sector



Alessandra Frangi
Founder and CEO, ESGnews

The sixth ESGmakers guide, published by ESGnews, focuses on the agri-food sector - an industry where sustainability is playing an increasingly critical role. Food today is more than nourishment; it represents culture, identity, and a key driving force of economic growth. With the global population projected to exceed 10 billion within the next two decades, and as the effects of the climate crisis accelerate, addressing the environmental and social impacts of the agri-food system is no longer optional but essential. The sector now faces a major challenge: to ensure healthy, accessible food for all while safeguarding natural resources and protecting human rights.

But what does it mean, today, to produce sustainably in the agri-food sector? And how are companies reacting? We investigated it through the collaboration of experts, institutions, research bodies and the testimonies of companies that have made sustainability not only an identity value, but also a strategic lever for the future based on quality, fairness, innovation and responsibility throughout the entire production chain.

Thanks to the contributions of the Santa Chiara Lab at the University of Siena, the Agrifood and Smart Food Observatory of the Politecnico di Milano, the University of Gastronomic Sciences in Pollenzo, as well as insights from the consulting firm Deloitte, from Fiere di Parma, which promotes Italian excellence internationally through TUTTOFOOD, and from Crédit Agricole, a long-standing supporter of the agricultural and agri-food sectors, we have sought to provide answers on how to reconcile sustainability and competitiveness in an increasingly com-

plex global context, marked by geopolitical instability, climate change, and international regulatory pressures.

Several key drivers have clearly emerged: the importance of protecting and respecting the environment, through more efficient use of natural resources, especially water and energy, the latter increasingly sourced from renewables; the safeguarding of biodiversity, now recognized as an essential element of the production system and therefore crucial to maintaining global economic stability; attention to people, from consumers demanding healthy, high-quality food to workers across the entire supply chain; and finally, technology and innovation, which are key tools for improving efficiency, traceability, transparency, and corporate reporting.

What emerges is that, even in the food sector, sustainability is not just a matter of responsibility: it is, above all, a competitive advantage when fully integrated into a long-term strategic vision. It is an opportunity whose potential grows and becomes tangible when a company is able to measure and communicate its commitment accurately, seriously, and credibly.

This guide, therefore, aims to be a tool for orientation, comparison and inspiration. Because building a sustainable food system is a collective challenge. It is a shared journey involving consumers, partners, institutions, and companies, with the goal of ensuring business competitiveness, protecting the planet that sustains us, and securing a healthy, safe, and equitable future for everyone.

The Italian agri-food sector: key figures

262.7 billion euros

in total turnover, including **€186.2 billion** from the Food & Beverage sector and **€76.5 billion** from the agricultural sector (2023)

74 billion euros

in agri-food added value, including **€34.2 billion** from Food & Beverage and **€39.8 billion** from the agricultural sector (2023)

17 billion euros

in investments, including **€6.6 billion** in Food & Beverage and **€10.4 billion** in the agricultural sector (2023)

3.4 million employed

including **475,000** in Food & Beverage and **2.9 million** in agriculture (2023)

1.2 milioni companies

including **49,429** in Food & Beverage and **1.1 million** in agriculture (2023)

67.5 billion euros

in exports, including **€58.2 billion** from Food & Beverage and **€9.3 billion** from agriculture (2024)

+43.5%

growth in agricultural investments over the period 2014–2023

+10.5%

growth in Italian food industry production from 2014 to 2023, higher than the EU average (+7.4%)

Sources: The Roadmap for the Future of Food & Beverage: Trends and Challenges for the Coming Years, The European House – Ambrosetti, 2025
Report on the Italian Agri-food Sector, ISMEA, 2024

The state of sustainability in the agri-food sector



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Small and medium-sized enterprises (SMEs) form the backbone of Italy's **agri-food system**, marked by a strong **connection to the land** and a remarkable **diversity in production**. In an increasingly challenging economic and regulatory environment, these businesses must now balance economic efficiency, social responsibility, and environmental protection across supply chains characterized by significant sectoral and regional heterogeneity. In this context, the transition to sustainable models requires **robust analytical tools, transparent reporting mechanisms, and conscious governance**—elements that, when effectively combined, allow businesses to **anticipate systemic risks** while leveraging **opportunities for innovation**.

However, for many agri-food SMEs, the **structural integration of ESG criteria** into production and management processes remains fragmented and in its **early stages**, hindered by **financial, legislative, and infrastructure constraints**. This reality is reflected in a study conducted by the **University of Siena** within **Spoke 9 of the National Agritech Center**, financed by **Italy's National Recovery and Resilience Plan (PNRR)**. The research provides one of the most **comprehen-**

sive analyses on the level of sustainability within Italian agri-food enterprises, with a particular focus on **SMEs**—defined as those with **fewer than 50 employees** or a **turnover below 30 million euros**.

The study examined a **sample of 3,002 agri-food companies**, spanning various sizes and characteristics, representing the rich diversity of Italy's production landscape. These businesses cover the entire supply chain—from raw material sourcing to final product transformation—ensuring a holistic assessment of sustainability efforts. To achieve a representative sample, researchers adopted a stratified random sampling method across Italy's 20 regions and six key production sectors: cereal farming, winemaking, olive cultivation, dairy production, fruit and vegetable farming, and beekeeping.

The study offers a comparative analysis between large enterprises—those with more than 50 employees or a turnover exceeding 30 million euros—and SMEs, identifying sector-specific trends, recurring challenges, and existing best practices. Using a systematic, data-driven approach, the report highlights

the **key levers** necessary to **enhance ESG competitiveness** in the sector, ranging from renewable energy adoption to efficient water management, from social inclusion to human capital development, and from certification access to the creation of resilient territorial networks.

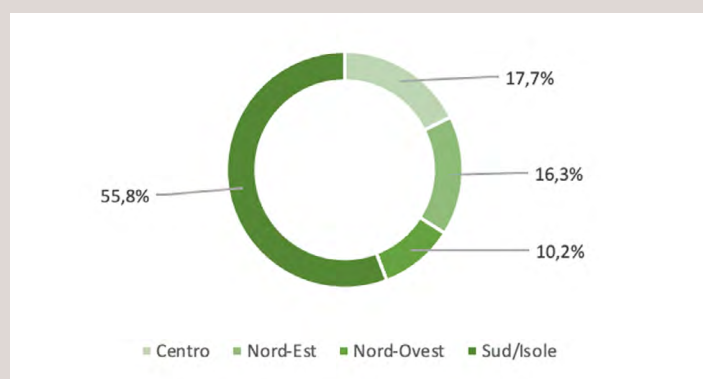
This analysis aims to provide tangible tools for policy makers, industry associations, and businesses, and to help accelerate a sustainable transition that is technologically advanced, fair, participatory, and aligned with the cultural and production-specific needs of Italy's agri-food sector.

AGRI-FOOD SMES: BALANCING TRADITION AND INNOVATION

The history of Italy's agri-food SMEs reflects a **dynamic balance** between **long-standing traditions** and **strategic innovation**. The sector's remarkable diversity underscores its ability to integrate advanced business models with a strong cooperative structure, although this varies significantly across different supply chains—13% of dairy enterprises operate as cooperatives, compared to 2% in cereal farming and 4% in winemaking.

At the same time, the **family-run business model** remains a cornerstone of the industry, with 77% of SMEs maintaining this structure, compared to 59% of large enterprises. This trend is particularly evident in Southern Italy and the Islands, where the bond between tradition and local identity continues to strengthen, ensuring both economic resilience and cultural preservation.

PMI familiari per macroregione



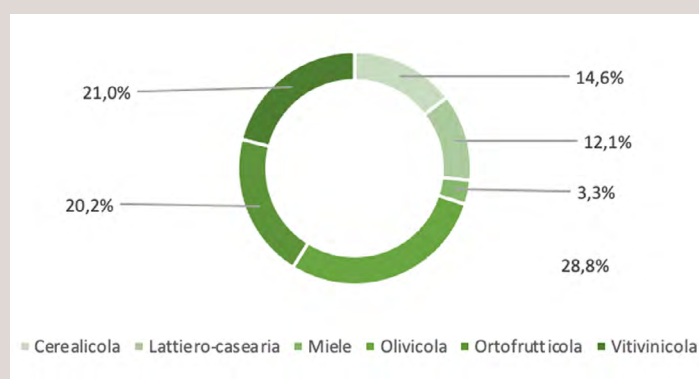
ENERGY AND WATER CONSUMPTION, WHERE DO WE STAND?

The **self-production of renewable energy** is becoming increasingly important for improving **operational efficiency** and reducing costs. However, the adoption of such systems is highly dependent on financial resources and the structural conditions of businesses. **While 74% of large companies have already invested in renewable energy, only 50% of SMEs have taken this step**, primarily hindered by economic constraints and limited access to incentives. This gap varies across **production sectors**: for example, the dairy industry has the highest percentage of SMEs with renewable energy systems (54%), followed by the wine sector (53%), whereas honey production and poultry farming show lower adoption rates (40% and 46%, respectively).

Production capacity reflects further disparities: **large companies generate significantly higher energy volumes than SMEs**, with a median annual production of 453,990 kWh, compared to 65,000 kWh. Even within SMEs, there are notable differences—the fruit and vegetable sector leads with an average of 130,000 kWh, while honey production and olive farming remain at much lower levels (15,000 kWh and 28,000 kWh, respectively). Moreover, despite a gradual decrease in diesel consumption, **dependence on fossil fuels remains significant**, with the dairy and cereal industries reporting the highest usage levels compared to other sectors.

On the water consumption front, challenges are equally pressing. **SMEs report an average consump-**

PMI familiari per filiera



tion of 278 m³ of water per euro of revenue, nearly three times higher than the 87 m³ recorded by large companies. This discrepancy reflects the less efficient infrastructure of smaller enterprises and the diversity of production processes, which often require higher water usage. The dairy and cereal sectors are the most water-intensive, with median consumption levels of 478 m³ and 461 m³, whereas fruit and vegetable farming (82 m³) and honey production (0.2 m³) show significantly lower environmental impact.

The path toward a sustainable transition is not without obstacles. SMEs, in particular, face challenges due to regulatory and landscape constraints, especially in rural areas with high historical and environmental value. Overcoming these barriers requires targeted strategies that include economic incentives, financial support models, and innovative solutions. Investing in rainwater collection and technological optimization could be a turning point in improving water efficiency and reducing disparities.

It is also crucial to recognize that these transformations are not only technical but systemic. A truly effective transition calls for an integrated approach that combines technological innovation, supportive policies, and a long-term strategic vision, one that enhances the unique characteristics of different production sectors and helps bridge the gaps between regions and business sizes.

THE ROLE OF HUMAN CAPITAL

Human capital is a fundamental pillar for both social sustainability and the competitive strength of Italian SMEs, playing a key role in driving innovation and helping businesses adapt to the shifting demands of the global market. However, significant imbalances persist—not only in inclusivity dynamics but also in overall workplace well-being.

Most SMEs operate with small teams: 50% employ fewer than six people, and only 10% have more than ten employees. These structural characteristics often align with family-run management models, particularly prevalent in the cereal, wine, and beekeeping sectors, while the dairy industry stands out for its greater

employment complexity. On a regional level, Southern Italy and the Islands tend to have larger workforce concentrations compared to the Center-North, reflecting specific socioeconomic dynamics.

Youth employment is another critical factor in ensuring the long-term vitality of the production system. However, SMEs struggle in this area, with 50% of companies reporting no employees under 25. Some sectors, such as olive farming and fruit and vegetable production, demonstrate greater inclusivity, but overall, the data points to an urgent need for targeted interventions to facilitate young talent integration—through training programs and inclusive employment models that maximize their potential.

Gender representation in leadership roles is also a pressing issue. Among SMEs, only 50% of companies report a female presence exceeding 6%, while 25% have no women in executive positions. Even large corporations show modest figures, with 50% failing to surpass 10% female representation in management ranks. Sector-wise, the cereal and dairy industries have relatively higher levels, at 20% and 15%, respectively, whereas the olive farming and fruit and vegetable sectors lag behind at 2% and 5%. The wine sector stands out negatively, with half of the companies lacking female representation in decision-making roles. These figures underscore the urgent need for structural policies that promote greater gender equality, particularly in leadership positions.

Another key issue concerns the workplace inclusion of people with disabilities. In large companies, 59% of employees with disabilities are integrated into the workforce, thanks to well-established inclusion policies. In contrast, this percentage drops significantly to 10% in SMEs, where integration efforts remain limited.

Finally, corporate welfare policies reveal a sharp disparity between large enterprises and SMEs. In larger firms, 55% of employees benefit from welfare initiatives, while this number falls to 32% in SMEs. These findings indicate that SMEs struggle to invest in organizational well-being, although there remains room for improvement—a gap that could be addressed

through adequate economic support measures.

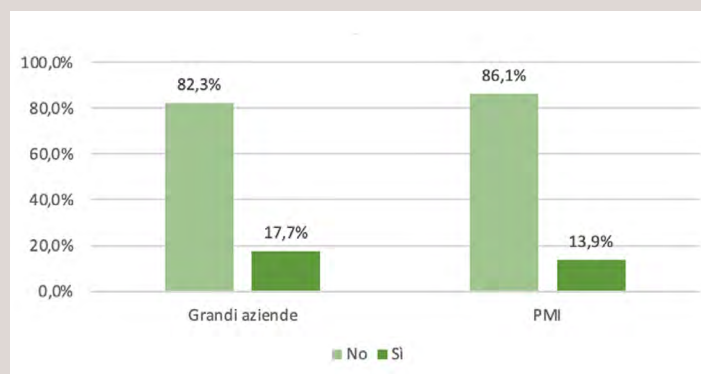
LOCAL FOOD POLICIES: AN UNTAPPED POTENTIAL

Partnerships and **collaborations between businesses and local communities** help create more balanced and territory-conscious development models. In the agri-food sector, this approach enhances local resources and traditions while promoting initiatives that improve sustainability and strengthen regional economies.

Policies such as **agri-food districts** or **short supply chains**—a production and distribution model that minimizes intermediaries between producers and consumers, favoring direct sales or simplified transactions to ensure fresher, more traceable, and often locally sourced products—could serve as valuable tools to deepen collaboration between businesses and communities. However, their adoption remains limited.

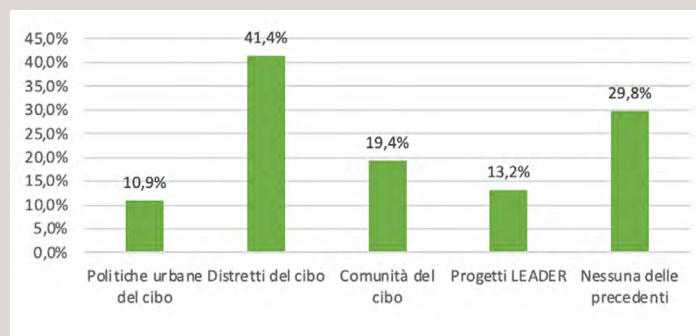
Overall, company participation in local food policies is still relatively low, with 82% of large enterprises and 86% of small and medium-sized businesses not yet actively involved.

Aziende coinvolte in politiche locali del cibo



Data shows that the most widely adopted policies today are **food districts**, with similar participation rates among large companies (42%) and SMEs (41%). These districts play a crucial role in **creating synergies** between **producers, distributors, and consumers**, fostering **local and sustainable food systems**. **Urban food policies** and **LEADER projects** also hold significant importance, although their implementation remains more limited.

Percentuale di politiche del cibo adottate nelle PMI



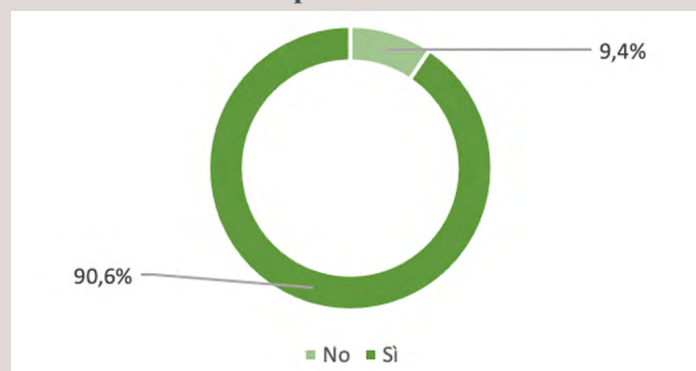
These data highlight a potential that has yet to be fully realized. Local food policies not only promote environmental sustainability but also represent a strategic opportunity to strengthen ties between businesses and communities, developing models that integrate innovation, quality, and inclusivity. The low level of participation calls for a deeper reflection on how to encourage greater engagement from companies, through targeted policies, dedicated funding, and awareness campaigns.

ECONOMIC SUSTAINABILITY: FINANCIAL RESILIENCE, INNOVATION, AND CERTIFICATIONS

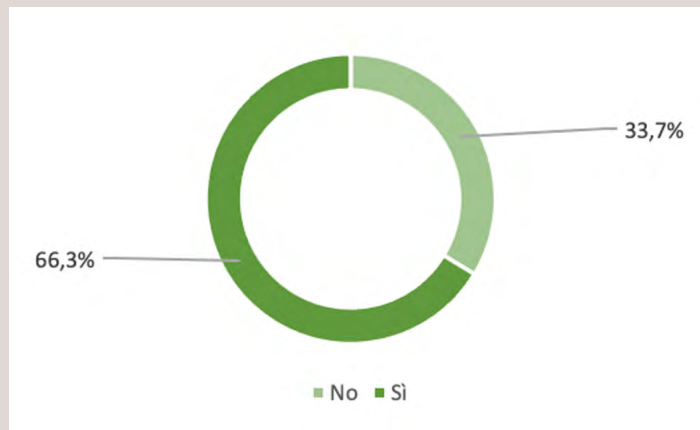
Economic sustainability in Italy's agri-food sector stands at a crossroad between innovation, resilience, and inclusion. These factors are not just components of a productive framework but key elements shaping businesses' ability to adapt to contemporary challenges.

One crucial aspect is the **role of certifications**, which go beyond mere regulatory compliance to serve as symbols of credibility and quality for consumers, who are increasingly drawn to ethical and sustainable consumption models. **Nearly 90% of large enterprises hold certifications, but this figure drops to 66% among SMEs**, with significant variations across different production sectors.

Grandi aziende con prodotti certificati



PMI con prodotti certificati



The wine sector, with 75% of companies certified, ranks at the top, while the honey industry is among the lowest at 53%. The maintenance costs of certifications vary significantly: for large enterprises, they can reach up to 15 million euros, whereas 50% of SMEs spend less than 1,000 euros, making certification more accessible to smaller businesses.

Similarly, the **disparity in revenue** is not just an economic indicator but also reflects different levels of innovation and market penetration. While **50% of large enterprises generate revenues above 47 million euros, the corresponding figure for SMEs is just 500,000 euros**. The dairy and fruit and vegetable sectors stand out for their ability to generate higher revenues, with 50% of SMEs exceeding 3 million and 1.2 million euros, respectively. In contrast, the cereal, olive, and wine industries show lower revenue levels, while the honey sector records the weakest performance, with half of the companies reporting annual revenues below 80,000 euros.

SUSTAINABLE MANAGEMENT MODELS: KEY DRIVERS TO STRENGTHEN COMPETITIVENESS

The **coexistence of a strong tradition** alongside the **push for innovation**, wide **variations in business size and geography**, and **growing consumer awareness of sustainability** define an evolving trajectory that cannot advance without targeted interventions and a shared strategic vision.

The structural disparities between large enterprises and SMEs—especially in energy and water efficiency, certification access, and inclusion policies—present challenges that require coordinated efforts from institutions, research bodies, and industry stakeholders. Bridging these gaps is essential not only to ensure fairer and more resilient economic growth but also to fully leverage the contributions that each production entity can offer to ecological and digital transitions.

The enhancement of human capital, investment in sustainable technologies, and promotion of inclusive management models are not only ethical imperatives but also strategic levers for boosting the sector's global competitiveness. The future of Italian agri-food lies in its ability to merge its rich history with forward-thinking innovation, ensuring the protection of the territory, the preservation of its unique production characteristics, and a prosperous future for generations to come.

The wine case

SMEs in the Wine Sector and Sustainability

Curated by the Wine Observatory of Santa Chiara Lab

The Italian wine sector is one of the top performers in the agri-food economy, with a turnover exceeding €14 billion in 2023.

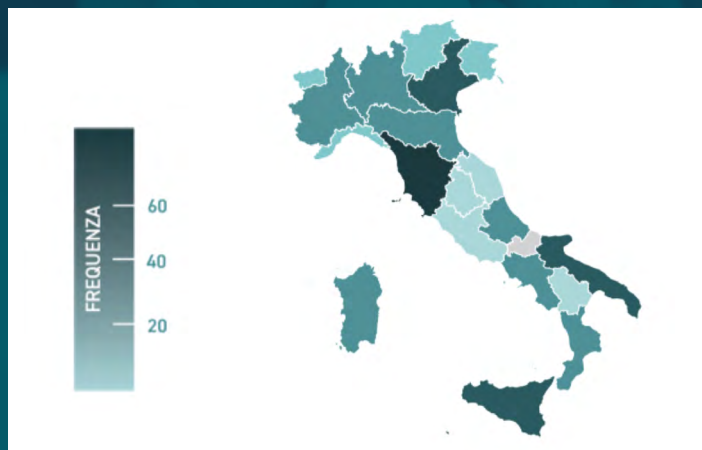
Wine accounts for 20.5% of the Italian agri-food sector, and SMEs play a key role, contributing over 60% of national production.

Tuscany, Sicily, Puglia, and Friuli-Venezia Giulia are the regions with the highest concentration of wineries.

WINE AS A FAMILY TRADITION

81% of SMEs in the wine sector are family-run, slightly above the average of 77% across the entire agri-food industry.

Distribuzione PMI vitivinicole per regione

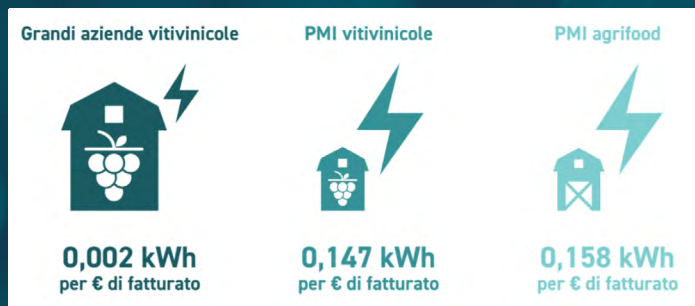


Family-run wineries are primarily concentrated in **Southern Italy and the Islands**, where they represent **40.7%** of all wine sector businesses. They are followed by **Northeast Italy (25%)** and **Central Italy (19.2%)**.

ENERGY TRANSITION: A SILENT REVOLUTION

53% of companies have adopted low environmental impact production protocols, a trend that is steadily growing.

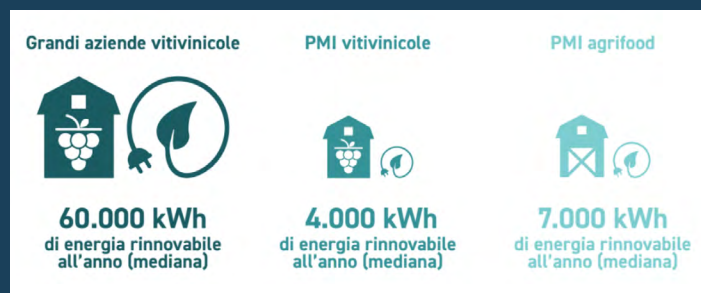
Larger companies show higher energy efficiency levels compared to SMEs.



Large wine companies report extremely low electricity consumption, with a median of 0.002 kWh per euros of turnover, thanks to structural investments in advanced technologies and renewable energy sources.

50% of SMEs consume more than 0.147 kWh per euros of turnover, in line with the rest of the agri-food sector (0.158 kWh per euro).

53% of wine companies have invested in renewable energy, with solar panels remaining the dominant choice. Large companies produce significantly more renewable energy, a difference driven by their greater investment capacity, as well as territorial constraints and landscape regulations that often limit the installation of renewable energy systems.



The median annual production of renewable energy for SMEs in the wine sector is 4,000 kWh, a value that significantly deviates from the median of 7,000 kWh observed for SMEs in the entire Italian agri-food sector.

For large companies, the median annual production is 60,000 kWh.

WATER MANAGEMENT AND TECHNOLOGICAL INNOVATION

For wine sector companies, water plays a crucial role in cultivation, winemaking, and equipment maintenance. For this reason, water resource management is becoming an increasingly central and strategic aspect. Large companies are found to be much more efficient in this area.



Large companies consume less than 9,000 m³ water annually on average and record an incidence of 0.1 m³ per 1,000 euros of turnover.

SMEs in the wine sector limit consumption to under 441 m³ annually in 50% of cases, with a higher incidence of 1.80 m³ per 1,000 euros of turnover.

Agri-food SMEs in general show a median consumption of under 700 m³ per year, but with an incidence on turnover that rises to 2.86 m³ per 1,000 euros, indicating greater pressure on operating margins

INCLUSION AND GENDER EQUALITY

In large wine companies, the percentage of male employees is 58.6%, while female employees account for 41.4%. In wine SMEs, 2 out of 3 employees are male.



The percentage of women in executive roles in large wine companies stands at 25%, but drops below 5% in half of the SMEs in the sector.

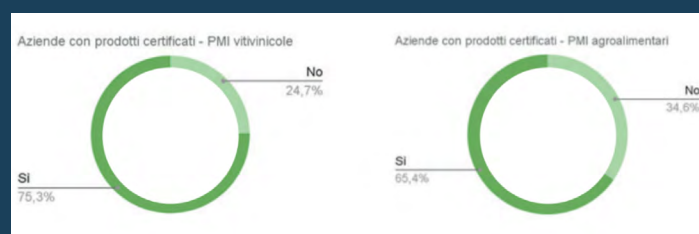
This figure is even lower than that of agri-food SMEs overall, where female representation in leadership roles reaches 12%.

An interesting insight emerges from family-run wine SMEs: in half of these, at least 20% of executives are women.

CERTIFYING THE QUALITY AND SUSTAINABILITY OF ITALIAN WINE

To ensure quality and reliability, product certifications are becoming an increasingly common tool for positioning and competing in both domestic and international markets.

75% of wine SMEs report having certifications—a figure that exceeds the 65.4% average observed among SMEs in the broader agri-food sector.





Valeria Brambilla

Amministratore
Delegato
Deloitte & Touche

CSRD, from Reporting to Strategy: What has worked and What can be improved

In a complex international context marked by regulatory uncertainty, environmental, social, and governance (ESG) factors have become an integral part of corporate strategy. The scrutiny from investors, regulators, consumers, and employees demands rigor in the measurement and communication of sustainability, as well as an adequate governance system.

A study by Deloitte Italy involving 36 listed companies, representing approximately 700 billion euros in market capitalization, highlights how non-financial information is becoming central to overall corporate disclosure. This process is strengthening synergies among corporate functions and their related information flows.

However, challenges remain in data collection and control systems. In this context, companies express four key needs. First and foremost, it is essential to define a clear

corporate purpose that can guide the company toward concrete sustainable development goals. This must go hand in hand with the development of cross-functional skills that combine technical ESG knowledge with systems thinking and interdepartmental collaboration. There is also a growing need to strengthen internal control systems to ensure the reliability and accuracy of information. Finally, it is crucial to ensure maximum transparency in communication, as market trust is built on companies' ability to provide credible, relevant, and verifiable data.

The CSRD thus emerges not only as a regulatory requirement but also as a strategic opportunity to redefine the company's purpose and generate sustainable long-term value.

[Read the full interview](#)

The role and tools of banks in supporting businesses through the green transition

Sustainability lies at the heart of Crédit Agricole's strategy. As an international banking group with a cooperative and mutualistic identity, Crédit Agricole places customer support at the core of its mission—or, as it is known in France, its "Raison d'être."

The Group's commitment to sustainability began in 2003 with its endorsement of the United Nations Global Compact and has since been strengthened through major milestones: the signing of the Principles for Responsible Investment (2006), participation in drafting the Green Bond Principles (2014), support for the Paris Climate Agreement (2015), adoption of the United Nations Principles for Responsible Banking (2019), and membership in the Net Zero Banking Alliance (2021).

Also known as the "Banque Verte," Crédit Agricole was the first bank in the world to commit to phasing out financing of thermal coal by 2030 and to set decarbonization targets across 10 economic sectors within its international loan portfolio. As a key player in the French financial landscape, it has also been present in Italy for over 50 years, ranking among the country's major banking groups and playing a key role in the ecological and social transition.

Environmental responsibility, social inclusion, and sound governance form the pillars of Crédit Agricole's sustainability strategy in Italy, aimed at supporting the development of local communities and territories.

The Group has brought its "universal local banking" model to Italy, originally rooted in Cariparma and later expanded through a series of strategic acquisitions, including Carispezia, Friuladria, the Savings Banks of Rimini, Cesena, and San Miniato, and more recently through the public takeover bid for Creval.

Crédit Agricole's approach is to actively support the economic and social systems of the regions where it operates, guiding families and businesses through major transformations, including the ESG transition. Regulatory compliance is seen not as an end in itself, but as a starting point. For Crédit Agricole, sustainability means strategic positioning, value creation, and social impact.



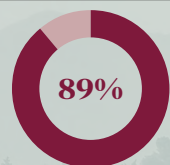
Elisa Dellarosa

Head of Corporate
Governance and
Sustainability
Crédit Agricole Italia

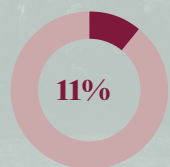
[Read the full interview](#)

Sustainability reporting in Italian agri-food companies*

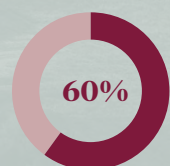
Environment



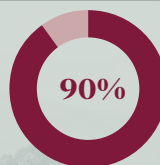
89% of the analyzed companies have accounted for Direct GHG Emissions – **Scope 1** (GRI 305-1).



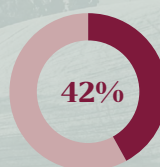
11% have accounted for Indirect GHG Emissions – **Scope 2** (GRI 305-2), without specifying the methodology.



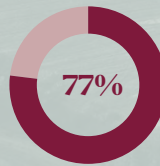
60% have accounted for Indirect GHG Emissions – **Scope 2** (GRI 305-2) using both methods: “**Location based**” & “**Market based**”.



90% of the analyzed companies have accounted for **electricity consumption** – (GRI 302-1).

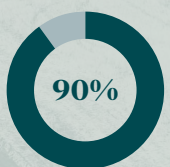


42% have accounted for **water consumption** – (GRI 303-5).



77% have accounted for the amount of **waste produced** – (GRI 306-2).

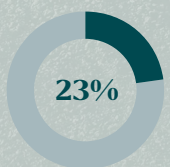
Supply chain



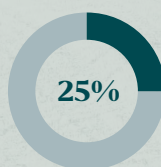
90% of the companies in the analysis state that **they assess their suppliers based on environmental and social criteria**. However, only 52% specify the actual percentage of suppliers subject to such assessments.



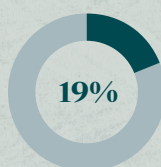
52% provide data on the **overall spending percentage towards “local” suppliers**, which on average stands at 60%.



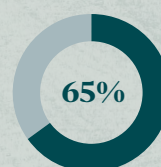
Only 32% provide data on the **percentage of inputs for which traceability systems have been implemented**.



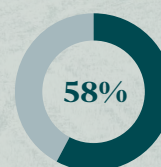
25% of the examined companies report the **ENVIRONMENTAL performance** of their suppliers.



19% of the examined companies report the **SOCIAL performance** of their suppliers.



65% report the presence of **ENVIRONMENTAL certifications** of their suppliers.



58% report the presence of **SOCIAL certifications** of their suppliers.

This data suggests a tendency to **prioritize compliance with certified standards rather than directly monitoring actual environmental performance or conducting a direct assessment of social practices**. This approach could limit transparency and understanding of the real environmental impacts and social conditions along the supply chain, highlighting an opportunity for companies to expand reporting practices and implement innovative evaluation and monitoring systems.

Stakeholder engagement

12

The number of projects carried out, on average, by the analyzed companies, in favor of the local community.

1.2

Million euros

The average amount of contributions allocated to local community development activities.

These results represent a **good achievement**, highlighting the companies' willingness to invest in concrete initiatives that create value for the community, demonstrating a significant commitment to regional development.

* Source: **Sustainability Reporting of Italian Companies in the Agri-food Sector, 2024 Edition, National Observatory on Non-Financial Declarations**. Dipartimento di Studi Aziendali e Giuridici (DISAG), **University of Siena**. Analysis based on a sample of 71 Italian companies associated with UNION FOOD that have published at least one sustainability report in the past four years. Only companies that reported data in the years 2021, 2022, and 2023 were included in the charts.

CASE HISTORY

When Tradition Meets Innovation: Sustainability by Deliziosa

Blending tradition with innovation to foster sustainable growth—this is the essence of Deliziosa. Founded in 1992 by Giovanni D’Ambruoso, the company has successfully enhanced the dairy excellence of its homeland, Puglia, integrating sustainability into every aspect of its operations. Over the years, D’Ambruoso has built a globally recognized brand distinguished by the outstanding quality of its products, as evidenced by numerous international accolades.

At the company’s core lies a deep connection to the territory: **milk is sourced daily within a 30-kilometer radius**, then **handcrafted** by master cheesemakers who preserve and pass down ancient traditions. But safeguarding this heritage doesn’t mean being anchored to the past without looking toward the future. Deliziosa has invested in **cutting-edge technologies**, modernizing its facilities and laboratories while making sustainability a central priority throughout the supply chain—from animal welfare to consumer health.

Deliziosa **supports local farms** by contributing to the purchase of **Biochar kilns**, a process that helps reduce CO₂ emissions. Additionally, it provides **training courses** for farmers looking to produce **biofertilizers** as an alternative to chemical fertilizers. Within its production facilities,

state-of-the-art systems allow for the transformation of waste sludge into energy and the recovery of water during processing.

Another key commitment is the pursuit of **clean energy** and low-impact solutions. The company operates **photo-voltaic systems**, currently ensuring that 70% of its energy comes from renewable sources, with a **target of 100% by the end of the year**. Deliziosa has also made progress in reducing plastic use in its **packaging**, reinforcing its pledge to environmentally responsible materials.

On the social front, Deliziosa prioritizes its employees, especially since crafting handmade products like the traditional burrata requires specialized skills that are not easy to find. The company has established **training programs** to ensure professional growth and technical expertise, and it is now working on a **new sports facility** for its workforce—designed to improve work-life balance.

“Despite the exponential growth in recent years, Deliziosa still feels like a big family, because caring for people is just as important as caring for the land,” says founder Giovanni D’Ambruoso, who concludes: “Every kind of sustainability is Deliziosa [delicious in Italian]—but only when it is truly brought to life through action.”

Le certificazioni di Deliziosa



Prodotti di qualità
Puglia



IFS Food



Certificazione
Dop



Certificazione
Bio



Certificazione
ISO 14001



CASE HISTORY

Focus on the supply chain and people: Caffè Borbone's project in Uganda

In the coffee sector, supply chain control starts with a direct relationship with the farmers. To strengthen and enhance this relationship, Caffè Borbone, a Neapolitan company founded in 1999 and today a leader in the roasting and portioned coffee market, launched a project in 2022 in collaboration with Ofi (Olam Food Ingredients), a global leader in natural food products and green coffee. The project is called the Mwanyi Women and Youth Project, an initiative aimed at encouraging the active participation of youth and women in sustainable coffee farming activities in Uganda – “Mwanyi” in the local language means “coffee” – with the goal of building a fairer and more inclusive supply chain.

Three years after the launch of the project, 1,000 coffee producers identified as the target have already been involved.

The initiative, lasting five years, includes training activities primarily aimed at the population aged 23 to 59 in the southwest of Uganda, the leading African producer of Robusta coffee, where coffee is the main source of income for about a third of the population. The project was created to address widespread precariousness and rural exodus, promoting the empowerment of small producers. Key courses include: basic agronomy training, financial literacy, and ac-

cess to microcredit, all essential tools to improve the quality of production.

In the first three years, four nursery cultivation platforms were created, with a capacity of over 50,000 plants, managed by 24 trained young people (36 in full operation) as actual farming businesses. The goal is to develop an autonomous local supply chain, reducing dependence on imports and promoting sustainable and independent production. The project also includes financial support and impact monitoring activities conducted by Caffè Borbone.

“One of the most exciting aspects of the project is observing the concrete effects generated by continuous and widespread learning,” explains Marco Schiavon, CEO of Caffè Borbone. “We are in constant contact with local representatives, organized into eight teams that include field officers, agronomists, financial experts, and unit managers. This allows us to offer consistently updated training. One of the priorities for the future will be to increasingly focus on regenerative agricultural practices to make cultivation and harvesting processes more efficient in terms of environmental impact. Access to microcredit and financial services will be essential to promote entrepreneurial initiatives and improve the living conditions of the communities involved.”



**Alice Andrei**

Responsabile Marketing
& Communication
Fiere di Parma

Healthy, Accessible, and Quality Food for All: TUTTOFOOD's Challenge to the Food Industry

International and forward-looking, TUTTOFOOD is the leading trade show for the agri-food ecosystem. In a market increasingly focused on environmental, social, and economic sustainability, the event offers a key opportunity to rethink the future of food. This year's edition takes place from May 5 to 8 in Milan.

Discover emerging trends, global challenges, and new opportunities for businesses embracing a more responsible production model.

[Read the full interview](#)

Insight

Food Waste: Definition, Causes, and Solutions to Reduce It

Every day, a significant portion of the food produced is lost along the agri-food supply chain (13%) or thrown away by restaurants, stores, and households (19%). This is in stark contrast with the number of people who lack access to adequate nutrition: in 2023, around 733 million individuals suffered from hunger. Food waste is a complex issue, driven by technological, regulatory, and cultural factors. Discover how to provide concrete, systemic, and shared solutions.

Discover more →



UN SAPORE CHE TI PUGLIA

**Marta Schiraldi**

Safety, Health, Environment
and Sustainability Head
Gruppo Nestlé Italia

The Importance of Creating Shared Value: Nestlé's ESG Commitments in Italy

Good Food, Good Life. This is the purpose of the Nestlé Group, the global food giant that, through its sustainability strategy, is committed to creating shared value for society, with the goal of building a better future for people, communities, and the planet. Find out more.

[Read the full interview](#)

Insight

Sustainable Packaging: What does the EU Regulation 2025/40 on Packaging requires

In force from February 2025, EU Regulation 2025/40 introduces new rules to make packaging more sustainable and safe, reduce waste, and promote recycling and reuse. The new legislation involves businesses, consumers, and the entire production system. Discover the implications for the agri-food sector.

Discover more →

**Giorgia Capanna**

Vice Presidente
Consorzio del Prosciutto
di Parma

Tradition and Sustainability: Prosciutto di Parma on the road to ecological transition

Giorgia Capanna, Vice President of the Prosciutto di Parma Consortium, shares the organization's commitment to the environment. Key initiatives include the introduction of alternative, more sustainable materials compared to traditional ones for the packaging of pre-sliced products. Another major effort is the ecological transition project, carried out in collaboration with the Politecnico di Milano, Enersem, and CSQA. This initiative led to the implementation of the national "Made Green in Italy" certification scheme for the product, as well as the development of software to support producers in improving their sustainability performance.

[Read the full interview](#)

Smart Agrifood: A Key Driver for Competitiveness and Sustainability



Chiara Corbo

Director of the Smart AgriFood Observatory and Food Sustainability Observatory, Politecnico di Milano



Andrea Bacchetti

Andrea Bacchetti, Director of the Smart AgriFood Observatory, University of Brescia

DIGITAL INNOVATION IS TRANSFORMING THE AGRI-FOOD SUPPLY CHAIN

The term “smart agrifood” refers to the integration of technologies, innovations, and digital solutions throughout the entire agri-food supply chain—from crop planting and harvesting to processing, preservation, distribution, and consumption. The goal is to create a more efficient, sustainable, secure, and traceable system.

At the core of this transformation is the concept of “**Agriculture 4.0**,” the natural evolution of precision agriculture, which relies on the collection, integration, and automated analysis of data from fields, sensors, and external sources. The driving force behind this transition is the application of digital technologies typical of Industry 4.0, enabling knowledge creation and supporting farmers in operational decision-making, while fostering more interconnected collaboration among supply chain stakeholders. The result? An agriculture sector that is more profitable and sustainable, from an economic, environmental, and social standpoint.

This vision positions the agri-food sector toward greater competitiveness and transparency, achievable through enhanced interconnection and cooperation among physical assets, people, and data—elements that, working in synergy, shape a smart and sustainable ecosystem.

The importance of process monitoring and digital technology adoption has been a major focus for the Smart AgriFood Observatory in recent years. Established by the Digital Innovation Observatories of Politecnico di Milano and the RISE Laboratory at the University of Brescia, this initiative is dedicated to studying digital solutions for the agri-food supply chain, documenting and disseminating the benefits of such technologies, and bridging the gap between supply and demand in the industry.

CHALLENGES IN THE AGRI-FOOD SECTOR: THE IMPACT OF CLIMATE CHANGE

Faced with the increasing effects of climate change on agriculture and the growing need for sustainable food production to support a rising global popula-

tion, agri-food companies are confronting increasingly complex challenges. Maintaining profitability and competitiveness while simultaneously addressing urgent environmental and social issues has become a significant challenge.

The year 2024 was particularly turbulent for the agri-food sector, with climate change severely affecting productivity across various industries. Water shortages, for instance, led to a 32% drop in olive oil production, a 21% decline in durum wheat output in Puglia, and a 40% reduction in Sicily. Conversely, excessive rainfall negatively impacted soft wheat production, reducing yields by 12% in Piemonte and 10% in Lombardia (Ismea, 2024).

Beyond climate-related disruptions, the sector is also grappling with price volatility, low agricultural profitability, soil degradation, biodiversity loss, and shifting consumer habits, as people increasingly demand sustainable and socially responsible business practices.

In this evolving landscape, technology emerges as a critical ally. While innovation was traditionally focused on boosting efficiency, today's priority is enhancing businesses' ability to manage and monitor their operations in an environment marked by continuous disruptions. Developing predictive capabilities, improving planning, and strengthening activity control is no longer an added advantage—it has become a necessity for staying competitive.

Agricultural and food businesses now face a dilemma: the complexity of the sector and significant financial losses may discourage investment, yet digital transformation remains one of the key solutions for ensuring long-term resilience and sustainability.

DIGITAL INNOVATION AS A KEY ALLY IN ADDRESSING CHALLENGES

While innovation is essential for responding to the pressures outlined above, digital innovation is even more crucial, and the sector is increasingly aware of its significance. This is evident in several indicators identified by the Smart AgriFood Observatory.

For example, technology-driven startups supporting the agricultural and food industries worldwide have grown by 7%, despite a sharp decline in investments. These companies are also opening up new development areas, including agri-fintech and carbon farming. Meanwhile, the experimentation and application of artificial intelligence along the supply chain continues to expand.

Looking at Italy's agricultural sector, although investments in digital solutions declined for the first time in eight years in 2024, there is a new awareness regarding the motivations driving farmers to invest. This shift reflects a growing maturity in understanding the benefits of Agriculture 4.0—an evolution that goes beyond upgrading machinery, which had been the focus in previous years. Instead, there is an increasing investment in software and platforms that systematize data, bringing about a fundamental change in how agricultural enterprises are managed, both in field operations and business administration.

At the same time, the benefits are tangible for those adopting new technologies, particularly—but not exclusively—in terms of resource efficiency and productivity gains. For example, a durum wheat farm in Turkey using Decision Support Systems (DSS) managed to reduce nitrogen fertilizer use by 35% while simultaneously increasing yield by 6%. Similarly, in Italy, the same solution—combined with agrometeorological stations—was applied to industrial tomato cultivation, allowing for optimized agronomic management and more efficient use of fertilizers and plant protection products, generating a net benefit of 400 euros per hectare and a 5% increase in crop yield.

Shifting focus from agriculture to a broader supply chain perspective, digital food traceability has emerged as one of the most promising investment areas for food processing and distribution companies. The Smart AgriFood Observatory's global analysis of over 70 international cases shows that more than half of the companies reported benefits in improved transparency toward the end consumer, strengthening trust in their brands. Equally important is the use of data traceability systems to monitor environmen-

tal and social impacts along the supply chain—an other area where one in four companies has reported significant improvements.

DIGITAL INNOVATION AND DATA IN SUPPORT OF SUSTAINABILITY

From a sustainability perspective, digital solutions can optimize processes across the entire agri-food supply chain—from agricultural inputs and food production to distribution, consumption, and the recovery of surpluses, helping different stakeholders achieve various sustainability goals, including economic sustainability.

There are multiple application areas, and one of the most compelling aspects is the use of digital tools to measure sustainability within the supply chain—a focus of the Food Sustainability Observatory at Politecnico di Milano. Innovations in this field assist in data collection, analysis, and distribution, enhancing transparency and resource efficiency. Given the vast amounts of data involved—originating from numerous sources and stakeholders—systematizing, processing, and sharing this information efficiently would be nearly impossible without specialized digital solutions.

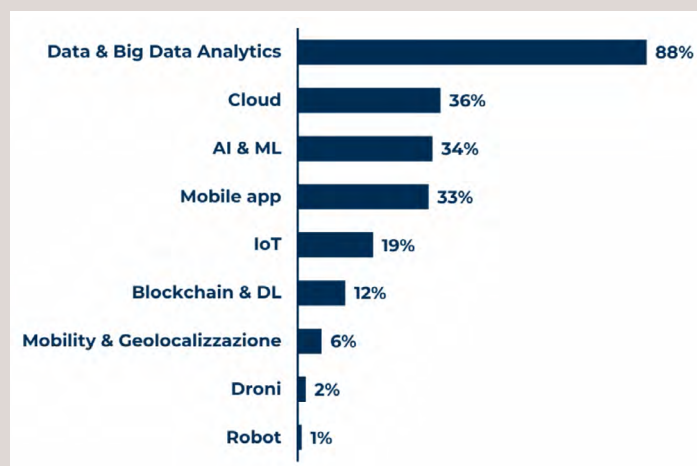
Certain hardware solutions focus on data collection, making it more efficient and improving precision, while software platforms analyze incoming data and provide assessments of specific indicators such as carbon footprint, water consumption and quality, and biodiversity-related KPIs. Other integrated systems analyze these indicators and provide ESG scores or ratings.

The Food Sustainability Observatory has examined nearly 100 digital solutions available on the Italian market that support sustainability measurement. Currently, 98% of these solutions focus on environmental KPIs, assessing factors like pollution, food surpluses and waste, resource use, and biodiversity impact.

A significant 88% of digital solutions rely on Data & Big Data Analytics, the foundation of sustainability measurement. Meanwhile, 34% incorporate Artificial Intelligence & Machine Learning—for example, Image Recognition technology in food service settings helps

quantify food waste by identifying discarded items inside trash bins. Similarly, animal welfare indicators can be monitored using movement-tracking tools that detect diseases or distress. Lastly, Blockchain & Distributed Ledger technologies ensure the immutability and validation of collected data, reinforcing reliability and transparency across the supply chain.

Le tecnologie digitali che abitano le soluzioni per la misurazione della sostenibilità alimentare (Base: 99 soluzioni)



Copyright del Politecnico di Milano. Fonte: *Sostenibilità alimentare: dalle parole ai fatti. Chi misura, raccoglie!*, Osservatorio Food Sustainability, 2024

TECHNOLOGY INVESTMENTS IN ITALIAN AGRICULTURE IN 2024

For the first time in eight years, the Politecnico di Milano Observatory has recorded a decline in investments in digital technologies applied to agriculture, with a particularly sharp downturn in the hardware sector. According to data from Federunacoma, hardware revenue saw a significant contraction in 2024. In contrast, software investments are on the rise. Funding for agri-food startups at the global level has also decreased.

Although the data indicates a reversal of previous trends, this result is not entirely unexpected. The sector is currently facing a particularly complex scenario, influenced by extreme climate events, reduced public incentives, rising interest rates, and an unstable macroeconomic and geopolitical environment. Additionally, there is a gradual decline in the number of agricultural enterprises, employment in the sector, and average wages.

AWARENESS IS GROWING AND MOTIVATIONS ARE CHANGING

At the same time, a positive trend is emerging—a significant shift in the motivations driving companies to invest in technology. Whereas efficiency was previously the primary goal, businesses are now prioritizing predictive capabilities (41%), enhancing activity control (38%), optimizing planning (32%), and, more broadly, increasing awareness of their internal operations (31%).

Agricultural companies are beginning to recognize the tangible benefits of the Agriculture 4.0 paradigm. However, Italy's agricultural sector is still far from reaching full digital maturity. Only 8% of businesses can be considered digitally advanced, 35% are in an intermediate phase, while 57% are significantly lagging behind. Among the latter, over 90% have not yet begun any digital transformation efforts.

The key obstacles to this progress include poor interoperability of digital solutions, lack of specialized skills,

and low awareness of the topic. Additionally, management resistance to change and the small size of businesses limit investment capacity and innovation.

The real challenge is to engage agricultural enterprises that have remained on the sidelines of digital transformation, ensuring that no supply chain is left behind and avoiding further losses in competitiveness at an international level.

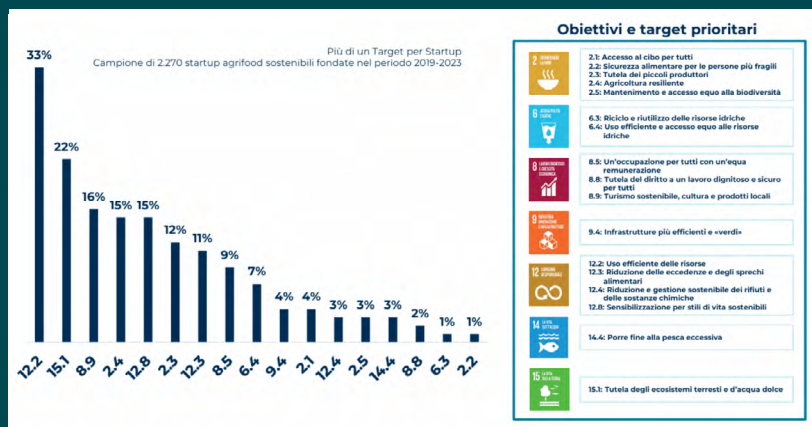
Looking ahead, three factors will play a crucial role in accelerating the spread of digital solutions in agriculture:

1. Greater awareness of the concrete benefits offered by Agriculture 4.0 solutions
2. An effective and targeted system of public incentives
3. Closer collaboration among all stakeholders in the agri-food supply chain

Startups for Food Sustainability

Innovative startups play a crucial role in addressing the challenge of food sustainability. According to research by the **Food Sustainability Observatory**, a total of **2,270 startups** were founded globally between **2019 and 2023** in the **agri-food sector**, aiming to achieve **one or more Sustainable Development Goals (SDGs)** set by the **United Nations' 2030 Agenda**.

Gli obiettivi dell'Agenda dello Sviluppo Sostenibile perseguiti dalle startup agrifood (2019-2023)



Specifically, young entrepreneurial ventures primarily focus on environmental sustainability goals, with 33% prioritizing resource efficiency. Meanwhile, 22% of startups are dedicated to protecting terrestrial ecosystems and freshwater bodies, while another 16% pursue initiatives that promote sustainable economic growth and inclusivity, emphasizing eco-friendly tourism and local production.

Next, an equal share of startups is committed to developing resilient agriculture and raising awareness about sustainable lifestyles.

However, certain crucial issues remain marginal, with less than 2% of young enterprises addressing topics such as food security for vulnerable populations, water recycling and reuse, and the protection of the right to decent and safe work for all.

Copyright del Politecnico di Milano. Fonte: *Sostenibilità alimentare: dalle parole ai fatti. Chi misura, raccoglie!*, Osservatorio Food Sustainability, 2024

CASE HISTORY

Ecogentra: The Digital Platform for Measuring and Sharing Emissions

Calculating the environmental impact of the production chain in a simple and reliable way, while complying with current regulations and anticipating future developments: this is the goal of Ecogentra, the digital platform that supports companies in calculating and sharing CO₂ emissions across the entire supply chain.

Developed by GS1 Italy Servizi, a company that helps Italian businesses innovate and accelerate digital transformation, in collaboration with GreenRouter, Ecogentra is aimed at companies seeking guidance on their sustainability reporting journey. It offers a comprehensive solution that simplifies the collection, measurement, management, and sharing of environmental data across the supply chain, using calculation and allocation criteria based on shared, accessible rules.

The goal, in fact, is not only to ensure regulatory compliance, but also to improve companies' sustainability performance: optimizing processes, reducing consumption, rethinking product design, and involving dedicated roles for monitoring and managing environmental impact within the organization, in order to influence the future behavior of both clients and consumers.

The process begins with mapping a company's operational units and business partners, followed by entering consumption data related to electricity, fuels, refrigerants, and transportation activities. Ecogentra automatically processes the results and allows emissions (Scope 1, 2, and 3) to be allocated to each customer, sharing the data in a format that is easy to read and compare. Finally, the system generates reports that comply with ISO14064, GRI, and GHG Protocol standards. The platform adopts a "many-to-many" model, enabling all companies, regardless of size or position in the supply chain, to send and receive data using shared, standardized formats.

To support users, Ecogentra also provides a dedicated phone assistance service and a detailed operating manual that guides users through the entire process. This makes the service accessible even to those approaching environmental reporting for the first time. The platform is therefore a valuable ally not only for large companies required to comply with the European CSRD directive, but also for small and micro-enterprises that want to prepare for the growing demands of sustainability.



CASE HISTORY

Felicia Food Trust: Transparency, Health, and Food Awareness At Your Fingertips With a QR Code

A QR code on every package reveals the product's story and key information, with the aim of increasing transparency and engaging the end consumer in the pasta's sustainable journey. This is the mission of *Food Trust*, the innovative project launched by Felicia, a brand of *Andriani Società Benefit*, a leader in the healthy food sector known for using innovative, naturally gluten-free raw materials such as cereals (oats, rice, buckwheat, and teff), legumes (lentils, chickpeas, peas), vegetables (cauliflower), and superfoods (spirulina). The initiative opens a new chapter in the dialogue with consumers, placing transparency, traceability, and direct access to information at the forefront.

Food Trust represents an evolution in the storytelling of the agri-food supply chain, highlighting every stage of the journey "from farm to table" and strengthening the connection between production and conscious consumption. The initiative aims to create a more direct relationship that promotes food biodiversity and greater nutritional awareness.

Thanks to a web app accessible via the QR code on Felicia pasta packages, consumers can:

- Check the origin of the raw ingredients

- View the analysis of the purchased batch
- Use a nutritional calculator to create balanced dishes tailored to their individual needs

The project integrates elements of food safety and nutritional education, providing practical tools for more informed and responsible choices.

Food Trust synergistically enhances the expertise of Andriani's Quality and Research & Development teams, who are respectively dedicated to the control and selection of safe, nutritious raw materials, and the ongoing search for innovative sources that promote food biodiversity and well-being. The result is clear, verifiable, and accessible communication that fosters a virtuous cycle of transparency and shared knowledge.

In line with the company signature *Leading the Food Transition*, Andriani demonstrates how the agri-food sector can become a driver of cultural and systemic change. The project also offers the opportunity to visit the production facilities, giving tangible form to the values presented in the web app. It's a decisive step toward a more transparent, safe, and sustainable food future.





Agri-food certifications

Click on the logos to discover their meaning!



Friends of the Earth



CASE HISTORY

Beyond the Field: Neogranìa's "Certified" Vision by Petra Molino Quaglia

In the agri-food sector, obtaining a certification is not merely a formal requirement: it's a strategic asset for entering new markets, building trust with stakeholders, and transparently demonstrating a commitment to responsible practices. In a context where sustainability, traceability, and quality are increasingly demanded by consumers, businesses, and institutions, certification means strengthening credibility and actively contributing to a fairer and more sustainable food system.

This is precisely where Petra Molino Quaglia has made a strategic stronghold, choosing the EQUIPLANET standard: an innovative system developed by Santa Chiara Next in collaboration with Valoritalia, which evaluates sustainability management in agri-food companies and assesses alignment with the UN 2030 Agenda Sustainable Development Goals (SDGs), ESG criteria, and key international sustainability benchmarks.

The decision to certify Petra Molino Quaglia with EQUIPLANET stems from a clear vision: sustainability is not limited to production—it permeates every aspect of the business. It encompasses the entire way of working: from the selection of raw materials to relationships with collaborators, from production processes to care for the environment and the local territory.

In this light, EQUIPLANET stands out as a distinctive standard because it evaluates the entire organization, not just its products, ensuring alignment with principles of social, economic, and environmental equity.

NEOGRANÌA: A CONCRETE PROJECT FOR THE FUTURE OF WHEAT

The certification marks the culmination of a journey started years ago by Petra Molino Quaglia—one marked by real investments and forward-thinking choices, including the Neogranìa project. This initiative fully embodies the company's approach to sustainability: not just a label, but a tangible com-

mitment to agricultural innovation and supply chain regeneration. The project led to the creation of a new mill dedicated exclusively to the processing of individual harvests, ensuring complete traceability all the way to the final product.

Moreover, the cultivation of evolutionary wheat populations—a mix of different varieties grown together—has been launched in various Italian regions. This approach allows natural selection to favor the emergence of more resilient, locally adapted varieties. It is further supported by partnerships with baking professionals who adopt harvest plots, actively encouraging farmer participation.

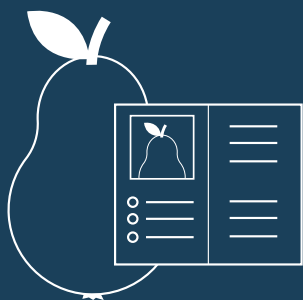


The method reduces the use of fertilizers and chemical treatments, protects natural resources, and promotes biodiversity. In this way, Neogranìa contributes to a deep transformation of the supply chain by:

- promoting more resilient and soil-friendly agriculture,
- strengthening collaboration among growers, processors, and end users,
- enhancing the identity of local territories,
- creating new economic opportunities for local communities.

Neogranìa is also a tool for raising awareness: sharing the project with customers, partners, and consumers opens up meaningful dialogue around key issues such as social responsibility, climate change, and biodiversity conservation.

Food Safety in Europe: What You Need to Know



Labeling

Regulation 1169/2011 of the European Union sets clear rules on food labeling, ensuring transparency and safety for consumers. Indicating the origin is mandatory for fresh products such as meat, fish, fruit, vegetables, honey, olive oil, and eggs. The main allergens, such as gluten, milk, and nuts, must always be listed to protect **consumers** with intolerances. Every food product must be traceable, allowing its journey from production to distribution to be monitored. Additionally, the Rapid Alert System for Food and Feed (RASFF) enables EU countries to notify the presence of dangerous products in real-time, triggering measures such as bans, recalls, and seizures. This system **preserves** food safety and consumer trust.

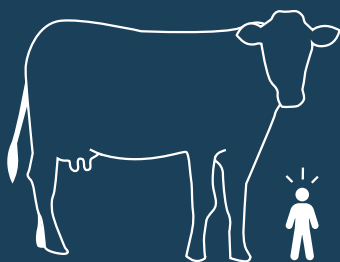
Antibiotics

Antibiotics can be used in intensive farming, but exclusively for therapeutic purposes, to combat antibiotic resistance. According to the 2022 EFSA (European Food Safety Authority) report, the levels of antibiotics, hormones, and pesticides in meat sold within the EU are very low: only 0.18% of the products analyzed were found to be non-compliant with EU standards. Additionally, the cultivation of GMOs (Genetically Modified Organisms) is allowed only after a rigorous scientific evaluation by EFSA and a final decision by the European Commission. Foods containing GMOs must meet specific labeling and traceability requirements, ensuring transparency for consumers.



Hormones

In Europe, growth hormones for animals have been banned since 1989, while in the USA, they are still used, with substances like estradiol and testosterone being administered to cattle. This difference **triggered a litigation case** between the EU and the USA that lasted over 30 years at the World Trade Organization. The dispute was resolved in 2019, with an agreement allowing the USA to export more meat to Europe, as long as it is free from hormonal treatments. A compromise that protects food quality and safety.



Pesticides

The EU encourages the reduction of **pesticides** to safeguard biodiversity, farmers, and consumers. According to a 2019 study, **up to 72 pesticides** used in the USA are banned in Europe. Furthermore, the EU has lowered maximum residue limits (MRLs) in agricultural products, reducing the limits for clothianidin and thiamethoxam in 2023, to protect bees and pollinators. Starting in 2026, these substances will be heavily restricted in the European market, a measure **challenged** by the USA as it is seen as an obstacle to agricultural production. A decision that strengthens European safety standards.



The Circular Economy Applied to Food

A Menu for Circularity¹



Franco Fassio

Associate Professor of Systemic Design, EcoDesign, Circular Economy for Food, Rector's Delegate for third mission activities, Convenor for the Executive Master in Circular Economy for Food at the University of Gastronomic Science of Pollenzo (UNISG)

In collaboration with

Roberta Destefanis University of Gastronomic Science of Pollenzo (UNISG), for the Circular Economy for Wine part

Maria Campanella University of Gastronomic Science of Pollenzo (UNISG), for the Circular Economy for Food part

Four key concepts play a crucial role in the circular transition of the food system:

1. The adoption of a systemic approach to analysis and design;
2. The promotion of dialogue and exploratory thinking;
3. The choice of a shared language that extends from individuals to the broader community;
4. The implementation of a cultural framework that reassigns value to the concept of sustainability.

Through an imaginary menu composed of a starter, a first course, a main course, and a dessert, this essay will guide you to the table of the global emergency that the food system is facing—both as a cause and a victim of the same problems. The goal is to share information and perspectives, because a sustainable economy can only exist if it is supported by a robust knowledge economy.

THE STARTER: THINKING IN SYSTEMS

We are part of a single interconnected system (Capra, 1996)², yet we live most of our daily lives in a linear way, forgetting that we are the product of our relationships. Unlike nature, which operates as a system, we constantly tend to break down the complexity around us into linear patterns of thought (Bateson & Longo, 1988)³, generating an equally linear economic model - produce, consume, dispose - and in doing so, we lose the ability to imagine alternative scenarios, to manage transitions, and to act for change.

If we adopted a relational, exploratory, lateral way of thinking—one that connects different skills and disciplines (transdisciplinary), and embraces creativity and experimentation—we would likely be able to challenge many of the ingrained habits that are the true obstacles to sustainable development. With this aim, the cultural mindset of Thinking in

Systems (Meadows, 2008)⁴ can help us transform our understanding of the entire food system, refine our ability to comprehend its parts, recognize interconnections, and be both creative and courageous in redesigning a food system that has helped make us slaves to a linear economy.

Environmental deterioration and social decline are the main consequences of this linear *modus operandi*: clear design flaws in the system (Petrini, 2019)⁵, as it was conceived and implemented with an almost total lack of transdisciplinarity (Piaget & Inhelder, 1970)⁶. That is, it lacked a scientific and intellectual approach aimed at fully understanding the complexity and interconnected needs of today's world.

The starter, then, serves as a premise for sustainable development: it involves building a sense of collective awareness that unites humanity in recognizing the entire Earth as a shared "homeland" (Morin, 2002)⁷, and, as a result, enacting collaborative policies for widespread well-being.

This is a pressing need in our time. When we examine today's food system through the lens of solid scientific data, it becomes clear that increasingly long, complex, and standardized global food supply chains have long severed many of the ecological connections (Elton, 1927)⁸ that once made food production the result of a healthy relationship with nature.

Our economy operates beyond both planetary boundaries (Rockström et al., 2009)⁹ and social foundations (Raworth, 2017)¹⁰, adopting a predatory, unrestrained attitude, boundless in scope on a finite planet, a form of parasitic symbiosis that thrives at the expense of our neighbors and violates our shared home (Pope Francis, 2015)¹¹.

Emphasizing the existence of interconnected systems (Capra & Luisi, 2014)¹², of which humans should be an integral and non-invasive part, helps us tangibly understand that starting with food to spark a shift in our economic and social paradigm, toward a circular model, means starting with communities, the quality of relationships, and the substance of our behaviors (Petrini, 2018)¹³.

THE FIRST COURSE: EXPLORATORY DIALOGUE

Major crises often mark definitive transitions from

one era to another, disrupting the categories of thought we rely on to make sense of our lives. We can hope that what we are currently experiencing, among pandemics and wars, will become one of these turning points, compelling us to reconsider our relationship with the greatest supplier of raw materials humanity has ever known: Nature (Lovins et al., 1999)¹⁴. However, the erosion of natural capital, which has accelerated over recent decades, has already, in part, undermined the stability of cultural capital (Bourdieu, 1980)¹⁵, making even the simplest dialogues between people difficult at times. Imagining alternative sustainable futures (envisioning and developing new scenarios) is often overshadowed today by a sense of discomfort, a feeling of inadequacy in the face of such vast change, and a loss of meaning in our vision of the future. We must move away from a consumer society built on perpetual dissatisfaction, one that feeds us secondary needs and creates systems of credit and public debt to stimulate demand. Instead, we need to build an economic and social reality where collaboration and sharing are valued more than competition and ownership.

It's not easy, but today more than ever, in a time when the social gap is widening, dividing us more and more between rich and poor, between those who have access to quality food and those who do not, taking action for change, in collaboration with others, can restore our hope in ourselves as a collective. To navigate complex situations and make decisions about the future despite uncertainty, ambiguity, and risk, exploratory dialogue, rooted in curiosity, inquiry, and the discovery of others, and often linked to the creative process and the initial phase of problem-solving, may be the key ingredient to generating trust: in ourselves, in others, and in life as a whole.

If the goal is to generate new ideas, explore possibilities, and expand the field of knowledge, this mindset is essential for addressing complex situations and for stimulating creativity and innovation. It's clear that today we need a "glocal" vision (Bauman, 2005)¹⁶, one that starts from local territories but embraces global goals. **Yet the pace of productivity must slow down; it must allow ecosystems the time they need to regenerate.** It must encourage us to use natural and cultural biodiver-

sity wisely, all values that, in the era of the Capitalocene (Moore, 2017)¹⁷, have been lost along the linear path.

THE MAIN COURSE: SHARED LANGUAGE

The persistence of some ambiguity in defining the priorities to be addressed in promoting sustainable development with a regenerative spirit, in line with the food system, inevitably leads to the flourishing of *greenwashing*. Often, the goals do not align internationally, and neither do the actions taken by different countries.

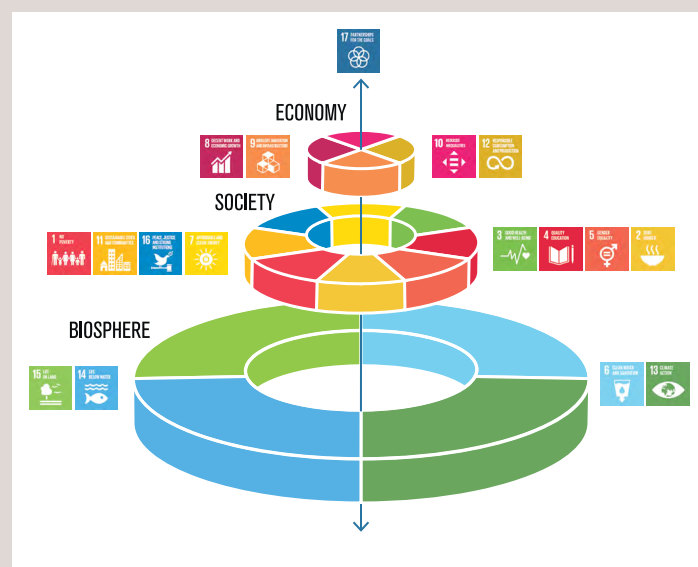
An example of this can be seen in the various protocols for combating climate change, from the United Nations Framework Convention on Climate Change (1992), to the Kyoto Protocol (2008), the Paris Agreement (2016), and the more recent United Nations Climate Change Conference (COP26), none of which have ever achieved full commitment from all parties involved.

Even when looking at best practices for waste reduction, a central issue in a circular economy model, one of the most common risks is the desire to close the loop at all costs (eco-efficiency), without considering the indirect consequences on ecosystems (eco-effectiveness) (McDonough & Braungart, 2002)¹⁸. This creates “*blind spots*,” or conceptual phases of a project that have not been considered, which in some cases nullify the circular effect. For instance, “closing the loop” by **adding value to by-products in a production chain that relies on the exploitation of primary resources and people does not, by any means, make it a good example of a circular economy**.

Therefore, the choice of shared objectives and actions, of a common language for the protection of common goods, and of metrics to evaluate each individual activity aimed at more sustainable development, becomes essential to accelerate the transition. An example is the *Sustainable Development Agenda* (United Nations, 2015)¹⁹, a tool that sets a series of goals, the 17 Sustainable Development Goals (SDGs), which represent a conceptual framework where different needs coexist, aiming to provide solutions to problems encountered globally. A convivial table where, as demonstrated by the “Wedding Cake” model (Figure 1) developed by Johan Rockström and Pa-

van Sukhdev from the Stockholm Resilience Centre, food is the basic unit of connection for all 17 Sustainable Development Goals (Fassio & Tecco, 2018)²⁰ and thus a key sector for the ecological transition.

Figura 1 - Il modello della “Wedding Cake”



Crediti: Azote Images per il Centro di resilienza di Stoccolma, 2016

THE DESSERT: THE 3 C OF CIRCULAR ECONOMY FOR FOOD

Circular economy is presented in the food sector as a sustainable practice capable of addressing some of today's major problems, such as population growth, inefficient use of resources, food waste, and environmental impacts on the climate, soil, and oceans (Jurgilevich et al., 2016)²¹. According to research by the Food Sustainability Observatory of the School of Management at Politecnico di Milano²² in 2024, globally, 2,270 startups were founded between 2019 and 2023 that pursue one or more of the sustainable development goals from the 2030 Agenda, representing 23% of those in the agri-food supply chain.

On the other hand, the European Union has introduced regulations to reduce food waste, imposing a 10% reduction in production and processing (compared to the 2021-2023 period) and a 30% reduction in the retail, catering, and domestic sectors by 2030 (Council of the European Union, 2025)²³. In this regard, some of the main themes and sectors

in which circular innovation has found expression can be summarized in the table below:

Food Waste Reduction	<p>Prevention of waste along the supply chain: from agricultural production to distribution and consumption.</p> <p>Recovery of waste: transforming food waste into new products or ingredients (e.g., unsold bread turned into beer).</p> <p>Food donation: systems to redistribute food surpluses for social purposes.</p>
By-product Valorization	<p>Recovery of by-products: as raw materials for animal feed, composting, fertilizers, bioenergy and biogas, biomaterials and packaging, cosmetics, and pharmaceuticals, etc.</p> <p>Food upcycling: innovations that transform waste into new high-value-added products (e.g., cookies made from flour derived from pomace or fruit peels).</p>
Sustainable Packaging	<p>Biodegradable/compostable or recyclable materials: such as alternatives to single-use plastics.</p> <p>Reduction of packaging: applying Ecodesign in the design phase of a new product/service.</p> <p>Returnable and refillable systems: to reduce the impact of containers and extend their lifespan.</p>
Regenerative and Symbiotic Agriculture	<p>Circular agricultural practices: crop rotation, compost use, agroecology.</p> <p>Hydroponics, aquaponics, and vertical farming: closed, low-impact systems.</p> <p>Reduction of external inputs: less pesticides, synthetic fertilizers, efficient water use, etc.</p>
Circular Logistics and Distribution	<p>Short supply chains and zero-kilometer: reducing transportation and emissions.</p> <p>Reverse logistics systems: for the return of reusable packaging and waste management in general.</p>
Consumer Engagement	<p>Food education and awareness: to reduce domestic waste.</p> <p>New consumption models: such as food sharing, solidarity purchasing groups (GAS), and apps for waste reduction across the supply chain.</p>
Technology and Traceability	<p>Blockchain and IoT: to monitor the supply chain, reduce losses, and increase transparency.</p> <p>AI and analytics: to optimize production and demand.</p>

However, if we take a closer look at many case studies of companies that claim to implement circular economy actions, we can observe that the new economic paradigm risks becoming a model that encourages a manipulative approach to waste, a situation that could paradoxically lead to an acceleration of planned obsolescence (Fassio & Tecco, 2019)²⁴. In fact, much of the private sector's attention remains focused on downstream improvements, such as waste management, rather than on upstream initiatives, for example, on how to prevent waste in the first place.

It is a drift that we cannot afford as humanity/planet, and it must be addressed by adopting a more holistic perspective, typical of Gastronomic Sciences, stemming from a renewed design of knowledge. With this goal in mind, research on circular economy applied to food began in 2016 at the University of Gastronomic Sciences in Pollenzo (UNISG), later internationally known as Circular Economy for Food (CEFF) thanks to the publication of the eponymous book in 2018 (Fassio & Tecco, 2018)²⁵.

CEFF is a model of production and consumption that emphasizes regeneration, and in support of this approach, the 3 C of Circular Economy for Food were introduced: Capital, Circularity, and Coevolution (Fassio, 2021)²⁶. These define an inclusive cultural framework, offering a simplified understanding of the concepts related to CEFF without oversimplifying the complexity of the need, with the goal of giving everyone the freedom to choose how to proceed, while sharing a common ultimate goal.

The first, the "C of Capital," reminds us that the "new" paradigm of the circular economy, when applied to food, must begin with the conservation and regeneration at the local level of natural capital, that is, the entire stock of natural assets (living organisms, air, water, soil, and geological resources) that contribute to providing ecosystem goods and services for humanity and are necessary for the survival of the environment that generates them. This is connected to cultural capital, which refers to the set of knowledge, values, and behaviors related to the management of natural capital and beyond. It is a skill set that fosters dialogue between natural and artificial ecosystems, and it must be passed down to future generations as a valuable heritage so that it can become an inte-

grated vision with economic capital. Natural, cultural, and economic capital are, therefore, inseparable factors, supported and interconnected with each other through relational capital, which is the network of real and virtual relationships that stem from a strong sense of belonging.

The second C, that of circularity, includes the three fundamental concepts of extension, metabolization, and renewability. **Extension** refers to expanding the responsibility of businesses over the entire life cycle of a product. This responsibility spans from the origin of raw materials to the end of the product's life and must enable consumers to waste less and recycle properly. Furthermore, by extending the life cycle, we also mean adopting EcoDesign strategies to increase a product's durability, reduce the amount of virgin raw materials, sell services rather than products, etc. Metabolization, on the other hand, refers to the idea that everything introduced into the market should not generate waste, but always and only resources for the same or another system (biological and technical metabolism cycle), aiming to produce greater value (upcycling) compared to the initial material/energy (McDonough & Braungart, 2013)²⁷. The concept of metabolization encompasses four implementation cycles: short (when there is physical and temporal proximity between the output exit point and its re-entry into the production system), long (when the value of the output increases through multiple consecutive cycles), cascade (when a phase of symbiosis is created between distant segments within the same value chain or across different industrial

sectors), and **pure** (related to maintaining the quality of the resource through various stages of the value chain and the absence of hazardous or non-metabolizable substances) (Ellen MacArthur Foundation, 2012)²⁸. In all of these situations, the focus must be on renewability, whether we are talking about material or energy, because every action must align with the regenerative cycles present in nature.

Finally, the last C, that of Coevolution, develops through a collaborative paradigm that generates a win-win solution, also for the environment, by applying the logic of mutualistic symbiosis, where two or more parties benefit from the relationship they establish.

Solidarity (to reduce social inequalities), dialogue (between natural and artificial ecosystems, to eliminate the asynchrony of the human economic model with natural cycles), cooperation (between communities that share values and goals, products, services, and know-how), sharing (of materials and energy), symbiosis (between companies and between them, the community, the territory, and the 5 natural kingdoms), trust (which must be mutual), are the priorities we need to focus on to give resilience to the circular economy paradigm. In this sense, communication also becomes symbiotic, as the result of a synergistic dialogue and the adoption of a concept of system quality (Fassio, 2020)²⁹, which sees co-creation as the method for establishing a point of contact between the producer and the consumer, between the Planet and the economic-cultural model.

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Insight

Circular Economy for Wine

Drink and Produce Responsibly

Can we truly “drink responsibly” and support circular business models if we don’t design, produce, collaborate, communicate, and dispose just as responsibly? This is the question that *Circular Economy for Wine* aims to answer, a platform that offers a space to explore and delve into circular practices applied to the wine system.

[Discover more](#) →

Insight

Circular Economy for Food

The Platform that Cultivates Circularity in Food

Circular Economy for Food was created to rethink the agri-food system through a circular lens, recognizing food not just as a product, but as a network of ecological, social, and economic relationships. This digital hub brings together virtuous examples of circular economy applied to food, making a new way of designing, producing, processing, distributing, and consuming accessible to all, from industry professionals, businesses, universities, to citizens alike.

[Discover more](#) →

Insight

Center for Circular Economy in Coffee

The Global Platform for Circular Economy in Coffee

Every year, the global coffee industry generates over 40 million tons of by-product (pulp, husks, parchment, spent grounds) that are too often wasted, despite their enormous potential. The Center for *Circular Economy in Coffee* is the first global pre-competitive platform dedicated to accelerating the circular transition in the coffee sector. Discover how circularity can lower costs by maximizing existing resources, improve competitiveness, strengthen resilience to climate change, and open up new income opportunities for farmers and businesses.

[Discover more](#) →

BIODIVERSITY AND FOOD

Did you know that

1



A **high level of biodiversity** makes the soil more fertile and nutrient-rich, thereby improving crop quality and their nutritional value for human consumption.

2



There are more living organisms in a **single teaspoon of healthy soil** than there are people on Earth.

3



Around **50,000** wild species worldwide are fished, harvested, logged, or used for food, energy, medicine, materials, or other purposes

4



Over **8,200** breeds of domesticated animals are currently used for food and agriculture.

5



More than **75%** of global food crops depend on pollinators, contributing \$235-577 billion annually to global agricultural production.

6



Biodiversity loss leads to ecosystem declines that cost the global economy over \$5 trillion per year. This means the world loses ecosystem services worth about 6% of global PIL every year.

7

The EU Biodiversity Strategy includes the following goals:

- **30%** of EU land to be protected;
- At least **10%** of EU agricultural land to be dedicated to high-biodiversity landscape features;
- At least **25%** of agricultural land to be converted to organic farming;
- Reduce nutrient loss from fertilizers by at least **50%** and cut the use and risk of chemical pesticides by 50%;
- Reverse the decline of wild pollinators **by 2030**.

Approfondimento

Seed Banks: Guardians of Global Biodiversity

Hidden in bunkers or refrigerated facilities, seed banks are strategic reserves that store millions of seeds from around the world to preserve agricultural biodiversity. They serve as insurance against climate change, aiming to safeguard the future of food. Learn more about the over 1,400 seed banks worldwide that store millions of plant varieties to protect them from natural disasters, wars, and food crises.

Discover more [→](#)



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Acqua Minerale San Benedetto spa www.sanbenedetto.it	Viale Kennedy, 65 30037 Scorzè (VE) ☎ 0415 859544 arianna.bison@sanbenedetto.it	<i>Presidente e Amministratore Delegato</i> Enrico Zoppas
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Andriani spa SB - Brand Felicia www.andrianispa.com	Via Niccolò Copernico, snc 70024 Gravina in Puglia (BA) info@andrianispa.com	<i>Presidente</i> Michele Andriani <i>Amministratore Delegato</i> Francesco Andriani <i>CSR Manager</i> Raffaele Raso <i>Sustainability Coordinator</i> Filippo Capurso <i>Food Trust & CSR Communication</i> Maria Teresa Burdo
ANTAAR&S SPA www.arnaboldi.com	Via Aldo Moro, 3 27051 Cava Manara (PV) ☎ 0382 554514 info@antaares.it	
Arc en Ciel www.arc-en-ciel.it	Via Roma, 108 10070 Cafasse (TO) ☎ 0123 416003 info@arc-en-ciel.it	
Arrigoni Battista spa www.arrigoniformaggi.it	Via Treviglio, 940 24040 Pagazzano (BG) ☎ 0363 031203 info@arrigoniformaggi.it	
Asolo Dolce spa www.asolodolce.it	Via Enrico Fermi, 51 31011 Asolo (TV) ☎ 0423 5221 info@asolodolce.it	
Azienda Agricola Coppini Arte Olearia coppiniarteolearia.com/	Str. del Grugno, 3 43017 Loreto Aprutino (PE) ☎ 0521 877601	
Azienda Agricola Sabino Leone www.sabinoleone.it	Contrada Cefalicchio 76012 Canosa di Puglia (BA) ☎ 0883 1957758 info@sabinoleone.it	
Babbi srl www.babbi.com	Via caduti di Via Fani, 80 47032 Bertinoro (FC) ☎ 0543 448598 i.tambani@babbi.it	<i>Presidente</i> Giulio Babbi <i>Amministratore Delegato</i> Carlo Alberto Babbi <i>Direttore Marketing</i> Gian Luigi Babbi
Basso Fedele e figlio srl oliobasso.com/it/	Via Nocelleto, 46 83020 San Michele di Serino (AV) ☎ 0825 595781 basso@oliobasso.com	
Bibetech www.bibetech.it	Via Molinetto, 40 36075 Montebelluna Maggiore (VI) ☎ 0444 569213 info@bibetech.it	

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Bio Italy Nature srl www.bioitalynature.com	Viale Giuseppe Mazzini, 112 00195 Roma (RM) ☎ 0942 891979 info@bioitalynature.com	
Bioitalia srl SB www.bioitalia.it	Via Ingegno Area PIP 84087 Sarno (SA) ☎ 0815 302305 info@bioitalia.it	<i>Presidente</i> Giovanni Di Costanzo <i>Amministratore Delegato</i> Fabio Di Lauro <i>Assicurazione qualità</i> Antonio Giordano <i>Controllo qualità</i> Giustino Di Costanzo
Bombieri spa www.salumificiobombieri.it	Viale del Lavoro, 25/27 37060 Buttapietra (VR) ☎ 045 6660528 info@salumificiobombieri.it	
Bonomelli srl www.bonomelli.it	Via E. Mattei, 6 40069 Zola Predosa (BO) ☎ 051 6170411	
Botalla srl www.botallaformaggi.com	Via R. Germanin, 5 13900 Biella (BI) ☎ 015 26353 botalla@pec.it	
Bresciangrana Società Agricola srl www.bresciangrana.it	Strada per Verolanuova, 6 25020 Cignano di Offlaga (BS) ☎ 030 979480 commerciale@bresciangrana.it	
Buononaturale www.buononaturale.it	Via P. Rossi, 5 83038 Montemillette (AV) ☎ 0825 968088 info@buononaturale.it	
Calugi srl www.tartufi.it	Via Cerbioni, 38 50051 Castelfiorentino (FI) ☎ 0571 672185 info@tartufi.it	
Camardo spa www.caffecamardo.com	Via Bartolomeo Camardo, 2 86025 Ripalimosani (CB) ☎ 0874 61717 info@caffecamardo.com	
Cascina Alberona www.cascinaalberona.com	Cascina Alberona, 230 27036 Mortara (PV) ☎ 0384 90143 info@cascinaalberona.com	
Caseifici GranTerre www.granterre.it	Via Polonia, 30-33 41126 Modena (MO) ☎ 059 586111 info.salumificispa@granterre.it	<i>Presidente</i> Nisio Paganin <i>Amministratore Delegato</i> Maurizio Moscatelli <i>CSR & Sustainability Manager</i> Elisa Petrini

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Caseificio Cavola sca www.993.it	Via Mauro Pagliarini, 4 42010 Fora di Cavola (RE) ☎ 0522 806159	
Caseificio Comellini Roberto spa www.caseificiocomellini.com	Via Flavio Gioia, 6 40024 Castel S. Pietro Terme (BO) ☎ 051 941376 commerciale@caseificiocomellini.com	
Centro Carne "Qualità e Benessere" centrocarne.com	Via Cristoforo Colombo, 1 64027 Sant'Omero (TE) ☎ 0861 887777 infocarne@centrocarne.com	
Cesare Trucillo spa www.trucillo.it	Via Cappello Vecchio, 4 84028 Salerno (SA) ☎ 089 301696 qualita@trucillo.it	<i>Amministratore Delegato</i> Matteo Trucillo <i>HSE Manager</i> Mario Funicelli <i>Presidente del comitato di sostenibilità</i> Andrea Trucillo <i>Consigliere</i> Cesare Trucillo
Ciccolella soc. agr. A r.l. www.oliociccolella.it	Str. Vicinale Fondo Favale, snc 70056 Molfetta (BA) ☎ 080 9023998 info@oliociccolella.it	
Cleca spa www.cleca.com	Viale Dante Alighieri, 30 46010 San Martino dall'Argine (MN) ☎ 0376 9222211 info@cleca.com	
Coalvi - Consorzio di tutela della razza piemontese www.coalvi.it	Strada Trinità, 32/A 12061 Carrù (CN) ☎ 0173 750391 info@coalvi.it	
Collegio Toscano degli Olivicoltori OL.Ma. sac oleificioolma.it	Loc, Str. del Madonnino, 3 58035 Grosseto (GR) ☎ 0564 329090 segreteria@oleificioolma.it	
Compagnia Alimentare Italiana spa www.alimentareitaliana.it	Via della Mendola, 39 00135 Roma (RM) ☎ 0776 890775 info@alimentareitaliana.it	<i>Direttore Generale</i> Adriano Mantova <i>Sustainability Manager</i> Giulia Messercola
Conapi soc. coop. Agricola mielizia.com	Via Idice, 299 40050 Monterenzio (BO) ☎ 051 6540411 info@conapi.it	
Consorzio Italia srl www.grupoconsorzio.com/it	Viale Monte Grappa, 14 20124 Milano (MI)	

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Consorzio di Tutela della Finocchiona IGP www.finocchionaigp.it	Via di Novoli, 73/C 50127 Firenze (FI) ☎ 055 4221769 info@finocchionaigp.it	
Consorzio Firenze a Tavola www.firenzeatavola.net	Via G. De Marignolli, 62D 50127 Firenze (FI) consorziofirenzeatavola@gmail.com	
Consorzio Grosseto Export www.good-advice.it	Via Aurelia Nord, 76 58100 Grosseto (GR) ☎ 0564 415392 info@grossetoexport.it	
Cooperativa agricola Gino Girolomoni www.girolomoni.it	Via Strada delle Valli, 21 61030 Isola del Piano (PU) ☎ 0721 1748600 info@girolomoni.it	<i>Presidente</i> Giovanni Battista Girolomoni
Coppola Enterprice srl www.valgri.it	Via Casamanna, 88 80013 Casalnuovo di Napoli (NA) ☎ 081 8424300 marketing@valgri.it	<i>Presidente</i> Gaetano Coppola
Corte Parma Alimentare srl www.amoretti.eu	Via Felice da Mareto, 1/A 43123 Parma (PR) ☎ 0521 340893 info@corteparma.it	
Costa d'oro spa www.oliocostadoro.com	Via Crispino Merini 1 6049 Spoleto (PG) ☎ 348 6469066 d.pontecorvo@oliocostadoro.com	<i>Presidente e Amministratore Delegato</i> Pascal Pinson <i>Chief Marketing Officer</i> Daniela Pontecorvo <i>HR Director</i> Silvia Iacchelli <i>Operations Director</i> Alessandro Bagnasco
Dalla Torre Dorotea srl www.dallatorrevaldinon.it	Via de San Gioan, 5 38019 Ville d'Anaunia (TN) ☎ 0463 451501 info@dallatorrevaldinon.it	
De Mori srl www.demorisimone.com	Via per Castelletto Cervo, 319 13900 Cossato (BI) ☎ 015 93674 info@demorisimone.com	
Del Colle srl www.delcolle.com	Via Fibonacci 593/B 56031 Bientina (PI) ☎ 0587 757203 info@delcolle.com	
Del Monte Italy srl www.it.freshdelmonte.it	Centro Direzionale 20057 Assago (MI) ☎ 02 5281 33200	
Delicious Rizzoli spa SB www.delicious.it	Via Micheli, 2 43056 San Polo di Torrile (PR) ☎ 0521 813525 press@delicious.it	

COMPANY	CONTACTS & ADDRESS	PEOPLE
Delizia spa www.deliziaspa.com	Viale dei Saperi, 10/12 70015 Noci (BA) ☎ 080 4977290 info@deliziaspa.com	<i>Presidente e Amministratore Delegato</i> Giovanni D'Ambruoso <i>Impiegata</i> Rosanna Liuzzi <i>Direttore Amministrativo</i> Nicola Gentile <i>H a E salute sicurezza ambientale</i> Vincenzo Mormando
Devodier Prosciutti srl www.devodier.com	Via Ponticella, 4 43037 Lesignano de' Bagni (PR) ☎ 0521 861070 devodierprosciutti@devodier.com	
Di Molfetta Pantaleo & C. snc www.dimolfettafrantoiani.it	Via Ruvo, 86/88 76011 Bisceglie (BA) ☎ 080 3921478 info@dimolfettafrantoiani.it	
Diavena ltd diavena.com	Industrialna, 23A 9700 Shumen (BG) ☎ (359) 54 860 184 diavena@diavena.com	
Dolceria Alba spa www.dolceriaalba.it	Strada Vicinale delle Cappellette, 8 10026 Santena (TO) ☎ 011 0625611 dolceria@dolceriaalba.it	
Domenico De Lucia spa www.domenicodelucia.it	Via Maddaloni, 3 81027 San Felice a Cancelli (CE) ☎ 0823 802511 info@domenicodelucia.it	
Entroterra spa www.lapastadicamerino.it	Località Torre del Parco 62032 Camerino (MC) ☎ 0737 640498 info@pastaentroterra.com	
Eurocompany spa SB www.eurocompany.it	Via Faentina, 280/286 48026 Russi (RA) ☎ 0544 416711 vbrunelli@eurocompany.it	<i>Presidente</i> Mario Zani <i>Direttore Generale</i> Maurizio Caastagnoli <i>Responsabile sostenibilità, Welfare e comunicazione interna</i> Veronica Brunelli
Europeix sa www.europeix.cat	Torrent d'en Puig, 19 Arenys de Munt, Barcellona (ES) ☎ (34) 937 959 960 info@europeix.cat	<i>Presidente e Responsabile sostenibilità</i> Judith Codina
F.Ili Garuti srl pavonegaruti.it/	Via Enrico Berlinguer, 18 00055 Ladispoli (RM) ☎ 0699 229130 info@pavonegaruti.it	
F.Ili Saclà www.sacla.it	Corso Stati Uniti, 41 10129 Torino (TO) ☎ 339 2209920 sdalmasso@sacla.it	<i>Presidente e Amministratore Delegato</i> Chiara Ercole <i>Responsabili Sostenibilità</i> Marco Mori

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Fabbri 1905 www.fabbri1905.com	Via Emilia Ponente, 276 40132 Bologna (BO) ☎ 051 6173111	
Fantolino Distribuzione soc. agr. A R.L. www.fantolino.it	Corso Mandelli, 10 10070 Cafasse (TO) ☎ 012 3341777 info@fantolino.it	
Felsineo spa SB www.felsineo.com	Via C. Masetti, 8/10 40069 Zola Predosa (BO) ☎ 051 3517011 info@felsineo.com	
Felsineoveg spa SB www.felsineoveg.com	Via C. Masetti, 6 40069 Zola Predosa (BO) ☎ 051 0190601 info@felsineoveg.com	
Ferrarini spa www.ferrarini.com	Via Lauro Ferrarini, 1 42123 Reggio Emilia (RE) ☎ 0522 9321 marketing@ferrarini.com	<i>Presidente</i> Roberto Pini <i>Responsabile sostenibilità</i> Daniela Filipaz <i>Direttore Marketing</i> Claudio Rizzi
Fette di Sole srl www.fettecellino.it	Via la Maddalena snc - Loc. Cirras 9096 Santa Giusta (OR) ☎ 0783 37611 marketing@gruppocellino.it	<i>Presidente e Amministratore Delegato</i> Alberto Cellino <i>Managing Director</i> Michela Francesca Cellino
Ficacci Olive co. www.ficacci.it	Via Empolitana, km 6 00024 Castel Madama (RM) ☎ 0774 45011 olive@ficacci.it	
Fiordelisi srl www.fiordelisisrl.com	SP88 71048 Stornarella (FG) ☎ 0885 437024 info@fiordelisisrl.com	
Francia Latticini spa www.francialatticini.it	Via Argine Amaseno 4010 Sonnino (LT) ☎ 0773 94961 info@francialatticini.com	
Frantoio Franci srl frantoiofranci.com	Via A. Grandi, 5 58033 Montenero D'Orcia (GR) ☎ 0564 954000 info@frantoiofranci.it	
Fratelli Contorno srl www.fratellicontorno.com	Via Antonino Contorno, 4 90123 Palermo (PA) ☎ 091 391323 shop@fratellicontorno.com	
G.M. Piccoli spa www.italianpastryexcellence.com	Via Toscana, 9 24022 Alzano Lombardo (BG) ☎ 035 428 9644	

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Generale Conserve spa www.asdomar.it	Via Corea 15/17 7026 Olbia (SS) ☎ 010 5308711 info@generaleconserve.it	<i>Presidente e Amministratore Delegato</i> Adolfo Valsecchi
Giaguaro spa www.giaguarospa.com	Via Ingegno, 46 84087 Sarno (SA) ☎ 081 5136356 protocollo@giaguarospa.com	
Greci Industria Alimentare spa www.greci.com	Via Traversante, 58 43122 Ravadese (PR) ☎ 0521 606411 grecispa@greci.it	
Gruppo Fini spa www.nonsolobuono.it	Via Confine, 1583 41017 Ravarino (MO) ☎ 059 259411	
GS1 Italy Servizi srl servizi.gs1it.org	Via Paleocapa 7 20121 Milano (MI) ☎ 345 0716843 marketing.servizi@gs1it.org	<i>Amministratore Delegato</i> Bruno Aceto <i>Chief Operating Officer & Innovation Manager</i> Sirma Kurtulmaz <i>Operations Manager - Product Data Management & Sustainability</i> Federico Mittersteiner
Halal Certification Services www.halalcs.org	Weidenweg, 15 4310 Rheinfelden (CH) ☎ 329 0152319 abboudfarid@yahoo.fr	<i>Amministratore Delegato</i> Farid Aboud
I Sapore Antichi srl www.autenticaitaliana.com	Via Chiesa, 1 35037 Teolo (PD) ☎ 348 3855105 info@saporiantichi.it	
ICAB spa - Industrie Conserve Alimentari Buccino spa www.lafiammante.com	Agglomerato Industriale, Lotto 14 84021 Buccino (SA) ☎ 081 5615316 info@lafiammante.it	
ICAM spa www.icamcioccolato.com	Via Pescatori, 53 23900 Lecco (LC) ☎ 0341 290371 info@icamcioccolato.it	<i>Presidente</i> Giovanni Agostoni <i>Amministratore Delegato</i> Adelio Crippa <i>Responsabili sostenibilità</i> Sara Agoston Elena Gaggion Alessandro Lepore
IFEX Grousp srl www.ifexgroup.it	Via del Lavoro, 13 31039 Veduggio (TV) ☎ 0423 700182	<i>Amministratore Delegato</i> Stefano Meloni <i>Responsabile ESG</i> Carlo Mininno
Igor srl www.igorgorgonzola.it	Strada Natale Leonardi, 32 28062 Cameri (NO) ☎ 0321 2001 info@igornovara.it	

COMPANY	CONTACTS & ADDRESS	PEOPLE
Industrie Montali srl www.easylines-montali.it	Strada per Aiola 5/G 42027 Montecchio Emilia (RE) ☎ 0522 863186 trading@industrie-montali.it	<i>Amministratore Delegato e Rappresentante legale</i> Stefania Montali
Isik Tarim Uruenleri Sanayi Ticaret as www.isiktarim.com	75. Yıl Cumhuriyet Mah Kemalpaşa (TUR) ☎ (232) 874 81 28	
La Baronía srl www.labaronia.com	S.p.333 ex s.s. 264 81040 Castel di Sasso (CE) ☎ 0823 659014 labaronia@labaronia.com	
La Bolognese srl www.rogiallopastificio.it	Zona Industriale, 1 84024 Contursi Terme (SA) ☎ 0828 79116 info@rogiallopastificio.it	
La Collina Toscana spa www.montosco.it	Viale Europa, 3 52018 Castel San Niccolò (AR) ☎ 0575 550693 info@collinatoscana.it	
La Doria spa www.gruppoladoria.it	Via Nazionale, 320 84012 Angri (SA) ☎ 081 5166111	<i>Presidente e Amministratore Delegato</i> Antonio Ferraioli <i>Internal Audit & Corporate Sustainability Director</i> Elena Maggi
La Grande Ruota srl www.lagranderuota.it	Via Cavalieri Di Vittorio Veneto, 1 25020 Dello (BS) ☎ 030 9718009 info@lagranderuota.it	
La Linea Verde soc. agr.spa www.lalineaverde.it	Via Artigianale, 49 25025 Manerbio (BS) ☎ 030 9373611	
La Rosina srl www.larosina.com	Via De Goti 84012 Angri (SA) ☎ 081 8796005 info@larosina.com	
Le Bontà srl www.lebonta.it	Via maestri del lavoro, 7 50013 Campi Bisenzio (FI) ☎ 0557 760150	<i>Amministratore Delegato</i> Andrea Barbagli <i>Marketing Manager</i> Chiara Brandi <i>Responsabile quality/R&D</i> Francesco Maspero
Lactalis Italia www.lactalisvaloreitalia.it	Via Flavio Gioia, 8 20149 Milano (MI) ☎ 0243 356111	<i>Amministratore Delegato</i> Giovanni Pomella <i>Responsabile sostenibilità</i> Gianmarco Tammaro

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Lampa Packaging srl www.ecodu.it	Via Jesi, 174 60027 Osimo (AN) ☎ 0717 16621 info@lampapackaging.it	
Latticini Orchidea www.latticiniorchidea.it	Via E. De Filippo, 12 80048 Sant'Anastasia (NA) ☎ 081 5306541 info@latticiniorchidea.it	
Lauretana spa www.lauretana.com	Frazione Campiglie, 56 13895 Graglia (BI) ☎ 0152 442811 info@lauretana.com	<i>Presidente</i> Giovanni Vietti <i>Amministratore Delegato</i> Antonio Pola <i>Responsabile sostenibilità</i> Erich Grisoglio
LIC Packaging spa www.licpackaging.com	Loc. Breda Libera, 13 25028 Verolanuova (BR) ☎ 0309 364011 info@licpackaging.com	
Madeo Industria Alimentare srl www.filieramadeo.it	Località Sant'Elia 87069 San Demetrio Corone (CS) ☎ 388 1913149 anna.madeo@filieramadeo.it	<i>Presidente</i> Anna Madeo <i>Amministratore Delegato</i> Francesco Antonio Madeo <i>Responsabile Qualità</i> Chiara Scanga
Marevivo srl trade.mondomarevivo.com	Via Super Panoramica, 51 73030 Castro (LE) ☎ 0836 1955986 info@mondomarevivo.com	
Menz & Gasser spa www.menz-gasser.it	Zona Industriale 38050 Novaledo (TN) ☎ 0461 720600 info@menz-gasser.it	
Mila Latte Montagna Alto Adige www.mila.it	Via Innsbruck, 43 3910 Bolzano (BZ) ☎ 0471 451111 info@mila.it	<i>Presidente</i> Joachim Reinalter <i>Amministratore Delegato</i> Matthias Baumgartner <i>Marketing & Comunicazione</i> Martina Avanzini
Milbrut srl www.milbrut.com	C/da Cappuccini – Messer Rinaldo SS 576 92100 Naro (AG) ☎ 0922 835464 info@milbrut.com	
Molini Pivetti spa www.pivetti.it	Via di Renazzo, 67 44042 Renazzo (FE) ☎ 0519 00003 customerservice@pivetti.it	
Molino Naldoni srl www.molinonaldoni.it	Via Pana, 156 48018 Faenza (RA) ☎ 0546 40002 naldoni@molinsonaldoni.it	

COMPANY	CONTACTS & ADDRESS	PEOPLE
Molino Pordenone - spa Società di Macinazione www.molinopordenone.it	Largo San Giacomo, 1 33170 Pordenone (PO) ☎ 0433 362421 welcome@molinoordenone.it	<i>Presidente</i> Marco Zuzzi <i>Amministratore Delegato</i> Valentino Zuzzi
Monini spa www.monini.com	S.S. Flaminia Km. 129 6049 Spoleto (PG) ☎ 074 323261 segreteria.direzione@monini.com	<i>Presidente e Amministratore Delegato</i> Zefferino Francesco Monini <i>Direzione comunicazione, immagine e relazioni esterne</i> Maria Flora Monini <i>Direzione Comitato Sostenibilità</i> Riccardo Cereda <i>Segreteria sostenibilità</i> Giulia Gervasi
Nactarome www.nactarome.com	Via Giovanni Battista Pirelli, 30 20124 Milano (MI) info@nactarome.com	
Neri Industria Alimentare spa www.sottoli.it	Via Amendola, 27 51035 Lamporecchio (PT)	
Nicola Pantaleo spa www.pantaleo.it	Via Roma, 341/A 72015 Fasano di Puglia (BR) ☎ 080 4425588 info@pantaleo.it	
Novo Bio & Sfuso b2b.novo.bz/it/	Via Weggenstein, 14/B 39100 Bolzano (BZ) ☎ 349 5747248 info@novo.bz	
O.R.T.O. Verde S.C.A.P.A. ifreschidicampo.it	Strada della Bruciata, 16 60019 Cesano di Senigallia (AN) ☎ 071 6608200 info@ortoverde.eu	
Olearia Congedi srl www.oliocongedi.com	Via Marina 73100 Ugento (LE) ☎ 0833 555263 info@oliocongedi.com	
Oleificio Coppini Angelo spa www.coppini.com	Strada di Recentino, 80 05100 Terni (TR) ☎ 0744 813778 info@coppini.com	
Oleificio Zucchi spa www.zucchi.com	Via Acquaviva, 12 26100 Cremona (CR) ☎ 0372 532111	
Oleum Sicilia Soc. Coop. www.oleumsicilia.com	Contrada Gianvicario, Via Enrico Berlinguer 90088 San Cipirello (PA) ☎ 091 347437 oleum.commerciale@gmail.com	

COMPANY	CONTACTS & ADDRESS	PEOPLE
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Pan Surgelati srl www.pan.it	Via Benjamin Franklin, 1/A 39055 Laives (BZ) ☎ 0471 592900 info@pan.it	
Panbisco' srl www.panbisco.it	Via Martin L. King, 68 70022 Altamura (BA) ☎ 080 3142713 info@panbisco.it	
Pandora' www.pan-dora.it	Via Ambrogio Guglieri, 27 18021 Borgomaro (IM) ☎ 0183 240813 info@pan-dora.it	
Parma Food Lab srl www.porto-via.it	Strada Pedemontana, 64 – Loc. Vignale 43029 Traversetolo (PR) ☎ 0521 064106 info@parmafoodlab.it	
Pastificio Attilio Mastromauro GRANORO srl www.granoro.it	S.P. 231 - km 35,100 70033 Corato (BA) pasta@granoro.it	<i>Responsabile dello stabilimento</i> Roberto Leo
Pastificio dei Campi spa www.pastificiodeicampi.it	Via dei Campi, 50 80054 Gragnano (NA) ☎ 081 8018430 sales@pastificiodeicampi.it	
Pastificio F.lli Cellino spa www.pastacellino.it	Via Maldiventre, snc 9096 Santa Giusta (OR) ☎ 0783 37621 info@pastacellino.it	<i>Presidente</i> Alberto Cellino <i>Managing Director</i> Michela Francesca Cellino
Pastificio Lucio Garofalo www.pasta-garofalo.com	Via dei Pastai, 42 80054 Gragnano (NA)	<i>Amministratore Delegato e Rappresentante legale</i> Massimo Menna <i>Responsabile sostenibilità</i> Sergio De Gennaro
Pastiglie Leone srl www.pastiglieleone.com	Via Italia, 46 10093 Collegno (TO) pastiglieleone@pecsocioi.torino.it	
Pedon spa www.pedon.it	Via del Progresso, 32 36064 Colceresa (VI) ☎ 0424 411125 marketing.molvena@pedongroup.com	<i>Presidente</i> Remo Pedon <i>Amministratore Delegato</i> Loris Pedon <i>Responsabile sostenibilità</i> Marco Simionato

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Sgambaro spa www.sgambaro.it	Via Chioggia, 11/A 31030 Castello di Godego (TV) ☎ 0423 760007 info@sgambaro.it	
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