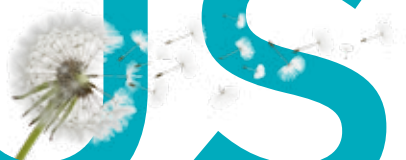


SUSTAIN ABILITY REPORT



2025

SUMMARY

Letter to stakeholders

Dear readers,

2025 proved to be another year of stability for CIRFOOD, continuing the positive progress made over the previous two years. Against a backdrop that remains complex and marked by external factors that are difficult to control, we maintained results in line with 2024, strengthened our position in the contract catering market and continued to pursue balanced growth focused on stability and operational continuity. We operate in a sector that has undergone **profound changes** in recent years. Rising costs – particularly for food ingredients and labour – remain a major challenge, as does a rigid regulatory framework that often prevents contract prices from being adjusted to reflect economic fluctuations. This is compounded by an increasingly demanding regulatory environment that requires significant investment. In this context, we chose a prudent, responsible approach designed to safeguard the company's long-term stability. Growth in 2025 was therefore modest, but the results confirm **CIRFOOD's ability to adapt to constant change** while maintaining its focus on service quality and financial balance. We continue to invest decisively in innovation to address these challenges. Specifically, 2025 saw further progress in **innovation projects, digitalisation and process optimisation**, with the aim of improving operational efficiency.

As we continue this process of development and innovation, we are aware of CIRFOOD's role as a leading player in the sector. **Leadership means taking responsibility for contributing to the sector's development and evolution.** For this reason, we continue to promote dialogue that brings the main critical issues facing contract catering to the attention of public decision-makers and helps identify shared

solutions. Initiatives such as the Collective Catering Summit have already produced tangible results, including interpretative guidance that supports more sustainable application of regulations.

Looking ahead, our **2026-2030 Strategic Plan** confirms the central role of contract catering while also pursuing diversification and developing new services connected to the core business. It envisages solutions that respond to current generational and demographic changes and meet the needs of a population increasingly focused on well-being. Alongside the economic dimension, **our commitment to people** remains central. The sector is finding it increasingly difficult to recruit staff, so we continue to invest in developing skills, making the sector more attractive and strengthening relationships with education and training providers, in the knowledge that human capital is the distinguishing feature of our model. Sustainability, in all its dimensions, continues to guide our decisions. Our commitment translates into concrete, measurable action, from addressing environmental impacts through **energy efficiency and waste reduction**, which also contribute to the gradual **decarbonisation** of our operations, to the social contribution our service makes every day, particularly in schools and health and social care settings. We know that the operating environment will remain challenging in the coming years. However, the process we have undertaken confirms that **innovation, responsibility, sustainable development and adaptability** are the main drivers of continued growth and long-term value creation for the company and all our stakeholders.

Chiara Nasi – Chair





**WE FEED THE FUTURE WITH
DELICIOUS, HEALTHY AND
AFFORDABLE FOOD.**

NUTRITION IS A RIGHT
TO BE GUARANTEED FOR
EVERYONE. FOOD IS NOT
JUST NOURISHMENT, IT
IS ALSO A QUESTION OF
TRADITION AND INNOVATION,
HEALTH AND WELL-BEING,
ETHICS AND RESPONSIBILITY.
WE PROMOTE A HEALTHY
LIFESTYLE TO NURTURE
WHAT WILL BECOME OUR
AND YOUR FUTURE.

**ONLY BY IMPLEMENTING
POLICIES FOR SUSTAINABLE
DEVELOPMENT CAN THE
ENJOYMENT AND QUALITY
OF NUTRITION BE MADE
ACCESSIBLE TO SOCIETY
AS A WHOLE.**

Our identity

Feed the future

Feed the future is the vision that has always inspired CIRFOOD in how we do business and look to the future **to improve people's lifestyles with respect for the environment.**

We have always been committed to nourishing the future with ideas and perspectives to guarantee sustainable development for all of society from an economic, environmental, social and cultural point of view.

Our way of catering and feeding the future is based on food, culture, and people.

FOOD

Food is our real passion. A comprehensive experience to be enjoyed in its entirety, promoting responsible consumption and a healthy lifestyle capable of nurturing what will become our future and yours.

CULTURE

We believe that nutrition is a universal right and that food is not only nourishment, but also tradition and innovation, health and well-being, ethics and responsibility. In one word: culture.

PEOPLE

People are the heartbeat of our business. Thanks to them, we can share the enjoyment and quality of proper nutrition with all of society through sustainable development policies.

Uniqueness map

How we do business has to include a set of unique, distinctive values that can help us in every decision we make, guiding our behaviour and therefore setting the direction for our future development. Because it is only from understanding who we currently are that we can build what we want to become tomorrow.

COOPERATION

The result is everyone's contribution.

DYNAMISM

New developments are opportunities for growth.

IMAGINATION

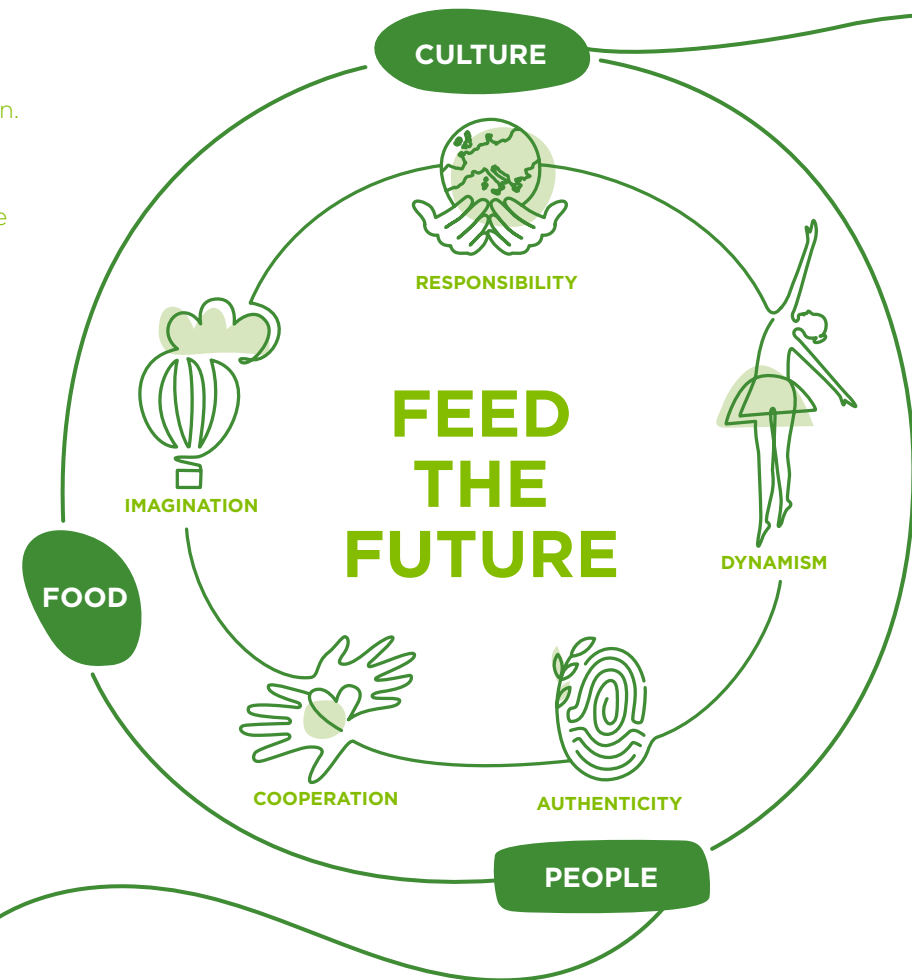
Without culture there is no imagination and there is no innovation without imagination.

RESPONSIBILITY

Awareness of the value of every single action.

AUTHENTICITY

A company you can trust.



About us

With a history spanning more than 50 years, CIRFOOD s.c.* is one of the leading Italian companies operating in contract catering (schools, companies and health and social care), commercial catering and welfare services. It is also active in Italy and abroad through subsidiaries (not included in the reporting boundary of this report). Below are the key figures of the CIRFOOD Group for 2025.

CIRFOOD GROUP FIGURES**

2025 REVENUE

644.7

MILLION EUROS

2025 NET EQUITY

133.8

MILLION EUROS

MEALS SERVED IN 2025

97.5

MILLION

2025 EMPLOYEES

12,943

PEOPLE

WHERE TO FIND US

We are a cooperative firmly rooted throughout Italy, enabling us to remain close to our customers, employees and members.

74
PROVINCES

18
REGIONS

REGGIO EMILIA

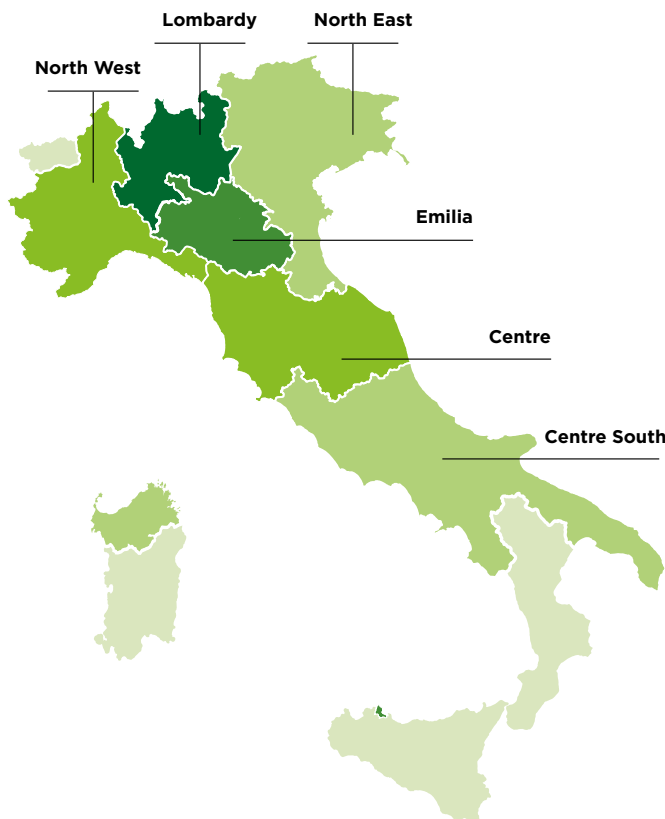
(registered head office)

REGIONAL OFFICES

Genoa, Milan, Padua, Modena, Florence, Rome

FOREIGN OFFICES

The Netherlands, Belgium



REGIONAL AREAS

-  **NORTH WEST** Piedmont, Liguria
-  **LOMBARDY** Bergamo, Brescia, Como, Lecco, Milan, Monza-Brianza, Pavia, Varese
-  **NORTH EAST** Trentino-Alto Adige, Veneto, Friuli-Venezia Giulia, Romagna
-  **EMILIA** Reggio Emilia, Parma, Piacenza, Mantua, Cremona, Modena, Bologna and Palermo
-  **CENTRE** Tuscany, Umbria and Marche
-  **CENTRE SOUTH** Lazio, Apulia, Abruzzo, Molise, Campania, Sicily, Sardinia

As of 1 January 2024, the Emilia East and Emilia West Areas were merged into a single area called Emilia.

*Unless otherwise stated, the data presented in this Sustainability Report refer to CIRFOOD s.c.

**The following figures refer to the reporting boundary of the entire CIRFOOD Group.

Our business areas

In line with the evolution of the CIRFOOD corporate brand, we enhanced the distinctive and specific nature of our **business units**, identifying a special brand for each segment.



We believe that **food** is not only nourishment, but **also an integral part of any treatment**. That is our philosophy when it comes to **hospital catering**, a sector we lead in Italy: making good health the central ingredient of every dish we prepare.



We are among the largest companies in Italy involved in school catering. We see school meals as an opportunity to **value diversity, share experiences** and contribute to the development of an **informed, aware public**.



It is the company (wholly owned by CIRFOOD) which handles the **development of commercial catering in Italy and abroad**. It offers **various formats** and brands adapted to different contexts of development and specific target audiences, so it can meet the needs of all mealtimes.

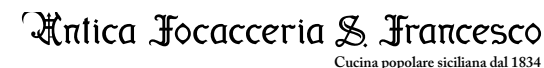
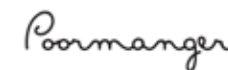


We nourish well-being at work. We offer a highly personalised and top-quality catering service designed for all those businesses that believe in healthy eating and in the well-being of their employees.

COMMERCIAL CATERING BUSINESS



Consisting primarily of the chain of self-service restaurants and bars under the **RITA brand**, our commercial service can be seen as complementary to our corporate catering operations, as it guarantees a customised offer for the lunch break of working people every day.



This is a CIRFOOD company created to meet the needs of all private and government run businesses, entities, social organisations and communities seeking **comprehensive and tailor-made welfare services**. VALYOUNESS goes beyond the canons of a mere welfare provider, promoting an all-embracing concept of welfare that brings people's needs and well-being back to the forefront with beneficial, quality proposals.

Stakeholder engagement

For CIRFOOD, continuous, structured dialogue with stakeholders is a fundamental strategic lever for guiding the company's decisions and strengthening value creation over time.

Strategic stakeholders



EMPLOYEES
AND COLLABORATORS



SHARE CAPITAL



CUSTOMERS



SUPPLIERS

Stakeholders to engage and inform



BUSINESS
PARTNERS



COMMUNITY



MEDIA AND OPINION
LEADERS



TRADE UNION
REPRESENTATIVES



REGULATORS

STAKEHOLDERS AT THE HEART OF SUSTAINABLE GROWTH

For CIRFOOD, **continuous dialogue with stakeholders is a strategic driver that guides company decisions and creates sustainable value over time**. In keeping with its cooperative nature, the company promotes a participatory approach involving employees, members, customers, suppliers, partners, institutions and communities. In 2025 **a structured mapping of relevant stakeholders** was carried out, based on an industry benchmark and the principles of the AA1000 standard, to assess their influence on the company and the degree of interdependence. The analysis made it possible to define **different priority levels and adopt tailored engagement strategies, promoting collaboration, dialogue and continuous communication according to the relevance of the various stakeholders**.

LISTENING TO CUSTOMERS TO IMPROVE SERVICE

In 2025 CIRFOOD further **strengthened its customer satisfaction work** using both traditional and digital tools, including the Appetie and Menu Chiaro apps, which allow feedback to be gathered extensively while reducing paper consumption. Overall, more than **24,700 pieces of feedback** were gathered. The surveys involved teachers, hospital patients and users from the various business areas. **The results confirm a high level of satisfaction**, which has remained stable in recent years and stood at 3.9 out of 5 in 2025. The **CIRFOOD DISTRICT Observatory also supports dialogue with stakeholders by promoting surveys and in-depth studies on topics of greatest interest**.

EVALUATING TO GROW

In 2025 CIRFOOD DISTRICT introduced an **impact assessment model** developed with the Sant'Anna School of Advanced Studies in Pisa to measure the value generated across the social, environmental and economic dimensions. **The contribution of the work on Culture, Training, Innovation and Research was analysed with the involvement of 16 internal representatives and 58 external stakeholders, 23 of whom were identified as priorities**. The assessment of the first two years identified 21 impacts in total, 13 of which were positive, demonstrating CIRFOOD DISTRICT's ability to **promote a culture of nutrition, foster interdisciplinary dialogue on food and sustainability and disseminate knowledge** through events and training programmes, thereby strengthening collaboration, awareness and shared growth among its stakeholders.

On 22 October 2022 we opened CIRFOOD DISTRICT, a research, training and innovation centre where new solutions in nutrition and food service can be designed and tested. Taste the future is the philosophy that defines the spaces and activities. The multipurpose, sustainable, innovatively designed facility can simulate various catering environments, making it possible to observe consumer behaviour, provide training, develop recipes, test new cooking techniques and packaging alternatives, have companies trial new lunch break solutions and share food culture with schools. In 2023 CIRFOOD DISTRICT earned LEED Gold certification due to its low-impact design and mission.

For more information
see WWW.CIRFOOD-DISTRICT.COM



THE SCIENTIFIC COMMITTEE

The CIRFOOD DISTRICT Scientific Committee is a team of experts and authoritative voices who guide the CIRFOOD DISTRICT's research priorities, helping to develop new ideas and solutions. It consists of:

- **Marco Frey**, Director of the Interdisciplinary Centre on Sustainability and Climate and Vice-Rector for the Third Mission of the Sant'Anna School of Advanced Studies in Pisa.
- **Guendalina Graffigna**, Full Professor of Consumer and Health Psychology at the Catholic University of the Sacred Heart in Cremona and Director of the EngageMinds HUB research centre: Consumer.
- **Luigina Mortari**, Professor of Epistemology of Qualitative Research at the School of Medicine of the University of Verona.
- **Andrea Pezzana**, specialist doctor in Food Science, Director of the Clinical Nutrition Unit at the Turin Local Health Authority and lecturer at the University of Turin and the University of Gastronomic Sciences in Pollenzo.



ACTIVITIES IN 2025

In 2025 CIRFOOD DISTRICT hosted **more than 100 initiatives, including events** devoted to **nutrition, well-being, innovation and sustainability, alongside training programmes and institutional visits**. These engaged almost **4,000 visitors and strengthened its role as a laboratory of ideas and knowledge for the future of food**. The main initiatives included the launch of the **CIRFOOD DISTRICT Academy**, dedicated to experiential training, and an event on the **value of company catering as a driver of welfare and well-being, as well as the Third Collective Catering Summit**, which aimed to foster dialogue among companies, institutions and the agri-food supply chain on the sector's sustainability. The programme also explored the link between **nutrition and sport** and celebrated Italian culinary culture through the presentation of **Massimo Montanari's** book on the **UNESCO nomination of Italian cuisine**.

Growth and Sustainability

Sustainability is one of the founding elements of CIRFOOD. To do business today, we cannot disregard it: it is a sign of responsibility, social commitment and love for our planet and those who live on it. The commitments and initiatives envisaged in our Plan will contribute to achieving several UN Sustainable Development Goals (SDGs) and will specifically contribute to:



For CIRFOOD, true development can only be achieved if all areas of **sustainability** are in balance with each other: **Cultural, Social, Economic and Environmental**. There are four areas of action that will guide us.

CORPORATE CULTURE	SOCIAL SUSTAINABILITY	ECONOMIC SUSTAINABILITY	ENVIRONMENTAL SUSTAINABILITY
Ethics and responsibility	Nutrition and food safety	Growth and profitability	Circular economy
Well-being of people	Sustainable supply chain	Management and organisational efficiency	Decarbonisation
Research and innovation	Engagement of communities	Technologies and digitisation	Responsible production and consumption

Towards 2030: sustainable growth amid challenging conditions

Following the conclusion of the 2022-2025 Strategic Plan, CIRFOOD is beginning **a new path towards 2030** after a five-year period marked by economic crises, regulatory changes and cost pressures. Despite these difficulties, the company maintained its revenue and market share, focusing investment on strategic projects and operational efficiency to preserve profitability. The new 2026-2030 Strategic Plan stems from a **wide-ranging participatory process** that involved people with different skills and perspectives and **promoted dialogue as a means of making sounder decisions**. The aim is to foster growth and competitiveness by focusing on four fundamental priorities: **innovation, sustainability, people development and operational efficiency, to create lasting value and successfully address future challenges**.

Certifications

Over the years, we have implemented various **certification systems** and earned **voluntary certifications** with the aim of maintaining and improving our catering services, achieving increasingly high performance and ensuring, in our daily operations, economic, environmental and social sustainability.

All **systems are integrated** with one another to ensure the best implementation in the various catering services in which we operate. Our staff ensure rigorous application of the company's self-monitoring manuals, which, in addition to containing national, regional and local laws and regulations, describe the procedures for achieving the highest level of food safety and health protection. Highly qualified staff carry out thorough inspections and systematically conduct checks, including laboratory analyses and the use of checklists. The various certifications are described in the relevant chapters.

Would you like more information about specific certifications?
Visit our website: www.cirfood.com/it/sostenibilita



QUALITY AND FOOD SAFETY

- **Quality - ISO 9001** Quality management system¹
- **Food safety - ISO 22000** Food safety management system²
- **Management of special diets**²
- **Organic production - Regulation (EU) 2018/848** Organic production rules²
- **Traceability in agri-food supply chains - ISO 22005** Traceability system in agri-food supply chains²
- **Collective catering services - UNI 11584** Menu design for collective catering in the school sector²
- **Dysphagia management** Protocol for preparing a texture-modified diet for people with dysphagia²

OCCUPATIONAL HEALTH AND SAFETY

- **Occupational health and safety - UNI ISO 45001** Occupational health and safety management system¹

ENVIRONMENT

- **Environment - ISO 14001** Environmental management system¹
- **Energy efficiency - ISO 50001** Energy management system¹
- **EMAS registration** Eco-Management and Audit Scheme¹
- **Emissions - ISO 14064-1** Organisational carbon footprint¹
- **Emissions - ISO 14067 SA** Product Carbon Footprint Systematic Approach^{1bis}

CORPORATE SOCIAL RESPONSIBILITY

- **Social responsibility - SA8000** System for the responsible management of human rights and working conditions¹
- **CSR governance - ISO 26000 certification** For proper governance of social responsibility¹
- **Gender equality - UNI/PdR 125** Guideline on the gender equality management system¹
- **Diversity and inclusion - ISO 30415** Commitment to developing inclusive workplaces¹
- **Food Waste Management System** - System for preventing and managing food loss and waste²

LEGAL COMPLIANCE

- **Anti-corruption - ISO 37001** Anti-corruption management systems¹

¹System certifications or certifications that apply to all company sites.

²Site-specific certifications. The certified sites are specified on the respective certificates.

^{1bis}Certification earned for facilities in the province of Trento.

CORPO RATE

CULTURE



OUR NUMBERS IN BRIEF

54.9%

MUTUALITY RATE

12,264

NUMBER OF EMPLOYEES

88%

WOMEN IN THE COMPANY

90%

PERMANENT
CONTRACTS

€2,313,972

INVESTMENT
IN WELFARE INITIATIVES

133,188

HOURS OF TRAINING
(INCLUDING 3,853 ON ETHICAL
ISSUES)

CIRFOOD s.c. data 2025

ACHIEVEMENTS IN 2025

+26%

HIRING RATE

+11%

HOURS OF TRAINING

+2%

WORKFORCE GROWTH

+5PP

AVERAGE PAY RATIO
WOMEN/MEN

+15%

PEOPLE WHO
TOOK PARENTAL LEAVE

-27.4%

SEVERITY RATE
OF INJURIES

CIRFOOD s.c. data 2025



REFERENCE
GOALS

Material topics

The cooperative model defines our DNA: people are our fundamental asset. We want to be increasingly responsive to the needs of members, employees and customers and to their future requirements by innovating ethically and responsibly.



Ethics and responsibility

At CIRFOOD, **ethics, transparency and propriety** are fundamental elements of **governance** and guide company decisions and conduct. Through an integrated system of safeguards and compliance tools, we promote a culture of responsibility, legal compliance and respect for human rights. The tools that help ensure the ethical conduct of operations include the **Code of Ethics, updated in 2025**, the Organisation, Management and Control Model under Italian Legislative Decree no. 231/2001, the Anti-Corruption Code, the Anti-Corruption Policy, the whistleblowing system and safeguards for privacy protection, corruption prevention and compliance with antitrust regulations. In 2025 we further strengthened our governance system by updating the 231 Model and anti-corruption system, implementing the Integrated Management System and continuing **training and awareness-raising** for the company workforce.



Well-being of people

People are CIRFOOD's most valuable asset. For this reason, thanks in part to the adoption of **Management Systems** (SA8000, PDR 125, ISO 30415), we promote an inclusive, safe working environment that supports professional growth and values skills, diversity and well-being. We continued our efforts to recognise diversity through initiatives dedicated to gender equality, inclusion and multiculturalism, reinforced by the work of the new **Diversity & Inclusion Committee**. We continue to invest in developing our people through management, technical-professional and digital training programmes. In 2025 we provided **over 133,000 hours of training**, focusing especially on ESG, sustainability and company culture. We also devoted considerable attention to well-being and work-life balance through the **NOIxNOI welfare plan**, initiatives supporting parenthood, remote working and health and safety programmes.



Research and innovation

The White Paper ***“Demographic Change. The Future of Society, Services and Collective Catering”***, edited by Professor Alessandra De Rose for the *CIRFOOD DISTRICT* Observatory, was presented at the Third Catering Summit organised by CIRFOOD. The analysis notes that **the ageing population, declining birth rate and changing family structures will reshape needs and services over the coming decades**. By 2080 people over 65 will rise from 24% to 34% of the population, while the working-age population will decline. The number of single-parent and multicultural families will grow, while schools will face declining student numbers and greater cultural diversity. Care services and the world of work will also undergo profound changes. In this context, collective catering will be called on to develop **increasingly inclusive, sustainable services focused on well-being**, seizing the opportunities offered by a longer-living, more diverse society.

From ideas to projects

At CIRFOOD we promote lateral thinking and the creation of ideas that come to life through our people's commitment and translate into concrete actions and tangible results.

CIRFOOD DISTRICT ACADEMY

In October 2024 the CIRFOOD DISTRICT Academy was established, evolving from the CIRFOOD Academy. Both at the CIRFOOD DISTRICT and online, the Academy offers training programmes for the professional and personal development of CIRFOOD people, as well as numerous courses, team-building sessions and masterclasses for companies, professionals and students, helping to create added value for the local communities in which we operate.

#Wellbeing
#Training

SKILLA TRAINING

The e-learning training programme, made available to all CIRFOOD people, continued. Alongside the usual topics of food safety, digitalisation and soft skills, this year the training provided through this platform focused on social sustainability, with content on prevention, parenting, diversity and intergenerational relations (age diversity).

#Wellbeing
#Training

"CALL TO ACTION"

A strategic project that involved the entire Human Resources and Organisation Department in an integrated manner, from headquarters to the various regional areas, with the aim of strengthening its ability to address the challenges of the coming years through a participatory, innovative, shared approach.

The project's main objective was to gather concrete, structured ideas to support the development of the processes and skills needed to address the main challenges of today and tomorrow.

#Wellbeing
#Training

RESEARCH BY THE CIRFOOD DISTRICT OBSERVATORY

The CIRFOOD DISTRICT Observatory comprises a team of professionals supported by leading research institutes and was established to listen to and observe changes and the emerging needs of consumers. In 2025 it again carried out research and in-depth studies to understand market needs and demographic trends in Italian society.

#Research&Innovation
#Observatory

THIRD COLLECTIVE CATERING SUMMIT

For the third consecutive year, CIRFOOD organised the Collective Catering Summit, a system-wide event bringing together companies, institutions and the entire agri-food supply chain. The 2025 edition focused on the need for a new pact for the sector that can respond to demographic changes and society's emerging needs, while recognising the proper value of a public welfare service that is essential to the country.

#Culture
#CollectiveCatering

FUTURE HORECA: A BRIDGE BETWEEN EDUCATION AND BUSINESS

To develop the talent of the younger generations in the Ho.Re.Ca. sector, CIRFOOD is a partner in the "Future HORECA" project. The initiative consists of a travelling tour of Italy's leading hospitality schools, bringing the experience and vision of the sector's foremost companies directly into classrooms. The project will culminate in April 2026 with a closing event at the CIRFOOD DISTRICT, strengthening the link between education and the working world.

#Wellbeing
#Education&Work

For more information on the projects, visit the website:
www.cirfood.com

SOCIAL



SUSTAINABILITY



OUR NUMBERS IN BRIEF

751

SUPPLIERS ASSESSED
AGAINST ESG CRITERIA
(OUT OF 955 ACTIVE SUPPLIERS)

2,233

EXTERNAL
AND INTERNAL INSPECTIONS

22,806

SELF-CHECK
TESTS

165

ACTIVE MENU CHIARO
WEB APPS

14,655 KG

OF FOOD DONATED
TO CHARITIES

24,700

FEEDBACK GATHERED THROUGH
CUSTOMER SATISFACTION

CIRFOOD s.c. data 2025

ACHIEVEMENTS IN 2025

97.5%

COMPLIANT
SELF-CHECK TESTS

+9%

SELF-MONITORING
CHECKS

+3.6%

SUPPLIERS ASSESSED AGAINST
ENVIRONMENTAL CRITERIA

+2.8%

SUPPLIERS ASSESSED
AGAINST SOCIAL CRITERIA

+93%

FEEDBACK GATHERED
FROM CUSTOMERS

+1.5%

MEDIA COVERAGE

CIRFOOD s.c. data 2025



REFERENCE
GOALS

Material topics

We build close relationships with our suppliers, encouraging them to improve in a perspective of shared value creation. We check our products and services using sampling and monitoring plans to check every aspect of health and safety. We want to raise awareness of sustainable lifestyles through initiatives on the topic.



Nutrition and food safety

Ensuring the safety and quality of the food we serve is an absolute priority for us. For this reason, we adopt certified management systems and continually invest in training, controls and preventive measures throughout the supply chain.

In 2025 we further strengthened our safeguards by updating operating procedures, providing dedicated training on managing therapeutic diets and implementing a comprehensive system of checks covering facilities, processes and suppliers.

During the year, more than **22,800 self-monitoring analyses, 1,442 internal inspections and 791 checks by the relevant authorities were carried out**, helping to ensure high standards of food safety. Continually updating our people's skills, together with systematic checks on raw materials, water, premises and finished products, is essential to protecting consumers' health and continuously improving the quality of the service offered.



Sustainable supply chain

As with many other companies, instability in the economic, geopolitical and climate context continues to affect CIRFOOD's supply chains. To mitigate risks, we expanded and diversified our supplier base, strengthening the resilience of the supply chain and ensuring service continuity even in complex situations, such as the fire that affected the logistics platform used by CIRFOOD in 2025.

Our supplier selection and qualification process is aligned with the Green Public Procurement (GPP) guidelines and incorporates economic, quality, environmental and social criteria. All suppliers are required to comply with the principles of our Code of Ethics and respect human rights, while specific categories are also assessed against ESG criteria.

In 2025, of the **955 active suppliers, 403** were assessed against social criteria and **348** against environmental criteria. We also continued due diligence on the supply chain and promoted sustainable purchasing, prioritising organic, certified and fair-trade products, products from short supply chains and products from production methods that respect the environment and animal well-being.



Community engagement

For years, we have donated surplus food under agreements with Third Sector organisations to combat waste and support people in need. Thanks to our collaboration with Regusto, in 2025 we tracked donations of **14,655 kg** of food, equivalent to **29,311 meals**, potentially avoiding **73,169 kg of CO₂eq emissions**.

CIRFOOD also continued to participate in numerous events, projects and cultural initiatives to share its experience and promote topics related to sustainability, innovation, food and welfare. Communication initiatives helped strengthen dialogue with communities and stakeholders, generating **3,249 media articles** in 2025, with **98%** of the coverage having a positive or neutral tone. To promote a healthy food culture, we have been publishing the *Il Giornale del Cibo* online magazine since 2007. In 2025, **504 articles** were published and the site recorded around **5.4 million visits**, with in-depth content on nutrition, sustainability and food culture.

Dalle idee ai progetti

FOOD&FUN APP: THE EVOLUTION OF EDUCATIONAL GAMING

The Food&Fun game app continues to grow as a tool for educating younger generations about healthy, sustainable eating. Another new game was launched in 2025, bringing the total number of gaming experiences available to eleven. Through play, children and young people explore crucial topics such as seasonality, food culture and the fight against waste, reinforcing an innovative approach to food education.

#NutritionAndFoodSafety
#FoodEducation
#Innovation

APPETIE HEALTH: TURNING THE LUNCH BREAK INTO WELL-BEING

The Appetie app, designed for workplace catering, has been enhanced with the Appetie Health feature, which allows users to monitor their health and well-being. This tool turns the lunch break into an opportunity for self-care, promoting healthier, more mindful lifestyles and reaffirming the role of workplace catering as a strategic driver of people's welfare.

#CompanyWelfare
#FoodWellbeing
#ConsciousConsumption

“ROBIDONE” PROJECT: SUSTAINABILITY FOR CHILDREN

At schools in Rome, the “Robidone” project teaches young children to respect the planet. Through a robot built entirely from recycled material, children learn good environmental education and sustainable eating practices in a creative, engaging way. The initiative combines play and ecology to convey values that are fundamental for the future.

#EnvironmentalEducation
#SustainableEating
#CircularEconomy

EVERYONE AT THE TABLE, ALL TOGETHER, IN COLLABORATION WITH AIC

During National Coeliac Disease Week, several Italian municipalities joined the “Everyone at the Table, All Together: Gluten-Free Menu Days” initiative promoted by AIC – the Italian Coeliac Association. On these days, CIRFOOD served every pupil in the participating municipalities' schools a completely gluten-free meal. A tangible step towards inclusive school catering.

#NutritionAndFoodSafety
#FoodEducation
#Inclusion

BREAKFAST AT SCHOOL: FOOD EDUCATION

In Cesano Boscone (Milan), 1,400 nursery and primary school children took part in “Breakfast at School”, an educational initiative designed to help them understand the importance of a balanced breakfast for starting the day in the best possible way. Sweet and savoury breakfasts for pupils at school.

#FoodEducation
#HealthyEating

THE RAINBOW IS SERVED: DISCOVERING THE 5 COLOURS OF WELL-BEING TOGETHER

A two-session initiative designed to help children discover the properties of fruit and vegetables through the five colours of well-being. During the second session, the pupils painted with fresh juices and took home their artwork and certificate of participation. A way to try new foods together, have fun and discover that fruit and vegetables are good for our health.

#FoodEducation
#HealthyEating

For more information on the projects, visit the website:
www.cirfood.com

ENVIRONMENTAL

SUSTAINABILITY

OUR NUMBERS IN BRIEF

352,938 GJ

TOTAL ENERGY CONSUMPTION

2.4 KgCO₂eq/meal

EMISSION INTENSITY

218,537 tCO₂eq

CARBON FOOTPRINT
OF THE ORGANISATION

9.6 L

WATER TO
PRODUCE A MEAL

500 ML

WATER WITHDRAWALS

11,515,442 kWh

RENEWABLE ENERGY
CONSUMED

CIRFOOD s.c. data 2025

ACHIEVEMENTS IN 2025

+95%

ENERGY CONSUMED FROM
THE PHOTOVOLTAIC SYSTEM

-14%

DIRECT EMISSIONS
(SCOPE 1)

+17%

ELECTRICITY PURCHASED
FROM RENEWABLE SOURCES

-9%

INDIRECT EMISSIONS
(SCOPE 2)

-3,490 tCO₂eq

EMISSIONS AVOIDED THROUGH
RENEWABLE ENERGY

-27%

PAPER USED
FOR PUBLICATIONS

CIRFOOD s.c. data 2025



REFERENCE
GOALS

Material topics

Responsibility to the environment plays a central role in our work. We are increasingly committed to monitoring and improving our environmental performance and devote significant attention to training and awareness-raising on these issues.



Decarbonisation

To reduce energy consumption and greenhouse gas emissions, in recent years we have developed increasingly effective, integrated monitoring systems. Through the ISO 14001-certified Environmental Management System, the ISO 50001 Energy Management System and EMAS registration, we monitor environmental performance and set continuous improvement targets. In 2025 we extended energy monitoring to **37 facilities**: the IoT-based energy portal and BMS systems for equipment control allow us to analyse consumption in real time and promptly flag any anomalies. Investment in energy efficiency and renewable sources continued, with **three new photovoltaic systems** contributing to a **41.6%** increase in self-generated and consumed energy. Thanks in part to these measures, direct emissions (**Scope 1**) fell by **14%** and indirect emissions from purchased energy (**Scope 2**) by **9%**, confirming the effectiveness of the measures taken as part of the decarbonisation process.



Responsible production and consumption

Over the years we have launched numerous projects for the efficient management of water resources. Water monitoring systems are now implemented at **more than 150 facilities**. By integrating BMS technologies and 4.0 dishwashers, we can gather extremely precise consumption data to help set improvement targets. At the same time, we continue to promote the responsible use of materials by employing products with a reduced environmental impact. In 2025 **98% of office paper** came from **recycled material** and **31% of the detergents used** were **Ecolabel** certified. For years we have prioritised the use of **reusable tableware**. In 2025 the proportion of disposable plastic materials declined across all business segments in favour of biodegradable solutions. In its day-to-day operations, CIRFOOD is committed to promoting sustainable behaviour both inside and outside the organisation. The main initiatives include **educational workshops for schools** and **awareness-raising** through its communication channels.



Circular economy

In 2025 CIRFOOD continued to promote projects focused on environmental sustainability and disseminating the principles of the circular economy. It continued trials to monitor waste using innovative artificial intelligence systems and strengthened the company's commitment to reducing waste and using resources efficiently. A fundamental pillar is the fight against food waste, pursued by monitoring surpluses, distributing **10,454 anti-waste bags** in schools and partnering with **Too Good To Go**. The partnership now covers **56 RITA outlets** and enabled the recovery of **over 17,000 meals in 2025**, bringing the total to more than 50,000 since the collaboration began. Waste management is governed by the Environmental Management System and supported by targeted training. In 2025, **48.9 tonnes of used vegetable oils** were gathered for biofuel production, with an estimated saving of **196 tonnes of CO₂eq**.

Dalle idee ai progetti

SMART ENERGY: THE NEW CLOUD-BASED ENERGY PORTAL

To optimise energy management and address waste and inefficiencies promptly, CIRFOOD implemented an innovative cloud-based energy portal. Using meters connected through IoT technologies, the platform aggregates and analyses real-time electricity consumption data from the most energy-intensive facilities, enabling instantaneous performance monitoring. The project, which will cover the sites responsible for 50% of total electricity consumption by 2026, is a decisive step towards predictive, intelligent energy management.

[#Decarbonisation](#) [#EnergyConsumption](#) [#Innovation](#)

PARTNERSHIP WITH THE HERA GROUP: THE CIRCULAR SUPPLY CHAIN FOR USED OIL

The collaboration with the Hera Group turns waste into a valuable resource. Thanks to the "HOVE Project", all used vegetable oils produced at CIRFOOD facilities are recovered and converted into hydrogenated biofuel. This virtuous, tracked, certified process not only avoids the risks of improper disposal but actively contributes to the decarbonisation of transport by fuelling the vehicles used to deliver meals, completing a perfect example of a circular economy.

[#CircularEconomy](#) [#EnvironmentalImpact](#)
[#WasteRecovery](#)

PROMOTING SUSTAINABLE MOBILITY: E-MOBILITY

CIRFOOD actively promotes a culture of low-impact mobility. In 2025 training days and experiential

Every day we work to ensure that our contribution to the sustainable transition is concrete and meaningful by researching and developing cutting-edge tools to reduce our impacts on the planet and taking part in worthwhile initiatives promoted in the sector.

events were held – including the test drive organised in collaboration with Ford Italia – to raise people's awareness of the benefits and technologies of electric mobility and accelerate the transition towards more informed transport choices.

[#SustainableMobility](#) [#eMobility](#)

COLLABORATION WITH TOO GOOD TO GO: OVER 50,000 MEALS SAVED

The commitment to combating food waste also continues successfully thanks to the partnership with the Too Good To Go app. The initiative allows CIRFOOD-branded outlets to offer unsold fresh products at the end of the day at reduced prices through "surprise bags". Since it began, the collaboration has "saved" over 50,000 meals, including 17,000 in 2025 alone, confirming this tool's effectiveness in combining sustainability, social value and community engagement.

[#CircularEconomy](#)
[#ResponsibleProductionAndConsumption](#)
[#FightAgainstFoodWaste](#)

LOW ENVIRONMENTAL IMPACT MENUS

CIRFOOD is committed to developing menus that combine health and sustainability, working actively to report the carbon and water footprint of each dish. The goal is to provide consumers with clear, scientifically validated information, enabling them to make informed, responsible food choices.

[#EnvironmentalImpact](#) [#CarbonFootprint](#)
[#ResponsibleProductionAndConsumption](#)

CIRFOOD CIRCULAR: THE DRIVING FORCE BEHIND THE CIRCULAR ECONOMY

CIRFOOD Circular is the cross-functional working group that guides the company's transition towards a circular economy model. By bringing together different areas of company expertise, the group has the dual objective of proposing and assessing new high-impact projects and sharing existing sustainability initiatives. In 2025 its work focused on two strategic priorities: defining increasingly healthy, sustainable menus and developing advanced systems for measuring and managing waste.

[#CircularEconomy](#) [#WasteManagement](#)
[#ResponsibleProductionAndConsumption](#)

COLLABORATION WITH ESOSPORT: GIVING WORK MATERIALS A NEW LEASE OF LIFE

Since 2019 CIRFOOD has collaborated with ESO, a benefit company committed to developing innovative recycling solutions, to recover end-of-life personal protective equipment (PPE), such as shoes, boots and work gloves. The initiative is part of a tangible circular economy process that transforms these materials into new resources: flooring for playgrounds, running tracks and other surfaces with high social value. In 2025 the project recorded significant results: 689 kg of discarded PPE were gathered at nine CIRFOOD facilities. A collaboration demonstrating how even the most technical materials can become part of a virtuous cycle, combining safety, sustainability and innovation.

[#CircularEconomy](#) [#Recycling](#)

For more information on the projects, visit the website:
www.cirfood.com

ECONOMIC

SUSTAINABILITY



OUR NUMBERS IN BRIEF

91.4 MILLION
MEALS SERVED

€155.5 MILLION
NET EQUITY

€584 MILLION
REVENUE

€17.8 MILLION
INVESTMENT

€18.8 MILLION
SUBSCRIBED CAPITAL

€30.8 MILLION
MEMBER LOANS

CIRFOOD s.c. data 2025

ACHIEVEMENTS IN 2025

+21%
REVENUE

+23%
INVESTMENT IN THE
COMPANY FLEET

+0.7%
MEALS SERVED

67%
DEVELOPMENT
OPPORTUNITIES WON

25%
SHARE OF INVESTMENTS
FOR THE SCHOOL SECTOR

92%
OPPORTUNITIES
WON IN THE PORTFOLIO

CIRFOOD s.c. data 2025

REFERENCE
GOALS



Material topics

Economic sustainability is a fundamental requirement for achieving social and environmental sustainability. We want to travel new paths to grow and innovate, together.



Growth and profitability

Thanks to successful commercial performance, the 2025 financial statements of CIRFOOD sc closed with revenue growth of **2.1%**, confirming the company's leading position in the Italian collective catering market, where it achieved a **10% market share by value**. The Cooperative's financial strength remains one of its main assets: net equity reached **155.5 million euros**, allowing it to allocate **a rebate of 1.5 million euros** to its worker members and continue investing in the company's development in accordance with the principle of intergenerationality. In 2025, of the total economic value generated by CIRFOOD (**597.6 million euros**), **96%** was redistributed to stakeholders, primarily suppliers and employees. The CIRFOOD Group also allocated **25.5 million euros** to investments, including **17.8 million euros** relating to the Cooperative and intended primarily for development, innovation, digitalisation, sustainability and the renewal of company assets.



Efficient management and organisation

In 2025 we continued updating our administrative processes – purchases, sales, administration and payroll – with the goal of improving efficiency, digitalisation and sustainability. The new application for managing orders and transport documents at CIRFOOD facilities was completed, and work continued on the **VIM (Vendor Invoice Management)**, which helps dematerialise processes, reduce processing times and improve performance monitoring. The replacement of the operating management system used by facilities also began, with the aim of further standardising processes and improving the quality and timeliness of data. For more than two years, a major programme has been under way to review the management of company information. In this context, a new reporting model for the Operations Department was implemented in 2025, enabling key operating indicators to be reviewed more frequently and promptly in support of governance and organisational efficiency.



Technologies and digitalisation

Technology is a strategic driver of CIRFOOD's innovation and efficiency. In 2025 we continued the digital transformation process, strengthening cybersecurity systems and beginning the work required to comply with the European **NIS2** Directive, with the goal of increasing process resilience and data protection. In 2025 there were again no cybersecurity incidents affecting data belonging to customers. The development of **Appetie**, the app for company catering, also continued with the expansion of Appetie Health and the introduction of the digital wallet, improving traceability, process integration and the user experience. Finally, the new **Modena Meal Centre** opened in 2025. It features an integrated digital system that provides complete traceability of operations, from meal booking to production and dispatch, reducing errors and improving work organisation. These projects confirm the role of digitalisation as an enabler of more efficient, sustainable, innovation-oriented management.

From ideas to projects

At CIRFOOD, investment in innovation, technology and operating efficiency is intended to strengthen service quality and simplify processes, in the awareness that economic development is closely linked to social and environmental sustainability. During 2025 the main projects concerned digitalisation, system integration and improvements in the capacity to analyse and manage data.

DIGITALISATION OF ADMINISTRATIVE AND OPERATIONAL PROCESSES

In 2025 the digital transformation of the main operating and administrative processes continued, with a particular focus on the purchase-to-pay and order-to-cash cycles. The work carried out improved the efficiency of administrative functions, strengthened transaction traceability and increased the quality of the available data, also benefiting the planning and management of orders.

#ManagerialAndOrganisationalEfficiency
#Digitisation

VENDOR INVOICE MANAGEMENT (VIM)

The VIM project helped make supplier invoice management more efficient through the progressive automation of document workflows and integration between systems. This reduced processing times, simplified operating tasks and improved performance monitoring, while supporting a reduction in paper use.

#ManagerialAndOrganisationalEfficiency
#Digitisation

DEVELOPMENT OF MANAGEMENT SYSTEMS

During the year, work began to update the management systems used by operating facilities, with the goal of standardising processes and improving the quality and timeliness of data. This process, which will continue in 2026, is a key step in strengthening integration between the different company functions.

#TechnologyAndDigitalisation
#ArtificialIntelligence

APPETIE

Development of the Appetie app continued in 2025, with new features added to improve the user experience and encourage more mindful management of daily food choices. One of the main developments is Appetie Health, which expands the app's functions by integrating nutritional monitoring tools and increasingly turns the application into a digital ecosystem supporting well-being.

#TechnologyAndDigitalisation
#CustomerExperience

DIGITAL SECURITY AND RESILIENCE

Strengthening cybersecurity solutions and beginning the process of aligning with the NIS2 Directive represent another area of action. The objective is to ensure business continuity, data protection and the resilience of information systems in an increasingly digitalised environment.

#TechnologyAndDigitalisation
#Cybersecurity

For more information on the projects visit
www.cirfood.com

Awards and recognitions

ASSOCIATIONS AND MEMBERSHIPS

We adhere to the UN 2030 Agenda and the WBCSD (World Business Council for Sustainable Development) Guide on Human Rights. We are also members of the ONFOODS Foundation and the Emilia-Romagna Greentech Cluster, founding members of the Reggio Children Foundation and members of Legacoop, Confcooperative, Confindustria, Confcommercio and Assolombarda.



AWARDS AND RECOGNITIONS

We are proud that our daily commitment to sustainability was recognised again this year by various national and international organisations. In 2025, as in the two previous editions, we received the **Sustainability Award**, sponsored by Credit Suisse and Kon Group to honour businesses that demonstrated sustainable, inclusive, stable growth, creating added value for the company and the community. Specifically, in the fifth edition of the Sustainability Award, CIRFOOD distinguished itself by receiving recognition in the **Top 75 ESG Performance** category, based on the ESG rating developed by **Altis Advisory** and **RepRisk**. In 2025 we were once again included in the list of the **200 Sustainability Leaders**, an award presented by Statista, a leading market research organisation specialising in company rankings and data analysis, in collaboration with *Il Sole 24 Ore*. CIRFOOD also won the **Quadrofedele award in the sustainability report category** for the following reason: in the 2025 edition, CIRFOOD ranked first for the best sustainability report, with reference to the 2024 financial year. The report was clear and detailed, transparently presenting its stakeholders with the relevant topics, the targets set and the extent to which they were achieved, with reference to the material topics identified in the different ESG areas. Finally, we received the **2025 Suppliers Award from Ducati Motor Holding**, which is presented to **partners that stand out for their excellence, expertise and strategic contribution**.

The reason given for the award reaffirms the **role of the workplace catering service** as an element that significantly affects **people's daily lives**. Specifically, Ducati underscored CIRFOOD's ability to address a **dynamic** context with **commitment, a constant presence and adaptability**, supporting the evolution of the service and helping achieve **high levels of quality**.



Our presence in Italy and Europe

The keywords that characterise our commitment are: **service to the community, deep local roots, responsibility, practical action and passion.**

Italy

Lombardy

Offices: **Milan**

€106.5 million
2,040 people
€2.7 million

North East

Offices: **Padua**
(Trentino-Alto Adige, Veneto, Friuli-Venezia Giulia, Romagna)

€63 million
1,271 people
€1.5 million

North West

Offices: **Genoa**
(Piedmont, Liguria)

€64.4 million
1,278 people
€2.9 million

Emilia

Offices: **Modena**
(Reggio Emilia, Parma, Piacenza, Mantua, Cremona, Modena, Bologna)

€202 million
4,441 people
€4 million

Centre

Offices: **Florence**
(Tuscany, Umbria, Marche)

€107.8 million
2,449 people
€2.4 million

Centre South

Offices: **Rome**
(Lazio, Apulia, Abruzzo, Molise, Campania)

€36.4 million
785 people
€0.5 million

KEY

- REVENUE
- NO. OF EMPLOYEES
- INVESTMENTS

2025 data

Belgium

Offices: **Brussels**

€25 million
147 people
€0.4 million

The Netherlands

Offices: **Amsterdam**

€21.6 million
237 people
€0.2 million

