



SUSTAIN ABILITY REPORT

2024
SUMMARY

Letter to stakeholders

Dear readers,

Over the years CIRFOOD has demonstrated its resilience, even in a context first marked by the pandemic and then by inflation. 2024 saw a path of gradual recovery, confirming the positive signals seen in 2023 and reinforcing our vision of sustainable development. The financial statements of CIRFOOD s.c. closed with revenue just shy of €568 million, driven by the B&I segment (up 13.9%) as well as Healthcare (+9.3%) and Education (+2.2%). These encouraging results, which establish us as the leading company in the Italian collective catering market in 2024, also stem from efforts to streamline costs and processes – efforts we will continue – because the sector still faces significant challenges, beginning with the requirements of public tenders, which impose strict standards of quality and safety. In this context, economic sustainability is essential to enable investment in environmental and social sustainability, creating long-term value for stakeholders.

How will we address these challenges? With innovation and dialogue. This is the spirit behind the CIRFOOD DISTRICT, a project that continues to grow with pride, also thanks to a full schedule of events and workshops for schools. This year our research and innovation centre expanded with the CIRFOOD DISTRICT Academy, a training hub for CIRFOOD employees as well as businesses, professionals and students. The Collective Catering Summit, now in its second edition, remains a key event for the sector: a forum to tackle problems with a constructive approach, to identify shared solutions. The exchange of experiences and views, together with the CIRFOOD DISTRICT Observatory's focus on research, led to *CIBO2050*, a publication exploring the key drivers of nutritional transformation.

At CIRFOOD we have always aimed to ensure food that is both accessible and sustainable. A role that is an integral part of the country's welfare and education system. Concrete projects such as "Nutrition and Flavour: Focus on Dysphagia" are part of this approach. More and more often, responding to the demands of consumers also means placing greater emphasis on health. Hence the choice to provide clear information on the nutritional value of meals, increase the presence of plant-based foods, engage in outreach and enter into partnerships to reduce waste. Equally firm is our commitment to creating a fair working environment that values each individual's uniqueness and diversity as a strength. Our compliance with ISO 30415:2021 Guidelines on Human Resource Management – Diversity and Inclusion, certified in 2024, is recognition of our progress and an incentive to continue along this path. We continue to pay close attention to environmental aspects, which for us primarily concern the energy transition. This is why, in addition to pursuing established efficiency measures, from 2025 we will increase our share of self-produced photovoltaic energy by 4% each year. This action is part of a broader sustainability path that will be set out in the new Strategic Plan.

It is a major transformation, we are fully aware of that. And we also know that no matter how committed we are each day to improving, external variables – often unpredictable – can affect the results. But the path taken so far shows us that sustainability is the strategic lever that will enable us to grow and generate value over time.

Chiara Nasi - President





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

EVERYONE HAS THE RIGHT
TO PROPER NUTRITION. 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
SUSTAINABLE DEVELOPMENT
POLICIES CAN WE MAKE THE
PLEASURE AND QUALITY OF
GOOD FOOD ACCESSIBLE TO
THE WHOLE OF SOCIETY.**

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 a sustainable development for all 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. Food as a whole, to be experienced to the fullest, promoting conscious consumption and a healthy lifestyle that can nurture what will become our and your future.

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 beating heart 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

The way 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 results are the contribution of all.

DYNAMISM

Change is an opportunity to grow.

IMAGINATION

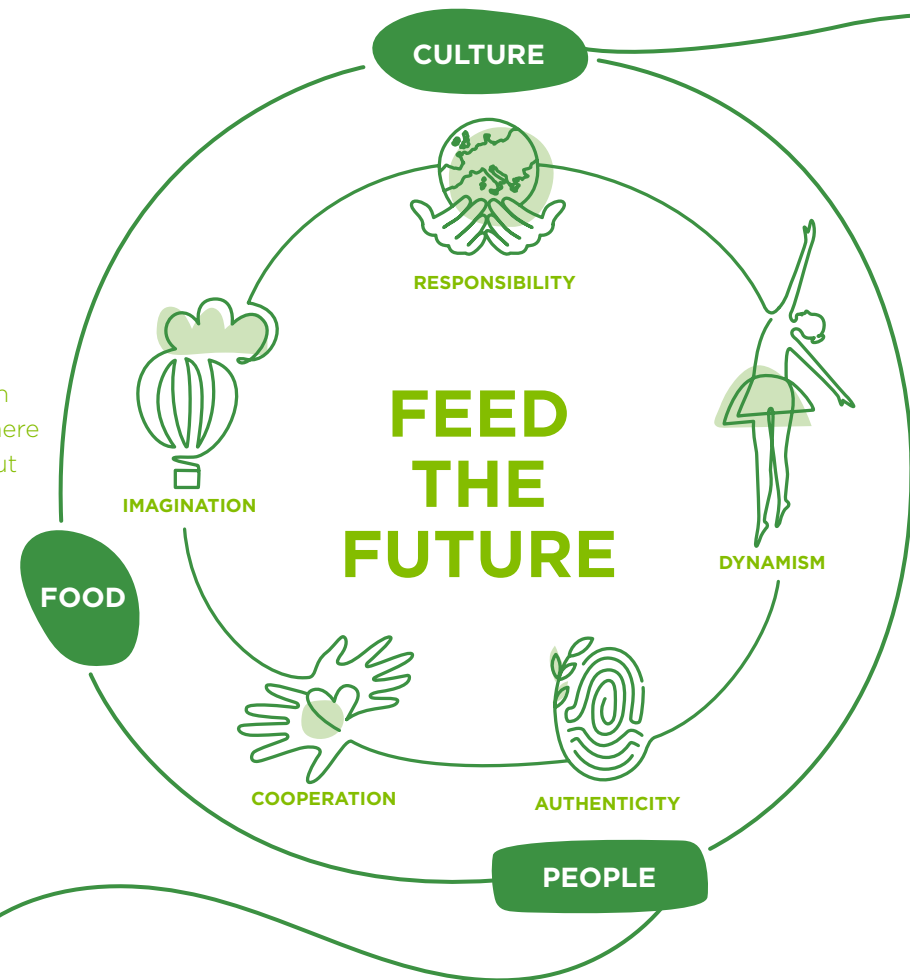
There is no imagination without culture, and there is no innovation without imagination.

RESPONSIBILITY

Awareness of the value of every single act.

AUTHENTICITY

A company you can trust.



About us

With over 50 years of history, CIRFOOD s.c.¹ is one of the leading Italian companies engaged in the sectors of **collective catering** (schools, businesses and healthcare), **commercial catering** and **welfare services**. It also competes in Italy and abroad through subsidiaries (not included in the reporting boundary of this report). In 2024, the CIRFOOD Group served over 98 million meals to its customers and consumers thanks to the work of 12,897 people.²

2024 REVENUE

€647.5

MILLION²

value of production
€664.5 million

2024 NET EQUITY

€127

MILLION²

MEALS SERVED IN 2024

98

MILLION²

2024 EMPLOYEES

12,897

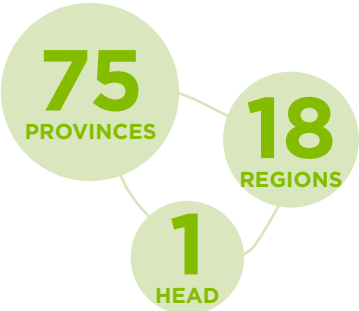
PEOPLE²

¹ Unless otherwise stated, the data in this Sustainability Report refer to CIRFOOD s.c.

² CIRFOOD Group data (including subsidiary companies in Italy and abroad).

WHERE TO FIND US

We are a cooperative firmly rooted in the national territory, allowing us to stay close to our customers, employees and members.



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.

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 believe that school mealtimes offer an opportunity to **appreciate diversity, share experiences** and contribute to the **education of an evolved and aware populace**.



It is the company (completely 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 relations

It is the ongoing dialogue with our stakeholders that shapes the choices, strategies and objectives addressing economic, but also environmental, social and cultural issues. This is why we dedicate attention, resources and energy to identifying and engaging them.

OUR STAKEHOLDERS



CUSTOMERS



MEMBERS



EMPLOYEES



COMMUNITY



SUPPLIERS



MEDIA AND OPINION
LEADERS



BUSINESS
PARTNERS



TRADE ASSOCIATIONS
AND TRADE UNIONS

Priority stakeholders

APPROACH AND GENERAL OBJECTIVES

Engagement activities aim to inform, update and raise stakeholder awareness, listening to their perspectives in order to better understand company dynamics and potential impacts.

They primarily involve **employees and members** – the beating heart of the cooperative – but also periodically include **customers, suppliers and the broader community**. In this respect, the CIRFOOD DISTRICT Observatory and the materiality assessment represent valuable opportunities for discussion.

SECOND COLLECTIVE CATERING SUMMIT

In October 2024, for World Food Day, we hosted the Second Collective Catering Summit at the CIRFOOD DISTRICT, giving voice to **businesses, academics, experts in the field, institutions and associations**.

We considered it a priority to create this space for dialogue, as we see first-hand how complex it is for the food service sector to maintain a proper balance between environmental, social and – above all – economic sustainability.

A clear example is the goals set by the **MECs (Minimum Environmental Criteria)**, designed to integrate environmental considerations into procurement policies, but which also create a series of operational and financial challenges.

RESEARCH SUPPORT

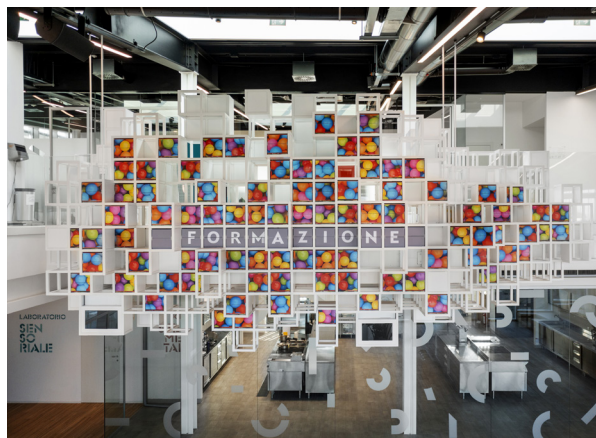
The **CIRFOOD DISTRICT Observatory** monitors changes in consumption and people's needs in order to guide the planning and experimentation of the CIRFOOD DISTRICT. Together with the Scientific Committee, it helps to identify new solutions aimed at improving food models and related services.

In 2024, Nomisma, a leading research and consulting company, conducted two studies for the Observatory: **“School catering: the perception of Italian families”** and **“Hospital and social-health catering: new scenarios and needs”**.

On 22 October 2022 we inaugurated the CIRFOOD DISTRICT, a research and innovation centre where new solutions in the field of nutrition and food service can be designed and tested. **Taste the future** is the philosophy that defines the spaces and activities. Each year the CIRFOOD DISTRICT hosts a **public programme** along with various school visits and **educational activities**.

The multi-purpose, sustainable structure with an innovative design makes it possible to simulate various catering environments, so that we can observe consumers' behaviour, provide training, work on recipes, cooking techniques and packaging alternatives, test lunch solutions with companies and share the culture of cuisine with schools. Due to the low environmental impact and mission of its structure, the CIRFOOD DISTRICT earned **LEED GOLD certification** in 2023.

For more information, see WWW.CIRFOOD-DISTRICT.COM.



CIRFOOD DISTRICT ACADEMY

In 2024 the **CIRFOOD DISTRICT Academy** was founded as a training centre to sow knowledge and create a system of learning that supports the evolution of people and the system we operate in, using food as the protagonist and catalyst of the training experience. It is a place designed to foster opportunities for sharing and growth in synergy with the local community.

The Academy relies on specialised instructors from our network of outstanding partners or selected from among CIRFOOD experts, who bring the food and wellness know-how the company has built over more than 50 years. **Training and refresher courses**, delivered with an experiential and tailored approach, are intended for all CIRFOOD people as well as small, medium and large businesses, professionals and students. It is a model that lends itself to synergies with schools, universities, training institutions and private individuals seeking to offer innovative courses in a unique location in the Food Valley.



CIBO2050

In 2024, significant effort went into producing the CIBO2050 essay. Thanks to the contribution of **15 experts** from different fields including science, innovation, medicine, academia and food, the publication analyses possible future scenarios related to food. Starting from the awareness of the major impact that issues such as **demographics, technology, health and sustainability** have – and will continue to have – on nutrition dynamics, the essay explores key drivers of transformation and change, with a perspective that looks forward to 2050. By cross-referencing the main trends and developments that may shape our future, **the publication examines the directions that will define tomorrow's food landscape**.

Its aim is to shed light on how production and consumption systems may change, how the relationship between people, food, the planet and technology might evolve, and which foods or products may become commonplace, or to the contrary disappear from the market altogether.

Growth and Sustainability

Sustainability is a cornerstone of how we do business. Because in all our decisions, from everyday actions to long-term strategies, we feel a responsibility to respect our planet and those who live on it. Our Plan is built around commitments and initiatives that also aim to contribute to the achievement of various UN Sustainable Development Goals (SDGs).



Sustainability is a complex concept encompassing multiple dimensions – cultural, social, economic and environmental – that must be in harmony with one another.



Towards a new Strategic Plan

CIRFOOD’s four-year Strategic Plan comes to an end in 2025. Four years after it was written, the context in which the cooperative operates has changed significantly. On one hand, macroeconomic factors pose a challenge to the sector’s economic sustainability, which in turn is a prerequisite for continued investment in other dimensions of sustainability. On the other hand, regulatory developments – starting with the Corporate Sustainability Reporting Directive (CSRD) – have validated the soundness of the path we proactively chose to follow, and indeed provide us with additional tools to expand on and reinforce our sustainability approach. Findings from the new double materiality process, for instance, will help define the new Strategic Plan, currently in preparation.

Certifications

Over the years, we have implemented a **variety of certification systems** and obtained **voluntary accreditations** with the aim of maintaining and improving our catering services, achieving ever-higher performance standards and embedding economic, environmental and social sustainability into our daily operations.

All systems are integrated to ensure optimal implementation across the various catering services we operate in. Our staff strictly follows the company's self-monitoring manuals, which cover national, regional and local laws and regulations, but also describe the procedures taken to ensure the highest standards of food and health safety. Highly qualified personnel carry out thorough inspections and systematically conduct lab analyses, run through checklists and perform other controls. The chapters of this Report provide detailed descriptions of the specific certifications.

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 system*
- **Food safety - ISO 22000** Food safety management system
- **Management of special diets - IT-CER-REP-46_CS³**
- **Organic production - REG EU 848/2018³** Organic production regulations
- **Traceability in agri-food supply chains - ISO 22005³** Traceability systems in agri-food supply chains
- **Collective catering services - UNI 11584³** Menu design for school catering
- **Dysphagia management - REP 48³** Protocol for preparing modified diets for dysphagic users

OCCUPATIONAL HEALTH AND SAFETY

- **Occupational Health and Safety - UNI ISO 45001:2018** Occupational health and safety management system*

ENVIRONMENT

- **Environment - ISO 14001** Environmental management system*
- **Energy efficiency - ISO 50001** Energy management system*
- **EMAS registration** Eco-Management and Audit Scheme
- **Emissions - ISO 14064-1** Organisational carbon footprint*

CORPORATE SOCIAL RESPONSIBILITY

- **Social responsibility - SA8000** System for the responsible management of human rights and working conditions*
- **CSR governance - ISO 26000 certification** For effective governance of social responsibility*
- **Family Audit⁴** Commitment to work-life balance and employee well-being
- **Gender equality - UNI/PdR 125:2022** Guidelines for the gender equality management system*
- **Diversity and inclusion - ISO 30415:2021** Commitment to inclusive workplaces*

LEGAL COMPLIANCE

- **Anti-corruption - ISO 37001** Anti-corruption management systems*

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

³Site-specific certifications. The certified sites are specified on the respective certificates.

⁴Certification obtained for facilities in the province of Trento.

BUSINESS

CULTURE



A RECAP OF OUR NUMBERS

55.1%

MUTUALITY RATE

90.1%

OPEN-ENDED CONTRACTS

12,064

NUMBER OF
EMPLOYEES

€2,262,187

INVESTMENT IN
WELFARE INITIATIVES

88.4%

WOMEN IN THE
COMPANY

119,836

HOURS OF TRAINING

CIRFOOD S.C. data 2024

ACHIEVEMENTS IN 2024

+10%

NEW HIRES

+8.3%

HOURS OF TRAINING

+2%

PROMOTIONS

40%

WOMEN ON THE
BOARD OF DIRECTORS

+5.4%

INVESTMENTS IN
WELFARE

-27.4%

ACCIDENT
SEVERITY INDEX

CIRFOOD S.C. data 2024



REFERENCE
GOALS

Material topics

Our DNA is defined in our form as a cooperative: our people are our fundamental assets. We intend to increasingly satisfy the needs of our members, employees and customers, and their future needs, innovating ethically and responsibly.



Ethics and accountability

We are convinced that the overall performance of a company and the efficacy of its actions have close ties with the well-being of the society where it operates and with the impact it generates on the environment. We have therefore fully integrated Corporate Social Responsibility into our business and governance practices, establishing a **cross-functional working group** coordinated by the Social Area that reports directly to the Chair of the Board of Directors. In 2024 we relaunched the **CIRFOOD Circular**, a cross-functional team that supports General Management in identifying priority initiatives to focus resources and efforts on.

Among the tools used to formalise principles, values and codes of conduct – and to ensure ethics, integrity and transparency – are the numerous certifications from external bodies, **the Code of Ethics, the Integrated Sustainability Policy, the Policy on Human Rights, Diversity, Inclusion and Gender Equality** (which incorporates the previous Social Responsibility Policy on Human Rights), **the Gender Equality Strategic Plan and the 2022-2025 Strategic Plan**.



People's well-being

The working environment at CIRFOOD welcomes and values differences: this means promoting female employment, supporting the inclusion of people with disabilities and recognising the value of multiculturalism. As confirmation of this approach, in 2024 we earned **ISO 30415:2021** certification – Human Resource Management Diversity and Inclusion.

We firmly believe that investing in **training** is essential to support the company's future competitiveness. In October 2024, building on the long-standing tradition of the CIRFOOD Academy, the **CIRFOOD DISTRICT Academy** was launched. Its training model is experiential and participatory, made possible through collaborations with prestigious institutions such as the University of Gastronomic Sciences of Pollenzo.

In 2024, 69.6% of CIRFOOD employees received training, in line with the previous year. The **total number of training hours** increased by 8.3% compared to 2023, while **investment in training** rose by 27%.



Research and innovation

For CIRFOOD, innovation means planning for the future while generating value for society. It is a core commitment of our organisation, which every day envisions solutions and strategies to tackle the new challenges of the market. This is why it inaugurated the **CIRFOOD DISTRICT**, a research and innovation centre where new solutions in the field of nutrition and food service can be designed and tested. It is a strategic place to develop innovation and culture, with an **integrated system of culinary research** (consisting of Sensory Laboratory, Experimental Kitchen and Restaurant) that makes CIRFOOD DISTRICT a unique research centre and one of the few in Italy and Europe.

CIRFOOD DISTRICT is an extraordinary company project, a place to **share know-how**, to **cultivate a culture of innovation** that is now more essential than ever, and a **participatory platform** that, starting from CIRFOOD's own experience, acts as a benchmark for companies and individuals aiming to launch projects that improve people's and communities' well-being.

From ideas to projects

At CIRFOOD we promote lateral thinking and the creation of ideas that, thanks to the commitment of our people, come to life.

CIRFOOD DISTRICT ACADEMY

In October 2024 the CIRFOOD DISTRICT Academy was founded as an evolution of the CIRFOOD Academy. In the spaces of the CIRFOOD DISTRICT and online, the Academy offers **training courses** aimed at professional and personal development for CIRFOOD employees, as well as numerous **courses and masterclasses** for businesses, professionals and students. These are designed and delivered in partnership with universities and other leading training institutions to share new knowledge through food and its values and meanings, helping create added value for the local communities we operate in.

#Wellbeing
#Training

SKILLA TRAINING

The **e-learning training programme**, made available to all staff, continues to educate and raise awareness on topics relevant to CIRFOOD and its people, who are regularly consulted to suggest new topics and areas for further exploration. Alongside classic topics like food safety, digitalisation and soft skills, this year we focused on social sustainability, with content on prevention, parenting, diversity and intergenerational relations (age diversity).

#Wellbeing
#Training

BECOMING A MANAGER: WORK AND TRAINING PROGRAMME

In 2024 we launched the “Becoming Managers: Work and Training Programme”, a management training project aimed at **young university students and recent graduates**. Participants – young people aged between 24 and 30 – were selected from over 70 undergraduate and master’s programmes. Designed to develop the technical skills of young professionals through an interactive and participatory approach, the initiative involved senior managers from the head office and district managers in **on-the-job training sessions** to provide insight into our work and our corporate and cooperative culture.

#Wellbeing
#Training

BUTTERFLIFE

To support the health of our people, we made “ButterfLife” available to all employees at the Central Office. This certified device, approved by the medical and scientific community, can **measure five key vital signs in 90 seconds**: heart rate, respiratory rate, blood pressure, body temperature and blood oxygenation. With this procedure the employee can undergo a free preventive check-up without having to visit health facilities and without any side effects.

#Wellbeing
#Wellness&Welfare

PARTNERSHIPS FOR SOCIAL INCLUSION

We continue to collaborate with numerous associations in Emilia-Romagna to support the **hiring** of people in vulnerable conditions and minorities, such as women survivors of violence and transgender individuals.

#Wellbeing
#Inclusion&Diversity

RESEARCH BY THE CIRFOOD DISTRICT OBSERVATORY

In 2024 two surveys conducted by Nomisma for the CIRFOOD DISTRICT Observatory were presented: one on families’ perception of **school catering** and the other on new trends in **hospital and social-health catering**. Research remains a fundamental tool to strengthen the social role we play, while also providing continuous opportunities for improvement.

#ResearchandInnovation
#Information

For more information on the projects, visit the website:

www.cirfood.com

SOCIAL

SUSTAINABILITY



A RECAP OF OUR NUMBERS

92.8 MILLION

KG FOOD INGREDIENTS
PURCHASED

20,997

SELF-CONTROLLED
ANALYSIS CHECKS

1,434

INTERNAL
INSPECTIONS

924

ACTIVE SUPPLIERS

15.2 T

FOOD DONATED

10 MILLION

TOTAL VISITS
GIORNALE DEL CIBO

CIRFOOD S.C. data 2024

ACHIEVEMENTS IN 2024

97.6%

COMPLIANT SELF-CONTROLLED
ANALYSIS CHECKS

+8%

SUPPLIERS INVOLVED IN
ASSESSMENTS

+12

COMPANIES INVOLVED
IN DUE DILIGENCE

+11.5%

SHARE OF ORGANIC
PRODUCTS PURCHASED

+3%

SHARE OF PURCHASES MADE
THROUGH THE CENTRALISED
PLATFORM

+3.4%

ARTICLES IN THE MEDIA
ABOUT CIRFOOD

CIRFOOD S.C. data 2024



REFERENCE
GOALS

Material topics

Ensuring the safety and healthiness of the food we serve is our top priority. We provide clear information about foods, their nutritional value and their sustainability characteristics. We establish close collaborative relationships with suppliers, with a view to mutual growth. We have always prioritised the well-being of local communities and the development of the areas where we operate.



Proper nutrition and food safety

To ensure compliance with the highest food safety standards, in 2024 we conducted 20,997 **self-monitoring tests**, the highest number in recent years. Of these, 98% yielded compliant results. We also rely on **certified management systems** that include regular audits by the Certification Body. In 2024, we added the procedure for managing **FCMs** (Food Contact Materials) to the Safety and Prevention Manual (SPM).

We strictly comply with **food labelling** regulations, paying particular attention to medical diets and allergens (for which we have adopted the PAL approach - precautionary allergen labelling), and we provide clear information on nutritional values and dish characteristics, for example through the **Menu Chiaro** web app (which saw 36 new versions launched in 2024). We are committed every day to promoting food culture through outreach activities, publishing projects and events.



Sustainable supply chain

In response to socio-economic and geopolitical instability and the effects of climate change, we have continued to expand and diversify our supplier base to mitigate potential risks. In 2024, **3,970 new suppliers were evaluated** (+8% compared to 2023) through a highly structured process. Of the **924 suppliers active** during the year, 336 were assessed using environmental criteria and 392 using social criteria. In 2024 we performed a **risk assessment of the olive oil supply chain**: all suppliers were classified as low risk.

To properly meet tender requirements and the **new Minimum Environmental Criteria (MEC)**, the sustainability of products plays a key role. We have therefore strengthened our focus on local supply chains, increased our purchases of organic food products and paid the same level of attention to non-food items. **Centralising logistics** has proven to be a winning strategy for efficient inventory management, further enhanced by artificial intelligence systems that support planning.



Community engagement

For years, we have **donated surplus raw materials** throughout Italy through partnerships with Banco Alimentare, Caritas and Last Minute Market, with the dual goal of reducing waste and supporting families in need. Using the **Regusto** platform, we donated 15,158 kg of food products, preventing the emission of 60,903 kg of CO₂eq.

In 2024, we also continued to support several initiatives through **sponsorships and donations**, doubling the value of our investments compared to 2023 (+103%). In total we disbursed €123,746. Throughout the year we organised and participated in numerous **events** to share our experience, our projects and our approach to food service. Our communication and marketing efforts have helped raise the profile of our key initiatives and socially impactful innovation projects. One of the most significant tools is the online publication **Il Giornale del Cibo** (*The Food Journal*), published by CIRFOOD, which underwent a graphic redesign in 2024.

From ideas to projects

Our projects reflect our desire to offer a comprehensive, quality service that is also educational. Our social commitment also translates into multiple initiatives to support local communities.

SECOND COLLECTIVE CATERING SUMMIT

Following the success of the first edition, in 2024 we also organised and hosted the second Collective Catering Summit at the CIRFOOD DISTRICT. The event brings together food service professionals, experts and institutional representatives to **discuss the future of the sector**, its challenges and the opportunities to seize.

[#CollectiveCatering](#) [#SystemicDevelopment](#)
[#PartnershipforObjectives](#)

FOOD&FUN APP

In 2024, we released an update **to the Food&Fun game app for smartphones**. A way to have fun learning about issues linked to healthy eating, the origin of raw materials, the discovery of different cultural identities, up to the reduction of food waste. Specifically, in 2024 a new game was introduced and PC access was added to broaden the user base and make the content more accessible.

[#NutritionAndFoodSafety](#)
[#Food Education](#) [#Innovation](#)

CIBO2050. THE FUTURE OF FOOD AND NUTRITION

Produced by the CIRFOOD DISTRICT Observatory in collaboration with 15 experts from different research fields, this publication explores future scenarios in the world of food, offering an overview of the sector's main **change drivers** and the trends shaping tomorrow's food landscape. CIBO2050 provides an analysis of how **current food production and consumption systems** might evolve, examining how the relationship between people, food, the planet and technology could change. The publication also considers which new food products may become part of our daily lives and which may disappear from our tables.

[#NutritionAndFoodSafety](#)
[#FoodEducation](#) [#Innovation](#)

LESS IS MORE: THE SUSTAINABLE VALUE OF HOSPITAL CATERING

The "Less is more" approach to hospital catering promotes **simpler, high-quality meals tailored** to individual hospital wards. The benefits include an improved patient experience as well as reduced waste and leftovers.

[#NutritionAndFoodSafety](#)

PARTNERSHIP WITH REGUSTO

Since 2022 we have been using the Regusto platform, the first marketplace reserved for the non-profit sector to manage **donations** and **sell surplus food** using blockchain technology. In 2024 we donated 15,158 kg of food products through the platform, with a potential avoided impact equivalent to 60,903 kg of CO₂eq.

[#NutritionAndFoodSafety](#)
[#Innovation](#) [#Partnerships](#)

NUTRITION AND FLAVOUR: FOCUS ON DYSPHAGIA

The "Nutrition and Flavour: Focus on Dysphagia" protocol, developed by our multidisciplinary team, creates the conditions for **people with difficulties swallowing** to enjoy a healthy, flavourful and balanced meal during their stay in healthcare facilities.

[#NutritionandFoodSafety](#)

For more information on the projects, visit the website:

www.cirfood.com

ENVIRONMENTAL

SUSTAINABILITY

A RECAP OF OUR NUMBERS

349,298GJ

TOTAL ENERGY
CONSUMPTION

367 ML

WATER WITHDRAWALS

0.0061GJ

ENERGY REQUIRED TO MAKE A
MEAL

6.9 L

WATER REQUIRED TO
MAKE A MEAL

205,118 tCO₂ eq

CARBON FOOTPRINT
OF THE ORGANISATION

14 THOUSAND

MEALS SAVED ALONG
WITH TOO GOOD TO GO

CIRFOOD S.C. data 2024

ACHIEVEMENTS IN 2024

-5%

ENERGY USED PER MEAL

-4.6%

WEEE WASTE

+8%

ENERGY CONSUMED FROM
PHOTOVOLTAIC PLANT

94.5%

USE OF RECYCLED
OFFICE PAPER

38.9%

SHARE OF RENEWABLE
ELECTRICITY PURCHASED

-9.6%

IMPACT OF DISPOSABLE
MATERIALS ON MEALS

CIRFOOD S.C. data 2024



REFERENCE
GOALS

Material topics

Responsibility to the environment plays a central role in our work. We are increasing our focus on monitoring our environmental performance, and dedicate significant time to training and awareness-raising on these issues.



Decarbonisation

As part of CIRFOOD's decarbonisation strategy, energy transition and efficiency are two top priorities. The new cloud-based **energy portal** tracks real-time consumption data for 37 sites, with the goal of reaching 50 by the end of 2026. In 2024 we replaced 45% of **dishwashers** and 94% of **ovens reaching end-of-life** with high-efficiency models, surpassing our equipment targets. Self-consumption of energy from **photovoltaic** sources increased by 8%, and 38.9% of purchased electricity came from renewable sources with Guarantees of Origin.

Since 2022, we have extended ISO 14064-1 certification to the entire organisation, enabling a comprehensive **carbon footprint** analysis to serve as a baseline for mitigation planning. This analysis shows that average emission intensity is 2.21 kgCO₂eq/meal, a 21% decrease from the 2.79 kgCO₂eq/meal measured in 2023. Differences between clusters are due to the composition of the food offering.



Responsible production and consumption

Over the years, we have launched several initiatives to manage **water resources** and reduce consumption, an area of significant impact for our organisation. In 2024, water withdrawals totalled 367.07 megalitres, increasing in line with business growth. As part of the new energy portal, water monitoring systems are now active in more than 150 sites.

In our day-to-day operations, CIRFOOD promotes responsible behaviour both within and outside the organisation. **Environmental education** initiatives include school anti-waste lunch bags, donation of surplus meals, collaboration with Associazione Solidarietà to recover and redistribute raw materials from the central logistics platform, participation in Too Good To Go, workshops for schools, the SU-EATABLE Life project promoted by the Barilla Foundation.



Circular economy

In 2024, the role of **CIRFOOD Circular** was redefined with an even more strategic outlook. It is a cross-functional group of 20 people who meet regularly to identify and assess priorities for current and future projects related to sustainability and circularity. A core principle of the circular economy is the **fight against waste**, a goal that CIRFOOD pursues through close monitoring, dedicated projects (like the smart scale) and partnerships such as the one with Too Good To Go, which helped save 14,000 meals in 2024.

Waste management is governed by our Environmental Management System, which includes strict checks on the authorisations of those responsible for transport and disposal. Furthermore, every year staff undergo training that includes a section on proper waste separation. As part of the **memorandum of understanding with Hera**, in 2024 all used cooking oil collected – totalling 55.9 tonnes – was channelled into a certified, traceable supply chain for biodiesel production.

From ideas to projects

SU-EATABLE LIFE

Our participation continued in the community project developed by the **Barilla Foundation** to promote a model of low-impact food consumption by highlighting meals with a reduced carbon and water footprint.

[#ResponsibleProductionAndConsumption](#)
[#Decarbonisation](#) [#EnvironmentalEducation](#)
[#Awareness](#)

HOVE AND BIOMETHANE PROJECT

CIRFOOD and the Hera Group, one of the leading Italian multiutilities, entered into a memorandum of understanding to collaborate on projects for the recovery and transformation into energy of waste oils starting in 2022. In H2 2023 we started a similar project to **recover organic waste and transform it into biomethane**, to be fed back into the public network and **into compost**.

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

Every day we work to ensure that our contribution to the sustainable transition is concrete, researching cutting-edge tools to reduce our impacts on the planet.

COLLABORATION WITH TOO GOOD TO GO

Our collaboration with **Too Good To Go** continued in 2024, aimed at **saving unsold meals** at the end of the day by selling Magic Boxes at reduced prices in CIRFOOD-branded RITA locations and CIRFOOD Retail locations under the Antica Focacceria S. Francesco brand. Over the course of the year, 14,000 meals were “saved”, bringing the total to over 50,000 since the start of the partnership.

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

COLLABORATION WITH ESOSPORT

In 2019 we defined agreements with the Benefit Corporation **ESO** to recovery PPE (safety shoes, boots and gloves) and include them in a **virtuous recycling process**, transforming them into new items like flooring for playgrounds and running tracks. In 2024 we collected **545 kg** of products from **eight of our facilities**, including work shoes, gloves and masks.

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

CIRFOOD CIRCULAR

CIRFOOD Circular is a group of **20 people** representing all company functions who meet every two months to **assess and share projects** (new or ongoing) relating to **sustainability and/or circularity**. In 2024 its role was redefined with a more strategic outlook, thus now focusing mainly on identifying and assessing priorities linked to existing and future projects.

[#CircularEconomy](#)

SUPPORT FOR THE SUSTAINABILITY CREDITS PLATFORM OF THE TUSCAN-EMILIAN APENNINES NATIONAL PARK

In 2024 CIRFOOD received **128 Sustainability Credits**, generated in 2023 by sustainably and responsibly managed forests in the Tuscan-Emilian Apennines. These credits, calculated, tracked and made unique, are provided by the Park to **support businesses** that, as part of their corporate social responsibility, choose to contribute to **combating climate change** and **strengthening the resilience of local forest ecosystems**.

[#Decarbonisation](#) [#ProtectingEcosystems](#)

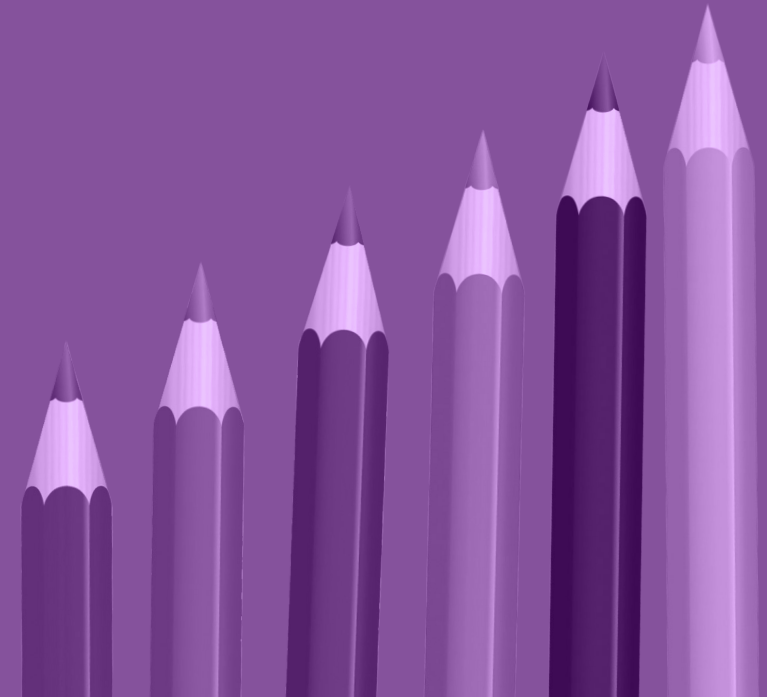
For more information on the projects, visit the website:

www.cirfood.com

ECONOMIC

OMIC

SUSTAINABILITY



A RECAP OF OUR NUMBERS

90.8 MILLION
MEALS SERVED

€152.2 MILLION
NET WORTH

€568 MILLION
REVENUE

€42.7 MILLION
LIQUIDITY

€17.4 MILLION
INVESTMENT

€18.5 MILLION
CAPITAL
SUBSCRIBED

CIRFOOD S.C. data 2024

ACHIEVEMENTS IN 2024

95.7%
ADDED VALUE
DISTRIBUTED

33%
SHARE IN INVESTMENTS
FOR BU IN EDUCATION

+7.6%
REVENUE

64%
DEVELOPMENT OPPORTUNITIES
WON

+5.3%
MEALS SERVED

93%
PORTFOLIO
OPPORTUNITIES WON

CIRFOOD S.C. data 2024

REFERENCE
GOALS



Material topics

Economic sustainability is a fundamental requirement in order to achieve social and environmental sustainability.

We want to travel new paths to grow and innovate, together.



Growth and profitability

CIRFOOD's 2024 financial year closed with a **significant increase in sales volumes**, mainly in the B&I sector (+13.9%) but also in Healthcare (+9.3%) and Education (+2.2%). These results confirm CIRFOOD's position as the leading company in the collective catering market nationwide. In 2024, of the total **economic value** generated by CIRFOOD (around €582.1 million), 4.3% was retained and the remaining 95.7% was redistributed to stakeholders.

In 2024, the CIRFOOD Group allocated a total of around €19.5 million in **investments**, over €17 million of which related to the cooperative alone. The Business Unit with the largest share is Education, with more than €5 million earmarked, followed by Healthcare with €4.1 million. These efforts were mainly focused on **digital 4.0, green and technological innovation**.



Efficient management and organisation

In 2024, we continued to update our administrative processes – **purchases, sales, administration and payroll** – with the goal of improving efficiency, digitalisation and sustainability. As regards non-food products, the VIM (Vendor Invoice Management) project was extended to all Group companies to finalise the matching of delivery notes and invoices for orders from kitchens. We also implemented the **contract management** project to handle supply contracts through a fully digitalised process.

For over two years, we have been working on reorganising and improving how production data is managed. As part of this effort, a new **product database** is being developed, already partially operational and scheduled for completion by 2025. In 2024 a technology audit established the guidelines for a new internal reporting model, and a project was launched for a new control model for the Operations Department, providing key real-time data to support operational governance.



Technologies and digitalisation

CIRFOOD DISTRICT is a cornerstone of our innovation strategy, serving as an open innovation hub where we develop new, technological solutions for the sector's challenges. In 2024 CIRFOOD completed the development of the **Smart Tray** and implemented smart payment options in **Appetie**, the app for workplace catering that lets users check menus, reserve meals and track food intake and exercise.

In February 2024, works began on the new **Modena Meal Centre**, which will cover around 2,700 square metres adjacent to the current site and will be operational from September 2025, with a potential production capacity of 10,000 meals per day. The facility clearly demonstrates how innovation, sustainability and efficiency can go hand in hand, delivering tangible benefits to all stakeholders involved.

From ideas to projects

DIGITALISATION OF PURCHASES AND SALES

The digitalisation of purchases and sales is a project that impacts the entire company, and requires **changes to processes and the organisation**. This is helping us make administrative work more efficient, with a significant impact on planning and managing orders for products and services.

#ManagerialAndOrganisationalEfficiency
#Digitalisation

CONTRACT MANAGEMENT

The project provides for the creation of a **fully digital archive** of all CIRFOOD supply contracts, replacing the previous management procedure, resulting in more efficient administrative and purchasing operations.

#ManagerialAndOrganisationalEfficiency
#Digitalisation

At CIRFOOD, investments in innovation and technology aim to improve service and process efficiency.

NEW MODENA MEAL CENTRE

In 2024 we began construction on the new Modena Meal Centre. It is a building that will embody the concrete integration of **economic, environmental and social sustainability**, designed for **efficiency** and **digitalisation** and accompanied by a calendar of activities aimed at the local community.

#TechnologyAndDigitalisation
#EnergyEfficiency
#SocialResponsibility

SMART TRAYS

Smart trays automatically read the contents of trays in self-service cafeterias, simplifying the **tracking of goods sold** and supporting the planning of the culinary offering. Following a successful testing phase, the goal is to implement the project at a RITA site.

#TechnologyAndDigitalisation
#ArtificialIntelligence

APPETIE

Appetie is CIRFOOD's app designed for users of workplace food services. It is an **integrated, innovative** tool that adapts to the needs of users and diners, letting them have **full control, every day, over what they eat at the company** and help improve the service. In 2024 we continued to expand the functions of Appetie to make the app experience even more personalised.

#TechnologyAndDigitalisation
#CustomerExperience

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

Awards and recognitions

We are pleased that our daily commitment has been recognised once again this year by many national and international organisations.

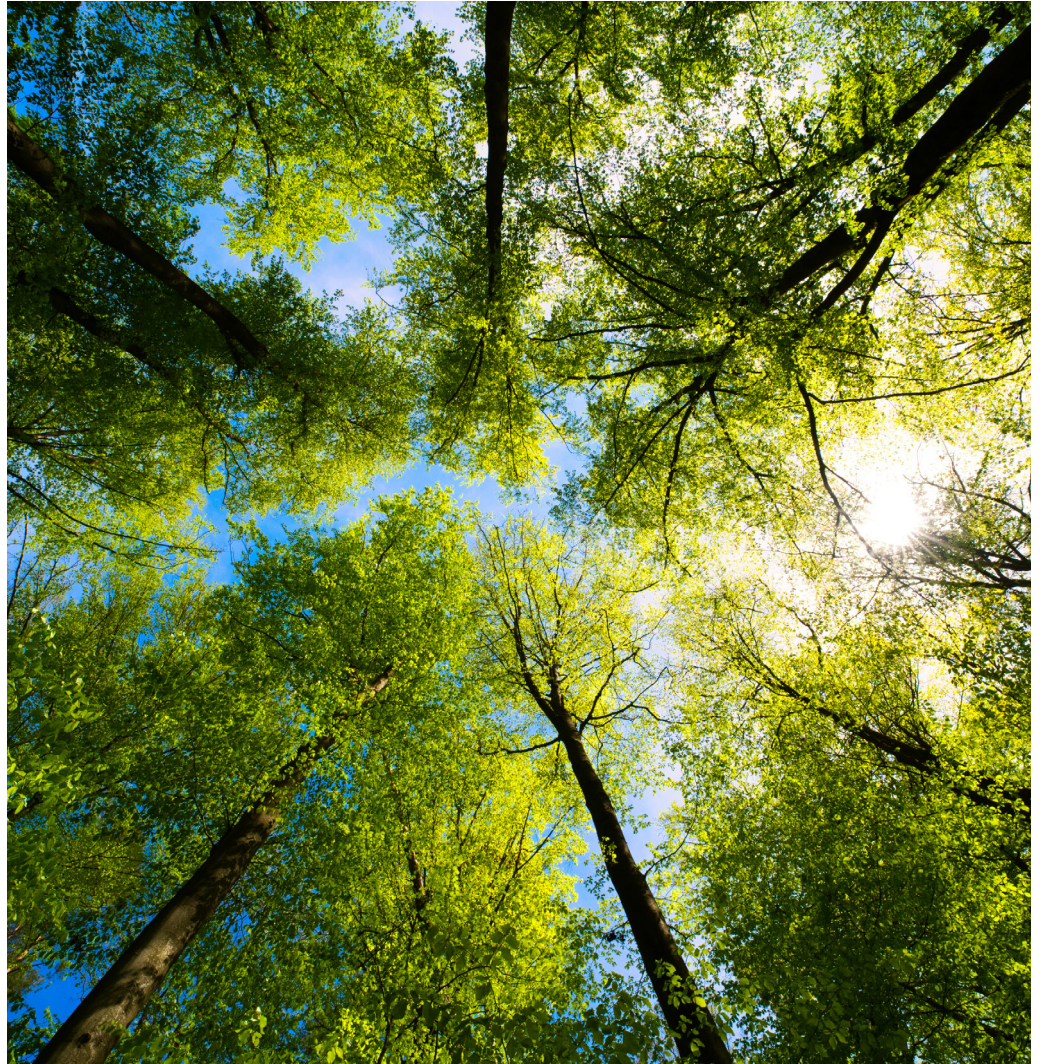


For 2024 CIRFOOD retained its gold medal from **EcoVadis**, the platform for evaluating corporate social responsibility and sustainable procurement.

In 2024, as in the two previous editions, we received the **Sustainability Award** sponsored by Credit Suisse and Kon Group to honour the 100 businesses that have demonstrated sustainable, inclusive and stable growth, creating added value for the company and for the community. In fact, CIRFOOD was also selected among the top 100 sustainable Italian companies in the **Top 100 ESG Integrated Finance** category. This category, introduced for the first time in the latest edition, aims to raise business awareness about the importance of integrating sustainability into all aspects of management.



Also in 2024, 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 corporate rankings and data analysis – in collaboration with *Il Sole 24 Ore*.



Our presence in Italy and Europe

We are a cooperative firmly rooted in the national territory, allowing us to stay close to our customers, employees and members.

Italy

Lombardy

Offices: **Milan**
(Bergamo, Brescia, Como, Lecco, Milan, Monza-Brianza, Pavia, Varese)

€111.1 million
2,083 people
€2 million

North East

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

€59.1 million
1,297 people
€3.8 million

North West

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

€59.6 million
1,225 people
€1.7 million

Emilia

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

€198.1 million
3,981 people
€6 million

KEY

- REVENUE
- NO. OF EMPLOYEES
- INVESTMENTS

2024 data



Centre

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

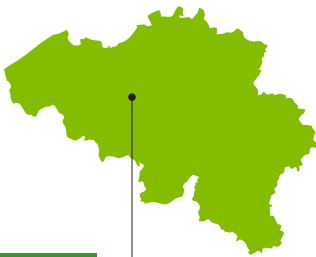
€105.4 million
2,343 people
€1.2 million

Centre South

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

€42.6 million
888 people
€1.2 million

Belgium



Offices: **Brussels**

€25.2 million
147 people
€0.1 million

The Netherlands



Offices: **Amsterdam**

€24.7 million
234 people
€0.2 million

