



Report **CSR**

2024-2025



This is our Communication on Progress on the implementation of the Ten Principles of the United Nations Global Compact and supporting the United Nations' goals. We would appreciate your feedback on its content.

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Editorial

Since signing the United Nations Climate Charter in 2004, the ECF Group has been committed to a responsible approach to gradually integrating environmental, social, and societal issues into its business model.

In 2024, we took a new step forward in structuring our Group CSR policy by strengthening the alignment of our international subsidiaries around common standards and tools.

This dynamic has resulted in:

- **The implementation of a new responsible supplier and purchasing charter**, accompanied by a CSR questionnaire, to assess the maturity of our partners and raise their awareness of our sustainable development requirements;
- **The rollout of a unified business ethics system**, including a new code of conduct, a harmonized Group-wide whistleblowing system, and a training program attended by more than 80% of our employees;
- **The adoption of an ambitious roadmap for energy transition**, with the first milestone to be reached in 2024: covering our electricity consumption with 100% renewable sources, in line with our goal of carbon neutrality by 2030.

We are proud of the actions we have taken in 2025, which reflect our deep commitment and unwavering motivation. At ECF Group, we still have many challenges and areas for improvement to address, which guide our roadmap each year.

I hope you enjoy reading this annual report, which reflects our ongoing commitment to responsible development, our ambitions, and the progress we have made this year.



Caroline SOHN
CSR Director, ECF Group



Presentation

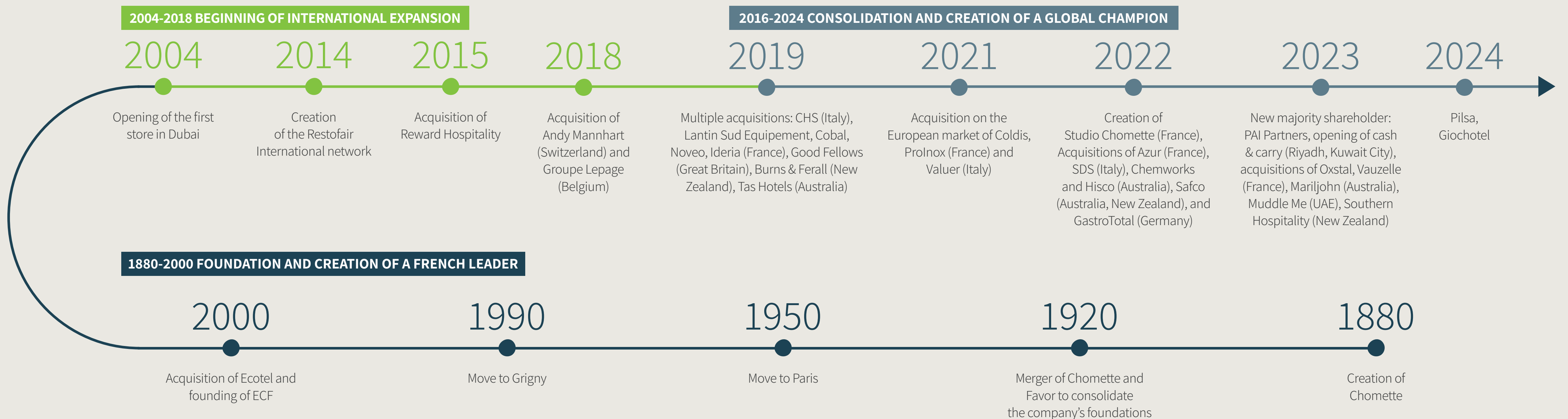
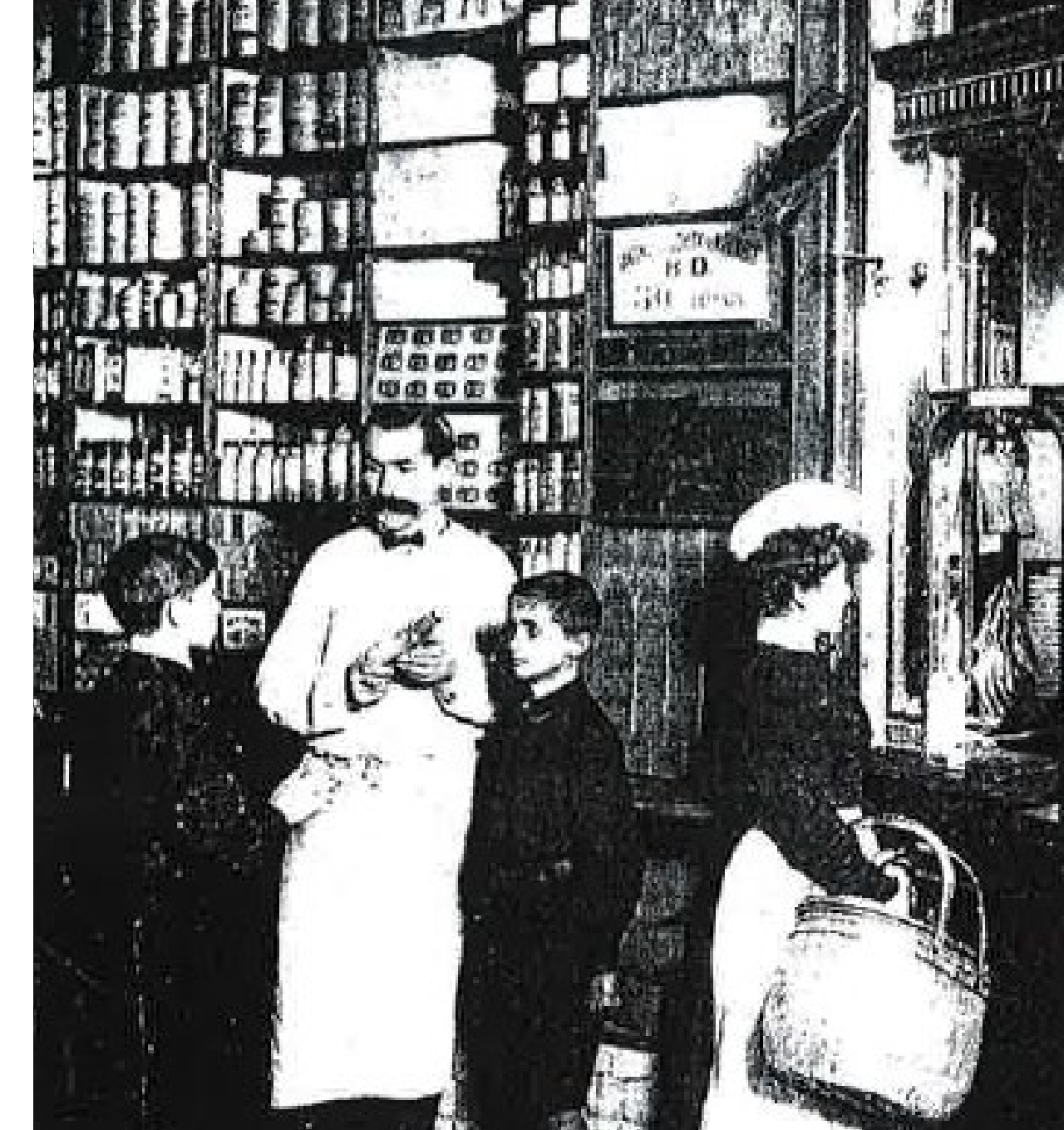
ECF Group

Our history

ECF Group is an international distribution company specializing in the development of commercial brands and private labels for professionals in the hospitality, health and social care, and food service industries.

Since the creation of Maison Chomette in Paris in 1880, the Group has continued to grow through organic growth and acquisitions. For more than 140 years, the ECF Group has been integrating new brands to offer a wide range of specialized solutions tailored to the needs of professionals who are constantly facing new challenges in welcoming their customers.

These brands, our stores, support customers in choosing tableware, kitchen equipment, hygiene equipment, **small and large electrical appliances, furniture, buffets, packaging for takeaway sales, and professional kitchen design.**



Our manifesto

We are ECF, an international specialized distribution group and a leading partner to the hospitality, care, and institutional sectors. Every day, we combine our expertise and professionalism to support our partners in their operations.

We are ECF, offering the most extensive range of products and services to help professionals succeed. To allow them to focus on what matters most, **we dedicate our resources to continually driving performance.**

We are ECF, an international specialist distribution group and a leading partner to the hospitality, care, and institutional sectors. Every day, we combine our expertise and professionalism to support our partners in their operations

Across our global teams, we work closely with customers to understand their needs, forming a structured and efficient network capable of providing personalised, local support.

Our Values

Professionalism, performance, and proximity: these three fundamental values define our Group's DNA.

They guide our collective action, fuel our shared ambition, and encourage us to constantly adapt to an increasingly demanding market.



Performance

Ensuring impeccable service quality and profitable growth for our Group, our subsidiaries, and our customers.



Professionalism

Be the trusted partner that brings together the best specialists in each field and shares a constant commitment.



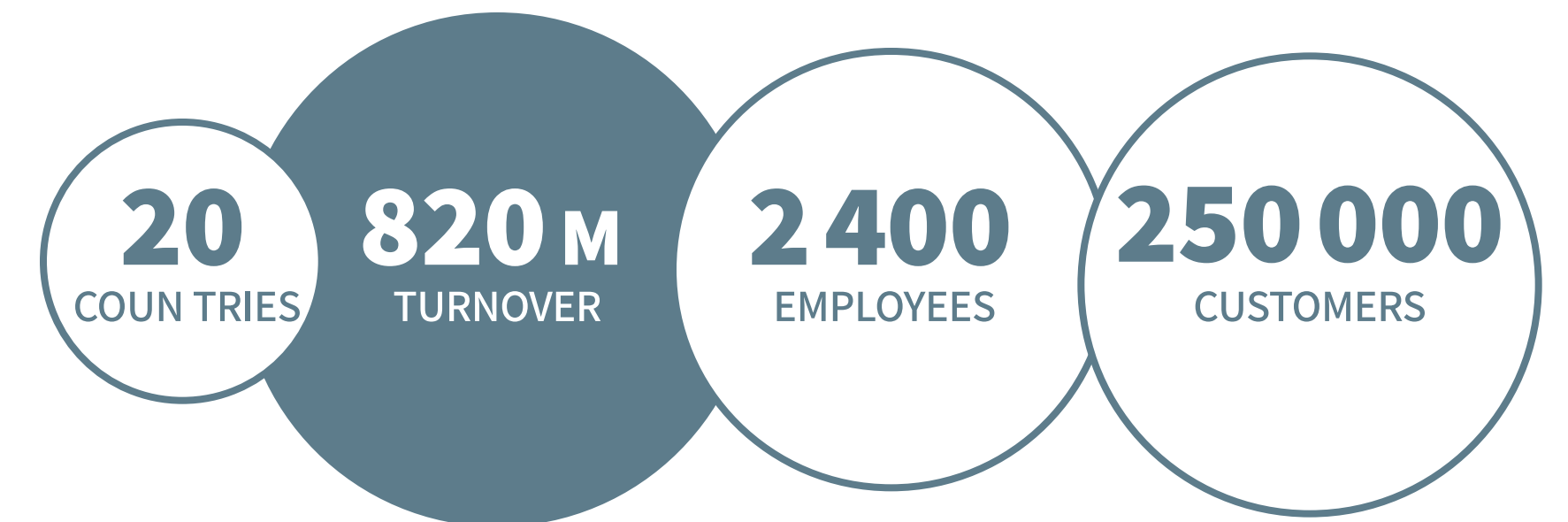
Proximity

Listening to our customers while guaranteeing unparalleled customer support, combining services and omnichannel capabilities. We form a structured and efficient network capable of acting with real proximity.



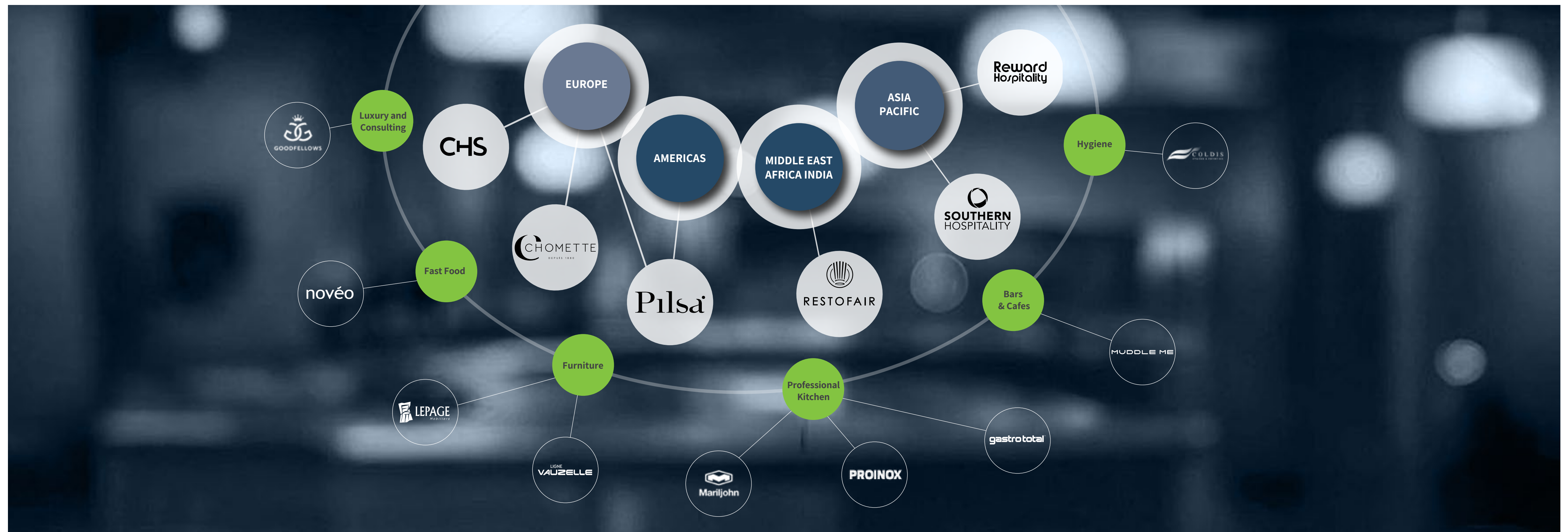
ECF Group: an international network of distributors who are leaders in their markets

With an international network structured into four major regions: Europe, the Middle East, Asia-Pacific, and the Americas, we provide fast, tailor-made solutions to all our customers around the world.



A broad ecosystem of multi-specialist and expert brands

With our international network of specialist brands, we provide everything you need for your industry. Our expert brands strengthen this portfolio by offering targeted solutions in specific areas.



Our value creation model

OUR CORE BUSINESS

The ECF Group is the leading international platform for the specialized distribution of small tableware, hygiene products, furniture, and large equipment for professionals in the hospitality, health and social services, and food service industries.

OUR ENVIRONMENT

- Macroeconomic situation
 - Dynamism of the tourism, hotel, and restaurant sector
 - Changes in consumer trends in customer consumption (out- of-home dining)
- Supplier offers and innovation
 - Global supply chain organization
 - Regulatory context



Resources and strengths

PLATFORM

Committed employees:
2,400 employees

An international presence in 20 countries:
spread across 4 regions (France, Europe, Middle East, Asia Pacific)

Privileged relationships with our suppliers:
several thousand suppliers

Strong brands :
26 commercial brands and own brands

Logistics platforms integrated and regionalized:
10,000 products in stock, several hundred categories, 3 regional hubs, 40 logistics centers

Shared values:
Performance, Professionalism, Proximity



Operational model: «the 5 S's»

SOURCE*

Category specialists
Trust-based relationships with our international suppliers
Own brands and white label brands
Expertise in responsible products
Specific products on demand
Customization
Competitiveness

SEGMENT*

RFM customer segmentation
Catering, accommodation, institutional catering, healthcare, fast food chains
Offers tailored to market segmentation
Customized pricing

SELL*

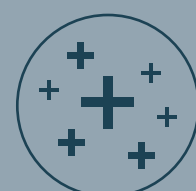
One-stop shop
Omnichannel approach to the market
Field sales representatives
Outcalling
E-commerce & EDI Cash & Carry Showrooms
Integrated ordering systems

SUPPLY*

Multi-category delivery
Flexible delivery: Direct, cross docking, split delivery, store delivery
Global distribution network
Customized services
Adapted payment terms
Omnichannel customer experience

SERVICE*

Professionalism and Ethical standards
CSR solutions in line with our customers' objectives
Competitiveness at your service
Profitability Reliability and availability
Cost- effectiveness
Cost savings (products, processes, time)



Value creation

Steadily increasing revenue
Revenue: €820 million

Solid EBITDA exceeding 10%
Long-term customer loyalty:
250,000 customers in 2024

customers delivered to in less than 48 hours, service rate of 97% in 2024

Proven leadership:
Leaders in France, Australia, UAE, and New Zealand*

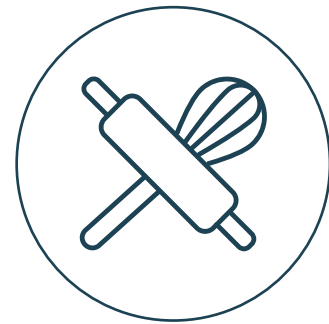
suppliers: 400 have been with us for over 10 years

* Procurement – Segmentation – Sales – Logistics – Services

Our products and services



**ARTS
TABLEWARE**



**KITCHEN
UTENSILS**

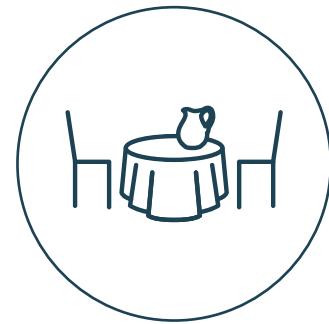


TABLE & TABLEWARE



TAKEAWAY



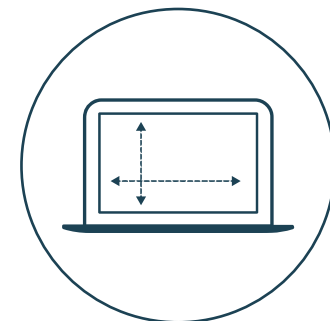
**TEXTILES
&
HOSPITALITY**



**SMALL
ELECTRICAL
EQUIPMENT**



**PROFESSIONAL
KITCHEN**



**CONCEPT
& DESIGN**



FURNITURE



**HYGIENE
&
MAINTENANCE**



BUFFET

Our clients

ECF Group's clients are professionals in the following sectors:



CATERING

Gastronomy, restaurant chains, brasseries, pubs, bars, cafes



HOTELS

International hotel groups, local hotel chains, independent hotels, new hotel concepts



FAST FOOD

Takeaway, food delivery, dark kitchens, hamburgers, pizzerias, sushi, poké bowls



FOOD TRADES

Caterers, butchers, delicatessens, fishmongers, pastry chefs



HEALTH AND EDUCATION

Hospitals, daycare centers, retirement homes, clinics, school and university cafeterias



PUBLIC SERVICES

Catering services, company restaurants, remote sites



TOURISME

Campsites, vacation homes, mobile homes, amusement parks



RESELLERS



ENTERTAINMENT

Stadiums, amusement parks, pubs

ECF Group's own brands

With our in-depth knowledge of the markets and our cutting-edge product expertise, we have developed our own brands to meet all our customers' needs.

ACCOLADE



A unique collection offering a wide choice of trendy tableware for gastronomy, in the Global deployment.

pro.mundi



A complete range of artistic products table and decoration to best value for money price, the benchmark for restaurateurs for 20 years.

pro.cooker



A benchmark brand kitchen utensils and small appliances quality for restaurateurs for 15 years

pro.equip



A new brand dedicated to large kitchen equipment professional launched in 2023.

soft.clean



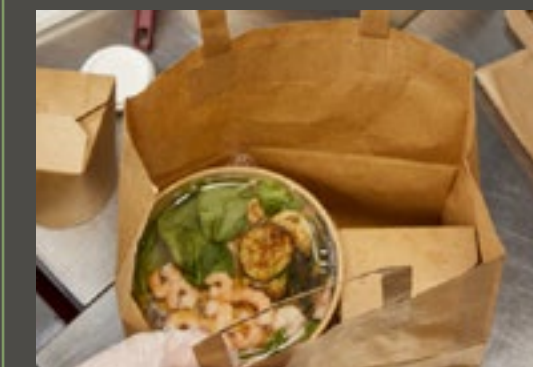
A complete range of paper consumables for hygiene and housekeeping.

kleaning essentials



A complete range hygiene products and household cleaning at the best value for money.

earth essentials



A selection of products takeaway products value for money

Essentials Collection



A varied selection of professional products entry level for equipment restaurants and local authorities.

Our shareholders

Since October 2023, ECF Group has been majority-owned by PAI Partners, a leading European private equity fund. PAI has extensive experience in partnering with management teams to rapidly grow businesses and create global industry leaders. It has sector expertise and in-depth experience in B2B distribution.

ECF Group benefits from PAI’s support to consolidate its leadership in the catering industry and pursue its development strategy.

Our investor, NAXICAP Partners, has demonstrated their confidence in the Group by continuing to support us with a significant minority stake..

Alongside our institutional and long-standing investors, **our managers** have once again become shareholders in the Group.



As the key governing body of the Group, the Supervisory Board approves the strategic direction of ECF Group’s activities and ensures their implementation.

The four directors contribute their high-level expertise and experience in areas of interest to ECF Group.

The Board

Mathieu PAILLAT
Chairman of the Supervisory Board

Marlène BAZOUIN
Director representing PAI Partners

Christophe ALAUX
Chairman and Chief Executive Officer

Abigail ARON
Director representing PAI Partners

Axel BERNIA
Director representing Naxicap Partners

Arnaud LOUET
Chief Financial Officer
Managing Director, Finance, Audit & Legal

Support from our investors in our CSR approach



PAI PARTNERS AND ITS VISION OF SUSTAINABLE DEVELOPMENT FOR ITS INVESTMENTS



**Mathieu
PAILLAT**

Chairman
of the Supervisory Board

“ At PAI, we actively work with companies of our portfolio to advance sustainability efforts through measures that improve ESG maturity and «future-proof» their specific business models. We do this because we believe that in today’s world, addressing sustainability issues is key to creating future value. We are delighted to support the ECF Group on this journey.

As a direct supplier to the hospitality industry, improving its sustainability profile is a priority for ECF and an integral part of the strategic roadmap we have developed with the management team.

For example, we are seeing increasing customer interest in more sustainable products, including recyclable products and those made from recycled materials. Further developing this category and making ECF a leader in this field are clear objectives for the Group.

NAXICAP PARTNERS AND ITS VISION OF SUSTAINABLE DEVELOPMENT FOR ITS INVESTMENTS



**Axel
BERNIA**

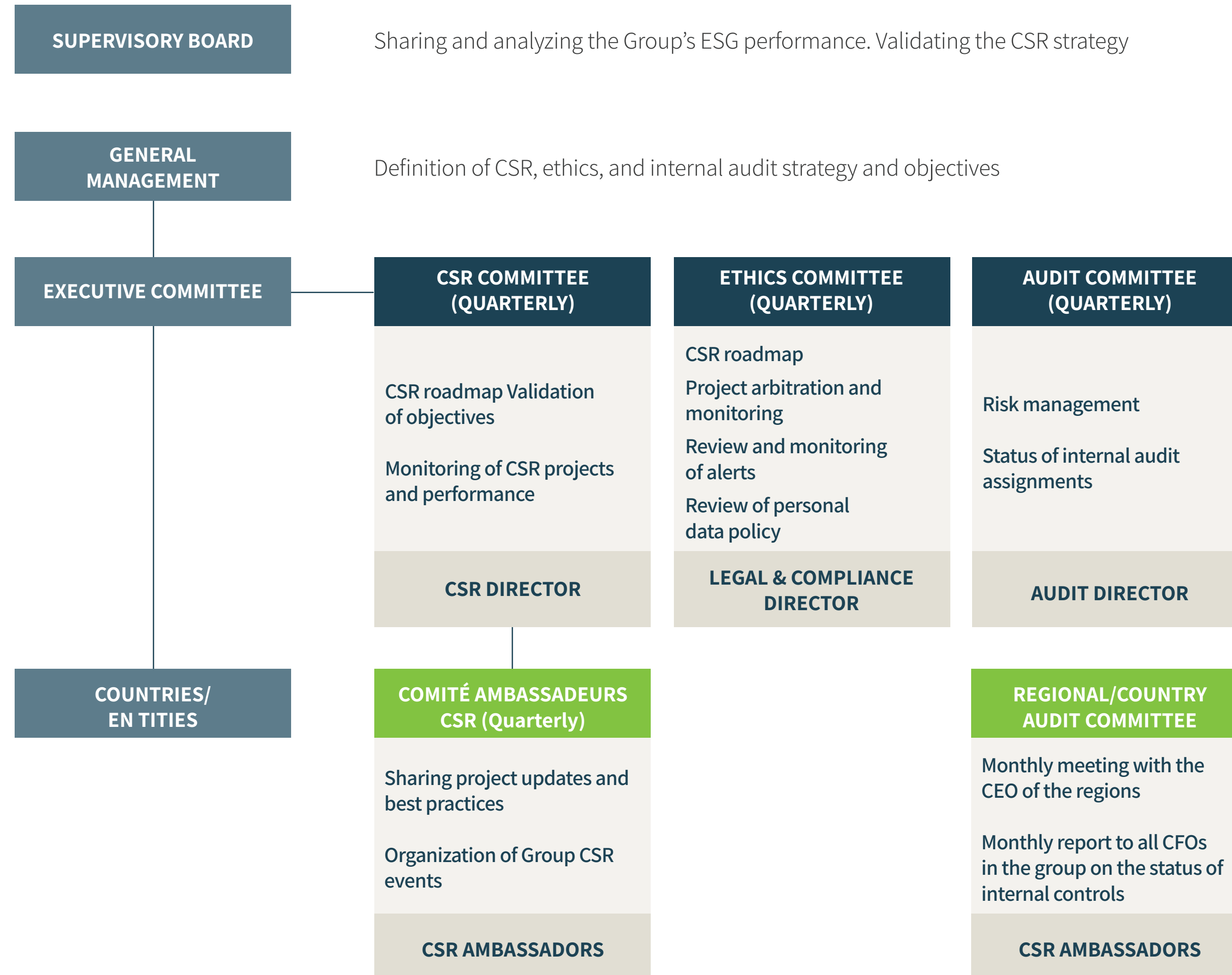
Managing Director, Naxicap
Partners & Member of the
Supervisory Board of ECF Group

“ Today, les dimensions ESG guide Naxi-cap Partners in the transformation, adaptation, and growth strategies of the companies in which we invest. We believe that companies that take these issues into account and take concrete action are immediately identified as being in tune with the challenges of their time and quick to adapt.

In this regard, we believe it is essential for a leading distributor of equipment and consumables such as the ECF Group, which has a global environmental and social footprint, to integrate ESG considerations into the heart of its strategy.

In practical terms, this means that ECF and Naxicap engage in regular discussions with our dedicated ESG team, which can provide technical support or inspire the company.

Our CSR governance



THE VISION OF THE EXECUTIVE MANAGEMENT



**Christophe
ALAUX**

Chairman and CEO
of the of the ECF Group

“ For more than 20 years, ECF Group has been firmly committed to supporting its customers on the path to Corporate Social Responsibility (CSR), placing ethics, people, the environment, and its products at the heart of its actions. A signatory to the United Nations Global Compact since 2004, the Group is renewing its commitment this year to support the 10 fundamental principles aimed at promoting human rights, improving working conditions, protecting the environment, and fighting corruption both within its operations and throughout its value chain.

These are principles that we embody on a daily basis, and which are reflected in concrete terms by the recognition of our teams and partners, such as the renewal of the Great Place to Work certification for the Group and its subsidiaries, and the Ecovadis Gold and Silver ratings obtained by several of our entities.

As part of our corporate strategy, CSR is becoming increasingly important each year. Our approach is fully in line with our investors' sustainability (ESG) ambitions and the growing expectations of our business partners. By affirming our CSR positioning, we are strengthening our ability to differentiate ourselves in the market, to be among the leaders in the distribution of equipment for the hotel and restaurant industry, and to become a partner of choice in supporting our customers in achieving their own CSR commitments.

This vision, shared at all levels of the company, is also a powerful lever for mobilizing, retaining, and strengthening our employees' pride in belonging to the ECF Group.



Our commitments

CSR

Our CSR policy

Our Group is committed to building a sustainable model based on four key pillars: Environment, Product, People, and Ethics. Each commitment has specific targets for 2030 to address societal and environmental challenges.

Pillars

Commitments

Objectives

Challenges

2030 and multiyear objectives

Related SDGs



Environment

Reducing the impact of our activities on the environment

Reduce our carbon footprint and our impact on climate change.

Monitoring the impact of our activities on living organisms (waste, water, biodiversity, etc.).

Provide training and raise awareness of CSR issues.

Contribute to reducing the impact of our activity on the environment

100% renewable energy for electricity consumption

65% of our waste recycled



Product

Offer responsible solutions

Offer more sustainable products and services.

Build lasting relationships with our partners.

Encourage our partners to adopt a responsible approach.

Support our partners in the ecological transition

100% of our supplier charter and responsible purchasing policy

5% annual increase in responsible products in our portfolio



People

Develop and protect human capital

Ensure the well-being and safety of our employees.

Promote diversity and inclusion within our organization and combat discrimination.

Provide training and raise awareness about CSR issues.

Develop our solidarity and inclusive actions.

Make our employees proud of their company

100% managers trained to diversity and inclusion

Annual Great Place to Work certification



Ethics

Respect ethical and regulatory principles

Ensure the Compliance to international norms and standards and local regulations.

Engaging our stakeholders in our business conduct strategy.

Act with respect and ethics

100% of exposed employees trained in business ethics

100% subsidiaries compliant with the GDPR



Our 2024 results

Pillars

Commitments

2024 results

Across the ECF Group, we continued to make progress on key CSR issues, with tangible results in each of our pillars.



Environment

Reducing the environmental impact of our activities, alongside our employees

ENERGY EFFICIENCY

-14% energy consumption in buildings with the same scope (-7% for electricity, -23% for natural gas)

CIRCULAR ECONOMY

63% of waste is recycled or recovered

CLIMAT

1^{era} data collection and calculation of carbon footprint for all Group entities



PRODUCTS

Offering responsible solutions and supporting our partners in their ecological transition

SUSTAINABLE OFFERS

26% Sales linked to sustainable products.
AND
31% Figures for our two main distributors (Chomette and Reward Hospitality)

SUPPLY CHAIN

82% of the Groupus suppliers are signatories to the Charter (scope of suppliers of subsidiaries in France and Italy and Asia Pacific)



HUMAN

Develop and protect human capital

DIVERSITY

40% of women (30% female managers)

COLLABORATORS

89% of employees on permanent contracts

TRAINING

72% of Group employees were trained during the year

GREAT PLACE TO WORK COMPANY

65% Trust Index score

SPONSORSHIP

981k€ in material and financial donations

Our commitments, certifications, and evaluations

OUR CSR AND SUSTAINABLE DEVELOPMENT APPROACH WAS INITIATED IN 2004.

This commitment is reflected in our adherence to the **United Nations Global Compact charter** since 2004, adopting its fundamental principles: respect for human rights, working conditions and international labor standards, the fight against corruption, and respect for the environment.

In France, 100% of the Group's subsidiaries are committed to and have signed the **Responsible Suppliers and Purchasing Charter**, while Reward Hospitality's subsidiaries in Australia are committed to **APCO**, to reduce various types of packaging waste at source.

We are also engaged in a process of certifying our management systems with the ISO standard.

Finally, since 2022, we have been engaged in a voluntary assessment process with **EcoVadis**. Our goal is to achieve CSR maturity, rewarded with a GOLD medal for our main retail brands, by 2028!



5 certified entities ISO 9001: ECF, Chomette, CHS, GastroTotal, PILSA



2 certified entities ISO 14001: SDS, PILSA in progress for: CHS



1 entity certified ISO 45001: PILSA in progress for: CHS



1 certified entity UNI/PdR 125: CHS



Silver Medal: Chomette France, Belgium, Luxembourg, Ecotel Switzerland, Santor, Restofair Rak

Gold Medal: COLDIS, OXSTAL



FOCUS ON ECOVADIS

Deborah MACKAY CEO Southern Hospitality New Zealand



We conducted our first assessment with EcoVadis. Although the results are pending, the process proved invaluable in evaluating our performance, and we look forward to using the feedback to fuel our continuous improvement efforts.

Our materiality analysis



In 2022, we conducted our first simple materiality analysis across the Group and all regions. The purpose of this exercise is to prioritize the ECF Group’s impact on key CSR issues, according to their importance and the Group’s level of maturity in this area. This analysis resulted in a matrix ranking our issues by importance and maturity within the Group.

The 5 major CSR issues for the ECF Group



1. THE EMPLOYER BRAND



2. SUSTAINABLE OFFERS



3. HEALTH AND SAFETY



4. RESPONSIBILITY IN THE VALUE CHAIN



5. BUSINESS ETHICS



CSRD AND DOUBLE MATERIALITY

Starting in 2025, the ECF Group will update its materiality matrix, specifically its double materiality matrix. Due to its size, the company will be subject to the Corporate Sustainability Reporting Directive, a European regulation currently being rolled out, which aims to harmonize corporate sustainability reporting, improve the availability of ESG data, and enhance the comparability of corporate data.

At the heart of the CSRD is double materiality, an approach whereby impact materiality (or «single» materiality, an exercise carried out by the Group in 2022) and financial materiality (identification of CSR issues with a financial impact on the Group) are inseparable



FOCUS ON THE CSRD

Arnaud LOUET DG ECF Group
Finance, Compliance & IT group

“As part of our preparation for the CSRD, the ECF Group is mobilizing a multidisciplinary team to carry out the various stages of analysis and reflection, starting with the double materiality analysis.

This approach enables us to identify both the significant CSR impacts of our activities and the issues likely to affect our financial performance. It aims to strengthen our ability to anticipate, guide our strategic priorities, and improve the transparency of our reporting to our stakeholders.

Our stakeholders



For the ECF Group, whose business model relies on collaboration with a wide range of stakeholders, maintaining relationships built on trust and mutual respect is essential to ensuring sustainable economic, social, and environmental development.

The ECF Group has therefore chosen to adopt a model of shared value creation with all its stakeholders, both internal and external, with a particular focus on:



ITS EMPLOYEES

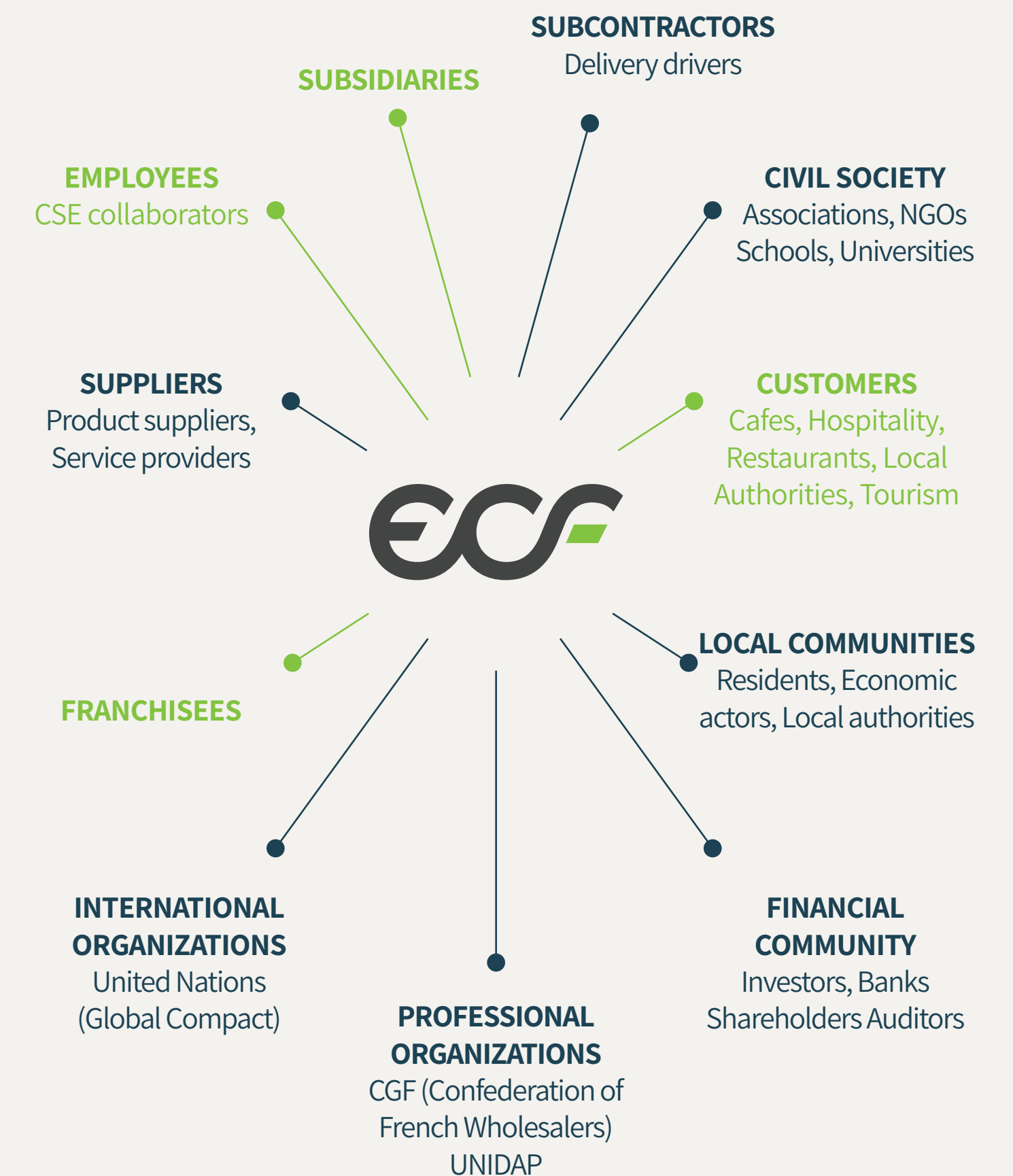


ITS CUSTOMERS



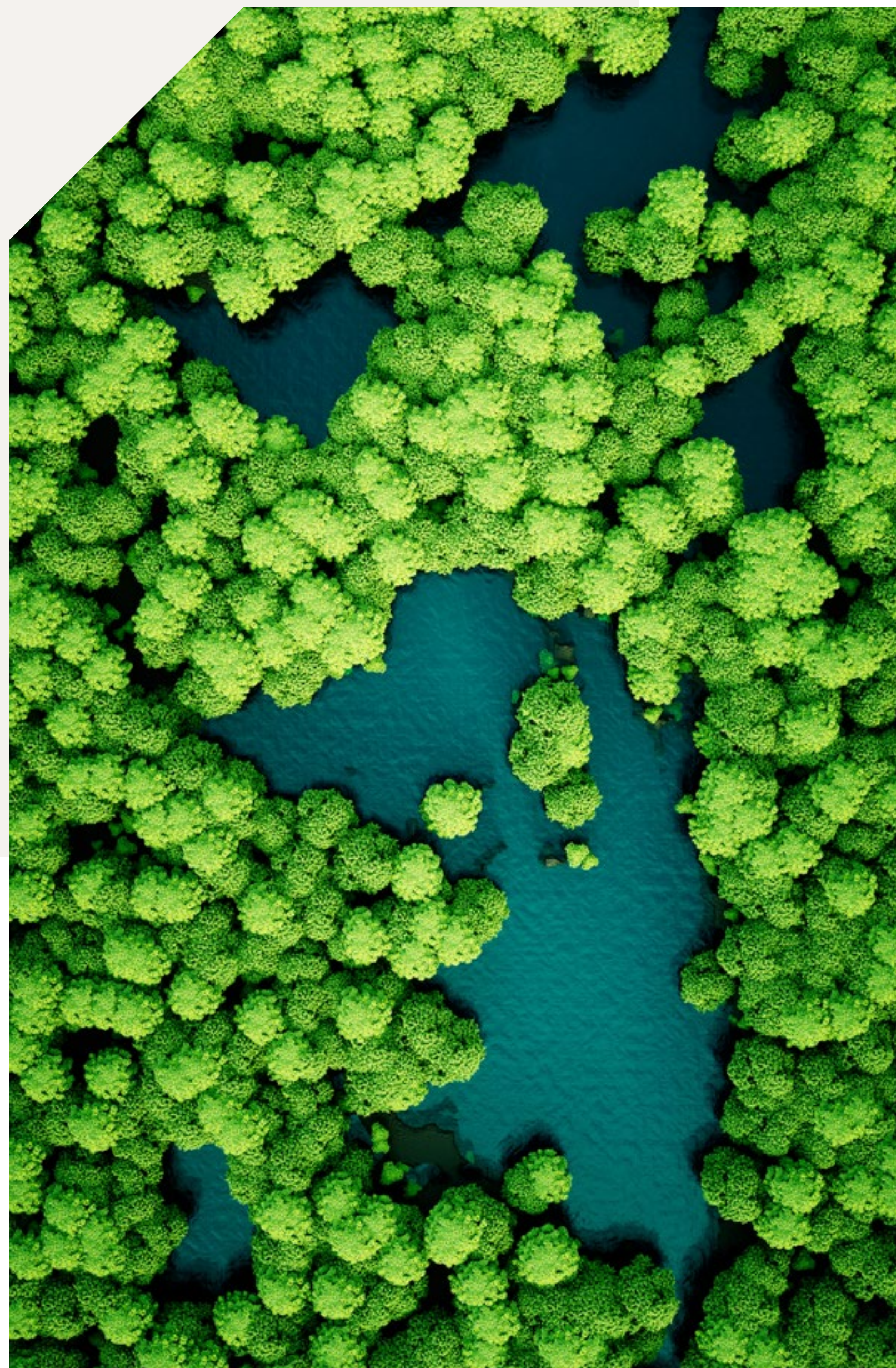
ITS BUSINESS PARTNERS

OUR ECOSYSTEM OF INTERNAL AND EXTERNAL STAKEHOLDERS



● Internal stakeholders

● External stakeholders



Part 1



Reducing

the environmental impact
of our activities, alongside
our employees

Reducing our carbon footprint and our impact on climate change



Climate change is one of the main factors transforming our society and a major challenge.

The commitments made by UN countries under the Paris Agreement (2015) aim to limit global warming to 1.5°C by 2100 compared to pre-industrial levels, while strengthening adaptation capacities and reducing vulnerabilities.

We are aware that our activities have an impact on climate change and, conversely, that exceeding planetary boundaries also has an impact on our business, as well as on those of our suppliers and customers.

In response, the Group is structuring its climate strategy, in line with its international objectives and challenges, to mitigate its impact and strengthen its resilience.



FOCUS ON OUR CLIMATE STRATEGY

Caroline SOHN CSR Director
of ECF Group

“ Since 2023, the ECF Group has been measuring the carbon footprint of all its retail brands every year, representing 44 entities spread across our four regions.

A real challenge!

As this footprint is mainly linked to the products we distribute, it is essential to involve our partners and work closely with them on climate issues.

Together, we must innovate, measure, and reduce the carbon footprint of our offerings. These levers are essential for reducing our environmental impact and tracking our progress in a tangible way.

The next steps will consist of assessing the physical risks within our value chain, defining our emission reduction targets, and structuring our climate transition plan. This plan will be based on the principles of the international SBTi (Science Based Targets initiative) framework, which will serve as our methodological framework. This approach will enable us to consolidate the actions already undertaken and plan medium- and long-term projects.



MEASURING OUR IMPACT

Measuring our carbon footprint each year is essential for identifying our priorities, defining targeted action plans, and tracking our progress.

This measurement is based on the GHG Protocol methodological framework. Since 2023, we have been conducting a comprehensive carbon assessment at the Group level, covering all entities acquired before the start of the reporting period.

All major emission sources are included, in particular the manufacture and use of our products, their transport, our employees travel, and the energy consumption of our buildings.

At the Group level, the footprint associated with the manufacture and use of products represents approximately 67% of our total emissions.

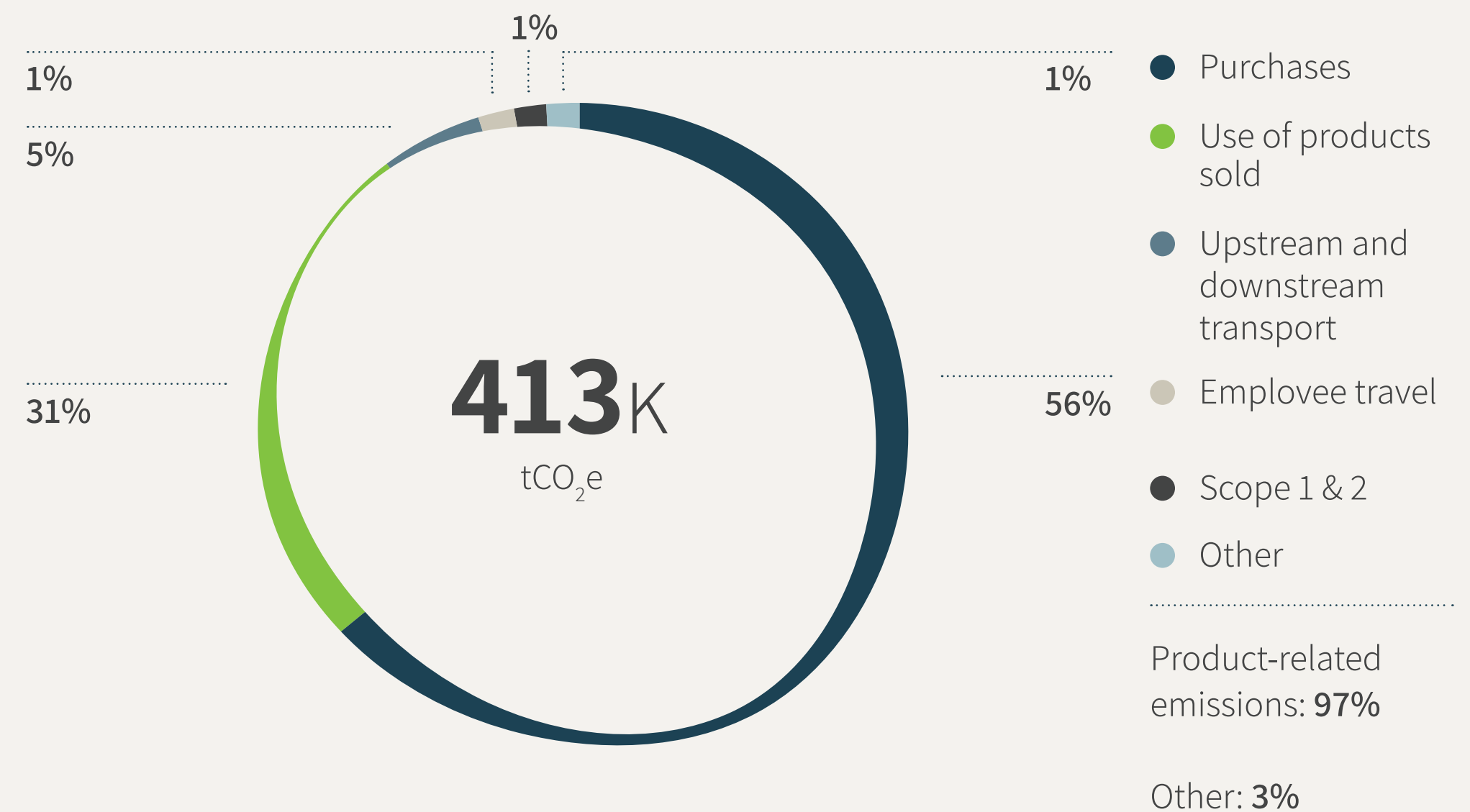


OUR ACTION PLAN

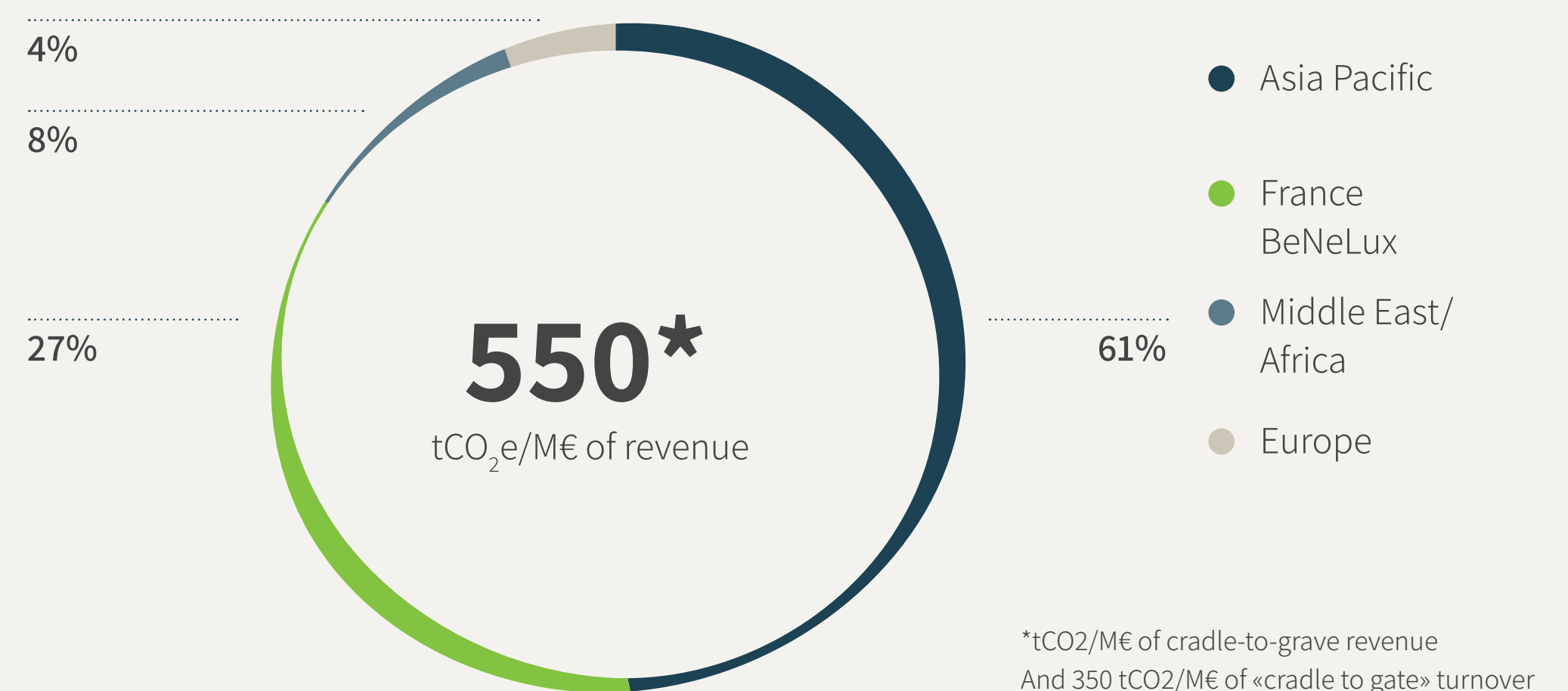
Our action plan focuses primarily on three areas:

- **Energy: efficient and renewable**
 - Optimizing our energy consumption
 - Aiming for 100% renewable energy
- **Travel: lower carbon emissions**
 - Increasing our fleet of **electric vehicles**
 - Engaging our carriers
- **More sustainable products and services:**
 - Innovate with increasingly responsible products and services
 - Working with our partners to control and reduce the environmental footprint of our products

BREAKDOWN OF CO₂ EMISSIONS BY POSITION



BREAKDOWN OF CO₂ EMISSIONS BY REGION



Controlling our Energy consumption

In 2024, the energy consumption of our facilities accounted for 0.6% of our emissions.

OPTIMIZING OUR CONSUMPTION:

For the past ten years, the Group and its subsidiaries have been implementing numerous initiatives to reduce their energy consumption. To reinforce these efforts, we rolled out an energy efficiency plan across the Group in 2022. Our main areas of focus are the modernization of lighting technologies, the energy efficiency of equipment and controlling consumption.

With a view to improving logistics and environmental performance, the Group is developing new platforms that incorporate solutions aimed at reducing energy and water consumption, such as **natural lighting, rainwater harvesting, and solar panels**. Three projects illustrate this approach: **Reward Hospitality** in **Yatala (2021)** and **Perth (2023)** in Australia, and CHS near **Milan (2024)** in Italy.

In 2024, our subsidiary Gastro Total in Germany modernized its custom-made professional kitchen production equipment, reducing its energy consumption by **16%** in the first year.



CHS, Soncino, Italy

TOWARDS DECARBONIZED ENERGY:

The ECF Group is rolling out **renewable energy** solutions in partnership with the owners of its logistics sites. **Photovoltaic installations** have been set up at three platforms: **Reward Hospitality's** second platform in **Perth, Australia**; **CHS's** new platform near Milan, Italy; and **GastroTotal's** platform in **Austria**.

In addition, the Group has launched a project to **cover its electricity consumption with guarantees of origin from recent production equipment**, in accordance with **RE100** label criteria. These guarantees are **purchased** in the regions where our sites are located: Europe, Morocco, the United Kingdom, the Middle East, Australia, and New Zealand.



FOCUS ON OUR DECARBONIZED ENERGY STRATEGY

Jean-Francois BRIAND

DG of the GALLIA Region
France, Belgium, and Switzerland

“Our ambition is clear: to make renewable energy the norm across all our sites.

Since 2024, all our operations in France, Benelux, EMEA, and New Zealand have been powered by 100% renewable electricity.

This commitment responds to a strong expectation from our customers, who want to partner with companies committed to reducing their carbon footprint in a tangible way.

In the same vein, we have begun the gradual electrification of our vehicle fleet. This project, already underway in several entities, is a major lever for reducing our direct emissions.



2030 target

100%

of electricity consumption from renewable sources by 2030, 80% by March 2026



Key Group indicators 2024

56%

Some sites have seen reductions in energy consumption

74,6%

of our buildings' surface areas are lit by LED technologies +13% versus 2023

-14%

total energy consumption on an equivalent basis versus 2023 (-7% for electricity, -16% for natural gas)

Reducing the impact of transportation

In 2024, freight transport accounted for 7% of our emissions.
Employee travel accounted for 1%.



SUPPLYING AND DELIVERING TO OUR CUSTOMERS

For several years, we have been improving the transport of our deliveries by optimizing loads to reduce handling during transit, organizing routes by geographical area, and working on our packaging to reduce breakages and returns.

The integration of new subsidiaries into the Group also provides an opportunity to work on **optimizing supplies** and storage within a single country. Air transport must remain exceptional.

Our partners are committed to reducing carbon emissions and pollution by using less polluting vehicles and gradually developing a low-carbon vehicle fleet.

In France, our main carriers have signed up to ADEME's **Objectif CO2 charter** and deliver to our customers using solutions tailored to each city in low-emission zones (LEZs).



OPTIMIZING AND REDUCING COMMUTING

ECF Group is committed to sustainable mobility, aware of its impact on the climate, the environment, health, and well-being.

In 2019, a **Mobility Plan** was implemented at the ECF France headquarters and purchasing center.

Concrete actions followed, such as the creation of a mobility manager position for France, the installation of **eight electric charging stations at the headquarters and ECF France hub** in 2023, and the offer of a bicycle subscription by GastroTotal in Germany.

In addition, **teleworking** has reduced commuting, and a hybrid working model is maintained where possible thanks to a teleworking charter implemented in 2021 with the social partners for the UES (ECF, Chomette, Ecotel, Corpo).

LOWER-EMISSION BUSINESS TRAVEL

As part of our climate action plan, we have been gradually rolling out **a fleet of low-carbon vehicles** since 2023. In France, electric vehicles are offered as a priority for all grades, with the company covering the cost of installing a home charging station. In Australia, New Zealand, Germany, and Italy, plug-in hybrid or electric vehicles are being rolled out as the fleet is renewed.

For the same reasons, **Chomette** trained its entire sales force in **eco-driving**, using virtual reality headsets, at its 2023 annual convention.

The **travel policy** formalized in 2022 promotes the use of trains (in France) and low-emission vehicles locally. The mobility manager is responsible for validation and monitoring.

Monitoring the impact of our activities on living organisms



ECF, Chomette, France: differentiated management of green spaces

Controlling the impact at our facilities

To reduce our environmental impact and protect our employees, we comply with all applicable regulations in each country for both our environmentally regulated facilities and our stores..

We carry out regular checks and continuously improve the performance of our equipment and processes, whether in relation to hazardous materials or warehouse safety.



Reward Hospitality, Australia, rainwater collection

WATER

By their very nature, our operational activities do not emit any waste into the water or air, but we address the issue of water resources at our level, as it is mainly used for sanitary purposes or for the sprinkler system, by monitoring and optimizing our consumption at our main sites in two ways:

- **Reduction:** mulching the plants in our green spaces at the **ECF Group** headquarters and **Chomette** means we don't need to water them and reduces weeding.
- **Recovery:** collecting and storing rainwater for irrigation and sanitary facilities, as at our hub in Australia and **Reward Hospitality** headquarters (Yatala) or at the CHS site near Milan



ECF, Chomette, headquarters, Grigny, France

BIODIVERSITY

Biodiversity is a focus within the Group, particularly in our green space maintenance practices and through external contributions to which we can modestly participate.

To promote biodiversity, **differentiated management** (late mowing, honey plants, etc.) was implemented in 2023 at the headquarters and hub of ECF, Chomette, ECO-TEL, and the GastroTotal production site in Germany. Trees are the focus of attention and preservation efforts, with 68 trees at the headquarters and old fruit trees at the GastroTotal site.

We are continuing our **annual contribution to reforestation** and biodiversity, with partners such as Ecotree, with 533 additional trees planted in France this year.

Circular economy

OUR APPROACH TO WASTE SORTING AND RECYCLING OF WASTE

Wherever we have solutions in place, we **sort** at least **five types of waste** (paper, cardboard, plastic, wood, ferrous metals), and hazardous waste is collected separately. In Australia, **Reward Hospitality** introduced plastic film recycling, including bubble wrap, in 2023 at all sites with recycling facilities in their area.

In France, end-of-life **IT equipment** is either reused within the Group or collected by our **partner Ecologic**.

Similarly, for many years, **products in good condition that have been withdrawn from sale** (customer returns, end-of-line products, trade shows, etc.) have been **donated annually** to our partner associations and NGOs (Secours Populaire, Emmaüs Connect, etc.), or to our employees during «clear out your closet, give it a second life» events.

REDUCE AND OPTIMIZE OUR RESOURCE CONSUMPTION

Several of our subsidiaries have implemented concrete actions to limit the use of resources and reduce waste.

The **reuse of cardboard boxes**, whether from our own flows or those of our suppliers, is encouraged in many entities, including CHS, Coldis, Oxstal, Novéo, and ECF Middle East.

In the Middle East (ECF Middle East, Restofair Rak) and France (ECF, Chomette), used cardboard is transformed on site into **packaging** to protect goods.

Plastic pallet wrap, the Group's second largest source of waste, is being targeted for reduction, with measures such as optimizing thickness at Southern Hospitality and volumes at ECF Middle East in 2023.

The ECF Group works with its subsidiaries to continuously improve waste sorting and production. Numerous waste management and resource optimization initiatives are being implemented by the group's various subsidiaries. These best practices are shared between subsidiaries for greater impact.

REDUCE PRODUCT PACKAGING

Our supplier relationships enable us to discuss changes in product packaging, in line with regulations but also with a view to reducing certain materials such as plastic, fragmentable plastics and expanded polystyrene (EPS).

In Australia, **Reward Hospitality** has chosen to participate in a **voluntary program (APCO)** focusing on its waste production and the packaging of the products it sells. Suppliers are encouraged, among other things, to remove plastic from product packaging or add sorting instructions.

While New Zealand does not currently operate under an APCO framework, Southern Hospitality is adopting Australian best practices by working within this framework.

Among recent developments, plastic packaging has been replaced by recycled cardboard, for example for our Soft Clean brand toilet paper and Trenton skewers. In addition, our best-selling 82L trash bag in Australia has obtained «recycled» certification.



Key Group Indicators 2024

63%

of non-hazardous waste is recycled and recovered within the Group, an increase of +9% vs. 2023

-7%

waste production (in tons) over the same scope of entities since 2023

Training and raising awareness of **CSR** issues

Raise awareness among teams during major annual events



Sustainability Week 2024 sur la Diversité, ECF, France

Since 2008, we have been organizing special events within the Group to inform and raise awareness among our employees on various social and environmental topics (waste, collection, disability, etc.).

SUSTAINABLE DEVELOPMENT WEEK

Since 2012, European Sustainable Development Week has been a key annual event that allows us to reiterate our commitments and raise awareness and involvement among our employees.

In 2022, we chose the theme of the circular economy, and in 2023, we chose climate change.

In 2024, we placed **Diversity, Equity, and Inclusion** at the heart of our activity week. During this event, our employees were made aware of the richness of diversity in all its forms: **gender, intergenerational, ethnic origins, disability**, etc.

To illustrate this diversity and celebrate our cultural openness, employees were able to contribute to the creation of a **global recipe book**, a true reflection of our Group's diversity and our shared passion for gastronomy.

RESPONSIBLE DIGITAL TECHNOLOGY

With regard to our digital usage and associated energy consumption, several subsidiaries (France, Italy, Middle East) took part in Digital Cleanup Day in 2023, an awareness-raising day on responsible digital technology, focusing in particular on storage, data consumption, end-of-life and reuse. end-of-life and reuse.

REDUCE AND REUSE

We have various annual events to raise awareness among our employees about waste (sorting day, «second life closet clean-out,» collection of mobile devices or electrical equipment at the end of their life, etc.). In 2022, we chose the theme of the circular economy for the Group's Sustainable Development Week.

The European Waste Week (**EWV**) in 2023 and 2024, focusing on packaging, provided an opportunity to compile, update, and share a collection of best practices illustrated by all our participating subsidiaries.



Sustainability Week 2022, Circular Economy, Restofair Rak, UAE

RAISING AWARENESS OF CLIMATE ISSUES

Implementing a climate strategy requires raising awareness and providing training, as team engagement is essential to its success - starting with our management teams and key employees in leadership roles. To support this, in 2023 we launched a climate change training program across the Group's international operations.

To this end, in 2023 we launched a training program on climate change issues in the Group's various countries.

This three-and-a-half-hour training program aims to present the climate strategy and carbon footprint assessment, and includes a Climate Collage session and group discussion on how to reduce our impact.

This year, in early 2025, the workshop was organized in two new regions in Australia: Perth and Sydney.



Key Group Indicators 2024

76%

of top management was trained on climate change issues in 2024

5 countries

of the Group rolled out climate training



Part 2



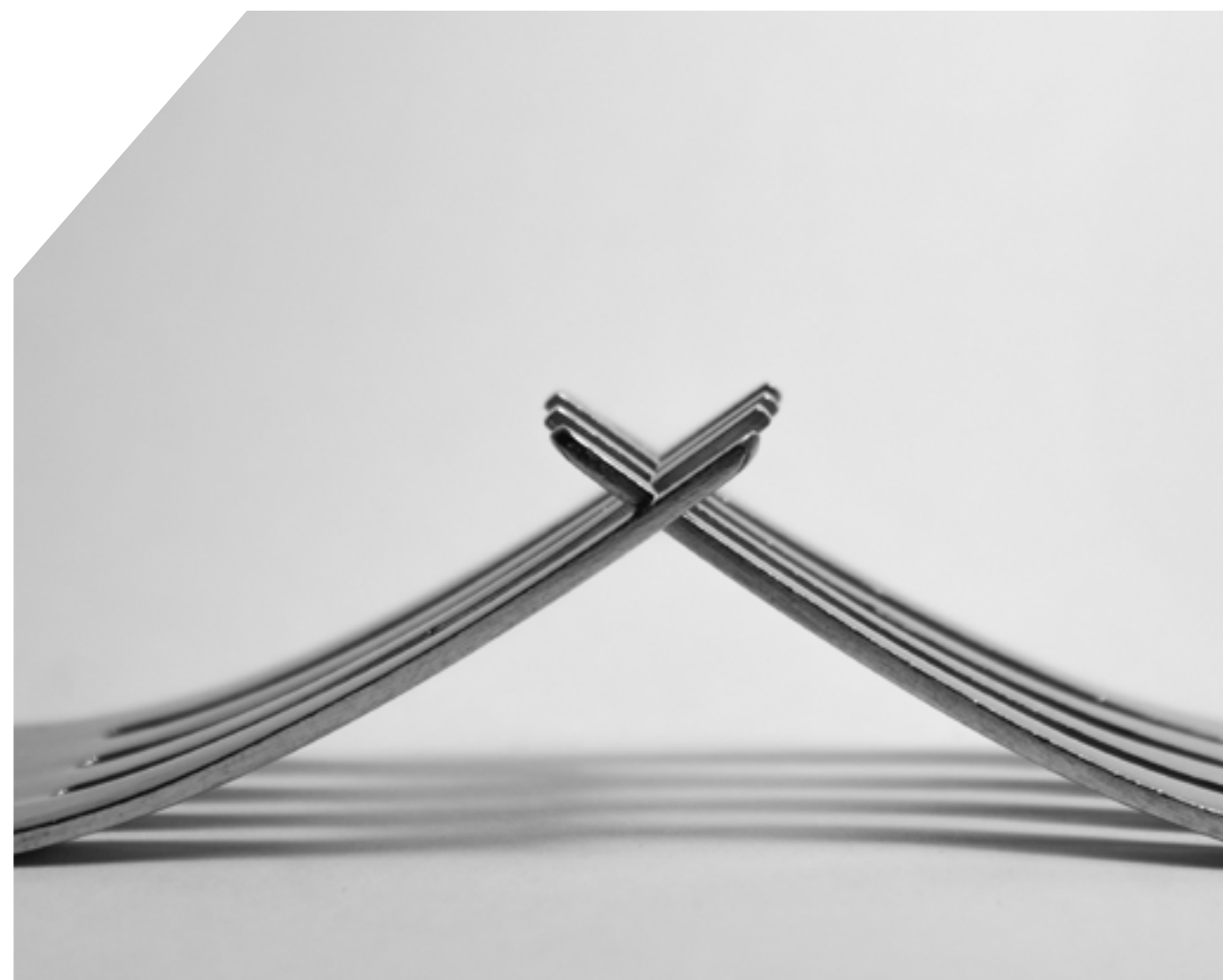
Proposing

responsible solutions and
support our partners in their
ecological transition

Offering responsible products and services

Supporting customers in their environmental transition is a commitment shared by all ECF Group subsidiaries.

We are constantly on the lookout for alternatives and innovative solutions so that we can offer an ever-increasing range of responsible products and services.



RESPONSIBLE AND ALWAYS SUSTAINABLE PRODUCTS MORE CERTIFIED PRODUCTS



The vast majority of our products are made from **sustainable materials**: glass, ceramic, and stainless steel are the key materials in our range. These products are not certified, but recycled materials may be used in their manufacturing process.

For other product categories, such as tableware, takeaway containers, hygiene products, textiles, and electrical equipment, we are gradually increasing the proportion of products that carry **trusted sustainability labels or are made from bio-based or recycled materials**.

In 2024, Chomette, for example, will offer 170 new responsible products in its range.

Our ambition is to continue developing and promoting responsible ranges and products to our customers.

WHAT IS A RESPONSIBLE PRODUCT FOR THE ECF GROUP?

A responsible product that has obtained at least one environmental label, for which we have received and checked the certificates, and/or a product made entirely or partly from recycled or bio-based materials.



Key Group Indicators 2023

CHOMETTE

13%

of products offered are sustainable, and account for 26% of sales revenue

REWARD AUSTRALIA

17%

of products offered are responsible for 31% of sales revenue

Focus on products

Our partners' eco-responsible initiatives

Every year, we highlight the CSR approach of one of our partners.

This year, we chose DUNI, particularly for its highly structured and rigorous CSR strategy in terms of decarbonizing its products.

The company stands out for its detailed and systematic assessment of the carbon footprint of each of its products. This approach enables them to make informed choices in terms of eco-design and material selection, while highlighting the carbon savings achieved.

As our own carbon footprint is mainly linked to our products, our partners' initiatives to reduce the environmental impact of their ranges are a key lever in our transition plan. These measures contribute directly to the achievement of our reduction targets.



FOCUS ON THE COMMITMENT OF OUR SUPPLIER SANTOS AND ITS LONGTIME-LABELED RANGE

Olivier LE GORGEU Head of Sales France
DUNI

“

Our ambition is simple: to design sustainable, measurable, and accessible solutions without compromising the customer experience.

At Duni, our roadmap focuses on reducing our carbon footprint. We have conducted a comprehensive review of our products to identify precisely which areas generate the most carbon emissions.

In practical terms, we have replaced certain plastic-based products with certified renewable materials. The result: a reduction of up to 80% in the carbon footprint per unit produced.

We have also chosen transparency. We certify the carbon footprint calculations for each of our products (packaging and soon napkins and tablecloths) through independent organizations such as Carbon Trust, thereby guaranteeing the reliability of the data for our customers.

We also work with demanding certifications such as OK Compost and FSC. This is our way of setting high standards and ensuring they are recognized. Our approach was rewarded in 2024 with an EcoVadis gold medal.

Our goal is clear: to reduce our use of fossil-based plastic and achieve our science-based targets, namely a 57% reduction in our climate impact for scopes 1 and 2 by 2030 and a 46% reduction for scope 3, in collaboration with our partners. It is an ambitious journey, but a necessary one.



ALTERNATIVES TO PLASTIC AND SINGLE-USE PRODUCTS

We remain constantly on the lookout for products that enable our customers to reduce or replace plastic.

Takeaway packaging products are given special attention. All of the Group's subsidiaries offer FSC or PEFC and OK Compost certified food packaging solutions, either with our partners or through our own Earth Essentials brand, and reusable and bio-based alternatives are also offered each year.

New products for 2024 include Moom Tableware cutlery made from sugarcane bagasse, and the Liliroc range of healthy & senior tableware from SaintRomain made from plant fiber.

CIRCULAR MANUFACTURING PROCESSES

We are continuing to list products made from **recycled or bio-based materials** across all product categories.

For glassware, 100% of the collections from our two main suppliers have been produced since 2022 using 30% recycled materials.

New products for 2024 include PLATEX's bio-based tray, GILAC's recycled plastic storage crates, and Chaud Devant's range of recycled clothing.

HYGIENE PRODUCTS WITH LESS IMPACT ON THE ENVIRONMENT

To reduce the impact on health and the environment, we select and expand our ranges of hygiene and cleaning products with innovative solutions.

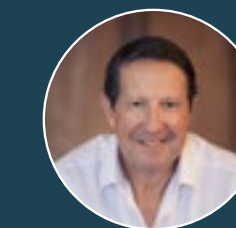
In 2017, we launched the Kleaning Essentials brand in France, offering 23 hygiene products made from 100% plant-based surfactants that are effective and do not require hazard labeling.

We have also been developing concentrated product solutions for several years.

Concentrated cleaning products are designed to be diluted in water, which significantly reduces the size of the plastic container, packaging volumes, transportation costs, and customer storage space !

For example:

- **SANTOROOM**, certified by **the European Ecolabel**, is packaged in recyclable packaging
- The **IDEGREEN** range **from COLDIS** offers **capsules to be diluted** for refilling ready-to-use sprays, ideal for cleaning surfaces.



FOCUS ON ELECTRICAL EQUIPMENT

David BULL DG ECF Group
CEO ASPAC

“

Thanks to market growth and recent acquisitions, our range of professional kitchen equipment has expanded. We are actively pursuing the development of our product lines and our own Pro.equip brand, incorporating high standards of environmental performance.

As energy consumption is a major concern for our customers, we are committed to offering energy-efficient solutions across all our products.

Another example, our Pro.equip refrigeration range, illustrates this commitment: it now uses natural refrigerants instead of traditional CFCs (greenhouse gases), thereby reducing its impact on the climate.

We also plan to improve the packaging of our equipment, thereby strengthening our efforts to promote a more responsible supply chain.

Building relationships sustainable partnerships with our partners



DEVELOPING SUSTAINABLE PARTNERSHIPS

The ECF Group has a long-standing commitment to maintaining strong and sustainable relationships with all its stakeholders—customers, suppliers, and service providers.

Partnership with our suppliers is one of our core values, enabling us to offer customers innovative products that meet evolving regulations and support sustainability objectives.

To nurture these relationships, **Chomette** and **Reward Hospitality** regularly organize **conventions** bringing together suppliers and sales teams. These events are an opportunity to **recognize and reward** our partners, while promoting discussions about products.

To reinforce our commitment to our suppliers and partners, in 2024 all ECF Group subsidiaries in France signed the **RFAR Charter for Responsible Supplier Relations and Purchasing** issued by the French Ministry of Economy and Finance.

Charte 
RELATIONS FOURNISSEURS
ET ACHATS RESPONSABLES



ECF GROUP RESPONSIBLE PURCHASING POLICY

Corinne LEDUC Directrice Générale
ECF Group

“

As part of its CSR approach and in order to meet the growing expectations of our customers, the ECF Group is actively pursuing the development of its range of responsible products. This dynamic is based on a structured, demanding, and collaborative responsible purchasing strategy with our partners.

We are proud of the progress we have already made together with and thanks to our partners, which you can discover in this report.

In 2025, we will intensify this policy by extending the responsible ranges to all of the Group’s international subsidiaries.

We will mobilize more suppliers around our responsible purchasing charter.

Gradually integrating the carbon footprint of products into our selection and evaluation processes.

Our ambition is clear: to make responsibility a lever for sustainable performance by involving our partners in this transformation.

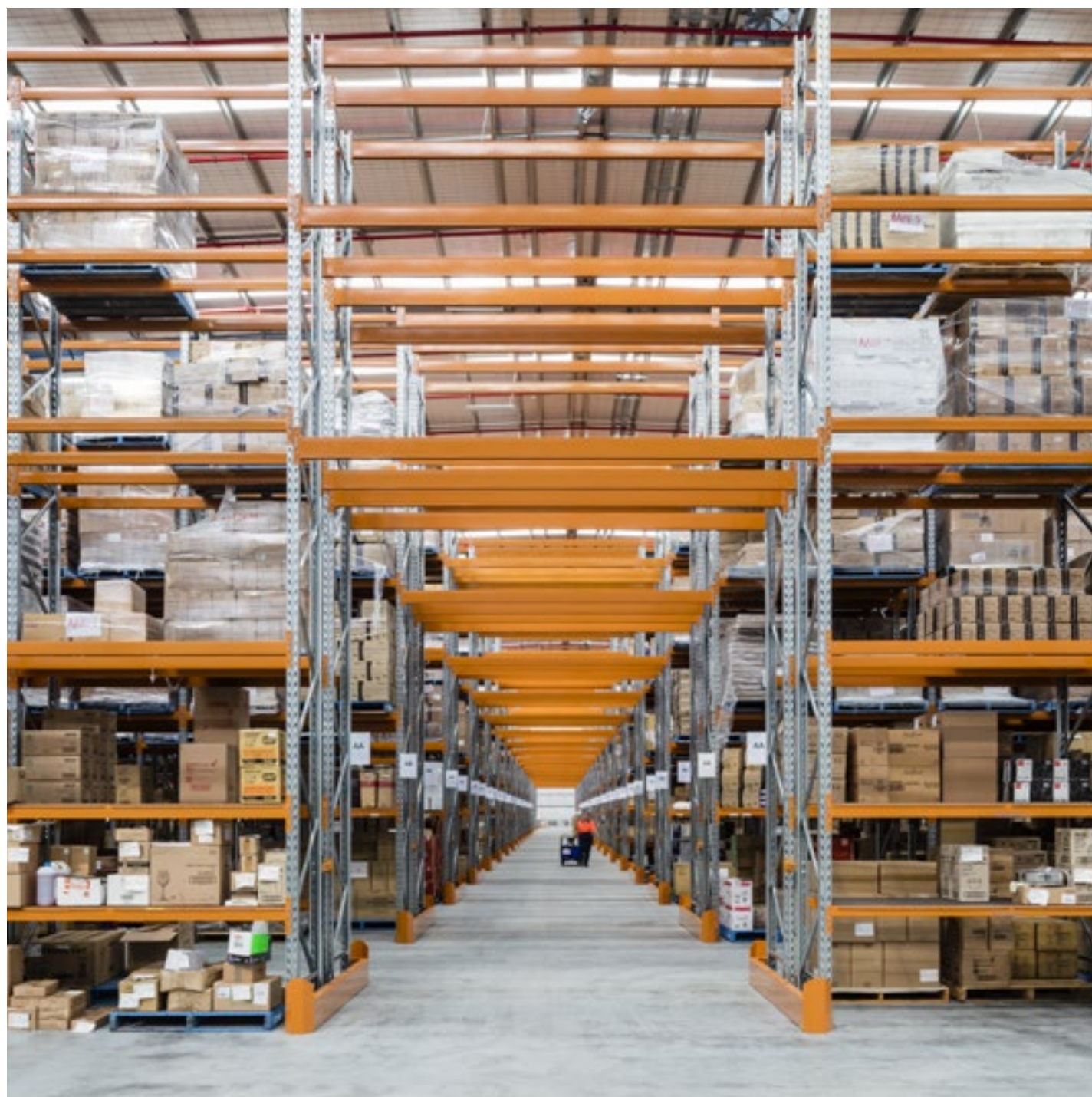


Key Group indicators for 2023

392

suppliers have been with us for more than ten years. That’s 57% for our purchasing centers in France and Australia.

Engaging with our suppliers in a responsible purchasing approach



Reward Hospitality, Yatala, Australie

As part of our responsible purchasing policy, we prioritize partnerships with suppliers who subscribe to our CSR approach. The ECF Group seeks to develop partnerships based on respect for fundamental human principles and the environment.

To bring this vision to life, since 2007, our suppliers have been committing to a contractual relationship each year by signing our «supplier charter.»

Since 2023, we have evolved our system towards a **responsible purchasing supplier charter**, with the signing of this charter becoming a condition for establishing a long-term relationship with the Group.

By 2025, we aim to have **60% of our suppliers sign the charter** and to involve new Group subsidiaries in this initiative.

In order to get to know our suppliers better, we launched a **CSR questionnaire** in 2024, which allows us to assess their maturity while raising their awareness of these issues. The various topics covered include CSR labels and certifications, carbon footprint, products (packaging, eco-design, EPR), flows and resources (water, energy, waste).

This entire system will be renewed every three years.

Finally, in line with its social responsibility policy, the ECF Group collects BSCI and Sedex certifications from its own-brand suppliers in Asia, or conducts random social audits. In 2024, 61% of these suppliers had BSCI or equivalent certification, demonstrating our commitment to social compliance.

OUR CHARTER COMMITTS THE GROUP'S SUPPLIERS TO FOUR ISSUES:

- **Regulatory issues:** the supplier undertakes to apply all local laws and regulations and international conventions relating to human rights, working conditions, the environment, and ethics
- **Ethical issues:** the supplier will ensure that its activities are conducted in accordance with the principles of loyalty, integrity, and fairness, particularly with regard to the fight against corruption, transparency, and confidentiality.
- **Social issues:** The supplier undertakes to ensure the health and safety of its employees and to reject forced labor, child labor, and discrimination in employment.
- **Environmental issues:** the supplier undertakes to limit its environmental impact (energy, water, and resource consumption, waste production, etc.) and to implement all possible measures to this end.



Key Group indicators for 2024

82%

of the Group's suppliers are signatories of the Charter (scope of suppliers of subsidiaries in France, Italy, and Asia Pacific)

Ensuring the quality of our services to our customers and partners

In 2024, the ECF Group invested significantly to ensure high-quality service for its customers:

- **In Italy**, we are building a logistics center to consolidate warehouses, streamline order preparation, and improve operational efficiency.
- **In France**, Coldis will open a third storage and order preparation facility at its Gretz site.
- **In Australia and New Zealand**, we have launched a study aimed at optimizing the supply chain and supporting our growth in this region.
- **Globally**, we are investing in inventory to maintain high service levels and improve delivery performance.

The safety of our customers is a priority. For all our listings, suppliers are required to sign a commitment to ensure product compliance according to their nature (food contact, electrical standards, REACH, etc.). Random laboratory tests are conducted to ensure the safety of our own brands. We continuously monitor regulations on products that may impact health or the environment.

The ECF Group aims to maintain a **high level** of customer **satisfaction** that is as consistent as possible across our subsidiaries.

Harmonizing our processes is key to achieving this.

To this end, we have implemented a quality management system, for which several of the Group's subsidiaries have obtained ISO 9001 certification (ECF, Chomette, CHS, Gastrototal, Pilsa).

Our **monitoring indicators** and **annual customer satisfaction surveys** enable us to listen to our customers and continuously improve the quality of our services.



Key Group indicators for 2024

GROUPE ECF

5

ISO 9001 certified subsidiaries (ECF, Chomette, CHS, GastroTotal, PILSA)





Part 3



Developing

and protect human capital
within our company and
beyond

Ensuring the well-being of our employees



QUALITY OF LIFE AT WORK AND EMPLOYEE ENGAGEMENT ARE AT THE HEART OF OUR APPROACH

Since 2021, as part of our commitment to employee well-being and continuous improvement, we have carried out an annual survey across all Group subsidiaries with Great Place to Work, a global authority on workplace culture and employee engagement.

In early 2025, more than 2,300 employees were asked to assess the year 2024.

The participation rate continues to rise, reaching 84% this year, demonstrating our teams' interest in being involved in the continuous improvement of the employee experience and working conditions.

The ECF Group obtained Great Place To Work certification with a score of 67%. In addition, we are certified in 8 of the 13 countries in which we operate at the Group level.

The Great Place To Work survey shows how much employees perceive the company as caring and inclusive: a collective where individuals are treated with respect, regardless of their origin, religion, sex, or gender. This is one of the most positive items across the Group.

To strengthen employee engagement, initiatives are taking place across all regions, aimed at improving working conditions, communication, and well-being. A wide variety of friendly events are also organized in all Group subsidiaries to promote collaboration and engagement, such as charity races, diversity-themed activities, and sports or recreational competitions, which encourage interaction and create a sense of community within the Group.



Key Group indicators for 2024



67% confidence index GPTW

84% participation rate

60% of countries in the Group are GPTW certified

Developing a common culture within the group



WELCOMING NEW EMPLOYEES

Welcoming and integrating our new employees is a priority, particularly in the context of the frequent integration of new entities within our Group.

Our survey data shows that in 2023, **85% (+2% vs. 2022) of people believe that new employees are made to feel welcome**, which helps them integrate into teams. This year, we continued to improve the welcome given to new employees by rolling out a new onboarding program in France and Benelux. The program will then be rolled out in other countries (primarily Asia-Pacific).

DEVELOPING A COMMON CULTURE

To develop a common culture across our various markets and subsidiaries, we launched a Group intranet, **ECF4ME**, in 2023.

This internal communication platform allows us to share tools and news about the Group and its Regions with all Group employees, thereby offering greater visibility on the initiatives of the Group's entities.

It also provides an opportunity to **share** the Group's **vision and common values** with everyone, guiding our actions towards our strategic objectives.



FOCUS ON OUR HR STRATEGY

Pablo PARETS Director of Human Resources
ECF Group

“

What has been the main challenge for your HR strategy this year?

Our HR strategy fully supports the Group's overall strategy, mobilizing all employees around our corporate project. Given our recent strong growth, our main HR challenge has been to create common tools, practices, and values to strengthen our sense of community and group spirit.

This includes actions to strengthen the sense of belonging, wherever we are, and the implementation of new communication tools to share Group news anytime, anywhere. We have also improved our talent management tools, notably by launching a Group-wide Succession Plan Program. This program prepares for the future by identifying needs for key functions and promoting internal and international mobility.

What are the next steps in this strategy?

Our next steps aim to strengthen the use of internal communication tools to make them more accessible and interactive, ultimately creating a true Group spirit through an internal social network. We will also continue to roll out our HR tools and practices at Group level, such as institutionalizing the process.

Succession Planning, harmonizing evaluation practices for executives, and improving communication about open positions internally. Our goal is to develop a genuine culture of international mobility and facilitate internal mobility.

A message to candidates?

Join us! ECF is a leading group in many regions and will continue to grow to strengthen its position in its markets. With strong values of Proximity, Performance, and Professionalism, we are a collective dedicated to our clients, offering superb opportunities for internal development and exciting human adventures.

Ensuring the safety of our employees

The ECF Group is committed to the health and safety of its employees, ensuring that all its activities comply with the laws and regulations in force in the countries in which it operates.



PREVENTION FOR OUR SAFETY

The Group constantly strives to **improve working conditions** by rigorously monitoring all human, environmental, and safety incidents.

In the Asia-Pacific region, incident tracking and accident prevention are fully digitized. Similarly, monthly meetings are held with all sites to **share best practices**, discuss incidents, and **remind** teams of **safety guidelines**.

To prevent workplace accidents, all employees undergo **health and safety training as soon as they join the company**. Awareness of occupational risks is entirely digital across the Group, covering **all aspects of risk prevention**.

Regular in-person training sessions provide instruction on **fire prevention**, **hazardous materials**, and specific **movements and postures in logistics**.

FOCUS ON TRAINING IN MOVEMENTS AND POSTURES

In **New Zealand**, the **Southern Hospitality** team has introduced a daily stretching ritual every morning before the start of logistics and workshop activities to promote physical well-being and prevent and reduce injury.

In Germany, GastroTotal Produktion organizes annual first aid training courses at its custom-made professional kitchen manufacturing workshop, supplemented by training in the use of personal protective equipment (PPE). Regular 30-minute training sessions are also offered on the safe use of the main manufacturing tools: press brake, circular metal saw, spot welding, portable cutting and grinding machines, general welding, and drilling.



Key Group Indicators 2024

86%

Employees consider the company to **be a safe place to work** (4% more than the previous year) Source: GPTW

16,8%

accident frequency rate (-26% compared to 2023, on a like-for-like basis); 0.56 for the severity rate (+36% vs. 2023)

3,2%

Absenteeism (+10% compared to 2023 on a like-for-like basis)

Training employees throughout their careers

To **support** our employees' **professional development** and help them build their skills, we've been diversifying our training catalog since 2020.

This includes e-learning options available on our internal platforms: «ECF Academy» in Europe and the Middle East, and dedicated platforms in Asia Pacific. In 2024, «ECF Academy» was rolled out in our subsidiaries in Spain, Germany, and the United Kingdom, strengthening our efforts to develop skills through short, modular sessions for all Group employees.

A COMMON FOUNDATION FOR ALL COUNTRIES IN THE GROUP

Since 2023, the Group has been rolling out a **key training program** designed to create a common, shared culture across all its subsidiaries.

These training courses, which are mandatory for all of the Group's digital employees, aim to strengthen essential skills related to our CSR commitments and operational challenges.

The foundation was launched with training on **cyber-security**, in order to reduce cyber risks, guarantee operational continuity, and ensure the security of our customers' personal data. In 2024, training on **corruption prevention** was provided in five languages, accompanying the launch of the new version of the Group's code of conduct.

As part of this initiative, a new mandatory training program will be launched in 2025, dedicated **to diversity and inclusion**, specifically aimed at Group managers, in order to strengthen their role in promoting an inclusive, equitable, and respectful work environment.



FOCUS ON INTEGRATION AND TRAINING IN THE GALLIA REGION

Mary LACROIX Director of Human Resources
GALLIA region

“

Training is not just about preparing for changes in the workplace: it is also about giving our employees the means to improve their daily lives, balance their professional and personal lives, and look to the future with peace of mind, including when preparing for retirement.

With this in mind, we have set up support workshops We also offered training on retirement, webinars dedicated to various social initiatives, and disability awareness sessions to strengthen understanding and inclusion within our teams.

This approach fully illustrates our responsible approach to talent development. In the coming years, we want to go further by developing training programs based on a forward-looking skills management approach. In a constantly changing sector, anticipating developments is necessary to ensure the long- term employability of our employees and the resilience of our organization.



Key Group Indicators 2024

1 400

employees trained in 2023

6,4

average hours of training per employee (FTE)

Promoting diversity and inclusion and fight against discrimination

We recognize our diversity as a strength and a source of innovation, creativity, and opportunity for personal and professional growth. At ECF Group, we believe that diversity in all its forms is essential to our success as an international organization and that our differences make us stronger

We do not tolerate any form of discrimination against employees in terms of **recruitment and employment, integration, treatment, and career development, particularly with regard to cultural origin and ethnicity, age, gender, disability, or any other form of discrimination.** We also apply the local regulatory requirements of the countries where our subsidiaries are located.

In 2024, we established and adopted our **Group charter on diversity and inclusion**, demonstrating our commitment to building a more equitable and inclusive professional environment more equitable.

In line with this, we have prepared the launch of a **training** program **for senior executives and managers.** This initiative, scheduled for 2025/2026, is part of our ambition to train 70% of managers this year and 95% by 2027, in order to strengthen an inclusive and sustainable management culture.



Key Group Indicators 2023

40,4%

of women in the workforce

30,1%

of women managers (FTE)

INDICATORS FRANCE / EUROPE

92

2025 professional equality index F/M (UES ECF France Group)

1,7%

of people with disabilities in Europe



THE GENDER EQUALITY CERTIFICATION PROCESS - CHS ITALY

Maria
SCALABRINI

Human Resources Manager
CHS SRL

“

In 2024, we began a structured process to obtain certification for our Gender Equality Management System in accordance with the UNI/PdR 125:2022 standard.

This process has enabled us to formalize our commitments and translate them into concrete actions. We have set up a steering committee, appointed an equality officer, and carried out awareness-raising activities among all employees.

These exchanges have fostered collective reflection on our values and strengthened our culture of respect, resulting in a program to support parenthood, with personalized support before and after leave.

Finally, we also confirmed equal pay between women and men, validating the robustness of our evaluation system based on transparency and merit.

The certification gives us tax advantages and marks the beginning of a long-term commitment. We are already preparing for the maintenance audit scheduled for September 2025.

Developing our Solidarity and inclusive actions



Chomette, ECF, OXSTAL, ECF Mobilier, 2024 10km Star Run

Since 2004, the ECF Group and its brands have been working alongside NGOs and local associations or national organizations. We provide financial, material, or logistical support.

This year, the Group and its subsidiaries continued their efforts through solidarity initiatives in the regions where they operate.

These initiatives are structured around four main areas of commitment. Discover some of them on this page.

SUPPORTING CULTURE THROUGH SPONSORSHIP

As culture is an essential vehicle for social cohesion and openness, we have chosen to support events and artists that contribute to enriching the local and national cultural fabric.

This year, **ECF** and **CHS** supported the painter **Sergei Chepik** in the completion of his book **Venice**.

SOLIDARITY INITIATIVES:

Humanitarian crises have reached unprecedented levels, amplified by prolonged conflicts and natural disasters exacerbated by climate change. This year, the ECF Group and its subsidiaries chose to support **Solidarity International** with a €10,000 donation during its **ECF Games** (just before the Paris Olympics). 2024.

This year, **ECF**, **Chomette**, **Ligne Vauzelle**, **Ma-corest**, and **COBAL** made significant donations of kitchen equipment to **Secours Populaire** and seating furniture to **Emmaüs Connect**, enabling them to equip households and their solidarity restaurants. **CHS** in Italy continued its solidarity partnerships by donating equipment to Caritas and providing financial support to the **Anvolt** association.

ECF, which has been supporting **Entrepreneurs du Monde** for several years, has chosen to support the work of the **Nafa Naana** association in 2024, which helps poor families by providing them with solar lighting kits and economical and environmentally friendly cooking stoves.



SUPPORT FOR SPORT AND HEALTH:

ECF has been supporting sport in Grigny for more than 20 years. This year, ECF is strengthening its local commitment through the **Fonds Mécénat Grigny**, supporting integration initiatives through sport with a donation of €10,000.

At the same time, **Reward Hospitality** supported several charitable initiatives in the field of health, notably through fundraising for research into amyotrophic lateral sclerosis. As it does every year, **Chomette** took part in the Course des étoiles race in support of the Laurette Fugain association, and **Noveo** participated in the Foulée de l'Elephant 2025 race with the association **Le Reflet – Restaurants Extraordinaires**, which it has supported for several years.

COMMITMENT TO SICK CHILDREN:

COLDIS organized a toy drive for the **Les Blouses Roses** association, to which it added donations of hygiene and cleaning products worth a total of €1,000.

In Australia, **Reward Hospitality** continued its efforts to support hospitalized children by participating in the annual toy drive for the **Queensland Children's Hospital** at Christmas.

OXSTAL continues to support the **Ma-gic Poppins** association, which works with sick children at the Adolphe de Rothschild Foundation Hospital, by participating and contributing €5,000.



Part 4

Ethics

and protecting human
capital within our company
and beyond

Our ethical commitments

Fundamental principles, human rights, data security



WE SUPPORT



Our CSR and sustainable development approach was initiated in 2004.

This commitment is reflected in our adherence to the United Nations Global Compact charter since 2004, adopting its fundamental principles: respect for human rights, working conditions and international labor standards, the fight against corruption and respect for the environment, but also through certifications and a CSR strategy structured around three pillars of commitment.

FIGHT AGAINST MODERN SLAVERY

The fight against modern slavery is being carried out in accordance with the **Modern Slavery Act 2015**. Our subsidiaries, particularly in Australia and the United Kingdom, apply the law in force in their countries.

Reward Hospitality has published its policy statement against **modern slavery** since 2021 and continues to send out a questionnaire to analyze this risk among its suppliers. **64%** of them have responded. **76%** of suppliers have signed the charter of commitment against modern slavery. This is in line with Australian law, enacted in 2018, which is the second legislation in the world to combat modern slavery.

DATA SECURITY AND CYBER

We care about **protecting the personal data** of our customers, employees, and suppliers, and we are committed to implementing data security procedures across all our subsidiaries, particularly in Europe, in accordance with **GDPR** regulations.

As part of its IT policy, the Group has made **cybersecurity** a top priority by strengthening its systems with the arrival of a Group **Chief Information Security Officer (CISO)** in 2023. It has also rolled out a **training campaign** using e-learning modules designed to engage employees and make them aware of the risks associated with cyberattacks.

RESPECTING HUMAN RIGHTS AND ETHICAL PRINCIPLES

The ECF Group is committed to applying the 10 principles of the United Nations Global Compact within its **operations**, as well as international conventions on human rights, working conditions, the environment, and ethics, such as the **United Nations Guiding Principles** on Business and Human Rights and the principles defined by the **International Labor Organization (ILO)**.

We also ensure that these principles are applied throughout our value chain by signing a Supplier Charter, which all of our partners must sign by 2029, and by collecting audit certificates.

Our ethical commitments

Business ethics



In the course of its activities, the ECF Group is committed to upholding strong ethical standards and corporate responsibility.

Integrity, loyalty, respect for all individuals, and adherence to international standards have always been at the heart of the Group's business ethics and values.

These principles are formalized in a comprehensive anticorruption system that can be viewed and downloaded from our website.

In 2023, we worked to develop our system with the aim of rolling it out across all of the Group's companies in all countries, involving all of its employees.

OUR BUSINESS ETHICS SYSTEM IS BASED ON A COMPREHENSIVE FRAMEWORK, INCLUDING:



1 - Our code of conduct. Established in 2020 and updated in 2023 to include issues related to conflicts of interest, anti-money laundering policy, and political party financing.



2 - Risk mapping. Under the impetus of the Group President and his Executive Committee, the map was updated in 2024 and accompanied by an action plan.



3 - A secure and confidential system for reporting alerts. An external digital reporting platform, supplemented by an up-to-date whistleblower policy, will enable all Group employees, our business partners, and third parties to report wrongdoing such as corruption, abuse of power, discrimination and harassment, and violations of human rights or the environment.



4 - Aligned internal regulations. The integration of this system into the internal regulations of our entities allows the employer to take sanctions in the event of a violation of the code of conduct and the whistleblowing policy.



5 - A training program. Designed to raise awareness among all our employees about the challenges of fighting corruption, this program was prepared in 2023 and launched in 2024. These elearning modules enable employees to learn about the risks associated with corruption, the rules to be applied, and the behavior to adopt in each of their areas of responsibility.



6 - Accounting audit. Internal controls of our procedures ensure the transparency, accuracy, and compliance of our accounts with the rules of the code of conduct.



Key indicators March 2025 Group

OBJECTIF 100% !

98%

of our employees trained in corruption prevention

0

alerts relating to situations of corruption, fraud, or relating to data security and/or confidentiality

2

alerts relating to discrimination or harassment





Vision 2030

Outlook

For the years to come, ECF Group has new ambitions and is committed to continuing its efforts.

CONTINUING TO IMPLEMENT OUR CSR POLICY

Given the challenges we face, our strategy must be sustainable and focused on the long term. We will continue to develop our CSR strategy and policy, considering the expectations, risks, and opportunities within our sector.

We will enhance our 2030 objectives and the associated action plans. This includes, in particular, the trajectory for reducing our carbon footprint and our transition plan.

Our ambition is to be an integrated Group with a culture of shared commitment to achieving common goals, with best practices in ethics, social responsibility, and environmental responsibility.

OUR CSR PERFORMANCE

Monitoring our CSR performance is essential to steering our CSR strategy, defining our objectives, and implementing our multi-year action plan.

We will continue to work to ensure the deployment of our CSR policy and robust measurement of indicators across all our subsidiaries and countries of operation.

This is all the more important given that, starting in 2028, we will be producing our non-financial reporting in line with the CSRD (Corporate Sustainability Reporting Directive) framework.

To complement our performance management, we will continue our EcoVadis assessments and roll them out across all countries where the Group operates.

OUR MEDIUM- AND LONG-TERM AMBITION

Our ambition for the coming years is to assert our position among the CSR leaders in the hospitality equipment distribution sector.

We want to be a trusted partner and benchmark, capable of supporting our customers in fulfilling their CSR commitments by offering them responsible, concrete solutions tailored to their challenges.

Our Group objectives for 2030

Pillars

Commitments

2030



Environment

Reducing the environmental impact of our activities, alongside our employees

100%

of renewable energy for electricity consumption in all our activities within the Group

Annual carbon footprint scope 1, 2, and 3 for 100% of our entities



Product

Offering responsible solutions and supporting our partners in their ecological transition

100%

of suppliers signatories to our supplier and responsible purchasing charter



People

Develop and protect human capital within our company and beyond

Gender parity in management positions and among staff

100%

of managers trained in diversity and inclusion



Ethics

Respect ethical and regulatory principles

100%

of exposed employees trained in business ethics

DATA PROTECTION:

100%

of subsidiaries compliant GDPR

Integrate CSR into the external growth strategy

ECF Group has strong ambitions for external growth in order to strengthen and expand its range of products and services in its areas of activity. **Our goal is to transform our company with simplified brand platforms, shared tools, shared values, and a concerted approach to make ECF an integrated international group.**

OUR ACQUISITION STRATEGY (M&A)

The Group's M&A* strategy consists of identifying the most relevant players in our market (foodservice equipment distribution) in the Group's geographical areas (Europe, Middle East, Asia-Pacific).

Our ambition is to consolidate the local market and new markets (geographical expansion, expansion of the customer or product portfolio) by acquiring companies with strong potential and values that align with those of ECF.

* M&A: Mergers and Acquisitions

INTEGRATING ESG CRITERIA INTO THE ACQUISITION PROCESS

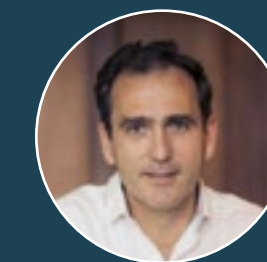
With the rise in importance of environmental, social, and governance (ESG) considerations, in 2022, as part of the shareholder change process, we carried out our first ESG due diligence. This was an undeniable asset, which inspired us to develop an ESG questionnaire that we are gradually rolling out for our acquisitions with a turnover of more than €25 million.

ESG IN THE INTEGRATION PROCESS

Building on our experience in post-merger integration (PMI), which is key to our Group's success, we have implemented **a structured post-acquisition integration program to leverage synergies and add value to the Group.** The program coordinates integration across finance, CSR, social, purchasing & supply, IT, and marketing.

Taking CSR issues into account from the due diligence process onwards enables us to meet the growing expectations of stakeholders, manage risks, and seize opportunities for sustainable value creation, while aligning ourselves with the Group's policies, objectives, and ambitions. This integration phase is an opportunity for mutual enrichment on the path to responsibility and sustainability.

Southern Hospitality, Climate Workshop, Jan.



FOCUS ON OUR M&A STRATEGY

Bertrand FERRATON DG ECF Group
CEO EMAI

“

The ECF Group is actively pursuing its external growth strategy, with a particular focus on development in Europe. In this context, Corporate Social Responsibility (CSR) is an essential pillar of the integration of new subsidiaries.

Although the companies joining the group are generally aware of CSR issues, they do not always have a structured strategy in place. Thanks to a proven integration process, ECF quickly deploys an appropriate CSR policy, aligned with the expectations of customers, partners, suppliers, and employees.

The acquisition of the PILSA group in July 2024 illustrates this dynamic. With a presence in Spain, the Dominican Republic, and Mexico, PILSA has benefited from structured support over the past year to integrate the group's CSR commitments:

- Enrichment of the offering with eco-responsible and certified products
- Guaranteeing a high level of compliance and ethics for all customers
- Integration of PILSA into the group's CSR report from 2025
- Harmonization of internal practices
- Launch of the «Great Place to Work» certification process with a defined action plan
- Integration of PILSA's CEO into the group's Executive Committee

The next steps are already underway, with the gradual rollout of the group's CSR objectives by 2028. This integration model is applicable to all future acquisitions.

This process also provides an opportunity to enhance the Group's CSR maturity through the sharing of best practices and local initiatives launched by these brands prior to their integration.



Sustaining experiences in Hospitality & Care