



CSR Report

2025-2026



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

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Foreword

For more than twenty years, ECF Group has placed corporate social responsibility at the heart of its development. A signatory of the United Nations Global Compact since 2004, we continue our transformation to reconcile economic performance, positive impact and sustainable value creation.

In 2025, we took a further step in structuring our CSR approach on an international scale. Our main progress relates to the rollout of our Responsible Purchasing policy, strengthening dialogue with our suppliers, accelerating our climate roadmap, and developing solutions that support the energy transition and the decarbonisation of our activities.

We have also consolidated our culture of ethics, integrity and compliance, while strengthening our actions in favour of diversity, equity and inclusion through the adoption of a Group Charter and the training of our managers.

Our commitment to continuous improvement is reflected in the continuation of EcoVadis assessments across our subsidiaries, with 2025 and 2026 results mostly rewarded with Gold medals, ranging from Bronze (NZ) to Platinum (Italy). These recognitions reflect the progress made and strengthen the credibility of our approach with our stakeholders.

By collectively mobilising our employees, customers, suppliers and all our partners, we are convinced that we can accelerate this transformation and contribute, at our own scale, to building a more sustainable, more inclusive and more responsible future.

I wish you an excellent read of this report, which reflects the commitments and progress achieved collectively by the teams of ECF Group.



Caroline SOHN
CSR Director, ECF Group



ECF Group

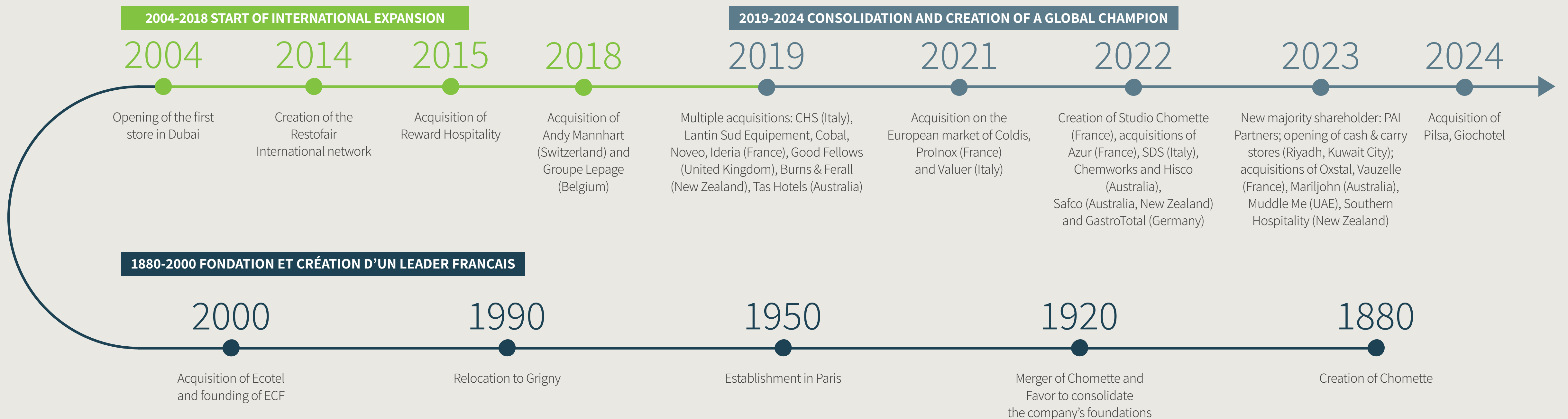
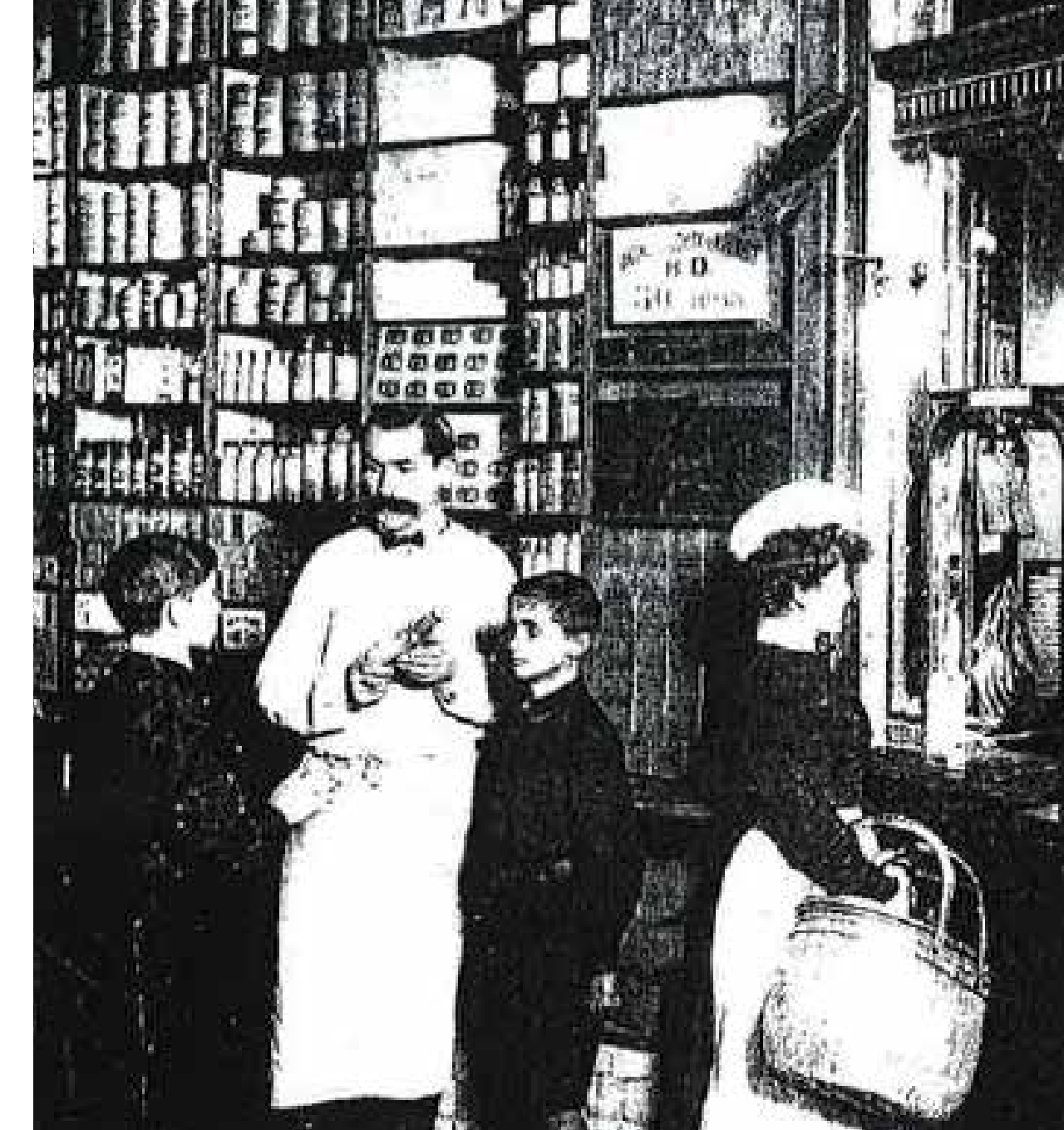
Presentation

Our story

Our History ECF Group is an international specialised distribution company dedicated to developing commercial and private label brands for hospitality, health & social care and food service professionals.

Since the creation of Maison Chomette in Paris in 1880, the Group has never stopped growing through organic growth and acquisitions. For more than 140 years, by integrating new brands, ECF Group has offered a broad range of specialised solutions tailored to the needs of professionals who constantly face new challenges in welcoming their customers.

These brands, our banners, support them in their choice of tableware equipment, kitchen equipment, hygiene equipment, small and large electrical appliances, furniture, buffet equipment, takeaway packaging, or 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.



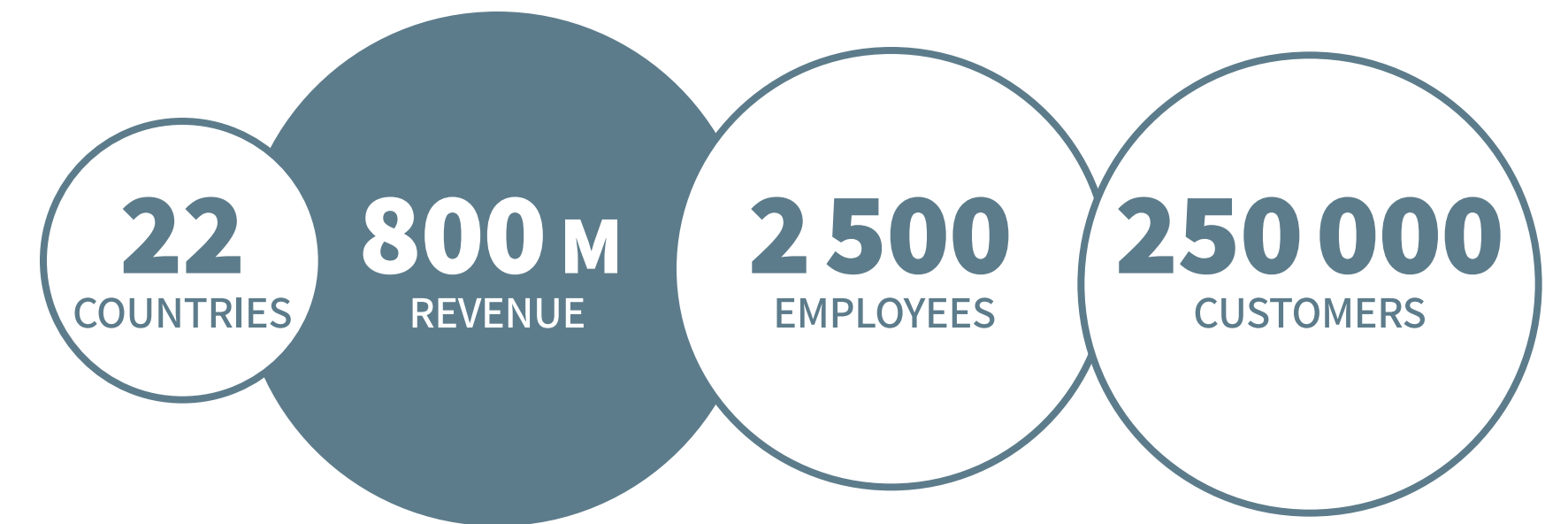
Proximity

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.



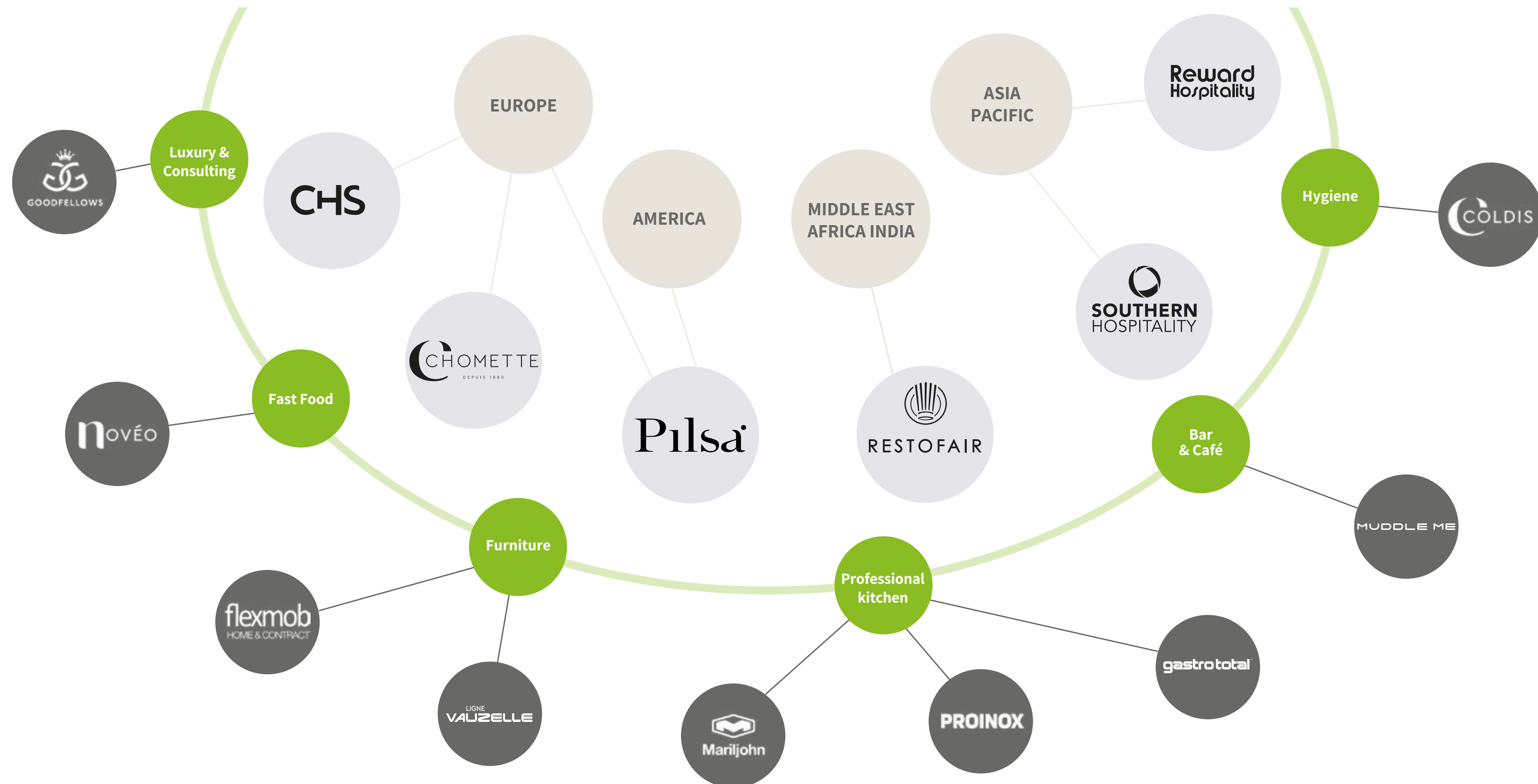
ECF Group: an international network of marketleading distributors

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



A broad ecosystem of multispecialist and expert brands

Our multi-specialist banners, present internationally, let you find all the products for your sector of activity. Our expert brands complement our offering by targeting specific fields with dedicated solutions.



Our value creation model

OUR CORE BUSINESS

ECF Group is the leading international platform for the specialised distribution of small tableware items, hygiene products, furniture and heavy equipment for hospitality, health & social care and foodservice professionals.

OUR ENVIRONMENT

- Macroeconomic situation
 - Dynamism of the Travel, Hospitality and Foodservice sector
 - Evolving customer consumption trends (outofhome dining)
- Supplier offers and innovation
 - Global supply chain organisation
 - Regulatory environment



Resources and strengths

PLATFORM

Committed employees:
2,500 employees

An international presence in 22 countries:
spread across 4 regions (France, Europe, Middle East, Asia-Pacific)

Privileged relationships with our suppliers:
several thousand suppliers

Strong brands:
26 commercial and privatelabel brands

Integrated, regionalised logistics platforms:
10,000 products stocked, several hundred categories, 3 regional hubs, 40 logistics centres

Shared values:
Performance, Professionalism, Proximity



Operating model: the “5 S’s”

SOURCE*

Category specialists

Trusted relationships with our international suppliers

Private labels and white-label brands

Responsible product expertise

Products tailored to demand

Customisation

Competitiveness

SEGMENT*

Restaurants, accommodation, contract catering, Health, fastfood chains

RFM** Customer Segmentation

Offers tailored to market segmentation

Customised pricing

SELL*

“Onestop shop”

Omnichannel market approach

Field sales representatives

Out calling

E-commerce & EDI

Cash & Carry

Showrooms Integrated ordering systems

SUPPLY*

Multicategory delivery

Flexible delivery: direct, crossdocking, order splitting, instore delivery

Global distribution network

Tailormade services

Adapted payment terms

Omnichannel customer experience

SERVICE*

Professionalism and ethical standards

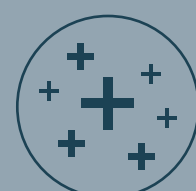
CSR solutions aligned with our customers’ goals

Competitiveness serving profitability

Reliability and availability

Profitability

Cost savings (products, processes, time)



Value creation

Significant revenue
Revenue: 800M€

A solid EBITDA above 10%

Longterm customer loyalty:
250,000 customers in 2026

Logistics excellence:
80% of customers delivered in under 48 hours, 97% service rate in 2026

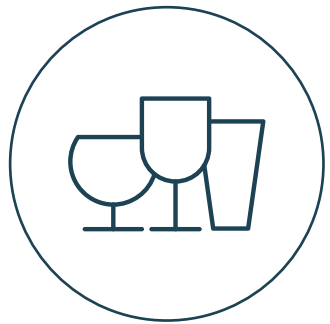
Proven leadership:
Leaders in France, Australia, UAE and New Zealand

Longstanding partnerships with our suppliers:
350 have worked with us for more than 10 years

* Sourcing – Segmentation – Sell – Supply – Service

**Recency – Frequency – Monetary value

Our Products and Services



TABLEWARE



**KITCHEN
UTENSILS**



**TABLE LINEN
& TABLETOP
CONSUMABLES**



TAKEAWAY



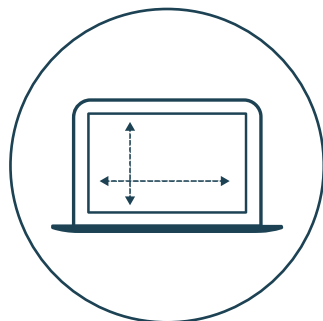
**TEXTILES &
HOSPITALITY**



**SMALL ELECTRICAL
EQUIPMENT**



**PROFESSIONAL
KITCHEN**



**CONCEPT
& DESIGN**



FURNITURE



**HYGIENE &
CLEANING**



BUFFET

Our Customers

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



RESTAURANTS

Fine dining, restaurant chains, brasseries, pubs, bars, cafes



HOSPITALITY

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



FAST FOOD

Takeaway food, food delivery, dark kitchens, burger joints, pizzerias, sushi bars, poke bowl outlets



FOOD ARTISANS

Caterers, butchers, delicatessens, fishmongers, pastry chefs



HEALTH & EDUCATION

Hospitals, daycare centres, retirement homes, clinics, school and university canteens



COMMUNITY & PUBLIC SERVICE

Contract catering, corporate restaurants, workforce accommodation



TOURISM

Campsites, holiday resorts, mobile homes, theme parks



RESELLERS



ENTERTAINMENT

Stadiums, theme parks, pubs

ECF Group's own brands

Drawing on our market knowledge and indepth product expertise, we have developed private-label brands to meet all our customers' needs. ECF Group's privatelabel brands

ACCOLADE



Exclusive collections inspired by the latest trends. Designed for establishments where style makes the difference, they assert a strong identity. Materials, textures and colours combine to create unique experiences.



Accessible, reliable and timeless products. Suited to all establishments, they help create polished atmospheres that express each venue's style without compromise.



We make chefs' daily lives easier by offering ergonomic, reliable and effective products, able to withstand the intensity of professional kitchens. Products that combine performance, simplicity and controlled prices.



Pro.equip offers equipment suited to the demands of professional kitchens. A complete range, from small equipment to electrical appliances, to meet every need.



Soft Clean offers a complete range of paper products, dispensers and consumables. Products combining quality, softness and reliability for optimal comfort.



Kleaning Essentials selects professional cleaning solutions, products and accessories designed to guarantee safety, reliability and optimal hygiene, in line with industry standards.



Earth Essentials guides professionals toward products with identified environmental features, designed to combine simplicity, performance and respect for the planet. A nofrills approach where the essentials take centre stage.



Reliable and offering excellent value for money, Essentials Collection supports professionals every day with simple, safe solutions suited to the needs of kitchens, cafes and foodservice establishments.

Our shareholder structure

Since October 2023, ECF Group has been majority-owned by PAI Partners, a leading European private equity firm. PAI has very solid experience partnering with management teams to rapidly grow companies and create global industry leaders. It has sector expertise as well as deep experience in B2B distribution.

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

As proof of the confidence placed in the Group, our investor NAXICAP Partners chose to continue supporting us with a minority but significant stake.

Alongside our institutional and historic investors, **manager employees** were once again given a stake in the Group’s shareholding.

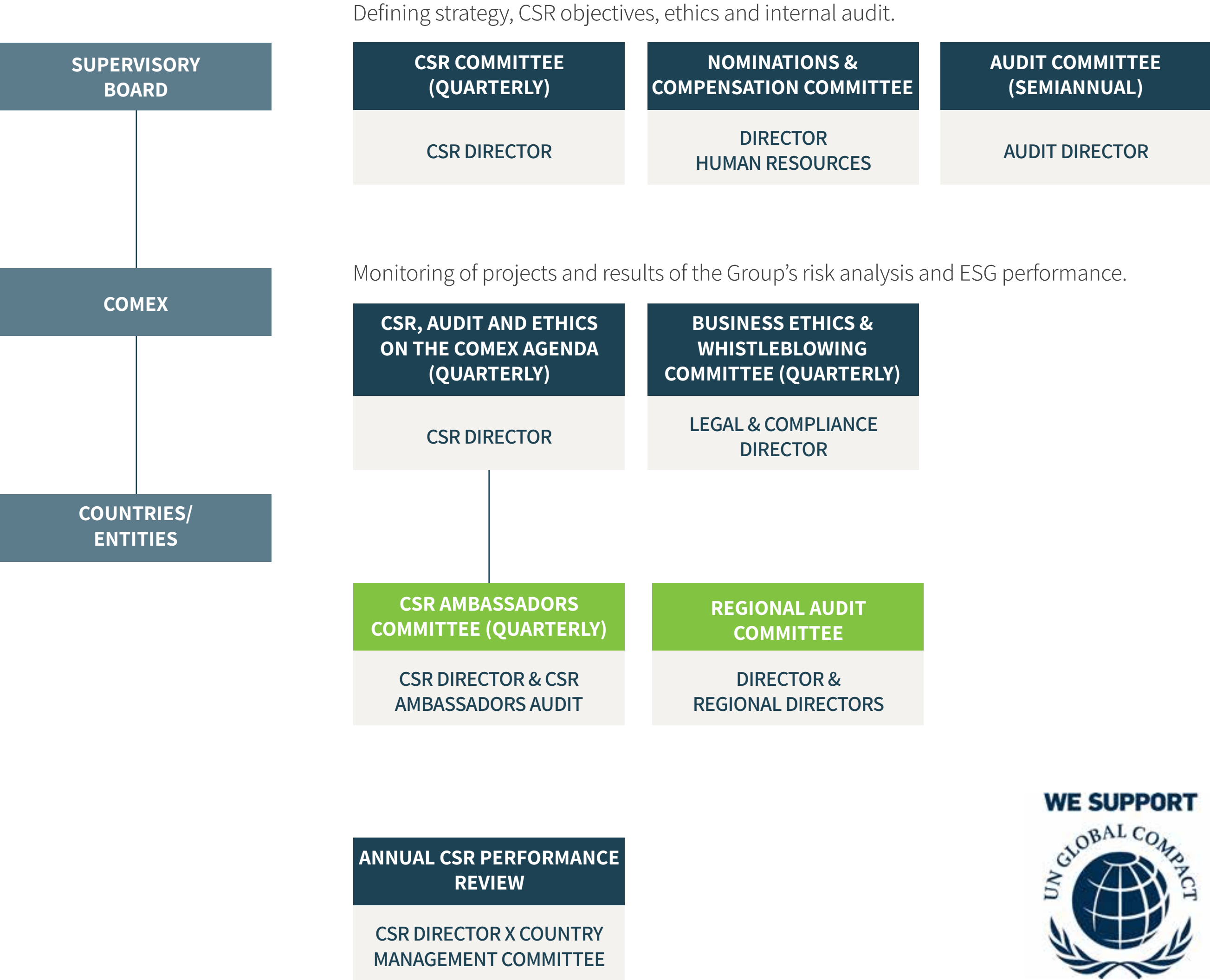


A key governance body of the Group, the Supervisory Board approves ECF Group’s strategic direction and oversees its implementation.

The 4 directors bring highlevel expertise and experience in fields relevant to ECF Group.

The Board	Guillaume LEBLANC Chairman of the Supervisory Board	Marlène BAZOUIN Representative Director, PAI Partners	Delphine MATHEZ Independent Director	Pascal PELTIER Chairman and CEO Permanent guest
	Abigail ARON Representative Director, PAI Partners	Axel BERNIA Representative Director Naxicap Partners		Arnaud LOUET CFO Group Finance, Audit & Legal Director Permanent guest

Our gouvernance





Our Commitments

CSR

Our CSR policy

Our Group is committed to building a sustainable model around four key pillars: Environment, Product, People and Ethics. Each commitment carries concrete objectives for 2030 to address societal and environmental challenges.

Pillars

Engagements

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.
- Control the impact of our activities on living ecosystems (waste, water, biodiversity, etc.).
- Train and raise awareness of CSR issues.

Helping reduce the environmental impact of our activity

100% renewable energy for our electricity consumption

65% of our waste recycled



Product

Offering responsible solutions

- Offer more sustainable products and services.
- Build lasting relationships with our partners.
- Encourage our partners to adopt a responsible approach.

Supporting our partners in the environmental transition

100% of suppliers signed up to our CSR and responsible purchasing supplier charter

5% annual increase in responsible products in our portfolio



People

Developing and protecting human capital

- Ensure the wellbeing and safety of our employees.
- Promote diversity and inclusion within our organisation and combat discrimination.
- Train and raise awareness of CSR issues.
- Develop our solidarity and inclusion initiatives.

Making our employees proud of their company

100% of managers trained in diversity and inclusion

Annual Great Place to Work certification



Ethics

Respecter les principes éthiques et réglementaires

- Ensure compliance with international standards and local regulations. Engage our stakeholders in our business conduct strategy.
- Engage our stakeholders in our business conduct strategy.

Acting with respect and ethics

100% of exposed employees trained in business ethics

DATA PROTECTION:
100% of subsidiaries GDPR compliant



Our 2025 / 2026 Results

On a Groupwide scale, we continued to progress on the major CSR challenges, with tangible results for each of our pillars.

Pillars

Commitments

Performance

	Environment	Product	People	Ethics
	Reducing the impact of our activities on the environment, alongside our employees	Offering responsible solutions and supporting our partners in their environmental transition	Developing and protecting human capital within our company and beyond	Upholding ethical and regulatory principles
	ENERGY EFFICIENCY -8% energy consumption of buildings on a likeforlike basis (7% for electricity, 7% for natural gas)	OFFRES DURABLES 26,7% of revenue linked to sustainable products, for Chomette and Reward Hospitality AND 37%	DIVERSITY 39,8% women (37.5% women managers, +7pts vs 24/25)	CORRUPTION 91% of our employees trained in corruption prevention
	RENEWABLE ELECTRICITY 80,3% of electricity consumption from renewable sources	SUPPLY CHAIN 85% of the Group’s suppliers have signed the Supplier Charter (France, Italy and AsiaPacific scope)	EMPLOYEES 87,3% of employees on permanent contracts (+1pt vs 24/25)	CYBERSECURITY 48% of our employees have already been trained in cybersecurity – 85% target for 2026
	ÉCONOMIE CIRCULAIRE 68% of waste is recycled or recovered		TRAINING 55% of Group employees were trained during the year (30% vs 24/25)	WHISTLEBLOWING SYSTEM 5 alerts raised through our whistleblowing system, 5 relating to discrimination or harassment, 0 relating to corruption, fraud or data security
	CLIMAT 3^{ème} lowest annual carbon footprint of the Group, with a reduction of 12% in scope 1 and 7% in locationbased scope 2 vs 2024/2025		ENTREPRISE GREAT PLACE TO WORK 66% Trust index score (+1 pt); 82% participation rate (-1pt)	

Our CSR Commitments certifications and assessments

OUR COMMITTED APPROACH.

Our commitment was initiated in 2004, supported by our membership of the United Nations Global Compact charter, adopting its fundamental principles: respect for human rights, working conditions and international labour standards, the fight against corruption, and respect for the environment.

To strengthen its responsible purchasing policy, 100% of the Group's French subsidiaries have signed the **Responsible Suppliers and Purchasing Charter**. This approach has strengthened the rollout of our responsible purchasing programme across the Group.

Lastly, Reward Hospitality in Australia have committed to strengthening their circular economy approach by joining APCO, in order to reduce plastic and the volume of primary and secondary packaging waste.



A CERTIFICATION APPROACH.

In Europe, several of our brands have rolled out certification programmes for their management systems, using the ISO standard, across several areas: Quality (ISO 9001), Environment (ISO 14001), Health & Safety (ISO 45001), gender diversity and equality (UNI/PdR 125), and are certified accordingly.

To assess employee satisfaction, we have been engaged since 2022 in an assessment process with Great Place to Work, enabling us to measure employee satisfaction and engagement. Once again this year, the Group is certified Great Place to Work 2026.



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



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



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



1 entity certified
UNI/PdR 125: CHS

A REGULAR ASSESSMENT OF OUR CSR APPROACH

We have been engaged since 2022 in a voluntary assessment process with EcoVadis. Our goal is to assess all of our distributor brands and our main specialised brands. For each of them, we aim for a CSR maturity level rewarded with a **GOLD medal**, and at least a **SILVER** medal, by 2028!



Platinum medal: CHS
Gold medal: Chomette France, Chomette Belgium, Chomette Luxembourg, COLDIS, OXSTAL
Silver medal: Restofair Rak, Bronze medal: Southern Hospitality

Our materiality analysis



In 2022, we carried out our first simple materiality analysis at Group level and across all regions. This exercise aims to prioritise ECF Group's impacts on the major CSR issues, according to their importance and the Group's level of maturity on each of them. This analysis resulted in a matrix bringing together our issues, ranked by importance and by the Group's maturity.

ECF Group's 5 major CSR issues



1. EMPLOYER BRAND



2. SUSTAINABLE OFFERINGS



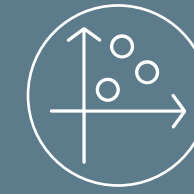
3. HEALTH AND SAFETY CHAIN



4. RESPONSIBILITY IN THE VALUE CHAIN



5. BUSINESS ETHICS



CSRD AND DOUBLE MATERIALITY

From 2027, ECF Group will update its materiality matrix, and in particular a double materiality matrix. Indeed, given its size, the company will be subject to the Corporate Sustainability Reporting Directive, a European regulation currently being rolled out, which aims to harmonise corporate sustainability reporting, improve the availability of ESG data and improve the comparability of company data.

At the heart of the CSRD is double materiality, an approach whereby impact materiality (or “simple” materiality, the exercise carried out by the Group in 2022) and financial materiality (identifying CSR issues that have a financial impact on the Group) are inseparable.



FOCUS ON THE CSRD

Arnaud LOUET DG ECF Group
Finance Compliance & IT group

“ In a changing regulatory environment, ECF Group has chosen to keep the double materiality analysis at the heart of its CSR approach. Conducted under the joint leadership of the CSR Department and the Finance Department, with the active contribution of the entire COMEX, this analysis combines two inseparable perspectives: the impacts our activities generate on our ecosystems, and the risks and opportunities that major sustainability trends place on our financial performance.

It allows us to objectify our priorities, inform our investment decisions and strengthen the resilience of our B2B distribution business model, present in 22 countries. Beyond compliance with the future sustainability report, we turn it into a genuine strategic steering tool: anticipating our risks, guiding our investments, strengthening the resilience of our model, and reporting, in full transparency, to our stakeholders.

Our stakeholders



For ECF Group, whose activities and business model rely on interactions among a large number of stakeholders, maintaining relationships built on trust and mutual respect is essential to the company's sustainable economic, social and environmental development.

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



ITS EMPLOYEES



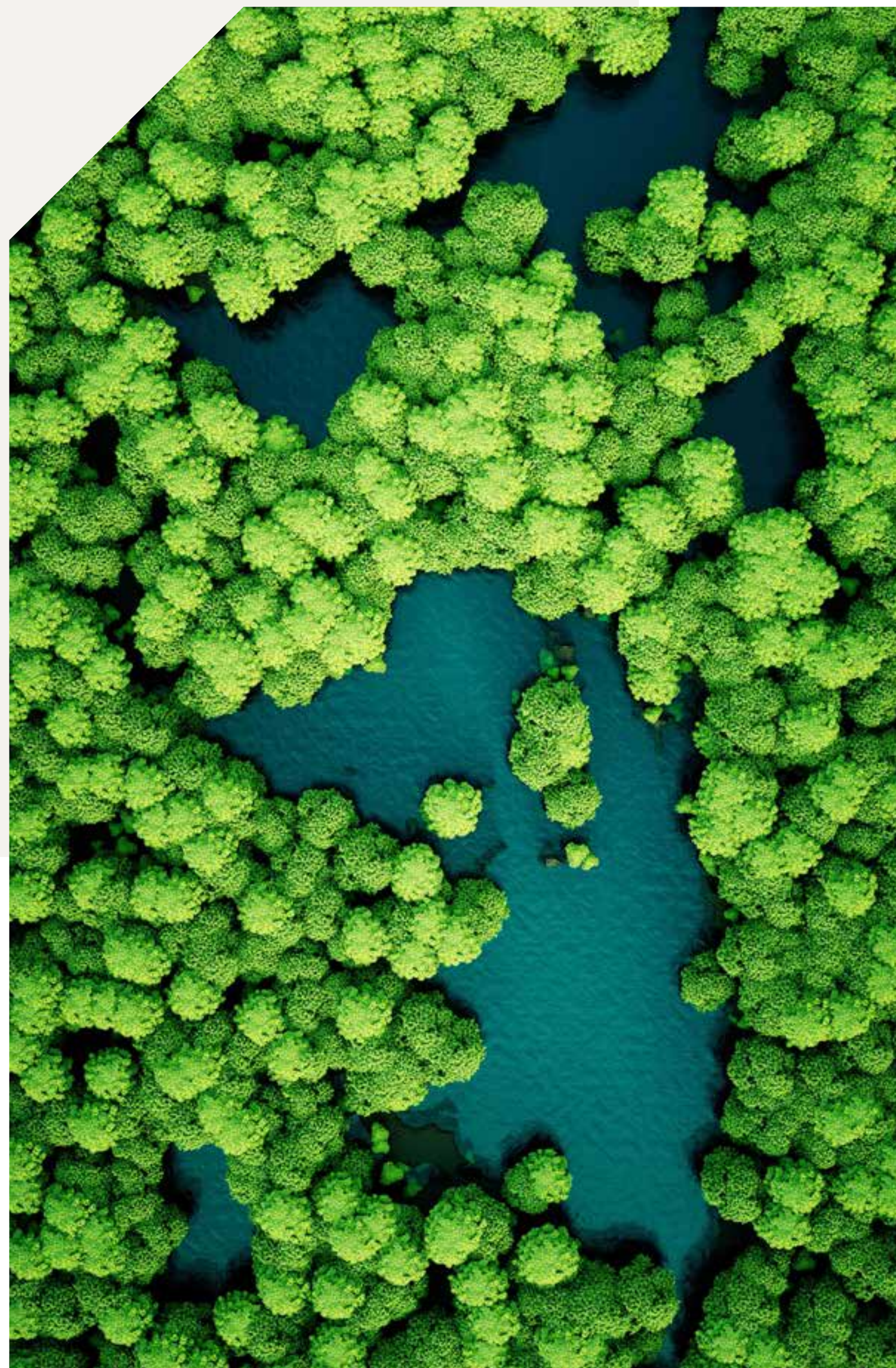
ITS CUSTOMERS



ITS BUSINESS PARTNERS

OUR ECOSYSTEM OF INTERNAL AND EXTERNAL STAKEHOLDERS





Part 1



Reducing

the impact of our activities
on the environment,
alongside our employees

Reducing our carbon footprint and our impact on climate change



Climate change is one of the main drivers of transformation in 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 preindustrial levels, while strengthening adaptive capacity and reducing vulnerabilities.

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

It is in this context that the Group is structuring its climate strategy, drawing on international goals and challenges, to mitigate its impact and strengthen its resilience.

FOCUS ON OUR CLIMATE STRATEGY



Caroline
SOHN

CSR Director
ECF Group

“

Since 2023, ECF Group has measured the carbon footprint of all its distributor brands every year, i.e. 37 entities spread across our 4 regions of operation.

A real challenge!

As this footprint is mostly 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 offering. These levers are essential to reduce our environmental impact and track our progress in a tangible way.

The next steps will involve assessing physical risks within our value chain, defining our emission reduction targets and structuring our climate transition plan. This will be based on the principles of the international SBTi (Science Based Targets initiative) framework, which will serve as our methodological reference.



MEASURING OUR IMPACTS

Measuring our carbon footprint every year is essential to identify our priorities, define targeted action plans and track our progress.

This measurement is based on the GHG Protocol methodological framework. Since 2023, we have carried out a full carbon assessment across the Group, covering all entities acquired before the start of each reporting period.

All major emission sources are included, in particular the manufacturing, use and endoflife of our products, their transport, our employees' mobility, and the energy consumption of our buildings.

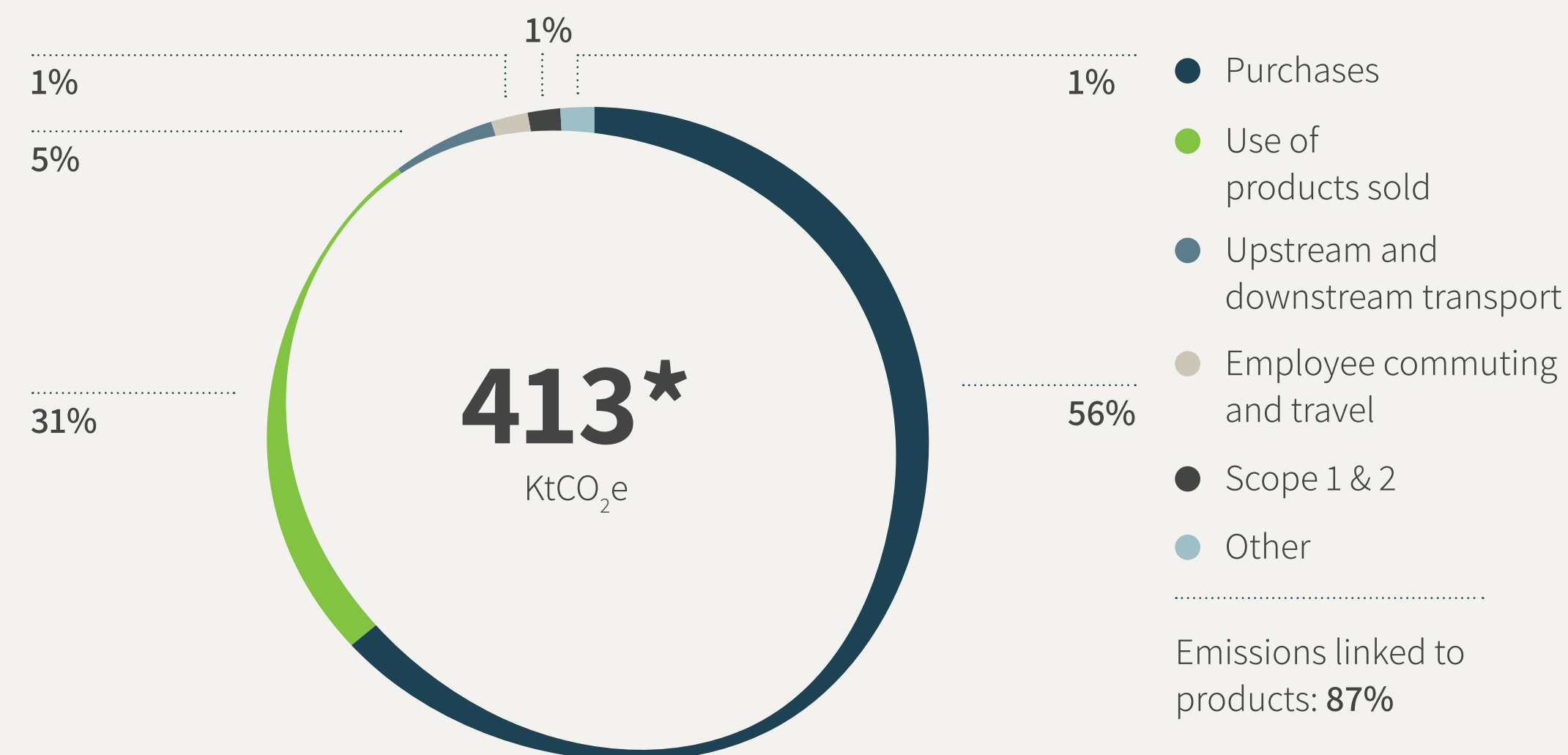
Across the Group, the footprint linked to the manufacturing and use of products represents around 87% of our total emissions.

OUR ACTION PLAN

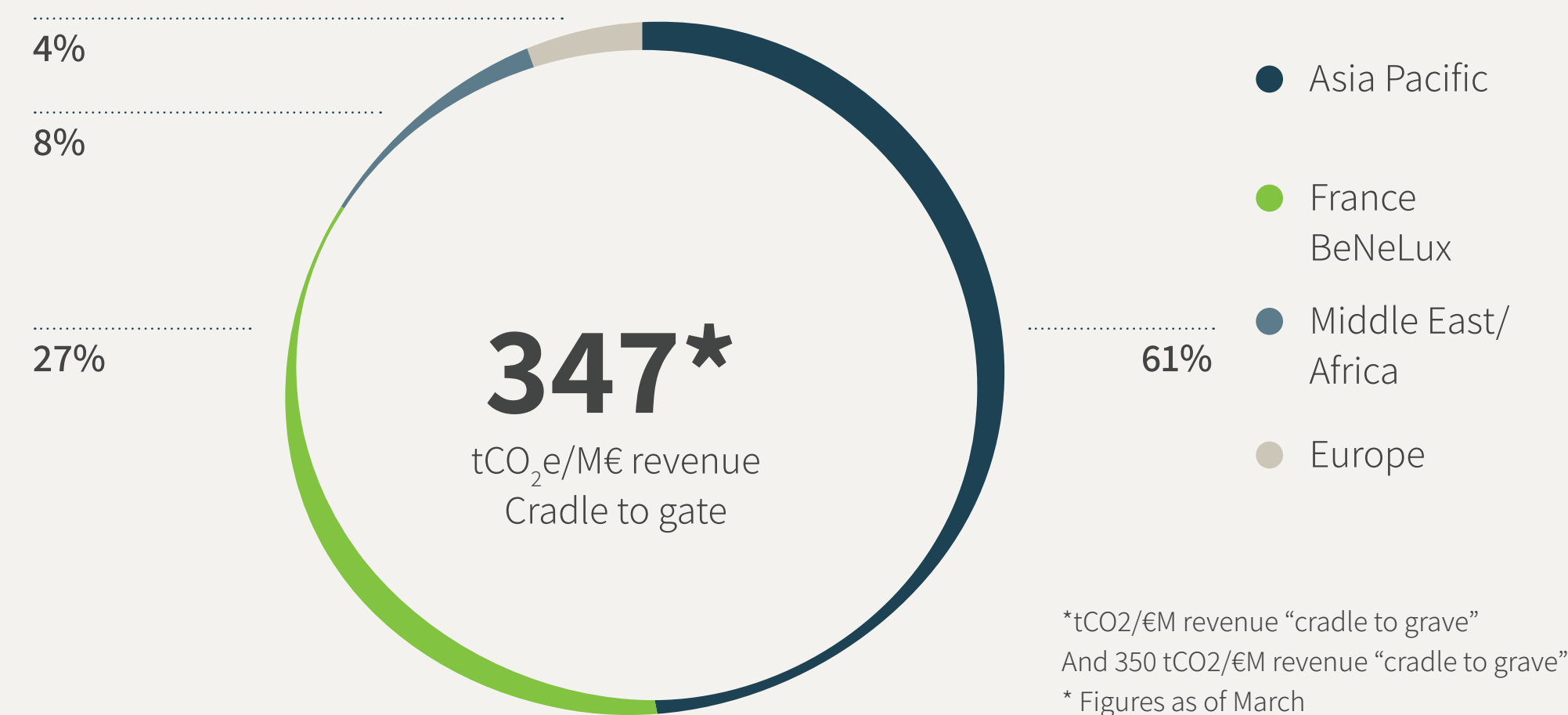
Our action plan focuses mainly on these 3 areas of work:

- **Sober and renewable Energy**
 - Optimise our energy consumption
 - Aim for 100% renewable energy
- **Lowercarbon Travel**
 - Transition to a fleet of lowcarbon **electric** light vehicles
 - Engage our carriers
- **More sustainable Products and Services:**
 - Innovate with ever more responsible products and services
 - Work with our partners to control and reduce the footprint of our products

BREAKDOWN OF CO2 EMISSIONS BY SOURCE



BREAKDOWN OF CO2 EMISSIONS BY REGION



Managing our energy consumption

In 2025, the energy consumption of our facilities represented 0.6% of our emissions.

OPTIMISING OUR CONSUMPTION:

For around ten years, the Group and its subsidiaries have been running numerous initiatives to reduce their energy consumption. To reinforce these efforts, in 2022 we rolled out an energy sobriety plan across the Group. Our main areas of work concern modernising lighting technology, improving equipment energy efficiency and managing consumption.

With both logistics and environmental performance in mind, the Group designs and modernises its platforms by integrating solutions **aimed at reducing energy and water consumption**: LED lighting, presence detectors, heat pumps, natural lighting, and even photovoltaic panels. Several sites illustrate this approach. The **Reward Hospitality** platform in Perth (Australia) and CHS in Milan (Italy) benefit **from natural** lighting that greatly limits the need for artificial lighting during the day. Our Brétigny platform is fully equipped with **presence detectors**, while the Chomette site has deployed a Building Management System (**BMS**) to optimise and manage its energy consumption.

To improve the monitoring of energy performance across all its sites, the Group also relies on **a dedicated tool that centralises and analyses energy consumption** based on billing data collected throughout the year.

LESS ENERGYINTENSIVE MANUFACTURING TOOLS

In 2024, **GastroTotal's** manufacturing plant in Germany, which produces custommade professional kitchens, upgraded its laser cutting production machinery, allowing it to increase production capacity while benefiting from a less energyintensive machine. Electricity consumption was reduced by 21% and metal cutting waste was also reduced.

TOWARDS DECARBONISED ECTRICITY:

Launched in 2024, the **ECF 100% Green** programme aims to increase the share of renewable electricity consumed by our buildings and logistics platforms. Since 2024, work has enabled three logistics platforms belonging to **Reward Hospitality and Mariljohn** in Australia, our platform in Italy at **CHS** near Milan, and the **GastroTotal** site in Austria to be equipped, and since 2025, the **PILSA** site in Granada, Spain.

In addition, the Group covers part of its electricity consumption through **the purchase of certificates of origin** compliant with **RE100**. These certificates are acquired in our regions of operation, notably in Europe, Morocco, the United Kingdom, the United Arab Emirates, Australia and New Zealand.



2030 Target

100%

of electricity consumption from renewable sources by 2030, 84% by March 2027, 88% by 2028



Key Group indicators 2026

80,3%*

of our electricity consumption comes from renewable sources (including 3.4% produced on our own operational sites).* on the scope of subsidiaries present in the Group for 2 full fiscal years

57%

of sites saw a reduction in energy consumption compared with last year (+1pt)

75,9%

of our building floor area is lit with LED technology + 16% versus 2023

-8%

energy consumption on a like for like basis compared with last year, including 10% for electricity and 7% for natural gas. 8%

*on the scope of subsidiaries present in the Group for 2 full fiscal years

Reducing the impact of transport

In 2025, freight transport accounted for 7% of our emissions. Employee travel accounted for 1%.



TOWARDS A LOWCARBON VEHICLE FLEET

As part of our climate action plan, since 2023 we have been progressively rolling out a **low-carbon vehicle fleet**. In France, electric vehicles are offered as a priority for all grades, with a home charging point installed at the company's expense. In Australia, New Zealand, Germany and Italy, hybrid or electric vehicles are being deployed as the fleet is renewed.

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

The **travel policy**, formalised in 2022, favours the use of trains (in France) and lowemission vehicles on site. The mobility manager is responsible for validation and monitoring.

DELIVERING TO OUR CUSTOMERS

For several years, we have been improving the transport of our deliveries, through optimised loading to reduce handling during transit, and routes organised by geographic area. The integration of new subsidiaries into the Group is also an opportunity to work on **optimising sourcing** and storage within a given country.

In 2025/2026, we rolled out a questionnaire to our carriers in each country, to better understand their actions regarding their fleet, route optimisation, driver training, and their 2030 plans for their carbon footprint...

In France, for Chomette, for example, our main national carriers have signed up to ADEME's **Objectif CO2 charter**, and deliver to our customers using solutions adapted to lowemission zones (LEZ), with 99.5% of trucks meeting EURO 6 standards, and 100% of drivers trained in eco-driving and having begun an energy transition. Internally, in certain regions we also have our own delivery truck fleet. At the end of 2024, **Coldis** replaced 73% of its fleet with biogas (B100) vehicles.



Key Group indicators 2026

24%

of low carbon vehicles (sales force and company cars)

9%

of the internal delivery fleet is low-carbon (9 B100 biodiesel trucks)

-7%

reduction in emissions linked to delivery freight compared with last year

Controlling the impact of our activities on living ecosystems



ECF, Chomette, France: differentiated management of green spaces

Managing the impact of our facilities

To reduce environmental impact and protect our employees, we comply with the regulations in force in each country for our environmentally classified facilities and our stores.

We carry out regular inspections and continuously improve the performance of our equipment and processes, whether relating to hazardous materials or the security of our warehouses.



Reward Hospitality, Australia, rainwater harvesting

WATER

By their very nature, our operational activities do not discharge into water or air, but we address the issue of water resources at our own scale, usage being mainly sanitary or for sprinkler systems, by tracking and optimising our consumption at our main sites, along 2 lines of action:

- **Reduction:** mulching the plantings in our green spaces, at the **ECF Group and Chomette** head office, removes the need for watering and reduces weeding.
- **Recovery:** collecting and storing rainwater for watering and sanitary facilities, as at our hub in Australia and **Reward Hospitality's** head office (Yatala), or at the **CHS** site near Milan



ECF, Chomette, head office, Grigny, France – management of 60 trees

BIODIVERSITY

Biodiversity is a focus of attention within the Group, particularly in our green space maintenance practices, as well as through external contributions in which we can modestly take part.

To promote biodiversity, **differentiated management** (late mowing, melliferous flowers, etc.) was introduced in 2023 at the ECF, Chomette head office and hub, and at the GastroTotal production site in Germany. Trees receive particular attention and preservation, including the 60 trees at the head office and the old fruit trees at the GastroTotal site.

For several years, **ECF** has been making a modest contribution to **reforestation in France** and to biodiversity development, with our partner **Ecotree** (planting trees, melliferous hedges, beehives)

Circular economy

OUR APPROACH TO WASTE SORTING AND RECYCLING

Wherever solutions exist, we apply **7stream sorting** (paper, cardboard, plastic, wood, ferrous metals), and hazardous waste is subject to dedicated collection (hygiene products and WEEE). In Australia, **Reward Hospitality** introduced plastic film recycling in addition to cardboard in 2023, at all sites where this recycling channel is available in their region.

Endoflife electrical equipment from after-sales service, as well as IT equipment, is managed, for example in France, with our partner **Ecologic, and for Chomette with LOXY** (a disabilityinclusive enterprise). IT equipment in good condition is audited and reused between Group entities.

Likewise, for more than 15 years, products in good condition from customer returns, discontinued lines or other sources have been donated annually to our longstanding partner associations and NGOs such as **Secours Populaire, Emmaüs** (Banque Solidaire de l'équipement), and, since 2026, **Les Restos du Cœur**. Some products are offered to our employees during secondlife sale events.

REDUCING AND OPTIMISING OUR RESOURCE CONSUMPTION

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

The **reuse of cardboard boxes** or packing material from our own flows or those of our suppliers has been in place for many years at our warehouses and stores, notably at CHS, SDS, GastroTotal, Vauzelle, Goodfellows, Col-dis, Oxstal, Noveo, Chomette, ECF Middle East, etc.

In the Middle East (ECF Middle East, Restofair Rak) and in France (ECF, Chomette), cardboard intended for recycling is converted onsite into packing material, or kraft paper is used (CHS, Chomette, etc.) to protect goods in place of bubble wrap.

Pallet stretch film, the Group's second largest source of waste, is subject to targeted reduction, for example through thickness optimisation at Southern Hospitality, volume reduction at ECF Middle East in 2023, and appropriate strapping use for wrapping (Flexmob).

Numerous waste management and resource optimisation initiatives are deployed by the Group's various subsidiaries. These best practices are shared between subsidiaries, for greater impact.

REDUCING PRODUCT PACKAGING

Our supplier relationships allow us to discuss the evolution of product packaging in line with regulations (PPWR, etc.) and to reduce certain materials such as plastic, fragmentable plastics and expanded polystyrene (EPS).

In Australia, **Reward Hospitality** chose to join a **voluntary programme (APCO)** covering its waste production as well as the packaging of products sold. Suppliers are encouraged, among other things, to remove plastic from product packaging or add sorting instructions.

Among recent developments, plastic packaging has been replaced with recycled cardboard, for example for our Soft Clean brand's toilet paper, for Trenton skewers, or the addition of new coasters sold without plastic packaging. In addition, our bestselling 82L bin liner in Australia has obtained "recycled" certification.

In Europe, subsidiaries are working with their suppliers on the measures needed to meet the requirements of the European **PPWR** directive.



Key Group indicators 2026

68%

of non hazardous waste is recycled and recovered across the Group, an increase of +5 points vs 24/25 and +15% vs 2023

-4,1%

waste generation (in tonnes) on the same entity scope vs 2025, and 3.4% vs 2023

Training and raising awareness of **RSE** issues

Raising employee awareness through major annual events



Sustainability Week 2025 “Eat Well Move Well Collaborate Well” workshop, CHS (Italy), ECF Middle East (UAE)

Since 2008, the Group has regularly rolled out awareness initiatives to help its employees understand and embrace the major challenges of social responsibility.

SUSTAINABLE DEVELOPMENT WEEK

Since 2012, every year, European Sustainable Development Week has been a key moment allowing us to reaffirm our commitments and raise awareness and engagement among our employees.

In 2022, we chose the theme of the **circular economy**; in 2023, that of **Climate Change**.

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

In 2025, we addressed the theme of “good health and wellbeing at work”, “**Eat Well Move Well Collaborate Well**”, with a programme that, depending on the country, included inperson wellbeing workshops (yoga, breathing, sophrology), a conference on “Communicating to collaborate better”, healthy breaks (herbal teas, fruit salads, smoothie bikes at head office, etc.), basketball sessions in the UAE, and stretching and eyeyoga sheets in 5 languages!

RESPONSIBLE DIGITAL PRACTICES

Since 2023, several Group subsidiaries have taken part in **Digital Cleanup Week**, an awareness initiative on responsible digital practices focused on better data management and the reuse of IT equipment. In 2025, thanks to communications rolled out in five languages, this initiative was extended to new subsidiaries, notably in Germany and Spain.

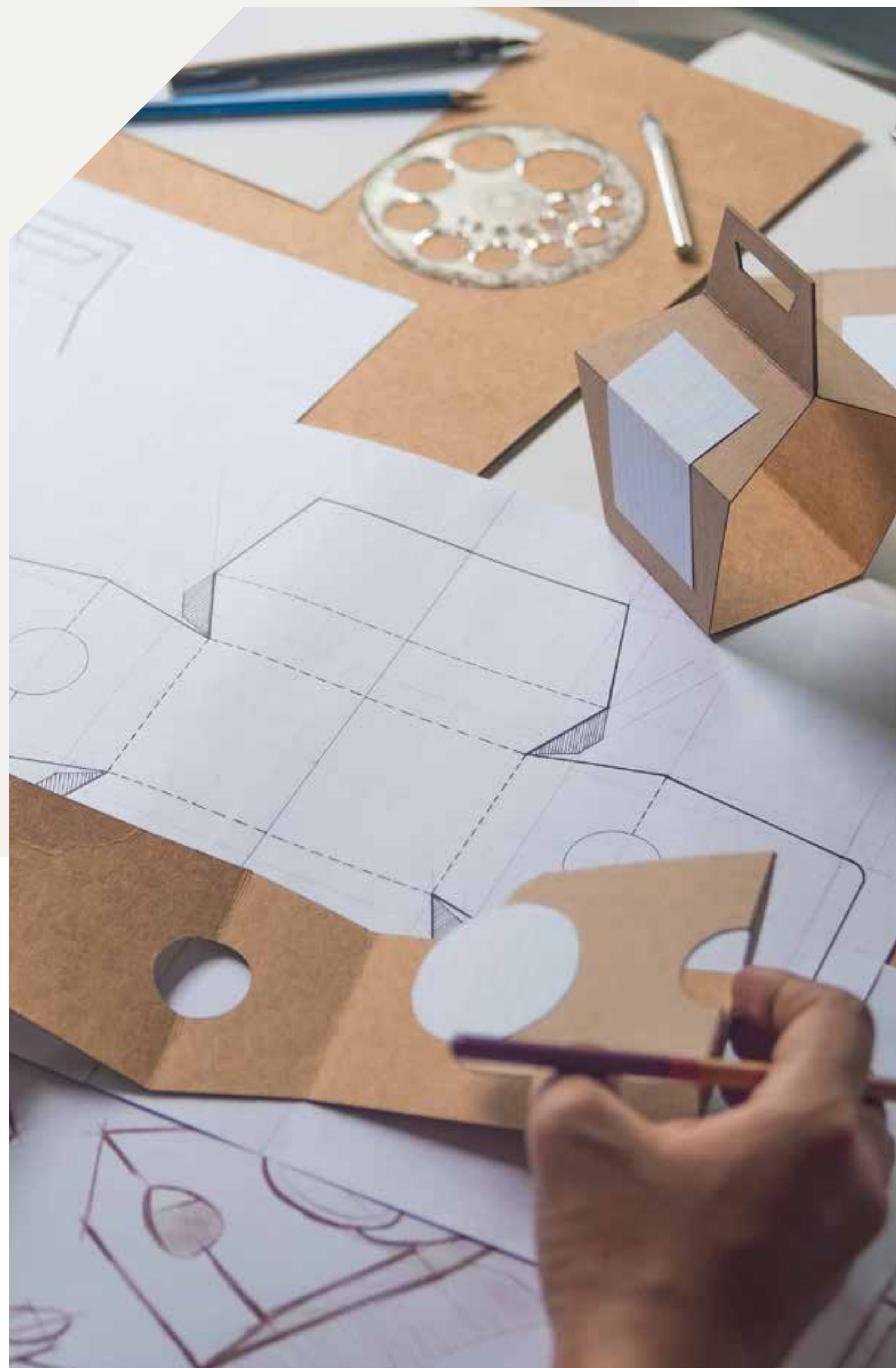
REDUCE AND REUSE

We hold various annual events to raise employee awareness of waste (“big sort” day, “clear out your cupboard, give it a second life”, collection of endoflife mobile devices or electrical equipment, etc.). In 2022, we chose the theme of the circular economy for the Group’s Sustainable Development Week.

European Waste Reduction Week (**SERD**) 2023 and 2024, on the theme of Packaging, provided an opportunity to share best practices showcased by our participating subsidiaries.



Sustainability Week 2025, Restofair Rak, UAE



Part 2



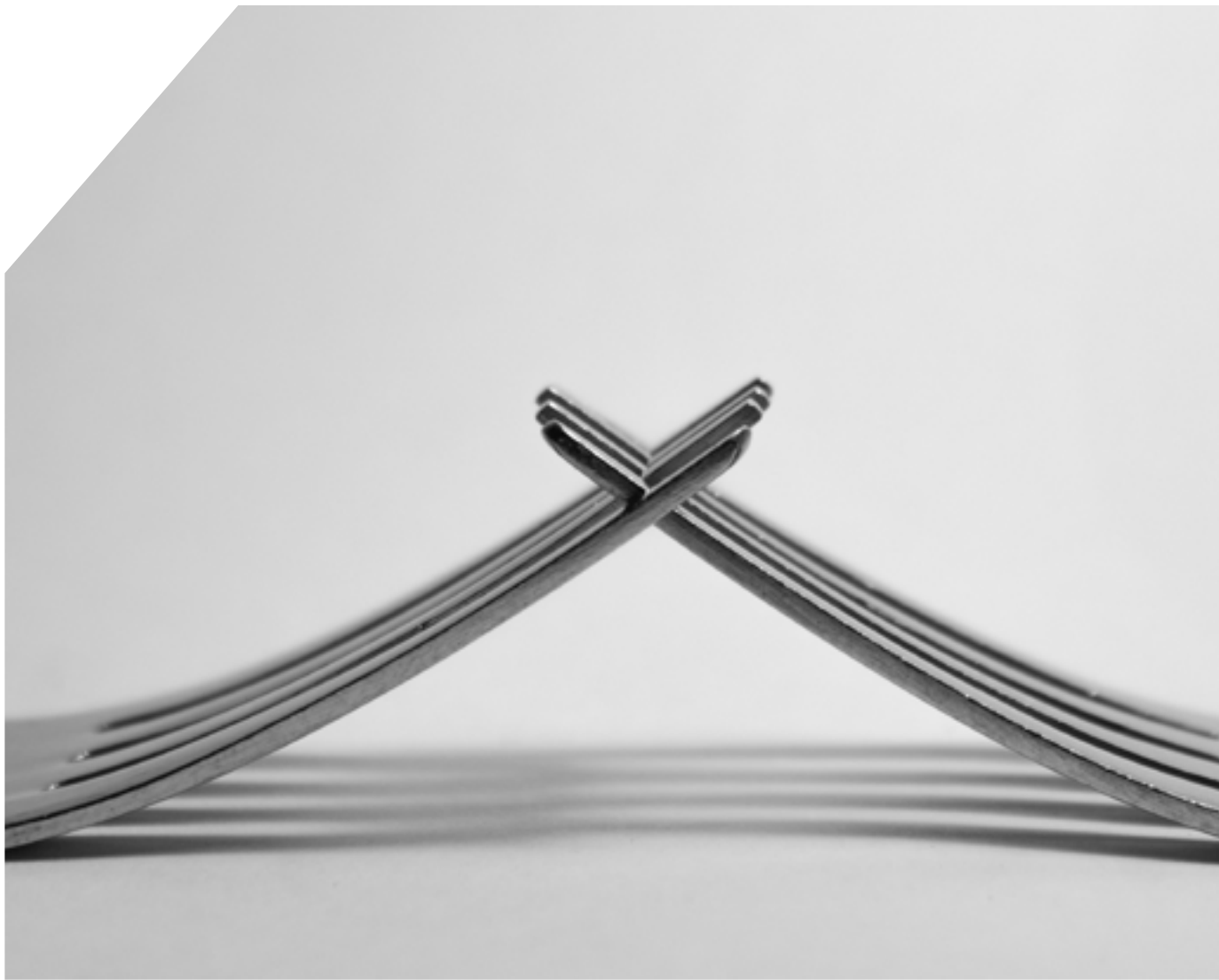
Offering

responsible solutions and
supporting our partners
in their environmental
transition

Offering responsible products and services

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

We are constantly on the lookout for innovative alternatives and solutions in order to offer ever more responsible products and services.



RESPONSIBLE PRODUCTS AND EVER MORE CERTIFIED PRODUCTS



Our products are mostly made of glass, ceramic or stainless steel, materials known for their robustness and recycling potential; glass, ceramic and stainless steel are the flagship materials in our offering. Without being subject to specific certification, some of these materials may include recycled content depending on our suppliers' manufacturing processes.

For other product ranges, such as tabletop consumables, takeaway packaging, hygiene, textiles or electrical equipment, we are gradually increasing the share of products carrying rigorous **labels or made from bio-based or recycled materials**.

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

WHAT IS A RESPONSIBLE PRODUCT FOR ECF GROUP?

A product meeting at least one of the following criteria: a recognised environmental certification, documented recycled or biobased material content, or another verifiable environmental feature.



Key Group indicators 2026

CHOMETTE

12%

of products offered are responsible, representing 26.7% of revenue

REWARD HOSPITALITY

18%

of products offered are responsible, representing 37% of revenue

Focus on our partners' environmental initiatives



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

This year, we felt it was interesting to present the **Arc 1825** Group, notably for its comprehensive approach and its commitment to decarbonising its manufacturing process across all of its factories, from which our various subsidiaries in Europe, the United Arab Emirates and AsiaPacific source their supplies.

Behind **Arc 1825** Group's climate goals are teams who innovate and act every day. From the electrification of processes to the use of renewable energy, via glass recycling, their experience is a concrete illustration of the levers used to build a more sustainable industry.

As our own carbon footprint is mostly linked to the manufacturing of our products, our partners' initiatives are an essential lever for the transition and contribute directly to achieving our reduction targets, as well as those of our customers.



FOCUS ON ARC 1825'S COMMITMENT DECARBONISATION ROOTED IN ACTION

François MERRIAUX Group and Europe Sustainable Development Director
Arc 1825

“

How does Arc 1825 act to reduce its environmental impact? For more than 20 years, Arc 1825 has integrated environmental issues into its strategy. Our decarbonisation approach is based on three complementary levers: energy efficiency, the progressive electrification of our processes, and the development of the circular economy.

In France, we already operate electric furnaces for opal glass production and optimise our consumption through realtime energy monitoring. We also reincorporate a significant share of our glass cullet into production – up to 75% for certain references – while contributing to glassware recycling projects. This momentum is also driven by our international sites.

In China, 100% of the electricity consumed now comes from renewable sources, and several ecodesign projects are reducing the need for raw materials and energy. In the Middle East, our ISO 50001certified site continues its efforts of continuous improvement to control its energy consumption and reduce its emissions.

What is the goal of these initiatives? Our ambition is to sustainably reduce the carbon footprint of our activities by combining industrial innovation, operational efficiency and the circular economy. Every action taken contributes to building production that is more resourceefficient and more respectful of the environment.

The bet on biobased materials and reuse



After several years in the beverage and restaurant world, Pierre, co-founder of **Les Nouvelles Pailles**, observed the limits of the first alternatives to plastic straws. While the environmental transition is under way, the available solutions do not always meet professionals' expectations.

"We didn't just want to offer an alternative to single-use plastic straws. We wanted to offer an in-

novative solution that maintains the level of service quality expected by professionals."

The company then set itself a clear goal: to develop, in France, an innovative alternative suited to the requirements of bars, hotels and restaurants.

To achieve this, it carried out extensive research into materials to find the right balance between food safety, durability, compostability and reuse. The formulations developed notably combine plant-based components derived from sugar cane with mineral materials. The innovation lies in reconciling material characteristics, perceived quality and operational constraints.

This approach led to a range of straws containing plant-based components, as well as Moom Tableware, a collection of reusable cutlery designed along the same philosophy.

"If you want to create a good product all the way through, you also need to factor in the environmental and social dimension." The company received the **PME+ label**, which recognises companies engaged in social and environmental progress.

Les Nouvelles Pailles also chose French manufacturing certified Origine France Garantie, and relies on a disability-inclusive workshop (ESAT) in its production chain, combining industrial quality with social inclusion.

Impact measurement is an integral part of the approach. According to tests reported by the manufacturer, the straws withstand at least 50 professional dishwasher cycles. According to the analysis provided by the manufacturer and its methodological scope, their average carbon footprint is estimated at 2.7 gCO₂e per use, and around 0.8 gCO₂e per use when reused five times.

For ECF, this approach perfectly illustrates the importance of offering professionals concrete, measurable solutions suited to real-world conditions, to support the sector's environmental transition.



Key figures for "Les Nouvelles Pailles"

0

0 nonconformities declared by the company during its latest ISO 9001 and ISO 22000 audits

100%

French manufacturing certified Origine France Garantie

0,8 gCO₂e

0.8 gCO₂e per use when reused five times, according to the analysis provided by the manufacturer



ALTERNATIVES TO PLASTIC AND SINGLE USE

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

Takeaway packaging products receive particular attention. All Group subsidiaries offer FSC or PEFC and OK Compostlabelled food packaging solutions, with our partners or via our own brand Earth Essentials, and reusable, biobased alternative solutions are also introduced every year.

In 2025, ECF Group launched plantbased straws under its Earth Essentials brand as an alternative to plastic.

DES PROCESSUS DE FABRICATION CIRCULAIRES

We continue to reference products made from recycled or **biobased materials** across all product ranges.

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

In 2025, Probbax updated its range of white collectors to guarantee a composition with 50% recycled material.

CERTIFIED, INNOVATIVE HYGIENE PRODUCTS

To reduce impact on health and the environment, we select and expand our hygiene and cleaning product ranges with European Ecolabel-certified or innovative products.

We launched the **Kleaning Essentials** brand in France in 2017: 23 hygiene products based on 100% plantbased surfactants, effective and free from hazard labelling.

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, transport costs and customer storage space requirements!

For example:

- **SANTOROOM**, certified with the **European Ecolabel**, is packaged in recyclable packaging.
- **COLDIS's IDEGREEN** range offers dilutable **capsules to refill** readytouse sprays, ideal for surface cleaning.

SUSTAINABLE EQUIPMENT

The Group continues to develop its range of small and large electrical equipment by progressively integrating environmental criteria into product selection.

We favour durable professional equipment, designed to be repaired and maintained over time thanks to the availability of spare parts. Energy performance is also an important criterion in choosing our ranges. We offer our customers more energyefficient equipment and provide energy performance labels to help them direct their purchases toward the most efficient solutions.

This commitment is notably reflected in the evolution of our Pro. equip **refrigeration range**, which now uses natural refrigerants in place of gases with high global warming potential. We are also working to improve the packaging of our equipment in order to reduce resource use and associated waste.

Lastly, we support our customers throughout the equipment lifecycle. In Australia and New Zealand, our partnership with **SilverChef** offers rental solutions that promote more sustainable equipment use. In France, we work with Ecologic to ensure the collection, reuse and recycling of endoflife electrical equipment, whether from our customers or from aftersales service.

Building lasting relationships with our partners



2026 Partner Convention, Reward Hospitality, Australia

BUILDING LASTING PARTNERSHIPS

ECF Group has long been committed to maintaining strong, lasting relationships with all its stakeholders — customers, suppliers and service providers.

The notion of **partnership with our suppliers** is a fundamental value, aimed at offering our customers innovative products that comply with **regulatory developments** and meet **sustainability challenges**.

To nurture these relationships, **Chomette** and **Reward Hospitality** regularly organise **conventions** bringing together suppliers and sales teams. These events are an opportunity **to showcase and reward our partners** while fostering discussions around products.

To strengthen our responsible commitment to our suppliers and partners, in 2024 all of ECF Group's French subsidiaries committed to and signed **the RFAR Charter (Responsible Supplier Relations and Purchasing)** of the French Ministry of the Economy and Finance.

Charte 
RELATIONS FOURNISSEURS
ET ACHATS RESPONSABLES



ECF GROUP RESPONSIBLE PURCHASING POLICY

Corinne LEDUC Chief Executive Officer,
ECF Group

“

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

The progress made with our partners is already considerable, with ongoing innovation in product design, environmental labelling and packaging reduction.

In 2026, we are stepping up our approach by extending responsible ranges to all of the Group's international subsidiaries.

Mobilising more suppliers around our responsible purchasing charter. Progressively integrating product carbon footprint into our selection and evaluation processes. Our ambition is clear: to make responsibility a lever for sustainable performance, by bringing our partners along on this transformation.

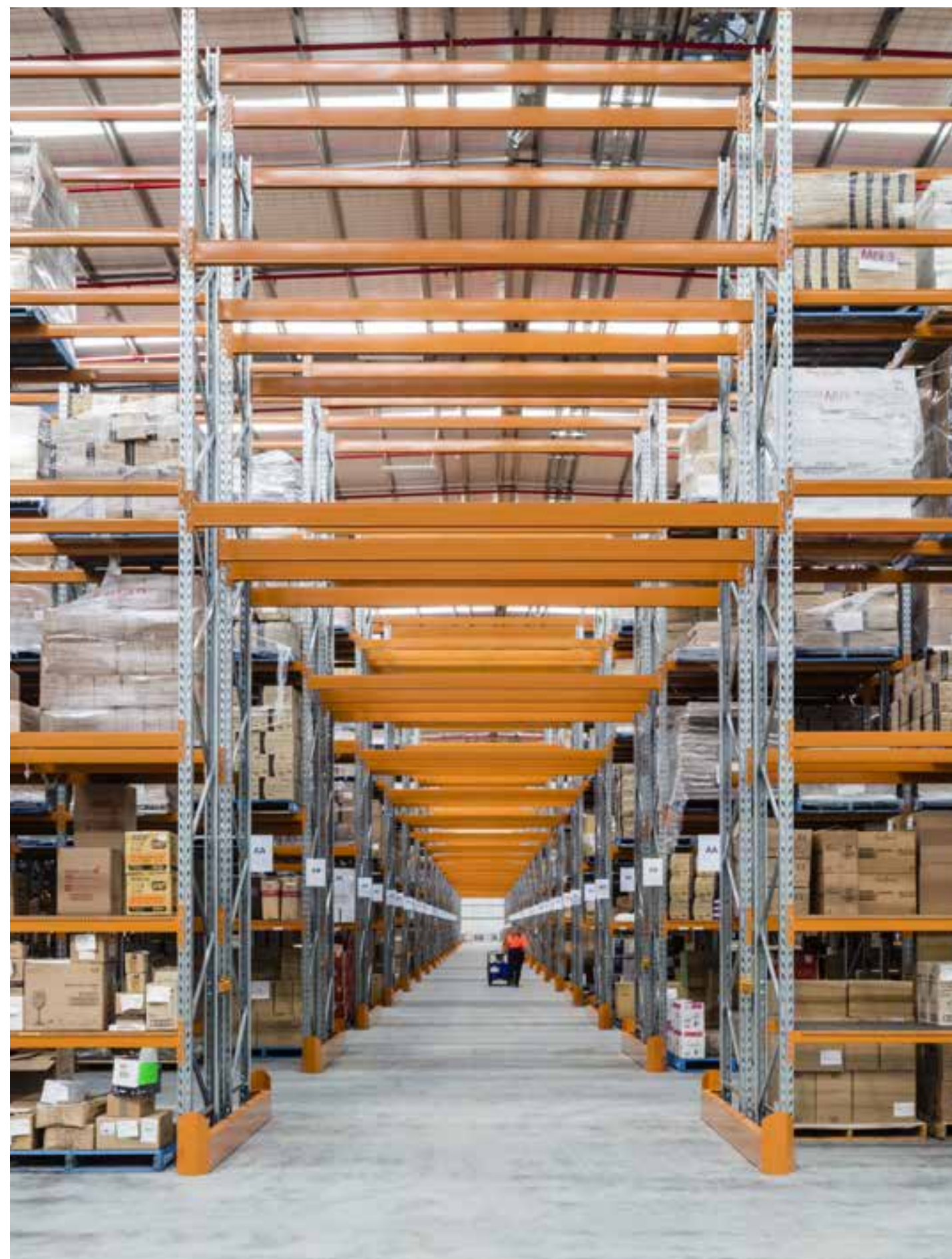


Key Group indicators 2026

350

suppliers have more than ten years of tenure, i.e. 57% for our France and Australia purchasing hubs

Committing with our suppliers to responsible purchasing



Reward Hospitality, Yatala, Australia

As part of our responsible purchasing policy, we favour partnerships with suppliers committed to a CSR approach.

Since 2023, signing our Responsible Suppliers and Purchasing Charter has been a prerequisite for any lasting relationship with us. This approach was reinforced in 2025 with the introduction of a Group Purchasing Policy complementing our charter.

To better understand and support our suppliers, we have rolled out a CSR questionnaire and continued our efforts to raise awareness of environmental, social and ethical issues.

We also encourage our partners to share their CSR innovations and best practices.

In France, 80% of the Asian suppliers of our privatelabel brands had, in 2025, a recent amfori BSCI audit or an equivalent social assessment, demonstrating their engagement in an ongoing process of assessing and improving their social practices.

To sustainably reinforce these practices, all of our buyers in France and Europe will be trained in responsible purchasing by the end of 2027.

OUR CHARTER COMMITS THE GROUP'S SUPPLIERS ON 4 KEY ISSUES:

- **Regulatory issues:** the supplier commits to applying all local laws and rules 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 line with principles of fairness, integrity and equity, particularly regarding the fight against corruption, transparency and confidentiality.
- **Social issues:** the supplier commits, with respect to its employees, to ensuring their health and safety, and refusing forced labour, child labour and employment discrimination.
- **Environmental issues:** the supplier commits to limiting its environmental impact (energy, water and resource consumption, waste generation, etc.) and to implementing all possible actions to this end.



Key Group indicators 2026

85%

of the Group's suppliers have signed the Charter (scope of suppliers of subsidiaries in France, Italy and AsiaPacific)

Ensuring the quality of our services for our customers and partners

Since 2024, ECF Group has invested heavily to ensure a good level of service quality for its customers:

- **In Italy**, we built a logistics centre bringing together our warehouses in order to consolidate orders and ensure smoother preparation.
- **In France**, Coldis opened a 3rd storage and order-preparation cell in 2025 at its Gretz site.
- **In Australia and New Zealand**, we launched a study aimed at optimising the logistics chain and supporting our development in the region.
- **Around the world**, we have invested in stock to support service levels and delivery quality

Customer safety is a priority. For all our product listings, suppliers are asked to sign a commitment to comply with product regulations according to their nature (food contact, electrical standards, REACH, etc.). Random laboratory testing helps secure our privatelabel brands. Ongoing regulatory monitoring is carried out on products that could affect health or the environment.

ECF Group's ambition is to maintain a **high level of customer satisfaction**, as consistent as possible across our subsidiaries.

Harmonising our processes is a key factor in achieving this.

To this end, we have rolled out a quality management system, for which several Group subsidiaries have obtained ISO 9001 certification (ECF, Chomette, CHS, GastroTotal, Pilsa).

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



FOCUS ON AUSTRALIAN LOGISTICS

David BULL DG ECF Group
CEO ASPAC

“

As part of the transformation of our logistics network in Australia and New Zealand, we continue to evolve our warehouses to improve our teams' working conditions, strengthen operational safety, and sustainably support the growth of our business. This transformation relies on investment in both infrastructure and management systems designed to increase the efficiency and reliability of our logistics operations.

We are also optimising our logistics flows to reduce unnecessary transport between sites, limit goods movements and improve the overall efficiency of our distribution network. These actions help reduce our environmental footprint while maintaining a high level of service for our customers.

At the same time, we are strengthening our logistics organisation by developing our teams' skills, improving our operational processes and consolidating performance management. This continuous improvement approach allows us to build a more efficient, resilient and sustainable logistics network to meet tomorrow's challenges.



Key Group indicators 2026

ECF GROUP

5

subsidiaries certified ISO 9001 (ECF, Chomette, CHS, GastroTotal, PILSA) 5





Part 3



Developing

and protecting human
capital within our company
and beyond

Ensuring our employees' wellbeing



QUALITY OF WORKING LIFE AND EMPLOYEE ENGAGEMENT, AT THE HEART OF OUR APPROACH

Mindful of employee wellbeing and the improvement of our practices, we have carried out an annual survey since 2021 for all of the Group's subsidiaries with Great Place To Work, an international label specialised in measuring quality of working life.

In early **2026**, more than **2,400** employees were surveyed to review the year **2025**.

The participation rate, still **very high at 82%** this year, demonstrates our teams' interest in playing an active part in the continuous improvement of the employee experience and working conditions.

ECF Group obtained Great Place To Work certification with a score of **66%**. We are also certified in 6 of the 13 countries in which we operate across the Group.

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

To strengthen employee engagement, initiatives take place in all regions, aimed at improving working conditions, communication and wellbeing. A wide variety of friendly events are also organised across all Group subsidiaries to foster collaboration and engagement, such as charity runs, Diversity-themed events, and sporting or fun contests, encouraging exchange and creating a sense of community within the Group.



Key Group indicators 2026



66%

GPTW Trust Index

82%

participation rate

6 countries

representing more than half of respondents (53%), are recognised as a GPTW

Building a shared culture across the Group



WELCOMING NEW EMPLOYEES

Warmly welcoming and integrating our new employees is a priority, particularly given the frequent integration of new entities into our Group.

Our survey data reflects this: for 2025, **83% of respondents believe that new employees are well received**, thereby fostering good integration into teams. This year, we continued to improve the welcome of new employees by rolling out the existing onboarding programme in France and Benelux to other European countries, notably through ECF Academy, our training platform. The programme will then be gradually rolled out in the Group's other countries.

BUILDING A SHARED CULTURE

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

This internal communication platform allows all Group employees to share tools and news from the Group and its Regions, providing greater visibility on the initiatives of the Group's entities.

It is also an opportunity to **share** the Group's **shared vision and values with everyone**, to guide our actions toward our strategic objectives.



FOCUS ON OUR HR STRATEGY

Pablo
PARETS

Human Resources Director
ECF Group

“What was the main challenge for your HR strategy this year?

Our HR strategy is fully aligned with the continuity of the Group's strategy, with a clear priority this year: strengthening our cohesion and shared culture on an international scale.

In a Group present in many regions, the challenge is no longer just to structure common practices, but to bring them to life concretely in daytoday work, by developing a genuine sense of belonging, regardless of country or entity.

We have therefore focused our efforts on strengthening our Group culture, notably through the rollout of Diversity & Inclusion training, the sharing of best practices between countries, and the development of common tools to measure, within a harmonised framework, our employees' engagement and our leaders' skills.

This momentum has also been accompanied by a more advanced structuring of talent management, with the introduction of tools to identify, at Group level, aspirations for career progression and mobility. The goal is clear: to encourage internal and international career paths, while giving employees visibility over their development opportunities. Lastly, we took a major step

forward with the launch of ECF Academy, our Group training platform, offering multilingual content accessible to all our employees, to support their development and strengthen a common foundation of skills and culture.

A message for candidates?

Join us! ECF is a leading Group in many regions and will continue to grow to strengthen its market positions. With strong values of Proximity, Performance and Professionalism, we are a collective dedicated to our customers, offering superb opportunities for internal advancement and exciting human adventures.

Ensuring our employees' safety

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



PREVENTION FOR OUR SAFETY

In the AsiaPacific region, incident tracking and accident prevention are fully digitalised. Likewise, monthly meetings are held with all sites to **share best practices**, discuss incidents and **remind teams of safety instructions**.

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

Regular inperson training sessions provide training on fire risk **prevention**, **hazardous materials**, and **manual handling and posture in logistics**, in particular.

FOCUS ON MANUAL HANDLING AND POSTURE TRAINING

In **New Zealand**, the **Southern Hospitality** team has introduced a daily stretching ritual every morning, before starting logistics and workshop activities, to promote physical wellbeing and prevent musculoskeletal disorders.

This practice is being rolled out in certain subsidiaries in France and will gradually be extended nationwide.

In **Germany**, **GastroTotal Produktion** holds annual firstaid training sessions in its custom professional kitchen manufacturing workshop, supplemented by the use of personal protective equipment (PPE). Regular 30minute training sessions are also offered on the safe use of the main manufacturing tools: press brakes, circular metal saws, spot welding, portable cutting and grinding machines, general welding and drilling.



Key Group indicators 2026

85%

of employees consider the company to be a **place where safety conditions are met** (4 points more than the previous year) source: GPTW

19,7

accident frequency rate

4,3%

absenteeism, slightly higher vs last year

Training employees throughout their careers

To **support our employees' professional** development and build their skills, we have diversified our training catalogue since 2020.

This includes elearning options available on our internal platforms: “Académie ECF” in Europe and the Middle East/Africa, and dedicated platforms in AsiaPacific. In 2024, “ECF Academy” was rolled out in our subsidiaries in Spain, Germany, Italy and the United Kingdom, reinforcing our efforts for skills development through short, modular sessions for all Group employees.

employees trained

A COMMON FOUNDATION FOR ALL THE GROUP'S COUNTRIES

Since 2023, the Group has been rolling out a core set of training programmes designed to create a shared culture across all its subsidiaries.

These training programmes, made mandatory for all of the Group's digitalised employees, aim to strengthen essential skills related to our CSR commitments and operational challenges.

This core programme began with **cybersecurity** training, to reduce cyber risk, ensure operational continuity and secure our customers' personal data. In 2024, corruptionprevention training was delivered in five languages, alongside the launch of the new version of the Group's code of conduct.

In this momentum, mandatory training was launched in 2025 dedicated to **diversity and inclusion**, specifically aimed at the Group's managers, to strengthen their role in promoting an inclusive, equitable work environment that respects differences.



FOCUS ON ONBOARDING AND TRAINING IN FRANCE

Mary LACROIX Human Resources Director FRANCE

“

We continue to structure our HR practices with a strong conviction: the success of our projects rests above all on our managers.

In this context, 2025 was marked by the launch of a specific support programme for managers.

The goal is clear: to give them the means to be fully engaged actors and ambassadors of our values and our transformations.

This support programme, which will be rolled out more widely in 2026, will aim to strengthen their role in team leadership, performance management and the rollout of our HR practices.

Managers are on the front line: they must embody our commitments daily and actively contribute to the success of our projects.

We will therefore prepare, starting this year, the necessary resources (tools, training, HR support) to support them in this key responsibility.



Key Group indicators 2026

1 604

employees trained

5,8

hours of training on average per employee (FTE)

Promoting diversity and inclusion and combating discrimination

We recognise our diversity as a strength and a source of innovation, creativity and personal and professional growth opportunities. Within ECF Group, we believe that diversity in all its forms is essential to our success as an international organisation and that our differences make us stronger.

We do not tolerate any form of discrimination against employees in recruitment and employment, integration, treatment and career progression, particularly regarding 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 operate.

In 2024, we established and adopted our **Group charter on diversity and inclusion**, affirming our commitment to building a fairer professional environment.

Following on from this, we launched a **training programme for senior executives and line managers**.

This initiative is part of our ambition to train **95%** of managers by 2027, in order to strengthen an inclusive and sustainable management culture. Our ambition is to extend this training to all employees by 2030, and to integrate it into the digital onboarding journey across all our regions.



Key Group indicators 2026

40%

of women in the workforce

37,5%

of women managers

FRANCE / EUROPE INDICATORS

88

2025 F/M professional equality index (ECF Group France Economic and Social Unit)

1,2%

of people with disabilities in Europe



BRINGING INCLUSION TO LIFE EVERY DAY: REWARD HOSPITALITY

David BOWER

Human Resources Director
Reward Hospitality

“

Reward Hospitality's Diversity, Inclusion and Equity (DE&I) agenda for 2026 aims to strengthen an inclusive culture by embedding consistent, transparent and fair HR practices across the company. Priorities notably include developing managerial skills, improving pay and career equity, and maintaining compliance with Australia's Workplace Gender Equality Act through annual reporting and certification obligations. This approach helps strengthen gender equality and the company's credibility.

A major pillar of this strategy is the rollout of the first Reflect Reconciliation Action Plan (RAP). This plan formalises Reward Hospitality's commitment to Indigenous peoples and establishes a framework fostering cultural awareness, reconciliation and inclusive practices. It notably provides for dedicated governance through a RAP working group, participation in national events, as well as the development of Indigenous employment and partnerships with suppliers listed by Supply Nation. DE&I is thus positioned as a fully integrated strategic lever, serving both company culture and performance.

Throughout the year, a calendar of events involving our teams, sponsorship and solidarity actions, as well as initiatives dedicated to employee wellbeing, will help bring this approach concretely to life.

Developing our solidarity and inclusion initiatives

Since 2004, ECF Group and its brands have been committed to supporting local and national NGOs and associations. We provide financial, material or logistical support.

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

These initiatives are organised around six major themes of commitment. Discover some of them on this page.

SUPPORTING ART AND CULTURE

As culture is an essential vector of social cohesion, we chose to support schools and artists.

ECF once again this year continued to support the work of painter **Sergei Chepik**. **Goodfellows (UK)** provided material support for the Culinary Arts courses at Glasgow College, helping future chefs develop their culinary signature. And Reward Hospitality in Perth donated fabric to **Rossmoyne** High School, to be turned into beautiful garments.

SUPPORTING SPORT:

ECF has supported sport in Grigny for more than 20 years now, through the **Fonds Mécénat Grigny**, supporting sportbased inclusion initiatives to the tune of €10k.

Reward Hospitality, for its part, gave material support to the **Ocean Reef Sea Sports Club in Perth** for a charity event on ANZAC Day.

SUPPORTING HEALTH:

CHS, in Italy, in 2026 chose to provide financial support to the local association **P.M.G.**, helping maintain a solidarity transport service enabling people with disabilities to get to medical appointments, treatments and health services.

SUPPORTING INCLUSION IN THE FOODSERVICE SECTOR

Cuisine Mode d'Emploi is a longstanding partner; we were able to come together at the annual lunch in September 2025, for Chomette's 145th anniversary and to close our Sustainable Development Week.

Noveo once again took part this year in the **Foulée de l'Éléphant**, organised by the association **Les Extraordinaires**, thereby helping support this association (see box, next page).

HELPING SICK CHILDREN:

COLDIS provides annual support to the **association Les Blouses Roses**, which works to improve daily life for hospitalised children and elderly people in care homes. This year, by organising a toy collection for hospitalised children as well as donations of hygiene and cleaning products.

OXSTAL, in France, continues each year to support the **Magic Poppins** association, which works with sick children at the Fondation Adolphe de Rothschild Hospital, participating and contributing €5k.

Southern Hospitality in Christchurch supported **Ronald McDonald House** by preparing meals for families whose children are hospitalised far from home.

TAKING ACTION FOR SOLIDARITY AGAINST HARDSHIP

As part of its societal commitment, the Group contributes material donations to support associations and nonprofit organisations working for the inclusion, food aid and housing of people in precarious situations.

ECF, **Chomette**, **Chomette Annecy**, **Fréjus**, **OXSTAL** and **COBAL** made kitchen equipment donations this year to **Secours Populaire** and **Emmaüs** (Banque Solidaire de l'équipement), helping equip households and their charity restaurants. In 2026, Chomette set up a new partnership with **Les Restos du Cœur** in Essonne, to equip 2 new restaurant openings. **CHS** and **SDS**, in Italy, continued their equipment donation partnerships with **Caritas**. Lastly, **Reward Hospitality** made material donations to food banks in several Australian cities (€35k) as well as food donations to **OzHarvest**, an association fighting food insecurity.

Because access to food is a fundamental issue, **Chomette** partnered this year with **Sodexo's Stop Hunger** initiative, an international movement committed to fighting hunger and helping the most vulnerable populations toward greater autonomy.



Inclusion serving the foodservice professions

TRAINING, INCLUDING AND REVEALING TALENT

We want to highlight two associations that work every day to make foodservice professions more inclusive and accessible.

Alongside Noveo and Chomette, the Group supports initiatives that promote inclusion and professional integration in the foodservice professions.

With Le Reflet – Restaurants Extraordinaires and Cuisine Mode d’Emploi(s), we help open up these professions to people who are often far removed from employment or living with disabilities, while helping train the talent our sector needs.

Together, they help make our sector more inclusive, while inspiring new vocations in a sector that is hiring!



Le Reflet restaurants, located in Nantes and Paris, work for a more inclusive society by promoting the employment of people with **Down syndrome and cognitive disabilities** in the foodservice sector. Through its restaurants, Le Reflet demonstrates that it is possible to combine service excellence, conviviality and professional inclusion.

The association **Les Extraordinaires** initiated the creation of these establishments in 2016 and then 2019; since 2020 it has supported project leaders of inclusive restaurants, bringing them together within the **Les Brigades Extraordinaires** collective. Its mission: to accelerate the inclusion and mainstream employment of people with mental and cognitive disabilities.

A committed partner for several years, **Noveo** contributes to equipping restaurants as well as to opening projects for the Les Extraordinaires association, as in 2026 for the **Le R’égale** restaurant – located in Les MoutiersenRetz (44).

To learn more about the association’s mission, discover its restaurants and training schools, visit: <https://lesextraordinaires.org/> and to discover the **Le Reflet** restaurants in Nantes and Paris, visit: <https://www.restaurantle-reflet.fr/>



Solidarity Gallettes operation led by Le Reflet Paris. Noveo provided the packaging and stickers to bring this action to life.

Photo: Arnaud Masson, Abalone Les Foulées de l’Éléphant 2026



Cuisine Mode d’Emploi(s), created by Chef **Thierry Marx**, promotes the professional integration of people far removed from employment through free training in foodservice, bakery and service professions. Present in **8 French cities**, the association supports many learners each year toward sustainable employment.

Several sites have a **training restaurant**, such as Le Safran in **Grigny** (91), La Salamandre in **Paris**, Collège culinaire in **Champigny-surMarne**, and La Manufacture in Besançon, allowing them to put into practice the skills acquired throughout their training.

A longstanding partner, this year ECF was pleased to welcome the 22 trainees of the 2025 Grigny class to the Group’s head office for a closing lunch of its Sustainable Development Week, on the theme of **health and wellbeing**, while celebrating **Chomette’s 145th anniversary**. Our **200** employees were able to enjoy the highly creative and highquality work of the brigade.

To learn more and support them, or to have lunch at one of their restaurants, click here!: <https://www.cuisinemodemplois.com/>



Lunch prepared and served by the “Le Safran” brigade in Grigny at our head office, for 200 guests!

The brigade !



Part 4

Upholding

ethical and
regulatory principles

Our ethical commitments

Fundamental principles, human rights & data security

FUNDAMENTAL ETHICAL PRINCIPLES

This commitment is reflected in our membership of the **United Nations Global Compact charter** since 2004, adopting its fundamental principles: respect for human rights, working conditions and international labour standards, the fight against corruption and respect for the environment, as well as through certifications and a CSR strategy structured around 4 pillars of commitment.

UPHOLDING HUMAN RIGHTS AND ETHICAL PRINCIPLES

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

We also ensure that these principles are applied throughout our value chain, through the signing of a Supplier Charter — 100% of our partners must have signed this charter by 2029 — and through the collection of audit certificates.



FIGHTING MODERN SLAVERY

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

Since 2021, Reward Hospitality has published a **modern slavery** statement and assesses associated risks within its supply chain. In 2025, **76%** of listed suppliers had signed contractual commitments relating to this issue, and **50%** had completed a dedicated questionnaire. This approach complies with the Australian Modern Slavery Act 2018.

DATA SECURITY AND CYBERSECURITY

We care about protecting the personal data of our customers, employees and suppliers, and we are committed to deploying data security procedures across all our subsidiaries, particularly in Europe, in line with GDPR regulations (DPO, registers, etc.).

As part of its IT policy, the Group has made **cybersecurity** a top priority, strengthening its arrangements with the arrival, in 2023, of a **Group Chief Information Security Officer (CISO)**. We have thus stepped up our actions, procedures and investments to secure our IT systems, and rolled out mandatory elearning training to engage and empower our employees regarding the risks of cyberattacks.



Sustainability Week 2024 on Diversity, Muddle Me, UAE



Key Group indicators, March 2026

48% of our employees have already been trained in cybersecurity – 85% target for 2026

4 phishing campaigns carried out over the past 2 years

0 major cyber incidents

0 personal data breach

22 years as a signatory of the United Nations Global Compact

Our ethical commitments

Business ethics



As part of its activities, ECF Group is committed to operating in accordance with ethical and corporate responsibility principles.

Respect for ethical principles such as integrity and honesty, respect for individuals, and compliance with international norms and standards have always been at the heart of ECF Group's business conduct strategy and value system.

These principles are formalised within a comprehensive anticorruption system, which can be viewed and downloaded from [our website](#).

In 2023, we worked to further develop our system, with the aim of rolling it out across all Group companies in all countries, involving all 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 incorporate topics related to conflicts of interest, antimoney laundering policy and the financing of political parties.



2 - A risk map. Driven by the Group's Chairman and its COMEX, the risk map was updated in 2024, along with its action plan.



3 - A secure and confidential whistleblowing system. A digitalised external reporting platform, complemented by an uptodate whistleblower policy, allows 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. Incorporating this system into our entities' internal regulations allows the employer to take sanctions in the event of a breach of the code of conduct or the whistleblowing policy.



5 - A training programme. Designed to raise awareness among all our employees of anticorruption issues, this programme was prepared in 2023 and launched in 2024. These elearning modules allow employees to learn about corruptionrelated risks, the rules to apply, and the behaviour to adopt where relevant, within their own scope.



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 Group indicators, March 2026

100% TARGET !

91%

of our r employees trained in corruption prevention

0

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

5

alerts relating to discrimination or harassment





Vision 2030

Outlook

For the years ahead, ECF Group is setting new ambitions and reaffirming the continuation of its commitment.

CONTINUING THE ROLLOUT OF OUR CSR POLICY

Given the challenges ahead, our strategy must be built for the long term. We will continue to evolve our CSR strategy and policy, taking into account the expectations, risks and opportunities inherent to our sector.

We will enrich our 2030 objectives and the associated action plans. This notably includes our carbon footprint reduction trajectory, as well as our transition plan.

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

OUR CSR PERFORMANCE

Managing our CSR performance is essential to steering our CSR strategy, defining our objectives and rolling out our multiyear action plan.

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

This is all the more critical as, from 2028, we will produce our extrafinancial reporting aligned with the CSRD (Corporate Sustainability Reporting Directive) framework.

To complete the steering of our performance, we will continue our EcoVadis assessments and roll them out across all the Group's countries.

OUR MEDIUM AND LONGTERM 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, benchmark partner, able to support our customers in achieving their CSR commitments by offering them responsible, concrete solutions suited to their challenges.

Our Group objectives for 2030

Pillars	 Environment	 Product	 People	 Ethics
Commitments	Commitments Reducing the impact of our activities on the environment, alongside our employees	Offering responsible solutions and supporting our partners in their environmental transition	Developing and protecting human capital within our company and beyond	Upholding ethical and regulatory principles
2030 Objectives	renewable energy for electricity consumption, across all our activities within the Group 100% Annual carbon footprint scope 1, 2 and 3 for 100% of our entities	of suppliers signed up to our supplier and responsible purchasing charter 100%	Gender parity in management positions and across the workforce 100% of managers trained in diversity and inclusion	of exposed employees trained in business ethics 100% DATA PROTECTION: 100% of subsidiaries GDPR compliant

Integrating CSR into our external growth strategy

ECF Group has a strong ambition for external growth in order to strengthen and expand its range of products and services in its areas of operation. **Our goal is to ensure the transformation of our company with simplified brand platforms, common tools, shared values and a coordinated approach, to make ECF an integrated international Group.**

OUR ACQUISITION (M&A) STRATEGY

The Group's M&A* strategy consists of identifying the most relevant players in our market (foodservice equipment distribution) across the Group's geographic regions (Europe, Middle East, AsiaPacific).

Our ambition is to consolidate the local market and new markets (geographic expansion, expansion of the customer or product portfolio) by acquiring highpotential companies that share ECF's values.

* M&A: Mergers and Acquisitions

INTEGRATING ESG CRITERIA INTO THE ACQUISITION PROCESS

With the growing 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. An undeniable asset, which inspired us to develop an ESG questionnaire that we are progressively rolling out to our acquisitions with revenue above €25M.

ESG IN THE INTEGRATION PROCESS

Drawing on our experience with PMI ("postmerger integration"), key to our Group's success, we have put in place a structured **postacquisition integration programme to deploy the Group's synergies and added value**. The programme coordinates integration across Finance as well as CSR, HR, Purchasing & Supply, IT and Marketing.

Considering CSR topics from the due diligence stage onward allows us to meet stakeholders' growing expectations, ensure risk management, and seize sustainable value-creation opportunities, while aligning 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 2024



FOCUS ON OUR M&A STRATEGY

Bertrand FERRATON DG ECF Group
CEO EMAI

“

ECF Group is actively pursuing its external growth strategy, with particular attention paid to development in Europe. In this context, Corporate Social Responsibility (CSR) is an essential pillar of new subsidiaries' integration.

Although companies joining the Group are generally aware of CSR issues, they do not always have a structured strategy. Thanks to a proven integration process, ECF quickly rolls out 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 momentum. Present in Spain, the Dominican Republic and Mexico, PILSA has benefited for two years from structured support to integrate the Group's CSR commitments:

- Enriching the range with ecoresponsible and certified products
- Guaranteeing a high level of compliance and ethics for all customers
- Integrating PILSA into the Group's CSR report from 2025
- Harmonising internal practices
- Launching the “Great Place to Work” certification process with a defined action plan
- Integrating PILSA's CEO into the Group's COMEX

The next steps are already under way, with a progressive rollout of the Group's CSR objectives through to 2028. This integration model is applicable to all future acquisitions.

This process is also an opportunity to enrich the Group's CSR maturity through the sharing of best practices and local initiatives launched by these banners before their integration.



Sustaining experiences in Hospitality & Care