

GRUPPO MARR
MARR
dove c'è ristorazione

*50*anni
1972-2022



Euronext Sustainability week

September 10th, 2024



Introduction

Highlights

Food quality and safety

Environment

Social

Governance



- **MARR**, listed on the **Euronext STAR Milan** segment (“Segmento Titoli Alti Requisiti”) of the Italian Stock Exchange since 2005, as **leading company in Italy in the sale and distribution to the foodservice of food and non-food products** considers since long time Sustainability to be an active part of the company’s dynamics and it has defined policies, objectives and initiatives in the ESG field (**Environment**, **Social** and **Governance**)
- The pillars on which MARR’s development strategies are based pertains to: Customer orientation, full implementation of Governance best practices and enhancing the value of People. These are fundamental assets of our strategies. [MARR's Sustainability values](#) are promoted along the value chain, through the selection of supply sources, the process optimization, and the concrete contribution to environmental protection and ecosystems safeguard
- MARR's objectives, commitments and activities relating to Sustainability are illustrated in the latest [Sustainability Report](#) from which are largely extracted the contents of **this presentation** aimed at providing a **summary framework**



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Consolidated results

€ mln	2023	2022	2021
TOTAL REVENUES	2,085.5	1,930.5	1,456.3
EBITDA	123.1	82.1	90.5
NET RESULT	47.1	26.6	35.0
NET EQUITY	355.5	341.5	349.5
NET FINANCIAL POSITION* / NET EQUITY	40%	41%	19%

* net of IFRS 16

MARR figures



MARR Products



MARR Suppliers

over **2,700** SUPPLIERS



OF WHICH **789 (29%)** MEETING ENVIRONMENTAL OR SOCIAL SUSTAINABILITY CRITERIA

Certifications



10 International Certifications

(in the field of quality, food safety, environment, sustainability with certifications on its control regulations)

*FSSC 22000 obtained in 2023

Recovery



over **3,200** TONS OF WASTE DESTINED FOR RECOVERY

MSCI confirms to MARR "double A" rating

MARR obtains the "double A" rating in 2023, also confirmed on January 2024, for the ESG rating assessment that rewards the path of strengthening the approach to sustainability for implementing projects in each of the three ESG areas.

MSCI
ESG RATINGS

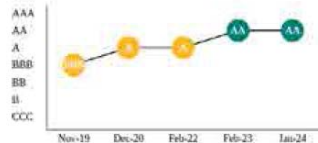


CCC B BB BBB A AA AAA

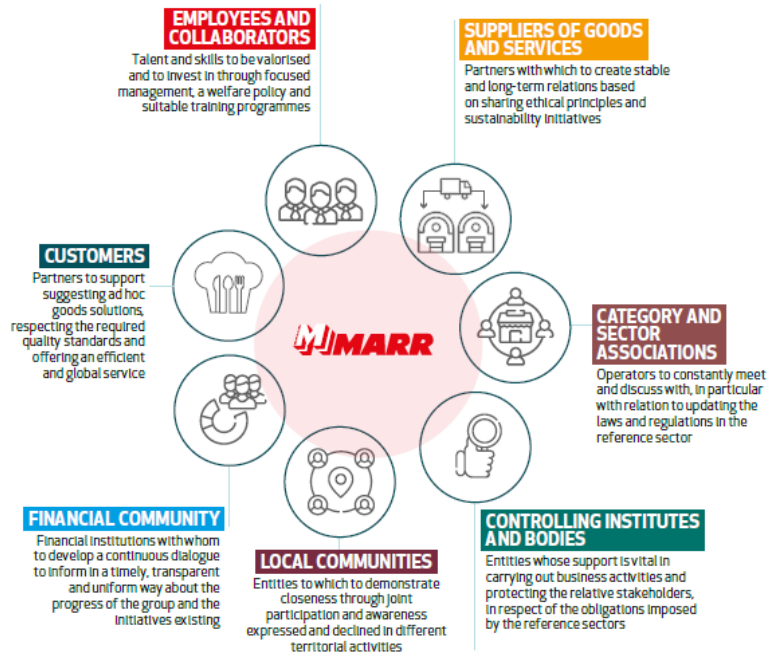
RATING ACTION DATE: January 26, 2024

LAST REPORT UPDATE: March 08, 2024

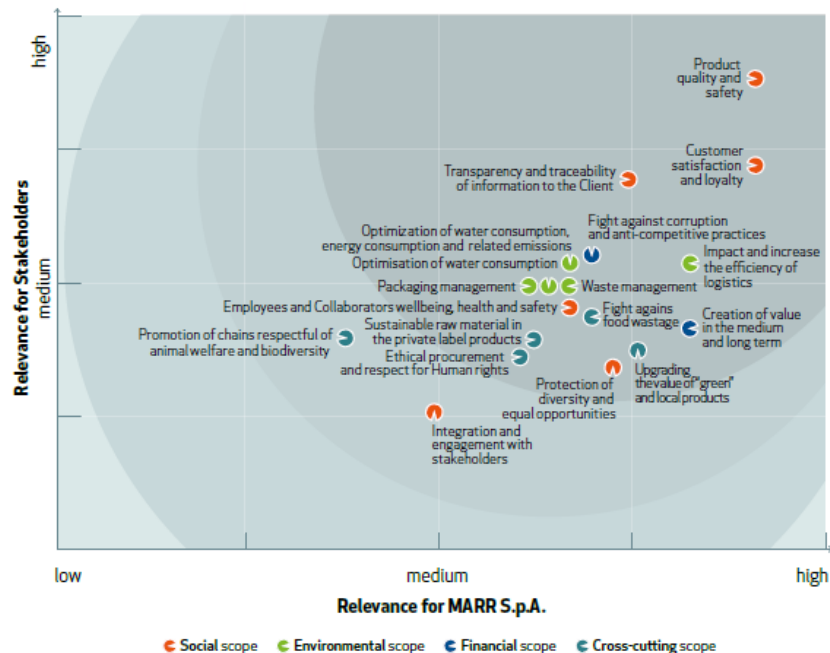
ESG Rating history



- MARR's Stakeholders

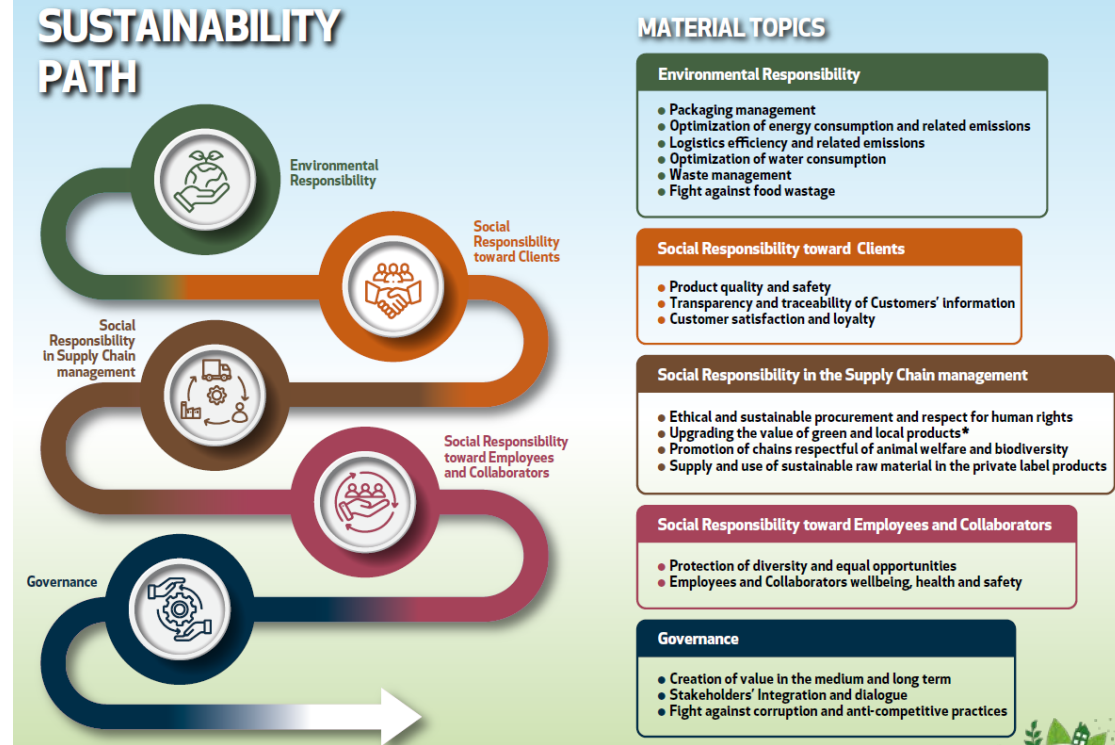


- Materiality Matrix in 2023 Sustainability Report



• SDG and Material Topics - 2023 Sustainability Report

SDG (Sustainable Development Goals)	MATERIAL TOPICS	SDG (Sustainable Development Goals)	MATERIAL TOPICS
	FIGHT AGAINST FOOD WASTAGE		SUPPLY AND USE OF SUSTAINABLE RAW MATERIAL IN THE PRIVATE LABEL PRODUCTS
	UPGRADING THE VALUE OF "GREEN" AND LOCAL PRODUCTS		PACKAGING MANAGEMENT
	CUSTOMER SATISFACTION AND LOYALTY		WASTE MANAGEMENT
	TRANSPARENCY AND TRACEABILITY OF CUSTOMERS' INFORMATION		LOGISTICS EFFICIENCY AND RELATIVE EMISSIONS
	PRODUCT QUALITY AND SAFETY		
	PROTECTION OF DIVERSITY AND EQUAL OPPORTUNITIES		PROMOTION OF CHAINS RESPECTFUL OF ANIMAL WELFARE AND BIODIVERSITY
	OPTIMIZATION OF WATER CONSUMPTION		
	OPTIMIZATION OF ENERGY CONSUMPTION AND RELATED EMISSIONS		
	EMPLOYEES' AND COLLABORATORS WELLBEING, HEALTH AND SAFETY		INTEGRATION AND DIALOGUE WITH STAKEHOLDERS
	ETHICAL PROCUREMENT AND RESPECT FOR HUMAN RIGHTS		FIGHT AGAINST CORRUPTION AND ANTI-COMPETITIVE PRACTICES
	CREATION OF VALUE IN THE MEDIUM AND LONG TERM		



Introduction

Highlights

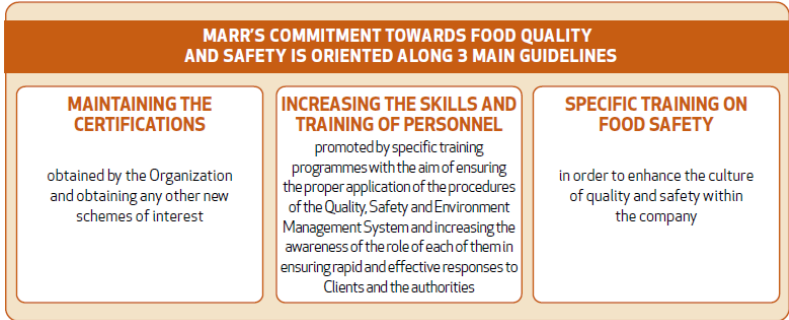
Food quality and safety

Environment

Social

Governance





The main certifications obtained by MARR are:

MARR CERTIFICATIONS

- 1998 **ISO 9001** BUREAU VERITAS Certification Quality management system
- 2007 **ISO 22004** BUREAU VERITAS Certification Traceability system for food processing companies
- 2008 **ISO 22000** BUREAU VERITAS Certification Food safety management system
- 2012 **CERTIFICATION FOR MARKETING OF ORGANIC PRODUCTS**
- 2013 **ISO 14001** BUREAU VERITAS Certification Environmental management systems

- 2018 **SUSTAINABLE FISH CHAIN CONTROL SYSTEM**
- CHAIN CONTROL SYSTEM AND SUSTAINABLE MSC FISHING CERTIFICATION** (chain of custody)
- 2019 **ASC SUSTAINABLE AQUACULTURE CERTIFICATION AND SUPPLIER CONTROL SYSTEM FOR ANIMAL WELFARE** (laying hens supply chain)
- 2022 **SUPPLIER CONTROL SYSTEM FOR ANIMAL WELFARE** (broilers national supply chain)
- 2023 **FSSC 22000** BUREAU VERITAS Certification **FSSC 2200** for Food Safety Internationally recognized by the Global Food Safety Initiative (GFSI)

Focus on: FSSC 22000 certification recognised by GFSI

During the course of 2023, MARR obtained the FSSC 22000 certification for food safety recognised by the Global Food Safety Initiative (GFSI). FSSC 22000 is based on the ISO 22000 management standard for food safety. Integrated with the sector prerequisites (Pre-Requisite Program - PRP - ISO-TS 22002 - 5 2019) and the additional requirements defined by the GFSI.



The following is a list of the aspects implemented as required by the certification rules:

- I. "Fraud prevention plan" (Food Fraud) to mitigate the risk of possible fraud;
- II. "Food Defense Plan" to protect the company from malicious action that may compromise MARR's activities, in addition to the health of Clients and consumers;
- III. Procedure for the purchase of food products in emergency situations in order to guarantee business continuity;
- IV. Specific training for the internal auditors (a course of 40 hours was provided by a training entity accredited for the reference regulation).



Sustainable fishing and aquaculture

MARR is a leading company in the sale of fresh and frozen seafood products, with procurement channels involving suppliers operating in various countries of the world and is well aware of the risks linked to the depletion of marine resources caused by illegal or unregulated fishing practices and, in some countries, the risk of the violation of human rights and failure to respect dignified labour conditions for the workers.

For this reason, MARR has developed its own management regulations for sustainable fishing on a voluntary basis and certified by a major international authority and a programme of checks in the countries at most risk, encouraging the protection of fish stocks and the respect of human rights and dignified working conditions for people.



PURPOSES

- Encouraging sustainable development in the fishing sector, ensuring full traceability up to fishing vessels
- Combating illegal and unregulated fishing
- Respecting human rights in the country of origin
- Supplying fish products capable of satisfying the quality, safety and labelling requirements in compliance with the applicable laws and regulations

To check on suppliers' observance of the requisites of the supply agreements, MARR carries out programmed inspections at the production establishments located in third countries. Said inspections are carried out by MARR's internal auditors and by external inspectors of private certification bodies, and they are defined in specific control plans.

The Company expressly requires that its suppliers respect the laws in each country and compliance with the international guidelines for ensuring the respect of human rights and labour (**Universal Declaration of Human Rights and International Labour Organization Convention**). These requirements are included in the controlling check lists used by the auditors in the sustainable fishing supply chain.



In March 2021, MARR has undertaken to expand its supplier verification activities to the fish farming. In accordance with the control programme for the "Sustainable fishing supply chain", in order to ensure the respect of the criteria of animal welfare defined for fish, and specifically:

- Farming density
- Water quality
- Conditions and time of transport
- Butchering processes

MSC e ASC

MSC = Marine Stewardship Council
ASC = Aquaculture Stewardship Council

In the sustainable fishing and fish farming sector, MARR has also been awarded MSC and ASC certifications for the chain of custody. The MSC brand is the most widespread and known system of guaranteeing sustainable fishing internationally, while ASC is its aquaculture equivalent.

MARR's commitment is to make MSC, ASC or equivalent certified references available to its customers and to encourage these products, contributing towards protecting the marine environment and rewarding businesses that commit to sustainable fishing and fish farming practices.



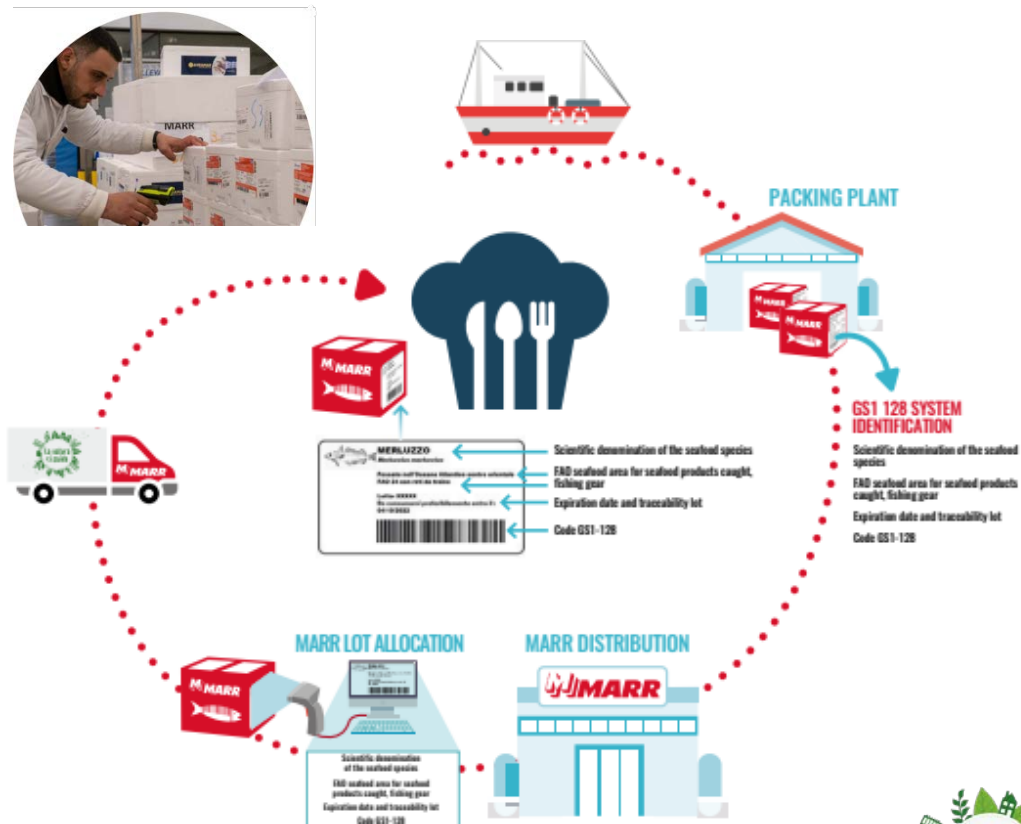
The traceability system

The traceability system adopted by MARR is certified in compliance with the ISO 22005 standard (traceability in the agri-food supply chains) and is based on the GS1 – 128 coding standard.

Through this system it is possible at any time to document the history of a product from its origin to the final consumer, through the registration and identification of all the information useful to guarantee its traceability along the supply chain.

The tracked information depends on the type of product. For example, for seafood products, in compliance with internal procedures and the specification for the sustainable fish supply chain, through the attribution of an internal lot ("Lotto MARR"), it is possible to trace at every stage of the distribution, from purchase to delivery to customers, the following elements:

- Scientific denomination of the seafood species
- FAO seafood area for seafood products caught fishing gear
- Farming country for farmed seafood products
- Name of the water body and related country for freshwater fishery products
- Expiration date and traceability lot (code GS1-128)



Animal Welfare

Beef supply chain

In assessing the sustainability of suppliers, MARR pays particular attention to sensitive supply chains, such as that of beef.

The main supplier of this category of products is Inalca S.p.A., leader in Italy and one of the major European players in the beef sector, which has created a fully integrated, certified and traceable supply chain, applying the principles of the circular economy, sustainability and of animal welfare. Inalca has developed a complete animal welfare management and assessment system, updating and developing rules that go beyond the stringent laws on the subject, in all phases of the supply chain: breeding, transport and slaughter. For the assessment of



animal welfare on farms, Inalca has adopted the official Classyfarm standard promoted by the Ministry of Health and developed by the National Reference Center for Animal Welfare (CRenBA) and has prepared the "Breeder's Good Practice Manual" intended for all the farmers from which it is supplied.

monitored and verified.

A selected group of farms and slaughtering and processing structures adhere to the supply chain, integrated and coordinated by the Inalca supply chain manager according to the principles of the ISO 22005 standard. The farms are certified from the birth of each subject by a recognized third-party body and credited.



Antibiotic Free and Animal Welfare beef and pork meat lines have been defined. The supply is managed by the supplier Inalca.

The products are available in MARR's selection and they can be found in the catalogue with the sale denomination and the updated technical data sheets.

The beef meats (calf, steer and heifer) meet the following requirements: "Absence of antibiotic treatment in the last 4 months" and "Animal welfare in the breeding farm according to the C.Re.N.B.A. standard".

The pork meats and cold cuts meet the following requirements: "Absence of antibiotic in the last 120 days" and "Certified wellbeing in all of the rearing phases, transport and slaughter".

Laying hens and broiler chickens' supply chain

In 2019, MARR defined a set of regulations to be applied to the supply chain of products of animal origin, obtaining the certification of the supply chain of egg-laying hens in the same year (**Supplier control system for animal welfare - egg-laying hens**). In 2022 MARR extended the supplier control system for animal welfare and the related certification to the national broiler chicken supply chain.

In compliance with its own regulation, MARR has conducted a series of inspections at the egg-laying hen farms it procures supplies from, conducted by external auditors, to verify that the animal welfare conditions contemplated by the laws in force are respected and that the improvements can be implemented.

MARR has also undertaken **awareness campaigns** and communications aimed at the sales force and customers in order to encourage the use of eggs and egg products from uncaged, open-air or organic farms which will continue in coming years.



MARR is committed to suspending the sale of eggs and egg products deriving from hens raised in cages and in combined systems by 2025.

Categories of Green Food Products



Products complying to GPP

Products which enable the implementation of a policy of Green Purchases (Green Public Procurement) consistent with the National Action Plan for GPP (NAP GPP) and comply with one or more of the environmental sustainability requirements provided by MD n.65 dated 10 March 2020.



PDO products

The Protected Designation of Origin mark, better known by the acronym PDO, is a mark for the legal protection of the denomination that the European Union attributes to those agricultural products and foodstuffs for which the stages of the production process are realised in a delimited geographical area and for which the production process is in compliance with a set of specifications of production. All the production, transformation and processing of the product must occur within the delimited area.



PGI products

The Protected Geographical Identification mark, better known by the acronym PGI, is a legal protection mark attributed by the European Union to the agricultural products and foodstuffs originating in a specific region and country. The PGI products quality, reputation and characteristics can be traced to geographical origin and at least production or transformation or processing must be done inside the delimited area.



Traditional Agri-food products

Traditional Agri-Food Products are products included in a list kept by the Ministry of farming, food and forestry policies (Decree no. 350 of 8 September 1999) in collaboration with the regional authorities. The characteristics of the products and the methods of processing, conservation and seasoning must be proven over time on the basis of local customs and must be uniform and constant and also registered the local Chamber of commerce for industry, handicraft and agriculture.



Organic products

Organic agriculture is a type of agriculture involving the entire farming ecosystem, which uses the natural fertility of the soil in a limited number of interventions, promotes biodiversity in the environment and excludes the use of synthesis products (except those specifically allowed by European Union law) and genetically modified organisms.



Fair trade products

Fair Trade products constitute a concrete and sustainable alternative for the international trading, on a tangible market, by people for people in which the work ethic provides dignity and a future to millions of workers, especially in southern hemisphere countries. Fair Trade has the primary objective of balancing relations with countries with less developed economies, improving market access through adequate wages and dignified working conditions.



Organic aquaculture products

Organic aquaculture promotes the farming of fresh and salt water fish, shrimps, molluscs, and algae, through organic and certified techniques, developed in compliance with relative laws and specific standards. The basic aspects of organic fish farming are: to guarantee that the marine organisms entirely live in the farming facility, maintaining the stress levels involved in farming at zero or close to zero, also thanks to the reduced impact of man on the animals' lives, not using hormonal additives in the fish or food based on oils or fish-based flour and GMO.



Sustainable fishing products

Sustainable fishing products respond to specific environmental sustainability criteria; the fishing zones are managed in such a way as to guarantee the respect of the existing reserves of fish, considering their reproductive capability and biodiversity. Products bearing these certifications (for example MSC - Marine Stewardship Council - certification) originate from fishing zones governed through advanced management programs.



Sustainable and certified products of tropical origin

Palm oil, cocoa (including cocoa butter and mass) and coffee are raw materials that come primarily from developing countries where criticalities may emerge linked to the environmental, living and working conditions. There are various certifications, such as Roundtable on Sustainable Palm Oil (RSPO), Fairtrade and Rainforest Alliance, which ensure that the raw materials come from crops managed according to criteria of environmental and social sustainability.

MARR's proposal includes **over 3,000 Green Products** compliant to the Green Public Procurement



■ Updates to the requirements for private label products with a view to increased sustainability by the end of 2025

Goal by 2025

All the products containing even a single one of the following ingredients must respect the following requirements:

- Eggs and egg products from hens not raised in cages
- Absent or RSPO certified palm oil
- Cocoa, cocoa butter, cocoa mass and coffee certified by Rain Forest Alliance, Fairtrade or equivalent certifications

RAW MATERIALS	REQUIREMENT PRIVATE LABEL PRODUCTS
COCOA	Fairtrade, rainforest certified or equivalent
COFFEE	Fairtrade, rainforest certified or equivalent
EGGS	From free-range, organic or outdoor farms
SEAFOOD	From suppliers adhering to MARR's control program on sustainable fishing or MSC/ASC certified
PALM OIL	Absent or rspo certified (segregated or mass balance)
PAPER AND CARDBOARD	100% recycled or fsc/pefc certified

Even during 2023 MARR sent compliance communication to all suppliers to follow up on its raw materials Policy by asking them to use certified raw materials and/or meeting the requirements listed above and updating labels, specifications and data sheets accordingly.

2023

Since 2023 MARR became a RSPO Member, obtaining the SCA (Supply Chain Associate) distributor license.
<https://rspo.org>

Licenza n.
9-5288-23-100-00

- For a focus on MARR's approach on **Responsible sourcing** see the related website section
- MARR is an associate member of the RSPO supply chain, Fairtrade licensee for coffee and collaborates with the Rainforest Alliance



Made in Italy and Della Nostra Terra

According to a recent research by Trade Lab based on the theme Away from home, the interest towards regional products and localist attitude represents a characteristic feature of the new consumption behaviors. An attention fueled by the high quality associated to territorial products, by a consumption approach aiming to rediscover different food traditions, as well as the willingness of consumers to increasingly support, even with their food decisions, the economy and the productive chains at the local level. In light of these evidence and on the strength

of its widespread territorial roots, MARR has decided to specialize its approach commercial approach, increasing the visibility of the specialty local foods in the range through a process of product identification, selection and characterization, represented by the "Della Nostra Terra" and "Made in Italy" products lines. The result is a selection of territorial excellences gathering the best of local specialties guaranteed by PDO, PGI and TAP, expression of typical tradition and culture of our country.

over
6,000
products
"MADE IN ITALY"

The **Made in Italy** range unveiled in June 2020 is a tangible example of this and includes meat and fish products and fruit and vegetables using Italian raw materials.

over
1,100
in the
"DELLA NOSTRA
TERRA"
products line

"Della Nostra Terra" products line includes the food products of excellence under the PDO and PGI brands or included in the list of regional TAP to support the domestic farming production line and valorise local specialties as expressions of the culture and traditions typical of our country.

MARR aims to increasingly enhance and expand its partnerships and direct relations with local small or farming businesses, giving them the chance to access the domestic foodservice market and contributing towards their development.



ENHANCEMENT
OF NATIONAL
AGRI-FOOD CHAINS



CONSOLIDATION
OF THE LINK
WITH THE TERRITORY



SEGMENTATION
OF THE PROPOSAL
ON LOCAL NEED



Start of the control system for tomato suppliers of processed private label products

MARR commercializes references of tomato preserves of Italian origin under its private label (Sauce, Pulp and Peeled GRAN NATURA) made by producers located in the central and southern regions of Italy, with whom it constantly dialogues on issues related to social and ethical responsibility. These suppliers have already moved in this direction, having already obtained or beginning paths to obtain social/ethical certifications such as SA8000, ISO26000, and GRASP. With the collaboration of a third-party certification body, MARR has taken steps to define a Control Specification and implement a verification system with the involvement of the producers of the references offered.

The project includes the mapping of farms and the risk assessment of each supplier based on criteria defined in the Technical Specification, including possession of SA 8000 and GRASP certifications and enrolment in the Quality Agricultural Labour (LAQ) network of INPS.

The characterization of suppliers makes it possible to prepare a risk-dependent planning of monitoring activities and to define (on an annual basis in conjunction with production campaigns) the number of farms to be inspected to assess working conditions, including in the tomato growing and harvesting phase.

This activity is carried out to ensure the control of the Branded Tomato Derivatives supply chain with regard to respect for human rights and decent working conditions in the following areas:

- Child labour and forced labour
- Health, safety and working environment
- Freedom of association and the right to collective bargaining
- Discrimination
- Disciplinary practices
- Working hours
- Compensation
- Supply Chain Management



Food quality and safety

- MARR disseminates the principles of the European [Deforestation](#) Regulation (EU Regulation 2023/1115) and promotes their implementation along the supply chain



The MARR Group deforestation commitment

The EUDR Regulation introduces some useful definitions for the correct interpretation and implementation of the EUDR Regulation along value chain:

- Relevant commodities:** cocoa, coffee, palm oil, rubber, soy, wood and cattle (the "relevant products" with the relative custom codes included in the normative field of application are indicated in the annex I)
- Deforestation-free** means that the *relevant products* and the *relevant commodities* have been produced on lands that are not subject to deforestation practices after December 31st 2020



MARR commitment to contrast deforestation is carried out throughout multiple practices aimed at anticipating the EUDR regulation and to promote the sustainability of the products and the service supplied:

- Mapping of products and suppliers** potentially associated with deforestation or forest degradation practices and evaluation of the level of risk
- Update the MARR branded products in order to improve their sustainability** by means of sustainable and certified raw materials (palm oil absent or RSPO certified – Roundtable on Sustainable Palm Oil, cocoa, cocoa butter, cocoa mass and coffee certified by Rainforest Alliance, Fairtrade or equivalent certifications)
- Procurement of packaging materials with a lower environmental impact and certified**, meaning bought from responsible sources or with growing percentages of recycled raw material

Indeed, the secondary cardboard packaging used by MARR to pack the products intended to be delivered to customers are 100% made of recycled material or in alternative they are FSC certified (Forest Stewardship Council). As far as private label products packaging is concerned, MARR promotes the use of recycled or FSC certified packaging as well as the placing of the environmental label to facilitate the waste disposal and recovery, in compliance with the disposition of the Lgs. D. 116/2020.

Overall, an adaptation process to the EUDR Regulation is underway by MARR, which provides for the timely planning of actions aimed at achieving the aforementioned safeguard objectives, including through the dissemination of the present Policy to its suppliers on new obligations for a responsible procurement and with the aim of contrasting deforestation and forest degradation.

July 2024

- MARR also applies a **Supplier Code of conduct** (available at this [link](#)) to all its suppliers for involving them on its Sustainability approach

INTRODUCTION
Field of Application
Major References and Guidelines
Suppliers' requirements
Specific requirements in the ESG field
E (ENVIRONMENTAL) Safeguard of the environment
S (SOCIAL) Respect of human rights and decent working conditions
G (GOVERNANCE) Loyal and ethical business practices
Selection and Assessment of Suppliers
Monitoring, inspections and corrective actions
Distribution and update

FIELD OF APPLICATION

The present Supplier Code of conduct (hereinafter, Code) applies to all Suppliers of products, of food and non-food, and of services as well as to their potential subcontractors (hereinafter, Suppliers) involved in business relationships of any entity with the MARR Group. Fall into the Code fields of application the supplies of goods and services purchased by the MARR Group through the Companies, whatever it is the purchasing strategy and the type of contract stipulated. With the signing of the supply agreement, the Supplier is committed to respect and comply with the content of the Code. The Code violation constitutes cause for the resolution of the supply agreement.



Introduction

Highlights

Food quality and safety

Environment

Social

Governance



ISO 14001
BUREAU VERITAS
Certification



ISO 14001
Environmental management
systems (Since 2013)

TOTAL PACKAGING CONSUMED



80%
of materials used for
packaging originating
from recyclable sources



over
3,200
tons of waste aimed
to recovery



Energy efficiency, pursued through policies and investments, is a priority objective within MARR's sustainability strategy and it is expressed through the following categories of interventions:

- Construction of new buildings and revamping of branches marked by improved energy performance
- Implementation of innovative Building Automation systems
- Realization of new cold rooms and revamping of those already in use by favouring technologies that are more efficient
- Forecast for constant monitoring systems and scheduled maintenance plans on the refrigeration systems to avoid alterations in the maintenance of the cold chain and disruptions, with higher consumption associated
- Adoption of technology to reduce energy waste
- Installation of LED lighting systems in newly constructed buildings and gradual replacement of existing lighting fixtures with LED lighting fixtures
- Renewal and upgrade of the heating and air conditioning plants with high-efficiency machinery
- Installation of photovoltaic systems for the production of renewable energy

DISTRIBUTION CENTER LOCATED IN BOTTANUCO (MARR LOMBARDIA)

During 2023 works started for the construction of the new distribution center in Bottanuco, a modern facility of over 14 thousand square meters, the completion of which is expected by the first half of 2024.

Interventions aimed at energy efficiency included the installation of:

- Photovoltaic panels
- LED lighting fixtures
- A system aimed at stabilize the electrical voltage to reduce energy waste
- CO₂-powered refrigeration systems for low-temperature cold rooms
- Continuous monitoring systems of process parameters and immediate alert systems of anomalies in the operation of refrigeration systems in order to optimize power consumption
- Installation of the latest generation air conditioning systems

As far as water resource management is concerned, plans have been set for:

- The construction of a treatment plant for defrosting water and water from the evaporative towers with the realization of a system that provides for subsequent reuse
- The construction of a purification plant for the water coming from fresh meat and seafood cleaning

Secondary packaging is FSC certified



Packaging of private label products is FSC certified



- An illustration summarising the table instructing clients how to dispose of the packaging
- The wording "Follow the instructions of your local authority for managing differentiated collection"
- The logo of the Mobius cycle for recycling where applicable
- The logo "do not dispose of in the environment"
- The "FSC" brand (where possible, if there is paper/cardboard packaging)
- Any other logos identifying the type of material used (for example: "ok compost" for compostable packaging)



EcoFishBox solution for fish products delivery to Clients

Since early 2022, in some of the distribution centres, the expanded polystyrene crates used for the delivery of fresh seafood products have been used together with those made from materials other than polystyrene. This innovative packaging is made of cardboard coated with a plastic film, making it waterproof.

THE CHARACTERISTICS OF ALTERNATIVE PACKAGING TO POLYSTYRENE



EXTENSION TO OTHER BRANCHES AND CUSTOMERS SATISFACTION SURVEY

The project on the use of EcoFishBoxes continued successfully and was extended to other distribution units. A questionnaire was submitted to users aimed at obtaining feedback, which showed very positive results. Specifically, the survey showed that EcoFishBoxes have several advantages over EPS packaging (polystyrene), listed below:

- It is considered by Customers to have less environmental impact
- Disposal operations by Customers are facilitated
- It has similar performance to polystyrene in terms of both water tightness and thermal performance
- It allows better rationalization of space and is more manageable

The positive outcomes of this pilot phase, in addition to the importance attached to the project and the specific requests received from some Customers who particularly appreciated the initiative, are leading to the leading to the expansion of their use to other branches in the territory, with the goal of enabling all distribution units to be able to order these alternative packages.



GHG EMISSIONS AND POLLUTING SUBSTANCES EMISSIONS INTO THE ATMOSPHERE



Direct emissions coming from sources owned and controlled by the Company³:

DIRECT EMISSIONS - SCOPE 1				
	UdM	2023	2022	2021
Total Emissions	t CO ₂ e	456.78	519.49	586.56
of which:				
Methane gas	t CO ₂ e	355.72	429.18	481.75
Diesel oil for heating	t CO ₂ e	69.75	70.55	83.86
Diesel oil for various generator sets and services	t CO ₂ e	31.31	19.76	20.94

Indirect emissions not physically produced by the Company and not directly under its control:



EMISSIONS - SCOPE 2				
	UdM	2023	2022	2021
Total emissions	t CO ₂ e	21,244.46	21,242.52	18,370.90
Electricity purchased from the network grid	t CO ₂ e	21,244.46	21,242.52	18,370.90

Emissions due to transportation

Data of scope 3 emissions is shown below regarding the "Downstream transportation and distribution" category, or the emissions concerning the transportation and distribution of products sold, carried out through vehicles and facilities that are not owned or controlled by the Group.³



EMISSIONS - SCOPE 3				
	UdM	2023	2022	2021
Total emissions	t CO ₂ e	21,501.11	17,082.83	13,985.76
Road transport by logistics suppliers	t CO ₂ e	21,501.11	17,082.83	13,985.76



PHOTOVOLTAIC PLANTS INSTALLATION



→ ADDITIONAL SOLAR PANELS INSTALLATION IN THE SANTARCANGELO DI ROMAGNA HEADQUARTER:

During 2023 it has been installed and it started working the photovoltaic roof on top of the Santarcangelo di Romagna Headquarter with a power of 83 kWp. The plant is added to an existing one with a power of 56 kWp that was functioning since last fiscal year.

→ SOLAR PANELS INSTALLATION ON THE NEW DISTRIBUTION CENTER LOCATED IN BOTTANUCO:

In the new distribution center of Bottanuco have been installed photovoltaic panels with a power of 600 kWp, their activation is foreseen in early 2024.



→ HIGH EFFICIENCY LED LIGHT FIXTURES INSTALLATION TO SUBSTITUTE THE EXISTING ONES

The scheduled maintenance plans of different buildings where the branches are located provide that potential light fixture substitution interventions should be replaced with highly efficient led light fixtures.

→ During 2023 the relamping involved 6 distribution branches lighting systems. It is already planned for 2024 the replacement of other buildings' light fixture with more efficient led lights.

→ TECHNOLOGY TO REDUCE ENERGY WASTE

During 2023 in the MARR Venezia branch has been installed a technology able to guarantee a reduction of energy waste linked to excess voltages in the electrical networks. It is planned to spread out the installation of such a technology to other branches in 2024.

- Projects of **Circular economy**



2023

Circular economy projects aimed at recycling and reuse

CONTINUATION OF THE PROJECT TO REGENERATE THE EXPANDED POLYSTYRENE (ESP) OF THE CRATES USED FOR HANDLING FRESH SEAFOOD PRODUCT

The circular economy project linked to the valorisation of expanded polystyrene (ESP), launched in 2021, continued during 2023.

Expanded polystyrene, the material of which the crates used for the distribution and handling of fresh fish are made, is considered one of the wastes with the most impact as it is classified as non-recoverable waste and mainly intended for disposal.

Considering the volumes handled annually and the use mainly in the fish sector, MARR has launched a management system that allows the expanded polystyrene to be regenerated and reintroduced into the production cycle. The expanded polystyrene is worked through a pressing and compacting machine which allows to obtain a 100% recycled, recyclable and reusable semi-finished product for the production of new products (for example in the construction, installation and packaging sectors), thus assuming the qualification of secondary raw material.

22,000 kg
of expanded polystyrene

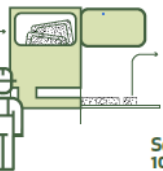


In 2023 around 22,000 kg of polystyrene have been recovered, equals to 99% of the delivered material, accounting for a total of 3 trips and 808,006 km travelled. The destination of the recovered polystyrene is for the production of insulation materials for civil and industrial buildings.

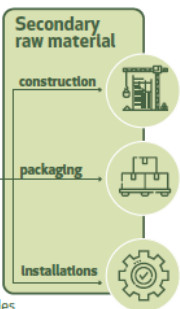
Containers used for the **distribution** and handling of fresh seafood in expanded polystyrene



Processing of expanded polystyrene using a **pressing and compacting machine**



Semi-processed 100% recycled recyclable and reusable in the production of new articles



START OF THE PROJECT TO RECOVER AND REUSE PALLETS

During the course of 2023 MARR launched a project to monitor and arrange wooden pallets to reuse them. The project involved few branches only and it will be expanded to the rest of the branches nationally in 2024.



2023



In the first months of 2024 MARR obtained the **CHEP sustainability certification**, a close-circuit pallet management system used at the European level.



2023

INVESTMENTS IN PURIFICATION SYSTEMS

As far as investments are concerned for the realization of the new Bottanuco distribution center, systems deputed to the treatment of process and working water before their discharge in the sewer have been realized.

→ Treatment plant of delcing water and water from the evaporative towers.

The plant is intended for the treatment of process water from defrosting and used in the evaporative towers before being discharged into the sewer system or reused for industrial aims.



→ Purification plant of water coming from the washing of the meat and fresh seafood.

The plant is intended for the treatment of the water before it is poured into the sewage system.



2023

REALIZATION OF AN INVERSE OSMOSIS SYSTEM FOR THE WATER DESALINATION AT THE PALERMO BRANCH.

The plant with a total production capacity of approximately 4,400 l/h has the function of desalinating water extracted from the artesian well that has a salt concentration above the norm. The treated water is intended for industrial use (evaporative towers) and for cleaning, washing, sanitation services and for the use of operating departments.



THE FLEET AT A GLANCE



Over 600 vehicles

with a low environmental impact

(LNG* and CNG** and euro 6)

*LNG - Liquefied Natural Gas
**CNG - Compressed Natural Gas



MARR has 13 liquid methane vehicles (LNG), large capacity trucks intended for long distances, used for distribution routes from logistics Platforms to distribution Units. During 2023, an electric vehicle became operational, and during the first days of March 2024, came into operation a large capacity truck.

Logistics informatic processes digitalization

APP XDRIVE

It is an application that is installed on special Devices supplied to the drivers which allows you to have two main advantages:

- The certainty of occurred delivery
- The dematerialization of transport documents (DDT)

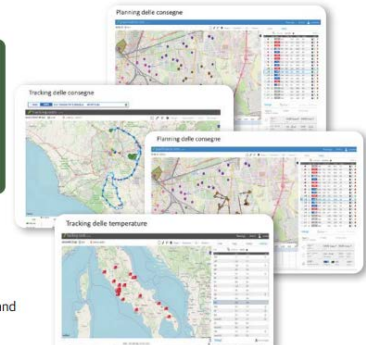
It is integrated with the Roots Tracking system and is a support for the driver in the delivery process which, thanks to the digital signature, becomes totally digital without the need to print any document.

MARR recently signed an agreement, effective from October 1st 2024, to enter into a **Circular economy** project involving **around 20 trucks** employed by MARR for deliveries to its Clients and the use of about 120k liters of **biofuel** per year produced from **exhausted vegetable oil**. Thanks to this project, it is estimated for MARR an emissions reduction of over 300 tCO₂e per year

Integrated systems



MARR has some integrated systems to support logistics



1. ROOTS TRACKING


It is a vehicle monitoring system from the moment of departure from the distribution units up to delivery, which allows the position of the vehicle to be known in real time and to notify the customer in the event of any delays.

2. TRANSPORT MANAGEMENT SYSTEM (TMS)


It is a journey planning system, i.e. a routing software structured in such a way as to define the optimal "delivery round" for each vehicle. In particular, TMS allows you to process a large number of orders quickly, making it possible to lengthen the order taking cut-off time and thus improve the service to the end customer.

ADVANTAGES OF TMS


Minimising the number of vehicles used




Minimising the distance in terms of km travelled




Minimising journey times




Optimising the level of filling of each vehicle (compatibly with the limits imposed by the traffic code on the roads) so that they travel with full loads



Selecting the vehicle with the range commensurate to the load and route to be followed



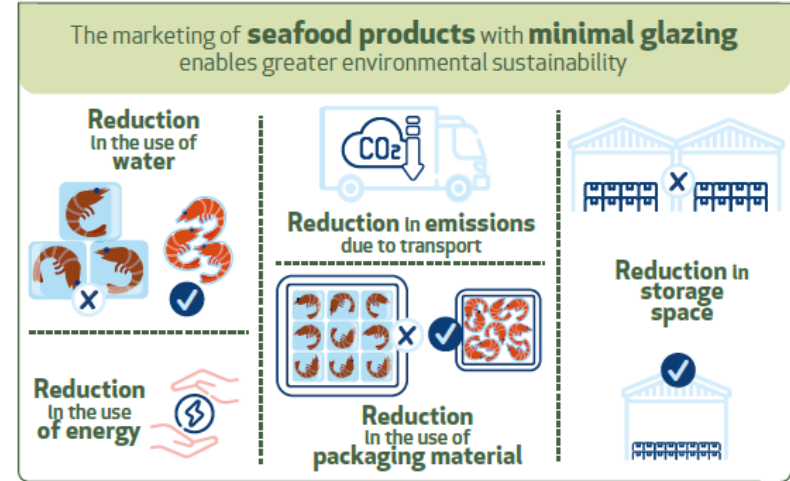
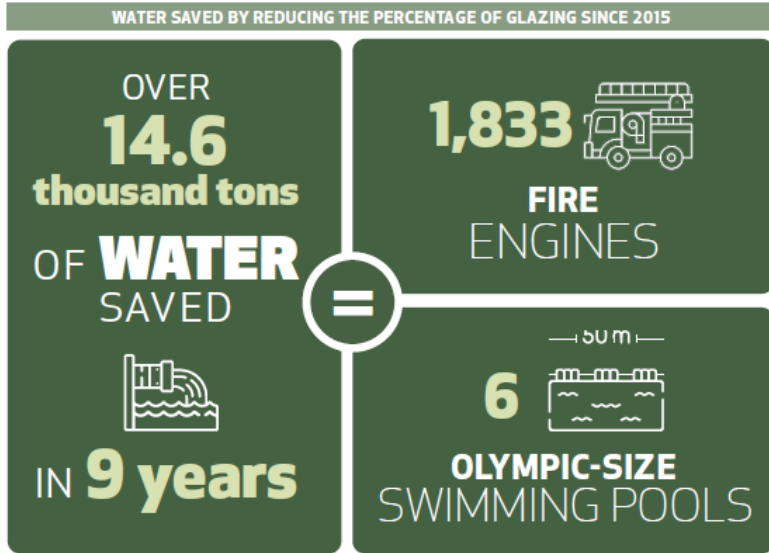
Satisfying the specific requests of each Client





Since 2015, MARR implemented a process of supplying seafood products for which the percentage of glazing, if any, is merely that technically necessary to protect the product.

Such choice has enabled the average percentage of product to be increased for each single reference and simultaneously reduce the average percentage of ice used as a covering layer to protect each single product that required glazing.



Introduction

Highlights

Food quality and safety

Environment


Social

Governance



- As part of the process of ensuring that expectations are addressed for all stakeholders, the «Social» topic is of high importance and includes many aspects such as:
 - Organizational Model and Code of Ethics
 - Anticorruption policy
 - Whistleblowing Reporting System
 - Human resources management
 - Suppliers' involvement



- In order to promote principles of legality, transparency and correctness in the relations within and outside the Company the **Organizational Model** (Legislative Decree 231/2001) adopted by MARR since 2003, the related **Code of Ethics** (disseminated to all employees and suppliers) and the **Anti-corruption policy** (all these documents are available at this [link](#)) represent the main Company references
- Implementation (also through specific e-learning) and update of the Model and observance and adequacy of the Code are delegated to a **Supervisory Board** (for the Organisational Model) made up by the members of the Statutory Auditors (3 people) with a [whistleblowing reporting system](#) ensuring the confidentiality of the information and prohibits any form of retaliation and discrimination against anyone who has sent a report or whoever is connected to it
- MARR is strongly convinced of the importance of **Human Resources** for the development of the company: people adequately trained, strongly motivated and involved in the company “spirit” are a necessary condition for reaching the company objectives and, at the same time, to increase the value of the Organisation
- **Sense of awareness and inspiration** is fostered also by the house organ “InforMARR” and the [MARR’s page on LinkedIn](#).  These are flanked by periodic commercial events differentiated by levels of responsibility which are also an important formative and informative moment
- The management of human resources focuses on professional growth, guided only by the criterion of merit, aimed at developing both the professional attitude and ambition of each collaborator, these policies are also stated in the **Code of Ethics** and **Human Resource management policy** (all these documents are available at this [link](#))

- In order to promote the training of employees and collaborators, MARR has established its own Academy (the “**MARR Academy**”) which is a virtual and physical environment for learning, training and attaining both technical and transversal skills, with e-learning alternated with classroom and aimed at involving the sharing of knowledge, skills and values



THE MARR ACADEMY PLATFORM AT A GLANCE FROM 2017 TO 2023

- Over 180 courses activated
- Over 1,500 registered users
- Over 71,000 hours of training used

THE MARR ACADEMY PLATFORM IN 2023

- 12 new courses activated
- 191 new subscribers
- 1,275 hours of e-learning used

Furthermore, during the year took place the MARR Academy grand opening, expanded and enriched from the pre-existing ones on the third floor of the Santarcangelo di Romagna headquarters.



Professional growth

Although being aware that hiring new human resources with previous professional experience in other companies is necessary in order to further enrich the organization and contribute ideas and innovation, MARR believes that it is very important to offer to the resources already working in the Company the possibility of expressing their full potential and orienting their professional development towards increasing personal satisfaction and motivation on one hand and the contribution that they make to the Company on the other.

This is also why in 2019 the programme “Let’s take care of our future” was started as a real opportunity to enhance the value of Employees and Collaborators, with the purpose of:

- Reinforcing motivation and the sense of belonging
- Identifying the resources with potential and a background (educational and professional) consistent with that needed to undertake increasing responsibilities, also with the support of specific development programmes

The company has currently activated an even more articulated and structured project of Talent Management compared to “Let’s take care of our future”, having similar but also wider purposes.

START OF THE PERFORMANCE MANAGEMENT PROGRAM



MARR has implemented a performance management system involving the middle management with the goal of efficiently measure competences as well as motivation and prepare individual development plans in order to further improve performance. In parallel, the middle management has been subdivided into heterogeneous working groups to draw and redesign business processes.

START OF THE TRAINING PROGRAM AIMED TO THE NEW BRANCH MANAGERS



A specific training program addressed to the BM role (Branch Manager) with the goal of sharing the organization functioning and to develop technical as well as managerial skills through the experimentation of a practical business project management.



Potential risks associated to MARR's working activities

MARR adopts all of the prevention and protection measures necessary to reduce to a minimum the exposure to the potential risks that workers may be subject to in carrying out their working activities, and which have been identified as the following four:

- Noise, vibrations, chemical, explosive atmospheres and microclimate
- Manual handling of loads and repetitive movements
- Work-related stress (workload, hours, planning of duties, role, decision-making independence, interpersonal relations, etc.)
- Video-terminal

MARR has planned a programme of initiatives concerning safety in the workplace through the purchase of defibrillators to be installed in all of the distribution centres of the Group and the "Man on the ground" system for maintenance workers operating in isolation or in solitary.



MARR periodically carries out

- Obligatory medical check-ups are carried out periodically to verify that workers appointed to perform duties involving particular risks (e.g. elevator truck drivers and heavy lorry drivers) are not addicted to alcohol or drugs;
- Alcohol tests on workers who perform transport activities with company cars and light lorries;
- Periodic checks on all workers, carried out according to the protocols indicated by the Company physician.



DVR (Risk assessment document)

The potential risks are identified* through periodical inspections by the RSPP in all operating units, are shared with the Company Physician and with the Workers' Safety Representative (RLS) and approved by the Employer. Each of the specific risks is assessed by specialist

technicians. On the basis of the findings of the risks assessments, MARR equips its own workers with specific Individual Protection Devices (IPD) on the basis of their duties.

*in compliance with Legislative Decree 81/08 and subsequent amendments and integrations



DUVRI (Interference Risk Assessment Document)

Prepared with regard to the services outsourced to third companies (e.g. logistics and handling services, and processes carried out within the units), and updated with suitable contracts for the definition of the parties' duties, obligations and responsibilities.

The performance of "on-call" services or, in any case, access on the part of third parties to branch/unit premises are governed by specific procedures.



- The “**Suppliers Assessment and Qualification**” procedure of MARR’s Quality System (ISO 9001) includes verification of system and product certifications held by suppliers, **including the SA 8000** certificate regarding the Social Responsibility
- The SA 8000 standard integrates the aspects of the protection of workers’ rights with those regarding safety at work and respect for rights, and it extends to the entire supply chain. Within the supply agreements, **suppliers are also required to sign a specific “Declaration of Commitment to Social Responsibility”** under which the **supplier guarantees respect for all the principles of the SA 8000 standard**
- Respect of human rights and decent working conditions is also set in the **Supplier Code of conduct** (available at this [link](#))

■ Commitment Declaration to Social Responsibility



- Not to use or sustain the use of child labour;
- Not to use or sustain the use of forced labour;
- Guarantee a safe and healthy workplace, to adopt adequate measures to prevent accidents and damage to health by minimising the causes of danger ascribable to the work environment, and to respect everything contemplated by the laws in force on Health and Safety at Work;
- Respect laws and regulations on freedom of association and on the right to collective contracting;
- Not adopt or sustain discrimination in recruitment, remuneration, access to training, promotion, dismissal and retirement, based on race, class, national origin, religion, invalidity, gender, sexual orientation, trade union membership or political affiliation;
- Not use or sustain or tolerate the use of physical punishment, mental or physical coercion or verbal abuse;
- Conform to the work timetable contemplated by the laws in force and by the collective contracting of the category;
- Respect the National Collective Labour Agreement of reference also as regards the remuneration paid.



Regarding the fish sector, which in some countries is subject to a greater risk of human rights’ violation and failure to respect reasonable working conditions for individuals, there are specific supply agreements in place and also controls in the country of origin, as specified in the paragraph on *sustainable fishing and aquaculture*.

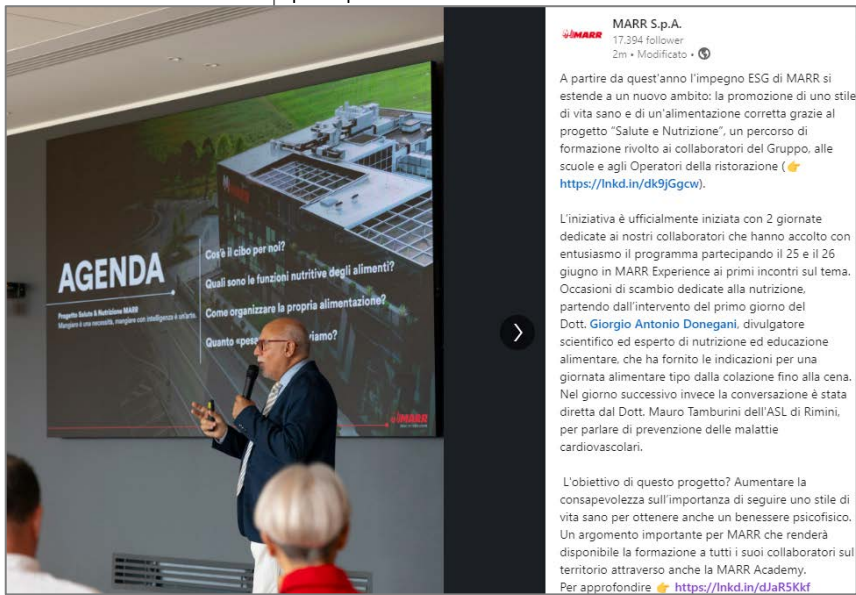


TRAINING PATHS ON "HEALTH AND NUTRITION"



MARR, with the goal of promoting healthy lifestyles characterized by a correct nutrition, has defined training programs addressed to its employees, collaborators, clients as well as for some particularly sensitive categories like kids and teenagers, also through the selection of products with specific requirements.

first module of training was done and with large interest of participants



Training path: HEALTH AND NUTRITION FOR MARR'S COLLABORATORS

MARR has provided a training path in the field of Health and Nutrition aimed at its collaborators, to be realized by 2024. It will be realized through collaborators' meetings with teachers specialized in the field of nutrition and with specialists' physicians. The training path will also be available to the entire organization via the e-learning platform of the company, named MARR Academy.

Training path: HEALTH AND NUTRITION FOR MARR'S KIDS AND TEENAGERS

In the field of food supply to the collectivity and public administrations, MARR has provided free training paths to divulge to kids and teenagers via their teachers, as well as the drafting of playful educational material to facilitate the content learning. In addition to that, specific educational programs are provided by MARR to catering institute students with teachers specialized in the field of nutrition. The training path will be developed over the two-year period 2024-2025.

Training path: HEALTH AND NUTRITION FOR THE FOODSERVICE PROFESSIONAL OPERATORS

MARR has provided, by 2025 the creation of a specific section on its on-line Catalogue dedicated to "Health and Nutrition", enriched by contents and detailed studies related to healthy habits and focus on nutritional properties and peculiarities of the products that MARR commercializes. Furthermore, in the on-line Catalogue is provided the definition of a selected list of products with determined requirements in terms of Health and Nutrition.



Introduction

Highlights

Food quality and safety

Environment

Social

Governance



- MARR has been listed on the **Euronext STAR Milan** (“Segmento Titoli Alti Requisiti”) of the Italian Stock Exchange **since 2005**
- MARR's **Corporate Governance Code** is available at this [link](#) and the related activities can be found in the [annual Corporate Governance Reports](#)
- The Company regulates its Governance also through the adoption of the following procedures available at this [link](#):
 - Regulation for the functioning of the BoD;
 - Regulation of the Control and Risk Committee;
 - Procedure for the management of inside and confidential information
 - Regulation for the management of relations with channels of information;
 - Procedures for the related party transactions;
 - Anti-corruption policy

WITH REGARD TO THE ACTIVITIES CARRIED OUT BY MARR, THE ANTI-CORRUPTION POLICY HAS IDENTIFIED THE FOLLOWING SECTORS AS THOSE IN WHICH THE RISK OF ACTIVE OR PASSIVE CORRUPTION MAY ARISE:



Public Administration relations



Customer relations



Supplier relations



Collaborator relations

- Dedicated [Shareholder-Director engagement contacts](#). The related procedure is available at this [link](#)
- Transactions with the Cremonini Group (Cremonini holds 50.4% of MARR shares) are limited to: about 5% of MARR Total Revenues and about 12% of MARR Total COG's (9% excluding purchase of products of third suppliers and distributed by the companies of the Parent Company Cremonini)

BOARD OF DIRECTORS AND INTERNAL BOARD COMMITTEES

The April 28th 2023 Shareholders' Meeting established as 7 for the number of the Board of Directors members and provided to their appointment through a vote, according to the by-laws and with respect to the law and regulatory dispositions. The Board of Directors will remain in charge for three business years and, precisely, until the Shareholders' Meeting approval of the financial statements as at December 31st 2025.

The Board of Directors is in charge of the administration of the Company and it is vested with the broadest powers for ordinary and extraordinary management. At its meeting on April 28th, 2023, the Board of Directors, in compliance with the provisions of the Code of Corporate Governance for Listed Companies and the terms and conditions set forth therein (Recommendation 26), deliberated to:

- set up a control and risk committee;
- attribute the functions of the remuneration committee and those of the appointments committee inside the board of directors under the chairman's coordination.

BOARD OF DIRECTORS COMPOSITION

Position	Member	Executive	Non-Executive	Independence Code of Corporate Governance	Independence art. 148 TUF
Chairman of the Board of Directors	Andrea Foschi		●	●	●
Chief Executive Officer	Francesco Ospitali	●			
Director	Giampiero Bergami ⁽¹⁾		●	●	●
Director	Claudia Cremonini		●		
Director	Alessandro Nova ⁽²⁾		●	●	●
Director	Rossella Schiavini ⁽¹⁾		●	●	●
Director	Lucia Serra	●			

⁽¹⁾ member of the Control and Risk Committee

⁽²⁾ from the minority list

SUSTAINABILITY TEAM



The Operational Sustainability Team is composed by the following functions coordinated by the Chairman and the Chief Executive Officer:

- Assurance and Quality Control
- Administration finance and control
- Risk Manager
- Strategic Business Planning, Investor Relations and Information Technology

The Company wants to empower every business areas and widespread the sustainability culture through all the functions involved in the sustainable development processes:

- Corporate, Legal and Insurance Affairs
- Procurement
- Human Resources
- Logistic
- Technical Services
- Procurement of Subsidiary Goods and Services

- With a view to spreading ESG culture, in 2024 about 50 people (from manager and middle manager) attended a **dedicated training on «Sustainability»** provided by a specialized consultancy firm



Risk identification and assessment

The MARR system of internal control and risk management (SCIGR) is constituted by the grouping of rules, procedures and organizational structures aimed at the effective and efficient identification, measurement, management and monitoring of the main risks.

In defining the guidelines of the SCIGR, the company has adopted the ERM (Enterprise Risk Management) system in order to guarantee (i) risk management consistent with the objectives defined by the Board of Directors; (ii) aware decision-making; (iii) the safeguarding of the company's assets; (iv) effective/efficient corporate processes; (v) the reliability of the financial information; (vi) respect of laws, regulations and procedures.

The SCIGR envisages three levels of control:

- **FIRST LEVEL OF CONTROL:** attributed to the managers of the individual offices/departments and aimed at ensuring the proper performance of the corporate processes to avoid risks through suitable mitigating action;
- **SECOND LEVEL OF CONTROL:** attributed to the corporate departments carrying out risk management activities through risk monitoring and management by identifying rules and defining suitable control procedures;
- **THIRD LEVEL OF CONTROL:** attributed to the Internal Audit department.

APPOINTMENT OF THE RISK MANAGER

During the course of 2023, the Company decided to appoint the figure of the Risk Manager, reporting directly to the Chief Executive Officer, in order to implement the efficiency of the risk management activities, also through the coordination of the departments involved.



The reference for risk management is based on studying the context in which MARR operates to attempt to identify the main sources of risk and the consequent opportunities.

It must be pointed out that the risks identified in the table do not include those of a strategic nature or those of a more economic and financial nature; for information on these, consult the consolidated financial statements.

- In relation to the first level of control, in 2024 MARR's managers attended a specific **training about risk management**

	RISK AREA	MAIN RISKS	CORRELATED MATERIAL TOPIC
OPERATING	Customer satisfaction and loyalty	<ul style="list-style-type: none"> → Obsolescence of the business model → Reputational → Product quality and level of service consistent with expectations 	<ul style="list-style-type: none"> → Customer satisfaction and loyalty → Product quality and safety → Transparency and traceability of information to the Client
	Environmental	<ul style="list-style-type: none"> → Management of food waste 	<ul style="list-style-type: none"> → Fight against food waste
ORGANIZATIONAL	Processes and procedures	<ul style="list-style-type: none"> → Goods handling → Product deliveries → Transport and distribution → Infrastructure management 	<ul style="list-style-type: none"> → Management of packaging → Waste management → Optimisation of water consumption → Optimisation of energy consumption and relative emissions → Fight against food waste → Impacts and efficiency of logistics
	Management and development of Employees and Collaborators Health and safety of Employees and Collaborators	<ul style="list-style-type: none"> → Personnel management 	<ul style="list-style-type: none"> → Welfare, health and safety of Employees and Collaborators → Protection of diversity and equal opportunities
COMPLIANCE	Legal & Compliance	<ul style="list-style-type: none"> → IT security → Fraud → Disputes → Lack of compliance with Laws, Regulations and Internal Rules 	<ul style="list-style-type: none"> → Ethical procurement in respect of human rights → Fight against corruption and anti-competition practices



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