

GRUPPO MARR
MARR
dove c'è ristorazione

*50*anni
1972-2022



Euronext Sustainability week

September 4, 2023



Introduction

Highlights

Food quality and safety

Environment

Social

Governance



- The awareness of MARR towards to **Environment**, **Social** and **Governance** has been longstanding. There are two main reasons for this. The first relates to the nature of the business activities of MARR, namely the sale and distribution of food and non-food products to the Foodservice throughout Italy. The second derives from the fact that MARR has been listed on the Euronext STAR Milan segment (“Segmento Titoli Alti Requisiti”) of the Italian Stock Exchange for over 18 years. This combination has led MARR to adhere to strict external and internal rules to comply with all relevant domestic as well as international regulations
- Environment and Sustainability, that often are interlinked, are a constant focus for MARR (www.marr.it/sustainability). MARR is at the forefront in the implementation of the relevant principles and policies in the Foodservice industry in Italy. This is a constant work in progress with increasing resources dedicated and more importantly the raising of internal awareness of the issues at all levels of the company. Where possible MARR has sought to obtain the relevant **external Certifications**
- The aspects relating to Corporate Governance are more straight-forward as they stem from requirements set by Italian Stock Exchange Authorities in order to be listed on the **Euronext STAR Milan segment**
- MARR's objectives, commitments and activities relating to Sustainability are illustrated in the latest **Sustainability Report** (www.marr.it/sustainability/report-and-esg)



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Consolidated results

€ mln	2022	2021	2020
TOTAL REVENUES	1,930.5	1,456.3	1,073.7
EBITDA	82.1	90.5	39.4
NET RESULT	26.6	35.0	-2.4
NET EQUITY	341.5	349.5	338.1
NET FINANCIAL POSITION* / NET EQUITY <small>*net of IFRS 16</small>	0.41	0.19	0.41

MARR figures

over
3,700
AMONG EMPLOYEES
AND COLLABORATORS

about
55,000
CLIENTS

over
40
DISTRIBUTION CENTERS
(as at the date of drafting the present report)

over
850
TRUCKS

of which
480
LOW ENVIRONMENTAL IMPACT
(LNG and euro 6)

MARR Products

over
25,000 FOOD PRODUCTS of which

over
2,000
GREENPRODUCTS
(according to the Green Public Procurement envisaged by Ministerial Decree no. 55 of 10 March 2020)

over
5,000
PRODUCTS
Made in Italy

over
1,000
PRODUCTS
private label

MARR Suppliers

over
2,700
SUPPLIERS

of which **728 (26%)**
MEETING ENVIRONMENTAL OR SOCIAL SUSTAINABILITY CRITERIA

Certifications

9 International certifications
In the field of quality, food safety, environment, sustainability with certifications on its control regulations

Recovery

over
2,600 tons
OF WASTE DESTINED FOR RECOVERY

In 2023 MSCI upgraded MARR's ESG rating to AA.

MSCI
ESG RATINGS

CCC B BB BBB A **AA** AAA



PROCUREMENT



SUPPLIER SELECTION

- Control procedures
- Social and environmental criteria
- Assessment system



SUPPLY AGREEMENT

- Code of ethics sharing
- Declaration of commitment to social responsibility and human rights respect
- Sustainable activities
- Requirements in the supply specifications



AWARENESS

- Training
- Dialogue
- Digital portal

MARR



PRODUCT QUALITY AND SAFETY

- Certified management systems
- Traceability
- Respect of the cold chain
- Performance and laboratory tests on products



ENVIRONMENTAL PROTECTION

- Recycled and recyclable packaging
- Increase the efficiency of logistics-distribution network
- Optimization of water and energy consumption
- Focused management of stocks and deliveries

CLIENTS



SOLUTIONS AND SERVICES

- Sales organization
- Specialized products range
- Private label products
- Digital tools
- Training and events
- Transparency, reliability and confidence

Over
2,700

SUPPLIERS

Over
40

DISTRIBUTION CENTERS

Over
3,700

AMONG EMPLOYEES AND COLLABORATORS

About
55,000

CLIENTS

- MARR has always considered as a priority the implementation of sustainability strategies in the contexts in which the Company's business activities could have a significant impact, including those related to the supply chain.
- A **sustainable supply chain** is part of a business model aware of the interconnection between all the players involved in the supply chain, including the environment. So the product distributed to the Customer is the result of an articulated selection, verification and management activity carried out by MARR according to a sustainable approach



- Comprehensive offer of Green Products

PGI products
PDO products
Fair trade products
Organic aquaculture products
Traditional Agri-food products
Sustainable management of forests
Compostable disposable products

GREEN PUBLIC PROCUREMENT
 Products complying to GPP
Organic products
Ecolabel products
Sustainable fishing products

MARR green fingerprint

Over 2,000 Green Products conforming to Green Public Procurement



Within the sphere of its activity of the distribution of foodstuffs and non-food to the out-of-home food consumption, MARR has put into practice several methods to guarantee its customers an extremely wide range of products conforming to minimum environmental criteria, as contemplated by Italian Ministerial Decree no. 65 of 10/03/2020 (NAP GPP - "Minimum environmental criteria for the service of canteens and the supply of food commodities").

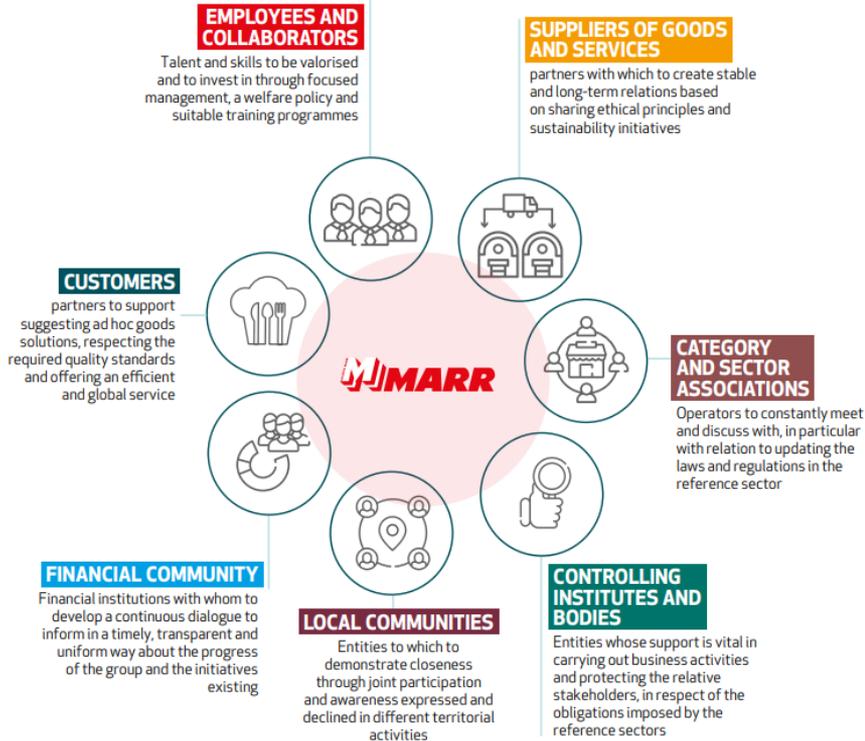
These include organic products, PGI and DPO products, traditional agro-food products, certified biologically grown products and fair-trade products and products of animal origin from production lines limiting the use of antibiotics and promoting criteria of increased animal welfare during farming.

To promote environmental and social sustainability, MARR, with adequate programming, can also supply, in addition to products originating from entirely domestic production lines (Made in Italy Line) products with special production features, such as, for example: short chain and KM 0 products. Through suitable planning, fruit and vegetables from social farming can also be supplied.

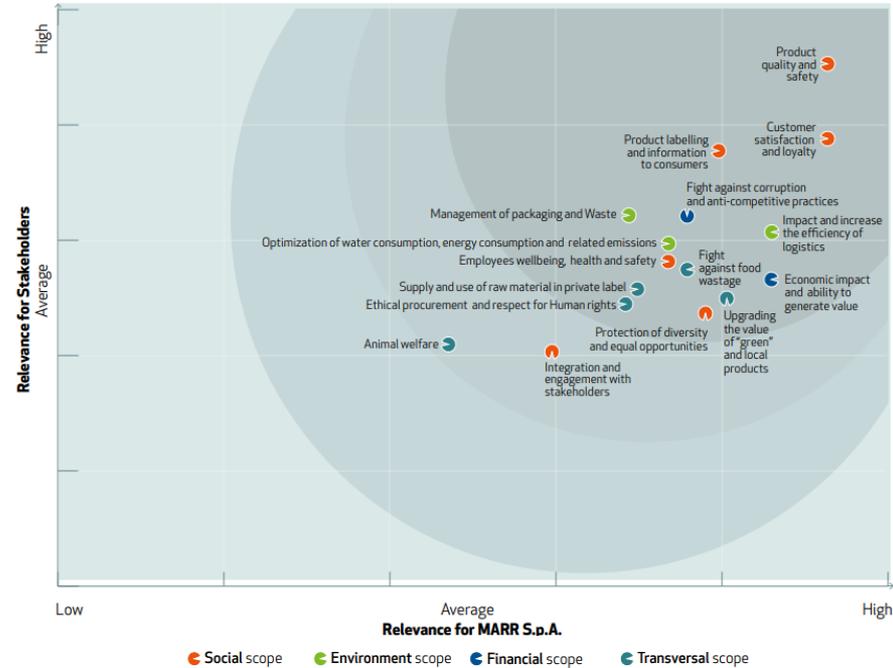
These products allow the canteens operators (refectories, schools, hospitals) to adopt a **Green Public Procurement policy** consistent with the National Action Plan on GPP (NAP GPP) and they allow the professionals of commercial catering (restaurants, hotels, tourist resorts) to promote ecological catering measures and sustainable tourism.



- MARR's Stakeholders



- Materiality Matrix in 2022 Sustainability Report



- 2022 Materiality Matrix focus



MARR has sent digital surveys to certain categories of stakeholders to ask them to award a score to the 16 material topics selected and to indicate any aspects that MARR may not have taken into consideration, to then analyse any shortcomings in

the analysis conducted previously. The stakeholders were asked to award a score between 1 and 5 to each topic on the basis of how important they deemed it to be in terms of MARR's sustainable and responsible development. They were also asked whether they believed the material topics identified to be exhaustive or whether they wanted to indicate some that were not taken into consideration but were equally relevant to MARR, and no new topics emerged, which would appear to indicate that the summary provided was detailed enough. The Management team, on the x-axis, gave its assessment, taking into account the internal risk management system and the mechanism of monitoring, also examining the opportunities of each topic.

MARR has elected to use the materiality index, a graphic representation immediately comprehensible to the reader, consistently with its reporting in previous years. The index illustrates the widest possible overview of the topics relevant to MARR, consistently with its activities and its core business, and is constructed on the cartesian axes, awarding two scores to each topic, one of them from the Management viewpoint (x-axis) and one from the Stakeholders' viewpoint (y-axis). The higher up and further to the right the topic on the graph, the more relevant it will

be to both parties. Each priority topic has been reported in compliance with Legislative Decree 254/2016.

It must be highlighted that the difference in the score awarded to the highest and lowest scoring material topics is minimal, a mere 0,57 percent, which demonstrates that all of the topics selected are vital for the sustainable development of MARR, which can occur in a synergic manner involving all of the departments working in these contexts.

It should be noted that the topic considered by the stakeholders to be MARR's strongest point (product safety and quality) is the same as the topic which is the highest up and furthest to the right on the graph (Product quality and safety).



THE TOP 3 TERMS BEST DEFINING MARR ACCORDING TO THE STAKEHOLDERS



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The main certifications obtained by MARR are:

ISO 9001
BUREAU VERITAS
Certification
ISO 9001
Quality management system (since 1998)

ISO 22005
BUREAU VERITAS
Certification
ISO 22005
Traceability system for food processing companies (since 2007)

ISO 22000
BUREAU VERITAS
Certification
ISO 22000
Food safety management system (since 2008)

ISO 14001
BUREAU VERITAS
Certification
ISO 14001
Environmental management systems (Since 2013)

CERTIFICATION FOR MARKETING OF ORGANIC PRODUCTS
(since 2012)

CHAIN CONTROL SYSTEM AND SUSTAINABLE MSC FISHING CERTIFICATION
(chain of custody) (since 2018)

SUSTAINABLE FISH CHAIN CONTROL SYSTEM
(since 2018)

ASC SUSTAINABLE AQUACULTURE CERTIFICATION
Aquaculture certification (chain of custody) (since 2019)

SUPPLIER CONTROL SYSTEM FOR ANIMAL WELFARE
(laying hens supply chain - since 2019)
(broilers national supply chain - since 2022)

The certifications can be viewed and downloaded from our webpage:

<https://www.marr.it/en/group/quality>

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.

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.

Management procedures for Sustainable Fish Supply Chain certified by third party entity



certificate no. IT304496-2



Sustainable Fish Supply Chain

- 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.



- 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 facilities located in third countries. These 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 for the relevant certification

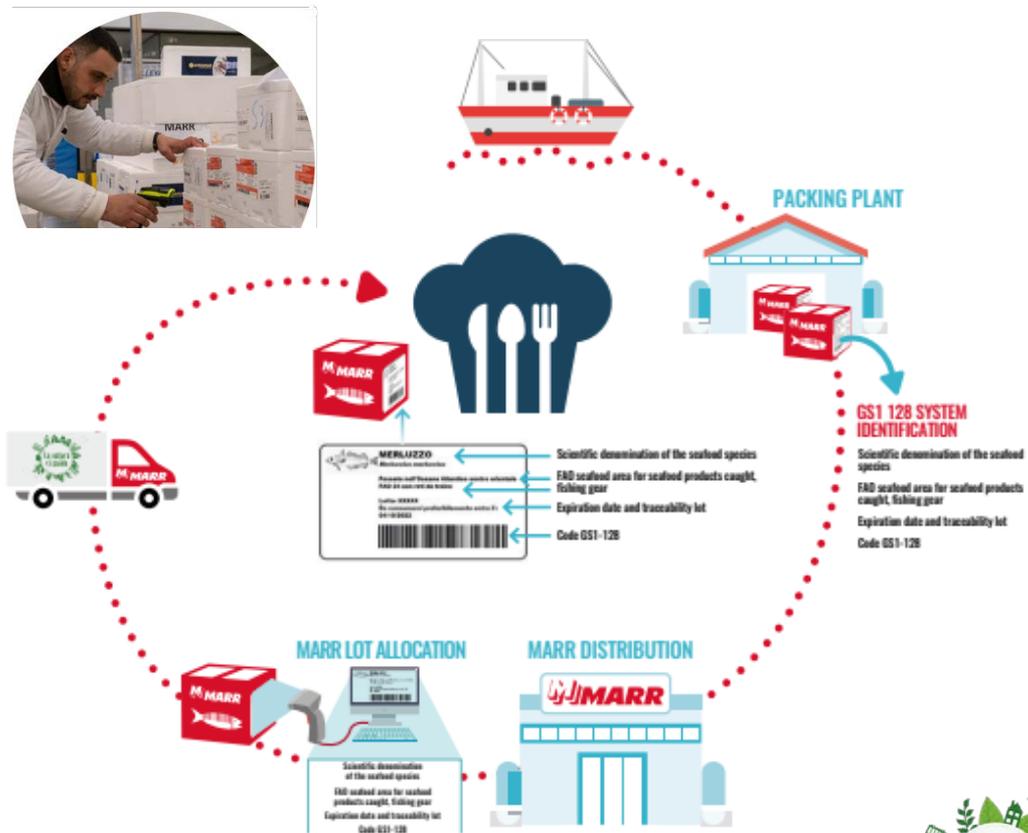
The traceability system

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

- Consistently with its business approach, **Animal Welfare** is also an area of interest for MARR, in line with the growing sensitivity of consumers towards this subject
- Attention in this sense is directed towards the goal of making available, in the MARR assortment, products of animal origin which come from production chains that respect the dignity and well-being of the animals. In this context, MARR has prepared its own **policy** which describes the medium-term objectives and commitments (www.marr.it/sustainability/animal-welfare)
- In 2020 MARR was awarded the **prize Good Egg** for the commitment towards improving the welfare of hens, awarded by the **International Association CIWF** (Compassion in World Farming)



**Objective
by
2025**

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



2022

MARR extended the supplier control system for animal welfare and the related certification to the **national broiler chicken supply chain.**



Categories of Green Food Products



PDO 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.



PGI 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.



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 production, 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.



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.



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.



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.



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.



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.



Goal by 2025

All of 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
- No palm oil or RSPO certified palm oil
- Cocoa, cocoa butter, cocoa mass and coffee certified by Fairtrade or equivalent certifications



Categories of Green Non food Products



The goal of FSC and PEFC certification, two of the most widespread forestry certification systems worldwide, is to identify the conduction of ecosystems based on sustainability principles. The products deriving from wood (paper, packaging, etc.) countermarked by these labels are certified independently and originate from forests managed in a manner such as to respect the social, economic and environmental requirements of current and future generations.



Ecolabel products

The EU Ecolabel (EC Regulation no. 66/2010) is the European Union label for ecological quality which rewards the best products from an environmental viewpoint, which are thus differentiated from their competitors on the market, maintaining high performance standards.



Compostable disposable products

Disposable compostable products are those in compliance with UNI EN 13432:2002 standard, in other words those on which biodegradability and suitability for transformation into compost has been tested to reduce their environmental impact.

Made in Italy and Della Nostra Terra



Also during 2021, MARR continue various activities with the purpose of valorising the domestic socio-economic fabric and supporting the domestic farming production lines and local communities at a difficult time, enhancing these partnerships and its specialist role in the area.

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.



Searches can be conducted on the online catalogue through these two attributes to view the products in these two categories (<https://catalogo.marr.it/catalogo>)



Over 1,100 products in the "DELLA NOSTRA TERRA" range



"Della Nostra Terra" range includes the food products of excellence under the DPO and PGI brands or included in the list of regional TAP to support the domestic farming production line and valorise local specialities 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.

Company Management System

The Company Management System is aimed at ensuring the safety and traceability of products in all process phases and is certified according to ISO 22000 and ISO 22005 standards. Within the sphere of the Food Safety Management System, the management promotes:



OVER 88,000 ANALYSES CONDUCTED ON OVER 7,500 SAMPLES



- Process control, from the procurement, logistics and service provision processes to the sale processes, monitoring specific indicators (non-compliance, returned goods, complaints and destruction of goods) and intervening in the case of discrepancies in pursuit of continuous improvement;
- The layout of the structures and periodic action to maintain the structural features necessary to ensure respect for the safety requisites;
- The procurement, through the product divisions, of genuine, good quality products that can guarantee high safety standards;
- Continuous training at all levels, promoting the initiatives aimed and increasing a pro-food safety mentality;
- The application of self-audit procedures at the Group's operating units, in respect of the applicable requisites.



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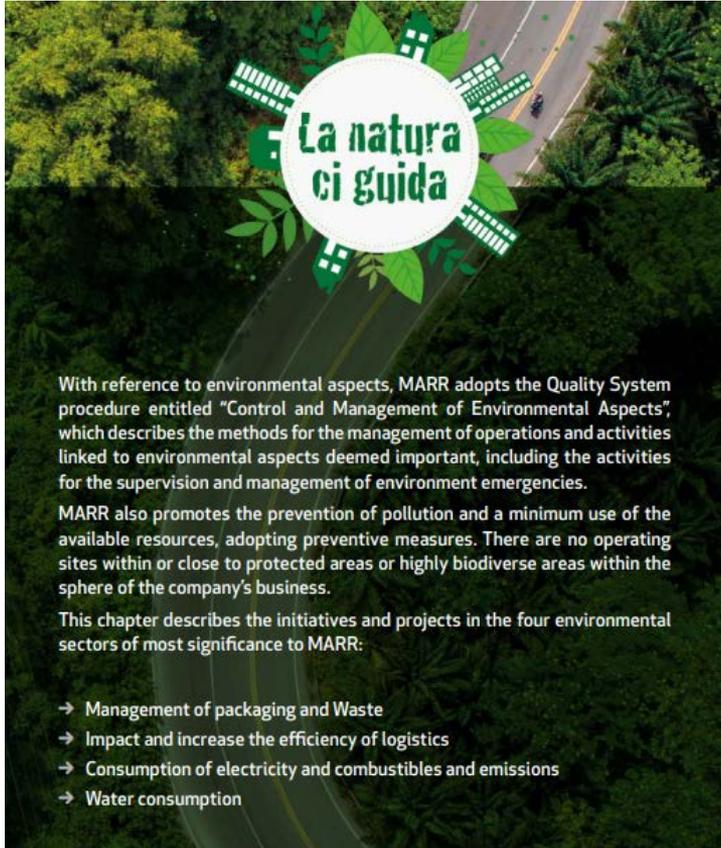
Food quality and safety

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La natura ci guida

With reference to environmental aspects, MARR adopts the Quality System procedure entitled "Control and Management of Environmental Aspects", which describes the methods for the management of operations and activities linked to environmental aspects deemed important, including the activities for the supervision and management of environment emergencies.

MARR also promotes the prevention of pollution and a minimum use of the available resources, adopting preventive measures. There are no operating sites within or close to protected areas or highly biodiverse areas within the sphere of the company's business.

This chapter describes the initiatives and projects in the four environmental sectors of most significance to MARR:

- Management of packaging and Waste
- Impact and increase the efficiency of logistics
- Consumption of electricity and combustibles and emissions
- Water consumption



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
2.6
tonnes of waste
recovered

Secondary packaging is FSC certified



Packaging of private label products is FSC certified



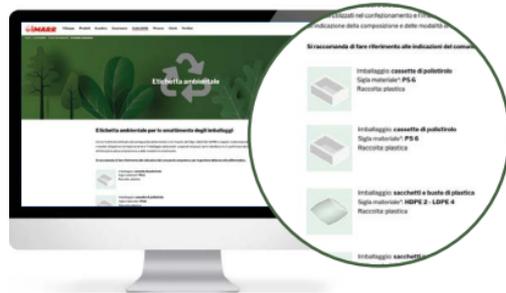
- An illustration summarising the table instructing clients how to dispose of the packaging
- The wording "Follow the instructions of your local authority for managing differentiated collection"
- The logo of the Mobius cycle for recycling where applicable
- The logo "do not dispose of in the environment"
- 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)



Environmental labelling on digital supports

With the aim of contributing towards safeguarding the environment and in respect of Legislative Decree 116/2020, MARR has created a web page containing information on the materials used in confectioning and packaging products prepared in its distribution centres and those imported from other countries, also stating the composition and instructions for disposal.

This is to facilitate the disposal and recovery by the operators of packaging on which it is not possible to place the recycling instructions and the information in accordance with the Decree directly on the packaging material, such as plastic film for sealing trays, the bags used for vacuum packaging or nets used to catch shellfood.



Some examples: <https://www.marr.it/sustainability/environmental-protection/environmental-label>

The link to this webpage has also been included in the transport documents and labels that are printed in the processing facilities of the MARR distribution units.

The same initiative has also been implemented for Verrini S.r.l.: <https://www.verrini.com/prodotti-e-qualita/etichetta-ambientale>



2022 Characteristics of packaging other than polystyrene

- 100% recyclable with PAPER
- Obtained from renewable and FSC certified raw material
- Waterproof
- Easier to dispose of than polystyrene (less encumbrance and paper/cardboard collection)





THE CIRCULAR ECONOMY PROJECT LINKED TO THE VALORISATION OF EXPANDED POLYSTYRENE (ESP)

The circular economy project linked to the valorisation of expanded polystyrene (ESP), also launched in 2021, continued during 2022.

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.

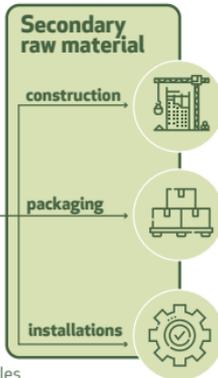
Considering the volumes handled annually and the use mainly in the fish sector, MARR has launched a management system that allows the expanded polystyrene to be regenerated and reintroduced into the production cycle. The expanded polystyrene is worked through a pressing and compacting machine which allows 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**.

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



DATA RELATING TO THE RECOVERY OF POLYSTYRENE IN 2022:

20,618 kg



Kg carried

4



Number of trips

1,874 km



Km traveled

about 70 m³



Volumes of compacted polystyrene

3,514 kg CO₂ eq



CO₂ emissions calculated using the LCA methodology*



PILOT PROJECT FOR CONSTANT MONITORING AND INCREASE OF THE PERCENTAGE OF WASTE DESTINED FOR RECOVERY OR RE-USE

This project provides that the waste management system is coordinated through software, certified with a blockchain system, which allows real-time monitoring of the situation of the waste to be disposed of, scheduling collections, archiving invoices and other useful documentation and also extracting reports on kg of waste disposed of.

The calculation tools are developed according to the LCA - Life Cycle Assessment methodology and in compliance with the ISO 14040-44 standard.



CONTINUOUS EFFICIENCY IN WASTE MANAGEMENT ALLOWS

- Real-time waste monitoring so as to be able to proceed effectively and quickly with their reporting and disposal.
- A strengthening of its strategy of progressive transition towards a circular economy in the areas in which it is applicable.
- The choice of cutting-edge suppliers who know how to meet MARR's complex needs with innovative and high-performance technologies and highly personalized operational management.



A brief look at the fleet



More than **480**
low environmental impact vehicles
(LNG* and CNG** and euro 6)

of which:

- 98% long-range deliveries
- 47% short-haul deliveries

FLOTTA

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



LIQUID NATURAL GAS (LNG)

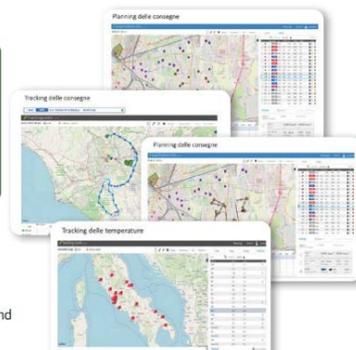


MARR has 9 liquid natural gas (LNG) vehicles, large-capacity trucks intended for long distances, used for the distribution sections from the logistics platforms to the distribution units.

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





Investments standards and modernization of structures environment oriented



2022

INVESTMENTS AND MODERNIZATION OF STRUCTURES ARE AIMED AT REDUCING ENERGY CONSUMPTION, THROUGH:

- Photovoltaic panels
- Thermal insulation systems and technological installations to limit dispersion and thus electricity consumption
- Refrigeration plants without Fgas*, powered by propane gas and CO2
- A system for collecting rainwater to be used by the health and hygiene services



*Fgas = Fluoride gases responsible for the Greenhouse effect

Over the years, MARR has planned activities for energy modernisation in the various structures of the Group and has carried out various interventions for increasing the efficiency of energy consumption, mainly in the processes of conservation, storage and handling of the goods, which represents the logistic core business of the Group. It has also undertaken awareness activities aimed at the employees and operators for reducing the consumption of electricity in offices and warehouses.



EMISSIONS OF GHG AND OF POLLUTING SUBSTANCES INTO THE ATMOSPHERE

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



EMISSIONS - SCOPE 1				
	UM	2022	2021	2020
Total emissions	t CO ₂ e	519.49	586.56	725.14
Of which:				
Methane gas	t CO ₂ e	429.18	481.75	524.87
Diesel oil for heating	t CO ₂ e	70.55	83.86	181.19
Petrol	t CO ₂ e	19.76	20.94	19.08

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



EMISSIONS - SCOPE 2				
	UM	2022	2021	2020
Total emissions	t CO ₂ e	21,242.52	18,370.90	19,403.01
Electricity from the mains supply	t CO ₂ e	21,242.52	18,370.90	19,403.01

ELECTRICITY CONSUMPTION



**TOTAL
ELECTRICITY
CONSUMPTION**

MARR is committed to using electricity originating **from renewable sources by 2025**, using a mix of energy from photovoltaic plants balanced with green energy purchased from the grid

Emissions caused by transport

Indirect emissions consequent to the Group's activity, from sources that are not owned by the Company¹



EMISSIONS - SCOPE 3				
	UM	2022	2021	2020
Total emissions	t CO ₂ e	17,082.83	13,985.76	15,394.27
Road transport by logistics suppliers	t CO ₂ e	17,082.83	13,985.76	15,394.27

The indirect Scope 3 emissions considered are those concerning emissions generated by the transporters, service companies used by MARR for distribution, and are thus due to fuel for road transportation by third parties, excluding transfers between Branches.

It must be pointed out that the above impact is correlated to the distance travelled by the transporters, for both supplies from the Platforms to Customers (National Account) and to the MARR Branches and from the latter to the Customers (Street Market).

¹ Emissions are calculated using the coefficients of conversion into CO₂ in the GHG Protocol (2015).



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

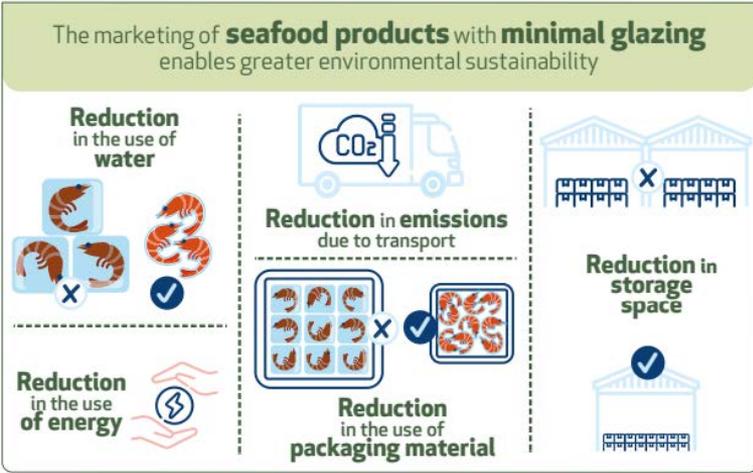
This choice has enabled the average percentage of product to be increased for each single reference and simultaneously reduce the average percentage of ice used as a covering layer to protect each single product that required glazing.



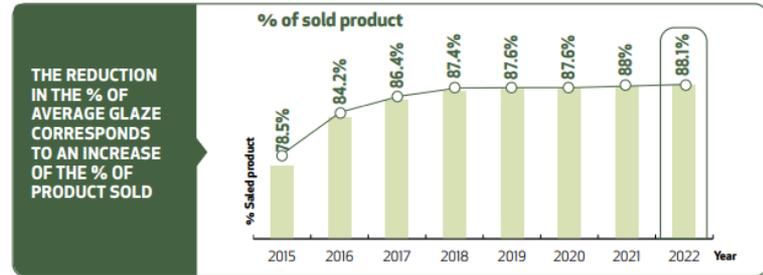
WATER SAVED BY REDUCING THE PERCENTAGE OF GLAZING SINCE 2015

ABOUT
13,000t
OF WATER SAVED IN
8 years

= 1,603 
FIRE ENGINES



The following graph shows that over the years, the reduction in the % of average glazing corresponds to an increase of the % of product sold.



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- As part of the process of ensuring that expectations are addressed for all stakeholders, the «Social» theme 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



- The reference points for promoting principles of legality, transparency and correctness in the relations within and outside the Company are represented by **the Organizational Model** (Legislative Decree 231/2001) adopted by MARR since 2003, the related **Code of Ethics** (disseminated to all employees) and the **Anti-corruption policy** (all these documents are available at www.marr.it/en/corporate-governance)
- Implementation (also through specific e-learning) and update of the Model and observance and adequacy of the Code are in 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** (www.marr.it/en/whistleblowing-policy) 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 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 www.marr.it/en/corporate-governance)



- For promoting 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

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

- Enhancing 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 programme comprises two “steps”, the first of them more cognitive and the second aimed at investigating in more detail the potential and the expectations of the participants, with the aid of a specialist external firm.

New sessions of the course are expected to be held in the first half of 2022.



THE MARR ACADEMY PLATFORM AT A GLANCE

FROM 2017 TO 2022

<p>OVER 170 COURSES ACTIVATED</p>	<p>OVER 1,400 REGISTERED USERS</p>	<p>OVER 70,000 HOURS OF TRAINING USED</p>
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IN 2022

2022

In 2022, MARR integrated and gave further impetus to training thanks to the e-learning method on the MARR Academy platform. In particular, Branch Operational Managers, Branch Quality Control contacts and other key figures in Branch daily operations were given a specific course on the culture of quality and food safety consisting of 10 in-depth modules on self control.

<p>24 NEW COURSES ACTIVATED</p>	<p>306 NEW SUBSCRIBERS</p>	<p>OVER 3,731 HOURS OF E-LEARNING USED*</p>
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*datawas obtained by summing up the time spent on the platform by each user during 2022



- In the context of protecting **workers' safety**, MARR identifies that the potential risks to which workers are exposed performing their activities are the following: i) work-connected stress; ii) noise, vibrations, chemicals, explosive atmospheres and micro-climates; iii) manual handling of loads and repetitive movements; iv) video-terminal risks. These risks are monitored as reported in **"Workers' Health and Safety Risk Assessment Document"** for each operating unit



- **Continuous training** is made **for personnel with specific duties** in matters of: i) the safety of forklift truck drivers; ii) fire prevention/fighting; iii) first aid; iv) training in the use of raised vertical platforms; v) suitability and registration of the maintenance staff and operators of refrigeration and cooling systems. With reference to the services outsourced to third companies, with potential interferences with the Group's activities (e.g. logistics and handling services, and processes carried out within the units), specific agreements are drawn up (and updated) to define the parties' duties, obligations and responsibilities relative to the outsourced activities, as well as the **"Interference Risk Assessment Document"**

- 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**

■ Declaration of Commitment to Social Responsibility



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.



SOCIAL RESPONSIBILITY FOR THE FISH SECTOR

Regarding the fish sector, which in some countries is subject to a greater risk of violation of human rights and failure to respect reasonable working conditions for individuals, there are specific supply agreements in place and also checks in the country of origin, as specified in the paragraph on sustainable fishing on page 128.

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- 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** and the relating activities can be found in the **annual Corporate Governance Report** (www.marr.it/en/corporate-governance)
- The Company regulates its Governance also through the adoption of the following procedures : **i)** Regulation for the functioning of the Board of Directors; **ii)** Regulation of the Control and Risk Committee; **iii)** Procedure for the management of inside and confidential information; **iv)** Regulation for the management of relations with channels of information; **v)** Policy for the management of dialogue with the shareholders and other stakeholders; **vi)** Procedures for the related party transactions (www.marr.it/en/governance/documents-policies)
- Dedicated **Shareholder-Director engagement contacts** (www.marr.it/en/investor-relations/SD-engagement-contacts)
- Transactions with the Cremonini Group (Cremonini holds 50.4% of MARR shares) are limited to: about 4% of MARR Total Revenues and about 12% of MARR Total COG’s including purchase of products distributed

BOARD OF DIRECTORS AND INTERNAL BOARD COMMITTEES

Responsible for the administration of the Company, has the widest ranging powers of ordinary and extraordinary administration.

The duties of the **Remunerations Committee** and the **Appointments Committee** are attributed to the entire Board of Directors, under the coordination of the Chairman, as envisaged by the Code of Corporate Governance and in respect of the conditions and methods indicated therein (Recommendation 26).

Board of Directors

Office	Member	Executive with strategic responsibilities	Executive	Non-executive	Member of Control and Risk Committee	Independent
Chairman	Andrea Foschi			✓		✓
Chief Executive Officer	Francesco Ospitali	✓				
Director	Giampiero Bergami			✓	✓	✓
Director	Claudia Cremonini			✓		
Director	Alessandro Nova			✓		✓
Director	Rossella Schiavini			✓	✓	✓
Director	Lucia Serra		✓			

CONTROL AND RISK COMMITTEE

The duties and functions of the Control and Risk Committee, the Remunerations Committee and the Appointments Committee are described in the annual report on corporate governance and ownership set-up, available in the Corporate Governance Area – Report on corporate governance: (<https://www.marr.it/corporate-governance/relazione-corporate-governance>)



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