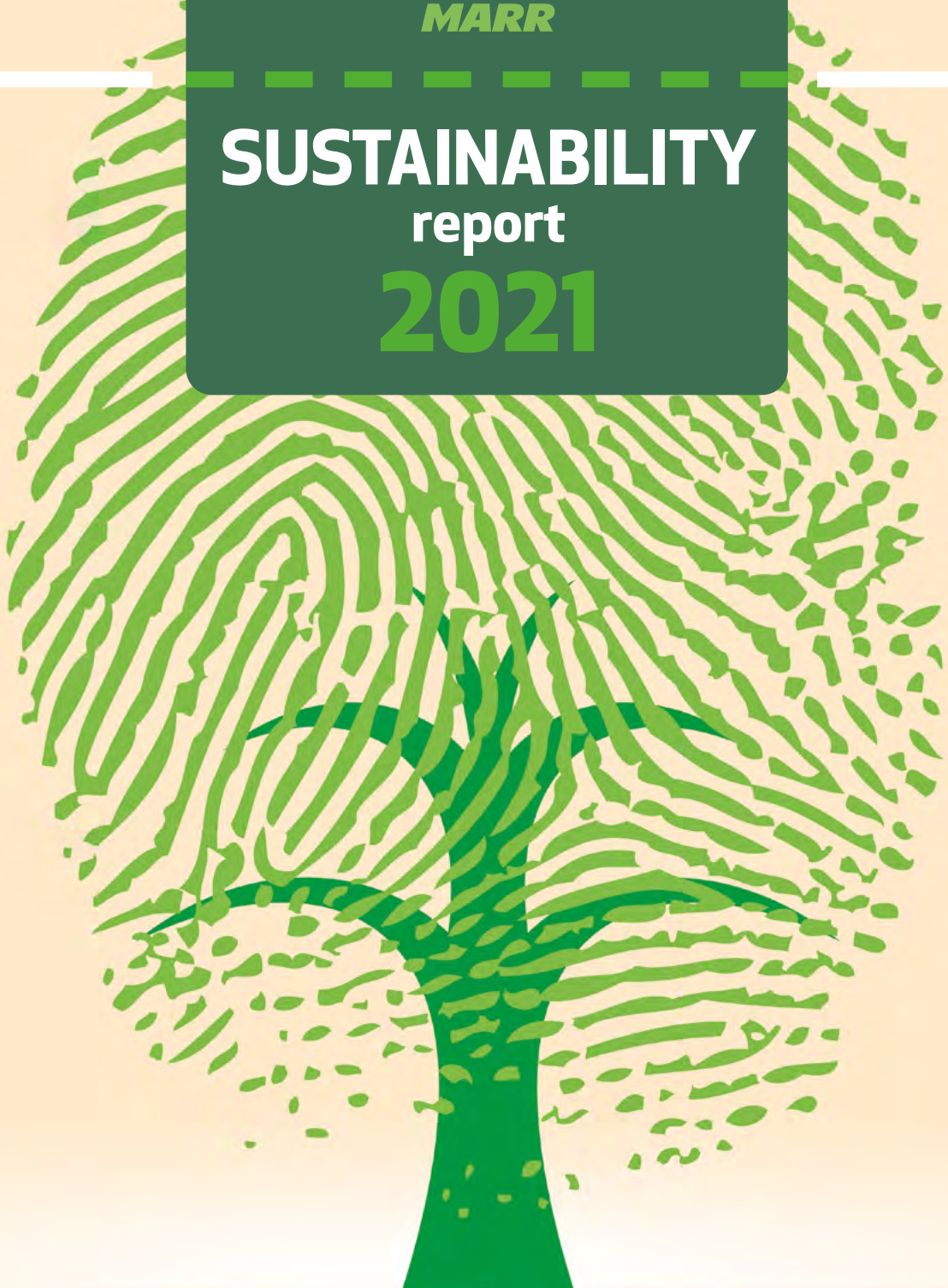




SUSTAINABILITY
report
2021



Consolidated Non-Financial Declaration in accordance with Legislative Decree 254/2016

SUSTAINABILITY REPORT 2021

**Consolidated Non-Financial Declaration
in accordance with Legislative Decree 254/2016**



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LETTER TO THE STAKEHOLDERS

March 2022

MARR was founded fifty years ago. The name is an acronym (Magazzini Alimentari Riuniti Riminesi), which still represents the choice to always and anywhere remain close to its origins and thus to its partners and clients, although the Company has for some time been a national leader in the market of out-of-home catering supplies. This founding characteristic of MARR is also well represented in this edition of the Sustainability Report, prepared in compliance with the universally accepted GRI standards. MARR's reference values ensure that its strategies and business focus on customer care, on which all of the sustainability objectives are based. These objectives, which were wanted and stated by the Board of Directors, are fully accepted and shared by the management team, in the hope that the Stakeholders also do so on the basis of the results achieved until now, and especially on the basis of the future path marked by ethical values and continuous growth, prioritising innovation and sustainability as well as results.

The pillars on which the development strategies are based, which are integrated and closely connected, are confirmed and focused on once again herein. In addition to the proper and complete implementation of the best practices in terms of Governance, MARR has maintained precise references in its vision of the future: the valorisation of Individuals as a vital asset in Market relations, prioritising the values of sustainability when selecting the sources of its supplies, concrete and rigorous contribution towards the respect of the environment and ecosystem in the context of the production line that it is part of, real support of the reduction of waste on the production line itself and maintaining a close focus on profitability through by optimising processes. These references are shared by the entire commercial, logistic, management and administrative workforce of the Company and each of them, in the context of its own responsibilities, is called upon to make its own contribution, also with the assistance of IT tools. The benefits of this widespread and integrated approach favour both the Stakeholders, and thus individuals and collectivity, and also the economic and environmental system that we are in contact with on a daily basis.

This document includes numbers, objectives, references and strategies, but especially the pride that MARR and its collaborators take in being participant and active players in the path taken and thus contributing towards an increasingly sustainable global future. The external difficulties that the Company has had to deal with in the last two years and today still do not fully guarantee the hoped-for return to normality, have had repercussions on the results for the business year. However, this has not prevented MARR from guaranteeing to its Clients the usual service levels and focus on their diverse needs, also through the full involvement of its articulated organizational structure. We can be certain that the clarity of the objectives, the quality of our workforce, our position of leadership and, especially, the responsibility with which we deal with market requirements on a daily basis are the concrete support to our capacity to continue to achieve the economic and financial targets in a fully ethical and sustainable manner.

Ugo Ravanelli
(Chairman)

Francesco Ospitali
(CEO)



MARR green fingerprint

- PGI products
- PDO products
- Fair trade products
- Organic aquaculture products
- Traditional Agri-food products
- Sustainable management of forests
- Compostable disposable products
- Sustainable fishing products
- Ecolabel products
- Organic products
- Products complying to GPP

METHODOLOGICAL NOTE

The Sustainability Report of the MARR Group (constituted by MARR S.p.A. and its subsidiaries, hereinafter also "MARR" or "the Group") for the first time assumes the same valence as the Non-Financial Declaration ("NFD") prepared in compliance with Legislative Decree 254/2016, and is published separately from the report on operations. In fulfilment of art. 3 and art. 4 of Legislative Decree 254/2016, the document is intended to report on the measure required to ensure the understanding of the business activities carried out, the performance levels, the results achieved and the impact generated by these activities as regards environmental, social and staff-related topics, the fight against active and passive corruption and the respect of human rights. In the Sustainability Report (hereinafter also "Report"), MARR includes the information concerning the aspects deemed to be priority and relevant ("material") which reflect the impacts of the workforce from an economical, environmental and social viewpoint, and which are capable of significantly influencing the evaluations, conduct and decisions of the Stakeholders.

The objectives have been outlined by the Board of Directors and the relevant aspects for the Group defined according to the updating of a process of materiality analysis which involved a comparison of the material topics with the sector best practices, also taking the expectations of the Stakeholders into consideration, as described in paragraph 2.2 Materiality Analysis. This Sustainability Report has been drawn up in compliance with the "Global Reporting Initiative Sustainability Reporting Standards" issued in 2016 by the Global Reporting Initiative (GRI) according to the "GRI-Referenced" option. As regards the specific Standard FRI 306 (Waste), the 2020 version has been adopted.

The GRI indicators reported in the Report are those considered to be most representative of the sustainability topics identified as relevant by MARR on the basis of the materiality analysis conducted.

The perimeter of the corporate, environmental and economic-financial information includes all of the companies consolidated with the integral method by the parent company MARR S.p.A.. Therefore, the scope of consolidation includes, in addition to the parent company MARR, the subsidiaries As.Ca S.p.A., New Catering S.r.l., Antonio Verrini S.r.l. and Chef S.r.l. Unipersonale. It must be pointed out that, compared to last year, the scope of consolidation has been expanded by way of the acquisition finalised in April 2021 by the parent

company MARR S.p.A. of the totality of the holdings of the companies Antonio Verrini S.r.l. and Chef S.r.l. Unipersonale, both operating in the seafood market. MARR Foodservice Iberica S.A., a non-operating company, and Jolanda de Colò S.p.A., an associate company, are thus excluded from the scope of consolidation.

The risks and opportunities with regard to MARR's activities are the same as those reported for the entire Group. Any perimeter restrictions to the data reported are specified in the individual chapters and do not restrict the understanding of the Group activities and their impact.

The reporting period is from 1 January 2021 to 31 December 2021, except for the new companies Antonio Verini S.r.l. and Chef S.r.l., for which it is from 1 April 2021 to 31 December 2021, and the data for previous years is included, if available, solely for comparative purposes so as to facilitate the evaluation of the performance of the Group's business activities. The reporting frequency is annual (the Sustainability Report for 2020 was published in October 2021). To improve the effectiveness of the document in terms of communication, as of the 2021 fiscal year, the Sustainability Report has also assumed the function of the Non-Financial Declaration, as specified previously.

In order to properly represent the performance of the Group, the use of estimates has been restricted as much as possible. When estimates have been made, they are based on the best available methodologies and adequately noted.

The 2021 Sustainability Report has been prepared involving all of the responsible management departments and was approved by the Board of Directors on 15 March 2022, together with the draft annual financial statements and the consolidated financial statements.

The document has been audited by the designated auditing firm PricewaterhouseCoopers S.p.A., pursuant to Legislative Decree 254/2016 on the basis of the standards and instructions in the ISAE3000 (International Standard on Assurance Engagements 3000 - Revised) of the International Auditing and Assurance Standard Board (IAASB). PricewaterhouseCoopers S.p.A. is also the company responsible for the legal auditing of the MARR Group consolidated financial statements.

For more information on this Report, the following e-mail address can be contacted: sostenibilita@marr.it



Information regarding EU Taxonomy (NFD 2021)

EU Regulation 2020/852 has introduced the taxonomy of eco-compatible economic activities into the European regulatory system; this is a classification of the activities that may be considered sustainable on the basis of alignment with the environmental objectives of the European Union and the respect of some clauses of a social nature. Article 8 of EU Regulation 2020/852 provides that companies subject to the Directive on non-financial reporting must publish information on the alignment of their activities to the taxonomy should their business activity be considered to be "eligible" and that, as of the non-financial declaration for the 2021 business year, they provide information on the portion of the returns originating from products or services associated to economic activities aligned with the taxonomy, the portion of expenditure in capital account (Capex) and the operating expenses (Opex) regarding activities or processes associated to economic assets aligned with the taxonomy. EU Delegated Regulation 2021/2139 sets the criteria of a technical nature for determining when a specific economic activity can be considered "ecosustainable" because it contributes substantially towards mitigating climate change or the performance of climate change without causing significant damage to one or more of the other environmental objectives (so-called Climate Act).

The Climate Act outlines the two sets of technical criteria, in Appendix 1 for mitigating climate change (Art. 10 Taxonomy Regulation) and in Appendix 2 (art. 11 Taxonomy Regulation) for adaptation to climate change, respectively.

The technical criteria follow the NACE (Nomenclature des Activités Economiques) classification, which is a general classification system used to systemise and uniform the definitions of the economic and industrial activities of member States of the European Union.

A description of the individual activities admissible is provided for each economic activity indicated in Appendices 1 and 2 to the Climate Act, also indicating the relative NACE codes.

In this regard, it must be noted that, on the basis of the analysis conducted and considering the NACE codes of the companies in the MARR Group, the Group's activity is not eligible as regards Taxonomy and there are thus no additional disclosure obligations pursuant to article 8 of EU Regulation 2020/852.

HIGHLIGHTS

Consolidated results

€ million	2021	2020	2019
TOTAL REVENUES	1,456.3	1,073.7	1,695.8
EBITDA	90.5	39.4	128.5
NET RESULT	35.0	-2.4	66.6
NET EQUITY	349.5	338.1	339.8
NET FINANCIAL POSITION* / NET EQUITY <small>*net of IFRS 16</small>	0.19	0.41	0.44

MARR figures

about **3,500** AMONG EMPLOYEES AND COLLABORATORS

over **50,000** CLIENTS

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

over **800** TRUCKS

of which **400** LOW ENVIRONMENTAL IMPACT
(LNG, euro 6 and electric)

MARR Products

A RANGE OF OVER **20,000** PRODUCTS of which

over **2,000** GREENPRODUCTS
(according to the Green Public Procurement envisaged by Ministerial Decree no. 65 of 10 March 2020)

about **4,000** PRODUCTS Made in Italy

over **1,000** PRODUCTS private label

MARR Suppliers

over **2,400** SUPPLIERS



OF WHICH **700** MEETING ENVIRONMENTAL OR SOCIAL SUSTAINABILITY CRITERIA

International Certifications



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

Recovery

over **2,000** tons of WASTE DESTINED FOR RECOVERY



Rating

The Company monitors and engages with the most renowned international sustainability rating institutions, including: MSCI, SUSTCO, S&P, ISS and Sustainalytics.

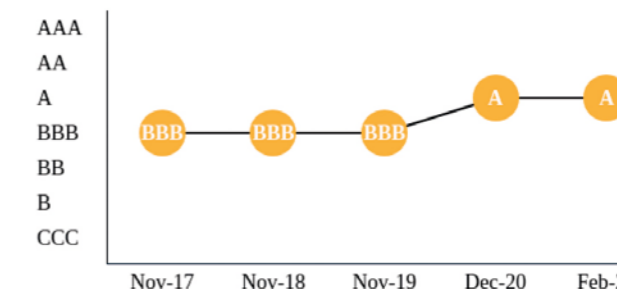
February 2022:

MSCI confirms the A rating to MARR



MSCI confirms MARR's A rating, received for the first time in December 2020 and validated in June 2021, for the ESG rating assessment rewarding the path of strengthening the approach to sustainability for having implemented projects in each of the three ESG areas (Environment, Social and Governance).

ESG Rating history



The graph shows MARR's ratings in the last 6 years

SUSTCO SCORE

Company: MARR SpA

HQ: Rimini, RN, Italy
 Ticker: Milan: MARR
 ISIN: IT0003428445
 Sector: Consumer Services
 Industry: Food Retailers & Wholesalers

Market Cap: \$1.6B
 Class: Small Cap
 FY End: 2021
 Employees: 823
 Year Founded: 1972

COMPANY SNAPSHOT

SUSTCO LISTING

★ ★ ★

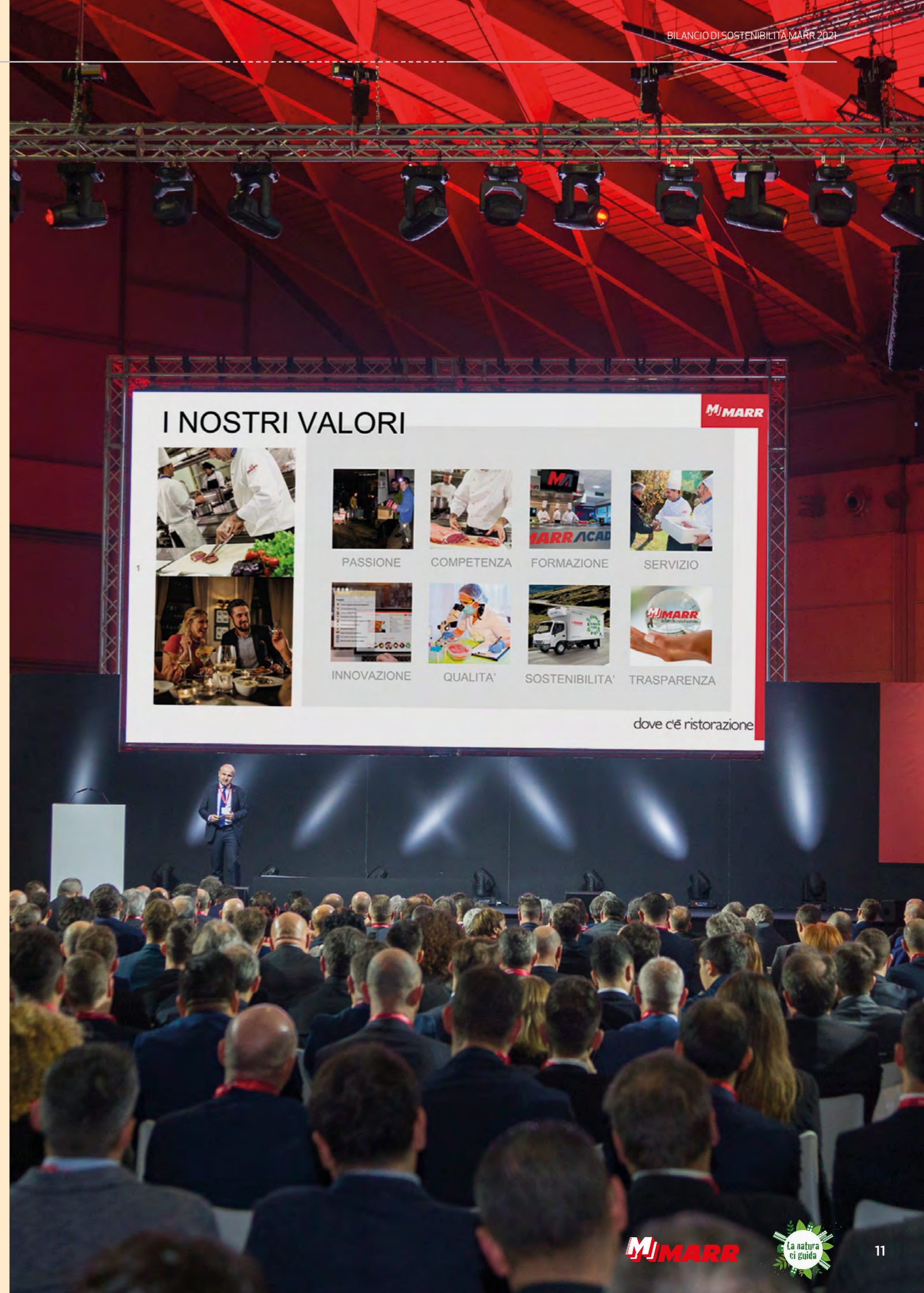
Ranked 1194 out of 3000
SUSTCO 3000 Universe Rank

SUSTCO

a scoring methodology specifically developed for facilitating investment decisions on listed companies by reporting environmental, social, governance and financial performance data, awarded MARR 3 stars.

MARR'S COMMITMENT AND SUSTAINABLE DEVELOPMENT OBJECTIVES

Being aware of its ethical, social and environmental responsibility in the sector of out-of-home food consumption, MARR has for some time considered as a priority the implementation of sustainability strategies in the contexts in which the Company's business activities could have a significant impact.



Index of material topics for MARR



This Report describes in detail that developed by MARR in terms of ESG and explains the projects and initiatives through which the Group can contribute towards the achievement of the SDGs (Sustainable Development Goals) dictated by the UN.

The priority topics on which MARR invests are listed below, extrapolated from the materiality matrix in paragraph 2.2 "Materiality analysis" on page 41.

SDG (Sustainable Development Goals)	MATERIAL TOPICS	Reference chapters	Page
	FIGHT AGAINST FOOD WASTAGE	Chapter 6 - MARR for the environment 6.1 Packaging and waste management	85
		Chapter 8 - Integration and engagement with other stakeholders 8.2 Local communities and donations	122
	UPGRADING THE VALUE OF "GREEN" AND LOCAL PRODUCTS	Chapter 7 - Supply Chain 7.4 Upgrading the value of "green" and local products	109
	CUSTOMER SATISFACTION AND LOYALTY	Chapter 3 - Customer closeness	51
	PRODUCT LABELLING AND INFORMATION TO CONSUMERS	Chapter 5 - Quality in MARR	75
PRODUCT QUALITY AND SAFETY			
	PROTECTION OF DIVERSITY AND EQUAL OPPORTUNITIES	Chapter 4 - People in MARR 4.3 Protection of diversity and equal opportunities	65
	OPTIMIZATION OF WATER CONSUMPTION, ENERGY CONSUMPTION AND RELATED EMISSIONS	Chapter 6 - MARR for the environment 6.4 Water consumption	98
	OPTIMIZATION OF WATER CONSUMPTION, ENERGY CONSUMPTION AND RELATED EMISSIONS	Chapter 6 - MARR for the environment 6.3 Consumption of electricity and combustibles and emissions	94
	EMPLOYEES WELLBEING, HEALTH AND SAFETY	Chapter 4 - People in MARR	55
	ETHICAL AND SUSTAINABLE PROCUREMENT AND RESPECT FOR HUMAN RIGHTS	Chapter 7 - Supply Chain 7.3 Ethical and sustainable procurement and respect for Human rights	107
	ECONOMIC IMPACT AND ABILITY TO GENERATE VALUE	Chapter 1 - MARR Identity 1.6 Financial performance	34

SDG (Sustainable Development Goals)	MATERIAL TOPICS	Reference chapters	Page
	SUPPLY AND USE OF RAW MATERIAL IN PRIVATE LABEL	Chapter 7 - Supply chain 7.4 Upgrading the value of "green" and local products	109
	MANAGEMENT OF PACKAGING AND WASTE	Chapter 6 - MARR for the environment 6.1 Management of packaging and waste	85
	IMPACT AND INCREASE THE EFFICIENCY OF LOGISTICS	Chapter 6 - MARR for the environment 6.2 Impact and increase the efficiency of logistics	91
	ANIMAL WELFARE	Chapter 7 - Supply Chain 7.5 Sustainable fishing and fish farming	115
		7.6 Animal welfare	117
	INTEGRATION AND ENGAGEMENT WITH STAKEHOLDERS	Chapter 8 - Integration and engagement with the other stakeholders	119
	FIGHT AGAINST CORRUPTION AND ANTI-COMPETITIVE PRACTICES	Chapter 1 - MARR Identity 1.5 Governance	27

MARR
Identity

1



1.1 THE BUSINESS MODEL

MARR is a point of reference for foodservice operators who can consider it a sole supplier at national level of a wide range of products: the Group procures its products from selected suppliers (over 2,400) throughout the world, and it operates throughout the country by means of a logistics-distribution network comprising over 40 distribution centers and agents with warehouses, some with Cash & Carry stores, and 800 delivery vehicles, mainly of third-party carriers.

LOGISTIC-DISTRIBUTION NETWORK ON TWO LEVELS



PLATFORMS

Warehouses for the storage of products, the resupplying of the Branches and deliveries to some Clients, mainly in the National Account segment (operators in Canteens and Chains and Groups)



DISTRIBUTION CENTRES (BRANCHES AND AGENTS WITH WAREHOUSES)

Operating units located nationwide, some with Cash&Carry outlets, mainly supplying clients in the Street Market segment (restaurants and hotels not belonging to Groups or Chain)

The efficiency of this logistic-distribution network is continuously optimised and enables, on one hand, travel to be concentrated to and from the Platforms and Distribution Centers and single deliveries of different types of goods to be grouped together and, on the other, to ensure a rapid and accurate service to respond on a personalised level to the needs characterising the various client segments, leading to advantages of a competitive nature and in terms of sustainability.

In order to further support the growth of the Group's business and obtain the most efficient logistic network, a new operating Unit was opened in 2021 in Catania and the

Fresh Point (Cash & Carry) was opened in Cesenatico (FC), which offers clients a highly specialised service for fresh seafood products and fresh fruit and vegetables, At the end of January 2022, a new logistic platform was also opened in Castel San Giovanni, in the province of Piacenza.

With these new openings, aimed at defining an increasingly efficient logistic network that is functional to the economic growth of the Group and increasing territorial coverage, MARR also contributes towards increasing employment in the Regions involved and the external collaborators involved in transport, storage and commercial activities.





MARR OPERATING CONTEXT

MARR is the leader in Italy in the specialised distribution of food and non-food products to the out-of-home food consumption sector



SPECIALIST IN THE FOODSERVICE SECTOR



FOR FIFTY YEARS



LEADER IN ITALY



COMPLETE AND GLOBAL SERVICE

The collaborators used by the MARR Group



917 EMPLOYEES
(as at 31.12.21)



over 850 SALES TECHNICIANS



over 1,000 STAFF FOR SERVICE AND HANDLING GOODS



over 800 TRUCK DRIVERS

Basis of our competitive advantage

- Range of products
- Competency of the commercial workforce
- Efficiency of the logistic system
- Personalised, prompt and accurate service
- Capacity of goods and process innovation
- Development of an integrated model through digital supports ("phygital marketing")



Clients: out-of-home food consumption

MARR's approach is focused on customer assistance, from the phase of marketing consultancy and product assistance, through to the delivery phase using its own distribution network, which is active nationwide.



- **Street Market:** restaurants and hotels not belonging to Groups or Chains
- **National Account:** operators in structured commercial catering (Groups and Chains), canteens and Public Administrations (schools, health structures, care homes, etc.)
- **Wholesale**

1.2 ROOTS AND HISTORY OF THE GROUP

1972

M.A.R.R., Magazzini Alimentari Riuniti Riminesi, is founded in Rimini and started its business supplying and distributing food products especially to restaurants and hotels operating on the Adriatic coast during the summer season.

1979

The Cremonini Group enters into MARR's capital.

ANNI 90

MARR develops throughout the country, through the opening of new distribution centres in Sicily, Campania, Lombardy, Lazio, Veneto and Sardinia. Targeted acquisitions of regional operators are also finalised, in particular Adriafood, Copea, Discom, Venturi and Sanremomare.

2003

A pool of institutional investors enters into the capital of MARR (led by Barclays Private Equity, Arca Impresa Gestioni SGR and Arca Merchant), who subscribe to approximately 33.3% of the capital.

2004-2006

MARR acquires Sogema S.p.A., a company operating in Piedmont and Valle d'Aosta, and then the going concern of Sfera S.r.l., operating in Romagna, Marche and Umbria. Subsequently, AS.CA., a Bolognese company that is part of the development plan in large cities, and the foodservice distribution going concern of Prohoga, a company operating in Trentino Alto Adige, were acquired.

21 giugno 2005

MARR's shares are admitted for trading on the STAR (Segmento Titoli Alti Requisiti) segment of the Italian stock exchange.

2007

MARR enters the segment of food distribution in bars and fast food restaurants with the purchase of New Catering, a company from Forlì. Operational activities begin at the new distribution center of MARR Toscana in the province of Pistoia. In the same year MARR strengthens itself in the fresh fish segment by acquiring the going concern of F.lli Baldini Srl, a leading company in the distribution of fresh molluscs, finalizes the purchase of the going concern of the Cater company, specialized in supplying canteens and buys the going concern of Jolly Hotel, a leading national hotel chain acquired by the NH Hotel Group.

2008

The activities of Minerva Srl, a company operating on Lake Garda and with a strong specialization in the distribution of fresh and frozen fish products, are taken over and the purchase of Emigel (BO), active in the distribution of food to bars and fast food restaurants, is finalized, confirming the strategy of consolidating the bar distribution sector with the subsequent incorporation (2014) into New Catering.

2012

MARR celebrates 40 years of activity, during which it has become the leading group in food distribution to the foodservice industry in Italy; it also takes over the activities of the Lelli Lino Company (Bologna) which will be transformed into a branch in 2014.

2013

The lease contract for the activities of Scapa Italia S.p.A. begins, through which MARR took over the management of the distribution centers of Marzano (Pavia) and Pomezia (Rome). The business is acquired at the beginning of the following year.

2014

MARR sells its shares (equal to 55% of the share capital) of the Alisea consortium company with limited liability to CIR Food Italian Cooperative of Catering. Following the sale by MARR S.p.A. of the entire stake in Alisea - a company operating in catering for hospitals - the activities of the MARR Group focus on supplies to the Foodservice segment.

2015

MARR acquired SAMA Srl, a company based in Zola Predosa (Bologna), specialized in the distribution of food products to bars and fast food restaurants, which in the same year was incorporated into New Catering, which confirms itself as a leader in food distribution in the bar segment with 4 distribution centers (Forlì, Bologna, Rimini and Perugia).

2016

MARR acquired DE.AL. Srl, an Abruzzo company operating in the food distribution to Foodservice with the "PAC FOOD" brand and a distribution center of over 7,000 square meters located in Elice (Pescara). The acquisition strengthens MARR's presence in the middle Adriatic; in the same year, the Company's activities allow the activation of the new MARR Adriatico distribution centre.

In the same year, Specia Alimentari Srl, a company located on Lake Maggiore, was acquired, resulting in the strengthening of the MARR presence in the area.

2019

MARR acquired 34% of the shares of Jolanda de Colò S.p.A., leader in the premium segment (top range), from Intrapresa S.r.l., and simultaneously signed an irrevocable agreement giving MARR the option, as of 31 March 2022, to purchase a majority shareholding stake.

2020

MARR completed the acquisition of SiFrutta S.r.l., in which it had acquired a minority stakeholding in 2018.

2021

MARR acquired a full stake in the newly established "Antonio Verrini S.r.l.", into which all of the activities of Antonio Verrini & Figli S.p.A., and Chef S.r.l. Unipersonale, which has leased the going concern Chef Seafood S.r.l.. Both companies operate in the seafood market.

2022

In April, MARR finalised the acquisition of Frigor Carni S.r.l., a reference Calabrian operator in sale and distribution of food products to the foodservice, with a significant specialisation in terms of seafood products. Frigor Carni S.r.l. operates mainly with independent clients and on the Ionian coast of Calabria, a very attractive tourist destination.





1.3 BRANDS AND PRODUCTS

The MARR Group purchases and distributes to the Street Market, National Account and Wholesale client segments a wide range of products attributable to 5 product categories, divided between food and non-food products instrumental to the catering (non-food).

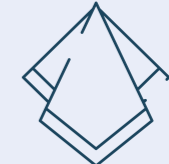
The MARR offer

over
20,000
FOOD
PRODUCTS

50
FAMILIES
OF GOODS



over **8,000** NON-FOOD PRODUCTS



Detergent and hygiene products for professional use

Disposable articles for delivery and take away

Products for mise en place and other professional catering equipment



over
2,400 SUPPLIERS

Our private labels

MEAT Over **150** REFERENCES

Australian Angus Beef American Angus Beef Irish Angus Beef
 MARR SELECTION LE CARNI italiane ITALIAN MEAT MARR SELECTION GREENEST fields IRISH BEEF
 MARR SELECTION PLAINES verdants FRENCH BEEF MARR SELECTION SCOTTONA polacca POLISH BEEF CARNEMILIA SELECTION SELEZIONE CARNI DI VITELLO

SEAFOOD Over **180** REFERENCES

Blue line ORO FISH easyfish CBOX
 FROSTLABS PROMAR CHEF FIRST CLASS SEAFOOD av

GROCERY Over **400** REFERENCES

Sprintday CASCINA Mirasole BARNES la Doucerie
 la speciale COLETTA Gran Natura Prest
 PROSCIUTTO DEL CASINALE PRIMI FRANTOIO DEL CASALE I SEMI DELLA TERRA
 La Galleria dei Vini MARR ACETAIA del Casale Sushi & MARR culinArte

PRODUCTS OF SERVICE

Zavola REALE Over **100** REFERENCES

A BRAND FOCUSING ON VERSATILITY AND FACILITATING WORK IN THE KITCHEN

EXCELLENCES

MARR SELECTION Over **60** REFERENCES

A TRANSVERSAL BRAND GROUPING TOGETHER GASTRONOMIC EXCELLENCES

NON FOOD

Over **40** REFERENCES

MARR

Private label products

Over **1,000** private label products



THE PRODUCTS ARE CONSTANTLY REVIEWED AND RENEWED IN ORDER TO RESPOND TO CLIENT REQUIREMENTS AND OFFER AN INCREASINGLY SPECIALISED RANGE



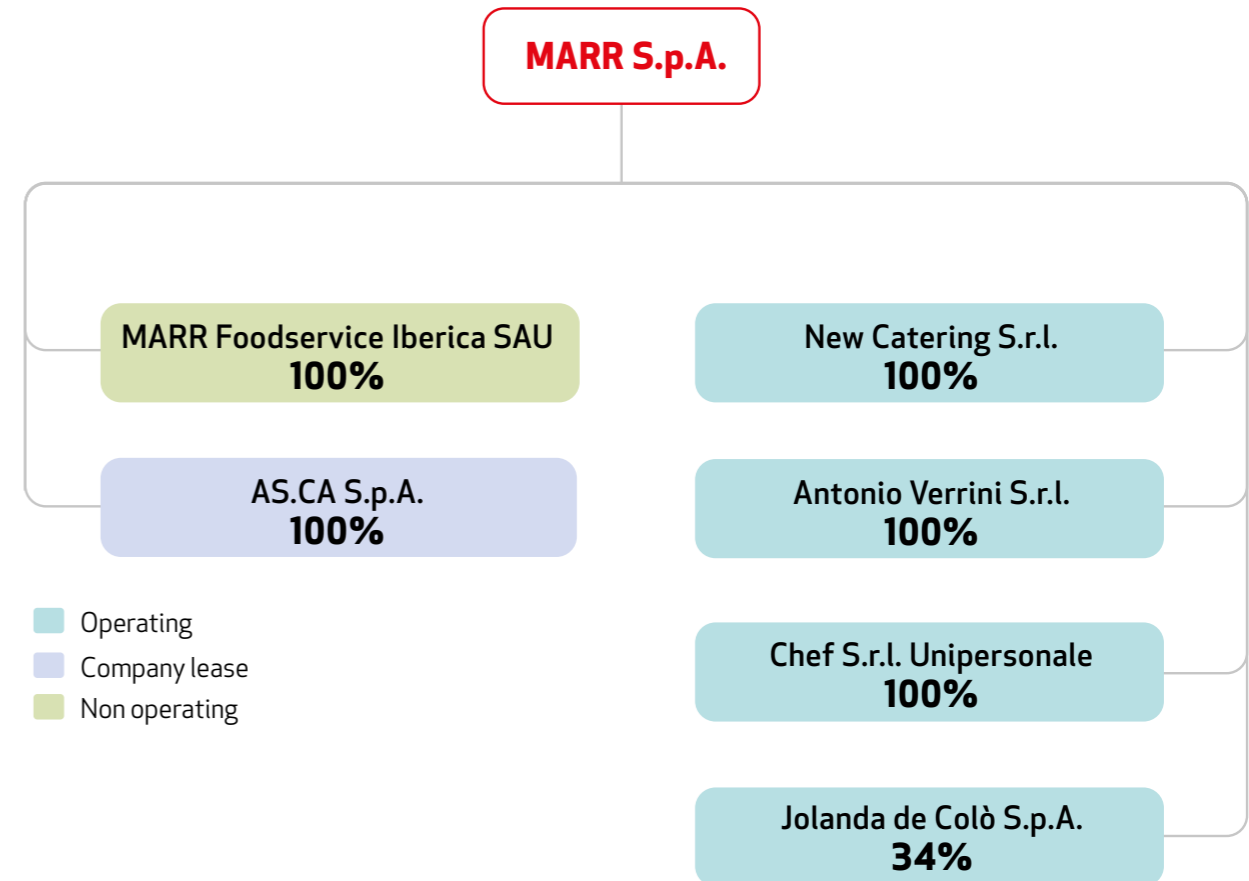
AN OFFER ALSO ORIENTED ON SUSTAINABILITY TOPICS (for example fresh pasta or brioches made with eggs produced from ground or open-air livestock, pasta made using grain originating in Italy, yoghurt produced from 100% Italian milk, alternative disposable products to plastic, including compostable products, etc.).

1.4 THE LOGISTIC-DISTRIBUTION NETWORK AND STRUCTURE OF THE GROUP



Corporate set-up

At 31 December 2021



The structure of the Group as at 31 December 2021 differs from that as at 31 December 2020 as a result of the acquisition, finalised on 1 April 2021 by the parent company MARR S.p.A., of two companies operating in the fresh seafood segment, in both the catering market and that of distribution to the end consumer: **Antonio Verrini S.r.l., Chef S.r.l. Unipersonale.**

The merger by incorporation into the company MARR S.p.A. of the fully owned company SiFrutta S.r.l. was also finalised on 27 September 2021, becoming an operating unit under the name of **MARR SiFrutta.**

The changes to the corporate structure of the Group during the course of 2021 involved an adjustment to the scope of consolidation compared to the previous business year.



Specifically, the data of the two newly acquired companies Antonio Verrini S.r.l. and Chef S.r.l. Unipersonale were considered to be within the scope of consolidation, given that they are 100% subsidiaries, starting on the date of the acquisition of the two companies and until 31 December. As they were last year, Jolanda de Colò S.p.A., being an associate company, and MARR Foodservice Iberica S.A., being a non-operating company, are excluded from the scope of consolidation.

Frigor carni S.r.l. is not within the scope of consolidation in this Report, given that its acquisition was finalised on 1 April 2022.

FULLY CONSOLIDATED SUBSIDIARIES INCLUDED WITHIN THE SCOPE OF CONSOLIDATION AS AT 31 DECEMBER 2021

COMPANY	ACTIVITY
 MARR S.p.A. Via Spagna n. 20 – Rimini	Marketing and distribution of fresh, dried and frozen food products for Foodservice operators.
 AS.CA S.p.A. Via Pasquale Tosi n. 1300 Santarcangelo di Romagna (RN)	Company which leases going concerns to the Parent Company MARR S.p.A., effective from 1st February 2020.
 New Catering S.r.l. Via Pasquale Tosi n. 1300 Santarcangelo di Romagna (RN)	Marketing and distribution of foodstuff products to bars and fast food outlets.
 Antonio Verrini S.r.l. Via Pasquale Tosi n. 1300 Santarcangelo di Romagna (RN)	Marketing and distribution of fresh, frozen and deep-frozen fish products mainly in the Ligurian and Versilia area.
 Chef S.r.l. Unipersonale Via Pasquale Tosi n. 1300 Santarcangelo di Romagna (RN)	Marketing and distribution of fresh, frozen and deep-frozen fish products mainly in the Romagna Riviera.

ASSOCIATES AND NON-OPERATING COMPANIES NOT WITHIN THE SCOPE OF CONSOLIDATION AS AT 31 DECEMBER 2021

COMPANY	ACTIVITY
 MARR Foodservice Iberica S.A.U. Calle Lagasca n. 106 1° centro Madrid (Spain)	Non-operating company.
 Jolanda de Colò S.p.A. Via 1° Maggio n. 21 Palmanova (UD)	Production, marketing and distribution of food products in the premium segment (high range).

At 31 December 2021
MARR S.p.A. represents **95%**
of the total Group revenues

The risks and opportunities with regard to the business activities of MARR are the same as those of the entire Group, because all operate in the context of the distribution of food products to the out-of-home food consumption segment.

1.5 GOVERNANCE

Company organisation

SHAREHOLDERS' MEETING

Represents the totality of the MARR shareholders and reaches the corporate decisions that are implemented by the administration body. The proceedings of the Shareholders' meeting are governed by the laws on the matter, the Company by-laws and the MARR Shareholders' Meeting Regulation.

ADMINISTRATION AND CONTROL BODIES

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).



Position	Member	Executive	Non-executive	Independence Code of Corporate Governance	Independence art. 148 TUF
Chairman of the Board of Directors	Ugo Ravanelli		●		●
Chief Executive Officer	Francesco Ospitali	●			
Director	Claudia Cremonini		●		
Director (until 17/04/2021)	Vincenzo Cremonini		●		
Director (since 14/05/2021)	Paolo Ferrari ⁽¹⁾		●		●
Director	Marinella Monterumisi ⁽²⁾		●	●	●
Director	Alessandro Nova ⁽³⁾		●	●	●
Director	Rossella Schiavini ⁽²⁾		●	●	●

⁽¹⁾ appointed by the Board of Directors meeting on 14/05/2021 and confirmed in the position by the Shareholders' Meeting on 06/09/2021

⁽²⁾ member of the Control and Risk Committee

⁽³⁾ from the minority list

CONTROL AND RISK COMMITTEE, REMUNERATIONS COMMITTEE, APPOINTMENTS 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 (<https://www.marr.it/en/corporate-governance>).

BOARD OF STATUTORY AUDITORS

Is the body responsible for presiding over the Company's observance of the law and company by-laws and respect of the principles of proper administration, and in particular the adequacy of the organisational, administrative and accounting set-up of the Company and their proper functioning.

Position	Member
Member	Massimo Gatto ⁽¹⁾
Standing Auditor	Andrea Foschi
Standing Auditor	Simona Muratori
Alternate Auditor	Alvise Deganello ⁽¹⁾
Alternate Auditor	Lucia Masini

(1) from the minority list

The Board of Directors and Board of Statutory Auditors were appointed on 28 April 2020 and will remain in office until the shareholders' meeting for the approval of the annual financial statements as at 31 December 2022.

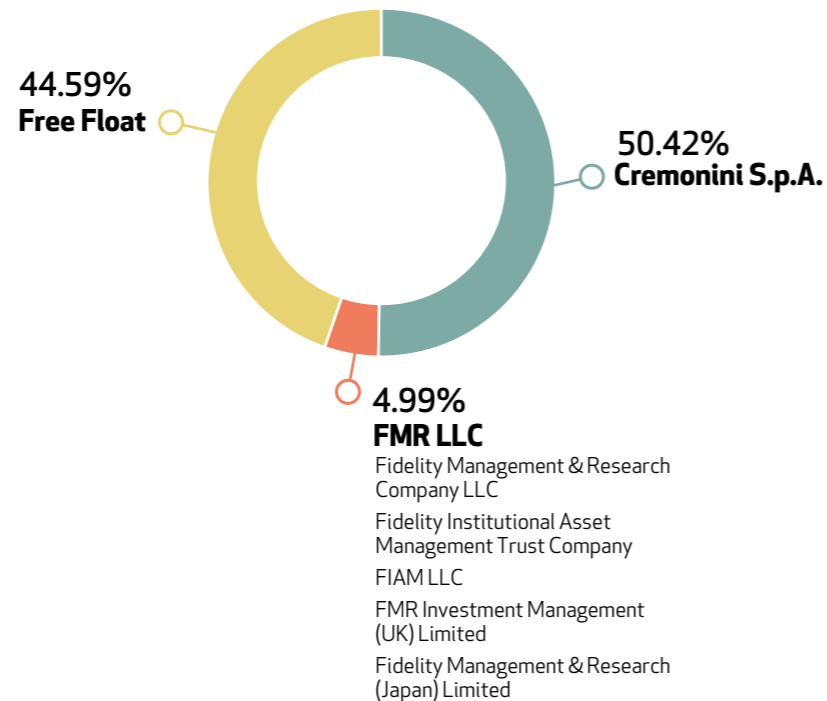
Independent Auditing Firm PricewaterhouseCoopers S.p.A.

Ownership

MARR has been listed on the Euronext STAR Milan (Segmento Titoli Alti Requisiti) segment of the Italian stock exchange since 2005; this segment has stringent requirements in terms of Governance.

MARR is subject to the management and coordination of Cremonini S.p.A., which has a holding of 50.42% of the share capital.

As resulting from the shareholders' register, the communications received pursuant to the law and the other available information, as of the date of approval of this Sustainability Report, the shareholders which directly or indirectly own holdings in excess of 3% of the share capital bearing voting rights are as follows.



There are **4.256** shareholders of which **3.866** italians (survey on 20 October 2021)

Governance tools

MARR has based its corporate governance system on transparency of operations and the valorisation of the requirements and needs of all of the stakeholders. The determination of the targets and the processes of the Company follow a Governance approach that is developed organically according to the various directives reflected in the policies, procedures and regulations listed hereafter, consultable on the Company website Corporate Governance Area.

Documents and procedures: <https://www.marr.it/en/corporate-governance/documenti-procedure>

CODE OF ETHICS

To ensure increasing levels of transparency and efficiency in its own Governance system, the Company adopted a Code of Ethics in 2005, and subsequently updated it, in which the rules of conduct and principles of legality, transparency and correctness to be applied to both the Company's internal and external relations, are recalled.

The Code of Ethics defines the professional practices and conduct which all of the Employees and Collaborators must abide by.

MARR is responsible for divulging the Code of Ethics to the stakeholders and to new employees when hiring them.

The Company has activated an online course, prepared by a specialized company in the subject, aimed at training of employees in the Organizational Model (principles and offenses of Legislative Decree 231/01) and the Code of Ethics.

The observance and adequacy of the Code of Ethics are the subject annual verification by the Control and Risks Committee to which the Supervisory Body (SB) reports.



- **Rectitude** Respect of the laws, regulations and rules in force in Italy and in the other countries in which the company operates
- **Loyalty** Respect of the contractual commitments and the so-called "given word"
- **Reliability** Respect, protection and utmost satisfaction of the customer
- **Correctness** Commitment to avoiding conduct that may be disloyal towards competing companies
- **Respect and protection of the individual** Avoiding any form of conduct that may be discriminatory on the basis of the ethnicity, language, gender, political opinion, religious faith and social status of an individual
- **Impartiality** Full respect of the principle of equal opportunities and utmost equity and correctness in hierarchical relations and between collaborators which contemplate, as the sole criteria of evaluation, the effective professional and human qualities of the individual
- **Protecting health and the environment** Observance of the laws on the matter and adoption of specific policies in order to avoid any risk whatever to the environment and health
- **Confidentiality** Protection of the news and information acquired in relation to both collaborators and others

ANTI-CORRUPTION POLICY

The Company has adopted an Anti-Corruption Policy aimed at outlining the general principles and rules of conduct to be followed in performing working activities, forbidden conduct, the systems for protecting from the risk of corruption and the relevant sanctions.

MARR's anti-corruption policy is based on the principles recalled in domestic and international laws regarding the prevention of corruption, the Code of Ethics and the Legislative Decree 231/01 Organizational Model adopted and is aimed at continuously improving the awareness of everyone working for MARR in terms of recognising corruption and any other type of fraud and their ability to be an active part in preventing, suppressing and reporting all possible breaches of the anti-corruption laws. The Anti-Corruption Policy is also one of the documents identified in the mapping of risks contained in the internal audit and risk management system.

The beneficiaries of the Anti-Corruption Policy are the corporate bodies, employees, collaborators, clients, suppliers and in general everyone who directly or indirectly, permanently or temporarily works for or with the Company, each in the context of their own functions and responsibilities.

The internal workforce of MARR has been evaluated in order to define the corruption related risks.

All of the local units have thus been informed of the adoption of the Anti-Corruption Policy and the procedures aimed at limiting the risk of corruption by notices affixed to the bulletin boards and handed out to the managers for distribution to the workforce. Newly hired employees are also informed in this regard. The Anti-Corruption Policy is uniform in terms of intent and objectives and has also been acknowledged and applied by all of the companies in the MARR Group and is available to the public and those who may be interested on the Company website.

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



Relations with suppliers



Relations with collaborators

Whenever deemed opportune, and in any event at least once every year, the Corporate and Legal Affairs Management, the "Department responsible for control" identified in the Anti-Corruption Policy, reports to the Board of Directors on the activities carried out and on significant circumstances and events or urgent criticalities in the Policy that may emerge.



Whistleblowing

The beneficiaries of the Anti-Corruption Policy must report any eventual breach, presumed or proven, of the Policy or any regulation whatever concerning corruption, by the Company, a colleague, a collaborator or a third party, including requests or offers of undue payments received from them (so-called Whistleblowing), as described in detail in the Policy consultable through the link



<https://www.marr.it/en/corporate-governance/documenti-procedure>



Reports may also be received through the e-mail inbox anticorruzione@MARR.it set up for this purpose.

There were no episodes of corruption reported during 2021, and no cases occurred in which it was necessary to undertake legal action due to anti-competitive conduct, anti-trust and monopoly, nor where there any reports received from the beneficiaries of the Anti-Corruption Policy.

Other Governance tools are consultable and can be downloaded on the Company website Corporate Governance Area

<https://www.marr.it/en/corporate-governance>

- Corporate Governance Code
- Organizational Model 231/2001
- Supervisory Board
- Human Resource management policy
- Procedure for managing related party transactions
- Procedure for the management of insider and confidential information
- Regulation for the management of relations with channels of information
- MARR policy for the management of engagement between the shareholders and other stakeholders



The Company intends to increase the responsibility of the business areas and spread the culture of sustainability in a capillary manner throughout all the departments.

Confirming this objective, **Sustainability Governance** is divided among the following departments and managers, coordinated by the Chief Executive Officer:

- | | | |
|--|---|---|
| → Quality Assurance and Control | → Investor Relations Department | → Commercial Officer |
| → Purchasing Manager | → Administration and Finance Department | → Operation Officer, who coordinates the Technical Services and the Service Goods Procurement |
| → Human Resources Department | → Logistics Manager | |
| → Legal and Corporate Affairs Department | | |



Risk management

IDENTIFICATION AND EVALUATION OF RISKS

MARR's internal audit and risk management system is constituted by all of the procedures, organizational structures and relative activities aimed at ensuring the proper conduction of business activities, consistently with the pre-set objectives. This system is aimed at identifying, measuring, managing and monitoring the main corporate risks and ensuring that the corporate equity is safeguarded, together with the efficiency and effectiveness of the corporate processes, the reliability of the financial information and the respect of the laws and regulations and internal procedures.

The **guidelines of the internal audit** and risk management system refer to the following:

- 231 Model
- Certificate management system
- Internal procedures

The **processes for identifying, monitoring and managing** risks involve the following, at various levels and on the basis of the roles and responsibilities within MARR:

- The Chairman of the Board of Directors
- The Board of Directors
- The Board of Statutory Auditors
- The Manager of the Internal Auditing department
- The Departmental Managers
- Management Control
- The Employees involved with different responsibilities

The reference point for risk management is based on the study of the context in which MARR operates, attempting to identify the main sources of risk and the consequent opportunities.

It must be noted 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 which see the consolidated financial statements.

	RISK AREA	MAIN RISKS	MATERIAL TOPICS
OPERATING	Customer satisfaction and loyalty	<ul style="list-style-type: none"> → Obsolescence of the business model → Reputational → Product quality and level of service matching expectations 	<ul style="list-style-type: none"> → Customer satisfaction and loyalty → Product quality and safety → Product labelling and information to consumers
	Environment	<ul style="list-style-type: none"> → Management of food waste 	<ul style="list-style-type: none"> → Fight against food wastage
ORGANIZATION	Processes and procedures	<ul style="list-style-type: none"> → Handling of goods → Product delivery → Transport and distribution → Infrastructure management 	<ul style="list-style-type: none"> → Management of packaging and Waste → Optimization of water consumption, energy consumption and related emissions → Fight against food wastage → Impact and increase the efficiency of logistics
HUMAN RESOURCES	Management and development of Employees Employees health and safety	<ul style="list-style-type: none"> → Personnel management 	<ul style="list-style-type: none"> → Employees wellbeing, health and safety → Protection of diversity and equal opportunities
COMPLIANCE	Legal & Compliance	<ul style="list-style-type: none"> → IT security → Fraud → Lawsuits → Non-compliance with laws, regulations and internal regulations 	<ul style="list-style-type: none"> → Ethical and sustainable procurement and respect for Human rights → Fight against corruption and anti-competitive practices

During the course of the year, there were no cases of non-compliance with the environmental regulations which led to proceedings regarding environmental damage, there were no cases of breaches of customer privacy and loss of customer data, there were no episodes or beginning of legal proceedings or action regarding breaches to the laws on fair competition, monopolistic and anti-trust practices and there were no cases of breaches of social, economic or fiscal laws and regulations.



Fiscal aspects

The operating companies in the Group are all subject to the Italian fiscal system. Only MARR Foodservice Iberica S.A., non-operating company, is resident for fiscal purposes in another country (Spain).

Because of the nature of its business and the fact that almost all of its business activity is in Italy, MARR has not

adopted a specific fiscal strategy, and consequently does not envisage forms of involvement of the stakeholders in fiscal practices.

MARR's conduct is consistent with a low exposure to fiscal risks.

GROUP FIGURES BY FISCAL JURISDICTION

€ million	ITALY	OTHER COUNTRIES
Number of employees	917	0
Revenues from sales to third parties	1,380.9	0
Revenues from intragroup transactions with other tax jurisdictions	0.0	0
Result before taxes	49.6	0
Tangible assets other than cash and cash equivalents	79.6	0
Income taxes paid on a cash basis	3.2	0
Income taxes accrued on profits/(losses)	14.5	0

The analyses, regulatory checks and opportunity evaluations are undertaken by the structure reporting to the Administration and Finance Department and, if deemed necessary as a result of regulatory complexities, involving external consultants.

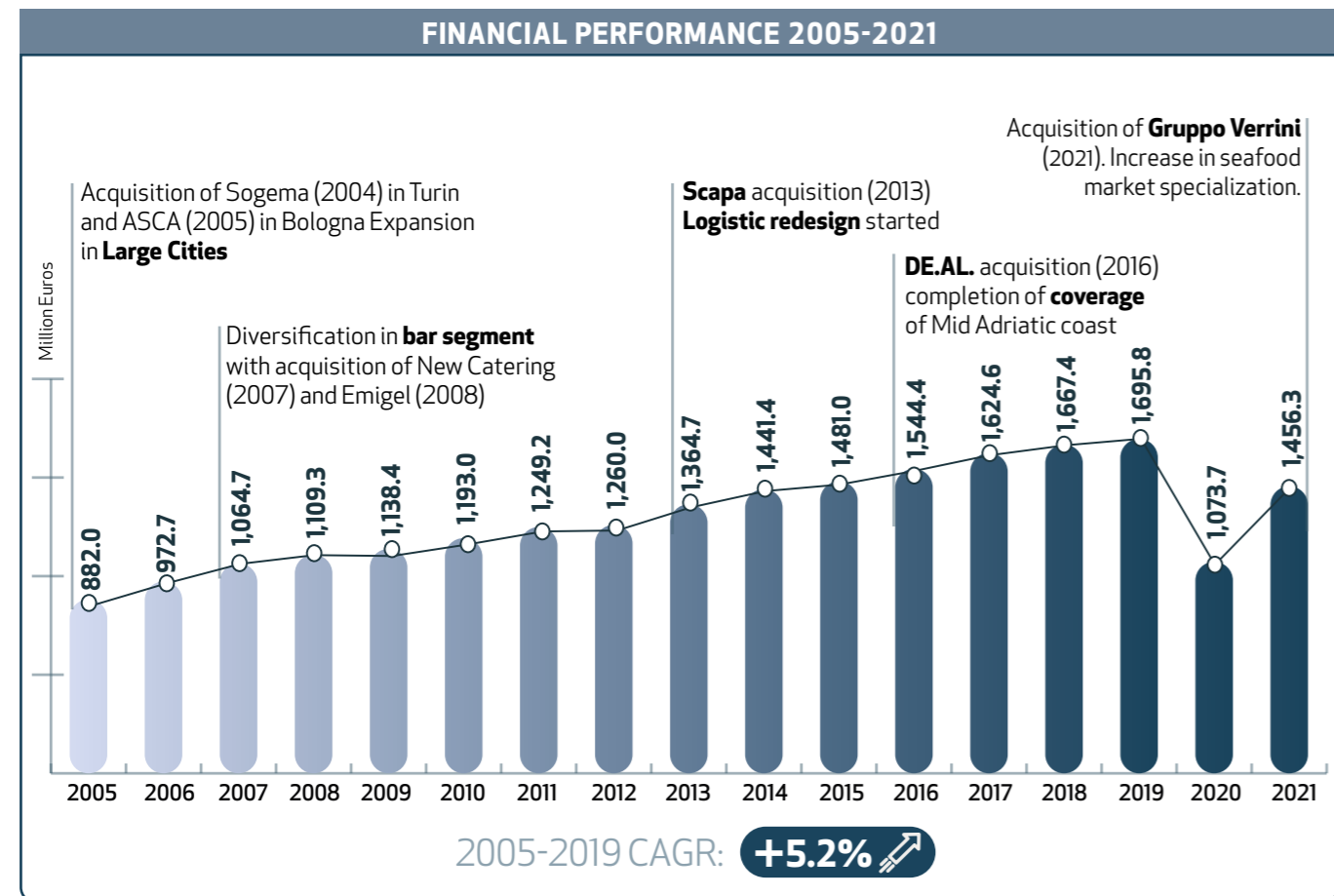
1.6 FINANCIAL PERFORMANCE

Consolidated results

In 2021, the MARR Group achieved total revenues of 1,456.3 million Euros (1,695.8 million in 2019, pre-pandemic), with a consolidated EBITDA of 90.5 million Euros, consolidated EBIT of 57.7 million Euros and closed with net result of 35 million Euros.

CONSOLIDATED FINANCIAL RESULTS						
€ million	2021	Inc. %	2020	Inc. %	2019	Inc. %
TOTAL REVENUES	1,456.3	100%	1,073.7	100%	1,695.8	100%
EBITDA	90.5	6.21%	39.4	3.70%	128.5	7.60%
EBIT	57.6	3.96%	2.8	0.30%	99.1	5.80%
NET RESULT	35.0	2.40%	-2.4	-0.20%	66.6	3.90%
CAPEX	19.2		15.3		10.3	
NET FINANCIAL POSITION	141.4		192.3		196	
NET EQUITY OF THE GROUP	349.5		338.1		339.8	
NO. OF EMPLOYEES	917		770		823	

The Group recorded a constant trend of increase in returns from 2005, the year it was listed on the Italian stock exchange, to 2019, and then suffered a slow-down because of the pandemic in 2020, recovering somewhat in 2021.



With regard to the sole sector of activity of the Group, that of the distribution of food products to the foodservice segment, the clients are divided into the following categories:

- **Street Market:** restaurants and hotels not belonging to Groups or Chains
- **National Account:** operators in structured commercial catering (Groups and Chains), canteens and Public Administrations (schools, health structures, care homes, etc.)
- **Wholesale**

REVENUES FROM FOODSERVICE SALES BY CLIENT SEGMENTS			
€ million	2021	2020	2019
Street market	909.9	663.7	1,128.2
National Account	261.4	186.7	296.0
Wholesale	261.3	208.3	242.4
Discounts, year-end bonuses, other services ⁽¹⁾	(11.9)	(10.3)	(15.2)
Total	1,420.7	1,048.4	1,651.4

(1) Not specifically attributable to a single client segment

The breakdown of the revenues from the sale of goods and services by geographical area is as follows:

BREAKDOWN OF REVENUES BY GEOGRAPHICAL AREA			
€ million	2021	2020	2019
Italy	1,332.3	972.8	1,544.8
European Union	55.3	38.9	58.2
Extra European Union	33.1	36.7	48.4
Total	1,420.7	1,048.4	1,651.4

94%

of the Group returns are realised in Italy



6%

revenues realised abroad

94% of revenues of MARR are realised in Italy and 6% abroad.

CLIENT PORTFOLIO

The client portfolio do not show a concentration such that one Client represents individually more than 10% of the total revenues.



2% maximum percentage of revenues per individual Client

Economic value generated and distributed directly

The table of distribution of the value generated directly is based on the reclassification of the income statement in the Consolidated Group financial statements. The economic value generated represents the economic richness produced by the Group during the year and the analysis of the economic value distributed enables an evaluation

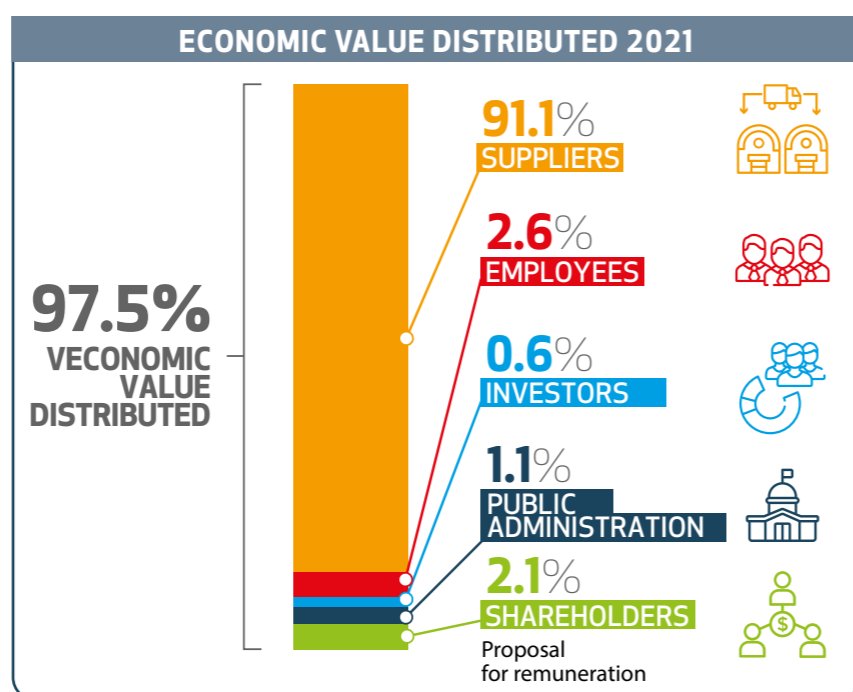
of the economic and social impact created, by measuring the richness produced to the advantage of all of the stakeholders. The economic value withheld is the difference between the economic value generated and distributed and includes, among other items, the amortization of tangible and intangible assets and allocations made.

As shown by the historical sets of figures for 2019 to 2021, as a result of the low added value of the production processes and the high incidence of the cost of goods and services purchased from suppliers, typical of the food distribution sector, the economic value distributed is particularly significant.

ECONOMIC VALUE GENERATED AND DISTRIBUTED (CONSOLIDATED STATEMENTS)						
€ million	2021	%	2020	%	2019	%
Operating revenues	1,456.3	99.9	1,073.7	99.9	1,695.8	99.9
Financial proceeds	917	0.1	1.4	0.1	1.0	0.1
Economic value generated	1,457.2	100	1,075.1	100	1,696.8	100
Remuneration of suppliers	(1,327.4)	-91.1	(1,005.4)	-93.5	(1,528.3)	-90.1
Remuneration of employees	(36.7)	-2.6	(27.8)	-2.6	(38.6)	-2.3
Remuneration of investors	(9.5)	-0.6	(7)	-0.6	(6.4)	-0.4
Remuneration of Public Administration	(15.5)	-1.1	(0.7)	-0.1	(27.6)	-1.6
Remuneration of third parties (communities, territory, category associations)	(0)	0.0	0	0.0	0	0.0
Proposal for remuneration of third parties (shareholders)	(31.3)	-2.1	0	0.0	0	0.0
Economic value distributed	(1,420.5)	-97.5	(1,040.9)	-96.8	(1,600.9)	-94.3
Depreciations and provisions	(32.9)	-2.2	(36.6)	-3.4	(29.4)	-1.7
Result to reserves	(3.8)	-0.3	2.4	0.2	(66.6)	-3.9
Economic value hold	(36.7)	-2.5	(34.2)	-3.2	(96.0)	-5.7

The **economic value generated** refers to the net revenues of the MARR Group (revenues from sales and services, other operating revenues, revenues from financial management), while the economic value distributed includes the costs reclassified by category of stakeholder.

During the course of 2021, the **economic value distributed** amounted to 1,412.5 million Euros, an increase compared to 1,040.9 million Euros in 2020 (which was affected by the Covid-19 pandemic).



The **distributed economic value** broken down as follows:

SUPPLIER REMUNERATION

Amounting to 1,327.4 million Euros, an increase in absolute terms compared to 2020 as a direct result of the recovery in sales volumes, which had recorded a decrease in the previous year because of the restrictions placed on catering activities by the government measures for combating the spread of the Covid-19 pandemic.

PERSONNEL REMUNERATION

Amounting to 36.7 million Euros, represented by the salaries and fees paid to the employees of the Group. The reduction compared to the previous business year is correlated to the use of social welfare programs.

REMUNERATION OF INVESTORS

Amounting to 9.4 million Euros mainly regarding the interest payable to banks and bond holders.

REMUNERATION OF PUBLIC ADMINISTRATION

represented by the direct and indirect taxes, amounting to 15.5 million Euros in 2021 (727 thousand Euros in 2020).

THIRD PARTY REMUNERATION which includes the amounts distributed to Communities, Territorial and category associations and those distributed to the Shareholders.

- As regards the value distributed to Communities, Territorial and category associations, this amounted to 84 thousand Euros in 2021, in line with previous years and referring mainly to the amounts paid to category associations.
- Regarding the remuneration paid to the Shareholders, it should be noted that the Board of Directors meeting on 15 March 2022 proposed the distribution of a dividend of 0.47 Euros per ordinary share, amounting to a total of 31.3 million Euros. In the above table, this amount is included in the item "Proposal for dividend distribution" and amounts to 2.1% of the value generated. It must be noted that, taking the general uncertainty caused by the start of the pandemic into account, the Shareholders' Meeting on 28 April 2020 had approved the financial statements for 2019 and had resolved not to distribute any dividends and to allocate the business year profits to the extraordinary reserve. For 2020, the meeting of the Board of Directors of the Company on 15 March 2021, taking into consideration the continuing uncertainty regarding the timeframe for the solution of the pandemic, had decided to propose to the Shareholders' Meeting that dividends not be distributed, reserving the right to submit a proposal for the distribution of dividends using the available reserves, on the basis of the evolution of the Market trends. The Shareholders' Meeting held on 28 April 2021 has unanimously approved the proposal to retain the losses accrued in 2020 and propose that dividends not be distributed, while retaining the possibility, on the basis of the results achieved during the first part of the 2021 business year, to propose their distribution at a later date, with the Board of Directors convening another Shareholders' Meeting. The Board of Directors meeting on 3 August 2021 acknowledged the results achieved in the first half of 2021 and the positive market trends and decided to convene a Shareholders' Meeting on 6 September 2021, proposing the payment of a gross dividend of 0.35 Euros per share, corresponding to a total of 23.3 million Euros.

For more information on the economic-financial performance in the year 2021, see the MARR Group consolidated financial statements on the following webpage: <https://www.marr.it/en/investor-relations/bilanci-relazioni>

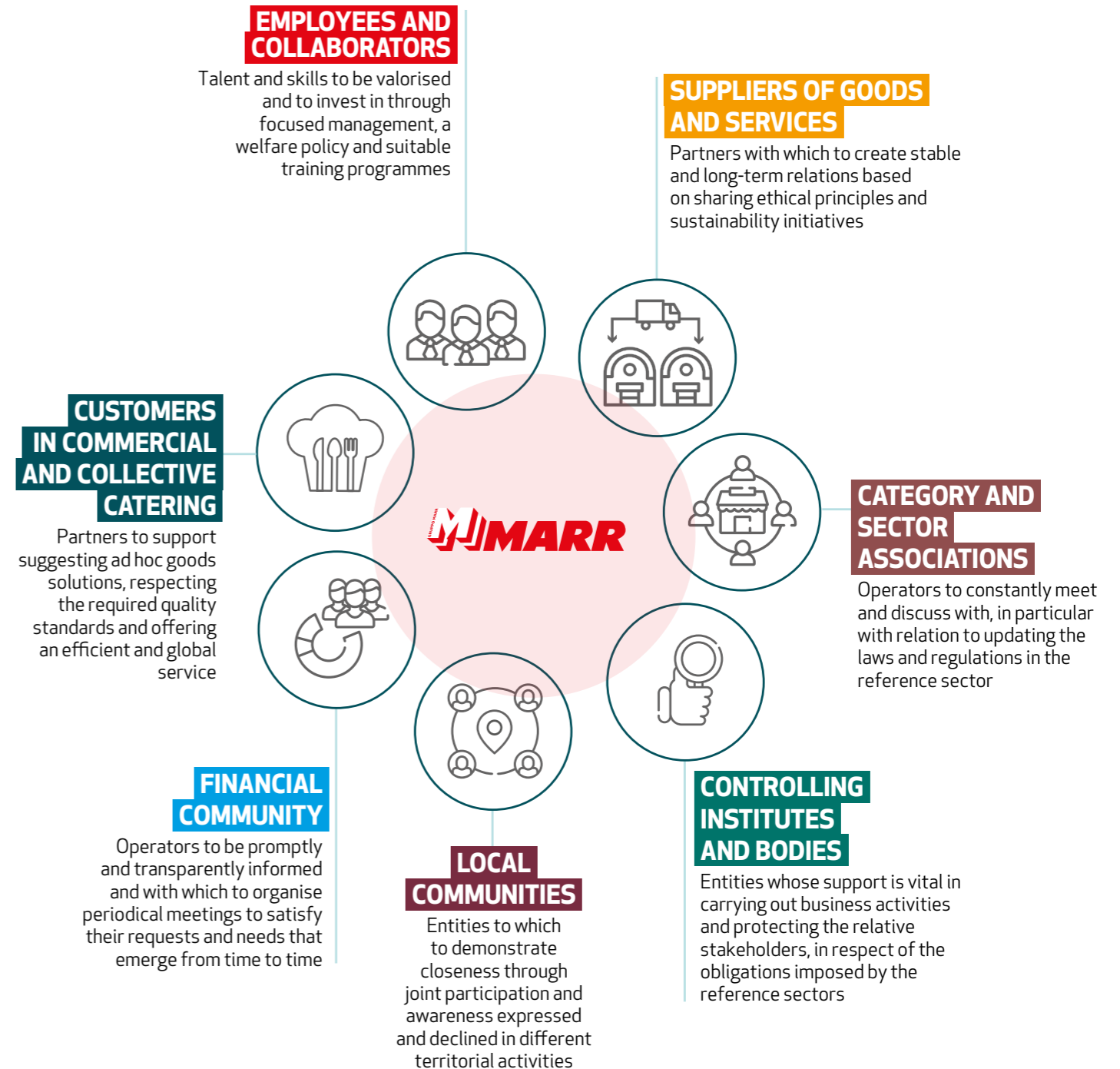
Sustainable
development
paths and goals

2

2.1 IDENTIFICATION OF THE STAKEHOLDERS

In carrying out its business activities, the MARR Group is exposed to numerous categories of stakeholders, subjects with which the Group collaborates, interacts and engages. The stakeholders play a primary role, also because of their capacity to influence the business and in turn be influenced. The main bearers of interest of the MARR Group, representing the players fundamental to the creation of value, are the following.

Stakeholder



2.2 MATERIALITY ANALYSIS

The priority (material) aspects to be reported in the Sustainability Report, in compliance with the GRI standards, are those which reflect the significant impact of the Group from an economic, environmental and social viewpoint. In this context, the term "impact" refers to the positive or negative effects that the Company has on the economy, the environment and society, but also to its response to the expectations, interests and evaluations of its stakeholders.

The priority topics identified by MARR are those that can have a significant impact on the development, performance

and value of the Company. Each priority topic is defined in relation to the social and environmental contexts and topics on which MARR's business activities may have a significant impact.

In order to identify the priority topics to be included in the report, the process of materiality analysis, carried out and updated on an annual basis consistently with the GRI standards, has been developed on the basis of the identification of the stakeholders as described in the preceding section and has been structured as follows.

IDENTIFICATION OF RELEVANT TOPICS

- Research and analysis of internal sources (policies, procedures, etc.) and of external sources (analysis of the publications of standard-setters and the benchmarks of the main competitors)
- The development of a long list of potentially relevant topics
- Review and approval of the long list and the selection of the most important to produce a short list

ASSESSMENT OF THE RELEVANT TOPICS

- The organization of meetings with the frontline people to assess the importance of every topic on the short list, from the Company's and the stakeholders' viewpoints
- Consolidation of the results of the assessment and development of the relative materiality matrix

APPROVAL AND REVIEW

- Approval of the short list of topics identified and assessed in the previous steps
- Review and verification of the Materiality Matrix deriving from the assessment of the various topics
- Overall approval of the materiality analysis

The materiality matrix consists of a graphic representation of the importance attributed to each of the topics from the viewpoint of the Management (the X axis) and of the stakeholders (the Y axis); the higher and the more to the

right the topic is situated on the graph, the greater its relevance for both parties.

Each priority topic has been reported in compliance with Legislative Decree 254/2016.

MATERIALITY MATRIX



The identification of the material topics involved a careful process of reviewing of the material topics identified in the 2020 Non-Financial Declaration by the top management team. Some of the topics have been grouped together into a single material topic, given that they respond to the same purposes, for example the management of packaging and waste or ethical procurement and respect of human rights, while others have been eliminated, as they are included within other material topics.

In particular, with respect to that reported in the 2020 Non-Financial Declaration, the following material topics have been added, on which the Group can act directly and which have been deemed as priority in evaluating the impact of its choices in terms of sustainability: *Customer satisfaction and loyalty*, *Fight against food waste* (included in the last

Report as a relevant topic), *Integration and engagement with stakeholders*, *Animal welfare* and *Supply and use of raw materials in brand products*. This latter topic replaces and provides a more in-depth view of the previous topic entitled Use of raw materials.

Also, the following topics have not been taken into consideration: Compliance (given that it is intrinsically transversal, of a generic nature and reported on in enough detail in the Financial Statements), Social commitment/cooperation (which MARR carried out mainly through the fight against food waste), Impacts/integration with regard to the local territory and communities (transformed into the more specific topic of Integration and engagement with stakeholders) and Industrial Relations.

2.3 MATERIAL TOPICS, SUSTAINABILITY COMMITMENTS, INITIATIVES AND PROJECTS

The material topics that emerged during the analysis are considered as key elements in guiding the Company in terms of increasing commitment towards non-financial topics and contributing towards the achievement of the goals chosen from the 17 Sustainable Development Goals (SDGs) in the 2030 UN Agenda.

The following pages highlight how each priority topic identified can be associated to a specific SDG and is functional to the development of the actions to be undertaken to attempt to create sustainable solutions and encourage initiatives to attenuate any negative impacts.

The focus has mainly been on the protection, wellbeing and satisfaction of Customers, Employees and Collaborators. Particular relevance has been given to ethical and sustainable procurement and the fight against food waste, topics in which MARR can intervene directly by controlling the Supply Chain. Lastly, an increase in interest can be seen towards environmental topics, in particular the impacts of logistics, the management of packaging and waste and energy and water consumption.












Each goal identified shows the initiatives and projects that MARR has implemented in recent years or is implementing now, specifying the progress made in achieving the goal.




















MARR green fingerprint












Legend		Goal set	Goal ongoing	Goal almost achieved	Goal achieved	Continuing goal
SDG (Sustainable Development Goals)	MATERIAL TOPICS	MARR commitment	Initiatives and projects	Update 2021	Progress	
	FIGHT AGAINST FOOD WASTAGE	Packaging and delivery solutions to reduce waste by the customer	Offer of products with a high service content to reduce excess waste (reduced packaging, single portions, etc.) and encourage the reduction of wastage by the customer	Paragraph 1.3 Brands and products		
			Increased frequency of deliveries to Customers thanks to the efficient logistic network	Opening of MARR Catania and Verrini Group acquisition. Implementation of software systems to increase the efficiency of logistic flows and deliveries		
			Management of products, inventories and deliveries to encourage the reduction of waste throughout the product line to the end customer	Focused management of inventories, rotations, supplies and returns	Constant monitoring of the relative KPI	
	UPGRADING THE VALUE OF "GREEN" AND LOCAL PRODUCTS	Promoting the offer of green and territorial products	Support of the national farming and food branch through the Made in Italy and Della Nostra Terra lines	Paragraph 7.4 Valorisation of "green" and territorial products		
			Increase in the assortment of green products (in compliance with Green Public Procurement) in the product line and suppliers with social or environmental certifications	Paragraph 7.4 Valorisation of "green" and territorial products		

SDG (Sustainable Development Goals)	MATERIAL TOPICS	MARR commitment	Initiatives and projects	Update 2021	Progress
	CUSTOMER SATISFACTION AND LOYALTY	Increasing closeness to and engagement with customers	Development of activities aimed at identifying and satisfying Customer needs	Launch of the myMARR App for Customers in May 2021. Periodical segmented disclosure through the InforMARRnews newsletter and news on the myMARR app. Instagram channel focusing on the products and services offered by MARR.	
	PRODUCT LABELLING AND INFORMATION TO CONSUMERS		Implementation of a system for continuous monitoring of Customer satisfaction through the collection of data and information using digital tools	Updating of Customer profiling to segment the offer with regard to the different requirements.	
		PRODUCT QUALITY AND SAFETY	Ensuring the health and safety of food products to customers and consumers	Training and awareness of personnel on Environmental Safety topics to ensure the proper application of the procedures and ensure effective responses to Customers and Institutions	Implementation of an e-learning training course on food quality and safety in early 2022.
	PROTECTION OF DIVERSITY AND EQUAL OPPORTUNITIES	Ensuring gender equality, equal opportunities and the absence of discrimination	Prompt communication to Customers through digital tools to report regulatory initiatives and updates	Use of digital communication channels: newsletter, myMARR app, catalogue news section	
			Commitment towards ensuring the right to equal pay for equal duties and results	As stated in the Human Resource Management Policy described in paragraph 4.1	
			Creation of organizational conditions to deal with any part-time post-maternity requests and encourage returning to work after maternity leave	Paragraph 4.2 Skills and wellbeing - Corporate welfare - Parental leave	

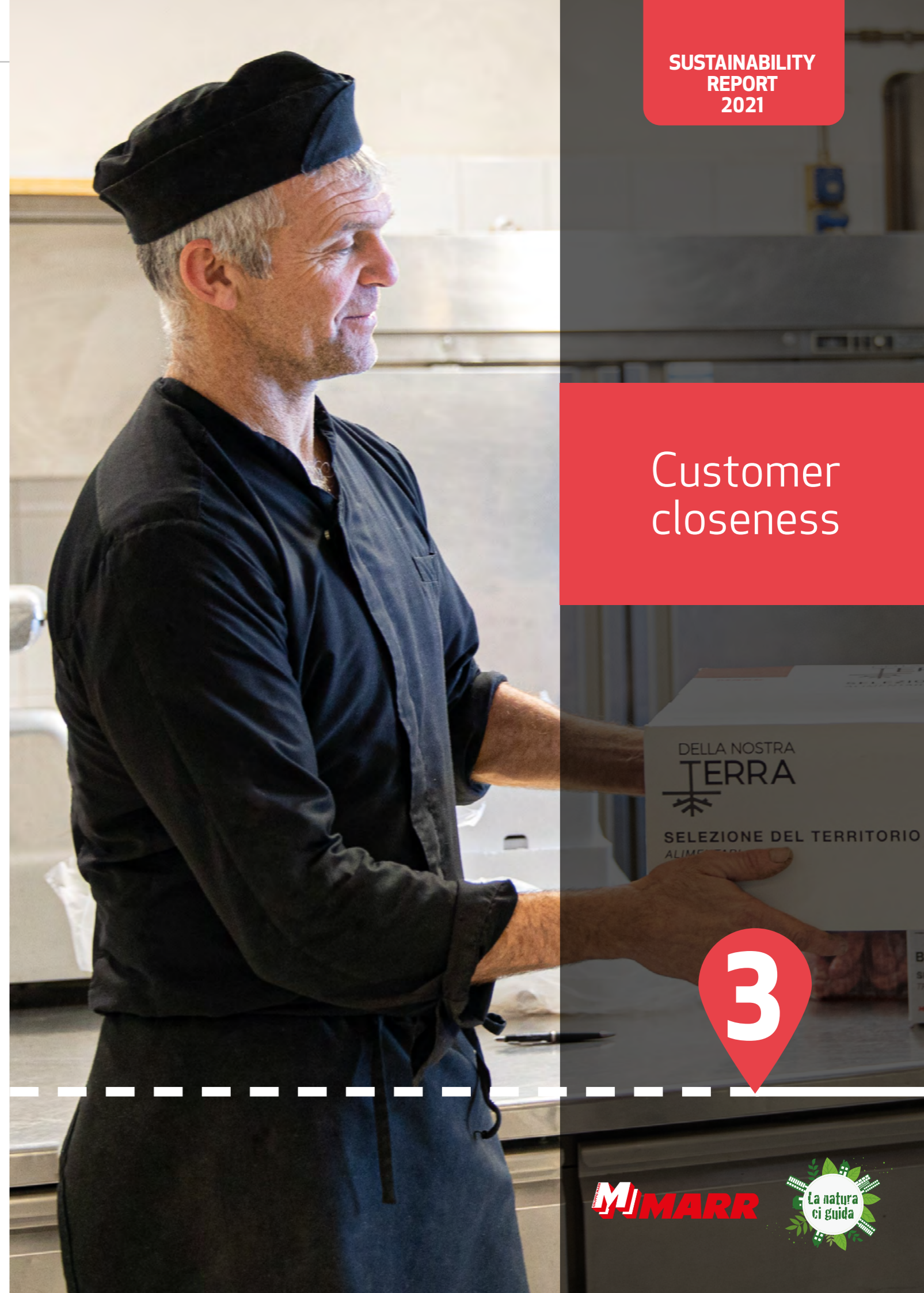
SDG (Sustainable Development Goals)	MATERIAL TOPICS	MARR commitment	Initiatives and projects	Update 2021	Progress
	OPTIMIZATION OF WATER CONSUMPTION, ENERGY CONSUMPTION AND RELATED EMISSIONS	Reduction of water used in glazing seafood products	Acquisition of seafood products with the minimum amount of glazing necessary for protection	Paragraph 6.4 - Water used in glazing	
		Enhancing the management of water resources	Monitoring and controlling the quality of waste waters	Respect of the sampling plans for controlling the quality of the waste waters	
			Rationalising the consumption of detergents and disinfectants with a direct impact on waste waters	Respecting the instructions contained in the internal procedures for cleaning and sanitising the various units	
			Awareness campaigns aimed at employees and operators to avoid wasting drinking water	In 2021, affixing signs on the responsible use of resources and energy in the warehouses and offices of all of the distribution centres	
			Optimising water consumption through recirculation systems	In the management head office (opened in 2021), the goal has been achieved by activating a system for collecting rain water to be used for some sanitary utilities	
			Periodical pyearsng of energy modernisation and revamping interventions	Paragraph 6.3 Consumption of electricity and combustibles and emissions	
	OPTIMIZATION OF WATER CONSUMPTION, ENERGY CONSUMPTION AND RELATED EMISSIONS	Optimising energy consumption and increasing the quota of renewable sources in the energy mix	Monitoring and managing the installations in the various structures	Paragraph 6.3 Consumption of electricity and combustibles and emissions	
			Awareness campaigns aimed at employees and operators to reduce the consumption of electricity in offices and warehouses	Specific information on the responsible use of resources and energy in the warehouses and offices of all of the distribution centres	
			Purchase of energy from 100% renewable sources by the end of 2025	Identification and evaluation of possible options	

SDG (Sustainable Development Goals)	MATERIAL TOPICS	MARR commitment	Initiatives and projects	Update 2021	Progress
	EMPLOYEES WELLBEING, HEALTH AND SAFETY	Ensuring safe, healthy and comfortable workplaces	Constant monitoring and supervision through a system of proxies	Formal attribution of proxies and responsibilities in terms of Safety in the Workplace to the managers of each Operating Unit	
			Installation of defibrillators and training the manager on their use in all Branches and structures of the Group	Installation and user training of the first 15 defibrillators by the end of 2022. Extension to all of the Operating Units by the end of 2026 (five-year plan)	
			Implementation of the "Man down" system for maintenance workers working in isolation or alone	Installation ongoing and completion expected by the end of 2022	
			Management of the biological risk caused by the Covid-19 emergency	Monitoring ongoing by the Internal Crisis Committee with updates on specific protocols concerning health and safety in the workplace	
			Development of "Let's take care of our future", a training, professional growth and career advancement programme	Paragraph 4.2 Skills and wellbeing - Professional growth	
	EMPLOYEES WELLBEING, HEALTH AND SAFETY	Valorising the work of employees and collaborators and providing them with adequate training	Increase in the spreading of distance training methodologies on the MARR Academy online platform, through mechanisms of engagement and gamification	Paragraph 4.2 Skills and wellbeing - MARR Academy	
			Consolidation of relations with Universities through the hiring of an increasing number of new graduates	Paragraph 4.2 Skills and wellbeing - Recruitment and selection	
			Condivisione e sottoscrizione da parte dei fornitori di una specifica Dichiarazione di Impegno per la Responsabilità Sociale compresa negli accordi di fornitura	Paragraph 7.3 Ethical and sustainable procurement and respect of human rights	
	ETHICAL AND SUSTAINABLE PROCUREMENT AND RESPECT FOR HUMAN RIGHTS	Involvement of the suppliers in responsible choices of supplies and in the adoption of environmental and social sustainability criteria			

SDG (Sustainable Development Goals)	MATERIAL TOPICS	MARR commitment	Initiatives and projects	Update 2021	Progress
	ETHICAL AND SUSTAINABLE PROCUREMENT AND RESPECT FOR HUMAN RIGHTS	Involvement of the suppliers in responsible choices of supplies and in the adoption of environmental and social sustainability criteria	Presence of a database containing all of the supplier certifications Publication of the environmental and social certifications of the suppliers in the online catalogue	Chapter 3 - Customer closeness	
	ECONOMIC IMPACT AND ABILITY TO GENERATE VALUE	Analysis and improvement of processes to increase effectiveness and efficiency, also using digital technologies	Implementing the digital catalogue, the myMARR app for customers, the software for managing customer relations, the software for increasing the efficiency of the logistic processes (reordering, internal handling and delivery) and the digital database of suppliers and products. Development of the app for collaborators and digitalisation of the delivery process.	Release of new Catalogue functions (management of administrative status and electronic payments) and launch of the myMARR app	
	SUPPLY AND USE OF RAW MATERIAL IN PRIVATE LABEL	Updating of owned brand product requirements with a view to greater sustainability	The following ingredients will be used in all of the owned brand products: - egg or egg products from hens not raised in cages - no palm oil or RSPO certificate - cocoa and coffee with Rainforest Alliance or Fairtrade certificates or equivalent certification by the end of 2025	Paragraph 7.4 Valorisation of "green" and territorial products	
	MANAGEMENT OF PACKAGING	Reducing packaging and encouraging the use of packaging with reduced environmental impact	Optimisation of the packaging management process Encouraging the use of recycled and recyclable packaging Evaluation of green packaging, especially alternatives to polystyrene for fresh seafood products	Respect of internal procedures for receiving and storing products Adjustment of all brand products to recycled and recyclable packaging Paragraph 6.1 Management of packaging and Waste	  

SDG (Sustainable Development Goals)	MATERIAL TOPICS	MARR commitment	Initiatives and projects	Update 2021	Progress
	MANAGEMENT OF PACKAGING	Encouraging sustainable use of the ecosystem and sustainable forest management	Use of secondary cardboard packaging constituted 100% in weight by recycled or FSC MIX certified material (if a higher level of service and resistance is required) Suppliers of brand products are required to adjust to this by proposing cardboard packaging made of recycled or FSC certified material	Paragraph 6.1 Management of packaging and Waste Adjustment of all brand products	 
	WASTE	Enhancing waste management from a circular economy viewpoint	Voluntary adoption far in advance of the entry into force of Decree 116/2020 of environmental labelling to facilitate the disposal of the packaging used on brand products Implementation of digital supports (dedicated web page) for information on environmental labelling of the packaging material in the event that it is not feasible to place the information directly on the support	Adjustment of all brand products during 2021	
	IMPACT AND INCREASE THE EFFICIENCY OF LOGISTICS	The impact of transport vehicles	Improvement of the percentage of waste recovery, also with a view to recycling and/or reuse Plan for the transformation of polystyrene into a secondary raw material	Paragraph 6.1 Management of packaging and Waste Paragraph 6.1 Management of packaging and Waste	 
			Centralisation on Platforms and efficiency in logistic planning in terms of reducing journeys Optimisation of routes for the transfer of products between the various Group Platforms Increase in the level of saturation of vehicles Supporting and developing integrated planning and tracing systems for the Customer delivery routes	Paragraph 6.2 Impacts and efficiency of logistics Paragraph 6.2 Impacts and increasing efficiency of logistics Paragraph 6.2 Impacts and efficiency of logistics Roll-out ongoing of the Central Demand Planning (re-ordering) and Roots Tracking (deliveries) systems in all of the Operating Units	   

SDG (Sustainable Development Goals)	MATERIAL TOPICS	MARR commitment	Initiatives and projects	Update 2021	Progress
	IMPACT AND INCREASE THE EFFICIENCY OF LOGISTICS	Reducing emissions and the impact of transport vehicles	Continuation of the progressive conversion of the fleet with latest generation vehicles with lesser environmental impact	Paragraph 6.2 Impacts and efficiency of logistics	
 	ANIMAL WELFARE	Promotion of sustainable development in the fishing sector	Setting up of a management system for controlling the "Sustainable seafood chain" encouraging ecologically and socially sustainable fishing campaigns	Activities for maintaining the voluntary certification of the "Sustainable seafood chain"	
		Offer of products of animal origin from production lines respecting animal welfare	Planning of annual inspections in order to assess the compliance of the farms with the animal welfare standards subscribed by the suppliers	During 2021, the inspections were also extended to the production lines of chickens for consumption and egg-producing hens	
			Dialogue with the suppliers and the main international non-profit organizations for protecting animal welfare during the raising of livestock	Paragraph 7.6 Animal welfare	
			Suspension of the marketing of eggs and egg products originating from hens raised in cages and in combined systems by the end of 2025	Paragraph 7.6 Animal welfare	
	INTEGRATION AND ENGAGEMENT WITH STAKEHOLDERS	Open, transparent and constant engagement of the stakeholders	Application of procedures which define the conduct guidelines in the management of information in relations with the media and some categories of stakeholders	In addition to the procedures already ongoing the Board of Directors approved a policy for the management of shareholder and stakeholder engagement on 19 February 2021, integrated on 6 September with a direct Shareholder-Director Engagement channel	
	FIGHT AGAINST CORRUPTION AND ANTI-COMPETITIVE PRACTICES	Constant monitoring of activities subject to corruption-related risks	Implementation of a monitoring system which enables the formalisation of that ongoing in practices and to have an accurate number of activities subject to the risk of corruption	All Operating Units are monitored at least annually	



Customer closeness

3



The Client

MARR has always taken customer needs as the reference value for its strategy, the satisfaction of which is based and oriented on its own operating and business activities.

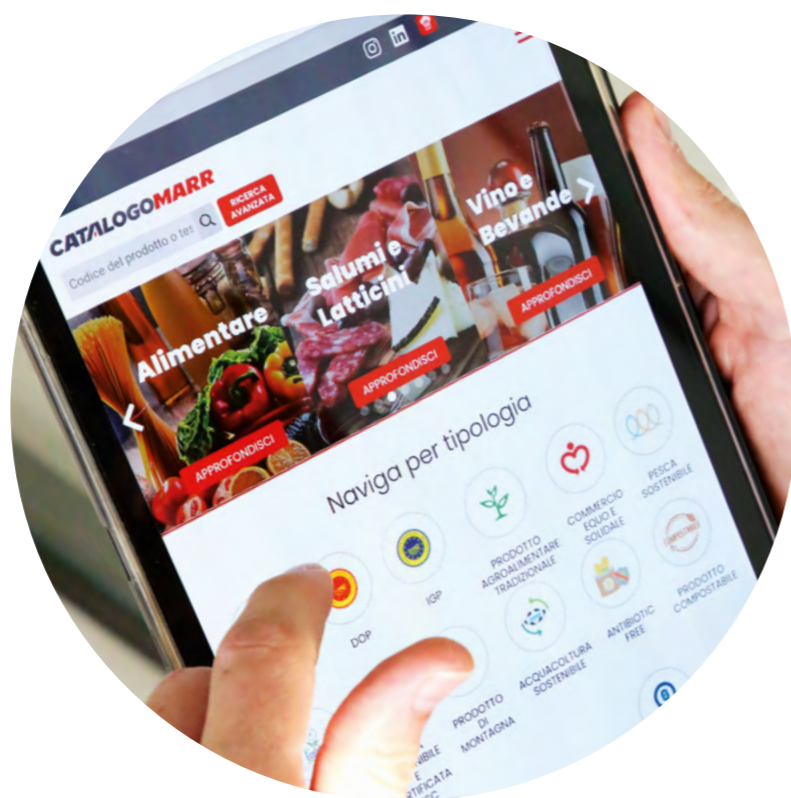


This value is confirmed in the willingness to support and assist customers in their own business activities, recalled in the claim "Where there is Catering", through a capillary territorial presence thanks to the network of more than 40 distribution units (Branches and Platforms); the presence on various markets of supplies aimed at selecting, with the guarantee of traceability and customer safety, of a specialised and complete range of products, including a wide-ranging selection of Brand products with high quality standards, aimed at responding to the requirements of single categories of customers; a professional and skilful sales network, also thanks to continuous training, which is capable of providing an important consultancy service; and the organisation of events and meetings nationwide to increase awareness of its products.

The improvement of customer relations and the adjustment of the MARR offer to their specific requirements also involves specific profiling, segmentation and CRM (Customer Relationship Management) activities. The Company has set itself the goal of continuously surveying needs in terms of customer satisfaction through the implementation of a digital system of monitoring and collecting data and information useful in corroborating closeness and interaction with customers.

Phygital marketing: an increasingly complete approach

Customer care, also in relation to their changing needs, has led MARR to develop over time, and continuously with its reference values, a *phygital marketing* in other words bringing the "physical" and "digital" approaches closer together, optimising the reciprocal interaction between Customer and Company through the proper and balanced combination of the skills and tools made available. This integrated approach relations the various touchpoints (physical and digital) between MARR and the Customer, supporting the traditional activities with equally important digital methods which enable, for example, the streamlining of administrative and reordering activities, thus enabling on one hand the marketing consultant to illustrate in detail the range of the offer and the new goods available and on the other the Customer to always be informed regarding the range of goods available, the offers, the initiatives undertaken by the Company and to facilitate the management of its orders and payments.



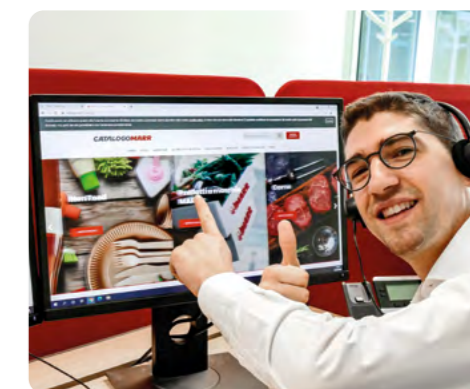
MyMARR app

The **myMARR app** was launched during the course of 2021, a digital interface of integrated services and functions between MARR and professional catering operators. The MARR Catalogue can be accessed directly through the application, and personal wishlists of products can be created, with updates on MARR news through the push notifications. The myMARR app also enables orders to be traced and electronic payments to be made quickly and securely.



THE MARR CATALOGUE

The MARR Catalogue is an innovative digital tool for the company, which intends to enhance the information on its services and products and communications with its customers and its own workforce, aiming to replace the more traditional magazine catalogue at the same time. The MARR Catalogue is a structured database which, in addition to including a lot of information about the products marketed (technical sheets, certifications, sustainability procedures, environmental labelling, recipes, videos and history of the manufacturer), also has a "News" section where new MARR products are advertised periodically through informative material that can be downloaded in digital format, in line with the increasing dematerialisation on which the Company is focusing.



CATALOGOMARR

<https://catalogo.marr.it/catalogo>

Browse by type





People in MARR

InforMARRnews

InforMARRnews is the periodical digital newsletter that MARR sends to its customers to keep them updated on the new products, reference laws and regulations and other relevant topics. The newsletter is responsive and useable on any device, and has reached more than 55 thousand contacts from customers, creating a virtuous interface between customer and marketing consultant.



INFORMARRNEWS

SOCIAL

MARR has grasped the opportunity of using social networks as a means of communication to enhance knowledge and the valorisation of the products in its range and to make its approach even more direct and closer to both customers and employees and collaborators, through news, images, videos and articles.

MARR's Instagram account has more than 3,400 followers* and is aimed mainly at customers and suppliers, with specific information on new products, especially Brand ones, offered by MARR.

MARR's LinkedIn profile has more than 8,200 followers*, including more than 630 collaborators, making this channel a reference point for continuous updates on MARR activities and people.

OTHER ACTIONS AND POLICIES TO ENSURE CUSTOMER CLOSENESS

During 2021, MARR supported its customers during initiatives promoted by the government to sustain hoteliers, caterers and operators in the sector, informing them of the opportunities provided by these initiatives, anticipating their requests and providing assistance and the necessary documentation through the Sales workforce (for example **Rent Bonus** e **Holiday Bonus**). In addition, in early 2022, MARR continued its regulatory updating of its customers, informing them of the possible presence of mustard allergens in grain and flour and on the **Bonus Lazio 0km** tender.

over **3,400** follower

over **8,200** follower

*updated as at 04.03.22


4



4.1 THE HUMAN RESOURCE MANAGEMENT POLICY

MARR is strongly convinced of the importance of human resources for the Company's development: collaborators adequately trained, strongly motivated and involved in the Company's "spirit" are a necessary condition for reaching the Company's objectives.

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. Decisions on the assignment of duties, roles or promotion are taken solely on the basis of the professional profile and the effective skills of each single employee and his/her capacity to contribute to attaining the Company and individual objectives.



PRINCIPLES OF VALORIZATION OF EMPLOYEES AND COLLABORATORS

Since October 2019, MARR has had a Human Resource Management Policy, in which it pursues the objective of valorising its Employees and Collaborators on the basis of the following principles:

- **Impartiality**
- **Absence of discrimination**
- **Merit (principle of equity)**

The Company promotes wise management of its personnel aimed at preventing any discrimination whatsoever on the basis of the gender, race, religion, civil status, sexual orientation, age, disability or political convictions of its collaborators.

Ethics and included in the Organizational Model among the crimes contemplated therein (for example forced labour or racism and xenophobia).

There were no discriminatory incidents reported within the MARR Group.

The foundation on which MARR has constructed this Policy is the respect of human rights, contained in the Code of



4.2 SKILLS AND WELLBEING

Recruitment and selection

15 new graduates (people with no work experience except for that gained during the course of their studies) were hired in 2021, from the University of Bologna (Bologna, Rimini, Forlì and Cesena campuses), the Catholic University of Milan and the University of San Marino-Parma and **4 curricular internships** were undertaken with students from the University of Bologna, Bocconi University of Milan and Milan Polytechnic.

A convention has been stipulated with the University of Bologna which enables MARR to publish notices of positions vacant within the company and to consult the curricula present on the dedicated portal (Job Placement - Alma Mater Studiorum - University of Bologna).



THE QUALITIES THAT MARR LOOKS FOR IN CANDIDATES

The qualities that MARR looks for during recruitment are:

- Skills
- Dynamism
- Motivation
- Passion
- Commitment
- Ability to work as part of a team



PERSONNEL SELECTION CHANNELS

Personnel selection channels:

- **"Lavora con noi"** section of the website for spontaneous candidatures
- **Internships and stage** in collaboration with Universities, which advise of any candidates for internships within the Company, both undergraduates and new graduates, also with a view to the future employment
- Participation in events such as the **Career Day** of the University of Bologna to come into contact with undergraduates and new graduates
- Professional **Social Networks**



RESPECT FOR ETHICAL PRINCIPLES

When signing their employment contracts, new hires undertake to respect the principles and rules of conduct envisaged by MARR in the following documents:

- The Code of Ethics
- The Procedure for the management of insider and confidential information
- The Anti-Corruption Policy
- The Regulation for the management of relations with channels of information

Training of personnel and collaborators

Training, which for MARR means a continuous and constant pathway, is one of our fundamental values. The Company ensures that its Employees and Collaborators have access to adequate training and professional growth programmes, as shown in the following summary table:



MORE THAN 6,000 hours training in 2021

(this figure takes into account both training in hall and online)

TRAINING TOPICS	
TRAINING ON SAFETY IN THE WORKPLACE	<ul style="list-style-type: none"> → General training on safety in the workplace for all employees and managers in compliance with art. 37, para. 2 of Legislative Decree 81/08 and the criteria of the State Regions Agreement of 21/12/11
TRAINING FOR SPECIFIC DUTIES	<ul style="list-style-type: none"> → Safety for users of load-raising elevators → Firefighting/prevention → Management of emergencies and first aid → Training on the use of vertical aerial platforms → Suitability and registration in the appropriate register for operators involved in the maintenance and management of refrigeration and conditioning systems
TRAINING ON FOOD SAFETY	<ul style="list-style-type: none"> → Training on the HACCP self-control plan pursuant to EC Regulations 852/2004 and 853/2004 → Training of food experts and those responsible for handling food products in compliance with that envisaged by the regional laws in force → Training on the procedures of the Quality System in compliance with standard ISO 9001 → Training in the framework of Reg 382/2021 on the Culture of Food Safety → Training on the proper application of the cleaning and sanitizing procedures → Training on the software of the Quality System OMNIA
PROFESSIONAL/COMMERCIAL TRAINING	<ul style="list-style-type: none"> → Specific training meetings for Managers, Sales Management and Commercial Managers, Operating Managers, Local Specialists and Local Credit Managers → Specific training courses for the new Technical Managers → E-learning courses on the online MARR Academy platform

The following tables show the figures regarding the overall hours of training and the average hours of training per person.

TOTAL TRAINING HOURS									
at 31.12	2021			2020			2019		
Breakdown by gender and category	Women	Men	Tot	Women	Men	Tot	Women	Men	Tot
Managers	0	6	6	8	8	16	8	109	117
Middle managers	48	365	413	4	4	8	39	260	299
White collars	844	2,437	3,281	68	112	180	513	1,879	2,392
Blue collars	90	1,695	1,785	46	850	896	45	918	963
Total	982	4,503	5,485	126	974	1,100	605	3,166	3,771

ORE MEDIE DI FORMAZIONE PER PERSONA									
al 31.12	2021			2020			2019		
Breakdown by gender e categories	Women	Men	Tot	Women	Men	Tot	Women	Men	Tot
Managers	0.0	0.9	0.8	8.0	1.1	2.0	8.0	15.6	14.6
Middle managers	9.6	9.6	9.6	0.8	0.1	0.2	7.8	8.1	8.1
White collars	3.7	6.7	5.5	0.3	0.3	0.3	2.3	5.6	4.2
Blue collars	2.9	7.1	6.6	4.2	4.7	4.7	3.5	4.6	4.5
Totale	3.7	6.9	6.0	0.5	1.8	1.4	2.4	5.5	4.6

The increased in the number of hours training in 2021 compared to 2020 is due to the reduced number of hours provided the previous year because of the internal remodelling of activities as a result of the Covid-19 pandemic. The number of hours training also increased compared to 2019, due to the increase in the number of courses in hall and through e-learning courses.



MARR Academy

In 2021, MARR also made significant investments on training personnel through the MARR Academy, a “corporate laboratory” created in order to support the professional development of the Group employees and collaborators, enhancing their technical and transversal skills through both traditional in hall training and online training.

The main focus of the training courses implementing specifically involved various figures of the commercial workforce, including numerous topical frameworks.

In particular, training meetings were held with the Branch Managers and the Sales Management, with the aim of refining the operational application of the new MARR “phygital” model, aimed at enhancing customer relations, through a balanced combination of the “physical” approach and “digital” tools.

A product training plan was also developed dedicated to the newly hired Commercial Technicians, in order to fully and effectively transfer the main elements of knowledge of the MARR range of products, in terms of offer, characteristics and advantages.

In the latter months of the year, a training course was started focusing on the Local Specialists, key figures in the

territorial Branches supporting the Sales Workforce in the marketing management of the various classes of goods. In-depth information was shared during the course of the meetings, including the logics of supplies, the range of products, brand policy and the marketing approach.

In hall product training was supplemented by more experiential courses, with guided tastings, in which the Team Chef of the MARR Academy presented the recent novelties, explaining their characteristics, origin, traceability, yield, cooking and methods of use.

The Local Credit Managers and the Operation Managers of the Branches also participated in specific training activities for guidance and in-depth knowledge on topics of interest: from time management to the approach to credit management for the former, and from the management of areas of responsibility and food safety for the latter.

The MARR Academy also provides the online course regarding the Organizational Model (principles and crimes of Legislative Decree 231/01) and the Code of Ethics for the Departmental and Branch Managers.

In 2021, MARR integrated and gave further impulse to training thanks to e-learning courses on the MARR Academy platform:



MORE THAN
750
HOURS OF
E-LEARNING

(this figure was obtained by adding the time spent on the platform by each used during the course of 2021)



16
NEW COURSES
IMPLEMENTED

200
ENROLMENTS

The vital role of training in the MARR strategy has been confirmed for 2022, according to the shared principle which sees the professional growth of the Team as the essential presupposition for the development of the entire Company. Ad hoc training plans will be implemented for the Sales Management team, with the aim of enhancing their organizational and management skills; the process of consolidation of the commercial skills of the Local Specialists will continue; product training modules will be provided for the Sales Force consistently with the

marketing policy defined at a national level and a specific course on the culture of food quality and safety will be started, with in-depth modules on the self-control procedures.

Lastly, training material for the Sales Workforce to be provided through the MARR Academy platform will be realised in support of the inclusion of new products and reviewed ranges of products.

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.

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.

A total of **6 sessions of the programme were held in 2021, some in the spring and some in the autumn, with a duration of 9 hours each**, involving a total of **92 people**, of whom 60 were from the Sales Workforce and 32 employees working at the Headquarter, in the local distribution units and in the subsidiary New Catering. Compared to previous years, there was a greater involvement of the colleagues working at the Headquarter and those working for New Catering.

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



Internal communication

The involvement of people as regards the company objectives and all that concerning the Company is pursued through internal communications as well, which are sent to all of the department and branch heads so that they can share then with their collaborators, also by displaying them on the company message boards in all of the MARR facilities.

In addition, MARR periodically prepares and distributes a house organ (**InforMARR**), which is available to all workers as an opportunity to share the company objectives, initiatives, activities, projects and results.

Periodical meetings are also held with the aim of encouraging participation, developing a greater sense of belonging and increasing motivation and sharing, including the following for example:

- Meetings with the commercial management team (**Commercial Meeting**): involve the Branch managers, the sales management team and come of the Departmental Managers
- “**MARR Vision 5.0**” meetings: are intended to encourage involvement, comparison, guidance and managerial growth and involve the Branch managers and competent departments
- **Commercial convention**: involves all of the members of the commercial workforce and some of the Departmental Managers. The next event has been rescheduled for May 2022
- **Specific topical meetings** involving all of the Resources involved from time to time on the basis of the scope of the meeting.

Company welfare

MARR has implemented that envisaged by the applicable collective agreement regarding company welfare.

PARENTAL LEAVE

The table shows the trade in leave, including the compulsory advance period of maternity and parental leave.

	MATERNITY/PARENTAL LEAVE								
	2021			2020			2019		
Return to work rate	Women	Men	Tot	Women	Men	Tot	Women	Men	Tot
Number of employees who have taken avail of the leave	6	0	6	2	0	2	3	0	3
Number of employees who have returned to work after taking avail of the leave	2	0	2	2	0	2	1	0	1
Number of employees in service in MARR 12 months after having taken avail of the leave	2	0	2	0	0	0	1	0	1
Return rate after maternity/parental leave	100%	N.D.	100%	100%	N.D.	100%	33%	N.D.	33%

In 2021, 6 female employees benefitted from the right to maternity leave which is still ongoing as of the date of this Report. During the course of 2020, 2 female employees benefitted from maternity leave and then returned to work within the following 12 months.

In general, with requests for rescheduling working hours by employees in "post maternity" status, the organizational solutions for their possible acceptance are carefully evaluated.

In the period from 2016 to 2021, the Company received twenty-four requests for part-time employment from female employees, in some cases for family reasons in other because of "post maternity", and managed to create the organizational solutions required to accept 87% of the requests.



Benefit

The Company does not contemplate specific benefits for the workers in general apart from what is provided by the contractual welfare defined by the applicable National Collective Labour Agreement.

Subscription to the complementary health assistance (Fondo Est) is reserved to employees with a permanent contract.

MARR gives its employees the possibility of purchasing this range of products at a discounted rate for personal and family use.

Trade Union relations

MARR guarantees that all of its workers have the right to elect their own representatives in the methods provided by the laws in force and the National Collective Labour Agreement (CCNL), ensuring that these representatives are not subject to any form of discrimination and can freely communicate with the workers in the workplace.

MARR has periodic meetings with the Trade Unions every year to share relevant information concerning the Company's business activities.

The Trade Unions are given the possibility of displaying their communications in the spaces allocated for the purpose. For its activities with Trade Unions, MARR also makes available meeting rooms and gives permission for the workers and

their representatives to attend, who are free to carry out their duties according to the methods provided in the CCNL. MARR has relations with the local Trade Unions to share their focus on topics related to safety in the workplace.

The meeting on safety is organised on an annual basis, and is attended by the competent physician, the Prevention and Protection Service Manager and the Workers' safety representatives, in addition to the Company representatives.

MARR is also involved with the Trade Unions in the province of Rimini in the event of outsourcing departments or services, informing the workers involved and their representatives with 30 days' notice.

EMPLOYEES COVERED BY LOCAL COMPLEMENTARY AGREEMENTS

%	2021	2020	2019
% of employees covered by complementary agreements	0	0	2.07*

*The local contracts in force until 2019 have expired and have not been renewed.



Turnover

INCOMING PERSONNEL												
Breakdown by gender and age	2021				2020				2019			
	Women	Men	Tot	% Recruited by age range	Women	Men	Tot	% Recruited by age range	Women	Men	Tot	% Recruited by age range
<= 29 years	11	39	50	31%	3	14	17	20%	16	53	69	32%
30 - 50 years	35	57	92	57%	10	35	45	54%	52	73	125	58%
>= 51 years	8	11	19	12%	6	16	22	26%	12	11	23	11%
Total	54	107	161		19	65	84		80	137	217	
% Recruited by gender	34%	66%			23%	77%			37%	63%		

OUTGOING PERSONNEL												
Breakdown by gender and age	2021				2020				2019			
	Women	Men	Tot	% Ceased by age range	Women	Men	Tot	% Ceased by age range	Women	Men	Tot	% Ceased by age range
<= 29 years	1	19	20	15%	5	18	23	18%	15	37	52	22%
30 - 50 years	26	44	70	51%	15	42	57	45%	58	70	128	54%
>= 51 years	15	32	47	34%	10	38	48	38%	23	36	59	25%
Total	42	95	137		30	98	128		96	143	239	
% Ceased by gender	31%	69%			23%	77%			40%	60%		
Reason for leaving:												
Retirement	15	53	68		8	41	49		15	37	52	
Dismissal	3	2	5		1	5	6		15	22	37	
Other	24	40	64		21	52	73		66	84	150	

TURNOVER									
%	2021			2020			2019		
	Women	Men	Tot	Women	Men	Tot	Women	Men	Tot
Turnover rate	15.7	14.6	14.9	11.9	15.1	14.2	26.7	16.3	19.4



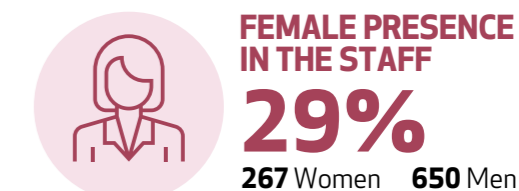
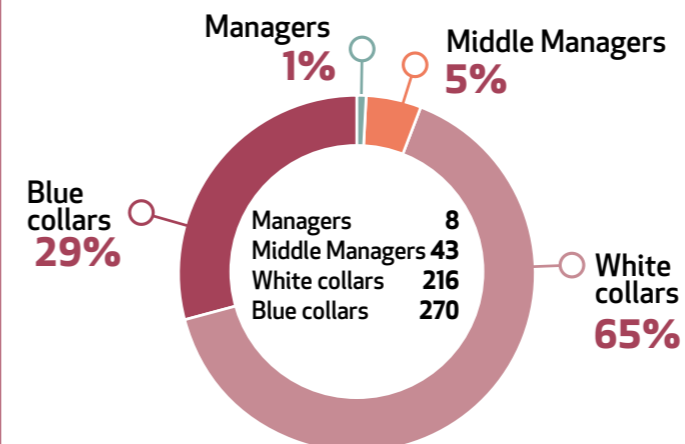
4.3 PROTECTION OF DIVERSITY AND EQUAL OPPORTUNITIES

Starting at the recruitment and selection process, and also throughout its employment relations with its collaborators, personnel management is conducted in a manner that ensures gender equality and is based on equal opportunities.



OUR PEOPLE 2021

PERSONNEL BREAKDOWN BY EMPLOYEE CATEGORY:



Composition of the governing bodies

COMPOSITION OF THE GOVERNING BODIES												
2021				2020				2019				
Breakdown by gender and age	Women	Men	Tot	% BOD by age	Women	Men	Tot	% BOD by age	Women	Men	Tot	% BOD by age
	<= 29 anni	0	0	0%	0%	0	0	0	0%	0	0	0
30 - 50 anni	0	0	0%	0%	0	0	0	0%	0	0	0	0%
>= 51 anni	3	4	100%	100%	3	4	7	100%	3	6	9	100%
Total members of the governing bodies	3	4			3	4	7		3	6	9	
% BOD by gender	43%	57%			43%	57%			33%	67%		

In addition to the above Board of Directors, which is that of the parent company MARR S.p.A., it must be noted that the subsidiaries have the following governing bodies:



→ **New Catering S.r.l.:**
Sole Director
Mr. Francesco Ospitali



→ **Antonio Verrini S.r.l.:**
Board of Directors composed of 3 members, specifically:
→ Chairman (non-executive)
Mr. Ugo Ravanelli
→ Chief Executive Officer
Mr. Manuel Verrini
→ Executive Officer
Mr. Francesco Ospitali



→ **Chef S.r.l. Unipersonale:**
Sole Director
Mr. Pierpaolo Rossi



In 2015, the Marisa Bellisario Foundation awarded MARR the **“Mela Rosa”** award for having encouraged **FEMALE TALENT IN TOP MANAGEMENT POSITIONS**



BREAKDOWN BY GENDER, AGE AND EMPLOYEE CATEGORY (QUALIFICATION)												
2021				2020				2019				
MANAGERS	Women	Men	Tot	% Managers by age range	Women	Men	Tot	% Managers by age range	Women	Men	Tot	% Managers by age range
	<= 29 years	0	0	0	0%	0	0	0	0%	0	0	0
30 - 50 years	0	2	2	25%	0	2	2	25%	0	2	2	25%
>= 51 years	1	5	6	75%	1	5	6	75%	1	5	6	75%
Total Managers	1	7	8		1	7	8		1	7	8	
% Managers by gender	12%	88%			12%	88%			12%	88%		
MIDDLE MANAGERS	Women	Men	Tot	% Middle managers by gender	Women	Men	Tot	% Middle managers by gender	Women	Men	Tot	% Middle managers by gender
	<= 29 years	0	0	0	0%	0	0	0	0%	0	0	0
30 - 50 years	1	9	10	23%	1	7	8	24%	1	11	12	32%
>= 51 years	4	29	33	77%	4	22	26	76%	4	21	25	68%
Total Middle managers	5	38	43		5	29	34		5	32	37	
% Middle managers by gender	12%	88%			15%	85%			14%	86%		
WHITE COLLARS	Women	Men	Tot	% White collars by gender	Women	Men	Tot	% White collars by gender	Women	Men	Tot	% White collars by gender
	<= 29 years	15	36	51	9%	11	28	39	7%	14	30	44
30 - 50 years	121	208	329	55%	112	191	303	57%	134	194	328	58%
>= 51 years	94	122	216	36%	86	109	195	36%	80	112	192	34%
Total White collars	230	366	596		209	328	537		228	336	564	
% White collars by gender	39%	61%			39%	61%			40%	60%		
BLUE COLLARS	Women	Men	Tot	% Blue collars by gender	Women	Men	Tot	% Blue collars by gender	Women	Men	Tot	% Blue collars by gender
	<= 29 years	0	19	19	7%	0	10	10	5%	1	19	20
30 - 50 years	15	85	100	37%	4	66	70	37%	5	73	78	36%
>= 51 years	16	135	151	56%	7	104	111	58%	7	109	116	55%
Total Blue collars	31	239	270		11	180	191		13	201	214	
% Blue collars by gender	11%	89%			6%	94%			6%	94%		
TOTAL	Women	Men	Tot	% Total by gender	Women	Men	Tot	% Total by gender	Women	Men	Tot	% Total by gender
	<= 29 years	15	55	70	8%	11	38	49	6,4%	15	49	64
30 - 50 years	137	304	441	48%	117	266	383	49,7%	140	280	420	51%
>= 51 years	115	291	406	44%	98	240	338	43,9%	94	247	339	41%
Total	267	650	917		226	544	770		247	576	823	
% Blue collars by gender	29%	71%			29%	71%			30%	70%		

The percentage of the less represented gender is about 30% and has remained stable in recent years.

Breakdown of service seniority

COMPOSITION BY TYPE OF CONTRACT

Breakdown by gender	2021			2020			2019		
	Women	Men	Tot	Women	Men	Tot	Women	Men	Tot
Continuing	241	568	809	218	515	733	226	536	762
Fixed-Term	39	69	108	8	29	37	21	40	61

COMPOSITION BY PART-TIME/FULL-TIME WORK

Breakdown by gender	2021			2020			2019		
	Women	Men	Tot	Women	Men	Tot	Women	Men	Tot
N° employees full-time	209	641	850	184	534	718	200	567	767
N° employees part-time	58	9	67	42	10	52	47	9	56

COMPOSITION BY ACADEMIC QUALIFICATION

Breakdown by gender	2021			2020			2019		
	Women	Men	Tot	Women	Men	Tot	Women	Men	Tot
University degree	51	90	141	38	73	111	41	76	117
High school diploma	178	313	491	163	271	434	161	250	411
Junior high school diploma	31	231	262	19	190	209	22	203	225
Other	7	16	23	6	10	16	23	47	70

SENIORITY OF SERVICE

Breakdown by gender and category	2021			2020			2019		
	Women	Men	Tot	Women	Men	Tot	Women	Men	Tot
Managers	35,9	18,4	20,6	34,9	17,4	19,6	33,9	16,4	18,6
Middle managers	17,0	12,2	12,8	18,7	15,6	16,0	17,7	14,5	14,9
White collars	12,2	10,6	11,2	13,1	11,7	12,2	12,1	11,2	11,6
Blue collars	3,0	10,6	9,7	7,8	14,2	13,8	7,5	13,3	12,9

Remuneration system

MARR believes in the right to equal pay for equal duties and results and recognises remunerations in respect of the limits established by the collective agreement.

The remuneration policy is based on the responsibilities attributed, professional skills and capabilities and performance evaluation, so as to recognise the results achieved.

MARR has adopted a system of variable incentives linked to MBO (Management By Objectives) for the resources with mana-

gerial responsibilities or who fill roles directly and specifically supporting the achievement of the main company objectives, with the assigning of annual objectives, both individual and corporate, prevalently of a quantitative nature.

Payment of the incentive is in the measure exactly corresponding to the extent to which the objectives have been achieved, after periodical verifications and final checks.

Ratio between women's and men's salaries and remuneration

The following is the ratio between the basic salary (as per the CCNL) and overall remuneration for women and men, although it must be pointed out that, for this calculation,

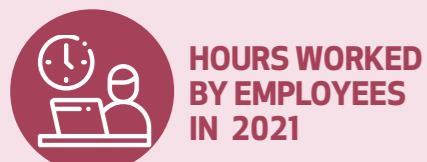
the salary of the Manager in the position of Director has not been considered for the Managers category.

RATIO BETWEEN WOMEN'S / MEN'S BASIC SALARIES

%	2021	2020	2019
Breakdown by category	Tot	Tot	Tot
Managers	100.0	100.0	100.0
Middle managers	100.0	100.0	100.0
White collars	93.6	93.3	92.9
Blue collars	100.4	95.8	95.4

RATIO BETWEEN WOMEN'S / MEN'S REMUNERATION

%	2021	2020	2019
Breakdown by category	Tot	Tot	Tot
Managers	59.3	63.5	71.5
Middle managers	77.8	80.9	83.0
White collars	83.5	84.3	83.0
Blue collars	97.8	95.5	94.6



HOURS WORKED BY EMPLOYEES IN 2021

1,459,129

number of effective working hours in 2021 (including overtime hours)



4.4 HEALTH AND SAFETY OF EMPLOYEES AND COLLABORATORS

Worker safety

MARR believes it is important to ensure the psycho-physical wellbeing of its employees and collaborators and has undertaken to ensure **safe, healthy and comfortable environments**, in respect of the health and safety laws in force.

The Company's approach envisages increasing the responsibility of the competent departments and department and branch managers regarding safety in the workplace.

Given the articulation of the company nationwide, in order to ensure constant monitoring and surveillance, the management of safety in the workplace is based on a system of proxies, attributing consistent powers of organisational management.

The Prevention and Protection Service Manager (RSPP) and the Company Physician are both appointed and attributed responsibilities defined by the reference laws and regulations.

The position of **Prevention and Protection Service Manager (RSPP)** is entrusted to an external consultant, who also has the duty of suggesting aspects for improvement as regards health and safety in the workplace.

The main duties of the RSPP include:

- Identifying the risk factors;
- Assessing the risks and identifying the safety, prevention and protection measures and the systems to control these measures;
- Proposing programmes for worker information and training;

The position of Company Physician is entrusted to physicians coordinated by an external hospital. Their main duties include:

- Collaborating in risk assessments;
- Scheduling and carrying out health surveillance activities;
- Informing the company of the suitability of workers for specific working duties;
- Visiting the work environments to verify and assess their suitability in terms of the health and psycho-physical integrity of the workers.

Potential risks associated to working for MARR

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 carried 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.



From 2021, the management of the biological risk caused by the health emergency from Covid-19 through the institution of the Internal Crisis Committee and the adoption of specific workplace safety protocols, was assumed as ongoing goal.



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.



Controls

With regard to non-compliance with the law within the Company, MARR carries out a series of specific checks on the safety of the workplaces:

- Work contracts for goods handling in the storage facilities of the MARR units, with the drafting and verification of a DUVRI;
- Routine and non-routine maintenance of the buildings owned or rented;
- Procedures relative to damages caused at branches by service companies;
- The updating of standards;
- Relations with the Prevention and Protection Service Manager and with the Company physician.

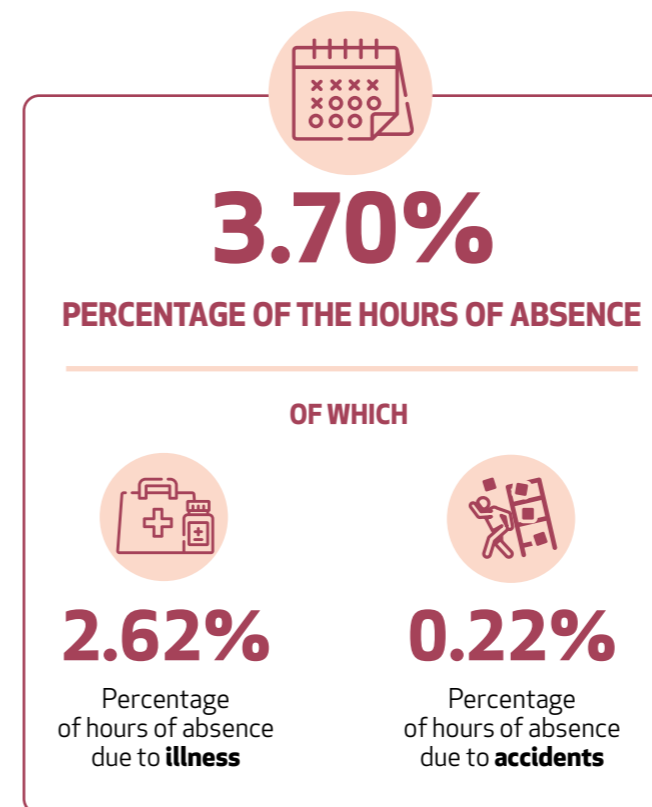
Absenteeism

This table summarises the percentage figures regarding levels of absenteeism in 2020, calculated as follows:

- Total hours' absence / total working hours (excluding leave, permits and furlough)
- Total hours' illness / total working hours (including absences due to quarantine because of possible exposure to Covid-19)
- Total hours' injuries / total working hours (including injuries coming to/from work)

	LEVEL OF ABSENTEEISM IN %								
	2021			2020			2019		
Breakdown by gender	Women	Men	Tot	Women	Men	Tot	Women	Men	Tot
Absences	4.75	3.32	3.70	3.55	2.96	3.13	4.09	2.76	3.15
due to illness	3.09	2.45	2.62	1.96	2.39	2.27	2.22	2.06	2.11
due to injury	0.03	0.29	0.22	0.02	0.12	0.09	0.07	0.09	0.08

The increase in the number of hours absence due to illness is a result of the Covid-19 pandemic.



Accidents report

MARR periodically prepares an “accident report” which is examined and analysed during the periodical meeting on safety (Ex art. 35 of Legislative Decree 81/2008), attended by the figure envisaged by the laws in force (Employer or person authorised by them, RSPP, RLS and Company Physician) and others whose attendance may be useful.

The table contains the figures for the total number of accidents during the last three years:

	NUMBER OF ACCIDENTS								
	2021			2020			2019		
Breakdown by gender	Women	Men	Tot	Women	Men	Tot	Women	Men	Tot
Total accidents	0	16	16	2	6	8	2	7	9
of which accidents while travelling	0	7	7	2	2	4	1	2	3
of which serious accidents	0	0	0	0	0	0	0	0	0

The increase in the number of injuries has been influenced by the increase in number of employees resulting from the opening of MARR Catania and the acquisition of Verrini S.r.l. and CHEF S.r.l..

The following table specifies the indices of severity and frequency, calculated as follows:

- **Severity index** = (number of accident days x 1,000) / (number of hours worked in the year)
calendar days rather than working days are considered in calculating the severity index
- **Frequency index** = (number of accidents x 1,000,000) / (number of hours worked in the year)



Injuries going to and from work are not considered in calculating the indices; furthermore, the total number of days of accidents arising and closing in different years are counted in the year in which the accident in question occurred.



	ACCIDENT INDICES								
	2021			2020			2019		
Breakdown by gender	Women	Men	Tot	Women	Men	Tot	Women	Men	Tot
Indice di frequenza	0	8.35	6.22	0	5.38	3.91	2.34	4.60	3.96
Indice di gravità	0	0.23	0.17	0	0.29	0.21	0.02	0.07	0.05

The frequency index has increased as a result of the increase in injuries.

It must be noted that there were no fatal accidents in the three years.



Quality in MARR

5



5.1 PRODUCT QUALITY AND SAFETY

Product hygiene and safety

The many food emergencies and the growing attention to people's health and wellbeing have placed in the limelight the safety and quality of the products sold by MARR, as fundamental aspects, matters of ethics and duty which guide MARR in the practice of its business through the adoption of precise policies for safety and quality.

Food safety must not be understood only as respect for a pre-requisite of the product which testifies to its suitability for consumption, but it must be considered from a wider and more modern viewpoint which involves many additional factors such as origin, traceability, the exclusion of organisms and substances considered suspect, and correct information given to the consumer on the label and by other communication means.

In the period covered by the report, there were no significant non-compliances regarding impacts on the health and safety of the private label products or those processed in the MARR facilities.

In compliance with the dispositions of EC Regulation 178/02, the Company has implemented internal procedures and management systems aimed at ensuring the withdrawal of non-compliant products or their recall on delivery to the final consumer. In the case of recalls, and therefore the need to inform the final consumers, in compliance with the dispositions of the Ministry of Health, MARR also gives notification through the publication of a notice in a dedicated section of its own website. The Group has opted for qualitative disclosure only.

HACCP Self-Audit System

To guarantee food safety in the production and distribution processes, MARR has introduced the analysis of the dangers and risks linked to the various categories of merchandise, as well as the production processes that are carried out at its own operating units. The danger analyses and risk assessments are carried out on the basis of the experience of the organisation's **HACCP Team**, a multi-disciplinary group with specific knowledge and skills vested with the authority necessary to intervene in the Company's processes. The risk assessment is carried out according to the HACCP (Hazard Analysis and Critical Control Points) criteria, with specific procedures defined to control critical points.

The analysis of the risk factors was carried out according to the information obtained on the products distributed and processed, especially taking into consideration the features of the products, their origin and the national and Community reference standards. The Company also analyses past data on the control and verification activity carried out by MARR's Quality Assurance and Control Management, as well as information circulated by the category associations and by the EFSA (European Food Safety Authority).

The application of the HACCP Self-Audit system at the operating sites and Platforms is based on specific performance indicators aimed at assessing the compliance of the structures and equipment, the management of goods and the conduct of personnel.



HACCP TEAM

Manager: → The Quality Assurance and Control Manager

External requisites:

- Legal aspects
- Customers' requests

- Internal inspections
- Official controls

- Organizations
- Products
- Production processes

MARR Quality Control Laboratory

HACCP TEAM First Level

- Functions:**
- Development and implementation of the Food Safety Management System
 - Study, analysis, verification and validation of the MARR Self-Audit System

- Compositions:**
- Quality Assurance and Control Manager
 - General Management: the Managing Director of the MARR Group
 - Coordination of branches: Deputy Operation Officer
 - Self-audit auditor
 - Central Quality Assurance of the MARR Group

HACCP TEAM Second Level (branches)

- Functions:**
- Verification of the Self-Audit system of the branches
 - Management of the non-conformities found

- Compositions:**
- Manager of the self-audit auditors
 - Branch manager
 - Operational manager
 - Branch quality control

STRUCTURE OF THE HACCP SELF-AUDIT SYSTEM

- In compliance with the Codex Alimentarius and the laws in force
- ISO 22000 certified (in addition to the Quality System ISO 9001)
- Prepared and validated by a multi-disciplinary group within the company (first level HACCP Team)
- Involves the top management of the Branches and Distribution Centres and the Self-Audit and Quality System Auditors (second level HACCP Team)

In 2022, the Logistics Manager also became part of the HACCP Team First Level.

Analyses and controls



**OVER 7,700 SAMPLES ON WHICH
OVER 73,000 ANALYSES WERE CONDUCTED**

The analyses correspond to the number of samples examined, each of which involves one or more analytical determinations. The analyses conducted include the environmental analyses on waste waters, described in paragraph 6.4 *Water consumption*.

SAMPLE ANALYSES

- Conducted by the main reference external accredited laboratories
- Conducted by the MARR Quality Control Laboratory

SAMPLE ANALYSES			
(number)	2021	2020	2019
Total sample analyses	7,767	5,683	7,894
Of which:			
Internal laboratory analyses	1,291	992	1,693
External analyses	6,476	4,691	6,201

ANALYTICAL DETERMINATIONS			
(number)	2021	2020	2019
Total analytical determinations	73,542	60,486	34,214

The increase in the number of samples taken by the Group is due to the return to the sampling frequency compared to 2020, in which there were periods of lockdown.

INSPECTIONS OF THE FACILITIES AND PLATFORMS OF THE GROUP

- Conducted by qualified internal auditors (Self-regulation inspections included in the table)

SELF-REGULATION INSPECTIONS			
(number)	2021	2020	2019
Total self-regulation inspections	100	74	113

The increase in the number of inspections conducted by the Group is due to the progressive removal of restrictions on movements compared to 2020.

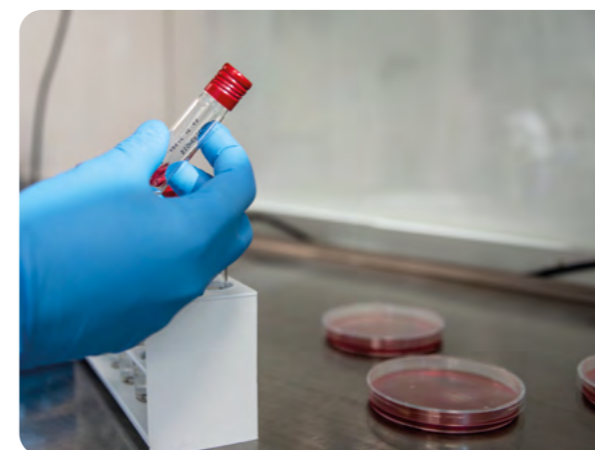
Food Safety Committee

MARR has set up a **Food Safety Committee**, an internal team appointed to manage crises, constituted by the Quality Assurance and Control Department and the Grocery, Meat and Seafood Divisions, which intervenes in the case of an accidental event or any situation which could imply non-observance of product safety or serious non-compliance with the provisions of law and/or the internal provisions on quality.



**the main duties performed by
THE FOOD SAFETY
COMMITTEE**

- To immediately put into practice the procedures for the withdrawal and/or recall of a product when necessary
- To inform the competent health authorities
- To inform consumers of the reason for the withdrawal, when contemplated and necessary
- To transmit to the competent authorities all information useful for tracing the product
- To collaborate with the authorities and with other operators of the food supply chain to prevent, mitigate and/or eliminate the risks



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.



**COMPANY MANAGEMENT
SYSTEM
for food safety**

- 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

5.2 PRODUCT LABELLING AND CONSUMER INFORMATION

Information on the characteristics of the products is provided by the operators by labelling, packaging, the technical sheets and material for communication prepared by the Marketing department after approval by the competent technical departments and published on the online Catalogue. The technical sheets, which contain the main information on the products, are verified prior to publication.

All advertising and promotional communications prepared by the commercial department are verified by the Quality Assurance and Control Office before being published if they contain information on the product characteristics.

The labels for products marketed under supplier brands are sample checked when the foods are received, on the basis of a specific procedure in the Quality System.

The Group does not believe the reporting of these number of these checks to be significant.

For products imported from other countries and MARR's private label products, the contents of the label and eventual claims (health and nutritional) are approved by the Quality Assurance and Control Office.

The procedures described above are implemented in the event of discrepancies.

During the year in question, there were no non-compliances in terms of information, labelling and marketing communications for the brand products referred to in article 8 of EU Regulation no. 1169/2011.



5.3 MARR CERTIFICATIONS

In achieving its objectives, the MARR Group has always aimed at improving the management of quality, safety in the workplace and food safety and also personnel management and training.

Since 2013, the environment has become increasingly central in terms of management, and in this regard, the Group has adopted the "Quality, Safety and Environment"

Policy and integrated the ISO 14001 certification on environmental management systems.

These are some of the steps taken towards greater awareness of its role and consistently with the intention of having an active role in promoting a sustainable future.

MARR certifications

ISO 9001
BUREAU VERITAS Certification

ISO 9001
Quality Management System (from 1998)

ISO 22005
BUREAU VERITAS Certification

ISO 22005
Traceability System for Food Processing Companies (from 2007)

ISO 22000
BUREAU VERITAS Certification

ISO 22000
Food Safety Management System (from 2008)


ISO 14001
BUREAU VERITAS Certification

ISO 14001
Environmental Management Systems (from 2013)


CERTIFICATION FOR MARKETING OF ORGANIC PRODUCTS
(from 2012)


CERTIFIED SUSTAINABLE SEAFOOD MSC
www.msc.org
SUSTAINABLE FISHING MSC CERTIFICATION
(chain of custody) (from 2018)


SUSTAINABLE FISH CHAIN CONTROL SYSTEM
(from 2018)


FARMED RESPONSIBLY asc
CERTIFIED ASC-AQUA.ORG
ASC CERTIFICATION
Aquaculture Certification (chain of custody) (from 2019)


SUPPLIER CONTROL SYSTEM FOR ANIMAL WELFARE
(laying hens supply chain) (from 2019)

The certifications can be viewed and downloaded from our webpage:
<https://www.marr.it/en/group/quality>

MARR's commitment towards food quality and safety

- 1** Maintaining the certifications obtained by the Organization and obtaining any other new schemes of interest.
- 2** Increasing the skills and training of personnel promoted by specific training programmes with the aim of ensuring the proper application of the procedures of the Quality, Safety and Environment Management System and increasing the awareness of the role of each of them in ensuring rapid and effective responses to Clients and the authorities.
- 3** Specific training on food safety in order to enhance the culture of quality and safety within the company.

MARR for the environment

6



6.1 MANAGEMENT OF PACKAGING AND WASTE

■ Packaging

The activities of the Group are fundamentally based on the distribution and handling of goods, and the management of packaging is thus a significant topic for MARR, which aims to reduce them by optimising the management process, focusing on packaging materials that have a reduced environmental impact, facilitating their disposal and promoting the use of certified packaging and cellulose materials from sources managed responsibly, or with increasing percentages of raw materials originating from recycling.

DURING THE PROCUREMENT PHASE

During the procurement of packaging from others, its characteristics are defined also from the viewpoint of increasing sustainability, encouraging the use of recycled and recyclable materials.

Secondary packaging, including MARR branded cardboard boxes, and packaging for the products marketed are selected to facilitate the separation, differentiated collection and disposal of the components. The secondary packaging used by MARR responds to the requirements defined in the relative technical environmental compliance laws. Those for transport marked with the "MARR PER L'AMBIENTE" logo are made **100% by weight from recycled materials**.

The cardboard packaging which, due to type of performance and resistance, cannot be made 100% using recycled fibres is **certified FSC Mixed** and marked with the relative logo. The packaging marked with the FSC logo is realised partly from raw materials originating from forests managed responsibly according to rigorous environmental, social and economic standards.

MARR has modified the information concerning disposal on the cardboard boxes for transport with the information envisaged in Legislative Decree 116/2020 regarding packaging and waste, the entry into force of which has been delayed until 1 January 2023.

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



DURING THE DELIVERY PHASE

MARR's attention to packaging is also manifested by the Client and for years, one of the objectives of the Group has been to implement solutions to reduce the encumbrance caused by packaging and, as a result, favour the reduction of waste by the Client.

Being a distribution company, mainly of food products, MARR has a central role in the fight against food waste and incentivises production line synergies, trying to reduce waste both upstream, rationalising orders to suppliers, and downstream, adopting solutions to avoid as much as possible clients having to deal with this problem.

In particular, MARR's commitment is expressed through:

- Offering products with innovative packaging providing a high service content and suited to the requirements of the Client
- Ensuring frequent deliveries to the Client through an efficient logistic network




Furthermore, customer orders are assembled minimising the use of secondary packaging to that strictly necessary to ensure that the protection and product conservation requirements are met. In repackaging, packaging of different dimensions is used, suited to the quantity and dimensions/weight of the products contained in it.

TOTAL PACKAGING CONSUMED



80%
of materials used for packaging originating from recyclable sources

MATERIALS USED BY WEIGHT AND VOLUMES

	UM	2021	Incidence %	2020	Incidence %	2019	Incidence %
Total packaging, of which:	t	1,605.49	100%	1,728.89	100%	2,575.63	100%
Paper and cardboard 	t	1,180.73	74%	1,426.19	82%	1,995.92	77%
Plastic and polystyrene 	t	375.07	23%	263.80	15%	518.95	20%
Labels* 	t	49.69	3%	38.90	2%	60.77	2%

*For the calculation of Labels tons, we considered a conventional weight as 1 gram for each label.

The incidence percentages of the various types of materials are mainly constant over the three years. Minor differences in the incidence percentages are due to variability in the composition of the sales mix.

The overall reduction in packaging compared to previous years is mainly attributable to the closure of the Carnemilia

division, the platform for the processing and storage of fresh meat which was closed in May 2020. 2021 also saw a further decrease in the amount of cardboard packaging due to the outsourcing of the purchase of packaging material for some types of meat.

MATERIALS USED BY WEIGHT AND VOLUMES

	UM	2021	2020	2019
Total packaging consumed	t	1,605.49	1,728.89	2,575.63
Tons of product handled	t	401,239.07	326,709.87	498,842.10
Packaging per ton of product handled	t/t	0.004	0.005	0.005

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.

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)



Environmental labelling of brand products

From 2019, MARR has elected to include environmental labelling to facilitate the disposal and recovery of packaging on a **voluntary basis** for all of its private label products and communicated its decision to the relevant suppliers, asking them to adjust to this decision before the entry into force of Legislative Decree no. 116 of 3 September 2020. The MARR environment graph contains the minimum obligatory wording suggested by CONAI (National Packaging Consortium) and some additional optional information to encourage users to use differentiated collection and recycle waste.



- 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)



The same graph has been adapted to the labels for New Catering brand products

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 shellfish.



Some examples:
<https://www.MARR.it/en/etichetta-ambientale>

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/>

Waste

Proper waste management must assess aspects such as its persistence in the environment on the basis of its type, the increase in quantity with the increase in volume of goods purchased and sold, the heterogeneity of the materials and the possible presence of hazardous substances. This is why prevention during the production of waste must be supported by differentiated collection and the recovery of any materials that can be reused.

84%
 over 2,000 tonnes
 of waste recovered

WASTES PRODUCED				
	UM	2021	2020	2019
Total wastes produced	kg	2,467,065.00	2,236,444.20	3,267,830.00
of which hazardous		28,432.00	46,997.00	62,500.00
of which non-hazardous		2,438,633.00	2,189,447.20	3,205,330.00

WASTES DESTINED FOR RECOVERY				
	UM	2021	2020	2019
Wastes destined for recovery	kg	2,069,204.00	1,670,919.20	2,493,669.00
of which hazardous		28,432.00	45,054.00	59,249.00
of which non-hazardous		2,040,772.00	1,625,865.20	2,434,420.00



WASTE DESTINED FOR DISPOSAL				
	UM	2021	2020	2019
Total Waste produced	kg	397,861.00	565,525.00	774,161.00
of which hazardous		-	1,943.00	3,251.00
of which non-hazardous		397,861.00	563,582.00	770,910.00

The figures provided represent the portion of waste disposed of by Companies in the Group through private disposal firms. The waste disposed of by the local authorities, in respect of the laws in force and after payment of the relative Waste Disposal Tax (T.A.R.I.) is not yet quantifiable.

Hazardous waste is that containing organic pollutant substances.

For the MARR Group, the main hazardous waste is oils of a mineral origin and to a lesser extent neon tubes, lightbulbs and batteries deriving from infrastructure maintenance work.

It can be seen that the presence of hazardous waste has diminished compared to previous years: from 1.9% of total waste in 2019 to 2.1% in 2020 and 1.1% in 2021).



UNIT INDEX OF WASTE PER TONNE OF PRODUCT HANDLED				
	UM	2021	2020	2019
Total wastes produced	t	2,467.07	2,236.44	3,267.83
Tons of product handled	t	401,239.07	326,709.87	498,842.10
Waste per ton of product handled	t/t	0.006	0.007	0.007

The unit index for waste per ton of product handled reduced slightly in 2021.

MARR intends to constantly improve its waste management by increasing the percentage of material recovered and recycling or reusing it. Projects and partnerships with service companies are continuing and encourage better management by assessing requirements and criticalities of each structure in the Group and implement innovative initiatives with a view to creating "secondary raw materials" from waste.



PILOT PROJECT FOR CONSTANTLY MONITORING AND INCREASING THE PERCENTAGE OF WASTE DESTINED FOR RECOVERY OR REUSE

To achieve the objective of increasing the percentage of waste recovered and reused, MARR started a pilot project in a test area during the course of 2021, represented by an operating unit in which a considerable portion of waste is concentrated and where the waste is more diversified, given that the operating unit itself comprises a sales point open to the public, a processing room, a distribution centre specialising in fruit and vegetables and one specialising in fresh seafood products and also includes some offices and warehouses. The project involves a system of waste management coordinated by a software through an APP and web portal, certified with a blockchain system to ensure the validity of the data. This software enables the real time monitoring of the status of the waste to be disposed of and the extraction of reports on the types of waste and the relative tonnage collected daily.



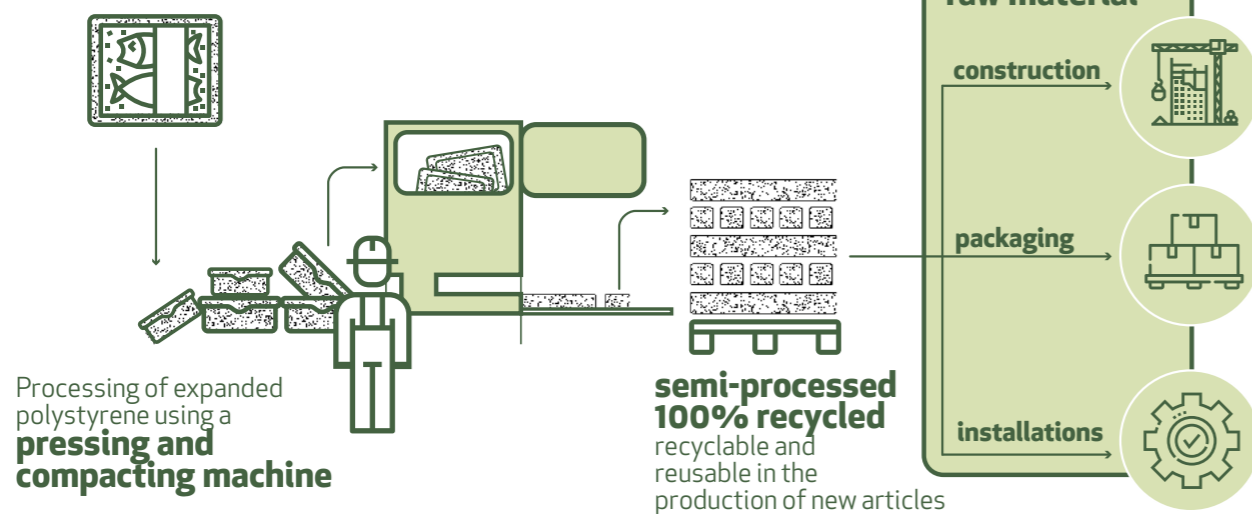
CIRCULAR ECONOMY PROJECT LINKED TO THE VALORISATION OF EXPANDED POLYSTYRENE (EPS)

Also during the course of 2021, a circular economy project was started linked to the valorisation of expanded polystyrene (EPS), which the containers used for the distribution and handling of fresh seafood are made of. This is one of the categories of waste that has most impact in MARR's business activities, as a result of the volumes handled and its preferential use in the seafood segment. Today, expanded polystyrene is mainly destined for disposal and it is classified as a non-recoverable waste. MARR is applying a new system of management which enables the regeneration of expanded polystyrene in order for it to be reused in the production cycle and cease to be qualified as waste (end of waste).

In this sense, the project involves the processing of expanded polystyrene using a pressing and compacting machine which enables a semi-processed material to be obtained that is 100% recycled, recyclable and reusable in the production of new articles (for example in the sectors of construction, installations and packaging), thereby being qualified as a **secondary raw material**.

Once the test phase of the project is over, MARR will assess whether to extend this operating method to other distribution units or identify other alternative or complementary methods.

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



The **two pilot tests** started in **2021** are testimony to MARR's commitment towards continuously increasing the effectiveness of its waste management



THE EFFECTIVENESS OF ITS WASTE MANAGEMENT, ENABLING

- The real time monitoring of waste so that it can be reported and disposed as quickly and effectively as possible
- The enhancement of its own strategy of progressive transition towards a circular economy in the context in which it is applicable
- The selection of avant-garde suppliers capable of satisfying the articulated requirements of MARR with innovative and performing technologies and a highly personalised management of operations

6.2 IMPACT AND INCREASE THE EFFICIENCY OF LOGISTICS

Optimising transport logistics is an activity that is constantly focused on by the Group and the management of logistics, intended as the process of planning, implementing and controlling the efficient and effective flow and storage of products, including the related services and information, from the point of origin to the point of consumption, is a vital aspect of the MARR Group's business.

In transporting goods to customers, MARR uses an average of approximately 170 external vehicle transportation firms, using about 800 vehicles, and thus the majority of the emissions relating to the transportation of goods is within the framework of Scope 3 emissions. This category includes the sources of emissions that are not under the direct control of the company, but are indirectly due to its business activities.

The flow of goods transportation linked to sales can be broken down into 3 sub-categories:

- 1 **transportation between one distribution platform and another**
- 2 **transportation from the distribution platforms to the operating branches**
- 3 **transportation from the operating branches to the end customer**

For MARR, increasing the efficiency of logistics means contributing towards the economic sustainability of the company and reducing its environmental impact. Focus on this aspect is of strategic valence to the Group and the best possible solutions are implemented and continuously evaluated.

To achieve this objective, MARR has two systems integrated in the company operations process, which constitute two tools in support of logistics.

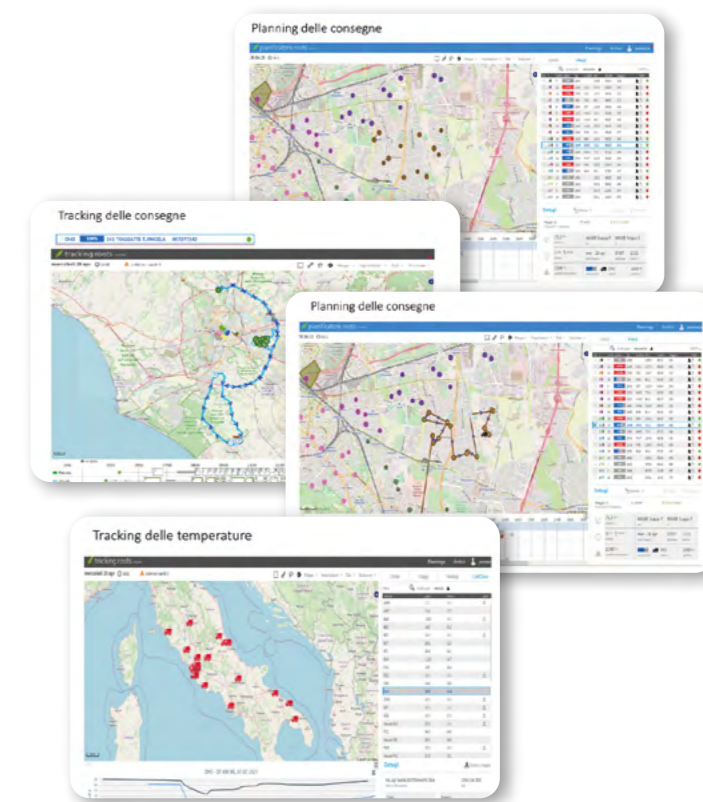
Systems integrated



MARR has 2 systems integrated in support of logistics

1. ROOTS TRACKING

This is a system for monitoring vehicles from their departure from the distribution centres until delivery and enables the position of the vehicle to be tracked in real time and to advise the client of any delays. It also enables the constant monitoring of the temperature in the refrigerated compartments of the vehicles in order to ensure the control of the cold chain.



2. TRANSPORT MANAGEMENT SYSTEM

This is a system for planning journeys, using a road map software structured so as to define the optimal “delivery route” for each vehicle.

ADVANTAGES OF TMS

Minimising the number of vehicles used

Minimising the distance in terms of km travelled

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

Minimising journey times

Satisfying the specific requests of each Client

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

3. CENTRAL DEMAND PLANNING (CDP)

Central Demand Planning (CDP) was also opened in 2021, a new office in the Logistics Department which has the objective of progressively improving the specialisation of its own workforce in order to maximise the level of customer service. Central Demand Planning is responsible for all supplying activities and reordering all categories of goods (excluding fresh meat and fresh seafood). The service is active in some platforms and operating units and the aim is to extend it to all of the Branches.

The new office is composed of a dedicated team comprising various specialist professionals who, through the use of new management software, analyse the demand forecasts and prepare the proposals for stocking goods that are most effective on the basis of the company's objectives. The performance of the CDP is monitored and evaluated on the basis of two specific KPI (Key Performance Indicators):

- Value of supplies and rotations
- Service Level: calculated on the basis of the stock outs.

MARR also monitors the increase in the level of vehicle saturation on a weekly basis, preparing detailed reports in order to promptly identify any low saturation vehicles and intervene on the emerging problems by applying ad hoc solutions shared in advance with the deliverers (for example reducing the weekly frequency of deliveries, scheduling stoppages, etc.).



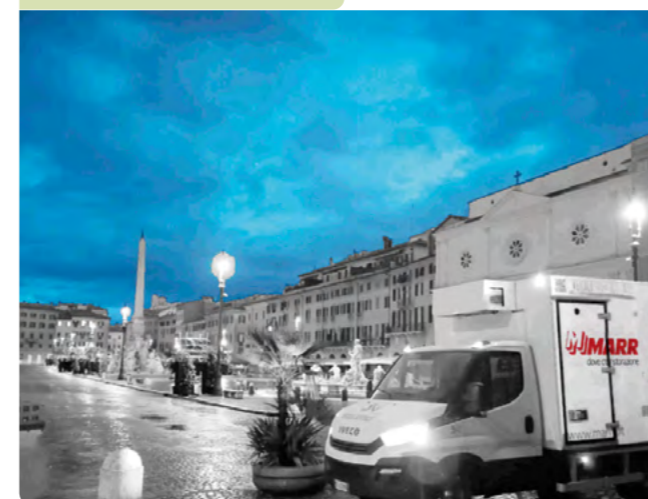
Focusing on the management of logistics remains an aspect subject to constant monitoring and improvement and in this regard, a study was conducted in 2021 with the support of Milan Polytechnic to assess the optimal structuring of the primary logistics network.

A brief look at the fleet

More than 400
low environmental impact vehicles
(LNG* and CNG**, euro 6, electrical vehicles)

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

ELECTRICAL VEHICLES



Some of the deliveries in the historical centre of Rome are made using fully electric vehicles.

LIQUID NATURAL GAS (LNG)



Another 4 new vehicles powered by liquid natural gas (LNG) were made available in 2021, heavy trucks to be used for long-range deliveries to be used for distribution from the logistic platforms to the distribution units, bringing the total to 9.

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	2021	2020	2019
Total emissions	t CO ₂ e	13,985.76	15,394.27	22,365.39
Road transport by logistics suppliers	t CO ₂ e	13,985.76	15,394.27	22,365.39

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).

6.3 CONSUMPTION OF ELECTRICITY AND COMBUSTIBLES AND EMISSIONS

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 zeroing the waste of electricity in offices and warehouses.



2021

THE NEW MANAGEMENT HEAD OFFICE IN SANTARCANGELO DI ROMAGNA IS EQUIPPED WITH:

- Photovoltaic panels
- A system for collecting rainwater to be used by the health and hygiene services
- Roof garden and green coverings
- Advanced thermal insulation and air conditioning systems, in addition to the electrical systems and home automation applied in order to optimise energy consumption



2021

THE NEW DISTRIBUTION UNIT IN CATANIA IS EQUIPPED WITH:

- Photovoltaic panels (not yet working in 2021)
- Refrigeration plants without Gas powered by propane gas and CO₂
- Thermal insulation systems and technological installations to limit dispersion and thus electricity consumption

* Fluoride gases responsible for the Greenhouse effect.

DIRECT ENERGY CONSUMPTION



	ENERGY CONSUMPTION			
	UM	2021	2020	2019
Methane gas for heating	m ³	242,913.00	264,568.32	274,204.25
Diesel oil for heating offices and for processing	l	31,500.00	68,372.00	118,807.00
Petrol for generators	l	-	-	-
Diesel oil for generators and sundry services	l	7,866.00	7,201.00	6,566.00
Electricity from the network	KWh	58,320,331.00	54,047,388.00	59,889,309.00
In-house produced electricity	KWh	342,675.00	358,736.00	368,898.00



	ENERGY CONSUMPTIONS EXPRESSED IN GJ			
	UM	2021	2020	2019
Total consumptions	GJ	221,174.74	207,918.17	231,111.59
of which:				
Methane gas for heating	GJ	8,570.21	9,334.23	9,666.52
Diesel oil for heating offices and for processing	GJ	1,134.42	2,462.53	4,279.03
Petrol for generators	GJ	-	-	-
Diesel oil for generators and sundry services	GJ	283.28	259.36	236.49
Electricity from the network	GJ	209,953.19	194,570.60	215,601.51
In-house produced electricity	GJ	1,233.63	1,291.45	1,328.03

The reduction of methane gas used for heating compared to both 2020 and 2019 is mainly correlated to the termination of the utilities in the previous management head office and the different use of the installations and utilities in some Branches.

The reduction in diesel oil for heating offices and processes is correlated to the closure of the Carnemilia platform in May 2020, which in previous years had been responsible for over 60% of consumption. The consumption of diesel oil for heating is currently marginal, given that its is limited to the MARR Turin, MARR Venice and MARR Dolomiti branches in which it is used for both heating the offices and in processing activities.

The increase in the amount of electricity purchased from the network compared to 2020 is mainly linked to the recovery in sales volume of the Group, which had been affected the previous year by the reduction in business activities due to the Covid-19 pandemic and the start-up of the new operating structures in Catania and Ischia and the new head office in Santarcangelo.

ELECTRICITY CONSUMPTION



ELECTRICITY CONSUMPTION

MARR is committed to using electricity originating 100% from renewable sources by 2025



ELECTRICITY CONSUMPTION

	UM	2021	2020	2019
Total electricity consumption	KWh	58,663,006.00	54,406,124.00	60,258,207.00
Of which:				
from renewable sources		342,675.00	358,736.00	368,898.00

The figure for consumption of self-produced electricity from renewable sources indicated in the table concerns the photovoltaic systems at the MARR Palermo and MARR Bologna branches and the new management head office in Santarcangelo di Romagna, where it began functioning in September 2021.

UNIT ENERGY CONSUMPTION INDEX

The total consumption of electricity acquired from the grid is given as a ratio to the tons of fresh and frozen product handled and conserved² by the Group inasmuch as mainly used for the cooling and freezing systems and therefore deemed more significant.



ELECTRICITY CONSUMPTION

	UM	2021	2020	2019
Electricity consumption (from the network)	GJ	209,953.19	194,570.60	215,601.51
Tons of fresh and frozen product handled	t	241,483.56	193,670.71	287,915.26
Unit index of energy consumption	GJ/t	0.87	1.00	0.75

EMISSIONS OF GHG AND OF POLLUTING SUBSTANCES INTO THE ATMOSPHERE

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



DIRECT EMISSIONS - SCOPE 1

	UM	2021	2020	2019
Total Emissions	t CO ₂ e	586.56	725.14	872.93
Of which:				
Methane gas	t CO ₂ e	481.75	524.87	540.69
Diesel oil for heating	t CO ₂ e	83.86	181.19	314.84
Petrol	t CO ₂ e	-	-	-
Diesel oil for generators and sundry services	t CO ₂ e	20.94	19.08	17.40

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



EMISSIONS - SCOPE 2

	UM	2021	2020	2019
Total emissions	t CO ₂ e	18,370.90	19,403.01	21,500.26
Electricity from the mains supply	t CO ₂ e	18,370.90	19,403.01	21,500.26

² To identify the kg of product handled, reference is made to the kg of product that leaves the Group's storage structures (sold and transferred from the platforms to the branches and by these to the customers).

³ The source of the coefficients used for the conversion into tCO₂e is the ISPRA 2021 figure (for 2021), the ISPRA 2019 figure (for 2020), ISPRA 2018 (for 2019) and International comparisons by TERNA DRIVING ENERGY 2019.



OZONE DAMAGING SUBSTANCES⁴



OZONE DAMAGING SUBSTANCES

	UM	2021	2020	2019
HFC - HFC/HFO	Kg	3,390.10	2,865.60	6,401.40

The emissions of substances damaging the ozone layer are due to anomalies (gas leaks in the refrigeration circuits) in the functioning of the installations and the relative repairs to maintain the cold chain for the conservation of food products. In this regard, it must be pointed out that the reduction compared to 2019, the normalised pre-pandemic reference year, is correlated to the interventions for the modernisation of the systems and also to the increase in the monitoring systems and the systems for detecting any eventual gas leaks.



UNIT CONSUMPTION INDEX FOR EMISSIONS OF GREENHOUSE GASES

	UM	2021	2020	2019
Emissions of ozone damaging substances (HFC-HFC/CFO)	t CO ₂ e	12,512.05	9,690.97	23,726.27
Tons of fresh and frozen product handled	t	197,010.54	153,954.05	233,305.15
Unit index of greenhouse gas emissions	tCO ₂ e/t	0.06	0.06	0.10

As the indicator for calculating the carbon intensity, it was deemed most reasonable to consider the tons of fresh and frozen product handled by the operating units of MARR S.p.A., New Catering S.r.l., Antonio Verrini S.r.l. and Chef S.r.l.. The MARR branches equipped with ammonia systems which do not produce CO₂e have been excluded from the calculation.

⁴ Annual data communicated within the month of May by ISPRA (National Institute for Environmental Protection and Research).

6.4 WATER CONSUMPTION

Water used for glazing

In December 2014, EU Regulation 1169/2011 became applicable, concerning disclosure to the consumer of information on food products. This regulation establishes that for seafood products under ice, the label must indicate only the net weight and that the glazing must not be considered, in the same way as cardboard or wrapping.



What is glazing?

The glazing of frozen or deep frozen seafood products is a conservation method used to protect them with a uniform surface area of ice obtained from drinking water.



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.

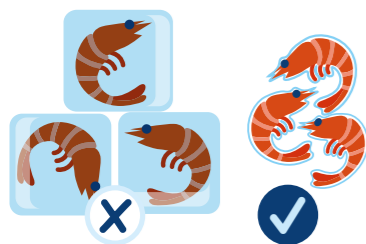


THE PURPOSES OF GLAZING

- Preventing oxidisation and rancidity that may occur during storage
- Protecting the food from "cold burns" that would be visible as ordinary burns, making the product no longer marketable
- Avoiding dehydration, and thus loss in weight due to loss of liquids

The marketing of **seafood products** with **minimal glazing** enables greater environmental sustainability

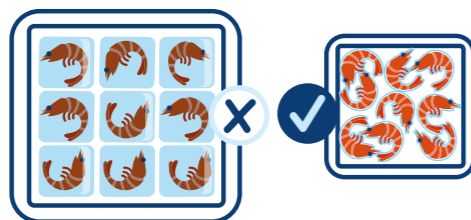
Reduction in the use of water



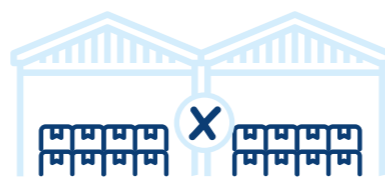
Reduction in the use of energy



Reduction in emissions due to transport



Reduction in the use of packaging material



Reduction in storage space



WATER SAVED BY REDUCING THE PERCENTAGE OF GLAZING FROM 2015 TO 2021

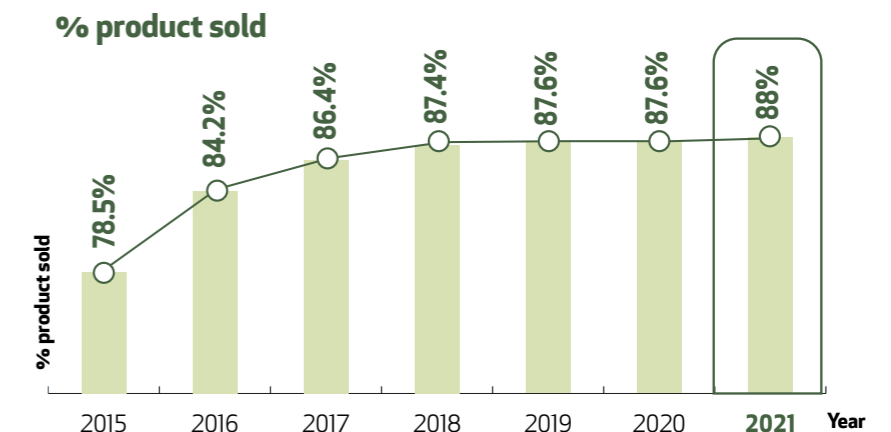
over **2,000** TONS OF WATER SAVED IN A YEAR (2020-2021)

OVER **11,000t** OF WATER SAVED IN **7 years**

= **1,392** TANK TRUCKS OF THE FIRE BRIGADE

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

THE REDUCTION IN THE % OF AVERAGE GLAZE CORRESPONDS TO AN INCREASE OF THE % OF PRODUCT SOLD



Management of water resources

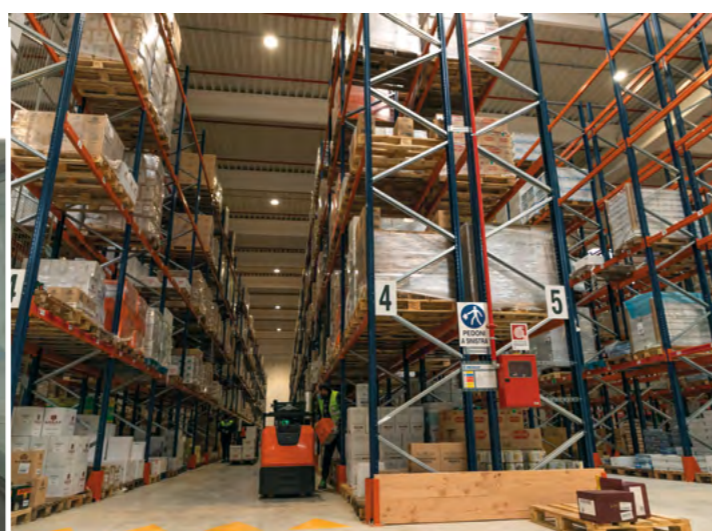
With specific regard to the management of water resources, it must be noted that their use can be subdivided into four different types of consumption: hygiene services, washing the work rooms, product processing areas and cooling systems where condensation is produced through evaporation condensers.

While in the first three cases only water originating from local aqueducts is used, considering the need to guarantee that the water supplied is drinkable in compliance with the sanitary certifications, in the case of cooling using evaporation condensers, the local wells are also used, if there are any.

In order to limit the consumption by the company of water resources to essential consumption, a monitoring system has been implemented with manual checks aimed at limiting consumption, optimising the resources and

reducing waste, even in the event of faults in the water pipes and plants. The recording frequency has been determined on the basis of the criticality of each utility.


In its path to improving the management of water resources, MARR has invested in monitoring and controlling the quality of the discharge waters by laboratory analysis to verify their compliance with the dispositions of Legislative Decree 152/06 and has rationalised the consumption of detergents and disinfectants which directly impact the discharge waters, strictly sticking to the methods and concentrations stated in the sanitisation procedures. It has also begun awareness activities aimed at the employees and operators to reduce the consumption of drinking water.



Discharge waters

Discharge waters, except for those from hygiene services, are monitored through self-control procedures and also by the authorities responsible with regard to the discharge authorisations or AUA (Sole Environmental Authorisation).

MARR does not draw water supplies from hydrographic basins in areas with water shortages.



over
1,200
analyses were
conducted on
discharge waters



WATER WITHDRAWN BY SOURCE							
	UM	2021		2020		2019	
		Soft water	Other types of water	Soft water	Other types of water	Soft water	Other types of water
Total volume of water drawn	m ³	226,277	-	156,501	-	212,092	-
of which from surface waters	m ³	0	-	0	-	0	-
of which from groundwater	m ³	79,034	-	37,127	-	55,907	-
of which from sea water	m ³	0	-	0	-	0	-
of which water produced	m ³	0	-	0	-	0	-
of which third-party water resources	m ³	147,243	-	119,374	-	156,185	-

The underground water used is represented by the use of water (for industrial use only) taken from artisan wells, if any. The water resources from third parties are represented by the use (for both civil and industrial use) of water taken from aqueducts and/or authorised external suppliers using water tankers.

The increase in water consumption compared to 2019 and 2020 is closely correlated to the increase in the operating units of the company included in the scope of consolidation.



WATER WITHDRAWN BY SOURCE				
	UM	2021	2020	2019
Volume of water discharged	m ³	222,917	153,947	209,538
of which into sewer systems	m ³	164,276	104,226	168,847
of which into surface waters	m ³	58,641	49,721	40,691

Unit index for the use of water resources

The following table shows the unit index calculated as a ratio of the consumption of water resources and the total tons of product handled during the year, given that the former are used in processing and in washing and sanitisation procedures.



UNIT INDEX FOR THE USE OF WATER RESOURCES

	UM	2021	2020	2019
Total volume of water withdrawal	m ³	226,277	156,501	212,092
Tons of product handled	t	401,239	326,709	498,842
Index of the use of water resources	m ³ /t	0.56	0.48	0.43



2021

MARR CALABRIA PHYTODEPURATION SYSTEM

In September 2021, a closed cycle phytodepuration system for the waste water produced by the MARR Calabria plant was authorised and activated. The discharge waters from the hygiene units and services are conveyed into an Imhoff tank and the purified portion is dispersed by evaporation into a waterproof bed containing plants lacking in water. We hope that this can lead to benefits in terms of environmental impact and management, in addition to savings in the costs of disposal using tankers.

Chemical substances

We represent below the information relative to the chemical substances used by the Company for the functioning and management of the refrigeration systems.

We point out that the data of the subsidiaries are not available; however, it is maintained that their impact on the total is not significant.



CHEMICAL SUBSTANCES

	UM	2021	2020	2019
Ammonia for refrigeration	kg	970	-	-
"Antifreeze" chemical products for the refrigeration circuits	kg	3,000	3,370	66
Chemical products for water treatment	kg	23,310	19,725	25,285

2021 increase in ammonia consumption compared to the last years is due to extraordinary maintenance of refrigeration systems.



Supply Chain

7

7.1 LOCALISATION OF THE SUPPLIERS

80% OF SUPPLIERS ARE LOCATED IN ITALY

62% OF PURCHASES FROM ITALIAN SUPPLIERS

The following table shows the percentage of expenditure concentrated on local suppliers (we would point out that in this Report, "local" is intended as domestic, Italian).

LOCAL SUPPLIERS			
€ thousand	2021	2020	2019
Total expenditure for procurement	1,187,411	830,227	1,341,699
- of which, from national suppliers	736,744	517,515	811,339
% of the total	62	62	60

The value of the purchases⁶ made by the Group from Italian suppliers represents 62% of the total procurements. The purchase of seafood products, which represents the most significant portion of the products purchased from overseas, is strongly influenced by the origin of the raw material, which inevitably leads to procurement from other countries (for example: shrimp from Argentina, octopus

from Mexico or Morocco, squid from India, etc.) and the fact that Italy is not self-sufficient enough to satisfy the demand for fish products and fish farming. These considerations are also partly valid for meat, a sector in which Italy is not self-sufficient enough to satisfy the domestic demand, except for example for fresh poultry products.



7.2 SUPPLIER EVALUATION

The product suppliers of the MARR procurement chain and the service providers are selected, assessed and qualified according to methods and criteria defined in specific procedures of the Quality System, in accordance with the ISO 9001 standard and are directly involved in the quality and sustainability control of their own products.

MARR encourages the creation of stable and long-term relations with its suppliers and has taken action aimed at improving the control over the respect of its own principles by the entire supply chain.

In the supply agreements, suppliers are required to respect the MARR Code of Ethics and the principles contained therein so as to fully share in its values.

Suppliers are also subject to verification procedures to ensure that they respect the safety and quality

characteristics envisaged by the "Suppliers Assessment and Qualification" procedure of MARR's Quality System includes verification of system and product certifications held by suppliers, including the SA 8000 certificate regarding the Social Responsibility sphere.

The suppliers' performances are periodically assessed, in order to verify that the requested quality and service standards are maintained.



Many elements are considered for said assessment, including:



⁶ The figure for total procurement expenditure represents the cost for the purchase of goods without taking into account related charges or other purchase adjustments, therefore it does not actually coincide with the cost for the purchase of goods indicated in the Explanatory Notes to the MARR Consolidated Financial Statements for the period.

Control procedures

The products purchased are checked on arrival and during processing/storage at the MARR establishments and platforms. The controls on arrival are carried out by skilled personnel trained in the test procedures and the specific control plans for the execution of the verifications.

The main controls involve:

- Visual inspection to verify the state of conservation, the packaging of the product and the hygienic state of the vehicle;
- Labelling checks carried out on samples of packaged products to verify the presence of the information required by EU Regulation 1169/2011;
- Temperature controls on perishable and frozen products (the temperatures of reference and the tolerance limits are indicated in specific self-regulatory instructions);
- Check on compliance with the order and on the correctness of the accompanying documents;



- Analytical, microbiological and chemical checks on the basis of specific samples for each type of product.



The complete assessment of the suppliers also includes the analysis of reports of any complaints and/or returns from customers, in order to understand the causes of the non-conformities found and to identify the corrective action.

The List of Qualified MARR Suppliers and their ratings are periodically updated on the basis of their performance and any non-compliances in their supplies and complaints from customers.

Any suppliers that obtain a less than completely positive assessment are requested by MARR to adopt provisions and corrective action to remedy the shortcomings found.

If seriously critical situations occur relative to supplies, immediate action is taken against the supplier (letters of warning, audits at the production establishments, sampling and analytic testing of the products, up to the suspension of the purchases), in order to eliminate the problems encountered and ensure the compliance of the products with the specified requirements.

7.3 ETHICAL AND SUSTAINABLE PROCUREMENT AND RESPECT OF HUMAN RIGHTS

MARR has stated that it is against any form of child labour, forced labour and has adopted measures to ensure the respect of human rights throughout the supply chain, especially through the request made in the supply agreements of a specific Declaration of Commitment to Social Responsibility, by signing which the supplier guarantees the respect of all of the principles of the SA8000 standard.

Declaration of Commitment 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 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 115.

CASE HISTORY

Bovine meat chain

In assessing the sustainability of its suppliers, MARR focuses in particular on the sensitive production lines, such as that for bovine meat.

The main supplier of this category of products is Inalca S.p.A., the European leader in the production of beef and the main raiser of cattle for meat in Italy. Inalca is actively involved in implementing social responsibility policies, in the sustainable management of the supply chain, in protecting human rights, in responsible communication to customers and in supporting the local communities in the area in which it operates. Inalca's commitments are well represented by the Sustainability Report, which the company has been publishing for a number of years (<https://www.inalca.it/en/our-sustainability-report/>).

Inalca has realised a completely integrated, certified and traceable chain, applying the principles of the circular economy, sustainability and animal welfare. The company also selects its external suppliers on the basis of a risk assessment and sharing with them the "Code of conduct for suppliers" within its own supply chain. The objectives set by the company include that of collecting and monitoring data on the ethical performance of its suppliers, in Italy and in all the other countries it operates in.

Inalca has subscribed to the SEDEX system (Sedex Information Exchange) since 2019; this association is based in the United Kingdom and is renowned globally, making available to businesses an online platform of responsible supplies with the aim of creating ethical chains throughout the production line and thus enhancing the transparency of the business activities of the companies subscribing to it.

Inalca has so far registered its three main production facilities in Italy on the platform. The main areas assessed by Sedex so that a company has a positive impact on its workers are:

- Gender equality and equal opportunities
- Child labour and forced labour
- Sustainable working conditions and means of subsistence
- Trade union relations and worker representation

Inalca has also developed a complete system for managing and assessing animal welfare, updating and developing rules that go beyond the stringent laws in force on the matter, in all phases of the supply chain: farming, transport and butchering.

In order to assess animal welfare during farming, Inalca has adopted the official standard encouraged by the Ministry of Health and developed by the National Reference Centre for Animal Welfare (CReNBA), with head office at the Experimental Zooprofilactic Institute of Lombardy and Emilia Romagna, Brescia section. The company has prepared together with the University of Milan and the CRPA Studies and Research Foundation of Reggio Emilia an additional animal welfare assessment system leading to the drafting of the "Farmer's Good Practice Manual" destined for all of the farmers it is supplied by (<https://www.inalca.it/en/animal-welfare/>).

Lastly, Inalca has adhered to the SAI – Sustainable Agriculture Initiative Platform, the main initiative of the Food & Beverage industry which promotes the development of sustainable agriculture worldwide. In this context, the company has developed an important pilot project called "Sustainable livestock farms", managed together with Coldiretti, the major Italian association of livestock farmers and farming businesses.



7.4 UPGRADING THE VALUE OF "GREEN" AND LOCAL PRODUCTS

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.



Over 2,000 Green Products conforming to Green Public Procurement

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.



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.



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.



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.

Categories of Green Non food Products



Sustainable management of forests

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.

MARR green fingerprint



Supply and use of raw materials in brand products

The Group does not stock raw materials, given that it markets the products it purchases, without processing them, except for an insignificant portion of them. Processing mainly involves the portioning of meats and seafood products, the latter carried out primarily by Verrini and Chef, in order to market semi-processed products and cuts "ready for use" or in any event in reduced sizes in order to respond to the requirements of its customers.

In the case of owned brand products, the Group makes specific requests to its suppliers regarding the quality and origin of the raw materials, food safety, organoleptic properties and the characteristics of the goods and the primary and secondary packaging used. These requirements are guaranteed by the stipulation of documents shared with the supplier and signed by them.

Updates to the requirements for brand products with a view to increased sustainability by the end of 2025



Goal by 2025

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 Rain Forest Alliance, Fairtrade or equivalent certifications



Selected suppliers that satisfy social/environmental criteria

The table shows the total number of suppliers with which the Company has operated in the last three years, with indication of those selected according to social and/or environmental criteria, i.e. suppliers of green products or ISO14001, EMAS (EU Eco-management and audit system),

Organic, MSC (Marine Stewardship Council), RSPO, Rainforest Alliance, Fairtrade, Global GAP (standard of good agricultural practices), Dolphins safe, Friend of the sea and/or SA8000 certified suppliers.

SELECTED SUPPLIERS THAT SATISFY SOCIAL/ENVIRONMENTAL CRITERIA

(number)	2021	2020	2019
Total suppliers (number)	2,494	2,083	2,212
Of which: selected according to social/environmental criteria	700	681	536
% of the total	29%	33%	24%

The increase in suppliers compared to previous years is due to the incorporation of the company SiFrutta S.r.l. into MARR S.p.A..

Made in Italy and Della Nostra Terra



over
4,000
products
MADE IN ITALY

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.

over
1,100
products in the
"SELEZIONE DELLA NOSTRA TERRA"
range



Early in 2021, MARR unveiled the "Selezione Della Nostra Terra" range, which 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.



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>)



7.5 SUSTAINABLE FISHING AND FISH FARMING



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,
- 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.



Goal
reached in
MARCH
2021

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:

- Density of farming
- Quality of water
- Transport conditions and time
- Butchering processes

MSC and ASC

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.



Impact on procurement

MARR believes that anthropic activities conducted invasively and incompatibly with ecosystems may have a negative effect on the procurement dynamics.

In particular, the procurement of fish products may be affected by changes in the fishing campaigns due to a diminished availability of the fished product or restrictions imposed for the protection of marine resources. As a result of climate change, the availability and procurement of vegetables and products of animal origin may also change because of the altered environmental conditions in the current production areas.



7.6 ANIMAL WELFARE



Animal Welfare is also an area of interest to MARR, in line with the increasing awareness of its Customers and consumers on this topic.

Focus in this regard is aimed at the objective of making products of animal origin available in the

MARR range that are safe from a hygiene and health viewpoint, guaranteed from an organoleptic viewpoint and in terms of traceability, produced in production lines respecting the dignity and wellbeing of animals which are an integral part of the supply requirements and included in the supply contracts stipulated.

MARR does not directly manage any production line of animal origin, but has undertaken to ensure that its suppliers respect the laws in force in animal welfare and progressively implement specific animal welfare criteria in addition to the minimum standards required by the law.

MARR has implemented a schedule of inspections to assess compliance with the animal welfare standards subscribed by the suppliers, also in collaboration with

control and certification bodies operating internationally in the sector and accredited, and has committed to renew these inspections for the triennium 2022-2024.

During the course of 2021, compatibly with the limitations imposed by the restrictions on access by external personnel due to the covid-19 emergency and the spread of bird flu in aviaries, MARR has continued the audits and inspections on suppliers in the supply chain of hen eggs and implemented a system of checks for the production line of chickens for consumption.

The results of the audits and any non-compliances were managed through engagement and collaboration between the suppliers involved, the veterinarians conducting the inspections, the MARR Quality Assurance unit and the reference international associations dealing with animal welfare on farms, thus contributing towards the achievement of the common goal of improving the living conditions of farmed animals.



Principles and criteria of animal welfare

MARR recognises that animals are living beings and believes that animal welfare does not only depend on the physical health of the animal but also on its mental state and capacity to express species-specific behaviour, in harmony with the environment.

Form animal welfare, good farming practices and adequate shelter, hygiene, feeding and health must all be guaranteed.

FIVE FREEDOMS FOR THE PROTECTION OF ANIMAL WELFARE

The farms and management systems must satisfy the needs of the animals, in respect of the **"Five Freedoms"** listed in the **1965 Brambell Report** and recalled in the **"Farm Animal Welfare Council"** of 1979.

- 01 Freedom from hunger, thirst and malnutrition, ensuring that the animals have access to fresh water and a diet that keeps them in good health
- 02 Freedom from environmental distress, ensuring that the animals have a suitable living space including shelter and a comfortable rest area.
- 03 Freedom from pain, injuries and illness, preventing them or diagnosing and treating them quickly.
- 04 Freedom to manifest species-specific behavioural characteristics, providing adequate space and structures and the company of animals of the same species.
- 05 Freedom from fear and stress, ensuring that the animals are kept in conditions and care which do not cause psychological suffering.

Eggs and egg products from uncaged and organic farming

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 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.



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.

Integration and engagement with the other stakeholders



INTEGRATION AND ENGAGEMENT WITH THE OTHER STAKEHOLDERS

MARR believes that a priority topic is maintaining solid relations based on constant dialogue and engagement of all of the stakeholders, as an expression of the responsibility that the Group has towards the social context in which it operates and interacts.

In this context, it has defined some lines of conduct and adopted procedures and regulations for managing relations with the stakeholders, especially the financial community and the media, based on transparency, correctness, rectitude, completeness and impartiality.



Regulation for managing media relations

The Company has adopted a Regulation that defines the bodies and subjects responsible for managing media relations and authorising the publication of press releases and the spreading of information to the press to encourage transparency and uniformity of information.



Procedure for managing insider and confidential information

The Company has adopted a specific Procedure for managing insider and confidential information, which all of the subjects identified therein must follow.



MARR policy for managing engagement with the shareholders and other stakeholders

The Board of Directors has approved a Policy for the management of engagement with the shareholders and other financial stakeholders to render more systematic the operating methods which guarantee the exhaustive and prompt spreading of information on the Company activities.

The following is a summary of the methods of stakeholder engagement implemented by the MARR Group, in other words the activities aimed at ensuring careful and constant engagement with the various subjects to ensure that the different interests of each stakeholder are heard, thereby encouraging comparison and the sharing of objectives and strategies.



8.1 FINANCIAL COMMUNITY



There are **4,256** shareholders of which **3,866** Italians (survey on 20 October 2021)

The Company has for some time implemented operating methods with the aim of ensuring constant engagement with the shareholders, financial investors, socially responsible investors, analysts and in general operators on the financial market.

The disclosure of information to the investors and the market is mainly ensured by periodical press releases, at least meeting the company's disclosure obligations, meetings with the financial analysts and the constant updating of the information available on the Company website.

In particular, the Investor Relation (IR) department deals with relations with the shareholders, the operators on the financial market and the analysts and also ensures the availability on the Company website of all of the information (reports, significant operations, operating

procedures and regulations, including all documents regarding shareholders' meetings and the relative minutes) useful, also to the public, in assessing and monitoring the Governance of the Company.

The IR department also periodically organises (and in any event whenever required by the obligatory periodical disclosures) meetings with analysts and investors, which are also usually attended by the Chief Executive Officer.

To favour increased awareness of the brand and its recognisability, the Company has started a programme to increase its own organised presence on two specific social networks with two different and complementary targets, these being Instagram (oriented more towards customers and suppliers) and LinkedIn (with a more professional target, and thus also oriented towards possible shareholders and non-professional investors).

8.2 LOCAL COMMUNITIES AND DONATIONS

Local communities play an important role for MARR, given that they are correlated to the activities of the other stakeholders, such as customers, suppliers, employees and collaborators.

Closeness to the communities is considered to be vital for the Company and is expressed on one hand by engagement with the local bodies and on the other through participation in local social and cultural events.

Combating food waste and the responsible management of territorial resources are some of the guidelines behind MARR's action, which is always oriented towards preventing and reducing food waste.

The actions aimed at limiting surpluses are implemented in particular after the scheduling of the stocks as a result of the continuous monitoring of the warehouse inventories, thereby minimising waste. Any surpluses of food products that are unsold are donated to foundations, communities and other local associations involved in improving the living conditions of the poor and disadvantaged.

During 2021, MARR donated the excesses to more than 20 bodies nationwide, including religious institutes and national associations of social benefit.

Some of the main institutions involved



O.S.A.
Opera Sant'Antonio
per i Poveri
Fratelli Cappuccini



Donations

over **48 tons** of food



about **170,000** meals donated

8.3 AUTHORITIES AND CONTROL BODIES

MARR operates in strict respect of the laws applicable to the sector it belongs to and collaborates with the authorities responsible for controls in the event of inspections.

The Group is subject to numerous verifications by the authorities and official control bodies.

These controls consist of sampling and official analysis of the products distributed and inspections conducted by the Veterinary Services and Food Hygiene and Nutrition Services of the competent local health authorities. Checks and inspections are also carried out by other bodies, such as the Carabinieri for the Protection of Health and Safety, the Forestry Authority and Coast Guard and the bodies responsible for checking the measures to protect the health of the workers.

As a listed company, MARR is also subject to checks by the Supervisory Body (CONSOB) of the manager of the Italian stock exchange, Borsa Italiana, and is bound to respect the parameters imposed by the reference segment Euronext STAR Milan (Segmento Titoli Alti Requisiti) of Borsa Italiana.



8.4 CATEGORY ASSOCIATIONS

MARR encourages open engagement with the category associations, focusing very closely on the claims it receives. These associations are also a tool used by MARR for updating and controlling compliance with the laws and regulations in force, considering the activity carried out by them of real time updates aimed at associate companies for the emanation of rules and regulations or other measures governing the activities of the sector.







Associations





CONFINDUSTRIA ROMAGNA



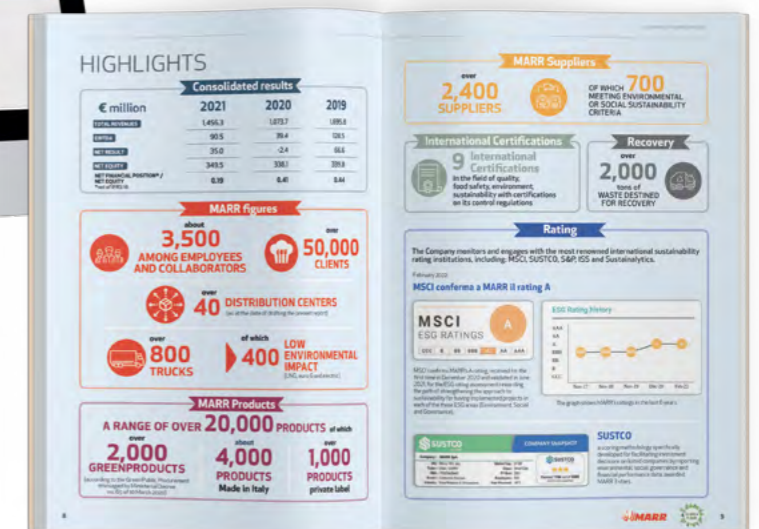
TABLE SUMMARISING HOW MARR INTERACTS AND ENGAGES WITH EACH OF THE STAKEHOLDERS

STAKEHOLDER	METHOD OF ENGAGEMENT	
COMMERCIAL CATERING CUSTOMERS		<ul style="list-style-type: none"> → Newsletter (InforMARRnews) → MyMARR App → Social Channels → Online catalogue → Local branches
CANTEENS CUSTOMERS		<ul style="list-style-type: none"> → Newsletter (InforMARRnews) → App myMARR → Social Channels → Online catalogue
EMPLOYEES AND COLLABORATORS		<ul style="list-style-type: none"> → E-mail → Newsletter (InforMARRci) → House organ (InforMARR) → Social Channels → Periodical meetings
SUPPLIERS		<ul style="list-style-type: none"> → Supply agreements → Documents → Regulation for Sustainable Fishing
FINANCIAL COMMUNITY		<ul style="list-style-type: none"> → Press releases → Investor Relators department → Periodical meetings → Social Channels
LOCAL COMMUNITIES		<ul style="list-style-type: none"> → Local branches → Local events → Donations → Contributions → Sponsorships → Gifts

STAKEHOLDER	METHOD OF ENGAGEMENT	
AUTHORITIES AND CONTROL BODIES		<ul style="list-style-type: none"> → Supplies to Public Administrations → Interaction with the control bodies during inspections and also informally through meetings based on requests for clarifications, comparison and opinions
CATEGORY ASSOCIATIONS		<ul style="list-style-type: none"> → Participation in webinars and videoconferences → Local events → Newsletter and disclosure updates → Periodical communications



Corporate website
Sustainability Report
 (two digital tools for all stakeholder)



CONTENT INDEX

Table linking the priority topics and the topics of Legislative Decree 254/2016


The table shows the correlation between the topics identified as priority on the basis of the materiality analysis conducted and that stated in Legislative Decree 254/2016.





TABLE OF CORRELATIONS BETWEEN MATERIAL TOPICS AND TOPICS FROM LEGISLATIVE DECREE 254/2016	
Topics from Legislative Decree 254/2016	Material topics from materiality analysis
Fight against corruption	→ Fight against corruption and anti-competitive practices
Environment	→ Management of packaging and Waste → Optimization of water consumption, energy consumption and related emissions → Impact and increase the efficiency of logistics → Fight against food wastage
Human resources management	→ Protection of diversity and equal opportunities → Employees wellbeing, health and safety
Social scope: supply chain	→ Animal welfare → Ethical and sustainable procurement and respect for Human rights → Supply and use of raw material in private label → Upgrading the value of "green" and local products
Social scope: communities	→ Economic impact and ability to generate value → Integration and engagement with stakeholders → Fight against food wastage → Fight against corruption and anti-competitive practices
Social scope: Clients	→ Customer satisfaction and loyalty → Product labelling and information to consumers → Product quality and safety
Human rights	→ Ethical and sustainable procurement and respect for Human rights












Table linking the GRI standards Legislative Decree 254/2016 and SDGs
















Notes for consultation:
















- The column "Decree 254/16" lists the indicators of the GRI Standards that provide information correlated to the Italian laws and regulations in force concerning the non-financial declaration;
- The SDGs column states the connection between the disclosure of the GRI Standards with the 17 sustainable development goals of the 2030 Agenda (stating the number, according to the table produced by the GRI in the document "Linking the SDGs and the GRI Standards").









INDICATORS	Decree 254/16	SDGs	Page
GRI 102: GENERAL DISCLOSURES 2016			
Profile of the organization			
102-1 Name of the organization	●		5
102-2 Activities, brands, products and services	●		21
102-3 Location of headquarters	●		24
102-4 Location of operations	●		24
102-5 Ownership and legal form	●		26
102-6 Markets served	●		15
102-7 Scale of the organization	●		16
102-8 Information on the employees and other workers	●		65
102-9 Supply chain	●		104
102-10 Significant changes to the organization and its supply chain	●		104
102-11 Precautionary principle (Risk Management)	●		32
102-12 External initiatives	●		122-123
102-13 Membership of associations	●		123
Strategy			
102-14 Declaration by a top manager			5
102-15 Key impacts, risks and opportunities			32

INDICATORS	Decree 254/16	SDGs	Page
Ethics and integrity			
102-16	Values, principles, standards and rules of conduct		29
102-17	Mechanisms for engaging consultancies and reporting criticalities regarding ethical matters		30
Governance			
102-18	Governance structure	●	27
Engagement of stakeholders			
102-40	List of stakeholders groups	●	39
102-41	Collective contracting agreements	● 	63
102-42	Identifying and selecting stakeholders		39
102-43	Approach to stakeholders engagement	● 	124
102-44	Key topics and concerns raised		32
Reporting practices			
102-45	Subjects included in the consolidated financial statements	●	6
102-46	Definition of the contents of the report and topic perimeters	●	6
102-47	List of material topics	●	41
102-50	Reporting period	●	6
102-51	Date of the most recent report		6
102-52	Reporting cycle	●	6
102-53	Contact point for questions regarding the report		6
102-54	Claims of reporting in accordance with the GRI Standards	●	6
102-55	GRI content index	●	126
102-56	External assurance	●	131

INDICATORS	Decree 254/16	SDGs	Page
ECONOMIC CONTEXT			
201 - Economic Performance 2016			
201-1	Economic value directly generated and distributed	● 	36
204-1	Percentage of expenditure on local suppliers	● 	104
205 - Anti-corruption 2016			
205-1	Activities subject to corruption risks	● 	30
205-2	Communication and training regarding anti-corruption policies and procedures	● 	30
205-3	Confirmed corruption and relative measures taken	● 	30
206 - Anti-competitive Behaviour 2016			
206-1	Legal action for anti-competitive and anti-trust behaviour and monopolies	● 	30
207 - Tax 2019			
207-1	Approach to taxation		33
207-2	Fiscal governance, control and risk management		33
207-3	Engagement of stakeholders and management of tax-related worries		33
207-4	Country by Country Reporting		33
ENVIRONMENTAL CONTEXT			
301 - Materials 2016			
301-1	Materials used by weight and volume	● 	86-87
301-2	Recycled input materials used	● 	86
301-3	Reclaimed products and their packaging materials	● 	87
302 - Energy 2016			
302-1	Energy consumption within the Group	● 	95
302-3	Energy intensity	● 	96

INDICATORS	Decree 254/16	SDGs	Page
303 - Water and Effluents 2018			
303-1 Interactions with water as a shared resource			100
303-3 Drawing water	•		101
303-4 Interactions with water as a shared resource	•		102
303-5 Water consumption	•		98
304 - Biodiversity 2016			
304-1 Operating sites owned, leased, managed in (or adjacent to) protected area sand areas with a high biodiversity value outside protected areas	•		84
305 - Emissions 2016			
305-1 Direct GHG emissions (Scope 1)	•		96
305-2 Indirect GHG emissions from energy sources (Scope 2)	•		96
305-3 Indirect GHG emissions from other sources (Scope 3)	•		93
305-4 Intensity of greenhouse gas emissions	•		93
306 - Waste 2020			
306-1 Waste generation and significant waste-related impacts	•		88
306-2 Management of significant waste-related impacts	•		89-90
306-3 Waste generated	•		88
306-4 Waste diverted from disposal	•		89
306-5 Waste directed to disposal	•		89
307 - Environmental compliance 2016			
307-1 Non-compliances with environmental laws and regulations	•		33
308 - Supplier Environmental Assessment 2016			
308-1 New suppliers selected using environmental criteria	•		113

INDICATORS	Decree 254/16	SDGs	Page
SOCIAL CONTEXT			
401 - Employment 2016			
401-1 Total number and turnover rate by age group, gender and region	•		64
401-2 Benefits for permanent workers not provided for fixed-term or part-time workers	•		63
401-3 Parental Leave	•		62
402 - Labour Management Relations 2016			
402-1 Minimum period of notice in the event of workforce changes	•		63
403 - Occupational Health and Safety 2018			
403-1 Occupational health and safety management system			70
403-2 Hazard identification, risk assessment, and incident investigation			74
403-5 Training of workers on matters of occupational health and safety			58-59
403-9 Accidents and indices of accidents, professional illness, days' lost, absenteeism and number of fatal work-related accidents	•		74
403-10 Work-related ill health	•		71
404 - Training and Education 2016			
404-1 Average training hours per employee per year	•		59
405 - Diversity and Equal Opportunity 2016			
405-1 Diversity within the governance bodies and workforce	•		66
405-2 Ratio between basic salary and remuneration for men and women by category and operating qualification			69
406 - Non-discrimination 2016			
406-1 Incidents of discrimination and action taken	•		56
413 - Local Communities 2016			
413-1 Activities involving the engagement of the local communities, impact assessments and development programmes	•		122
413-2 Operations with significant actual and potential negative impacts on local communities			122

INDICATORS	Decree 254/16	SDGs	Page
414 - Supplier Social Assessment 2016			
414-1	New suppliers selected using environmental criteria	● 	113
416 - Customer Health and Safety 2016			
416-1	Assessment of product categories and services with impacts on health and safety	● 	76
416-2	Non-compliances concerning impacts on the health and safety of products and services	● 	33
417 - Marketing and Labelling 2016			
417-1	Requirements in terms of information and labelling of products and services	● 	80
417-2	Non-compliances concerning information and labelling of products and services	● 	33
417-3	Non-compliances concerning marketing communications	● 	33
418 - Customer privacy 2016			
418-1	Proven complaints regarding violations of customer privacy and the loss of customer data	● 	33
419 - Socioeconomic compliance 2016			
419-1	Non-compliances with the economic and social laws and regulations	● 	33

Independent auditor's report



Independent auditor's report on the consolidated non-financial statement

in accordance with article 3, paragraph 10, of Legislative Decree no. 254/2016 and article 5 of the CONSOB Regulation adopted with Resolution no. 20267 of January 2018

To the Board of Directors of MARR SpA

Pursuant to article 3, paragraph 10 of Legislative Decree no. 254 of 30 December 2016 (hereinafter the "Decree") and article 5 of CONSOB Regulation no. 20267/2018, we have undertaken a limited assurance engagement on the consolidated non-financial statement of MARR SpA (hereinafter also the "Company") and its subsidiaries (hereinafter the "MARR Group" or the "Group") for the year ended 31 December 2021, prepared in accordance with article 4 of the Decree, presented in the "2021 Sustainability Report" and approved by the Board of Directors of the Company on 15 March 2022 (hereinafter, the "NFS").

Our review does not extend to the information set out in the paragraph "Disclosure about the EU Taxonomy (2021 NFS)" of the NFS, required by article 8 of European Regulation 2020/852.

Responsibilities of the Directors and those charged for governance ("Collegio Sindacale") for the NFS

The Directors of MARR SpA are responsible for the preparation of the NFS in accordance with articles 3 and 4 of the Decree and with the GRI - Sustainability Reporting Standards defined in 2016 and updated in 2020 (hereinafter, the "GRI Standards") referred to in the "Methodological note" paragraph of the NFS, identified by them as the reporting standard with reference to the selection of GRI Standards reported therein.

The Directors are also responsible, in the terms prescribed by law, for such internal control as they determine is necessary to enable the preparation of a NFS that is free from material misstatement, whether due to fraud or error.

Moreover, the Directors are responsible for identifying the content of the NFS, within the matters mentioned in article 3, paragraph 1, of the Decree, considering the activities and characteristics of the MARR Group and to the extent necessary to ensure an understanding of the Group's activities, its performance, its results and related impacts.

Finally, the Directors are responsible for defining the business and organisational model of the Group and, with reference to the matters identified and reported in the NFS, for the policies adopted by the Group and for the identification and management of risks generated and/or faced by the Group.

Those charged for governance ("Collegio Sindacale") of MARR SpA are responsible for overseeing, in the terms prescribed by law, compliance with the Decree.

PricewaterhouseCoopers SpA

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Auditor's independence and quality control

We are independent in accordance with the principles of ethics and independence set out in the Code of Ethics for Professional Accountants published by the International Ethics Standards Board for Accountants, which are based on the fundamental principles of integrity, objectivity, competence and professional diligence, confidentiality and professional behaviour. Our audit firm adopts International Standard on Quality Control 1 (ISQC Italy 1) and, accordingly, maintains an overall quality control system which includes processes and procedures for compliance with ethical and professional principles and with applicable laws and regulations.

Auditor's responsibilities

We are responsible for expressing a conclusion, on the basis of the work performed, regarding the compliance of the NFS with the Decree and the GRI Standards. We conducted our work in accordance with International Standard on Assurance Engagements 3000 (Revised) – Assurance engagements other than audits or reviews of historical financial information” (hereinafter, “ISAE 3000 Revised”), issued by the International Auditing and Assurance Standards Board (IAASB) for limited assurance engagements. The standard requires that we plan and apply procedures in order to obtain limited assurance that the NFS is free of material misstatement. The procedures performed in a limited assurance engagement are less in scope than those performed in a reasonable assurance engagement in accordance with ISAE 3000 Revised, and, therefore, do not provide us with a sufficient level of assurance that we have become aware of all significant facts and circumstances that might be identified in a reasonable assurance engagement.

The procedures performed on the NFS were based on our professional judgement and consisted in interviews, primarily of Company's personnel responsible for the preparation of the information presented in the NFS, analyses of documents, recalculations and other procedures designed to obtain evidence considered useful.

In detail, we performed the following procedures:

1. analysis of the relevant matters reported in the NFS relating to the activities and characteristics of the Group, in order to assess the reasonableness of the selection process used, in accordance with article 3 of the Decree and with the reporting standard adopted;
2. analysis and assessment of the criteria used to identify the consolidation area, in order to assess their compliance with the Decree;
3. comparison of the financial information reported in the NFS with the information reported in the MARR Group's consolidated financial statements;
4. understanding of the following matters:
 - a. business and organisational model of the Group with reference to the management of the matters specified by article 3 of the Decree;
 - b. policies adopted by the Group with reference to the matters specified in article 3 of the Decree, actual results and related key performance indicators;
 - c. key risks generated and/or faced by the Group with reference to the matters specified in article 3 of the Decree.

With reference to those matters, we compared the information obtained with the information presented in the NFS and carried out the procedures described under point 5 a) below;



5. understanding of the processes underlying the preparation, collection and management of the significant qualitative and quantitative information included in the NFS. In detail, we held meetings and interviews with the management of MARR SpA and we performed limited analyses of documentary evidence, to gather information about the processes and procedures for the collection, consolidation, processing and submission of the non-financial information to the function responsible for the preparation of the NFS.

Moreover, for material information, considering the activities and characteristics of the Group:

- at a Group level,
 - a) with reference to the qualitative information included in the NFS, and in particular to the business model, the policies adopted and the main risks, we carried out interviews and acquired supporting documentation to verify its consistency with available evidence;
 - b) with reference to quantitative information, we performed analytical procedures as well as limited tests, in order to assess, on a sample basis, the accuracy of consolidation of the information.
- for the company MARR SpA, which we selected on the basis of its activities and its contribution to the performance indicators at a consolidated level, we held meetings with management and gathered supporting documentation regarding the correct application of the procedures and calculation methods used for the key performance indicators.

Conclusion

Based on the work performed, nothing has come to our attention that causes us to believe that the NFS of the MARR Group for the year ended 31 December 2021 is not prepared, in all material respects, in accordance with articles 3 and 4 of the Decree and with the GRI Standards with reference to the selection of GRI Standards reported therein.

Our conclusion on the NFS of the MARR Group does not extend to the information set out in the “Disclosure about the EU Taxonomy (2021 NFS)” of the NFS, required by article 8 of European Regulation 2020/852.

Bologna, 30 March 2022

PricewaterhouseCoopers SpA

signed by

Gianni Bendandi
(Partner)

signed by

Paolo Bersani
(Authorised signatory)

“This independent auditor's report has been translated into English solely for the convenience of international readers. Accordingly, only the original text in Italian is authoritative. Reference in this report to the NFS refer to the NFS in original Italian and not to any their translation.”

SUSTAINABILITY REPORT 2021



MARR S.p.A.

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Share capital € 33,262,560
fully paid up divided into n. 66,525,120 ordinary shares.
Company subject to the management and coordination
of Cremonini S.p.A.

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The Sustainability Report 2021 can be
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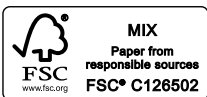
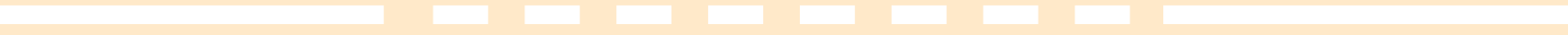


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