

Feels like yachting
should feel

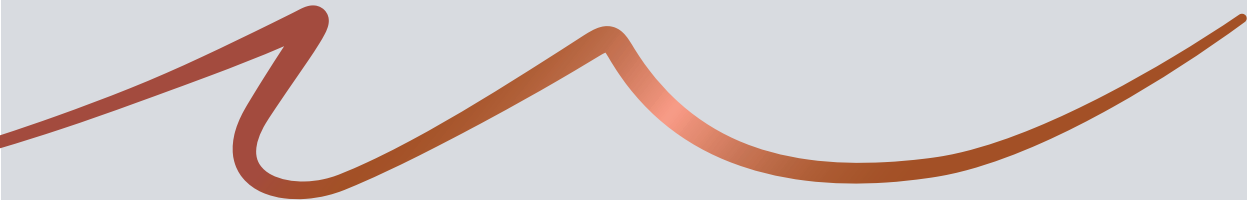
2024 ESG REPORT

D Marin

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About this report

The **2024 ESG Report** covers the period from **January 1 to December 31, 2024**, reflecting **D-Marin's continued commitment to sustainability** across its marina network. Published in electronic format, the report is accessible to all stakeholders and the public through **D-Marin's official website**. This edition builds on the previous **ESG Report (2021-2023)** and, where applicable, includes **comparative data for 2022 and 2023** to support transparent and continuous performance tracking.

The 2024 reporting perimeter encompasses **D-Marin's Group marinas in Greece, Turkey, and Croatia**, with **Punta Faro Marina in Italy** included for the first time—underscoring our strategic focus on progressively expanding the scope of our ESG reporting. All data and disclosures presented refer exclusively to **D-Marin's operations**, with performance indicators and sustainability initiatives reported in a consolidated format.

This report has been prepared by D-Marin Global Services **in accordance with the Global Reporting Initiative (GRI) Standards 2021**, providing a clear and transparent account of how environmental, social, and governance principles are embedded across our operations. It outlines D-Marin's strategic priorities, actions, and performance in addressing key sustainability challenges and opportunities within the defined reporting boundary. **D-Marin Global Services**, a subsidiary of the **D-Marin Group** under the parent company **Venilia Investments S.a.r.l.**, provides marina management services across the Group's network.

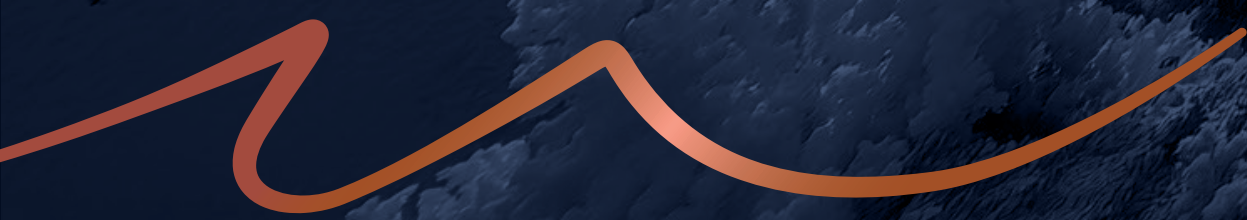
Report content has been shaped by a **Double Materiality Assessment**, which examined the entire value chain to identify topics most relevant to both stakeholders and business impact. The assessment included all core locations and integrated insights from newly added sites. The detailed methodology and results are presented within the report to ensure **relevance, comparability, and continuity** with previous reporting cycles.

In alignment with the **United Nations Sustainable Development Goals (SDGs)**, this report highlights D-Marin's contribution to responsible resource management, climate action, inclusive growth, and ecosystem protection.

Preparation of this report involved close collaboration among internal departments across the marina network, supported by external sustainability consultants. **Data collection, validation, and integration** were conducted through a structured internal process designed to ensure the **accuracy, consistency, and completeness** of both quantitative and qualitative information. Final **content validation** was performed by designated internal personnel to confirm the integrity of the disclosures presented.

For further information or inquiries regarding the **2024 ESG Report**, please refer to the contact details provided below. D-Marin welcomes feedback and engagement from stakeholders, partners, and readers, and invites all to explore the progress detailed in this report—reflecting our commitment to **sustainable marina operations, responsible growth, and long-term value creation**.

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A decorative orange wavy line graphic located at the bottom left of the page.

Message from our CEO

At D-Marin, we believe leadership in the marina industry comes with a clear responsibility: to protect the environment, support our communities, and uphold the highest standards of integrity. Sustainability is no longer just a principle for us—it is embedded in every decision we make and every step we take to deliver long-term value.

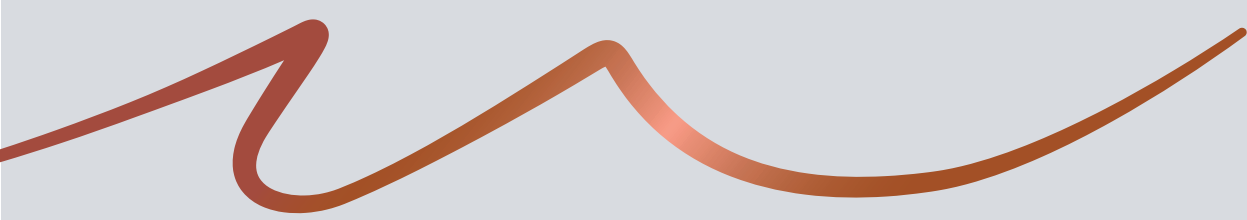
2024 was a year of real progress. We continued to invest in clean energy and smart infrastructure, with solar technology, electric mobility, and circular waste practices reducing our footprint. We also advanced our marine conservation efforts, reinforcing our commitment to protecting biodiversity and supporting a low-carbon future.

Our commitment to people remained just as strong. We enhanced health and safety standards, improved benefits, expanded training opportunities, and strengthened diversity across our teams. We also deepened our engagement with local communities, reinforcing D-Marin's role as a trusted partner wherever we operate.

Good governance underpins it all. This year, we sharpened our approach to responsible procurement, ensuring our values and ethics extend through our entire value chain.

Looking ahead, our ambition is clear: to run marinas that are environmentally responsible, socially inclusive, and resilient for the future. With sustainability at the heart of our business, D-Marin will continue to set the standard for tomorrow while creating lasting value for all our stakeholders.

Oliver Dörschuck
CEO, D-Marin Global Services



Report Highlights



D Marin



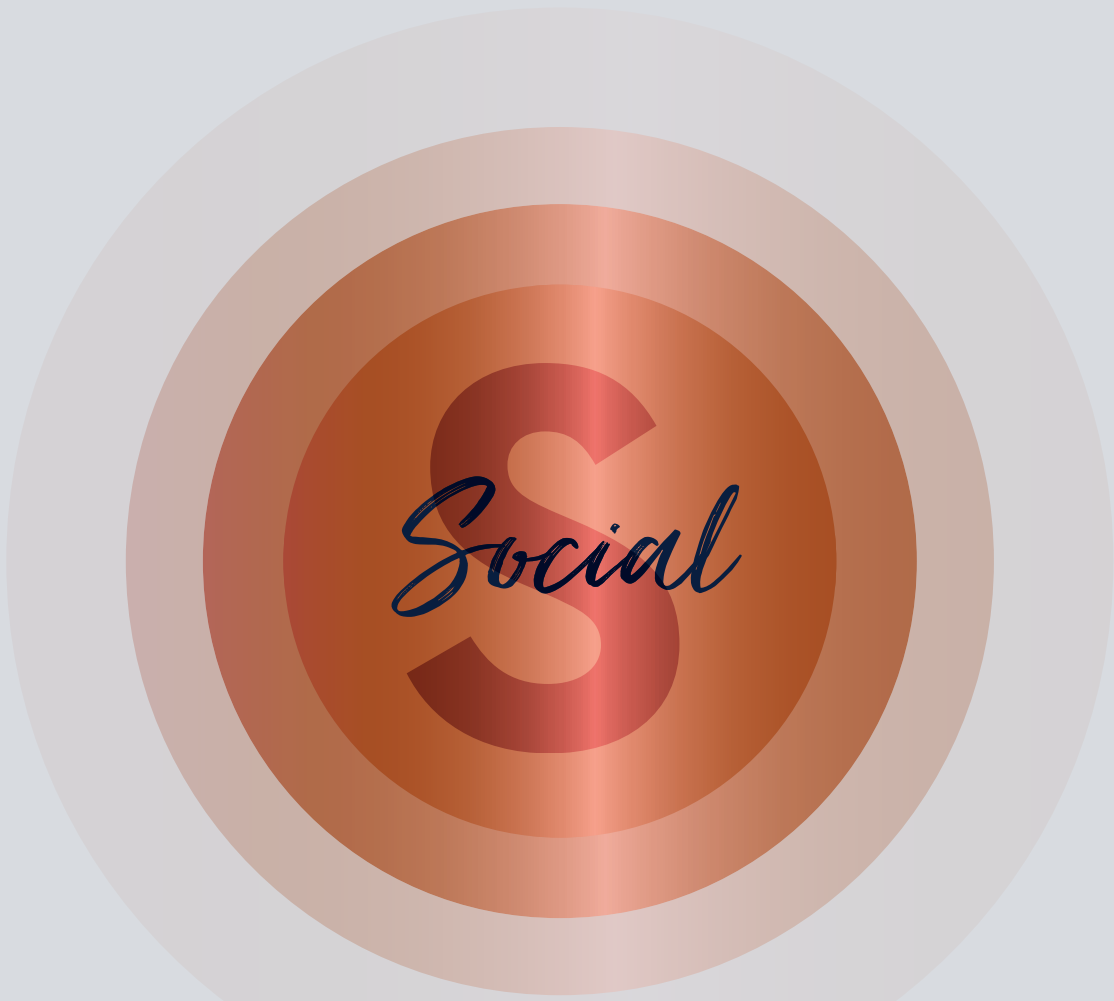
SBTi COMMITMENT TO ACHIEVE
A **42%** REDUCTION IN SCOPE
1 AND 2 EMISSIONS BY **2030**

~9% REDUCTION OF TOTAL
GHG EMISSIONS

~11% DROP IN TOTAL
WASTE GENERATED

~8% DECREASE IN
WATER INTENSITY

100% COVERAGE OF
ELECTRICITY NEEDS IN CROATIAN
MARINAS THROUGH
GUARANTEES OF ORIGIN (GOs)



~43% INCREASE IN EMPLOYEE
TRAINING HOURS

>110,000 € DONATIONS TO
LOCAL COMMUNITIES

+17 POINTS INCREASE IN THE
EMPLOYEE NET PROMOTER
SCORE (eNPS)

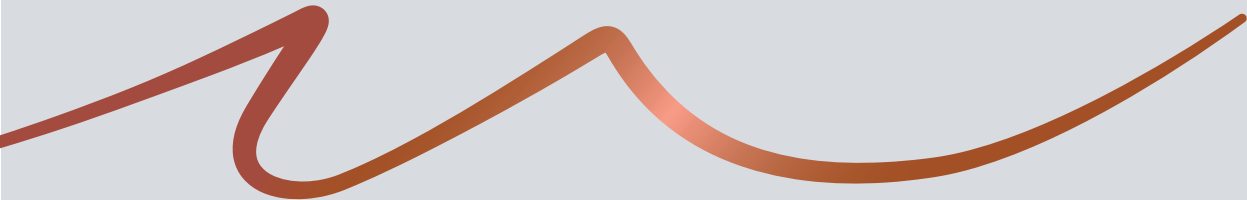
+5 POINTS INCREASE IN THE
NET PROMOTER SCORE (NPS)



ZERO CONFIRMED **VIOLATIONS**
RELATED TO CORRUPTION OR
BRIBERY

ZERO RECORDED **INCIDENTS**
OF ENVIRONMENTAL NON-
COMPLIANCE

ZERO LEGAL ACTIONS
INITIATED CONCERNING ANTI-
COMPETITIVE BEHAVIOUR



D-Marin Overview



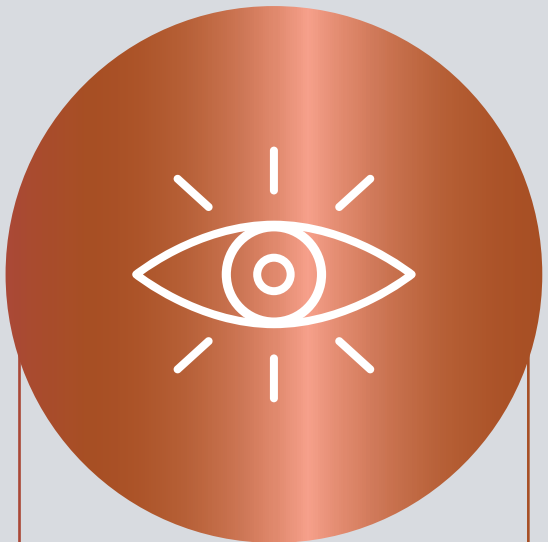
D Marin

4. D-MARIN OVERVIEW

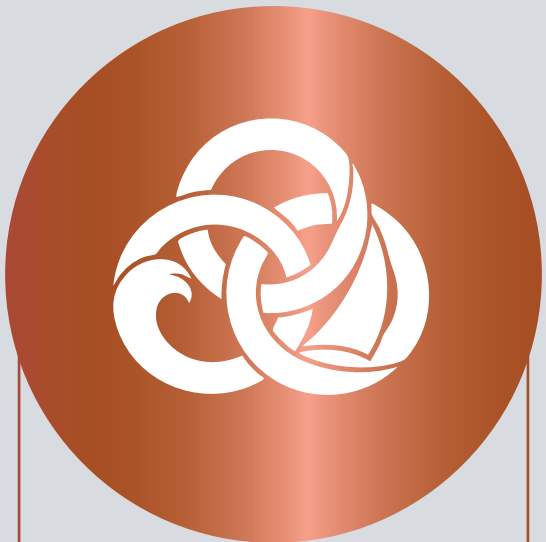
Since our establishment in 2003, D-Marin has evolved into a global leader in premium marina management, consistently advancing industry standards for quality and service across Europe and Asia. Today, we manage a distinguished network of 26 marinas in nine countries—Turkey, Greece, Croatia, Italy, France, Spain, Malta, Albania, and the United Arab Emirates—where our operational excellence, respect for local character, and commitment to refined design converge to deliver exceptional experiences and sustainable growth.

Guided by a shared vision to redefine the marine industry, we are transforming yachting into a lifestyle experience that extends far beyond traditional boundaries. Our network includes over 14,000 berths—more than 1,000 of which are designed for superyachts—and 12 world-class boatyards that support over 2,500 yachts annually. As we continue to grow, we remain committed to preserving the exclusivity and distinctive character that define our brand.

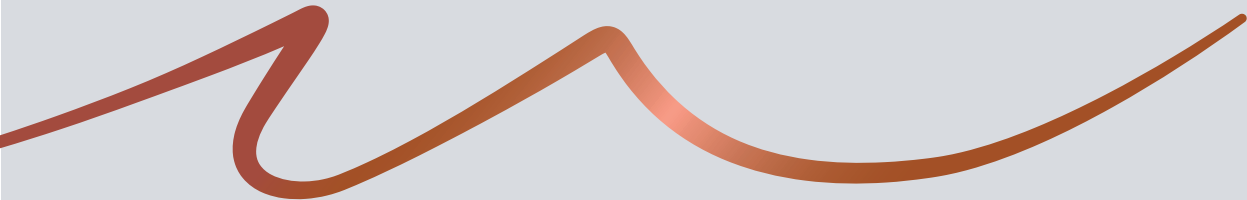
At the heart of our philosophy is a decentralized operating model that empowers each marina to celebrate its local identity while upholding the highest standards of quality and service. This balance between centralized strategic guidance and localized expertise ensures consistency and excellence across our network. Aligned with internationally recognized sustainability and quality standards, we are dedicated to creating long-term value—delivering not only strong commercial performance but also meaningful, lasting contributions to society and the environment.



Our vision is to redefine the future of marina excellence by transforming coastal infrastructure into vibrant, inclusive, and sustainable communities—where luxury is not only reflected in exceptional service, but also deeply rooted in purpose and positive impact.



We are guided by a set of core principles: a steadfast commitment to excellence, hospitality, sustainability, integrity, and innovation. These values shape how we create marina experiences that respect and protect the environment, empower local communities, and deliver lasting value to our guests and partners.



4.1 D-MARIN 2024 KEY FIGURES

D Marin



9 REGIONS



12 BOATYARDS



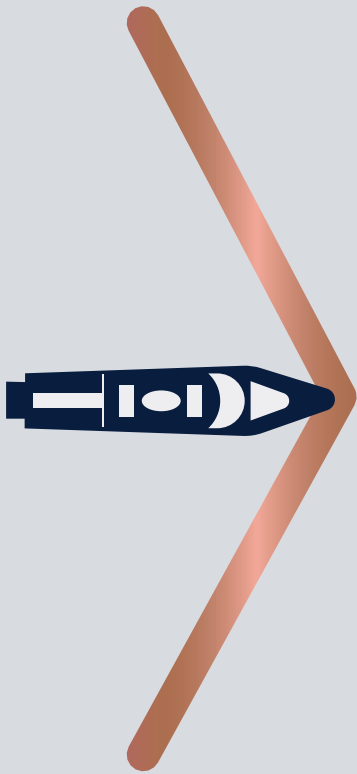
50,000+ CUSTOMERS



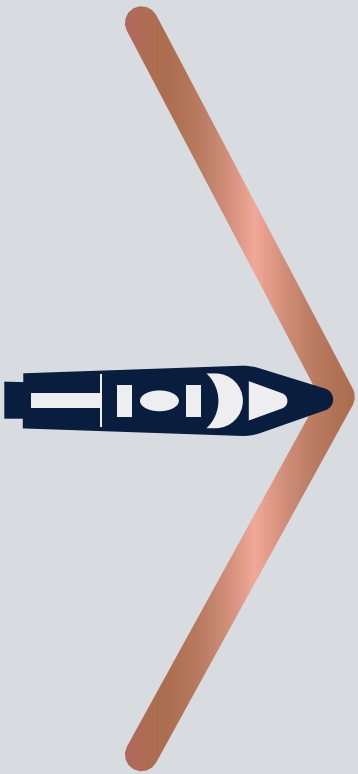
80 COMMUNITY EVENTS



26 MARINAS



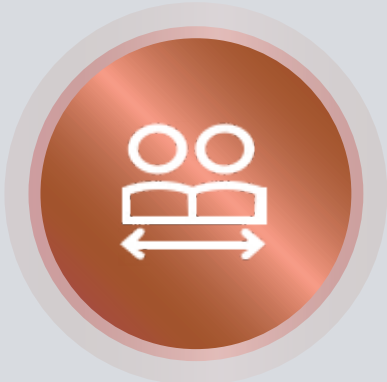
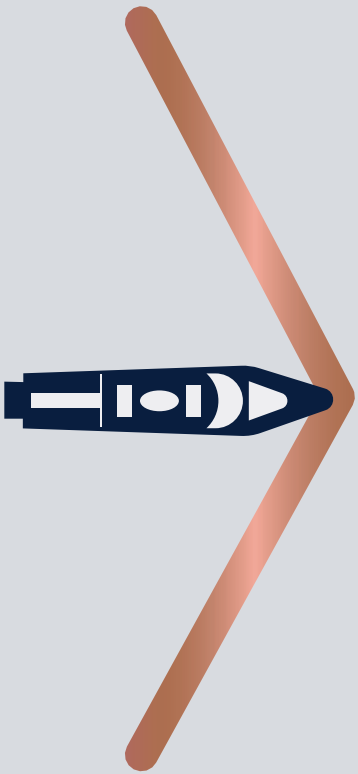
14,000 BERTHS &
1,000 SUPER
YACHT BERTHS



>2,000 DRY DOCK
SPACES



95% OCCUPANCY
RATE IN 2024



54 NET PROMOTER
TSCORE (NPS)



+4 MARINAS
ACQUIRED IN 2024



2,500 YACHTS
SERVICED



700 SUPERYACHTS
WITH ACTIVE CONTRACTS



>110,000 €
DONATIONS



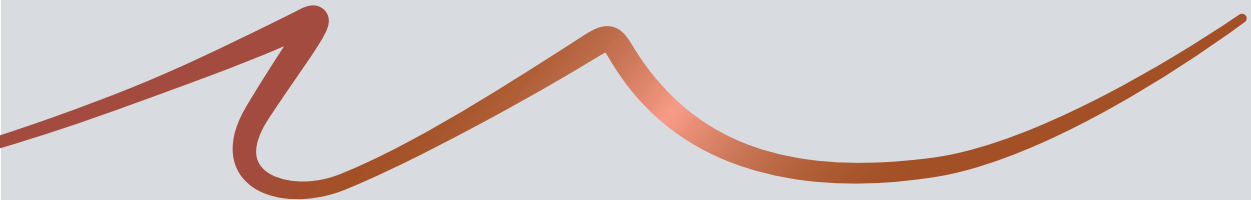
387 OWN
EMPLOYEES



16 BLUE FLAG
CERTIFICATIONS

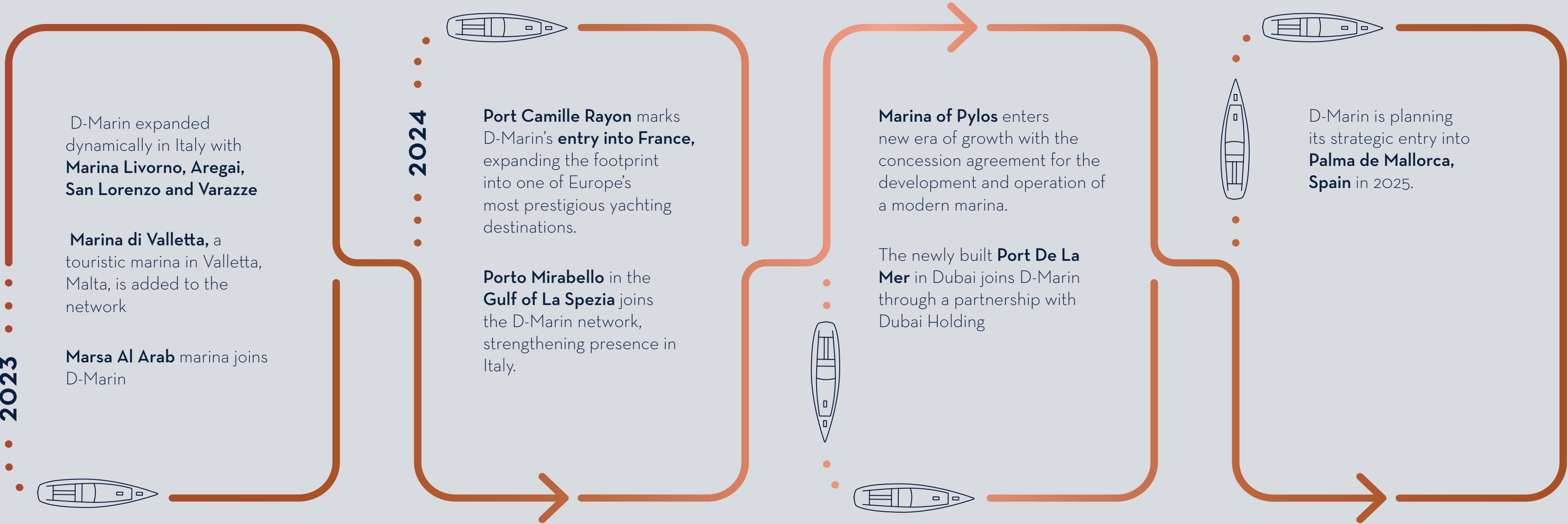


73 EMPLOYEE NET PROMOTER
SCORE (eNPS)



Guided by our vision of purposeful expansion and deep-rooted regional insight, we’ve cultivated a distinguished presence across the Mediterranean and the Persian Gulf. Our strategic footprint reflects an ambition to deliver exceptional value through a holistic approach—one that integrates premium guest experiences, environmental stewardship, and meaningful economic contribution.

Pivotal recent milestones



4.2 STRATEGIC MARKET PRESENCE

D-Marin maintains a strategic presence across **Europe and the Middle East**, focusing on key coastal markets to strengthen its global position in the luxury marina sector. Our marinas in **Greece, Croatia, Turkey, Italy, Spain, France, Malta, and Albania** form a connected network along the Mediterranean, enhancing accessibility, supporting marine sustainability, and contributing to regional economies. Operations in the **United Arab Emirates** uphold the same high standards of quality and service.

The map below illustrates **D-Marin’s full network**, including locations outside the current ESG reporting scope, showcasing our broad geographic reach and strategic presence across key coastal regions.

At the heart of our network—and included in the scope of this ESG Report—are key coastal markets like Croatia, Greece, Turkey and Italy. Each of these regions offers a unique mix of cultural richness, ideal climate, and strategic maritime positioning. Together, they reflect our commitment to leveraging the diverse strengths of the Mediterranean basin and play a vital role in reinforcing D-Marin’s standing as a global leader in the luxury marina industry.



Note: The expansion into Mallorca, Spain was completed in 2025

Marinas in Croatia represent strategic cornerstones within D-Marin’s Eastern Mediterranean portfolio, with four distinguished locations—Borik, Tribunj, Dalmacija, and Mandalina—enhancing the prominence of the Adriatic coastline. Each marina is recognized for delivering exceptional standards in infrastructure and service, while offering seamless access to Croatia’s celebrated archipelago, thereby reinforcing the nation’s position as a premier global yachting destination.

The following attributes distinguish the Croatian locations within the Adriatic region and exemplify our commitment to excellence in marina operations.



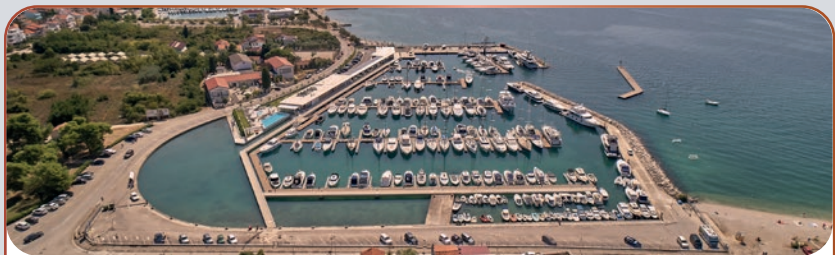
MARINA DALMACIJA

- Largest marina on the Croatian coast
- 1,076 berthing capacity
- 300 dry dock spaces
- Facilities accommodating superyachts up to 70 meters and catamarans
- Travel lifts of 80 tonnes
- Blue Flag certification



MARINA MANDALINA

- Croatia's exclusive superyacht marina
- 452 berthing capacity for yachts up to 60 meters
- 30 dry dock spaces
- Catamaran docking facilities
- Travel lifts of 50 tonnes
- Blue Flag certification



MARINA BORIK

- Top-of-the-line boutique marina in Croatia
- 170 berthing capacity, including yachts up to 30 meters
- Boatyard featuring dry dock capacity
- Lift console crane of 5 tonnes



MARINA TRIBUNJ

- 243 berthing capacity
- 50 land berths
- Travel lifts of 80 tonnes capable of handling superyachts
- Blue Flag certification

Marinas in Greece serve as cornerstone destinations within D-Marin’s Eastern Mediterranean portfolio, exemplifying a network that harmoniously blends world-class facilities with the natural beauty and maritime legacy of the Greek coastline. Our marinas in Gouvia, Lefkas, and Zea stand as benchmarks of excellence—combining advanced infrastructure with seamless integration into their island surroundings—reinforcing Greece’s reputation as a premier global yachting destination.

These marinas embody D-Marin’s commitment to operational excellence, personalized service, and respect for local heritage. Gouvia, Zea, and Lefkas operate as dynamic hubs for nautical leisure, offering extensive berthing capacity and premium amenities designed to accommodate both recreational and superyacht visitors. Looking ahead, the development of Marina Pylos will further enhance the region’s yachting infrastructure, introducing a modern facility that reflects our ongoing investment in sustainable, high-quality maritime experiences.



MARINA GOUVIA

- 1,200 berthing capacity for yachts up to 70 meters
- 500 dry dock spaces
- Advanced travel lifts and mobile cranes



MARINA ZEA

- 504 berthing capacity for yachts up to 150 meters
- Diving services
- Engine, electrical and electronic repair services
- Electric Vehicle (EV) Charging Stations



MARINA LEFKAS

- 724 berthing capacity
- 280 dry dock spaces of 20,000 m2
- Waste and recycle facilities



MARINA PYLOS

- Under construction
- 129 berthing capacity for yachts up to 30 meters
- berths specifically for the local fishing fleet

As another key location within our Eastern Mediterranean portfolio, Turkey represents a cornerstone of our regional expansion and operational strategy. The marinas of Göcek, Turgutreis, and Didim exemplify this presence, each contributing to the prominence of the Turkish coastline as a globally esteemed yachting destination through superior infrastructure, service quality, and geographic advantage.

Turgutreis and Didim marinas exemplify D-Marin’s elevated standards through refined service offerings, vibrant maritime settings, and robust infrastructure. With extensive berthing capacity, premium amenities, and advanced technical capabilities to accommodate yachts of substantial scale, these marinas reflect D-Marin’s commitment to excellence in every facet of operations. Key attributes include:



MARINA TURGUTREİS

- 532 berthing capacity
- Central location, 20 kilometers from Bodrum
- 150 dry dock spaces of 10,000 m2
- Travel lifts of 100 tonnes
- Electric Vehicle (EV) Charging Stations
- Award-winning marina village and convenient heliport



MARINA DİDİM

- State-of-the-art facilities, recognized with 5 Gold Anchor awards
- 591 berthing capacity
- Facilities accommodating 90 superyachts
- Dry dock spaces of 70,000 m2
- Travel lifts of 400 tonnes



MARINA GÖCEK

- 388 berthing capacity for yachts up to 85 meters in length
- 150 dry dock spaces
- Travel lifts of 75 tonnes
- Smart docking

Italy stands as a cornerstone of D-Marin’s Mediterranean network, offering yachters unparalleled access to some of the region’s most scenic and culturally rich coastlines. Through a cluster of six premium marinas, D-Marin provides a seamless blend of luxury, service excellence, and strategic maritime positioning.



MARINA
AREGAI



MARINA
SAN LORENZO



MARINA
VARAZZE



MARINA PORTO
MIRABELLO



MARINA
LIVORNO



MARINA
PUNTA FARO

Within the scope of this ESG Report, **Marina Punta Faro** –located near the iconic city of Venice–serves as a flagship destination. As the largest marina in the North Adriatic, it offers direct access to both open waters and sheltered cruising areas, making it a vital link in the regional sailing network.



MARINA PUNTA FARO

- 1,200 berthing capacity for yachts up to 35 meters in length
- 200 dry dock capacity
- 24/7 premium service, support, security and fueling
- Travel lifts of 80 tonnes and a crane of 4 tonnes
- Blue Flag accreditation

Latest marina acquisitions

In 2024 and 2025, D-Marin enhanced its portfolio with the acquisition of marinas located in France, Italy and Spain,. Each marina stands out for the following distinctive qualities:



MARINA PORT CAMILLE RAYON

- 841 berthing capacity, accommodating yachts up to 75 meters in length
- 24/7 dockhand assistance, ensuring exceptional service standards

Currently, the marina is undergoing a multi-million-euro redevelopment, aimed at delivering a superior yachting experience through cutting-edge amenities and modern infrastructure.



MARINA PORTO MIRABELLO

- 407 berthing capacity for yachts up to 135 meters
- a helipad and a shipyard
- travel lifts of 160 tonnes
- lifts of 160 tonnes
- two fuel stations
- fuel stations



MARINA PORT DE LA MER

The newly developed Marina Port de La Mer in Dubai reflects Mediterranean-inspired design, seamlessly combining luxury, innovation, and cultural elegance within one of the world’s most vibrant coastal destinations.

- 32 berthing capacity for yachts up to 40 meters, which is to be extended to o facilitate a total of 160 berths for yachts up to 80 meters
- docking facilities tailored for sailing boats
- 24/7 dockhand assistance, premium service, support and security
- a vibrant, coastal setting designed to blend modern luxury with Mediterranean charm

2025
→



MARINA PALMA CUARENTENA

D-Marin is planning the acquisition of Marina Palma Cuarentena in Spain, a premium facility offering 70 berths for yachts up to 70 meters.

The marina will provide access to professional maintenance services, including Zodiac support and certified diving operations—ensuring a comprehensive and high-standard experience for yacht owners and crew.

Marinas under construction

D-Marin continues to expand its network with a series of new marina developments currently underway. Each marina under construction is thoughtfully designed to meet the evolving needs of the luxury yachting community, while reinforcing our strategic presence in key maritime regions. Marinas under construction include:



MARINA LIVORNO

D-Marin, in collaboration with the Azimut|Benetti Group, is developing Marina Livorno—set to become one of the Mediterranean’s most iconic marinas.

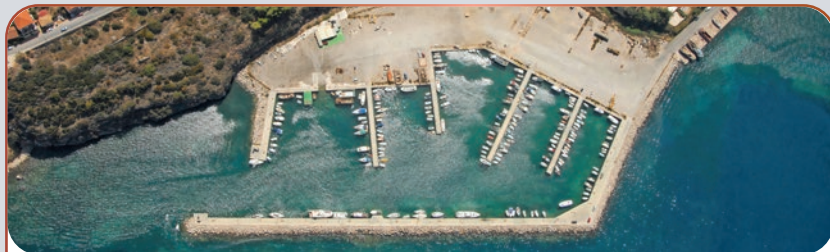
- 815 berthing capacity
- designed by Archea of Florence to reflect a bold vision for luxury, innovation, and coastal excellence
- the project includes the renovation of the docks, meeting spaces, premium leisure and entertainment amenities



MARINA VLORA

Marina Vlora will be Albania’s first world-class marina.

- 438 berthing capacity for yachts up to 50 meters length
- tax-free fuel station
- D-Marin App, Smart Pedestals, Smart Sensors and Happy Berth Days global benefits
- 24/7 premium service, support and security



MARINA PYLOS

Lastly, we are expanding our portfolio in Greece, bringing the modern Marina Pylos to the Ionian Sea, located in the sheltered paradise of the Bay of Navarino in Messinia.

- 129 berthing capacity for yachts up to 30 meters
- berths specifically for the local fishing fleet
- 24/7 premium service, support and security

We aim to progressively expand the scope of ESG reporting to include additional marinas across our network in future editions, as part of our broader commitment to transparency, continuous improvement, and sustainable development throughout the D-Marin portfolio.

4.3 AWARDS, RECOGNITIONS AND AFFILIATIONS

D Marin

The dedication of our people to innovation, quality, safety, and sustainability continues to earn recognition through prestigious industry awards. Each honor reflects D-Marin’s commitment to shaping a more responsible and inspiring marina experience.

In 2024, we were proud to receive multiple awards for our sustainability and health and safety initiatives, highlighting our leadership in environmental stewardship and our dedication to providing safe, inclusive, and welcoming environments for both guests and employees. These achievements reaffirm our unwavering focus on excellence and sustainable growth.



Accreditations



Gold Anchor Accreditation

The Gold Anchor accreditation, awarded by The Yacht Harbour Association (TYHA), is one of the most respected global benchmarks in marina management. It recognizes our excellence across facilities, customer service, and environmental responsibility. Achieving this distinction in 2024 highlights our commitment to delivering world-class marina experiences, where safety, service quality, and sustainability go hand in hand. The accreditation further strengthens our reputation as a trusted and forward-thinking leader in the maritime sector.

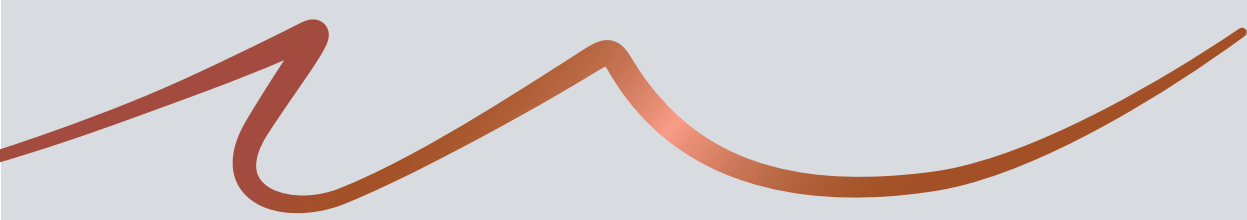


Sustainability Ratings



EcoVadis Silver Rating

EcoVadis is a globally recognized platform that evaluates **corporate sustainability performance** across key dimensions, including environmental impact, labor and human rights, ethics, and sustainable procurement. In 2024, D-Marin was once again awarded the **Silver Rating**—marking the third consecutive year of this distinction. This recognition reflects our enduring commitment to **responsible business practices and sustainability leadership**. Positioned within the **top 6%** of companies globally in its category, D-Marin continues to demonstrate excellence through continuous improvement and adherence to the highest standards of corporate responsibility.



Awards



Gold Green Apple Environment Award

The Gold Green Apple Environment Awards honor organizations that demonstrate outstanding leadership in **sustainability and environmental best practices**. In 2024, we were proud to receive this prestigious recognition for the pioneering **solar panel initiative**—an achievement that underscores our steadfast commitment to advancing **renewable energy solutions** across the marina network. This accolade reflects our broader vision to integrate innovation and environmental responsibility at the core of operations.



Blue Flag Award

The Blue Flag Award is an international distinction that recognizes marinas demonstrating excellence across a comprehensive set of criteria, including **environmental management, education, safety, and accessibility**. In 2024, this accolade was once again conferred upon our marinas in the Mediterranean, affirming our steadfast commitment to **sustainable tourism and operational integrity**. In 2024, we achieved **16 Blue Flag certifications** for environmental excellence. The award reflects our dedication to preserving natural ecosystems while delivering exceptional service and experiences and stands as a testament to our leadership in environmental stewardship and its role in advancing sustainable development within the global marina industry.



Abu Dhabi Maritime Awards

The Abu Dhabi Maritime Awards celebrate excellence in the marina industry across the Middle East, North Africa, and Türkiye (MENAT) region, with winners selected by a panel of respected industry experts and regulators. In 2024, we achieved remarkable success in the ‘Outstanding Marina’ category, earning all three top awards. D-Marin Turgutreis secured the **gold award** for the second year in a row, D-Marin Göcek received **silver**, and D-Marin Didim earned **bronze**. These distinctions showcase the dedication of our teams to driving innovation, sustainability, and exceptional customer experiences.

Health and Safety

The Health & Safety Awards recognize achievements and advancements in **workplace safety practices** and **innovation**.



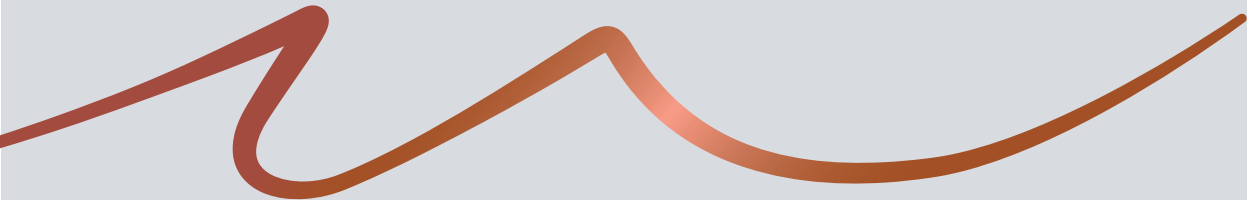
Gold Health & Safety Award

The 2024 Gold Health & Safety Award, presented for the “**Health & Safety Project of the Year,**” recognizes D-Marin’s exemplary implementation of innovative **smart sensor technology** across marina operations. This distinction highlights our proactive approach to enhancing safety protocols, reinforcing a culture of prevention, responsiveness, and care. Through these forward-thinking initiatives, we continue to elevate industry standards, advancing both safety and sustainability while safeguarding the well-being of our clients and personnel throughout the operational landscape.



Silver Health & Safety Award

The 2024 Silver Health & Safety Award, received in the “**Use of Technology**” category, highlights our strategic application of **smart sensor technology** to enhance health and safety protocols across marina operations. The recognition affirms our continuous pursuit of technological innovation as a mean to strengthen operational resilience and safeguard both our clients and personnel.



As part of our ongoing commitment to sustainability and collective action, D-Marin actively engages in leading global and regional initiatives that promote responsible business conduct, environmental stewardship, and positive social impact. These **affiliations** reflect our dedication to transparency, innovation, and continuous improvement—ensuring that sustainability remains a core pillar of our strategy and operations. Our partnerships and memberships include the following **organizations and frameworks**:



United Nations Global Compact

As part of our ESG Strategy to build “Sustainable marinas for today’s and future generations”, we are proud to reaffirm our commitment to the principles of the United Nations Global Compact (UNGC). This global initiative calls on companies to align their strategies and operations with universal principles in the areas of human rights, labour, environment, and anti-corruption, while actively contributing to broader societal goals. Our participation in the UNGC reflects our dedication to responsible business practices and sustainable development. Through collaboration and innovation, we aim to generate meaningful impact and help shape a better future with our next Communication on Progress (COP), being scheduled for submission by July 2026.



Science Based Targets initiative (SBTi)

D-Marin is proud to have formally joined the Science Based Targets initiative (SBTi)—a globally recognized program that empowers companies to set science-based targets for reducing greenhouse gas (GHG) emissions and actively contribute to the global fight against climate change. As part of this commitment, we have pledged to reduce our emissions by 2030, aligning our efforts with the latest climate science and reinforcing our dedication to continuous improvement and environmental stewardship.



CSR Hellas Network

D-Marin has joined CSR Hellas, the leading network dedicated to the promotion of corporate social responsibility and sustainable business practices. This strategic affiliation reinforces our dedication to ethical business conduct, environmental stewardship, and positive social impact. Through our participation in CSR Hellas, D-Marin seeks to engage with like-minded organizations, exchange best practices, and contribute to initiatives that foster meaningful and lasting change. The collaboration further enhances our focus on ESG principles, ensuring that sustainability remains a fundamental pillar of corporate strategy and operations.



HELMEPA

As proud members and safety ambassadors of the Hellenic Marine Environment Protection Association (HELMEPA), we reaffirm our unwavering commitment to maritime safety and environmental stewardship. This partnership reflects our dedication to fostering a culture of responsibility, awareness, and continuous improvement across our marina network to safeguard the marine environment and promote safety at sea.



British Safety Council

D-Marine is a proud member of the British Safety Council, reflecting our commitment to high standards in health, safety, and well-being. This affiliation supports our efforts to foster safe marina environments, promote employee welfare, and align with global best practices in occupational safety.



EcoVadis

D-Marine participates in the EcoVadis assessment which evaluates the quality of a company's Corporate Social Responsibility (CSR) management system, focusing on policies, implementation measures, and performance outcomes. We were assessed based on 21 criteria, organized into four thematic areas: environmental stewardship, labor practices and human rights, ethical business conduct, and sustainable procurement. Our commitment to responsible business practices is validated by a Silver rating from EcoVadis for the last three consecutive years with our 2024 performance placing us in the top of 15% companies in our category worldwide.



TURMEPA

D-Marine is honored to be a member of TURMEPA (Turkish Marine Environment Protection Association), a pioneering organization dedicated to safeguarding the marine ecosystem of the Eastern Mediterranean. Our partnership reflects a strategic commitment to marine conservation, pollution prevention, and community engagement. Through this collaboration, we actively support TURMEPA's mission by participating in coastal clean-up initiatives and awareness campaigns, promoting environmental education across local communities and schools and integrating eco-conscious practices into marina operations and development.

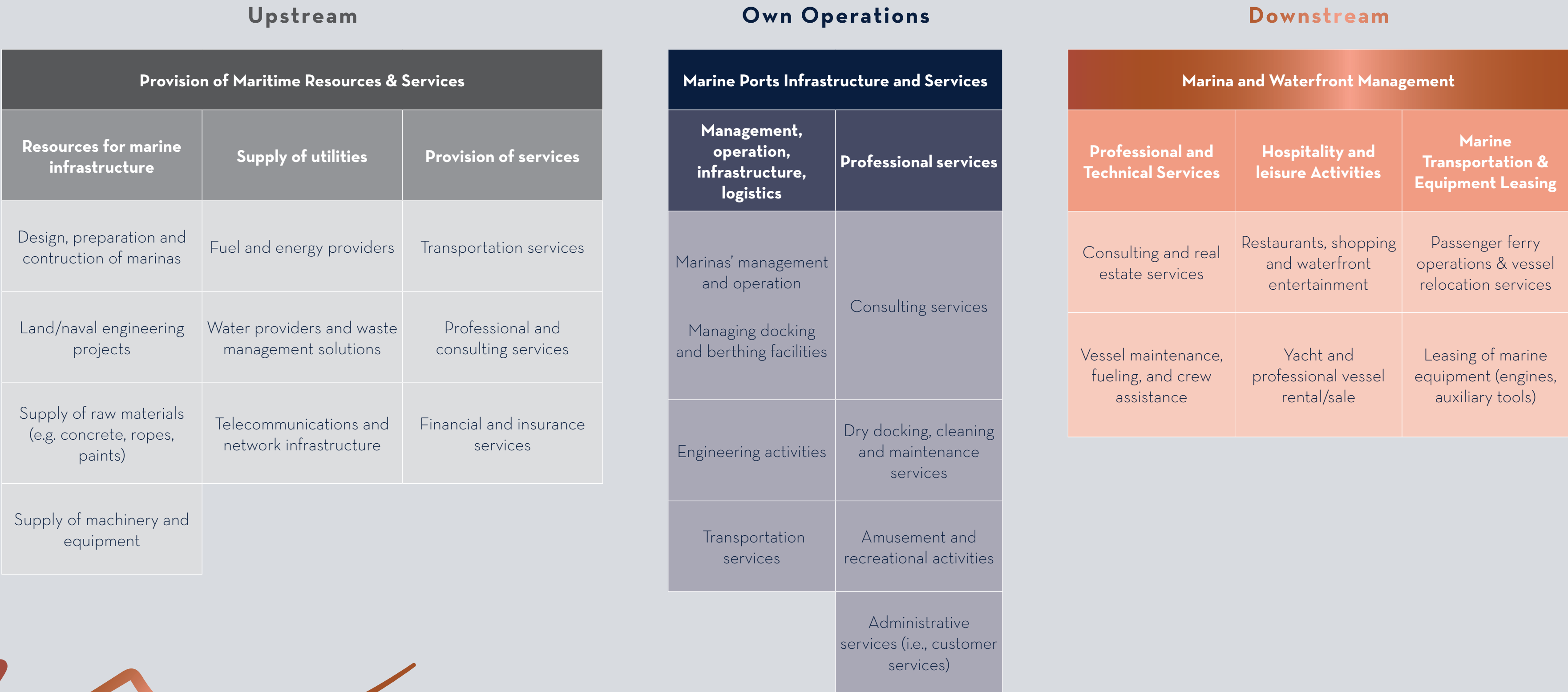
4.4 BUSINESS MODEL AND VALUE CHAIN

At D-Marin, our value creation model is thoughtfully built around an integrated value chain that begins with strategic site selection and extends through the development of sustainable infrastructure, exceptional service delivery, and the nurturing of long-term stakeholder relationships. Every decision we make—from sourcing materials for marina upkeep to selecting trusted partners—is guided by our unwavering commitment to environmental stewardship, outstanding customer experiences, and inclusive economic growth. We take pride in overseeing all critical operational domains, including marina planning, engineering, on-site operations, guest services, and regulatory compliance. This comprehensive approach ensures consistent quality and performance while also supporting local employment and strengthening community capacity through meaningful engagement at each destination.

We foster a dynamic, collaborative ecosystem by engaging a multifaceted network of stakeholders—including yacht owners, yacht service providers, local enterprises, tourism authorities, and technology partners. This integrated approach transforms each marina from a traditional service hub into a strategic catalyst for regional economic growth and coastal development. Our vendor relationships are built on rigorous ethical and quality standards, with a clear focus on cultivating enduring partnerships that reflect and reinforce our core values.



Our value chain map outlines the strategic framework we use at D-Marine to deliver exceptional maritime services and drive operational excellence. We’ve thoughtfully structured this framework into three key segments—Upstream, Own Operations, and Downstream—each playing a distinct role in advancing our sustainability goals and ensuring high performance across our operations. **Upstream** encompasses the provision of critical maritime resources and infrastructure, supply of utilities and provision of services. **Own Operations** focus on the efficient management of marina infrastructure and logistics, supported by professional services. **Downstream** enhances client value through waterfront management, hospitality and leisure offerings, vessel services, and marine equipment leasing.



At D-Marin, our business model reflects a holistic and integrated approach to marina management—bringing together technical infrastructure, lifestyle experiences, and digital innovation to create a refined coastal journey. Each marina in our network is designed to deliver meaningful value to yacht owners, crews, guests, local communities, and our broader stakeholder ecosystem, positioning D-Marin as a benchmark for premium marina services.

We have structured our services across **five core categories**, bringing together essential marina operations with high-end, value-added support.



Marine services

Marine services are at the heart of our operations, ensuring smooth functionality and exceptional service across the marina network. Core offerings—including docking, **dock assistance, and dry docking**—are supported by modern equipment and strong infrastructure. Together, they provide yacht owners and crews with efficient, reliable, and consistently premium experiences.



Security and surveillance

Security and surveillance are foundational priorities across all D-Marin locations. Each marina is safeguarded through **24/7 monitoring**, integrated **security systems**, and a dedicated **on-site team**—ensuring the protection of assets, yachts, and guests.



Amenities and visitor services

We are committed to creating a welcoming atmosphere through amenities and visitor services that reflect the expectations of today’s marina guests. From **secure parking** and **modern sanitary facilities** to curated **leisure and cultural activities**, we offer comfort, convenience, and a true sense of place.



Utilities and infrastructure

We offer uninterrupted access to **essential services**—including water, electricity, fuel supply, and high-speed internet—forms a critical pillar of D-Marin’s marina infrastructure. These provisions are meticulously designed to meet the operational demands of yachts while ensuring convenience, efficiency, and self-sufficiency for guests throughout their stay.

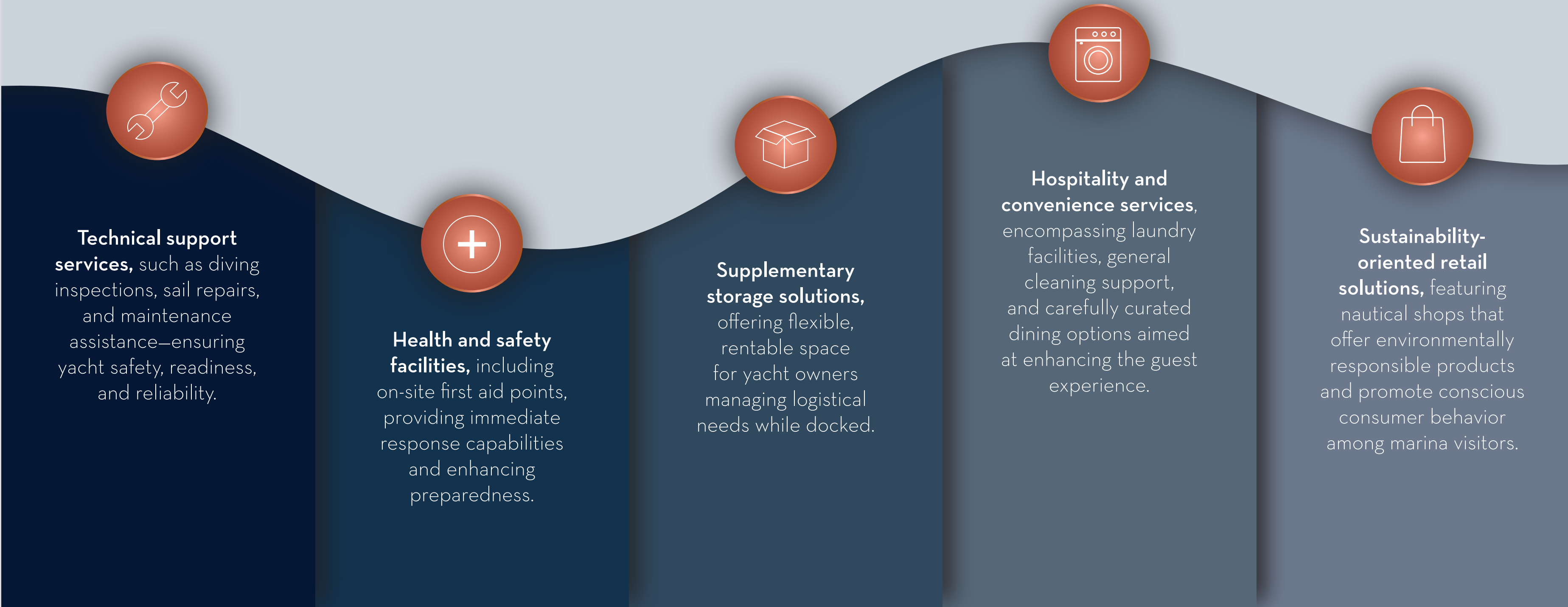


Recycling and waste management services

At D-Marin, we integrate a structured **recycling and waste management systems** as a core component of marina operations. These services are designed in alignment with stringent environmental standards, ensuring responsible waste handling and promoting sustainable disposal practices by embedding environmental stewardship into daily operations.

Complementing these core services, we integrate a range of **specialized services** designed to elevate the overall guest experience, strengthen marina functionality, and reinforce environmental responsibility. These offerings reflect our commitment to anticipating the evolving expectations of marina users while enhancing every dimension of marina life.

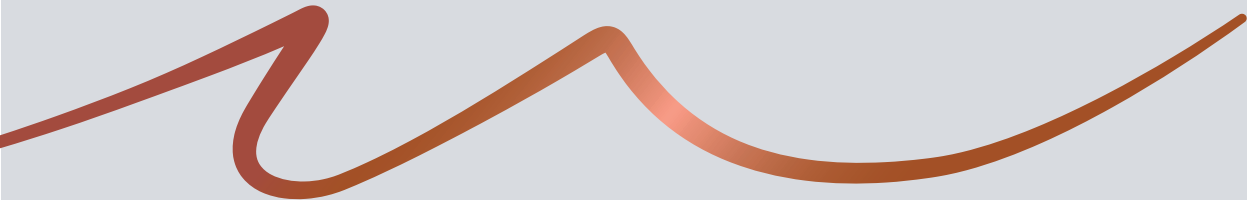
Value-added services include:



With a leading position in the marina management sector, D we are deeply committed to embedding Environmental, Social, and Governance (ESG) principles at the heart of our organizational values. This commitment shapes the way we develop **sustainable marinas**—creating destinations that serve both current and future generations, and exemplify environmental stewardship, social responsibility, and long-term value creation.

We recognize the influential role our marina operations play within the broader yachting tourism ecosystem, and we embrace a wide range of **environmental responsibilities**. Our sustainability approach is reflected in innovative management practices that directly address the ecological impact of marina activities on marine and coastal environments. In response to the challenges posed by climate change, our environmental programs focus on reducing our operational footprint, protecting marine biodiversity, and implementing rigorous waste management protocols.

Equally central to our approach is a strong emphasis on **social engagement** and **ethical governance**. We support the health, safety, and well-being of our employees and guests through comprehensive policies and standards. By actively engaging with local communities, we foster meaningful relationships and contribute to regional development. Across all our operations, we uphold strict regulatory compliance and promote ethical conduct as a cornerstone of our long-term sustainability vision.



At D-Marin, our ESG strategy reflects a deep and ongoing commitment to sustainability, embedding environmental, social, and governance principles across everything we do. Through strategic investments, innovation, and active community engagement, we strive not only to meet—but to exceed—stakeholder expectations while creating long-term value.

Our strategy centers on protecting marine ecosystems and coastal landscapes, supported by robust waste management, recycling, and clean energy initiatives that help reduce emissions and improve resource efficiency. At the same time, we prioritize the health, safety, and well-being of our employees and guests, while fostering inclusion and regional development through meaningful collaboration with local communities.

The ESG strategy is articulated through **five foundational pillars**.



Together, these pillars establish a cohesive foundation for long-term value creation and enduring impact while the execution of our ESG strategy is reflected in a series of targeted initiatives implemented throughout 2024, each aligned with a specific strategic pillar. The following initiatives represent **key actions undertaken in 2024** to advance environmental stewardship, social responsibility, and ethical governance:

Protecting the sea & our marinas’ environments

The vitality of marine environments remains a paramount priority for D-Marin, with a steadfast commitment to their preservation for future generations. This dedication is exemplified through a series of targeted initiatives outlined below.



Volunteer cleanup efforts: Dedicating volunteer work-hours to the restoration of coastal environments through organized beach and seabed clean-up initiatives.



Wildlife conservation: Supporting World Wide Fund for Nature (WWF) through the adoption of marine species—dolphins in Croatia and sea turtles in Greece—contributing to biodiversity protection.



Oil spill response: Implementing preventive measures through equipment deployment and regular training to ensure readiness and minimize environmental impact.



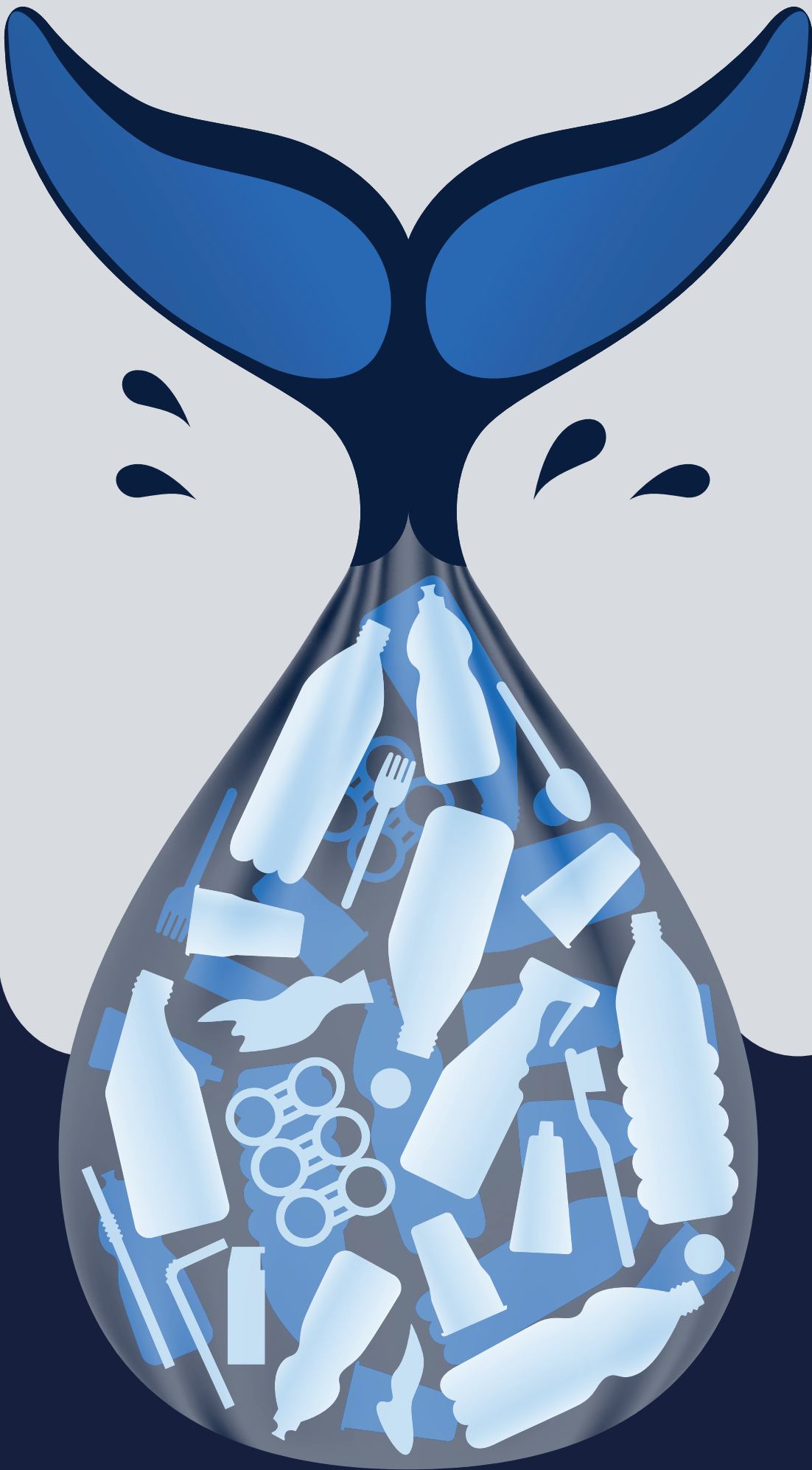
Sustainable yachting practices: Promoting awareness among our customers and stakeholders on environmentally responsible yachting behavior.



Safeguarding Marine Ecosystems: We have reaffirmed a strong commitment to environmental protection by joining the Turkish Marine Environment Protection Association (TURMEPA). In this capacity, we actively support marine conservation, fosters environmental education, and contributes to collaborative initiatives dedicated to the preservation of marine ecosystems

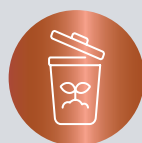
SEABED CLEANING IN D-MARIN MARINAS

In 2024, all marinas successfully organized **seabed cleaning activities** in collaboration with **local communities and divers**. The efforts were part of D-Marin’s ongoing environmental commitment to preserve marine ecosystems and raise awareness about ocean sustainability. The **clean-up campaigns** brought together marina staff, local organizations, volunteers, and diving teams who worked together to remove waste from the seabeds, contributing to healthier marine habitats. This initiative showcased the power of community cooperation and emphasized the importance of regular maintenance of the underwater environment, especially in popular nautical destinations.



Recycling responsibly to reduce waste in our marinas

We are committed to advancing responsible recycling practices as a crucial step toward achieving a circular economy. Initiatives aimed at this objective include:



Waste management: Advanced waste management practices are employed, including recycling, hazardous waste handling, and treatment of wastewater and runoff from yacht washing activities, all leveraging innovative cleanup solutions. The incorporation of the **Jellyfish and DPOL**, autonomous devices for collecting waste and oil spills within marinas, enhances efforts in water decontamination and effective waste management, significantly contributing to cleaner and healthier marine environments.



Upcycling programs: Partnership with “Salty Bag” in Greece allows for the upcycling of old sails, underscoring a commitment to reducing waste and conserving resources through material reuse.



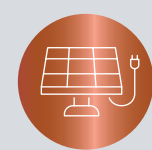
As of 2024, DPOL® units have been **installed around the marina network**, with additional deployments scheduled throughout the year. These **autonomous floating devices** operate continuously to **collect plastic waste, floating debris, and hydrocarbons from the sea surface**, thereby contributing to cleaner marina environments and enhanced ecological protection

The development and launch of the ‘**D-Marin - Premium Marinas**’ app represent a significant advancement in operational excellence and customer convenience while also promoting environmental stewardship. This innovative tool **optimizes processes** such as berthing contract management, invoice payments, and service requests, by reducing reliance on paper-based transactions and **substantially decreasing paper waste**. Furthermore, the tool facilitates online bookings and payments and enables boaters to secure berths in advance, which in turn **reduces fuel consumption** by **minimizing unnecessary travel and idling**. By promoting the ‘connected marina’ concept, the app fosters sustainable marina practices through efficient resource utilization and the promotion of eco-friendly services.

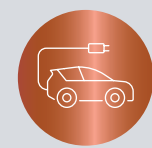
At D-Marin, we are committed to transitioning towards more sustainable energy sources through innovative solutions, strategic partnerships, and collaborative efforts. This dedication to sustainability is outlined below:



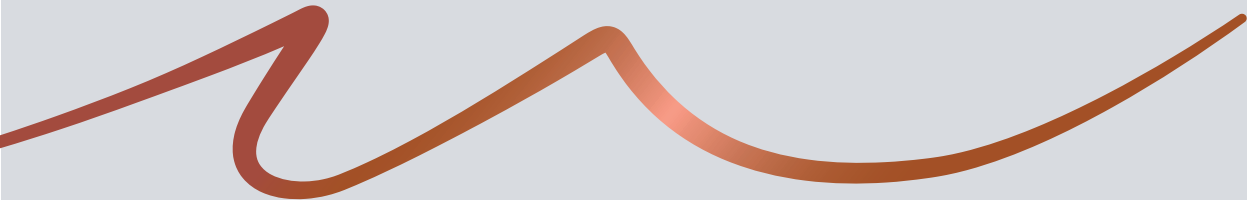
Carbon reduction target: The commitment to climate action lies at the heart of D-Marin’s sustainability agenda, exemplified by aligning with the **Science Based Targets initiative (SBTi)**. We have set an ambitious, SBTi-validated target to **reduce Scope 1 and 2 greenhouse gas emissions by 42% by 2030**, using 2021 as the baseline year—fully aligned with the critical objective of limiting global warming to 1.5°C. To ensure transparency and accountability, D-Marin measures carbon footprint for Scope 1 and 2 through a dedicated monitoring system, enabling consistent alignment with international climate goals and reinforcing its role in the global transition to a low-carbon economy.



Renewable energy investments: In 2024, we invested around **€1.5 million in solar technology** across Croatia and Italy to reduce reliance on conventional energy. Solar panels generated more than 3.3 GWh in Italy, Greece, Croatia, and Turkey, while all Croatian marinas secured **Guarantees of Origin**, confirming that their electricity is sourced entirely from renewables.



Electric fleet: Electric mobility is a key enabler of D-Marin’s decarbonization efforts, reflected in the integration of **electric cars, scooters, and bicycles** across the marina network. This initiative is further supported by the expansion of our **electric vehicle charging infrastructure**, encouraging the adoption of low-emission transport solutions. Notably, in collaboration with PPC blue, the marina in Zea inaugurated one of the largest EV charging stations in Piraeus, Greece—featuring four 22kW chargers and capacity for up to ten electric and plug-in hybrid vehicles.





Smart pedestals and sensors

We are enhancing the marina experience with Smart Pedestals, a digital-first solution that enables guests to manage their energy and water usage with ease. Accessible anytime and anywhere, the system allows customers to connect, monitor, and pay for utilities efficiently—saving both resources and time. With over 2,500 units now installed across the network, Smart Pedestals have become a key element of D-Marin’s intelligent marina ecosystem.

In addition, integrated smart sensors provide real-time data on critical vessel parameters such as battery levels, temperature, smoke detection, bilge status, and GPS location. These technologies give boat owners greater control and peace of mind, ensuring safe, efficient, and sustainable vessel management both on site and remotely.

Promote well-being for our people and our customers

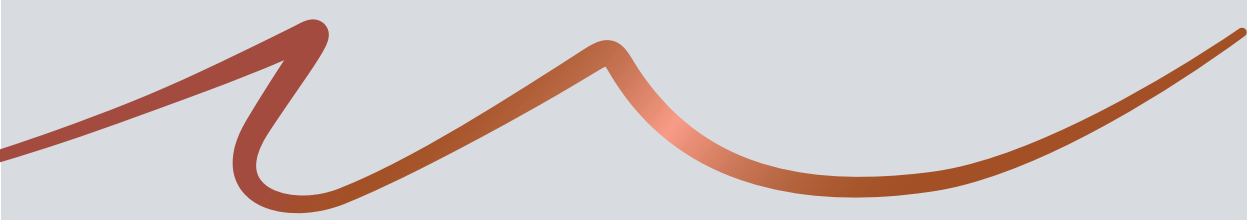
We are dedicated to enhancing the well-being of both employees and customers. Initiatives designed to ensure a healthy, safe, and inclusive environment include:



Surveys for continuous improvement: We employ a structured approach to stakeholder engagement through the regular administration of **Net Promoter Score (NPS) surveys** for customers and **Employee Net Promoter Score (eNPS)** surveys for staff. These tools provide critical insights into satisfaction, loyalty, and evolving expectations—enabling data-driven enhancements to both service delivery and workplace culture. By systematically addressing feedback, we strengthen client relationships and foster a supportive and high-performing organizational environment, reinforcing the commitment to continuous improvement and excellence.



HSE Management System: Our Health, Safety, and Environment (HSE) management system is certified under the internationally recognized ISO 45001 for occupational health and safety (OH&S) management, and ISO 14001 for Environmental Management Systems (EMS), underscoring a commitment to maintaining high levels of health, safety, and environmental protection across all operations. As part of the HSE management system, a series of annual HSE training sessions are conducted, ensuring employees are well-equipped to manage emergencies and fostering a safer, healthier environment for all.





Safety Ambassador: We have reinforced commitment to maritime safety and environmental protection by becoming a safety ambassador for the Hellenic Marine Environment Protection Association (HELMEPA). In this role, we advocate for heightened safety standards, engages in educational initiatives, and collaborates with industry stakeholders to promote best practices and protect the marine environment. This commitment is further reflected in support for HELMEPA’s new awareness campaign, “Stay Safe at Sea,” which aims to enhance safety awareness among seafarers, sailors, fishermen, captains, crew of pleasure boats, and sailboat skippers, emphasizing the importance of adhering to safety regulations.



Ethics hotline: A dedicated hotline has been established in conjunction with the Code of Ethics, offering a confidential and secure platform for employees to report concerns or ethical issues. This initiative ensures that matters are promptly and effectively addressed, upholding a culture of integrity and accountability.



Cybersecurity and data privacy: Safeguarding digital integrity is a strategic priority for D-Marin and thus we promote a culture of vigilance through the deployment of advanced cybersecurity frameworks and the continuous education of personnel. These measures ensure the confidentiality, integrity, and availability of sensitive data, while upholding the privacy rights of all stakeholders.



Health and Safety: We have strengthened the dedication to health and safety by becoming a member of the British Safety Council. This affiliation reflects an ongoing commitment to fostering safe, healthy, and sustainable environments across all operations, in alignment with internationally recognized standards.

Respect Our Neighbors and Communities

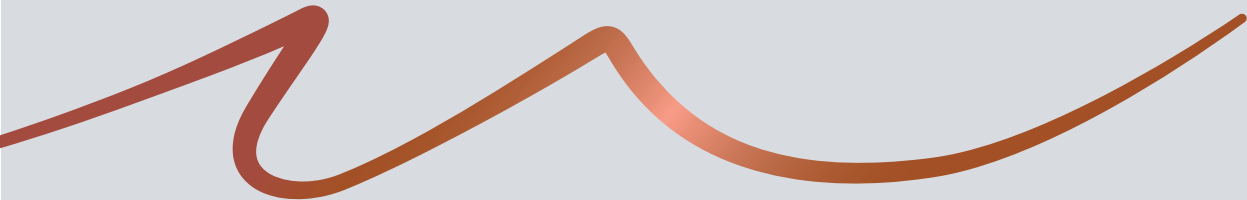
At D-Marin, we actively nurture strong and positive relationships with the communities we serve. Our efforts to support and uplift our neighbors are reflected in a variety of initiatives designed to create meaningful impact and shared value. These actions aim to strengthen local ties, promote inclusion, and contribute to the long-term development of the regions where we operate.



Donations and sponsorships: Support for local communities is demonstrated through a wide range of donations and sponsorships. Contributions to regional events, nonprofit organizations, and cultural and athletic initiatives promote social cohesion and stimulate economic development. By funding community programs and sponsoring local sports teams and festivals, we affirm our role as a responsible and actively engaged corporate stakeholder in the regions where it operates.



Training opportunities for young professionals: Opportunities are offered to students from maritime and tourism institutions, offering them practical experience within D-Marin’s operational environment. These programs are designed to cultivate industry-relevant skills and prepare young professionals for future careers in the maritime and tourism sectors.



Alignment with the United Nations’ Sustainable Development Goals (UN SDGs)

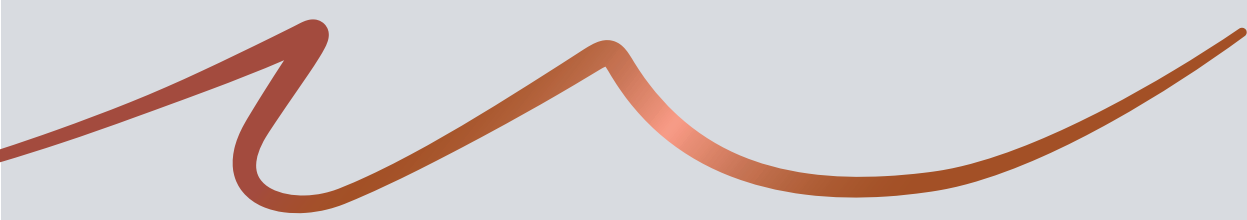
Our ESG strategy is designed to align with the global principles of human rights, labor, environmental stewardship, and anti-corruption outlined in the United Nations’ Sustainable Development Goals (UN SDGs). By integrating these objectives into our core business strategies, we reinforce the dedication to advancing a sustainable and prosperous future. The illustration below highlights the Sustainable Development Goals (UN SDGs) to which we **most directly contribute**, as identified through the ongoing sustainability efforts.



Stakeholder engagement

At the core of our sustainability approach lies a steadfast commitment to stakeholder engagement. Recognizing the importance of actively engaging in discourse and valuing diverse perspectives, we foster a culture of open dialogue and collaboration. Engagement encompasses employees, customers, suppliers, local communities, and shareholders—ensuring that stakeholder insights inform operational practices and strategic direction.

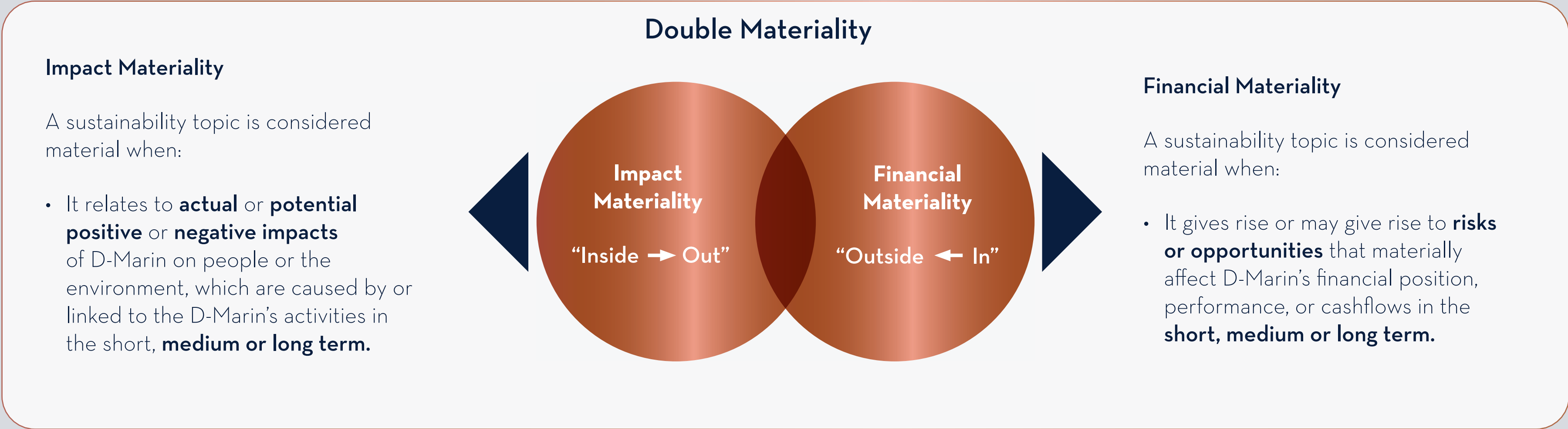
Through systematic engagement and dialogue, we aim to gain a comprehensive understanding of our operational impacts, ensuring they contribute positively to both society and the environment. This process involves a structured approach to incident and non-conformity management, emphasizing the importance of health, safety, and environmental stewardship. By integrating stakeholder feedback into our decision-making process, D-Marin upholds the commitment to sustainability, reinforcing our role as a responsible leader in the marina industry.



Double Materiality Assessment (DMA)

At D-Marin, the materiality assessment serves as a strategic framework for identifying and prioritizing the environmental, social, and governance (ESG) topics most significant to our operations and stakeholders. This process ensures that our sustainability priorities remain closely aligned with D-Marin’s overarching business objectives and the evolving expectations of our stakeholders.

In 2025, we conducted a Double Materiality Assessment in accordance with the European Sustainability Reporting Standards (ESRS), reinforcing our commitment to transparency and alignment with emerging sustainability frameworks. The assessment examined eight potentially material ESRS topics and fourteen related sub-topics across two interdependent dimensions—impact materiality and financial materiality. By evaluating these dimensions in an integrated manner, we gained a comprehensive understanding of how sustainability issues influence both D-Marin’s external impacts and its financial performance, ensuring a balanced and forward-looking approach to sustainable value creation.



3 KEY DISTINCT TERMS – DEFINITIONS



The effect the undertaking has or could have on the environment and people, including effects on their human rights, connected with its own operations and upstream and downstream value chain, including through its products and services, as well as through its business relationships.



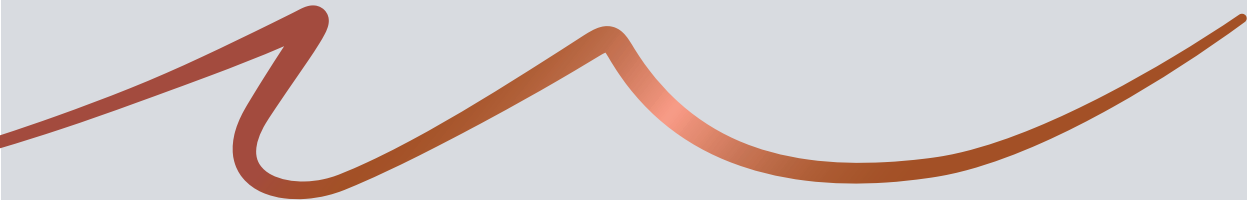
Sustainability-related risks with negative financial effects arising from environmental, social or governance matters that may negatively affect the undertaking’s financial position, financial performance, cash flows, access to finance or cost of capital in the short, medium or long term.



Sustainability-related opportunity with positive financial effects.

Impact materiality is determined using four criteria: scale, scope, irremediable character, and likelihood. These criteria guide the assessment of each identified impact, supporting the prioritization of matters that hold the highest relevance for D-Marin’s operations and stakeholders. Each criterion is rated on a scale from 1 to 5 to support a consistent and transparent evaluation process.

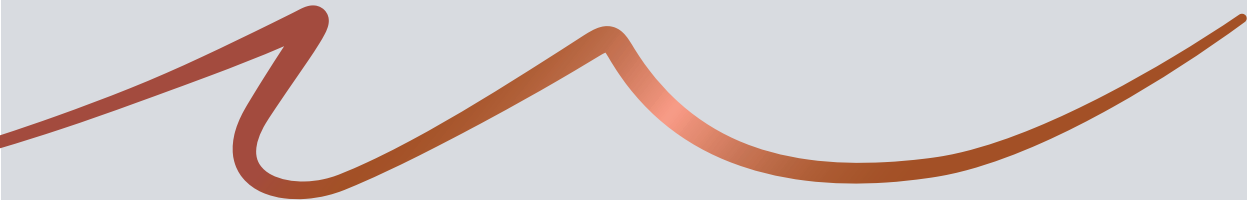
Financial materiality is determined using two core criteria: magnitude and likelihood. These criteria guide the assessment of each identified risk or opportunity, supporting the prioritization of matters that could significantly influence D-Marin’s financial performance, position, or cash flows.



Material topics

The final material topics—based on impact and financial materiality—include the following:

ESRS topics	ESRS sub-topics	Impact materiality		Financial materiality	
		Positive (+)	Negative (-)	Risks	Opportunities
E1 Climate change	Climate change adaptation			✓	
	Climate change mitigation	✓		✓	✓
	Energy	✓			✓
E3 Water and marine resources	Water	✓			
	Marine resources	✓			
E4 Biodiversity and ecosystems	Direct impact drivers of biodiversity loss	✓	✓		
E5 Resource use and circular economy	Waste	✓			
S1 Own workforce	Working conditions	✓			
	Equal treatment and opportunities for all		✓		
S4 Consumers and end-users	Information-related impacts of consumers and/or end-users	✓		✓	
G1 Business conduct	Corporate culture	✓			✓



Environmental Responsibility



D Marin

Environmental responsibility is a guiding principle that shapes our strategic development and long-term stewardship of every marina within D-Marin’s global network. Given the close connection between our operations and sensitive marine and coastal ecosystems, **ecological preservation** remains a top priority across all our locations. İkon ekleyelim mi?

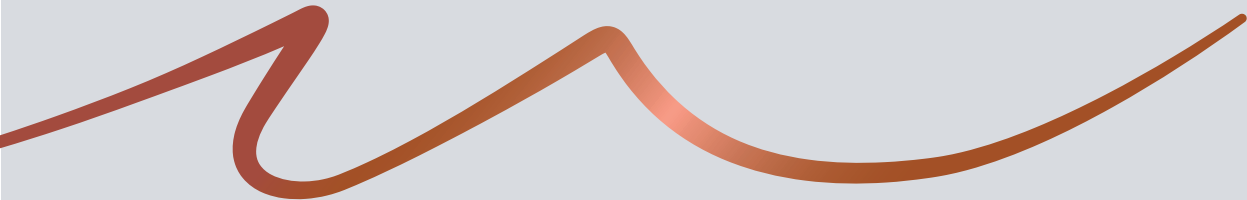


ENVIRONMENTAL
POLICY AND
ENVIRONMENTAL
MANAGEMENT SYSTEM

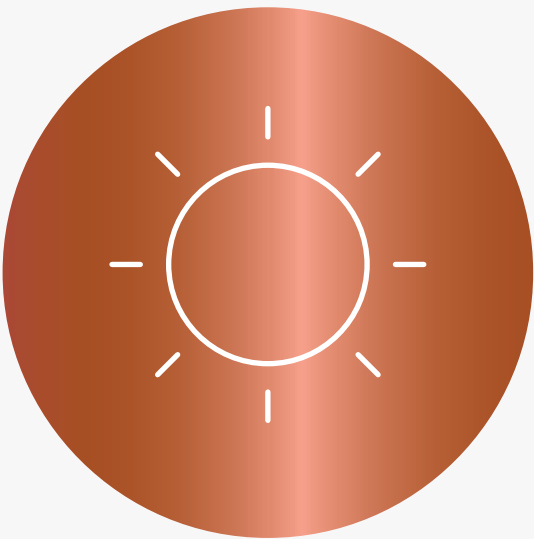
We formalize the commitment to environmental stewardship through the implementation of a comprehensive Environmental Policy, systematically applied across all marinas to guide both daily operational practices and long-term investments. This Policy serves as the cornerstone of our environmental governance, ensuring alignment with international standards, local regulations, and the expectations of guests, partners, and community stakeholders.

The Policy framework is supported by the implementation of the international standard for Environmental Management Systems (EMS) (ISO 14001), which provides a structured approach to monitoring, compliance, and continuous improvement. Through the ISO certification, we reinforce the integration of environmental responsibility into core business functions.

To advance our environmental goals, we implement a broad range of sustainability measures across our marinas. These include energy efficiency upgrades, modernized lighting systems, and enhanced waste separation practices. We also integrate sustainable architecture and green building principles into our development projects, ensuring that each initiative is tailored to local conditions while consistently reflecting our commitment to operational excellence and environmental stewardship.



As part of our ongoing commitment to environmental stewardship and sustainable marina operations, we place strategic emphasis on managing energy consumption and reducing greenhouse gas (GHG) emissions. We recognize the vital role that energy efficiency and emissions reduction play in addressing climate change, and we've adopted a comprehensive approach to monitor, manage, and minimize our environmental footprint across all operations.



3.3 GWh

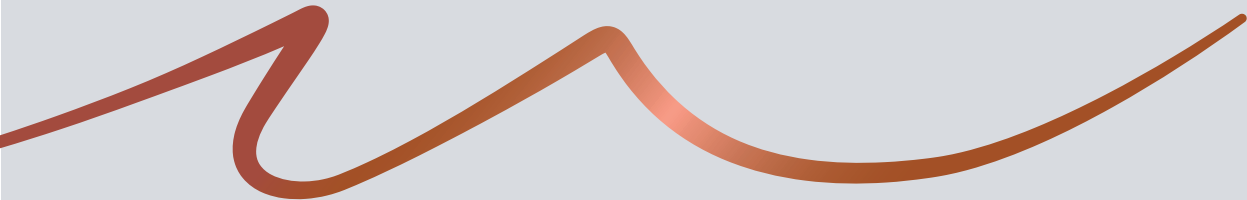
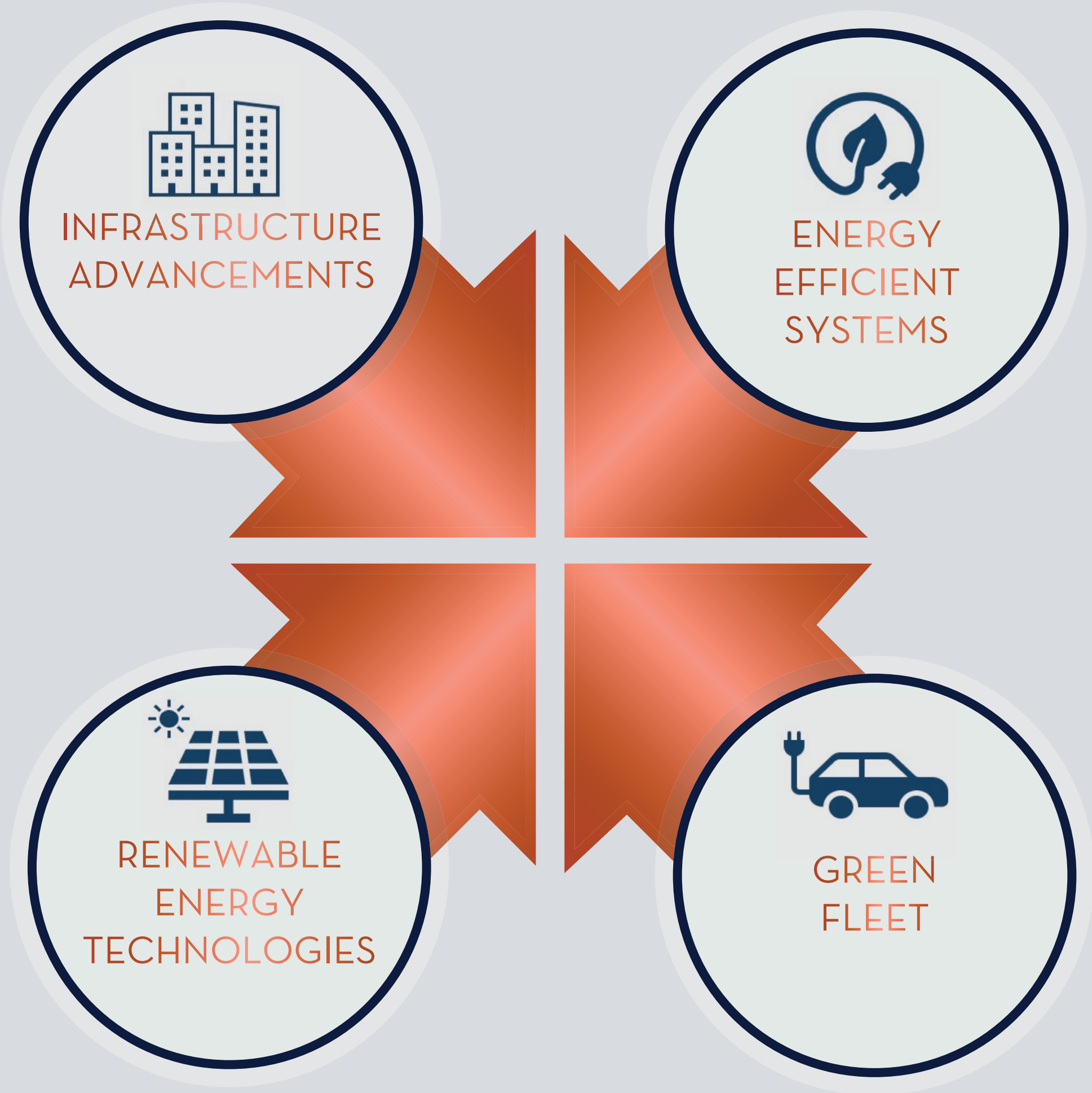
annual generation
from renewables



5.1.1 ENERGY CONSUMPTION

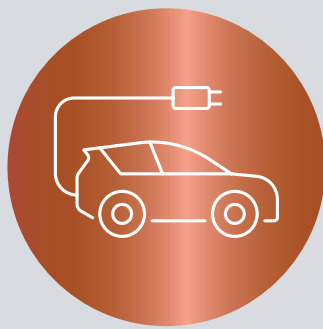
D Marin

At D-Marin, reducing energy consumption is a key priority, and we integrate clean energy initiatives as essential elements of our strategy. We consistently dedicate resources to lowering our energy footprint while upholding the high service standards our guests expect across all locations. The core focus areas guiding our efforts include:



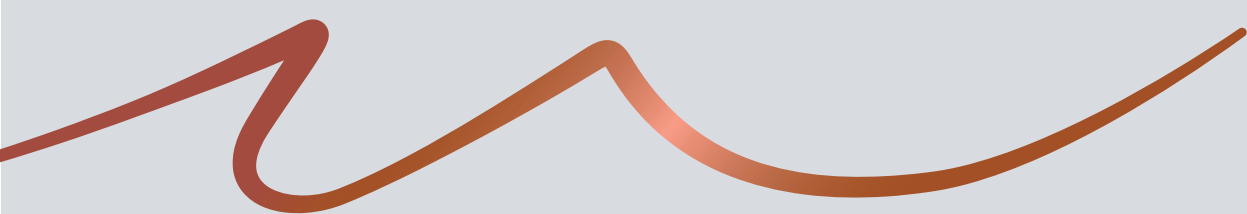
Across our marina network, we’re enhancing energy performance through a series of targeted measures. We’ve replaced conventional lighting with high-efficiency LEDs, modernized heating and cooling systems, and optimized electrical infrastructure to reduce overall consumption. In parallel, we’re supporting the transition to clean energy through rooftop solar installations—reinforcing our commitment to sustainable operations and long-term environmental stewardship.

As part of our strategic approach to energy efficiency and sustainable operations, we’ve introduced electric vehicles at our marinas in Zea and Gouvia to support daily functions. This initiative is a targeted step toward enhancing energy performance, lowering overall consumption, and reducing environmental impact. Specifically:

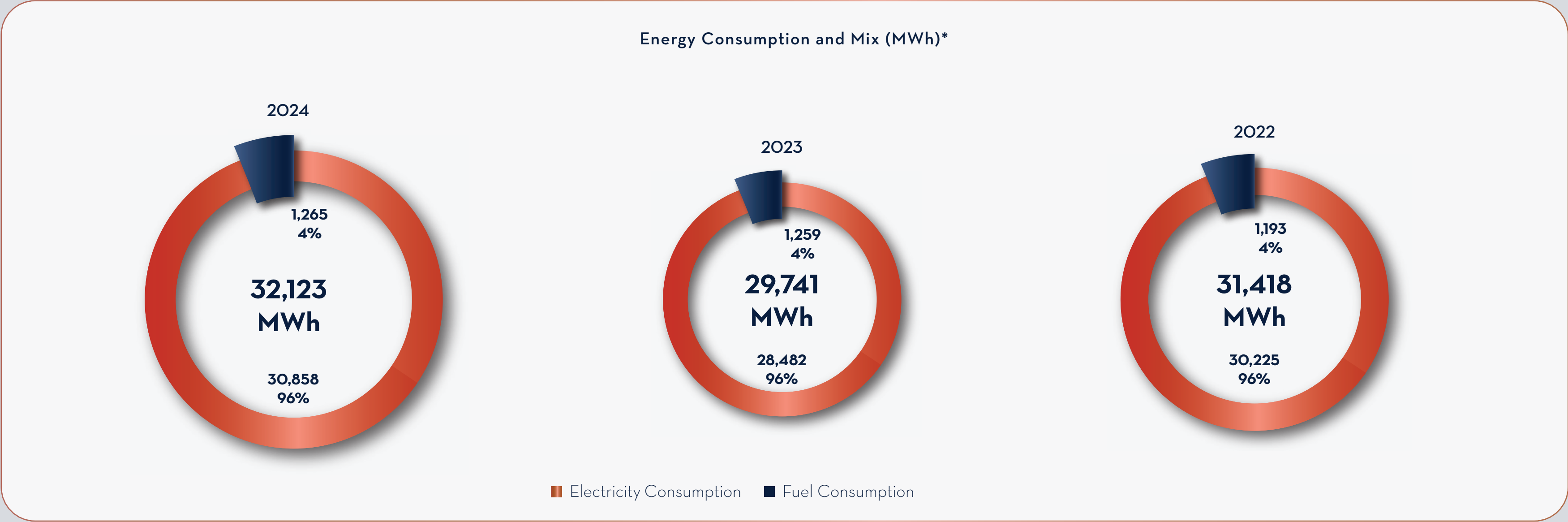


- **Electric golf carts** are employed to facilitate low-emission transportation for staff and guests, replacing conventional fuel-powered alternatives.
- **Light electric trucks** are utilized for internal logistics and material handling, offering a cleaner and more energy-efficient solution for operational workflows.
- **Electric scooters** enable agile and rapid movement within the marina, optimizing energy use while maintaining high levels of responsiveness and service quality.

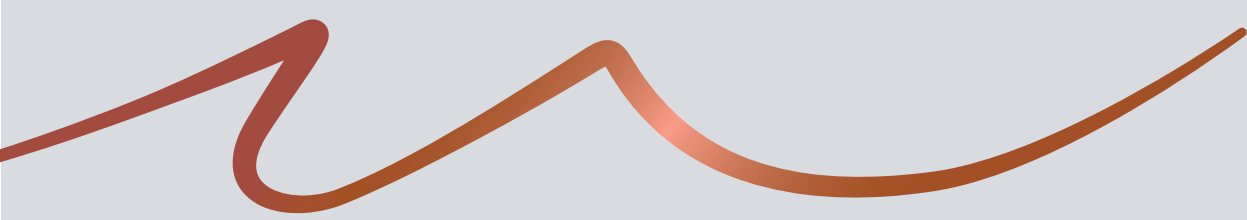
This transition not only improves on-site efficiency but also significantly reduces our reliance on fossil fuels—contributing to a cleaner, more sustainable marina environment.

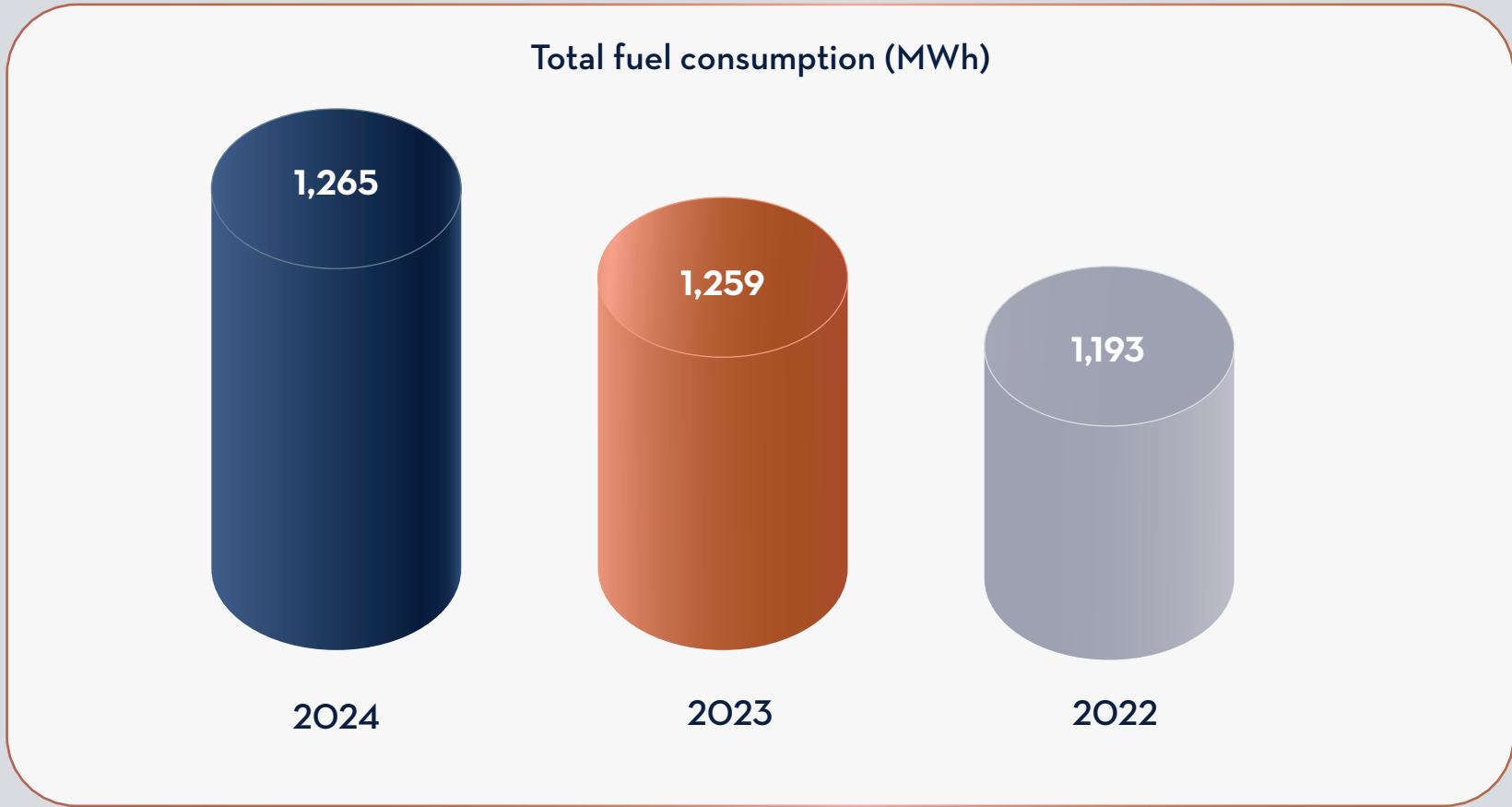
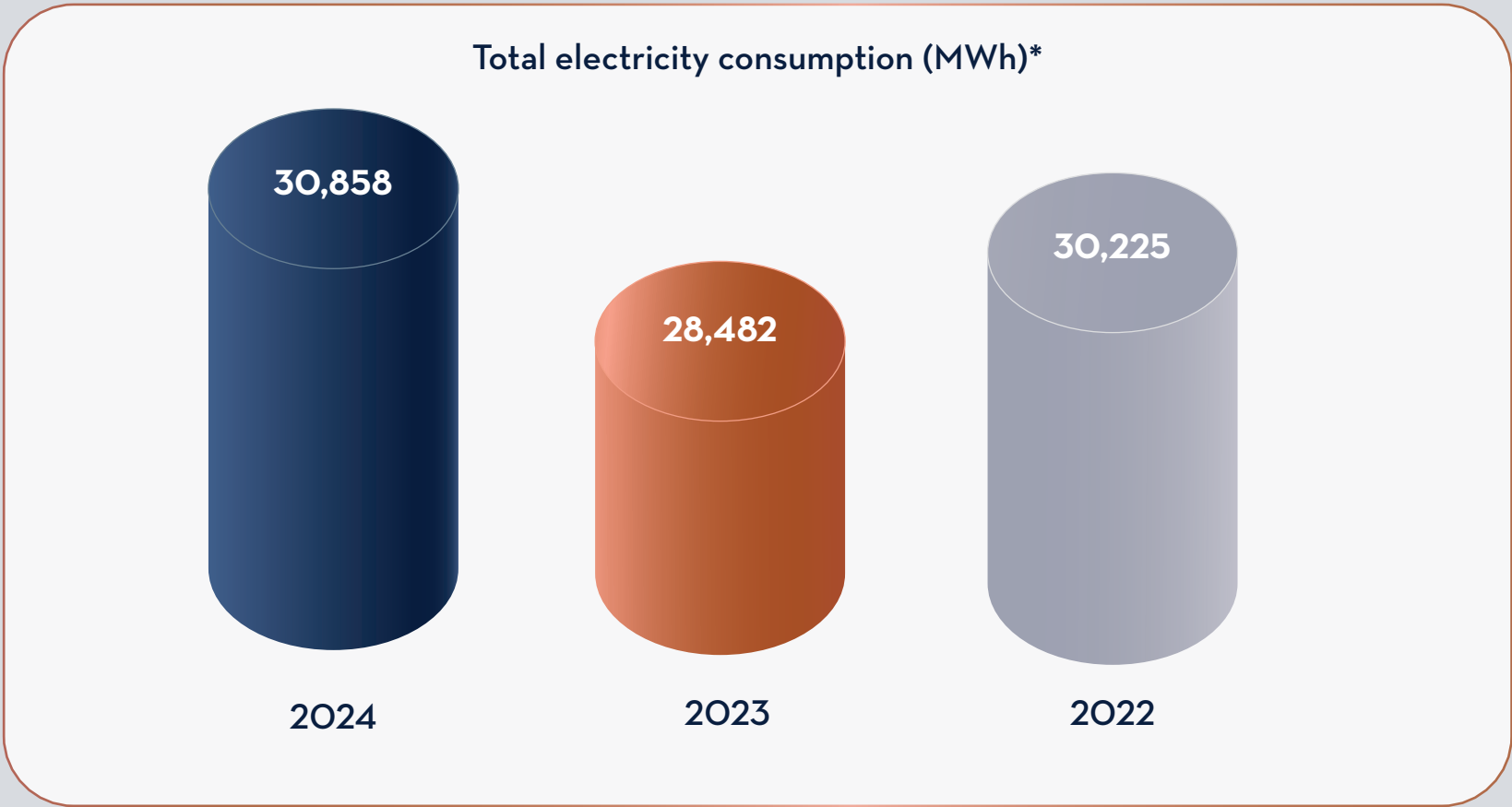


The **energy performance indicators** presented below illustrate consumption patterns across core operational areas, underscoring D-Marin’s ongoing commitment to efficiency monitoring and the reduction of environmental impact.



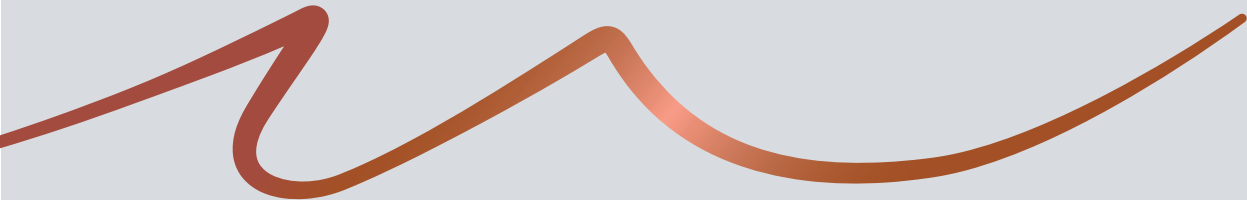
* Reflects total energy consumption across marina operations, including electricity usage by D-Marin, tenants, and customers.

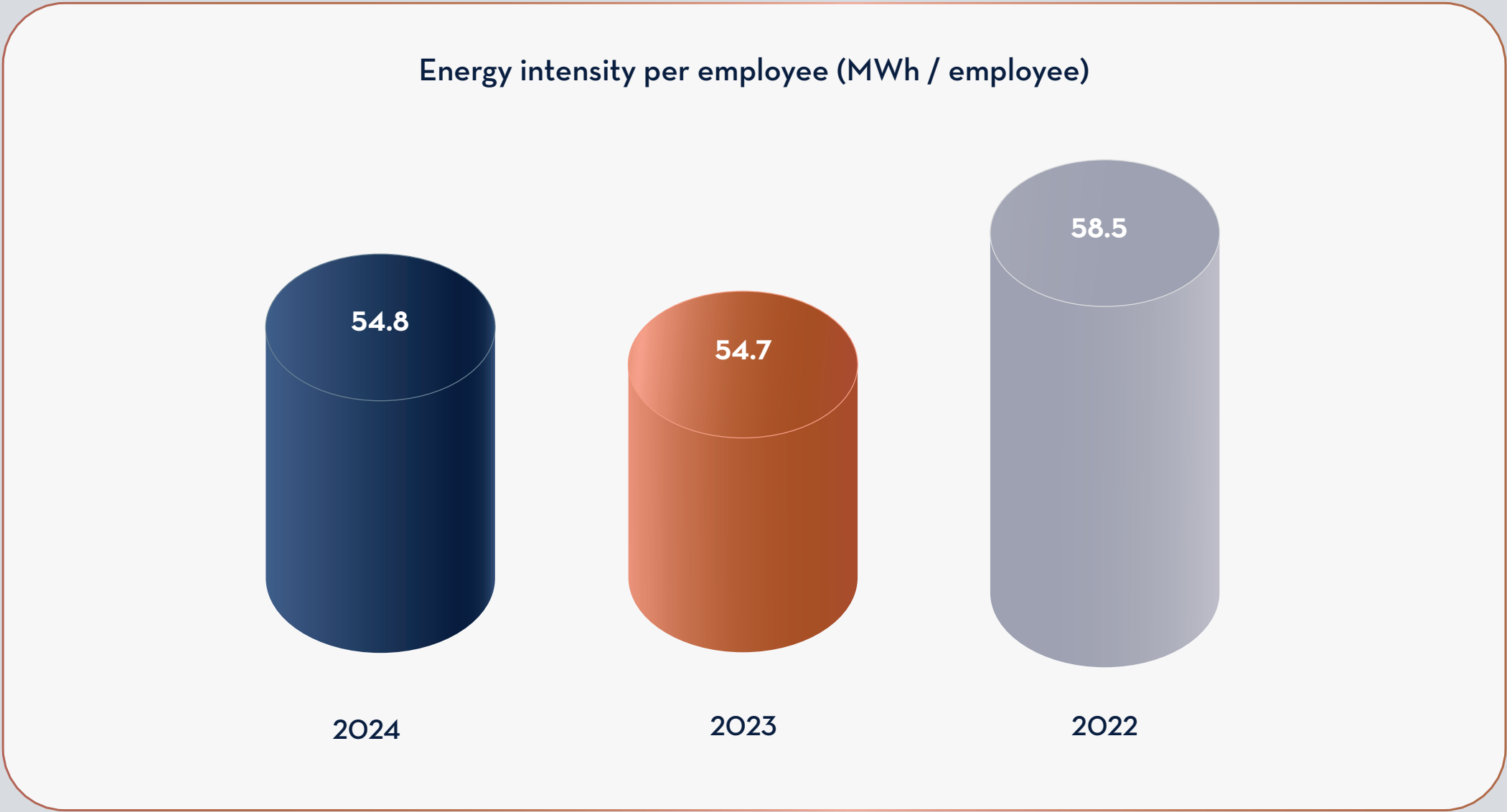




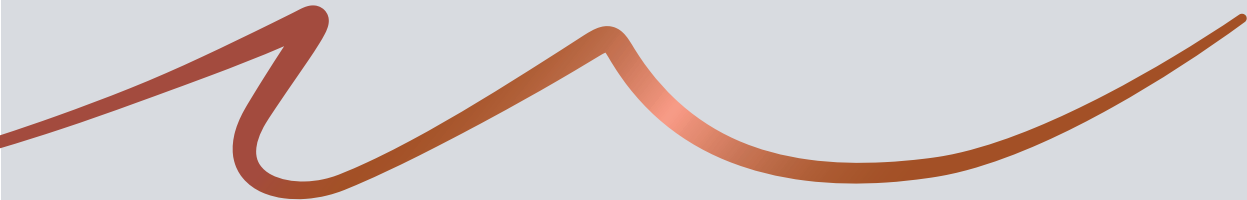
* Includes electricity usage by D-Marin marinas (own use), tenants, and customers along with electricity consumption at D-Marin's headquarters.

The change in total energy consumption is primarily attributed to the reinstatement of full-scale operations following the COVID-19 pandemic, seasonal activity fluctuations, and the inclusion of Punta Faro Marina within the reporting perimeter, which consumed a total of 788 MWh. Over the three-year period, fuel-related energy use remained well-contained, with only minor fluctuations aligned with seasonal and service-related needs along with the return to pre-pandemic norms. Electricity consumption followed a consistent trajectory, marking a slight increase compared to previous years which is primarily attributed to the integration of Punta Faro Marina within the reporting perimeter, and the enhancement of digital infrastructure, including enhanced data systems, smart technologies, and connectivity upgrades. Of the total electricity consumed, approximately 3,118 MWh originated from renewable energy sources, representing a substantial increase in share compared to previous years. Our strategic investment in renewable energy has significantly contributed to demand mitigation. In 2024, annual **solar generation reached 3.3 GWh**—equivalent to the average yearly consumption of approximately 1000 households.





Over the last years, we achieved a **notable improvement in energy efficiency**, as reflected in the **declining energy intensity per employee** over the three-year period. The downward trend underscores the effectiveness of ongoing efficiency measures and operational optimizations, enabling us to manage energy use more sustainably relative to workforce growth.



Our strategic approach to environmental sustainability places strong emphasis on the **monitoring and management of greenhouse gas (GHG) emissions** across the operational footprint. Primary emission sources include electricity consumption within marina facilities, fuel usage by service vehicles and equipment, and contributions linked to tenant and visitor activities.



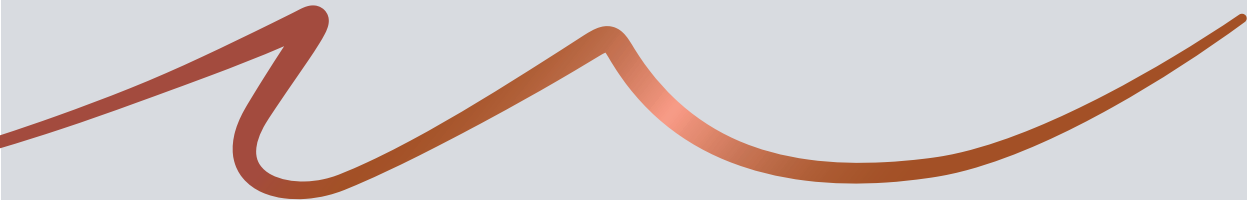
We have formally joined the global **Science Based Targets initiative (SBTi)**, a recognized framework that guides organizations in setting science-based targets to reduce greenhouse gas (GHG) emissions and support global climate action. Under this commitment, we are pursuing a **42% reduction in operational GHG emissions (Scope 1 & 2) by 2030**.

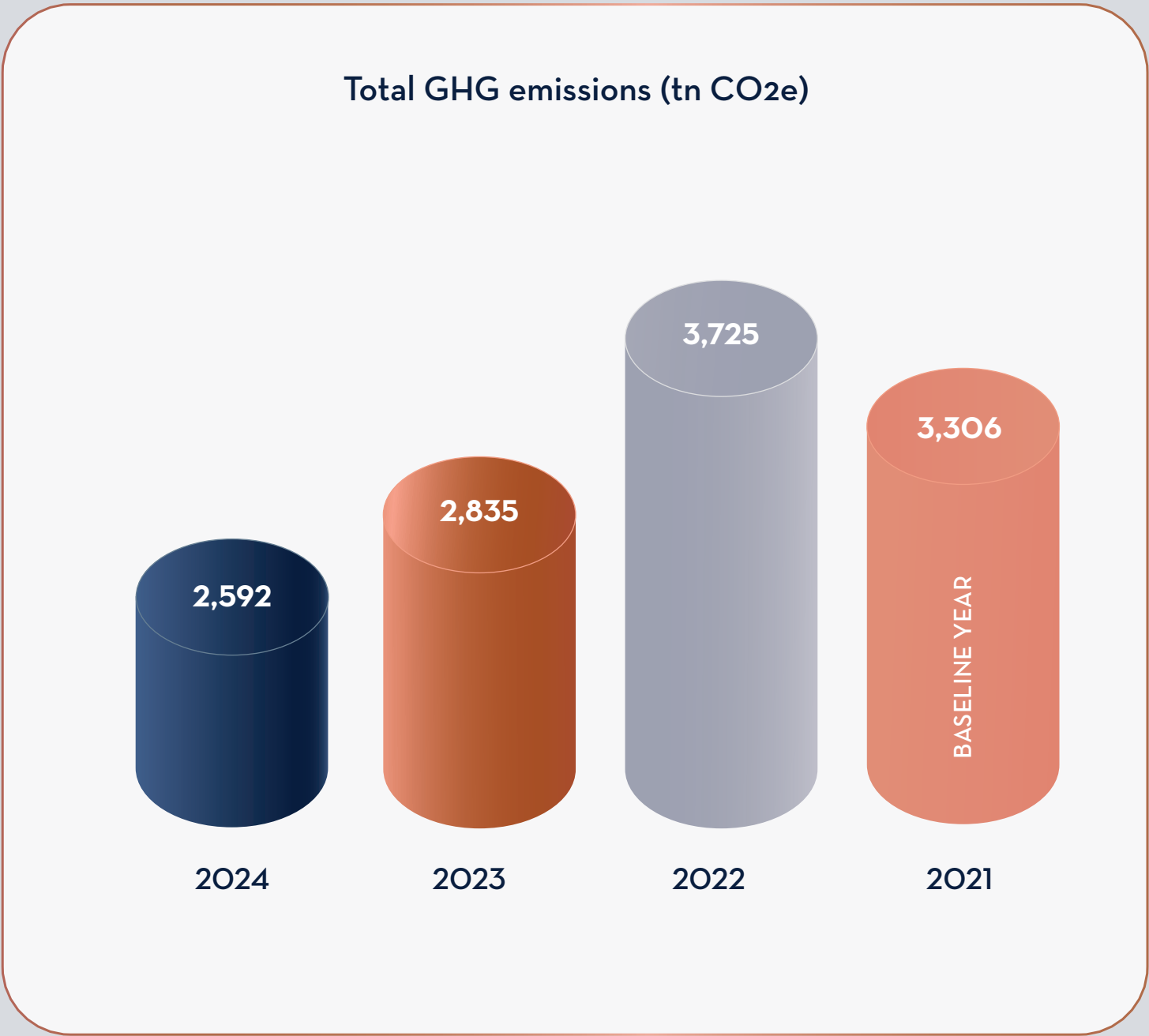
We continue to advance decarbonization efforts through a suite of targeted interventions, including the electrification of marina vehicles, the deployment of high-efficiency lighting systems, and the ongoing evaluation of renewable energy opportunities tailored to the unique characteristics of each site. These measures are strategically designed to reduce greenhouse gas emissions while preserving operational integrity across our diverse geographic footprint.

As monitoring systems evolve, the integration of emissions data will further inform key decision-making processes and reinforce D-Marin’s broader sustainability agenda, supporting more responsive and impact-driven operational strategies.

Greenhouse gas emissions across Scope 1 and Scope 2 categories are presented below, reflecting the emissions profile associated with D-Marin’s operational footprint¹:

¹Scope 1 and 2 emissions for 2021, 2022, and 2023 were re-calculated using updated data from the marinas to improve the accuracy of the GHG inventory. In parallel, preparatory efforts are focused on calculating Scope 3 emissions with a target to have most Scope 3 categories calculated and reported within the next two years.







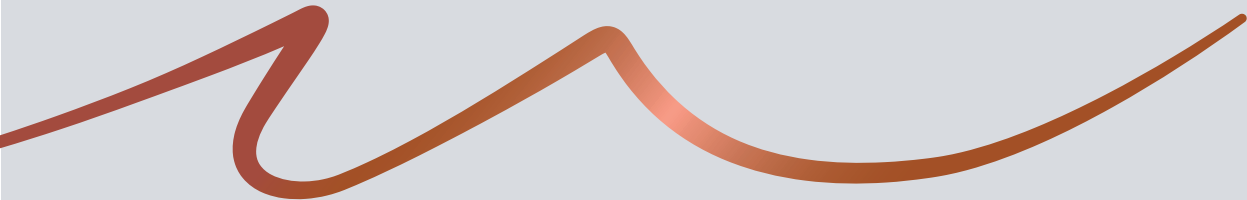
~22%

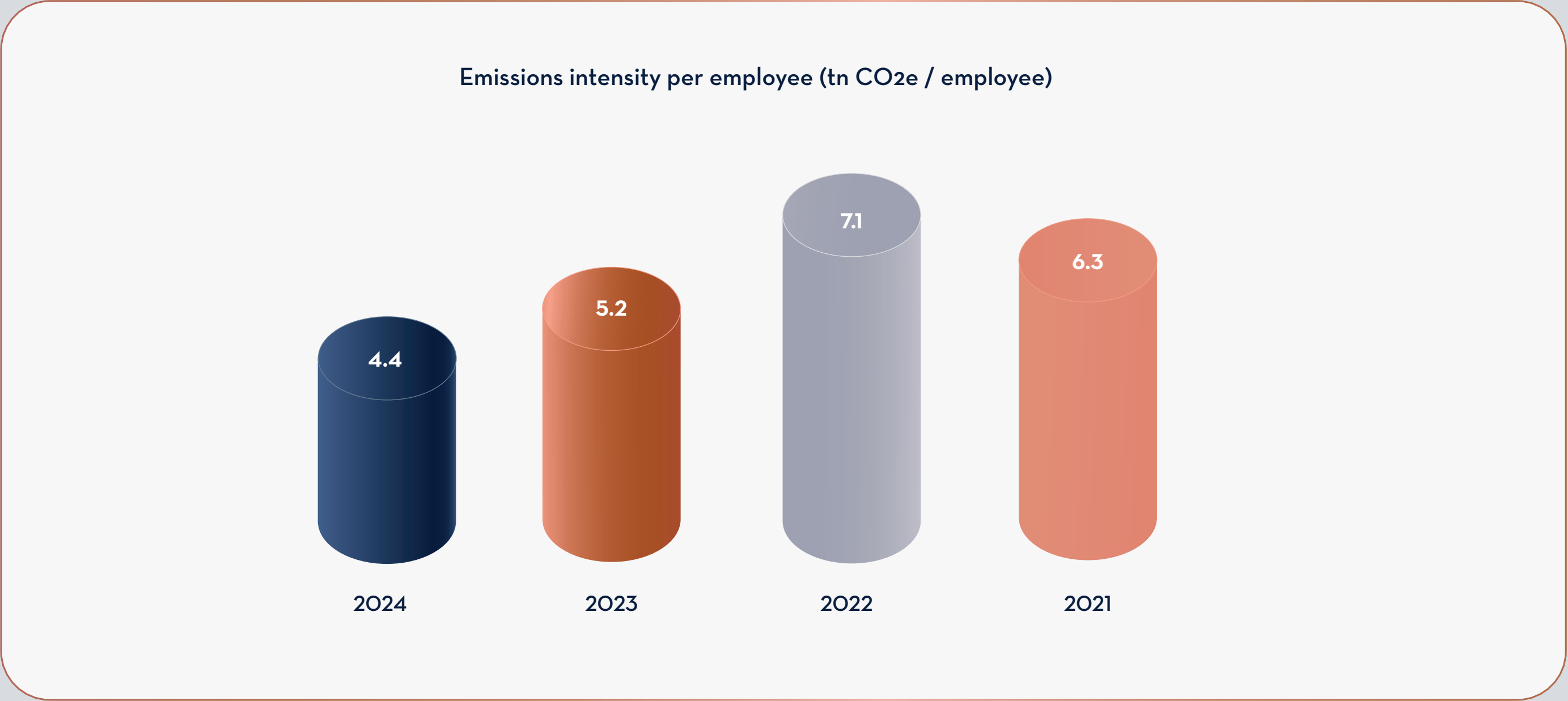
achieved reduction in GHG emissions compared to 2021 baseline year

GHG scope emissions	2024	2023	2022	2021 (Baseline year)
Scope 1 (tn CO ₂ e)	364.8	219.4	385.4	413.5
Scope 2 (tn CO ₂ e) market-based	2,227.6	2,615.4	3,339.9	2,892.6
Scope 2 (tn CO ₂ e) location-based	2,499.7	3,060.1	3,867.7	3,477.80
Total (tn CO ₂ e) ²	2,592.4	2,834.8	3,725.3	3,306.1

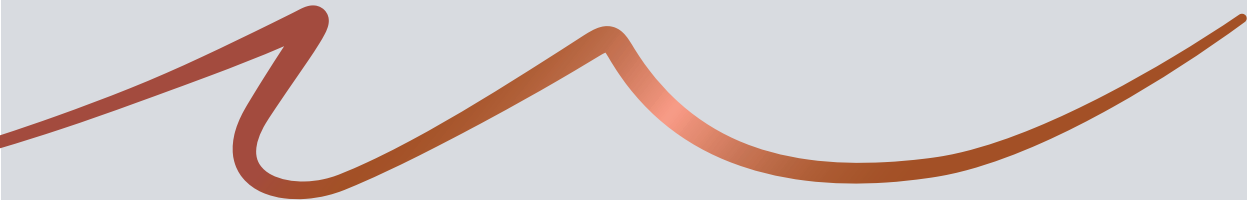
Between 2021 and 2024, our combined Scope 1 and Scope 2 greenhouse gas emissions decreased significantly, underscoring our efforts to improve energy efficiency and **reduce operational footprint**. Our total emissions decreased substantially, representing a **reduction of approximately 22% over the four-year period**. **Scope 2** market-based emissions, which account for the majority of the total emissions footprint, **declined by nearly 28%** over the period 2021 to 2024. Additionally, our **scope 1** emissions also decreased notably during the period, reflecting a **reduction of approximately 12%**. Overall, the downward trajectory of emissions is attributed to highlights our **continued progress** in optimizing energy sourcing and minimizing direct and indirect emissions **across operations and locations**.

²Total emissions include Scope 1 emissions and Scope 2 market-based emissions.





Towards this direction, **emissions intensity** decreased substantially representing a **reduction of around 30%** from 2021 to 2024. The steady year-on-year decline underscores our progress in aligning performance with climate goals while maintaining operational effectiveness.



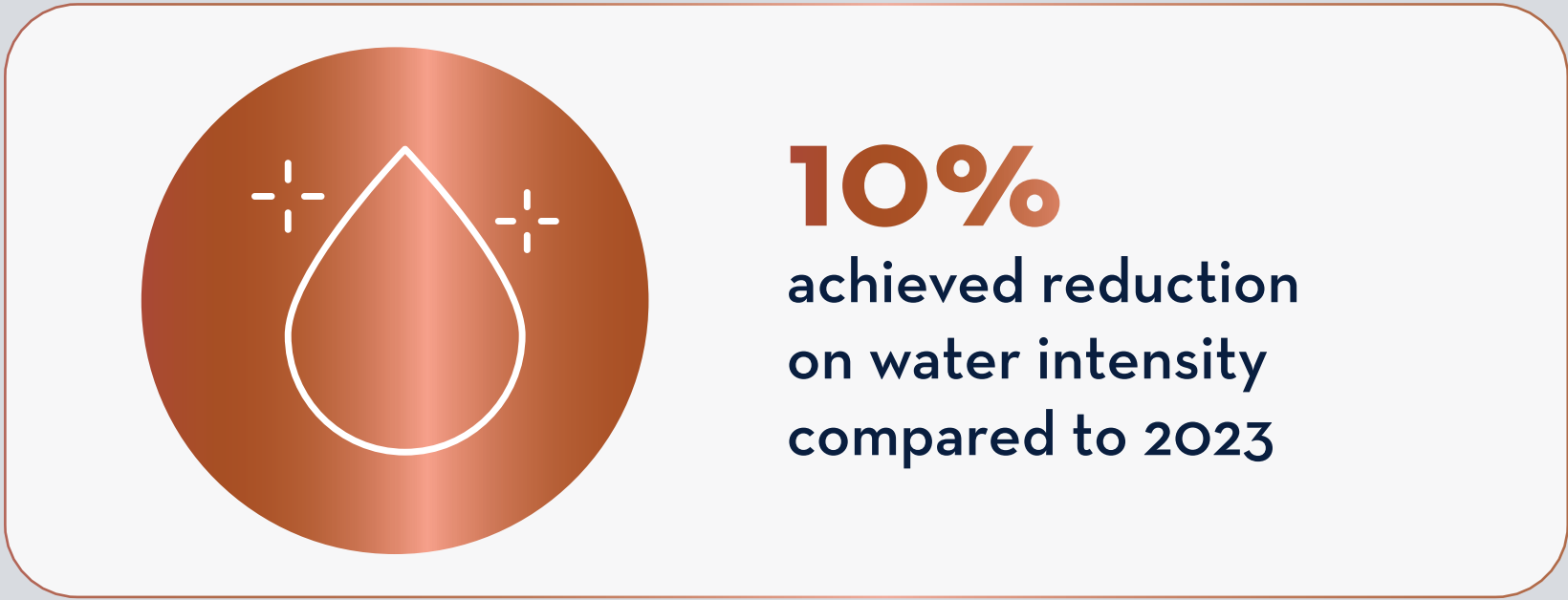
5.2 WATER CONSERVATION

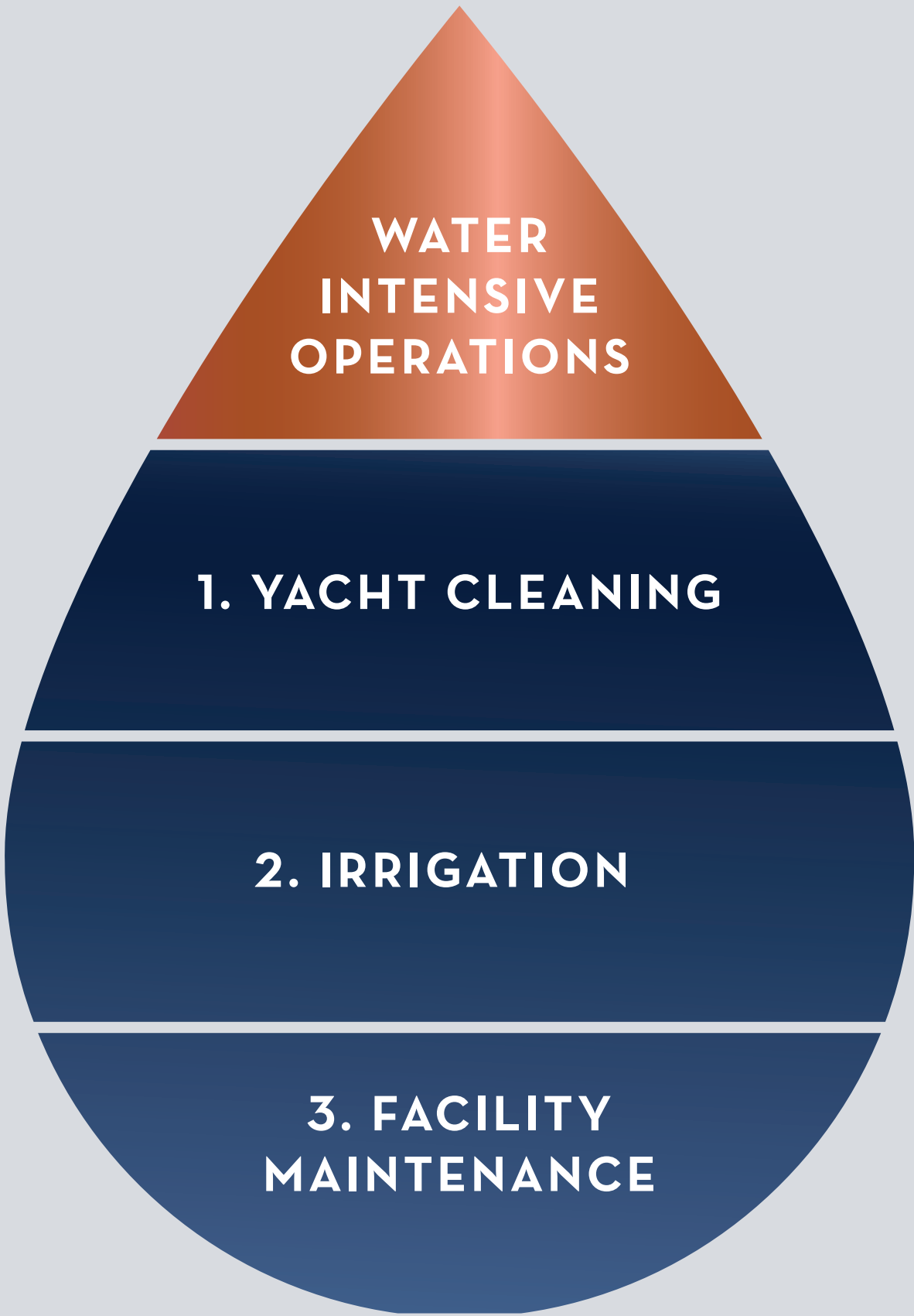
At D-Marin, we place water stewardship at the forefront of its sustainability efforts, ensuring responsible resource use across our marina network. Municipal supply systems support core operations, while desalination technologies provide resilience in water-scarce locations.

High-consumption activities such as hull cleaning and irrigation are managed with advanced filtration and water management systems, reducing impact and improving efficiency. All discharges comply with municipal rules and international standards, including MARPOL, underscoring D-Marin’s commitment to sustainable marine infrastructure and environmental care.



Our commitment to sustainable water use is reinforced through **advanced treatment** and **filtration systems**, reflecting our ongoing effort to align environmental responsibility with the expectations of stakeholders.





Yacht cleaning: **Hull washing** and **yacht maintenance** activities represent some of the most water-intensive operations within marina environments, particularly in boatyard zones. To address this, we employ advanced filtration and runoff management systems designed to mitigate environmental impact, uphold regulatory compliance, and support sustainable water use across facilities.



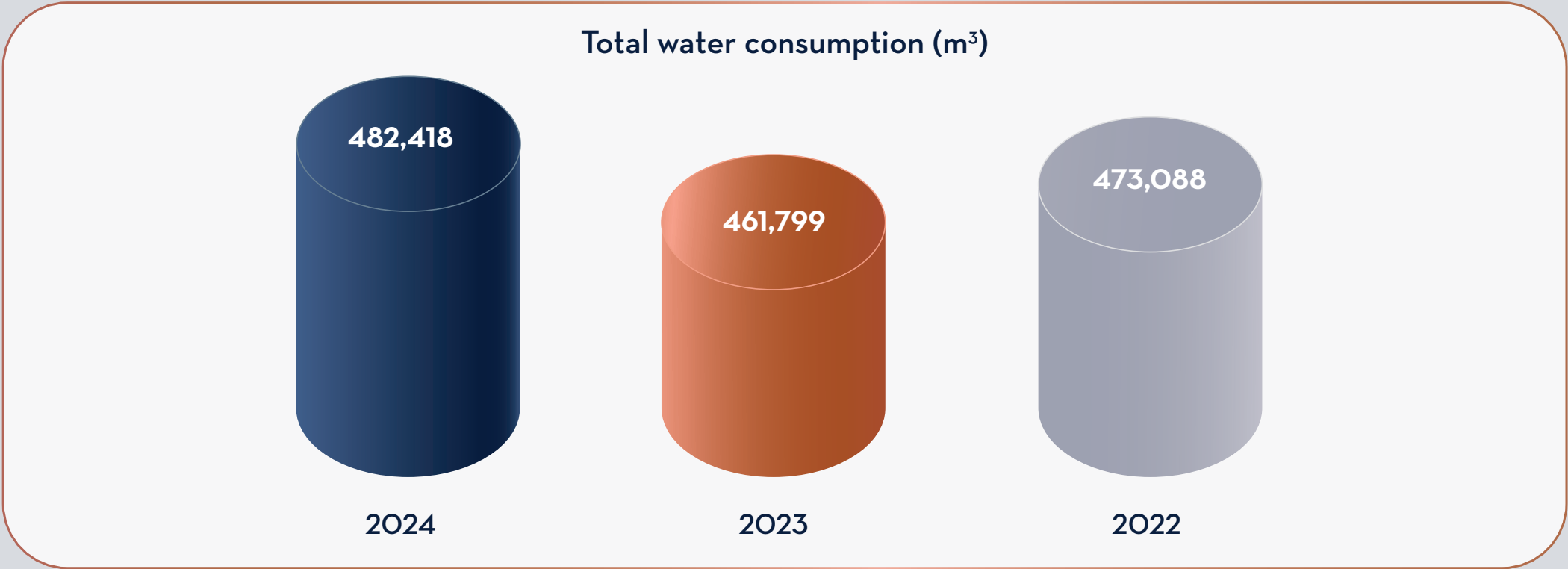
Irrigation: **Landscape irrigation** represents a significant area of water demand across marina environments, particularly in regions with extended dry seasons or high visitor traffic. In response, we employ **precision-controlled irrigation systems** designed to **optimize water use**, minimize unnecessary withdrawals, and support long-term conservation objectives—reinforcing the commitment to sustainable environmental management.



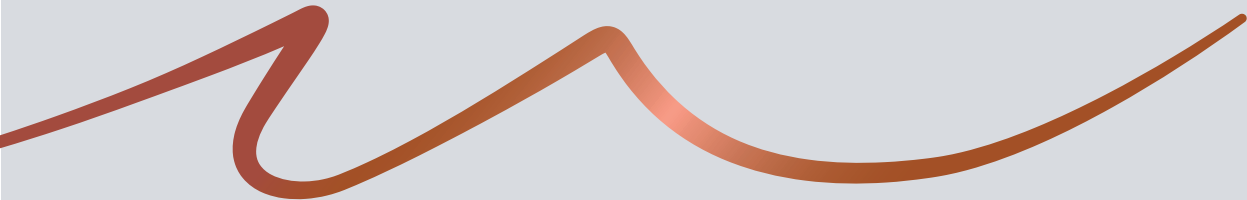
Facility maintenance: **Routine maintenance** of marina infrastructure—**such as surface cleaning and equipment servicing**—also entails considerable water use, particularly in high-traffic operational zones. To address this, we apply optimized scheduling protocols and invest in **system upgrades** that collectively reduce overall water consumption while maintaining operational standards and regulatory compliance.

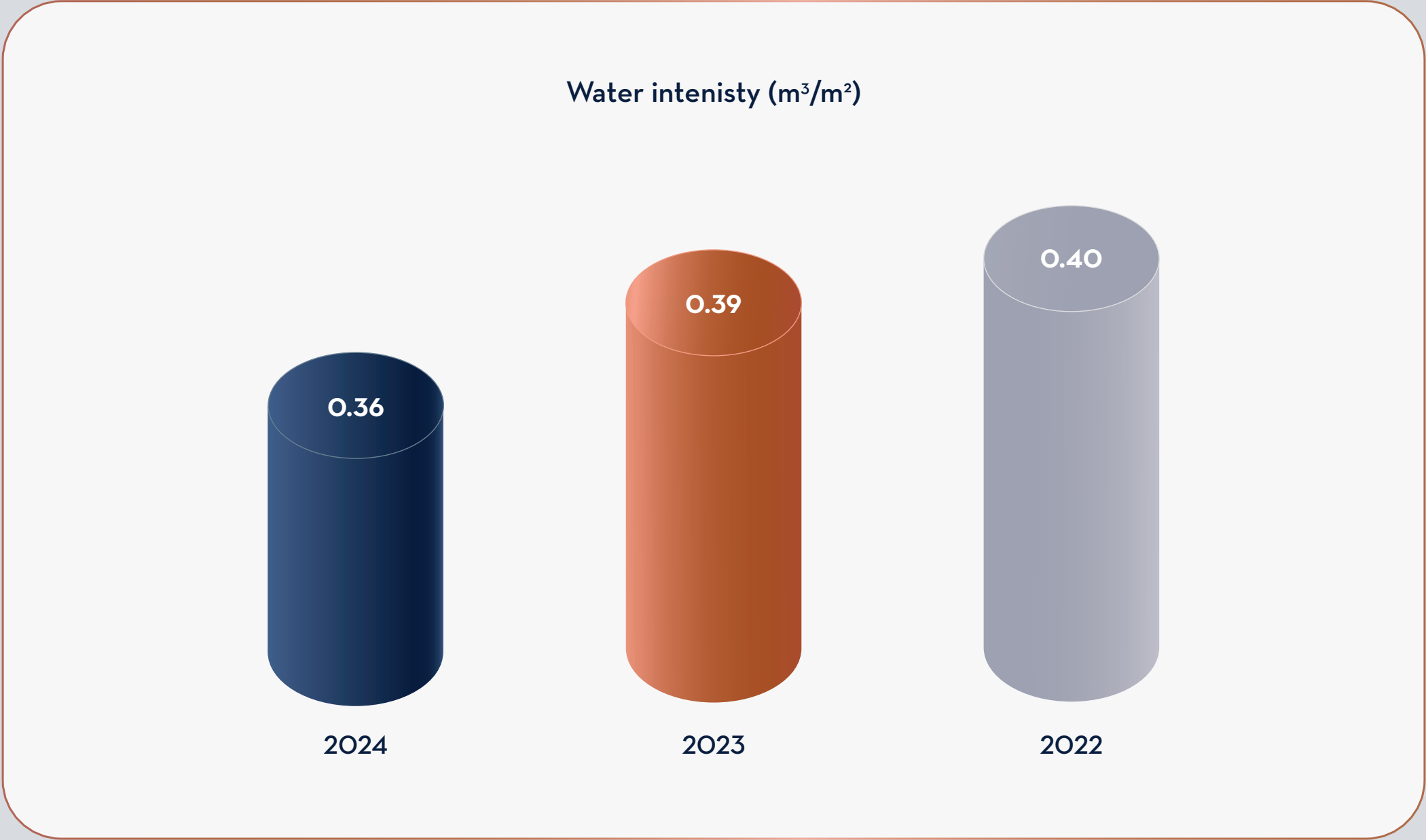
We are strengthening our water efficiency strategy through the planned rollout of advanced digital monitoring, targeted infrastructure upgrades, and awareness initiatives that encourage responsible use among staff, tenants, and visitors. These measures form part of our wider environmental framework, supporting our long-term goal of reducing impact while maintaining high-quality services across all marinas.

The chart below illustrates total **water consumption** across our marina network, highlighting the operational dependence on water resources and underscoring our commitment to responsible usage and monitoring.

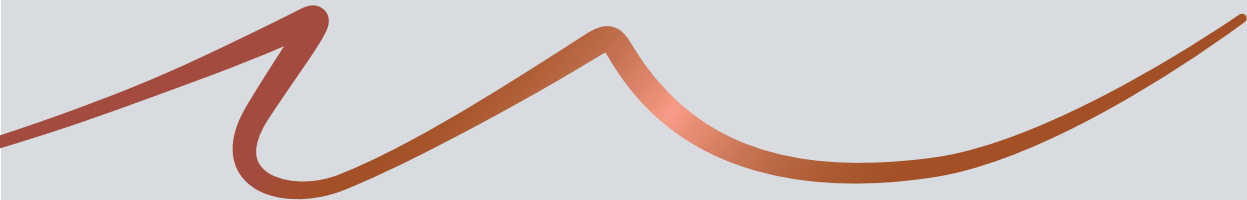


Between 2022 and 2024, total water consumption and withdrawals remained well **within anticipated thresholds**, with 2024 recording **482,418 m³** for both consumption and withdrawals. The **minimal variation** of water consumption and withdrawals over the three-year period reflects our effective resource management practices, particularly given the scale and operational complexity of the expanding marina network. The slight increase in water usage is primarily attributed to a rise in visitor volumes—an encouraging indicator of post-pandemic recovery and growing demand—as well as the inclusion of Punta Faro Marina in Italy within the 2024 reporting perimeter, which consumed alone 2,115 m³.



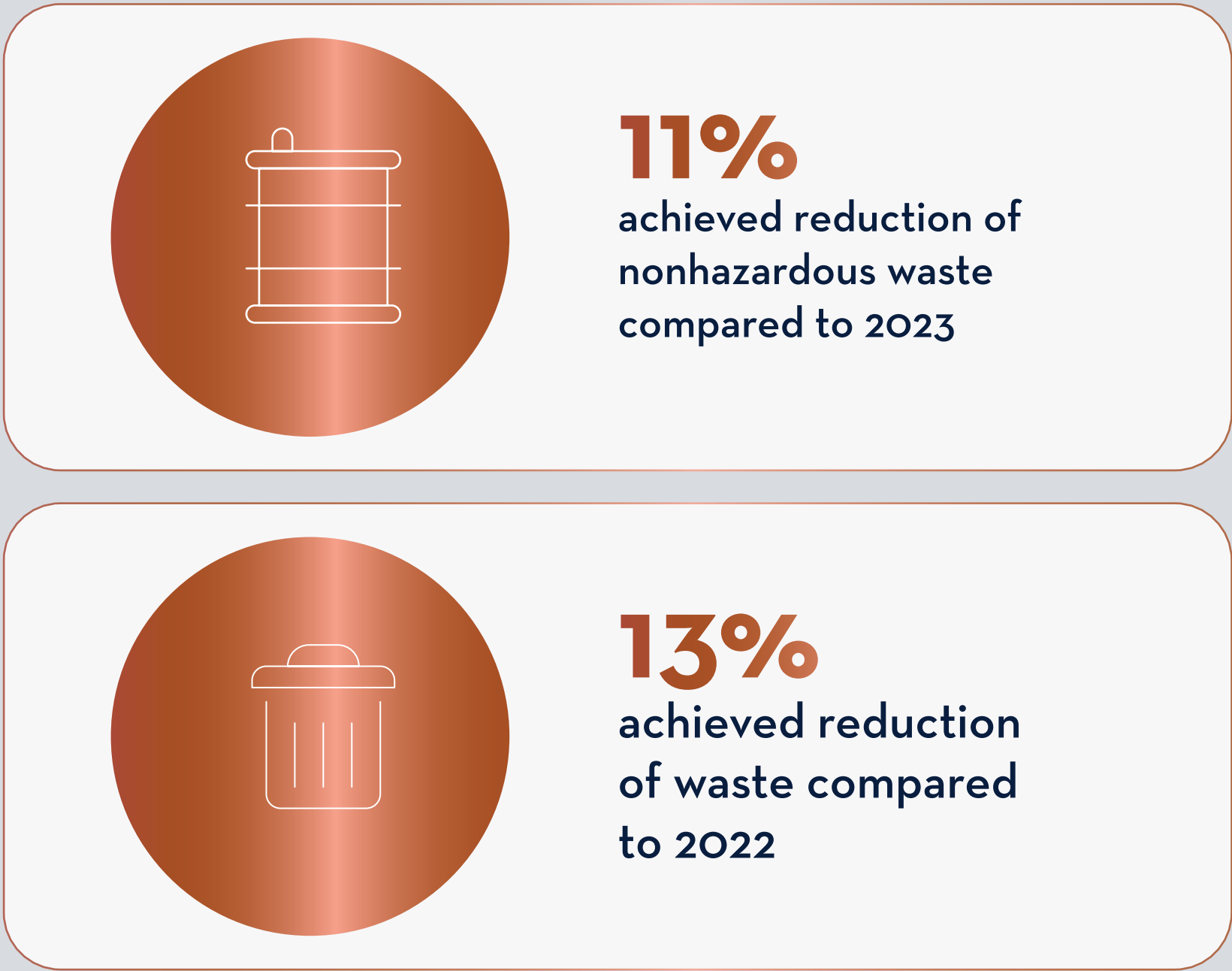


Complementing this performance, water intensity (consumption per square meter) demonstrated a **consistent downward trend**, representing a **decline of 10%**. This achievement highlights our commitment to operational efficiency and responsible resource management, even amid increased activity levels. Importantly, this outcome aligns with our broader environmental objectives and serves as clear evidence of the tangible benefits delivered through D-Marin’s sustainability strategy.



Effective waste management constitutes a key element of our environmental stewardship approach. All of our marinas operate in strict compliance with national and local regulations, supported by structured protocols that govern responsible collection, storage, and disposal.

Key measures underpinning our waste management approach are outlined below, include **comprehensive waste management practices**, **innovative upcycling programs**, the adoption of **cutting-edge technologies**, and **robust educational and awareness initiatives** on waste reduction and sorting. These strategies are vital in driving operational excellence and fostering sustainable practices within the organization.



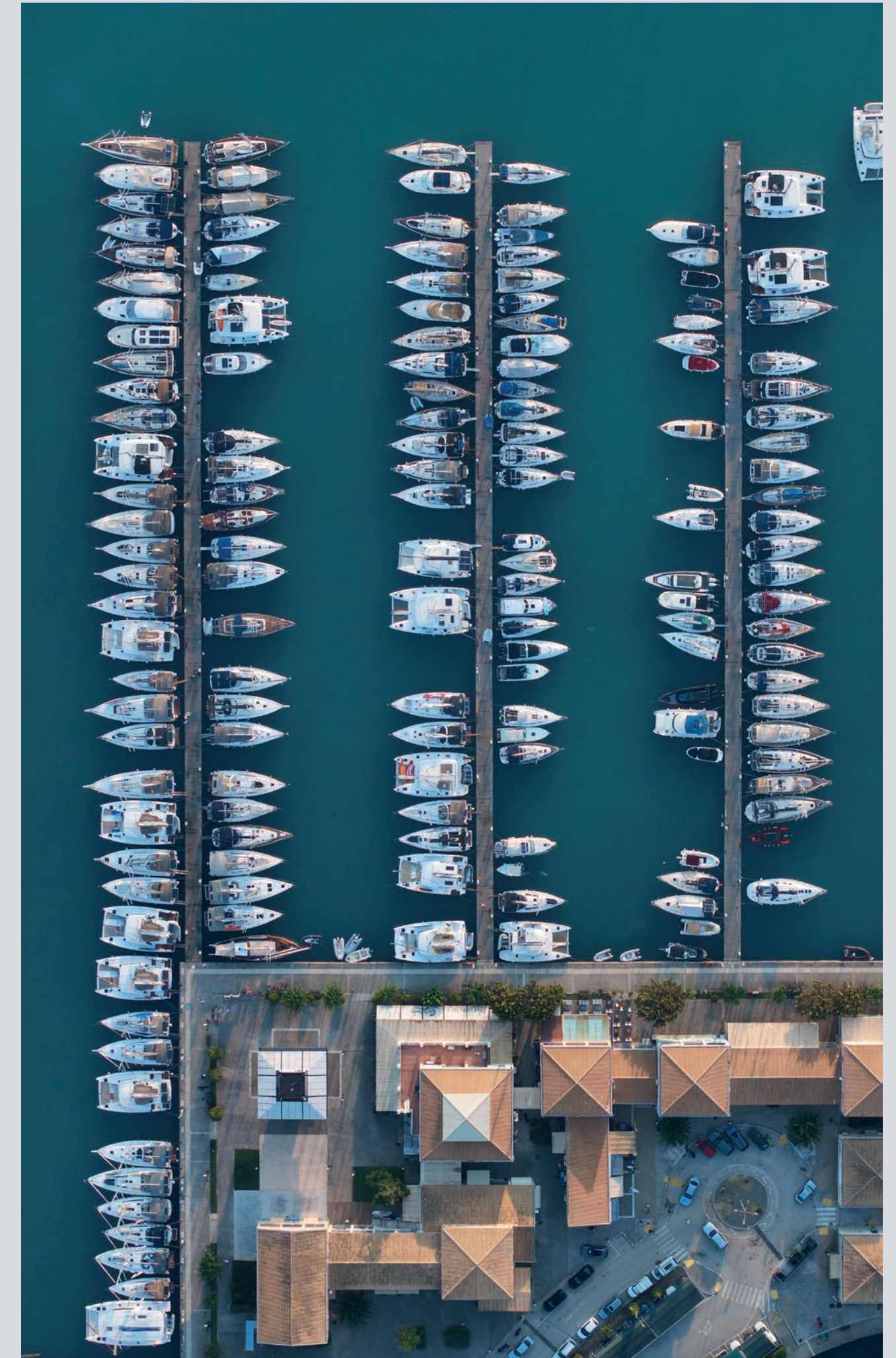
5.3 WASTE MANAGEMENT

Across our marina network, we enforce rigorous **waste separation** practices to ensure the responsible handling of both hazardous and non-hazardous waste streams. Dedicated collection points and specialized disposal services are available to customers, yacht crews, and maintenance personnel—enabling the safe management of materials such as oils, batteries, paints, and other substances associated with nautical operations. **Recyclable materials**—including plastics, paper, and glass—are systematically collected and directed to accredited recycling facilities. This structured approach supports circular economy principles and helps reduce our reliance on landfill disposal, reinforcing our commitment to environmental stewardship and sustainable marina operations.

In parallel, we actively foster innovation through collaborative sustainability initiatives. One standout example is our **upcycling program**, which transforms used sails into new, functional products. This initiative not only extends the lifecycle of materials but also reduces reliance on virgin resources—reinforcing our commitment to environmental stewardship and circular resource use.

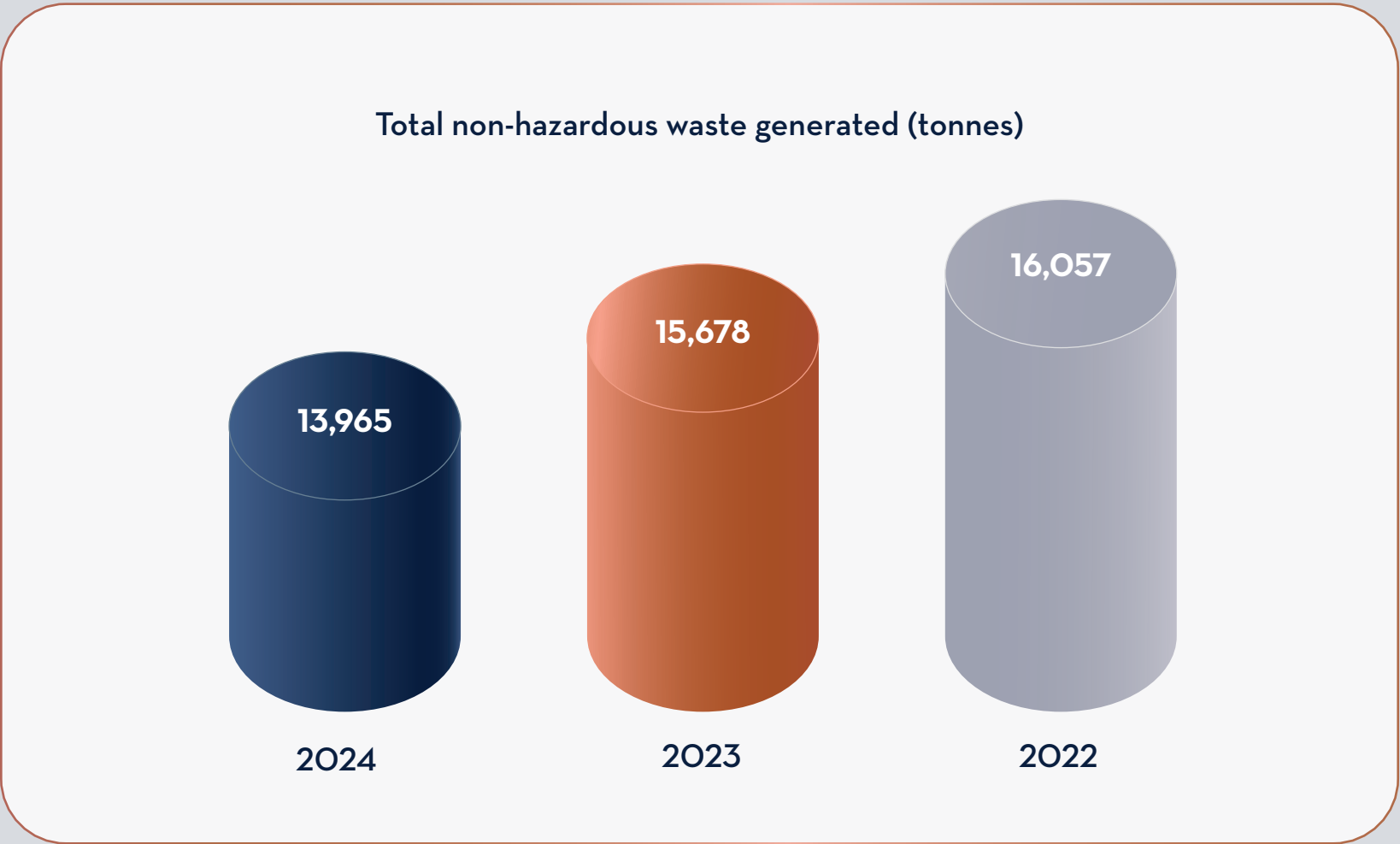
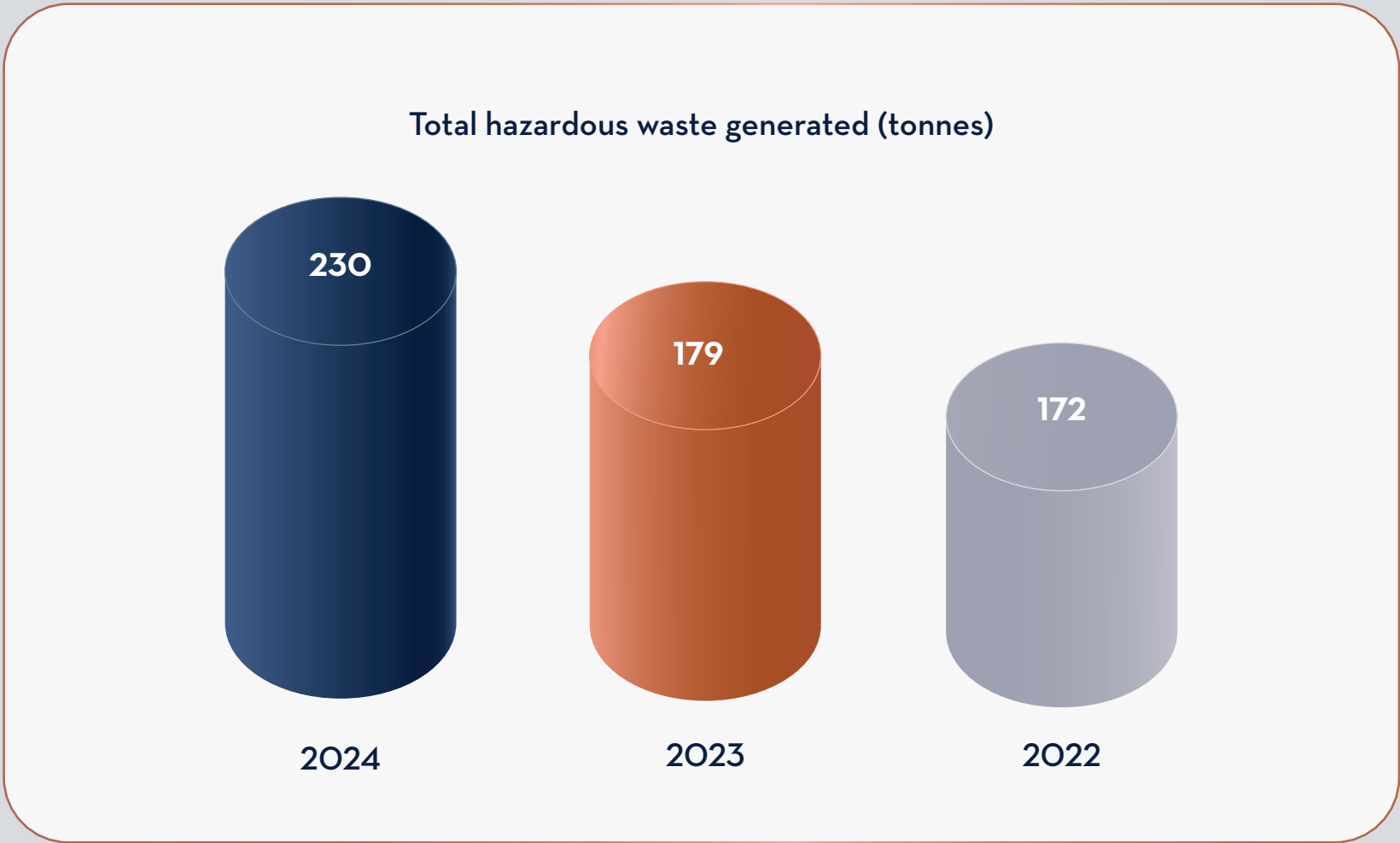
Preventive measures are also in place to minimize waste generation at the source. These include targeted awareness campaigns, strategic on-site signage, and engagement with yacht owners and tenants to promote eco-responsible behavior in line with D-Marin’s sustainability commitments. In addition, we integrate advanced environmental clean-up technologies to optimize operational efficiency and reduce residual waste—further reinforcing our dedication to responsible marina management.

Building on these efforts, we ensure that operational waste—particularly from construction, repair, and cleaning activities within our boatyard facilities—is managed responsibly through designated containment areas. These areas are specifically designed to safeguard soil and water quality, helping us minimize environmental impact at the source. In parallel, we’ve implemented comprehensive tracking systems to monitor waste volumes across our marina network, reinforcing transparency, accountability, and alignment with our defined environmental objectives.

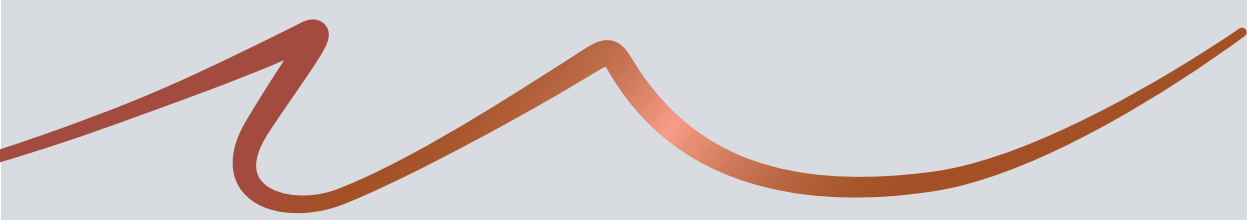


An overview of generated **waste volumes –non-hazardous and hazardous–** is presented below, offering insight into the scope of waste managed across the marina network.





In 2024, D-Marin recorded a notable **improvement in waste management performance**, with the total volume of waste generated **decreasing**, representing a **total decrease of over 13% over the past three years** (2022-2024). A significant driver of this reduction was the **decrease in non-hazardous waste**, representing a **decline of nearly 11% compared to 2023 and 13% relative to 2022**. This progress highlights the effectiveness of our waste management strategies implemented across the marina network, including the deployment of more efficient waste sorting systems, a deliberate reduction in material consumption, and enhanced collaboration with suppliers. Together, these efforts reflect our commitment to minimizing environmental impact and advancing circular economy objectives.



Preserving marine ecosystems is a foundational element of our environmental stewardship at D-Marin. Rooted in a deep connection to the sea, this commitment informs many aspects of our operations and reflects our enduring respect for the coastal environments where our marinas are located. Operating across some of the Mediterranean’s most ecologically sensitive regions, we remain steadfast in our efforts to safeguard marine life and habitats—an integral part of our business philosophy.

We bring this commitment to life through a proactive focus on prevention and preparedness. All our marinas are equipped with oil spill response systems, and our teams receive regular training to ensure rapid containment and mitigation in the event of an environmental incident. These protocols are designed to minimize ecological disruption and enable swift, effective intervention when needed.



We are proud to share that several of our marinas have earned **Blue Flag and Clean Marinas** certifications, reflecting exemplary standards in water quality, environmental management, public education, and conservation efforts.

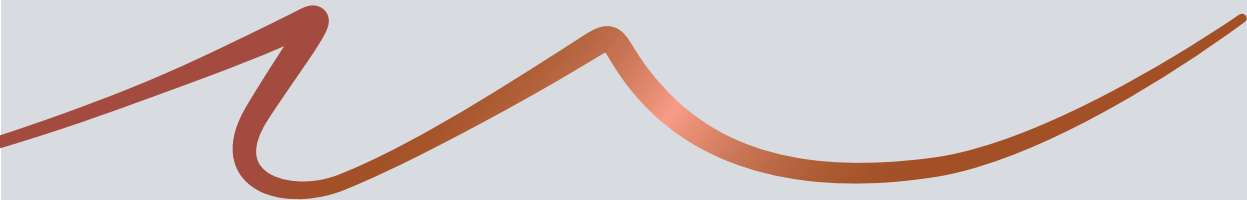


In collaboration with the World Wildlife Fund (WWF), instituted symbolic adoptions of marine species, including sea turtles and dolphins, particularly focusing efforts in Greece, Turkey, and Italy. Such endeavors represent both gestures and potent avenues for raising awareness around biodiversity conservation and the protection of endangered species.



We are actively enhancing marina biodiversity in France through the introduction of Biohut by Ecocean – an innovative artificial fish nursery designed to restore the ecological nursery function of marinas. By providing shelter and nourishment to juvenile marine species, Biohut supports natural repopulation and contributes to the regeneration of local marine ecosystems. As part of our broader sustainability initiative, we plan to extend this effort to three additional marinas and countries: Marina Gouvia in Greece, Marina Dalmacija in Croatia and Marina Mirabello in Italy

We strengthen our commitment to marine conservation through active collaboration with **environmental organizations** and **local stakeholders**. These partnerships provide a valuable platform for promoting educational initiatives, encouraging responsible marina conduct, and embedding environmental awareness into our daily operations. Together, these efforts form a cornerstone of our biodiversity strategy—ensuring that all coastal activities are carried out with operational excellence while preserving the long-term health and resilience of marine ecosystems.



Social Commitment



D Marin

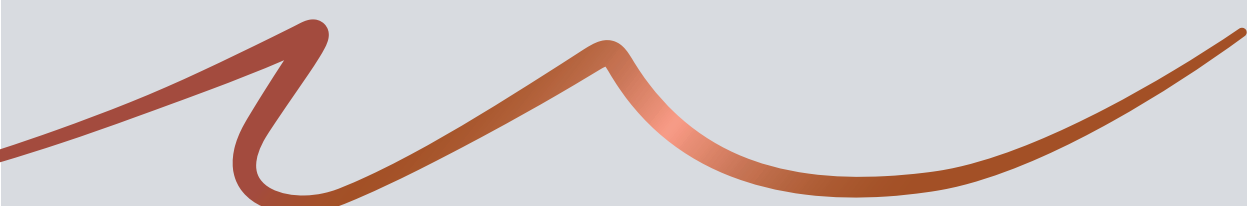
At D-Marin, social responsibility revolves around **workplace empowerment, community development, and customer experience**. These pillars guide the approach to sustainable growth and positive societal impact and are central to our Environmental, Social, and Governance (ESG) strategy, driving the mission to make a lasting difference across all locations. By embracing this framework, we aim to empower the workforce, foster community growth, and enhance customer satisfaction. Together, these pillars reflect our core values and our commitment to creating a better future for all stakeholders across the regions where we operate.



Workplace empowerment:

At D-Marin, we are dedicated to cultivating a vibrant and inclusive workplace where our people feel empowered to thrive. We focus on creating an environment that celebrates diversity, supports professional growth, and ensures the health and safety of every team member. Our approach is brought to life through:

- ➔ **Diversity and inclusion:** Building a culture that values diverse perspectives and equitable opportunities.
- ➔ **Professional growth:** Facilitating ongoing education and career development for all team members.
- ➔ **Health and Safety:** Implementing rigorous standards to ensure a safe and supportive work environment.



Community development:

Recognizing the importance of building strong community connections, we actively engage in initiatives that support educational development, encourage youth participation, and promote environmental stewardship. These efforts include:

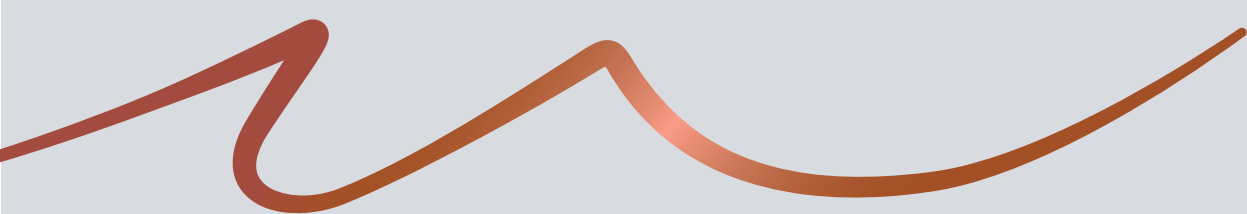
- ➔ **Educational support** and initiatives: Delivering programs that enhance learning opportunities and skill development within local communities
- ➔ **Youth engagement:** Creating meaningful avenues for young people to actively participate in community-driven projects.
- ➔ **Environmental awareness:** Promoting sustainable practices and fostering ecological awareness to protect our shared environment.

Customer experience:

At the heart of our service philosophy is a dedication to delivering exceptional customer experiences. We focus on upholding high standards of service quality, ensuring data protection, and promoting accessibility—while staying true to our core values of safety, care, and excellence. Our efforts are guided by several key focus areas, including:

- ➔ **Service excellence:** Providing top-tier service with a strong focus on understanding and meeting customer needs.
- ➔ **Data protection and accessibility:** Ensuring robust privacy safeguards while making our services easily accessible to all.
- ➔ **Values of safety and care:** Upholding safety, care, and excellence in every customer interaction.

In 2024, we advanced a series of targeted efforts to foster an inclusive, equitable, and empowering workplace environment. We reinforced policies that promote diversity, professional growth, and fair treatment—alongside a strong focus on health, safety, and employee recognition. These measures reflect our belief that business performance is deeply connected to the well-being of our people.



HEALTH AND SAFETY POLICY,
SOCIAL RESPONSIBILITY POLICY
AND HEALTH AND SAFETY
MANAGEMENT SYSTEM



We formalize our dedication to social responsibility and workplace safety through policies such as our **Health and Safety Policy** and **Corporate Social Responsibility (CSR) Policies**. By ensuring consistent implementation across all operational domains, we uphold compliance with local regulations and international best practices—while proactively aligning with the evolving expectations of our stakeholders.

Complementing these policies, we apply the international standard for occupational health and safety management systems (ISO 45001) as a structured framework for safety compliance and continuous improvement. This approach embeds social responsibility into our core business practices and reinforces our commitment to creating a safe, respectful, and inclusive working environment.





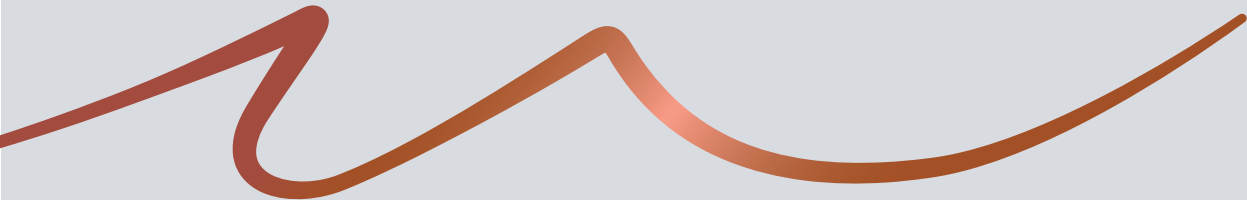
At D-Marín, we recognize that our people are the driving force behind **operational excellence** and **sustainable growth**. Every marina experience is shaped by our skilled and dedicated team, whose professionalism, values, and commitment define our identity. Grounded in the belief that long-term success is built on human capital, we remain fully committed to cultivating an inclusive, equitable, and performance-oriented work environment across our entire network.

Our people-centered approach is reflected in every aspect of workforce management—from ethical employment practices and equal opportunity to continuous professional development and well-being.

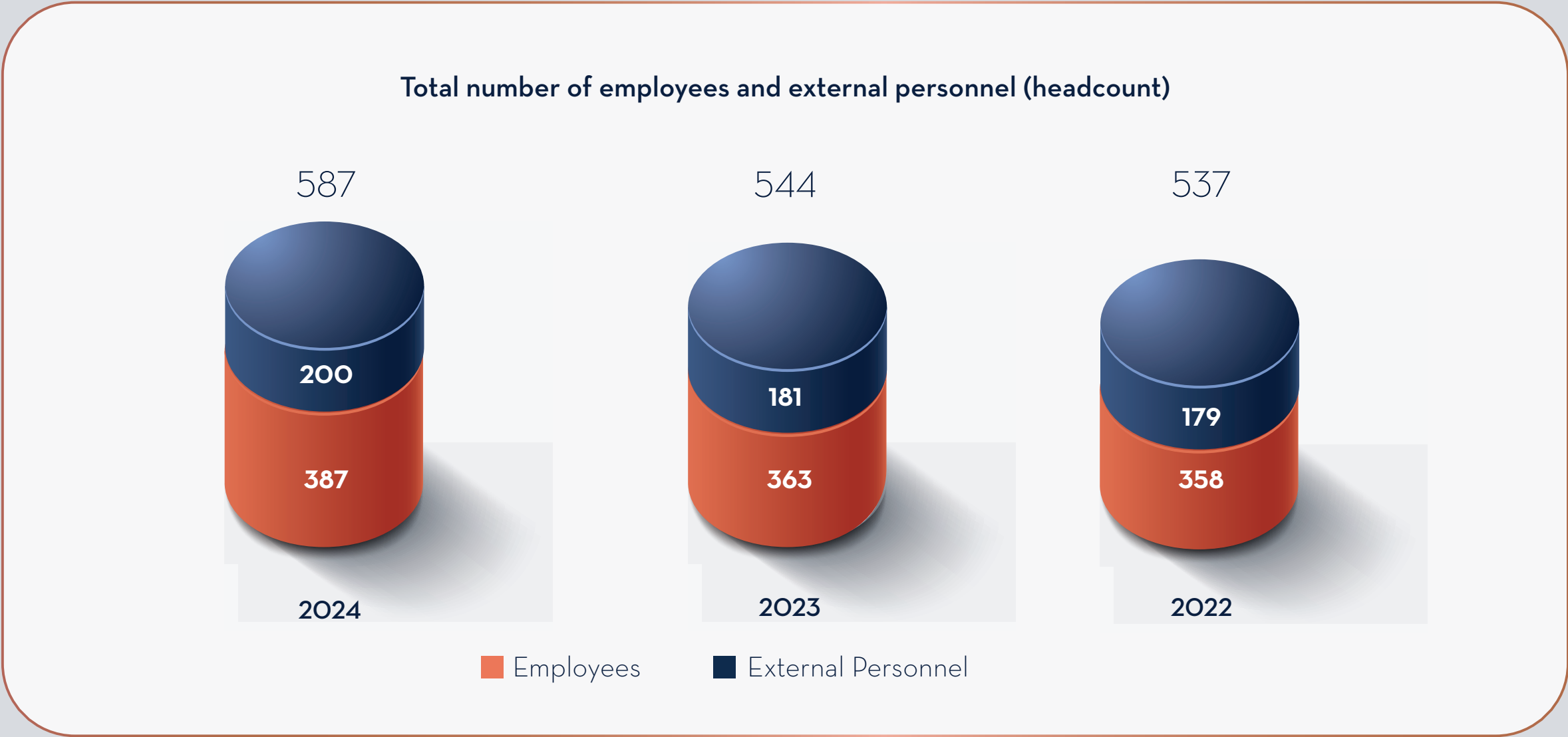


People-centered philosophy:

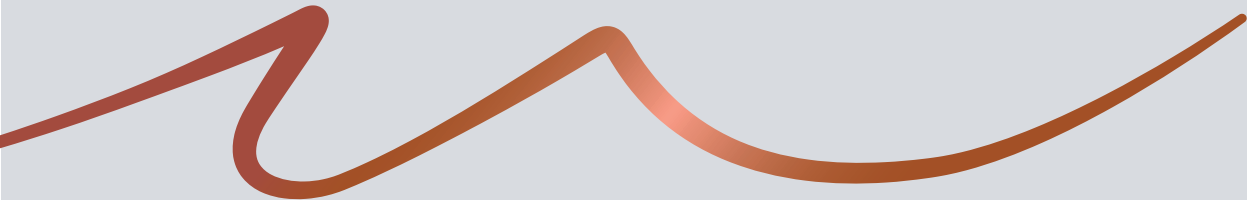
At D-Marín, our people-centered philosophy guides every aspect of workforce management. We emphasize ethical employment practices and ensure equal opportunities for all. This commitment extends to fostering an environment that supports continuous professional development, where our employees are encouraged to grow and excel. We actively promote well-being, recognizing that a supportive and inclusive workplace is essential to empowering individuals and building stronger communities.



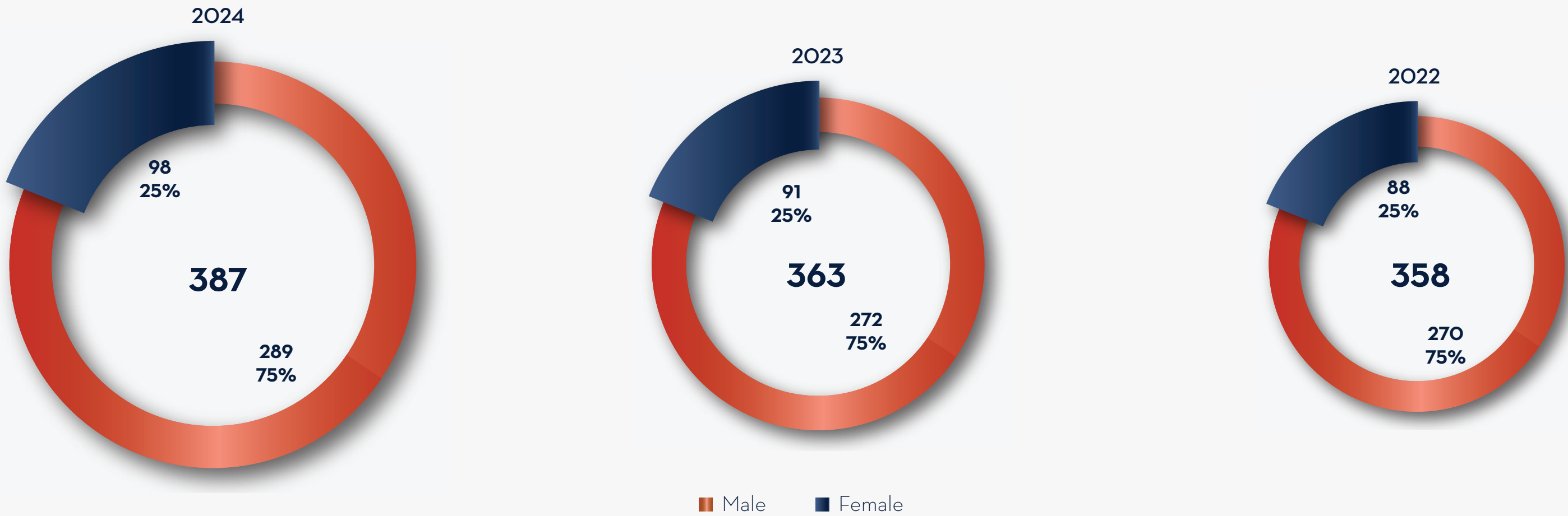
The charts below illustrate the evolution of workforce composition across D-Marin operations over the 2022-2024 period, highlighting key trends in employment structure and staffing dynamics.



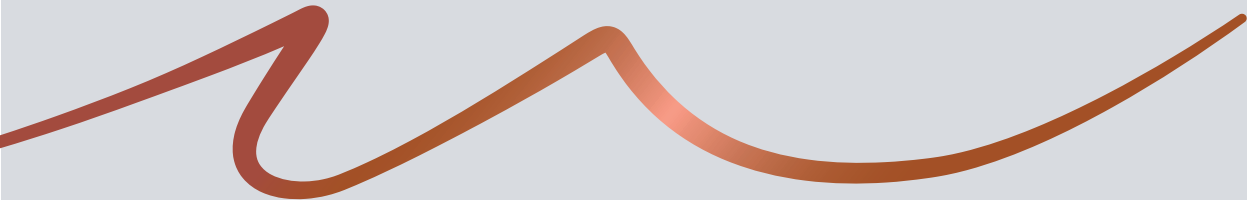
In 2024, our total workforce, including external personnel, reached 587 people, marking a **9% increase** over the past two years. Direct employment **grew by over 8%**, reflecting our commitment to aligning human capital with the needs of our expanding marina network. We also worked with 200 external personnel in 2024, an 11% increase since 2022. The contribution of our external personnel provides vital flexibility, supporting us manage seasonal demand while maintaining consistently high service standards across our marinas.

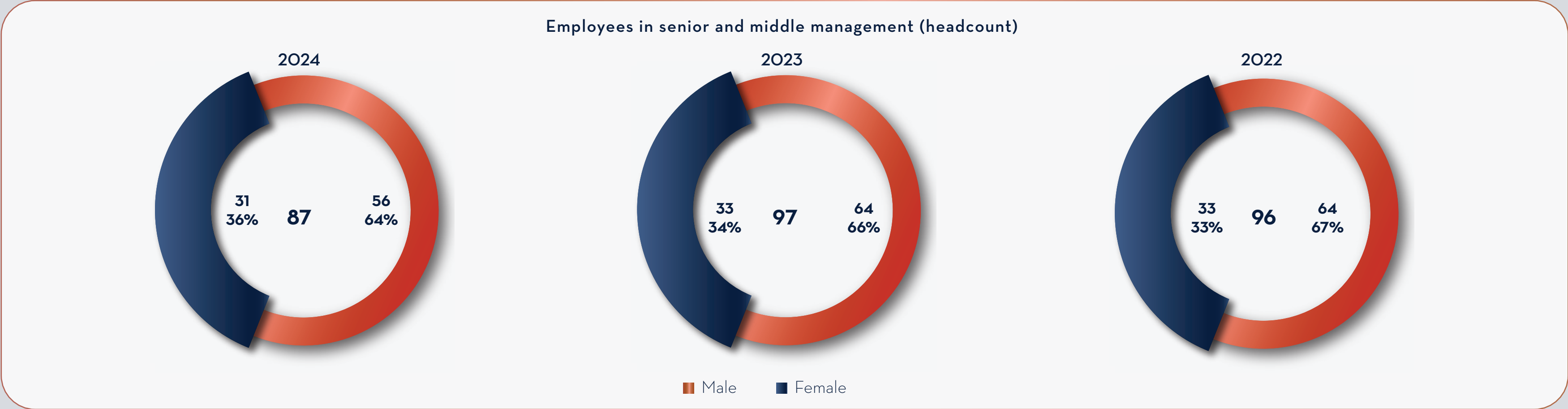


Gender distribution of own employees (headcount)



We have maintained a stable gender balance at D-Marin, with women representing around 25% of our workforce over the past three years. This consistency reflects our commitment to fostering an inclusive and equitable workplace, where diversity is supported across all locations. While some operational roles may naturally attract more male candidates due to industry norms, we remain dedicated to providing equal opportunities in recruitment, development, and career advancement, ensuring a respectful and diverse workplace culture.

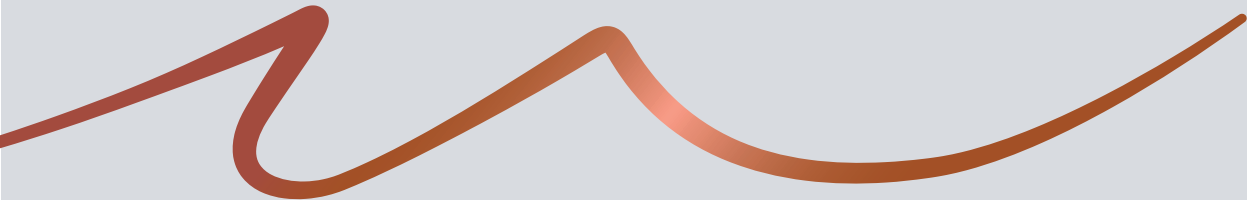




Across our network and within leadership roles, our commitment to equal opportunity continues to drive measurable progress. During the reporting period, **women held 36% of senior and middle management positions**—a notable improvement from previous years. While this upward trend reflects meaningful advancement toward gender balance, we recognize that further progress is needed to achieve full representation. Our continued focus on diversity and inclusion remains integral to our governance framework and to building a more equitable, inclusive, and forward-looking organizational culture.



At D-Marin, our efforts to eradicate gender-based discrimination and **remove barriers** to women’s advancement have helped ensure a stable **presence of women in senior and middle management roles**. Reinforcing this inclusive culture, no incidents of discrimination were reported in 2024, reflecting our commitment to maintaining a respectful and equitable work environment.



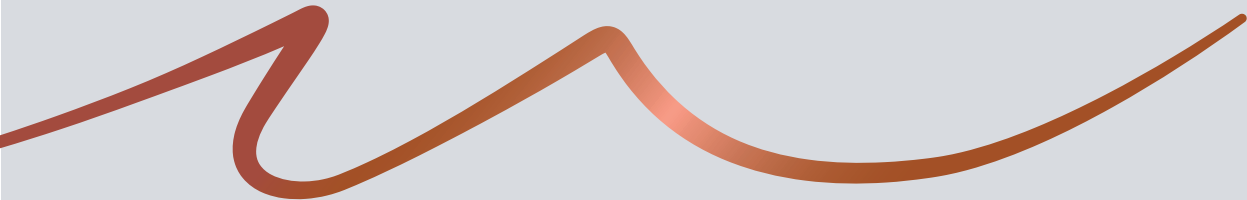


At D-Marin, we view **local employment** and **community development** as strategic investments in long-term value creation. Recruitment is more than filling roles—it’s a way to shape our culture and performance, grounded in the belief that excellence comes from people who feel valued, respected, and empowered to grow. Our hiring practices align with our **Code of Conduct** and **Corporate Social Responsibility (CSR) Policy**, ensuring fairness, transparency, and the creation of an inclusive workplace where individuals from all backgrounds can thrive. Recruitment is guided not only by immediate business needs, but also by a broader commitment to social impact. By strengthening internal capabilities and building meaningful career pathways, we reinforce organizational resilience while supporting community development across marina locations.

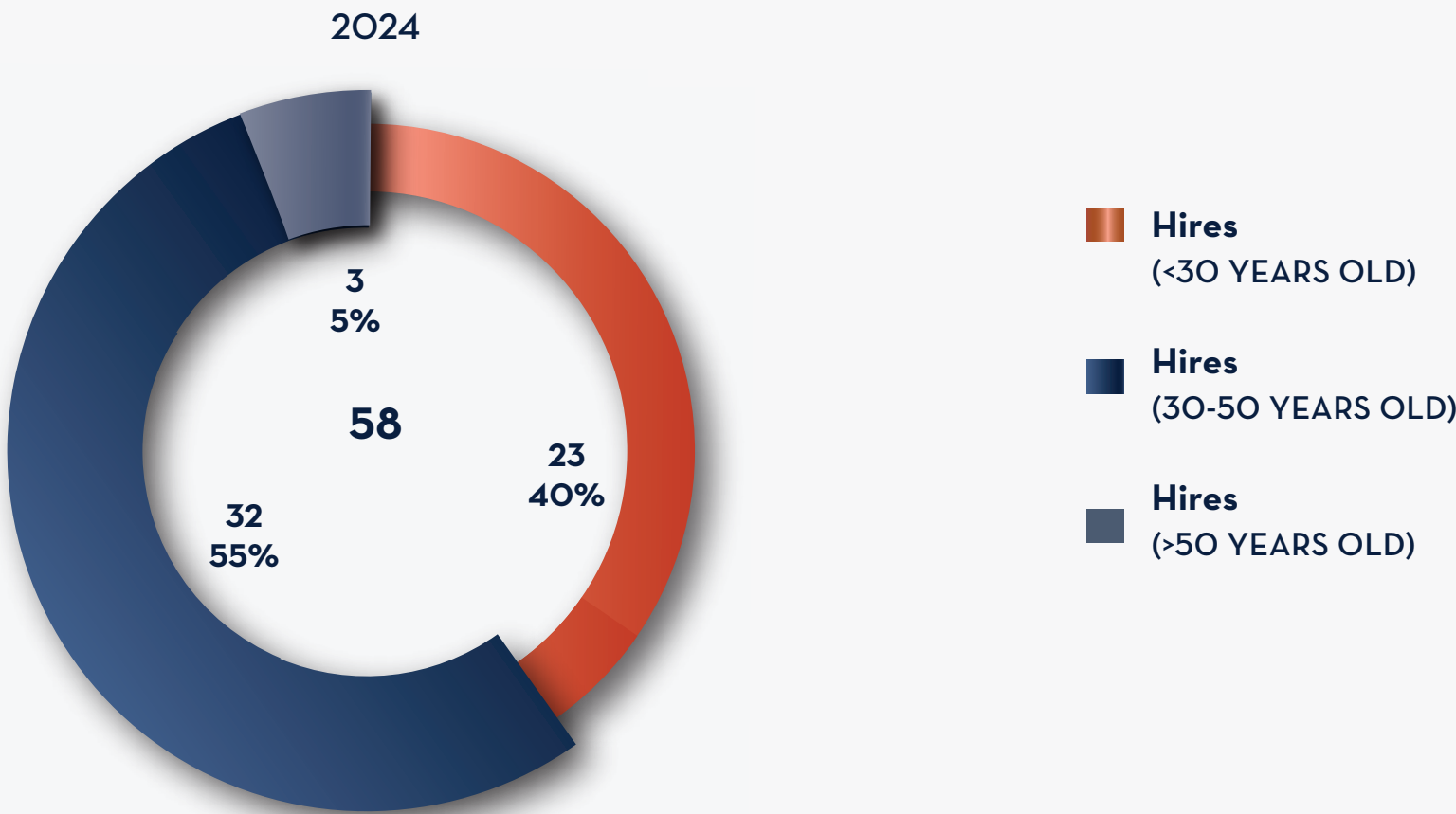


Dedicated to empowering local communities through **skill development** and **reducing unemployment**, we prioritize local employment to stimulate economic growth.

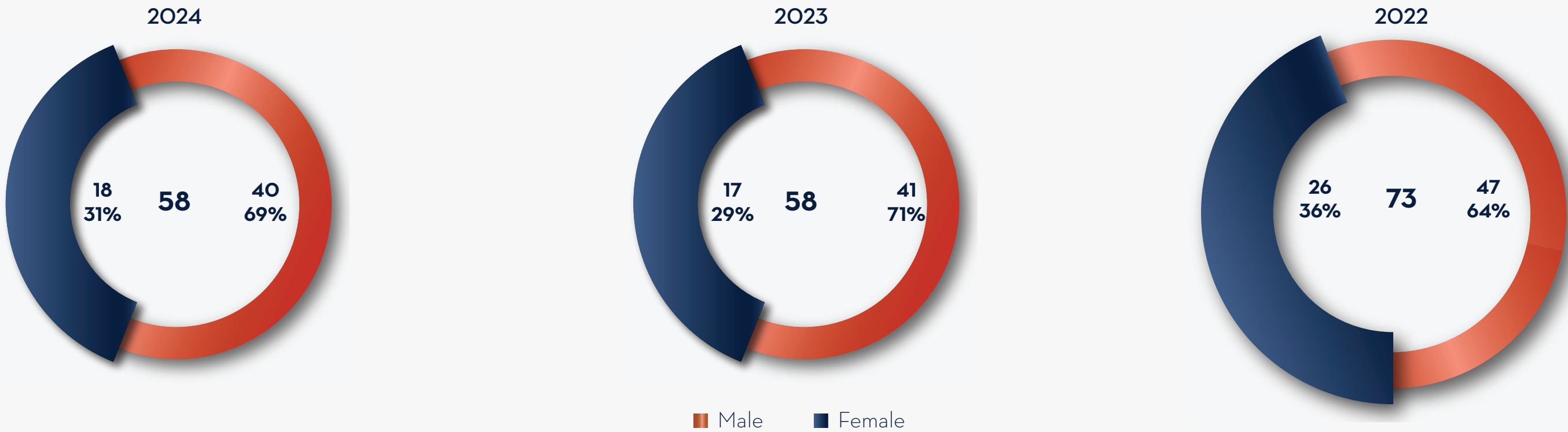
Towards this direction, we continue to place **diversity** at the center of hiring practices. Recruitment draws from a wide range of professional backgrounds, skill sets, and perspectives—supporting a workforce that values both **innovation and continuity**. **Gender balance** remains a strategic objective, with equitable access to roles seen as essential for expanding representation in leadership, innovation, and decision-making.

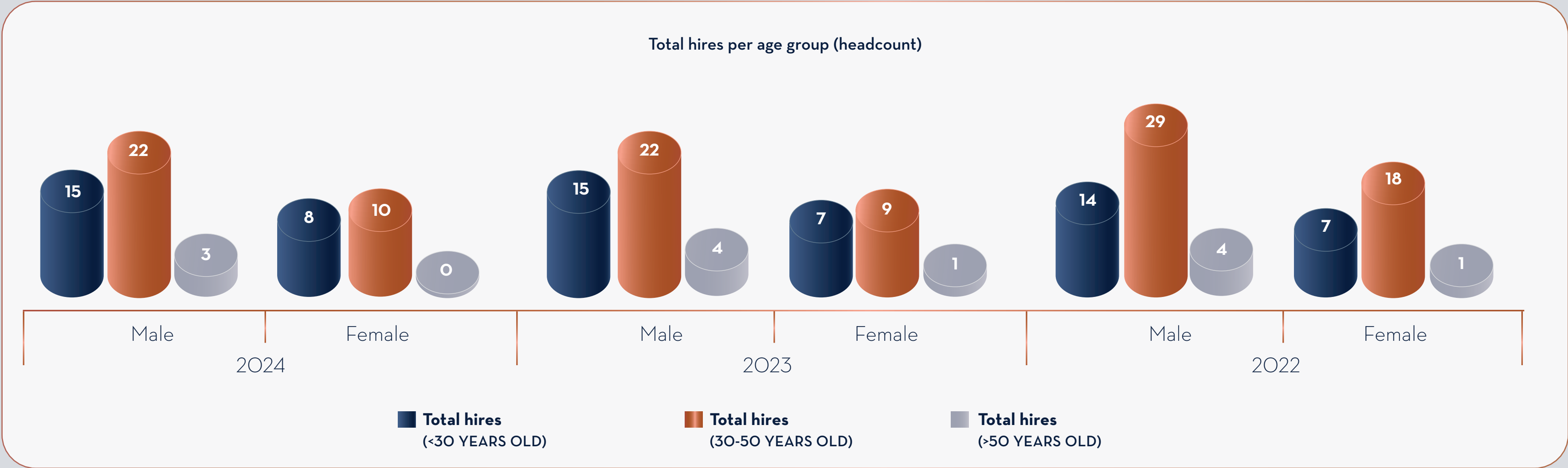


DISTRIBUTION OF TOTAL HIRES PER AGE GROUP (HEADCOUNT)

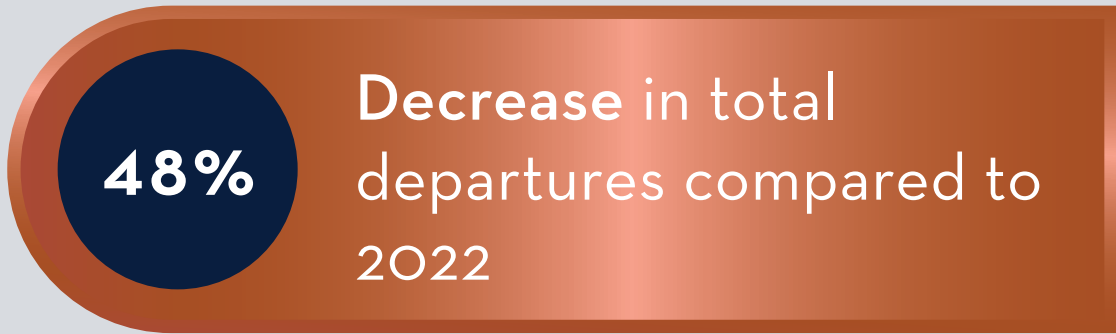


TOTAL TRAINING HOURS PER GENDER (HEADCOUNT)



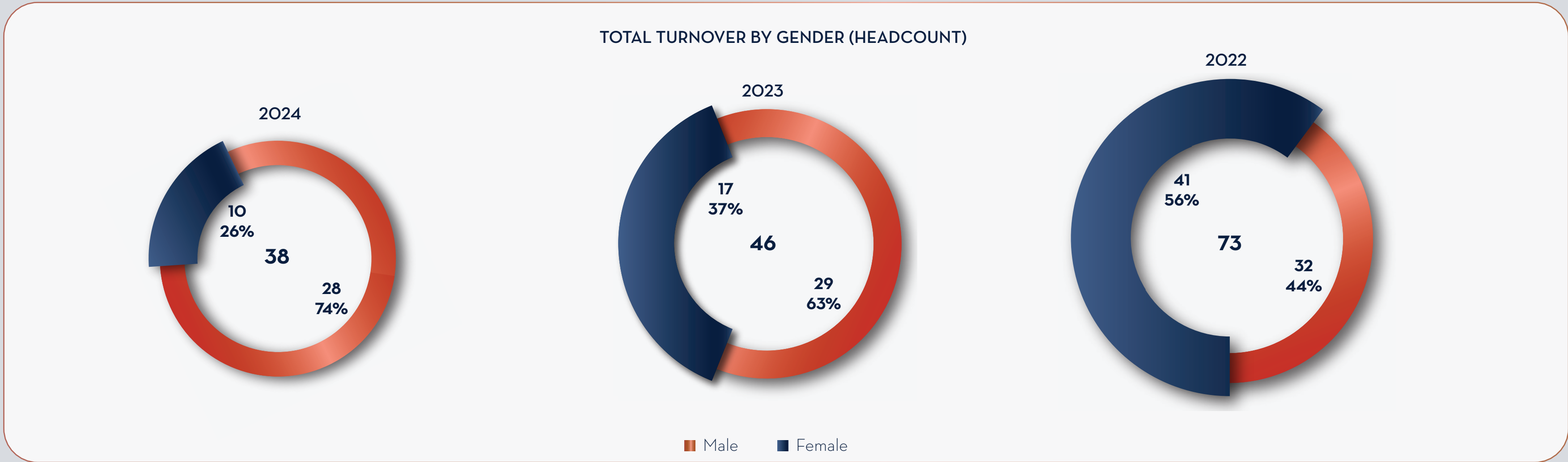


In 2024, we hired a total of **58 new professionals**, reflecting a stable and deliberate approach to workforce expansion. Recruitment remained aligned with our strategic priorities while supporting the ongoing development of operational capabilities. Of the newly hired employees, 69% were men and 31% were women, reflecting a relatively balanced distribution consistent with previous years. Our hiring practices continue to prioritize merit-based selection, while reinforcing the commitment to gender inclusion and long-term organizational continuity. Complementing the **focus on diversity and inclusion**, we continued to prioritize an **intergenerational approach** to recruitment in 2024. The **distribution** of the age groups reflects our commitment to fostering a dynamic and inclusive workforce that leverages the strengths of multiple generations. By attracting talent across age groups, we not only support knowledge transfer and innovation, but we are also **investing in young employees** and in integrating them into our operational and technical teams to **nurture the next generation of maritime professionals**.

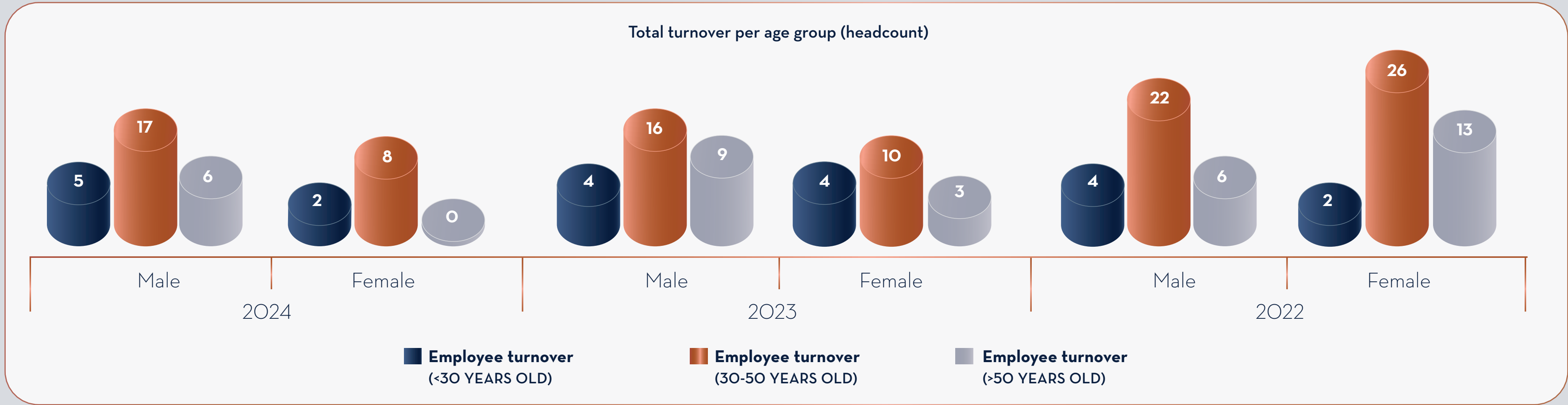


We view employee turnover as an important measure of organizational health. Every departure is approached with **professionalism and respect**, providing an opportunity to evaluate the employee experience, leadership effectiveness, and cultural alignment. In an evolving employment landscape shaped by shifting expectations and greater workforce mobility, D-Marin maintains a **proactive, people-centered approach** to retention. Grounded in open dialogue, meaningful support, and continuous improvement, this approach ensures we remain responsive, resilient, and aligned with the evolving needs of our people..

The figures below offer an overview of **turnover trends** by gender and age group:



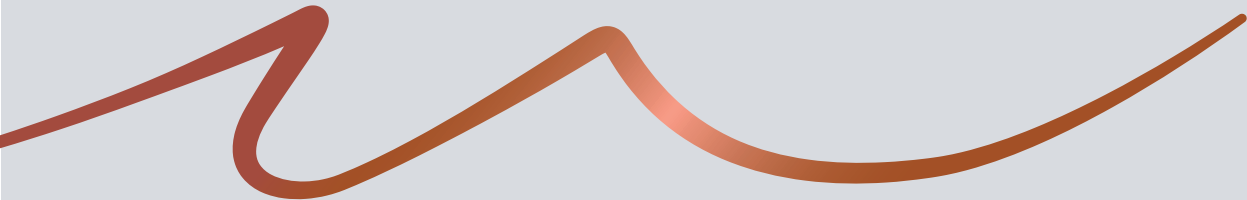
In 2024, a total of **38 individuals concluded their tenure** with D-Marin, encompassing both **voluntary resignations** and the **completion of contractual engagements**. This marks a continued decline compared to 2022, signaling meaningful progress in **employee retention**. The downward trend reflects our sustained efforts to cultivate a positive and engaging work environment, supported by targeted initiatives in employee development and well-being. The **positive trends** in women employee’s turnover, are particularly significant in the context of our broader commitment to gender equity and inclusive leadership. It reflects our efforts to create a workplace where women are empowered to thrive, grow, and lead.



The generational pattern is **consistent with broader industry trends**, often reflecting career transitions, evolving personal priorities, or external market opportunities. In response, we continue to place strategic emphasis on attracting and retaining younger professionals, recognizing their potential as future leaders and drivers of innovation.



By actively understanding and addressing the root causes of employee turnover, we are committed to creating a **vibrant work environment** that nurtures **growth** and **stability**. Through strategic initiatives focused on **engagement and support**, we foster lasting career paths and inspires each team member to thrive.



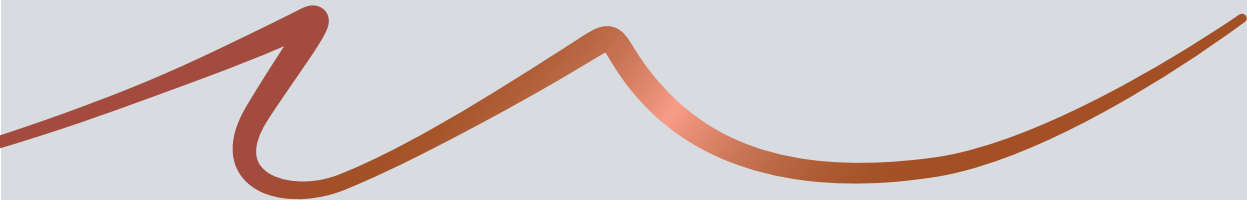
At D-Marin, our approach to employment goes beyond operational obligations to focus on the overall **quality of the employee experience**. At the core of our human capital agenda is a sustained commitment to ensuring that every individual—regardless of role or tenure—is respected, protected, and supported through clear policies, robust safeguards, and a framework of meaningful benefits.

In 2024, we achieved **full coverage under collective bargaining agreements** for all permanent employees across our operations. This milestone reflects our continued alignment with structured labor relations frameworks and underscores our commitment to open dialogue, mutual respect, and shared progress. Through these agreements, our employees benefit from clearly defined working conditions, equitable representation, and a collaborative platform for workplace advocacy—reinforcing our dedication to transparency, fairness, and long-term workforce engagement.

Health and well-being remain central to our people-centered philosophy. Since 2023, all employees have been covered under a comprehensive **private medical and pharmaceutical insurance program**, designed to complement national healthcare systems. This initiative ensures equitable access to essential health services across all operations and reflects our broader commitment to safeguarding long-term employee welfare, safety, and resilience.

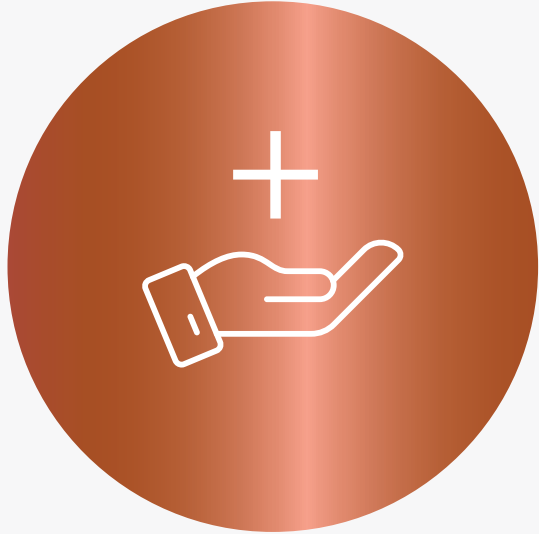


We believe that excellence in hospitality must be matched by uncompromising **safety standards**. This unwavering priority is embedded in the design of our systems, infrastructure, and daily procedures, ensuring that each location operates with a high standard of vigilance, preparedness, and care. Our approach is reflected in clear leadership accountability, robust operational procedures, and active employee engagement. Our goal is to cultivate a zero-incident environment, where risks are systematically identified and mitigated, well-being is proactively supported, and every individual is empowered to uphold safety as a shared and continuous responsibility.



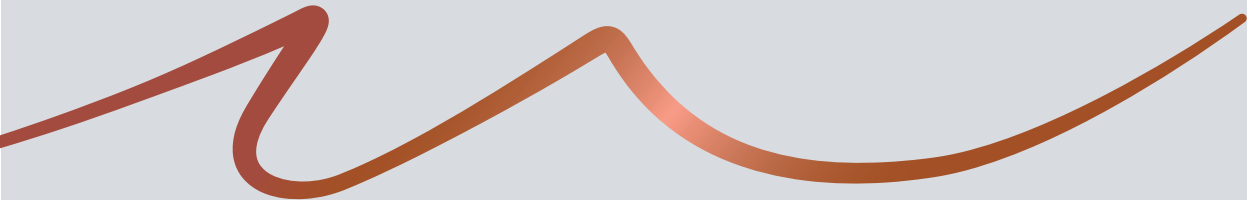
At D-Marin, our Health, Safety, and Environmental Management System (HSEMS) forms the foundation for managing risk and safeguarding stakeholder well-being. Certified under the **ISO 45001 for Occupational Health and Safety (OH&S)** management systems and **ISO 14001 for Environmental Management System (EMS)**, the HSEMS is uniformly implemented across all marinas, delivering a consistent framework for ensuring occupational safety and environmental integrity throughout our footprint.

Moreover, the HSEMS is continuously refined to stay aligned with evolving regulations, stakeholder expectations, and business priorities. With clear accountability and robust internal audits, our HSEMS empowers site-level teams to uphold high safety standards, reinforcing our commitment to operational resilience and proactive risk management.



Zero

Work related injuries and zero work related fatalities in 2024





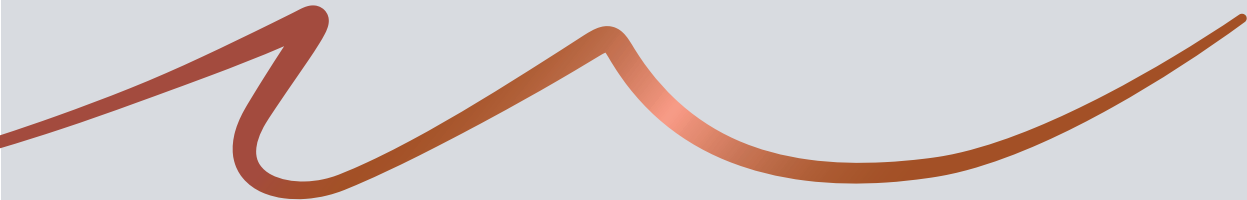
44 Health and Safety
training programs
conducted in 2024

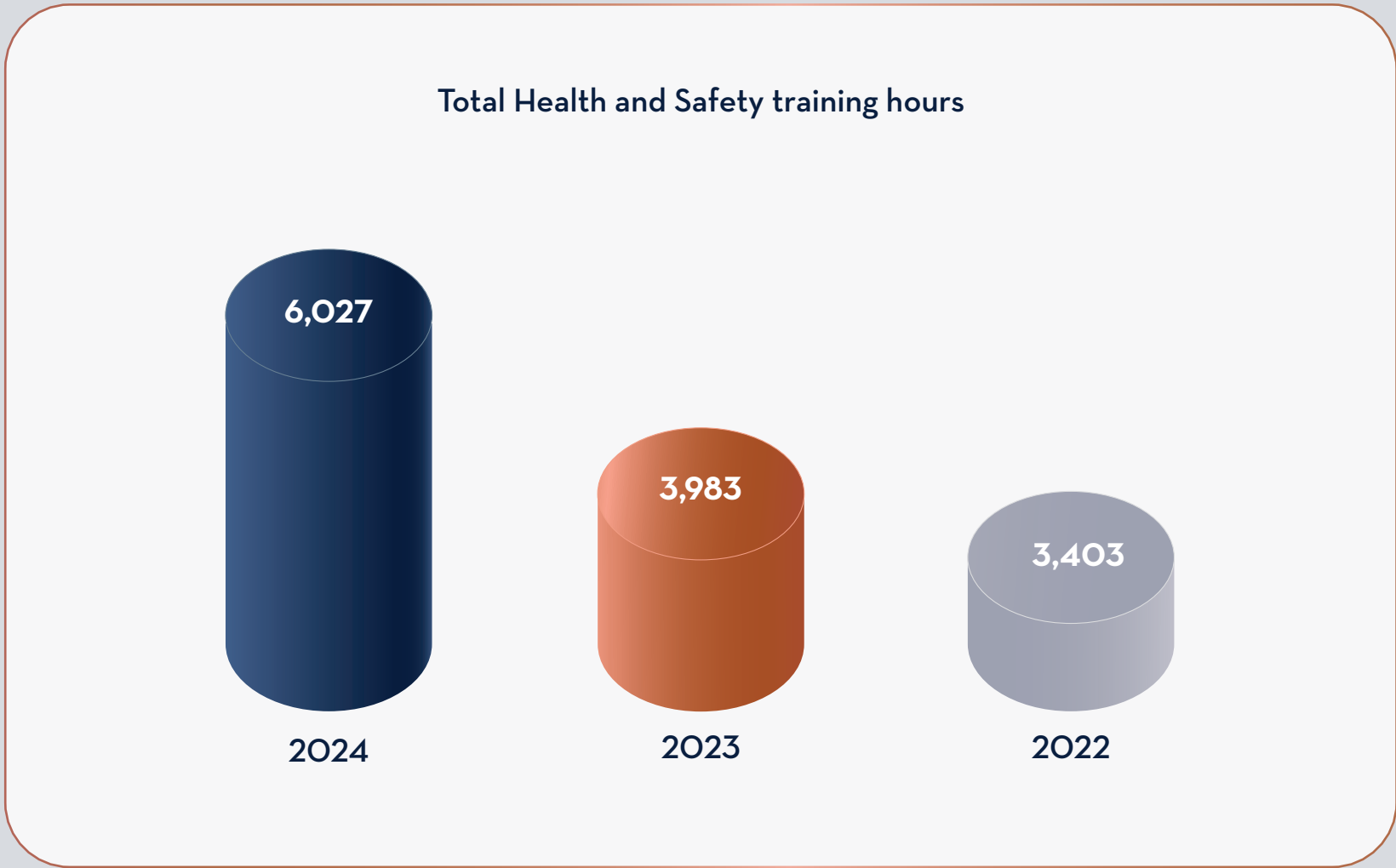
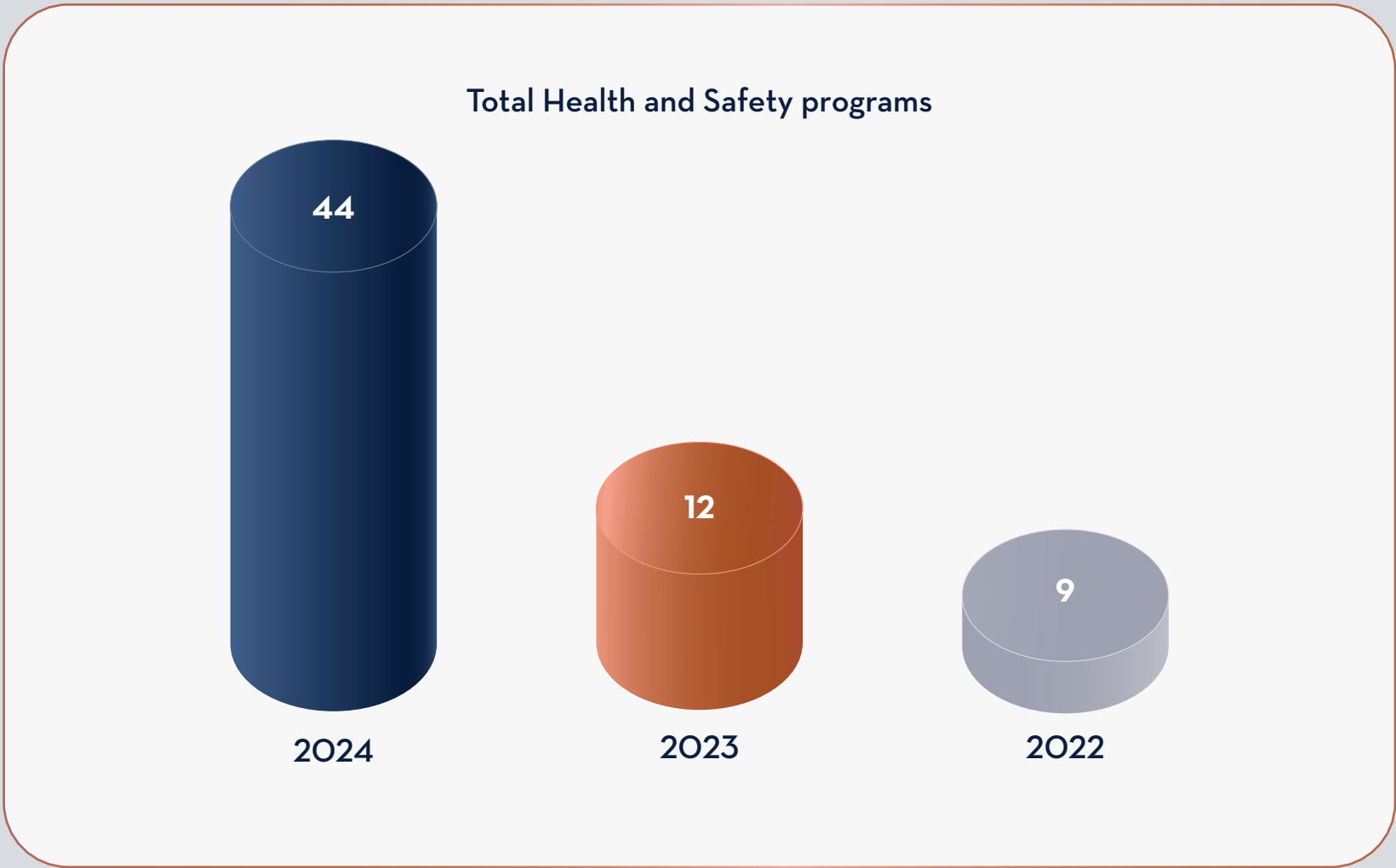


6,027
Health and Safety
training hours in 2024

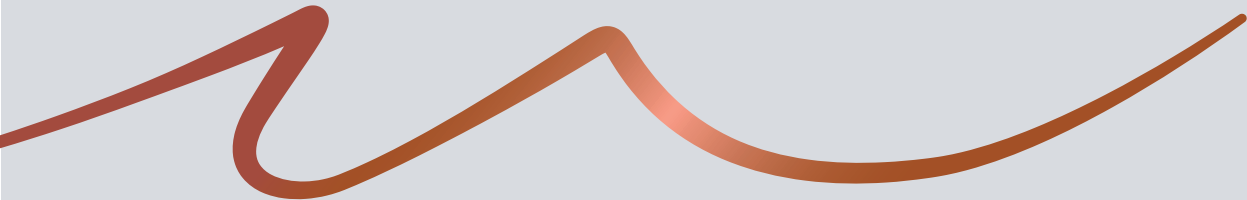
Building capability and sharing knowledge are central to our Health and Safety framework. We ensure that all personnel are equipped with the awareness, skills, and accountability needed to maintain safe and secure working environments.

We are committed to delivering health and safety content that is accessible, relevant, and consistently reinforced across all operational levels and locations. Through structured learning initiatives—such as site-specific briefings, emergency response drills, and professional development modules—our employees are prepared to identify risks, respond effectively, and actively contribute to incident prevention.





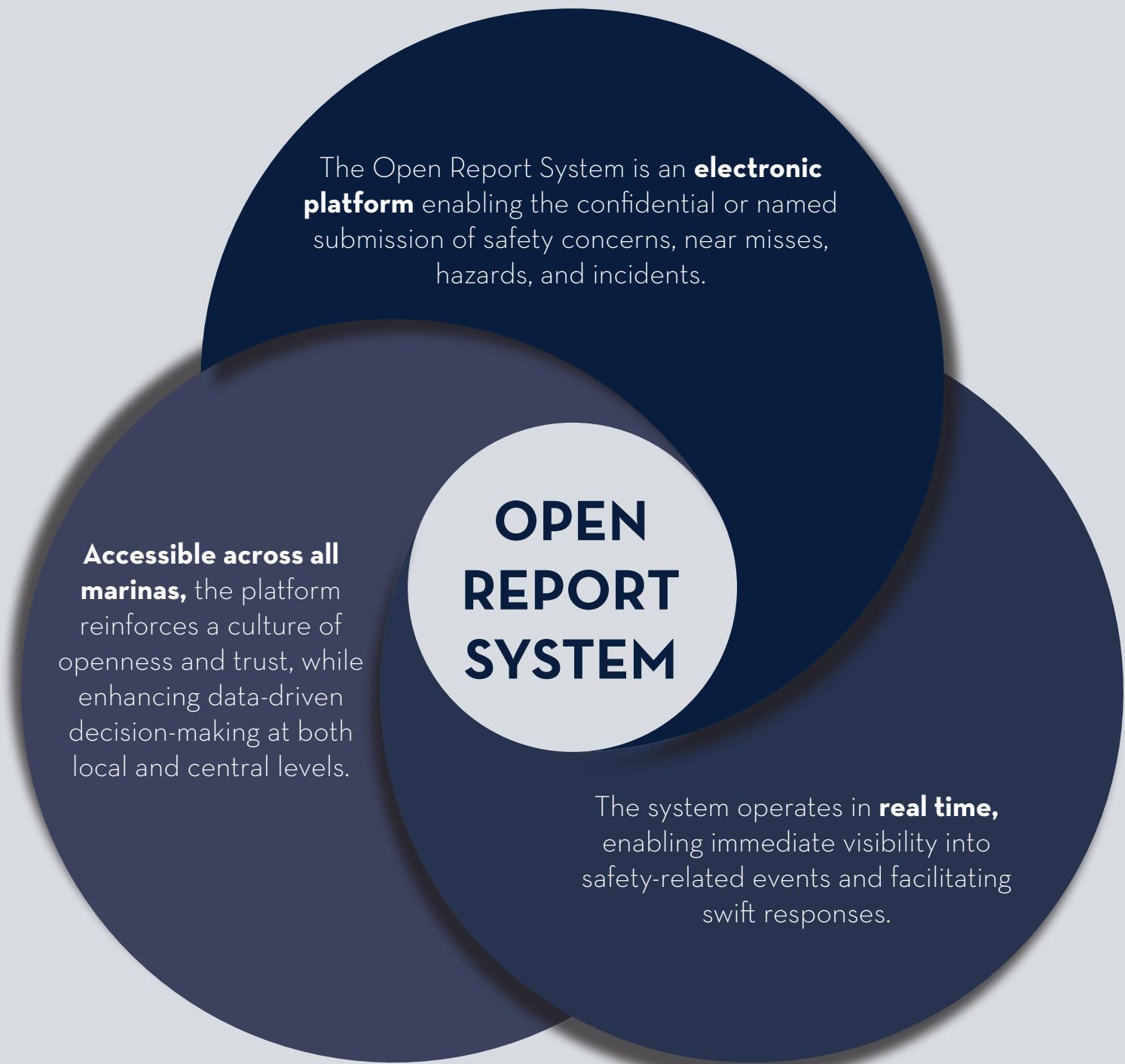
In 2024, we significantly enhanced our health and safety training efforts, reflecting our focused commitment to strengthening the safety culture through a comprehensive range of structured learning initiatives, including site-specific briefings, emergency response drills, and dedicated development modules. Health and safety training hours delivered marked a **51% increase** compared to 2023 and a **77% rise** compared to 2022. We have also placed emphasis on **quality** and **accessibility**, favoring **modular, high-impact formats** that **promote learner engagement**, support long-term knowledge retention, and ensure that safety practices are internalized across all functions and staff groups. Moreover, the expansion of the reporting perimeter to incorporate Punta Faro Marina further substantiates the year-on-year variation. Overall, we commit to investing in education and awareness initiatives to further deepen the safety culture and **embed a mindset of prevention and personal accountability** across all levels of decision-making and day-to-day operations.



6.5.3 HEALTH & SAFETY ENGAGEMENT, REPORTING MECHANISMS AND COMMUNICATION PLATFORMS

At D-Marín, we promote a safety culture grounded in transparency, accountability, and shared responsibility. Our employees—at every level—are encouraged to actively contribute to identifying risks and protecting their own well-being, as well as that of colleagues, contractors, and guests. We maintain open and accessible communication channels that reinforce behavioral expectations, enhance situational awareness, and encourage immediate action whenever risks are identified.

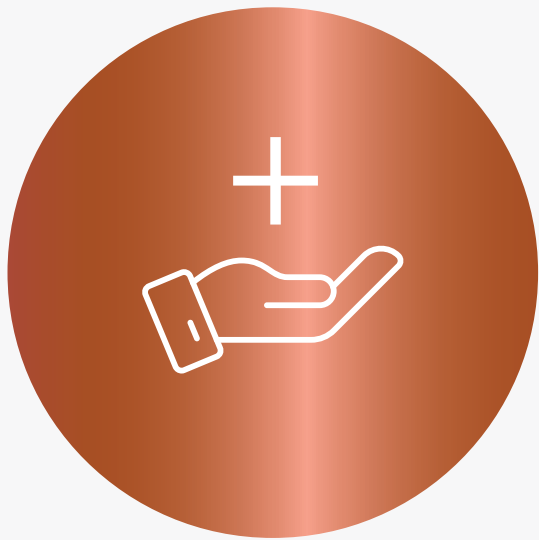
Central to this approach is our **Open Report System**, which empowers everyone to speak up, share concerns, and take part in creating a safe and secure environment across all our marinas.



“Empowering safety through open dialogue and proactive action, we embrace a culture where transparency and shared responsibility drive well-being for all.”

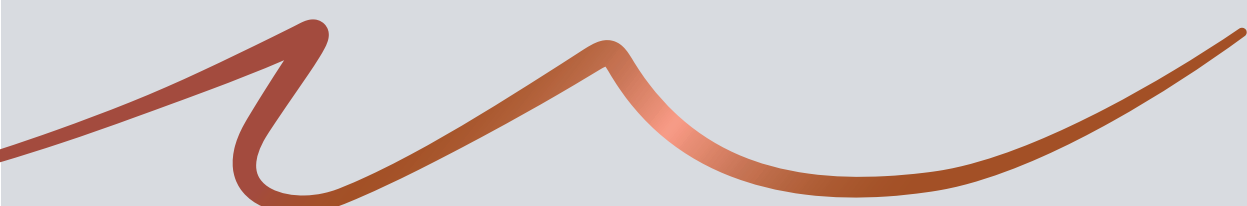
At D-Marine, **each location operates under our structured Risk Assessment Framework**, aligned with ISO 45001:2018 and tailored to meet both national regulations and international best practices. This framework helps us continuously identify and evaluate risks across all operational activities—from dockyard and guest services to technical operations.

Risk controls are embedded in our daily routines, including the use of Personal Protective Equipment (PPE), adherence to site-specific safety protocols, and regular emergency drills. All preventive measures are documented, monitored, and reviewed to ensure they remain effective and relevant.



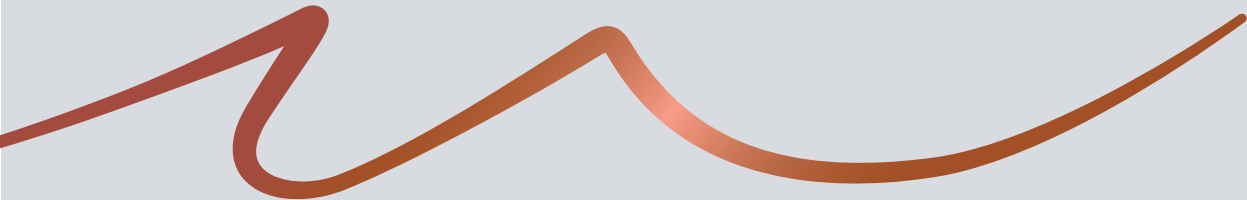
Zero
Incidents of non-compliance
related to health and
safety in 2024

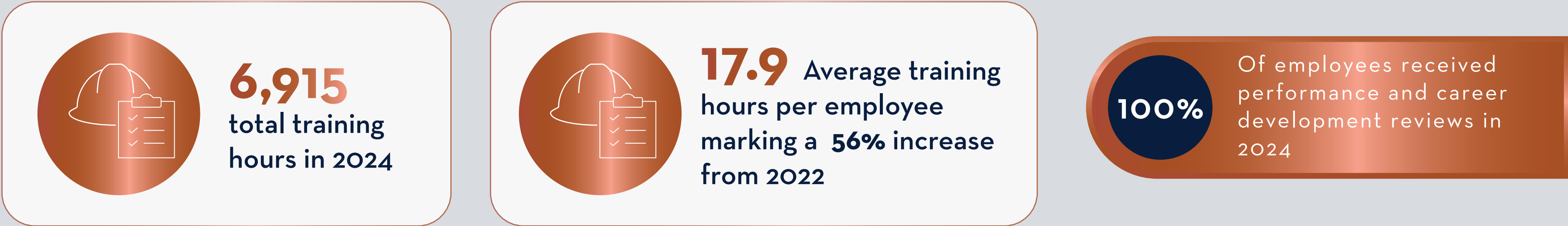
With a steadfast focus on Health and Safety, our comprehensive management systems ensure every action mitigates risks, embodying an incident-free commitment.



The Health, Safety, and Environmental Management System is governed by a structured **annual review process** that ensures protocols remain effective, relevant, and responsive to evolving operational conditions. We incorporate incident analyses, emerging risks, stakeholder input, and lessons learned to translate insights into practical updates and policy enhancements.

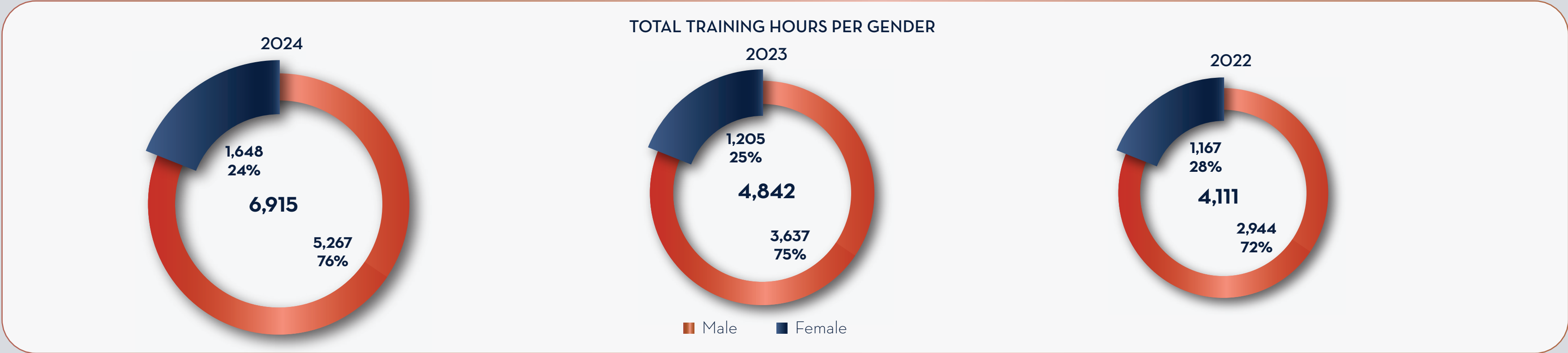
This process reinforces a culture of accountability and continuous learning, where reflection, open dialogue, and frontline experience shape strategic planning. Continuous improvement is a core principle, and as we navigate increasingly complex risk scenarios, our commitment to safety excellence sets a benchmark for responsible governance and industry leadership in the maritime sector.

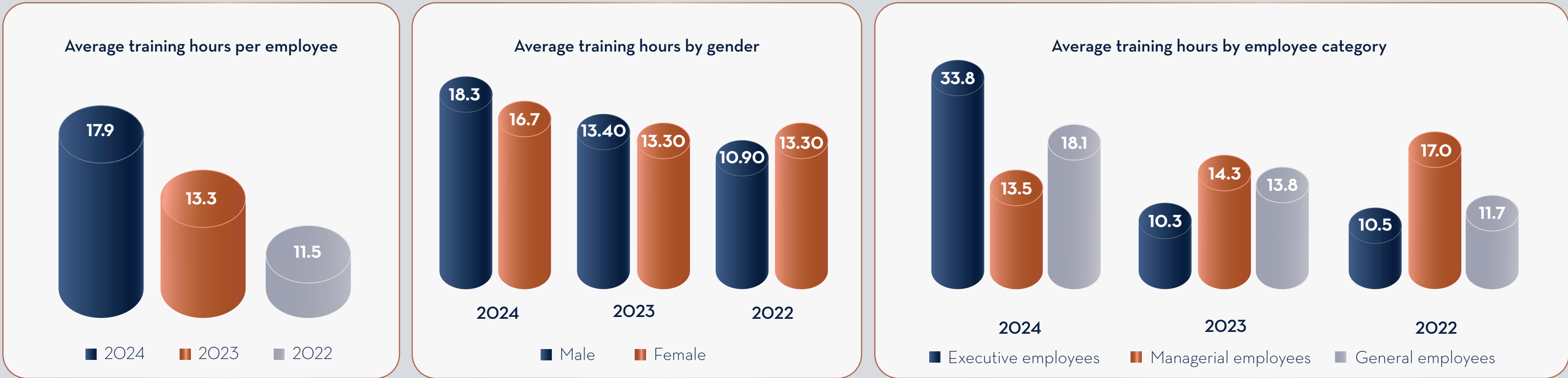




At D-Marín, we promote a **holistic and inclusive approach** to employee learning and development, ensuring that all team members—regardless of role, gender, or location—have access to **learning opportunities** aligned with both individual goals and our organizational ambitions. We view training as a catalyst for personal growth and strategic value creation, dedicating substantial time each year to enhancing technical expertise, leadership capabilities, and operational excellence across our network.

Key training indicators for the reporting period are presented below, including total training hours and average hours per employee by gender and category:

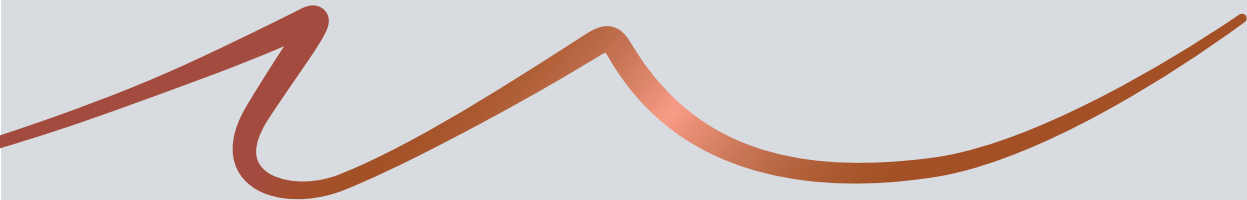




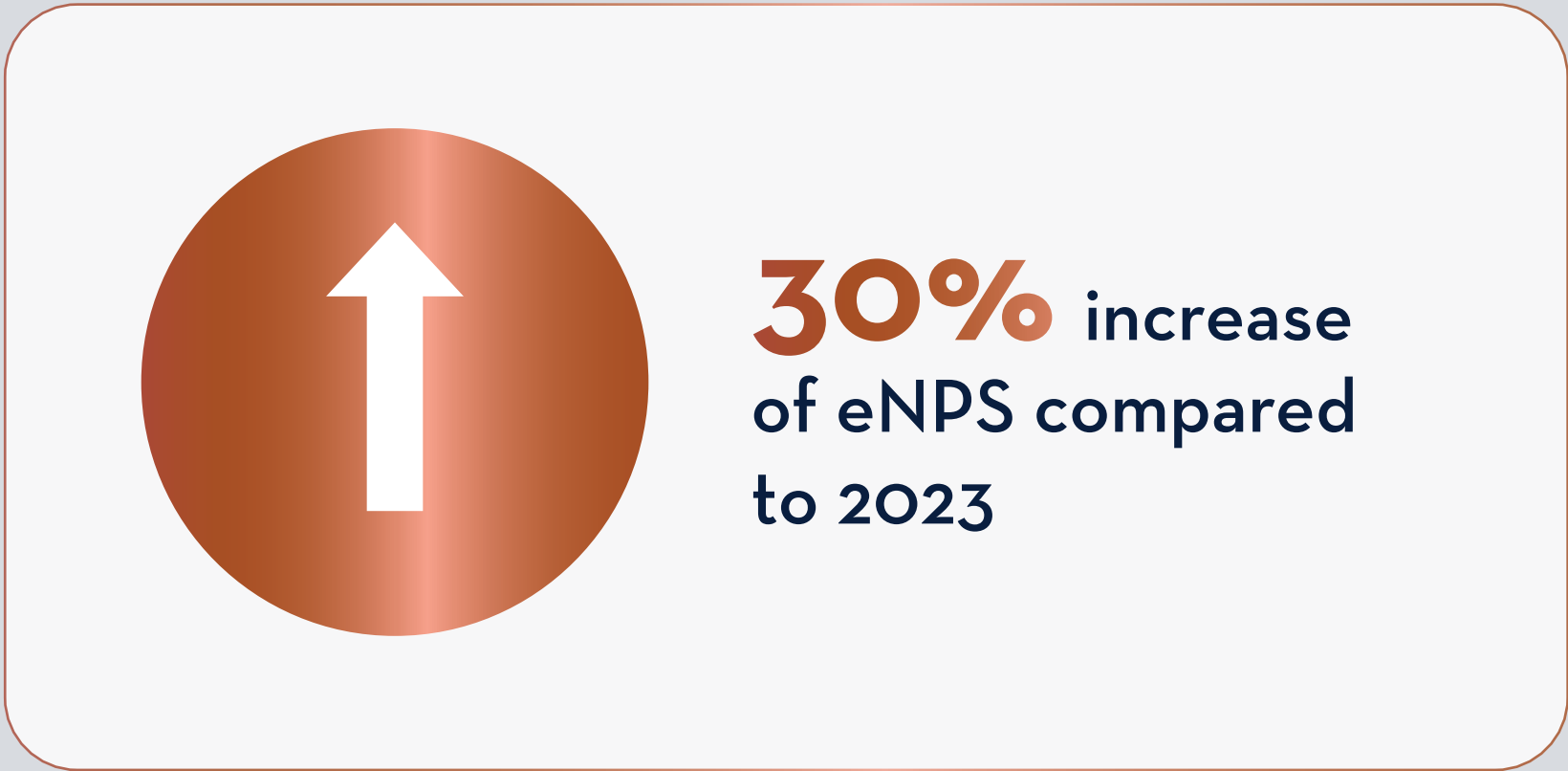
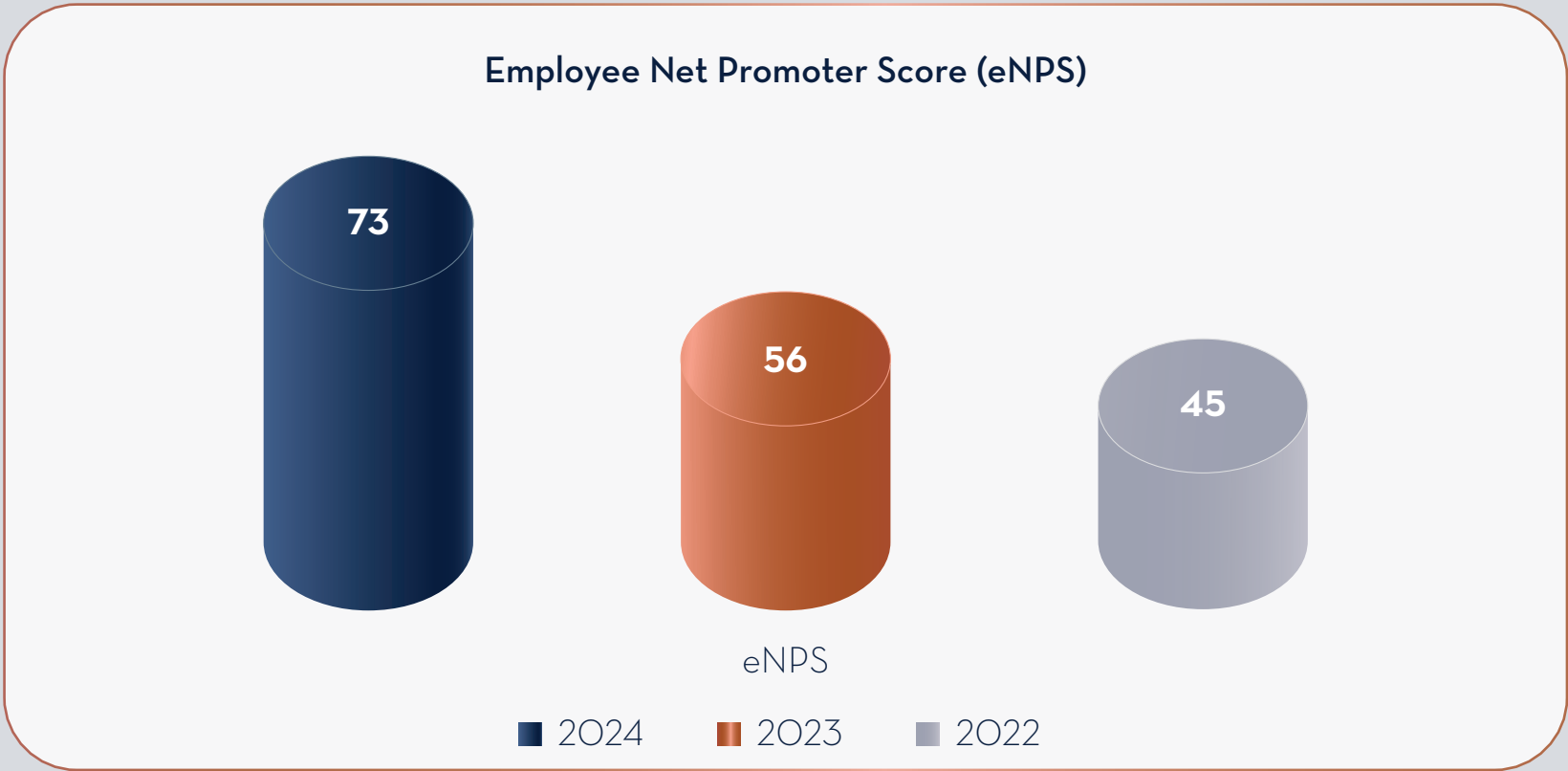
**The increase of the average training hours for executives in 2024 is partially attributed to incorrect employee categorization during the previous years*

During the reporting period, we delivered a total of **6,915** training hours, marking a **notable acceleration in training efforts** along with the expansion of the reporting perimeter to incorporate Punta Faro Marina. This represents a **43% increase** compared to 2023 and a **68% rise** over 2022. Beyond the mandatory seminars and drills required by regulations—such as firefighting and antipollution—targeted training initiatives were launched to meet evolving operational needs. These included staff specialization and certification in critical areas such as welding, electrical work, safety at sea and working at heights. The **distribution of the training hours closely mirrors the gender composition of the workforce**, reflecting our focus on equitable access to development opportunities and the integration of inclusion into every facet of employee experience. The steady year-over-year increase in average training hours per employee marks an almost 56% increase over the three-year period, highlighting a **strategic emphasis on upskilling** and **workforce capability enhancement**.

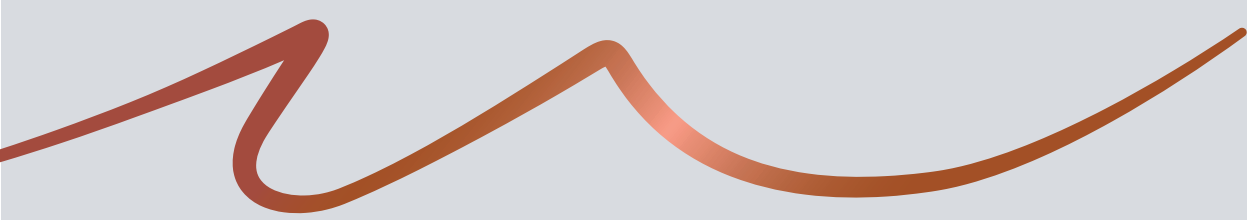
Moreover, for the **third consecutive year, 100% of employees received performance and career development reviews**, demonstrating our strong commitment to individual growth and organizational alignment. This consistent practice ensures that every employee receives structured feedback and development support, reinforcing a culture of accountability, opportunity, and continuous improvement.



In addition to prioritizing employee development, we strategically integrate **workforce well-being** into core operational framework. Understanding that a healthy, motivated team is fundamental to delivering exceptional service, we actively monitor employee engagement through the Employee Net Promoter Score (eNPS). The metric provides valuable insights that guide targeted improvements in workplace culture, support systems, and organizational practices. By aligning these enhancements with employee expectations, we foster a resilient, satisfied workforce that drives long-term success. The following figures represent D-Marin’s performance over the last three years:



This increase of the Employee Net Promoter Score (eNPS) reflects a significant shift in employee satisfaction, trust, and alignment with our culture and direction and signals that recent initiatives around well-being, communication, and inclusion are resonating strongly.

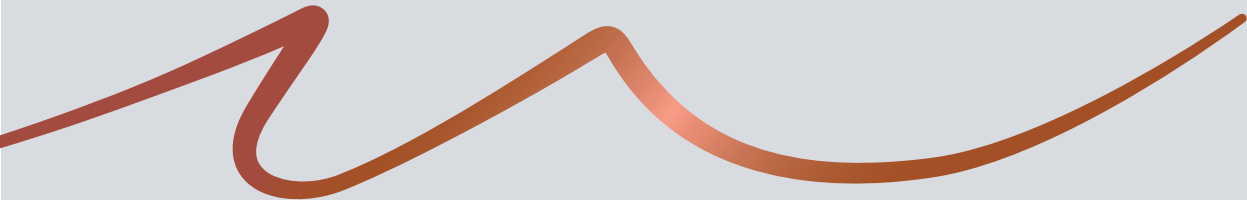


We recognize that the presence in coastal regions carries both influence and responsibility. As such, cultivating **strong, sustainable relationships with local communities** is a strategic priority with engagement efforts being intentionally designed to generate **tangible value** and contribute meaningfully to **regional development**.

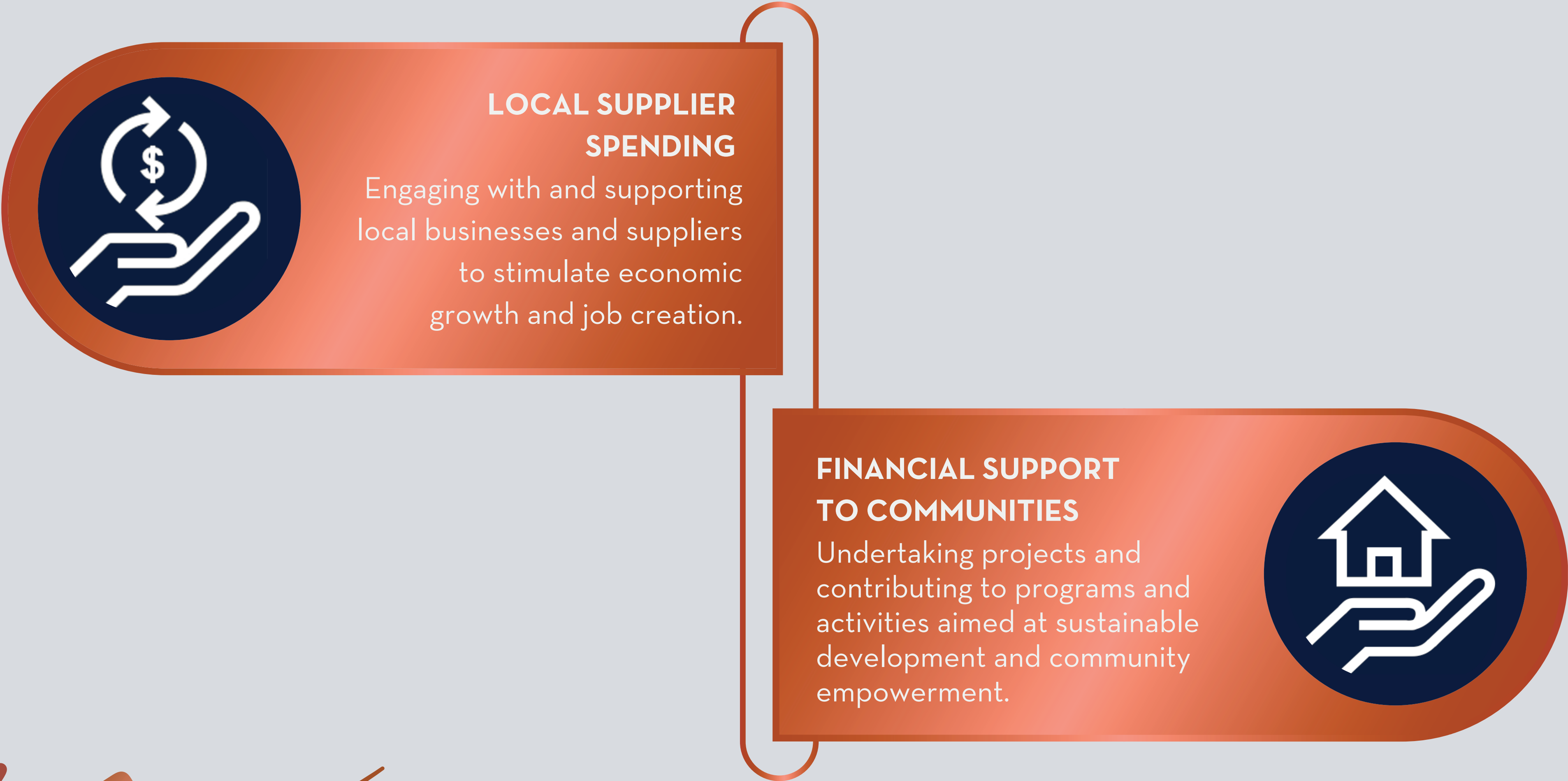


At D-Marin, we acknowledge the strong connection between our marinas and the communities that surround them. That is why our initiatives are thoughtfully structured to deliver positive contributions that go well beyond our core business activities. These efforts are guided by our Corporate Social Responsibility (CSR) Policy, which reflects our broader commitment to ethical business conduct, social inclusion, and long-term local impact. This policy serves as the foundation for structured, transparent, and outcome-oriented action, ensuring that all community engagement is carried out with respect, integrity, and a clear focus on lasting benefit.

We continuously evaluate the influence of operations on community life, prioritizing and investing in initiatives that mitigate adverse effects and strengthen positive contributions. By upholding mutual **respect and shared value creation**, we reinforce the core principles embedded within the organization, supporting stronger, more resilient communities across the areas of operation.



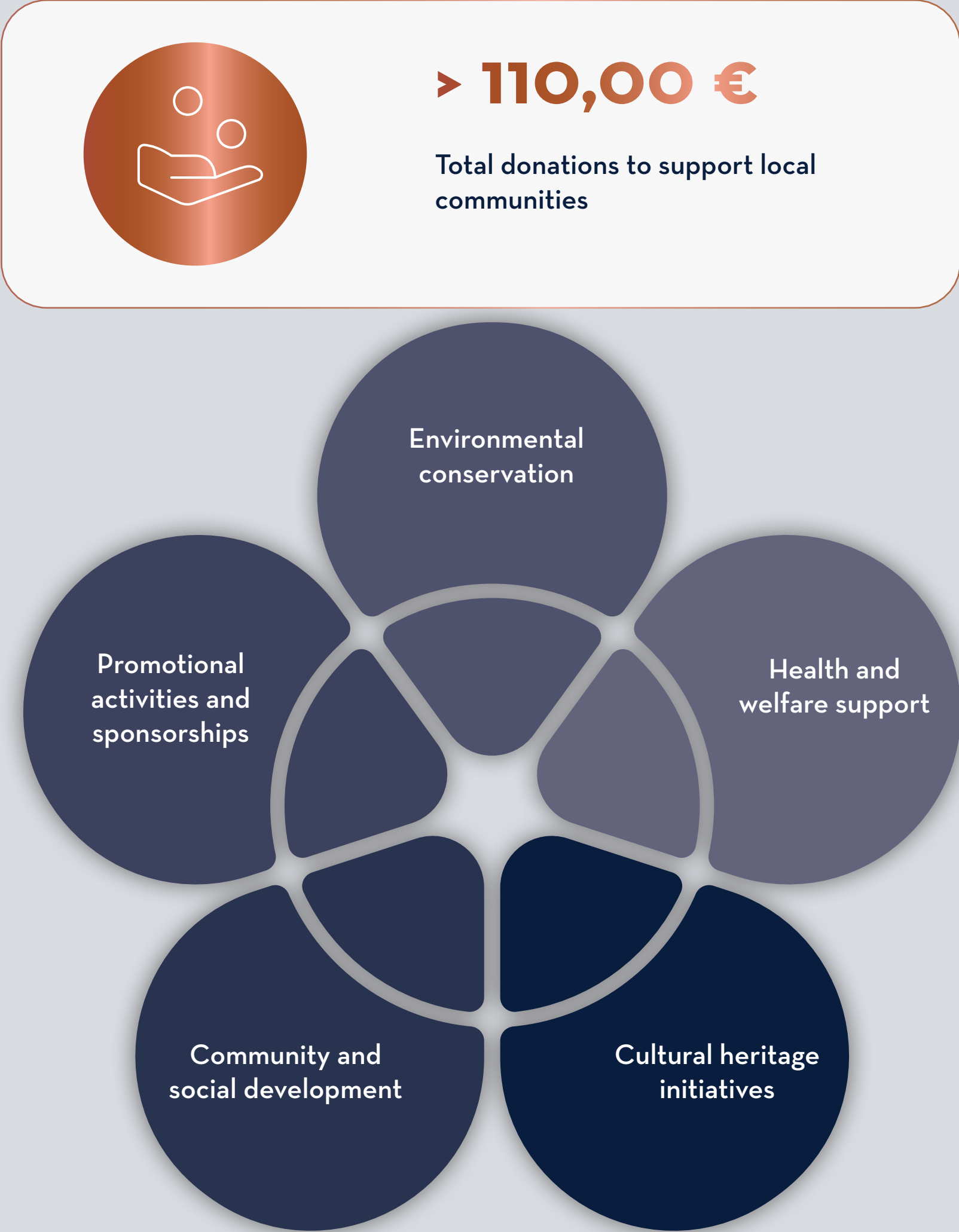
AREAS OF FOCUS INCLUDE:



We actively contribute to the **well-being of local communities** through targeted financial and in-kind support aligned with our social and environmental priorities. Our initiatives are designed not only to address immediate community needs but also to build long-term resilience and inclusion. D-Marin focuses on projects that protect and restore local ecosystems, promote environmental sustainability, and advance sustainable development and inclusive growth. We also provide internship opportunities for students from maritime and tourism schools, fostering the next generation of industry professionals. In addition, we support community-based initiatives that align with our broader social responsibility objectives, reinforcing our commitment to creating lasting, positive impact across all regions where we operate..

Health and welfare programs are also supported through funding for medical treatments, emergency assistance, and family support services. Youth empowerment remains a focal point, with donations directed toward inclusive educational initiatives and the sponsorship of sporting events that promote accessibility and development for children with disabilities. Moreover, we honor **cultural heritage** through support for traditional festivals, regattas, and events that celebrate local identity and maritime tradition. Lastly, we prioritize **environmental stewardship**, with resources allocated to the **restoration of historical landmarks** and the promotion of sustainable practices within community settings.

The figure below reflects the allocation of our donations across **five key categories**, reflecting the diversity and strategic focus of community investment efforts.



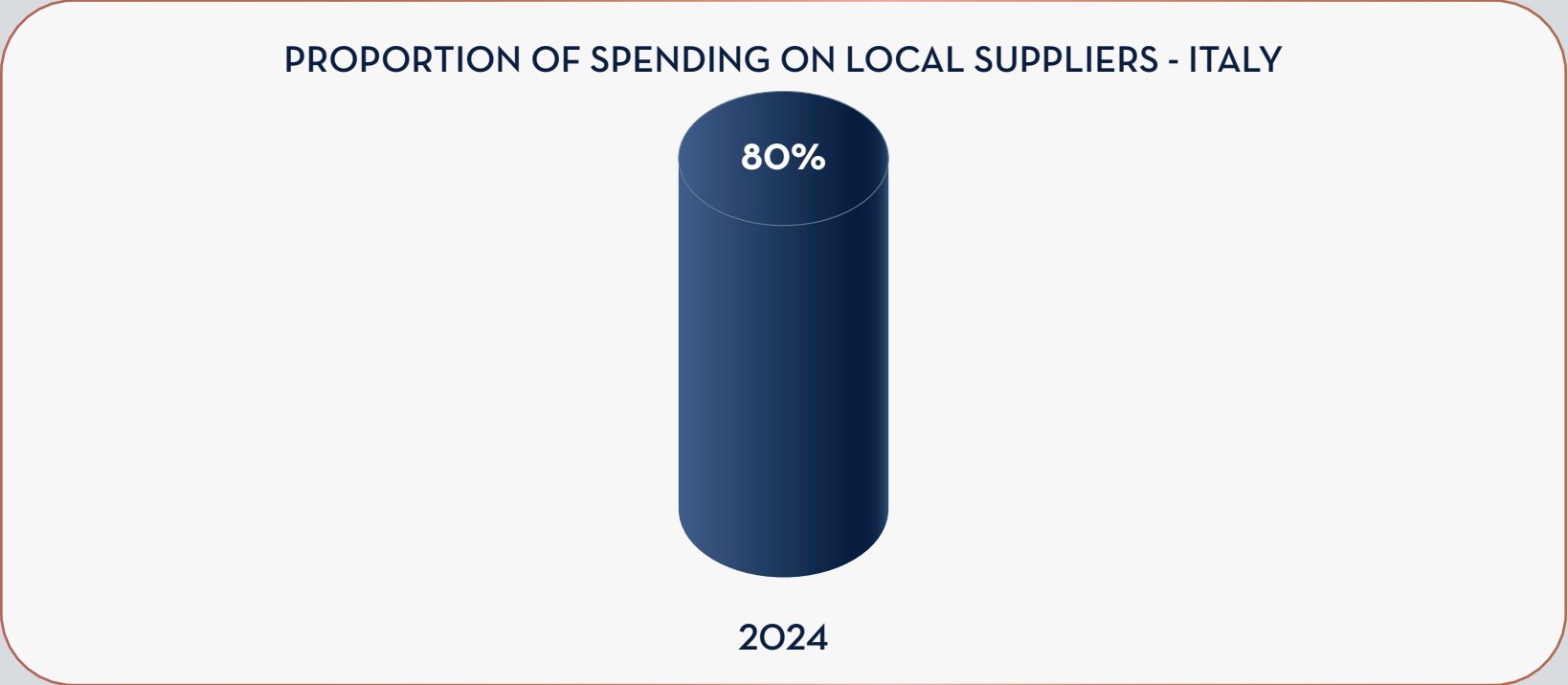
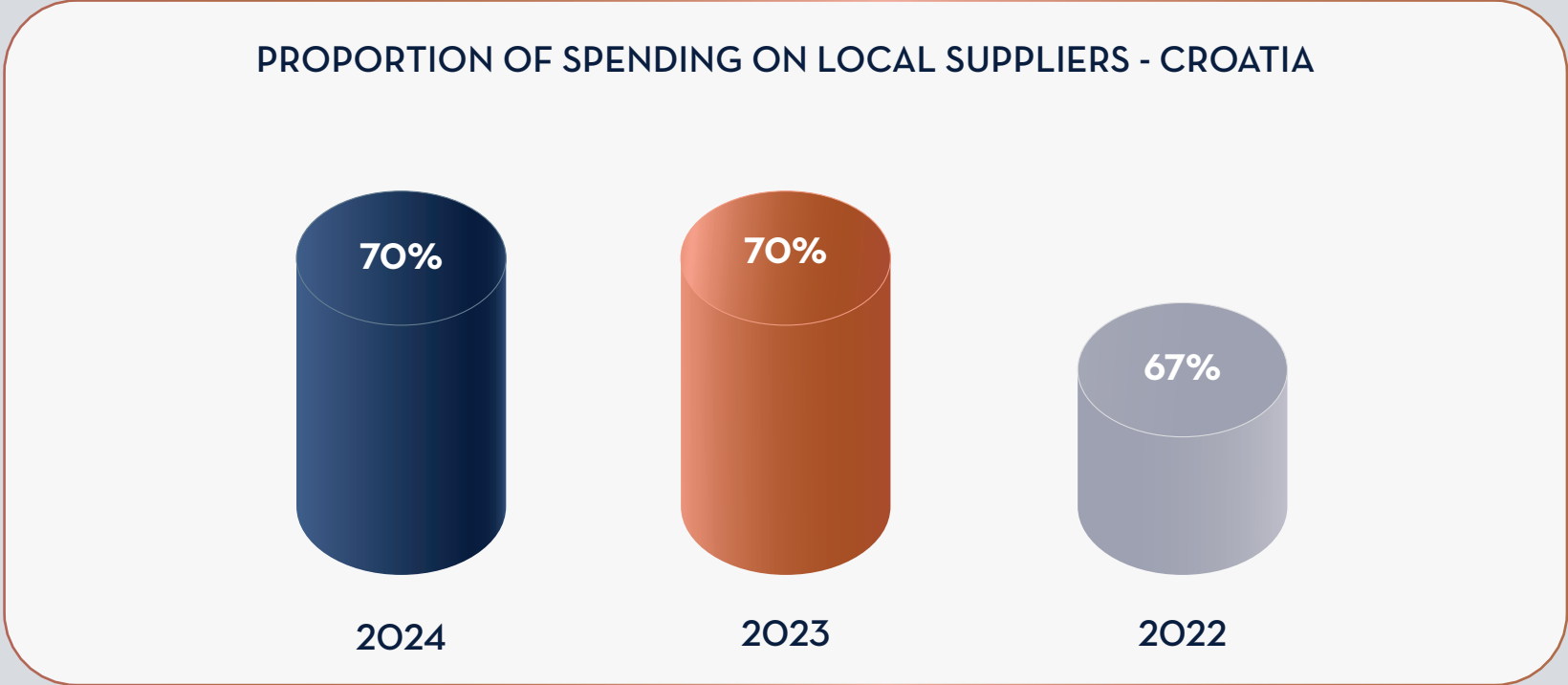
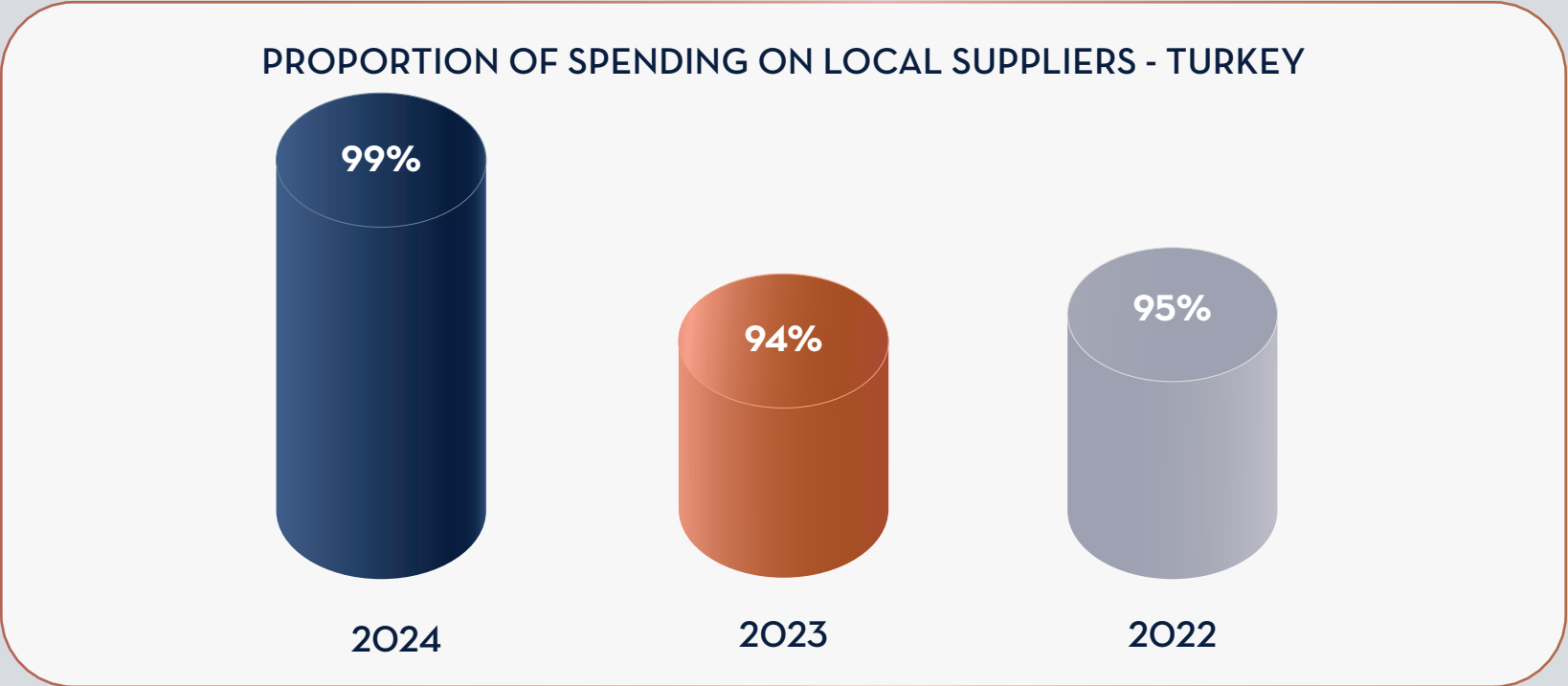
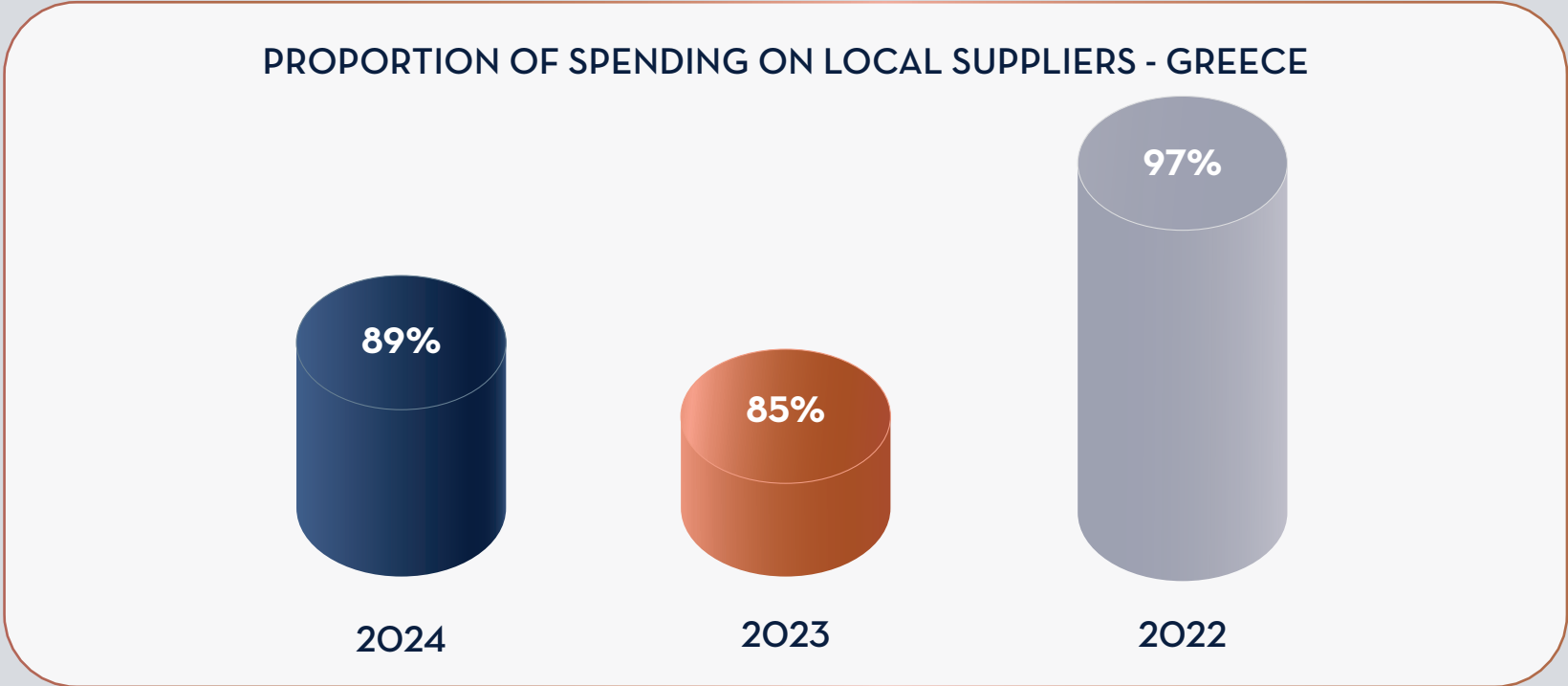
As part of the evolving commitment to responsible business practices, we are advancing the procurement framework by embedding Environmental, Social, and Governance (ESG) criteria into supplier engagement and sourcing strategies. This initiative reflects a strategic shift toward embedding sustainability and ethics across the procurement lifecycle and ensuring that procurement decisions align with our operational values and long-term vision.

Towards this direction, we commenced the development of a **standalone Supplier Code of Conduct** and undertook a comprehensive review and **refinement of procurement-related policies and procedures** to align with emerging environmental, social, and governance (ESG) standards. Together, these instruments institutionalize **ESG principles across procurement**, thereby enhancing transparency, accountability, and operational resilience throughout the supply chain. By prioritizing suppliers who demonstrate environmental responsibility, fair labor practices, and sound governance structures, D-Marin aims to promote value chain integrity and reduces exposure to sustainability-related risks.

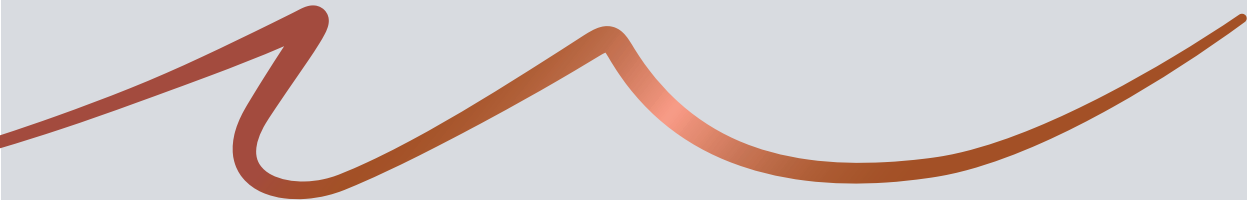
Ethical standards and performance benchmarks are upheld through structured audits, transparent communication channels, and formalized monitoring processes that ensure timely issue resolution and ongoing alignment with procurement principles. **Supplier selection** is governed by a rigorous, fair, and transparent process, structured to identify and engage qualified partners based on clearly defined criteria, including quality and regulatory compliance. These suppliers are regarded as strategic contributors to operational excellence while commitment to **equitable treatment** is paramount, with all vendors evaluated on merit and adherence to corporate values. Moreover, in alignment with our evolving sustainability objectives, this process is being **progressively enhanced to more actively incorporate ESG considerations** in 2025, ensuring that environmental, social, and governance performance becomes an integral component of supplier evaluation and decision-making.



The proportion of **spending on local suppliers** for the past three years is presented below.



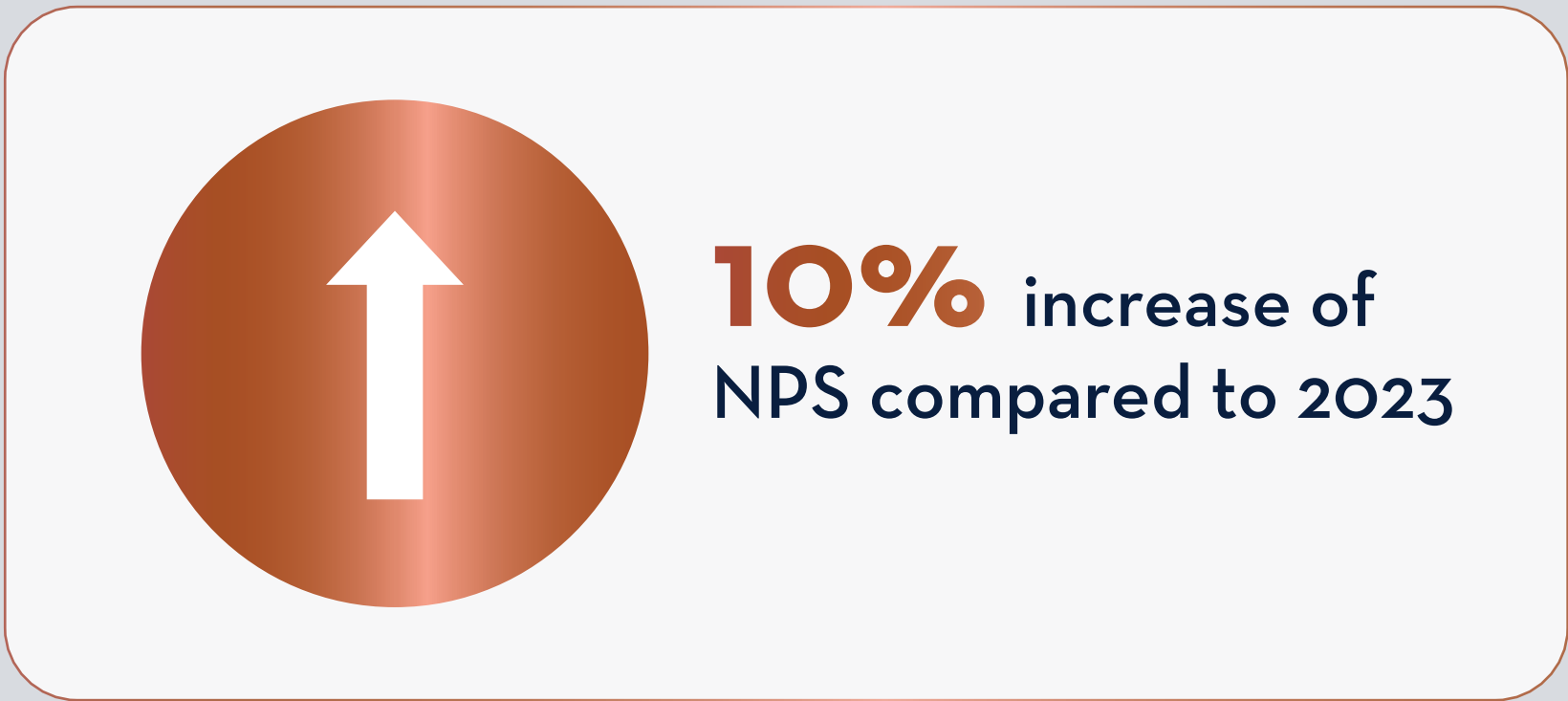
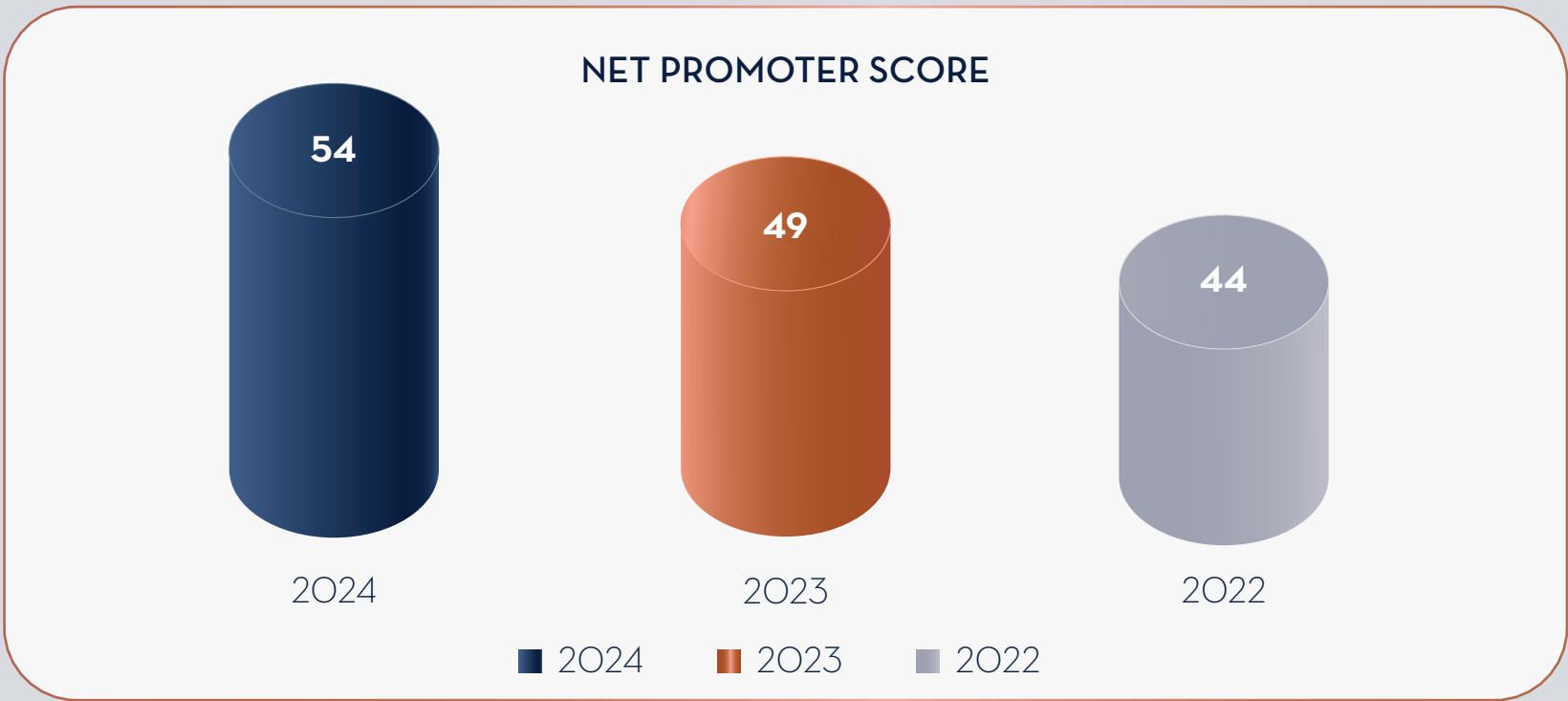
Across all four operating regions, we continue to demonstrate **a strong commitment to local supplier engagement**, maintaining consistently high spending levels with domestic partners. The local spendings reflect our sustained focus on supporting local economies, fostering long-term partnerships, and reinforcing the role of regional supply chains in daily operations.



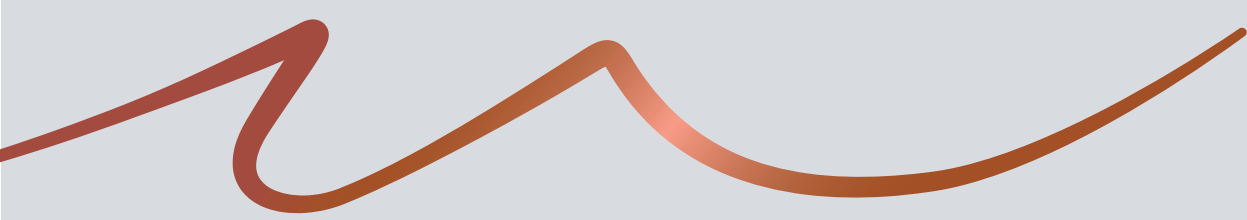
Delivering **exceptional customer experiences** remains central to our mission, reflecting a steadfast commitment to excellence, innovation, and responsiveness across marina operations. By consistently prioritizing client needs and expectations, each interaction is designed to enhance satisfaction and reinforce D-Marin’s position as a leading provider of premium yachting services.

Customer satisfaction is systematically assessed through the **Net Promoter Score (NPS)**, which serves as a key performance indicator for loyalty and service excellence. The emphasis placed on understanding and exceeding guest expectations contributes to long-term trust, stronger client relationships, and continuous improvement in service delivery.

The graph below presents the **NPS performance** for the past three years, demonstrating year-on-year progression in customer satisfaction.



During the reporting period, our Net Promoter Score (NPS) rose to **54**, representing an impressive **+5 units year-on-year increase**. As a key measure of loyalty and service perception, the NPS provides strategic insight into the quality of client relationships and the experience delivered on-site. The consistent increase of the indicator reflects growing client satisfaction and trust, underlining our ability to consistently meet and increasingly exceed, customer expectations across marina operations and reinforcing D-Marin’s position as a **premium service provider** and signals the success of the customer-centric approach to operational excellence.



Governance, Ethics & Organizational Structure



D Marin

Our governance framework reflects a resolute commitment to **ethical conduct, responsible leadership**, and **transparency in decision-making**. At the foundation of this approach stands our **Code of Conduct**, which defines expectations for integrity, respect for human rights, financial accountability, and avoidance of conflicts of interest. This framework applies to all personnel, partners, and affiliates, ensuring consistent adherence to ethical principles across all operations.

Oversight of sustainability, stakeholder engagement, and impact management is entrusted to the Board of Directors, supported by designated governance roles and committees. The Board, composed of two women and four men serving four-year terms, guides our strategic direction while ensuring full compliance with international standards and governance best practices.

Responsibility for **sustainability reporting** is formally delegated to the Head of Sustainability and H&S, reinforcing strategic alignment with D-Marin's environmental and social priorities. In addition to reporting duties, the Head of Sustainability and H&S collaborates closely with the Chief People Officer, regional directors, and marina managers to ensure operational coherence and performance integrity.

Reporting to the Board, the executive leadership team oversees all operational domains, driving execution and ensuring alignment with D-Marin's long-term sustainability and business goals. The structure of the team includes:

- **Chief Finance and Compliance Officer (CFO):** Oversees financial governance, including the Finance Director, FP&A Manager, and country-level finance teams, ensuring compliance and financial integrity.
- **Chief Operations Officer (COO):** Oversees operational performance, supervising the Country and Technical Directors as well as the Head of Sustainability and H&S to ensure seamless operations across all regions.

- **Chief Commercial Officer (CCO):** Leads the commercial strategy, overseeing the Pricing Manager, Head of CX & Marketing, and Heads of Commercial & Charter in each country.
- **Chief People Officer (CPO):** Oversees human resources functions, including the HR Manager, Payroll Specialist, and Reward Specialist, to foster a motivated and well-supported workforce.
- **Chief Digital Officer (CDO):** Drives digital transformation and the integration of innovative technologies across the organization.
- **Chief Information Officer (CIO):** Oversees data management, analytics, and IT infrastructure, including the Head of Analytics & Software Platforms and IT Operations.
- **VCP Director:** The VCP Director leads strategic and operational initiatives to drive performance improvement and value growth..
- **M&A Director:** Leads the mergers and acquisitions strategy, managing the M&A Manager and Analyst to support growth through strategic partnerships.

The governance framework established ensures consistent alignment with sustainability objectives, operational excellence, and high standards of corporate responsibility, while fostering transparency and accountability throughout the organization.



As digitalization accelerates across the maritime and hospitality sectors, **privacy** and **cybersecurity** have become fundamental to business integrity and stakeholder trust. At D-Marin, **safeguarding personal and operational data** is treated as a strategic priority—essential not only for regulatory compliance, but also for ensuring long-term resilience and reputational credibility.

We have adopted a proactive and systematic approach to data governance, embedding robust **privacy and cybersecurity protocols** across all functions. Internal controls, access restrictions, and monitoring systems are regularly reviewed to ensure alignment with evolving legislative requirements and international best practices.

Our commitment to privacy and cybersecurity has resulted in strong performance outcomes, with **zero incidents of privacy breaches recorded in 2024** and **zero complaints received about customer privacy violations** which underscores the effectiveness of the privacy framework, and the emphasis placed on prevention, awareness, and continuous improvement.



In today’s dynamic business environment, effective risk management is crucial for maintaining organizational resilience and ensuring sustainable growth. We implement a **comprehensive risk management framework** that embeds environmental, social, and governance (ESG) considerations into the core of strategic and operational planning. The approach is designed to identify, evaluate, and address emerging risks, enabling the organization to protect long-term resilience, ensure regulatory compliance, and support sustainable growth.

Systematic risk assessments are carried out across all business functions, supported by the deployment of targeted mitigation measures. This integrated methodology ensures that potential vulnerabilities are addressed proactively, fostering a risk-aware culture throughout the organization.

Continuous **protection of operations and stakeholder interests** is achieved through the following key actions:

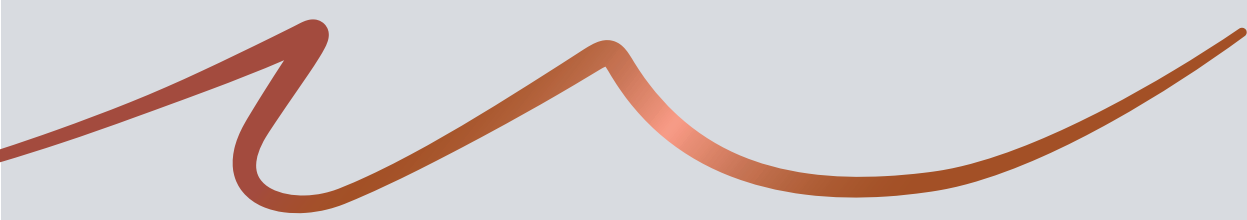
- 1

Rigorous evaluation of potential risks: Thorough assessments are conducted to identify vulnerabilities across all operations, enabling timely and informed mitigation strategies.
- 2

Identification of appropriate controls: Tailored risk controls are defined and implemented to address specific threats, ensuring alignment with business objectives and compliance obligations.
- 3

Implementation of both preventive and corrective actions: Proactive measures are integrated with responsive protocols to prevent incidents and swiftly address any issues that may arise.

The result is a structured and forward-looking system that reinforces operational stability, promotes accountability, and supports responsible business conduct across all levels of governance.



Ethical conduct is embedded in every aspect of our operations, guided by the principles outlined in our **Code of Conduct**. This framework applies uniformly to employees, executives, and external partners, establishing a common standard of integrity and responsible business behavior as they are provided relevant training regarding corruption and bribery prevention matters.

A **zero-tolerance stance on corruption, bribery, and fraud** is upheld throughout D-Marin, reinforced by strict adherence to legal and regulatory obligations. The Code also shapes external interactions, ensuring that supplier relationships and stakeholder engagements are governed by transparency, fairness, and accountability.

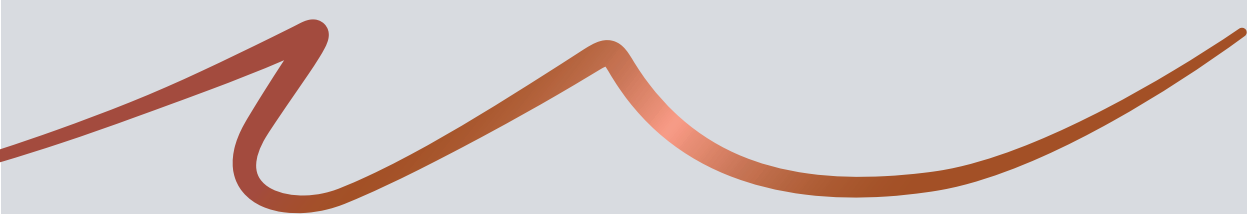


Creating an environment where concerns can be raised freely and responsibly is essential to maintaining trust and accountability. In line with our non-retaliation policy, all individuals are encouraged to report potential misconduct, ethical breaches, or conflicts of interest without fear of adverse consequences.

The internal **Ethics Hotline** offers a secure and confidential reporting platform, available to employees, contractors, and partners. Concerns may also be submitted directly to a Marina Manager, Regional Director, or local HR representative.

Additionally, our external **Speak Up platform**—accessible via phone or web in multiple languages and free of charge—further reinforces transparency and provides an open channel for reporting and resolution.

It is worth noting that in **2024 all raised issues were investigated** and appropriate disciplinary actions were implemented for those that were substantiated.



Ethical business conduct is safeguarded through a comprehensive **anti-corruption and bribery framework**, embedded within our **Code of Conduct**. This policy explicitly prohibits the offering, acceptance, or solicitation of bribes—whether direct or indirect—and applies uniformly across all business functions and decision-making processes.

Designed to uphold **legal compliance** and **integrity** in every transaction, the framework ensures operations remain free from undue influence. The framework’s implementation is supported by regular internal audits and targeted employee training, reinforcing a zero-tolerance approach to unethical practices.

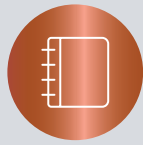
The effectiveness of this commitment is demonstrated by:



Zero violations regarding corruption and bribery



100% of employees were informed about the anti-corruption policy and procedures during 2024



100% of employees in senior and middle management levels received anti-corruption training during 2024



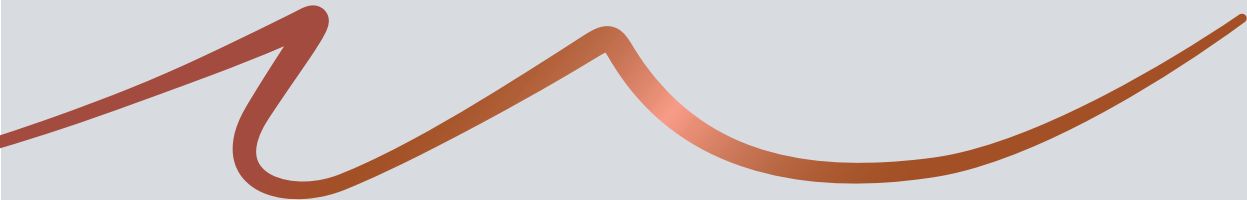
Zero tolerance against corrupt practices, in alignment with the Anti-Corruption and Bribery policy integrated in the Code of Conduct

Regulatory compliance has become an increasingly vital component of responsible corporate conduct, particularly in the context of sustainability and ethical governance. At D-Marin, compliance is a strategic priority that underpins stakeholder trust, environmental stewardship, and operational integrity. We maintain a **structured compliance framework** that ensures alignment with evolving legal and regulatory standards, particularly in the environmental domain.

Through continuous **monitoring, internal evaluations**, and **proactive risk mitigation**, we safeguard operations against potential non-compliance while fostering a culture rooted in transparency and accountability. Our strong track record reflects this commitment, with no recorded incidents of environmental non-compliance in recent years.



Upholding a culture of integrity and accountability, we maintain a **robust whistleblower mechanism** that empowers employees to report concerns confidentially and without fear of retaliation. In 2024, one report related to whistleblower was received and thoroughly investigated in accordance with internal protocols. The matter was addressed promptly, reinforcing our commitment to ethical conduct and continuous improvement.

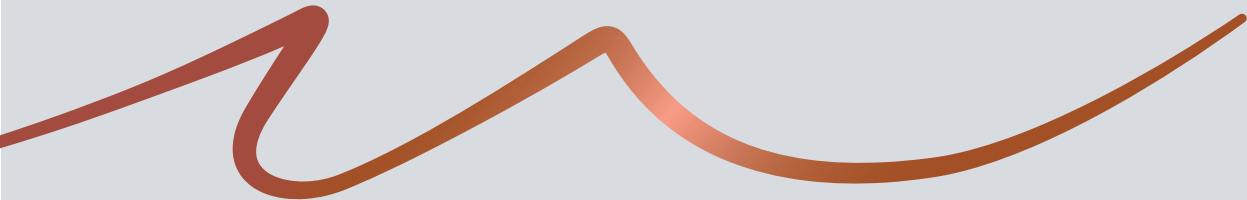


Appendix

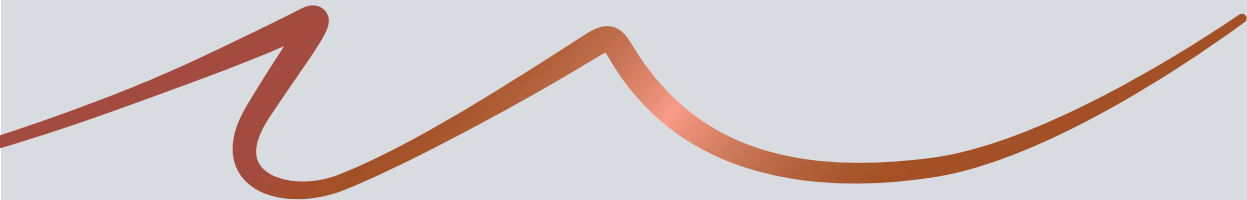


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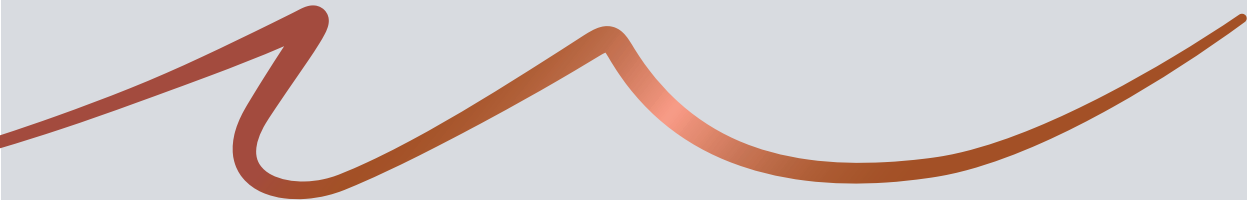
GRI Standard	Disclosure	Location	Omissions	
		Chapter	Reason	Explanation
GENERAL DISCLOSURES				
GRI 2 General Disclosures 2021	2-1 Organizational details	1.About this report		
GRI 2 General Disclosures 2021	2-2 Entities included in the organization’s sustainability reporting	1.About this report		
GRI 2 General Disclosures 2021	2-3 Reporting period, frequency and contact point	1.About this report		
GRI 2 General Disclosures 2021	2-4 Restatements of information	1.About this report		
GRI 2 General Disclosures 2021	2-5 External assurance	1.About this report		
GRI 2 General Disclosures 2021	2-6 Activities, value chain and other business relationships	4.4.1 Value Chain		
		4.4.2 Services		
GRI 2 General Disclosures 2021	2-7 Employees	6.1 Own Workforce		
GRI 2 General Disclosures 2021	2-8 Workers who are not employees	6.1 Own Workforce		
GRI 2 General Disclosures 2021	2-9 Governance structure and composition	7.Governance, ethics & organizational structure		
GRI 2 General Disclosures 2021	2-10 Nomination and selection of the highest governance body	7.Governance, ethics & organizational structure		
GRI 2 General Disclosures 2021	2-11 Chair of the highest governance body	7.Governance, ethics & organizational structure		



GRI 2 General Disclosures 2021	2-12 Role of the highest governance body in overseeing the management of impact	7.Governance, ethics & organizational structure		
GRI 2 General Disclosures 2021	2-13 Delegation of responsibility for managing impacts	7.Governance, ethics & organizational structure		
GRI 2 General Disclosures 2021	2-14 Role of the highest governance body in sustainability reporting	7.Governance, ethics & organizational structure		
GRI 2 General Disclosures 2021	2-15 Conflicts of interest	7.Governance, ethics & organizational structure		
GRI 2 General Disclosures 2021	2-16 Communication of critical concerns	7.Governance, ethics & organizational structure 7.4 Ethics hotline & speak up policy		
GRI 2 General Disclosures 2021	2-17 Collective knowledge of the highest governance body	7.Governance, ethics & organizational structure		
GRI 2 General Disclosures 2021	2-18 Evaluation of the performance of the highest governance body		Information unavailable	D-Marin does not currently possess a systematic process for the evaluation of its BoD in association with sustainability -related aspects and will decide on next steps in due course.
GRI 2 General Disclosures 2021	2-19 Remuneration policies		Information unavailable	D-Marin does not currently possess a systematic process for the evaluation of its BoD in association with sustainability -related aspects and will decide on next steps in due course.
GRI 2 General Disclosures 2021	2-20 Process to determine remuneration		Information unavailable	D-Marin does not currently possess a systematic process for the evaluation of its BoD in association with sustainability -related aspects and will decide on next steps in due course.



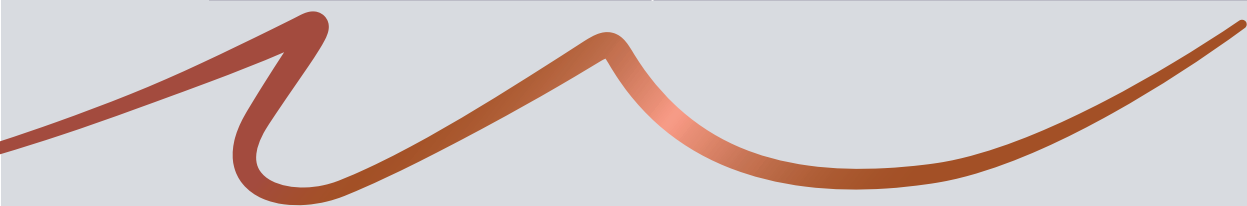
GRI 2 General Disclosures 2021	2-21 Annual total compensation ratio	6.4 Workforce continuous support and benefits		
GRI 2 General Disclosures 2021	2-22 Statement on sustainable development Strategy	2. Message from our CEO		
GRI 2 General Disclosures 2021	2-23 Policy commitments	5. Environmental responsibility 6. Social Commitment 6.7 Community engagement 7.4 Ethics hotline & speak up policy 7.5 Anti-corruption and bribery		
GRI 2 General Disclosures 2021	2-24 Embedding policy commitments	5. Environmental responsibility 6. Social Commitment 6.7 Community engagement 7. Governance, ethics & organizational structure 7.4 Ethics hotline & speak up policy 7.5 Anti-corruption and bribery		
GRI 2 General Disclosures 2021	2-25 Processes to remediate negative Impacts	7.Governance, ethics & organizational structure		
GRI 2 General Disclosures 2021	2-26 Mechanisms for seeking advice and raising concerns	7.Governance, ethics & organizational structure 7.4 Ethics hotline & speak up policy		



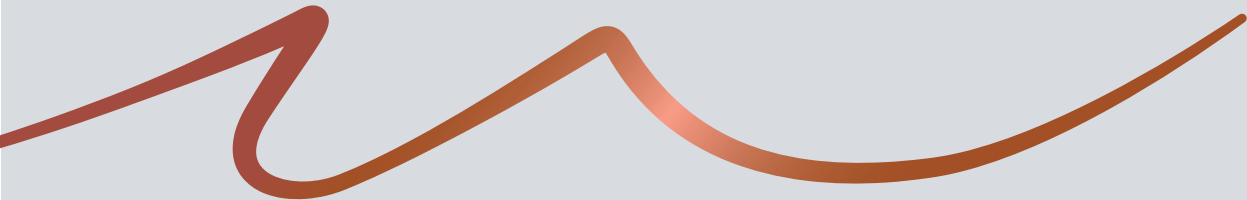
GRI 2 General Disclosures 2021	2-27 Compliance with laws and regulations	7.Governance, ethics & organizational structure 7.2 Risk management		
GRI 2 General Disclosures 2021	2-28 Membership associations	2. Message from our CEO		
GRI 2 General Disclosures 2021	2-29 Approach to stakeholder engagement	4.5.2 Stakeholder engagement & materiality assessment		
GRI 2 General Disclosures 2021	2-30 Collective bargaining agreements	6.4 Workforce continuous support and benefits		
GRI 3 Material Topics 2021	3-1 Process to determine material topics	4.6.2 Stakeholder engagement & materiality assessment		
GRI 3 Material Topics 2021	3-2 List of material topics	4.6.2 Stakeholder engagement & materiality assessment		

TOPIC DISCLOSURES

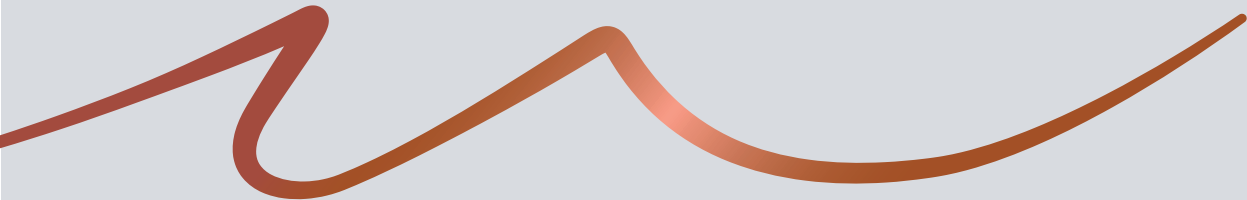
GRI 3 Material Topics 2024	3-3 Management of material topics	4.5.1 ESG strategy		
GRI 3 Material Topics 2024	3-3 Management of material topics	5. Environmental responsibility		
GRI 302 Energy 2016	302-1 Energy consumption within the organisation	5.1.1 Energy consumption		
GRI 302 Energy 2016	302-3 Energy intensity	5.1.1 Energy consumption		
GRI 302 Energy 2016	302-4 Reduction of energy consumption	5.1.1 Energy consumption		
GRI 303 Water and Effluents 2018	303-1 Interactions with water as a shared resource	5.2 Water conservation		
GRI 303 Water and Effluents 2018	303-2 Management of water discharge-related impacts	5.2 Water conservation		



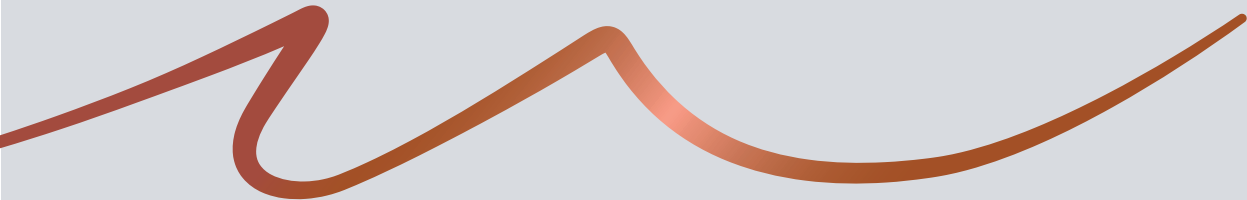
GRI 303 Water and Effluents 2018	303-3 Water withdrawal	5.2 Water conservation		
GRI 303 Water and Effluents 2018	303-4 Water discharge	5.2 Water conservation		
GRI 304 Biodiversity 2016	304-2 Significant impacts of activities, products, and services on biodiversity	5.4 Biodiversity and ecosystems		
GRI 306 Waste 2020	306-1 Waste generation and significant waste-related impacts	5.3 Waste management		
GRI 306 Waste 2020	306-2 Management of significant waste-related impacts	5.3 Waste management		
GRI 306 Waste 2020	306-3 Waste generated	5.3 Waste management		
GRI 306 Waste 2020	306-5 Waste directed to disposal	5.3 Waste management		
GRI 305 Emissions 2016	305-1 Direct (Scope 1) GHG emissions	5.1.2 GHG emissions		
GRI 305 Emissions 2016	305-2 Energy indirect (Scope 2) GHG emissions	5.1.2 GHG emissions		
GRI 305 Emissions 2016	305-3 Other indirect (Scope 3) GHG emissions	5.1.2 GHG emissions		
GRI 305 Emissions 2016	305-4 GHG emissions intensity	5.1.2 GHG emissions		
GRI 305 Emissions 2016	305-5 Reduction of GHG emissions	5.1.2 GHG emissions		
GRI 3 Material Topics 2024	3-3 Management of material topics	6. Social commitment		
GRI 401 Employment 2016	401-1 New employee hires and employee turnover	6.2 Local employment		



GRI 401 Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	6.4 Workforce support and benefits		
GRI 403 Occupational Health and Safety 2018	403-1 Occupational health and safety management system	6.5.1 Health, safety and environmental maanagement system		
GRI 403 Occupational Health and Safety 2018	403-2 Hazard identification, risk assessment, and incident investigation	6.5.4 Risk assessment and compliance		
GRI 403 Occupational Health and Safety 2018	403-3 Occupational health services	6.5.5 Continuous improvement and annual review		
GRI 403 Occupational Health and Safety 2018	403-4 Worker participation, consultation, and communication on occupational health and safety	6.5.3 Health & Safety engagement, reporting mechanisms and communication platforms		
GRI 403 Occupational Health and Safety 2018	403-5 Worker training on occupational health and safety	6.5.2 Health & Safety training		
GRI 403 Occupational Health and Safety 2018	403-6 Promotion of worker health	6.5 Health and Safety		
GRI 403 Occupational Health and Safety 2018	403-8 Workers covered by an occupational health and safety management system	6.5.1 Health, safety and environmental maanagement system		



GRI 403 Occupational Health and Safety 2018	403-9 Work-related injuries	6.5.1 Health, safety and environmental maanagement system		
GRI 404 Training and Education 2016	404-1 Average hours of training per year per employee	6.6 Employee learning & development and well-being		
GRI 404 Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance tprogram	6.6 Employee learning & development and well-being		
GRI 405 Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	6.1 Own workforce		
GRI 406 Non-discrimination	406-1 Incidents of discrimination and corrective actions taken	6.1 Own workforce		
GRI 3 Material Topics 2024	3-3 Management of material topics	7.Governance, ethics & organizational structure		
GRI 204 Procurement Practices 2016	204-1 Proportion of spending on local suppliers	6.7.2 Local supplier spending		
GRI 205 Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	7.5 Anti-corruption and bribery		
GRI 206 Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	7.6 Fairness, regulatory & environmental compliance		



GRI 307 Environmental compliance 2016	307-1 Non-compliance with environmental laws and regulations	7.6 Fairness, regulatory & environmental compliance		
GRI 308 Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	6.7.2 Local supplier spending		
GRI 414 Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	6.7.2 Local supplier spending		
GRI 416 Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	6.5.4 Risk assessment and compliance		
GRI 416 Customer Health and Safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	6.5.4 Risk assessment and compliance		
GRI 418 Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	7.1 Privacy and cybersecurity		
GRI 419 Socioeconomic compliance 2016	419-1 Non-compliance with laws and regulations in the social and economic area	7.6 Fairness, regulatory & environmental compliance		

