2025 ESG REPORT

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About this report

*The 2025 ESG Report covers the period from **1 January to 31 December 2025** and presents D-Marin's approach and performance across its material environmental, social and governance (ESG) topics. The report is published electronically and is available through D-Marin's website.*

*The report is prepared by **D-Marin Global Services on behalf of Venilia Investments S.à r.l., the parent company of the D-Marin Group,** and consolidates ESG information across the Group's reporting perimeter.*

*The reporting boundary covers D-Marin's operations in **Greece, Türkiye, Croatia, Italy, Malta and France**. Compared with 2024, the 2025 reporting perimeter expanded to include **three additional marinas: Porto Mirabello, Port Camille Rayon and Marina di Valletta**.*

Unless otherwise stated, disclosures and performance data are presented on this consolidated basis. Where relevant, comparable 2025 results based on the 2024 reporting perimeter are also provided, with changes in scope identified in the relevant sections. To enhance the consistency of historical performance data, Scope 1 and 2 emissions of the baseline year were recalculated following a review of D-Marin's operational-control boundary, as further explained in Section 3.2.

*This report has been prepared in **accordance with the GRI Standards 2021**. Its content is informed by D-Marin's 2025 Double Materiality Assessment, which considered impacts, risks and opportunities across the value chain. The report is structured around D-Marin's four ESG strategic pillars and presents our priorities, actions, performance and progress against defined targets.*

*The report also identifies how D-Marin's ESG priorities contribute to relevant **UN Sustainable Development Goals (SDGs)**, including climate action, responsible resource use, marine biodiversity, employee wellbeing, ethical business conduct and sustainable local development.*

ESG data are collected, validated and consolidated through D-Marin's internal reporting process, with contributions from corporate functions, marina management and operational teams. Designated internal stakeholders review the information before publication.

D-Marin welcomes feedback, comments and questions on this report and our sustainability performance. Transparent reporting and ongoing stakeholder dialogue help us strengthen accountability, inform decision-making and continuously improve our approach to responsible marina management.

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Message from the CEO

2025 was an important year for D-Marin. We expanded our presence across key yachting destinations while continuing to invest in the resilience and responsible growth of our business.

A defining milestone was the introduction of our updated ESG Strategy. Its four pillars set a clear direction: safeguarding our marine environment, shaping a low-carbon future, protecting and empowering our people, and strengthening trust and responsible practices.

During the year, we advanced renewable energy, energy efficiency, circularity and biodiversity initiatives across our marina network. We also strengthened our health and safety framework and employee development programmes, while female representation in senior and middle management reached 43%.

Governance, ethics, compliance and responsible procurement remained key priorities. Our progress was recognised with a Gold EcoVadis rating, placing D-Marin among the top-performing companies assessed globally.

As we grow, our focus remains clear: to combine premium marina management with responsible operations, resilient destinations and lasting value for our stakeholders.

I would like to thank our people and partners for their contribution to this progress and to the future of D-Marin.

Oliver Dörschuck
Chief Executive Officer
D-Marin Group

D-MARIN OVERVIEW

*Founded in 2003, D-Marin operates a network of **26 marinas across nine countries in the Mediterranean and the Middle East**, serving more than **50,000 customers annually**.*

*Our network includes more than **14,000 berths, 1,000 superyacht berths and 12 professional boatyards**, which service more than 2,500 yachts each year. Our operating model combines consistent D-Marin standards with local expertise, enabling each marina to retain its distinctive character while delivering a high-quality guest experience.*

Continued investment in infrastructure, digital innovation, customer experience and operational capabilities supports the development and resilience of our marina network.

OUR VISION AND VALUES

Our vision is to redefine marina excellence by transforming coastal infrastructure into vibrant, inclusive, and sustainable communities, where premium experiences are shaped by purpose, responsibility and positive impact. We believe the marinas of tomorrow must be more than destinations; they must be catalysts for environmental stewardship, social well-being, and long-term economic vitality.

Excellence - Hospitality - Sustainability
Integrity - Innovation

Our five core principles shape how we design and operate our marinas, engage our people and partners, and deliver lasting value to our guests and communities - while protecting the marine environment and the trust placed in us.

OUR ESG DIRECTION

Our ESG direction guides how we grow responsibly, strengthen resilience and create lasting value. Because our business depends on healthy coastal ecosystems and communities, sustainability considerations are integrated across marina operations - from energy, water and waste management to biodiversity protection and responsible boating.

Through defined targets, governance and stakeholder engagement, we track our performance and work to advance responsible marina management across our network.

A leading premium marina network **at the heart of the Mediterranean**

MARKET LEADERSHIP

26
marinas

9
countries

14,000+
berths

50,000+
customers served

95%
occupancy rate

SUPERYACHT EXCELLENCE

1,000+
superyacht berths

700
active superyacht contracts

TECHNICAL & BOATYARD SERVICES

12
boatyards

2,500+
yachts serviced annually

2,000+
dry dock spaces

TRUSTED OPERATOR & RESPONSIBLE STEWARD

>90%
Blue Flag certifications

~ €100K
donations to local communities

70
employee Net Promoter Score (eNPS)

62
Net Promoter Score (NPS)

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1.1

STRATEGIC MARKET PRESENCE

Our growth strategy combines local expertise with a focused presence across the Mediterranean and the Persian Gulf.

This diversified footprint supports our growth while enabling us to apply consistent operational and service standards across key yachting destinations.

Our integrated operating model combines premium guest experiences with environmental stewardship and local engagement, supporting resilient marina operations and coastal economies.

Growth journey and recent strategic milestones

2023

- Partnership with Azimut Benetti Livorno & Varazze in Italy and Valletta in Malta
- Marsa Al Arab Marina, UAE joins D-Marin
- Partnership with Gruppo Parodi: Aregai and San Lorenzo, Italy
- Vlora announced as Albania's first professional marina

2024

- Port Camille Rayon marks D-Marin's entry into France
- Porto Mirabello expands D-Marin's presence in Italy
- Port De La Mer joins D-Marin in Dubai
- Marina of Pylos enters a new era of growth

2025

- Palma Cuarentena marks D-Marin's entry into Spain

2026

- Olbia Marina, which consists of two supplementary assets in Sardinia: Marina di Olbia Yacht Service (MOYS) and Molo Brin, joins D-Marin's portfolio

Our marina network spans **Greece, Türkiye, Croatia, Italy, Spain, France, Malta, UAE and Albania.**

Across established and emerging yachting destinations, we combine Group-wide expertise and operating standards with local knowledge. This enables our marinas to respond to destination-specific needs while supporting local supply chains, responsible tourism and resilient coastal economies.

Türkiye

TURGUTREIS

Renowned for its spectacular sunsets and award-winning marina village, complemented by a vibrant hospitality offering.

DIDIM

One of the Eastern Mediterranean's largest marinas, distinguished by its five Gold Anchor Awards.

GÖCEK

A secluded marina destination set against protected pine forests and the tranquil waters of Göcek Bay.

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Greece

GOUVIA

The Ionian's premier homeport, currently undergoing a comprehensive transformation designed to further elevate the guest experience.

ZEA

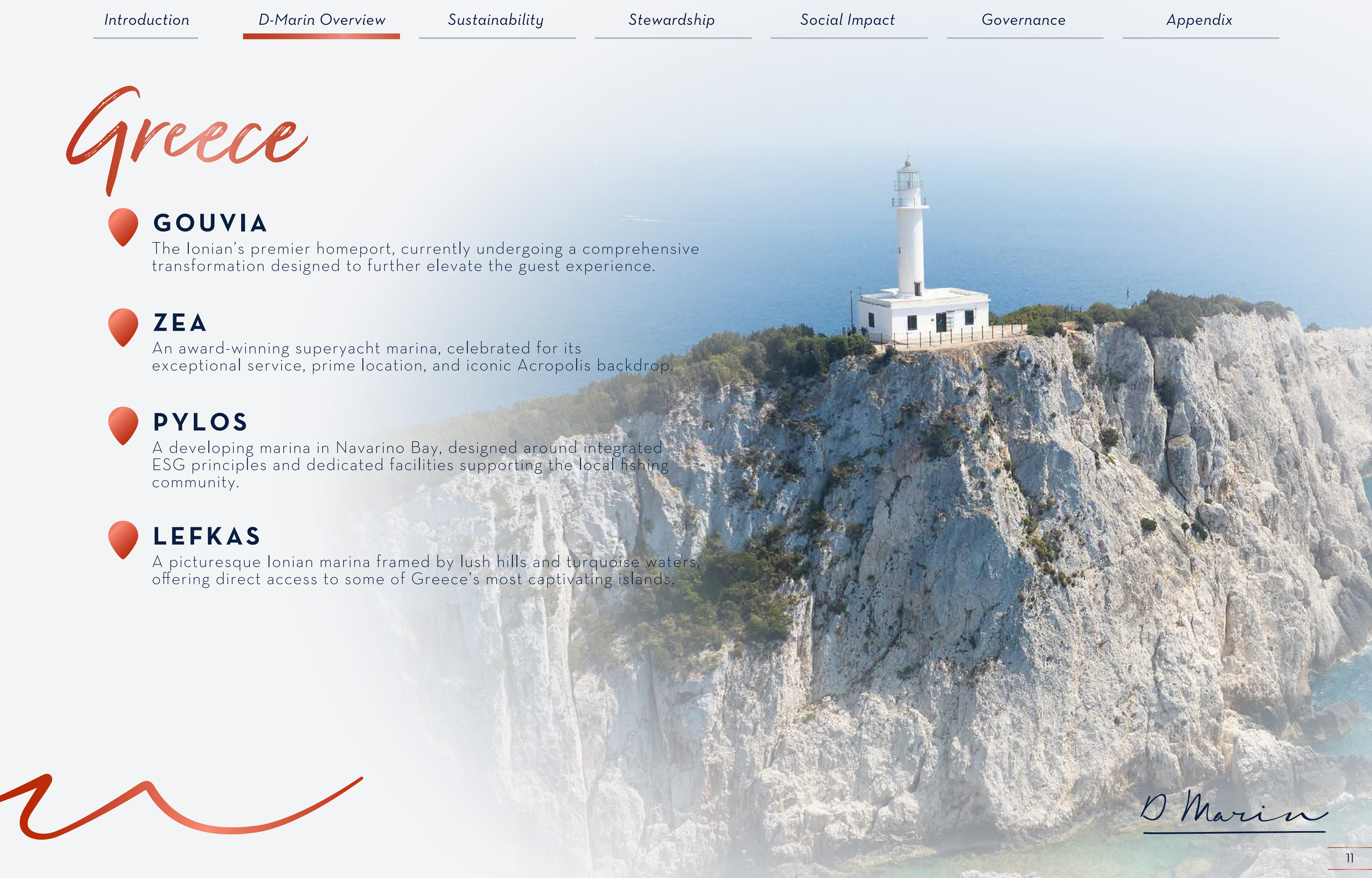
An award-winning superyacht marina, celebrated for its exceptional service, prime location, and iconic Acropolis backdrop.

PYLOS

A developing marina in Navarino Bay, designed around integrated ESG principles and dedicated facilities supporting the local fishing community.

LEFKAS

A picturesque Ionian marina framed by lush hills and turquoise waters, offering direct access to some of Greece's most captivating islands.



Albania

VLORA

Set to introduce premium superyacht infrastructure to Albania's 426 km coastline.

Malta

VALLETTA

Year-round Mediterranean base at the doorstep of a UNESCO World Heritage capital, host of the Rolex Middle Sea Race.

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Italy

AREGAI
A distinguished Ligurian marina where championship sailing, exceptional gastronomy, and Riviera sophistication converge.

SAN LORENZO
An exclusive waterfront retreat offering privacy, refined hospitality, a beach club, and a signature wellness experience.

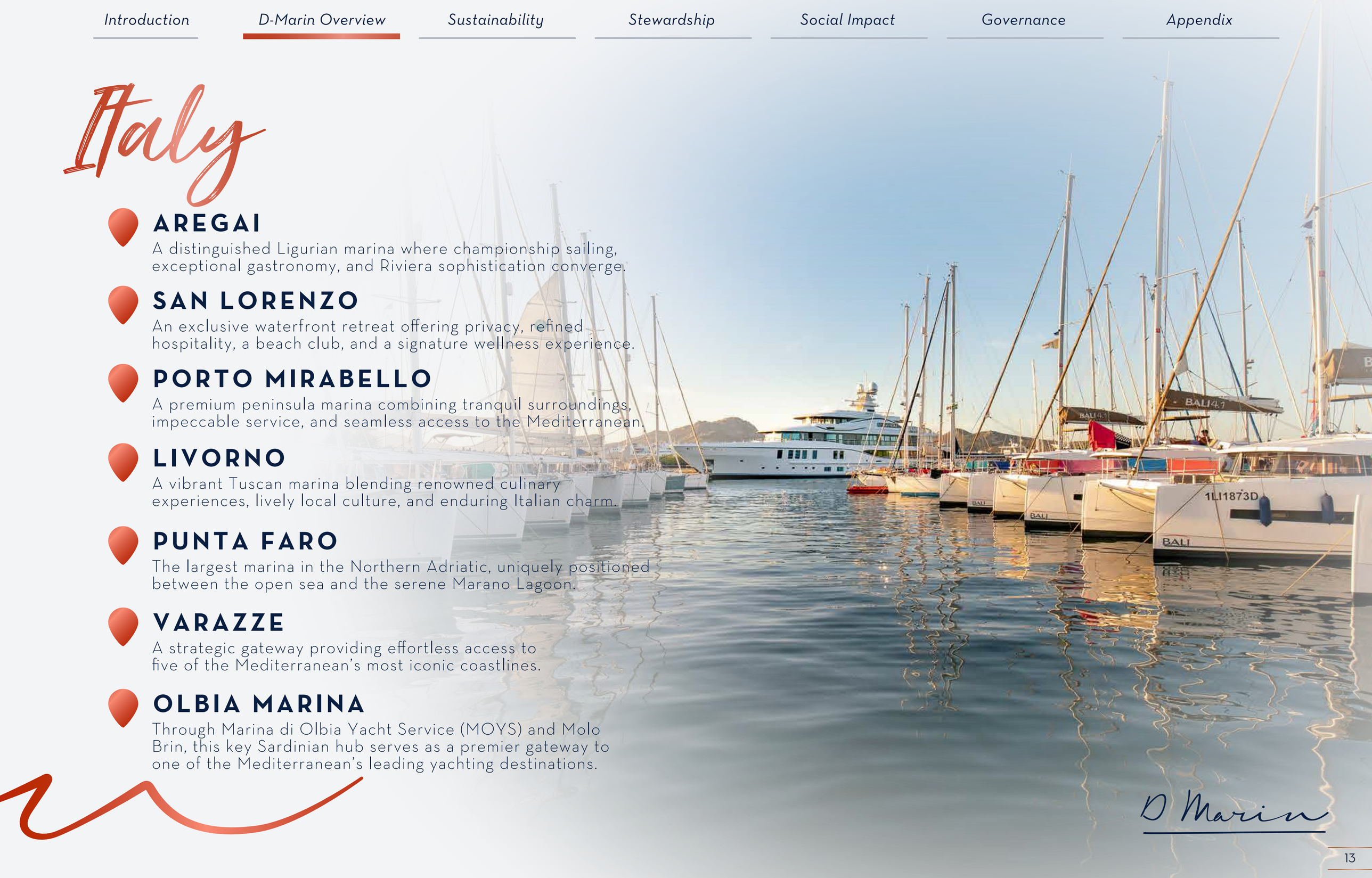
PORTO MIRABELLO
A premium peninsula marina combining tranquil surroundings, impeccable service, and seamless access to the Mediterranean.

LIVORNO
A vibrant Tuscan marina blending renowned culinary experiences, lively local culture, and enduring Italian charm.

PUNTA FARO
The largest marina in the Northern Adriatic, uniquely positioned between the open sea and the serene Marano Lagoon.

VARAZZE
A strategic gateway providing effortless access to five of the Mediterranean's most iconic coastlines.

OLBIA MARINA
Through Marina di Olbia Yacht Service (MOYS) and Molo Brin, this key Sardinian hub serves as a premier gateway to one of the Mediterranean's leading yachting destinations.



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Croatia

DALMACIJA

A spacious and tranquil marina, offering the perfect gateway to the beauty and diversity of the Dalmatian islands.

MANDALINA

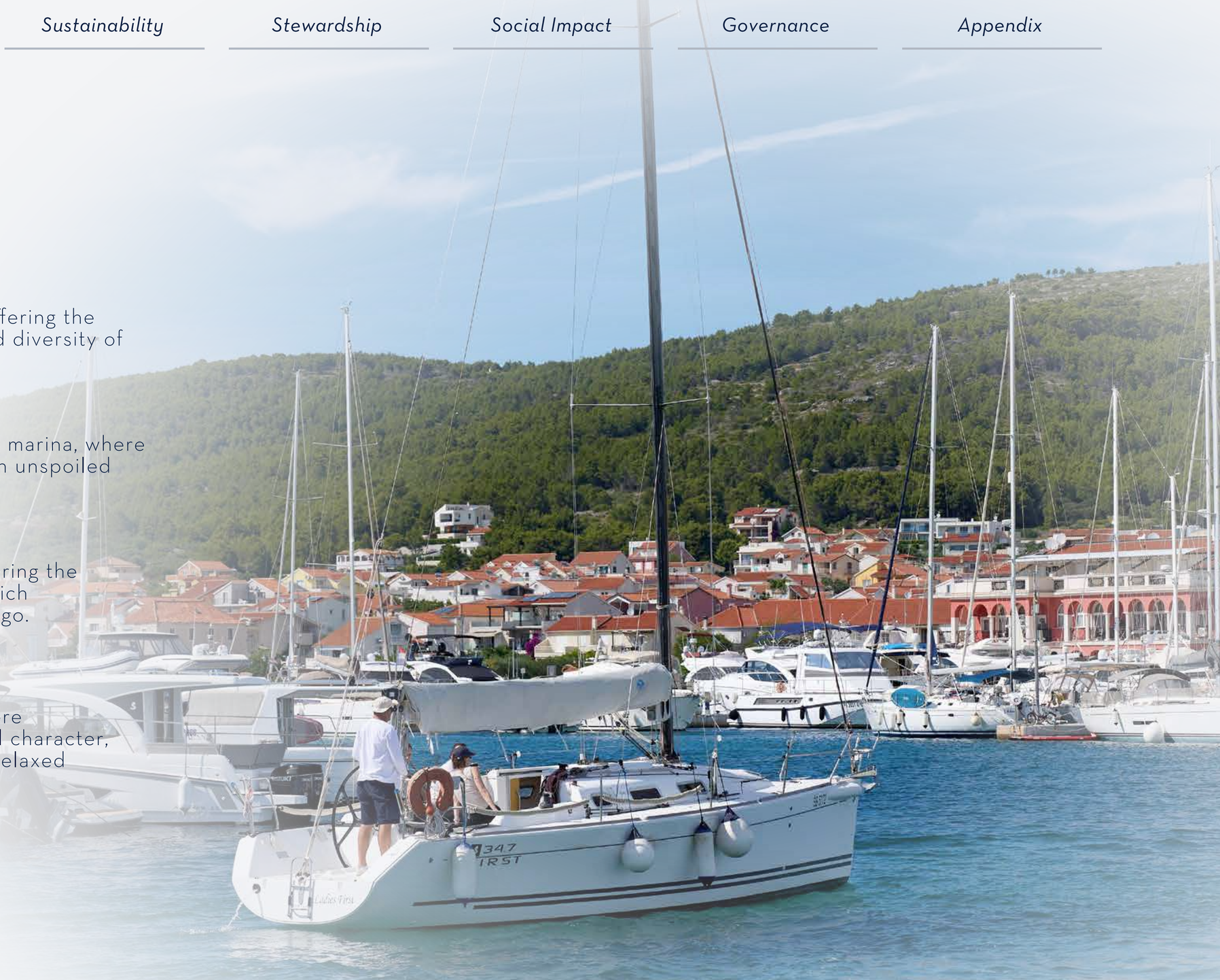
The Adriatic's premier superyacht marina, where world-class accreditations meet an unspoiled natural setting.

BORIK

An ideal starting point for discovering the Adriatic coastline and the island-rich landscapes of the Zadar archipelago.

TRIBUNJ

An elegant Dalmatian retreat, where authentic stone architecture, local character, and crystal-clear waters define a relaxed sense of luxury.



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France

PORT CAMILLE RAYON

A discreet sanctuary on the Côte d'Azur, where Natura 2000 wilderness frames a refined yachting lifestyle.

Spain

PALMA CUARENTENA

A premium marina in the heart of Palma de Mallorca, combining maritime heritage with central island access.

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UAE

AL SEEF

A lively waterfront destination where Dubai's rich heritage blends seamlessly with contemporary elegance, just moments from the city's vibrant heart.

MARASI BAY

A refined marina along the Dubai Canal, seamlessly connected to the Business Bay district and the city's extensive transport network.

JADDAF WATERFRONT

A strategically located deep-water marina on the Dubai Canal, offering direct access to the city's cultural hub and international airport.

PORT DE LA MER

A Mediterranean-inspired island retreat, combining exclusive beachfront leisure with panoramic views of Dubai's iconic skyline.

MARSA AL ARAB

Home to Dubai's flagship Blue Flag-certified marina and recipient of the Outstanding Emerging Marina award at the Abu Dhabi Maritime Awards 2025.

Marinas in focus

The following section presents the 14 marinas included in the 2025 reporting scope and provides an overview of their facilities, capabilities and distinctive characteristics. Across these destinations, environmental responsibility, social considerations and service excellence are integrated into day-to-day marina operations.

	CROATIA				GREECE			TURKEY			ITALY		MALTA	FRANCE
MARINAS	BORIK	TRIBUNJ	DALMACIJA	MANDALINA	GOUVIA	ZEA	LEFKAS	GÖCEK	TURGUTREIS	DIDIM	PUNTA FARO	PORTO MIRABELLO	VALLETTA	PORT CAMILLE RAYON
TOTAL MARINA AREA (M2)	15,083	22,662	348,631	28,566	172,575	63,003	72,236	104,292	99,312	286,563	208,450	62,794	6,235	130,000
BERTHING CAPACITY (#)	170	265	1,140	454	1,300	462	620	351	532	591	1,200	407	280	844
DRY DOCK SPACES (#)	15	50	136	30	350	-	280	35	100	400	160	-	-	-
TRAVEL LIFTS (TN)	5	80	30, 35, 35, 80	50	100, 75, 60, 64	-	150, 70	70	100	400, 75	80	160	-	250
LAND BERTHS (#)	0	-	164	-	-	-	-	-	-	-	160	-	-	16
MAXIMUM LENGTH OF YACHTS THAT CAN BE ACCOMMODATED (M)	30	30	45	60	80	150	40	85	60	70	40	110	80	75
EV CHARGING STATIONS (#)	1	1	-	1	10	8	10	2	4	4	2	-	2	2
BERTHS SPECIFICALLY FOR THE LOCAL FISHING FLEET (#)	0	-	-	-	-	156	5	-	-	-	-	-	-	-
HELIPAD SHIPYARD (#)	-	-	-	-	-	-	-	-	✓	✓	-	✓	-	-
FUEL STATIONS (#)	-	-	✓	-	✓	-	✓	✓	✓	✓	✓	✓	✓	✓

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D-Marin's network continues to grow through several marina developments currently underway. **Marina Livorno (Italy), Marina Vlora (Albania), and Marina Pylos (Greece)** are progressing as planned, each set to strengthen our presence in key Mediterranean destinations.

In 2025, we further expanded our footprint with the acquisition of **D-Marin Palma Cuarentena** in Spain, a premium facility located along Palma de Mallorca's iconic Paseo Marítimo, combining rich maritime heritage with modern sophistication and offering an exceptional gateway to the Balearic Islands.

In 2026, **Olbia Marina** joined D-Marin's portfolio. Located in the Port of Olbia, Marina di Olbia Yacht Service (MOYS) and Molo Brin together form a powerful gateway in one of the Mediterranean's most important yachting regions.

1.2

MEMBERSHIPS, AWARDS, RECOGNITIONS AND AFFILIATIONS

Collaboration supports D-Marin's approach to responsible marina management. Our participation in internationally recognised sustainability initiatives, certification schemes, industry associations and strategic networks enables us to share knowledge, adopt best practices and contribute to the development of the marina and maritime sectors.

The following engagements support knowledge sharing, innovation, and continuous improvement, while enabling us to contribute to broader environmental, social, and economic priorities:

UNITED NATIONS GLOBAL COMPACT

D-Marin is committed to the United Nations Global Compact (UNGC) and integrates its ten principles into our ESG approach and responsible business practices.

SCIENCE BASED TARGETS INITIATIVE (SBTI)

D-Marin's validated Science Based Targets initiative (SBTi) targets support our commitment to reducing greenhouse gas emissions and transitioning towards a low-carbon future.

CSR HELLAS

Through our membership in CSR Hellas, we collaborate with a network of leading peers to exchange sustainability knowledge and strengthen the integration of ESG considerations across our operations.

HELMEPA

As members and Safety Ambassadors of HELMEPA, we support maritime safety and environmental awareness across our marina network, reinforcing marine protection and responsible operations.

BRITISH SAFETY COUNCIL

Through our membership of the British Safety Council, we access recognised health and safety guidance and practices that support our approach to employee health, safety and wellbeing.

ECO SEAROUTES ASSOCIATE

Marina Lefkas participation in Eco SeaRoutes Associate demonstrates our commitment to maritime innovation by collaborating on initiatives that advance environmental awareness and reduce emissions across the boating industry.

UPACA (UNION DES PORTS DE PLAISANCE PROVENCE-ALPES-CÔTE D'AZUR AND MONACO)

Camille Rayon Marina's involvement in UPACA connects us with a leading regional network to exchange best practices, advancing environmental responsibility and operational excellence across the recreational port sector of Provence-Alpes-Côte d'Azur and Monaco.

TÜRÇEV

The active engagement of Marina Gocek, Turgutreis, and Didim with TÜRÇEV drives our commitment to coastal protection, environmental education, and sustainable tourism to ensure cleaner, more resilient destinations for future generations.

YATED

Gocek Marina's engagement with YATED connects us with a vital stakeholder network to advance sustainable yacht tourism, enhance service quality, and promote responsible management practices across the Turkish maritime sector.

YACHTING MALTA

Marina di Valletta's engagement with Yachting Malta drives responsible growth and industry innovation by collaborating on initiatives that advance high operational standards and sustainable maritime practices.

In addition, several of our marinas actively participate in local and national industry associations, tourism organizations, and business networks, further fostering collaboration, knowledge sharing, and the exchange of best practices that support the sustainable development of the marina, maritime, and tourism sectors.

Each year, D-Marin receives a range of internationally and nationally recognised certifications, ratings, awards and distinctions across sustainability, operational excellence, safety and customer experience. These external recognitions provide independent benchmarks of our performance and progress.

Sustainability Ratings

ECOVADIS

In 2025, D-Marin achieved an EcoVadis score of 84/100, an increase of 11 points from 2024. This placed the Group in the 98th percentile and among the top 2% of companies assessed worldwide, resulting in a Gold rating. Scores increased across all four EcoVadis assessment themes: Environment, Labour & Human Rights, Ethics and Sustainable Procurement.

Awards

ENVIRONMENTAL AWARDS 2026

Gold/Platinum award at the Environmental Awards '26 in the category "Biodiversity and Nature Protection" for the Biohut® initiative - Boussias events

HEALTH & SAFETY AWARDS 2025 - 2026

Health & Safety Awards 2025 - Bronze Award in the "Workplace Campaign" category – Boussias events

Health & Safety Awards 2026 - Bronze Award in the "Employee Training & Awareness" category - Boussias events

TOURISM AWARDS 2026

Silver Award in the "Initiatives for Conserving Land and Marine Biodiversity" category for D-Marin's Biohut initiative – Boussias Events

Awards

ABU DHABI MARITIME AWARDS 2025

Sustainability Award – Gold Medal for Marina Turgutreis
Innovation - Gold Medal for Gocek Marina
Customer Experience - Gold Medal for Didim Marina
Health & Safety Award – Silver Medal for Marina Turgutreis
Customer Experience - Silver Medal for Gocek Marina
Outstanding Marina - Silver Medal for Didim Marina

GOLD ANCHOR - THE YACHT HARBOUR ASSOCIATION (TYHA)

5 Gold Anchor Award for Marina di Valletta, Marina Mandalina, Marina Turgutreis, Marina Didim and Gocek Marina recognizing their elite, world-class luxury level

CLEAN MARINA - THE YACHT HARBOUR ASSOCIATION (TYHA)

Clean Marina certification for Marina di Valletta, Marina Mandalina, Marina Turgutreis, Marina Didim and Gocek Marina for their environmental stewardship, proper blackwater capture, hazardous waste management, and plastic pollution prevention

PORT PROPRE - UNION DES PORTS DE PLAISANCE PROVENCE-ALPES-CÔTE D'AZUR AND MONACO (UPACA)

"Port Propre Actif en Biodiversité" Award for Camille Rayon Marina's waste management and pollution prevention practices and its positive impact on terrestrial and marine ecosystems

Certifications

BLUE FLAG

Certification recognising high standards of environmental management, water quality, safety and services, achieved across most D-Marin marinas.

ISO

ISO 14001 – Environmental Management Systems – Supports the systematic management and reduction of environmental impacts.
ISO 45001 – Occupational Health and Safety Management Systems – Supports the systematic management of occupational health and safety risks and the provision of safe and healthy workplaces.
ISO 13687-2 – Yacht Harbour Operations – Defines requirements for marina services, facilities and operational standards.
ISO 18725 – Yacht Harbour Quality Management – Supports consistent service quality and customer experience in yacht harbors.

1.3

OUR BUSINESS MODEL AND VALUE CHAIN

Our business model combines marina infrastructure, operational services and digital capabilities to deliver a consistent premium marina experience. Across our network, we serve yacht owners, crews and visitors while supporting local communities, suppliers and business partners.

Our marina operations combine core services, supporting infrastructure and customer-focused services, applying consistent Group standards while responding to the needs of each marina and destination.

Beyond core marina operations, we provide specialised services that support the customer experience, vessel needs and safe marina operations. These include:

Hospitality and convenience services
A range of services designed to improve customer convenience, including laundry, cleaning and dining options across our marina network.

Technical support services
Technical assistance, including underwater hull inspections, sail restoration and maintenance support, helping customers maintain their vessels safely and efficiently.

Supplementary storage solutions
Rental storage spaces for yacht owners requiring additional capacity for equipment, provisions and personal belongings during their stay.

Health and safety facilities
First aid stations at multiple locations across our marinas support timely medical assistance for customers, visitors and crew members.

Our value chain spans site selection and infrastructure development, marina operations, service delivery and downstream customer activities. We work with suppliers, service providers, yacht owners, local businesses, tourism authorities and technology partners across these activities.

The value chain map distinguishes upstream activities, D-Marin's own operations and downstream activities, helping us identify where operational, environmental and social impacts arise and where our management approach can influence them.

Marina Operations

UPSTREAM

Resources for marina infrastructure
- Design, preparation and construction of marinas
- Land/naval engineering projects
- Supply of raw materials (e.g. concrete, ropes, paints)
- Supply of machinery and equipment

Supply of utilities
- Fuel and energy providers
- Water providers and waste management solutions
- Telecommunications and network infrastructure

Provision of services
- Transportation services
- Professional and consulting services
- Financial and insurance services

OWN OPERATIONS

Management, operation, infrastructure and logistics
- Engineering activities
- Transportation services
- Marina management and operation
- Managing docking and berthing facilities

Professional services
- Dry docking, cleaning and maintenance services
- Amusement and recreational activities
- Administrative services (e.g. customer services)

DOWNSTREAM

Marine transportation and equipment leasing
- Passenger ferry operations and vessel relocation services
- Leasing of marine equipment (engines, auxiliary tools)

Hospitality and leisure activities
- Restaurants, shopping and waterfront entertainment
- Yacht and professional vessel rental/sale

Professional and technical services
- Consulting and real estate services
- Vessel maintenance, fueling and crew assistance

2

CREATING LONG-TERM VALUE THROUGH SUSTAINABILITY

Sustainability is integrated into how we operate our marinas and plan for long-term growth. Our priorities reflect the close relationship between our business, coastal ecosystems, our people and the communities in which we operate.

Across the network, environmental stewardship, responsible business practices and social considerations inform operational decisions and investment.

2.1

OUR ESG STRATEGY

In 2025, we evolved our ESG Strategy from five pillars to a focused four-pillar framework, supported by defined targets, timelines, ownership and accountability. The framework connects our material ESG priorities with operational action and performance monitoring.

Our ESG vision is:

"To operate marinas that are environmentally responsible, socially inclusive and resilient, creating lasting value for all our stakeholders."

Our vision is delivered through four strategic pillars, each supported by defined areas of action, measurable targets and clear timelines.

SAFEGUARDING OUR MARINE ENVIRONMENT

Protecting marine and coastal ecosystems through proactive oil spill prevention, certified sustainable operations, robust waste management, and targeted biodiversity initiatives.

SHAPING A LOW-CARBON FUTURE

Leading the transition to a low-carbon future by harnessing clean energy and climate resilience.

PROTECTING AND EMPOWERING OUR PEOPLE

Protecting our people's wellbeing while empowering them through equity, development, safety, and a supportive workplace experience.

STRENGTHENING TRUST AND RESPONSIBLE PRACTICES

Fostering trust by embedding sustainable sourcing, robust data protection, and strong customer relationships to shape a responsible and resilient future.

CONTRIBUTION TO THE UN SDGS

Our four ESG pillars address D-Marin's material sustainability priorities and connect them with relevant UN SDGs. Each pillar is supported by measurable targets and defined time horizons to guide implementation and track progress.

THEMATIC AREA	TARGET	TIME HORIZON	RELEVANCE TO MATERIAL TOPICS	STATUS	CONTRIBUTION TO THE SDGS
Safeguarding our marine environment					
OIL SPILL MANAGEMENT	Ensure that at least 90% of marina employees complete oil spill prevention and response training annually.	2028	Water and marine resources	Ongoing	
MARINE CERTIFICATIONS	Ensure that 100% of D-Marin marinas are certified with Blue Flag certification.	2030	Water and marine resources & Biodiversity and ecosystems	Ongoing	
WASTE MANAGEMENT AT MARINAS	Achieve a 35% waste diversion rate of marinas' waste.	2030	Resource use and circular economy	Ongoing	
Shaping a low-carbon future					
CARBON FOOTPRINT	Reduce Scope 1 and Scope 2 GHG emissions by 42% (base year 2021).	2030	Climate change	Ongoing	
VALUE CHAIN EMISSIONS	Calculate Scope 3 emissions and explore the adoption of relevant SBTi targets.	2028	Climate change	Ongoing	
ELECTRICITY CONSUMPTION FROM RES	At least 35% of the Group's total electricity consumption will be sourced from renewable energy sources.	2030	Climate change	Ongoing	

THEMATIC AREA	TARGET	TIME HORIZON	RELEVANCE TO MATERIAL TOPICS	STATUS	CONTRIBUTION TO THE SDGS
Protecting and empowering our people					
HEALTH & SAFETY TRAINING	Ensure at least 90% of marina employees complete annual mandatory H&S training programs.	2030	Own workforce	Ongoing	
DIVERSITY IN MANAGERIAL POSITIONS	Achieve 40% representation of each gender in senior and middle management positions.	2027	Own workforce	Ongoing	
EMPLOYEE SATISFACTION	Achieve an employee satisfaction score (eNPS) above 73.	2030	Own workforce	Ongoing	
Strengthening trust and responsible practices					
DATA PROTECTION	Maintain a record of zero privacy breach incidents of customer data.	2030	Business conduct	Ongoing	
SUSTAINABLE PROCUREMENT	Evaluate at least the top 30 suppliers on ESG criteria.	2030	Business conduct	Ongoing	
CUSTOMER LOYALTY	Maintain the customer satisfaction score (Net Promoter Score – NPS) above 50.	2030	Consumers and end-users	Ongoing	
CUSTOMER DUE DILIGENCE	Conduct AML/KYC and sanctions screening for 100% of new in-scope customers across all operations.	2029	Consumers and end-users	Ongoing	

The targets above were developed during 2025 and finalised in early 2026 as part of D-Marin's updated ESG Strategy. Progress against these targets will be monitored and reported annually from 2026. The 2025 Scope 3 inventory, completed in 2026, will inform the next phase of our value-chain climate approach.

2.2

STAKEHOLDER DIALOGUE

We engage regularly with our key stakeholders to understand their priorities and expectations and identify relevant impacts, risks and opportunities. Stakeholders are identified based on how they may be affected by our activities and their influence on our business and are reviewed periodically as our operations evolve.

Engagement takes place through formal and informal channels at both corporate and marina level. The topics and feedback raised inform our business and sustainability approach, including operational priorities, risk management and material sustainability topics. The table below outlines our key stakeholder groups, topics of interest, engagement methods and how engagement informs our approach.

EMPLOYEES
Our people who bring D-Marin's purpose to life.

CUSTOMERS
Yacht owners, crews and visitors who use our marinas and services.

BUSINESS PARTNERS AND SUPPLIERS
Companies that supply goods and services and support our operations.

LOCAL COMMUNITIES
Communities where we operate, including residents and local businesses.

REGULATORS AND GOVERNMENT AUTHORITIES
Public institutions that provide oversight and enable our operations.

INDUSTRY AND SECTOR ORGANISATIONS
Associations and industry bodies that support the sustainable development of the marina sector.

SOCIETY AND THE ENVIRONMENT
The wider society and natural environment affected by our activities.

SHAREHOLDERS AND INVESTORS
Providers of capital and long-term value partners.

Internal stakeholders

External stakeholders

STAKEHOLDER GROUP	KEY TOPICS OF INTEREST	ENGAGEMENT METHODS	HOW ENGAGEMENT INFORMS OUR APPROACH
EMPLOYEES	Wellbeing, health & safety, professional development, diversity & inclusion, working environment	Employee Net Promoter Score (eNPS) surveys, performance reviews and career development discussions, town halls, internal communications, health & safety committees, whistleblowing mechanism	Employee feedback informs actions related to workplace wellbeing, health & safety, professional development, and an inclusive working environment.
CUSTOMERS	Service quality, marina facilities, safety, customer experience, sustainability performance	Customer satisfaction and Net Promoter Score (NPS) surveys, customer feedback channels, customer service interactions, marina events, guest relations teams, digital platforms	Customer feedback informs infrastructure investments, service improvements, digital solutions, and customer experience initiatives.
SUPPLIERS & BUSINESS PARTNERS	Responsible procurement, ethical business conduct, operational performance, sustainability expectations	Supplier contracting, Supplier Code of Conduct, ESG assessments of selected existing suppliers and regular engagement	Supplier engagement supports the development of procurement practices, supplier management, and the integration of ESG considerations into supplier relationships.
TENANTS	Lease conditions, service quality, marina infrastructure, health & safety, utility management, business continuity	Meetings, tenant satisfaction surveys, operational communications, feedback channels, site visits	Tenant feedback informs marina operations, infrastructure, utility management, business continuity, and service improvements.
LOCAL COMMUNITIES	Economic contribution, environmental stewardship, local employment, social impact	Community initiatives, partnerships with NGOs, educational programmes, stakeholder consultations	Community engagement informs local initiatives, partnerships, and environmental and social programmes relevant to the communities where we operate.
INVESTORS & SHAREHOLDERS	Financial performance, governance, risk management, strategy, ESG strategy and progress	Shareholder meetings, investor briefings, ESG disclosures, annual reports	Investor and shareholder engagement informs strategic priorities, governance, risk management, and ESG reporting.
REGULATORY & PORT AUTHORITIES	Compliance, environmental protection, maritime safety, infrastructure development	Regulatory reporting, inspections, consultations, permitting processes	Regulatory engagement informs compliance, environmental management, safety, and marina operations.
INDUSTRY ASSOCIATIONS & SUSTAINABILITY NETWORKS	Industry trends, innovation, best practices, responsible marina management	Memberships, conferences, working groups, industry forums	Participation supports knowledge sharing, collaboration, and the adoption of relevant industry and sustainability practices.
LENDERS & FINANCIAL INSTITUTIONS	Business resilience, governance, risk management, sustainability performance	Periodic reporting, due diligence exercises, strategic discussions	Engagement with lenders and financial institutions informs governance, risk management, and sustainability-related financing considerations.

2.3

MATERIALITY ASSESSMENT

[GRI 3-1, 3-2]

D-Marin's materiality assessment identifies and prioritises the sustainability topics most relevant to our impacts, stakeholders and business.

In 2025, we conducted a **Double Materiality Assessment (DMA)** in accordance with the European Sustainability Reporting Standards (ESRS). The assessment considered **eight potentially material ESRS topics and fourteen related sub-topics** from two perspectives: impact materiality, examining D-Marin's actual and potential impacts on people and the environment; and **financial materiality**, examining sustainability-related risks and opportunities that may affect D-Marin's financial performance and position.

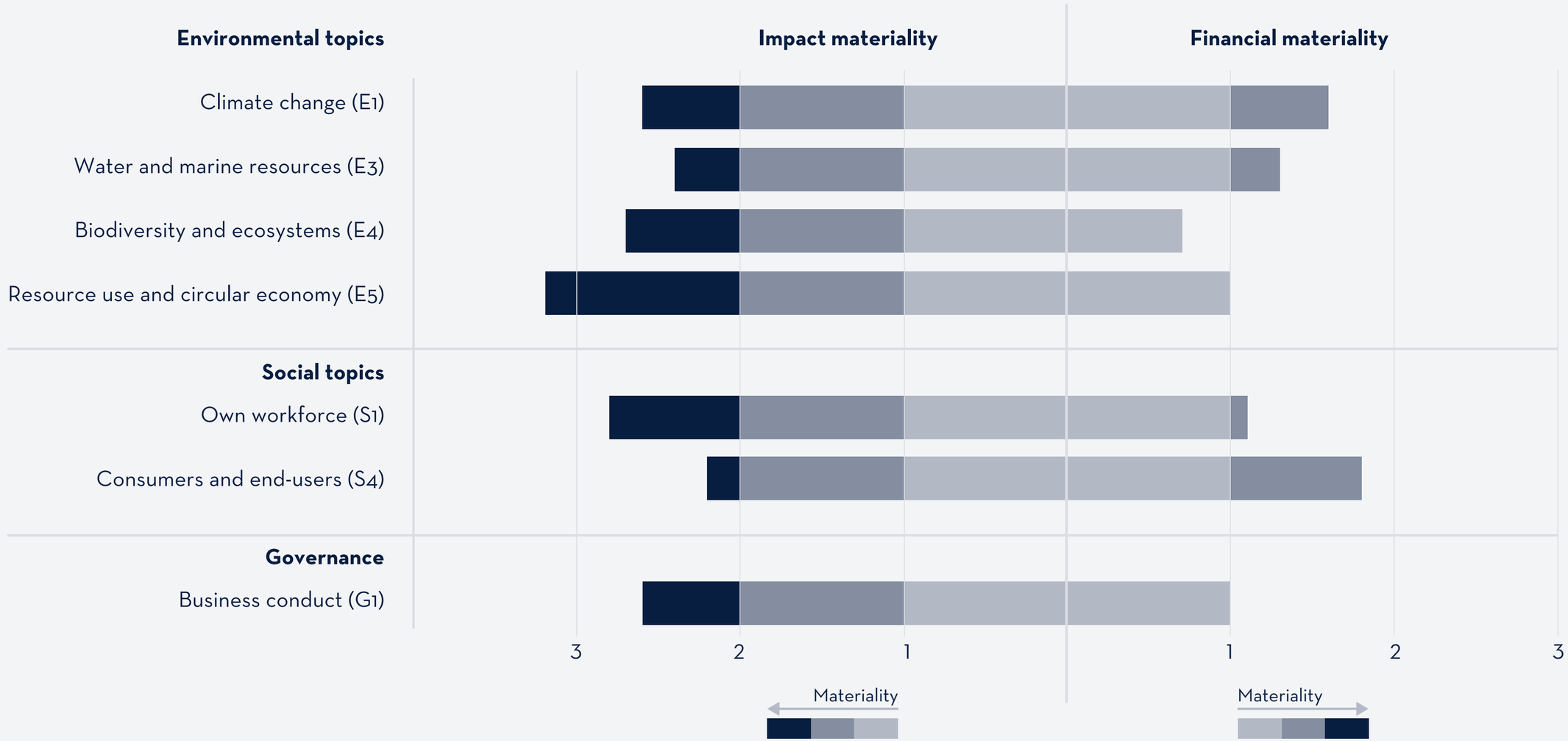
The assessment considered sustainability-related impacts, risks and opportunities across our own operations and value chain:

Impact
D-Marin's actual or potential positive and negative impacts on people and the environment, including through its own operations and value chain.

Risk
Sustainability-related risks that may negatively affect D-Marin's financial position, performance, cash flows, access to finance or cost of capital over the short, medium or long term.

Opportunity
Sustainability-related opportunities that may generate positive financial effects for D-Marin.

The assessment results inform D-Marin's sustainability priorities and provide the basis for identifying the material topics presented below. Scores were grouped into three tiers. In the chart, bar lengths represent each topic's final impact and financial materiality scores, on a scale of 1 to 3, with longer bars indicating higher scores.


Environmental topics
Impact materiality
Financial materiality
Climate change (E1)
Water and marine resources (E3)
Biodiversity and ecosystems (E4)
Resource use and circular economy (E5)
Social topics
Own workforce (S1)
Consumers and end-users (S4)
Governance
Business conduct (G1)
3
2
1
1
2
3
Materiality
Materiality

3

ADVANCING ENVIRONMENTAL STEWARDSHIP

The health of marine and coastal environments is fundamental to the long-term resilience of our marinas. Operating across some of the Mediterranean's most ecologically sensitive regions, we integrate environmental considerations into operational decisions and investments across our network.

Our environmental ambition is guided by two pillars of our ESG Strategy:

SAFEGUARDING OUR MARINE ENVIRONMENT

Protecting marine and coastal ecosystems through proactive oil spill prevention, certified sustainable operations, robust waste management, and targeted biodiversity initiatives.

SHAPING A LOW-CARBON FUTURE

Leading the transition to a low-carbon future by harnessing clean energy and climate resilience.

EURO CERT
CERTIFIED MANAGEMENT SYSTEM
ISO 14001:2015
00.02.2311

ENVIRONMENTAL POLICY

Our Environmental Policy establishes the principles and requirements for environmental management across our marinas, guiding both day-to-day operations and long-term investment decisions. The Policy forms the foundation of our environmental governance framework, ensuring alignment with international standards, applicable regulations, and the expectations of our guests, partners, and local communities.

&

ENVIRONMENTAL MANAGEMENT SYSTEM

This framework is further reinforced through the implementation of the ISO 14001 Environmental Management System (EMS), which provides a structured approach to environmental monitoring, compliance, and continuous improvement. Through ISO 14001 certification in Greece, Türkiye, Croatia and Italy, we strengthen the integration of environmental responsibility across our core business activities and decision-making processes.

D Marin

3.1

SAFEGUARDING OUR MARINE ENVIRONMENT

OUR FOCUS:

- Oil spill management
- Marine certifications
- Waste management at marinas

74 m³ of debris removed from marine and coastal areas

More than **1,220 kg of waste collected,** including ghost nets and seabed waste

~ 1.2 tonnes of marine debris removed from seabed and sea surface clean-up operations

Environmental **clean-up initiatives** conducted **across 12 marinas in 5 countries**

Our marinas depend on two closely connected resources: the coastal waters that surround them and the freshwater that supports their operations. Across the Mediterranean, both face increasing pressure from rising temperatures, prolonged drought and seasonal demand. Responsible water management is therefore important to both our operational resilience and the protection of the marine and coastal environments in which we operate.

As part of our approach, we remove marine litter from the seabed, water surface, beaches, breakwaters and surrounding coastal areas. Clean-up activities are carried out in collaboration with divers, municipalities, NGOs, schools and community volunteers. At participating marinas, technologies such as DPOL complement these activities by supporting the collection of floating waste and the protection of coastal waters.

OIL SPILL RESPONSE

Preventing marine pollution and maintaining effective incident-response capabilities are essential to responsible marina operations. All D-Marin marinas are equipped with dedicated oil spill response systems, supported by regular training and emergency drills to maintain preparedness across our network.

In 2025, no significant oil spill incidents were recorded across the D-Marin network. Routine water quality monitoring at intake and discharge points confirmed compliance with applicable environmental parameters. At our boatyards, antifouling residues generated through hull-cleaning activities are captured using dedicated filtration systems.

Our target

Ensure that **at least 90% of marina employees** complete oil spill prevention and response **training** annually.

MARPOL

D-Marin operates in accordance with applicable requirements of the International Convention for the Prevention of Pollution from Ships (MARPOL), developed by the International Maritime Organization (IMO). MARPOL establishes requirements to prevent and minimise pollution of the marine environment from ships, including pollution from oil and other harmful substances.

WATER MANAGEMENT

[GRI 303-1, 303-2, 303-3, 303-5]

Water is essential to our marina operations and the coastal environments in which we operate. Approximately 57% of the marinas covered by this ESG Report are located in areas of high water stress, making efficient water management an operational priority.

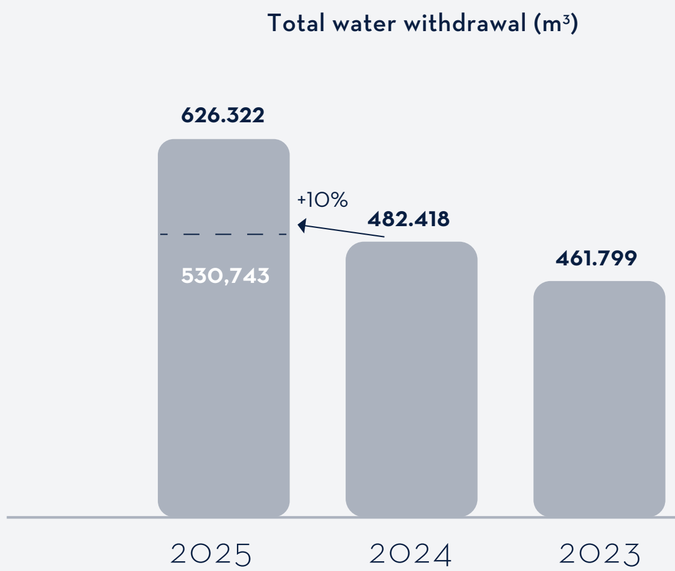
Our main water-consuming activities are boat cleaning and maintenance, landscape irrigation, and marina operations and maintenance. We manage consumption through monitoring, efficient irrigation, infrastructure improvements and approximately 2,500 smart pedestal systems enabling real-time monitoring of water and electricity use at berth level. Wastewater, runoff and potential impacts from boat maintenance are managed through appropriate drainage, filtration and discharge controls in line with applicable requirements.

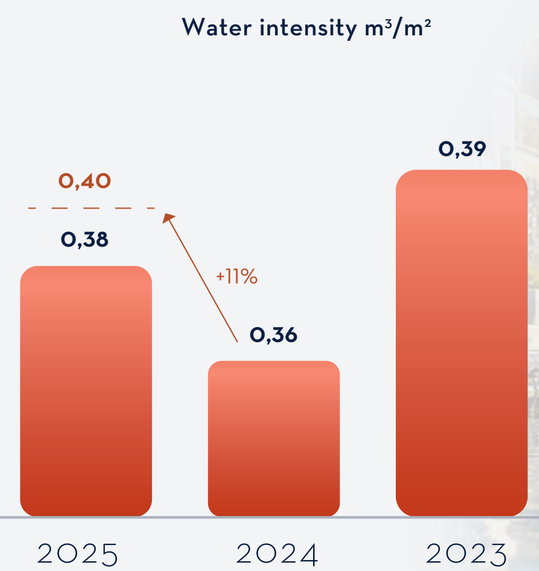
These measures support water efficiency, operational resilience and the protection of marine and coastal ecosystems.

Our target

Ensure that **100% of D-Marin marinas** are certified with **Blue Flag** certification

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





Total water withdrawal reached 626,322 m³ in 2025, compared with 482,418 m³ in 2024. The increase reflects the expanded reporting boundary, with Porto Mirabello, Marina di Valletta, Port Camille Rayon and headquarters accounting for 95,579 m³, as well as higher activity across the portfolio.

Of total water withdrawn, 272,122 m³ was produced through reverse osmosis systems, reducing reliance on municipal water supplies and supporting resilience in water-stressed locations.

Water intensity was 0.40 m³/m² in 2025, compared with 0.36 m³/m² in 2024, representing an 11% increase on a comparable LFL basis.

Environmental certifications provide independent benchmarks for responsible marina operations and environmental performance. D-Marin participates in internationally recognised certification programmes, including the Blue Flag, which assesses marinas against criteria covering environmental management, water quality, safety, environmental education and services.

D-Marin also participates in Clean Marina programmes, supporting environmental management and improvement in areas such as water quality, waste management and resource efficiency.

By year-end 2025, 93% of the marinas within the reporting scope had achieved Blue Flag certification, reflecting the application of recognised environmental standards across our portfolio.

Valletta Marina was awarded **ISO 13687-2 certification**, an internationally recognized standard for yacht harbour operations, service quality, and safety management. The certification demonstrates the marina's commitment to delivering high-quality customer experiences while maintaining robust operational and safety standards across its facilities.

Port Camille Rayon achieved **ISO 18725 "Ports Propres Actifs en Biodiversité"** certification, recognizing its commitment to biodiversity conservation and proactive environmental management. The certification reflects the marina's efforts to protect and enhance local ecosystems through targeted biodiversity initiatives, pollution prevention measures, and responsible marina operations.

WASTE MANAGEMENT AND CIRCULARITY

[GRI 306-1, 306-2, 306-3, 306-5]

PREVENT
Reduce waste generation through responsible procurement, durable infrastructure, digital solutions and resource-efficient marina operations.

REUSE
Extend material lifecycles through reuse, repair, repurposing and upcycling initiatives.

RECYCLE
Maximise resource recovery through source segregation and collaboration with accredited recycling and waste management partners.

RECOVER
Recover value from non-recyclable waste through energy recovery and alternative treatment solutions where feasible.

SAFE DISPOSAL
Ensure the traceable and compliant management of hazardous waste streams, including oils, batteries, paints and maintenance residues.

Our target

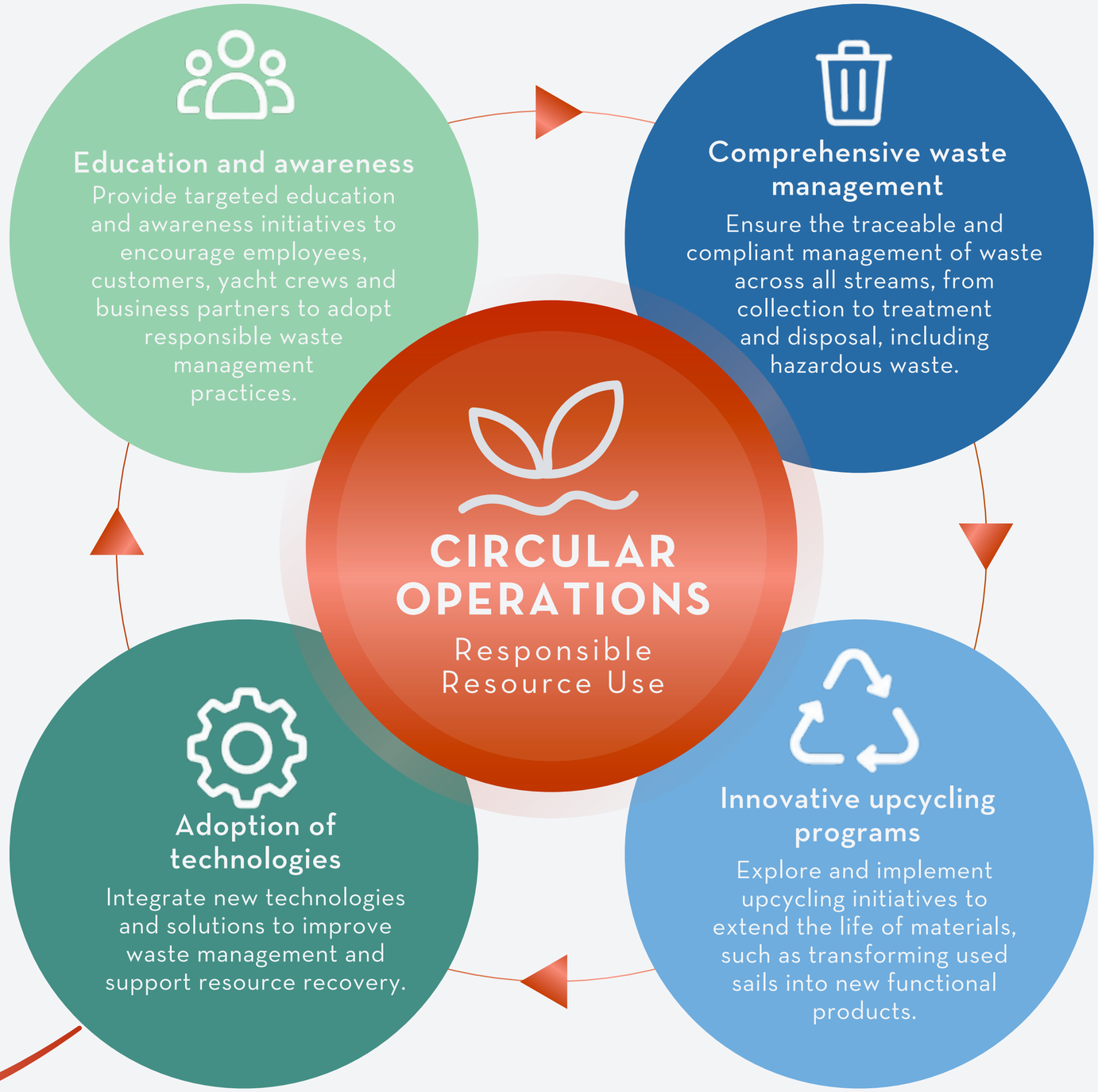
Achieve a **35% waste diversion rate** of marinas' waste **by 2030**

Effective waste management is essential to protecting the marine and coastal environments around our marinas. Waste is generated through marina operations, maintenance, offices and boatyard activities, as well as activities undertaken by customers, tenants, contractors and service providers. Key waste streams include municipal waste, paper, cardboard, plastics, glass, metals, packaging, electrical equipment, waste oils, batteries, paints, solvents and maintenance residues.

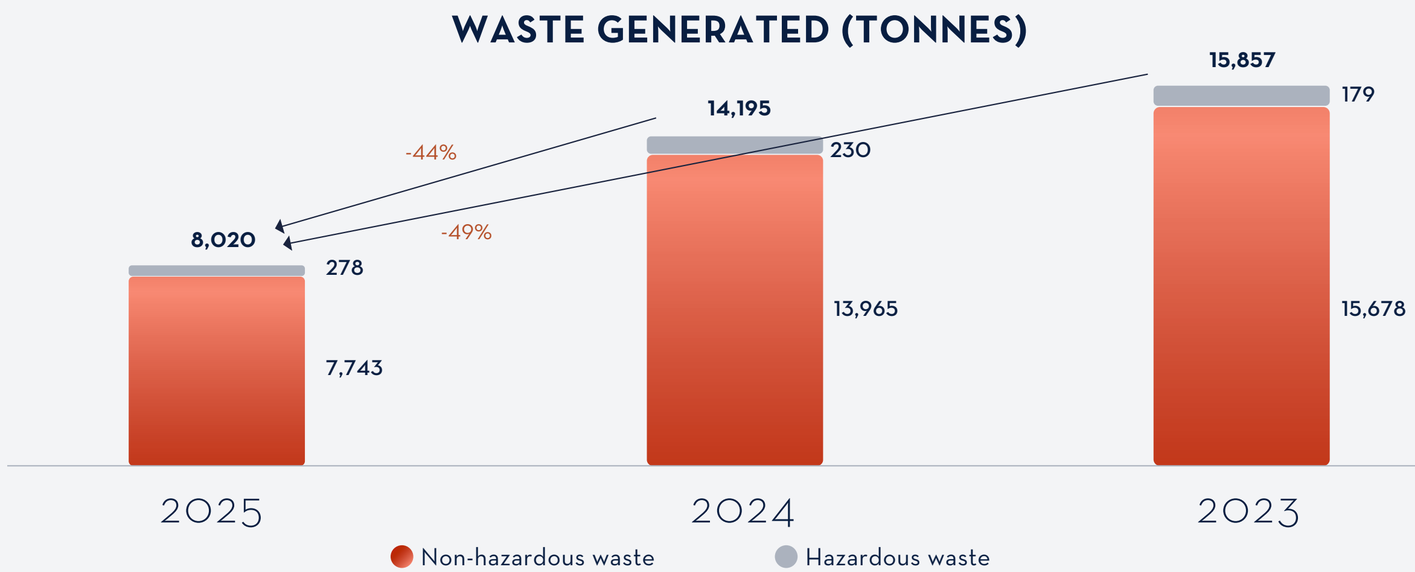
If not properly managed, these waste streams may contribute to resource depletion, landfill disposal and pollution of marine and coastal environments. Waste-related impacts also extend across our value chain, from the procurement and packaging of materials and equipment upstream to waste generated by marina users and service providers downstream.

We manage these impacts in line with our waste hierarchy, prioritising prevention, reuse and recycling before recovery and safe disposal. Across our marinas, source segregation, dedicated collection points and specialised waste-management services support the appropriate handling of recyclable, residual and hazardous waste streams, with accredited waste-management partners used where applicable.

In 2025, our circularity activities focused on improving source segregation, strengthening collaboration with certified recyclers and specialised waste operators, and extending the lifecycle of materials through reuse and upcycling. This includes the upcycling of used sails into new functional products. Awareness activities and on-site guidance also encourage employees, customers, yacht owners and tenants to adopt responsible waste-management practices.


Education and awareness
Provide targeted education and awareness initiatives to encourage employees, customers, yacht crews and business partners to adopt responsible waste management practices.
Comprehensive waste management
Ensure the traceable and compliant management of waste across all streams, from collection to treatment and disposal, including hazardous waste.
CIRCULAR OPERATIONS
Responsible Resource Use
Adoption of technologies
Integrate new technologies and solutions to improve waste management and support resource recovery.
Innovative upcycling programs
Explore and implement upcycling initiatives to extend the life of materials, such as transforming used sails into new functional products.

Waste generated in 2025, including non-hazardous and hazardous waste, is presented below:

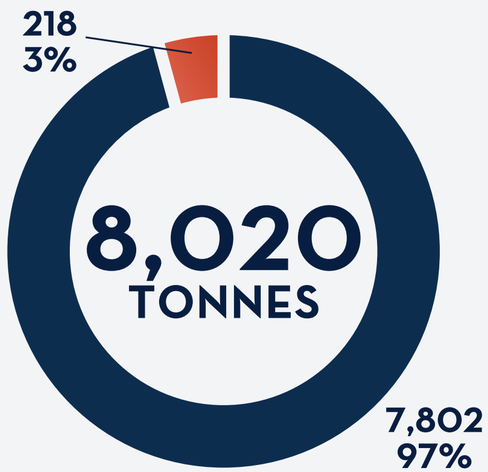


Total waste generated decreased to 8,020 tonnes in 2025, compared with 14,195 tonnes in 2024 and 15,857 tonnes in 2023. The year-on-year decrease was primarily driven by lower reported non-hazardous waste volumes, which fell from 13,965 tonnes in 2024 to 7,743 tonnes in 2025.

The change also reflects improvements in waste monitoring, including the review of historical assumptions, more consistent volume-to-weight conversion methods and strengthened data collection across our marinas. As a result, waste figures for 2024 and 2025 are not fully comparable.

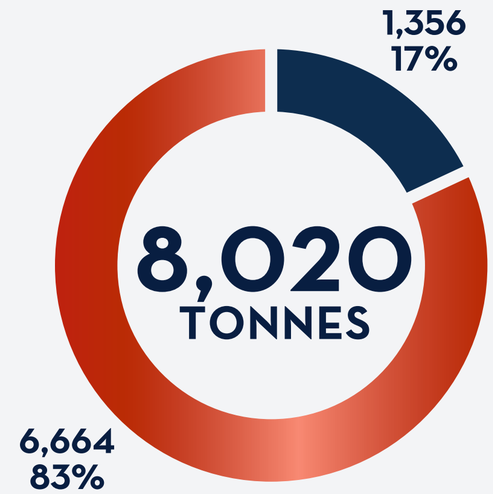
Hazardous waste represented a relatively small share of total waste generated. Although volumes increased in 2025, hazardous waste continued to be managed through dedicated collection points, specialised disposal services and licensed waste-management contractors.

COMPOSITION OF WASTE GENERATED



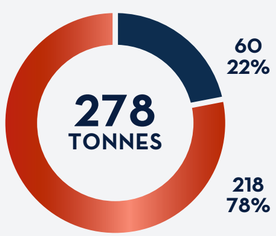
Solid waste generated Liquid waste generated

WASTE DIVERSION AND DISPOSAL RATE

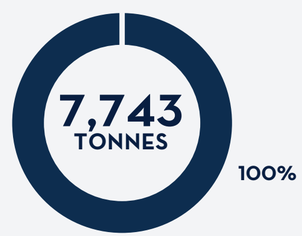


Waste diverted from disposal Waste directed to disposal

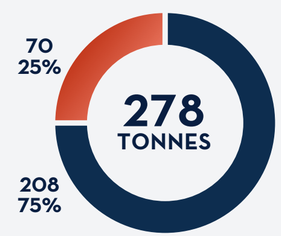
COMPOSITION OF HAZARDOUS WASTE GENERATED



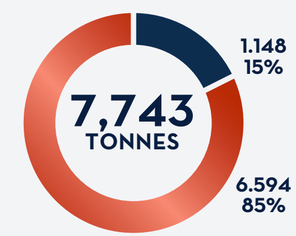
COMPOSITION OF NON-HAZARDOUS WASTE GENERATED



HAZARDOUS WASTE DIVERSION AND DISPOSAL RATE



NON-HAZARDOUS DIVERSION AND DISPOSAL RATE



Of the 8,020 tonnes of waste generated in 2025, 7,802 tonnes (97%) were solid waste and 218 tonnes (3%) were liquid waste, reflecting the predominance of municipal-type, packaging and maintenance-related waste across our operations.

Overall, 1,356 tonnes (17%) of waste were diverted from disposal through recycling, recovery or other treatment routes, while 83% was directed to disposal. Source segregation and collaboration with certified waste-management operators support the appropriate treatment and recovery of waste across our marina network.

Hazardous waste totalled 278 tonnes, comprising 218 tonnes of liquid waste (78%) and 60 tonnes of solid waste (22%). Key hazardous waste streams include oils, contaminated liquids, paints, solvents, batteries, absorbents and maintenance residues. Of the total hazardous waste generated, 208 tonnes were diverted from disposal and 70 tonnes were directed to disposal. Hazardous waste is managed through dedicated collection and handling procedures and specialised, licensed waste-management providers.

DRIVING CIRCULARITY AT MARINA ZEA, GREECE

In 2025, Marina Zea achieved a waste diversion rate of approximately 35%, among the strongest results across the D-Marin network. This performance was supported by effective waste segregation, dedicated collection infrastructure and collaboration with certified recycling partners, helping increase material recovery and reduce waste directed to disposal.

Targeted awareness initiatives for marina users, tenants and visitors complemented these measures, supporting responsible waste practices across the marina community.

To complement our waste-management practices, we use marine clean-up technologies to support the recovery of debris from the sea surface and seabed.

The DPOL marine waste collection system supports the continuous removal of floating waste, hydrocarbons, oils, microplastics and other pollutants from marina waters. By capturing pollutants within the marina environment, the system helps limit their dispersion into surrounding coastal waters and supports day-to-day marine pollution management.

In 2025, D-Marin expanded the deployment of DPOL systems with additional units installed at Port Camille Rayon in France, across all D-Marin marinas in Türkiye, and at two marinas in Croatia. Further deployment is planned at Marina Mandalina in Croatia in 2026.

The expanded use of DPOL strengthens waste collection capabilities across our marina network and complements our broader approach to marine litter prevention, water quality management and the protection of marine and coastal environments.

In 2025, 181 D-Marin employees and divers and 2,667 external participants and stakeholders took part in beach and seabed clean-up initiatives across our marina network. These activities supported the removal of marine litter from coastal and underwater environments, while promoting awareness and participation in the protection of marine ecosystems.

BIODIVERSITY AND ECOSYSTEMS

[GRI 304-2]

The Mediterranean is one of the world's most biologically diverse marine regions and faces increasing environmental pressures. With marinas located across the region, protecting marine and coastal ecosystems is an important part of D-Marin's environmental management approach.

Our actual and potential biodiversity impacts are primarily associated with vessel movements, maintenance activities, waste generation, water use and interactions with marine and coastal habitats. Impacts may also arise from the activities of marina users, tenants, contractors, suppliers and visitors, as well as from development and maintenance works that may temporarily affect habitats or water quality.

Key biodiversity-related risks include accidental pollution, marine litter, wastewater and stormwater discharges, and the potential introduction of invasive marine species through vessel movements. We manage these impacts through operational controls, waste and wastewater management, pollution prevention and response procedures, emergency preparedness, environmental management systems and mandatory oil-spill prevention and response training for relevant marina personnel.

Alongside these measures, we support marine biodiversity through habitat enhancement, marine litter removal, species-protection partnerships and environmental education and awareness activities.

BIOHUT® BIODIVERSITY INITIATIVE

Biohut® installation by Ecocean

D-Marin contributes to marine habitat enhancement through the deployment of Biohut® by Ecocean artificial fish nurseries, designed to restore the ecological nursery function of marina environments and support the natural regeneration of fish populations. By providing sheltered habitats for juvenile fish during critical early life stages, Biohut® structures support species recruitment and help strengthen the ecological function of marina environments.

Introduced across the D-Marin network in 2025, the programme was deployed at four marinas in France, Italy, Greece and Croatia, integrating biodiversity considerations directly into marina environments. Alongside its ecological purpose, the initiative provides opportunities for environmental education, awareness and stakeholder engagement, helping connect marina communities with the marine ecosystems around them.

At Port Camille Rayon in France, the programme was complemented by Biodiversity Day activities organised in collaboration with Ecocean and Méditerranée 2000. Approximately 50 local schoolchildren participated in educational workshops and observed the retrieval of a Biohut®, providing a first-hand opportunity to discover the marine life using the structures, including species such as the European eel and various shrimp species. Through these activities, participants explored marine food webs, ecosystem interdependencies and the role of nursery habitats, while developing a greater understanding of the importance of protecting Mediterranean marine biodiversity.

Our symbolic animal adoption programme supports marine conservation through donations to WWF animal adoption initiatives, including the symbolic adoption of species such as sea turtles and dolphins. These contributions support WWF's conservation work while helping raise awareness of Mediterranean marine biodiversity among our marina communities.

In 2025, D-Marin launched a new ESG partnership with Enaleia to support marine litter collection and the recovery of end-of-life fishing nets. The initiative was established during the year, with implementation across our Greek marinas beginning in 2026 through a fishing vessel adoption scheme that engages local fishing communities in marine litter collection.

For 2026, D-Marin has set a target to collect 3 tonnes of marine plastic waste through the partnership. The programme will also provide educational activities for local fishing communities on waste recovery and responsible waste management, while supporting the recovery and recycling of fishing-related materials and raising awareness of marine pollution.

Together, these initiatives support D-Marin's approach to protecting marine biodiversity and reducing pressures on coastal and marine ecosystems. Through habitat enhancement, species-conservation partnerships, marine litter prevention and recovery, environmental education, and solutions such as Biohut® and DPOL, we combine operational measures with collaborative initiatives that support marine ecosystems and strengthen environmental awareness among our marina communities and stakeholders.

3.2

SHAPING A LOW-CARBON FUTURE

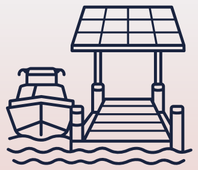
Climate change affects the coastal communities, marine ecosystems and destinations in which we operate. D-Marin's climate approach therefore combines reducing the carbon footprint of our operations with strengthening their resilience to a changing climate. Our approach focuses on reducing greenhouse gas emissions, improving energy efficiency, expanding the use of renewable energy, and integrating innovative technologies that support more sustainable marina operations.

We are integrating climate considerations into operational decisions across our marina network through renewable electricity, energy-efficient infrastructure, electrification and improved emissions monitoring. These actions support the reduction of our carbon footprint while maintaining the high standards of service expected across D-Marin marinas.

OUR FOCUS:

- Carbon footprint
- Value chain emissions
- Electricity consumption from RES

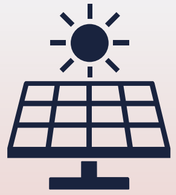
Our 2025 achievements:



Solar installations across 7 marinas

~3 GWh of solar energy generated annually

149 MWh of self-generated RES electricity sold for third-party consumption



45% of the total electricity consumed for own operations is sourced from renewable energy

Value chain (Scope 3) emissions calculated for the first year

CARBON FOOTPRINT AND EMISSIONS

[GRI 305-1, 305-2, 305-3, 305-4, 305-5]

Reducing greenhouse gas (GHG) emissions is a key priority of our climate strategy and our ambition to shape a low-carbon future. Our emissions are primarily associated with energy use across our marinas and infrastructure, fuel consumption from operational activities, and emissions across our value chain.

Our approach is guided by our validated science-based targets and decarbonisation pathway. We focus on renewable energy, energy efficiency, electrification and improved emissions monitoring, integrating climate considerations into operational planning and investment decisions across our marina network.

To improve the accuracy and consistency of our GHG reporting, we reviewed the application of the operational control approach under the GHG Protocol and recalculated historical Scope 2 emissions, including the 2021 base year, for the purposes of this report. The original 2021 baseline included electricity consumption associated with customers and tenants operating within our marinas. Following this review, electricity consumption outside D-Marin's operational control was excluded from Scope 2 so that reported Scope 2 emissions reflect electricity consumption attributable to D-Marin's own operations.

Historical emissions have been recalculated on the same basis to provide consistent performance data across reporting years. On a like-for-like basis, combined Scope 1 and Scope 2 market-based emissions decreased from 3,306.1 tCO_2e in the recalculated 2021 base year to 2,567.5 tCO_2e in 2025, representing a 22% reduction. The like-for-like comparison reflects a consistent marina portfolio, excluding changes in the reporting perimeter.

For transparency, D-Marin's currently validated Science Based Targets initiative (SBTi) targets remain based on the original 2021 baseline. The recalculated baseline presented in this report has not yet been formally incorporated into the validated SBTi target. D-Marin intends to address this alignment as part of its five-year SBTi review and revalidation process in 2027, when the 2021 baseline and associated target framework will be formally reviewed.

Our target

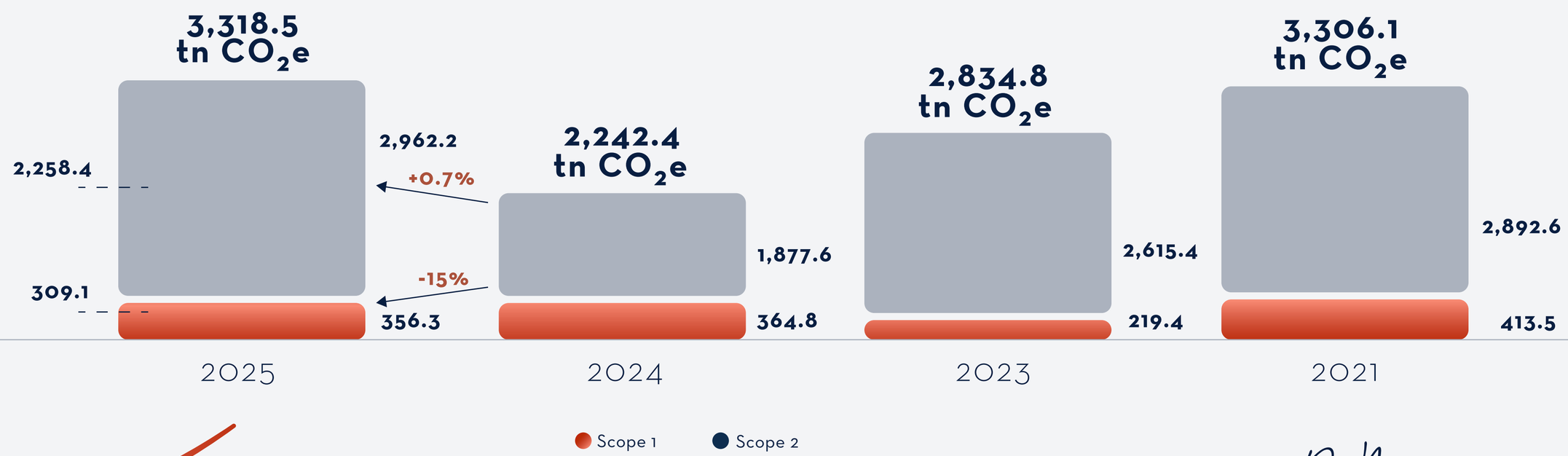
Reduce Scope 1 & 2 GHG emissions by 42% by 2030 (base year 2021)

Calculate Scope 3 emissions and explore the adoption of relevant SBTi targets.

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

2025 EMISSIONS PERFORMANCE

GHG SCOPE EMISSIONS (TCO_2E)	2025	2024	2023	2021 (BASE YEAR)
SCOPE 1	356.3	364.8	219.4	413.5
SCOPE 2 MARKET-BASED	2,962.2	1,877.6	2,615.4	2,892.6
SCOPE 2 LOCATION-BASED	2,891.9	2,342.4	3,060.1	3,477.80
SCOPE 3	31,641.6	-	-	-
TOTAL (SCOPE 1 + 2)	**3,318.5**	**2,242.4**	**2,834.8**	**3,306.1**



SCOPE 1 & 2 GHG EMISSIONS

In 2025, D-Marin's reported Scope 1 and Scope 2 market-based emissions totalled 3,318.5 tCO_2e, compared with 2,242.4 tCO_2e in 2024. The increase was influenced by changes in the reporting perimeter, including the addition of Porto Mirabello, Marina di Valletta and Port Camille Rayon.

To provide a consistent assessment of underlying emissions performance, D-Marin also assesses emissions on a like-for-like (LFL) basis, using a consistent marina portfolio across the relevant comparison period. Porto Mirabello, Marina di Valletta and Port Camille Rayon, which entered the reporting perimeter in 2025, are excluded from the LFL comparison. Marina Punta Faro is also excluded, as it was included in the reporting perimeter only in 2024.

Reported Scope 1 emissions were 356.3 tCO_2e in 2025, compared with 364.8 tCO_2e in 2024. The three newly incorporated marinas contributed approximately 16.4 tCO_2e of Scope 1 emissions. On the consistent LFL perimeter used for the 2021–2025 comparison, including the exclusion of Marina Punta Faro, 2025 Scope 1 emissions were 309.1 tCO_2e.

Reported Scope 2 market-based emissions were 2,962.2 tCO_2e in 2025, compared with 1,877.6 tCO_2e in 2024. The three newly incorporated marinas contributed approximately 664.2 tCO_2e of Scope 2 market-based emissions. On the defined LFL basis, 2025 Scope 2 market-based emissions were 2,258.4 tCO_2e.

Together, LFL Scope 1 and Scope 2 market-based emissions amounted to 2,567.5 tCO_2e in 2025, compared with 3,306.1 tCO_2e in the recalculated 2021 base year, representing a 22% reduction.

SCOPE 3 GHG EMISSIONS

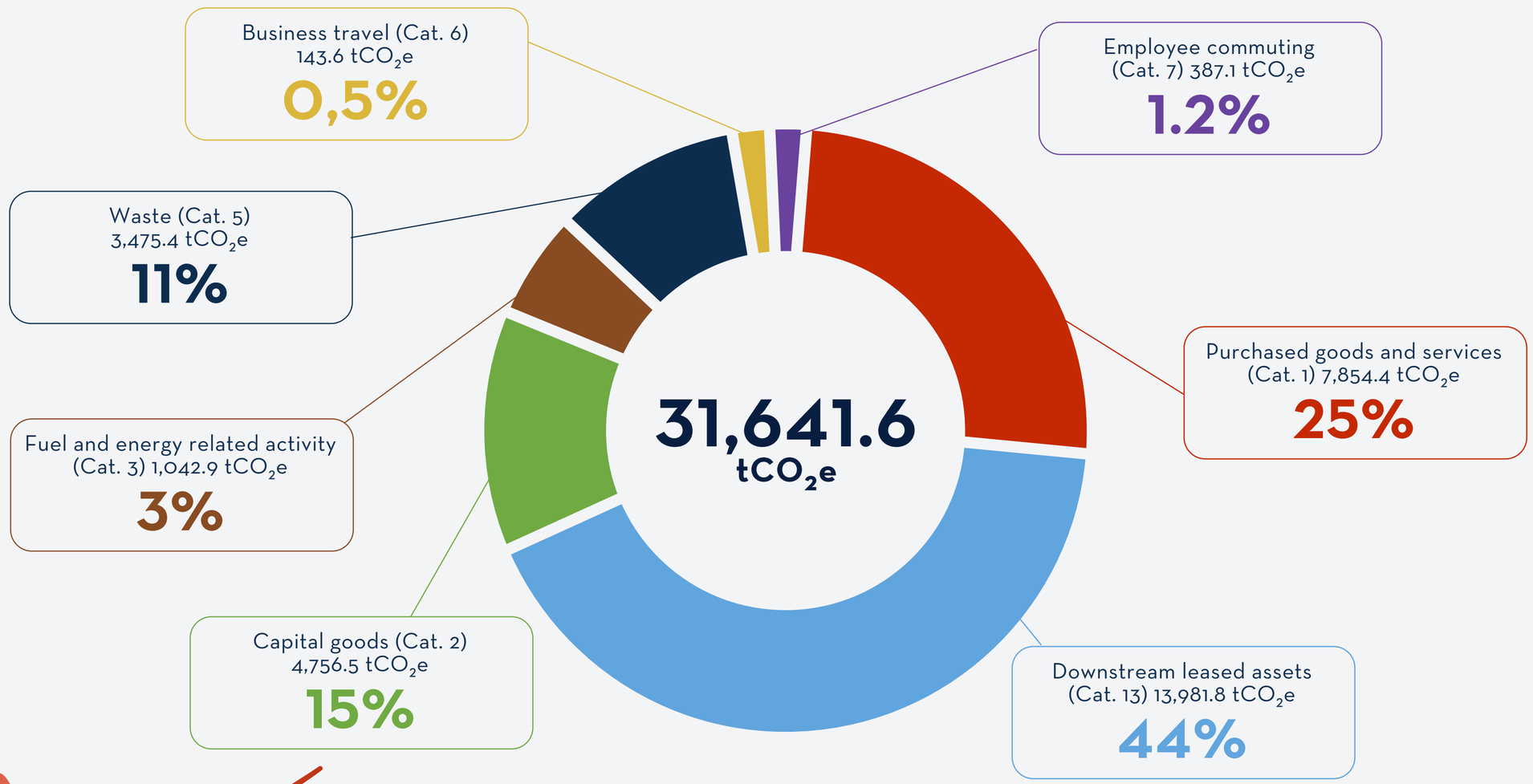
At the same time, we continue to strengthen our understanding of emissions beyond our direct operational boundary. In 2025, we calculated Scope 3 emissions of 31,641.6 tCO_2e, providing greater visibility of the main emission sources across our value chain.

The largest contribution came from downstream leased assets (Category 13), accounting for approximately 44% of Scope 3 emissions, followed by purchased goods and services (Category 1) at approximately 25%, capital goods (Category 2) at approximately 15%, and waste (Category 5) at approximately 11%. Employee commuting (Category 7) accounted for 387.1 tCO_2e, or approximately 1.2% of Scope 3 emissions.

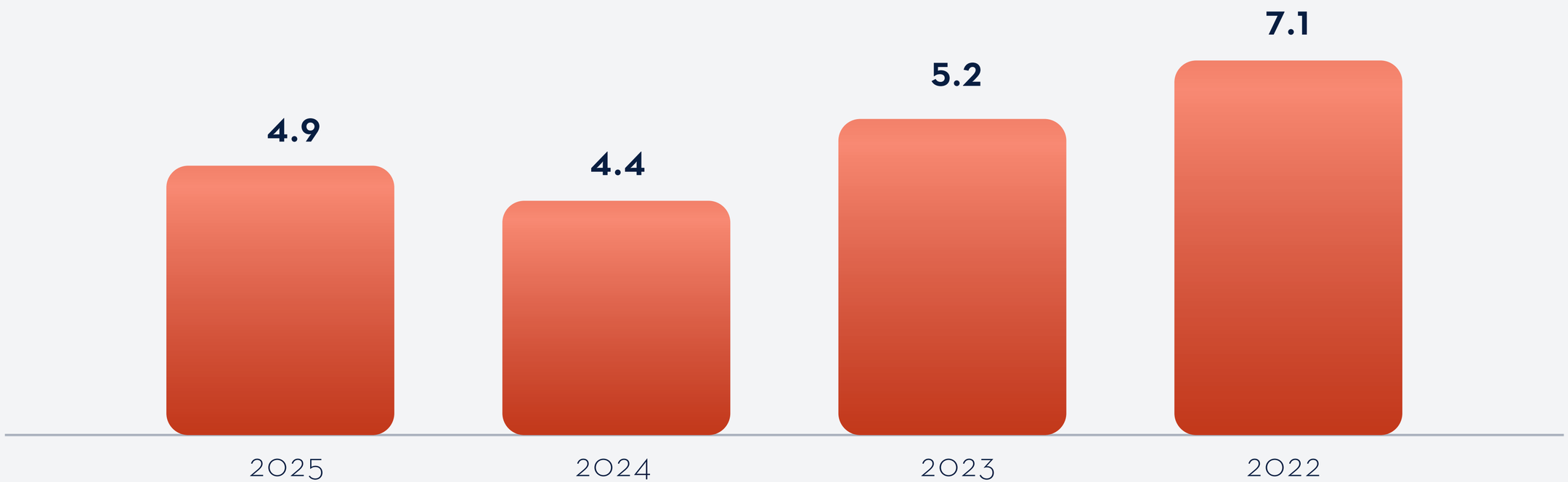
For Category 13, D-Marin included electricity consumed by tenants and customers operating within our marinas. As this consumption falls outside D-Marin's operational control, the associated emissions are excluded from Scope 2 and accounted for within Scope 3. Improved visibility of electricity consumption across our marina network has enabled us to better quantify these emissions and identify them as a material component of our value-chain footprint.

The 2025 Scope 3 inventory provides a baseline for identifying priority areas for future action, including **engagement with tenants, customers and suppliers and opportunities to reduce value-chain emissions.**

SCOPE 3 EMISSIONS (2025)



Emissions intensity per employee (tn CO2e / employee)



GHG emissions intensity per employee was 4.9 tCO_2e in 2025, compared with 4.4 tCO_2e in 2024.

ENERGY MANAGEMENT

[GRI 302-1, 302-3, 302-4]

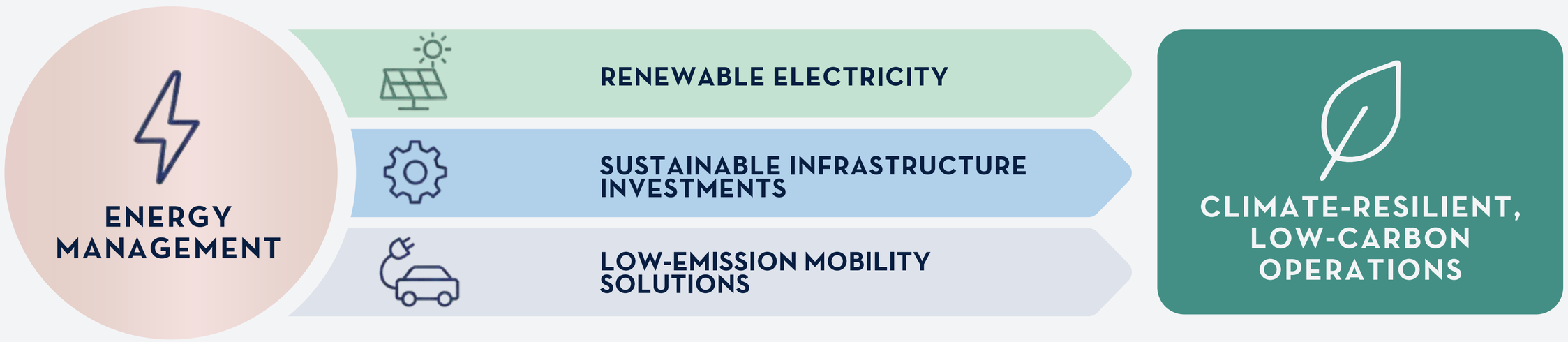
Energy management is an important component of our climate strategy and decarbonisation pathway. Energy demand across our marina network is primarily associated with marina infrastructure, electricity supplied at berths, water treatment and pumping systems, lighting, buildings, and operational vehicles and equipment.

Our approach focuses on energy efficiency, renewable electricity, smart infrastructure and the gradual electrification of operational activities. Investments in solar generation, renewable electricity procurement, smart pedestal systems and infrastructure upgrades support more efficient energy use and help reduce emissions associated with our operations.

Energy consumption is monitored across the network to identify changes in demand, assess performance and inform operational and investment decisions.

Our target

At least 35% of the Group's total electricity consumption will be sourced from renewable energy sources.



SCALING SOLAR ENERGY ACROSS D-MARIN

D-Marin continued to expand its on-site renewable electricity generation in 2025. A new solar photovoltaic installation was commissioned at Gouvia Marina in Greece, while the solar plant at Dalmacija Marina in Croatia was connected to the electricity grid.

Across the marina network, photovoltaic installations generated approximately 3,240 MWh of renewable electricity in 2025, of which approximately 95% was consumed within the marina network and 5% was exported to the grid. These investments increase on-site renewable generation and support the transition towards lower-carbon marina operations.

SMART INFRASTRUCTURE FOR RESOURCE EFFICIENCY

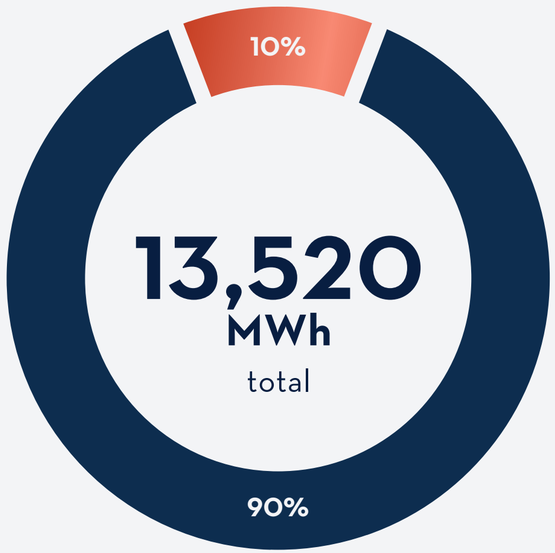
D-Marin has deployed approximately 2,500 smart pedestal systems across the marina network, enabling real-time monitoring of water and electricity consumption at berth level. Greater visibility of resource use supports more accurate consumption monitoring, helps identify efficiency opportunities and strengthens the management of water and energy across our marinas.

ELECTRIFYING MARINA OPERATIONS IN GREECE

D-Marin continues to integrate lower-emission mobility solutions into marina operations. At selected locations, including Zea and Gouvia Marinas, electric scooters and hybrid vehicles are used to support day-to-day activities and staff mobility. These solutions form part of our broader approach to reducing reliance on conventional fuel-powered transport where practical.

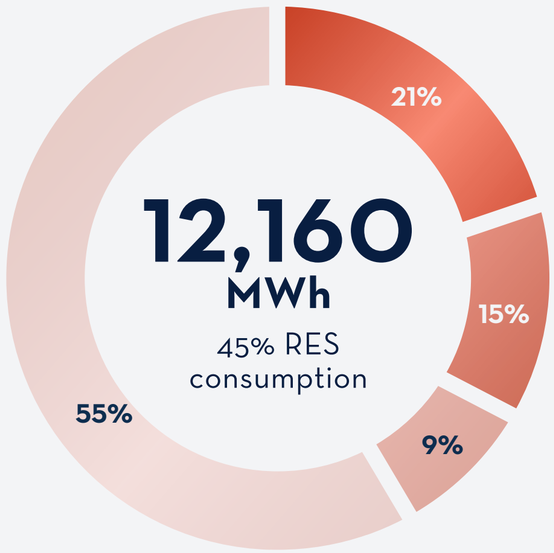
The energy performance indicators below provide an overview of D-Marin's 2025 energy consumption for own operations and the contribution of renewable energy sources to electricity consumption.

ENERGY CONSUMPTION FOR OWN OPERATIONS (MWH)



- **Electricity consumption**
  12,160 MWh (90%)
- **Fuel consumption**
  1,360 MWh (10%)

ELECTRICITY CONSUMPTION FOR OWN OPERATIONS (MWH)



- **RES in the country's energy mix**
  2,550 MWh (21%)
- **Guarantees of origin**
  1,852 MWh (15%)
- **Self-generated electricity**
  1,035 MWh (9%)
- **Non-RES**
  6,723 MWh (55%)

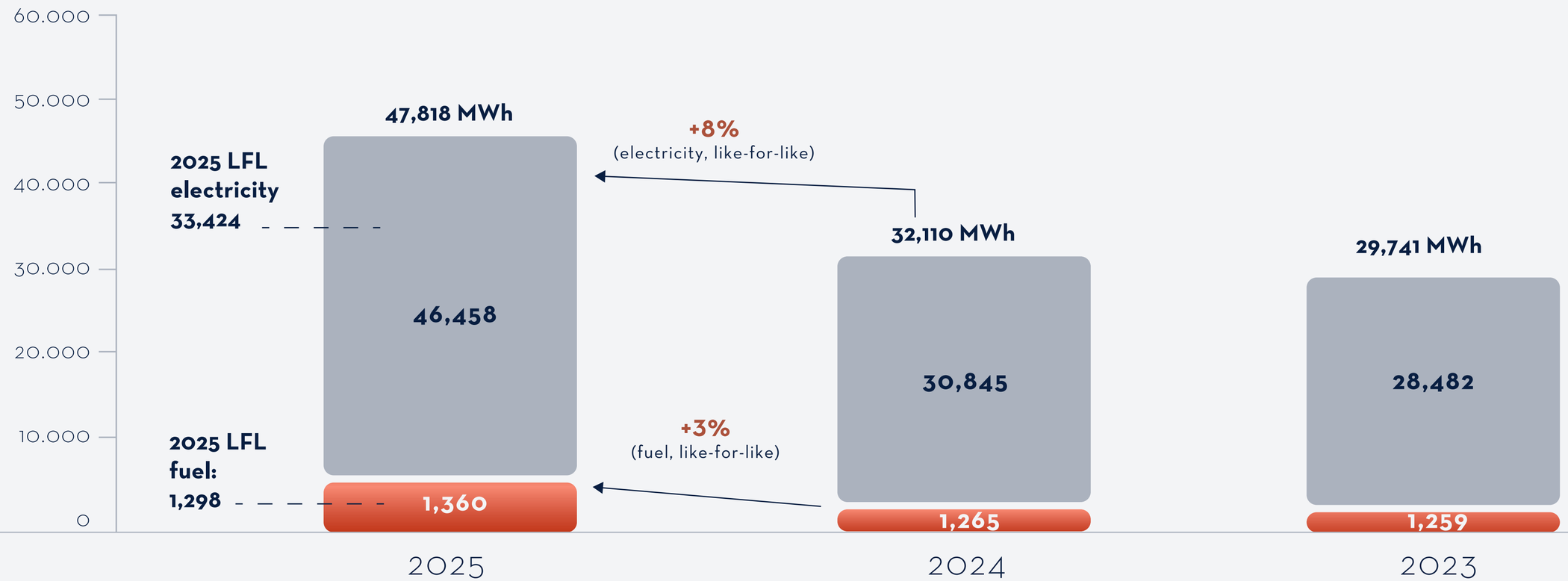
2025 ENERGY PERFORMANCE

Total energy consumption for D-Marin's own operations reached 13,520 MWh in 2025, comprising 12,160 MWh of electricity (90%) and 1,360 MWh of fuel consumption (10%).

On a comparable basis, excluding Marina Punta Faro, Porto Mirabello, Port Camille Rayon and Marina di Valletta, electricity consumption from own operations decreased by 9%, from 8,920 MWh in 2024 to 8,105 MWh in 2025.

Approximately 45% of electricity consumed in D-Marin's own operations in 2025 was attributable to renewable energy sources. This comprised self-generated renewable electricity, electricity supported by Guarantees of Origin and the renewable share of electricity supplied through national grids. Self-generated renewable electricity accounted for approximately 9% of D-Marin's own electricity consumption.

ENERGY CONSUMPTION ACROSS MARINA OPERATIONS (MWH)



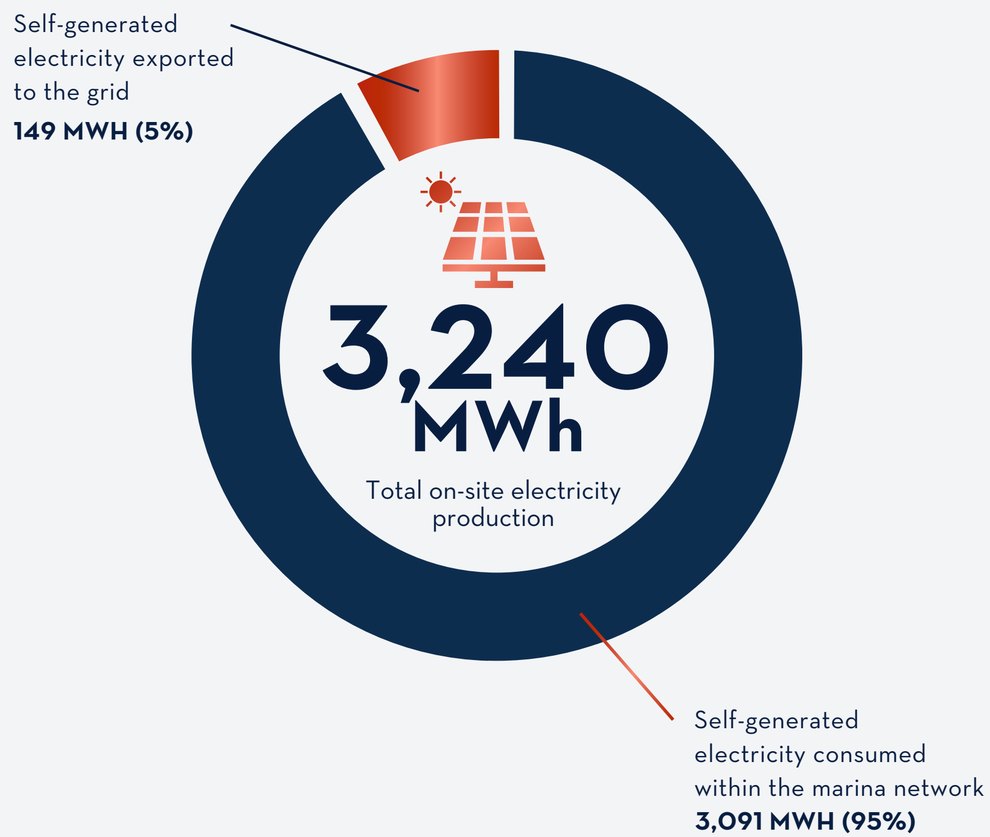
97% of total energy consumption was electricity in 2025

+8% like-for-like increase in electricity consumption compared with 2024

+3% like-for-like increase in fuel consumption compared with 2024

When electricity consumed by D-Marin, tenants and customers is included, total energy consumption across the broader marina boundary reached 47,818 MWh in 2025, comprising 46,458 MWh of electricity and 1,360 MWh of fuel consumption from D-Marin's own operations. Electricity therefore represented approximately 97% of total energy consumption, with fuels accounting for approximately 3%. The increase in reported energy consumption compared with 2024 was primarily influenced by the expansion of the reporting boundary, with Porto Mirabello, Port Camille Rayon and Marina di Valletta contributing approximately 13,034 MWh of electricity consumption and 61.6 MWh of fuel consumption.

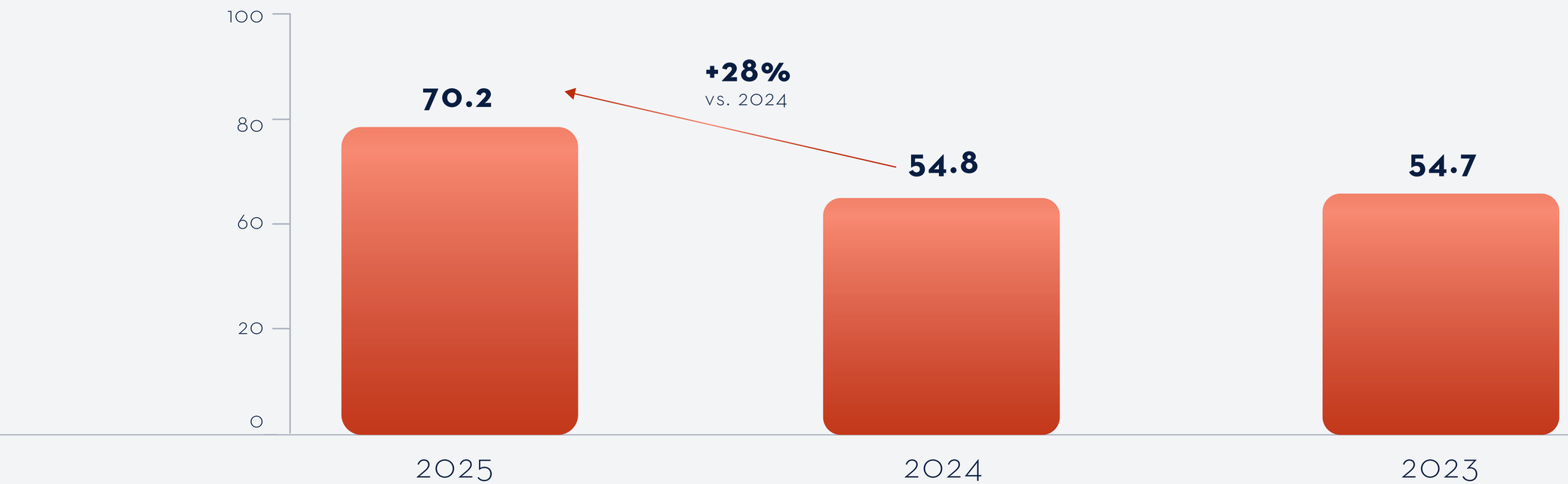
ON-SITE ELECTRICITY PRODUCTION (MWh)



On a comparable basis, excluding the newly included marinas, electricity consumption increased by 8% year-on-year, reflecting higher levels of activity across the existing portfolio, including increased berth occupancy and use of marina facilities and infrastructure.

Across the broader marina network, D-Marin generated approximately 3,240 MWh of renewable electricity through on-site photovoltaic installations, of which approximately 3,091 MWh (95%) was consumed within the marina network and 149 MWh (5%) was exported to the grid. In addition, 5,709 MWh of electricity consumption across the marina network was supported by Guarantees of Origin.

ENERGY INTENSITY PER EMPLOYEE (MWH/EMPLOYEE)



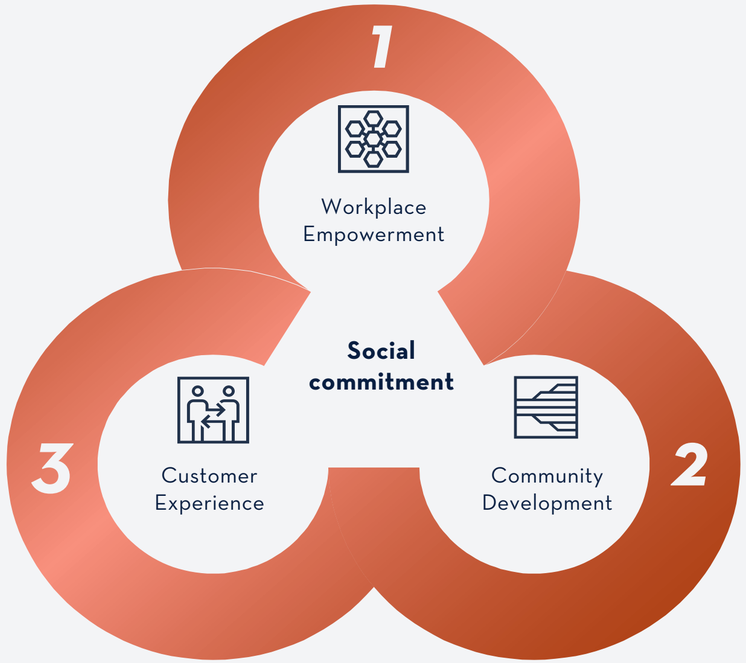
**ENERGY INTENSITY PER EMPLOYEE WAS 70.2 MWH IN 2025, COMPARED WITH 54.8 MWH IN 2024.
THE INCREASE REFLECTS THE EXPANDED REPORTING SCOPE AND THE INCLUSION OF ADDITIONAL MARINAS IN 2025.**

4

DRIVING POSITIVE SOCIAL IMPACT

At D-Marin, people are at the heart of everything we do. Our approach to social responsibility is built around three interconnected areas which collectively shape how we operate, create value, and foster long-term positive impact across our marinas and the communities we serve. Embedded within our broader ESG strategy, these pillars guide our commitment to sustainable growth, responsible business conduct, and meaningful stakeholder engagement.

We foster an inclusive and high-performing workplace where our people can thrive, supported by equal opportunities, continuous development, and a strong culture of health, safety, and well-being.



We deliver exceptional marina experiences grounded in service excellence, innovation, data privacy, accessibility, and our unwavering commitment to safety and care.

We contribute to the long-term prosperity of the communities where we operate by supporting education, empowering young people, strengthening local partnerships, and promoting environmental stewardship.

Together, these pillars reflect our purpose-driven approach to business and our commitment to creating shared value for employees, customers, local communities, and all stakeholders. By empowering people, supporting communities, and delivering outstanding experiences, we continue to build a more sustainable, inclusive, and resilient future across our network.

4.1

EMPOWERING OUR PEOPLE

OUR FOCUS:

- Health & Safety trainings
- Diversity in managerial positions
- Employee satisfaction

27%	43%	ZERO	4,379	ZERO
female representation across the total workforce	female representation in senior and middle management positions	fhigh-consequence work-related injuries and fatalities	training hours offered	incidents of discrimination

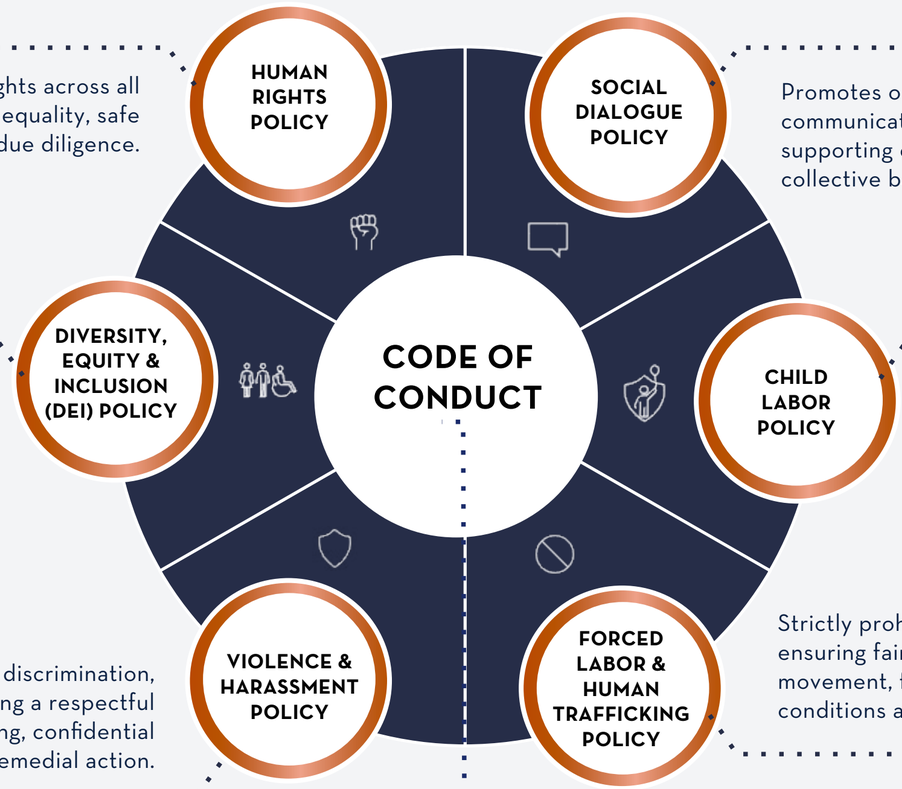
Our people shape the D-Marin experience. Creating a safe, inclusive and engaging workplace helps our employees thrive and supports the high standards of service and operational excellence expected across our marina network. By investing in our people, promoting continuous development, and maintaining the highest standards of health and safety, we create an environment where individuals can thrive and contribute meaningfully to our long-term success.

Our approach is brought to life through three key priorities:

- **Health, Safety and well-being –** Strengthening a proactive safety culture through comprehensive health and safety training, robust risk management practices, and initiatives that support employee well-being across all operations.
- **Diversity and inclusion –** Building a workplace that values diverse perspectives, promotes equal opportunities, and advances gender diversity in managerial and leadership positions.
- **Employee development and engagement –** Investing in continuous learning, skills development, and career growth while fostering a positive employee experience through regular feedback and employee satisfaction initiatives.

POLICY FRAMEWORK

In 2025, we further strengthened our social governance framework through the introduction of a dedicated Social Dialogue Policy, formalizing open, transparent, and constructive communication between management and employees. In addition, we enhanced five key policies that support responsible employment and ethical business conduct:



Upholds internationally recognized human rights across all operations and supply chains, ensuring dignity, equality, safe workplaces, and accountability through due diligence.

Promotes open, respectful, and constructive communication between management and employees, supporting employee engagement, freedom of association, collective bargaining, and fair grievance resolution.

Fosters a diverse, equitable, and inclusive workplace through fair treatment, equal opportunity, unbiased hiring practices, and pay equity across all demographics.

Prohibits child labor through strict age verification, protects young workers from hazardous tasks, and supports legitimate apprenticeship and vocational training programs.

Enforces zero tolerance for workplace discrimination, violence, and harassment, ensuring a respectful environment through prevention, training, confidential reporting, and remedial action.

Strictly prohibits forced labor and trafficking, ensuring fair recruitment, freedom of movement, fair wages, and safe working conditions across operations and partners.

Promotes ethical conduct, integrity, accountability, and respect for people across our operations and value chain.

WORKFORCE COMPOSITION

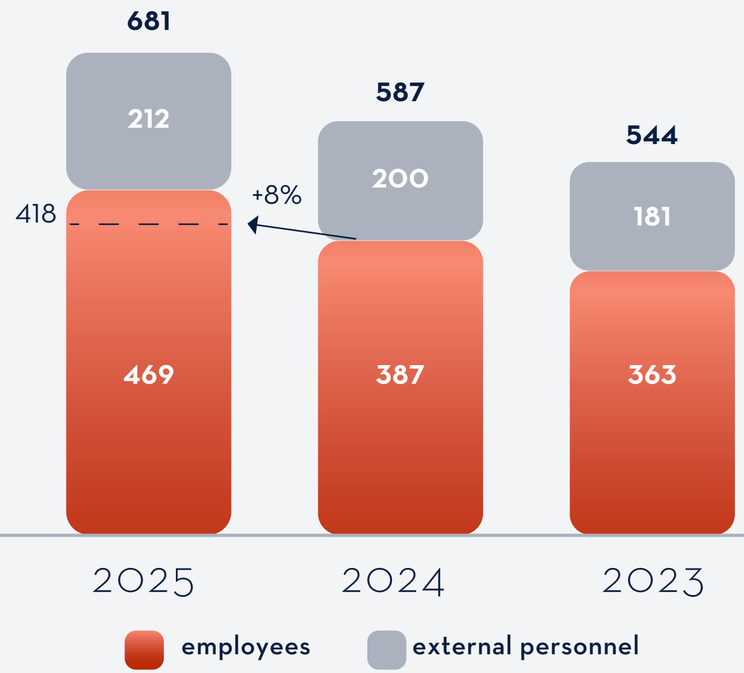
[GRI 2-7, 2-8, 2-30, 405-1]

Our international marina network brings together employees with diverse skills and expertise across operational, technical, customer-facing and corporate roles. As our network grows, we focus on maintaining the capabilities and workforce structure required to support safe, effective and high-quality marina operations.

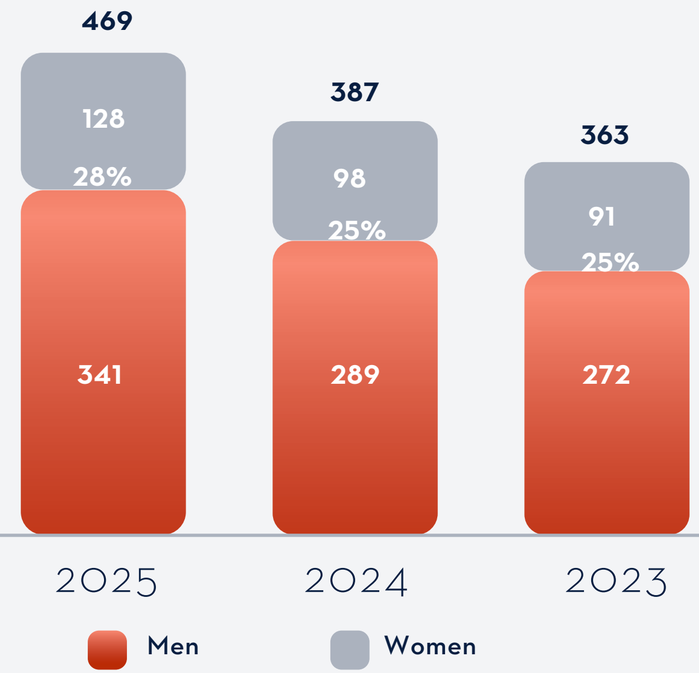
Our target

Achieve 40% representation of each gender in senior and middle management positions

Total number of employees and external personnel (headcount)



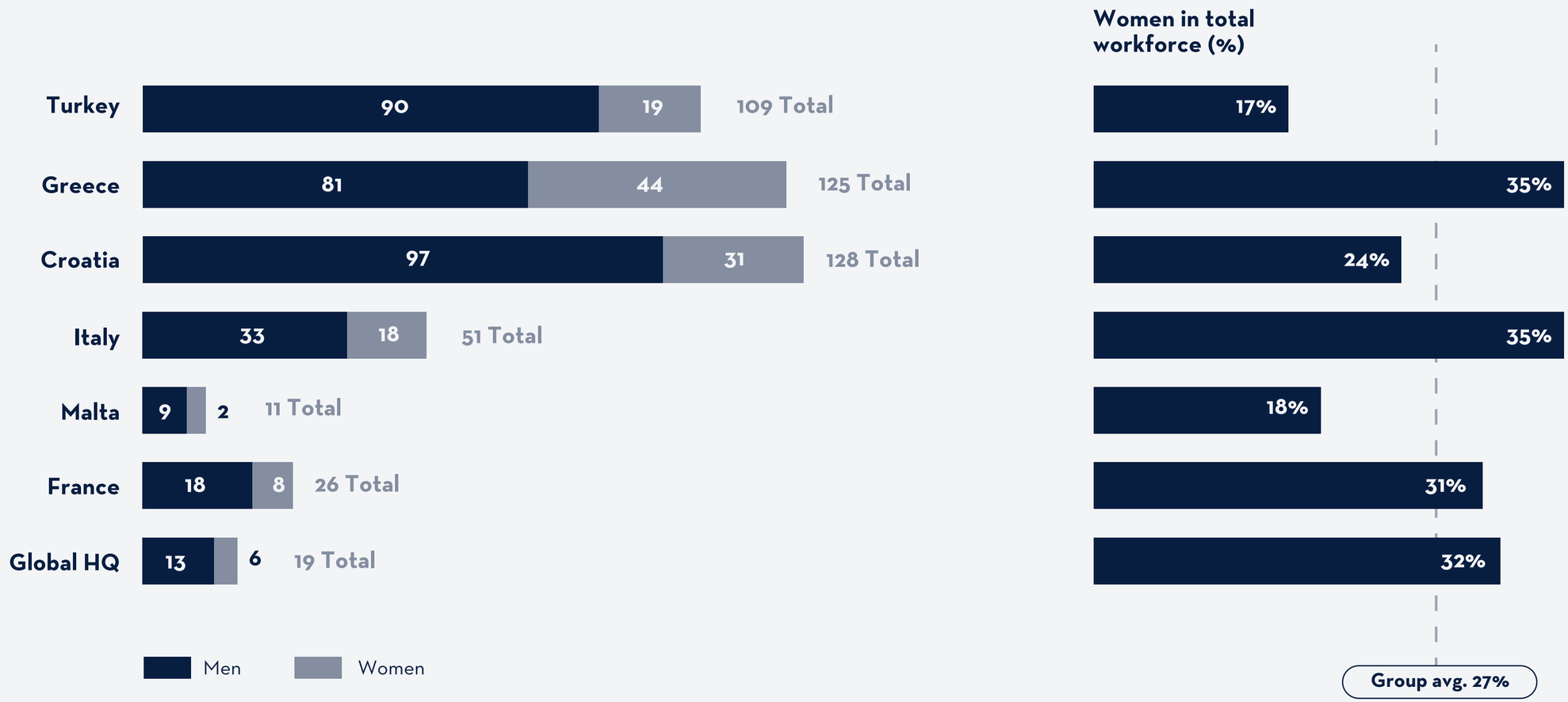
Gender distribution of own employees (headcount)



In 2025, D-Marin's total workforce comprised 681 individuals, including employees and external personnel. Excluding Porto Mirabello, Port Camille Rayon and Marina di Valletta, the number of employees increased from 387 in 2024 to 418 in 2025, representing an 8% increase on a comparable basis.

External personnel primarily support operational activities where seasonal demand or specialised services require additional resources. They are typically engaged through contractual arrangements with third-party service providers and mainly perform security, cleaning, maintenance, technical support, landscaping and other operational support activities.

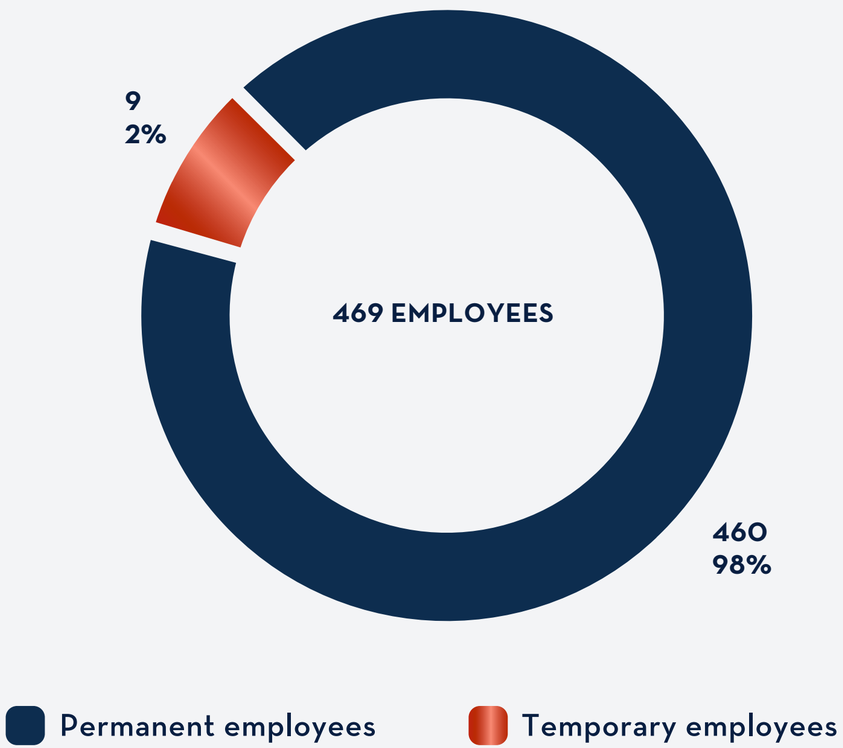
Total number of employees by gender and by region (headcount)



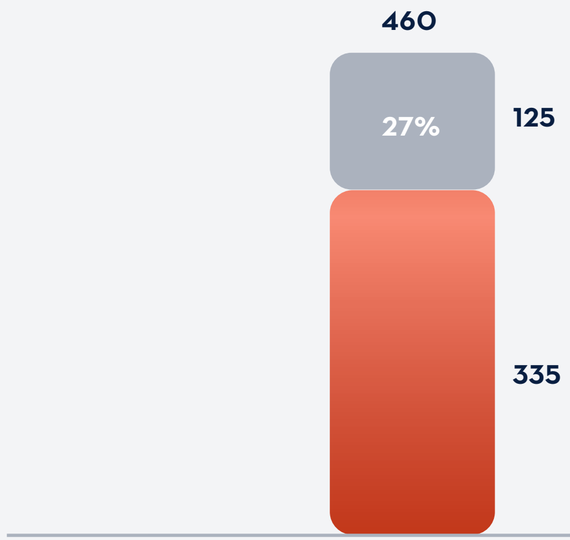
341	128	469	27%
Men (total)	Women (total)	Total workforce	Women in total workforce

Women represented 27% of D-Marin employees in 2025, compared with 25% in both 2024 and 2023. We continue to focus on equal opportunities and on attracting, retaining and developing diverse talent across our operations.

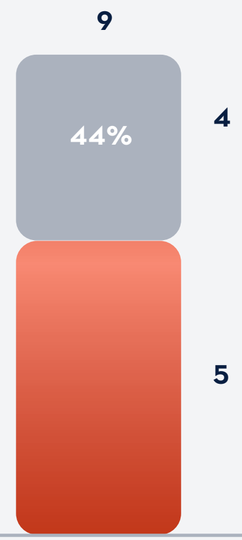
Total number of permanent & temporary employees (headcount)



Permanent employees by gender (headcount)



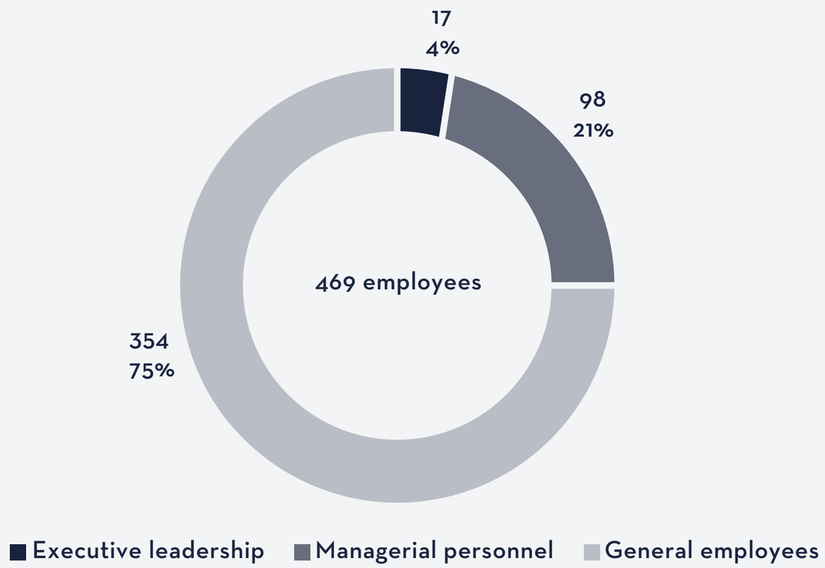
Temporary employees by gender (headcount)



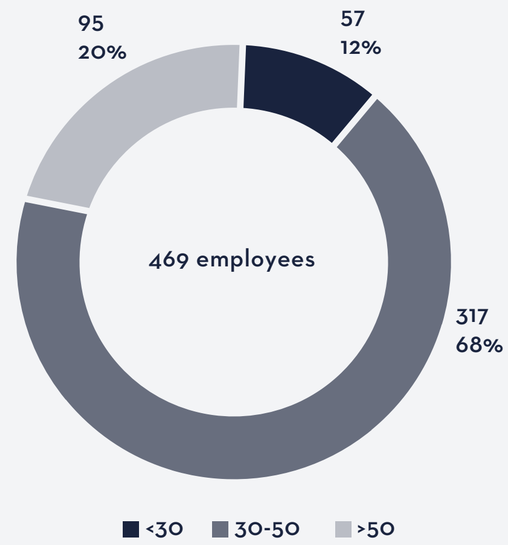
Men Women

In 2025, 98% of employees held permanent contracts, while 2% were employed on temporary contracts. Temporary employment was limited to a small number of roles in Italy and Croatia, and no employees were engaged under non-guaranteed hours arrangements. The workforce comprised 468 full-time employees and one part-time employee.

Employees by employee category (headcount)



Employees by age group (headcount)



	Men	Women	Women in total workforce
Executive leadership	11	6	35%
Managerial personnel	54	44	45%
General employees	276	78	22%
Total	**341**	**128**	**27%**

D-Marin monitors workforce composition by age group to understand the distribution of employees across different career stages. The 2025 workforce included employees across all age groups, supporting a mix of developing talent and experienced operational and technical expertise.

In 2025, 81% of D-Marin employees were covered by collective bargaining agreements, reflecting the collective labour arrangements applicable across our operations.

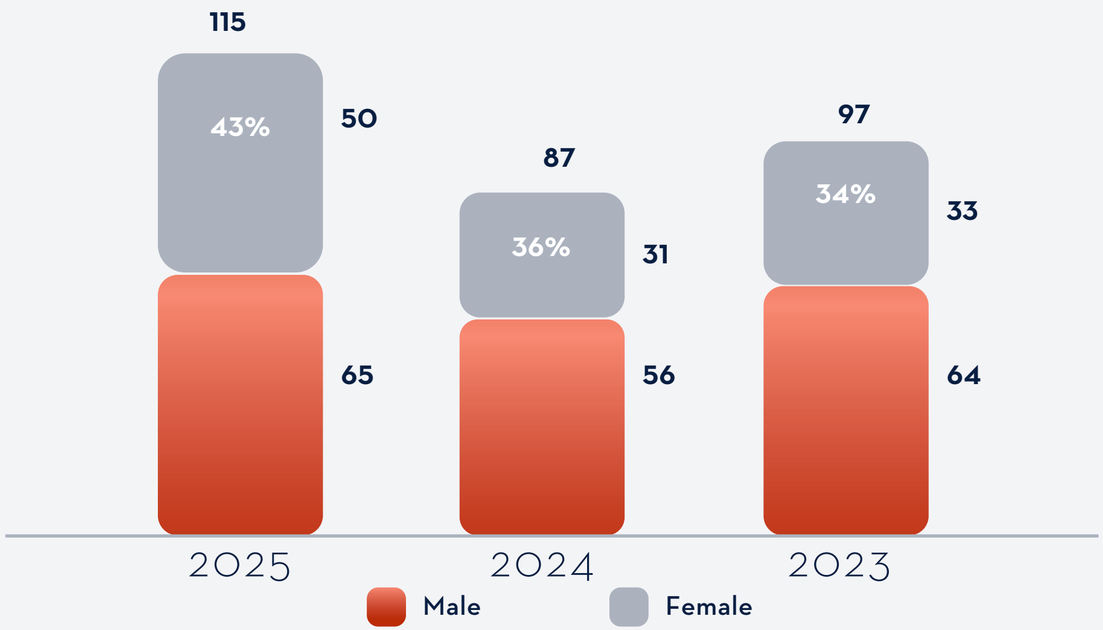
LEADERSHIP TEAM COMPOSITION

[GRI 405-1]

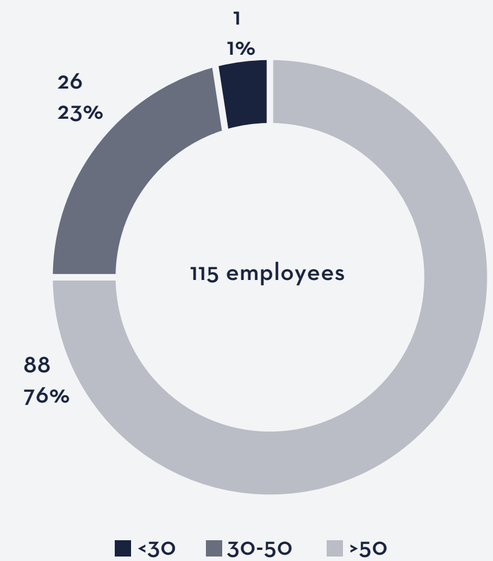
Strong and diverse leadership is essential to delivering D-Marin's strategic objectives and supporting the continued growth of our marina network. We believe that effective leadership benefits from a combination of diverse perspectives, professional expertise, and industry experience, enabling informed decision-making and long-term value creation.

Our senior and middle management team, representing approximately 25% of our total workforce, comprises Executive Leadership, the Board of Directors, and managerial personnel, including Directors, Heads of Function, central function managers, Marina Managers and Assistant Marina Managers, and all marina chiefs including – customer Experience chiefs/manager, Harbour Masters/chiefs and Technical managers. By monitoring the composition of our leadership population, we seek to promote diversity, support succession planning, and maintain a balanced mix of experience and skills that reflects the evolving needs of our organization and the communities in which we operate.

Employees in senior and middle management by gender (headcount)



Employees in senior and middle management by age group (headcount)



Gender diversity in senior and middle management continued to improve in 2025. Notably, female participation in leadership positions substantially exceeded the share of women in our overall workforce (27%). This difference partly reflects the nature of the marina industry, where operational, technical, maintenance, and harbour-related roles—representing a significant portion of the workforce—have traditionally attracted a predominantly male workforce. At the same time, it demonstrates our ability to attract, retain, and develop women in professional, managerial, and leadership positions, supporting a more balanced representation in decision-making and governance structures.

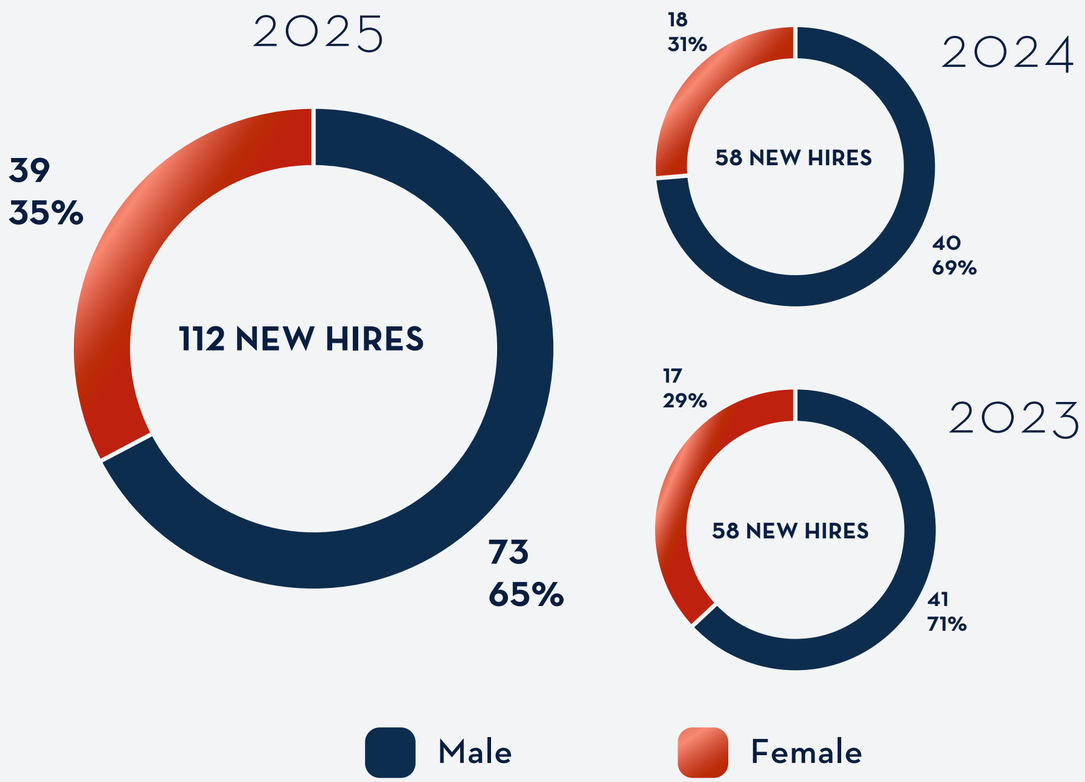
Our leadership age profile supports both continuity and renewal, as strong representation in the 30–50 group sustains a healthy leadership pipeline, while leaders aged over 50 contribute industry insight and strategic guidance that support knowledge transfer and long-term resilience.

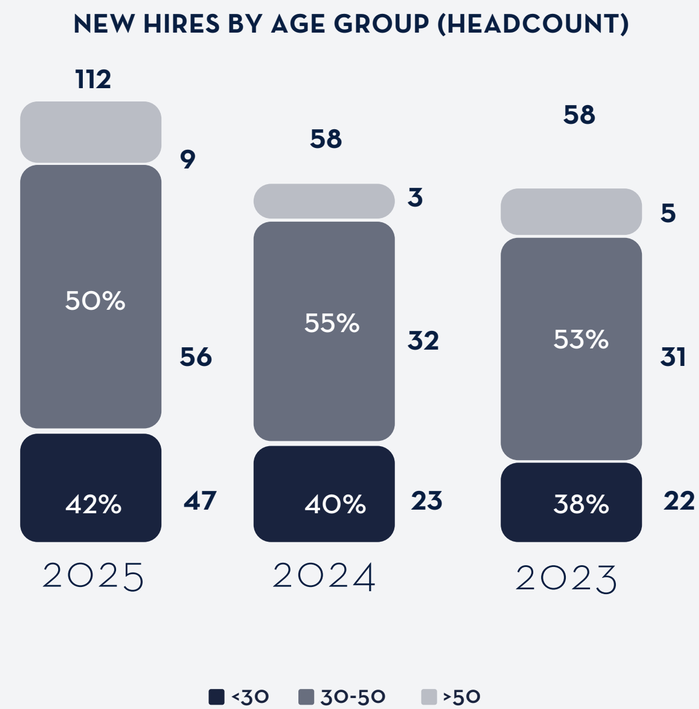
LOCAL EMPLOYMENT AND EMPLOYEE TURNOVER

[GRI 401-1, 401-2]

Attracting, developing and retaining talented people underpins our operational excellence and long-term success. Guided by our commitment to diversity, equity and inclusion, we provide equal opportunities across the employee lifecycle, from recruitment through to advancement. Our marinas are closely connected to the communities in which they operate, and local employment is an important part of that relationship. In 2025, almost 94% of our employees were nationals of the country in which their marina is located. This strengthens local capabilities and supports employment and economic participation in our destinations.

Drawing talent from different age groups, backgrounds and levels of experience strengthens local capabilities while supporting our business growth and workforce continuity. Monitoring recruitment and turnover helps us understand workforce dynamics, identify areas for improvement and ensure D-Marin remains an attractive employer. This approach is guided by our policy framework, which promotes equitable treatment in hiring, development and career progression within an inclusive workplace culture.





Recruitment activity increased significantly in 2025, with 112 new hires compared to 58 in 2024, reflecting both the expansion of our reporting scope and the continued growth of our operations. Despite the substantial increase in hiring volumes, the gender distribution remained broadly consistent with previous years, demonstrating our continued ability to attract talent from diverse backgrounds. Similarly, the age profile of new hires remained relatively balanced year on year, supporting knowledge transfer while we invest in young talent for our operational and technical teams.

EMPLOYEE BENEFITS

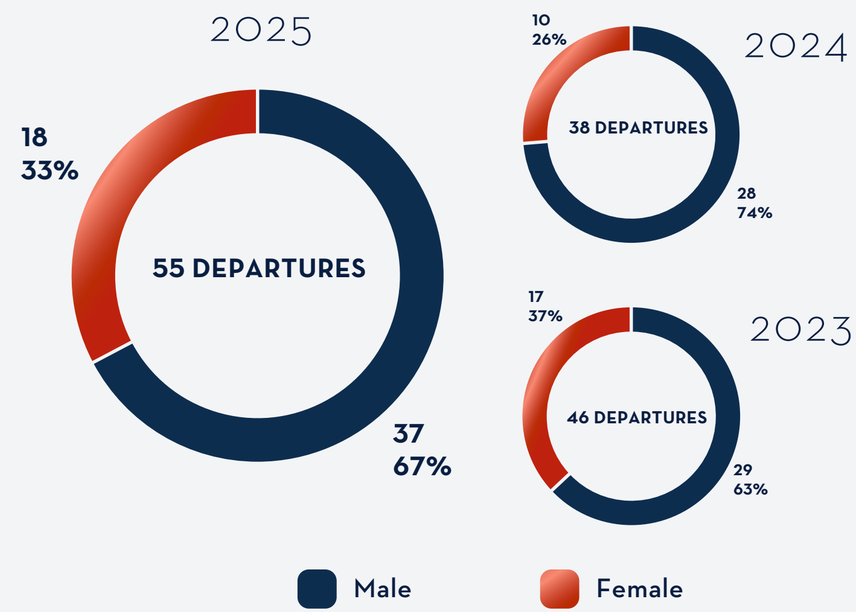
In support of our commitment to attracting, developing, and retaining talented professionals, we offer a range of benefits designed to promote employee well-being and long-term welfare. These include:

- Private medical insurance: We provide comprehensive private medical and pharmaceutical insurance coverage to support employee health, well-being, and access to healthcare services.
- Life insurance: We offer life insurance coverage to provide financial protection and peace of mind for employees and their families.
- Disability & accident coverage: We provide disability and accident coverage to support employees in the event of illness or injury affecting their ability to work.
- Parental leave: We support employees through parental leave arrangements that enable them to balance family responsibilities and professional commitments.
- Mental health & well-being support: We promote employee well-being through initiatives and services designed to support mental, emotional, and physical health.
- Training & professional development: We invest in continuous learning opportunities that support career growth, skills development, and long-term employability.
- Performance-based incentives: We recognize and reward individual and organizational performance through performance-related incentive programmes.

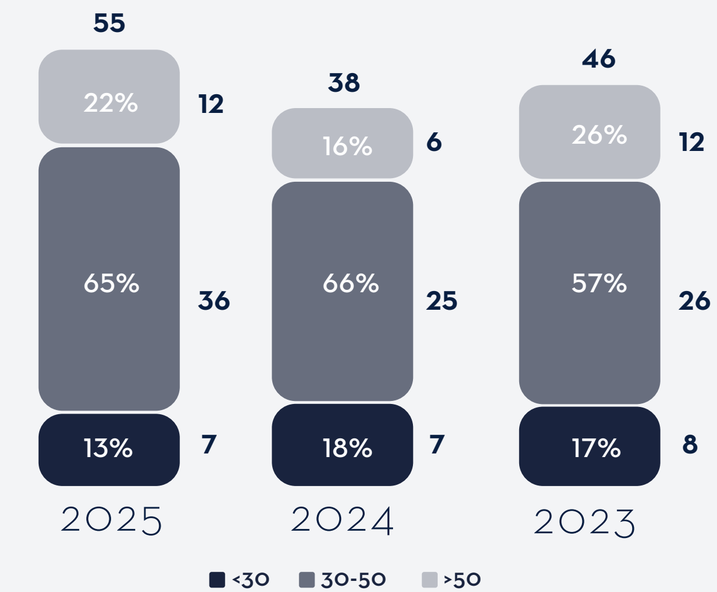
In addition, certain country-specific benefits are offered across selected locations, including transportation support and meal allowances, which are currently provided in Croatia and Türkiye.

We view employee retention as a key indicator of engagement and organizational health, preserving institutional knowledge and supporting operational excellence. Fair employment practices, development opportunities, competitive benefits and an inclusive culture help employees build long-term careers with D-Marin.

The increase in employee turnover should be viewed in the context of D-Marin's continued growth and the expansion of the reporting boundary through the inclusion of Marina Porto Mirabello, Marina Camille Rayon, and Marina Valletta, which accounted for 11 departures during the reporting period. On a comparable basis, considering only entities included in both reporting years, employee turnover decreased from 38 employees in 2024 to 33 employees in 2025, representing a reduction of approximately 13%. On this comparable basis, workforce retention improved in 2025. We continue to support retention through employee engagement, development opportunities and an inclusive working environment. Of the total departures recorded in 2025, 29 resulted from employer-initiated terminations, comprising 22 men and 7 women. The majority of departures remained within the 30–50 age group, reflecting the demographic profile of our workforce and normal workforce mobility patterns within the marina industry.



EMPLOYEE TURNOVER BY AGE GROUP (HEADCOUNT)



HEALTH & SAFETY

[GRI 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-8, 403-9]

100%
of employees covered by the certified OH&S Management System

ZERO
high-consequence work-related injuries

ZERO
work-related fatalities

7,054
H&S training hours delivered

ZERO
incidents of non-compliance

Our target

Ensure at least 90% of marina employees complete annual mandatory H&S training programs, by the end of 2030.

The health, safety and well-being of our people are fundamental to how we operate our marinas. Marina environments bring together employees, contractors, customers and visitors alongside marine activities, technical operations, vessel movements and the operation and maintenance of waterfront infrastructure. Managing these activities safely requires a proactive and consistent approach to risk prevention, emergency preparedness and employee competence, while addressing different regulatory requirements and operating environments across the countries in which we operate. Our approach is guided by our Health & Safety Policy, our ISO 45001-certified Occupational Health and Safety (OH&S) Management System and applicable health and safety legislation.

EURO CERT
CERTIFIED MANAGEMENT SYSTEM
ISO 14001:2015
00.02.2311

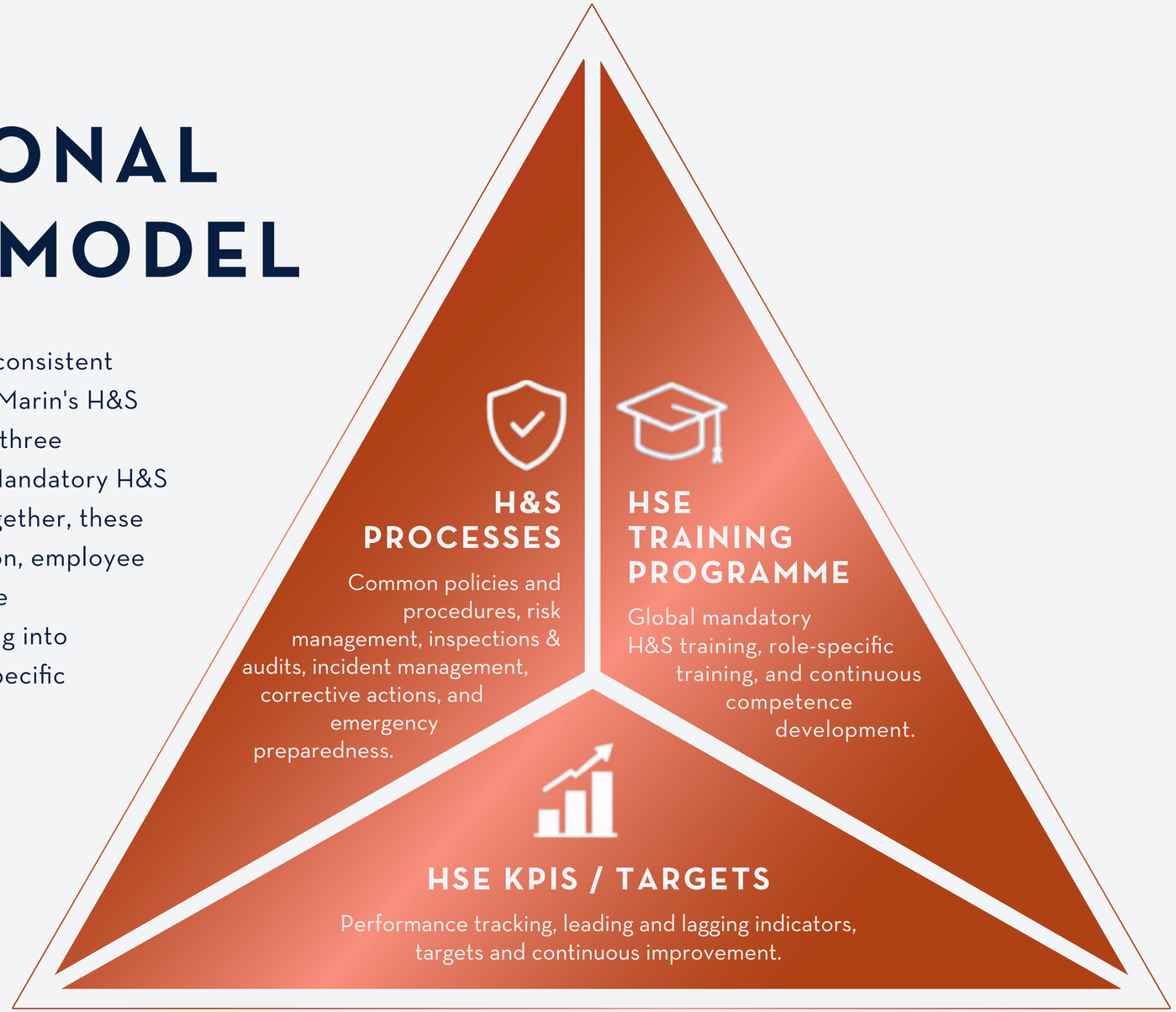
OCCUPATIONAL HEALTH & SAFETY MANAGEMENT SYSTEM

Our commitment to protecting the health, safety and well-being of our people is supported by our ISO 45001-certified Occupational Health and Safety (OH&S) Management System. The system provides a structured framework for identifying, assessing and managing occupational health and safety risks, supporting incident prevention, compliance with applicable requirements and continuous improvement across our operations.

The OH&S Management System applies across all D-Marin operations and workplaces under our control and covers 100% of our employees and workers who are not employees but whose work and/or workplace is controlled by D-Marin. No workers, activities or workplaces under D-Marin's operational control are excluded from the system. Contractors and other external personnel operating within our workplaces are required to comply with applicable D-Marin health and safety requirements and site procedures.

H&S OPERATIONAL EXCELLENCE MODEL

To translate our Health & Safety commitments into consistent operational practices across our marina network, D-Marin's H&S Operational Excellence Model is structured around three interconnected pillars: H&S Processes, the Global Mandatory H&S Training Programme, and H&S KPIs and Targets. Together, these pillars support a common approach to risk prevention, employee competence, emergency preparedness, performance monitoring and continuous improvement, while taking into account applicable national requirements and the specific operational characteristics of each marina.



D-MARIN H&S OPERATIONAL EXCELLENCE MODEL

Three interconnected pillars driving a safe, healthy and resilient workplace across our marina network.

The model is supported by common H&S policies, processes and procedures across our operations, including risk assessments, safety inspections, audits and safety walks, incident and near-miss reporting, corrective actions and emergency preparedness measures. Emergency preparedness is further supported by D-Marin's Global Emergency Response Procedure and Handbook, providing a common framework for preparing for and responding to emergency situations across the marina network. Findings from risk assessments, inspections, audits, incidents and Lessons Learned reviews are used to identify improvement opportunities and continuously strengthen preventive and corrective measures.

HAZARD IDENTIFICATION AND RISK ASSESSMENT

Identified risks are addressed through appropriate preventive and corrective measures following the hierarchy of controls, prioritising the elimination and reduction of hazards before reliance on administrative controls and personal protective equipment (PPE). Depending on the nature of the risk, measures may include engineering and operational controls, safe working procedures, PPE, employee training and emergency preparedness and response measures.

The effectiveness of these processes is supported by competent personnel, safety inspections and audits, management oversight, employee training and alignment with applicable regulatory requirements and international standards. Findings from risk assessments, inspections, audits and incidents are used to review existing controls, identify improvement opportunities and strengthen preventive measures, procedures and training, supporting the continual improvement of D-Marin's OH&S Management System.

INCIDENT MANAGEMENT AND LESSONS LEARNED

D-Marin maintains processes for reporting, recording and reviewing occupational health and safety incidents, with findings used to identify corrective and preventive actions and support continuous improvement. During 2025, D-Marin strengthened the consistency of incident reporting and documentation across its marina network and further developed its Global Incident Management and Lessons Learned Process, for full implementation in 2026.

The enhanced process establishes common requirements for incident reporting and registration, management escalation, investigation and corrective-action tracking. For major incidents, a structured Lessons Learned process brings together marina management, relevant employees and the H&S function to review the event, identify lessons and define mitigation, preventive and improvement actions. Actions arising from these reviews are documented and tracked, helping to incorporate lessons from incidents into operational practices and future prevention measures.

Where an incident constitutes an emergency, D-Marin's Global Emergency Preparedness Procedure takes priority and provides the framework for managing and responding to emergency situations.

WORKER PARTICIPATION AND CONSULTATION

D-Marin encourages employees to actively contribute to the continuous improvement of health and safety through the reporting of hazards, near misses and safety observations, participation in H&S training and emergency exercises, and the provision of feedback on H&S matters. Relevant health and safety information, procedures and requirements are communicated to employees through established internal communication and training channels and at marina level. Employee feedback and information arising from safety reporting are considered as part of the ongoing review of H&S practices and preventive measures[1].

Employees may remove themselves from work situations that they reasonably believe present an imminent or serious risk to their health or safety and may raise such concerns through established H&S channels without fear of retaliation.

PROMOTION OF EMPLOYEE HEALTH

D-Marin supports employees' access to non-occupational healthcare through private medical and pharmaceutical insurance arrangements, complementing the healthcare systems available in the countries in which we operate. In 2025, over 91% of employees were covered by these arrangements, supporting access to medical and pharmaceutical services and contributing to employee health and well-being.

[1]D-Marin maintains formal joint management-worker health and safety committees. Employee participation and consultation on H&S matters are facilitated through established reporting, communication and feedback mechanisms and through engagement with marina management and the H&S function.

HEALTH & SAFETY TRAINING

Building a consistent safety culture across an international marina network requires employees to have the knowledge and practical skills necessary to recognise hazards and respond effectively to operational risks. D-Marin therefore operates a Global Mandatory H&S Training Programme, designed around the principal risks and emergency scenarios associated with marina operations while also incorporating applicable national training requirements.

The mandatory programme includes: First Aid and use of Automated External Defibrillators (AED); Fire Response and Emergency Preparedness; Oil Spill Prevention and Emergency Response; Safety at Sea and Man Overboard; Working at Height; Electrical Safety for Marinas; and training required under applicable national legislation.

In addition to the common mandatory programme, targeted training is provided according to the specific needs and operational characteristics of individual marinas and, where appropriate, following incidents or identified improvement opportunities. H&S training also extends to D-Marin's corporate offices through relevant activities such as first-aid training, fire response and evacuation exercises.

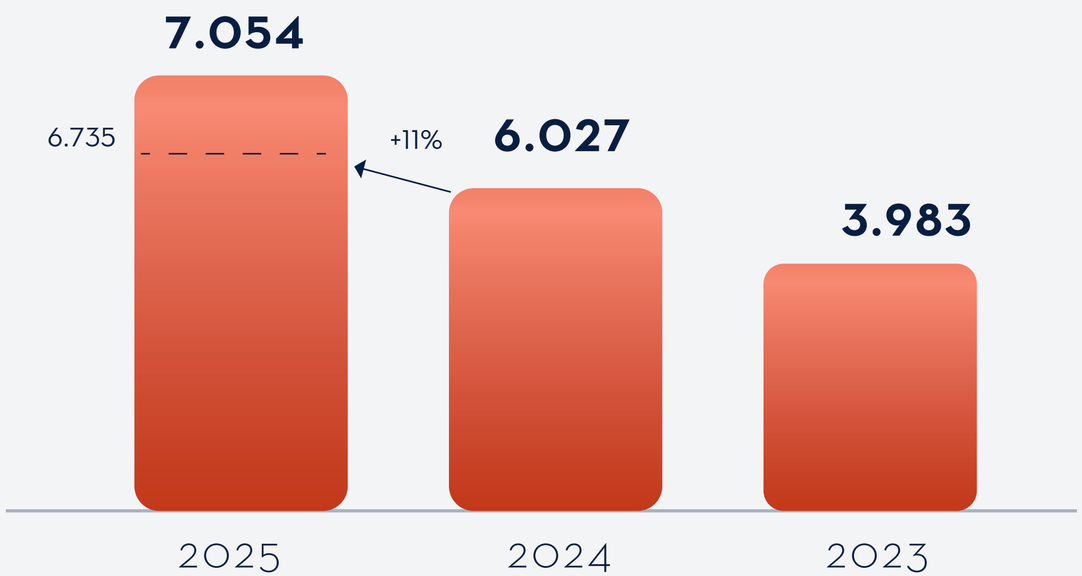
To support consistent implementation and monitoring across the Group, D-Marin has developed a dedicated digital H&S training platform, providing centralized access to H&S training content and supporting the monitoring of participation and completion, employee assessments and, where applicable, certification. The platform complements mandatory in-person and locally required training and supports the development of a common H&S culture across our operations.

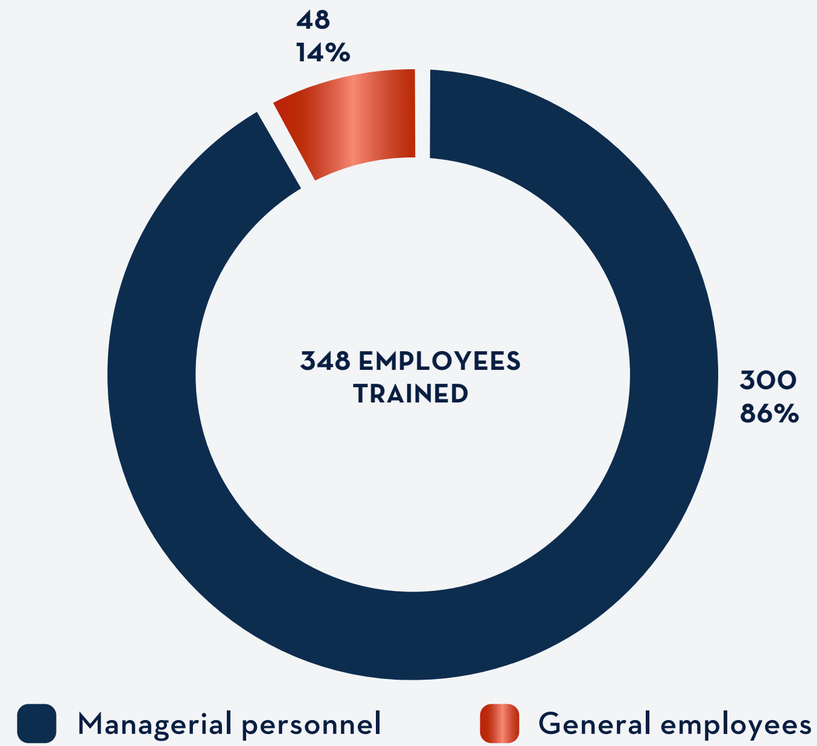
149
H&S training sessions delivered

7,054
hours of H&S training delivered

348
employees received H&S training

Total Health and Safety Training Hours





During 2025, D-Marin continued to expand its H&S training activities across the marina network, delivering 7,054 hours of H&S training to 348 employees. The continued development of the programme reflects our focus on strengthening employee competence, emergency preparedness and a common H&S culture across our operations.

HEALTH & SAFETY ACROSS OUR BUSINESS RELATIONSHIPS

D-Marin's H&S approach extends to activities undertaken by contractors, service providers and other third parties operating within its marina environments. Contractors and external personnel working within workplaces under D-Marin's control are required to comply with applicable D-Marin H&S requirements, site procedures and emergency arrangements. Health and safety risks associated with third-party activities are considered within D-Marin's operational risk-management approach, with appropriate controls applied according to the nature of the activities and risks involved.

2025 H&S PERFORMANCE

During 2025, D-Marin recorded eight recordable work-related injuries, comprising seven involving employees and one involving external personnel. Five of these resulted in lost working time of three days or more. No high-consequence work-related injuries, work-related fatalities or cases of recordable work-related ill health were reported during the year. D-Marin identifies hazards with the potential to cause serious injury through operational risk assessments, workplace inspections and safety walks, incident investigations and emergency preparedness activities. Relevant hazards within marina operations include working at height, electrical activities, marine and waterside activities, fire and emergency situations and technical and maintenance works. These risks are addressed through preventive and corrective measures following the hierarchy of controls, including safe working procedures, training, emergency preparedness and appropriate PPE.

WORK-RELATED ILL HEALTH

D-Marin considers occupational health hazards as part of its H&S risk assessment processes, taking into account the nature of work and activities undertaken across its operations. Potential health hazards are identified through risk assessments, workplace inspections and applicable occupational health requirements and are addressed through preventive measures, safe working practices, appropriate PPE and occupational health support, where applicable.

No fatalities or cases of recordable work-related ill health were reported among employees or workers who are not employees but whose work and/or workplace is controlled by D-Marin during 2025.

	2025
Recordable work-related injuries (employees) (#)	7
Recordable work-related injuries (external personnel) (#)	1
Total number of recordable work-related injuries (#)	**8**
Cases of recordable work-related ill health (employees) (#)	0
Cases of recordable work-related ill health (external personnel) (#)	0
Total number of cases of recordable work-related ill health (#)	**0**
Total number of hours worked by employees (hours)	894,738
Rate of recordable work-related injuries (TRIR)[2]	**8.94**
Employee fatalities as a result of work-related injury (#)	0
External personnel fatalities as a result of work-related injury (#)	0
Total number of fatalities as a result of work-related injury (#)	**0**

** Historical injury data for 2024 are not directly comparable with 2025 due to limitations in the availability and completeness of historical H&S records.*

[2]The Total Recordable Injury Rate (TRIR) is calculated based on 1,000,000 hours worked.

LEARNING AND DEVELOPMENT

[GRI 404-3]

Learning and development help our people build the skills needed to deliver operational excellence, grow their careers and support D-Marin's future development. We are committed to fostering a culture of continuous learning by providing our people with opportunities to enhance their technical expertise, strengthen leadership capabilities, and develop the skills required to thrive in a dynamic and evolving business environment. Through targeted training programmes, professional development initiatives, and continuous performance dialogue, we support individual growth while building the capabilities needed to drive the sustainable success of our organization.

We also recognize that meaningful performance feedback and career development discussions are essential to supporting employee growth, engagement, and long-term success. Through regular performance and career development reviews, we provide employees with constructive feedback, align individual objectives with organizational priorities, identify development opportunities, and support career progression across all levels of the organization. These reviews foster open dialogue between employees and managers, helping to strengthen individual performance, enhance capabilities, and support a culture of continuous learning and professional development.

** As 100% of employees received a regular performance and career development review during the reporting period, coverage was also 100% across all employee categories and genders.*

REMUNERATION

[GRI 405-2]

At D-Marin, we are committed to fostering an equitable and inclusive workplace where remuneration practices are guided by objective, role-related criteria and applied consistently across the organization. As part of our commitment to transparency, equal opportunity, and fair pay, 2025 marks the first year in which we calculated and disclosed the gender pay gap, providing additional insight into workforce composition and representation across different employee groups.

In 2025, the reported gender pay gap was -24%, indicating that, on average, women received higher remuneration than men across the organization. This outcome is primarily influenced by workforce composition and the distribution of employees across organizational levels, as women are proportionally more represented in executive and managerial positions, which are typically associated with higher levels of remuneration. By contrast, a larger share of male employees is employed in operational and technical roles that generally fall within different compensation bands due to the nature of marina operations. The reported result is influenced by workforce structure and the representation of women and men across employee categories and organisational levels, while underlining the importance of continued monitoring to support fair pay, equal opportunity, and informed decision-making.

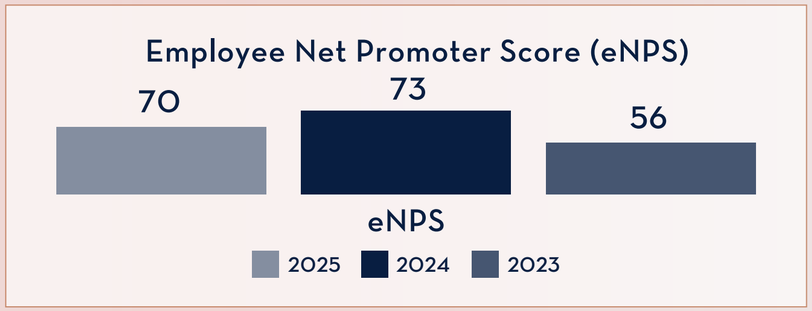
Looking ahead, we remain committed to strengthening transparency, fairness, and consistency across our remuneration practices. Building on the establishment of this baseline indicator, we will continue to monitor the gender pay gap on an annual basis, enhancing our understanding of remuneration outcomes across different employee groups and organizational levels.

EMPLOYEE LISTENING

Employee feedback helps us understand what is working well and where we can improve the D-Marin employee experience. Our Employee Net Promoter Score (eNPS) provides a consistent measure of employee satisfaction, engagement and advocacy. By understanding our employees' perspectives, we are better positioned to foster a positive working environment, strengthen our culture, and continuously enhance the employee experience across our marina network.

EMPLOYEE NET PROMOTER SCORE (ENPS)

Employee Net Promoter Score (eNPS) serves as an important indicator of organizational health, helping us identify strengths, address opportunities for improvement, and ensure that our people remain at the heart of our decision-making. Through ongoing dialogue and responsiveness to employee feedback, we strive to create a workplace where individuals feel valued, supported, and empowered to succeed.



In 2025, our eNPS was 70. We use employee feedback and the insights generated through the eNPS process to identify areas for improvement and inform actions to strengthen the employee experience.

** It is noted that the 2024 eNPS score excludes newly acquired and recently integrated marinas, while the 2025 score reflects the full employee population across the expanded D-Marin network, including new marina additions and regions. As a result, the scores are not directly comparable on a like-for-like basis.*

NON-DISCRIMINATION

[GRI 406-1]

We are committed to fostering a workplace culture founded on respect, inclusion, and equal opportunity. Guided by our values and people policies, we maintain a zero-tolerance approach to discrimination and promote fair and equitable treatment across all aspects of employment. In 2025, no incidents of discrimination were reported across our operations, reflecting our continued efforts to cultivate an inclusive working environment where all employees are treated with dignity, fairness, and respect.

ZERO

incidents of discrimination zero

4.2

DEVELOPING COMMUNITIES

Our marinas sit at the meeting point of sea and shore, and that geography comes with responsibility. Operating in coastal regions means we are part of local economies, ecosystems, and communities and we translate this commitment into meaningful actions that create shared value for local stakeholders and help strengthen the long-term resilience of the regions we serve.

CORPORATE SOCIAL RESPONSIBILITY (CSR) POLICY

Our Corporate Social Responsibility (CSR) Policy provides the foundation for how we create shared value for stakeholders and contribute positively to the communities in which we operate. Through responsible and ethical business conduct, respect for human rights, diversity and inclusion, strong health and safety standards, and transparent stakeholder engagement, we aim to ensure that our operations generate sustainable social value. The Policy also reinforces our commitment to supporting local employment, investing in education and youth development, fostering strong relationships with local communities, and promoting responsible business practices throughout our value chain.

During 2025, D-Marin continued to support a diverse range of community initiatives across the regions in which it operates, contributing to projects that promote social well-being, youth development, education, culture, environmental stewardship and maritime heritage.

- Seabed and beach clean-up campaigns
- Ghost net recovery and marine habitat restoration initiatives
- Underwater and coastal ecosystem restoration activities
- Environmental education and awareness programmes
- Partnerships with local communities, municipalities, NGOs and educational institutions

181
D-Marin employees in community-oriented initiatives

2,667
External participants & stakeholders involved

Our financial contributions supported vulnerable children and families, educational institutions, local community organizations, cultural associations, sports clubs and sailing programmes, while also fostering environmental awareness through partnerships with conservation organizations and marine biodiversity initiatives. Indicative examples included the sponsorship of the Brindisi–Corfu Regatta, the support for Yacht Club Port Camille Rayon and Yacht Club Lignano, as well as funding for local sports clubs and youth sailing activities that promote participation in maritime sports and strengthen local community engagement. We also maintained our collaboration with WWF across multiple countries through marine conservation initiatives, including sea turtle and whale adoption programmes that contribute to biodiversity awareness and protection.

Through sponsorships, donations and local partnerships, we sought to strengthen community resilience, encourage active participation in sports and education, preserve cultural traditions, and contribute to the sustainable development of coastal destinations.

4.3

STRENGTHENING TRUST AND RESPONSIBLE PRACTICES

OUR FOCUS:

- Data protection
- Sustainable procurement
- Customer loyalty
- Customer Due Diligence

Trust is fundamental to the D-Marin experience and to the relationships we build across our value chain. We focus on protecting customer data, conducting responsible customer due diligence, maintaining high levels of customer satisfaction and integrating ESG considerations into procurement and supplier management. Together, these practices help us strengthen responsible business relationships with our customers, suppliers and partners.

SUSTAINABLE PROCUREMENT

[GRI 204-1]

Our sustainability expectations extend to the suppliers and business partners we work with. In 2025, D-Marin strengthened its procurement framework to integrate environmental, social and governance considerations into supplier management and promote consistent procurement practices across the Group.

The framework is supported by the Procurement Policy, Supplier Code of Conduct, Supplier and Contractor Management Procedure, and an annual ESG assessment process for selected suppliers. Together, these establish D-Marin's expectations for ethical business conduct, regulatory compliance, human and labour rights, health and safety, environmental responsibility and responsible governance across our supply chain.

Our target

Evaluate at least the top 30 suppliers on ESG criteria.

SUPPLIER CODE OF CONDUCT

Introduced in 2025, our Supplier Code of Conduct sets out the principles and standards we expect suppliers to follow when doing business with D-Marin. It covers ethical conduct, fair labour practices, human rights, occupational health and safety, environmental responsibility, biodiversity protection, governance and compliance with applicable laws and regulations.

Under D-Marin's procurement framework, the Supplier Code of Conduct accompanies all new supplier agreements and forms an integral part of the contractual documentation. New suppliers are required to acknowledge and sign the Code, which sets out D-Marin's expectations regarding environmental responsibility, biodiversity protection, responsible resource use, waste management, climate action, human and labour rights, occupational health and safety, ethical conduct and governance. This ensures that D-Marin's ESG expectations are formally communicated and incorporated into new supplier relationships from the outset.

For existing suppliers, D-Marin applies an annual, spend-based ESG assessment process. Each year, the top five existing suppliers by procurement spend are prioritised for assessment through D-Marin's SAI ESG assessment questionnaire. The Supplier Code of Conduct is also provided to these suppliers as part of the process.

The SAI questionnaire assesses selected existing suppliers against environmental, social and governance criteria. Responses are scored to assess ESG maturity and identify potential sustainability-related risks. Suppliers scoring below the defined threshold are classified as at risk, enabling D-Marin to determine where further engagement or follow-up may be required.

In 2025, five existing suppliers were assessed through the SAI ESG assessment process, providing greater visibility of ESG maturity and potential sustainability-related risks among the suppliers assessed. This represents the first cycle of a phased approach under which D-Marin aims to evaluate at least its top 30 suppliers on ESG criteria by 2030. Looking ahead, the Code also sets the expectation that suppliers establish structured labour management systems and human-rights training by 2030, and encourages our top suppliers to adopt their own codes of conduct within the same timeframe.

To support implementation of the procurement framework, employees with procurement responsibilities participated in dedicated training on sustainable procurement and supplier ESG management. The training strengthened internal capabilities in applying ESG considerations to procurement activities, assessing supplier ESG maturity and risk, and implementing D-Marin's supplier assessment process consistently across the Group.

Local sourcing supports regional supply chains and economic activity in the destinations where we operate. Where feasible, we source goods and services from local suppliers, supporting local employment, business relationships and supply-chain responsiveness.

In 2025, approximately 75% of the procurement budget was spent on local suppliers[3], demonstrating our efforts to support local economies while maintaining high standards of quality, reliability and responsible business conduct. Local suppliers also represented 86% of our supplier base by number, demonstrating the strong integration of local businesses within our procurement ecosystem and the important role they play in supporting our day-to-day operations and long-term growth.

75%
of the procurement budget was spent on local suppliers

86%
local suppliers

[3] For reporting purposes, a local supplier is defined as a supplier located within the same country as the respective D-Marin operation. Significant locations of operation refer to marinas included within the reporting scope that represent material operational activities and procurement expenditure.

RESPONSIBLE CUSTOMER ENGAGEMENT

At D-Marin, our approach to customer engagement is built on fostering trusted, long-term relationships while maintaining the highest standards of safety, integrity and data protection. We recognize that responsible customer management extends beyond service delivery and includes protecting customer well-being, safeguarding personal information, ensuring compliance with applicable regulations and maintaining transparent and ethical business relationships.

To support these objectives, we implement processes and controls across the customer lifecycle, including customer health and safety measures, customer due diligence procedures, customer satisfaction monitoring and robust privacy and cybersecurity practices. These mechanisms help us identify and manage potential risks, strengthen customer trust and continuously enhance the quality of our services.

Customer feedback plays an important role in this approach, providing valuable insights into customer expectations and areas for improvement. By maintaining open communication channels and systematically evaluating customer feedback, we strengthen service quality, reinforce accountability and support informed decision-making across our marina network.

Our target

Maintain the customer satisfaction score (Net Promoter Score – NPS) above 50.

Conduct AML/KYC and sanctions screening for 100% of new in-scope customers across all operations.

Maintain a record of zero privacy breach incidents of customer data.

CUSTOMER HEALTH AND SAFETY

[GRI 416-1, 416-2]

Ensuring the health and safety of our customers is a fundamental element of the D-Marin experience. Across our marina network, we continuously assess and monitor the health and safety implications of our services, infrastructure and operations to provide a safe, secure and high-quality environment for marina users, visitors and yacht owners. Through structured risk assessments, operational controls, emergency preparedness measures and ongoing customer communication, we work to identify potential risks and implement appropriate mitigation measures before they materialize.

We foster a strong safety culture by providing customers with clear signage, on-site guidance, and direct communication to help them navigate risks and adopt responsible practices across our marinas.

Moreover, we actively seek and evaluate customer feedback on health and safety matters through our established communication channels. Customer observations and suggestions provide valuable insights that support the continuous enhancement of safety standards, service quality and operational performance across the marina network.

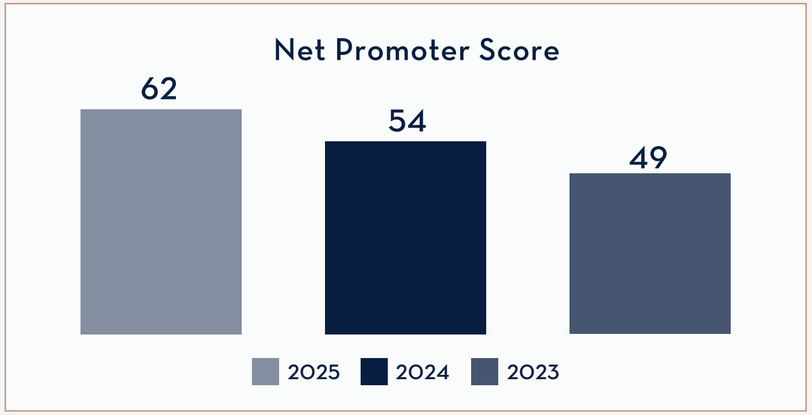
100% of significant service categories were assessed for health and safety impacts and opportunities for improvement

ZERO incidents of non-compliance with related voluntary codes or regulations resulting in a fine, penalty

NET PROMOTER SCORE (NPS)

Customer experience is central to the D-Marin brand. We combine high-quality service, operational excellence and responsible business practices to build lasting relationships with our customers. We continuously engage with our customers to better understand their evolving needs and expectations, using their feedback to inform decision-making, enhance service offerings and strengthen overall customer satisfaction. Customer trust remains a cornerstone of our approach, supported by robust data protection measures, responsible customer onboarding processes and a commitment to maintaining the highest standards of integrity and transparency.

To effectively monitor customer loyalty and satisfaction, we regularly assess our performance through the Net Promoter Score (NPS). The insights generated through this process enable us to identify areas for improvement, strengthen customer relationships and ensure that our marinas continue to deliver a differentiated experience that reflects the quality and hospitality associated with the D-Marin brand.



+27% increase of NPS compared to 2023

During the reporting period, our NPS increased to 62, up eight points year on year. 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.

CUSTOMER ONBOARDING AND COMPLIANCE

Maintaining trusted and transparent customer relationships is fundamental to D-Marin's commitment to responsible business conduct. As part of our customer onboarding process, we apply robust due diligence procedures designed to promote regulatory compliance, protect the integrity of our operations, and mitigate financial crime risks. These procedures include Anti-Money Laundering (AML), Know Your Customer (KYC) and sanctions screening controls, which are performed prior to establishing a business relationship with customers falling within the defined compliance scope.

This risk-based approach enables us to verify customer identities, assess potential compliance concerns and ensure adherence to applicable legal and regulatory requirements across all jurisdictions in which we operate. Through these controls, we work to prevent money laundering, corruption, sanctions-related risks and other forms of financial misconduct, while reinforcing transparency, accountability and responsible business practices throughout our operations. In 2025, AML/KYC and sanctions screening was conducted for 100% of new in-scope customers across the D-Marin network.

DATA PRIVACY AND SECURITY

[GRI 418-1]

Protecting customer information is a fundamental component of responsible marina operations and maintaining customer trust. As digital tools and customer-facing platforms continue to evolve across our network, D-Marin is committed to safeguarding the confidentiality, integrity and availability of the information entrusted to us.

Our approach to data privacy and information security is supported by policies and procedures covering information security, acceptable use of systems, identity and access management, vulnerability management and patching, incident response, security incident management and risk management. Together, these establish a structured framework for identifying, preventing, managing and responding to cybersecurity and data protection risks across our operations.

Access to customer information is managed through defined identity and access controls, supported by security monitoring, vulnerability management and incident response processes. Employees are required to comply with information security requirements governing the appropriate handling and protection of sensitive information.

D-Marin continuously monitors privacy and cybersecurity risks and maintains processes for investigating and managing reported concerns and incidents. **During 2025, no substantiated complaints concerning breaches of customer privacy were received from customers, external parties or regulatory authorities, and no identified leaks, thefts or losses of customer data were recorded.**

5

BUILDING TRUST THROUGH ENHANCED GOVERNANCE

Governance is the foundation upon which D-Marin's long-term resilience, stakeholder trust, and sustainable growth are built. As we continue to expand our presence across the Mediterranean and the UAE, strong governance ensures that our values, strategic ambitions, and sustainability commitments are translated into responsible action. Through a framework of ethical leadership, robust oversight, and transparent decision-making, we seek to create lasting value while safeguarding the interests of our people, customers, communities, business partners, and shareholders.

Our governance approach extends beyond compliance and establishes clear accountability mechanisms, promotes a culture of integrity, and supports the effective management of environmental, social, and business risks across our operations. By embedding responsible governance into every aspect of our business, we strengthen organizational resilience and position D-Marin for sustainable success in an increasingly dynamic operating environment.

CODE OF CONDUCT

Our Code of Conduct serves as the foundation of D-Marin's ethical culture, providing a clear framework for responsible decision-making and expected behaviours across all areas of our business. Applicable to all personnel, partners, and affiliates, the Code establishes common standards for integrity, respect, accountability, and professional conduct. The Code reinforces our commitment to:

- Acting with integrity in every business interaction
- Respecting human rights and promoting a workplace free from discrimination and harassment
- Ensuring transparency and accountability in financial and operational activities
- Preventing corruption, bribery, and conflicts of interest
- Complying with applicable laws, regulations, and company policies

Additionally, D-Marin maintains a dedicated Supplier Code of Conduct, outlining the standards and expectations applicable to suppliers and business partners, as described in Section 4.3 "Strengthening Trust and Responsible Practices".

5.1

GOVERNANCE STRUCTURE

[GRI 2-9 - 2-21]

D-Marin's governance framework supports responsible business conduct, effective oversight and long-term value creation. The Board of Directors is the Company's highest governance body and is responsible for overseeing D-Marin's strategy, governance, risk management and sustainability-related matters. The Board oversees the management of the Company's environmental, social and governance (ESG) impacts, risks and opportunities, ensuring that sustainability considerations are integrated into strategic decision-making and business planning.

The Board comprises six members and brings together complementary professional expertise, leadership experience and diverse perspectives to support effective governance and balanced decision-making. Members of the Board and its committees are nominated and selected based on professional experience, leadership capabilities, industry expertise, integrity, diversity, independence and competencies relevant to D-Marin's operations, sustainability priorities and long-term strategic objectives.

The Chair of the Board is the Chief Executive Officer (CEO) and therefore serves as an executive member of the highest governance body. Governance procedures, clearly defined responsibilities, internal controls and compliance mechanisms are in place to prevent and manage actual or potential conflicts of interest.

The executive leadership team, reporting to the Board, is responsible for implementing the Company's strategy and overseeing day-to-day operations across all business functions, ensuring that business objectives and sustainability priorities are effectively translated into operational execution.

33% **female representation in the Board of Directors**

reflecting our commitment to inclusive leadership and balanced decision-making

5 **executive members** providing operational expertise and strategic direction

1 **independent non-executive member** strengthening oversight, accountability, and objective challenge

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:

SUSTAINABILITY OVERSIGHT

The Board of Directors has ultimate responsibility for overseeing D-Marin's sustainability strategy and the management of environmental, social and governance (ESG) impacts, risks and opportunities. Oversight is supported by the Sustainability Committee, which reviews D-Marin's ESG Strategy, sustainability targets and key initiatives, ensuring that sustainability considerations are integrated into strategic and operational decision-making across the business.

The Sustainability Committee comprises the Chief Executive Officer (CEO), Chief People Officer (CPO), Chief Operations Officer (COO), Chief Commercial Officer (CCO), Head of Sustainability and H&S, and Legal Director, providing cross-functional oversight of D-Marin's sustainability priorities. Responsibility for sustainability reporting is delegated to the Head of Sustainability and H&S, who works closely with the Executive Leadership Team, Regional Directors and Marina Managers to coordinate the implementation of the ESG Strategy, monitor sustainability performance and support consistent sustainability reporting across the Group.

Stakeholder engagement and the Double Materiality Assessment (DMA) are integral components of D-Marin's sustainability governance framework. The DMA was supported by internal engagement with employees, complemented by targeted engagement with selected external stakeholders, including customers, tenants and suppliers. Together with management expertise and the assessment of impacts, risks and opportunities across D-Marin's operations and value chain, these inputs informed the identification and prioritization of the Company's material sustainability topics. The outcomes of the DMA and stakeholder engagement activities are reviewed by management and the Board and support strategic planning, risk management and business decision-making. The effectiveness of D-Marin's sustainability and governance processes is reviewed periodically through internal reporting, management reviews, operational monitoring and Sustainability Committee oversight, with improvement actions incorporated where appropriate.

UNDERSTANDING OF SUSTAINABILITY RELATED MATTERS

The Board of Directors and senior leadership maintain their understanding of sustainability-related matters through regular management reporting, Sustainability Committee discussions and updates on D-Marin's ESG priorities, material sustainability topics and evolving regulatory requirements. These updates include the outcomes of the Double Materiality Assessment (DMA), stakeholder engagement activities, environmental and social performance, health and safety, business ethics, compliance, and developments in sustainability reporting requirements.

The information provided through these governance processes supports the Board's oversight of D-Marin's environmental, social and governance (ESG) impacts, risks and opportunities, enabling sustainability considerations to be integrated into strategic planning, risk management and business decision-making.

GOVERNANCE EFFECTIVENESS AND REMUNERATION FRAMEWORK

D-Marin periodically reviews the effectiveness of its sustainability governance through regular Sustainability Committee meetings, held at least twice per year and additionally on an ad hoc basis where required. The Sustainability Committee reviews progress against the ESG Strategy, sustainability targets, material sustainability topics, key ESG performance indicators, and emerging environmental, social and governance (ESG) risks and opportunities. These reviews support the Board's oversight of sustainability-related matters and help ensure that sustainability considerations are effectively integrated into strategic decision-making. Where opportunities for improvement are identified, D-Marin implements appropriate actions, which may include enhancements to governance processes, internal policies and procedures, ESG monitoring and reporting, sustainability targets and action plans, and cross-functional coordination through the Sustainability Committee.

The remuneration framework for members of the highest governance body and senior executives consists of fixed and variable remuneration. D-Marin does not currently operate any additional specific schemes as part of its executive remuneration framework. Any termination payments are governed by applicable contractual and legal requirements. Fixed remuneration is determined based on the scope and responsibilities of the role, relevant market considerations and internal remuneration principles. Any adjustments to executive remuneration are subject to appropriate governance review and approval. Variable remuneration is solely performance-based and linked to the achievement of annual objectives. Executive objectives are aligned with D-Marin's Group-level targets and strategic priorities, ensuring that individual performance supports the overall performance and long-term objectives of the Group - following the same principle of the performance pay for all employees. The highest governance body oversees and approves the remuneration framework for senior executives, including annual salary increases and variable remuneration arrangements.

5.2 ETHICAL BUSINESS CONDUCT

[GRI 2-22 - 2-27]

Ethical business conduct at D-Marin is supported by policies, governance processes, risk management, training and reporting mechanisms that apply across our operations and business relationships. Central to this framework are our Code of Conduct and Human Rights Policy, which establish the principles and standards that underpin responsible business conduct across our operations and value chain. Together, they set clear expectations regarding integrity, accountability, respect for human rights, workplace wellbeing, non-discrimination, and compliance with applicable laws and regulations. These commitments are embedded throughout the organization through governance processes, risk management practices, training and awareness programmes, and stakeholder engagement activities.

HUMAN RIGHTS POLICY

Guided by the principles of the Universal Declaration of Human Rights, D-Marin is committed to protecting the dignity, rights and freedoms of all individuals across its operations, supply chain and stakeholder relationships. The Human Rights Policy applies to all D-Marin companies, employees, consultants, service providers, suppliers and business partners, and formalizes the Company's commitments to non-discrimination and equal opportunity, workplace health and safety, freedom of association and collective bargaining, and the prohibition of child labour, forced labour, slavery and human trafficking. D-Marin also expects its suppliers and business partners to uphold these principles, reinforcing responsible business conduct throughout its value chain.

To embed these commitments into its day-to-day operations, D-Marin conducts annual human rights assessments to identify potential risks, provides training and awareness programmes for employees, managers and relevant stakeholders, and engages stakeholders to understand and consider their perspectives on human rights matters where relevant. Human rights considerations are integrated into management processes, with local management responsible for identifying and escalating significant risks to the Board of Directors. Concerns relating to potential human rights violations may be reported through established reporting channels, including D-Marin's Speak Up process, supporting the timely identification and resolution of potential issues.

Additional commitments relating to anti-corruption, compliance, grievance mechanisms, and ethical business conduct are further described below.

To support the effective implementation of its human rights commitments, D-Marin communicates its policies and expectations to employees, business partners, suppliers, contractors and other relevant stakeholders through onboarding processes, management engagement, training and awareness initiatives, and the publication of corporate policies on the Company's internal communication platform. Together, these policies—including those relating to human rights, diversity, equity and inclusion, child labour, recruitment, health and safety, business ethics and whistleblowing—promote awareness of D-Marin's expectations and support the consistent application of responsible business conduct across the organization and, where relevant, throughout its value chain.

RISK MANAGEMENT

In an increasingly complex and dynamic business environment, effective risk management is essential to safeguarding organizational resilience, protecting stakeholder value, and enabling sustainable growth. At D-Marin, we maintain a structured and forward-looking risk management framework that integrates ESG considerations into strategic decision-making and operational planning. Through a proactive approach to risk identification, assessment, and mitigation, we strengthen our ability to anticipate emerging challenges, enhance business continuity, and support the long-term achievement of our objectives.

Risk management is embedded across our operations through systematic assessments that evaluate potential impacts on the business, our stakeholders, and the environment. Supported by targeted mitigation measures and clearly defined governance responsibilities, this approach promotes informed decision-making, regulatory compliance, and a culture of continuous improvement and accountability.

To ensure the effective management of risks and opportunities, D-Marin applies a three-step risk management process:

1 Risk Evaluation	Potential risks are systematically identified and assessed to determine their likelihood, potential impact, and implications for the business, enabling informed prioritization and timely risk mitigation.
2 Control Identification	Appropriate controls and mitigation measures are established to address identified risks, strengthen operational resilience, and ensure alignment with regulatory requirements, internal policies, and business objectives.
3 Preventive and corrective actions	Preventive and corrective actions are implemented to reduce risk exposure, address identified vulnerabilities, and ensure an effective and timely response to incidents, supporting the continuous improvement of our risk management framework.

ANTI-CORRUPTION AND BRIBERY

[GRI 205-3]

Integrity, transparency, and accountability are fundamental principles that guide our business conduct. We maintain a zero-tolerance approach to bribery, corruption, fraud, embezzlement, undisclosed conflicts of interest, and any other form of unethical behaviour. This commitment applies across all operations, business activities, and relationships, ensuring that decisions are made fairly, responsibly, and in compliance with applicable laws and regulations.

CONFLICT OF INTEREST

D-Marin manages potential conflicts of interest through its governance procedures and internal controls, including clearly defined responsibilities, approval processes, compliance oversight mechanisms and ethical business conduct requirements. Concerns relating to potential conflicts of interest or unethical conduct can be reported through the Company's confidential Ethics Hotline and Speak Up channels.

During 2025, D-Marin identified no matters requiring disclosure in relation to cross-board memberships, cross-shareholdings, controlling shareholders or related-party transactions.

ANTI-FRAUD AND ANTI-BRIBERY POLICY

In 2025, we further strengthened our governance framework through the implementation of a dedicated Fraud Prevention and Anti-Fraud Policy, which establishes clear responsibilities, preventive controls, reporting mechanisms, investigation procedures, and disciplinary measures for addressing instances of fraud and corruption. The Policy applies to all employees, contractors, suppliers, business partners, and third parties associated with D-Marin, reinforcing a shared commitment to ethical conduct throughout our value chain.

CORRUPTION RISK ASSESSMENT

In 2025, we developed a dedicated Corruption Risk Assessment, designed to systematically identify, assess, and mitigate corruption-related risks across our operations, business functions, stakeholder groups, and geographical footprint. The assessment evaluated potential exposure to risks including bribery, conflicts of interest, money laundering, improper procurement practices, facilitation payments, inadequate whistleblower protection, and abuse of power, while also assessing the effectiveness of existing controls and identifying opportunities for improvement.

The exercise supports D-Marin's proactive approach to compliance and ethical business conduct by strengthening risk awareness, enhancing preventive controls, reinforcing due diligence processes, and fostering a culture of integrity throughout the organization. The assessment further contributes to continuous monitoring and improvement by enabling the prioritization of risks, implementation of mitigation measures, and ongoing evaluation of anti-corruption controls across key business processes and stakeholder interactions.

To prevent and mitigate corruption-related risks, D-Marin maintains a comprehensive system of internal controls and governance measures, including segregation of duties, clearly defined financial accountability, regular internal audits, risk assessments, due diligence procedures for suppliers and business partners, and secure procurement and expense management processes. These mechanisms are designed to identify potential risks at an early stage and promote a culture of transparency and responsible decision-making.

Employees, contractors, and external stakeholders are encouraged to report suspected misconduct, fraud, corruption, or breaches of company policies through D-Marin's Ethics Hotline and Speak Up channels. Reports can be submitted confidentially and are investigated through a structured and impartial process overseen by the appropriate governance bodies. D-Marin strictly prohibits retaliation against individuals who raise concerns in good faith and ensures that all reported cases are addressed in accordance with established procedures.

ANTI-MONEY LAUNDERING AND COUNTER TERRORISM FINANCING POLICY

D-Marin has established an Anti-Money Laundering and Counter Terrorism Financing (AML/CTF) Policy to prevent, detect, and mitigate money laundering and terrorism financing risks across its operations. The Policy establishes a risk-based framework for customer and business partner due diligence, Know Your Customer (KYC) processes, transaction monitoring, sanctions screening, and the identification of suspicious activities. It also sets requirements for employee training, recordkeeping, reporting and investigation procedures, periodic risk assessments, and engagement with competent authorities where necessary. Through this framework, D-Marin seeks to ensure compliance with applicable AML and CTF legislation, safeguard the integrity of its operations, and promote the highest standards of ethical and responsible business conduct.

ANTI-CORRUPTION TRAINING PROGRAMMES

To support awareness and accountability, D-Marin is progressively strengthening training and awareness initiatives relating to fraud prevention, anti-corruption requirements, ethical decision-making, and reporting obligations. In 2025, D-Marin delivered a dedicated Anti-Money Laundering (AML), Anti-Corruption and Anti-Bribery awareness training programme. The training covered key topics including the Code of Conduct, anti-money laundering requirements, bribery and corruption risks, gifts and hospitality, facilitation payments, reporting obligations, and the use of the Speak Up mechanism. Through practical examples and case studies relevant to marina operations, the programme reinforced employees' responsibilities in identifying, preventing, and reporting potential compliance breaches, supporting D-Marin's zero-tolerance approach to bribery and corruption and its commitment to conducting business with integrity.

100% of our employees were formally informed of our anti-corruption policies

100% of senior and middle management completed dedicated anti-corruption training

ZERO confirmed incidents of corruption or bribery

To support the effective implementation of its governance and compliance framework, D-Marin has also established the Business Partner Anti-Bribery Procedure.

COMMUNICATION OF CRITICAL CONCERNS

At D-Marin, we believe that a strong culture of integrity depends on empowering people to raise concerns openly, responsibly, and without fear of retaliation. Our Speak Up framework is designed to foster transparency, accountability, and ethical decision-making across all levels of the organization by providing trusted and accessible channels through which employees, contractors, suppliers, business partners, and other stakeholders can report suspected misconduct or breaches of our policies and Code of Conduct.

SPEAK UP POLICY

D-Marin's Speak Up Policy establishes a formal framework for reporting concerns related to unethical conduct, non-compliance, or breaches of our values, Code of Conduct, and policies. The Policy applies across the D-Marin and extends to employees, contractors, consultants, suppliers, business partners, and other third parties, ensuring that concerns can be raised through accessible and confidential reporting channels.

The Policy promotes a culture of transparency, integrity, and accountability by encouraging stakeholders to report concerns in good faith and without fear of retaliation. It sets out clear procedures for the reporting, investigation, escalation, and resolution of concerns, while safeguarding confidentiality and protecting whistleblowers from victimization or adverse consequences. Reportable matters include fraud, bribery and corruption, conflicts of interest, discrimination and harassment, environmental, health and safety incidents, data privacy breaches, anti-competitive behaviour, and other violations of internal policies or applicable laws. Through defined governance, oversight, and monitoring mechanisms, the Policy helps ensure that critical concerns are addressed consistently, fairly, and in accordance with D-Marin's commitment to responsible business conduct.

To support a culture of openness and trust, D-Marin maintains the following channels:

ETHICS HOTLINE

Our internal Ethics Hotline provides a secure and confidential channel through which employees, contractors, suppliers, and business partners can raise concerns relating to unethical conduct, regulatory breaches, violations of the Code of Conduct, or other compliance-related matters. Reports are assessed through a structured review and investigation process, ensuring that concerns are handled impartially, confidentially, and in accordance with established governance procedures.

SPEAK UP PLATFORM

Our independent Speak Up platform, operated through EthicsPoint, offers 24/7 multilingual reporting channels accessible via telephone and web-based submissions. The platform reinforces our commitment to transparency, accountability, and non-retaliation by enabling stakeholders to report concerns confidentially and, where permitted by law, anonymously, while ensuring that all cases are investigated and escalated through appropriate governance structures.

Process for submitting, receiving, and managing reports:

Submission
Confidential intake through the reporter's preferred channel

Assessment
Assess severity, scope, and investigation path

Investigation
Review substantiated concerns with reporter safeguards

Resolution
Implement corrective action and communicate outcomes when possible

Improvement
Feed insights into policy, training, and process updates

Individuals may seek guidance on the interpretation and application of D-Marin's policies, including the Code of Conduct, Speak Up Policy, Anti-Fraud Policy, and other governance-related procedures, through their Line Manager, functional leadership, Human Resources representatives, the Chief People Officer, or relevant Compliance and Legal functions. These channels support employees in understanding their responsibilities and ensuring compliance with the Company's ethical and governance requirements.

D-Marin prohibits retaliation against individuals who report concerns in good faith. All reported matters are subject to a structured review and investigation process overseen by appropriate governance bodies. Confirmed violations may result in corrective actions, disciplinary measures, or further legal action, depending on the nature and severity of the issue.

FAIRNESS, REGULATORY AND ENVIRONMENTAL COMPLIANCE

[GRI 206-1, 307-1, 419-1]

Compliance with applicable laws and regulations is fundamental to maintaining stakeholder trust, protecting market integrity, and ensuring responsible business conduct. We are committed to operating in accordance with competition laws, environmental regulations, and broader social and economic requirements across all jurisdictions in which we operate. Through robust governance processes, ethical business practices, and proactive compliance management, we seek to prevent regulatory breaches and uphold the highest standards of corporate responsibility.

As a result, no related judgments, settlements, fines, sanctions, or corrective actions were recorded during the reporting period.

SANCTIONS COMPLIANCE POLICY & US, EU, UK RECUSAL POLICY FOR SANCTIONS COMPLIANCE

D-Marin has established a dedicated Sanctions Compliance Policy to ensure compliance with applicable economic and trade sanctions, export controls, and regulatory requirements across all jurisdictions in which it operates. The Policy applies to all D-Marin entities and employees and is supported by risk-based due diligence procedures covering customers, business partners, vessels, and transactions. It establishes clear governance responsibilities, screening and monitoring requirements, reporting and escalation mechanisms, employee training, recordkeeping obligations, and periodic audits to support the identification, assessment, and mitigation of sanctions-related risks. The Policy also reinforces D-Marin's commitment to transparency, ethical business conduct, and compliance with international sanctions regimes, including those imposed by the United Nations, European Union, United Kingdom, and United States.

Moreover, D-Marin has established a US, EU, and UK Recusal Policy to ensure compliance with applicable sanctions regulations and to prevent employees, executives, and board members from participating in transactions that may be prohibited under the sanctions regimes applicable to them based on their nationality, residency, or location. The Policy defines clear recusal requirements for individuals subject to US, EU, and UK sanctions laws and outlines the controls necessary to prevent their involvement in restricted activities, decision-making processes, approvals, communications, or transactions involving sanctioned individuals, entities, jurisdictions, or activities. Through this framework, D-Marin strengthens its sanctions compliance programme, mitigates regulatory risks, and reinforces its commitment to responsible and lawful business conduct across all operations.

To support the effective implementation of its governance and compliance framework, D-Marin has established the Business Partner Sanctions Procedure, and Customer Sanctions Procedure. These procedures provide operational guidance on third-party due diligence, sanctions screening, and compliance requirements, helping ensure the consistent application of the Group's policies and the effective management of ethical and regulatory risks across its operations.

REMEDIATION OF NEGATIVE IMPACTS

D-Marin is committed to providing for, or cooperating in, the remediation of negative impacts on people, communities, and other stakeholders where the Company identifies that it has caused or contributed to such impacts. This commitment is embedded within the broader policy and governance framework, which promote responsible business conduct, accountability, and respect for human rights.

To identify and address **grievances**, D-Marin maintains multiple reporting and escalation channels, including line managers, Human Resources representatives, the Ethics Hotline, and the independent Speak Up platform, as described above. These mechanisms are available to employees and, where applicable, contractors, suppliers, business partners, and other stakeholders to report concerns relating to human rights, discrimination, harassment, fraud, corruption, conflicts of interest, health and safety matters, environmental issues, and other potential breaches of company policies or applicable laws.

All reported concerns are subject to a structured review and investigation process designed to ensure confidentiality, impartiality, and appropriate remediation. Where allegations are substantiated, corrective and disciplinary actions are implemented in accordance with established procedures and governance requirements. Additional remediation processes may include corrective action plans, stakeholder engagement, policy revisions, training initiatives, operational improvements, supplier engagement, or compensation and restitution measures where appropriate.

Stakeholder involvement in the design, review, operation, and improvement of grievance mechanisms is facilitated through employee engagement surveys, stakeholder consultations, management reviews, worker representative feedback and periodic policy reviews.

D-Marin **monitors the effectiveness of its grievance mechanisms** through case tracking, investigation outcomes, periodic reporting to governance bodies, and defined performance indicators.

During 2025, **three whistleblowing cases were reported and investigated in accordance with D-Marin's internal procedures.** The cases were addressed through the applicable investigation and governance processes.

5.3

DATA PROTECTION

As digitalization continues to transform the maritime and hospitality sectors, the protection of information assets has become a fundamental component of responsible business conduct, operational resilience, and stakeholder trust. At D-Marin, privacy and cybersecurity are recognized as strategic priorities, underpinning our ability to safeguard personal data, ensure business continuity, and maintain the confidence of customers, employees, business partners, and regulators. Our approach is designed to support compliance with applicable data protection and privacy requirements, including the General Data Protection Regulation (GDPR) but also extends beyond compliance, reflecting a commitment to proactively managing evolving cyber risks and strengthening organizational resilience in an increasingly interconnected environment.

Our target

Maintain a record of zero privacy breach incidents of customer data.

CERTIFIED INFORMATION SECURITY MANAGEMENT ISO 27001

In 2026, D-Marin achieved the ISO 27001 certification, marking a significant milestone in the maturity of its cybersecurity and information security framework. As the internationally recognized standard for Information Security Management Systems (ISMS), ISO 27001 provides a structured approach to identifying, managing, and mitigating information security risks across the organization.

The certification demonstrates that D-Marin has established robust governance processes, risk management practices, and security controls designed to protect the confidentiality, integrity, and availability of information assets. It also reinforces our commitment to safeguarding customer, employee, and business-partner data, while supporting regulatory compliance, operational resilience, and business continuity in an increasingly digital and interconnected operating environment.

INFORMATION SECURITY POLICY

Establishes the overarching framework for protecting the confidentiality, integrity, and availability of information assets.

IDENTITY AND ACCESS MANAGEMENT POLICY

Governs user access, authentication, authorization, role-based access controls, and multi-factor authentication.

RISK MANAGEMENT POLICY

Defines the processes for identifying, assessing, monitoring, and mitigating cybersecurity and data privacy risks.

SECURITY INCIDENT POLICY

Provides the framework for identifying, classifying, managing, and reporting security incidents.

INCIDENT RESPONSE PROCEDURES (IRP)

Establishes detailed procedures for incident detection, containment, eradication, recovery, and post-incident review.

VULNERABILITY MANAGEMENT & PATCHING POLICY

Defines processes for vulnerability scanning, risk prioritization, patch management, and remediation.

ACCEPTABLE USAGE POLICY

Sets expectations for the secure and responsible use of D-Marin's information systems, networks, and data resources.

D-Marin's cybersecurity framework is supported by policies covering information security, acceptable use, identity and access management, vulnerability management, incident response, security incidents and risk management.

Key controls include role-based access, multi-factor authentication, security monitoring, vulnerability assessments, patch management, awareness training and incident response procedures. These measures support the prevention, identification and management of cybersecurity and data-protection risks.

APPENDIX

GRI Table

GRI Standard	Disclosure	Location	Omissions	
		Chapter	Reason	Explanation
General Disclosures				
GRI 2 | General Disclosures 2021	2-1 Organizational details	About this report		
GRI 2 | General Disclosures 2021	2-2 Entities included in the organization's sustainability reporting	About this report		
GRI 2 | General Disclosures 2021	2-3 Reporting period, frequency and contact point	About this report		
GRI 2 | General Disclosures 2021	2-4 Restatements of information	About this report 3.2 Shaping a low-carbon future, Energy management		
GRI 2 | General Disclosures 2021	2-5 External assurance	——	Not applicable	D-Marin's 2025 ESG Report has not been subject to external assurance. Therefore, the disclosure requirements relating to the assurance provider and assurance report are not applicable.

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GRI 2 | General Disclosures 2021	2-6 Activities, value chain and other business relationships	1.2 Our business model and value chain		
GRI 2 | General Disclosures 2021	2-7 Employees	4.1 Empowering our people, Workforce composition		
GRI 2 | General Disclosures 2021	2-8 Workers who are not employees	4.1 Empowering our people, Workforce composition		
GRI 2 | General Disclosures 2021	2-9 Governance structure and composition	5.1 Governance structure		
GRI 2 | General Disclosures 2021	2-10 Nomination and selection of the highest governance body	5.1 Governance structure		
GRI 2 | General Disclosures 2021	2-11 Chair of the highest governance body	5.1 Governance structure		
GRI 2 | General Disclosures 2021	2-12 Role of the highest governance body in overseeing the management of impacts	5.1 Governance structure, Sustainability oversight		
GRI 2 | General Disclosures 2021	2-13 Delegation of responsibility for managing impacts	5.1 Governance structure, Sustainability oversight		
GRI 2 | General Disclosures 2021	2-14 Role of the highest governance body in sustainability reporting	5.1 Governance structure, Sustainability oversight		
GRI 2 | General Disclosures 2021	2-15 Conflicts of interest	5.1 Governance structure		
GRI 2 | General Disclosures 2021	2-16 Communication of critical concerns	5.1 Governance structure		
GRI 2 | General Disclosures 2021	2-17 Collective knowledge of the highest governance body	5.1 Governance 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	5.1 Governance structure, Governance effectiveness and remuneration framework		
GRI 2 | General Disclosures 2021	2-20 Process to determine remuneration	5.1 Governance structure		
GRI 2 | General Disclosures 2021	2-21 Annual total compensation ratio	—	Information confidential	Information on individual executive remuneration and compensation ratios is confidential and commercially sensitive; therefore, it is not publicly disclosed by D-Marin.
GRI 2 | General Disclosures 2021	2-22 Statement on sustainable development Strategy	Message from our CEO		
GRI 2 | General Disclosures 2021	2-23 Policy commitments	5.2 Ethical business conduct		
GRI 2 | General Disclosures 2021	2-24 Embedding policy commitments	5.2 Ethical business conduct		

GRI 2 | General Disclosures 2021	2-25 Processes to remediate negative Impacts	5.2 Ethical business conduct, Remediation of negative impacts		
GRI 2 | General Disclosures 2021	2-26 Mechanisms for seeking advice and raising concerns	5.2 Ethical business conduct, Communication of critical concerns		
GRI 2 | General Disclosures 2021	2-27 Compliance with laws and regulations	5.2 Ethical business conduct, Fairness, regulatory and environmental compliance		
GRI 2 | General Disclosures 2021	2-28 Membership associations	1.2 Memberships, awards, recognitions and affiliations		
GRI 2 | General Disclosures 2021	2-29 Approach to stakeholder engagement	2.2 Stakeholder dialogue		
GRI 2 | General Disclosures 2021	2-30 Collective bargaining agreements	4.1 Empowering our people, Workforce composition		
GRI 3 | Material Topics 2021	3-1 Process to determine material topics	2.3 Materiality assessment		
GRI 3 | Material Topics 2021	3-2 List of material topics	2.3 Materiality assessment		
General Disclosures				
GRI 3 | Material Topics 2021	3-3 Management of material topics	2.1 Our ESG strategy 3. Advancing environmental stewardship 4. Driving positive social impact 5. Building trust through enhanced governance		

GRI 204 | Procurement Practices 2016	204-1 Proportion of spending on local suppliers	4.3 Strengthening trust and responsible practices, Sustainable procurement		
GRI 205 | Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	5.2 Ethical business conduct, Anti-corruption and bribery		
GRI 206 | Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	5.2 Ethical business conduct, Fairness, regulatory and environmental compliance		
GRI 302 | Energy 2016	302-1 Energy consumption within the organisation	3.2 Shaping a low-carbon future, Energy management		
GRI 302 | Energy 2016	302-3 Energy intensity	3.2 Shaping a low-carbon future, Energy management		
GRI 302 | Energy 2016	302-4 Reduction of energy consumption	3.2 Shaping a low-carbon future, Energy management		
GRI 303 | Water and Effluents 2018	303-1 Interactions with water as a shared resource	3.1 Safeguarding our marine environment, Water management		
GRI 303 | Water and Effluents 2018	303-2 Management of water discharge-related impacts	3.1 Safeguarding our marine environment, Water management		
GRI 303 | Water and Effluents 2018	303-3 Water withdrawal	3.1 Safeguarding our marine environment, Water management		
GRI 303 | Water and Effluents 2018	303-5 Water consumption	3.1 Safeguarding our marine environment, Water management		
GRI 304 | Biodiversity 2016	304-2 Significant impacts of activities, products, and services on biodiversity	3.1 Safeguarding our marine environment, Biodiversity and ecosystems		

GRI 305 | Emissions 2016	305-1 Direct (Scope 1) GHG emissions	3.2 Shaping a low-carbon future, Carbon footprint and emissions		
GRI 305 | Emissions 2016	305-2 Energy indirect (Scope 2) GHG emissions	3.2 Shaping a low-carbon future, Carbon footprint and emissions		
GRI 305 | Emissions 2016	305-3 Other indirect (Scope 3) GHG emissions	3.2 Shaping a low-carbon future, Carbon footprint and emissions		
GRI 305 | Emissions 2016	305-4 GHG emissions intensity	3.2 Shaping a low-carbon future, Carbon footprint and emissions		
GRI 305 | Emissions 2016	305-5 Reduction of GHG emissions	3.2 Shaping a low-carbon future, Carbon footprint and emissions		
GRI 306 | Waste 2020	306-1 Waste generation and significant waste-related impacts	3.1 Safeguarding our marine environment, Waste management and circularity		
GRI 306 | Waste 2020	306-2 Management of significant waste-related impacts	3.1 Safeguarding our marine environment, Waste management and circularity		
GRI 306 | Waste 2020	306-3 Waste generated	3.1 Safeguarding our marine environment, Waste management and circularity		
GRI 306 | Waste 2020	306-5 Waste directed to disposal	3.1 Safeguarding our marine environment, Waste management and circularity		
GRI 307 | Environmental compliance 2016	307-1 Non-compliance with environmental laws and regulations	5.2 Ethical business conduct, Fairness, regulatory and environmental compliance		

GRI 401 | Employment 2016	401-1 New employee hires and employee turnover	4.1 Empowering our people, Local employment and employee turnover		
GRI 401 | Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	4.1 Empowering our people, Local employment and employee turnover		
GRI 403 | Occupational Health and Safety 2018	403-1 Occupational health and safety management system	4.1 Empowering our people, Health & Safety		
GRI 403 | Occupational Health and Safety 2018	403-2 Hazard identification, risk assessment, and incident investigation	4.1 Empowering our people, Health & Safety		
GRI 403 | Occupational Health and Safety 2018	403-3 Occupational health services	4.1 Empowering our people, Health & Safety		
GRI 403 | Occupational Health and Safety 2018	403-4 Worker participation, consultation, and communication on occupational health and safety	4.1 Empowering our people, Health & Safety		
GRI 403 | Occupational Health and Safety 2018	403-5 Worker training on occupational health and safety	4.1 Empowering our people, Health & Safety		
GRI 403 | Occupational Health and Safety 2018	403-6 Promotion of worker health	4.1 Empowering our people, Health & Safety		
GRI 403 | Occupational Health and Safety 2018	403-8 Workers covered by an occupational health and safety management system	4.1 Empowering our people, Health & Safety		
GRI 403 | Occupational Health and Safety 2018	403-9 Work-related injuries	4.1 Empowering our people, Health & Safety		
GRI 404 | Training and Education 2016	404-3 Percentage of employees receiving regular performance and career development reviews	4.1 Empowering our people, Learning and development		

GRI 405 | Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	4.1 Empowering our people, Workforce composition		
GRI 405 | Diversity and Equal Opportunity 2016	405-2 Ratio of basic salary and remuneration of women to men	4.1 Empowering our people, Remuneration		
GRI 406 | Non-discrimination	406-1 Incidents of discrimination and corrective actions taken	4.1 Empowering our people, Non-discrimination		
GRI 416 | Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	4.3 Strengthening trust and responsible practices, Responsible customer engagement		
GRI 416 | Customer Health and Safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	4.3 Strengthening trust and responsible practices, Responsible customer engagement		
GRI 418 | Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	4.3 Strengthening trust and responsible practices, Responsible customer engagement		
GRI 419 | Socioeconomic compliance 2016	419-1 Non-compliance with laws and regulations in the social and economic area	5.2 Ethical business conduct, Fairness, regulatory and environmental compliance		