



**SUSTAINABILITY
REPORT**

2023



MARSILLI

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LETTER FROM THE PRESIDENT AND CEO TO THE STAKEHOLDERS



Dear shareholders, employees, collaborators, customers, suppliers and local communities, this is now Marsilli's second year of commitment in complying with ESG criteria.

2023 was an intense and complex year, throughout which there was no shortage of concerns, we still however, continued our endorsement of the sustainability project.

I can assure you that we have worked intensely to integrate the basis for sustainability and our wish to embrace it in our business model. We have also introduced the culture thereof, internally and around the company, in the social fabric in which we live and operate, spreading the principles, planning actions and showing the results.

In our Group, people are the most precious asset, with their uniqueness, their authenticity and their professionalism. We have worked to create a barrier-free organization where everyone has the chance to contribute and grow without exception.

And it is with this view of transparency that I am pleased to introduce our second Sustainability Report, which I remind you was implemented on a voluntary basis and shows the path we are taking towards a more sustainable world.

The report shows a complex program of activities aimed at creating shared value and a path towards a scrupulous and crucial fight against climate change as well as improving our working environment.

I would like to thank everyone in the company who makes it possible to face the complex times we live in, marked by unprecedented difficulties, such as wars, supply chain disruption and profound economic uncertainty.

For all these reasons, when I look to the future, I see it as solidly based on the foundations of our Group and on the many common purposes which strengthen my confidence in an encouraging future, be it ethically responsible, but also in keeping with our values, our heritage and our identity.

Have a good day!

*Gian Battista Parati,
Marsilli President and CEO*

HIGHLIGHTS

MARSILLI GROUP 2023



Hours of training
for our experts

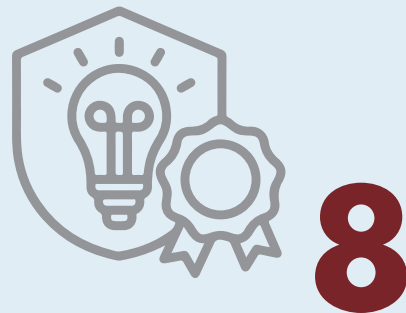
WE SUPPORT



adherence to the
United Nations
Global Compact



Gold Medal
Ecovadis



Patents filed
that open new paths

ENTITY OF THE GROUP CONSOLIDATION

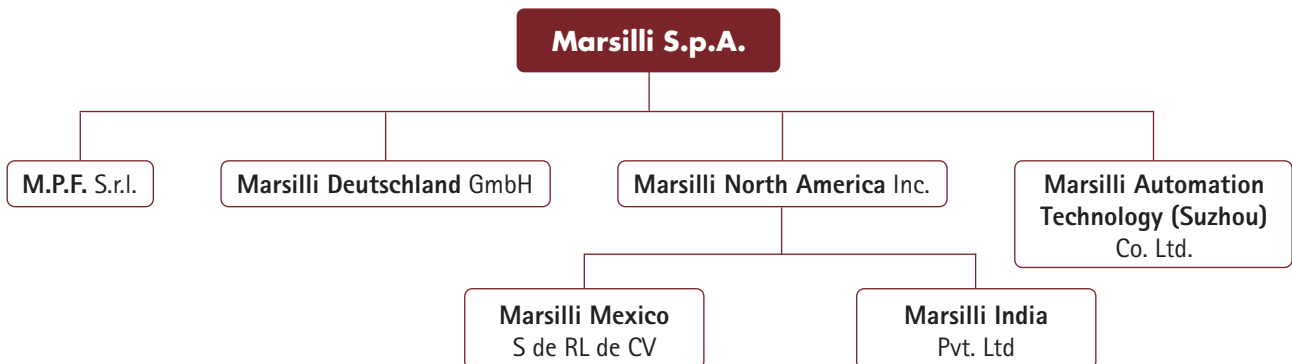
AND REGULATORY REFERENCES

This document was prepared voluntarily and represents the commitment undertaken by the Marsilli Group on the 15 topics relating to sustainability of an economic, social, environmental and governance nature.

The document is drawn up in accordance with the Sustainability Reporting Standards published by 12/31/2023, using methods “in accordance with GRI Standards”, which allows an organization to provide a complete picture of its most significant impacts on the economy, the environment and people, including impacts on human rights, and how it is dealt with to accomplish its contribution to sustainable development.

The reporting entity of the group of this report includes all the companies belonging to the Marsilli Group:

- MARSILLI S.p.A. (Parent Company)
- M.P.F. S.r.l.
- MARSILLI DEUTSCHLAND G.m.b.h.
- MARSILLI NORTH AMERICA Inc.
- MARSILLI MEXICO S de RL de CV
- MARSILLI INDIA Pvt. Ltd
- MARSILLI AUTOMATION TECHNOLOGY (Suzhou) Ltd



This non-financial report is coordinated by the Parent Company and were the GRI indicators used deemed not to be sufficient coverage of the data thereof, specific indication shall be given.

The data reported therein refers to the period from January 1st 2023 to December 31st 2023. For comparison purposes, the data from the two previous years (2022 and 2021) are also included. With respect to the Company Profile for the 2021 financial year, concerning solely Marsilli S.p.A., this Sustainability Report, as well as the one relating to the 2022 financial year, also includes the subsidiaries.

This document has been published and can be publicly seen on the Marsilli website at <https://marsilli.com/sustainability/>.



. MARSILLI

IDENTITY

Marsilli has stood out on the market for over 80 years for the **research and technological innovations** of its products and today is among the world leaders in the design, manufacture and installation of **winding and assembly systems** for coils and motors, for which precision, flexibility and customization are key.

Thanks to these capabilities, Marsilli has achieved a solid global position as a **Solution Provider for Industrial Automation** in various sectors such as, for example, Automotive, Appliances, Electromechanical Applications, RFID (Radio Frequency Identification), Consumer Electronics, Power tools, etc., also allowing it to achieve a consolidated reputation on the market as a reliable partner for large multinational companies, on a technological, technical and organizational level.

Technology, innovation, customer focus are some of the distinctive features which characterize Marsilli's identity. They however are not the only ones, as the achievements obtained in these areas are the result of an approach to business consistent with values of social inclusion, attention to the environment and the territory that Marsilli has always considered necessary for the creation of a context that balances business needs with the ones of various participants.

The promotion of a serene working environment, aimed at finding a work life balance, for Marsilli is also a fundamental target, as is the creation of strong partnership ties with its suppliers and customers in order to encourage an approach whereby each participant accomplishes their objectives in a context of shared growth.

All of this is fundamentally part of Marsilli's identity in the belief that the values in which it believes must accordingly resonates their effects in every area of its daily action.

1.1 Mission and Values

1.1.1 MISSION

Throughout its history Marsilli has always stood out for its ability to **innovate and innovate itself**, keeping up with the latest technologies and, in many cases, anticipating them.

Curiosity, passion and creativity are factors which characterize the company, and which reflect not only in the products, but how Marsilli approaches issues and challenges daily. Thinking outside the box is not just a slogan, but a shared way of working that allows us to find solutions to the increasingly complex problems that the market, the environment and the society in which we live pose.

Starting from these considerations, Marsilli summarizes its corporate “mission” in the following points:

- create products and provide services of high quality and technological content able to respond to the needs of an ongoing evolving market;
- promote an approach oriented towards continuous innovation;
- aim to enhance its reputation in the reference markets;
- encourage the creation of a context in which the results and value produced are equally shared among the various participants;
- guide growth so that it fits into a sustainable and long-term development plan.



The points listed above constitute the distinctive trait of Marsilli and together the objectives that drive the company and which inspire its choices, on the assumption that the basis of its success shall be an ethical approach which always sees the person as the core with their needs and requirements, and that only the ongoing search for a balance between said needs together with the environmental and market ones, can generate the sustainable development envisaged by everyone.

1.1.2 VALUES

Marsilli is a company made up of people who believes in people and their collective commitment as the primary tool for achieving its objectives. Throughout its history, the Company has always seen the person as the fulcrum to which its values are based on.

This is clear in terms of technological **innovation** and the **quality** of the products and services created, which are distinctive features of Marsilli, as the Company believes that innovation and quality are the result of the common commitment of people who, operating at various levels, generate new ideas and solutions to market needs, creating shared value. Then again, in terms of relations and relationships, where respect for values such as **loyalty and responsibility** create trust between the parties and encourage mutual respect and the creation of long-term bonds.

As well as our approach which sees **respect for legality** in business management as a value around which to establish clear governance and a solid business culture which together generate, among participants, a sense of belonging to a community.

At the same time promoting **competence and autonomy** as values focused at stimulating professional growth and creativity in a framework of broad and shared collaboration.

These are our values, and they guide us in our work and in our daily choices.



1.2 The History of Marsilli

Marsilli was founded in 1938 by Angelo Marsilli, who set up the company in Turin to manufacture winders.

In 1957 the founder, due to lack of heirs and for health reasons, sold the company that in turn was sold again, passing from owner to owner having as reference the domestic market.

In 1974, the company moved to the current site in Castelleone with a staff of only 7 people.



In 1977, there were already 20 employees. In 1980, the company was taken over by the Swiss company Sarcem, one of the European leaders in the winding machine field. Marsilli in the mid 80's had about thirty employees. In 1985, with the purchase of the shares of the parent company Sarcem, the current ownership begins a period of intense development.

In 1988, Marsilli Deutschland was founded in order to be able to oversee the expanding German market more closely. In 1991 Marsilli began its activity in the United States, initially through the participation in a third party company and later founding Marsilli North America in Baltimore. The headquarters covering approximately 1,500 square meters, ensures the local services of distribution, partial production, service, sales, spare parts warehouse, seminars and training.

In 1994, Marsilli began to have its financial statements certified and was first in the world in its field to obtain the ISO 9001 certification, thus starting a process of accreditation to the most advanced organizational standards. The 1990s was a period of tumultuous growth for Marsilli: the turnover rose from 10 million euros in 1992 to 49 million in 2001.

The Group was definitively established and completed in December 1999, when Marsilli acquired its major Italian competitor. In 2001, there were 238 direct employees working in the Holding Company and reached over 300 including the employees in the subsidiary companies and almost 500 including contractors who collaborate with Marsilli.

The winding process is integrated with the processes upstream and downstream, going further and further in the direction of providing customers with fully automated systems.

In 2006 the birth of Marsilli India in Bengaluru with a space of 350 square meters, made up of sales services, spare parts warehouse, and after-sales assistance.

Given the expansion of the Chinese market in 2012 the

group expands with the opening of Marsilli Automation Technology, with headquarters in Suzhou (1,800 square meters) and branches in Beijing and Guangzhou which look after of all the customers in the area also ensuring a local retrofitting service, as well as sales, after-sales assistance, spare parts warehouse and training and seminars.

2010 represents the moment in which the Company enters the world of systems for the production of electric motors. The requests for fully automated complex systems where winding is the heart of the process, becomes the rule rather than the exception. More and more skills are needed. The group's workforce doubles in just seven years: from 268 employees in 2011 to 530 in 2018.

Meanwhile, in 2016, the growing Mexican market prompted the company to also open an office in Querétaro (750 square metres) to better serve local demands, area that until then was covered by Marsilli North America.

Marsilli reaches € 96.2 million in the 2018 financial year and opens 2019 with a budget of more than € 100 million. Driving this development are almost exclusively foreign markets: in the 2018 financial year, Italy accounts for only 5% of the total turnover, while the remaining 95% is sold abroad in Germany, North America, China and many other countries around the world.

In Italy, the surface space increased from 16,000 square meters in 2011 to 31,000 square meters in 2018. In 2019, the German branch expands, dividing the laboratory from office space, reaching a total surface of 750 square metres. They provide the local market with sales services, after-sales service, seminars and training. 2020 is characterized by the pandemic and Marsilli remains in lockdown for two whole months, from mid-March to mid-May.

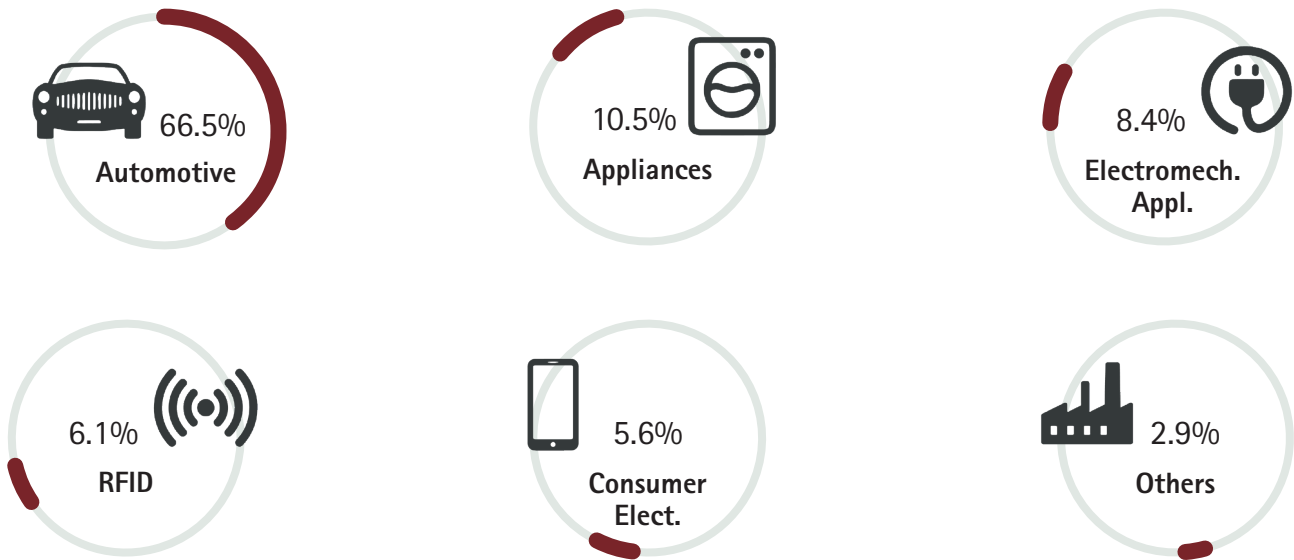
However, this did not stop the growth of Marsilli, which despite the drop in turnover of about 20% continued with its policy of innovation and growth. 2021, in fact, sees the turnover go back to pre-Covid levels, and in 2022, it was projected to show a significant growth of around 20%. The Mexican office expands doubling its surface area, going from 750 to 1,500 square meters, to ensure the possibility of local tests, avoiding the need for customers to travel to Italy.

In 2022, the surface space of the Holding Company and of the Italian offices is further expanded reaching 40,000 square meters, to ensure the space necessary for the new systems to be built, which are becoming increasingly large in relation to the increasingly complex products required by the customers

In 2023, a geopolitical situation conditioned by wars in Ukraine and Palestine and uncertainties over the energy transition curb the demand for capital goods and produce a reduction in the value produced. Marsilli publishes its first Group Sustainability Report, obtains the Ecovadis Gold Medal in the ESG field and formally adheres to the United Nations Global Compact.

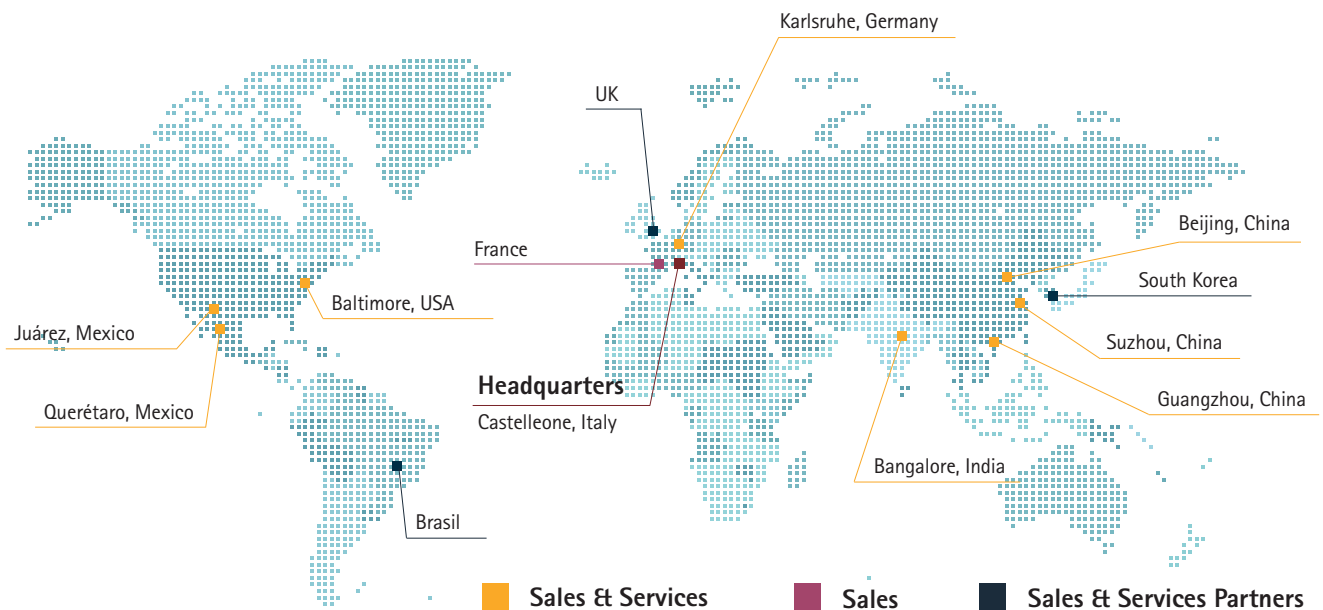
1.3 Marsilli's activities and the reference market

Marsilli's activity is aimed at producers of wound components (coils and motors) who require precision, speed, reliability, traceability and process control during the production cycle and at producers who do not simply need a standard product, but rather a personalized and unique solution. In fact, Marsilli produces 80% of machinery on order, for the preparation, wrapping, finishing and assembly processes. Specifically, the reference markets can be divided as follows:



The main reference market is the **automotive** sector, which represents approximately two thirds of the Group's turnover, followed by Appliances/White (household appliances), Electromechanical and the RFID (Radio Frequency Identification) sector, which is growing thanks to application developments relating to Automatic identification, storage and/or data communication of objects and animals.

Marsilli is a strongly **export-oriented** company as over 90% of its turnover is exported. The most important geographical markets are Germany, North America (USA, Canada, Mexico), China and France - our facilities cover the entire global market, both in terms of activities linked to sales and After-sales technical assistance, an essential factor in customer service.



1.4 Generated and distributed economic value

The calculation of the economic value generated and distributed represents an important evaluation factor for the Marsilli Group, through which it can represent, in monetary terms, the wealth produced and distributed among the main categories of its stakeholders.

Using this indicator, the interpretation differs to the values normally expressed in the annual and/or consolidated financial statements, as it allows us to broaden our attention to all stakeholders, such as staff, shareholders, financiers, the community and public administration, compared to the traditional approach aimed only at the company's shareholders.

In 2023, the economic value generated by the Group amounted to 107 million euros, while the distributed one was over 96 million euro.

STATEMENT OF DETERMINATION OF THE ECONOMIC VALUE GENERATED, DISTRIBUTED AND RETAINED BY MARSILLI GROUP

(thousands of Euros)	2023	2022
Economic value generated by the Group*	107.046	121.150
Economic value distributed by the Group	96.268	106.870
of which		
Operational costs	44.591	54.112
Marsilli personnel and collaborators**	46.575	46.687
Shareholders and financiers	3.378	2.845
Public sector	1.612	3.126
Donation to the community	112	100
Economic value detained by the group	10.778	14.280

* The economic value generated by the Group is made up of total revenues and other income, financial income and exchange differences.

** The item economic value distributed "to Marsilli personnel and collaborators" includes the costs of employees and temporary collaborators and contractors.

The share of economic value distributed by the Group in 2023 related to operating costs amounts to €44,591 thousand and mainly includes costs incurred for the purchase of raw materials, components, external processing, costs for services, transport, costs for the use of third-party assets and other management costs. Much of the economic value distributed by Marsilli in 2023 related to the operating costs item was used to remunerate and support the supply chain business system. The parent company, Marsilli S.p.A., in fact represents an interlocutor for many companies in the supply chain with which to develop long-lasting collaborations and partnerships and has contributed to the growth of companies in its value chain, creating a supply chain, which ensures further employment and development.

The share of economic value distributed to Marsilli staff and collaborators amounts to €46,575 thousand and represents 48.4% of the overall distributed economic value. This portion includes costs incurred for wages and salaries, bonuses, social security contributions, provisions for pension plans and other employee personnel costs. It also includes the cost of temporary workers and contractors, directly or indirectly involved in the production process.

The point related to Shareholders and Financiers includes all payments to the organisation's capital suppliers, which in 2023 amounted to €3,378 thousand, with €1,371 thousand related to financial charges recognized in relation to existing financing (excluding charges for the issue of bank guarantees to guarantee the advances received from customers, classified under operating costs) and for €2,007 thousand relating to the portion of the profit for the year allocated to dividends.

In the reference period, a portion of the economic value equal to €1,612 thousand was distributed to the Public Administration, equivalent to the current taxes applicable on the income for the 2023 financial year and the withholding tax paid on the dividends received by the parent company during the year.

The economic value retained by the Group is therefore equal to €10,778 thousand, mainly related to the operating result allocated to reserves, depreciation, provisions and write-downs and deferred taxes.

To conclude, it seems noteworthy to highlight that during the 2023 financial year the Group also invested €2,938 thousand in “Tangible fixed assets” and €2,381 thousand in “Intangible fixed assets”, the latter amount largely relating to research and development projects, for a total of €5,319 thousand.



2.

CORPORATE GOVERNANCE

In Marsilli, the stability and solidity of the family control structure, combined with modern governance, effectively supports an industrial approach oriented towards responsible and sustainable economic growth, with objectives oriented above all to the long term. This approach allows the Group to never be in a position to let short-term objectives prevail to the detriment of the definition and pursuit of medium and long-term development strategies.

2.1 Group governance structure

The Corporate Governance model adopted by the Parent Company is traditional and requires a management body, the Board of Directors, and a supervisory body, the Board of Statutory Auditors. The legal audit of the accounts, as well as the accounting control, are assigned to the Auditing Company appointed by the Shareholders' Meeting. Since 2013, the Company has established a Supervisory Body in compliance with the provisions of Legislative Decree 231/2001.

Marsilli is not subject to any management and coordination activity by companies or other bodies pursuant to the Civil Code, as the choices that determine the strategic and policy aspects are reserved for collegial examination and exclusive approval by Marsilli S.p.A Board of Directors.

The Shareholders' Meeting is where the corporate will is formed and expressed and subsequently implemented by the Board of Directors. It is made up of Marsilli S.p.A. shareholders who periodically meet to deliberate how to accomplish the topics defined by the provisions of law and the company's Articles of Association. Among the most important tasks of the Shareholders' Meeting include: the choice of the members of the Board of Directors and Board of Statutory Auditors, the appointment of the Auditing Firm, as well as the approval of the Financial Statements.

The Board of Directors of Marsilli S.p.A. is the central body of Marsilli's Corporate Governance system, which is responsible for managing the company, save for what is related to the functions performed by the Shareholders' Meeting. The Board of Directors is currently made up of six members, two of which are independent, appointed by the Shareholders' Meeting of 28 April 2022, to remain in office until the approval of the financial statements of 31 December 2024.

The Board of Directors is responsible for strategic guidelines, verifying the adequacy of the organizational structure, as well as the adequacy of the controls needed to monitor the performance of the company and the Group. It is also responsible for assessing the level of risk compatible with Marsilli's strategic objectives, also from a perspective of medium-long term sustainability. Furthermore, the Board of Directors analyses and approves the annual budgets and carries out the consequent monitoring; analyses and approves strategic, industrial and financial plans, paying particular attention to significant changes in business prospects, as well as risk situations to which the Group is exposed.

Finally, on a quarterly basis, the Board of Directors examines the performance of the management, the reporting of the delegated powers, as well as the adequacy of the Internal Control and Risk Management System, the Governance and Compliance system and the significant operations for Marsilli.

The Board of Directors is made up of:

Position	Name and Surname	Gender	Date of birth	Executive / Non-executive
President and CEO	Parati Gian Battista	Male	30/05/1952	Executive
Vice President	Parati Davide	Male	26/02/1983	Executive
Member of the Board	Parati Marco	Male	26/09/1987	Executive
Member of the Board	Perego Corrado	Male	23/10/1967	Executive
Member of the Board	Gambaro Mauro	Male	07/06/1944	Non-executive
Member of the Board	Bianchessi Giovanni Eraldo	Male	22/10/1952	Non-executive

Since 2014, the Board of Directors also approved a Procedure for Transactions with Related Parties, the purpose of which is to ensure the transparency and substantial and procedural correctness of said transactions in order to protect the best interests of the company. Although the company is not listed, to follow the best possible practice, the procedure was drawn up also taking into consideration the relevant indications provided by CONSOB for companies listed on the stock exchange.

Subsequently, other important internal regulatory references were introduced with which the Group companies shall comply.

Seven meetings of the Board of Directors were held during 2023.

In addition, there is the Board of Auditors, which is the independent body responsible for supervising compliance with the law and the Articles of Association, compliance with the principles of correct administration and, within its competence, the adequacy of the organizational structure, administrative and accounting adopted by the company.

All members of the Board of Statutory Auditors possess the eligibility, integrity and professionalism requirements demanded by law. Furthermore, the effective Auditors are chosen among people who are qualified as independent. In 2023, participation by all auditors in Board of Directors meetings was 100%.

As part of the controls, the Shareholders' Meeting also appoints the Auditing Company, an external body whose assignment is to legally audit the accounts for a three-year period. This role is currently held by the auditing firm KPMG S.p.A.

Finally, within the internal control system, the Board of Directors has appointed a Supervisory Body (SB) with autonomous powers of initiative and control and responsible for supervising the functioning and observance of the organisation, management and control model. Marsilli referred to in Legislative Decree 231/2001, as well as ensuring the update thereof. The SB is currently made up of three members, two of which are external and one internal. It meets at least five times a year and is always involved in verifying the adequacy of internal Codes and Policies.

GOVERNANCE MODEL FOR SUBSIDIARY COMPANIES

As regards to the subsidiary companies, Marsilli applies internal rules, in compliance with the regulations applicable in each country to define an adequate corporate structure of the subsidiaries, based on the size and complexity of each one of them, so that all companies follow the guidelines adopted by the Parent Company.

Specifically, the boards of directors of all significant subsidiaries have a majority of members representing Marsilli S.p.A.

As regards the guidelines, as already described in the previous paragraph, Marsilli develops its own Codes and Policies on the topics deemed relevant and requires the subsidiaries to fully apply them.

2.2 Ethics and integrity

Marsilli believes that development that satisfies the principles of economic, social and environmental sustainability must necessarily be based on an ethical approach to business activities. **Respect for legality, innovation, autonomy, competence, quality, loyalty and social and environmental responsibility** are the values, which it believes in, and from which a strong and recognized cultural identity has emerged. This identity, the result of a consolidated entrepreneurial style, has been forged and strengthened over more than 80 years of activity, experiences and relationships, becoming the solid foundation on which its business culture was formed.

Marsilli, starting with said assumptions, defined its own Code of Ethics in 2013, which in 2020 the Company also extended to its subsidiaries as the **Group Code of Ethics**. This Code establishes a series of principles that the Company has placed at the basis of its daily actions. These principles, embracing the concept of sustainability in the broadest way, materialize in rights, responsibilities, rules of conduct and prescriptions that all stakeholders (employees, suppliers, customers, communities and local authorities, etc.) are required to know and comply with from the moment they deal with the Company. The purpose of the Group Code of Ethics is therefore to reiterate that in no way can the belief in acting in compliance with rules and regulations, even if to the advantage of Marsilli, justify the adoption of behaviours that contrast with the principles and values embraced.

In order to give substance to the principles established in their Code of Ethics, the Italian companies of the Group have therefore adopted an **Organisation, Management and Control Model** (also drawn up in compliance with Italian law - **Legislative Decree 231/2001**) with the aim of providing guidance for all operators, prevent the commission of crimes, avoid any illicit conduct and discourage any behaviour contrary to the principles that Marsilli has established in the Code itself and which Marsilli itself undertakes to respect. Supervision of compliance with the principles established in the Code is delegated, for Italian companies, to the Supervisory Bodies of the individual companies, where in force, while for non-Italian companies, or those without a Supervisory Body, this function is carried out by their highest administrative body or by another specifically appointed supervisory body. For Italian companies, reports of any violations of the Code will be addressed to the Supervisory Body of the individual companies, where present, while for non-Italian companies, or those without a Supervisory Body, the reports will be addressed to the Supervisory Body of Marsilli S.p.A.

In the wake opened by the approach that led Marsilli to the approval of its own Code of Ethics, other documents were subsequently developed which are listed hereunder:

- Procedure for relations with related parties;
- Procedure for the Recruitment and Selection of Personnel;
- Supplier Code of Conduct.

The following documents were also published during the first months of 2024:

- Anti-corruption policy.
- Policy for Work, Safety and Human Rights.
- Policy for the protection of the environment and biodiversity
- Policy for privacy and personal data.
- Policy to report violations – Whistleblowing;
- Procedure for reporting violations – Whistleblowing.

The documents aim to deal with topics present in the Code of Ethics to further develop them and provide guiding principles and operational indications for all the organizational functions involved, including the promotion of the formulation of appropriate KPIs for the various topics.

As regards to the management of conflicts of interest, this issue is dealt with in point 5.3 of the Code of Ethics and in point 5.2 of the Anti-Corruption Policy as well as being specifically dealt with in the Policy for management with Related Parties.

2.3 Certifications

Certifications are an important endorsement for companies that want to make use of the tools needed to prove their management systems from various aspects, helping the organization to define its objectives, measure its performance,

monitor and review the risk assessment daily. Currently, the parent company Marsilli S.p.A is certified according to the voluntary standards ISO 9001, ISO 14001, ISO 45001 and ISO/IEC 27001. The data and information security system also obtained TISAX (Trusted Information Security Assessment Exchange) recognition in 2022.



ISO 14001
Environment
management system
Certified since 2010



ISO 9001
Quality
management system
Certified since 1994



ISO 45001
Safety
management system
Certified since 2013
(before OHSAS 18001)



ISO/IEC 27001
Information
data security
Certified since 2015

On a different level than the certifications indicated above, but still noteworthy as it is based on a third-party evaluation process, Marsilli obtained the **Ecovadis Gold Medal** in October 2023 with a rating that places it in the 1% of companies in its sector. This outcome is the result of the attention that Marsilli has dedicated to ESG issues and the approach to these issues based on transparency criteria and practices shared at an international level.

Following this approach, Marsilli joined the **United Nations Global Compact** in June 2023 and during 2024 Marsilli will complete the relevant questionnaire by publishing the requested documentation. In addition to this, again during 2024, the structuring of an internal management system aimed at controlling emissions of climate-altering gases through a quantitative scientific approach (**CDP - Carbon Disclosure Project**) will begin.

2.4 Internal control and risk management system

Marsilli believes that the identification, evaluation, management and monitoring of risks are fundamental operations for running the business. For this reason, Marsilli aims to map all the possible risks that threaten its value chain, and which could have, if they occur a negative impact on production activity and business continuity.

The adoption of principles on which the models referred to in the certifications obtained are based, the company is committed not only to compliance with the mandatory legislation, but also to the definition of specific improvement objectives and the pursuit of the consequent actions.

Marsilli recognizes the importance that ESG risks have assumed and the essential nature of incorporating assessments related to them into internal control systems. To this end, it has set itself the objective of integrating assessments relating to sustainability issues into the traditional management system.

The analysis of the so-called material issues, i.e. those relevant to the Group, made it possible to define a first macro assessment of risks/opportunities, also defined as positive and negative impacts on stakeholders. In this regard, please refer to the chapter “Material issues, related impacts and SDGs”.

Furthermore, in relation to some risks, Marsilli has adopted a supervisory system based on compliance with the principles established by the various policies adopted or soon to be adopted. In fact, for the Italian companies of the Group, supervision is delegated to the Supervisory Bodies of the individual companies, where present, while for non-Italian companies, or those without a Supervisory Body, this function is carried out by their highest administrative body or by another body specifically appointed control body.



3

. MARSILLI -

THE PATH TO SUSTAINABILITY

Marsilli recognizes that a business activity is sustainable when it is capable of guaranteeing a long-term competitive position by combining adequate economic results with the achievement of similar governance, environmental and social targets which, by conforming to accredited international principles are obtained through a model shared between the parties in which clarity and operational transparency on the one hand and coherent objectives and practices on the other, characterize the common environment in which to operate on a daily basis.

The **2030 Agenda**, published in 2015 by the United Nations, and signed by the governments of 193 UN member countries, is an internationally recognized document that provides essential guidelines for the pursuit of sustainable development objectives. This document contains the so-called “**Sustainable Development Goals**” (SDGs), which Marsilli considers as a reference point for the implementation of strategies and initiatives in the ESG field. Marsilli strongly believes that corporate and collective development oriented towards sustainability is based on the harmonization of three characterizing dimensions: long-term economic growth that creates shared value, social inclusion and environmental protection. In particular, the Group is inspired by and undertakes to support **12 SDGs** envisaged by the 2030 Agenda, as they are directly connected to issues deemed relevant in its operational sphere, thus providing a concrete contribution in the pursuit of the objectives set in the 2030 Agenda.

3.1 Path and strategic lines of sustainability

Marsilli has long started a **path of convergence towards ESG themes**, as they have always been present in the corporate culture that has guided the company in its growth. With this premise, therefore, Marsilli takes this opportunity as a challenge and at the same time a stimulus, with the aim of continuing to promote a management style that integrates transversal evaluations (economic, environmental, social and governance) both within its long-term strategy, as well as in the daily choices that characterize its management.

In 2021, the Company embarked on a path of gradual convergence towards the sustainability objectives established in the **2030 Agenda**, through the concrete and practical application of the reporting principles established by the **Global Reporting Initiative (GRI)**.

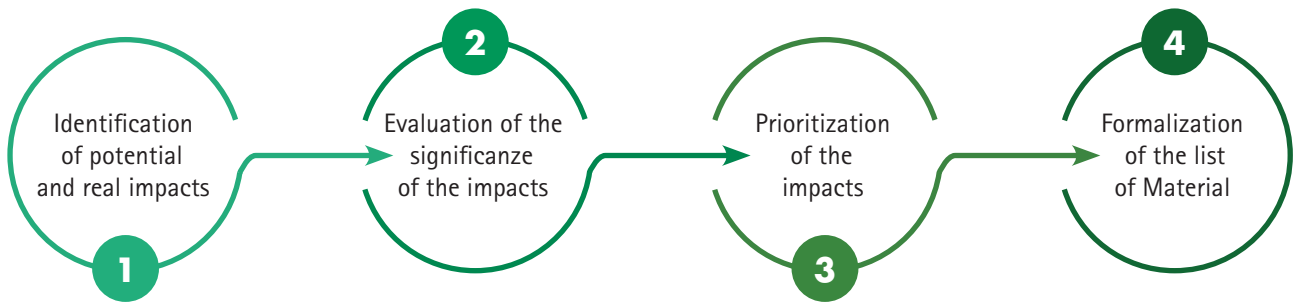
This path has allowed the Group to begin structuring a management model compliant with said principles and therefore, on the one hand, useful for achieving the sustainability objectives set by the 2030 Agenda and, on the other, based on a recognized language at an international level, which allows the sharing of data with the various stakeholders with whom Marsilli interacts.

3.2 Material issues and related impacts and SDGs

The materiality analysis identified the impacts associated with the activities carried out by the Group. The term “impact” refers to the effect that an organization has or could have on the economy, environment and people as a result of its business activities.

The analysis took into consideration real or potential, negative or positive, short or long term, predictable or unpredictable, reversible or irreversible impacts. Positive or negative impacts refer to the effects that the Marsilli Group causes or could cause, directly or indirectly, with its activities, according to an approach based on ESG sustainability principles, as well as to the effects, positive or negative, directly attributable to its products or services according to the same approach.

Analysis of the material topics is divided into four stages:










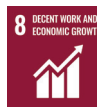



As regards the first stage in addition to an internal analysis on the characteristics of the sector to which they belong, the potentially material topics were subjected to a process of identification of specific impacts associated with them, positive and negative, which they generate (or could generate) both on the company and on the external environment. These impacts reflect the very materiality of the identified topics, as they materialize and consolidate the existing link between the ESG topics identified as “relevant” and the Marsilli Group, as well as the environment in which it operates.

The impacts in relation to each material topic were subsequently assessed by the members of the Group’s management. In this first Impact Materiality Analysis exercise for the Group, the opinion of top management provided an internal view of the business, but also took into account the views of its main stakeholders – internal and external – in assessing the impacts. The evaluation resulted in an ordered list of material topics for Marsilli, which sees the prioritization of the aspects considered relevant and therefore included in this Document.

Prioritization resulted in an ordered list of 15 material topics, illustrated in the table below. Three are the most relevant for the Group: “Relations with customers and Customer Satisfaction”, “Innovation, safety and quality of products / services” and “Development, training of employees”. As further detailed in the report, in fact, Marsilli’s business pays particular attention to the care of its customers, technological development (innovation) and people. Alongside these issues, Marsilli’s materiality analysis also enhances governance issues such as “Economic performance and creation of shared value” and “Transparency, ethics and business integrity”, both topics which are currently extremely relevant in the ESG context, in addition to “Cyber Security & data protection”, as a fundamental topic to protect corporate know-how and the privacy of workers and business counterparts.

	Topic	Description	SDGs
1	Customer relations and Customer Satisfaction	Guarantee customer satisfaction at every stage of the commercial relationship to maintain a high level of reputation recognized by the Company.	  
2	Innovation, safety and quality of products/ services	Promote continuous technological innovation of products to respond to market demands in terms of better performance, safety, quality and convenience	  
3	Employee development, training and education	Promote career development plans for employees and new resources. This allows you to attract the most appropriate talents and candidates to hire within the company. Develop practices and policies to retain talented and skilled employees in the organization.	  
4	Economic performance and creation of shared value	Set and monitor economic objectives functional to the creation of long-term shared value and consistent with the principles of environmental, social and governance sustainability established at an international level.	 
5	Transparency, ethics and business integrity	Adopt an internal system of guiding principles as a solid approach to ensure ethics and integrity throughout the company, in the conduct of employees and stakeholders.	 
6	Cyber Security and Data Protection	Ensure protection of the company know-how including data shared by various stakeholders.	
7	Employees Health and Safety	Ensure health and safety in the workplace as well as a welcoming environment that promotes people's well-being.	  
8	Diversity and inclusion	Achieve equal experience and compensation opportunities for employees, create and sustain a culture of inclusion across the entire value chain (employees, suppliers, customers) and respect diversity (in terms of origin, ethnicity, gender, age, religion, etc.	  
9	Social and environmental management of the supply chain	Promote suppliers to adopt principles and good practices based on environmental, social and governance sustainability criteria.	  
10	Responsible management of materials, waste and water resources	Adopt an approach that minimizes waste production and improves the efficiency of the management of water resources and materials.	  
11	Energy efficiency	Reduce direct and indirect energy consumption through the implementation of initiatives aimed at promoting energy efficiency.	  

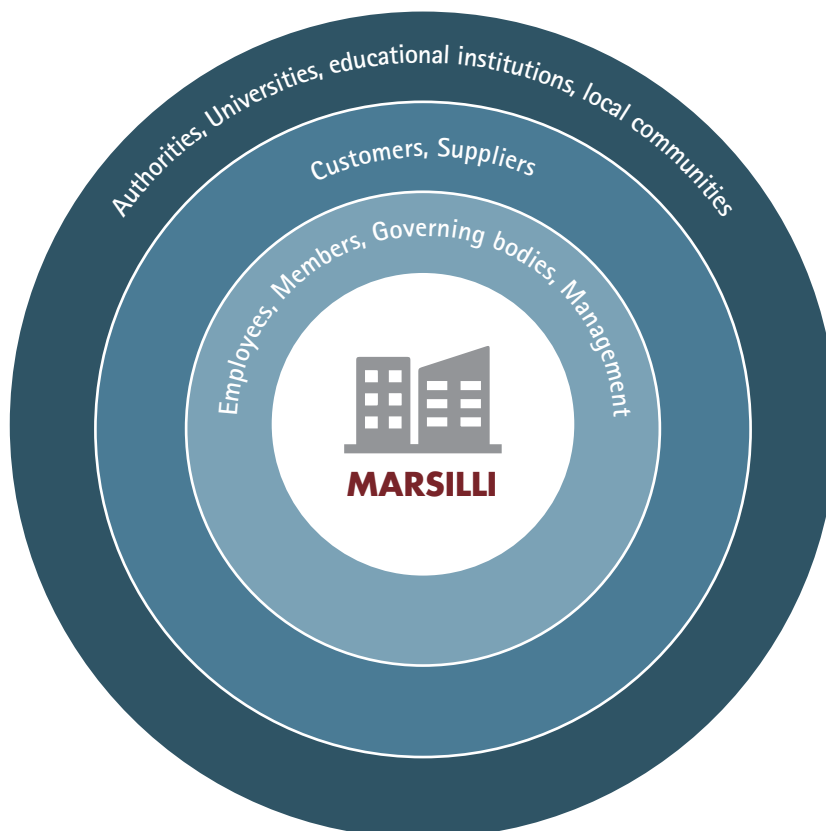
12	Environmental Impact	Implement concrete actions for the continuous improvement of the environmental profile, adopting increasingly structured and effective management systems.	  
13	Environmental impact of products and services	Promote the reduction of the environmental impact of the products and services created through an approach that makes use of technological innovation within a framework of continuous improvement.	  
14	Responsible sourcing of raw materials	Implement raw material supply systems that consider respect for human rights, support of local economies, protection of the environment, people's health and the protection of limited resources.	 
15	Development and initiatives for the local community	Promote the growth of local communities as well as dialogue aimed at satisfying mutual interests.	  



4. OUR

STAKEHOLDERS

The materiality analysis that led to the identification of the most relevant topics was conducted with the involvement of some categories of both internal and external stakeholders. Specifically in addition to the members of the management bodies, both the management and some primary customers were involved in the evaluation. Management was involved through targeted meetings in which ESG issues were shared and participants' opinions and judgments were collected on the various aspects covered. While there were both direct discussions and meetings mediated by independent third-party bodies with primary customers, mainly oriented towards an evaluation of our risk management system and the related impacts, with consequent judgment of adequacy and possible introduction of improvement actions aimed at achievement of expected objectives. The latter process allowed Marsilli to take these assessments into consideration when determining the materiality matrix.



5.

CYBER SECURITY



AND DATA PROTECTION

Marsilli is aware that company processes entail the processing of relevant data and information. An important part of these is the company know-how and the personal data (also called “privacy data”) of the stakeholders. Therefore, protecting the security of said data and information is a cornerstone of company strategies.

The Parent Company processes almost all the information and privacy data of the stakeholders. For this reason, during 2023 it carried out the relevant annual monitoring and assessment of the risks relating to the treatment. The result showed the absence of high risks and the guarantee of the integrity, confidentiality and availability of the data processed. Furthermore, there were no cases of violation of privacy recorded.

Given the importance of privacy data security, in the very first months of 2024, the Personal Data Privacy Policy was also issued for the entire Group.

In addition to the data and privacy information processed, considerable importance is also given to the data and information relating to company know-how.

This has resulted in Marsilli’s commitment to introducing a series of measures aimed at guaranteeing the security of the physical, logical and organizational tools intended for the processing of information in all activities and processes. In particular:

- Marsilli has an ICT service made up of specialized internal staff totally dedicated to said activities;
- has adopted a policy that provides for the redundancy / high reliability (HA) of its systems, aimed at ensuring the continuity of the availability of ICT services to all users;
- has implemented specialized MDR Cyber Security services;
- uses an encryption system for some types of sensitive and/or critical data;
- has adopted a certified system of internal procedures compliant with the ISO/IEC 27001 standard through which it governs the management of information in each organizational area of the Group.



6. PEOPLE

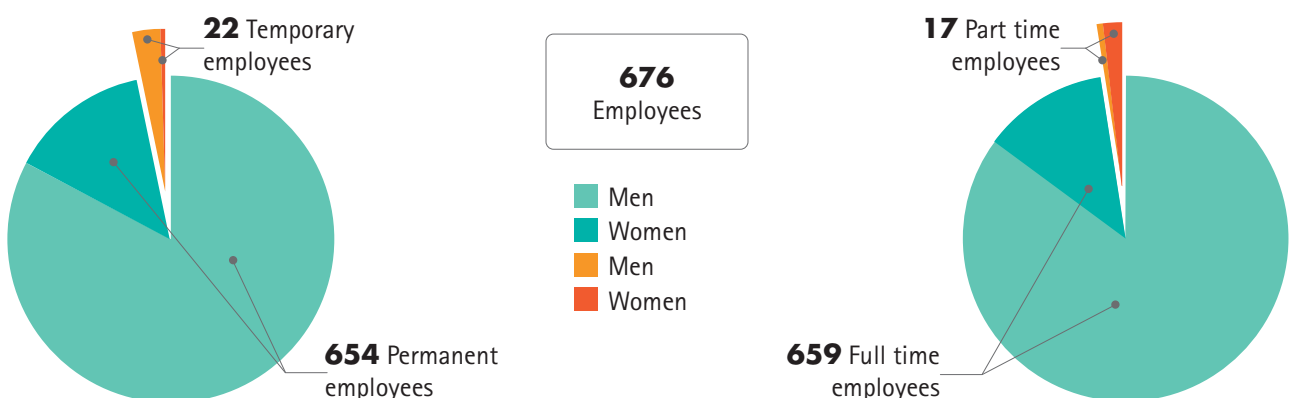
Marsilli believes that the success of a business depends both on the people who participate in it and on the degree and quality of their involvement and participation. Actively participating, being proactive, collaborating for a common goal is to be considered an approach to be promoted and cultivated in every organizational area. This is, in our opinion, a positive approach for any type of company, but even more so for those like Marsilli in which individual work, intellectual involvement and the autonomy of individuals are the elements on which the organization of the companies themselves is based. Marsilli is aware of securing its success on innovation, creativity and technological development, which are factors also attributable to the autonomous and proactive action of the people who participate. Consequently, Marsilli believes people are the primary strategic asset with which to constantly deal and on which to focus its ambitions for growth and leadership in the market.

Throughout its long history Marsilli has developed a business culture that enhances the role of human resources in all its processes. This approach has led to the creation of a management style that aims at a constant balance between the needs of one's business, the quality of life in the factory and the family and extra-work life needs of people, providing spaces of freedom to modulate people's work contribution with their expectations and aspirations. This approach, together with the participatory spirit that Marsilli constantly promotes, are the levers on which its entrepreneurial spirit operates.

In the path that the Company has undertaken towards business sustainability, people are placed at the center and most of the issues considered material from an ESG point of view gravitate around them.

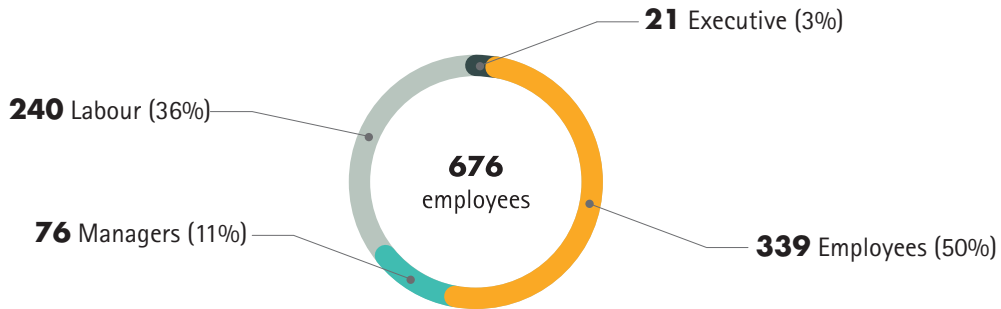
As of 31.12.2023 the Marsilli Group has 676 employees. The majority are male workers (86%) full time (97%) characterized by permanent contracts (98%).

EMPLOYEES BY TYPE OF CONTRACT

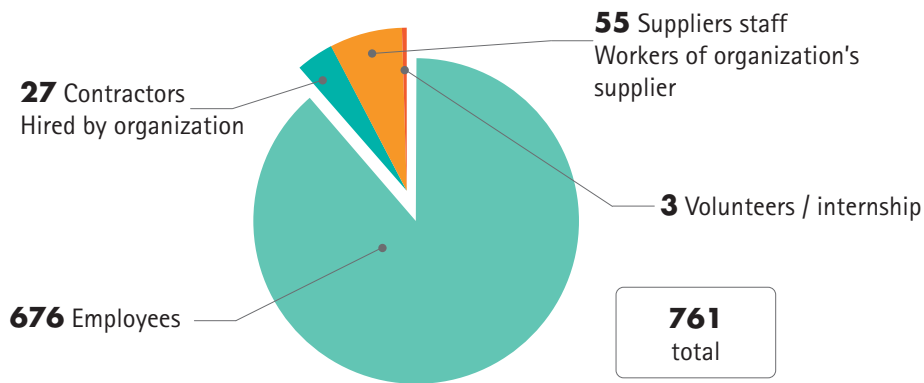


EMPLOYEES BY PROFESSIONAL CATEGORY

Employed staff is divided into the categories of Executives, Managers, Employees and Labour.



EMPLOYEES AND EXTERNAL WORKERS



6.1 Diversity, inclusion and equal opportunities

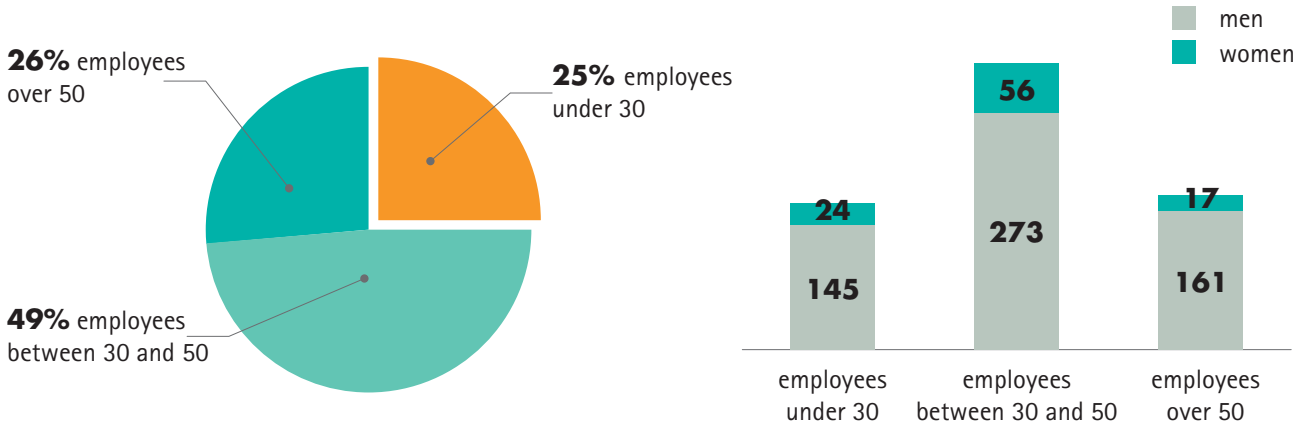
For Marsilli, people are a strategic asset on which to focus for sustainable development. Gender, cultural, ethnic, religious or political diversity is an element that Marsilli has constantly confronted for some time. In an increasingly globalized and interconnected world, diversity has taken on multiple facets that require an adequate approach to promote the common denominators needed to encourage the inclusion and participation of all. Inclusion and participation are fundamental factors for complete involvement of people in projects and activities. From this perspective, diversity as outlined above must be addressed by enhancing its specificity and promoting behaviour which ensures equal opportunities for all employees.

Marsilli in sharing the principles established in the Universal Declaration of Human Rights and in the Constitution of the Italian Republic, is committed to enhancing diversity in order to exploit the added value and richness that derives from the fusion of different sensitivities. This approach is explicit in the Code of Ethics of the Marsilli Group, in which the principles of inclusion and equal opportunities are its cornerstone.

During 2023, consistently with the inclusion and participation objectives mentioned above, the Supplementary Company Contract was applied at the Parent Company which includes two important references to the topics referred to in this paragraph. Specifically in addition to renewing the promotion of the continuous search for dialogue and constructive discussion in industrial relations, the common commitment to supporting a culture that bans harassment and violence in the workplace and promotes willingness to listening and understanding diversity. Furthermore, to improve the quality of working life of its employees, Marsilli has implemented a series of supplementary benefits in the areas relating, for example to professional training, health and the family-work relationship. These benefits do not have substantial variations depending on the work contact, for example full-time or part-time. As regards the composition of the workforce, there is a female workforce of 14% percent and is mainly included in the Employees category (84%).

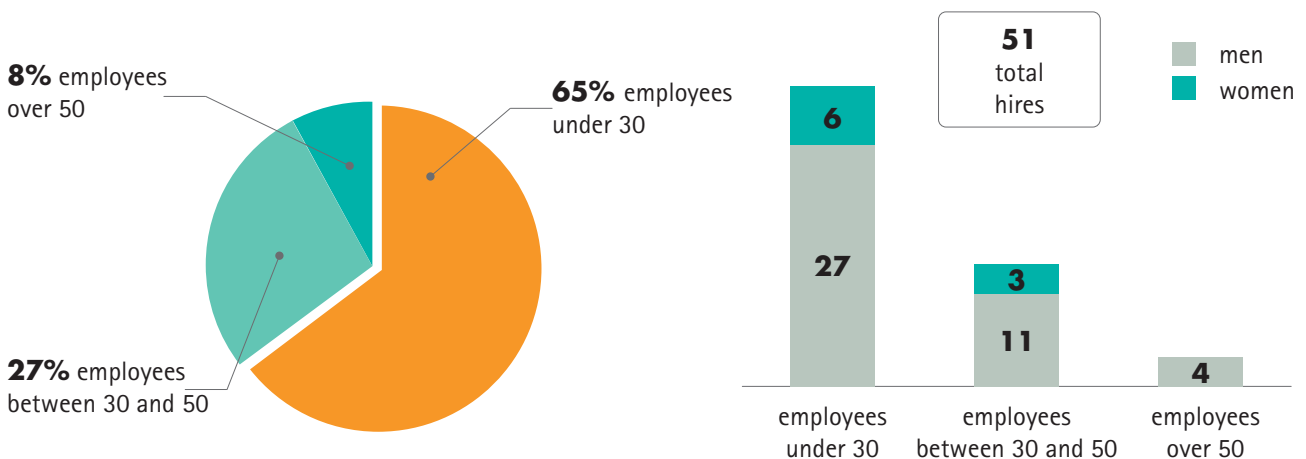
The following graph shows the distribution of employees by age group.

EMPLOYEES BY AGE AND GENDER



We would highlight that the inclusion of young resources represents a choice that has always characterized Marsilli. We are in fact aware of the added value that over time, also thanks to the training obtained in situ, these young resources will contribute to the various company functions. As proof of this, in 2023 65% of hires were made up of workers under the age of 30.

NEW HIRES BY AGE AND GENDER



6.2 Minimum wage, child, forced or compulsory labour

Marsilli aims to guarantee its workers a minimum wage (hereinafter referred to as “living wage” or minimum subsistence wage) that guarantees a dignified standard of living. For this purpose Marsilli S.p.A. enquired at the WageIndicator Foundation, an independent non-profit organization based in the Netherlands, recognized internationally, the monthly amount of the minimum subsistence wage for Italy - Lombardy Region, valid for 2023 and conducted a comparison between the amount and the minimum wage provided in the company to the following categories of workers:

- employees;
- temporary personnel;
- contractor personnel.

The comparison highlighted, for all three categories of workers, exceeding minimum wages recognized compared to the minimum subsistence wage.

With regards to child labour, Marsilli undertakes not to employ workers younger than the minimum age established by the laws in force at the location where the work is to be performed.

In this regard, a specific recruitment procedure P HR-001 has been prepared, that can be seen on the website www.marsilli.com on the “Work with Us” page, which illustrates the personnel selection and recruitment process, banning child labour and prohibiting any discriminatory activity.

During 2023, 51 hires were made, confirming the legal age of majority of all the workers hired.

As regards to forced or compulsory labour, no cases relating to these issues were reported during 2023. This both by the employees’ representatives and through the internal reporting channels, among which we recall by way of example, the one having as reference the Supervisory Body of Marsilli S.p.A., which, during 2023, no report has been made in this regard.

6.3 Training and professional growth

Marsilli is aware that training is an essential tool for understanding contexts and necessary developments. Consequently, training a person to understand the area in which they operate and the technical, managerial, economic, environmental and social aspects that are part of it, is the first and essential step for the development and consolidation of individual skills and, therefore for the sharing of choices. Staff training therefore represents one of the pillars on which to base the success and development of a company that places innovation among its values. And it is also a useful tool through which it is possible to promote the gratification of creativity and commitment, which is an important part of the motivation of every individual.

At Marsilli, training activity encompasses numerous areas. From the specific technical one for each technological sector, to the organizational management one, including training on health and safety in the workplace.

In terms of health and safety at work, through specific courses and information sessions, employees are trained on the risks in carrying out specific tasks and how to prevent them, learning to use work equipment correctly and adopting safe behaviour. In the Italian companies of the Group, as required by TU Legislative Decree 81/08, basic and specific training correlated with the risks of the specific work is carried out for all employees. For workers who are not employees but, in fact, are under the control of the Company, training is guaranteed by the declarations issued by the respective employers. The training is carried out by external trainers or by internal prevention and safety personnel. All safety training is provided during working hours. The effectiveness is evaluated through tests with written questions and answers and is verified in the field through the presence of qualified personnel. In 2023, the number of hours of training for health and safety at work was approximately 1,300 hours.

Technical and management training plays a decisive role in the company development strategy, as a tool for increasing the ability to face and resolve market challenges and share the essential choices that the future dictates. People aware of the function carried out in the organization and capable of interpreting with innovative solutions, the needs of the market, are the resources on which to base the development of technological and organizational know-how, around which the quality of the products and services Marsilli offers revolve. In 2023, continuous training in the development of workers’ technical skills greatly increased to cover more than half of the total training hours, approximately 5,500 hours.

In addition to training in the areas described above, training on ethical issues represents one of the essential transversal aspects for promoting a corporate culture based on respect for legality and social responsibility. Through dedicated training sessions, the group’s employees are guided in understanding the company policies and the values promoted therein, the codes of conduct and the related procedures. This training, in addition to raising employees’ awareness of the importance of said issues for a coherent corporate culture, promotes their critical awareness of ethical and social issues and contributes to promoting a work environment which respects rights, is aware of duties, is collaborative and oriented towards the common good. Fundamental aspects for the sustainability of corporate choices.

A further training area concerns transversal skills, specifically, management and collaborative processes between different roles. This training activity which had already started in previous years, continued in 2023 as indicated in the table below under the heading “development of managerial skills and soft skills”.

Total training hours by type of training courses	2023	2022	2021
Development of managerial skills and soft skills	965	455	841
Language	1429	60	16
Inclusion of new hires	236	227	30
Health and safety (mandatory)	1297	1795	1719
Anti-corruption / Ethics Code	620	3	33
Miscellaneous (technical training)	5459	2511	984
Total	10006	5051	3623

The total hours of training in 2023 were 10,006 overall, of which 76% were carried out by the male component and 24% by the female component of employees. In 2023, the average training hours per capita were 14.8.

Training hours by gender and professional category	2023			2022			2021		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Total			10.006			5.051			3.623
Executives	154	19	173	28	14	42	44	13	57
Managers	1.285	168	1.453	320	61	381	751	135	886
Employees	3.979	1.870	5.848	2.585	575	3.160	1.495	324	1.819
Labour	2.196	336	2.532	1.429	39	1.468	838	23	861

6.4 Health and Safety in the Workplace

The protection of health and safety at work is an essential factor in line with the values that support the company and which make this aspect an essential. This both in its own production activities and for users of the machinery produced.

With regards to health and safety at work, a certified system compliant with the international standard ISO 45001 is operational at the Parent Company managed by a Prevention and Safety Service made up of an RSPP and 2 ASPPs who actively participate in ongoing training programs. The service contributes to the identification of risks, their evaluation and reduction and the definition of functional measures for the prevention of accidents. The health surveillance service is however assigned to the company doctor who retains all the employees' sensitive information and is bound to confidentiality.

Prevention and protection from risks are the primary purpose of the workplace health and safety management process. A process that makes use of both the training activity carried out for employees and the constant dialogue in the field, aimed at keeping everyone's attention high on said issues.

For each recurring risk the following are defined:

- danger/harmful event;
- potential injury to the employee in terms of health and safety at work;
- the prevention and protection measures adopted;
- the defined control measures.

The risk assessment is carried out in accordance with current legislation and performed in advance, based on regulatory developments, the introduction of new technologies, production processes, substances, equipment or work procedures.

In defining risk assessment and reduction measures it is necessary to consider the following hierarchical scale of action:

1. elimination;
2. replacement;
3. technical control measures;
4. signals/warnings and/or organizational controls;
5. personal protection equipment.

For monitoring, indicators (kpi) are used which define the objectives to be achieved.

Marsilli adheres to supplementary health funds provided for by the applied CCNL. This allows employees to be guaranteed health care treatments supplementary to the national health system. The services are managed directly between the fund and the employee himself. Furthermore, the organization allows employees to benefit, free of charge and voluntarily to vaccinations recommended by health bodies in the event of business trips abroad.

In 2023 the number of injuries increased slightly compared to previous years. None of them had any permanent consequences on the personnel involved.

Nonetheless, improvement measures have been implemented to counteract the negative trend. Specifically:

- stable presence of an ASPP (Prevention and Protection Service Officer) in the company's production departments to promote behaviour that respects company procedures;
- making additional and specific personal protective equipment available to workers;
- preparation of a weekly report by the Prevention and Protection Service regarding behaviour deemed improvable;
- specific training for operators.

To date, there have been no cases classified as an occupational disease.

Injuries	Unit	2023			2022			2021		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Total injuries		8	1	9	6	1	7	5	1	6
At the workplace	N°	7	1	8	3	-	3	1	-	1
While commuting		1	-	1	3	1	4	4	1	5

7. PRODUCT EXCELLENCE AND CUSTOMER RELATIONS



The centrality of customers and their loyalty are considered strengths which over the years have contributed to Marsilli's strong positioning on the market.

To keep Customer Satisfaction high, Marsilli invests and directs its efforts in the creation of high-performance, safe, quality and long-lasting machinery, as well as providing speedy and effective after-sales technical assistance services, retooling and overhauling which extends their life cycle.

In addition to the design, construction and installation of winding and assembly systems, Marsilli offers the following services:

Refurbishment

- Complete analysis of the state of the system
- Refurbishment hardware
- Adaptation of regulations
- Aesthetic refurbishment
- Extended guarantee

ReTooling

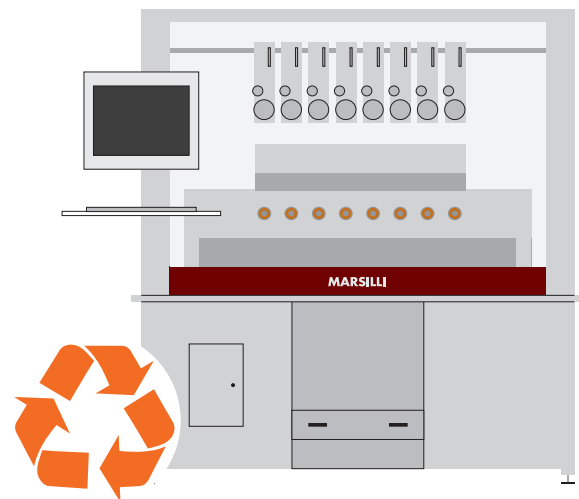
- Analysis of the machine and the new product
- Tooling replacement
- Possible wire tensioner replacement
- Possible addition, modification or removal of the loading/unloading system
- Re-programming

Used

- Complete overhaul of the system
- Wear parts replacement
- Re-programming
- Production Testing
- Issue of new 12-month guarantee

Contracts

- Service visit planning
- Complete diagnosis and analysis of components
- Transparency of the activities carried out
- Immediate report
- Discounts and priority on interventions



Training

- Winding
- Welding
- Automation
- Bridge: advanced programming
- Combination of the above or tailor-made courses

7.1 Customer relations and customer satisfaction

Marsilli is a constantly evolving company oriented towards creating solid and profitable relationships with its customers. In atmosphere of awareness, it is essential to verify, monitor and measure, the degree of customer satisfaction, in order to improve the quality of services and qualitatively increase brand awareness, which needs to be as much in line as possible with the corporate identity.

This is why a system for monitoring and controlling customer visits to the parent company's premises has been in place for over 20 years. Through a survey, all stages of the visit are monitored, from the booking of the visit to the quality of the meetings, from opinions on the quality of the services provided to opinions on the performance of the products sold, up to the efficiency of network communications and the quality of the stay.

A similar criterion is used at trade fair events. On these occasions, customer comments and impressions are collected in order to assess the degree of their satisfaction in various areas. In these cases, the data records a degree of satisfaction in qualitative terms only, but still important to detect any shortcomings. This data is then filed and analysed individually.

Marsilli takes the information collected seriously to be able to outline a profile of customer satisfaction. Every suggestion is motivation for improvement. As a result, actions are implemented to strengthen the specific aspect that the customer identified as needing improvement.

In conjunction with this, a performance audit system has recently been introduced for the Commissioning Department, which is a department that carries out delicate activities during installation of the systems at our customers' sites. The target is to understand the efficiency of the activities performed and the satisfaction of the customer during both final delivery and commissioning phase of the system.

A pilot project has also been started at our Marsilli Mexico subsidiary, that concerns Technical Service Assistance to our customers. The quality of the services provided is checked on a regular basis. This data is used for the improvement of the services. The aim is to extend this follow-up to all Service Departments of the Group.

7.2 Product quality and safety

The design of machines and systems is an activity that spans many disciplines, from mechanical devices to process automation, and is developed according to the data and basic requirements requested by the customer, putting design analysis, development and verification at the centre of the process.

Machine safety aspects are an essential part of the design process and are derived from risk assessment activity. Risk assessment is in fact the fundamental activity based on which the relevant safety measures required to protect the safety of people are identified. Product safety standards are guaranteed by the application of the specific regulations in force in the countries in which the machines will be installed and operated. Once the system is up and running, specific final tests are carried out to verify compliance with the safety aspects defined in the design of the project. All products manufactured and for which a certificate of conformity to the applicable EU Directives (with CE marking) or to the legislation of the non-EU countries where the machine is to be operated is issued, are checked and tested by machine safety experts. Safety design and final inspections ensure that the customer receives machines that meet quality, safety and ergonomic requirements.

During 2023, some European technical regulations relating to machine safety were updated to take into account technological evolution. Marsilli is currently reviewing the effects of these new technical specifications on the products manufactured in order to understand if any adjustments are needed.

During the design activity, preference is given wherever technically and economically possible, to the choice of environmentally friendly components and materials and to solutions with lower energy consumption.

Over the past three years, we have received no reports from customers of accidents caused by our products. We are proactive on this issue and ask our customers to pass on any suggestions they have for improving product safety and environmental protection.

7.3 Design, research and sustainable development

The activity of designing a product or service is the phase in which the most material issues are touched upon and that more than any other influences the positive and negative impacts in ESG terms. The activity of designing a product when the product is in fact a machine, determining its characteristics of use, the materials of which it is composed, the processes necessary for its transformation into components, its useful life, energy consumption, the safety of its users, customer satisfaction, etc., is the moment more than any other the moment in which this activity of design is translated into environmental, economic and social impacts. This is why Marsilli gives this creative phase the utmost attention in order to guide its development towards objectives for growth consistent with its mission. Among these objectives, particular importance is assigned to the ability to interpret market needs in terms of new solutions. This capacity, which in the design phase, is substantiated in the collection and analysis of customer needs and their interpretation in terms of technological and performance offerings. Needs that, if in the past customers limited to the narrow areas of the production performance of the purchased equipment and the quality of the production carried out, today they extend to the aspects of operator safety, energy consumption, ergonomics, as well as the materials used in construction, the origin of raw materials, transformation processes and so on.

Design, therefore, is the phase in which, more than in any other organisational moment, a greater or lesser corporate impact is determined and the relative sphere in which this manifests itself. Triggering virtuous cycles that propagate their effects in various areas, even ones that are very distant one from each other.

If you take energy efficiency as an example, it is a very important aspect of our R&D activities and a source of continuous commitment aimed at optimising the performance of our machines and, at the same time, containing their energy consumption through the application of newly developed equipment and devices.

This has a strong correlation with the innovation of the devices and equipment used and, therefore, with the development of new know-how. Development that is also nurtured through constant training and informative activities for people and, thereby, with their professional growth.

Even on issues apparently far removed from technology, design is able to provide answers in a sustainable perspective. For example, if you look at gender equality. It might appear to be a distant theme as it is apparently related to social dynamics, but this is not the case for Marsilli. Marsilli designs the operator workstations of its machines (i.e. workstations where human presence is required to carry out particular operations) according to ergonomic data belonging to both genders, giving the possibility to foresee either women or men operators on these workstations.

Designing is a complex activity and doing it with the involvement of one's customers is even more so, especially when designing production processes whose ultimate goal is to obtain high-performance products such as, for example, electric motors or their components. In this regard, Marsilli has long developed an approach where, through Co-Design activity with the customer, both the product and the automated process aimed at its production are developed simultaneously. It is in this phase that the different know-how comes together to create solutions that are technically advantageous and virtuous in terms of sustainability.

At this stage, in fact, there are many opportunities to transfer mutual knowledge into solutions that are beneficial from several points of view. One example above all: the quest for high performance in the field of electric traction achieved through higher-performance winding processes that enable faster production cycles and savings in increasingly scarce and expensive raw materials.

7.4 Circular economy

The circular economy is a production and consumption model that implies sharing, lending, reusing, repairing, reconditioning and recycling existing materials and products in order to extend their useful life as much as possible. With this in mind, Marsilli provides customers with ordinary and extraordinary maintenance services, which allow, on a technical production level, decades of use of its machinery.

For this reason, Marsilli offers its customers overhaul services aimed at reconditioning old systems with the purpose of adapting them to the most recent safety regulations, as well as improving their performance in order to increase productivity and qualitative performance. The renovations include activities to update software systems, electrical and electronic parts, mechanical and pneumatic parts, with updating of production programmes and possible integration with newly manufactured operating units.

Marsilli also withdraws its old equipment from the market both for reconditioning them and subsequent resale and also for the recovery of components to be put back on the market as refurbished spare parts.

During 2023, fifteen machines were refurbished and put back on the market with a recovery of components (mechanical and electrical parts, etc.), including parts resold individually as reconditioned spare parts, equal to a cost as though new (i.e. cost of purchase/production at current prices) of over € 350,000.

7.5 Raw material and traceability

The machines and systems manufactured by Marsilli are made with the help of numerous suppliers. Their mechanical parts are mostly supplied by local manufacturers and obtained through machining. Non-mechanical parts are mainly purchased from local trading companies.

Given the artisanal dimension of its suppliers and their consequent management difficulties in obtaining the information referred to in the topic of this paragraph, Marsilli has begun a process of dialogue and gradual training in order to identify feasible ways to comply with the provisions of the specific GRI.



The term “environmental sustainability”, for a company, means the containment of the impact it exerts on the ecosystem within levels deemed acceptable by the community. Where the term ecosystem refers both to nature as a whole and to the balance between the elements that make it up, which for a company is limited to the natural environment in which its business develops. This includes its entire production chain and the elements involved, directly or indirectly, in the life cycle of the goods and services it produces. From their conception to their disposal. Starting from this belief, Marsilli has drawn up its own Policy for the protection of the environment and biodiversity, aimed at promoting choices oriented towards the containment of its environmental impact through the dissemination of good practices and behaviour oriented towards this. Following this aim, Marsilli, in addition to keeping in place, at the Parent Company, an environmental management system certified according to ISO 14001 standard, has committed to undertake, during 2024, a path aimed at quantifying, at Group level, its ‘carbon footprint’ according to the approach defined by the Carbon Disclosure Project (CDP).

8.1 Energy consumption and emissions

An analysis of the data shows that total energy consumption in 2023 was reduced by about 10 per cent compared to 2022.

In accordance with GRI reporting principles, it should be noted that in 2023 the majority of consumption was **direct** (53% of total consumption), which was composed as follows:

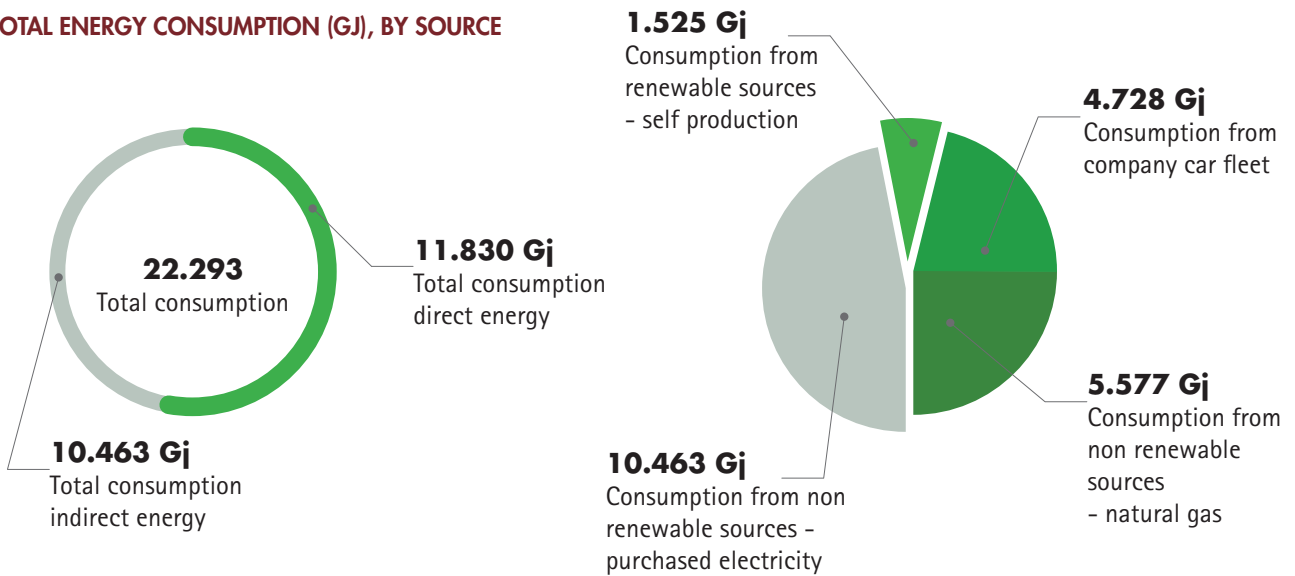
- **natural gas** consumption for heating systems and for a specific production process (drying of painted parts);
- consumption of **diesel fuel** and petrol used for the company vehicle fleet;
- consumption of **self-generated energy** through the company’s own photovoltaic plant.

In 2023, the group’s photovoltaic system underwent a renewal and expansion. The group’s self-generated energy capacity increased during 2023, but a more noticeable increase is expected to be observed in 2024.

The car fleet continued to consist almost exclusively of diesel-powered cars. The presence of hybrid and electric vehicles is insignificant in terms of overall fuel consumption.

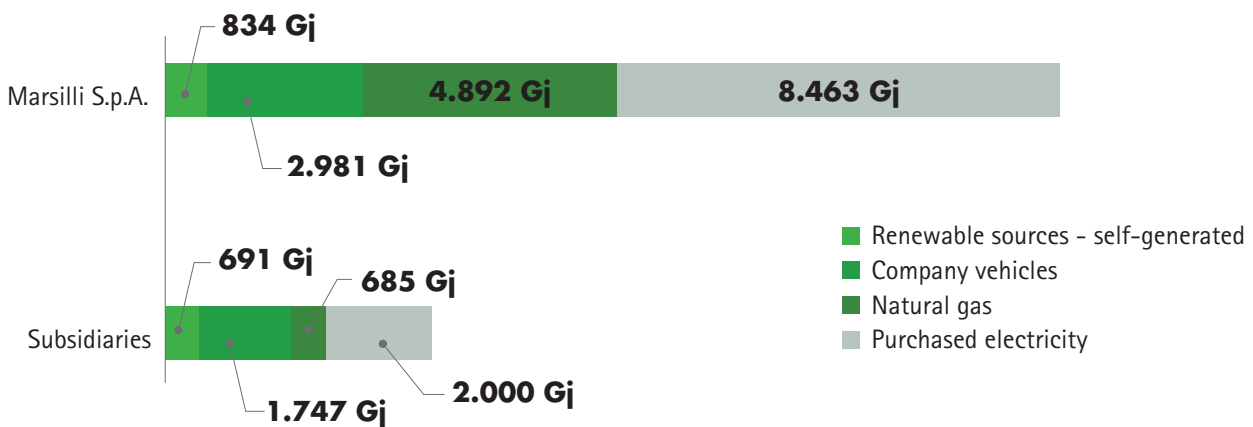
Indirect consumption (47% of total consumption), derives entirely from the purchase of **electricity**, used mainly for lighting, cooling/heating of buildings and the operation of equipment (e.g. machine tools and acceptance of manufactured equipment). In 2023, a slight reduction in total electricity consumption can be observed, conditioned both by a higher consumption of self-generate energy and by the drop in production due to the economic situation.

TOTAL ENERGY CONSUMPTION (GJ), BY SOURCE



Energy consumptions deriving from renewable sources (self-generated electrical energy) are equal to 6.8% of the total.

TOTAL ENERGY CONSUMPTION (GJ), FOR SUBSIDIARIES AND MARSILLI SPA



CO₂e emissions¹ are the key element in assessing a company’s environmental footprint. The emissions shown in the table relate specifically to those defined as Scope 1, resulting from the combustion of gas and vehicle fuel, and emissions defined as Scope 2, resulting from the purchase of electricity from third parties (self-produced energy has no impact in terms of CO₂e production). Scope 3 emissions have not been calculated, but a CDP project is being developed which should lead to their calculation in the coming years.

Using the calculation standard proposed by the GHG Protocol, Group emissions were determined. For Scope 2 emissions, both calculation methods were used: Location Based and Market Based.

To be noted that Scope 1 emissions did not change substantially in 2023 compared to previous years, unlike Scope 2 emissions, whose reduction is due to lower consumption of purchased electricity.

1. The calculation of CO₂eq (which includes emissions of CH₄,NO₂,HFCs,PFCs,SF₆ and NF₃ when present), was carried out according to the GHG protocol. CO₂eq emissions were calculated using emission and conversion factors derived from: ISPRA, AIB(Association of issuing Bodies), Terna, UK Department for Environment Good & Rural Affairs and UK Government Department for Business Energy & Industrial Strategy (DEFRA), The Intergovernmental Panel on Climate Change (IPCC).

		2023	2022	2021
Scope 1 – Organisations's direct emissions, by source	t. CO₂	597	600	634
Non renewable sources: Natural gas (e.g. fuel burned for heating)	tCO ₂ e	284	356	394
From company vehicles				
Petrol	tCO ₂ e	11	4	-
Diesel	tCO ₂ e	302	240	240
Scope 2–Market Based² Organisation's direct emissions, by source	t. CO₂	1.348	1.711	1.430
Non renewable sources: Electricity	tCO ₂ e	1.348	1.711	1.430
Scope 2–Location Based Organisation's indirect emissions, by source	t. CO₂	927	1.184	868
Non renewable sources: Electricity	tCO ₂ e	927	1.184	868

8.2 Responsible management of materials, waste and water resources

Marsilli is convinced that natural resources are a precious asset to be used in a conscientious manner, promoting the use of technologies and organisational approaches that favour the **reduction of waste and encourage their reuse, repurpose and recycling**, including in the supply chain. The specificity of the equipment and systems construction activity does not envisage, except marginally, the direct and intensive use of natural resources. This is due to the production model adopted by Marsilli which, as far as the components of the equipment it produces are concerned, makes use mainly of suppliers outside the Group who purchase raw materials and process them into semi-finished and finished products.

Process waste, i.e. special waste, is appropriately sorted and divided by type in order to define the most correct disposal or eventual recovery.

2. For the calculation of direct emissions (Scope 1), the conversion factors given by the UK Government's Department for environment, Food and Rural Affairs (DEFRA) were used for the year 2023 (report dated 10/06/2024). The factors used were refined from 2022 in order to normalise the values and achieve a better comparable result. For the calculation of indirect emissions from electricity (Scope2) we apply the reporting standard of GHG Protocol, using the methods provided: Market-based and location based. We observe a slight variation of the values in 2022 compared to the previous report, due to the factors chosen.

The first method, market-based, requires determining GHG emissions from electricity purchases by considering the specific emission factors reported by suppliers, therefore the emission factors available and published by the Association of Issuing Bodies (by AIB) - related to "European Residual Mixes" - were used for each reporting year for EU locations and Terna 2019 for non-EU locations. These factors consider the residual mix of the various production sources of purchased electricity, net of the portion certified by Guarantee of Origin. The second, location-based method, on the other hand, involves accounting for emissions from electricity consumption, applying emission factors calculated on the basis of a national energy mix with respect to the country in which the company operates, in fact, for the locations in Italy, the emission factors available and published by Ispra in its report 386/2023 "Efficiency and decarbonisation indicators in Italy and the largest European countries" were used, where it is also specified that the emission factor for the year 2022 is estimated on a preliminary basis, while for the international locations, the Terna 2019 or IPCC 2021 conversion factors were used. Due to the lack of certified renewable energy within the purchased electricity, the Scope 2 emissions calculated according to the Market-based method are higher than the Location-based ones.

The Group also pays attention to the management of so-called urban and common waste. In fact, separate waste collection is encouraged at all sites. In addition, Marsilli has also been implementing for years a policy to reduce plastic consumption by eliminating bottled beverage dispensers, installing mains water fountains in departments and offices and offering dedicated water bottles to the staff.

During 2023, Marsilli produced a total of about 231 tonnes of waste, slightly less than the previous year. Almost all of this (76%) waste is classified as non-hazardous production waste.

The share of waste destined for recovery was 81%.

Waste (t)	2023			2022			2021		
	Waste generated	Waste recovered	Waste disposed	Waste generated	Waste recovered	Waste disposed	Waste generated	Waste recovered	Waste disposed
Total waste hazardous	55,9	19,4	36,5	59,0	19,3	39,8	40,8	26,8	14,0
Total waste non hazardous	175,4	167,6	7,8	221,6	207,1	14,4	163,4	158,4	5,0
Total for group	231,3	187,0	44,3	280,6	226,4	54,2	204,3	185,2	19,0

Water consumption is not particularly significant. The water used by Marsilli is mainly for sanitary purposes and therefore its consumption is closely related to the number of staff. Only a small part is used in production processes for metal degreasing, paint mixing and mechanical machining using machine tools (for which water and oil-based emulsions are used). Sanitary water that needs to be disposed is sent into the municipal sewage system, while water used in production processes is disposed of as special waste.

8.3 Impact on the environment

Marsilli is actively committed to pursuing a virtuous balance between environmental protection, social progress and economic growth, with the aim of fostering long-term sustainable development. We recognise that these three elements are closely interrelated and interdependent, and we are committed to adopting policies and practices that take all three dimensions into account.

The quantitative estimation of environmental impact is a particularly complex issue as it links business choices with the consumption of natural resources, the production of climate altering gases (GHG), the influence on biodiversity and the resulting climate change. Marsilli is currently working on a project aimed at setting its own targets as part of a multi-year plan. The first assessment of GHG emissions according to the system defined by the Carbon Disclosure Project is planned for 2024. This first step will provide a view of the Group's carbon footprint in terms of CO₂e produced, with reference to Scope 1, 2 and 3.



9

. SUPPLY

CHAIN

The responsible management of the supply chain is a key objective for Marsilli in order to reach the sustainability goals set. Given Marsilli's specific production organisation, which involves numerous small artisan companies in its supply chain, Marsilli, aware of the difficulties deriving from their limited organisational resources, is engaged in an activity of training and involvement of these partners, in order to increase their awareness of these issues and promote, in their management spheres, organisational and production approaches consistent with ESG issues.

9.1 Marsilli Supply chain

Marsilli's production system is based on the involvement of companies external to the Group that are active in various product sectors. Specifically, Marsilli avails itself with the cooperation of numerous companies specialized in the fields of mechanical machining for manufacturing of special precision equipment and components, as well as commercial companies for the supply of electromechanical, pneumatic and electronic equipment. In choosing its partners, Marsilli favors local companies with which Marsilli manages to establish close relationships of cooperation necessary to achieve the high quality standards required by the industry.

In 2023, local suppliers contributed with a share equal to 67% of the total purchased.

Expenditure of local suppliers (€ mm)	u.m.	2023	2022	2021
Purchases from suppliers that reside in the same geographic market as the organization ³ .	€ mm	29	39	27
Purchases from suppliers that are not in the same geographic market as the organization.	€ mm	14	17	13
Total purchases	€ mm	43	56	40
Expenditure with local suppliers (%)	%	67%	70%	67%

3. The organisation's geographic market is understood to be the region of Lombardy and the provinces of Emilia Romagna bordering the Province of Cremona..

Number of local suppliers (n.)	u.m.	2023	2022	2021
Suppliers resident in the same geographic market as the organization	n.	1542	1350	1418
Suppliers not resident in the same geographic market as the organization	n.	937	766	831
Total suppliers	n.	2479	2116	2249
Percentage of local suppliers (%)	%	62%	64%	63%

9.2 Responsible supply chain management

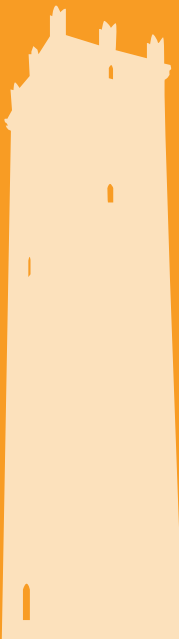
In order to promote the involvement of its suppliers on ESG sustainability issues and keep a close watch on the quality of its procurement, Marsilli has over time equipped itself with an in-house structure aimed at these purposes.

Acknowledging the importance of promoting high ethical and social standards among the companies in its supply chain, Marsilli has drawn up its Supplier Code of Conduct which is based on the objectives of the United Nations 2030 Agenda and engages suppliers on the following aspects:

- ensuring fair and safe working conditions for their workers;
- applying and guaranteeing non-discriminatory principles;
- working in respect and protection of the environment;
- working in compliance with the law, with integrity, transparency and fairness;
- carefully considering the needs of the local communities in which they operate.

The Code of Conduct was sent to the most relevant suppliers in terms of purchase volume (together they cover about 62% of the total purchased in 2023). Their participation was at 64%.

In 2024, Marsilli will continue to promote its Supplier Code of Conduct among its suppliers and, in order to continue to increase their awareness and involvement on ESG issues. Marsilli will send them a questionnaire on these issues in order to better evaluate their awareness of the issues mentioned and propose good practices and organisational solutions aimed at improving their performance in terms of sustainability.



10.

LOCAL COMMUNITIES

Marsilli is aware of the role it plays in the area in which its production activities gravitate and of the effects this has on resident communities. Therefore, in order to promote a balanced development oriented in the direction of long-term sustainability, and aimed at combining business needs with the quality of the environment and people's lives, Marsilli considers local communities as its direct interlocutors and stakeholders towards which it maintains an approach aimed at listening and interacting for the protection of common interests.

10.1 Social development

Marsilli operates in a field with high technological content subject to constant innovation and development based mainly on the expertise and training of its personnel. The relationships Marsilli maintains in the territory derive from and are based on this. In particular, with high schools and universities aimed at exchanges with the academic staff on educational topics as well as welcoming young students for training purposes.

In this sense, in fact, there are numerous opportunities that Marsilli offers teachers and students to visit its departments and participate in training internships, alongside specialised personnel, or aimed at developing theses for graduation.

There is also a great deal of attention paid to local charities of a social, artistic and environmental nature, towards which Marsilli directs financial support actions.

APPENDIX

Employees by type of contract	2023			2022			2021		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Total group	579	97	676	585	92	677	549	85	634
Permanent employees	560	94	654	551	89	640	511	83	594
Temporary employees	19	3	22	34	3	37	38	2	40

Employees by type of contract	2023			2022			2021		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Total group	579	97	676	585	92	677	549	85	634
Full time employees	575	84	659	581	78	659	544	70	614
Part time employees	4	13	17	4	14	18	5	15	20

Workers who are not employees	2023	2022	2021
Total	85	128	112
Staff leasing workers / Contractors hired by the organisation	27	36	31
Subcontractor workers / Workers of one of the organization's suppliers	55	70	63
Volunteers or interns	3	22	18

Employees receiving performance and career development reviews (n)	2023				2022				2021			
	Men	Women	Total	Share	Men	Women	Total	Share	Men	Women	Total	Share
Executives	7	0	7	7%	6	-	6	6%	4	-	4	4%
Managers	14	1	15	15%	14	1	15	15%	10	3	13	14%
Employees	36	17	53	55%	43	16	59	60%	46	13	59	63%
Labour workers	21	1	22	23%	18	1	19	19%	17	1	18	19%
Group total	78	19	97	-	81	18	99	-	77	17	94	-

Employees per category and per gender (n)	2023				2022				2021			
	Men	Women	Total	Age %	Men	Women	Total	Age %	Men	Women	Total	Age %
Executives												
<i>Executives under the age of 30</i>	-	-	-	0%	-	-	-	0%	-	-	-	0%
<i>Executives between the age of 30 and 50</i>	5	2	7	1%	5	2	7	1%	5	2	7	1%
<i>Executives over the age of 50</i>	14	-	14	2%	12	-	12	2%	12	-	12	2%
Managers												
<i>Managers under the age of 30</i>	1	0	1	0%	1	1	2	0%	-	1	1	0%
<i>Managers between the age of 30 and 50</i>	27	7	34	5%	28	5	33	5%	30	6	36	6%
<i>Managers over the age of 50</i>	39	2	41	6%	40	2	42	6%	38	2	40	6%
Employees												
<i>Employees under the age of 30</i>	72	22	94	14%	77	22	99	15%	67	20	87	14%
<i>Employees between the age of 30 and 50</i>	130	44	174	26%	132	41	173	25%	127	37	164	26%
<i>Employees over the age of 50</i>	56	15	71	10%	52	14	66	10%	47	14	61	10%
Labour workers												
<i>Labour workers under the age of 30</i>	72	2	74	11%	81	1	82	12%	63	-	63	10%
<i>Labour workers between the age of 30 and 50</i>	111	3	114	17%	105	4	109	16%	114	3	117	18%
<i>Labour workers over the age of 50</i>	52	0	52	8%	52	-	52	8%	46	-	46	7%
Total	579	97	676		585	92	677		549	85	634	
Gender share	86%	14%			86%	14%			87%	13%		

Employees (n)	2023			2022			2021		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Group total	42	9	51	98	15	1113	68	7	75
Under the age of 30	27	6	33	57	5	62	31	4	35
Between the age of 30 and 50	11	3	14	33	9	42	28	2	30
Over the age of 50	4	0	4	8	1	9	9	1	10

Employees that have left the compan (n)	2023			2022			2021		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Group total	49	3	52	63	8	71	32	7	39
Under the age of 30	20	1	21	19	1	20	8	4	12
Between the age of 30 and 50	17	2	19	30	5	35	16	1	17
Over the age of 50	12	0	12	14	2	16	8	2	10

Direct and indirect energy consumption within the organisation by source (Gj)	unit	2023	2022	2021
Total consumption	Gj	22.293	24.859	23.494
Direct energy consumption	Gj	11.830	11.415⁴	12.245
<i>Non-renewable sources</i>				
Natural gas (for example, fuel burned for heating)	Gj	5.577	6.967	7.748
From company vehicles	GJ	4.728	3.641 ⁴	3.645
<i>Renewable sources – self-generated</i>	GJ	1.525	807	852
Indirect energy consumption	Gj	10.463	13.444	11.249
<i>Consumi da fonti non rinnovabili</i>				
Electricity purchased	Gj	10.463	13.444	11.249

4. The value of fuel consumption for company vehicles 2022 and consequently the value of total direct consumption 2022 was corrected due to a previous typing error.

GRI (Global Reporting Initiative) CONTENT INDEX

Declaration of use Marsilli S.p.A. has reported the information mentioned in this GRI Content Index for the period 01/01/2023 - 31/12/2023 in accordance with GRI standards.

GRI 1 used GRI 1: Foundation 2021

GRI ID	Disclosure	Chapter / description	Omissions
General			
2-1	Organisation details	Entity of the Group consolidation and regulatory references 1. Marsilli Identity	
2-2	Companies included in the organisation's sustainability reporting	Entity of the Group consolidation and regulatory references 1. Marsilli Identity	
2-3	Reporting period, frequency and reference person	Entity of the Group consolidation and regulatory references	
2-4	Review of information	Entity of the Group consolidation and regulatory references	
2-5	External Assurance	-	Not Applicable: This Sustainability Report will not be externally audited
2-6	Activities, value chain and other business relationships	1. Identity of Marsilli	
2-7	Employees	6. People Appendix	
2-8	Non-employees	9. Marsilli supply chain 6. People	
2-9	Governance structure and composition	2. Corporate governance	
2-10	Appointment and selection of the highest governing body	2. Corporate governance	
2-11	President of the highest governing body	2. Corporate governance	
2-12	Role of the highest governing body in impact management control	2. Corporate governance	
2-13	Delegation of responsibility for impact management	The highest administrative body has not formally appointed any employee for this task.	
2-14	Role of the highest governing body in sustainability reporting	2. Corporate Governance	
2-15	Conflicts of interest	2.2 Ethics and integrity	

2-16	Communication of criticalities	This activity is carried out by the CEO. No critical issues were reported.	
2-17	Collective knowledge of the highest governing body	No activities have yet been planned for these purposes.	
2-18	Performance evaluation of the highest governing body	There is no structured process in operation for these/this purpose/s	
2-19	Rules concerning remuneration	All members of the highest administrative body receive fixed annual remuneration according to their role, set by the body itself. There are no bonuses or variable remuneration.	
2-20	Procedure for determining remuneration	The company does not have a formalised remuneration policy. Remuneration is defined by the CEO with the support of the internal Management. There is no involvement of stakeholders. There is no involvement of consultants.	
2-21	Annual total remuneration ratio		Information not available/not complete: the company has chosen not to indicate data on remuneration.
2-22	Sustainable Development Strategy Statement	Document being prepared	
2-23	Policy commitment	2.2. Ethics and Integrity	
2-24	Integration of policy commitments	2.2. Ethics and Integrity	
2-25	Processes to remedy negative impacts	2.2. Ethics and Integrity	
2-26	Mechanisms for requesting clarification and raising concerns	2.2. Ethics and Integrity	
2-27	Compliance with laws and regulations	No fines or other sanctions were imposed during the reporting period	
2-28	Membership to associations	Marsilli is not present, with significant roles, in any body or association.	
2-29	Approach to stakeholder engagement	There is no structured system in operation for this purpose.	
2-30	Collective contracts	6. People	
Governance			
205-2	Communication and training on regulations and anti-corruption procedures	2.2. Ethics and Integrity	
205-3	Confirmed incidents of corruption and measures taken	During the reporting period of this report, there were no confirmed incidents of corruption.	
418-1	Founded complaints regarding breaches of customer privacy and loss of customer data	5. Cyber security and data protection.	

201-1	Direct economic value generated and distributed	1.4 Generated and distributed economic value	
Environment			
302-1	Energy consumed within the organisation	8.1 Energy consumption and emissions	
305-1	Direct GHG emissions (Scope 1)	8.1 Energy consumption and emissions	
305-2	Indirect GHG emissions from energy consumption (Scope 2)	8.1 Energy consumption and emissions	
305-5	Reduction of greenhouse gas (GHG) emissions	8.1 Energy consumption and emissions	
306-1	Waste generation and significant waste-related impacts	8.2 Responsible management of materials, waste and water resources	
306-2	Management of significant waste-related impacts	8.2 Responsible management of materials, waste and water resources	
306-3	Waste generated	8.2 Responsible management of materials, waste and water resources	
306-4	Waste not intended for disposal	8.2 Responsible management of materials, waste and water resources	
306-5	Waste for Disposal	8.2 Responsible management of materials, waste and water resources	
303-1	Interaction with water as a shared resource	8.2 Responsible management of materials, waste and water resources	
303-2	Management of impacts related to water discharge	8.2 Responsible management of materials, waste and water resources	
303-3	Water withdrawal	8.2 Responsible management of materials, waste and water resources	
Social			
401-1	Recruitment of new employees and employee turnover	6. People Appendix	
401-2	Benefits for full-time employees that are not available to fixed-term or part-time employees	6.1 Diversity, inclusion and equal opportunities	
404-1	Average hours of training per year per employee	6.3 Training and professional growth	
404-2	Employee skills upgrading and transition assistance programmes	6.3 Training and professional growth	
404-3	Percentage of employees receiving regular appraisals of their performance and professional development	Appendix	
405-1	Diversity of employees and governing bodies (in terms of age, gender, protected categories)	6.1 Diversity, inclusion and equal opportunities	
405-2	Ratio between basic salary and women's remuneration compared to men remuneration		Information not available/not complete: the company has chosen not to show data on the remuneration part.

406-1	Incidents of discrimination and corrective measures taken	No recorded incidents of discrimination	
403-1	Occupational Health and Safety Management System	6.4 Health and Safety in the workplace	
403-2	Risk identification and assessment and accident investigation	6.4 Health and Safety in the workplace	
403-3	Occupational health services	6.4 Health and Safety in the workplace	
403-4	Participation, consultation and communication with workers on health and safety at work	6.4 Health and Safety in the workplace	
403-5	Worker training on health and safety at work	6.3 Training and professional development	
403-6	Workers' health promotion	6.4 Health and Safety in the workplace	
403-7	Prevention and mitigation of occupational health and safety impacts directly related to business relationships	6.4 Health and Safety in the workplace	
403-8	Workers covered by an occupational health and safety management system	6.4 Health and Safety in the workplace	
403-9	Accidents at work	6.4 Health and Safety in the workplace	
403-10	Occupational Diseases	6.4 Health and Safety in the workplace	
Community			
	Other qualitative information on customer relationship management	7. Product excellence and customer relations	
413-1	Operations with local community involvement, impact assessments and development programmes	10. Local communities	
Supply Chain			
308-1	New suppliers selected using environmental criteria	9. Marsilli supply chain	
414-1	New suppliers selected using social criteria	9. Marsilli supply chain	
204-1	Percentage spent with local suppliers	9. Marsilli supply chain	
Product			
301-2	Recycled input materials used	7. Product excellence and customer relations	
301-1	Materials used by weight or volume		Information not available
416-1	Assessment of health and safety impacts of product and service categories	7. Product excellence and customer relations	
416-2	Incidents of non-compliance with health and safety impacts of products and services	7. Product excellence and customer relations	

