



DN AGRAR

2022

Sustainability Report



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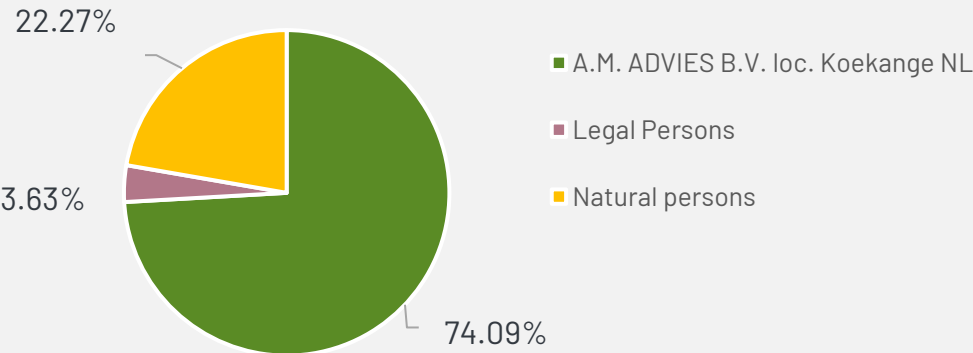


Our Group

GRI 2-1, 2-2

The Group DN AGRAR (also named in this report as “DN AGRAR” or “the Group”) includes 15 companies, of which 4 farms with the main activity being cow’s milk production (Cut, LactoAgrar and Apold farms), raising of dairy cattle (Prodact farm) and vegetal agricultural production.

The company **DN AGRAR GROUP SA** is listed on Bucharest Stock Exchange (BSE), AeRO Market, with the following shareholding structure at 31.12 2022:



DN AGRAR GROUP SA is the Group’s management company, overseeing all operations. Its headquarters are in Alba Iulia, Alba County.

We have operations in 3 counties of Transylvania: Alba, Sibiu and Hunedoara.



At the date of the report **DN AGRAR GROUP SA** owns shares in a variable amount (over 90%) in 14 affiliated companies.

DN AGRAR GROUP SA													
DN AGRAR CUT S.R.L.	DN AGRAR SERVICE S.R.L.	DN AGRAR BIO S.R.L.	DN AGRAR PRODLACT S.R.L.	DN AGRAR STRAJA S.R.L.	DN AGRAR LOGISTICS S.R.L.	DN AGRAR GREENFIELD S.R.L.	PENSIUNEA CASA BUNA S.R.L.	DN AGRAR TRADING S.R.L.	DN AGRAR APOLD S.R.L.	LACTO AGRAR S.R.L.	DN AGRAR CALNIC S.R.L.	PRODAG GARBOVA S.R.L.	DN AGRAR HOLDING S.R.L.
95%	96.67%	96.66%	96.67%	100%	95%	95%	99.99%	95%	90%	100%	90%	99%	100%
A.M. ADVIES B.V.	DN AGRAR CUT S.R.L.	DN AGRAR CUT S.R.L.	DN AGRAR CUT S.R.L.		DN AGRAR CUT S.R.L.	DN AGRAR CUT S.R.L.	DN AGRAR CUT S.R.L.	A.M. ADVIES B.V.	DN AGRAR HOLDING S.R.L.		DN AGRAR HOLDING S.R.L.	DN AGRAR APOLD S.R.L.	
5%	3.33%	3.34%	3.33%		5%	5%	0.01%	5%	10%		10%	1%	



Key Moments in the Evolution of DN AGRAR



2008



July
2021



February
2022



April
2022



September
2022

DN AGRAR Group started its activity in Romania as a family business, owned by Mr. Jan Gijsbertus de Boer

Leasing of 23 ha in the center of Transylvania

Private placement at Bucharest Stock Exchange, attracted 24.8 mil RON

Listed on the Bucharest Stock Exchange, AeRO Market

Leader in cow's milk production in Romania

Successful completion of the Apold farm takeover

Included in the BETAeRO Index of the Bucharest Stock Exchange



Our Impact

GRI 3-1

Constant analysis backed by proactive measures to enhance positive impact and limit risks on our business as well as environment, stakeholders and communities are very important to us. Through open dialogue we can identify our focus points and use our resources where it matters most.

DN AGRAR Group is the largest integrated zootechnical farm in Romania, with cow milk production and vegetable production, with a portfolio of 7,000 hectares and almost 11,000 dairy cattle and young stock (2022). We are aware of the impact of our operations and the impact generated along the value chain on the environment and at social level, as well as the impact of ESG factors on our business.

We are not new to sustainability, we have taken measures to integrate circular economy practices, animal welfare, reduced energy consumption, soil preservation and responsible waste management for years now, and this is how we managed to grow.

Operating in Romania since 2008, our company has a positive impact in terms of agricultural practices, animal welfare and opportunities for the employees and local community.

We invest in advanced technology such as farm equipment, fleet of specialized vehicles, animal health monitoring systems, as well as in the development of our employees, through trainings and continuous education.

We plan to continue on this path!

We live in times with significant climate challenges that affect businesses and the agricultural sector in particular. At DN AGRAR, we take constant measures to adapt to these challenges and to limit the potential risks on our business, as well as on the environment, community and final consumers.

Also, with our technical procedures in place, we aim at limiting pesticides use and energy and fuels consumptions, as well as our impact on soil and biodiversity and yet maintaining the quality of our products.

Our internal analysis backed by the consultation of our stakeholders helped us identify the following impact areas that are further developed in this Report:

Impact Areas	Topics to be discovered in the Report
General Environmental Issues & Biodiversity	Energy & Waste Management, Sustainable Farming Practices
Animal Welfare	Approach to processing of animal products, animal transportation, handling, housing, animal health
Community Involvement	Approach to community development, philanthropy actions
Working conditions, diversity and development	Employment practices, approach to diversity, approach to professional development
Economic Performance	Our financial results
Consumer Health and Safety	Approach to customer health and safety
Value Chain Sustainability	Governance Framework, approach to business ethics, Compliance with laws and legislation



Our Impact





Stakeholder Engagement

GRI 2-29

We value the communication with all our stakeholders, their involvement and fair cooperation.

Our network gives us constant support, drives us to being more responsible, more transparent and to giving back to the society.

Our Stakeholders



Investors



Employees



Authorities



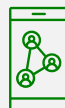
Business Partners & Clients



NGO & Local Community



Education



Media

Stakeholder Category	Engagement examples
Investors	Periodical conferences & reports, general shareholders meetings, one-on-one meetings with investors, newsletters, events with investor clubs & brokers, dedicated Investors email and website section
Employees	Employee evaluation yearly, teambuilding, informal events
Authorities	Participation to meetings, periodical reports, visits from the authorities in the farm on different occasions
Business Partners & Clients	Negotiation & contract, meetings with suppliers (plans and aligning strategies)
NGOs & Local Community	Philanthropy, social projects, conferences, meetings, debates, videocalls
Education	Partnerships, internships, events organized with Dutch education institutions and local Chamber of Commerce
Media	Press releases, events, interviews, conferences

Our Network



Association of Cattle Breeders "HolsteinRo"



Best Company in IR 2022 (public choice AeRO Market Award)



Message of the General Manager

GRI 2-22



Dear colleagues, shareholders and partners,

At DN AGRAR, our journey is guided by a firm commitment towards sustainability. Looking back on our achievements, I am delighted to share the cornerstones of our sustainable practices that resonate not just within our company, but also with our stakeholders.

As the largest integrated farm in Romania, our dedication to sustainability covers our entire operations, from milk production to agricultural services.

For our **valued employees**, your safety, growth, and well-being are paramount! At DN AGRAR we maintain a workplace that focuses on diversity, provides equal opportunities, and fosters professional development. Your dedication fuels our progress, and your growth is our common success.

For our **investors**, our sustainability initiatives emphasize the value and ethical performance of our work. Our continuous focus on responsible governance, compliance measures and operational and financial results, reassures your trust in our commitment to sustainability, ethical conduct and long-term value creation.

To our esteemed **clients and business partners**, our commitment extends beyond mere collaboration. We engage in open dialogue, working hand-in-hand to ensure that our shared endeavors are underlined by responsible practices. As we navigate the future, we stand resolute in our dedication to mutually beneficial partnerships, built on transparency and shared values.

Our impact reaches beyond business operations. We care for our communities, contributing to education initiatives and social welfare, empowering future generations with knowledge and care for the environment. We are dedicated to improving the quality of education in rural areas, nurturing the minds of young learners about agriculture and animal care.

In just a few words, **2022 was an exciting year for DN AGRAR**. From our listing on the BSE, AeRO market, in February, to achieving a leading position in the Romanian milk market, delivering approximately 50 million liters in total, the year marked substantial financial growth, strategic acquisitions, technological advancements, and recognition, positioning us as a prominent entity in the agricultural landscape.

Moving forward, **our vision for 2023** remains resolute. Our primary objectives are augmenting the livestock count, enhancing the quality parameters of our milk production and continuously implement sustainable farming practices. These goals align with our commitment to streamline the Group's structure and further develop our governance framework.

As we continue on this journey of sustainable growth, I express my heartfelt gratitude for your support and dedication. Together, we are building not just a sustainable company, but a community and an ecosystem that thrives on shared values and responsible practices.

Best regards,

Jan G. de Boer
Founder & General Manager, DN AGRAR



Key Facts & Figures for 2022

GRI 3-3, 201-1



271 employees



Approx. 11,000 heads dairy cows and young stock



Over 7,000 hectares of land owned and leased



Production of approx. 50 million litres of milk per year



15 companies in the Group's portfolio



Established crops: Wheat, Barley, Sunflower, Corn, Triticale, Alfalfa, Peas, Grass mixture

In 2022, DN AGRAR had a total production of approx. 50 million litres of milk, with a daily milking capacity of approx. 140,000 litres/day

DN AGRAR is the largest integrated livestock farm in Romania, with cow's milk and vegetal production. Our performance indicators in 2022 surpassed those of 2021, reflecting the functioning of our growth strategy.

TURNOVER

RON 150.79
MILLION



+221.16% vs 2021

NET PROFIT

RON 13.94
MILLION



+56.83% vs 2021

EQUITY

RON 79.66
MILLION



+21.70% vs 2021

EBITDA PROFITABILITY	32.16%
PROFIT PROFITABILITY	6.79%
ROA	5.94%
ROE	17.50%



Our strategy, vision, values

GRI 2-22

Our strategy is to promote sustainable and regenerative farming practices that maximize productivity, reduce environmental impact and ensure long-term profitability. We believe that by investing in farmers, communities and the environment, we can build a resilient and sustainable food system that benefits everyone.

Key strategic priorities of DN AGRAR include

- Producing milk of the highest quality while prioritizing the welfare of our cows.
- Implementing innovative farming practices that promote soil health, biodiversity and carbon sequestration.
- Growing and harvesting high quality, sustainable, nutritious and sustainable crops that support health of our planet.
- Supporting our farmers and employees through education, training and fair compensation.
- Building strong relationships with our customers, suppliers and partners by acting with transparency and accountability throughout the supply chain.
- Investing in research and development to continuously improve our products and processes.
- Adopt technology and data-driven decision making to increase efficiency and reduce waste

Our Vision

- Providing high quality dairy products
- Animal welfare
- Sustainability
- Community involvement
- Innovation and growth

Our Purpose

- Happy cows
- Healthy milk
- Satisfied customers

Our Values

Courage

We are bold and serious in our work, open to the new

Integrity

We do the right thing and earn the trust of our customers and partners

Teamwork

Together we work, together we succeed, together we improve our performance

Care

We care about our customers and partners, our colleagues and the communities in which we operate

Humor

We're modest, down-to-earth and always know how to enjoy a good joke



Our Growth Drivers

GRI 2-22

DN AGRAR’s specific objectives include increasing efficiency, promoting sustainable farming practices and ensuring the quality and safety of our products supported by motivated and committed teams, while delivering on our promises to meet financial targets

1. Improving sustainability: Agricultural businesses must be sustainable in the long term, which means minimizing negative environmental impacts and ensuring the viability of the land and resources used. Practices such as crop rotation, soil conservation and reducing the use of chemical fertilizers help to achieve this goal.

2. Increased productivity: DN AGRAR must be efficient to remain competitive, so improving productivity is a key objective. This involves investing in new technologies, optimizing supply chain management, digitization, dating and staff training.

3. Diversification of products and markets: Farm businesses can be vulnerable to fluctuations in demand and weather patterns, so diversification can help mitigate risks. This involves growing different crops, exploring new markets and/or expanding into value-added products such as specialty crops.

4. Increased profitability: This is the most important goal of any sustainable company. Maximizing profits can be achieved through several actions, such as optimizing crop yields, reducing costs, exploring new markets, increasing milk production and diversifying

5. Building strong relationships: Building strong relationships with suppliers, customers and local organizations is crucial. This can help DN AGRAR gain access to new markets, find new suppliers and build a loyal customer base.





Our Activities

GRI 2-6

The main field of activity of DN AGRAR is milk production.

The Group's other activities include cereal production, which is part of the circular economy, as most production is used as feed for farm animals, agricultural services (logistics), group management and tourism.

DN AGRAR manages over 7,000 hectares of land located in Alba, Sibiu and Hunedoara counties and aims to reach a cultivated area of 10,000 hectares by purchasing other farms with agricultural and / or animal production.

We cooperate closely with our suppliers for animal feed, agricultural inputs, fuel, farm equipment. Also, we integrate in our activities the outputs from up to 3,000 additional ha, outside of the Group.

Our clients are milk processors, as well as beneficiaries of our cereal, animals or transport services.

Main DN AGRAR companies								
	Vegetal Production	Raising Young Dairy Cattle	Milk Production	Services & Logistics	Employees*	Livestock	Milk Production	Land
DN AGRAR GROUP S.A		Management and Consultancy Services			29			
DN AGRAR CUT SRL	✓		✓		43	1,800	35,000 liters/day	
DNAGRAR APOLD SRL	✓		✓		62	3,000	60,000 liters/day	7,151 ha. owned and leased
LACTO AGRAR SRL	✓		✓		45	4,000	53,000 liters/day	
DN AGRAR PRODLACT SRL		✓			10	3,000		
DN AGRAR SERVICE SRL				✓	45			
DN AGRAR LOGISTICS SRL				✓	11			

* The difference of employees is employed in the other companies of the Group



Our Activities – Vegetal Production

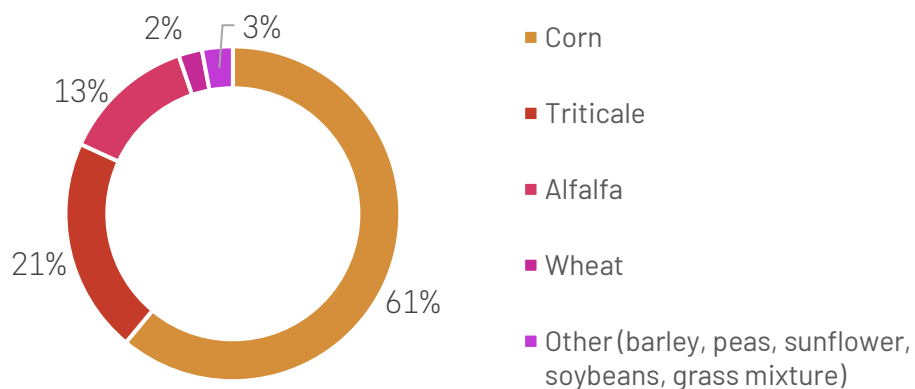
GRI 2-6

Ensuring the quality of our milks starts in the fields, with the animal feed we produce. We conduct our operations by respecting the Sector Regulations & Guidelines and in close cooperation with the phytosanitary authorities.

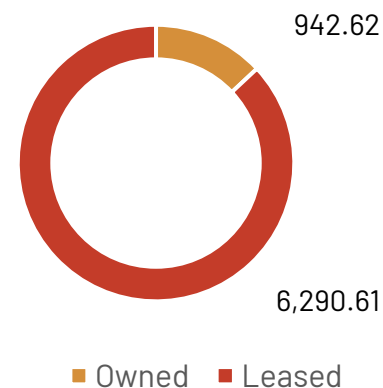
As is well known, the agricultural cycle in Romania is divided into two main seasons, each of which has a different influence on the Company's financial performance: spring campaign, runs from March to May, with harvesting activity in September – October and autumn campaign, taking place between September and October, with harvesting the following year in summer.

Our vegetal production is mainly intended for feeding our livestock. On the surfaces we work we grow a series of crops, such as: wheat, barley, sunflower, corn, triticale, alfalfa, peas, etc.

In 2022, we had a total production of 66,852.92 tons of cereals.



DN AGRAR land, by ownership, hectares



The land currently owned by DN AGRAR is 942.62 hectares, to which is added the land under lease contracts, 6,290.61 hectares, for a **total of 7,151.28 hectares (+73% compared to 2021)**.

The surfaces used for cereal cultivation are of 6,232.72 ha, + 25% compared to 2021.

We own **storage facilities** for grains and for plants that are consumed entirely.

The grain is stored in a modern grain storage silo, inaugurated in 2018, which has a capacity of 10,000 tons, consisting of 10 vertical cells with a capacity of 1,000 tons/cell, providing integrated services for grain reception, analysis, weighing, storage, conditioning and drying.

Animal feed is stored at the farms and is used daily.



Our Activities - Vegetal Production

GRI 2-6, GRI 13 (Climate Resilience)

In order to benefit from financial aid from the European Agricultural Guarantee Fund for and European Fund for Rural Development, farmers need to respect the provisions of the Statutory Management Requirements (SMR) and Good Agricultural and Environmental Conditions, abbreviated as GAEC.

These regulations cover the following topics: climate and environment, public health, plant health, animal welfare, and include specific provisions for the topics such as:

- water pollution prevention,
- soil protection and quality maintenance,
- biodiversity,
- use of phytosanitary products,
- animal health.

All these conditionality aspects are strictly monitored both internally, by our team, as well as by the relevant authorities during on-site or off-site monitoring and evaluations.

At DN AGRAR, we implement various strategies to **curtail water consumption**, employing specialized equipment that has effectively halved the water usage during phytosanitary treatments.

We don't use irrigation in our agricultural practices. While drought poses a substantial climate change risk, we address this challenge by embracing specific measures such as minimum tillage and covering the land during hot seasons to maintain soil moisture.

Furthermore, our crop selection process is tailored to suit the climatic conditions of our region, serving as an essential strategy to mitigate the impacts of drought.

Preventing losses caused by extreme weather conditions, either drought or heavy precipitation, is a core aspect of our work, emphasizing the use of proper agricultural techniques, crop varieties and adhering to optimal harvesting periods for each crop.

Moreover, our cultivated land is strategically situated, avoiding areas at significant risk of flooding.

Adhering to EU agricultural regulations and employing sustainable practices for crop production





Our Activities – Milk Production

GRI 2-6

Highlights of the milk market

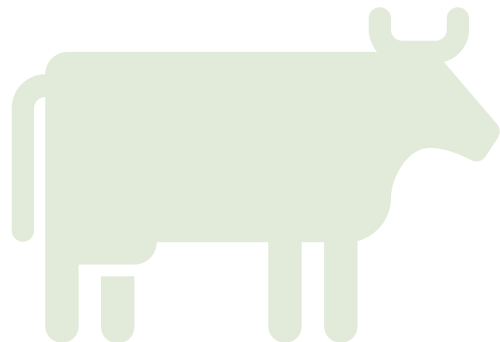
The Romanian milk market is divided between four main collectors (Napolact, Danone, Olympus and Lactalis), sourcing from national production as well as import, mainly from Hungary and Poland.

In 2022, the quantity of **milk collected** at national level is 1,13 mil tones, +0,7% compared to 2021*.

At **market level**, we see a reduction trend of the milk production and an increase in imports by processing units (+35% between 2015 and 2020), and the trend continues, having a 1% increase in 2022 (estimate) vs 2021.

On the **demand side** there is an increase of the annual milk consumption per capita by 9% from 2015 to 2020.

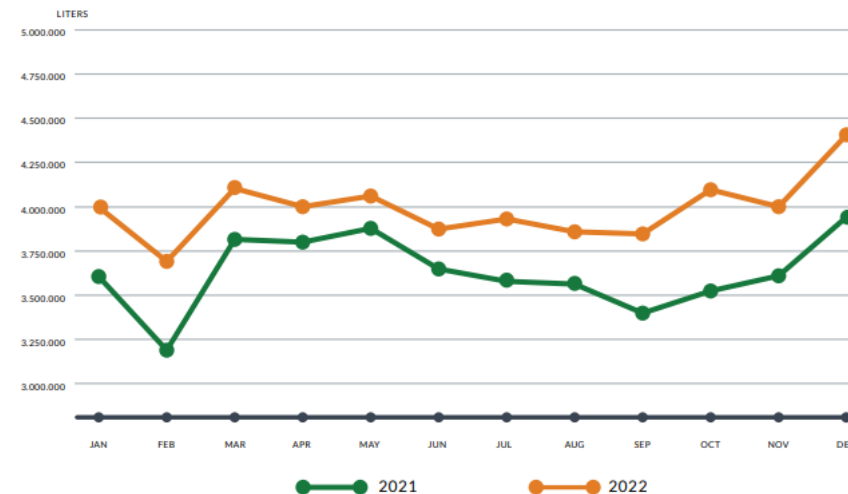
As concerns the **number of dairy cows**, a reduction of approx. 7% was registered between 2015 and 2022 (up to 1.2 million dairy cows).



*INS, Press release no 34, 14th February 2023, , agrintel.ro

In 2022, DN AGRAR increased its annual milk production with 9.4%, compared to 2021

QUANTITY OF MILK DELIVERED IN 2022



In 2022, **DN AGRAR produced and delivered approximately 50 million liters of milk**. The increase is about 9.4% (4 mio liters) compared to 2021, as shown in the graph above.



Our Activities – Milk Production

GRI 2-6, GRI 13 (Food Security), 416-2

Modern technological equipment and state-of-the-art animal monitoring systems are the key success factors for ensuring the wellbeing of livestock. In 2022 our farms counted approx. 11.000 animals (out of which approx. 3.000 young stock), 3 times more than in 2021.

We follow the HACCP (Hazard Analysis and Critical Control Point) principles for food safety in all our farms, and **we have implemented a Food Safety Management System in LactoAgrar farm, Hunedoara County and Apold farm, Alba County** (since 2020).

The **quality system** contains procedures for:

- Hygiene,
- Pest controls,
- Traceability,
- Temperature monitoring,
- Waste management,
- Self control programs,
- Milking conditions,
- Treatment of potentially unsafe product,
- Preventive and corrective measures, etc.



The implementation of a Food Management System in Cut farm to be finalized in 2024

HACCP is designed to address various types of hazards in the food production process. These hazards can be categorized into three main groups: biological, chemical and physical.

HACCP aims to systematically identify and control these hazards at critical points in the food production process to ensure the safety and quality of food products. By addressing these hazards at critical control points we can reduce the risk of foodborne illnesses, contamination, and other safety issues.

The monitoring of our quality system includes **internal audits**, followed by improvement measures and trainings.

Additionally, our farms are **controlled by relevant authorities**, with at least 4 controls/ year for all the aspects of our activity. Following these controls our farms are evaluated **as low risk**.

In 2022 we did not register any food safety incidents or recalls of products for any reasons.

Our activities – Milk Production

GRI 2-6 , GRI 13 (Animal Health and welfare)

Our from **“young cattle to cow” concept** ensures our future stock of dairy cows. As animals in our farms are in different maturity and production stages, we use young livestock to replace and grow the number of our animals.

In the first half-hour, the young cattle receive colostrum for antibodies.



After 14 days, their blood is checked for antibodies/ diseases



At 10 weeks, they are weaned, and when they reach 3-4 months, they move to the youth farm (Prodact)



In the first year of life, the young cattle enter the vaccination program



After 11 months, they go to the pasture for one year (24/7 outdoors)

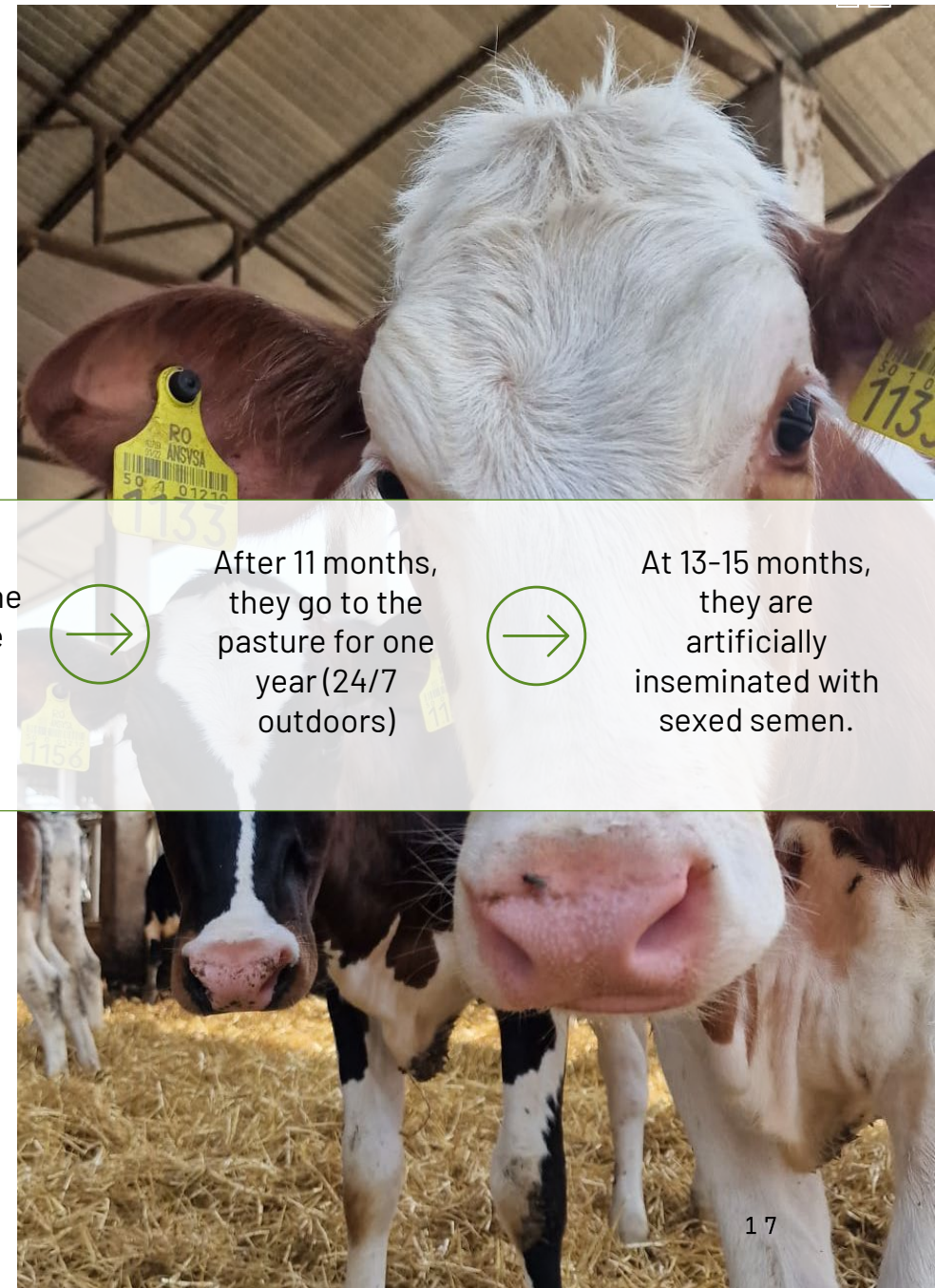


At 13-15 months, they are artificially inseminated with sexed semen.



At 22-26 months, cows become productive and they return to one of our dairy farms

In 2022 we had approx. 6,000 young cattle born in our farms.





Our Activities - Logistics

GRI 2-6

With more than 40 employees, **DN AGRAR SERVICE SRL** provides high quality agricultural services for all companies in the Group, as well as outside the Group, on an agricultural area of approximately 7,000 hectares.

It now has a **modern fleet of machinery**, up to European standards, including high-performance tractors, machinery used in agricultural work, agricultural trailers for transporting crops, and 24-tonne semi-trailer trucks for transporting crops by road for storage or recovery.

DN AGRAR LOGISTICS SRL is a provider of logistics and freight forwarding services, focusing in particular on the transport of grain and cow's milk. The company has a fleet of specialized vehicles for the transport of these goods, both nationally and across Europe.

To ensure efficient and safe transport management we use advanced **real-time GPS fleet monitoring systems**. This helps to optimally plan and manage transport routes, ensuring timely and accurate delivery of goods.

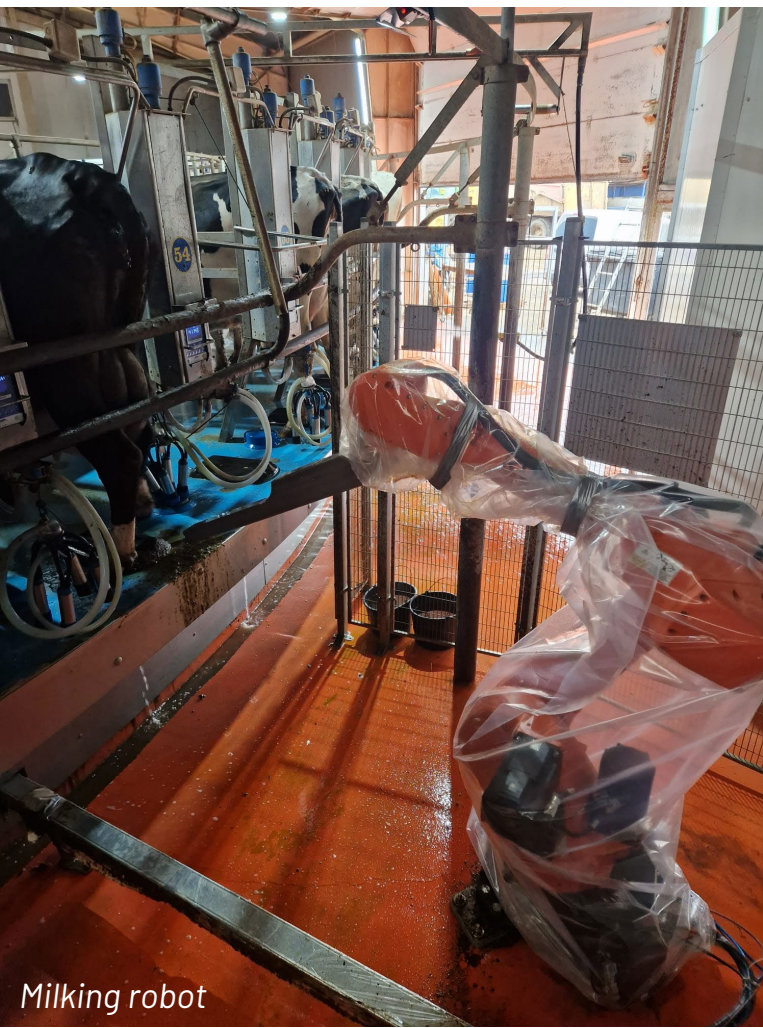
Freight transport is carried out by specialized vehicles, which are equipped with everything needed to transport the goods safely.





Our activities – Innovation

GRI 2-6



Milking robot

Innovative technologies & initiatives

- Rotating milking parlor
- Milking robots for Cut and Lacto Agrar Farms
- Drones for selective phytosanitary treatments
- Low water use equipment for phytosanitary treatments application

"We invest a lot in automation, in optimization because we cannot control the market, but to some extent, we can control our costs.

We already have a large rotor at Lacto Agrar farm and at the Straja Project we will have two rotors.

We already have installed a type of robot for milking cows, and we will receive another robot by the end of the year. By using the two robots, the manual labor associated with milking will be reduced by 50%. At DN AGRAR we milk for 23 hours a day, so this means that 6 people can focus on something else.

Also, we invest in new technologies; this year we started working with a drone for positioning, with which we can precisely apply herbicides on the areas that may have weak points."

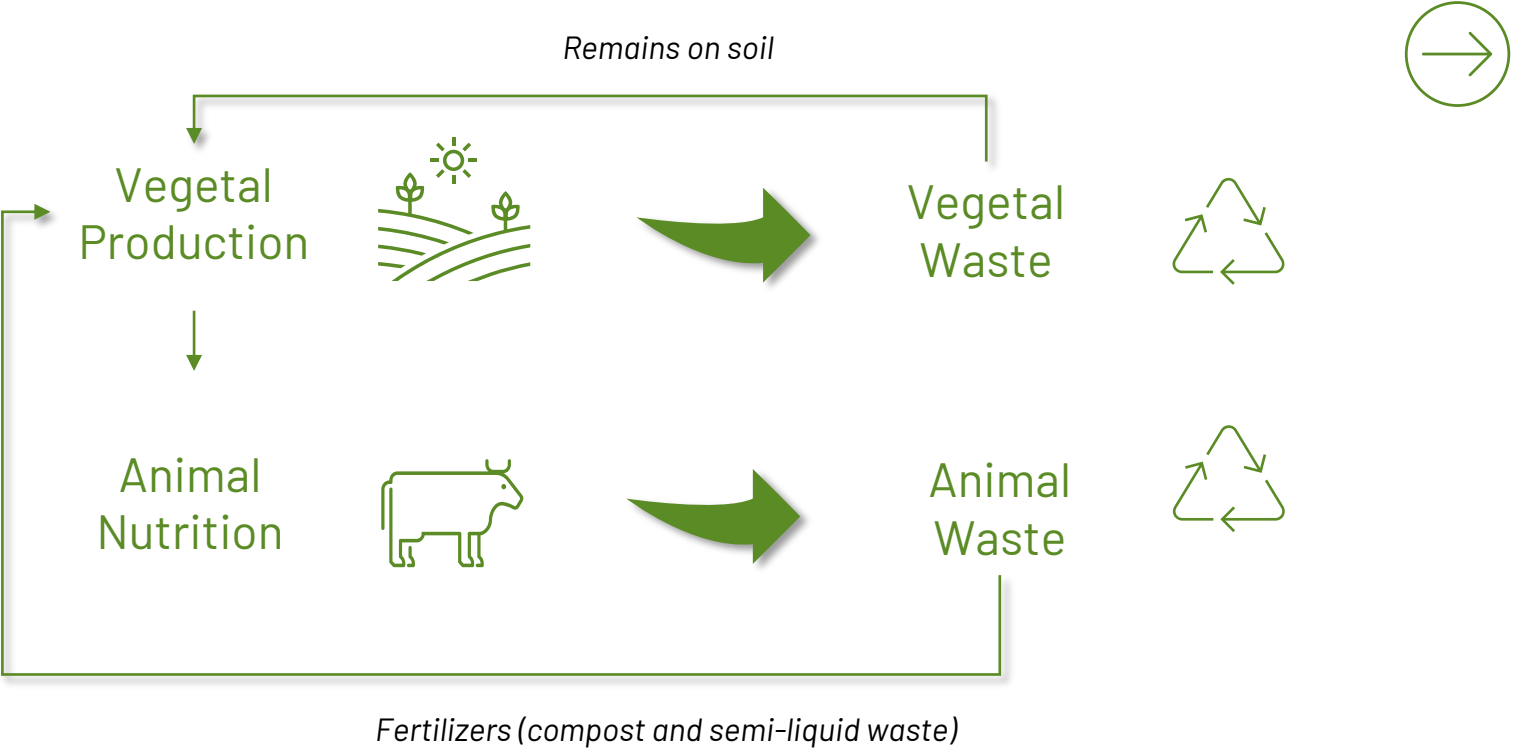
Peter de Boer
Board Member & IR Manager DN AGRAR



Circular Economy

GRI 306-1, 306-2

As an integrated vegetal and cattle farm within a circular economy mindset, we aim to create a sustainable ecosystem where resources are utilized efficiently, and environmental impact is minimized.



Our focus is on **reusing animal waste**, therefore, since 2022, we have made significant investments for being able to use manure as fertilizers in our fields, by purchasing a special, high-capacity machine.

The equipment is used to apply a large part of the semi-liquid organic fertilizers we have, by incorporating the manure directly into the soil, thus greatly reducing the risk of losing, through leakage or evaporation, the useful nutrients in the manure.

Also, by incorporating semi-liquid fertilizers directly into the soil, the odor nuisance is greatly reduced.

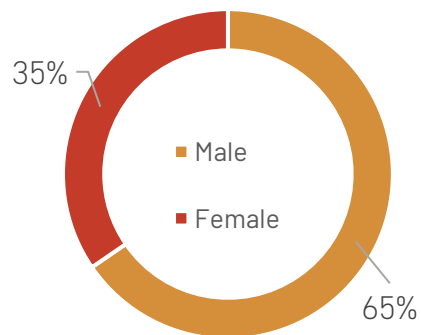


Our Team

GRI 2-7, 2-8, 2-30, 202-2, 401-1, 402-1, 407-1

In 2022, a number of 271 persons* were employed in the Group DN AGRAR, + 13% compared with 2021. The evolution in employees number comes mainly from staff increase in Apold and Cut farms. In 2022, 27% of employees worked in our companies for more than 5 years, and 13% for 10 years or more. Most of our employees are located in Alba County (72%) the rest being in Hunedoara and Sibiu.

Total number of employees, by gender

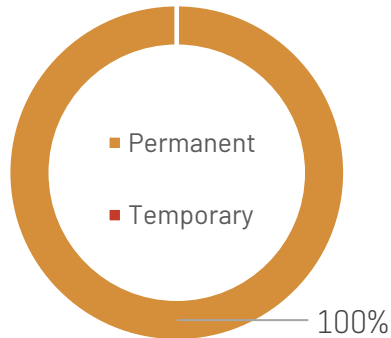


Out of the total employees in 2022, 35% were female and 65% male, the percentages being similar to the previous year.

In our administration team we have significantly more women (69%) than in our operational sites, considering the specificity of the activity.

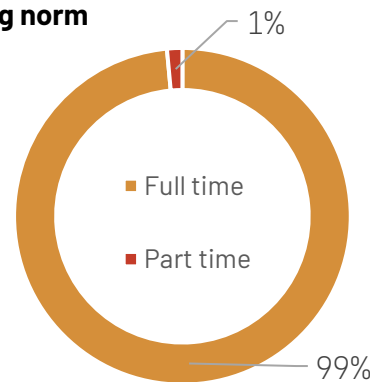
*headcount at year end

Total number of employees, by type of contract



All our employees have permanent contracts. However, considering the specificity of our operations, namely the seasonality of agricultural works, additional working force is needed.

Total number of employees, by working norm



99% of our employees work full time norms.

Our permanent team is completed by daily workers. In 2022 a total of 88 daily workers (29 women and 59 men) performed support activities in our farms.

Employee Turnover

In 2022, 77 new colleagues joined our companies, most of them in Alba county. Also, 45 colleagues left the company, either by retirement or resignation.

Our turnover rate for 2022 is 17%**.

All our employees are covered by a collective bargaining agreement and freedom of association is guaranteed by national legislation.

Reorganization processes respect the legal provisions in terms of notifications and legal steps.

Our **management team** is formed of 7 members, out of which 5 are employed from the local community.

**calculated based on the average number of employees



Our Environmental Impact

GRI 3-3

Our environmental impact is a critical aspect that requires attention and conscientious action. Milk production, like many agricultural processes, has implications for the environment.

Our priorities for mitigating the environmental impact of our operations go into these directions:

- soil health,
- use of pesticides,
- energy consumption,
- waste generation,
- biodiversity protection.

We use **sustainable farming techniques** aiming to maximize agricultural productivity while minimizing adverse environmental impacts. These methods prioritize long-term ecological balance, soil health, biodiversity, and resource efficiency.

Here are several examples **of sustainable farming** techniques:

- crop rotation,
- minimum tilling,
- composting and organic matter management,
- rotational grazing.





Our Environmental Impact

GRI 13 Animal Health and Welfare

Animal Welfare



Optimizing animal well-being and milk production through balanced nutrition, controlled environments and meticulous care at every stage

DN AGRAR cows

Living and Housing

We raise animals outdoors, as fresh air keeps cows healthy and increases milk production.

We have also invested in hundreds of IGLU cattle hutches for calves. The use of IGLU-type shelters lasts about 3 months.

Nutrition

Ensuring animals have access to a balanced diet that meets their nutritional requirements is a top priority.

We use advanced equipment for mixing and distributing the animal feed. The recipe is adapted to the productive status of the animals, special food being provided for high production cows.

With our traceability procedures we make sure we only use high quality inputs and grinding takes place in our own facilities.

Also, our young stock benefit from grazing in open pastures with good results in overall health.

Milking

From 2012 at LactoAgrar farm, and starting in 2020 at Cut farm, we've introduced rotating milking parlors, a technology that notably diminishes manual labor while enhancing the efficiency of the milking process.

This innovative system offers animals a more tranquil and friendly milking experience. The reduction in stress directly correlates to higher milk production.

At Apold farm, we continue to utilize classical milking systems. In 2022, due the modernization and expansion in farm capacity, we built a new milking line and refurbished the existing one, consequently augmenting the overall milking capacity.



Our Environmental Impact

GRI 13 Animal Health and Welfare

Animal Welfare

Proactive health management: preventive care, expert oversight, and strict treatment protocols for optimal animal well-being.

DN AGRAR young stock



Healthcare

We prioritize health management practices focused on disease prevention, regular health check-ups, and immediate medical intervention when necessary. **Antibiotics and anti-inflammatory medicine** are not used as prevention measure in our farms; treatments are solely administered when essential. Cows undergoing specific treatments are segregated and milked separately.

Regarding **hoof health**, our staff received initial training from Dutch experts and consistently implement preventive measures such as daily and weekly check-ups.

In 2022, health monitoring and measures were overseen by a team comprising 7 veterinarian doctors and 15 veterinarian technicians, in addition to external medical professionals involved in vaccination schemes.

Transportation

Transportation can induce significant stress in animals due to factors such as unfamiliar surroundings, vibrations, new sounds, and the presence of other animals.

Our procedures are specifically designed to minimize the impact of transportation on animal welfare. To achieve this, we have implemented several measures:

- Opting for the shortest route possible,
- Scheduling transportation during the most favorable climatic conditions,
- Ensuring sufficient space for each animal during transit,
- Providing food and hydration before transportation,
- Exercising special care during the loading and unloading processes.



Our Environmental Impact

GRI 302-1, 302-2

Energy management

At DN the most significant energy consumption is related to vegetal production, mainly to fuels consumed by agricultural machinery.

In 2022, the consumption of electricity slightly increased by 1.2%, compared to 2021.

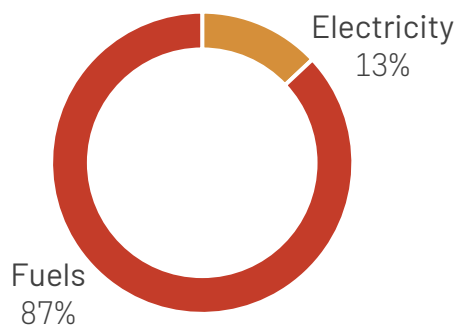
As concerns the fuel consumption, in 2022, compared with 2021 we had a 3% increase in absolute values, coming mainly from diesel.

The surfaces of worked land in 2022 increased significantly compared to 2021 (+ approx.50%).

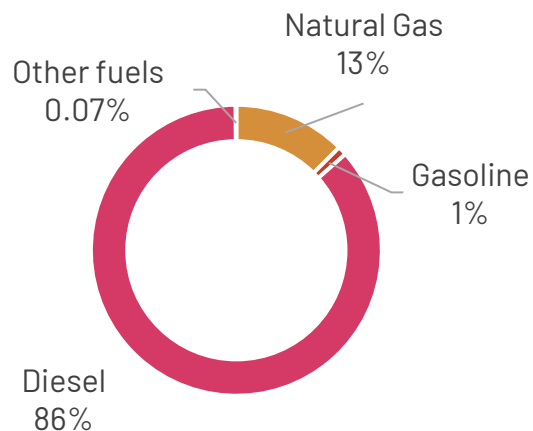
To this increased efficiency contributed the constant improvement of our fleet and agricultural equipment.

Also, our cars are equipped with GPS for the efficient planning and management of agricultural operations, while ensuring better use of resources and reduced production costs.

Energy Consumption, toe/year, % of total



Fuel Consumption, toe/year, % of total



In 2022, **the solar panels installed** in Apold farm produced 35.66 MWh of electricity, 14% lower than in 2021.

The company will install solar panels on the Apold farm by the end of 2024, production expected to start in 2025. With this project, Apold farm will benefit from solar energy.

Also, the fields used for the solar park have low productivity soils, that otherwise would require intensive usage of herbicides and pesticides for agricultural production.





Our Environmental Impact

GRI 13 Natural ecosystem conversion, 304-1, 304-2

Biodiversity

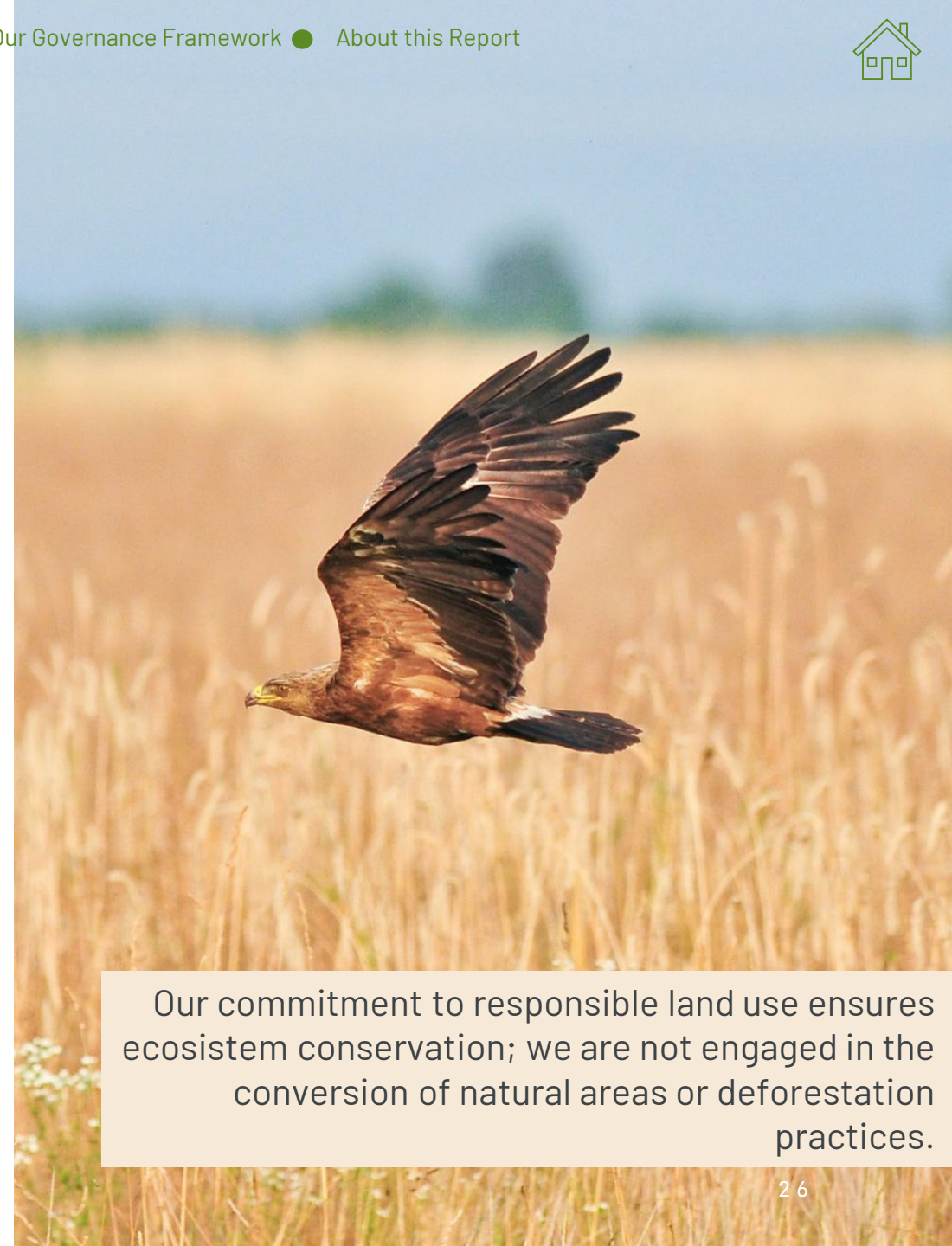
At DN AGRAR we take specific measures to ensure the biodiversity protection on the lands we cultivate, such as:

- Use of organic fertilizers,
- Regenerative soil practices such crop rotation, maintaining a quota of not cultivated surfaces,
- No burning of the dried vegetal waste on cultivated surfaces,
- No spills in water bodies,
- Number of animals/land correlation,
- Maintaining pastures with specific crops, like lucerne and grasses.

Furthermore, our company exclusively cultivates land designated for agricultural purposes. We do not engage in the conversion of natural ecosystems or deforestation practices.

Within our land boundaries lie two Natura 2000 sites, with a maximum overlap of 50 ha for each site. These sites are *Podișul Secașelor* and *Piemontul Munților Metaliferi*. Conservation efforts primarily focus on preserving pastures, to prevent land conversion. We do not conduct operations in these specific areas, and we only work land that is solely dedicated to agricultural purposes.

Moreover, there is an extension of the habitat for the *Aquila Clanga* (Screaming Eagle) in Gârbova Village area and voluntary protective measures are implemented in pastures. Our operations do not impact the targeted areas.



Our commitment to responsible land use ensures ecosystem conservation; we are not engaged in the conversion of natural areas or deforestation practices.



Our Environmental Impact

GRI 13 – Soil Health, Pesticides Use, 304-1, 304-2

Soil Health

At DN AGRAR we use **soil conservation technologies** like minimum tillage and suitable crop rotation to increase soil qualities and reduce disease, weed and pest pressure as much as possible.

Four years ago, we started using minimum tillage technologies for straw crops, and we intend to apply them to other crops. For us it is a priority to find the right balance between these new technologies and financial rentability

All of these measures are designed to ensure long-term healthy soil, allowing us to have high, consistent and healthy yields, while decreasing the long-term use of chemical fertilizers and protectants.

Moreover, we intermittently transform agricultural areas into pastures, with benefits for soil regeneration, biodiversity and nutrient restoration.

Use of Organic Fertilizers & Pesticides

At the company level, we have set ourselves the goal, as early as 2021, to reduce the purchase of chemical fertilizers and to make much more efficient use of the manure we have, which has much better qualities for both the soil and the plants.

Starting from 2022, DN AGRAR implemented a **specialized herbicide application technique** for maize cultivation employing drones. Through this approach, we've successfully pinpointed areas affected by weeds and administered targeted treatments, all through an entirely automated process. As a result, there has been a notable decrease in the overall herbicide usage.

The GAEC methodologies center on minimizing pesticide usage, employing diverse treatment strategies based on whether there's monoculture or crop rotation in practice. By reducing our reliance on pesticides, we actively support the preservation of beneficial insect populations, such as bees.

Innovative soil conservation practices support us in ensuring healthy yields, while reducing reliance on chemical fertilizers and protecting beneficial insect populations.



Herbicide application with drones over DN AGRAR fields



Our Environmental Impact

GRI 306-1, 306-2, 306-3

Waste management

At DN AGRAR all types of waste are collected by specialized operators or re-used in our farms.

The most important categories of waste generated by DN AGRAR are:

- Municipal waste,
- Paper and plastics (mainly from packages of phytosanitary products),
- Other waste, such as oils, iron, etc.

In 2022 we generated approx. 270 tons of waste* (- 13% compared to 2021), split amongst municipal waste, paper and plastics and other waste (iron, oils, etc.)

Additionally, our operations generate animal waste (manure) and vegetal waste, that remains on the soil after harvest.

Animal waste increased up to 101,100 cubic meters in 2022, as the number of animals significantly increased .

As part of our circular economy approach, we operate manure storage lagoons in all our farms. We have one lagoon at Cut, LactoAgrar and Prolect farms and two manure storage ponds at Apold farm (50,000 mc), inaugurated in 2022.

The manure is re-used in our vegetal production segment, as natural fertilizer.

*conversion factors as indicated by the Annex 3 the Order 756/2004 of the Ministry for Environment



All waste, from animal and vegetal to municipal and other forms such as paper, plastics, and oils, undergo specialized collection or is repurposed within our farms

Manure application equipment in DN AGRAR fields



Our Environmental Impact

GRI 306-2

Waste management

New business line and reduced operational costs with the new compost factory

To better use the animal waste generated in our farms, we started building a composting factory near Apold Farm, that will become operational in 2024.

The composting unit aligns perfectly with DN AGRAR's strategy and takes us one step further to achieving circular agriculture.

Composting our waste will reduce our emissions, save transportation costs, allow us to increase the number of dairy cows and generate additional revenue through the sale of compost.

Furthermore, this investment will help us proactively address future legislative changes regarding circular agriculture, which we fully support.



Illustrative, Kohshin equipment, similar to the one to be installed by DN AGRAR



Our Social Responsibility

In today's increasingly conscious world, consumers are not only interested in the products they consume but also in the values and practices of the companies that produce them. The dairy industry, a cornerstone of nutrition, has seen a significant shift towards sustainable and socially responsible practices.

As the largest integrated livestock farm in Romania, DN AGRAR is dedicated to not only delivering high-quality milk, but also making a positive impact on society and the environment.

Our commitment to social responsibility is embedded in our core values and practices, shaping the way we operate and interact with communities around us.

Our **social responsibility** initiatives encompass:

- Our employees,
- Community involvement,
- Customer health and safety.





Our Social Responsibility

GRI 3-3, 405-1, 401-3, 406-1

Diversity

DN AGRAR fosters a culture that values its employees' well-being, growth, and diversity.

We provide training, development opportunities, and a safe working environment for our employees.

We actively promote diversity and inclusivity, ensuring equal opportunities for all.

Most of **our employees** are between 30 and 50 years old, and 35 % are women. Considering the structure of our activity, we can say that most men work in the services & logistics companies, while women work mostly in farms and in our management company.

As for our **management team**, it is mostly aged between 30 and 50 years old and is formed by 2 women and 5 men (including the General Manager, who is not an employee).

In 2022 a total number of 14 women and 16 men were entitled to **paternity leave**, and it is very common for both parents to work in our Group. A total number of 14 employees (13 women and 1 man) benefited from paternity leave in the reporting period.

In 2022 there were no reports of incidents of discrimination, and we are firmly against any such behaviors from our management teams or coworkers.



"We consider the way we value and treat our employees, partners, and associates, as well as how, as leaders, we support the values and behaviors of diversity and social inclusion, to be very important.

We take measures to ensure an extremely inclusive culture within our company, where the voices of our employees are heard and appreciated, where they find purpose in their work, have fair access to opportunities, and can grow and contribute to the development of DN AGRAR.

Essentially, our goal is for DN AGRAR to become a model company in the sectors where we operate, where every employee feels a sense of belonging and community."

Jan G. de Boer

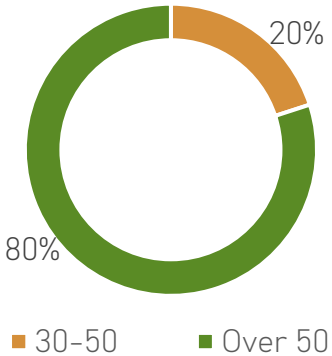
Founder & General Manager, DN AGRAR



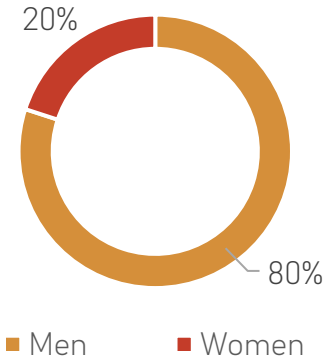
Social Responsibility

GRI 405-1

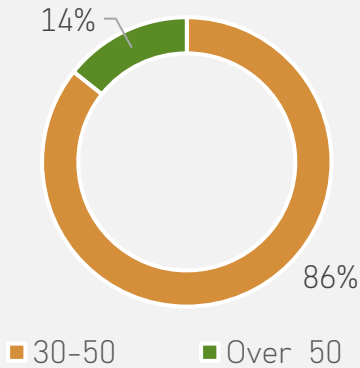
BoD diversity, by age



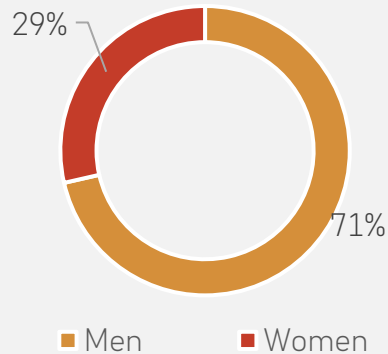
BoD diversity, by gender



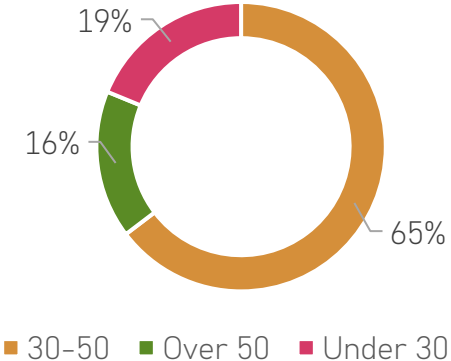
Management diversity*, by age



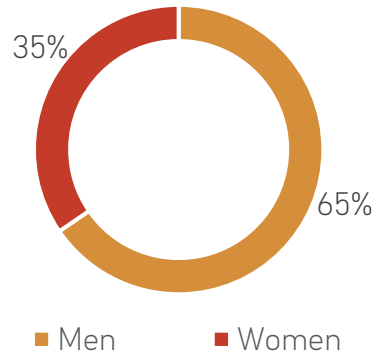
Management diversity, by gender



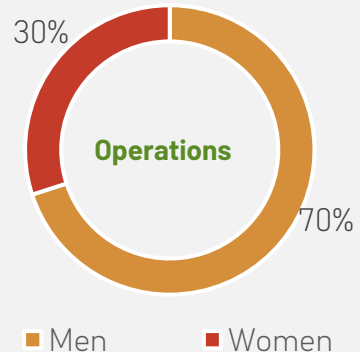
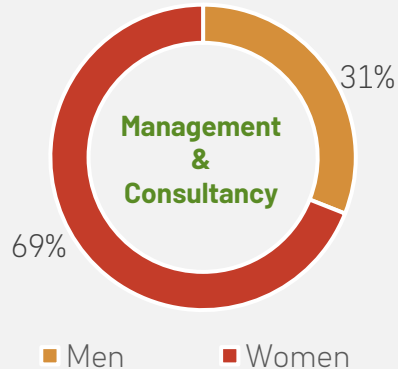
Execution functions diversity, by age



Execution functions diversity, by gender



Employee Diversity by type of activity



*inclusiv directorul general, acesta nu este angajat



Our Social Responsibility

GRI 403-9

Training and Development

Professional development in our sector is a pivotal component for individual growth and the overall progress of our company.

Our trainings cover a broad spectrum, from machinery operation and maintenance to sustainable farming practices, crop management, livestock handling, and the utilization of advanced technologies in agriculture.

Our staff was trained by Dutch experts in fields, as well as by attending local workshops and seminars.

An important part of our management team grew with our company, being with DN AGRAR since its early days. We support the development of our employees by providing fair professional opportunities.

Health and Safety

In 2022, there were no fatalities as a result of a work related injury, for our employees nor any high consequence work related injuries.

Our health and safety initiatives adhere to the relevant legislation (Law 319/2006) and involve conducting risk assessments, elaborating prevention and protection strategies, formulating HSE instructions across all sites, and providing regular training sessions for our staff.

To mitigate workplace incidents, various measures are implemented, including training sessions, provision of safety equipment, internal monitoring processes, and periodic inspections of equipment and electrical installations.





Our Social Responsibility

GRI 3-3, 413-1

Community Involvement

By nurturing young minds, we aim to create a brighter and more promising future!

Our impact goes beyond our business activities, by championing philanthropy and social responsibility. Committed to making a meaningful impact, we actively invests in education and farming initiatives, while extending our support to underprivileged children.

In the realm of **education**, we believe in empowering future generations through knowledge and learning. At DN AGRAR we are proud to be directly involved in the social and educational system by supporting, free of charge, primary schools in rural areas with poor infrastructure, and not only, by teaching primary school pupils about animal zootechnics and agriculture.

As a company that supports our community, we are dedicated to helping improve education and create a better society. Through this initiative to improve the quality of education in rural areas, we help pupils learn about the importance of animals in our lives and encourage them to care for the environment.





Our Social Responsibility

GRI 413-1

Community Involvement

In line with our commitment to social responsibility, DN AGRAR also supports impoverished children from the local communities. We actively contribute to programs that address hunger, healthcare, and education for disadvantaged children, recognizing the vital role nutrition plays in a child's growth and development.

We are a reliable partner for **Maria Beatrice Center** in this beautiful journey they have started, in building a hospital for children with disabilities and their families.

For the past 8 years, the companies of the DN AGRAR Group have supported the Center with over 1,7 million RON, 450,000 RON only in 2022.

We hope that our example will be followed by all those who want to support and show solidarity with this cause.

We are proud to be a trusted partner of Maria Beatrice Center and we hope this cause will be supported by other socially active organizations in Romania. For further details about the Center and how you can support it, please visit <https://mariabeatrice.ro>





Our Social Responsibility

GRI 413-1

Community Involvement

DN AGRAR places a strong emphasis on sustainable farming practices. To this purpose, we are devoted to supporting agri-food education, facilitating internships, and enabling various educational projects for students, to nurture the next generation of farmers.

Another direction in which we are involved is to help **train a new generation of young and professional farmers**, who will ensure the exchange of generations on the farms, by offering the possibility of internships within the companies of the DN AGRAR Group.

The program started in 2022 with the **Association AgriEDU CEX** aims to identify future specialists in zootechnics and agriculture, who will have the opportunity to learn with the team of professionals of DN AGRAR.

Young people who choose the internship option at DN AGRAR benefit from the opportunity to work in a modern cow farm and thus have access to the latest technologies and best practices in zootechnics and farming. This is a “learn-by-doing” program, where participants learn by practicing the work itself.



The **Center of Excellence for Agri-Food Education Resources and Sustainable Development (AgriEDU CEX)** was established in 2021 with a dedicated mission to advance sustainable farming practices in Romania. This initiative fosters local, regional, national, and international collaboration, involving educational institutions, business partners, governmental bodies, and local authorities.

The association promotes sustainable partnerships for green education by working with stakeholders in Romania to carry out activities to increase the capacity of the agri-food education sector, to adapt educational processes to market requirements and to increase the attractiveness of the agricultural sector for the younger generation.

These include training courses, internships, study visits, workshops, seminars and inspirational events on priority topics in agriculture.



Our Social Responsibility

GRI 3-3, 416-2, GRI 13 (Food Security)

Customer Health and Safety

In 2022 there weren't any incidents of non-compliance concerning the health and safety impacts of products and services

Ensuring **customer health and safety** is a top priority for our company. We recognize the critical importance of maintaining the highest standards of hygiene, quality, and safety throughout our entire production process.

At every stage, starting with **the animal feed production, from the initial collection of milk to its distribution**, we adhere to stringent health and safety measures. Our commitment to customer well-being is reflected in our compliance with Hazard Analysis and Critical Control Points (HACCP), a systematic preventive approach to food safety. This internationally recognized system allows us to identify potential hazards and implement measures to control and minimize risks in our production processes.

Our facilities adhere **to strict sanitation protocols** to ensure the highest quality and purity of our milk. Our dedicated team is trained to uphold these standards, conducting regular checks and implementing preventive measures to maintain a safe and hygienic environment.

We understand that customer health relies on the safety and quality of the products they consume. Therefore, **every batch of milk undergoes thorough testing and analysis** to ensure it meets our rigorous standards before it is delivered to our partners (processors).

From the health of our cows to the hygiene of our production facilities, every aspect is meticulously **monitored to guarantee the production of safe and high-quality milk in DN AGRAR farms.**



Ensuring the highest standards of customer health and safety through rigorous HACCP-compliant processes in milk production



Our Governance Framework

GRI 2-9, 2-10, 2-11, 2-12, 2-13, 2-14

The **corporate governance framework** at DN AGRAR is based on the provisions of the Articles of Incorporation regarding the activities of the Board of Directors, as well as the AeRO Market (Bucharest Stock Exchange) governance requirements.

The Articles of Incorporation can be found at the following address <https://dn-agrar.eu/wp-content/uploads/2023/01/Act-Constitutiv-date-caracter-personal-GROUP-SA-16.05.2022.pdf>.

Further details regarding the compliance with the AeRO Market Corporate Governance Principles are available in the [2022 Annual Report](#).

The two structures providing guidance and supervision of DN AGRAR Group SA are the General Shareholders Meeting (GSM) and the Board of Directors (BoD), elected by the GSM.

The **Board of Directors** together with the executive management are in charge will the overall functioning of the company, including sustainability strategy and other related aspects.

The Board of Directors is involved in sustainability decision making and in managing sustainability related impacts, as part of the ordinary activity of the company.

The BoD is in charge with defining the overall strategy of the company and the representation of the company is ensured by the Chairman.

DN AGRAR Board of Directors consists of 5 members. All members have a 4 years mandate which will expire July, 1st 2025.

Director	Role	Gender	Duration of Mandate
Jan Gijbertus de Boer	Chairman, Executive Member	Male	5 years
Marijke Geerts de Boer	Non-Executive Member,	Female	5 years
Hilbertus Peter de Boer	Executive Member	Male	5 years
Gheorghe-Sorin Șerban	Non-Executive Member, Independent	Male	5 years
Cristian Dan Bințișan	Non-Executive Member, Independent	Male	5 years

In the process of elaborating the 2022 Sustainability Report, the Board of Directors was informed about the initiation of the process and main steps, as well as on the material topics to be treated in the report.

A final review of the report by the BoD was conducted.



Our Governance Framework

GRI 2-19, 2-20, 205-3, 206-1, 415-1

Remuneration Policy

The remuneration policy for the BoD and executive management respects the principle of fairness, in relation with the business strategy and long-term interests of the company and its shareholders.

The Remuneration Policy may be found on the company's website: <https://dn-agrar.eu/wp-content/uploads/2023/01/Politica-de-remunerare-a-DN-AGRAR-GROUP.pdf>

Remuneration type	Board of Directors	Executive Management
Fixed remuneration	Yes*	Yes
Variable remuneration	Stock Option Plan*	Stock Option Plan**

*Approved by the GSM

** Performance Related

The fixed remuneration of the BoD is established by decision of the General Shareholders' Meeting, annually. The GSM may also approve the Stock Option Plan for the members of the BoD.

Responsible business conduct

At DN AGRAR, we prioritize good corporate governance and uphold high ethical standards, rooted in principles of transparency and fairness. This commitment extends not only to our internal operations but also to our external business relations. Adhering to all relevant laws and regulations is fundamental to our business, and we are proud to report that in 2022, we did not incur any sanctions from authorities regarding environmental or social aspects.

In 2022 there were no incidents of corruption nor any legal actions for anti-competitive behavior, anti-trust, and monopoly practices.

Also, in 2022, neither before, there were no contributions from our company to any political organization.

For 2023, our governance objectives are:



- ✓ Simplification of our Group's Structure
- ✓ Further develop our Governance Framework
- ✓ Strengthen Compliance Measures



Our Governance Framework

Investors Relations Activity

DN AGRAR was listed on the Bucharest Stock Exchange, AeRO market, in February 2022, and ever since we have taken more and more measures to develop our governance framework and communication with investors.

In 2022 we started collaborating with a dedicated IR consultant. To better address the needs of the investors, we conducted a perception study and the results helped us define our IR and communication strategy.

Our focus was also to have proactive communication with the stakeholders from the capital market and we started developing IR communication tools, such as a new website, integrating the EUROLAND interactive shares analysis tool, newsletters dedicated to investors,

Main IR achievements in 2022

- Inclusion in the BETAeRO Index of the Bucharest Stock Exchange,
- 8.5 at VEKTOR by ARIR indicator,
- Organization of 2 teleconferences for investors (presenting the H1 and Q3 results),
- Dedicated newsletters sent to investors,
- Presence at events dedicated to the capital market stakeholders.



Peter de Boer, IR Manager, ARIR Gala, November 2022



About this Report

GRI 3-1, 2-3

DN AGRAR reports voluntarily, for the first time on sustainability aspects of its operations.

The Group of companies DN AGRAR publishes its first Sustainability Report, on a voluntary basis, proving its commitment to improve our sustainability performance. The report covers our economic, environmental and social impact, as well as corporate governance aspects, as driver of our sustainability progress.

The report is elaborated in line with the **GRI (Global Reporting Initiative) Sustainability Reporting Standards**, 2021 Core edition, as well as the additional **Sector Standard for Agriculture, Aquaculture and Fishing 2022**.

All the information provided in this Report covers the period 1.01.2022–31.12.2022. In case additional, more recent information is provided, it is specified as such in the Report. The reporting frequency is annual,

The provided data is consolidated at Group level.

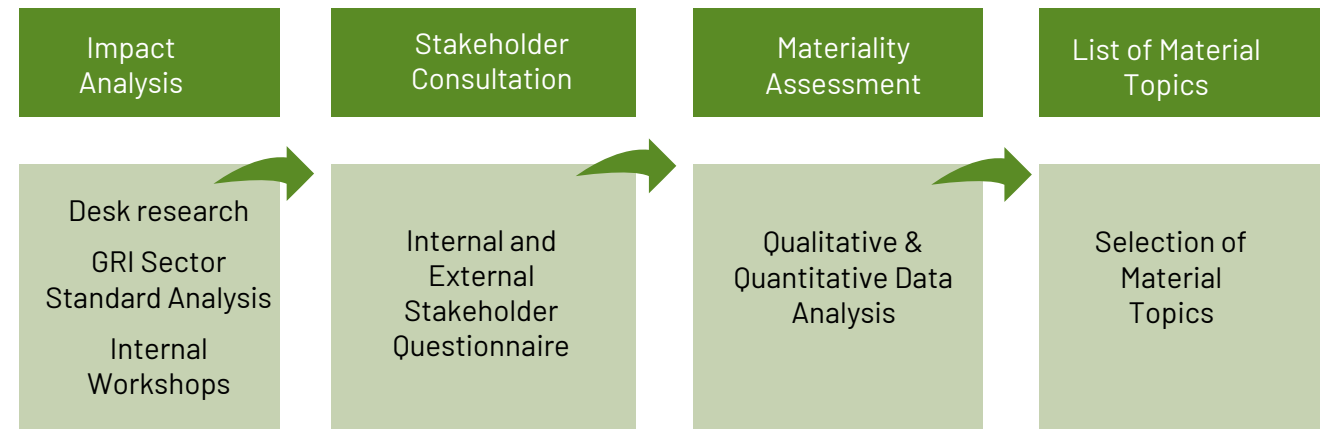
All questions about our impact, sustainability strategy as well as this report should be addressed to **Peter de Boer, IR Manager**, using the following contact details: **peter.deboer@dn-agrar.eu**.

For this first Report, an impact & materiality identification process was carried out.

The process included desk research, internal workshops and stakeholder consultation, to better understand the most important and impactful topics to be treated by this report. Additional references, such as SAAB materiality finder for agriculture sector and MSCI Materiality Map were used for the identification of material topics.

Also, we used the GRI Reporting Standard 2021 and GRI sector standard for Agriculture, Aquaculture and Fishing Sectors 2022 as reference in our initial impact analysis.

Our materiality definition process





Materiality Definition

GRI 3-2

The list of material topics to be treated in the 2022 Sustainability Report was defined by processing the answers to our sustainability questionnaire.

The first step of the materiality analysis was conducting an **impact analysis at company level**, integrating the management perspective with the view of the team of DN AGRAR experts.

For establishing the importance of these topics to our stakeholders and to have their perspective also on the impact of our organization, a **questionnaire was elaborated and sent** to a selection of 77 partners, clients, authorities, suppliers, investors, as well as employees.

The answering rate was of over 40 %.

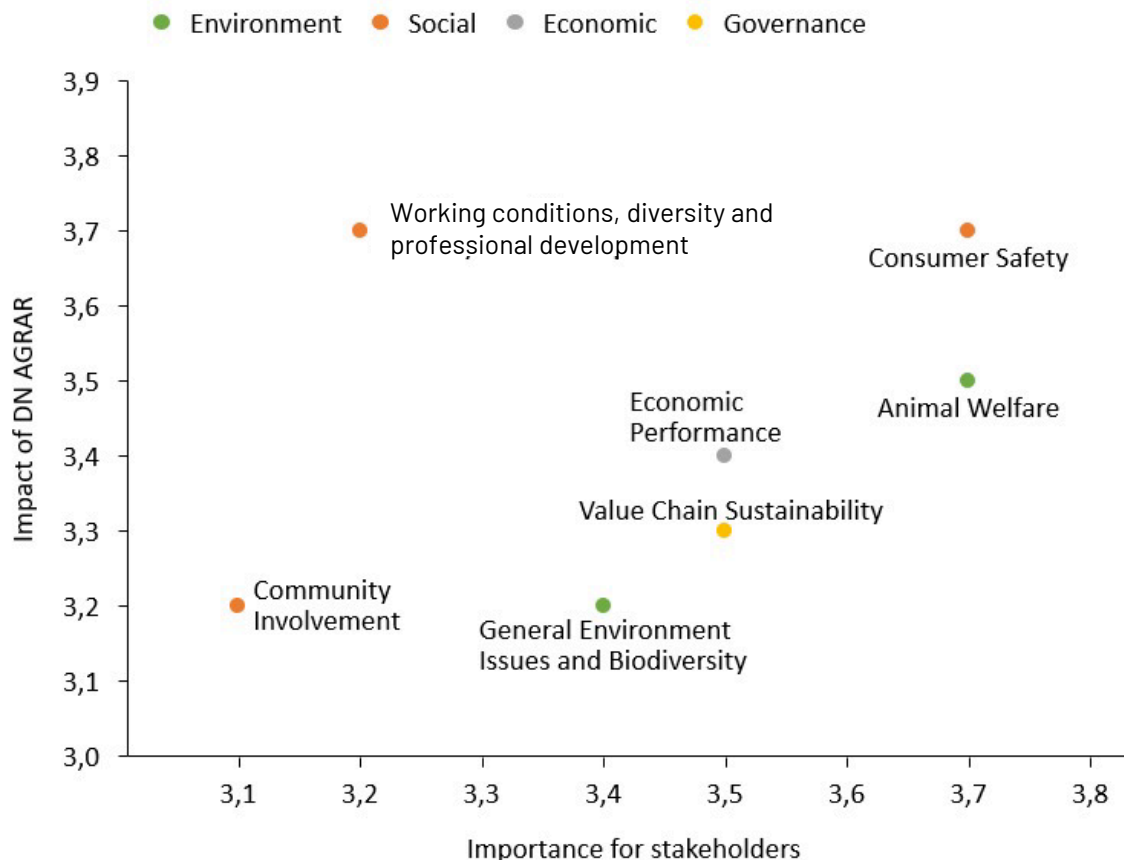
The **data collected was analyzed** and mapped against the identified impact areas, to include both perspectives in our materiality analysis.

The questionnaire included an answering scale from 1 to 4, where 4 expresses the highest importance and impact. Considering that as all topics were evaluated between 3 and 4, showing a significant interest from our stakeholders in detailed information, the management of DN AGRAR **decided to report on all topics**.

Additionally, at the suggestion of one of our stakeholders, we decided to include information about our approach to circular economy.

As a management decision, we also added information about our approach to innovation.

Our Stakeholders' evaluation of material topics





GRI Index

DN AGRAR GROUP SA has reported in accordance with the GRI Standards for the period 1st of January 2022- 31st of December 2022.

GRI standard	Disclosure Number	Disclosure	Page
General Disclosures	2-1	Organizational details	3
General Disclosures	2-2	Entities included in the organization's sustainability reporting	3
General Disclosures	2-3	Reporting period, frequency and contact point	40
General Disclosures	2-4	Restatements of information	
General Disclosures	2-5	External assurance	
Activities and workers	2-6	Activities, value chain and other business relationships	12-20
Activities and workers	2-7	Employees	21
Activities and workers	2-8	Workers who are not employees	21
Governance	2-9	Governance structure and composition	38
Governance	2-10	Nomination and selection of the highest governance body	38
Governance	2-11	Chair of the highest governance body	38
Governance	2-12	Role of the highest governance body in overseeing the management of impacts	38
Governance	2-13	Delegation of responsibility for managing impacts	38
Governance	2-14	Role of the highest governance body in sustainability reporting	38



GRI Index

GRI standard	Standard name	Disclosure number	Page
Governance	2-15	Conflicts of interest	
Governance	2-16	Communication of critical concerns	
Governance	2-17	Collective knowledge of the highest governance body	
Governance	2-18	Evaluation of the performance of the highest governance body	
Governance	2-19	Remuneration policies	39
Governance	2-20	Process to determine remuneration	39
Governance	2-21	Annual total compensation ratio	
Strategy, policies and practices	2-22	Statement on sustainable development strategy	10,11
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Strategy, policies and practices	2-24	Embedding policy commitments	
Strategy, policies and practices	2-25	Processes to remediate negative impacts	
Strategy, policies and practices	2-26	Mechanisms for seeking advice and raising concerns	
Strategy, policies and practices	2-27	Compliance with laws and regulations	39
Strategy, policies and practices	2-28	Membership associations	7



GRI Index

GRI standard	Standard name	Disclosure number	Page
Stakeholder engagement	2-29	Approach to stakeholder engagement	7
Stakeholder engagement	2-30	Collective bargaining agreements	21
Economic Performance 2016	201-1	Direct economic value generated and distributed	9
Market Presence 2016	202-2	Proportion of senior management hired from the local community	21
Anti-corruption 2016	205-3	Confirmed incidents of corruption and actions taken	39
Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	39
Energy 2016	302-1	Energy consumption within the organization	25
Energy 2016	302-4	Reduction of energy consumption	25
Water and Effluents 2018	303-1	Interactions with water as a shared resource	14
Biodiversity 2016	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	26
Biodiversity 2016	304-2	Significant impacts of activities, products and services on biodiversity	26
Waste 2020	306-1	Waste generation and significant waste-related impacts	20,28
Waste 2020	306-2	Management of significant waste related impacts	20,28,29
Waste 2020	306-3	Waste generated	28



GRI Index

GRI standard	Standard name	Disclosure number	Page
Employment 2016	401-1	New employee hires and employee turnover	21
Employment 2016	401-3	Parental leave	31
Labor/Management Relations 2016	402-1	Minimum notice periods regarding operational changes	21
Occupational Health and Safety 2018	403-9	Work-related injuries	33
Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employee	31.32
Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	31
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