

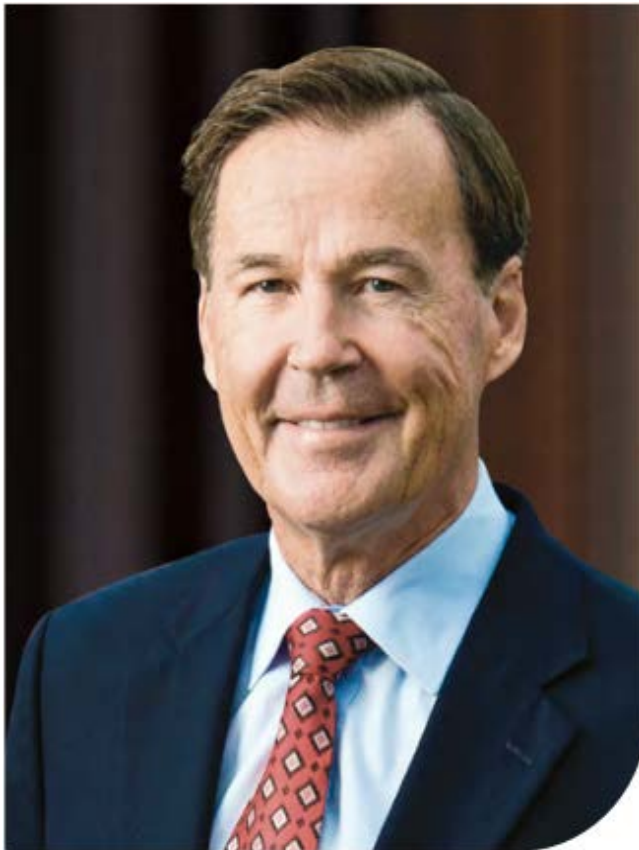
SUSTAINABILITY REPORT

2022

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CHAIRMAN'S STATEMENT



Howard Dahl
Chairman of the Board of Directors

“ Last year brought unprecedented challenges to Ukraine and its society. No other country managed to keep its economy running amid a massive military assault. But the Ukrainian people and its businesses did. Astarta was one of those companies which continued operations, took care of the safety of its employees and family members, and managed to supply its agricultural products domestically and overseas.

At Astarta we see our task in continuing business despite continued military aggression, and in the way which supports sustainable development of the Ukrainian state and society while integrating the country into the European markets and contributing to the global food security and climate change agenda.

Last year Astarta was encouraged by its international business partners to investigate regenerative agriculture which has become a key trend in global food and agriculture industry. As soon as spring crop planting was completed under new war-time conditions, we reviewed our agricultural practices and

identified the key elements which contribute to soil health such as diversified crop rotation, reduced tillage, organic fertilisers and precision farming.

Precision agriculture is closely related to continued development of the Company's proprietary digital framework Agrichain. In 2022, despite the war, Agrichain launched development of two new modules: AgriChain Machinery - a system for management of machinery and equipment and AgriChain Logistics - a unified system for planning and controlling transportation of all types of inputs and products by all modes of transport.

Our aim is to upscale these practices in the years to come for the benefit of local communities of Ukraine and international customers world-wide.

Sustainability of Astarta's business is underpinned by the diversification of its product range, markets and growing self-sufficiency in the energy use. This would allow the Company to strengthen own energy independence and support the Ukrainian energy system which became the target of brutal missile attacks by Russia.

Another area which draws our attention from a long-term strategic perspective is climate change. The post-war economic recovery of Ukraine will be closely aligned with EU policies such as Green Deal. We see our role, as a European public company with operations in Ukraine, in leading the decarbonisation agenda in close co-operation with local peers in each industry where we are present: primary agriculture, food processing and livestock.

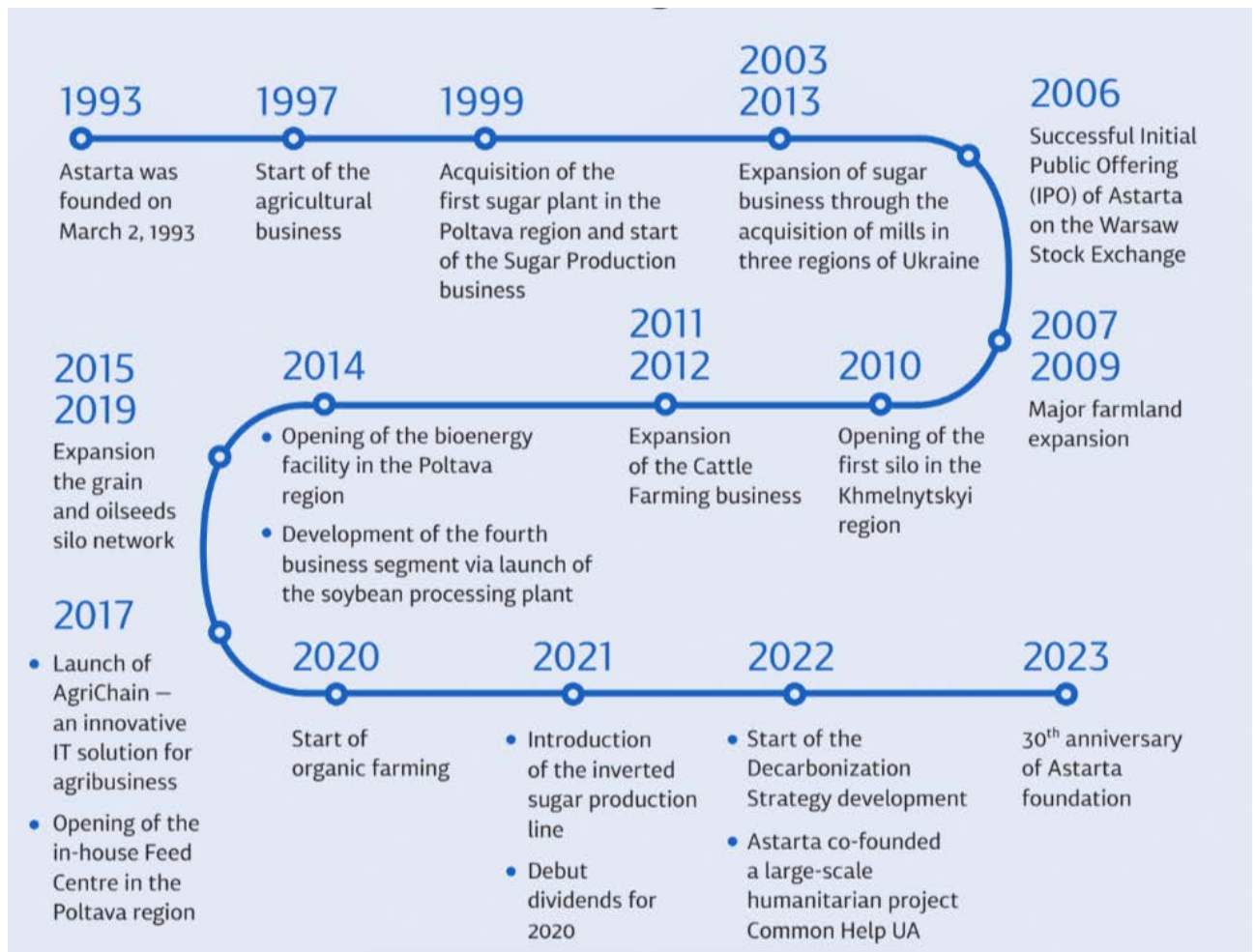
Every year since our first report under GRI standards for the year 2017, we have enhanced disclosure of key ESG metrics, including GHG emissions covering Scope 1, 2 and 3. Separately,

we have contributed Astarta's data to CDP, the global climate change platform covering 18,500 corporations, from 2021. We have already started to disclose in accordance with TCFD which is becoming an international standard and plan further improvements on this.

Last year we started cooperation with EY, a global consultancy firm, on developing a long-term climate corporate governance strategy based on the analysis of risks and opportunities presented by climate change, and the climate action plan tailored to our business model and technological solutions known to-date. We look forward publishing the key pillars of our climate change strategy for the attention of our stakeholders once the project is complete.

ASTARTA'S HISTORY

GRI 102-2



Astarta is one of the largest vertically integrated agro-industrial holdings in Ukraine. The Company's main activities include grain and oilseeds production, sugar production from sugar beets and raw cane sugar processing, soybean crushing, milk production, as well as grain and oilseeds storage and handling services.

For over 30 years, since 1993, the Company has proven to be a reliable and trustworthy partner and supplier, committed to the best international standards in terms of quality, innovation, and sustainability. Integrity, transparency, and strengths of its human capital has also been among Astarta's key priorities. The Company maintains a nation-wide presence with around 6.5 thousand employees based at its production and storage facilities in seven regions. Their dedication and expertise determine Astarta's success.

The Company established stable long-term business relationships with leaders of the Ukrainian food processing, confectionary and retail industries. A growing part of its production has been exported through international agricultural traders to 41 countries during 2022.

COMPANY'S MISSION

We, Astarta, are a vertically integrated agro-industrial holding in Ukraine, a public European company, running a socially responsible business and producing food commodities with a focus on global markets.

We are building a high-tech innovative company in Ukraine with a globally identifiable brand and impeccable reputation, attractive for shareholders and partners, creating products of the highest quality for the most demanding consumers, and providing an opportunity for development for each of the Company's employees.

Our mission is to build strong Ukraine and strengthen its credibility in the world, unlocking and multiplying the potential of the Ukrainian land and its people and inspiring the society with exemplary business conduct, based on the principles of fair partnership, ethics, and development.

While undertaking our mission, we rely on the following strengths:

- Stellar reputation of a responsible and reliable partner,
- Consistent quality of products made,
- Significant diversification and vertical integration of the business,
- Strong employer brand.

While strengthening approach to doing business with a focus on global markets, we:

- Build marketing relations with the end users,
- Cultivate mutually beneficial partnerships with our stakeholders and customers,
- Create fruitful relationships with global peers,
- Develop business partnerships in Ukraine to promote national interests and improve the country's competitiveness in global markets,
- Develop the business towards more value-added products,
- Continue expanding organic production, and
- Build up commodity trading business.

Taking into consideration rapid development of innovative technologies in the industry, we

- Are fully engaged in building infrastructure and developing agriculture start-ups,
- Promptly adopt advanced industry solutions to the Company's business processes, and
- Evolve R&D and business capabilities.

By developing the Company's staff and shaping the business culture and principles of respect for dignity and professionalism, we

- Upgrade personnel training and development systems,
- Apply a more efficient approach to recruitment and engagement of employees, working continuously to raise their loyalty and create decent living and working conditions in the regions, and

- Develop external and internal talent pools.

To enhance efficiency, we embrace culture of lean manufacturing and energy-efficiency.

While being proactive in shaping our business environment and the society we

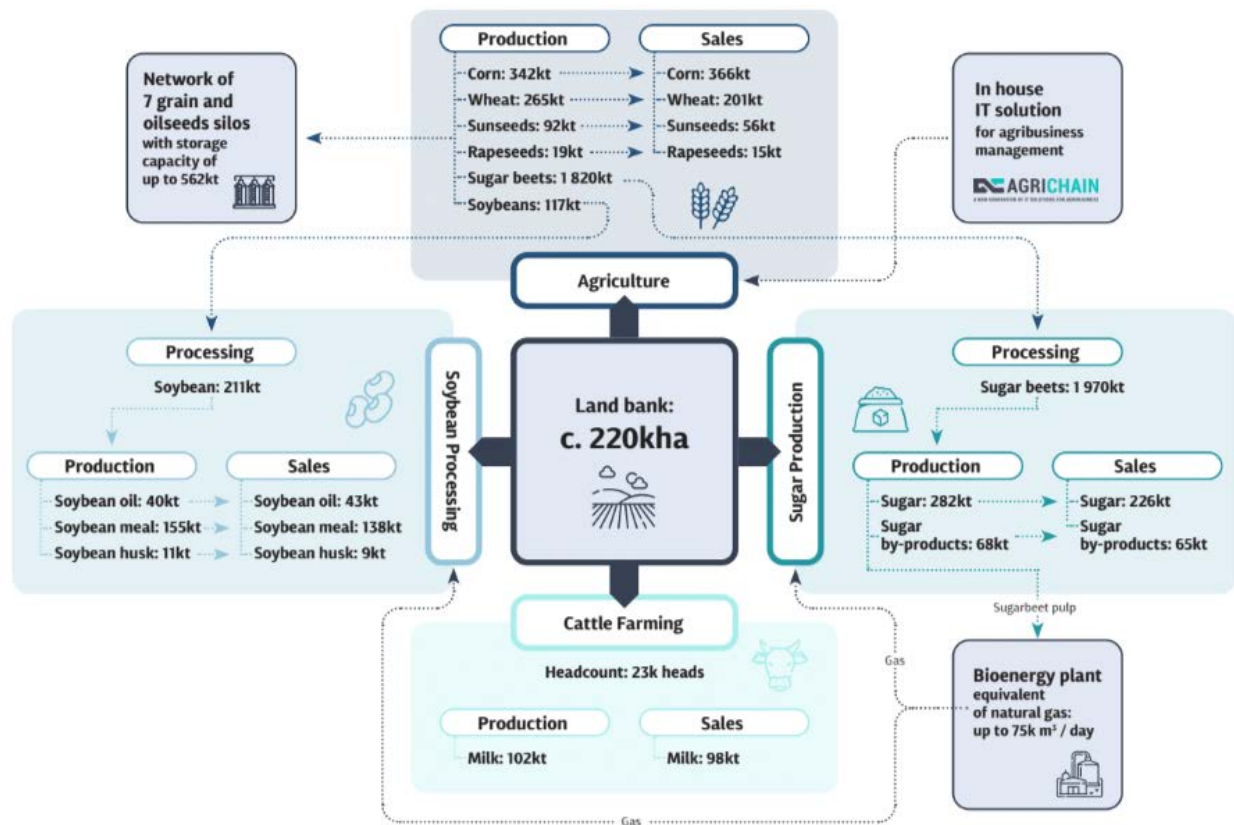
- Subscribe to the principles of sustainable development,
- Build the public-private partnership,
- Participate in industry and professional associations, trade unions and local government authorities,
- Promote vocational education and applied research in the country.

We carry out our Mission with full commitment to the values of impeccable business reputation, social responsibility, respect for human dignity, and results-oriented partnerships.

We get away from conformism and fear of change, wasteful attitude to the resources of the Company and the prevalence of individual interests over the team's ones.

We nurture values of entrepreneurship, personal efficiency and the pursuit of the impossible to achieve the maximum.

BUSINESS MODEL



Agriculture	Sugar Production	Soybean Processing	Cattle Farming
<p>c. 220kha under management. Key crops: corn, wheat, sunseeds, sugar beets, soybeans, rapeseeds.</p> <p>In-house storage & handling facilities with capacity of 562kt.</p> <p>Modern agriculture machinery fleet.</p> <p>A proprietary integrated multi-module IT solution for agribusiness management.</p>	<p>Certified producer of high-quality sugar</p> <p>Five operating sugar production plants.</p> <p>One of the biggest sugar producers in Ukraine with 21% market share.</p> <p>Self-sufficient in raw materials with more than 80% of sugar beets grown in-house.</p> <p>Partnerships with local farmers to secure sugar beets supply.</p>	<p>One of the biggest soybean processors in Ukraine.</p> <p>41% of supply from in-house high quality soybeans.</p> <p>Partnerships with local farmers to secure soybeans supply.</p>	<p>Biggest industrial dairy farmer supplying premium quality milk in Ukraine.</p> <p>23k heads of cattle.</p> <p>102kt of milk produced.</p> <p>Own feed centre and inputs.</p>

VALUE CREATION

► For people

People are the most vulnerable and valuable capital of the business. The Company pays a lot of attention to the development of its employees, works hard towards retention of talent and adheres to a collaborative approach in relations with the workforce. In 2022 Astarta employed 6,591 people 93% of whom were employed in the rural area. Total contribution by the Company in the form of salary, wages and additional financial incentives was EUR57m in 2022.

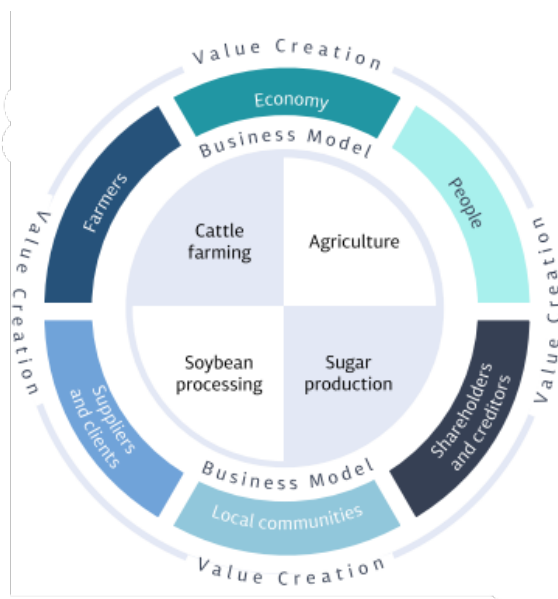
► For shareholders and creditors

Astarta proved to be a reliable and trusted partner for top local and international financial institutions enjoying stable access to financing sources. In 2022 Astarta paid EUR7m in loan interest.

► For local communities

As a land operator, Astarta actively interacts with local communities which, among others, include landowners who lease out land to the Company. Astarta operates c. 220k ha of land leased from almost 57k individual landowners. Payments under land lease liabilities totalled EUR27m in 2022.

Support of communities is a key focus for the Company which became of vital importance since the start of the Russian aggression in Ukraine. In 2022 Astarta co-founded a large-scale humanitarian project Common Help UA to help those who



suffered from military hostilities. As of the end of 2022, estimated monetary value of donations and humanitarian supplies under Common Help UA project reached USD18m.

► For suppliers and clients

The Company makes best efforts to improve its assets and produce high quality products to meet the highest requirements of clients. In 2022 Astarta sold 226k t of sugar, 664k t of grains and oilseeds, 190k t of soybean products and 98k t of milk bringing EUR510m of total revenues.

The Company deals with significant number of suppliers. In 2022 it procured from 17k suppliers with the total spend of EUR297m.

► For farmers

Astarta closely cooperates with local farmers on supply of sugar beets to its sugar plants as well as to procuring grains and oilseeds for trading. In 2022 Astarta procured over 350kt of sugar beet and 210kt of grains and oilseeds through the Partnership Centre.

► For the economy

One of the key direct contributions to the Ukrainian economy is taxes paid by the Company. In 2022 Astarta paid UAH1.6bn (EUR48m) in taxes and duties in Ukraine including UAH629m (EUR19m) into the State budget of Ukraine and UAH972m (EUR31m) into the local budgets of the regions of Astarta's presence.

INNOVATION AND R&D



Today, innovation is the key tool for success and especially important under war conditions. The Ukrainian military is fighting with computer tablets in their hands, using modern technologies of warfare: troop management, logistics, communications, and specific military operations. This saves hundreds of thousands of lives - military and civilians.

Similarly, the development of the agro-industrial sector is impossible without modern IT technologies, which radically change how the business is done. Innovations are an

important element of Astarta's business model to ensure better operational results and enhance the sustainability aspect of its activities. The Company has a proprietary integrated multi-module IT software, called AgriChain, for agribusiness management.

In 2022, despite the war, Agrichain continued upgrading existing modules and developing new ones, streamlining the complexity of agribusiness management practices.

Among the new modules that the Agrichain started to develop are AgriChain Machinery (machinery and equipment management) and AgriChain Logistics (logistics, inventory and product management).

AgriChainMachinery - is a system for management of machinery and equipment which stores and accumulates telemetry data, integrates it with third-party systems, calculates the cultivated area and vehicle mileage



AgriChainMachinery

AgriChain Logistics - is an integral system for planning and controlling transportation of all types of inputs and products by all modes of transport. The purpose of the module is to introduce a single automated system covering the entire "field-to-customer" route and raise efficiency through optimization, automation and regulation of logistics processes.



AgriChainLogistics

The Company also worked on setting up an internal system based on artificial intelligence studying the data that had been accumulated for 30 years of business. The data is analysed using algorithms, and the results are used to guide management decisions in logistics.

A new feature aimed at automated soil sampling for further analysis in the laboratory was added to AgriChain Scout module. The soil sampling crew drives to a selected field under the app guidance to take samples from specific segments.

AgriChain also started cooperation with the US “Planet Labs”, specialising in Earth observation from space. The application was integrated into AgriChain Scout to record condition of crops such as stage of vegetation and the quality of seedling with the help of satellites with a high-resolution telescope.

AgriChain also completed testing of the electronic management of transport consignment notes. The development of the system was led by the Ministry of Infrastructure of Ukraine to simplify and speed up logistics by replacing the paper transport consignment notes with electronic ones for transparency in freight transportation.

KEY DEVELOPMENTS

After the full scale russian aggression started in February 2022 the Company's attention turned to the social aspect of sustainability. Help to temporally displaced people who suffered from military hostilities became one of the top priorities in 2022.

At the start of the war, Astarta co-founded a large-scale humanitarian project Common Help UA. The project grew through other businesses, international organizations, local communities and temporarily displaced civilians joining in to help those in need, nurture local entrepreneurship, create jobs for displaced people, support domestic producers and the economy as a whole. By the end of the 2022, estimated monetary value of donations and humanitarian supplies to Common Help UA project reached USD18m. The project was involved in delivering 28kt of humanitarian supplies to circa 716k displaced civilians.



Astarta continues to put every effort to maintain its development in key areas of the sustainability during war time.

In 2022 Astarta continued development of the Climate Action Plan in partnership with the European Bank for Reconstruction and Development and, at the beginning of 2023, finalised the analysis of climate change risks and opportunities, mitigation actions and relevant improvement in corporate governance practices. As a result, enhanced disclosure of GHG emissions and climate governance under TCFD recommendations was included in this report.

Astarta also joined the project with Agreeena - a soil carbon platform for farmers aimed at scaling regenerative agriculture practices through finance and technology. Agreeena's platform will be used to conduct assessment, monitoring and verification of greenhouse gas emission reductions resulting from change in farming practices on the assigned land area.

The Company's crop growing subsidiary called List-Ruchki had its status of an organic producer reconfirmed and successfully passed the certification by the Organic Standard and Bio Suisse. It also passed the inspection for the European/Danube soy certification.

During the UN Global Compact Leaders' Summit in New York Mr. Viktor Ivanchyk, Astarta's CEO, representing Ukraine, was named a 2022 SDG Pioneer for Sustainable Business Strategy for achievements in promoting the Sustainable Development Goals.

In 2022 Forbes Ukraine ranked Astarta among 15 the most resilient Ukrainian companies. The ranking was prepared based on assessment of resilience of Ukrainian businesses under the war-time conditions.

Astarta won the All-Ukrainian HR-Brand Award 2022 in the Partners' Choice nomination with HR strategy case "Towards a global agricultural ecosystem: people are at the centre of transformation". The key topics of this year's competition were human-centricity in talent management, transformation of the HR function in the new reality, supporting the resilience and productivity of teams, transformation of corporate culture and how the company's cultural code helps to survive in war; the use of digital technologies and automation of HR processes, new approach to online training and employee development, and attracting talented youth.



Financial and operational performance

Key Financial Highlights	Key Operation Highlights
<ul style="list-style-type: none"> Revenue – EUR510m (up by 4% y-o-y) EBITDA – EUR155m (down by 23% y-o-y) EBITDA margin - 30% (down 11pp y-o-y) Net Profit – EUR65m (down by 47% y-o-y), Market Capitalisation – EUR109m (down by 53% y-o-y) EV – EUR261m (down by 32% y-o-y) 	<ul style="list-style-type: none"> Grains and oilseeds – 839kt (down by 14% y-o-y) Sugar produced– 282kt (down by 17% y-o-y) Soybean meal – 138kt (up by 23% y-o-y) Soybean oil – 40kt (up by 24% y-o-y) Milk – 102kt (up by 6% y-o-y)

Astarta's social and environmental Impact

Social impact	Environmental impact
<ul style="list-style-type: none"> 6,591 people employed Gender structure: male – 68%, female – 32% 101% female to male remuneration ratio LTIFR* – 0.9 Large scale humanitarian project with estimated monetary value of charitable contributions and humanitarian aid at USD18m Four separate social projects in rural area 	<ul style="list-style-type: none"> Energy consumption – 3,352kJ (down by 9% y-o-y) Energy consumption from renewable sources – 346kJ (2.5x y-o-y increase) Total emissions – 1,079kt of CO_{2eq} (up by 4% y-o-y) Share of biogenic emissions in total emissions – 29% or 311kt of CO_{2eq}

* Lost Time Injury Frequency Rate

ENGAGEMENT WITH STAKEHOLDERS

The information in this report is presented under the GRI Standards: Core Option. Commitment to transparency and accountability remain the key basic principles for the preparation of the report. For better understanding of Astarta's overall performance it is recommended to read it in conjunction with the [Annual report 2022](https://www.astartaholding.com) published on the website of the Company (www.astartaholding.com).

The Company is engaging with stakeholders on a regular basis according to Stakeholder Engagement Plan (the "SEP"). The document specifies stakeholder's engagement depending on the operational profile of a unit.

The purpose of Astarta's SEP is to provide a framework for consultation and participation strategy which:

- Defines the applicable legal requirements concerning disclosure and consultation.
- Identifies stakeholder groups that could be affected or may have an interest in the Company's services.
- Ensures that such stakeholders are appropriately engaged through a process of information disclosure and meaningful consultation on issues that could potentially affect them.
- Maintains a constructive relationship with stakeholders on an ongoing basis through meaningful engagement.
- Provides a grievance mechanism to allow users and other stakeholders to register complaints, queries or comments that are addressed in a timely manner by the Company.
- Plans for stakeholder engagement which is free of manipulation, interference, coercion or intimidation and is conducted based on timely, relevant, understandable, and accessible information in a culturally appropriate format.

The Company keeps track of stakeholders' attitudes and expectations and continuously improves communication with them. All stakeholders are eligible to register suggestions and complaints addressed to Astarta via a special form defined in the SEP.

IDENTIFYING AND SELECTING STAKEHOLDERS



Astarta's management team evaluated the importance and applicability of key sustainability issues for its business and focused on those aspects that are material to the organisation and its key stakeholders, namely, issues that could result in a significant economic, social or environmental impact, or those that significantly concern stakeholders' perceptions and decisions. Lower priority issues are subject to monitoring and review.

The Company defines the following group of stakeholders based on the business model of Astarta: shareholders and investors, employees, creditors, consumers, local communities, suppliers, media, local farmers, authorities, landowners and clients. The Company engages with all of stakeholders and considers all of them to be essential for its business.

APPROACH TO STAKEHOLDER ENGAGEMENT

Stakeholder group	Engagement
Shareholders/ Investors	<p>The Company is committed to maintaining an open dialogue with shareholders and investors and have an engagement with them throughout the year. Feedback from the investment community is reported to the Directors regularly.</p> <p><i>Form of engagement:</i> annual and interim reports, press releases, meetings, presentations, corporate website, participation in conferences, publications in media and social networks, official correspondence.</p>
Employees	<p>Every employee of the Company contributes to its success. Wide ranging channels of internal communication are used to keep an open dialogue with this group of stakeholders.</p> <p><i>Form of engagement:</i> meetings, thematic seminars, corporate events, corporate publications, questionnaires, collective agreements, corporate ethics code, training sessions, consultations, the Company's whistleblowing line, social networks, official correspondence. The Company has an online information portal for all employees. Also, social networks and messenger channels are used to regularly inform employees about the Company's events.</p>
Creditors	<p>The Company commits to transparency of its performance to secure stable long-term business relationships with international development financial institutions and local banks.</p> <p><i>Form of engagement:</i> annual and interim reports, meetings, presentations, corporate website, participation in conferences, publications in media and social networks, official correspondence.</p>
Consumers/Clients	<p>The Company serves a wide range of customers locally and globally and strives to maintain stable relationships with them.</p> <p><i>Form of engagement:</i> corporate website, questionnaires, presentations, annual and interim reports, consultations, negotiations, interviews, corporate website, social networks, the Company's whistleblowing line, official correspondence.</p>
Local Communities/ Landowners	<p>Astarta has a remarkable history of community involvement because of open and transparent communication with local communities and landowners. It remains one of the key priorities for its business.</p> <p><i>Form of engagement:</i> conferences, round tables, social and charitable programmes, publications in media, printed materials (posters, booklets), corporate website, social networks and messenger channels, regular meetings with local communities.</p>
Suppliers	<p>Astarta builds relationships with suppliers to better understand the markets where it is present. The procurement team engages with the suppliers on a regular basis.</p> <p><i>Form of engagement:</i> corporate website, questionnaires, presentations, annual and periodical reports, consultations, negotiations, interviews,</p>

	social networks, the Company's whistleblowing line, official correspondence.
Media	<p>Astarta maintains a regular dialogue with media in a number of ways from face-to-face interactions to those via social media and is committed to maintain an open dialogue.</p> <p><i>Form of engagement:</i> annual and periodical reports, meetings, presentations, corporate website, participation in conferences, publications in media and social networks, official correspondence.</p>
Authorities	<p>Astarta interacts with a wide range of authorities at national and regional level as they influence how the Company does business. It is also a member of major associations in the key markets.</p> <p><i>Form of engagement:</i> consultations and meetings, seminars, official correspondence, joint projects on local infrastructure development, official correspondence.</p>
Local farmers	<p>Astarta promotes cooperation with farmers creating more value-added opportunities for both sides (between a farmer and a processor). The Company established the Centre for Partnership with independent farmers to offer comprehensive cooperation through a "single window" concept. The CFP unites all supply and procurement-related services and products offered to local farmers for their business needs. Astarta's experience, size, scale of production and storage capabilities allow it to make attractive offers to business partners.</p> <p><i>Form of engagement:</i> conferences, round tables, social and charitable programmes, publications in media, printed materials (posters, booklets), corporate website, regular meetings with local farmers.</p>

ORGANISATIONAL AND CONTENT RELATED REPORTING BOUNDARIES

The information presented in this report includes data as of the end of fiscal year ending 31 December 2022 in comparison with 2021 and is applied to ASTARTA HOLDING PLC with its subsidiaries and associates. Astarta evaluated the importance and applicability of key sustainability issues to its business and focused on those aspects that are material to the organisation and its key stakeholders, namely, issues that could result in a significant economic, social, or environmental impact, or those that significantly influence stakeholders' perceptions and decisions. Lower priority issues are subject to monitoring and review.

Considering increased global focus on sustainability issues the European Parliament recognised and formalised non-financial information disclosure by certain large companies through the Directive 2014/95/EU. EU Taxonomy regulation requires undertakings which is under obligation to publish non-financial information pursuant to Article 19a or Article 29a of Directive 2013/34/EU to disclose information on how and to what extent the undertaking's activities are associated with economic activities that qualify as environmentally sustainable.

Therefore, this report also contains aspects of non-financial information that are mandatory under required regulations and WSE ESG reporting guidance.

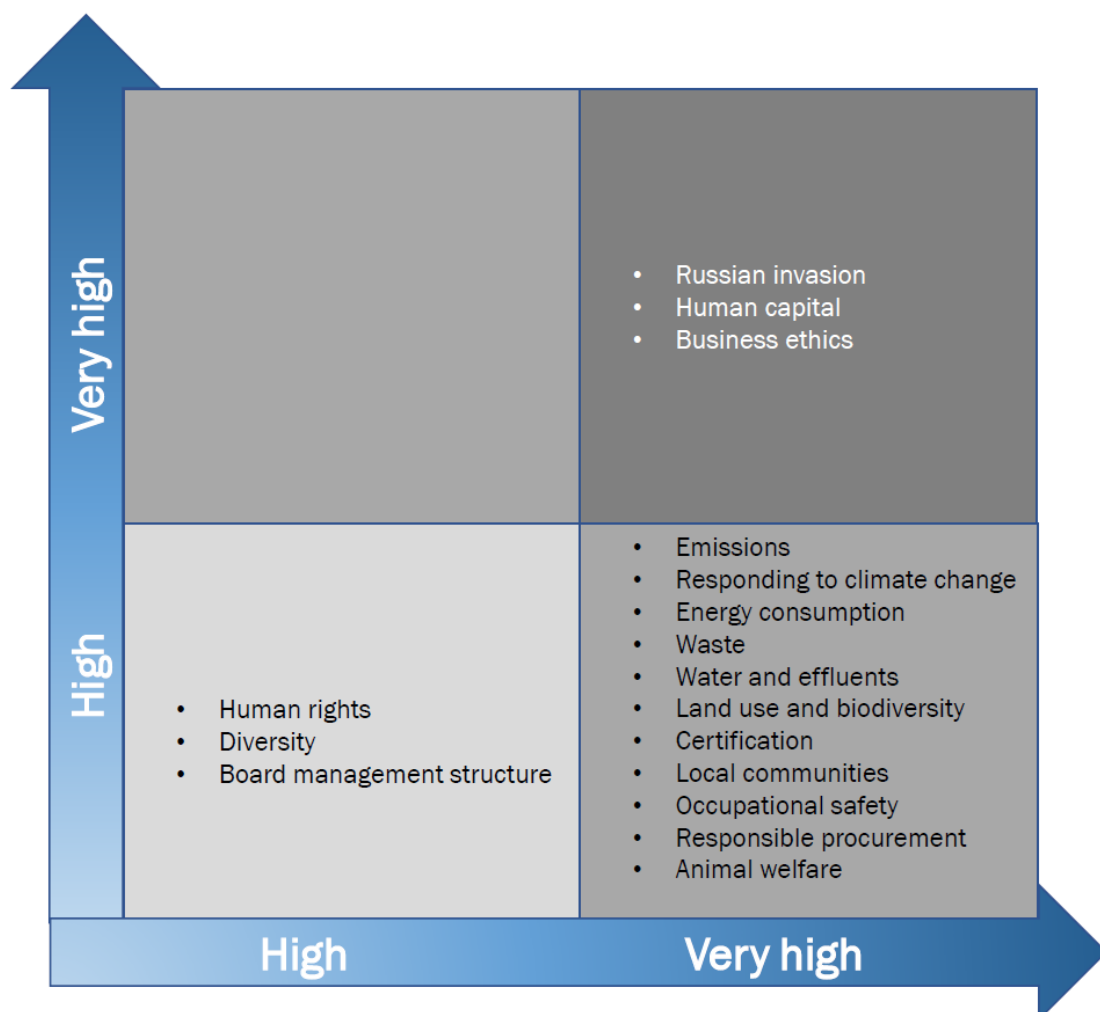
To enhance reporting on climate-related information such as impact of climate change on its business as well as related risks and opportunities the Company also disclose information based on the recommendations of Task Force on Climate-related Financial Disclosure (TCFD).

KEY TOPICS AND CONCERNS RAISED

Throughout the year interviews were conducted by key executives from each business segment with the respective group of stakeholders to compile a list of material topics. Management board anonymously conducts ranking of these topics on a scale of 1-10, where 10 was scored as the most important issue, and 0 – a question of minimal importance. Based on ranking, the materiality matrix was prepared, pointing out the aspects that Astarta and its stakeholders consider to be material for its business activity.

In 2022 the Company reviewed the list of the material topics and grouped the questions under respective ESG topic. As a result, the following topics were evaluated for further assessment of their materiality: Ecological – energy consumption, waste management, water consumption, certification and sustainable products, responding to climate change, emissions, animal welfare, land use and biodiversity, responsible procurement; Social – cooperation with local communities, human capital, human rights, diversity, occupational safety, russian invasion impact; Governance – Board management structure, business ethics.

MATRIX OF MATERIAL TOPICS OF THE COMPANY



TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

Although TCFD recommendations remain voluntary they are recognised as a reliable guidance for reporting of climate-related information and are embedded into the EU legislation.

The statements in this section, which Astarta believes are consistent with disclosure recommendations of TCFD, provides analysis of the risks and opportunities arising from climate change, their impact on the company's business and possible actions to mitigate those risks. Additional information on climate-related issues including disclosure on GHG emissions is also disclosed with this Report.



Governance

The Board of Directors is responsible for overseeing the climate-related issues. With this purpose the Sustainability and Corporate Responsibility (SCR) Committee was established in 2020 and consists of members of the Board. It assists the Board of Directors in fulfilling its responsibility for oversight of relevant sustainability and corporate social responsibility policies, strategy and development projects of the Company.

There is also an Environmental Social and Governance (ESG) committee at the executive management level which is responsible for implementing sustainability strategy. The ESG committee consists of the key members of executive management including the CFO, heads of upstream and downstream operations and is chaired by the CEO. The committee sets and reviews key ESG performance indicators together with other issues including risks, strategy and implementation of sustainability projects by the Company.

Sustainability issues are also considered by the Investment Committee when reviewing new development projects to identify potential risks, benefits and overall ESG-related impact.

From 2021 the Director for Sustainable Business Development and Investor Relations leads the sustainability function on behalf of the executive management board. The scope of responsibilities covers sustainability strategy, monitoring of implementation of sustainable practices, overseeing compliance with local and international standards and requirements in the sphere of sustainable development, as well as reporting to stakeholders.

The Director for Sustainable Business Development and Investor Relations prepares a dedicated presentation on key sustainability matters including climate-related issues for consideration by the ESG committee and the SCR Committee on a quarterly basis. The Company's Audit Committee also reviews and discusses the Annual Report which, among other topics, includes the sustainability section.

Astarta was assisted by its advisor, EY, under the project Climate Corporate Governance Improvement and Climate Action Plan EY and conducted a comprehensive analysis of current climate corporate governance framework. As a result, several key areas, namely: the board's oversight of climate related risks and responsibilities and management's role in assessing and managing climate-related risks and opportunities were identified as those that can be potentially improved through:

Board oversight of climate related risks and responsibilities	Management's role in assessing and managing climate-related risks and opportunities
<ol style="list-style-type: none"> 1. Enhancement of the process by which the Board is informed about climate related issues 2. Audit committee to oversee material climate-related risks 3. Clearly state the commitment to the climate strategy, climate risk management, performance setting and investment 4. Improve the governance mechanism by further integration of climate considerations into risk management, strategy setting/oversight and performance monitoring 5. Setting emission and non-emission related targets with further monitoring of progress against these targets 6. Implementation of system of climate related KPI and corresponding monetary incentives for the Board 	<ol style="list-style-type: none"> 1. Enhancement of the process by which Management is informed about climate related issues 2. Clear definition of climate roles and responsibilities in senior managerial positions and those forming the ESG committee 3. Cascade down climate oversight functions from the Board's SCR Committee to the ESG committee of executive management 4. Update the current system of KPI and related incentives with KPIs and incentives tied to climate related targets

In 2023 Astarta plans to review its corporate governance framework to implement the recommendations.

Strategy and risk management

Within the Climate Action Plan Astarta, together with EY, conducted a comprehensive analysis of climate-related risks, opportunities and financial impacts based on TCFD recommendations. The climate-related risks were grouped into two groups, accordingly: physical and transition.

Physical risks and opportunities

According to TCFD physical risks are the risks that emanate from climate change and relate to event-driven (acute) risk such as increased severity of extreme weather events (e.g., cyclones, droughts, floods, and fires) as well as to longer-term shifts (chronic) in precipitation and temperature and increased variability in weather patterns (e.g., sea level rise). While a potential positive impact can arise from efforts undertaken to mitigate and adapt to climate change.

Analysis of physical risks and opportunities under the 1.5°C and >3°C temperature scenarios was performed using the Representative Concentration Pathway (RCP) scenarios: Scenario 1 - RCP 1.9 (1.5°C equivalent) and Scenario 2 - RCP 8.5 (> 3°C equivalent).

To estimate the importance of the risks and opportunities for the Company a dedicated scoring matrix of prioritisation of risks and opportunities was developed. The scoring approach considers the following parameters:

Likelihood: indicates the probability of the risk and opportunity materialising over the projection horizon;

Likelihood	Description
High	Risk/ opportunity is highly likely to occur with high frequencies of recurrence
Medium	Risk/ opportunity is occasional in nature with moderate frequency of recurrence
Low	Risk/ opportunity is less likely to occur with low frequency of recurrence

Impact: indicates the severity and duration of financial /operational impact, should the risk and opportunity materialise.

Impact	Description
Strongly positive	Opportunity is expected to create high monetary benefits for business/ operations and persist for a long duration
Positive	Opportunity is expected to create moderate monetary benefits for business/ operations and persist for long to medium duration
Neutral	Risk/opportunity is expected to have minimal positive/negative impact on business/ operations and persist for medium to short duration
Negative	Risk is expected to have moderate financial impact on business/operations and persist for long to medium duration
Strongly negative	Risk is expected to have high financial impact on business/ operations and persists for a long duration

Based on the level of likelihood and impact a score from 0 (a risk with the low level of likelihood and neutral impact) to -12 (a risk with the high level of likelihood and strongly negative impact) was assigned to each risk identified. A score from 0 (an opportunity with the low level of likelihood and neutral impact) to 12 (an opportunity with the high level of likelihood and strongly positive impact) was assigned to each opportunity identified.

The physical risks analysis covers a projection horizon from 2020 to 2050 and focuses on the most significant (by the size of leased farmland) regions of Astarta`s operations in the Centre and West of Ukraine as well as key business segments of the Company.

Physical risks and opportunities identified and analysed are presented in the tables below.

Material risks.

	Risk	Description	Category	Score		Financial implication		Possible adaptation measures
				P1	P2	P1	P2	
R1	Increase in labour costs due to change in production/ efficiency/ productivity/ hiring arising from extreme heat	As climate change increases the severity and frequency of extreme heat events, workers may be more at risk from being impacted by extreme heat. This may reduce time spent in the farms, impact the health and well-being of vulnerable employees, reduce production, and may result in increased costs to protect workers or decrease in revenue due to production losses	Acute	-6	-6	Below materiality level	Below materiality level	<p>Improvement and implementation of engineering controls such as reflective or heat-absorbing shielding/ barriers, appropriate air conditioning to manage heat stress and keep the working areas cooler</p> <p>Enhance labour management practices to manage heat stress such as limiting time in heat, effective rotation of employees, monitoring of labour, increasing the number of workers per task, providing adequate amounts of cool, potable water near the work area, permitting rest periods, etc</p> <p>Training programs on heat stress for employees</p>

R2	Increase in mean temperature could cause heat stress to farm animals/ cows	Increase in mean temperature could cause heat stress to farm animals/ cows resulting in lower production volumes impacting revenue growth. Therefore, Astarta may have to invest more on animal housing conditions such as ventilation, etc to overcome such conditions which may result in additional costs.	Acute	-6	-6	Annual value of milk production lost up to 1.1%	Annual value of milk production lost up to 1.5%	<p>Appropriate shade and improvement of ventilation to protect cattle from heat stress through creation of integrated shelter beds and effective barn ventilation</p> <p>Cooling with water to help the cattle manage their body heat through the use of sprinklers & misters</p> <p>Hydration through water intake and feeding habits to regulate body temperature during heat stress</p>
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P1 – 1.5°C equivalent pathway (Scenario 1: RCP 1.9); P2 – > 3°C equivalent pathway (Scenario 2: RCP 8.5)

	Risk	Description	Category	Score		Financial implication		Possible adaptation measures
				P1	P2	P1	P2	
R3	Increase in severity of acute weather events like drought may result in supply chain disruptions leading to decline in production volumes	Increase in severity of acute weather events like drought may potentially impact the availability of water which can decrease yields especially of water intense crops such as wheat and soy resulting in supply chain disruptions leading to lower annual production volumes	Acute	-2	-8	Yields decrease can result in supply chain disruptions leading to lower annual production volumes impacting revenue		<p>Diversification of supplier base to spread the risks and reduce their impact</p> <p>Strengthening of risk management over the supply chain</p> <p>Promotion of agroforestry practices among framers in the supply chain to increase the moisture absorptive capacity of soil and reduce evapotranspiration, alongside reducing soil temperature for crops planted underneath and decrease runoff velocity and soil erosion from heavy rainfall</p> <p>Promotion of use of climate smart technologies among framers in the supply chain to increase yields, maximize field productivity, control the influence of weather on crops, detect problems on fields, and support the fertility of the soil</p> <p>Help with crop selection and promotion of scientific based crop rotation among the farmers in the supply chain in drought prone or water scarce regions</p>

							Promotion of enhancement of precision and regenerative farming practices such as reduced tillage or no-tillage, leaving as much residue on the surface as possible, building soil organic matter with manures or composts etc.
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P1 – 1.5°C equivalent pathway (Scenario 1: RCP 1.9); P2 – > 3°C equivalent pathway (Scenario 2: RCP 8.5)

	Risk	Description	Category	Score		Financial implication		Possible adaptation measures
				P1	P2	P1	P2	
R4	Increase in severity of acute weather events like drought may lead to decline in harvest volumes	Increase in severity of acute weather events like drought may potentially decrease yields resulting in lower annual production volumes	Acute	-2	-8	Yields decrease can result in lower annual production volumes impacting revenue		<p>Implementation of agroforestry practices to increase the moisture absorptive capacity of soil and reduce evapotranspiration, alongside reducing soil temperature for crops planted underneath and decrease runoff velocity and soil erosion from heavy rainfall</p> <p>Geographical diversification to northern regions of Ukraine especially the north-western region may significantly increase the yields of water intensive crops</p> <p>Higher use of climate smart technologies to increase yields,</p>

							<p>maximize field productivity, control the influence of weather on crops, detect problems on fields, and support the fertility of the soil</p> <p>Crop selection in favour of drought resistant in drought prone or water scarce regions</p> <p>Irrigation and improvement of its efficiency</p> <p>Wider use of precision and regenerative farming practices such as differentiated fertilizers and seeds applications, reduced tillage or no-tillage, leaving as much residue on the surface as possible, building soil organic matter with manures or composts etc.</p>
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P1 – 1.5°C equivalent pathway (Scenario 1: RCP 1.9); P2 – > 3°C equivalent pathway (Scenario 2: RCP 8.5)

Other non-material risks.

	Risk	Description	Category	Score	
				P1	P2
R5	Decline in corn yields resulting in lower harvest	Increase in mean temperatures and seasonal precipitation changes coupled with increased CO2 concentration would result in decrease in corn yields impacting revenues from corn sales	Chronic	0	-2
R6	Decline in sugar beet yields impacting sugar production	Increase in mean temperatures and seasonal precipitation changes coupled with increased CO2 concentration would result in decrease in sugar beet yields leading to lower sugar production and revenues	Chronic	0	-2
R7	Increase in severity of acute weather events such as heatwaves, river floods, wild fires etc may lead to decline in production volumes	Increase in severity of acute weather events such as heatwaves, river floods, wildfires etc may potentially destroy crops resulting in lower production volumes impacting revenue	Acute	0	0
R8	Loss of physical assets as a result of acute weather events	Increase in severity of acute weather events may result in loss of physical assets such as agricultural machinery, storage facilities, etc which may result in production losses and additional maintenance and replacement costs for the damaged assets	Acute	0	0
R9	Increase in severity of rainfall, floods and changes in wind speed etc may lead to soil erosion and subsequent decline in production volumes	Increase in severity of rainfall, floods and changes in wind speed etc may cause soil erosion potentially resulting in lower production volumes and revenue	Acute	0	0
R10	Decline in corn yields leading to lower output by suppliers and Company's sales	Corn yields across Ukraine are expected to decrease due to increase in mean temperatures and seasonal precipitation changes coupled with increased CO2 concentration leading to lower output by suppliers and Company's sales	Chronic	0	-2

R11	Decline in sugar beet yields leading to lower output by suppliers and sugar production	Sugar beet yields across Ukraine are expected to decrease due to increase in mean temperatures and seasonal precipitation changes coupled with increased CO2 concentration leading to lower output by suppliers and sugar production	Chronic	0	-2
R12	Increase in severity of acute weather events may result in supply chain disruptions leading to decline in production volumes	Increase in severity of acute weather events may potentially destroy crops resulting in supply chain disruptions leading to lower production	Acute	0	0
R13	Loss of physical assets as a result of acute weather events leading to supply chain disruptions	Increase in severity of acute weather events may result in supply chain disruptions due to loss of physical assets such as agricultural machinery, storage facilities, etc which may impact revenues	Acute	0	0
R14	Increase in insurance premiums as a result of acute weather events	Increase in severity of acute weather events may result in crop damage, loss of physical assets potentially increasing the frequency of average insurance claims, therefore increasing the insurance premium rates during renewal cycles	Acute	0	0

P1 – 1.5 °C equivalent pathway (Scenario 1: RCP 1.9); P2 – > 3 °C equivalent pathway (Scenario 2: RCP 8.5)

Opportunities

	Opportunity	Description	Category	Score		Financial implication	
				P1	P2	P1	P2
01	Increase in soy yields leading to higher soybean processing volumes	Soy yields across Ukraine are expected at higher mean temperatures and annual precipitation levels, leading to higher soybean processing volumes and revenue	Resilience	12	6	Below materiality level	Increase in revenues up to EUR0.9m
02	Increase in wheat yields leading to higher output	Higher mean temperatures, precipitation levels and CO2 concentration, lower number of frost nights in Ukraine will result in higher wheat yields	Resilience	12	12	Increase in revenues up to EUR1.5m	Increase in revenues up to EUR2.1m

		and, along with bigger share of winter crops in the crop rotation cycle, may lead to higher revenue					
03	Increase in soy yields leading to higher output by suppliers and soybean processing volumes	Soy yields across Ukraine are expected to increase at higher mean temperatures and annual precipitation levels, leading to higher output by suppliers and soybean processing volumes	Resilience	12	6	Below materiality level	Increase in revenues up to EURO.6m
04	Increase in wheat yields leading to higher output by suppliers and sales volume	Increase in mean temperatures, precipitation levels and CO ₂ concentration, lower number of frost nights in Ukraine will result in higher wheat yields and, along with bigger share of winter crops may lead to higher output by suppliers and sales volume	Resilience	12	12	Below materiality level	Below materiality level

P1 – 1.5°C equivalent pathway (Scenario 1: RCP 1.9); P2 – > 3°C equivalent pathway (Scenario 2: RCP 8.5)

Physical risks and opportunities summary scoring matrix.

Pathway 1		Likelihood		
		Low	Medium	High
Impact	Strongly Positive			01; 02; 03; 04
	Positive			
	Neutral	R5; R6; R7; R8; R9; R10; R11; R12; R13; R14		
	Negative	R3; R4;		R1; R2;
	Strongly Negative			

Pathway 2		Likelihood		
		Low	Medium	High
Impact	Strongly Positive			02; 04
	Positive			01; 03
	Neutral	R7; R8; R9; R12; R13; R14		
	Negative	R5; R6; R10; R11;		R1; R2;
	Strongly Negative		R3; R4;	

The matrix ranks prioritization of the physical risks and opportunities based on the level of likelihood and impact under two pathways: 1.5°C equivalent pathway (Scenario RCP 1.9) and >3°C equivalent pathway (Scenario 2 - RCP 8.5). Most of the physical risks are concentrated in the middle left area – risks with low level of likelihood and neutral or negative impact which suggest a low level of overall influence on the Company. At the same time risks in the bottom right area are the risks related to acute events such as drought and heat wave resulting in episodic decrease in production efficiency, crops and milk yields. Such risks require particular attention and implementation of measures by the Company's management to reduce possible impact. The potential adaptation measures for material risks R1 – R4 are indicated in the tables on the pages 21-24.

At the same time both pathways lead to opportunities arising from expected gradual increase in mean temperature, annual precipitation levels and decrease in the number of frost nights in Ukraine resulting in higher yields in the long run.

Transition risks and opportunities

According to TCFD transition risks are the risks that show non-physical potential impacts of climate change on the organization and can be associated with the transition to a lower-carbon global economy, the most common of which relate to policy and legal actions, technology changes, market responses, and reputational considerations.

Analysis of transitional risks and opportunities was performed based on the scenarios developed by International Energy Agency (IEA); Network for Greening the Financial System (NGFS); Principles for Responsible Investment network (PRI). The following scenarios were chosen to identify and analyse risks and opportunities under the 1.5°C and >3°C pathways:

Scenarios under 1.5°C pathway: IEA Net Zero Emissions by 2050, NGFS Net Zero 2050, PRI IPR 1.5 °C Required Policy Scenario, which mostly correspond to each other.

Scenarios under >3°C pathway: IEA Stated Policies, NGFS Current Policies Scenario, which mostly correspond to each other.

Key assumptions under chosen scenarios.

Scenarios	Key assumptions
Scenarios under 1.5°C pathway	
IEA Net Zero Emissions by 2050	<ul style="list-style-type: none"> - significant strengthening of climate and energy policy requirements; - the rapid growth of the share of non-fossil fuel energy sources; - long-term development of wind and solar energy; - considerable growth of biofuel production and direct air capture; - launching and further development of hydrogen production; - substantial growth of electricity consumption and decrease of heat consumption; - almost all heavy-duty trucks sold in 2050 will be partially or fully electric; - carbon price will grow dramatically and in 2050 reach USD200 per t CO₂; - investment in clean energy will be extremely high since 2030.
NGFS Net Zero 2050	<ul style="list-style-type: none"> - Global agricultural demand growth on back of increase in world population will lead to agricultural output growth by 94% to 10.9bt in 2050 compared to 2020; - The volume of CO₂ emissions from the Agriculture, Forestry and Other Land Use (AFOLU) sector is expected to decrease 7-fold to 726mt CO₂ in 2050 compared to 2020; - Gradual increase in the price of agricultural products in the short and long-term; - Long-term interest rates are expected to increase by 2030 and go down from 2030 to 2050; - In Ukraine, carbon tax is expected to grow up to USD79 per t CO₂ by 2025 (from less than USD1 per t currently), by 2030 - up to USD109 per t CO₂ and by 2050 - up to USD455 per t CO₂; - The price for electricity in Ukraine is expected to increase sharply by 180% to 35 real 2010 US Dollars per gigajoule

	<p>(USD2010/GJ) in 2030 compared to 2020 and gradually go down by 35% to 23 USD2010/GJ in 2050 compared to 2030;</p> <ul style="list-style-type: none"> - The price for gas and liquid fuel in Ukraine is expected to gradually grow at CAGR of 6% and 4% correspondingly; - Development of fossil Carbon Capture and Storage (CCS) and Bioenergy Carbon Capture and Storage (BECCS) technologies for use after 2025.
PRI IPR 1.5 °C Required Policy	<ul style="list-style-type: none"> - A rapid end to deforestation across the entire globe, ideally by 2025 and before 2030. If not, the energy system has to absorb greater reductions, potentially through BECC; - Unabated coal fully decommissioned in most advanced economies including China by 2035; - Phase out new fossil cars in almost all markets by 2040 and transition to 100% clean power globally by 2045; - Strict political containment of emissions and full transition to clean energy sources; - Highly interventionist regulation, approval of cellular agriculture globally; - Development of the alternative meat market and cellular agriculture; - Achieving negative CO₂ emissions from the land use sector in 2043.
<ul style="list-style-type: none"> • Scenarios under >3°C pathways 	
IEA Stated Policies	<ul style="list-style-type: none"> - Smooth growth of the share of renewable energy sources in the world energy supply with a gradual decline in the use of coal; - Growth of electricity consumption; - Development of biofuel production.
NGFS Current Policies Scenario	<ul style="list-style-type: none"> - Global agricultural demand growth on back of increasing world population leading to agricultural output growth of 47% by 2050; - Gradual reduction of CO₂ emissions from the AFOLU sector until 2035 (by 29%) compared to 2020 and growth in the subsequent period by 11% in 2050 compared to 2035; - Declining prices for agricultural products; - In Ukraine carbon tax is expected to remain almost unchanged by 2035 with increase by 2050 up to USD2.65 per t CO₂; - The price for electricity in Ukraine is expected to increase sharply by 250% to 23 USD2010/GJ in 2035 compared with 2020 and then gradually go down by 10% to 20 USD2010/GJ in 2050 compared to 2035; - The price for gas and liquid fuel in Ukraine is expected to increase gradually at CAGR of 3% and 2% correspondingly.

Transition risks and opportunities analysis was conducted using similar approach to those of physical risks and opportunities scoring that enables prioritisation of risks and opportunities. The scoring matrix considers the following parameters:

Likelihood: indicates the probability of the risk and opportunity materialising over the projection horizon;

Likelihood	Description
High	Risk/ opportunity is highly likely to occur with high frequencies of recurrence
Medium	Risk/ opportunity is occasional in nature with moderate frequency of recurrence
Low	Risk/ opportunity is less likely to occur with low frequency of recurrence

Impact: indicates the severity and duration of financial /operational impact, should the risk and opportunity materialise.

Impact	Description
Strongly positive	Opportunity is expected to create high monetary benefits for business/ operations and persist for a long duration
Positive	Opportunity is expected to create moderate monetary benefits for business/ operations and persist for long to medium duration
Neutral	Risk/opportunity is expected to have minimal positive/negative impact on business/ operations and persist for medium to low duration
Negative	Risk is expected to have moderate financial impact on business/operations and persist for long to medium duration
Strongly negative	Risk is expected to have high financial impact on business/ operations and persist for a long duration

Based on the level of likelihood and impact a score from 0 (a risk with the low level of likelihood and neutral impact) to -12 (a risk with the high level of likelihood and strongly negative impact) was assigned to each risk identified. A score from 0 (an opportunity with the low level of likelihood and/or neutral impact) to 12 (an opportunity with the high level of likelihood and strongly positive impact) was assigned to each opportunity identified.

The transition risks analysis covers short-term (2022-2025), medium-term (2025-2030) and long-term (2030-2050).

Key transition risks and opportunities identified and analysed

	Risk	Description	Time period	Category	Score		Financial implication		Possible adaptation measures
					P1	P2	P1	P2	
R1	Carbon tax	As part of environmental tax in Ukraine the company is charged for emissions from stationary GHG sources. Increasing carbon tax rates will lead to a significant increase in Astarta's costs	Short- and long-term	Policy and legal	-12	-4	Increased costs ≈USD5.2 m annually	Below materiality level	Investments in low-carbon technologies
R2	Requirements of the Emissions Trading System and Carbon Border Adjustment Mechanism	Introduction of emissions trading system in Ukraine under which the company will have to receive emission allowances or application of EU import-related requirements for Ukrainian exporters into the EU such as Carbon Border Adjustment Mechanism can lead to higher costs	Short- and medium-term	Policy and legal	-12	-4	Increased costs ≈ USD10.9 m annually	Below materiality level	Investments in low-carbon technologies
R3	Loss of some suppliers over their significant carbon footprint	Growing climatic requirements can lead to the need for identifying and cooperating with greener suppliers, i.e. with lower carbon footprint	Short-term	Market	-2	n/a	Products from new suppliers with a smaller carbon footprint could cost more, which would negatively affect production costs Loss of some raw material suppliers could affect production volumes and		Close cooperation with existing suppliers on climate-related issues

							productivity, which would have a negative impact on revenue		
R4	Increase in energy prices	Strengthening of climate regulation can result in higher energy prices, especially for fossil fuels, leading to increased production costs	Short-term	Market	-12	-8	Increased costs ≈USD209 m annually	Increased costs ≈USD52m annually	Investments in bioenergy projects and energy efficiency technologies to reduce energy intensity
R5	Increase in interest rates	Increased tax rates on GHG emissions and other requirements for business can lead to significant increase product prices. Increase in the demand for capital due to the need to make significant capital investments. All of this will lead to an increase in policy and bank interest rates	Short-term	Market	-6	n/a	Below materiality level	n/a	n/a
R6	Increased stakeholders' concerns or negative stakeholders' feedback	Failure to comply with new national and European standards on climate or delay in providing climate-related information could lead increased stakeholders' concerns or negative stakeholders' feedback	Short- and medium-term	Reputation	-4	-2	Increased concerns of shareholders, landowners, creditors, employees may affect the cost of land leases and capital		Increased focus on compliance with all applicable national and European requirements on climate-related issues

R7	Mandatory shifting of energy use towards lower emission sources	Astarta may be forced to change energy suppliers or ensure own production of clean energy due to regulatory requirements	Medium- and long-term	Policy and legal	-12	-4	Total capital investments ≈USD129m	Total capital investments: ≈USD64m	Timely investments into lower emission energy sources
R8	Mandatory adoption of energy-efficiency solutions	Mandatory adoption of energy-efficiency solutions can require replacement of outdated equipment and implementation of energy efficient measures leading to additional investments and costs	Medium-term	Policy and legal	-6	n/a	Not estimated	n/a	Timely investments into energy-efficiency solutions
R9	Costs to urgent transition to lower emissions technology		Medium- and long-term	Technology	-8	-2			
R10	Implementation of CCS technologies	The ambitious emission reduction targets include implementation not only emission reduction technologies, but also carbon capture storage technologies leading to additional capital investments	Medium-term	Technology	-4	n/a	Increased costs ≈USD22m annually	n/a	Monitoring of CO2 capture technologies Study of available technologies for practical implementation
R11	Increased cost of raw materials	Tightening requirements for the selection of suppliers, climate regulation and growing carbon tax can result in higher prices for key inputs and, consequently, to higher production costs	Medium-term	Market	-6	n/a	Increased costs: ≈ USD3.6m annually	n/a	n/a

R12	Switch to electric heavy trucks	New policies can be adopted to support low-emission solutions for transport including electric agricultural machinery. There might be restrictions on use of heavy fossil fuel-run trucks in the future. Vehicle replacement may require additional capital expenditures.	Long-term	Policy and legal	-4	n/a	Increased costs: ≈USD0.7 m annually	n/a	n/a
R13	Shifts in consumer preferences to more low carbon products	Increased customers attention to carbon footprint of products, growing awareness of the impact of agriculture on climate change, rising obesity and health issues can change consumer behaviour and preferences.	Short-and long-term	Market	0	-4	Additional investment to reduce carbon footprint can affect cost of production. Decrease in sales of traditional products can lead to lower revenues	Investments into low carbon technologies; Further expansion of regenerative farming practices	
R14	Mandates on regulation of water resources management (due to physical climate risks)	New rules and requirements for water use affect the cost of water supply and drainage. Restrictions may also put in force the reduction of water consumption volumes for business. New technologies can also be implemented to reduce water consumption which may be accompanied by significant capital investment.	Long-term	Policy and legal	n/a	-4	n/a	n/a	

P1 – Pathway 1: 1.5°C equivalent; P2 – Pathway 2: >3°C equivalent

Opportunities

	Opportunity	Description	Time period	Category	Score		Financial implication	
					S1	S2	S1	S2
01	The emergence of new low-carbon technologies and solutions	Astarta can benefit from the implementation of new technologies to improve its production process	Short-term	Resilience	6	n/a	n/a	n/a
02	Development of low-carbon/organic production	Low-carbon and organic production can create new markets and customers	Medium-term	Markets	12	4	n/a	n/a
03	Improving production efficiency	Low-carbon technologies can lead not only to reduced emissions but higher efficiency via reducing resources and energy consumption per unit of produced product	Medium-term	Resource Efficiency	4	n/a	Reduced operating costs (e.g., through efficiency gains and cost reductions)	
04	Increasing scale biomass processing (incl. biogas) to reduce energy costs	Scaling up existing and implementation of new carbon neutral projects	Medium-term	Resource Efficiency	12	8	Average savings on the natural gas up to ≈USD27m annually	Average savings on the natural gas up to ≈USD14m annually
05	Participation in the voluntary carbon credit markets	Measures taken to reduce GHG emissions can create possibility to participate in voluntary carbon credit markets and sell carbon credits	Medium-and long-term	Products/service Markets	4	2	Below materiality level	Below materiality level
06	Strengthening competitiveness in the domestic and global sugar markets	Expected reputational benefits from meeting the new requirements within the sustainability pathway	Long-term	Markets	4	n/a	n/a	n/a

Transition risks and opportunities summary scoring matrix.

Pathway 1		Likelihood		
		Low	Medium	High
Impact	Strongly Positive			02; 04
	Positive		03; 05; 06	01
	Neutral		R13;	06
	Negative	R3;	R6; R12	R5; R8; R11
	Strongly Negative	R10	R9	R1; R2; R4; R7

Pathway 2		Likelihood		
		Low	Medium	High
Impact	Strongly Positive		04	
	Positive	05	02	
	Neutral			
	Negative	R9; R6	R1; R2; R7; R13; R14	
	Strongly Negative		R4	

This Matrix illustrates the prioritization where each item is assessed by value. The most critical risks are located in the lower right red corner and the most beneficial opportunities - in the upper right green one. Middle yellow zone comprises the lower impact risks and opportunities.

1.5°C pathway

The 1.5°C pathway, assumes implementation of strict climate policy and legislative requirements, technology, and innovation, leading to significant risks and opportunities. Several risks are assessed to have a neutral impact despite medium to high likelihood. The remaining risks are expected to have negative and strongly negative impact with medium to high likelihood, to which the Company needs to pay special attention. Six out of eight transition climate opportunities are assessed to have a positive and strongly positive impact on Astarta, and two of them - neutral. The likelihood of all opportunities vary from medium to high. Opportunities with the highest impact and likelihood can help improve business processes, find new consumers and markets and, eventually lead to a positive effect on operational activities and/or profitability.

>3°C pathway

Scenarios within this pathway consider all existing and announced policy and legislative changes related to climate change as of 2022. There are no additional regulatory requirements for this scenario. However, an increase in the average temperature globally is projected at >3°C. This will bring significant physical climate risks. Accordingly, transition climate risks will be significantly lower compared to the 1.5°C scenario.

The impact of ten out of eleven transition climate risks on Astarta have mainly negative impact with likelihood from low to high which requires special attention from the management of the Company. A tangible positive impact is observed in three out of five opportunities with low and medium likelihood. The rest of the opportunities suggest neutral impact.

Climate-related risks identification and assessment is part of the general approach to principal risk management. For more information on risk management please refer to the Risk Management section of this report.

EU TAXONOMY DISCLOSURE

According to the EU Taxonomy regulation an undertaking which is under obligation to publish non-financial information pursuant to Article 19a or Article 29a of Directive 2013/34/EU shall include in its annual report information on how and to what extent the undertaking's activities are associated with economic activities that qualify as environmentally sustainable. The report needs to single out the proportion of business activities that are considered as eligible and aligned with the Taxonomy in their turnover, capital expenditure and operational expenditure.

To identify eligible and aligned activities Astarta conducted screening of its activities with respect to their eligibility and alignment with the Taxonomy. As a result, the Company has not identified any activities that meet the scope of the Taxonomy.

Therefore, 100% of the Company's revenues (EUR510m), capital expenditures (EUR17m) and operational expenditure (EUR4.4m) were derived from non-eligible activities. As a result, the Company has no activities aligned with the Taxonomy.

For this disclosure:

- Total revenues – revenues from external customers;
- Capital expenditure - additions to tangible and intangible assets considered before depreciation, amortisation and re-measurements, including those resulting from revaluations, impairments, excluding fair value changes, and additions to tangible and intangible assets resulting from business combinations;
- Operational expenditure - R&D costs, building renovation costs, short term leases, maintenance and repair costs, all other direct costs necessary to operate the asset.

At the same time Astarta has activities which it believes to be environmentally sustainable. Among these activities are:

1. Anaerobic digestion of organic material with the resulting production of biogas. The Company operates a biogas facility which uses sugar beet pulp, a by-product of sugar beet processing, for production of biogas. The biogas is supplied to other production subsidiaries of the Company. Therefore, the revenues from this supply are recognised as intercompany revenues;
2. Organic farming. The organic farming methods utilised by Astarta improve soil health and contribute to removal of CO₂ from the atmosphere. One of the Company's

subsidiaries obtained the status of an organic producer and uses 1.8kha of farmland for its operations. In 2022 revenues from sale of organic produce to external customers were EUR2.1m.

RUSSIAN INVASION IMPACT

The war created extremely difficult challenges for Ukraine which one could hardly imagine in the 21st century. Millions of Ukrainians had lost their security, housing, workplaces and some - their relatives and friends. Persistent military strikes on cities and towns by russian missiles, shelling and mining of vast areas is a colossal tragedy for people and a massive environmental disaster.

Ukrainian businesses also faced unprecedented challenges. According to International Rescue Committee (IRC) 90% of enterprises suffered from reduced demand and 71% faced difficulties due to disruptions in supply chains. There is no sector in Ukraine that was not affected, as the war brought challenges to production processes, transportation of goods including for exports, human capital, etc. On top of that Ukraine is now among the world's most mine-contaminated countries which will be a significant issue for the next decades.

Many businesses suffered physical damage to their assets including those from the agricultural sector. The most significant damage was done to farms in close proximity to military hostilities. According to IRC 25% of small farmers stopped or reduced agricultural production due to the war, while rising costs of production were felt across the country. According to the Ministry of Agriculture the total direct and indirect damage to the agriculture sector was estimated at USD41bn, adding to the Ukrainian economy contraction.



Streets of Velyka Dymarka after russian invasion, the Kyiv region

In 2022 according to the National Bank of Ukraine the domestic economy contracted by 30%, inflation rose to 27%, unemployment reached 26% eroding livelihoods across the country. Persistent military shelling led to a huge number of casualties at the scale of humanitarian catastrophe. This led to the Ukrainian population movement to the tune of 7.8m refugees across Europe – the largest displacement crisis in decades. In 2022 the UN Human Rights Office of the High Commissioner (OHCHR) recorded 17,994 civilian casualties of which 6,919 people were killed, including 429 children. The OHCHR believed that the actual

figures were considerably higher, as information from some locations where intense hostilities had been ongoing was delayed and many reports were still pending corroboration.

Along with unimaginable social impact the Ukrainian environment also suffered from military hostilities. As of the end of 2022, according to the Ministry of Environmental Protection and Natural Resources of Ukraine, the total damage to the environment was estimated at more than EUR50bn, including:

- Air pollution. Around 33mt of CO₂ eq. were emitted in 2022 due to military hostilities, movement of internally displaced people and fires. It was also estimated that 49mt of CO₂ eq. would be emitted in the process of the post-war recovery and reconstruction.

- Forest destruction. Along with CO₂ emissions Ukraine suffered from significant damage to forests with over 340kha of woods damaged by fires and cut down to build trenches.
- Groundwater and soil contamination. The war caused severe damage to the farmland and water resources as the soil and water reservoirs in military hostilities areas were polluted by chemicals and fuels from exploded rockets and artillery shells. Additionally, significant land area was damaged during the construction of defence lines leading to degradation of vegetation, wind and water erosion.
- Habitat destruction. As a result of russian invasion around one third of the biodiversity was affected and 200 areas of the Emerald Network appeared to be close to extinction.

The total war impact is hard to estimate as the destruction continues daily. But it became clear that consequences of the war brought by Russia to Ukraine are felt all around the world.

Impact on Astarta

From the beginning of the full-scale war the Company's top priority was health and safety of its employees and their families, as well as continuity of operations under the warfare conditions.

Office-based personnel worked remotely from home and shelters while production-based employees performed their duties when it was safe to do so. Many employees had to relocate from homes to other Ukrainian regions, as well as send their families abroad. Some workers had been called into the military service and their colleagues were filling the gaps in the workplace.

To support its employees the Company introduced special programme covering physical safety of employees, financial and psychological support, including for those drafted into the Armed Forces and their families. Over 300 of Astarta's employees joined the army and 16 employees were killed in combat as of the date of this report. The Company provided aid to families of those who gave their lives for the country's independence.

In 2022 more than 300 employees were provided financial and non-financial assistance under such programme. War-related additional financial payments to employees totalled EUR0.15m on top of EUR1.6m of regular wages that the Company continued to pay to the employees who had been called to the Armed Forces of Ukraine.

Astarta did not suffer material impact from physical damage of assets during the war with an exception of c.4kha under Astarta's management in the Chernihiv region that were under temporary occupation until the beginning of April 2022. Later in the same month the land was cleared of mines, unexploded shells, and sizeable metal fragments. The land did not require massive reclamation and the Company returned to farming operations there.

In May 2022 one of Astarta's employees - a civilian tractor driver working in the field - died from missile fired at the vehicle from a Russian military aircraft away from the battlefield.

As a result of the mentioned Russian military aircraft attack the tractor was destroyed. The estimated value of the machinery was EUR0.1m.

During 2022 the Company provided 133 units of motor transport of different types for



A guided missile fired from a Russian plane hit Astarta's tractor working in the field

the needs of the Armed Forces of Ukraine with the total estimated value of EUR0.5m.

The Company was also forced to reconsider its logistics modality. Before the full-scale war, Astarta's entire agricultural produce was exported by sea. Due to the blockade of seaports in March-July 2022, coupled with insufficient capacity of the European railway infrastructure and inspection delays in the operations of the Odessa-based grain corridor by Russian inspectors, Astarta explored alternative overland export routes. This, together with increased prices for overland logistics, led to growth of S&D expenses from 6% of revenues in 2021 to 13% of revenues in 2022.

Due to high risks at the beginning of the war the operation of the soybean crushing plant was suspended for two weeks. In mid-March 2022 the Globynsky Processing Plant resumed operations and reached planned production capacity (for more information please refer to the Soybean Processing section of the [Astarta's Annual Report 2022](#)).

Due to the constant power outages caused by the Russian missile attacks the Company purchased electricity generators to secure continuity of production processes. The cost of generators purchased in 2022 was EUR0.3m.

Since the start of the war domestic government institutions and businesses faced constant cyber-attacks from Russia. Well organized technical infrastructure and professional team of Astarta's IT Department and proprietary IT software AgriChain successfully repelled these attacks. There was no damage to the IT systems of the Company recorded.

In 2022 direct charitable and social contribution of the Company totalled EUR3.5m. Total contribution from a dedicated humanitarian project set up by Astarta in collaboration with other parties reached USD18m. Astarta co-founded a large-scale humanitarian project Common Help UA in March 2022. The project grew through membership of other businesses, international organizations, local communities which united to help people in need, nurture local entrepreneurship, create jobs for internally displaced people, support domestic producers and the economy as a whole. By the end of 2022, Astarta provided 28kt of humanitarian supplies, including 39k of food rations, to c. 716k internally displaced civilians.

ENVIROMENTAL

Energy

GRI-302; SDG-12

The nature of Astarta's business implies use of different energy resources like natural gas which is mainly used by the Sugar Production and Soybean Processing segments and liquid fuels mostly consumed in the Agriculture segment.

In 2022 key production sites in the Sugar Productions and Soybean Processing successfully confirmed certification according to the international standard ISO 50001 "Energy management".

Sugar production is one of the most energy intensive processes in the food industry. Overall energy consumption in the Sugar Production decreased by 10% to 2,077kJ due to lower production volumes. The natural gas consumption declined by 22% y-o-y to 38.6mm³ and biogas consumption increased 6x y-o-y to 7.4mm³. The share of the Sugar Production in the total energy consumption was 62%.

The Agriculture segment is the main consumer of diesel used by agricultural machinery. In 2022 diesel consumption per ha reduced by 10% y-o-y to 64kg/ha as some field operations were completed in 2023 whereas in 2021 these field operations were performed before the year end. Overall energy consumption in the Agriculture reduced by 16% to 871kJ representing a 26% share in total energy consumption.

Energy consumption in the Soybean Processing increased by 22% y-o-y to 270kJ due to higher soybean processing volumes in 2022. Biogas consumption in the Soybean processing segment increased 7x y-o-y to 6.2mm³ replacing the natural gas consumption needs by up to 50% (or 3.5mm³). The share of the segment in the total energy consumption was 8%.

The Cattle Farming energy consumption increased by 2% y-o-y to 117kJ due to the growth in diesel consumption by 10% y-o-y to 1.7kt used for generators during blackouts.

Responding to climate change Astarta seeks ways to reduce its negative impact through the use of sustainable energy sources like granulated beet pulp and biogas produced by an in-house bioenergy facility which allows to partially replace natural gas at several production sites.

Total energy consumption from renewable energy sources more than doubled y-o-y to 346kJ representing 10% of the Company's total energy balance.

Astarta further enhanced the methodology of energy calculation by switching to use of the main source of specific indicators for the calculation of energy consumption is Ukraine's Greenhouse Gas Inventory 1990-2020 (Annual National Inventory Report for Submission under the United Nations Framework Convention on Climate Change and the Kyoto Protocol, Kyiv 2022) and internal technical documentation.

Based on the new calculation methodology the company restated energy consumption for the previous reporting period. The updated data is presented below.

Energy consumption by segments

kGJ	2020	2021*	2022
Sugar Production	2 088	2 309	2 077
Agriculture	1 050	1 036	871
Soybean Processing	271	222	270
Cattle Farming	108	115	117
Total	3 533	3 689	3 352

*restated

Energy consumption per source of energy

kGJ	2020	2021*	2022
Non-renewable sources	3 429	3 549	3 006
Natural gas	2 171	2 121	1 624
Liquid fuels (diesel, petrol, LPG)	842	847	757
Coal	253	441	496
Electricity purchased	164	140	128
Renewable sources	103	140	346
Biogas	73	42	255
Other	31	98	91
Total	3 533	3 689	3 352

*restated

Energy intensity per unit of production

kGJ	2020	2021*	2022
Energy used per tonne of sugar produced	7.2	6.3	7.1
Energy used per tonne of crop grown	0.3	0.3	0.3
Energy used per tonne of soybean processed	1.3	1.3	1.3
Energy used per tonne of milk produced	1.2	1.2	1.1

*restated

Water and Effluents

GRI-303; SDG-6

Water is the most widespread resource on the planet but only 2.5% of reserves is suitable for human consumption. According to FAO agriculture is the largest water user, accounting for 70% of total freshwater withdrawals. Ukraine is among the countries with insufficient access to freshwater resources which is especially noticeable in its southern regions in need for irrigation.

Astarta's business operations are in the central and western regions with higher levels of precipitation and availability of water resources. According to the Aqueduct Water Risk Atlas the Company withdraws water in high, medium-high, and low-medium areas of water risk. Yet, responsible consumption of water is among key priorities for the Company.

Astarta withdraws fresh water from surface and underground sources according to limits and permits from local authorities.

In the Agriculture segment water is mainly used in irrigation and application of plant protection products, and general household needs. The discharged water is mainly wastewater collected in special reservoirs for further discharging and treatment by specialist organisations.

In the Sugar Production water is used for washing sugar beets and for cooling power stations at sugar mills. Sugar plants have different categories of water used in sugar beet processing. The First category of water is technical water from a water reservoir, the Second category of water is clean water used for sugar beets washing and their transportation along the conveyor belt. The Third category of water is wastewater that contains sludge from the technological process. The latter category of water is not returned to the production cycle but discharged to the absorption fields next to the sugar plants for natural biological treatment of wastewater.

The Soybean Processing segment withdraws relatively small amount of water for processing operations. Like in sugar operations wastewater is discharged to the absorption fields.

Cattle Farming operations withdraw water mainly for watering the animals and washing milking equipment. The wastewater is discharged to special reservoirs for further discharging and treatment by specialist organisations.

To control the quality of intake water and discharged wastewater Astarta performs a specialized analysis under internal annual monitoring plan.

The Company initiated development of automated system for data collection for water and effluents. Thus, the data on water withdrawal, discharge and consumption will be presented after implementation of this system.

Land Use and Biodiversity

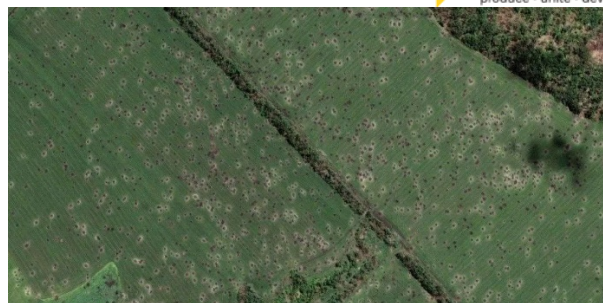
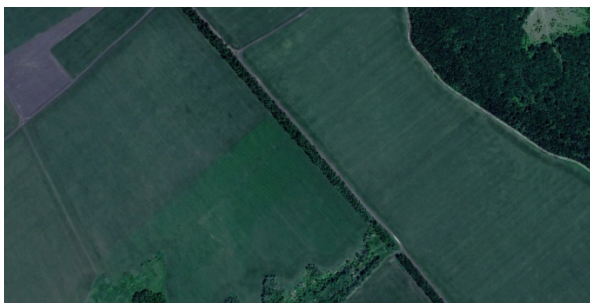
GRI-304; SDG-15

Since the full scale russian invasion Ukrainian environment suffered significant damage caused by the military hostilities. As of the end of 2022 according to the Ministry of Ecology the total damage to the environment is estimated at UAH1.7 trillion (EUR50 billion). It includes damage from air pollution from burning of oil products; forests devastated by fires and cut down to build trenches; groundwater and soil got contaminated with heavy metals and toxic chemicals; wildlife killed or pushed out of their habitats etc.

According to national experts Ukraine is home to more than 70k animals and plants species which represents 35% of the estimated European biodiversity. As a result of russian invasion around one third of the biodiversity was affected and 200 areas of the Emerald Network appeared to be close to extinction.

The war also caused severe damage to the farmland which is a key asset for agriculture sector in Ukraine. The land around military hostilities was polluted by chemicals and fuels from exploded rockets and artillery shells affecting the local ecosystem.

By way of example, below are the satellite images of the same field in the Kharkiv oblast published by the Ukrainian Nature Conservation Group (UNGC).



According to UNGC there are 480 craters from 82-millimeter shells, 547 craters from 120-millimeter shells, and 1,025 craters from 152-millimeter shells on this image. As a result, around 50 tonnes of iron, 1 tonne of sulphur compounds, and 2.4 tonnes of copper was released into the soil within one square kilometre.

Land under management of Astarta was not heavily affected except for c.4kha in the Chernihiv region which were under temporary occupation until the beginning of April 2022. The latter were cleared from mines, unexploded shells, and sizeable metal fragments. Considering that the land was not significantly affected and did not require reclamation Astarta returned to farming operations there. At the same time nearby forests are still not cleared of mines, unexploded shells, metal fragments and chemicals.

Understanding the importance of preserving the biodiversity and land resources in farming operations Astarta is engaged in regenerative practices and aims to further tilt its farming practices towards higher positive impact on biodiversity and land. One of the key elements of regenerative farming is reduced tillage approach as the depth of tillage is linked to the soil degradation and change in biodiversity. In 2022 the Company applied reduced tillage to 106kha.

Another important element of regenerative farming is use of cover crops and reduction in use of synthetic fertilizers by applying nitrification inhibitors and organic fertilizers. These protect soil from erosion, therefore improving its health. In 2022 Astarta used cover crops, nitrification inhibitors and organic fertilizers on the area of 11kha.

Astarta actively uses digital solutions for land management such as proprietary IT software called AgriChain developed by its in-house agritech subsidiary. The AgriChain Land module allows to monitor and control location of land plots operated by the Company in relation to the nature reserve areas. Astarta can make a fast verification whether a land plot which is considered for potential lease belongs to such areas.

There are also other elements of digitalisation and precision farming employed such as differentiated sowing, fertilisers and crop protection application to improve productivity while mitigating negative impact on soil.

Raw materials such as soybeans and sugar beets supplied to the Company's processing plants are grown in-house or by local farmers. Neither Astarta's agricultural subsidiaries engaged in crop and milk production, nor local farmers use any deforested land or involved in any kind of deforestation activities.

Astarta's approach to land use and biodiversity is based on the corresponding policies and standards developed according to national and international requirements.

Astarta implemented the following key standards, policies and procedures in the sphere of land use and biodiversity: the Sustainability Policy, the Environmental Policy, the Sustainable Agriculture Policy, the Deforestation Policy, the Biodiversity Corporate Standard.

Based on the above-mentioned documents management of the Company is committed to:

- assesses the potential effects, cumulative, direct and indirect impacts of any new or reconstruction project on biodiversity;
- use the components of biological diversity in such a way and at a speed that does not lead to its long-term reduction
- abide by the principle of avoiding the impact on biodiversity and minimization of potential impact;
- keep the Company's operating activities out of protected areas, such as nature reserves;
- introduce modern regenerative farming practices;
- use species that are naturally adapted to local and regional ecosystem for higher resistance to pests and diseases;
- implement best practices for sustainable management.

Emissions and Responding to Climate Change

GRI-305; SDG-3, SDG-12, SDG-13, SDG-15

GHG and other emissions

Among emissions generated by Astarta's business activities are greenhouse gas emissions: carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), and other emissions such as particulate matters (PM), nitrogen oxides (NO_x), sulfur dioxide and compounds (SO_x).

The Company performs annual environmental monitoring under national law to control:

- air emissions from stationary, mobile sources, and at the borders of the sanitary protection zones;
- efficiency of dust and gas capture;

Under the project Climate Action Plan Astarta updated its inventory of GHG emissions sources for all business segments following GHG Protocol Standards, IPCC Guidelines and Ukraine's Greenhouse Gas Inventory 1990-2020. As a result, the Company enhanced disclosure of Scope 1, 2, 3 and added disclosure on biogenic emissions to this report. The global warming potential used in the calculations is based on the IPCC's Sixth Assessment Report, 2022 (AR6).

GHG emissions from land management, wastewater, and refrigerants were added to the 2022 and 2021 Scope 1 emissions resulting in restatement of Scope 1 emissions for 2021.

Scope 1 emissions

Under an updated methodology, the Agriculture is the biggest emitter of direct GHG emissions (Scope 1) with 54% share of total. In 2022 the segment generated 261kt of CO_{2eq} (down by 15% y-o-y) with the most significant share of emissions coming from land management (78% of total). GHG emissions from land management decreased by 15% y-o-y to 204kt of CO_{2eq} due to lower amount of nitrogen applied to soil.

Direct GHG emissions in the Sugar Production (27% share in total Scope 1 emissions) decreased by 26% y-o-y to 128kt of CO_{2eq} due to lower production volumes.

Direct GHG emissions from the Soybean Processing operations increased by 20% y-o-y to 13kt of CO_{2eq} due to the increase in soybeans crushing volumes by 23%. Share in the total Scope 1 emissions was 3%.

Scope 1 emissions in Cattle Farming (stationary and mobile sources, manure management, enteric fermentation, refrigerants, and wastewater) were calculated according to Tier 2 approach of IPPC Guidelines. Total direct emissions grew by 7% y-o-y to 74kt of CO_{2eq} due to the increase of average annual herd. Share in the total Scope 1 emissions was 16%.

Direct GHG emissions from the biogas production and head office are insignificant with 1% share in total Scope 1 emissions.

Total Scope 1 emissions amounted 480kt of CO_{2eq}, (down by 14% y-o-y) representing 63% within the scopes.

Scope 2 emissions

Scope 2 emissions are derived from consumption of purchased electricity.

The Agriculture segment consumes purchased electricity mainly during the process of cleaning and drying grains and oilseeds. In 2022 the segment emissions were reduced by 28% y-o-y to 4kt of CO_{2eq} or 28% of total Scope 2 emissions, due to the lower volumes of grain and oilseeds handling.

The Sugar Production segment uses electricity mainly during the plant maintenance period. Its share in total Scope 2 emissions is 17% or 3kt of CO_{2eq}, down by 14% y-o-y reflecting lower volume of maintenance works.

The Soybean Processing segment was the biggest consumer of purchased electricity and emitted 4kt of CO_{2eq} (up by 9%) or 28% of total Scope 2 emissions.

The Cattle Farming consumes purchased electricity to ensure the operation of refrigeration and milking equipment. Share in total Scope 2 emissions was 24% or 4kt of CO_{2eq} in 2022.

Total Scope 2 emissions amounted to 15kt of CO_{2eq} (down by 8% y-o-y) with 2% within scopes.

Scope 2 emissions calculation is based on the CO_{2e} grid emissions factors from the Harmonized IFI Default Grid Factors 2021 v3.1.

Scope 3 emissions

In 2022 the Company calculated downstream and upstream emissions under GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard. Scope 3 emissions calculation was performed following CO_{2eq} emission factors of GHG Protocol “Scope 3 Evaluator”, Department for Environment, Food and Rural Affairs of UK, UK and England's carbon footprint to 2019, and United States Environmental Protection Agency, GHG Emission Factors Hub.

According to GHG protocol Scope 3 emissions are divided into 15 distinct reporting categories. The Company evaluated all 15 categories and identified the following most applicable categories of Scope 3 emissions:

- Category 1 emissions from purchased goods and services are the most significant in the total Scope 3 emissions with 40% share or 109kt of CO_{2eq} (up by 3% y-o-y).

- Category 3 emissions from fuel- and energy-related emissions decreased 16% y-o-y to 41kt of CO_{2eq} due to lower fuel and electricity consumption. The category share in the total Scope 3 emissions was 15%.
- Category 4 emissions from upstream transportation and distribution increased by 30% to 21kt of CO_{2eq} due to longer delivery distances of input materials or 7% from the total Scope 3 emissions.
- Category 9 emissions from downstream transportation and distribution represent 25% share in the total Scope 3 emissions. In 2022 emissions in this category increased 3.5x to 67kt of CO_{2eq} due to the change in products delivery terms towards longer delivery distances.

Total Scope 3 emissions increased by 21% y-o-y to 271kt of CO_{2eq}, corresponding to 35% share in total direct and indirect emissions.

Biogenic emissions

Biogenic CO₂ emissions are defined as emissions from biological sources or materials derived from biological matter. Biogenic material is a material derived from biomass, which includes organic material (both living and dead), e.g. trees, crops, grasses, tree litter, algae, animals, manure and waste of biological origin. All sources of biogenic emissions are associated with carbon of biomass origin, which has been previously accumulated from atmosphere during biomass growth period. This defines separate approach for accounting of GHGs emissions compared to other anthropogenic emissions.

In 2022 the Company calculated biogenic emissions for the first time. For comparison purpose Astarta also calculated biogenic emissions for 2021. The main sources of the Company's biogenic emissions are soil organic carbon loss, biogas, and biomass combustion (dry granulated beet pulp and woodfire).

Emissions from soil carbon loss increased by 27% to 286kt of CO_{2eq} (92% share of total biogenic emissions) due to 41% lower amount of nitrogen application to the soil in 2022 at 13kt. Lower nitrogen application rate leads to a rise in the share of carbon losses from soil.

6x increase in biogenic emissions from biogas combustion to 14kt of CO_{2eq} reflects higher biogas production volumes in 2022 versus the previous year.

Summary data on Emissions

kt of CO _{2eq}	2021	2022
Total emissions, including:	1 040	1 079
Scope 1	561	480
Scope 2	17	15
Scope 3	224	273
Biogenic emissions	238	311
Scope 1		
By key gas type, kt		
CO ₂	249	199
CH ₄	2	2
N ₂ O	1	1
by segment, kt of CO_{2eq}		
Agriculture	308	261
Sugar Production	172	128
Cattle Farming	70	74
Soybean Processing	11	13

by source, kt of CO_{2eq}		
Fuel combustion	256	207
Land management	240	204
Enteric fermentation	51	53
Manure management	11	13
Scope 2		
by segment, kt of CO_{2eq}		
Agriculture	6	4
Soybean Processing	4	4
Cattle Farming	4	4
Sugar Production	3	3
Scope 3		
by key GHG protocol category, kt of CO_{2eq}		
Category 1: Purchased goods and services	106	109
Category 9: Downstream Transportation and Distribution	19	67
Category 3: Fuel- and energy-related activities	49	41
Category 2: Purchased capital goods	35	35
Category 4: Upstream transportation and distribution	15	21
Biogenic emissions		
by sources, kt of CO_{2eq}		
Biogenic emissions from soil organic carbon loss (CO ₂ emissions)	226	286
Biogenic emissions from biogas combustion	2	14
Emissions from biomass combustion	10	10

As a business that operates in a land-intensive sector Astarta will consider joining the Science Based Targets initiative (SBTi) Forest, Land and Agriculture (FLAG). With this in mind, the Company also started to calculate emissions with the breakdown on FLAG and non-FLAG emissions.

kt of CO_{2eq}	2021	2022
FLAG emissions, including:	528	556
Soils	466	490
Livestock	62	66
Non-FLAG emissions, kt of CO_{2eq}		
Non-FLAG emissions, including:	288	250
Fossil fuels combustion	256	207
Electricity purchased	17	15
Biogas combustion	2	14
Biomass combustion	10	10
Other	3	4

The FLAG emissions increased by 5% to 556kt of CO_{2eq} with 69% share of all emissions due to the higher volumes of GHG emissions from land management. The non-FLAG emissions decreased by 13% to 250kt of CO_{2eq} due to lower fossil fuel and purchased electricity consumption.

Acting on Climate Change

The russian invasion of Ukraine led to the significant damage to the environment with the impact spreading well beyond Ukrainian borders. It threatens the ambition of global efforts

towards curbing the climate change as the military hostilities cause large-scale emissions of greenhouse gases and contamination of the environment with harmful munition-related substances. According to the Ukrainian Ministry of Environment the war-related hostilities caused nearly 33mt of CO₂eq. emissions, numerous fires and mass migration of the Ukrainian population. Post-war recovery and reconstruction would add an estimated 49mt of CO₂eq.

At the same time, Ukraine has a well developed agriculture which has a significant potential for removing CO₂ from the atmosphere and storing it in soil and thus can play an important role in climate change mitigation.

Land use and land use change is the largest component of climate mitigation after energy and industry. It is estimated that 25-30% of total human-related emissions come from agriculture, forestry and other land use (AFOLU). Agriculture occupies c.40% of global ice-free land, uses 75-84% of global consumption of water and, among others, causes the biodiversity loss at the highest rate in history. Conventional agricultural methods also mean that up to 50% of synthetic fertilisers are not delivered to plants but sunk into the surface and groundwater or emitted into atmosphere contributing to the temperature rise.

Scientists call for taking out 10-30% of land out of agricultural production for ecological conservation and, if done via reforestation, the decarbonisation would be an additional benefit. Water and fertilizer use can be reduced via precise application and soil analysis, and recycling of at least 50% of nutrients (manure, sewage, food processing waste).

There is need to increase efficiency of water use by drip irrigation, recirculation in greenhouses on top of buffering of water resources in lakes and aquifers, and in soil through increasing organic matter content. Farmers need to change crop rotation by switching to crops with lower water needs in water scarce regions and develop circular farming business model.

Agriculture has large potential to sequester carbon in plant biomass and in the soil. Worldwide soil contains 2,000-2,500Gt of carbon, which is 3X as much as all plants and 2X the amount of carbon in atmosphere. Agricultural soils have potential to sequester up to 2.5Gt of CO₂ per annum and achieve more than 60% of CO₂ sequestration targets for the Net Zero target according to IPPC.

There are two main ways for increasing soil organic carbon (SOC) in soils and its storage:

- increase carbon-reach inputs (crop residues, compost, manure)
- reduce decomposition rate of organic matter and soil carbon losses due to erosion (reduced tillage, crop diversity, erosion management).

It is estimated that agricultural soils lost 30-75% of original SOC due to conventional farming practices. The process of reaching a new SOC stock takes 10-50 years. Agricultural practices for sequestering carbon in the soil and biomass is called “carbon farming”. The main additional benefit of these practices is enhanced soil health and plant resilience to withstand different weather patterns.

As one of the largest agricultural producers in Ukraine, Astarta is actively studying and utilising the elements of carbon and regenerative farming across its farmlands such as cover cropping, diversified crop rotation, crop residue covering, reduced tillage, organic fertilisers etc. The Company also has an in-house soil analysis laboratory and a unique database with a tight grid covering most of the fields under operational management. All key soil nutrients are regularly collected and monitored, and this information is used for adjusting the key soil fertility parameters.

By way of example, Differentiated Sowing and S-Control Monopile techniques tailor the amount of planting material to the specific land plot and allow increasing productivity of crops while saving on seeds. Astarta also actively uses other solutions such as AgriChain Scout - one of the key modules of AgriChain, Astarta's proprietary IT software system. It allows for remote monitoring of the crop growth process on its fields. In 2022 a new module was added to AgriChain Scout to include automated soil sampling for further analysis in the laboratory. The soil sampling crew drives to a selected field under the app guidance to take samples from specific segments.

Additionally, an application from the US "Planet Labs", specialising in Earth observation from space, was integrated into AgriChain Scout, to monitor condition of crops such as the level of vegetation, and the quality of seedlings in the fields by satellites equipped with a high-resolution telescope.

The increase in the average annual temperature and lower precipitation levels in Ukraine command a gradual change of crop mix towards a higher share of winter crops such as wheat and rapeseeds. Astarta's total acreage under winter crops increased from 54kha in 2021 to 62kha in 2022. There is also an increased focus on drought resistant varieties of spring crops, applying reduced tillage to preserve moisture in the ground, tailoring density of sowing and fertiliser application to specific soil conditions.

Another possible area of expansion for Astarta under changing climate conditions is irrigation. Currently, 500ha of its land is under irrigation and there is significant potential for expansion in the future.

Agricultural science links climate risk mitigation to sequestration of carbon in soil and, at the same time, improving its health and productivity. The Company continued to follow a set of recommendations on regenerative practices developed within a project with Syngenta LLC (Ukraine). To measure the impact from change in farming practices Astarta developed a Baseline report for 2020 and monitors the carbon sequestration results on an annual basis through the Cool Farm Tool.

Decarbonisation of the industrial processes of Astarta's business has been long established via reduction of natural gas consumption at the sugar mills under the energy efficiency programme of BAT (best available technology) and introduction of the bioenergy pellets as an alternative source of energy for beet pulp drying instead of natural gas.

Also in Sugar Production and Soybean Processing Astarta uses biogas from an inhouse biogas facility to replace natural gas consumption. This biogas facility uses sugar beet pulp, a residue from sugar production, as a primary raw material for biogas production. In 2022 replacement of natural gas with biogas reached 10% out of total gas consumption in the Sugar Production segment versus 2% in 2021, and in the Soybean Processing segment biogas substituted 50% of total gas needs versus negligible amount in 2021.

In 2022 Astarta continued reporting under the Carbon Disclosure Project (CDP) on its activities aimed at climate change adaptation and mitigation.

In 2022 Astarta entered into a tri-party agreement with the EBRD and EY to develop a comprehensive system of climate corporate governance. Under the project the Company enhanced its GHG calculation for Scope 1-3, was provided with a climate scenario analysis for 1.5-4°C growth in global temperature, identified physical and transitional climate risks, analysed existing and prospective decarbonisation initiatives.

Waste

GRI-306; SDG-3, SDG-6, SDG-12

As a big agroindustrial holding Astarta generates hazardous and non-hazardous waste in the process of its daily operating activities. The separate waste collection and temporary storage comply with domestic legislation and internal standards. Before disposing of hazardous and non-hazardous waste, it is temporary stored in special yards with marked boxes for waste sorting. To dispose the hazardous and non-hazardous waste, Astarta cooperates with companies that are reputable and licensed by relevant authorities to handle such waste. Within waste recovery operations these companies can obtain valuable components or incinerate waste for energy generation.

The waste generated by the Company is determined by the level of hazard: 1st, 2nd, 3rd and 4th categories in line with national requirements. The share of hazardous waste is negligible and mainly comes from fluorescent lamps, battery packs, used oils, used packaging of pesticides, fertilizers, other chemical materials etc.

Non-hazardous waste generated by the Company mainly includes residue from the production process such as paper, plastic, waste from packaging materials, used tires etc.

Solid household waste generated within the Company's activity is disposed at landfills.

In the process of sugar beets processing Astarta produces sugar and generates by-products such as sugar beet pulp and molasses. Sugar is sold mainly in 25kg, 50kg and 1000kg polypropylene bags as well as in bulk. Bags for sugar packaging are supplied by third parties. Customers who buy sugar in bags can either dispose of or reuse these bags. Molasses is sold as is while sugar beet pulp is partially baked into a granulated product and partially used as a feed for livestock.

The Sugar Production segment also generates filtration sludge in the technological process. This type of waste has two fractions: dry and wet. The wet fraction is disposed to the absorption fields. The dry fraction is used for absorption fields maintenance. Other waste generated by the segment comes from input materials such as technological inputs, batteries, materials for laboratory and transport maintenance which are sent on for further disposal by third parties.

The key products produced by the Agricultural segment are grains and oilseeds as well as sugar beets. Grains and oilseeds are sold in bulk mainly for exports and sugar beets are processed internally by the Sugar Production segment. The Agricultural segment generates organic residue after harvesting row crops. Some of the residue are left in the fields to preserve soil and some are used in cattle farming as bedding for cows.

There is also some plant-based residue generated in silo handling of grains and oilseeds which are partially disposed to landfills and partially sold. The residue which is sold can be processed into pellets, feeds, and animal bedding. The Agriculture segment also generates waste from operating and maintenance of machinery and transport as well as packaging from pesticides and fertilisers which are further utilized by relevant companies.

Soybean meal and oil are the key products in soybean crushing which are sold in bulk. The by-product of the crushing process is husk which is sold to third parties. The Soybean Processing segment also generates waste during the process of cleaning equipment, wastewater treatment, and replacement of filters in dust and gas treatment installations.

Milk is the key product of the Cattle Farming segment. The milk is sold in bulk without packaging. Manure generated on the cattle farms is applied as fertilizer on the fields in the Agricultural segment. The Cattle Farming generates waste from use of veterinary inputs and medicines derived from animal healthcare.

The Company initiated development of automated system for data collection for waste. Thus, the data on waste generated, diverted from disposal and directed to disposal will be presented after implementation of this system.

Animal Welfare

The war, provoked by Russia, created unprecedented challenges for Ukrainian farmers and animals in the areas directly and indirectly affected by military hostilities. Livestock suffered immensely from abuse, injury, or death in such areas. Thus, the issue of animal welfare is one of the key concerns in Ukraine.

Astarta's dairy farms didn't suffer losses but prioritized the importance of humane treatment and animal health and welfare. Thus, amidst the occupation of the Northern Ukrainian territories, Astarta provided temporary shelter at its dairy farms for more than one thousand rescued and relocated cows from the Kharkiv region.

The Company strongly believes that animals should be treated well; thus, actions to improve herd welfare are constantly in focus. In 2022 improvements included: the reconstruction of premises for loose keeping equipment for 770 stalls with special comfortable bedding, and improved insect management by installing electric insect killers on farms.

Astarta ensures good animal living conditions in the cowshed and during outdoor grazing. In the cowshed cows have thick mattresses, sufficient room to move and walk around, massage brushes, constant access to clean drinking water, and balanced and timely feed. At times of power outages, generators were installed to meet the farm's needs.



The Company believes that a healthy cow produces more milk, of better quality, and for longer. Moreover, a healthy and more productive herd helps to reduce environmental impact by lower greenhouse gas intensity per litre of milk produced. This is why the Company focuses on animal welfare, nutrition, health, and productivity.

Astarta constantly monitors the somatic cell count (SCC) by analyzing milk each time it is collected from the farm. An elevated level of somatic cells in milk can indicate inflammation or mastitis, which causes pain and stress to the animal and lowers milk quality. At Astarta, the somatic cell count in milk is always kept within the range of 200-300k cells/ml, while the state standard requires that extra-grade milk has up to 400k somatic cells/ml. Apart from SCC control of milk at dairy farms, individual cow monitoring for subclinical mastitis infection is carried out twice per month to effectively prevent and control inflammations, thus creating more efficient and sustainable dairy systems.

Astarta regularly adjusts feed mix that enhances balanced nutrition, improve feed conversion ratio, and promote animal welfare and health. In 2022, the Company conducted extensive research on animal feed to maximize efficiency when calculating rations. Both raw (green mass) and finished feed components (haylage, silage) were examined. Based on these

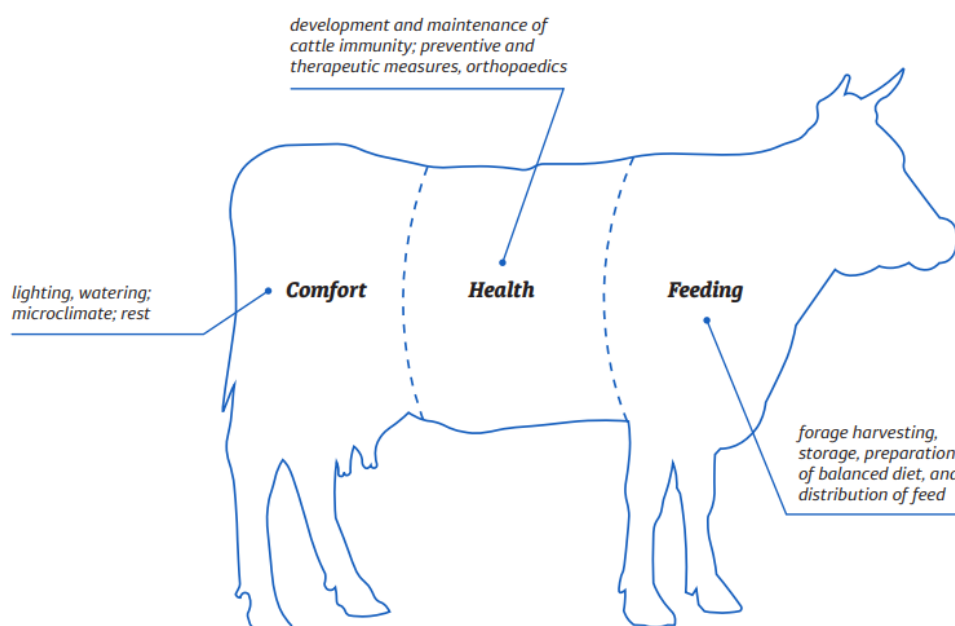
findings, feed rations at Astarta's Feed Centre were adjusted to better satisfy animals' needs for nutrients and minerals. This allowed for the daily unit milk yield to increase from 22.6 to 23.6kg.

The Company's digital automated ProFeed animal feeding system was operational at nine farms out of 35, unchanged from the previous year. Due to constant power outages and internet disruptions caused by russian missile attacks, the IT team developed offline backup version to ensure the integrity of the system.

In 2022 Astarta continued the implementation of the HACCP (Hazard Analysis and Critical Control Points) activities plan at all dairy farms. The Company's livestock personnel seek practices that enhance animal well-being and productivity, especially those that reduce stress and increase yields.

In 2022 Astarta's dairy farms were included into the Raw Milk Control Programme run by the State Food and Consumer Service within the Quality FOOD Trade Programme framework. Its main objective is to increase the added value in domestic trade from the dairy sector for sustainable growth in Ukraine.

Basic animal welfare pillars



Sustainable Procurement

The Company developed and implemented the Standard on sustainable procurement which is a part of the Company's Integrated Corporate Management system. This standard determines ESG evaluation process of suppliers at all stages. Part of the standard is the sustainable agreement as an addendum to the main contract with the supplier, as well as sustainability questionnaire, which the supplier is required to fill in. The sustainable agreement stipulates key requirements in the social and ecological spheres to the suppliers that work with the Company. Among these requirements are:

- Prohibition of child and forced labour;
- Refuse from any type of discrimination;
- Freedom of associations
- Rationale natural resources use

- Ensure minimisation of use of packaging materials and work towards its recyclability
- Consider climate change issues in the business

Also, the employees are required to give feedback about their experience with the suppliers. This information is collected, analysed and used by the procurement department to form a register of qualified suppliers.

According to the Standard on sustainable procurement the Company conducts permanent monitoring of its suppliers in respect of the following issues:

Administrative Management	Constant improvement in procurement and supply of products and services, development of decision-making procedure on supplier relationship.
Human Rights	The selection process of suppliers includes due diligence on human rights. Contract termination with supplier if employees' discrimination is detected. Requiring suppliers to respect political, economic, social rights and freedoms as part of the contract.
Personnel Management	Requirement and verification of compliance with appropriate working conditions by the supplier, including ongoing performance audit by the Company as a customer. Monitoring of social protection granted by the supplier for its employees, the level of competence and training for employees.
Environment	Verification and enforcement of contractors with due diligence on environmental issues, conservation of natural resources, pursuit of activities considering the impact on climate change and prevention of these risks, prevention of negative impact on biodiversity and waste management.
Transparent Business Activities	Anti-corruption management both within the Company and in interactions with suppliers. The Company adheres to the principles of fair competition and requires this from its suppliers.
User Compatibility	The Company adheres to the principles of ethical marketing, the duty of honest contractual performance, providing truthful and complete information about products and compliance with these principles by suppliers. The Company focuses on suppliers who provide customer support, guarantee consumer rights protection and product safety. The Company records all complaints and resolves disputes as per contractual arrangements with suppliers
Compatibility with Local Communities	The Company pursues active policy in local community engagement, involving them in educational, scientific development and other social programmes.
Contribution to Cascading of Taxes	By extending principles of sustainable procurement to suppliers the Company achieves a positive cascading effect within its supply chain through cooperation with socially responsible suppliers of products and services.

Total number of engaged suppliers – 16,995, out of which 4,275 were recognised as a winning bidder.

SOCIAL

Human Capital

GRI-401; SDG-8

Astarta believes that people are its most vulnerable and valuable capital. Thus, since the start of the full-scale Russian invasion of Ukraine safety of the employees and their families became the utmost priority for the Company. Office-based personnel worked remotely from home and shelters while production-based employees performed their duties when it is safe to do so. Many employees had to relocate from homes to other Ukrainian regions, as well as send their families abroad. Some workers had been called into the military reserve and their colleagues were filling the gaps in the workplace.

To support its employees the Company introduced special programme covering physical safety of employees, financial and psychological support, including for those drafted into the Army and their families. More than 300 employees were provided financial and non-financial assistance under such programme.

Despite the war Astarta continued creating conditions, opportunities and incentives through different projects to stimulate engagement and professional development of its employees.

- **The Operational Improvement System of Astarta (OISA).** This is a management system designed for improving business processes and the involvement of each employee in the process of continuous improvement. In 2022 1,173 employees participated in the programme with 1,158 improvement ideas submitted. The economic benefits from such ideas totalled UAH11m in 2022.
- **Successors Development.** The programme is aimed at career development and training of personnel for key management positions. Potential candidates undergo the training programme for 1-3-year before being promoted to key management positions.
- **Staff Reserve.** The project aims to identify talented employees with potential leadership skills. Having selected such employees, the Company conducts special training to create a talent pool for potential senior positions.
- **Think Tank.** The project's goal is to collect ideas on efficiency improvements from the company's employees. This allows to identify creative and motivated individuals who are ready to take leadership role in transformation processes within the business and, at the same time, stimulate engagement of other employees.
- **School of Internal Experts.** The key purpose of the project is to share knowledge and successful experience within the Company by providing opportunities for self-realisation of employees.

Employment

Astarta conducts its business nationwide, thus hiring people in different regions of Ukraine.

As of the end of 2022 the total number of employees was 6,591, up by 37% y-o-y as the Company had to reserve seasonal personnel during the martial law. Correspondingly the share of seasonal employees increased from 16% in 2021 to 37% in 2022. The breakdown of employees by age remained almost unchanged while the breakdown of employees by gender and professional level slightly changed reflecting an increase in seasonal employees.

Number of employees as of YE	2020	2021	2022
Age	5 027	4 820	6 591
up to 30 y.o.	710 14%	618 13%	803 12%
30-50 y.o.	2 760 55%	2 696 56%	3 711 56%
over 50 y.o	1 557 31%	1 506 31%	2 077 32%
Gender	5 027	4 820	6 591
male	3 211 64%	3 077 64%	4 495 68%
female	1 816 36%	1 743 36%	2 096 32%
Level	5 027	4 820	6 591
managers	667 13%	641 13%	664 10%
specialists	1 248 25%	1 272 26%	1 401 21%
workers	2 967 59%	2 769 58%	4378 66%
other employees	145 3%	138 3%	148 3%
Segment	5 027	4 820	6 591
sugar production	711 14%	729 15%	1 453 22%
agriculture	2 515 50%	2 214 46%	3 103 47%
soybean processing	202 4%	195 4%	210 3%
cattle farming	1 177 24%	1 191 25%	1 220 19%
other	422 8%	491 10%	605 9%
Type	5 027	4 820	6 591
permanent	4 250 85%	4 046 84%	4 163 63%
seasonal	777 15%	774 16%	2 426 37%

The gender gap is present due to the nature of agricultural operations.

The level of staff turnover cannot be measured precisely due to the specifics of the business – i.e. each business segment has different start and end dates, as well as different use of seasonal workforce.

Benefits Provided to Employees

The Company adopted a dedicated Social Policy which regulates benefits for the employees. To create comfortable working conditions and stimuli a, the Company provides the following benefits:

- Financial incentives. One-time financial assistance, Reimbursable financial assistance (loans);
- Medical insurance and services. Preventative medical examination for the employees working under harmful conditions, voluntary medical insurance or wellness programmes; measures against COVID-19;
- Working and living conditions. Assistance in improving housing conditions for the key employees, professional development and training; transportation services including personal cars for key employees, mobile telephony;
- Other. Additional paid leave, nomination of the best employees for corporate and state awards.

After the full-scale russian invasion of Ukraine the Company introduced dedicated programmes to support employees through difficult times via:

- assistance in the relocation of employees and their families from the places of active military hostilities;
- financial support for the reconstruction of destroyed/damaged housing;
- psychological support - online psychological sessions, support groups for wives of mobilized employees, network of emergency psychological assistance agents;
- remote working conditions for the period of martial law;
- establishing emergency channels of communication with employees (monitoring of health and whereabouts of employees);
- Financial assistance in case of loss of next of kin;
- Financial assistance to employees who were injured as a result of military hostilities;
- Financial assistance to the families of deceased employees.

For employees that were mobilized to the military and territorial defence forces:

- One-time financial assistance during mobilization;
- Preservation of wages;
- Provision of uniforms.

Parental Leave

Astarta respects the right of the employees to parental leave which is secured in corresponding legislation and internal policies of the Company. In 2022 195 employees were entitled to parental leave, out of which female employees – 139, and male employees – 56. Significant increase in the number of male employees under parental leave related to changes in the Ukrainian legislation which introduced equal gender rights such leave. 137 employees (all female) exercised their right of parental leave. 34 employees discontinued parental leave, of which 18 returned to work, out of which 16 were female. Return to-work and retention ratios were 53% and 82% correspondingly.

Number of employees	2020	2021	2022
Right to parental leave	202	196	195
Female	200	194	139
Male	2	2	56
Exercised the right to parental leave, incl.	202	165	137
Female	199	163	137
Male	3	2	-
Discontinued parental leave, incl.	59	53	34
Female	58	53	32
Male	1	-	2
Returned to work	18	17	18
Female	17	17	16
Male	1	-	2
Still employed 12 months after return to work	n/a	16	14
Female	n/a	15	14
Male	n/a	1	-
Return to work rate, %	0	0	53%
Female	29%	32%	50%
Male	2%	-	100%
Retention rate, %	n/a	89%	82%
Female	n/a	88%	82%
Male	n/a	100%	-

Minimum Notice Periods Regarding Operational Changes

GRI-402

Astarta abides by the requirements of corresponding national legislation in relation to minimum notice periods prior to operational changes.

In case the Company plans operational changes that can impact labour conditions of employees, it notifies the affected individuals or their representative two months before the planned changes. If an employee works for a subsidiary of the Company which is connected to a trade union, the notification is made three months before the planned changes.

There is also a minimum notice period set by the collective agreements. According to a standard agreement the minimum notice period is two months before the planned changes.

Occupational Health and Safety

GRI 403, SDG-3

In 2022 Astarta's occupational and health safety system faced the unprecedented challenges as a result of the military hostilities from by full-scale russian invasion of Ukraine. No occupational and health safety system, unfortunately, could fully protect people in the country which was attacked by russia.

One of Astarta's employee - a civilian tractor driver working in the field - died from being hit by a guided missile fired from a Russian military aircraft far away from the battlefield.

Nevertheless, Astarta continued putting best efforts into the area of occupation health and safety as a top priority even under the war-related circumstances.

Prevention of injuries, professional ailments, car accidents, emergency situations, and fatalities are all prioritized areas. The Company identifies risks related to the occupational health and safety performing an analysis of the technological processes, parameters, and technical characteristics of the equipment (substances) used. The Company controls parameters of working conditions to prevent near misses, first aid and lost time incidents, professional diseases. Under Operational Improvement System of Astarta employees create ideas for improving working conditions, among others. In 2022 employees generated 615 health and safety-related initiatives.

During the reporting period the Company worked towards mitigating the impact of hazardous factors in the high-risk workplaces in the Sugar segment. To minimize noise and high temperature at the certain workplaces, Astarta installed noise-insulation and air conditioning in the operator's room. Additionally, ventilation and aspiration equipment were installed for cooling and catching air contaminants.

According to the Ukrainian labour legislation employees involved in high-risk works receive additional benefits which are provided by the Company.

In line with engineering and technical measures to minimize the negative impact of hazards in the workplace, Astarta provides employees with high-quality personal protective equipment for respiratory, visual, hearing, and skin protection.

The Company is continuing to implement a 5S system for efficient, effective, and safe work performance in sugar production, soybean processing, agriculture and biogas production. This system aims organising the workspaces in a way that will provide maximum safety and productivity for an employee.

The Company makes every effort to ensure the safety of contractors performing work. The contractors must provide Astarta with work permits, licenses, and other health and safety-specific documents. The Company decides to engage a contractor based on an assessment. The Company allows to perform work only for those contractors that meets the established requirements. Its occupational health and safety specialists carry out supervision during the contractors' performance. They monitor compliance with laws and other regulations on labour protection and conduct health and safety induction training course.

Astarta constantly conducts training and knowledge testing on health and safety issues under the internal Standard "Education and Expertise". In 2022 4,610 participants (one employee can participate in several trainings) took part in the training on health and safety including following key topics: fire safety, electrical safety, road traffic safety, hazardous chemicals, incidents investigation, first aid, high-risk works, and high-risk equipment operation.

There are small medical surgeries at some production facilities where employees can get first medical aid and some basic health care procedures.

All Astarta's key production assets such as sugar plants, soybean crusher and grain silos confirmed compliance with requirements of ISO 45001 – the Occupational health and safety management systems.

Work-related injuries data

	2019	2020	2021	2022
Fatal Injury Frequency Rate (FIFR)	0.1	0.1	-	0.1
Lost Time Injury Frequency Rate (LTIFR)	0.4	0.2	0.5	0.9
Lost Day Rate (LDR)	55.3	6.0	18.3	33.5

Training

GRI-404; SDG-4

Management approach to training is based on the internal documents that define common rules and requirements.

Each employee has a right to improve professional skills via training and can apply for such under internal procedures.

The Company identifies the following types and forms of training: long-term and short-term, external and internal.

- Long-term training is provided on the basis of higher education institutions to obtain tertiary qualification or in lyceums to master a new trade;
- Short-term training is targeted at an in-depth study of a particular area of activity, including modernization, reorganisation or restructuring of business units, significant changes in the regulatory framework governing its activities, training on best available technologies;
- Internal training is conducted by in-house personnel;
- External training is conducted by third-party service providers.

Development of corporate skills is carried out through trainings, master classes, seminars, conferences, forums, business games, etc.

After the training the Human Resources Department conducts appraisal of the level of acquired knowledge and skills as well as overall quality of the training.

Astarta focuses on the professional development of its employees and implements various projects that help to reveal and realize their potential. To this end, the Company implemented different programmes such as: mentoring targeted at building an effective team, programme for development of internal mentors, “school of internal experts”.

In 2022 Astarta launched another course for internal trainers. 30 employees completed the course “training for trainers” focused on the implementation of Operational Improvement System of Astarta tool – 5S. The focus of such training was to implement lean production approaches, creating and maintaining order at production sites and managing stocks at the Company's sugar plants and agricultural subsidiaries. As a result, more than 250 employees were trained by internal trainers.

Considering the positive result and feedback on the programme the Company launched similar course for local employees in the production assets.

Annual weighted average number of training hours per employee in 2022 was 6.9 hours, including:

1. By level:

- managers – 6.0 hours;
- specialists – 3.8 hours;
- workers – 10.3 hours.

2. By gender:

- male – 8.2 hours;
- female – 4.8 hours.

Training included educational courses in the Head Office, subsidiaries, and dedicated educational centres. Employees also took part in specialised conferences, forums, trade shows. Key training topics included:

- professional training (training for the new employees, additional training in the employee's specialty);
- development of personal and managerial skills;
- occupational health and safety, fire safety etc;
- environmental issues and product quality.

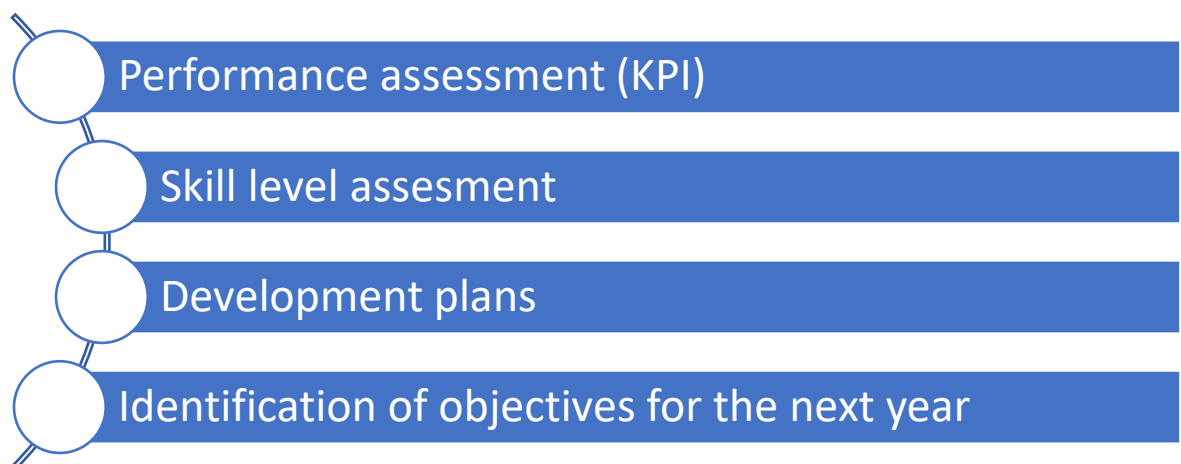
Total spending on training was EURO.1m in 2022 vs EURO.2m in 2021.

Personnel Assessment

The Company implemented two types of personnel assessment: annual performance assessment and professional assessment.

Annual performance assessment

Personnel performance assessment is a set of the appraisal activities which involve all employees of the Head Office as well as directors and managers of the subsidiaries. The assessment includes four key components:



The assessment is based on annual appraisal of the employee according to previously set KPIs and professional skills development. Such assessment is a good stimulus for the employees. It allows to focus on efficiency improvement and development of personal professional skills to meet the required targets.

The process of assessment consists of four stages:



Self-assessment – employees assess individual results for the year according to previously set KPIs by themselves, prepare plan for the next year and create professional development plan	Assessment interviews – managers conduct interview with their team members to assess results for the year, level of professional development, adjust the plans for the following years	Assessment approval – the results of the assessment are approved by the top managers	Assessment finalisation – the assessment results and plans for the next year are incorporated into corresponding documents aligned with the company's values and targets
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610 employees from head and regional offices (10% from the average annual number) are to take part in the 2022 annual assessment including:

1. By level:

- managers – 347 employees;
- specialists – 263 employees;

2. By gender:

- male - 344 employees;
- female – 266 employees.

Professional assessment

The Company has implemented a system of annual professional assessment of key employees. The purpose of the system is to identify and develop potential of the employees. The assessment involves key employees with the highest impact on the business such as employees of the Head Office, directors, and managers of the subsidiaries.

The process of assessment consists of four stages:



Testing – testing to assess professional knowledge. It consists of different tests such as case study and analytical test	Assessment interviews – a dedicated qualification commission conducts interviews to assess the level of professional expertise in performing employee duty	Assessment analysis – the sum up of the results and its communication to the head of the function	Action plan – based on the results of the assessment a dedicated action plan is developed. The action plan includes management decisions (i.e. transferring employees between positions) and professional development courses
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During 2022, 622 (10% from the average annual number) employees involved in crop production, engineering, logistics, sugar production, land management, occupational safety and ecology were assessed including:

1. By level:
 - managers – 58 employees or 9% of the average number of managers;
 - specialists – 286 employees or 20% of the average number of specialists;
 - workers – 278 employees or 6% of the average of workers.
2. By gender:
 - male - 468 employees or 10% of the total number of male employees;
 - female – 154 employees or 7% of the total number of female employees.

Diversity and Equal Opportunities

GRI-405; SDG-5

Astarta treats people with dignity and respect, provides necessary conditions and creates working environment where human rights are respected. Astarta is not involved in any activities that directly or indirectly violate human rights. The Company does not tolerate contempt or inappropriate destructive behaviour, revenge, unfair treatment.

Astarta values diversity of its employees and is committed to providing equal opportunities and does not accept any form of discrimination or harassment. The Company does the utmost to ensure that its workplaces are free from discrimination or harassment on the grounds of race,

gender, skin colour, national, ethnic or social origin, religion, age, special needs, sexual orientation, political views or any other status protected by law and internal policies.

The basis for the selection of candidates for employment, recruitment, employment, training, remuneration and career growth in the Company is qualification, skills and experience.

The Company does not have a formal Diversity Policy. However, in 2007 it has adopted the Rules of the Board of Directors, which include the Profile of the Board of Directors, Resignation schedule for the members of the Board and other documents regulating the Board's composition, decision-making process, working mode, allocation of powers and general functioning.

The Board of Directors of Astarta consists only of men. Effective corporate governance is very much dependent on the skills and experience of members of the Board, Executive and Non-Executive Directors as members of the Board are selected only based on qualifications, abilities (including reputation and integrity) but not gender. When there is a vacancy at the Board of Directors, the Company will strive to promote gender diversity by inviting women to join the Board of Directors.

Breakdown of employees by diversity categories:

1. By gender:
 - male - 68%;
 - female – 32%.
2. By age:
 - up to 30 y.o. – 12%;
 - 30-50 y.o. – 56%;
 - over 50 y.o. – 32%.

Ratio of basic salary and remuneration of women to men

	2020	2021	2022
Total, including:	97%	97%	101%
managers	69%	75%	76%
specialists	109%	98%	98%
workers	93%	91%	98%
other employees	76%	82%	82%

Freedom of Association and Collective Bargaining

GRI-407; SDG-5, SDG-8, SDG-16

The Company's approach to the freedom of associations and collective bargaining is based on the national legislation. Astarta's collective agreement clearly states prevention of any direct or indirect limitation of any rights, no direct or indirect privileges related to the membership in trade unions or any other association of people. The agreement also includes guarantees for freedom of association, functioning of primary trade union organisation, civic organisation. In addition, the Company is committed to:

- during non-working hours to provide space for employees for general meetings (conferences) of employees including necessary equipment, communications, heating, lighting, cleaning, transport, security;
- provide the trade union committee an opportunity to visit and inspect workplaces;
- provide the trade union committee an opportunity to access relevant documentation, information and explanations concerning the conditions and remuneration, the implementation of collective agreements, compliance with labour legislation and socio-economic rights of workers;
- provide an opportunity to directly address the employer and top management of the Company on the issues that are the subject of the collective agreement;
- provide an opportunity to inspect the social infrastructure facilities owned by the Company;
- provide the opportunity to publish information by employees in agreed upon places;
- transfer 0.3% of the payroll to the fund of the primary trade union organisation to promote cultural and health-related activities;
- abstain from actions that can interfere with work of the primary trade union organisation.

In 2022 there were no disputes between the Company and the trade unions.

As of the end of 2022 99% of Astarta's employees were part of the collective agreement.

Human Rights

GRI-412; SDG-10

Astarta is guided by an internal Human Rights Policy based on best international practices defined in the Global Declaration of Human Rights and UN Global Compact. The policy is available and promoted at all production facilities of the Company via information boards and HR departments. Top management of the Company is responsible for Policy implementation while the CEO is responsible for controlling the implementation.

Code of Corporate Ethics also defines the basic principles of the Company's culture: openness, tolerance, respect.

Astarta respects human rights and does not discriminate on political, religious, ethnical, gender, sexual or other grounds. The Company provides equal opportunities in employment, professional and personal growth to all employees.

The Company guarantees safety at workplace. There is a Corporate Integrated Management System in place, the mandatory component of which is employee's health and occupational safety. All production facilities were assessed internally for occupational health and safety risks.

The Ukrainian law prohibits the use of child and forced labour. No person under the age of 18 works at the production facilities and there were no cases of forced labour at Astarta. The Company treats these issues as a matter of principle and strictly adheres to the rule of the law.

When making economic decisions, the Company always considers and assesses potential risks to human rights. Potential cases of human rights violations can be reported to the local management team via a dedicated hotline. The procedure for handling complaints and appeals is described in the Stakeholder Engagement Plan.

Astarta performs a regular internal audit to verify compliance with the Human Rights Policy. All of the Companies subsidiaries are covered by the audits. The internal audit confirmed that there were no violations of human rights at the Company's business units in 2022.

The policy is also shared by contractors and subcontractors, who work with the Company. Monitoring of potential use of forced and child labour is also included into the Sustainable Development Questionnaire for suppliers, which is filled out by them and submitted as part of procurement tenders by Astarta.

As a result of full scale russian invasion of Ukraine, many people faced violence and abuse by the russian military. Many Ukrainians were forced to leave their homes and to move to other regions of the country as internally displaced persons (IDP).

In 2022, to help IDP, Astarta launched the project on protection of the rights and interests of Ukrainian citizens during the martial law. The project consisted of dedicated training in 3 regions of Ukraine involving 90 people. The participants obtained information about state guarantees on rights, freedoms and legitimate interests of IDP and local communities acting as a host for IDP under the martial law. The training also included information on actions in case of sexual and physical violence and destroyed or damaged housing.

Certification and Sustainable Products and Services

GRI-416; SDG-12, SDG-16

Astarta aims to run its production in the most efficient way in terms of economic-soundness and sustainability which implies earning profits while minimizing negative environmental impact, conserving natural resources and developing communities as well as ensuring high product quality and safety.

In 2022 the Company's crop growing subsidiary List-Ruchky reconfirmed the status of an organic producer and successfully passed the certification of land and warehouses by the Organic Standard, BioSuisse, Danube Soya, and Europe Soya. Certification allows the Company to sell its organic products to the European Union. In the reporting period Astarta allocated 1.8kha for organic farming and produced more almost 4kt of organic wheat, corn, soybeans and other crops. Astarta also uses some organic fertilisers instead of synthetic. In 2022 organic fertilisers were used on the area of 7kha.

The Company's proprietary IT software AgriChain together with other digital solutions allow improving operational processes and add to the overall efficiency of the business in terms of

economic return and sustainability. These solutions include farmland management, field operations, storage, purchase and supply processes, crop monitoring, agrochemical field profile, meteorological data and plant vegetation status. As a result, Astarta improves productivity while reducing use of inputs such as fertilizers, seeds, fuel etc.

The Company continued to follow a set of recommendations on regenerative practices developed in cooperation with Syngenta LLC (Ukraine). To measure the impact from change in farming practices Astarta developed a Baseline report for 2020 and monitors the carbon sequestration results on an annual basis through the Cool Farm Tool.

Astarta plans to scale up different elements of carbon farming, for example reduced tillage, cover crops, nitrification inhibitors, organic fertilisers. In 2022 the Company performed reduced tillage on 106kha and cover crops, nitrification inhibitors, organic fertilisers on 11kha.

Within the regenerative farming framework, the Company also entered into the project with Agreena - a soil carbon platform for farmers aimed at scaling regenerative agriculture practices through finance and technology. The project aims to conduct assessment, monitoring and verification of greenhouse gas emission reductions resulting from change in farming practices on the assigned land area. Generation of Voluntary Carbon Credits for sale is also part of the project design.

In Sugar Production and Soybean Processing Astarta uses biogas from an inhouse biogas facility to replace natural gas consumption. This biogas facility uses sugar beet pulp, a residue from sugar production, as a primary input. Therefore, use of biogas not only adds to the sustainability aspect to the business but reduces costs amid high energy prices.

One of the key sustainability elements of the Company's business is the quality of its products which correspond to international standards. Astarta's key production assets are certified in accordance with FSSC, ISO 22000, GMP+, ISCC and HACCP standards. To ensure high quality and safety of products, the Company constantly controls raw materials and other inputs. The main criteria for quality and safety of raw materials are defined by national and international regulatory and technological documents (TU, DSTU, Council of Europe Directives, etc.), and include GMO content, microbiological indicators, pesticides, radionuclides, among others.

In 2022 Astarta's soybean processing plant received the ISCC EU certification indicating sustainable nature of the products and allowing the Company to attract new clients.

Astarta puts special emphasis on the quality and safety of its milk production. The quality is determined by fat, protein and water content, as well as density and freezing point. Food safety control includes an assessment of antibiotics' use, cow health, the quality and safety of the feed, the sanitary and hygienic requirements and the temperature of the milk cooler tanks.

To strengthen the food safety system, the Company also monitors risks related to malicious spoilage of food products and vulnerabilities to falsified food.

In 2022 there were no cases of non-compliance with regulations on health and safety of products identified.

Completed audits

Facility	ISO 9001	ISO/FSSC 22000	ISO 14001	ISO 45001	ISO 50001	GMP+	ISSC	Organic certification
Narkevytsky sugar plant					---	---	---	---
Zhdanivsky sugar plant					---	---		---
Yareskivsky sugar plant						---		---
Globynsky sugar plant						---	---	---
Novoorzhytsky sugar plant						---	---	---
Globynsky processing plant								---
Viytovetsky grain silo					---	---	---	---
Khmilnytsky grain silo					---	---	---	---
Krasylivsky grain silo					---	---	---	---
Lutovynisky grain silo					---	---	---	---
Semenivsky grain silo					---	---	---	---
Skorokhodivsky grain silo					---	---	---	---
Yareskivsky grain silo					---	---	---	---
Agriculture firm named after Dovzhenka	---	---	---	---	---	---		---
LLC “Khmilnitsky”	---	---	---	---	---	---		---
LLC “Lysk-Ruchky”	---	---	---	---	---	---	---	

Local Communities

GRI-413; SDG-12, SDG-16

Since its foundation, Astarta has been following international standards and norms of corporate social responsibility and sustainable development. Creating positive changes in society is also a challenge for the Company's business as its growth is interconnected with the development of the related communities. Astarta maintains relationships of mutual respect, responsibility and cooperation in all areas where it operates. The Company's partnership with the communities engages workers, promotes environmental protection and maintains sustainable supply chains.

Astarta proactively interacts with local communities through dedicated engagement plans to maximize involvement and create productive partnerships.

At the management level, the responsibility for engagement of local communities is assigned to the Director of HR, while Corporate Partnership and Communications Department is responsible for coordination. In the regions of operations the responsibility for interaction with local communities is assigned to the directors of regional production sites and relevant employees.

Astarta also has a grievance mechanism for handling complaints and appeals received from local communities. Information on the exact procedure is published on [the Company's website](#) and displayed on the information stands at production sites.

If there is a new development project/extension or reconstruction of existing facilities Astarta conducts an assessment of potential environmental and socio-economic impact on local communities which is required by national legislation and at request of international development institutions.

On a permanent basis the Company also identifies priority areas for local development and sponsors relevant programmes through a dedicated advisory council.

Key development programmes.

My Future in Agro.

Astarta started the programme in 2018 to introduce students to modern agriculture and related professions. Currently 26 schools from different Ukrainian regions take part in the programme.

The programme includes training courses which consist of theoretical and practical parts.

The participating schools have dedicated greenhouses, where students grow plants independently, explore application of plant protective agents, perform experiments and write research.

Key results of the programme:

- 1,130 students completed training;
- 51 students took part in a scientific contest;
- 48 projects were created.



IT Education

In 2017 Astarta, in partnership with BrainBasket Foundation and Miratex company, initiated an ambitious educational programme “IT Education in Rural Areas” to promote IT skills to children and adults. The programme has become a unique opportunity for free learning in rural areas. The adult course is designed for people over the age of 40 and is aimed at developing basic IT skills.

The course for children is designed for students aged 9 to 15 years. It is based on visual programming language SCRATCH (developed by the Massachusetts Institute of Technology).

Key results of the programme

- 1,473 children completed training in SCRATCH and ROBOTOTECH;
- 703 adults completed training on basic IT skills;
- 400 children took part in IT contests;
- 55 IT projects were created.

Wings

The project started in 2020 with joint efforts from Pact Ukraine, Light of Hope, Astarta and the Government of Canada. It is directed at women to stimulate their professional development and promote welfare.

Key results of the programme

- 700 women took part;
- 5 local communities involved;
- 60 ideas supported.



local people to create small-scale production.

Key results of the programme:

- 220 participants took part;
- six regions of Ukraine;
- 93 participants developed and submitted business plans;
- 60 received grants to develop their own production.

Course set for independence

In 2022 Astarta under the support of German Development Bank DEG (KFW Group) and in partnership with Charitable Foundation “Believe in Yourself”, Charitable Foundation “Light of Hope” and Local Economic Development Agency (LEDA) started a programme to support internally displaced persons (IDP). Its goal to provide communities which hosted IDP with food by encouraging

The Braves

In 2022 Astarta under the support of *Raiffeisen Bank* (Ukraine) and in partnership with Charitable Foundation “Believe in Yourself”, Charitable Foundation “Light of Hope” started a project to support development of local small-scale business. It aims at expanding existing business and creating the new one related to production of canned food to support IDP.



Key results of the project:

- 66 participants took part;
- 37 participants developed and submitted business plans;
- 25 received grants to develop start and expand business.

Common Help UA

In March 2022, Charitable Foundation “Believe in Yourself” and Astarta co-founded a humanitarian project called Common Help UA aiming at helping Ukrainians who suffered from the military aggression. The project involved different Ukrainian and foreign donor partners. As a result, by the end of 2022 more 28kt of humanitarian supplies (food, medicine, personal hygiene products, clothing) were delivered, the estimated monetary value of charitable contributions and humanitarian aid totalled USD18m, over 716k evacuated civilians and 407 social and medical institutions received humanitarian aid.



Common Help UA

humanitarian project

GOVERNANCE

Board Management Structure

The Company has a one-tier system of management that means that managing and supervisory duties are joined in the Board of Directors. Appointment and/or dismissal and/or suspension of the members of the Board of Directors is the prerogative power of the General Meeting of Shareholders. The General Meeting of Shareholders is authorized to determine the number of Directors.

The Board of Directors of the Company consists of six members: three Executive Directors and three Non-Executive Directors.

Executive Directors perform management duties, and they are responsible for operational activity of the Company when the Non-Executive Directors have the supervisory obligations and shall bring specific expertise, constructive challenge on activity of Executive Directors and strategic guidance. Besides that, two Non-Executive Directors – Mr. Dahl and Mr. Mettetal, are independent from the Company, shareholders of the Company and the other Directors within the meaning of Annex II of the European Commission Recommendation No. 2005/162/WE of 15 February 2005

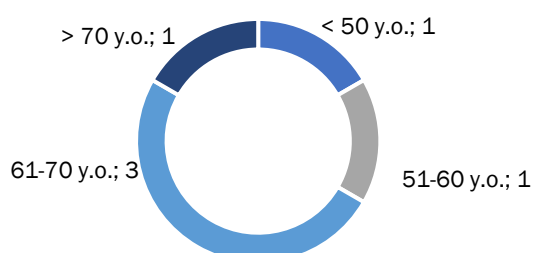
One of the Directors of the Board acts as a Chairman of the Board and is responsible for the proper and efficient functioning of the Board, determines the agenda for the Board of Directors' meetings, chairs the meetings and monitors the proper functioning of the Board of Directors and its committees.

The Board of Directors is assisted by the corporate secretary responsible for ensuring that accurate and sufficient documentation exists to meet legal requirements, and to enable authorized persons to determine when, how, and by whom the business of the Board of Directors was conducted.

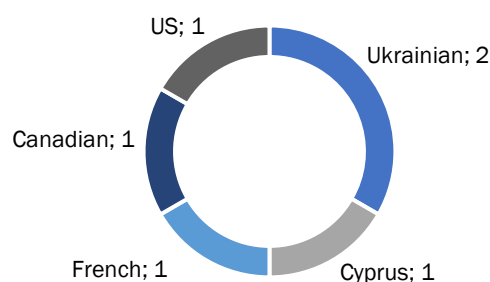
Astarta promotes a balanced composition of the Board. The Company makes every effort for Board members to be selected exclusively based on their qualification and abilities (including reputation and integrity), regardless of age, gender, or any other personal characteristics. Currently Astarta has a one-tier Board consisting of male members only. When the Company has a vacancy at the Board, it will endeavour to engage female professionals to join the Board to promote gender diversity.

Composition of the Board of Directors

Age structure



Nationalities



Profile of the Directors of the Board

VIKTOR IVANCHYK (born in 1956)

Executive Director, Chief Executive Officer, Ukrainian national

Mr. Viktor Ivanchyk serves as an Executive Director with the Company and as the Chief Executive Officer since the Company's incorporation.

Prior to founding Astarta-Kyiv in 1993, he worked for the Kyiv Aviation Industrial Association (KiAPO) and then served at the State service. In 1993 he founded Astarta-Kyiv, which he has been the General Director of since then.

In 2005 he became a Deputy Chairman of the Counsel of the National Association of Sugar Producers of Ukraine "Ukrsugar" and, in 2007, a member of the Presidium of Ukrainian Agrarian Confederation.

He graduated from the Kharkiv Aviation Institute named after N. E. Zhukovsky (1979) and from the French Business School in Toulouse (1994). In 2007 he completed a Senior Executive MBA Programme from the International Management Institute (IMI Kyiv).

Shares owned in the Company (as at 31 December 2022): 5,000,000 (20.00%) (Ivanchyk Family: 10,000,000 (40.00%)) shares in the Company held through a Cypriot holding company named Albacon Ventures Ltd

HOWARD DAHL (born in 1949)

Non-Executive Director, Chairman of the Board of Directors, Independent Director, US citizen

Mr. Howard Dahl was appointed as a Non-Executive Director with the Company and the Chairman of the Board of Directors on 17 March 2017.

From 1987 till 2016 Mr. Howard Dahl was the member of Board for several organizations, such as, North Dakota Council for the Arts, University of North Dakota Foundation, North Dakota Trade Office, Federal Reserve Bank of Minneapolis, Trinity International University. At present time Mr. Howard Dahl serves the positions in the Amity Technology LLC, Ethics and Public Policy Center and, The Trinity Forum, Washington DC, Stoneridge Software, LongWater Opportunities, and the Center for Innovation Foundation (University of North Dakota).

Mr. Howard Dahl graduated from the University of North Dakota B.S., University of Florida and Trinity Evangelical Divinity School M.A.

Shares owned in the Company (as at 31 December 2022): 6,717 (0.03%).

VIKTOR GLADKY (born in 1963)

Executive Director, Chief Financial Officer, Ukrainian national

Mr. Viktor Gladky joined Astarta in 2012 and has been serving as an Executive Director with the Company since 2014.

Prior to joining Astarta, Mr. Gladky worked at the National Bank of Ukraine (NBU) and was the Member of the Board of several state and commercial banks, including the State Export-Import Bank of Ukraine and Citi (Ukraine).

In 1985 Viktor Gladky graduated from the Kyiv State Shevchenko University with a degree in international economics.

Shares owned in the Company (as of 31 December 2022): 13,109 (0.05%).

SAVVAS SOTIRI PERIKLEOUS (born in 1960)

Executive Director, Cyprus national

Savvas Sotiri Perikleous has served as Executive Director with the Company since October 2022.

Mr. Perikleous previously held the position of Head Representative Office at Hellenic Bank in Kyiv.

Additionally, he has many years of experience in banking, having spent the previous 35 years at Hellenic Bank in Cyprus, where he was instrumental in handling large international corporate accounts. At the same time, Mr Perikleous played a key role in the bank's International Business Centre by being head of the Accounts Department, Swift Payment and Incoming Payment Departments, and Operation Manager.

Shares owned in the Company: 0

GILLES METTETAL (born in 1961)

Non-Executive Director, Independent Director, French national

Mr. Gilles Mettetal has more than 30 years of international experience in financing agriculture, agribusiness and real estate corporate sectors. He has led and managed more than 600 transactions with EUR7bn of financing, and conducted key transactions with corporates, banks, investment funds and government and public institutions in over 40 countries.

Until June 2017 Mr. Mettetal was Director of the Agribusiness and Property and Tourism teams at the European Bank for Reconstruction and Development and also the Managing Director (interim) for the Corporate Sector. He has held various positions as a non-executive director both for multinational and local enterprises, such as Danone Industrial, Lu Polska, Kraft Bolchevik, Bonduelle Kuban, Agrokori and Axereal PEC. Today, he is also a member of the Supervisory Board of Nibulon and Chairman of the Investment Committee of Diligent Capital Partners. He also serves as a senior agribusiness expert for the United Nations Food and Agriculture Organization, the African and the Asian Development Banks. He has knowledge of English, French and Spanish languages.

In 1983, Gilles Mettetal graduated from the Ecole Nationale Supérieure Agronomique de Montpellier: Diplôme d'Ingénieur Agronome.

Shares owned in the Company: 0.

MARKIYAN MARKEVYCH (born in 1986)

Non-Executive Director, Canadian citizen

Markiyan Markevych has served as Executive Director of the Company since October 2022.

Mr. Markevych was appointed after resignation of Mr. Huseyin Arslan, a Non-Executive Director of the Board. On October 26, 2022, Mr. Arslan notified the Company of his intention to retire from the Company's Board of Directors for personal reasons, effective as of October 26, 2022. Mr. Huseyin Arslan did not advise the Company of any disagreement with the Company on any matter relating to its operations, policies or practices.

Mr. Markevych is a Principal and President of Crossways MK Consulting, a full-service investment consulting company focused on Eastern Europe, which since 2014 has been responsible for M&A, along with direct investment in Ukraine for more than USD400m in transaction value in various sectors.

Before that, Markiyan spent extensive time in the Structured Finance area with the Bank of Montreal. Markiyan holds an MBA from Queens University and a Master of International Relations from the Ivan Franko National University of Lviv.

Shares owned in the Company: 0.

Board Committees

The Board of Directors formed three committees to aid compliance with applicable corporate governance requirements with a view to financial transparency: the Audit committee, the Remuneration committee and the Sustainability and Corporate Responsibility Committee. The powers and responsibilities of each Committee shall be established in corresponding Regulations that are currently in the process of adaptation in accordance with the laws of Cyprus after a cross-border migration from Netherlands to the Republic of Cyprus and will be available on the Company website (www.astartaholding.com).

The Audit Committee is responsible for reviewing annually and reassessing the adequacy of the rules governing the committee as established by the Board of Directors. The Audit Committee is charged with advising on and monitoring the activities of the Board of Directors with respect to inter alia, the integrity of the financial statements, the financing and finance related strategies and tax planning. In accordance with the restated Regulation on the Audit Committee, it will also be authorized to consider the material climate risks. The Regulation on the Audit Committee is in the process of adaptation in accordance with the laws of Cyprus after a cross-border migration from Netherlands to the Republic of Cyprus and will be available on the Company website (www.astartaholding.com). The Audit Committee consists of three members. The majority are independent directors.

The Remuneration Committee proposes to the Board, and the Board submits to the General Meeting's approval, the remuneration policies for Executive Directors and other Directors and the individual remuneration package of each Director. The Regulation on the Remuneration Committee is in the process of adaptation in accordance with the laws of Cyprus after a cross-border migration from Netherlands to the Republic of Cyprus and will be available on the Company website (www.astartaholding.com). The Remuneration Committee consists of two members who are independent directors.

The Sustainability and Corporate Responsibility Committee assists the Board of Directors in fulfilling its responsibility for oversight of relevant sustainability and corporate social

responsibility policies, strategies and programmes of the Company. The Regulation on the Sustainability and Corporate Responsibility Committee is in the process of adaptation in accordance with the laws of Cyprus after a cross-border migration from Netherlands to the Republic of Cyprus and will be available on the Company website (www.astartaholding.com). The restated Regulation will authorize the Sustainability and Corporate Responsibility Committee to report to the Board of Directors regarding the climate strategy, monitor the climate related KPIs' and targets, among others. The Sustainability and Corporate Responsibility Committee consists of three members. The majority are independent directors.

Business Ethics

Business ethics is a set of principles and moral standards that guides the Company while interacting with its stakeholders. Through its history Astarta developed own values which lay behind its success providing benefits to the Company's internal and external stakeholders.

The corporate values of the Company are presented on the Company's website and in the Code of Conduct that is currently in the process of adaptation in accordance with the laws of Cyprus after the migration and will be available on the Company website (www.astartaholding.com).

Among them are as follows: impeccable business reputation, social responsibility, respect for partners, high quality of goods and services, conscientious performance of official duties, respect for colleagues and management team of the Company.

Key Company's values are delivered by the management through open communication with employees on regular basis, day-to-day work, and personal behaviour. Management is open to ideas from the employees and takes them on board on regular basis. Any documents related to Company's values are usually reviewed and approved by the Compliance Committee.

Below are the ways how the corporate values are incorporated into the Company's business practices.

a) Impeccable business reputation

Each team member performs daily tasks while taking care of impeccable business reputation of the Company. The Company prevents any violations of the law by its team members and partners, defends the principles of justice and integrity.

b) Social responsibility

The Company bears responsibility for the quality of goods and production processes at all of its affiliated enterprises towards consumers, employees and partners. The Company performs an active role in the society by harmonious coexistence, interaction and ongoing dialogue within society, participation in resolving acute social issues. By setting social responsibility goals the Company promotes sustainable development, including health and well-being of society, and considers expectations of all parties concerned. The social responsibility value is integrated into the activities of all structural subdivisions of the Company.

c) Respect for partners

When building cooperation, the Company considers not only its own interests, but also the interests of its partners, strives for cooperation on mutually beneficial terms and makes every effort to protect the rights and interests of third parties when implementing the Company's business strategy. The Company gains loyalty and trust of the partners by doing business fairly and with high integrity.

d) Quality of goods and services

The Company is constantly working on important innovations, tailored solutions, and implementation of industry-wide quality and compliance systems to constantly upgrade quality of its goods and services. Certification of manufacturing processes and of its highly qualified specialists is the Company's standard practice.

e) Conscientious performance of official duties

The Company supports responsible work of each employee. Correcting mistakes and learning, constantly improving, and performing better are the principles of each employee and the Company itself.

f) Respect for colleagues and management team of the Company

The Company promotes friendly working environment based on respect for each individual and creating possibilities for professional development. All employees and management of the Company focus on working together towards common results.

Key Company's values are delivered by the management through open communication with employees on a regular basis, day-to-day work, and personal behaviour. Management is open to ideas from the employees and takes them on board on a regular basis.

Anti-corruption

Compliance with relevant anti-corruption laws are important elements of the Company's business activity.

In dealing with customers and suppliers, including the government bodies, the Company expects its management staff and employees neither to give, nor to receive bribes or anything of value to obtain any business or financial benefits. The employees of the Company are informed that any demand for or offer of such bribe or anything of value must be immediately rejected. The Company is currently working on the Anti-corruption Policy that will be placed on the Company's website.

Accepting and granting business reasonable gifts and business hospitality is not forbidden in the Company subject to compliance with the applicable anti-corruption law. The Regulation on Business Gifts and Hospitality is presented on the Company's website.

The Company is not engaged in politics or makes payments to political parties or to the funds/entities that promote any party's political interests.

When dealing with the government or state agencies the Company is encouraged to promote and defend its legitimate commercial objectives through industry associations in which it participates.

The Company promptly responds to requests from the government and other agencies for legitimate and relevant information, observations, or opinions on issues relevant to its business and to invitations to participate in the development of the proposed legislation in areas that may have an effect on its commercial interests.

As a preventive and precautionary measure, the compliance officer and the security department perform explanatory work with employees regarding the relevant anti-corruption laws and internal regulations. Any person may report of any known or suspected violation either personally to the compliance officer, or unanimously through the Whistleblowing line.

The Whistleblowing line is an effective mechanism of tracking information regarding existing or potential violations, including anti-corruption ones, within the Company. All potential business counterparties are also subject to security checks for compliance with anti-corruption laws.

The Company does not participate in charitable and sponsorship projects with the direct or indirect purpose to influence decisions of government bodies or similar related parties, that eventually may influence its business activity. Information on all expenses of the Company in relation to charitable and sponsorship activity is publicly available.

For more information on Corporate Governance please refer to [the Company's Annual Report 2022](#).

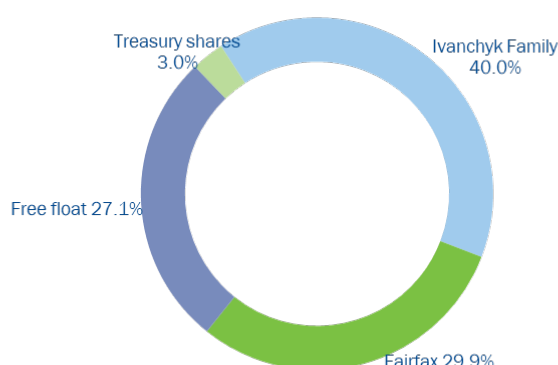
Shareholders and Share Price Performance

Astarta is a public company with shares listed on the main market of the Warsaw Stock Exchange since 2006. The Company is part of WIG, WIG140, sWIG80 and WIG-Ukraine indices. As of December 31, 2022, the issued capital of ASTARTA HOLDING PLC consisted of 25,000,000 ordinary shares with equal voting rights (December 31, 2021 - same).

During 2022 the Company completed migration from the Netherlands to the Republic of Cyprus, and since September 16, 2022, Astarta is incorporated in Cyprus, with the registered office in Nicosia, Lampousas Str., 1. ASTARTA HOLDING PLC shares remained listed on the Warsaw Stock Exchange and are registered in the securities deposit under the same ISIN code NL0000686509 and ticker AST.

As of the end of 2022, there were two major shareholders: the family of Mr. Viktor Ivanchyk (the Founder and CEO), who owned 40.0% or 10,000,000 of total voting shares outstanding through Albacon Ventures Limited, and Fairfax Financial Holdings Ltd which owned 29.9% or 7,477,676 voting shares through its subsidiaries. The rest of Astarta's shares are in free float owned by US and EU financial institutions, save for three per cent held as treasury shares.

Shareholder structure at 31 December, 2022
 (25,000,000 shares)



**Treasury shares – shares held by ASTARTA HOLDING PLC, repurchased via buy-back programme*

Source: Company's data

In June 2022 the Annual General Meeting of shareholders resolved not to distribute dividends for the 2021 financial year, since the primary focus for the Company was supporting the resilience of the business under the war conditions and continuity of the operational processes.

Global stock markets sustained significant losses during 2022 amid the Russian invasion of Ukraine, growing risk of inflation and tightening monetary policy. Astarta's share price was deeply affected by increased volatility and military hostilities overwhelming the economy and Ukrainian listed companies. In January 2022 the news of possible invasion put pressure on the share price and, after the start of war, it reached its annual low of PLN14.2. The average share price plunged by 54% y-o-y in Polish Zloty to PLN24.5 during the reporting period. Astarta daily trading volume climbed to nearly 0.4m trades on February 24, 2022, on the day of full-scale invasion. Trading volumes soared to new record highs in March, reaching 3.4m trades monthly. Over time, when the military situation on the ground improved and the Ukrainian army conducted successful counteroffensives and liberated some occupied territories the share price started to recover.

Seaborne grain exports which restarted in August 2022 had a positive impact on shares of the Ukrainian listed companies, since the deal had a potential to increase agricultural producers' monthly grain exports. However, numerous execution risks and Russia's attempts to disrupt the Grain Deal continue to weigh on the stocks' volatility.

Key figures for the ASTARTA HOLDING PLC shares:

Data/Year	2018	2019	2020	2021	2022
Opening price (PLN per share)	52	24	16	29	42
Highest trading price (PLN per share)	58	33	27	57	43
Lowest trading price (PLN per share)	23	15	10	28	14
Closing price (PLN per share)	23	16	26	42	20
Closing price (EUR per share)	5	4	6	9	4
Market capitalisation as of 31 December (PLNk)	575 000	400 000	655 000	1 060 000	510 000
Market capitalisation as of 31 December (EURk)	133 721	94 025	143 121	230 963	108 993
Dividend* (EUR per share)	nil	nil	nil	0.5	nil
Dividend yield (%)	nil	nil	nil	4.3	nil

*Dividends were first distributed in 2021

GRI CONTENT INDEX

GRI Standard	Disclosure	Description/reference
102-1	Name of the organisation	ASTARTA HOLDING PLC
102-2	Activities, brands, products, and services	<p>Astarta is one of the largest Ukrainian agriproducers by land bank and production. Key activities of the organisation include: agriculture, sugar and soybeans processing, cattle farming, storage and handling, transport logistics</p> <p>Please also refer to the section Business Model and Value Creation on the page 7-8</p>
102-3	Location of headquarters	Registered office: Lampousas, 1, 1095, Nicosia, Cyprus. Organisation's administrative centre: str. Yaroslavskya 58, Kyiv, Ukraine, 04070
102-4	Location of operations	Astarta operates in Ukraine
102-5	Ownership and legal form	ASTARTA HOLDING PLC is a public limited company. Please also refer to the section Shareholders and Share Price Performance on the page 80
102-6	Markets served	<p>The Company's production assets are located in Ukraine. Markets served: sugar and sugar by-products, grains and oilseeds, soybean crushing products, cattle farming; grains and oilseeds storage services. Products are offered locally and internationally to industrial food processing companies, traders, individual consumers, etc</p> <p>Please also refer to the section Business Model and Value Creation on the page 8-9</p>
102-7	Scale of the organisation	Please refer to the section Business Model and Value Creation on the page 8-9, section Employment on the page 57-58, section Shareholders and Share Price Performance on the page 80
102-8	Information on employees and other workers	Please refer to the section Human Capital on the page 57

102-9	Supply chain	<p>The Company deals with different types of suppliers. Inputs suppliers (fertilisers, means of plant protection seeds, fuel), Independent farmers which are suppliers of grains, oilseeds and sugar beet, Suppliers of services such as transportation services.</p> <p>Please refer to the page to the section Business Model and Value Creation on the page 8-9</p>
102-10	Significant changes to the organisation and its supply chain	<p>On 06 April 2022 the Board of Directors of Astarta Holding N.V. adopted a resolution on the approval of the proposal of the Board to convert Astarta Holding N.V., a limited liability company (naamloze vennootschap) governed by Dutch law, into ASTARTA HOLDING PLC, a public limited liability company governed by Cyprus law, i.e. by way of a cross-border migration of the registered office of the Company without its dissolution or liquidation followed by its subsequent reregistration in accordance with Cyprus law.</p> <p>Please also refer to the section Note Basis Of Preparation on the page 138 of the Annual Report 2022 published on Astarta's website www.astartaholding.com</p>
102-11	Precautionary Principle or approach	<p>Ukrainian legislation provides for the need for environmental impact assessment (EIA) in the process of construction, reconstruction, or expansion of production assets. This procedure identifies risks and impacts on the environment and the social sphere. A mandatory component of the EIA is to hold public hearings.</p> <p>Astarta implemented a number of internal corporate standards in order to assess the related risks.</p>
102-12	External initiatives	<p>Astarta endorses the following initiatives:</p> <ul style="list-style-type: none"> • UN Global Compact; • A Statement from Business Leaders for Renewed Global Cooperation; • WBCSD and Human Rights. CEO Guide to Human Rights; • Carbon Disclosure Project (CDP); • Task Force on Climate-Related Financial Disclosures (TCFD); • Global Reporting Initiative (GRI).

102-13	Membership in associations	<p>Astarta is actively involved in business life and is an active member of the following organisations:</p> <ol style="list-style-type: none"> 1. Ukrsugar - National Association of Sugar Producers of Ukraine 2. Ukrainian Agrarian Confederation (UAC) 3. The Federation of Employers of Ukraine (FEU) 4. European Business Association (incl. Grain and Oilseed Committee) 5. Ukrainian Agribusiness Club (UCAB) 6. American Chamber of Commerce (ACC) 7. Donau Soja 8. International Chamber of Commerce (ICC Ukraine)
102-14	Statement from senior decision-maker	Please refer the section Chairman's Statement on the page 3
102-16	Values, principles, standards, and norms of behaviour	Please refer the section Business Ethics on the page 78
102-18	Governance structure	Please refer to the section Governance on the pages 74-77 of the report. The Company has a one-tier system of management that means that managing and supervisory duties are joined in the Board of Directors. There are Audit, Remuneration and SCR committees.
102-40	List of stakeholder groups	Please refer to the section Approach to Stakeholder Engagement on the page 15
102-41	Collective bargaining agreements	99% of employees are covered by a collective bargaining agreement. Please also Freedom of Association and Collective Bargaining on the page 67
102-42	Identifying and selecting stakeholders	Please refer to the section Identifying and selecting stakeholders on the 14
102-43	Approach to stakeholder engagement	Please refer section Approach to Stakeholder Engagement on the page 15
102-44	Key topics and concerns raised	Please refer section Key topics and concerns raised on the page 17

102-45	Entities included in the consolidated financial statements	Please also refer to the section Note Basis Of Preparation on the page 141 of the Annual Report 2022 published on Astarta's website www.astartaholding.com
102-46	Defining report content and topic Boundaries	Please refer to the section Organisational and Content Related Reporting Boundaries on the page 16
102-47	List of material topics	Please refer to the section Matrix of Material Topics of the Company on the page 17
102-48	Restatements of information	Astarta further enhanced the methodology of energy calculation, please refer to the section Energy on the 44. Astarta updated its inventory of GHG emissions sources for all business segments, please refer to the section Emissions and Responding to Climate Change on the page 47
102-49	Changes in reporting	Please refer section Key topics and concerns raised on the page 17
102-50	Reporting period	12 months period ending 31 December 2022
102-51	Date of most recent report	The most recent publication was on April 8th, 2022
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	IR@astarta.ua
102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Core option
102-55	GRI content index	Please refer to the section GRI content index on the page 82
Material topics		
ENERGY		
GRI 103: Management Approach		
103-1	Explanation of the material topic and its boundary	Please refer to the sections Key Topics and Concerns

103-2	The management approach and its components	Raised and Matrix of Material Topics of the Company on the page 17 and section Energy on the 43
103-3	Evaluation of the management approach	
GRI 302: Energy 2016		
302-1	Energy consumption within the organisation	Please refer to the section Energy on the 43
302-3	Energy intensity	
WATER AND EFFLUENTS		
GRI 103: Management Approach		
103-1	Explanation of the material topic and its boundary	Please refer to the sections Key Topics and Concerns Raised and Matrix of Material Topics of the Company on the page 17 and section Land Use and Biodiversity on the page 45
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
BIODEVERSITY		
GRI 103: Management Approach		
103-1	Explanation of the material topic and its boundary	Please refer to the sections Key Topics and Concerns Raised and Matrix of Material Topics of the Company on the page 17 and section Land Use and Biodiversity on the page 45
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
GRI 304: Biodiversity 2016		
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Please refer to the section Land Use and Biodiversity on the page 45
EMISSIONS		
GRI 103: Management Approach		
103-1	Explanation of the material topic and its boundary	Please refer to the sections Key Topics and Concerns Raised and Matrix of Material Topics of the Company on the page 17 and section Responding to Climate Change
103-2	The management approach and its components	

103-3	Evaluation of the management approach	on the page 47
GRI 305: Emissions 2016		
305-1	Direct (Scope 1) GHG emissions	Please refer to the section Responding to Climate Change on the page 47
305-2	Energy indirect (Scope 2) GHG emissions	
305-3	Other indirect (Scope 3) GHG emissions	
WASTE		
GRI 103: Management Approach		
103-1	Explanation of the material topic and its boundary	Please refer to the sections Key Topics and Concerns Raised and Matrix of Material Topics of the Company on the page 17 and section Land Use and Biodiversity on the page 45
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
EMPLOYMENT		
GRI 103: Management Approach		
103-1	Explanation of the material topic and its boundary	Please refer to the sections Key Topics and Concerns Raised and Matrix of Material Topics of the Company on the page 17 and section Employment on the page 57
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
GRI 401: Employment 2016		
401-1	New employee hires and employee turnover	Please refer to the section Employment on the page 57
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	
401-3	Parental leave	
OCCUPATIONAL HEALTH AND SAFETY		
GRI 103: Management Approach		

103-1	Explanation of the material topic and its boundary	Please refer to the sections Key Topics and Concerns Raised and Matrix of Material Topics of the Company on the page 17 and section Occupational Health and Safety on the page 60
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
GRI 403: Occupational health and safety 2018		
403-1	Occupational health and safety management system	Please refer to the section Occupational Health and Safety on the page 60
403-2	Hazard identification, risk assessment, and incident investigation	
403-5	Worker training on occupational health and safety	
403-9	Work-related injuries	
DIVERSITY AND EQUAL OPPORTUNITY		
103-1	Explanation of the material topic and its boundary	Please refer to the sections Key Topics and Concerns Raised and Matrix of Material Topics of the Company on the page 17 and section Diversity and Equal Opportunities on the page 65
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
GRI 405: Diversity and equal opportunity		
405-1	Diversity of governance bodies and employees	Please refer to the section Diversity and Equal Opportunities on the page 65
405-2	Ratio of basic salary and remuneration of women to men	
HUMAN RIGHTS		
GRI 103: Management Approach		
103-1	Explanation of the material topic and its boundary	Please refer to the sections Key Topics and Concerns Raised and Matrix of Material Topics of the Company on the page 17 and section Human Rights on the page 67
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
GRI 412: Human Rights 2016		

412-1	Operations that have been subject to human rights reviews or impact assessments	Please refer to the section Human Rights on the page 67
412-2	Employee training on human rights policies or procedures	
LOCAL COMMUNITIES		
GRI 103: Management Approach		
103-1	Explanation of the material topic and its boundary	Please refer to the sections Key Topics and Concerns Raised and Matrix of Material Topics of the Company on the page 17 and section Local Communities on the page 71
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
GRI 413: Local communities 2016		
413-1	Operations with local community engagement, impact assessments, and development programmes	Please refer to the section Local Communities on the page 71
CUSTOMER HEALTH AND SAFETY		
GRI 416: Management Approach		
103-1	Explanation of the material topic and its boundary	Please refer to the sections Key Topics and Concerns Raised and Matrix of Material Topics of the Company on the page 17 and section Certification and Sustainable Products and Service on the page 68
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
GRI 416: Customer Health and Safety 2016		
416-1	Assessment of the health and safety impacts of product and service categories	Please refer to the section Certification and Sustainable Products and Service on the page 68
OTHER MATERIAL TOPICS		
	Impact of the Company in 2022	Please refer to the section Business Model and Value Creation on the page 8-9
	Information under TCFD	Please refer to the section Task Force on Climate-related Financial Disclosures on the page 18

	Information under EU Taxonomy	Please refer to the section EU Taxonomy Disclosure on the page 39
	Responsible procurement	Please refer to the section Sustainable Procurement on the page 55
	russian Invasion Impact	Please refer to the section russian Invasion Impact on the page 40
	Board Management Structure	Please refer to the section Board Management Structure on the page 74
	Business Ethics	Please refer to the section Business Ethics on the page 78
	Anti-corruption	Please refer to the section Anti-corruption on the page 79
	Shareholders and Share Price Performance	Please refer to the section Shareholders and Share Price Performance on the page 80