

**Good  
nutrition  
starts  
with DELTA**



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**For over 70 years, we bring daily products of high quality and nutritional value to the Greek family table across Greece, while also promoting the value of the Greek Mediterranean diet abroad.**

In 2022, despite the exceptionally adverse business environment, we reaffirmed once more the **DELTA's** long-standing commitment to being a factor of broader social and economic development, by supporting the GDP, public revenues, and employment, with a value chain spanning from agricultural production, supply of raw materials and processing, to transport and making final products available to consumers.

With sustainability principles at the center of our business decision-making, not only we ensured the smooth functioning of the supply chain, despite unprecedented inflationary pressures, but also managed to maintain a leading presence in many of the company's areas of activity. We expanded our operations in the Greek and international market, and we proceeded with significant investments by strengthening our product portfolio with more healthy and enjoyable nutritional options.

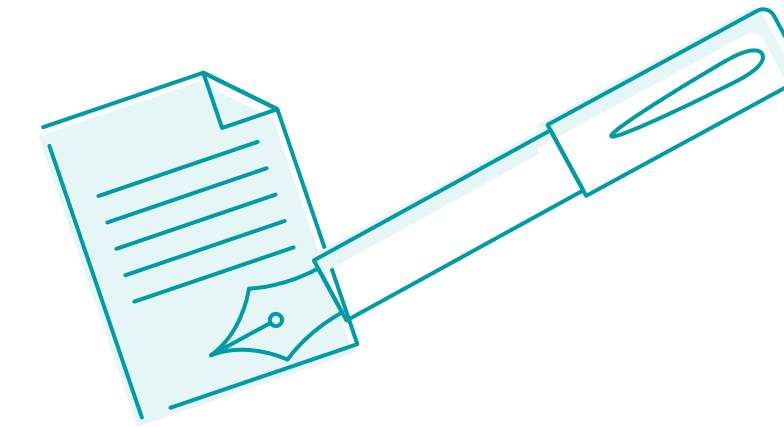
At the same time, by following a comprehensive strategy and specific sustainability commitments for the environment and society, based on international standards, we intensified our efforts to address climate challenges and reduce the environmental footprint of the entire company value chain.

In all our efforts to grow and modernise, we are not alone. We always have by our side **DELTA's** people, our producers and our partners, with whom we create significant added value for the entire ecosystem in which we operate, the broader society, the economy, and the environment, while also ensuring a creative path of growth for our company.

Having in mind nothing less than being the number one preference for consumers, we will continue to set higher and higher goals every year, contributing by every possible means to the adoption of good eating habits by people of all ages, in every situation of their lives and in every part of our country.

**Our firm commitment is to be a contributing factor to broader social and economic development, supporting the GDP, public revenues and employment in many sectors of the economy.**

**Having in mind nothing less than being the number one preference for consumers, we will continue to set higher and higher goals every year.**



**Athanasios Papanikolaou**  
CEO  
VIVARTIA GROUP



**Christos Tsolkas**  
CEO  
DELTA FOODS

# ESG Performance Summary and Priorities

MESSAGE FROM THE BOARD OF DIRECTORS

ESG PERFORMANCE SUMMARY AND PRIORITIES

OUR COMPANY

OUR ESG STRATEGY

DOUBLE MATERIALITY ANALYSIS

DRIVING SUSTAINABLE GROWTH

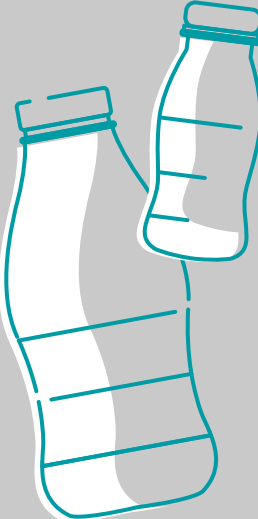
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SUSTAINABILITY TOPIC	2022 PERFORMANCE	2023 PRIORITIES
<b>Environment</b>		
<b>Climate change adaptation and mitigation</b>	<ul style="list-style-type: none"> <li>No fines and/or monetary penalties for non-compliance with environmental laws and regulations</li> <li>Reduction of carbon footprint from transport by 90% using innovative environmental fuel additive (Blue Marble)</li> </ul>	<ul style="list-style-type: none"> <li>Calculation of the carbon footprint of the Group operations in cooperation with an external partner (Scope 1, 2 &amp; 3)</li> <li>Declaration of participation and commitment to the Science Based Targets initiative (SBTi)</li> </ul>
<b>Energy management</b>	<ul style="list-style-type: none"> <li>Total energy consumption for DELTA in 2022 amounted to 97,188 MWh and in EUROFEED it amounted to 1,766 MWh</li> <li>Reduction in energy consumption in 2022 by 4%, compared to 2021</li> </ul>	<ul style="list-style-type: none"> <li>Installation of photovoltaics at the Agios Stefanos production facility and implementation of ongoing energy saving initiatives at all plants</li> </ul>
<b>Air, water, and soil pollution</b>	<ul style="list-style-type: none"> <li>The total carbon footprint for DELTA and EUROFEED was 437,712 tCO<sub>2</sub>e, with 432,994 tCO<sub>2</sub>e corresponding to DELTA and 4,719 tCO<sub>2</sub>e corresponding to EUROFEED</li> </ul>	<ul style="list-style-type: none"> <li>Continuous efforts to reduce nitrogen dioxide (NOx) and sulphur dioxide (SOx) emissions</li> </ul>
<b>Water management</b>	<ul style="list-style-type: none"> <li>Reduction of total water consumption by 17% at DELTA and by 10.2% in EUROFEED, compared to 2021</li> </ul>	<ul style="list-style-type: none"> <li>Investments in water saving and sound water resources management actions</li> </ul>
<b>Circular economy and waste management</b>	<ul style="list-style-type: none"> <li>100% of hazardous waste is managed by licensed operators</li> <li>92% of clean and recyclable waste was recycled</li> <li>Over 85% of DELTA's food waste is diverted for utilization</li> </ul>	<ul style="list-style-type: none"> <li>Increase in the percentage of disposal of the Company's animal by-products and other product derivatives through certified partners for their utilization in primary production</li> <li>Further awareness and actions against food waste</li> </ul>
<b>Sustainable packaging</b>	<ul style="list-style-type: none"> <li>4,106,058 kg of renewable materials (paper) were used in DELTA</li> <li>16,498 kg of recycled materials were used in EUROFEED</li> <li>19,200 kg of products and packaging materials were recovered by EUROFEED</li> </ul>	<ul style="list-style-type: none"> <li>Further actions to reduce plastic packaging</li> </ul>



SUSTAINABILITY TOPIC	2022 PERFORMANCE	2023 PRIORITIES
<b>Society</b>		
<p><b>Employee health and safety</b></p>	<ul style="list-style-type: none"> <li>● No incidents of fatal injuries or occupational illnesses</li> <li>● Training on Health &amp; Safety topics to develop and strengthen a culture of prevention</li> </ul>	<ul style="list-style-type: none"> <li>● Implementation of specialised training programs aimed at protecting employees and creating a culture of safety</li> <li>● Maintaining a healthy and safe work environment, with an emphasis on wellbeing.</li> <li>● Management conducting 'safety tours' at production plants, to promote and strengthen a Health and Safety culture at work.</li> <li>● Launch of 'KANTO APLA' (Make it Simple) program for employees at the production facilities, aimed at enhancing the culture of prevention and rewarding employees based on criteria and indicators</li> </ul>
<p><b>Diversity, equity and inclusion</b></p>	<ul style="list-style-type: none"> <li>● 30% of management positions are filled by female executives</li> <li>● Conducting of an employee satisfaction survey with a 79% participation rate and a total score of 68.6/ 100</li> </ul>	<ul style="list-style-type: none"> <li>● Systematic implementation of existing action plan &amp; planning the execution of an annual satisfaction survey</li> <li>● Publication of Diversity, Equity and Inclusion Policy &amp; informing of employee</li> <li>● Development of training materials on a platform for the systematic information of employees</li> <li>● Creation of a special Intranet section for the Speak Up program</li> </ul>
<p><b>Employee training and development</b></p>	<ul style="list-style-type: none"> <li>● 2882 hours of training for DELTA employees on a plethora of topics</li> </ul>	<ul style="list-style-type: none"> <li>● Redesign of the performance management system</li> <li>● Training and enhancement of the skills of the management team and team managers on performance management issues (coaching, feedback, developmental discussions)</li> <li>● Implementation of a program to enhance the skills of foremen in supervision and effective communication</li> </ul>
<p><b>Human rights</b></p>	<ul style="list-style-type: none"> <li>● No incidents of discrimination or violation of human rights</li> </ul> 	<ul style="list-style-type: none"> <li>● Maintaining a work environment that enhances mutual respect and protection of human rights</li> <li>● Publication of Human Rights Policy, training and informing of employees</li> <li>● Development of training material for employee capacity building</li> <li>● Creation of a targeted Intranet section for the Speak Up program</li> </ul>

SUSTAINABILITY TOPIC

2022 PERFORMANCE

2023 PRIORITIES

Society

Social contribution

- 21,914 products were offered by DELTA to the Social Supermarket of the Municipality of Delta in Thessaloniki for our fellow people in need
- 94,788 packages of fresh milk and 94,788 packages of yoghurt were donated to schools participating in the DIATROFI (Nutrition) program
- DELTA managed, via licensed managers, 7.1 thousand tons, of which 6.2 thousand tons concern animal by-products and 843 tons concern vegetable by-products such as juices and tea

- Expansion of the social contribution and coverage of the needs of our fellow people, with an emphasis on children
- Design and implementation of a volunteering program, with the participation of employees

Primary sector support

- Provision of technical support and training to producers
- Ongoing implementation of the GAIA ACTION PLAN by the DELTA Milk Zone Department

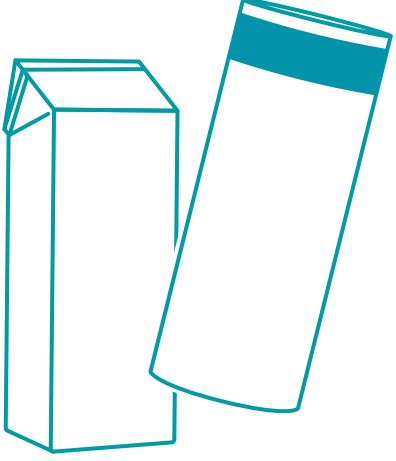
- Provision of technical support and training for producers
- Dissemination via colloquiums and publications, of the scientific data we have gathered regarding proposed alternative crops for the utilization of Greek land and the production of high nutritional value animal feed, that ensure significant environmental benefits and contribute to the sustainability of the milk producing livestock
- Provision of educational scholarships to young livestock farmers through the GAIA Action Plan

Product quality and safety



- No product recall
- Zero incidents of non-compliance with regulations involving fines, penalties or warnings
- Zero incidents of non-compliance with voluntary codes relating to product health and safety

- Fast and efficient updating and incorporation of amendments and requirements of the new versions of the international Standards Company's Plants are certified with
- Continuation of actions to improve the quality of existing products, as well as the design, development and launch of additional new high-quality product proposals

SUSTAINABILITY TOPIC	2022 PERFORMANCE	2023 PRIORITIES
<b>Society</b>		
<p><b>High nutritional value products</b></p> 	<ul style="list-style-type: none"> <li>● Design, development and launch of products with high nutritional value and improvement of nutritional value of existing product codes</li> <li>● At least 65% of juice and tea drink recipes produced do not contain additional sugars by their product design</li> <li>● Remaking actions in product options based on yoghurt for consumers aged 6 months up to 3 years old (Advance range of baby products), focusing on the reduction of sugar content by 30%</li> </ul>	<ul style="list-style-type: none"> <li>● Design, development and launch within 2023 of additional new products of high nutritional value and quality</li> <li>● Improvement of existing products in terms of their nutritional characteristics, aiming at providing healthier options with a common goal. Reduction of sugar content in yoghurt-based Smart products aimed at preschool children</li> <li>● Evaluation of all products regarding their nutritional value based on evaluation systems and guidelines of international organizations for planning long-term targeted improvements</li> <li>● Formulation of a proposal for a Nutrient Profiling System by DELTA in partnership with the academic community, based on corporate scientific knowledge and experience</li> </ul>
<b>Governance</b>		
<b>Regulatory compliance</b>	<ul style="list-style-type: none"> <li>● No incidents of non-compliance</li> </ul>	<ul style="list-style-type: none"> <li>● Maintaining full compliance with the relevant legislations</li> </ul>
<b>Anti-corruption ethics and practices</b>	<ul style="list-style-type: none"> <li>● No bribery and corruption incidents</li> </ul>	<ul style="list-style-type: none"> <li>● Maintaining zero bribery and corruption incidents</li> </ul>
<b>Animal welfare</b>	<ul style="list-style-type: none"> <li>● Advice from veterinarians, agronomists, animal husbandry experts, and inspectors on our farms</li> <li>● Offering high quality feed to ensure animal welfare</li> </ul>	<ul style="list-style-type: none"> <li>● Continuous investment in the training and development of our partners on animal welfare topics</li> </ul>
<b>Supply chain management</b>	<ul style="list-style-type: none"> <li>● 90% of total number of suppliers consists of domestic suppliers and 85% of total expenses for 2022 were spent on them</li> </ul>	<ul style="list-style-type: none"> <li>● Mapping current practices and updating the supplier evaluation procedure</li> </ul>

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# Our Company





# DELTA at a Glance

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Units  
of production  
DELTA



Cooperation with  
selected Greek  
livestock breeders

1

Unit  
of production  
EUROFEED

International activity in

19

countries

20

importing provinces

945

employees  
in total

2

milk collection  
centers

7

certifications for the  
compliance of quality  
management and food  
safety systems for all the  
Company factories

396

total  
product codes

27,059

points of sale

# Vision and Values

## Our vision

**“Continue to nurture the future of our consumers with high quality foods. Always with responsibility and sensitivity towards people, society and the environment.”**

Since 1952, **DELTA** has provided consumers with excellent quality and highly nutritional products, holding an important position in the production and distribution of milk products, yoghurt, juices, ready-made tea, plant-based beverages and desserts, baby and children's food, and the sale and purchase of evaporated milk and cheese products. At the same time, through its business activity it continues to create value for its employees, for the Greek livestock farming, society and economy.



## Subsidiary company EUROFEED



For the past 34 years, the top concern of our 100% subsidiary company **EUROFEED SA** has been to provide high-quality and prompt services to its network of milk producing partners and it has been operating in accordance with the strategic objectives it has set. The primary goal is to satisfy the needs and requirements of our customers and partners by offering them high quality products, while at the same time aiming at the continuous development of our products, with an emphasis on animal welfare and the systematic support of the livestock farmers we cooperate with.

**EUROFEED** is our main supplier, while also addressing other producers/farmers who focus on the safety, quality and high nutritional value of the feed they provide to their animals. It collaborates with the Milk Zone departments to effectively and continuously exchange know-how and best practices.

**“Over all these years, we have been supporting Greek families, offering every household, from one end of this land to the other, quality products that meet the nutritional needs of consumers of all ages. At the same time, we proudly stand as ambassadors of the Greek diet, through innovative products that promote our well-being internationally.”**

## Our values

Every year we try to operate and provide our products in accordance with our values, always prioritising people, society and the planet.



# Production Facilities and Milk Zone

At **DELTA**, we actively support the Greek economy and the communities in which we operate.

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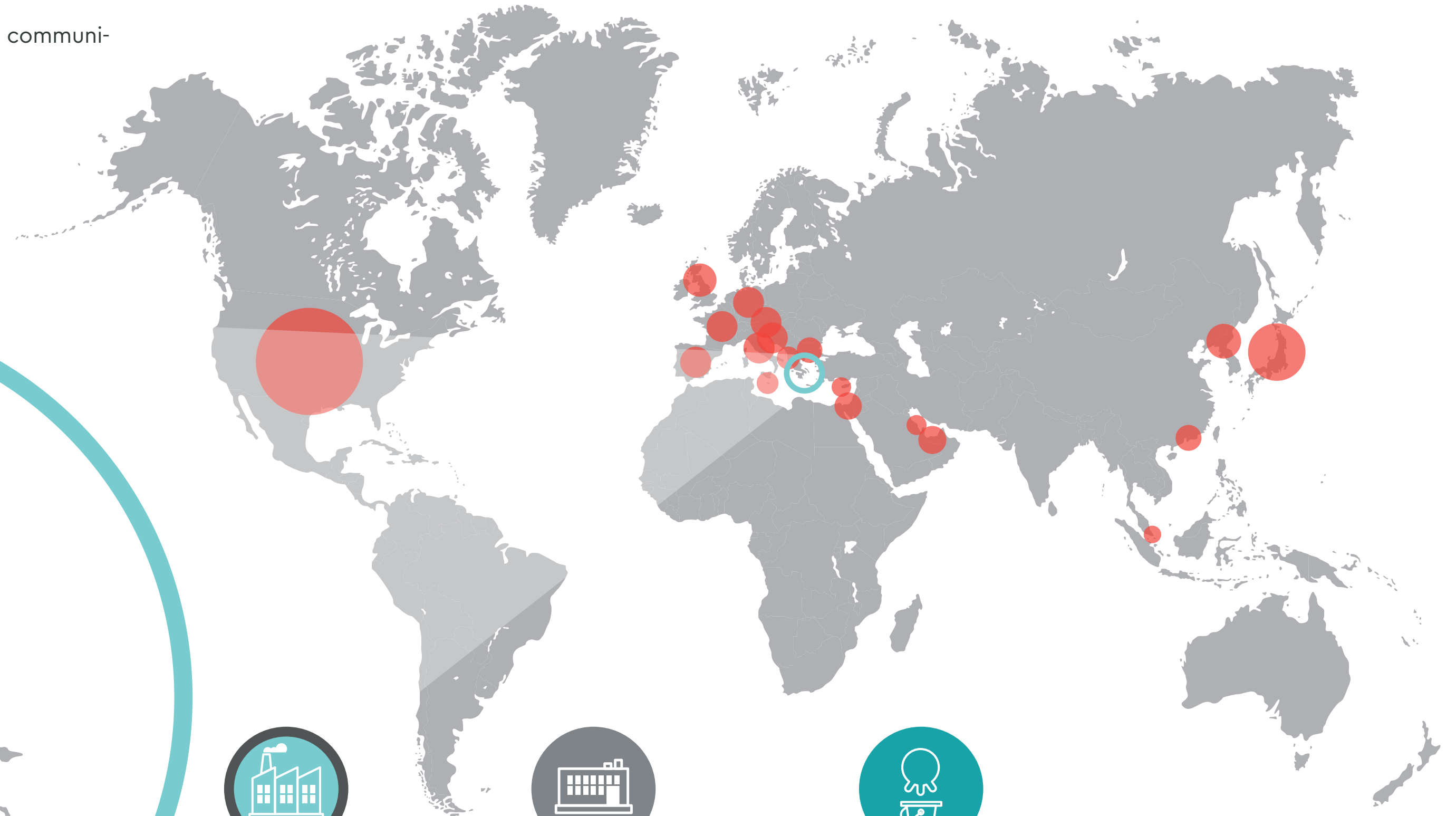
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## International Presence

- Cyprus
- UK
- Austria
- Malta
- Germany
- USA
- Singapore
- Israel
- Croatia
- United Arab Emirates
- Bahrain
- Italy
- France
- Albania
- Bulgaria
- Spain
- Hong Kong
- Japan
- S. Korea



### Production facilities

- Sindos, Thessaloniki
- Ag. Stefanos, Attica
- Lamia



### Milk Zone Infrastructure

- Milk Collection Centres:**
- Gefyroudi, Serres
  - Sydini, Xanthi

- Other facilities:**
- Zarko, Trikala
  - Lechena, Ilia
  - Florina



### Milk Producing Prefectures

- |            |                |             |
|------------|----------------|-------------|
| • Argolida | • Thessaloniki | • Pella     |
| • Attica   | • Kilkis       | • Pieria    |
| • Achaea   | • Kozani       | • Rodopi    |
| • Boeotia  | • Corinth      | • Serres    |
| • Evros    | • Laconia      | • Florina   |
| • Ilia     | • Larisa       | • Halkidiki |
| • Imathia  | • Xanthi       |             |

# Our Products

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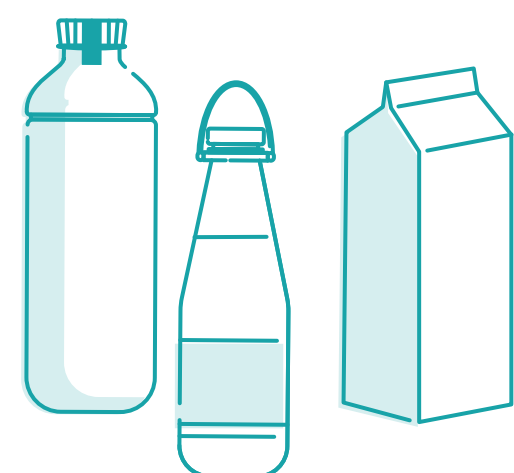
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Our Company produces a broad range of product categories:

## Milk

- Daily Fresh DELTA Milk
- DELTA tou Topou mas (Local)
- DELTA mmmMILK
- DELTA Vlachas Condensed Milk
- DELTA Milk Cream



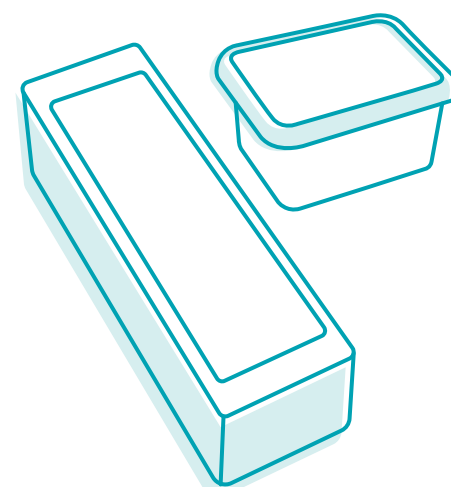
## Yoghurt and yoghurt desserts

- Delta Compleat
- Delta Mikres Oikogeneiakes Farmes (Small Family Farms)
- Delta Double Strained
- Delta Vitaline
- Delta Vitaline Go Protein
- Delta Double Strained
- Vitaline lactose free
- DeLTa Authentic Greek Yogurt



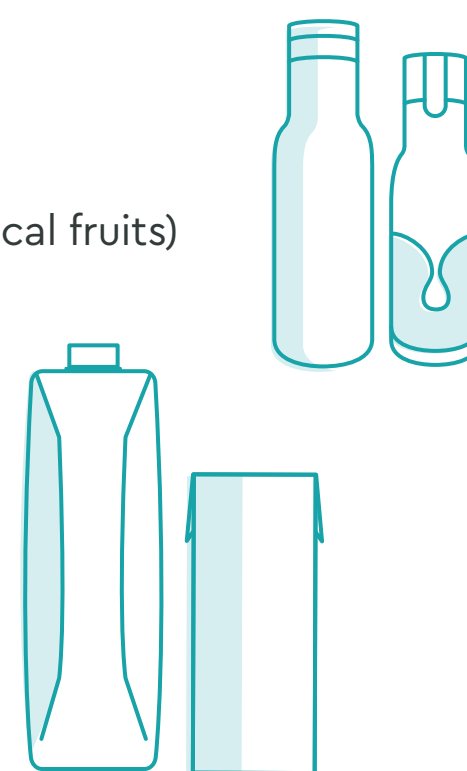
## Cheese products

- DELTA Yellow Cheeses
- DELTA Feta cheese
- DELTA Regato
- DeLTa Feta



## Juices and tea

- Life Juices Frouta tou topou mas (Local fruits)
- Life Juices Seasonal Fruits
- Life Juices Super Fruits
- Life Juices Organic Crop
- Life Long-life Juice
- Life Tsai World Recipes
- Life Tsai Super Herbal
- Life Tsai Half & Half
- Life Tsai Bio



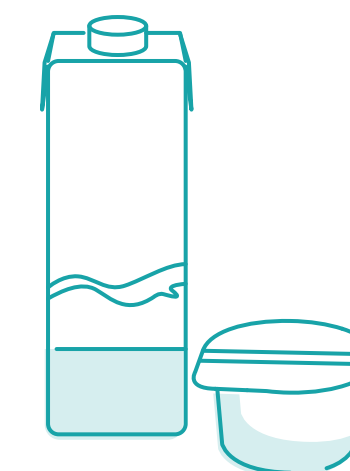
## Chocolate milk and coffee drinks

- Milko
- Milko Protein
- DELTA tou Topou mas (Local) with Cocoa
- Milcafe & Flocafe



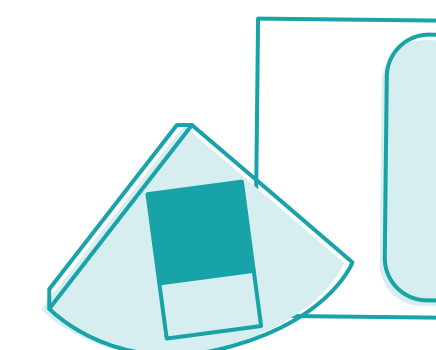
## Plant-based products

- DELTA plant-based Drinks
- DELTA plant-based Desserts
- DELTA Bio Almond plant-based Drink
- DELTA Protein Plus plant-based Desserts



## Professional Dairy

- DELTA Easy Milk
- DELTA Milk Creams
- DELTA Easy Cheeses
- DELTA Easy Plant – based Cream
- DELTA Strained Yoghurt
- DELTA Easy Edesma



## Baby and child nutrition

- DELTA Advance
- DELTA Advance Bio
- DELTA Smart



# Our Business Model for Value Creation

A key principle of DELTA is the full compliance and alignment of the Company's business activity with the current laws and operational principles of the country in which it operates. Since its establishment, DELTA has set very high standards throughout its entire range of activities, acknowledging the pivotal role it holds in the food sector. **Our business model reports on how we operate and grow in all our operations.**

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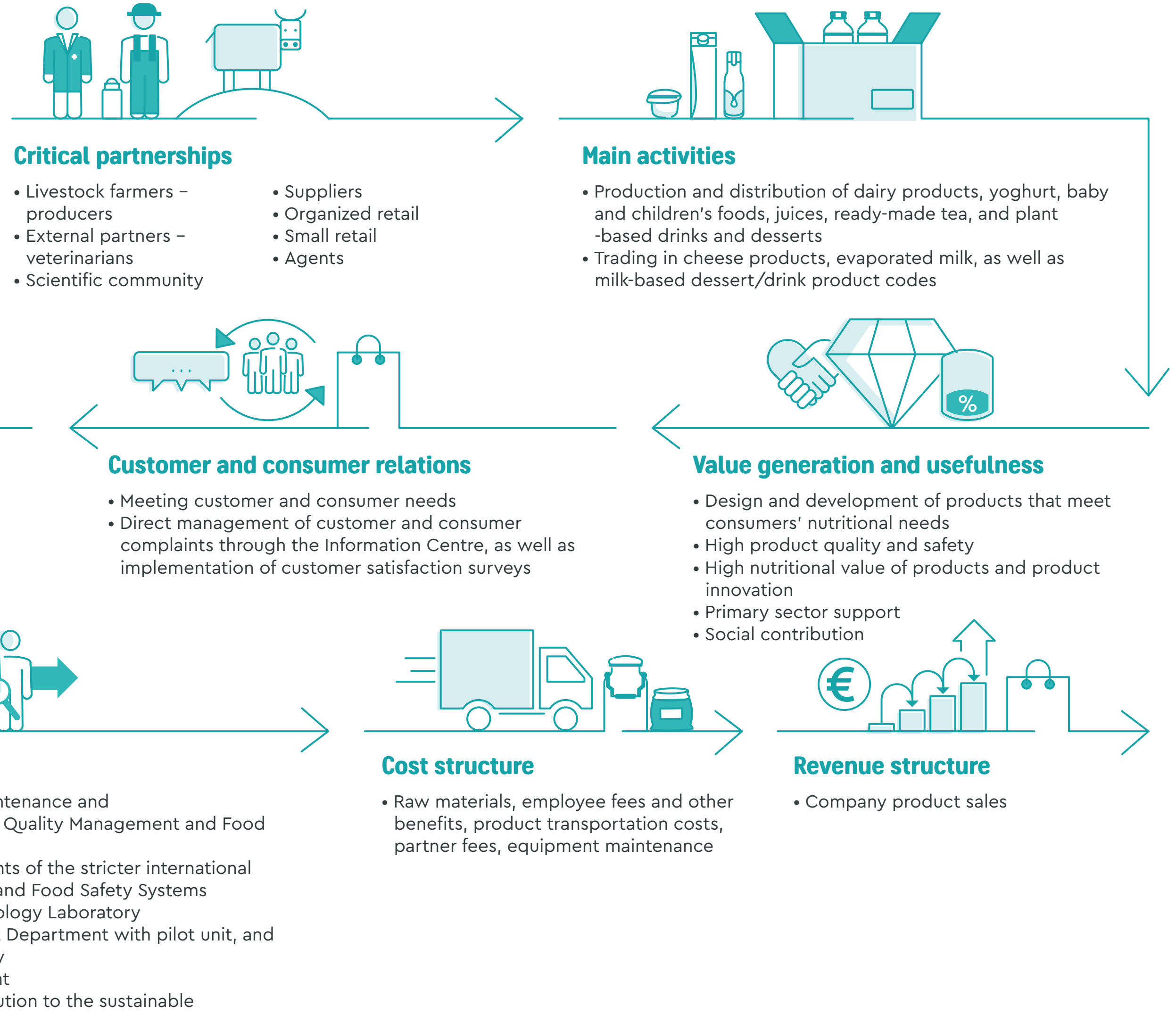
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# Our Value Chain

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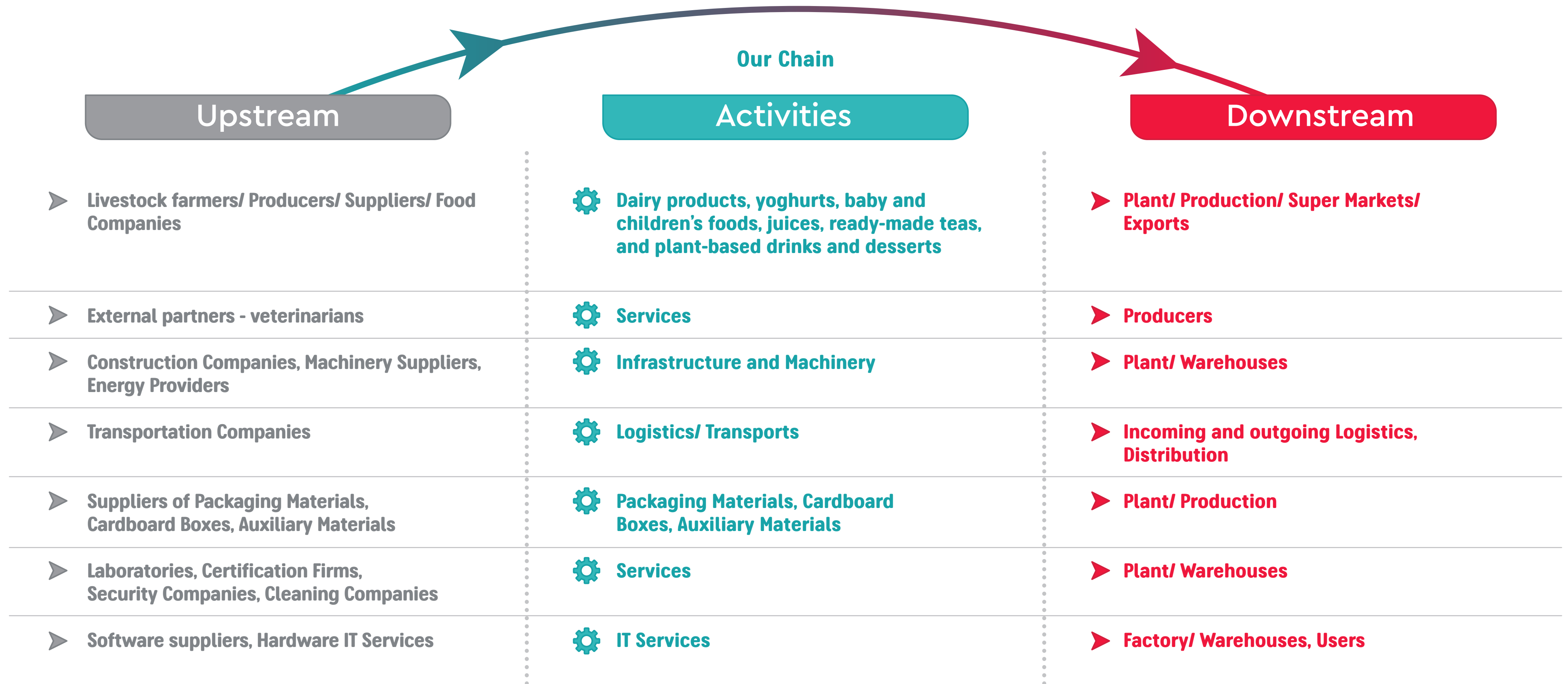
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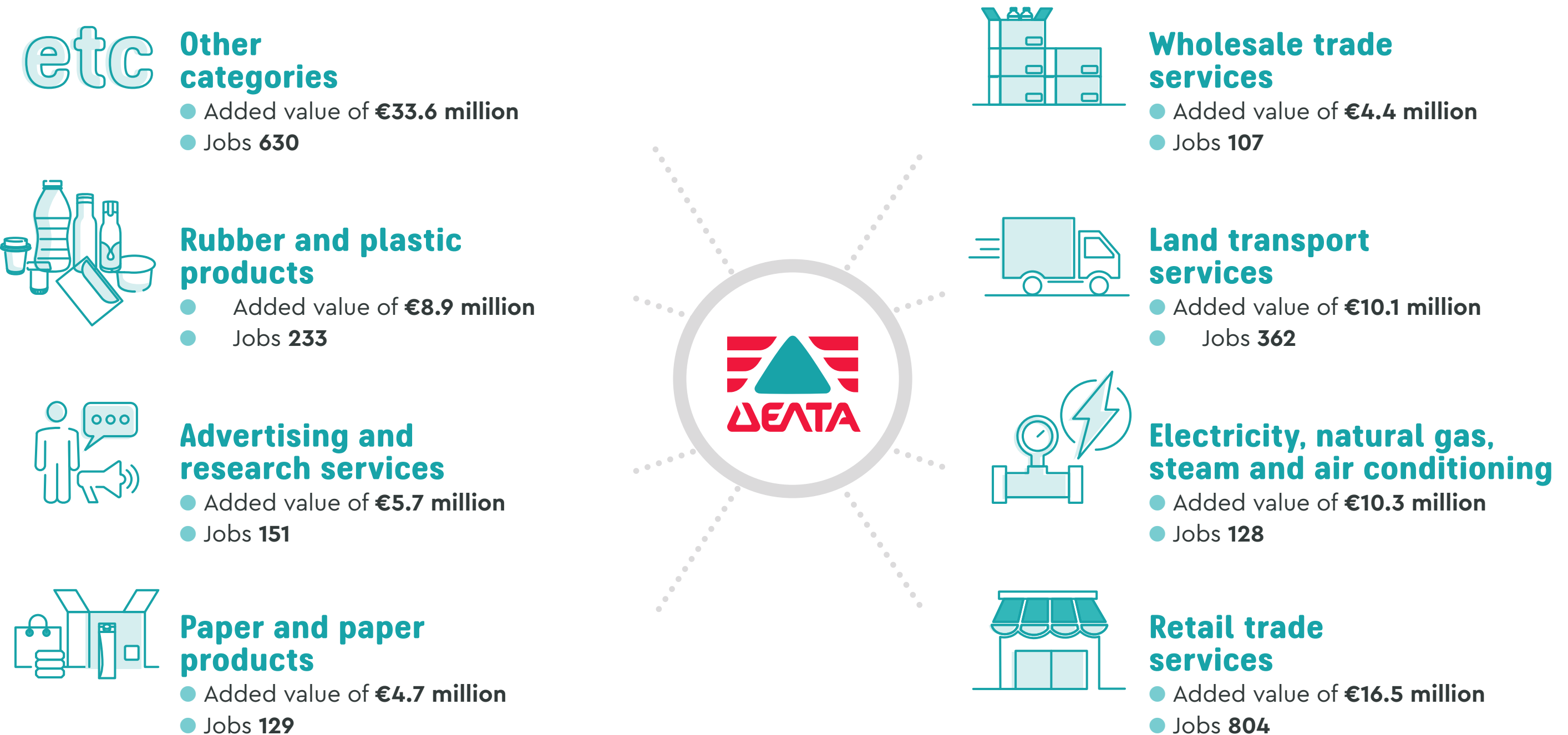


# Creating value across our entire ecosystem of operation

For over 70 years, DELTA has been producing and distributing food of exceptional quality and high nutritional value throughout Greece, supporting Greek families and the national economy.

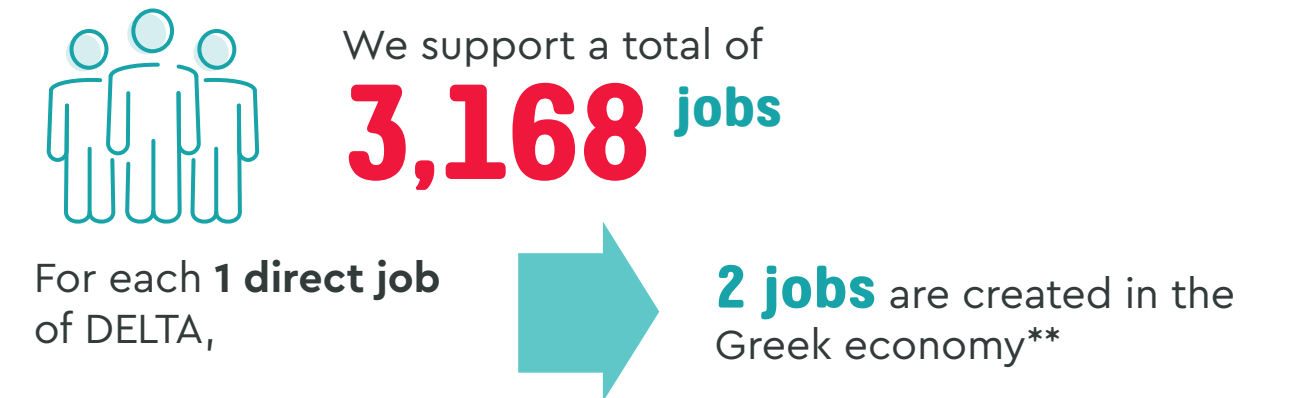
To determine the value we create for the economy, employment, public revenues, as well as for our customers and suppliers, we conducted a socio-economic impact assessment (SEIA) study for 2022.\*

Our company's economic and social contribution aims to support collective efforts to achieve the 17 UN Sustainable Development Goals, while continuing to create value for all stakeholders.



Through its economic activities and operation, DELTA indirectly supports many different sectors of the national economy. More specifically, by purchasing goods and services from a wide range of local suppliers, it increases market demand, which in turn boosts local economies and employment.

## Impact on Employment



## Value to the Economy



## Impact on Public Revenues



\* The study concerns the DELTA company.  
\*\* Jobs refer to jobs created in a direct, indirect or induced manner.

# Awards and Distinctions

During 2022, DELTA received the following distinctions and awards for its products and responsible operation:



## 'Effie' Effectiveness Award

The **'Effie' top effectiveness award** was taken home by DELTA for the LIFE Tsai (tea) range, in the 'Soft drinks' category, for their relaunch that took place in 2022. The Effie awards are among the most important awards in the field of marketing and communication internationally.



## Retail Awards 2022

At the Retail Awards 2022, DELTA won the 2nd Place in the SUPPLIERS' BRAND CAMPAIGN category, with the campaign for DELTA Daily Fresh Milk.



## Dairy Awards 2022



At the Dairy Awards 2022, DELTA won the following awards:

- DELTA received the top award of **'Company of the Year'** at the **'Dairy Awards 2022'** ceremony, reaffirming its leading position in the Greek dairy market with high nutritional value products that reflect its long-standing commitment to quality and innovation.
- **Gold/ Platinum award** in the Food Safety & Quality category for the Molecular Biology laboratory- Introduction of Molecular techniques to food safety and quality by DELTA.
- **Gold award** for the Vitaline Go Protein product range in the Innovative dairy product category in its production, while Vitaline also won a **Gold award** in the Innovative functional dairy product category.
- **Gold award** for the Advance Bio organic baby yoghurt without added sugars product range in the Innovation in Dairy Products category.
- **Gold award** in the 'Promotion/ Development Campaign' category, for Milko's new Sustainability Campaign.
- **Silver award** for the Mmmilk Immune Plus product in the Innovative dairy product in its ingredients category .
- **Bronze award** for the e-commerce campaign for the relaunch of Fresh Milk as 'DELTA Daily Fresh Milk' in the E-commerce Campaign/ Relaunch category.





## AWARDS 2022 Vegan

### Vegan Awards 2022-2023

DELTA's Plant-based Almond Drink With No Added Sugar 1 lt & 1.5 lt received the **Gold award** in the Best Plant-based Milk category at **Vegan Awards 2022-2023**, while the corresponding Plant - based Desserts won the **Silver award** in the Best Plant-based Yogurt category. Milko Go Vegan also won a **Bronze award** in the F&B Products non Certified, Plant-based Milk category.



### Super Market Awards 2022

At the Super Market Awards 2022, DELTA won the following awards:

- **Gold Award** for DELTA Daily Fresh Milk in the Successful Product Relaunch category and Silver Award in the Marketing & Communication (Food) category.
- **Silver Award** for DELTA Plant-based Drinks & Desserts in the Vegan-Vegetarian Products/ Ranges category.
- Bronze Award Relaunching of Life Tsai, Sales/ Product Share Increase (Food) category.
- **Bronze Award** in the Corporate Social Responsibility (CSR) category for the reconstruction of 2 sports venues/ facilities in Evosmos, Thessaloniki, through the Milko Hood MakeOver.



# Memberships and Partnerships

## We participate in a variety of networks bodies and organizations

For yet another year, DELTA participated in conferences, organizations and bodies related to its sector. Through partnerships with recognized organizations, our goal is to promote our responsible entrepreneurship and the special attention we pay to sustainability.

## Our Company is present at Seminars, Conferences and Exhibitions

We actively participate in seminars, conferences and exhibitions to showcase outstanding projects and the undivided contribution of experienced scientists to the quality and value offered by our Company.

In 2022, our employees dedicated a total of **236 hours** participating in Workshops, Conferences and Exhibitions.



The bodies and associations in which our Company participates are as follows:



EIT FOOD



United Nations  
Global Compact

UNGCN Greece  
Global Compact  
Network Greece



FEDERATION  
OF INDUSTRIES  
OF NORTHERN GREECE

SVVE  
(Federation of Industries  
of Northern Greece)



CSR Hellas  
(Hellenic Network for Corporate  
Social Responsibility)



ECR Hellas  
(Hellenic Committee Efficient  
Consumer Response)



IIIA  
(Hellenic Institute of Internal Auditors  
of Greece)



SEVT  
(Federation of Hellenic  
Food Industries)



SEE  
(Advertising  
Self-Regulation Council)



hellenic management association  
EEDE  
(Hellenic Management  
Association)



SEVGAP  
(Association of Greek Milk and Dairy  
Products Industries)



SDE  
(Hellenic Advertisers  
Advertising)



HERRCO as founding member and shareholder  
(Hellenic Recovery Recycling  
Corporation)

# Corporate Governance

**Mutual trust, transparency and corporate responsibility help maximise the value of DELTA to all its stakeholders.**

We have developed a strong governance model and an effective internal control and risk management system that enhances the Company's competitive advantage in the local and international market.

# Board of Directors and committees

## Board of Directors

DELTA's Board of Directors (BoD) is elected by the General Meeting (GM) of the shareholders, with a two-year term. On 27.7.2022, a new seven-member BoD was elected by the GM, whose term expires on 27.7.2024, which can be extended until a new BoD is elected by the ordinary GM, which convenes in the year the BoD is outgoing.



## Audit Committee



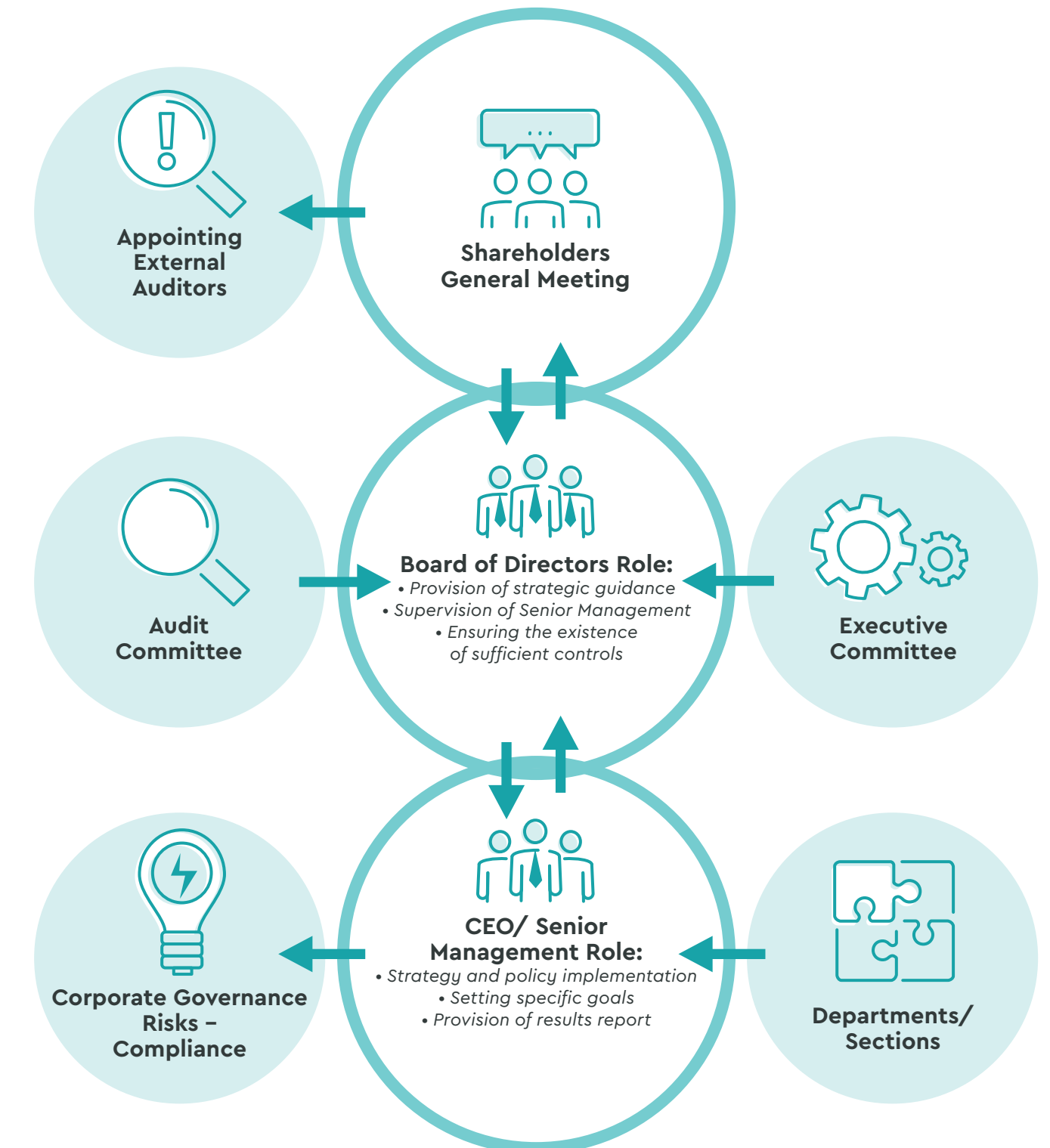
The Committee is composed of BoD members who are assisted by the Internal Audit Manager of Vivartia Group and are appointed by the BoD of Vivartia Group, with the main criterion of independence, considering the diversity of the composition, experience in risk management, and the representation of different stakeholders. The Chairperson is elected by the members of the Committee. The members of the Committee have sufficient knowledge and experience in the sectors in which Vivartia Group operates, as well as in accounting and auditing matters. More specifically, the Audit Committee supports the BoD in its duties regarding financial information, internal auditing and supervision of the ordinary audit. Furthermore, it supervises the auditing work carried out by the Internal Audit Departments of the companies and the Vivartia Group, and the financial reporting procedure carried out under the responsibility of the external audit.

**The purpose of the Audit Committee is to enhance the quality, adequacy, and effectiveness of the systems for internal control and management of all types of risks, with the aim of avoiding, limiting or mitigating operating risks.**

## Executive Committee



The duties of the Executive Committee are related to general and ongoing oversight of all operations of the Company and the Vivartia Group. Setting goals and budgets, strategic planning, and monitoring the Company's financial performance are some of the Committee's competencies.



## Organizational Chart



## Remuneration policies

For all executives of the senior management body and senior executives, DELTA provides a competitive pay and benefits package, based on the market and the role, which is designed and monitored by the Human Resources Department and approved by the CEO. In addition to the fixed salaries, we provide:

○ **Medical coverage**

○ **Life insurance**

○ **Pension plan**

○ **Bonus**

○ **Sign-in bonus as hiring incentive in special cases**

○ **Tools (mobile telephone, laptop, car, fuel)**

○ **Food coupons**

○ **Hybrid work model – DELTA Flex**

○ **Incapacity & Invalidity Coverage**

○ **Parental leave**

○ **Credit card**

○ **Marriage/birth of child gift**

○ **Preferential prices on products/ services**

○ **Vivartia Group Privilege Card**

○ **Nutritionist & Psychologist Program**



# Regulatory Compliance

## Personal Data Protection

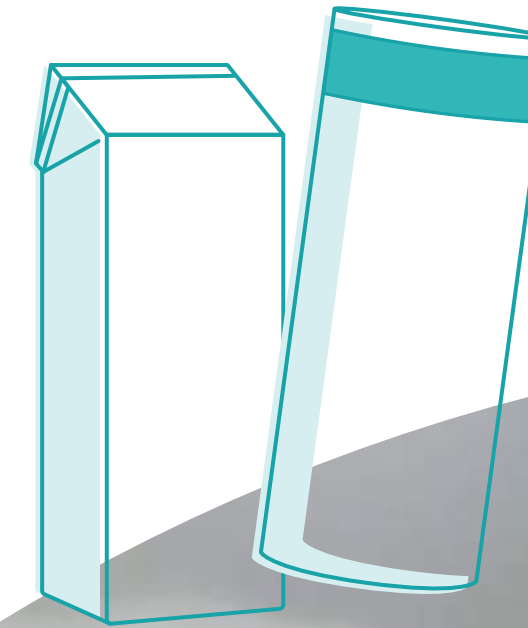
The basic principle of DELTA is to safeguard the personal data of customers, employees, suppliers and anyone working with the Company.

**The Company fully complies with the European General Data Protection Regulation (GDPR), while the Personal Data Protection Officer (DPO) and the Information Security Officer (ISO) play a primary role in the implementation of the relevant procedures.**



Our employees are regularly trained both on the general requirements of the Regulation and on special related issues.

**In 2022 ,no complaints were recorded regarding violation and/or compromise of personal data. At the same time, no incidents of non-compliance with laws and regulations were recorded in the social and economic sectors.**



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# Ethics and Anti-corruption Practices

As part of the Code of Conduct, DELTA has defined specific policies that govern its operation. DELTA's operational procedures are at the core, aiming at their harmonization with the decisions of Management and the relevant legislation.

**In 2022 no incidents of corruption and no definitive or final court judgment was recorded against the company for anti-competitive behaviour or anti-monopoly practice.**



## Supplier and Partner Code of Conduct

The **Code of Conduct for Suppliers and Partners** contains the key principles that suppliers and partners must follow and implement. This code is a fundamental requirement for our evaluation, selection and subsequent cooperation. This Code is a key requirement for our evaluation, selection and subsequent collaboration. It is worth mentioning that the Company is considering applying due diligence practices to its partners on selected ethical issues.



## Vivartia Business Code of Conduct

The **Vivartia Business Code of Conduct**, and by extension of DELTA, includes targeted measures and best practices, promoting a sound standard and rules of conduct at both individual and company level. The Code also ensures compliance with rules during employee work, as well as management of information, the Information Security Policy and the Rules of Procedure, which all of the above issues fall under.

**The Code of Conduct is posted on the intranet and all employees have already been informed and can consult it as needed. In addition, all new employees are informed and sign the Code of Conduct when they are hired.**



## The Code of Conduct during the performance of the Internal Audit

In general, DELTA adheres to and implements a Code of Conduct during the execution of its Internal Audit, aiming at promoting standards, established by modern company governance, and enhancing the effectiveness of the relevant rules. **In this context, the main principles of staffing the internal audit, are:**

- Objectivity
- Integrity
- Documentation
- Adequacy
- Confidentiality
- Independence



## Internal Complaints Management Policy including those related to violence and harassment incidents

We promote labor rights and implement measures to prevent and combat workplace violence and harassment in accordance with Law 4808/2021. At the same time, we promote and facilitate communication with management in the event of incidents or reports of complaints, recommendations, suggestions for improvement, etc. The Internal Complaints Management Policy is direct and continuous in terms of its application period and aims to create a workplace free of violence, harassment and discrimination and fully respectful of human dignity.

**DELTA follows the precautionary principle and adheres to the Vivartia Code of Business Ethics, the Supplier Code of Ethics, and the Internal Labour Regulation. These integrate measures and procedures for the prevention and mitigation of conflicts of interest. DELTA employees must be free from conflict of interest issues which may affect their judgement, objectivity or faith in the Company.**

# Business Continuity

DELTA, in cooperation with an external partner, has already started the preparation of a **business continuity plan for critical business operations** of the Company, based on the specifications and requirements of the international standard ISO 22301. Operational continuity is defined as an organization's ability to provide products and services, even after any disruption occurs.

The Company will identify risks that may impinge on its critical business operations in case of a catastrophic event, and then explore ways to either limit or eliminate the effects of risks through appropriate measures.







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# Our ESG Strategy



# ESG Strategy Priorities and Objectives

**At DELTA, Sustainability is a key component of our business strategy and core value of our Company. Our primary goal is to create long-term and sustainable value for all our stakeholders and society.**

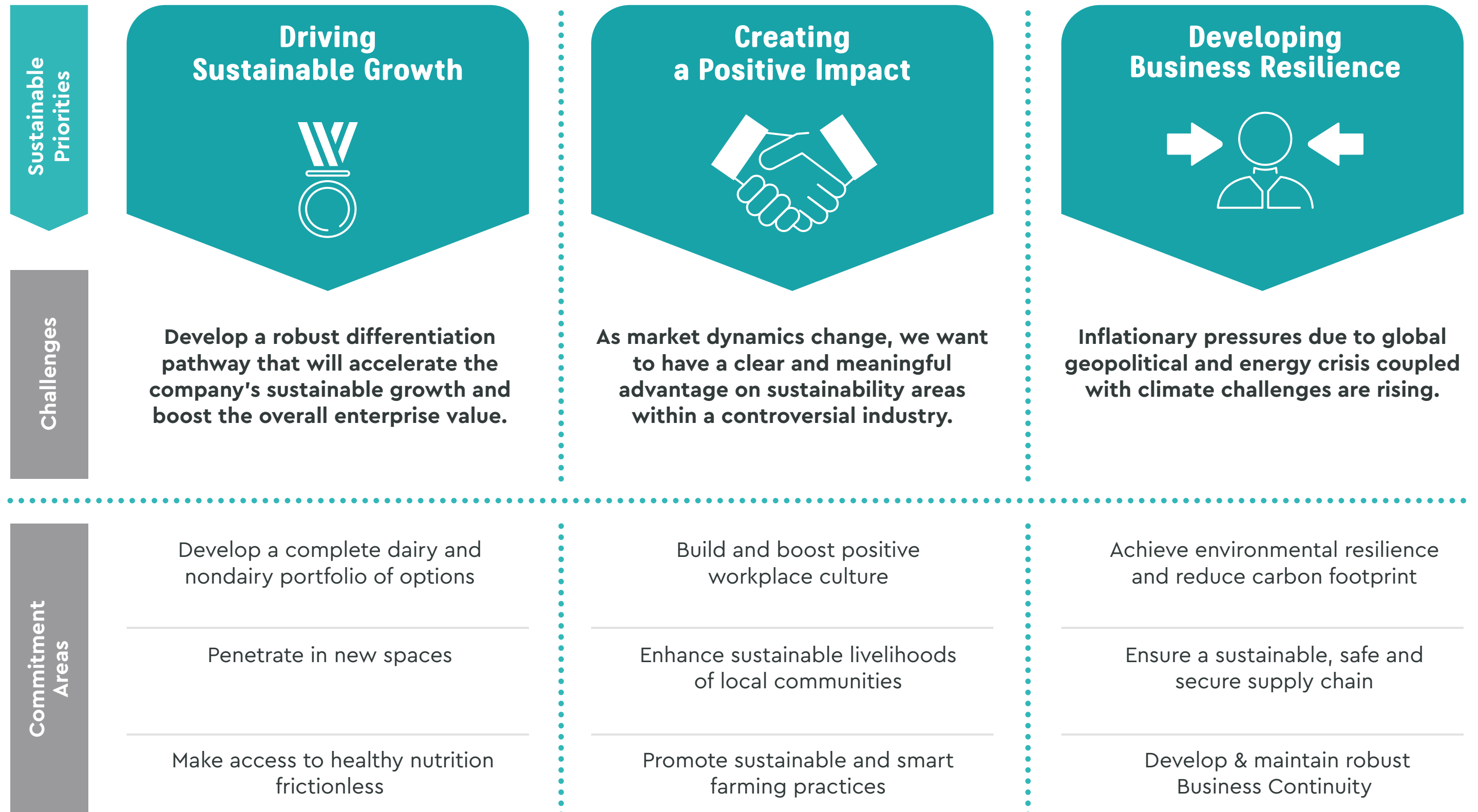
In this context, in 2022, we established our ESG Strategy for the environment, society, and corporate governance, which includes a set of initiatives and actions aimed at Sustainable Development, based on international best practices.

The Strategy is in line with the international, European and global landscape and sustainability frameworks, such as the European climate neutrality 2050 target, the UN Sustainable Development Goals, the 10 Principles of the UN Global Compact, while at the same time it embeds the expectations of its stakeholders.

## Our Sustainability Vision

**Nurture generations to grow in a safe, healthy and sustainable planet.**

DELTA systematically pursues the expansion of its activities in the Greek and international market, the continuous development of its human capital, the reduction of its environmental footprint and its contribution to the health and well-being of society. DELTA's ESG Strategy is founded on 3 main pillars which include nine strong commitments.



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# ESG Governance

In the framework of the ESG Strategy, in 2022 the structure and roles of a new governance model were proposed, which will support the integration of ESG issues into the Company's governance.

Specifically, the Board of Directors shall be responsible for the approval of the ESG Strategy, and shall supervise its progress, review the budget, and discuss ESG matters in Board meetings at regular intervals.

A key part of the ESG governance is the ESG Committee, which will guide the implementation of the ESG Strategy, inform the Board of Directors on the organization's progress towards achieving the ESG goals, approve the framework and disclosures on environmental, social and governance issues, promote collective knowledge of Board members on sustainability, and will supervise the management of the organization's impacts. Furthermore, the newly established Corporate Affairs and Sustainability Department has taken on a coordinating role across the organization for the implementation of the Strategy. Assigning impact management competencies has been outsourced to senior executives of the organization, who are responsible for planning and implementing measures to remedy or eliminate recognized negative impacts throughout the Company's business activities.

It is worth noting that the Company's progress on ESG issues, including effective management of its social and environmental impacts, will be taken into consideration in the Board of Directors' performance evaluations in the coming years.

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## CASE STUDY: Sustainable Value Chain Transformation Project

Recognising the importance of integrating the ESG criteria into the entire supply chain, DELTA began, during 2022, the implementation of an innovative project for the Greek standards.

The company's goal is to record and evaluate its performance across the three ESG pillars (Environment, Society, Governance) throughout the value chain.

The implementation of the project was based on the pioneering methodology of the Athens University of Economics and Business, which helped DELTA address two key problems faced by companies globally:

**1 The lack of quantitative frameworks for corporate ESG performance assessment, in line with international good practice.**

**2 The lack of methodologies that quantitatively link corporate ESG performance to the achievement of the UN Sustainable Development Goals (SDGs).**

In this context, the following actions were undertaken:

- ✓ Selection of sixteen (16) ESG indicators, based on how critical they are, their supply chain significance, and the availability of quantitative benchmarking data on an international level
- ✓ Capture and recording of DELTA's current ESG performance on the above indicators, at a product and value chain level (depending on data availability)
- ✓ Establishment of a 4-point rating scale for each indicator through benchmarking and market research
- ✓ Creation of a dynamic tool for continuous monitoring of DELTA's performance on each SDG indicator and target
- ✓ Creation of a roadmap to ensure effective implementation of the company's ESG strategy

This will enable DELTA to make informed decisions about its ESG transformation, without setting unrealistic goals. On the contrary, it will be able to accurately identify areas in which it can improve its ESG.



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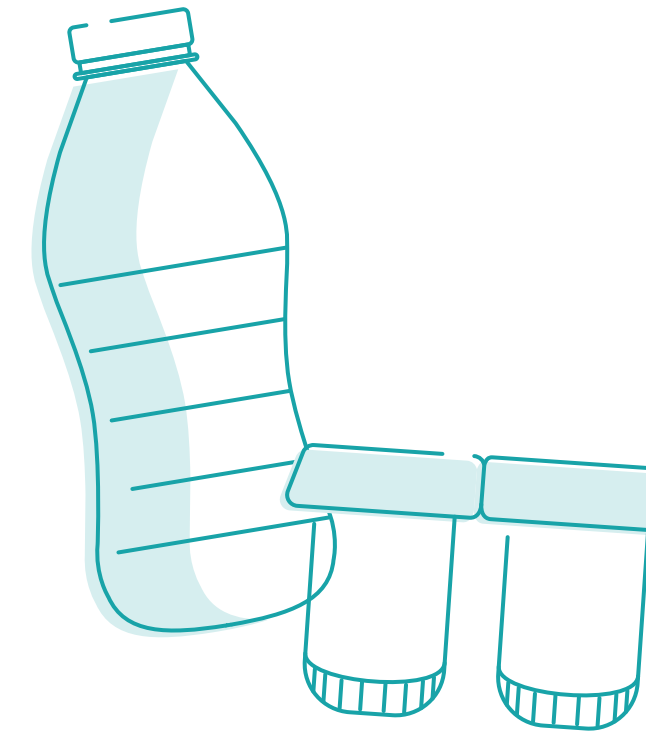
# Double Materiality Analysis



# Stakeholder Engagement

At DELTA, we seek continuous engagement with stakeholders through systematic and structured channels of communication, in order to integrate their expectations and views into the decision-making process. The purpose of communicating with stakeholders is to understand the needs and concerns of all individuals and groups affected by our activities, and to identify prevention and mitigation actions to address potential negative impacts.

Stakeholders are defined as entities or individuals expected to be substantially affected by the organization's activities or those expected to affect DELTA's ability to implement its strategy or achieve its objectives.



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<p><b>Employees</b></p> <ul style="list-style-type: none"> <li>Company's internal online network (Intranet)</li> <li>Updates via e-mail and staff boards</li> <li>Continuous communication between the Management team and Human Resources</li> <li>Employee Satisfaction Survey</li> <li>Regular Employee Meetings with Line Managers and the Management team</li> <li>Group or 1:1 meetings with Human Resources Department members</li> <li>Regular meetings with the representatives of the Trade Union</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing communication through Senior Management and Internal Audit</li> <li>Internal meetings</li> <li>Publication of the Sustainable Development Report</li> </ul>	<p>Daily Annually</p>	<ul style="list-style-type: none"> <li>Working conditions and other labour issues</li> <li>Fees &amp; Benefits</li> <li>Equal treatment/ meritocracy</li> <li>Training and development opportunities</li> <li>Health and Safety at work</li> <li>Updates on corporate issues (priorities, goals, distinctions, scientific actions)</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of the Code of Business Ethics</li> <li>CEO meetings with employees</li> <li>Publication of available positions internally throughout the organisation</li> <li>Free distribution of products and provision of Christmas gift vouchers to all employees</li> <li>Employee attendance at training courses</li> <li>Flexible Work Policy</li> </ul>
<p><b>Shareholders</b></p>		<p>Monthly</p>		

STAKEHOLDER GROUPS	ENGAGEMENT METHOD	FREQUENCY OF COMMUNICATION	ENGAGEMENT TOPICS	OUR RESPONSES
<p><b>Customers</b></p>	<ul style="list-style-type: none"> <li>Inspector visits (network team)</li> <li>DELTA Information Centre</li> <li>Continuous physical and telephone communication</li> <li>Presentations and training</li> </ul>	<p>Daily</p>	<ul style="list-style-type: none"> <li>Benefits, discounts and promotions</li> <li>Quality of products and raw materials</li> <li>Prompt response and service</li> <li>Publication of regular press releases, announcements and reports on new Company products or services</li> <li>Updates on the legislative framework and new dietary trends</li> <li>Credit and commercial policy</li> <li>Distribution and service</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of quality assurance and Health &amp; Safety procedures in the Supply Chain</li> <li>Assurance of immediate service and response from the DELTA Information Centre</li> <li>Response to customer requirements through internal, inter-departmental collaboration, aiming at serving them immediately</li> </ul>
<p><b>Consumers</b></p>	<ul style="list-style-type: none"> <li>DELTA Information Centre - KED</li> <li>Continuous communication through marketing actions (e.g. competitions)</li> <li>DeltaMoms platform</li> <li>www.delta.gr</li> <li>Social Media</li> <li>Consumer visits to production units</li> <li>Market surveys</li> </ul>	<p>Daily</p>	<ul style="list-style-type: none"> <li>Promotions and discounts</li> <li>Quality and Nutritional Value of DELTA products</li> <li>Quality and Safety Management of DELTA products</li> <li>Updates on new products</li> <li>Prompt service and response to any complaints and questions regarding the products</li> <li>Updates on a healthy and balanced diet</li> <li>Corporate responsibility</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring of food trends and designing and developing new products, as well as continuous improvement of existing product proposals based on modern Nutrition</li> <li>Implementation of quality assurance and Health &amp; Safety procedures in the Supply Chain</li> <li>Assurance of immediate service and response from the DELTA Information Centre - KED</li> <li>Response to consumer demands through direct collaboration with the Sales Department</li> <li>Conducting actions focused on healthy eating, in collaboration with the Delta Information Centre - KED</li> </ul>
<p><b>Producers - Livestock farmers</b></p>	<ul style="list-style-type: none"> <li>Provision of technical support from veterinarians, agronomists, animal husbandry experts, and inspectors at livestock farms</li> <li>QMD (Quality Management Department) inspector visits</li> <li>Organisation of training colloquiums specifically for producers</li> </ul>	<p>Daily</p>	<ul style="list-style-type: none"> <li>Long-term active presence in the Milk Zone</li> <li>Trust and reliability</li> <li>High level of cooperation</li> <li>Terms of partnership and implementation of milk procurement policy</li> <li>Enhancement of livestock farming sustainability</li> <li>Improvement of the competitiveness of Greek farms</li> <li>Provision of technical support, information and training</li> <li>Pricing and credit policy</li> <li>DELTA's financial robustness</li> <li>Ensuring high quality feed</li> </ul>	<ul style="list-style-type: none"> <li>Promotion of actions for sustainable development and improvement of the competitiveness of Greek dairy farming</li> <li>Provision of technical support, training colloquiums, GAIA Action Plan</li> <li>Ensuring contact between producers and the scientific community</li> </ul>

STAKEHOLDER GROUPS	ENGAGEMENT METHOD	FREQUENCY OF COMMUNICATION	ENGAGEMENT TOPICS	OUR RESPONSES
<p><b>Suppliers</b></p>	<ul style="list-style-type: none"> <li>• Visits/physical inspections and evaluations, at specific intervals, by inspectors of the Quality Management Department and with the participation of executives of the Research and Development Department</li> <li>• Selection of raw and auxiliary materials based on quality criteria during product development / improvement by the executives of the Research and Development Department, and selection of packaging and transport materials during the development of packaging materials by the Packaging Department</li> </ul>	<p>Daily</p>	<ul style="list-style-type: none"> <li>• Development and expansion of the Company</li> <li>• Terms of partnership</li> <li>• Meritocratic and objective supplier evaluation</li> <li>• Pricing and credit policy, and payment methods</li> <li>• Supporting local suppliers</li> <li>• DELTA's financial robustness</li> </ul>	<ul style="list-style-type: none"> <li>• Supplier and Partner Code of Conduct, Procurement Code of Conduct</li> <li>• Health and Safety measures for all stakeholders in the Supply Chain</li> <li>• Preference of local suppliers wherever possible</li> </ul>
<p><b>Sales network partners</b></p>	<ul style="list-style-type: none"> <li>• Immediate contact the Sales Networks Department</li> <li>• Ordering systems</li> <li>• Daily communication with shipping department</li> <li>• Information platforms (portable invoicing system)</li> <li>• Continuous communication with the Quality Management Department</li> <li>• Communication with executives of the Research and Development Department on the performance of professional products and their potential improvement</li> </ul>	<p>Daily</p>	<ul style="list-style-type: none"> <li>• Quality - completeness of delivered products</li> <li>• Delivery times</li> <li>• Compliance with product specifications</li> <li>• Immediacy and flexibility</li> <li>• Technical and technological support (e.g. route optimisation)</li> <li>• Growth and innovation</li> <li>• Training</li> <li>• DELTA's financial robustness</li> </ul>	<ul style="list-style-type: none"> <li>• Communication with the Sales Network</li> <li>• Health and Safety measures for all stakeholders in the Supply Chain</li> </ul>
<p><b>State and institutional bodies</b></p>	<ul style="list-style-type: none"> <li>• Participation in shaping policies and decisions (through Industry Associations)</li> <li>• Control mechanisms of the State and state agencies</li> <li>• Participation in state surveys and opinions</li> <li>• Participation in seminars for training of sector state services</li> <li>• Communication with extroversion bodies</li> </ul>	<p>Monthly</p>	<ul style="list-style-type: none"> <li>• Compliance with the law</li> <li>• Financial robustness to cover tax and insurance claims</li> <li>• Process improvement initiatives</li> <li>• Development of social actions</li> </ul>	<ul style="list-style-type: none"> <li>• Full compliance with legislation</li> <li>• Participation in professional organizations</li> <li>• Cooperation and consultation with institutional representatives of the state and the regulatory authorities</li> <li>• Continuous actions and initiatives to improve DELTA's operation and to increase social impact</li> </ul>
<p><b>Scientific community</b></p>	<ul style="list-style-type: none"> <li>• Participation in conferences</li> <li>• Preparation of research programs</li> <li>• Knowledge dissemination and information exchange activities</li> </ul>	<p>Monthly</p>	<ul style="list-style-type: none"> <li>• Linking academic research to applied practices</li> <li>• Enhancement and support of scientific work (e.g. through partnerships for participation in European programs)</li> <li>• Provision of opportunities to students</li> <li>• Direction and vocational orientation of students in relevant professional fields</li> </ul>	<ul style="list-style-type: none"> <li>• Participation in conferences and research, as well as European knowhow exchange programs</li> <li>• Provision of internships to students</li> <li>• Support of postgraduate studies</li> <li>• Support for conferences, student events, colloquiums, competitions and other actions</li> </ul>

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<p><b>Local community</b></p>	<ul style="list-style-type: none"> <li>Ongoing communication with local stakeholders and associations</li> <li>Participation in activities of local bodies and associations</li> <li>Participation of Company representatives in events and forums to exchange views</li> <li>DELTA Information Centre - KED</li> </ul>	<p>Daily</p>	<ul style="list-style-type: none"> <li>Contribution to maintaining employment in areas with structural livestock farming problems</li> <li>Employment growth</li> <li>Direct communication with local government representatives</li> <li>Sponsorships/product donations to support social structures and events</li> <li>Participation in joint actions</li> </ul>	<ul style="list-style-type: none"> <li>Creation of jobs, provision of support to vulnerable social groups</li> <li>Preference of local suppliers wherever possible</li> <li>Ongoing consultation with local community and sponsorships/product donations</li> <li>KED educational programs, such as kindergartens visits, plant tours, interactive games about nutrition</li> </ul>
<p><b>Non-Governmental Organizations (NGOs) and Non-Profit Organizations</b></p>	<ul style="list-style-type: none"> <li>Electronic and telephone communication</li> </ul>	<p>Daily</p>	<ul style="list-style-type: none"> <li>Provision of free food</li> <li>Provision of support to actions and sponsorships</li> <li>Direct contact and collaboration on an ongoing basis</li> </ul>	<ul style="list-style-type: none"> <li>Food donations, voluntary actions</li> <li>Strengthening of actions through sponsorships</li> <li>Contribution to EKAV (National Centre of Direct Assistance)</li> <li>Continuous expansion of our partner framework</li> </ul>
<p><b>Media</b></p>	<ul style="list-style-type: none"> <li>Corporate website, www.delta.gr</li> <li>Printed and electronic publications</li> <li>Journalist luncheons/ press conferences</li> <li>Sustainable Development Report</li> </ul>	<p>Weekly</p>	<ul style="list-style-type: none"> <li>New products presentation</li> <li>Food industry developments</li> <li>Promotion of Company actions</li> </ul>	<ul style="list-style-type: none"> <li>Corporate website, press releases and articles/ listings</li> </ul>
<p><b>Banks/ Rating agencies/ Investors</b></p>	<ul style="list-style-type: none"> <li>Meetings with Group representatives</li> <li>Post</li> </ul>	<p>Systematically</p>	<ul style="list-style-type: none"> <li>Sustainability</li> <li>Liquidity</li> <li>Strategic Planning</li> <li>Interest in ESG actions and ESG performance</li> </ul>	<ul style="list-style-type: none"> <li>Disclosure of annual consolidated and company financial statements</li> </ul>





# Double Materiality

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To exercise dual materiality, four steps were followed:

## Step 1: Comprehension

- ▶ Comprehension of DELTA's business model, goals and priorities, as well as a reassessment of the material issues determined in the 2021 materiality analysis.
- ▶ Review of industry/international guidelines and standards, as well as peer review.
- ▶ Value chain mapping.

## Step 2: Identification

### Impact Materiality

- ▶ Identification and validation of negative and positive, existing and potential impacts of the Company on the environment, society, and economy, through business activity comprehension, and the review of industry/international standards and similar organisations, as well as through value chain mapping.

### Financial Materiality

- ▶ Recognition of financial implications associated with DELTA material issues, following consultation with internal experts.
- ▶ Identification of risks and opportunities that have or may have a material impact on the Company's cash flow, growth, and performance.

## Step 3: Evaluation

### Materiality of Impacts

- ▶ Conducting workshops and providing questionnaires to relevant stakeholders to rate the identified negative and positive, actual and potential impacts.

### Financial Materiality

- ▶ Conducting workshops and providing questionnaires to experts to rate the identified risks and opportunities that are impacting or may impact the Company.
- ▶ Assessment of the magnitude of risks or opportunities arising from the interactions of all external factors associated with the financial performance of the company.

## Step 4: Prioritization

- ▶ Prioritizing material issues according to the assessment and rating of validated impacts, risks and opportunities.
- ▶ Establishing a threshold for the formation of a list including the most material issues.
- ▶ Integration of material issues into the DELTA 2022 Sustainable Development Report.

The double materiality analysis was carried out for the first time this year and is fully aligned with the requirements of the Global Reporting Initiative (GRI) Standards 2021 and the European Sustainability Reporting Standards (ESRS).

## Impact, opportunity, and risk assessment criteria

Both impacts, as well as opportunities and risks are assessed based on specific parameters.

### Impact rating

#### Criteria for assessing (current and potential) positive impacts:

- Scale
- Scope
- Likelihood, in case of potential positive impacts

#### Criteria for assessing (current and potential) negative impacts:

- Scale
- Scope
- Irremediable character
- Likelihood, in case of potential negative impacts

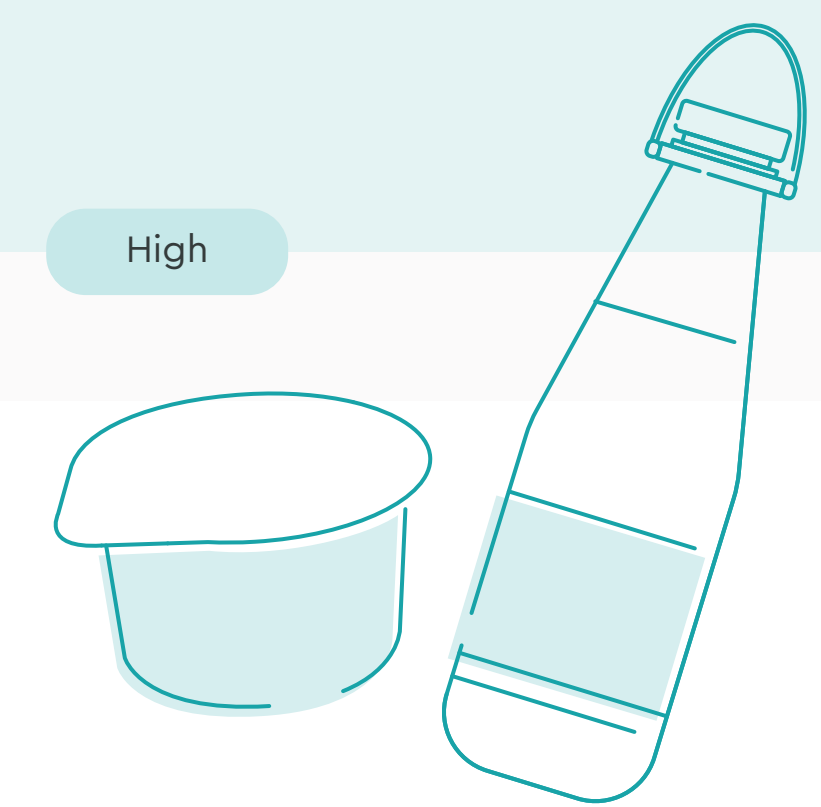
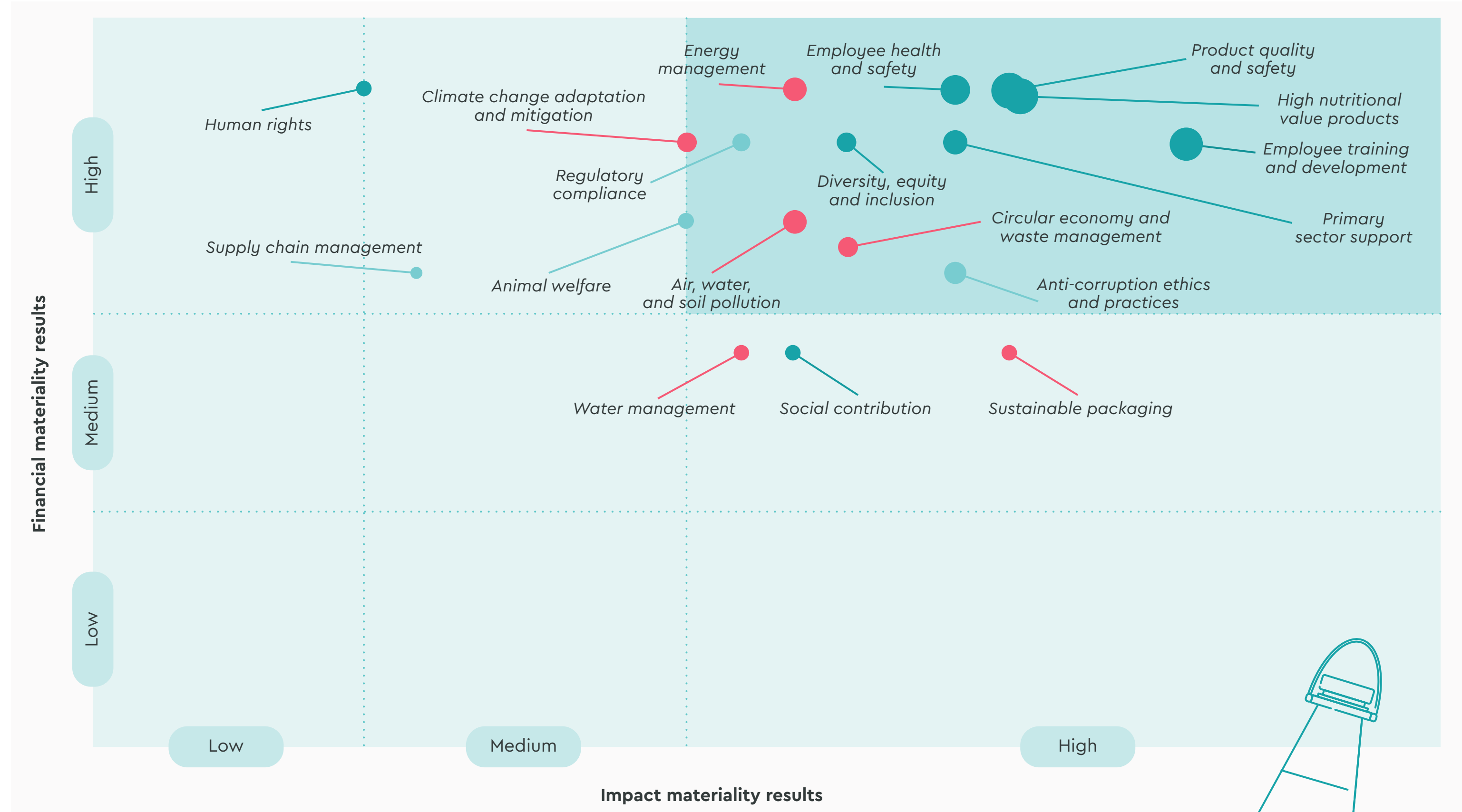
### Rating opportunities and risks

#### Magnitude of the positive and negative financial impacts

#### Likelihood of opportunities and risks

**Note:** The size of each shape corresponds to the total dual materiality score. Larger sizes indicate greater importance for stakeholders.

## Determination of material issues



## Classification of material topics

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Pillars ESG	Ranking of Sustainability topic based on Impact Materiality	Pillars ESG	Ranking of Sustainability topics based on Financial Materiality	Pillars ESG	Ranking of Sustainability topics based on Double Materiality	
	<b>Material topics</b>		<b>Material topics</b>		<b>Material topics</b>	
<b>Environment</b>	<ul style="list-style-type: none"> <li>Sustainable packaging</li> </ul>	<b>Environment</b>	<ul style="list-style-type: none"> <li>Energy management</li> <li>Climate change adaptation and mitigation</li> <li>Air, water, and soil pollution</li> <li>Circular economy and waste management</li> </ul>	<b>Environment</b>	<ul style="list-style-type: none"> <li>Energy management</li> <li>Climate change adaptation and mitigation</li> <li>Air, water, and soil pollution</li> <li>Circular economy and waste management</li> </ul>	
<b>Society</b>	<ul style="list-style-type: none"> <li>Employee training and development</li> <li>High nutritional value products</li> <li>Product quality and safety</li> </ul>			<b>Society</b>	<ul style="list-style-type: none"> <li>Employee training and development</li> <li>High nutritional value products</li> <li>Product quality and safety</li> <li>Employee health and safety</li> <li>Primary sector support</li> <li>Diversity, equity and inclusion</li> </ul>	
	<b>Other topics</b>	<b>Society</b>	<ul style="list-style-type: none"> <li>High nutritional value products</li> <li>Product quality and safety</li> <li>Employee health and safety</li> <li>Human rights</li> <li>Employee training and development</li> <li>Primary sector support</li> <li>Diversity, equity and inclusion</li> </ul>		<b>Governance</b>	<ul style="list-style-type: none"> <li>Regulatory compliance</li> <li>Anti-corruption ethics and practices</li> </ul>
<b>Environment</b>	<ul style="list-style-type: none"> <li>Circular economy and waste management</li> <li>Air, water, and soil pollution</li> <li>Energy management</li> <li>Water management</li> <li>Climate change adaptation and mitigation</li> </ul>	<b>Governance</b>	<ul style="list-style-type: none"> <li>Regulatory compliance</li> <li>Animal welfare</li> <li>Anti-corruption ethics and practices</li> <li>Supply chain management</li> </ul>		<b>Other topics</b>	
<b>Society</b>	<ul style="list-style-type: none"> <li>Employee health and safety</li> <li>Primary sector support</li> <li>Diversity, equity and inclusion</li> <li>Social contribution</li> <li>Human rights</li> </ul>		<b>Other topics</b>	<b>Environment</b>	<ul style="list-style-type: none"> <li>Sustainable packaging</li> <li>Water management</li> </ul>	
<b>Governance</b>	<ul style="list-style-type: none"> <li>Anti-corruption ethics and practices</li> <li>Regulatory compliance</li> <li>Animal welfare</li> <li>Supply chain management</li> </ul>	<b>Environment</b>	<ul style="list-style-type: none"> <li>Sustainable packaging</li> <li>Water management</li> </ul>	<b>Society</b>	<ul style="list-style-type: none"> <li>Human rights</li> <li>Social contribution</li> </ul>	
		<b>Society</b>	<ul style="list-style-type: none"> <li>Social contribution</li> </ul>	<b>Governance</b>	<ul style="list-style-type: none"> <li>Animal welfare</li> <li>Supply chain management</li> </ul>	



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# Driving Sustainable Growth

# Product Quality and Safety



## Our quality assurance procedures

As we are aware that all our products are the basis of our customers' daily diets, we strive to provide high quality products while fully complying with European and national legislation, and business ethics, while fully meeting the requirements of additional quality standards that go beyond the requirements and the recommended practices of competent authorities and bodies.

Always bearing in mind the high standards it sets for itself, DELTA, combining experience, academic knowledge and technology, implements an integrated and scientifically designed quality assurance system with over 3000 daily inspections, guaranteeing that each ingredient, each package bearing its "signature", is thoroughly checked and completely safe.

**In 2022, DELTA recorded zero incidents of non-compliance with regulations involving a fine, penalty or warning, and zero incidents of non-compliance with voluntary codes concerning health and product safety.**

Ensuring consumer and customer expectations are met and monitoring the effectiveness of the quality and safety management system of DELTA products is carried out using suitable indicators aimed at measuring, evaluating and reviewing all activities that are involved in the life cycle of a product, including all services offered to customers.

### DELTA



### EUROFEED



The preparation of food mixes includes high-quality raw materials such as grain (corn, wheat, barley) and protein meal of oilseeds, such as soybeans, rapeseed and sunflower, while the Company has set specific targets regarding the composition of feed:

- Protein-energy balance
- Use of vitamins-trace elements with a stable composition and guaranteed quality
- Use of preparations of organic forms of trace elements

**Since 2001 there has been no product recall.**



**We ensure the safety, high product quality and nutritional value of animal feed by:**

✓ Implementing employee training programs on food quality and safety issues

✓ Conducting systematic inspections of quality management systems by external bodies, both internally and with suppliers

✓ Systematically staying up to date with potential changes in the legislation and staying in contact with auditing bodies and services

✓ Creating partnerships with reliable suppliers based on strict standards

✓ Implementing a strict control plan from raw materials to final products

✓ Conducting internal traceability checks

✓ Evaluating suppliers on quality issues

✓ Operating a fully equipped and modern Molecular Biology analysis laboratory, which operates in daily contact with the production process for rapid identification of micro-organisms, insects and plants, creating databases that are continuously enriched and lead directly to targeted corrective actions, always based on investing in quality, safety and the innovation of our products

✓ Conducting special analyses through partnerships with external accredited laboratories

✓ Identifying, assessing, preventing and managing risks associated with the production of feed (concerns the EUROFEED subsidiary)

At DELTA, both the quality and the high nutritional value of our products are established during the early stages of designing and developing or improving our products. Since 1992 the Company has been creating its Research and Development Department (R&D) and investing in scientific human resources and research facilities.



## Responsible Organic Animal Feed Production Policy

Since 2019, EUROFEED has been supplying DELTA's organic milk suppliers and other organic farmers with its own processed compound organic feed, certified by the organic products certification body, DIO.

## Product labelling and marketing

Sound and understandable labelling of our products is essential for transparent communication with our consumers. For this reason, we ensure that all indications of our products are clearly legible and visible.

**100% of significant product categories are covered and assessed for compliance with required procedures**

The Company is required by the European legislation to provide instructions for the safe use of products. All DELTA products bear the expiry date or the 'best before' date, depending on whether they are perishable or non-perishable products. Proper product storage conditions are listed, along with the number of days within which the products must be consumed after opening the packaging. At the same time, observations are recorded regarding the behaviour of the product during its shelf life that do not indicate and are not related to an unsafe product, such as, for example, that in juices "separation is a normal phenomenon and that is why stirring the product before use".

To ensure the safe use of products, based on the legislation, allergenic ingredients are indicated in bold, while in the case of potential cross-contamination, additional labelling shall be provided that the product may contain additional allergenic ingredients, stating specifically what these could be.

## In 2022, DELTA recorded zero incidents of non-compliance with regulations involving a fine, penalty or warning, and zero incidents of non-compliance with voluntary codes concerning product labelling.

As regards milk products and self-produced dairy products in general, the origin of the milk is indicated, as required by the current legislative framework, while imported dairy products are marked with both the identification mark of the production unit and the country of production or country of origin from the EU.

Non-dairy products indicate the origin of ingredients in cases of claims of origin, such as 'Frouta tou Topou Mas' (Fruits of our Land) juices or Almond plant products that indicate the origin of the almonds.

## In 2022, DELTA recorded zero incidents of non-compliance with regulations resulting in a fine, penalty or warning and non-compliance with voluntary codes regarding marketing communications.

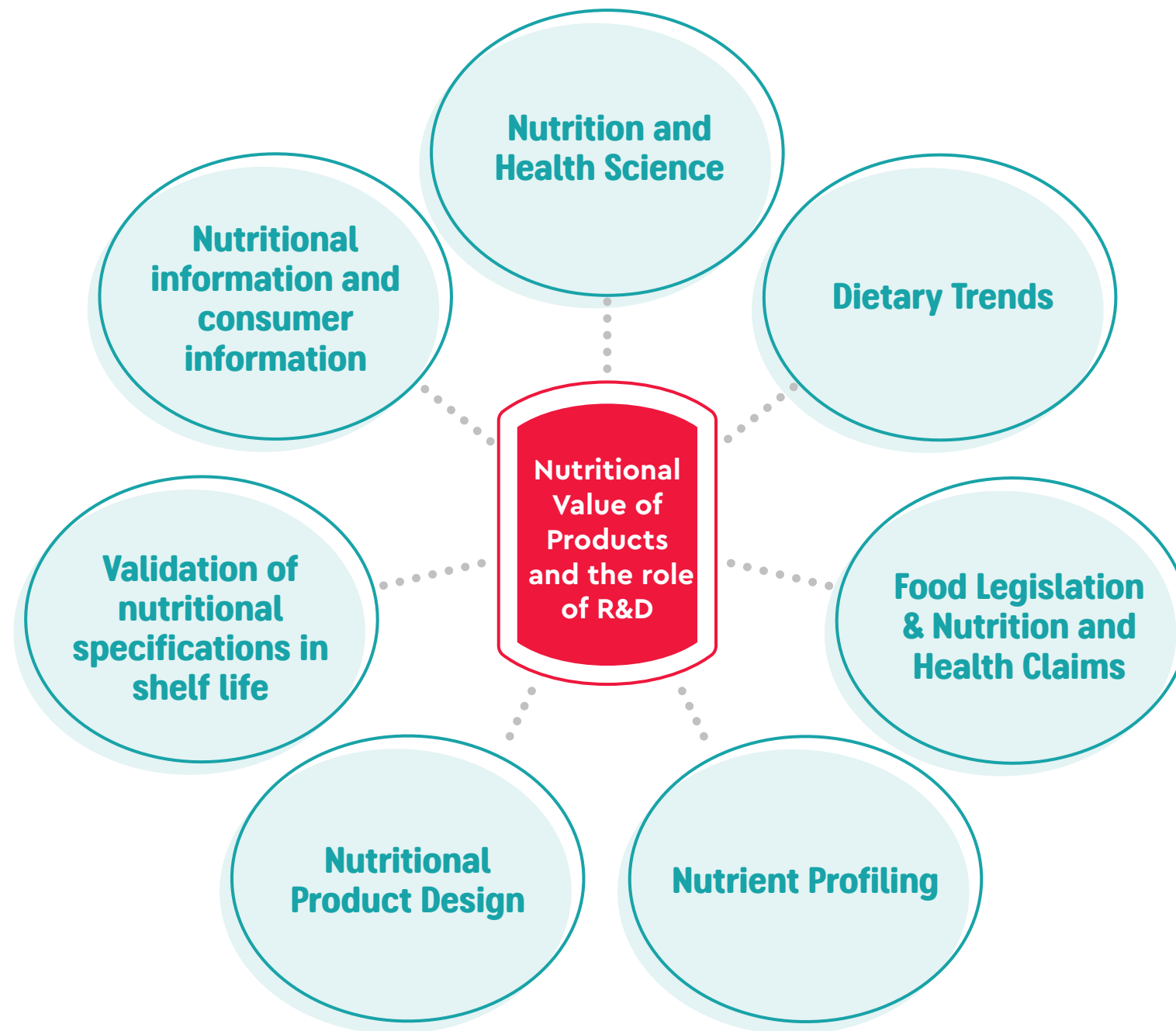
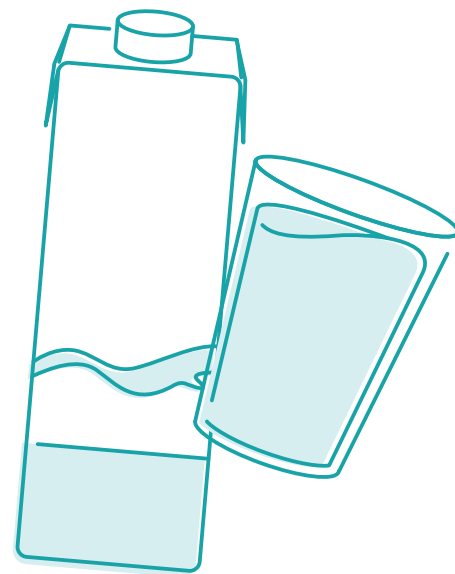
## Our Company requires special reference on the label of specific products.

- Cocoa dairy products have RFA certification
- Greek label for milk that includes Greek milk
- Origin of almonds in plant-based drinks, with special indication of Greek almonds
- Vegan labelling of the competent certification body in plant-based products
- Lactose free labelling for milk products that do not contain lactose and labelling regarding no added sugars in products not containing added sugars
- Labelling for low fat or low energy value or added vitamins and minerals on corresponding products
- Labelling for product consumption suitability for products that have been designed for a specific age group, such as Advance yoghurt dessert being suitable for children aged 6 months or older
- Labelling based on the organic ingredients Certification Body on organic products in accordance with the relevant legislation
- Labelling of the composition, nutritional information, health claims, and manufacturing plant identification mark on dairy products
- Labelling for weight or volume depending on the product

# Nutritional Value of Foods



Our Company constantly strives to design new innovative products and improve existing products with high nutritional value, in line with consumer needs. The main objective of the Research and Development (R&D) Department is to ensure the highest nutritional value throughout all stages of the product's production, from its design to its distribution to consumers, through continuous analyses at accredited external laboratories.



In 2022, DELTA launched many products with a high nutritional value and improved the nutritional value of existing product codes. Specifically, Milko Strawberry was replaced with Milko Strawberry Free with no added sugar and the Vitaline Lactose Free range was launched in 2 flavours, with added vitamins and no added sugars, the Almond Plant-based Dessert range with added protein (Protein plus) in 2 flavours with added vitamins and no added sugars, and the Oat Plant-based Drink with 3 types of nuts and no added sugar, and a new product code in the Life Tsai tea range, with Hibiscus and Ginseng as functional ingredients and no added sugar. Also, the Advance yoghurt product codes were recomposed, with reduced sugars by an average of 30% from previous recipes.

When it comes to baby and children's products, they are enriched with nutritional elements that are necessary for those age groups. Vitaline flavoured yoghurt products for adults have added vitamins that favour metabolic processes, while the Plant-based Product portfolio includes products enriched with nutritional elements similar to those in dairy products, so that there are no nutritional deficiencies in the specific consumers.

For yet another year, our subsidiary, EUROFEED, which is oriented towards more efficient production and animal welfare, has been developing dairy mixes and conducting continuous research for the development of new products. In this context, we are regularly in contact with milk producers, recording their needs and the necessary nutritional characteristics their animals need, aiming to develop new animal feed formulations that will ensure their sound reproduction and development.

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**CASE STUDY:**

**Reformulation actions  
in the Advance baby product range**



The adoption of good eating habits from the first months of weaning infants off breast milk lays the foundation for a future society with healthy adults. In Greece, childhood obesity is a serious problem that we must all address together, with a sense of responsibility towards future generations, their sustainability and prosperity. The State has called on the Food Industry to reformulate its products in order to limit the consumption of salt, sugars and saturated fats in all age groups, while particularly emphasising infants and young children; the future of our country.

**DELTA is one of the food companies that each year exhibits significant reformulation actions throughout its product portfolio, improving their nutritional characteristics, while maintaining the good taste that is a criterion of consumer selection and loyalty.**

2022 is a milestone in the reformulation of DELTA Advance yoghurt products for babies and young children. **We set up a significant and demanding target to reduce the total sugars in all DELTA Advance codes by 30%.**

After multiple trials and development cycles, focusing on every detail that could favour the transition to the new, improved recipes, **we managed to launch all DELTA Advance flavours with 30% less sugars than the previous recipes.**

At the same time, DELTA Advance yoghurt products contain the smallest amount of sugars than any of the products on the market that target the same age groups, making them the healthiest choice of yoghurt-based products for infants aged 6 months and up, enriched with essential nutritional ingredients.



**CASE STUDY:**

**New or improved product codes  
and High Nutritional Value**

Designing new or improved products includes, from the very outset, their nutritional design, aiming at a high nutritional value for the consumers for which they are intended. It is notable that all new or improved product codes released in 2022 did not contain any added sugars, keeping a low-calorie count. In 2022 we reformulated the strawberry Milko product code, replacing the recipe that contained sugars with a recipe with no added sugars, and maintaining the delicious taste profile of the product code. We developed a new line of lactose-free DELTA Vitaline yoghurts, with low fat, no added sugars, added vitamins, providing lactose-sensitive individuals with an option for a healthy habit.

**We have created a new line of DELTA Plant-based Desserts with added protein, enriched with vitamins, no added sugars, developing options for those who follow a vegan diet or want to alternate with options that do not contain milk.** At the same time, a new DELTA Plant-based Drink product code with nuts and a new option in the Life Tsai line with Hibiscus and Ginseng were developed without no added sugars. The taste in all these new, healthy choices is there, reminding us that food can be enjoyable even without sugar.



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# Creating a Positive Impact



# Employee Health, Safety and Well-being



**Ensuring the Health and Safety of our employees is a top priority throughout the range of our business activity.**

For this reason, we are committed to providing a safe workplace that integrates clear procedures, robust controls and stringent preventive measures that are grounded in the DELTA Health and Safety Policy.

**The Company operates a Health and Safety management system, assesses potential risks, conducts an Occupational Risk Assessment Study, and trains its employees on relevant issues.**

We make an ongoing effort to improve working conditions in every job, through training sessions, and daily health and safety checks in all workplaces. All the programs implemented to ensure a safe environment are shaped each year based on the projections of each production facility and the results of an analysis of the Health and Safety indicators, always respecting the legislative requirements.

## Safety in work areas is our concern

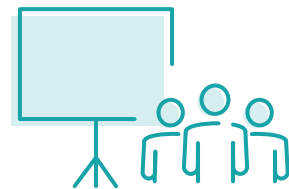
Occupational Risk Studies have been developed in the Company for all activities in order to prevent, limit and eliminate risks at work. Systematic internal inspections are implemented, check lists are maintained, and employees are provided with the necessary Personal Protection Equipment (PPE).



Maintaining check lists, keeping a ledger and record of findings, and taking corrective actions after incident investigation



Systematically evaluating findings, taking immediate preventive measures, and adhering to plans for the improvement of the Health and Safety at work management system



Continuous training of all employee on Health and Safety issues



Structured Health and Safety department with highly trained employees and their continuous training



Frequent inspections of work spaces, immediate interruption of work and recommendations to employees, if required, as well as written notification of the department head, and inspection of corrective actions by the Health & Safety Officer



Direct and ongoing communication with the Health & Safety Department and implementation of the Suggestion Boxes initiative to strengthen employees' health and safety culture

**During 2022, neither DELTA nor its subsidiary recorded any work-related deaths or cases of occupational illnesses.**

### Health & Safety Indicators (DELTA)

	2021		2022	
	EMPLOYEES	NON-SALARIED EMPLOYEES WHOSE WORK IS CHECKED BY THE ORGANIZATION	EMPLOYEES	NON-SALARIED EMPLOYEES WHOSE WORK IS CHECKED BY THE ORGANIZATION
NUMBER OF WORK HOURS	1,878,204	43,560	1,752,148	30,725
NUMBER OF DEATHS DUE TO OCCUPATIONAL ACCIDENT	0	0	0	0
FATALITY RATE DUE TO OCCUPATIONAL ACCIDENT (FR)	0	0	0	0
NUMBER OF HIGH-CONSEQUENCE WORK-RELATED INJURIES (EXCLUDING DEATHS)	0	0	0	0
HIGH CONSEQUENCE INJURY RATE (HCIR)	0	0	0	0
NUMBER OF RECORDABLE WORK-RELATED INJURIES**	6	0	9	0
WORK-RELATED TOTAL RECORDABLE INCIDENT RATE (TRIR)	0.64	0	1.03	0
NUMBER OF ACCIDENTS WITH LOST TIME INJURY > 3 DAYS	6	0	9	0
LOST TIME INCIDENT RATE (LTIR)	0.64	0	1.03	0

\*All the percentages are calculated based on 200,000 hours of work.  
 \*\*Restatement of information: the 2021 value has been changed, due to an adjustment in the calculation method.

### Health and Safety Indicators (EUROFEED)

	2021		2022	
	EMPLOYEES	NON-SALARIED EMPLOYEES WHOSE WORK IS CHECKED BY THE ORGANIZATION	EMPLOYEES	NON-SALARIED EMPLOYEES WHOSE WORK IS CHECKED BY THE ORGANIZATION
NUMBER OF WORK HOURS	32,190	-	27,051	-
NUMBER OF DEATHS DUE TO OCCUPATIONAL ACCIDENT	0	-	0	-
FATALITY RATE DUE TO OCCUPATIONAL ACCIDENT (FR)	0	-	0	-
NUMBER OF HIGH-CONSEQUENCE WORK-RELATED INJURIES (EXCLUDING DEATHS)	0	-	0	-
HIGH CONSEQUENCE INJURY RATE (HCIR)	0	-	0	-
NUMBER OF RECORDABLE WORK-RELATED INJURIES**	0	-	0	-
WORK-RELATED TOTAL RECORDABLE INCIDENT RATE (TRIR)	0	-	0	-
NUMBER OF ACCIDENTS WITH LOST TIME INJURY > 3 DAYS	0	-	0	-
LOST TIME INCIDENT RATE (LTIR)	0	-	0	-

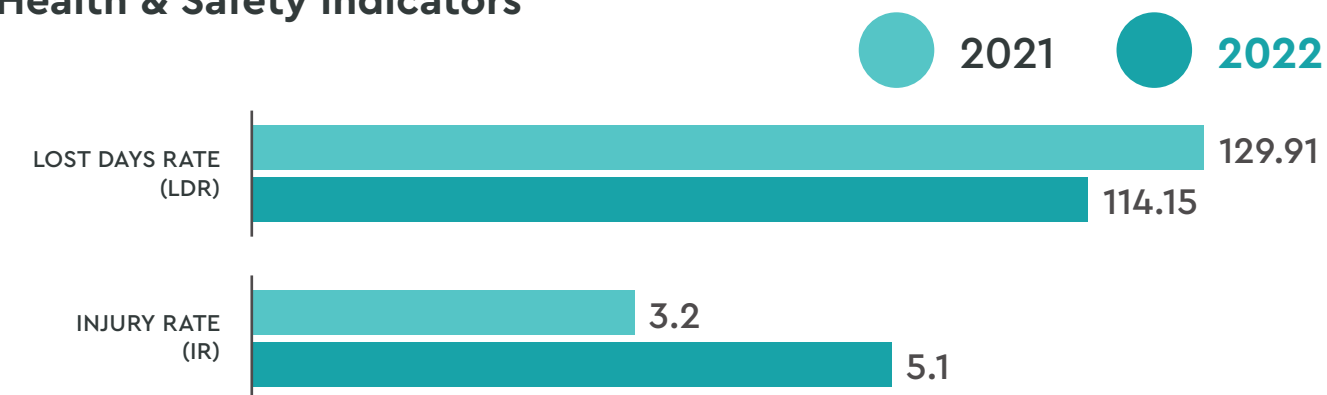
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It is worth noting that the total number of days lost at the workplace due to an occupational injury were 200 in 2022, compared to 244 in 2021.

Risks are divided into chemical and biological. Suitable sound work practice guidelines and appropriate personal protection equipment (PPE) have been provided to employees, and frequent, systematic, and targeted training is carried out to minimise and eliminate, to the greatest extent possible, the risk per job.

### Health & Safety Indicators



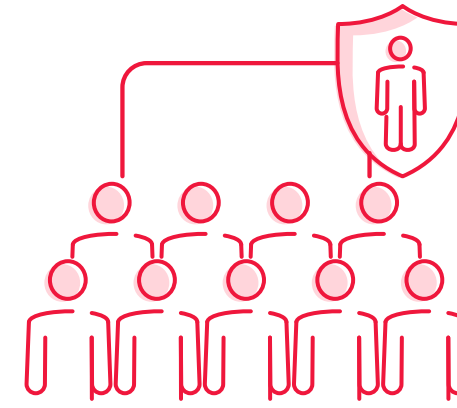
*\*Restatement of information: the 2021 LDR value has been changed, due to an adjustment in the calculation method.*

### Consultation and communication on Health and Safety at work

Employee participation is achieved through their daily contact, due to internal inspections, with the Health and Safety officer. Each prevention action is communicated in group meetings with the employees, by e-mail, bulletin board notices, and on-site notification during work by the Health and Safety Officer. In addition, there are regular discussions with employee representatives, and employee surveys are carried out at the same time on Health and Safety issues. Lastly, annual corrective action plans are organized based on the results.

### Health and Safety Training

In 2022, DELTA carried out training sessions on Health and Safety at work on the following subjects:



Eye, face protection



Chemical Safety



Labelling



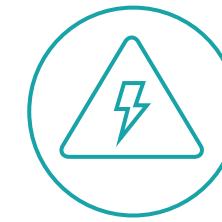
Fire safety drills



Hearing protection



First aid



Electrical hazards



Working with heat



Ladders



Liquefied Nitrogen



Fluids, Pressure, Flow, Temperature

Needs are assessed at the beginning of each year by the Health and Safety officer in collaboration with the heads of each operating area, based on the findings and observations of the previous year. Training sessions, which are mandatory, are held in person during working hours, and are evaluated after completion. The training material is developed by the Health & Safety department in collaboration with specialised partners.

### We care about people's Health and Well-being

At our Company we provide private health insurance and organized transport to health units in case of an emergency, using a company vehicle or an ambulance. In addition, employee working hours can be modified when medical examinations need to be carried out. Our facilities have defibrillators and frequent training is carried out to ensure their proper use.

**We also organize activities to improve health and well-being through the Well-Being business plan, and we implement a remote work policy through the use of the DELTA Flex program to enhance work-life balance.**

**Our Company also provides psychologist and nutritionist services, special offers on diagnostic tests at partnered diagnostic clinics, and special offers for in vitro fertilisation services.**



## DELTA and EUROFEED employee benefits

✓ Life insurance

✓ Medical care

✓ Incapacity & Invalidity Coverage

✓ Hybrid work model -  
DELTA Flex

✓ Retirement provision

✓ Parental leave

✓ Pension plan  
*(for specific hierarchical levels)*

✓ Vouchers

✓ Bonus/ Commission scheme  
*(for specific hierarchical levels/roles)*

✓ Car & fuel card  
*(for specific hierarchical levels/roles)*

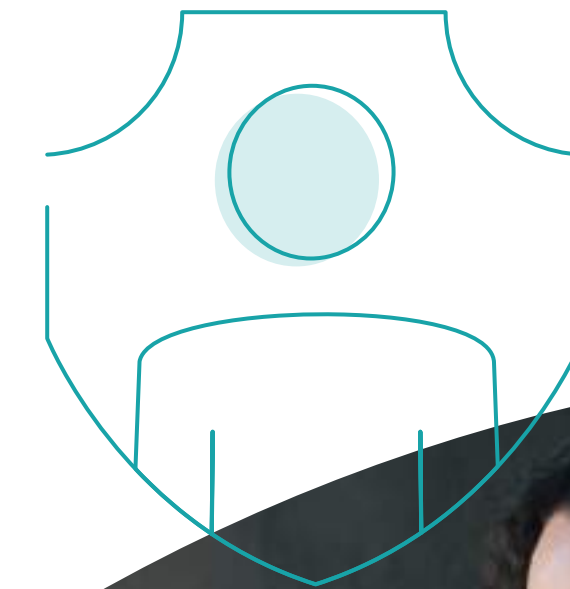
✓ Credit card  
*(for specific hierarchical levels)*

✓ Marriage/ birth of child gift

✓ Preferential prices  
on products/services

✓ Vivartia Group Privilege Card

✓ Nutritionist & Psychologist Program



**In 2022, an employee satisfaction survey was carried out with a 79% participation rate, which received a total score of 68.6/ 100**

# Diversity, Equity & Inclusion



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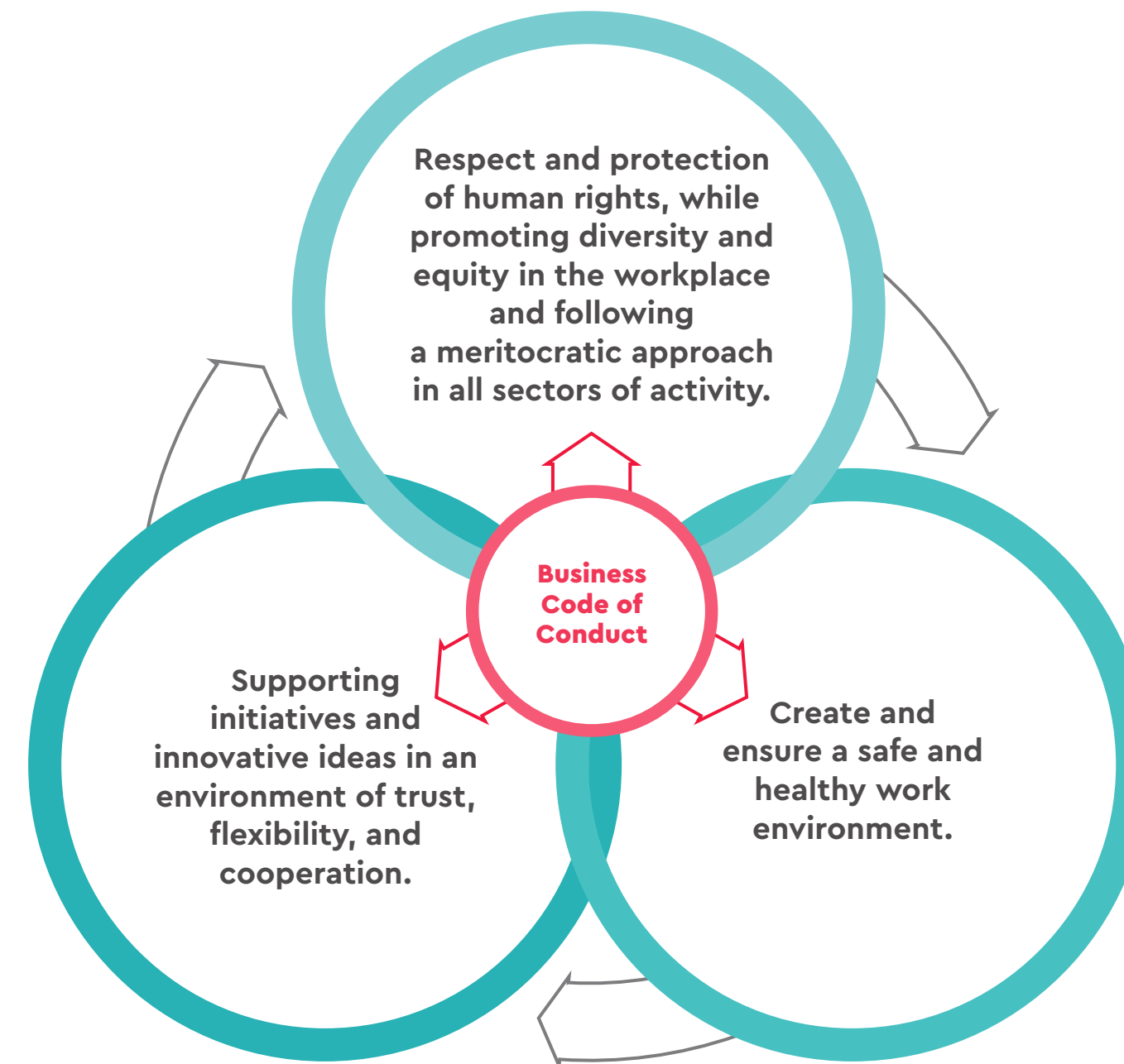
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**Our people have always been at the core of our Company's Sustainable Development and we make sure that they are treated with dignity and respect they deserve.**

We recognize that our human capital is staffed by diverse people, who have their own personalities and goals.

**Our goal is to constantly develop and take care of our people, systematically pursuing the preservation of the Company's values, mutual respect, cooperation and teamwork.**

The three basic principles and values of our Company's Business Code of Conduct recognize the importance of our people.



In the context of promoting our modern work environment, Vivartia Group has, since 2021, signed the **Diversity Charter**, a European Commission initiative to promote diversity. It is worth noting that, for yet another year, our Company has not recorded any incidents of non-compliance regarding equity, diversity and inclusion issues.

For 2022, 66% of the total number of DELTA employees were employed in Attica, with a total of 612 employees, while in the rest of Greece the number of employees reached 317, corresponding to 34%. Out of a total of 929 employees, 20 are working under a project contract and one by issuing a note of services rendered.

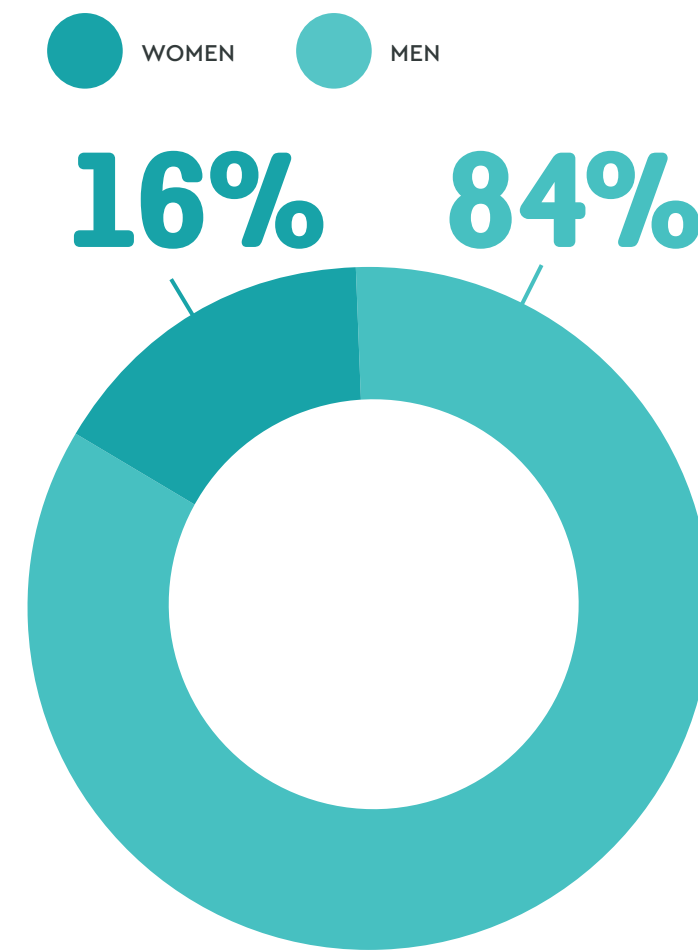
Employee breakdown (DELTA)

	2021	2022
MEN	837	777
WOMEN	156	152
TOTAL	993	929

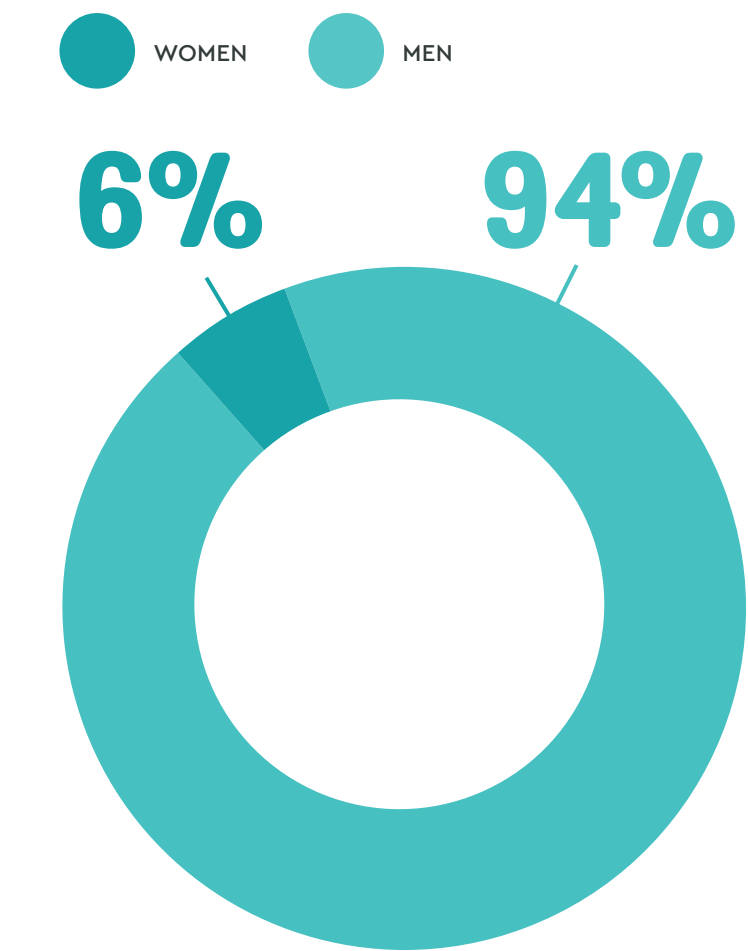
Employee breakdown (EUROFEED)

	2021	2022
MEN	17	15
WOMEN	2	1
TOTAL	19	16

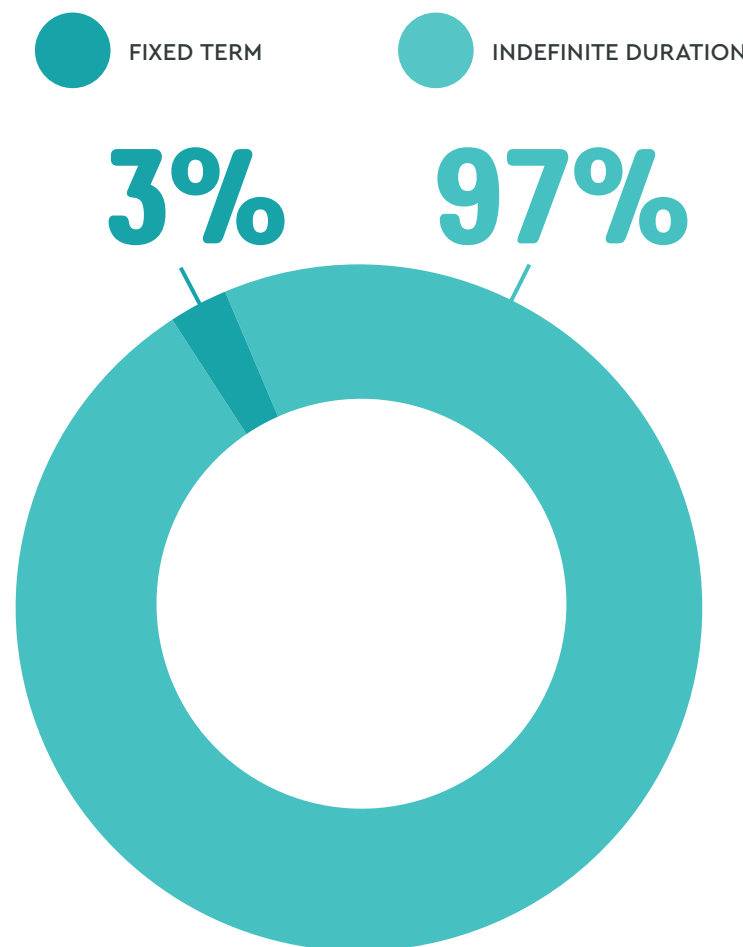
Distribution of employees per gender (DELTA)



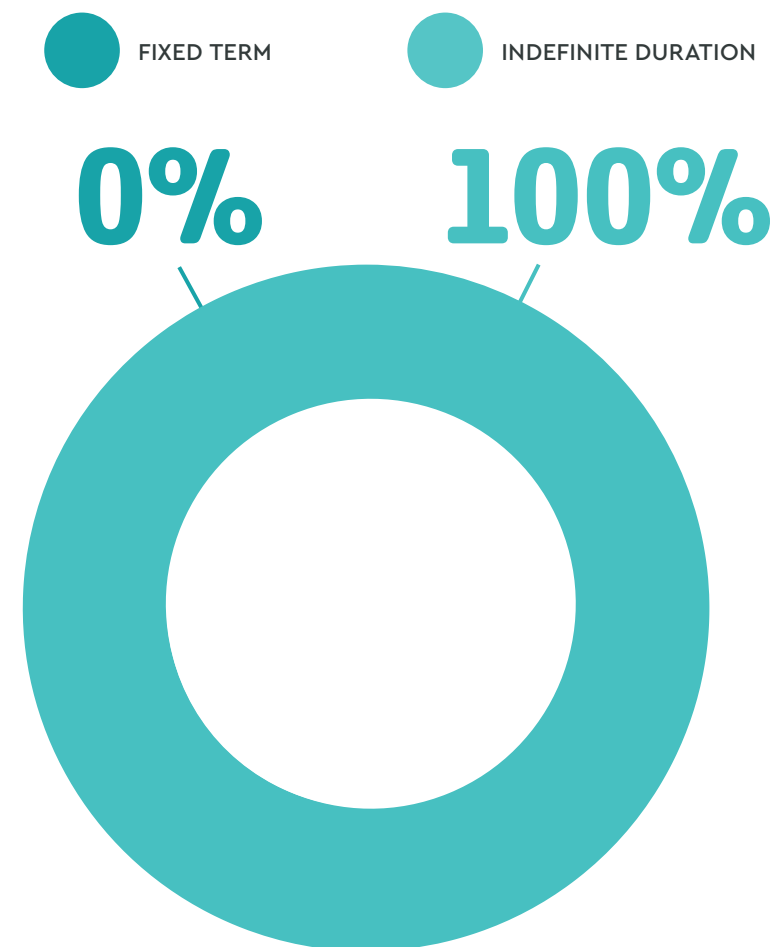
Distribution of employees per gender (EUROFEED)



Distribution of employees per employment contract (DELTA)



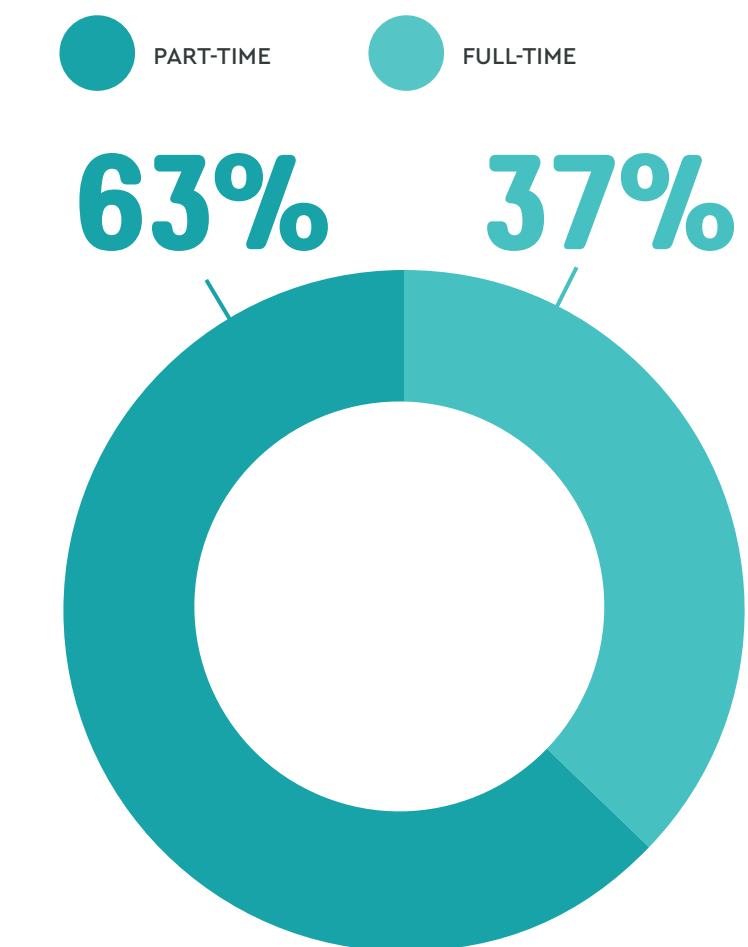
Distribution of employees per employment contract (EUROFEED)



Distribution of employees per type of employment (DELTA)



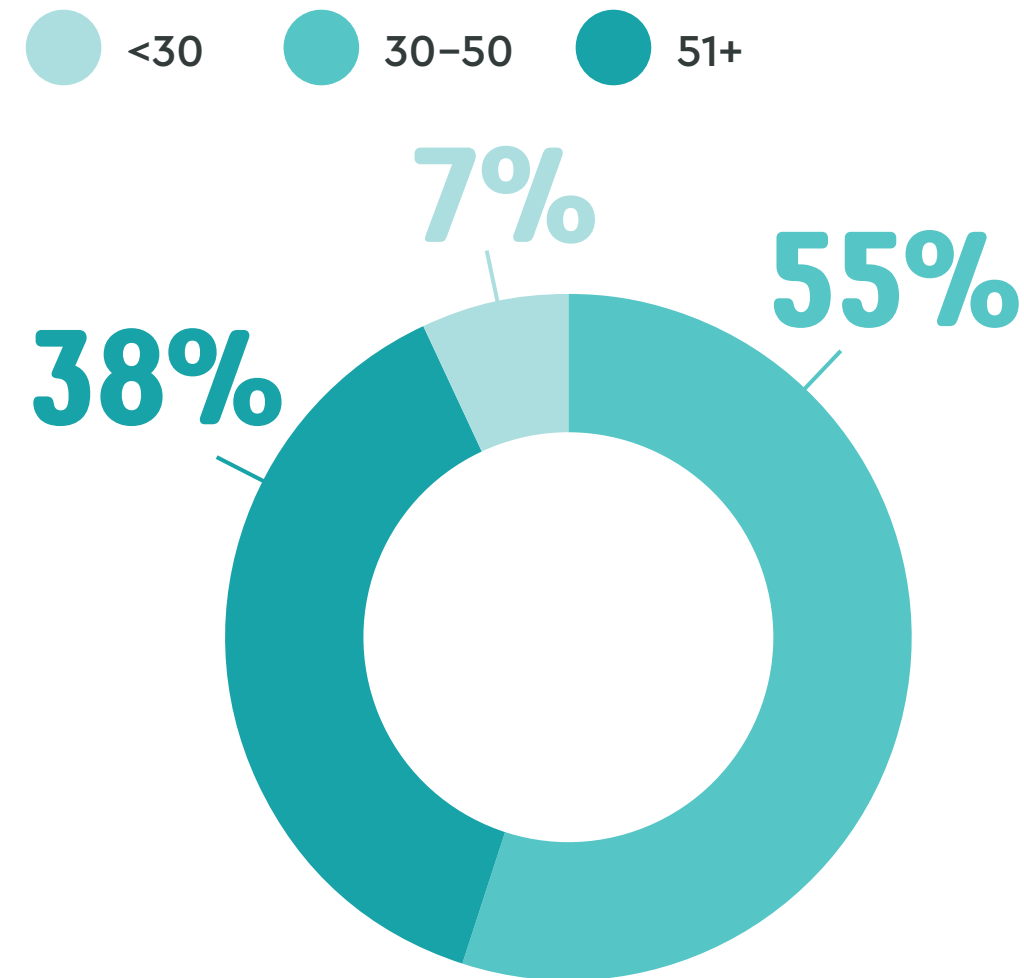
Distribution of employees per type of employment (EUROFEED)



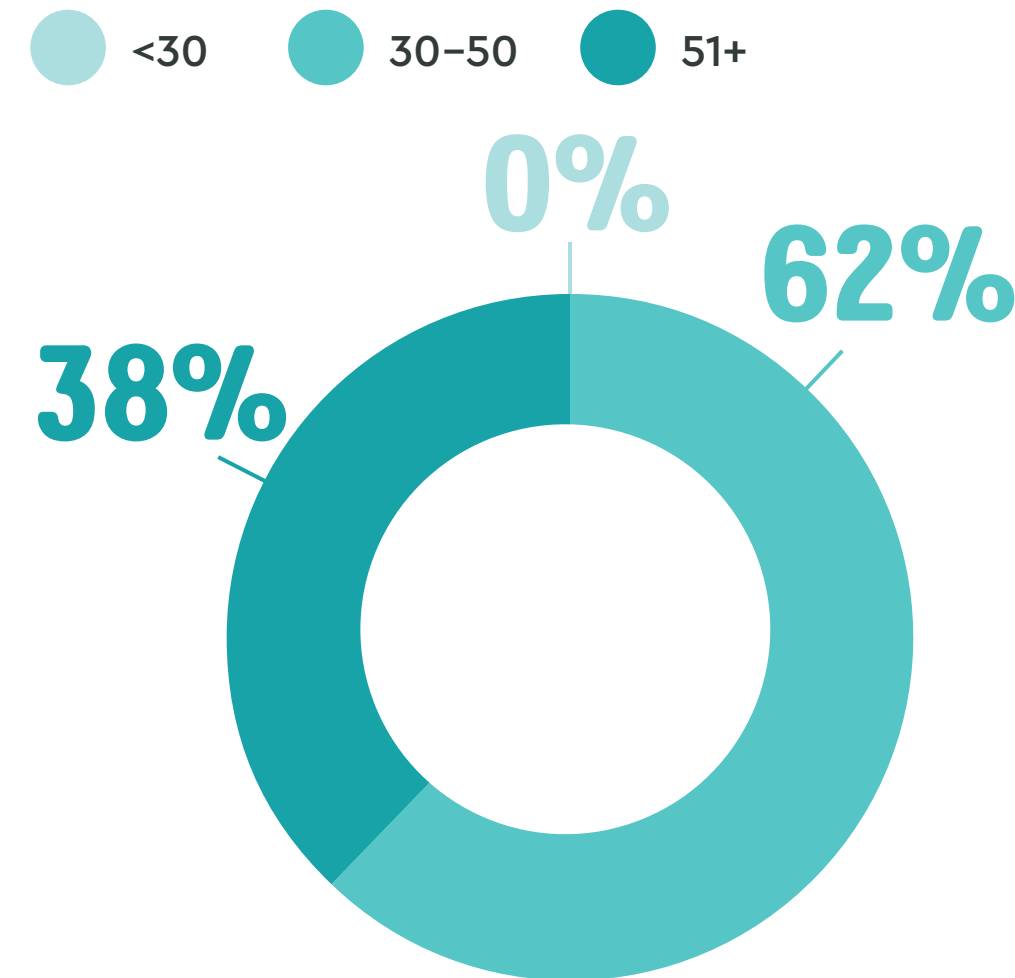


# 30% of women in management positions in 2022

Age distribution  
of employees  
(DELTA)



Age distribution  
of employees  
(EUROFEED)



In 2022, we hired a total of 121 people at DELTA, of which 24 were women (a 3.4% increase in recruitment compared to 2021) and 1 person at EUROFEED. At the same time, there were 119 departures in DELTA and 4 at EUROFEED.

For more information about recruitment and departures by age group and region, please refer to Annex I.

Distribution of employees per position/ Hierarchy level and gender including seasonal staff (DELTA)

	2021			2022		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
C-SUITE	6	1	7	6	4	10
SENIOR AND MIDDLE MANAGEMENT	82	37	119	81	38	119
ADMINISTRATIVE PERSONNEL	100	61	161	100	56	156
WORKERS AND FOREMEN	649	57	706	590	54	644
<b>TOTAL</b>	<b>837</b>	<b>156</b>	<b>993</b>	<b>777</b>	<b>152</b>	<b>929</b>

Distribution of employees per position/ Hierarchy level and gender (EUROFEED)

	2021			2022		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
C-SUITE	0	0	0	0	0	0
SENIOR AND MIDDLE MANAGEMENT	1	0	1	1	0	1
ADMINISTRATIVE PERSONNEL	1	2	3	1	1	2
WORKERS AND FOREMEN	15	0	15	13	0	13
<b>TOTAL</b>	<b>17</b>	<b>2</b>	<b>19</b>	<b>15</b>	<b>1</b>	<b>16</b>

In 2022 a total of 27 DELTA employees (17 men and 10 women) used their parental leave. Of these, 100% of men and 50% of women returned to work after their leave ended. Regarding EUROFEED, no employee used their parental leave.

The Board of Directors of DELTA consists of a total of 6 men and 1 woman. Of the 7 people, 2 (1 man and 1 woman) are between the ages of 30–50 and 5 are over 51.

More information on the distribution of the human capital by gender, region, age, type of work and parental leave can be found in Annex I.

GRI 2-23 GRI 2-24 GRI 406-1

# Respect for human rights



Our Company's Sustainable Development is underpinned by a sense of respect and protection of human rights.

Our business success is very much based on our human capital and we, therefore, deem it necessary to ensure a fair and inclusive workplace, on a daily basis, that promotes the well-being and safety of our employees, and protects their labour rights.

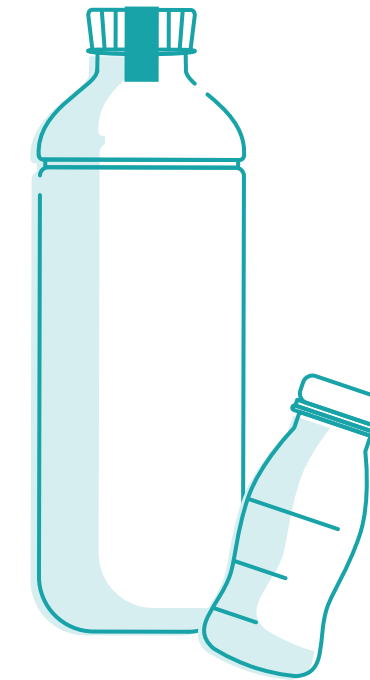
All our partners have been selected based on their respect for human dignity and their opposition to child labour and forced labour.

We follow and incorporate into our business activity the Vivartia Group Code of Conduct, which sets out in a clear and unambiguous manner the guidelines for good business conduct and ethics.

At the same time, the Code includes specific paragraphs relating to the Company's position in defending human rights.

It is worth noting that DELTA is in the process of drafting a Human Rights Policy and a Diversity, Equity & Inclusion Policy, which will be implemented in the summer of 2023.

**For yet another year, no incident has been recorded on the discrimination related to the violation of human rights and the unfair treatment of employees.**



GRI 404-1 GRI 404-2

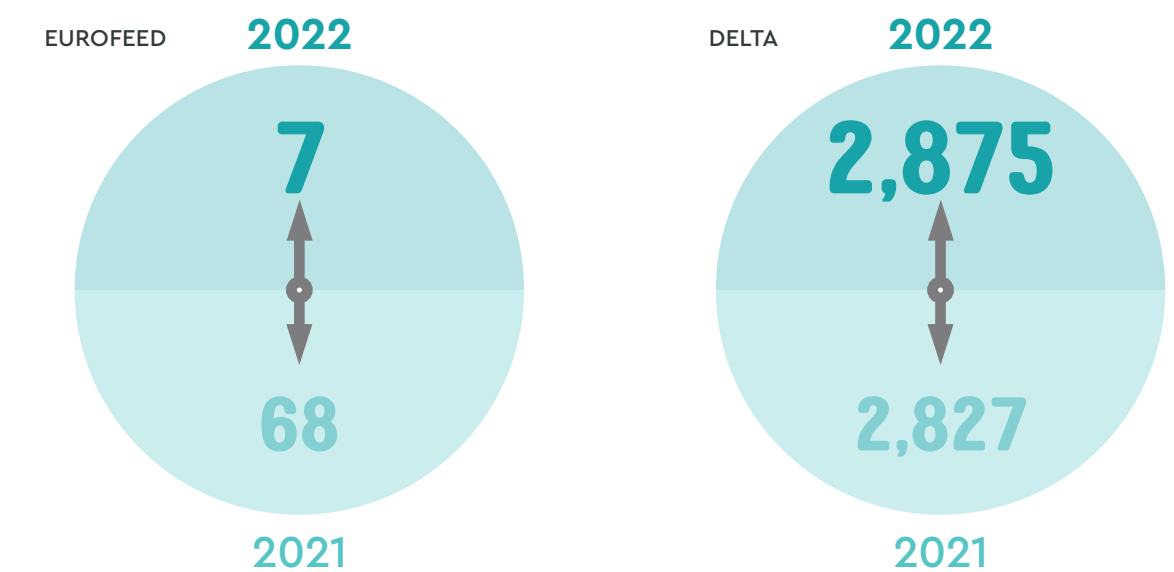
# Employee Training and Development



Our goal is to provide continuous training to our employees through seminars, training programs, conference participations, certifications, internal trainers, or external bodies, to enhance and develop employee skills, and enhance productivity.

**In 2022, a total of 2,882 hours were devoted to training at DELTA and EUROFEED, while seminars on various subjects were held.**

Total training hours



**It is worth noting that DELTA in conjunction with the drafting of Human Rights Policy, as well as the Diversity, Equity & Inclusion Policy, will implement awareness programs for all its employees.**

**Average training hours per employee category (DELTA)**

	2021			2022		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
C-SUITE	7.67	31.00	11.00	2.24	7.25	5.14
SENIOR AND MIDDLE MANAGEMENT	3.71	8.01	5.05	7.75	10.28	11.03
ADMINISTRATIVE PERSONNEL	6.36	6.32	6.35	3.53	1.88	4.20
WORKERS AND FOREMEN	1.56	2.00	1.60	1.26	0.84	1.33
<b>TOTAL</b>	<b>2.39</b>	<b>5.30</b>	<b>2.85</b>	<b>2.97</b>	<b>3.75</b>	<b>3.09</b>

**Number of employees trained per employee category (DELTA)**

	2021			2022		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
C-SUITE	2	0	2	4	3	7
SENIOR AND MIDDLE MANAGEMENT	83	35	118	65	30	95
ADMINISTRATIVE PERSONNEL	40	39	79	41	16	57
WORKERS AND FOREMEN	253	17	270	407	38	445
<b>TOTAL</b>	<b>378</b>	<b>91</b>	<b>469</b>	<b>517</b>	<b>87</b>	<b>604</b>

**Average training hours per employee category (EUROFEED)**

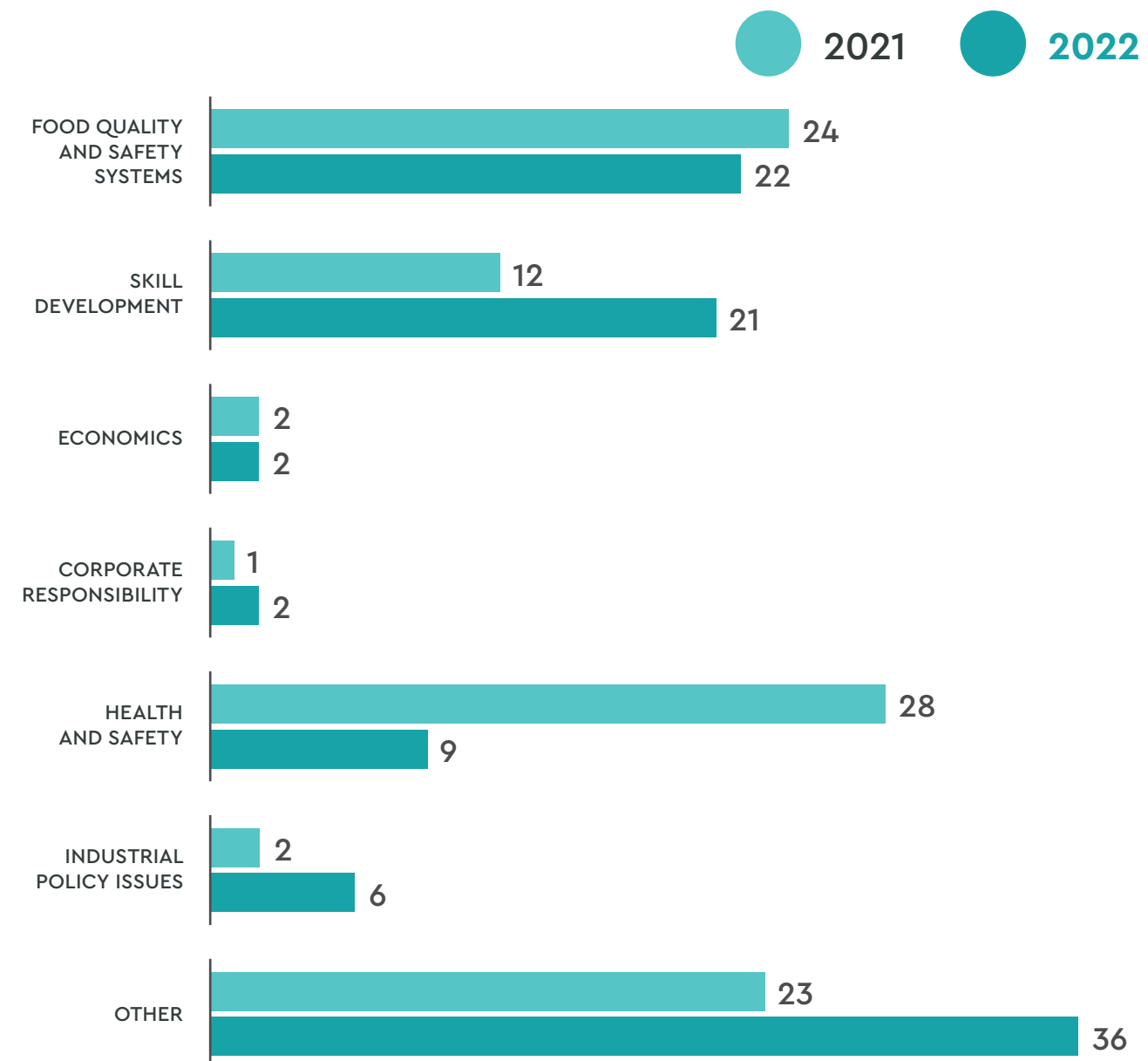
	2021			2022		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
C-SUITE	0	0	0	0	0	0
SENIOR AND MIDDLE MANAGEMENT	4.00	0	4.00	1.00	0	1.00
ADMINISTRATIVE PERSONNEL	1.50	1.25	1.33	5.00	1.00	3.00
WORKERS AND FOREMEN	3.93	0	3.93	0	0	0
<b>TOTAL</b>	<b>3.79</b>	<b>1.25</b>	<b>3.53</b>	<b>0.40</b>	<b>1.00</b>	<b>0.44</b>

**Number of employees trained per employee category (EUROFEED)**

	2021			2022		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
C-SUITE	0	0	0	0	0	0
SENIOR AND MIDDLE MANAGEMENT	2	0	2	1	0	1
ADMINISTRATIVE PERSONNEL	1	2	3	2	1	3
WORKERS AND FOREMEN	16	0	16	0	0	0
<b>TOTAL</b>	<b>19</b>	<b>2</b>	<b>21</b>	<b>3</b>	<b>1</b>	<b>4</b>

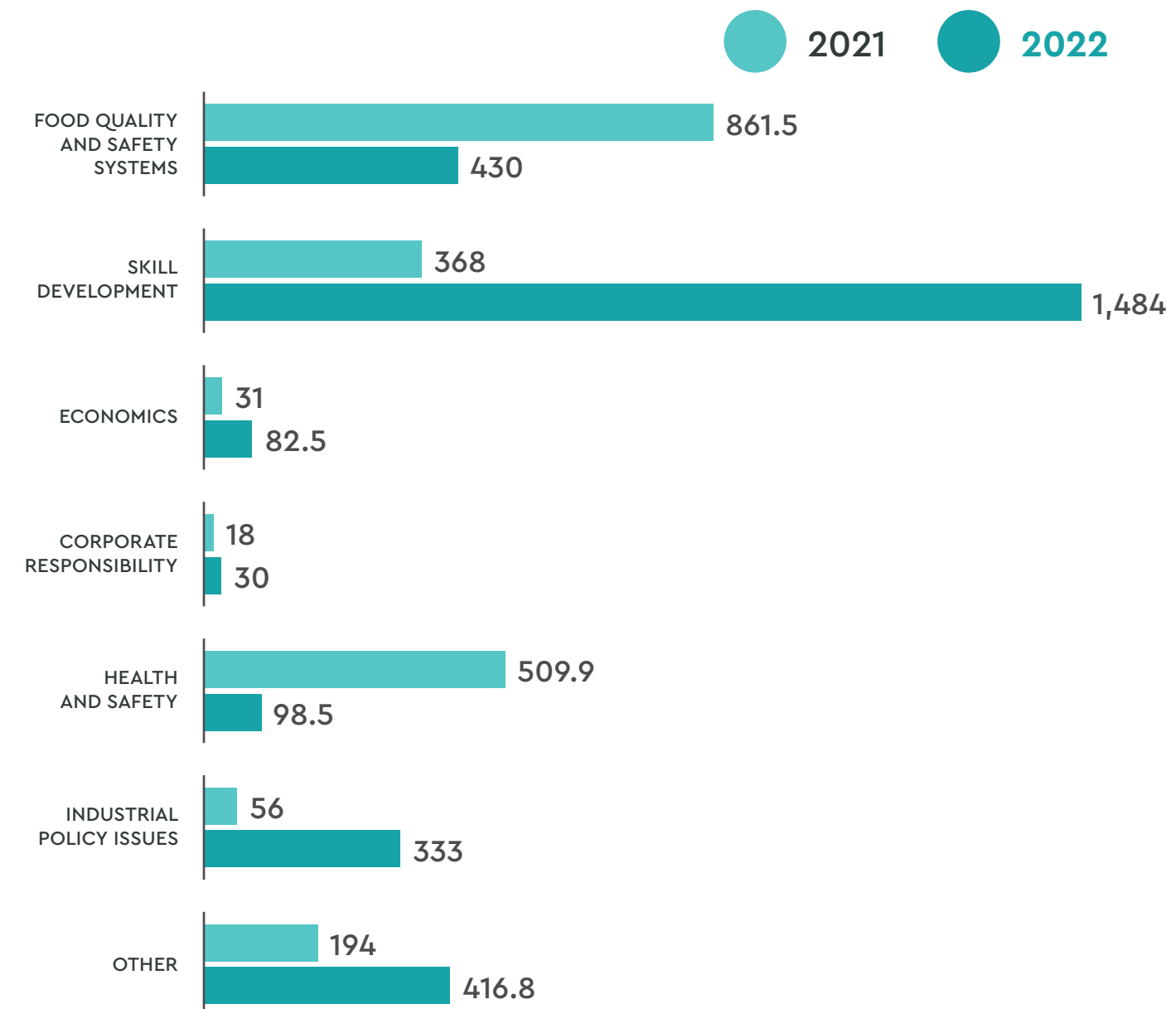
In 2022 we held  
a total of **100** seminars  
for our employees

Number of seminars per topic (DELTA)



In 2022, DELTA invested in skill development programs for food Industrial Policy & Quality and Safety Systems.

Total training hours per subject (DELTA)



At EUROFEED, in 2022, 1 seminar was held on corporate responsibility and 1 was held on the 'Other' category.

## The development of our employees

At DELTA, we focus on skills development and training of our employees, with the aim of aligning their goals with the Group's goals and guidelines.

All DELTA employees are evaluated based on the Performance and Development System aiming at:

- An objective and merit-based assessment
- The creation and prioritisation of individual goals with the Company's overall goals
- The continuous improvement of employee skills through training and development programs

Through our Performance and Growth system, our goal is to identify each employee's unique challenges, focus on their development, and find the right job for them in the right department.

# Primary Sector Support



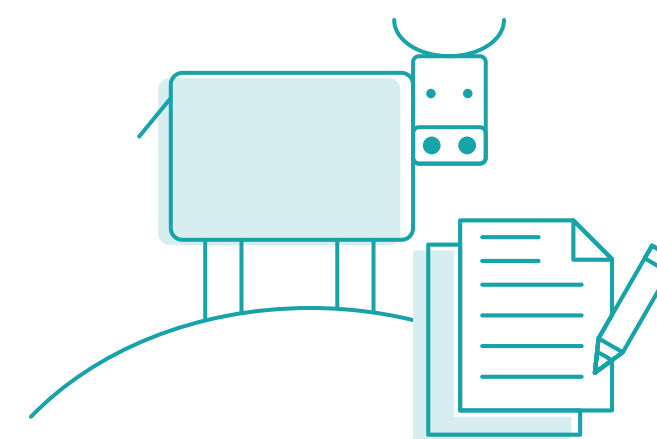
DELTA, with a history of 71 years in Greek milk production and having contributed decisively to the development of cattle breeding in Greece, consistently continues to support Greek producers and to contribute to the sustainability of dairy farming. The livestock farmers with whom we work, are mostly family businesses with many years of experience in milk production. DELTA has developed a long-term relationship of mutual trust and cooperation with Greek farmers. Staffed by personnel with scientific/technical knowledge, long experience in the milk zone, and continuous presence and support of livestock farms, DELTA implements actions for the continuous training of its livestock farmer partners in sustainable agriculture practices, optimal livestock holding management, and the observance of animal welfare, ensuring the production of high quality milk.

The main vehicle in our effort is the GAIA Action Plan, an initiative by DELTA for sustainable development and support of the primary sector of the Greek dairy farming industry. The program has been implemented systematically since 2012 and promotes research, training, and technical support actions for producers, as well as initiatives for the promotion of high-yield crops with a high nutritional value as animal feed, which also ensure significant environmental benefits and contribute to sustainable development.

With the catalytic partnership of the Agricultural University of Athens and together with other universities, research foundations, and institutes, such as ELGO-DIMITRA's Institute of Animal Husbandry Science, we are attempting to link academic knowledge with farming practice for the benefit of all links in the milk production chain.

**In 2022, DELTA continued the implementation of the Contract Livestock Program in cooperation with Piraeus Bank, financially supporting producers in the dairy farming sector, thus promoting Contract Livestock Farming and ensuring the sustainability of dairy farms.**

**Contract Livestock Farming is a good practice in the milk supply chain, based on the conclusion of private milk supply agreements with producers, thus contributing to the shaping of a socially and environmentally sustainable future for the primary sector.**



## The pillars of the GAIA Action Plan:

Pilot applied-research programs for alternative high-yield crops to produce high nutritional value animal feed

Provision of technical support to our partner livestock farmers through consultancy programs to improve farm management and livestock nutrition

Livestock farmer training programs on good livestock practices, milk quality assurance, and livestock health and welfare

Scholarships for young livestock farmers and their children, if engaged in livestock farming

Contract livestock farming

Milk supplier evaluation

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**The main actions implemented by the DELTA Milk Zone Department in the framework of the GAIA ACTION PLAN for 2022**

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**CASE STUDY:**

**Cultivation of soy in Greece by DELTA, ELGO-DIMITRA and the Agricultural University of Athens**



DELTA, in collaboration with ELGO DIMITRA's Institute of Animal Husbandry Science and the Agricultural University of Athens (AUA), studied the cultivation of non-genetically modified soy, cultivating two crops in 2018 and 2021 on the Institute's farm. The goal of the research was to determine the right growing conditions, productivity, and production cost of soy, to ascertain whether there was potential for cultivation in Greece, with the aim of replacing imported genetically modified soy.

The results of the study were presented at the 36th Scientific Conference of the Hellenic Society of Animal Production (EZE), in Agrinio, on 5-7 October 2022. The study was titled 'Pilot cultivation of non-genetically modified soy and broad beans as alternative protein feeds', signed by B. Kotsampasis, Gr. Simeon, and G. Zervas.

The study showed that the cultivation of non-genetically modified soy for the production of soy beans can be carried out in Greece on irrigated areas with satisfactory yields, provided, of course, that the recommended cultivation care is ensured.

The briefing of cattle, sheep and goat farmers on the results of the study is carried out through the employees of DELTA's Milk Zone Department, as well as through the printed and electronic farming sector press.



**CASE STUDY:**

**Study on the cultivation of sweet lupins and field beans as sources of alternative protein animal feeds**

In the framework of the collaboration between DELTA, the Agricultural University of Athens (AUA) and the Giannitsa Institute of Animal Husbandry Science of ELGO DIMITRA, additional research is being carried out on alternative crops to produce animal feed. Every year pilot alternative cultivations of legumes and other crops suitable for animal feed are carried out (combined crops of vetch-barley, peas-oats, field beans-oats, sorghum, multi-seed mixes, etc.) and all the quantitative and qualitative characteristics of these crops are analysed in different combinations and conditions, along with analysis of their incorporation in feeds. Specifically, for the periods 2021-2022 and 2022-2023, crops of sweet lupins and field beans are being studied as alternative sources of protein feed.

The results of the 2021-2022 crops were encouraging, and it was therefore considered advisable to repeat the crops in question, to confirm the first data and improve the final result, also utilising Greek varieties.

Winter sowing took place in November 2022, with the participation of DELTA employees, and we are waiting for the development of the crops to draw conclusions and compare yields with a spring crop that will follow.



## CASE STUDY:

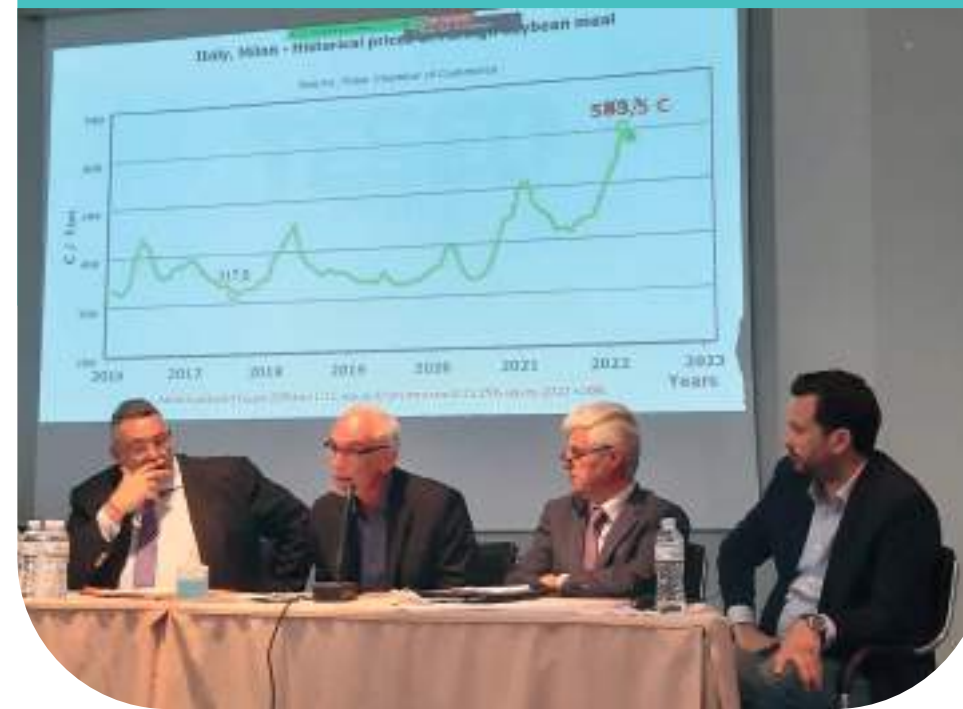
### Conference of the Agricultural University of Athens

#### «Rational Nutrition of Productive Animals: Modern Approaches & Practices for the Purpose of Nutritional & Food Security»

On 11 April 2022, at the Conference Centre of the Agricultural University of Athens, a Conference titled 'Rational Nutrition of Productive Animals: Modern Approaches & Practices for Nutritional & Food Security', organized by the 'Entrepreneurship and Consulting in Rural Development' Interdepartmental Master's Program (MPS) of the collaborating Departments of Agricultural Economy and Development, and the Department Animal Husbandry Science of the Agricultural University of Athens.

The conference was held under the auspices of the Ministry of Rural Development & Food, while the lectures concerned the importance of livestock nutrition and the important role of ensuring their nutritional needs. Speakers referred to the activities of DELTA's GAIA Action Plan and the alternative cultivation proposals that have been submitted in collaboration with ELGO DIMITRA and the AUA.

During the round table discussion that followed, on "Food crisis and animal production: The nature of the problem, the risks arising from it, proposals for managing the problem". DELTA talked about the repercussions of the food crisis and the milk industry's significant support to producers, especially by ensuring liquidity and technical support, presenting our proposals for alternative crops with the aim of improving the country's self-sufficiency in protein feed.



# Animal welfare



At DELTA we actively contribute to ensuring the welfare of dairy animals through initiatives we implement with our farmers.

- Advice from veterinarians, agronomists, animal husbandry experts, and inspectors on our farms
- Training colloquiums for our producers on animal welfare
- Offering high quality feed to ensure animal welfare



In modern dairy farming, with its intensive farming systems, nutrition contributes greatly to the well-being of livestock and to its steady yields. To this end, EUROFEED focuses on producing balanced feed mixes with a steady composition and quality, the manufacture of which meets strict standards, both in the selection of raw materials and in the production process.



# Social Contribution



At DELTA, we declare our social sensitivity in practice, implementing a targeted corporate responsibility program, with initiatives aimed at four main axes:



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## Outstanding actions for 2022

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DELTA responded immediately to the general call made in February by the Prolepsis

Institute, covering the **need for milk and yoghurt in the schools participating in the DIATROFI Program**. More specifically, it secured the milk and yoghurt for the entire year for the **5,386 students** at schools in the Food and Healthy Nutrition Promotion Program, which is being implemented by the Institute in **socially vulnerable areas** of Attica, Central Greece, Macedonia, and Thrace. In fact, thanks to DELTA's contribution, an additional dairy product was secured for each student participating in the Program. DELTA milk cartons arrived for the first time at the Program schools on Wednesday, 30 March and **a total of 94,788 cartons of fresh milk and 94,788 yoghurt packages were donated**.

At a very difficult time for every family, especially for those most in need, DELTA listened to the request of the body Prolepsis ,Program. so that the needs of the children provided food daily in the framework of the DIATROFI Program are fulfilled.



DELTA's sports team participated in and won the **largest charity race in Greece, NFL (No Finish Line) Athens**. The race took place at the 'Spyros Louis' Olympic Stadium from 25 to 29 May. For each kilometre completed, a specific amount was **donated to the Together for Children**

**Association**, giving us the opportunity to contribute to a cause that we value highly as a Company, supporting children and families. As a team of 50 people, we completed a **total of 3,482 kilometres**, winning first place in the group race (30–59 people) and second place among all the teams that participated.



In 2022, Milko proceeded with a dynamic CSR action, **rebuilding 2 sports facilities** in Evosmos, Thessaloniki, thus **supporting actions that promote sports** and taking initiatives that create long-term benefits for local communities



## CASE STUDY:



More specifically, from 26 May to 8 June 2022, with the purchase of selected DELTA products exclusively at SKLAVENITIS supermarkets, the Company **contributed to covering the annual needs in fresh milk of children living at 'The Smile of the Child' structures.**

This substantial act of contribution is part of DELTA's 'Care and Smiles' major effort **to support vulnerable people**, in the context of its expanded Corporate Responsibility Program, aimed at strengthening Sustainable Development.



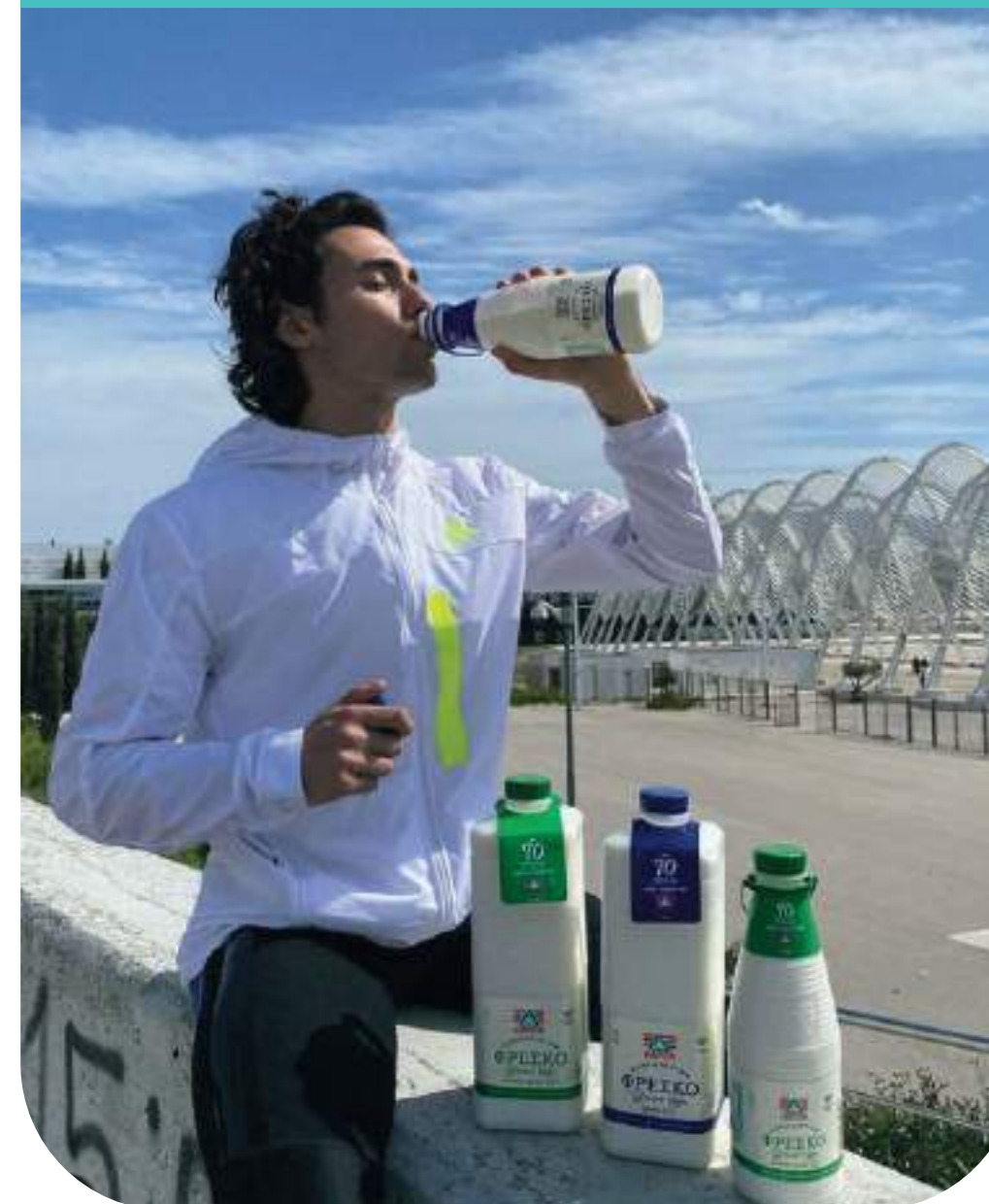
On the occasion of the WORLD MILK DAY and its 71 years of presence in Greece, DELTA once again supported **'The Smile of the Child'**, in partnership with SKLAVENITIS supermarkets, in the framework of the 'Simple Acts of Great Value' program.



With every registration on its website <http://www.deltamoms.gr> DELTA **actively supported single-parent families from all over Greece**, in collaboration with the Together for Children Association, proving its genuine dedication to children, as well as parents, especially those who are struggling to raise them alone. Because a mother is also born along with every child.



DELTA announced in 2022 its **new partnership with Paralympic gold medallist Nasos Ghavelas** and its corporate decision to support him in his effort for future distinctions.



In 2022, DELTA supported the **social and philanthropic work** of the 'Mission' organization, **donating dairy products** that were made available to our fellow people.



In 2022, DELTA provided **21,914 products to the Social Grocery Store of the Municipality of Delta in Thessaloniki** for our fellow people in need.

It is worth noting that as regards the impact of the Company's activities on local communities, 100% of the plants have environmental impact studies and the process of socio-economic impact assessment has already commenced for DELTA. Moreover, a plan has been established which pertains to the communication and consultation with all Company stakeholders.



# Food Waste Reduction Program



**DELTA, always aiming to be a part of the solution, is implementing an integrated plan for continuously reducing food waste through interventions on many levels.**

Food waste is one of the biggest problems we are facing today, on a global scale. A large portion of the produced food ends up being rejected, while it is completely safe to eat. For many years now, DELTA has responded in practice to the coordinated action of the state, the market, and society, and has participated voluntarily in the "Food Saving Alliance Greece".

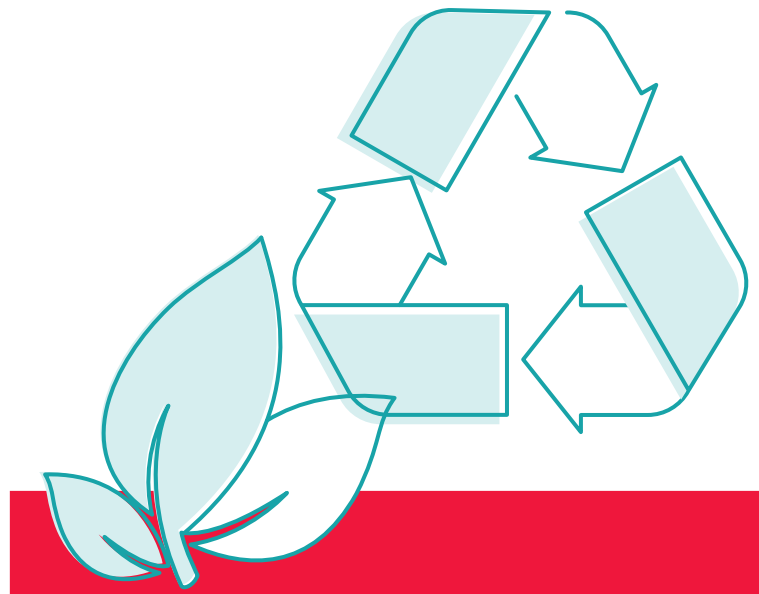


The 'Alliance' is under the auspices of the Ministry of Environment and Energy, with the ultimate goal of informing and raising consumer awareness about the environmental and social impacts of food waste, as well as identifying best practices and taking actions to reduce food waste on a national level.

Moreover, DELTA in 2022 joined the 10x20x30, an international initiative launched by the Champions 12.3 coalition, which aims to accelerate progress towards Sustainable Development Goal 12.3, which concerns the reduction of food waste by 2030.

## Food waste and its recovery

- In 2022, DELTA managed via its licensed partners, 7.1 thousand tons of food waste, of which **6.2 thousand tons concern animal by-products and 843 tons concern vegetable by-products such as juices and tea.**
- Of the 6.2 thousand tons of animal by-products, **5 thousand tons were redirected to 2 pig farms and 1.2 thousand tons were used for biogas production.**



**Over 85% of DELTA's food waste is repurposed and further utilized**

**In 2022 DELTA carried out in-house training for its employees on Food Waste.**



## Pillars of action 2022

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### Returned products utilization program

At DELTA we aim to reduce food waste, through the **utilization of products unsuitable for human consumption as animal feed.**

More specifically, any animal by-products, returned to DELTA either near the 'use by' date or past their 'use by' date, are collected by our team and redirected to specialised partners who process the products and use them as animal feed. The above program is an ongoing action of the Company, which has been implemented systematically since 2006.

**In 2022, 5,000 tons were utilized as animal feed, which accounts for over 80% of the animal by-products returned to DELTA.**



### 'Sti Chora ton Trofomikroulidon' educational program

In the context of raising awareness to children and shaping their attitude towards issues related to proper nutrition and respect for the environment, DELTA has been implementing since 2018 the **'Sti Chora ton Trofomikroulidon' educational program**, an initiative addressed to **young children, aged 4-6.** Experienced consultants of the Delta Information Centre participate in the program and visit private and public structures, such as kindergartens and day care centres, **to inform children about reducing food waste, proper storage, healthy nutrition, packaging recycling and the protection of the natural environment.**

**Within 2022, 60 educational sessions were undertaken for a total of 1162 children, and 38 kindergartens and day care centres were visited.**

### Dynamic pricing program

DELTA launched in 2022 the implementation of a program for **dynamic product pricing, with the ultimate goal of reducing returned and/ or destroyed products.**

In collaboration with a Greek supermarket chain, a significant price reduction is being made in DELTA products for sale in stores, as their 'use by' date approaches. This practice increases the attractiveness of the products to consumers and, as a result, decreases the amount of products returned.

**During the period in which the dynamic pricing program was implemented, more than 10,000 litres of milk were sold with a discount coupon, the majority of which would have been returned to DELTA.**

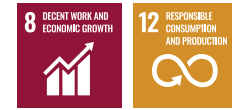
### Free disposal of surplus products

One of DELTA's key priorities is **to limit the number of products returned to the Company and/or are in surplus in our warehouses.** In this context, products that are before their 'use by' date and are safe to be consumed, however under the applicable commercial policy cannot be further sold through the points of sale, are **donated to vulnerable social groups through reliable operators.**

**In addition, DELTA has an ongoing partnership with 'Boroume', a non-profit organization with the mission to reduce food waste and food insecurity in Greece, to provide free products to our fellow people who need them.**

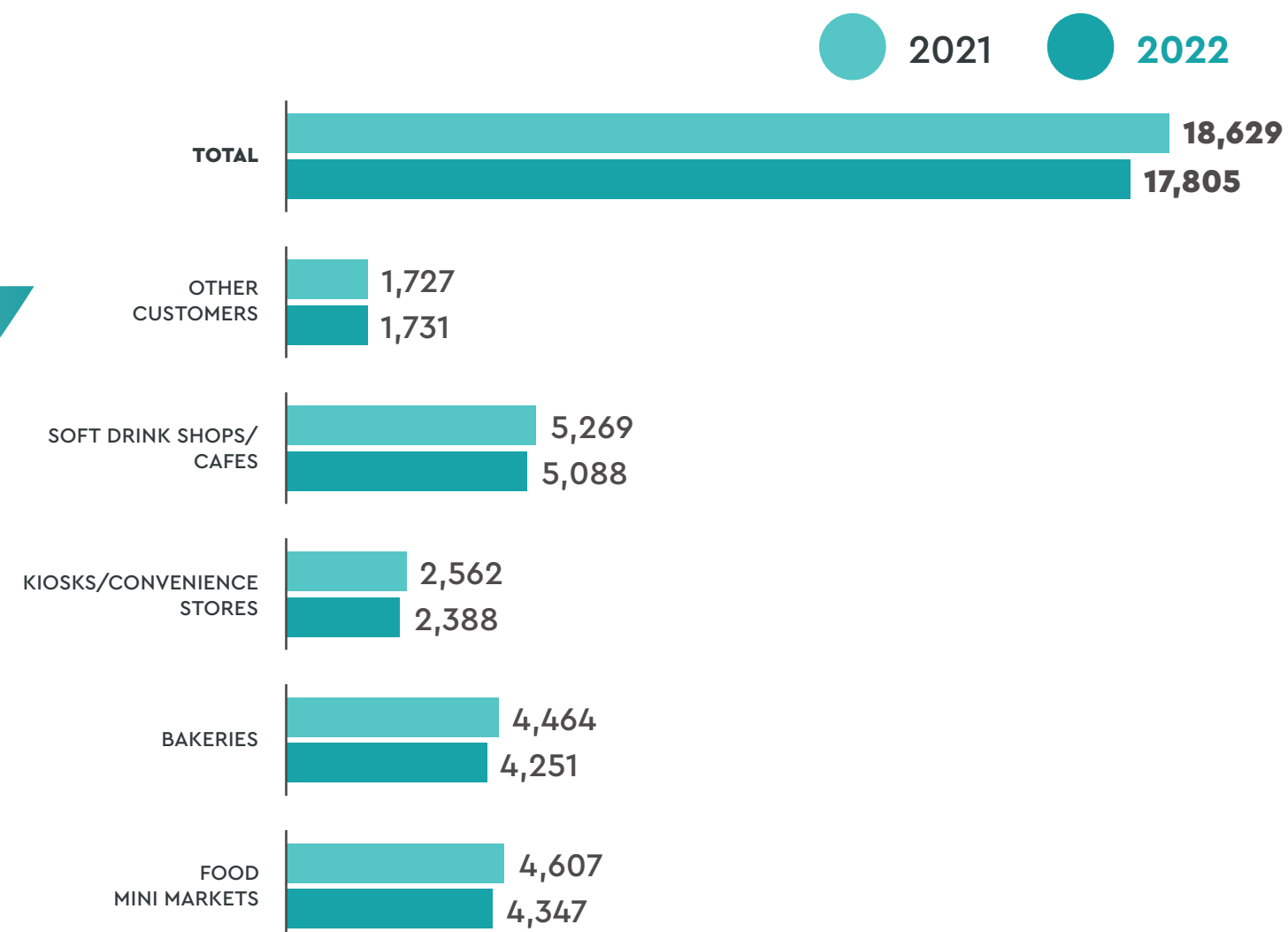


# Consumer Satisfaction and Service



Offering our consumers products of high nutritional value and quality on a daily basis is a key objective of DELTA. At the same time, we support our customers practically through our seamless collaboration and by promoting small points of sale. In this way, we give preference to local businesses by offering our consumers the opportunity to buy our products in stores near them.

Number of small retail customers



\* Other categories of customers we serve are hotels, restaurants, refectories, canteens etc.

## Our sales and distribution network

We have one of the largest distribution networks in Greece:

**400** Trucks

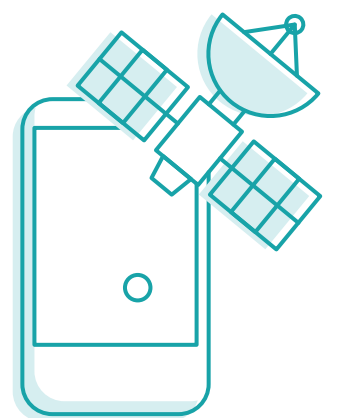
**27,059** points of sale

**29** visits/ day/ itinerary

**396** product codes

**10,800** invoices a day

**Installation**  
of satellite telematics  
devices in our fleet



**Stock routing and tracking tools**



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## DELTA Information Centre

Satisfying the needs of our consumers, customers and partners, as well as directly communicating with them, is a focal point for DELTA and effectively managed through the DELTA Information Centre. The Centre was created in 2001 and is staffed with experienced scientific personnel whose main goal is ensuring a simple, direct and effective communication between DELTA and its consumers. The Centre is available to consumers at 8001199800 or via the contact form on DELTA's website.

Through the DELTA Information Centre, information is available on the following topics:

- Nutrition questions
- Scheduling tours for student at our production units and informing them on balanced nutrition and home food management
- Market surveys, conducting competitions, and awarding of gifts to consumers
- Updates on our Company's innovative methods and practices, our reliability, know-how and commitment to our values

**In 2022, there were no incidents of non-compliance, regarding the handling of complaints. In addition, the Centre handled 3633 requests during 2022.**



DELTA fully respects its consumer trust, and, therefore, reliably and validly informs on all issues regarding production, raw materials, production and sales processes of its products. The Centre serves for DELTA as a two-way communications channel with its consumers, indirectly contributing to a 100% quality control of its products.

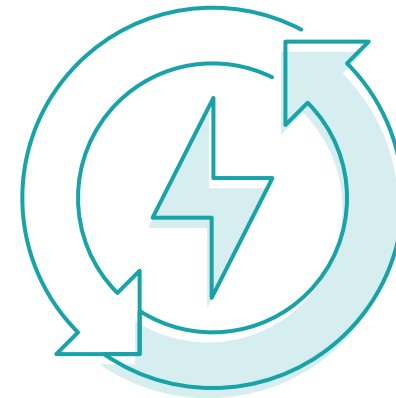
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# Developing Business Resilience

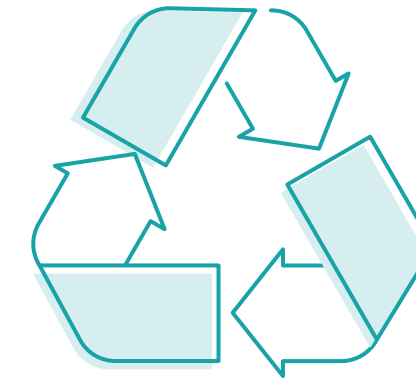


**Sustainable development is engrained within DELTA's philosophy. In line with the principles of sustainable development we incorporate the precautionary principle into our business model and seek to reinforce it across the full range of the company's business actions and activities.**

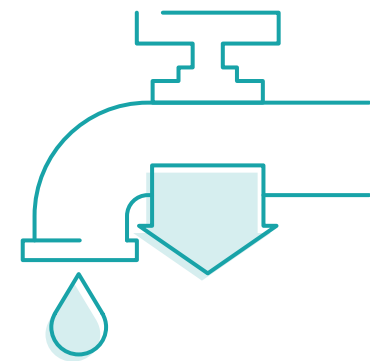
We promote sustainable development and protection of the natural environment through actions aimed at:



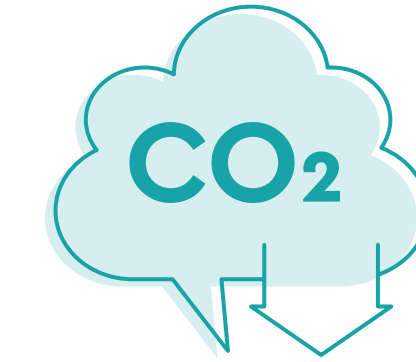
Reducing the environmental impacts of our products for efficient energy use



Sound waste management



Water usage restriction



Greenhouse gas emissions reduction

**Through DELTA's Environmental Policy, we have incorporated environmental criteria and measures that define our business, taking into account existing standards and regulation. Our philosophy of managing environmental issues is in line with the Principle of Precaution and the Principle of Prevention.**





# Climate Change and Greenhouse Gas Emissions



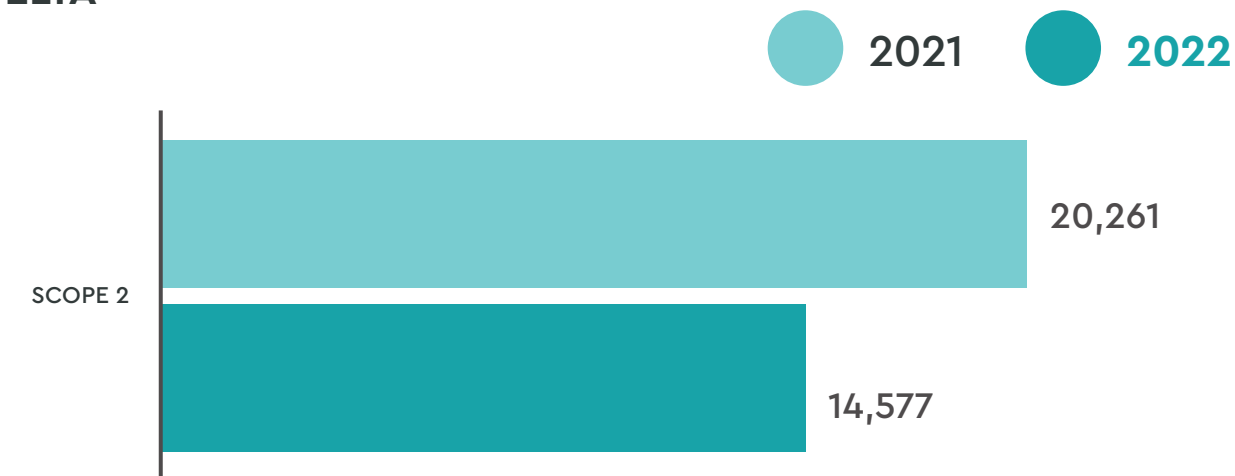
At DELTA we record greenhouse gas emissions that are released into the atmosphere due to our business activity.

**The total carbon footprint for DELTA and EUROFEED for 2022 was 437,712 tCO<sub>2</sub>e, with 432,994 tCO<sub>2</sub>e corresponding to DELTA and 4,719 tCO<sub>2</sub>e corresponding to EUROFEED.**

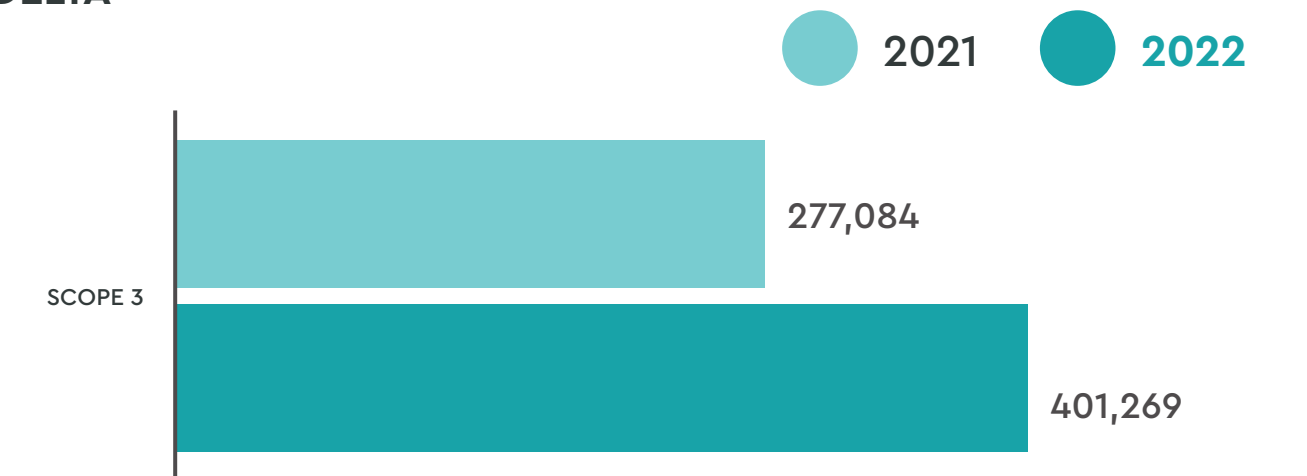
**Scope 1 direct emissions diagram (tCO<sub>2</sub>e) for DELTA**



**Scope 2 indirect emissions diagram (tCO<sub>2</sub>e) for DELTA**



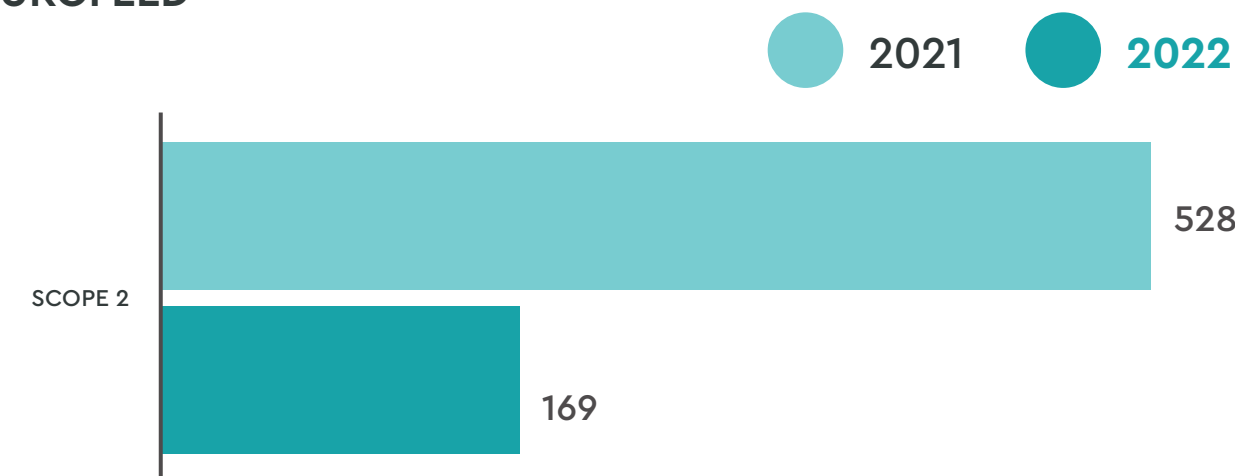
**Scope 3 indirect emissions diagram (tCO<sub>2</sub>e) for DELTA**



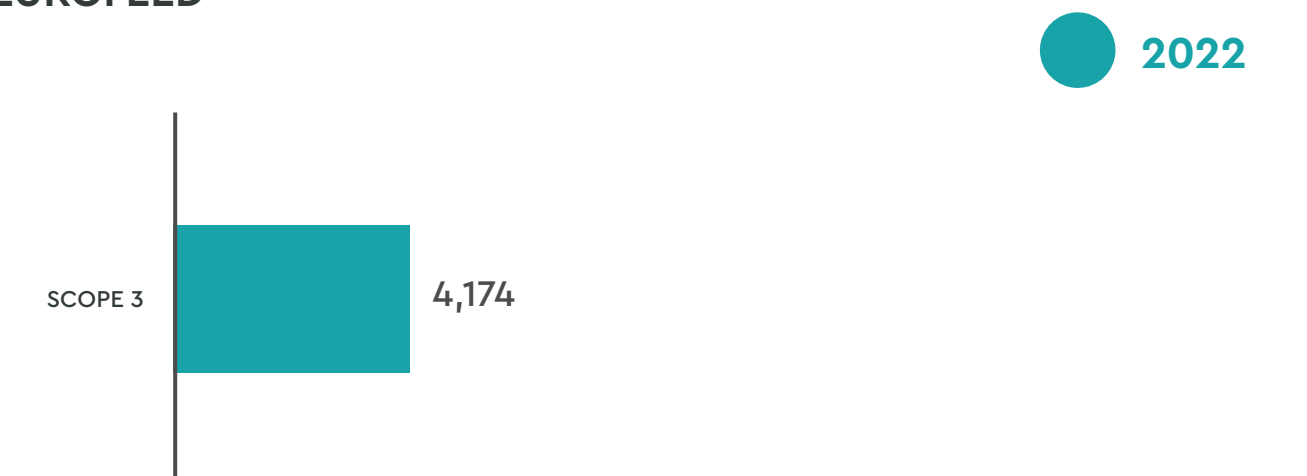
**Scope 1 direct emissions diagram (tCO<sub>2</sub>e) for EUROFEED**



**Scope 2 indirect emissions diagram (tCO<sub>2</sub>e) for EUROFEED**



**Scope 3 indirect emissions diagram (tCO<sub>2</sub>e) for EUROFEED**



*Footnote: The Greenhouse gasses are calculated by following the guidelines of the GHG Protocol, which was developed by the collaboration of the World Resources Institute and the World Business Council for Sustainable Development.*



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## Blue Marble: An innovative environmental project for reducing the carbon footprint from transport by 90%

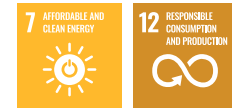
By using the Blue Marble - Environmental Fuel Additive, DELTA has reduced impure carbon particles (soot) from product transport and distribution by 97%, while at the same time limiting carbon monoxide (CO) emissions by 72% and hydrocarbon (HC) emissions by 72%\*. This project is being implemented in partnership with the PRC - The Management House Group and Blue Marble Disruptive Technologies. This initiative contributes to the 17 UN Goals, as well as DELTA's attempt to distribute products that are rich in taste, with safety, quality and the environmental value they deserve.

*\* Based on measurements of the emission values of the company's fleet in October 2023, in relation to the base values.*

**In 2022 there were no fines and/or monetary penalties for non-compliance with environmental laws and regulations.**



# Energy Management



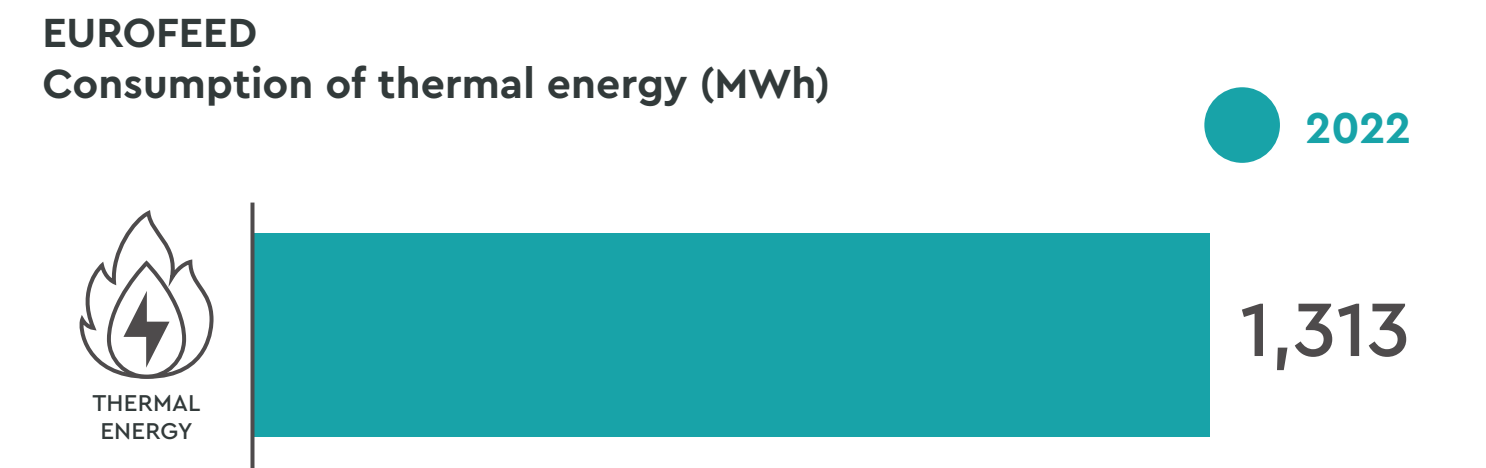
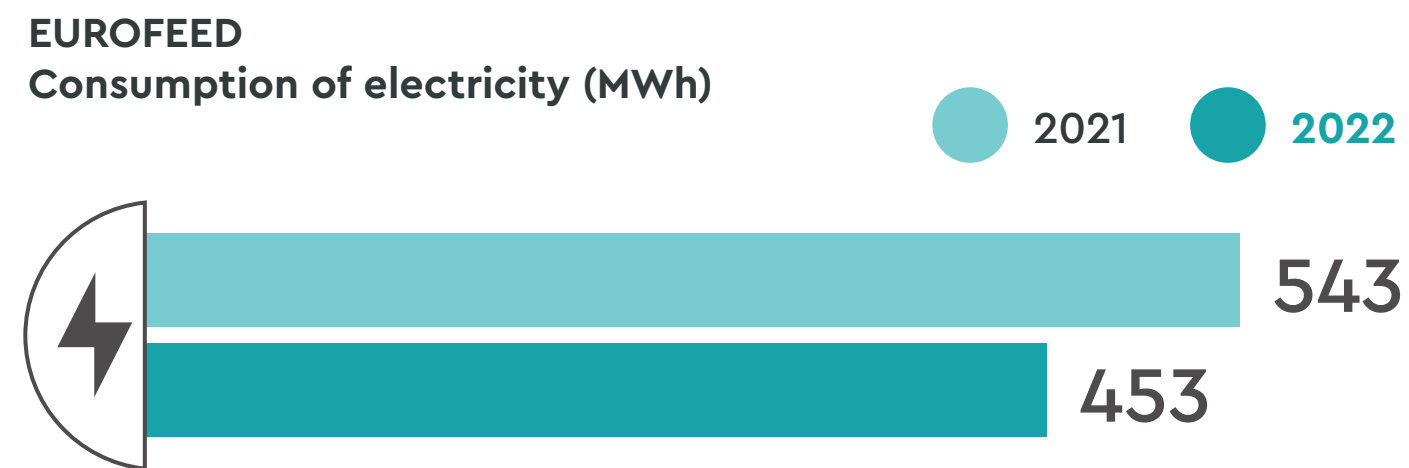
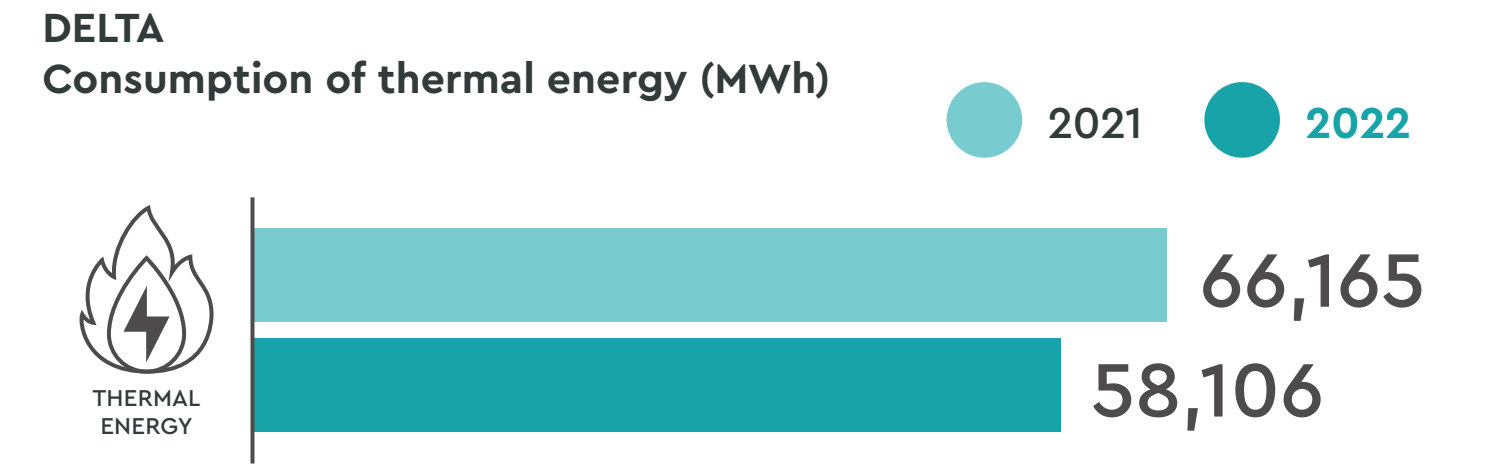
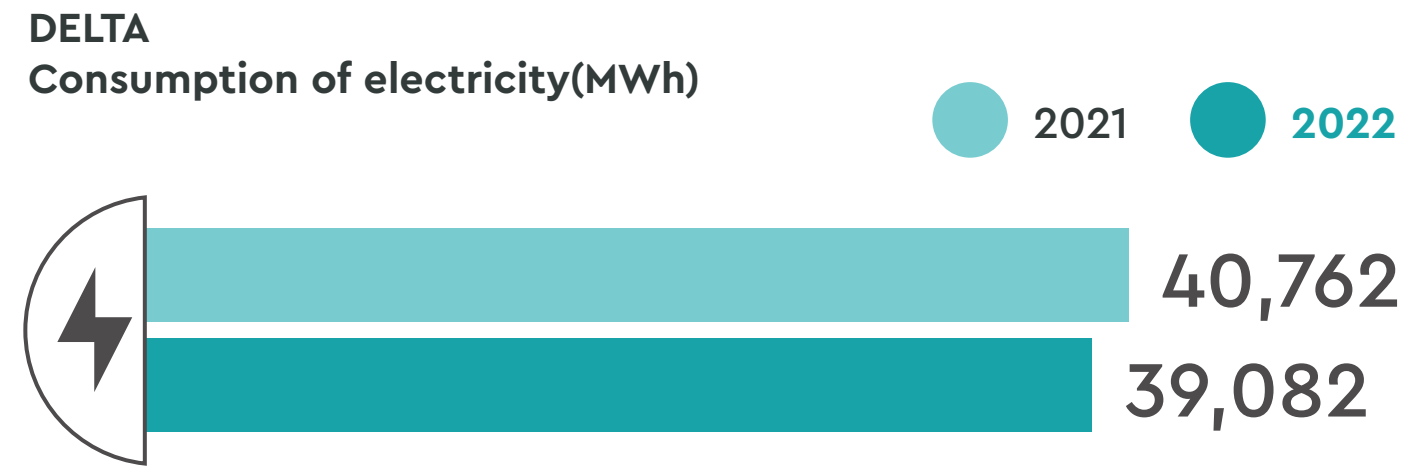
We systematically monitor our energy consumption and aim at more efficient use and management of energy, through actions aimed at reducing electrical and thermal energy:

- Implementation of monitoring and data transmission systems (Scada) to immediately collect electricity consumption data and evaluate them in relation to production volume, in order to avoid peak loads
- Combustion optimisation with regular adjustments and maintenance of boilers- burners
- Rationalization of production thermal demand to minimize use of backup boilers
- Extension of steam condensate collection closed circuits to save thermal energy and water

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**Total energy consumption for DELTA for 2022 was 97,188 MWh, while for EUROFEED it totalled to 1,766 MWh**



## Energy saving actions



### Agios Stefanos Plant

#### Electricity

- ➔ Improved insulation of cooling water freezing tank.
- ➔ New air-conditioning and cooling, preferably from central cooling systems (rather than local) for maximum energy efficiency.
- ➔ Optimized management of ammonia compressors to operate in the high efficiency zone.
- ➔ Optimal management of thawing.
- ➔ Replacement of air compressors and air blowers with new, more efficient types and adjustable RPMs.
- ➔ Improved removal from service of equipment to avoid energy waste.
- ➔ Continuous compressed air leak detection and repair program.

#### Buildings

- ➔ Partitioning – anteroom for milk production to avoid the impact of heatwave or cold on the space.

#### Combustion

- ➔ Heat recovery from water preheating exhaust gases.
- ➔ Expansion of the steam condensate recovery network.
- ➔ Insulation of hot tank ceilings of cleaning solutions.
- ➔ Resetting of boiler hot water discharge to the lowest possible levels.
- ➔ Avoidance of unnecessarily setting boilers to standby and heating of cleaning solutions.

#### Centralised Procedures

- ➔ Inclusion of the 'energy' section in the plant's weekly continuous improvement framework.
- ➔ Activation of a factory energy profile monitoring team.



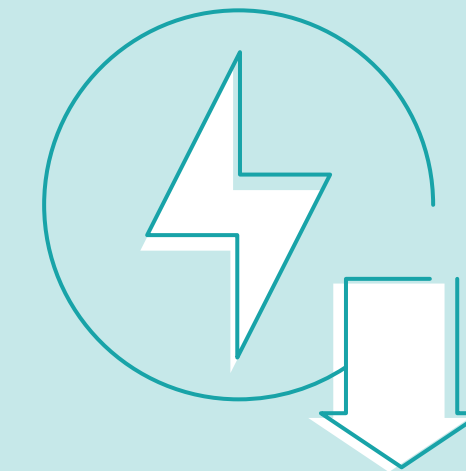
### Sindos Plant

#### Electricity savings

- ➔ Installation of photocells (day-night and presence) in areas to control lighting in changing rooms and toilets.
- ➔ Inspection for leaks through preventative maintenance of the 40bar air network (weekly tightness check).
- ➔ Preventative check of air-conditioning unit refrigerant operating pressures.
- ➔ Placing of user awareness signs for reasonable use.
- ➔ Inspection for leaks through preventative maintenance of the 7bar air network.
- ➔ Improvement of the monitoring system (SCADA) through the addition of a new refrigerator (temperatures and machinery operations), as well as enhancement of the biological purification systems, boiler room and hydrometers with additional Monitoring meters.

#### Fuel savings

- ➔ Collection of all steam condensate points and connection to the condensate network.
- ➔ Periodic inspection of the sound operation of steam traps with ultrasound instrument.
- ➔ Periodic inspection of insulation integrity with thermal camera measurements.



# Water Resources Management



At our Company, we acknowledge the high importance of responsible water resource management for Sustainable Development, and we strive for more efficient water use and rational management measures to limit water consumption where possible.

DELTA aims at continuous water savings through the implementation of efficient management and reuse practices, which is reflected in the Company's water consumption decrease by 17%, from 2021 to 2022. Moreover, the EUROFEED subsidiary used 1,922 m<sup>3</sup> of water in 2022, achieving a 10.2% reduction compared to 2021.



**In 2022, we recycled and re-used 77,358 m<sup>3</sup> of water.**

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## Interaction with water resources

Installation	Origin	Consumption and uses	Rejection
<b>Agios Stefanos</b>	EYDAP, Bore water	<ul style="list-style-type: none"> <li>Plant production needs</li> <li>Cleaning (CIP) of pipes and equipment</li> <li>Employee needs</li> </ul>	The waste is sent for treatment to the plant's biological wastewater treatment unit wastewater treatment unit.
<b>Sindos</b>	Thessaloniki Water Supply and Sewerage Network	<ul style="list-style-type: none"> <li>Plant production needs, such as washing pipes and equipment (CIP)</li> <li>Bottling machine operation</li> <li>Employee needs</li> </ul>	The waste from the production process is directed for further processing to the plant's biological wastewater treatment unit, while the waste from the showers and toilets is directed to the sewerage network of the Industrial Area.
<b>Lamia</b>	Water Supply and Sewerage network water (Bore water)	<ul style="list-style-type: none"> <li>Plant production needs (processed water)</li> <li>Juice production (chilly water)</li> </ul>	Discarding at the biological wastewater treatment unit and then into the sewerage network of the Industrial Area.
<b>Gefyroudi, Serres</b>	Bore water	Installation equipment and facility cleaning	Disposal into the environment through a licensed biological wastewater treatment unit.
<b>Sydini, Xanthi</b>	Xanthi Municipal Enterprise for Water Supply and Sewerage Network	Installation equipment and facility cleaning	Disposal into the environment through a licensed biological wastewater treatment unit.

## Management of water discharge related impacts

Installation	Minimum Standards	Setting Standards
<b>Agios Stefanos</b>	<ul style="list-style-type: none"> <li>BOD5 ≤ 40 mg/L</li> <li>COD ≤ 120 mg/L</li> <li>pH: 6.0 - 9.0</li> <li>Temperature ≤ 28 °C</li> <li>Dissolved oxygen ≥ 3 mg/L</li> <li>Suspended solids ≤ 50 mg/L</li> <li>Colour: Clear</li> <li>Fats - oils ≤ 5 mg/L</li> </ul>	The limits have been set based on the Environmental Terms Approval Decision dated 30/03/2012 with Ref. No 187248 of the Department of EARTH/YPEKA (Air Pollution and Noise Control/Ministry of the Environment, Energy, and Climate Change). ADA: B4ΩK0-XKA.
<b>Sindos</b>	<ul style="list-style-type: none"> <li>BOD5 (mg/L) &lt; 350</li> <li>COD (mg/L) &lt; 1,000</li> <li>TSS (mg/L) &lt; 350</li> <li>pH: 7.0 - 8.0</li> </ul>	The limits were set based on the 'Renewal - Amendment - Codification of the Environmental Terms of operation of the "Milk Processing Industry" activity of the Company trading under the name DELTA FOOD SA', with Environmental ID No (PET) 1902044328, which is in the Municipality of Delta, Regional Unit of Thessaloniki, Region of Central Macedonia' ADA: 6NSG1Y-4PO, and must not exceed the requirements of the operator (ETVA - Industrial and Business Parks) for disposal into the sewerage network of the Industrial Area.
<b>Lamia</b>	<ul style="list-style-type: none"> <li>BOD5 &lt; 500 ppm</li> <li>COD &lt; 1200 ppm</li> <li>pH: 6.0 - 9.5</li> </ul>	The standards were set based on Approval of the Lamia Industrial Area Operation Regulation No Φ/A.5/26/13080/987, in accordance with Article 63(4) of Law 3982/2011 (GG 143/A).
<b>Gefyroudi, Serres</b>	<ul style="list-style-type: none"> <li>BOD5 (mg/L) &lt; 40</li> <li>NO<sub>3</sub> &lt; 50</li> <li>PO<sub>4</sub> &lt; 1.5</li> <li>SS (mg/L) &lt; 50</li> <li>pH: 6.5 - 8.4</li> </ul>	The standards were set based on the relevant license of DELTA FOOD S.A.'s waste disposal design, approved by the Department of Environmental Health & Health Control of the regional unit of Serres, central Macedonia.
<b>Sydini, Xanthi</b>	<ul style="list-style-type: none"> <li>Όριο BOD5 (mg/L) &lt; 30</li> <li>COD &lt; 90 (mg/L)</li> <li>SS (mg/L) &lt; 35</li> <li>pH: 6.0 - 9.5</li> <li>Temperature &lt; 35 °C</li> </ul>	The standards were set based on final decision No 3406/30-07-1985 of the Health Department of the Prefecture of Xanthi.

## Water consumption was reduced by 17% from 2021 to 2022.

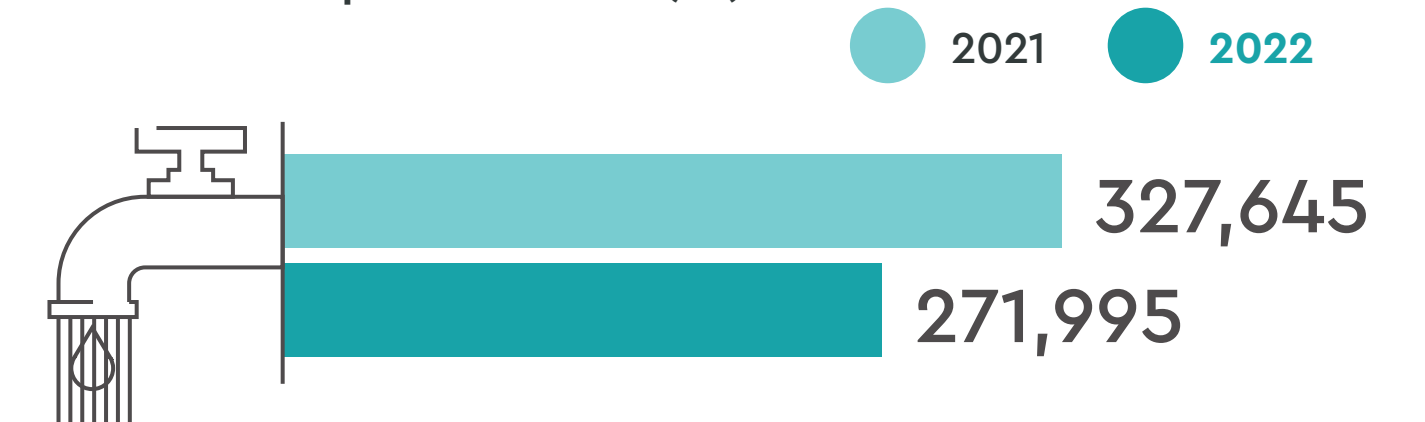
Water abstraction for DELTA (m<sup>3</sup>)



Water disposal for DELTA (m<sup>3</sup>)



Water consumption for DELTA (m<sup>3</sup>)



# Waste Management



We contribute to and implement the circular economy model through the responsible promotion of recycling, prevention, reuse and responsible waste management throughout the supply chain. More specifically, we support the creation of recycling infrastructure in Greece, as DELTA is part of Rewarding Recycling, which is a non-profit National Collective Alternative Management System for packaging recycling in Greece.

Additionally, we have focused on increasing the percentage of recyclable and recycled (rPET) materials used in packaging, focusing on the use of paper packaging from FSC certified suppliers and the use of rPET. At the same time, by monitoring technological developments and legislative imperatives, we constantly check new materials and production methods with a reduced environmental footprint. Finally, it is worth noting that since 2016 we have been implementing a system for sorting, collecting, and recycling materials within production facilities.

**100% of our hazardous waste goes to licensed operators, while it is worth noting that in 2022, 92% of clean and recyclable waste was recycled**

Generated waste (tn) (DELTA)

	2021			2022		
	TOTAL QUANTITY	FOR RECOVERY/ RECYCLING	FOR DISPOSAL	TOTAL QUANTITY	FOR RECOVERY/ RECYCLING	FOR DISPOSAL
SLUDGE FROM ON-SITE EFFLUENT TREATMENT	1,121	-	1,121	10,361	10,361	-
MATERIALS UNSUITABLE FOR CONSUMPTION OR PROCESSING (MILK)	1,467	1,467	-	5,868	5,868	-
MATERIALS UNSUITABLE FOR CONSUMPTION OR PROCESSING (JUICE AND TEA)	446	446	-	919	919	-
MIXED PACKAGING	14,592	14,592	-	482	463	19
MIXED MUNICIPAL WASTE	267	-	267	232	-	232
BULKY WASTE	1.52	1.52	-	-	-	-
RECYCLABLE WASTE	3,496	3,407	89	1,129	1,129	-
HAZARDOUS WASTE	6.75	6.19	0.56	138.19	138.06	0.13

**1.21% of waste sent to landfill**

DELTA carries out continuous actions to reduce waste going to landfill.



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# Packaging Materials

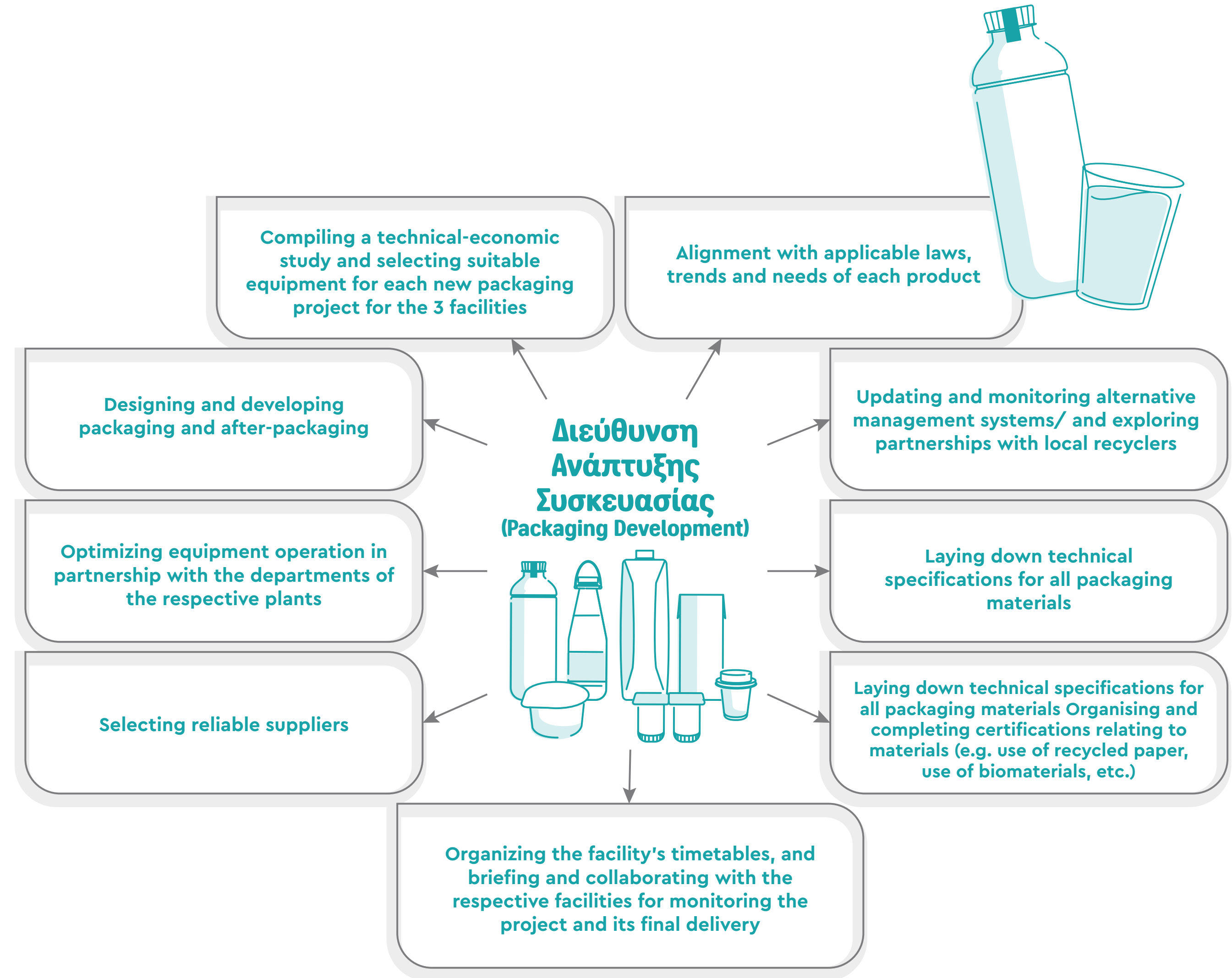


We actively participate in the effort to protect the environment and we choose environmentally friendly materials while also conducting systematic efforts to develop innovative practices. We value and pursue the use of packaging that, with proper management, does not have negative impacts on the environment, while considering the safety and maintenance of the quality of the products we produce.

Since 1995, our Company has maintained a Packaging Development Department which is responsible for:

Total quantities of packaging materials for 2022 (kg) (DELTA)

2022	
NON-RENEWABLE MATERIALS	
PLASTIC	5,042,580
ALUMINIUM	65,334
RENEWABLE MATERIALS	
PAPER	4,106,058
<b>TOTAL</b>	<b>9,213,972</b>



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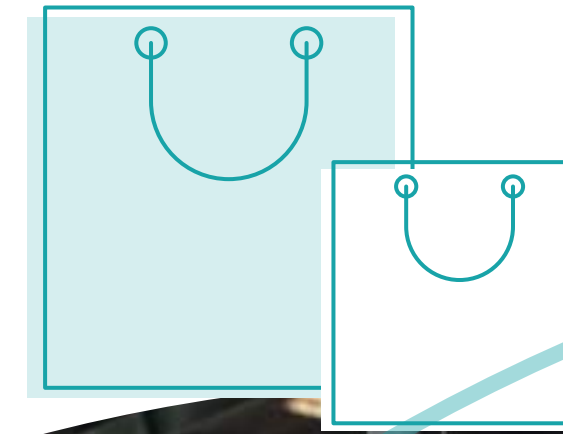
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## Initiatives for the promotion of sustainable packaging

- Continuous increase of paper use from recycled raw materials vs virgin raw materials
- Use, where possible, of paper packaging from suppliers certified by FSC
- Commencement of recycled raw material (rPET) use in milk bottles and completion of respective certification via TÜV Austria
- Gradual phasing out of materials that hinder recycling and transition to materials that are more environmentally friendly
- Remove certain single-use plastics by switching to alternative materials (e.g. paper straws in life juice, removing spoons from smart line of products)
- Packaging equipment consumption reduction projects in partnership with respective plant management
- Compliance with the applicable provisions of the law and using primarily clean plastic materials that are considered more environmentally friendly and recyclable, providing increased reuse potential
- Continuous updating of new production materials and technologies, organization of certification tests aimed at reducing emissions and promoting the circular economy
- Implementation of recyclability criteria to all packaging materials, which are revised depending on technological developments and legislative requirements
- Packaging weight optimization program, ensuring product safety
- Palletization and handling materials optimization actions

**EUROFEED, in 2022, used 16,498 kg of recycled materials and, at the same time, recovered 19,200 kg of products and packaging materials.**



# Supply Chain Management

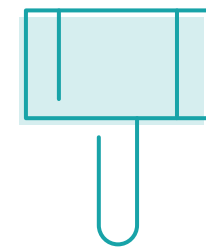


We attach particular importance to a sustainable supply chain for the orderly achievement of our corporate goals. A sustainable supply chain is based on mutual trust and the development of partnerships that will bring value to our Company, prioritizing the local community, sustainability, and the safety and quality of our products.

**In 2022, despite the difficult and unprecedented conditions in the supply chain for agricultural products, due to the crisis caused by the war in Ukraine, EUROFEED ensured that all its customers throughout Greece would have adequate stock.**

Within 2022, DELTA proceeded with the development of a new Code of Conduct for Suppliers, which will be included in each new contract to be signed and will be sent to existing suppliers so that they all comply with it. In addition, the Company sends evaluation questionnaires to each new supplier at regular intervals to ensure that they are operating responsibly.

The Supplier Code of Conduct sets out the basic standards and rules of our business conduct, as well as the criteria that must be met during the process of selecting new partners (supplier of raw and auxiliary materials) in accordance with our Company's non-negotiable business principles, and any deviation from the above Code shall bring about the end of our partnership with the supplier.



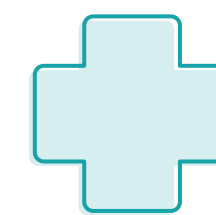
Compliance with the law



Business conduct



Respect for employees

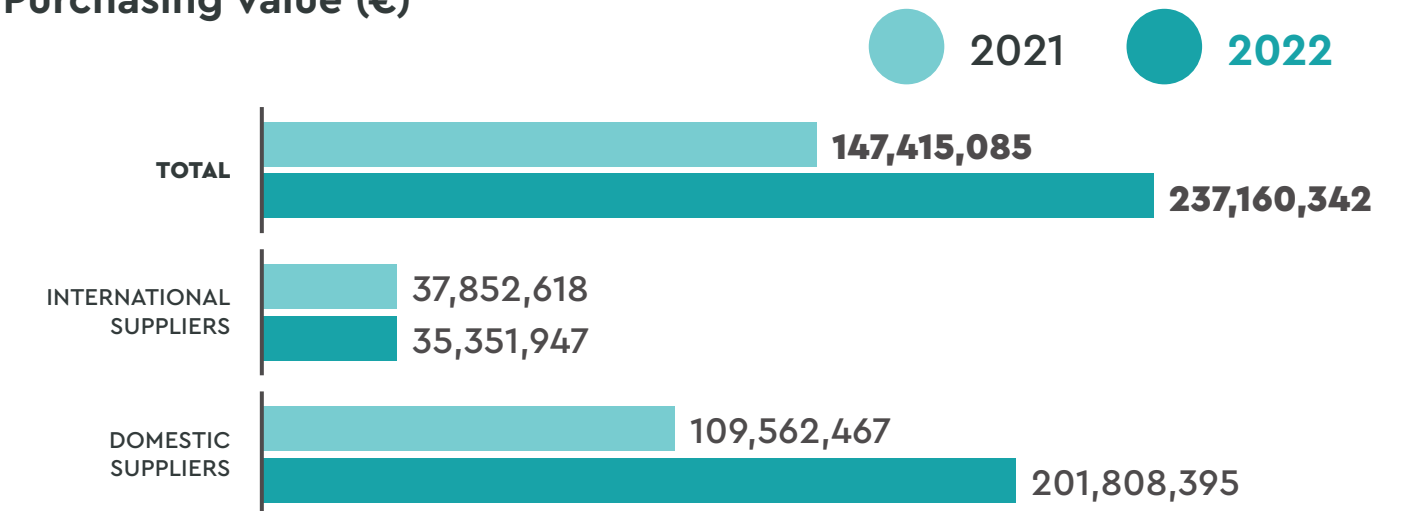


Health and Safety

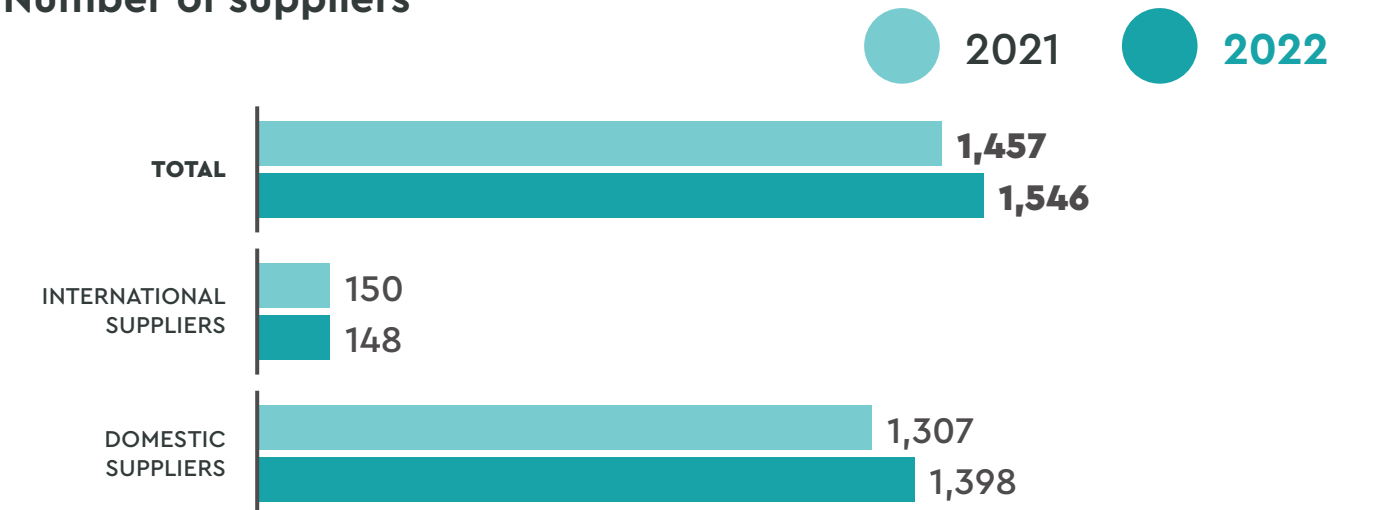


Respect for the environment

Purchasing value (€)



Number of suppliers



**Domestic suppliers make up 90% of the total number of suppliers and 85% of total expenses in 2022 were on them.**

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# Annexes



## Annex I: Human Resources data

### EMPLOYEES AND DISTRIBUTION PER GENDER AND REGION

	2022			2022			2022				
	Men	Women	Total	Men	Women	Total	Men	Women	Total		
<b>Attica</b>				<b>Trikala/Xanthi/Lechena</b>			<b>Serres</b>				
Number of permanent employees	489	105	594	Number of permanent employees	4	1	5	Number of permanent employees	9	0	9
Number of temporary employees	16	2	18	Number of temporary employees	0	0	0	Number of temporary employees	0	0	0
Number of non-guaranteed hours employees	0	0	0	Number of non-guaranteed hours employees	0	0	0	Number of non-guaranteed hours employees	0	0	0
Number of full-time employees	505	107	612	Number of full-time employees	3	1	4	Number of full-time employees	9	0	9
Number of part-time employees	0	0	0	Number of part-time employees	1	0	1	Number of part-time employees	0	0	0
<b>Total number of employees</b>	<b>505</b>	<b>107</b>	<b>612</b>	<b>Total number of employees</b>	<b>4</b>	<b>1</b>	<b>5</b>	<b>Total number of employees</b>	<b>9</b>	<b>0</b>	<b>9</b>
<b>Thessaloniki</b>				<b>Lamia</b>			<b>NUMBER OF EMPLOYEES (GRAND TOTAL)</b>				
Number of permanent employees	201	27	228	Number of permanent employees	51	15	66	<b>777</b>	<b>152</b>	<b>929</b>	
Number of temporary employees	7	2	9	Number of temporary employees	0	0	0				
Number of non-guaranteed hours employees	0	0	0	Number of non-guaranteed hours employees	0	0	0				
Number of full-time employees	208	29	237	Number of full-time employees	51	15	66				
Number of part-time employees	0	0	0	Number of part-time employees	0	0	0				
<b>Total number of employees</b>	<b>208</b>	<b>29</b>	<b>237</b>	<b>Total number of employees</b>	<b>51</b>	<b>15</b>	<b>66</b>				



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EMPLOYEES AND DISTRIBUTION PER GENDER			
	2022		
	Men	Women	Total
EUROFEED			
Number of permanent employees	15	1	16
Number of temporary employees	0	0	0
Number of non-guaranteed hours employees	0	0	0
Number of full-time employees	5	1	6
Number of part-time employees	10	0	10
<b>Total number of employees</b>	<b>15</b>	<b>1</b>	<b>16</b>

GRI 405-1

HUMAN RESOURCES AGE DISTRIBUTION						
	DELTA			EUROFEED		
	<30	30-50	>51	<30	30-50	>51
Men	48	421	308	0	10	5
Women	17	92	43	0	0	1
<b>TOTAL</b>	<b>65</b>	<b>513</b>	<b>351</b>	<b>0</b>	<b>10</b>	<b>6</b>

GRI 401-3

PARENTAL LEAVE (DELTA)		
	Men	Women
Total number of employees entitled to parental leave	17	10
Total number of employees who took parental leave	17	10
Total number of employees who returned to work in the reporting period after parental leave	17	5
Total number of employees who returned to work after the end of parental leave and who were still employed 12 months after their return to work	6	1
Back to work rates	100%	50%
Retention rates of employees who took parental leave	35%	20%

GRI 405-1

PERCENTAGE OF PEOPLE IN THE ORGANIZATION'S GOVERNING BODIES			
	2022		
	<30	30-50	>51
Men	0	1	5
Women	0	1	0
<b>TOTAL</b>	<b>0</b>	<b>2</b>	<b>5</b>

TOTAL HIRES PER REGION, GENDER, AND AGE (DELTA)									
Area	2022								
	<30			30-50			>51		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Attica	20	5	25	39	13	52	12	0	12
Thessaloniki	7	3	10	11	1	12	3	0	3
Imathia	0	0	0	0	0	0	0	0	0
Lamia	3	0	3	2	2	4	0	0	0
Serres	0	0	0	0	0	0	0	0	0
<b>TOTALS</b>	<b>30</b>	<b>8</b>	<b>38</b>	<b>52</b>	<b>16</b>	<b>68</b>	<b>15</b>	<b>0</b>	<b>15</b>
Recruitment rate %	63%	40%	56%	12%	18%	13%	5%	0%	4%

TOTAL DEPARTURES PER REGION, SEX AND AGE (DELTA)									
Area	2022								
	<30			30-50			>51		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Attica	10	2	12	30	4	34	35	7	42
Thessaloniki	3	0	3	16	1	17	4	2	6
Imathia	0	0	0	0	0	0	0	0	0
Lamia	0	0	0	2	1	3	0	0	0
Serres	0	0	0	0	0	0	1	0	1
Trikala/ Xanthi/ Lechena	0	0	0	0	0	0	1	0	1
<b>TOTALS</b>	<b>13</b>	<b>2</b>	<b>15</b>	<b>48</b>	<b>6</b>	<b>54</b>	<b>41</b>	<b>9</b>	<b>50</b>
Recruitment rate %	27%	10%	22%	11%	7%	11%	13%	21%	14%

TOTAL HIRES PER REGION, GENDER, AND AGE (EUROFEED)									
Area	2022								
	<30			30-50			>51		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Attica	0	0	0	1	0	1	0	0	0
Thessaloniki	0	0	0	0	0	0	0	0	0
Imathia	0	0	0	0	0	0	0	0	0
Lamia	0	0	0	0	0	0	0	0	0
Serres	0	0	0	0	0	0	0	0	0
Elassona	0	0	0	0	0	0	0	0	0
<b>TOTALS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>
Recruitment rate %	0%	0%	0%	10%	0%	10%	0%	0%	0%

TOTAL DEPARTURES PER REGION, SEX AND AGE (EUROFEED)									
Area	2022								
	<30			30-50			>51		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Attica	0	0	0	2	0	2	1	1	2
Thessaloniki	0	0	0	0	0	0	0	0	0
Imathia	0	0	0	0	0	0	0	0	0
Lamia	0	0	0	0	0	0	0	0	0
Serres	0	0	0	0	0	0	0	0	0
Elassona	0	0	0	0	0	0	0	0	0
<b>TOTALS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>2</b>
Recruitment rate %	0%	0%	0%	20%	0%	20%	20%	100%	33%

**EMPLOYEES AND DISTRIBUTION PER RANK AND AGE (DELTA)**

Rank	2022								
	<30			30-50			>51		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
C-Suite	0	0	0	4	4	8	2	0	2
Senior and Middle management	2	1	3	45	29	74	34	8	42
Administrative personnel	8	4	12	53	34	87	39	18	57
Workers and foremen	38	12	50	319	25	344	233	17	250
<b>TOTALS</b>	<b>48</b>	<b>17</b>	<b>65</b>	<b>421</b>	<b>92</b>	<b>513</b>	<b>308</b>	<b>43</b>	<b>351</b>

**EMPLOYEES AND DISTRIBUTION PER RANK AND AGE (EUROFEED)**

Rank	2022								
	<30			30-50			>51		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
C-Suite	0	0	0	0	0	0	0	0	0
Senior and Middle management	0	0	0	1	0	1	0	0	0
Administrative personnel	0	0	0	1	0	1	0	1	1
Workers and foremen	0	0	0	8	0	8	5	0	6
<b>TOTALS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10</b>	<b>0</b>	<b>10</b>	<b>5</b>	<b>1</b>	<b>6</b>

**TOTAL HOURS OF TRAINING PER RANK CATEGORY (DELTA)**

Rank	2022			2021		
	Men	Women	Total	Men	Women	Total
C-Suite	22	29	51	46	31	77
Senior and Middle management	922	391	1,312	304	296	600
Administrative personnel	551	105	656	636	386	1,022
Workers and foremen	810	46	856	1,014	114	1,128
<b>TOTALS</b>	<b>2,305</b>	<b>570</b>	<b>2,875</b>	<b>2,000</b>	<b>827</b>	<b>2,827</b>

**TOTAL HOURS OF TRAINING PER RANK CATEGORY (EUROFEED)**

Rank	2022			2021		
	Men	Women	Total	Men	Women	Total
C-Suite	0	0	0	0	0	0
Senior and Middle management	1	0	1	4	0	4
Administrative personnel	5	1	6	2	3	4
Workers and foremen	0	0	0	59	0	59
<b>TOTALS</b>	<b>6</b>	<b>1</b>	<b>7</b>	<b>65</b>	<b>3</b>	<b>67</b>

MESSAGE FROM THE BOARD OF DIRECTORS

ESG PERFORMANCE SUMMARY AND PRIORITIES

OUR COMPANY

OUR ESG STRATEGY

DOUBLE MATERIALITY ANALYSIS

DRIVING SUSTAINABLE GROWTH

CREATING A POSITIVE IMPACT

DEVELOPING BUSINESS RESILIENCE

ANNEXES

## Annex II: 2021 GRI Standards Table

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- ESG PERFORMANCE SUMMARY AND PRIORITIES
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- OUR ESG STRATEGY
- DOUBLE MATERIALITY ANALYSIS
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ANNEXES

STATEMENT OF USE GRI 1			DELTA HAS PREPARED THE 2022 SUSTAINABILITY REPORT ACCORDING TO THE GRI STANDARDS FOR THE PERIOD FROM 1/1/2022 TO 31/12/2022				
USE OF GRI 1			GRI 1: ESTABLISHED IN 2021				
APPLICABLE INDUSTRY STANDARD GRI			-				
			Omission				
GRI Standards	Disclosures	Page	Claims Omissions	Reason	Explanation	External assurance	
<b>General disclosures</b>							
<b>GRI 2:</b> General Disclosures 2021	2-1 Organizational details	pp. 09-11, 13-14, 89	The grey cell indicates that no reasons of omission are permitted for this disclosure.				✓
	2-2 Entities included in the organization's sustainability reporting	pp. 03, 89					✓
	2-3 Reporting period, frequency and contact point	p. 89					✓
	2-4 Restatements of information	pp. 43, 65, 89					✓
	2-5 External assurance	p. 89					✓
	2-6 Activities, Value chain and other business positions	pp. 09-15, 74					✓
	2-7 Employees	pp. 47, 76					✓
	2-8 Workers who are not employees	p. 47					✓
	2-9 Governance structure and composition	p. 19					✓
	2-10 Nomination and selection of the highest governance body	p. 19					✓
	2-11 Chair of the highest governance body	p. 19					✓
	2-12 Role of the highest governance body in overseeing the management of impacts	p. 27					✓
	2-13 Delegation of responsibility for managing impacts	p. 27					✓



USE OF GRI 1			GRI 1: ESTABLISHED IN 2021			
APPLICABLE INDUSTRY STANDARD GRI			-			
			Omission			
GRI Standards	Disclosures	Page	Claims Omissions	Reason	Explanation	External assurance
General disclosures						
GRI 2: General Disclosures 2021	2-14 Role of the highest governance body in sustainability reporting	p. 27				✓
	2-15 Conflicts of interest	p. 23				✓
	2-16 Communication of critical concerns	p. 23				✓
	2-17 Collective knowledge of the highest governance body in sustainability reporting	p. 27				✓
	2-18 Evaluation of the performance of the highest governance body	p. 27				✓
	2-19 Remuneration policies	p. 19				✓
	2-20 Process to determine remuneration	p. 19				✓
	2-21 Annual total compensation ratio			Yes	Confidentiality restrictions	The organisation aims to maintain the confidentiality of sensitive information and data, to ensure its compliance with the applicable legislation, including aspects that are related to the data privacy and protection.
2-22 Statement on sustainable development strategy		pp. 03, 26				✓

USE OF GRI 1			GRI 1: ESTABLISHED IN 2021			
APPLICABLE INDUSTRY STANDARD GRI			-			
			Omission			
GRI Standards	Disclosures	Page	Claims Omissions	Reason	Explanation	External assurance
<b>General disclosures</b>						
<b>GRI 2:</b> General Disclosures 2021	2-23 Policy commitments	pp. 23, 50, 64				✓
	2-24 Embedding policy commitments	pp. 23, 50				✓
	2-25 Processes to remediate negative impacts	pp. 23, 27				✓
	2-26 Mechanisms for seeking advice and raising concerns	p. 23				✓
	2-27 Compliance with laws and regulations	p. 22				✓
	2-28 Membership associations	p. 18				✓
	2-29 Approach to stakeholder engagement	p. 29				✓
	2-30 Collective bargaining agreements	p. 47				✓
<b>Material issues</b>						
<b>GRI 3:</b> Material topics 2021	3-1 Process to determine material topics	pp. 33-35, 89	The grey cell indicates that no reasons of omission are permitted for this disclosure.			✓
	3-2 List of material topics	pp. 33-35, 89				✓
<b>Employee health and safety</b>						
<b>GRI 3:</b> Material topics 2021	3-3 Management of material topics	pp. 43-46				
	<b>GRI 403:</b> Health and safety 2018	403-1 Occupational health and safety management system	pp. 43-46			
		403-2 Hazard identification, risk assessment, and incident investigation	pp. 43-46			
	403-3 Occupational health services	pp. 43-46				✓

USE OF GRI 1

APPLICABLE INDUSTRY STANDARD GRI

GRI 1: ESTABLISHED IN 2021

-

Omission

GRI Standards	Disclosures	Page	Claims Omissions	Reason	Explanation	External assurance
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Employee health and safety

<b>GRI 403:</b> Health and safety 2018	403-4 Worker participation, consultation, and communication on occupational health and safety	pp. 43-46				✓
	403-5 Worker training on occupational health and safety	pp. 43-46				✓
	403-6 Promotion of worker health	pp. 43-46				✓
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	pp. 43-46				✓
	403-9 Work-related injuries	pp. 43-46				✓
	403-10 Work-related illnesses	pp. 43-46				✓

Product quality and safety

<b>GRI 3:</b> Material topics 2021	3-3 Management of material issues	pp. 37-39				
<b>GRI 416:</b> Customer health and safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	pp. 37-39				
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	pp. 37-39				✓
<b>GRI 417:</b> Promotion and labelling 2016	417-1 Requirements for product and service information and labeling	pp. 37-39				
	417-2 Instances of non-compliance concerning product and service information and labelling	pp. 37-39				
	417-3 Incidents of non-compliance concerning marketing communications	pp. 37-39				

USE OF GRI 1			GRI 1: ESTABLISHED IN 2021			
APPLICABLE INDUSTRY STANDARD GRI			-			
GRI Standards	Disclosures	Page	Claims Omissions	Reason	Explanation	External assurance
<b>Energy management</b>						
<b>GRI 3: Material topics 2021</b>	3-3 Management of material topics	pp. 67-68				
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organisation	pp. 67-68				✓
	302-4 Reduction of energy consumption	pp. 67-68				
<b>Primary sector support</b>						
<b>GRI 3: Material topics 2021</b>	3-3 Management of material topics	pp. 53-55				
<b>Internal index</b>	Approach to primary sector support	pp. 53-55				
<b>Climate change adaptation and mitigation</b>						
<b>GRI 3: Material topics 2021</b>	3-3 Management of material topics	pp. 65-66				
<b>GRI 305: Emissions 2016</b>	305-1 Direct (scope 1) greenhouse gas emissions	pp. 65-66				✓
	305-2 Energy Indirect (scope 2) greenhouse gas emissions*	pp. 65-66				✓
	305-3 Energy Indirect (scope 3) greenhouse gas emissions	pp. 65-66				
	305-5 Reduction of GHG emissions	pp. 65-66				

\*The Greenhouse gasses are calculated by following the guidelines of the GHG Protocol, which was developed by the collaboration of the World Resources Institute and the World Business Council for Sustainable Development.

1. Location-based emissions: The emissions factor used derives from the relevant publication of DAPEEP and pertains to the CO2 emission factor for Greece's remaining energy mix for 2022.  
2. Market-based emissions: The emissions factor corresponds to the Greek energy market and is derived from the International Energy Agency 2022 database.

USE OF GRI 1 GRI 1: ESTABLISHED IN 2021

APPLICABLE INDUSTRY STANDARD GRI -

Omission

GRI Standards	Disclosures	Page	Claims Omissions	Reason	Explanation	External assurance
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**Diversity, equity and inclusion**

<b>GRI 3:</b> Material topics 2021	3-3 Management of material topics	pp. 47-50, 77, 79				
<b>GRI 405:</b> Diversity and equal opportunity 2016	405-1 Diversity of governance bodies and employees	pp. 47-50, 77, 79				✓
<b>GRI 406:</b> Non discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	pp. 47-50				✓
<b>GRI 401:</b> Labour 2016	401-1 New employee hires and employee turnover	pp. 47-50, 78				
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	pp. 43-50				
	401-3 Parental leave	pp. 47-50, 77				

**Air, water, and soil pollution**

<b>GRI 3:</b> Material topics 2021	3-3 Management of material topics					
<b>GRI 305:</b> Emissions 2016	305-7 Nitrogen oxides (NO <sub>x</sub> ), sulphur oxides (SO <sub>x</sub> ) and other significant air emissions		Yes	Incomplete/ Unavailable information	The organization does not currently monitor these emission categories and will decide on the next steps in due course.	

USE OF GRI 1			GRI 1: ESTABLISHED IN 2021			
APPLICABLE INDUSTRY STANDARD GRI			-			
GRI Standards	Disclosures	Page	Claims Omissions	Reason	Explanation	External assurance
<b>Circular economy and waste management</b>						
<b>GRI 3: Material topics 2021</b>	3-3 Management of material topics	p. 71				
<b>GRI 306: Waste 2020</b>	306-1 Waste generation and significant waste-related impacts	p. 71				
	306-2 Total disposal of waste per type and method	p. 71				
	306-3 Waste generated	p. 71				
	306-4 Waste diverted from disposal	p. 71				
	306-5 Waste for disposal	p. 71				
<b>Anti-corruption ethics and practices</b>						
<b>GRI 3: Material topics 2021</b>	3-3 Management of material topics	pp. 23-24				
<b>GRI 205: Anti-corruption 2016</b>	205-2 Communication and training on anti-corruption policies and procedures	pp. 23-24				
	205-3 Confirmed corruption incidents and measures taken	pp. 23-24				✓
<b>Regulatory compliance</b>						
<b>GRI 3: Material topics 2021</b>	3-3 Management of material topics	pp. 22-24				
<b>GRI 418: Customer Privacy 2016</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	p. 22				✓
<b>GRI 206: Anti-competitive behaviour 2016</b>	206-1 Legal actions for anticompetitive conduct, antitrust and monopoly practices	pp. 23-24				✓

USE OF GRI 1			GRI 1: ESTABLISHED IN 2021			
APPLICABLE INDUSTRY STANDARD GRI			-			
GRI Standards	Disclosures	Page	Omission			
			Claims Omissions	Reason	Explanation	External assurance
<b>Employee training and development</b>						
<b>GRI 3:</b> Material topics 2021	3-3 Management of material topics	pp. 50-52				
<b>GRI 404:</b> Training and further education 2016	404-1 Average hours of training per year per employee	pp. 50-52				
	404-2 Programs for upgrading employee skills and transition assistance programs	pp. 50-52				✓
<b>High nutritional value products</b>						
<b>GRI 3:</b> Material topics 2021	3-3 Management of material topics	pp. 50-52				
<b>FP 7</b>	Balanced diet and products of a high nutritional value	pp. 50-52				
<b>Water management</b>						
<b>GRI 303:</b> Water and waste water 2018	303-1 Interactions with water as a shared resource	pp. 69-70				
	303-2 Management of water disposal impacts	pp. 69-70				
	303-3 Recycling and reuse of water	pp. 69-70				
	303-4 Water disposal	pp. 69-70				
	303-5 Water consumption	pp. 69-70				

USE OF GRI 1			GRI 1: ESTABLISHED IN 2021			
APPLICABLE INDUSTRY STANDARD GRI			-			
GRI Standards	Disclosures	Page	Claims Omissions	Reason	Explanation	External assurance
<b>Social contribution</b>						
<b>GRI 413: Local Communities 2016</b>	413-1 Operations with local community engagement, impact assessments and development programs	pp. 56-58				
<b>Supply chain management</b>						
<b>GRI 204: Supplier practices 2016</b>	204-1 Percentage of expenses to local suppliers	p. 74				
<b>GRI 203: Indirect economic impacts 2016</b>	203-2 Significant indirect economic impacts	p. 74				
<b>Animal welfare</b>						
<b>Internal index</b>	Approach to animal welfare	p. 55				
<b>Human rights</b>						
<b>Internal index</b>	Approach to defending human rights	p. 50				
<b>Sustainable packaging</b>						
<b>GRI 301: Materials 2016</b>	301-1 Materials used by weight or volume	pp. 72-73				
	301-2 Recycled materials for use	pp. 72-73				
	301-3 Recovered products and packaging materials	pp. 72-73				



## Annex III: About the 2022 ESG Report

MESSAGE FROM  
THE BOARD  
OF DIRECTORS

ESG PERFORMANCE  
SUMMARY AND  
PRIORITIES

OUR COMPANY

OUR ESG  
STRATEGY

DOUBLE  
MATERIALITY  
ANALYSIS

DRIVING  
SUSTAINABLE  
GROWTH

CREATING  
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IMPACT

DEVELOPING  
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This report is the **7th DELTA Sustainability Report** and is available in electronic form on the Company's website. It presents the **Strategy, priorities, as well as the overall corporate actions regarding Sustainable Development, and underlines our commitment to continuous modernisation and the creation of long-term added value for all our stakeholders.**

### Scope

The information in the report concerns the company **DELTA FOODS SINGLE MEMBER SA** and its subsidiary **EUROFEED SA** and specifically the facilities in Serres, Xanthi, Nea Kifissia, Agios Stefanos, Lamia, Sindos, Athens, and Schimatari – Boeotia.

### Report details

The aim of the Report is to provide accurate and complete information on **DELTA's** actions, performance and commitments regarding the environment, society and governance, through quantitative and qualitative data, for the period 01/01/2022 to 31/12/2022. The report contains information and data on the company **DELTA FOODS SINGLE MEMBER SA** and its subsidiary **EUROFEED SA**. It should also be noted that neither the actions nor the objectives of DELTA include information regarding potential consortia, partners, suppliers or other third parties.

### Content definition

This report has been drafted **in accordance** with the Guidelines for Sustainability Reports of the new **GRI Universal Standards (GRI 1, GRI 2, GRI 3)** and **GRI Topic Standards**, with the aim of meeting the needs and expectations of stakeholders, as well as highlighting **DELTA's** contribution to sustainable the development issues.

In addition, the content has been determined taking into account the internationally recognized reference standards of the **Sustainability Accounting Standards Board (SASB Standards), the ten (10) Principles of the UN Global Compact, the AA1000AP (2018) AccountAbility Principles Standard**, while it captures the link between the Company's actions and impacts and the **UN's 17 SDGs**.

The analysis of material Sustainability issues through the Double Materiality process and the identification of the **DELTA's** impact determined to a significant extent the content of the Report, which focuses on the major issues of concern to **DELTA's** stakeholders, which have significant impact on an environmental, social, and economic level.

### Changes from previous versions

In this year's Sustainability Report, the information structure follows the new **GRI Standards** which are valid since **01/01/2023**, resulting in additional information on the material issues compared to that provided in the corresponding 2021 Report.

### Independent assurance

The Report is subject to external assurance by an independent body, namely the Inspection, Certification and Training Organisation **TÜV HELLAS (TÜV NORD) S.A.**, to confirm that the Report has been prepared in accordance with the Sustainability Reporting Guidelines of **GRI Universal Standards 2021**, that certain disclosures (indicators) have been covered by the **GRI Topic Standards**, and alignment with standard **AA1000AP (2018)**, assured through **AA1000AS v.3**. The Independent External Audit Report is available on page 92 of this Report.

**Observations, comments, or suggestions on the content of the Report can be addressed to the following contact details:**

**DELTA FOODS SINGLE MEMBER SA**  
23rd km Athens-Lamia National Road,  
GR-14565 Ag. Stefanos, Attica  
Call Centre: 210 3495000  
Contact form: [www.delta.gr/contact](http://www.delta.gr/contact)



## Annex IV: UN Global Compact Table

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- ANNEXES

UN GLOBAL COMPACT PRINCIPLES	DESCRIPTION OF PRINCIPLES	REPORT CHAPTER
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights	Creating a Positive Impact
Principle 2	Businesses should make sure that they are not complicit in human rights abuses.	Creating a Positive Impact
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Creating a Positive Impact
Principle 4	Businesses should uphold the elimination of all forms of forced and compulsory labour.	Creating a Positive Impact
Principle 5	Businesses should uphold the effective abolition of child labour.	Creating a Positive Impact
Principle 6	Businesses should uphold the elimination of discrimination in respect of employment and occupation.	Creating a Positive Impact
Principle 7	Businesses should support a precautionary approach to environmental challenges.	Developing Business Resilience
Principle 8	Businesses should undertake initiatives to promote greater environmental responsibility.	Developing Business Resilience
Principle 9	Businesses should encourage the development and diffusion of environmentally friendly technologies.	Developing Business Resilience
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.	Corporate Governance

## Annex V: AA1000AP (2018) AccountAbility Principles Table

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<b>Materiality</b>	Double Materiality Analysis	pp. 33–35
<b>Responsiveness</b>	ESG Performance Summary and Priorities	pp. 04–07
	DELTA at a Glance	p. 09
	Our Products	p. 12
	Stakeholder Engagement	pp. 29–32
	Developing Business Resilience	pp. 63–74
	Creating a Positive Impact	pp. 42–62
	Social Contribution	pp. 56–58
	Product Quality and Safety	pp. 37–39
	Supply Chain Management	p. 74
	Equity, Diversity & Inclusion	pp. 47–50
	Respect for Human Rights	p. 50
	Employee Health, Safety and Well-being	pp. 43–46
	Employee Training and Development	p. 50
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<b>Impact</b>	ESG Performance Summary and Priorities	pp. 04–07
	Creating Value Across our Entire Ecosystem of Operation	p. 15
	Climate Change and Greenhouse Gas Emissions	pp. 65–66
	Water Resources Management	pp. 69–70
	Waste Management	p. 71
	Social Contribution	pp. 56–58
	Product Quality and Safety	pp. 37–39
	Equity, Diversity & Inclusion	pp. 47–50
	Employee Health, Safety and Well-being	pp. 43–46
	Employee Training and Development	pp. 50–52
	Corporate Governance	p. 19



## Annex VI: Independent External Assurance Report



MESSAGE FROM  
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ESG PERFORMANCE  
SUMMARY AND  
PRIORITIES



OUR COMPANY



OUR ESG  
STRATEGY



DOUBLE  
MATERIALITY  
ANALYSIS



DRIVING  
SUSTAINABLE  
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DEVELOPING  
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ANNEXES



**To: Management of DELTA FOODS SINGLE MEMBER SA**

### 1. Scope of the External Assurance project of the Sustainability Report

**DELTA FOODS SINGLE MEMBER S.A.** Company (hereinafter referred to as **DELTA**) has assigned **TÜV HELLAS (TÜV NORD) SA** (hereinafter referred to as **TÜV HELLAS**) the limited external assurance of the Sustainable Development Report, which covers the period of 1/1/2022 - 31/12/2022.

The information in the Sustainability Report concerns the company **DELTA** and its subsidiary **EUROFEED SA**, and more specifically the facilities in Serres, Xanthi, Nea Kifissia, Agios Stefanos, Lamia, Sindos, Athens and Schimatari, Greece.

The scope of the project consists of the following:

- A.** The external assurance of the information disclosed to confirm that the Sustainability Report of **DELTA** for 2022 has been prepared **"In Accordance"** with the **GRI Universal Standards 2021**.
- B.** The provision of external assurance service about the accuracy of the claims mentioned for specific numerical indicators that **DELTA** reported at the Sustainability Report Chapters, based on the **GRI Topic Standards**, as follows: GRI 205-3, GRI 206-1, GRI 302-1, GRI 305-1, GRI 305-2, GRI 403-2, GRI 403-3, GRI 403-4, GRI 403-5, GRI 403-6, GRI 403-7, GRI 403-9, GRI 403-10, GRI 404-2, GRI 406-1, GRI 405-1, GRI 416-2, GRI 418-1.
- C.** The control of the adherence to the AA1000 AccountAbility Principles (Inclusivity, Materiality, Responsiveness & Impact) against the criteria found in **AA1000AP (2018)**.

The limited external assurance as it is defined by the above project scope, refers to the Sustainability Report of **DELTA** for 2022 and it was conducted based on the corresponding correlation table of GRI Standards Indicators stated by **DELTA**, to confirm that the Sustainability Report has been prepared **"In Accordance"** with the **GRI Universal Standards 2021**, as well as the requirements of **AA1000AP (2018)**.

### 2. Project Criteria

The external assurance was based on the evaluation of conformity with the requirements of the following guiding standards:

- A. GRI Universal Standards 2021**
- B. GRI Topic Standards**
- Γ. AA1000AP (2018)**

**For the evaluation of conformity to the requirements of AA1000AP (2018), the provisions of the guide AA1000 Assurance Standard (AA1000AS v3) were followed. More specifically, the Type 2-Moderate level of external assurance was followed. According to this, the level of conformity to the AccountAbility Principles, as they are stated within AA1000AP (2018), was checked, while the reliability and quality of sustainability performance information based on basic sampling of limited range, was simultaneously assured.**

### 3. Project methodology

Based on the conformance criteria of paragraph 2 and to draw conclusions, the external assurance team of **TÜV HELLAS** conducted the following (indicative and not restrictive) methodology:

- Reviewed the coverage of the **"In Accordance"** with the **GRI Universal Standards 2021** requirements, as they are described within the **GRI 1: Foundation 2021, GRI 2: General Disclosures 2021, GRI 3: Material Topics 2021**.
- Reviewed the procedures followed by **DELTA** to identify and determine the material issues to include them within the Sustainability Report.
- Reviewed the analysis of the essential issues of Sustainable Development through the process of **Double Materiality analysis** and the identification of **DELTA** business impact activity on the environment, society and the economy, as well as the risks and opportunities that arise for the company itself.
- Interviews were conducted with selected executives of **DELTA** having operational role in Sustainability issues to understand the current state of sustainability development activities and progress achieved during the period under reference.

- Reviewed the **DELTA** consultation approach with their stakeholders through interviews with executives responsible for communication with the interested parties at company level and review of selected documents.
- Reviewed the claims mentioned to the Reporting Indicators, based on the **GRI Topic Standards** (referred in paragraph 1, point B) in connection with the findings of the above steps.

In addition, the methodologies, and practices for extracting the results were reviewed and crosschecks were performed on the reliability and quality of the indicators reported in the report. These checks (not restrictively) consist of the following:

- Understanding of the quality management and results collection processes related to the indicators under consideration.
- Review of the design of processes, systems, and controls for managing reliability and quality of specified information
- Sampling of management practices and operation control, as well as evidence gathering to sufficiently ensure the completeness and accuracy of the claims.
- Maintain of the appropriate documentation for all the aforementioned controls.

#### 4. Review limitations

The range of the review was exclusively limited to the activities of company **DELTA** and its subsidiary **EUROFEED SA**, and more specifically the facilities in Serres, Xanthi, Nea Kifissia, Agios Stefanos, Lamia, Sindos, Athens and Schimatari, Greece. No visits and interviews in stakeholders of DELTA have been conducted.

In case of any discrepancy in the translation between Greek and English version of the Sustainability Report, the Greek version shall prevail.

#### 5. Responsibilities of the Reporting Organization and Assurance Provider

The ESG Strategy Division of **DELTA** carried out the Sustainability Report, thus, is exclusively responsible for the information and statements contained therein.

The external assurance conducted, as it is defined in the project scope (paragraph 1), does not represent **TÜV HELLAS'** opinion related to the quality of the Sustainability Report and its contents.

The responsibility of **TÜV HELLAS** is to express the independent conclusions on the issues as defined in the project scope and in accordance with the relevant contract. The project was conducted in such a way so that **TÜV HELLAS** can quote to **DELTA** administration the issues mentioned in this report and for no other purpose.

#### 6. Conclusions

Based on the project scope (paragraph 1) and in the context of the external assurance procedure followed by **TÜV HELLAS**, the conclusions are as follows:

##### A. External assurance of the information disclosed to confirm that the Sustainability Report of DELTA for 2022 has been prepared "In Accordance" with the GRI Universal Standards 2021.

During the external assurance project carried out, nothing has come to the attention of TÜV HELLAS, which would lead to the conclusion that the

Report has not been prepared "In Accordance" with the requirements of the GRI Universal Standards 2021, as reflected on the corresponding correlation GRI content index.

##### B. Control of accuracy of the claims mentioned for the Reporting Indicators that DELTA reported at the Sustainability Report Chapters, based on the GRI Topic Standards

Nothing has come to the attention of TÜV HELLAS that would lead to the conclusion of the incorrect gathering or transferring of data concerning the claims mentioned to the disclosures (indicators) of the GRI Topic Standards, referred in paragraph 1, point B of this report.

##### C. Adherence to the AA1000 AccountAbility Principles (Inclusivity, Materiality, Responsiveness & Impact) against the criteria found in AA1000AP (2018)

###### Inclusivity:

###### **Dialogue on Sustainability Issues with the Stakeholders**

We have not realized any matter that causes us to believe that major stakeholder groups were excluded from consultation processes, or that **DELTA** has not implemented the principle of Inclusivity in developing its approach to sustainability.

###### Materiality:

###### **Focus on the material issues related to sustainability**

We have not realized any matter that causes us to believe that the material issues' definition approach which was followed by **DELTA** does not provide a comprehensive and balanced understanding of the material issues.

###### Responsiveness:

###### **Addressing the needs and expectations of stakeholders**

We have not realized any issue, which would lead us to believe that **DELTA** has not responded timely and adequately, through decisions and actions, to the needs and expectations that emerged from the material issues of sustainable development.

###### Impact:

###### **Impact of company's activities to the broader ecosystems**

We have not realized any issue, which would lead us to believe that the **DELTA** has not understood and managed the direct and indirect impacts that the material aspects create to the broader ecosystems.

**TÜV HELLAS** did not realize anything that would lead to the conclusion of incorrect collection or transfer of data (qualitative & quantitative) concerning the allegations made regarding the fulfillment of the requirements of the AccountAbility Principles, as set out in **AA1000AP (2018)**. Additionally, **TÜV HELLAS** did not realize anything that would call into question the reliability and quality of the performance indicators related to the Accountability Principles.

#### 7. Impartiality and independence of the external assurance team

**TÜV HELLAS** states its impartiality and independence in relation to the project of **DELTA's** Sustainability Report external assurance. **TÜV HELLAS** has not undertaken work with **DELTA** and does not have any cooperation with the interested parties that could compromise the independence or impartiality of the findings, conclusions, or recommendations.

**TÜV HELLAS** was not involved in the preparation of the text and data presented in the Sustainability Report of **DELTA**.

Athens, November 24, 2023  
For **TÜV HELLAS (TÜV NORD)**

**Nestor Pappas**  
Product Manager



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