

Vindija

Vindija

*Vindija Group Sustainability
Report For The Year 2023*

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1 Foreword

1.1

STATEMENT OF THE PRESIDENT
OF THE MANAGEMENT BOARD

I am proud to present the inaugural edition of the Vindija Group's Annual Sustainability Report, offering a comprehensive overview of our sustainable practices and operations from 1 January to 31 December 2023. We view our inaugural Annual Sustainability Report as a foundational communication channel to inform all interested stakeholders, enabling us to document our progress in the years ahead and support the shift toward a more sustainable, secure future.

Though the Vindija Group is not yet legally required to report on these matters, we have chosen to take a proactive approach in sharing our efforts and contributions toward addressing one of the greatest challenges of our generation: building a sustainable future. With production facilities across nine locations in two countries, a presence in nineteen markets, and partnerships with nearly a thousand subcontractors, the Vindija Group companies directly and indirectly impact countless lives, as well as the environment and communities. To uphold our recognized quality and market leadership, it is essential to sustain and optimize the continuous, systematic management of these impacts through our commitment to sustainable development. By reporting in this way, we aim to establish a foundation for tracking the



THE MISSION OF THE VINDIJA GROUP is to enhance quality of life by producing food that delights our consumers. We stay attuned to trends, honour tradition, and drive innovation in our products and business practices to meet our customers' needs.

Group's progress, enabling transparent, proactive communication of our commitment to sustainable production and business practices—elements we consider essential to the Vindija Group's past and future success.

This reporting period marks a turning point in the Group's sustainable development, as we have established a dedicated Department for Sustainable Development and ESG Business at the Group level. This department unifies and oversees previously decentralized sustainability initiatives across all our member companies. Besides overseeing compliance with current and forthcoming legal obligations, the Department drives systematic innovation across the Group's environmental, social, and governance dimensions. We consider the activities of this department and the topic of sustainability to be key to the Group's long-term business strategy. The adaptation to both internal and external challenges, along with the continuous improvement and technological modernization of production processes, is key to the Group's success. During the reporting period, efforts were made to im-

prove the primary production infrastructure, digitalize business processes and enhance energy efficiency—areas recognized as essential steps toward decarbonizing our production system. Furthermore, we continue our long-standing partnership with the local community, working closely with subcontractors and supporting residents of all ages through sponsorships, educational initiatives, and collaborative projects. We believe that effectively addressing challenges not only strengthens our community but also creates new business opportunities, all the while keeping our commitment to quality and customer satisfaction at the forefront. In this spirit, on behalf of Group Management, I would like to extend my heartfelt thanks to our loyal consumers, business partners, and employees for a successful 2023—built on our foundation of tradition, innovation, and unwavering commitment to quality.

Nenad Klepač

GRI 2-22

1.2

About the report

This is the first Annual Sustainability Report of the Vindija Group. It was prepared for the period 1 January - 31 December 2023 and includes the company Prehrambena industrija Vindija d.d. as the parent company of the Group and all its members.

The report was drafted according to the guidelines of the GRI reporting standard and represents one of the key activities in establishing an internal and external system for monitoring progress in sustainable aspects of the Group's operations. In 2023, the Group established the Department for Sustainable Development and ESG Business to lead current and future sustainability initiatives, with progress to be documented in annual sustainability reports.

In response to growing public and stakeholder interest in the sustainable aspects of the Group's operations, this report highlights our achievements to date, along with our vision and strategy for sustainability moving forward. It also serves as the starting point for meeting upcoming reporting requirements under the Corporate Sustainability Reporting Directive (CSRD).

For all questions regarding the Report and ESG topics, you can contact Vindija Group's ESG manager Tomo Hunjak at tomo.hunjak@vindija.hr.

GRI 2-2, 2-3

Goals of sustainable development

The United Nations Sustainable Development Goals (SDGs) were adopted by the UN General Assembly in 2015 as a global action plan for people, planet, and well-being.

The fulfilment of seventeen interconnected goals contributes to the present and future peace and well-being of people and the planet.

At Vindija Group, we recognize our moral responsibility and duty, alongside other local and global companies, to integrate relevant sustainable development goals into our business practices. In today's society, companies are key drivers of trends and transformative change.

We firmly believe that with an organized and responsible strategic and operational approach, we can contribute to the following sustainable development goals:

Vindija Group's contribution to the UN Sustainable Development Goals

GRI 2-23



CILJ 2

Iskorijeniti glad, postići sigurnost hrane i poboljšati prehranu te promovirati održivu poljoprivredu.

Through responsible production, innovative product recipes, and adherence to both domestic and international quality standards, we consistently provide our consumers with safe, healthy, and nutritionally rich food.

Through a responsible approach and strong support, we build long-term, successful partnerships with our subcontractors.



CILJ 3

Osigurati zdrav život i promovirati blagostanje za ljude svih generacija.

Our diverse range of food products offers a wide selection for daily nutrition, forming the foundation of a healthy lifestyle for all ages—from our youngest consumers to our loyal customers of mature years.



CILJ 8

Promovirati uključiv i održiv gospodarski rast, punu zaposlenost i dostojanstven rad za sve.

We deeply value our employees and are committed to providing them with dignified working conditions, supported by fair compensation, collective agreements, and additional benefits. As a leading player in the food industry, we also strengthen the local and broader economy through our operations and partnerships with nearly a thousand subcontractors.



CILJ 9

Izgraditi prilagodljivu infrastrukturu, promovirati uključivu i održivu industrijalizaciju i poticati inovativnost.

We ensure the long-term competitiveness and recognition of our business by regularly and extensively investing in production sites, as well as through the exceptionally innovation of our products.



CILJ 12

Osigurati održive oblike potrošnje i proizvodnje.

By continuously optimizing our business processes, we ensure resource efficiency, and with a responsible approach to waste management and a high level of personal and business responsibility in our daily work, we minimize the inevitable negative effects of our actions.



CILJ 17

Ojačati način provedbe te učvrstiti globalno partnerstvo za održivi razvoj.

The Vindija Group's active engagement in local and global communities through various initiatives and partnerships with institutions fosters cross-sector collaboration, creating a synergy that promotes responsible and holistic societal development.

2

About The Vindija Group

2.1

Structure of the Vindija Group

GRI 2-1, 2-28

The Vindija Group consists of the parent company, Prehrambena industrija Vindija d.d., and ten affiliated companies. The Group is privately owned. Prehrambena industrija Vindija is a joint-stock company, and the other members of the Group are limited liability companies. The registered office of the Group and its parent company is located in Varaždin, at Međimurska 6, 42000 Varaždin, Republic of Croatia.

Group members operate within the food and beverage production sector as well as the sales and retail sector.

As of 31 December 2023, the Group held total assets of approximately EUR 329 million, with a product portfolio exceeding 1,400 items available across markets in 19 EU and CEFTA countries.

CONTACT

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www.vindija.hr

MAIN GROUPS OF PRODUCTS

Milk and dairy products
Soft drinks and juices
Plant-based drinks and desserts
Chicken (raw and processed meat products)
Turkey (raw and processed meat products)
Large livestock meat processing
Bakery products
Animal feed

MEMBERSHIPS AND ASSOCIATIONS

To enhance business processes, share expertise, support the regional economy, and foster other mutually beneficial outcomes, the Group members participate in the following domestic and international associations:

- UN Global Compact
- American Chamber of Commerce in Croatia
- German-Croatian Chamber of Industry and Commerce
- Croatian Chamber of Economy
- Croatian Association of Employers
- Croatian Dairy Association.



2.2

Ownership structure and legal form of companies within the Group

GRI 2-9

MEMBERS WITHIN THE GROUP



2.3

Activities of Vindija Group members

GRI 2-6



PRODUCTION OF THE DAIRY RANGE

Production and purchase of cow's, goat's and sheep's milk.
Milk processing and production of dairy products.

SALES

Organizacija prodaje i prodaja proizvoda Grupe.

OTHER

Production of natural fruit juices, soft and plant-based drinks.
Production of frozen bakery products.



PRODUCTION OF THE RANGE OF MEAT PRODUCTS

Production of meat products from large livestock.
Broiler fattening. Production of fresh and frozen poultry meat, meat products and breaded meat products.
Production of hatching eggs.

OTHER

Production of animal feed (fodder mixtures and premixes).



SALES

Retail sale of Group products.



PRODUCTION OF THE RANGE OF MEAT PRODUCTS

Fattening of turkeys.
Production of fresh and frozen.
turkey meat and processed turkey products.



PRODUCTION OF THE RANGE OF MEAT PRODUCTS

Production of meat products from large livestock.



OTHER

Production of fodder mixtures.

Activities of Vindija Group members

Vindija
V VET

OTHER

Veterinary activity.

Vindija
LAJKOVAC

PRODUCTION

Broiler fattening.
Production of fresh and frozen chicken meat
and chicken and turkey meat products.

SALES

Sale of food products.

Vindija
SARAJEVO

SALES

Sale of Group products.

Vindija
INTERNACIONAL
SKOPJE

SALES

Sale of Group products.



2.4

Our production

GRI 2-6

The Vindija Group combines complex production processes of a wide range of products. With cutting-edge technology, expert management by experienced coordinators and engineers, and strong partnerships with trusted suppliers, our production units have successfully met dynamic and increasingly demanding market needs for years, consistently delivering the distinctive, award-winning quality our products are known for.

The Group's production is organized across seven sites in the Republic of Croatia and two sites in the Republic of Serbia. The dairy products segment encompasses milk processing and the production of a wide range of dairy items, including fermented products, cream, desserts, butter, spreads, and cheeses, along with plant-based beverages, soft drinks, and frozen bakery products. The meat products segment includes both primary production and meat processing facilities. Primary production involves parent stock farms, broiler and turkey hatcheries, broiler and turkey farms, and facilities for producing fresh and frozen poultry meat and meat products, as well as fodder mixtures.

Additionally, the production portfolio includes both still and carbonated soft drinks and the artisanal preparation of regional bakery specialties, such as štrukli and klipići.

Due to their production capacity, certain production sites of the Group are required to have an environmental permit. Utilizing the best available techniques and setting stringent conditions to prevent significant environmental pollution constitute a thorough and effective approach to pollution prevention and control. These measures are systematically evaluated during coordinated inspections. While not all of the Group's production sites are mandated to hold an environmental permit, knowledge sharing on these environmental standards is actively encouraged across the Group. This ensures that our production processes consistently maintain high standards of quality and efficiency, demonstrating a strong commitment to both local and broader community responsibilities.

Geographic representation

PRODUCTION SITES REPUBLIC OF CROATIA

-  **VARAŽDIN**
Vindija
Koka
Vindija trgovina
TSH BLAGODar
-  **RIJEKA**
ViR 1898
-  **SLAVONSKI BROD**
Vindon
-  **ŽUPANJA**
Vindija

INOZEMSTVO

-  **PLANDIŠTE**
Cekin PLANDIŠTE
-  **VALJEVO**
UNIP + VALJEVO

DISTRIBUTION CENTRES REPUBLIC OF CROATIA

-  **VARAŽDIN**
-  **OSIJEK**
-  **POREČ**
-  **RIJEKA**
-  **ZADAR**
-  **SPLIT**
-  **METKOVIĆ**

DISTRIBUTION CENTRES ABROAD

VINDIJA D.O.O. SARAJEVO, BIH

-  **SARAJEVO**
-  **BIHAĆ**
-  **BANJA LUKA**
-  **TUZLA**

VINDIJA D.O.O. LAJKOVAC, SERBIA

-  **BEOGRAD**
-  **NOVI SAD**
-  **LAJKOVAC**
-  **NIŠ**

VINDIJA INTERNACIONAL DOOEL SKOPJE, MACEDONIA

-  **SKOPJE**

Production of Prehrambena industrija Vindija

The production process at Prehrambena industrija Vindija begins with receiving milk for the dairy product line and raw materials for soft drinks and juices, all sourced from verified and approved suppliers. Upon arrival, the quality and compliance of the milk and other raw materials are thoroughly inspected. Processing starts by transferring the milk from the delivery tanks into raw milk storage tanks, followed by primary heat treatment.

The milk is then directed into various production processes based on production plans. Products are packaged using Tetra Brik Aseptic and other multi-layer cardboard options, along with PET bottles, plastic pots, cups, bags, and films.

After production and packaging, the finished products are stored under controlled or ambient temperature conditions, depending on their specific requirements. Once quality and safety checks are confirmed, the products are ready for dispatch to distribution centres and customers. There are commercial branches for certain geographical areas to gain faster and better access to customers.

Prehrambena industrija Vindija has been in operation since 1959, beginning as a dairy facility of the city of Varaždin and establishing its regional and traditional production of cheese and dairy products at its site.



Integrated production of Prehrambena industrija Koka

A key factor in Koka's longevity and success, and the basis for sustainability in the coming years, is its integrated production. Such a strictly controlled system enables a high degree of quality control and risk minimization across the production chain.

Vertically integrated production begins with the import of day-old parent stock chicks, followed by the production of brood flocks whose eggs are transported to broiler and turkey hatcheries. After the hatchery, broilers and turkeys are transported to fattening broiler and turkey farms, which are supplied with the highest quality feed by the proprietary feed factory BLAGOdar. With its own clinic and laboratory, poultry completes its production cycle in the Industrija mesa, which has several production segments, starting with the primary processing of carcasses, the cutting and packing plants, and ending with the production of high-quality processed products and products of the breaded programme.

Parent stock farms are the first link in the broiler production chain. On the parent stock farms, production starts with the breeding and initial production phases. The eggs are then transferred to the hatchery, where the next stage of broiler production begins. After hatching, day-old chicks are dispatched to Koka farms and subcontractors, who, according to their contractual obligations, produce broilers and deliver them to Koka. On broiler farms, fattening continues, after which the broilers are shipped for further processing to Industrija mesa.

An important role in the entire broiler production chain is played by our proprietary BLAGOdar animal feed factory. The facility produces animal feed for our own parent stock, broiler and turkey farms, for fattening at subcontractors' farms and for external sale of the mixture to end customers. Fresh meat is sorted for the production of various fresh products according to sales requirements.

Along with frozen and processed products, it is then transferred to the finished goods warehouse, ready for distribution to customers.

Such organized integrated production ensures complete traceability from stable to table, the end result of which is the recognition of uncompromising quality and excellence from the most prestigious certification houses.



Koka Varaždin, in operation since 1961 across more than 30 production sites, has served as a regional pioneer and leader in the development of poultry farming and the broader food industry.



Integrated production process of PI Koka

POULTRY PRODUCTION CYCLE

ANIMAL FEED PRODUCTION PLANT BLAGODAR

VETERINARY CLINIC

MEAT INDUSTRY

LOGISTICS AND DISTRIBUTION

SALES POINT

PARENT STOCK FARMS

HATCHERIES

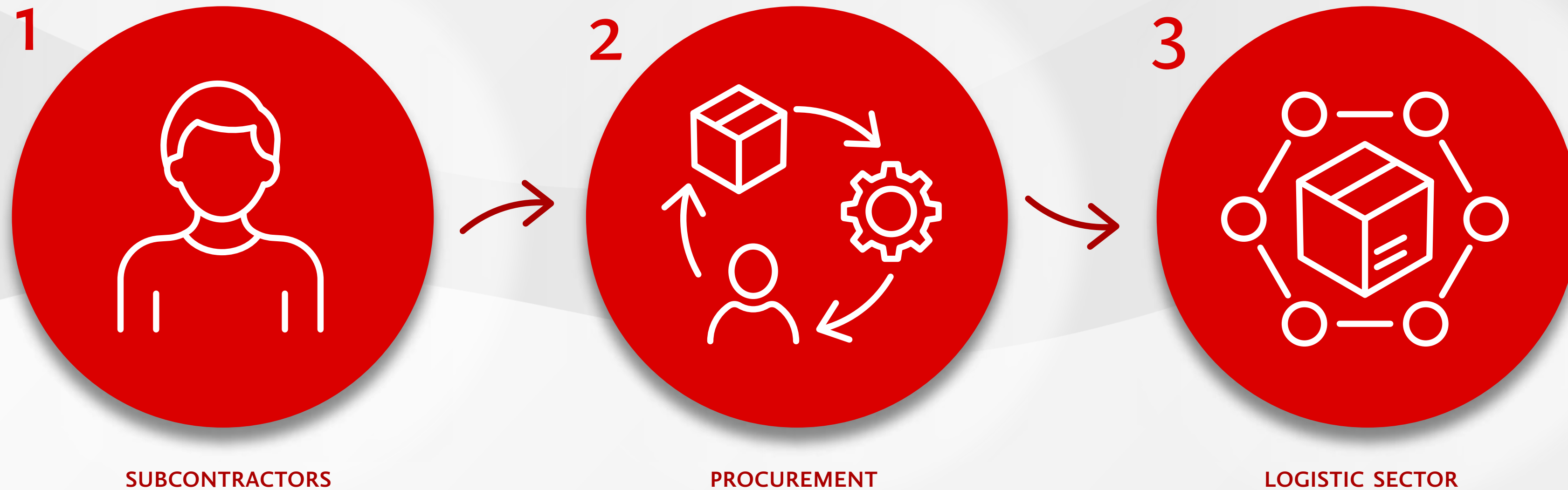
BROILER FARMS



2.5

Supply chain

GRI 2-6



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In addition to production across the Group's sites, there are several key links in the supply chain. These are our subcontractors and the Procurement Department, who ensure the quality of raw materials and other input elements, while the Logistics Sector guarantees timely and reliable product distribution to customers, ensuring availability for end consumers.

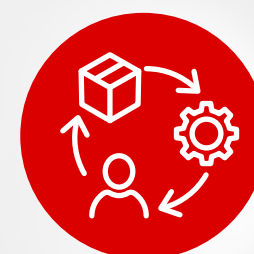
Vindija Group's Procurement Department

GRI 204



VINDIJA GROUP'S SUBCONTRACTORS

Along with the Procurement Department, our subcontractors are a key factor in the Group's supply chain. The Group cooperates with more than 1,000 subcontractors, of which the largest groups are transporters, milk producers and farmers. The transport performed by our member companies in the Republic of Croatia is wholly outsourced and is carried out by our long-term contracted carriers, while essential raw materials for the Group's production processes are supplied by milk producers and agricultural subcontractors. Chapter 5.2 of this Report contains more information about our subcontractors and the economic impact of our cooperation.



VINDIJA GROUP'S PROCUREMENT DEPARTMENT

The procurement function is implemented through dedicated departments of the Group's companies, and the entire range of necessary raw and other production materials and technical segments is divided into strategic procurement groups that are complemented by procurement plans and commercial regimes. These are all coordinated across the entire Group. To support this, various tools are employed to monitor price fluctuations of essential raw materials, energy sources, and other critical inputs on the stock exchanges.

The food products market, particularly for plant-based raw materials, is one of the most sensitive today, as it is highly influenced by weather conditions where there is limited control. Plant-based raw materials are produced on limited agricultural areas which undergo changes in periods of droughts and floods and plant diseases. These natural factors of uncertainty are accompanied by social and geopolitical ones, which include wars, conflicts, roadblocks and disruptions in the flow of goods.

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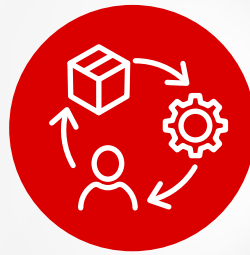
After several extremely unstable years, with frequent price fluctuations and their considerable growth, in 2023 we witnessed gradual stabilization of the raw materials market, although prices in most cases are still rather high.

Under these conditions, the procurement function aims to build and maintain strong partnerships with suppliers, distribute risks partially to suppliers, introduce alternative raw materials, and diversify the supplier base. Strict adherence to ethical values in procurement processes and the cultivation of long-term, fair partnerships with suppliers have proven especially crucial in recent years, particularly during the COVID-19 pandemic and market disruptions. Thanks to strong supplier relationships and cooperation, all key procurement were fulfilled on time, in optimal quantities and quality, ensuring uninterrupted production flows and meeting market demands.

After several extremely unstable years, with frequent price fluctuations and their considerable growth, in 2023 we witnessed a gradual stabilization of the raw materials market, although prices in most cases are still rather high. The prices of energy products, granulates, aluminium, paper and other stock exchange goods are gradually stabilizing, resulting in a slight drop in the prices of cereals, chicken and

turkey fillets, crumbs, breadcrumb mixtures, sugar, raw materials for protein products, bases and preparations, and some production raw materials. Following a steep rise in milk prices in 2022, these stabilized, with imported milk prices showing a slight decline in the observed year. However, prices for domestically sourced milk continued to increase due to a rise in the factory premium.

Grain prices also saw some moderation with the 2023 harvest (corn, wheat, soybeans), which brought down procurement costs to more manageable levels. In both 2022 and 2023, significant market obstacles and challenges impacted the supply chain due to market disruptions and the ongoing conflict in Ukraine. Again, thanks to strong supplier relationships and cooperation, all key procurement were fulfilled punctually, in optimal quantities and quality, ensuring production flows were uninterrupted and market demands were met.



LOGISTICS SECTOR

The logistics function is organized across all distribution channels of the local members of the Vindija Group and in each foreign member of the Group. Distribution is a critical factor in sales, with goods delivered daily to thousands of retail locations. The primary goal is to ensure products reach these points in guaranteed quality and within scheduled delivery times, which requires maintaining the cold chain throughout the distribution process. To meet these standards, our storage facilities and transport vehicles are equipped to the highest level, adhering to international certifications and standards (HACCP, IFS Food, BRC GS, ISO 9001) and best practice requirements.

Our sales network comprises eight commercial distribution centres within Croatia and an additional nine centres internationally. Through the coordinated efforts of our sales, logistics, and marketing teams, along with the support of business partners, we ensure timely and efficient product distribution to customers.

Our storage facilities are meticulously designed, organized, and maintained to prevent dust accumulation, to control condensation, uphold high standards of hygiene, and prevent contamination.

The temperature is consistently monitored in both storage areas and transport vehicles to guarantee optimal conditions. As for the challenges in 2023, fuel prices stabilized, but driver salary costs still rose due to the general labour shortage on the market. This represents a special challenge for the transportation of food products, which cannot be postponed due to their limited durability.

Another special challenge for the logistics sector is the growth of market demand during the summer months and the tourist season in the Republic of Croatia. In peak summer months, the average amount of daily delivered goods from the central warehouse in Varaždin grows by almost 15% (from 650,000 kg to 750,000 kg), which leads to a seasonal increase in distribution vehicle demand (an average of 300 vehicles compared to 276 vehicles during the rest of the year). This increased volume of daily activities imposes significant workload and strain on business capacities, particularly at the Group's distribution centres in coastal locations such as Poreč, Rijeka, and Metković.

Greater workload implies a higher risk of complications, which the Group minimizes with timely reactions and adjustments. One of the key measures to adapt to such circumstances is the annual transport plan for the summer months, which is defined at the beginning of the year, and which ensures the availability of sufficient carrier capacities.



2.6

Brands and products of the Vindija Group

Since its inception, the growth of Vindija and other Group companies has been driven by a commitment to maintaining and enhancing the high quality of all brand products, alongside the development of new offerings in core segments: dairy, meat, soft drinks, and plant-based beverages. In this culture of continuous innovation, Vindija and the Group companies regularly introduce new products to the market. This dedication was particularly evident in 2023, with the launch of 119 new and redesigned products, including:

76 products in the range of milk and soft drinks (5 plant-based beverages, 32 fermented products, 18 beverage and juice products, 11 protein cheeses, 7 semi-hard cheeses and 3 products from other ranges), 35 in the range of poultry and turkey meat (13 fresh chicken products, 13 processed products, 4 fresh turkey products and 5 breaded products); products from the KIDS assortment, specially intended for children, expanded with 10 new products and 8 frozen bakery products.

In 2023, market trends changed and consumers, especially those who were less price sensitive, began to focus more on health and products that promised health benefits. Additionally, consumers and companies are now increasingly focused on sustainability, prioritizing eco-friendly packaging, recycling, and waste reduction. This shift drives growing demand for the adoption of and for compliance with new environmental standards in these areas. Health-conscious trends are also boosting the consumption of value-added products, such as high-protein options, reduced-sugar items, lactose-free products, plant-based beverages, non-dairy alternatives, and sports drinks.

Vindija has anticipated these market trends and developed new products in these key segments. By concentrating sales efforts on these categories, we have driven overall growth, sustained retailer and consumer interest, shifted our sales structure favourably toward these product groups, and upheld a high level of brand loyalty. The following is an overview of the product range of the Vindija Group.





VINDIJA QUALITY

Vindija takes its name from a nearby cave close to Varaždin—a name that has since become synonymous with quality. And not by chance. For centuries, master cheesemakers have brought their cheeses to caves for aging, allowing them to develop the distinct flavours, textures, and colouration of noble, healthy moulds that flourish only in ideal conditions of moisture and airflow. Vindija was the first in Croatia to produce these premium cheeses with noble mould, and in 1970 the company embraced this heritage by changing its name to Vindija—blending history and the future into a single identity. People have been gathering in the Vindija cave since prehistoric times, and the idea of gathering together with gastronomic delights drives our company to this day.

Producing food that is of the highest quality and nutritional values is our imperative, and we want to remain leaders in this area. In 1977, we became the first in Croatia to replace glass milk bottles with Tetra Pak, and that same year saw the launch of our brand 'z bregov, introducing a range of new products. The future had already begun! Growth, a new semi-hard cheese factory, and expansion into new

markets marked the next decade in which we took over Koka from Varaždin and became the largest producer of chickens and chicken meat products under the name Cekin. Vindija gradually became the leader in the Croatian food industry, acquiring Latica - the largest bakery in Varaždin, launching juice production, and adding the Rijeka meat processing industry ViR 1898 and the Županja dairy Novi Domil to its portfolio.

To date, we have expanded our production to regional markets, and our products are available both on the shelves of neighbouring countries and across Europe. We prioritize the wishes and needs of each customer, continuously developing new products that bring together the flavours appreciated by all generations. Being a leader is the past, present and future for us, and Vindija has adopted this business philosophy throughout its rich history and harmonious relationship with its customers. For 64 years, we have grown by embracing social responsibility, adhering to the highest ecological standards, and continually acquiring new knowledge rooted in tradition and history—because we are Vindija thanks to you.

The Vindija Quality mark has long been synonymous with Croatian products of European quality, highlighting our commitment to health-focused functional products. Our nutritionally valuable products have become a staple not only in family homes but also in top catering menus and institutions such as hospitals and kindergartens, which prioritize careful selection of food suppliers. Our range supports a complete daily diet, offering options for breakfast, lunch, snacks, and dinner, including a diverse array of dairy products, fermented items, cheeses, butter, puddings, vegetable offerings, fruit juices, soft drinks, isotonic beverages, as well as chicken and turkey meats and meat products.

*The number 1 choice
in Croatia among consumers.*





For more than half a century of tradition, 'z bregov has developed into the most recognizable Croatian brand of milk and dairy products.

MILK

Our journey towards a leading position in the food industry began with milk. Milk helped us to hone all the values we are still proud of today – tradition, quality and gastronomic excellence. 'z bregov milk remains our symbol, and you can choose the one that is perfect for you.

FRESH UHT MILK COW'S AND GOAT'S UHT MILK FUNCTIONAL MILK



UHT PRODUCTS WITH ADDITION

Our 'z bregov chocolate milk is a classic masterpiece that will never get old, and our iced coffees, rich in arabica aroma and robusta extract, are of ideal density with a carefully defined dose of sweetness. They are a practical solution for refreshment and to give energy for all the challenges that the day brings.

CHOCOLATE MILK MILK SHAKE ICED COFFEE CAFFE LATTE CAPPUCCINO



FUNCTIONL FERMENTING

The specialty of kefir is its culture, which consists of lactic-acidic good bacteria and kefir yeasts. These give the product a sharp, refreshing taste and foaminess, which earned it the title of the Champagne of the Dairy World. The distinctive aroma and flavour make our kefir a true classic and a legendary staple in the Croatian food industry.

SOUR MILK KEFIR AND SUPER KEFIR ACIDOPHILUS MILK





For more than half a century of tradition, 'z bregov has developed into the most recognizable Croatian brand of milk and dairy products.

YOGURT

Our yogurts are beloved by everyone, from grandparents to the youngest and pickiest family members. Over its 65 years, Vindija has blended tradition and expertise with state-of-the-art technology to produce yogurt known for its signature taste, smooth texture, and exceptional quality.

NATURAL AND FRUIT YOGURTS VILIKIS GREEK YOGURT
FORTIA YOGURTS AND SMOOTHIES VINDINO YOGURT



CREAM, BUTTER AND SPREADS

With our line of 'z bregov butter and cream, you can let your imagination run wild and boldly prepare salty and sweet specialties that will leave your household breathless, enjoying every bite. Our 'z bregov spreads, for their part, are the foundation of every breakfast and an ideal source of energy for a successful start to the day.

SOUR CREAM UHT SWEET CREAM BUTTER CHEESE SPREADS DAIRY SPREADS



'Z BREGOV PROTEINS

The range of 'z bregov protein dairy products offers protein-enriched drinks, skyr yogurts, low-fat cottage cheese, puddings and snacks.

PROTEIN DRINKS PROTEIN UHT DRINKS PROTEIN SKYR PROTEIN LIQUID SKYR
PROTEIN PUDDING PROTEIN LOW FAT COTTAGE CHEESE PROTEIN SNACK





DAIRY DESSERTS

Vindija's puddings are the pinnacle of desserts and the highlight of every true gourmet's day. Even the pickiest will find their favourites in the diverse selection, which can be enjoyed by both the young and the young at heart. You can find the ideal snack in practical packages that will brighten the mood on holiday, at home, at work or at school.

"FINO MI JE" CHOCOLATE DESSERTS PUDDINGS



SOFT DRINKS AND JUICES

Vindi juices - full of juicy details. Iced teas with recognizable flavours delight in all their harmony. For nearly 40 years, Iso Sport—the most renowned Croatian sports drink—has been the top choice of professional athletes, fitness enthusiasts, and anyone involved in intense physical activity because of its well-known ability to combat fatigue and naturally replenish lost fluids.

VINDI JUICE, NECTARS, PULPY NECTARS, ICED TEAS
ISO SPORT SOFT DRINKS
URAGAN, ENERGY DRINKS



PLANT-BASED ASSORTMENT

Fermented drinks and desserts from our vegan range

PLANT-BASED DRINKS PLAN-BASED FERMENTED DRINKS PLAN-BASED FERMENTED DESSERTS



Cekin

GASTRONOMSKA MARKA

CHICKEN

With more than sixty years of tradition, Cekin chicken has been the symbol of top quality chicken meat of Croatian origin.

FRESH ASSORTMENT FROZEN ASSORTMENT MARINATED ASSORTMENT
ASSORTMENT OF BREADED PRODUCTS ASSORTMENT OF MEAT PRODUCTS



VINDON

Prirodni odabir

TURKEY

Naturally raised turkey meat, with its lean, spindle-shaped muscle structure, high nutritional value, and rich protein content, is easy to digest and has long been a holiday table favourite as well as a cherished delicacy for all ages all year round.

FRESH ASSORTMENT FROZEN ASSORTMENT MARINATED ASSORTMENT
ASSORTMENT OF BREADED PRODUCTS ASSORTMENT OF MEAT PRODUCTS



ROZETO

1898

MEAT PROCESSING OF LIVESTOCK

Rozeto red meat products

ROZETO ASSORTMENT OF MEAT PRODUCTS





VINDIJA CHEESES

Vindija cheeses are among the finest examples of our product quality, consistently proving their excellence at the world's most prestigious quality assessments. Their top awards include honours from the World Cheese Awards and DLG, Europe's leading organization for food quality evaluation.

NOBLE CHEESES SOFT CHEESES PROCESSED CHEESES SEMI-HARD CHEESES HARD CHEESES
VIVIS FRESH CREAM CHEESES



OSMIJEH (LACTOSE FREE)

Favourite lactose-free dairy products - for all those with sensitive digestion, for carefree and easy enjoyment of the favourite taste of milk and dairy products.

UHT MILK YOGURT CHOCOLATE MILK COOKING CREAM



LATICA BAKERY PRODUCTS

Artisanal products made according to a traditional recipe.

BAKERY AND CONFECTIONERY PRODUCTS



Voluntary labelling systems

To enhance product quality and support the recognition of local production while protecting producers and ensuring consumer satisfaction, the Vindija Group actively participates in initiatives promoting added-value products and voluntarily stating information, such as "Proven Quality", "Living Healthy", "Vegan", "Milk from Croatian Farms", "Meat from Croatian Farms", "Croatian Quality", and "Original Croatian".



PROVEN QUALITY CROATIA

In October 2023, Vindija received new recognition and certification from the National Quality System, "Proven Quality Croatia", for its milk and dairy products. Following Koka d.o.o., which became the first company in Croatia to receive the "Proven Quality Croatia" certificate for poultry meat in early 2023, Vindija d.d. has now become the first domestic company to earn this certification for milk and dairy products, attesting to its quality, ecological sustainability, and 100% Croatian origin.

The national quality system, "Proven Quality", was established by the Ministry of Agriculture in alignment with European Union regulations. This label assures consumers that they are purchasing a high-quality domestic product, produced under strict controls and exclusively using locally sourced raw materials.

CROATIAN QUALITY AND ORIGINAL CROATIA

The symbols "Croatian Quality" and "Original Croatian", awarded to Vindija's products by the Croatian Chamber of Economy in 2007, further attest to their exceptional quality, reflecting the application of world-class production standards. It is recognition for products of unique quality that are the result of long-term research and development, innovation and tradition (fresh milk, UHT goat's milk, Vindija cheeses).

MILK FROM CROATIAN FARMS AND MEAT FROM CROATIAN FARMS

The Group has affirmed the exceptional quality of locally produced foods by obtaining licences to use the labels "Milk from Croatian Farms" for its dairy products and "Meat from Croatian Farms" for its meat products. These certifications, awarded by the Croatian Agricultural Agency, indicate authentically Croatian products with fully documented traceability.

LIVING HEALTHY

By awarding the "Living Healthy" seal of approval, we aim to inform consumers and enable them to choose foods recommended for balanced nutrition. The recognizable "Living Healthy" mark on packaging assures customers that, among similar products, the selected item meets high-quality standards and has been analysed and recommended by experts as part of a balanced and varied diet. Products carrying the "Living Healthy" label have been rigorously evaluated by Croatian Public Health Institute experts based on specially developed criteria and regulations on consumer food information. These criteria include optimal macronutrient levels, lower fat (especially saturated fat), sufficient protein, higher fibre, and reduced salt and sugar compared to other products in the same category not carrying the label.

ANTIBIOTIC-FREE

In early March 2023, Koka officially received the antibiotic-free production certification from the internationally recognized certification body, DNV.

The project was highly complex, detailed, and long-term, relying on systematic control of the bacteriological status of animals at critical points in the traceability chain. Throughout the primary production system—from hatchery and feed mills to farms—natural agents and preparations are used to strengthen poultry immune systems. This approach creates a synergistic antibacterial effect in broiler fattening production.

The ATB-FREE project is essential for Koka, as it secures a significant certification that assures consumers that the chickens have been raised without antibiotic treatment. This confirms that the health and well-being of animals are fundamental values woven into all stages of production.

The certificate "Antibiotic-Free" includes a total of 60 products, of which 49 belong to the well-known Cekin chicken range, and 11 to the

Cekin Kids range, the first domestic line of chicken products intended for healthy and high-quality children's nutrition. Cekin brand products labelled "Antibiotic-Free" include a range of popular local chicken items, from whole chickens to various cuts.

The Cekin Kids range also carries this label, standing out as the only line of chicken breast products of the highest quality that are free from E-numbers, preservatives, additives, dyes, and flavour enhancers, with reduced salt content.

Products for younger consumers are divided into three categories: fresh meat (including Cekin Kids skewers), breaded items like Cekin Kids Crispy Pops, Školica, and Dinosauri, and processed options such as Pileća šunkica, Pileće hrenovčice, Najposebnija salamica and Pileća paštetica Kids.

This certificate is the result of dedicated work, and it serves as a statement of continuous focus on the highest standards in the product quality control throughout production stages, from the breeding phase to the poultry delivery to retail locations across the Republic of Croatia.

VEGAN

100% Vindi Juice and 100% plant-based products and the entire DAR range are vegan products and bear the V-mark, a unique quality mark awarded by the European Vegetarian Union to products and dishes produced in accordance with vegan and vegetarian ethics.



Quality and food safety management system

The quality and food safety management system in Prehrambena industrija Vindija d.d. Varaždin is based on the norms stated in the Integrated Manual of the Quality, Food Safety and Environmental Management System, and in organizational regulations and lower-level documents:

- **ISO 9001 – since 1996.**
- **IFS Food (International Featured Standard), since 2006.**
- **BRC GS (British Retail Consortium), since 2007.**
- **HALAL – standard, since 2007.**
- **KOSHER – standard, since 2012. godine.**

Relevant legal regulations aimed at meeting the requirements for quality and safety of products and production processes.

CORPORATE CULTURE AND FOOD SAFETY

The culture of food safety encompasses the collective commitment of employees within a food business to uphold food safety standards through shared beliefs, attitudes, and behaviours regarding the necessary measures for maintaining food safety within the facility. This culture, often referred to as the food safety climate, reflects the attitudes, beliefs, and values of employees and is not governed by legal regulations. It is defined by the interaction between the perceived food safety climate among staff and management at all company levels and the established food safety management system, influenced by available technology, and company features and policies.

The goal of a food safety culture is to increase awareness at all levels of the organization of the importance of food safety, and employees become instinctively aware of the elements, relationships, and behaviours necessary for the production of safe and quality products

GRI 403



2.7

Our people

The recognizable quality of Vindija Group products would not be possible without our expert employees. Our employees are the key link in the Group's business processes, where with their expertise they ensure the implementation of business processes and contribute to the strategic orientation of the Group's operations. The rights of our employees are protected thanks to several internal acts and regulations (on work, wages, measures for preventing harassment, violations of dignity or discrimination) and other internal rules.

Human capital is a crucial factor in the Vindija Group's success, driving ongoing efforts to attract and retain skilled personnel for managerial and key roles, identify talent, and develop and retain specialists across corporate sectors. This focus enriches the company's knowledge base, enhances competitiveness, and ensures a strong pool of experts across essential fields—including veterinary science, animal husbandry, food technology, nutrition, economics, and IT. Together with Vindija's tradition and experience, this expertise fosters innovation, stability, and positive business outcomes.

“

On 31 December 2023, the Group employed 4,137 employees, which is 89 fewer than on 31 December 2022 (4226 employees, a decrease of 2.11%). The share of women (42%) and men (58%) remained unchanged compared to the previous year. The reduction in the number of jobs is the result of two key factors. On the one hand, the efficiency of business has increased because of the optimization and automation of production and other business processes. Conversely, current macroeconomic trends pose challenges for market growth and the availability of skilled labour, which in turn limits the potential for increasing production volume and expanding the workforce. The overview of the Group headcount as of 31 December 2023 is shown in the table below.

GRI 2-7, 401

Overview of the Vindija Group headcount structure

OVERVIEW OF THE EMPLOYEE STRUCTURE

CATEGORY	MEMBERS										TOTAL VINDIJA GROUP	SHARE
	VINDIJA	KOKA	VINDIJA TRGOVINA	VINDON	VIR 1898.	VINDIJA LAJKOVAC	FSH UNIP + VALJEVO	VINDIJA VET PLANDIŠTE	VINDIJA SARAJEVO	VINDIJA INTERNACIONAL SKOPJE		
31. 12. 2023.	1.306	1.539	229	382	41	420	39	3	148	30	4.137	1,00
Permanent	1.179	1.323	219	348	38	293	35	3	96	13	3.547	0,86
Male	765	752	10	179	17	170	30	3	51	8	1.985	0,56
Female	414	571	209	169	21	123	5		45	5	1.562	0,44
Temporary	127	216	10	34	3	127	9		52	17	595	0,14
Male	78	176	1	22	2	92	4		40	15	430	0,72
Female	49	40	9	12	1	35			12	2	160	0,27
Average age	40	44	48	45	51	42	42	36	39	42	43	
31. 12. 2022.	1.306	1.570	247	401	45	441	39	3	145	29	4.226	1
Turnover		-31	-18	-19	-4	-21			3	1	-89	0,98

Working in the Vindija Group

In 2023, the Group conducted a total of 1,284 training sessions focused on workplace safety for new hires and employees transitioning to different roles, as well as other mandatory training programmes (e.g., chemical safety, forklift operation). Given challenges like labour shortages and high turnover, one of the Group's core objectives is to implement additional initiatives to address these issues.

Key activities include enhancing working conditions, modernizing and automating production processes, and introducing new incentives for employees to help reduce turnover. In recent years, various improvements have been introduced, including a steady increase in net salaries, adjustments and updates of employment contracts, and enhanced special payments for Easter and Christmas, along with gift packages and increased jubilee awards. These benefits are outlined in the collective agreements between Vindija and Koka members and the Union of Employees in Agriculture, the Food and Tobacco Industry and Water Resources Management of Croatia (PPDIV). However, in accordance with legal provisions, these enhancements apply to all

company employees, not just those who are union members under the Collective Agreement. Thus, in Vindija and Koka, workers are members of PPDIV, while in Vindija trgovina and ViR, stores are members of the Union. In addition, a Workers' Council was established in Koka, which operates in accordance with the Labour Law.

Vindija

3

Vindija's Path To Sustainability

3.1

Our vision of sustainable development

GRI 2-22

Vindija Group members lead national and regional markets across multiple product categories, including chicken and turkey meat, fresh milk, dairy desserts, and more. We believe that our market leadership and the key to long-term success lie in a strong tradition that enhances brand recognition. Our skilled and innovative team consistently adapts the product portfolio to evolving market trends—and often helps shape them.

With a diverse selection of high-quality, flavoursome foods, we aim to foster healthy eating habits among young consumers while continuing to satisfy the tastes and preferences of our loyal customer base.

It is precisely the combination of tradition and innovation as two key features of the Group's business that is recognized as the foundation of sustainable development and as support for overcoming future business challenges.

At the beginning of 2023, the Group established the Department for Sustainable Development and ESG Business at the corporate level, consolidating existing sustainability initiatives and enhancing them with a strategic focus on environmental, social, and governance (ESG) standards relevant to European Union markets and related industries.



The Vindija Group bases its vision on its own defined universal business principles, which form the basis of the sustainable development of our members.



Universal business principles of the Vindija Group

GRI 2-23

SATISFIED CUSTOMERS, SUPPLIERS AND CONSUMERS

We nurture good partnership relations with our suppliers, ensuring that our end consumers receive the promised high-quality food.

ENGAGED AND LOYAL EMPLOYEES

We believe that the commitment, development, and satisfaction of each employee are the foundation for creating an atmosphere where everyone contributes to our success.

EXCELLENCE

Our uncompromising quality is part of every step in our production and business.

HEALTH

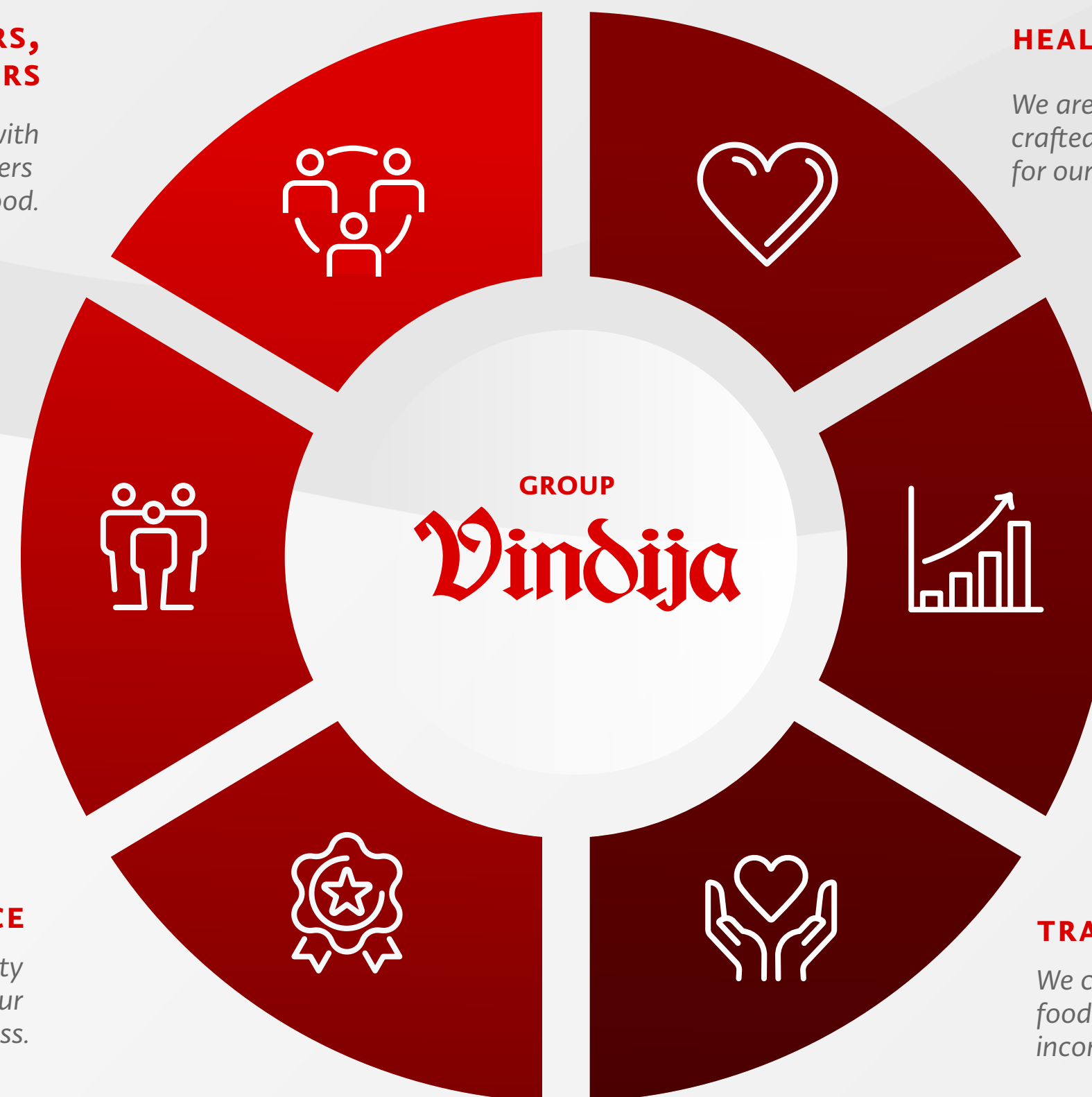
We are committed to delivering safe, top-quality products crafted to the highest standards, ensuring responsible care for our consumers.

GROWTH, INOVATION AND INVESTMENTS

We continuously improve production and invest in new manufacturing and related processes, strongly driven by growth in all business segments and socially responsible business.

TRADITION

We cherish the values of long-standing traditions in food production, pass them on to new generations and incorporate them in innovation in business and products.



3.2

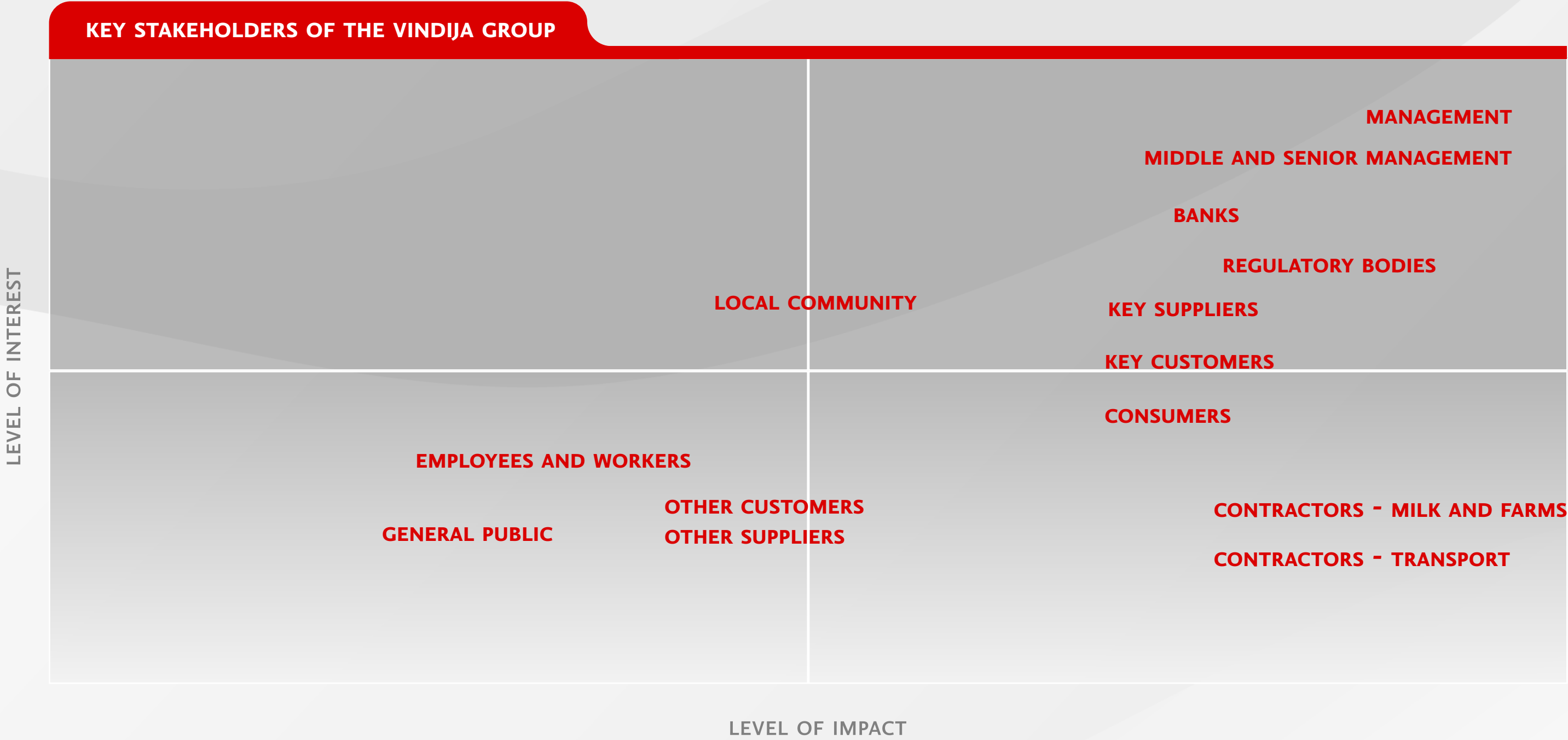
Involvement of stakeholders and materiality assesment

GRI 2-29, 3-1

In 2023, a solid foundation for effectively managing the Group’s sustainable development priorities was established through the identification of key stakeholders. The Sustainable Development and ESG Department conducted a thorough analysis of the Group's operations, identifying and mapping fourteen key internal and external stakeholders

according to their level of influence and interest in the Vindija Group's ESG initiatives. Given the focus on ESG topics, regulatory bodies, banks, and key customers emerged as particularly interested stakeholders, driven by both current and forthcoming regulations. It is to be expected that in the near future consumers and other external stakeholders will become more interested in ESG topics. Therefore, the continuous evaluation and adaptation of key stakeholders through comprehensive analyses of double materiality is required, which is also stated in this Report as one of the Group’s key medium-term goals. We will regularly report on the stakeholder analysis process in our annual sustainability reports.

Besides allowing the Vindija Group to better understand the interests and needs of its stakeholders, this process also helps to define strategic decisions and the clear and harmonized goals of its members.

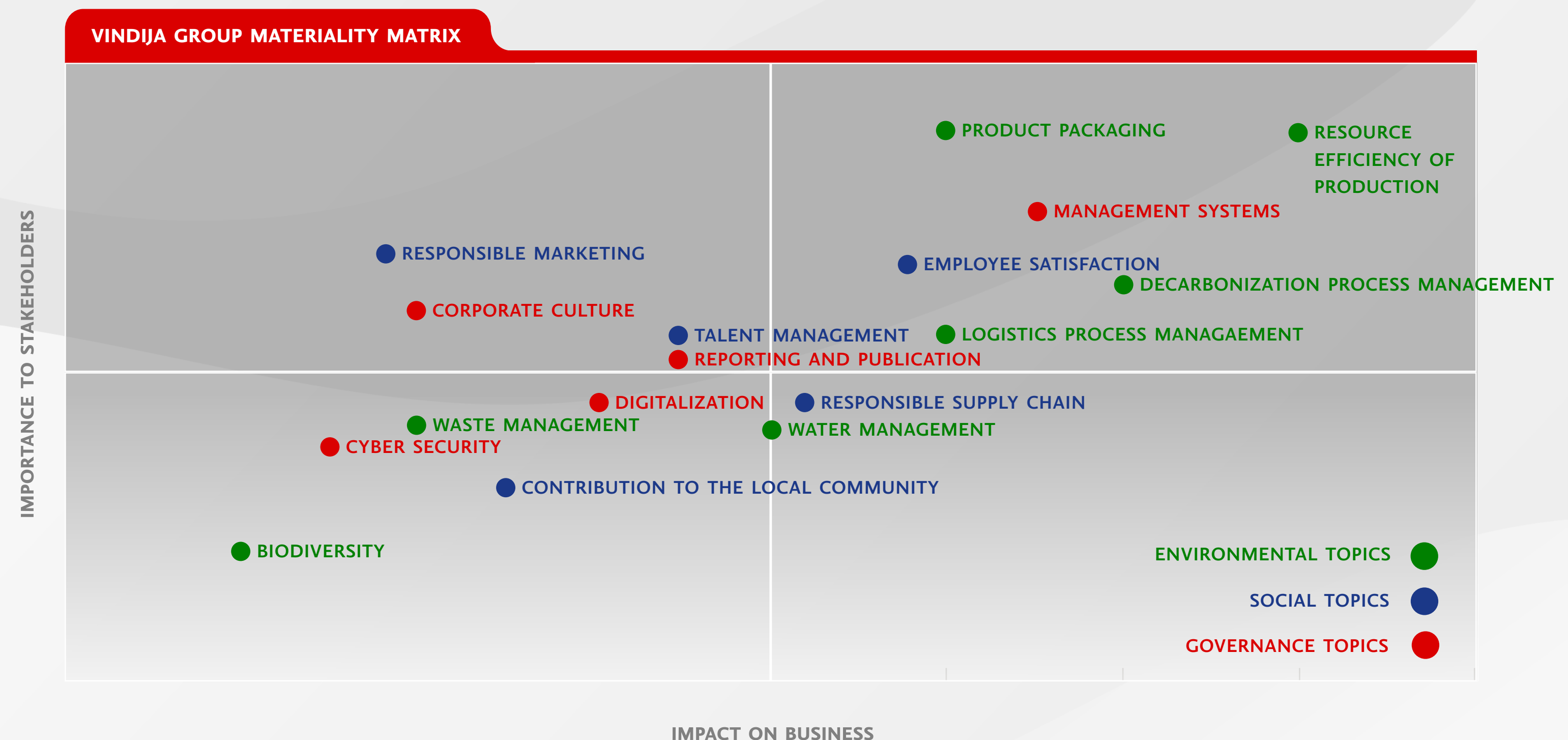


Identification of material topics

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

Following the identification of key stakeholders, the next step was to establish the material sustainability topics. The Group's previous communication with the aforementioned stakeholders was collected and evaluated in the context of current and upcoming legal obligations and market opportunities. Several iterations of conversations and interviews were then conducted, primarily with the Group's internal stakeholders. During these talks, material topics of sustainable development were identified, and these were then evaluated and classified into the Group's materiality matrix.

The results of this matrix serve as a basis for defining the approach to the material topics involved and the associated key stakeholders. It was recognized that a priority in the coming period is to engage all key external stakeholders through two-way communication, while maintaining continuous dialogue with internal stakeholders on sustainable development and ESG topics. Updates on progress in managing these key stakeholders and material themes will be detailed in upcoming Group Sustainability Reports.



3.3

Sustainability goals

In its inaugural year, the Vindija Group Sustainable Development and ESG Business Department conducted an internal analysis of the Group's ESG practices, along with a comparative review against leading regional and European food industry standards. Based on the results of this process, the potential for progress of ESG business and the strategic approach to its fulfilment were identified. In addition, the department consolidated and calculated direct greenhouse gas emissions (Scope 1 and 2) for the first time at the Group level and by applying the methodology defined by the GHG protocol.

Through these activities, the department identified key sustainability challenges in 2023, setting goals for the coming year and outlining the direction for medium-term initiatives. This groundwork forms the foundation for achieving the Group's sustainable development vision, with progress to be detailed in the Group's annual sustainability report.

VINDIJA GROUP 2024 SUSTAINABILITY GOALS



1. ISO 14001 certification at production sites

We aim to certify environmental management systems at our production sites in the Republic of Croatia to enhance management standards and optimize production processes across the Group.



2. Increase in the share of renewable energy sources in total consumed electricity

By installing solar power plants at additional production facilities and distribution centres, we plan to raise the use of renewables in the operations of the Group's two largest members. Vindija d.d. aims to achieve a 7% share of electricity from renewable sources at its production sites, while Koka's primary production is set to reach a 7.5% share.



3. Formalization and establishment of business systems, along with the development of internal policies

By installing solar power plants at additional production facilities and distribution centres, we plan to raise the use of renewables in the operations of the Group's two largest members. Vindija d.d. aims to achieve a 7% share of electricity from renewable sources at its production sites, while Koka's primary production is set to reach a 7.5% share.



4. Establishing a system for calculating Scope 3 emissions

Following the adoption of the Scope 1 and 2 emissions calculation system, we plan to expand the scope of the calculation to include the Group's indirect emissions, i.e. the emissions of our business partners and related entities in the value chain. This is an extensive process; therefore, our short-term goal is aimed at identifying the most important categories of Scope 3 and collecting primary data on emissions. In the coming period, we will shift our focus to the remaining categories of Scope 3 and the processing of secondary data.



5. Improvement of the internal compliance system

To ensure continuous compliance of all complex processes within the Group, next year we intend to introduce the function of internal auditor. These measures will enhance business efficiency and help reduce operational risks.



6. Digitization of business

Through innovations in the field of information technology, we seek to further digitalize our business to save on consumables and achieve more efficient operational business.

MEDIUM-TERM SUSTAINABILITY GOALS OF VINDIJA GROUP

**1. Cooperation with external stakeholders and analysis of double materiality**

In addition to the short-term annual goals of sustainable development, in the coming period we hope to intensify dialogue with external stakeholders. By directly contacting and communicating on the topic of sustainable business, we want to reach our strategic partners in the overall value chain. Furthermore, we are undertaking activities to intensify the already long-standing and deep cooperation with the local community. Alongside our ongoing sponsorships and donations, we aim to place strong emphasis on supporting educational and scientific institutions. Our goal is to provide young people with valuable experience and knowledge transfer through educational initiatives and practical training programmes, while also creating an environment that attracts talented future employees. These goals are integrated into our double materiality analysis approach, which will enable us to identify, measure, and manage with greater precision the impacts of the Vindija Group on its external stakeholders.

**2. Energy efficiency and renewable energy sources initiatives**

The Group's strategic goal is to continuously decarbonize its business by optimizing its organization and energy consumption, while increasing the share of renewable energy sources in production processes. In the coming period, we plan to further optimize the supply chain and management of key energy consumers at production sites to achieve better business and energy efficiency. By gradually equipping production sites with solar power plants, we will grow our share of renewable energy sources. More about energy efficiency initiatives in 2023 can be found in Chapter 4.3 of this Report.

**3. Overcoming the challenge of labour shortages**

The entire private sector, especially the food industry, is facing challenges of the macroeconomic and demographic circumstances of high turnover and labour shortages. Beyond the production sector, logistics is also significantly impacted by labour shortages, with the greatest need in warehousing operations, alongside a high demand for drivers. To address these challenges and adapt to demographic and macroeconomic shifts, we, like many companies in our industry, have turned to hiring foreign workers to ensure adequate staffing levels. In addition, the Group is committed to continuously enhancing working conditions, with ongoing management efforts focused on raising employee standards, increasing wages, and improving various material benefits.

4 *Our Environment*

4.1

Effective use of material resources

GRI 306

The Group continuously optimizes waste management and the use of material resources. One of the principles of our waste management is the maximum sorting of waste and the monitoring and optimization of the share of mixed waste in industrial waste generated at production sites.

The Group recognizes how important the packaging of its food products is for allowing high quality and safety standards to be seamlessly transferred from our production sites to the shelves of our customers and eventually to the households of our consumers.

We therefore go the extra mile in the selection and application of the packaging of our food products, continuously optimizing and adjusting in good time to legal and market requirements. To protect the environment and human health and reduce the negative effects of waste generation, the Vindija Group selects and uses environmentally friendly materials, which are clearly indicated on the packaging. Among such initiatives towards packaging sustainability in 2023, besides adjusting to the demanding legal obligation to use tethered caps on PET and cardboard packaging, we can single out the Tetra Pak Carbon Neutral packaging for the range of juices and plant-based drinks and the new, more environmentally friendly packaging of our Gavelino chicken.

The following is information on recycled waste of the Vindija Group at Croatian production sites.

WASTE PRODUCED AT PRODUCTION SITES	
TYPE OF WASTE	QUANTITY (t)
Paper and cardboard packaging	777,43
Plastic packaging	220,08
Mixed packaging	1.099,61
Iron and steel	90,16
Wooden packaging	18,75
Multi-layer (composite) packaging	202,99
Paper and cardboard	40,64
By-product of animal origin	15.870,10

4.2

Water consumption management

GRI 303

Water is one of the most important resources for our production sites. The dairy and meat industries consume large amounts of water for various purposes. Water is included in almost all production processes and stages. It is used as a raw material, a means for washing and sanitizing, cleaning and rinsing, and for transferring thermal energy (steam, hot water) and cooling (ice water).

The amount consumed depends on a multitude of organizational and process aspects. The necessary infrastructure and treatments were designed in accordance with the set requirements. Due to the importance of water as a resource, all production sites have the option of using water either from the public water supply system or from their own water intakes. They receive water under pressure and in the required quantity thanks to the company Varkom. Input is measured and recorded, and the price is calculated per unit volume and includes an additional charge for municipal wastewater treatment. Water from our own intakes is pumped with submersible pumps and delivered directly under pressure or through storage tanks.

The water used in production must be of a quality that meets the requirements of drinking water. It must be clear, without smell, colour and taste, and microbiologically flawless. Depending on the application, water treatment includes many modern techniques such as filtration, ion exchange, sterilization and reverse osmosis.

Boiler water used for steam production and water treated at high temperatures should be softened to prevent the formation of scale. Scale from the boiler is undesirable both in terms of safety and economy.

For environmental and financial reasons, special attention is paid to water consumption, because by losing water, we also lose energy, and by optimizing consumption, we achieve multiple benefits.

WATER CONSUMPTION AT PRODUCTION SITES	
MEMBER	QUANTITY (m³)
Vindija	587.908
Koka	414.033
Vindon	164.372
ViR	14.794
IM Plandište	204.679
FSH UNIP +	3.098

4.3

Energy consumption at production sites

GRI 302

The production sites of the Vindija Group use energy sources such as gas, electricity and, if necessary, liquefied petroleum gas (LPG) and fuel oil. In 2023, liquefied petroleum gas and fuel oil were used instead of natural gas at certain production sites during certain periods of market price fluctuations, but to a lesser extent than in 2022. It is to be expected that with the further stabilization of the market, their use will be significantly reduced in the coming period, and in the long term they will be completely excluded from the Group's business processes with the aim of decarbonization and energy efficiency.

The Vindija Group continuously invests in the energy efficiency of production processes. Energy consumption is measured to monitor business costs but is also needed for assessing energy efficiency investment potential. The following is an overview of energy consumption at production sites and the initiatives and innovations in the field of energy efficiency carried out in 2023.

ENERGY CONSUMPTION		MEMBER					
ENERGY SOURCE	UNIT	VINDIJA	KOKA	VINDON	VIR	IM PLANDIŠTE	FSH UNIP +
Gas	MWh	76.215,26	65.412,24	10.260,23	45,02	15.438,75	
Electricity	MWh	32.973,57	31.410,81	7.832,99	1.222,29	6.404,86	1.088,65
LPG	MWh		15.815,43	1.211,26		2.877,90	1.635,58
Fuel oil	MWh	6.884,31	12.488,13		1.564,84		68,47

4.4

Inovations in the field of energy efficiency and business processes



SOLAR POWER PLANTS

The use of renewable energy sources is one of the Group's energy priorities. In 2023, we continued to equip manufacturing and primary production sites with solar power plants. The Group's ongoing investments mark a significant step forward in its commitment to green energy production and sustainable solutions, particularly in light of rising electricity prices.

In 2023, the Group completed the installation of a 700 kW solar power plant at its Varaždin production site, expected to generate an annual output of 18,345,324 kWh. Additionally, three solar power plants were installed on broiler farms, with a combined capacity of 552 kW and an anticipated annual production of 860,000 kWh. These projects are set to be commissioned in early 2024, reducing CO₂ emissions by an estimated 175.7 tons annually.



INNOVATIONS IN PRIMARY PRODUCTION

In 2023, construction upgrades on poultry farms focused on enhancing thermal insulation across eight renovated buildings, yielding annual energy savings of 485,966 kWh. With an additional five similar improvements, projected savings will add another 303,729 kWh per year, bringing the total to 789,696.18 kWh annually and achieving a CO₂ reduction of approximately 179 tons. Additionally, air recuperator systems are being tested at farms to assess their efficiency. They have been installed in four facilities and possible savings will be monitored: - initial estimates suggest that these systems could achieve up to 60% energy savings, with even higher potential in winter months. Gas meter monitoring will evaluate actual savings, and based on the results, the installation of recuperators could be expanded to additional poultry houses to cover a larger portion of production.

Furthermore, a new wastewater treatment plant was constructed and commissioned for Industrija mesa. This facility incorporates the latest best practices in wastewater treatment.

Koka is aware of the importance of connecting food and energy production as two key strategic branches, which was confirmed especially in the period of the COVID-19 pandemic, but also during the energy crisis caused by the war in Ukraine. It is necessary to note the undoubted importance of increasing the competitiveness and self-sufficiency of agricultural and food production and the transition towards renewable energy sources. By implementing digital technology and connecting animal husbandry and renewable energy production, we are creating the conditions for a circular economy and sustainable development.



INNOVATIONS AT PRODUCTION SITES

We are actively advancing new development projects, including the reconstruction of poultry facilities, the reconstruction and modernization of our meat processing operations at Industrija mesa, and several other strategic initiatives essential to Koka's growth. In 2023, construction began on heat recuperator systems designed to capture waste heat from ammonia vapour at two Prehrambena industrija Vindija sites in Varaždin. This initiative is projected to deliver annual thermal energy savings of 1,526,082 kWh, with the system set to be operational by the first half of 2024.



INNOVATIONS IN THE LOGISTICS SECTOR

In 2023, a total of 25 forklifts of the front high-lifting and manual type were replaced as part of our ongoing transition from lead-acid battery forklifts to more efficient lithium-ion battery forklifts. These forklifts are much more environmentally friendly, given their up to 30% lower electricity consumption and up to four times longer battery life, which leads to a reduction in greenhouse gas emissions during their life cycle. Daily efforts are also invested in continuous optimization of deliveries and delivery routes, which in 2023 made it possible to reduce the need for vehicles, and thus their utilization increased by an average of 4%.



4.5

Calculation of greenhouse gas emissions

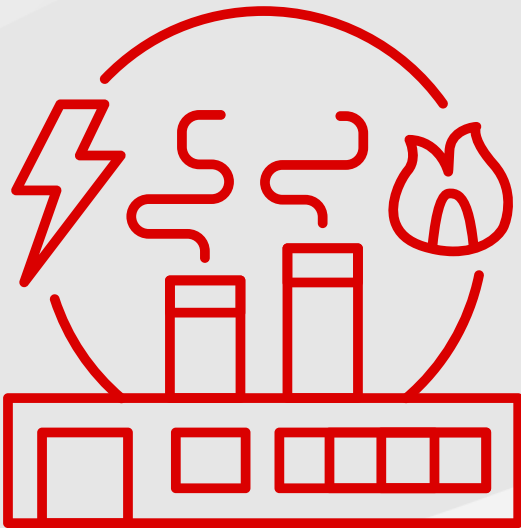
GRI 305

In 2023, the Vindija Group conducted its first greenhouse gas emissions assessment in accordance with the GHG Protocol, utilizing primary data from direct measurement points and energy supplier consumption records. The majority of the Group's direct greenhouse gas emissions stem from energy use across production sites, retail locations, distribution centres, administrative buildings, and fuel consumption for its vehicle fleet. For the 2022 calculations, the Group defined its organizational boundaries based on business entities, sites, and operational activities, establishing a reference baseline year model for emissions. This serves as a foundation for tracking and advancing the Group's decarbonization efforts across its operations.

The Vindija Group also completed the greenhouse gas emissions calculation for the reporting year 2023. Through optimized production processes, reduced use of liquefied petroleum gas and fuel oil—replacing them with natural gas—and the installation of a solar power plant at one Varaždin production site, the Group achieved significant energy savings

that contributed to lower greenhouse gas emissions. Looking ahead, further emission reductions are anticipated through continued initiatives, including the installation of additional solar power plants at production sites and ongoing organizational improvements to production efficiency.

The focus in the coming period will be on digitalizing the process of calculating greenhouse gas emissions and expanding the calculation categories to business partners in both directions, e.g. suppliers and distribution partners (Scope 3 emissions according to the GHG protocol).



CALCULATION OF GREENHOUSE GAS EMISSIONS		
SCOPE/YEAR	2022. (t)	2023. (t)
Scope 1	54.511,23	54.163,58
Scope 2	19.023,34	18.644,41

5

Vindija's Contribution To Sustainable Development

5.1

Contribution to the community

SPONSORSHIPS, DONATIONS, HUMANITARIAN ACTIONS

Since its founding, the Vindija Group has proudly maintained an active role in the local community, and this commitment continued throughout 2023. In August, together with our company Koka d.o.o., we served as the general sponsor for Varaždin's Špincirfest, the largest street festival in the region. As part of our sponsorship, we curated a diverse range of offerings, with the popular children's area, "Vindiland", as a highlight.

Additionally, Vindija served as a gold sponsor for the renowned "Varaždin Baroque Evenings", held in September and October, celebrating Varaždin's rich heritage in culture, music, and education. We also supported the opening of a major Ivan Meštrović exhibition at the Klovičevi Dvori Gallery in Zagreb toward the end of the year. Our involvement in local events extended to various sponsorships and donations, including support for the Croatian National Theatre in Varaždin, the Varaždin Music School, the Varaždin Rehabilitation Centre, and numerous community events such as the Challenger Race Varaždin 2023, the Varaždin Throw-down CrossFit competition, the 2nd Vindija Cave Trail, the 4th humanitarian race of the city of

angels, the Aquacity Challenge 2023 race, the Croatian Veteran Athletics Championship and the 44th New Year's race in Varaždin.

As a long-time advocate for active living and healthy habits, and as the producer of popular local isotonic and protein drinks, along with high-protein chicken and turkey products, we proudly support numerous clubs, associations, and athletes year after year. In 2023, we continued our strong partnerships with various sports and dance organizations, including the Vindija Gymnastics Club, Vindija Baseball Club, Vindija Wrestling Club, Koka Women's Handball Club, Vindi Dance Studio, and NK Varaždin Football Club, among others. Additionally, we began a new collaboration with promising young athlete Jana Koščak, furthering our commitment to nurturing emerging talent. The Vindija Group sponsored the event "Formula Student Alpe Adria" in Zagreb, the Zagreb tournament "Back to Basketball 3x3 - powered by Cekin", as well as the traditional Christmas race "Zagreb Advent Run".

GRI 413

Alongside our commitment to promoting active lifestyles and environmental care within the local community, supporting vulnerable groups across the country is a core element of Vindija's identity. In 2023, we upheld this tradition through regular monthly donations to the Caritas Diocese of Varaždin and the Safe Houses in Vukovar, with special support for the 30th anniversary of Croatian Caritas.

Our dedication to excellence, continuous quality and innovation advancement, and social impact also drives our active participation in key professional forums. As sponsors of these events, we engage prominent members of the academic, business, and scientific communities.

Among the events of this type in 2023, we sponsored the 16th conference on food safety and quality in Opatija, organized by the Croatian Chamber of Economy, and supported the 1st edition of the Days of Croatian Animal Husbandry in Osijek, during which the 18th conference of cattle breeders and the 25th conference of sheep and goat breeders took place. Koka featured prominently at the 30th Autumn International Bjelovar Fair, held in Gudovac from 8 to 10 September 2023, showcasing the product range from the BLAGOdar Animal Feed Factory.

During the event, Koka also served as the official sponsor of cattle feed for the 30th National Live-stock Exhibition, a key attraction within the fair's programme. In addition to the mentioned support and events, our Marketing Department continuously provides support to consumers and is available for all inquiries, as well as praise and criticism at the e-mail address promotion@vindija.hr. In terms of legal challenges in 2023, there were no incidents related to deviations from food safety compliance and consumer information.



5.2

Contribution to the economy

GRI 203

The Group, in its extensive and complex business processes, directly and indirectly significantly affects the community and the environment. With a workforce of 4,137 employees, the Group also collaborates closely with over 1,000 subcontractors, including transport providers, milk producers, and farmers—key suppliers integral to our operations. As a result, domestic suppliers make up nearly three-quarters of our total supply base. Among the Group's two largest entities, Vindija sources 72.4% of its suppliers locally, while the share of Koka's domestic suppliers is 74.5%.

The Vindija food industry is the only food industry in Croatia that buys three types of milk - cow's, goat's and sheep's milk. We are the largest buyer of goat's and sheep's milk in Croatia and the second-largest purchaser of cow's milk by volume.

Through contractual agreements, we offer security and stability to every producer, fostering clear, transparent business relationships that support long-term partnerships. Our commitment to these values has enabled us to build enduring collaboration with some farms, where milk production partnerships now span multiple generations. In addition to the security of buying milk at a fair price and with regular payment dynamics,

we supply milk producers with animal feed from our own integrated animal feed factory and we provide them with the opportunity to purchase the necessary raw materials for production. Furthermore, our milk purchase field service is available to milk producers on a daily basis with advice and training. Vindija buys high-quality milk from farms, ensuring we have more than 99.5% milk of the right grade throughout the year. We are particularly proud of this, because quality raw materials are one of the most important factors for producing a quality product.

More than 40% of milk we buy comes from farms that dispose of their by-products ecologically through biogas plants, which has a positive impact on the environment. In addition, many farms have solar power plants, thus securing their own electricity supplies, which is also an example of our business partners' good practice in environmental sustainability.

We have been holding the label "Milk from Croatian Farms" for many years, and with our needs and capacities, we ensure that no Croatian milk producer has had his milk purchase cancelled, nor

have interested producers been denied cooperation. As an example of such a contribution, we can point to the period of crisis during the COVID-19 pandemic, when Vindija continuously bought milk and initiated cooperation with producers who were rejected by some other dairies due to the challenges in marketing finished products. It is especially important to emphasise that even in such times we did not lower the purchase prices of milk and did not cancel cooperation regardless of the stocks of finished products. Instead, we assumed responsibility for the hampered management and business of finished dairy products.

Vindija is the first dairy food industry to have certified its products with the "Proven Quality Croatia" certificate in 2023. This has also positively impacted the milk producers who cooperate with us - they are better valued and positioned when applying for rural development measures compared to the milk producers of other dairies that do not have the mentioned label.



SUBCONTRACTORS IN THE PRODUCTION OF MEAT RANGE PRODUCTS

The meat production segment of the Vindija Group involves highly integrated poultry production that requires a comprehensive organizational and production sequence, which certainly includes primary producers and smaller farmers that are well connected in the finalization of products on the market. Koka plays a crucial role in organizing and sustaining the production of small-scale producers, connecting them through a structured approach that encompasses arable farming and the purchase of Croatian grains, as well as working with individual fatteners. These relationships are formalized through clearly defined contracts, which are strategically important for the entire landscape of Croatian agriculture, animal husbandry, and the broader food industry.



COOPERATION WITH THE LOCAL COMMUNITY

The Group also makes a valuable contribution to cooperation with local educational institutions. Cooperation takes the form of sponsorship, student visits to production sites, guest lectures by Group employees in institutions, mentoring programmes, etc. The potential of cooperation in this respect is huge but has yet to be fully exploited. Therefore, cooperation with the local community has been identified as a strategic goal of the Group's sustainable development in order to achieve continuous progress in this regard. We believe that by intensifying this form of cooperation, mutual benefit can be achieved with direct and indirect effects. The Group transfers knowledge and experience to the local community and future employees in the Republic of Croatia, thus indirectly contributing to the local and wider economy. Likewise, young people from the local environment are potential future employees of the Group and/or its business partners, so by helping to build their intellectual capacities, the Group indirectly contributes to its own business processes.



5.3

Animal welfare

In primary poultry production, the Group applies high standards of animal welfare, implementing prescribed additional requirements and obligations in breeding and keeping animals, which exceed the basic legal provisions for a particular animal species. Animal welfare involves implementing higher standards on farms that address the natural needs of animals by ensuring adequate access to water and food, as well as by providing sufficient space for their well-being. Promoting the welfare of animals is essential for the sustainability of livestock production and the safety and quality of food, highlighting the need for training among various professionals across the food production chain, from stable to table. These elevated standards, which exceed basic legal requirements, have been verified and certified.

In response to customer and consumer demands, we continuously provide training for our employees to enhance their understanding of animal welfare. By raising awareness of the importance of animal welfare, we also recognize its significant impact on meat quality.





6 *Corporate governance*

6.1

Management structure

In each member (company) of the Vindija Group, business is carried out through management bodies. The General Assembly is an umbrella body, which is made up of the founders of limited liability companies, or shareholders of joint-stock companies. The management of the company is conducted by the Management Board, which is appointed by the Supervisory Board in the case of the parent company, Vindija d.d. In other limited liability companies, the Management Board is appointed by the assembly or the founder of each individual company. In conducting business, the Management Board undertakes all actions in the best interest of the Company, in accordance with applicable regulations, the market environment and the Company's internal acts. The share of women on the Management Board of the parent company of the Group is 40%.

A Supervisory Board consisting of three to seven members was established to oversee the business of the company in each member of the Vindija Group. The Management Board reports to the Supervisory Board on financial and business

results, strategy and business plans. All of the above is carried out in accordance with the applicable regulations that govern the establishment and operation of commercial companies. In their daily operations and activities, members of the Vindija Group respect and comply with the provisions of the applicable anti-corruption regulations. Anti-corruption principles are implemented in various internal acts and procedures. The activities undertaken can be divided into the improvement of compliance with the law, business rules, good business customs and moral business practices, as well as internally regulated procedures and work instructions. All employees are subject to disciplinary measures and are at risk of termination of their employment if they engage in corrupt activities. During 2023, there were no reports of suspected corruption or cases of corruption recorded in the Group.

One of the internal acts introduced to all employees and worth highlighting is the Rulebook on the procedure for internal reporting of irregu-

larities and the procedure for appointing a trusted person and his/her deputy. This is how the Group ensures that all whistleblowers are protected from harmful actions and that all necessary measures are taken with the aim of stopping harmful actions and eliminating their consequences. One noteworthy internal procedure is the preliminary legal and financial control of every contract that the company concludes with suppliers and customers. The Group does not engage third parties, including representatives, subcontractors and consultants, in tasks it would not undertake itself.

Internally, in each member of the Vindija Group, there is a rulebook on the organization and systematization of workplaces, which describes all workplaces, and defines job descriptions, possible specificities and designated superiors for each workplace.

GRI 2-9



GENERAL ASSEMBLY OF THE PARENT COMPANY

Shareholders exercise their legally guaranteed rights at the General Assembly of the Company. The General Assembly makes a decision on the use of profits, adopts reports of the Management Board on the conduct of business and the state of the Company, and decides on the dismissal of members of the Management and Supervisory Boards. The General Assembly equally decides on amendments to the Statute, the election and dismissal of members of the Supervisory Board, the appointment of the Company's auditor and other issues prescribed by law or the Statute.

The session of the General Assembly of the Company was held on 29 August 2023 with a quorum achieved, so the Assembly validly decided on the issues on the agenda.



SUPERVISORY BOARD

The Supervisory Board of the Company supervises the conduct of business and annually submits a report on the supervision to the General Assembly of the Company. The Supervisory Board operates within the framework of legal regulations, determines the annual financial statements, appoints and dismisses the members of the Management Board, contributes to the implementation of the business policy while supervising the management of the Company's affairs, and actively cooperates with the external auditor.

In 2023, in the context of the legal form of the members of the Group, we must note the process of the delisting of Koka from the Zagreb Stock Exchange, with which the formal operations of Koka d.d. continued as the operations of Koka d.o.o. from 3 January 2024, and the process of restructuring the industry ViR 1898 d.d. into ViR 1898 d.o.o.

The Management Board and the Supervisory Board support the protection of the rights and equality of all shareholders, the transparency of operations and socially responsible activities in relation to all interest groups of the Company. In this sense, all workers are required to adhere to high ethical and corporate standards.

The Group has so far implemented ethical behaviour through internal acts such as the Work Ordinance, the Salary Ordinance, the Ordinance on Measures and Actions for the Prevention of Sexual and Other Forms of Harassment and the Prevention of Violations of Dignity and Discrimination in the Workplace, the Ordinance on the Procedure for Internal Reporting of Irregularities and the Appointment Procedure for the trusted person and his/her deputy, and the Ordinance on Data Protection.

LIST OF MEMBERS
OF THE MANAGEMENT
AND SUPERVISORY
BOARDS



ADDRESS
VINDIJA d.d. Varaždin
Međimurska ulica 6, Varaždin

OIB
44138062462

List of members of the Management and Supervisory Boards
of the Vindija Group members

MANAGEMENT		
ORDER. NO.	NAME AND SURNAME	FUNCTION
1.	Nenad Klepač	President of the Management Board
2.	Tamara Drk-Vojnović	Member of the Management Board
3.	Dubravka Drk-Mravlinčić	Member of the Management Board
4.	Saša Vojnović	Member of the Management Board
5.	Alan Mravlinčić	Member of the Management Board
6.	Branimir Bricelj	Member of the Management Board

SUPERVISORY BOARD		
ORDER. NO.	NAME AND SURNAME	FUNCTION
1.	Zvonimir Buterin	President of the Management Board
2.	Spomenko Kukec	Deputy Chairman of the Supervisory Board
3.	Dražen Roškarić	Member of the Management Board
4.	Ivanka Kukec	Member of the Management Board
5.	Vladimir Šimek	Member of the Management Board

LIST OF MEMBERS
OF THE MANAGEMENT
AND SUPERVISORY
BOARDS



ADDRESS
KOKA d.o.o. Varaždin
Biškupečka ulica 58, Varaždin

OIB
21031321242

MANAGEMENT

ORDER. NO.	NAME AND SURNAME	FUNCTION
1.	Stjepan Sabljak	President of the Management Board
2.	Nenad Klepač	Member of the Management Board

SUPERVISORY BOARD

ORDER. NO.	NAME AND SURNAME	FUNCTION
1.	Zvonimir Buterin	President of the Management Board
2.	Borislav Slunjski	Deputy Chairman of the Supervisory Board
3.	Tamara Drk-Vojnović	Member of the Management Board
4.	Dubravka Drk-Mravlinčić	Member of the Management Board
5.	Alan Mravlinčić	Member of the Management Board
6.	Saša Vojnović	Member of the Management Board
7.	Božo Đuras	Member of the Supervisory Board, Workers' representative

LIST OF MEMBERS
OF THE MANAGEMENT
AND SUPERVISORY
BOARDS



ADDRESS

VINDIJA trgovina d.o.o. Varaždin
Međimurska ulica 6, Varaždin

OIB

80096790804

MANAGEMENT

ORDER. NO.	NAME AND SURNAME	FUNCTION
1.	Saša Vojnović	Director
2.	Igor Lukačević	Procurator

SUPERVISORY BOARD

ORDER. NO.	NAME AND SURNAME	FUNCTION
1.	Zvonimir Buterin	President of the Management Board
2.	Dubravka Drk-Mravlinčić	Deputy Chairman of the Supervisory Board
3.	Tamara Drk-Vojnović	Member of the Management Board

LIST OF MEMBERS
OF THE MANAGEMENT
AND SUPERVISORY
BOARDS



ADDRESS

VINDON d.o.o. Lučka ulica 4
Slavonski Brod

OIB

89230529680

MANAGEMENT

ORDER. NO.	NAME AND SURNAME	FUNCTION
1.	Damjan Tomšić	Director

SUPERVISORY BOARD

ORDER. NO.	NAME AND SURNAME	FUNCTION
1.	Zvonimir Buterin	President of the Management Board
2.	Tamara Drk-Vojnović	Deputy Chairman of the Supervisory Board
3.	Dubravka Drk-Mravlinčić	Member of the Management Board
4.	Alan Mravlinčić	Member of the Management Board
5.	Saša Vojnović	Member of the Management Board

LIST OF MEMBERS
OF THE MANAGEMENT
AND SUPERVISORY
BOARDS



ADDRESS

VIR 1898 d.o.o. Školjić 16
Rijeka

OIB

84873325307

MANAGEMENT

ORDER. NO.	NAME AND SURNAME	FUNCTION
1.	Igor Vasović	Director

SUPERVISORY BOARD

ORDER. NO.	NAME AND SURNAME	FUNCTION
1.	Goran Vučetić	President of the Management Board
2.	Alan Mravlinčić	Deputy Chairman of the Supervisory Board
3.	Saša Vojnović	Member of the Management Board

LIST OF MEMBERS
OF THE MANAGEMENT
BOARD



VINDIJA d.o.o. LAJKOVAC
Beogradski put 37
Lajkovac

**PRIVREDNO PREDUZEĆE
ZA PROIZVODNJU I TRGOVINU
FSH UNIP + DOO VALJEVO**
Vladike Nikolaja 60
Valjevo

**VETERINARSKA SLUŽBA
VINDIJA VET d.o.o. PLANDIŠTE**
Beogradski put bb
Plandište

VINDIJA d.o.o. LAJKOVAC

ORDER. NO.	NAME AND SURNAME	FUNCTION
1.	Biljana Đilas	Director

PRIVREDNO PREDUZEĆE ZA PROIZVODNJU I TRGOVINU FSH UNIP + DOO VALJEVO

ORDER. NO.	NAME AND SURNAME	FUNCTION
1.	Aksentije Staničević	Director
2.	Stjepan Sabljak	Procurator

VETERINARSKA SLUŽBA VINDIJA VET d.o.o. PLANDIŠTE

ORDER. NO.	NAME AND SURNAME	FUNCTION
1.	Dejan Palačković	Director

LIST OF MEMBERS
OF THE MANAGEMENT
BOARD



VINDIJA d.o.o. SARAJEVO
Rajlovačka bb
Sarajevo

VINDIJA d.o.o. BRČKO DISTRIKT BiH
Industrijska zona br.2
Brčko distrikt BiH

**VINDIJA INTERNACIONAL
EKSPORT-IMPORT
DOEL SKOPJE**
Ul. Hasan Priština br.47A
Skopje

VINDIJA d.o.o. SARAJEVO

ORDER. NO.	NAME AND SURNAME	FUNCTION
1.	Elmir Šabanija	Director

VINDIJA d.o.o. BRČKO

ORDER. NO.	NAME AND SURNAME	FUNCTION
1.	Nenad Klepač	Director

VINDIJA INTERNACIONAL EKSPORT-IMPORT DOEL SKOPJE

ORDER. NO.	NAME AND SURNAME	FUNCTION
1.	Gjurgica Sofronijevska	Manager without restrictions

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