

We are **Green**

Summary of

ESG STRATEGY

implementation in 2024



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Dear All,

Green Holding Group is a family-owned company built on values passed down from generation to generation. We combine traditional farming with hydroponic cultivation, modern, sustainable production and food logistics.

For years, we have relied on the resources of nature, which form the foundation of our business.

Today, in the face of accelerating climate change, we feel an even stronger responsibility to act for the future of our planet. We believe that balance between human needs and environmental capacity is possible – provided that we apply innovative methods of cultivation, production, and logistics.

Our mission is to ensure access to healthy, fresh, and safe products that support a well-balanced diet. To achieve this, we follow global quality standards that apply not only to us but also to our suppliers.

This year, we are changing the frequency of our ESG reports – from now on, they will be published every two years. The next full report will appear in 2026, while this document presents a summary of our ESG strategy We Are Green. Consequently, this year we are not reporting CO₂ emissions under Scopes 1 and 2.

The past year has been a time of intensive work on strengthening our organisational culture, developing corporate governance, advancing digital transformation, and expanding our supply chain. I am proud to share that four of our Group companies have been awarded the Great Place to Work certificate – a great honour for us and confirmation that we are creating a supportive and responsible workplace.

We have also implemented the Microsoft Dynamics 365 for Finance and Operations system at Green Factory and launched our own crop cultivation in the Crotona region of Italy through Green Crops Italia.

I would like to thank all our employees, partners, and stakeholders for their commitment and for sharing in our journey toward a more sustainable future.

Artur Rytel

Owner, CEO, President of the Management Board of Green Holding

Green Holding Group

Green Holding is a Polish capital group. We operate in the food industry and specialise in the production and distribution of fresh vegetables, salads, and plant-based ready to eat meals.

We supply fresh produce to retail chains, HoReCa sector customers, and food industry manufacturers.

We operate in an integrated business model “from farm to table”

The Green Holding portfolio includes the following companies:

- Green Factory Sp. z o.o.
- Smart Vegetables Innovations Sp. z o.o. (SVI)
- GFL Sp. z o.o.
- Green Business Centre Sp. z o.o. (GBC).

Green Factory has three international subsidiaries:

- Green Factory UA LLC,
- UAB Green Factory Baltic,
- Green Factory Hungary Kft.

In addition, the Group works with affiliated entities engaged in field cultivation:

- Gospodarstwo Ogrodnicze Artur Rytel,
- Spółka Agrarna Plon Sp. z o.o.
- Spółka Agrarna AR Sp. z o.o. having one foreign company
 - Green Crops Italia S.R.L.

Key events in 2024

The Development of Hydroponic Cultivation

In the fourth quarter of 2024, we launched the second module (1.5 hectares) of hydroponic greenhouses operated by Smart Vegetables Innovations. We also commenced preparations for the construction of the third module.

Green Crops Italia

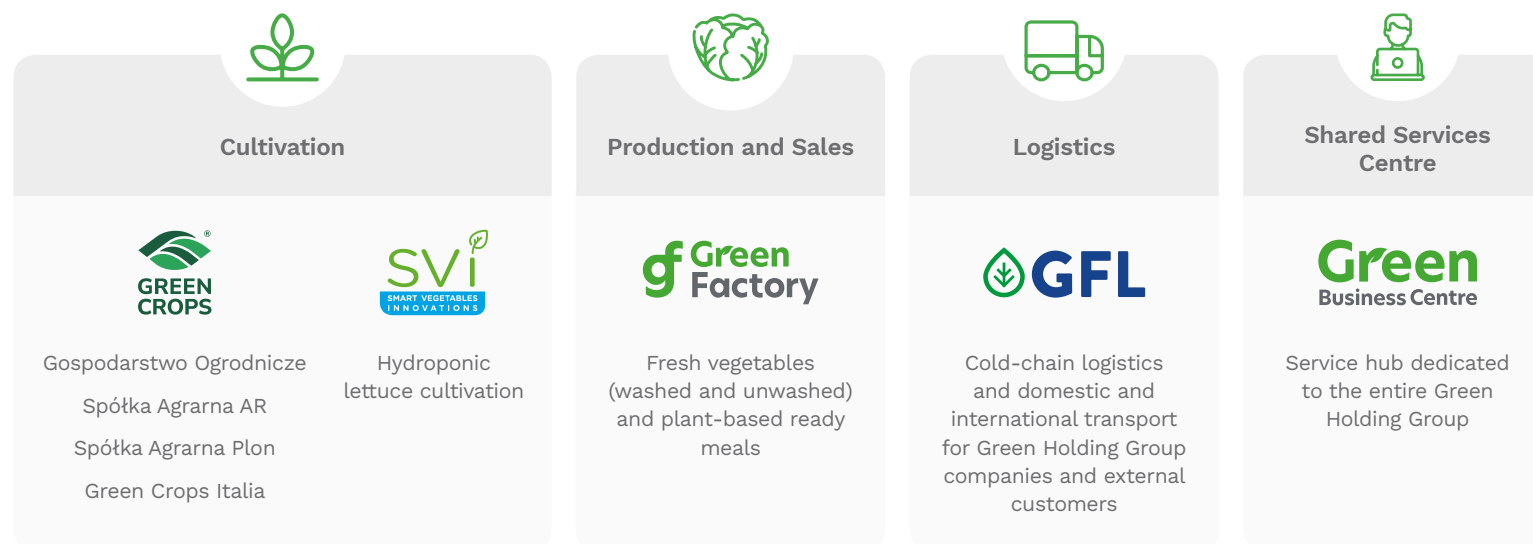
Climate change, the drive to shorten supply chains, and the need to secure continuity of supply all contributed to the decision to launch our own cultivation in southern Italy.

On 15 October 2024, Green Crops Italia was registered in Italy. The first plantings began in mid-September 2024.

Digital Transformation of the Group

Microsoft Dynamics 365 Finance and Supply Chain Management (SCM) was implemented at Green Factory to enhance the management of financial operations (including accounting, budgeting and reporting) as well as supply chain, production and logistics processes.

Structure of the Green Holding Group



Business Model

Supporting Supply Chain Resilience

Operating within an integrated business model – where highly specialised entities form a **complementary chain, from cultivation through production to transport** – allows us to comprehensively oversee and continuously improve processes across the entire value chain of our Group.

Shared quality standards across all Green Holding companies directly translate into the quality and safety of our products.

Our goal is to **build resilience of the entire Green Holding supply chain** to the effects of climate change, while ensuring the daily availability of fresh, safe, and diverse products. That is why we:

- manage resources sustainably, protecting the natural environment and ensuring efficient use of raw materials,
- reduce losses and food waste, thereby supporting the Sustainable Development Goals,
- optimise production planning, enabling us to respond more effectively to market and customer needs,
- monitor the entire supply chain – from cultivation on our own fields and with trusted suppliers, through production, all the way to delivery to the customer.

Building resilience and stability in our supply chain is not just a strategy – it means concrete investments designed to secure continuity of supply, regardless of season or climatic conditions.



During the winter season, we expand our offer through:

- year-round hydroponic cultivation of lettuce and herbs in controlled conditions,
- our own cultivation abroad, developed to diversify sources and enhance operational flexibility,
- responsible imports of vegetables, which ensure product availability during periods of limited local supply.

Through these initiatives we:

- create an uninterrupted supply system resistant to seasonality and local weather variations,
- prepare our organisation to cope with the high volatility of raw material availability caused by ongoing climate change,
- strengthen the long-term resilience and stability of our supply chain, reducing the risk of disruptions and rising costs.

Quality control stages



INSPECTION
ON FIELDS



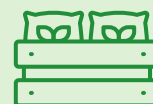
ON SITE
QUALITY SUPPLIER
INSPECTION



RAW MATERIAL QUALITY
CONTROL UPON DELIVERY
TO THE FACILITY



QUALITY CONTROL
IN LOGISTICS



PRODUCT QUALITY
CONTROL BEFORE
DISPATCH



RAW MATERIAL QUALITY
CONTROL WITHIN
THE FACILITY



Green Holding companies work in close cooperation to make the most of the opportunities provided by our adopted business model.

Our Portfolio

We create products under three Green Holding Group brands as well as private-label products for retail chains. Both are widely available across most retail and HoReCa networks in Poland and Central and Eastern Europe.



We believe in the power of plant-based food. Our mission is to provide fresh and safe products every day, making tasty and varied meals both enjoyable and easier to prepare.

Fit&Easy

Fit&Easy is a brand of fresh, ready-to-eat vegetable products that supports consumers in making healthy everyday choices.

✓ PRODUCT CATEGORIES

Fit&Easy offers convenient culinary solutions: meal ideas, salads, and vegetable and salad mixes.



PRIMA VEGA

PRIMA VEGA inspires consumers to explore the diverse world of fresh vegetables and is the brand of choice for those who prefer to prepare meals themselves using fresh, wholesome ingredients.

✓ PRODUCT CATEGORIES

PRIMA VEGA products are fresh, natural vegetables, packed immediately after harvest, without prior washing or processing.

Plant LOVE

Plant Love stands for fresh lettuces and herbs, grown locally in hydroponic greenhouses. Natural, safe, and always fresh – all year round.

✓ PRODUCT CATEGORIES

Plant Love offers pesticide-free lettuces with intact root balls, fragrant potted herbs, and aromatic herbs ready to use.



Green Holding 2024 in Numbers

We care for People

Number of employees

1,368



Great Place to Work

4 companies awarded certification



Business and Academia Cooperation Programme



- 230 participants in 3 conferences
- 42 educational initiatives (Olympiads, competitions)
- 26 partner schools and universities

Foundation Support



Fundacja Ronald McDonald Polska

continued support for **Family Rooms at the Ronald McDonald House**, located in the Paediatric University Clinical Hospital of the Medical University of Warsaw

Volunteering

- 1,100 trees planted near the company's headquarters in Zduńowo
- Clean-up actions around Green Crops farmland
- Volunteer engagement at the Ronald McDonald House in Warsaw



Internships

- 441 young people gained their first professional experience in Green Holding companies
- we launched the first edition of the Paid **Summer Internship Programme** at Green Factory



Educational Project



130 participants (kindergartens and grades 1–3 of primary school)

Collaboration with Food Banks

Banki Żywności



154 tonnes of food donated



Green Holding 2024 in Numbers



We care for the Planet

Digital transformation of the Group

implementation of Dynamics 365 Finance and Supply Chain Management (SCM)

Opening of the second SVI greenhouse module

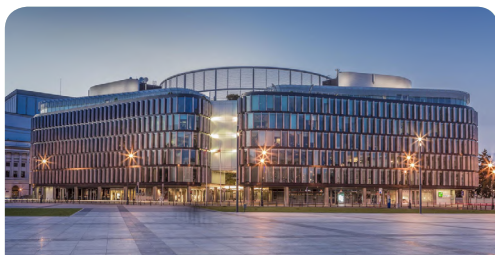


60ha

of organic cultivation area in Poland

100%

of energy and heat in hydroponics sourced from low-emission sources



New office in Warsaw with BREEAM certification



powered by 100% renewable energy

Green Crops Italia

cultivation launched in Italy on an area of 91 ha



26%

low-emission passenger vehicles in the fleet




BREEAM certifications for GFL warehouses



powered by 100% renewable energy

25%

of energy generated from our own production sources



Summary of ESG Strategy Implementation

ESG Management Structure in Green Holding Companies

All Members of the Management Board are engaged in projects related to the Group's sustainable development and the implementation of our ESG strategy.

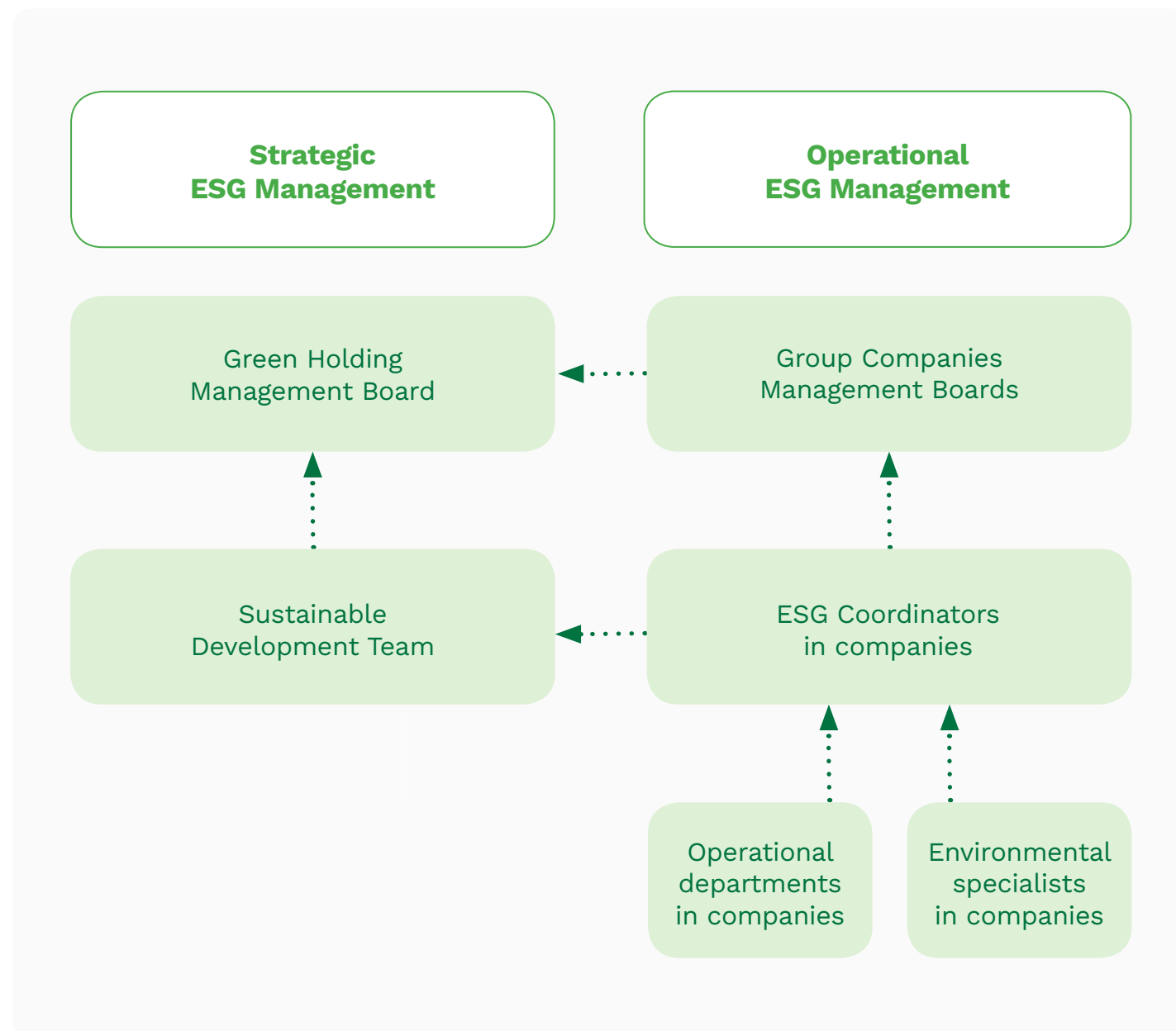
ESG matters relevant to the entire Group as well as to individual companies are regularly discussed at Management Board meetings. The effectiveness of company activities is assessed based on key performance indicators and the timely achievement of set objectives.

The Group's structure ensures effective communication between the Management Board and the management teams of individual companies. Members of the Management Board of the parent company are actively involved in ESG projects implemented within subsidiaries. The Boards of individual companies are evaluated by the Green Holding Management Board.

Since 2021, operational oversight of sustainable development management at Green Holding and its companies has been exercised by the ESG Team.

In addition, each company within the Group has appointed an ESG Coordinator. They report directly to their supervisors while working closely with the ESG Team.

The Green Holding Management Board also oversees the ESG reporting process and makes the final decisions regarding the scope of disclosures.



Green Holding Group Management Board

The Management Board of the parent company, Green Holding, exercises managerial authority over the entire Capital Group.

Each subsidiary belonging to the Group has its own Management Board. According to the Group's structure, decisions on the nomination and appointment of members of the highest governing bodies are made by the Management Board of the parent company. No maximum term of office has been set for Management Board members.

Remuneration of Management Board members is defined in management contracts or remuneration regulations specific to each company.

At the turn of 2024 and 2025, changes were introduced in the Management Board of Green Holding.

The Management Board of the parent company now consists of two members instead of three:

- **Artur Rytel**
President of the Management Board, CEO, Owner of Green Holding
- **Rafał Wyszomierski**
CFO of Green Holding



Artur Rytel

President of the Management Board, CEO, Owner

Responsible for supporting the operational activities of the Green Holding Group, covering cultivation, production, and logistics. He sets strategic goals and defines directions for growth.

He oversees investments as well as research and technological projects, including those related to sustainable development.



Rafał Wyszomierski

Member of the Management Board, CFO

Responsible for shaping the Group's financial strategy and managing financial risk. He holds a supervisory role in merger and acquisition processes.

He oversees the digital transformation process, ensuring IT security, regulatory compliance, stakeholder relations, and adherence to financial reporting standards.

Green Holding Group

ESG Strategy

The ESG strategy “We are Green” is based on four pillars: We Care for the Planet, We Care for the Product, We Care for Partnerships, We Care for People.

The first of the four pillars relates to the natural environment, which is significantly impacted by our operations. The “We Are Green” strategy aims to strike a balance between human needs and environmental protection in the context of accelerating climate change.

The We Care for the Product pillar brings together our efforts to ensure product quality and safety, as well as our commitment to consumer wellbeing.

We Care for Partnerships reflects our dedication to collaboration – both within the Group's value chain and across the broader, more complex supply chain of Green Holding.

The We Care for People pillar addresses safe working conditions and employee development, but also encompasses our relationships with the local communities. As our production sites, warehouses and crops are located away from big cities, local communities are a key point of reference in our daily operations.

Our employees also play an active role in these initiatives, supporting local institutions and non-governmental organisations through Green Holding's employee volunteering programmes – responding to the real needs of the communities in which we operate.


















The issues most relevant to our operations have been captured in the Green Holding Group's sustainability strategy “We Are Green”, published in 2022.

Within the 12 areas set out in our ESG strategy, we have defined 27 goals to be achieved by 2025. Progress towards these objectives is presented on the following pages.



Status of ESG Goal Implementation

 We care for the Planet	Our goal	2021	2024	Change compared to 2021	
Crops meeting regenerative agriculture principles	Devel- opment	Imple- mentation	Continuation of actions	Achieved	
Reduce mineral fertiliser use by 5% (kg/ha of crops)	5%	0.79	0.85	In progress	
Launch organic cultivation on 45ha	45 ha	0	60 ha	Achieved	
Reduce irrigation water use by 5% (m³/ha of crops)	5%	289	569	In progress	
Reduce water used in production processes by 5% (m³/1,000 products)	5%	2.04	1.7	Achieved, 15% reduction	
Reduce greenhouse gas emissions from processes under our control (Scope 1) and from purchased energy (Scope 2) by 30% (MgCO₂/1M PLN revenue)	-30%	19.14	10.04	Achieved in 2023	
Reduce electricity consumption by 10% (MWh/1M PLN revenue)	10%	24.5	20	Achieved 18% reduction	
Source 20% of electricity from our own renewable and low-emission sources (%)	20%	0	25	Achieved Total energy: 6,491 MWh/y	
Reduce fuel consumption in agricultural vehicles by 10% (GJ/ha of field crops)	10%	13.7	11.9	Achieved 13% reduction	
Ensure 10% of passenger cars are low- or zero-emission (units)	10%	3	47	Achieved 25% increase	
Ensure 100% of vehicles operated by external carriers meet EURO 5 and 6 emission standards (%)	100%	94.5%	98%	In progress 3,5% increase	
Reduce the weight of plastic packaging for our brands by 5% (t)	5%	1,846	1,370	Achieved 26% reduction	
Eliminate the use of single-use crates in raw material transport (units)	0%	315,588	139,721	In progress 56% reduction	
Eliminate the use of single-use pallets in raw material transport (units)	100%	95,592	80,144	In progress 16% reduction	



Achieved



In progress







Not achieved

 We Care for the Product	Our goal	2021	2024	Change compared to 2021	
Maintain GLOBALG.A.P. or GLOBALG.A.P. + Add-on (leafy vegetables) certification for 100% of our products	100%	100%	100%	Achieved	
Maintain GLOBALG.A.P. or GLOBALG.A.P. + Add-on (leafy vegetables) certification for 100% of purchased raw materials	100%	78%	99%	In progress 21% reduction	
Ensure 100% of our facilities are Food Safety certified	100%	83%	100%	Achieved	
Improve labelling of own-brand products to encourage healthy eating practices	RWS	0	Description on p.30	Achieved	
Extend the shelf life of our products by 10%	10%	7	9	Achieved 25% reduction	
Continue using freshness-preserving packaging and adjust product quantities to customer needs	Devel -opment	In progress	100%	Achieved	






We Care for Partnerships

Train all employees on ethical principles		Work not yet started	Description on p.43	In progress	
Implement a whistleblowing tool	Implementation	Work not yet started	Implemented	Achieved	
Introduce supplier evaluation	Implementation	Work not yet started	Implemented	Achieved	
Require regular suppliers to comply with the Supplier Code of Conduct	Implementation	Work not yet started	Implemented	Achieved	



We Care for People

Reduce turnover of permanent employees	Reduction	30%	22%	Achieved 8 p.p. decrease	
Conduct employee satisfaction surveys in all companies	100%	10%	100%	Achieved	
Deliver "In the Green Land" workshop series	30	0	5	In progress	

Environment



Field Cultivation

Our operations begin in the Green Crops fields located in Mazovia, directly adjacent to our production facilities, where we grow vegetables during the summer season.

Since 2024, we have also carried out winter cultivation in southern Italy, in Crotone, where our company Green Crops Italia is based.



Cultivation area – conventional*:

- Poland: 1,080ha
- Italy: 91ha



Harvest volume – conventional crops:

- Poland: 44,885 tonnes
- Italy: 1,621 tonnes



Cultivation area – organic*:

- Poland: 60ha



100% of our cultivation meets regenerative agriculture principles

*Including double cropping

Sustainable Agriculture

In agricultural production, we place strong emphasis on a sustainable approach. Responsible water management, reduced use of chemicals, biodiversity protection, and minimising environmental impact are not only certification requirements but also part of our everyday practice.

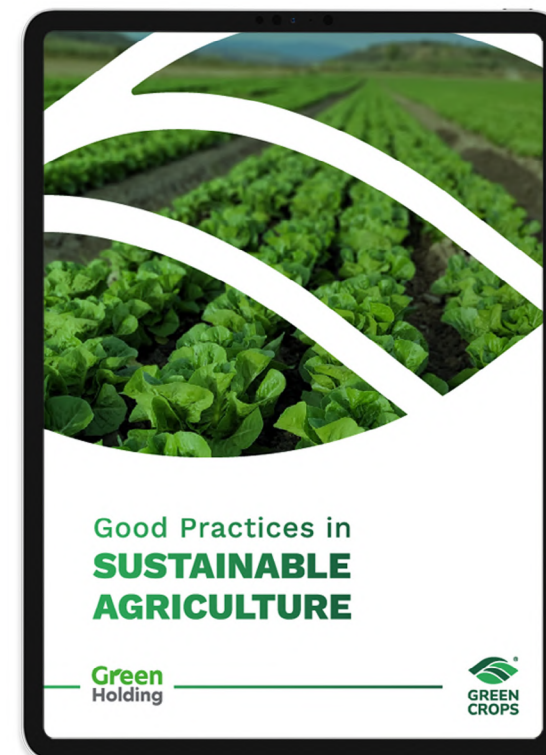
Through conscious actions – from safe machine operation, through efficient irrigation, to recycling and soil protection – we build agriculture that does not harm nature and can serve future generations.

Given the scale of our operations, and in line with the We Care for the Planet pillar of the Green Holding Group ESG strategy, we are implementing a number of measures to protect the Earth's most valuable natural resources, including soil and water.

To structure these activities, we have set ourselves four ESG goals in this area:

Our goals	2021	2024	Status
Launch of organic farming on 45 ha	0	60ha	Completed
Reduce water use for irrigation by 5% (m³/ha)	289	569	In progress
Reduce mineral fertiliser use by 5% (kg/ha)	0.79	0.85	In progress
Reduce fuel consumption in agricultural vehicles by 10% (l/ha)	13.7	11.9	Completed 13% reduction

In 2024, we summarised all sustainable farming best practices applied by Green Crops in a dedicated document:



LINK »

Field Cultivation

Good Practices in Sustainable Agriculture



Improving soil fertility

- application of technologies that enhance soil quality – including agrochemical agents and agronomic practices that build humus layers and improve soil structure in a lasting way
- slowing down soil erosion by maintaining ground cover with vegetation through the use of catch crops in crop rotation and intercrops
- optimising cultivation techniques to minimise degradation of soil structure



Precision fertilisation

application of precision fertilisation – a modern nutrient management method based on accurately adjusting the type, dose, timing, and location of fertiliser application to the actual needs of the plants and soil conditions



Reducing plant protection products

We optimise the use of plant protection products through the adoption of integrated production principles, which make balanced use of technological and biological advances, confirmed by certification

- mechanical weed control methods (e.g. AI-powered laser weeders)
- plant protection methods combining agronomic, biological, and chemical approaches



Reducing water use

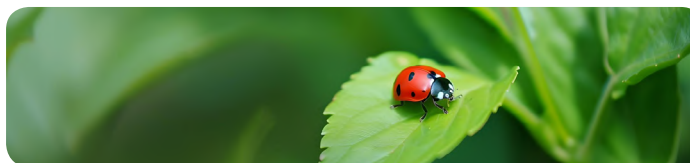
We focus on the responsible use of water. On our fields we employ:

- data from meteorological stations and automatic soil moisture sensors to optimise irrigation schedules
- irrigation techniques that reduce water consumption (drip irrigation systems)
- agronomic practices that support proper water retention



Biodiversity

- implementation of a Biodiversity Protection Plan
- planting of mid-field greenery
- designation of farm areas for biodiversity development where no cultivation is carried out
- our biodiversity efforts confirmed by certification from an independent body under the GLOBALG.A.P. Biodiversity add-on



Digitalisation

- tractors equipped with GPS and fuel consumption monitoring systems
- drones used for monitoring cultivation fields
- IT solutions enabling rapid traceability of raw material batches
- software supporting farm management

Environmental Challenges

Our activities, beginning with field cultivation, are highly dependent on the climate, which directly affects crop quality.

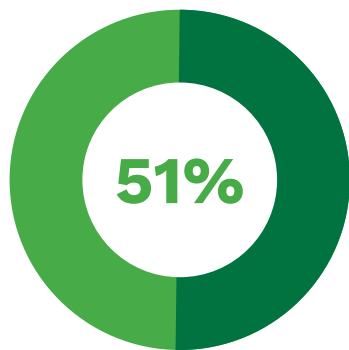
For many years, we have observed a decline in rainfall, which is why we strive to adapt our operations to the changing environment.

In **developing our ESG strategy**, we focus on areas most strategic from the perspective of the sectors in which we operate.

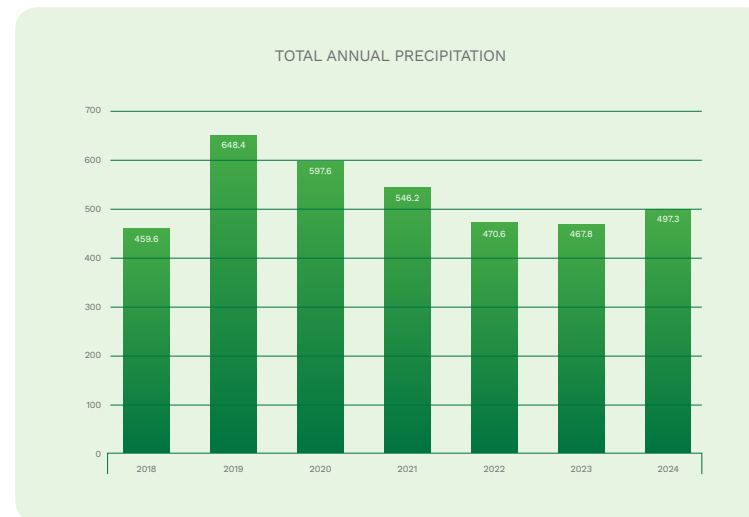
51% of the goals set out in the We Are Green ESG strategy relate to environmental protection.

So far, we have achieved

14 out of 27 ESG goals



At the same time, we are developing a resilience strategy for our Group – starting with diversification of cultivation sources (hydroponics), through the use of seed varieties resistant to climate change and better adapted to local conditions, to biodiversity measures improving soil and crop quality.



Reducing water use versus declining rainfall

Our experts have carried out long-term analyses of, among others:

- annual precipitation totals,
- average temperatures,
- solar radiation,

at the locations of our cultivation fields.

Although we have been developing technologies for years to help us reduce water consumption in irrigation, demand for water has continued to rise. In 2024, it reached 569 m³/ha (an increase of 97% compared with 2021).



Measures to reduce water use:

- soil moisture sensors and satellite field mapping,
- agronomic practices that increase soil water retention, as well as strict internal procedures on irrigation.



Hydroponic Cultivation

Ongoing climate change, including prolonged droughts recorded in recent years in Poland and the further deepening of surface water shortages, has had a significant impact on crop yields.

In response to these challenges, since 2020 we have been developing a branch of our business that is independent of weather conditions, enabling **year-round cultivation of lettuces and herbs**.

Smart Vegetables Innovations introduces potted lettuces and herbs to the market, which can continue to grow at home – staying fresh for longer.

Key information



Hydroponic cultivation

4.7 ha



Planting density

37 plants / m²

vs. 9 plants/m² in conventional cultivation



Water use reduction

- 30%

compared with 2021



Plastic reduction

- 40.5 tonnes/year

achieved through reusing pots and replacing PP trays in cut herbs with paper trays

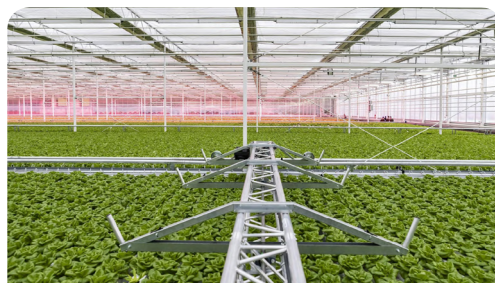


Low-emission energy and heat

100%

How the hydroponic cultivation system works

Since 2024, following the opening of the second greenhouse module, our company Smart Vegetables Innovations has been cultivating a **total area of 4.7 ha**. In 2025, construction of the third module began.



The growth phase of potted herbs and lettuces takes place in modern greenhouses using hydroponic methods.



Plants are grown in pots placed in special channels containing a solution of water and nutrients, on an automatically moving production table.



With the help of advanced technologies, we control the climatic conditions inside the greenhouses.

Hydroponic Cultivation

Good Practices in Sustainable Development

✓ Automation

In SVI greenhouses we use high-tech solutions – potted plants are placed on automated tables with channels containing water and nutrients, while climatic conditions are computer-controlled.

✓ Comprehensive analysis

Thanks to advanced technologies, including AI, precise analysis and monitoring of parameters affecting plant growth and quality are possible. These include solution pH, temperature, humidity, and CO₂ levels, enabling us to respond optimally to plant needs at every growth stage.

✓ Sustainable energy management

SVI greenhouses are energy self-sufficient thanks to their own cogeneration unit. Modern LED lighting combined with a sensor-based light intensity control system allows efficient use of both artificial and natural light throughout most of the year.

✓ Sustainable water management

We apply sustainable water management by delivering water directly to the pots, using moisture-retaining peat, recirculated water recovered from air dehumidification (6,000 litres/day), and rainwater collected in a reservoir of 21,000 m³. These solutions enable us to reduce water consumption by 30%.

✓ Reduction in plant protection products

Nutrients are supplied directly to the plant root ball.

✓ Minimising cultivation area

Hydroponic cultivation takes place on special tables, requiring no technical strips and allowing a much higher planting density – 37 plants per m² compared with 9 in conventional cultivation.

✓ Reduction in packaging

We reuse cultivation pots, meaning that herbs and lettuces reach customers only with their root ball. In 2024, this saved 6.5 tonnes of plastic.

✓ Organic certification

All herbs and lettuces grown at SVI are certified organic (BIO).



Digital Tools

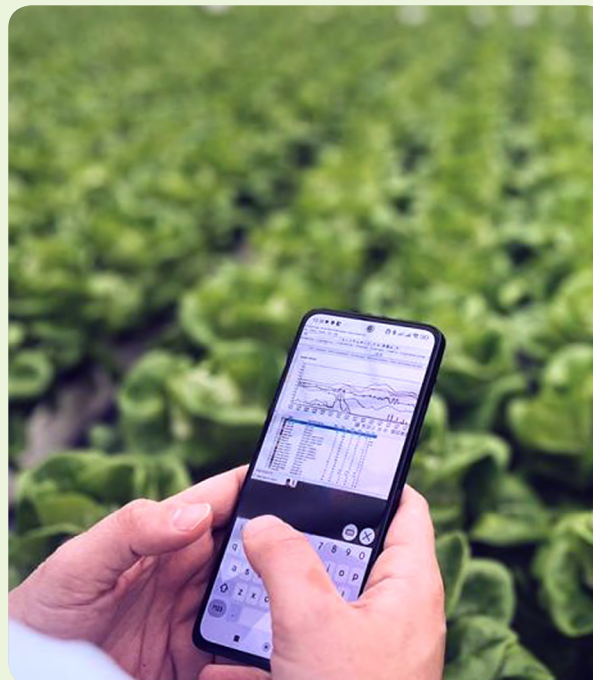
Supporting Farming and Hydroponics

Digital transformation supports the cultivation process and a range of activities aimed at ensuring food safety, including the ability to fully analyse the parameters influencing plant growth and quality.

Farming

In the area of traditional cultivation, we use four programmes to support our field operations:

- **Intense** (harvests) – enables scheduling and planning of harvests through work time recording, harvest volume tracking, and quality control
- **ICM** – supports the quality control department by creating schedules and scenarios for audits and inspections.
- **GateKeeper** – used for planning and monitoring field operations, such as sowing and fertilisation within precision farming.
- **WayQuest** – fleet management system allowing real-time location tracking of tractors and agricultural machinery, and generating reports on working hours and fuel consumption.

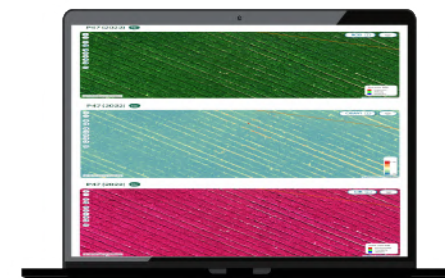


Hydroponics

In hydroponic cultivation, **climatic conditions inside the greenhouses** are the key parameter. To manage them, we use a climate computer, which performs thousands of calculations per day based on data from automatic sensors placed throughout the greenhouses.

This ensures optimal conditions for the growth of lettuces and herbs by:

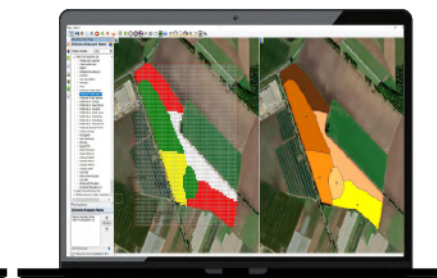
- automatically regulating temperature, humidity, CO₂, and ventilation,
- factoring in external conditions and weather forecasts,
- controlling irrigation and fertigation, adjusting water and nutrient supply to plant needs,
- monitoring data in real time, with reporting and alarm notifications in case of irregularities.



Example screen from a system monitoring weed growth using drones



Example screen from a system monitoring soil moisture



Example screen from a system monitoring fertiliser levels

Food Production

Production is the next stage in our Group’s value chain after cultivation. It is managed by Green Factory, which operates six production facilities across Central and Eastern Europe.

The nature of production processes based on fresh vegetables, carried out by Green Factory, requires maintaining high hygiene standards and precise temperature control, which results in significant water and energy consumption:

- water in production processes comes mainly from our own deep wells and accounts for 20% of the Group’s total consumption. In 2024, we used 1.7 m³ of water per 1,000 products, representing a 15% reduction compared with the baseline year and exceeding the target set in the strategy by 10 percentage points.
- energy consumption is high due to the need to maintain the cold chain at every stage of the Green Holding value chain – from the field (raw materials), through production (factories), logistics (refrigerated vehicles and warehouses), all the way to the retail shelf.

At every stage of production, the temperature is maintained at around 5°C. Energy demand for cooling depends on outside temperatures – the warmer it is, the more intense the cooling required. Our actions to ensure sustainable energy use include:

- efficient energy management,
- measures to minimise the risk of raw material losses in case of breakdowns, directly affecting continuity of operations at Green Factory,
- investments in our own renewable and low-emission energy sources.

Thanks to these measures, our energy intensity indicator reached 20 MWh/1M PLN revenue, representing a reduction of 18% compared with the 2021 baseline year.

Examples of actions reducing energy and water use

1. In 2020, Green Holding Group began its digital transformation, aimed at automating operations and improving the management of production and raw material logistics. This effort is supported by Dynamics 365 Finance and Supply Chain Management (SCM).
2. Implementation of the ASTAT system for metering production utilities, including energy and water.
3. Project OPTI.
4. Replacement of equipment with new, more efficient models.








OPTI Project

Implemented across all Green Factory companies, the project aims to **improve process efficiency** and reduce costs through bottom-up initiatives in areas, such as operations, procurement, technology, sourcing, and infrastructure. Employees submit improvement ideas that translate into tangible savings.

Selected implementations in 2024:

1. Reduction of water losses during production line downtime (Niepruszewo).
2. Use of waste heat from chillers for heating water and plant buildings at GF Wróblewo and GF Ukraine during the winter (reducing gas consumption).
3. Direct printing instead of paper labels.
4. Optimisation of packaging raw material deliveries to the GF plant in Hungary.



In this area, we have set 4 goals:		2021	2024	Status
	Reduce electricity consumption by 10%	24.5	20	-18%  Achieved
	Use 20% of electricity from our own renewable and low-emission sources	0	6,491 MWh/year	25%  Achieved
	Reduce water consumption in production processes by 5%	2.04 m³ /1 k prod.	1.7 m³ /1 k prod.	-15%  Achieved
	Reduce greenhouse gas emissions from processes under our control (Scope 1) and from purchased energy (Scope 2) by 30%	19.14	No calculation Comment on p.47	Achieved in 2023

Logistics

The next element of our business model, implemented by GFL, is logistics. This covers both the delivery of raw materials to our production plants and the transport of finished products to our customers.

As part of our logistics operations, we use contract carriers, and our goal is to reduce environmental impact through:

- working with carriers operating vehicles compliant with EURO 5 and EURO 6 emission standards,
- investing in doppelstock refrigerated trailers, enabling the transport of up to 66 Euro-pallets of goods on two levels,
- optimising vehicle load capacity by adjusting pallet layouts,
- reducing empty runs,
- shortening the supply chain in the winter season by adjusting the sourcing model,
- developing our own cultivation crops in the Calabria region of Italy,
- digitalisation,
- leasing BREEAM-certified warehouses.

Key Information

In daily operations, we use advanced systems and tools that support the efficiency and quality of our services, including:

1. Warehouse Management System (WMS),
2. Transport Management System (TMS),
3. Platforms for real-time monitoring of vehicle temperature and location,
4. Analytical and reporting tools supporting operational and strategic decision-making.

Supply Chain Optimisation

Since 2023, we have been working on transforming our winter supply chain by developing our own cultivation in Italy and expanding cooperation with suppliers in Hungary and northern Spain.

The project has made it possible to:

- shorten delivery times to plants by an average of 2 days,
- ensure better quality and freshness of raw materials,
- improve the logistics of transport packaging.

We estimate that thanks to these optimisations, we have **reduced mileage by 830,000 km.**

To further limit the number of trips while maintaining the upward trend in sales, we continuously optimise vehicle loading and pallet fill. This **enables us to transport more products using the same vehicles.** In 2024, Green Factory completed a project to adjust pallet sizes and optimise pallet fill.



In 2024, changes in carton placement on pallets allowed us to reduce the number of vehicles on the road by 18% and cut empty runs by 50%.



Thanks to winter supply chain optimisation, we travelled

830,000

less

	2021	2024
Total number of vehicles	310	744
Number of EURO 5-compliant vehicles	78	201
Number of EURO 6-compliant vehicles	215	524
Share of EURO 5 and 6 vehicles in the total fleet	95%	97%



Vehicle Fleet

Our vehicle fleet consists of passenger cars and agricultural tractors.

Passenger cars

The fleet of 187 passenger cars within the Green Holding Group is managed by Green Business Centre.

In line with the We Are Green ESG strategy, since 2021 we have been systematically increasing the share of hybrid and plug-in hybrid cars in our fleet. In 2024, their number reached 47 vehicles, accounting for 25% of the total fleet.

In 2024, as part of preparations for further expansion of the plug-in hybrid fleet and the development of charging infrastructure at our company sites in Zdunowo, Niepruszewo, and Wróblewo, we carried out an analysis of possibilities for installing electric vehicle charging points. Their installation and commissioning are planned for Q2 2025.

Tractors

Our fleet also includes agricultural tractors owned by Green Crops. In 2024, we cultivated an area of 1,171 hectares using 71 tractors.

As we apply precision farming techniques, all tractors are equipped with GPS systems, enabling accurate fieldwork, route optimisation, and reduced fuel consumption. In 2024, we achieved our set target, reducing fuel use by 13 percentage points compared with 2021.

Key information



Passenger car fleet

187

fuel consumption:
21,354 GJ/year



Agricultural tractor fleet

71

fuel consumption:
15,729 GJ/year



Total fuel consumption

37,083 GJ/year



Fuel consumption in agricultural vehicles

- 49 l/ha
(vs. 2021)

2 fleet-related targets



Ensure 10% of passenger cars are low- or zero-emission

2021

3

2024

47

Status

○
Achieved*



Reduce fuel consumption in agricultural vehicles by 10% (GJ/ha)

13.7

11.9

○
Achieved
13% reduction

*25% low-emission cars, i.e. 15 percentage points above target

In 2021, the Green Holding Group introduced a **Fleet Policy**, which defines:

- rules and procedures for granting fleet cars, and the conditions for their handover and return,
- rules of use for fleet car users, user obligations and responsibilities,
- cost settlement principles for fleet car users.

We use digital tools to support the management of our growing fleet, including for:

- fuel consumption analysis for individual cars,
- driver behaviour monitoring,
- detecting dangerous driving patterns, helping us use our vehicles more efficiently and sustainably.



Energy

A key resource used at every stage of our operations is energy. We use it:

- as a fuel at our vehicles,
- for heating,
- as electricity supply.

Efficient energy management is of strategic importance to us – it affects not only our current operational efficiency but also the achievement of long-term climate and sustainability goals.



Energy consumption in 2024

In 2024, total energy consumption amounted to 26,011 MWh/year (+9% compared with 2021), of which:

- the share of electricity from renewable and low-emission sources increased to 73% (19,046 MWh/year),
- as much as 82% was used for fuel combustion in mobile and stationary sources.

Energy consumption in mobile and stationary sources by type of fuel (GJ)

Energy sources	2021	2024	Change
Electricity	23,648	19,519.86	-17%
Natural gas	25,543	59,385	132%
Diesel	32,524	34,220	5%
Petrol	2,658	8,071	204%
LPG	2,069	2,245	8%
Coal	608	256	-58%
Heating oil	3,663	685	-81%
LNG	2,542	0	-100%
TOTAL	127,848	160,846	26%

Energy consumption in the organisation (MWh/year)

Electricity	2021	2024	Share (%)
Electricity from non-renewable sources	21,505	6,965	27%
Electricity from renewable sources purchased from external providers	2,143	12,555	48%
Electricity from own sources (cogeneration and photovoltaics)	0	6,491	25%
TOTAL	23,648	26,011	

4 energy-related goals in our ESG strategy



Reduce electricity consumption by 10% (per 1M PLN revenue)

In 2024, the energy intensity indicator amounted to 20 MWh/1M PLN revenue. **This represents an 18% decrease compared with 2021, achieving the target 8 percentage points above plan.**



Source 20% of electricity from own photovoltaic installations and high-efficiency cogeneration

48% (12,555 MWh) of purchased energy came from renewable sources confirmed by a certificate issued by Energa Obrót (+39%), and 25% (6,491 MWh) came from own sources.

This means the target was exceeded by 15 percentage points.



Reduce fuel consumption in agricultural vehicles by 10% (per ha of cultivation)

Fuel consumption in agricultural vehicles decreased from 360 l/ha in 2021 to 311 l/ha in 2024. We also recorded a 204% increase in petrol consumption, linked to replacing diesel cars with petrol vehicles.



Ensure 10% of passenger cars are low-emission

The Green Holding Group fleet is now 25% low-emission cars (more details on p.22). **This means the target was exceeded by 15 percentage points.**

Energy

Solutions for reducing energy consumption



Implementation of the ASTAT system for metering production utilities (including water and electricity)



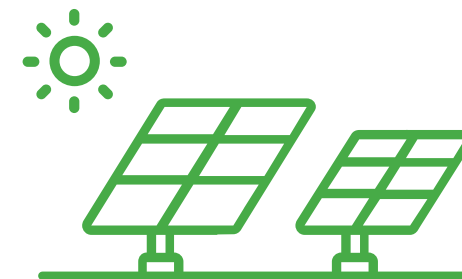
Cooling generation in a refrigeration installation has a major impact on energy consumption. For this reason, we are implementing the ASTAT monitoring system for utilities and taking measures to reduce usage, such as thermal imaging inspections, reviews of cooling installations, and replacing equipment with more efficient units.

In 2024, the ASTAT system for metering production utilities, such as electricity and water was implemented at the Green Factory plants in Niepruszewo and Wróblewo. The system allows immediate detection of anomalies, such as leaks or equipment failures, enabling rapid response to breakdowns and contributing to reduced utility consumption.

Data collected by the system is also used for production accounting in the ERP system. To this end, ASTAT communicates directly with Microsoft Dynamics 365.

This programme will be systematically rolled out across all Green Factory production sites.

Launch of additional photovoltaic installations at international sites



In 2024, we launched rooftop photovoltaic installations at Green Factory production plants in Lithuania and Hungary. The total capacity of our existing installations now stands at 1.1 MW, with an additional 950 kW currently under development.

**Green
Factory**
Baltic

440
kWp

**Green
Factory**
Hungary

322
kWp

Once the planned installations are commissioned, we will have approximately 2 MW of renewable energy capacity at our disposal.

Circular Economy Solutions

Product Packaging

In our operations, we use packaging materials for both packing and transporting our products.

They play a key role in preserving freshness, ensuring convenience, and maintaining product appearance, while their design and selection are an essential part of the entire production process.

In 2024, we used **7,214 tonnes of packaging materials**, representing a **22% reduction** compared with 2021. The largest shares were:



Paper packaging
5,563 tonnes – 19% less than in 2021



Plastic packaging
1,370 tonnes –28% less than in 2021

Wherever possible, we use **recycled and certified materials**:

- all cartons purchased are made of 60–90% recycled fibre,
- all cartons and wooden forks carry FSC certification,
- lunchbox bowls and trays contain 70–100% rPET.



Since 2021, we have been systematically implementing initiatives to minimise the environmental impact of our packaging. To achieve this, we have reduced, among other things:

- film thickness from 40 to 30 µm for salad mixes and from 30 to 25 µm for mono-products,
- lunchbox bowl weight from 23 g to 17.2 g,
- PET rectangular container weight (change planned for 2025) from 11 g to 9.2 g.

Type of material (t)	2021	2024
Plastics (film, BOPP, PVC)	1,783	1,278
Recycled plastics (rPET) – trays, bowls	62	92
Wood (forks, etc.)	12	11
Paper (wraps etc.) + edge protectors	527	269
Cardboard	6,905	5,563
TOTAL	9,289	7,214



Transport Packaging

Transport packaging forms a significant share of the materials used in our logistics processes – both for:

- delivering raw materials to our production plants,
- and supplying our products to customers.

We aim to implement a closed-loop system through the return and reuse of crates and pallets. Since 2022, we have been phasing out single-use crates and cartons in deliveries from regular suppliers. In Italy and Spain, dedicated crate warehouses have been established, systematically replenished before goods are shipped* to our production plants. Thanks to these measures, we have reduced the use of single-use crates by 56%.

Goods are delivered in returnable crates and on pooled pallets – either our own, the customer’s, or through the IFCO system – which enabled us to reduce emissions by 79,531 kg CO₂.

By using CHEP pallets, we reduced CO₂ emissions by 991,978 kg, as confirmed by a CHEP Europe certificate. The share of single-use pallets fell by 16% compared with 2021.

Our goals	2021	2024	Status
Mass of plastic packaging (t)	1,845	1,370	Achieved 26% reduction
Number of single-use crates (units)	315,588	139,721	In progress 56% reduction
Number of single-use pallets (units)	95,592	80,144	In progress 16% reduction

*Exceptions apply to shipments to Ukraine and spot purchases.



**We Care About the Quality
of Our Products**

Responsible Procurement

Our priority is to provide customers and consumers with the highest quality products, which is why we devote considerable attention to the quality of raw materials – both vegetables and packaging



Within the Green Holding Group, dedicated procurement departments for raw materials and packaging oversee the integrity of processes – from specifications, through tenders and contract negotiations, to ordering and delivery.



Procurement in the Green Holding Group

Green Holding Supplier Code of Conduct

This document:

- defines the standards of conduct in the procurement process throughout the supply chain,
- must be accepted by every Green Holding supplier before commencing cooperation.

Dedicated procurement departments for products and services

They are responsible for running tenders and negotiating terms of cooperation with suppliers, in line with the Procurement Procedure. This procedure includes criteria assessing the environmental impact of raw materials and services.

Procurement and Supplier Selection Procedure

This procedure sets the rules for:

- identifying procurement needs,
- analysing the supplier market,
- preparing requests for proposals,
- receiving and reviewing offers,
- evaluating and selecting suppliers,
- concluding contracts,
- implementing suppliers.

Our procurement process is based on cooperation with qualified suppliers of vegetables and packaging, assessed according to a uniform evaluation and qualification system applied across the Group – in line with our strategic goal

Our goal

2024

Implement supplier evaluation (Green Factory)



Achieved



Every Green Factory supplier must complete a qualification questionnaire once a year.

We also organise regular meetings with suppliers to review and summarise the quality of cooperation to date.



Responsible Procurement

All raw materials, including vegetables and packaging, must meet the detailed requirements set out in our specifications.

Packaging must ensure product protection at every stage, while also complying with strict food safety standards. Rigorous production tests verify their usability, forming the basis for the development of final specifications.

Each supplier of raw materials undergoes a multi-stage and rigorous evaluation, including audits, documentation review, and quality tests, ensuring compliance with our high-quality standards



Supplier Evaluation

Vegetables			
Supplier Qualification This is carried out using a supplier qualification questionnaire that assesses their operations in 4 key areas: <ol style="list-style-type: none"> 1. meeting quality criteria, 2. information on storage standards, 3. transparency and completeness of information about the raw material, 4. meeting ESG criteria. 	Supplier Evaluation This involves the verification of: <ol style="list-style-type: none"> 1. quality certificates, 2. attestations and declarations, 3. specifications, based on the requirements of the IFS Food (International Featured Standards).	Product Control Before shipment Raw materials are assessed and qualified directly at the suppliers' sites (field visits). On receipt at the plant <ol style="list-style-type: none"> 1. raw material evaluation by the quality department for compliance with specifications, 2. quality control within the plan. 	Supplier Audits and Quality & Business Reviews Our evaluation process also includes supplier audits. Their frequency depends on the outcome of the supplier's individual risk assessment.



Packaging		
Technology Trials The process begins with the assessment of a packaging sample in terms of suitability and functionality, conducted by the Product Development department.	Supplier Evaluation The evaluation of packaging suppliers follows the same procedure as for vegetable suppliers (described above).	Acceptance of Packaging at the Plant <ol style="list-style-type: none"> 1. incoming inspection, 2. specification compliance check 3. recording of any non-conformities, 4. implementation of improvements to minimise recurrence risk.

Food Quality and Safety

The quality of raw materials delivered to Green Factory production plants – both from our own crops and from regular suppliers – is confirmed by GLOBALG.A.P. or GLOBALG.A.P.+ Add-on certification, which guarantees the application of sustainable agricultural practices.

Our production plants also comply with international food safety standards required by retail, wholesale, and food manufacturing clients, confirmed by Food Safety certifications:

- IFS Food (Poland, Hungary),
- BRC GS Food (Lithuania),
- FSSC 22 000 (Ukraine).

This is in line with the objective we set in 2021.

Each plant has dedicated quality departments responsible not only for product quality control but also for ongoing monitoring and maintenance of Food Safety standards (including through regular internal inspections).

Maintaining the cold chain is essential for the freshness and safety of our products. After leaving the production plants, products are delivered directly to the warehouse in Błonie, where they are repacked and shipped the same day to client distribution centres or directly to stores.

The storage and transport of our products is managed by GFL, which operates three temperature-controlled warehouses and its own fleet of vehicles (trailers). Within GFL, a quality department is responsible for ensuring food quality and safety in warehouses and during transport.

Quality Control in Production Plants

Our plants operate **a multi-stage quality control system** covering all stages of production – from the acceptance of raw materials and packaging, through monitoring of process parameters, to the analysis of the finished product’s quality.

- 1

Each batch of delivered materials undergoes **incoming inspection** carried out by the quality department.
- 2

Raw materials are then **monitored during storage and processing**, enabling the early identification of any deviations from quality standards.
- 3

Finished products are subjected to final inspection before dispatch to clients.
- 4

All non-conformities are recorded and managed in line with established procedures, which include:
 - Corrective actions (e.g. eliminating the root causes of identified issues),
 - Preventive actions (e.g. implementing improvements to minimise the risk of recurrence of non-conformities).

Share of raw materials with GLOBALG.A.P. certification	2021	2024	Change w %	Status
Our own cultivation	100%	100%	0	Achieved
Purchases from regular suppliers	78%	99%	21	In progress



	2021	2024	Status
Total number of plants	6	6	
Plants certified to Food Safety standards	5	6	
SHARE	83%	100%	Achieved

Product Quality

We aim to ensure that our products meet the highest quality and information standards, thereby supporting **three ESG objectives adopted for this area:**



We will improve the labelling of our own-brand products, encouraging healthier dietary practices,



We will extend the shelf life of our products by 10%,



We will continue using freshness-preserving packaging and adapt product volumes to customer needs

We place particular emphasis on the transparency of information displayed on packaging, ensuring it is not only informative but also it encourages the consumption of vegetables (RWS) and inspires consumers to explore new culinary recipes.

Key Product Information on Packaging

- product name,
- weight,
- nutritional value,
- name of the company placing the product on the market,
- shelf life (where required; in line with regulations, we do not indicate shelf life on unwashed products or those with root balls),
- Reference Intake values (RIs).

Recipes on Product Packaging

As part of our ESG strategy, we promote healthier eating habits by placing QR codes on packaging. These direct consumers to our brand websites, where they can access recipes featuring fresh vegetables.

Caring for Product Quality as a Way of Preventing Food Waste

As a food producer, we actively contribute to reducing food waste in two ways:

1 By introducing solutions that extend the shelf life of our products:

- **At packaging level**
We use perforated packaging or modified-atmosphere packaging, helping products stay fresh for longer.
- **At client relations level**
Each stage of rigorous quality verification helps minimise returns, thereby reducing food waste.
- **At consumer offer level**
We provide dual-compartment Duopacks – packaging divided into two single-serving portions.

2 Through cooperation with Food Banks, to which we donate fully edible products that did not enter distribution but still meet all quality standards.



Thanks to the cooperation with Food Banks, we are making a tangible difference in reducing food loss within the supply chain. In 2024, we donated as much as 154 tonnes of food – a 71% increase compared with 2021.

Inspiration for flavour combinations

Product name and description

"Easy Moments" – tips and ideas for boosting wellbeing



QR code linking to the recipe section

Ingredients, nutritional value, and Reference Intake values (RIs)

Name of the company placing the product on the market

Society



Our Employees



In 2024, 125 people joined the team, increasing Green Holding Group employment to 1,368 and once again recording triple-digit growth.

The HR departments of our Group companies carry out numerous initiatives addressing the challenges of dynamically growing structures. In 2024, the key events in this respect were:

- Project ONE – the merger of Green Factory and Primavega into a single organisation,
- the establishment of the new company Green Crops Italia.

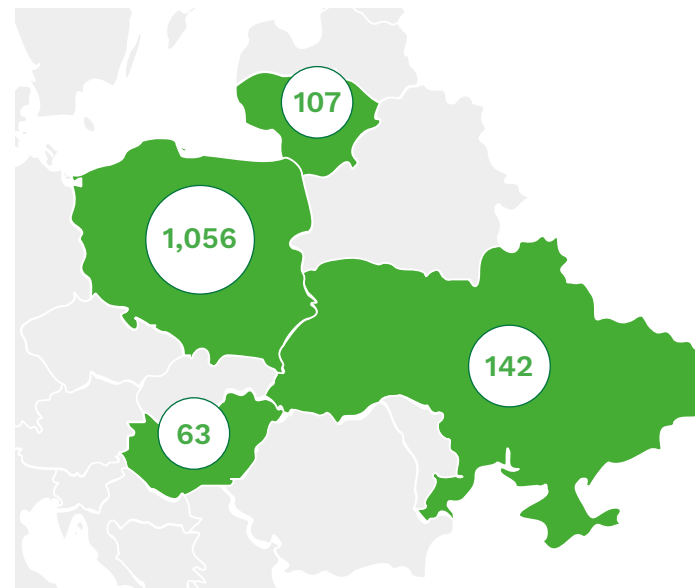
On the following pages of this report, we describe the tools supporting the development of our companies as workplaces.

We want this development to take place in a spirit of dialogue with employees and in response to the expectations they express in surveys, the results of which each year form **the basis for building a Great Place to Work**.



Our employees by country of operation

As a Group, we offer employment in Poland, Ukraine, Lithuania, and Hungary. In 2024, we launched operations in Italy, where we also plan to gradually expand our workforce.



By country	2021	2024	Change
Poland	791	1,056	+34%
Lithuania	134	107	-20%
Ukraine	151	142	-6%
Hungary	58	63	+9%
TOTAL	1,134	1,368	+21%

Our employees by gender

Across the Group, 752 employees are women, representing 55% of the workforce. Men account for 45% (616).

	2021	2024	Change
Women	629	752	+20%
Men	505	616	+22%
TOTAL	1,134	1,368	

Our employees by role type and gender

In 2024, the gender distribution within our organisation varied by job level. Women were particularly well represented in administrative roles, accounting for 61% of employees in this category. Notably, women also made up 55% of our manual workforce.

	Women	Men
Management board	18%	82%
Managers	39%	61%
Administration	61%	39%
Manual workers	55%	45%

Our Employees

Employees by age category

The activities of Green Holding Group began with the establishment of Green Factory, which has been present on the market for over 25 years. Many employees have remained with us since then, continuing to grow and develop within our structures.

Since 2021, the most significant increase in headcount has been observed in the 50+ age group – up by 33%, reaching 276 employees.

The 30+ age group is similarly sized, with 290 employees, reflecting a 27% increase over the same period.

For the past three years, the largest proportion of our workforce has consistently been in the 30–50 age range, with 800 employees in this group.

	2021	2024	Change	
< 30 years	211	290	27%	↗
30 – 50 years	738	800	8%	↗
> 50 years	185	276	33%	↗

Average length of service and employee turnover

As a Group, we are continuously growing and increasing our workforce. We are committed to long-term employee retention and therefore regularly:

- take steps to understand the needs of our employees,
- monitor employee turnover.

Since 2021, we have reduced turnover by 8 percentage points and increased the average length of service by 61%, reaching 4.8 years.

	2021	2024	Change	
Average length of service	3 yrs	4.84 yrs	+61%	↗
Employee turnover	30.4%	22	-8.2%	↘

The employee turnover rate was calculated as the total number of individuals who left the company divided by the total number of employees. The rate excludes temporary and agency workers.

The integrated business model adopted by the Green Holding Group, along with the company's presence as an employer across several European markets, requires the consistent development of organisational culture and the building of a strong employer brand:

- considering the distinct sectors in which our companies operate,
- respecting cultural differences,
- ensuring strong quality and OHS standards.

We recognise the challenges arising from the complexity of our business model, therefore we:

- conduct regular employee opinion surveys,
- provide tailored training programmes,
- develop internship and apprenticeship schemes.



Our Employees

Organisational Culture

As the Green Holding Group, since 2021 we have been consistently monitoring our employees' experiences regarding the workplace.

We base our approach on the **Trust Index™ Survey** – a tool, created by **Great Place to Work®** – a global research and advisory organisation that publishes annual rankings of the best employers across industries worldwide (Best Places to Work) – is designed to improve workplace quality.

We carry out these activities in order to:

- understand how employees perceive our company and what can be improved to increase their engagement and satisfaction,
- strengthen employee involvement, as their suggestions and feedback support the development of the organisational culture of Green Holding and its individual companies.



Companies that meet specific criteria based on employee feedback receive the Great Place to Work Certified™ badge, awarded

to organisations that are:

- recommended by employees,
- enabling their growth,
- distinguished by team atmosphere and the quality of interpersonal relations,
- recognised for high organisational culture.

✓ Shared values

Green Holding Group operates in an integrated business model, in which highly specialised entities form a complementary chain. This also applies to the organisational culture of our companies:

- each has developed its own culture, shaped by the ambitions, aspirations, and personalities of its leaders and employees,
- they are united by a common foundation: the mission, vision, and values of the Green Holding Group.

✓ Strategy and engagement

To support the development of organisational culture, Green Factory has also created a **Culture Book**, serving as a collection of employee ideas.

The Trust Index™ and Culture Index surveys provide the foundation for:

- organisational culture management strategy,
- learning & development strategy.

In 2024, Green Factory began work on an organisational culture strategy for 2024–2028, designed to support business objectives.

✓ Skills development

We implement skills development through tools tailored to different groups:

- for new employees: **Stay Interview** – one-to-one meetings after three months of probation,
- for all employees: **Performance & Development Dialogue** – two meetings per year with a line manager, setting business goals and assessing values and behaviours,
- for managers: **Lead The Green Way** programme, supporting the development of leadership competencies.

Companies certified as Great Place to Work® in 2024



Green
Holding



Green
Factory

Green
Factory
Hungary

Green
Business Centre

Our Employees

Training and Health & Safety

Employee training

Our employees develop their skills both through external training and numerous internal training sessions – including in the areas of quality, health & safety (H&S), and digital transformation tools implemented in the company.

Many of the training programmes delivered within our companies are role-specific. These include, among others, practical training for Green Crops employees on the operation of advanced agricultural machinery, tools, and procedures. Additionally, as part of the Green Book project, we conduct regular training sessions for production staff at Green Factory, utilising the Training Within Industry (TWI) methodology. These sessions support the development of supervisory skills in managing teams, focusing on:

- Instructing Employees (IE),
- Building good Employee Relations (ER),
- Improving Work Methods (WM),
- Ensuring Work Safety (WS).



Green Factory runs the **Lead The Green Way** training programme,

which develops leadership skills at N-2 level (including production, technical services, and logistics). The programme prepares managers to lead teams and strengthens competencies in collaboration across the organisation's value chain.

Compared with 2021 – the baseline year of our Group's ESG strategy – the number of training hours per employee has increased and now stands at 8.6 hours.

	2021	2024
Training hours per employee per year	7.4h	8.6h



Occupational Health & Safety (OHS)

All Green Holding Group companies have implemented their own OHS policies tailored to the nature of their operations.

We foster a culture of responsibility, where all employees are involved in safety matters. This is reflected in the indicators we measure:

	2021	2024	Difference
Number of accidents with serious consequences	2	0	-100%
Number of other accidents	14	22	+ 57%

We also organise numerous training sessions tailored to actual risks, identified through control tools that are systematically implemented and developed across the company.

Training and knowledge

- Training for new employees
- Linking training to specific job duties
- TWI
- OHS participation in training

Machine safety

- Investment processes
- Evaluation and validation
- Employee instructions
- Training programmes for operators

Safety awareness

- Trainings
- Monthly meetings
- Focus on Safety
- Current information
- Indicators
- KPIs

Standards

- OHS procedures
- Publicly available information
- Linking OHS and HR procedures
- Green Book
- OHS instructions – ABCD standard
- Rapid chemical information sheets

One of the fundamental principles guiding the operations of our companies is continuous improvement in the area of Occupational Health and Safety (OHS):

- key processes carried out at Green Factory are subject to periodic internal audits,
- the OHS departments hold regular meetings with the Management Board and senior leadership,
- in addition to audits, the production facilities in Zdunowo, Wróblewo and Niepruszewo regularly conduct Safety Review meetings, which include:
 - site reviews,
 - meetings with department managers,
 - preparation and submission of OHS non-compliance reports.

Our Employees

Internships and Work Placements

In 2024, our two companies Green Crops i Green Factory implemented initiatives enabling young people to gain their first professional experience.

Green Crops



Green Crops offers paid internships under the AgriCool programme. The aim of the project is to build international synergy between academia and business. (Description on the next page).

AgriCool 2024 – key figures

- **384 international students completed 4–6 month paid internships**, making use of the opportunities offered by AgriCool (see p.37), which provides two development pathways:
 - core standards of quality management in food production,
 - quality and safety in the agri-food industry, confirmed by certifications.
- **47 high school and technical school students** from Poland completed **paid 4-week placements**.

Internships are delivered under partnership agreements with schools and universities – Green Crops cooperates with 26 educational partners in this area.

2024 was **the second year** of the AgriCool programme, with participation increasing by 234 people.

4 interns joined the company permanently.



Green Factory

Our largest company organised the **Paid Summer Internship Programme**, during which, from July to September 2024, **10 students** gained practical knowledge under the supervision of Green Factory experts in areas such as procurement, sales, investment, supply chain, continuous improvement, and quality control.

2 interns joined the company permanently.

Internships and Work Placements 2024 in numbers

441

young people gained their first professional experience within the Green Holding Group

156%

growth in student interest in Green Crops' AgriCool educational programme

6

interns joined our Group companies permanently

26

educational partners among secondary schools and universities

Our Social Engagement

AgriCool Project



AgriCool is a programme run by Green Crops. Its aim is to **promote modern agriculture and related professions** among pupils and students. The project connects the worlds of science, business, and education to address the challenges of agribusiness.

The key to success – i.e. attracting new, well-prepared talent for this demanding sector – lies in building synergy between theoretical knowledge and practical experience. Green Crops experts, working in partnership with vocational schools and universities, **prepare young people** to face the real challenges of today's agri-food labour market, while also demonstrating the crucial role of technology and advanced equipment in agriculture.

The offer for young people – focused on developing and educating future talent – is delivered through cross-sector partnerships which we create in cooperation with:

- 🌱 universities,
- 🌱 vocational schools,
- 🌱 primary schools and kindergartens,

by co-creating and **supporting educational initiatives** (competitions, olympiads, etc.).

Benefits for all project stakeholders



For education

- 🌱 Access to practical expert knowledge
- 🌱 Implementation of new projects
- 🌱 Research base
- 🌱 Development of practical skills
- 🌱 Alignment of curricula with real market needs
- 🌱 Development of international cooperation networks



For business

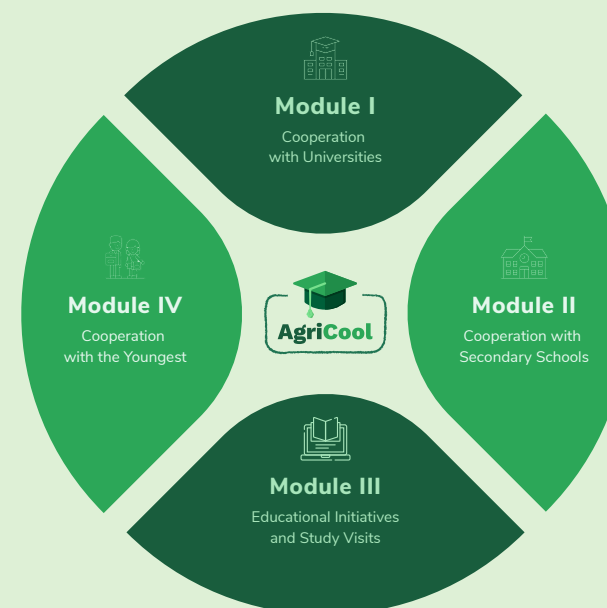
- 🌱 Access to research and development
- 🌱 Access to young talent in the sector
- 🌱 Increased competitiveness
- 🌱 Strengthening the "S" pillar in ESG



For participants

- 🌱 Practical knowledge from experts and industry leaders
- 🌱 Access to modern technologies and innovative agricultural practices
- 🌱 Opportunity to learn/participate in partner university courses
- 🌱 Cultural experiences within the project: discovering other cultures, excursions, and events

Project Modules



Cooperation with Universities

We offer students the chance to combine theory with practice, raising the quality of education and aligning it with labour market realities.



Cooperation with Secondary Schools

We provide pupils with development opportunities, vocational placements, and support through competitions and educational initiatives.



Educational Initiatives and Study Visits

We promote education through practical activities, study visits, and projects supporting youth entrepreneurship. We provide pupils with development opportunities, vocational placements, and support through competitions and educational initiatives.



Cooperation with the Youngest

We support local communities, especially children and young people, by organising activities coordinated by our experts in schools and kindergartens (children's workshops, visits to cultivation fields).

Our Social Engagement

Green Explorers

Green Explorers is an educational initiative of the Green Holding Group, based on the knowledge of our in-house experts in agriculture, nutrition, and sustainable development. The project is aimed at preschool and early primary school children.

It introduces the topics of food origin and biodiversity in an accessible way and is delivered through three pathways:

- ✔ **visits** to Green Crops cultivation fields,
- ✔ **workshops in kindergartens** (on the journey of lettuce from field to table, field biodiversity, and the health benefits of vegetables),
- ✔ support in **creating vegetable gardens** at schools and kindergartens.



In 2024, as part of the pilot programme, 5 workshops were held for 130 children, combining field visits with lettuce planting and sessions with experts. For 2025, 10 further educational activities are planned.



✔ Project goals

1. Delivery of Green Holding ESG Goal No. 27: "Conducting Workshops for Children on Healthy Nutrition"
2. Promoting environmental and ecological knowledge,
3. Strengthening the company's image through practical educational initiatives.

✔ 3 educational pathways

1. Green vegetable gardens in kindergartens and primary schools,
2. Little Explorer: The Secrets of Biodiversity,
3. Field trip: Lettuce Reinvented – How to Grow Lettuce in a Pot.

✔ Supporting the AgriCool programme

The project is run in cooperation with Green Crops, whose experts act as guides through the successive stages of the lettuce's journey from field to table. They enable children to touch, plant, taste, and ask dozens of questions along the way.

Project tools



Our Social Engagement

Employee Volunteering Strategy

Since the founding of our oldest company, Green Factory, activities for local communities and socially important causes have been a natural part of the company's operations. Initiated bottom-up by employees, these activities have grown in response to the real needs of the surrounding community.

Supporting social initiatives is an extension of the long-standing commitment of Green Holding's founder, who has been active for years in supporting non-governmental organisations. As a member of the Board of the Ronald McDonald Foundation, he plays an active role in its work, including the programme for building Ronald McDonald Houses at children's hospitals – an initiative in which Green Factory is also financially involved.



Supporting the Ronald McDonald Foundation

For many years, Green Factory has provided financial and in-kind support for Ronald McDonald Houses.

Since 2024, based on the newly created volunteering strategy, employees across all our companies have also been involved in volunteer activities. These are carried out at the Ronald McDonald House in Warsaw, located at the University Children's Hospital UCK WUM. We encourage initiatives that are closely related to our business (such as cooking and education on healthy eating).



**EMPLOYEE
VOLUNTEERING
STRATEGY**

Green
Holding

The Employee Volunteering Strategy, created in 2024, integrates social and environmental initiatives that matter:

- locally – to our employees and communities in the areas where we operate (fields, production plants, warehouses, and offices),
- sector-wide – addressing challenges relevant to our industry (cooperation with food banks, nutrition and environmental education).



With their supervisor's consent, employees may dedicate up to 8 hours per year to volunteering activities.



Our Social Engagement

Local Activities

✓ Support for local organisations and institutions

Employees of GFL continued to support local foundations, cooking with the beneficiaries of the Opiekuńcze Skrzydła Foundation in Milanówek and helping them prepare the Easter table. They also donated funds to the Oncology Foundation in Bramki, raised during the Wiosenny Rozrusznik (Spring Starter) charity initiative.

Every year, Green Crops supports the Mother and Child Home in Kraszew by donating money for coal purchases. This year, the funds came from a charity raffle held during the summer integration event.

Volunteering is second nature to Green Crops employees – they share gardening knowledge with local schools and kindergartens (creating vegetable gardens) and support Green Holding volunteers during tree-planting initiatives.



✓ Food Banks

Every year we support Food Banks. In 2024, our companies in Poland, Lithuania, and Ukraine donated a total of 154 tonnes of products.

✓ Tree planting

In 2024, we planted trees near our second production plant in Mazovia, in Wróblewo. Thanks to our volunteers, 1,100 trees now grow along our cultivation fields.



✓ Noble Gift

Every year, our companies in Poland support local communities as part of the Noble Gift (Szlachetna Paczka) project. In 2024, thanks to the involvement of Green Crops, Green Factory, GFL, Green Business Centre, and Green Holding, as well as contributions from employees, we donated products worth approx. PLN 25,000.



✓ Group involvement in flood relief

In response to the devastating floods in southern Poland, the Management Board of Green Holding decided to provide a financial donation to support those affected. Our employees from Green Crops and GFL also demonstrated great commitment by organising material collections.

✓ Community engagement of Green Factory Ukraine, Hungary, and Baltic

Green Factory Hungary organised an open day for school pupils in Tök, during which employees presented their professions. The company also donated vegetables to Budakeszi Wildlife Park and supported local events with product donations.

Green Factory Baltic donated utility vehicles worth over EUR 10,000 to the Ukrainian organisation Blagodijnyj Fond "Obiruch", as well as products worth over EUR 3,000 to Maistas sielai (Food for the Soul), which prepares free vegetarian meals. Locally, as every year, it also donated EUR 1,000 to the Traditional Autumn Apple Festival Obuolinės. In addition, employees in Lithuania – like their colleagues in Poland – funded Christmas presents for children from orphanages as part of the Children's Dreams initiative.

Our Social Engagement

Run Around Zdunowo and Ekiden



In 2024, the second edition of this annual run took place. It not only brings our employees together, but also helps achieve a deeply human goal that matters to our team: **supporting the Polish Cystic Fibrosis Association**, of which one of our colleagues is a beneficiary.

The participation of **30 employees** in the run was transformed into tangible support for this organisation – each year we donate the equivalent of double the value of the entry fees.



EKIDEN

MARATON SZTAFET

The participation of **four of our teams** in the Ekiden Relay Marathon 2024 continues a **long-standing tradition** of shared sporting engagement.

On the course, wearing company colours, teams from **Green Business Centre, Green Factory, and GFL** joined forces, showcasing a spirit of collaboration and positive energy.



Corporate Governance



Corporate Governance

We conduct our operations in accordance with the highest ethical standards, ensuring transparency, legal compliance, safety workplace, environmental protection, and cybersecurity. Our approach to corporate governance is founded on accountability to all Green Holding stakeholders.

Across the Group, we implement consistent tools that support an organisational culture based on mutual respect, ethics, and accountability, including:

- Employee Code of Conduct,
- Whistleblowing tool,
- Human Rights Policy,
- Social Engagement Policy.

In 2024, we began work on preparing and implementing an Anti-Corruption Policy, reinforcing our commitment to operating fairly and transparently.

At the same time, we are pursuing a digital transformation process across the Group, aimed at improving operational efficiency, enhancing the quality of management data, and strengthening information security.



A frame from a training video on the Green Holding Code of Ethics



Ethics and Responsibility at Green Holding

As part of our sustainable development and responsible management practices, we set three key objectives in this area:

- 1 Training all employees on ethical principles – in 2024, we began developing a training film scenario based on the Employee Code of Ethics, which defines the principles that guide our daily operations.
- 2 Implementing a whistleblowing system – we launched a secure and anonymous tool for reporting potential violations, fostering transparency and open communication within the organisation.
- 3 Requiring compliance with the Supplier Code of Conduct – we introduced an obligation for all business partners to adhere.

The implementation of these initiatives strengthens the foundations of our organisational culture and plays a key role in building trust with stakeholders.

Our goals	Status
All employees will be trained in ethical principles	In progress
We will implement a whistleblowing tool	Achieved
We will require our long-term suppliers to comply with the Supplier Code of Conduct	Achieved



Regulatory Compliance

In 2024, no cases of discrimination, corruption, or non-compliance regarding the impact of products and services on health and safety were recorded in Green Holding companies.

At Green Factory, there were 24 instances of non-compliance with internal regulations, resulting in employees receiving reprimands or warnings.

Corporate Governance

Implementation of the Whistleblowing Tool

Whistleblowing in the Green Holding Group

In 2024, as part of strengthening organisational culture and building corporate governance, Green Holding Group introduced a unified and open system for anonymously reporting misconduct and breaches of applicable standards. This tool has been launched in all Group companies and is available to employees, contractors, and consumers. In doing so, we have achieved one of our strategic objectives in the area of ethics and compliance.

The system enables safe and anonymous reporting of violations of the law, ethical principles, discrimination, bullying, and other irregularities, while fully respecting confidentiality and the protection of whistleblowers. All reports are sent directly to the Compliance Officer, who is responsible for verification and further action.

This tool is an important component of our compliance strategy, in line with the EU Whistleblower Protection Directive.

Internal Reporting Procedure

The principles for receiving, verifying, and processing reports are set out in the Internal Reporting Procedure, which applies across the entire Green Holding Group. This document regulates the conduct of investigations and ensures transparency and fairness throughout the process.

Whistleblowing tools

- 
Virtual Compliance Officer (VCO)
 A digital solution (e.g. AI-based) supporting Green Holding Group in centralising information about reported irregularities and in swiftly implementing preventive measures. It ensures transparency of procedures, anonymity of reports, and full protection of whistleblowers.
- 
Whistleblowing Boxes
 For employees without computer access, on-site boxes have been installed at our locations to serve as an alternative channel of communication – also for reporting irregularities.
- 
Irregularities in Green Holding Group in 2024
 In 2024, four whistleblower reports were submitted, of which three concerned discrimination.

System in Numbers



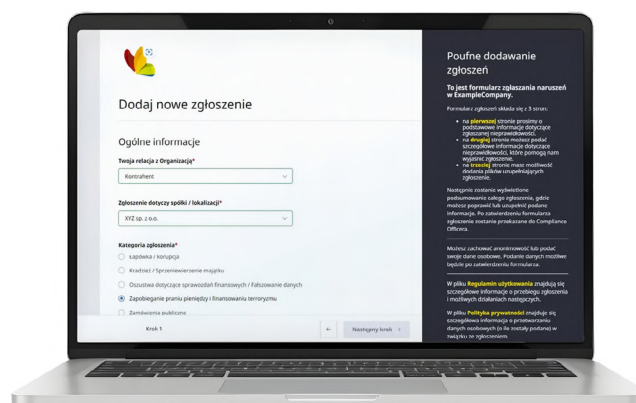
100%
anonymity



24
languages available



16
categories of reports



Whistleblower tool



- allows to quickly verify breaches of Group policies
- benefit from 100% guaranteed anonymity

Our goal

Implementing
a whistleblowing tool

Status


Achieved

Corporate Governance Organisational Policies

Social Engagement Policy

Another element of building corporate governance and organisational culture within the Group is the Social Engagement Policy of Green Holding Group, published in 2024. This policy defines our **approach to relations with the environment** and strengthens our responsibility towards local communities

The policy:

- sets out forms of cooperation with the community, in line with our ESG strategy, organisational values, and the Sustainable Development Goals we support,
- identifies the areas in which we engage as a priority, including:
 - education,
 - healthy nutrition,
 - volunteering,
 - local development.

The purpose of the Green Holding Group Social Engagement Policy is to **support the development of social and educational initiatives** across the Group, such as:



education for children and young people on healthy eating habits



employee volunteering programme and local initiatives



promoting modern agriculture among young people

The Green Holding Group's Social Engagement Policy also identifies the organisations with which we can **jointly address key social and environmental challenges** by engaging in shared initiatives.

These include, among others:

- Food Banks,
- Ronald McDonald Foundation,

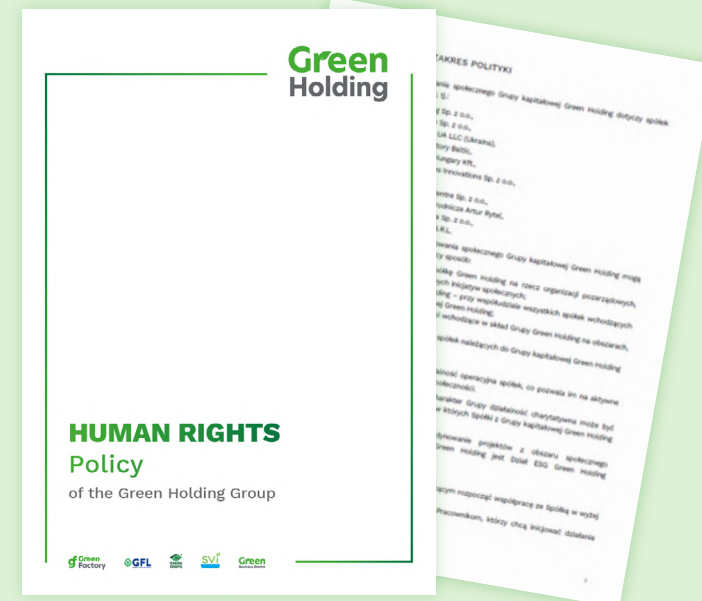
with whom we have been cooperating for many years.

In 2024, we expanded the scope of support to **include employee involvement through volunteering**. The Green Hearts Employee Volunteering Programme **complements** the Group's Social Engagement Policy, setting out principles and recommended directions for volunteering activities.



Human Rights Policy

The Employee and Supplier Codes of Conduct define our ethical values and support employees and company boards in making key decisions.



In 2024, these documents were supplemented by the **Human Rights Policy**, which has been implemented across all Green Holding Group companies. This policy commits us to respecting human rights, with **particular emphasis on**:

- preventing bullying and discrimination,
- ethical employment,
- prohibition of child labour and forced labour,
- respect for privacy,
- protection of personal data,
- supporting employee well-being,
- sustainable development.

Responsibility for implementing and overseeing the policy lies with the Director of Sustainable Development and the Green Holding ESG Department.

Automation and Cybersecurity

Digital Transformation

The dynamic growth of Green Holding Group, with production facilities located in multiple sites across Europe, is accompanied by ongoing automation of business processes.

Digital transformation supports not only the day-to-day operations of Green Holding companies but also enables rapid growth of the Group while fostering a sustainable approach to business.

The nature of an organisation operating within an integrated business model requires a very high degree of organisational and communication efficiency. This places significant demands on IT systems, which must primarily support the operational efficiency of business processes.

Cybersecurity

In 2024, based on the results of a compliance audit with the NIS2 Directive, we implemented consistent security policies, incident response procedures, and regular IT systems monitoring.

The introduction of new cybersecurity standards has allowed us to mitigate risks associated with digital operations.

Key Digital Transformation Tools

✓ WEBCON

We use the WEBCON platform across the Group to digitise and automate business processes (e.g. invoice and contract workflows). It also supports process standardisation and enables integration with other systems.

Thanks to its flexible low-code approach, the platform facilitates the rapid deployment of solutions tailored to the evolving needs of our dynamic organisation. This tool enhances operational efficiency while helping to minimise the risk of errors.

✓ Power BI

It supports Green Holding in the efficient analysis and visualisation of data by automating the reporting process. The platform consolidates information from various sources – such as Excel, databases, and cloud services – and transforms it into valuable business insights.

✓ Jedox

Jedox is an integrated business planning tool that allows analysis of data from multiple sources and departments. It supports demand forecasting and scenario modelling for pricing.

✓ Microsoft Dynamics 365 Finance & Operations

The Dynamics 365 Finance & Operations system serves as the core platform for financial and operational management across the Group. It enables full integration of data and processes, ensuring transparency throughout.

✓ Transport Management System (TMS)

System implemented in GFL which supports the organisation of transport and improvements in the efficiency of logistics processes, fleet planning and utilisation, quality of deliveries and client communication.

As part of this work, we implemented several key initiatives:

- ✓ **Risk analysis** – we conducted a thorough assessment of risks related to IT ecosystem and systems, enabling us to better understand potential threats and address them appropriately.
- ✓ **Implementation of regular reviews** – we established ongoing reviews of systems, procedures, and access rights, which allows us to monitor compliance continuously and react quickly to changes.
- ✓ **Standardisation of access management processes** – we unified and documented the procedures for granting and revoking access rights, increasing transparency, control, and operational security.



Our Approach

This document summarises the implementation of the “We Are Green” ESG strategy and contains non-financial information regarding the Green Holding Capital Group.

This year we have changed the frequency of ESG report publications – from now on, they will be issued every two years. The next full report will be published in 2026, while this document serves as a summary of the implementation of the “We Are Green” ESG strategy. Accordingly, we did not calculate Scope 1 and 2 CO₂ emissions for 2024.

The content of this document covers the period from 1 January to 31 December 2024. The disclosed data relates to the following companies: Green Holding Sp. z o.o., Green Factory Sp. z o.o., Gospodarstwo Ogrodnicze Artur Rytel, Spółka Agrarna AR Sp. z o.o., Spółka Agrarna Plon Sp. z o.o., Smart Vegetables Innovations Sp. z o.o., GFL Sp. z o.o., Green Business Centre Sp. z o.o., Green Crops Italia S.R.L., Green Factory UA LLC, UAB Green Factory Baltic, Green Factory Hungary Kft. The strategic objectives set, as well as the disclosed figures, apply to the companies identified on the basis of a materiality assessment of ESG areas. This document has not been externally verified.

We are ready to answer any questions regarding the information contained in this document. Should you have any queries, please contact our Sustainability Director.



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