



SUSTAINABILITY REPORT

2025

ABOUT THE REPORT	5	CLIMATE CHANGE	109
ABOUT THE COMPANY	9	MANAGING IMPACTS ON CLIMATE CHANGE	109
RESPONSIBLE GOVERNANCE	9	ENVIRONMENT	117
BUSINESS STRATEGY	12	RESPONSIBLE MANAGEMENT OF ENVIRONMENTAL IMPACTS	117
SUSTAINABLE DEVELOPMENT STRATEGY	15	WATER – WATER STEWARDSHIP	121
GROUP OPERATIONS	29	BIODIVERSITY AND ECOSYSTEMS	124
DELTA AGRAR GROUP	29	CIRCULAR ECONOMY AND RESOURCE USE	127
DELTA FOOD PROCESSING	36	GRI INDEX	133
DELTA REAL ESTATE GROUP	42	GRI INDEX	133
DELTA DISTRIBUTION	56	AUDITOR’S OPINION	140
INNOVATION AND PEOPLE	64		
NEW TECHNOLOGIES	64		
EMPLOYEE DEVELOPMENT	69		
SOCIAL RESPONSIBILITY	89		
RURAL COMMUNITY DEVELOPMENT AND SUPPORT FOR SOCIALLY VULNERABLE GROUPS	89		
CONSUMERS AND END-USERS	97		



FOREWORD

As one of the largest domestic companies operating in Europe and the region, we are aware that a leading position also entails leadership responsibility. We are convinced that ESG is not a compliance framework, but a compass that guides the company's growth and contributes to building a better society. This is a choice we make consciously, strategically, and for the long term.

In 2025, we achieved measurable progress across all areas of sustainability. By continuing to invest in renewable energy sources and modern technologies, we reduced our emissions intensity by 39% compared to the 2022 baseline year. Despite business expansion, we also achieved an absolute emissions reduction of 10%, a result that confirms growth and responsibility do not have to be at odds.

Within the Delta Agrar Group, we invested in state-of-the-art machinery and precision agriculture. This has enabled us to carefully manage natural resources and reduce the use of pesticides and fertilizers, because the land we cultivate today must remain fertile for generations to come. We do not keep our knowledge of modern and sustainable agriculture to ourselves — we share it with small producers through the "Our Village" and "Digital Village" projects, initiatives dedicated to revitalizing rural communities, which include four villages and more than 200 farmers.

developing products that create added value for consumers, with a strong focus on recyclable packaging as part of a responsible approach to the environment. Delta Real Estate builds facilities that reflect the vision of the city of the future. Delta Iron and Delta District will use up to 60% of



their energy from renewable sources, and the greenery integrated into their architecture will enrich urban centers and improve the quality of life for users and the wider community. The Food Processing Group continued Delta Distribucija expanded its fleet of electric delivery vehicles and upgraded its own vehicle fleet, while the company is also actively involved in developing electric vehicle infrastructure in Serbia, taking on the role of driver of systemic change in the field of green transport.

New technologies are being invested in cybersecurity and

data protection, building a digitally trustworthy environment for users and partners. At the same time, the company continues transferring knowledge to small and medium-sized enterprises in the field of online commerce and SAP solutions, as well as educating young people in the application of the most advanced digital tools.

The value of any organization, no matter how ambitious its strategic goals, is ultimately measured by the quality of the people who build it. At Delta Holding, this value is not left to chance, as the expertise, dedication, and values of employees are transformed into concrete work every day and represent the company's most important strength. This is confirmed by the fact that employees attended more than 23,000 hours of various training programs in 2025, because learning within the company is not treated as a privilege, but as a standard. The thirteenth generation of the "Young Leaders" program follows the same logic, bringing together 35 new colleagues who, with the support of mentors, are developing competencies and building careers in their own country. The fourth generation of the "Delta's Future" program took a longer and more demanding path.

In October 2025, after two years of work, its 27 participants, all under the age of 35, defended their project topics before the company's top management, thereby confirming that there is room within the system for them to continue growing, bringing with them the energy and perspective that keeps driving the company forward. Delta Holding continues its active membership in the United Nations Compact network. As a company chairing the Board of Directors, we strive to be a voice that highlights global trends and an inspiration that encourages members to take concrete action. A special place in the company's social

responsibility is held by the "Third Parent" project, which the Delta Foundation has been implementing since 2016 in cooperation with the "Putokaz" association, providing support to families at risk so that children can be raised in a safe family environment instead of within the social welfare system. With the professional assistance of social workers, Delta Holding employees volunteer to take part in the daily lives of these families, providing them with material, legal, and emotional support. In 2025, 122 employees provided continuous support to 38 children, and since the project's launch, more than half of the total 95 supported children now live more independently and securely. Ahead of us are challenges that require courage, consistency, and joint effort.

We continue to invest in environmental protection and the improvement of the social and economic environment, always guided by the belief that a responsible company and a successful company are not mutually exclusive, but rather support one another. I would like to thank all stakeholders for their cooperation and trust on this journey.

Miroslav Mišković

President
Supervisory Board



Milka Vojvodić

CEO, Senior Vice President,
Finance and Economy



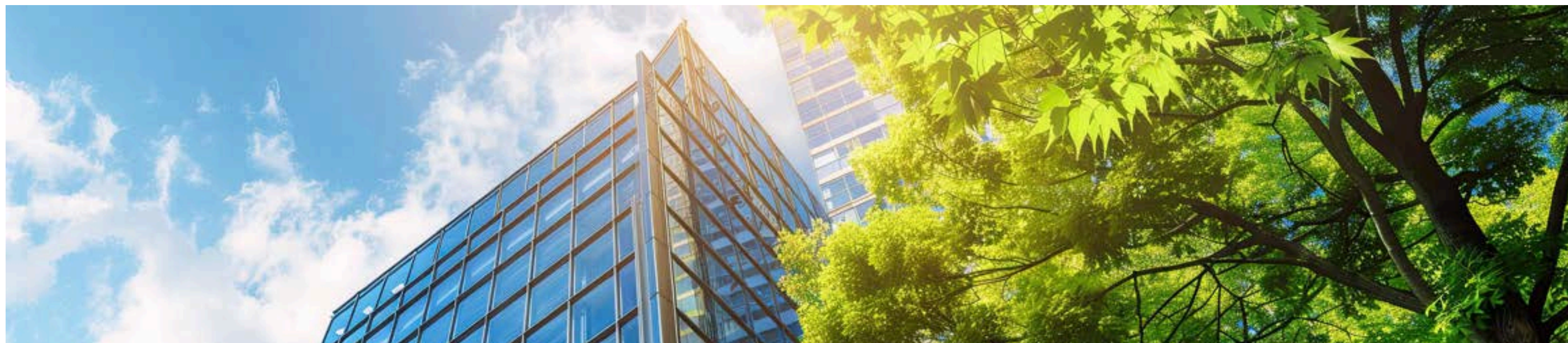
ABOUT THE REPORT

Delta Holding's 2025 Sustainability Report is the Company's seventeenth report, prepared in accordance with the GRI Standards and partially aligned with the European Sustainability Reporting Standards (ESRS). The Report presents key ESG indicators, strategic sustainable development objectives, as well as ESG impacts, risks, and opportunities associated with Delta Holding's operations and value chain, identified through a double materiality assessment. In addition, it outlines the progress achieved in the implementation of the Company's sustainability strategy. The Report covers all subsidiaries wholly owned by Delta Holding operating in Serbia and across the region and relates to the reporting period from 1 January to 31 December 2025.

The Report has been prepared in accordance with the principles of materiality, measurability, balance, and consistency, through the collaborative efforts of all relevant business functions within the Company. Delta Holding engaged Ernst & Young (EY) to perform a limited independent assurance of selected ESG indicators and other non-financial information, thereby confirming the accuracy and reliability of the disclosed data. The Report is available on Delta Holding's official website. For any inquiries regarding the preparation of the non-financial report and its content, please contact Tijana Koprivica, Director of Sustainability.

Management of Internal Control Systems for Sustainability Reporting

Sustainability reporting data are collected through an internal ESG platform. Access to the platform is restricted to employees who have been granted authorization by the Director of Sustainability. When entering data into the platform, employees are required to upload supporting documentation to verify the accuracy of the information provided. This process enables the Sustainability Team, responsible for preparing the non-financial report, to review and validate the accuracy and completeness of the reported data and supporting documentation submitted by individual locations and business units.



ABOUT THE COMPANY

Delta Holding is a diversified business system with a long-standing presence in the Serbian and regional markets. Its operations are focused on the development of existing business activities, as well as investments in new business opportunities and markets. The Company operates through several business segments, including agriculture, food production, real estate development and management, logistics and distribution, and the development of digital solutions.

The Company's organizational structure comprises five business divisions:

- ▶ **Delta Agrar Group** - engaged in primary agricultural production across crop farming, livestock farming, fruit growing and vegetable production, as well as agricultural trading, distribution, contract farming partnerships, procurement, and the production of crude vegetable oil, oilseed meal, and animal feed.
- ▶ **Food Processing Group** - engaged in the production of meat and processed meat products, flour and pasta, cereals, ready-to-eat food products, and staple food products, as well as the bottling of natural mineral water and the production of carbonated soft drinks.
- ▶ **Delta Real Estate Group** - engaged in the development and management of business and commercial real estate, including shopping malls, hotels, and conference and convention tourism facilities.
- ▶ **Delta Distribucija (Delta Distribution)** - engaged in logistics and freight forwarding services, as well as the distribution of vehicles and fast-moving consumer goods (FMCG).
- ▶ **Nove Tehnologije (New Technologies)** - engaged in e-commerce and distribution activities, the development of

digital platforms for agricultural production, and the provision of consulting services related to SAP solutions.

In addition to its core business activities, the Company develops initiatives focused on social development and environmental impact management through dedicated organizational units:

- ▶ **Delta Fondacija (Delta Foundation)** - whose mission is to address the long-term social, educational, cultural, and healthcare needs of the community through the development and implementation of endowment projects and humanitarian development programmes.
- ▶ **Delta Pak** - a packaging waste management operator and environmental protection consultancy specializing in waste management and environmental compliance services.

Delta Holding is not engaged in the production of goods or the provision of services that are prohibited in the markets in which it operates. In particular, the Company does not conduct business activities in the fossil fuels, chemicals, weapons and defence, or tobacco industries.

The Group's subsidiaries operate as limited liability companies. Delta Holding conducts business across multiple markets in the region and Europe, including Montenegro, Bosnia and Herzegovina, Slovenia, and other Member States of the European Union. Strategic management and key business decisions are coordinated and directed from the Company's headquarters in Belgrade.

The Company manages the economic, social, and environmental aspects of its operations in accordance with

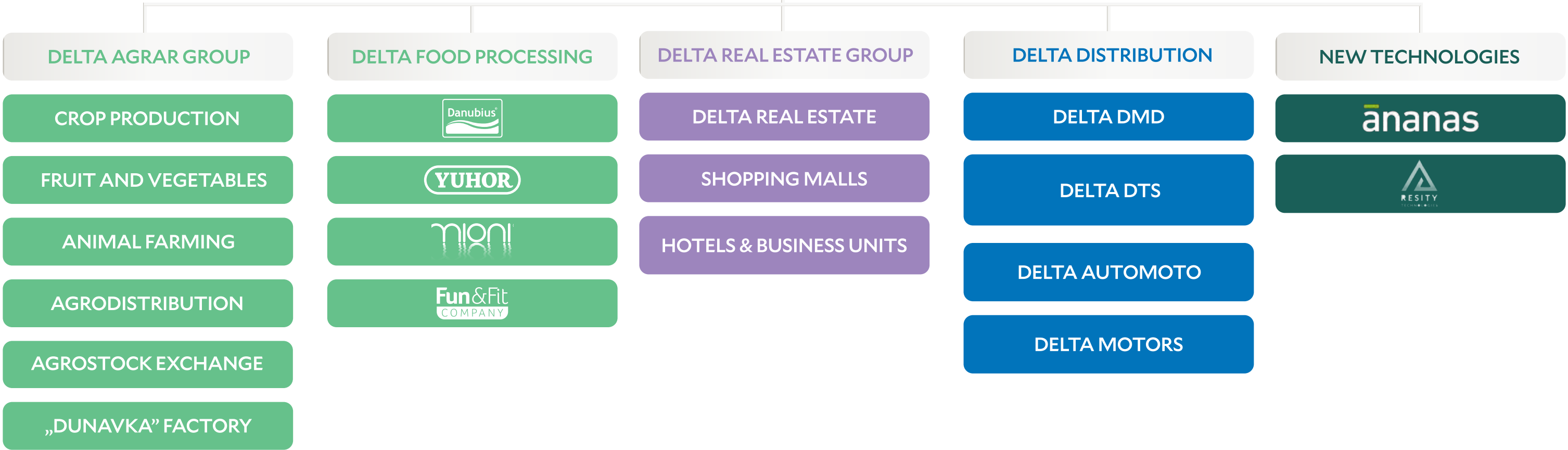
the principles of sustainable development and contributes to the achievement of the goals set out in the United Nations 2030 Agenda for Sustainable Development.



Organization scheme

DELTA HOLDING

DELTA FOUNDATION



FINANCIAL RESULTS

In 2025, Delta Holding confirmed its strength, resilience, and stability. Despite a complex and unpredictable business environment, the company achieved results that exceed expectations and prove that its strategic commitments to continuous investment in quality, people, and sustainability are a genuine investment in the future.

The Group’s total revenue was 13.8% higher compared to 2024, while operating profit before interest, corporate income tax and depreciation was 17.6% higher than in the previous year.

REVENUE IN MILLIONS OF EUR			
MEMBERS	2025	2024	% GROWTH
Agro Group	309.05	284.18	8.8%
Food	194.96	181.36	7.5%
Delta Real Estate Group	167.59	112.72	48.7%
Delta Distribution	465.69	431.90	7.8%
New Technologies and Other	60.96	48.13	26.6%
Total	1,147.91	1,008.81	13.8%

Financial stability was achieved through a combination of the company’s own operating profit and funds from domestic and international financial institutions, with consistent and timely repayment of all credit obligations.

EBITDA IN MILLIONS OF EUR			
MEMBERS	2025	2024	% RASTA
Agro Group	28.59	21.84	30.9%
Food	16.16	15.00	7.7%
Delta Real Estate Group	61.13	52.34	16.8%
Delta Distribution	38.65	34.59	11.7%
New Technologies and Other	-21.14	-19.68	7.4%
Total	117.15	99.65	17.6%

In accordance with the legal framework, available state subsidies were also used, while EUR 239 million was paid into the budget of the Republic of Serbia in taxes and other obligations – thereby contributing to the development of society as a whole.

Delta Holding’s responsibility is not confined to the boundaries of business. Through the social initiatives of the Delta Foundation and its member companies, in 2025 the company allocated 340 thousand euros to support the community, because a leading position entails not only business success, but also the company’s obligation to invest in the sustainable development of society as a whole.

We are also proud of our contribution to the Serbian economy on a global level: exports of the Delta Holding Group in 2025 amounted to EUR 149.4 million, 14.4% higher than in 2024.

The largest share of exports, EUR 88.81 million, relates to exports of food and agricultural products.

EXPORTS IN MILLIONS OF EUR			
IN MILLIONS OF EUR	2025	2024	% RASTA
Delta Holding Group Exports	149.39	130.61	14.4%
Agro Group Exports	67.62	62.63	8.0%
Food Exports	21.19	16.03	32.2%

EXPORT OF FOOD AND AGRICULTURAL PRODUCTS IN MILLION EUROS		
PRODUCT CATEGORIES	2025	2024
Cereals	17.18	28.72
Fruit and vegetables	11.91	13.61
Oilseeds	33.40	16.38
Seeds	1.15	1.10
Machinery	2.01	1.76
Meat and processed meat products	9.02	7.27
Snacks and cereals	4.01	3.03
Flour and pasta	5.61	4.76
Cereals	2.00	0.74
Water	0.55	0.23
Other	1.96	1.06
TOTAL by product groups	88.81	78.66

These results are proof that the products of Delta Holding’s member companies comply with the highest international standards and that the company meets the ESG requirements of foreign customers.

RESPONSIBLE GOVERNANCE

MANAGEMENT AND EXECUTIVE BOARD

The governance system within Delta Holding is based on a clearly defined organizational structure, a transparent allocation of responsibilities, and efficient decision-making processes. At the highest level of the governance structure are the Board of Directors and the Executive Board.

The Board of Directors is responsible for defining the Company’s strategic direction and approving key business plans and policies, while the Executive Board, led by the Chief Executive Officer (CEO), is responsible for the operational management of the business and the implementation of approved strategies, including sustainability-related objectives.

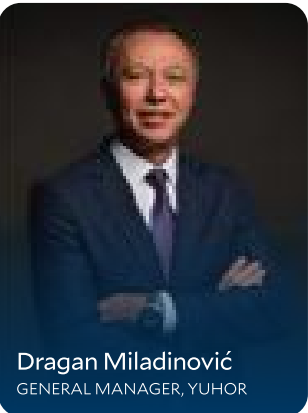
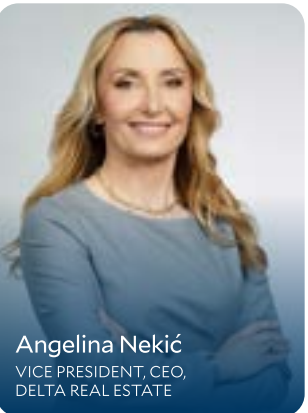
The Board of Directors consists of a Chairperson, a Senior Vice President, and three Vice Presidents, comprising three women and two men. The Executive Board has nine members, including four women and five men. Senior management consists of a total of 24 members, of whom nine are women and fourteen are men. The gender diversity ratio within senior management is 0.64, calculated as the ratio of women to men.

Senior leadership regularly reviews matters related to sustainability, human resource management, and key development projects, ensuring that economic, social, and environmental considerations are integrated into strategic decision-making processes.

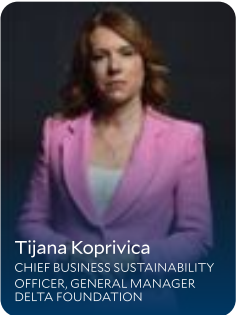
Supervisory Board



Executive Board



SENIOR
MANAGEMENT



BUSINESS STRATEGY



Delta Holding's business strategy is founded on continuous investment in innovation, technological advancement, and the enhancement of business models to effectively respond to evolving market trends, regulatory developments, and consumer needs. The Company operates across multiple sectors, including agriculture, food production, real estate development, logistics, and distribution, leveraging innovative solutions and digital technologies to drive sustainable growth and operational excellence.

The strategy is developed on a five-year planning horizon and integrates the strategic plans of all Group companies. Its implementation and ongoing relevance are regularly assessed through annual strategic workshops and market trend analyses.

The strategy development and approval process involves multiple levels of governance. Strategic plans are approved by the Board of Directors, while the Executive Board and the Management Board review, evaluate, and decide on any necessary amendments. Final adoption of the strategy takes place at the Company's Strategic Management Meeting.

Delta Holding's business strategy includes the following objectives to be achieved by 2030:

Delta Agrar Group

- ▶ Investment in precision and regenerative agriculture;
- ▶ Expansion of irrigated land areas;
- ▶ Expansion and yield improvement of existing fruit and vegetable varieties;
- ▶ Certification of individual fruit and vegetable producers, Delta Agrar contract farmers;

- ▶ Expansion of the hybrid maize portfolio and registration of new soybean varieties;
- ▶ Production of soybean concentrate with increased protein content;
- ▶ Expansion of Delta Feed animal feed distribution; Growth in sales across all product categories.

Delta Food Processing

- ▶ Significant investments in new production lines and packaging automation;
 - Expansion of the product portfolio;
 - Strengthening of the Company's position in regional markets and entry into new markets;
 - Investments in energy efficiency and renewable energy sources



Delta Real Estate Group

- ▶ Construction of the Delta Iron business complex in Novi Sad;
- ▶ Development of the flagship mixed-use project Delta District in Belgrade, including the InterContinental Belgrade hotel, as well as premium residential and commercial spaces;
- ▶ Commencement of construction of the Delta Land residential and commercial complex in Belgrade;
- ▶ Maximization of the potential of existing and new locations through strategic planning and innovation;
- ▶ Portfolio diversification with a focus on:
 - development of thematic and entertainment parks,
 - development of flexible mixed-use solutions aligned with evolving market needs;
- ▶ Green building initiatives through:
 - implementation of EU Taxonomy-aligned construction standards and mandatory certification schemes (LEED, BREEAM, WELL),
 - certification of existing buildings,
 - introduction of alternative energy sources to improve energy efficiency;
- ▶ Expansion of the hotel portfolio through the development of new hotels in the region, in partnership with leading international brands;
- ▶ Renovation and upgrading of existing commercial properties to enhance functionality, attractiveness, and sustainability.

Delta Distribution

Auto Group

- ▶ Continued growth in the import and sales of new vehicles under the BMW, MINI, Maserati, and Honda brands, as well as BMW Motorrad, Honda, and KTM motorcycles;
- ▶ Strengthening of the leading position in the premium automotive segment through the BMW brand;
- ▶ Opening of a new multi-brand showroom for the Delta Auto Group in New Belgrade;
- ▶ Opening and promotion of a vehicle preparation and delivery training centre, along with the expansion of warehouse facilities in Dobanovci;
- ▶ Growth in sales of electric vehicle models across all brands within the Delta Auto Group;
- ▶ Entry into the European Union market with the Maserati brand;
- ▶ Accelerated digital transformation, including the implementation of online processes, artificial intelligence, and process automation (internal operations and aftersales services);
- ▶ Growth in sales of electric light commercial vehicles and the opening of a Farizon showroom;
- ▶ Continued implementation of dual education programmes;
- ▶ Further expansion of Delta Rent Services and development of new service offerings.

DMD and DTS

- ▶ Increase in market share in FMCG distribution;
- ▶ Extension of long-term contracts with key clients;
- ▶ Expansion of warehousing capacities;
- ▶ Development of new services;
- ▶ Entry into new markets and regional expansion and integration;
- ▶ Implementation of new technologies and artificial intelligence.

New Technologies

- ▶ Strengthening the leading position in the Balkan e-commerce market;
- ▶ Presence in nine markets;
- ▶ Listing of more than 10 million products on the platform;
- ▶ Collaboration with more than 20,000 merchants;
- ▶ Achieving annual turnover exceeding EUR 1 billion.



SUSTAINABLE DEVELOPMENT STRATEGY

Delta Holding develops its sustainable development strategy as an integral part of its overall business strategy, taking into account global challenges such as climate change, biodiversity loss, social inequalities, and accelerated digital transformation. The strategy is aligned with the United Nations Sustainable Development Goals (SDGs) and integrated across all business segments of the Company. The sustainability approach is based on the application of environmental, social, and governance (ESG) principles in strategic planning and decision-making processes. Through defined targets and regular performance monitoring, the Company aims to improve energy efficiency, reduce greenhouse gas emissions, ensure responsible resource management, and contribute to the development of the communities in which it operates. The sustainable development strategy is based on the analysis of relevant global and local trends in environmental protection and social development, as well as the identification of key topics through a materiality matrix assessment process. This approach enables a focus on issues that are most significant for both the business and its key stakeholders. In this way, the Company ensures a strategic orientation towards long-term, sustainable, and measurable outcomes.

Responsibility for coordinating the implementation of the sustainable development strategy lies with the Director of Sustainability, who works in close cooperation with relevant business functions across the Company. Strategic support and oversight of the achievement of sustainability objectives are provided by the Chief Executive Officer (CEO), as well as members of the Board of Directors and the Executive Board. In the process of planning and implementing its

sustainability strategy, the Company takes into account the perspectives of key stakeholders, including employees, customers, suppliers, financial institutions, and business partners. Stakeholder feedback is used to enhance business practices and define priority areas of action. The Company regularly communicates progress towards its sustainability objectives through publicly available reports and other communication channels.

ESG Objectives by 2030

The Company has defined key sustainability objectives to be achieved by 2030 across three areas:

Environmental objectives

- ▶ Reduction of greenhouse gas emissions by 50%;
- ▶ Increase of the share of energy from renewable sources to 60%;
- ▶ Installation of solar power plants on major facilities;
- ▶ Improvement of waste management practices and increased recycling rates;
- ▶ Reduction of transport-related emissions through logistics optimization and expansion of the electric vehicle fleet;
- ▶ More efficient use of natural resources, particularly water.

Social objectives

- ▶ Support for local communities and educational initiatives;
- ▶ Employee development and upskilling;
- ▶ Promotion of equal opportunities and inclusion;
- ▶ Enhancement of occupational health and safety standards;
- ▶ Strengthening sustainable practices across the value chain through cooperation with suppliers and partners.

Responsible Governance Objectives

- ▶ Enhancement of transparency through regular ESG reporting;
- ▶ Development of an ESG risk management system;
- ▶ Strengthening of anti-corruption and conflict of interest prevention mechanisms;
- ▶ Improvement of data protection policies and whistleblowing mechanisms.

DOUBLE MATERIALITY ASSESSMENT

For the purposes of the 2024 Sustainability Report, Delta Holding conducted a double materiality assessment in order to identify key ESG impacts, risks, and opportunities within its operations and value chain.

The double materiality approach integrates two dimensions:

- ▶ **Impact materiality** – an assessment of how the Company's operations affect the environment, society, and human rights;
- ▶ **Financial materiality** – an analysis of how ESG factors may impact revenues, costs, assets, liabilities, operational efficiency, and reputation.

Methodology

- 1. Scope definition** – All key business units, activities, geographical presence, and relevant segments of the value chain were included, covering both upstream and downstream partners.

2. **Identification of ESG topics** – Based on the analysis of international standards, regulatory requirements, internal documents, and stakeholder expectations, an initial list of material topics was developed.
3. **Impact materiality assessment** – The Company assessed the impacts of its operations on the environment and society. It was confirmed that the prioritised topics already reflect the Company’s strategy and stakeholder expectations. The impact materiality assessment began with the identification of potential material topics. For each potentially material topic, relevant affected stakeholders and the nature of the impact were identified in order to understand the actual effects of the Company’s operations on the environment and society. Following the establishment of the impact list, impacts were classified according to their nature (actual or potential), type (positive or negative), source of impact (business activities or business relationships), and the Company’s linkage to the impact. In the final step, impacts were assessed based on severity and likelihood by internal experts and external stakeholders, enabling a systematic evaluation and prioritisation of impacts.
4. **Financial materiality assessment** – Risks and opportunities were assessed based on their likelihood and potential financial impact. Material topics were identified and prioritised for management and reporting purposes.

Value Chain

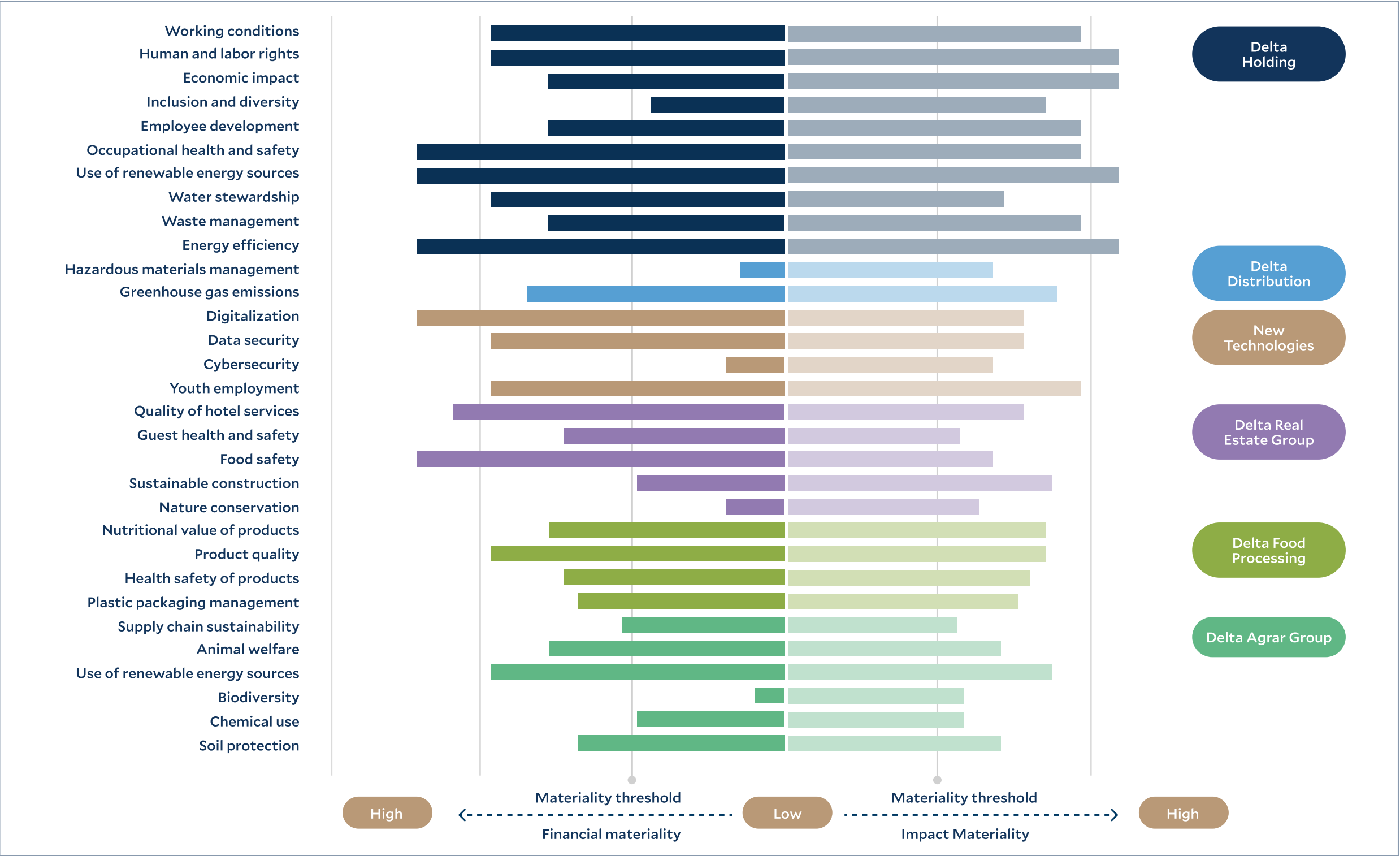
The analysis covers the entire value chain, from raw material sourcing to end users. This approach enables a comprehensive understanding of ESG impacts, strengthens the Company’s accountability and resilience, and provides a basis for strategic sustainability management in collaboration with stakeholders.

Our Business Relationship with the Value Chain

	SUPPLY CHAIN	OWN OPERATIONS	END CONSUMERS	ETAIL CHAINS, SUPERMARKETS & HORECA	LOCAL COMMUNITY	REGULATORY BODIES & CERTIFICATION ORGANIZATIONS
CORE ACTIVITIES	Procurement of inputs	Business management Employee management Primary agriculture Food production Real estate development and management Distribution E-commerce	Sales of agricultural and food products to end customers Leasing and management of residential and commercial properties	Sale of food products Distribution and delivery of goods	Donations and humanitarian programs Organization of volunteer initiatives	Monitoring and enforcement of safety standards and legal compliance
BUSINESS RELATIONSHIPS	Collaboration with suppliers		Feedback and quality requirements for products and services	Distribution contracts and terms of cooperation	Social partnerships, engagement, and dialogue	Cooperation with regulators and institutions

Double Materiality Overview

The Company has identified that the topic Business Conduct is also material, given its significance for the operations and development strategy of the Group’s subsidiaries.



Impacts, risks and opportunities:

The results of the double materiality analysis by Delta Holding subsidiaries are presented below. For each identified material topic, its significance in terms of impacts on people and the environment has been assessed, as well as the potential financial risks or opportunities that the topic may present for the Company.

Legend

Impact, Risk or Opportunity:

+

Positive impact

—

Negative impact

Financial opportunity

Financial risk

NM

Not material

Location of Impact in the Value Chain:

Own operations

Downstream in the value chain

Upstream in the value chain

Time Horizot:

S

Short-term

M

Mid-term

L

Long-term

DELTA HOLDING SUBSIDIARY	MATERIAL TOPIC	LOCATION IN THE VALUE CHAIN	DESCRIPTION OF MATERIAL IMPACT	FINANCIALLY MATERIAL OPPORTUNITY/RISK	TIME HORIZON
	Energy Efficiency		+ Delta Holding significantly reduces its negative impact on the environment by increasing energy efficiency in its facilities, thereby contributing to the reduction of greenhouse gas emissions.	Improving energy efficiency represents a significant opportunity for Delta Holding to reduce operational costs by optimizing energy consumption in buildings, farms, cold storage facilities, hotels, and retail operations.	S M L
	Waste Management		+ Delta Holding, through the implementation of a packaging waste management system, reduces the amount of waste generated within the company.	By implementing a waste management system, Delta Holding reduces costs through decreased landfill waste, the sale of recyclable materials, more efficient resource management, and the avoidance of regulatory penalties.	S M L
	Water Stewardship		— Delta Holding may have a negative impact on water resources, particularly surface water and lake water, due to the increased need for irrigation in agricultural production, which places additional strain on local sources during periods of low water levels.	The negative impact on water resources may lead to increased irrigation costs, penalties, and reduced production.	S M

	Use of Renewable Energy Sources		 By using solar panels and geothermal systems, Delta Holding reduces its dependence on conventional energy sources, thereby lowering greenhouse gas emissions and contributing to global decarbonization goals.	 The use of renewable energy sources reduces operational costs and increases energy independence.	
	Occupational Health and Safety		 Delta Holding enhances occupational health and safety through investments in equipment, protective gear, and the implementation of standards, thereby creating a safe working environment and promoting a culture of safety throughout the entire value chain.	 Improving occupational health and safety reduces the number of injuries and sick leaves, thereby lowering costs and work interruptions, increasing productivity, and delivering long-term financial benefits.	
	Employee Development		 Delta Holding, through employee development programs, promotes professional growth, increases engagement, and contributes to creating a motivated and stable team.	 By investing in employee development, Delta Holding reduces turnover and training costs, increases productivity, and ensures long-term workforce stability, resulting in clear financial benefits.	
	Inclusion and Diversity		 Inclusion and diversity foster a positive work culture where employees feel valued and respected. This can improve productivity, reduce employee turnover, and increase job satisfaction.	 Inclusion and diversity reduce turnover and increase productivity, delivering financial benefits through lower costs and improved efficiency.	
	Economic Impact		 Delta Holding generates significant economic value through direct employment, tax payments, investments in projects and infrastructure development, with a strong impact throughout the entire value chain—stimulating the activities of suppliers, transporters, and other partners.	 Improving relations with local communities, fostering economic growth, opening new business opportunities, and strengthening long-term investments provide Delta Holding with stable revenue and competitive advantages.	
	Human and Labor Rights		 Delta Holding actively promotes human and labor rights, thereby building a work environment based on respect and integrity, encouraging employee engagement, and strengthening corporate culture.	 Promoting human and labor rights increases employee engagement, reduces turnover, and improves productivity, resulting in long-term financial benefits through a more stable team and better work efficiency.	

	Working Conditions		 Safe, fair, and professional working conditions are ensured, with respect for labor rights, transparent procedures, opportunities for advancement, and a work environment based on trust.	 High-quality working conditions contribute to greater employee productivity and loyalty, reduce absenteeism and workforce turnover costs, and enhance the company's reputation by attracting top talent and reliable partners.	
---	--------------------	--	---	--	---

DELTA HOLDING SUBSIDIARY	MATERIAL TOPIC	LOCATION IN THE VALUE CHAIN	DESCRIPTION OF MATERIAL IMPACT	FINANCIALLY MATERIAL OPPORTUNITY/RISK	TIME HORIZON
	Soil Protection		 Delta Agrar applies precision agriculture and digital tools to optimize resource use and reduce soil pressure. It modernizes production to mitigate erosion, improve soil structure, and applies organic fertilizers to retain carbon and ensure long-term fertility, all to protect and sustain soil health.	 Implementing precision agriculture and sustainable technologies can reduce costs (water, pesticides, fertilizers) and improve profitability over time, leading to more stable and predictable financial outcomes.	
	Soil Protection		 Intensive agriculture driven by market and consumer demand for cheap and consistently available products may lead to soil overuse, shortened fallow periods, and lack of crop rotation, which can degrade soil and reduce its quality.	 If soil is degraded due to intensive production, Delta Agrar may face higher soil restoration costs and lower yields, directly affecting profitability.	
	Use of Chemicals		 Delta Agrar reduces chemical use by utilizing precision agriculture — employing drones and smart machines to apply pesticides and fertilizers only where necessary, thus protecting the environment and increasing production efficiency.	 Targeted use of pesticides and fertilizers reduces costly inputs and improves resource efficiency, enhancing profitability and long-term business sustainability.	

	Biodiversity		 Market and consumer demands for large quantities of products may encourage intensive production and lower crop diversity, potentially contributing to soil degradation and ecosystem disruption, which can negatively affect biodiversity.	 Due to effective controls, timely remediation measures, and regulatory compliance, the likelihood of biodiversity-related financial risk is very low.	
	Use of Renewable Energy Sources		 Delta Agrar uses biomass for heating and implements solar panels, wind turbines, and air purification systems, thus increasing energy efficiency and reducing CO₂ emissions.	 Utilizing biomass, solar panels, and wind turbines significantly reduces energy costs, stabilizes expenditures, and increases profit margins by lowering operating costs and enhancing resilience to energy price fluctuations.	
	Animal Welfare		 Delta Agrar provides high-quality nutrition and favorable living conditions for animals, using modern technologies to enhance their health, comfort, and productivity.	Healthier and more comfortable animals lead to higher productivity, e.g., milk or meat, resulting in increased revenues.	
	Animal Welfare		 Intensive production may increase stress, the risk of disease spread, and health problems in animals.	 Increased stress and disease risks can result in higher treatment costs, greater mortality, and reduced yields, which directly decrease revenue and profitability.	
DELTA HOLDING SUBSIDIARY	MATERIAL TOPIC	LOCATION IN THE VALUE CHAIN	DESCRIPTION OF MATERIAL IMPACT	FINANCIALLY MATERIAL OPPORTUNITY/RISK	TIME HORIZON
	Nature Protection		 Construction or reconstruction of facilities inevitably impacts nature through land degradation, water and air pollution, biodiversity loss, and increased carbon dioxide emissions.	 Continuous monitoring and improvement of environmental standards significantly reduce the potential for negative financial consequences. The likelihood of financial risk is very low.	
	Sustainable Construction & Circular Economy Principles		 By using materials created under circular economy principles and increasing energy efficiency, Delta Real Estate reduces natural resource consumption, CO₂ emissions, and long-term facility maintenance costs.	 Savings are achieved by reducing maintenance, energy, and resource costs. Sustainable materials reduce the need for frequent renovations, further lowering expenses.	

DELTA REAL ESTATE	Food Safety		Through strict adherence to food safety standards, Delta Real Estate ensures food quality and safety, contributing to guest health and creating a safer environment.	Increased guest trust can lead to higher revenue, while promoting food safety supports market expansion and strengthens competitiveness.	
	Guest Health Protection		Attention to guest health, adherence to hygiene standards, and collaboration with quality suppliers ensure a safe environment and improve guest satisfaction.	Higher guest satisfaction can lead to increased revenue, greater loyalty, and the ability to charge premium prices.	
	Guest Health Protection		High guest traffic can pose challenges for maintaining hygiene standards and increase the risk of disease or infection if cleaning and maintenance are inadequate. The company applies high HACCP and ISO standards, strictly follows procedures, and continuously improves processes to minimize the inherent risks of the business model.	Financial risks include compensation in case of disease outbreaks, increased operational costs, legal penalties, and loss of guest loyalty.	
	Hotel Service Quality		Continuous hotel renovations enhance guest comfort, improve competitiveness, and ensure compliance with IHG standards, maintaining a high level of service quality.	Reduced maintenance and renovation costs due to high quality standards, along with increased guest numbers and revenue.	

DELTA HOLDING SUBSIDIARY	MATERIAL TOPIC	LOCATION IN THE VALUE CHAIN	DESCRIPTION OF MATERIAL IMPACT	FINANCIALLY MATERIAL OPPORTUNITY/RISK	TIME HORIZON
DELTA FOOD PROCESSING	Plastic Packaging Management		Delta Food Processing reduces plastic usage by using lighter bottles and recycled materials, contributing to less pollution, lower CO ₂ emissions, and preservation of natural resources.	Reducing bottle weight and material use results in lower costs per product unit.	
	Plastic Packaging Management		Consumer use of plastic packaging, without proper recycling, leads to increased plastic waste and environmental pollution.	To ensure environmentally friendly packaging, Delta Food Processing must invest in more expensive materials and technologies for recycling and plastic reduction, which increases operating costs.	

DELTA FOOD PROCESSING	Product Health & Safety		+ Delta Food Processing applies high standards of quality and safety, including IFS and HACCP certifications, ensuring product safety.	High-quality and safe products build consumer trust, encourage loyalty, and can lead to increased sales and stable long-term revenues.	S M L
	Product Health & Safety		— Failure to comply with hygiene and safety standards by suppliers or customers may negatively affect product safety and the environment. This risk is mitigated through collaboration with verified suppliers, strict incoming controls, and regular internal and external audits.	Product contamination may lead to product recalls, legal costs, reputational damage, and sales decline, directly impacting revenue and profitability.	S M L
	Product Quality		+ Strict quality control, IFS certification, and modern processing ensure high product quality, strengthening competitiveness and customer satisfaction.	High product quality enhances customer loyalty and differentiates the brand in the market, allowing for more stable sales and long-term revenue growth.	S M L
	Nutritional Value of Products		+ Innovations such as products enriched with added nutrients improve nutritional value and meet consumer demand for healthier diets.	By responding to growing demand for healthier food, Delta Food Processing increases market share and competitive advantage, leading to higher sales and revenue.	S M L
DELTA HOLDING SUBSIDIARY	MATERIAL TOPIC	LOCATION IN THE VALUE CHAIN	DESCRIPTION OF MATERIAL IMPACT	FINANCIALLY MATERIAL OPPORTUNITY/RISK	TIME HORIZON
DELTA DISTRIBUCIJA	Greenhouse Gas Emissions		+ Delta Distribution reduces its environmental impact by introducing electric vehicles and using solar panels, thereby lowering fuel and electricity consumption. Additionally, various business units invest in green buildings and eco-technologies, including solar panels and water purification systems. The company actively supports the development of EV charging infrastructure through partnerships and plans further expansion and commercialization of chargers.	The use of electric vehicles reduces transportation fuel costs, while solar panels lower electricity costs in facilities, increasing overall business efficiency and profitability.	S M L

	Greenhouse Gas Emissions		 Due to the scale of services provided — including various types of transport and warehousing — there is high fuel and energy consumption, which increases CO ₂ and other greenhouse gas emissions.	 Growing operational and regulatory costs due to high fuel and energy consumption negatively affect business profitability.	
	Hazardous Goods Management		 The use of ammonia in cold storage facilities can lead to incidents affecting safety. This risk is mitigated through continuous daily monitoring by a specialized position, reducing the likelihood of incidents. In addition, strict procedural control and regular employee training further strengthen safety protocols.	Ongoing monitoring and strict safety control make the likelihood of this risk very low, while existing prevention and rapid response mechanisms further minimize potential negative impacts on profitability and company stability.	

DELTA HOLDING SUBSIDIARY	MATERIAL TOPIC	LOCATION IN THE VALUE CHAIN	DESCRIPTION OF MATERIAL IMPACT	FINANCIALLY MATERIAL OPPORTUNITY/RISK	TIME HORIZON
	Support for Vulnerable and Marginalized Groups		 Supporting these groups can contribute to reducing social inequalities, enabling greater social inclusion, and improving the quality of life for those who are often overlooked.	Financially material opportunity/risk: The following areas – support for vulnerable and marginalized groups, education, support for children and youth, and health improvement – have been identified as having significant social and environmental impact and are recognized as material from an impact perspective. However, they have not been assessed as financially material, as activities in these areas are not driven by financial motives and do not have a direct or significant financial effect on the company’s operations. The focus is on creating a positive social impact and contributing to the community, which is the core of these initiatives.	
	Education		 Investing in education lays the foundation for future development and increased employability. It can lead to a better-trained workforce and long-term economic growth.		
	Support for Children and Youth		 Focusing on children and young people provides opportunities for a better future and the development of skills needed in the labor market. This strengthens the organization’s social responsibility and contributes to creating a positive community impact.		
	Health Improvement		 Initiatives can improve quality of life and reduce health inequalities, whereby Delta Foundation contributes to long-term social well-being.		

Contribution to the Sustainable Development Goals

Delta Holding actively contributes to the achievement of the UN Sustainable Development Goals (SDGs) through membership in global and local initiatives and networks that promote sustainable development and responsible business practices. Through cooperation with the business sector, government institutions, and civil society, the Company integrates ESG principles into all aspects of its operations and promotes best practices in social and environmental responsibility.



United Nations Global Compact

Member since 2007, and since 2023 Chair of the Steering Committee of the initiative in Serbia. The Company actively participates in ESG Academy programmes and transfers knowledge on sustainable business practices to the local market, improving practices for identifying and reducing environmental and human rights impacts.



Forum for Responsible Business

Delta Holding contributes to the promotion of sustainable business practices through working groups, projects, and initiatives, including youth education and support for small and medium-sized enterprises. The Company supports the implementation of projects by associations focused on the development of entrepreneurship and social enterprises through an ESG incubator. In addition, the Company promotes examples of good practice at the annual CSR & ESG Forum.



Serbian Association of Managers (SAM)

Member since 2017, actively contributing to the exchange of best management practices, leadership development, and inclusion. Delta Holding has been repeatedly recognized as a socially responsible company, receiving awards from SAM.



Employers' Network for the Employment of Persons with Disabilities

Member since 2017, the Company actively implements inclusive workplace practices, supports the employment of persons with disabilities, and supports the work of the Youth with Disabilities Forum, including the establishment of a career centre and the expansion of best practices in inclusive work environments.



Delta Holding is also a signatory to the Equality Charter of the Commissioner for the Protection of Equality, as well as the Declaration in Support of Social Enterprises, launched as part of an initiative by NALED, the Responsible Business Forum, and the Embassy of Switzerland to support the development of social entrepreneurship.



ETHICS AND INTEGRITY



EMPLOYEE RIGHTS

- ✓ Right to professional training and development
- ✓ Right to a safe and healthy working environment
- ✓ Right to fair remuneration and clearly defined working hours
- ✓ Right to protection from harassment and discrimination
- ✓ Right to whistle-blower protection and confidentiality/privacy safeguards



EMPLOYEE OBLIGATIONS

- ✓ Respect for stakeholder interests
- ✓ Prevention of conflicts of interest and unethical behaviour
- ✓ Protection of business confidentiality and company assets
- ✓ Commitment to anti-corruption and antitrust principles
- ✓ Maintenance of high standards of integrity and responsible communication

Ethics and integrity represent the foundation of Delta Holding's business, upon which trust is built in relationships with employees, business partners, and society as a whole. These values are operationalised through a set of internal policies and procedures, primarily the Code of Ethics, which defines standards of business conduct, responsibilities, and expectations related to integrity, transparency, and respect for human and labour rights. The Code governs relations with employees, stakeholders, and the community, prohibits

child labour and all forms of forced labour, and promotes inclusion, impartiality, and fair treatment across all areas of business operations. The Company operates in compliance with applicable laws and regulatory requirements in the markets in which it is present, while applying policies that support ethical and responsible business practices. These policies include the **prohibition of corruption and bribery, prevention of conflicts of interest, protection of privacy and data, respect for fair competition principles, protection of intellectual property, and other key aspects of business ethics**. Delta Holding adheres to the Ten Principles of the United Nations Global Compact, as well as the guidelines of the ISO 26000 standard, thereby further confirming its commitment to responsible business practices and stakeholder relations.

Risks related to corruption and bribery are assessed within the Company's risk management system, through which potential unethical practices are identified, evaluated, and monitored. In order to prevent such risks, anti-corruption policies and internal control mechanisms are applied to all employees as well as business partners. Contractual relationships with partners include requirements to comply with integrity standards, and adherence to these standards is continuously monitored. During the reporting period, there were no court rulings or imposed sanctions related to corruption or bribery.

Delta Holding conducts due diligence procedures for business partners assessed as high-risk and evaluates their compliance with legislation and sustainable business practices. In 2024, a Supplier Code of Conduct was adopted, which requires suppliers to implement responsible practices towards employees and other stakeholders, as well as in

relation to the environment. The Company fosters a culture of open communication and responsible conduct through established channels for reporting potential irregularities.

Employees, external associates, and business partners have the opportunity to report unethical, illegal, or suspicious behaviour via defined speak-up mechanisms. All channels enable confidential and, where necessary, anonymous reporting, with maximum protection of the reporter's identity and a strict prohibition of retaliation.

The Whistle-blower Protection Policy defines the procedure for reporting, assessing, and conducting investigations into potential breaches of ethical standards. All reports are reviewed with due care and investigated in accordance with the principles of confidentiality, impartiality, and fairness. Employees may contact a labour law specialist or representatives of the Human Resources function for additional information and support. Ethical business conduct is further supported by the **Code of Business Conduct, the Code of Ethics, and the Corporate Social Responsibility Policy**, which define responsible relations towards employees, partners, and the community.

Delta Holding actively encourages its partners to apply high ethical standards, including the protection of human and labour rights, the prohibition of corruption and bribery, and the implementation of responsible business practices. During 2025, there were no complaints regarding human rights violations, nor any court rulings in cases of discrimination, mobbing, or harassment. Documents and procedures related to ethics are available to employees via the internal portal and are distributed during the onboarding process.

The Code of Ethics forms an integral part of the employment contract, and employees are required to acknowledge and confirm their familiarity with and compliance with its provisions during the hiring process. Policies and procedures governing business conduct are regularly reviewed and updated at least once a year in order to ensure alignment with legislative changes, international standards, and best market practices. In this way, the Company continuously enhances its corporate culture of integrity and accountability and ensures its implementation at all levels of its operations.

ESG INTEGRATION OF SUPPLIERS

All subsidiaries of Delta Holding continuously improve the quality of products and services, including the development of new products that meet current market and consumer needs. The proper selection of suppliers is essential for the success of each company and involves a careful assessment of their business activities, quality, reputation, financial stability, and compliance with applicable standards and regulations.

In its relationships with suppliers, Delta Holding strictly adheres to ethical principles and international standards. Supplier selection is based on a comprehensive due diligence process that includes criteria such as compliance with legislation, application of current quality standards, assurance of product safety, as well as environmental protection and responsible conduct towards the

community. All suppliers are expected to fully comply with applicable legal regulations, while adherence to international ESG standards or possession of certifications such as ISO 14001 for environmental management systems represents an additional assurance of a reliable partnership.

During 2024, these principles were incorporated through the adopted Supplier Code of Conduct, which is applied across all subsidiary companies and which all suppliers are required to comply with. Supplier obligations are also defined in the Business and Technical Cooperation Agreement, thereby ensuring their fulfilment. Due to the consistent application of the principles set out in the Code, no suppliers were identified in 2025 as having caused negative impacts on the environment or society.



To ensure product safety and a responsible approach towards society and the environment, suppliers are selected through a comprehensive due diligence process, which includes:

- ▶ compliance with legislation,
- ▶ application of quality standards and product safety assurance,
- ▶ environmental protection and responsible conduct towards the community.

In 2025:

- ▶ the Supplier Code of Conduct was distributed to all suppliers;
- ▶ an ESG questionnaire was sent to the largest suppliers to verify the implementation of sustainable practices;
- ▶ 50 of the largest suppliers responded to the ESG questionnaire;
- ▶ no suppliers with negative environmental or social impacts were identified.

Suppliers of factories operating within the Food Processing Group are required to provide documentation including a declaration of compliance with all legal regulations and standards, accurate and precise product specifications, proof of compliance with IFS standards and quality policy, as well as a certified confirmation of product safety issued by accredited institutions in Serbia.

DELTA AGRAR GROUP

Delta Agrar is one of the key drivers of the development of modern agriculture in the Republic of Serbia and the region, with long-standing experience in integrated food production management—from primary production to distribution and trade. As part of Delta Holding, the Delta Agrar system systematically develops sustainable business models that equally consider economic, environmental, and social aspects.

The Company’s presence in more than 40 countries confirms its competitiveness and ability to respond to global requirements, while active participation in professional conferences and events, as well as educational initiatives, contributes to knowledge exchange and the overall advancement of the sector.

In the coming period, Delta Agrar plans significant investments in new technologies, digitalization, and process automation across all agricultural segments, with the aim of increasing efficiency, reducing environmental footprint, and further strengthening its market position. Sustainability remains one of the Company’s key strategic priorities as the foundation of long-term growth and responsible business practices.



CROP FARMING

In 2025, Delta Agrar continues to develop crop farming through a strategic combination of sustainable agronomic practices, modern technologies, and digital tools, with the aim of improving efficiency, yield stability, and responsible management of natural resources. The Company systematically adjusts production plans to climatic conditions and market developments, responding to challenges such as increasingly pronounced weather variability, changes in production technology, and stagnation in commodity exchange prices.

Crop farming is carried out on 10,000 hectares in the areas of Apatin, Kikinda, Stara Pazova, Celarevo, and Zajecar, positioning Delta Agrar among the largest and most significant agricultural complexes in Serbia. The main crops cultivated on these areas include wheat, maize, and soybeans, including seed production of these crops, as well as sunflower, oilseed rape, and sugar beet. In addition, potatoes, small grains, millet-type cereals, legumes, as well as forage and grass mixtures intended for livestock production are also cultivated.

Delta Agrar continues to develop contract farming, including programmes for green production and sugar beet, thereby contributing to the stability of domestic agriculture, more secure product placement, and strengthened cooperation with agricultural producers. At the same time, the Company continuously invests in the knowledge of its employees and expert teams, particularly in the areas of digital agronomy, precision agriculture, and sustainable production practices.



FRUIT PRODUCTION

Fruit production represents a strategic pillar of Delta Agrar’s business. The Company’s orchards cover approximately 700 hectares in Celarevo and Zajecar, where optimal conditions have been created for stable production and premium fruit quality. They are equipped with anti-frost systems for protection against spring frost, irrigation systems for watering, fertigation systems for plant nutrition, and hail protection systems. Through the application of the latest technological solutions, these orchards are among the most modern and largest of their kind in Europe.

In 2025, investments continued in new apple cultivation technologies, including the use of reflective films, protective nets, and advanced post-harvest fruit quality preservation systems. Special focus was placed on the development and expansion of club apple varieties, including Pink Lady, Modi, Kiku, Evelina, SweeTango, and Magic Star, as well as conventional varieties such as Gala, Golden Delicious, Granny Smith, and Red Delicious. Exclusive licenses for club varieties further confirm a high level of quality and compliance with international production standards.

The cherry segment covers approximately 37 hectares of plantations, with dominant varieties including Regina, Cordia, Areko, and Fertar. During the year, additional frost protection measures were enhanced through the use of frostbusters and protective films, as well as modifications to pollination-stage technology. The planned cherry production volume in the coming period is approximately 300 tonnes, with a focus on yield stabilisation and increased market value.

In line with the long-term production diversification strategy, Delta Agrar is also developing grape production (planned output of 120 tonnes) and other fruit crops, while the total planned apple production reaches approximately 32,000 tonnes annually.

In addition, Delta Agrar develops and maintains hazelnut orchards covering a total area of 1,000 hectares, with a focus on stable growth and long-term preservation.

Through the Frutadeli brand, the Company further strengthens its market position in the fresh fruit segment, including the direct import of bananas from Ecuador, with

planned volume growth. This development is supported by modern logistics and distribution capacities and controlled ripening facilities.

In 2025, Delta Agrar continued to expand its export presence by opening a new market in Egypt and enhancing exports to destinations such as Reunion (the most distant EU market) and Togo, while strategic plans for 2026 include exports to China, further confirming the Company's international competitiveness.

Through continuous investments in technology, quality, sustainable practices, and the development of international markets, Delta Agrar confirms its position in 2025 as one of the leading fruit production systems in the region, combining high yields, food safety, and long-term market competitiveness.



VEGETABLE PRODUCTION

In 2025, Delta Agrar continues the development of vegetable production with additional volumes achieved through cooperation with local producers, thereby strengthening domestic agriculture and creating long-term stability in the supply chain. The main crops in production are potatoes, peas, green beans, and sweet corn, with all production areas equipped with irrigation systems, enabling more stable yields and efficient use of water resources.

A significant advancement in 2025 was achieved in the industrial potato segment, which includes 10,000 tonnes of contracted production annually and the development of a storage facility with a capacity of 10,000 tonnes. Delta Agrar has storage capacities for onions and potatoes exceeding 2,000 tonnes, with controlled temperature regimes (0–2°C for onions, 3–5°C for potatoes) maintained throughout the year. An integral part of the system is the packaging centre for sorting, grading, cleaning, and packing products, enabling a high level of standardisation and market readiness.

The Company continues to invest in the development of infrastructure, technology, and potato cultivation areas, with a focus on increasing productivity, reducing losses, rational use of resources, and long-term contractual sales models.

Through a combination of in-house production, cooperation with partners, international standards, and strategic partnerships, Delta Agrar confirms its position in 2025 as one of the key drivers of sustainable, safe, and market-competitive vegetable production in Serbia.

LIVESTOCK PRODUCTION

In 2025, Delta Agrar continues the development of livestock production through modern technological models, improvement of animal welfare, energy efficiency, and responsible resource management, with a strong focus on long-term sustainability and reduction of environmental footprint.

Pig production is carried out on five farms and through cooperation with external producers, with annual production in 2025 exceeding 34,000 fattening pigs and 107,000 piglets intended for the domestic market. The strategic objective of the segment is the production of fattening pigs with a high meat yield, through the application of modern genetics, advanced feeding systems, and high biosecurity standards.

The Nukleus farm in Stara Pazova represents the central production base, with 400 DanBred breeding sows, ensuring stable herd renewal and a high level of productivity across all farms. Other locations have specialised production roles – Petrovic Salas, Kozara, Vladimirovac, and Halovo – covering the complete production cycle from farrowing to finishing.

During 2025, the following were introduced and further improved:

- ▶ automated sow feeding systems in the farrowing unit,
- ▶ computerised feed ration control,
- ▶ cooling systems in gestation and farrowing units,
- ▶ measures to increase operational efficiency and farm productivity.

Cattle production at Delta Agrar farms Napredak in Stara Pazova and Topola in Banatska Topola recorded stable growth and further improvements in technological processes during 2025. Total annual milk production increased compared to the previous year, along with an increase in average milk yield per animal, confirming the efficiency of the implemented feeding, management, and quality control systems.

ANIMAL WELFARE AND HEALTH

In order to ensure high-quality pig production, the entire process is organised according to the Danish farming model, using DanBred genetics and mandatory compliance with standards related to housing, selection, health and safety measures for employees and animals, as well as environmental protection. This production process requires strict adherence to European regulations; accordingly, animals are provided with freedom of movement under optimal climatic conditions.

To maintain animal welfare and health with minimal use of medication, high biosecurity measures are implemented on Delta Agrar farms, both internally and externally. Showering and farm-specific clothing are mandatory for all employees when entering the facility, and employees are not permitted to have contact with pigs outside the farm environment. High internal biosecurity measures also govern animal movement, which is organised under an all-in/all-out system, meaning that animals enter and exit production phases in groups simultaneously. Regular disinfection, as well as rodent control and pest control, is carried out, and disinfection barriers are installed to ensure proper cleaning of footwear when moving between different farm sections.

Environmental condition control is fully automated. Sensors monitor temperature, humidity, and ammonia levels within the facility. Based on these parameters, temperature is continuously adjusted and fresh air is supplied as needed. The milk production process and the achievement of high production results primarily depend on animal welfare, which is ensured through a high standard and quality of environmental conditions and nutrition, advanced health monitoring systems, and modern biotechnology for housing cattle. For the purpose of ensuring a high quality of life for cattle, free movement within the facilities is enabled, while health monitoring is ensured through advanced computer systems.

For 2026, the construction of a heifer rearing facility is planned, along with the installation of ventilation systems at both cattle farms, creating conditions for further system development and the continued automation of milking processes. Through these investments, Delta Agrar confirms its long-term commitment to sustainable, efficient, and technologically advanced milk production.



AGRODISTRIBUTION

In 2025, Delta Agrar continues to develop the agrodistribution sector as a key support for sustainable agricultural production in Serbia and the region, providing farmers with access to high-quality inputs, modern technologies, and reliable distribution channels. Delta Agrar distributes seeds of soybean, wheat, maize, barley, sunflower, and oilseed rape, enabling producers to access advanced genetics and varieties adapted to local production conditions.

A particular strategic focus remains Selsem soybean, a domestic brand based on more than 50 years of breeding work. Selsem soybean varieties cover a wide range of maturity groups, offering high yields, stability, and adaptability to different agro-ecological conditions. Seed processing and treatment are carried out in a modern Processing Centre in Sombor, using laboratory quality control, colour sorters, and treatment and packaging lines, ensuring uniform quality, high germination rates, and seed reliability.

Plant Protection Products and Responsible Input Use

Delta Agrar distributes herbicides, fungicides, insecticides, and acaricides through a developed network of distribution centres, with a focus on safe and responsible application, farmer education, and support for sustainable crop protection.

Particular emphasis is placed on improving treatment efficiency and reducing negative environmental impacts through proper dosing and selection of products.

Mechanisation and Innovation

In the mechanisation segment, Delta Agrar continues the distribution of modern tractors and equipment, including next-generation Landini tractors, as well as advanced irrigation systems from the Valley brand, enabling precise water management, remote control, and optimisation of resource consumption.

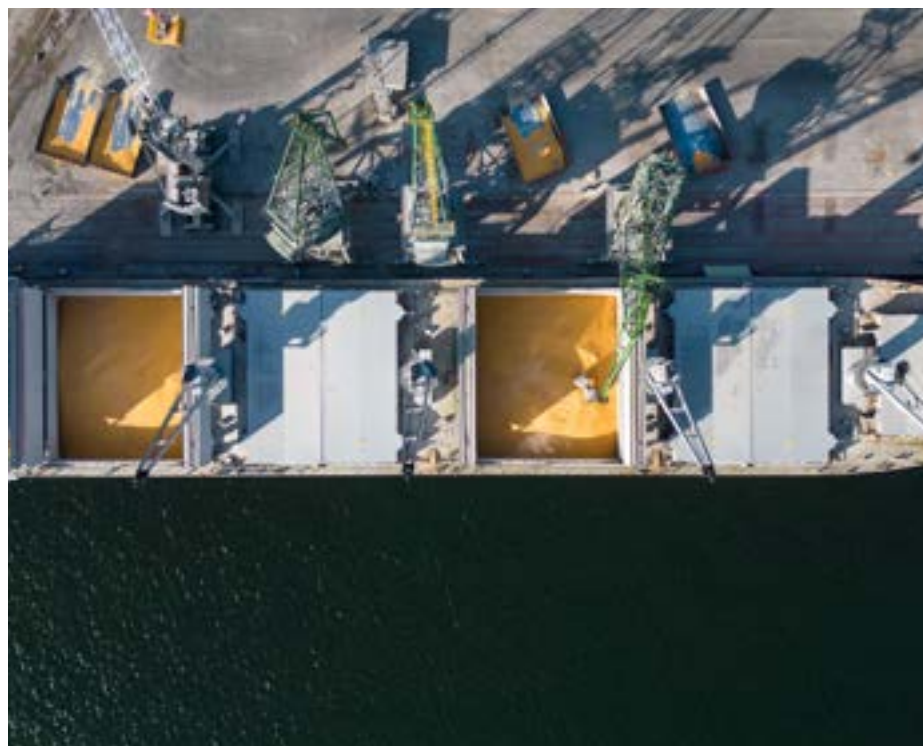
In previous years, through innovative events such as Valley Rally, the Company brought modern precision agriculture systems closer to producers, and in 2025 it continues to promote digital, efficient, and climate-adapted solutions for agriculture.

Through agrodistribution, Delta Agrar continuously strengthens:

- ▶ access to high-quality inputs for producers,
- ▶ regional presence,
- ▶ long-term partnerships with reputable suppliers,
- ▶ responsible business practices in line with ESG standards,
- ▶ support for local communities and farmers through education and advisory activities.

Through a combination of innovation, domestic breeding genetics, energy efficiency, responsible distribution, and market expansion, Delta Agrar confirms in 2025 its role as one of the key drivers of sustainable, modern, and competitive agrodistribution in the region.





The business is guided by the principles of market efficiency, responsible risk management, and long-term supply stability in both domestic and international markets.

A particular focus in 2025 was placed on raw material quality control, especially in the context of challenges in the maize market and the occurrence of aflatoxins, through the implementation of enhanced selection and monitoring standards.

Delta Agrar continued to develop the segment of import and distribution of mineral fertilisers (NPK, KAN, SAN, UREA, MAP, KCL, AN), through direct cooperation with manufacturers from the European Union and Russia. The fertiliser market in 2025 was characterised by the exit of certain competitors, reduced liquidity, decreased market lending, and consumption rationalisation, which Delta Agrar

leveraged to increase its market share and strengthen its distribution network.

Business activities in this segment are focused on responsible trading, transparent contractual relations, reduction of the environmental impact of logistics and transport, and strengthening the resilience of the supply chain.

As part of its long-term development strategy, Delta Agrar initiated preparations in 2025 for the implementation of the Special Port Pancevo infrastructure project, planned for 2026. The project includes the development of silo facilities on water and rail, a container terminal, fertiliser packaging capacities, and a distribution centre, which will contribute to further improvement of logistics efficiency, supply security, and sustainability of trading operations.

COMMODITY TRADING

Delta Agrar is also engaged in commodity trading of agricultural products and is one of the leading exporters of cereals in Serbia. The commodity trading segment is based on the procurement of cereals, oilseeds, and macro-components for animal feed production, as well as the export and domestic sale of these products at the most favourable market timing.

In addition, Delta Agrar is involved in the procurement of raw materials for its own needs for the Danubius flour and pasta production plant, the Dunavka oil factory, and the Delta Feed animal feed production plant, as well as for the further placement of finished products on domestic and international markets.





DELTA FEED

Delta Feed continues to develop the production and distribution of animal feed as a strategic part of agrodistribution, with annual capacities of 70,000 tonnes of complete feed mixtures and 2,000 tonnes of vitamin-mineral premixes. Production includes concentrates, supplementary feed mixtures, and premixes for pig, cattle, and poultry farming, using modern nutritional standards and strict raw material quality control.

In line with ESG principles, in 2025 Delta Feed works on:

- ▶ increasing production capacities,
- ▶ expanding the distribution network across the territory of Serbia,
- ▶ further regional expansion into Balkan markets,
- ▶ improving energy efficiency and the use of renewable energy sources, including the installation of solar panels at production facilities.

Delta Feed supplies both farms within the Delta Agrar system and retail chains and external producers, contributing to the stability of domestic livestock production and food supply chain security.

DUNAVKA OIL FACTORY

The Dunavka Oil Factory in Veliko Gradiste continued in 2025 to strengthen its position as one of the key processing capacities of Delta Agrar for sunflower, soybean, and rapeseed, while simultaneously improving sustainability, energy efficiency, and responsible resource management. In line with the Company's strategic objectives, Dunavka continued during the year with the implementation of a new investment cycle focused on the modernisation of production and the expansion of production and storage capacities. Within a two-year investment cycle, the construction of a silo with a planned capacity of 15,000 tonnes for sunflower storage was initiated. Through the construction of a new flat storage facility, storage capacities were increased by an additional 6,500 tonnes, while the total production capacity of the factory will increase by 50%. New oil storage tanks with a total capacity of 2,900 m³ were also constructed.

In 2025, Dunavka achieved strong commercial growth and its best business results to date. The product portfolio was expanded to 14 products, while oil sales recorded an increase of 14% in volume and 45% in financial value. A particular place in the portfolio is held by high-protein meal, which, due to its high protein content and consistent quality, represents an important input for animal feed production and the bioenergy sector. Exports were further strengthened, along with enhanced cooperation with international partners in the food industry, animal feed sector, and bioenergy sector.

The factory plays a significant role in Delta Agrar's supply chain by ensuring stable procurement of commodity

sunflower, soybean, and rapeseed from domestic agricultural producers, thereby directly contributing to the strengthening of the local economy and the stability of primary production. Dunavka's processed products, including crude oils and oilseed meals, represent an important input for further processing in the food industry and animal feed production, particularly within the Delta Agrar system.

Transparent governance, quality control, responsible relationships with suppliers and customers, as well as continuous improvement of operational procedures remain key pillars of the business.

Through a combination of investments, technological development, export growth, and consistent application of sustainability principles, the Dunavka Oil Factory further strengthened its position in 2025 as a modern, efficient, and responsible industrial system with a significant contribution to the domestic economy and the long-term development of Delta Agrar.



DELTA FOOD PROCESSING



YUHOR

Yuhor was founded in 1902 in Jagodina, and has been operating as part of Delta Holding since 2004. From its inception, production has been dedicated to high-quality meat products. Its development and success have also been accompanied by significant industrial and market evolution. Initially, Yuhor was focused on the export of fresh meat to international markets, and as early as 1908, it expanded its offering and began the production of mortadella and winter salami. These products were made according to authentic recipes of old Italian masters, while adhering to high quality standards, which made Yuhor synonymous with quality and tradition.

In the following decades, the Company continuously invested in the development and improvement of its products and production capacities.

Today, Yuhor is a leader in the meat industry, with a broad product portfolio that includes luncheon meat, hams, dry-cured sausages, smoked products, pâtés, and meat delicacies. The Company is recognised as a symbol of quality, safety, and innovation, and all products undergo specific controls and testing in order to meet high standards and market requirements. The use of modern technology and strict quality control make Yuhor one of the most reliable brands in the region.

In 2015, Yuhor decided to expand its operations and launched the Yuhor retail chain, specialised stores offering consumers a wide range of its products. The current number of retail outlets is 60 across 36 cities throughout Serbia, ensuring direct presence and product availability for end consumers.

In addition to its successful domestic operations, Yuhor is also recognised in international markets. The Company exports its products to countries in the region, including Montenegro, Bosnia and Herzegovina, and North Macedonia, as well as to Russia, European Union countries, Kenya, and the UAE.

In 2025, the Company achieved significant business results, delivering several key strategic objectives. Growth in sales was achieved, as well as the leading first position in the meat processing category, measured by market share.



At the same time, a particular focus was placed on production innovation and portfolio enhancement, further strengthening the competitiveness of the offering.

During the year, a major acquisition of the poultry slaughterhouse Food Star Plus was completed, along with the opening of three new retail outlets, representing an important step in further business expansion and strengthening vertical integration. The achieved results confirm that the Company is implementing a stable and sustainable growth strategy, based on expanding market presence, continuous product improvement, innovation in business processes, and strengthening relationships with customers.

Key production innovations in 2025 included the automation of the packaging line for sterilised canned products with two cobot systems, increased capacity for filling and sealing cans, the acquisition of defrosting equipment to reduce raw material losses and improve processing efficiency, as well as the acquisition of a new slicing line for cooked and fermented sausages to increase packaging capacity for this product category. Weighing systems and equipment required for the implementation of SAP in the production process were also procured.



For 2026, the following innovations are planned:

- ▶ a line for slicing and packaging fresh meat in MAP packaging,
- ▶ expansion of the Mesni Centar production facility,
- ▶ installation of a slicing line for cooked sausages and hams,
- ▶ construction and expansion of the slicing centre.

The year was additionally marked by the launch of a new product category – grill sausages – introduced under the Yuhor umbrella brand, further enriching the Company's portfolio and strengthening its market offering.

As a socially responsible company, Yuhor continuously invests in and works towards generating positive impacts on society and the environment. It also understands and takes into account the needs and expectations of stakeholders in its business decisions.

Yuhor bases its operations on the principles of sustainability and environmental responsibility, with a strong commitment to protecting and preserving the environment in which it operates.

DANUBIUS

The Danubius flour and pasta factory has been operating for 107 years and is synonymous with tradition, reliability, and quality. Through extensive experience and the dedication of a professional team, the Company continuously strives for excellence in every segment of its operations. Investment in development, innovation, and adaptation to market requirements has enabled Danubius to maintain a leading position in its industry for many years.



The Danubius factory consists of four business units:

1. a silo with a capacity of 65,000 tonnes equipped with a continuous dryer (Schmidt-Seeger) with a capacity of 50–70 t/h;
2. a modern, computer-controlled mill by the Swiss manufacturer Bühler, which processes 300 tonnes of wheat per day, producing high-quality flour for all purposes;
3. a pasta production plant with an annual capacity of 15,000 tonnes;
4. a pastry sheet production facility as a new project expanding the Company's production capacities.

Based on data analysis from research conducted by Nielsen, Danubius held a leading position in the market over the past year, as confirmed by its market share results. On average for 2025, in the total pasta category a market share of 28% was achieved, in the vitamin-enriched pasta category 35.8%, and in the durum pasta category 14.5%.

Thanks to market research and responsiveness to customer requirements, it was decided to expand the Danubius product portfolio. Maestro pasta has secured its place in all major retail chains, with the assortment expanded by an additional four product items.

Production of a traditional product for the local market – pastry sheets for pies – has also been initiated. Due to the launch of the new product line, a specialised production facility has been built for the production of thin and medium pastry sheets using innovative technology.



Potential Investment Projects

The Company Danubius continuously strives to improve its production capacities, technological processes, and product quality, following modern industry standards, market requirements, and consumer needs. In the upcoming period, investments will be made in:

- 1. Automation of short pasta packaging –**
By introducing an automated packaging system, manual labour is reduced, resulting in improved working conditions, increased safety, and a significant acceleration of the process.
- 2. Long pasta packing machine –** The objective is to improve the quality and packaging capacity of long pasta, thereby enhancing product presentation and improving its stability during transport and distribution.
- 3. Milling line for dry pasta and semolina silo –** This investment includes the expansion of processing and storage capacities for key raw materials, creating preconditions for further development of the product portfolio and increased process stability. The dry pasta milling line will enable the development of new products and portfolio expansion, as milled pasta can be used as a raw material for specialised products or as added value in other categories. In parallel, the construction of new semolina silos will significantly contribute to improved and safer storage of core raw materials, ensuring supply stability, better quality control, and greater flexibility in production planning and execution. Together, these two complementary investments strengthen production independence, increase efficiency, and open space for the introduction of innovative products to the market.

4. Boiler house – Replacing outdated equipment with a modern boiler house increases energy efficiency and contributes to the reduction of greenhouse gas emissions, in line with environmental standards and the Company's social responsibility commitments.

5. Palletisation of kilogram flour packaging – This investment aims to increase the efficiency of packaging and transport of kilogram flour, as well as to reduce physical workload for employees through the humanisation of work processes.

6. New short pasta production line – This investment increases the production capacity of short pasta, as existing capacities are already operating near maximum levels.

The above-mentioned investments represent strategic steps towards strengthening the competitiveness of the company Danubius, as well as creating the preconditions for further growth and development. Their implementation will significantly improve product quality, process efficiency, occupational safety, and the Company's environmental footprint.





THE FUN & FIT COMPANY

The Fun&Fit Company began its operations in 1991 under the name Florida Bel. In 2007, the Company changed its name to The Fun&Fit Company. Through the production and packaging of cereals, staple food products, dried fruit, and snack products, the Company continuously develops its brands Fun&Fit, Jumbo, and ABC, which have become synonymous with consumer trust and satisfaction.

In addition to its branded products, the Company plays a significant role in the production of private label brands, cooperating with leading retail chains in multiple countries, thereby further strengthening its position as an industry leader. During 2025, product compliance with the IFS standard was confirmed.

In 2025, The Fun and Fit Company implemented a series of innovations in the breakfast and snack category. In the breakfast segment, an instant polenta category was introduced, with two products launched under the Classic

and Cheese variants. For consumers focused on functional nutrition combining high nutritional value, good taste, and simple preparation, two new high-protein oat porridges were launched under the Fun & Fit brand in cherry/dark chocolate and banana/dark chocolate flavours, as well as two granola products in convenient 60 g packaging. In the snack segment, Jumbo Beer Mix 180 g was introduced – a unique product in this category, designed as an ideal accompaniment to beer.

Expansion into regional and international markets continued successfully, with exports to multiple countries, including the region, Georgia, Qatar, and Italy, while active efforts are underway to further expand presence in the Middle East and European Union markets through branded programmes and private label partnerships.

The Company cooperates with leading retail chains in the production of private label (PL) brands, including the Delhaize Group (Serbia, Czech Republic, Romania, and Greece) and the Fortenova Group at a regional level (Serbia, Bosnia and Herzegovina, Montenegro, Croatia, and Slovenia), as well as Lidl and the company Lomax. The private label portfolio comprises over 150 products, reflecting the trust that customers place in the quality of Fun&Fit products.

Wholesale of raw materials for industries such as confectionery and bakery remains a significant channel with strong potential. A strategic agreement with companies such as Stark, Jaffa, and Bambi has further strengthened Fun&Fit's position as a supplier, while the future strategy is focused on developing cooperation with key players in the food industry, particularly in the region.

Through cooperation with international partners, Fun&Fit confirms its commitment to quality improvement, innovation, consumer communication, and sustainable development, laying a solid foundation for further growth and success.





MIONI

Mioni is a specialised factory for the production of natural mineral water and non-alcoholic soft drinks, established in 2007 in the village of Kljuc, near Mionica.

The Company's operations include the production and sale of its own brands, including Aqua Gala (natural mineral water) and OBP Gala Fantasy (non-alcoholic soft drinks), as well as demineralised water. In addition to its own branded products, Mioni is also engaged in contract filling services for private label products for domestic and regional retail chains.

Based on the total volume of mineral water produced in 2025, Mioni ranks in third place on the domestic market. As a leading provider of contract filling services for private label brands in Serbia, the Company produces more than 120 different items, fully tailored to the specific requirements and needs of its clients, including Lidl, Delhaize, domestic retail chain, Metro, and others. Thanks to six independent production lines, simultaneous production of products with different compositions, volumes, and packaging types is enabled.

One of the Company's core objectives is the continuous improvement and maintenance of high quality standards. This ensures the safety, reliability, and consistent quality of all products, as well as the development of long-term trust among consumers and business partners.

In 2025:

- ▶ the portfolio was expanded with as many as 26 new items in the contract filling segment;
- ▶ cooperation was initiated with a customer from Montenegro in the private label segment;
- ▶ exports of Aqua Gala water were achieved to an EU country – Bulgaria;
- ▶ cooperation was established with Lidl Croatia and Lidl Slovenia for demineralised water;
- ▶ the leading position in contract filling for private label brands in the territory of the Republic of Serbia in the water and non-alcoholic soft drinks segment was maintained.

Guided by the principles of sustainability, environmental protection, and social responsibility, Mioni strategically plans its business activities. The 2026 plan includes measures aimed at increasing sales and strengthening profitability through activities that include:

- ▶ growth in sold volumes across all segments of the product portfolio;
- ▶ launch of an alcoholic beverages production segment;
- ▶ expansion of cooperation with major retail chains and brand owners;
- ▶ new private label products in the water and non-alcoholic soft drinks segment;
- ▶ expansion of the proprietary product portfolio;
- ▶ regional expansion.

DELTA REAL ESTATE GROUP



Delta Real Estate Group is an investor with long-standing experience and a clearly defined vision, consistently confirming its leadership position in the real estate industry. The Company develops innovative, high-quality, and sustainable projects and, through its portfolio, sets high standards in planning and construction.

Through strategically designed projects in residential, office, commercial, conference, and mixed-use segments, Delta Real Estate creates spaces that meet the needs of the modern market and investors. Thanks to extensive experience and a strong team of experts, the Company provides comprehensive support across all phases of real estate development and management.

- Strategic planning and development – detailed market analysis and identification of investment opportunities that deliver long-term value;
- Project management – precise coordination of all development phases, ensuring efficient execution;
- Construction management – supervision and control of all aspects of construction works, with strict adherence to deadlines and the highest construction standards;
- Property management – full property care, including administration, maintenance, marketing, and business optimisation;
- Market placement of properties – strategies that ensure recognisability and attractiveness of real estate for buyers and investors.

Delta Real Estate, in addition to residential, office, and commercial projects, also participates in the development of distribution and logistics centres, infrastructure facilities,

and endowment projects, primarily for the needs of companies within the Delta Holding system. This diversity confirms the Company's flexibility and its ability to integrate different sectors into sustainable solutions.

The Company is committed to sustainable development and the application of green building principles, including energy-efficient materials, recycling, and resource optimization. As a member of the Green Building Council of Serbia, it actively contributes to the promotion of sustainable standards, while digital solutions enable efficient project planning and monitoring. At the same time, the Company continuously invests in employee development and knowledge transfer through cooperation with international experts.

DELTA DISTRICT

Delta District is the largest and most ambitious mixed-use project of Delta Real Estate, with a value exceeding EUR 400 million, located in Block 20 in New Belgrade. The complex comprises two residential towers, an office tower, and the InterContinental hotel, forming a new urban entity that integrates residential, business, and hospitality functions. The new city district is based on premium design, advanced technologies, and sustainable construction principles.

The project is being implemented in accordance with LEED and WELL standards, applying sustainable solutions such as geothermal probes, solar panels, air recovery systems, and smart ventilation systems, thereby increasing energy efficiency and reducing environmental impact. Additionally, LED lighting, green roofs, and energy management systems contribute to reduced resource consumption.





Delta District also focuses on users' quality of life through wellness and spa facilities, a fitness centre, private parks, children's zones, and common areas. Rooftop gardens and green spaces improve air quality and mitigate the urban heat island effect. Sustainable mobility is supported through electric vehicle charging stations, bicycle facilities, and smart parking solutions.

Thanks to advanced technological and innovative solutions in the use of renewable energy sources and construction materials, as well as social amenities, Delta District sets new standards in sustainable construction and represents a model of sustainable urban development and modern living.

DELTA IRON

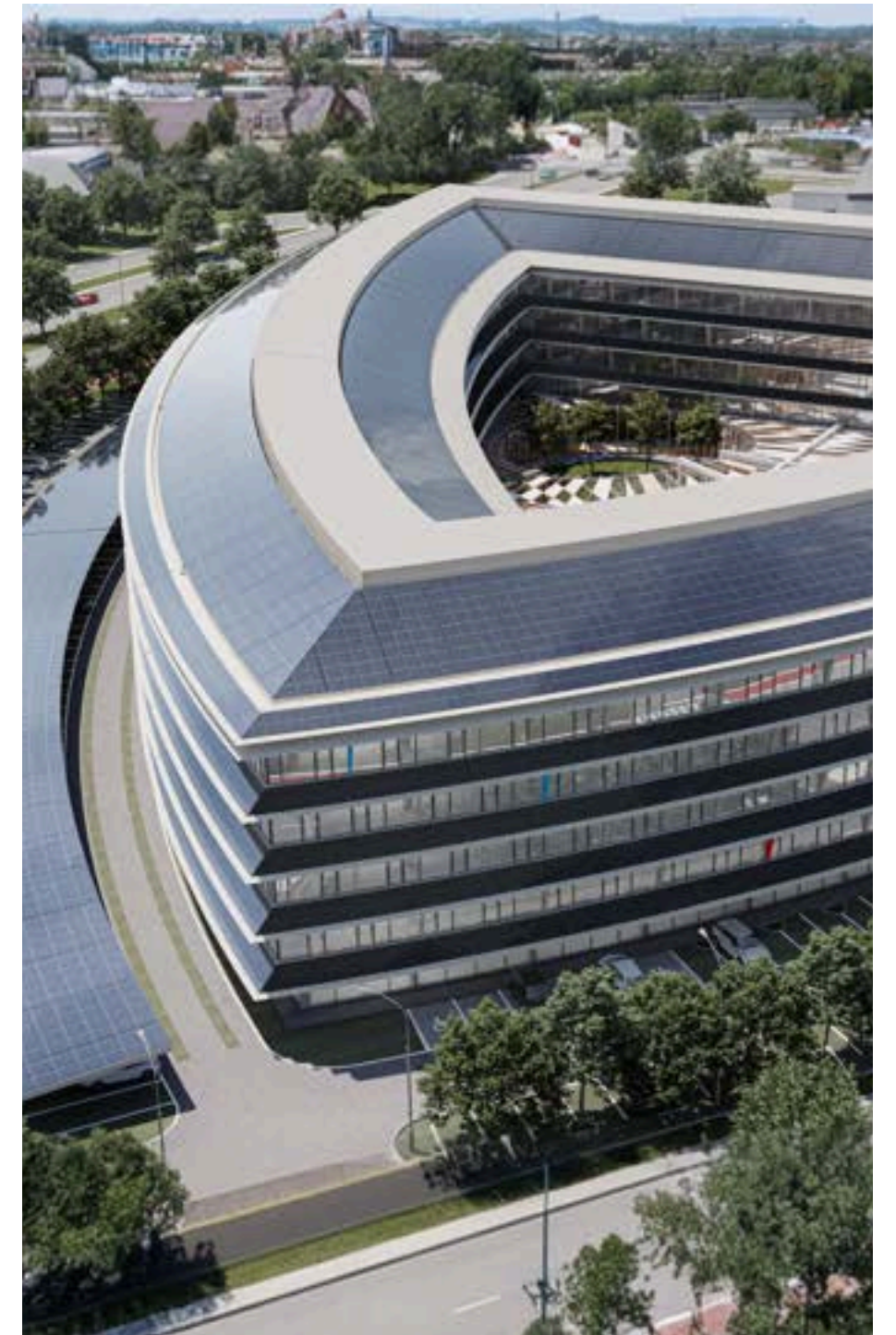
Delta Iron is a modern business complex in Novi Sad, covering 46,000 m², located in a strategic position near the highway and approximately 3 km from the city centre. The complex offers flexible and high-quality office spaces, along with facilities that enable users to carry out daily activities within the building.

The project is based on the principles of sustainable development and energy efficiency. Its construction incorporates innovative solutions:

- ▶ self-sustaining ecosystem: Delta Iron covers 60% of its energy needs from renewable sources, combining innovative solutions with environmental responsibility;
- ▶ solar panels: more than 4,700 solar panels will be installed on the roof of the building and the covered bicycle area, significantly contributing to sustainability through the reduction of CO₂ emissions;
- ▶ geothermal probes: the geothermal probe system enables efficient heating and cooling, reducing dependence on traditional energy sources;
- ▶ smart systems: Delta Iron uses advanced systems for efficient and resource-saving management, optimising energy and water consumption;
- ▶ water management: rainwater from the roof of the building, atrium, and traffic areas is directed into plastic reservoirs for irrigation.

Water from roofs and atriums is directly channelled into reservoirs, while water from traffic surfaces is first treated and then directed to the reservoirs. The total reservoir capacity is 298 m³.

Particular attention has been given to the landscaping of the natural environment, with extensive green areas and a green parking facility with 588 spaces, including 24 electric vehicle chargers. Environmentally friendly materials were used in construction, and the complex is designed to meet the highest sustainable building standards and achieve LEED Platinum certification.



DELTA LAND

Delta Land is a visionary urban development project that redefines contemporary living and business in Belgrade. Located at the prestigious intersection of Despot Stefan Boulevard and Poincaré Street, the complex brings together residential, commercial, and business functions in a harmonious blend, creating a self-sustaining urban community that sets new standards in architecture, sustainability, and quality of life. With a total of 200,000 m² of above-ground and 95,000 m² of underground space, Delta Land comprises 1,920 residential units, premium office spaces, and a diverse range of commercial amenities, developed across four phases.

Inspired by leading global urban developments, the project combines innovative design, luxury, and a strong connection to nature, providing residents and users with a dynamic and highly functional environment. By integrating environmental responsibility with forward-thinking solutions for modern living, Delta Land establishes a new benchmark for sustainable urban development.

This multifunctional complex has been carefully designed to enhance biodiversity, reduce environmental impact, and encourage a more sustainable lifestyle. Extensive green areas featuring nearly 1,000 trees, private gardens, and expansive park zones allow residents and visitors to enjoy a natural setting within the urban landscape. Pedestrian pathways and recreational areas are thoughtfully planned to promote physical activity, relaxation, and social interaction, making Delta Land a model of a contemporary urban community focused on the well-being of its residents and visitors.



Sustainable and smart infrastructure further strengthens the project's environmental agenda through the optimization of energy consumption with advanced systems that reduce emissions and improve resource efficiency; the integration of renewable energy sources, including solar panels and innovative building materials with enhanced energy performance; and intelligent ventilation and air filtration systems that contribute to residents' well-being while ensuring a healthy and high-quality indoor environment.

By combining contemporary design, technological innovation, and carefully planned amenities, Delta Land creates a dynamic and highly functional environment that delivers long-term value to the community.

As a self-sustaining urban development, it provides residents with everything they need to live, work, and relax within a single destination, reducing the need for additional transportation. Dedicated cycling and pedestrian routes further support environmental awareness, help reduce pollution, and contribute to improved air quality.

Beyond its environmental and infrastructural advantages, Delta Land sets high standards in privacy and security by implementing advanced technological solutions that ensure a safe, comfortable, and welcoming environment for all residents. The project introduces a new dimension of urban living and business, shaping a place that inspires, connects, and enables a contemporary lifestyle in harmony with nature.

DELTA CONGRESS CENTRE

Sava Centar is one of the most important congress, cultural, and business centres in the region. It was built in 1977 in Belgrade and, for decades, served as a symbol of international conferences, cultural events, and business gatherings. Since 2021, it has become part of Delta Holding, after which extensive reconstruction works began with the aim of revitalising the facility. Through the consistent application of sustainable development principles, Sava Centar has stood out as an example of business practices based on social and environmental responsibility, through a series of innovations and sustainable solutions implemented during its reconstruction.

In 2025, it continued its successful operations and actively contributed to the development of the community. Through ongoing activities focused on humanitarian work, inclusion, education, and culture, Sava Centar reaffirmed its commitment to creating relevant content in an accessible environment that meets the needs of different social groups. Already in the first half of the year, special attention was given to activities that encourage togetherness, solidarity, and family values. An Easter gathering dedicated to children was organised at the Sava Centar plateau, during which families had the opportunity to attend a free children's performance, participate in animations, and spend quality time in a pleasant environment. Such initiatives contribute to strengthening the connection between Sava Centar and the local community, as well as creating a space in which children and families feel welcome. As one of the leading congress centres in the region, Sava Centar hosted international business events during the summer months which, in addition to their professional significance, also had a strong educational and sustainability component.



The ICCA Mediterranean Chapter Annual Meeting was held with the application of responsible event management principles, including the use of environmentally friendly materials, rational resource consumption, and the digitalisation of communication with participants. The particular value of this gathering lies in the exchange of knowledge and experiences on sustainable practices from different European countries, which represent an important basis for further improvement of business processes at Sava Centar.

A similar approach was applied during the organisation of the European Congress of Presidents of Culinary Associations in the second half of the year, when the continuity of responsible event management and cooperation with international partners was maintained. Through open dialogue and exchange of experiences, Sava Centar further strengthened its position as a platform for professional cooperation and the development of modern standards in the congress industry.

Sava Centar hosted a series of events with a strong social and humanitarian character. The charity evening of the humanitarian organisation “Srbi za Srbe – Serbs for Serbs” was held in the Atrium Hall, and Sava Centar actively participated in the auction by donating a box for the Grand New Year’s music spectacle, supporting activities that contribute to humanitarian initiatives.

During November, Sava Centar marked 20 years of the Youth with Disabilities Forum, an event that brought together numerous institutions, companies, donors, volunteers, and service users. This gathering further highlighted Sava Centar’s commitment to creating an accessible and inclusive space, as well as the importance of long-term strategic cooperation between Delta Holding and the organisation dedicated to improving the position of persons with disabilities.

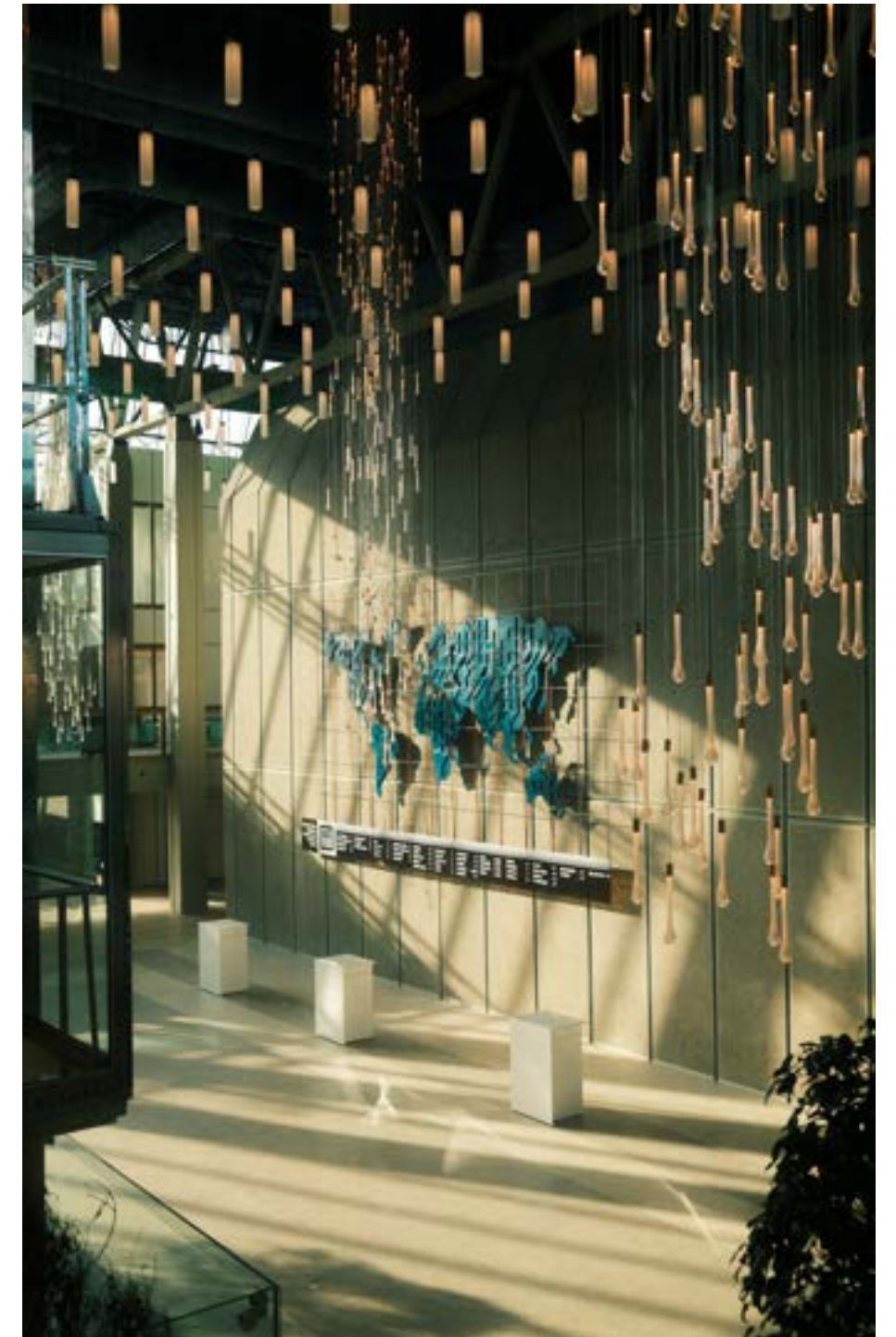
Sava Centar was also strongly committed to the development of cultural programmes with significant participation of the local community. During the second season of the Blue Hall, numerous concerts and cultural events were organised featuring domestic orchestras, choirs, and cultural and artistic societies. Among them, the performance of Carmina Burana stands out, bringing together more than 100 performers on stage, including the Serbian Philharmonic Orchestra, the Artistic Ensemble of the Ministry of Defence “Stanislav Binicki”, the Academic Choir “Obilic”, the Choir of the Belgrade Children’s Cultural Centre, and the Belgrade Children’s Choir.

Standalone concerts by the Serbian National Folk Dance and Song Ensemble “Kolo”, as well as the Cultural and Artistic Society “Abrasevic”, were also held, with the participation of

partner cultural and artistic societies. Sava Centar actively contributed to the preservation and promotion of national culture, as well as to strengthening cooperation with relevant cultural institutions and organisations.

The final concert of the international event “Radost Evrope – Joy of Europe”, organised in cooperation with the Belgrade Children’s Cultural Centre, was held on 4 October 2025. Through this event, Sava Centar supported programmes dedicated to children and young people, creating a space in which art and culture encourage creativity and cultural exchange among participants from different countries.

Sava Centar also hosted the Eleventh Juried Miniature Exhibition “Nit se nastavlja – The Thread Continues”, open to the public from 20 November to 20 December 2025. The exhibition was organised by Ethno Network, with the support of the Ministry of Culture, NALED, the British Embassy, and corporate partners, presenting competitive and non-competitive displays of works by authors from Serbia and abroad, inspired by motifs of Serbian carpets and medieval monasteries. The social significance of the exhibition lies in encouraging young authors and promoting intangible cultural heritage through publicly accessible cultural programmes.



BUSINESS PROPERTIES

The construction of the Delta Business Properties office complex, consisting of the Apartmani and Mala Kula buildings, was completed in 1990, and in June 2008 this complex became part of the Delta Real Estate Group. It was the first modern office complex on the Belgrade real estate market which, thanks to continuous investments and service improvements, remains competitive today in a market offering over 1,100,000 m² of modern office space.

The complex covers an area of 40,000 m² and offers functional and adaptable office units of various sizes, along with additional amenities such as underground parking, meeting rooms, a shop, car wash, and dry cleaning services. In addition, its ideal location—five minutes from the city centre, 15 minutes from the airport, and in close proximity to the highway—attracts renowned domestic and international companies, resulting in more than 100 companies operating within the complex with 1,500 employees.

The previous year was marked by works in Mala Kula, including the adaptation of office spaces for a new tenant, as well as renovation of common areas and the entrance atrium. The result of these works is a modern, bright, and open space that follows global trends in interior design and creates a pleasant working environment for all users. Special attention was given to the design of the entrance atrium, where a tree over three meters high stands as a central feature, making this space unique on the local market.

The Apartments building maintained a high occupancy rate in 2025. More than 4,000 m² of office space was fitted out



and leased to new tenants, while part of the newly leased space was taken by existing tenants, confirming a high level of satisfaction with the quality of space and services. Development plans for renovation, initiated in the previous year, have continued, aiming to significantly improve the aesthetics, functionality, sustainability, and energy efficiency of the building, and to provide tenants with a premium working environment.

In both buildings, in line with company standards, special attention has long been given to energy efficiency, waste recycling, and accessibility for persons with disabilities. A number of systems contributing to energy savings have been installed, including an automated air handling system, LED lighting, and lighting management systems. The garage includes electric vehicle charging points, as well as designated areas for bicycles and scooters.

HOTELS

CROWNE PLAZA

In the very heart of New Belgrade, Crowne Plaza Belgrade continues to develop as one of the leading business and congress hotels in the region, providing high service standards, modern comfort, and responsible business practices in line with the ESG principles of InterContinental Hotels Group (IHG). As part of an international hotel group, the hotel consistently applies global standards of sustainability, ethics, and social responsibility, alongside continuous improvement of operational and organizational processes.

Crowne Plaza Belgrade offers 416 modernly equipped rooms, 14 multifunctional conference halls, restaurants Prime, Novi Bar & Lounge and Riddle Cocktail Bar, as well as a SPA and fitness centre, making it a strong business and social hub of New Belgrade. The hotel is fully accessible to persons with disabilities, with provided access ramps, specially designed rooms, and Braille menus in all restaurants, confirming its commitment to inclusion and equal access to services.

During 2025, the hotel continued to enhance its core hospitality offering and guest experience through further strengthening of its food and beverage portfolio, development of new promotional concepts, and strong cooperation with corporate and institutional clients. A large number of significant events, congresses, and corporate gatherings were organised, along with specialised F&B promotions that contributed to positioning the hotel as a relevant destination for business and social events. The food and beverage department implemented a series of



thematic promotions and seasonal menus throughout the year, responding to the diverse needs of guests and cultural preferences. Examples include the celebration of Chinese New Year through promotional dishes at Novi Bar, special Valentine's Day offers at Restaurant Prime, thematic beverage and dessert promotions, as well as seasonal gastronomic campaigns such as pizza promotions, Primavera menus, summer grill evenings in the Prime restaurant garden accompanied by DJ programmes, Oktoberfest offers in cooperation with brand partners, and autumn menus based on mushrooms and pumpkin. During the year, major catering projects were also delivered, including events for international institutions and embassies, as well as large corporate celebrations with a high number of participants, further strengthening the hotel's reputation in banqueting and off-site event services.





In October, the “Wall of Fame” project was implemented, representing a combination of cultural contribution and strengthening of the hotel’s identity through the promotion of significant individuals and events connected to the hotel and the city of Belgrade. During 2025, the hotel continued with intensive investments in infrastructure and technical upgrades of the property, with the aim of improving safety, energy efficiency, and the overall guest experience. In the period from January to March, the renovation of the remaining 16 suites was completed, finalizing the modernization of the hotel’s accommodation capacities. In the same period, the Room Management System (RMS) was replaced on the first and second floors, enabling more efficient room management and improved technical operations. In February and March, a complete renovation

of the Club Lounge area was carried out, which now provides a higher level of comfort and exclusivity for guests, along with an enhanced user experience in line with brand standards. From September to November, the hotel fitness centre was also renovated, including upgrades to equipment and facilities, in order to provide better conditions for recreation and health maintenance for both guests and employees. Crowne Plaza Belgrade remains committed to the continuous improvement of ESG standards, with the aim of further reducing its environmental footprint, strengthening organizational culture, developing employees, and delivering a premium guest experience. Sustainable operations represent the foundation of the hotel’s long-term strategy and an important part of its brand identity within the IHG group.

HOTEL INDIGO

Hotel Indigo Belgrade, located in the very heart of the city on the prestigious Knez Mihailova Street, has been operating for five years as part of the global IHG hotel group, delivering the recognised quality and high standards of one of the world’s most reputable hotel chains. As the first Indigo brand hotel in Serbia, it stands out for its unique combination of local authenticity and global recognisability. On a global level, no two Hotel Indigo properties are the same, and the Belgrade hotel, through carefully designed interior and ambience, faithfully reflects the rich history, culture, and urban spirit of the city.

As a boutique hotel with a strong identity, Hotel Indigo Belgrade provides a personalised and authentic stay experience, combining local charm with international standards of quality and service. Thanks to its direct access to the pedestrian zone and proximity to key city landmarks, guests are enabled to experience the city easily and directly, further enhancing the overall stay experience.

A high level of service and consistent guest dedication are achieved through a skilled and motivated team, supported by the expertise and resources of the IHG group. The hotel is located in a recognizable historic building with a rustic façade and a hidden courtyard—an intimate atrium—and spans multiple floors. The ground floor hosts renowned global retail brands, while the upper floors are dedicated to hotel facilities.

Every detail of the hotel is carefully designed to reflect the local story and identity of Belgrade, providing guests with an authentic and contemporary experience.



RADISSON

During 2025, Radisson Collection Hotel, Old Mill, Belgrade carried out its activities in accordance with the principles of corporate social responsibility, with a particular focus on improving employee wellbeing, talent development, and strengthening an inclusive organisational culture.

Employee wellbeing was supported through a series of initiatives aimed at reinforcing team spirit, solidarity, and healthy lifestyle habits. The International Housekeeping Week was marked with a team competition, while International Men’s Day was celebrated through sports tournaments and the promotion of healthy nutrition as part of Men’s Health Month. Regular darts and table football competitions were organised within the hotel, and every last

Friday of the month employees gathered for a social event called “Happy Friday”, aimed at strengthening a culture of collegiality and togetherness. Connection with other business teams was also fostered through participation in Serbia’s largest sports-business event, Business Run. Specialised training sessions were also organised within the hotel, such as training on the recognition of counterfeit documents in the front office department, as well as advanced latte art training in the food and beverage sector, contributing to improved service quality and overall guest experience. The hotel consistently follows the Radisson Hotel Group philosophy “Yes I Can”, through internal training for all employees, strengthening a service culture adapted to the local environment and creating memorable guest experiences.

Hotel Indigo Belgrade offers 46 luxury rooms, one spacious suite, and a meeting room. A special part of the offering is the iconic restaurant “Cvece zla”, known for its high-quality service, innovative menu, and unique ambience. The restaurant terrace, which becomes one of the city’s favourite spots during the summer months, further strengthens the hotel’s position as a significant urban and gastronomic destination.

In line with the strategic commitment of Delta Holding and the IHG group, Hotel Indigo Belgrade actively applies the principles of sustainable and responsible business.





SHOPPING CENTRES

DELTA PLANET BANJA LUKA

Delta Planet Banja Luka marked its sixth year of successful operations and its dominance in the market as the largest shopping centre in Bosnia and Herzegovina, and behind that continuity stand clear indicators of strength and growth.

On a total area of 64,000 m², more than 100 brands operate, along with catering facilities, modern cinema halls, and a children's play area. During 2025 alone, more than 4.4 million visitors passed through the shopping centre, which confirms the stable position of Delta Planet as an essential point of the city. Year-on-year attendance is increasing, thanks to the strength of the Delta Planet brand and a carefully built mix of brands that meets the needs of the modern visitor.

Delta Planet is not only a favourite shopping destination but also a place for all generations to meet because of the atmosphere we carefully build. Delta Planet is the place of numerous events, and in the previous year we implemented more than 30 events that were carefully designed for all target groups and visitors. Also, our goal is to grow together with the community in which we operate, and in that regard, in the previous year numerous socially responsible activities were implemented and support was provided to civic initiatives, associations, and student organizations. In this way, Delta Planet is positioned as a central meeting place not only in Banja Luka but also in the region. Delta Planet Banja Luka is a place people come to intentionally – and always gladly return to.

DELTA PLANET VARNA

Delta Planet Varna continues to strengthen its position as one of the leading shopping and lifestyle destinations in the region, successfully combining sustainable development, strong social engagement, and reliable partnerships with regional institutions, media, and civil society organizations. Over the past years, the shopping centre has evolved beyond a traditional retail space and has become a dynamic platform for community initiatives with long-term positive impact.

Sustainability remains one of the key strategic priorities of Delta Planet Varna. Following significant investments in renewable energy sources, the centre continues to achieve measurable reductions in energy consumption and operational costs, demonstrating how responsible business practices can deliver both environmental and economic benefits. These results confirm Delta Planet Varna's commitment to innovation, efficiency, and responsible resource management.

Equally important is the active role of the centre in the life of the local community. Delta Planet Varna is a reliable partner of regional institutions and media, with which it cooperates on public-interest campaigns, educational initiatives, and preventive programmes. The shopping centre has also established strong partnerships with active student organizations, supporting innovative projects and awareness campaigns in the fields of health, education, and social responsibility.

During 2025, Delta Planet Varna shopping mall also became an important cultural hub for young audiences, organizing

the first Children’s Book Week in Varna. The event attracted a large number of visitors and brought together dozens of children’s literature authors, who, through interactive meetings, readings, and creative workshops, brought the world of imagination and literature closer to the youngest audiences.

Among the new initiatives launched in 2024 and further developed during 2025 is Prom Expo – a large-scale project designed to support young people in preparing for one of life’s important milestones. This event provides a comprehensive platform for high school graduates and their families, bringing together partners from fashion, beauty, education, and lifestyle sectors in one place.

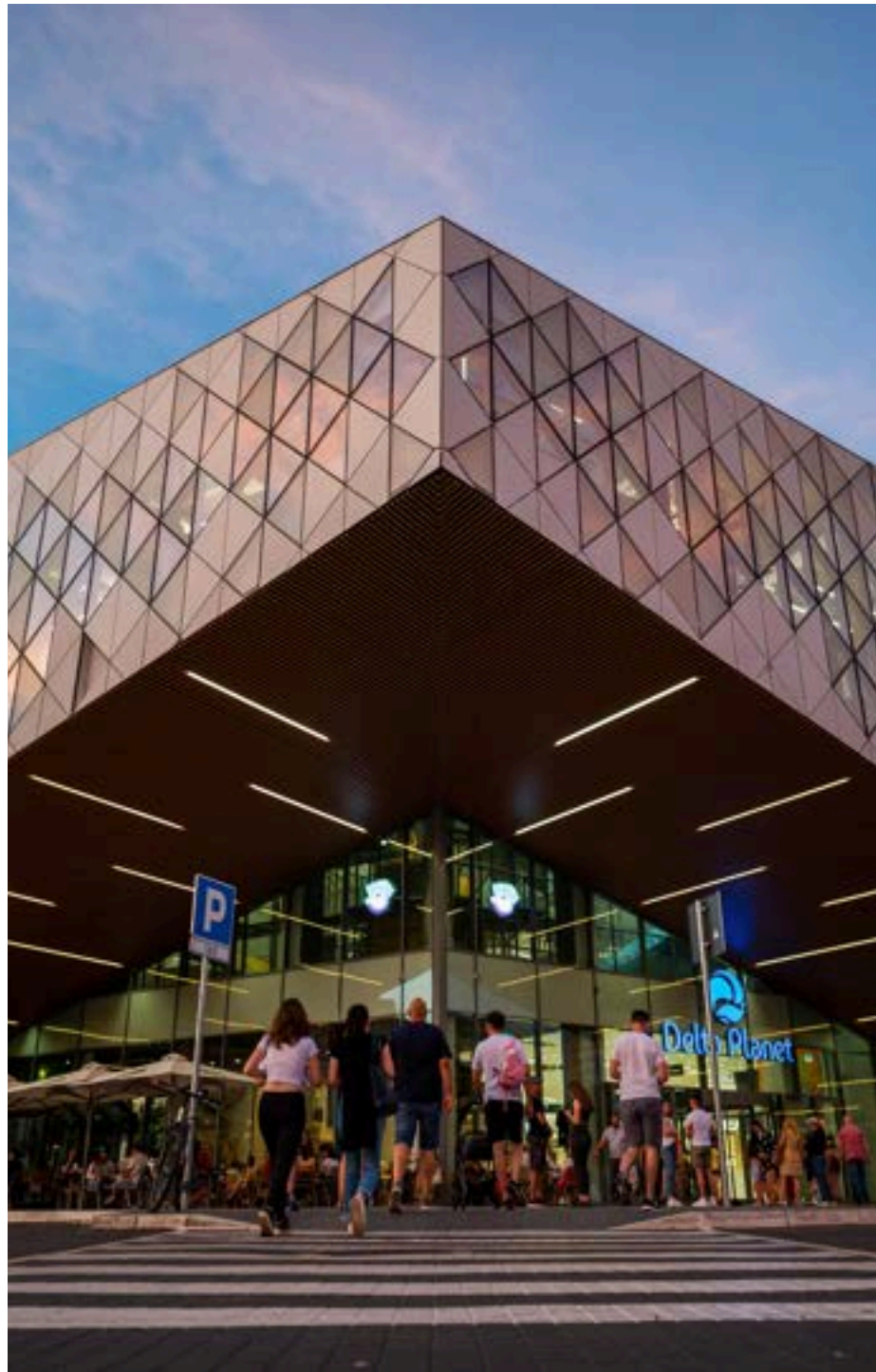
Delta Planet Mall also hosted a large exhibition of sports clubs and arts schools, providing local organizations with the opportunity to present their activities to a wider audience. The initiative received very positive feedback, as well as appreciation from regional companies and institutions for the support, visibility, and promotion provided. Through continuous innovation, strategic partnerships, and a strong commitment to sustainability and social impact, Delta Planet Varna continues to set new benchmarks for modern shopping centres, positioning itself as a vibrant community hub that supports culture, education, youth development, and responsible business practices. Delta Planet Varna also continues to expand and diversify its tenant mix, further strengthening its position as a leading retail and entertainment destination. The introduction of new brands such as TEDi, HalfPrice, and Funtopia has already been completed, enhancing the centre’s offering across the value retail, fashion, and family entertainment segments. In addition, several highly anticipated brands—including Bohemia, Gabina, Pause



Jeans, Bijou Brigitte, Parmy Sweet, and Hungry Boys—have already opened, introducing new concepts in fashion, accessories, gastronomy, and lifestyle. The opening of a Swarovski store is also expected in the near future, further reinforcing the premium segment of the centre’s retail portfolio. These additions reflect Delta Planet Varna’s ongoing commitment to maintaining a balanced and dynamic mix of international brands, local concepts, and innovative retail formats.

All strategic marketing campaigns planned for 2026 have been fully developed, with a strong focus on showcasing the diversity of products and entertainment offerings that define the Delta Planet Mall portfolio. Through targeted communications and creative initiatives, the centre will continue to emphasize its role as a destination that seamlessly integrates shopping, leisure, and community experiences for visitors of all generations.





Delta Planet Niš

Delta Planet Nis, opened on April 22, 2021, is a regional shopping centre with stable operations and a significant impact on the local community. As a modern destination, it attracts visitors from Serbia and the region, offering an integrated experience of shopping, entertainment, and leisure. The well-developed spatial concept, focused on features that encourage longer stays and interaction, further positions the centre as an important gathering place. Principles of sustainable development are integrated into all key aspects of the facility's operations. Delta Planet Nis is equipped with infrastructure for electric vehicles, with six chargers enabling simultaneous charging of up to ten vehicles, thereby actively encouraging the use of sustainable transport options. The architectural solution of the façade enables a high level of natural lighting, reducing the need for artificial lighting and optimizing energy consumption. The facility is equipped with an advanced BMS (Building Management System), which enables centralised and efficient management of all technical systems, including security, access control, video surveillance, and fire protection. The application of VRF systems and heat pumps further contributes to energy efficiency, reduction of operational costs, and improvement of user comfort, while simultaneously reducing the negative environmental impact.

A solar power plant has been installed on the roof of Delta Planet Nis shopping centre, contributing to improved energy efficiency of the facility, reduced electricity costs, and a certain level of energy independence. In addition to economic benefits, solar panels have a significant positive impact on environmental protection through the reduction

of harmful gas emissions and the overall ecological footprint of the facility.

Delta Planet Nis actively contributes to the community through projects that promote health, education, and humanitarian work, with the aim of achieving a positive impact on the environment in which it operates. The company focuses on initiatives that have a long-term impact on individuals and the wider social community. During the year, various projects were implemented, including activities in the following areas:

Education and Science:

- ▶ “Malac Genijalac” – workshops focused on developing intellectual skills in children
- ▶ Junior Achievement Serbia – student company fair
- ▶ European Researchers' Night – promotion of science through interactive activities
- ▶ “Nauk nije bauk” – educational science festival organised by the “Svetozar Markovic” Grammar School

Health and Prevention:

- ▶ European Cervical Cancer Prevention Week – promotion of preventive measures and awareness-raising on reproductive health, in cooperation with IFMSA Serbia
- ▶ Healthy Feet in Children – educational campaign in cooperation with the Serbian Association for Preventive Pediatrics
- ▶ Voluntary Blood Donation – campaign organised in cooperation with the Nis Blood Transfusion Institute



- ▶ Inclusion of Persons with Disabilities – humanitarian initiative in cooperation with the Zvuci srca - Sounds of the Heart Association
- ▶ Easter Charity Exhibition – organised in cooperation with ART 55 Gallery
- ▶ Parent Helpline – promotion of counselling support services, in cooperation with the Safe House
- ▶ “Nekome si sve(t) - You Are Someone’s Everything/World” – creative humanitarian workshops in cooperation with NURDOR
- ▶ “Kuca mogucnosti - House of Opportunities” – promotion of support programmes in cooperation with the Centar Zvezda Association
- ▶ Charity Sale – cooperation with the Hospitality and Tourism School in Nis (‘Pokreni zivot’)
- ▶ Fundraising for the Treatment of Sava Canic – in cooperation with the Student Union of the Faculty of Medicine in Nis (SUMF)
- ▶ “Artist Anonymous” – humanitarian initiative in cooperation with Metropolitan University and NURDOR
- ▶ “Tortijada” – humanitarian event in cooperation with the Zoran Mirasevic Association
- ▶ Donation of New Year Gift Packages – support provided to the associations MI, L. DOWN and GUPOAN

On the occasion of the New Year holidays, Delta Planet Nis organised the “Photos with Santa Claus” event, where more than 1,000 children had the opportunity to take photos and receive free New Year photographs. This initiative contributed to creating a positive festive atmosphere and

unforgettable moments for the youngest visitors. Delta Planet Nis is not only a shopping centre, but also an important factor in the development of the local community. Through continuous investments in innovation, sustainability, and socially responsible initiatives, the company creates positive changes with the aim of achieving long-term impact.



DELTA DISTRIBUTION



DELTA AUTO GROUP

Delta Auto Group has been operating and developing as part of the Delta Holding system since 2005. Today, it comprises the following companies:

- ▶ Delta Motors – the exclusive importer, distributor, and service provider of BMW and MINI vehicles for Serbia and Montenegro, as well as BMW Motorrad motorcycles for Serbia, Montenegro, and North Macedonia;
- ▶ Delta Automoto – the exclusive importer, distributor, and service provider of Honda cars and motorcycles for Serbia and Montenegro; the exclusive importer, distributor, and service provider of KTM motorcycles for Serbia and Montenegro; the exclusive importer, distributor, and service provider of Maserati vehicles for the territory of Serbia, Croatia, and Slovenia; the exclusive importer, distributor, and service provider of fully electric transporters of the Farizon brand. Within Delta Automoto, the organizational unit Delta Used Cars also operates, dealing with the sale of certified pre-owned vehicles;
- ▶ Delta Rent-a-Car.

Companies operating within Delta Auto Group apply ESG principles in their business practices and act responsibly toward stakeholders, the environment, and society as a whole. Business ethics and the legal provisions of the Personal Data Protection Act represent an imperative, and clients' contact data is stored within legally prescribed frameworks and methods (GDPR). For the development of Delta Auto Group's business, continuous investment in the development and quality of services in line with current market changes is essential, as well as differentiation focused on quality, availability of digital tools, and care for clients' needs.



Business Centre in New Belgrade

At the end of 2023, Delta Auto Group officially began the implementation of a new business facility construction project, which represents the foundation for further development and business growth. The total investment for this project is estimated at EUR 35 million. The facility will be built according to the latest standards of the BMW Retail Next concept, with full compliance with BMW requirements related to green building. The completion of the project is expected by the end of 2026, when the business space will be certified according to the EDGE standard and fully operational.

This will be the first “green” facility exceeding 17,000 m², and at the same time the largest car showroom in the country, built according to the most modern standards in order to provide clients with a premium experience. The new business facility will serve as the future headquarters of all legal entities operating within Delta Auto Group.

The construction of the new business facility will be oriented toward the transition to sustainable energy sources for powering the building and the implementation of waste recycling systems. This flagship facility will represent a unique architectural landmark of New Belgrade.

Recycling and renovation represent essential principles of sustainable construction and green thinking, which have been incorporated into all three phases of the project.

In the case that all three phases of the project had involved complete demolition down to the foundation, CO₂ emissions would have amounted to over 1,300 metric tons.

Multipurpose Business Centre in Dobanovci

In 2025, Delta Auto Group completed the construction of a modern business facility in Dobanovci, which integrates a training centre, a vehicle preparation service area for delivery, and a central warehouse for spare parts storage. By relocating the central warehouse to this location, the process of supplying and distributing parts to dealers across Serbia has been significantly accelerated and simplified, thereby improving the overall logistical efficiency of the system. A significant advancement has also been achieved in the organization of vehicle preparation based on the “just-in-time” principle, according to which vehicles are fully prepared and delivered to the location only on the day of delivery to the end customer. In this way, space is used more efficiently, the need for vehicles to wait for several days before delivery is reduced, the possibility of repeated vehicle washing is minimized, resulting in additional water savings, while employees are relieved and can focus more on service activities that directly meet client needs.

As previously stated, the green principle of electricity generation plays a key role in resource conservation and long-term business sustainability, as all electricity consumers are supplied with energy from the company’s own solar power plant.

In addition, the entire complex in Dobanovci is protected by a modern anti-hail net system, representing another example of responsible asset management and the application of preventive measures in line with sustainable development principles. In this way, the Dobanovci facility sets a standard of self-sustainability and environmental awareness, not only within the company, but also in a broader regional context.



Improving Working Conditions

The operations of Delta Auto Group will continue to be focused on improving technology and conditions across all facilities, resulting in enhanced quality and efficiency of services.

In terms of process improvement and efficiency through technology implementation, significant progress has also been achieved in service operations. At the Delta Motors service centre in Ada, work and diagnostics of electric and hybrid vehicles have been enabled at every workstation,

increasing capacity, improving employee work organization, and further enhancing safety and environmental standards, including more efficient exhaust gas extraction.

Through the optimization of logistics flows, a reduction in the retention of large trucks at the Ada location, which is spatially constrained, has also been achieved. In this way, the site has been relieved, while the loading and unloading process has been accelerated through better employee organization and higher operational efficiency.



Digitalization of Processes and Improvement of Service Quality

Delta Auto Group continuously introduces new solutions in the field of business digitalization with the clear goal of continuously improving efficiency, sustainability, and service quality.

Digitalization as a business priority has resulted in the introduction of a solution for contactless vehicle reception and pickup within Delta Motors. Such a solution brings a completely new dimension of comfort and flexibility for our clients, allowing them to deliver and pick up their vehicles for service at a time that suits them, without contact with employees. In this process, a series of advanced solutions has been introduced: an automatic license plate and customer recognition system, a digital “wheel hotel”, an AI chatbot for user communication, and a 24/7 service terminal, which enables service availability at any time. These solutions further raise the level of service, speed up processes, and create a modern customer experience in line with the highest industry standards.

Service quality is one of the key imperatives in Delta Auto Group’s operations, which is continuously monitored and upgraded year after year. It continues through various projects aimed at constant insight into clients’ needs and opinions.

During the year, the “Voice of the Customer” project continued to be implemented in the form of an online survey, which has been conducted since 2017. In this way, customer satisfaction is examined, allowing clients to express their observations through open comments.

This initiative, which relies on the digitalization of processes and increasing responsiveness to clients, is dedicated to providing more precise answers and improving the experiences of potential clients during future interactions. Customer satisfaction is measured through the Net Promoter Score (NPS). Coded customer comments are analysed quarterly, followed by the implementation of action plans.

In addition to Delta Motors, the “Voice of the Customer” project is also successfully implemented within Delta Automoto as an internal solution for monitoring customer satisfaction, contributing to more comprehensive communication.

For the fourth consecutive year, the “Customer Journey” project has been successfully implemented within Delta Motors in order to identify the most typical communication path a potential client takes, starting from the first contact with the dealership through to the final outcome – vehicle purchase and arrival at the service centre. So-called ‘Legendary moments’ have been identified to further enhance the individual customer experience.

The “Mystery Shopping” project has also been continued, following the model of the programme previously implemented directly by the BMW Group until 2021. The project is carried out with continuous training of the selected agency and employee training on the operational standards that must be followed, both within Delta Motors and the dealer network, as well as within Delta Automoto.

The project has been further improved through market analysis via visits to competitor dealerships, providing valuable insight into the differences between our approach and industry practices. The goal of the project is to strengthen sales teams, raise operational standards to a higher level, and ensure a premium customer experience through the integration of all business units, regardless of which dealership the client approaches. In this way, solid foundations have been established for performance monitoring and the identification of new improvement opportunities, further strengthening the leadership position through innovation and excellent service.

Electrification

Electrification represents one of the key strategic commitments of Delta Auto Group and a cornerstone of the company's long-term development vision. This direction is not solely about adapting to market trends, but about actively shaping sustainable mobility in the region. Delta Auto Group systematically builds a portfolio of electric and hybrid vehicles, continuously introducing new models and brands, while also investing in infrastructure development and expanding the ecosystem that enables broader adoption of electric mobility.

Within the BMW brand, electrification is entering a new development phase through the Neue Klasse platform, which represents a key step forward in the further development of electric vehicles and technologies that will shape the brand's future in the coming decade. At the same time, Delta Auto Group launched the promotion of the first fully electric Maserati Grecale Folgore model during the previous year, which, together with the BMW i7 model, further strengthened the presence of electric vehicles in the luxury segment and contributed to the promotion of electric mobility among the most demanding customers.

Delta Auto Group currently represents the Chinese brand of electric light commercial vehicles Farizon in regional markets. This business direction has multiple layers of significance, as it contributes to the electrification of the vehicle fleet, encourages corporate education and their transition toward more sustainable transport solutions, as well as the development and electrification of "last mile delivery" fleets in urban environments, which represents one of the key goals of sustainable mobility. In this way, the

company actively participates in the transformation of commercial transport, which has a significant impact on overall emissions in urban areas. At the same time, the company continuously explores opportunities to expand its portfolio through the introduction of new brands with the potential to further contribute to sustainable mobility, sales growth, and an increased share of electric and hybrid vehicles in regional markets. As one of the pioneers of electrification in Serbia and the wider region, Delta Auto Group consistently promotes the transition to sustainable solutions through strategic product selection and a long-term development vision.

In line with its strategic focus on new, and especially more environmentally friendly technologies emerging from the Chinese market, Delta Auto Group has further strengthened its international presence by hiring its first team member based in China. This step represents an important element in the further development of sustainable partnerships, improved transparency, and more efficient management of collaborations with new energy vehicle manufacturers.

Additionally, by signing a service agreement for Rivian vehicles, Delta Auto Group has further reinforced its position in the field of electric mobility and confirmed its readiness for future vehicle generations, ensuring technical support for one of the world's most innovative electric vehicle manufacturers.

When it comes to investment in the electrification system, Delta Auto Group contributes not only at the level of its own infrastructure but also through the development of a public network supporting electric mobility. In this context, Delta Motors, with the support of BMW, financed the

installation of a public electric vehicle charger on Zlatibor, one of the most important tourist destinations in Serbia. The project was implemented with the support of Orion and the Zlatibor Tourist Organization, representing an example of successful cooperation between the private and public sectors aimed at improving sustainable mobility.



Delta DMD

Delta DMD is a regional leader in the distribution of fast-moving consumer goods, with operations in Serbia and Montenegro. Its portfolio includes high-quality products from global and regional brands such as Tikves, Violeta, Ferrero, Diageo, SC Johnson, Beiersdorf, Haleon, and Beluga. The company is headquartered in Belgrade and operates through distribution centres in Novi Sad, Cacak, and Nis, as well as in Podgorica under the name DMD Delta. In Montenegro, the portfolio also includes British American Tobacco.

The sales network covers more than 10,000 retail and wholesale outlets across Serbia and Montenegro, with more than 2,500 customers. The company is proud of its stable cooperation with various trade sectors, including independent stores, specialised wholesalers, and HoReCa (hotel, restaurant, and café) establishments.

Delta DMD is fully committed to international standards that ensure high quality of services and products. By adopting and implementing these standards, the company confirms its responsibility toward customers, partners, and the market, ensuring business stability and top-level service across all segments. This commitment to quality is also reflected in regular certification audits that the company successfully passes.

Thanks to long-term successful operations and high trust from its partners, Delta DMD has continued to achieve new successes and record results, further strengthening its leadership position in the markets in which it operates. In 2025, Delta DMD achieved a significant 33% increase in operating profit before amortization.



In addition to financial results, the company also recorded growth in market share of the brands it distributes, according to Nielsen measurements. During the period from January to December 2025, the Tikves brand maintained its leading position in the wine category. In the imported spirits segment, Diageo brands successfully retained their leading market positions. Likewise, in the confectionery category, Ferrero confirmed its dominant position in the Republic of Serbia market, according to Nielsen December 2025 data. Delta DMD regularly conducts surveys of customer and principal satisfaction. During the past year, for the first time, an electronic satisfaction survey was conducted at the level

of key account customers and principals, enabling faster and more precise data collection. It is planned that in the coming year the entire customer satisfaction survey process will be carried out exclusively in electronic form.

In 2025, in addition to surveying key account and principal satisfaction, the company also conducted a customer satisfaction survey in the Traditional Trade segment. This research provided valuable insights into the needs and expectations of this customer segment, enabling further improvements in business operations. The results of the survey showed a high level of overall satisfaction among traditional trade customers, with an average rating of 4.36.

Traditional Trade Customer Satisfaction Assessment

CHARACTERISTICS	ASSESSMENT
Communication and professionalism	4.92
Product knowledge level	4.96
Sales agent’s willingness to understand the problem	4.37
Willingness to solve the problem	4.17
Problem-Solving Capability	4.28
Average score	4.36

Delta Transport System (DTS)

Delta Transport System (DTS) is a company specialised in logistics and transport services, founded in 2008 in Belgrade. Today, after more than 17 years of development and operations aligned with a vision of future logistics, the company is recognised as one of the market leaders, with over 560 employees and a presence in seven countries in the region. In addition to Serbia, these are Montenegro, Bosnia and Herzegovina, Slovenia, Croatia, Albania, and North Macedonia.

Through continuous improvement of business practices, DTS bases its development strategy on the principles of sustainability, responsible management, and long-term value for clients, employees, and the wider community. DTS offers its clients efficient organization of road, groupage, air, container, rail, and intermodal transport, customs representation, as well as additional logistics services. The company also provides specialised logistics services covering logistics for fairs and congresses, local and international sports competitions, exhibitions, corporate and private relocations, as well as other types of private and public events. A special segment of specialised logistics is hotel logistics, which includes planning and procurement for hotels and hotel chains.

In addition, thanks to an experienced team of experts with many years of experience in various industries, the company also offers logistics consulting and the development of customised solutions for clients. The DTS service portfolio also includes e-commerce logistics and last-mile distribution services, as well as full 4PL real-time cargo tracking and integrated warehouse inventory management.

This integrated approach enables clients' greater transparency, reliability, and better control over their supply chains, while simultaneously improving operational efficiency. In the field of digitalization and optimization of operational processes, significant progress is represented by the introduction of a new Warehouse Management System (WMS), which began operational use in 2025 in the distribution centre in Nova Pazova, significantly improving warehouse efficiency, inventory management, and process transparency, while further enhancing service quality for clients.

The implementation of advanced digital solutions also contributes to more rational use of resources, reduction of errors, and optimization of operational flows.

As part of infrastructure improvement and strengthening storage capacity for temperature-sensitive goods, at the end of the year the existing warehouse capacity was expanded by an additional 630 pallet locations (PLL) in a controlled temperature regime (0 to +4 °C). This increase enables better organization of storage space, greater operational flexibility, and more stable management of temperature-sensitive inventory, while reducing the risk of product damage and unplanned losses.

In this way, waste is further reduced and the energy efficiency of warehouse operations is improved, thereby lowering the company's overall environmental footprint. It is planned that, in the coming period as well, innovation will



remain one of the key pillars of the company's development, with a special focus on the introduction and application of artificial intelligence (AI) in logistics and business processes. Recognizing that artificial intelligence represents one of the most important drivers of transformation in the logistics industry, DTS strategically plans its further integration in order to improve efficiency, automate processes, and optimize supply chains.

This approach will enable faster and higher-quality data-driven decision-making, more efficient resource management, and further improvement of the customer experience, thereby strengthening the company's competitiveness and readiness for future market challenges. DTS has defined medium-term development directions that include further digitalization, automation, and the application of innovative technologies aimed at sustainable growth and increased business resilience.

During 2025, DTS identified key trends and changes in market needs by collecting and thoroughly analysing information from its service users, both through CRM systems and direct communication with clients, which enabled the company to proactively adapt its strategy and further improve its services, strengthening customer satisfaction and its competitive position in the market.

During the previous year, selected team members from the company had the opportunity to present DTS services and business values at numerous international and local events and conferences. One of the most significant was Transport Logistic in Munich, one of the largest international logistics and transport trade fairs, where a team of 35 DTS members from across the region represented the company on the international market.



In addition, the company's management took a strategic approach by organizing an official trip to China with the aim of strengthening relationships with partners and clients. On that occasion, participation was taken in an international agents' fair in China, where DTS was presented as an elite member.

At the end of the year, the company traditionally supported the largest local logistics and transport event – the annual Logistics and Transport Conference in Belgrade, as well as the Logistics Market Conference and Expo, which was organised in Belgrade for the first time.

Delta Transport System continued the systematic improvement of its operations through further strengthening of managerial, technological, and sustainable practices initiated in the previous year.

During 2025, in the DTS distribution centre, the introduction of automatic pallet stretch-wrapping machines significantly optimized the packaging process, which, according to an internal assessment based on operational indicators, led to a reduction in the use of single-use plastic packaging by approximately 30%. This technological advancement, integrated into daily warehouse operations, directly contributes to more efficient resource utilization and a reduced environmental footprint of the company, demonstrating how new technological solutions can simultaneously improve productivity and business sustainability.

A special focus in the upcoming period will be placed on the introduction of new technological solutions that contribute to emission reduction, including continued use and potential expansion of the electric vehicle fleet, as well as maximum utilization of energy generated from the company's own solar power plant.



NEW TECHNOLOGIES



ananas

Ananas E-commerce

Ananas E-commerce has, over the past three years, successfully positioned itself as a regional leader in the e-commerce market. Through structured and strategic investments in the development of a scalable and sustainable business ecosystem, Ananas, as a fully technology-oriented member of Delta Holding, has achieved the position of one of the leading e-retailers, which has also been confirmed by the BestBuy Award. During 2025, Ananas officially became the number one e-retailer in Serbia and North Macedonia for the best price-quality ratio in the 2025/2026 period, according to certification by the Swiss organization ICERTIAS.



As of the end of 2025, the platform brings together more than 2,500 merchants and suppliers at the regional level and offers more than one million different products, with continuous growth in assortment and further expansion of its partner network. Since its founding, Ananas has consistently developed innovative solutions that respond to the growing needs of customers, while simultaneously building a stable, scalable, and sustainable business

environment aligned with modern market requirements.

Taking into account the continuous growth of the e-commerce market in the Republic of Serbia, Ananas continued during 2025 to focus its business on further operational improvements, with special emphasis on seamless customer experience, personalization of offers, as well as the development of FinTech and AdTech solutions.

Development of the Ananas ecosystem

In order to adequately respond to the complex challenges of the e-commerce market, Ananas has, since its founding, been dedicated to building a comprehensive business ecosystem. The commitment to developing an integrated ecosystem represents one of the key determinants of the company's business strategy, through the connection of retail, logistics, technological solutions, FinTech, and AdTech segments.

Strategically, during 2025 the company continued the development of its own retail operations, further improved the FinTech segment by launching its first fully digital product – the Ananas gift card, and also introduced innovations in the field of digital advertising by initiating the Retail Media model, which represents the third wave of digital advertising on the Serbian market. [G1 – DR G1-1] – digitalization as a pillar of business ethics and innovation In the field of logistics, the company expanded its warehouse capacities, while the internal courier service Ananas Express was further strengthened in order to meet the growing market demands and user expectations.

Logistics and e-fulfillment centre

Due to strong growth in operational volume, the company Ananas made a strategic decision during 2025 to expand its logistics capacities by opening an additional warehouse in Banovci for oversized items, just one year after launching the best e-fulfillment centre in Europe.

In order to ensure a seamless customer experience, Ananas further expanded the capacities of its internal courier service Ananas Express, which today handles the delivery of 15% of orders out of the total number of orders on the territory of the Republic of Serbia.

During 2025, Ananas implemented additional improvements in the e-fulfillment centre. The specificity of the Ananas e-fulfillment centre includes the Pick Tower system (multi-story storage) and a 700-meter conveyor belt, which enable fast and efficient transport of goods to any position within the warehouse.

The main advantages of the e-fulfillment centre include:

- ▶ significantly shorter order preparation time and productivity increase of up to 40%;
- ▶ accelerated picking process thanks to specially designed packing tables and a higher number of dispatch exits to courier services;
- ▶ full integration with the ananas.rs platform;
- ▶ capacity of up to 65,000 prepared packages per day.

Personalization of Offer (Dynamic Yield)

As part of the platform development and offer personalization strategy, Ananas has implemented Dynamic Yield, a personalization and optimization platform for user interactions used in digital marketing and e-commerce. The platform enables real-time adaptation of content and digital interactions at an individual user level through advanced algorithms and analytics.

By implementing Dynamic Yield, Ananas gains a clearer and more comprehensive understanding of its users, including insights into their preferences, interests, search behaviour, purchasing habits, and on-platform activity. At the same time, users are provided with a simpler, more convenient, and more personalized online shopping experience.



The three most important benefits of Dynamic Yield implementation are:

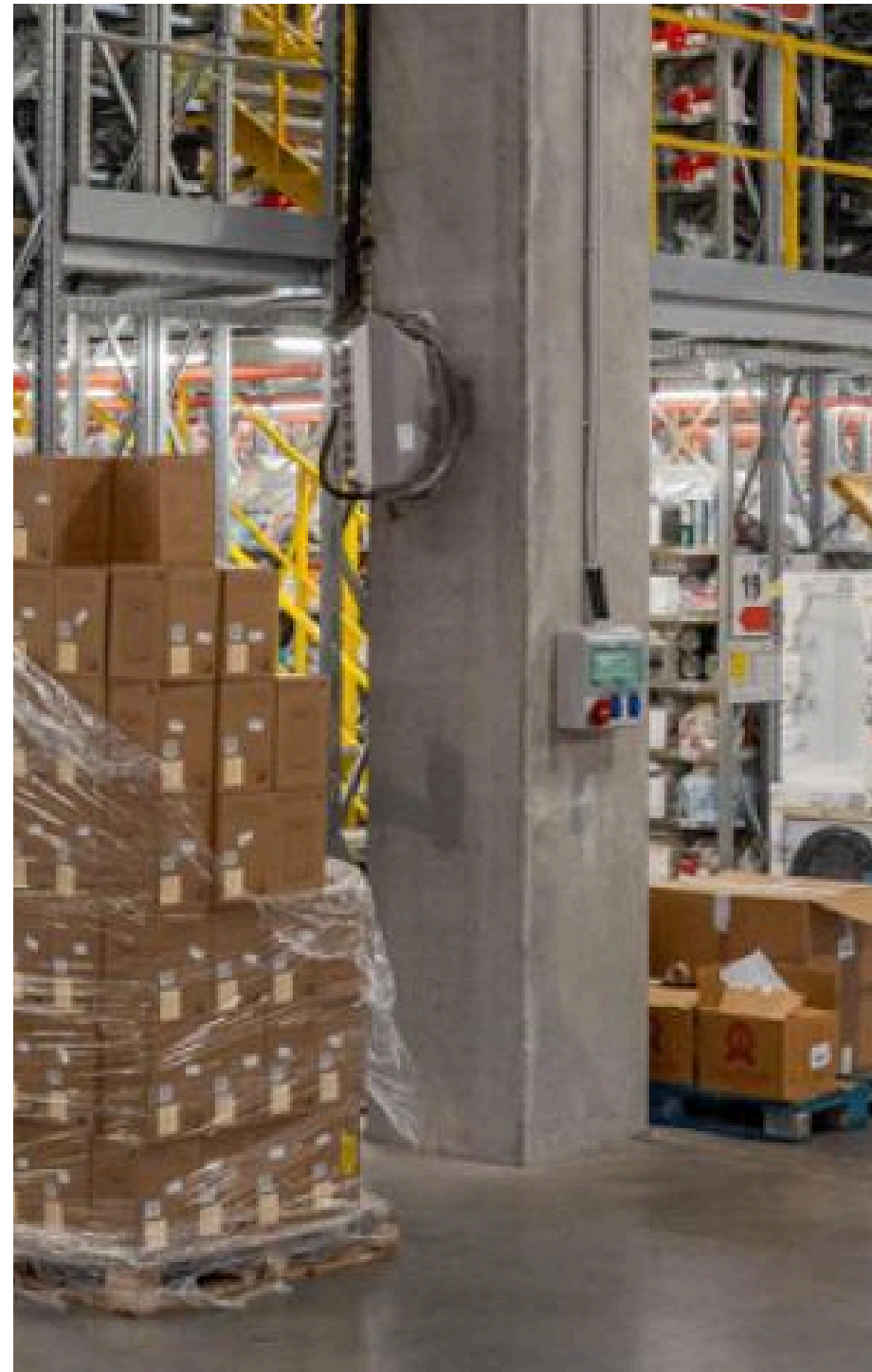
- Content personalization – the ability for users to see content tailored to their interests and needs;
- Fast testing and continuous optimization – enabling rapid validation and improvement of functionalities, content, and user journeys;
- Unified cross-channel user experience – alignment of communication and user experience across the app, website, newsletters, notifications, and other channels.

Cyber Security and Payment Security

During 2025, Ananas continued to position itself as one of the most reliable e-commerce platforms for online shopping.

Through the application of advanced technologies, the platform is capable of early-stage detection of cyber risks and threats by analysing data and identifying potential anomalies in real time. This approach has contributed to positioning Ananas among the most secure e-commerce platforms in the region, with a 9.4 rating on the RiskRecon scale.

Fast and secure payment remains one of the key drivers of user satisfaction. During 2025, Ananas further enhanced its existing payment options, including cash on delivery, as well as multiple cashless models (card payments on the platform, IPS payments, bank transfer payments, business card payments, and instalment payments via Banca Intesa cards). In addition, the first fully digital product was launched.



AdTech and Retail Media

As part of the development of its business ecosystem, Ananas became the first player in the Serbian market during 2025 to launch Retail Media – a digital advertising model that integrates the user journey across the platform (products, categories, and user behaviour), user data, and advanced technology in order to display relevant messages to users who are actively researching or planning a purchase, in a precise and efficient way.

Retail Media, the third wave of digital advertising, represents a new phase in industry development where advertising becomes an integral part of the user experience rather than an interruption of the shopping process.

It is advertising based on real purchase intent and user behaviour on e-commerce platforms. Retail Media is one of the fastest-growing channels globally. According to the IAB Europe AdEx report, the retail media advertising market in the EU is growing at an annual rate of 23% and is increasingly becoming one of the leading digital advertising formats.

Market Education – Seller Academy

During 2025, Ananas launched the first Seller Academy in Serbia, providing partners, as well as all interested stakeholders seeking to develop their e-commerce business, with structured training programmes on effective online selling.

In this way, Ananas has provided merchants with a free and centralized knowledge base, as well as additional support for improving their performance in the e-commerce market.

Resity Technologies

Innovative information technology solutions represent one of the key drivers of the sustainable transformation of modern companies. Today, digitalization plays a significant role in improving business process efficiency, enabling more rational use of resources, and reducing operating costs, thereby directly contributing to the achievement of long-term economic, environmental, and social benefits. The implementation of advanced digital tools enables organizations to make data-driven decisions, increase business transparency, improve customer experience, and adapt more quickly to changes in the market and regulatory environment. At the same time, modern IT solutions contribute to optimizing energy consumption, reducing administrative burdens, and improving supply chain management, which represents an important aspect of responsible and sustainable business operations. Recognizing the strategic role of digitalization in achieving sustainable development goals, Delta Holding continued throughout 2025 to invest in innovative technological solutions and consulting services that support the digital transformation of partners and clients across various industries.

As part of the company, Resity Technologies has been operating successfully for five years as a consulting centre specialized in SAP technologies and represents an important component of Delta Holding's digital capabilities. Resity Technologies brings together a team of experienced consultants and young professionals with the goal of supporting clients in the modernization and optimization of business processes while simultaneously strengthening the resilience and efficiency of their systems.

Resity experts work on the implementation of a wide range of SAP modules and platforms, enabling companies to improve resource management, automate key processes, and increase accuracy and transparency in business operations. In this way, Resity contributes to the development of more efficient and sustainable business

models for its clients.

Resity Technologies further strengthens its regional presence through its operations in Croatia, where, under the name Spectrum Solutions, it successfully collaborates with numerous clients and contributes to the digital transformation of companies across Southeast Europe.



EMPLOYEE DEVELOPMENT



Employee development and responsible people management are among the strategic priorities of Delta Holding. Behind every business result are people whose knowledge, dedication, and professional approach contribute to the achievement of the company's goals. The company fosters a culture of respect for diversity and equal opportunities for all. It invests in employee knowledge and skills development, directing their potential through shared values and a responsible approach to the specific requirements of each function and business area.

Employee well-being has been identified as a material topic for Delta Holding, as the company has a direct and significant impact on the quality of working life of every team member. This impact can be observed through the creation of appropriate conditions for professional development, the provision of a safe and healthy workplace, and the promotion of a non-discriminatory corporate culture that safeguards employee dignity.

Through the double materiality assessment, four subtopics were identified as particularly relevant: working conditions, occupational health and safety, training and skills development, and equal treatment and opportunities for all. The subtopics of social dialogue, freedom of association and collective bargaining, as well as other human and labour rights (including child labour, forced labour, and adequate housing), were not identified as material within the double materiality assessment for the reporting period. Nevertheless, the company reports on collective bargaining and social dialogue under S1-7, in accordance with the mandatory requirements of the standard. Positive impacts are reflected in the creation of high-quality and stable jobs, investment in employee development, and the building of

an inclusive organisational culture that values diversity and provides equal opportunities for everyone. Potential negative impacts relate to occupational safety in industrial facilities, the risk of unequal treatment and inadequate working conditions for employees in administrative positions compared to employees in operational roles within manufacturing facilities and agricultural estates, as well as the possible lack of tailored development opportunities for all employee groups. By managing these impacts, the company simultaneously strengthens its business resilience, as employee satisfaction is directly reflected in business performance, operational stability, and the company's reputation.



Policies

Human resources management at Delta Holding is based on a set of mutually aligned policies that together form a coherent framework of values and standards applicable to all employees across all member companies, regardless of their position or type of employment contract.

The Code of Ethics serves as the fundamental document defining the values, standards of conduct, and non-discrimination principles applicable to all employees. The Code is provided to employees as an integral part of their employment contract, ensuring that every employee is familiar from day one with both the expectations set by the company and the rights guaranteed to them. The Code explicitly prohibits forced labour, child labour, and all forms of discrimination and harassment.

The area of working conditions is systematically regulated through internal acts. The **Rulebook on Labour**, and where trade union organisations exist, collective agreements, govern the specific rights and obligations of employees, compensation structures, working hours, procedures for the protection of employee rights, and all aspects of the employment relationship subject to day-to-day management. The Rulebook on Labour also defines the prohibition of both direct and indirect discrimination.

The Corporate Social Responsibility Policy further emphasises the company's commitment to improving the working environment, preventing discrimination, and ensuring adequate working conditions for all employees.

The Benefits Manifesto defines and communicates all

benefits available to employees, with a clear message that the range of benefits is continuously expanding. It is based on four pillars: support during important life events, work-life balance, care for family and mental health, and recognition of employee loyalty.

The area of human and labour rights is formally regulated through the Rulebook on Labour and the Corporate Social Responsibility Policy, which establish the principles of equal opportunities, prohibition of discrimination, and respect for employee rights, thereby confirming the existence of a systematic framework for managing this area.

Occupational health and safety is systematically regulated through separate **Occupational Health and Safety Policies** adopted for each individual company within the Group. In addition, each member company has adopted a **Risk Assessment Act** identifying potential workplace hazards and risks, together with appropriate protective measures. These acts also regulate the management of personal protective equipment, workplace ergonomics, and procedures in the event of accidents.

Employee development is governed through a set of internal acts covering various aspects of learning and professional advancement. The internal act **Recruitment – Employee Obligations and Employee Development** defines development planning and implementation processes, as well as the roles and responsibilities of employees, managers, and the HR function. The **Procedure on Mandatory Participation in Tangram Academy Training Programmes** regulates the obligation of employees to actively participate in continuous learning and development programmes.

The area of talent attraction, development and retention, as well as youth employment, is systematically regulated through dedicated internal acts. The **Recruitment and Selection Procedure** defines the rules and criteria for candidate selection in both internal and external recruitment processes.

The company implements the **Young Leaders Programme**, designed to provide students with their first professional work experience. Its implementation is regulated through a dedicated procedure covering all stages, from planning and candidate selection to programme delivery and participant monitoring.

The Delta's Future Programme, dedicated to developing talented employees with leadership potential, is formalised through a dedicated procedure covering identification, selection, and development activities.

The Internship Implementation Procedure regulates the conditions, duration, and criteria for internships, including the role of mentors, the selection process, and the obligation to provide regular feedback to interns.

The area of inclusion and diversity is formally regulated through the **Rulebook on Labour**, which prohibits direct and indirect discrimination, and the Corporate Social Responsibility Policy, which establishes the principles of equal opportunities and the creation of an inclusive working environment.

The company's policies are based on the applicable legislation of the Republic of Serbia and internationally recognised labour rights standards, including the

fundamental conventions of the **International Labour Organization (ILO)**. All policies apply to Delta Holding's entire own workforce and are communicated through internal channels, including the internal portal, employment contracts, and direct managers, ensuring that every employee understands their rights and the rules that apply.



DELTA HOLDING WORKFORCE STRUCTURE

As of year-end 2025, Delta Holding employed 4,868 people, representing a 2.72% increase compared to the previous year. All employees are distributed across six business divisions operating in different industries, while adhering to the same corporate values and standards. By employment contract type, 3,895 employees were engaged on permanent contracts, while 973 employees were employed on fixed-term contracts.

Total number of employees

MEMBER COMPANY	EMPLOYEES IN SERBIA IN 2025	EMPLOYEES IN THE REGION IN 2025	TOTAL
Delta Agrar Group	934	7	941
Delta Food Processing	1.334	0	1.334
Delta Real Estate Group	724	13	737
Delta Distribution	1.006	160	1.166
New Technologies	381	92	437
Shared Functions	217	0	217
TOTAL	4.596	272	4.868

Total number of employees by gender

	NUMBER OF EMPLOYEES IN 2024.	NUMBER OF EMPLOYEES IN 2025.
Women	2.060	2.128
Men	2.679	2.740
TOTAL	4.739	4.868

In addition to its permanent workforce, Delta Holding engaged an additional **870** individuals during 2025 under various types of contractual arrangements, including agency workers. All personnel, regardless of their employment status or engagement model, participate in key business processes and have access to safety policies, training programmes, and employee rights protection mechanisms, ensuring a safe, secure, and fair working environment.

From a gender perspective, the workforce comprises **2,128 women (43.7%)** and **2,740 men (56.3%)**. However, gender distribution varies across business divisions.

Within the Delta Food Processing Group, women represent the majority, with 713 female employees compared to 621 male employees. Women also outnumber men in the New Technologies division. In contrast, the Delta Agrar Group and Delta Distribucija have a significantly higher representation of men, reflecting the nature of their operations and the traditionally male-dominated workforce structure characteristic of these sectors.

Gender Structure 2025

MEMBER COMPANY	EMPLOYEES IN SERBIA IN 2025		EMPLOYEES IN THE REGION IN 2025		TOTAL	
	WOMWN	MEN	WOMEN	MEN	WOMEN	MEN
Delta Agrar Group	270	664	0	7	270	671
Delta Food Processing	713	621	0	0	713	621
Delta Real Estate Group	334	390	10	3	344	393
Delta Distribution	371	635	61	99	432	734
New Technologies	210	171	45	47	255	218
Shared Functions	114	103	0	0	114	103
TOTAL	2012	2584	116	156	2128	2740

The generational profile of the workforce represents one of the Company’s strategic strengths. A total of 2,635 employees belong to the 30–50 age group, forming the core of Delta Holding’s managerial and professional talent pool. In addition, 1,074 younger employees aged 18–29 contribute digital skills and fresh perspectives, while 1,159 experienced

employees over the age of 50 preserve institutional knowledge and maintain long-standing relationships with key stakeholders. Delta Holding actively fosters this balance across generations through structured knowledge-sharing programmes, mentoring initiatives, and collaborative development projects, thereby promoting the transfer of expertise, continuous learning, and long-term organizational resilience.

Age structure 2025

MEMBER COMPANY	SERBIA			REGION		
	18-29 YEARS	30-50 YEARS	OVER 50 YEARS	18-29 YEARS	30-50 YEARS	OVER 50 YEARS
Delta Agrar Grupa	147	449	338	0	4	3
Delta Food Processing	192	739	403	0	0	0
Delta Real Estate Group	219	348	157	3	7	3
Delta Distribution	276	578	152	31	110	19
New Technologies	128	238	15	34	58	0
Shared Functions	44	104	69	0	0	0
TOTAL	1006	2456	1134	68	179	25

Workforce mobility during 2025 reflects a healthy and dynamic organization. Throughout the year, **1,113** new employees joined the Company, while **982** employees left the organization, resulting in an employee inflow rate of 22.87% and an employee outflow rate of **20.17%**. A portion of the outflow rate is attributable to employee movements between companies within the Delta Holding system. To support internal mobility and career development, employees are provided with eight working days to review and respond to any offer for a position change within the Group.

Employee Engagement

Employees who know that their opinions matter work differently. At Delta Holding, employee involvement in decision-making and dialogue is not viewed as a formal obligation, but rather as a principle that contributes to achieving outstanding results and fostering an open, supportive culture based on mutual respect. The exchange of ideas takes place through direct communication within teams, interaction between employees and management, and structured social dialogue through trade union organizations where they exist.

The Company provides employees with multiple channels to express their views and needs directly, **including annual employee satisfaction surveys, an anonymous mailbox on the internal portal, regular team meetings, and various questionnaires.** Employee feedback collected through these channels is taken into consideration when making decisions related to benefits, working conditions, and development programmes.

Delta Holding ensures that engagement channels are accessible to all employees, including those without regular access to a computer. Anonymous mailboxes and physical suggestion boxes at Company locations enable employees to express their views freely and without hierarchical pressure. An Occupational Health and Safety (OHS) representative is present at each location as a direct point of contact, while annual meetings with an HR Business Partner are conducted for all employees without the presence of their immediate supervisor. Every employee has the right and opportunity to report concerns, irregularities, or grievances through the available communication channels.

This right is protected against any form of retaliation. The protection of reporting individuals is governed by the Company’s internal policies regulating the reporting of irregularities and the protection of whistle-blowers. Delta Holding guarantees that no employee will suffer adverse consequences for raising suggestions, comments, opinions, or concerns in good faith. The effectiveness of these engagement and grievance mechanisms is assessed in accordance with the criteria set out in the UN Guiding Principles on Business and Human Rights (Principle 31), ensuring accessibility, confidentiality, procedural transparency, timely resolution, and continuous monitoring and improvement based on employee feedback. Where the Company determines that it has caused or contributed to an adverse impact on an employee, it undertakes appropriate remediation measures in accordance with internal procedures and applicable legislation. No formal employee grievances were recorded during 2025.



WELCOME TO DELTA



REQUESTS AND APPLICATIONS



LEND A HELPING HAND TO OTHERS



THE COMPANY CARES ABOUT YOU



SHARE JOY



YOUR OPINION

Social Dialogue and Collective Bargaining

Delta Holding actively supports employees’ rights to freedom of association and collective bargaining, recognizing these as key mechanisms for improving working conditions and protecting employee rights.

The Company maintains an open and constructive dialogue with trade unions in all Group companies where union organizations are present, ensuring that all proposals and requests related to working conditions are given due consideration and addressed in accordance with applicable legal requirements. Where collective bargaining results in mutual agreement, collective agreements are concluded to clearly define the rights, obligations, and responsibilities of both parties.

Trade union organizations operate within the companies Yuhor, Kozara, Topola, Jedinstvo, Napredak, and Danubius, while a collective bargaining agreement is currently in force only at Danubius.

As Delta Holding operates in Serbia and the Western Balkans region, which are not part of the European Economic Area (EEA), the percentage of employees covered by collective bargaining agreements amounts to 3.15% of the total workforce, corresponding to employees of Danubius. Delta Holding does not operate in EEA countries; therefore, the provisions relating to the European Works Council (EWC), Societas Europaea (SE), and Societas Cooperativa Europaea (SCE) employee representation bodies are not applicable.

WORKING CONDITIONS

Fair and dignified working conditions form the foundation upon which Delta Holding builds its relationship with all employees. The Company is guided by the belief that employees who feel safe and supported achieve better results, contribute to a positive working atmosphere, and, in the long term, strengthen the Company's sustainable and responsible development. For this reason, working conditions are not viewed solely as a matter of legal compliance, but as a strategic decision reflected in every policy, benefit, and support programme the Company develops.

Employee satisfaction is considered one of the key drivers of organizational success and sustainability at Delta Holding. Consequently, the Company has been consistently investing in the development of its benefits system over the years. Through its benefits package, the Company aims to act as a partner to employees in all life circumstances, supporting them in creating a better everyday experience and achieving both professional and personal development. Investment in working conditions and employee well-being represents one of the Company's priority funding areas. Delta Holding continuously increases the resources allocated to expanding its benefits system, private health insurance, and well-being initiatives, recognizing these investments as long-term strategic investments rather than operational costs.

Adequate Remuneration

Delta Holding applies a transparent remuneration policy, enabling employees to clearly understand the criteria on which compensation is determined. Salaries are defined in an objective and fair manner, without discrimination, taking

into account relevant skills, knowledge, and the specific requirements of each job position. Base salary is determined in accordance with the Company's internal acts — the Rulebook on Work or collective agreements where applicable — and is stated in employment contracts as a gross amount for full-time employment. Depending on individual performance and overall Company results, employees may be eligible for salary increases up to a predefined percentage.

Delta Holding confirms that all employees across all Group companies are compensated at a level equal to or higher than the statutory minimum wage. In the Republic of Serbia, the minimum wage in 2025 amounts to **RSD 84,401.85 gross**, and the lowest salary paid within Delta Holding is above this threshold.

Social Protection

In terms of social protection, all employees are covered by the mandatory social security system, which, in accordance with the Labour Law, the Law on Pension and Disability Insurance, and the Law on Health Insurance, includes protection in cases of illness, workplace injury, disability, maternity leave, and unemployment arising during employment. The Company enhances this statutory minimum through additional private health insurance and accident insurance available to employees across the Group, thereby providing a level of protection that exceeds legal requirements. All employees are covered by accident insurance and are entitled to annual preventive medical examinations. In 2025, the share of employees covered by private health insurance amounts to **25%**, representing a **5%** increase compared to the previous year, in line with the Company's plan for the gradual expansion of this benefit.

In 2023, Delta Holding adopted the Benefit Manifesto, a document that defines and communicates the benefits provided to employees at all levels, with the aim of continuously expanding the scope of the benefits system. The Manifesto covers support in key life situations, work-life balance, care for family and mental health, as well as recognition of loyalty and long-term commitment to the Company. All employees (**100%**) are entitled to statutory maternity, paternity, parental leave, and leave for childcare or care of a family member, in accordance with the Labour Law of the Republic of Serbia. The Company actively complements this legal framework through financial support upon the birth of a child, annual assistance for single mothers with minor children, gift packages for new-borns and school starters, as well as scholarships for children of deceased employees until the age of 24. These measures are not symbolic gestures; they are part of a systematic approach that positions the Company as a partner to employees in all life circumstances, not only in their professional roles.



Working Time and Work–Life Balance

Work–life balance is supported through a range of concrete measures. For all positions where it is operationally feasible, employees are offered remote work, flexible working hours with arrival between 8:00 and 9:00 a.m., reduced working hours on Fridays by 30 minutes, and shortened working hours on Christmas Eve and International Women’s Day. Employees are entitled to additional paid leave in cases of relocation, childbirth, a child starting primary school, illness or death of a family member, sitting professional or academic exams, marriage, as well as in other cases approved by the employer.

Loyalty and long-term commitment are particularly valued. Employees with 10, 15, 20, 25, and 30 years of service receive jubilee awards and are entitled to up to three additional days of annual leave, as this stability represents a cornerstone of knowledge transfer and organizational strength.

Promoting Healthy Lifestyles

Delta Holding is strongly committed to supporting employee health through programmes that ensure regular preventive medical examinations and mental health care, including Tangram Academy and private health insurance, which is continuously being expanded to a growing number of employees.

Employee health is not only a socially responsible practice but also a strategic investment in business success. Investment in employee well-being through support for sports activities brings multiple benefits, not only for employees but also for the Company. Physical activity has a

positive impact on both physical and mental health, reduces stress levels, and improves concentration, thereby directly contributing to productivity and workplace efficiency.

Since 2017, the Delta Running Team has brought together employees from all Group companies who share a passion for running, with the Company covering participation fees for races in Serbia and abroad. What started as a small group of enthusiasts has grown into a recognizable part of the Company’s identity.

At the end of 2025, a new initiative, the Delta Running Club, was launched with the aim of making running accessible even to those who have never had the opportunity or knowledge to start. The 22-week training programme, tailored to all fitness levels, concludes with a joint half-marathon alongside experienced runners. This initiative is not merely a sports project; it is a message that the Company cares for its employees beyond the workplace.



The results from 2025 confirm the significance of this initiative for participants. Members of the Delta Running Team completed 19 marathons, 10 ultramarathons, 80 half-marathons, and 69 trail races, achieving 5 podium finishes. The total distance covered amounts to an impressive 5,297 kilometres, a figure that best reflects the energy, commitment, and sense of community within this running network.

Objectives

In the upcoming period, Delta Holding plans to formalize measurable targets in the area of working conditions, building on existing practices of employee satisfaction monitoring and turnover analysis.

A particular focus will be placed on defining target values for turnover rates and employee satisfaction with working conditions, measured through annual surveys, using 2025 baseline values and a clearly defined implementation timeline.



HUMAN AND LABOUR RIGHTS

Respect for human and labour rights is treated by Delta Holding as a foundational element of its business model, rather than merely a regulatory obligation. The Company does not employ minors except in cases explicitly permitted by law, explicitly prohibits all forms of forced labour, and ensures that all employee rights are protected through a formal framework of internal policies and the international standards it adheres to.

As a signatory to the United Nations Global Compact, Delta Holding is committed to the implementation of its ten principles covering human rights, labour standards, environmental protection, and anti-corruption. Through participation in initiatives under this programme, including the Business and Human Rights Accelerator, the Company annually enhances its practices in identifying and mitigating adverse impacts on human rights within its own operations and value chain, aiming to establish a systemic due diligence approach in the field of human rights.

For Delta Agrar d.o.o., at the Zajecar and Celarevo sites, the SMETA audit standard is applied, independently verifying compliance with principles in the areas of human and labour rights, occupational health and safety, and environmental protection. This external verification, conducted periodically, provides concrete evidence that the Company does not report solely on its own assessments but subjects its practices to independent review.

Employee rights are safeguarded through the Code of Ethics, the Rulebook on Work, and the grievance channels described in the Employee Engagement section. The

Company guarantees protection for any employee who reports a rights violation in good faith, without risk of any adverse consequences. Investments in this area are implemented through regular budget allocations for employee training, external audits, and participation in international initiatives.



Objectives
In the upcoming period, Delta Holding plans to further enhance its systematic approach to the protection of human and labour rights through several measurable objectives. The Company aims to ensure that 100% of newly hired employees’ complete human and labour rights training as part of the onboarding process, thereby guaranteeing that every new team member understands their rights, as well as the Company’s obligations toward them, from day one.

A long-term objective remains the achievement of a zero rate of severe human and labour rights violations on an annual basis. The Company monitors this through internal records and external audits. The baseline for tracking progress has been established using 2022 data, and the target is set for achievement by 2030.

In addition, the Company has set an objective to ensure that all reported cases related to non-discrimination principles and harassment are addressed within seven days, with documented outcomes and implemented corrective measures.



EXCELLENCE



RESPONSIBILITY



HUMANITY



CREATIVITY

EQUAL TREATMENT AND OPPORTUNITIES FOR ALL

Delta Holding fosters a working environment in which every employee understands that their contribution depends on knowledge, skills, and commitment, rather than gender, age, origin, or any other personal characteristic. This principle is not declarative but deeply embedded in the corporate culture.

The Code of Ethics, which clearly defines non-discrimination principles in business conduct, is available to every employee from the first day of employment as an integral part of the employment contract. It is applied consistently throughout all processes, from recruitment and hiring, through promotion and development, to day-to-day business communication and operational activities. The Company does not employ minors, except in cases explicitly defined by law.

Gender Equality and Women in Leadership

Gender equality at Delta Holding is not merely a topic for annual reports; it is reflected in the leadership structure since the company's inception. The Board of Directors consists of 3 women and 2 men, while the Executive Board includes 4 women and 5 men. This represents a female representation of **60%** on the **Board of Directors** and **44.4%** on the **Executive Board**. The presence of women in leadership positions is particularly notable in business units traditionally dominated by men, such as the Delta Auto Group and Delta Real Estate Group, demonstrating the Company's active efforts to break gender stereotypes.

At the top management level, female representation in Delta Holding d.o.o. is 83.3%, while in Delta Real Estate d.o.o., women make up 100% of the leadership team. In 2025, the Company continued the **“She Creates”** campaign, aimed at dismantling deeply rooted societal narratives about gender roles and promoting the creative and professional potential of women. This campaign is conducted annually as part of a systemic approach to promoting gender equality, with the goal of raising awareness both within the Company and in the wider community.

Each subsidiary conducts legally mandated analyses of the gender and qualification structure of employees annually and publishes action plans to improve gender equality. The 2025 plan has been prepared and made available in accordance with statutory obligations.

The gender pay gap stands at 0%, as salaries are determined based on job classification and position responsibilities, independently of employee gender.



Inclusion and Respect for Diversity

Delta Holding remains committed to employing persons with disabilities (PwD), whose engagement brings valuable skills and perspectives that enrich teams and strengthen organizational culture. In 2025, **73 PwD** were employed across the Company's subsidiaries, representing **1.5%** of the total workforce.

The Company actively invests in the professional development of PwD through tailored working conditions and growth opportunities. All employees have access to the internal guide "Communication Etiquette with Persons with Disabilities," providing guidance for effective interaction and fostering a supportive environment.

Through continuous partnership with the Youth Forum of Persons with Disabilities, Delta Holding supports employment initiatives and professional empowerment of PwD, aiming to increase their representation in the workforce.

Joint trainings on assertive communication and stress management were conducted as part of projects supporting women with disabilities and youth at Tangram Academy, demonstrating the Company's commitment to sharing knowledge and empowering vulnerable groups to create equal opportunities.

In November, the 20th anniversary of the Youth Forum of Persons with Disabilities was celebrated at Sava Centar, highlighting Delta Holding's long-term strategic collaboration with organizations promoting the rights and inclusion of PwD.

Company-owned facilities—including Delta House, SavaCongress Centar, Radisson and Crowne Plaza Hotels, and shopping malls—are fully accessible, featuring ramps, adapted restrooms, and designated parking spaces.

Crowne Plaza Hotel additionally offers specially designed rooms and Braille menus in all restaurants, emphasizing commitment to inclusion and equal access to services.

Special attention is also given to the inclusion of neurodivergent individuals, whose unique approaches and creativity bring fresh perspectives to business challenges.

Their employment is explicitly highlighted in job postings, recruitment procedures, the Corporate Social Responsibility Policy, and the Code of Ethics.

Generational diversity is a strategic advantage for Delta Holding. Through talent programmes such as "Young Leaders," "Delta's Future," and "Delta Experts," the Company provides a platform for knowledge and experience exchange across generations.

Mentorship programmes and management meetings allow younger employees to access the experience of senior colleagues, while senior employees gain fresh insights and approaches through these programmes.



PROHIBITION OF DISCRIMINATION AND PROTECTION OF RIGHTS

Delta Holding's Code of Ethics explicitly prohibits all forms of discrimination and harassment based on gender, nationality, age, skin colour, health status, social background, sexual orientation, political affiliation, or any other personal characteristic. This prohibition applies at all stages of the employment relationship—from recruitment and hiring to promotion and day-to-day workplace interactions.

In 2025, a total of **0 discrimination incidents**, including harassment, and 0 human rights violations not related to discrimination were recorded. During the reporting period, no financial penalties, fines, or compensations were incurred as a result of discrimination or human rights violations. A questionnaire based on the Code of Ethics was conducted during the year to promote awareness and assess employees' understanding of ethical principles in practice.

Objectives

Delta Holding plans to further enhance its systematic approach to inclusion and diversity through measurable objectives. The Company aims to ensure that 100% of employees participate in annual training on inclusion, diversity, and non-discrimination, thereby fostering a culture in which equal opportunities are a tangible reality rather than a declarative principle.

The baseline for monitoring progress has been established using 2022 data, with the target set for achievement by 2030.

YOUTH EMPLOYMENT

Attracting, developing, and retaining young talent is a strategic priority for Delta Holding, reflected through a range of structured programmes and initiatives targeting young people at different stages of their careers—from students seeking their first work experience to young professionals with leadership potential.

In addition to employees in permanent and fixed-term roles, the Company provided opportunities for practical experience to 229 interns in 2025, ranging from university students to individuals who had recently completed their education. These interns collectively spent 31,621 hours working across the Group's companies. This is more than a numerical indicator, as each of those hours represented an opportunity for a young person to learn and apply their knowledge in practice. Through a partnership with the Digital Serbia Initiative, the **“A Day at Delta”** programme was organised, giving 70 students the opportunity to become familiar with the Company's operations and various business functions. Talent development programmes such as “Young Leaders” and “Delta's Future” are also primarily focused on young people and represent a key mechanism for their integration into the Company and long-term retention.

Internships and Cooperation with Educational Institutions

Danubius organised visits and internships for students from the Faculty of Technology, Faculty of Agriculture, Faculty of Technical Sciences, EDUCONS University, and the Higher School of Professional Business Studies, with the aim of bridging theoretical knowledge with practical experience.



The Company also continued its scholarship programme for hospitality and tourism students, supporting young people from different cities across Serbia.

Radisson Hotel continued its cooperation with educational institutions through educational visits and professional lectures for both secondary and higher education institutions. The collaboration includes internships and dual education programmes in hospitality, gastronomy, and restaurant management in cooperation with the Higher School of Hospitality Management.

The hotel regularly participates in the Hotel Job Fair. Cooperation has been established with the following institutions:

- ▶ Chemical and Food Technology School
- ▶ Secondary Tourism School in Belgrade
- ▶ Hospitality and Tourism School in Belgrade
- ▶ “Paja Marganovic” School of Economics and Trade in Pancevo
- ▶ Singidunum University – Faculty of Tourism and Hospitality Management
- ▶ Academy of Applied Studies – Higher School of Hospitality Management and Higher School of Tourism

The summer internship programme remained an important component of talent development, providing students with the opportunity to gain experience across different organizational units of the hotel.

Open Day events were also organised for potential candidates.

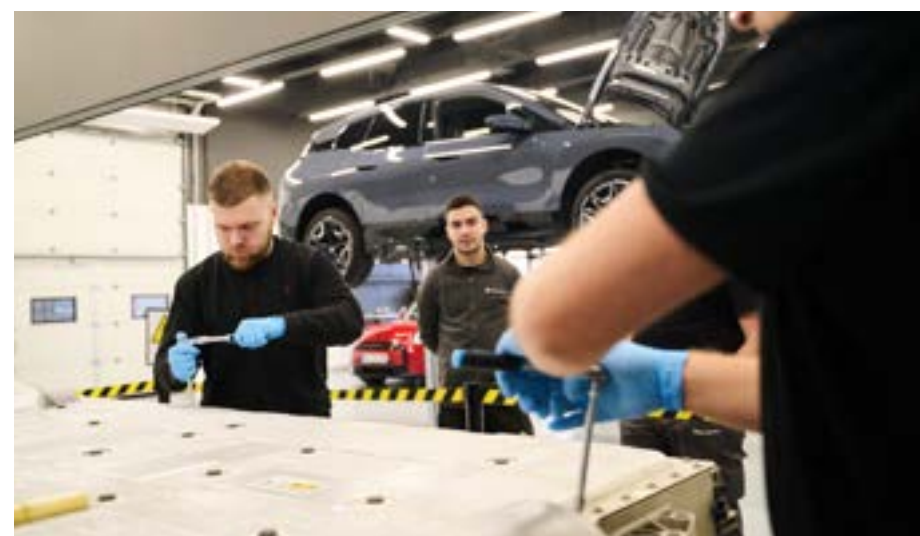
Young Talent Employment

Resity Technologies collaborates with higher education and secondary schools through educational visits and professional lectures. The company places particular emphasis on developing young IT talent through structured training programmes, certifications, and professional workshops. In addition to technical skills, language and intercultural competencies are encouraged, with opportunities to participate in international projects.

Dual Education

Danubius launched a dual education programme in 2022 in collaboration with the Mechanical School in Novi Sad, facilitated by the Serbian Chamber of Commerce, focusing on professions in shortage. This programme continued in 2025, with a successful continuation expected in 2026.

Hotel Radisson implements a dual education programme in hospitality, gastronomy, and restaurant management in partnership with the Higher Hospitality School.



Delta Auto Group continued its annual dual education programme for secondary school students. In 2025, eight additional young participants joined the programme, gaining and developing competencies aligned with the current needs of the automotive industry.

Professional Development and Talent Programmes

DTS (Delta Transport System) marked one year of its “DTS Next Gen” professional development programme in 2025. Initiated in 2024, the programme focuses on knowledge sharing and young talent development. Participants received certificates and gained practical experience across all logistics operations segments. This programme is positioned as a long-term investment in human capital and the future of the regional logistics industry.

Objectives

Delta Holding plans to define measurable goals for youth employment in the upcoming period, with a special focus on Ananas and Resity Technologies. These objectives will be based on current data regarding the structure of employees and youth engagement programmes within these companies.



TRAINING AND EMPLOYEE DEVELOPMENT

Tangram Academy

Employee development at Delta Holding is based on the principle that knowledge is continuously built and shared. With this in mind, the Company established Tangram Academy, an internal learning and development programme that provides employees with opportunities to enhance their skills, explore new areas, and prepare for future professional challenges. The Academy is named after the diamond, one of the most valuable natural materials, symbolizing the value the Company places on its people and their development. For four years, Tangram Academy has served as a central hub for learning and development within Delta Holding. Through this programme, employees have access to carefully selected trainings, courses, and workshops delivered by both internal and external lecturers. Designed learning initiatives bring together employees from different Group companies and encourage the exchange of experience, ideas, and knowledge. The programmes are tailored to different career stages and cover a broad range of topics, from personal development, leadership, and communication skills, to business competencies and well-being, as well as advanced technological areas such as artificial intelligence and digital tools.

In 2025, Tangram Academy delivered a total of **8,732 training hours** through more than **50 different programmes, of which 35 were internal trainings**. A total of **1,481 employees** participated in training activities, including **1,042 women and 439 men**.

During 2025, Tangram Academy significantly expanded its educational portfolio by introducing 10 new topics, with a focus on:

- ▶ development of business and communication skills (effective meeting management, conflict management, delegation, assertive and non-verbal communication);
- ▶ enhancement of digital and technical knowledge (Excel, Office 365, cyber security, AI tools);
- ▶ strengthening of operational and system competencies (SAP processes, inventory management, sales and financial flows).

The trend of organizing trainings across Group company locations continued, enabling greater accessibility of learning opportunities for employees.



Most Demanded Training Topics

Analysis of training applications shows a clear focus among employees on the development of communication and interpersonal skills, artificial intelligence and digitalization tools, SAP systems and key operational processes, as well as personal effectiveness.

The highest demand was recorded for assertive communication, financial training programmes, personal development and well-being programmes, presentation skills, and feedback delivery. In the area of digital competencies, strong interest was observed in AI tools and fundamentals of artificial intelligence, as well as Excel and Office applications. SAP trainings also attracted significant participation, confirming the importance of strengthening knowledge of core business systems.

Inclusion, Social Responsibility and Partnerships

In partnership with the Digital Serbia Initiative, the “A Day at Delta” programme was organised, providing 70 students with the opportunity to become familiar with the Company’s operations and various business functions, thereby actively contributing to youth development and career orientation.

Improvement of Programme Delivery Conditions

In 2025, Tangram Academy was relocated to a new facility at Genex Apartments (6 Vladimira Popovica Street), featuring two modern training rooms that enable higher-quality delivery of programmes and greater flexibility in scheduling. The Academy’s visual identity was also refreshed through a new logo design. Investment in employee development represents one of Delta Holding’s priority budget items, as reflected in the continuous expansion of Tangram Academy, investment in new facilities and equipment, as well as the financing of external certification programmes and specialised training across Group companies.

PROFESSIONAL TRAINING IN 2025	TOTAL	AVERAGE ANNUAL TRAINING HOURS PER EMPLOYEE
Training Hours	23385,8	5,09
Total Number of Employees	4596	

PROFESSIONAL TRAINING IN 2025	TOTAL	AVERAGE ANNUAL TRAINING HOURS PER EMPLOYEE
Training Hours	11964,6	5,95
Total Number of Men	2012	

PROFESSIONAL TRAINING IN 2025	TOTAL	AVERAGE ANNUAL TRAINING HOURS PER EMPLOYEE
Training Hours	11421,2	4,42
Total Number of Women	2584	

Specialised Knowledge

In addition to the joint academy, individual companies within the system develop their own training programmes tailored to the specific characteristics of their business activities.

The Delta Agrar Group continuously invests in employee knowledge through professional training and workshops in cooperation with veterinary and scientific institutions from Serbia and abroad. In 2025, employees attended training in the areas of animal reproduction and health protection, proper use of agricultural machinery, as well as training on operating multispectral drones and precision agriculture software. The total number of training hours completed in specialised programmes amounted to **1,875**. A number of employees participated in the 59th Agronomists’ Conference of Serbia and the International Livestock Business Forum, and training programmes in regenerative agriculture were also organised.

Within the **Delta Food Processing Group**, which includes Mioni, Yuhor, Fun&Fit, and Danubius, particular emphasis is placed on employee development through professional training programmes and internal education tailored to the specificities of production processes and the food industry. In 2025, a significant number of trainings were implemented aimed at improving employees’ professional competencies, food safety, occupational health and safety, as well as business and communication skills. Through a combination of internal and external training, employees had the opportunity to enhance their knowledge in production technologies, quality management, and the application of modern business tools, further strengthening professional

development and operational efficiency within the group.

Delta Real Estate is committed to continuous employee development and the improvement of their professional and business competencies. In 2025, a total of 967 training hours were delivered to employees across different departments of the company. The programmes covered professional topics in finance, including VAT regulations, electronic invoicing, and International Financial Reporting Standards (IFRS), while employees in the design and construction sector enhanced their skills through Revit software training.

A number of employees also completed training for energy managers in the field of building energy management. In addition to technical training, business skills development programmes were also organised, such as coaching and mentoring, sales and presentation skills, finance for non-finance professionals, as well as programmes focused on corporate culture and ethical business practices.

The **Delta Congress Centre** delivered 934 training hours in 2025, focusing on enhancing the competencies of employees in direct client interaction and operational processes.

A two-day workshop with Lazar Dzamic was organised on Customer Journey and Customer Experience, while employees attended training in talent acquisition, cognitive-behavioural coaching, building energy management, and the practical application of regulations on e-delivery notes and e-receipts. Special attention was given to aviation security and control, including screening of mail, materials, and supplies at airports.

Crowne Plaza Hotel continued its internal development programme “Impact Academy,” aimed at identifying potential and developing leadership skills, as well as a specialised leadership programme for top management. In 2025, employees completed a total of 1,806 training hours. Additional focus was placed on enhancing professional competencies in the food and beverage sector through certified programmes of the Wine & Spirit Education Trust (WSET). The CFE certification rate at Delta Motors reached 97%, representing a strong indicator of systematic investment in competence development.

Radisson and Indigo Hotels implemented specialised training programmes tailored to the hospitality industry, including training on detecting forged documents at the reception desk and improving latte art techniques in the food and beverage sector. **Radisson Hotel** consistently applies the “Yes I Can” philosophy of the Radisson Hotel Group through internal training programmes for all employees.

A particularly notable fact is that the CFE (Certified for Excellence) certification rate reached 97%, representing a strong indicator of systematic investment in employee competency development and the continuous improvement of business processes within **Delta Motors**.

In 2025, **Delta Auto Group** delivered a total of 1,707 training hours, further enhancing employees’ sales skills, technical expertise, and safety awareness. The training programmes focused on developing technical and sales competencies, including courses on new technologies in the automotive industry, electric vehicles, and e-mobility solutions, as well as specialised programmes offered by the company’s

portfolio brands. In addition to technical training, employees had the opportunity to develop behavioural and communication skills through programmes aimed at improving teamwork, presentation capabilities, and customer interaction.

In 2025, **Delta Transport System (DTS)** continued its growth and development, both in terms of financial results and ensuring an adequate quantity and quality of employees. Over 695 training hours, DTS organised courses covering forklift operation, handling temperature-sensitive goods, HACCP monitoring, preparation and execution of transport for internal and external drivers, as well as training on safety, hygiene, and non-compliance response in logistics. These initiatives significantly enhanced efficiency and safety in warehouse and transport operations.

The most frequent training topics for **Delta DMD** employees focused on team collaboration, professional and digital skills development, financial competencies, and the application of modern technologies. Across a total of 642 hours of internal and external training, employees further strengthened their professional competencies and contributed to more efficient company operations.

Employees of **Ananas E-commerce** completed 1,345 hours of training focused on business and leadership skills through the Business Leadership Sprint, finance for non-finance professionals, digital conferences, and training in customer experience, marketing, and business negotiation. These initiatives enhanced employees’ professional expertise, leadership capabilities, and competencies in digital and business skills.



TALENT DEVELOPMENT AND LEADERSHIP POTENTIAL

Delta Holding’s approach to employee development goes beyond the acquisition of technical knowledge; at the core of its strategy lies the development of leadership potential at all levels of the organization. Through three mutually complementary programmes, the Company creates an ecosystem in which every talent can identify their own development path—from the first steps in their career to expert and managerial positions.

Young Leaders

The “Young Leaders” programme, developed by Delta Holding since 2012, is designed for university graduates with no prior work experience, with the aim of providing strong support in the workplace and encouraging early career development. Through a one-year programme combining intensive training sessions, mentorship from experienced managers and experts, and work on real business projects, participants gain valuable experience across different company sectors and develop skills essential for successful management in a modern business environment.



The core part of the programme consists of an intensive learning module covering workshops on assertive communication, personal efficiency and productivity, feedback delivery, presentation skills, and business strategy development. In line with current business trends, a new training module, “Artificial Intelligence in Business,” was introduced this year.

The final phase of the programme is dedicated to project work, where participants select topics aligned with their interests. In 2025, teams developed solutions in the fields of artificial intelligence in business processes, sustainability and circular economy, innovative production technologies, and digital customer services.

At the end of 2025, Delta Holding launched the selection process for the 14th generation of the programme. The application process once again recorded exceptional interest, with nearly 2,000 young talents applying, recognizing the “Young Leaders” programme as a valuable starting point for their careers. This confirms that the programme continues to strengthen its position as one of the most recognised youth development initiatives in Serbia.

DELTA’S FUTURE

The “Delta’s Future” programme is designed for young managers and specialists who have demonstrated leadership potential and outstanding performance. Through a two-year process of mentorship, structured training, and coaching sessions, participants are prepared for future leadership roles.

The programme contributes not only to individual development but also to leadership continuity, strengthening organizational culture, and fostering innovation. Since 2013, four cohorts have completed the programme, with alumni now playing significant roles in leading and developing Delta Holding.

The educational component of the programme focuses on strategic management, innovative thinking, project management, and team leadership. Participants attended 15 different types of training sessions, supported by an individualised approach tailored to their specific development needs. Through continuous mentorship and more than 300 hours of individual coaching, participants further enhance competencies relevant to both current and future leadership positions.



In October 2025, the fourth cohort successfully completed its two-year journey by presenting their project work to the Company's top management. Supported by mentors from various business segments, participants developed proposals with tangible business value in areas such as innovative solutions in agriculture, automotive business, distribution, and the congress centre.



The winning team was awarded a trip to Web Summit in Lisbon, one of the world's largest conferences bringing together more than 70,000 participants from the fields of business, technology, and innovation. The **“Delta's Future” programme** received the highest participant evaluations, with particularly strong recognition of its contribution to leadership skills development, professional efficiency, and personal growth, as well as the applicability of acquired knowledge in day-to-day work. In this way, the programme significantly contributes to the sustainable development of talent within the Company.

Delta Experts

The Delta Experts programme was launched in 2022 with a clear message: expertise is equally as valuable as leadership. More than 40 colleagues, recognised for their exceptional knowledge and skills in their respective fields, make up this team, whose contribution to the company goes far beyond their daily work responsibilities. They are the custodians of knowledge and drivers of internal development.

Delta Experts continuously enhance their competencies through participation in conferences, seminars, and professional gatherings. At the same time, through mentoring and expert support provided to participants in the Young Leaders programme, the experts actively transfer knowledge to the next generation. In this way, they directly contribute to building a culture of learning within the organization, making the knowledge management system functional and sustainable.

The company's strategic approach to talent management was recognised and rewarded at the end of 2025 with two significant awards, as Delta Holding received the main Talent Management Award from the renowned Stanton Chase agency, as confirmation of the exceptional quality and comprehensiveness of the company's talent programmes, as well as recognition from the CSR & ESG Forum in the Young People and Careers category for the Young Leaders talent programme. The company will continue to invest in the building and development of talent in the future, with the aim of maintaining its status as a leader in this domain.

In the coming period, Delta Holding plans to define measurable goals in the area of employee development,

relying on already established practices for monitoring training and career development. Particular focus will be placed on introducing a minimum average number of training hours per employee per year, monitored by function and level, as well as on increasing the percentage of employees covered by formal annual performance and career development discussions.

The baseline value for monitoring progress was established based on 2022 data, and the defined goals are planned to be achieved by 2030.

OCCUPATIONAL SAFETY AND HEALTH

In 2025, the occupational safety and health (OSH) and fire protection (FP) system was brought to a higher level of efficiency, with continuous support from top management and the Sustainable Development Director. At the level of the company Delta Holding d.o.o., an OSH Branch was established and was granted an Occupational Safety and Health Licence by the Ministry of Labour, Employment, Veteran and Social Affairs. The OSH Branch employs four OSH Advisers responsible for occupational safety and health activities in member companies with a small number of high-risk workplaces.

A further 11 OSH and FP advisers are employed in system member companies with a larger number of high-risk workplaces. In order to improve employee care, OSH Advisers at the respective locations continuously monitor activities across all member companies and, through the advice and recommendations of the OSH Branch Director, objectives in these areas have been successfully advanced.

The expert team engaged in OSH and FP activities raises awareness among managers and employees of the importance of education and investment in a safe and healthy workplace for employee health and business efficiency. This also strengthens the company’s safety culture.

The level of workplace risk in the areas of agriculture, manufacturing, logistics centres, the automotive group, hospitality and other business activities represented within the company is regularly monitored, recorded and assessed in order to reduce the number of occupational injuries and cases of work-related ill health. In line with the requirements of the new Law, new internal acts have been adopted, and amendments and supplements have been made to the Risk Assessment Document for workplaces and the working environment in all companies, on the basis of which the prescribed measures are implemented. The percentage of employees covered by the OSH management system is 100% and is calculated on the basis of the total number of employees and the total number of workplaces. Employees working in high-risk workplaces undergo regular medical examinations once a year.

A high level of safe working conditions is maintained through the regular procurement of personal protective equipment, periodic inspections and checks of work equipment, testing of working environment conditions, including micro-climatic conditions, lighting levels, and chemical, biological and physical hazards in work areas, as well as testing of fire protection systems and equipment. Within the Delta Agrar Group and Delta Distribucija (Delta Distribution), ADR training is regularly organised by ADR Advisers for employees involved in the packaging, loading

MEMBER COMPANY	INTERNAL OSH AND FIRE PROTECTION TRAINING	EXTERNAL OSH AND FIRE PROTECTION TRAINING	TOTAL TRAINING HOURS	NUMBER OF EMPLOYEES WHO ATTENDED
Delta Agrar Group	2450	64	2514	1094
Delta Food Processing	3385	2020	5405	1775
Delta Distribution	1208	180	1362	608
New Technologies	542	102	644	288
Shared Functions	382	1320	2062	213
TOTAL	7967	3686	11987	3978

and unloading of dangerous goods, in accordance with the Law on the Transport of Dangerous Goods. The Law on Occupational Safety and Health, as well as the relevant by-laws, prescribe the obligation to keep records of hazardous substances used in the work process, while the related hazards and risks are defined in the Risk Assessment Document for workplaces and the working environment. Adequate PPE is regularly procured for employees working in these positions. In the previous year, there were no incidents or occupational injuries among employees involved in these activities in the course of their work.

Upon commencement of employment or other form of work engagement, transfer to other duties, introduction of new technologies or work equipment, and in the event of changes to the work process, employees receive theoretical and practical OSH, fire protection and emergency response training. Through regular training, conducted at prescribed

intervals — annually for high-risk workplaces and every three years for all other workplaces — employees are continuously encouraged to properly apply occupational safety and health measures. In addition to the above training, employees working at height, in depth and operating internal transport equipment attend specialist training courses. Continuous employee training in first aid is also provided. In 2025, a total of 11,987 hours of training in OSH, including internal and external training, fire protection and first aid, were delivered to 3,978 employees, comprising newly hired employees and periodic annual and three-year training:

- ▶ Delta Agrar Group: 2,514 hours
- ▶ Food Processing: 5,405 hours
- ▶ Delta Distribucija: 1,362 hours
- ▶ Delta Real Estate Group: 644 hours
- ▶ Shared Functions: 2,062 hours.

In 2025, Delta Holding significantly improved occupational safety and health standards and fire protection measures across its member companies through equipment modernisation, the development and implementation of new procedures, and employee training.

Delta Agrar developed and implemented a new Risk Assessment Document, while conditions at the company's locations were improved through better equipment and continuous employee training, including first aid, working at height and operation of boiler plants.

At the Danubius factory, additional fire protection training was provided for five new members of the technical maintenance service, thereby increasing the number of employees trained in the safe handling of equipment and emergency situations.

Dunavka successfully passed the SRPS ISO 45001 standard audit, developed a new Risk Assessment Document, as well as internal rulebooks and training programmes. Protective fencing and working platforms for work in silos were installed at the plant, walkways were repaired, a protective fence and platform for cleaning magnets and elevator pits were installed, all warning signs were renewed, a concrete cover was constructed around the boiler room, and new hydrant cabinets and 30 new fire extinguishers were procured. In addition, a new lightning protection system was installed, a hydrant network was put in place, and the electrical power system was expanded by installing a new distribution cabinet and earthing system.

In the meat cutter room, Yuhor installed two exhaust fans for ammonia leak detection. A Risk Assessment Document

was prepared for the company's head office, the ISO 14001 and ISO 45001 audits were successfully passed, approval was obtained for the Accident Protection Plan, and a new Fire Protection Plan was prepared.

At the Mioni factory, guards were installed on equipment motors, a fence was installed on the preform disposal line, ladder back guards were fitted, and Ecolab pumps for dosing chemicals into CIP tanks were installed. Hydrant cabinets and fire extinguishers were renewed, a hydro-pneumatic pressure boosting unit was installed to increase pressure in the hydrant network and connected to the generator, and new Evacuation Plans and Fire Protection Rules were prepared.

Fun&Fit improved safety in the warehouse area by installing traffic mirrors at intersections between forklift routes and pedestrian routes used by employees, and by introducing the mandatory use of reflective vests for employees and visitors. At the Napredak, Delta Feed and Delta Vet Med locations, amendments and supplements to the Risk Assessment Document were made for all workplaces, safe work procedures and instructions were implemented, measures for the storage of ammonium nitrate were carried out, and fire-fighting equipment was renewed. At DTS and DMD, the SRPS ISO 45001 and ISO 14001 standards were implemented, procedures and instructions in the areas of OSH and emergency response were developed, OSH Committees were established, a Risk Assessment Document was prepared, and training programmes and continuous employee education were introduced through presentations and interactive platforms. In addition, horizontal markings in warehouse areas, traffic routes, pedestrian crossings and mechanisation zones were improved. Ananas e-commerce

implemented OSH training programmes, while the DRE Group issued new internal acts in all its companies, including: Risk Assessment Documents, OSH rulebooks and training programmes, procured new equipment and PPE for employees and visitors at construction sites, and updated safe work instructions.

Regular inspection supervision by state authorities, aimed at reviewing the OSH and fire protection measures undertaken, assessed performance at the highest level of implementation.

In 2025, the number of occupational injuries decreased compared with 2024. The highest number of injuries was recorded at the Yuhor factory, with 41 minor and three serious injuries, the most common causes being slips and sharp objects used in the work process. No occupational diseases were recorded in the company, and there were no fatalities related to occupational injuries, either among employees or among employees of other employers engaged to perform work at the company's locations.



MEMBER COMPANY	NUMBER OF MINOR INJURIES		NUMBER OF SERIOUS INJURIES		TOTAL NUMBER OF INJURIES		NUMBER OF LOST WORKDAYS	
	2024	2025	2024	2025	2024	2025	2024	2025
Delta Agrar Group	16	14	2	3	18	17	409	475
Delta Food Processing	51	45	3	6	54	51	2030	1539
Delta Distribution	12	9	1	4	13	13	297	331
Delta Real Estate Group	17	14	3	1	20	15	448	126
New Technologies	0	0	0	0	0	0	0	0
Shared Functions	0	2	0	2	0	4	0	165
TOTAL	96	84	9	16	105	100	3184	2636

In the coming period, Delta Holding plans to formalise measurable occupational safety and health objectives, building on the already established system for monitoring incidents and OSH metrics.

Particular focus will be placed on reducing the workplace accident rate, while maintaining a zero fatality rate as an absolute priority.

The baseline for monitoring progress was established on the basis of 2022 data, with the plan for the set objectives to be achieved by 2030.

RURAL COMMUNITY DEVELOPMENT AND SUPPORT FOR SOCIALLY VULNERABLE GROUPS



For decades, Serbia has been facing one of the most pronounced demographic challenges in Europe — the depopulation of rural areas. According to population census data, more than 1,700 villages in Serbia today have fewer than 100 inhabitants, while it is estimated that between 10,000 and 15,000 people leave rural areas each year.

Young people are moving to cities or abroad in search of better opportunities, while the elderly population is left without infrastructure, healthcare services and economic prospects. Behind these figures are families, communities and entire regions that are slowly disappearing.

At the same time, children from socially vulnerable families remain one of the most at-risk groups in society, as they face the risk of institutionalisation, poverty and being denied the educational and developmental opportunities that would enable them to live with dignity.

Delta Holding recognises these challenges as an important part of the social context in which it operates and in which its decisions can have a lasting impact. Through the Delta Fondacija (Delta Foundation), the company has for many years implemented programmes that address precisely these issues — from the modernisation of rural households and the digitalisation of villages to support for families at risk and children who need an additional support system.

The company's approach to communities is not based on one-off philanthropy. It is a long-term strategic commitment rooted in the belief that a prosperous company and prosperous communities are not in conflict, but that neither can be sustainable without the other.

Material Impacts, Risks and Opportunities

Based on the double materiality assessment conducted, the following material topics were identified under ESRS S3: economic impact on the community, support for vulnerable and marginalised groups, education, support for children and young people, and health improvement, primarily delivered through the activities of the Delta Fondacija. All identified material topics fall under sub-topic (a) of ESRS S3 — the economic, social and cultural rights of communities.

Delta Holding recognises that long-term business success cannot be separated from the well-being of the communities in which it operates. This is reflected in specific programmes, long-term partnerships and strategic investments covering rural communities, families at risk, young people, persons with disabilities and other vulnerable groups. The sub-topics of communities' civil and political rights and the rights of indigenous peoples were not identified as material, given the nature and geographical scope of the company's business activities.

Managing Impacts on Communities

Delta Holding aims to create a positive impact through its business operations in the communities in which it operates, while respecting human rights, labour standards and the environment. The company builds its business on ethics and responsibility, with dignity, equality and the empowerment of people at its core. Through innovation, cooperation and continuous investment in people, the company contributes to building a sustainable and inclusive future for its employees and communities. The company continuously monitors and assesses the impact of its activities to ensure that its investments and projects contribute to social well-being and reduce potential negative effects.

As one of the largest private employers in Serbia, Delta Holding has a direct economic impact on local communities by creating stable jobs, cooperating with local suppliers and partners, and investing in infrastructure and the improvement of production capacities in the areas in which it operates. This contribution is further channelled through the programmes of the Delta Fondacija towards the most vulnerable communities.

Delta Agrar actively works with agricultural producers through cooperation models in crop farming, fruit growing, livestock farming and trade in agricultural products, providing technical, advisory and logistics support. In this way, the company helps strengthen local communities, encourages producers to remain on their farms and contributes to improving the competitiveness of domestic agriculture. In the coming period, Delta Holding plans to establish a clearer framework for monitoring and reporting on its economic impact on local communities by defining specific performance indicators related to job creation, cooperation with local suppliers and investments in the communities in which it operates. The baseline was established on the basis of 2018 data, with specific targets and implementation deadlines planned to be achieved by 2030.

The basis for managing impacts on communities is Delta Holding's **Corporate Social Responsibility Policy**, a formal internal document applicable to all member companies within the system. The Policy is based on the voluntary integration of concern for the community and the environment into day-to-day business processes, with the aim of returning part of the value created to society and all stakeholders. It is communicated to employees through internal channels as an integral part of the company's business culture.

This Policy is translated into specific programmes through the Delta Fondacija, which plans, implements and monitors community support programmes through a systematic and long-term approach.

The approach is based on three key principles: community needs, long-term orientation and inclusiveness, with particular attention given to groups exposed to multiple risks, including women in rural areas, children from families at risk, persons with disabilities and young people living in communities with limited opportunities.

In addition to the Corporate Social Responsibility Policy, this area is also strategically governed by Delta Holding’s **Sustainable Development Strategy**, which defines long-term objectives in relation to communities, and by the **Articles of Association** of the Delta Fondacija, which formalise the priority areas of social contribution. Together, these three documents form a coherent framework for managing impacts on communities, with each covering different aspects of the same commitment.

DELTA FOUNDATION

Community investment has always been an integral part of Delta Holding’s business philosophy, rooted in the belief that the company’s long-term success cannot be separated from its positive impact on people and the environment in which it operates. Recognising this responsibility from its very establishment, the company has developed a systematic approach through which it contributes to improving quality of life, supports equal opportunities and actively helps build a better environment for the communities in which it is present.

It was from this vision that the Delta Fondacija was established, as an institutional expression of the company’s social responsibility and a mechanism for the strategic management of initiatives of public importance. The mission of the Delta Fondacija is to provide lasting support for the social, educational, cultural and health needs of society. In its work, it acts as a bridge between the business community and society, directing resources to where they can create the deepest and most enduring impact.

Through its initiatives, the Foundation has been active for 18 years in five key areas: endowments and the preservation of cultural heritage, support for young people and education, development of the cultural and artistic scene, assistance to vulnerable and marginalised groups, and the promotion of social entrepreneurship. In many of these initiatives, employees take part directly, providing support to communities and helping create lasting results.

Completed endowments include the “Sunce” Day Care Centre for Young People with Disabilities in Bezanijska kosa in Belgrade, the “Iskra” Sports and Recreation Centre for Persons with Disabilities in Kragujevac, and the sculpture “Odande dovde - From There to Here” on the pedestrian overpass between the Sava Quay and Kalemegdan, each of which provides long-term benefits to local communities and culture.

Since its establishment, the Delta Fondacija has invested a total of **EUR 40.3 million** in the community. Through **4,175** humanitarian initiatives, support has reached **775,355** citizens of Serbia, a figure that reflects both the scale and consistency of this engagement over the years.

Our Village

Recognising the increasing pressures on agricultural production and the ongoing depopulation of rural Serbia, Delta Fondacija launched the “Nase Selo - Our Village” project in 2018, with the aim of revitalising rural communities and supporting their development in line with modern European standards.



The project is unique in its model, which combines access to financing, expert advisory support and the development of the social and cultural life of villages. It does not view change as a purely economic issue, but as a comprehensive process that requires an equally comprehensive response. The project addresses the material topics of economic impact on the community and education, contributing to the development of rural households and the strengthening of the socio-economic resilience of rural communities. Since the outset, Erste Bank has been the project’s strategic financial partner, providing households with access to favourable loans for which Delta Agrar covers the interest costs. The loans are approved on the basis of individual

development plans prepared by the company’s experts, covering the construction and equipping of barns, the purchase of machinery and modern equipment, investments in genetics and other investments aimed at improving the competitiveness of the household. By linking financial support with expert advisory services and an individual development plan, this model is designed to provide households with tools for long-term stability, rather than merely a short-term solution. The project initially covered the villages of Mala Jasikova and Dubocane near Zajecar. In 2022, it was extended to Backo Novo Selo in Vojvodina, and since 2024 it has also covered the village of Kljuc near Mionica.

Community engagement under the “Our Village” project is built around direct dialogue, education and the active involvement of local residents in shaping project activities. Farm visits and in-person conversations with community members form the basis of this model, serving as a way to gather information and build relationships of trust, which are essential for any meaningful cooperation. Insights gathered in the field are used to shape the content of training activities, lecture topics and priorities for the next stages of the project. Particular attention is given to engaging women and young people, as target groups that often face specific economic and social barriers in rural areas. The project encourages entrepreneurial thinking and the development of practical skills, while women from rural communities are given opportunities to exchange experiences and define priorities for their own development.

In addition to individual conversations, community engagement is also carried out through collective formats, including expert lectures, professional visits to Delta Agrar

farms, cultural events and sports competitions that strengthen community life in the villages. The “Nase selo (Our Village)” Market has a special role within the project. Through this initiative, Delta Holding employees directly support local producers by ordering home-made products, creating a direct economic link between the company and the rural community.

In 2025, the “Nase selo (Our Village)” project continued its activities in all villages covered by the project, combining expert training, cultural events and infrastructure investments in local communities.

During the year, the project included a total of **120 active** farms. **Eleven** expert training sessions and lectures were organised, with an average of **13** participants per session, while loans for investment in production modernisation were approved for 19 farms through the partnership with Erste Bank. In the area of professional education, the year began with a lecture in Backo Novo Selo by Professor Mile Veljovic of the Faculty of Agriculture, University of Belgrade, focusing on



entrepreneurship, product standardisation and responsible advertising. In April, a lecture was held in the village of Kljuc on available funding opportunities for farmers, including the EU’s IPARD programmes, World Bank funds and the Innovation Fund. In December, experts from the Delta Agrar Group delivered a lecture on animal feed preparation and new drought-resistant seed varieties.

In Kljuc, which has been part of the project since May 2024, children at the local primary school received new sports equipment and a small library, in cooperation with Erste Bank. The first joint activity was a theatre performance that brought together pupils, families and local residents. In November, the project team attended the celebration marking the 90th anniversary of the primary school in Kljuc, reaffirming its continued presence in and commitment to the community. In October, residents of Backo Novo Selo were introduced to the MokrinSens application, developed under the “Digitalno Selo - Digital Village” project, with the aim of bringing farmers onto the platform and gathering their suggestions for further improvements. The event marked the first step towards closer cooperation between the “Our Village” and “Digital Village” projects and provided

a concrete example of how digital solutions can be applied in traditional agriculture.

For the fourth consecutive year, Delta Holding supported the “Bosonogi na pesku - Barefoot on the Sand” event in Backo Novo Selo, which has grown into a recognisable symbol of community spirit, bringing together local residents, children and visitors from surrounding areas. This year again, through the “Our Village” project, Delta Holding employees showed that solidarity and care for the community remain values the company continues to foster, particularly during the holiday season, when it is important to show that we are thinking of one another. As has now become a tradition, Santa’s helpers collected New Year gift packages for children from the four villages included in the project. A New Year performance for children was organised in each village, after which Santa Claus personally handed out the gift packages to the youngest members of the community.

With the support of Delta Transportni Sistem (Delta Transport System), the gift packages were successfully delivered to the villages of Kljuc, Backo Novo Selo, Mala Jasikova and Dubocane. The New Year holidays are an opportunity to remind ourselves that togetherness, care and the willingness to think of one another remain values that connect us beyond the business environment as well. In the coming period, the Delta Fondacija will continue to expand the project to new rural communities. In addition to the four villages currently included in the project and **120** active farms, the aim is to add one more village by 2027, thereby increasing both the project’s geographical reach and the number of farms with access to financial support and expert advisory services.

Digitalno Selo - Digital Village

The digitalisation of agriculture is one of the key responses to the challenges facing rural Serbia today — from climate change and pressure on resources to the need to keep young people in rural communities by offering them prospects built on knowledge and technology. Recognising this potential, in 2022 Delta Holding launched the “Digital Village” project in the village of Mokrin near Kikinda, in partnership with the BioSens Institute and Mokrin House. Since 2023, OTP Bank has been the project’s financial partner. The project addresses the material topics of economic impact on the community and education by applying digital solutions in agriculture and developing practical skills among farmers, enabling them to make their production more competitive and sustainable.

The project is designed as a laboratory for modern rural development — a space for testing and implementing advanced technological solutions that can later be transferred to a wider range of communities. Its long-term vision extends beyond a single village: the aim is to develop a model that will contribute to the digitalisation of a large number of villages in Serbia and the region, strengthening the competitiveness and sustainability of rural communities. The project forms part of the European Commission’s FOSTER initiative, whose mission is to improve food systems in Europe, enabling the project team to exchange knowledge with partners from various European countries and apply examples of good practice in the local context.

The residents of Mokrin play an active role in shaping the project. Individual discussions with farmers, held at different stages of the project, enable the team to understand the

challenges faced by local residents, tailor the content of training activities and develop digital tools that can be practically applied in day-to-day farming. The clearest example of this approach is the development of the MokrinSens application, a digital tool for the precise monitoring and management of aspects of agricultural production, with each new version developed through an iterative dialogue between the development team and its users.

During the reporting period, the MokrinSens application was actively used by **22** farmers, while the same number of participants took part in all project activities during the year. In 2025, the project delivered a comprehensive programmes of activities covering application development, professional training, international knowledge exchange and farmer networking.



In February, discussions were held with farmers at Mokrin House on the current situation in agriculture and the functionalities of the MokrinSens application. Project participants were also provided with tablets to facilitate their access to digital solutions and support their day-to-day work.

In April, the latest version of the MokrinSens application was presented. The application enables farmers to keep records of their land plots, daily activities, income and expenses, monitor weather conditions and communicate more easily with advisers, while local producers showed a strong openness to adopting digital solutions.

In May, a discussion was organised with agronomist Marko Bojin from Geneza on the benefits and challenges of regenerative agriculture, an approach that contributes to healthier soil, reduced use of chemicals and the long-term preservation of resources.



With the support of OTP Bank, a group of farmers from Mokrin visited the 92nd International Agricultural Fair in Novi Sad, one of the most important agricultural events in the region. The visit provided a valuable opportunity for knowledge exchange and networking with peers from other parts of Serbia. In September, training was organised on domestic and international funding opportunities for agricultural development, including practical guidance on successful project preparation. In December, experts from the Delta Agrar Group delivered a lecture on current commodity exchange prices and trends in agriculture.

At the international level, the “Digital Village” project team took part in the third FOSTER Project Summer School, held in Sopron, Hungary, in May. The team presented the latest stage in the development of the MokrinSens application and led a session on trust among stakeholders in the food system. In September, Mokrin House hosted an event presenting the plan for a study visit to the Netherlands, a country known for its innovative approaches to agriculture. The visit is intended to give farmers from Mokrin insight into the experience and practices of their peers in one of the world’s leading agricultural countries. In October, as part of the “Our Village” project, the MokrinSens application was presented to residents of Backo Novo Selo, marking the first step towards stronger cooperation between the two projects and providing a concrete example of the application of digital solutions in traditional agriculture.

In the coming period, Delta Fondacija plans to expand the scope of the “Digital Village” project and increase the number of MokrinSens application users from the current **22** to **30** by 2027. The long-term goal is for the model developed in Mokrin to become a basis for the digitalisation of rural communities across the wider region.

Third Parent

Family separation and the placement of children in the social protection system as a result of socio-economic or family crises have profound and long-lasting effects on children’s emotional and psychological development. In 2016, Delta Fondacija, in cooperation with the “Putokaz” association from Novi Sad, launched the “Treci Roditelj - Third Parent” project as a structured response to this challenge, with the aim of strengthening families at risk and creating the conditions for children to grow up safely in a family environment.

The name of the project reflects the philosophy behind it: alongside parents and the system, there is a third party — the company and its employees — who assume part of the responsibility and provide support that can be decisive for a family. This involvement is not merely symbolic. It means years of continuous presence, material and emotional support, and professional assistance that accompanies children until they complete their education.

The families participating in the project are not passive recipients of aid. Through an advisory process led by a qualified social worker, each family actively takes part in identifying its needs and planning the support it receives.



This participatory approach is important both ethically, because it respects the dignity and autonomy of families, and practically, because support based on a genuine understanding of real needs delivers more lasting results.

Delta Holding employees take part in the project as volunteers, providing families with material support and personal presence during important life moments — holidays, birthdays, the start of the school year and similar occasions that can be particularly sensitive for children from vulnerable families. This form of engagement builds bridges between the corporate world and communities that are often distant from it, while giving employees first-hand experience of social responsibility that goes beyond donations.

The support provided to families through the project consists of several mutually reinforcing components: advisory work by a qualified social worker, legal assistance and advocacy for children’s rights, support in the areas of health and education, financing of sports and extracurricular activities, material support during holidays and key life moments, and the economic empowerment of parents through assistance in setting up small and medium-sized enterprises. This last component is particularly important because it addresses the causes of vulnerability, not only its consequences.

In 2025, **38** children received continuous support from **122** employees. Since the project was launched in 2016, a total of **95** children have taken part in the programmes, while **53** children and their families — more than half of all beneficiaries — now live more independently and securely.

In 2026, Delta Fondacija will expand the scope of the “Third Parent” project from 35 to 49 children, continuing the growth

achieved in the previous period. Since the project was launched in 2016, 53 families have been empowered to live more independently, confirming that structured, long-term support can create lasting change.

The long-term objective is for another **15** families to achieve economic independence by 2030, and for as many children as possible who are at risk of institutionalisation to grow up in a family environment with adequate support.

Channels for Raising Concerns

Delta Holding and Delta Fondacija address community concerns primarily through direct and continuous dialogue embedded in each programme. Individual visits, joint lectures and regular project activities create natural opportunities for local residents, families and programme participants to raise concerns, ask questions and point out challenges. The project teams collect these insights and take them into account when planning the next steps. The effectiveness of this approach is reflected in the visible adjustments made to programmes on the basis of feedback received from communities.

In addition to direct dialogue, communities can also raise concerns and communicate their needs through digital channels. Contact forms available on the “Our Village” and “Digital Village” project websites, as well as the email address fondacija@deltaholding.rs, enable local residents and participants to contact the team at any time, independently of project activities. All messages received are monitored and addressed by Delta Fondacija’s team, ensuring that each community concern or need is recognised and taken into consideration.



At Delta Holding level, concerns may also be submitted via the email address komunikacije@deltaholding.rs, which is listed on the official website.

During the reporting period, no incidents were recorded involving violations of community rights or adverse impacts on affected groups within the programmes implemented.

Donations

In addition to the long-term programmes that form the core of Delta Fondacija’s work, the company continues to support the community through targeted donations addressing the specific needs of civil society organisations, educational institutions and vulnerable groups, including initiatives aimed at improving health and access to healthcare services in local communities.

In 2025, the total value of financial donations made by Delta Fondacija and other member companies within the system amounted to RSD 39.98 million.

These initiatives included:

- ▶ continuous financial support to the Putokaz Citizens' Association, paid in ten instalments during the year, for the implementation of the "Third Parent" project;
- ▶ financial support to the Centar Zvezda Association to improve the quality of life of young people;
- ▶ the donation of 12 tablets to residents of Mokrin, supporting digital literacy and participation in the "Digital Village" project;
- ▶ financial support to the "Zena uz Zenu – Woman to Woman" Association, dedicated to education, prevention and support for breast cancer patients;
- ▶ financial support to the Zvoncica Association, which brings together parents and children affected by malignant and rare diseases;
- ▶ a donation to the Ilija M. Kolarac Endowment to improve conditions for cultural and educational programmes;
- ▶ support for the young mathematicians' summer school at Divcibare, organised in cooperation with the Diophantus Mathematics Club from Valjevo;
- ▶ support for the international scientific conference Applied Linear Algebra 2025, dedicated to applied linear algebra, artificial intelligence and machine learning;
- ▶ a donation to the Dunavac Cultural and Artistic Association from Backo Novo Selo for the organisation of its annual concert;
- ▶ the donation of New Year gift packages for Paralympic Athletes;
- ▶ a donation to the Sunce Endowment.



During 2025, Delta Holding's member companies also independently contributed to the development of local communities. Delta Agrar donated apples to the primary school in Nova Gajdobra and supported events organised by the Children's Cultural Centre on several occasions, including Joy of Europe, International Children's Day and the Conference on Diabetes Prevention. On the occasion of World Food Day, Yuhor donated food to the School for Students with Hearing Impairments in Jagodina.

The Crowne Plaza hotel continued its long-standing cooperation with NURDOR by providing New Year gift packages for children with cancer, took part in the "Druzimo se i ucimo zajedno - Let's Socialise and Learn Together" programme for children without parental care, and supported a chess tournament held as part of the "Humano srce - Humane Heart" initiative for chess players with disabilities. In cooperation with Telekom Srbija, Sava Centar employees organised two voluntary blood donation drives. Fun&Fit supported the IRONMAN event and organised Yoga Day to promote healthy lifestyle habits, while Delta Planet Nis supported the Association for Persons with Mental Disabilities, the Association for Assistance to Persons with Down Syndrome, and the City Association for Assistance to Persons with Autism in Nis. Mioni made in-kind donations to the Backo Novo Selo local community and the Maya Holistic Academy, while Delta DMD supported the work of associations and local communities through product donations.

Delta Holding's member companies were also actively involved in the implementation of the Delta Fondacija's traditional projects, making a significant contribution to their success and further development through their donations.

CONSUMERS AND END-USERS



*Neka te
kvalitet
vodi*



Consumers are at the heart of all Delta Holding’s activities, as their trust and satisfaction are the foundation of successful and sustainable business. The company aims to provide them with safe, high-quality and reliable products and services. Particular attention is given to data protection, food safety, hotel standards and the nutritional value of products, supported by clear and transparent information that enables users to make informed decisions. This approach helps build trust and satisfaction, while supporting the long-term sustainability of the business.



Material Impacts, Risks and Opportunities

Delta Holding recognises and actively addresses material impacts, risks and opportunities related to consumers and end-users. Positive impacts are reflected in the provision of safe, high-quality products and services with strong nutritional value, contributing to consumer health and well-being, as well as in the development of digital platforms that give users access to a broad product range while maintaining high standards of data protection and transaction security. Potential adverse impacts relate to the risks of cyber-attacks and leaks of personal data of digital platform users, possible contamination of food products or non-compliance with food safety standards, as well as potential shortcomings in service quality that could affect guests’ health and satisfaction.

By managing these impacts, the company also strengthens its business resilience, as consumer trust, data protection and food safety directly contribute to customer loyalty, reputation protection and long-term business stability. The high quality of products and services strengthens market share and differentiates Delta Holding’s brands in a competitive market, while robust cybersecurity systems reduce exposure to financial and regulatory risks that could arise from security incidents.

Based on the double materiality assessment conducted, two of the three sub-topics under ESRS S4 were identified as material.

Within the impacts related to information for consumers and end-users, cybersecurity and data security were identified as material topics, relevant to the New



Technologies division, specifically Ananas E-commerce and Resity Technologies. Within the personal safety of consumers and end-users, the material topics identified were the quality of hotel services, protection of guests’ health and food safety for Delta Real Estate, and product quality, nutritional value and product health safety for Delta Food Processing.

Delta Holding’s business portfolio includes digital platforms and IT services, the food industry and hospitality — sectors in which direct contact with consumers and end-users brings specific responsibilities in terms of data security, food safety, quality and health protection.

INFORMATION FOR CONSUMERS AND END-USERS

Cybersecurity and Data Security

New Technologies – Ananas, Resity

The digital platforms and IT services provided by Ananas E-commerce and Resity Technologies involve the daily processing of personal and financial data of a large number of users. With the e-commerce market in Serbia growing by 36% in the previous period, according to data from the National Bank of Serbia, and with the platform reaching 1,292 merchants and 614,000 available products by the end of 2024, cybersecurity and the protection of user data are both a regulatory requirement and a key driver of trust, with a direct impact on the company's business success and reputation.

Resity Technologies, as an SAP consulting centre specialised in the digital transformation of clients across various industries, is responsible for the security of business data in the implementation and optimisation of ERP systems. This gives the company a specific responsibility within the data chain of its clients and the end-users of their systems. Ananas E-commerce and Resity Technologies apply security measures aligned with GDPR principles, including privacy by design and privacy by default, as well as with the relevant regulations in the markets in which they operate.

Cybersecurity and data protection are governed systematically through formal internal acts and policies adopted at the level of these Delta Holding member companies, ensuring a consistent and structured approach to risk management in this area.

These policies cover rules and procedures relating to the collection, processing, storage and protection of data, access management, the assessment and mitigation of cyber risks, incident response and the continuous improvement of security controls. In this way, the companies address the key risks identified through the double materiality assessment process, including the potential adverse impacts of cyberattacks on operations and user security, growing consumer expectations and awareness regarding data protection, and the need to preserve trust and market competitiveness.

User data are processed solely for legitimate business purposes, in compliance with the applicable legal framework and data protection procedures. Client contact details are stored in accordance with the relevant legal requirements, ensuring security, trust and an impartial process in all user interactions.

Automated risk assessment systems have been implemented in Ananas operations, while security measures are continuously improved with the aim of significantly reducing the likelihood of a successful cyberattack that could compromise operations and the security of end consumers.

Ananas E-commerce and Resity Technologies have formalised data protection policies that are publicly available on their platforms. Ananas E-commerce has published a Privacy Policy aligned with the Law on Personal Data Protection of the Republic of Serbia (Official Gazette of the Republic of Serbia, No. 87/2018), defining the categories of personal data collected by the platform, the legal basis and purpose of processing, data retention periods and user rights.



Resity Technologies has published a Privacy Policy on resity.net, aligned with both Serbian law and the EU General Data Protection Regulation (GDPR, EU 2016/679), which is particularly relevant given that the company provides services to clients from European Union countries. The policy covers the collection of data relating to clients, visitors to business premises and website users, including processing through cookies.

Ananas E-commerce provides users with transparent information on how their data are processed through clearly accessible privacy policies and platform terms of use. Particular attention is paid to the security of financial transactions. The platform offers users several cashless payment options, including card payments, IPS payments, bank transfer payments and instalment payments, while continuously developing FinTech services that improve transaction transparency and security. Further development is planned of integrated solutions for payments, lending and financial management, which will additionally improve the user experience.

Ananas has its own internal customer support team, which ensures timely responses to enquiries and complaints at all stages of the user experience, from purchase to delivery. The platform enables users to contact support through several channels, including a telephone number and a contact form. For all matters relating to data protection, users may contact the platform at podrska@ananas.rs, while a DPO, or Data Protection Officer, has been appointed for requests relating to personal data protection rights and is available at nevena.praizovic@ananas.rs.

In addition, Ananas has formal mechanisms in place for handling complaints and compensation claims, implemented through incident and complaint management processes and through cooperation with relevant financial institutions. These mechanisms include refunds, product replacement and other forms of compensation, with users being informed in a timely manner about the status of their requests. Through the continuous improvement of these processes and security controls, the company seeks to further strengthen user trust and compliance with applicable regulatory requirements.

Resity Technologies also provides accessible communication channels for users and clients, including email contact, while all data protection requests are directed to the centralised GDPR address, gdpr@deltaholding.rs, indicating that a data protection management function has been established at Delta Holding Group level.

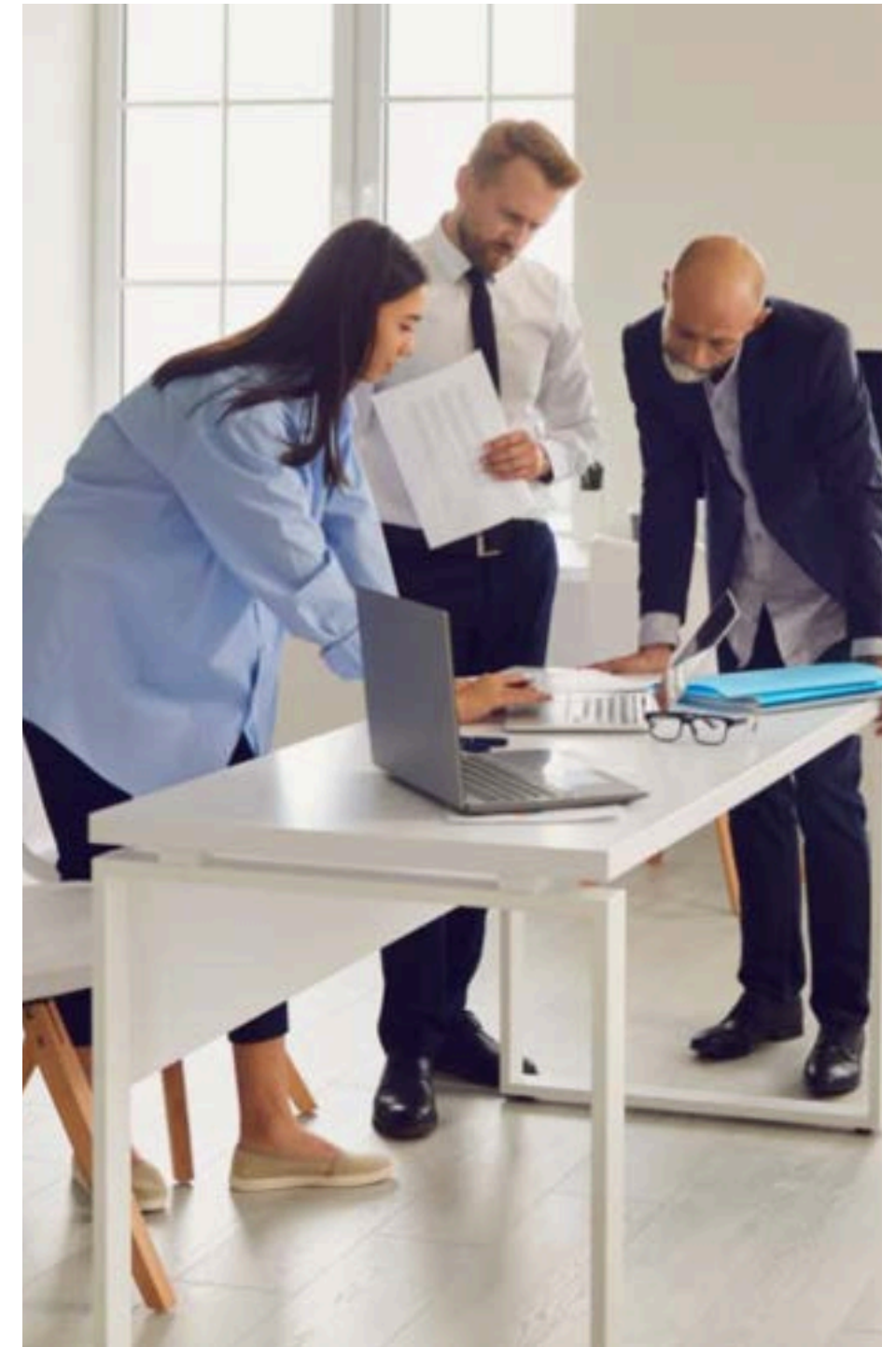
During 2025, Ananas continued to position itself as one of the most reliable e-commerce platforms for on-line shopping. Through the use of advanced technologies, the

platform is able to identify cyber risks and threats at an early stage by analysing data and detecting potential anomalies in real time. This approach has contributed to Ananas being positioned among the safest e-commerce platforms in the region, with a score of 9.4 on the RiskRecon scale.

Thanks to advanced tools, Ananas is able, in accordance with GDPR, to monitor user behaviour within the platform, including searches, category views, adding products to the cart and completed purchases. In addition, Ananas records more than two million users per month, with users visiting the platform four times per month on average. These data provide unique insights into the behaviour of domestic consumers, which were not previously available on the Serbian market.

During the reporting period, no cybersecurity incidents or breaches of user data privacy were recorded that had an adverse impact on end consumers or clients. The long-term objective in the area of cybersecurity and data protection is to ensure a high level of security of digital platforms and IT systems through the continuous improvement of measures in line with GDPR and applicable regulations, while reducing the risk of cyber incidents and unauthorised access and preserving system stability and the protection of user data.

Ananas has defined measurable objectives in the area of cybersecurity and data protection, covering risk and vulnerability management, improved incident detection and response, stronger employee awareness and the implementation of access protection controls, with continuous monitoring and performance improvement.



PERSONAL SAFETY OF CONSUMERS AND END-USERS

Quality of Hotel Services, Protection of Guest Health and Food Safety

Delta Real Estate manages a portfolio of hotel and congress facilities that welcome hundreds of thousands of guests each year, including business travellers, participants in international conferences, tourists, and visitors to cultural and sporting events. In these facilities, service quality, health protection and food safety are not only matters of regulatory compliance; they are fundamental to the company's reputation and business model.

Hotels within the **Delta Real Estate Group** apply the operating standards of the international hotel groups to which they belong: IHG standards for the **Crowne Plaza** and **Indigo Hotel**, and Radisson Hotel Group standards for the **Radisson Collection Old Mill**. These standards set out comprehensive and measurable requirements relating to service quality, food safety, hygiene, and the health and safety of guests and employees.

In addition to corporate standards, all hotels apply the HACCP system for the control of critical points in food preparation and handling. Food and food raw material suppliers are required to hold the appropriate certificates and comply with environmental standards. In cooperation with the Ministry of Environmental Protection, the Ministry of Agriculture and UNDP Serbia, the hotels actively participate in initiatives for responsible food and waste management.



The Green Key environmental certificate, which places particular emphasis on sustainable operations, food safety and responsible sourcing of raw materials, is held and renewed by the Crowne Plaza Belgrade hotel and Radisson Collection Old Mill. The Radisson Collection Old Mill was the first hotel in Serbia to receive this certificate, in 2015.

The hotels engage with guests through multiple feedback channels integrated into day-to-day operations. Guest satisfaction is monitored through the standardised rating systems of international hotel groups, and the results are regularly analysed and used to improve services. Guest relations management is governed systematically through defined procedures for collecting, processing and resolving feedback, including complaints, suggestions and compliments.

Guest satisfaction is also monitored through the standardised rating systems of international hotel groups and through specialised digital tools. At the Crowne Plaza Belgrade hotel, guests can report irregularities via a mobile application, as well as by email and telephone. The Indigo Belgrade hotel uses the Merlin Heartbeat Medallia platform, through which guests can leave ratings and comments, with the hotel able to respond directly. The Radisson Collection Old Mill Belgrade hotel uses tools such as ReviewPro, email surveys, Canary and extranet channels for communication with guests.

These channels are also used for submitting complaints and claims, with the hotels applying formal procedures for their resolution. Guest requests are recorded and processed by the competent teams, with defined response and resolution deadlines, and guests are informed in a timely manner of the status of their submissions. Feedback received is analysed systematically and used as a basis for improving operating processes, service quality and the overall guest experience. Guests are also informed about allergens in dishes and products prepared in accordance with HALAL standards through clear menu labelling, ensuring transparency and safety for all categories of guests. Particular attention is

given to inclusiveness: the hotels are equipped with access ramps and rooms adapted for persons with disabilities, while the Crowne Plaza hotel also provides Braille menus in its restaurants.

The hotels continuously improve service quality, food safety and guest health protection through the application of the HACCP system, international standards and internal procedures, with consistent compliance with hotel brand standards and applicable hygiene and occupational safety regulations. These frameworks enable a systematic approach to quality management and the reduction of operational risks.

Service quality is ensured through regular internal controls, standardised operating processes and continuous employee training, strengthening staff expertise and consistency in service delivery. Particular focus is placed on maintaining a high level of hygiene and safety across all areas of operation.

The Crowne Plaza and Indigo hotels have maintained high standards of hygiene and food safety through regular internal controls, employee training, and the application of IHG procedures, the HACCP system and occupational safety standards. Chemicals used in kitchens and housekeeping are selected in accordance with environmental criteria and safety standards. In the Crowne Plaza food and beverage department, certified Wine & Spirit Education Trust (WSET) training was delivered, directly contributing to improved service quality and employee expertise. The hotel consistently applies an equal opportunities policy and a zero-tolerance approach to discrimination in all stages of employment and professional development.

The Radisson hotel consistently fosters the Radisson Hotel Group’s “Yes I Can!” service philosophy through internal training for all employees, strengthening a service culture tailored to the local environment and focused on creating memorable guest experiences.

Objectives

The objective set is to maintain zero serious incidents related to food safety, hygiene or guests’ stay, including poisoning, injuries and food contamination.



PRODUCT QUALITY, NUTRITIONAL VALUE AND HEALTH SAFETY

The safe and proper storage of fruit is essential for preserving product quality, nutritional value and safety for end consumers. **Delta Agrar’s** Fruit and Vegetable Division has a defined Quality and Food Safety Policy. This Policy sets out the key guidelines and principles that ensure the production, storage and distribution of safe, high-quality products, in compliance with applicable legislation and international standards. It focuses on the continuous improvement of the quality and food safety management system, the application of modern technologies and the development of a food safety culture among employees.

Particular emphasis is placed on meeting customer requirements, product traceability, control of all process stages and compliance with standards such as IFS, SMETA and GRASP.

Delta Agrar’s primary agricultural production, which includes crop farming, fruit growing, vegetable growing and livestock farming, is fully certified under the GLOBALG.A.P. Standard. This means that, throughout the production process, all measures have been applied to control animal welfare on farms, the quality and health safety of agricultural products, and the reduction of adverse environmental impacts. The standard also entails responsible treatment of agricultural workers.

Arable production is also certified under the ISCC and Donau Soja standards, which include the calculation of GHG emissions for all products. Donau Soja controls the presence of GMOs in soybean and soy product production.

Proper storage conditions prevent spoilage, loss of freshness and the development of microorganisms, while at the same time extending the shelf life of fruit. One modern technological solution that enables this is the Ultra Low Oxygen (ULO) cold storage system used in Delta Agrar's orchards.

ULO cold storage facilities control the storage atmosphere in order to slow down the ripening process and extend the shelf life of fruit and vegetables. They enable the regulation of oxygen, carbon dioxide, humidity and temperature levels, ensuring optimal storage conditions, which are particularly important for distribution to distant markets. Maintaining high safety standards throughout the supply chain, from harvest to the end consumer, also contributes in the long term to reducing waste, preserving resources and increasing market competitiveness.

The largest ULO cold storage facility, with a capacity of 20,000 tonnes, is located within the orchard complex in Celarevo. It enables apples to be stored in a dynamic atmosphere for up to 300 days, without the use of chemical treatments. This cold storage facility significantly reduces losses and helps maintain high product quality, ensuring a stable supply of apples throughout the year. It is accompanied by a state-of-the-art Maf Roda line for calibrating and sorting apples by colour, diameter and weight, with a capacity of 20 tonnes per hour, enabling fast, precise and efficient fruit selection.

Delta Agrar has further improved its logistics and distribution infrastructure through its modern "World of Freshness" centres in Zajecar and Nova Pazova. The Zajecar facility includes a modern ULO cold storage facility for



apples and cherries, with a capacity of 6,400 tonnes, equipped with a Maf Roda packing line and a hydro-cooler that enables optimal preservation of freshness. The logistics and distribution centre in Nova Pazova, covering 4,300 m², serves as the central hub for the receipt, storage, packing and distribution of fruit and vegetables from around the world.

Upon arrival at the distribution centre, bananas undergo strict quality controls, including checks of firmness, colour and aroma, in order to ensure a consistent product standard. They then enter the ripening process in a modern ripening facility, where the EHO PENTHOUSE system enables even and controlled ripening, with optimal air circulation through the pallets. The entire process is digitally controlled, ensuring consistent quality and product readiness for the market.

To improve fruit quality, Delta Agrar continues to develop "zero residue" technology, enabling the production of fruit without pesticide residues on selected areas. In 2025, this approach was applied to apple and cherry production, with continuous improvement of technological protocols and quality and safety controls.

During 2025, four surveys were conducted, with responses received from four customers. The average survey score was 4.91. Two comments were received in the survey responses: one praised the professionalism of Delta Agrar employees, while the other related to accompanying documentation, which could be somewhat more up to date.

The objective is to increase the areas under fruit production without pesticide residues and to apply precision agriculture, which contributes to reducing the use of chemicals for fruit protection.



Delta Food Processing is one of the key segments of Delta Holding and comprises companies whose brands have a strong presence in the domestic and regional markets. Yuhor is a leader in the processed meat products category; in 2025, **Danubius** recorded a market share of 36.8% in the pasta category and 44.3% in the vitamin-enriched pasta category; while **Fun&Fit** has established itself as a recognisable brand in the healthy breakfast cereals and snack products category. These companies’ responsibility towards consumers is reflected in a combination of safe products, transparent information and continuous investment in the nutritional value of their product ranges. The companies within the Delta Food Processing Group apply a comprehensive system of standards covering the entire value chain, from the receipt of raw materials to the final product reaching the consumer.

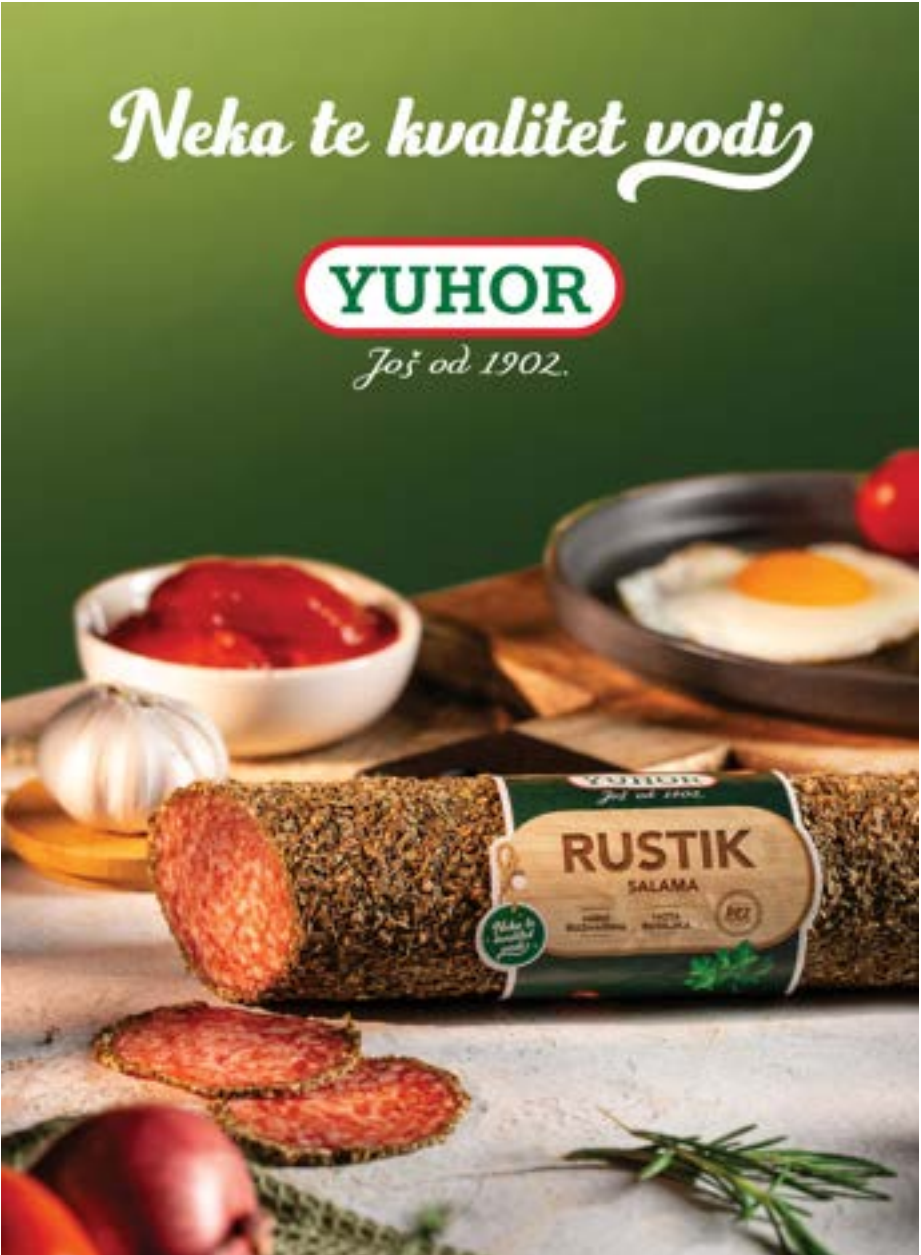
The key standards include ISO 9001 for quality management, ISO 22000 for food safety management, the IFS standard, which guarantees a high level of safety and quality and is applied in Yuhor, Mioni, Danubius and Fun&Fit, HALAL certification where relevant, and ISO 14001 for environmental management at Yuhor.

All products are properly labelled and contain clear information on allergens, nutritional composition and origin, while the company applies all legal and international standards relating to labelling and product declarations. Marketing materials undergo detailed and rigorous checks before publication, and employees are required to strictly follow procedures concerning the accuracy of information communicated to consumers. The supplier policy includes comprehensive due diligence and the application of the Supplier Code of Conduct, which is binding on all partners in the supply chain.

Each member company of the Food Processing Group has a defined Product Quality and Safety Policy. This Policy defines the nutritional characteristics of products in line with legislation and the requirements of food quality and safety standards. The policies apply to both existing and new products. Delta Food Processing companies engage with consumers through a systematic process for collecting and analysing feedback, which is directly integrated into business performance monitoring.

During 2025, **Yuhor** carried out a business customer satisfaction survey, which confirmed strong partner relationships and the fulfilment of agreed terms of cooperation. More than 60 customers from various sales channels took part in the survey, demonstrating the company’s appreciation of and respect for the views of each business customer. The improvement in scores compared with the 2024 results clearly shows that the company not only strives to improve its products, but also communicates openly and transparently with consumers about every aspect of its product range.

CHARACTERISTICS	AVERAGE RATING	
	2024	2025
Product quality	4.70	4.82
Price-quality ratio	4.55	4.73
Sales and distribution	4.99	4.95
Customer loyalty	4.93	4.93
Quality compared to other companies in the meat industry	4.75	4.58
Overall average rating	4.80	4.86



The Danubius factory continually strives to maintain high standards of product quality and safety, dedicating itself to continuously improving its processes to meet the expectations and demands of its customers and partners.

The Product Quality and Safety Department operates a modern laboratory staffed by qualified experts, which monitors the quality of raw materials, processes and final products. Particular focus is placed on the monitoring performed by the inspection unit responsible for receiving raw materials and analysing the rheological properties of wheat, which is stored in silo cells according to quality.

With a strong belief that feedback is key to improving business and maintaining a high level of customer satisfaction, **Danubius** regularly organizes an annual customer satisfaction survey. In 2025, a consumer satisfaction survey was conducted in retail stores of Delhaize, Mercator, Univerexport and DIS chains in Belgrade, Novi Sad, Nis and Cacak. A total of 240 consumers participated in the survey, of which 32% were men, 68% women, and 88% of respondents belonged to the age group from 20 to 60. As in the previous years, the survey collected ratings for quality, safety, price, packaging, positioning and assortment with the application of a rating scale from 1 to 5, with 1 being the worst and 5 the best. The target score for 2025 was 4.50.

CHARACTERISTICS	FLOUR		PASTA	
	2024	2025	2024	2025
Quality	4.60	4.61	4.62	4.57
Price	4.52	4.54	4.54	4.53
Packaging	4.61	4.64	4.68	4.58
Positioning	4.56	4.61	4.55	4.63
Assortment	4.67	4.64	4.67	4.58
Overall average rating	4.59	4.61	4.61	4.58



Fun&Fit directly targets consumers interested in healthier nutrition through branded communication that promotes healthier eating habits, while actively monitoring market trends and consumer needs to inform the development of new product categories.



Each factory within the Delta Food Processing Group has an established complaint and claims management system, defined by internal procedures, which ensures consistent, transparent and timely handling of consumer complaints. Consumers have various channels available for submitting claims and raising concerns, including verbal communication, telephone contact, email and social media.

All claims are processed within statutory deadlines, up to eight days and often sooner, with a detailed assessment of their validity, including checks of reference samples and production records. Where necessary, a team is formed to resolve the non-conformity. In the case of a justified claim, consumers are provided with appropriate compensation, such as product replacement or a compensation package. Where a claim is not justified, a clear explanation is provided. Feedback collected through this process is used for the continuous improvement of product and process quality.

Delta Food Processing continuously invests in improving the quality, safety and nutritional value of its product range through a combination of technological investments, recipe innovation and capacity expansion.

In 2025, **Yuhor** further strengthened its quality and food safety management system through the application of ISO 9001 and ISO 22000 standards, ensuring strict control of all stages of production, from the receipt of raw materials to the distribution of finished products. Part of the product range is certified under the HALAL standard, reflecting the company's commitment to meeting the needs of a broad range of consumers.

Yuhor also consistently complies with IFS, International Featured Standards, which relate to food safety and quality. This international certification confirms that the company's products meet the highest requirements in terms of safety, hygiene and quality, providing consumers with an additional assurance that they can trust the products they purchase. In 2025, under the IFS standard, Yuhor was classified at Higher Level, the highest level of assessment.

The company upgraded its formed meat and sterilised canned product lines, introduced new products with reduced salt content, and expanded its range of products labelled "gluten-free", thereby further improving the nutritional value of its product range and responding to the needs of different consumer segments.

In accordance with the international IFS 8 standard for food safety and quality control, all products and services within the **Danubius** range carry the required declarations containing information on the origin of components, ensuring greater transparency towards end customers. Furthermore, the company fully complies with regulations regarding product labelling and information, as well as regulations concerning advertising, product promotion, and sponsorships.



Consumers are provided with the opportunity to ask questions and receive answers regarding the quality and availability of products at any time, as well as to file any complaints they may have.

In 2025, **Mioni** maintained a high level of product quality and safety, with 97.11% compliance with the IFS standard, confirmed by an independent certification body.

The company continued to implement strict procedures across all stages of production, further ensuring the health safety and nutritional value of its products.

In 2025, **Fun&Fit** made progress compared with the previous year and confirmed its high standard of operations by achieving 99.53% compliance with the IFS standard for food quality and safety, demonstrating a commitment to quality that has become the company's hallmark. This commitment to the continuous improvement of production and control processes is reflected in the fact that only 37 complaints were recorded in 2025, representing a 24% decrease compared with 2024.

Objectives

To maintain the tradition of food quality and safety, with zero serious incidents related to food safety and health compliance.

All member companies within the Delta Holding system label their products and services appropriately and clearly, with declarations containing all relevant specifications and information for users. During the reporting period, no complaints were recorded in relation to inadequate labelling or insufficient consumer information.

INTERNATIONAL QUALITY STANDARDS

STANDARD	DESCRIPTION	MEMBER COMPANY
ISO 9001	Sets criteria for a quality management system. Ensures consistency and quality of products and services, while also contributing to business improvement.	Delta Agrar group (Seme Sombor), Delta Food Processing (Yuhor), Delta Distribution (Delta DMD, DTS, Delta Motors)
ISO 22000	Food safety management – requirements for systems of any organization in the food chain.	Delta Food Processing (Yuhor)
IFS	Standard for food quality and safety (based on ISO standards), ensures food safety and quality up to the final consumer. Fully supported by the Global Food Safety Initiative (GFSI).	Delta Food Processing (Yuhor, Mioni, Danubius Fun&Fit), Delta Agrar (Cold Storage located in Čelarevo, Cold Storage located in Zaječar)
GLOBAL GAP	Covers pre-farm-gate processes and ensures safety and quality of products for consumers. Developed by leading food retailers.	Delta Agrar (fruit and vegetable production)
HACCP	Food safety system involving analysis of critical control points from raw materials to end consumer.	Delta Agrar group, Delta Food Processing (Fun&Fit, Mioni, Danubius, Yuhor), Delta Distribution (Delta DMD i DTS), Dunavka
HALAL	Guidelines and rules for food production according to Islamic religious customs.	Delta Food Processing (Yuhor)
Chain of Custody	Handling and trading of GlobalGAP-certified goods.	Delta Agrar (LDC)
Without pesticide residue	Certificate for unprocessed agricultural products from the 2024 growing season – cherries (Regina and Kordia) and apples (Pink Lady and Granny Smith).	Delta Agrar d.o.o. (Cold Storage located in Zaječar)
ISO 45001	Occupational health and safety management.	Delta Agrar group (Dunavka), Delta Food Processing (Yuhor), Delta DMD, DTS
GMP+	Quality and safety management in animal feed production.	Dunavka

STANDARD	DESCRIPTION	MEMBER COMPANY
GRASP	Ethical farming practices in agricultural production.	Fruit and vegetables production
DUNAV SOJA	Production and trade of NON-GMO soy in the Danube region.	Agrar Group (Napredak, Kozara, Jedinstvo, Topola), Dunavka
ISO 14001	International standard for developing an effective environmental management system applicable to all sectors.	Delta Food Processing (Yuhor), Delta DMD, DTS
ISCC	Standard defining the use of biomass produced under sustainable conditions and its processing.	Delta Agrar Group (Napredak, Kozara, Jedinstvo, Topola), Danubius, Dunavka
SMETA	Confirms application of principles ensuring respect for human and labor rights, occupational health and safety, and environmental protection.	Delta Agrar d.o.o (Cold Storage located in Zaječar)
IFS logistic	Standard for food quality and safety (based on ISO standards), ensures food safety and quality up to the final consumer. Fully supported by the Global Food Safety Initiative (GFSI).	Delta Distribution (DTS)
TAPA TSR	Specifies minimum acceptable security standards for high-value and high-risk goods transported in the supply chain.	Delta Distribution (DTS)
AEO	Authorization granting certain customs simplifications and benefits.	Delta Distribution (DTS)
MSC	An international standard confirming that fish and seafood products come from sustainable fisheries that protect fish stocks and the marine ecosystem.	Delta Food Processing (Yuhor)

MANAGING IMPACTS ON CLIMATE CHANGE

Climate change is one of the key challenges of modern society, and its effects are already being felt across different sectors of the economy, from agriculture and construction to logistics, hospitality and the food industry. Delta Holding therefore systematically monitors and assesses the impact of its operations on the environment, as well as the ways in which climate-related and other environmental factors may affect the achievement of the company's strategic objectives.

Climate risks are not treated merely as a theoretical possibility, but as a factor incorporated into planning and business decision-making. At the same time, the company sees the transition to renewable energy sources and improvements in energy efficiency as an opportunity to optimise costs, strengthen business resilience and increase its long-term competitiveness.

As part of its strategy to improve environmental protection, the company has also set a specific climate change mitigation target: to reduce greenhouse gas emissions by 50% by 2030. In line with this commitment, Delta Holding's member companies continuously improve their processes and invest in projects that promote energy efficiency and increase the use of renewable energy sources, thereby helping to reduce environmental impact and support the sustainable development of the community.

Material Impacts, Risks and Opportunities

Climate change has been identified as a material topic for all Delta Holding member companies. The double materiality assessment identified three sub-topics as particularly

relevant: harmful gas emissions, the use of renewable energy sources and energy efficiency. The company's positive impacts are reflected in the continuous replacement of fossil fuels with renewable energy sources, the modernisation of production and business facilities, the use of precision technologies in agriculture that reduce fuel consumption, and the application of geothermal systems for heating and cooling buildings. By managing these activities, Delta Holding makes a direct contribution to decarbonisation. Potential adverse impacts primarily relate to direct emissions from own operations, arising from the consumption of fossil fuels for the transport of employees and goods, the use of machinery and boiler room operations.

Physical climate risks, including droughts, floods and extreme temperatures, directly threaten Delta Agrar's operations, crop yields and farm continuity. Transition risks, such as rising energy prices and stricter emissions regulations, may create additional costs for all company members. The company recognises that managing these impacts contributes to climate change mitigation, while also strengthening business resilience. Reducing dependence on fossil fuels lowers exposure to energy price volatility, while investment in green building and renewable energy sources provides access to clients and investors who increasingly require their partners to meet high environmental standards as a condition for cooperation.



Transition Plan for Climate Change Mitigation

The foundation of the company's strategic framework for managing climate change is Delta Holding's ESG Strategy for the period 2022–2030, which is integrated into the overall business strategy. The Strategy defines key environmental objectives, including the reduction of GHG emissions, an increased share of renewable energy and improved energy efficiency, with its elements further elaborated through internal documents at the level of individual member companies.

The Climate Impact Reduction Strategy defines specific measures and targets for managing energy efficiency, using renewable energy sources and reducing greenhouse gas emissions. The common objective of Delta Holding's member companies is to reduce total GHG emissions by 50% by 2030 compared with the base year, which is directly aligned with the ambition to limit global warming to 1.5°C.

The key decarbonisation levers planned or already implemented by the company include the construction of its own solar power plants on building roofs and open land, the use of geothermal systems, the replacement of outdated equipment with more energy-efficient solutions, the introduction of precision agricultural technologies and the gradual electrification of the vehicle fleet.

In the coming period, the company plans to consolidate these elements into a formal transition plan that will include clear time-lines, estimated investment needs and sources of financing.



Identification of Climate Risks and Scenario Analysis

Delta Holding recognises two groups of climate risks relevant to its business:

- ▶ Physical climate risks – direct consequences of climate change, such as unstable precipitation patterns requiring additional investment in irrigation systems, extreme droughts and floods that threaten crop yields and operations on agricultural estates, and heatwaves that increase the cooling costs of business facilities.
- ▶ Transition climate risks – potential tightening of GHG emissions regulations, rising fossil fuel prices, and increasing pressure from the market and financiers to decarbonise business models.

Climate risk analysis is currently conducted selectively, primarily within Delta Agrar and within Delta Real Estate Group development projects.

The company recognises that a systematic approach to identifying and assessing climate risks at holding level is the next priority, particularly given the exposure of the Delta Agrar Group to physical climate risks. In the coming period, the company plans to establish a structured assessment process covering all business units and based on recognised climate scenarios.

To improve the safety of the Crowne Plaza hotel building and protect it against climate-related risks, a pumping station was constructed between April and July as part of the flood protection system, further strengthening the hotel's resilience to extreme weather events.



Climate Resilience

The company is building climate resilience by reducing its dependence on fossil fuels through investment in renewable energy sources, as well as by physically adapting its facilities and processes to extreme weather conditions. The use of geothermal systems and solar power plants on existing and new facilities directly reduces the company's climate impact, its dependence on energy suppliers and its exposure to the risk of rising energy prices. At the same time, the transition to precision agriculture at Delta Agrar reduces the consumption of fuel, fertilisers and chemicals, thereby also contributing to lower harmful gas emissions and improving economic resilience in climate disruption scenarios.

The company plans to integrate the results of the climate risk assessment into the strategic plans of each individual business, defining specific adaptation measures for the short, medium and long term.

Policies Related to Climate Change Mitigation and Adaptation

Climate change management at Delta Holding is governed by documents that define the company's approach to reducing its climate impact and managing energy resources responsibly.

Delta Holding's ESG Strategy 2022–2030 is the overarching document that defines long-term objectives in the areas of emissions reduction, energy efficiency and the use of renewable energy sources. The Strategy is integrated into the company's overall business strategy and directly commits all business units to implementing the defined objectives and measures.

The Climate Impact Reduction Strategy further develops the operational framework for managing greenhouse gas emissions (GHG) and energy-related matters, setting out specific measures, targets and time horizons for key areas of emissions reduction.

Delta Holding's Environmental Protection Policy defines the general principles for managing environmental impacts, including the reduction of GHG emissions, the identification and mitigation of climate risks, and the responsible management of natural and energy resources across all member companies.

In addition, the Energy Efficiency Policy establishes a framework for the continuous improvement of energy performance through optimised energy consumption, the use of energy-efficient technologies and the encouragement of employees to contribute, through their own behaviour, to the rational use of energy.



Together, these documents provide a systematic approach to managing climate-related matters and form the basis for transparent reporting on the company's contribution to addressing climate challenges, including the alignment of policies with identified material topics, the double materiality assessment process and climate risk analysis.



Harmful Gas Emissions

Compared with the base year, emissions decreased by **10% in absolute terms. Although the company expanded its operations during the period, the reduction was achieved through investments in its own renewable energy sources and energy efficiency.**

The business portfolio and the scope of operations expanded through the inclusion of new member companies in the system, namely the Radisson hotel and the Sava Centar congress centre, as well as through the expansion of production capacities at the Mioni factory and the DTS logistics and distribution centre.

MEMBER COMPANY	2022 (BASE YEAR)		2024		2025	
	SCOPE 2	SCOPE 1	SCOPE 2	SCOPE 1	SCOPE 2	SCOPE 1
Delta Agrar Group	17,409.49	6,672.76	13,756.94	6,112.57	14,078.42	6,572.89
Delta Food Processing	15,328.78	4,412.24	15,025.88	4,142.94	14,781.09	4,090.76
Delta Distribution	2,230.01	1,216.23	4,165.82	1,299.69	4,041.08	1,365.69
Delta Real Estate Group	13,818.60	1,226.08	6,896.56	1,160.12	9,596.53	1,365.69
TOTAL	48,786.88	13,527.31	39,845.20	12,715.32	42,497.12	13,341.03

Emission intensity, measured against sales revenue, decreased by 6.72% compared with 2024 and by 36.8% compared with the 2022 base year.

YEAR	TOTAL REVENUE	SCOPE 1+2	GHG EMISSIONS INTENSITY
	EUR	tCO2	tCO2/EUR
2022	810,842,837.00	62,314.19	0.0000769
2024	1,008,810,000.00	52,560.51	0.0000521
2025	1,147,911,320.00	55,838.15	0.0000486

YEAR	TOTAL REVENUE	ENERGY IN GJ	ENERGY INTENSITY
	EUR	GJ	GJ/EUR
2022	810,842,837.00	655,297.85	0.0008082
2024	1,008,810,000.00	572,487.03	0.0005675
2025	1,147,911,320.00	610,666.10	0.0005320

The company has set a target to achieve a 50% reduction in total greenhouse gas (GHG) emissions by 2030 compared with the base year.

In 2025, the company began calculating Scope 3 emissions arising from the production of inputs used in Delta Agrar’s fruit growing segment, as well as from the products of the Food Processing Group factories. In addition, DTS calculates emissions generated by contracted carriers engaged in the distribution of goods and services. The target is for all Group member companies to calculate, by the end of 2026, emissions generated by suppliers, as well as emissions arising from upstream and downstream transport of goods and employees.

Responsible Energy Management

Efficient energy use and the transition to renewable sources are among the key pillars of Delta Holding’s sustainable business strategy. As energy becomes an increasingly valuable resource, the company continuously explores and applies innovative solutions that reduce consumption, optimise operating costs and increase reliance on clean, renewable energy.

Delta Holding views energy as a strategic resource that enables more resilient and adaptable operations across all areas of the company, from agriculture and production to logistics, new building development and hospitality. Through investments in solar energy, the use of biomass and the installation of energy-efficient equipment, the company is laying the foundations for long-term sustainable processes, while encouraging innovation and strengthening its competitiveness. In 2025, Delta Holding member companies implemented a series of initiatives and projects that directly contribute to the increased use of renewable energy sources and improved energy efficiency, reaffirming the company’s commitment to sustainable business and the strategic reduction of its environmental impact.

Renewable Energy Sources

By the end of 2025, the total capacity of Delta Holding’s **22 solar power plants** had reached **7.6 MW**, up from **6 MW** at the end of 2024. A total of 6,022 MWh of green energy was generated, contributing to a reduction in greenhouse gas emissions of **4,084 tCO₂**. This is equivalent to the amount that **194,476** trees can absorb in one year.

In June 2025, Yuhor commissioned its first ground-mounted solar power plant, increasing its renewable energy capacity to 0.9 MW. At the same time, three heat pumps were installed in the factory’s administrative building for heating purposes, replacing the previous system based on an electric boiler.

In the hotel segment, solar power plants were commissioned in 2025 at the Crowne Plaza, Radisson and Indigo hotels, with capacities of 100 kWp, 15 kWp and 50 kWp, respectively. Further improvements are planned in the coming period: in 2026, roof rehabilitation is planned on one of the buildings, creating additional opportunities for the installation of a new solar power plant and the expansion of existing capacities.

Delta Auto Group also contributed to energy savings and the increased use of renewable energy sources. At the beginning of 2025, a 200 kW solar power plant was commissioned on the roof of its new building. The plant operates with high efficiency and currently covers more than 30% of the building’s total electricity consumption. As a short-term objective within the Delta Auto Group project, the construction of a solar power plant with an installed capacity of 270 kW is planned, with expected annual production exceeding 320,000 kWh. This represents around 30% of the building’s total energy needs. In addition to supplying existing consumers, the plant is also intended to support the connection of ten new EV chargers and outdoor lighting.

As part of the Delta Iron project, designed in line with high energy efficiency standards, the installation of 112 geothermal probes was completed in August 2025. To make

maximum use of the available surfaces, solar panels are planned to be installed on roofs and canopies by the end of June 2026. Through the use of geothermal systems and solar energy, the building is expected to cover around 60% of its energy needs from its own renewable sources. Based on the solutions applied, the project is also expected to obtain LEED Platinum certification by the end of 2026.

As part of the Delta District project, advanced energy-efficient equipment has been installed, including ground-source and air-source heat pumps, as well as air handling units with dual heat recovery. Solar panels will be installed on the non-transparent sections of the Delta District façade. These measures reduce electricity consumption, as well as heating and cooling energy from conventional sources, increase the overall energy efficiency of the building and reduce operating costs. Full implementation is planned by the end of 2026. The building will be LEED Platinum certified.

Renewable energy capacity was also increased in other companies within the system. These investments confirm the company’s commitment to increasing the use of renewable energy sources and reducing its adverse environmental impact, through which Delta Holding actively contributes to climate change mitigation. In addition to solar energy, Dunavka and Seme Sombor use corn cobs and sunflower husks, generated as production waste, as biomass in their operating processes. At the Napredak estate, soybean straw is used as biomass for the production of thermal energy. By using biomass energy instead of electricity from conventional sources, CO₂ emissions have been reduced by 30,143.62 tCO₂.

MEMBER COMPANY	BIOMASS	QUANTITY		MJ/kg		GJ		TJ		tCO2	
		2024	2025	2024	2025	2024	2025	2024	2025	2024	2025
Dunavka	sunflower husks	7,230,131.00	7,956,350.67	17.55	17.55	126,888.80	139,633.95	126.89	139.63	241.09	265.30
Seme Sombor	corn cob	1,318,000.00	1,020,000.00	14.70	14.70	19,374.60	14,994.00	19.37	14.99	36.81	28.49
Napredak	soybean straw	74,070.00	342,040.00	15.70	15.70	1,162.90	5,370.03	1.16	5.37	2.21	10.20
TOTAL BIOMASS		8,622,201.00	9,318,390.67			147,426.30	159,997.98	147.43	160.00	280.11	304.00

In addition to their own production, Delta Holding companies also use green energy from other producers at the Delta House, Crowne Plaza, Corporion Park and Delta Nilion locations.

Energy Efficiency

ENERGY CONSUMPTION IN 2025	ELECTRIC ENERGY		GAS		GASOLINE		DIESEL		LPG		BIOMASS		ELECTRIC ENERGY FROM SOLAR POWER PLANTS	
	GJ													
	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025
Delta Agrar Group	73,019.86	74,726.23	18,282.29	17,900.90	1,857.73	1,879.42	55,784.25	61,247.95	212.01	70.70	147,426.30	159,997.98	4,399.90	4,923.58
Delta Food Processing	79,755.22	78,455.89	73,833.01	72,638.22	4,082.21	4,074.09	1,048.74	1,115.13	171.67	201.03			6,148.77	7,360.60
Delta Distribution	22,111.56	21,449.48	5,559.02	5,719.48	5,611.66	7,081.17	4,635.04	3,974.65	1,479/52	1,192.02			2,793.66	3,365.41
Delta Real Estate Group	36,605.94	50,937.01	23,083.25	26,121.24	-	-	-	-	194/96	205.93			4,390.47	6,028.01
Total	211,492.58	225,568.61	120,757.57	122,379.83	11,551.60	13,034.68	61,468.03	66,337.73	2,058/16	1,669.16	147,426.30	159,997.98	17,732.80	21,677.59
Total 2024	572,487.04													
Total 2025	610,666.10													

Delta Holding continuously improves the energy efficiency of its buildings and production processes, reducing energy consumption, operating costs and adverse environmental impact. Energy efficiency measures also support the optimisation of energy consumption despite the growth in the scale of operations.

At Delta Agrar farms, liquid waste management, specifically slurry management, has been modernised through the purchase of a specialised vessel that transports slurry directly to the fields. The system uses only 25 litres of diesel per hectare, four times less than before, reducing CO₂ emissions by around 0.2 tonnes per hectare. At the same time, the use of slurry as a natural fertiliser eliminates the need for artificial nitrogen fertilisers. This approach is applied at the farms in Petrovic Salas, Banatska Topola and Kozara.

In addition to operating the largest solar power plant within Delta Holding, DTS expanded its electric vehicle fleet by adding one more vehicle. The company currently has six electric delivery vans, whose use prevents carbon dioxide emissions and contributes to reducing the greenhouse effect and combating global warming.

At the Dunavka plant, the installation of a new boiler further improved energy efficiency and reduced energy consumption, while in the hotel segment, the Crowne Plaza and Indigo hotels introduced LED and sensor-based lighting, achieving significant electricity savings and reducing their carbon footprint.

The planned new boiler room at the Danubius factory, with more modern and energy-efficient boilers, will contribute to further reductions in energy consumption and harmful gas

ACTIVITY	LOCATION	REDUCTION OF SCOPE 1	REDUCTION OF SCOPE 2	REDUCTION OF SCOPE 3	ENERGY EFFICIENCY	INCREASED USE OF RENEWABLE ENERGY SOURCE
Solar power plants 7,6 MW	22		✓			✓
Heat pumps	Sava Centar, Delta District, Delta Iron, Yuhor, Automoto, Indigo	✓	✓		✓	✓
Biomass utilization	Napredak, Seme Sombor, Dunavka	✓				✓
Slurry boat	Napredak, Kozara	✓		✓	✓	
Crop-monitoring drone	Fruit production	✓		✓	✓	
Electric vehicle	DTS, Automoto, Yuhor, Ananas	✓			✓	
Heat recovery system	SC, Iron, District, Delta House	✓	✓		✓	
LED lighting	All Locations		✓		✓	

emissions, in line with environmental standards and socially responsible business practices.

Delta Holding has defined objectives aimed at the gradual transformation of the company’s energy mix. One of the key objectives is to increase the share of energy from renewable sources in total energy consumption to 60% by 2030.

To achieve this, the company plans to further expand its own renewable energy generation capacity by installing solar panels on production, logistics and commercial facilities within its member companies, which will reduce Scope 2 emissions by around 15% at Delta Holding system level.

In addition to developing its own energy sources, the company also plans to increase the share of renewable energy through the purchase of green electricity, further supporting the transition towards a more sustainable energy system.

Decarbonisation objectives include:

- ▶ reducing fuel consumption for machinery by around 10% through investment in precision agriculture;
- ▶ reducing fuel consumption for machinery by around 20% by increasing the number of smart tractors;
- ▶ reducing gas consumption in production processes by around 10% by replacing outdated equipment with more energy-efficient solutions;
- ▶ reducing the use of fossil fuels by around 50% through the purchase of electric passenger and commercial vehicles;
- ▶ investing in new geothermal and solar systems, which will lead to a 15% reduction in electricity and thermal energy consumption at company level.

These steps ensure that Delta Holding continues to improve the energy efficiency of its operations, reduce harmful gas emissions and contribute to long-term sustainable business.

RESPONSIBLE MANAGEMENT OF ENVIRONMENTAL IMPACTS



The impact of business activities on the environment is an important aspect of responsible corporate conduct. Within Delta Holding, these impacts arise in various forms, ranging from activities involving soil management across large areas of arable land, crop protection and plant nutrition, to goods transport and the construction and reconstruction of facilities that may affect the immediate natural environment.

Recognising the diverse environmental impacts that may arise from its operations, the company places strong emphasis on responsible planning and execution, while continuously improving practices that reduce adverse impacts, preserve natural resources and support a healthier environment.

Material Impacts, Risks and Opportunities

The double materiality assessment identified three material topics in the area of pollution.

For Delta Agrar, two related topics were identified as material: soil protection, arising from intensive agricultural production across large cultivated areas, and the use of chemicals, relating to the application of pesticides, herbicides and fungicides in crop protection.

Potential adverse impacts at Delta Agrar are associated with possible soil degradation resulting from intensive and continuous cultivation, reduced soil organic matter and the cumulative burden of chemical inputs. Delta Agrar's positive impacts are reflected in the systematic application of

precision and regenerative agriculture principles, which reduce adverse impacts on soil and minimise the use of chemicals.

For Delta Real Estate, nature protection was identified as a material topic due to the potential environmental impacts of construction and refurbishment activities, particularly on nearby land, water and air quality. Potential adverse impacts may arise during demolition, excavation and construction works, including contamination of surrounding land, impacts on groundwater, and dust and noise emissions. In construction and real estate management, Delta Real Estate applies international sustainable building standards to help mitigate the environmental impacts of construction activities.

By managing these impacts, the company also addresses financial risks: soil degradation directly threatens yields and the long-term productivity of farms, while failure to comply with environmental standards in construction carries regulatory and reputational risks.



Policies

Delta Holding's approach to managing environmental impacts is based on internal policies and procedures that govern the protection of soil, water and air, as well as the responsible use of resources across different business processes. At Group level, Delta Holding has adopted an **Environmental Protection Policy**, which sets out the core principles for preventing and reducing adverse environmental impacts, continuously monitoring relevant indicators and improving practices that contribute to the preservation of natural resources. This framework is complemented by the **Biodiversity Conservation Policy**, which defines the company's approach to preserving natural ecosystems and protecting biodiversity in the areas in which it operates.

In agricultural operations, the use of plant protection products and the management of chemicals are governed by clearly defined internal rules and agrotechnical guidelines, aligned with applicable regulations and relevant certification requirements. These practices cover the responsible use of inputs in production, the protection of soil quality and the continuous improvement of methods that support the sustainable management of agricultural land.

In construction, environmental standards are applied through internationally recognised certification systems such as **LEED**, **BREEAM** and **WELL**, which set requirements for energy efficiency, resource management and environmental protection throughout the design, construction and operation of buildings. These standards require all participants in the construction process to apply appropriate environmental practices throughout the project life cycle.

Through this combination of policies, internal procedures and international standards, Delta Holding has established a framework for the responsible management of environmental impacts and for addressing the material topics identified through the double materiality assessment.

Soil Protection

Delta Agrar treats soil protection as a strategic priority, based on the understanding that long-term soil fertility is fundamental to sustainable and profitable agricultural production. The company cultivates more than **10,000 hectares** of arable crops and **700** hectares of orchards across sites near Apatin, Kikinda, Stara Pazova, Zajecar and Celarevo. At all these locations, the principles of precision, regenerative and smart agriculture are applied, combining modern digital technologies with agronomic measures aimed at preserving soil quality.

Crop rotation, including wheat, maize, soybean, sunflower, oilseed rape and sugar beet, prevents soil depletion caused by monoculture production and helps maintain microbiological activity and fertility. Cover crops are used as an additional soil restoration measure, while surface mulching helps retain moisture and reduce erosion. Incorporating crop residues into the soil directly contributes to preserving and increasing soil organic matter, improving soil structure, water permeability and carbon sequestration capacity.

The use of organic fertiliser, primarily manure from the company's own farms, further supports long-term soil fertility and reduces reliance on mineral fertilisers. In November 2024, an innovative liquid manure transport system was introduced at the Petrovic Salas dairy farm,

transporting slurry directly to fields through a 3 km hose, without tankers or repeated handling. In 2025, the system was also applied at the Banatska Topola dairy farm and the Kozara pig farm, reducing soil pressure caused by repeated passes of heavy machinery, while also eliminating the need for artificial nitrogen fertilisers. In addition, the separation of solid and liquid manure fractions enables nutrients to be reused in crop production, further supporting the preservation of soil resources for future generations.

Modern machinery and precision agriculture also help reduce soil compaction and erosion. Variable-rate seeders and fertiliser spreaders equipped with GPS control apply inputs exactly where they are needed and in precisely measured quantities, eliminating over-application on specific parts of a plot. Delta Agrar's precision agriculture team has so far mapped more than 90% of cultivated land, creating the basis for variable-rate fertilisation and sowing tailored to the specific characteristics of each part of a plot. The growing use of digital agriculture is also a key focus of production, enabling more detailed monitoring of soil condition and production optimisation. During the year, a new cycle of soil mapping was carried out, covering an additional 4,129 hectares and improving the data used for planning sowing, fertilisation and crop protection.

Multispectral drones enable continuous analysis of crop health during the growing season, while NDVI indices, IoT sensors in the fields and telemetry on modern machinery provide detailed insight into plot productivity, soil moisture and achieved yields. Automated systems and smart technologies further enable precise resource management, reducing the need for excessive use of pesticides and mineral fertilisers.

The company plans to increase the area on which variable-rate application of fertilisers and crop protection products is used, expanding the application of precision agriculture systems and digital technologies. At the same time, the objective is to reduce the use of mineral fertilisers per hectare by replacing them with organic fertiliser and optimising fertilisation based on soil fertility maps, thereby ensuring long-term soil fertility and sustainable production.



Use of Chemicals

The use of chemicals in agricultural production, including pesticides, herbicides and fungicides, is one of the most sensitive aspects of environmental impact management at Delta Agrar. The company recognises that uncontrolled or excessive use of these substances can have long-term consequences for soil quality, groundwater and biodiversity. It has therefore developed a systematic approach designed to minimise the quantities of chemicals applied, without compromising crop health or yields. The total quantity of

pesticides applied decreased from 195,480 kg of active substance in 2024 to 162,138 kg in 2025, representing a reduction of approximately 17%.

METRIC	2024	2025
Total quantity of pesticides applied (kg of active ingredient)	195,480.05	162,137.97
Total herbicides applied (kg active ingredient)	129,645.60	123,590.25
Total fungicides applied (kg active ingredient)	40,970.80	17,605.40
Average quantity of active ingredient per hectare (kg/ha)	18.2	15.37

The total arable area of 9,784 hectares used for crop production is cultivated using **precision methods**. In addition to the use of smart seeders, spreaders and sprayers, all soil preparation and cultivation operations will be carried out with GPS-equipped tractors from 2026. **Soil mapping** improves the planning of sowing, fertilisation and crop protection. A new mapping cycle covered 4,129 hectares, improving the data used for variable-rate application of plant protection products. Automated systems enable precise resource management and further contribute to the sustainability of production.

Precision application of chemicals is achieved through modern machinery and digital tools. Smart sprayers with section control automatically shut off nozzles above parts of the field that have already been treated or where treatment is not required according to soil maps, eliminating overlap and excessive application. Crop protection drones enable targeted application of pesticides and herbicides only on

infected or vulnerable parts of plots identified through multispectral analysis. This approach reduces the need to treat entire plots and lowers the quantity of active substances reaching the soil and groundwater.

To improve food safety and reduce its environmental footprint, Delta Agrar is developing and applying **zero-residue technology**, enabling the production of fruit without pesticide residues on selected areas. In 2025, this approach was applied in apple and cherry production, with continuous improvement of technological protocols and quality control. Delta Agrar distributes herbicides, fungicides, insecticides and acaricides through a developed network of distribution centres, with a focus on safe and responsible application, producer education and support for sustainable crop protection. Particular emphasis is placed on improving treatment efficiency and reducing adverse environmental impact through correct dosage and appropriate product selection.

Delta Agrar plans to reduce the average quantity of pesticides and herbicides applied per hectare through the wider use of precision technologies and drones across all arable land. The company aims to increase the area cultivated using precision methods for the application of plant protection products.

Nature Protection During Construction

Delta Real Estate designs, develops and manages business complexes, hotels, residential buildings and congress facilities. The company recognises that its most significant environmental impacts arise during the construction and refurbishment of buildings. The management of these impacts is integrated into project documentation and

contractor requirements in order to minimise the environmental footprint throughout the building life cycle. **The application of international green building standards** is a key instrument for nature protection. New buildings are designed and constructed in accordance with LEED, BREEAM and WELL standards, which set stringent requirements for waste-water management, the prevention of soil pollution, the protection of local ecosystems and the maintenance of green areas. These standards also promote the use of materials with lower emissions of hazardous substances.

The application of these principles is visible in the company’s key projects:

- **Delta District, Belgrade** – a luxury mixed-use complex designed to obtain LEED and WELL certification, with extensive landscaping to offset the impact of construction.
- **Delta Iron (Novi Sad)** – a business complex aligned with the LEED Platinum standard, including waste-water management and the protection of local ecosystems.
- **Hotels and business premises** – the Crowne Plaza Belgrade hotel and Radisson Collection Old Mill hold **Green Key certification**, confirming responsible water, chemical and resource management in the tourism industry.

Delta Real Estate Group monitors emissions arising from the use of energy sources in its operations. The emissions reduction target has been set at 50% by 2030. The company plans to establish a system for monitoring emissions from waste generated during demolition and construction, as well as from regular business processes.

WATER – WATER STEWARDSHIP



Water is one of the most important natural resources on which Delta Holding's operations depend. The company recognises that its activities, primarily intensive agricultural production within Delta Agrar, as well as the management of residential, commercial and hotel properties, involve significant water use, from water abstraction and irrigation to waste-water management.

The preservation of water resources is essential not only for life and the development of living organisms, but also for the uninterrupted operation of production and work processes. For this reason, the company implements a range of activities aimed at preventing excessive water consumption and contamination of water resources in agriculture and industry. Given the impact of climate change on water availability and supply predictability, Delta Holding is developing strategies for the sustainable use and adaptation of water resources. Within Delta Agrar, the irrigation system is automated, regularly maintained and configured to prevent excessive water consumption.

Material Impacts, Risks and Opportunities

Water resource management has been identified as a material topic for all Delta Holding member companies. Member companies use efficient irrigation systems, treat waste-water before discharge and monitor the quality of discharged water to prevent pollution of local water bodies. At the same time, they assess the risks associated with excessive water abstraction during periods of intensive use, as well as the impact on water availability and operating costs, particularly in drought conditions. Responsible water management helps reduce consumption and protect ecosystems, while also creating opportunities to access markets and financial instruments that require sustainable practices.



Policies

Water resource management at Delta Holding is based on a set of internal documents that together define the company's approach to responsible consumption, protection and water quality control. The Water Management Plan and Water Pollution Risk Analysis within Delta Agrar is the key document governing water use in agricultural production. The Plan defines water sources, abstraction methods, irrigation plans by crop and growth stage, as well as measures for water quality control and pollution risk management. In this way, it establishes a systematic approach that balances agronomic needs with the responsible use of water resources.

Delta Holding's Environmental Protection Policy includes the principles of rational water use, improvement of waste-water treatment systems and regular monitoring of relevant parameters, thereby establishing an overarching water management framework applicable across all member companies.

Together, these documents provide a systematic approach to water resource management and form the basis for transparent reporting on water use within Delta Holding's operations, including the alignment of policies with identified material topics and the analysis of relevant water-related risks.

Water management at Delta Holding is organised according to the specific characteristics of each business unit, with the shared objective of reducing consumption and preserving the quality of water resources. Delta Agrar, as the largest water user within the system, uses water primarily for the irrigation of more than 10,000 hectares of arable land. Automated drip irrigation systems are used for this purpose.

Irrigation planning is based on agronomic parameters and crop development stages, while water quality analyses are carried out once a month, ensuring optimal consumption and preventing pollution of local resources. In addition, the application of regenerative agriculture principles, including minimum tillage, cover crops and crop rotation, helps retain water in the soil and reduce erosion.

In livestock production, animal drinkers are used to dose water precisely according to the animals' needs. Within Delta Food Processing, all plants apply physical and chemical waste-water treatment before discharge into municipal collectors, with monitoring carried out quarterly. The commercial and hotel properties of Delta Real Estate and Delta Hotels apply measures to reduce water consumption, including sensor-controlled taps, the use of rainwater as technical water, and employee and guest education on responsible water use. The Crowne Plaza and

Indigo hotels also apply Green Key certification standards, which set requirements for reducing consumption and managing water efficiently. New residential and commercial projects developed by Delta Real Estate are built in accordance with LEED and BREEAM standards, which require efficient waste-water management, the use of low-consumption equipment and pollution prevention measures during construction.

Through this approach, Delta Holding combines precision agriculture, modern technologies, regenerative practices and international sustainable building standards to optimise water consumption, preserve the quality of local resources and ensure sustainable water use across all locations.

MEMBER COMPANY	WATER WITHDRAWAL (m³)	
	2024	2025
Delta Agrar Group	11,871,238.80	11,528,664.91
Delta Food Processing	415,532.00	390,517.00
Delta Distribution	20,262.78	17,859.64
Delta Real Estate Group	138,147.00	160,388.00
Total m³	12,445,180.58	12.097.429,55

Total water consumption within Delta Holding in 2024 and 2025 shows differences between member companies depending on the type of activity and scale of operations. The largest share of water is used by the Delta Agrar Group, as expected given its intensive agricultural production and irrigation needs. Other member companies have significantly lower consumption, mainly related to operating and production processes. Water consumption in the Delta

MEMBER COMPANY	WELL WATER	LAKE WATER	SURFACE WATER	MUNICIPAL WATER SUPPLY
Delta Agrar Group	11,871,238.80	11,871,238.80	11,871,238.80	11,871,238.80
Delta Food Processing	356,636.00	0.00	0.00	33,881.00
Delta Distribution	2301.00	0.00	0.00	15,558.64
Delta Real Estate Group	0.00	0.00	0.00	160,388.00
TOTAL	594,446.60	2,032,555.00	8,550,313.19	920,114.76
	12,097,429.55			

Real Estate Group increased due to the integration of the Radisson hotel and the operation of the Sava Centar congress centre. Overall water consumption recorded a slight decrease in 2025 compared with the previous year, indicating the initial effects of measures to optimise the use of water resources.

Delta Holding currently monitors only total water consumption data by member company, primarily from wells and the public water supply system, with the highest consumption recorded within Delta Agrar due to seasonal irrigation needs. The company does not measure the quantity of discharged water and does not recycle or reuse water. The company does not operate at locations affected by, or at risk of, water scarcity.

Within its Climate Impact Reduction Strategy, Delta Holding has defined specific objectives relating to water resource management at system level. These objectives are aimed at reducing total water consumption, increasing water-use efficiency and treating waste-water before discharge, thereby directly addressing the adverse impacts identified through the materiality assessment:

- ▶ Waste-water treatment — returning 100% clean water to the recipient. This objective means that all waste-water generated in the company’s operations is to be adequately treated before discharge, preventing adverse impacts on the quality of local surface water and groundwater.
- ▶ Soil moisture conservation through regenerative agriculture principles — reducing water use for irrigation by 10%. The use of mulching, crop rotation and incorporation of crop residues helps retain natural soil moisture, reducing dependence on irrigation and overall water consumption.
- ▶ Use of tap sensors in all buildings — reducing water consumption for drinking and hygiene by 10%. The installation of sensor systems in commercial and hotel buildings enables automatic flow regulation and reduces unnecessary water use.
- ▶ Installation of water tanks — reducing the use of mains water as technical water for washing buildings and toilets by 5%, with the objective of replacing 100% of mains water with rainwater or recycled water for technical purposes where applicable.

BIODIVERSITY AND ECOSYSTEMS

Agricultural production is inherently connected with nature: soil, water, biodiversity and the surrounding ecosystems. As the largest user of land resources within the Delta Holding system, Delta Agrar recognises that intensive and large-scale agricultural activity carries a responsibility towards natural habitats, species and ecosystems that depend on healthy and fertile soil. Delta Agrar does not operate in areas of threatened biodiversity; however, in order to preserve soil quality, natural resources and the long-term sustainability of production, it applies regenerative and precision agronomic methods.

Material Impacts, Risks and Opportunities

Through the double materiality assessment, biodiversity was identified as a material topic for Delta Agrar. As one of the largest agricultural producers in the region, the company manages substantial agricultural areas, giving its activities a direct impact on natural habitats, the biodiversity of the soil microbiome, the diversity of wild species in field margins and riparian zones, and the ecosystems surrounding its farms. The identified adverse impact relates to the potential degradation of terrestrial habitats and ecosystems as a result of intensive cultivation, as well as reduced species diversity caused by monoculture production practices.

Positive impacts are reflected in the systematic application of regenerative agricultural practices, including crop rotation, cover cropping, mulching and minimum tillage. These practices help retain organic matter in the soil, support microbial communities, preserve soil quality and increase the ecosystem value of cultivated land over the long term.

In addition to applying regenerative agriculture, the company also plants trees alongside cultivated areas. Tree lines along arable fields, serving as windbreaks, provide protection against wind, help prevent soil drying and erosion by stabilising the soil through root systems, retain moisture, improve the soil water regime, mitigate temperature extremes and create more favourable conditions for crops. In addition to supporting soil conservation, tree lines help restore biodiversity by providing habitats for insects and birds and improving pollination. They also absorb carbon dioxide and reduce dust.



Policies

Delta Holding has adopted a **Biodiversity Conservation Policy**, which sets out the company's commitment to preserving biodiversity and managing natural resources responsibly at all locations where it operates. The Policy establishes the core principles to which the company consistently adheres: minimising adverse impacts on natural habitats, applying principles that support ecosystem

restoration, and continuously monitoring the impact of business activities on biodiversity. All employees are required to act in accordance with this Policy, while the company assumes responsibility for its updating, monitoring its implementation and integrating it into business processes.

In addition, Delta Holding has adopted an **Environmental Protection Policy**, which, among other matters, governs the protection of natural ecosystems and the prevention of adverse environmental impacts across all stages of operations. Together, these documents establish the framework for managing biodiversity-related matters in line with the identified material impacts and risks.

Actions and Resources

Delta Agrar systematically applies a set of agronomic practices that directly contribute to the conservation of biodiversity and ecosystems. Crop rotation is regularly applied across all companies within the Group: rotating cultivated crops prevents nutrient depletion in the soil, reduces the need for artificial fertilisers and pesticides, and actively supports the diversity of microbial communities in the soil.

Cover cropping is used to protect the soil between main crops. Cover crops prevent erosion, improve soil structure and provide habitat for beneficial organisms. Mulching with post-harvest residues further enriches the soil with organic matter and protects the surface layer from drying out and degradation. Incorporating harvest residues into the soil supports nutrient cycling and increases soil organic matter, thereby improving soil fertility and ecological value over the long term.

Organic fertilisers are used to increase biological activity in the soil and reduce dependence on synthetic inputs. The application of plant protection products through precision technologies, such as drones, smart sprayers and variable-rate application systems, reduces the overall quantity of chemicals entering the ecosystem. This directly protects beneficial insects, pollinators and microfauna in and around cultivated fields.

Delta Agrar also actively contributes to biodiversity conservation beyond cultivated land. It maintains and plants windbreaks, or tree lines, along fields, providing natural wildlife corridors, protecting crops from wind erosion and creating microhabitats for birds and insects. In addition, the company takes care to protect Lake Apatin, located in close proximity to part of its estate and representing an ecologically significant aquatic habitat in the region.

Objectives

As part of its Climate Impact Reduction Strategy, Delta Holding has defined objectives relating to the protection of biodiversity and ecosystems. These objectives translate the company's commitment to actively contributing to the preservation of the natural environment in the areas in which it operates into specific areas of action.

The company has set an objective to preserve the protected area of Lake Apatin, with continuous monitoring and management of the impacts of business activities on this habitat. In addition, it has defined an objective to maintain and plant windbreaks, or tree lines, along fields, thereby supporting the creation of natural biodiversity corridors, protection against erosion and the establishment of ecologically valuable microhabitats.



In the coming period, the company plans to further develop these objectives through measurable indicators and clearly defined time-lines, in line with ESRS E4 requirements. This includes monitoring areas under regenerative and biodiversity-friendly practices, as well as ecosystem health indicators at key locations.

CIRCULAR ECONOMY
AND RESOURCE USE



Efficient resource use and waste reduction are fundamental to responsible long-term business across industries. Delta Holding pays particular attention to the way it consumes materials, manages waste and applies circular economy principles. The circular economy is not only a regulatory requirement; it is a business model that reduces costs, increases efficiency and helps reduce adverse environmental impacts.

Material Impacts, Risks and Opportunities

The double materiality assessment identified three material topics in the area of circular economy and resource use. At Delta Holding level, waste management was identified as a material topic, as business activities across all areas of the system generate diverse waste streams that require systematic monitoring, sorting and responsible disposal.

For Delta Real Estate, the material topic is sustainable construction and compliance with circular economy principles, given that the construction and refurbishment of business, residential and commercial buildings require significant quantities of materials, whose selection and treatment have a direct impact on the environmental footprint of projects. At Delta Agrar, the material topic relates to the circular use of agricultural residues and manure as organic fertiliser and biomass.

For Delta Food Processing, materiality is linked to plastic packaging management, given that packaging is an essential part of the food industry, while reducing plastic use and increasing recyclability directly contribute to waste reduction.



Delta Real Estate's positive impacts are confirmed through the certification of new buildings under LEED and BREEAM standards, which require efficient management of materials and construction waste, as well as through the implementation of circular practices in hotels and shopping centres, such as the reuse of materials and the processing of food waste into biomass or compost.

Potential adverse impacts relate to the generation of construction and demolition waste during Delta Real Estate projects.

The Food Processing Group is focused on transitioning to eco-friendly packaging made from recyclable materials. In the previous period, the Mioni factory reduced the use of plastic for bottles by 20%, while the plan for the coming year is to use bottles containing 30% recycled plastic.

Potential adverse effects relate to the small share of food packaging that cannot be recycled, approximately 10%.

Delta Agrar uses harvest residues and manure as organic fertiliser. In addition, the Dunavka and Seme Sombor factories use the bio-waste generated in their operations as an energy source in the production process, while at the Napredak farm biomass is used for heating buildings.

Business risks have been identified in relation to increasing EU regulatory requirements in the area of the circular economy.

Policies

At Delta Holding level, an **Environmental Protection Policy** has also been adopted, which includes, among other matters, waste management measures aimed at continuously reducing waste generation, increasing reuse and minimising disposal.

Waste management is governed by **Waste Management Plans**, which are in place at all member companies and are regularly updated in line with changes in business activities. These plans define the types of waste generated in business processes, sorting and handling procedures, and the contracted partners responsible for waste management. The company engages only licensed operators for waste management, ensuring legal compliance and traceability of each waste stream through to its final treatment or disposal destination.

A separate **Construction and Demolition Waste Management Plan** is also applied and is mandatory for all Delta Real Estate construction sites. This document defines construction waste flows, sorting obligations and responsibilities relating to its responsible management.

Delta Real Estate applies sustainable construction principles through international certification standards which, at the level of individual projects, effectively function as policy frameworks governing material selection, resource management and construction waste treatment. **LEED**, **BREEAM** and **WELL** certification systems set rigorous requirements covering efficient resource use, reduction of construction waste, use of materials with recycled content and integrated life cycle management of buildings.

Each project developed in accordance with these standards has defined objectives relating to material sustainability, thereby establishing a systematic approach to the circular use of resources.

Delta Food Processing manages packaging through project and process guidelines applied at the level of individual brands and product lines. The company is developing internal practices that govern plastic reduction, increasing the share of recycled and recyclable materials, and the transition to alternative packaging types where technologically and economically feasible. In the coming period, these practices are planned to be systematised through a formal document that will establish an overarching framework for plastic packaging management across the entire Delta Food Processing Group.

Waste Management

As one of the leading companies in the region, Delta Holding aims to contribute to environmental protection and the improvement of living conditions by setting ambitious targets and applying advanced waste management practices.

Work areas are equipped with appropriate containers for sorting plastic, paper and glass packaging waste. Educational posters placed above the containers clearly explain how different types of packaging waste should be disposed of. In addition, employees are continuously encouraged through Delta Holding's internal portal to actively sort packaging waste throughout the year, both in the workplace and at home.



The company monitors and discloses data on the total quantities of waste generated by member companies, broken down into hazardous and non-hazardous waste.

MEMBER COMPANY	NON-HASARDOUS PRE WASTE							
	NON-HAZARDOUS WASTE							
	QUANTITY OF NON-HAZARDOUS WASTE		NON-HAZARDOUS WASTE GENERATED		NON-HAZARDOUS WASTE MANAGED		QUANTITY OF NON-HAZARDOUS WASTE	
	On 1.1.2024	On 1.1.2025	2024	2025	2024	2025	On 31.12.2024	On 31.12.2025
	t							
Delta Agrar Group	24.50	36.46	436.95	714.98	420.99	712.22	40.49	39.22
Delta Food Processing	51.30	31.74	1009.60	1356.43	1029.02	1346.47	31.88	41.70
Delta Distribution	1.35	1.20	170.48	183.08	170.63	183.23	1.20	1.05
Delta Real Estate Group	0.00	0.00	3649.85	817.06	3649.85	817.06	3442.09	0.00
New technologies	0.00	0.00	7.73	24.45	7.73	24.45	0.00	0.00
Shared functions	0.00	0.00	0.00	6.50	0.00	6.50	0.00	0.00
TOTAL	77.15	69.40	5274.61	3102.49	5278.22	3089.92	3515,66	81.97

MEMBER COMPANY	QUANTITY OF HAZARDOUS WASTE GENERATED AND DISPOSED OF (IN TONNES)							
	HAZARDOUS WASTE							
	QUANTITY OF HAZARDOUS WASTE		HAZARDOUS WASTE GENERATED		HAZARDOUS WASTE MANAGED		QUANTITY OF HAZARDOUS WASTE	
	On 1.1.2024	On 1.1.2024	2024	2025	2024	2025	On 31.12.2024	On 31.12.2025
	t							
Delta Agrar Group	3,90	7,97	5,55	11,59	5,03	15,97	4,43	3,59
Delta Food Processing	0,50	2,20	1,81	1,42	0,69	2,02	1,63	1,60
Delta Distribution	1,15	1,97	45,27	64,29	44,75	64,94	1,97	1,32
Delta Real Estate Group	0,00	0,00	31,72	101,61	31,72	101,61	28,80	0,00
New Technologies	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Shared Functions	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
TOTAL	5,55	12,14	84,35	178,91	82,19	184,54	36,82	6,51

Delta Holding does not currently systematically monitor data on the treatment of managed waste handed over to licensed recyclers by category. For each waste stream handed over, the company receives a waste movement document issued by the licensed waste collection operator, which is required to transfer the collected waste to a recycler. In the next reporting period, the company plans to improve its records and introduce monitoring of the share of waste diverted from disposal through reuse, recycling and other recovery operations, as well as the share of waste sent for disposal.

Waste management at Delta Holding is based on a combination of education, infrastructure and cooperation with qualified partners. Employee training on proper waste sorting and management is carried out across all companies, ensuring that employees understand their role in reducing adverse environmental impacts. Workspaces are equipped with appropriate containers for separate waste collection, and educational materials are available on the company’s internal portals.

At the Dunavka factory, biomass waste generated during the processing of primary agricultural raw materials is reused as an energy resource in the production process, closing the resource loop within the system. At Sava Centar and the Crowne Plaza hotel, food waste is handed over to an organic waste collection and recycling operator, which converts it into biogas.

The company cooperates with licensed and qualified waste management partners, ensuring that all sorted waste is directed to the appropriate streams: recycling, recovery or management in accordance with applicable regulations.

The company has defined objectives in the area of waste management. At strategic level, the objective is to reduce the total quantity of generated and placed-on-the-market waste and packaging by 100%, as a long-term aspiration towards the complete elimination of unnecessary waste. In parallel, the company aims to reuse waste or recover it as a raw material for new products, thereby closing resource loops and reducing dependence on primary raw materials. In the area of construction waste, 30% of materials will be directly reused as materials for new buildings. The remaining demolition and construction waste will be sent for recycling.

All food waste is planned to be used for composting or biogas processing, maximising the recovery of both the energy and material value of these waste streams. Biomass from agricultural processes will be used for regenerative agriculture, compost or biogas, with a target of 100%, directly contributing to GHG emission reduction objectives.

Delta Pak

Delta Pak is a packaging waste management company established in 2010 as part of Delta Holding. In addition to its core activity as a packaging waste operator, the company also provides expert consulting services in the areas of environmental protection, safe transport of dangerous goods and chemicals management.

In 2025, Delta Pak continued its cooperation with **90** clients, including all Delta Holding member companies. The total quantity of packaging placed on the Serbian market by the company’s clients in 2025 amounted to **22,403.41** tonnes.

Through its extensive network of collectors, **15,175.5** tonnes of packaging waste were collected and recycled, enabling clients to meet the national recycling targets prescribed by law.

PACKAGING PLACED ON THE MARKET						
MEMBER COMPANY	TOTAL PLACED ON MARKET (T)		RECYCLED (T)		RECYCLING RATE (%)	
	2024	2025	2024	2025	2024	2025
Plastic	2,557.93	2,237.77	1,846.76	1,581.94	72%	71%
Glass	3,756.21	3,737.45	1,802.98	1,831.35	48%	49%
Metal	226.27	233.23	101.82	117.70	45%	50%
Cardboard and paper	1,832.72	1,647.00	1,453.61	1,329.75	79%	81%
Wood	1,646.17	1,746.66	1,510.58	1,574.97	92%	90%
OTHER	4.21	3.28	0.00	0.00	0%	0%
TOTAL	10.023,51	9,605.39	6,715.75	6,435.71	67%	67%

As part of its services, Delta Pak supports clients in developing efficient waste management systems through the analysis of existing practices, expert advice on process optimisation, and the keeping of prescribed records and reporting to the competent state authorities. The company's ultimate objective is to establish sustainable and legally compliant systems in the field of environmental protection.

During the previous period, Delta Pak employees actively participated in training sessions and workshops dedicated to environmental protection and aligned with international standards.

Delta Pak is an active member of the Union of Packaging Operators, where it contributes to the development of the Law on Packaging and Packaging Waste, as well as the Law on Integrated Prevention and Control of Environmental Pollution.

The company continues to cooperate with public utility companies by providing public education on primary waste separation. Cooperation has so far been established with five public utility companies in the municipalities of Bac, Zajecar, Razanj, Srpska Crnja and Surdulica. In these communities, Delta Pak organised educational programmes on recycling, helping to raise environmental awareness.

Plastic Packaging Management

Delta Food Processing currently monitors the total weight of plastic packaging, but does not yet systematically track the share of plastic packaging by product category. The plan is to establish a system for recording packaging inflows,

covering the total weight of plastic packaging used, expressed in tonnes, the share of plastic by product category, the share of recycled content by packaging type, and the recyclability rate of packaging by brand and format.

This will provide a basis for transparent disclosure of these data in accordance with ESRS E5-4 and E5-5 requirements. As part of its strategic sustainable development objectives, Delta Holding has defined a target to reduce the quantity of packaging generated and placed on the market. In the coming period, the company plans to translate these strategic commitments into measurable targets covering an increase in the share of recyclable and recycled materials in packaging, a reduction in the total weight of plastic per product unit, and the expansion of product lines in which plastic packaging is replaced with alternative solutions. These targets will be developed and transparently disclosed in accordance with the requirements of ESRS E5.



Sustainable Construction and Circular Economy Principles

Delta Real Estate integrates circular economy principles across several aspects of building design, construction and operation. The **Delta Iron** and **Delta District** projects are designed to meet the LEED Platinum standard and include integrated energy resource planning, the use of geothermal systems and solar panels, and the careful selection of materials with a low environmental footprint. The applicable building standards require efficient resource management throughout the full life cycle of the buildings.

As part of its Climate Impact Reduction Strategy, Delta Holding has set specific targets relating to the circular use of construction resources. The company has defined that 30% of waste generated from demolition and construction will be used as material for new buildings, while 100% of other demolition waste will be sent for recycling. In addition, all food waste generated within the company's systems will be directed to composting or biogas processing. These targets will be transparently disclosed and monitored in the coming annual reports.

GRI INDEX



GRI	TITLE	PAGE NUMBER
THE ORGANIZATION AND ITS REPORTING PRACTICES		
2-1	Organizational details	6
2-2	Entities included in the organization’s sustainability reporting	6
2-3	Reporting period, frequency and contact point	4
2-4	Restatements of information	4
2-5	External assurance	4
ACTIVITIES AND WORKERS		
2-6	Activities, value chain and other business relationships	16, 28
2-7	Employees	72
2-8	Workers who are not employees	72
GOVERNANCE		
2-9	Governance structure and composition	10
2-10	Nomination and selection of the highest governance body	10
2-11	Chair of the highest governance body	10
2-12	Role of the highest governance body in overseeing the management of impacts	16
2-13	Delegation of responsibility for managing impacts	16
2-14	Role of the highest governance body in sustainability reporting	10, 16
2-15	Conflicts of interest	27
2-16	Communication of critical concerns	16-25
2-17	Collective knowledge of the highest governance body	10-13
2-18	Evaluation of the performance of the highest governance body	10-14
2-19	Remuneration policies	74
2-20	Process to determine remuneration	74

GRI	TITLE	PAGE NUMBER
STRATEGY, POLICIES AND PRACTICES		
2-22	Statement on sustainable development strategy	2-3
2-23	Policy commitments	15-16
2-24	Embedding policy commitments	27-132
2-25	Processes to remediate negative impacts	27-132
2-26	Mechanisms for seeking advice and raising concerns	27
2-27	Compliance with laws and regulations	27
2-28	Membership associations	26
STAKEHOLDER ENGAGEMENT		
2-29	Approach to stakeholder engagement	17, 89-107
2-30	Collective bargaining agreements	73
MATERIAL TOPICS		
3-1	Proces to determine material topics	16-17
3-2	List of material topics	18
3-3	Management of material topics	19-25
AGRICULTURE AQUACULTURE AND FISHING SECTORS 2023		
13-1	Emissions	113
13-2	Climate adaptation and resilience	112

GRI	TITLE	PAGE NUMBER
AGRICULTURE AQUACULTURE AND FISHING SECTORS 2023		
13-5	Soil health	119-120
13-6	Pesticides use	120
13-7	Water and effluents	122-123
13-8	Waste	129-132
13-9	Food security	101-108
13-10	Food safety	101-108
13-11	Animal health and welfare	32
13-12	Local communities	90-96
13-15	Non-discrimination and equal opportunity	27, 76-79
13-16	Forced or compulsory labor	76-78
13-17	Child labor	71
13-18	Freedom of association and collective bargaining	73
13-19	Occupational health and safety	85-88
13-20	Employment practices	70-71, 79-80, 84-85
13-21	Living income and living wage	74
13-22	Economic inclusion	70-71, 76-79
13-23	Supply chain traceability	17, 27-28, 90
ECONOMIC PERFORMANCE		
201-1	Direct economic value generated and distributed	8
201-2	Financial implications and other risks and opportunities due to climate change	110-111
201-3	Defined benefit plan obligations and other retirement plans	Benefits, pension and health insurance are paid in accordance with the laws of the Republic of Serbia.

GRI	TITLE	PAGE NUMBER
201-4	Financial assistance received from government	Information not available
MARKET PRESENCE		
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	74, There is no gender pay gap; all salaries are above the minimum wage.
202-2	Proportion of senior management hired from the local community	All senior managers are hired from the local community.
INDIRECT ECONOMIC IMPACT		
203-1	Infrastructure investments and services supported	43-55
203-2	Significant indirect economic impacts	91-94
PROCUREMENT PRACTICES		
204-1	Proportion of spending on local suppliers	70%
ANTI-CORRUPTION		
205-1	Operations assessed as being at risk of corruption.	The Internal Control Department, as part of its regular audits, reviews all operations and transactions, including assessing the potential risk of corruption.
205-2	Communication and training about anti-corruption policies and procedures	27
205-3	Confirmed incidents of corruption	There were no confirmed incidents.
ANTI-COMPETITIVE BEHAVIOR		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	27

GRI	TITLE	PAGE NUMBER
ENVIRONMENTAL PROTECTION		
ENERGY		
302-1	Energy consumption within the organization	115
302-2	Energy intensity	Information not available
302-3	Reduction of energy consumption	113
302-4	Reductions in energy requirements of products and services	114-116
302-5	Reductions in energy requirements of products and services	114-116
WATER AND EFFLUENTS		
303-1	Interactions with water as a shared resource	122-123
303-2	Management of water discharge - related impacts	122-123
303-3	Water withdrawal	122
303-4	Water consumption	Information not available
303-5	Water consumption	123
EMISSIONS		
305-1	Direct (Scope 1) GHG emissions	113
305-2	Energy indirect (Scope 2) GHG emissions	113
305-4	GHG emissions intensity	113
305-5	Reduction of GHG emissions	113
WASTE		
306-1	Waste generation and significant waste-related impacts	131-132
306-2	Management of significant wasterelated impacts	131-132

GRI	TITLE	PAGE NUMBER
306-3	Waste generated	130
306-4	Waste directed to disposal	131-132
306-5	Waste directed to disposal	130
SUPPLIER ENVIRONMENTAL ASSESMENT		
308-1	New suppliers that were screened using environmental criteria	28
308-2	Negative environmental impacts in the supply chain and actions taken	28
EMPLOYMENT		
401-1	Benefits provided to full-time employees that are not provided to temporary or parttime employees	72
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	75
401-3	Parental leave	Information not available
LABOR/MANAGEMENT RELATIONS		
402-1	Minimum notice periods regarding operational changes	72
OCCUPATIONAL HEALTH AND SAFETY		
403-1	Occupational health and safety management system	85-88
403-2	Hazard identification, risk assessment, and incident investigation	86-87
403-3	Occupational health services	86-87
403-4	Worker participation, consultation, and communication on occupational health and safety	86-87
403-5	Worker training on occupational health and safety	86
403-6	Promotion of worker health	75, 85-88

GRI	TITLE	PAGE NUMBER
403-7	Workers covered by an occupational health and safety management system	75, 85-88
403-8	Work-related injuries	85-86
403-9	Work-related injuries	87-88
TRAINING AND EDUCATION		
404-1	Average hours of training per year per employee	81
404-2	Programs for upgrading employee skills and transition assistance programs	81-85
404-3	Percentage of employees receiving regular performance and career development reviews	All employees have annual review meetings with their direct supervisors.
DIVERSITY AND EQUAL OPPORTUNITY		
405-1	Diversity of governance bodies and employees	72, 77-79
405-2	Ratio of basic salary and remuneration of women to men	74
NON-DISCRIMINATION		
406-1	Incidents of discrimination and corrective actions taken	Not applicable
CHILD LABOR		
408-1	Operations and suppliers at significant risk for incidents of child labor	27-28
FORCED OR COMPULSORY LABOR		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	27-28

GRI	TITLE	PAGE NUMBER
LOCAL COMMUNITIES		
413-1	Operations with local community engagement, impact assessments, and development programs	90-96
413-2	Operations with significant actual and potential negative impacts on local communities	90-96
SUPPLIER SOCIAL ASSESMENT		
414-1	New suppliers that were screened using social criteria	27-28
414-2	Negative social impacts in the supply chain and actions taken	27-28
CUSTOMER HEALTH AND SAFETY		
416-1	Assessment of the health and safety impacts of product and service categories	98-107
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Not applicable
MARKETING AND LABELING		
417-1	Requirements for product and service information and labeling	106
417-2	Incidents of non-compliance concerning product and service information and labeling	Not applicable
417-3	Incidents of non-compliance concerning marketing communications	Not applicable
CUSTOMER PRIVACY		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Not applicable

ESRS	TITLE	PAGE NUMBER
ESRS 2 – GENERAL DISCLOSURES		
BP-1	General basis for preparation of the sustainability statement	4
BP-2	Disclosures in relation to specific circumstances (phasing-in provisions)	The company's headquarters is not located in the EU, but it voluntarily complies with the ESRS standard.
GOV-1	The role of the administrative, management and supervisory bodies	10
GOV-2	Integration of sustainability-related performance in incentive schemes	Bonuses are determined in accordance with the achievement of business strategies, of which the advancement of ESG aspects is an integral part.
GOV-3	Statement on due diligence	27-28
GOV-4	Risk management and internal control over sustainability reporting	4
SBM-1	Risk management and internal control over sustainability reporting	13-16
SBM-2	Interests and views of stakeholders	70-108
G1 – BUSINESS CONDUCT		
G1-1	Business conduct policies	27-28, 70-71
G1-2	Actions related to business conduct	27-28
G1-3	Targets related to business conduct	27-28
G1-4	Metrics related to business conduct	16-26
S1 – OWN WORKFORCE		
S1-1	Policies related to own workforce	70-71
S1-2	Engagement with own workforce and workers’ representatives, including the existence of channels through which own workforce can raise concerns or needs and the approaches to addressing them	73

ESRS	TITLE	PAGE NUMBER
S1-3	Actions and resources related to own workforce	70-88
S1-4	Targets related to own workforce	70-88
S1-5	Characteristics of the undertaking’s employees	72
S1-6	Characteristics of non-employees who are part of the undertaking’s own workforce	72
S1-7	Collective bargaining coverage and social dialogue	73
S1-8	Diversity metrics	72, 77
S1-9	Adequate wages	74
S1-10	Social protection	74
S1-11	Persons with disabilities	78
S1-12	Training and skills development indicators	81-85
S1-13	Health and safety indicators	85-88
S1-14	Work-life balance indicators	74-75
S1-15	Remuneration indicators	74
S1-16	Incidents of discrimination and other related human rights incidents	79
S3 – AFFECTED COMMUNITIES		
S3-1	Policies related to affected communities	90-91
S3-2	Engagement with affected communities, including the existence of channels through which affected communities can raise concerns or needs and the approaches to addressing them	91-96
S3-3	Actions and resources related to affected communities	90-96
S3-4	Targets related to affected communities	91-95

ESRS	TITLE	PAGE NUMBER
S4 – CONSUMERS AND/OR END-USERS		
S4-1	Policies related to consumers and/or end-users	98-108
S4-2	Engagement with consumers and end-users, including the existence of channels through which consumers and end-users can raise concerns or needs and the approaches to addressing them	98-108
S4-3	Actions and resources related to consumers and/or end-users	98-108
S4-4	Targets related to consumers and/or end-users	98-108
E1 – CLIMATE CHANGE		
E1-1	Transition plan for climate change mitigation	111
E1-2	Identification of climate-related risks and scenario analysis	111
E1-3	Resilience to climate change	112
E1-4	Policies related to climate change mitigation and adaptation	112
E1-5	Actions and resources related to climate change mitigation and adaptation	114-116
E1-6	Targets related to climate change	111, 116
E1-7	Energy consumption and energy mix	114-116
E1-8	Energy consumption and energy mix	113
E2 – POLLUTION		
E2-1	Policies related to pollution	118
E2-2	Actions and resources related to pollution	119-120
E2-3	Targets related to pollution	119-120
E2-4	Air, water and soil pollution	119-120
E2-5	Substances of concern and substances of very high concern	119-120

ESRS	TITLE	PAGE NUMBER
E3 – WATER RESOURCES		
E3-1	Policies related to water management	122
E3-2	Actions and resources related to water management	122-123
E3-3	Targets related to water management	125-126
E3-4	Water-related metrics	126
E4 – BIODIVERSITY AND ECOSYSTEMS		
E4-1	Transition plan related to biodiversity and ecosystems	125
E4-2	Policies related to biodiversity and ecosystems	125
E4-3	Actions and resources related to biodiversity and ecosystems	125-126
E4-4	Targets related to biodiversity and ecosystems	126
E5 – RESOURCE USE AND CIRCULAR ECONOMY		
E5-1	Policies related to resource use and circular economy	129
E5-2	Actions and resources related to resource use and circular economy	129-132
E5-3	Targets related to resource use and circular economy	131-132
E5-4	Resource inflows	132
E5-5	Resource outflows	130-132

AUDITOR’S OPINION



Ernst & Young d.o.o. Beograd

Vladimir Popovica 26

11070 Beograd - New Beograd

Srbija

Beograd broj: 14256079

PIB: 121624361

Takod mlati: 2021102100003886

Tel: +381 11 2095 800

ey.com/rs

INDEPENDENT PRACTITIONER’S ASSURANCE REPORT

TO THE MANAGEMENT OF DELTA HOLDING DOO BEOGRAD

Scope

We have been engaged by DELTA HOLDING DOO BEOGRAD to perform a “limited assurance engagement”, as defined by International Standards on Assurance Engagements, here after referred to as the engagement, to report on Delta Holding doo Beograd qualitative and quantitative disclosures (the “Subject Matter”) contained in Sustainable Development Report for the period from 1 January 2025 to 31 December 2025 (the “Report”).

Criteria applied by Delta Holding doo Beograd

In preparing the qualitative and quantitative disclosures contained in the Sustainable Development Report, Delta Holding doo Beograd applied the requirement as set in the Global Reporting Initiative Sustainability Reporting Standards’ (GRI Standards’) (the „Criteria“).

Delta Holding doo Beograd responsibilities

Company’s management is responsible for selecting the Criteria, and for presenting the Sustainable Development Report in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the subject matter, such that it is free from material misstatement, whether due to fraud or error.

Practitioner’s responsibilities

Our responsibility is to express a conclusion on the presentation of the Subject Matter based on the evidence we have obtained.

We conducted our engagement in accordance with the International Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information (ISAE 3000 (Revised)). Those standards require that we plan and perform our engagement to express a conclusion on whether we are aware of any material modifications that need to be made to the Subject Matter in order for it to be in accordance with the Criteria, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusion.

A member firm of Ernst & Young Global Limited



Ernst & Young d.o.o. Beograd

Vladimir Popovica 26

11070 Beograd - New Beograd

Srbija

Beograd broj: 14256079

PIB: 121624361

Takod mlati: 2021102100003886

Tel: +381 11 2095 800

ey.com/rs

Our independence and quality management

We have maintained our independence and confirm that we have met the requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants and have the required competencies and experience to conduct this assurance engagement.

EY also applies International Standard on Quality Management 1, Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services engagements, which requires that we design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Description of procedures performed

Procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management’s internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems. A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the qualitative and quantitative disclosures contained in Sustainable Development Report for the period from 1 January 2025 to 31 December 2025 and applying analytical and other appropriate procedures.

Our procedures included:

- Obtaining an understanding of the structure of the sustainability organization and of the stakeholder engagement;
- Assessment of the process for conducting the materiality analysis in accordance with the GRI Criteria;
- Inquiries of personnel involved in the preparation of the Report regarding the preparation process, the internal control system relating to this process and disclosures in the Report;
- Identification of the risks of material misstatement of the Report under consideration of the GRI Criteria;
- Analytical procedures on qualitative and quantitative disclosures presented in the Report;
- Evaluation of the presentation of the qualitative and quantitative disclosures in accordance with the GRI Criteria;
- Review of the GRI Content Index and the references included therein, against the GRI Standards’ requirements.

A member firm of Ernst & Young Global Limited



Ernst & Young d.o.o. Beograd

Vladimir Popovica 26

11070 Beograd - New Beograd

Srbija

Beograd broj: 14256079

PIB: 121624361

Takod mlati: 2021102100003886

Tel: +381 11 2095 800

ey.com/rs

Conclusion

Based on our procedures and the evidence obtained, we are not aware of any material modifications that need to be made to qualitative and quantitative disclosures contained in the Sustainable Development Report for the period from 1 January 2025 to 31 December 2025, in order for it to be in accordance with the Criteria.

Beigrade, 8 July 2025



Danijela Mirković
Authorized Auditor
Ernst & Young d.o.o. Beograd

A member firm of Ernst & Young Global Limited

