

FEEDING THE WORLD SUSTAINABLY

Because We Care

Well Made in Romania



SUSTAINABILITY REPORT
TRANSAVIA
2019

SUSTAINABILITY REPORT

2019

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Well Made in Romania

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FOREWORD

BOARD STATEMENT



IOAN POPA,

Transavia Group Chairman and Founder

For Transavia, 2019 was a successful yet challenging year. The company made substantial progress, achieving a turnover of 165 million Euros and investments amounting to 25 million Euros, all from its own funds, for the increase of its production capacities, the consolidation of its market leader position, the re-technologization and modernization of its production units.

Apart from investing in our company, we have the moral duty to offer something to those around us; therefore, in 2019, we significantly contributed to strengthening the health system, by building (up to the shell building stage) the largest National Pediatric Center, dedicated to the recovery of children with locomotor disabilities in the country.

Last but not least, we are glad to issue the first "Sustainability Report" of our company, which not only provides an overview of our daily work but makes known to our partners the meaning of our endeavor **to do things right**.

The responsibilities we have assumed support initiatives that have a positive impact on the products we offer to consumers, on our employees, on the environment and on the communities in which we operate.



THEODORA POPA,

Transavia Vice-Chairman

Strengthening our company in a sustainable way is one of our main concerns, in order to have a successful and sound business now and to pass it on to the forthcoming generations.

Using ourselves as an example, we have a constant sense of duty to the community in which we carry out our activity. The responsibility for a better future belongs to all of us. We cannot rely on a few individuals to shoulder it. It is ours as well and we consider that every organization should be responsible for its actions and for its footprint in society. If we care about the generations to come, the creation of a better future lies in our own hands.

Sustainability is a key topic for us and the actions we carried out in 2019 as well as those proposed for 2020 focus on sustainable development, our business strategy being guided by this principle; the decisions we make, particularly those regarding new investments, take into consideration the impact we have on the environment and society, clearly defining specific action steps with a positive impact on the entire value chain – from grain to fork.

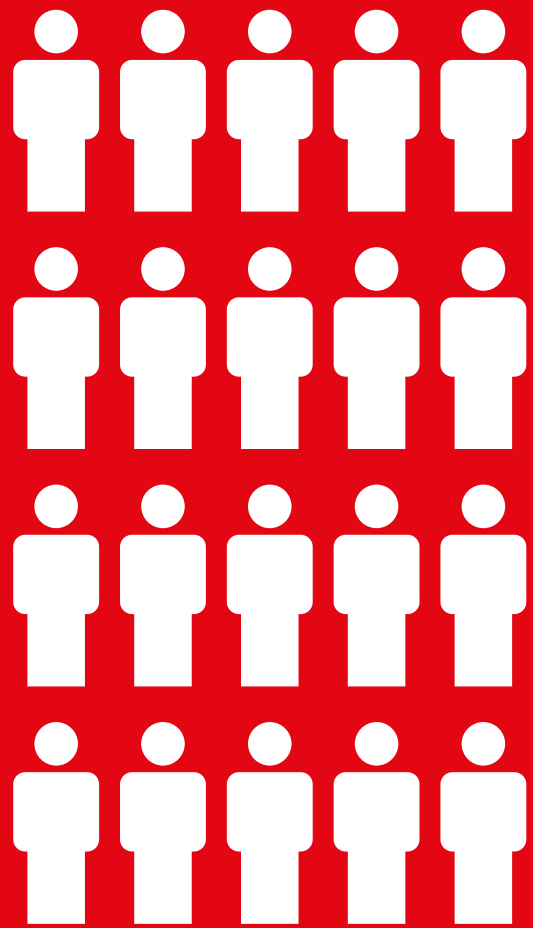
A number of projects mentioned in this report confirm this and illustrate the progress we make every day in our production facilities and in relation to the community in which we operate. Transavia's Sustainability Report is an open book, an opportunity for our clients and partners to understand non-financial performance, being the first report in the poultry industry prepared in compliance with the GRI standards and aligned with the SDGs.



YEAR'S ACHIEVEMENTS

In Transavia, the achievements are made with people. What brings us together is our character. We share a sense of discipline, honesty, seriousness and care.

2163



EMPLOYEES

in Transavia, you find respect and recognition based on skills and and the best conditions for professional and personal development.



1 COMPOUND
FEED
FACTORY

Production capacity of
250,000 tons/year.



27

BREEDING FARMS

In line with the latest technology and
the strictest European animal
welfare standards



90,000

TONS / YEAR
POULTRY MEAT



TURNOVER

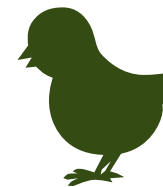
165 millions eur



10,000

HA AGRICULTURAL LAND

Worked with own
agricultural equipment
and covering 58 localities.



40

MILLIONS OF
1-DAY CHICKENS
ANNUAL PRODUCTION

Fragedo®

TOP 50

Most valuable
Romanian brands



3

SLAUGHTERHOUSES

With a total capacity of
100,000 tons/year and with
integrated analysis laboratories.



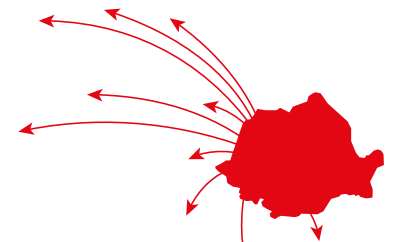
1

HOSPITAL
Shell and core stage



INVESTMENTS

25 millions eur



17

EUROPEAN COUNTRIES
IN WHICH WE EXPORT

ensuring 20% of the
turnover



15

AWARDS RECEIVED
IN 2019

ABOUT TRANSAVIA



COMPANY PRESENTATION

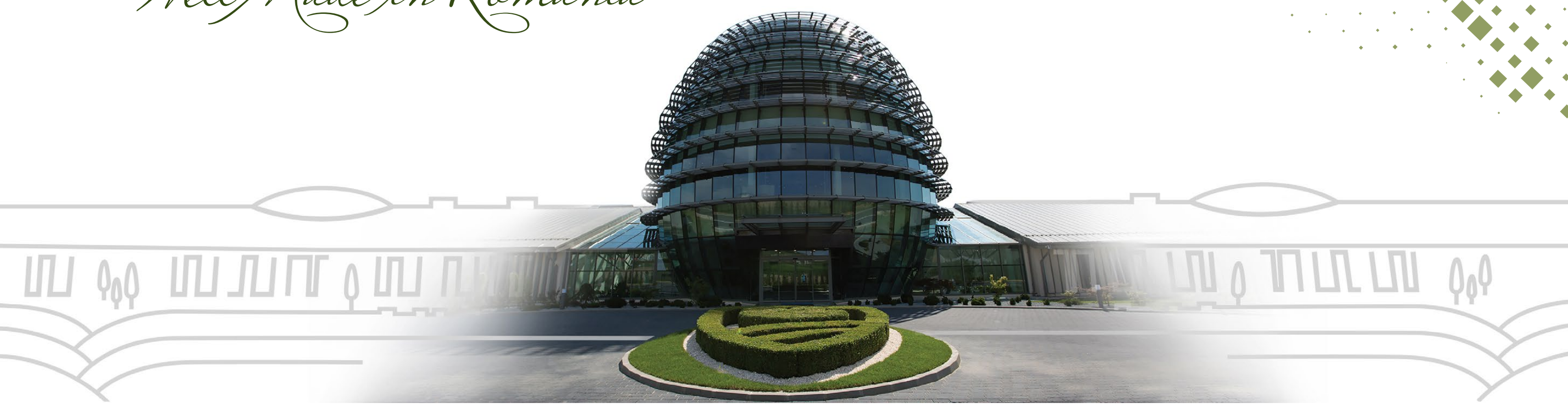
Transavia is one of the best-known family businesses in Romania, a market player for more than 29 years and a local leader in the poultry industry, operating a vertically integrated business model in a sustainable manner so as to ensure the best food standard to Romanian and worldwide consumers.

Transavia's story has been written over time, with patience and respect for the value of work and demanding the best of ourselves, which came naturally to us, all our efforts being directed toward the highest quality of the products reaching our consumers. By relying on trust, care and responsibility, Transavia is able to uphold its promise of

Well Made in Romania

The constant openness to business innovation has played a significant role in Transavia's success nowadays, as reflected by our ranking in the top of the most valuable companies in Romania. Ever since 2006, the company has been a supplier of the Royal House of Romania, the quality of its products and the performance achieved being acknowledged by way of multiple national and international awards.

20% of the company's annual production goes to the export market, in several European countries, the African continent and not only.



OUR MISSION



AT TRANSAVIA,
WE BELIEVE THAT OUR
MISSION IS TO PROVIDE
THE HEALTHIEST,
ALL-NATURAL POULTRY
MEAT, AT THE HIGHEST
FOOD SAFETY STANDARDS
CURRENTLY IN PLACE ON
THE ROMANIAN MARKET.

Our vision

In the Transavia family business, the owners have extended the values of trust, care and responsibility to the employees, so that they are able to support the brand's promise, notably that of ensuring the best standard in terms of quality and food safety.

Excellence in what we do – decent work and economic growth through innovation, with responsible consumption and production, so that we can be a model for the other players in the industry – says Mr. Ioan Popa, chairman and founder of the Transavia Group.

Business transparency

In 2020, Transavia launched its sustainability report, the first of this kind to be issued in the Romanian food industry by a company with 100% Romanian capital. Thus, along with the presentation of our sustainability goals for 2025, we want to offer our partners, clients and employees a transparent overview of the group's activity. Through this report, we have assumed the leader position in our field, both in terms of market position and as concerns the actions undertaken by our company.

Purpose of the report

This is our company's first sustainability report, prepared in line with the 2016 GRI (Global Reporting Initiative) standards, which are currently the most popular standards used by the large companies publishing sustainability reports. We have also taken into consideration the sustainable development goals (SDGs), included in the United Nations Agenda for 2030 and have made every effort to provide an overview of our work and achievements. The coordination of the data collection and report drafting activities was ensured and implemented by the company's management and the representatives of the following departments: human resources, environment, quality control, public relations & marketing. Also, in order to ensure the

compliance of our report with the GRI reporting principles, we relied on the contribution and expertise of Denkstatt Romania, a company specialized in leading services in the field of sustainability consulting.

The report was prepared by using the recommendations of the 2016 and 2018 GRI standards (GRI-Referenced), with individual exceptions for certain reported indicators. The list of indicators is available in the chapter called "GRI content index", at the end of the report.

Reporting period

The data in this report refer to the period January – December 2019, highlighting important aspects in terms of business, actions, performance, investments, new projects and strategies concerning the units within the group.

The TRANSAVIA Group includes two companies, notably S.C. TRANSAVIA S.A., headquartered in Oiejdea, Șoseaua Alba Iulia – Cluj-Napoca, km 11, Alba County, and Avicola Brașov, str. Cucului nr. 5, Brașov county, with operating units spread in 8 counties nationwide, as well as two non-profit entities, notably the TRANSAVIA Foundation, headquartered in Alba Iulia str. Scărișoara nr. 95 A, and the THEODORA GOLF CLUB Association based in Teleac nr. 75C, Ciugud, Alba County. In this report, unless stated otherwise, "TRANSAVIA" may refer to any of the group entities or to the group in its entirety.

For further information regarding the report, please contact:
relatii.publice@transavia.ro



TRANSAVIA'S BRANDS WELL MADE IN ROMANIA

For over 30 years, we have been market leaders in terms of consumer preferences through the excellence of our products, which are made in compliance with the highest standards of quality and food safety currently applied on the Romanian market.

We know that what defines us is what we do today, not what we did yesterday, so we see each day as an opportunity to do better. Because in our industry it is not about being elected once, but every time.



RESPONSIBLE AND HONEST MARKETING

The launch of a new product and the development of high-quality products follow rigorous steps established by our quality and marketing department and are subject to various tests and audits carried out on an ongoing basis to prevent possible incidents related to quality and food safety. Because the launch of new products is an opportunity to address new markets and client segments,

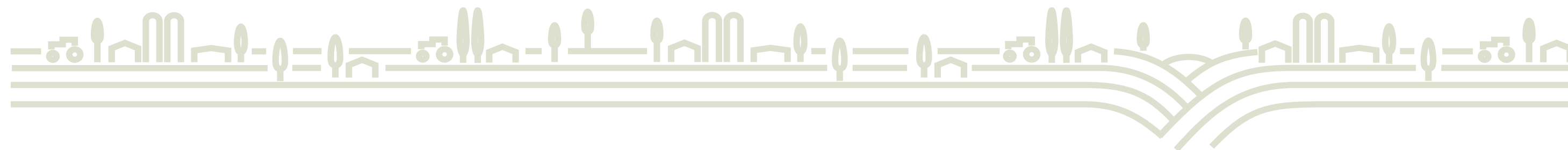
nothing is released onto the market unless it complies with the agreed standards.

Enhancing brand value and consumer perception is essential, therefore the communication campaigns carried out so far have been based on responsible communication, honesty, innovation and respect.

Economic impact

We have a direct contribution to the consolidation of the Romanian food industry, being the main player on the market, promoting constant investments in technology, modernization, the expansion of our production capacities and job creation, all these resulting in a direct impact on the national economy. We export products to over 17 countries within the European Union and beyond.

*Well Made
in Romania*



*In Romania, whenever you hear
“PERFORMANCE”*

you only think of sports.

*Whenever you hear
“QUALITY”
you think of foreign brands.*

*Whenever you hear
“MUST”
you think of obligations, rather than
of the opportunity of doing
something extraordinary.*

*And still, for the last 29 years, we have been striving
to give other meanings to these words.
Therefore, we take full responsibility for the statement
you see on all our packaging materials:
“Well made in Romania – guaranteed by the founding family”.*

Management

Dr. Eng. IOAN POPA
Chairman of the Board of Directors

Ec. THEODORA POPA
Vice-Chairman of the Board of Directors

Eng. OVIDIU OPRIȚA
Chief Executive Officer

Ec. ANGELA STANCIU
Chief Financial Officer

Ec. BOGDAN NEGREA
General Manager – Avicola Brașov



Affiliations

Transavia is a corporate member of several organizations, such as:

UCPR (The Romanian Poultry Breeders Union)

A professional, non-profit, non-governmental and independent association, established with the aim of ensuring the organizational unity of poultry farmers in Romania and serving as a link between the economic agents operating in the poultry industry.

BRCC

The British Romanian Chamber of Commerce is the premier business-led organization promoting bilateral trade and investments between the United Kingdom and Romania. Its mission is to facilitate and increase the trade between these two countries through business-to-business dialogue.

Family Business Network Romania

It is an international network that brings together the largest family businesses in the world. FBN Romania was born in 2012 and seeks to make known in Romania the concept of “family business”, as the latter is recognized at European level, to make the authorities aware of the existence, the potential of family businesses and the need for a partnership with these businesses, as well as to support the concept of family business in the context of the national, regional and international climate in which it is present.

Romanian Golf Federation

The Romanian Golf Federation has the purpose to promote, develop and make this sport popular in Romania.



Distinctions and awards

Ever since 2006, by virtue of its diligence and commitment, Transavia has been the supplier of the Royal House of Romania, with its star brand Fragedo.

Over the years, we have remained faithful to our consumers and managed to keep our leader position on the Romanian poultry meat market.



In 2019, the company's performance was recognized and awarded at numerous galas and business events, such as:



15 AWARDS in 2019



Transavia in top **10** most valuable brand portfolios, according to Brand Finance



Fragedo in top **50** most valuable Romanian brands



SPONSOR of the Romanian health system



Fragedo – the most **TRUSTWORTHY** meat brand



Supplier of the **ROYAL HOUSE** of Romania



Transavia the most valuable company in the Romanian meat industry



The best partner **3**rd place at the “Piața Magazine” Awards Gala

3rd place



in the national production of corn



The greatest **INVESTMENTS** of Romanian capital



The greatest **INVOLVEMENT** in community life



the best **EMPLOYER**

TRANSAVIA'S SUSTAINABILITY STRATEGY



STRATEGIC DIRECTION

Our 100% integrated business model allows us to have a significant impact at all stages of the value chain, and its analysis and assessment by the stakeholders highlight the company's opportunities and actions from an economic, social and environmental point of view.

Sustainability strategy

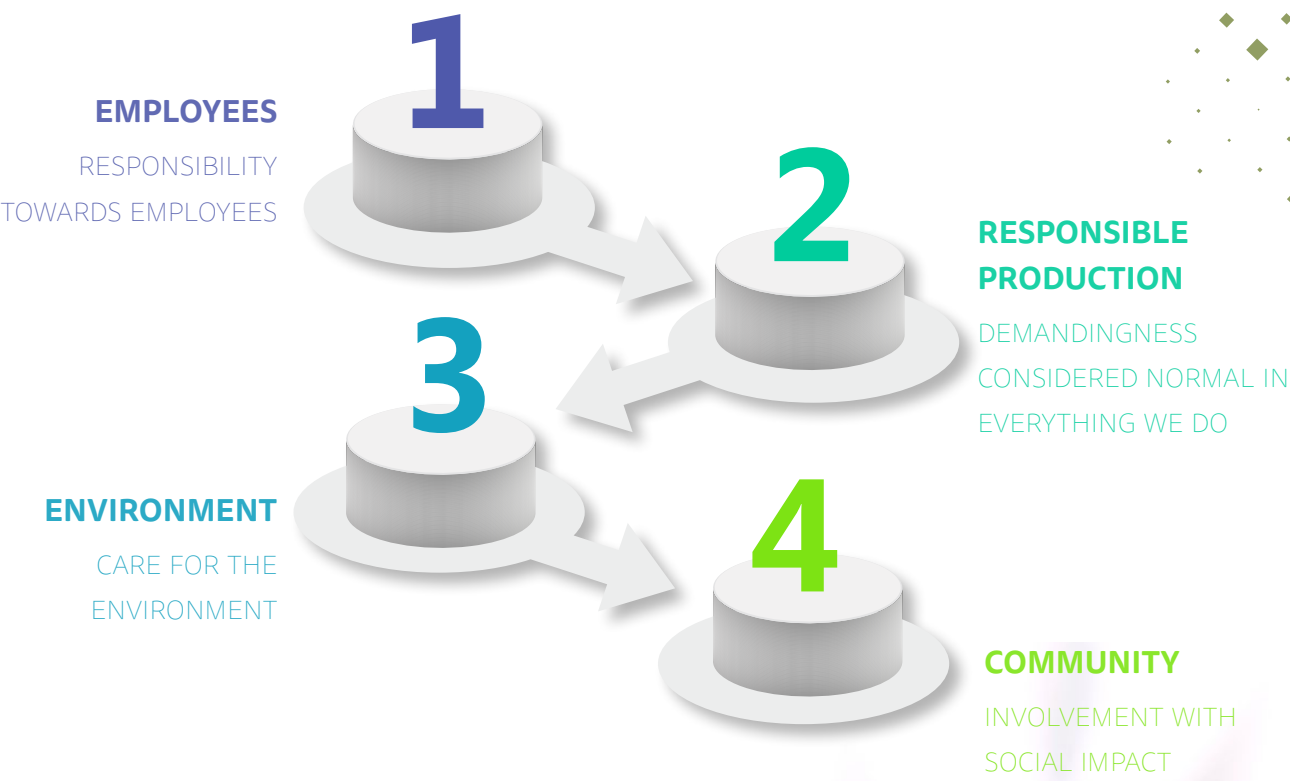


We apply the precautionary approach at all stages of the integrated system, both in terms of cereal production, animal welfare, product certification and their distribution, so that the assumed quality is always constant and at the same level of safety for our consumers.

With the launching of the sustainability report, the Transavia Group also sets its sustainability goals for 2025. Thus, we adhere to the Sustainable Development Goals of the 2030 Agenda adopted by the United Nations General Assembly and we intend to play an active role in cutting down the global environmental impact, by steering our attention particularly toward 5 main objectives deemed as focal points by our management team.

Following the internal assessment of our areas of activity, we have agreed that Transavia's Sustainability Strategy should focus on:

4 STRATEGIC PILLARS



OUR FUTURE GOALS

We rely on a sustainable business vision developed through trust, care and responsibility. Setting the year 2019 as a starting point, we have defined specific goals that we intend to achieve by 2025, and for that purpose our progress will be reported annually.

Our sustainable development and business consolidation objectives integrate the 4 strategic pillars, as well as other opportunities that help us achieve a positive impact businesswise but also on society. We will further pursue our goal of enhancing ecological efficiency through the following actions:

- Implementation of the environmental management system in compliance with the SR EN ISO 14001:2015 requirements
- Identifying alternative solutions, where appropriate, and reducing greenhouse gas emissions
- Maintaining the compliance with the environmental protection legal requirements
- Improving waste management
- Improving waste water management
- Reducing energy consumption by replacing outdoor lighting fixtures from 250W and 150W to 90W and replacing the existing lighting system with LED fixtures of 9W
- Sourcing raw material in sustainable production certified areas, without negative impact on the environment
- Maintaining staff retention
- Use of innovative packaging
- Continuous modernization and re-technologization for sustainable productions
- Establishing a work practice center and sustaining professional activities dedicated to young mechanics, engineers and electricians
- Expansion of the employee transportation fleet
- Expansion of the cargo fleet, supported by economical and efficient freight run planning

We will remain faithful to our mission, that of helping the local community and of offering sustenance and encouragement in difficult times in order to build a strong and stable society, that of supporting the Romanian health system, education and sports, and last but not least, that of providing healthy and safe products.



Transavia

will always mean respect.

*Respect for
ourselves,
for the others,
for the animals, for
principles and for
the value of work.
Respect for the promise that
you can do better if you
do things*

RIGHT!

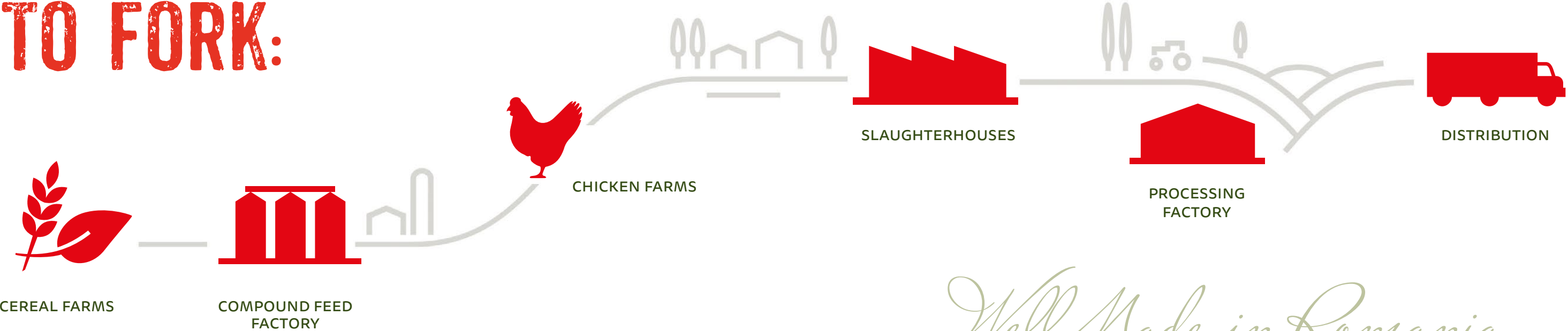


Materiality assessment

As concerns our first Sustainability Report, we decided that the reporting process should be based on the GRI standards, the most popular and widely used set of standards enabling organizations to report their non-financial performance, and we committed to making every effort to ensure compliance with the reporting principles requested by this standard.

Having these in mind, we commenced the materiality analysis process by identifying the material aspects, notably the most substantial issues for the company, after which we initiated consultations with the stakeholder groups, in order to determine the relevance of such issues from their perspective and the core areas of interest. The whole process was based on the analysis of the

integrated production chain – FROM GRAIN TO FORK:



WHAT ARE THE REPORTING PRINCIPLES?



Involving the stakeholders
The company identifies the stakeholders and explains the way in which it responds to their expectations and interests.



Sustainability context
The company's performance is presented in the larger context of sustainability.



Materiality
The report covers aspects reflecting the significant economic, social, environmental impact of the company and its influence on the perception and the decisions of the stakeholders.



Full reporting
The report presents the material topics and their limitations, thus reflecting the economic, environmental and social impact and allowing the stakeholders to assess the company's performance.

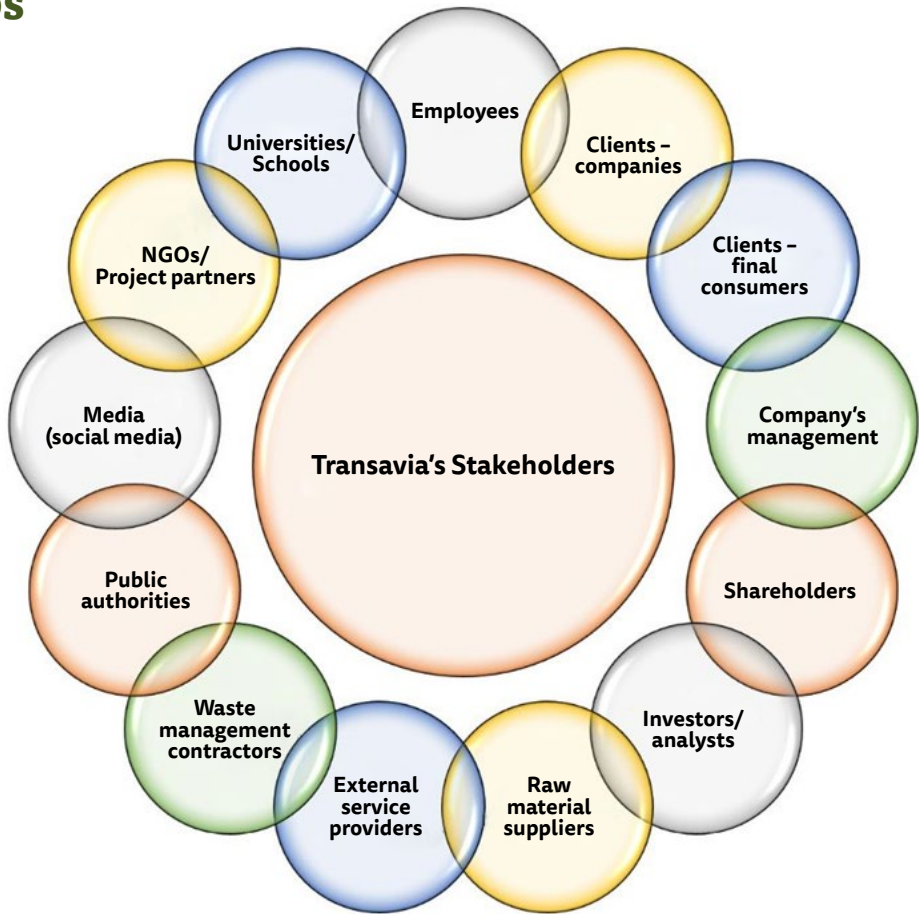
Well Made in Romania

STAGES OF THE MATERIALITY ASSESSMENT PROCESS



As a first step, we carried out an internal process through which, with the help of our colleagues from different departments, we identified and assessed the stakeholder groups relevant to our business and we established the communication channels to be used in the consultation process required for the purpose of this report.

Stakeholder groups identified



The second step of the process consisted of identifying a **list of industry-specific material topics**, based on value chain analysis. This list was discussed and assessed by the company's management, and this assessment resulted in

a number of **19 material topics, that were prioritized at company level and distributed on each strategic pillar**. We also assessed the area of impact for each material topic.

Strategic pillar	Material topic	Impact area		
		Upstream	Internal	Downstream
Responsible production	Local production	■	■	■
	Certified product availability		■	
	Product quality and safety		■	■
	Responsible farm animal treatment - Animal welfare		■	
	Business ethics	■	■	■
	Informing consumers about sustainability			■
Environment	Water management		■	
	Energy efficiency		■	
	Waste management	■	■	■
	Sustainable logistics	■	■	■
Employees	Ethics in Human Resources		■	■
	Education & training programs for employees		■	
	Occupational health & safety management		■	■
	Organizational culture		■	
Community	Investments supporting local communities		■	■
	Collaboration with NGOs		■	■
	Health			■
	Sports			■
	Education			■

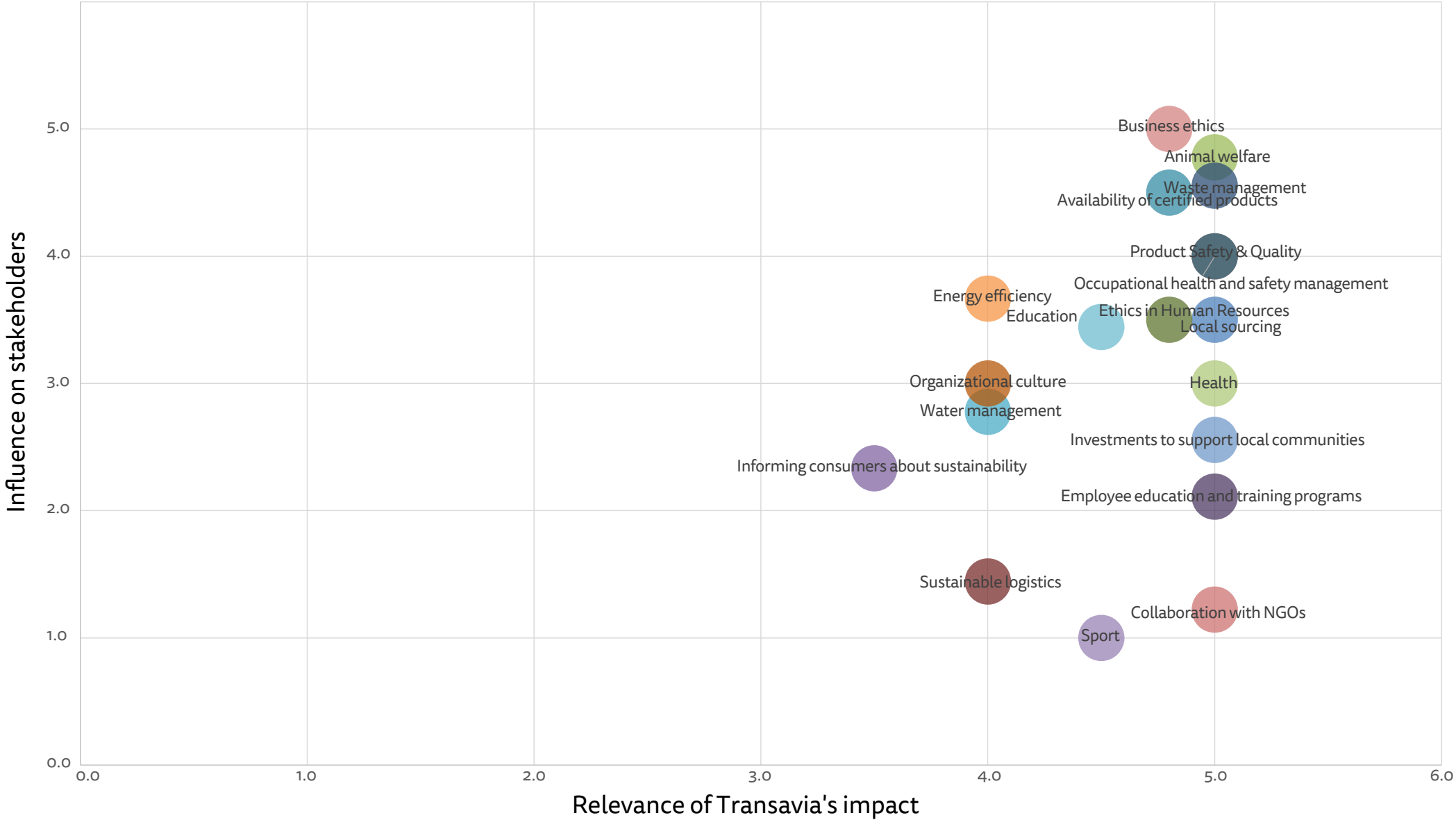
Upstream – business partners, raw material and service suppliers; Internal – employees, management; Downstream – clients, community, media

In total, **53 questionnaires** were filled in, the responses to our request being provided by: 1 shareholder, 10 employees, 8 public authority representatives, 4 final consumers, 3 clients (companies), 1 waste management partner, 11 raw material suppliers, 6 external service providers, 1 investor/analyst, 1 company management representative, 1 media representative, 3 NGOs and 3 education sector representatives.

The final stage of the process was processing the answers received and creating the **Materiality Matrix** which highlights the direct relationship between stakeholders' perception and Transavia's generated impact and represents the basis of reporting the company's information and performance.

The most important topics, grouped in the top right quadrant of the chart, will be discussed in detail in the chapters of the Sustainability Report, and because we consider that all selected topics are relevant to Transavia's activity, we will address them as well because we want to be transparent and to communicate that our involvement in all aspects related to sustainability is persistent, that with each year we shall add another brick to the legacy we leave to the future generations.

Materiality Matrix





TRANSAVIA FARMS

Responsible consumption and production



Management approach

Transavia is committed to providing safe products of the highest quality chicken meat, which meet the requirements and expectations of our partners and consumers, from all points of view.

One of the methods by which we maintain our status of responsible company is the selection of our partners. The purchase of certified products allows us to ensure that natural resources are exploited sustainably.

LOCAL PRODUCTION

Traceability is a key tool for increasing the transparency in supply chains. Transavia collaborates with reliable suppliers and partners, who promote and share the same principles of quality and safety of the manufactured products or services they provide, as well as principles of social and environmental nature observed throughout the entire production chain. The organization ensures that the purchased product complies with the procurement requirements. To this end, **TRANSAVIA** assesses and selects suppliers based on their ability to deliver a product in compliance with a set of rules that reflect the company's values based on quality and safety and the compliance with applicable law.

For acceptance, the suppliers are subject to full risk assessment depending on the product or service provided. In order to be approved, Transavia's suppliers must have a series of certifications according to the standards ISO 22000, FSSC 22000, BRC, IFS, ISO 9001, ISO 14001. We also monitor

and perform supplier audits in order to assess the product safety system, traceability system, HACCP system and good production practices, and also monitor the compliance with our policy through annual audits. If the annual assessment or the audit reveals that the supplier does not meet all the requirements of our standards, the supplier will have to implement corrective measures to restore compliance.

In our eagerness to support and encourage the economic development of the communities in which we operate and to reduce at the same time our environmental impact, we have granted priority to the purchases from local sources. It is important for us to foster the economy of our country, and to this effect, in the process of assessing the suppliers and the related investments in suppliers, we defined local suppliers as Romanian-based entities.

SUPPLIERS	SUPPLIERS 2019
Local suppliers	235
International suppliers	29
TOTAL number of suppliers	264

AVAILABILITY OF DIFFERENT CERTIFIED PRODUCTS

The integrated production chain – **from grain to fork** – represents a unique strategy in South-Eastern Europe, being a key point of our business. Quality assurance and certified products are part of our corporate responsibility policy, and a sustainable activity helps us create a long-term business for future generations.

Starting with the ~ 10.000ha of land used for cereal crops to be later integrated in our poultry feeding, and going further up to our breeding and incubation farms, the compound feed plant, the chicken farms, the slaughterhouses, the meat processing factory and the distribution process, everything is 100% owned and controlled by the company in a fully closed circuit,

thus ensuring the highest level of food quality and safety currently available on the Romanian market.

The business model allows us to have a say at all stages of the value chain, and its analysis and assessment by the stakeholders highlight the company's opportunities and actions from an economic, social and environmental point of view.



„It's normal to comply with quality standards. Especially if it was you who set them up for the entire industry. We believe that it is normal to apply the healthy values of the family to a business, in order to have a healthy business. A simple path from family values to familiar values. And yet, how many walk down this path?”

PhD. Eng. Ioan Popa Founder and Chairman of the Group

Standards and certifications

We always provide safe and best quality products to our consumers, this being proven by the implementation of the most rigorous quality standards in the food industry:



The certification was obtained in 2008 and represents the level of competence in HACCP, hygiene, food safety and quality systems, proving the commitment to consumer safety and stakeholder relations.



The certification was obtained in 2008 and reflects the manner in which the company's processes constituting the food quality and safety management system are controlled across all production stages.



The certification was obtained in 2008 and represents the fundamental standard for food safety management. It allows each department, directly or indirectly involved in the food chain, to identify all risks as well as to control and remove them efficiently.



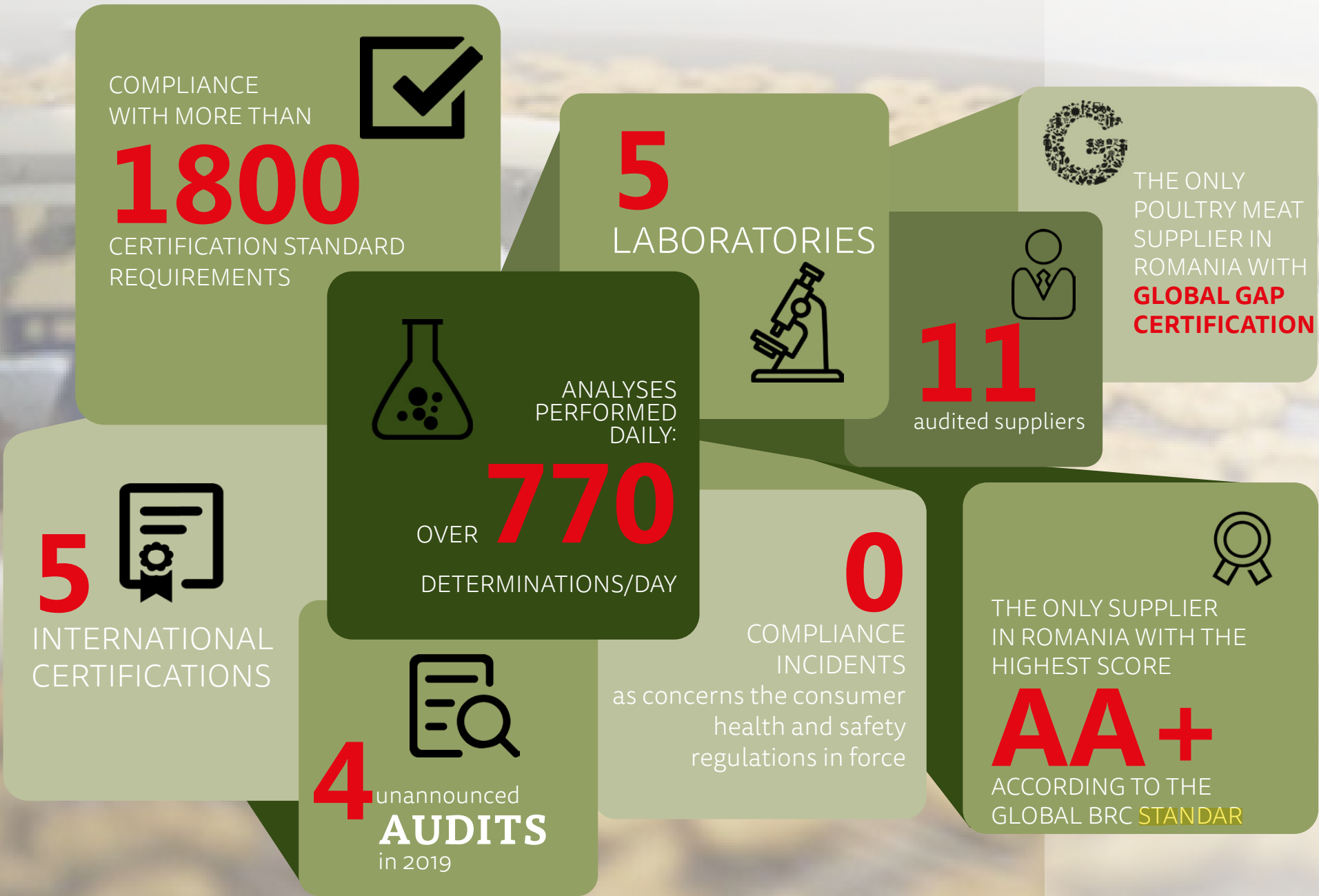
The certification was obtained in 2012 and it shows that all stages, such as the production, packaging, storage and transportation of food products, are compliant with the Islamic dietary laws; this certification is an attempt to gain the Muslim population's trust.



The certification was obtained in 2018 and represents the guarantee that food products reach the highest level of food quality and safety, being sustainably produced throughout the production chain, in compliance with the most drastic requirements in terms of food safety, animal welfare, environmental impact, responsible water use, safe and sustainable animal feed production, breeding activities and employee safety and well-being.

PRODUCT QUALITY AND SAFETY

Food safety guarantee has become not only our mission, but also a key feature that personalizes the products we sell. The impact of our company in terms of health and safety is manifested both at consumer level and among our employees, throughout the integrated production chain.



At Transavia, food safety involves the compliance with all the regulations that support and ensure the development of products whose nutritional value and consumption are the basis of a healthy diet. All these aspects are reflected in the confidence of customers and consumers in our products. Transavia operates in an integrated system, in compliance with the European regulations in force.

Transavia's food safety management system is based on the legal and regulatory provisions regarding production in food industry, included in laws, orders, decisions, regulations and standards issued by the competent institutions. Thus, the quality of Transavia products is tracked and controlled throughout the entire integrated production chain.

In order to increase the degree of food safety, the access to the company's production units is permitted only to the company's vehicles, which are disinfected both when entering and when leaving the unit; at the end of the work schedule, all transport vehicles are additionally washed and disinfected. The company's access and transport alleys are also disinfected daily.

The company's staff has sterile protective equipment with a high degree of safety and is trained to strictly comply with the restrictive rules of access and circulation inside the production units.

The production of agricultural raw materials is carried out in such a way that the water used for irrigation or in poultry feed does not pose any risk to consumer health through the food products. The control measures for the contaminants in the air, soil, water, animal feed, fertilizers, pesticides, veterinary medicinal products or other used agents and the control measures of animal feed and poultry shall be applied in compliance with the recommendations of the competent authorities.

To this end, physical-chemical and microbiological examinations are carried out on poultry feed, as well as livestock regular health checks and analyses in all breeding farms, before housing a new chicken population (through our veterinary specialists) and, last but not least, analyses of the finished products before market launch.

Transavia owns several analysis laboratories in Alba, Braşov and Caraş Severin counties, where our specialists perform on a weekly basis approximately 1000 determinations regarding meat and meat products quality, 240 determinations regarding the quality of the water used both in feeding the poultry and as part of the meat products, and 3500 determinations regarding the animal feed quality.

The guarantee of product quality and

animal welfare with minimal environmental impact on our side is ensured by means of state-of-the-art technology, tests performed according to the latest legal requirements and customer specific requirements, as well as internal and third-party audits.

Nutritional analyses have been performed and mentioned on the packaging of chicken cuts since 2016, although this legal requirement is applicable only in respect of processed products.

Contaminants, residues, pesticides, heavy metals, and product-derived dioxins are tested annually in laboratories in our country and abroad, certified by RENAR and/or UKAS.

Each product batch is subject to microbiological testing every day, prior to delivery.

Starting from 2019, the Campylobacter tests on chicken skin have been carefully monitored, the examinations being carried out both in-house and in an external laboratory accredited by RENAR; a total of 86 tests were performed in 2019.

Besides the 7 external audits performed by the certification bodies and the clients' audits, at least 2 unannounced internal audits are performed annually at each operating unit by our team of certified auditors.

Compliance incidents regarding the impact of products and services on consumer health and safety

In 2019, no compliance incidents were recorded as concerns the legislation in force on consumer health and safety, and no fines, penalties or warnings have been issued or applied to our company in this respect.

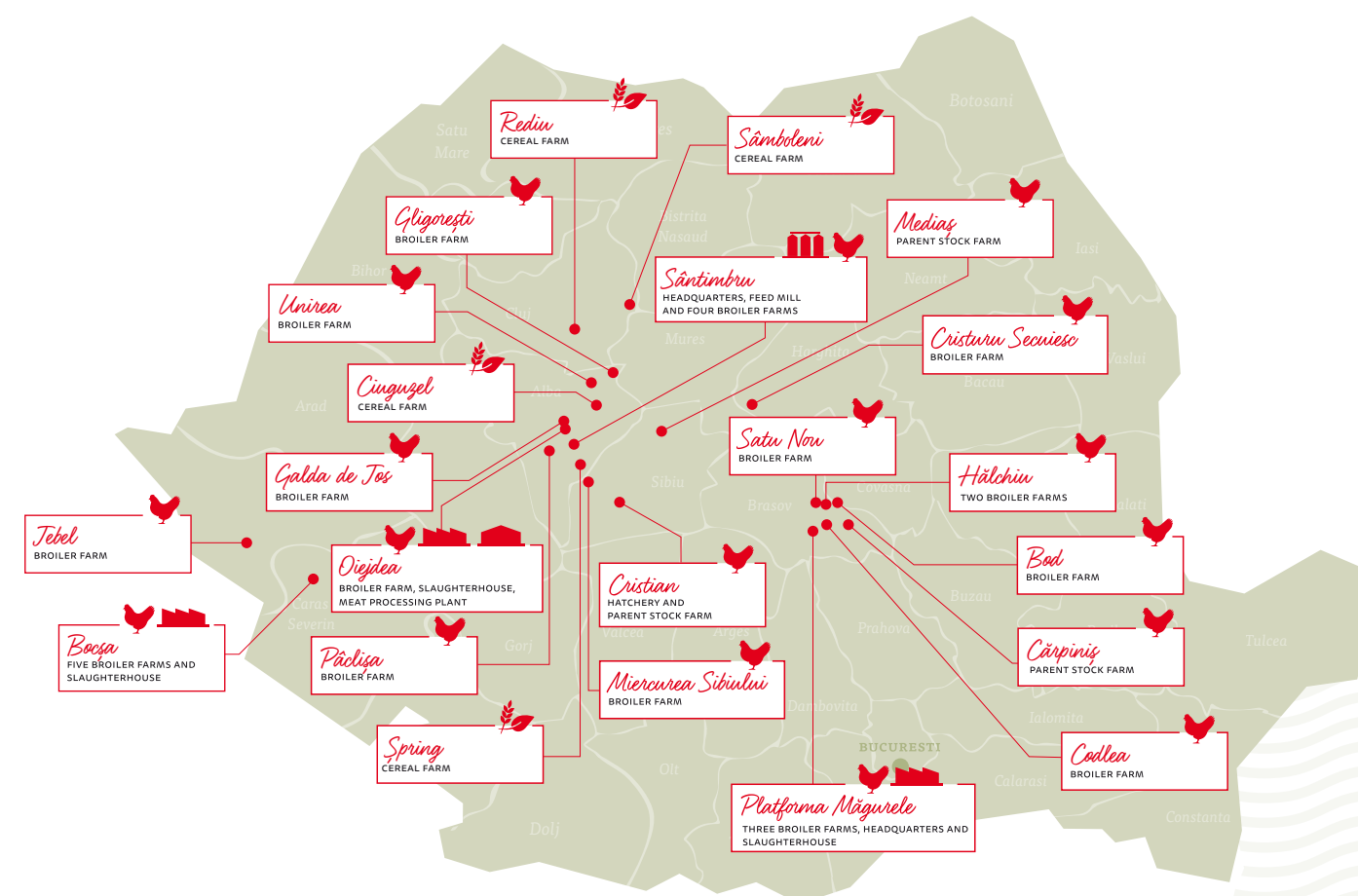
RESPONSIBLE TREATMENT OF FARM ANIMALS - ANIMAL WELFARE

TRANSAVIA products are 100% natural and exceed the food safety and quality standards imposed by law, offering more than required, because Romanians deserve to eat healthy and well.

The integrated business helps to control every stage, every detail of the chicken growth, so that we can support our promise of WELL MADE IN ROMANIA - assumed by the founding family.

We are dedicated to our partnerships, developing relationships based on respect and honesty, encouraging visits to our production facilities for our partners.

TRANSAVIA FARMS



Animal welfare is one of the most important missions we have undertaken, and the certifications and audit results confirm our actions and initiatives.

In 2018, we were the first poultry meat supplier in Romania to implement and receive the Global G.A.P. certification, which is the most important international farm certification program attesting Good Practices in agriculture in farms and production facilities.

We are constantly driven by excellency in our management practices in terms of welfare of the birds in our farms, and the best management practices are those that ensure comfort and shelter, provide the opportunity of free movement, prevent any disease and promote healthy growth. We are committed to responsible animal treatment and to a sustainable and qualitative production.



Customized broiler chicken houses

All chicken houses are specially designed by professionals to provide comfort and wellbeing to birds. The temperature and the humidity are automatically monitored, and the LED technology is used for lighting, to ensure a sustainable infrastructure and a positive impact on the environment.

All houses are thermally insulated to help energy saving and to maintain a constant temperature across all seasons, thus reducing substantially natural gas consumption during the cool season and electricity consumption needed for ventilation in the hot season. We use automatic computers that ensure and monitor well-being parameters, from ventilation to humidity, heat, air flow and cooling. In addition, the ventilation, feeding and watering equipment is designed and adjusted constantly to ensure a controlled environment, suitable for the age and needs of the bird and preventing feed and water waste.

Reusable bedding

The bedding used in the breeding halls comes from a reusable source. Thus, the vegetal residues and the straw obtained from harvesting the cereals used to produce poultry feed are collected and used exclusively as bedding.

Chicken health

Chicken health is monitored daily based on a veterinary supervision and prophylaxis program aimed at ensuring optimal animal health, through permanent care given by the veterinarian and the personnel trained for this purpose.

Maintaining animal health is a priority for us with a view to ensuring safe and quality products and avoiding drug treatments that would be necessary in the event of potential bird illness. The farm personnel in charge of the permanent bird care attends annual animal welfare training sessions to learn how to minimize animal stress.

Nutrition

Birds have unlimited access to whole plant-origin feed, free of by-products or medicines and consisting exclusively of corn, wheat and soy, enriched with minerals and vitamins. We continue to work on nutrition with internationally certified experts, so as to support and promote the birds' needs.

To ensure the quality of our feed, we cultivate over 10,000 ha of land each year. Once harvested, the raw material is processed in the company's compound feed factory and fresh food is thus supplied to our chickens every day.

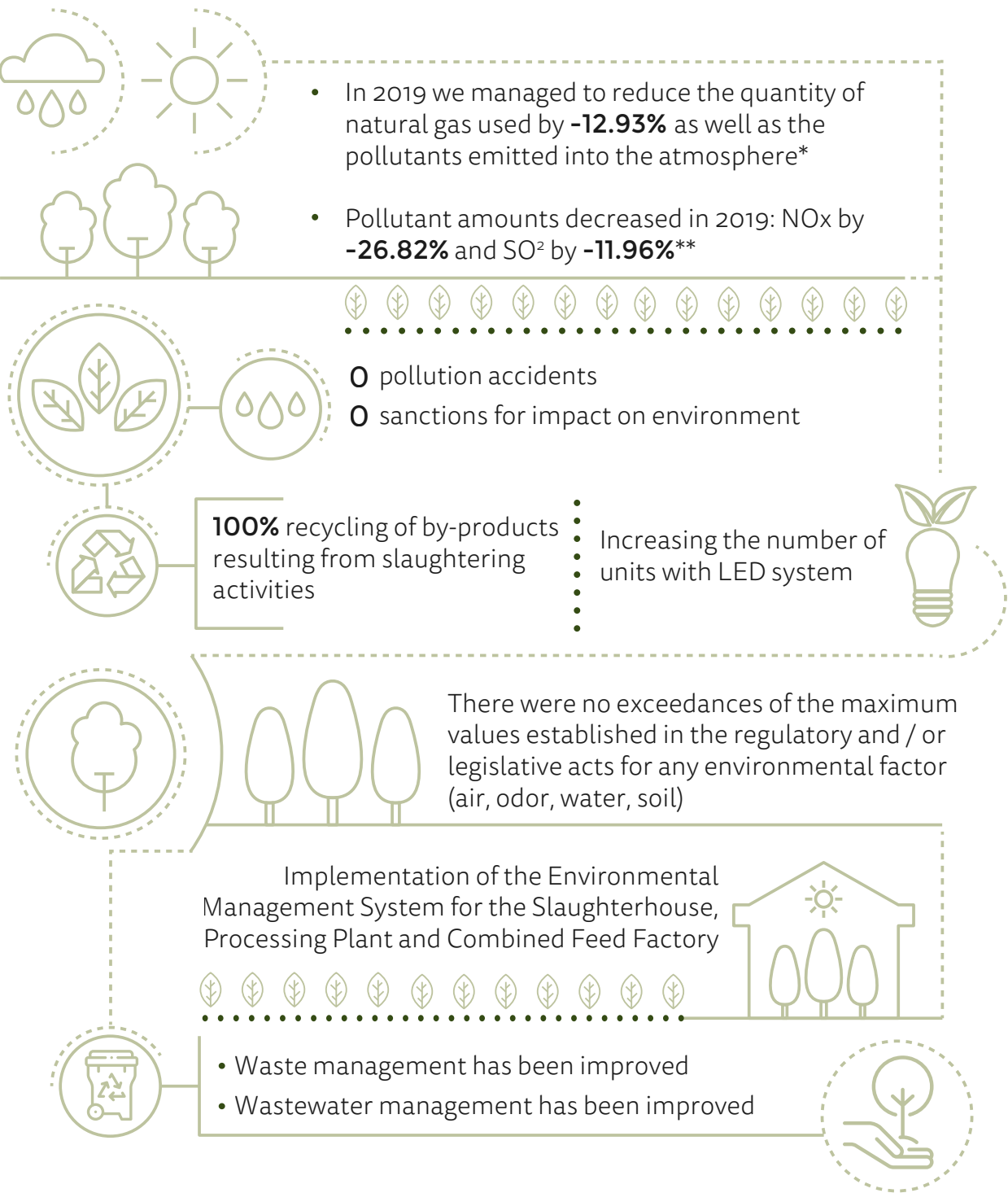
In order to optimize feed recipes in terms of nutrients for a proper assimilation by birds, reducing at the same time any additional consumption of raw materials and resources needed to obtain feed, over 3500 determinations and tests are performed in our own laboratory per week. In this way, we ensure sustainable practices regarding the customization of poultry feed in all Transavia breeding farms and the avoidance of any waste of raw material.



ENVIRONMENT

MANAGEMENT APPROACH

We make continuous efforts to improve and optimize our activities and we are aware of the impact that our activity has on the environment. We constantly take measures to maintain the compliance with the legal requirements on environmental protection and to ensure a sustainable production throughout the integrated production chain.



* data do not include Avicola Braşov
 ** at company level, the data were based on the general consumption of natural gas used in 2019

WATER MANAGEMENT

The supply of drinking water in the company’s technological processes is representative, whether we refer to cereal farming, fodder production, poultry raising or slaughtering. Due to its crucial importance, water management is granted particular attention. We rely on underground water sources from the existing public supply networks available in the areas where we carry out our activities.

The quality and quantity of the drinking water is monitored periodically and whenever necessary. By using high-performance equipment and modern technologies with low water consumption, a rational use of this natural resource is achieved.

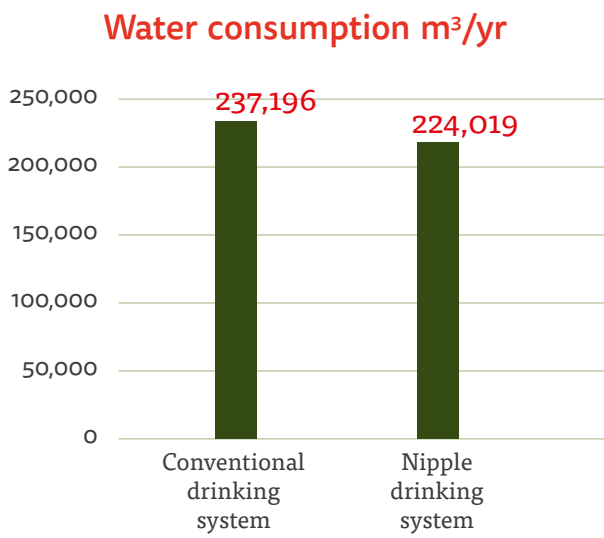
Measures for efficient water consumption:

- Using water supply equipment with water recovery or low consumption systems, as well as high pressure and low flow water pumps.
- Installing sensor-activated sink faucets at the new location of the company’s headquarters, as well as at other important operating units, so as to encourage responsible water consumption.
- Carefully monitoring the monthly water consumption at all operating units to detect possible losses.
- At certain operating units, the treated water is used to irrigate the green space.
- The poultry houses are equipped with computer systems that measure and monitor the water consumption on the farm. The purpose is to trace any deviation from normal water consumption in order to identify accidental leaks, to minimize and prevent additional water consumption.
- All farms are equipped with a drinking system provided with nipples, which

are specially designed to save water. This system prevents the significant loss of water, which can fall onto the floor and spread, thus causing bedding deterioration and the release of ammonia and carbon dioxide in the barn and in the atmosphere as well.

Water consumption comparison: conventional drinking systems (bell type) vs. nipple watering systems within the company.

- 396 ml saved water/bird/42 days
- 9.42 ml saved water/bird/1 day
- 13,177 m³ saved water/year



Wastewater management

The company owns a number of water treatment plants designed to protect the environment and to comply with the principle of sustainable development, a significant amount of water returning to the natural circuit and bringing along further advantages:

- At certain operating units, the transport of industrial and domestic wastewater is carried out through a water-tight sewage system, thus preventing wastewater drainage directly into the ground;
- The short distances between the consumer and the water treatment plants do not allow soil pollution;
- The modern technology used and the fact that the water treatment plants are compact do not allow the emission of odors, so the risk of air pollution is low;
- The quality of treated water complies with NTPA 001, so it can be discharged into the surface waters without negative impact.

Periodically, tests are performed on the quality of treated water, according to the provisions of the environmental authorizations/ integrated environmental permits, rules and regulations in force, by using both in-house and external laboratories.



ENERGY EFFICIENCY

Measures for a more efficient consumption of energy and natural gas

In order to make energy consumption more cost-effective, the company has implemented high-performance technologies and equipment and encouraged their efficient exploitation to prevent potential losses, which leads directly to the reduction of greenhouse gas (GHG) emissions and contributes to fighting the effects of climate change.

In the future, we plan to replace outdoor lighting by switching from 250W and 150W equipment to 90W - LED lighting equipment, and to replace the existing lighting system based on fluorescent lamps with 9 W LED lamps at all operating units where improvements can be made.

Natural gas consumption

Natural gas is used to produce steam to ensure the technological flow, to heat the spaces intended for raising poultry but also to heat the administrative spaces.

Through a careful management of natural gas consumption in 2019, we managed to reduce the natural gas consumption by 21,719.937 MWh, as well as the emitted pollutants. Among the measures implemented we mention the thermal insulation of some halls, the use of automatic heat monitoring equipment in the broiler halls, the implementation of specific measures at each operating unit depending on the geographical area and the winter-summer temperature variation.

We have an operating unit in Timiș County, which is equipped with 9 thermal power plants using solid pellet fuel. This type of fuel has several advantages. In addition to being economical, pellets are also a source of green, renewable, clean energy, being carbon neutral.

Quantity of pellets used:

Year	Kg
2018	363,888
2019	231,530

WASTE MANAGEMENT

We are aware of our responsibility and take steps to apply a sustainable approach throughout all the stages of the production process.

Bedding reuse

The used bedding waste is subject to the provisions of the Code of Good Agricultural Practice and of the legislation on the protection of waters against pollution caused by nitrates from agricultural sources. The bedding waste is reused as an organic fertilizer on the land managed by the company through its cereal farms.

The use of poultry manure as an organic fertilizer is more environmentally friendly, as this means that less mineral fertilizer is used and thus less greenhouse gas emissions are produced.

Transavia's cereal farms collect and store poultry manure in authorized landfills where it undergoes a bio-sterilization process before being used as an organic fertilizer for crops according to the soil requirements, as determined by the fertilization plans resulting from specific analyses.

Waste recovery and recycling

Transavia's general objectives are to minimize the consumption of natural resources and to reduce the impact on the environment. We are aware of the responsibility we have, and the recovery and

recycling of waste contributes to achieving these objectives. We recycle plastic, cardboard, metal, wood, technological waste (from slaughtering, poultry farming) by delivering recyclable waste to the economic agents authorized in this field.

Minimizing the impact on the environment is achieved primarily by reducing the amount of waste generated, but also by recovery and recycling.

100% by-product recycling

The chicken breeding activity provides the raw material for the slaughterhouses and the meat processing plant, but all by-products resulting from the company's processes ranging from incubation to slaughtering,

such as egg shells, organs, feathers and blood, are completely recycled through the company's own protein flour facilities.

The finished product obtained from the recycling of by-products resulting from the process of incubation is a microbiologically-sterile protein flour, rich in calcium and phosphorus. This product is used as an agricultural liming material by our cereal farms. The high-quality animal protein flour obtained from slaughterhouse waste is used as a pet food ingredient or in aquaculture.

The in-house treatment and recovery of animal by-products which are not intended for human consumption is considered a form of sustainability.



Waste sorting

Over the years, we have given more and more attention to waste sorting, through periodical information and staff awareness and the creation of dedicated spaces properly equipped for this purpose.

The waste audits performed in 2019 at some of our operating units showed that the recovery percentage varied between 99.87% and 93.75%, and the disposal percentage between 0.12% and 6.25%.

The waste management situation in 2019, using one of our breeding farms as an example, is the following:



Total amount of waste generated in 2019 from production, disposal, maintenance, administrative and sanitation activities: **3869.99 tons**

The total waste quantity handed over in 2019 was of **3,869.99 tons**, compared to **2,356.68 tons** in 2018, of which:

99.75% **0.25%**

was handed over for recovery to authorized operators through recovery operations (recycling and use by the company's agriculture division to improve soil quality)

was handed over for disposal to authorized operators

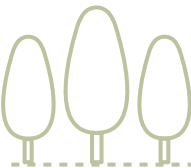


As concerns the **slaughtering activity**, the waste management situation in 2019 was as follows: The quantity of waste handed over in 2019 was of **10977.764 tons**, of which:

97.396% **2.603%**

was handed over for recovery to authorized operators through recovery operations

was handed over for disposal to authorized operators



The company's activity complies with the best available techniques, as concerns the prevention of waste generation and the efficient management of generated waste.

The management of the waste generated from the activity is carried out in accordance with the legal provisions: dedicated spaces are allocated for the temporary storage of

waste, the collection is done selectively, by waste categories, in separate containers, and agreements are signed with companies authorized for waste collection.

We keep the principle of waste prevention as a priority, through practical and concrete actions.



A full-page background image showing a man and a woman from behind, standing in a field of tall, golden-brown grass. They are looking towards a bright sunset on the horizon, with the sun low and casting a warm glow. The sky is filled with soft, orange and yellow clouds. The overall mood is peaceful and contemplative.

OUR EMPLOYEES. — THE TRANSAVIA FAMILY

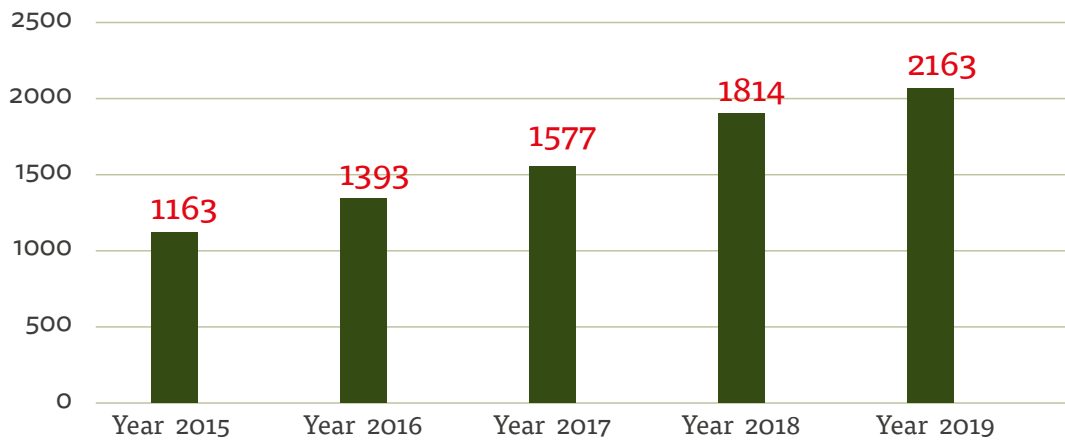
WHAT DOES TRANSAVIA MEAN FOR THE EMPLOYEES?

The requirements imposed by national and international quality standards are the foundation of the activity leading to our products. They compel us to be responsible, to build trust, to take special care in our actions, and to promote quality through our **“Well Made in Romania”** promise. For the successful achievement of these objectives, we consider that our employees represent a very important asset of the company, which is why their safety, comfort and satisfaction are a priority for us.

The staff benefit from training and education programs that cover all standards regarding food quality and safety, occupational health and safety, fire safety, first aid. For specialized categories of personnel, we organize development programs in cooperation with our partners, which include courses of general management, project management and foreign languages, knowledge and skill enhancement courses dedicated to specialists (engineers, veterinarians, and various officers), participation in thematic conferences and seminars, trainings and internal teambuilding events.

Transavia personnel structure

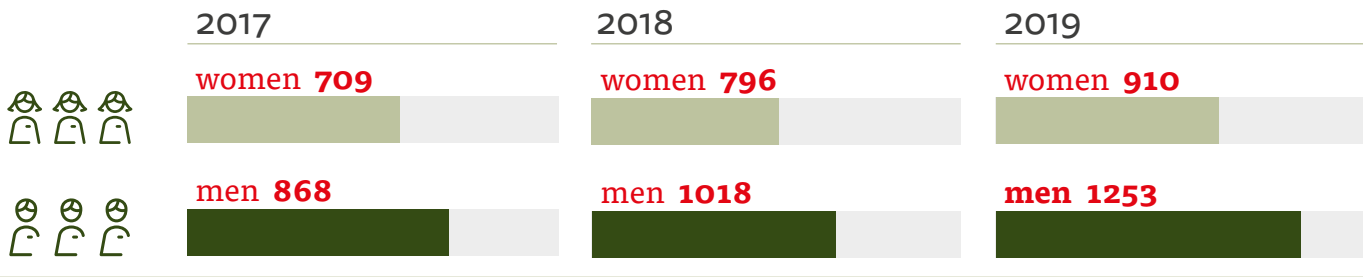
The dynamics of the company’s development over time can be observed by analyzing the evolution of the number of employees.



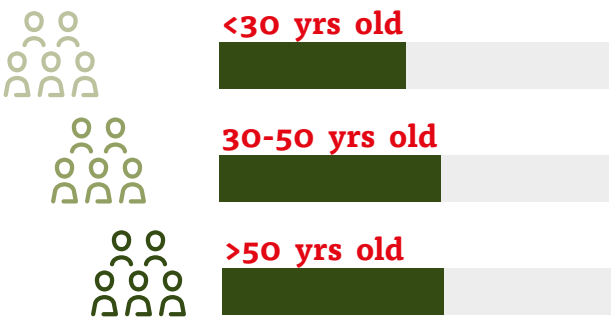
Headcount evolution in Transavia Group



Distribution by gender



Distribution by age:



Number of employees and average age (distribution by gender and personnel categories, 2019)

	Total	Men	Women	TESA*	Workers
Year 2019	2163	1253	910	353	1810
Aver. age	44.13	43.96	44.37	40.43	44.85

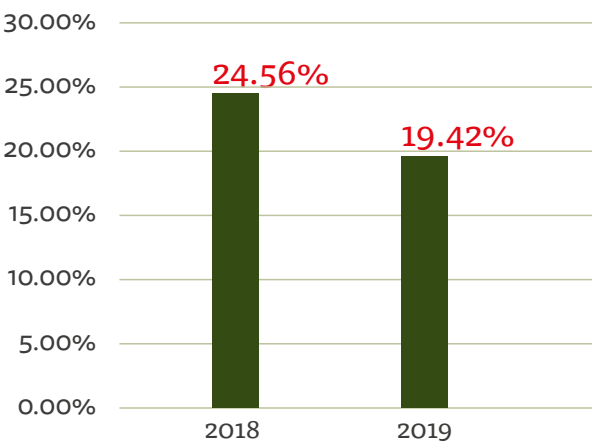
* Economists, technical and administrative staff.

The evolution of salaries and, additionally, of benefits, reflects the management’s appreciation and recognition for the excellent and increasing results obtained from one year to the next.

Moreover, staff turnover evolution is an element that confirms the success of the entire

human resources activity carried out over time: in 2018, staff turnover equaled 24.56%, versus 19.42% (-5.14%) in 2019.

The employees’ loyalty and confidence in the company is reflected in the improvement of the staff turnover indicator.



Staff turnover



BENEFITS FOR TRANSAVIA'S EMPLOYEES

There are general benefits granted to all employees, but there are also activity-specific benefits. First and foremost, we comply with the legal working conditions and offer the standard package of benefits provided by law in terms of remuneration, working time and rest time, various types of leave, professional protective equipment, work equipment and tools. In addition, Transavia's employees benefit from free daily transportation to/from work, a hot daily meal, meal vouchers, bonuses, a package containing the company's main products, paid days off for special events, the opportunity to attend trainings, conferences, seminars, as well as the possibility of promotion based on skills and professional performance. Job stability and timely payment, without exception, are our promises to Transavia employees. The company maintains active recruitment programs for the employees' children, through which they are presented with the job openings and the promotion opportunities available within the company,

as well as specific counselling programs through which they are encouraged to acquire a specialization and to join our company.

All benefits are offered to all employees, regardless of the type of employment, whether it is based on an indefinite or fixed-term contract.

The safety and comfort of our employees are a priority to us.

The company's new headquarters unveiled on the occasion of the 25th business anniversary is a state-of-the-art construction built to the highest standards in terms of safety and environmental conditions. The futuristic eco-friendly architecture in the shape of a giant glass egg – which is among the most emblematic and modern in the country – integrates sophisticated facilities that closely monitor and diminish resource consumption, ensuring at the same time the optimal work environment for our employees.

Education and Training Programs for Employees

We have developed internal standards, procedures and rules for each activity sector, which represent the basis of the specialized training provided to our employees in order for them to perform their tasks in an adequate manner.

The requirements imposed by national and international quality standards are the foundation of the activity leading to our products. These compel us to be responsible, to generate trust, to show special care in our actions and to support quality through our promise: Well Made in Romania. In order to successfully achieve these objectives, Transavia has obtained the authorization to organize slaughterer and poultry breeder qualification courses for the targeted personnel. For the specialized TESA* personnel employed in Transavia's various activity

sectors, we organize annual trainings on various topics such as group cohesion, leadership, goals and productivity management, human resources management; specialized professional trainings dedicated to food industry engineers, zootechnical engineers, agronomists, veterinarians and specialists in other support activities.

The theoretical and practical training courses or activities have been organized both internally and externally, in our country and abroad, in order for our employees to gain access to the latest innovations and expertise in the industry.

*TESA – Romanian acronym for technical, economic, social and administrative personnel.

TESTIMONIALS

“During the 24 years I've been working here, TRANSAVIA's management has always offered support with all my requests.”

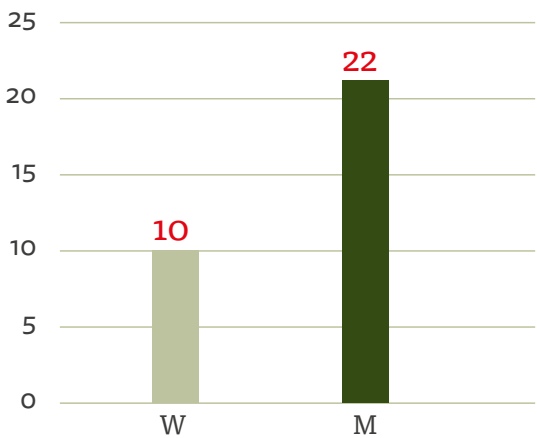
“I would like to mention that I really appreciate all your care for quality, brand, integrated system and sustainability, I myself being one of your consumers. My family knows you, follows you and buys your products with confidence and I want to thank you for that, we're eating healthily!”



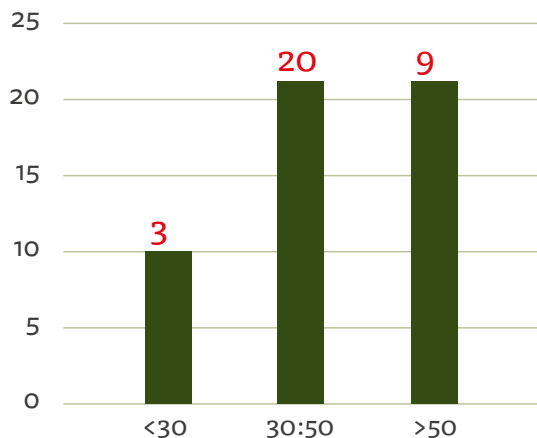
Diversity and equal opportunities

The company operates simultaneously in various sectors of productive activity (agriculture, zootechnics, food production), sustained by integrated support activities (logistics: storage and transport, service), the predominant feature of the sectors being of a technical nature, which outlines a certain profile of the employees.

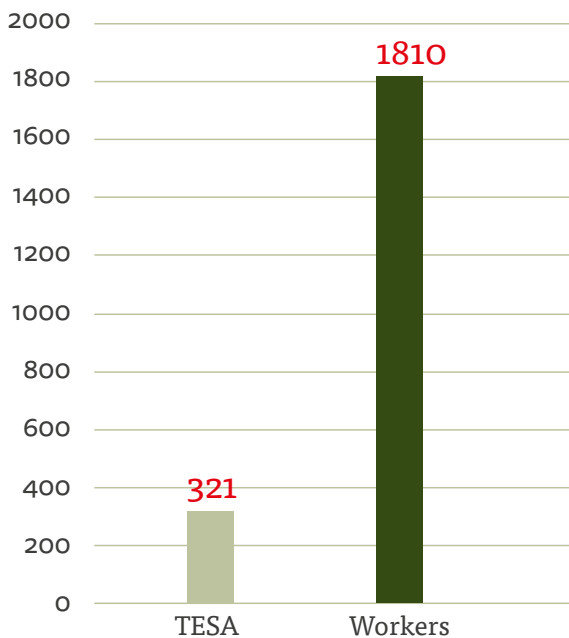
Personnel structure
Executive and operational management



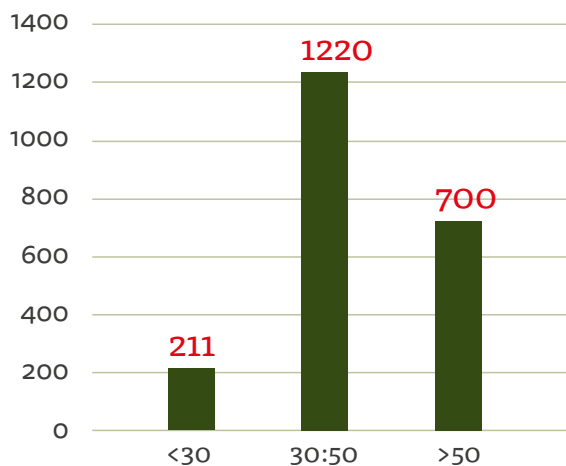
Age groups
Management



Personnel structure
TESA and execution personnel



Age groups
TESA and execution personnel



Structure of executive and operational management staff by gender and distribution by age groups.

The company operates in several areas nationwide. In order to ensure the development of the operations, we recruited and hired employees without taking into account their nationality, ethnicity, political orientation, age and beliefs, but primarily their compatibility with the job profile and requirements.

As concerns the remuneration policy, we made sure there is no wage discrimination between women and men employed on similar positions (carrying out the same professional activity), at the same operating unit. Moreover, non-wage benefits are absolutely identical for both women and men.

Ethics in human resources

It is an issue that the executive and operational management is constantly concerned with. To this effect, the Code of Ethics in Human Resources has been developed within the company to regulate labor relations. In 2019, no deviations from the policy on discrimination were registered, for none of the reference criteria: age, religious beliefs, gender (including pregnancy and breastfeeding), gender identity, sexual orientation, family status, marital status (married, single, widowed, divorced, separated or living in a partnership outside marriage, regardless of the opposite/same-sex status of the couple), disability (including mental, physical, developmental or learning disabilities), origin, ethnicity, citizenship and skin color.

The recruitment and selection process, and particularly the job induction and training activities carried out by the direct managers for the integration and development of the employees up to the required level of efficiency and productivity are based on a customized approach, according to the profile (knowledge, skills, conduct etc.) of each new employee.

CORPORATE SOCIAL RESPONSIBILITY (CSR)

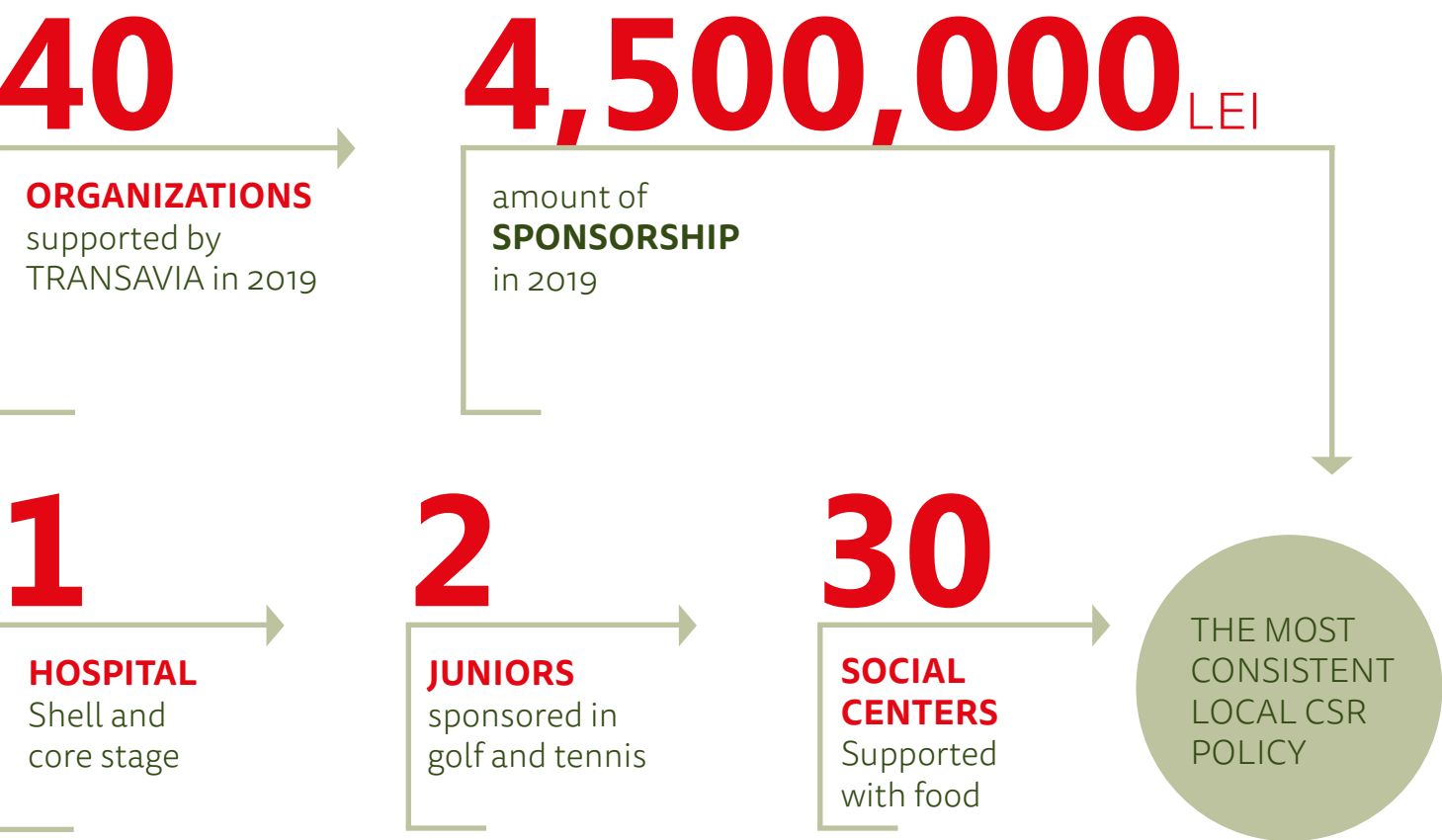


RESPONSIBILITY FOR A BETTER FUTURE – INITIATIVE, DEDICATION AND AMBITION

Our Board’s efforts have always been oriented towards the support of the local communities and social responsibility is part of our business DNA, because **“We value our civil legacy and we are all responsible for a better future”** says **Theodora Popa**, Transavia’s Vice-Chairman.

Investments supporting the local communities

The dynamics of the company’s development can be noticed by analyzing not only the headcount evolution, but also the social cases we have supported over the years and our involvement in the local communities.



The company is involved in the community by means of health and education projects. Out of respect for the community and out of concern for people, we actively support social responsibility actions, by funding projects and social causes to improve people’s lives. **“Over time, Transavia has supported performance and business ethics, education, disadvantaged youth and groups, as well as nature and environment protection, and still continues to contribute to the sustainable**

development of the local community” declares **Ioan Popa**, Transavia’s Chairman.

The tradition of community involvement is an indicator of the health and sustainability of the Transavia family business, significant projects and amounts being reported to the authorities every year, thus leading to the recognition of Transavia as a company deeply involved in the local and regional community living in Transylvania.

Organizations sponsored by TRANSAVIA in 2019

Asociația Rița-Tița (the “Rița Tița” Association), Asociația Ambulanța Alba (the Alba County Ambulance Association), Filiala de Cruce Roșie a județului Alba (the Alba County Red Cross branch), Fundația Renașterea pentru educație sănătate și cultură (the “Rebirth of Education, Health and Culture” Foundation), Spitalul Orășenesc Câmpeni (the Municipal Hospital in Câmpeni), Asociația Casa Majestății Sale (the Romanian Royal Household Association), Asociația Filantropia Ortodoxă Alba (the Orthodox Philanthropy Association), Asociația Clubul Sportiv „Handbal Club Ardealul” Cluj-Napoca (the “Handball Club Ardealul” Sports Club Association in Cluj Napoca), Asociația pentru Susținerea lui Filip (“Together for Filip” Association), Asociația Societatea Medicală Neurochirurgia 2015 (the “Neurosurgery Medical Society 2015” Association), Asociația Împreună pentru Colegiul Național HCC Alba (“Together for the National College HCC Alba” Association), the Open Romanian Golf Association, the Ciugud community, SOS Satele Copiilor România (SOS Children’s Villages Romania), Babes-Bolyai University, the Technical University of Cluj-Napoca etc.

Collaboration with NGOs

Health

Health, education and sports are only a few of the sectors supported by TRANSAVIA through strategic programs.

In 2017, we took a first step in our partnership with the NGO Maria Beatrice, and during 2019 we managed to complete the core and shell construction of a National Pediatric Center, dedicated to the recovery of children with locomotor disabilities in Romania.

The 4000 sqm center built on a land plot of 6000 sqm is a full recovery facility, where children have access to hydrotherapy by

means of 3 covered pools, to animal-assisted therapy and to play therapy in the outside park specifically landscaped for treatment purposes.



Transavia provides monthly food assistance to more than 30 social centers, under the guidance of the Orthodox Archdiocese of Alba Iulia. These social welfare institutions offer help, comfort and love to underprivileged, homeless or abandoned children.

“Since 2015, Transavia has constantly supported our beneficiaries, by sponsoring 500 kg of chicken meat per month. Our collaboration with Transavia was strictly material, in the sense that the aid received contributed to providing a daily hot meal to ~900 beneficiaries (children and young people, old people, people with disabilities, homeless people)” – explained Dana Truta, Executive manager of “Filantropia Ortodoxă” (the Orthodox Philanthropy Association).



Another partnership was with “SOS Satele Copiilor” (SOS Children’s Villages organization), through which we reached the children in the centers of Cisanadie, Sibiu County, by providing them with a hot meal.

“The collaboration consisted of a 20,000 lei financial aid to procure chicken meat products. With Transavia’s help, we saved a part of the food budget” - Ana Maria Ionescu, Corporate Fundraiser SOS Satele Copiilor Romania.

Sports

Supporting golf promotion in Romania

Out of passion for sports, in 2019 we had several initiatives to support and promote golf both nationally and in Europe.

We sponsored a number of sports competitions, as well as the first international golf event in Romania – THEODORA PRO-Am 1st Edition – the most important competitive event of the Romanian golf community, which enjoyed also a significant international presence. There were 72 players, of which 54 amateurs and 18 licensed PGA professionals from various countries in Europe and beyond.

A contest of this kind brings benefits to the whole community, that of Romania and of Alba Iulia, in terms of tourism but also helps improve and change people’s perception of golf. Basically, the event has placed our country on the international golf map.



We also support young talents from modest families, who cannot pursue their talent because of material and financial constraints, as well as sports associations. Individual support was offered to a golfer and a tennis player, as well as to the “Handbal Club Ardealul” Association from Cluj-Napoca.

Our assistance seeks to create equal opportunities for passionate young people and targets children with limited possibilities, thus placing them in a favorable context where they are able to develop, improve and promote themselves at their true value both at national and international level.

FILIP JIANU

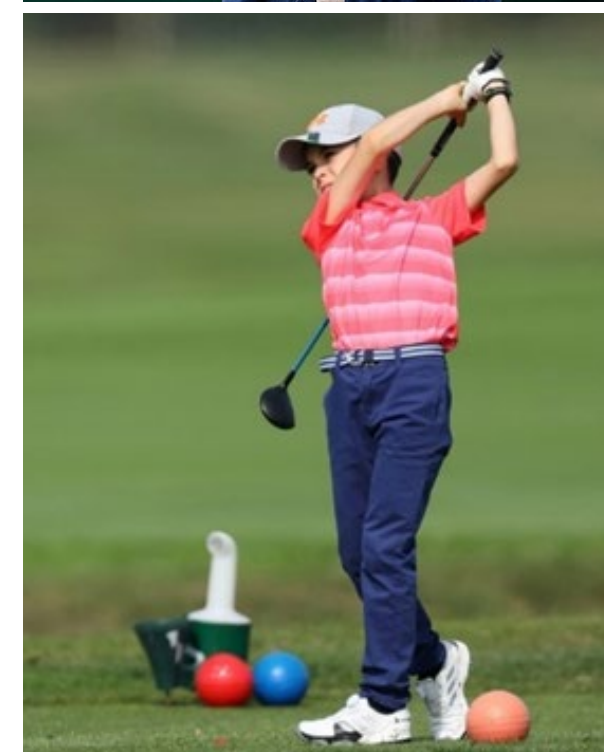
He has been playing tennis since he was 4 years old, making the transition to performance tennis at the age of 9. Our support contributed to the promotion of Filip’s activity and to his rise in the sports world; the financial assistance provided throughout 2019 helped him work with a personal coach, thus allowing him to practice at a high-performance level and under optimal conditions for health and development.

Filip became the most awarded Romanian national champion, winning this title 14 times in singles, doubles and teams. In 2019, he jumped 678 positions to the 421st spot. At an international level, he is the steadiest Romanian junior player in terms of results and ranking achieved, and the most important accomplishment in his junior career remains the singles semifinal at the Australian Open 2019, where he was the first junior to reach a singles final at a Grand Slam competition during the last 12 years. Also, in 2019, he was the first Romanian junior to qualify for the singles quarter-finals at the Roland Garros Junior Championship 2019, after a period of 13 years.



PAUL BACIU

He started playing golf in 2016, at the age of 6. Paul received support in order to pursue his sports passion through a membership at the largest golf resort in the country, golf lessons, training with a personal instructor as well as participation in a significant number of competitions. His results were remarkable, as he won 95% of the national competitions for his age category and the 2nd place in the US KIDS Golf Final Tour - Vienna Golf Club.



Education

Children and family are the very core of our concern for community, therefore we are actively involved in major social responsibility actions, in social projects and causes aimed at creating a better life for those in need!

At educational level, there are several projects that have benefited from our support, among which:

- Extension of the laboratory of the **Alba Iulia technical branch of the Cluj-Napoca Technical University**, so that the students can use the best practical engineering applications.
- Financial support offered to the **robotics team of the National Military College - Alba Iulia** for the projects carried out during the national stage of the First Tech Challenge Championship.
- Financial support offered to the **XEO robotics team of the HCC National College - Alba Iulia** to participate in the FIRST Tech Challenge World Championship (Detroit, USA).
- Financial support offered to **“Mihai Viteazul” National Military College - Alba Iulia**, for remodeling and equipping a conference room to the highest standards.



“I am glad we could lend a helping hand with this symbolical investment, so to speak. Of course, this is a small amount as compared to the capital that we normally place in our investments, but I am nevertheless happy that we could be of assistance. I want you to know that both myself and the company that I own allocate nearly 1 million euros per year for sponsorships and various investments, which is not a mere trifle in my opinion. I would like to see more Romanians embrace the opportunity and the desire to actually do something of such value for the society. We help a lot of people and children in need, we invest in education, health and sports.”

PhD. Eng. Ioan Popa – TRANSAVIA Founder and Chairman



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