

# SUSTAINABILITY IN ACTION

2024

**IDRI**



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We remain fully committed to advancing the global shift towards clean, renewable energy. The work we are doing today will help build a cleaner, more sustainable world for generations to come.

## Accelerating the energy transition in a responsible, open and thoughtful way – this is what our vision of sustainability is all about.

At DRI, we focus on developing renewable energy projects across Europe, with a special emphasis on Croatia, Italy, Poland and Romania. But our vision is not just about *what* we are doing, it is about *how* we are doing it. We want to make sure that everything we do leaves a positive, lasting impact on the environment and the communities we work with.

Our mission is to create sustainable growth that is meaningful. We believe in generating value that not only protects biodiversity, but that also empowers our team, strengthens local communities and meets the highest health and safety standards. Every project we embark on is an opportunity to build a better future for everyone involved – our colleagues, partners and local communities – and we take that responsibility seriously.

As a company rooted in renewable energy, sustainability is part of our DNA. But as we grow and evolve, we are committed to embedding sustainability in every single aspect of our operations. We are in the process of building a strong sustainability framework that will help us meet our environmental, social and governance (ESG) goals, while keeping in step with the needs and expectations of all our stakeholders: from investors and partners to the communities in which we operate. In 2024, we took significant steps by focusing on the areas that matter most, identifying key priorities, and beginning to shape a sustainability strategy that aligns with global standards and European Union (EU) regulations, such as the Corporate Sustainability Reporting Directive (CSRD).

As we continue on this path, we remain fully committed to advancing the global shift towards clean, renewable energy. The work we are doing today will help build a cleaner, more sustainable world for generations to come.

Thank you for joining us on this exciting journey.

**Ivan Geliukh**  
DRI Chief Executive Officer





# ABOUT DRI

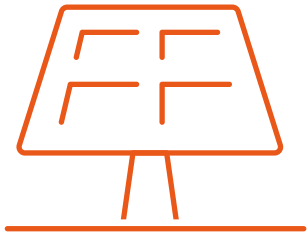
DRI is an Amsterdam-headquartered renewables and battery storage developer and operator, with offices in Bucharest, Milan, Rome, Warsaw and Zagreb. Founded in 2021, DRI is the EU renewables arm of DTEK Group, the leader and biggest private investor in Ukraine's energy sector.



# Our business ambitions

We are dedicated to accelerating the energy transition in Central, Eastern and Southern Europe. Our mission is to work in markets with potential in Europe to achieve their net zero goals, creating a significant portfolio of renewable energy and battery storage projects by 2030.

## Our technologies



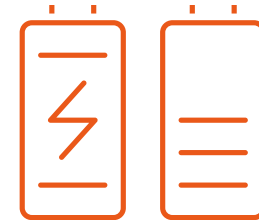
### Solar

Tapping into the sun's energy for more sustainable power generation through **photovoltaic** projects.



### Wind

Generating clean electricity by harnessing the natural power of **onshore wind**.



### Battery Storage

Paving the way for greater energy reliability and resilience with **utility-scale battery storage**.

# Our focus countries

At the end of 2024, DRI had 1.3 GW in operation and development across our focus countries: Croatia, Italy, Poland and Romania.

Our strategy focuses on developing greenfield projects as well as acquiring projects at various stages, from early-stage to ready-to-build. We add value through extensive engineering expertise, supply chain partnerships, construction management and flexible capital structure.



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DRI focuses on investing in markets with potential where we can truly have meaningful impact. For example, in Romania, after a long period of no investment in wind energy, we developed the country's first wind farm in over a decade – a 60MWp project in Ruginoasa, Iasi County.

**Oleksandr Lyubarev**  
Chief Finance Officer

**Amsterdam**  
(Headquarters)

**Warsaw**

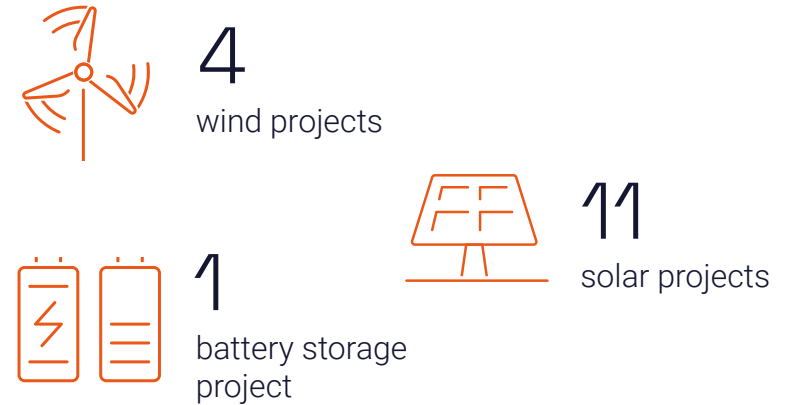
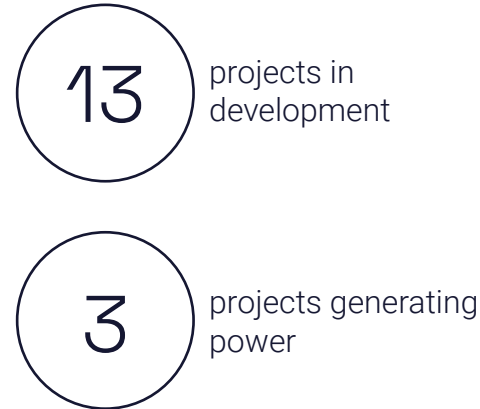
**Milan**

**Zagreb**

**Bucharest**

**Rome**

# Key figures



In Croatia, we are focused on advancing our four renewable energy projects towards the operational phase. We achieved significant milestones in 2024, concluding the grid connection agreement with the national grid operator and obtaining Environmental Impact Assessment clearance for the wind power plant project Brda Umovi. Our ultimate goal is to invest in Croatia and develop projects that will enhance the country's energy system.

**Ivan Liakh**  
Country Lead, Croatia



We see great potential to expand our renewable energy and battery storage portfolio in Italy and contribute to the country's energy transition. Our seven agrivoltaic projects allow us to combine renewable energy production with agricultural activities, generating economic development for local communities and promoting energy independence.

**Salvatore Illiano**  
Country Lead, Italy



We believe that storage is a critical component of the energy transition, ensuring the reliability and flexibility of the renewable energy mix. In 2024, we made good progress on our 133MW 4h (532MWh) battery storage project in Poland and are working rapidly to bring it to the operational stage. Projects like this can accelerate decarbonisation and facilitate the transition to a renewables-based generation system, as well as improve grid and system stability in Poland.

**Jan Michalowski**  
Country Lead, Poland



We made significant progress in Romania in 2024, reaching commercial operation for two projects and building another solar farm. DRI has quickly established itself as one of the leading renewable energy investors in the country. It's exciting to be at the forefront of Romania's energy transition. With ambitious renewable energy targets, Romania has immense potential and DRI's contribution is significant – nationally, regionally and within local communities.

**Laura Lazar**  
Country Lead, Romania





## Ruginoasa wind farm: Romania's first in a decade to achieve commercial operation

### A landmark achievement for Romania

Ruginoasa is the first wind farm to be built in Romania in a decade, and a significant achievement following the end of government support for wind projects. In the absence of public incentives, many wind projects in the country have stalled. DRI took on a financial risk in developing this project, which began producing green energy in early 2024 and received final approval for energy commercialisation in September 2024. First, the project was developed on a merchant basis, without the safety net of long-term power purchase agreements (PPAs), and while our parent company was operating in the challenging environment of conflict-torn Ukraine. Despite these challenges, we successfully established DRI in a market where we previously had no brand recognition.

### Rapid development

The Ruginoasa wind farm was completed in just 10 months after obtaining permits, an impressive pace that reflects our team's project management and execution skills. This rapid construction schedule is even more noteworthy considering the complexity of renewable energy projects, particularly wind farms, which require extensive technical expertise and logistical coordination.

### State-of-the-art technology for efficient energy production

Equipped with 10 Vestas V162-6.0 MW turbines, the Ruginoasa wind farm features cutting-edge technology that delivers exceptional energy output and operational efficiency. The electricity generated at Ruginoasa can power up to 39,000 homes annually. In addition to providing clean, renewable energy, the wind farm helps avoid the emission of 38,000 tons of CO<sub>2</sub> per year, equivalent to taking over 8,000 cars off the road.

### Empowering local communities

The Ruginoasa wind farm not only reflects our commitment to renewable energy but also plays an important role in revitalising local wind energy expertise by employing local workers. This investment is a catalyst for community growth, as DRI contributes to the local economy through taxes and support of the public budget. Our commitment to community involvement is further demonstrated by our partnerships with the local authorities, through which we create lasting impact by supporting social projects.



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I couldn't be prouder of DRI's first major achievement, which is the result of exceptional collaboration between our teams in Romania and Amsterdam, as well as the support of our contractors. We moved at pace and successfully built the wind farm in just 10 months after receiving permission for construction. It began producing energy at the end of 2023 and received final approval for energy commercialisation in September 2024.

**Dmytro Fomichev**  
Senior Construction Project Manager DRI





## Developing a large-scale battery storage in Trzebinia, Poland

DRI has secured the rights to develop a 133MW 4h (532 MWh) large-scale battery storage project in Trzebinia, Poland. Pending approvals, construction of the battery storage facility is set to begin in early 2026, with operations scheduled to commence in early 2027. This landmark agreement paves the way for DRI's inaugural project in Poland.

In 2024, we made good progress by signing both land and grid connection agreements, meeting key milestones in the project development timeline. The grid connection conditions have been successfully secured, and the land for the project has been acquired.

The project will provide energy capacity to the Polish market for 17 years from 2027, having been successful in the 2022 Capacity Market auction organised by PSE, the Polish Transmission System Operator.

### Significance of battery storage

Battery storage is a crucial technology in accelerating decarbonisation through the adoption of renewables, while improving grid system stability, reliability and flexibility.

At the same time, we are responding to country needs to support the balance and supply of electricity between different energy sources. Currently, Poland relies on 30GW of coal-, lignite- and natural gas-fuelled power to balance the energy system: one that is increasingly adopting renewables and shifting from centralised to distributed generation.

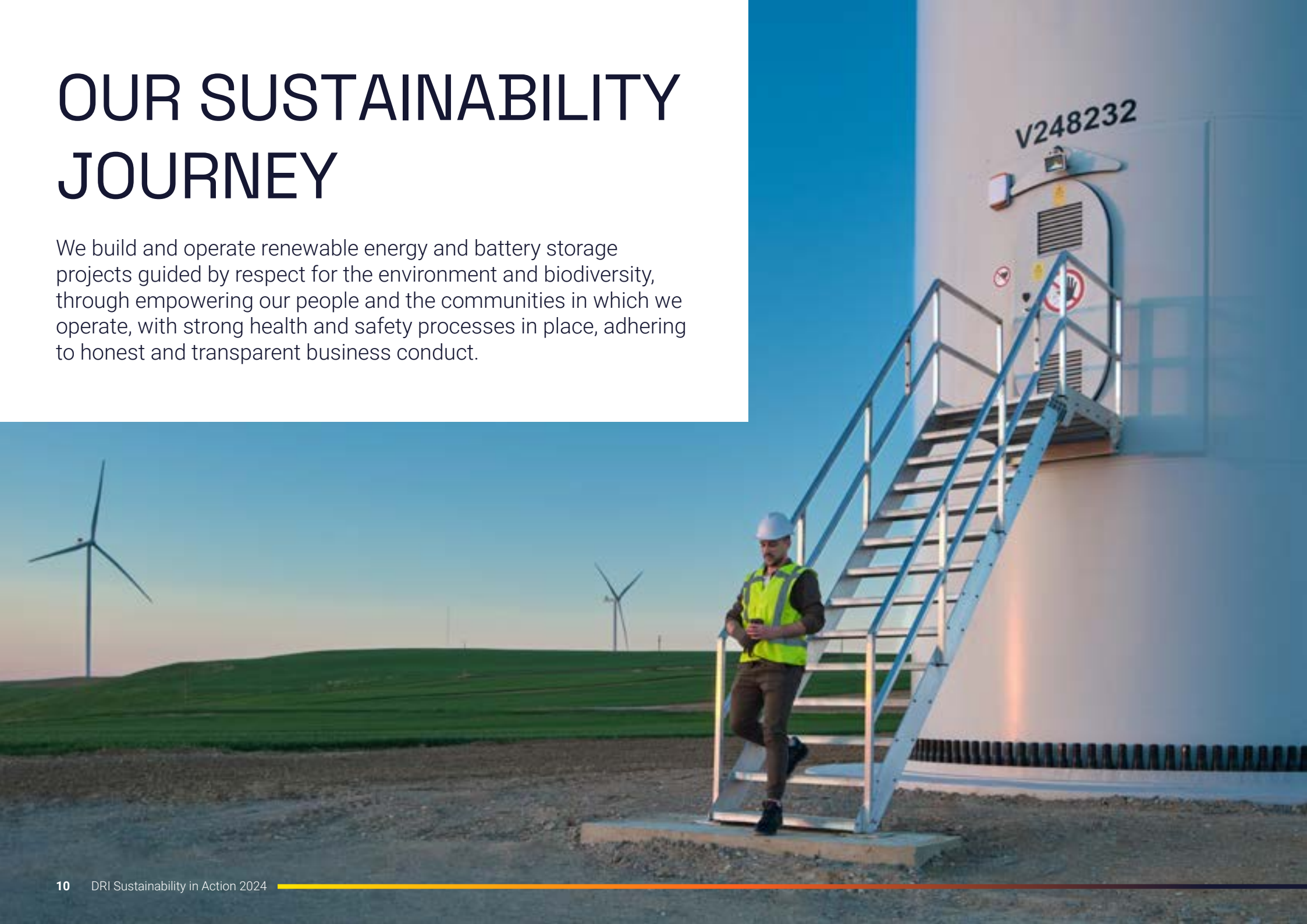
Battery storage is well positioned to:

- Help ensure the grid's operability;
- Provide the system with firm capacity; and
- Complement the intermittent nature of renewable power.



# OUR SUSTAINABILITY JOURNEY

We build and operate renewable energy and battery storage projects guided by respect for the environment and biodiversity, through empowering our people and the communities in which we operate, with strong health and safety processes in place, adhering to honest and transparent business conduct.





# DRI's Sustainability strategy

Developed in 2024, our interim sustainability strategy represents a key step in our ongoing efforts to align with global standards and support DRI's long-term growth. This interim strategy will serve as the foundation of our future sustainability initiatives, ensuring that we continue to operate responsibly and effectively in the renewable energy sector. Our full sustainability strategy will be in place in 2025, taking into

account the results of the DRI Double Materiality Assessment (DMA), which will also be conducted the same year. The DMA will help us better understand the ESG factors that are material to the success of DRI and the communities in which we operate. By integrating these insights, we will refine and strengthen our approach, ensuring that our strategy aligns with stakeholder expectations and the broader sustainability landscape.

## INTERVIEW



**Jeffrey  
Oatham**

*Chief Sustainability  
Officer DTEK Group*

### What are the key Group-level priorities that will influence DRI's strategy and operations?

As a subsidiary of the DTEK Group, DRI's strategy is strongly influenced by Group-level sustainability priorities, particularly the Corporate Sustainability Reporting Directive (CSRD) preparedness. This initiative is being rolled out across the Group and will require DRI to:

- Develop its own sustainability strategy aligned with Group ambitions.
- Conduct a double materiality assessment to identify key ESG risks and opportunities.

- Undertake a climate risk assessment to understand and mitigate climate-related impacts.
- Complete an annual carbon footprint analysis to track and reduce emissions.

These steps will help embed sustainability into DRI's core operations and ensure transparency and accountability in how progress is measured and reported. Additionally, the Group Coal Exit Policy and Energy Transition Plan (ETP) will inform DRI's approach to financing and partnerships, with potential implications for the pace and scale of renewable energy development.

### What are the main opportunities for DRI as it progresses on its sustainability journey?

DRI is well-positioned to contribute meaningfully to the EU's clean energy transition. Key opportunities include:

- **Supporting national clean energy targets:** As a renewable energy producer, DRI can help meet growing demand for clean power, particularly in markets with potential from East Europe where competition is lower and policy support is increasing.

- **Battery storage integration:** By adding storage to its portfolio, DRI can address the intermittency of renewables and enhance grid reliability.
- **Corporate PPA demand:** The rising appetite for corporate Power Purchase Agreements presents an opportunity to secure long-term revenue and build strategic partnerships early in the development cycle.
- **Community and environmental stewardship:** DRI's commitment to developing projects in harmony with local communities and ecosystems strengthens its social license to operate and enhances project resilience.
- **Collaboration with DTEK Renewables:** Sharing resources, expertise, and policy frameworks can accelerate project development and improve operational efficiency.

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DRI is well-positioned to contribute meaningfully to the EU's clean energy transition.

# ENVIRONMENTAL STEWARDSHIP

We are committed to protecting the environment and conserving biodiversity across our operations. To achieve this, we collaborate closely with experts and local stakeholders to assess, monitor and mitigate the environmental impacts of our projects. By taking a proactive approach to environmental stewardship, we aim to ensure that our renewable energy initiatives contribute positively to both the environment and local communities.





# GHG emissions overview

We began measuring DRI's greenhouse gas (GHG) footprint in 2024, establishing a baseline calculation for the emissions we generated in the previous year.

While recognising the growth of DRI's business in 2024, with the addition of four new offices and many colleagues, the 2023 data will serve as our starting point for future calculations. The GHG inventory was calculated in accordance with the GHG Protocol, which sets out global GHG accounting standards, and is emphasised in DRI's GHG Rulebook.

The importance of this exercise lies in the development of a consistent methodology for measuring GHGs, supported by expert consultants. This approach ensures that future assessments will be accurate, transparent and consistent with best practices. The 2023 calculation showed that DRI's footprint is only 0.17% of our parent company's total emissions.

Notably, the majority of DRI's emissions are indirect, resulting from the purchase of goods and services (Scope 3, categories 1 and 2 from the GHG Protocol). This highlights the importance of addressing indirect emissions in our sustainability strategy as we work to reduce our overall environmental impact.

## Avoided emissions

As a renewable energy producer, DRI plays a critical role in reducing carbon emissions by generating clean energy through wind and solar power.

By replacing fossil fuel-based energy sources with renewable alternatives, we make a significant contribution to the avoidance of CO<sub>2</sub> emissions.

Scope 4 calculations were not included in the GHG inventory for 2023. However, at the moment, we are leveraging internal expertise to calculate avoided emissions and will explore including these calculations in the GHG Rulebook in the future.

**56,884** tonnes of CO<sub>2</sub>  
avoided in 2024

# Leveraging technology to optimise energy efficiency

We work with suppliers to stay at the forefront of innovation and make use of new technologies that optimise the efficiency and sustainability of the equipment we use.

For instance, the Ruginoasa wind farm features ten state-of-the-art Vestas EnVentus V162-6.0 MW wind turbines with advanced efficiency and noise reduction technologies. According to Vestas' research, these turbines are designed to be up to 85% recyclable.

Our solar array incorporates bi-facial panels designed to optimise energy capture. These panels track the sun's movement, which allows for enhanced energy harvesting and results in a potential increase in energy production of up to 30%.



# Environmental Impact Assessments

As part of our commitment to responsible and sustainable project development, DRI conducts Environmental Impact Assessments (EIAs) in accordance with local laws and regulations.

These assessments are critical to ensuring that our projects have minimal environmental impact and contribute to the conservation of natural resources. We work closely with local experts from highly reputed environmental agencies. This collaborative approach ensures that we meet the specific needs and standards of the communities in which we operate, while fostering a culture of transparency and compliance.

## Ruginoasa wind farm environmental report

In fulfilling our environmental responsibility, we have implemented a flora and fauna monitoring programme at the Ruginoasa wind project. This monitoring is carried

out by a team of local experts from Econova to assess the potential impact of our operations on the local ecosystem, in particular the species that inhabit the area around the wind turbines.

Throughout the one-year monitoring period (2024), observations indicated that the use of the habitat around the wind turbines continued without any detectable negative impact.

Econova's experts concluded that no significant negative impacts on biodiversity were observed, with the exception of isolated cases. These include the mortality of three birds. Whilst unfortunate, these isolated events do not indicate a wider systemic impact on the local fauna.

In contrast, the monitoring programme has shown that the wind farm is having a positive impact on the local environment through the creation of aquatic habitats near the turbines. These areas are used by amphibian species native to the area, such as European green and spadefoot toads. This suggests a positive interaction between the wind project and local amphibian populations, with these habitats providing valuable resources for the species.

This continued use of the habitat by different species demonstrates the compatibility of the wind project with the surrounding biodiversity, and it reinforces our commitment to minimising environmental impacts and promoting the sustainable coexistence of renewable energy infrastructure with local wildlife. DRI will continue to monitor and assess biodiversity at Ruginoasa to ensure we maintain the highest standards of environmental protection.







## Iulian Gherghel

*Econova environmental  
agency representative*

### **Could you briefly explain the methodology you used for monitoring biodiversity at the Ruginoasa wind project?**

To monitor biodiversity at the Ruginoasa wind project we employed multiple complementary methods. For bird migration, we performed observations from fixed vantage points, carefully recording all individuals seen through spotting scopes or binoculars. For bats, we conducted acoustic monitoring from fixed points and transects. Other groups of species were surveyed using transect methods, where we systematically walked predetermined paths, primarily around the wind turbines, documenting all signs of wildlife presence, including direct sightings, tracks and faeces. Additionally, carcass searches were conducted using thorough transects around each turbine to ensure complete area coverage.

### **How do the results of the first monitoring year compare with the impacts predicted in the initial environmental assessment, prior to the construction of the project?**

Our observations from the first monitoring year indicate continuity in habitat use, without any detectable negative

impacts. Interestingly, a positive ecological outcome was noted following construction: new aquatic habitats formed near turbines V248237 and V248232, which have since been actively utilised by local amphibian species, particularly the European green toad (*Bufo viridis*) and the common spadefoot (*Pelobates fuscus*).

### **What is one notable or interesting finding about the biodiversity in the Ruginoasa wind farm that you could share?**

One particularly interesting finding from our first year of monitoring at the Ruginoasa wind farm is the unexpectedly extensive use of the area by common buzzards (*Buteo buteo*) for foraging – equal to before the project's construction. This positive outcome highlights the importance and effectiveness of our conservation and habitat management strategies, especially maintaining land use and carefully restoring the habitats to their initial state after construction activities.

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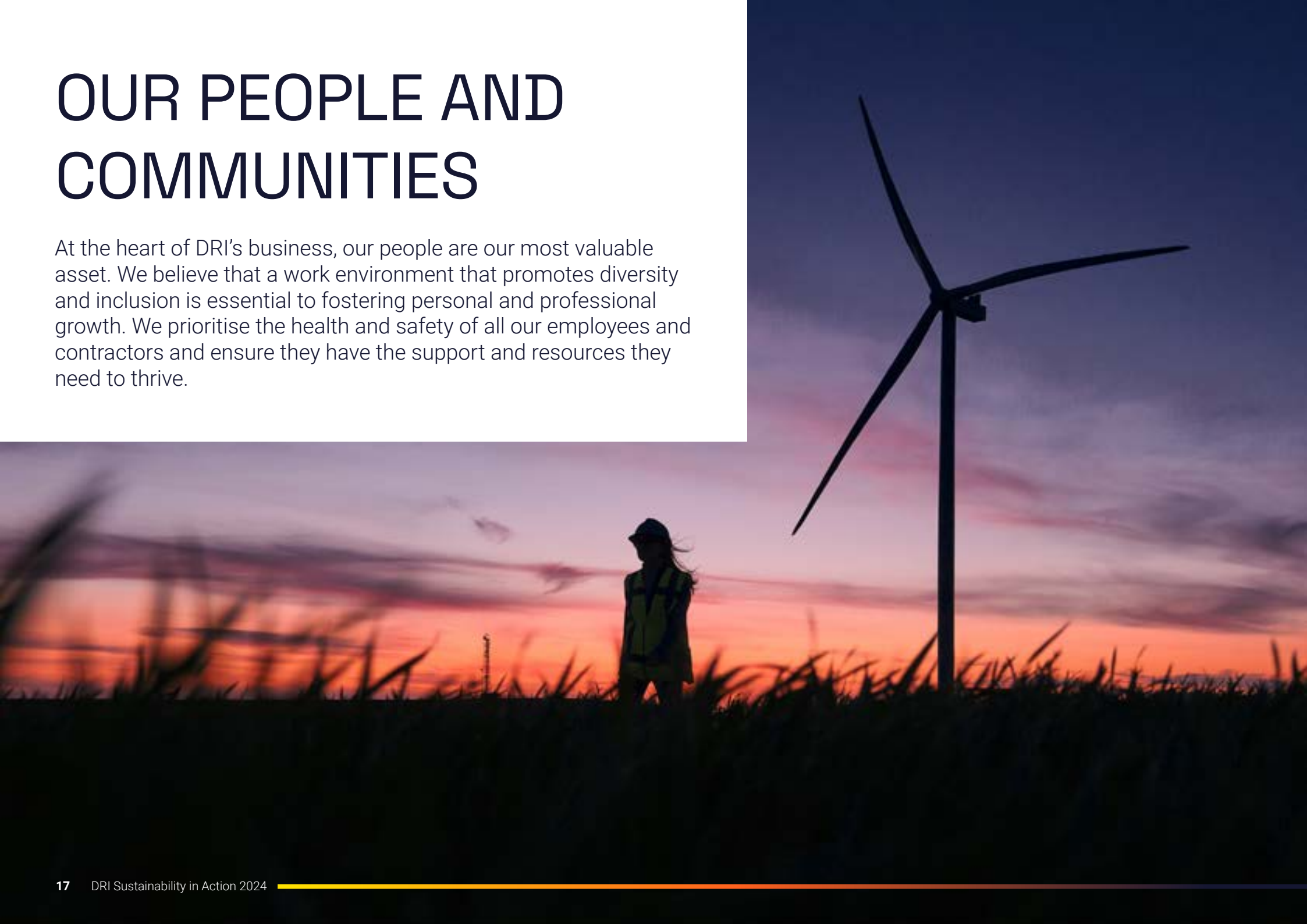
Our observations from the first monitoring year indicate continuity in habitat use, without any detectable negative impacts.





# OUR PEOPLE AND COMMUNITIES

At the heart of DRI's business, our people are our most valuable asset. We believe that a work environment that promotes diversity and inclusion is essential to fostering personal and professional growth. We prioritise the health and safety of all our employees and contractors and ensure they have the support and resources they need to thrive.



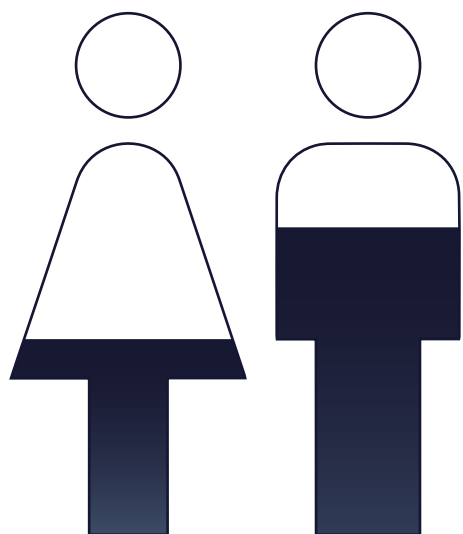
# Our workforce

DRI has a team of experts committed to delivering the energy transition.

We place great importance on local expertise. In cities like Bucharest, Milan, Rome, Warsaw and Zagreb, we employ local professionals who are supported by an international team in Amsterdam.

**91** employees across  
5 countries

**22** nationalities



**38%**  
Women

**62%**  
Men

## Our benefits package

At DRI, we are committed to attracting exceptional talent who are passionate about driving the energy transition. We believe that the success of our mission depends on the dedication, innovation and expertise of our employees. To attract and retain leaders in our field, we offer a comprehensive benefits package designed to reward both individual and collective contributions. This includes competitive salaries and a performance-driven bonus scheme, backed by a transparent and thorough internal assessment process.

We prioritise our employees' well-being by providing health insurance, ensuring they have access to the care and support they need.

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At DRI, we recognise that investing in our people is not only an investment in their individual success, but also in the long-term success of our company and the energy transition as a whole.

**Olena Myroshnychenko**  
Head of Human Resources, DRI



# Fostering a culture of belonging

We are proud to be an equal opportunity employer.

We believe in fostering a diverse and inclusive workplace where everyone has an equal chance to succeed. We value the unique perspectives and contributions of each individual and strive to create an environment that embraces diversity. We don't discriminate based on race, religion, ethnicity, sex, national origin, age, disability or any other protected status, and our diverse workforce of 22 nationalities is a testament to that.

In 2024, we launched DRI's internal values, an important step in fostering a positive and collaborative workplace culture. These values were selected through a collaborative exercise within DRI teams to serve as the foundation for how our employees work, interact and make decisions, both as individuals and as a team. By aligning everyone with these values, we aim to create an environment where every employee feels respected, empowered and motivated to contribute to the success of the company.

## We are Experts

We are experts, with deep in-house engineering, renewable energy and subject-matter expertise, actively leading as a European power producer in wind, solar and battery storage.

We attract leaders in our field from around the world and continually refine our skills to deliver the highest quality products and services to our stakeholders.

## We are Purpose-driven

We are driven by purpose: we accelerate the energy transition and work towards the European Commission's Renewable Energy Target of 42.5% RES consumption by 2030.

We put health and safety first, and we use our passion for sustainability and a greener future to drive meaningful change at pace, locally, nationally and regionally.

## We are Inclusive

We are an international team, actively celebrating diversity. We hold each other accountable to achieve the same business goals, driven by the same passion.

We foster an open and transparent working environment based on trust, and we empower every individual to contribute their unique perspectives in our journey towards excellence.

## We are Courageous

We go to markets with development potential, embracing challenges with flexibility and an agile and entrepreneurial mindset.

We set high standards and push boundaries so we can deliver and stay ahead of the curve in our sector, making change happen.

# Learning and development

At DRI, we are committed to providing our employees with opportunities for continuous learning and personal development

Our team members have access to LinkedIn Learning, along with a wealth of resources through DTEK Academy, which offers a wide range of training and development tools for all employees.

## INTERVIEW



**Robin Musch**

*Head of Legal DRI*

**What motivates you to work at DRI and how do you feel your contributions help shape the company's efforts towards a greener and more sustainable future?**

I'm motivated by the chance to contribute to the energy transition, particularly in countries where our projects play a significant role in meeting their RES targets. The challenges of navigating complex regulations in these countries also drive me. My role in leading projects in the right direction, collaborating with trusted advisors, and working closely with governments ensures that developers receive the clarity they need on legal changes. This approach helps ensure that our projects

are built in compliance with all regulations, contributing to a greener and more sustainable future.

**You have been with DRI for over one year and a half. Can you share your experience of how DRI has contributed to your personal and career development?**

Working at DRI has been a great learning experience, as the field we work in is highly multidisciplinary. We engage with commercial, engineering, financial and legal aspects, which provides a comprehensive understanding of project development. In terms of company culture, we continuously strive for greater efficiency and speed, which requires close collaboration, creativity and innovative problem-solving.

**Sustainability often involves working across teams. Can you share an example of how teamwork has helped achieve an important sustainability milestone or overcome a challenge in the legal team?**

We follow strict compliance standards at DRI, especially regarding anti-bribery and corruption policies. Every contract and business relationship, regardless of

size, undergoes rigorous screening. While this can be challenging for some counterparts, particularly in countries with varying maturity levels, it has taken significant effort from our Legal team to explain why these measures are essential. Through teamwork and persistence, we've been successful in keeping those high standards, which has been critical for achieving key performance indicators around sustainability and, ultimately, ensuring the success of our projects.

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Working at DRI has been a great learning experience, as the field we work in is highly multidisciplinary.



# DRI's Health and Safety: No damage and no harm to anyone

At DRI, we firmly believe that all incidents are preventable.

Our goal is clear: zero incidents on site, ensuring a workplace where safety is a shared responsibility. This goal is supported by DRI's Safety Principles and Lifesaving Rules, which serve as the foundation of our safety culture. We adopt a caring, coaching and collaborative approach to eliminate risk, focusing on proactive measures that protect both our people and our operations.

Every employee, including our contractors, is expected to fully embrace these principles and lifesaving rules, taking them to heart and mind.

“

Our collaborative efforts ensure a safe working environment for all, where compliance is not just a requirement, but a shared responsibility.

**Jaco Booysen**  
Health and Safety Manager, DRI



## Health and Safety strategic directions

1

### Building a strong safety foundation

In 2024, our Health and Safety (H&S) team took significant steps to advance DRI's safety management system. The team initiated the creation of a capability assessment system to evaluate contractors, ensuring that only those with robust and proven H&S management practices are considered for tenders. By prioritising H&S compliance from the outset, the team has laid a strong foundation for fostering a company-wide safety culture that emphasises both worker well-being and operational safety.

2

### Building emergency response capabilities in crisis

A key action in 2024 was to build and test the safety management system during a crisis. For instance, in April 2024, we conducted a full-scale emergency response scenario with Ruginoasa local authorities and the fire department. This drill clearly demonstrated the effectiveness of DRI's emergency response plans, which the H&S team had worked diligently to develop. The success of the drill validated the team's preparedness and also showcased the professionalism and capabilities of DRI's local emergency management partners.

3

### Empowering employees and subcontractors that H&S is a shared responsibility

The H&S team also worked to empower employees to become H&S champions. The team continued to conduct comprehensive safety induction training for all employees, ensuring that everyone understands their role in maintaining safety standards.

The H&S team ensured that first aiders were present in every office and construction site, contributing to a proactive approach to health and safety.

And we developed and implemented site-specific H&S programmes to ensure that all employees, contractors and visitors are fully informed of site hazards, mitigation measures and safety rules. This emphasis on education and empowerment has fostered a culture of safety where each individual feels personally responsible for maintaining a safe work environment.

0 fatalities

0 lost time injury frequency rate (LTIFR)

In 2024, our teams completed

250,000

work hours with no incidents.

In 2024, DRI maintained a record of zero accidents and zero lost time injuries across our operations, including at the construction site of the Glodeni II solar farm in Mures County, Romania.

This project, which added 60MW to an existing 53MW solar farm, is one of the largest solar projects in Romania. Throughout this complex project, we prioritised safety at every stage of construction, from planning to execution, ensuring that no accidents occurred and completing 250,000 working hours without a single incident.



## Rapid safety response to discovery of World War II UXO during construction

In July 2024, DRI encountered a critical safety situation at the Glodeni II site when an unexploded ordnance (UXO) was discovered during the installation of the construction camp and site roads. Upon identifying the UXO, our project management team immediately halted all work on site, evacuated personnel and established a secure perimeter to prevent access to the danger zone. The team quickly notified local authorities, who responded rapidly to assess and safely remove the ordnance. This swift and coordinated response demonstrated DRI's effective safety protocols, clear communication channels and commitment to protecting the well-being of all involved.

To further ensure the safety of the site, we hired a specialised remediation company to conduct a comprehensive survey of the area. This precaution led to the discovery and safe removal of four additional UXOs. This thorough approach reflects DRI's safety-first culture, which emphasises proactive risk management and continuous safety awareness. In addition to reactive measures, we conduct regular safety audits, provide ongoing training for employees and subcontractors, and foster a work environment where safety is prioritised at every level. This incident at Glodeni II exemplifies DRI's commitment to zero harm, ensuring a safe working environment for all.





## The Safety Champion Award

The DRI Safety Champion Award, introduced during the construction of the Glodeni II solar farm, is a key component of our Safety Management System (SSM). The award recognises employees who consistently go above and beyond to protect their co-workers and contribute to the safe completion of renewable energy projects. The initiative has not only reinforced DRI's commitment to a safe, incident-free culture, but it has also had a positive impact on project productivity. The initiative highlights individuals who excel in safety awareness, leadership, responsibility and adherence to safety protocols, including the Safety Observation Card (SOC) system, which encourages proactive reporting of potential hazards.

Since its inception, the Safety Champion Award has fostered a stronger safety culture and motivated employees to take greater responsibility for safety, knowing that their efforts will be recognised and rewarded. Four employees at Glodeni II have already been recognised for their outstanding contribution to safety and have received a Safety Champion certificate and a toolbox as a reminder of their important role in maintaining a safe working environment. This initiative has led to a significant increase in safety observations and reporting, enabling hazards to be identified and corrective action to be taken more quickly.



## Keeping Ruginoasa's residents informed

In 2024, with the onset of the cold season, we took proactive steps to ensure the safety of the local community in Ruginoasa by launching a comprehensive information campaign. As part of this initiative, we distributed more than 2,000 flyers and posters to local residents to raise awareness of the safe operation of the turbines and provide essential safety instructions, reaching approximately 6,000 residents.

The campaign emphasised that the turbines are safe and offered three key safety tips for those in the vicinity of the turbines. These tips include respecting the signs and barriers around the turbines, keeping a safe distance from the base of the turbines and limiting the time spent in the vicinity of the turbines, particularly in adverse weather conditions. The aim of these measures is to protect the well-being of the community while promoting a better understanding of the safety protocols in place. By educating residents and reinforcing these safety measures, we are committed to ensuring a safe environment for everyone living in and around Ruginoasa.





# Creating local impact

We are proud to work with local suppliers and contribute to the economic growth and development of the communities in which we operate.

Our partnerships with these suppliers create jobs, strengthen regional development and increase the economic resilience of communities.

## INTERVIEW



### Ciprian Popa

*Country Director at Ostenweg, our partner in developing two solar assets in Romania*

#### **What is your view of the safety measures taken by workers on-site during the construction of the Glodeni II solar park?**

The presence of the Health and Safety Officer from the client's side, as well as those from the contractors, significantly contributed to the development of a strong health and safety culture. Additionally, DRI's decision to reward the best Safety Observation Card had a positive impact on encouraging active worker involvement. The Stop Work Authority programme has proven to be one of the most effective tools for empowering employees and promoting a proactive attitude towards health and safety. Pre-tour meetings played an important role in

raising awareness and properly informing workers about the company's procedures. These sessions ensured that all team members were aligned with internal standards before starting their activities on site.

#### **How did you collaborate with other stakeholders (e.g., environmental consultants, engineers, local authorities) to ensure the solar park construction met the deadlines?**

We maintained close and continuous collaboration with all stakeholders involved in the project. Regular coordination meetings were held with environmental consultants, engineers and local authorities to align on project milestones, address technical or regulatory challenges, and ensure a clear flow of communication. This proactive approach allowed us to anticipate potential delays and implement timely solutions, ultimately helping us stay on schedule and deliver the solar park within the agreed deadlines.

#### **Sustainable practices are gaining momentum in Romania. Do you have any plans to implement any other sustainability practices in your company?**

Yes, sustainability is a core value for us, and we are

actively exploring additional practices to minimise our environmental footprint. Beyond our involvement in renewable energy projects, we are looking to implement measures such as waste reduction programmes, increased use of recycled and eco-friendly materials, and improved energy efficiency in our operations. We are also considering partnerships with local communities to support environmental education and tree-planting initiatives. Our goal is to integrate sustainability into every stage of our projects from planning to execution.

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The presence of the Health and Safety Officer from the client's side, as well as those from the contractors, significantly contributed to the development of a strong health and safety culture.

# Community Engagement

Working with local communities is a cornerstone of DRI's approach to sustainable development and responsible investment.

Building strong relationships with institutional representatives at local, regional and national levels is essential to ensure not only that our projects are successful, but also beneficial to the communities in which we operate. Our initial focus is on engaging local authorities in communities where we propose projects, building trust and understanding their needs and concerns. This ensures our projects align with their priorities and foster long-term development. Local support is essential for smooth project implementation.

As we progress, we engage at national and regional levels. We collaborate with ministries of energy and environment, and with regional representatives to streamline permits and address regulatory challenges, accelerating project timelines and supporting energy security and green goals.

We also focus on social initiatives, exploring opportunities to support job creation, environmental protection and the preservation of cultural assets, driving positive social and economic impact in local communities. DRI's engagement with communities is about building lasting, mutually beneficial relationships. By actively listening and responding to the needs of the communities in which we operate, we aim to ensure that our renewable energy projects deliver tangible benefits and create value not only for our business, but also for communities.

## Social initiatives

We recognise the importance of community involvement, and we actively seek initiatives in key areas such as environmental protection, education, health, and sport.



### Education

As experts in the energy sector who strive for continuous improvement, we believe in the power of education to create long-term value. Education can transform communities and foster innovation in society.



### Health

Just as DRI prioritises the health and well-being of our own employees, we also want to make a difference in the communities in which we operate, helping to improve the overall health and well-being of people. By promoting or advancing people's health, we can boost standards of living and facilitate higher levels of productivity, ultimately helping communities to thrive and prosper.



### Environmental Protection

We focus on underserved markets where we can make the greatest impact, advancing countries' decarbonisation strategies and expanding renewable energy capacity. As we grow responsibly, we are committed to conserving biodiversity. We strive to minimise the environmental footprint in the areas within which we operate, protect natural habitats and support biodiversity conservation efforts.



### Sport

We believe that sport has the power to bring people together and inspire healthier, stronger communities. We're dedicated to supporting local sports initiatives, especially for the younger generation, to ignite a passion for active living. By investing in the restoration of existing facilities and the creation of new sports and playgrounds, we aim to create spaces where everyone can come together and thrive through the joy of sport.

# DRI's principles for implementing social impact projects

We work with communities, for communities.

## Long term commitment

We implement social projects throughout the life cycle of our projects, from development to operation.

## System approach

We support the socio-economic development of the areas in which DRI operates.

## Focused approach

We support key beneficiaries in the areas where our projects are located.

DRI supports European and local institutions and non-profit organisations that have trustworthy, transparent processes and programmes in place, and that have a proven track record of impact in the communities they serve.

DRI prioritises projects which:

- fit within the focus areas of DRI (Environmental Protection, Education, Health, and Sport) and the scope of DRI;
- are located in the areas in which DRI operates, has offices or wishes to focus;
- have a large number of beneficiaries;
- offer opportunities to involve people from the community and/or DRI employees in volunteering activities.

To ensure our efforts have a lasting impact, we work with local non-governmental organisations (NGOs) and stakeholders to identify the specific needs of communities in Croatia, Italy, Poland and Romania. This enables us to tailor our initiatives to address the most pressing issues and create meaningful, sustainable change in the communities where we operate. While we are still developing a robust framework for our NGO partners, we are already actively involved in supporting local communities.



## Community support: gift packs for children in Glodeni and Ruginoasa

In winter, DRI partnered with local authorities in Romania on two social impact projects – one in Glodeni and another in Ruginoasa – in regions where we have three operational projects.

In Glodeni, we supported the local community by providing 500 Christmas packages to children at the local school. DRI representatives attended an event in Glodeni alongside the Mayor to distribute the gifts and take part in the school celebration.

In Ruginoasa, home to DRI's 60 MW wind farm, we supported children from vulnerable families by distributing warm clothing for the winter. This was made possible through a partnership with the Local Municipality, the Community School and the Welfare State Department.





# OUR GOVERNANCE IN ACTION







DRI benefits from the parent company's robust governance framework, which aligns with international best practices, emphasising transparency, accountability, and continuous improvement in compliance and corporate governance.



# Working with our stakeholders

As a renewable energy company working across Europe, we have many different stakeholders, both internal and external.

Our stakeholders are vital to help us create value as a business, and we, in turn, aim to generate value for them through our operations. For this reason, stakeholder engagement is very important at DRI, and we engage with key groups regularly to understand their views and build positive working relationships.

	 <b>Employees</b>	 <b>Local communities</b>	 <b>Partners</b>	 <b>Investors</b>	 <b>Government and policy makers</b>	 <b>NGOs</b>	 <b>Industry institutions</b>
<b>Examples</b>	Energy workers, office workers, leadership and management teams.	Individual residents, local businesses, civil society bodies.	Manufacturers, developers, construction companies.	International financial institutions (IFIs), multilateral funding organisations, green investment funds and commercial banks.	Members of Parliament and government officials from Croatia, Italy, Poland and Romania, EU policy-makers: Commission and Parliament, embassies.	International advocacy organisations, think tanks, charitable organisations from Croatia, Italy, Poland and Romania and the Netherlands.	European and other international business associations, think tanks and research organisations, energy standards boards, analysts and advisers, national industry associations from Croatia, Italy, Poland and Romania and the Netherlands.
<b>How we engage</b>	Internal newsletters, leadership webinars, personal development conversations, employee satisfaction surveys, offsite days.	Official correspondence, public consultations, social partnership projects.	Direct collaboration, industry events, due diligence.	Investor presentations, industry events, direct investor relations dialogue.	High-level meetings (bilateral, round tables, discussions, conferences), working groups, international platforms, industry events.	Events and direct engagement.	Active participation in business associations, contribution to position papers and statements with other industry peers, workshops and knowledge sharing, industry events.
<b>Purpose of engagement</b>	Ensuring employee well-being and inclusion, supporting personal development, building positive corporate culture.	Ensure communities are appropriately informed, addressing concerns, supporting local initiatives, enhancing community services.	Growing business opportunities and shareholder value, building responsible partnerships, supporting the energy transition.	Attracting responsible investment, understanding investor expectations, supporting energy transition.	Strategic partnerships, attracting investment for renewable projects, building reputation.	Awareness of industry standards and best practice, collaboration on social goals, supporting vulnerable groups.	Awareness of industry standards, technology and innovation exchange, best practice sharing, support for energy market reforms, strategic partnerships, policy and regulatory alignment.



# Robust governance

Robust governance provides the framework to drive sustainability, and DRI benefits greatly from the frameworks developed by our parent company, DTEK Group.

In recent years, DTEK has worked hard to transform the corporate governance structure, compliance management system and business as a whole to align with international best practices. DTEK Group applies principles comparable to those adopted by public international corporations and has developed numerous systems and procedures to ensure strong governance practices. The Group routinely reviews its work to align with evolving standards and, above all, strives for a high degree of transparency and accountability and undertakes to disclose important information in a timely, equitable and reliable manner.

The Group's energy transition will be underpinned by foreign investment. To maximise this flow of funding, the Group is increasing the confidence of the international community in its ability to uphold the highest standards of corporate governance and compliance. Behaving in accordance with applicable laws, demonstrating good ethical credentials and helping all people make the right decisions are not only the right thing to do, but crucial in establishing long-term relationships with international partners and investors.

## Recent developments

Our parent company has made significant investments in strengthening its ethics and compliance culture across all its business entities, including DRI. This includes ensuring adherence to human rights, labour laws, anti-corruption legislation and sanction regimes while promoting ethical practices among employees. In 2023, DTEK joined the World Economic Forum's Partnering Against Corruption Initiative (PACI), and in 2024 it established an independent Advisory Council to provide strategic governance guidance. DTEK also conducted a comprehensive corruption risk assessment, verified by EY, to strengthen transparency and accountability. Additionally, DTEK has enhanced its external engagement by participating in high-level international platforms such as anti-corruption and governance events at the World Economic Forum and activities with the United Nations Global Compact.





# Building strong relationships

DRI is a member of various business associations and organisations, which provide us with opportunities to keep abreast of the latest advancements in our sector, share best practice and contribute to position papers. This enables us to stay at

the forefront of our industry and work together to drive the sector forward towards a greener future. We also work in an open and transparent dialogue with local and European governments and governing bodies.

## INTERVIEW



### Annebeth Wijtenburg

*DRI's Head of  
Communications,  
Government Relations  
and Sustainability*

#### **DRI works actively with industry associations throughout Europe. Can you explain why these partnerships are so important?**

At DRI, we believe in the power of collaboration to drive meaningful change. By working with industry associations, we are able to contribute to the advancement of renewable energy and battery storage across Europe. These partnerships not only enhance our expertise but also help us stay at the forefront of industry

developments. They also provide us with a platform to engage with policy-makers, industry leaders and other stakeholders to ensure we are aligned with both market needs and government energy transition goals.

#### **What associations does DRI work with?**

DRI works with several key industry associations in the countries where we operate. In Croatia, we are an active member of the Renewable Energy Sources of Croatia, which allows us to contribute to the country's renewable energy strategy. In Italy, we work with Elettricità Futura, a leading association in the renewable energy sector. In Poland, we are a member of both the Polish Wind Energy Association and the Polish Chamber for Energy Storage (PiMe), where we actively support the development of both wind energy and battery storage. In Romania, we work with the Romanian Photovoltaic Industry Association and the Romanian Wind Energy Association (RWEA). We are also members of European-wide associations: WindEurope and SolarPower Europe.

#### **Can you say more about DRI's approach to government relations?**

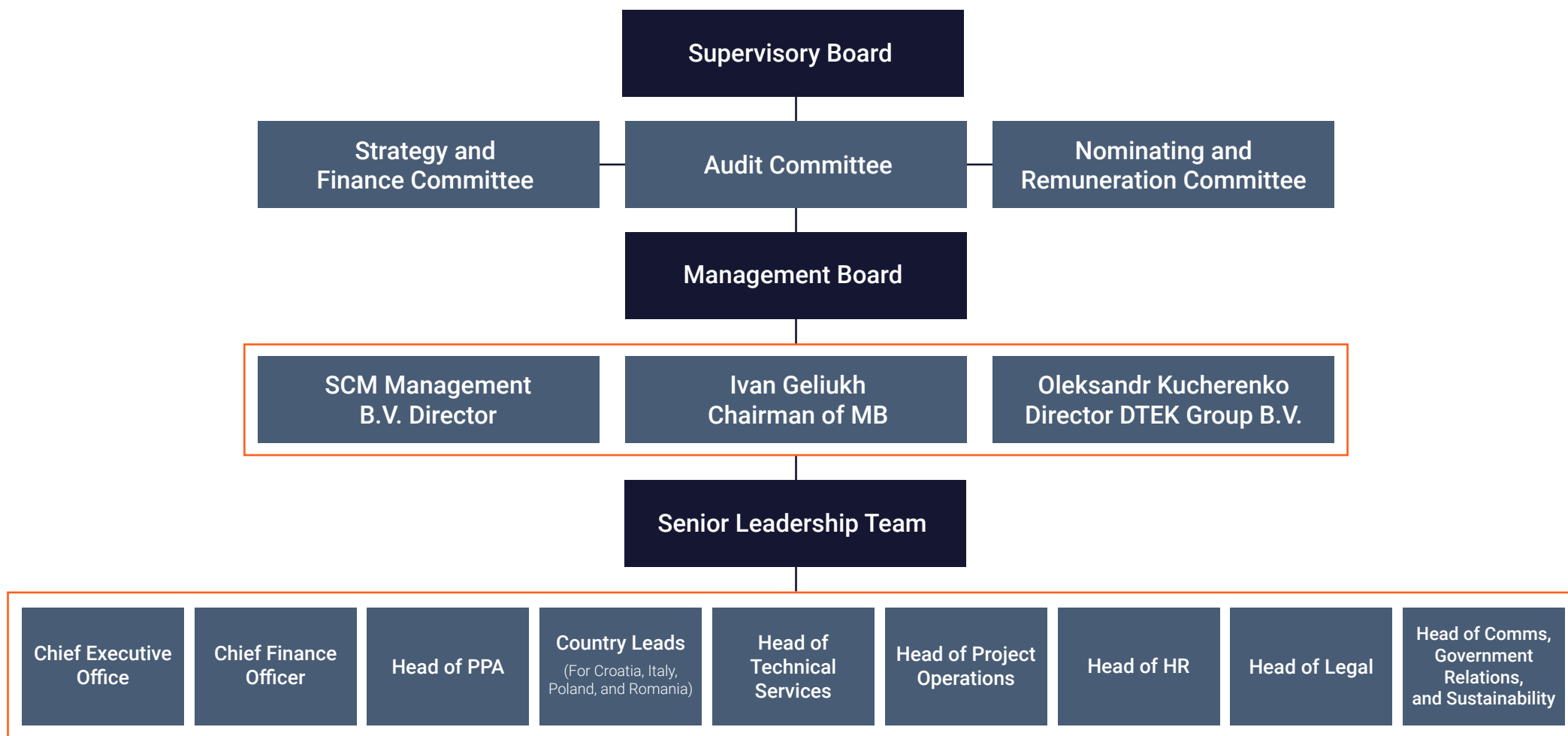
Our approach to government relations is based on the understanding that the energy transition requires a collective effort. We are committed to helping governments achieve their net-zero goals, and we have open collaborations with European, national and local authorities that give us a powerful voice in advocating for policies that support the growth of renewable energy and energy storage solutions.

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At DRI, we believe in the power of collaboration to drive meaningful change. These partnerships not only enhance our expertise but also help us stay at the forefront of industry developments.

# Our management structure

The following outlines the company's governance structure.



# Managing sustainability

## Sustainability Committee

Developed in 2024, the Sustainability Committee plays a key role in shaping DRI's approach to sustainability, overseeing the integration of ESG practices into our business objectives, addressing sustainability challenges, capitalising on opportunities, and maintaining the trust of our stakeholders.

The Sustainability Committee is chaired by the CEO and is formed of relevant leadership members and experts. The Committee has a formal role in approving DRI's sustainability direction, policies and key initiatives that may impact our business, performance and reputation.

The objectives of the Sustainability Committee are to:

- ensure transparent and structured internal decision-making on all ESG matters;
- define and approve DRI's long-term Sustainability strategy and establish clear objectives, targets and key performance indicators that support sustainable growth and risk mitigation;
- define DRI's ESG procedures, processes and initiatives, ensuring strong governance practices in relation to ESG;
- support internal capabilities and embed ESG throughout the organisation (through ESG Ambassadors);
- discuss and approve community engagement projects and identify opportunities to drive long-term value creation in local communities;
- monitor ESG performance and the development of comprehensive ESG reports to ensure that we meet stakeholder expectations and comply with relevant standards.



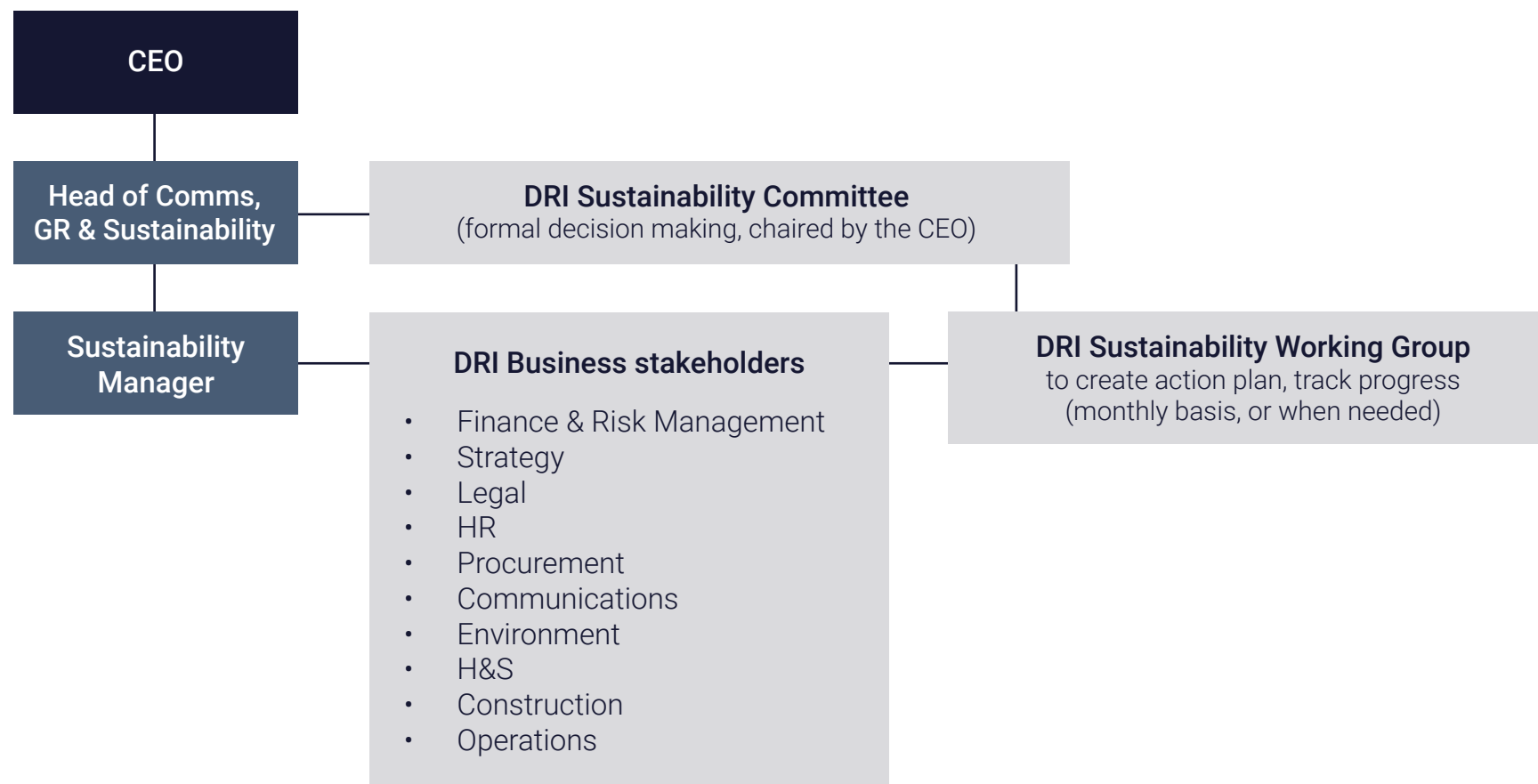


# The Sustainability team

DRI's leadership supports the development of a robust sustainability framework, working together with the CEO and Sustainability Manager to enhance our renewable energy projects while integrating sustainability into our operations and strategy.

With a strong focus on aligning with global standards and advancing sustainability goals, this collaborative structure plays a key role in driving positive change across the company.

This approach ensures that sustainability is integrated into all decision-making processes, driving long-term value and positive impact for both our business and the communities in which we operate.



Thank you for reading DRI's first Sustainability in Action review. For more details on our projects, please visit our website at [dri-energy.com](http://dri-energy.com).

**DRI**