



EUR

RON

USD

CAPITAL MARKET STORY

HAPPY COWS • HEALTHY MILK • SATISFIED CUSTOMERS

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This presentation includes information on the Company’s mid-term strategy for 2025-2030. This strategic outline is intended to provide insight into the Company’s current planning assumptions and direction. It is not a definitive or exhaustive plan but a reference point – a step on the horizon – subject to ongoing evaluation and potential adjustment based on future market conditions, operational developments, and strategic priorities.

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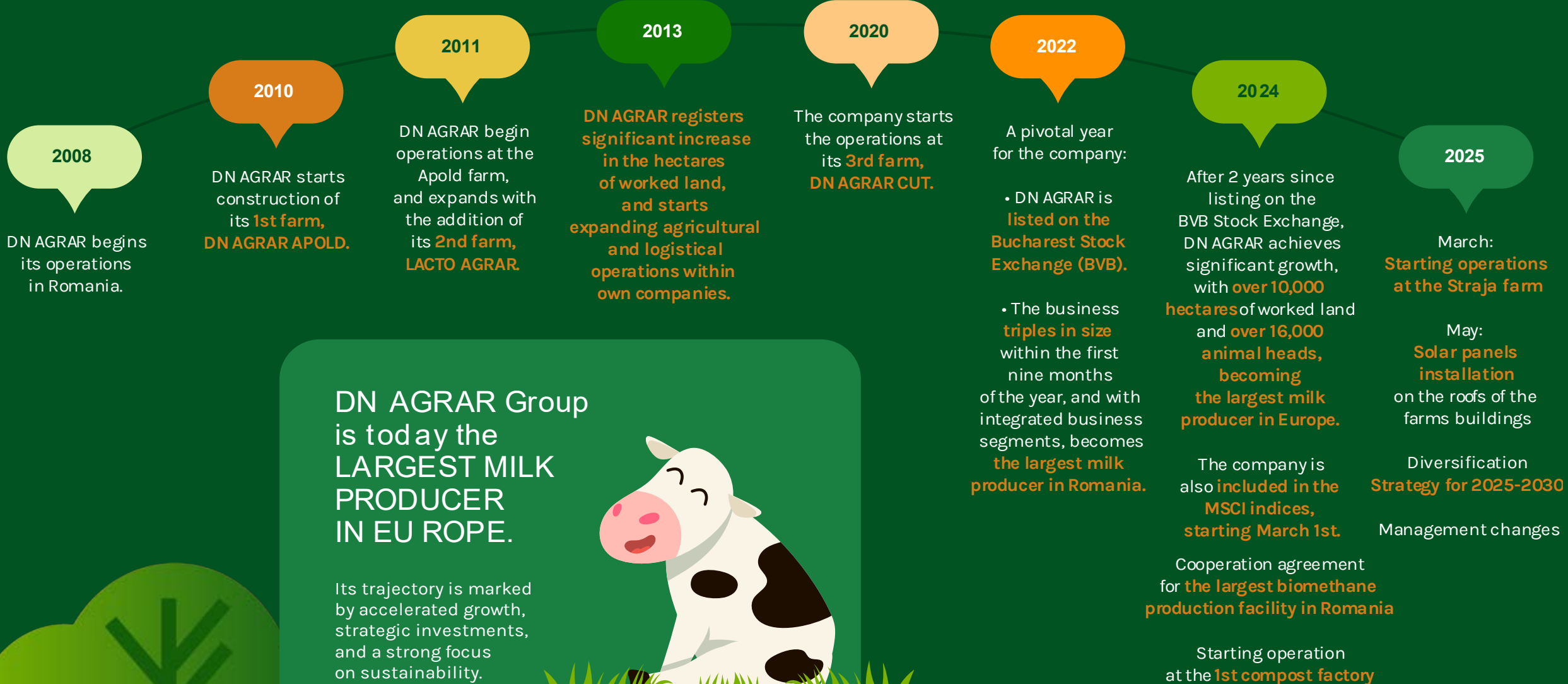
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DN AGRAR Journey: From Local Roots to European Leadership



AGENDA

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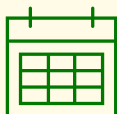
DN AGRAR – A SUSTAINABLE VISION SINCE 2008



THE LARGEST MILK PRODUCER IN THE E.U.



Founded by Jan G. de Boer in 2008



*Listed on the **AeRO** market of the Bucharest Stock Exchange on **February 2nd, 2022***



*Shares were included in the **BETAeRO** index since **September 2022** and starting from **March 2024** in the **MSCI Frontier Small Cap** and **MSCI Romania Small Cap** indices*



16,000+ heads dairy cows as well as young cattle



10,000+ hectares of worked land (7,000+ inside the group, and the rest outside the group)

5 farms & **1** compost factory



Established crops:

- | | |
|-------------|----------|
| ✓ Maize | ✓ Wheat |
| ✓ Triticale | ✓ Barley |
| ✓ Alfalfa | ✓ Rye |



AN OUTSTANDING GROWTH STORY



Track Record

- Tripled the business since listing
- Consistent Growth in EBITDA
- Milk delivered in 2024: approx. 65 mil. liters
- **Estimated milk deliveries in 2025: over 70 mil. liters**

Sustainable Agriculture

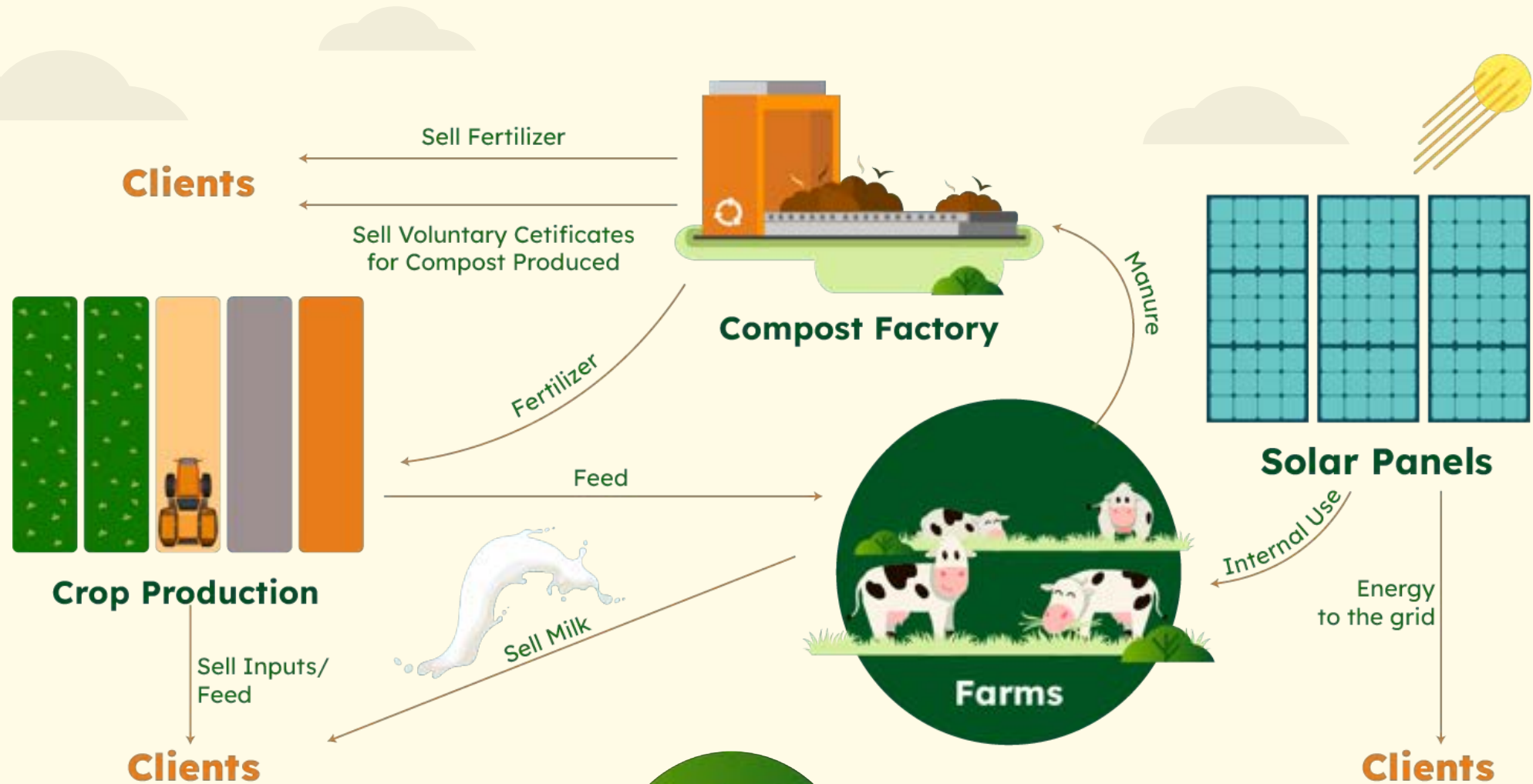
Focus on **sustainable, regenerative agriculture practices** that maximize productivity, reduce environmental impact, and ensure long-term profitability.

Market Position

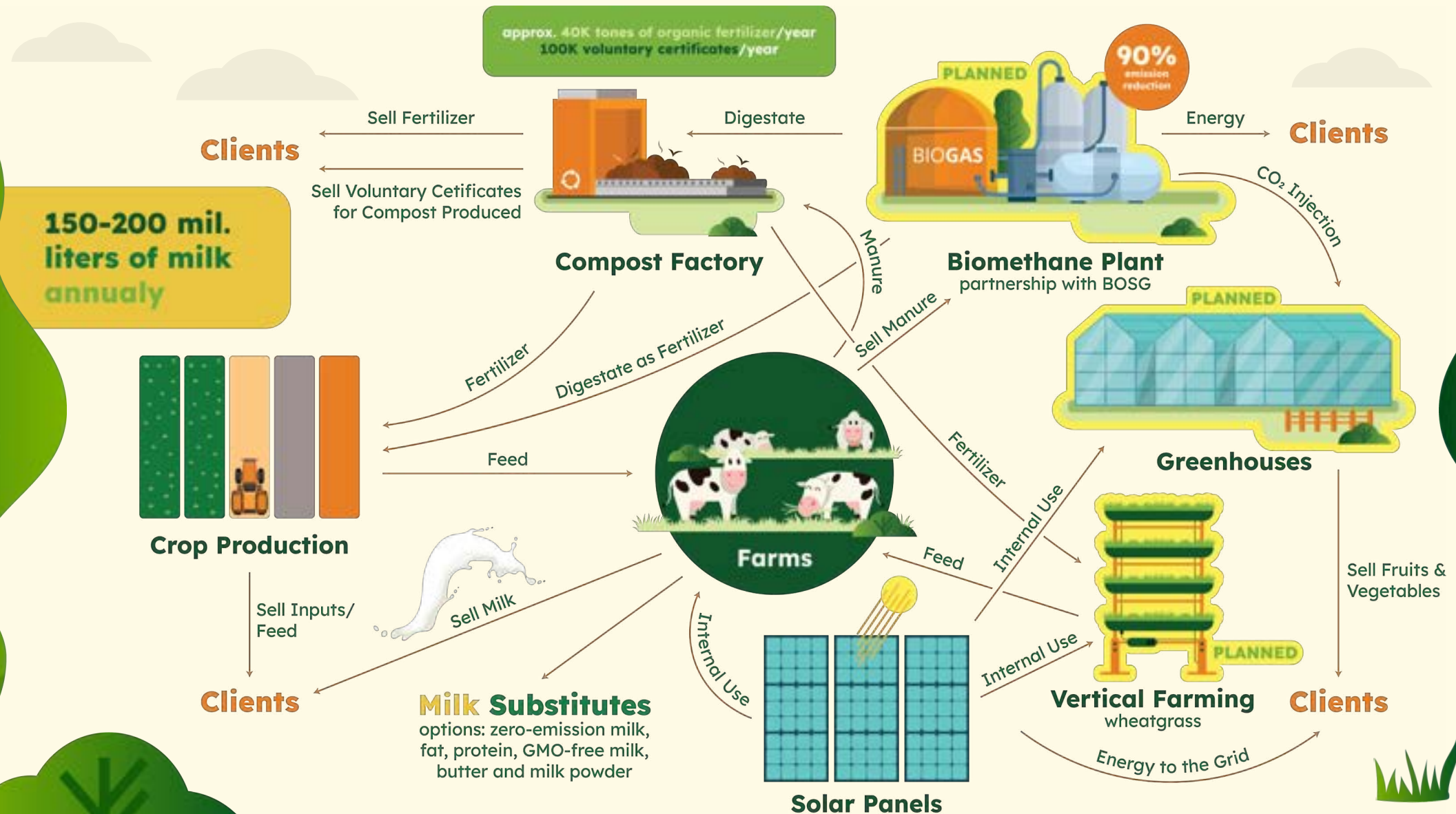
European Union's leading milk producer and the largest integrated zootechnical farm in Romania, with cow milk production and vegetable production.



INTEGRATED BUSINESS MODEL – TODAY



INTEGRATED BUSINESS MODEL – NEXT YEARS



MANAGEMENT TEAM



**Peter
de Boer**

2019

CEO &
BoD Member



**Adina
Trușă**

2011

COO &
Deputy CEO



**Mihaela
Nicula**

2011

CFO



**Marian
Rusu**

2009

Technical Director



**Bogdan
Dan**

2012

Vegetable
Production Manager



**Lacrima
Popa**

2020

Marketing &
Public Affairs Director



OUR CURRENT FARMS – LEADING ROMANIAN MILK PRODUCTION



DN AGRAR CUT

Smart Farming
for a Sustainable Future

- **+2,000** dairy cattle
- **50,000** liters/day
- **300** cows milked/hour



LACTO AGRAR FARM

Pioneering Sustainable Dairy
and Agriculture in Romania

- **+4,000** dairy cattle & young stock
- **60,000** liters/day
- **350** cows milked/hour



APOLD FARM

A leader in Sustainable Dairy
and Fodder Production,
Powering Progress with
Innovation and Scale

- **+7,500** dairy cattle & young stock
- **Current Production 75,000** liters/day
- **400** cows milked/hour
- **100,000** liters/day in 2026/2027



PRODLACT FARM

Responsible and
sustainable approach
to animal husbandry

- **+1,500** young stock
- Raising young cattle for **Apold, Cut and Straja** farms



STRAJA FARM

A major strategic
investment that supports
our plan to double the size
of the business by 2030

- Operational since March 2025
- **Currently +1,800** dairy cows & young stock
- **5,000** dairy cows at the **end of 2027**
- **150,000** liters/day in 2028

STRAJA FARM – A SIGNIFICANT EXPANSION IN PRODUCTION



Key Highlights

- Started in 2023, and planned to be completed in 2027.
- Capacity of 5,000 dairy cows.
- Financed through credit facility and own sources.
- Gradual increase of the dairy cow herd, **reaching 1,800 heads at the end of August 2025.**
- Plans to install industrial robots in Q3 2025.



2025

- Beg. March – Start milk production
- **End of august 2025 1,800 cows**
- Robots to be installed in Q3



2027

End of 2027

- **5,000 dairy cows**



- The foundation works were completed
- Part of the main hall, finalized
- Waste storage lagoon, finalized

2024



- Approx. 3,400 cows in production & pregnancy

2026



COMPOST FACTORY TO STRENGTHEN THE CIRCULAR ECONOMIC MODEL



The project addresses two major challenges:

efficient manure management and improved soil fertility

contribution to the reduction of greenhouse gas emissions

Operational Highlights

- The Apold compost factory is performing as plannedThe Lacto Agrar compost factory is currently being developed
- **21,000 tons** of manure processed annually
- Increasing the production capacity of **organic fertilizer** to over **14,000 tons**, with the installation of the **2nd factory** in Lacto Agrar
- Use the organic fertilizers produced for internal needs and to sell outside the Group

Further Developments

- Currently in the final stages of the certification process with Ecocert and anticipate that this process will be completed soon.
- **Process of obtaining voluntary carbon certification** for the produced compost initiated. **The first carbon credits will be obtained by the end of 2026**
- Build the **sales channel** to develop the business line
- Advance with the certification process **to achieve the international**
- **"Gold Standard" accreditation for carbon credit**

Integrated organic waste management system

2 compost factories

Annually production of over 14,000 tons of organic fertilizer

THE CONTEXT IN WHICH WE OPERATE



- Extensive arable land, favorable climate for dairy farming.
- Increasing demand for high-quality dairy products, driven by a growing consumer market and a shift toward sustainability.
- Growing demand for local dairy production with over 50% of milk and milk products consumption met by imports.
- Challenges with climate conditions, rising input costs, and market volatility.

Farmers in Romania

Romania has the highest number of farmers in the EU, with **nearly 3 million**.

90% of farms are small, covering less than 5 hectares.

23% of Romania's workforce is employed in agriculture, the **highest percentage in the EU**.

Romania has a significant proportion of farmers over the age of 65, accounting for 44.3% of the farming population.

Agricultural Land Use

Approx. 13.5 million hectares are used for agriculture, representing **57% of the country's total area**.

Major Agricultural Outputs

Romania is one of the largest cereal producers in the EU.

It is the leading producer of sunflower seeds, honey, and plums.

Economic Growth and EU Funding

Romania's agricultural sector contributes about 3.2% (FY 2024) to its GDP, **higher than the EU average**.

Access to EU funds for rural development and sustainable farming, with a new funding cycle focusing on environmental initiatives and sustainable farming practices.

SWOT Analysis



- Integrated Agribusiness Model
- Strong Position in Romanian Dairy Market
- Technological Leadership
- Strategic Access to EU Funds
- Robust Strategic Roadmap

- Geographic Concentration Risk
- High Capital Intensity
- Dependency on EU Subsidies
- Limited Consumer Brand Recognition
- Labor and Workforce Challenges






- Rising Demand for Sustainable Dairy and Traceable Food Sources
- Expansion into Value-Added Commodity
- Land Value Appreciation and Strategic Acquisitions
- Carbon Credit and Circular Economy Opportunities
- Digital Transformation and Smart Farming
- High-Value Greenhouse & Vertical Farming
- Expansion in the Region
- Food Deficit
- Farm to Fork

- Commodity Price Volatility
- Climate Change and Environmental Risks
- Regulatory and Political Risks
- Competitive Pressure from Multinationals
- Biosecurity and Animal Health Risks



Porter's five forces analysis

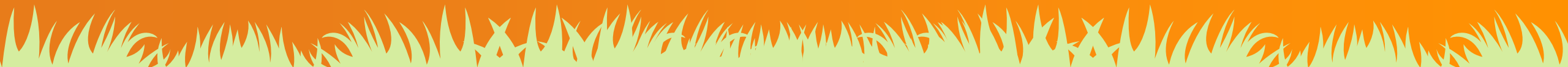


FORCE	INTENSITY / DEGREE OF INFLUENCE	KEY GROWTH LEVER
Threat of New Entrants		Maintain tech edge and capital barriers through vertical integration.
Bargaining Power of Suppliers		Scale in-house inputs (feed, compost) and build strategic supplier partnerships.
Bargaining Power of Buyers		Develop proprietary, value-added products and branded verticals to reduce buyer leverage.
Threat of Substitutes		Invest in R&D and sustainability-driven differentiation to defend against plant-based alternatives.
Competitive Rivalry		Drive innovation and pursue M&A to consolidate regional market and reduce fragmentation.

LOW

MODERATE

HIGH



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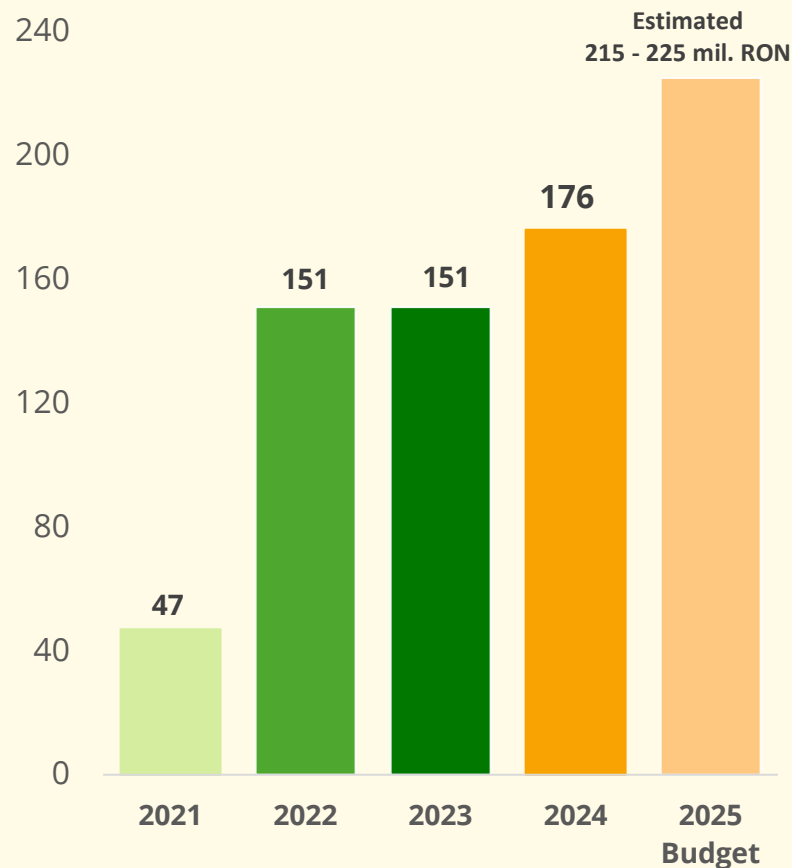
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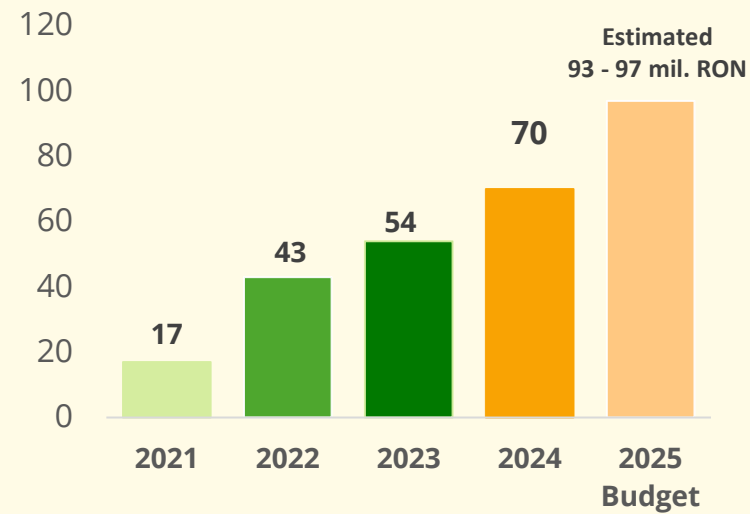
CONTINUOUS FINANCIAL GROWTH PERFORMANCE



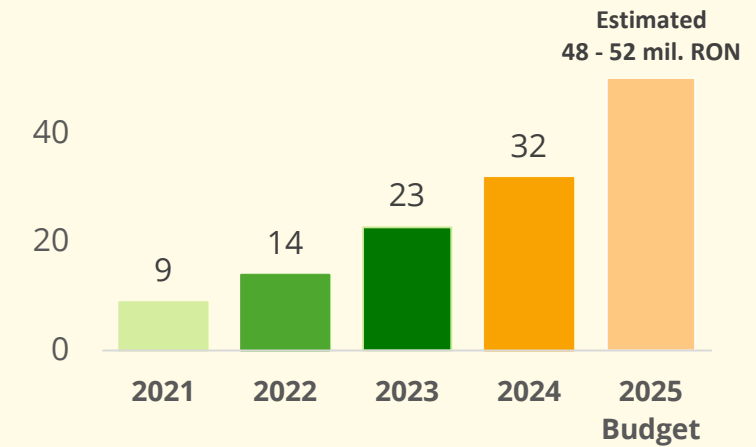
TURNOVER, mil. RON



EBITDA, mil. RON



NET PROFIT, mil. RON



H1 2025 PERFORMANCE INDICATORS



EBITDA MARGIN 30/06/2025	48.77%	+16.87% vs 30.06.2024	↑
PROFIT MARGIN 30/06/2025	26.84%	+48.21% vs 30.06.2024	↑
EBITDA RENTABILITY 30/06/2025	31.07%	+18.46% vs 30.06.2024	↑
PROFIT RENTABILITY 30/06/2025	17.10%	+50.23% vs 30.06.2024	↑
ROA 30/06/2025	6.92%	+50.90% vs 30.06.2024	↑
ROE 30/06/2025	14.13%	+38.76% vs 30.06.2024	↑

Indicators	30/06/2025		30/06/2024
PER	6.31** <small>-46.02% vs 30.06.2024</small>	↓	11.70**
EPS	0.17 RON <small>+80.25% vs 30.06.2024</small>	↑	0.0948 RON
P/BV	0.87 <small>-17.19% vs 31.12.2024</small>	↓	1.05

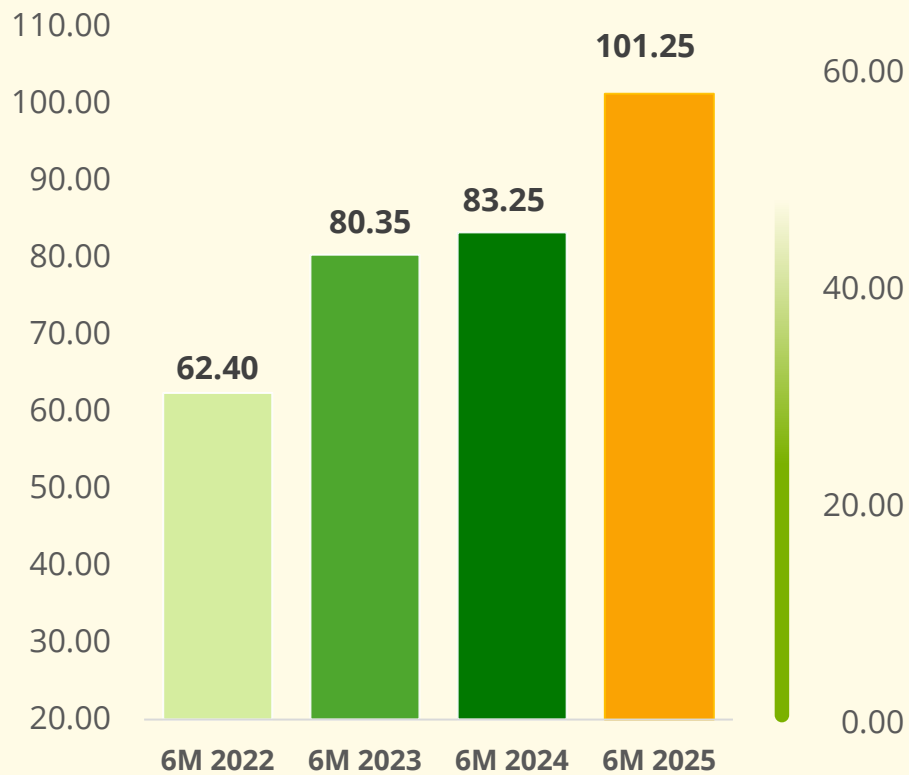
PROFIT/SHARE 30/06/2025	0.17	+80.25% vs 30.06.2024	↑
TOTAL ASSETS/SHARE 30/06/2025	2.47 RON	+19.45% vs 31.12.2024	↑
NET ASSETS/SHARE 30/06/2025	1.99 RON	+26.58% vs 31.12.2024	↑

**The Trailing PER indicator is presented in evolution for the last 12 months prior to the reference period 30.06.2025-30.06.2024 compared with the period 30.06.2024-30.06.2023

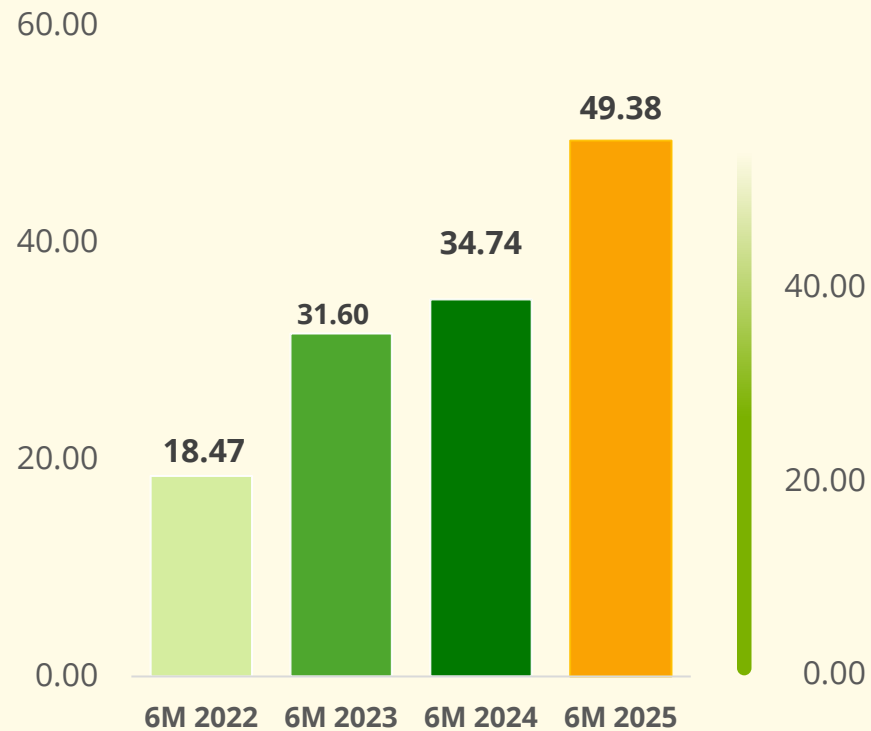
RECORD RESULTS IN H1 2025



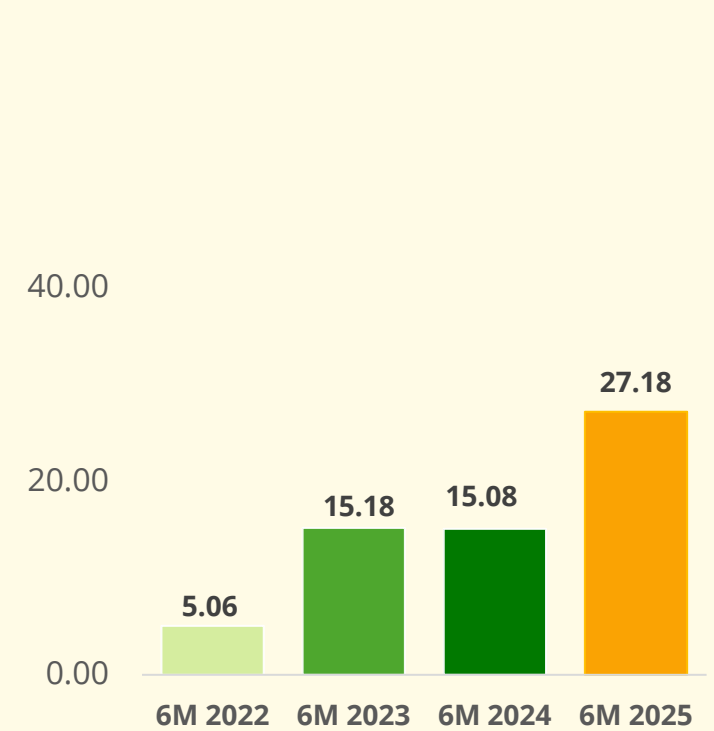
TURNOVER, mil. RON



EBITDA, mil. RON



NET PROFIT, mil. RON



TURNOVER +22%, NET PROFIT +80% VS 6M 2024

DINAMYCS OF THE MILK PRICE EVOLUTION

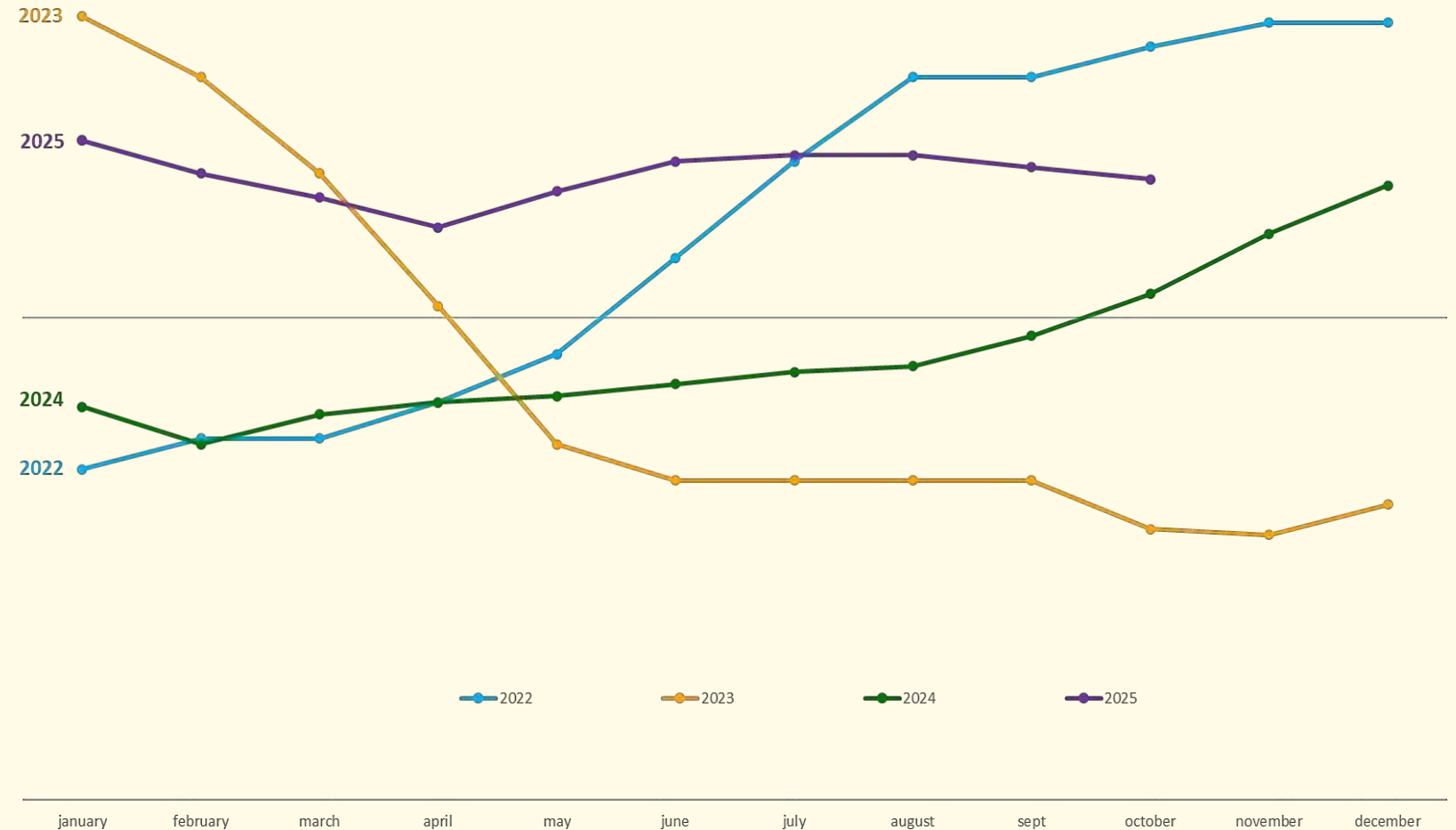


Although the milk price experienced a decline in the Q1 2025, it remained substantially above the levels seen in Q1 2024.

In Q2 2025, the price continued to increase following an upward pace.

The market environment remains favorable and DN AGRAR anticipates for Q3 an average milk price higher than in the same quarter of 2024.

For Q4 2025, the milk price is projected to remain stable and above last year's levels.



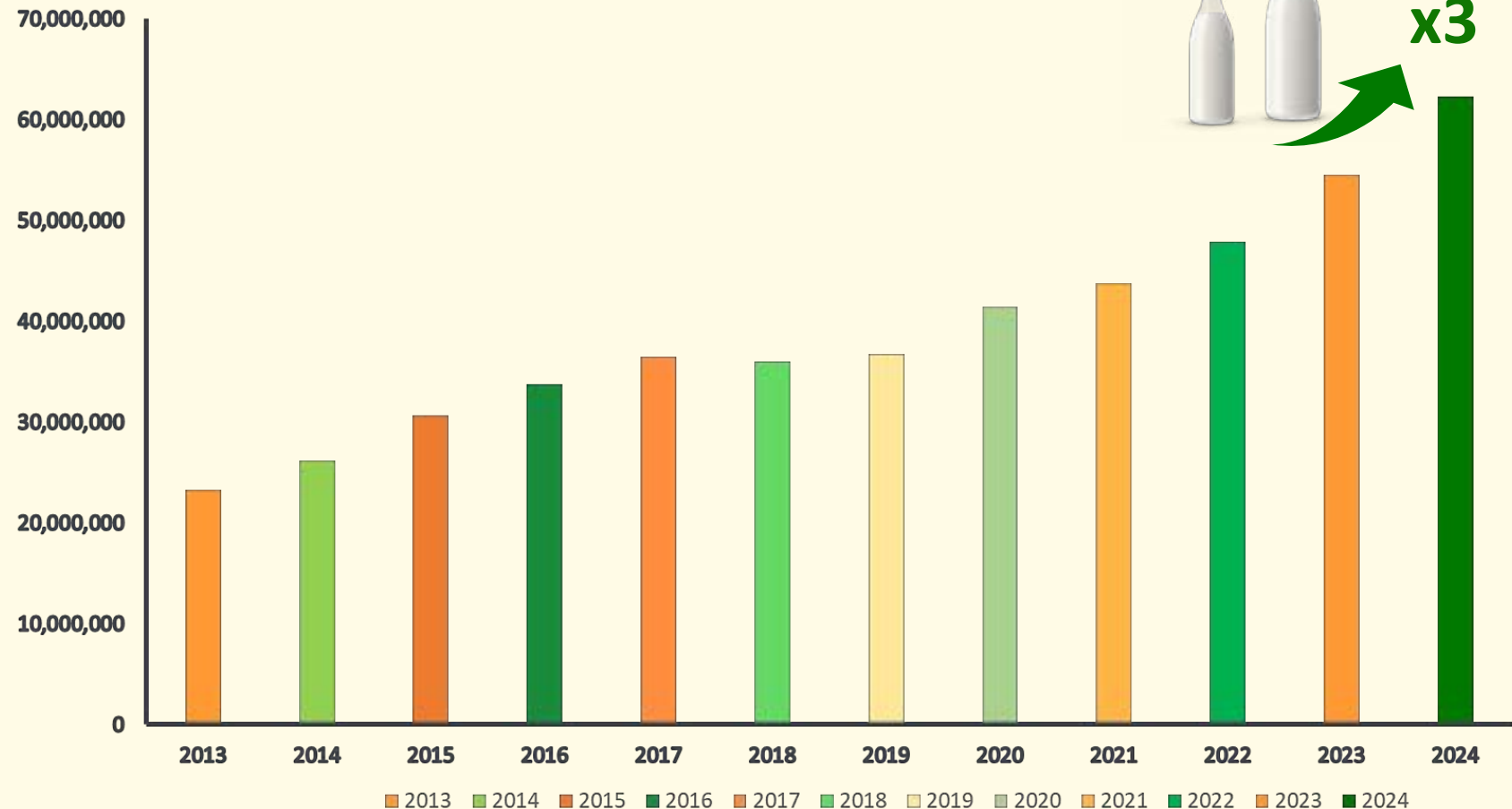
DINAMYCS OF THE MILK DELIVERIES – A DECADE OF GROWTH



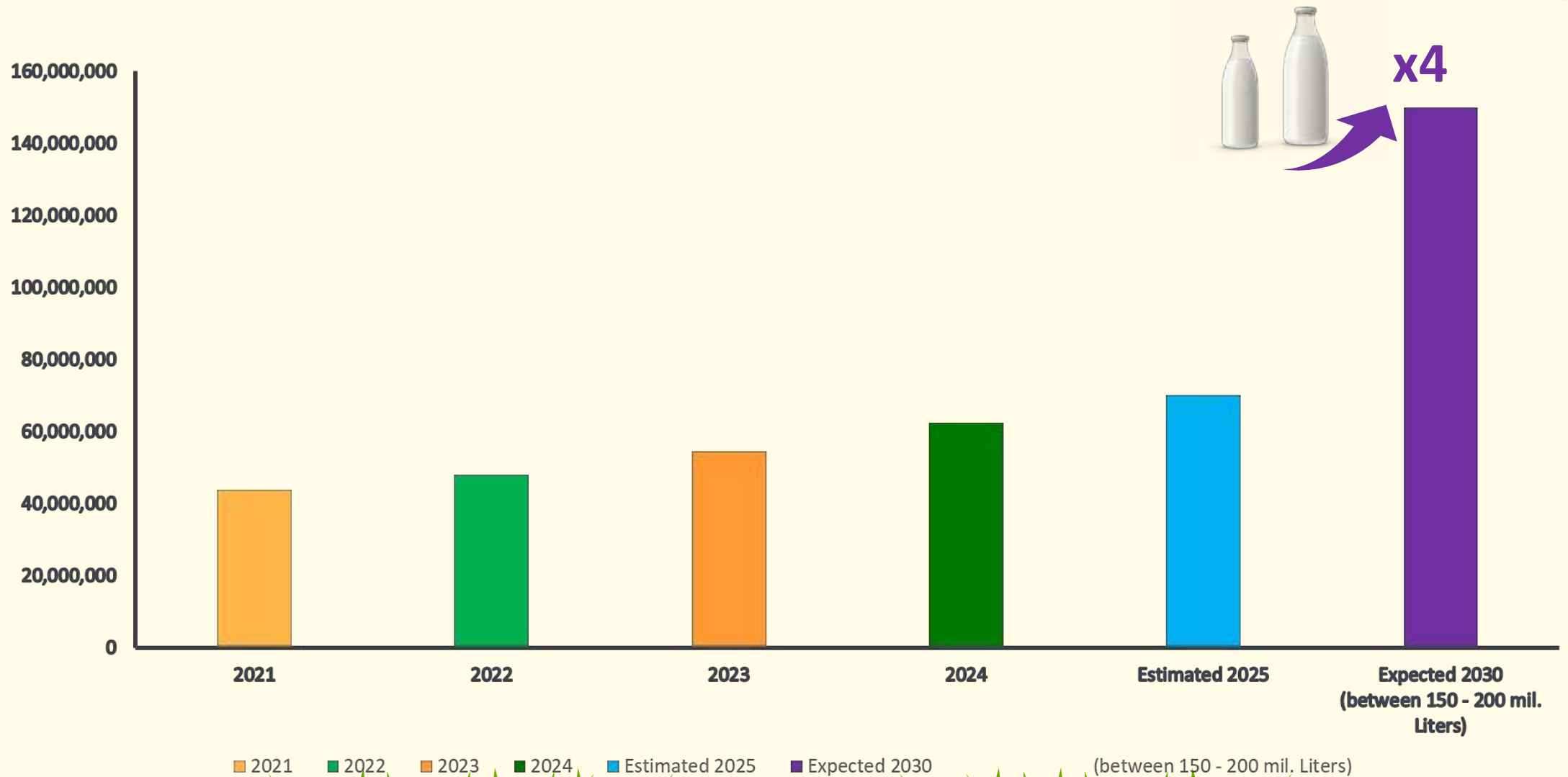
The chart below displays DN AGRAR's milk deliveries over the last decade.

Initially, in 2013, the milk delivered came solely from the Apold and Lacto Agrar farms. In 2020, the Cut farm joined, contributing to the total of milk delivered.

Overall, DN AGRAR has seen substantial growth, almost tripling the quantity of milk delivered in the past 10 years.



CONTINUOUS GROWTH IN MILK DELIVERIES – UP TO 2030



CONSISTENT GROWTH IN MILK DELIVERIES

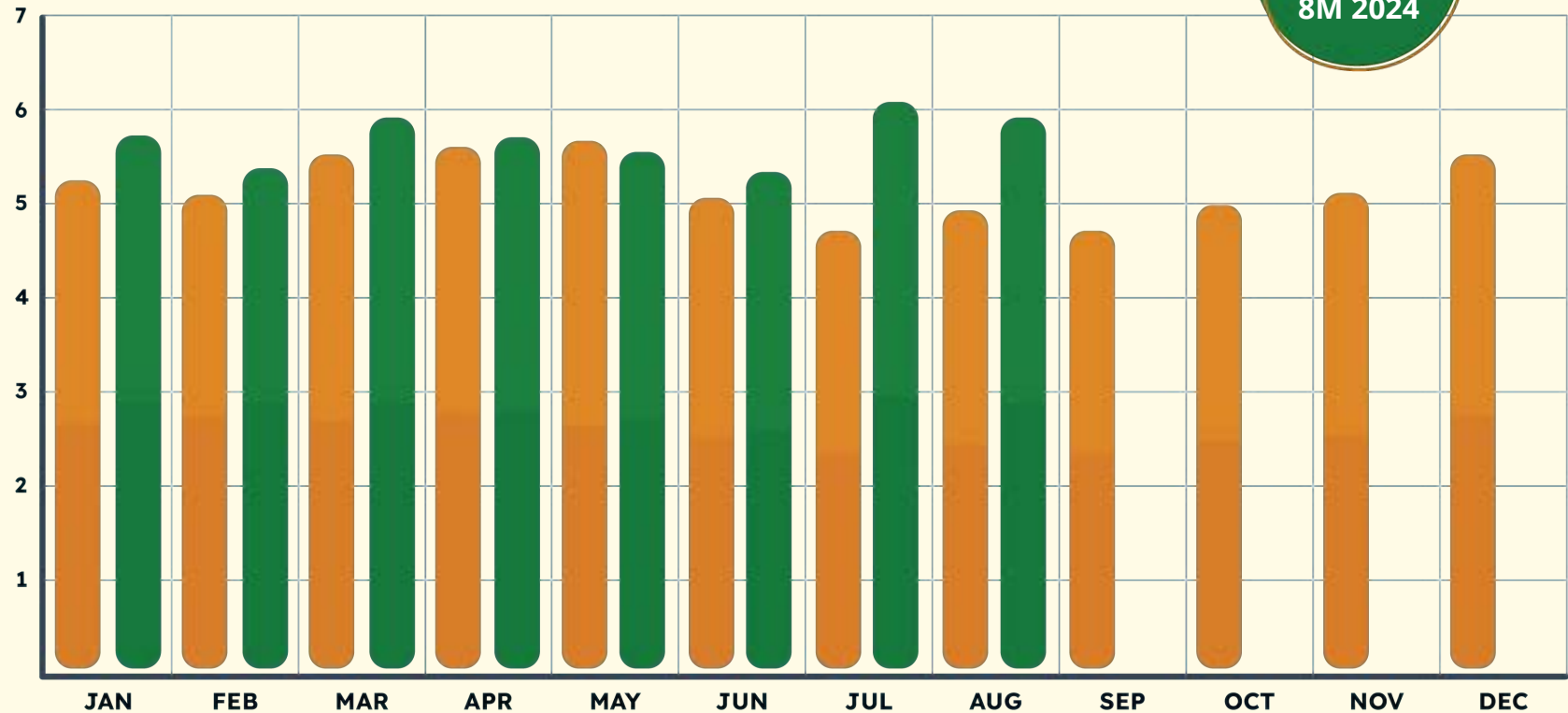


In the first 8 months of 2025, DN AGRAR reported an increase of over 9% in the quantity of milk delivered, compared to the similar period in 2024.

August results confirm this trajectory, with milk deliveries increasing by approximately 21% compared to August 2024.

DN AGRAR is well positioned to achieve its annual target for 2025, of at least 70 million liters of milk, a 10% increase versus 2024.

MIL. LITERS



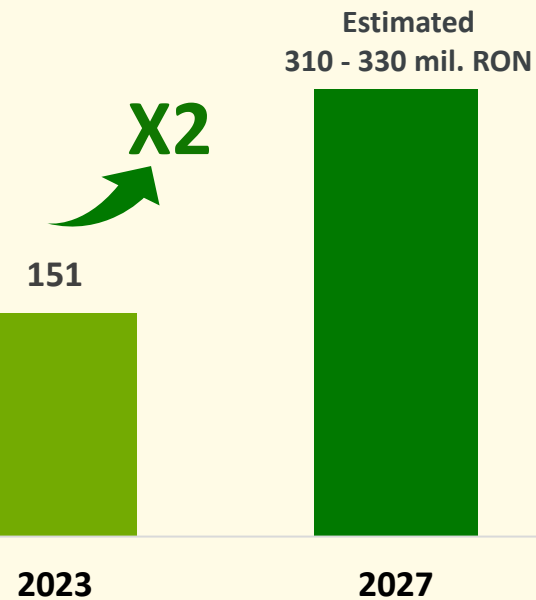
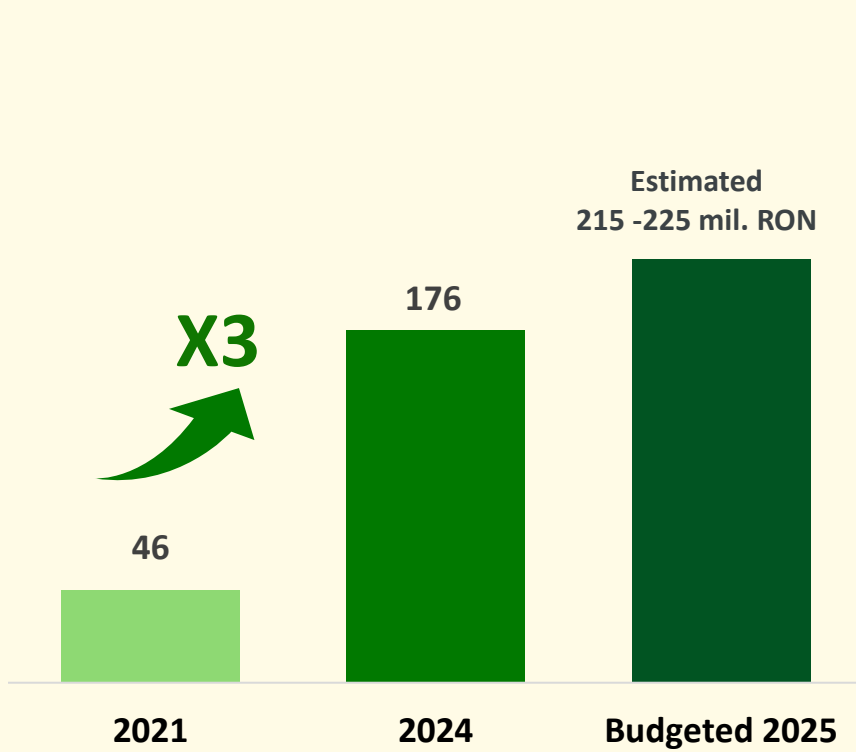
+9%
vs
8M 2024

FINANCIAL TRAJECTORY DRIVEN BY STRATEGY AND DELIVERY

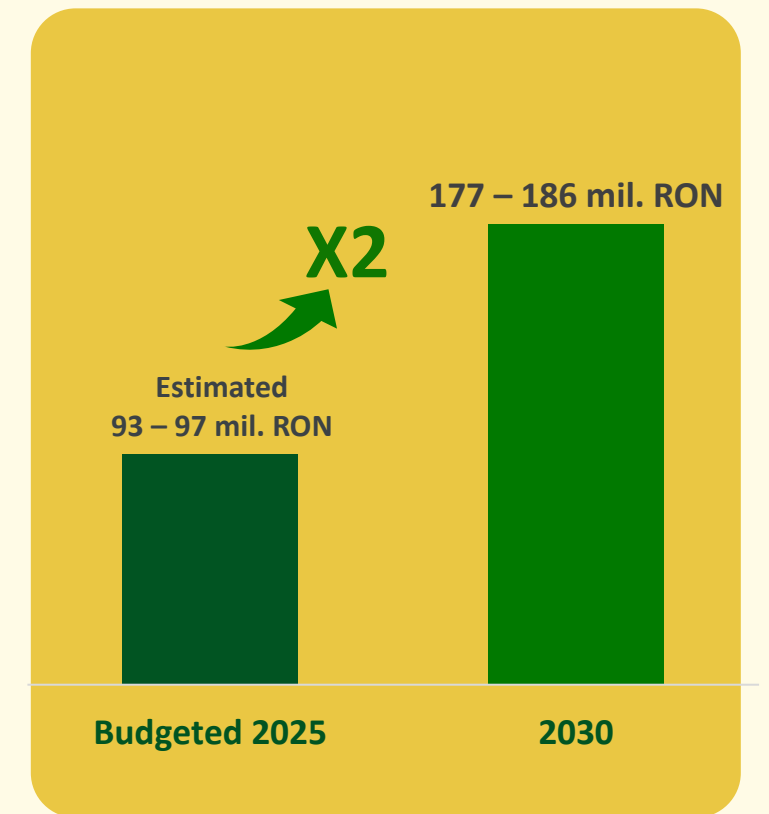


CONSTANTLY DELIVER ON THE PROMISES

TURNOVER, mil. RON



EBITDA, mil. RON



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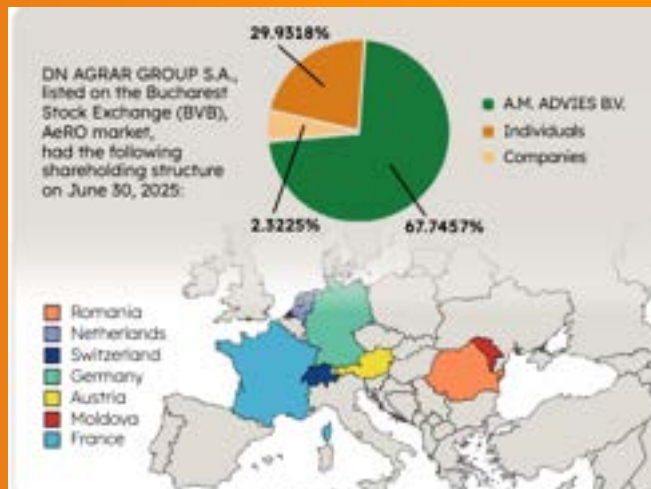
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DN AGRAR IN THE CAPITAL MARKET



Shareholding Structure



Included in indices

BETAeRO
MSCI Frontier Small Cap
MSCI Romania Small Cap

Number of Shareholders

Over 3,440 shareholders as of August 2025



18% increase in the number of shareholders vs the beginning of the year

Recognition

Score of 10 in the VEKTOR by ARIR evaluation for the 2nd consecutive year

DN AGRAR has been **nominated** for IR Magazine Europe Awards 2024

Awards in 2024 at ARIR Gala

Best IR Department

Best Annual Report

Best Company Representative in the Capital Market

Best ESG Performance & Communication

The company with the largest weight in the BETAeRO index at the end August 2025

CAPITALIZATION

RON 451.82 MIL.

EUR 89.07 MIL.

29.08.2025

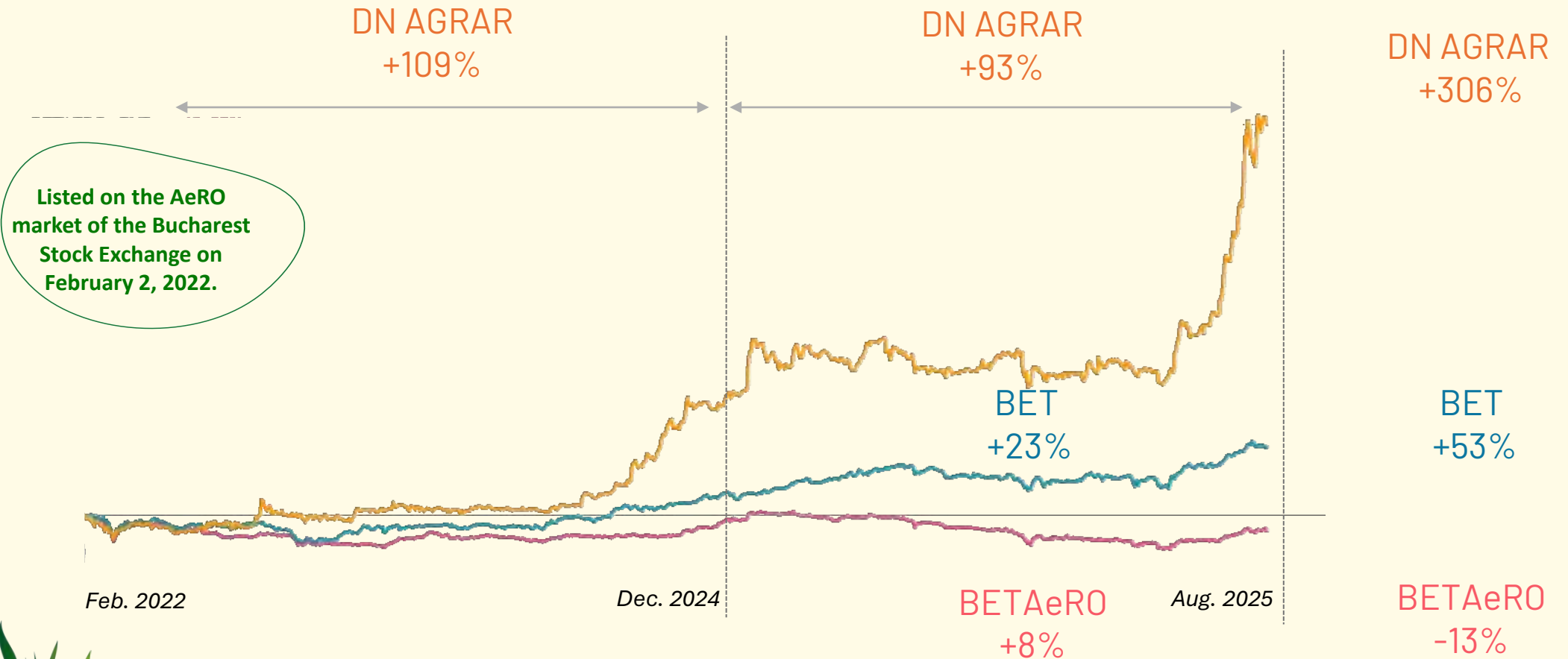


94% YTD

NUMBER OF SHARES

159.094.224

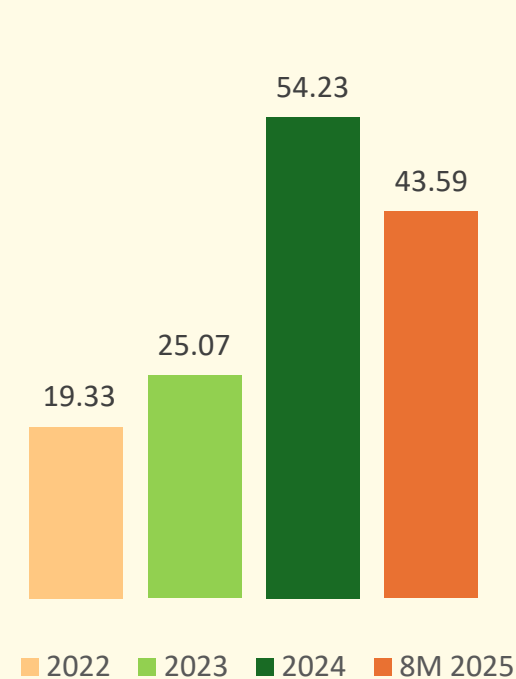
DN AGRAR'S SHARES OUTPERFORMING THE MARKET



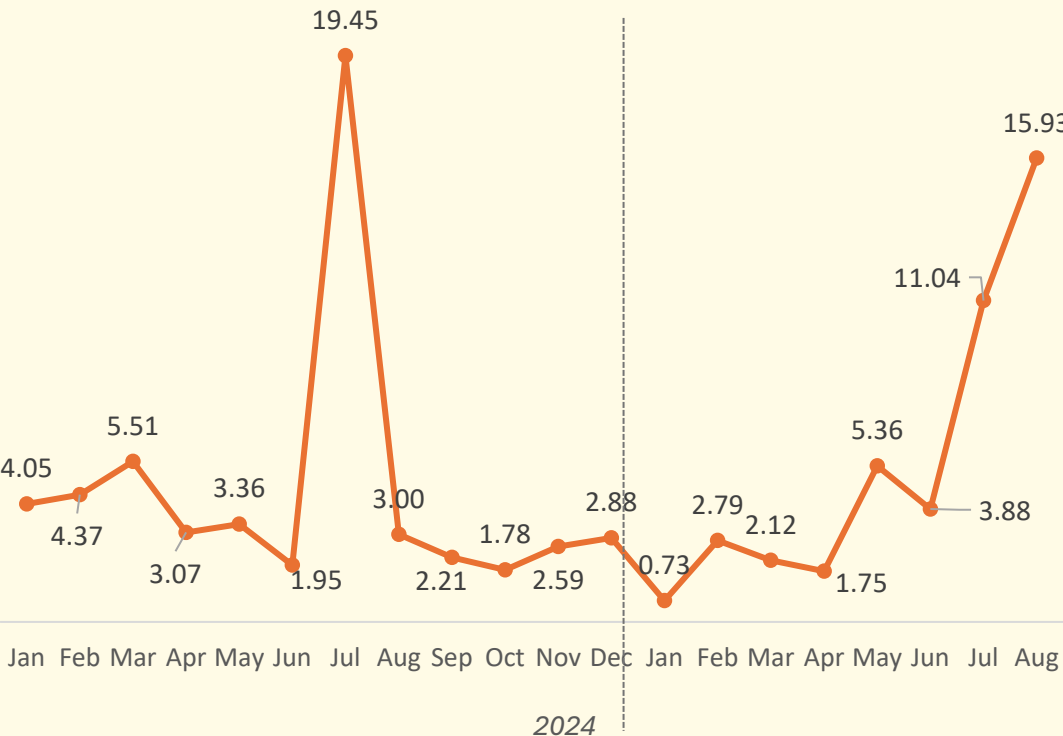
TOP PERFORMER ON THE AeRO MARKET



YEARLY TRADED VALUE,
mil. RON



MONTHLY TOTAL TRADED VALUE, 2024
mil. RON



- 2nd position in BETAeRO, for 2024 and 8M 2025 total traded value
- 23% DN share of the BETAeRO Index for 8M 2025 total traded value
- 12% DN share of the AeRO Market for 8M 2025 total traded value
- 59% of the 8M 2025 traded value of TTS*

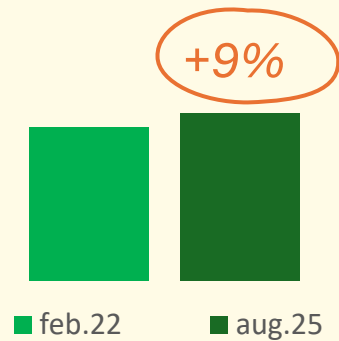


*TTS, listed company on the Main Market, on the last position in main index – BET as traded value in the analyzed period

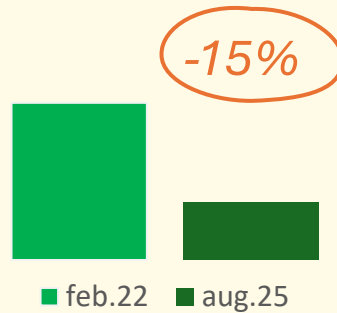
DN AGRAR SHARE PRICE SHOWS RESILIENCE IN CHALLENGING MARKETS



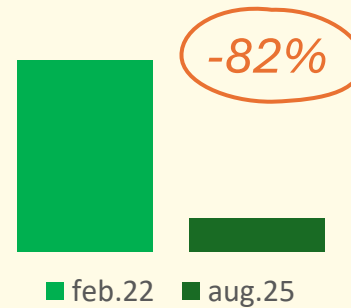
SHARE PRICE EVOLUTION



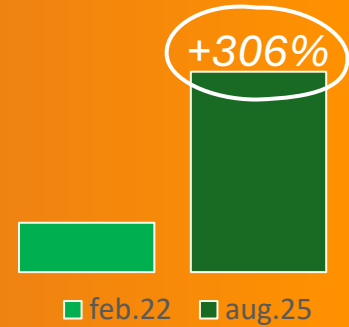
FirstFarms (FFARMS) - integrated zootechnical and cereal production company, is listed on **Nasdaq Copenhagen**, where the share is traded in the SmallCap index.



MHP SE (MHPC) - food and agrotech company, the leading producer of poultry in Europe and one of the largest producers of grain and vegetable oils in Ukraine. Listed on the on the main market of **London Stock Exchange**.



AUGA Group – vertically integrated organic food group (crops, dairy cows & mushrooms). Listed on **Nasdaq Vilnius**.



DN AGRAR outperforms regional peers like FirstFarms, MHP, and AUGA, which have shown modest performance in the analyzed period.

With few listed dairy and agri-food companies in the region, DN AGRAR offers rare exposure to a growing, vertically integrated agricultural business in a strategically important sector.



OUR PATH TO MAIN MARKET



Main Market of BVB

- Decision to be made at the end of 2025
- IFRS Reporting starting from 2026



DN AGRAR GROUP
sets course for
Main Market
upgrade



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Strategy for 2030:

A Vision for Growth, Innovation, and Value Creation

Double EBITDA by 2030

150 - 200 million liters
of milk annually

BUSINESS SEGMENTS:

1

MILK Production

2

COMPOST

3

GREEN ENERGY

4

VERTICAL FARMING
Production for
wheatgrass

5

ALTERNATIVES for
VALORIZING MILK

6

GREENHOUSES



Our strategy 2030 is underpinned by FIVE CORE PILLARS:

Diversification

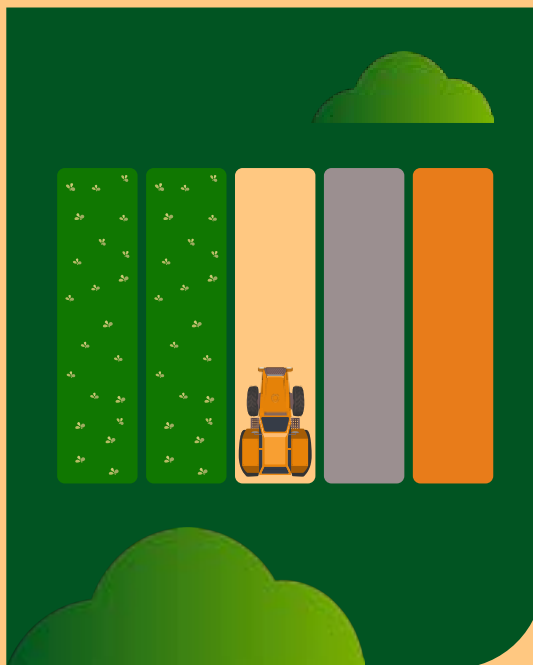
Sustainability

Digital & Automation

Expansion of current business lines

Value creation for our investors

A key component of our strategy is the creation of industrial clusters for sustainable food production.



Our goal is to enhance local production capabilities, reduce food shortages, and ensure more people have access to high-quality, nutritious, locally-produced food.



STRATEGIC TIMELINE 2025 - 2030



1

MILK Production

Investment in CUT 2 Farm

- 5,000 dairy cows
- 150,000 liters of milk per day, approx. 50 million per year

Expanding milk production capacity at the APOLD Farm

Our objective is to expand the milk production capacity of the Apold Farm, aiming for a daily output of **up to 100,000 liters of milk.**

Research & Development for Straja 2 Farm

- 5,000 dairy cows
- 150,000 liters per day
- 50 million liters per year

Straja 1 Farm Status

- 5,000 dairy cows
- 150,000 liters per day
- Fully operational in 2028

2

COMPOST

Expansion of Compost Factories

In line with our commitment to sustainability, DN AGRAR will invest in multiple compost factories, transforming organic waste into premium organic fertilizers. This circular economy approach will not only reduce waste but also create a new, high-margin revenue stream, contributing to the overall value proposition of the Group.



Units developing:

4 new compost factories

Decision to be made:

Adding 2 more units in 2030 (Straja Farm) 14,000 Tons

Voluntary Certificate

Obtaining Voluntary Certificates for Carbon Emission Reduction

- No-till
- Production of organic fertilizer over 40,000 tons per year
- 100,000 certificates annually in 2030, for 15 years



DN AGRAR Group Leads Romania's Biomethane Revolution

- Operational in 2027 /2028
- 15 – 20 MW
- Not all manure is contracted, the possibility of increasing the number of tons of feedstock and revenue
- DN AGRAR is responsible for feedstock delivery and transportation
- Option of equity stake

Turnover:

€3.5-4 million/year

Completion Timeline:

Within two years of the final agreement

Solar Panels

With this initiative, DN AGRAR aims to **reduce with 80% the electricity power bills**, which translates to:

2026:

Estimated cost reduction ~ EUR 500K (solar panels on Apold, Cut, Lacto Agrar farms).

2028:

Estimated cost reduction ~ EUR 900K (solar panels on Apold, Cut, Lacto Agrar, Straja, Cut 2 farms).

2027:

Estimated cost reduction of ~ EUR 700K (solar panels on Apold, Cut, Lacto Agrar, Straja farms).

2026: reduction of EUR 500K
2027: reduction of EUR 700K
2028: reduction of EUR 900k

*estimations

VERTICAL FARMING

Production for wheatgrass

Investment Plan:
Sustainable Wheatgrass Production
for Livestock Feed at DN AGRAR Group

- 5 Units
- Between 40 - 70 tons daily output
- First unit operational in 2026 (Cut Farm)



Estimated Investment:

Between EUR 5 - 7 million
for 40 - 70 tons produced

Financing:

Bank loan

ROI:

4 - 6 years



ALTERNATIVES for VALORIZING MILK (substitutes)



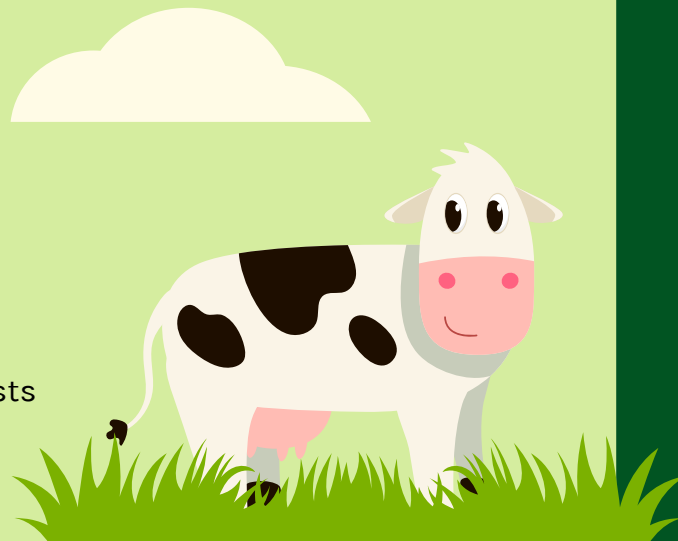
Increasing the Value of Raw Milk

We are conducting in-depth research on methods to **increase the value of raw milk**, including developing premium dairy products such as **cream, fat, and milk-based supplements**. This focus on value-added products will allow us to capture premium pricing, **increase margins**, and diversify into higher-value sectors, creating new revenue opportunities in both local and international markets.

RESEARCH KEY OBJECTIVES:

Milk Valorization and Value-Added Products

- Fat
- Protein
- Butter
- Milk powder
- Extract water from milk to reduce transportation costs
- Zero-emissions milk
- GMO-Free milk



Why?

Because the market context & structural gaps offer opportunities

- Total vegetable production in Romania fell from its peak in 2021, driven by decreasing field yields and weather vulnerability.
- Vegetable consumption in Romania reached 8.72 kg/person/month in 2023—an all-time high.
- **Romania cultivates only ~10% of vegetables under cover**, representing roughly 4,600 ha—well below regional benchmarks such as Poland (~5,220 ha).
- The country's leafy vegetable and brassica output is also modest and declining, while consumer demand remains strong and rising.
- Romania is a net importer of vegetables, particularly in the winter and early spring seasons. Key imports include lettuce, tomatoes, cucumbers, and brassicas—products that perform well in greenhouses.
- Strategic priorities for Romania include boosting yield efficiency, investing in protected cultivation, and targeting high-value crops to improve trade balance and reduce import reliance.



STRATEGIC IMPACT

Reduce Romania's dependence on imports during off-season

Deliver premium pricing and high yield per m²

Diversify DN AGRAR's revenue beyond milk

Contribute to sustainability, composting, and ESG metrics

Position the company as a first-mover in protected vegetable farming in Romania

In 2028, we plan to start construction of the first greenhouse

In 2030 is expected to start the operations

DN AGRAR in 2030: A Vision of Scaled Growth, Sustainability, and Value Creation



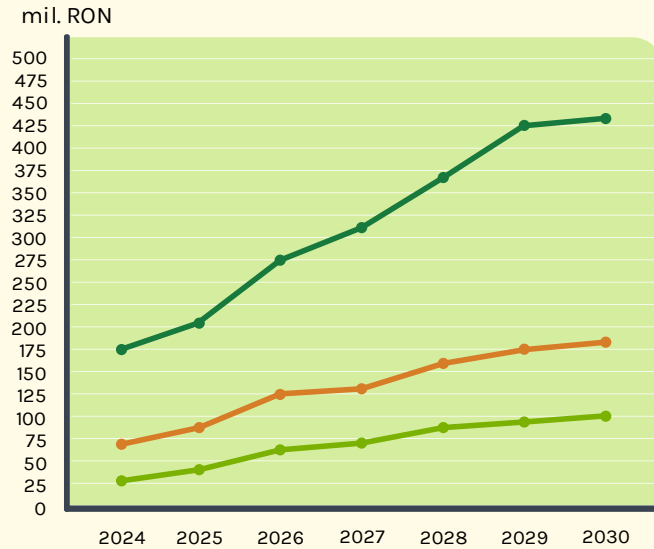
- 150 - 200 million liters of milk annually
- Close to 30,000 animals
- 6 composting units producing over 40,000 tons of organic fertilizer annually
- Obtaining approx. 100,000 voluntary certificates annually for 15 years
- 5 wheatgrass production units
25% - 30 % feedstock cows
- 2 industrial Greenhouses for consumer-based vegetable production
- DN AGRAR is listed for several years on the Main Market of the BVB
- Produces milk close to Net-Zero
- Reduces emissions by 90% and adds to its revenues EUR 3.5 – 4 million due to the biomethane plant.

THE FOUR SCENARIOS by 2030



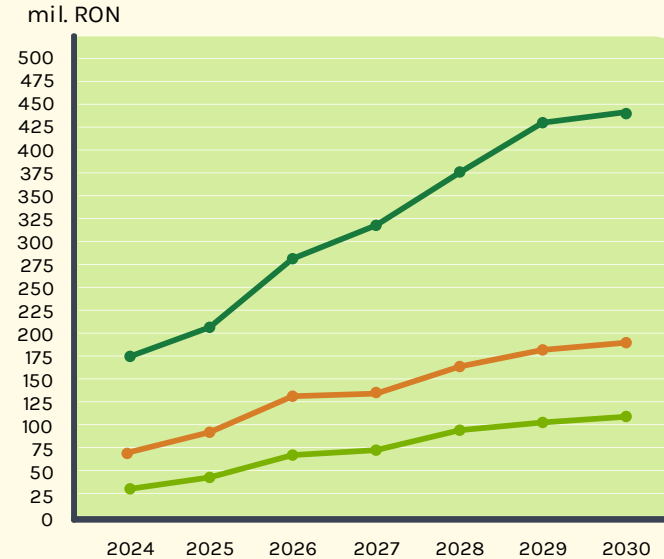
SCENARIO 1 -

the milk price is considered based on the average milk price in 2023.



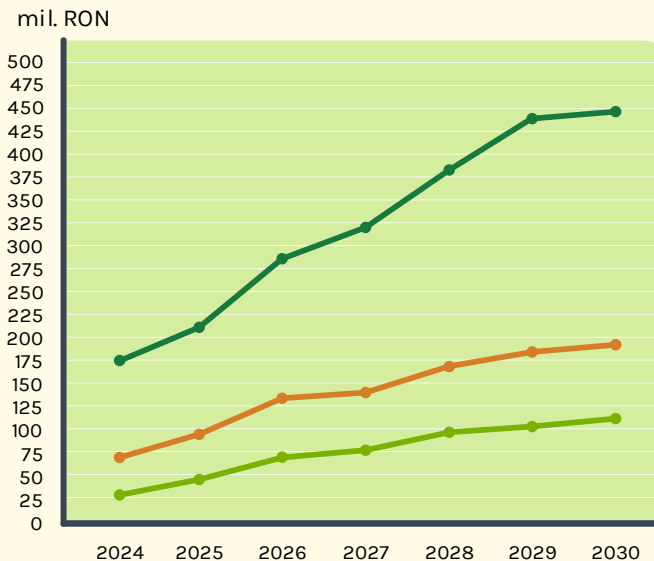
SCENARIO 2 -

the milk price is considered based on the average milk price in 2024.



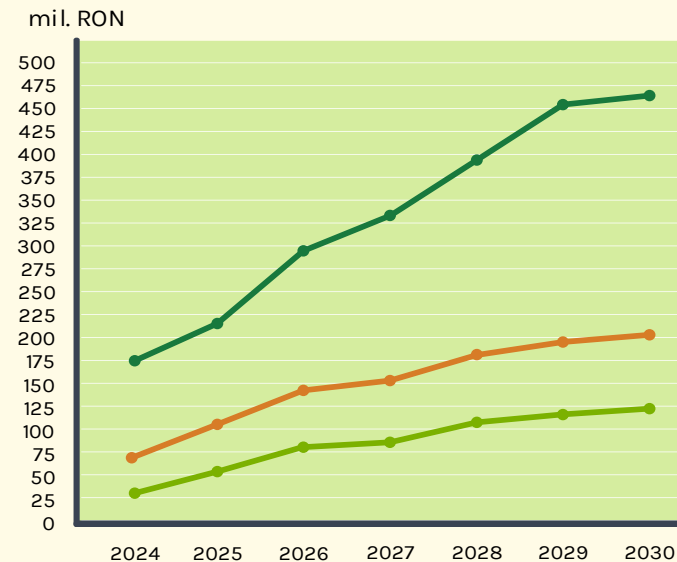
SCENARIO 3

- the milk price is considered based on the average milk price at the end of 2024.



SCENARIO 4 -

the milk price is considered based on the average milk price in 2025, until now.



Turnover Net Profit EBITDA

THE FOUR SCENARIOS by 2030



What's **included** in the financial scenarios up to 2030

- Current operations
- Straja farm – 5,000 animals and a production of 50 mil. liters/year
- Cut 2 farm
- 28,000 tons organic fertilizer
- Biometehane production (from 2028)
- Solar in Straja, Apold, Cut and Lacto

What's not included in the scenarios, **will be included in the coming years** when all details are known:

- Straja 2 – 5,000 animals and a production of 50 mil. liters/year
- 14,000 tons of organic fertilizer
- 2 greenhouses for vegetables production
- Solar in Cut 2 and Straja 2
- Wheatgrass production as feedstock for animals
- Different valorization of the commodity milk
- Approximately 100,000 voluntary carbon certificates annually for a period of 15 years, with a current value of approximately Euro 20 per certificate
- Certificates obtained due to the implementation of no-till

AGENDA

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DN AGRAR TODAY

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RESULTS

3

CAPITAL MARKET JOURNEY

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2025 - 2030 GROWTH STRATEGY

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WHY INVEST IN DN AGRAR?

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WHY INVEST IN DN AGRAR?



- **High-Return Growth Strategy**

Strategic focus on sustainability, innovation, and M&A ensures strong long-term financial performance.

- **Sustainability and Efficiency**

Investments in solar, wheatgrass production, composting, and biomethanization.

- **Market Leadership in Dairy and Beyond**

Positioned as a key player in dairy and value-added agriculture.

- **Geographic Expansion**

The Group's expansion into key European markets like Hungary, Poland, and Bulgaria.

- **Innovation-Driven Growth**

Focus on R&D, DN AGRAR is continually innovating in areas such as milk valorization, sustainable production, and advanced farming technologies

- **Diversified Investment Opportunities**

Exposure to dairy, crop, fruits & vegetables, and M&A activity.

Investing in DN AGRAR means investing in a future of sustainable, profitable growth in one of the most essential and high-demand industries globally.



CONTACT

Website: www.dn-agrar.eu

On the DN AGRAR company website, you can find press releases, financial reports, annual reports, presentations, the financial calendar, and other relevant information for shareholders, accessible through the Euroland interactive tool.

**Visit our page and
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Discover our H1 2025 REPORT



Discover our 2024 ESG REPORT



How do you contact us?



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