

**GRUP
COMPA**

GROUP COMPA

NON FINANCIAL STATEMENT

2019

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The non-financial statement for 2019 contains information through which the management of the COMPA Group communicates, in a transparent manner, to the stakeholders represented by business partners, employees, investors, the local community and other stakeholders, the actions taken.

COMPA together with the other three companies within the Group (Compa IT SRL, TRANSCAS SRL and RECASERV SRL) acted in the field of continuous improvement of the quality of products and services, environmental protection, occupational health and safety, in the field of human resources, social responsibility, ethics. and integrity in business and the prevention / fight against corruption

1. BUSINESS MODEL / GROUP PROFILE

The COMPA group consists of the following companies:

- COMPA S.A. "Parent company" production company
- Compa IT S.R.L. information technology services company
- TRANSCAS S.R.L. transport services company
- RECASERV S.R.L. company of public food services

The present Statement of the COMPA Group refers mainly to the "parent company", the other companies having as object of activity specialized services in the following fields.

The main areas of activity in which the Group operates are:

- COMPA S.A. 2932 Manufacture of other parts and accessories for motor vehicles and motor vehicles
- Compa IT S.R.L. 6201 Activities of achieving custom software
- TRANSCAS S.R.L. 4941 Freight transport by road"
- RECASERV S.R.L. 5629 Other types of activities

The company COMPA as a parent company has control, respectively the share of its shares in the share capital of the affiliated companies is more than 50%.

Starting with 1991, in COMPA an extensive process of organization and decentralization was started, establishing distinct "workshops" of production developed on certain groups of viable products that later became profit centers with the management and control of the very clearly defined costs

The financial investments of the company COMPA, representing participation titles held in shares or social shares in the entities are presented in the following table:

Affiliated company	The value of the securities held by COMPA	% in the share capital
COMPA IT SRL	200.000	100,00
TRANS .CAS SRL	1.498.450	99,00
RECASERV S.R.L.	70.000	70,00

COMPA S.A., was founded in 1991 from the Sibiu Auto Parts Company.

It has a existence of over 130 years and is among the first companies with Romanian capital, present in the top 100 of the Romanian exporters. COMPA has been continuously developed and has undergone multiple transformations: it has reorganized into profit centers, set up 2 joint ventures, privatized, outsourced a series of activities and services.

After 2000, the process of modernizing CNC equipment has been modernized

The main product groups made in COMPA are: injector subassemblies and components, windscreen wiper subassemblies and components, central housings, turboshaft flanges and rollers, steering gear sprockets, steering column components, springs, stamped, stamped parts, parts forged, cardan transmissions, mechanical welded metal parts, components for air conditioning systems, components and valves for injection system, molds and tools.

The main services offered are: design and execution of industrial equipment, molds and tools, surface coatings, heat treatments, calibration services and repair of measuring instruments, tests and physical-chemical laboratory analysis, cardan service (EDS), training courses

The company COMPA I.T. S.R.L was established in 2001 for the purpose of designing and implementing an integrated IT system for the parent company and third parties, to international standards.

The company TRANS CAS S.R.L. was established in 2002, by outsourcing the car transport activity within COMPA, this being different from the activity profile of COMPA.

The company RECASERV S.R.L. was founded 2004 by outsourcing within the parent company of activities such as: public food made through the canteen and microcantines that operate within the company COMPA, catering and cleaning services.

The Group's strategy follows precisely the strategic objectives of COMPA in the following directions:

- increasing profitability.,
- increasing the value for the customer,
- achieving excellence,
- increasing the performance of the personnel, increasing the performance of the environment, health and occupational safety

The internal climate to which all the personnel of the Group is connected strongly influences the relations with the external environment factors. The entire chain of activities involved in the realization of the products and services of the Group is influenced by the organizational structure of the companies, by the processes / services and their interaction, values and creed.

Organizational structure of the companies within the Group

The organizational structure of the companies within the Group follows the following elements:

- defining and implementing the purpose and function of each compartment and workstation, following a structure as simple, flexible and as few organizational levels as possible.
- implementation of a way of communication between compartments and functions;
- establishing and implementing the processes, technologies and techniques used by organizations to transform internal organizational resources into products or services.
- definition and implementation of management systems based on quality, environment, health and safety of employees and continuous improvement of processes / services Group.

Processes / services and their interaction

- management processes are coordination, analysis and decision; ensuring the resources needed to carry out the activities and to improve the processes / services;
- processes / services, (sale of products / services, supply, logistics, manufacturing and development of products and processes);
- monitoring and control of products / services;
- the interaction between processes / services and the evaluation mode

Its staff, values and creed

Within the Group, the human factor occupies an important place, in the sense of the following aspects:

- the training and mode of action of the managers in terms of values, beliefs and demographic characteristics (age, experience, education, social position);
- training and mode of action of the Group's staff (personalities, attitudes, values, motivations, behaviors, beliefs)
- Group culture and staff adherence to it

Methods and techniques of leadership

- management of change and innovation, by implementing programs to improve processes and activities of the companies in the Group;
- management based on objectives applied at all levels in order to achieve the performance of the companies in the Group;
- strategic management in order to realize the connection between environmental opportunities and possibilities of the Group;
- project management, in order to assimilate quickly and efficiently new products / services;
- the dashboard, for measuring and keeping under control the critical parameters of the business (internal processes, human resources, customer satisfaction and economic-financial management).
- cost management, through the implementation of cost reduction programs aimed at projects for the improvement and optimization of processes / services as well as monthly analysis and monitoring of cost categories

Human resources strategy

The fulfillment of the strategic objectives within the Group depends on the human factor. The development of the companies within the Group involves policies that create long-term value and ensure the future performance of the Group

These are:

- early recruitment required for higher education positions - students in the final and graduate years;
- promotion within the Group's company;

- the development of dual education, the correlation of the educational offer with the needs of the companies within the Group;
- harmonizing the needs of the employees in correlation with the possibilities and interests of the companies within the Group

2. MANAGEMENT OF DANGEROUS SUBSTANCES AND MIXTURES

COMPA has managed the hazardous substances and mixtures management which regulates and establishes the way of purchase, transport, handling, storage, use and management of the dangerous substances and mixtures, in order to ensure the protection of the environment, the safety of the employees and for the control and minimization of the risk of accidents in which hazardous substances and mixtures are involved

The purchase of hazardous substances / mixtures is made according to the procedure "Market prospecting, evaluation and selection of suppliers / conclusion of the order / contract with suppliers".

The suppliers of the Group are in line with Regulation (EC) REACH no 1907/2006 and Regulation 830/2015

On the website of the parent company www.compa.ro the necessary documents are uploaded to the Group's suppliers:

- general purchasing requirements where environmental conditions and other requirements for suppliers are specified;
- Guide to green procurement, which specifies procurement policies and practices and procurement orientation that has minimal impact on the environment

The companies within the Group are aligned with the procedural system of the parent company COMPA

Carbon emissions / planned measures to reduce carbon emissions

The parent company COMPA modernized the power plant through the project «Improving the energy efficiency of the manufacturing processes at SC COMPA SA» By this modernization the carbon emissions were reduced and the monitoring system of the installation was improved

Use of hazardous chemicals or biocides

Handling and storage of hazardous substances is done in compliance with the mandatory measures that regulate the activity of purchase, transport, handling, storage, use and management of dangerous substances and mixtures within the Group

In this way the protection of the environment, the safety of the employees and the control / minimization of the risk of accidents involving dangerous substances and mixtures are ensured

The storage of different substances and dangerous chemical preparations is done taking into account the compatibilities between substances. The evidence of the dangerous substances and mixtures used is kept in the SAP program (System of Applications and Products). The companies within the Group have the support provided by the managers of COMPA. Persons handling, using, storing and transporting dangerous substances / mixtures are trained and know the measures to be taken in case of emergency

Planned measures to reduce carbon emissions

Annually, in the environmental management programs objectives are planned to reduce the consumption of combustion gases from the technological processes in order to reduce the emissions of combustion gases (carbon emissions).

Combustion gases (CO, powders) from the technological processes and from the power plant are annually measured, in emission, in the basket, by an accredited laboratory. There were no exceedances of the indicators monitored in the years 2017, 2018, 2019

3. THEMATIC ASPECTS / ENVIRONMENTAL PROBLEMS

The COMPA group is constantly concerned with the protection and conservation of the environment, following:

- compliance with the legislation in force regarding the protection of the environment;
- saving natural resources;
- identifying potential risks, anticipating the consequences and considering them;
- modernization, progressive re-technologicalization of the technological flow for increasing the efficiency of the depollution means

COMPA has implemented an Environmental Management System in accordance with ISO 14001, in accordance with ISO 14001: 2015, recertified in 2018 by TUV Rheinland certification firms in Germany.

The activities regulated by this system are maintained and continuously improved being systematically supervised through internal audit but also by the certification authority

Within the Group, a number of environmental issues are identified and evaluated, which are taken into account when setting the objectives:

- nature and extent of activities / services;
- legal provisions and other requirements;
- significant environmental issues;
- technological options;
- operational and commercial requirements;
- material, financial and human resources;
- the views of the stakeholders

In order to reach the objectives, measurable environmental targets are set for a period of time, established for the functions, the departments in which significant environmental aspects have been identified and documented in the Environmental Management Program:

- soil protection against pollution with harmful substances;
- water protection, against pollution with harmful substances;
- reducing emissions of paint, thinner vapor;
- reducing vapor emissions at work;
- improvement of waste management;
- compliance with the legal and regulatory provisions;
- awareness of employees regarding environmental protection;
- reducing the risk of fires, explosions

Within the Group are insured:

- programs for monitoring and measuring environmental status indicators for the prevention and control of emissions into the atmosphere, wastewater, noise, soil pollution, hazardous and non-hazardous waste;
- preventive maintenance programs for the relevant installations and equipment;
- methods of recording maintenance and revision needs;
- environmental management programs with environmental goals and targets for reducing and controlling pollution
- plans to prevent and combat accidental pollution;
- trainings (courses, operational sessions) by which all the personnel are aware of the implications of the regulation given by the integrated environmental authorization for the activity of the company, of all the effects on the environment resulting from the operation in normal conditions and abnormal conditions of the installations, awareness of the need to report the deviation from the conditions of integrated environmental authorization, the prevention of accidental emissions and the taking of measures when accidental emissions occur, awareness of the need for implementation and maintenance of training records;
- the reports and notifications to the competent environmental authorities in accordance with the authorizations held by COMPA

At the parent company level, a global environmental performance indicator has been established which is calculated according to the environmental management performance (provides information on the management's efforts to influence the environmental performance of the organization) and the operational environmental performance (which provides information on the operational results of the environmental performance of the organization's activities).

The companies within the Group are aligned with the environmental management system of the parent company COMPA.

4. THEMATIC ASPECTS / SOCIAL RESPONSIBILITY POLICY

The parent company COMPA assumes the following principles:

- assuming responsibility regarding the impacts we produce on society, economy and the environment;
- transparency of decisions and activities, which can affect the society and the environment;
- respecting and promoting ethical behavior: honesty, fairness and integrity, as values that concern us, in relation to people and the environment;
- respect for the interests of the parties interested in the decisions and activities of the Group;
- ensuring compliance with all applicable laws and regulations
- compliance with international norms of conduct in business;
- respecting and promoting human rights, which we consider inalienable and having a universal character

The group integrates the principles of Social Responsibility by conducting a management based on the principles of leadership and a vigilant approach in relation to the impact of decisions on societies, environment and economic factors

The guidelines of social responsibility are:

- **Providing organizational management** as a way of conducting and carrying out activities in an ethical and responsible manner; managers will act as models by integrating these considerations into the decision-making process and in all activities;
- Respecting and promoting human rights in the sense of recognizing the rights of all human beings, civil, political, economic, social and cultural rights; The group will not tolerate human rights abuses and will not become involved or complicit in any activities that resort to, or encourage, any human rights abuses;
- **Applying appropriate work practices** to ensure working conditions and social protection according to applicable legal standards and regulations; The group is committed to providing equal opportunities in all aspects of employment and will not adopt or tolerate illegal behavior in the workplace. The group ensures a safe and healthy working environment and will not compromise the health and safety of any person. All employees are responsible for promoting safe working attitudes;
- **Protecting the environment** as a way to respond to current environmental challenges and as a commitment to apply and promote environmentally responsible practices, including by encouraging the development of green technologies; The group works to continuously improve its performance in terms of environmental issues;
- **Applying fair practices** as a way of ethical conduct in relations with other organizations and individuals, in compliance with applicable national and international laws and regulations; The Group is committed to maintaining the highest standards of integrity and corporate governance practices applicable to the capital market, in order to promote confidence in the systems it works with. The group engages in a timely dialogue with all stakeholders, including shareholders, customers, employees and their representatives, government and other entities;
- **Responsibility towards customers and consumers** for ensuring their right regarding the security of use, information, choice, expression, correction, education, in relation to the products and services provided by the Group;
- **Involvement in community development** as a way of recognizing that we are part of the community, of the rights due to its members, but also of the elements of culture, religion, tradition and history or of the partnership with it. The group will contribute to the quality of life in the community it is part of by supporting innovative programs in the field of health, education, social and environmental services as well as cultural and civil projects.

The Group's managers constantly ensure that adequate organizational structures exist and function in order to effectively identify, monitor and manage the aspects of Social Responsibility and performance, relevant for business. The Group undertakes to measure, audit and report the performance of its actions of Social Responsibility.

5. THEMATIC ASPECTS / LABOR FORCE

In a period marked by imbalances in the labor market, the Group followed an active and dynamic policy of employment under the sign of diversity. With a staff of over 2000 employees, the Group is one of the main employers in Sibiu County.

5.1. Employment

In a period marked by imbalances in the labor market, the Group followed an active and dynamic policy of employment under the sign of diversity.

Between 2017-2019 the average number of staff in 2019 increased by 4.5% compared to 2018 and by 7.48% compared to 2017

Average number of personal	2017	2018	2019	2019 / 2018	2019 / 2017
COMPA SA	2031	2094	2194	104,78%	108,03%
TRANSCAS SRL	10	9	9	100,00%	90,00%
COMPA IT SRL	61	54	56	103,70%	91,80%
RECASERV SRL	37	53	40	93,02%	108,11%
TOTAL GROUP	2139	2210	2299	104,50%	107,48%

5.2. Human capital management

Regarding the management of human capital, it was assumed that the achievement of strategic objectives depends primarily on the human factor. The development of the parent company involves elements that create long-term value and that can ensure future performance.

The areas of human resources policy are specific, intercorrelated and mutually balanced. The Group will mainly focus on:

- early recruitment required for positions with higher education, students in the final years and graduates;
- promotions within the Group;
- involvement in correlating the educational offer in the technical field with the needs of the economic agents

The main strategic objectives pursued in the projection of the following years are:

- adaptation and development of strategic competences;
- strengthening a functional organizational climate;
- ensuring a high level of satisfaction;
- development of skills for action: awareness, performance, participation, motivation

The pursuit of strategic axes is possible by achieving the following objectives:

- efficient management of personnel competences;
- training process aligned with the Group's strategies;
- identification of potential employees / specialists (students, students) by managing the internships and granting scholarships;
- developing the career of the young graduates by accompanying the integration course with specialized training;
- personal development;

- Involvement in the development of the technical university education by supporting the integration of the theoretical knowledge with the practical ones through internships within the COMPA Training and Training Center, the practice, subjects for license exams, etc .;
- coverage of positions with high level of expertise;
- entry-level training plans;
- packages of remuneration correlated with the individual performances;
- favorable working conditions and climate;
- development of the framework in which the information and consultation of employees is carried out;
- accessing European funds for the development of human resources;
- internal network of authorized trainers (by domains);
- providing vocational education graduates who will respond to the Group's requirements by adopting the dual education system.

5.3. Respecting the human rights

Procedures for receiving and resolving complaints

In the Group there is a system for solving the complaints of the employees that regulates how they can address the management of the affiliated companies, the petitions formulated in their own name. Petitions are aimed at social problems related to work.

5.4. Respect for freedom of association

The management of the Group recognizes the free exercise of the trade union law, according to the international conventions to which Romania has acceded, as well as the freedom of opinion of each employee.

The management of the Group commits itself to adopt an impartial position towards the unions and their representatives.

The union is the official representative body of the union members, of the Group's employees in front of the administration, and this recognizes the union as a democratic organization and a factor of progress and supports its activity. The connection with the unions is based on trust, good faith and promptness in information.

The trade union organizations defend the rights of their members, arising from the labor legislation, from the Collective Labor Agreement within the parent company, the individual employment contracts, before the courts, of other state institutions or authorities through their own or elected defense bodies. The employer has the obligation to invite elected delegates of the representative trade union organizations to participate in the boards of directors or in other bodies assimilated to them, in discussing the issues of professional, economic, social, cultural or sporting interest

5.5. Health and safety

By integrating health, safety and environmental considerations, within the Group, both employees and the environment are protected, in order to activate in accordance with the regulations in force and to develop technologies that extend sustainable measures worldwide

5.6. Quality policy, environment, occupational health and safety

Quality, environmental protection, occupational health and safety are part of the values we hold, being integrated into the long-term development strategy

Principles and lines of action pursued by the group are:

- Orientation to the client to demonstrate that his requirements and expectations:
 - are determined, understood and consistently satisfied.
 - the compliance obligations related to these requirements and expectations are determined, understood and satisfied.
 - the risks and opportunities that may influence the conformity of the Group's products and services are determined and treated.
 - the ability and orientation to increase customer satisfaction are maintained;
- Maintaining and continuously improving the effectiveness and efficiency of the integrated management system of quality, environment, occupational health and safety.
- Communication, awareness and implementation of system requirements at the level of all the functions involved, so that their mandatory character is clearly understood.
- Commitment of all functions to comply with the requirements specified by customers and the regulations of the integrated system for creating a climate and a culture for quality, environment, health and occupational safety within the organization.
- Identification, establishment, detailing and planning at all functions of the objectives and targets of quality, environment, health and occupational safety that refer to the increase of performances that reflect the demands and expectations of the Group, of the clients as well as those of other interested parties.

In this sense, the following directions of action are considered: / Thus, the following directions of action are considered:

- assuming and fulfilling the requirements and expectations of the clients, regarding the quality, terms, cost as well as other specific requirements of them;
- promoting the best available technologies in relation to the environment;
- adequate management and control of hazardous chemicals;
- reducing the concentration of pollutants in the wastewater, the pollutants emitted in the atmosphere and the noise level, and their classification within the maximum legal limits allowed;
- the proper maintenance and operation of the technological equipment and equipment;
- reducing the consumption of raw materials and rational use of natural resources (electricity, water, air, gas);
- adequate waste management;
- development of a culture in the field of environment and occupational health and safety through training, awareness and active involvement of employees.
- Compliance with the legislation in force, but also with the regulations and requirements of other interested parties and which the Group assumes or subscribes to, regarding quality, environment, occupational health and safety applicable to products, processes, services and activities
- Systematic action in the direction of pollution prevention but also in the prevention of work accidents and occupational diseases
- Assuming social responsibilities appropriate to the activities, products / services in accordance with the expectations of the stakeholders and the social partners

- Periodic examination of the way in which the present policy is implemented in the field of quality, environment, occupational health and safety
- Imposing the acquisition and adoption of similar principles regarding quality, environment, health and safety of the suppliers of products / services;
- Delegation of each employee to the responsibility of respecting and implementing this policy according to the tasks that fall within this system, as they result from its documents and regulations and according to the job description

5.7. Marketing strategy purchases and sales

The priority of the marketing and sales department is to provide quality products / services that meet and even exceed the expectations of customers

The main objective of the purchases is to find sources of supply that will ensure a higher competitiveness of the prices of the raw materials and the materials supplied

In the context of globalization and the alignment of the market with stock quotes for most products, the objective of purchases is to obtain an index at least 20% more favorable than the index communicated by the National Institute of Statistics on the respective segment.

The analysis of this index is done on each product group separately:

- metallurgical products;
- semi-finished products and components;
- tools, devices, checkers;
- rubber and plastic products;
- chemicals / lubricants / gasses.

A continuous target is the prospecting of the market and finding new supply solutions as well as the development of suppliers in order to obtain the best level of price and quality in the supplied products

The purchasing activity has grown continuously, with the development of the parent company.

The focus on large customers in the automotive industry has led to a considerable expansion of the database of suppliers as well as an increase in the share of import suppliers, in total purchases. This is due to the high level of specialization required of suppliers

The group went from acquiring mainly the basic materials, to the purchase of semi-finished products from import, fact due to the increase of the technological level of the company and implicitly of the specialization in certain fields

In the current market context, it is possible to estimate a continuation of the trend over the next few years. However, the company's strategy is to increase the share of domestic purchases to minimize transport costs and ensure a better integration of suppliers. This was not possible in the past, because the high degree of specialization of the majority of the supplied products made it impossible to provide internally.

5.8. Research and development

Strategic whisks

- increasing the productivity of current products, according to customer contracts
- integration of processes adjacent to current products;
- development of new products and processes outside the automotive industry.

a). **The objectives of the technical activity**

Development of new products and processes of the parent company

- alternative energy capture systems
- developing a new process for achieving the injector body
- development of additional features in the manufacturing process of the "nozzle" landmark;
- development of processes for the creation of additional injector bodies for Delphi England;
- expanding the range of turbochargers;
- widening the range of sprockets;
- development of the common rail fabrication of the injection system;
- coating of Zn - Ni alloy parts on the new automatic line;
- development of the manufacture of cold-rolled springs for the automotive industry;
- development of the manufacture of parts for hand tools;
- development of 3 Part Insert (3PI) manufacturing from GTD and GTE generation;
- integration of processes adjacent to the stamped parts;
- development of stamping processes;
- development of auto components;
- integration of the horizontal forging process for significantly higher productivity;
- development of transmission gear type sprockets and sprockets;
- development of the manufacture of mechanical welded assemblies;
- developing the forging process for different parts of the turboshaft assembly, injector body, common ramp as well as for sprockets;
- identifying the products that can adapt to the existing technologies;
- development of new technologies in COMPA (precision stamping, cold forging - extrusion, metal and non-metallic coating processes);
- developing intelligent, self-forming devices and equipping machine tools with automatic and semi-automatic feeding systems;
- development of the "common rail" product for gasoline and direct injection engines;
- developing processes for the realization of components of machine tools;
- product and process development for water pump pulley, made of high strength sheets;
- development of processes for "ball nut" type markings;
- development of processes for sprockets;
- automation of welding processes on parts intended for lifting equipment.

b) **Implementation of the continuous improvement process**

- streamlining the process of developing new products and processes;
- computerization of the technological database and the use of IT applications in the development process (Team Center Windchill and Sharepoint).

c) Redesigning processes according to KAIZEN principles and techniques

- redesigning the processes / services so that the existing facilities can obtain the best performances regarding:

- ✓ productivity;
- ✓ stocks;
- ✓ ergonomics;
- ✓ occupational health and safety.

d). Increasing the level of aptitude of the activities

- staff training;
- periodic internal audit

6. COMBATING CORRUPTION AND BRIBERY

In order to prevent corruption and abuse of power in order to obtain a personal gain, the Group works to identify corruption risks and to implement and maintain policies and practices against any form of corruption. Also, measures have been taken to raise awareness of employees, representatives, contractors and suppliers about corruption and how they can counter it.

7. THE SUPPLY CHAIN

COMPA, as a parent company, can influence the affiliated companies through its purchasing and purchasing decisions. To promote social responsibility in the value chain, COMPA integrates ethical, social, environmental and gender equality criteria, including health and safety, in its purchasing, distribution and contracting practices.

Also, COMPA encourages both affiliated companies and collaborating organizations to adopt similar policies, without allowing anticompetitive behavior, to permanently show vigilance and to monitor the organizations with which they have relationships, in order to prevent compromise of commitments on social responsibility

CEO,
Ioan DEAC

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