

AMERICAN FARM SCHOOL ANNUAL REPORT 2022



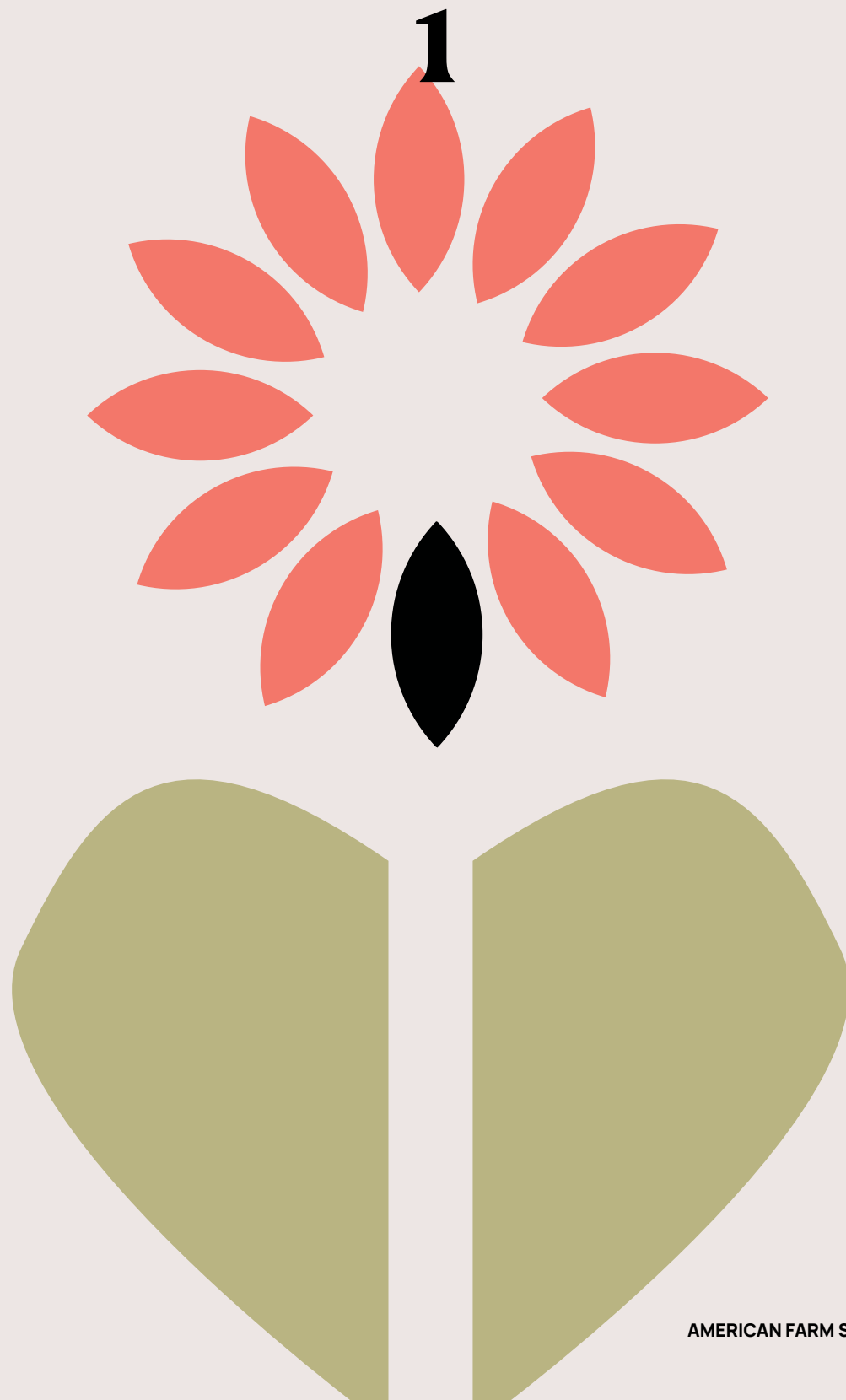
Strengthening the roots

**"My idea in forming
the school was
to embody a system of
education which would
train the whole person:
the hands, the head,
the heart."**

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Letters from the President & the Chairman of the Board

Strengthening our roots

Dear Friends of the American Farm School,

The roots of the American Farm School reflect ideas that delineate its long history: experiential learning, servicing and belonging to a strong community. We encourage our students to learn by doing, to explore beyond the classroom, to ask good questions and to find the answers based on what they experience. We provide service to deserving Greek and international youth, offering them the support they need to thrive and become responsible citizens of the world. And we rely on the members of the community of students, teachers, staff, donors and friends to maintain the strong sense of being part of a special cause.

When I first returned to the School in July 2021, I was impressed by how much it had changed over the years. In just a short time, it went from being a vocational, secondary education program to offering all levels of education, from Pre-K to graduate studies. And as it often happens with change, because of its dynamic nature, it takes time for those experiencing it, to realize its effect on their roots.

By 2022, enough time had gone by to appreciate the results of this change. Adding more academic divisions meant giving access to a unique educational experience to more students and from a very young age. It meant that more families would understand and appreciate the value of the learning by doing approach. But some units of the School witnessed few changes during this period of new developments. Our Educational Farm, which is what sets the American Farm School apart from any other educational institution in the region, one of the School's deepest roots, was such an example.

This is why, during the FY 2021-2022, we focused on strengthening the roots, while embracing the benefits of the School's extraordinary evolution. We identified the areas that needed support and we developed a plan to revitalize the farm. We saw the gap between farm and educational activities and we made efforts to re-connect the educational soul with the soil. We updated the institutional mission and vision and defined the School's values to guide future generations of students.

Being stewards of the land was our creed for more than a century and it is forever rooted in our philosophy. We must continue to honor it. Thank you for your support as we consolidate our mission.

Sincerely,

Jeff Lansdale, Ph.D.
President

Learning from the recent past – Learning for the future

Dear Friends of the American Farm School,

The end of the 2021-2022 Academic and School Year marked the end of the "lockdown" era. In many cases we discuss with friends and colleagues about all the strange and sometimes tragic situations that we had to go through in the last two years. All organizations had to reflect on situations that were never tested before, and adapt to new realities at many different levels: operational, regulatory, psychological, business, human. For us at the American Farm School, it is not important anymore to talk about how well we did during the COVID years. It is much more important to learn from this experience and keep the learnings and the skills we developed as an organization strong for future use.

Agility is the attribute that was tested most in this period. AFS had faced outside pressures to which it had to adapt many times in its long history. But this time our agility was tested from a global, new type of threat. In the future we have to remain agile, because these unpredictable threats will become more and more part of doing business as usual. It is agile organizations that will survive and flourish.

Speed of change, speed of implementing new policies and procedures, speed of adapting to new realities almost on a daily basis for a period of two years is not an easy thing, especially when children and students are in the center of everything we do. We managed. In the future we have to keep reminding ourselves that complacency kills, and that speed will be the characteristic of all successful organizations.

Last but not least, it is this "we can do this" mentality that all associates of the AFS demonstrated during these last two years. Together we, as an organization, showed tremendous strength in dealing with the challenge we had. In the future the "we can do this" mentality has to remain alive and strong in our culture, as it is a great asset to achieve great things, even (or even more so) in calmer periods.

Dear friends and supporters, we have done a lot, but we still have many great things to do in the future. We cannot relax or slow down. We have to keep pushing ourselves, questioning our success, listen and look around us for the changes that are happening at all levels of society, science, geopolitics, and of course the changes that our home, our planet, is going through. And in these challenging, yet very interesting times, we have to remain agile, fast and strong in our commitment to train the youth to lead the future.

In this report you will read about many beautiful things that happened in our School during this last year. Am I happy with what was achieved? Could we have done more? The answer to both questions is Yes.

Enjoy your reading.

Stefanos Panteliadis
Chairman of the Board



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Rooted in our philosophy

In the fall of 2021, the Board of Trustees, staff and faculty jointly developed the core institutional values, which provided the foundation for the Institution's updated mission and vision.



Mission

The American Farm School offers superior general and technical education based on the environmental, food, agricultural and life sciences for youth and adults. The School's holistic and experiential education prepares and inspires the whole person to lead, innovate and contribute to the sustainable future of Greece and its neighbors.

Vision

The American Farm School will be a premiere educational institution in developing and inspiring future leaders and innovators to be stewards of a sustainable planet.

Values

The following core institutional values, developed jointly by the Board of Trustees, Staff and Faculty of the American Farm School, provide the foundation for the institution's mission and vision. These values communicate a set of principles that will guide Students, Staff, Faculty and the Board of Trustees.

**Collaboration
and Partnership¹¹**
Equal Opportunity¹²
Excellence¹³
**Innovation
and Creativity¹⁴**
Integrity¹⁶
Respect¹⁷
Stewardship¹⁸
Sustainability¹⁹

Honoring our Values – a few examples

Collaboration & Partnership

We believe we can achieve far more through collaboration and partnership than we can achieve by ourselves and we promote teamwork within our community to accomplish our mission.

This year, we promoted teamwork and communication between the school principals for a more coherent streamlining of educational programs and pedagogical models from Pre-K to High School. An Educational Council was formed with the participation of all principals and the Head Librarian. The coordination of this closer association between schools will be rotated from principal to principal on an annual basis moving forward.

In April 2022, we hosted 125 participants (predominantly faculty and graduate students from the U.S.) for the AIAEE (Association for International Agricultural and Extension Education) Conference, organized with the support of Trustee Kim Dooley and her colleagues. Participants were guided by High School students on campus tours, learned about olive oil during sensory tastings, attended professional development sessions, and enjoyed meals featuring our products. This visit and guided tours gave participants an appreciation for the value of our study abroad programs facilitated by Perrotis College.

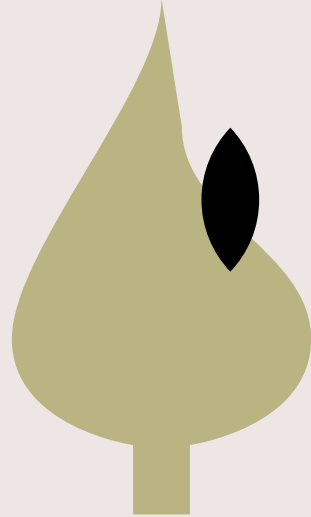
Academic institutions in Greece such as the Aristotle University of Thessaloniki, the University of Patras and the Open Hellenic University signed MOUs with AFS for joint learning

and research activities. The New Agriculture for a New Generation initiative signed an agreement with Perrotis College to collaborate on a nutrition project, while collaborations with international institutions, such as the Zurich Elite School (Switzerland), the H-Farm (Italy), and Tel Aviv University (Israel) are underway. This networking provides opportunities for AFS and Perrotis College to further increase our impact in Greece and neighboring countries.

As one of few American institutions in Greece, we are in close collaboration with the U.S. Embassy in Athens. Newly appointed U.S. Ambassador to Greece George Tsunis visited the American Farm School his first weeks into office, accompanied by U.S. Consul General in Thessaloniki Ms. Elizabeth Lee. The Ambassador was introduced to the history, the mission and the educational programs of the School and he also had the opportunity to interact with students and hear about the AFS learning experience. Ambassador Tsunis later stated that "the School is spectacular; a jewel and a beacon in Thessaloniki."

Equal Opportunity

We strive to provide access to educational opportunities to empower youth, including students from economically disadvantaged backgrounds, through scholarships, student services and moral support.



The American Farm School runs the oldest and largest scholarship program in all of Greece. All students in the General and Vocational High Schools, as well as Perrotis College and Junior College, receive significant support in covering the cost of tuition, room and board, and are asked to contribute only a fraction of fees based on their financial capacity. Scholarship aid ranges from roughly 40% to 100% assistance, and is awarded based on need. Providing quality educational opportunities in the agro-food, environmental and life sciences to youth from across Greece is a central part of our mission. The majority of our students come from rural backgrounds and from families of very limited means – students that represent the most vulnerable strata of Greek society, but who also have the most to gain from the holistic education we offer in areas that form the backbone of the Greek economy.

By giving these students the tools they need to thrive in growing and developing sectors of

activity, the School helps them gain a foothold on the path to a promising and productive future; for themselves, for their families, and for the region.

Thanks to the scholarship program, students from rural areas are gaining unique learning experiences preparing them for successful careers; graduates are pursuing their studies in the U.S. on full scholarships, while others move on to academic or professional careers; and agro-food companies are equipped with personnel that has the theoretical and technical knowledge to further develop the sector.

The School is an advocate of equal opportunity in the region, starting from its own community that includes more than its students. Campus residents felt that to be true this year when they saw their houses being renovated to reduce energy costs thanks to generous donations by Trustees.

Excellence

We are committed to continuous improvement and we strive for excellence in all of our programs, products, and processes...and when we fall short of this standard, we are committed to learn from our mistakes and do better the next time.

The Study Abroad program for High School students who wish to study in the U.S. secured partial or full scholarships for 10 out of 11 students who applied to universities such as Smith College, Lawrence University, Bridgewater College, Washington & Lee University, University of Richmond and Hamilton College. With the support of faculty and staff, these students learned more about resilience during the long application process; we are proud of their accomplishments. We are also proud of all the students who succeeded in the highly competitive Panhellenic exams and entered Greek public universities and those who were accepted to continue their studies at Perrotis College.

Awards and distinctions in national and international competitions in statistics, robotics and other STEM areas as well as sports and the arts for our Haseotes Middle School and our High School students continue to prove the value of the educational programs and the caliber of our teaching staff. As an example, English teacher Stella Hitiroglou received the Fulbright Distinguished Award in Teaching, while Perrotis College Professor Dr. Kiki Zinoviadou and Head of the European USDA Laboratory for Insect Control Dr. Alexandra Haskopoulou were one of the top three finalists in the 2021 ARSX competition of the U.S. Department of Agriculture, with their paper "Harvest for a Healthier Future". The High School's 2021 winning racing team "Lupus" participated in the world final, which was held in Silverstone, U.K. one year later than originally planned because of the pandemic. With the support of Trustee Frances Manthos, the team consisting of now

graduates Maria Ioannou (Hamilton Class of 2026), Konstantinos Markopoulos (Yale Class of 2025) and Thanos Syntrivanis (Pomona College Class of 2025) was among the three finalists in the "sustainability" category.

At the end of June, we welcomed 20 Greek Summer participants, the first group of American teenagers since the pandemic. Their homestay at Velvento, the village of AFS alumnus and supporter Dimitris Vlachos, was the highlight of the trip for the group, and the highlight of the summer for Mr. Vlachos. These young students describe their experience as lifechanging; one that would help them excel in their future endeavors.

In the post-pandemic era, more and more students from U.S. universities choose Perrotis College for their study abroad experience. The College welcomed 18 students in the spring from Iowa State University, Berea College, Texas A&M, University of Illinois and University of Arkansas. When asked, they said they chose Perrotis College to expand the scope of their education, to come in direct contact with the agri-food sector in Greece and to combine theory with practice in an international environment. The College hosted another 35 students in the summer.

The "Dimitris and Aliki Perroti Library" won the first prize in the category "Best in Current Affairs" of the national Digital Media Awards 2022 for its podcast featuring interviews with teachers, students, educational organizations and key players in the agro-food sector.

Innovation & Creativity

We embrace and encourage a culture of curiosity where new ideas are welcome and staff are supported to explore change processes and to push the frontiers of science for the good of society.

To enhance the American Farm School's credibility and leadership as a regional hub of innovation, research, and education for sustainable growth, production, processing and marketing in Greece and the region, the School is focusing on "Revitalizing the Farm" through the development of 10 Competence Centers that build on existing strengths.

COMPETENCE CENTERS

KRINOS OLIVE CENTER

There is much to be done in this sector in Greece. Greece exports 4% of its olive oil production, while Italy exports 45%, and some of that is Greek olive oil.

POULTRY CENTER

The Farm School produces and sells 6 million Omega 3 eggs a year. We envision a national and regional poultry center for research, production, processing, marketing and training and we are coordinating with Auburn State University to achieve it.

DAIRY PROCESSING CENTER

We plan to invest in milking equipment based on robotics, displaying state-of-the-art technology for our students and tens of thousands of visitors.

HORTICULTURE/GREENHOUSE CENTER

There is an urgent need to modernize greenhouse technology on campus. This will allow students of all ages to actively participate in horticulture practices: young students planting the seeds to grow and be harvested by Study Abroad university students and vice versa.

BEEKEEPING CENTER

Bees are crucial to agriculture and the sustainability of life. We have designed a modern facility, and we have identified plants/shrubs/trees, which blossom at different times to provide nutrition for the bees.

WINE CENTER

In collaboration with successful wine producers – including AFS alumni – the School will invest in modern equipment and train our students for work throughout Greece in the wine production and processing industry.

CULINARY/NUTRITION CENTER

Surrounded by the culinary expertise of Thessaloniki, and strategically located in the heart of the east Mediterranean diet, the Farm School will provide training and research to promote healthier lifestyles in Greece and the region.

MODEL GOAT CENTER

Goat's milk is especially nutritious for infants. The Farm School plans to establish a model goat center on campus for training and to produce powdered goat's milk for infants.

BIOLOGICAL PEST CONTROL CENTER

It is imperative that farmers reduce their dependency on chemicals in farming, and adopt biological pest control practices with technical support from the Farm School.

BIOECONOMY CENTER

The world is gradually adopting Bioeconomy practices for improved sustainability and continuous recycling of resources. We aspire to collaborate with the Bioeconomy Institute at Iowa State University.

MAIN CROSS-CUTTING AREAS

SUSTAINABLE RESOURCE MANAGEMENT

Climate change
Water quality and quantity
Renewable energy
Waste management
Precision agriculture
Regenerative agriculture
(e.g., no-till farming, crop rotation)
Organic farming
Animal welfare
Aggressive reforestation

HOLISTIC EDUCATION: HEAD, HEART, HANDS

Vocational training
Character building
Leadership
Teamwork

ENTREPRENEURSHIP

High Value Production / Processing
Food Science Technology
IoT, Technology and Innovation

RESEARCH

Outreach, Engagement,
Technical Assistance and
Community Impact



Integrity

We hold ourselves and our colleagues to the highest ethical standards and are committed to honesty in all of our pursuits.

In August 2021, extreme heat conditions drove wildfires in Attica, Evia and the Peloponnese that destroyed thousands of acres of forest and forced thousands of people to evacuate their homes. The American Farm School stood by those affected by this tragedy and sent packages of Educational Farm products to organizations gathering food for those in need, as well as to the social kitchen "O Allos Anthropos" preparing meals for those who were left without a home because of the fires. Furthermore, the School donated a portion of all Educational Farm product sales over the month of August to the Hellenic Red Cross.

A special fund was created to raise money for two scholarships, further extending our support to the community: one for a student from the areas affected by the fires, interested in studying Environmental Science at Perrotis College and one for a firefighter's dependent, wishing to study at the High School or Junior College. Friends, supporters and donors contributed to this initiative in a moving way, securing the two scholarships and more.

The School – through its Strategic Project Management Office – also participated in the national study for the area regeneration that led to development of projects funded by the Greek government and the European Union (more than \$400M).

Respect

We share in the responsibility to promote and protect a culture of respect in which individual dignity is paramount as we strive to support a diverse and inclusive community.

The American Farm School was the first educational institution nationwide to sign the European Union's Diversity Charter, committing to promoting diversity and ensuring respect towards its community of students, staff, faculty and network of supporters and collaborators. We are proud of what this symbolic act signifies: that the School continues to be a pioneer in more areas than one.

Our Arcadia program for students of all ages who face learning and other difficulties – operating with the support of Trustee Deborah Androus – organized masterclasses for the role of women, leadership and inclusion workshops, as well as seminars on bullying and harassment throughout the year, helping our students navigate through today's challenges.

In collaboration with Greek America Foundation and Elpida Home, a non profit that supports refugees, the School organized a program that spanned over 3-weeks for refugee children to spend time on campus. The goal of the partners and all the volunteers was to instill in these kids that they matter, and that they have purpose and value. In the words of AFS Senior Noe Kourtzidis "Sometimes sitting back and hoping for change is not enough. When we are called to action we have a responsibility to help in any way possible. Everything starts with respect; towards other people and their circumstances."

Stewardship

We accept full responsibility for carefully managing and nurturing the human, animal, environmental, social, financial, and physical resources committed to our care.

True to her generous spirit and commitment to the School, Honorary Trustee and benefactress Alik Perroti funded two endowed professorships at Perrotis College for \$1 million each in loving and honored memory of her parents. The Theodoros Konstantopoulos Professorship in Entrepreneurship and the Maroula Konstantopoulou Professorship in Culinary Arts and Science, will offer opportunities to motivated individuals to inherit a rich legacy of outstanding achievement and will inspire excellence for generations of Perrotis College students to come. This generous gift is yet another manifestation of Alik Perroti's commitment to Perrotis College, its potential, and impact.

Alik Perroti and Trustee Seth Frank also set up a \$100K endowment, the interest of which will be used for the purchase and distribution of AFS products for persons displaced by war, social conflicts, environmental calamities, and other tragedies. Their philanthropy inspires us to work harder, listen more carefully and act with greater responsibility. It is with pride that the American Farm School and Perrotis College community is associated with their legacy.

This year, in an effort to help the School in its bid to revitalize the Educational Farm, Dr. Gavalas bestowed a generous gift that allowed for the full renovation of the students' poultry unit. The unit, which was named The Gavalas Poultry Lab in his honor, replaced the previous small broiler shed, where Vocational High School students manage various projects

over the course of the academic year, dealing mainly with poultry genetics and nutrition. The renovations modernized the facility, making it a center to demonstrate, test and advance this area of animal husbandry in Greece, while promoting sustainable practices.

Various AFS events in the U.S. demonstrated the Institution's network of stewards. The School celebrated the successful completion of its Comprehensive Campaign "Today, Tomorrow, Together" with a "thank you" event in NYC in December 2021, organized by Trustee Joannie Danielides. AFS graduates and current Yale University students Katerina Kargiotis and Konstantinos Markopoulos talked about the life changing opportunities provided by the School.

The active AFS Greenwich Committee led by Trustee Vicki Kyriakos organized another successful Greek Taverna in April 2022, in loving memory of Scoci Scocimara and in support of the scholarship program and other educational purposes. The AFS Chicago Committee organized an event in Chicago in May 2022 to help bring together individuals and organizations interested in supporting the School's mission.

AFS friends joined together in San Francisco in early June 2022 to honor longtime friend Wylie Sheldon and spread the word about the School in the Bay area. The event was held at the Greek Consulate in San Francisco with the support of Consul General Mr. Socrates Sourvinos.

Sustainability

We are committed to ensuring that we leave the world a better place than we found it so that we enable future generations to prosper on a healthy planet.

Sustainability is at the center of all AFS educational programs, from Pre-K all the way to graduate studies. We help our students evolve into responsible citizens who use sustainable practices in their everyday life and care deeply about our planet.

The more we learn about the global impact of climate change, the clearer it becomes that educating rural youth is more critical than ever; the need for scientific breakthroughs and innovative and sustainable agri-culture practices has never been greater; and feeding our growing world population is an urgent challenge. These are all challenges the School has chosen to tackle with determination and this is why our dedicated donors see their contribution as an investment to the world.

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The Educational Farm

DAIRY CATTLE	220	
TURKEYS	21,500	
LAYING HENS	22,000	
BROILERS	800	
DAY-OLD CHICKS	130,000	
FRESH MILK	1,100,000	LITERS
OMEGA 3 EGGS	6,500,000	
TRADITIONAL GREEK YOGHURT	68	METRIC TONS
SEMI-HARD CHEESE	6,5	METRIC TONS
DRY WINE SPIRITS	3,500	BOTTLES
CORN SILAGE	2,000	METRIC TONS
DURUM WHEAT	60	METRIC TONS
SEED BARLEY	135	METRIC TONS
LEGUMES	4	METRIC TONS
COTTON	84	METRIC TONS
EXTRA VIRGIN OLIVE OIL	500	LITERS
OLIVE TREES	2,034	ON CAMPUS



Governance

*on June 30, 2022

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Sophia S. Hartch

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The American Farm School is governed by a Board of Trustees comprised of volunteer community and business leaders from Greece and the U.S. who provide financial oversight, ensure adequate resources, ensure legal and ethical integrity, and maintain accountability for the School's operations.

The School is a private, not-for-profit organization as described in section 501 (c) (3) of the U.S. Internal Revenue Code, registered in the State of New York. Gifts to the School, made by individual donors as well as private and corporate Foundations in the U.S., Greece and elsewhere in the world, help support operations, scholarships, capital projects, program development and more.

5

Finances

FY 2021-22

Total Revenues:

Gifts

Tuition & Fees

Sales of Farm Products

Other

Investment Income

EU & USAID-ASHA GRANTS



18,662,009 100%

5,779,728 31

6,932,521 37

4,361,857 23

333,879 3

476,940 13

777,084 4

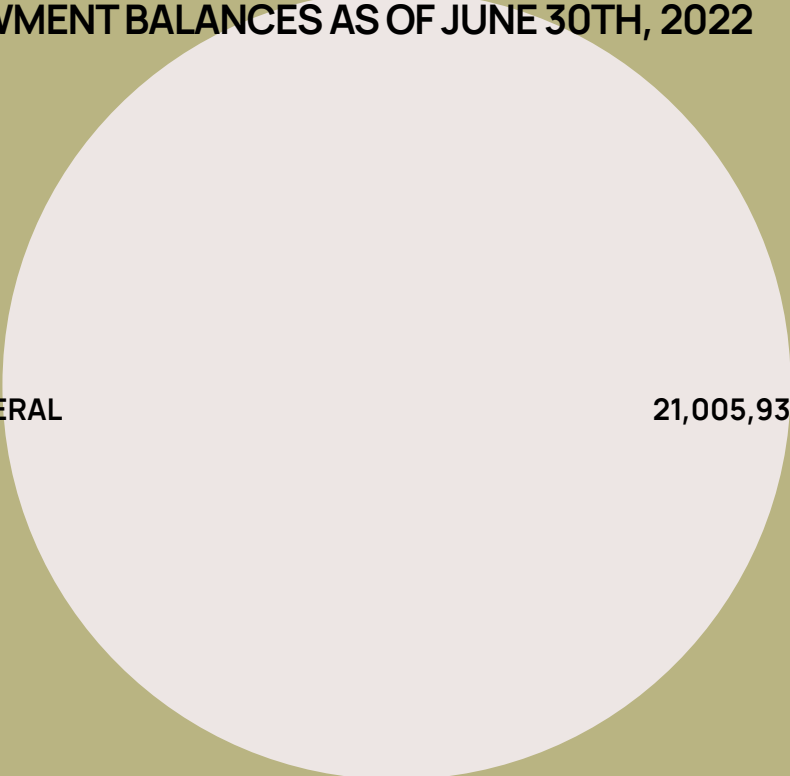
Operating Revenues

ENDOWMENT BALANCES AS OF JUNE 30TH, 2022

AFS GENERAL

PERROTIS COLLEGE

TOTAL



21,005,934 56

16,667,880 44

37,673,814 100%

Endowment

CONSOLIDATED STATEMENT OF FINANCIAL POSITION in thousand \$

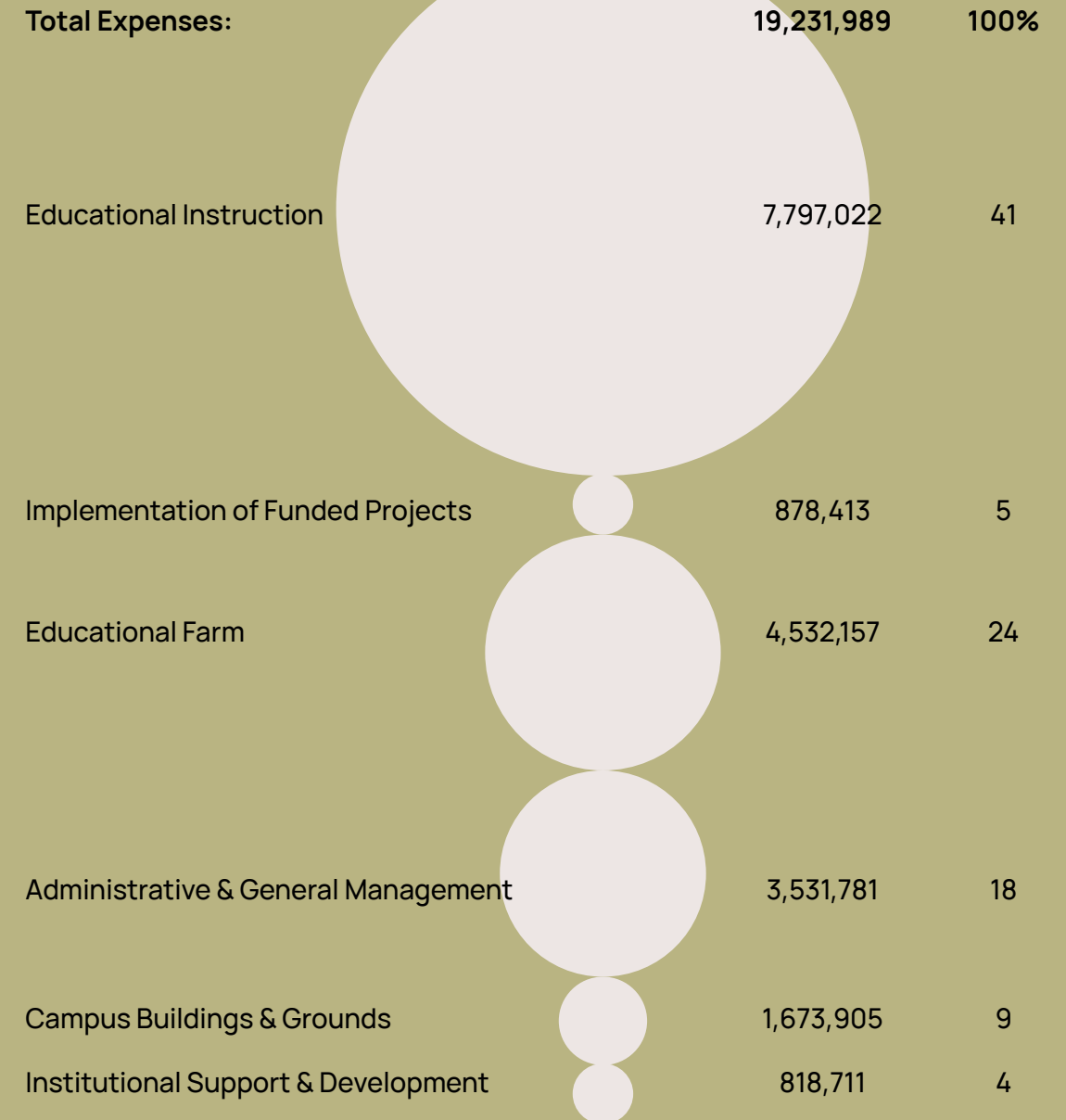
	2022	2021
Total Assets	80,227	91,313
Liabilities	-12,649	-13,521
Net Assets		
Without donor restrictions	-42,515	-53,485
With donor restrictions	-25,063	-24,307
Total Liabilities and Net Assets	-80,227	-91,313

CONSOLIDATED STATEMENT OF ACTIVITIES in thousand \$

Operating Revenues	18,662	14,826
Operating Expenses	-19,232	-18,697
Net Operating Result	-570	-3,871
Non-Operating Revenues	-6,217	8,973
Change in Net Assets		5,102
Net Assets as of beginning of year	77,792	70,662
Foreign currency translation adjustment	-3,997	2,028
Net Assets as of end of year	67,578	77,792
* Foreign Currency translation EURO/USD		
Revenues and expenses	0.88:1	0.83:1
Assets and Liabilities	0.96:1	0.84:1

Financial Statements

FY 2021-22



Operating Expenses

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Donor list

The American Farm School thanks the following individuals, foundations, corporations, and organizations for their generous support during the previous fiscal year, July 1, 2021 – June 30, 2022. In these extraordinary times, their commitment to the institution and its ideals has been exemplary, allowing the School to successfully achieve its educational goals.

*Gifts made before July 1st, 2021 were reported in the previous annual report. Gifts made after June 30th, 2022 will be reported in the next one.

US

MAJOR BENEFACTORS (100,000+)

Aliki Perroti, Founder of Perrotis College
Seth E. Frank
Deborah Androus
Constantine M. Dakolias
George Doolas Family
George Gavalas
Vasilios S. & Aphrodite B. ,
Haseotes Family Foundation
Barbara K. Heming

BENEFACTORS (25,000+)

Anastasia Boucouras
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Hugh Cullman
Alexander & Patty Doolas
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Krinos Foods Canada Ltd
Petros Levis & Ann McCalley
Ruth Lilly Philanthropic Foundation
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Daniel M. & Mayo Morgan
Barbara Newington (+)
Demosthenis Raptelis Foundation
Tom Stefanopoulos
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Michael & Suzanne Carusillo
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Jockey Hollow Foundation
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Fund of The Minneapolis Foundation
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Estate of Dean C. Zutes

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Deborah Andrzejewski
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Robert B. Berlin
Peter & Chrysanthi Bien
The Nancy G. & Stephen J. Bloom
Family Fund
Samuel & Jacqueline Borries
Timothy J. Brugh
James A. Crouthamel
Michael E. Dahl

The Charles Delmar Foundation
George (AFS President Emeritus) & Charlotte Draper
Matthew J. Egan
Haralambos & Loella Fekkos
Kevin M. Forde
Nicholas Germanakos & Athena Kaporis
Sandy G. Gmur
Perry Gotsis
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The David Hochberg Foundation
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In Memoriam

In early 2022, the AFS community lost two beloved members: AFS alumnus and Honorary Trustee Pantelis Panteliadis and Honorary Trustee Edmund (Mike) Keeley.

Pantelis Panteliadis, founder of the OPTIMA - EPIRUS - METRO - MYMARKET Group was born and raised in Ierissos, Halkidiki. He was a hard worker; one that believed that everything is possible if you love what you do. He considered the School his "family" and a shining example for its students and graduates. "He kept talking about the American Farm School and how much he loved it. He talked more about the School than his home and family. And he supported the School, not because he felt obliged, but because he wanted to show his gratitude for everything this Institution offered him" his beloved wife Ourania shares. Asked about the motivations of the family's longtime support to the School, she replied: "Generosity is an expression of love". The latest example of this generosity is the family's gift for the construction of High School facilities in his name.

Mike Keeley was a novelist, poet, translator, and essayist, and one of the giants of Greek literary translation to English. He came to the American Farm School in 1949 as a Fulbright scholar to teach high school students. He was a member of the Board from 1979 until 2008 and served as an honorary Trustee to his last day. In his own words, his connection with the American Farm School was "a privileged journey that roused some of the more amicable ghosts that have lived with me for more than 50 years." Mike Keeley was a Philhellene in spirit and a Hellene at heart.



ANNUAL REPORT 2022



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