KRI-KRI MILK INDUSTRY S.A.

General Commercial Registry No.: 113772252000

ANNUAL FINANCIAL REPORT

FOR THE PERIOD

1.1.2021 – 31.12.2021

IN ACCORDANCE WITH LAW 3556/2007

(TRANSLATION FROM THE GREEK ORIGINAL)

This Annual Financial Report was prepared in accordance with article 4 of Law 3556/2007 and was approved by the Board of Directors of KRI-KRI SA. on April 19, 2022. It is posted online, at the website: https://www.krikri.gr/oikonomikes-katastaseis/

CONTENTS	Page
Declarations of the members of the Board of Directors	3
Report of the Board of Directors	4
Independent Auditor’s report	34
Statement of comprehensive income	41
Statement of financial position	42
Statement of change in shareholders’ equity	43
Cash flow statement	44
General information	45
Significant accounting policies	45
Notes on Annual Financial Statements	57

DECLARATIONS OF THE MEMBERS OF THE BOARD OF DIRECTORS

(in accordance with article 4 (2) of Law 3556/2007)

Hereby we declare, that to the best of our knowledge:

The Financial Statements for the period ended 31 December 2021, were prepared in accordance with IFRS, accurately present the assets, liabilities, shareholder's equity and the financial results of "KRI-KRI Milk Industry S.A." and the Report of the Board of Directors accurately presents the performance and position of "KRI-KRI Milk Industry S.A." including the description of basic risks and uncertainties that it faces.

Serres, 19 April 2022

Confirmed by

Chairman & Managing Director	Vice-Chairman	Member of the B.o.D.
PANAGIOTIS TSINAVOS ID AE373539	GEORGIOS KOTSAMBASIS ID AE376847	ANASTASIOS MOUDIOS ID AK276897

KRI KRI MILK INDUSTRY S.A.

REPORT OF THE BOARD OF DIRECTORS

FOR THE PERIOD OF 1 JANUARY 2021 UNTIL 31 DECEMBER 2021

Dear shareholders,

The present Annual Report of the Board of Directors (hereinafter referred to as "Report"), concerning the period 01.01.2021 until 31.12.2021, drafted in accordance with the articles 150 and 152, of Law 4548/2018, article 4 of law 3556/2007 and decision 8/754/14.4.2016 of the Hellenic Capital Market Commission. The report includes all the necessary information in an objective and adequate manner and in the light of providing substantial and not typical information with regards to the issues included in such. In particular, the Report summarizes the financial information for the fiscal year 2021, important events that took place in that period and their impact on financial statements, the main risks and uncertainties that the company may face and finally the important transactions between the company and its related parties. The Report also contains non-financial information, such as the statement of the Corporate Governance, as well as additional information as required by the relevant legislation.

It is noted that this Report includes, along with the 2021 financial statements, the required by law data and statements in the Annual Financial Report, which concern the financial year ended 31 December 2021. The financial statements, the independent auditor's report and the current report are posted online, at the website: https://www.krikri.gr/oikonomikes-katastaseis/ .The sections of the Report and the content are as follows:

GENERAL INFORMATION

KRI-KRI MILK INDUSTRY S.A. operates in the dairy industry. Our main business activities is the production of ice-cream and yogurt. Our distribution network is panhellenic and comprises of super market chains and small points of sale. We export our products to more than 24 countries abroad. The headquarters and the production facilities are located in Serres, Northern Greece and a secondary distribution centre is located in Aspropirgos region of Attica, Greece.

I. PERFORMANCE AND FINANCIAL POSITION

SALES

Company's turnover amounted €134.600k against €125.983k (increased by +6,8%).

Ice-cream sales present an increase of 17,8% amounting €29.928k against €25.397k of 2020.

Yogurt sales present an increase of +4,5% amounting €104.240k against €99.773k of 2020.

Finally, exports were 45,45% of total sales presenting an increase of +12,28%.

PROFITABILITY

Company's profit before tax amounted €16.530k against €18.392k of 2020 (-10,1% decrease). The net profit after tax amounted €13.210k against €15.840k of 2020 (-16.6% decrease). EBITDA amounted €20.963k against €22.255k of 2020 (-5,8% decrease).

LOANS

Management seeks to maintain a small exposure to debt. At 31/12/2021, the balance of Company's loans amounts to €8.680k. Net debt is zero.

ALTERNATIVE PERFORMANCE MEASURES of the European Securities and Marketing Authority (ESMA/2015/1415el)

The European Securities and Markets Authority (ESMA / 2015 / 1415el) has published the final guidelines on "Alternative Performance Measures" (hereinafter "APM") which apply from July 3, 2016 to companies with securities traded on regulated stock exchanges. APM are disclosed by publishers when publishing regulated information and aim to enhance transparency and promote utility, as well as the correct and complete information of the investing community.

APM are a customized economic measurement of historical or future financial performance, financial position or cash flows, other than the economic measurement defined in the applicable financial reporting framework. That is, APMs on the one hand do not rely solely on the standards of the financial statements, on the other hand they provide substantial additional information, excluding items that may differ from the operating result or cash flows.

Transactions with non-operating or non-cash valuation with a significant effect on the Statement of Comprehensive Income are considered as elements that affect the adjustment of APM. These non-recurring, in most cases, funds could arise from, among other things:

- impairment of assets
- restructuring measures
- remediation measures
- sales of assets or divestitures
- changes in legislation, claims for damages or legal claims

APM should always be considered in conjunction with the financial results prepared under IFRSs and in no case should they be considered as substitutes. The Company uses APM in order to better reflect the financial and operational performance related to the Company's actual activity in the reporting year, as well as the corresponding comparable period last year. The definition, analysis and calculation basis of APM, used by the Company, is set out below. It is noted that, for the calculation of APM, it was not considered necessary to make an adjustment to the items of the financial statements.

1. *EBITDA Margin*

This ratio is widespread in the investment community and is part of the general unit of profitability ratios, having the advantage that it isolates the effects of financial investment results, income tax and the main category of non-cash expenses which are depreciation.

The Statement of Comprehensive Income includes " Earnings before interest, taxes, depreciation and amortization (EBITDA)", to which no adjustment is made.

The "EBITDA Margin" Ratio is obtained by dividing "EBITDA" by Sales. Expresses the percentage that EBITDA has on Sales. The Management of the Company uses this ratio in the context of the wider evaluation of the operational performance of the Company.

2. *EBIT Margin*

This Ratio, like the previous one, is widespread in the investment community and is part of the general unit of profitability ratios, having the advantage of isolating the effects of financial investment results and income taxation.

The Statement of Comprehensive Income includes " Earnings before interest and taxes (EBIT)", to which no adjustment is made.

The "EBIT Margin" Ratio is obtained by dividing "EBIT" by Sales. Expresses the percentage that EBIT has on Sales. The Management of the Company uses this ratio in the context of the wider evaluation of the operational performance of the Company.

3. *Free Cash Flows to the Firm*

This index is part of the general unit of efficiency indices, as it shows the amount of cash available for distribution to shareholders and lenders of the company and at the same time is one of the key indicators of financial soundness.

The index is calculated by adding total inflows / (outflows) from Operating Activities to the total inflows / (outflows) from Investment Activities, of the Cash Flow Statement.

4. *Capital Structure ratios*

These ratios show the degree of financing of the company with foreign capital. The Ratios used by the company are the Capital Leverage Ratio and the Debt Ratio.

The Capital Leverage Ratio is calculated if divided Total Debt by the sum of total Equity and Total Debt.

The Debt Ratio is calculated by dividing Total Debt by the amount of Total Equity.

5. *Efficiency ratios*

In general, the return on Equity shows the profit that corresponds to the investment of a company's shareholders. It belongs to the group of profitability indicators and is also generally used for the purpose of comparing similar companies and evaluating the management of a company.

The Return on Equity Ratio is calculated by dividing the net income, ie "Profit after Tax", by the amount of Total Equity.

The Efficiency ratio is calculated by dividing the net income, ie "Profit after Tax", by the total Assets.

BASIC FINANCIAL RATIOS

		31/12/2021	31/12/2020
1. EBITDA Margin	EBITDA / Sales	15,6%	17,7%
2. EBIT Margin	EBIT / Sales	12,4%	14,7%
3. Free cash flow	Operating activities + Investment activities	12.878.152	6.109.822
4. Debt to capital	Total Debt / Total Debt & Total Equity	9,5%	12,6%
4b. Debt to Equity	Total Debt / Total Equity	10,5%	14,4%
5a. ROA	Profit after Tax / Total Assets	11,0%	13,7%
5b. ROE	Profit after Tax / Total Equity	15,9%	20,8%

II. IMPORTANT EVENTS OF CURRENT FINANCIAL YEAR

OUR POSITION IN THE MARKET

In the ice cream segment, in the domestic market, our sales show a strong recovery. This is mainly due to the lifting of restrictive measures taken as a result of the pandemic in conjunction with the strengthening of tourist flows from abroad. The growth of our digital distribution also played an important role, with the addition of 800 new outlets along with the launch of new ice creams.

In the Greek yogurt market, our sales show a decrease of -0.8%. This performance is attributed on the one hand to the contraction of the market and on the other hand to the commercial movements of the competition. At the same time, we are expanding our product range to address a wider consumer base, with the recent example of strengthening the category of functional yogurts. Finally, with advertising campaigns and targeted promotions we defend and try to strengthen our market share.

Abroad, yogurt sales continue to grow in double digits. We utilize the dynamics that Greek yogurt has in the markets of the Western Europe and expand existing partnerships.

INVESTMENTS

We have developed and we are implementing investment projects to increase production capacity, as well as technological upgrading, of both yoghurt and ice cream factories. In current year, total CAPEX reached €10m.

Investment projects with a total budget of €26,6m have been included in the Development Law 4399/2016, eligible for 35% grant as a tax relief.

III. MAJOR RISKS & UNCERTAINTIES

Due to the nature of its operations, the Company is exposed to various financial risks such as, market risk (fluctuations of exchange rates, interest rates and of production costs), credit risk and liquidity risk. The Company's overall risk management program focuses on financial market unpredictability and aims to minimize the potential negative impact on the Company's financial performance.

Risk management is carried out by the Company's main financial department, which operates under certain rules approved by the Board. The Board of Directors provides instructions and guidelines on general risk management and special instructions on managing specific risks such as currency risk, interest rate risk and credit risk.

MARKET RISK

Risk of fluctuation of raw material prices

The Company is exposed to risk of loss of income in case of sudden changes in prices of raw materials. This is a result of the inability to roll these costs to sales prices in a timely manner.

Foreign exchange risk

Company's operations are mainly conducted within the Euro zone. Company exposure to exchange rate (FX) risk derives from existing or expected cash flows in foreign currency, and it is considered very limited.

Interest rate fluctuation risk

The Company's assets do not include significant items that are interest-bearing, thus operating income and inflows are essentially independent of changes in market interest rates.

The loans of the Company are related to either variable rates or fixed rates. The company does not use financial derivatives. The interest rate fluctuation risk relates primarily to long-term loans. Loans with variable interest rates expose the Company to cash flow risk. Loans issued at fixed rates expose the Company to risk of changes in fair value.

A policy of retaining loans with variable interest rate is beneficial in cases of declining interest rates. On the other hand a liquidity risk appears when the interest rates rise.

From the total loans of the Company at 31.12.2021, the amount of € 2.700.000 is linked to a fixed interest rate and the amount of € 5.980.628 is linked to a floating rate.

The financing solutions that banks offer are systematically reviewed, in order to minimize financing cost.

CREDIT RISK

The Company has established and applies credit control procedures in order to minimize credit risk. Generally, sales are distributed to a large number of customers, resulting in an efficient dispersion of the commercial risk, except perhaps the large super market chains in Greece.

Wholesale sales are made to customers with appropriate credit history. The credit control department defines credit limit per customer that is continuously monitored and reviewed. Also, in some cases our receivables are secured with collaterals. For example from the company domestic customers-distributors, the Company receives personal guarantees amounting the double of two months turnover, hence consistently applying its credit policy. Finally, receivables of specific supermarket chains are credit insured with a contract covering credit losses, occurring from insolvency, up to 90%.

Receivables from foreign customers, are credit insured with a contract covering credit losses, occurring from insolvency, up to 95%. Credit limits per customer are established by the insurance company. Therefore, the credit risk exposure is limited to 5% of the insured credit limit, plus any excess.

The company's management emphasizes on reducing working capital needs. It promotes the reduction of credit limits and of the credit period to its customers, to increase operating cash flows.

LIQUIDITY RISK

The Company manages liquidity risk by maintaining adequate cash reserves and credit lines from banks. At present, available overdraft can adequately cover any immediate cash requirement.

OPERATING RISKS

Suppliers - stock

The Company has no significant dependence on certain suppliers given that no supplier supplies it to more than 10% of total purchases.

The company's management promotes overall stock management, in a way that allows meeting the demand, without excessive liquidity reservation.

Staff

The company's management is based on a team of experienced and qualified personnel, who have full knowledge of their subject and industry market conditions. This contributes significantly to the proper functioning of the company's processes and the further development of its activities.

Company executives are working harmoniously with each other and with the company's management. Potential disruption of this relationship may affect, temporarily, its proper functioning. However, the existing staffing infrastructure company enabling the direct replenishment executives, with no significant impact on the progress of its work.

Product contamination

Risk of product contamination may result in product recall and, consequently, negative publicity that damages brand reputation. Product recall, depending on the size, can have a significant negative economic impact. The same can happen from the negative publicity that usually results from such an event, whether it is due to the fault of the Company or not.

The Company's Management estimates that the quality assurance and quality control system it applies drastically reduces this risk.

Changes in the nutritional behavior of consumers

Possible changes in the nutritional behavior of consumers can lead to the replacement of the consumption of the company's products with substitutes or competing products. The above can lead to a decrease in sales and a burden on the Company's results.

The Company tries to closely monitor market trends, in order to adapt as quickly as possible to the new conditions.

Extraordinary events

The possibility of an event occurring, which, to a large extent, is beyond the control of the Company, could potentially affect the normal conduct of its business activities. Indicatively, the following cases can be mentioned:

- Natural Disaster,
- Accidents at work, which may be related to employees of the Company, suppliers, or even third parties.
- Problems / Insufficiency in the operation of information systems,
- Significant mechanical damage, which may result in delay or even cessation of production,
- Fraud,
- Termination of contracts with customers / suppliers.

In such a case, any disruption in the conduct of the Company's business activities could have a negative effect on sales, costs and, in general, on its financial results.

The Management tries to take all the necessary actions, in order to limit, both the chances of the occurrence of the specific risk, and, in case it happens, its effects on the smooth conduct of its business activities.

IV. Macroeconomic risks

Energy crisis

The current global energy crisis has an impact on the Company's cost base. Firstly, increasing the cost of electricity and gas consumption, which are used in the production process. In the year 2021, energy expenditures accounted for about 2.8% of total expenditures.

It also indirectly increases transport and distribution costs. In the fiscal year 2021, these expenditures accounted for approximately 5.3% of total expenditures. Most importantly, however, it has an effect on shaping and maintaining a highly inflationary environment. In our case, there is a significant increase in the production cost of raw milk, and consequently its price. This is explained by the increase in the price of fertilizers which affected the cost of agricultural feed production. Also, the prices of plastic, which is a basic packaging material, have increased significantly. Finally, inflation is expected to limit the actual disposable income of households, affecting their consumption habits.

Covid 19

In March 2020, the World Health Organization (WHO) declared COVID-19 a pandemic. The Company's Management has taken a series of measures to manage the health crisis and minimize the negative impacts on its activities. Throughout this health crisis, the safety of employees is an absolute priority. To this end, the Company has developed the following initiatives through the establishment of a special team (hereinafter the "Team"), which reports to the Senior Management, monitoring all relevant developments and evaluating the potential impact of COVID -19. The Group, in line with all the protocols of the WHO, EODY and other competent authorities, has already prepared and fully implemented a plan to ensure business continuity. This plan also includes additional planning for staff performing operations critical to production and business continuity in general, in order to minimize the risk of downtime. Also, business travel has been kept to a minimum and remote work systems (teleworking) have been implemented where possible. Finally, emergency arrangements have been put in place for employees belonging to vulnerable groups and policies that require staff to report any suspicious symptoms.

Now, from the experience we have gathered, it seems that the Company can manage the risks posed by the health crisis of covid-19 in an effective way.

V. Strategies – Future Performance Estimations

STRATEGIES

In the ice cream sector, our strategy is the improvement of the industry operational result. At the same time, we promote the increase of digital distribution, emphasizing to the tourist areas. Particular emphasis will be placed on boosting exports, as there are great opportunities to grow our sales abroad.

In the yogurt sector, we utilize our modern production facilities, with high production capacity and competitive processing costs, aiming to increase sales. In this regard, we make sure to actively communicate the competitive advantages of our products (such as the use of 100% daily milk for the production of yogurt). At the same time, we are strengthening our export orientation, responding to the increased demand for Greek yogurt in foreign markets.

DIVIDEND POLICY

The KRI-KRI Dividend Policy promotes the distribution of an increased dividend each year, as long as the profitability figures allow.

For the previous fiscal year 2020, the General Meeting of shareholders decided the distribution of gross dividend of €0,20 per share.

For the financial year 2021, the Board of Directors decided to propose to the General Meeting of shareholders the distribution of gross dividend of €0,20 per share. The distribution is subject to the approval of the General Meeting of shareholders.

FUTURE PERFORMANCE ESTIMATES

KRI-KRI's management is cautious about the situation and developments in the economic environment.

In the current fiscal year 2022, ice cream sales are estimated to increase significantly.

In the yogurt sector in Greece, the Company manages to gradually increase its share in both volume and value. However, the increase in sales will not be easy, as the overall yogurt market in Greece seems weak and is declining in the first months of 2022.

Abroad, yogurt sales are expected to continue strong growth.

The inflationary environment has also affected our basic input costs. More specifically, the costs of our basic raw materials, such as raw cow's milk, and of course the costs of energy and transportation costs have increased significantly. From this development, our profit margins are estimated to decline, despite our efforts to roll the inputs cost inflation, to the selling prices of the products.

According to current data, the Management estimates that in the year 2022, total sales can achieve a high single digit growth. Operating profit margins are expected to decline due to inflationary pressures on input costs. The magnitude of the decline in profit margins will depend on the degree and time of de-escalation of the cost of our basic raw materials.

VI. Related party transactions

The significant transactions between the Company and its related parties, as defined in IAS 24, are described below.

Transactions with related legal parties

In 2018, the Hellenic Milk Institute (IEG), a non-for-profit organization, was established in Greece to support and promote cow farming. The Company is related to IEG, because two members of its BoD participate to the management of IEG. There is no connection of any other form.

During the current year, there were no transactions with IEG.

Transactions with related parties

The Company maintains an obligation to related parties (its key shareholders) arising from the coverage of a bond loan of € 2.700.000. This loan was issued on 18/12/2013, it is unsecured and according to market terms. Its expiration, after amendment of the loan contract, is determined on 18/12/2023.

Related party transactions are analyzed a follows:

	31/12/2021	31/12/2020
Income from rents (IEG)	240	0
Payment of interest on a bond loan*	82.575	99.792

Outstanding receivables from and payables to related parties are analyzed a follows:

	31/12/2021	31/12/2020
Receivables from related parties (IEG)	240	0
Payables to related parties*	2.700.000	2.700.000

Directors' compensation and other transactions with key management personnel are analyzed a follows:

COMPENSATION OF DIRECTORS	31/12/2021	31/12/2020
Remuneration of the members of the Board of Directors	406.610	388.299
Salaries of the members of the Board of Directors	145.504	162.338
Total	**552.114**	**550.637**

OTHER TRANSACTIONS WITH THE MEMBERS OF THE B.O.D. AND KEY MANAGEMENT PERSONNEL	31/12/2021	31/12/2020
Transactions with the members of the B.O.D and key management personnel	76.458	76.250
Liabilities to the members of the B.O.D and key management personnel*	2.500.000	2.500.000

* Bond loan covered by major shareholders

VII. Branches

The Company operates a branch in Aspropyrgos, Attica. The branch operates as a logistics center to serve the market of southern Greece.

VIII. Research & Development

The Company has a separate department dealing with product research and development (new development and improvement / development of existing ones) and new production technologies. During the current fiscal year, R&D expenses amounted €300.955.

IX. Own shares

During the year, the Company acquired 20.289 treasury shares with an average purchase price of € 7.69 per share. The total acquisition value of the own shares amounted to € 156.032.

Pursuant to the 23.07.2021 Program of free distribution of shares (stock awards), in the period between 28.07.2021-05.08.2021, 32.740 common shares were distributed to 32 beneficiaries, in the context of the execution of the 1st cycle of the Program.

As at 31.12.2021, the Company holds 8,431 own shares, with an acquisition value of € 60.897.

X. Post balance sheet events

Purchase of own shares

After 31/12/2021 the Company acquired an additional 27.705 treasury shares with an average purchase price of € 8.17 per share and a total acquisition value of € 226.328. Following the above acquisitions, the Company held 36.136 treasury shares, with a total acquisition value of €287.225.

Pursuant to the stock awards program from 23.07.2021, the distribution of 17.500 common shares to 21 beneficiaries took place between 16.03.2022-21.03.2022.

Therefore, today, on 19.4.2022, the Company holds 18.636 own shares, with a total acquisition value of €148.127.

Reconstitution of the Board of Directors

Following the General Meeting of the Company's shareholders that took place on 06/07/2021, the Board meeting of 07/07/2021 and the Board meeting of 26/01/2022, the present composition of the Board of Directors includes the following six (6) members:

- Panagiotis Tsinavos, Chairman and CEO, Executive member
- Georgios Kotsambasis, Vice-Chairman, Non-Executive member
- Georgios Tsinavos, Deputy CEO, Executive member
- Georgia Kartsani, Non-Executive member
- Anastasios Kyriakidis, Independent Non Executive member

- Anastasios Moudios, Independent Non Executive member

Ukrainian crisis

Recent geopolitical developments in Ukraine have caused uncertainty in world markets. The Company is not active in Ukraine or Russia.

XI. ENVIRONMENT, SOCIAL RESPONSIBILITY, GOVERNANCE (ESG)

Non-financial factors related to the environment, social responsibility and governance (Environmental, Social, Governance (ESG)) and determine the Company's viability, are published according to the "ESG 2022 Information Disclosure Guide" of the Athens Stock Exchange.

ENVIRONMENT

Scope 1 emissions

ATHEX C-E1

Direct emissions of greenhouse gas (Scope 1) are defined as GHG emissions from sources owned or controlled by the company. Direct emissions (Scope 1) include the burning of fossil fuels on the company's premises and the fuel consumption of its fleet vehicles.

	2021	2020	var.
Tons of equivalent CO2 (tCO2e)	5.857,1	5.284,5	10,8%
Intensity *	56,3	54,7	2,9%

* tCO2e/1000tn pasteurized product

The increase in the intensity of direct gas emissions by 2.9% is due to the actions of the Company to upgrade the hygiene of the factory, in order to achieve a longer service life of the products.

Scope 2 emissions

ATHEX C-E2

Indirect GHG emissions (Scope 2) are defined as GHG emissions resulting from the production of purchased electricity consumed by the Company.

	2021	2020	Var.
Tons of equivalent CO2 (tCO2e)	10.359,5	9.354.9	10,7%
Intensity *	99,5	96,8	2,8%

* tCO2e/1000tn pasteurized product

The increase in the intensity of indirect gas emissions by 2.8% is due to the Company's actions to upgrade the quality of products that require higher energy consumption.

Energy consumption and production

ATHEX C-E3

The amount of energy consumed is defined as the total consumption of energy purchased or produced by the company itself from renewable (eg wind, solar, hydroelectric, geothermal, biomass, etc.) and non-renewable (eg coal, oil , gas, electricity, heating, cooling, steam, etc.) sources.

	2021	2020	Var.
MWh of energy consumed	49.536,2	43.418,7	14,1%
% electric power	44%	46%	

Climate change risks and opportunities

ATHEX A-E2

Climate change risks are potentially adverse events or market conditions that arise from climate change and affect a company's financial stability.

Opportunities from climate change are potentially beneficial events that may arise from a company's efforts to adapt and mitigate climate change.

We recognize that climate change poses significant risks in the future, which could affect our business, if the Company does not adequately address them.

The following are the main categories of climate risk that our Company may face, with an impact on our financial results or our supply chain, as well as the actions that will be taken to turn business risk into an opportunity.

Transition risks

Transition risks are associated with a company's transition to a low carbon economy.

A) Policy actions to limit greenhouse gas emission activities

Risks:

- Increase in energy costs
- Imposition of taxes based on the amount of VAT

Opportunities - Business Change:

- Complete recording and analysis of the energy profile of our facilities to find opportunities for energy savings and increase energy efficiency
- Electricity generation through RES. The investment of biogas production and cogeneration of electricity & heat of 998kW has already been implemented. Within 2022, a photovoltaic station will also be installed on the roofs of our 1MW buildings.
- Conversion investigation of our trucks, with dual diesel / LPG system, in order to reduce oil consumption while reducing CO2 emissions.

B) Policy actions to limit the use of plastic

Risks:

- Increase the cost of packaging materials

- Imposition of packaging tax

Opportunities - Business Change:

- Reduction of weight of plastic packaging. See and ATHEX index SS-E5.
- Replacement of part of the virgin plastic with a corresponding recycled one. We are in the phase of extended pilot tests with our partners - suppliers.

C) Change in the habits of consumers and the products they buy

Risks:

- Decrease in sales

Opportunities - Business Change:

- Investigate the change of packaging with corresponding ones that will contribute less to the greenhouse effect.
- Investigation of product characterization as climate neutral.

Physical hazards

Physical hazards are related to the immediate material damage of a company's assets or the disruption of its supply chain.

A) Extreme weather events - floods

Risks:

- Destruction of our property
- Increase in the cost of property insurance

Opportunities - Business Change:

- Our facilities are designed and manufactured to the highest quality standards, adequately addressing the risk of extreme weather events. At the same time we have developed and are constantly updating the emergency response system

B) Access to natural resources

Risks:

- Lack of water for use in the production process

Opportunities - Business Change:

- Coordinated efforts are made to better manage water, save it, and reuse it where possible. In this direction we have already made a partial reuse of the water resulting from the stages of automatic washing through CIP of our equipment.

Waste management

ATHEX A-E3

Waste management is defined as the collection, transport, disposal or recycling and monitoring of waste.

	2021	2020
Tons of hazardous waste	27	55
Tons of non-hazardous waste	32.394	22.437

Waste treatment:

	2021	2020
Biogas recycling or production	99,6%	99,5%
Landfill	0,4%	0,5%

Environmental impact of packaging

ATHEX SS-E5

The environmental impact of packaging is defined as the impact caused by the disposal of packaging materials in the environment.

The packaging of our products is very important because we must:

- ensure all rules of hygiene & food safety and consumer protection, and
- at the same time it should be environmentally friendly.

In the direction of sustainability and minimization of the negative effects on the environment, our Company has taken the following actions:

- weight reduction of plastic packaging in order to reduce the use of raw material. Indicatively we mention that in 2021 we reduced the use of PP plastic in our packaging by 86 tons resulting in the reduction of CO_2e emissions into the atmosphere by 244 tons.
- use of cartons and paper trays made from recycled material. More specifically, the percentage of recycled material in our paper packaging ranges from 74% to 100%.
- redesign the packaging of the cups in order to replace the flexible product (sleeve) with printing directly on the cup (offset printing). With this action we achieve the replacement of packaging that could not be recycled, with new ones where the possibility of complete recycling is given. This action has already started to be implemented within the year 2022 and we expect the increase of the recycling of our packages by 17.8 tons of PP plastic per year.
- Change of production method of plastic baby yogurt cup packaging from the injection method to the thermorforming method. By changing the production method we achieve a reduction of 23% in the weight of the package. This action has already started to be implemented within the year 2022 and we expect the reduction of the use of 0.77 tons of plastic, resulting in the reduction of CO_2e emissions into the atmosphere by 2.2 tons per year.

Our company in cooperation with our suppliers conducts a series of pilot projects in order to:

- the replacement of part of the plastic raw material with recycled one,
- the replacement of non-recyclable composite laminates with recyclable materials

SOCIAL RESPONSIBILITY

Stakeholder engagement

ATHEX C-S1

Stakeholder participation is defined as the process of communicating, consulting and interacting with stakeholders.

In our company, establishing a dialogue with our stakeholders is of the utmost importance, as it helps us to operate more effectively, to understand market conditions and to mitigate potential risks. We recognize as interested parties of the company, those who influence and are significantly affected by our activities. In this context, the company maps the groups of stakeholders that influence with its decisions its ability to implement its strategy and achieve its goals, and on an annual basis validates and prioritizes them, while monitoring and improving methods of communication and consultation with them. At the same time, it records the basic needs and expectations of the stakeholders, as they arise from their daily business operation, through the existing channels of communication and consultation with them (eg telephone or electronic communication, etc.).

Shareholders

Type of communication:

- Electronics
- Telephone
- Corporate presentations

Key topics of interest:
- Financial performance
- Sustainability, ESG

Employees

Type of communication:

- Electronics
- Telephone
- Live communication
- Complaints box

Key topics of interest:

- Health and safety of workers
- Employment, training and development of employees
- Responsible corporate governance
- Financial performance

Customers

Type of communication:

- Electronics
- Telephone
- Live communication

Key topics of interest:

- Raw materials and packaging materials
- Sustainability, ESG
- Responsible corporate governance

Consumers

Type of communication:

- Electronics
- Telephone

Key topics of interest:

- Consumer health and safety
- Raw materials and packaging materials
- Sustainability, ESG

State and local authorities

Type of communication:

- Electronics
- Telephone
- Live communication

Key topics of interest:

- Consumer health and safety
- Health and safety of workers
- Employment, training and development of employees
- Responsible corporate governance

Local and wider society

Type of communication:

- Electronics
- Telephone
- Live communication

Key topics of interest:

- Health and safety of workers
- Financial performance
- Employment, training and development of employees
- Responsible corporate governance

Percentage of female employees

ATHEX C-S2

The number of female employees in the company is defined as the total number of women according to the personnel register.

	2021	2020
% women	17,1%	16,1%

Percentage of women in managerial positions

ATHEX C-S3

The number of women in management positions is defined as the number of female employees who are in the 10% of the employees with the highest total salary.

	2021	2020
% women	13,6%	13,0%

Employee turnover

ATHEX C-S4

Personnel mobility indicators refer to the indicators of voluntary and involuntary mobility that result from the departure of employees from a company.

	2021	2020
% voluntary departures	4,7%	2,8%
% involuntary departures	4,5%	0,9%

Human rights policy

ATHEX C-S6

Human rights policy is an official document of a company that describes a company's practices and commitment to respecting internationally recognized human rights standards.

The Company has established and implements a code of ethics regarding human rights. This ensures equal opportunities and the fight against discrimination. More specifically, the selection, appointment and remuneration of all employees is based on their qualifications and suitability for the job to be performed and not on the basis of race, religion, ethnicity, nationality, color, gender, age, nationality, sexual preferences, marital status, physical disability, or any other characteristics. It also prohibits sexual or other forms of harassment of its employees by anyone in the workplace. The Code of Conduct also includes the Company's commitment to child labor.

The Company encourages the reporting of cases of human rights violations, as well as complaints of any other nature that may arise in the work environment, through the complaint boxes that have been placed on the premises of its facilities.

Total amount of monetary expenditure on employee training

ATHEX A-S2

Employee training is defined as the training of employees through formal training programs that aim to increase or enhance the technical skills, knowledge, efficiency, and value that employees create for the company itself.

The training provided to employees focuses on both their current role, ie the immediate needs of the company, and their future development. The strategy followed concerns the provision of equal training opportunities to employees aiming at their adaptation to the changing working conditions, the general development of their personality and the cultivation of their leadership skills.

The Company follows the following methods related to the implementation of the trainings: Induction, On the job training, training outside and inside work, Coaching, Mentoring, University Programs / postgraduate, as well as through rotation of jobs (Rotation). The cost of training from external partners amounted to:

	2021	2020
Training costs (€)	45.428	24.882

Percentage of difference between male and female earnings

ATHEX A-S3

The wage difference between the sexes is defined as the difference between the average wage of women and men, calculated as a percentage of men's wages.

	2021	2020
% gender pay gap	19,9%	14,1%

Product quality and safety

ATHEX SS-S1

Product quality and safety refers to the procedures for monitoring and mitigating unintended risks to the health or safety of a product to end users. Revocations, commonly used to address quality and safety, are the process of recovering a product from a customer due to malfunction and deformation problems, providing some sort of compensation.

A strategic choice, but also a commitment, is the production and distribution of dairy products of exceptional quality. This is achieved through continuous investments in specialized scientific staff, in technology and new production lines as well as in strict controls.

To achieve the above objectives, we have developed, implemented and have been certified by the competent bodies for the Quality Assurance System, according to the ISO 9001: 2015 standard, for the Food Safety Management System according to the ISO 22000: 2018 standards, BRC issue 8 and IFS version 7 which are based on the principles of HACCP (hazard analysis at critical control points), for all production lines so as to fully ensure the hygiene, safety and quality of our products. Also, the BRC & FDF Technical Standard that we apply certifies the supply of milk from farms that do not use feed from or that contain genetically modified microorganisms for animal feed.

We implement procedures for maintaining a Quality Management System, including:

- Control of Suppliers and Raw Materials
- Microbiological analysis.
- Water analysis.
- Risk analysis.
- Contamination of the product.
- Carrying out internal inspections.
- Allergen Management Procedures.
- Product recall procedures.
- Internal and external conditions of the facilities.
- Implementation of security measures.
- Application of cleaning standards and procedures.
- Regular equipment maintenance.
- Controlled transport and distribution of products.
- Systematic training of employees.

The following table presents quantitative data of product recall cases:

	2021	2020
Product recalls (number)	0	0

GOVERNANCE

Board composition

ATHEX C-G1

The Board of Directors (BoD) is the elected committee in a company that represents the shareholders of the company and consists of high-ranking executives. The composition of the Board of Directors is defined as the structure of the members of the Board. (ie, skills and qualifications, independence, diversity, etc.).

In section XII. CORPORATE GOVERNANCE, par. (G) and (j) the composition and mode of operation of the Board of Directors are mentioned and the CVs of its members are listed.

The following table presents quantitative data on the composition of the Board of Directors:

	2021	2020
% women	16,7%	0,0%
% non executive members	66,7%	60,0%
% independent non executive memmbers	33,3%	60,0%

Sustainability oversight

ATHEX C-G2

The supervision of sustainable development is defined as the process by which the Board of Directors (BoD) oversees the issues of sustainable development of the company at the level of board committee or by which the issues of sustainable development of the company are discussed with the Management during meetings. of the Board.

For the most effective exercise of sustainability issues, the Company intends to train the existing members of its Board of Directors regarding ESG issues, by the middle of the fiscal year 2023.

Furthermore, the Company intends, within the fiscal year 2022, to establish a special Committee with responsibilities: a) the assessment of the materiality of the various ESG factors, b) the shaping of the content of the Company Sustainability Policy and c) the monitoring and coordination of all ESG actions.

Materiality

ATHEX C-G3

Materiality is defined as the importance of certain issues in relation to their impact on both the financial and non-financial performance of a company. Impact is defined as the impact that an organization has or could have on the economy, the environment and people, as a result of the organization's activities or business relationships. Substantive evaluation is the process by which an organization identifies 'substantive' issues that can add long-term value to its business and that also reflect its significant economic, environmental and social impact. These issues are reasonably likely to affect the decision-making processes of investors and stakeholders.

The Company recognizes the economic, social and environmental aspects of its activities related to the needs and expectations of its stakeholders, but also to the wider impacts caused to the economy, society and the natural environment.

The Company intends, within the year 2022, to establish a special Committee for the assessment of the materiality of the various ESG factors. The materiality analysis will be conducted through a three-phase framework:

1) Recognition of relevant issues of sustainable development

In the first stage of the analysis, the company will take into account the Stakeholder Participation Principle and the GRI Principle of Sustainable Development Framework and will identify issues related to the activities and needs and expectations of its stakeholders, which emerged, inter alia, from the following review work:

- Internal documents relating to policies, procedures, strategy and results of ongoing stakeholder consultation.
- The reports of sustainable development of similar companies..
- The sectoral versions of the GRI organization for consumer products.

The issues that will be recognized potential impacts of the company on sustainable development are the following:

- Consumer health and safety
- Greenhouse energy and emissions
- Water management
- Raw materials and packaging materials
- Solid waste and packaging waste
- Employment, training and development of employees
- Health and safety at work
- Human rights and equal opportunities
- Corporate governance, regulatory compliance and business ethics
- Financial performance

2) Hierarchy of issues

In the second stage of the analysis, having already identified at company level 10 issues related to our activities and through which we create economic, social and environmental impacts throughout our value chain, we will proceed to research towards our stakeholders, in order to prioritize these issues based on the Principle of Essentiality of GRI Standards.

3) Validation of results

In the last stage of the analysis, the results of the hierarchy stage will be validated by the Board of Directors of the Company. This process will take into account the Completeness Principle and the Stakeholder Principle of GRI Standards. Through the above procedure, the contents of the Viability Report will be determined.

Business ethics policy

ATHEX C-G5

A business ethics policy is an official company document that describes the practices and fundamental principles of business ethics (eg, the fight against corruption, bribery, anti-competitive behavior, etc.) that a company adopts and adopts in order to to conduct its activities in an ethical and honest manner.

The Code of Ethics of the Company, together with the rules of corporate governance and the policies that are applied, define the framework of its business operation.

The Code is based on the 10 principles of the UN Global Compact, which aims to align business with the 10 universally accepted principles in the areas of human rights, working conditions, the environment and the fight against corruption. . In addition to the Company Code of Ethics, the Guidelines of the ETI (Ethical Trading Initiative) and the requirements of SEDEX, where our company has been a member for many years, have been taken into account. Sedex is an international business platform that aims at transparency in the supply chain and covers four areas: work, health and safety, business ethics and environment. As part of this commitment, we participate in annual SMETA unannounced independent audits, share results with our partners, and work systematically to implement any new requirements.

The Code of Ethics and the related procedures and measures apply to all employees, employees, executives, and the top management of the Company.

We also encourage our subcontractors, suppliers, partners, consultants and other business partners to respect the principles of the UN Global Compact and to adopt the principles contained in our Company Code of Conduct.

The company Code of Conduct covers the following sections:

- Corporate culture (Values & Responsibilities)
- Compliance with the Legislation
- Our Relations with Shareholders and Investors
- Our Relationships with Partners and Suppliers
- Our Customer Relationships
- Our Relationships with Colleagues and Employees
- Equal opportunities policy
- Evaluation
- Harassment in the workplace
- Disclosure of Information and Corporate Image
- Regulatory Compliance Issues
- Conflict of interests
- Bribery & Corruption
- Scam
- Use of Information and Data
- Confidentiality and data protection
- Dealing with employees who make complaints
- Misuse of privileged information
- Rules of transactions between the companies of the Group
- Assets of the Group
- Financial and non-financial information
- Healthy competition
- Environmental Policy
- Violation reports of the Code

Data security policy

ATHEX C-G6

The data security policy is an official document of the company that describes its practices and commitments to ensure the integrity and security of its data and that of its customers.

The Company's Security Policy follows the ISO / IEC 27001: 2013 standard. The purpose of the Policy is to identify the obligations of the company and to demonstrate its compliance with the legal and regulatory framework regarding the safeguarding of managed information and related data. Its validity is universal, ie it applies to all staff as well as to all external partners.

The main safety axes are the following:

- Organization of information security
- Security of human resources
- Resource management
- Security entrance check
- Encryption
- Physical and environmental safety

- Function Management
- Communication Security
- Supply, development and maintenance of information systems
- Cooperation with suppliers
- Management of information security incidents
- Business continuity management
- Compliance

XII. DETAILED INFORMATION IN ACCORDANCE TO ART. 4 OF LAW 3556/2007

EXPLANATORY REPORT OF THE BOARD OF DIRECTORS

(According to paragraphs 7 and 8 of article 4 of Law 3556/2007)

(a) The share capital structure, including shares that are not admitted to trading on a regulated market in Greece or in another Member State, reporting for each class of shares the rights and obligations associated with this category And the percentage of the total share capital represented by the shares of that category.

The share capital of the Company amounts to € 12,564,751.68, divided into 33,065,136 shares of nominal value € 0.38 each and is fully paid up. All the shares of the company are common, nominal, with voting rights, listed for trading on the Athens Exchange. The rights and obligations of the shareholders of the company derived from each share are proportional to the percentage of the capital to which the paid value of each share corresponds and each share confers all the rights and obligations laid down by the Law and the Articles of Association. As at 31/12/2021, the Company holds 8,431 treasury shares, which do not have voting rights.

(b) Restrictions on the transfer of company shares, such as indicative restrictions on the holding of shares or the obligation to obtain prior approval from the company, other shareholders or a Public or Administrative Authority, without prejudice to article 4, paragraph 2 of Law 3371 / 2005.

The transfer of the company's shares is carried out in accordance with the Law and there are no restrictions on the transfer of the Company's statutes.

(c) Significant direct or indirect holdings within the meaning of Articles 9 to 11 of Law 3556/2007.

On 31/12/2021, register records holding significant voting rights (≥5%) are:

REGISTER RECORDS	HOLDER	%
OIKONOMOU ATHANASIA (JIA)	OIKONOMOU ATHANASIA TSINAVOU ANASTASIA	15,12%
TSINAVOS PANAGIOTIS	TSINAVOS PANAGIOTIS	12,88%
TSINAVOS SPYRIDON (JIA)	TSINAVOS SPYRIDON TSINAVOU EVANGELIA TSINAVOU CHARIKLEIA TSINAVOU SEVASTI	11,79%
TSINAVOS PANAGIOTIS(JIA)	TSINAVOS PANAGIOTIS TSINAVOS GEORGIOS	11,46%
TSINAVOU EVANGELIA	TSINAVOU EVANGELIA	6,50%
TSINAVOU CHARIKLEIA	TSINAVOU CHARIKLEIA	6,12%

JIA= Joint Investor's Account

(d) Holders of all kinds of shares that provide special control rights and a description of the related rights.

There are no Company shares that provide special control rights to their shareholders.

(e) Restrictions on voting rights, such as, but not limited to, voting rights to holders of a certain percentage of the share capital or to holders of a certain number of voting rights, and the time limits for the exercise of voting rights.

The Company's Articles of Association do not provide for restrictions on voting rights.

(f) Agreements between shareholders that are known to the Company and entail restrictions on the transfer of shares or restrictions on the exercise of voting rights.

The company is not aware of the existence of agreements between its shareholders, which impose restrictions on the transfer of its shares or on the exercise of the voting rights deriving from its shares.

(g) Rules for the appointment and replacement of members of the Board of Directors, as well as for the amendment of the Articles of Association, if different from the provisions of the Law 4548/2018.

The rules laid down in the Company's Articles of Association for the appointment and replacement of the members of the Board of Directors and the amendment of its provisions do not differ from the provisions of Law 4548/2018.

(h) Powers of the Board of Directors or certain members of the Board of Directors to issue new shares or purchase of own shares in accordance with articles 49 and 50 of the Law 4548/2018.

The Board of Directors and its members do not have the power to issue new shares or to buy own shares.

(i) Significant agreement entered into by the Company which enters into force, is amended or terminated in the event of a change in the control of the company following a public offer and the results of that agreement unless, by its nature, disclosure Agreement would cause serious damage to the company.

There are no agreements that enter into force, are amended or expire, in the event of a change of control of the company following a public offer.
However, there are loan agreements which stipulate, as is customary in similar contracts, that in case of change in the control of the Company, the bondholders are given the right to request the immediate repayment of the loan balance and termination of the contract. This right is not related exclusively for the case of public offer.

(j) An agreement that the Company has concluded with members of its board of directors or its personnel, which provides for compensation in the event of resignation or dismissal without valid reason or termination of their term or employment due to the public offer.

There are no special agreements of the company with members of its Board of Directors or its personnel, which provide for the payment of compensation especially in case of resignation or dismissal without a valid reason or termination of their term or employment due to a public offer.

XIII. CORPORATE GOVERNANCE

CORPORATE GOVERNANCE DECLARATION

This Corporate Governance Statement is drafted in accordance with article 152 of Law 4548/2018 constitutes a special part of the Annual Management Report of the Board of Directors and contains all information required by law.

(a) Compliance with Corporate Governance Code

The Company has established and follows the Greek Code of Corporate Governance issued on June 2021 by Greek corporate governance council (hereinafter referred to as the "Code"). The Code is followed since the board meeting on 16/7/2021. It is posted on the Company's website https://www.krikri.gr/corporate-governance/ (text in Greek only).

(b) Deviations from the Corporate Governance Code and Justification of Such

As mentioned above, the Greek Code of Corporate Governance was drafted in June 2021. The Company has not yet managed to harmonize with some Special Practices of the Code. In addition, some of the Special Practices of the Code are in line, in the opinion of the Management, with the needs of companies of larger size and complexity.

The following are the Special Practices of the Corporate Governance Code with which the Company has not complied, with a brief analysis and explanation of the reasons justifying the specific non-compliance / deviation. In addition, the time of alignment with the respective Practices is mentioned.

Section 2 - Size and Composition of the Board of Directors, subsection 2.2- Composition of the Board of Directors, SPECIAL PRACTICES 2.2.14 and 2.2.15:
In relation to the diversity policy, the Company has not yet set specific quantitative representation targets by gender. The Company intends to comply within the year 2022, setting specific quantitative targets for representation by gender on the Board of Directors and the group of senior or senior executives, as well as schedules for their achievement.

Section 2 - Size and Composition of the Board of Directors, subsection 2.2- Composition of the Board of Directors, SPECIAL PRACTICE 2.2.16:
The Company has not yet included in the Suitability Policy of the members of the Board of Directors, criteria for understanding and managing issues related to the environment, social responsibility and governance (ESG). The Company intends to comply within the year 2022, establishing as a basic criterion for selection of new members for the Board of Directors, knowledge and experience on ESG issues. At the same time, it intends to train the existing members of its Board of Directors regarding ESG issues, by the middle of the year 2023.

Section 2 - Size and Composition of the Board of Directors, subsection 2.2- Composition of the Board of Directors, SPECIAL PRACTICES 2.2.21, 2.2.22 and 2.2.23:
The Chairman of the Board of Directors of the Company is an executive member, while the Vice Chairman of the Board of Directors is a non-executive member. The Company has not yet appointed a Senior Independent Director. The Company intends to appoint a Supreme Independent Member within the fiscal year 2022.

Section 3 - Functioning of the Board of Directors, subsection 3.3.- Evaluation of the Board of Directors / Chief Executive Officer, SPECIAL PRACTICES 3.3.3, 3.3.4, 3.3.5, 3.3.8, 3.3.12, 3.3.14, 3.3.16 :
The Board of Directors and its Committees have not evaluated their effectiveness in fulfilling their duties. The members of the Board of Directors of the Company were elected according to the procedures of the new Law

on Corporate Governance, only in July 2021, therefore to date one year has not yet been completed since their election. The Company intends to carry out the above evaluation of the effectiveness and performance of the Institutions collectively and of individuals individually, within the year 2022.

Module 5 - Sustainability, SPECIFIC PRACTICES 5.3, 5.4, 5.5, 5.6, 5.8, 5.10:
The Company monitors a number of indicators related to the environment, social responsibility and governance (ESG). This Report of the Board of Directors includes separate sections in which key indicators for the non-financial performance of the Company are published. The Company has not yet established a Sustainability Policy. It intends, within the fiscal year 2022, to establish a special Committee with responsibilities: a) the assessment of the materiality of the various ESG factors, b) the formulation of the content of the Company Sustainability Policy and c) the monitoring and coordination all ESG actions. It also intends to publish a comprehensive Sustainable Development Report for the year 2022.

(c) Corporate Governance Practices applied by the Company in addition to the provisions of the law

The Company does not apply Corporate Governance Practices beyond the provisions of the law.

(d) Description of the internal control and risk management system as regards to the procedure of preparing financial statements

Internal audit

The internal audit as a set of procedures, methods and mechanisms, is a responsibility of the management and all staff, in general. It is supervised by the Audit Committee, the Board of Directors and the CEO and is examined for its effectiveness and completeness, by the Internal Audit function. The Board of Directors has the ultimate responsibility for monitoring the adequacy of the company's internal control system including the internal control system for the preparation of financial statements, which system is designed to ensure a reasonable but not absolute level of protection from a significantly misrepresentation or damage, as well as risk management, prevention and detection of managerial irregularities and errors, efficiency and effectiveness of various operations, safeguarding of corporate assets, reliability of financial statements and reports in general.

The description of some basic responsibilities of the Company's Units helps to understand some elements of the Company's Risk Management System, in relation to the preparation of the financial statements.

Audit Committee

The Audit Committee operates as an independent and objective body, which is responsible for reviewing and evaluating audit practices and the performance of internal and external auditors. The main mission of the Audit Committee is to assist the Board of Directors in the execution of its duties, regarding the financial information procedures, the policies and the internal control system of the Company, the integrity of the obligatory (external) audit, as well as the evaluation and management policies. risk, overseeing all of the above.

Regarding the Financial Information and the preparation of the financial statements, the Audit Committee has indicatively the following responsibilities:

-Assists the Board of Directors, to ensure that the financial statements of the Company are accurate, reliable and in accordance with accounting standards, tax principles and current legislation,
- Ensures the existence of an effective financial information process,
- Monitors the process and the performance of the mandatory audit of the financial statements of the Company as well as supervises every official announcement regarding the financial performance of the Company and examines the main points of the financial statements that contain significant judgments and estimates by the Management,
- Informs the Board of Directors of the Company about the result of the statutory audit and explains how the statutory audit contributed to the integrity of the financial information.

The Audit Committee carried out all the above actions in the execution of its responsibilities regarding the financial statements for the year 2021. More and more detailed information on the responsibilities, the principles of operation of the Audit Committee are reflected in the Rules of Procedure of the Internal Audit Unit, which is posted on the Company's website at the following address https://www.krikri.gr/corporate-governance/ .

Internal Audit Department

The main tasks of the Internal Audit Unit are a) the thorough control of the observance of all the rules, measures and procedures of the applied S.E.E. b) the control of the e-implementation of the decisions and instructions of the Board of Directors and the Administration and c) the suggestion of any corrections or improvements of the system.
The Internal Audit Unit is independent from any other unit, address or department of the Company, it is reported administratively to the Board. and is functionally subordinated to and supervised by the Audit Committee. More information regarding the responsibilities and operating principles of the Internal Audit Unit is contained in the Rules of Operation of the Internal Audit Unit, which is posted on the Company's website at the following address https://www.krikri.gr/corporate-governance/ .

Risk management and Regulatory

The Company has created the appropriate structures and procedures in order to assess and manage the risks related to the preparation of the financial statements. In particular, the Company has developed a reliable system for identifying, evaluating and managing potential risks, both those due to its financial activity and those due to endogenous operating factors. Depending on the nature, the probability of occurrence and the estimated impact of the risks, relevant decisions are made, either for their acceptance or for taking measures aimed at mitigating or mitigating their consequences.
The evaluation process applied by the Risk Management Department (of the Risk Management and Regulatory Compliance Unit) summarizes the following steps: 1) Identification of the risk, 2) Description of the possible consequences for the Company from its occurrence and assessment of them, 3) Assessment of the probability of occurrence of the risk, 4) Determination of the level of tolerance of the Company to the specific risk, 5) Actions of the Management for the management of the risk.

Internal Control System

The internal control system is evaluated on an ongoing basis in order to ensure that a safe and effective control environment is maintained. The annual audit plan prepared based on the previous risk assessment and which provides reasonable assurance regarding the key corporate activities and financial risks faced by the Company, is approved on an annual basis by the Audit Committee. Special operational procedures have been put in place for areas with a high risk of fraud. The Audit Committee addresses all serious audit issues raised by both the management and the internal and external auditors and submits its findings to the Board. For all the identified weaknesses of the internal control system, the Audit Committee ensures that the administration will take all the necessary corrective measures.

Corporate Policies and Procedures

The Company applies policies and procedures that ensure the effectiveness and efficiency of its core business activities, supporting both the internal control system it has adopted and effective risk management. The policies and procedures applied are subject to evaluation by the Board of Directors based on business unit reports and internal audit reports to ensure their adequacy and the compliance to them.

Information systems

The Company has developed an Information System that supports financial information in an effective way. The Information System provides management with indicators that measure the Company's financial and operating performance. Analysis of the results is carried out on a monthly basis covering all important business fields.

(e) Evaluation of the corporate strategy, the main business risks and the Internal Audit Systems

The Board of Directors of the Company states that it has examined the main business risks faced by the Company as well as the Internal Control Systems. On an annual basis, the Board of Directors reviews the corporate strategy, the main business risks and the Internal Audit Systems, based on a relevant recommendation of the Audit Committee.
According to article 14 par. 3 case j of Law 4706/2020 and sub. No. 1/891 / 30.9.2020 decision of the Board of Directors of the Hellenic Capital Market Commission, as amended by no. EC 2/917 / 17.6.2021 decision of the Board of Directors of the Hellenic Capital Market Commission, periodic evaluation of the Internal Audit System takes place, in particular as to the adequacy and effectiveness of financial information, in terms of risk management and regulatory compliance, in accordance with recognized standards of evaluation and internal control, as well as the implementation of the provisions on corporate governance of Law 4706/2020. This evaluation is carried out by an independent evaluator who meets the provisions of the above provision of Law 4706/2020 and the above decision of the Board of Directors of the Hellenic Capital Market Commission, in accordance with the relevant policy / procedure of the Company's Internal Control System. According to the above decision of the Board of Directors of the Hellenic Capital Market Commission, as amended and in force, the first evaluation of the Internal Audit System must be completed by 31.03.2023 with a reference date of 31.12.2022 and a reference period from the entry into force of Article 14 of Law 4706/2020 (17.07.2021).
With reference date 31/12/2022, the Company will proceed with the evaluation of the TEU by an independent evaluator.

(f) Provision of non-audit services to the Company by its statutory auditors and assessment of the impact that this event may have on the objectivity and effectiveness of the statutory audit, taking into account the provisions of Law 4449/2017

The Audit Committee took note of the statutory auditor's annual declaration of independence and discussed with him threats that may jeopardize his independence, as well as ways to ensure that these threats are addressed. The Commission also examined whether the relationship, taking into account the views of the statutory auditor, the Management and the internal audit, on a case-by-case basis, appeared to affect the auditor's independence and objectivity.
The Audit Committee confirmed that no services other than statutory auditing and tax auditing services have been provided by the Chartered Auditors, with the exception of the following (a) and (b) safeguards and (c) permitted non-auditing services:
a) audit of completeness of information referred to in article 112 of Law 4548/2018 in the salary report for the year 2020 amounting to € 2,500.
b) on the observance of specific indicators within the framework of common bond loans of the Company with a reference date of 31/12/2020 and amounting to € 500.
The above additional fees do not exceed the limit set by the Audit Committee for the provision of additional services by an external auditor (70% of the average fees paid during the last three (3) consecutive financial years for the statutory audit of the audited entity. in accordance with Regulation 537/2014 on the mandatory audit of Public Interest Entities and Law 4449/2017) and, in the opinion of the Audit Committee, do not question the independence and integrity of the external auditor.

(g) Reference to points (c), (d), (f), (h) and (i) of Article 10 of Directive 2004/25/EC

The above are mentioned in paragraph "X. DETAILED INFORMATION IN ACCORDANCE TO ART. 4 OF LAW 3556/2007" (Explanatory Report) referring to the additional information of paragraphs 7 and 8 of article 4 of Law 3556/2007.

(h) General Meeting and shareholders' rights

The General Meeting is the supreme body of the Company, convened by the Board of Directors and entitled to decide on any matter concerning the company to which the shareholders are entitled to participate, either in person or by legally authorized representative, in accordance with the legal procedure provided for.
The Board of Directors ensures that the preparation and conduct of the General Meeting of Shareholders facilitates the effective exercise of shareholders' rights, who are informed of all matters related to their participation in the General Meeting, including agenda items, and their rights at the General Meeting.
More specifically, regarding the preparation of the General Meeting in conjunction with the provisions of Law 3884/2010, the Company posts on its web site at least twenty (20) days before the General Meeting, information on:
- the date, time and place of the General Meeting of Shareholders,
- the basic rules and practices of participation, including the right to put items on the agenda and to ask questions, and the time limits within which those rights may be exercised,
- voting procedures, terms of proxy representation and the forms used for proxy voting,
- the proposed agenda for the Meeting, including draft decisions for discussion and voting, as well as any accompanying documents,
- the proposed list of candidate members of the Board of Directors and their CVs (if applicable) and
- the total number of shares and voting rights at the date of the invitation.

i. The President of the Board of Directors, the Company's Chief Executive Officer, the Chief Financial Officer and the Heads of the BoD Committees attend the General Meeting of Shareholders in order to provide information on issues raised for discussion or clarifications requested by shareholders. Furthermore, the General Meeting of Shareholders is also attended by the Company's Internal Audit Officer.
ii. At the beginning, the General Meeting is temporarily chaired by the President of the Board of Directors, who also appoints a temporary secretary.
iii. Following the validation of the list of shareholders entitled to vote, the General Meeting elects its Chairman and secretary, who also counts the ballots. The decisions of the General Meeting are taken in accordance with the provisions of the Law and the Articles of Association of the Company.
iv. A summary of the minutes of the General Meeting of Shareholders is published on the company's website.
v. Any shareholder who appears in this capacity in the Company’s securities records, is entitled to participate and vote at the General Meeting. The shareholder may appoint a representative if he so wishes.

The Company's website is a source of information on the forthcoming and past General Meetings of the Company's shareholders and the shareholders' rights https://www.krikri.gr/corporate-governance/.

(i) Composition and mode of operation of the Board of Directors and its Committees

Composition and mode of operation of the Board

The Company is governed by a Board of Directors, which according to the decision of the last General Meeting consists of six (6) members. All members of the Board of Directors are elected by the General Meeting. The term of office of members is six years. A member of the Board of Directors may also be a legal person.

The Board of Directors elects the President and a Vice-President from among its members. When the President is absent or impeded, his duties (as defined by Law or Articles of Associations) are exercised by the Vice-President. The Board of Directors may meet validly, at the head office of the company, and also wherever the company has a business establishment or a subsidiary. The Board of Directors may also meet by videoconference. The Board of Directors meets with the necessary frequency that ensures the effective performance of its tasks, at least 6 times in a year. The President chairs the meetings of the Board of Directors, and he may nominate a secretary of the Board. The Board of Directors decides by a majority of the number of its present and/or legally represented members. The minutes of the meetings of the Board of Directors are signed either by its President or by the Vice-President who are also entitled to issue copies and extracts thereof.

From 13/01/2021 until the General Meeting of the Company's shareholders on 06/07/2021, members of the Board of Directors of the Company were:
Tsinavos Panagiotis, Chairman & CEO
Kotsambasis Georgios, Vice-Chairman, Non-Executive Member
Kyriakidis Anastasios, Independent Non-Executive Member
Moudios Anastasios, Independent Non-Executive Member
Mavridoglou Antonios, Independent Non-Executive Member

Following the General Meeting of the Company's shareholders that took place on 06/07/2021, the meeting of the Board of Directors from 07/07/2021 and the meeting of the Board of Directors from 26/01/2022, the present composition of the Board of Directors. includes the following six (6) members:

Tsinavos Panagiotis, Chairman & CEO
Kotsambasis Georgios, Vice-Chairman, Non-Executive Member
Tsinavos Georgios, Deputy CEO, Executive Member
Kartsani Georgia, Non-Executive Member
Kyriakidis Anastasios, Independent Non-Executive Member
Moudios Anastasios, Independent Non-Executive Member

It is pointed out that during its meeting of 07/07/2021, the Board of Directors of the Company certified the fulfillment of the independence criteria and elected as independent members of the Board of Directors, within the meaning of article 9 par. 1 and 2 L. 4706 / 2020 the following:
Kyriakidis Anastasios
Moudios Anastasios

During 2021, thirty-five (35) meetings of the Board of Directors took place, of which thirteen (13) with the physical presence of the members and twenty-two (22) with the circulation of the minutes. The following table shows the participation of each member in the meetings:

Member	Participation in BoD meetings Physical
Tsinavos Panagiotis	13
Kotsambasis Georgios	13
Moudios Anastasios	13
Kyriakidis Anastasios	13
Tsinavos Georgios	8
Kartsani Georgia	8
Mavridoglou Antonios	5

Composition and mode of operation of BoD Committees

Audit Committee

The Audit Committee from 14/01/2021, until the day of the Ordinary General Meeting of 06/07/2021, consisted of three (3) independent non-executive members of the Board of Directors of the Company, Anastasios Moudios, Anastasios Kyriakidis and Antonios Mavridoglou, with the President of the Commission Mr. Anastasios Moudios.

The General Meeting of the Company's shareholders that took place on 06/07/2021, decided the election of a new three-member Audit Committee of the Company, which will be a committee of the Board of Directors, and will consist of two (2) Independent Non-Executive Members Board of Directors and one (1) Non-executive Member of the Board of Directors. The term of office of the Audit Committee was decided to be six years. The members of the Audit Committee, given that it will be a committee of the Board of Directors, it was decided to be appointed by the Board of Directors of the Company, after it examines and determines the fulfillment of the eligibility requirements for each of them, so that the Audit Committee has the legal composition and its members to meet the eligibility criteria, and in case of independence. The Chairman of the Audit Committee was decided to be appointed by its members during its formation in a body and should be independent.

Following the above decisions of the General Meeting, the Board of Directors that met the next day, 7/7/2021 decided to appoint as members of the Audit Committee the following members of the Board, who meet the eligibility criteria:
Kyriakidis Anastasios, Independent Non-Executive Member
Moudios Anastasios, Independent Non-Executive Member
Kotsambasis Georgios, Vice-Chairman, Non-Executive Member

Following the above decisions of the General Assembly and the Board of Directors, the Audit Committee, after being formed in a body on 7/7/2021, verified that the independent members meet the requirements of the Law and unanimously elected Mr. Moudios Anastasios as Chairman.

The Audit Committee meets as many times as necessary, but at least six (6) times a year at the invitation of the Chairman and at least two (2) times a year should meet the regular auditor - accountant of the Company, without the presence of its members Management, during the planning stage of the audit, during its execution, during the stage of preparation of the audit reports and presentation of the supplementary report. The Audit Committee also meets before the announcement of the annual or interim financial reports or financial information that the Company must publish. The operating regulations of the Audit Committee are posted at https://www.krikri.gr/corporate-governance/ .

Therefore, the present composition of the Audit Committee consists of the following three (3) members:
Moudios Anastasios, Chairman, Independent Non-Executive Member
Kyriakidis Anastasios, Independent Non-Executive Member
Kotsambasis Georgios, Non-Executive Member

During 2021, nine (9) meetings of the Audit Committee took place, all with the physical presence of the members.

Member	Participation in meetings Physical
Moudios Anastasios	9
Kyriakidis Anastasios	9
Mavridoglou Antonios	5
Kotsambasis Georgios	4

Indicative issues that the Audit Committee addressed in its meetings are:

Briefing from the auditors on the progress of the audit work, approval of the audit plan of the internal audit department for the year 2022, presentation of audit reports of the internal audit department, evaluation of the work of the external auditors and proposal for appointment of statutory auditors, regulatory compliance based on the new framework for corporate governance, approval of the internal operating regulations of the Audit Committee, etc.

The report of the activities of the Audit Committee will be published along with the financial statements and will be posted at https://www.krikri.gr/corporate-governance/.

Remuneration and Benefits Committee / Remuneration and Nomination Committee

The Remuneration and Nominations Committee - with responsibilities of articles 11 and 12 of law 4706/2020 - from 14/01/2021, until the day of the Ordinary General Meeting of 06/07/2021, consisted of three (3) members of the Board of Directors of the Company, Anastasios Moudios, Kotsambasis Georgios and Antonios Mavridoglou, with Mr. Anastasios Moudios as Chairman of the Committee.

Following the election of a new Board of Directors of the Company by the Ordinary General Meeting of 06/07/2021 and its formation in a body as above the next day (07/07/21), the Board of Directors decided that the Remuneration and Nominations Committee will consist of two (2) independent non-executive members of the Board of Directors, and one (1) non-executive member of the Board of Directors, as follows:

Kyriakidis Anastasios, Independent Non-Executive Member
Moudios Anastasios, Independent Non-Executive Member
Kotsambasis Georgios, Vice-Chairman, Non-Executive Member

In addition, it decided that the term of the Remuneration and Nominations Committee should be the same as that of the Board of Directors, since it is its committee, ie it should be six years. The Board of Directors confirmed the independence of two of the three members and the fulfillment of the eligibility criteria of all members. The Board of Directors authorized the Remuneration Committee to nominate its Chairman during its formation, provided that the latter will be independent.

Then, the Committee on Remuneration and Nominations during its formation in a body on 07/07/2021, appointed Mr. Moudios Anastasios as its Chairman, ie the Committee was formed as follows:

Moudios Anastasios, Chairman
Kyriakidis Anastasios, Member
Kotsambasis Georgios, Member

The operating regulations of the Remuneration and Nominations Committee are posted at https://www.krikri.gr/corporate-governance/ .

During 2021, five (5) meetings of the Remuneration and Benefits Committee took place, with the physical presence of the members.

Member	Participation on meetings Physical
Moudios Anastasios	5
Kotsambasis Georgios	5
Mavridoglou Antonios	3
Kyriakidis Anastasios	2

Indicative issues that the Remuneration and Benefits Committee addressed at its meeting are:
Proposals for new candidate members of the Board of Directors, suggestion for the modification of the Remuneration Policy, suggestion for the Suitability Policy, proposals for modification of the Company's Organization Chart, approval of the internal operating regulations of the Remuneration & Nominations Committee, etc.

(j) Diversity policy applicable to the Company's governing bodies

Diversity on the Board of Directors as well as in senior management is based on a number of factors, including, for example, gender, age, cultural and educational background, nationality, work experience, skills, knowledge and length of service. The appointment of the members of the Board of Directors and the Senior Executives of the Company is based on meritocracy and the candidates are evaluated based on objective criteria in order to defend the corporate property, plan the strategy and increase the value of the Company. The percentage of representation of each sex in the Board of Directors is identical with the provisions of Law 4706/2020. That of senior executives depends mainly on the availability of executives in the labor market at the time of demand of each executive. The Company recognizes the importance of promoting the Principle of Diversity in the composition of both its Bodies and its Management and Executive staff. In this direction, the Company is committed to specialize its Diversity Policy with specific goals and schedules, within 2022.

(i) Suitability policy

The Suitability Policy of the members of the Board of Directors is part of the Corporate Governance System of the Company. It aims to ensure the quality staffing, efficient operation and fulfillment of the role of the Board of Directors, based on the overall strategy and medium-long-term business aspirations of the Company in order to promote the corporate interest and includes:

- The set of principles and criteria that are applied at least during the selection, replacement and renewal of the term of office of the members of the Board of Directors, in the context of the evaluation of individual and collective suitability.
- Establishing transparent rules and procedures for assessing the suitability and reliability of the members of the Board of Directors, in particular as regards the guarantees of morality, reputation, adequacy of knowledge, skills, independence of judgment and experience in the performance of the tasks assigned to them. they are assigned, both before taking the specific position (placement) and on a periodic basis (evaluation).
- The provision of diversity criteria for the selection of the members of the Board of Directors.
- Determining the cases where it is deemed appropriate to review the suitability and reliability of these persons and the procedures applied accordingly.

The Suitability Policy is approved and revised by the Board of Directors of the Company, submitted for approval to the General Meeting of Shareholders and posted on the Company's website.
The Suitability Policy is valid from the date of its approval by the General Meeting of the Company's shareholders, until its amendment by a new decision.

The Suitability Policy of the Company's Board of Directors approved by the Company on 06/07/2021 from the Ordinary General Meeting of the Company's shareholders is posted on the Company's website at: https://www.krikri.gr/corporate-governance/
The members of the Board of Directors of the Company meet the criteria of individual and collective suitability.

(j) Curriculum vitae of Board members and senior executives

Curriculum vitae of members of the Board of Directors

Tsinavos Panagiotis, Chairman & CEO
Panagiotis Tsinavos holds a degree in chemistry from the Aristotle University of Thessaloniki, while he holds a postgraduate degree in dairy from the University of Milan and a postgraduate degree in business administration.
He has been working for the Company since 1983, holding managerial positions. In 1987 he took over the position of Commercial Director. In this context, his contribution to the development of the company's sales network in the Greek market and the Balkan market was essential. In 1994 he took over the duties of Managing Director of the Company, while from 2003 until today he is also the Chairman of its Board of Directors.

In his 38 years in the Company, he has contributed greatly to the formulation of the Company's strategy and to the business decisions that have led and continue to lead to its continuous expansion and development.
In addition, he has been awarded the title of "Dynamically Growing Entrepreneur", within the institution of Ernst & Young, Greek "Entrepreneur of the Year".
He is a member of the Board of Directors and the company 'MELISSA- KIKIZAS SA FOOD'.
He speaks English and Italian.

Kotsambasis Georgios, Vice-Chairman, Non-Executive Member
Georgios Kotsambasis studied Chemical Engineering at the University of Bologna, Italy.
He has a total experience of over 35 years in managerial positions, of which 25 years in the Company as a Factory Manager. For many years, until today, he has been Vice President of the Board of Directors of the Company.
Georgios Kotsambasis made the greatest contribution to the formulation of the Company's strategy and to the taking of business decisions, which led to its continuous expansion and development.
He speaks English and Italian.

Tsinavos Georgios, Deputy CEO, Executive member
George Tsinavos studied Business Administration at the University of Macedonia and then received a Master of Business Administration, Marketing from Pace University, Lubin School of Business in New York.
He has been working for the Company since 2009. He has been a member of the commercial management of the company and a Supply Chain Manager. He has been the Deputy CEO of the Company since the beginning of 2022.
He speaks English fluently.

Kartsani Georgia, Non-Executive Member
Georgia Kartsani is the Founder and CEO of SARGIA Partners Greece, United Kingdom and the United Arab Emirates, a provider of leadership development services in relation to business strategy. She is also the founder of the Branches of the international, non-profit organization, CEO Clubs in Greece and Romania. She is also the founder and CEO of Your Directors Club.
Her international career includes a decade in the field of executive search services and 20 years of commercial experience in the fields of consumer, industrial and technological products, in Greece, USA and the Middle East by the companies Stanton Chase, 3M, Philip Morris , TYCO and WR Grace.
She speaks English fluently.

Kyriakidis Anastasios, Independent Non-Executive Member
Anastasios Kyriakidis is a graduate of the Department of Economics of AUTh, and holds an MBA from the University of Toledo USA.
He has many years of professional experience in some of the largest companies in Greece. He has been the General Manager of Publishing House of Northern Greece (AGELIOPHOROS) and the companies KOUIMTZIS, PYRAMIS, PEGASUS PUBLISHING (ETHNOS-EUROPE-IRIS-MEGATV), KLEEMANN or B EXPORT. Today he is the General Manager of the company VIOZOKAT.
He speaks English and French.

Moudios Anastasios, Independent Non-Executive Member
Anastasios Moudios holds a bachelor's degree in economics and an MSc in Financial Economics from the University of Cardiff, Wales.
He works as a certified auditor - accountant, with more than 15 years of experience in auditing. He was a partner in Baker Tilly Greece, but also in Grant Thorton, while today he is a senior partner of MaGrowth & Co. In his career he has been a member of the audit team of certified public accountants who has audited some of the largest Greek companies and many in the food processing industry.
He speaks English fluently..

Curriculum vitae of senior executives

Ioannis Kartsanis, Commercial Manager
Ioannis Kartsanis is a Chemical Engineer (B.SC University of Lowell, Massachusetts, U.S.A and M.SC from the same University).
He has worked in the commercial department of some of the largest food companies operating in the Greek market (BOUTARIS, KNORR, UNILEVER, TASTY, PEPSICO GROUP, ELBISCO) for over twenty (20) years, having in most of them the position of Director -in Sales. Since 2016 he is the Commercial Director of the Company.
He speaks English fluently.

Andreas Mylonas, Export manager
Andreas Mylonas studied Agriculture at the Aristotle University of Thessaloniki. He then obtained a Diploma in Oenology from the University of Bordeaux (Diplome National D'Oenologue, Universite de Bordeaux II) and a postgraduate degree in International Agri-Food Marketing from the University of Newcastle (MSc in International Agricultural and Food Marketing, University of Newcastle upon Tyne, UK).
He worked for the food companies MEVGAL and ZANAE for seven years, most of them as an export manager. He has been the Export Manager of the Company since 2009.
He speaks English fluently and French very well.

Dimitrios Barmpoutis, Plant Manager
Dimitrios Barboutis studied mechanical engineering at the University of West of England, Bristol, UK. He holds an M.SC in Engineering and Management of Manufacturing Systems from Cranfield University and a Master of Business Administration from the University of Macedonia.
He has been the Technical Director of the Company, while today he is the Factory Manager.
He speaks English fluently.

Konstantinos Sarmadakis, CFO
Konstantinos Sarmadakis holds a degree in Economics from the University of Macedonia and an MSc in Financial Economics from the University of Cardiff, Wales.
He started working for the Company in 2004, initially as a financial analyst. Since 2009 he holds the position of Financial Director of the Company.
He speaks English fluently.

(k) Other professional commitments of the Board members

The members of the Board of Directors have disclosed to the Company their following other professional commitments (including significant non-executive commitments to companies and non-profit institutions), as shown in the table below:

BoD Member	Name of entity	Professional commitment
Tsinavos Panagiotis, Chairman & CEO	MELISSA KIKIZAS SA	BoD member
Kotsambasis Georgios, Vice-Chairman, Non-Executive Member		
Tsinavos Georgios, Deputy CEO, Executive member		
Kartsani Georgia, Non-Executive Member	SARGIA Partners (Hellas, US, UAE)	CEO
Moudios Anastasios, Independent Non-Executive Member	MaGrowth & Co	Senior Partner
Kyriakidis Anastasios, Independent Non-Executive Member	VIOZOKAT SA	General Manager

(l) Remuneration of members of the Board of Directors

The total salaries of the members of the Board of Directors of the Company in the year 2021 are detailed in its earnings report, which has been prepared in accordance with article 112 of Law 4548/2018 and will be posted on the Company's website, https://www.krikri.gr/corporate-governance/ within the legal deadline. The remuneration policy is posted on the Company's website https://www.krikri.gr/corporate-governance/.

(m) Procedure of Compliance with the obligations of articles 99 to 101 of law 4548/18 regarding the transactions with the related parties

The Company has adopted and applies a Compliance Procedure with the obligations of articles 99 to 101 of law 4548/18 regarding transactions with related parties. Specifically, in the context of the application of International Accounting Standards and in accordance with International Accounting Standard (IAS) 24 "Related Party Disclosures", the Company is required to disclose through its periodic financial statements, its transactions with related parties, as well as the legal entities controlled by them, in accordance with IAS 27. Also, according to the provisions of articles 99-101 of Law 4548/2018, the Company's contracts with related parties, as well as the provision of insurance and guarantees to third parties in favor of these persons, are allowed only after approval by the Board of Directors, or by the General Assembly. The information about these transactions is included in the report that accompanies the financial statements of the Company.

(n) Number of shares of the Company held by the members of the Board of Directors and the senior executives

Number of shares of the Company held by the members of the Board of Directors

The number of shares of the Company held by each member of its Board of Directors on 31/12/2021 is presented in the following table:

BoD member	Number of shares	Note
Tsinavos Panagiotis, Chairman & CEO	9.696.649	5.439.664 of them JIA
Kotsambasis Georgios, Vice-Chairman, Non-Executive Member	4.332	
Tsinavos Georgios, Deputy CEO, Executive member	5.001.345	3.789.664 of them JIA
Kartsani Georgia, Non-Executive Member	0	
Moudios Anastasios, Independent Non-Executive Member	0	
Kyriakidis Anastasios, Independent Non-Executive Member	0	

Number of shares of the Company held by senior executives

The number of shares of the Company held by each senior executive on 31/12/2021 is presented in the following table:

Name	Number of shares
Ioannis Kartsanis, Commercial Manager	5.026
Andreas Mylonas, Export manager	2.170
Dimitrios Barmpoutis, Plant Manager	996
Konstantinos Sarmadakis, CFO	8.444

Serres, 19 April 2022

THE PRESIDENT OF THE BOARD THE MEMBERS

Exact excerpt from the Board of Directors' book of proceeding

The President &
CEO

Panagiotis Tsinavos

Grant Thornton

Independent Auditor's Report

To the Shareholders of "KRI-KRI MILK INDUSTRY S.A."

Report on the audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of "KRI-KRI MILK INDUSTRY S.A." (the Company), which comprise the statement of financial position as at December 31, 2021, the statements of comprehensive income, changes in equity and cash flows for the year then ended and notes to the financial statements, including a summary of significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Company KRI-KRI MILK INDUSTRY S.A. as at December 31, 2021, its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards as adopted by the European Union.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) as they have been incorporated into the Greek Legislation. Our responsibilities under those standards are further described in the "Auditor's Responsibilities for the Audit of the Financial Statements" section of our report. We are independent of the Company throughout our appointment in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code), as incorporated into the Greek Legislation, and the ethical requirements relevant to the audit of the financial statements in Greece and we have fulfilled our other ethical responsibilities in accordance with the requirements of the current legislation and the aforementioned IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the audited period. These matters, as well as the related risks of significant misstatement, were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key audit matters	How our audit addressed the key audit matter
Trade Receivables – Trade Receivables Recoverability Assessment	
As at 31.12.2021, the Company's trade receivables had a total of € 23.047.706 (31.12.2020: € 24.249.201), as referred to Note C.17 to the financial statements. Trade receivables mainly include receivables arising from sale of products, from trade debtors domestic and abroad. In order to estimate the recoverability of trade receivables, Management is based on a model of expected credit losses, which groups the receivables according to	Our audit procedures regarding assessment of trade receivables recoverability include among others, the following: • Assessment of assumptions and methodology used by Management in estimating recoverability of trade receivables or classifying them as bad receivables. • Examination of the attorney's confirmation letter regarding bad receivables handled within the year and identification of potential issues indicating balances of trade receivables non- recoverable in the future.

each customer's credit rating, links the rating to the probability of default and calculates the expected credit losses. Management also takes into account the available recent or historical data provided by the Legal Department.

Given the significance of the matter and the level of judgment and estimates involved, we consider this issue to be one of the key audit matters.

- Assessment of the amount of impairment of trade receivables taking into account specific classification of debtors and parameters, such as the maturity of balances and high-risk debtors.
- Assessment of recoverability of balances through comparing the year-end closing balances with subsequent amounts collected / settlements.
- Assessment of the IFRS 9 implementation, as well as the accuracy and completeness of the data used by the Management in the calculation model.
- Assessment of adequacy and appropriateness of the disclosures included in the relative Notes to financial statements.

Inventory valuation

As at 31.12.2021, the Company's inventories had a total of € 11.871.809 (31.12.2020: € 14.024.192), as referred to Note C.16 to the financial statements.

As referred to Note B.8 of the financial statements, inventories are valued at the lower of acquisition cost and net realizable value.

Due to the nature of most inventories (foodstuffs with a short self-life and sensitivity to lesions), these are sensitive to impairment. Consequently, there is a risk of inventory being overstated.

Therefore, the Management of the company carries out estimates for the determination of the appropriate impairments based on detailed analysis.

We consider that valuation of the Company's inventory is one of the key audit matters since, on one hand, inventories are one of the most important item of Assets and, on the other hand, due to significant estimates and judgments of the Management made in order to determine their net realizable value.

Our audit procedures regarding this key audit matter include, among others, the following:

- Understanding and recording the procedures designed by the Company's Management for the identification of slow moving/impaired items and the determination of the net realizable value.
- Assessment of assumptions and methodology used by Management in inventory's valuation.
- Examination of the valuation completeness by comparing the net realizable value with the acquisition cost of inventory.
- Examination of the inventory records to identifying slowly moving items.
- Participation in part of the physical counts.
- Assessment of the adequacy and appropriateness of the disclosures included in the relative explanatory Notes to the financial statements.

Other Information

Management is responsible for the other information. The other information, which is included in the Annual Financial Report, includes the Board of Director's Report, reference to which is made in the "Report on Other Legal and Regulatory Requirements" section of our Report and the Statements of the Members of the Board of Directors, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement therein, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting Standards that have been adopted by the European Union and for such internal control as Management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, Management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless Management either intends to liquidate the Company or to cease operations or has no other realistic alternative but to do so.

The Company's Audit Committee (Article 44, Law 4449/2017) is responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs, as incorporated into the Greek Legislation, will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to affect the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, as incorporated into the Greek Legislation, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.

- Conclude on the appropriateness of Management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the audited period and are therefore the key audit matters.

Report on Other Legal and Regulatory Requirements

1. Board of Directors' Report

Taking into consideration the fact that Management is responsible for the preparation of the Board of Directors' Report and the Corporate Governance Statement included in this report, under the provisions of Par. 5, Article 2 (part B), Law 4336/2015, we note the following:

a. The Board of Directors' Report includes the Corporate Governance Statement that provides the information required by article 152, L. 4548/2018.

b. In our opinion, the Board of Directors' Report has been prepared in compliance with the applicable legal requirements of Articles 150 and Paragraph 1 (cases c' and d') of Article 152 of L. 4548/2018, and its content is consistent with the accompanying financial statements for the year ended as at 31.12.2021.

c. Based on the knowledge we acquired during our audit of "KRI-KRI MILK INDUSTRY S.A." and its environment, we have not identified any material inconsistencies in the Board of Directors' Report.

2. Additional Report to the Audit Committee

Our opinion on the accompanying financial statements is consistent with our Additional Report to the Company's Audit Committee, prepared in compliance with Article 11, Regulation (EU) No 537/2014.

3. Provision of Non-Audit Services

We have not provided to the company the prohibited non-audit services referred to in Article 5 of Regulation (EU) No 537/2014. Authorized non-audit services provided by us to the Company during the year ended as at December 31, 2021 are disclosed in Note C.32 to the accompanying financial statements.

4. Auditor's Appointment

We were first appointed as auditors of the Company by the Annual General Meeting of Shareholders on 07/07/2020. Our appointment has been, since then, renewed by the Annual General Meeting of the Company's shareholders for 1 year.

5. Bylaws (Internal Regulation Code)

The Company has in effect Bylaws (Internal Regulation Code) in conformance with the provisions of article 14 of Law 4706/2020.

6. Assurance Report on European Single Electronic Format

We examined the digital records of "KRI-KRI MILK INDUSTRY S.A." (the Company), prepared in accordance with the European Single Electronic Format (ESEF) as defined by the European Commission Delegated Regulation 2019/815, amended by the Regulation (EU) 2020/1989 (ESEF Regulation), which comprise the financial statements of the Company for the year ended December 31, 2021, in XHTML format "2138001WX9OOFYWL4P68-2021-12-31-en".

Regulatory Framework

The digital records of the ESEF are prepared in accordance with the ESEF Regulation and the Commission Interpretative Communication 2020/C379/01 of November 10, 2020, in conformance with Law 3556/2007 and the relevant announcements of the Hellenic Capital Market Commission and the Athens Stock Exchange (ESEF Regulatory Framework). In summary, this framework includes, inter alia, the requirement that all annual financial reports shall be prepared in XHTML format.

The requirements set out in the current ESEF Regulatory Framework constitute the appropriate criteria for expressing a conclusion of reasonable assurance.

Responsibilities of Management and Those Charged with Governance

Management is responsible for the preparation and submission of the separate financial statements of the Company for the year ended December 31, 2021, in accordance with the requirements of ESEF Regulatory Framework, and for such internal control as management determines is necessary to enable the preparation of digital records that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibilities

Our responsibility is to design and conduct this assurance engagement in accordance with No. 214/4/11-02-2022 Decision of the Board of Directors of the Hellenic Accounting and Auditing Standards Oversight Board (HAASOB) and the "Guidelines on the auditors' engagement and reasonable assurance report on European Single Electronic Format (ESEF) for issuers whose securities are admitted to trading on a regulated market in Greece" as issued by the Institute of Certified Public Accountants of Greece on 14/02/2022 (hereinafter "ESEF Guidelines"), in order to obtain reasonable assurance that the separate and the consolidated financial statements of the Company, prepared by the management in accordance with ESEF are in compliance, in all material respects, with the effective ESEF Regulatory Framework.

We conducted our work in accordance with the Code of Ethics for Professional Accountants (IESBA Code) issued by the International Ethics Standards Board for Accountants, as incorporated in Greek legislation and we have complied with the ethical requirements of independence, in accordance with Law 4449/2017 and EU Regulation 537/2014.

We conducted our work in accordance with the International Standard on Assurance Engagements (ISAE) 3000 "Assurance Engagements other than Audits or Reviews of Historical Financial Information" and our procedures are limited to the requirements of ESEF Guidelines. Reasonable assurance is a high level of assurance, but is not a guarantee that this work will always detect a material misstatement of non-compliance with the requirements of ESEF Regulation.

Conclusion

Based on the procedures performed and the evidence obtained, the separate financial statements of the Company for the year ended December 31, 2021, in XHTML format "2138001WX9OOFYWL4P68-2021-12-31-en", have been prepared, in all material respects, in accordance with the requirements of the ESEF Regulatory Framework.

Athens, April 19, 2022

The Certified Public Accountant

Stergios Ntetsikas

I.C.P.A. Reg. No 41961

Grant Thornton

Chartered Accountants Management Consultants
58, Katehaki Av., 115 25 Athens, Greece
Registry Number SOEL 127

KRI-KRI MILK INDUSTRY S.A.

General Commercial Registry No.: 113772252000

FINANCIAL STATEMENTS

FOR THE PERIOD

1.1.2021 – 31.12.2021

IN ACCORDANCE WITH IFRS

Statement of Comprehensive Income

	Note.	1/1-31/12/2021	1/1-31/12/2020
Sales	C1	**134.599.699**	**125.982.880**
Cost of sales	C3	(93.430.745)	(85.552.940)
Gross profit	C1	**41.168.954**	**40.429.940**
Distribution expenses	C1, C3	(21.304.569)	(18.849.973)
Administration expenses	C3	(3.669.936)	(3.600.856)
Research and development expenses	C3	(300.955)	(295.440)
Other income	C4	648.521	739.551
Other gain/(loss) net	C5	123.872	154.606
Profit before taxes, financial and investment income	C1	**16.665.887**	**18.577.828**
Financial income	C6	171.652	125.150
Financial expenses	C6	(278.205)	(283.974)
Financial cost of leasing	C6	(29.729)	(26.752)
Financial income (net)		(136.283)	(185.576)
Profit before taxes		**16.529.604**	**18.392.252**
Income tax	C7	(3.319.914)	(2.552.256)
Net profit for the period (A)		**13.209.690**	**15.839.996**
Other comprehensive income			
OCI non recycled to P&L			
Revaluation on pension benefit obligation		(28.678)	1.254
Deferred taxes on actuarial gains / (losses)		8.397	(301)
Deferred taxes on actuarial gains / (losses) due to the change in tax rate		(2.088)	0
Other comprehensive income after tax (B)		**(22.369)**	**953**
Total comprehensive income after tax (A + B)		**13.187.321**	**15.840.949**
Net profit per share from continuous operations			
- Basic and diluted (in €)	C8	**0,4008**	**0,4791**

The accompanying notes are an integral part of these financial statements.

The comparative figures of the Statement of Comprehensive for the year 2020 have been revised, due to the change in the accounting policy of IAS 19 (see note B.1)

Statement of Financial Position

	Note	31/12/2021	31/12/2020
ASSETS			
Non-current assets			
Tangible assets	C11	71.097.784	64.807.728
Rights of use of assets	C12	631.097	414.654
Investment in properties	C13	10.082	10.082
Intangible assets	C14	299.894	386.380
Other non-current assets	C15	36.173	46.106
		72.075.030	**65.664.950**
Current assets			
Inventories	C16	11.871.809	14.024.192
Trade and other receivables	C17	23.047.706	24.249.201
Current income tax receivables	C28	0	1.430.104
Investments in financial assets	C18	0	301.852
Restricted Deposits	C19	2.230.000	0
Cash and cash equivalents	C19	10.749.735	9.737.271
		47.899.250	**49.742.620**
Total assets		**119.974.280**	**115.407.570**
EQUITY AND LIABILITIES			
Equity			
Share capital	C20	12.564.752	12.564.752
Reserves	C21	24.551.367	22.333.675
Reserve of own shares		(60.897)	(134.311)
Retained earnings		45.775.743	41.358.343
Total equity		**82.830.965**	**76.122.459**
Liabilities			
Non-current liabilities			
Long term borrowings	C22	6.430.000	8.680.000
Long term portion of leasing	C23	428.068	243.413
Accrued pension and retirement obligations	C24	285.270	289.227
Deferred tax liabilities	C25	3.805.295	3.457.836
Government grants	C26	5.927.470	6.332.303
		16.876.103	**19.002.778**
Current liabilities			
Short-term borrowings	C22	2.250.628	2.249.837
Short term portion of leasing	C23	224.451	187.790
Trade and other payables	C27	17.345.408	17.844.706
Current income tax liabilities	C28	446.725	0
		20.267.212	**20.282.333**
Total liabilities		**37.143.315**	**39.285.111**
Total equity and liabilities		**119.974.280**	**115.407.570**

The accompanying notes are an integral part of these financial statements.

The comparative figures of the Statement of Financial Position for the year 2020 have been revised, due to the change in the accounting policy of IAS 19 (see note B.1)

Statement of changes in equity

	Share capital	General reserve	Special reserves	Other reserves	Reserves of own shares	Actuarial gains-losses reserve	Retained earnings	Total Equity
Balance at 31.12.2019	**12.564.752**	**3.055.955**	**17.295.670**	**38.275**	**0**	**185.939**	**32.965.832**	**66.106.423**
Restatement due to implementation of IAS 8						(105.056)	366.181	261.125
Balance at 01.01.2020 revised	**12.564.752**	**3.055.955**	**17.295.670**	**38.275**	**0**	**80.883**	**33.332.013**	**66.367.548**
Profit for the period							15.839.996	15.839.996
Actuarial gains / (losses)						1.254		1.254
Deferred taxes on actuarial gains / (losses)						(301)		(301)
Total comprehensive income for the period						**953**	**15.839.996**	**15.840.949**
Reserves formation		668.742	1.193.200				(1.861.942)	0
Transactions with owners in their capacity as owners								
Dividends provided for or paid							(5.951.724)	(5.951.724)
((Purchase) of own shares					(134.311)			(134.311)
Balance at 31.12.2020	**12.564.752**	**3.724.697**	**18.488.870**	**38.275**	**(134.311)**	**81.836**	**41.358.343**	**76.122.459**
Balance at 31.12.2020	**12.564.752**	**3.724.697**	**18.488.870**	**38.275**	**(134.311)**	**81.836**	**41.358.343**	**76.122.459**
Profit for the period							13.209.690	13.209.690
Actuarial gains / (losses)						(28.678)		(28.678)
Deferred taxes on actuarial gains / (losses)						6.309		6.309
Total comprehensive income for the period						**(22.369)**	**13.209.690**	**13.187.321**
Reserves formation		463.554	1.776.507				(2.240.061)	0
Transactions with owners in their capacity as owners								
Dividends provided for or paid							(6.613.027)	(6.613.027)
(Purchase) of own shares					(156.032)			(156.032)
Distribution of own shares					229.447		60.797	290.245
Balance at 31.12.2021	**12.564.752**	**4.188.251**	**20.265.377**	**38.275**	**(60.897)**	**59.467**	**45.775.743**	**82.830.965**

The accompanying notes are an integral part of these financial statements.

The comparative figures of the Statement of Changes in equity for the year 2020 have been revised, due to the change in the accounting policy of IAS 19 (see note B.1)

Statement of cash flows

Indirect method	1/1-31/12/2021	1/1-31/12/2020
OPERATING ACTIVITIES		
Profit before taxes	16.529.604	18.392.252
Adjustments for:		
Depreciation	4.702.107	4.125.198
Provisions	(499.068)	335.253
Foreign exchange differences, net	4.093	(4.402)
Amortization of government grants relating to capital expenses	(404.832)	(448.280)
Miscellaneous items	402.790	7.272
Investment income	(206.956)	(193.215)
Interest and related expenses	299.496	289.485
	20.827.234	22.503.563
Changes in working capital:		
Decrease / (Increase) in inventories	2.495.653	(4.016.417)
Decrease / (Increase) in receivables	903.230	(3.880)
Decrease / (Increase) in long term receivables	9.933	18.200
(Decrease) / Increase in payables (except banks)	643.403	19.199
Less:		
Interest and related expenses paid	(299.496)	(289.485)
Taxes paid	(1.089.316)	(1.104.812)
Cash flow from operating activities (a)	**23.490.640**	**17.126.367**
INVESTING ACTIVITIES		
Purchase of tangible and intangible assets	(11.179.016)	(11.021.006)
Proceeds from sales of intangibles and property, plant and equipment	61.895	50.899
Interest received	171.652	125.150
Purchase of financial instruments	(795.488)	(290.020)
Proceeds on disposal of financial instruments	1.128.469	118.432
Cash flow from investing activities (b)	**(10.612.488)**	**(11.016.545)**
FINANCING ACTIVITIES		
Proceeds from borrowings	0	17.500.000
Repayments of loans	(2.250.000)	(18.800.000)
Repayments of leases	(253.294)	(274.925)
Purchase of own shares	(156.032)	(134.311)
Restricted deposits	(2.230.000)	0
Dividends paid to company's shareholders	(6.976.362)	(5.580.050)
Cash flow from financing activities (c)	**(11.865.688)**	**(7.289.286)**
Change in cash and equivalents (a+b+c)	**1.012.464**	**(1.179.464)**
Cash and equivalents at beginning of period	9.737.271	10.916.735
Cash and equivalents at end of period	**10.749.735**	**9.737.271**

The accompanying notes are an integral part of these financial statements.

The comparative figures of the Cash Flow Statement for the year 2020 have been revised, due to the change in the accounting policy of IAS 19 (see note B.1)

A. General information

KRI-KRI MILK INDUSTRY S.A. operates in the dairy industry. Its main business activities is the production of ice-cream and yogurt.

The headquarters are located in 3rd km Serres-Drama, 62125, Serres, Greece, its website is www.krikri.gr and its shares are listed on Athens Stock Exchange (Food sector).

These financial statements have been approved by the Board of Directors at 19 April 2022.

B. Significant accounting policies

B.1 Basis of preparation

These financial statements covering the period from 1.1.2021 to 31.12.2021, have been prepared in accordance with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Committee (IASB) and their interpretations, as issued by the Committee for Interpretation of Standards (I.F.R.I.C.) and adopted by the European Union. The basis of their preparation is the historical cost and the "principle of the business continuity of the Company's activities", taking into account all macroeconomic and microeconomic factors and their impact on the smooth operation of the Company.

The accounting principles set out below have been applied on all presented periods.

The preparation of financial statements, in accordance with the generally accepted accounting principles requires the use of estimates and assumptions that can affect the balance of the accounts presented on the statement of financial position or on the statement of comprehensive income. Even though the critical accounting estimates are based on management's best judgment, actual results may, at the end, differ from these estimates.

Effect of adjustment due to the change in International Accounting Standard (IAS) 19 "Employee benefits"

The International Financial Reporting Interpretations Committee (IFRIC) decision on Attributing Benefit to Periods of Service under a defined benefit plan, in accordance with International Accounting Standard (IAS) 19 "Employee Benefits".

The International Financial Reporting Interpretations Committee issued the final agenda decision in May 2021, under the title "Attributing Benefits to Periods of Service" (IAS 19), which includes explanatory material regarding the way of distribution of benefits in periods of service following a specific defined benefit plan proportionate to that defined in Article 8 of Law 3198/1955 regarding provision of compensation due to retirement (the "Labor Law Defined Benefit Plan").

This decision differentiates the way in which the basic principles and regulations of IAS 19 have been applied in Greece in the previous years, and therefore, entities that prepare their financial statements in accordance with IFRS are required to amend their Accounting Policy accordingly.

Prior to the issuance of the agenda decision, the Company applied IAS 19 attributing the benefits defined under Article 8, Law 3198/1955, Law 2112/1920, and its amendment by Law 4093/2012 in the period from hiring until the employee retirement date.

The application of this final agenda decision in the accompanying financial statements has led to attributing benefits in the last 16 years until the date of employee retirement following the scale recorded in Law 4093/2012.

Based on the above, the aforementioned final decision of the Committee's agenda has been treated as a Change in Accounting Policy, applying the change retrospectively from the beginning of the first comparative period, in accordance with paragraphs 19-22 of IAS 8.

The effect of implementing the final agenda decision regarding every affected specific item of the financial statements is presented in note C. 33.

New Standards, Interpretations, Revisions and Amendments to existing Standards that are effective and have been adopted by the European Union

The following new Standards, Interpretations and amendments of IFRSs have been issued by the International Accounting Standards Board (IASB), are adopted by the European Union, and their application is mandatory from or after 01/01/2021.

Amendments to IFRS 4 "Insurance Contracts" – deferral of IFRS 9 (effective for annual periods starting on or after 01/01/2021)

In June 2020, the IASB issued amendments that declare deferral of the date of initial application of IFRS 17 by two years, to annual periods beginning on or after January 1, 2023. As a consequence, the IASB also extended the fixed expiry date for the temporary exemption from applying IFRS 9 "Financial Instruments" in IFRS 4 "Insurance Contracts", so that the entities are required to apply IFRS 9 for annual periods beginning on or after January 1, 2023. The amendments do not affect the separate Financial Statements.

Amendments to IFRS 9, IAS 39, IFRS 7, IFRS 4 and IFRS 16: "Interest Rate Benchmark Reform – Phase 2" (effective for annual periods starting on or after 01/01/2021)

In August 2020, the IASB has finalized its response to the ongoing reform of IBOR and other interest benchmarks by issuing a package of amendments to IFRS Standards. The amendments complement those issued in 2019 and focus on the effects on financial statements when a company replaces the old interest rate benchmark with an alternative benchmark rate as a result of the reform. More specifically, the amendments relate to how a company will account for changes in the contractual cash flows of financial instruments, how it will account for a change in its hedging relationships as a result of the reform, as well as relevant information required to be disclosed. The amendments do not affect the separate Financial Statements.

Amendments to IFRS 16 "Leases": Covid-19 – Related Rent Concessions beyond 30 June 2021 (effective for annual periods starting on or after 01/04/2021)

In March 2021, the IASB issued amendments to the practical expedient of IFRS 16, that extend the application period by one year to cover Covid-19-related rent concessions that reduce only lease payments due on or before 30 June 2022. The amendments do not affect the separate Financial Statements.

New Standards, Interpretations, Revisions and Amendments to existing Standards that have not been applied yet or have not been adopted by the European Union

The following new Standards, Interpretations and amendments of IFRSs have been issued by the International Accounting Standards Board (IASB), but their application has not started yet or they have not been adopted by the European Union.

Amendments to IFRS 3 "Business Combinations", IAS 16 "Property, Plant and Equipment", IAS 37 "Provisions, Contingent Liabilities and Contingent Assets" and "Annual Improvements 2018-2020" (effective for annual periods starting on or after 01/01/2022)

In May 2020, the IASB issued a package of amendments which includes narrow-scope amendments to three Standards as well as the Board's Annual Improvements, which are changes that clarify the wording or correct minor consequences, oversights or conflicts between requirements in the Standards. More specifically:

-*Amendments to IFRS 3 Business Combinations* update a reference in IFRS 3 to the Conceptual Framework for Financial Reporting without changing the accounting requirements for business combinations.

-*Amendments to IAS 16 Property, Plant and Equipment* prohibit a company from deducting from the cost of property, plant and equipment amounts received from selling items produced while the company is preparing the asset for its intended use. Instead, a company will recognize such sales proceeds and related cost in profit or loss.

-*Amendments to IAS 37 Provisions, Contingent Liabilities and Contingent Assets* specify which costs a company includes when assessing whether a contract will be loss-making.

-*Annual Improvements 2018-2020* make minor amendments to IFRS 1 First-time Adoption of International Financial Reporting Standards, IFRS 9 Financial Instruments, IAS 41 Agriculture and the Illustrative Examples accompanying IFRS 16 Leases.

The Company will examine the impact of the above on its Financial Statements, though it is not expected to have any. The above have been adopted by the European Union with effective date of 01/01/2022.

IFRS 17 "Insurance Contracts" (effective for annual periods starting on or after 01/01/2023)

In May 2017, the IASB issued a new Standard, IFRS 17, which replaces an interim Standard, IFRS 4. The aim of the project was to provide a single principle-based standard to account for all types of insurance contracts, including reinsurance contracts that an insurer holds. A single principle-based standard would enhance comparability of financial reporting among entities, jurisdictions and capital markets. IFRS 17 sets out the requirements that an entity should apply in reporting information about insurance contracts it issues and reinsurance contracts it holds. Furthermore, in June 2020, the IASB issued amendments, which do not affect the fundamental principles introduced when IFRS 17 has first been issued. The amendments are designed to reduce costs by simplifying some requirements in the Standard, make financial performance easier to explain, as well as ease transition by deferring the effective date of the Standard to 2023 and by providing additional relief to reduce the effort required when applying the Standard for the first time. The Company will examine the impact of the above on its Financial Statements, though it is not expected to have any. The above have been adopted by the European Union with effective date of 01/01/2023.

Amendments to IAS 1 "Presentation of Financial Statements" (effective for annual periods starting on or after 01/01/2023)

In February 2021, the IASB issued narrow-scope amendments that pertain to accounting policy disclosures. The objective of these amendments is to improve accounting policy disclosures so that they provide more useful information to investors and other primary users of the financial statements. More specifically, companies are required to disclose their material accounting policy information rather than their significant accounting policies. The Company will examine the impact of the above on its Financial Statements, though it is not expected to have any. The above have been adopted by the European Union with effective date of 01/01/2023.

Amendments to IAS 8 "Accounting Policies, Changes in Accounting Estimates and Errors: Definition of Accounting Estimates" (effective for annual periods starting on or after 01/01/2023)

In February 2021, the IASB issued narrow-scope amendments that they clarify how companies should distinguish changes in accounting policies from changes in accounting estimates. That distinction is important because changes in accounting estimates are applied prospectively only to future transactions and other future events, but changes in accounting policies are generally also applied retrospectively to past transactions and other past events. The Company will examine the impact of the above on its Financial Statements, though it is not expected to have any. The above have been adopted by the European Union with effective date of 01/01/2023.

Amendments to IAS 1 "Classification of Liabilities as Current or Non-current" (effective for annual periods starting on or after 01/01/2023)

In January 2020, the IASB issued amendments to IAS 1 that affect requirements for the presentation of liabilities. Specifically, they clarify one of the criteria for classifying a liability as non-current, the requirement for an entity to have the right to defer settlement of the liability for at least 12 months after the reporting period. The amendments include: (a) specifying that an entity's right to defer settlement must exist at the end of the reporting period; (b) clarifying that classification is unaffected by management's intentions or expectations about whether the entity will exercise its right to defer settlement; (c) clarifying how lending conditions affect classification; and (d) clarifying requirements for classifying liabilities an entity will or may settle by issuing its own equity instruments. Furthermore, in July 2020, the IASB issued an amendment to defer by one year the effective date of the initially issued amendment to IAS 1, in response to the Covid-19 pandemic. The Company will examine the impact of the above on its Financial Statements, though it is not expected to have any. The above have not been adopted by the European Union.

Amendments to IAS 12 "Income Taxes: Deferred Tax related to Assets and Liabilities arising from a Single Transaction" (effective for annual periods starting on or after 01/01/2023)

In May 2021, the IASB issued targeted amendments to IAS 12 to specify how companies should account for deferred tax on transactions such as leases and decommissioning obligations – transactions for which companies recognise both an asset and a liability. In specified circumstances, companies are exempt from recognising deferred tax when they recognise assets or liabilities for the first time. The amendments clarify that the exemption does not apply and that companies are required to recognise deferred tax on such transactions. The Company will examine the impact of the above on its Financial Statements, though it is not expected to have any. The above have not been adopted by the European Union.

Amendments to IFRS 17 "Insurance contracts: Initial Application of IFRS 17 and IFRS 9 – Comparative Information" (effective for annual periods starting on or after 01/01/2023)

In December 2021, the IASB issued a narrow-scope amendment to the transition requirements in IFRS 17 to address an important issue related to temporary accounting mismatches between insurance contract liabilities and financial assets in the comparative information presented when applying IFRS 17 "Insurance Contracts" and IFRS 9 "Financial Instruments" for the first time. The amendment aims to improve the usefulness of comparative information for the users of the financial statements. The Company will examine the impact of the above on its Financial Statements, though it is not expected to have any. The above have not been adopted by the European Union.

B.2 Foreign currency translation

(a) Functional and presentation currency

The financial statements are presented in Euros, which is the functional and presentation currency of the Company. Items included in the financial statements are measured in the functional currency, which is the currency of the primary economic environment in which the Company operates.

(b) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates (i.e. spot rates) prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at the end of each reporting period exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the income statement. Non-monetary items carried at fair value that are denominated in foreign currencies are retranslated at the rates prevailing at the date when the fair value was determined. All exchange differences resulting from the above are recognised in other comprehensive income, in line other (loss)/gain net.

B.3 Property, plant and equipment

Property, plant and equipment is stated at historical cost less accumulated depreciation and impairment losses, except for land, which is shown at cost less impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the entity and the cost of the item can be measured reliably. The book value of the part of the replacement asset ceases to be recognized.

Borrowing costs directly attributable to the acquisition, construction or production of tangible assets are capitalized in the asset's preparation period.

All other repair and maintenance expenses are charged to the income statement for the period as incurred.

Land is not depreciated. Depreciation is calculated using the straight-line method to allocate the cost of the assets to their residual values over their estimated useful lives as follows:

Buildings up to	40 years
Plant and machinery	5-35 years
Motor vehicles	5-10 years
Furniture and other office Equipment	4-20 years

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

Where the carrying amount of an asset is greater than its estimated recoverable amount, it is written down immediately to its recoverable amount, charging the income statement.

Gains or losses on disposals are determined by comparing proceeds with carrying amount and are recognized in the income statement.

B.4 Investment properties

Investment property is property held for long-term rental yields or for capital appreciation or both and that is not owner-occupied. Owner-occupied properties are held for production and administrative purposes. This distinguishes owner-occupied property from investment property.

Investment property is measured initially at cost, including related transaction costs. Subsequent to initial recognition, investment properties are stated at historical cost less accumulated depreciation and impairment losses, except for land, which is shown at cost less impairment losses. Depreciation is calculated using the straight-line method to allocate the cost of the assets to their residual values over their estimated useful lives as follows:

Buildings	40 years

The residual values and useful lives of investment property are reviewed and revalued if necessary at the end of each financial year.

The carrying amount of an investment property is impaired to its recoverable amount when its carrying amount exceeds its estimated recoverable amount and the differences (impairment) are recognized as an expense in the income statement.

If an investment property becomes owner-occupied, it is reclassified as property, plant and equipment. Since both investment properties and property, plant and equipment are valued at historical cost less accumulated depreciation, any transfer of an item between them does not affect its valuation. Investment properties are derecognized when they have been disposed. Gains or losses on disposals are determined by comparing proceeds with carrying amount and are recognized in the income statement.

B.5 Intangible assets

Computer software

Computer software, acquired separately, is measured on initial recognition at cost. Cost includes expenditure that is necessary to bring to use the specific software. Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the entity and the cost of the item can be measured reliably. Company's computer software has a finite useful life of up to 7 years and it is amortized using the straight line method.

B.6 Financial instruments

A financial instrument is any contract that creates a financial asset in one company and a financial liability or equity in another business. Financial assets are classified into one of the following three categories, which determines their subsequent measurement:

a. In amortized cost,

b. to fair value through the other fair value values (fair value through OCI) and
c. to fair value through profit or loss.

Measurement of amortized costs

A financial asset insists on amortized costs when both of the following conditions apply:

a. the asset is held for the purpose of its retention and collection of the conventional cash flows it incorporates and
b. The contractual terms of the asset are led, on specific dates, to cash flows that are solely capital and interest payments on the balance of capital.

Measurement of fair value through other comprehensive income

A financial asset is measured at fair value through other comprehensive income when both of the following conditions apply:
a. the asset is held for the purpose of both the collection of the conventional cash flows it incorporates and for sale and
b. The conventional terms of the asset lead, on specific dates, to cash flows that are solely capital and interest payments on the balance of capital. The category classifies debt instruments that meet the above two conditions.

Measurement in fair value through P&L

A financial asset insists on fair value through profit and loss statement when it is not classified in the two previous categories. That is, when the criteria required for classification in the two previous categories cannot be met.

B.7 Impairment of tangible and intangible assets (other than goodwill)

At the end of each reporting period, the Company reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Whenever an asset's book value, exceeds its recoverable amount, the impairment loss is recognized in the Company's income statement.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to present value using a discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). Tangible and intangible assets, other than goodwill, that suffered impairment are reviewed for possible reversal of the impairment at each reporting date. A reversal of an impairment loss is recognized immediately in the income statement.

B.8 Inventories

Inventories are stated at the lower of cost and net realizable value. Cost is determined using the weighted average cost method. The cost of finished goods and work in progress comprises raw materials, direct labour, other direct costs and related production overheads (based on normal operating capacity) but excludes borrowing costs. Net realizable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and selling expenses. Appropriate allowance is made for damaged, obsolete and slow moving items. Write-downs to net realizable value and inventory losses are expensed in cost of sales in the period in which the write-downs or losses occur.

B.9 Trade receivables

Trade receivables are recognized initially at their fair value, which corresponds to the currying value, less impairment losses. In accordance with IFRS 9 that is mandatory for annual periods beginning after 1 January 2018, the determination of doubtful debts is based on a model of expected loss. This model groups the trade receivables according to the credit rating of each customer, links the rating to the probability of default and calculates the expected credit losses.

B.10 Cash and cash equivalents

Cash and cash equivalents include cash on hand and at banks, as well other short-term high liquidity and low risk investments.

B.11 Share capital

Ordinary shares are classified as equity. Direct costs incurred for increases in share capital are recorded, net of related income taxes against the share premium reserve. Upon the acquisition of own shares, the cost of acquisition is shown as a deduction from the equity, in a separate "Reserve of own shares". The Own Shares do not incorporate voting rights.

B.12 Borrowings

Borrowings are recognized initially at fair value, net of transaction costs incurred. In subsequent periods, borrowings are measured at amortized cost using the effective interest method.

B.13 Borrowing Costs

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to be prepared for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale. A qualifying asset is an asset that requires an extended period of time in order to be ready for the use for which it is determined or sale.

Investment income earned on the temporary investment of specific borrowings pending their use for qualifying assets is deducted from the borrowing costs eligible for capitalization.

All other borrowing costs are expensed as part of finance costs in the period in which they are incurred.

B.14 Government grants

Government grants are recognized at their fair value where there is a reasonable assurance that the grant will be received and the Company will comply with all attached conditions. Government grants are recognized in profit or loss on a systematic basis over the periods in which the Company recognizes as expenses the related costs for which the grants are intended to compensate. Specifically, government grants whose primary condition is that the Company should purchase, construct or otherwise acquire non-current assets are recognized as deferred revenue in the statement of financial position and transferred to profit or loss on a systematic basis over the useful lives of the related assets.

B.15 Taxation (current and deferred)

Income tax expense represents the sum of the tax currently payable and deferred tax. Tax is recognized in the income statement, except to the extent that it relates to items recognized in other comprehensive income or directly in equity. In this case, the tax is also recognized in other comprehensive income or directly in equity, respectively.

The tax currently payable is based on taxable profit for the year. The liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax is recognized on temporary differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases in the computation of taxable profit. Deferred tax assets are generally recognized for all deductible temporary differences to the extent that it is probable that taxable profits will be available against which those deductible temporary differences can be utilized. The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

B.16 Employee benefits

Employee benefits include defined benefit plans and termination benefits.

(a) Defined benefit plans

Usually, defined benefit plans determine the pension received by an employee. The amount depends on several factors such as age, years of experience and compensation.

The liability recognized in the balance sheet in respect of defined benefit plans is the present value of the defined benefit obligation at the balance sheet date less the fair value of the plan assets. For defined benefit pension plans, pension costs are assessed using the projected unit credit method. . The defined benefit obligations are measured at the present value of the estimated future cash outflows using interest rates of corporate or government bonds, depending on whether or not there is a deep market for corporate bonds in the relevant country, which have terms to maturity approximating the terms of the related liability.

The Company's contributions to the defined contribution pension plans are charged to the income statement in the period to which the contributions relate.

Past service cost is recognized immediately in the income statement.

Net interest expense is calculated as the net amount between the defined benefit obligation and fair value of the plan assets multiplied with the discount interest rate. This cost is included in the statement of comprehensive income on staff costs.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in other comprehensive income in the period in which they arise.

The Company operates a number of defined benefit and defined contribution pension plans in its territories. The defined benefit plans are made up of both funded and unfunded pension plans and employee leaving indemnities.

(b) Termination benefits

Termination benefits are payable whenever an employee's employment is terminated before the normal retirement date or whenever an employee accepts voluntary redundancy in exchange for these benefits. The Company recognizes termination benefits at the earlier of the following dates: a) when the Company can no longer withdraw the offer of those benefits and b) when the Company recognizes costs for a restructuring that is within the scope of IAS 37 Provisions, Contingent Liabilities and Contingent Assets and involves the payment of termination benefits. In the case of an offer made to encourage voluntary redundancy, the termination benefits are measured based on the number of employees expected to accept the offer. Termination benefits due 12 months after the reporting date are discounted.

B.17 Leases

(a) The Company as a Lessee

The Company evaluated on 01.07.2019, during the application of IFRS 16 "Leases" which replaced IAS 17 and its related interpretations, whether the active contracts it had concluded are a lease according to the new Standard and from now on will conduct the relevant evaluation the initial conclusion of each new contract.

A contract constitutes or contains a lease if the contract transfers the right to control the use of an identifiable asset for a specified period of time in return for consideration. In these cases the new Standard requires the lessee to recognize the right to use assets and the obligation to lease.

Under IFRS 16, the distinction between operating and finance leases is eliminated and all leases are recognized by a single model, except in the case of leases of 12 months or less, with no purchase option and low value leases. The recognition of these rents are carried out as an expense.

At the effective date of the lease, the Company recognizes the present value of future lease payments as a lease liability. Lease liabilities are divided into short-term and long-term, depending on the repayment period.

For the valuation of the lease liability are included mainly: fixed payments, variable payments based on index or rate, purchase option price if this is certain to be exercised. These payments are calculated for the duration of the contract, which is the non-cancellable lease period. Periods covered by an option on the part of the Company are included as a lease only if it is reasonable that the options will be exercised.

Future rent payments are discounted for the duration of the lease, using the imputed lease rate, or if this rate cannot be easily determined, the differential lending rate. This is the interest rate that the lessee would have to pay on the date of commencement of the lease, for a loan of similar duration and with similar security, in order to acquire an asset of similar value with the right of use, in a similar economic environment. The Company mainly uses the differential lending rate as a discount rate. The book value of lease liabilities is remeasured using a renewed discount rate, where required, in cases where there is an amendment to the contract.

The right to use the assets is initially valued at the amount of the initial measurement of the lease liability adjusted for any lease payments made at the date of the lease term or earlier, plus the initial direct cost and the estimate of the dismantling cost or removal of the asset, or its restoration, in the event of a contractual obligation, less any lease incentives received. Asset usage rights are valued at cost less accumulated depreciation which is calculated using the straight-line method over the contract, less any impairment losses and adjusted for any recalculations that occur after the start of the contract.

(b) The Company as a Lessor

When property, plant and equipment are leased under a finance lease, the present value of the leases is recognized as a receivable. The difference between the gross amount of the receivable and the present value of the receivable is recognized as deferred financial income. Rental income is recognized in profit or loss on the lease using the equity method, which represents a fixed periodic return. Leases to which the Company does not transfer substantially all the risks and rewards of the asset are classified as operating leases. The Company does not contract as a lessor.

B.18 Contingent receivables and liabilities

Provisions are recognized when the Company has present legal or presumed liabilities as a result of past events, they are likely to be settled through outflows and the estimate of the exact amount of the liability can be made reliably. Provisions are reviewed at the date of preparation of each statement of financial position and are adjusted to reflect the present value of the expenditure that is expected to be required to settle the liability.

Contingent liabilities are not recognized in the financial statements but are disclosed, unless the likelihood of an outflow of resources embodying financial benefits is minimal. Contingent assets are not recognized in the financial statements but are disclosed if an outflow of financial benefits is probable.

B.19 Revenue recognition

Revenue is measured at the fair value of the consideration received or receivable, and represents amounts receivable for the sale of goods and services stated net of value-added tax, rebates and discounts. The Company recognizes revenue when the amount of revenue can be reliably measured, when it is probable that future economic benefits will flow to the Company and when certain criteria are met for each Company activity as described below. The Company bases its estimate of returns on historical data, taking into account the type of customer, the type of transaction and the characteristics of each agreement.

(a) Sale of goods

The Company sells ice cream and dairy products to the wholesale market. Sales of goods are recognized when the Company has delivered the products to the wholesale customer, the wholesale customer has full discretion as to the way of distribution and the selling price of the products and there is no unfulfilled obligation that could affect the acceptance of the Purchase of products on the part of the wholesale customer. Specific wholesale customers are given the right of return for products that have expired on their expiry date. Revenue is adjusted to the value of the estimated returns. Delivery is only understood when the goods have been delivered to a specific location, the risk of waste and damage being transferred to the wholesale customer and either the wholesale customer has accepted the products in accordance with the sales contract or the terms of acceptance have expired, or the Company has objective evidence that all acceptance criteria have been met.

Branded ice cream and dairy products are usually sold at discounts and customers are entitled to a refund for products that have expired on their expiry date. Sales are recorded on the basis of the contractual selling price, net of the estimate of discounts and returns at the time of sale. Historical data are used to estimate and establish a provision for discounts and returns.

(b) Sale of services

Revenue arising from services is recognized in the accounting period in which the services are rendered, by reference to stage of completion of the specific transaction and assessed on the basis of the actual service provided as a proportion of the total services to be provided.

(c) Interest income

Interest income is recognized using the effective interest method.

(d) Dividend income

Dividend income is recognized when the right to receive the payment is established.

B.20 Expenses

Operating expenses and interest expense are recognized in profit or loss on an accrual basis.

B.21 Profits per share

Basic earnings per share are calculated by dividing the net earnings attributable to the company shareholders by the weighted average number of common shares outstanding during each accounting period, excluding the average of common shares acquired as own shares.

The weighted average number of ordinary shares outstanding during the accounting period and for all periods presented are adjusted for events that have changed the number of ordinary shares outstanding without a corresponding change in resources.

B.22 Distribution of dividends

Dividend to the Company's shareholders is recognized in the financial statements in the period in which the Board of Directors' proposed dividend is ratified at the Shareholders' Annual General Meeting.

B.23 Extraordinary items

The extraordinary items are disclosed separately in the financial statements when it is necessary for the further understanding of the financial performance of the Company. They are items of income or expense of considerable value that are displayed separately due to the significance of the nature or amounts.

B.24 Financial risk management

Due to the nature of its operations, the Company is exposed to various financial risks such as, market risk (fluctuations of exchange rates, interest rates and of production costs), credit risk and liquidity risk. The Company's overall risk management program focuses on financial market unpredictability and aims to minimize the potential negative impact on the Company's financial performance.

Risk management is carried out by the Company's main financial department, which operates under certain rules approved by the Board. The Board of Directors provides instructions and guidelines on general risk management and special instructions on managing specific risks such as currency risk, interest rate risk and credit risk.

(a) Market risk

Risk of fluctuation of raw material prices

The Company is exposed to risk of loss of income in case of sudden changes in prices of raw materials. This is a result of the inability to roll these costs to sales prices in a timely manner.

Foreign currency risk

The main bulk of the Company's operations are conducted within the Euro zone. Company exposure to exchange rate (FX) risk derives from existing or expected cash flows in foreign currency (GBP).

Interest rate risk

The Company has not capitalized significant interest-related assets, therefore operating income and operating cash flows are substantially independent of changes in market interest rates.

The loans of the Company are related to either floating rates or fixed rates. The company does not use financial derivatives. The interest rate risk relates primarily to long-term loans. Loans with variable interest rates expose the Company to cash flow risk. Loans issued at fixed rates expose the Company to risk of changes in fair value.

A policy of retaining loans with variable interest rate is beneficial in cases of declining interest rates. On the other hand a liquidity risk appears when the interest rates rise.

From the total loans of the Company at 31.12.2021, the amount of € 2.700.000 is related to a fixed interest rate and the amount of € 5.980.628 is related to a floating rate.

The loan products of the banking system are being systematically considered in order to find debt solutions with the lowest possible cost money.

Loans sensitivity analysis on interest change

	Interest variability	Profit before taxes effect
1/1-31/12/2021	+1%	(25.011)
	-1%	25.011
1/1-31/12/2020	+1%	(42.300)
	-1%	42.300

The Management estimates that there is no material risk related to interest rates on bank deposits.

(b) Credit risk

Also, insurance contracts are made to cover sales per customer, while collateral is not required on the assets of customers. During the preparation date of the financial statements, provisions were made for doubtful debts and the Management considers that there is no other substantial credit risk that is not covered by insurance coverage or provisions, unless maybe the big Greek supermarket chains.

Wholesale sales are made to customers with appropriate credit history. The credit control department defines credit limit per customer that is continuously monitored and reviewed. Also, in some cases our receivables are secured with collaterals. For example from the company domestic customers-distributors, the Company receives personal guarantees amounting the double of two months turnover, hence consistently applying its credit policy. Finally, receivables of specific supermarket chains are credit insured with a contract covering credit losses, occurring from insolvency, up to 90%.

Receivables from foreign customers, are credit insured with a contract covering credit losses, occurring from insolvency, up to 95%. Credit limits per customer are established by the insurance company. Therefore, the credit risk exposure is limited to 5% of the insured credit limit, plus any excess.

The company's management emphasizes on reducing working capital needs. It promotes the reduction of credit limits and reduce the credit period to its customers, to enhance free cash flow.

(c) Liquidity risk

The Company manages liquidity risk by maintaining adequate cash reserves and credit lines from banks. At present, available overdraft can adequately cover any immediate cash requirement.

The table below shows present liabilities into groups by due date (non-discounted):

	Within 1 year	Between 1 and 2 years	Between 2 and 5 years	Over 5 years
31 December 2021				
Debt	2.250.628	5.180.000	1.250.000	0
Trade and other payables	17.345.408	0	0	0
31 December 2020				
Debt	2.249.837	3.480.000	5.200.000	0
Trade and other payables	17.844.706	0	0	0

(d) Operating risks

Suppliers - stock

The Company has no significant dependence on certain suppliers given that no supplier holds more than 10% of total purchases.

The company's management promotes overall stock management, in a way that allows meeting the demand, without excessive liquidity reservation.

Staff

The company's management is based on a team of experienced and qualified personnel, who have full knowledge of their subject and industry market conditions. This contributes significantly to the proper functioning of the company's processes and the further development of its activities.

Company executives are working harmoniously with each other and with the company's management. Potential disruption of this relationship may affect, temporarily, its proper functioning. However, the existing staffing infrastructure company enabling the direct replenishment executives, with no significant impact on the progress of its work.

Product contamination

Risk of product contamination may result in product recall and, consequently, negative publicity that damages brand reputation. Product recall, depending on the size, can have a significant negative economic impact. The same can happen from the negative publicity that usually results from such an event, whether it is due to the fault of the Company or not.

The Company's Management estimates that the quality assurance and quality control system it applies drastically reduces this risk.

Changes in the nutritional behavior of consumers

Possible changes in the nutritional behavior of consumers can lead to the replacement of the consumption of the company's products with substitutes or competing products. The above can lead to a decrease in sales and a burden on the Company's results.

The Company tries to closely monitor market trends, in order to adapt as quickly as possible to the new conditions.

Extraordinary events

The possibility of an event occurring, which, to a large extent, is beyond the control of the Company, could potentially affect the normal conduct of its business activities. Indicatively, the following cases can be mentioned:

• Natural Disaster,
• Accidents at work, which may be related to employees of the Company, suppliers, or even third parties.
• Problems / Insufficiency in the operation of information systems,
• Significant mechanical damage, which may result in delay or even cessation of production,
• Fraud,
• Termination of contracts with customers / suppliers.

In such a case, any disruption in the conduct of the Company's business activities could have a negative effect on sales, costs and, in general, on its financial results.

The Management tries to take all the necessary actions, in order to limit, both the chances of the occurrence of the specific risk, and, in case it happens, its effects on the smooth conduct of its business activities.

B.25 Macroeconomic risks

Energy crisis

The current global energy crisis has an impact on the Company's cost base. Firstly, increasing the cost of electricity and gas consumption, which are used in the production process. In the year 2021, energy expenditures accounted for about 2.8% of total expenditures.

It also indirectly increases transport and distribution costs. In the fiscal year 2021, these expenditures accounted for approximately 5.3% of total expenditures. Most importantly, however, it has an effect on shaping and maintaining a highly inflationary environment. In our case, there is a significant increase in the production cost of raw milk, and consequently its price. This is explained by the increase in the price of fertilizers which affected the cost of agricultural feed production. Also, the prices of plastic, which is a basic packaging material, have increased significantly. Finally, inflation is expected to limit the actual disposable income of households, affecting their consumption habits.

Covid 19

In March 2020, the World Health Organization (WHO) declared COVID-19 a pandemic. The Company's Management has taken a series of measures to manage the health crisis and minimize the negative impacts on its activities. Throughout this health crisis, the safety of employees is an absolute priority. To this end, the Company has developed the following initiatives through the establishment of a special team (hereinafter the "Team"), which reports to the Senior Management, monitoring all relevant developments and evaluating the potential impact of COVID -19. The Group, in line with all the protocols of the WHO, EODY and other competent authorities, has already pre-pared and fully implemented a plan to ensure business continuity. This plan also includes additional planning for staff performing operations critical to production and business continuity in general, in order to minimize the risk of downtime. Also, business travel has been kept to a minimum and remote work systems (teleworking) have been implemented where possible. Finally, emergency arrangements have been put in place for employees belonging to vulnerable groups and policies that require staff to report any suspicious symptoms.

Now, from the experience we have gathered, it seems that the Company can manage the risks posed by the health crisis of covid-19 in an effective way.

B.26 Capital management

The objectives of the Company regarding capital management are to safeguard the Company's ability to remain a going concern in order to generate profits for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, the Company may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt.

According to common practice in the industry, the Company monitors its capital based on the gearing ratio. This ratio is calculated as net debt divided by total capital. Net debt is calculated as "Total debt" (including "current and non-current borrowings' as shown on the balance sheet) less cash and cash equivalents. Total capital employed is calculated as "Total Equity" as shown in the balance sheet plus net debt.

During 2021, the Company's strategy, like 2019, was to maintain low gearing ratio. The gearing ratios at December 31, 2021 and 2020 were as follows:

	2021	2020
Total debt (note C22)	8.680.628	10.929.837
Less: Cash and cash equivalent (note C19)	10.749.735	9.737.271
Restricted deposits (note C19)	2.230.000	0
Net debt	**(4.299.107)**	**1.192.566**
Equity	82.830.965	76.122.459
Total capital employed	**82.830.965**	**77.315.025**
Net gearing ratio	**0%**	**1,54%**

B.27 Fair value measurement

The Company acknowledges fair value measurement through a 3 level hierarchy.

1) Quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date. («Level 1»).

2) Other than quoted market prices included within Level 1 that are observable for the asset or liability, either directly or indirectly. («Level 2»).

3) Unobservable inputs for the asset or liability. An entity develops unobservable inputs using the best information available in the circumstances, which might include the entity's own data, taking into account all information about market participant assumptions that is reasonably available. («Level 3»).

Fair value of financial assets and liabilities

	Level 3
Long-term loans	6.508.927

The fair value of long-term loans was measured based on discounted cashflows.

The carrying value of loans approximates fair value as the impact of discounting is not significant.

The fair value of the following financial assets and liabilities approximate their carrying amounts:

- Trade and other receivables
- Cash and cash equivalents
- Trade and other payables

Fair value of investment property

	Level 3
Investment property	15.000

The fair value of investment property is based on Management's estimations ("Level 3"), after examining the value of the properties in the area.

B.28 Significant accounting estimations and judgments of the management

The estimations and judgments of the Management are constantly assessed. They are based on historic data and expectations for future events, which are deemed as fair according to the ones in effect.

Significant accounting estimations and judgements

The Company makes estimations and assumptions regarding the development of future events. The resulting accounting estimations will, by definition, seldom equal to the related actual results. The estimations and assumptions that relate to a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next 12 months are the following:

a) Income Tax

For determining the provision of income taxes it is required from management to exercise judgment. There are many transactions and calculations for which the final tax determination is uncertain. The Company does not recognize provisions for expected tax audits as it has received a tax certification from statutory auditors until the fiscal year 2019 (as provided in par. 5 of article 82 of L.2238 / 1994 and 65a of N. 4174/2013, as in force) in the context of which no tax liabilities arose other than those recognized in the financial statements. For the current year, the tax certification procedure is in progress and it is estimated that any additional tax obligation that may arise would be immaterial.

b) Provisions for employee benefits

The present value of the liabilities for post-employment benefits depends on a number of factors defined on actuarial basis via the use of a significant number of assumptions. The assumptions used for the determination of the net cost (income) for post-employment benefits include the discount rate. Any changes in the assumptions would have material effect on the accounting measurement of the liabilities for post-employment benefits.

The Company defines the appropriate discount rate in each reporting period. It is the interest rate applicable for the calculation of the present value of the estimated future payments required for the settlement of the benefit liabilities. For the estimation of the appropriate discount rate the Company takes into consideration the interest rates prevailing in high credit rating corporate bonds denominated in the currency of the benefit payments and with maturity dates similar to the ones of the respective liabilities.

Other significant accounting assumptions for post-employment benefit liabilities are based in part on the current market conditions.

c) Inventories

Inventories are valued at the lowest price between historical cost and net realizable value. For the assessment of net realizable value, Management considers the most reliable evidence available at the time the assessment is made.

d) Useful life of depreciable items

The Company's Management examines the useful lives of depreciable assets in each year. As of 31/12/2021 the Company's Management estimates that the useful lives represent the expected usefulness of the assets.

e) Contingent events

The Company is involved in legal claims and compensations during the normal course of its operations. Management considers that any arrangements would not materialy affect the Company's financial position as at 31/12/2021. However, the determination of contingent liabilities related to litigation and receivables is a complex process involving judgments regarding the possible consequences and interpretations of laws and regulations.

Significant accounting judgements in the application of accounting policies.

Trade receivables

On 31/12/2021 trade receivables totaling €2.333.915 appear to be impaired. Impairment losses are recognized on the basis of a model of expected losses**.** This model groups the receivables according to the credit rating of each customer, links the rating to the probability of default and calculates the expected credit losses. It is estimated that parts of these impairment losses to be recovered in the future.

B.29 Comparative information

Comparative information is disclosed in respect of the previous period for all amounts reported in the financial statements, both face of financial statements and notes. Differences may arise between the amounts stated in the financial statements and the amounts stated in the notes, as a result of numbers rounding.

C. Notes to the financial statements

C1. Operating segment information

The chief operating decision maker, in the case of KRI-KRI the CEO, receives internal financial reports to measure the performance of the operating segments and to distribute the resources between them. Under the operating distinction the Company's reportable segments are identified as follows:

◇ *Ice-cream– Greece and other Countries.* The segment refers to the production and distribution of ice-cream. There is distinctive performance measurement for Greece and other countries.

◇ *Dairy-Yogurt– Greece and other Countries.* The segment refers to the production and distribution mainly of yogurt and milk in a limited scale (Serres municipality). There is distinctive performance measurement for Greece and other countries.

The segments results for the financial year 2021 and 2020 are analyzed as follows:

1/1-31/12/2021	Revenue	Gross Profit	Distribution Expenses	Operating Earnings	EBIT
Ice-Cream	**29.927.856**	**13.700.771**	**(7.547.554)**	**6.153.217**	**5.184.113**
Greece	23.425.535	12.072.469	(6.727.781)	5.344.688	4.643.731
Other countries	6.502.321	1.628.302	(819.773)	808.529	540.382
Dairy-Yogurt	**104.239.867**	**28.028.491**	**(13.746.036)**	**14.282.455**	**11.539.136**
Greece	49.564.293	14.920.315	(8.018.661)	6.901.654	5.515.810
Other countries	54.675.574	13.108.176	(5.727.375)	7.380.801	6.023.327
Rest	431.976	(560.309)	(10.978)	(571.286)	(57.362)
Total	**134.599.699**	**41.168.954**	**(21.304.569)**	**19.864.385**	**16.665.887**

1/1-31/12/2020	Revenue	Gross Profit	Distribution Expenses	Operating Earnings	EBIT
Ice-Cream	**25.396.571**	**11.330.803**	**(6.368.247)**	**4.962.556**	**4.198.902**
Greece	20.704.965	10.272.376	(5.756.960)	4.515.417	3.974.247
Other countries	4.691.607	1.058.427	(611.287)	447.140	224.656
Dairy-Yogurt	**99.772.625**	**29.003.109**	**(12.410.740)**	**16.592.368**	**14.094.819**
Greece	49.978.323	15.206.340	(7.314.289)	7.892.052	6.648.225
Other countries	49.794.303	13.796.768	(5.096.451)	8.700.317	7.446.594
Rest	813.683	96.028	(70.986)	25.042	284.106
Total	**125.982.880**	**40.429.940**	**(18.849.973)**	**21.579.967**	**18.577.828**

The "Operating Earnings" index is an Alternative Performance Measure (APM) and is calculated as follows: Gross Profit minus Distribution Expenses.

C2. Earnings before interest, taxes, depreciation and amortization

Earnings before interest, taxes, depreciations and amortizations are analyzed as follows:

	1/1-31/12/2021	1/1-31/12/2020
Net profit for the period	13.209.690	15.839.996
Adjustments for:		
Income tax	3.319.914	2.552.256
Financial income (net)	136.283	185.576
Depreciation and amortization	4.702.107	4.125.198
Amortization of government grants relating to capital expenses	(404.831)	(448.280)
EBITDA	**20.963.162**	**22.254.746**

EBITDA serves as an additional indicator of our operating performance and not as a replacement for measures such as cash flows from operating activities and operating income. We believe that EBITDA is useful to investors as a measure of operating performance because it eliminates variances caused by the amounts and types of capital employed and amortization policies and helps investors evaluate the performance of our underlying business. In addition, we believe that EBITDA is a measure commonly used by analysts and investors in our industry. Accordingly, we have disclosed this information to permit a more complete analysis of our operating performance. Company's management, for the purpose of these financial statements, assumes that EBITDA represents the sum of Profit after tax plus income tax, net financial results and depreciation/amortization minus amortization of government grants relating to capital expenses. Other companies may calculate EBITDA in a different way. EBITDA is not a measurement of financial performance under IFRS and should not be considered an alternative to net profit/(loss), as an indicator of our operating performance or any other measure of performance derived in accordance with IFRS.

C3. Expenses by type

Cost of Sales, administration, distribution and R&D expenses are analyzed by type as follows:

1/1-31/12/2021	Cost of Sales	Distribution	Administration	Research& Development	Total
Raw materials and consumables used	81.039.819	587.389	21.593	10.939	81.659.740
Staff costs (C9)	5.677.570	4.881.279	1.927.909	226.642	12.713.400
Energy costs	2.238.675	1.061.279	50.635	0	3.350.588
Maintenance expenses	531.622	349.184	288.871	13.062	1.182.739
Transport & trips expenses	581.561	5.737.791	13.090	95	6.332.537
Advertising/marketing expenses	0	5.225.643	0	0	5.225.643
Freelancers fees	142.489	606.788	401.168	27.931	1.178.376
Depreciation (C10)	2.624.071	1.649.142	415.039	13.855	4.702.107
Bad debt provision	0	(90.528)	23	0	(90.505)
Other expenses	594.938	1.296.604	551.608	8.429	2.451.579
	93.430.745	**21.304.569**	**3.669.936**	**300.955**	**118.706.205**

1/1-31/12/2020	Cost of Sales	Distribution	Administration	Research& Development	Total
Raw materials and consumables used	74.881.683	586.198	8.906	47.102	75.523.889
Staff costs	5.507.068	4.320.824	1.733.383	197.052	11.758.327
Energy costs	1.338.855	599.613	26.202	0	1.964.670
Maintenance expenses	540.714	358.501	346.896	1.281	1.247.392
Transport & trips expenses	520.946	4.966.773	9.493	74	5.497.286
Advertising/marketing expenses	29.522	4.978.793	35.522	1.371	5.045.208
Freelancers fees	129.038	469.466	414.356	26.655	1.039.516
Depreciation	2.104.742	1.499.259	507.477	13.720	4.125.198
Bad debt provision	0	(37.304)	0	0	(37.304)
Other expenses	500.372	1.107.852	518.621	8.184	2.135.029
	85.552.940	**18.849.973**	**3.600.856**	**295.440**	**108.299.210**

C4. Other income

Other income are analyzed by type as follows:

	1/1-31/12/2021	1/1-31/12/2020
Income from subsidies	16.300	17.135
Income from services	217.436	265.446
Rental income	9.954	8.690
Amortization of government grants relating to capital expenses	404.831	448.280
Total	**648.521**	**739.551**

C5. Other gain/(loss) net

Other gain/(loss) are analyzed by type as follows:

	1/1-31/12/2021	1/1-31/12/2020
Gains on disposal of property, plant and equipment	63.807	53.148
Other income	81.769	113.792
Losses on disposal of property, plant and equipment	(2.927)	(5)
Tax related fines and penalties	(847)	(4.424)
Foreign currency exchange differences	(4.093)	4.402
Other expenses	(13.837)	(12.308)
Total	**123.872**	**154.606**

C6. Financial income - expenses

Financial income-expenses are analyzed by type as follows:

FINANCIAL INCOME	1/1-31/12/2021	1/1-31/12/2020
Interest income	39.702	25.174
Other capital gains	67.784	85.584
Profits from the valuation of bonds at fair value	0	11.832
Profits made from sale of bond	64.166	2.560
Total financial income	**171.652**	**125.150**
FINANCIAL EXPENSES		
Interest expense	195.325	243.002
Bank fees and charges	49.704	40.374
Losses from sales of bonds	33.037	0
Other financial expenses	140	599
Total financial expenses	**278.206**	**283.975**
FINANCIAL COST OF LEASING		
Financial cot of leasing	29.729	26.752
Financial income - expenses (net)	**(136.283)**	**(185.576)**

C7. Income tax expense

Income tax expense is analyzed as follows

	1/1-31/12/2021	1/1-31/12/2020
Current tax	2.877.994	2.118.592
Deferred tax	353.767	451.031
Tax differences of prior fiscal years	88.153	(17.366)
Total	**3.319.914**	**2.552.256**

The income tax was calculated at 22% on the tax profit of the year.

Reconciliation of income tax expense:

	1/1-31/12/2021	1/1-31/12/2020
Profit before tax	16.529.604	18.422.010
Tax calculated at the statutory tax rate of 24%	0	4.421.282
Tax calculated at the statutory tax rate of 22%	3.636.513	0
Expenses not deductible for tax purposes	(4.597)	39.272
Effect of tax rates change	7.082	18.102
Expenses for which no deferred tax asset is recognized	0	(7.142)
Effect from change of IAS 19	(281.851)	0
Difference from income tax finalization	88.153	(17.366)
Investment grant with tax exemption*	(125.385)	(1.901.892)
Income tax expense	**3.319.914**	**2.552.256**

* In the current and in the previous financial year, the amount of income tax has been reduced by exercising the option of tax exemption, which we were granted after the certification of completion of projects eligible for state subsidy.

The management of the Company in order to minimize the tax expenses, follows a consistent tax planning that is based on the motivations provided by the tax legislation.

C8. Net profit per share

Basic and diluted earnings per share are calculated by dividing profit or loss attributable to ordinary equity holders by the weighted average number of ordinary shares outstanding, excluding any holding of own shares.

	1/1-31/12/2021	1/1-31/12/2020
Net profit attributable to parent's shareholders	13.209.690	15.839.996
Weighted average number of ordinary shares	32.956.971	33.063.986
Basic and diluted earnings per share (€ per share)	**0,4008**	**0,4791**

C9. Staff costs

Staff costs are analyzed as follows:

	1/1-31/12/2021	1/1-31/12/2020
Salaries and wages	8.823.185	8.420.855
Social security costs	1.837.723	1.906.174
Retirement and termination benefits	109.005	231.419
Distribution of own shares	462.797	0
Other staff costs	1.079.594	817.808
Total	**12.312.304**	**11.376.256**
Board of directors remuneration	401.096	382.071
Total Staff costs	**12.713.400**	**11.758.327**

Personnel headcount:

31/12/2021	31/12/2020
446	433

With the decision of the General Meeting of Shareholders of 6/7/2021, it was decided the amendment of the decision of the 25th Annual General Meeting regarding the distribution of own shares, replacing the initial decision of Stock Options scheme to a Stock Awards scheme, up to 0.5% of the respective total shares. Therefore, without changing the scope of the Own Shares Acquisition Program, it allows own shares to be awarded rather than acquired in the context of a stock options scheme.

The Board of Directors at its meeting as of 23/7/2021 set the terms of the Stock Awards scheme. It provides for 2 rounds of own stock distribution. For the shares that are distributed in the 1st round of the program there is an obligation to hold them until 31/3/2022, while for the shares that are distributed in the 2nd round of the program there is an obligation to hold them until 31/3/2023.

During the period between 28/7/2021-5/8/2021, 32.740 own ordinary shares (treasury shares) were awarded to 32 members of the staff, in the context of executing the 1st round of the Company's Stock Awards Program. The expense that was recognized in P&L is €290.245. During the period between 16/3/2022-21/3/2022, 17.500 own ordinary shares (treasury shares) were awarded to 21 members of the staff, in the context of executing the 2nd round of the Company's Stock Awards Program. The expense that was recognized in P&L is €172.552 and the corresponding liability appears in the item Suppliers and other liabilities.

C10. Depreciation

Depreciation of assets, that has been recorded to the profit and loss statement, is analyzed below:

	1/1-31/12/2021	1/1-31/12/2020
Buildings	503.689	433.411
Plant and equipment	3.538.702	3.066.157
Motor vehicles	63.144	65.413
Furnitures and other assets	173.583	154.291
Rights of use of buildings	33.133	28.913
Rights of use of equipment	3.089	0
Rights of use of motor vehicles	209.275	226.143
Software licenses	177.492	150.871
Total	**4.702.107**	**4.125.198**

C11. Property, plant and equipment

Property, plant and equipment are analyzed as follows:

	Land	Buildings	Plant & equipment	Motor vehicles	Furniture and other Equipment	Total
COST						
Balance at 1 January 2020	1.588.909	15.978.869	69.950.755	1.273.590	2.611.609	91.403.732
Additions	202.492	2.170.616	8.415.899	18.750	314.624	11.122.381
Disposals	0	(63)	(222.089)	(16.662)	0	(238.814)
Transfers	0	(60.396)	5.750	0	54.646	0
Write-offs	0	0	(233.893)	0	0	(233.893)
Balance at 31.12.2020	1.791.401	18.089.026	77.916.422	1.275.678	2.980.879	102.053.406
ACCUMULATED DEPRECIATION						
Balance at 1 January 2020		(3.906.485)	(27.165.229)	(1.061.536)	(1.851.586)	(33.984.836)
Depreciation expense		(433.411)	(3.066.157)	(65.413)	(154.291)	(3.719.272)
Disposals		0	207.874	16.662	0	224.536
Write-offs		0	233.893	0	0	233.893
Balance at 31.12.2020		(4.339.896)	(29.789.619)	(1.110.287)	(2.005.877)	(37.245.679)
Net book value at 31.12.2020	**1.791.401**	**13.749.130**	**48.126.803**	**165.391**	**975.002**	**64.807.728**
COST						
Balance at 1 January 2021	1.791.401	18.089.026	77.916.422	1.275.678	2.980.879	102.053.406
Additions	16.961	4.620.505	5.812.204	15.223	102.009	10.566.902
Disposals	0	0	(111.362)	(54.014)	(348)	(165.724)
Transporation	0	0	0	0	5.481	5.481
Write-offs	0	(8.341)	(199.085)	0	0	(207.426)
Balance at 31.12.2021	1.808.362	22.701.190	83.418.179	1.236.887	3.088.021	112.252.639
ACCUMULATED DEPRECIATION						
Balance at 1 January 2021		(4.339.896)	(29.789.619)	(1.110.287)	(2.005.877)	(37.245.679)
Depreciation expense		(503.689)	(3.538.702)	(63.144)	(173.583)	(4.279.118)
Disposals		0	111.354	54.014	70	165.438
Write-offs		5.419	199.085	0	0	204.504
Balance at 31.12.2021		(4.838.166)	(33.017.882)	(1.119.417)	(2.179.390)	(41.154.855)
Net book value at 31.12.2021	**1.808.362**	**17.863.024**	**50.400.297**	**117.470**	**908.631**	**71.097.784**

There are no pledges on fixed assets.

C12. Rights of use of assets

Investment properties are analyzed as follows:

	Buildings	Plant and Equipment	Motor Vehicles	Total
COST				
Balance at 1 January 2020	231.121	0	604.441	835.562
Additions	11.748	0	136.432	148.180
Derecognition	0	0	(57.062)	(57.062)
Balance at 31.12.2020	242.869	0	683.811	926.680
ACCUMULATED DEPRECIATION				
Balance at 1 January 2020	(26.786)	0	(230.184)	(256.970)
Depreciation expense	(28.913)	0	(226.143)	(255.056)
Balance at 31.12.2020	(55.699)	0	(456.327)	(512.026)
Net book value at 31.12.2020	**187.170**	**0**	**227.484**	**414.654**
COST				
Balance at 1 January 2021	242.869	0	683.811	926.680
Additions	52.095	26.478	383.367	461.940
Balance at 31.12.2021	294.964	26.478	1.067.178	1.388.620
ACCUMULATED DEPRECIATION				
Balance at 1 January 2021	(55.699)	0	(456.327)	(512.026)
Depreciation expense	(33.133)	(3.089)	(209.275)	(245.497)
Balance at 31.12.2021	(88.832)	(3.089)	(665.602)	(757.523)
Net book value at 31.12.2021	**206.132**	**23.389**	**401.576**	**631.097**

C13. Investment properties

Investment properties are analyzed as follows:

	Land
COST	
Balance at 1 January 2020	10.082
Balance at 31.12.2020	10.082
Net book value at 31.12.2020	**10.082**
COST	
Balance at 1 January 2021	10.082
Balance at 31.12.2021	10.082
Net book value at 31.12.2021	**10.082**

The investment properties of the Company did not produce any revenue from rents. There were not any operating expenses related to the investment properties. The fair value of investment properties is estimated to €15.000. The value is based on Management's estimations ("Level 3"), after examining the value of the properties in the area.

C14. Intangible assets

Intangible assets are analyzed as follows:

	Software licenses	Trademarks	Total
COST			
Balance at 1 January 2020	1.338.231	38.405	1.376.636
Additions	57.225	0	57.225
Balance at 31.12.2020	1.395.456	38.405	1.433.861
ACCUMULATED DEPRECIATION			
Balance at 1 January 2020	(858.205)	(38.405)	(896.611)
Depreciation expense	(150.871)	0	(150.871)
Balance at 31.12.2020	(1.009.076)	(38.405)	(1.047.482)
Net book value at 31.12.2020	**386.380**	**0**	**386.380**
COST			
Balance at 1 January 2021	1.395.456	38.405	1.433.861
Additions	91.007	0	91.007
Balance at 31.12.2021	1.486.463	38.405	1.524.868
ACCUMULATED DEPRECIATION			
Balance at 1 January 2021	(1.009.076)	(38.405)	(1.047.482)
Depreciation expense	(177.492)	0	(177.492)
Balance at 31.12.2021	(1.186.568)	(38.405)	(1.224.974)
Net book value at 31.12.2021	**299.895**	**0**	**299.894**

C15. Other non-current assets

Other non-current assets are analyzed as follows:

	31/12/2021	31/12/2020
Guarantees	36.173	43.334
Non-current Trade receivables	0	2.772
Total	**36.173**	**46.106**

Trade balances that have been settled in a long-term basis are calculated to present value based on market interest rate.

C16. Inventories

Inventories are analyzed as follows:

	31/12/2021	31/12/2020
Merchandise	77.596	35.714
Finished goods	3.403.979	3.055.092
Raw materials	8.481.528	11.367.950
Less: Provisions for obsolete inventory	(91.294)	(434.564)
Total	**11.871.809**	**14.024.192**

The inventories amount recognized as expense in 2021 is €81.659.740 (2020: €75.523.889). The most important changes of the item "Inventories" are in the line "Raw materials". This decrease mainly concerns the consumption of the surplus stock in "Raw materials ", which had resulted from the Company's decision in 2020 to store basic raw materials in order to hedge against estimated inflationary pressures.

Analysis of impairment of obsolete inventory:

	31/12/2021	31/12/2020
Opening balance	434.564	96.129
Additions	0	338.435
Reverse of provision	(343.270)	0
Ending balance	**91.294**	**434.564**

C17. Trade and other receivables

Trade and other receivables are analyzed as follows:

	31/12/2021	31/12/2020
Trade receivables	21.173.526	22.746.472
Less: Allowance for bad debts	(2.333.915)	(2.410.695)
	18.839.611	20.335.777
Creditors advances	255.338	100.008
VAT Receivables	3.655.757	3.565.011
Greek state -others	52.304	52.304
Other receivables	244.695	196.100
Total	**23.047.706**	**24.249.201**

The amounts in "Trade receivables" are non-interest related and are normally settled on 0-150 days.

At 31/12/2021 trade receivables totaling €17.527.271 were not overdue, trade receivables totaling €1.513.680 were overdue and trade receivables totaling €2.132.575 related to defaulted customers.

The aging analysis of trade receivables is as follows:

		31/12/2021	31/12/2020
Not past due		17.527.271	18.461.502
Past due			
	<30 days	1.009.800	1.750.475
	30-120 days	494.000	360.000
	>120 days	9.880	9.880
	Default	2.132.575	2.164.615
Total		**21.173.526**	**22.746.472**

With the application of IFRS 9 as of 1 January 2018, the company identifies bad debts based on an expected loss model. This model groups the receivables according to the credit rating of each customer, links the rating to the probability of default and calculates the expected credit losses.

In the current fiscal year, a reversal of bad debt provision of €76.780 was recognized. Therefore, on 31/12/2021, trade receivables totaling €2.333.915 appear impaired. It is estimated that parts of these impairment losses to be recovered in the future.

Bad debt provision analysis:

	31/12/2021	31/12/2020
Opening balance	2.410.695	2.447.999
Reversals	(76.780)	(37.304)
Ending balance	**2.333.915**	**2.410.695**

C18. Investments in financial assets

Investments in financial assets are analyzed as follows:

	31/12/2021	31/12/2020
Opening balance	301.852	110.940
Additions	795.488	290.020
Proceeds	(1.097.340)	(110.940)
Revaluation of fair value	0	11.832
Ending balance	**0**	**301.852**

During the current year, the Company purchased bonds with a total value of €795.488, while at the same time it sold bonds amounting €1.128.469. The difference in valuation (€ 31.129) was recognized in P&L (see note C6).

C19. Cash and cash equivalents and restricted deposits

Cash and cash equivalents are analyzed as follows:

	31/12/2021	31/12/2020
Cash at bank and in hand	10.749.735	9.737.271
Total	**10.749.735**	**9.737.271**

Cash and cash equivalents refer to bank deposits and cash in the Company's treasury and can be converted into cash immediately.

The grading of cash and cash equivalents based on credit rating of Standard & Poor's Global is as follows:

External Credit Rating (S&P Global)	31/12/2021	31/12/2020
A-	1.312.522	2.272.369
B+	7.949.526	0
B	1.465.060	7.416.475
B-	0	7.067
Counterparties without external credit rating S&P Global	787	742
Cash at bank	**10.727.895**	**9.696.653**
Cash in hand	21.839	40.619
Total cash and cash equivalents	**10.749.735**	**9.737.271**
Restricted deposits	2.230.000	0
Total	**12.979.735**	**9.737.271**

On 31/12/2021, the Company holds restricted deposits that amount to €2.230.000, and are related to Company's borrowings.

C20. Issued capital

Issued capital on 31.12.2021 amounts €12.564.751,68 and comprises of 33.065.136 fully paid ordinary shares, which have a par value of €0,38.

	Number of shares	Par Value	Share Capital	Total
31-Dec-20	33.065.136	0,38 €	12.564.752	12.564.752
31-Dec-21	**33.065.136**	**0,38 €**	**12.564.752**	**12.564.752**

According to the decision of the General Meeting of Shareholders dated 07.07.2020, there is in force a Program for the Acquisition of Own Shares of the Company which can amount to up to 5% of the respective total of its shares. At 31/12/2021, Company held 8.431 own shares, with acquisition value of €60.897.

C21. Reserves

Reserves are analyzed as follows:

	31/12/2021	31/12/2020
Legal reserve	4.188.251	3.724.696
Contingency reserve	38.275	38.275
Tax exempt reserve L.2601/98	962.579	962.579
Tax exempt reserve L.3299/04	15.941.253	15.941.253
Tax exempt reserve from tax exempt revenues	306.949	306.949
Tax exempt reserve from revenues specially taxed	84.888	84.888
Tax exempt reserve L.4399/2016	2.969.707	1.193.200
Actuarial gains-losses reserve	59.465	81.835
Total	**24.551.367**	**22.333.675**

Statutory reserve

According to the Greek commercial law, companies are required to form each year a reserve equivalent to 5% of net profit until it reaches one third of the share capital. Distribution of the statutory reserve, during the life of the company is prohibited.

Tax exempt reserves under special laws

Tax exempt reserves under special laws relating to non-distributed profits that are exempt from taxation based on special provisions of incentive laws. These reserves relate primarily to investments and are not distributed. For these reserves no tax liabilities have been recognized.

Tax-free and specially taxed reserves

Tax exempt reserves and reserves taxed in a special way represent interest income and investments sales of non-listed companies, which are tax exempt or subject to retention of tax at source. Except for any tax prepayments, these reserves are subject to taxation in case of distribution. Currently the Company has no intention of distributing these reserves and therefore not accounted for in the respective tax liabilities.

C22. Borrowings

Borrowings are analyzed as follows:

	31/12/2021	31/12/2020
NON-CURRENT BORROWINGS		
Bond loans	6.430.000	8.680.000
Total non-current borrowings	**6.430.000**	**8.680.000**
CURRENT BORROWINGS		
Current liability of non-current loans	2.250.628	2.249.837
Total current borrowings	**2.250.628**	**2.249.837**
Total borrowings	**8.680.628**	**10.929.837**

Maturity of non-current bank borrowings:

	31/12/2021	31/12/2020
Between 1-2 years	5.180.000	3.480.000
Between 2-5 years	1.250.000	5.200.000
Total non-current borrowings	**6.430.000**	**8.680.000**

Changes on loans balances are analyzed as follows:

Balance at 1 January 2020	12.222.565
Loans received (cash item)	17.500.000
Loans paid (cash item)	(18.800.000)
Financial instruments valuation (non-cash item)	7.272
Balance at 31 December 2020	**10.929.837**
Loans paid (cash item)	(2.250.000)
Financial instruments valuation (non-cash item)	791
Balance at 31 December 2021	**8.680.628**

Analysis of current long-term loans:

Loaner	Type of loan	Date of agreement	Initial value	Balance at 31/12/2021
Major shareholders	Bonds / 5year / fixed interest rate	18/12/2013 Amended 16/11/2018	5.000.000	2.700.000
Piraeus Bank SA	Bonds / 4year / floating interest rate	10/4/2019	4.230.000	2.230.656
Piraeus Bank SA	Bonds / 4year / floating interest rate	3/12/2020	5.000.000	3.749.972

The fair value of long-term loans is calculated to €6.508.927 («Level 3»).

Effective interest rate of borrowings:

	1/1-31/12/2021	1/1-31/12/2020
Effective interest rate	1,72%	2,31%

C23. Leases

The finance lease relates to the discounted liability of lease payment, in accordance with IFRS 16:

	Rights of use of build-ings	Rights of use of motor vehicles	Rights of use of equipment	Total
Long term portion of lease				
Balance at 1 January 2020	180.292	173.288	0	353.580
Additions	11.748	133.022	0	144.770
Derecognition	0	(57.062)	0	(57.062)
Finance cost of lease	9.858	16.894	0	26.752
Lease payment	(5.485)	(269.440)	0	(274.925)
Transfer to current portion of lease	(2.067)	52.365	0	50.298
Balance at 31 December 2020	**194.346**	**49.067**	**0**	**243.413**
Short term portion of lease				
Balance at 01 January 2020	28.556	209.532	0	238.089
Current lease liability	2.067	(52.365)	0	(50.298)
Balance at 31 December 2020	**30.623**	**157.167**	**0**	**187.790**
Balance at 31 December 2020	**224.969**	**206.234**	**0**	**431.203**

	Rights of use of buildings	Rights of use of motor vehicles	Rights of use of equipment	Total
Balance at 1 January 2021	194.346	49.067	0	243.413
Additions	59.927	357.851	26.478	444.255
Finance cost of lease	29.912	0	443	30.355
Lease payment	(94.174)	(151.895)	(7.225)	(253.294)
Transfer to current portion of lease	(9.271)	(17.628)	(9.762)	(36.661)
Balance at 31 December 2021	**180.740**	**237.395**	**9.933**	**428.068**
Short term portion of lease				
Balance at 01 January 2021	30.623	157.167	0	187.790
Current lease liability	9.271	17.628	9.762	36.661
Balance at 31 December 2021	**39.894**	**174.795**	**9.762**	**224.451**
Balance at 31 December 2021	**220.634**	**412.190**	**19.695**	**652.519**

C24. Retirement and termination benefit obligations

According to Greek labor law, employees are entitled to compensation in the event of dismissal or retirement, the amount of which is related to employee remuneration, length of service and way of retirement (dismissal or retirement). Employees who resign or are dismissed with cause are not entitled to compensation. The compensation due in the event of retirement is equal to 40% of the amount to be paid in the event of dismissal. The provision for termination benefits is presented in the accompanying financial statements in accordance with the provisions of Law 2112/1920 and is based on an independent actuarial study using the Projected Unit Credit Method.

Liabilities recognized in the statement of financial position:

	31/12/2021	31/12/2020
Present value of defined benefit obligation	285.270	289.227
Liability recognized in the statement of financial position	**285.270**	**289.227**

Charges in income statement:

	1/1-31/12/2021	1/1-31/12/2020
Current service cost	53.464	47.298
Interest cost	2.251	1.995
Previous service cost	(6.372)	0
Effect of cutting / settlement / termination benefits	126.913	45.200
Total expense	**176.256**	**94.492**

Charges in other comprehensive income:

	1/1-31/12/2021	1/1-31/12/2020
Actuarial gains / (losses)		
Actuarial loss / (gain) in the present value of obligation	28.678	(1.254)
- Due to a change in financial affairs	8.038	0
- Due to experience	20.640	(1.254)
Total charge in other comprehensive income	**28.678**	**(1.254)**

Changes in defined benefit obligation

	31/12/2021	31/12/2020
Opening balance	289.228	256.358
Expense recognized in P&L	204.934	93.239
Current service cost	(208.891)	(60.369)
Closing Balance	**285.270**	**289.227**

Reconciliation of the present value of defined benefit obligation:

	31/12/2021	31/12/2020
Opening balance	289.228	256.358
Current service cost	53.464	46.612
Interest cost	2.251	1.995
Compensation paid	(208.891)	(60.369)
Effect of cutting / settlement / termination benefits	126.913	45.200
Previous service cost	(6.372)	686
Actuarial gain/(loss)	28.678	(1.254)
Ending balance	**285.270**	**289.227**

The principal actuarial assumptions used are:

Mortality table	EVK 2000
Average remaining working life	21.13
Staff mobility	8.14
Discount rate	0.45%
Future salary increases	2.45%
Inflation rate	1.70%

Regarding the risks involved in the aforementioned program, this program is not funded and therefore there are no corresponding assets for this program. Consequently, risks such as volatility of assets or other similar risks (e.g. low yields, concentration of assets, etc.) do not exist. Risks to the existing project relate to the actuarial assumptions that are used to calculate the liability, which must be reflected in the financial statements and include possible changes in bond yields which are used to calculate the discount rate, and assumptions about the rate of inflation and the rate of future salary increases, which may affect the future cash flows of the programs.

Sensitivity analysis	31/12/2021
Present value of defined benefit obligation:	285.270
Calculation with discount rate +0,25%:	279.986
Calculation with discount rate -0,25%:	290.701

The comparative figures for the year 2020 have been revised by the change brought about by the change in the accounting policy of IAS 19 (see note C.33).

C25. Deferred income taxes

Deferred tax assets are offset against deferred tax liabilities when there is legal right for such offsetting and both relate to the same tax authority jurisdiction.

The movement on the deferred income tax account after set-offs is as follows:

	31/12/2021	31/12/2020
Opening balance	(3.457.836)	(3.006.505)
Charge in income statement	(353.767)	(451.031)
Deferred tax on equity	6.309	(302)
Ending balance	**(3.805.295)**	**(3.457.836)**

The movement of the accounts of deferred tax assets and deferred tax liabilities during the year to the same tax authority, without taking into account the offsets, is as follows:

Movement of deferred tax liabilities

	Tangible assets	Intangible assets	Total
Balance at 1 January 2020	(3.189.965)	(58.839)	(3.248.804)
Charge in income statement	(487.030)	(6.301)	(493.331)
Balance at 31 December 2020	**(3.676.995)**	**(65.140)**	**(3.742.135)**
Charge in income statement	(323.611)	21.842	(301.770)
Balance at 31 December 2021	**(4.000.606)**	**(43.299)**	**(4.043.905)**

Movement of deferred tax assets

	Retirement and termination benefits	Allowance for doubtful debts	Rights of use of assets	Other	Total
Balance at 1 January 2020	**145.056**	**97.530**	**61.673**	**20.501**	**324.760**
Effect from change of IAS 19	(82.460)	0	0	0	(82.460)
Balance at 1 January 2020 revised	**62.596**	**97.530**	**61.673**	**20.501**	**242.300**
Charge in income statement	7.887	(8.953)	(57.449)	100.513	41.998
Balance at 31 December 2020	**70.483**	**88.577**	**4.224**	**121.014**	**284.298**
Charge in income statement	(19.355)	52.727	40	(85.410)	(51.998)
Change in equity	6.309	0	0	0	6.309
Balance at 31 December 2021	**57.437**	**141.304**	**4.265**	**35.604**	**238.610**

The Deferred Tax Assets and Liabilities of the Company in the current financial year were calculated at a tax rate of 22% (2020: 24%).

The comparative figures for the year 2020 have been revised by the change brought about by the change in the accounting policy of IAS 19 (see note C.33).

C26. Government grants

Movement of government grants relating to capital expenses:

	31/12/2021	31/12/2020
Opening balance	6.332.303	6.780.583
Charge in income statement	(404.831)	(448.280)
Ending balance	**5.927.470**	**6.332.303**

For the government grants recognized by the Company there are no unfulfilled conditions or contingent liabilities linked to them.

C27. Trade and other payables

Trade and other payables are analyzed as follows:

	31/12/2021	31/12/2020
Trade payables	14.208.085	14.634.099
Cheques payables	570.575	487.360
Social security	379.412	424.082
Other Taxes and duties	295.557	296.486
Dividends payables	17.491	384.702
Customers' advances	535.567	652.643
Other payables	1.338.721	965.334
Total	**17.345.408**	**17.844.706**

C28. Income Tax receivables / liabilities

Income tax receivables / (liabilities) are analyzed as follows:

	31/12/2021	31/12/2020
Income tax	(3.234.768)	(2.108.212)
Advance income tax	2.788.043	3.538.315
Total receivables / (liabilities)	**(446.725)**	**1.430.104**

C29. Dividends

For the financial year 2021, the Board of Directors decided to propose to the General Meeting of shareholders the distribution of dividend of gross value €0,20 per share (2020: €0,20 per share). The distribution is subject to the approval of the General Meeting of shareholders.

For the previous fiscal year 2020, the General Meeting of shareholders as of 6/7/2021 decided the distribution of gross dividend of €0,20 per share totaling €6.613.027, which is paid in total.

C30. Contingent assets – liabilities

The Company has contingent liabilities (in relation with bank and other guarantees) arisen in the ordinary course of business. These contingent liabilities are not expected to generate any material fund outflows. No additional payments are expected at the date of preparation of these financial statements.

Any disputes under litigation or arbitration, court or arbitration decisions are not expected to have a material impact on the Company's financial position or operation.

Income tax

From the year 2011 onwards, the Greek Societe Anonyme and Limited Liability Companies whose annual financial statements are mandatory reviewed by auditors, registered in the public register of Law. 3693/2008, are required to obtain an "Annual Certificate" as provided in par. 5 of article 82 of L.2238 / 1994 and article 65a of Law 4174/2013. The above certificate is issued following a tax audit conducted by the same statutory auditor or audit firm that audits the annual financial statements. Following the completion of a tax audit, the statutory auditor or audit firm issues the company's "Tax Compliance Report", accompanied by Appendix Analytical Element Information. For the years 2016-2020 the tax audit conducted by the audit companies, the certificate was issued, while not resulting tax liabilities beyond those recognized and reported in the financial statements.

For the year 2021 the Company has been subject to tax audit of the Auditors, as previewed from the tax provisions of Article 65a of Law 4174 / 2013 (ITC), as amended in accordance with Law 4410/2016. This audit is in progress and the related tax certificate is to be granted after publication of the financial statements for 2021. and it is estimated that any additional tax obligation that may arise would be immaterial.

Guarantees

The company on 31/12/2021 had issued letters of guarantee for a total amount of €111.877 (2020: €172.626).

C31. Related party transactions

Related party transactions are analyzed as follows:

	31/12/2021	31/12/2020
Income from rents (IEG)	240	0
Payment of interest on a bond loan*	82.575	99.792

Outstanding receivables from and payables to related parties are analyzed as follows:

	31/12/2021	31/12/2020
Receivables from related parties (IEG)	240	0
Payables to related parties*	2.700.000	2.700.000

Directors' compensation and other transactions with key management personnel are analyzed as follows:

COMPENSATION OF DIRECTORS	31/12/2021	31/12/2020
Remuneration of the members of the Board of Directors	406.610	388.299
Salaries of the members of the Board of Directors	145.504	162.338
Total	**552.114**	**550.637**

OTHER TRANSACTIONS WITH THE MEMBERS OF THE B.O.D. AND KEY MANAGEMENT PERSONNEL	31/12/2021	31/12/2020
Transactions with the members of the B.O.D and key management personnel	76.458	76.250
Liabilities to the members of the B.O.D and key management personnel*	2.500.000	2.500.000

* Bond loan covered by major shareholders

C32. Statutory audit and other fees

The certified auditors fees for the Company in 2021 are analyzed as follows:

	1/1-31/12/2021	% on total fees
Statutory audit fees	35.000	62%
Statutory audit fees (Tax Certification)	18.500	33%
Fees not related to statutory audit	3.000	5%
Total fees	**56.500**	100%

From the above amounts, within the fiscal year 2021, an amount of € 32.500 has been invoiced, which relates fees of statutory and tax audit and is included in the administration expenses of the Company.

C33. Restatement of accounts

The following tables present the effect of implementing the final agenda decision under the title "Attributing Benefits to Periods of Service" (IAS 19), which is described in note B.1 "Effect of adjustment due to the change in International Accounting Standard (IAS) 19 "Employee benefits". The tables do not include the items non-affected by the change in the accounting policy.

Statement of Comprehensive Income

	Published amounts 1/1-31/12/2020	Adjustments IAS 19 1/1-31/12/2020	Revised amounts 1/1-31/12/2020
Administration expenses	(3.571.098)	(29.758)	(3.600.856)
Profit before taxes	18.422.010	(29.758)	18.392.252
Income tax	(2.559.398)	7.142	(2.552.256)
Net profit for the period	15.862.612	(22.616)	15.839.996
Revaluation on pension benefit obligation	0	1.254	1.254
Deferred taxes on actuarial gains / (losses)	0	(301)	(301)
Other comprehensive income after tax	0	953	953
Total comprehensive income after tax	15.862.612	(21.663)	15.840.949

Statement of Financial Position

EQUITY AND LIABILITIES	Published amounts 1/1-31/12/2020	Adjustments IAS 19 1/1-31/12/2020	Revised amounts 1/1-31/12/2020
Reserves	22.437.778	(104.103)	22.333.675
Reserves of own shares	41.014.778	343.564	41.358.343
Other accounts of equity	12.430.441		12.430.441
Total equity	75.882.997	239.461	76.122.459
Liabilities			
Non-current liabilities			
Accrued pension and retirement obligations	604.307	(315.081)	289.227
Deferred tax liabilities	3.382.217	75.619	3.457.836
Other accounts of liabilities	15.255.716		15.255.716
Total non-current liabilities	19.242.240	(239.461)	19.002.778
Total current liabilities	20.282.333		20.282.333
Total liabilities	39.524.573	(239.461)	39.285.111

	Published amounts 31/12/2019	Adjustments IAS 19	Revised amounts 1/1/2020
EQUITY AND LIABILITIES			
Reserves	20.575.835	(105.056)	20.470.779
Reserves of own shares	32.965.833	366.181	33.332.014
Other accounts of equity	12.564.752		12.564.752
Total equity	66.106.420	261.125	66.367.545
Liabilities			
Non-current liabilities			
Accrued pension and retirement obligations	599.942	(343.585)	256.357
Deferred tax liabilities	2.924.045	82.460	3.006.505
Other accounts of liabilities	17.164.163		17.164.163
Total non-current liabilities	20.688.150	(261.125)	20.427.025
Total current liabilities	20.544.006		20.544.006
Total liabilities	41.232.156	(261.125)	40.971.031

Cash flow statement

	Published amounts 1/1-31/12/2020	Adjustments IAS 19 1/1-31/12/2020	Revised amounts 1/1-31/12/2020
Profit before taxes	18.422.010	(29.758)	18.392.252
Adjustments: Provisions	305.495	29.758	335.253

C34. Post balance sheet events

Purchase of own shares

After 31/12/2021 the Company acquired an additional 27.705 treasury shares with an average purchase price of € 8.17 per share and a total acquisition value of € 226.328. Following the above acquisitions, the Company holds 36.136 treasury shares, with a total acquisition value of € 287.225.

Pursuant to the stock awards program from 23.07.2021, the distribution of 17.500 common shares to 21 beneficiaries took place between 16.03.2022-21.03.2022.

Therefore, today, on 19.4.2022, the Company holds 18.636 own shares, with a total acquisition value of €148.127.

Reconstitution of the Board of Directors

Following the General Meeting of the Company's shareholders that took place on 06/07/2021, the Board meeting of 07/07/2021 and the Board meeting of 26/01/2022, the present composition of the Board of Directors includes the following six (6) members:

- Panagiotis Tsinavos, Chairman and CEO, Executive member
- Georgios Kotsambasis, Vice-Chairman, Non-Executive member
- Georgios Tsinavos, Deputy CEO, Executive member˙
- Georgia Kartsani, Non-Executive member
- Anastasios Kyriakidis, Independent Non Executive member
- Anastasios Moudios, Independent Non Executive member

Ukrainian crisis

Recent geopolitical developments in Ukraine have caused uncertainty in world markets. The Company is not active in Ukraine or Russia.

Serres, 19 April 2022

Chairman & Managing Director	Vice-Chairman	Financial Director	Chief Accountant
Panagiotis Tsinavos ID AE373539	Georgios Kotsambasis ID AE376847	Konstantinos Sarmadakis ID AN389135	Evangelos Karagiannis ID AM894228