

REMUNERATION REPORT OF THE BOARD OF DIRECTORS
“KRI-KRI MILK INDUSTRY S.A.”
Reg no. 113772252000
FOR THE YEAR 2021
TO THE ANNUAL ORDINARY GENERAL MEETING OF SHAREHOLDERS

This remuneration report, for the fiscal year 2021 [hereinafter the "**Remuneration Report**"], has been prepared in accordance with the provisions of article 112 of Law 4548/2018 and contains a comprehensive overview of the total remuneration of the members of the Board of Directors of the company "KRI-KRI MILK INDUSTRY S.A. " [hereinafter the "Company"], for the year 2021, ie from 01.01.2021 to 31.12.2021, paid by within the Remuneration Policy of the Company, as it was approved on 6.7.2021 and concerns the specific period.

A. General Principles of Remuneration Policy

All salaries of the members of the Board of Directors of the Company comply with the above remuneration policy of the latter, as well as the current legislation.

The Company for the fiscal year 2021, granted variable salaries to only one (1) of the executive members of its Board of Directors, who also holds the position of Chief Executive Officer. The Company did not grant any variable remuneration to the other members of its Board of Directors, with the result that their total remuneration consists of 100% of fixed remuneration. Similarly, fees in the form of options and other benefits were not granted.

Remuneration granted to members of the Board of Directors includes other benefits, such as the provision of a company vehicle, mobile phone, health insurance program, as well as optional retirement benefits.

The fixed salaries of the members of the Board of Directors do not provide incentives for taking risks and are competitive and proportional to the skills, abilities and experiences that the Company needs. Regarding variable remuneration, the most important of the formulation criteria are quantitative and qualitative and relate in particular to the evaluation of the performance and actions of persons receiving these variable remuneration as well as to the achievement of specific sub-objectives, as indicative and not restrictive, the profitability (profits after taxes) of the Company, the return on its equity and the total income from the Company's activity.

B. Remuneration Committee

The Board of Directors of the company had established a Remuneration and Benefits Committee with an advisory role in determining the benefit policy of the Company's staff. With the decision of the Board of Directors dated 13/1/2021, this committee was transformed into Remuneration and Nominations Committee. Its tasks are a) to make proposals to the Board of Directors regarding the remuneration policy submitted for approval to the general meeting, b) to formulate proposals to the Board of Directors regarding the remuneration of persons falling within the scope of the remuneration policy and regarding the remuneration of the Company's executives and in particular of the head of the internal control unit, c) the examination of the information included in the final draft of the annual remuneration report, providing its opinion to the Board of Directors, before submitting the report to the general meeting d) the identification and proposal to the Board of Directors of persons suitable for the acquisition of the status of member of the Board of Directors, based on procedures to be provided in the rules of procedure of that Committee, and e) the selection of candidates, based on the suitability policy to be established by the Company.

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 (07/07/2021), 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: - Anastasios Kyriakidis, Independent Non-Executive Member - Anastasios Moudios, Independent Non-Executive Member - George Kotsambasis, 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 Remuneration and Nominations Committee during its formation as a body on 07/07/2021, appointed Mr. Moudios Anastasios as its Chairman, ie the Committee was formed as follows:

- Anastasios Moudios, Chairman
- Anastasios Kyriakidis, member
- Georgios Kotsambasis, member

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

C. Remuneration structure of the members of the Board of Directors

The structure of the salaries of the members of the Board of Directors, during the fiscal year of 2021, is as follows:

1. Executive Members of the Board of Directors

The executive members of the Board of Directors of the Company can be remunerated with both fixed and variable salaries, while the percentage of each salary category for the closing year results from the table below. These tend to be competitive, so that it is possible to attract and retain people who have the appropriate skills, abilities, experiences and attitudes that the Company needs. Along with the assessment of the weight of the position, the academic background, the previous experience of the beneficiary is taken into account, in order to determine the level of fixed salaries. The goal is for the amount of remuneration to stand at the market average of a comparable sample, as it results from relevant surveys monitored by the Company.

The annual salary of one (1) of the executive members of the Board of Directors & Chief Executive Officer of the Company, Mr. Panagiotis Tsinavos, is granted to him due to his services to the Company, in his capacity as a Member and Chairman of the Board of Directors and CEO, where he is responsible for the implementation of the strategic goals of the Company and the management of its affairs (day-to-day management), takes care and ensures the smooth, orderly and efficient operation of the Company, sets the guidelines to the General Management and the Company's Directories, being responsible for the strategic direction of the Company, the business guidance of the Company and the management of its performance, while at the same time participating and reporting to the Board of Directors and implementing the strategic choices and important decisions of the Company, as defined by decisions of the Board of Directors and the General Meeting. These fees for the year 2021 amounted to 375,000 euros per year.

The remuneration of the other executive member of the Board of Directors, Mr. Georgios Tsinavos for the year 2021 was exclusively fixed and is connected on the one hand with the provision of salaried services for the role of Supply Chain Manager, for which he received remuneration of 43,058 euros [during which time he was also a member of the Board of Directors] and on the other hand with his participation in the Board of Directors of the Company, for which he received the amount of 3,707 euros. He also received other benefits, which were valued at 12,709 euros per year, which consist of participation in a pension program and the distribution of free shares, while he also received benefits in kind, which were valued at 1,155 euros per year, which relate to the provision of a company vehicle and mobile phone.

2. Non-Executive Members of the Board of Directors

Non-executive members are remunerated only with a fixed salary. Their remuneration reflects their time of employment on the Board of Directors and its committees, as well as the most comprehensive range of their duties within the Company. It does not include bonuses, stock options or any other compensation that depends on the performance of the Company.

Thus, in terms of their participation in the Board of Directors and its committees and the time they devote to the meetings, as well as in the performance of the tasks assigned to them in relation to the conduct of such meetings, they receive a fixed annual salary. Their annual gross remuneration for the year 2021, for their participation on the one hand in the Board of Directors and on the other hand in the Remuneration and Remuneration Committee and the Audit Committee, for those who apparently participate in them, amounted to 27,903 euros.

In particular, the non-executive members of the Board of Directors who received the above remuneration in total are: Kartsani Georgia (non-executive member of the Board of Directors), Kyriakidis Anastasios (independent non-executive member of the Board) Moudios Anastasios (independent non-executive member of the Board of Directors) and Mavridoglou Antonios (independent non-executive member of the Board of Directors).

3. Other benefits

In addition to the above, to the executive member of the Board of Directors Mr. Tsinavos Georgios, the Company provided during the year 2021 a pension program and stock awards, which are valued at 12,709 euros. Also, the Company paid 2,945 euros during the fiscal year 2021 for pension program of Mr. Kotsambasis Georgios.

4. Benefits in kind

In addition, to the executive members of the Board of Directors, the Company provided corporate vehicles and mobile phones, which are valued at 9,362 euros per year for both executive members of the Board of Directors, Messrs. Panagiotis Tsinavos and Georgios Tsinavos.

D. Total Remuneration of the members of the Board of Directors in the fiscal year 2021

The following table includes the total remuneration granted to the members of the Board of Directors for the year 2021, broken down into sub-components:

Μέλος	Ιδιότητα	Fixed Remuneration	%	Variable Remuneration	%	Other Benefits	%	Total Monetary Remuneration	Benefits in kind	Total
Tsinavos Panagiotis	Chairman & CEO, Executive Member			375.000 €	100%			375.000 €	8.207 €	383.207 €
Tsinavos Georgios	Deputy CEO, Executive Member	46.765 €	69%			21.285 €	31%	68.050 €	1.155 €	69.205 €
Kotsambasis Georgios	Vice Chairman, Non-Executive Member	86.793 €	97%			2.945 €	3%	89.738 €	43 €	89.781 €
Moudios Anastasios	Independent Non-Executive Member	8.479 €	100%					8.479 €		8.479 €
Kartsani Georgia	Non-Executive Member	3.707 €	100%					3.707 €		3.707 €
Kyriakidis Anastasios	Independent Non-Executive Member	7.414 €	100%					7.414 €		7.414 €
Mavridoglou Antonios	Independent Non-Executive Member	8.303 €	100%					8.303 €		8.303 €
Total Board Remuneration		161.461 €	29%	375.000 €	67%	24.230 €	4%	560.691 €	9.405 €	570.096 €

It is clarified that the remuneration listed in the table above is gross. The net remuneration is based on the insurance and tax deductions and contributions that are charged to each beneficiary.

The following table contains comparative data on the change in the salaries of the members of the Board of Directors, the performance of the Company and the average salaries of the employees of the Company.

Corporate performance data (€ thousand)	5year Change	2021	Annual Change	2020	Annual Change	2019	Annual Change	2018	Annual Change	2017
BoD Remuneration	24%	552.115	0%	550.638	6%	519.925	6%	492.590	11%	443.953
Average Employee Salaries	7%	26.324	2%	25.739	-2%	26.297	1%	25.951	6%	24.526

Corporate performance data (€ thousand)	5year Change	2021	Annual Change	2020	Annual Change	2019	Annual Change	2018	Annual Change	2017
Revenue	70%	134.600	7%	125.983	12%	112.903	20%	94.234	19%	79.246
EBITDA	68%	20.963	-6%	22.255	5%	21.120	22%	17.292	39%	12.450
Profit before tax	67%	16.530	-10%	18.392	5%	17.570	23%	14.240	44%	9.891
Profits after tax	80%	13.210	-17%	15.840	5%	15.015	48%	10.122	38%	7.337

E. Remuneration from a company belonging to the same group

The Company does not belong to a group.

F. Number of shares and options for shares granted or offered to the members of the Board of Directors

Mr. Tsinavos Georgios, Deputy CEO, executive member of the Board of Directors, as part of the program of stock awards of the Company to the staff and members of the Board of Directors, was awarded:

- in the fiscal year 2021, 1.345 shares of value 11.809 euros
- in current year accrued for fiscal year 2021, 1.162 shares of value 8.576 euros.

G. Information on the possibility of recovering variable remuneration

According to the Company's Remuneration Policy dated 7.7.2020, in cases where it is found that the Company was deceived by a person subject to the Remuneration Policy and granted variable remuneration due to deceit or other equally serious reason, the Board of Directors may take all legal means to cancel or reimburse any short-term or long-term variable remuneration paid.

H. Information on any deviations from the application of the Remuneration Policy

The Company fully complies with the Remuneration Policy, as approved by the General Meeting of 7.7.2020, and concerns the specific year.

Serres, July 4, 2022