

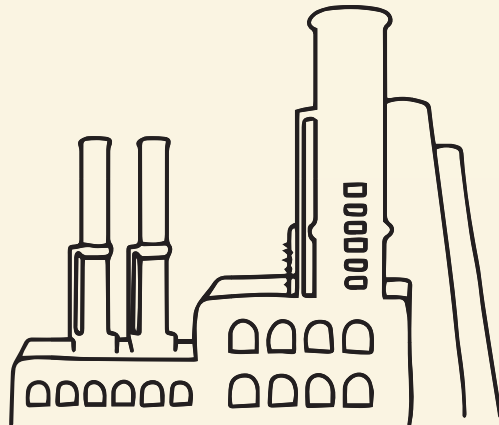


PAPADOPOULOS

A wonderful world of taste since 1922



2021 SUSTAINABILITY REPORT



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MESSAGE FROM THE TOP MANAGEMENT

- / Message from the President and Managing Director
- / Message from the Vice President and Deputy Managing Director
- / Our Performance for 2021
- / Company's Organization Chart

MESSAGE FROM THE TOP MANAGEMENT

GRI 102-10, GRI 102-14

Dear colleagues and partners,

2021 has undoubtedly been a year of unparalleled economic, social and environmental challenges across the world. The persistence of the COVID-19 pandemic had a serious impact on the business world and society in general and, combined with a significant increase in energy prices, created a new reality that brought about a heavy blow to the global economy, affecting human well-being.

Nonetheless, we have managed to become one of the leading food companies in Greece, always adhering to our philosophy of: innovation, quality, respect for consumers, ethics and excellence. The devotion of our 1,538 employees and the strong relationships we have created with our consumers have been our driving force, allowing us to continue to work consistently, looking to the future with a sense of responsibility and optimism.

For the second consecutive year, we present our Company's Sustainability Report. Committed to our goals, we continue to steadily develop sustainable products and build a solid foundation for the implementation of an environmental management system. At the same time, our priority and commitment, for almost a century, has been to produce highly nutritional products, contribute to our country's development through investments, create jobs and strengthen Greece's economy and growth in every possible way, with an aim to contribute to a better future.

Ioanna Papadopoulou

President and Managing Director

Dear readers,

For the second consecutive year, we present to you the objectives and commitments of E.J. PAPADOPOULOS S.A., as reflected in this Sustainability Report. In this Report you can find information on our Company's progress regarding the Sustainability Strategy throughout 2021, using data and measurements based on GRI indicators.

For us, this year was a keystone for the launch of projects and the enhancement of actions towards the achievement of the goals we set in 2020. E.J. PAPADOPOULOS S.A. is on a steady path of growth, always in line with the principles of social and environmental responsibility, with our knowledge and experience as invaluable tools, supported in this journey by our employees, consumers, customers, suppliers as well as local communities.

As we approach our 100th anniversary, our commitment to Sustainability remains an integral part of our vision and business strategy, while also serving our Values and our unswerving commitment to our consumers for products of high quality and nutritional value.

Evangelos Argyropoulos - Papadopoulos

Vice President and Deputy Managing Director



OUR PERFORMANCE FOR 2021

GRI 102-7

Economic Growth



€ 171,422,243
Economic value
distributed



€ 185,542,193
Economic value
generated

Market



60 Countries
of Exports

Investments



€14.46 million
on Investments

Facilities



5 Sites

Environment



Recyclable materials used to the total packaging materials

59.43%

Packaging materials from recyclable materials.

100%

Electricity from Renewable Energy Sources

Human Resources



1,538
Employees



€ 41,886,702
Salaries, benefits
and related expenses



8,608
Hours of training

Society



1,649
Local Suppliers

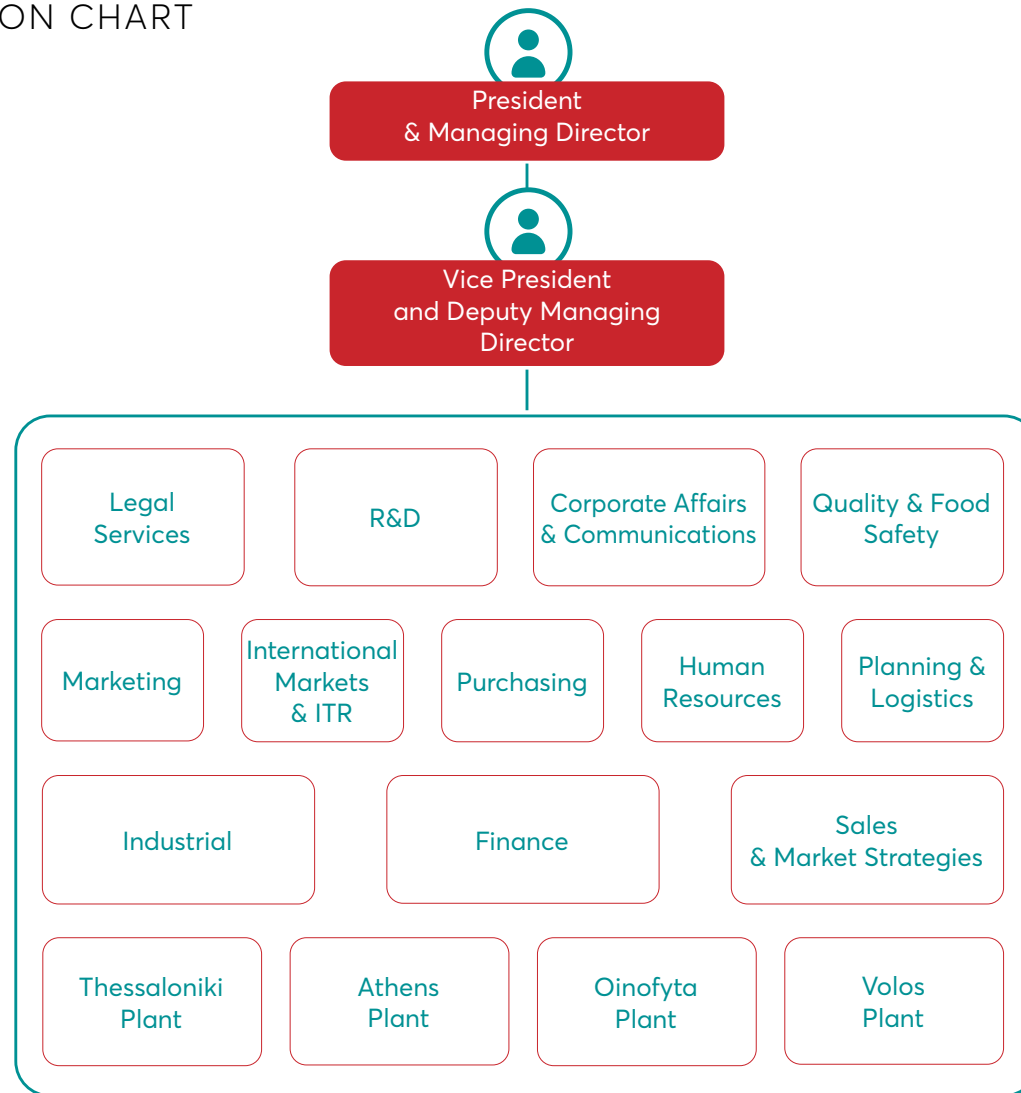


€265,590
Social actions



COMPANY'S ORGANIZATION CHART

GRI 102-18





1

ABOUT THE COMPANY

- / 1.1 Profile and Activities
- / 1.2 Our History
- / 1.3 Collaborations, Distinctions and Participations in Research Programs
- / 1.4 Economic Performance and Growth
- / 1.5 Responsible Supply Chain

1.1 PROFILE AND ACTIVITIES

GRI 102-1, GRI 102-3

The Company has four production plants in Athens, Thessaloniki, Volos and Oinofyta, as well as a Warehouse and Distribution Center in Aspropyrgos, all certified and operating according to the international Quality Management Standards ISO 9001, Food Safety ISO 22000 and FSSC 22000, including the HACCP study (Hazard Analysis and Critical Control Points).

These Quality and Food Safety systems cover all the activities of the Company (Administration – Production – Commercial).

The Company continues to be a 100% Greek company, which stands out for many years and is a leader in the field of biscuits manufacturing, offering a wide range of tasty products, of high nutritional value and extremely recognizable brands.

It holds a strong position in the bakery product industry with products such as Krispies and Rusks.

In addition, it has won the 2nd place in the market in value in the category of packaged sliced bread and in the cereal Digestive Bars, as it is the 1st cereal bar with Digestive biscuit.

As innovation is always a key driver of its growth and E.J. PAPADOPOULOS S.A. continuously monitors the market trends and the consumer needs so as to create relevant products (Sugar Free/ With beta-glucan/ Gluten Free).

Finally, regarding its international footprint, more than 4,500 tons of the Company's various products travel to 60 countries in all five continents.

THE MAIN BRANDS OF THE COMPANY:

Biscuits

Caprice, Sandwich Biscuits, Digestive, Miranda, Petit-Beurre, Cream Crackers, Multicereals, Cookies, Oat Biscuits, Pick crackers, Mini Pick crackers



Bread Products

Gefsi², Choriano, Archaia Spora, Plus



Bread substitutes

Breadsticks, Krispies, Rusks

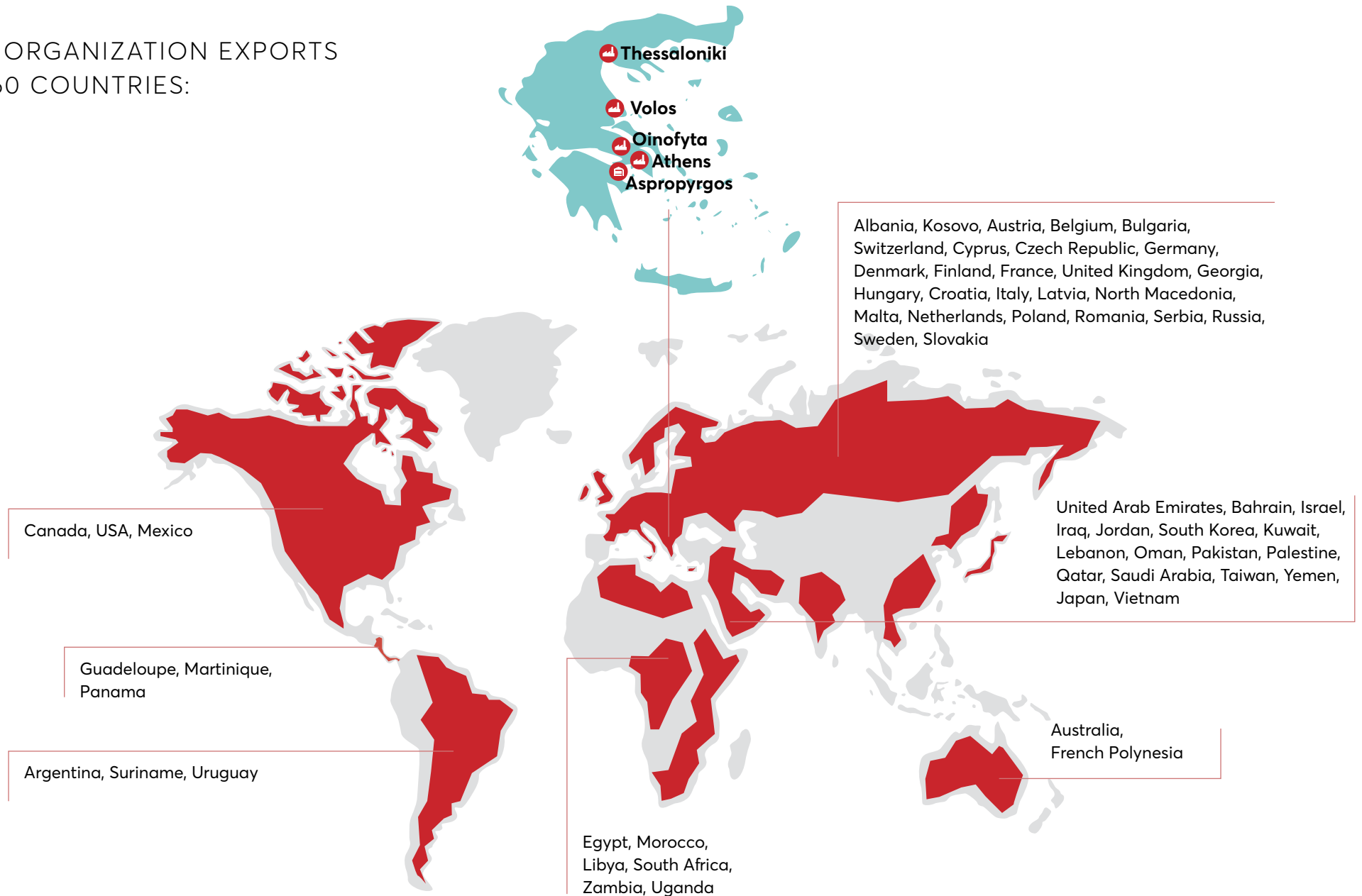


Cereal Bars

Digestive Bars

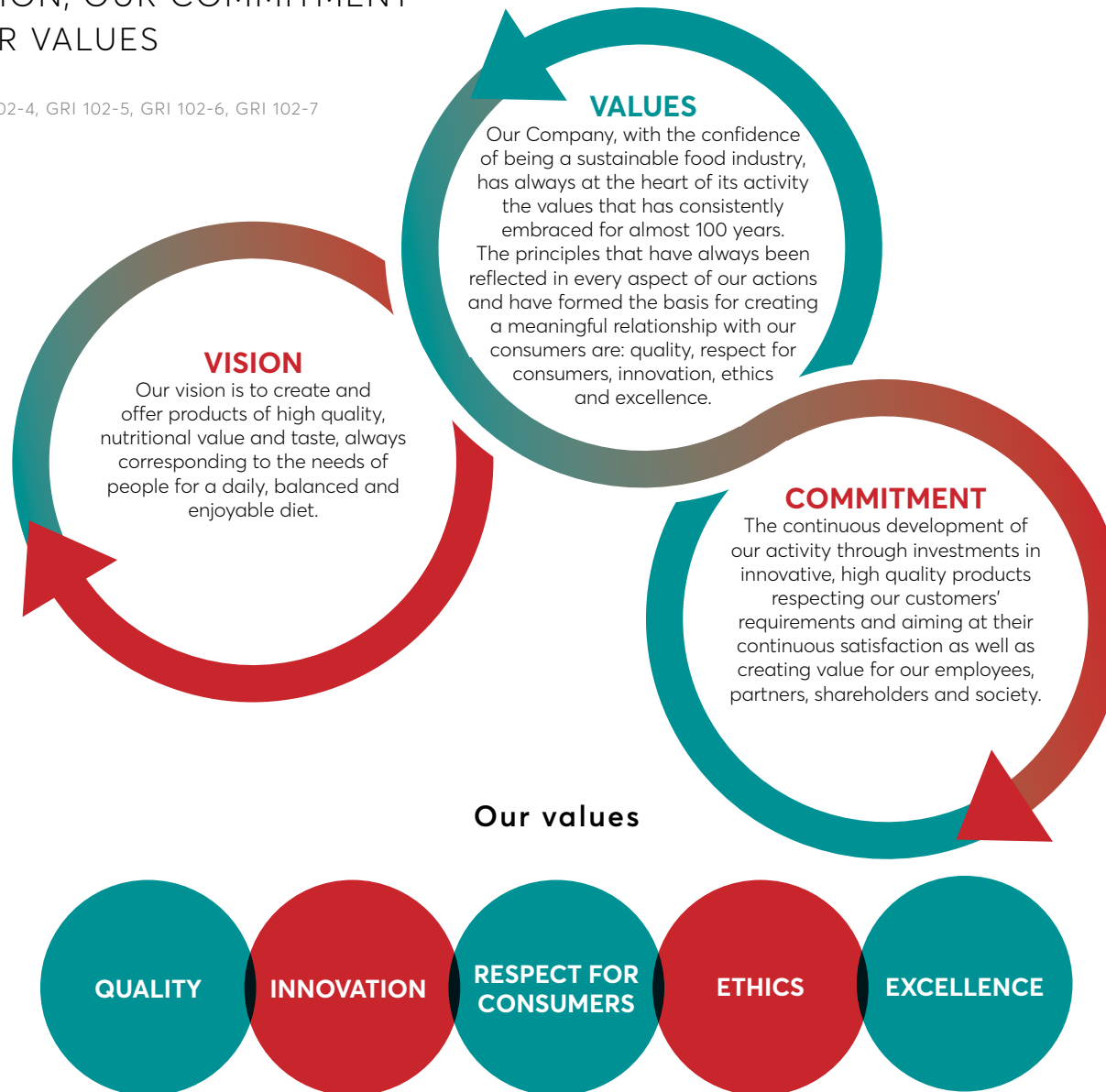


THE ORGANIZATION EXPORTS TO 60 COUNTRIES:



OUR VISION, OUR COMMITMENT AND OUR VALUES

GRI 102-2, GRI 102-4, GRI 102-5, GRI 102-6, GRI 102-7
GRI 102-16



Our activities and sites

E.J. PAPADOPOULOS S.A. is in Greece, at 26 Petrou Ralli Avenue, Tavros, Attica, at premises including the production plant and Management, along with the administrative/support services and commercial functions.

Athens plant

In operation since 1957, with 474 employees (Headquarters included)

Thessaloniki plant

In operation since 1972 with 474 employees

Volos plant

In operation since 1979 with 234 employees

Oinofyta plant

In operation since 1996 with 267 employees

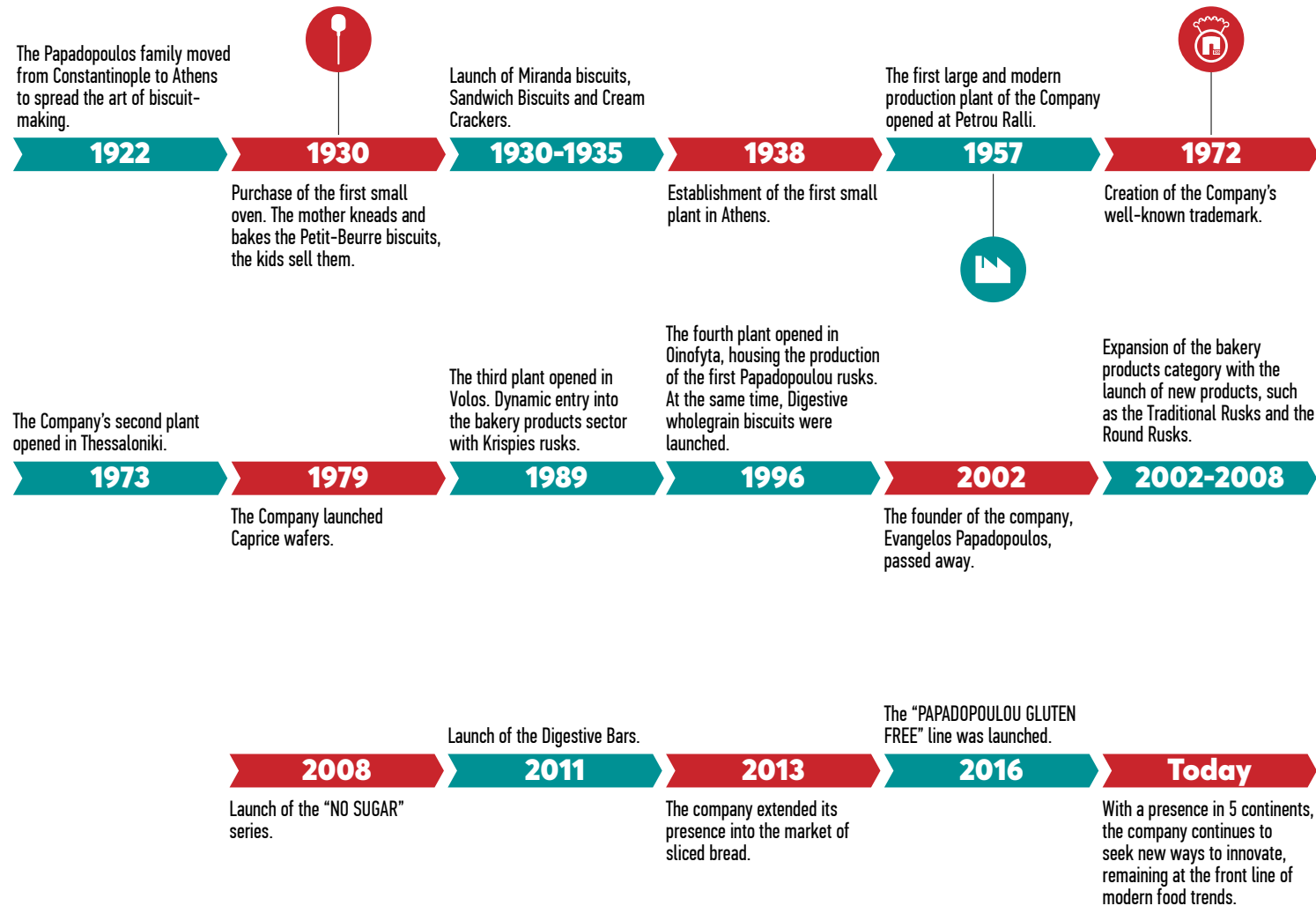
Warehouse and Distribution Center in Aspropyrgos

In operation since 2014, with 95 employees and a fleet of 64 trucks.



1.2 BRIEF HISTORY

GRI 102-10



1.3 COLLABORATIONS, DISTINCTIONS AND PARTICIPATIONS IN RESEARCH PROGRAMS

GRI 102-12, GRI 102-13



The Company, being a member of important associations, operates as a responsible and active member of the business community of the country and the industry where it operates. In this way, it has established strong partnerships based on mutual trust with national associations and organizations.

Since the beginning of our Company's operation, we are proud of the dozens of distinctions and awards we have received for our activities and our products from recognized and distinguished organizations.

AWARDS

5th place in the **Top 10 of the most attractive employers in Greece**, for 2021, according to the **Randstad Employer Brand survey**.

LEED certification for our new offices from the **U.S. Green Building Council**.

GOLDEN award (Ermis Gold) in the media section, and more specific in the Digital Platforms category; the Company also received the **Grand Ermis** award of the entire category for the campaign of the Sandwich Biscuits with Double Filling "Full house with Tik Tok".

Supplier of the Year 2021 for Food & Drink (Retail Business Awards 2021).



1.3 COLLABORATIONS, DISTINCTIONS AND PARTICIPATIONS IN RESEARCH PROGRAMS

GRI 102-42, GRI 102-43

Stakeholders

The table below presents the major stakeholders, as identified in the stakeholder prioritization process.



Participation in conferences and exhibitions

**Limited participation due to COVID-19*

Social media conference

11th Self-service Food Retail Forum

Sales In Action

14th ECR conference "OUR FUTURE NOW" at the HELLENIC COSMOS Cultural Center

NielsenIQ upcoming Price & Promotion Category Management online workshop

Convenience Retailing Conference

7th ICC Wholegrain Summit (online), From Science to Global Application

Food Innovate Summit

European Food Law Conference

COMPETITIONS AND RESEARCH PROGRAMMES

Our Company contributed to the participation of a group of students in the Ecotrophelia 2021 competition. The team of the Laboratory of Food Chemistry and Technology of the School of Chemical Engineering of the National Technical University of Athens developed a series of innovative salty bars: the Nutri Salad Bars. The team won the 1st place in the Greek competition and participated in the respective European competition, taking the 2nd place.

The co-funded research projects, ExploreOpuntia and FunGlucan, were both continued.



1.4 ECONOMIC PERFORMANCE AND GROWTH

GRI 201-1, GRI 201-4, GRI 102-7

Our approach

GRI 103-1, GRI 103-2, GRI 102-7

In Greece, we serve multiple channels of trade since we have one of the largest sales networks in Greece through 2 Divisions: The Modern Trade Division, which handles the National Customers and the Traditional Trade Division which handles Small Retail but also our Agents in areas outside Attica/ Thessaloniki/ Volos and neighboring prefectures. Our goal is to ensure that all our products reach consumers in the best possible way at every corner of the country, building value and relations of trust with our customers.

Our performance

GRI 103-3

In 2021, the Company achieved sales of €185 million (2020: €178.9 million), marking a 3.3% increase compared to 2020. 2021 EBITDA reached €15.8 millions (2020: €14.9 millions), increased by 5.7%. The next table presents the basic financial figures of the Company for the financial year 2021 compared to 2020. In the past few years, the pandemic has significantly affected all the product categories in which we operate, changing our consumers' eating habits and in the channels of trade we serve. In 2021, we witnessed a stasis in the consumption of categories that were heavily affected by COVID-19 since 2020 already, such as Biscuits and Rusks. On the contrary, we have seen the continued strong growth in the Bread category, due to clear consumer trends towards packaged, safe and quality products. Cereal Bars continued to grow in 2021, confirming the trend for more

Financial figures (amounts in 1,000€)

€ 186,211	Total Assets	€ 203,465
€ 76,141	Liabilities	€ 86,276
€ 14,922	Net Earnings before tax	€ 15,840
€ 110,069	Equity	€ 117,189
€ 178,856	Turnover	€ 185,048
2020		2021

nutritious and tasty snacks. Our products managed to lead the growth in these categories by winning market shares. As far as Trade channels are concerned, Supermarkets retained the large figures of the Covid period but did not grow further, though we did have growth of the Traditional Trade due to the restart of travelling and tourism.

Regarding products, in 2021 we saw significant growth in:

1. The delicious Caprice wafers, the Digestive biscuits and the Choco-coated biscuits.
2. In our Green series, which offers alternatives to consumers who wish to limit sugar in their diet without compromise in taste.
3. In Cream Crackers, which relied on the constant successful communication of recent years and also the launch of new codes.
4. In Sliced Bread and German Type Bread.



The table below shows the economic value generated, distributed and held for the reporting year 2021 compared to 2020.

GRI 201-1

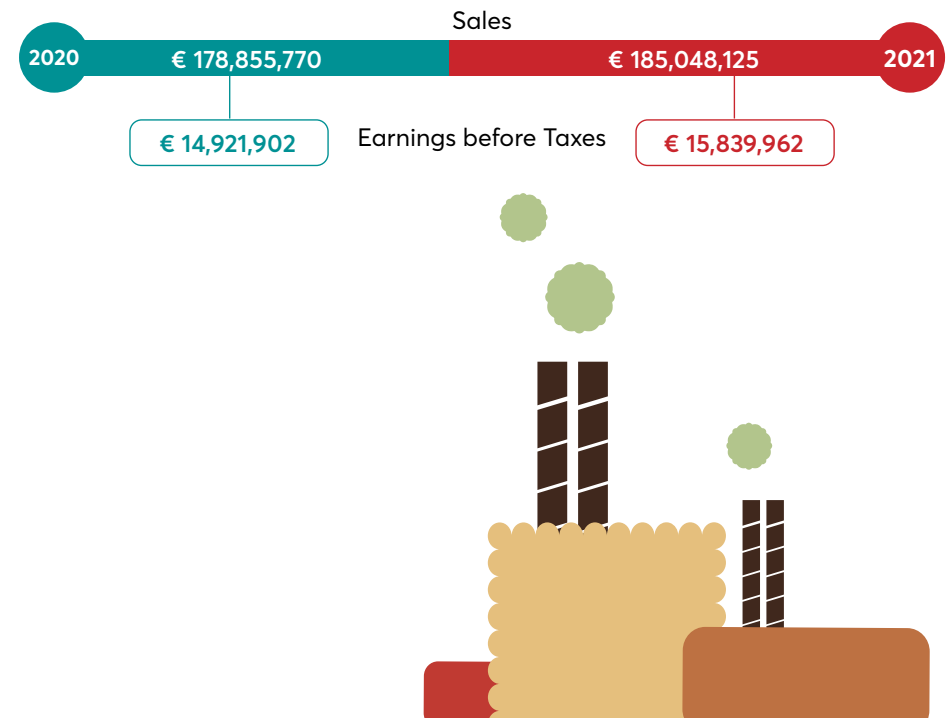
Year	2021	2020
Direct Economic Value generated		
Net Sales	€ 185,048,125	€ 178,855,770
Investment Income	€ 493,418	€ 455,930
Income from Disposal of Fixed Assets	€ 650	€ 3,710
Total	€ 185,542,193	€ 179,315,410
Economic Value distributed		
Operating costs	€ 122,543,926	€ 116,843,546
Salaries, benefits and related employee expenses	€ 41,886,702	€ 41,326,410
Payments to funding sources	€ 3,785,614	€ 3,485,569
Payments to the State	€ 2,940,411	€ 2,771,422
Social contribution	€ 265,590	€ 459,979
Total	€ 171,422,243	€ 164,886,744
Economic Value held		
	€ 14,119,950	€ 14,428,666

The table below shows the economic value generated, distributed and held for the reporting year 2021 compared to 2020.

GRI 201-4

	Financial Assistance Received from Government	
	2021	2020
Tax exemptions	€ 105,699	€ 54,643
Loans	€ 1,275,830	€ 558,275
Total	€ 1,381,529	€ 612,918

GRI 102-7



1.5 RESPONSIBLE SUPPLY CHAIN

GRI 102-9

In the framework of our Quality Management and Food Safety Systems, the Company implements an integrated traceability program for the raw materials and packaging materials used for the finished products, and for the points of distribution. In this way, we ensure the complete recording of our products quality at every stage of the supply chain.

Throughout the Company's activities, and due to our nature, we work with a large and diversified network of suppliers.

E.J. PAPADOPOULOS S.A. places particular emphasis on the relationships that develops with the suppliers and partners and recognizes that their sustainability performance has a positive impact on the operation of the Company and ensures the quality of its products.

For this reason, we adopt and implement practices that encourage our suppliers and partners to apply sustainability principles and practices in their business operations, aiming at the best quality of the products what will end up to our Company and consumers.

The Departments relevant to the supply chain ensure and safeguard the smooth operation of the required products network, aiming at the optimal delivery time and quality, while maintaining our competitive advantage.

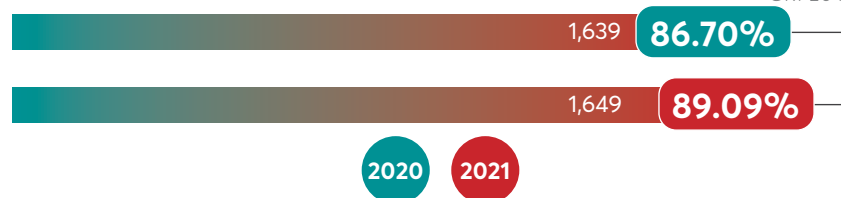
Foreign Suppliers

GRI 204-1



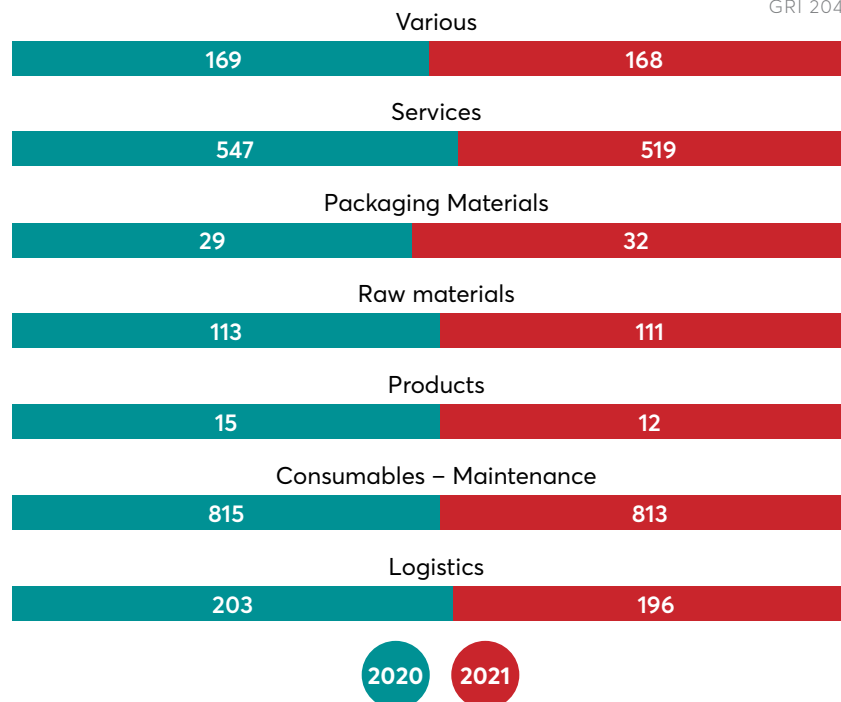
Origin of Domestic Suppliers

GRI 204-1



Supplier Categories

GRI 204-1





2

APPROACH TO SUSTAINABILITY

- / 2.1 Sustainability Strategy - ESG Pillars
- / 2.2 Sustainability Policy
- / 2.3 Materiality Analysis
- / 2.4 Communication with Stakeholders
- / 2.5 Objectives for 2022

2.1 SUSTAINABILITY STRATEGY - ESG PILLARS

GRI 102-11

Our Strategy, which sets the foundation for our transition to Sustainability, captures the evolution of the Company as a whole, from its processes, to its people and infrastructure.

The basis for our approach is the United Nations Sustainable Development Goals, as well as the prevailing trends and good practices in our sector internationally. Moreover, it describes the opportunities for reducing environmental impact, improving the natural environment, increasing preparedness and business continuity and strengthening social cohesion.

To ensure that we can respond to the challenges of the environment where we operate, we have created and implemented a system consisting of policies, systems and plans to address potential crises and threats, coordinated by the Company's executives.

The mechanisms we have put in place to deal with potential threats and crises but also to recognize future opportunities are presented below:

- Quality Management System
- Food Safety Management System
- Operational Risk Control
- Complaint Management
- Business Continuity Plan
- Code of Conduct
- Crisis Management Handbook

“

E.J. PAPADOPOULOS S.A.
is committed to following the
principles of sustainability and
the ethical business practices that
have been set in its strategy, which
is structured and developed on our
five main pillars, based on the basic
criteria of Sustainable Development:
Economy, Society, Environment.

”

All mechanisms for early crisis response and management are evaluated on an annual basis to ensure that they incorporate the full range and type of our activities. Business continuity, through the uninterrupted operation of our production and supply chain, is a top priority for us, aiming to continue to contribute to the Greek Society and Economy.

In the same way that the Precautionary Principles have been mapped, introducing uncertainty and mechanisms implementation to avoid it, in E.J. PAPADOPOULOS S.A. too, sustainability is applied and taken into account in all Company decisions that



have to do with the creation of new and innovative products and is incorporated into our strategy to ensure it has the timelessness required to reflect the long-term mission of the Company.

Particular emphasis is placed on the responsible production and operation of our sites:

- We provide high quality products and services to all our partners.
- We fully comply with all legislative requirements related to food safety.
- We respect the environment and the local communities where our sites operate and follow the environmental legislation.
- Research and Develop innovative products based on balanced nutrition, modern food trends and nutritional requirements.
- All the procedures applied are based on the rules of ethical business operation and transparency, on fairness and on the incorporation of the rules that will support our people, our employees.

ESG Pillars



Corporate Governance and Growth

We support the economic growth of our business by incorporating sustainability principles into our daily activities and investments. Our operation is based on transparency and compliance with regulatory requirements.



Respect for our Consumers and Partners

We ensure the continuous development and improvement of our products by increasing the value provided to our consumers and partners through an extensive distribution network, ensuring that our products reach the market at the right time and with the right cost.



Care for Environment and Climate Change

We assess the environmental footprint of our activities and utilize new technologies to operate in harmony with nature.



Contribution to Society and our People

We contribute to the economic and social development of local communities, to the quality of life and to promoting a safe working environment based on principles of equal treatment, open communication, continuous personal growth and development, personal responsibility, mutual respect and trust.

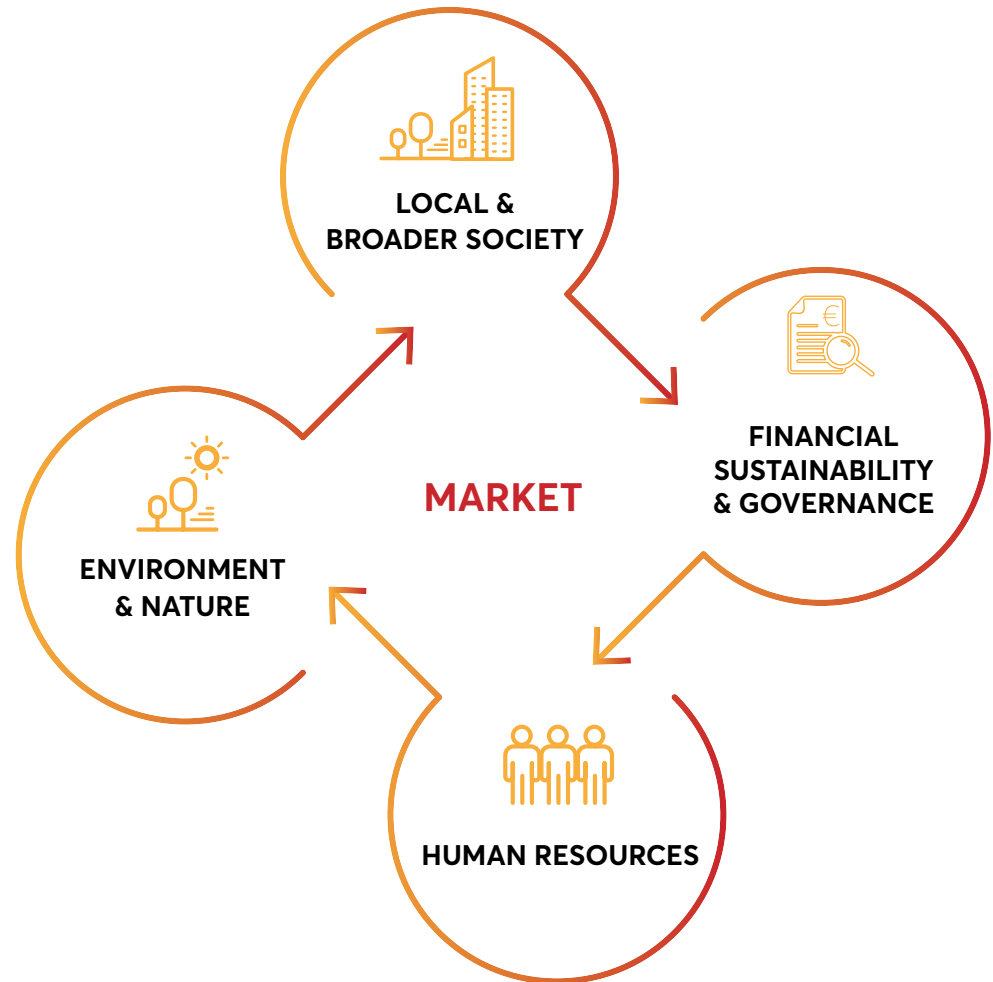


2.2 SUSTAINABILITY POLICY

GRI 103-1, GRI 103-2, GRI 103-3

The Sustainability Policy of E.J. PAPADOPOULOS S.A., reflects the vision and the values we have set for further enhancing of our sustainable business operation.

The Company's sustainability policy covers the entire chain of our activities and includes the individual stages of the procedure; from production, processing, packaging, handling and marketing, until the final product reaches every home. We are committed, through our policies, to guaranteeing the robustness of the Company, to consistently supporting the economy and the society, to protecting the environment through responsible production, to ensuring a safe working environment with all the hygiene and safety rules and to increasing our social footprint by creating as much value as possible for the local and wider society.



2.3 MATERIALITY ANALYSIS

GRI 102-32, GRI 102-40, GRI 102-41, GRI 102-44, GRI 102-46, GRI 102-47

Following the GRI guidelines and adopting the new GRI Standards, the Company implemented the materiality analysis process.

The Company's vision, strategy, needs and expectations of its stakeholders were taken into account in order to identify the important issues and initiate the materiality analysis process. For more information on the detailed stages of the materiality analysis methodology, as well as on all the topics considered and scored both by the Company's management and by the stakeholders, please refer to the **2020 Sustainability Report**.

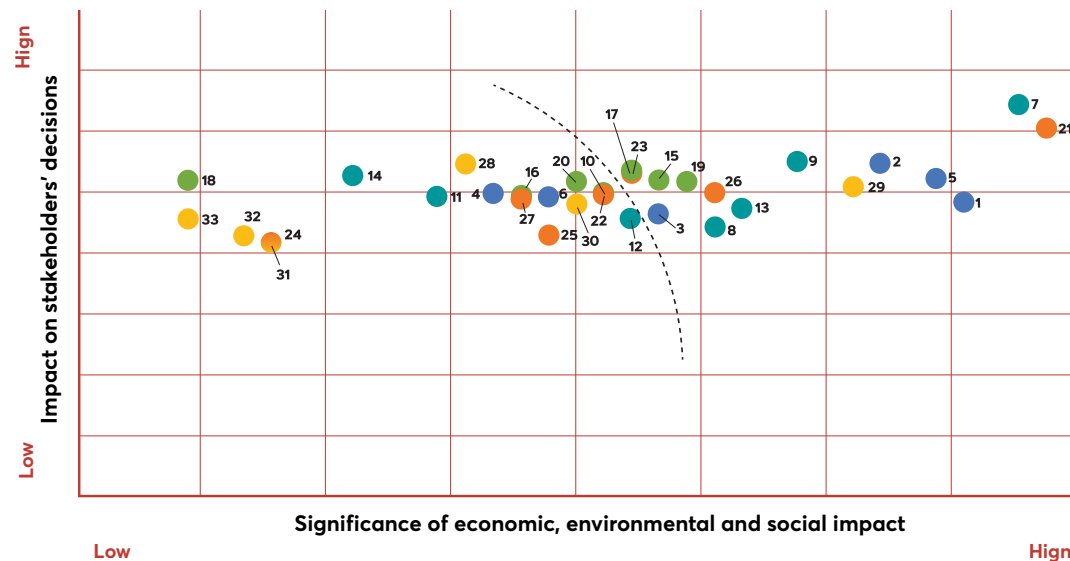


Materiality Analysis - Material topics

1 ▶ Quality and Food Safety (No.7)	6 ▶ Promoting a healthy and balanced diet (No.29)	11 ▶ Energy management and saving (No.15)
2 ▶ Assurance of occupational health and safety(No.21)	7 ▶ Building/strengthening a stable relationship of trust with customers and consumers (No.9)	12 ▶ Employee training and development (No.23)
3 ▶ Crisis, reputation and risk management (N.5)	8 ▶ Equality and diversity (No.26)	13 ▶ Solid and liquid waste management (No.17)
4 ▶ Economic performance and growth (No.1)	9 ▶ Traceability of raw materials and basic ingredients (No.13)	14 ▶ Responsible communication and marketing of products and services (No.8)
5 ▶ Corporate governance and business ethics and integrity practices (No.2)	10 ▶ Developing and optimizing a circular economy model for food and packaging (No.19)	15 ▶ Growth strategy of the Company and business investments (No.3)

Materiality matrix

The materiality matrix presents the most important materiality topics that the Company has to address.



The table below depicts the boundaries of impact for each material topic, meaning the entities that either cause each topic's impacts on sustainability or are directly related to these impacts. Moreover, the table presents each topic's connection to the United Nations Sustainable Development Goals and the GRI indices that are used for measuring and assessing the impact.

Material Topics		Value Chain Boundaries														SDGs			GRI Indicators
		Shareholders / Investors	Employees	Consumers	Commercial Partners	Customers (retail, special distribution channels)	Suppliers of raw materials	Banks, financial companies services	Contractors	Research institutions,	National and regulatory authorities	Local communities	Suppliers of finished products	Society, NGOs	Media				
1	Quality and safety of products and food (#7)	●	●	●	●	●	●	●		●		●			  	GRI 416-1 GRI 416-2 FP5			
2	Protection of occupational health and safety (#21)	●	●		●		●		●			●			 	GRI 403-3 GRI 403-5 GRI 403-9			
3	Crisis, reputation and risk management (#5)	●	●	●	●	●						●			 	GRI 102-11 GRI 102-15 GRI 205-3			
4	Economic performance and growth (#1)	●	●				●	●	●		●		●		 	GRI 201-1 GRI 201-4			
5	Corporate governance and business ethics and integrity practices (#2)	●	●		●		●		●			●	●	●		GRI 102-5 GRI 102-11 GRI 102-18 GRI 102-19 GRI 102-20			
6	Promoting a healthy and balanced diet (#29)		●		●	●	●			●	●		●	●		FP6			
7	Building / strengthening a stable relationship of trust with customers and consumers (#9)	●		●	●	●							●			GRI 102-21 GRI 102-40 GRI 102-42 GRI 102-43 GRI 102-44			



Material Topics		Value Chain Boundaries													SDGs					GRI Indicators	
		Shareholders / Investors	Employees	Consumers	Commercial Partners	Customers (retail, special distribution channels)	Suppliers of raw materials	Banks, financial companies services	Contractors	Research institutions,	National and regulatory authorities	Local communities	Suppliers of finished products	Society, NGOs	Media						
8	Equality and diversity (#26)	●	●	●		●	●			●		●	●							GRI 405-1	
9	Traceability of raw materials and basic ingredients (#13)			●		●	●				●	●	●							GRI 102-9	
10	Developing and optimizing a circular economy model for food and packaging (#19)	●		●			●			●	●	●	●							GRI 301-1 GRI 301-3	
11	Energy management and savings (#15)	●	●							●	●		●							GRI 302-1 GRI 302-3	
12	Employee training and development (#23)	●	●	●		●	●		●			●								GRI 404-1	
13	Solid and liquid waste management (#17)	●	●	●	●	●	●			●	●	●	●							GRI 306-3 GRI 306-4	
14	Responsible communication and marketing of products and services (#8)	●		●		●	●					●								GRI 417-1 GRI 417-2 GRI 417-3	
15	Growth strategy of the Company and business investments (#3)	●			●	●	●			●		●								GRI 203-1	



2.4 COMMUNICATION WITH STAKEHOLDERS

GRI 102-40, GRI 102-42, GRI 102-43, GRI 102-44

For more information on stakeholders, see the **2020 Sustainability Report**.

2.5 OBJECTIVES FOR 2022

Through our sustainability program, we are committed to achieving a set of objectives.

With 2025 being the milestone year, we aim at the following actions:

Packaging	• Redesign of packaging and replacement of all flexible multilayer plastic packaging materials with recyclable single-layer materials. • Revision of our packaging materials to determine a program for the removal or replacement of plastic packaging materials. • Commitment to a percentage of recycled material content, regarding the secondary and tertiary packaging of our products. • Monitoring developments and trends regarding the possibility of using recycled materials in food-contacting materials (primary packaging).
Nutrition	• Development of new products, optimization of the nutritional composition of specific products and revision of portions. Promoting consumer awareness regarding a healthy and balanced diet.
Environment	• Certification of the environmental management system according to ISO 14001, applicable to all our sites until 2023.
Health and Safety	• Certification of occupational health and safety system according to ISO 45001, applicable to all our sites.
Supply Chain	• Development of a Suppliers Code in 2022.
Governance	• Update of the Code of Conduct by our Board of Directors in 2022.
Employees	• Employee training and awareness on Sustainability (2022-2023). • Creation of talent development programs 2022-2025, focused on targeted and substantial training.



A close-up photograph of a hand placing a red block with a white logo on top of a stack of light-colored wooden blocks. The background is a soft, out-of-focus white.

3

CORPORATE GOVERNANCE AND GROWTH

- / 3.1 Corporate Governance - Business Ethics
- / 3.2 Crisis, Reputation and Risk Management
- / 3.3 Growth Strategy and Investments

3.1 CORPORATE GOVERNANCE - BUSINESS ETHICS

GRI 102-5, GRI 102-11, GRI 102-15, GRI 102-17, GRI 102-18, GRI 102-19, GRI 102-20, GRI 102-23, GRI 102-24, GRI 102-25, GRI 102-27, GRI 102-28, GRI 102-29, GRI 102-30, GRI 102-31, GRI 102-32, GRI 102-33, GRI 205-3

Our approach

GRI 103-1, GRI 103-2

Corporate Governance and Risk Management

GRI 102-5

E.J. PAPADOPOULOS S.A., from its foundation in 1922, has established and consistently followed high standards of business conduct and operation in its relations with shareholders, employees, customers, suppliers, competitors, as well as with the State, the Authorities and the society as a whole.

Every aspect of our business activity is guided by our values, including the principles of honesty, fair and lawful business practices. All of the above are reflected in the text of the Code of Business Conduct.

E.J. PAPADOPOULOS S.A. applies the law of sociétés anonymes, as well as the legislation that generally regulates its behavior in the Greek market. However, it implements corporate governance practices that go beyond what is required by law. Transparency is a key component of our corporate values and is clearly reflected in our Vision for the sustainability of the Company and of the society as a whole. We want to have an open dialogue and transparent practices allowing us to respond responsibly to all our stakeholders.

General Meeting of Shareholders

GRI 102-22, GRI 102-27, GRI 102-23, GRI 102-18

The General Meeting of shareholders (G.M.) is the highest governance body of the Company, which has the following

shareholders: Ioanna Papadopoulou, Evangelos Argyropoulos - Papadopoulos and Konstantinos Argyropoulos. The G.M. elects its President and Secretary at each meeting.

Board of Directors (BoD)

GRI 102-24, GRI 102-33

The Board of Directors (BoD) as a governance and representation body of the Company is elected by the Shareholders' General Meeting. The G.M. and the BoD constitute the basic governance structure of the Company. The BoD is informed by the submitted written reports and by continuous briefings by the Company's executives who manage the economic, environmental and social issues.

The term of office of all BoD members is five years (from 18.6.2020 to 18.6.2025).

Board Members:

- Ioanna Papadopoulou, father's name: Evangelos, President and Managing Director.
- Evangelos Argyropoulos – Papadopoulos, father's name: Christodoulos, Vice President and Deputy Managing Director.
- Konstantinos Argyropoulos, father's name: Christodoulos.
- Alexandros Metallinos, father's name: Spyridon.
- Andreas – Thomas Akavalos, father's name: Ioannis.
- Aikaterini Founti – Saridaki, father's name: Georgios.
- Christos Balaskas, father's name: Konstantinos.



The management of all Company affairs and the representation of the Company before any authority and any third party has been assigned by decision of the BoD to the President of the BoD and Managing Director, Ms. Ioanna Papadopoulou and in case of her absence or impediment to the Vice President of the BoD and Deputy Managing Director, Mr. Evangelos Argyropoulos- Papadopoulos. The BoD has assigned to the Managers of the Company's Plants and Distribution Center, i.e. to Mr. Pantelis Skyrianos father's name: Georgios, Athens Plant Manager, Georgios Diorinos, father's name: Konstantinos, Thessaloniki Plant Manager, Panagiotis Salikopoulos, father's name: Fragiskos, Volos Plant Manager, Ilias Mitratzoulis, father's name: Dimitrios, Oinofyta Plant Manager and Spyridonas Iliakis, father's name: Ioannis, Distribution Center Manager, the representation of the Company vis-à-vis third parties and before all Administrative and Judicial Authorities for any issue related to their duties and responsibilities regarding the Plant or the Distribution Center, as appropriate, and in particular for:

- The smooth operation of the plant's production units and of the Distribution Center, as appropriate.
- The control of proper maintenance of the entire building (including but not limited to: offices, warehouses and, especially with regard to factories, the production areas and, where applicable, the existing or any future distribution center).
- The control of proper maintenance of all mechanical and electrical installations.
- The smooth operation and proper maintenance of all corporate machinery and equipment existing in the entire facility, also including the Company's vehicles (e.g. Private Use Trucks, etc.).

- The safety of third parties in the workplace.
- The health and safety of employees of the Plant/Distribution Center.
- The compliance with labor and insurance legislation for all the employees of the Plant/Distribution Center.
- The compliance with market regulations.
- The compliance with urban planning regulations.
- Issues pertaining to the Company's licensing by any authority.
- Environmental protection issues.

Each of the above has also been authorized, following the approval of the Managing Director or the Deputy Managing Director:

- to initiate, either in person or by appointing third parties, who may be employees of the Company or not, or Attorneys, any criminal and civil proceedings against any third party for events within their remit
- to revoke indictments
- to drop charges.

The election criteria for the BoD members are set by the shareholders in accordance with the Company's Statutes; the number of BoD members may be from 6 to 7, i.e. a sufficient number in order to enhance the diversity in various subjects, the experience and skills of the members, as well as the participation of persons who have the role of independent members and guarantee objective



judgment. At the same time, the General Meeting shall ensure that, in addition to one or more shareholders of the Company, the Board of Directors is also staffed by other persons who are renowned for their ethics, their formal and substantive qualifications, their integrity and their credibility, so that they can successfully fulfill their role (executive or not) and in this way take decisions that are comprehensive, balanced, best meet the needs of the Company and are more effective in terms of achieving the Company objectives and of proper management of the relevant risks, fully adopting the values of the Company. The Board of Directors, depending on the Company's needs, may further assign its powers and responsibilities to its members and/or third parties, who may or may not be Company employees. In the selection of BoD members and of members of the various committees of the Company, of the persons to whom the responsibilities and powers of the BoD are delegated and of the senior executives of the Company, the above criteria are taken into account, as well as their knowledge and experience on economic, environmental and social issues, while any exclusion from the above positions due to illegal discrimination, such as due to gender, race, origin, social origin, religion, age, disability, is expressly prohibited.

Internal Audit

GRI 102-28

The performance and results of the Company's management are presented in the annual report submitted by the BoD to the Company's Annual Ordinary GM. One of the basic responsibilities of the Ordinary GM is to decide on the approval of the overall management during the respective fiscal year and to discharge the

BoD from liability for the annual results and activities or hold its members accountable. In addition, the financial data, as well as the Quality and Food Safety Systems, are audited annually by external auditing firm TÜV HELLAS (TÜV NORD).

GRI 102-19, GRI 102-24, GRI 102-33

The Board of Directors may delegate all or some of the powers of management and representation, except those that by law require collective action, to one or more persons, acting separately or jointly, regardless of membership status and has already delegated such powers to the legal representatives of the Company, as mentioned above. Said legal representatives of the Company may provide special mandates and authorizations to any third party, acting within the framework of the powers conferred on them by the Board of Directors of the Company.

GRI 102-20, GRI 102-32, GRI 102-17

The Company's legal representative, President and Managing Director, Ms. Ioanna Papadopoulou, and in the event of her absence or impediment, the Deputy Managing Director, Evangelos Argyropoulos - Papadopoulos, have decisive responsibility for all the Company's economic, environmental and social issues. The Plants and Distribution Center Managers have been assigned by the Board of Directors specific powers of representation of the Company vis-à-vis third parties and vis-à-vis all the Administrative and Judicial Authorities for any matter related to their duties and responsibilities in relation to the Plant or the Distribution Center that they manage on a case-by-case basis.

Financial matters are mainly the responsibility of the Finance Director, the Head of the Accounting Division and the Head of

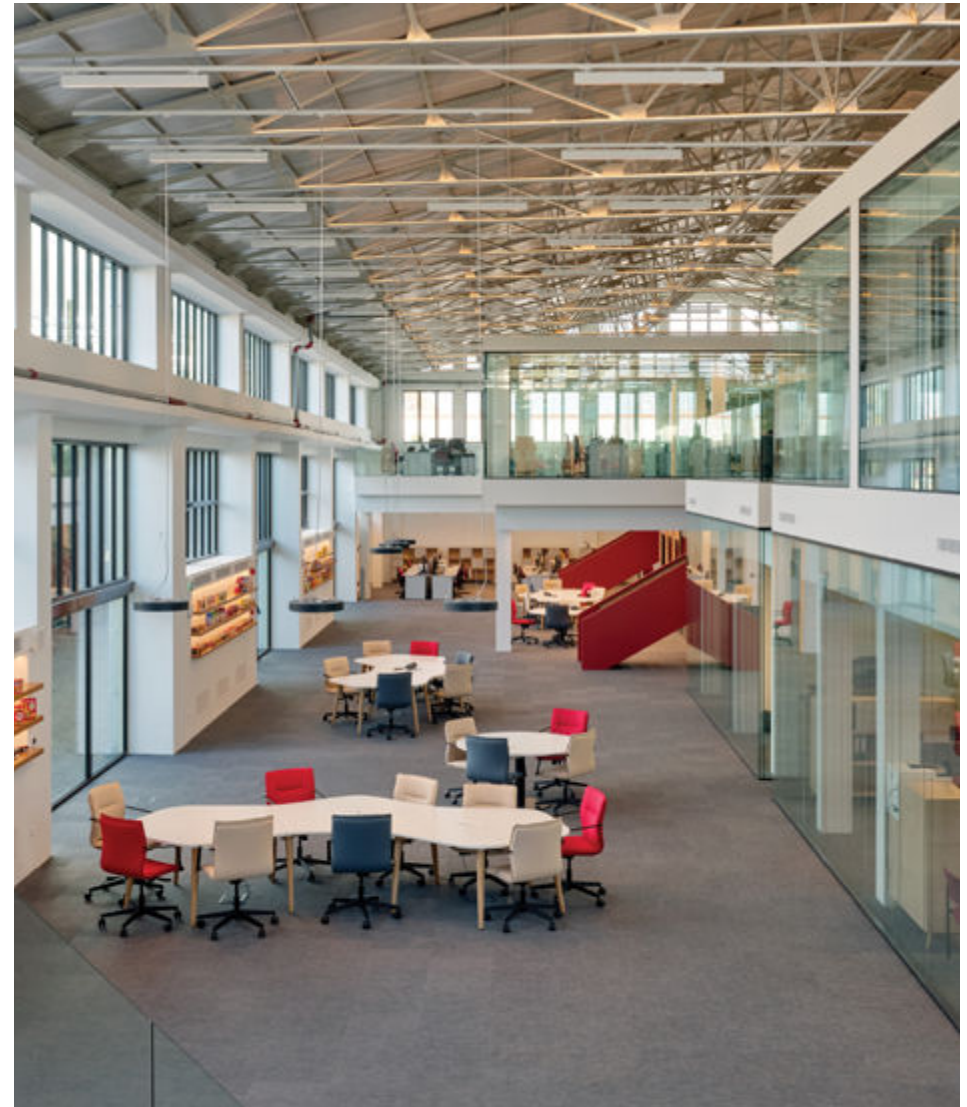


Treasury. Of these executives, only the Finance Director is directly accountable to the Board. The other two financial executives report to the Finance Director.

As far as environmental and social issues are concerned, at E.J. PAPADOPOULOS S.A. we have created administrative and organizational structures for the integrated and systematic management of Sustainability. The Department of Corporate Relations & Communication is responsible for the management of Corporate Social Responsibility issues, while the head of Sustainability is the Quality and Food Safety Director. It is worth noting that they report directly to the Board, which they update at regular intervals on the issues in question. In addition, the Company has set up a Sustainability Team with the participation of executives from all Company Divisions and Departments. The Sustainability Team oversees the implementation of the Company's voluntary commitments and coordinates actions and programs related to sustainability.

GRI 205-3

There were no confirmed incidents of corruption in FY 2021.



3.2 CRISIS, REPUTATION AND RISK MANAGEMENT

GRI 102-11, GRI 102-15

Our approach

GRI 103-1, GRI 103-2

E.J. PAPADOPOULOS S.A. considers that the timely management of risks and crises, based on the precautionary principle, is an integral part of its activity in order to achieve the strategic objectives of its business plan. The Company is exposed to several financial risks such as market risks (changes in exchange rates, interest rate), credit risk, liquidity risk, cash flow risk and fair value risk from interest rate fluctuations. The Company considers and approves principles for the management of each of the above. More information related to the Company's business risks and threats is presented in detail in the Annual Financial Report for the year 2021, (1/1/2021-31/12/2021), which has been prepared in accordance with the International Financial Reporting Standards (IFRS).

GRI 102-30, GRI 102-31

The Board of Directors, as the highest governance and management body, has the main responsibility for the design and formulation of the Company's risk management strategy, as well as the implementation of mechanisms that will recognize and evaluate risks. The financial risks are avoided through thorough examination by the Board of Directors, of the annual financial statements, which are submitted by the competent Financial Department. The effective management of the potential risks is ensured by the annual audit of the issues conducted at the annual Ordinary General Meeting. Finally, social and environmental issues are taken into account before decisions are taken and are audited internally.

GRI 102-33

Critical concerns of the competent executives are submitted in writing or orally on a continuous basis to the Company's legal

representatives and further, if required, to the Board of Directors. The Board, if required by law and/or in substance, submits them to the Shareholders' General Meeting.

Avoidance of Conflict of Interest

GRI 102-25

E.J. PAPADOPOULOS S.A. Board members are bound by obligations of loyalty and non-competition, as well as obligations to ensure the prevention of conflicts of interest of the Board of Directors, executives and employees, as provided by law, the Company's Statutes and as the relevant obligations of non-conflict of interest are further specified in the Code of Conduct, in accordance with the precautionary principle. In addition, relevant informal principles and oral recommendations shall apply.

Code of Conduct

The Company has developed and implemented a Code of Conduct, through which a reference framework is set, which contains the basic guidelines and the non-negotiable limits in the most important areas affected by the business activity of E.J. PAPADOPOULOS S.A. This Code of Conduct applies to and binds the Board of Directors, the Company's executives, as well as all employees in any position and level of employment, in all Company's facilities, the suppliers and those in any way cooperating with the E.J. PAPADOPOULOS S.A. (Stakeholders).



3.3 GROWTH STRATEGY AND INVESTMENTS

GRI 203-1

For the investment program of 2021, €14.46 million were spent. In a nutshell:

- Buildings (€ 5.93 million)
- Plant equipment (€ 8.06 million)
- Fleet (€ 0.02 million)
- Other equipment (€ 0.45 million)

Through the investment program, E.J. PAPADOPOULOS S.A. supports local suppliers while stimulating the local economy and market, creating a network of cooperating companies in the areas of activity.



A close-up photograph of a vibrant green leaf, showing intricate vein patterns and numerous clear water droplets of varying sizes. The leaf is positioned on the left side of the page, with a diagonal white line separating it from the right side.

4

CARE FOR THE ENVIRONMENT AND CLIMATE CHANGE

- / 4.1 Energy Management
- / 4.2 Circular Economy
- / 4.3 Waste Management
- / 4.4 Climate Change, Risks and Opportunities

4.1 ENERGY MANAGEMENT

GRI 302-1, GRI 302-3, GRI 302-4, GRI 303-5, GRI 306-3, GRI 306-4



Our approach

GRI 103-1, GRI 103-2

Material Topic: Energy management and savings

E.J. PAPADOPOULOS S.A. ensures the efficient and responsible use of natural resources. The Company seeks the minimum possible energy consumption at each stage of production by applying innovative techniques, using technologies that ensure high energy efficiency and reduce energy consumption.

At the sites of E.J. PAPADOPOULOS S.A., we use electricity, natural gas, oil and water to facilitate the energy needs of our production.

Electricity comes from 100% Renewable Energy Sources (RES), without the use of conventional fuels, thus indirectly contributing to the reduction of emissions of gaseous and other pollutants and to the reduction of the dependence of energy production on conventional fuels. Natural gas is the most used fuel in our Company, as it is the environmentally friendliest fuel.

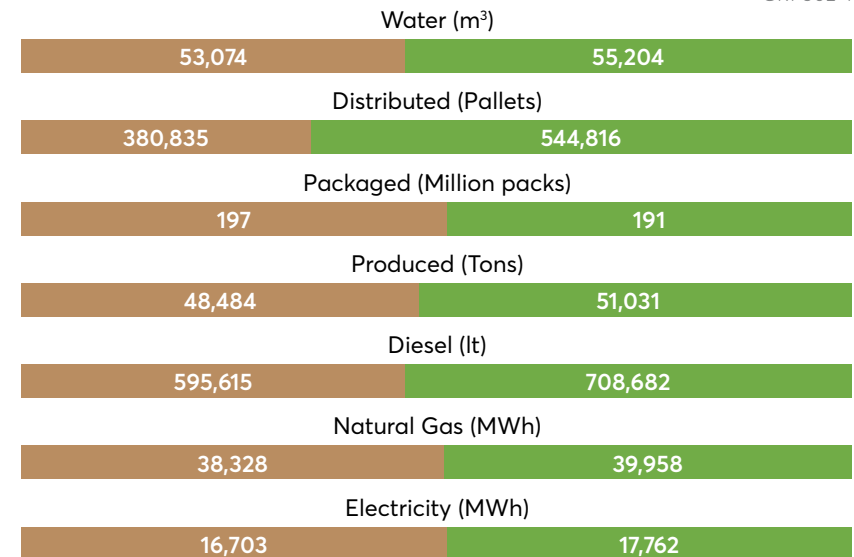
Our performance

GRI 103-3, GRI 302-1, GRI 302-3, GRI 302-4, GRI 303-5



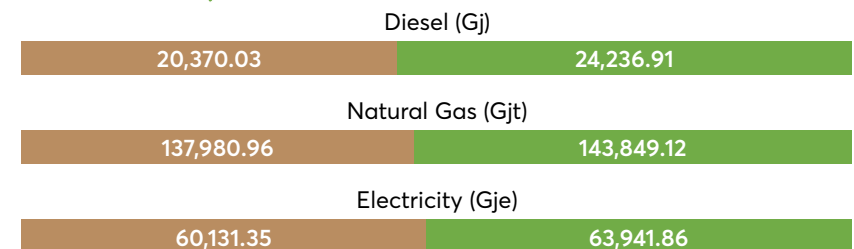
Consumption of resources for operation

GRI 302-1



Total Energy Consumption

GRI 302-1



2020

2021

ASSUMPTIONS: 1 MWh = 3.6GJ, Energy Content of Diesel oil: 9.5kWh/Lt = 34.2MJ/Lt = 0.0342GJ/Lt, GJe = electrical energy, GJt = thermal energy.

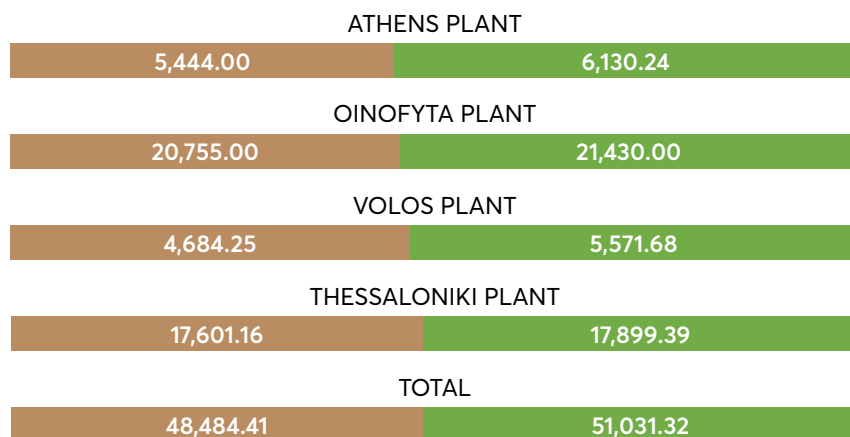


**Produced (Tons)**

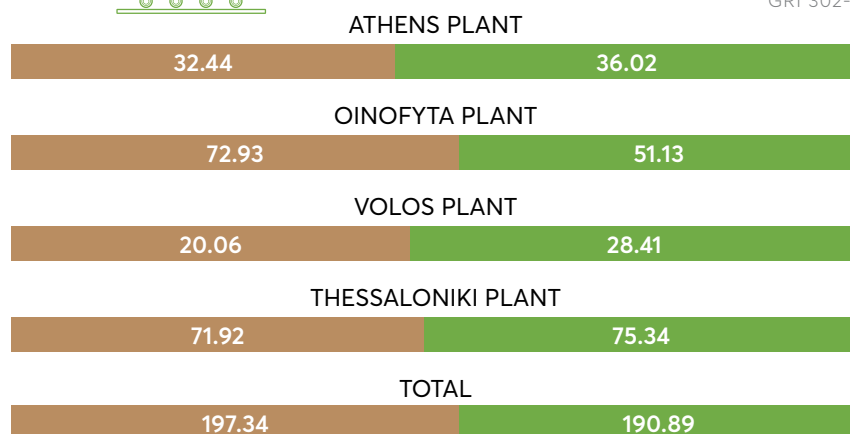
GRI 302-1

2020

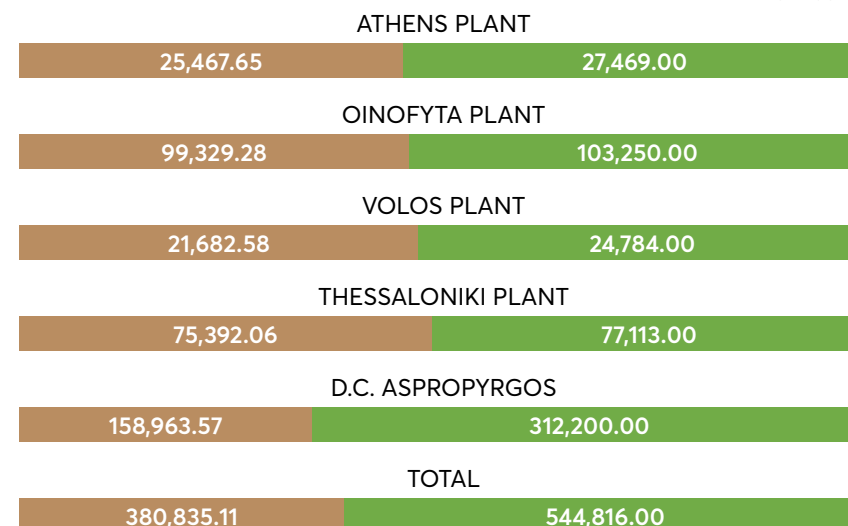
2021

**Packaged (Million Packs)**

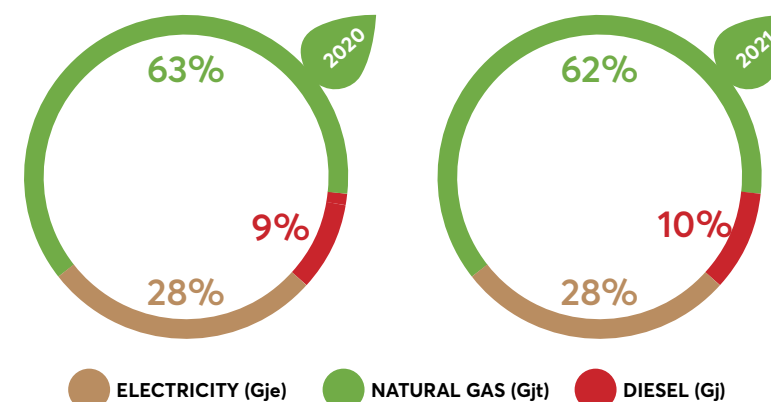
GRI 302-1

**Distributed Pallets**

GRI 302-3

**Electricity, Natural Gas and Diesel consumption in 2021**

GRI 302-1

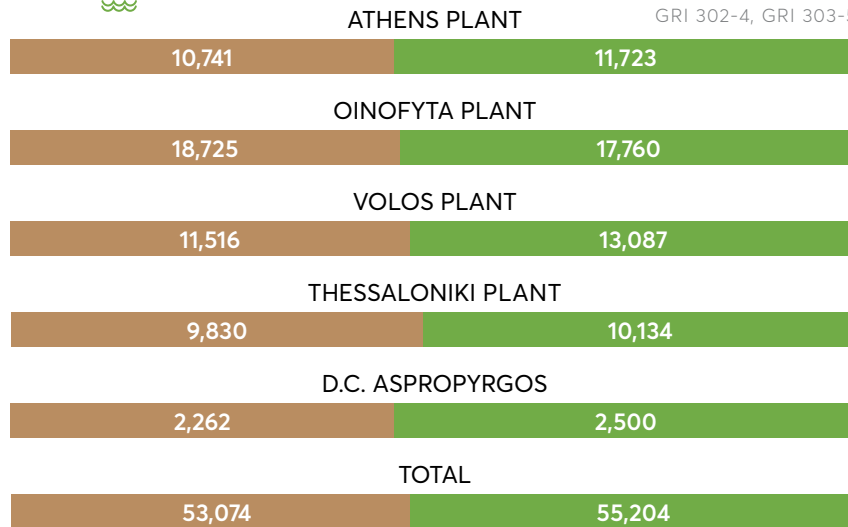


The total water consumption increased by 2 million cubic meters compared to 2020, while **the weighted average had a slight decrease of 0.02 in 2021.**



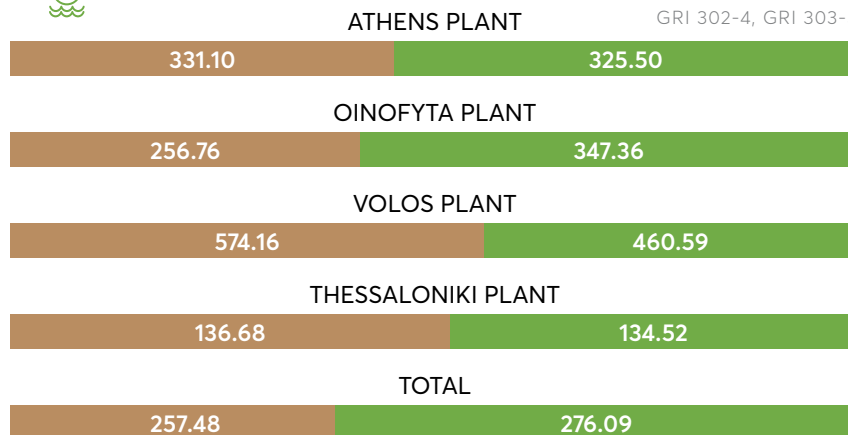
Water Consumption per Site (m³)

GRI 302-4, GRI 303-5



Water Index (m³/package million packs)

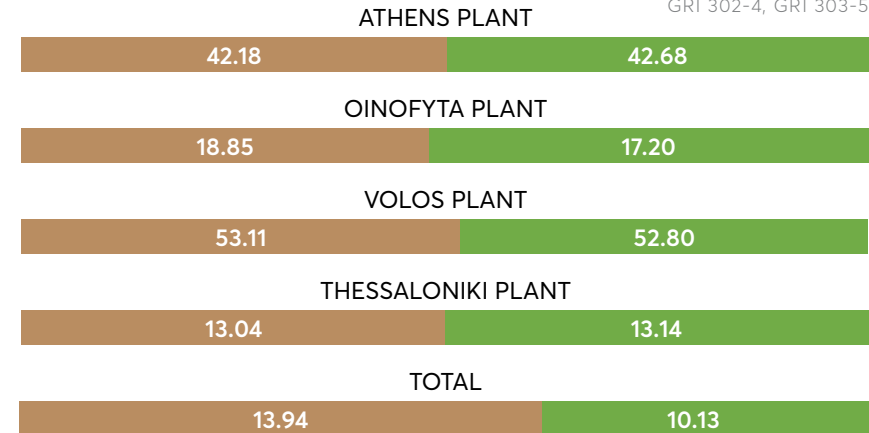
GRI 302-4, GRI 303-5



Water Index (m³/100 pallets distributed)

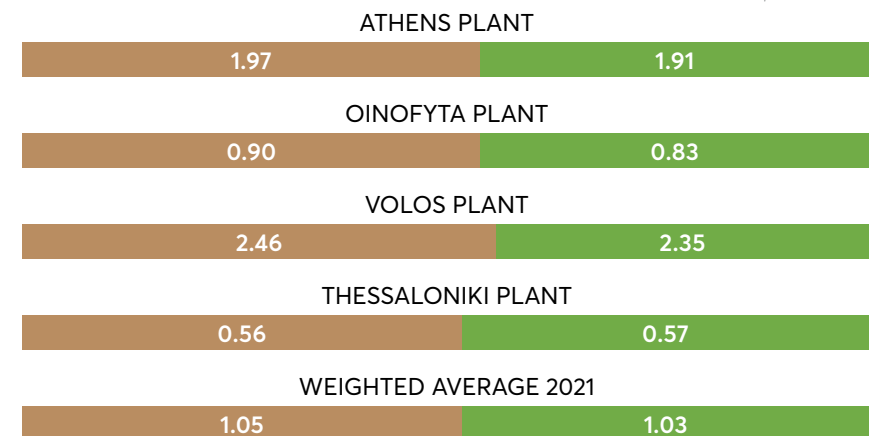
GRI 302-4, GRI 303-5

2020 2021



Water Index (m³/ton produced)

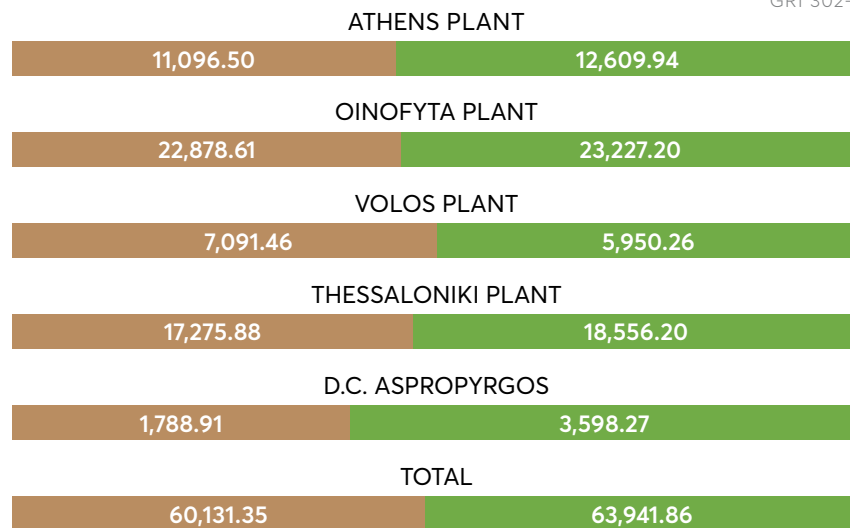
GRI 302-4, GRI 303-5





Electricity Consumption per Site (GJe)

GRI 302-1



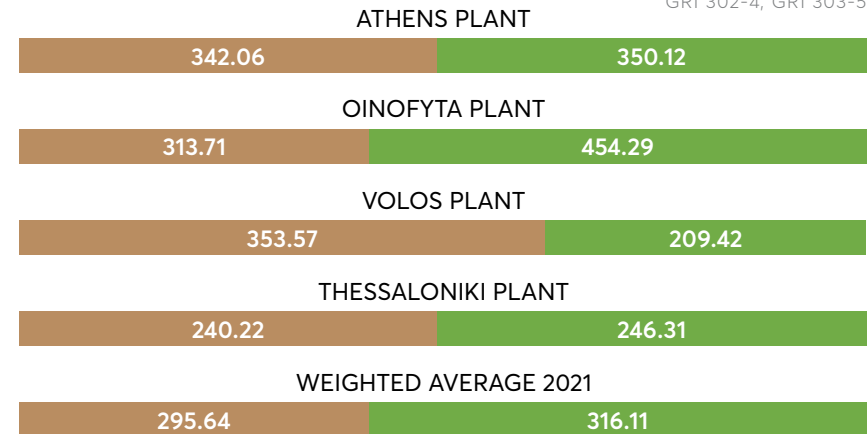
2020

2021



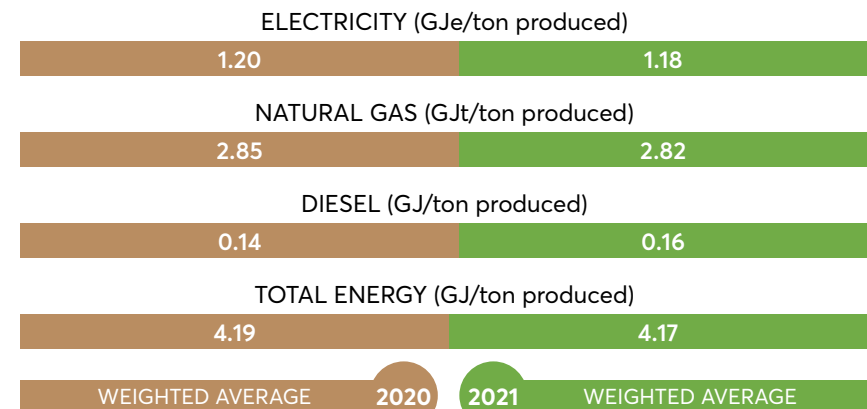
Electricity Index (GJe/Million Packs packaged)

GRI 302-4, GRI 303-5



Energy Index (Production)

GRI 302-3



The weighted average energy index in the production showed a decrease of 0.02 in 2021.



4.2 CIRCULAR ECONOMY

GRI 301-1, GRI 301-3



Our approach

GRI 103-1, GRI 103-2, GRI 301-1, GRI 301-3, GRI 301-2

To achieve circular economy, we are in line with European and national initiatives, adopting a common strategy that supports the transition to a zero-waste society. We are at the heart of this transition, as we adopt policies and shape our strategy in line with sustainability. We place emphasis on prevention and environmental protection in all sites, with the continuous replacement of plastic packaging with recyclable ones. As per below, we record the footprint of our packaging and focus on recycling and reuse.

The table below shows the recyclable materials used in 2021 for the packaging of basic products.

Recycled input material

GRI 301-2

Recyclable packaging materials to total packaging materials	83.64%
Recyclable plastic packaging materials to all plastic packaging materials	48.96%

Materials used by weight

GRI 301-1

Packaging materials to total volume of the products produced	0.086 kg packaging materials per kg of the products produced
Plastic packaging materials to the total volume of products produced	0.027 kg plastic packaging materials per kg of the products produced

Reclaimed products and their packaging materials

GRI 301-3

Packaging materials using recycled material to total packaging materials	59.43% of the packaging materials used contained recycled material.
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Food loss

Food loss is a very important issue, with an international dimension, which affects directly and indirectly both the environment and the society. Within our corporate goals, we have prioritized the rational production waste management (defective products or residues) by implementing an effective Quality System Management in all our sites. The System is in accordance with European and national legislation and concerns all stages of production from the receipt of raw materials to the product to the final consumer.



4.3 WASTE MANAGEMENT

GRI 306-3, GRI 306-4

Our approach

GRI 103-1, GRI 103-2, GRI 306-3, GRI 306-4

The rational management of the waste produced is an important concern for us, since we aim at protecting the environment.

Our Company constantly undertakes actions and observes specific procedures in order to reduce its environmental footprint. We participate in the recycling and rational management of all metal, plastic and paper packaging, batteries, lubricants of machinery and vehicles as well as laboratory reagents.

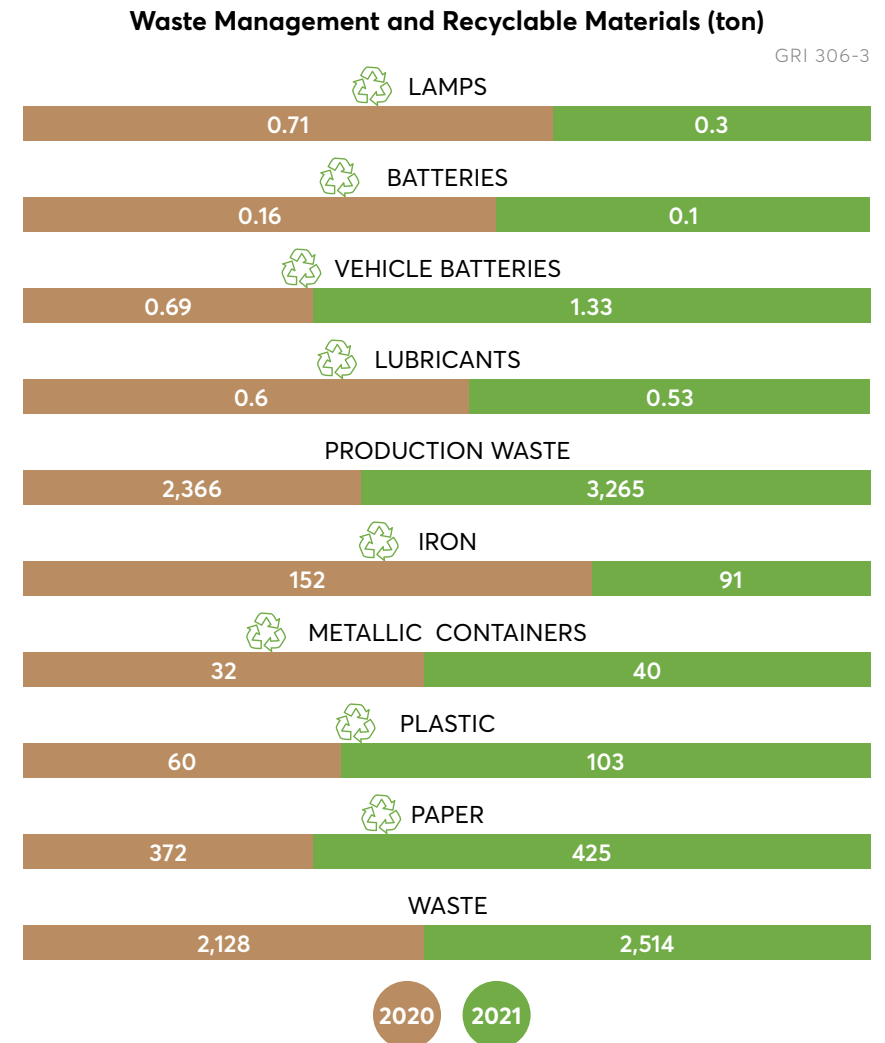
Biodegradable cleaners are used and we act respecting the energy resources and integrating renewable energy sources in our industrial process. There is a recycling network for metal, paper, plastic, iron as scrap and lubricants, through accredited partners. In addition, in all our sites there is a network for the collection of used batteries and their handling through the collective system of alternative handling of portable batteries and accumulators operated by AFIS, as well as the recycling of electrical appliances in cooperation with Appliances Recycling S.A.

In addition, there is a recycling program for vehicle batteries, mechanical equipment, lamps and waste from the Company's laboratories.

Waste management is carried out by cooperating recycling or waste management companies, that transfer it to approved treatment-recycling facilities. The remaining waste material ends up in a legal landfill.

Our performance GRI 103-3, GRI 306-3, GRI 306-4

The table below shows the 2021 recycling and waste management in tons:



4.4 CLIMATE CHANGE, RISKS AND OPPORTUNITIES

GRI 102-15

Undoubtedly, climate change and its impact will continue to escalate, affecting the operation of food companies such as ours and threatening their economic viability. The raw materials we use come from the sectors that are the most affected globally by climate change and global warming. Agriculture and livestock breeding, with cereals, cocoa, dairy products, sugar, etc. as raw materials, are threatened by the intense weather phenomena. This damage to the key agricultural and livestock sectors threatens the adequacy, availability and quality of the raw materials on offer. These future and potential effects can disrupt the financial viability of the Company. To address these risks, our Company closely monitors the trends through timely communication and information from suppliers about such situations. In addition, our Company has established a valid forecasting of producers and orders, secures more than one supplier for critical raw materials and proceeds to store specific products when necessary, so that its business operations can continue smoothly in case of potential crises.

The ability to diversify our products offers significant opportunities for growth in new markets through the introduction of innovative products. The modern way of life has greatly limited the available time of people, creating opportunities for expansion in more categories and enabling us to offer more choices and therefore to satisfy at affordable prices the needs of more consumers. The production of healthy standardized products with high nutritional value, as well as the production of products that satisfy sensitive groups of the population (diabetics, people with gluten intolerance), contribute to the consolidation and development in the field of standardized bakery products.





5

CONTRIBUTIONS TO SOCIETY AND TO OUR PEOPLE

- / 5.1 Human Resources
- / 5.2 Employee Development and Training
- / 5.3 Occupational Health and Safety
- / 5.4 Equality and Diversity
- / 5.5 Other Important Issues for Society

5.1 HUMAN RESOURCES

GRI 102-7, GRI 102-8, GRI 102-41, GRI 404-3

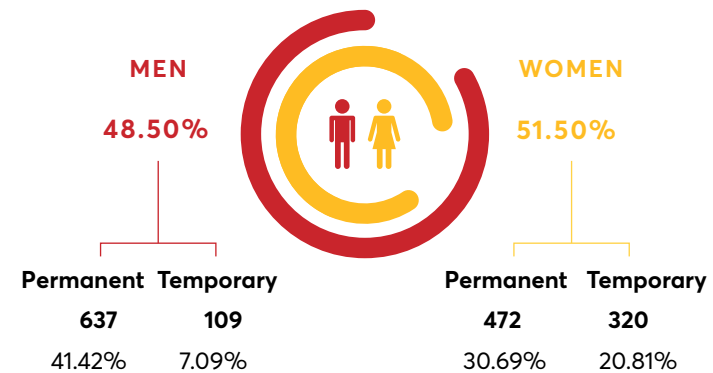
Key Human Resources Data

Our people in numbers

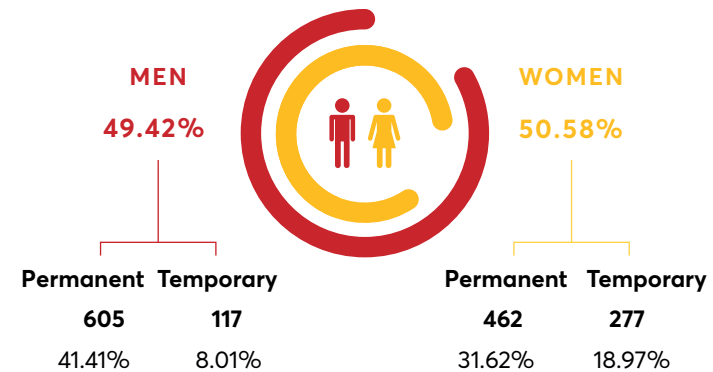
	2021	2020
	1,538	1,461
	746	722
	792	739

Human Resources by employment contract and gender

2021



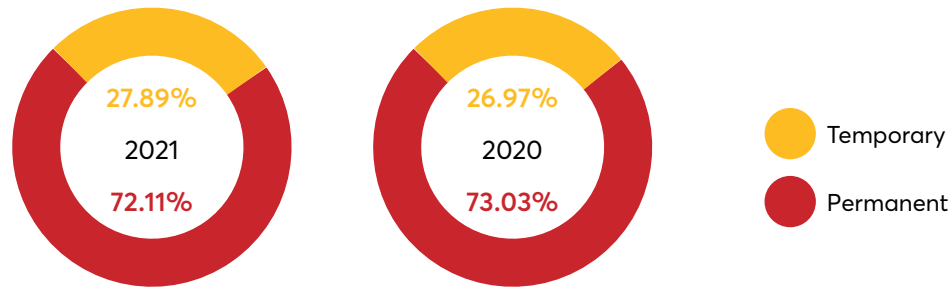
2020



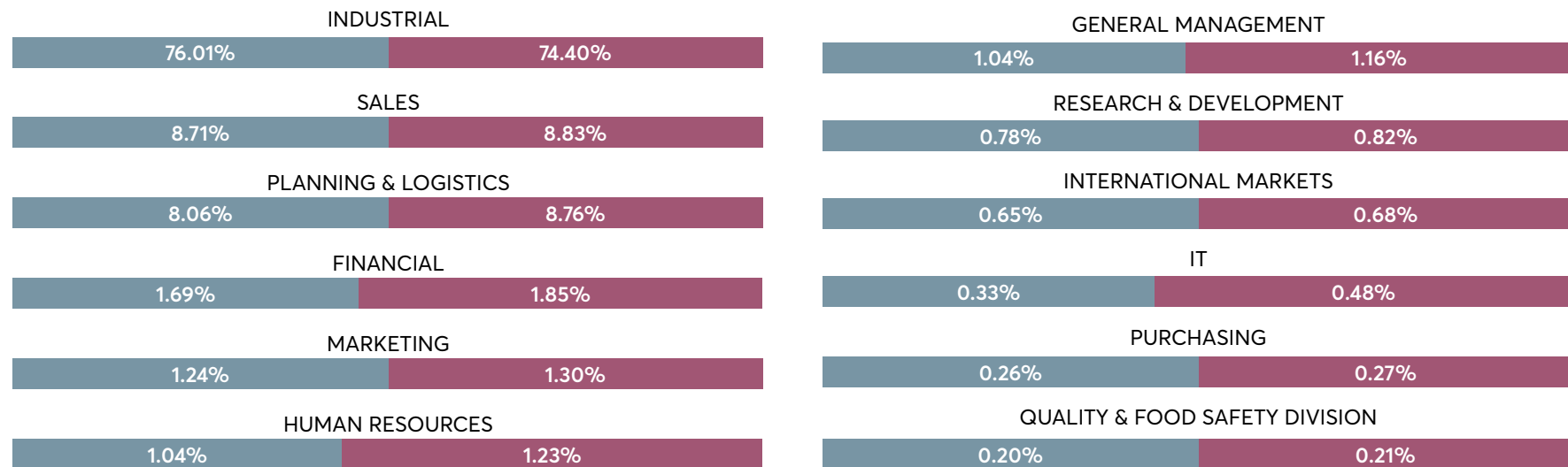
Employment Contracts

GRI 404-3, GRI 404-3

100% of employees are covered
by Collective Bargaining
Agreements



Distribution of Total Employees by Department



2021

2020



5.2 EMPLOYEE DEVELOPMENT AND TRAINING

GRI 401-1



Our approach

GRI 103-1, GRI 103-2

Staying true to the principle of continuous improvement, we focus on targeted and substantial training, organizing educational and training programs in order to develop the knowledge and skills of our employees, always taking into account the specific needs of each role. In order for the training to be a real asset, our priority is to incorporate it in the continuous learning and development culture.

Since our employees are the most important to securing and achieving the strategic goals of our company, their training is conducted from their first day and is updated and upgraded at regular intervals throughout the year, in order to cover potential changes in the production process.

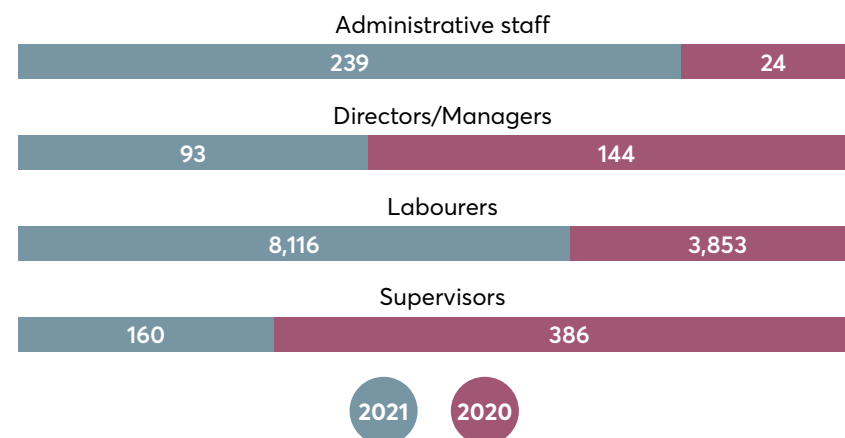
We already have **8,608** recorded training hours in 2021 and our next goal is the further development of training programs, which will concern all the Company's employees and will focus on talents growth, but also on the use and implementation of new technologies at work.

Finally, guided by the values of Excellence and Quality, we constantly follow the new scientific trends in the field of nutrition, aiming at modern programs related to food technology and science, which contribute substantially to the further development of the Company and its products, making it a truly sustainable industry.

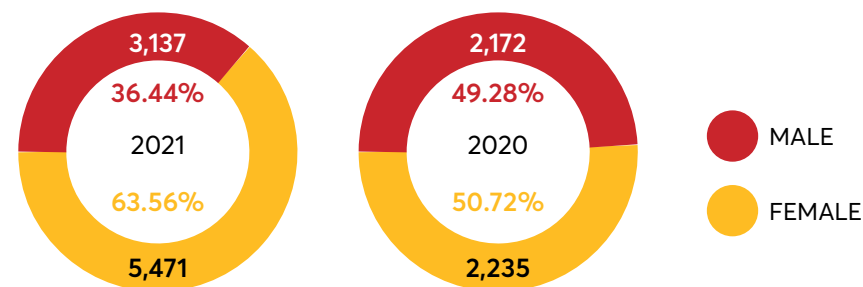
Our performance

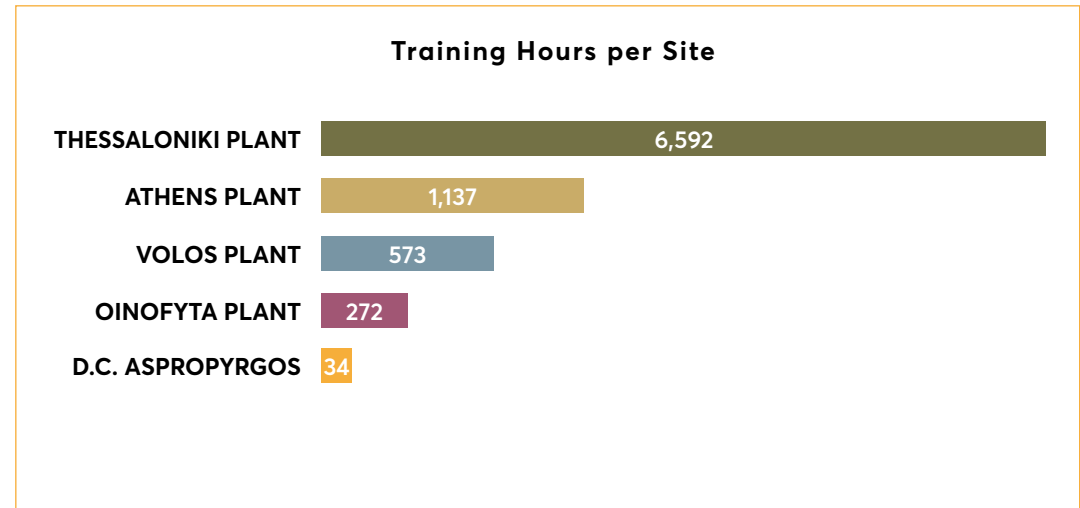
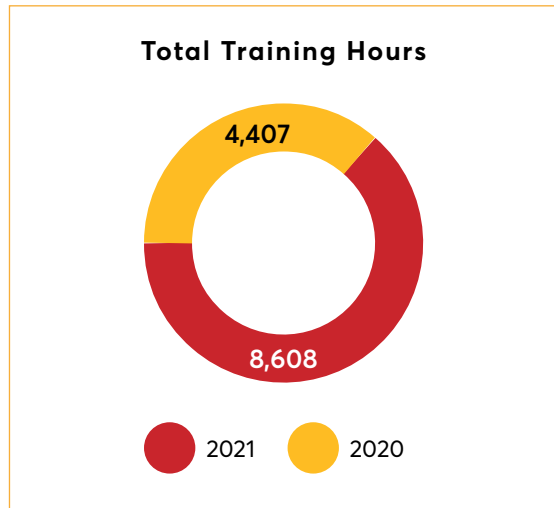
GRI 103-3, GRI 404-1, GRI 404-3

Training Hours per Post



Hours per Gender





The following table shows the indicative training subjects in 2021:

Training topics

Good Manufacturing Practices and Food Safety Rules
Occupational Health and Safety in Production areas
Corporate Responsibility
Site Improvement Methodology 5S
e-Commerce Category Management
Food Defense Awareness
Biscuit Technology Course
Price & Promotion Category Management
AIB courses

GRI 404-3

All employees receive evaluation.



5.3 OCCUPATIONAL HEALTH AND SAFETY

GRI 403-3, GRI 403-5, GRI 403-9

Our approach

GRI 103-1, GRI 103-2

Health and Safety Policy

“The safety of our employees is our basic and most important concern. Employees are always in the spotlight and the interventions (physical and mental health care, work adjustments, first aid, information and educational actions, etc.) are systematically organized and monitored through clearly defined management processes and systems.”

We take corrective measures to limit and prevent any potential risk and we emphasize both to the repetition of the necessary training for the proposed safety measures and to the commitment of the employees to implement them.

Employee training is focused on safe working practices, awareness of the potential risks and the promotion of the philosophy of Occupational Safety and Health in general.

The training is initially provided upon recruitment and then renewed at regular intervals, diversified and upgraded to cover changes and modifications in the working process and to avoid loosening of safety measures.

The training plan is annually scheduled and includes regular and repeated training, as well as extra training if the working conditions have changed, through forms, procedures and safety instructions. All employees are informed of the risks involved and their severity, as well as the means and ways that exist to limit or eliminate them.

Emphasis is placed on raising the awareness to prevent exposure to the usual occupational health risks (e.g. noise, high temperatures, load management and ergonomics) and its potential effects.

Occupational health and safety **training programs** include, but are not limited to:

- training of new employees
- customized and specialized training for employees in the production, the laboratory, the maintenance and the warehouses, with a wide range of topics
- fire safety and emergency response team training
- first aid training
- training and guidance on protection and prevention measures against viral infections and the new coronavirus SARS-CoV-2



Moreover, the creation of training programs on employee health promotion and well-being (exercise, nutrition, sleep, stress management) is in progress.

The Occupational Health Services (or Occupational Medical Office) are staffed by Occupational Health Specialists and Occupational Health Visitors who, in daily cooperation with the Human Resources Department, the Plants Management Team, the Health and Safety Officer and any relevant department, evaluate, prioritize and implement the appropriate occupational health and safety prevention measures.

The Company has a comprehensive **occupational risk assessment** in which the potential risks related to the work are determined, with the corresponding risk scale.

In relation to the elimination of work-related hazards, an accurate count of near misses and their causes is performed, either to identify evidence of non-compliance with the safety measures for a given hazard constituting a hazardous risk, or to identify new sources of risk.

In addition, **Technical Instructions** are distributed, which function as a corrective measure to dangerous behavior. At the same time, corrective, technical or organizational risk mitigation and risk prevention measures are taken, as well as repetition of training on the proposed safety measures on a case-by-case basis and with the commitment of the employees to implement them.

Finally, systematic checks are made by the Company's executives and the **Health and Safety Officer** to identify deviations from the measures adopted on a case-by-case basis, as well as dangerous behaviors that may increase the risk.

The number of days lost from work-related injury was only **0.145%** of the total number of working days, while no injury was serious.

Total absences from work constitute **8.163%** of the total working days, which counts all unjustified or justified absences including maternity leave outside of normal leave and work accident days.



5.4 EQUALITY AND DIVERSITY

GRI 405-1, GRI 405-2

Our approach

GRI 103-1, GRI 103-2

E.J. PAPADOPOULOS S.A. applies an equal treatment and opportunities policy to all its employees regardless of gender, age, race or nationality and any form of discrimination is not accepted by the Company. All employees, regardless of gender, are paid equally and the Company's salary policy is shaped taking into account, among others, the job position, the educational and technical level, the years of employment as well as the quality characteristics (soft skills) of each employee.

“The core of our strategy consists in respecting and promoting human rights throughout the operation of the Company.”

E.J. PAPADOPOULOS S.A. respects and promotes the diversity of employees regardless of gender, age, origin, religion, nationality, marital status, physical or mobility problems and beliefs, while employees are evaluated only on the basis of performance, qualifications and their ambitions.

Our performance

GRI 103-3, GRI 405-1, GRI 405-2

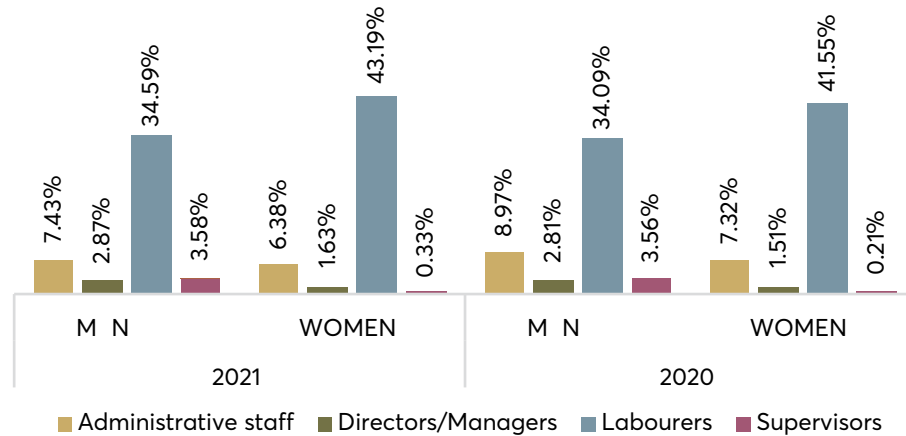
Percentage of employees by category and age group

Distribution by category

	2021	2020	Governance Bodies	2020	2021		
	0%	0%		<30 years old	0%		0%
	28.57%	28.57%		30-50 years old	0%		0%
	42.86%	42.86%	>50 years old	28.57%	28.57%		
			Supervisors				
	5.00%	5.45%		<30 years old	0%		0%
	68.33%	72.73%		30-50 years old	0%		5.00%
	18.33%	16.36%	>50 years old	5.45%	3.33%		
			Administrative staff				
	3.30%	6.30%		<30 years old	5.04%		6.13%
	43.40%	41.60%		30-50 years old	29.41%		26.89%
	7.08%	7.14%	>50 years old	10.50%	13.21%		
			Labourers				
	4.86%	5.25%		<30 years old	3.26%		2.51%
	26.55%	27.87%		30-50 years old	31.95%		29.82%
	13.07%	11.95%	>50 years old	19.73%	23.20%		
			Directors / Managers				
	0%	0%		<30 years old	3.33%		0%
44.93%	45.00%	30-50 years old		30.00%	31.88%		
18.84%	20.00%	>50 years old	1.67%	4.35%			
MEN			WOMEN				

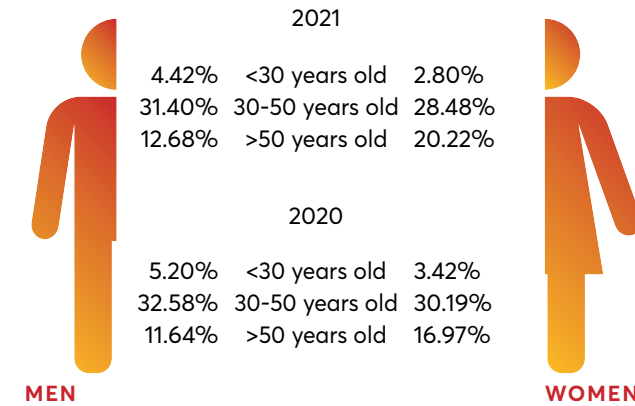
Percentage of men/women in each of the 4 categories in relation to the total number of employees

GRI 405-1



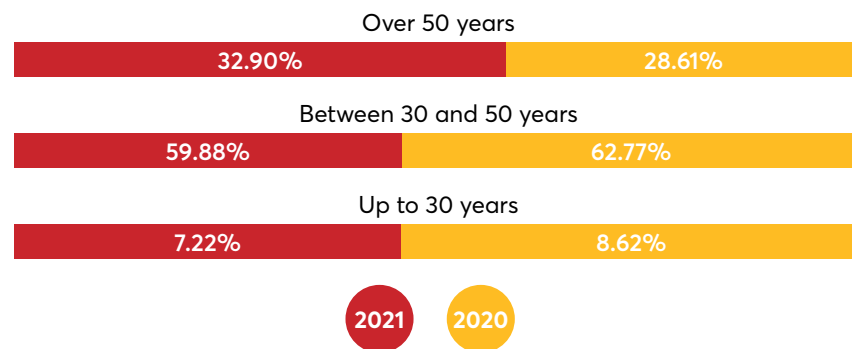
Human resources by gender and age

GRI 405-1

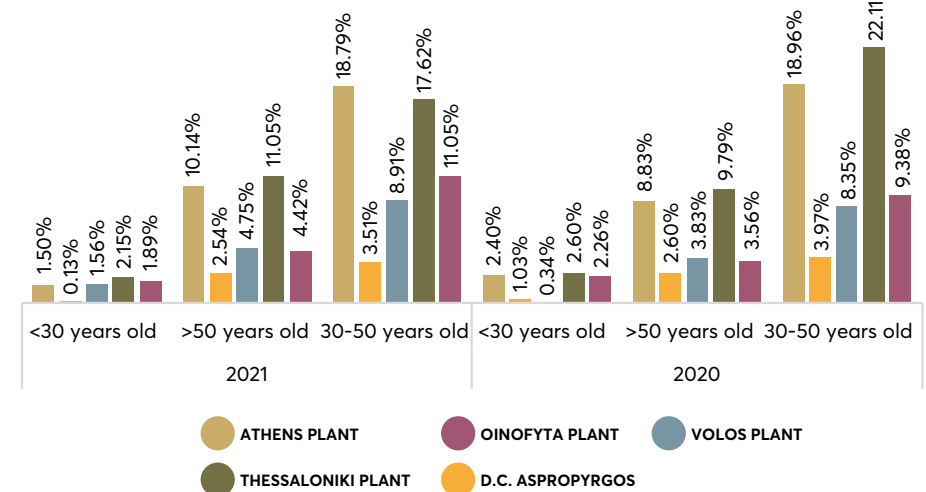


Employee Age Groups

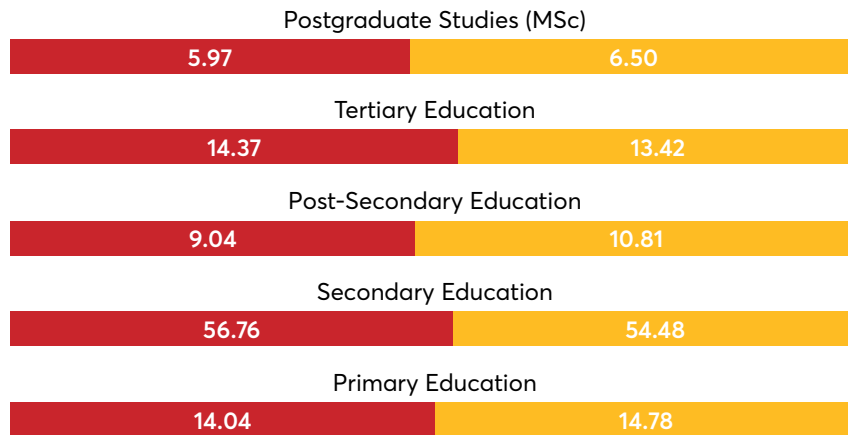
GRI 405-1



Age Groups per site



Human Resources Educational Level (%)



2021

2020

There are five operational sites in total (in Athens, Aspropyrgos, Oinofyta, Volos and Thessaloniki). The table and the diagram with the gender distribution in these areas as well as the diagram of the age group per facility are presented on the right side.

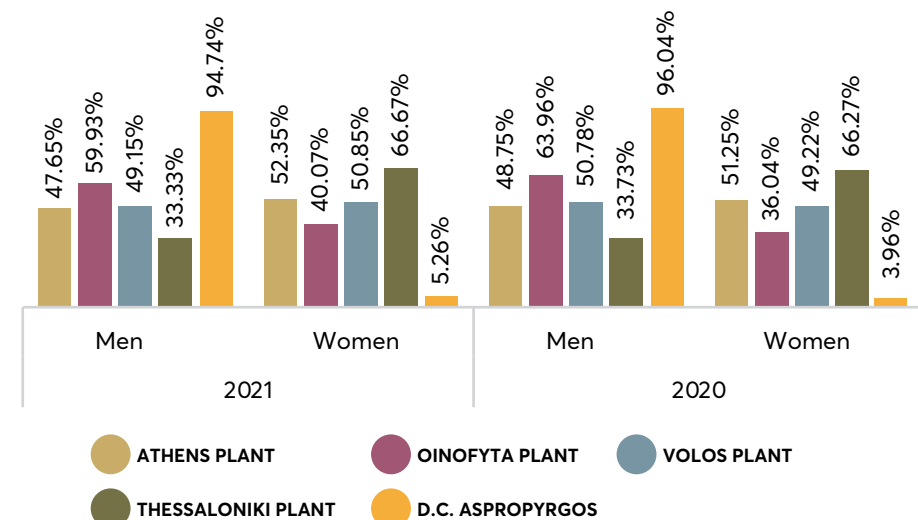
GRI 405-2

There is no payment differentiation between women and men in any of the categories.

Human resources by Gender and Educational Level



Human Resources by Gender and Geographic Distribution



5.5 OTHER IMPORTANT POINTS FOR SOCIETY

GRI 405-1, GRI 405-2

Social Contribution

At a time when the need for social solidarity, care and support for all people is essential, E.J. PAPADOPOULOS S.A. continues contributing and supporting society and vulnerable groups through various initiatives. The well-being of the communities in which we operate and society in general, is an integral part of our corporate philosophy.

After all, to have the opportunity to give back part of the love and trust that our consumers have shown us all these years, is a great honor for us. With respect and responsibility, we plan actions to make people smile, evolve, learn and feel some relief.

One of the main actions of E.J. PAPADOPOULOS S.A. is fighting against the food crisis. This is why we have been cooperating with large organizations and associations for many years, through which we are able to cover the need for food in the best possible way. The Hellenic Food Bank, Desmos, Club for UNESCO of Piraeus and Islands and Doctors of the World / Médecins du Monde – Greece are some of the organizations with which we cooperate and they have set as their priority the coverage of the nutritional needs of vulnerable social groups. Moreover, our Company supports social structures, social grocery stores, NGOs, churches and other similar institutions nationwide. In 2021 in particular, while our country was experiencing the intense and multiple impacts of the pandemic, our Company has offered 29 tons of products to the aforementioned organizations in an effort to ensure access to nutritious food to as many people as possible.

In the context of our corporate social responsibility program and placing children at the heart of our activities, we support organizations such as Make a Wish and Karkinaki, which aim to offer moments of joy and care to children who need us. Furthermore, since 2014, we have been pursuing our program “Morning Love”, which is implemented in cooperation with approximately 26 institutions, such as the Association “Together for Children” and Desmos. Apart from offering products

to children, this program also aims to raise awareness among our young friends who visited our sites and to introduce them to the concepts of giving and solidarity.

Another very special collaboration that has been going on since 1997 is with the “Hellenic Children’s Museum”. It is a partnership built on a solid foundation of mutual appreciation, respect and trust with the common goal of offering joy and knowledge to children. Throughout these years, both thanks to the “Kitchen” Exhibit and through a series of different educational programs, our Company, in collaboration with the specialized staff of the Museum, teaches children the value of balanced nutrition throughout the day and in an experiential way manages to sharpen all their senses, promote team spirit, active participation and stimulate the children’s imagination.

As already mentioned, children and education are the basic axis for our Company’s actions and we have chosen to support consistently and with different actions all educational levels. More specifically, our Company supports with scholarships: the American Farm School, the Athens University of Economics and Business for the Summer School of Youth Entrepreneurship as well as the High School of Hydra.

PAPADOPOULOS 100 Exhibition – The history of the Company 1922-2022

E.J. PAPADOPOULOS S.A. is approaching its 100th anniversary and by December 2021 we launched our exhibition PAPADOPOULOS 100 – The history of the Company 1922-2022 at the Ground Floor of the Benaki Museum. The purpose of the Exhibition is for everyone to get to know the course of the Company through the 10 sections presented, with more than 300 exhibits, rich audiovisual material and interactive stations for children and adults. All the sections together compose a rich museum experience, designed to the smallest detail with the aim of presenting for the first time to the public, the wealth of the Company’s historical archive.



1. Due to the Covid-19 pandemic, all school educational visits to the sites of E.J. Papadopoulos SA have been suspended.

A young girl with her back to the camera, wearing a white dress, stands in a field of tall, golden grass. Her arms are outstretched to the sides, reaching towards a sky filled with soft, white clouds. The scene is bathed in warm, golden light, suggesting a sunrise or sunset. A large, white, stylized number '6' is positioned to the right of the girl, partially overlapping the sky and the field.

6

RESPONSIBLE PRODUCTS AND PARTNERSHIPS

- / 6.1 Balanced Diet and High Nutritional Value Products
- / 6.2 Relationships of Trust with Consumers and Partners
- / 6.3 Quality and Food Safety, Traceability
- / 6.4 Responsible Communication and Marketing

6.1 BALANCED DIET AND HIGH NUTRITIONAL VALUE PRODUCTS

FP6, FP7



Our approach

GRI 103-1, GRI 103-2, FP6, FP7

Our products are an important part of our everyday nutrition within a healthy and balanced diet.

As part of our nutrition vision implementation, we work for the continuous development of our products and the expansion of the product options offered. More specifically:

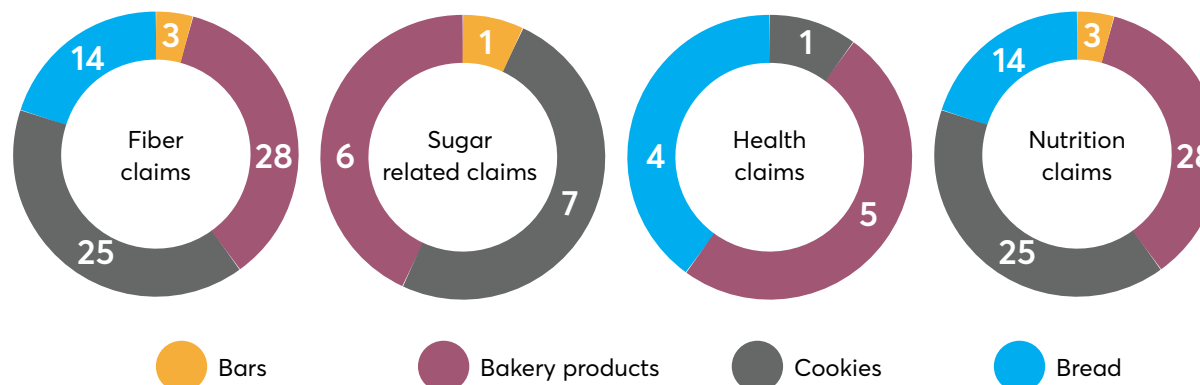
- 1) We are developing a new generation of products.
- 2) We are optimizing the nutritional composition of specific products.
- 3) We are reviewing servings.
- 4) We are promoting consumer awareness of healthy and balanced diets.

- Number of products with "no sugar", "no added sugar" and "reduced sugar" claims - 14 products with sugar-related claims.
- Number of products with trans fatty acids <2%: 100%.
- Number of products where nutrition claims are made – 70 products with nutrition claims.
- Number of products with "source of fiber" or "rich in fiber" claims - 70 products source or rich in fiber.

FP7

FP6

Products with Nutrition Claims



6.2 RELATIONSHIPS OF TRUST WITH CONSUMERS AND PARTNERS

GRI 102-21, GRI 102-43



Our approach

GRI 103-1, GRI 103-2

At E.J. PAPADOPOULOS S.A. we build relationships of trust with both consumers – buyers and our customers per country.

As far as our customers are concerned, we develop partnerships that focus on developing the value of categories and consumer satisfaction wherever they shop their favorite products.

The promotional plan of our products always focuses on offering added value to the consumer, while we recommend to our customers solutions for the visibility of our products, so that they can find them easily.

We have one of the largest sales networks in Greece and cover a total of 18,000 stores, of which many seasonal and distant, such as in very small islands.

At the same time, we build a dynamic system of order-taking and supply of stores, while our products are produced in Greece (98%), resulting in meeting customer needs.

Resupply is taking place with the shortest deadlines, serving thus the needs of each point of sale. Our customers' service level in regular times (excluding COVID-19) is 98.6%, which was significantly compressed during the pandemic to 97.5%, and we are able to respond very quickly to both the increased seasonality and the specific needs of our country.

In 2022, we plan to participate in a survey to measure our partnerships with Retail, in order to get direct feedback on all our customers' KPIs, while at the same time we plan the digitization of our end2end orders with the aim of optimal cooperation with every point in the country.

Our goal is always for consumers to find what they need in their everyday lives, while rewarding our partners at the same time.



6.3 QUALITY AND FOOD SAFETY

GRI 416-1, GRI 416-2, FP5



Our approach

GRI 103-1, GRI 103-2

We produce and distribute safe products with high quality, applying strict quality controls at every stage of our production process.

Management Systems

We apply the internationally recognized and highest standards of Quality and Food Safety Management:

- Quality Management (ISO 9001)
- Food Safety Management (ISO 22000)
- Food Safety Standard (FSSC 22000)
- HACCP (Hazard Analysis Critical Control Points)

An annual audit for the verification of the above is carried out by an independent accredited Certification Company, TÜV HELLAS (TÜV NORD).

In addition, the GMP standards of AIB (American Institute of Baking) are implemented and a compliance inspection is carried out on an annual basis.

The Company's organization includes the Quality and Food Safety Board as an advisory body, which is chaired by the Managing Director and includes as permanent members the Quality and Food Safety Director, the Industrial Director and the Research and Development Director.

Where appropriate, depending on the issues raised, other non-permanent members may participate, such as Plant Managers, Quality, Production and Maintenance Managers.

The Quality and Food Safety Board is based on the Company's Quality and Food Safety Policy and objectives, examines the effectiveness of the System and meets at least once a year.

At E.J. PAPADOPOULOS S.A. we continuously invest in new technologies and in the research and development of products that safeguard our consumers.

We closely follow the developments in the food industry and adopt scientific advice and guidance to offer products with high nutritional value based on the Mediterranean diet.

That's why we make sure that all our product categories (100%) are evaluated for their effects on consumer health and safety, in order to constantly evolve and respond to the changing eating habits of all consumers.

All our products (100%) are produced in certified facilities in accordance with the international quality management ISO 9001 and Food Safety ISO 22000 & FSSC 22000 & FSSC 22000 standards.

**HALAL & KOSHER certification for the products that there is a relevant requirement.*

In 2021, there was no incident related to non-compliance with regulations and voluntary codes regarding the effects of products and services on consumer health and safety.



6.4 RESPONSIBLE COMMUNICATION AND MARKETING

GRI 417-1, GRI 417-2, GRI 417-3



Proper labeling of our products is important, so that we make sure that the indications on all our products are easily understandable and displayed in a prominent place and in such a way that they are clearly visible and legible.

The packaging labels of all products (100%) feature the necessary information in accordance with Greek & European Legislation in order to provide accurate and transparent information to consumers (in Greek and English), such as:

- Product Name
- Ingredients
- Allergens
- Nutrition Labeling
- Net Weight (grams)
- Quantity (number of pieces)
- Expiry Date
- Minimum Durability Date
- Best Before Date
- Conservation conditions
- Instructions for use/conservation

- Lot Number
- Traceability Data (Barcode)
- Detailed Nutrition Table / Nutrition Statement
- Hotline for consumers with no charge
- Name of Production Company
- Place of Production / Origin
- Address and Contact Details
- Recycling Sign

At the same time, we make sure that nutrition information is indicated on the packaging, enabling consumers to be informed and decide based on these characteristics. In addition, we have chosen to label all of our products with the GDAs (Guideline Daily Amounts) nutrition labeling system.

With respect to our consumers and faith to our commitment to satisfy their every need, we respond to all issues that they communicate to us.

In 2021, regarding our products, 890 questions - complaints - consumer suggestions were processed.





7

ANNEXES

/ About the Sustainability Report

/ GRI content index

7.1 ABOUT THE SUSTAINABILITY REPORT

Scope of reference and reporting principles

GRI 102-50, GRI 102-51, GRI 102-52, GRI 102-54, GRI 102-56

This publication is the Sustainability Report of E.J. PAPADOPOULOS S.A. for the 2021 reference period (01.01.2021 - 31.12.2021), using the new reporting standards, the GRI Standards. The 2020 Sustainability Report was published on 31/12/2021.

Through the publication of the Report, the Company aims to provide comprehensive information to its stakeholders on its strategy, practices and performance on the pillars of sustainability in the reference period.

At the same time, the objectives and commitments for the coming year are set through the analysis and recognition of those issues that concern its stakeholder groups, in order to meet their needs and expectations consistently.

The data presented in the Report refer to the Company's activity in Greece (unless otherwise indicated) and E.J. PAPADOPOULOS S.A. is committed to reflecting its economic, environmental and social performance on an annual basis. This report has been prepared in accordance with the GRI Standards: Core option as well as the Principles of Inclusiveness, Materiality and Response and Effect of the AA Accountability Principles Standard 1000 AP (2018).

More information about the above standards and the coverage of the requirements of the GRI guidelines is presented in the table of AA1000AP and in the GRI Content Index, in the pages of the Annex to the Report.

In order to clearly define the limits and impacts of the Company on sustainability, the United Nations Sustainable Development Goals (SDGs) were taken into account, examining the impact of its substantive topics on each of the 17 Goals.

Changes and restatements compared to previous versions

GRI 102-48, GRI 102-49

This report contains no significant changes in the list of essential topics or restatements compared to previous versions.

Communication

GRI 102-3, GRI 102-53

The Company's registered office is located at 26 P. Ralli Avenue, 11810, Tavros, Attica.

Comments, observations or suggestions on the content of the Report can be sent to:

E.J. PAPADOPOULOS S.A.

Biscuit & Food Products Manufacturing Company 26 P. Ralli Avenue, 11810, Tavros, Attica

Or you can contact our company:

T: 210-3482000

E: info@papadopoulou.gr

Serafeim Varvatos, Quality and Food Safety Director

E: svarvatos@papadopoulou.gr

Efstathios Manolatos, Quality Systems Manager

E: emanolatos@papadopoulou.gr

The 2021 Sustainability Report is available through the official website of the Company **www.papadopoulou.gr**



GRI CONTENT INDEX

GRI Standard	Disclosure	Report section / reference	Page
GRI 101: Foundation 2016			
GRI 102: General Disclosures 2016 (core option)			
GRI 102: General Disclosures, Method of Report preparation	102-1 Name of the organization	BISCUIT AND FOOD PRODUCTS MANUFACTURING COMPANY E.J. PAPADOPOULOS S.A. 1. About the Company 1.1 Profile and activities	P. 8
	102-2 Activities, brands, products, and services	1. About the Company 1.1 Profile and activities	P. 10
	102-3 Location of headquarters	P. Ralli 26 Ave., Tavros, Attica, 11810 1. About the Company 1.1 Profile and activities	P. 8
	102-4 Location of operations	1. About the Company 1.1 Profile and activities	P. 10
	102-5 Ownership and legal form	Societe Anonyme 1. About the Company 1.1 Profile and activities 3. Corporate Governance and Growth 3.1 Corporate Governance - Business Ethics	P. 10, 26
	102-6 Markets served	1. About the Company 1.1 Profile and activities	P. 10
	102-7 Scale of the organization	Our performance for 2021 1. About the Company 1.1 Profile and activities 1.4 Economic performance and growth 5. Contribution to Society and our People 5.1 Human resources	P. 5, 10, 15, 41
	102-8 Information on employees and other workers	5. Contribution to Society and our People 5.1. Human resources	P. 41
	102-9 Supply chain	1. About the Company 1.5 Responsible supply chain	P. 16



GRI 102: General Disclosures, Method of Report preparation	102-10 Significant changes to the organization and its supply chain	There were no significant changes during the reporting period of the 2021 Sustainability Report 2021	
	102-11 Precautionary principle or approach	2. Approach to Sustainability 2.1 Sustainability Strategy - ESG Pillars 3. Corporate Governance and Growth 3.2. Crisis, reputation and risk management	P. 18, 26, 30
	102-12 External initiatives	1. About the Company 1.3 Collaborations, participations and distinctions	P. 12
	102-13 Membership in associations/organizations	1. About the Company 1.3 Collaborations, participations and distinctions	P. 12
GRI 102: General Disclosures, Strategy	102-14 Statement from senior decision-maker	Message from the President and Managing Director	P. 4
GRI 102: General Disclosures, Strategy	102-15 Key Impacts, Risks and Opportunities	3. Corporate Governance and Growth 3.1 Corporate Governance - Business Ethics 3.2. Crisis, reputation and risk management 4. Care for the Environment and Climate Change 4.4 Climate Change, Risks and Opportunities	P. 26, 30, 39
GRI 102: General Disclosures, Ethics and Integrity	102-16 Values, principles, standards, and norms of behavior	1. About the Company 1.1 Profile and activities	P. 10
GRI 102: General Disclosures, Ethics and Integrity	102-17 Mechanisms for advice and concerns about ethics	3. Corporate Governance and Growth 3.1 Corporate Governance - Business Ethics	P. 28
GRI 102: General Disclosures, Governance	102-18 Governance structure	Company Organization chart 3. Corporate Governance and Growth 3.1 Corporate Governance - Business Ethics	P. 6, 26
GRI 102: General Disclosures, Governance	102-21 Consulting stakeholders on economic, environmental and social topics	6. Responsible Products and Partnerships 6.2 Relationships of trust with consumers and partners	P. 53
GRI 102: General Disclosures, Governance	102-32 General Disclosures, Governance Highest governance body's role in sustainability reporting	2. Approach to Sustainability 2.3. Materiality analysis 3. Corporate Governance and Growth 3.1. Corporate Governance - Business Ethics	P. 20, 26, 28



GRI 102: General Disclosures, Stakeholder Involvement	102-40 List of stakeholder groups	1. About the Company 1.3 Collaborations, participations and distinctions 2. Approach to Sustainability 2.3. Materiality analysis 2.4. Communication with stakeholders	P. 13, 20, 24
	102-41 Collective bargaining agreements	5. Contribution to Society and our People 5.1 Human resources	P. 41
	102-42 Identifying and selecting stakeholders	1. About the Company 1.3 Collaborations, participations and distinctions 2. Approach to Sustainability 2.4. Communication with stakeholders	P. 13, 24
	102-43 Approach to stakeholder engagement	1. About the Company 1.3 Collaborations, participations and distinctions 2. Approach to Sustainability 2.4. Communication with stakeholders 6. Responsible Products and Partnerships 6.2 Relationships of trust with consumers and partners	P. 13, 24, 53
	102-44 Key topics and concerns raised	2. Approach to Sustainability 2.3. Materiality analysis 2.4. Communication with stakeholders	P. 20, 24
GRI 102: General Disclosures, Method of Report preparation	102-45 Entities included in consolidated financial statements	The companies included in the annual consolidated financial statements are presented in the Annual Financial Report 2021 (Company website www.papadopoulos.gr , section Our Company/ Our Company Today/ Financial Data/ Annual Financial Report 2021 (from January 1 to December 31, 2021)).	
	102-46 Defining report content and topic Boundaries	2. Approach to Sustainability 2.3. Materiality analysis	P. 20
	102-47 List of material topics	2. Approach to Sustainability 2.3. Materiality analysis	P. 20
	102-48 Restatements of information	here are no restatements in the 2021 Sustainability Report	
	102-49 Changes in reporting	2. Approach to Sustainability 2.3. Materiality analysis	P. 20
	102-50 Reporting period	7. Annexes 7.1 About the Sustainability Report 01/01/2021-31/12/2021	P. 57



GRI 102: General Disclosures, Method of Report preparation	102-51 Date of most recent report	2020 Sustainability Report - E.J. PAPADOPOULOS S.A. (31.12.2021)	
	102-52 Reporting cycle	7. Annexes 7.1 About the Sustainability Report Annual	P. 57
	102-53 Contact point for questions regarding the report	Serafeim Varvatos, Quality and Food Safety Director Efstathios Manolatos, Quality Systems Manager 7. Annexes 7.1 About the Sustainability Report	P. 57
	102-54 Claims of reporting in accordance with the GRI Standards	7. Annexes 7.1 About the Sustainability Report	P. 57
	102-55 GRI content index	7. Annexes 7.2 Table of contents GRI	P. 58
	102-56 External assurance	The 2021 Sustainability Report has not received any external assurance.	

GRI Standard	Disclosure	Report Section/Reference	Page
GRI 101: Foundation 2016			
GRI 200, 300, 400: Special Disclosures 2016			
GRI FP: Food Processing Sector Supplement			
GRI 102: General Disclosures 2016			
Material Topics			
Quality and safety of products and food			
GRI 103: Administrative approach	103-1 Explanation of the material topics and its scope	2. Approach to Sustainability 2.2. Sustainability Policy 2.3. Materiality analysis	P. 20
	103-2 The management approach and its components	1. About the Company 1.4 Economic performance and growth 2. Approach to Sustainability 2.2. Sustainability Policy 2.3. Materiality analysis	P. 14, 20
GRI 416: Consumer health and safety	416-1 Assessment of the health and safety impacts of product and service categories	6. Responsible Products and Partnerships 6.3. Quality and Food Safety, Traceability	P. 54
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	6. Responsible Products and Partnerships 6.3. Quality and Food Safety, Traceability	P. 54
GRI Food Processing Sector Supplement: Society, Responsibility for the product	FP5 Percentage of production volume manufactured in facilities certified by an independent body according to internationally acclaimed food safety management systems	6. Responsible Products and Partnerships 6.3. Product quality and safety	P. 54
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GRI 103: Administrative approach	103-1 Explanation of the material topics and its scope	2. Approach to Sustainability 2.2. Sustainability Policy 2.3. Materiality analysis	P. 20
	103-2 The management approach and its components	1. About the Company 1.4 Economic performance and growth 2. Approach to Sustainability 2.2. Sustainability Policy 2.3. Materiality analysis	P. 14, 20
	103-3 Evaluation of the management approach	5. Contribution to Society and People	P. 43



GRI 403: Occupational Health and Safety	403-3 Occupational Health Services	5. Contribution to Society and People 5.3. Occupational Health & Safety	P. 45
	403-5 Worker training on occupational health and safety	5. Contribution to Society and People 5.3. Occupational Health & Safety	P. 45
	403-9 Work-related injuries	5. Contribution to Society and People 5.3. Occupational Health & Safety	P. 45
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GRI 103: Administrative approach	103-1 Explanation of the material topics and its scope	2. Approach to Sustainability 2.2. Sustainability Policy 2.3. Materiality analysis	P. 20
	103-2 The management approach and its components	1. About the Company 1.4 Economic performance and growth 2. Approach to Sustainability 2.2. Sustainability Policy 2.3. Materiality analysis	P. 14, 20
GRI 102: General Disclosures, Strategy	102-11 Precautionary Approach Principle	3. Corporate Governance and Growth 3.2. Crisis, reputation and risk management	P. 30
GRI 102: General Disclosures, Strategy	102-15 Key impacts, risks, and opportunities	3. Corporate Governance and Growth 3.2. Crisis, reputation and risk management 4. Care for the Environment and Climate Change 4.4 Climate Change, Risks and Opportunities	P. 30
Economic performance and growth			
GRI 103: Administrative approach	103-1 Explanation of the material topics and its scope	2. Approach to Sustainability 2.2. Sustainability Policy 2.3. Materiality analysis	P. 20
	103-2 The management approach and its components	1. About the Company 1.4 Economic performance and growth 2. Approach to Sustainability 2.2. Sustainability Policy 2.3. Materiality analysis	P. 14, 20
	103-3 Evaluation of the management approach	1. About the Company 1.4 Economic performance and growth	P. 14
GRI 102: General Disclosures, Strategy	102-6 Markets served	1. About the Company 1.4 Economic performance and growth	P. 8



GRI 102: General Disclosures, Strategy	102-7 Scale of the organization	1. About the Company 1.4 Economic performance and growth	P. 15
GRI 201: Financial Performance	201-1 Direct economic value generated and distributed	1. About the Company 1.4 Economic performance and growth	P. 15
	201-4 Financial assistance received from government	1. About the Company 1.4 Economic performance and growth	P. 15
Corporate governance and business ethics and integrity practices			
GRI 103: Administrative approach	103-1 Explanation of the material topics and its scope	2. Approach to Sustainability 2.2. Sustainability Policy 2.3. Materiality analysis	P. 20
	103-2 The management approach and its components	1. About the Company 1.4 Economic performance and growth 2. Approach to Sustainability 2.2. Sustainability Policy 2.3. Materiality analysis	P. 14, 20
GRI 102: General Disclosures, Strategy	102-17 Mechanisms for advice and concerns about ethics	3. Corporate Governance and Growth 3.1. Corporate Governance - Business Ethics	P. 28
GRI 102: General Disclosures, Strategy	102-18 Governance Structure	Company Organization chart 3. Corporate Governance and Growth 3.1. Corporate Governance - Business Ethics	P. 6, 26
GRI 102: General Disclosures, Strategy	102-19 Delegating authority	3. Corporate Governance and Growth 3.1. Corporate Governance - Business Ethics	P. 26, 28
	102-20 Executive-level responsibility for economic, environmental, and social topics	3. Corporate Governance and Growth 3.1. Corporate Governance - Business Ethics	P. 26, 28
	102-22 Composition of the highest governance body and its committees	3. Corporate Governance and Growth 3.1. Corporate Governance - Business Ethics	P. 26
	102-23 Chair of the highest governance body	3. Corporate Governance and Growth 3.1. Corporate Governance - Business Ethics	P. 26
	102-24 Nominating and selecting the highest governance body	3. Corporate Governance and Growth 3.1. Corporate Governance - Business Ethics	P. 26, 28
	102-25 Conflicts of interest	3. Corporate Governance and Growth 3.1. Corporate Governance - Business Ethics	P. 26, 30
	205-3 Confirmed incidents of corruption and actions taken	3. Corporate Governance and Growth 3.1. Corporate Governance - Business Ethics	P. 29
	102-27 Collective knowledge of highest governance body	3. Corporate Governance and Growth 3.1. Corporate Governance - Business Ethics	P. 26



	102-28 Evaluating the highest governance body's performance	3. Corporate Governance and Growth 3.1. Corporate Governance - Business Ethics	P. 26
	102-30 Effectiveness of risk management processes	3. Corporate Governance and Growth 3.1. Corporate Governance - Business Ethics	P. 26, 30
GRI 102: General Disclosures, Strategy	102-31 Frequency of the highest governance body's review of economic, environmental, and social topics and their impacts, risks, and opportunities	3. Corporate Governance and Growth 3.1. Corporate Governance - Business Ethics	P. 26, 30
	102-32 Highest governance body's role in sustainability reporting	3. Corporate Governance and Growth 3.1. Corporate Governance - Business Ethics	P. 26, 28
	102-33 Communicating critical concerns	3. Corporate Governance and Growth 3.1. Corporate Governance - Business Ethics	P. 26, 28
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GRI 103: Administrative approach	103-1 Explanation of the material topics and its scope	2. Approach to Sustainability 2.2. Sustainability Policy 2.3. Materiality analysis	P. 20
	103-2 The management approach and its components	1. About the Company 1.4 Economic performance and growth 2. Approach to Sustainability 2.2. Sustainability Policy 2.3. Materiality analysis	P. 14, 20
Balanced nutrition and high nutritional value products	FP6 Percentage of total volume of consumer product sales based on their category, containing low levels of trans fat, soda and additional sugars	6. Responsible Products and Partnerships 6.1. Balanced nutrition and high nutritional value products	P. 52
	FP7 Percentage of total sales volume of consumer products by product category containing increased nutrients such as fiber, vitamins, minerals, phytochemicals or functional food additives	6. Responsible Products and Partnerships 6.1. Balanced nutrition and high nutritional value products	P. 65
Building / strengthening a stable relationship of trust with customers and consumers			
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GRI 102: General Disclosures, Governance	102-21 Consulting stakeholders on economic, environmental, and social topics	1. About the Company 1.4 Economic performance and growth 6. Responsible Products and Partnerships 6.2. Relationships of trust with consumers and partners	P. 14, 53
	102-43 Approach to stakeholder engagement	6. Responsible Products and Partnerships 6.2. Relationships of trust with consumers and partners	P. 53
Equality and diversity			
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	103-3 Evaluation of the management approach	5. Contribution to Society and People	P. 43
GRI 405: Diversity and equal opportunities	405-1 Diversity of governance bodies and employees	5. Contribution to Society and People 5.4. Equality and diversity	P. 47, 48
	405-2 Ratio of basic salary and remuneration of women to men	5. Contribution to Society and People 5.4. Equality and diversity	P. 47, 49
Traceability of raw materials and basic ingredients			
GRI 103: Administrative approach	103-1 Explanation of the material topics and its scope	2. Approach to Sustainability 2.2. Sustainability Policy 2.3. Materiality analysis	P. 20
	103-2 The management approach and its components	1. About the Company 1.4 Economic performance and growth 2. Approach to Sustainability 2.2. Sustainability Policy 2.3. Materiality analysis	P. 14, 20
Developing and optimizing a circular economy model for food and packaging			
GRI 103: Administrative approach	103-1 Explanation of the material topics and its scope	2. Approach to Sustainability 2.2. Sustainability Policy 2.3. Materiality analysis	P. 20



	103-2 The management approach and its components	1. About the Company 1.4 Economic performance and growth 2. Approach to Sustainability 2.2. Sustainability Policy 2.3. Materiality analysis	P. 14, 20
	103-3 Evaluation of the management approach	4. Care for the Environment and Climate Change	P. 33
GRI 301: Materials	301-1 Material consumption by weight or volume	4. Care for the Environment and Climate Change 4.2. Circular economy	P. 37
	301-3 Reclaimed products and their packaging materials	4. Care for the Environment and Climate Change 4.2. Circular economy	P. 37
Energy management and savings			
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	103-2 The management approach and its components	1. About the Company 1.4 Economic performance and growth 2. Approach to Sustainability 2.2. Sustainability Policy 2.3. Materiality analysis	P. 14, 20
	103-3 Evaluation of the management approach	4. Care for the Environment and Climate Change	P. 33
GRI 302: Energy	302-1 Energy consumption within the organization	4. Care for the Environment and Climate Change 4.1. Energy management	P. 33, 34
	302-3 Energy intensity	4. Care for the Environment and Climate Change 4.1. Energy management	P. 33, 35, 36
Employee training and development			
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	103-2 The management approach and its components	1. About the Company 1.4 Economic performance and growth 2. Approach to Sustainability 2.2. Sustainability Policy 2.3. Materiality analysis	P. 14, 20
	103-3 Evaluation of the management approach	5. Contribution to Society and People	P. 43



GRI 404: Training and Development	404-1 Average hours of training per year per employee	5. Contribution to Society and People 5.2. Employee development and training	P. 43
	404-3 Percentage of employees receiving regular performance and career development reviews	5. Contribution to Society and People 5.2. Employee development and training	P. 42, 43, 44
Solid and liquid waste management			
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GRI 306: Waste (2021)	306-3 Waste generated	4. Care for the Environment and Climate Change 4.3. Waste management	P. 38
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Responsible communication and marketing of products and services			
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GRI 417: Marketing and labeling	417-1 Requirements for product and service information and labeling	6. Responsible Products and Partnerships 6.5 Responsible communication and Marketing	P. 55
	417-2 Incidents of non-compliance concerning product and service information and labeling	6. Responsible Products and Partnerships 6.5 Responsible communication and Marketing	P. 55
	417-3 Incidents of non-compliance concerning product and service information and labeling	6. Responsible Products and Partnerships 6.5 Responsible communication and Marketing	P. 55



Development strategy of the Company and business investments

GRI 103: Administrative approach	103-1 Explanation of the material topics and its scope	2. Approach to Sustainability 2.2. Sustainability Policy 2.3. Materiality analysis	P. 20
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GRI 203: Indirect economic impacts	203-1 Infrastructure investments and services supported	3. Corporate Governance and Growth 3.3. Growth Strategy and Investments	P. 31

7.3 ACCOUNTABILITY PRINCIPLES TABLE AA1000

AA1000 Principles	Reference to the Report
The Fundamental Principle of Inclusivity	2. Approach to Sustainability 2.3. Materiality analysis 2.4. Communication with stakeholders
The Principle of Materiality	2. Approach to Sustainability 2.3. Materiality analysis
The Principle of Responsiveness	2. Approach to Sustainability 2.4. Communication with stakeholders 2.5. Objectives for 2022 3. Corporate Governance and Growth 4. Care for the Environment and Climate Change 5. Contribution to Society and our People 5.1. Human resources 6. Responsible Products and Partnerships
The Principle of Impact/Contribution/Effect	Message from the President and Managing Director 2. Approach to Sustainability 3. Corporate Governance and Growth
The Principle of Materiality	2. Approach to Sustainability





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