

# Corporate Social Responsibility

## report 07

# Corporate Social Responsibility **report 07**

# Contents

02 Chief Executives' letter

04 Frigoglass during 2007 at a glance

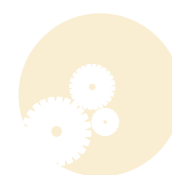
05 Engaging the Stakeholders

06 CSR Strategy

10 Corporate Overview

Company Profile  
Financial Performance  
History and CSR milestones  
Awards and Distinctions

16 Corporate Governance



Top Management  
Board Committees  
Auditing the Operations  
Investor Relations  
Risk Management  
Code of Business Conduct

22 Marketplace



Principles  
Suppliers and Contractors  
Customer Relations  
Product Safety  
Marketing Communication

28 Human Capital



People Management  
Performance, Compensation and Benefits  
Diversity and Equal Opportunities  
Training and Skills Development  
Occupational Health and Safety

40 Environment



Commitment to the Environment  
“Greening” our Operations  
“Greening” our Products

48 Society

50 Key Performance Indicators

52 About the Report

53 GRI Index

54 Glossary

55 Feedback Form

# Integrating responsibility into our business strategy

One year ago Frigoglass proudly published its first Corporate Social Responsibility Report, presenting its achievements during the years 2004-2006. This year's report fulfils our promise to inform Frigoglass' stakeholders on the further improvement of our contribution to society and the environment.

Focusing on integrating socially responsible conduct into our business operations, in 2007, we formed our Corporate Social Responsibility (CSR) Vision, Mission and Policy, where our values, principles and goals regarding corporate governance, our human capital, the environment, the community and the marketplace are set. Our CSR Values are Responsibility, Openness, Fairness, Integrity, Appreciation and Respect, while our CSR Principles are:

- Being Ethical and Responsible
- Providing Responsible Products and Services and promoting Sustainable Business Conduct throughout the supply chain
- Creating a Better Workplace and being an Employer of Choice
- Being Transparent and Accountable
- Preventing Environmental Impact and minimizing our Footprint
- Supporting Local Communities.

In order to fulfill these commitments included in our CSR Statements we developed a 3-year CSR Strategy, which aims at the sustainable development of Frigoglass. The CSR Strategy for 2008-2010, approved by the Board of Directors, contains the policies, targets and action plans for meeting the social and environmental expectations of our key stakeholders: shareholders, customers, suppliers, employees and communities. The basis of our CSR Strategy is to use a pro-active approach by adopting widely accepted systems, international standards as well as best practices.

Being a leader in the field of Ice Cold Merchandising bears the added responsibility of leading by example, in the global market where we operate. Moving forward we recognize the significant indirect impact stemming from our products. Thus we strive at providing environmentally friendly products to our customers, contributing to global efforts to combat climate change.

The embodiment of our continuous investment in Research and Development lies with our green product FV650 CO<sub>2</sub>, which received the 1st Eco-product award (part of the European Business Awards for the Environment), by the Greek Association of Environmental Protection Companies (PASEPPE).

On the other hand we also exert pressure on our supply chain, expecting as well as supporting better environmental performance, to aim towards a more responsible market.

Conducting business in countries, where standards regarding employee's rights may lack openness, leads us to assume an offensive approach against non-responsible practices. Frigoglass' Code of Conduct stipulates clearly our commitment to implement international standards regarding human and labor rights. In the next 3 years we will implement Health and Safety Management Systems according to the International Standard OHSAS 18001 as well as Social Accountability Management Systems according to the International Standard SA 8000.

Through these systems as well as promoting our existing policies for diversity, non-discrimination and equal opportunities, we focus on continually improving our performance regarding safeguarding our human capital principles, wherever we operate, thus achieving our strategic CSR goal of becoming an employer of choice.

Focusing on improving our overall environmental performance, we will expand to all our factories Environmental Management Systems according to the International Standard ISO 14001, aiming at minimizing our environmental footprint.

Walking the path of sustainability does not have to be a lonely journey. For this reason we joined the CSR Hellas Network, the Greek branch of CSR Europe Network, where along with other responsible organizations, we strive together to promote social and environmental practices and principles.

In each of these achievements, we are seeking to make our business more sustainable. And as new challenges continuously arise and environmental consciousness is on alert, we chose to publish a paperless Corporate Social Responsibility report. This decision was made as an effort to contributing to the forest's conservation and delivering a reduction in the amount of paper used by the company, anticipating that our example will be followed by others.

During 2008, we will continue to explore with our stakeholders new ways in which Frigoglass can contribute to sustainable development – to making the world a "better place to live in".



Harry David  
Chairman of the Board

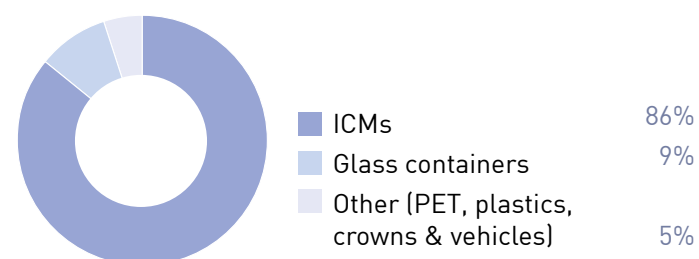


Petros Diamantides  
Managing Director

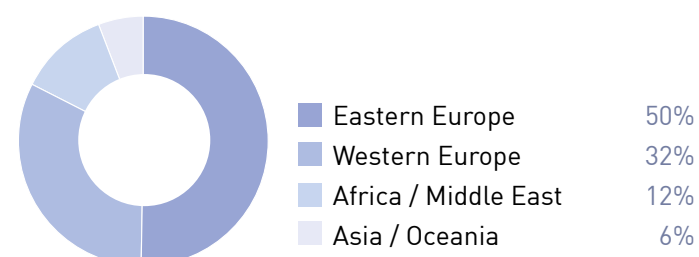
# Frigoglass During 2007 at a glance

## A “snapshot” of the Frigoglass principal business in 2007

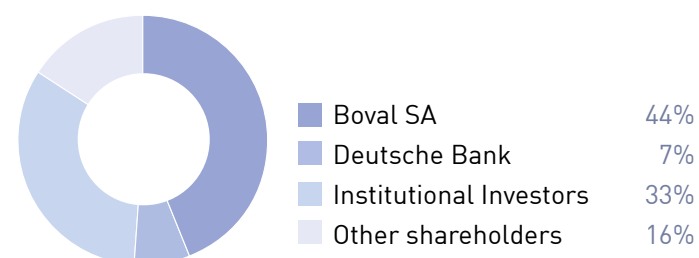
### Turnover 2007 as per product category



### Revenue 2007 by Geography



### Shareholding Structure (31.12.2007)



NATURE OF THE OPERATION	COMPANIES
Ice Cold Merchandisers (ICMs)	Frigoglass SAIC-Parent Company (Hellas), Frigoglass Romania SRL, Frigorex Indonesia PT, Frigoglass South Africa Ltd, Frigoglass Eurasia LLC, Frigoglass (Guangzhou) Ice Cold Equipment Co, Ltd., Scandinavian Appliances A.S, Frigoglass Ltd. (Ireland), Frigoglass Iberica SL, Frigoglass Sp zo.o (Poland), Frigoglass India PVT. Ltd
Sales Offices	Frigorex East Africa Ltd. (Kenya), Frigoglass GmbH (Germany), Frigoglass Nordic AS (Norway), Frigoglass France SA (France), Frigoglass Limited (Ireland), Frigoglass Iberica S.L. (Spain)
Glass Operation	Beta Glass Plc. (Nigeria)
Crown, Vehicles, Plastics, Pet, ICMs & Glass Operation	Frigoglass Industries (Nigeria)Ltd.
Plastic Operation	3P Frigoglass Romania SRL
Holding Companies	Coolinvest Holding Limited (Cyprus), Frigorex Cyprus Limited, Letel Holding Limited, Norcool Holding A.S (Norway), Nigerinvest Holding Limited (Cyprus), Deltainvest Holding Limited (Cyprus)

# Engaging the Stakeholders

Stakeholder Groups	Activities in 2007	Targets 2008
Employees	<ul style="list-style-type: none"> <li>Performance and development reviews, employee surveys, internal publications and magazines</li> <li>Cooperation with Labour Unions</li> </ul>	<ul style="list-style-type: none"> <li>Continue and enforce 2007 activities</li> </ul>
Shareholders	<ul style="list-style-type: none"> <li>Annual results and investor road-shows</li> <li>Open communication with financial analysts</li> </ul>	<ul style="list-style-type: none"> <li>An extract of the CSR Report is included in the 2007 Annual Report</li> </ul>
Customers	<ul style="list-style-type: none"> <li>Complaints procedures, consultation meetings on possible synergies and co-operations</li> </ul>	<ul style="list-style-type: none"> <li>Market share research</li> <li>Consumer and Retail insights research</li> <li>Customer satisfaction survey</li> </ul>
Contractors and suppliers	<ul style="list-style-type: none"> <li>Cooperation and exchange of information</li> </ul>	<ul style="list-style-type: none"> <li>Incorporate and enforce CSR issues on major suppliers' and contractors' written agreements</li> </ul>
Communities	<ul style="list-style-type: none"> <li>Support actions to alleviate the social and environmental forest fire-related consequences</li> <li>Consultation with local representatives on issues regarding health and welfare</li> </ul>	<ul style="list-style-type: none"> <li>Environmental actions in cooperations with NGO's</li> <li>Actions targeted to prevent HIV/AIDS disease</li> </ul>
Media	<ul style="list-style-type: none"> <li>Press-conferences</li> <li>Distribution of communicational material</li> </ul>	<ul style="list-style-type: none"> <li>On-going process</li> </ul>
NGOs	<ul style="list-style-type: none"> <li>Membership in CSR Hellas (national branch of CSR Europe)</li> <li>Meetings and discussions on possible involvement in partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Participate in CSR Hellas working groups for provision of voluntary work</li> <li>Cooperate with NGO's on environmental projects</li> </ul>



# CSR Strategy



We recognize that there are physical limits to the resources of the Earth (both in terms of generating materials and absorbing waste), and that any business activity that exceeds these limits is, by definition, unsustainable in the long term and will need to be reconstituted.

## CSR Statements

The Frigoglass CSR Statements of Frigoglass represent the start of its path towards sustainable development. CSR stands for corporate social responsibility, which entails practicing as well as being recognized as a responsible corporate entity.

The CSR Statements include:

- The CSR Vision, which defines where Frigoglass aims to be in the future.
- The CSR Mission, which clarifies how Frigoglass is to attain its future goals and what its principles are.
- The CSR Policy, which sets specific axes and focus areas and defines the goals of Frigoglass's Integrated CSR Program.

## CSR Vision

Our Corporate Social Responsibility Vision is to be the most competitive, dynamic and innovative Ice Cold Merchandiser company in the world, capable of sustainable economic growth.

By adhering to our corporate social responsibility principles and values we aspire to be a responsible corporate entity and to be recognised as a global champion in sustainability issues.

## CSR Values

Frigoglass aims at fulfilling its CSR Vision by adhering to the following values:

### Responsibility

in all our actions and areas where we conduct business.

### Openness

to clients as well as suppliers, in the provision of products and services.

### Fairness

to employees and business partners, aiming at cultivating a unique corporate sustainability culture.

### Integrity

to our shareholders, in the form of transparency and accountability.

### Appreciation

of natural resources and the importance of the environment in which we all live and work.

### Respect

of local communities, their customs and cultures.

## CSR Mission

The overall corporate social responsibility goal of Frigoglass is to achieve sustainable development, taking into account economic, social and environmental considerations, and integrating the respective risks as well as the arising opportunities into our business practices.

In our path towards sustainable development we will engage with all stakeholders and ensure added value to the shareholders, clients, employees and the communities in which we operate.

Our CSR principles are:

- Ethics and responsibility.
- Manufacture of useful products, provision of adequate services and promotion of sustainable business conduct throughout the supply chain.
- Better workplace and continued status as an employer of choice.
- Transparency and accountability.
- Minimize environmental impact and carbon footprint.
- Support of local communities.

CSR Principles

Frigoglass has assigned the following CSR principles in order to guide its progress:

Pillars	Principles
Responsibility integration	Responsibility must govern our every action. We apply the precautionary principle to avoid or minimize any impact on internal and external stakeholders as well as the environment. We engage in sustainable relationships with all stakeholders, form partnerships and promote community involvement, in order to improve educational, cultural and social development.
Corporate governance	We conduct our business with integrity, transparency and accountability, fighting corruption and crime in any form. We set up appropriate management systems in order to ensure the effective implementation of our policies.
Marketplace	We provide responsible competitive and innovative products and services to our clients. We demand responsible business conduct from our suppliers.
Human capital	We provide good employment conditions in the workplace, promoting the personal development of our employees and motivating them to excel in CSR conduct. We encourage and support our employees' active participation in volunteering and local community work.
Environment	We minimize the environmental impact of our operations and products. We support international green initiatives and participate in the campaign against global warming.

CSR Policy

The Frigoglass CSR policy is set by top management, which commits itself to:

- Applying this policy on all levels and areas of the organization.
- Meeting, and where possible exceeding, the minimum requirements of the relevant legislation by adhering to international principles and standards.
- Engaging with all stakeholders, in order to identify their needs and work together for the promotion of sustainable development and to contribute to the improvement of the quality of life.

The CSR policy of Frigoglass is subject to re-evaluation and revision by means of stakeholder involvement and consultation.



CSR Strategic Goals

The Frigoglass CSR strategic goals are included in the CSR Policy, in order to ensure the accomplishment of its CSR Mission and thus pave the way for the fulfillment of its CSR Vision.

To achieve sustainable development, taking into account the economic, social and environmental aspects as well as risks and opportunities, Frigoglass set goals, which focus on the following pillars:

- CSR Integration Goals
- CSR Goals for Corporate Governance
- CSR Goals for the Human Capital
- CSR Goals for the Environment
- CSR Goals for the Marketplace

The results of the Company's performance regarding CSR goals and targets are published annually in the CSR Report, which informs all stakeholders on the respective progress.

The CSR Goals of each pillar are presented in the respective chapter of the CSR Report.



CSR Integration Goals

- Increase shareholder value through sustainability evaluation and stock index inclusion.
- Excel in CSR issues through responsible management.
- Publish the results of CSR progress.
- Adopt international CSR initiatives .
- Promote CSR through membership in key sustainability.



# Corporate Overview

## Company Profile

Frigoglass, the global leader in Ice Cold Merchandising (ICM) solutions, specializes in the design, manufacturing and provision of integrated cooling solutions for the soft drinks, brewery and dairy markets. The Company also produces glass containers and related packaging materials (plastics, crowns), capitalizing on growth opportunities offered in developing and emerging markets.

## Products and Services portfolio

### PRODUCTS

Ice cold merchandisers (ICMs)

Glass containers

### SERVICES

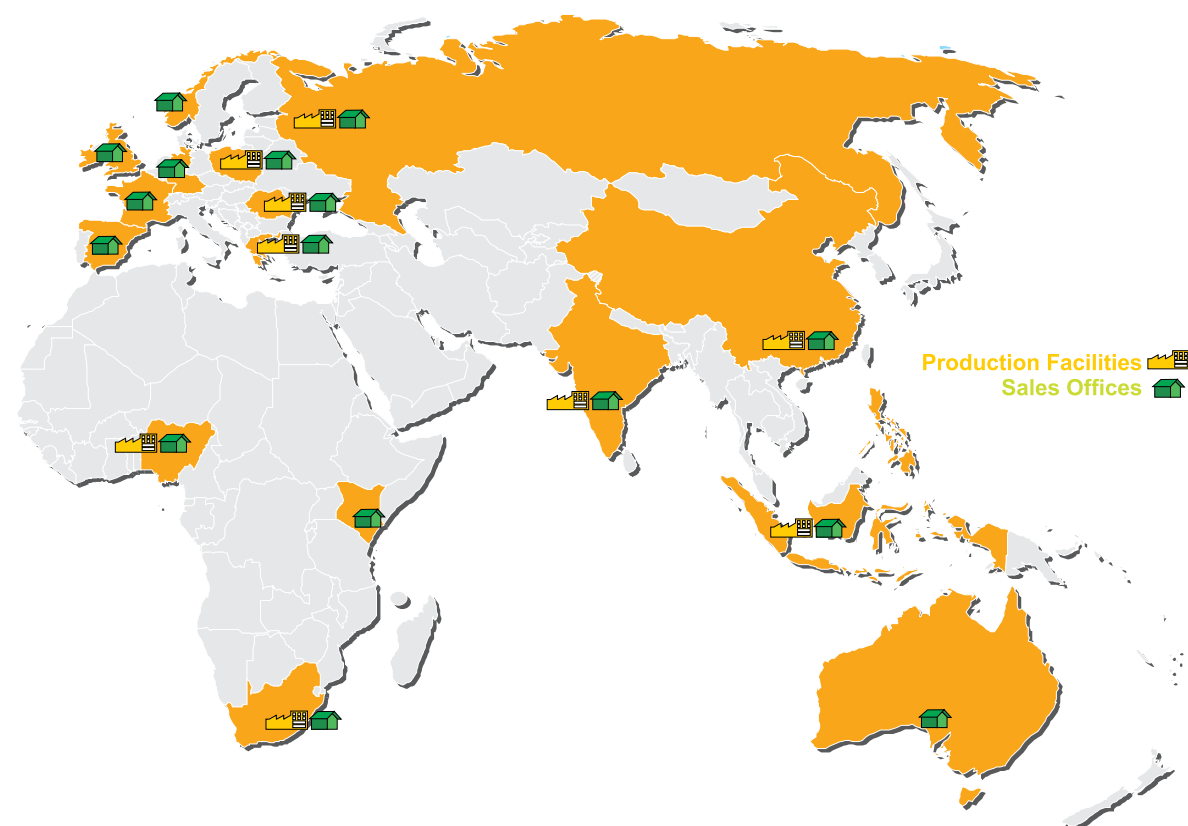
Post-warranty

Spare parts management

Refurbishment and re-branding

One-to-one placement and tailor made post warranty services

## Where We Are



We stimulate beverage companies' sales in immediate as well as in future consumption trade channels by promoting our customers' product strategies through unique delivery systems.

Frigoglass aims at developing and delivering innovative and high-quality cooling solutions which enhance product visibility, encourage impulse buying, and help clients increase their products' sales.

Having started out in the early 1980s, Frigoglass has developed through strategic acquisitions and organic growth into a highly successful multinational enterprise with more than 4,500 employees. With 14 production facilities and 19 sales offices in 17 countries, as well as an extensive network of sales representatives across Europe, Africa, Asia and Australia, Frigoglass is a truly global corporation.

To meet the rapidly increasing and changing needs of a global market in terms of both innovation and impulse creation, Frigoglass is constantly developing its products and services, offering customized solutions that deliver value to its customer base worldwide. As a responsible corporate entity, Frigoglass – through its R&D department – continuously explores revolutionary and environmentally-friendly cooling technologies that help improve ICM energy consumption. The Company also endeavours to be proactive in promoting recycling and minimizing waste.

The Company's main strength lies in its people. As a multi-cultural organization, Frigoglass values diversity and treats all employees with fairness, dignity and respect. The corporate culture reflects its commitment to social accountability, based on the principles of equal opportunity, non-discrimination, performance-based compensation and open communication in a healthy, safe and friendly working environment. Frigoglass makes considerable investments in safeguarding the health and safety of its people, and trains them to improve their professional skills and foster personal growth in an atmosphere of challenge and teamwork.

Being highly aware of social, cultural and environmental issues, Frigoglass has incorporated into its daily operations a set of policies and practices that reflect a firm commitment to social accountability. As an integral member of the communities in which it operates, the Company is committed to improving their quality of life and contributing to their welfare. This commitment is a core component of the Frigoglass corporate culture, and is evident in a variety of worthy initiatives having as ultimate goals social progress, cultural advancement and humanitarian aid.



Eastern Europe



Western Europe



Asia



Africa



## Legal Form and Location of Headquarters

Under Greek law Frigoglass SAIC is a publically listed Company incorporated and based in Athens, Greece:  
15 Andrea Metaxa Str., 145 64 Kifissia.

## Membership in Associations

Frigoglass belongs to the following associations:

- Athens Chamber of Commerce and Industry
- Greek Business Council
- Hellenic Federation of Enterprises
- Athens Stock Exchange
- Hellenic Capital Markets Commission
- Investors Relation Society Ltd
- Union of ASE Listed Companies
- Hellenic-Nigerian Chamber of Commerce
- Tenfore Hellas
- Hellenic-Chinese Chamber of Commerce

## Financial Performance

Financial data show that Frigoglass, through its effective strategies, is accomplishing excellent results. For Frigoglass 2007 was another year of strong growth.

With a functional structure that allows us to efficiently employ our competitive advantages and scale benefits, adopt optimum practices and facilitate know-how sharing across the organization, we are driven by sustainable and profitable growth, delivering enhanced value to shareholders and stakeholders alike.



## Financial Highlights Year 2007 vs 2006

				Margins	
	2006	2007	% change	2006	2007
Sales	€ 401.0 m	€ 453.4 m	+ 13.1 %		
EBITDA	€ 80.3 m	€ 90.6 m	+ 12.7 %	20.0 %	20.0 %
EBIT	€ 62.7 m	€ 71.3 m	+13.6 %	15.6 %	15.7 %
EPS	€ 0.96 m	€ 1.14 m	+18.1 %	9.6 %	10.0 %
Avg. NTS/NWC	3.13	3.15	+ 0.6 %		

## Shareholding structure

In 1999 Frigoglass listed on the Athens Exchange S.A. and today participates (Big Capitalization Category) on the following indexes EPS50, GD, DBD, SAGD, FTSEA, FTSEM, FTSEI (sector-subsector: Industrial Goods & Services - Industrial Machinery), (see abbreviations on page 54).

On 31 December 2007 the shareholding structure was as follows:

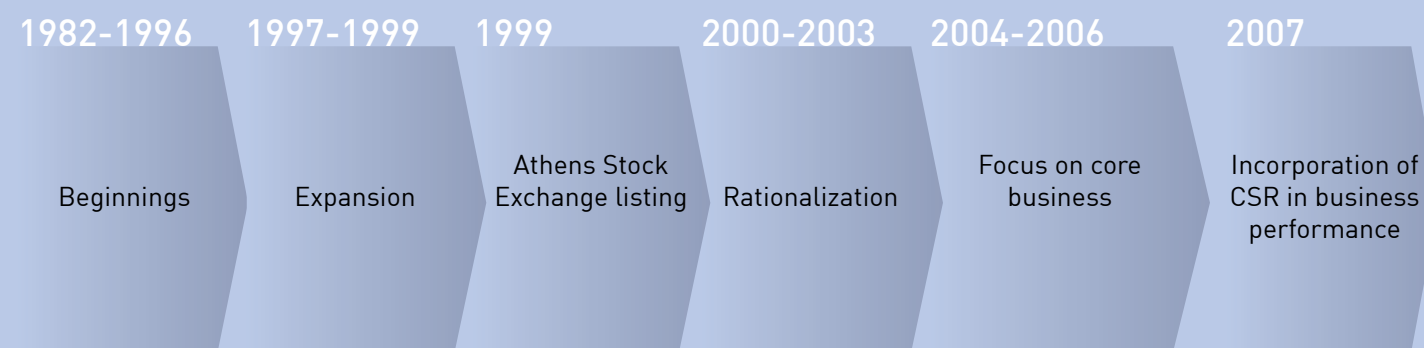
SHAREHOLDERS	SHARES (000's)	STAKE (%)
Boval SA	17,634	44.1%
Deutsche Bank AG	2,897	7.2%
Institutional Investors	13,245	33.0%
Other shareholders	6,359	15.7%
<b>SHARE CAPITAL</b>	<b>40,135</b>	<b>100%</b>

More detailed information on financial and commercial data can be found in the Company's Annual Report, available on [www.frigoglass.com](http://www.frigoglass.com)

## History and CSR Milestones

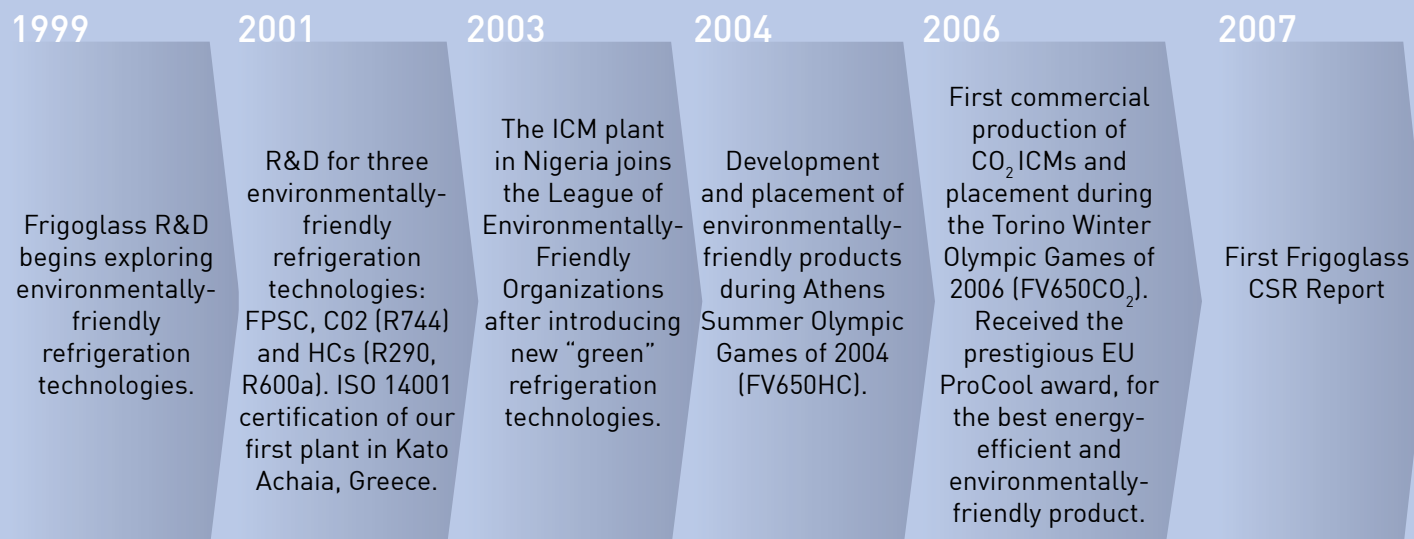
### History at a glance

Frigoglass began operations in 1982 as the Industrial Division of the Hellenic Bottling Company Group. It became independent in 1996, initially consisting of five companies (two producing commercial refrigerators and freezers, two producing plastics and one producing metal crowns). The Company has gone through six distinct periods in its history, each characterized by specific activities, strategic goals and patterns of growth.



### CSR Milestones

Frigoglass recognizes the necessity of integrating its corporate responsibility commitments into its business strategy and practices, in order to minimize risks as well as create value for its key stakeholders: the shareholders, customers, suppliers, employees and communities. The CSR milestones are:



## Awards and Distinctions

### Russian distinction

In December 2006, Frigoglass Eurasia received a major award as the prestigious "The Best Russian Enterprises" national competition, conducted by the Russian Union of Industrialists and Entrepreneurs (RSPP) and the Russian Chamber of Commerce and Industry with the support of the government of the Russian Federation. Frigoglass Eurasia was named "Branch Leader" in the Machine Building and Metal Working Industry.



### EU R&D distinction

In July 2007 Frigoglass received a distinction for exceptional performance in research, technology and innovation during 2005, according to the EU Industrial R&D Investment Scoreboard published annually by the European Commission.

The award was presented to Frigoglass by Dimitris Sioufas, the Greek Minister for Development, at a one-day conference organized by the General Secretariat for Research and Technology of the Ministry of Development at the Zappeion Hall in Athens, as part of the Science, Technology and Innovation Fair that took place in Greece from 29 June to 5 July 2007.

Frigoglass has committed itself to manufacturing products of high standards; therefore this award constitutes an important recognition of its achievements on a European and global level.



### CSR Report 2006 distinction

Frigoglass CSR Report 2006, obtained an acknowledgement at the "GRI Reader's Awards" receiving the award for the "Best report- Not-So-Big Business", which refers to companies occupying less than 5.000 employees.

Particularly, the CSR Report 2006 was awarded as one of the top 8 reports worldwide, at the awarding ceremony that was held in Amsterdam on May 7th 2008 at the opening of the Annual Conference of the Organization Global Reporting Initiative (GRI).

This acknowledgement forms an essential achievement for Frigoglass, as its CSR Report 2006 was distinguished among 800 other reports worldwide verifying the Company's successful presentation of its practices on CSR issues and its alignment with the EU and the UN model for the accomplishment of sustainable development.

Readers' Choice Awards is a GRI initiative, an organization that sets the criteria and the framework for the Corporate Responsibility Reports internationally. The scope of the awards was to convey the readers' preferences as regards the recording of policies and practices in sustainability issues in hundreds of CSR reports issued each year, so that companies can adjust their texts according to the readers' needs. For the evaluation of these reports, more than 1,700 readers out of 70 countries were invited to vote, stating their preferences based on specific criteria set by GRI.





# Corporate Governance



## Direct, Facilitate and Support

Frigoglass employs a solid system of corporate governance, which ensures maximum transparency for shareholders and stakeholders. Compliance procedures and organizational processes is a basic tenet, creating a controlled environment that promotes transparency and accountability in decision-making.

Efficient corporate governance ensures the practice of responsible and value-driven management. Managing the Company as it operates in various countries creates a demand for a consistent system of policies, codes and organised procedures complying with local legislation facilitating the application of best practices.

More detailed information on Corporate Governance data can be found in the Company's Annual Report, which is available on [www.frigoglass.com](http://www.frigoglass.com)

## Top Management

The Frigoglass Board of Directors includes several non-executive and independent members.

### Board of Directors

The Board is essentially responsible for running the Company. The Board members are appointed by a general meeting of shareholders. The Board's task is to ensure that Frigoglass' business operation is entirely consistent with the Company's long-term interests and those of its shareholders, within the guidelines of the existing regulatory framework. The Board thus sets corporate long-

term goals and is exclusively tasked with making strategic corporate decisions. It also has the responsibility of ensuring that the resources required for implementing these decisions are available, including the appointment of senior management.

All decisions made and actions taken by the Board of Directors, even those having no direct bearing on the Company's objectives, are binding on Frigoglass in all its business activities. The Board is made up of nine members, eight of whom are non-executive. Their remuneration is publicly disclosed as a collective amount.



Corporate Governance



Marketplace



Human Capital

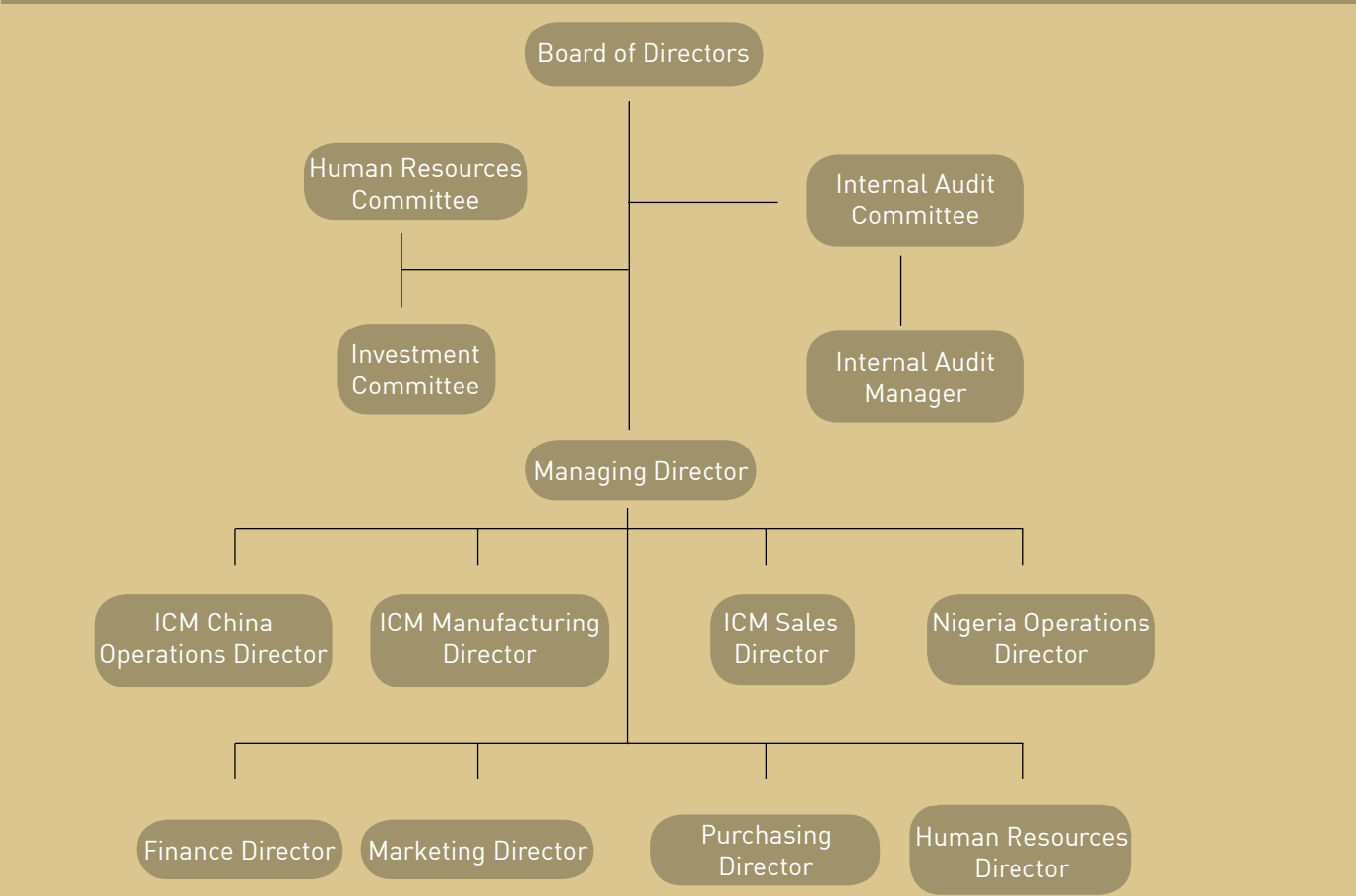


Environment

Board of Directors

TITLE	NAME	EXECUTIVE	INDEPENDENT
Chairman	Harry G. David	Non-executive	
Vice chairman	John K. Androutsopoulos	Non-executive	
Managing director	Petros Diamantides	Executive	
Member and secretary	Loucas D. Komis	Non-executive	
Member	Victor Pisante	Non-executive	Independent
Member	Christos C. Leventis	Non-executive	Independent
Member	Vassilios S. Furlis	Non-executive	
Member	Alexandra Th. Papalexopoulou	Non-executive	
Member	Evaggelos J. Kaloussis	Non-executive	

Frigoglass Top Management Chart 2007



Board Committees

Audit Committee

The Audit Committee handles all internal and external audits, and is the communication link between the auditors and the Board of Directors. Its operation is based on the principle of maximizing the benefits to shareholders and investors. The Board of Directors elects the Audit Committee and defines its remit.

The Audit Committee consists of the following three non-executive members of the Board of Directors:

Chairman: I. Androutsopoulos  
Member: L. Komis  
Member: Ch. Leventis

The Audit Committee ensures that all the findings of external and internal audits are taken into account and acted on by the management. It evaluates internal audit reports and ensures that there are sufficient resources for the task. It evaluates internal control and computer security systems, and the reports of chartered accountants on financial statements and remarks by the offices concerned. It receives information from department heads and auditors on potential risks, and considers and recommends possible remedies. It also monitors the internal audit department for efficiency and continuity, ensuring that problems are communicated to management and discussed, and corrective action taken where necessary. The Audit Committee, in co-operation with chartered accountants, audits all financial statements before their final approval.

Human Resources and Compensation Committee

This committee is appointed by the Board of Directors and consists of the following three non-executive Board members:

Chairman: L. Komis  
Member: H. David  
Member: E. Kaloussis

The responsibility of the Human Resources and Compensation Committee is to define the Company's human resources policy as a guide to management decision-making and action. It oversees policies relating to succession planning, and recommends to the Board those whom it sees fit to see appointed to the post of Managing Director and other senior executive posts. The committee also sets corporate citizenship and compensation policies, and recommends pay and compensation levels for the Managing Director, subject to approval by the Board of Directors.

Investments Committee

This Committee is appointed by the Board of Directors and consists of the following three Board members:

Chairman: H. David  
Member: L. Komis  
Member: P. Diamantides (MD)  
Member: P. Tabourlos (CFO)

This committee has the task of recommending paths of corporate development and strategy to the Board. This includes evaluating and/or proposing potential new investments and expansion schemes. It is responsible for locating new investment opportunities and evaluating the potential of mergers and acquisitions, strategic partnerships, and joint ventures. It also has the task of following up on approved investments.

Auditing the Operations

Internal Audit

This is an independent operation which monitors all corporate activity to ensure that it is conducted in accordance with standard policies and procedures. The internal auditors report directly to the Audit Committee, which consists of three non-executive members of the Board of Directors. Board members, management executives and their relatives are ineligible for membership of this committee. The Company is obliged to inform the Capital Markets Commission of any change in personnel or structure of this department within ten working days of the decision. The Internal Audit Department examines and evaluates the efficiency of the internal control system and all such mechanisms within the Company, and as such must be governed by the ethics and principles of independence, objectivity and trust. All audits are carried out in accordance with the standards for the professional practice of internal auditing.

The Internal Audit Department is assured full access to all information, data, staff and resources required for its work. It guards all confidential information. The Board of Directors and Audit Committee co-operate with and brief the internal auditors on every issue relevant to the task of auditing. The internal auditors are obliged to provide any information required by the state regulatory authorities.



### Internal Auditors' Code of Ethics

The purpose of the Internal Audit code of ethics is to promote an ethical culture within the Internal Audit department. The key principles are:

1. Integrity: The integrity of the internal auditors establishes trust and thus provides the basis for reliance on their judgment.
2. Objectivity: The internal auditors make a balanced assessment of all relevant circumstances and are not influenced by their own interests or by others.
3. Confidentiality: The internal auditors respect the value and ownership of information they receive and do not disclose information without appropriate authority unless there is a legal obligation to do so.
4. Competency: The internal auditors apply their knowledge, skills and experience needed in the performance of their services.

### External audit

The scheduled external audit of Frigoglass's financial statements for fiscal 2007 was conducted by PriceWaterhouseCoopers.

## Investor Relations

To provide the Company's investors with unobstructed and accurate information is a key responsibility of Frigoglass' management. In fact, all target groups in the financial community have a right to receive such information. The department's top priority is to address the concerns of investors and analysts while maintaining a special focus on services such as the distribution of dividends, compiling the annual report, issuing press releases, calling general assemblies and continuous provision of information via Frigoglass' website.

## Risk Management

Recognizing and avoiding social, environmental and governance risks is crucial to sustainability. Frigoglass's risk management plays an important role in fulfilling this task. Compliance with all legal provisions is a given; in addition, the Company observes internationally-recognized standards, rules and commitments and when doing business it considers and weighs all relevant criteria within the framework of its risk management, in order to make sure that responsible decisions are taken. On risk management Frigoglass is cooperating and receiving consultation from external experts (AON) with whom it has developed and established a system of monitoring the Company's risks.

### Crisis management

Frigoglass has drawn up a handbook that is designed to serve as a ready-to-use, step-by-step guide to managing various crises that may arise throughout the Company at any time. Based on the nature of Frigoglass's business, these potential crises are divided into four main categories:

1. Manufacturing crises at production facilities such as fire, explosion, natural disaster, environmental contamination and bomb threats.
2. Product / Brand crises involving harm to products or brands produced by Frigoglass, such as product contamination, defective products and product recall.
3. Administration crises in the offices, including the administrative buildings and headquarters, such as pickets, protests and bomb threats.
4. General and miscellaneous significant or high-profile crises that do not fall within the above mentioned categories; examples are the kidnapping of an executive, poor industrial relations and leakage of sensitive information.

The Crisis Management Handbook explains the basic strategies and tactics of handling a crisis. This handbook suggests effective ways of handling the information flow internally and externally and provides guidelines to estimating the extent and potential damage a crisis could cause.

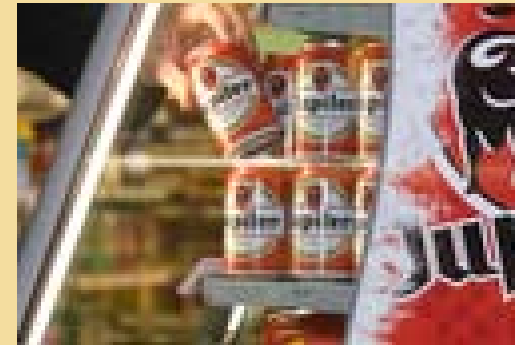
### Environmental liability

Frigoglass is insured for environmental liability. Frigoglass underwent no administrative or judicial sanctions for failure to comply with environmental laws and regulations.

### Information technology procedures

Frigoglass has established an information technology procedure designed to:

- Establish and maintain information technology standards throughout Frigoglass.
- Ensure Company data security through the continuity of critical business operations.
- Ensure compatibility, the easy upgrading and the consolidation of data, and a common framework of reference for staff training.
- Ensure Company data integrity by preventing the destruction of, and unauthorised access to, critical data.
- Obtain hardware and software standards and apply them within Frigoglass.



## Code of Business Conduct

Frigoglass adheres to its corporate code of business conduct, which is mandatory for all staff. Ethical standards applicable to corporate operations are also expected of all who do business with the company, such as suppliers, agents, representatives and consultants. The Board of Directors is charged with ensuring that the senior management consistently complies with the code of business conduct. The Audit Committee ensures that the compliance is maintained. Any deviation from the code, illegal or unethical action or even the appearance of misconduct or impropriety by anyone acting on the company's behalf, is deemed unacceptable.

In compliance with principles set above, Frigoglass during 2007 took immediate action to remedy iniquities. During the past year 16 employees were found to have engaged in unethical business practice. All were disciplined and the worst offenders dismissed. The geographical distribution of these cases was: Indonesia: 1, Poland: 1, Nigeria: 1, Russia: 13.

## Corporate Social Responsibility

Corporate Social Responsibility is integral to Frigoglass' business as a key responsibility of the Company's management.

Operational and strategic decision-making for sustainability is assigned to the corporate governance director.

The overall goal of Frigoglass is to achieve sustainable development, taking into account its economic, social as well as environmental aspects and to integrate the respective risks and opportunities into its business practice.



## Goals and Targets

The CSR Strategy of Frigoglass contains the following strategic goals regarding Corporate Governance:

- To abide by the code of conduct, which is enforced to its personnel as well as to its subcontractors and suppliers.
- To minimize and manage risks, by auditing all departments, identifying non-conformities and ensuring that corrective actions are implemented.
- To be more transparent, focusing at informing its key stakeholders regarding the practices that are implemented.

In order to fulfill these long-term strategic goals, the following targets have been set for the year 2008:

- To adopt a business ethics excellence model, according to the guidelines of the European Business Ethics Network (EBEN).
- To set up a separate and stand-alone internal structure, a CSR department, in order to manage CSR issues in Frigoglass.

# Marketplace



## Deliver and Evolve

Frigoglass is a global leader in Ice Cold Merchandiser (ICM) manufacturing and providing solutions to customers mainly in the beverage and dairy industries. As a B2B organization, the Company strives for manufacturing excellence to meet customers' individual requirements, offering state-of-the-art product solutions and tailor-made services. Frigoglass also invests in mutually-beneficial relationships with its suppliers in order to ensure future growth and profitability and prevent purchasing and execution problems.

### Principles

Frigoglass is pledged to conduct its business ethically and openly in accordance with all applicable antitrust and trade practice laws. The individual's right to receive protected information is safeguarded in its stakeholder disclosures through confidentiality agreements.



Corporate Governance



Marketplace



Human Capital



Environment

### Suppliers and Contractors

Frigoglass cannot emphasize enough its valued relations with its suppliers. Having grown into a global corporation with a presence in four continents, the Company does not deviate from its primary goal of building strategic alliances in a constant drive for sustainable development.

#### Supply chain mission

The function and mission of the supply chain is to support corporate strategies for sustainable growth, quality and competitiveness through the effective development and management of our supply base and raw material cost control.

#### Suppliers' code of conduct

Frigoglass currently applies its suppliers' code of conduct, which includes commitments on the promotion of respect for ethical conduct and human rights among suppliers and contractors as well as demonstrating a preference for working with those who share the Company's values.



Supplier evaluation and selection criteria

The criteria applied for the selection of suppliers by our business units are confirmed through the evaluation process based on the supplier profile, the supplier features and the supplier audit performance, including certification and waste management. Our Pool Purchasing function has established a supplier performance measurement system (SPM), which monitors the quality, delivery practices and communication with suppliers.

Purchasing strategies

Purchasing strategies include:

- Taking full advantage of Company synergies and the benefits of economies of scale, while ensuring alignment with the objectives of individual operational units.
- Fostering the development of long-term partnerships with key suppliers while respecting their market practices and business ethics.

After-sales support

Frigoglass monitors the implementation of Company purchasing procedures and policies, setting supplier performance objectives, and managing procurement agreements and contracts for materials and machinery so as to secure, among other things, the necessary after-sales support (training, spare parts, etc.) by suppliers of the Company's operational units.

Contractor safety guidelines

Frigoglass has issued contractor safety guidelines, describing the minimum safe work practices in regard to fire, safety, security, health, environmental and traffic regulations that govern prime contractors and subcontractors which work within the confines of any Frigoglass facility or work site. These requirements are considered as additions to any existing safety rules set by the contractor. Among other areas covered by the guidelines are specific references to the safety aspects of signs and banners, personal protective equipment, housekeeping, accidents and first aid, security, traffic control, alcohol and drugs.

Customer Relations

Frigoglass, assuming full responsibility to maximize the selling and cooling availability of its customers' products, views customer satisfaction as a key element of its business strategy. By employing skillful people and developing and optimizing infrastructure and processes, the Company has the ability to understand and respond to local market needs. Its global structure provides important advantages of scale and synergy, leading to improved effectiveness, response times, and availability and quality of service in the areas of post-warranty services, spare parts management, refurbishment, one-to-one placement and service.

Customer service and support

Frigoglass has a clear complaints procedure and all sales teams are instructed to register all customer complaints. Customer service managers (for the Sales Office) and quality assurance managers (from the Plant) coordinate and follow up the complaint resolution plan until it is complete and customer is informed.

Frigoglass also holds technical training presentations for all ICM models prepared by the head office. The local customer service staff is trained regularly on new models by the head office after-sales supervisor. The local customer service regularly organizes technical training sessions for the customer technical and/or sales staff.



Customer feedback mechanism

The feedback mechanisms of Frigoglass's customers consists of complaint forms completed by the customer and on-site visits from the sales and customer service staff. The customer service staff collects the complaints and registers them. The sales service staffs may also collect the complaint forms but also, with the customer, files a call report noting all positive and negative customer satisfaction feedback. The difference in feedback received from a complaints report and that from call report is that in the latter case negative comments are more structured. All complaints are thoroughly investigated and the findings are fed back to the departments concerned for action.

Furthermore, Frigoglass is conducting a "Voice of Customer Satisfaction" survey, whose findings will be disclosed in mid-2008.



Complaints: major findings in 2007

Period	2007
Total complaints registered	322
Unsolved	20
% age of unsolved/in progress	6%

Frigoglass has never had complaints about breaches of customer privacy, data leaks, data theft or loss of customer data.

## Product Safety

Ensuring the safety of products and minimizing the risk of product-related injury is critical to Frigoglass' welfare. Frigoglass manufactures and markets products that fulfill all applicable safety standards. All products which could carry a risk of injury from mishandling, feature clear safety operating instructions. The company is committed to protecting its customers, itself and the general public against the potentially harmful consequences of marketing and using unsafe products. Therefore every Frigoglass product is labeled appropriately and accompanied by an instruction manual. No Frigoglass employee can authorize the shipment of a product unless it has passed stringent quality control tests set by the company in its production process.

## Marketing Communications

The Marketing Services Department is responsible for building brand equity and maintaining a positive, strong and consistent image of Frigoglass, its business units and products among customers, stakeholders, media and its own people alike. Additionally, it is responsible for protecting the company's brand equity by registering its trademarks and preventing competitors from using similar ones, and for maintaining a powerful, uniform and consistent corporate identity, which provides long-term benefits and value to the organization.

## Operating in local communities

Frigoglass has currently no programs in place for assessing the impact of operations on local communities before commencing, while operating or while making decisions to exit the community. Nevertheless, the establishment of manufacturing facility in China is proof of the Company's responsible attitude to local communities, as the majority of the personnel for all levels is locally-recruited.



## SUCCESS STORY: Frigoglass opens its Chinese plant

The Frigoglass China plant is located at the Guangzhou Economic and Technological Development District (GETDD) in Southern China's Guangdong Province. This state-of-the-art facility, completed in record time and officially opened on October 11, 2007, is Frigoglass' newest, biggest and most advanced manufacturing plant. Headed by plant manager Min Jong Choong, the plant at present has 176 employees. The plot site is 35,220m<sup>2</sup> and the covered area is 19,500m<sup>2</sup> (production: 12,000m<sup>2</sup>, warehouse: 6,000m<sup>2</sup>, offices: 1,500m<sup>2</sup>). Once our investment programs are completed, it will have three production lines (A line: "Single Door", B line: "Double Door", C line: "Open Front & Open Top") with a full annual capacity of 160,000 units and a clear focus on quality.

The ICM solutions specifically developed for the Chinese market include the glass door open front and the Classic range for the HoReCa channel. The success of our plant will largely depend on the plant management team that handles all operational issues in close cooperation with HQ Manufacturing, following the Global Best Practice Production Methodology of Frigoglass and in cooperation with the relevant HQ functions.



## Goals and Targets

The CSR Strategy of Frigoglass contains the following strategic goals regarding Marketplace:

- To be evaluated and chosen by our customers because we are responsible.
- To evaluate and select suppliers because they are responsible.

In order to fulfill these long-term strategic goals, the following targets have been set for the year 2008:

- Implement a "Voice of Customer" survey and publish the respective results.
- Create a supply chain CSR code of conduct and include it in all supplier's contracts.
- Integrate CSR criteria to supplier evaluation and selection and apply it to all major suppliers.



# Human Capital



## Respect, Develop and Excel

The people of Frigoglass are its capital. Respect for their individual rights lies at the core of Frigoglass values, since the employees are the Company's most important stakeholder. The Company is committed through its policies to promote a good working environment and achieve the status of an employer of choice.

### People Management

The well being of Frigoglass' employees is of utmost importance. Thus providing and promoting a safe, positive and supportive workplace with the highest ethical standards supports and safeguards their rights and duties.



Corporate Governance



Marketplace



Human Capital



Environment

### Labor relations Policy

The Company's Labor Relations Policy regulates labor relations issues and ensures uniform compliance with national and international laws and regulations. This policy expands to all Frigoglass plants and sales offices, where the respective Managers are responsible for the implementation and compliance to its principles. The key chapters covered by this policy are:

**Working environment:**

- Eliminate any kind of discrimination (ethnic origin, color, religious beliefs, gender, sexual orientation).
- Prevent any form of bias and prejudice.
- Rightfully evaluate professionalism .

**Occupational health and safety:**

- Comply with relevant laws and standards.
- Implement measures aiming at the prevention of accidents and diseases (such as emergency exits, fire detection and fire-fighting, ventilation, sanitary equipment, hygiene, first-aid, etc.) and ensure compliance.
- Evaluate and report on possible occupational risks.

**Labor abuse and child labor:**

- Prevent the creation of a hostile or discriminatory working environment.
- Shun any form of forced labor, abuse or harassment.
- Employ only trained personnel in all premises.
- Avoid child employment under any circumstances.

**Salaries and benefits:**

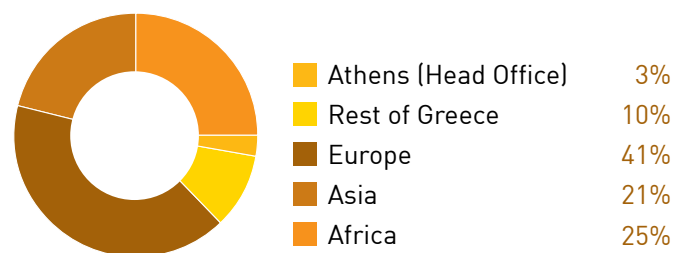
- Provide competitive, equal and non-discriminatory salaries and benefits.
- Promote professional and personal development.

**Union negotiations:**

- Uphold the right to participate in union activity.
- Negotiate with sincere determination and in good faith.
- Attempt to improve collective bargaining agreements.

**Workforce key indicators**

The tables below refer to data concerning Frigoglass employees and supervised workers, but not supply chain workers.

**Workforce Breakdown by Geographic Region**

Total no. of employees: 4,660\*

(\* excl. Crowns, Pet and TSG)

In 2007 there was a 6% increase in the workforce, largely attributed to the opening of the new plant in China.

Workforce turnover	2006	2007
Joiners	2,311	1,970
Leavers (retirement, termination of contract)	1,120	1,464

Business seasonality generally results in a temporary increase in the number of employees between January and July in any given year.

Workforce breakdown by gender	2006	2007
Men	3,867	4,059
Women	527	601

Women make up 12.9% of the workforce, while production-line personnel are mostly men.

**Recruitment and Hiring Policy**

Frigoglass applies an employee recruitment and hiring policy approved by the Human Resources Committee ensuring a consistent and uniform approach to recruitment and hiring throughout the Company.

New employment positions by geographic region*	2006	2007
Europe	875	969
Asia	43	234
Africa	32	125
Total	950	1,328

(\* excl. seasonal employees)

Vacant positions filled by employees from within (usually involving promotion):

- 2006: 16%
- 2007: 9%

Vacant positions filled by newly-hired employees (mainly temporary employment):

- 2006: 84%
- 2007: 91%

The Russian and Nigerian operations are collaborating with local universities, offering specific employment or training for graduates for approximately 8 months. These graduates are trained in the business climate. Some may have the opportunity to join Frigoglass on a permanent basis, or pursue other job openings after having received brief but valuable practical experience.

**For hiring managers, Frigoglass uses:**

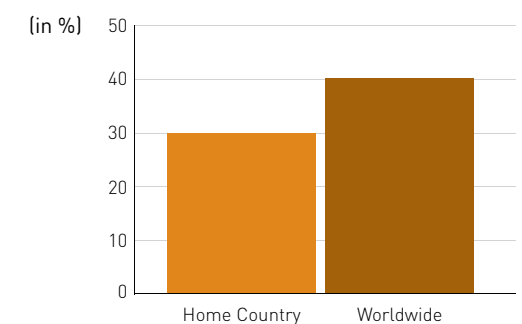
- **The competency-based interview:** a structured interview employing pre-determined (criteria-based) questions, aiming to examine the specific competencies of the candidate by investigating past behavior in real events. The premise is that evidence of past performance is the best predictor of future performance.

- **Facet 5:** a 'Big 5'-factor personality analysis model designed to measure the five major aspects of a person's personality (will, control, affection, energy and emotionality). This allows managers to understand how people differ in behavior, motivation, attitudes and aspirations. Facet 5 uses a web-based questionnaire to collect information. Candidates are sent an e-mailed invitation and are taken directly to the model's website.

**Union relations**

Frigoglass recognizes the right of all employees to freely associate in trade unions and be exclusively represented by them. Management and union representatives discuss and bargain collectively in good faith on labor issues such as wages, working hours and any other conditions of employment affecting union members. Agreements reached with the unions apply equally to all employees regardless of age, sex, marital status, race, color, religion, disability, national origin, political affiliation, appearance or sexual orientation.

In certain countries there are "employee representative" committees involved in information, consultation and negotiation regarding employees when changes are in order in the organization's operations. However, there is no formal worker representation in decision-making or management.

**Percentage of the workforce belonging to a trade union in 2007**

### Personnel privacy and confidentiality

The Company protects the privacy and confidentiality of medical and personnel records. Such records are not released outside the Company unless authorized by the employee in question or required by a law enforcement or any judicial agency.



## Performance, Compensation and Benefits

The people of Frigoglass are compensated based on the evaluation of their performance. Apart from that, they are entitled to receive benefits involving themselves as well as their families.

### Performance

#### Performance management

Frigoglass has laid out a clear road map to achieve substantial and value-added performance management.

The performance management cycle consists of four stages:

1. Planning: This is how we define what we expect from people and how they can contribute to achieving the objectives of Frigoglass as well as their own.
2. Coaching and Feedback: The day-to-day process of managing behavior and performance.
3. Reviewing and Appraising Performance: This stage evaluates the successes and failures of the past year, learning the lessons and preparing for the next year.
4. Recognizing and Rewarding Performance: The means by which performance is recognized and awarded.

#### Management short-term incentive plan

The management short-term incentive plan is based on the Management by Objectives (MBO) principle. The incentive plan links individual performance with company results with the purpose of increasing employee commitment to achieve exceptional performance through continuous improvement.

All managerial positions are eligible for a year-end bonus. Employee performance is evaluated and compensated annually according to the achievement of objectives. Targets are set so as to reflect Company's annual goals and strategy. The short-term incentive plan and weighting factors vary according to the function and the level of the position. Bonus payouts are calculated by taking into account the achievement of personal objectives as well as the operational targets of the Company, division, individual unit or sales territory.

### Compensation

Frigoglass has set up a uniquely tailored family-model remuneration structure. The salary range is based on a grading system reflecting the prevalent market levels for equivalent or similar positions. The grading criteria are: level of accountability, problem-solving ability and required skills as well as professional experience.

All permanent employees receive salaries in excess of the minimum levels specified by the relevant statutory collective bargaining agreement. All temporary workers are compensated at or over the minimum levels specified by the collective bargaining agreement. All employees are remunerated competitively and are entitled to equal pay for equal work regardless of gender, race, nationality, religion or any physical disability. Salaries are paid in accordance with the wage laws of each country, including those governing the minimum wage and overtime pay.

### Benefits

#### Pension scheme and other benefits

Employees can participate in the Company's pension scheme, in countries where this is applicable, which acts as a savings and incentive tool.

Fringe benefits are offered to employees in their home countries according to position level. These benefits include a company car, fuel allowance, mobile telephone, private health care, food allowance, awards, sports and cultural activities and a kindergarten allowance, among others.

### Stock options

All members of the Executive Committee are eligible to participate in the Frigoglass stock option plan. Such options are considered as part of the total remuneration package.

Stock options are granted at a price equal to the average value of the Company's share price at close of trading on the Athens Stock Exchange over the sixty (60) calendar days leading up to the grant date. The options are invested by one-third increments each year and can be exercised for up to six (6) years from the grant date.

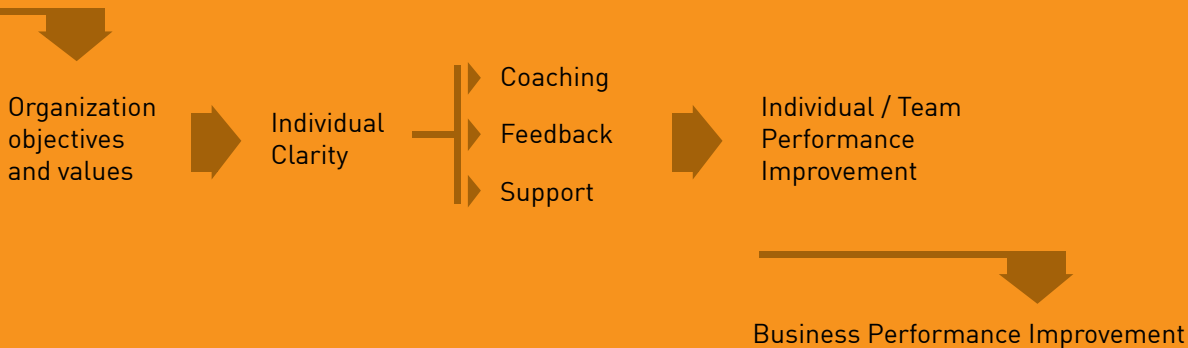
The terms of any stock options granted must be approved by shareholders at the Annual General Meeting. At the General Meeting of June 2007 shareholders adopted a multi-year plan to grant stock options to senior management, subject to approval by the Board of Directors. Under this authorization the Board of Directors approved the stock option grants for 2007.

#### The Frigoglass family

Frigoglass is sensitive to issues involving family and family values and subsequently has surpassed the minimum legal obligations regarding the support of the employees' families. Besides flexible working hours, career breaks and maternity leaves, the Company has instituted regular events designed to bring employees' families closer together, such as Christmas and New Year's parties, Family Days and other 'get-together' events held throughout Frigoglass' various operations around the world.

### The Performance Management Cycle of Frigoglass

Business Strategy



All employees are included in the performance management cycle.

### Family-friendly benefits

Flexible Working Hours	For maternity
Child care facilities / subsidies	Kindergarten subsidies (home country)
Career breaks	For maternity
Paid maternity leave	Legal number of weeks off
Paid paternity leave	Legal number of weeks off
Other	<ul style="list-style-type: none"> <li>Employee recreation (New Year's Party, Family Days, get-togethers).</li> <li>Christmas parties for Staff children (100% for home country, 75% for other countries).</li> <li>Children's presents.</li> <li>Personnel holiday programs (Russia only).</li> </ul>



Diversity and Equal Opportunities

The evaluation of all employees is based solely on workplace performance and professional conduct, and not on individual characteristics. Any form of discrimination and inequality is prohibited, while employee rights are safeguarded against cases of bias and prejudice.

Frigoglass is committed to providing equal opportunity at all levels of employment, without regard to race, color, religion, ethnicity, gender, disability, age or sexual orientation and complies with all applicable laws and standards.

Frigoglass is committed to equal opportunity for men and women. It must be noted, however, that the commercial refrigeration industry has a predominantly male workforce, while women are more prevalent in administration and sales positions.

Diversity indicator in Greece (Head Office and K. Ahaia Plant)	2006	2007
Female employees	62	112
Managerial grade female employees	17	32
Ethnic minority employees	5	17
Managerial grade ethnic minority employees	4	8

Diversity indicator in the rest of the Company (excluding Greece)	2006	2007
Female employees	465	489
Managerial grade female employees	41	21
Ethnic minority employees	101	291
Managerial grade ethnic minority employees	15	45

Workforce distribution by age and gender

Age	50+	50	40	25	18
Gender		MALE	FEMALE		
		258	21	810	95
		1,894	402	1,097	83

Employees of Frigoglass have every means of seeking redress from perceived wrongs. The Company has established a Code of Conduct enabling employees, claiming to be victims of workplace harassment, to file a formal complaint and have it dealt with under the Company’s supervision. The Company never fails to clearly inform all employees that harassment of any kind will not be tolerated. Workplace harassment is defined as any unwelcome or unwanted conduct based on the victim’s race, color, religion, ethnicity, gender, national origin, disability, age or any other legally protected status. Sexual harassment includes unwelcome sexual advances, requests for sexual favors and other verbal or physical contact of a sexual nature deemed offensive by the recipient.

Furthermore, all forms of forced labor are prohibited, while no-one under the legal working age may be employed. Frigoglass employs only suitably-trained personnel and no children under any circumstances.

Training and Skills Development

The need for employees to constantly improve their technical, workplace or managerial skills is a constant theme of management. Frigoglass views such improvement as the key to improved production quality and customer service. Employees are provided with full opportunities to contribute to the success of the business through individual participation and challenging responsibilities. Both on-the-job and formal training are used to develop specific skills essential to the quality of each employee’s contribution towards meeting Frigoglass’ objectives.

Educational level distribution	2006	2007
Elementary school	26%	12.3%
High School	43%	46.6%
Technical school	16%	19.9%
University degree	12%	16.9%
Postgraduate degree	3%	4.3%

The majority of the operators in Frigoglass are high school graduates, while 41.1% of the total personnel (mainly at managerial positions) possesses a university degree.

Frigoglass places great emphasis on employee training, aiming at the development of their skills and knowledge. Half of its efforts in 2007 were focused on the new plant in China. The tables below depict training and development performance data, covering 51% of the total workforce:

Frigoglass managed to significantly improve its training cost effectiveness by applying internal know-how exchange through seminars all over the world.

Training indicator	2006	2007 excl. China	2007 China only
Number of hours devoted to employee training	8,307	31,759	25,744
Number of training days	856	2,374	3,218
Amount spent on training (in €)	434,640	376,821	488,124

Total hours of training by employee category and training subject:

	2006 (excl. China)		2007 (excl. China)		2007 (China only)	
	Technical themes	Management themes	Technical themes	Management themes	Technical themes	Management themes
Total	3,929	4,388	18,098	13,481	24,848	896

	2007 (excl. China)		2007 (China only)	
Employee Level	Technical themes	Management themes	Technical themes	Management themes
Senior management (i.e. managers)	1,709	6,696	1,428	256
Middle management (i.e. supervisors)	3,346	5,223	3,024	424
Professionals (i.e. all other levels)	1,011	792	0	0
Technical (i.e. technical services, quality)	2,067	19	408	0
Administration	2,725	421	1,160	0
Production	6,763	330	18,632	144
Maintenance	477	0	196	72
Total Hours	18,098	13,481	24,848	896





Number of training programs carried out:

- 2006: 245
- 2007: 259

Annual increase: 5.7% (including China)

Number of employees participating in training programs:

- 2006: 1,154
- 2007: 2,364

Annual increase: 104.8% (including China)

In-house and open-enrolment seminars constitute the main personnel training methods, supplemented by seminars, workshops and custom courses. Judging from the results so far, a combined approach appears to be the most advantageous. Classroom and practical training, selective participation and active training to assess creativity are some of the methods combined, in order to achieve better results and therefore ensure more active support of the programs. On-the-job experience, job change and planned job assignments are more effective, as employees learning is achieved through constant practical encouragement, stimulation, delegation of responsibility, job rotation and daily contact with colleagues and management. Employees prefer training methods which:

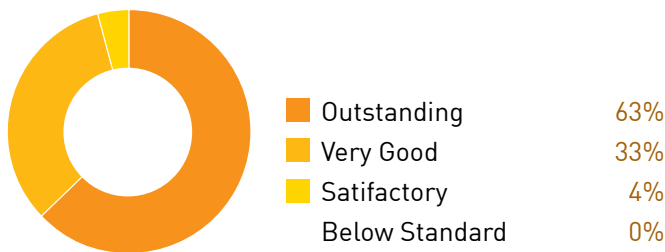
- bring people together in teams so that they can exchange ideas
- are implemented outside the working environment
- incorporate creativity and innovative learning methods
- maintain the momentum of active training.

The result of these activities has been an improvement in sectors such as production, customer satisfaction and management efficacy.

#### Trainee evaluation of programs

In order to assess the outcome of the training activities and monitor the return on investment, a formal evaluation takes place at the end of all training courses. Participants and instructors alike are asked for their feedback, which is then used to evaluate the training and make improvements where necessary. Input is given through "Training Evaluation by the Participant/Trainee". The results of the evaluation of the participants regarding management courses are presented in the graph.

#### Training Satisfaction Results



#### Carreer-ending program

Employability is secured in Frigoglass by the continuous provision of activities and programs we run each year for our employees. We seek to enhance knowledge, skills and other competencies through training and projects that aim to widen our employees' horizons. New technologies, new processes and systems are taught and implemented in the organization as soon as these appear.

On the other hand, career endings for some positions are managed through a structured outplacement program. When a position is made redundant, we initiate a process by which the respective employee is assisted to find another job, through the scheduling of interviews with other companies, coaching for being interviewed and building a good resume, and other supporting activities.

### Occupational Health and Safety

Frigoglass, as a manufacturing Company with specialized production lines, is especially sensitive to the key issues of occupational health and safety. Therefore it has in place strict health and safety procedures conforming to national laws and practices. Aiming at avoiding health hazards and maintaining an accident-free environment, all relevant workplace measures, including emergency exits, first aid stations, fire detection and firefighting equipment, ventilation, sanitation and hygiene, are enforced at all times. Likewise, all equipment that could affect the safety of employees, as well as safety equipment intended to minimize workplace hazards, is serviced on a regular basis. Potential occupational risks are regularly evaluated and reported, while adequate protective equipment is provided. Precautionary measures are based on consultation and the input of employees, who are constantly trained in health and safety procedures.

Health and safety performance (No. of employees)	2006	2007
Annual disabling injuries	28	50
Annual sicknesses	2,083	3,180
Fatalities	0	0



Labor hours lost:

- 2006: 213,956
- 2007: 232,144

Along with an apparent decrease of 30.75% in the lost labor hours, the total labor hours increased by 1.5%.

Total labor hours:

- 2006: 7,643,769
- 2007: 7,758,456

Total days worked:

- 2006: 535,064
- 2007: 646,872

There is an increase of the total working days by 84.14%.

Missed days:

- 2006: 18,620
- 2007: 33,637

Absenteeism rate:

- 2006: 3.48%
- 2007: 5.2%

#### Health and safety management systems

The personnel of Frigoglass are 100% covered by a health and safety policy. This responsibility at the highest management level belongs to the HR Director, who reports directly to the Managing Director. The organization's practices on the registering and notification of occupational accidents and illnesses are:

- The safety engineer registers the accident in the accident log.
- All potential risks are identified, brought to the attention of all relevant personnel and corrective and prevention action is logged into the incident report.
- The appropriate labor authorities are formally notified.
- Trend analysis is drawn up and presented at the annual management review meeting.
- Dealing with injury on the job follows the procedures set down by the occupational health and safety acts of each country.
- Monthly indicators are set to monitor occupational accidents and illnesses.

In 2007 Frigoglass began preparing a corporate occupational health and safety management system, which aims at minimizing the risks of injury and illness in all workplace operations. This will be accomplished through identifying and assessing workplace hazards and limiting the risks to workers.

Coverage of H&S methods per country

Methods Country	Staff training in health and safety	Targets for health and safety improvement	Ongoing hazard/risk identification	Regular monitoring of Key Performance Indicators (KPIs)	Health and safety integrated into line management responsibility	Employee representa- tives involved in health and safety systems	Committee for Health and Safety
China	✓	✓	✓	✓	✓	✗	✓
India	✓	✓	✗	✓	✓	✓	✓
Indonesia	✓	✗	✗	✓	✓	✗	✗
Nigeria	✓	✓	✓	✓	✓	✓	✗
Greece	✓	✓	✓	✓	✓	✓	✓
Poland	✓	✓	✓	✓	✓	✓	✓
Romania	✓	✓	✓	✓	✓	✓	✓
South Africa	✗	✓	✓	✓	✓	✓	✓
Russia	✓	✓	✓	✓	✓	✗	✗
✓ Fully Covered      ✓ Partly Covered      ✗ Not Covered							

Our plants in South Africa and Nigeria comply with the International Labour Organization (ILO) guidelines for occupational health management systems. All other plants comply with local health and safety regulations.

The Company's Head Office and the Kato Achaia plant is committed to implementing an occupational health and safety management system within 2008 according to the requirements of the International Standard OHSAS 18001.

In South Africa where HIV/AIDS infection is common, there are special employee support programs in place.

Formal agreements with trade unions covering occupational health and safety

**China:** Labor insurance (all staff joins social insurance scheme, including pension, medical, injury and unemployment, according to the labor laws), women's work conditions (not allowing women to work in high-temperature and dust-hazard positions, as well as painting, welding and other heavy manual work).

**Nigeria:** Sanitary provisions are in place for employees who work in high-risk areas.

**Greece:** Each year a safety engineer working with an employees' committee evaluates the risk per working area.

**South Africa:** Health and safety representatives from the workforce identify actual and potential risks during their normal working day. Risks are discussed at the monthly health and safety meeting where actions plans are agreed upon. Also, the Occupational Healthcare Organization (OCSA) visits the plant twice a month to conduct medical checks relevant to occupational health requirements. This applies to all factory and office staff.

Personnel efforts to protect the environment

The personnel of Frigoglass has been trained to respect the environment where possible. Efforts have thus been made to save energy and combat climate change and include the following:

- Using billboards and periodic coaching of employees on the need to halt the wastage of energy.
- Controlling the air-conditioning system.
- Shutting down unnecessary equipment at non-peak times, such as lights, computers and air-conditioning. Equipment that cannot be shut down is placed on limited power consumption, e.g. computer / printer / copier power savers.
- Shutting down electricity in the factory by security personnel.
- Lights-on sensor switches; displaying ICM's in reception, not in operation, e.g. displaying empty cans with minimal lighting.
- Analyzing electricity consumption and graphically displaying it on notice boards.
- Shutting off the power to unused areas.
- Preferring gas to electricity, in equipment such as heaters, ovens and room warmers.
- Using pneumatic tools with a compressor instead of electricity.
- Including energy conservation in the ISO 14001 environmental impact projects.



Goals and Targets

The CSR Strategy of Frigoglass contains the following strategic goals regarding Human Capital:

- Promoting the well-being of the personnel.
- Protecting the employees in a safe and healthy working environment by applying occupational health and safety management systems, according to the requirements of the international standard OHSAS 18001.
- Safeguarding human and labor rights by applying social accountability management systems according to the requirements of the international standard SA 8000 on human and labour rights.

In order to fulfill these long-term strategic goals, the following targets have been set for the year 2008:

- Promoting the well-being of the personnel through employee welfare and development schemes, such as those described in this chapter, which will be continued and enforced.
- Apply OHSAS 18001 in Greece (Headquarters and Kato Achaia).



# Environment



## Protect and Sustain

Protecting the environment is a non-negotiable commitment for Frigoglass, aiming at the sustainable preservation of the globe. Recognizing that natural resources are scarce and that the ecological balance is fragile, we must assume an active role for its conservation. For this reason we strive to conduct our operations, with minimal impact on the environment, by:

- Complying with environmental legal requirements and standards.
- Promoting eco-efficiency programs for the conservation of natural resources, especially energy and water, through improved production efficiency.
- Handling waste safely, as well as implementing reuse and recycling schemes.
- Assessing and effectively managing the risks associated with production.



Corporate Governance



Marketplace



Human Capital



Environment

In addition we focus on researching and developing products, according to environmental principles (eco-design) by:

- Applying innovative environmentally-friendly technologies to our products.
- Incorporating refrigerants and insulation, which minimize impact to the ozone layer and global warming.
- Optimizing energy efficiency.
- Managing waste related to the product at the end of its operational life.



## Commitment to the Environment

Our environmental responsibility as a producer is twofold and focuses on managing:

- Direct environmental impacts stemming from the operation of offices, factories, transportation, etc (See "Greening" our operations).
- Indirect environmental impacts associated with our products, such as the materials contained, energy use, waste generated, etc (See "Greening" our products).

## "Greening" our Operations

Frigoglass places a very high importance on the environmental sustainability of its industrial operations. This concern falls into two main categories:

- The use of natural resources (energy, water, etc).
- The generation of waste (solid and liquid waste, air emissions, etc).

These factors considerably affect our environmental footprint, wherever we operate. Frigoglass aims at preventing or, where that is not feasible, minimizing the adverse environmental impact from its operations.

### Environmental management systems

Frigoglass is committed to implementing environmental management systems in all its plants. These systems conform to the International Standard ISO 14001:2004 which aims at the continual improvement of environmentally-related performance and includes the following requirements:

- Conform with all legislative and other statutory requirements or voluntary agreements.
- Identify and assess environmental risks and impact
- Set targets and implement environmental management programs.
- Establish indicators and monitor environmental performance.
- Provide all required means and resources, such as training and installation of equipment.
- Audit operational procedures as well as implement preventive and/or corrective actions.

Three plants, in Greece, Romania and South Africa, have been audited by an external independent body and have achieved ISO 14001 certification, while all the remaining plants will be certified in the next three years, with the ultimate aim of achieving a Group-wide environmental management system certificate.

### Environmental performance

The environmental performance of our manufacturing plants is monitored by environmental indicators, the results of which are presented in the respective table (see page 51). As this is the second attempt to gather collective information from the entire Company, data from some countries could not be incorporated, while a valid comparison with the performance of the past years would not be feasible. We aim to continue improving data monitoring and evaluation by setting environmental Key Performance Indicators (KPIs) and thus present Company's wide results in the upcoming sustainability reports.

## SUCCESS STORY: Greening Frigoglass's Manufacturing Plants

### Kato Achaia

The Kato Achaia (KA) plant is located near the city of Patra in Peloponnese. As the first factory of Frigoglass it is the flagship of our industrial operations and all innovative programs are applied there first. The Kato Achaia plant was the first to implement an environmental management system and the first in Frigoglass to be certified with ISO 14001.

The environmental programs implemented by Kato Achaia plant include the following:

- Waste is separated according to different types (e.g. metals, paper, plastics, batteries, electrical equipment) and subsequently collected by licensed recyclers.
- Part of the wastewater of the Painting Degreasing station is recycled in a specially installed system and re-used in production, thus conserving fresh water.
- Energy consumption of diesel used for heating has decreased through the installation of fan coils.

The targets for 2008 include:

- Reduction of energy consumption, with improvements in the compressed air network and lighting in the production area.
- Investigating the partial replacement of the painting process by incorporating pre-painted steel sheets, thus conserving energy and water.
- Upgrading the environmental management system according to the requirements of the European Union Regulation 761/2001 on the voluntary participation to the Eco-Management and Audit Scheme (EMAS).

### Romania

The Romania plant is located near the city of Timisoara. It has already been certified according to ISO 14001. The environmental programs implemented by the plant include the following:

- Energy conservation, through production redesign, by replacing welding with mechanical bending.
- Minimizing impacts to the ozone layer via the collection of R134a refrigerants, which are considered by-products of the manufacturing process.

### Russia

The Russia plant is located near the city of Orel. The environmental programs implemented by the plant include the following:

- Recycling packaging and other scrap materials derived from the production line.
- Minimizing impact on the ozone layer via the collection and recycling of refrigerants in the production repairing area.
- Modernizing the production process by introducing UV-silk screen printing with a reduction in the consumption of natural gas.

The plant is committed to implementing an environmental management system in 2008 and be certified according to ISO 14001.

### India

The India plant is located near the city of Gurgaon. The plant began its environmental improvement program focusing on energy conservation in 2007, by replacing light bulbs, and installing electronic ballasts plus power-factor improvement equipment. The plant aims to implement an environmental management system within 2008 and achieve certification according to ISO 14001.

### Indonesia

The Indonesia plant is located near the city of Bekasi. In 2007 the plant completed an energy conservation program by installing a transparent roof at the new warehouse, in order to reduce electric lighting requirements. The plant has pledged to prepare for the implementation of an environmental management system and aims to be certified according to ISO 14001 by 2009.



## “Greening” our Products

A certain amount of indirect environmental impact is inevitable from the use of Frigoglass products and the way they are constructed and operate. The impact focuses on:

- Materials used (chemicals, plastics, etc).
- Energy consumed.
- Recyclability and waste generation at the end of the product's life (solid waste).

These considerations affect the environmental footprint of the Company's products and thus Frigoglass aims at improving their eco-efficiency through eco-design.



## Description of refrigerator products

### Bill of materials:

The average percentages, by weight, of materials contained in the ICMs are in average: Plastic: 25%, Metals: 65%, Glass and PU (Insulation): 10%. The percentages can vary according to the type and size of the product.

### Elements of eco-design / recyclability

In the development stage, life-cycle assessment tools are used to assess alternatives, for example in the choice of plastics to be used in the products. Recyclability principles govern the use and content level of materials, in order to enable their reuse and/or recycling.

### Chemicals contained:

The Company uses R134a or R404a (HFC) as a refrigerant in all ICMs' units and Cyclopentane (C5) or CO<sub>2</sub> as insulation blowing agents in all plants.

### Energy consumption:

The energy consumption of the ICMs varies between 2 and 32 kWh/day, depending on the model and type of product, although the most popular model consumes less than 7 kwh/day.

### Emissions:

Direct emissions:

- Heat radiation.
- Noise, depending on the size of the product, and varying between 40 and 60 dB (A) sound pressure level (1m distance from source, 1.5m high), well within the legal limit of 83 dB maximum.

Indirect emissions:

- CO<sub>2</sub> is produced by the power plants burning fossil fuels, while our products consume energy. Thus the operation of our ICMs indirectly generates CO<sub>2</sub> gas emissions, which are responsible for contributing to global warming.

### Average product lifetime:

The ICMs' lifetime comes to between seven and ten years, with an additional four to six years after refurbishment.

### Product afterlife:

According to the relevant European Union Directive on Waste Electric and Electronic Equipment (WEEE) users can deliver the products to recycling organizations. The Company's products incorporate recyclability features that include easy dismantling.

### User information:

Installation and operation manuals contain specific tips on how to install/use/maintain the product, in order to achieve maximum energy efficiency and prolong the unit's life expectancy. Examples are “Never expose to direct sunlight” or “Keep the condenser clean by preventive maintenance”.

## Carbon footprint of products

The combat against climate change is crucial because of its impacts on future generations. In order to meet this global challenge, Frigoglass measures its products' carbon footprint by using the Life Cycle Climate Performance (LCCP) index. This index is widely used by the International Institute of Refrigeration (IIR), in order to analyze objectively and promote those initiatives that induce the lowest overall emissions of greenhouse gases from the lifecycle of the refrigerator product.

The LCCP index (formerly known as Total Equivalent Warming Impact – TEWI), measures both the direct and the indirect impact on global warming, which is caused by an operating system such as an ICM, by using the following formula:

LCCP Index = Direct + Indirect impact, where:

- Direct impact concerns refrigerant direct emissions and its calculation is based on the global warming potential (equal amount of CO<sub>2</sub>), leakage rate (approximately 1% annually) and system operating duration (approximately 10 years).
- Indirect impact concerns CO<sub>2</sub> emissions of the power plants, where the electrical energy is produced, in order to power the refrigerator equipment. The calculation of the indirect impacts is based on the CO<sub>2</sub> emissions stemming from its energy consumption (estimated at 0.6 kg CO<sub>2</sub>/kWh of energy generated) and system operating duration (approximately 10 years).

The calculated results of the LCCP index for Frigoglass' products are presented on page 51.



## Innovation through research and development

Frigoglass invests in research and development, striving to improve the design and manufacturing of even more environmentally-friendly products. The following innovative R&D programs are in progress:

### 1. Use of eco-friendly chemicals

To limit the use of chemicals contained in its ICMs, Frigoglass is focusing on:

- Eco-friendly refrigerants: integrating, validating and marketing alternative, environmentally-friendly and cost-effective solutions, such as HC (R290 and R600a) and CO<sub>2</sub> (R744), which are natural refrigerants. CO<sub>2</sub> technology seems to be the most promising application at this time, as CO<sub>2</sub> is a natural refrigerant with a GWP of 1.00. Frigoglass was among the first manufacturers to show that CO<sub>2</sub> can be used as a cooling agent in commercial refrigerators.
- Eco-friendly insulation blowing agents: HCFCs have been replaced by environmentally-friendly foaming blowing agents (such as C5 or CO<sub>2</sub>) in all Frigoglass plants.



## SUCCESS STORY: BUSINESS AWARDS FOR THE ENVIRONMENT

### Frigoglass comes top in the eco-product category

In December 2007 at the Hellenic Business Awards for the Environment in Greece, Frigoglass won First Prize in the eco-product category for its innovative FV 650 CO<sub>2</sub> unit: a no-barrier Ice Cold Merchandiser, that successfully integrates carbon dioxide (CO<sub>2</sub>), considered one of the most environmentally-friendly refrigerants, as it eliminates ecological impact on the ozone layer and global warming.

The Hellenic Business Awards for the Environment were organized under the auspices of the Greek Association of Environmental Protection Companies, in the framework of the European Business Awards for the Environment, which are promoted by the European Commission. Their aim is to recognize and promote pioneers in green innovation and reward organizations for their efforts towards sustainable development.

Frigoglass has been investing in environmental innovation with a firm commitment since 1999.

Mr. Dounis, Head of Future Developments of Frigoglass, quoted:

“We have been researching alternative refrigeration technologies that possess the least possible environmental impact. Carbon dioxide (CO<sub>2</sub>) technology has been successfully implemented in the first commercial production of FV650 CO<sub>2</sub>-refrigerant-based ICMs, which were supplied to the Torino 2006 Winter Olympic Games. Furthermore we have also been studying other refrigeration technologies, ranging from the Free Piston Stirling Cycle (FPSC) to hydrocarbons (HCs)”.

Furthermore, the FV650 CO<sub>2</sub> product was the first green model in the market that integrated “smart controllers”, which control and reduce energy consumption.

These developments come at an appropriate time, when pressure to reduce greenhouse-gas emissions is mounting worldwide. It must be noted that CO<sub>2</sub> possesses a global warming potential (GWP) factor of 1 as it is a natural refrigerant, while other chemical refrigerants such as HFC-134 possess a GWP factor of 1300 (which means that 1 kg of HFC-134 has the same impact on global warming as 1300 kg of CO<sub>2</sub>).

## SUCCESS STORY: HARNESSING SOLAR ENERGY WITH A PHOTOVOLTAIC OPERATED REFRIGERATOR

### Frigoglass's Super 12 ICM converts the sun's rays into ice!

In concept, the operation of a photovoltaic powered solar refrigeration unit, such as the Frigoglass prototype Super 12 ICM, is simple. Solar photovoltaic panels produce DC electrical power that is used to operate a DC motor, which is coupled to the compressor of the refrigeration mechanism. In the daylight hours the photovoltaic system collects the sun's rays to power the ICM, in order to produce ice, which is used at night to keep the refrigerator's temperature low, without consuming additional electrical energy. Thus the Super 12 ICM is more efficient, less expensive to operate and environmentally friendlier, since its overall lower energy consumption via non-renewable sources contributes to the international efforts of combating global warming.

The technology of ice storage is already used in building design and its main advantage is that it is possible to control the peak load by shifting cooling capacity to a time of off-peak consumption. This capacity shift can save energy and thus reduce emissions. Super 12 can be characterized as a hybrid appliance, since it can operate either by solar photovoltaic arrays or electrical power, when solar radiation is low (for example on cloudy days).



### Goals and Targets

According to Frigoglass' CSR Strategy its strategic environmental goals are to promote:

- Environmentally-friendly operations, by applying integrated environmental management systems in its factories, in order to plan and implement activities as well as monitor and continuously improve environmental performance. These systems are based on the international standard ISO 14001:2004 and/or the European Union Regulation 761/2001 regarding the Eco-Management and Audit Scheme (EMAS), both of which are voluntary in nature.
- Environmentally-friendly products, through the research and development of products by re-designing and integrating environmental principles (eco-design), such as low energy consumption and recyclability.

In order to fulfill these long-term strategic goals, the following targets have been set for the year 2008:

- Apply ISO 14001 in headquarters.
- Apply EMAS in Kato Achaia Plant.
- Apply ISO 14001 in three countries (Poland, Russia, India).
- Incorporate renewable energy source into a product.

### 2. Energy-efficient products

To lower the energy consumption of its products Frigoglass is focusing on:

- Improving the energy efficiency of the refrigeration system by introducing the selection of leading-edge components.
- Incorporating new compressor technologies as well as improved air flows for better performance and energy efficiency.
- Developing and applying “smart” automated systems that control, reduce and optimise energy consumption by rationalizing the operation of the refrigeration system components (e.g. a lights-off system for the night hours, defrosting while keeping the evaporator free of ice at all times, etc).
- Harnessing the power of renewable energy sources, such as the sun.

Since energy consumption indirectly contributes to climate change, the ICMs with better energy performance possess a lower carbon footprint.

The Frigoglass R&D Department employs the following methods in its effort to develop ICMs in the most energy-efficient way:

- Special design software (CFD) to analyze airflow patterns.
- Performance simulators.
- Environmental chambers (climate rooms).
- Measurement equipment (e.g. calorimeters).
- Extended testing facilities.

### 3. Product recyclability

Frigoglass applies eco-design principles aiming at maximizing the recyclability of its products, which in technological construction terms focuses on:

- Introducing U-bend technology for assembling metallic parts (e.g. cabinet construction) to ease eventual disassembly.
- Limiting the number of materials (especially plastics) used, to make disassembly easier, faster and less expensive.
- Reduce the amount of solid waste that is disposed in landfills, by increasing the percentage of materials that can be recycled in Frigoglass's products.



# Society



Contributing to the future well-being of society is one of Frigoglass's priorities. With a workforce of more than 4,500 people worldwide, Frigoglass bears responsibility for employment and education. This applies not only to its own associates, but also to their families as well as to local communities. Having this in mind, Frigoglass supports a range of actions and programs focused on improving the quality of life in local communities and involving active participation in social initiatives concerning people. Frigoglass translates its commitment to sustainable development from the global to the local level adapting to the local context. The different levels of economic and social development in the countries in which Frigoglass operates mean that each company and each plant needs to work in different ways to meet the expectations and the needs of the local communities and its associates.

Below some of the actions Frigoglass supported during 2007 are presented.

## Strategic partnership in education

In September 2007 Frigoglass Eurasia made an agreement with Orel Technical College, an offshoot of Orel State Technical University, initially accepting fifteen final-year metalwork technology students as production interns at the Frigoglass Eurasia plant at Orel. The best performers will be offered employment with the Company.



## Programs to combat HIV/AIDS in Africa products

Africa is home to the largest Frigoglass workforce. Responding to the statistics that show HIV/AIDS is the biggest threat to Africa's development and future, Frigoglass for the last three years (2005-7) has been offering aid to NGOs and non-profit organizations such as Fountain of Hope and Hope Worldwide that are combating the HIV/aids pandemic across Africa. These organizations provide medical services, aid and counseling to children orphaned by HIV/AIDS, infected by the virus, or vulnerable to it through poor living conditions.

## Donation to the Chinese Foundation for the Prevention of STD and AIDS

In 2007 an estimated 700,000 people infected with HIV/AIDS lived in China. The United Nations together and international experts have warned that the epidemic will spread further and that China could have 10 million cases of HIV by 2010 because of ignorance, fear of seeking help and being too poor to do so, unless the government takes steps to educate the public.

Frigoglass, recognizing the need for aids prevention and control, has decided to fund programs of The Chinese Foundation for the Prevention of STD and Aids that promotes health education among the general population.

The Chinese Foundation for the Prevention of STD and AIDS is a non-profit NGO. It has developed a network of people of various backgrounds consisting of experts, medical researchers, social activists, and businesspeople who employ diverse mechanisms to help the government prevent and treat the disease.

## Disaster Relief

Via the CSR Hellas network in 2007 Frigoglass H/O worked together and participated in implementing actions, which were designed to alleviate the social and environmental burden that was created in the extensive forest fires, a tragedy that struck Greece during the past summer. Economic relief is crucial for the sustainable redevelopment of the stricken areas.

## Art affects and adds color to our lives

In the winter of 2006-7 Frigoglass supported a major art show in Athens, a retrospective exhibition of the artist Kostis Andreou, helping to familiarize the broader public with the work of an eminent artist and contributing to the compilation of many of his works on a CD to be donated to correctional facilities as part of the education and entertainment of young inmates. The show was organized by the Hellenic Academy of Modern Art with the support of corporate sponsors.

The painter and sculptor Kostas Andreou was born in Sao Paulo, Brazil, in 1917 of Greek parents and died in Athens in 2007. Internationally acknowledged, his work is represented in many museums around the world and especially in Paris, where he collaborated with such masters as Pablo Picasso, Henri Matisse and Max Ernst. In his sculpture, Andreou developed an innovative technique using welded copper sheets combined into an expressive vocabulary of forms.

## Support for children

In 2007 Frigoglass supported various events in Greece aimed at protecting underprivileged children. The Company contributed to charity events organized by international and local non-profit organizations such as Pediatric Trauma Care, Mediciens Sans Frontieres, The Consulate of the Ivory Coast and Muscular Dystrophy Action Hellas.

1st Event: A Placedo Domingo concert held in the Old Athens Stadium on Wednesday, June 27.

2nd Event: Famous Greek singers, Remos and Marinella, appearing at the Athinon Arena on Thursday December 27 in support of children infected with HIV/AIDS.

3rd Event: Camerata of the Friends of the Megaron Mousikis Resident Orchestra, held at the Megaron Mousikis on Wednesday January 24 2008.



# Key Performance Indicators

Financial data (in 000s €)	2005	2006	2007
Revenues	306,829	401,039	453,403
Net profit (before minority)	26,208	40,031	47,927
Group capital	40,000	40,000	40,135
Total assets	361,912	322,107	384,552
Net earnings per share	0.60	0.96	1.14/1.13
Dividend per share	0.20	0.32	0.38
Efficiency ratio (%) (operating expenses over revenue)	13.4%	12.3%	12%
Operating costs	40,991	49,358	54,352
Employee compensation [stock option provision in brackets]	50,317 [2,048]	55,453 [987]	60,177 [730]
Retained earnings	1,656	1,879	106.071
Payments to providers of capital (Dividends paid out)	5,600	8,000	12,800
Payments to providers of capital (Interest paid out)	4,510	4,978	4,997

Cost of sales, consumables, energy and maintenance (in 000s € )	2005	2006	2007
Raw materials, consumables, fuels and maintenance	163,146	219,818	253,543
Audits and third party fees (services)	6,527	11,394	11,665
Rent, insurance, leasing and security	4,069	4,757	6,052

Payments to the government (in 000s €)	2005	2006	2007
Corporate tax	14,186	16,210	16,566
Corporate Tax (previous years)	-	3,066	-

Turnover as per product category (Consolidated) (in 000s €)	2005	2006	2007
ICMs	249,565	348,777	391,975
Glass containers	29,244	31,607	41,019
Other (PET, plastics, crowns and vehicles)	30,142	22,264	22,735
Interdivision Eliminations	-2,122	-1,609	-2,328

Total payroll and benefits (Consolidated) (in € 000s)	2005	2006	2007
Wages and salaries (not including social security contributions)	37,109	40,217	44,205
Social security contributions	6,188	9,847	11,051
Pension Plans and retirement benefits	4,347	3,542	4,340

Workforce breakdown by gender	2005	2006	2007
Men	4,070	3,867	4,059
Women	354	527	601

Workforce turnover	2005	2006	2007
Joiners	1,195	2,311	1,970
Leavers (retirement, termination of contract)	944	1,120	1,464

New employment positions by geographic region	2005	2006	2007
Europe	509	875	969
Asia	16	43	234
Africa	4	32	125
Total	529	950	1,328

Environmental Indicators	Units	2005	2006	2007
Total water consumption*	m³	1,376,302	1,380,801	1,410,513
Total Recycled/reused water*	m³	144,971	144,076	930,014
Electricity consumption*	kwh	15,760,842	17,895,882	20,889,693
Oil consumption**	litres	-	-	1,198,751

\*Data refer to 7 countries out of 10 (Greece, Norway, India, Indonesia, Romania, Russia and Nigeria)

\*\*Data refer to 6 countries out of 10 (Greece, Norway, India, Indonesia, Russia and Nigeria)

Life Cycle Climate Performance Index					
Product	KWH/24h	LCCP (TEWI)	Product	KWH/24h	LCCP (TEWI)
Easyreach B	25,96	56.901	FVS 1200 C	13,4	29.395
Easyreach Express	9,9	21.730	FVS 1200 D	20,55	45.053
Frostwell 500 M C	9	19.759	Piccolo Classic B	1,9	4.210
Frostwell 500 S C	10,5	23.044	Slim C	8,34	18.313
FV 500 C	6,24	13.714	Super 12 D	4,2	9.247
FV 650 B	6,6	14.503	Super 76 SL B	6,74	14.809
FV 650 C	8,8	19.321	Super 78 SL C	7,05	15.488
FV 650 D	12,2	26.767	Super 800 HD B	11,36	24.927
FVS 1200 B	12,9	28.300	Zero C	4,78	10.517

# About the report

### Scope

This second edition of Frigoglass’ Corporate Social Responsibility (CSR) Report describes the Company’s overall economic, environmental and social performance and its associated improvement objectives of recent years. It reflects the Group’s awareness of its role as a socially-responsible player in the global marketplace. This report aims to increase stakeholders’ engagement, accomplished through:

- The clear, transparent and complete information on the Company’s actions and commitments to sustainable development.
- The dissemination of the Company’s values leading to economic, environmental and social success and a stress on the way it operates.
- The use of this report as a communication tool.

### Report methodology

Frigoglass’ 2007 CSR Report has been designed and developed by SD Sustainable Development Ltd, based on the Global Reporting Initiative (GRI) Framework, version G3. The CSR committee including the heads of the main corporate functions was responsible for the data collected for the 2007 CSR Report.

### Information and data collection

The data was collected by means of a central database, questionnaires, interviews and data collection guidelines sent to each department. Although we are confident of the overall reliability of the data reported, we recognize that some of this information is subject to a degree of uncertainty through inherent limitations on measuring, calculating and estimating. Where these uncertainties are substantial, they are so described. All data and information apply to all business departments of the Company.

### Guarantee

The management of the Frigoglass is responsible for the reliability of the data in this report, which has not been subjected to an overall external guarantee process. Data taken from Frigoglass’ 2007 consolidated annual report have, however, been subject to verification. As well as the formal guarantee process, the Company attaches great importance to its stakeholders’ views. This CSR Report includes a feedback form to enable readers to respond with their opinions, make suggestions for improvement or ask for clarification on any aspect of the Company’s activities in relation to its responsible conduct. The decision to dedicate a section of the website [www.frigoglass.com](http://www.frigoglass.com) to sustainability issues reflects the Company’s willingness to establish a clear, transparent and interactive dialogue with the world.

### Reporting Period

This report covers the period between January and December 2007.

Frigoglass’ Corporate Social Responsibility Report is released once every year.

### Contact Details

We welcome your feedback on our CSR performance and your views on this report.

Please Contact:

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# GRI Index

### GRI standard disclosure

Paragraph	Page
Strategy and Analysis	
1.1	02
1.2	06
Organizational Profile	
2.1 - 2.10	10
Report Parameters	
3.1 - 3.4	52
3.5 - 3.11*	52
3.12	53
3.13	52
Governance, Commitment, and Engagement	
4.1 - 4.10	16
4.11 - 4.13*	12
4.14 - 4.17	05

### GRI Conformance Index

Frigoglass Corporate Responsibility Report 2007 was developed with reference to the performance indicators listed as core elements in the Global Reporting Initiative (GRI) G3 Sustainability Reporting Guidelines (October 2006).

In this section a summary index for Frigoglass’ CSR report against each of the GRI guidelines is provided.

GRI Performance Indicators							
Indicator	Page	Indicator	Page	Indicator	Page	Indicator	Page
EN1	44	HR2*	23	LA11	36	PR8	25
EN3	44	LA1	30	LA12	32	EC1	50
EN6	46	LA2*	30	LA13	34	EC3	33
EN7*	42	LA4	31	S01	49	EC5	33
EN10*	51	LA6*	31	S03	21		
EN16	44	LA7	37	S04	21		
EN26	43,44	LA8	38	PR1	24,25		
	46,47	LA10	35	PR5	25	*:Covered Partly	

Frigoglass declares that the Company’s CSR Reposrt 2007 meets the criteria for GRI G3 Sustainability Reporting Guidelines, Level B.



# Glossary

**CSR**  
Corporate Social Responsibility is a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis as they are increasingly aware that responsible behaviour leads to sustainable business success.

**GRI**  
The Global Reporting Initiative’s (GRI) vision is that reporting on economic, environmental, and social performance by all organizations becomes as routine and comparable as financial reporting. GRI accomplishes this vision by developing, continually improving, and building capacity around the use of its Sustainability Reporting Framework.

**Sustainable Development**  
Sustainable Development is the development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

- Market Terminology**
- ASE** Athens Stock Exchange
  - GRI** Global Reporting Initiative
  - IFRS** International Financial Reporting Standards
  - MDGs** Millennium Development Goals
  - NGO** Non Governmental Organizations
  - UNEP** United Nation Environmental Programme

- Stock Exchange Indices**
- DBP** Athens Industrial Goods – Services
  - EPS50** Eurobank Mid Cap Private Sector 50 Index
  - FTSEA** FTSE / Athens 140
  - FTSEI** FTSE / Athens International
  - FTSEM** FTSE / Athens Mid 40
  - GD** Athens Composite Share Price Index
  - SAGD** Athens Composite Index Total Return Index

- Frigoglass Terminology**
- ICMs** Ice Cold Merchandisers
  - SocSec** Social Security Insurance
  - SPM** Supplier Performance Measurement System
  - VOC** Voice Of Customer

# Feedback Form

Please help us improve our sustainability reporting by sending us your comments and a few answers on the following questions:

Which is the stakeholder group that describes you?

- ☐ Employees
- ☐ Shareholders
- ☐ Investors
- ☐ Customers
- ☐ Suppliers
- ☐ Communities
- ☐ Public Administrations
- ☐ Non-Governmental Organizations
- ☐ Trade Unions
- ☐ Media
- Other: \_\_\_\_\_

What is your impression of the Frigoglass 2007 CSR Report at its overall?

	Excellent	Good	Fair	Poor
Clarity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Completeness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Relevance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Graphic Layout	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What is your impression of the Frigoglass 2007 CSR Report, about the following specific chapters?

	Excellent	Good	Fair	Poor
1. Economic Data	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Corporate Governance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Marketplace	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Human Capital	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Society	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Are there any sections that need to be extended? Why?

Are there any comments or suggestions for our next edition?

**Optional: Personal Details**

First Name:\_\_\_\_\_ Last Name:\_\_\_\_\_  
Company/Organization: \_\_\_\_\_  
Address: \_\_\_\_\_  
Tel./Fax: \_\_\_\_\_  
E-mail address: \_\_\_\_\_

Please return this form by post to:  
**Frigoglass SAIC- attn.to L.Korovesi,**  
address: 15, A.Metaxa Str.14564 Kifissia Greece,  
or by FAX to +30-210-6109386.  
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