Interactive PDF

User Guide

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Section 1: Overview

Links

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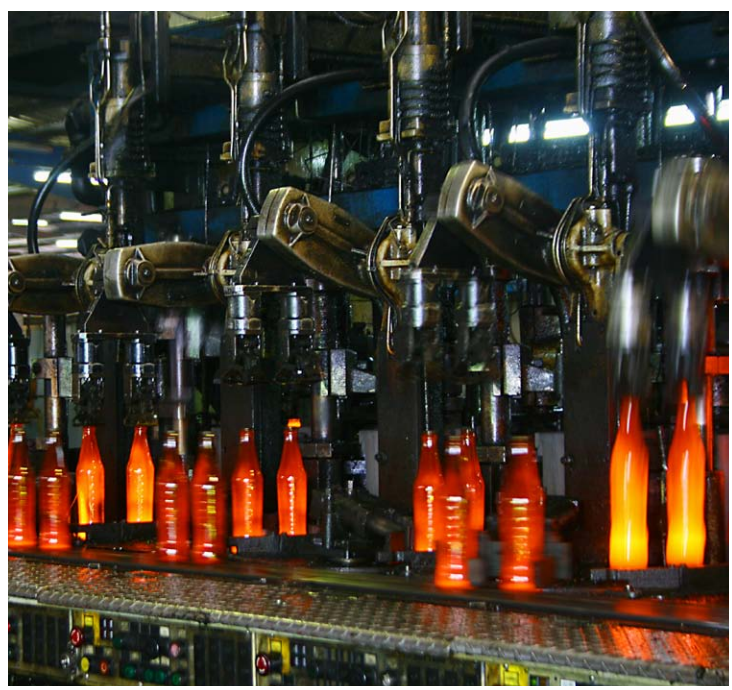
Sustainable innovation around the world

Pg21

Pg27



Who we are

Frigoglass is the leading player in the global Ice-Cold Merchandisers (Beverage Coolers) market and is the largest glass bottle producer in West Africa, meeting the needs of beverage companies.

Today Frigoglass is the largest and most geographically diverse company in the Ice-Cold Merchandising (ICM) market. Production hubs are located in Romania, Russia, Greece, Turkey, India, China, Indonesia, South Africa, Nigeria, and most recently in the USA. Stand-alone sales offices operate in Poland, Norway, Ireland, Kenya, the Philippines, Germany, France, Malaysia and Australia, complemented by an extensive network of sales representatives and distributors.

The customer base includes Coca-Cola Company bottlers (Coca-Cola Hellenic, the Bottling Investments Group, Coca-Cola Enterprises, Coca-Cola Amatil, Coca-Cola Sabco and many others), major brewers (AB InBev, SABMiller, Carlsberg, Heineken, Diageo, Efes and others), Pepsi bottlers, dairy companies (Nestlé, Danone).

Frigoglass aims to provide superior, bespoke solutions in beverage refrigeration which are proven to drive cold drink sales, whilst at the same time promoting sustainable development in its operations in order to minimise the impact on the environment. In this context, Frigoglass is leading the industry in research and development, and has recently launched Ecocool, the world's first complete range of environmentally friendlier ICMs that consume substantially less energy and use natural substances as refrigerants.

Frigoglass's Glass Operations, located in Nigeria, represents one of Africa's largest glass bottle producers, with a capacity that encompasses two plants and three furnaces. Glass Operations provides soft drink and beer companies with a complete packaging solution.

Highlights

Financial

- Revenue increased by 31.9%, to €457.2 million, driven by a 37% top-line growth at Cool Operations to €375.2 million. Glass Operations maintained its positive momentum with an increase of 12.7%, reaching €82.0 million.
- Gross profit growth was ahead of revenue, with the respective margin expanding by 230 bps to 23.4% as a result of strong operating leverage, driven by increased sales and effective cost management.
- EBITDA grew by 39.1%, with the respective margin improving by 80 bps as the benefits of positive operating leverage were partly offset by the dilutive start-up impact of the US operations (90 bps margin dilution).
- Strong trading led to a 68% increase in cash generated from operations before working capital movements to €62.6 million.
- Net debt to EBITDA decreased to 2.3x, compared to 3.1x at the end of 2009.

Sales €m

2010	457.2
2009	346.7
2008	500.7
2007	466.1
2006	410.8

31.9% Change vs 2009

EBITDA €m

2010	74.2
2009	53.4
2008*	88.4
2008	85.5
2007	90.6
2006	80.3

39.1% Change vs 2009

* Comparable FY08 EBITDA: excluding restructuring charges and capital gains

Net profit €m

2010	20.5
2009†	8.5
2009	3.0
2008*	37.0
2008	19.5
2007	45.5
2006	38.5

140.5%** Change vs 2009

* Comparable FY08 net profit: excluding restructuring charges
** Based on comparable figures
† Comparable FY09 net profit: excluding one-off Special Contribution Tax

Operational

- Maintained leading global position in the Ice-Cold Merchandisers (Beverage Coolers) market.
- Continued positive trends in emerging markets and signs of recovery in Europe.
- Acceleration in all customer segments, with the highest growth in "all other" segments that includes dairy, juice, energy, tea and water, that is critical in customer base expansion.
- Ecocool accounted for 25% of European sales, delivering sustainable environmentally friendlier solutions to our customers.
- Launched 45 new products.
- Won industry accolades for our achievements in sustainability.
- The integration of Frigoglass North America progressed in line with expectations.
- The positive momentum in Glass Operations was maintained.
- Capex was €30.6 million, with €15.8 million directed towards Cool Operations for machinery and equipment, and the remainder directed towards Glass Operations.

Frigoglass received an award at the Heineken International Purchasing Conference in The Netherlands, for its valuable contribution to Heineken's Sustainability programme

"Brewing a Better Future."

Frigoglass was short-listed together with nine other European companies for the European Business Awards for the Environment 2010. The 10 finalists were chosen from 141 entries from 24 EU and candidate countries. The prizes were awarded to European companies that have made outstanding contributions to sustainable development. In being nominated in

the Product Award for Sustainable Development category,

Frigoglass has been distinguished amongst the top three companies in Europe for sustainable products for its Ecocool range.

Frigoglass was selected for a prestigious Ruban d'Honneur in round two of the European Business Awards.

The Ruban d'Honneur Award recognises businesses which demonstrate exceptional performance within their sector. Frigoglass was a finalist for the award for the

Innovation category.

Frigoglass in brief

Our core businesses

Cool Operations (ICM)

Global presence

82% of consolidated sales

ICMs stimulate the merchandising and selling of ice-cold drinks. They are an integral part of beverage companies' strategy towards on-trade drink consumption.

Glass Operations

Regional/Africa

18% of consolidated sales

Manufacture of glass containers and jars for the beverage, pharmaceutical and cosmetic companies.

Metal crowns and plastic crates complement the glass packaging solution offering.

Our global presence

Cool Operations

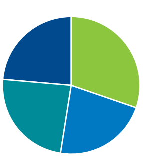
North America

see page 25

Production plant:
USA

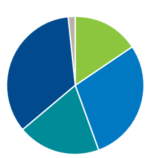
Consolidated Revenue Breakdown

Consolidated revenue by customer segment %



Coca-Cola bottlers	30.3
Coca-Cola Hellenic	22.2
Breweries	24.1
All other	23.4

Consolidated revenue by geography %



Western Europe	15.8
Eastern Europe	28.7
Asia Pacific	19.4
Africa/Middle East	34.5
North America	1.6

Cool Operations
Western Europe
see page 22

Production plant:
Greece

Sales offices:
France, Germany, Ireland, Norway

Cool Operations
Eastern Europe
see page 23

Production plants:
Russia, Romania, Turkey

Sales office:
Poland

Cool Operations
Asia Pacific
see page 24

Production plants:
India, Indonesia, China

Sales offices:
Malaysia, Philippines, Australia

Cool Operations
Africa/Middle East
see page 26

Production plants:
Nigeria, South Africa

Sales office:
Kenya

Glass Operations
Africa
see page 27

Production plant:
Nigeria

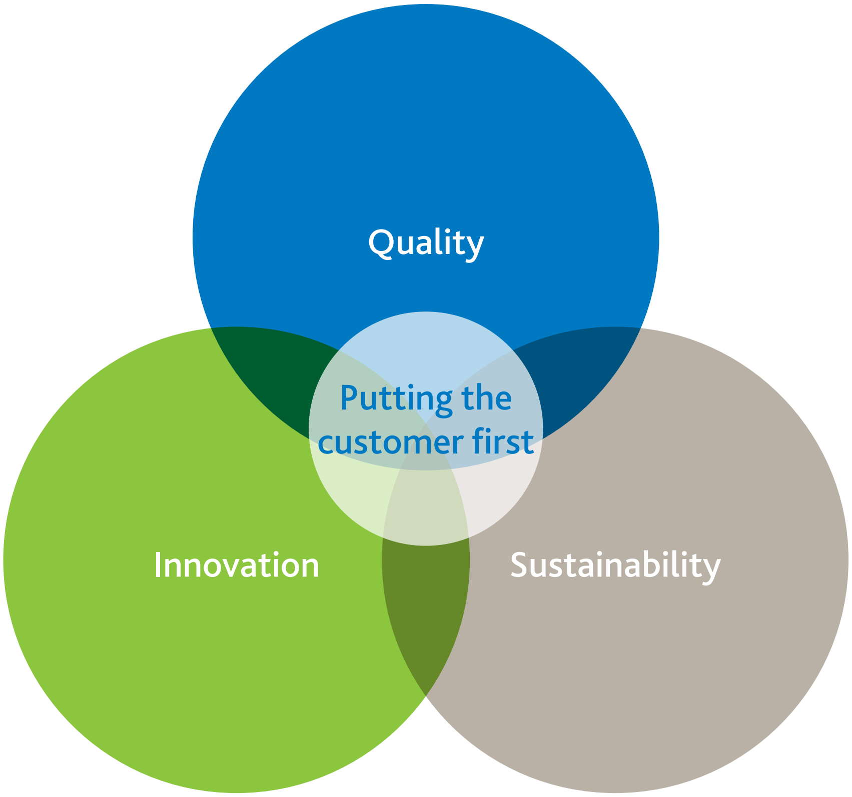
Our business model

Our strategies are customer-centric. In putting the customer first we focus on the three pillars of Quality, Innovation and Sustainability.

Quality across our product range and services at the highest level is secured through raw material scrutiny, supplier development, training, as well as integrated quality assurance systems. As part of the continuous improvement cycle, opportunities to further enhance quality are identified and pursued.

Innovation and the design of bespoke solutions for our customers appropriate for each trade channel not only creates cold drink availability but also stimulates on-trade sales.

Sustainability is fully integrated into our corporate strategy and is based upon carrying out our business with respect for the environment, for our people and supporting the communities that we operate within.



Our history

1996
Frigoglass is established

1999
Acquisition of Norcool; Frigoglass listed on the Athens Stock Exchange

2001
Acquisition of Husky in South Africa

2007
Greenfield plant at Guangzhou, China

2008
Acquisition of SFA in Turkey
JV in Philippines

2009
Acquisition of Universal Nolin LLC in USA

Our investment proposition

Broad geographic reach
- Frigoglass is the largest and most geographically diverse player in the global Ice-Cold Merchandisers (ICM) market, with a presence across five continents and a leading global market share.

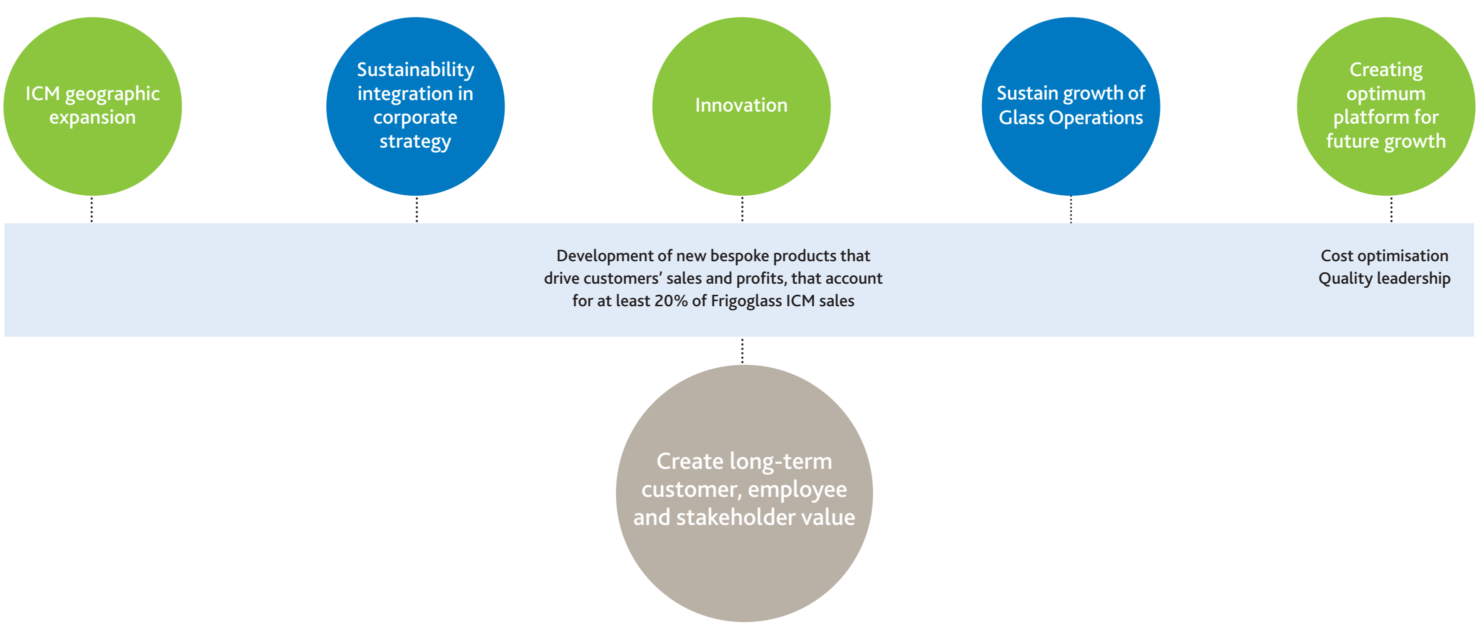
Blue-chip customers
- The Frigoglass customer base consists of leading soft drinks companies, the largest brewers, dairy, juice, energy drinks and tea companies.

Competitive cost structure
- Manufacturing in low cost countries with 10 plants, with the ability to generate economies of scale and access to the world's most competitive supplier base.

Innovation
- Frigoglass operates five innovation and development centres (Greece, Turkey, India, China and USA), 31 test chambers, and in 2010 launched 45 new products.
- At least 10% of operating profits are invested in Innovation and Development, targeting a new product contribution of at least 20% of ICM sales.

After-sales service
- Frigoglass provides its customers with a fully integrated service offering through Frigoserve.
- Frigoserve provides best-in-class post-sales service, such as maintenance, refurbishment and spare parts for all cold drink equipment. It delivers value-added service solutions to beverage companies in 48 countries through 269 service partners, one-to-one placement services in 13 countries and also has six refurbishment centres. In a number of key markets Frigoserve offers total asset management services supporting beverage companies to free up resources and optimise costs through better network utilisation.

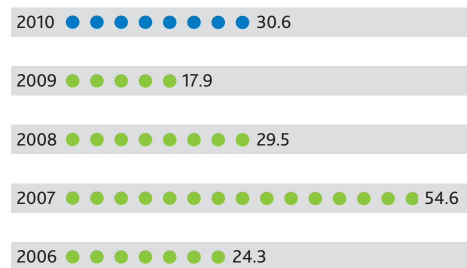
Our strategy



Chairman's statement

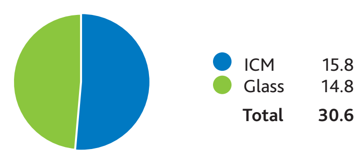
Haralambos (Harry) G. David
Chairman

Consolidated capex €m



71.3% Change vs 2009

2010 Capex by operation €m



"We have for a long time kept sustainability at the heart of our corporate value system across the world and in 2010 this has yielded tangible solutions that have contributed to our customers' ability to sustain their environmental strategy."

I am delighted to be reporting on the significant progress that Frigoglass made in 2010, which built strongly on the decisive platforms laid down during the challenges of the global economic downturn. The last couple of years have been the most volatile our company has witnessed and it is the passion and determination of our people that have enabled us to achieve our goals and emerge stronger than before.

Instrumental to our progress has, of course, been our strong focus and commitment to innovation and the environment, both of which go hand in hand in our changing marketplace. We have for a long time kept sustainability at the heart of our corporate value system across the world and in 2010 this has yielded tangible solutions that have contributed to our customers' ability to sustain their environmental strategy. Ecocool, for instance, accounted for 25% of our sales in Europe, such has been the excellent response to the world's first comprehensive range of eco-friendlier Ice-Cold Merchandisers.

R&D remains a key differentiator in maintaining our innovative edge in the market, but also in enabling us to continue delivering solutions for the future needs of our customers. We have recently showcased a new solar concept, the Ecocanteen, a non-grid powered kiosk, and launched ICM components partly produced by recycled plastic material. We continue to invest in environmental-based technology to help drive further our competitive global position and meet our customers' green priorities in the most effective way.

Frigoglass recognises the importance of continually reinvesting in the business in order to maintain its leadership in the global ICM market and grow value for our shareholders. Indeed, over the last five years the Company has invested close to €160 million, of which €100 million went to "Cool Operations" for capacity expansion, machinery, R&D and quality upgrades. €60 million has been directed to the Nigerian Operations for the upgrade and rebuild of the glass furnaces, equipment and machinery, as well as increased capability in our metal crowns and plastic crates operations.

Additionally, we have returned capital to our shareholders, in seeking to maintain an efficient and robust capital structure. In this regard some €100 million of capital has been returned over the past five years through dividends and capital returns, together with the repurchase of 7% of our company stock.

As we enter the recovery phase in Europe, we look to the future convinced that we have the appropriate leadership, financial resources, superior products and strong employee skill sets that will enable us to capture a significant share of the exciting opportunities that we believe this market possesses.

Finally, I would like to extend my warmest thanks to all our stakeholders for their continued support and trust. We are excited about the future and our ability to create significant future value, and believe that Frigoglass will continue to fulfil its vision over the coming years.

Haralambos (Harry) G. David
Chairman

Managing Director's review

The financial crisis that took hold at the end of 2008 significantly altered the global macroeconomic landscape in which Frigoglass had been operating. Whilst higher growth emerging markets maintained their positive momentum, Europe experienced a severe downturn, which translated into a significant change in the scale and mix of the capex plans of our customers.

Within this rapidly deteriorating environment, key business elements within our control, such as cash conservation and cost optimisation, became imperative disciplines together with focusing on reconstituting our revenue drivers.

Our 2010 consolidated revenue recovered to almost the 2007 levels but with a significantly altered geographical mix: during the period, we increased our business in Asia by four times and in Africa/Middle East by 50%; together, these regions now account for 53% of group revenue from 28% previously. Strong results during the year in Eastern Europe, led by the recovery in Russia, ongoing growth in Asia and Africa and stabilisation in some key markets in Western Europe, led to a recovery of ICM sales levels.

Throughout this period Frigoglass maintained its commitment to Sustainability and Innovation, both of which are firmly integrated into corporate strategy. During 2010, Ecocool the world's first complete product range of environmentally friendlier coolers, exceeded expectations, accounting for 25% of sales in Europe. Key characteristics of this range include the use of HFC-free refrigerants, a reduction of up to 50% in energy consumption through such features as intelligent management systems and LED lighting, as well as full recyclability. In October, Frigoglass and Coca-Cola Recycling announced a joint initiative to utilise recycled PET beverage bottles in the manufacture of plastic cooler components. These efforts have been recognised through a number of industry accolades such as the acknowledgment of our contribution to Heineken's "Brewing a Better Future" programme and a European Business Award for the Environment as one of the top European companies in the Sustainable Development category.

With continued investments in talented people and resources in our innovation and development centres in Greece, India, China, Turkey and now the USA, Frigoglass has developed 120 new products in the last two years, demonstrating strong customer orientation with bespoke products that maximise sales across trade channels.

As the crisis impacted the competitive landscape, Frigoglass progressed with gaining entry to the exciting and significant North American market aiming at capitalising on its strong Innovation and Sustainability platforms. Production facilities have been revamped with the extensive in-house metal processing capability and the installation of the environmentally friendlier cyclopentane (C5) insulation plant (first for our industry in the USA). With regard to our product range, in 2010 Frigoglass showcased its newest range of beverage coolers, Miracool, developed specifically for the North American market.

Frigoglass's Glass Operations are a further extension of our offering to beverage companies and represent an exciting opportunity to develop initiatives in line with our commitment to sustainable business practices and products. In particular, the launch of lightweight bottles, including Coke Ultra, significantly reduces the use of glass with no changes in functionality. In Plastic Crates, we have introduced a new design for our Ultra model, which is lighter and allows for an additional row on the pallet. We have also increased our capabilities and capacity in Metal Crowns, supported by the technical cooperation agreement with one of the world's highest quality bottle crown producers.

Frigoglass has continued to reinvest back into the business, increasing its capital expenditure in 2010 to €30.6 million, directed primarily towards machinery and equipment, the development of new products and the integration of the North America operations. Frigoglass also proposed the return of 33% of its 2010 profits to its shareholders through a tax-efficient capital return and repurchased 6.9% of its shares in the last two years.

Finally, I would like to express my gratitude to every member of the 5,148-strong Frigoglass team who has contributed to the remarkable performance of the Company in 2010, and it is the capabilities, talent and commitment of our people that will underpin our future growth. It is indeed an honour to stand alongside our business leaders as we diligently work towards delivering fresh value to our customers across 158 countries, so that 200 million consumers a day are delighted by an ice-cold beverage from a Frigoglass ICM. We would finally like to take this opportunity to thank our shareholders for their support and to emphatically state that we shall continue to work to protect and grow the value of their investment in Frigoglass.

Petros Diamantides
Managing Director

"Our 2010 consolidated revenue recovered to almost the 2007 levels but with a significantly altered geographical mix: during the period, we increased our business in Asia by four times and in Africa/ Middle East by 50%"

Petros Diamantides
Managing Director

Innovation

Eco production

Use of natural substances (cyclopentane) in the insulation process.

Innovation and development

Recognising the beverage companies' need for brand equity development, Frigoglass ICMs provide customised and innovative ways for brand communication. Differentiation at the point of sale is often the key driver for share gains that is triggered by eye-catching features and the appropriateness of the ICM platform that facilitates easy access.

This is a key discipline that differentiates us from our competitors, and as such we target 20% of ICM sales every year to be generated from new products.

Efficient designs

Optimised and efficient design as well as best-in-class components like LED lighting, efficient compressors, fan motors and glass panes, work well towards providing optimised energy consumption and high efficiency levels. In addition, the new cartridge-type refrigeration system is easily removable, leading to high efficiency and cost reduction in maintenance and lifetime costs.

Eco life cycle

Compatibility with recycling process requirements, advanced assembly techniques and U bent technology that facilitates the easy dismantling of the coolers at the end of their useful life.

Natural refrigerants

Hydrocarbons (HC) and carbon dioxide (CO_2) drastically reduce the impact refrigerants have on the environment with a global warming potential less than 3 compared to conventional ones that have 1,300 over a period of 100 years.

Energy management systems

Smart energy management devices lead to as much as 50% less energy requirement than equivalent units produced 10 years ago.

Sustainable innovation

Ecocool is the world's first complete range of environmentally friendlier ICMs and is the direct result of Frigoglass commitment to promoting a sustainable business environment, designed to reduce the impact of greenhouse emissions and energy consumption by up to 50%. This innovative range of eco-friendly ICMs include natural substances in the insulation process, increased recyclability and use of HFC-free refrigerants. The breadth of the product range covers key channel needs and consumer occasions, thus offering an integrated "green" proposition to all customers. Ecocool accounted for 25% of Frigoglass 2010 sales in Europe.

Frigoglass has recently launched the Miracool range of beverage coolers, which has been developed specifically for the North American market. The Miracool product line is based on a cartridge-type refrigeration system that is easily removable and is interchangeable across models. The core benefits of the Miracool product line revolve around an optimised cooling mechanism, low maintenance and durability as well as excellent branding and merchandising space that maximises cold drink sales.

In October 2010, at the National Association of Convenience Stores' NACS Show in Atlanta, Frigoglass and Coca-Cola Recycling LLC announced a joint effort that will facilitate the manufacturing of beverage cooler components from specially processed post-consumer recycled polyethylene terephthalate (R-PET) bottles.

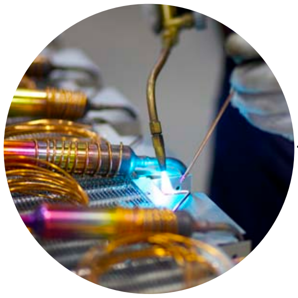
Enhancing our services

Frigoserve operates across four continents in 13 locations, delivering value-added services solutions to beverage companies in 48 countries. Our worldwide network targets synergies of scope and scale and diffuse best practice services in order to fulfil our customers' unique needs in the most efficient way.

Each Frigoserve operation employs highly skilled management and administration personnel in order to ensure best-in-class operations through service network management, spare parts management, administration and availability, account management, refurbishment activities, performance measurement and continuous improvement, technical training and qualifications.

Service network

Frigoserve delivers value to its customers through the provision of in-market services for cold drink equipment (coolers, vendors and post mix). The Frigoserve service network currently covers 48 countries and consists of 172 Frigoserve employees and authorised subcontractors. Standard operating procedures that comply with health, safety and environmental regulations and the rigorous training of our extensive service network personnel ensure high quality and efficient services.

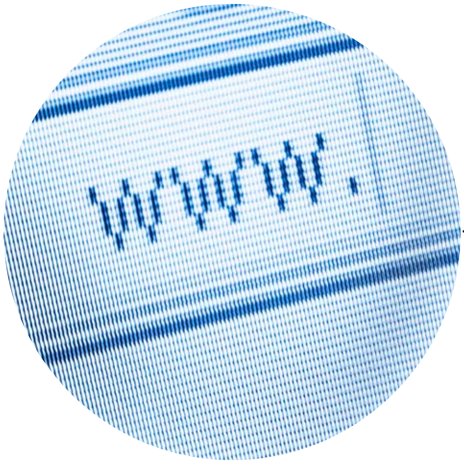


Refurbishment

Refurbishment expert technicians operate in purpose built Frigoserve refurbishment centres, remanufacturing units from the market, from light rebranding to total overhaul, extending the life span of the equipment in the market. Frigoserve experts have long and extensive experience and can propose and implement a suitable refurbishment solution.

3PL network

The Frigoserve 3PL network is responsible for warehousing and placement of products in the market according to customer needs. That, together with the use of a dedicated CRM system, key performance indicators monitoring and continuous improvement processes ensures complete satisfaction.



Customer Relationship Management system (CRM)

A web-based CRM (Customer Relationship Management) application has been developed by Frigoserve, offering an advanced platform where customers, Frigoserve, field technicians and 3PLs can interact online. This ensures the undertaking and management of post-warranty and one-to-one placement services, with immediate feedback, thereby significantly reducing administration and transaction costs. Standardised as well as customised reports are available to support the implementation and control of service levels objectives. Interfaces with customer ERP systems are developed to ensure a seamless interaction with customers' internal systems and processes.

Glass

Soft drink bottles

Sales to soft drink bottlers account for 24% of our glass unit sales. Key projects involve light weighting the entire range of Coke beverage products, significantly reducing glass weight whilst maintaining functionality.

Metal crowns

Metal crowns are an integral part of the glass packaging, offering a complete solution to customers. Sales increased by 27.1% during the year. We have invested in upgrading quality and adding additional capability such as promotional crowns, supported by collaboration with one of the biggest bottle crown producers.

Wine and spirits

Wine and spirits represent 12% of our unit sales with an offering from proprietary to generic bottles.

Beers

We have increased our sales by 12% in units in 2010, further diversifying our customer and product base. Glass sales to breweries represent 32% of total glass unit sales, with new initiatives such as light weighted bottles and to support concurrent green and amber campaigns through the year.

Pharmaceutical and cosmetics

Represented 21% of our glass unit sales. We manufacture glass containers for main pharmaceutical and cosmetic companies. Cosmetics has been a strong growing segment this year, increasing by 25%.

Plastic crates

Plastic crates increased by 17.1% during the year and we have invested in upgrading quality and reducing weight.

Complete solutions

Frigoglass's Glass Operations, located in Nigeria, represent West Africa's largest glass container capacity that encompasses two plants and three furnaces exceeding 600 tons per day. Frigoglass offers a complete packaging solution to its customers with the production of metal crowns and plastic crates.

Glass accounted for 69% of 2010 sales, with metal crowns and plastic crates accounting for 14% and 17% respectively.

Through a wide range of glass bottles, we provide excellent solutions to a variety of customers operating in the soft drink, beer, spirit, cosmetic and pharmaceutical markets.

We have recently launched a number of lightweight glass bottles which reduce the use of glass whilst maintaining functionality.

Glass Operations in Nigeria are operating close to optimum utilisation rates, delivering improved profitability levels.

Capital expenditure relating to Glass Operations amounted to €14.8 million for the full year, directed primarily to machinery and equipment, and the planned refurbishment of one of the glass furnaces.

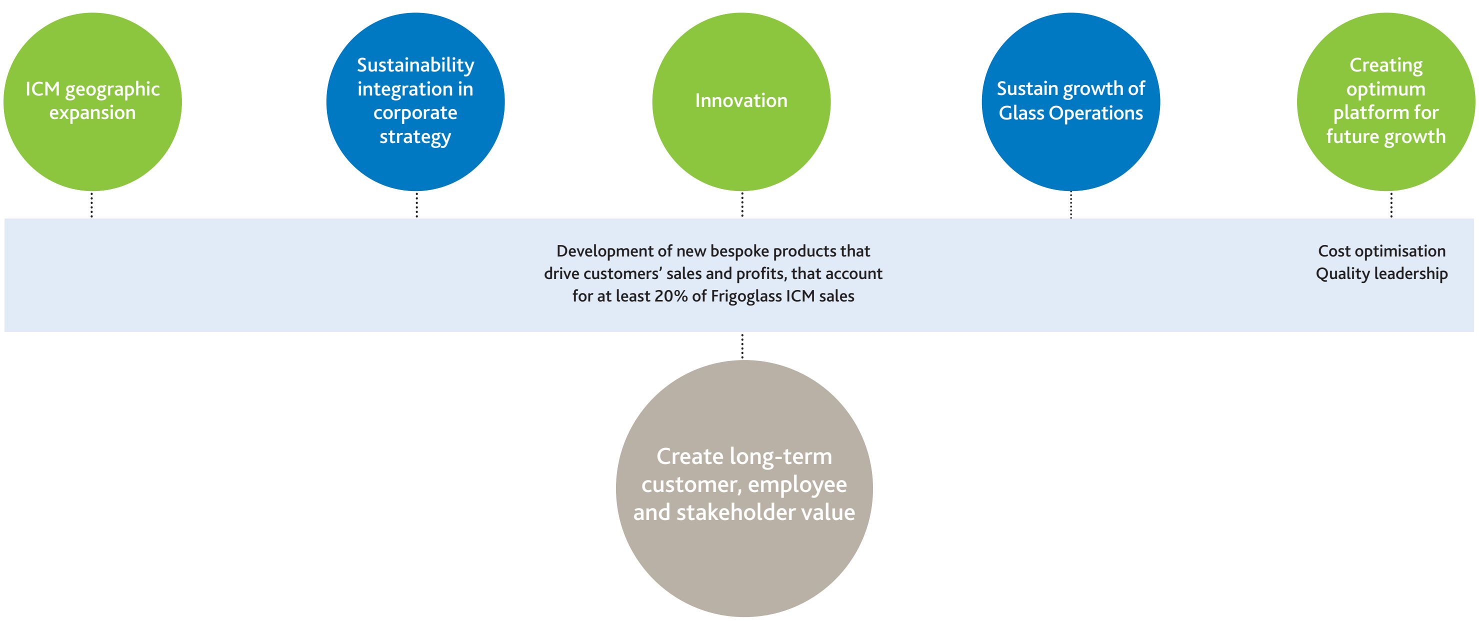
Strategic overview

2010 was a year of global economic recovery but also a year in which Frigoglass delivered on a number of key strategic initiatives.

The integration of our North America operations progressed well and we are very excited about the opportunities in this significant beverage market. We have further diversified our customer base with new exciting customers from the juice, tea, energy drink and water segments but also geographically through penetrating even further Asia/Oceania whilst strengthening our position in Africa/Middle East – indeed both these regions now represent 44% of our business.

We continued to invest in new products and technologies to align our strategy with the initiatives of our customers and delivered 45 new products.

Sustainability remains a key focus in our corporate strategy and we are pleased that we developed new key initiatives together with our customers in terms of products as well as committing to re-evaluate common goals and working practices by developing a three-year action plan to reflect this important undertaking.



Strategy	2010 progress	2011 priorities
ICM geographic expansion Following the acquisition of Universal Nolin in the USA in December 2009, Frigoglass extended its geographic reach and is now a truly global company, with a presence in 19 countries across five continents. Significant opportunities for growth remain, and we continue to seek entry into markets with low ICM penetration rates and which provide attractive potential through acquisitions, joint ventures and greenfield developments.	• Continuing production optimisation initiatives in our manufacturing plants in China, India, Russia and Romania, leading to higher production capacity and improved utilisation. • The integration of Frigoglass North America during 2010 continued in line with our expectations and included €2.5 million of investments in equipment and production efficiencies. • Ongoing growth in Asia/Oceania and Africa/Middle East, led to the emerging markets representing 44% of our ICM business, moving us further towards a balanced geographic portfolio. • Expanded our Frigoserve operations in 48 countries.	• Continue to pursue value creating and strategically important opportunities in markets with low ICM penetration rates and high growth potential, through acquisitions, JVs and greenfield developments. • Enhance and optimise our production and operational structure in high growth Asian and African markets. • Expand our global market share leadership through geographic diversification, seeking to increase our competitive position in emerging markets. • Capex in ICM operations expected to reach €23 million mainly directed towards capacity increases, new products and efficiency improvements.
Sustainability integration in corporate strategy Sustainability remained a key focus area in our corporate strategy and we continued working towards reducing our total environmental impact. In the past few years we have laid the groundwork for our sustainability programme and we are now working steadily towards making sustainability a core part of our corporate culture.	• Expand our Ecocool range to provide our customers with a wider offering of eco-friendly cooling solutions. • Assess comprehensively, for the first time, our greenhouse gas emissions across ten production sites. • Coca-Cola Recycling LLC and Frigoglass agreed to recycle and re-use the plastic beverage bottles in order to make plastic components for coolers. • Developed the Eco-Cantina project, which provides customers with cold drinks in areas with limited power supply through the use of solar power. The solar energy can be used to power other applications in addition to coolers, such as a television and a mobile phone charge point. Along with Eco-Cantina, we also worked on applying fuel-cell technology to ICMs. This technology, used widely in other industries, can now be used for coolers as a stand-alone source of power or as an additional/back-up power source. It can also be combined with the Eco-Cantina allowing for even greater autonomy in regards to electrical supply.	• Re-evaluate our sustainability strategy and develop a three-year action plan that will reflect our commitment and create long-term value for our stakeholders. • Measure our carbon emissions for all operations and set up a long-term action plan and commitment to reduce them.
Innovation Innovation remains an integral part of our corporate strategy, mainly focusing on developing new bespoke products that drive customer's sales and profits. Frigoglass targets at least 20% of ICM sales to come from new products annually.	• Maintained our investment in innovation, launching 45 new products during the year to meet customer requirements. • Our environmentally friendlier Ecocool range accounted for 25% of our sales in Europe, more than exceeding our expectations. • Strengthened our product offering towards a complete line-up in all segments. • Launched dedicated range for key customers across beverage segments.	• Ecocool product range to continue to be one of the main top-line drivers. • Continue to invest in best-in-class innovation to extend our competitive position.
Sustain growth of Glass Operations Frigoglass continues to invest in and expand the Nigeria Glass capacity and enhance related activities.	• Completion of the cold repair of one of the furnaces and the new line. • Lightweight glass bottles continued to drive demand. • Increased crown capacity and minimise wastage. • Improved efficiency and quality in crowns.	• Benefit from improved efficiency and capacity levels in our Glass Operations. • Continue to seek to expand our glass business. • Further build on our glass capabilities. • Capex in Glass Operations is expected to reach €15 million, which will mainly be directed towards new machinery for automation and quality upgrades.
Creating optimum platform for future growth Further optimisation of the cost structure and the manufacturing footprint has led to a leaner and more efficient organisational structure. Frigoglass will continue to focus on managing costs efficiently and undertake further production efficiencies. Also, Frigoglass key focus area for future growth is sustaining its leadership in the quality of products.	• Continued to leverage the cost savings reduction initiatives. • Operating expenses over sales reduced to 13.1%, from 13.5% last year, reflecting the benefits of the positive operating leverage and ongoing cost control initiatives.	• Continue to focus on generating strong cash flow, therefore reducing net debt and strengthening the balance sheet. • Further optimisation of the cost structure in North America and the supplier base. • Quality is at the core basis of our continued development. Optimise quality from incoming parts to product and commercial release and further strengthening of our team to oversee global quality control operations. Introduce excellence in manufacturing methodology and production process control while integrating with plant quality systems development.

Cool Operations

ICM sales by customer segment €m

	2009	2010	% Change
Other Coca-Cola bottlers	123.5	138.4	12.1
Coca-Cola Hellenic	39.3	62.6	59.1
Breweries	67.7	90.1	33.1
All other	43.4	84.1	93.8
Total	**273.9**	**375.2**	**37.0**

ICM sales by region €m

	2009	2010	% Change
Eastern Europe	69.5	131.4	89.0
Western Europe	65.9	72.3	9.7
Africa/Middle East	62.1	75.4	21.4
Asia/Oceania	75.3	88.8	18.0
America	1.1	7.3	553.7
Total	**273.9**	**375.2**	**37.0**

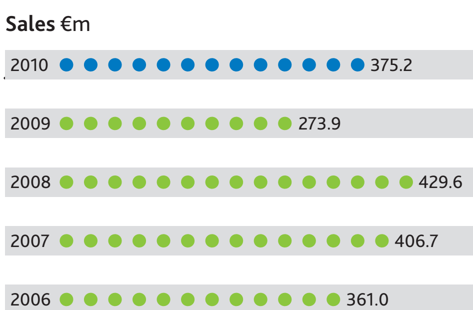
Despite the challenging global economic environment, Frigoglass maintained its leading global position in the ICM market. 2010 was a year of recovery for the Cool Operations business, with the early right-sizing initiatives undertaken in 2009 and into 2010 being reinforced by the return to the investment cycles by our customers. Sales at Cool Operations advanced by 37% compared to 2009, reflecting solid growth across all regions and, in particular, strong growth in Eastern Europe. Top-line momentum in Eastern Europe remained strong throughout the year, posting an 89% increase in sales for the full year and representing the leading region in terms of sales in 2010. The trading conditions in Western Europe improved in the second half of the year, reversing the negative trends in the first half, while the positive trends in our emerging markets continued during the year.

In the US, the integration of Frigoglass North America, which represents our recent acquisition in South Carolina in 2009, continued to progress in line with our plans. In 2010, Frigoglass launched the environmentally friendlier Miracool range of beverage coolers, developed specifically for the North American market.

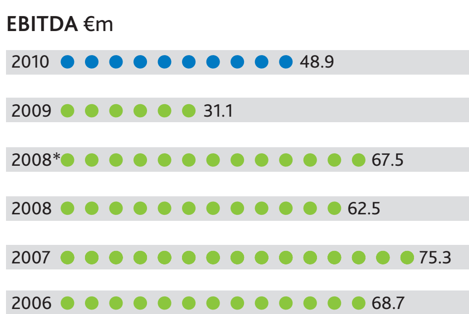
The Ecocool range, the world's first comprehensive portfolio of environmentally friendlier ICMs, accounted for 25% of total European sales during 2010. This achievement highlights Frigoglass's continued investments in innovation. During 2010, Frigoglass launched 45 new products to the market to address the specific needs of beverage customers.

Following the improved top-line momentum and a more efficient cost base, with the operating expenses margin retreating by 70 basis points to 14%, EBITDA grew 57.1% compared to 2009, reaching €48.9 million for the full year and a margin expansion of 160 basis points. This improvement was achieved despite the dilutive effect from the start-up phase of our operations in North America. Net profit reached €13.1 million for the full year, compared to losses in the prior year.

Capital expenditure relating to Cool Operations amounted to €15.8 million for the full year, directed mainly towards machinery and equipment, the development of new products and the integration of Frigoglass North America.

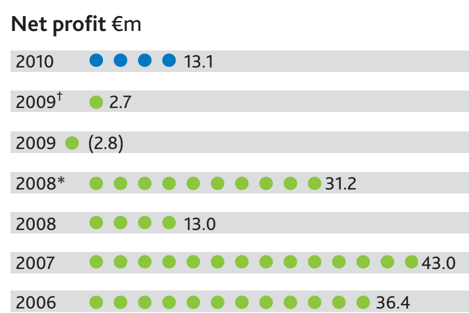


37.0% Change vs 2009



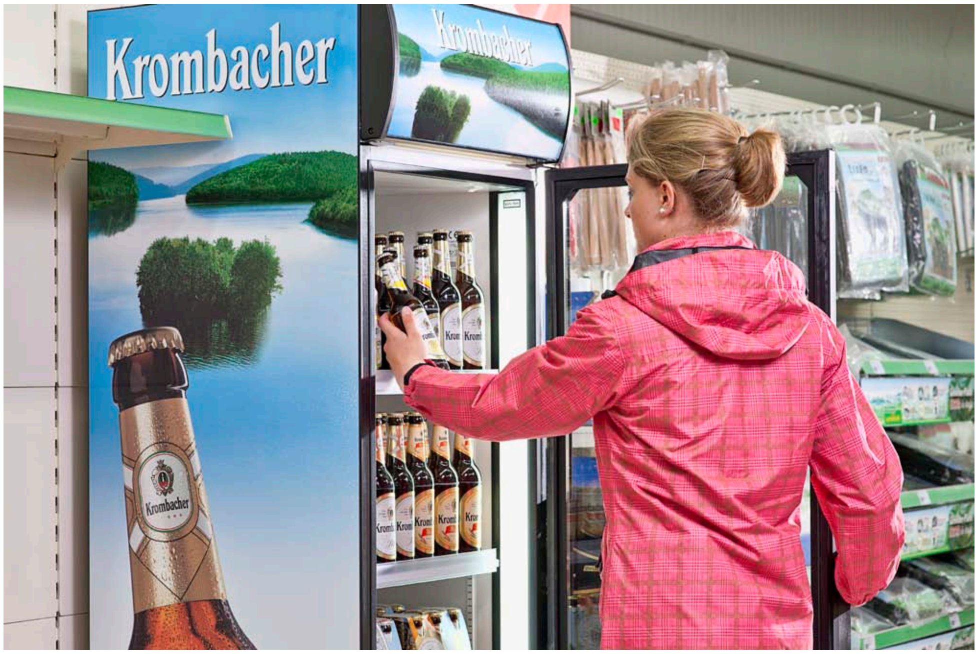
57.1% Change vs 2009

* Comparable FY08 EBITDA: excluding restructuring charges



390.4%** Change vs 2009

* Comparable FY08 net profit: excluding restructuring charges
** Based on comparable figures
† Comparable FY09 net profit: excluding one-off Special Contribution Tax


Krombacher
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Western Europe

Sales €m

2010	72.3
2009	65.9
2008	118.9

9.7% Change vs 2009

Overall sales grew by 9.7% reaching €72.3 million, with advances in Italy, Austria, Sweden, Norway more than offsetting the declines in UK and Greece where macroeconomic conditions remain challenging.

The growth rate and recovery from the depths of the financial crisis has shown a positive trend in the second half of the year (+26.7%) although European sales are not back to the pre-crisis levels.

We also continued investing in innovation, with a broad and successful introduction of Ecocool, a complete product line of environmentally friendlier coolers, which enables beverage customers to decrease their carbon emissions. Ecocool accounted for 25% of European sales.

Return to map

Eastern Europe

Sales €m

2010	131.4
2009	69.5
2008	194.1

89.0% Change vs 2009

We have seen a recovery in volume growth in 2010 following a sharp decline the previous year, with revenue growth of 89% to €131.4 million, primarily driven by Russia, as well as incremental contributions from the Czech Republic and Ukraine.

Our greatest rate of growth came from the brewery segment, where sales rose 70%, with Russia providing the biggest incremental contribution. Poland also contributed to the segment's growth.

We also initiated several projects in innovation with our customers, supporting their penetration into new channels, leveraging their brand equity and increasing their market share.

Additionally, we expanded our service concept with new customers and strengthened our service network in new geographies.

Return to map

Operating review continued

Asia Pacific

Sales €m

2010	88.8
2009	75.3
2008	42.8

18.0% Change vs 2009

Asia/Oceania sales grew by 18%, maintaining the positive momentum of previous year's growth, reaching €88.8 million. The greatest incremental contributions came from China, the Philippines, Indonesia, Malaysia, Vietnam and Australia.

We accomplished a number of achievements in China, one of our newer markets. The 94.1% growth in China during the year reflects our share penetration, whilst the first time collaboration with a mainstream player in the juice and tea category, reflects the customer base expansion.

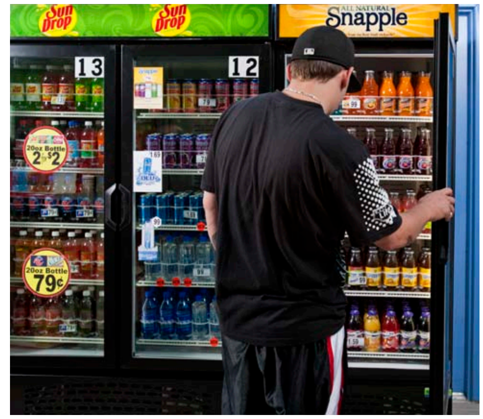
Our business in south-east Asia continued to prosper, recording a 56% growth in sales volume, with a notable contribution from Indonesia. Our relationships with the juice, water and ready-to-drink companies within the Philippines and Malaysia also contributed to growth in the region.

In Oceania, we developed a range of new products to this established beverage market and will continue to deliver innovative ICM solutions to our key customers.

In India, we maintained our market share across the region, including Sri Lanka, Nepal and new sales to Bangladesh. Anticipating future development, we are investing in further extending our plant and upgrading product configuration to better meet the challenging market conditions. Good progress is also being made, further diversifying our customers with the addition of new accounts within the juice and water categories.

Return to map

North America



Sales €m

2010 7.3

The Frigoglass North America product range is taking shape with the introduction of successful global concepts such as the Retro together with the market-specific Miracool range. The entire product offering has been certified as compliant with the demanding *Energy Star* protocol that, together with the introduction of LED lighting, marks the beginning of environmentally friendlier ICMs.

In an initiative with Coca-Cola recycling, we have implemented door handles made from recycled PET bottles. We are also the first company in North America to use cyclopentane (an environmentally friendlier blowing agent) in the production of our ICMs.

Our capital expenditure investment programme included the cyclopentane introduction, in-house metal cutting, a new ERP system, and tools facilitating in-sourcing of components for optimal quality control. We commissioned seven testing labs meeting regulation standards with an approved energy performance test facility and we are ISO-17025 compliant.

Return to map

Operating review continued

Africa/ Middle East

Sales €m

2010	75.4
2009	62.1
2008	73.6

21.4% Change vs 2009

Sales relating to Africa/Middle East reached €75.4 million, up by 21.4%. This represented 20.1% of ICM sales in 2010 driven by Kenya, Zimbabwe, Nigeria and South Africa. Key drivers for the region were the increase of our market share in the Middle East and of course maintaining our strong platform across Africa with long-term committed customers.

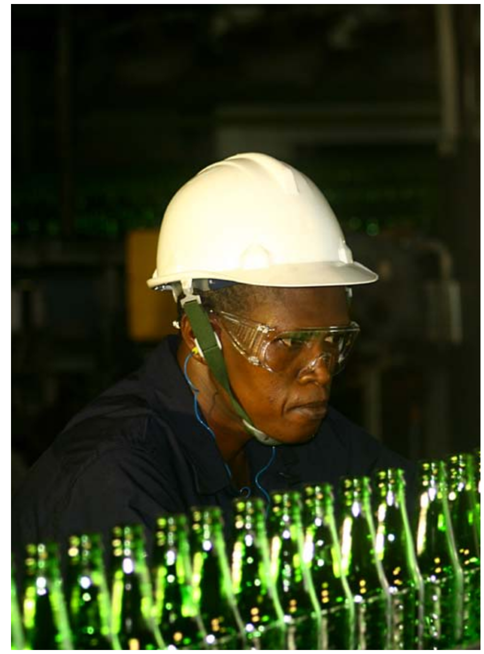
Our positive momentum in South Africa continued. Our largest country growth within the southern region came from Zimbabwe. In the rest of Africa, our growth in East Africa was excellent, driven by significant growth in the brewery sector. Finally, we re-entered into Sudan with the biggest beverage/dairy group and we grew our share in West Africa. In Nigeria growth was driven by strong ICM placements in the brewery segment whereas high investments took place also in Burundi, Rwanda and the Democratic Republic of Congo.

We continued our focus on the dairy multinationals across North Africa successfully and we entered the Middle East business with the biggest juice producer in the region.

Within the Middle East we have established our presence with key customer groups in the generic market and we also maintained our key share with key bottlers. Noteworthy incremental placements were made in the United Arab Emirates, Israel and Palestine.

Return to map

Glass Operations



Glass Operations in Nigeria delivered a solid performance, maintaining its strong market position in the Africa region. Sales increased by 12.7% in Euro terms, to €82.0 million.

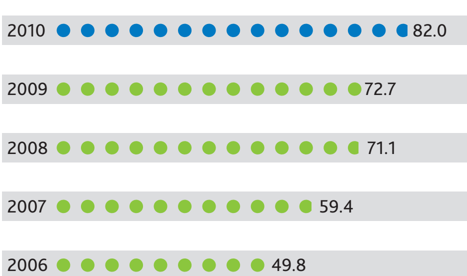
Sales of glass bottles reached €56.6 million, driven by breweries and cosmetics. Sales momentum normalised over the course of the year, following the impact at the beginning of the year of the planned furnace refurbishment, as well as the increase in energy prices which led to delays in sales orders. Sales in other operations (metal crowns and plastic creates) increased by 21.5% to €25.4 million.

EBITDA at Glass Operations increased by 14.0%, to €25.3 million, with the respective margin expanding by 40 basis points to 30.9%. Net profit reached €7.4 million, equivalent to an increase of 26.8% compared to 2009. The restructuring of Glass Operations over the past few years has improved the operational efficiency and flexibility significantly, with plants running at close to optimum utilisation rates, and thus, delivering improved profitability levels.

Sales by operation €m

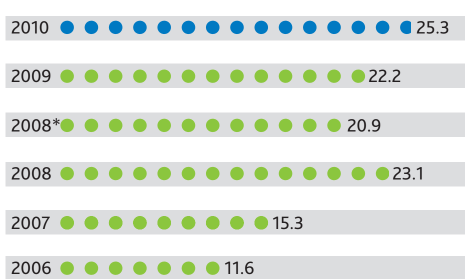
	2009	2010	% change
Glass	51.9	56.6	9.2
Metal crowns	9.1	11.6	27.1
Plastic crates	11.8	13.8	17.1

Sales €m



12.7% Change vs 2009

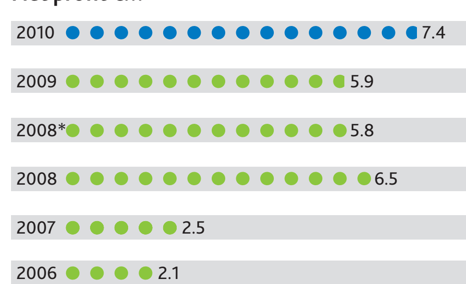
EBITDA €m



14.0% Change vs 2009

* Comparable FY08 EBITDA: excluding capital gains

Net profit €m



26.8% Change vs 2009

* Comparable FY08 Net profit: excluding capital gains

Return to map

Corporate social responsibility

In 2010 sustainability remained a key focus area in our corporate strategy and we continued working towards minimising our impact on the environment and being a responsible corporate citizen. In the past few years we have laid the groundwork for our sustainability programme and we are now working steadily towards integrating sustainability in our corporate strategy. In 2010, we achieved the following:

1. We expanded our **Ecocool range** to provide our customers with an even larger offering of eco-friendlier cooling solutions. The market response to Ecocool has been strong and this has encouraged us to continue investing in this range to meet customers' needs throughout the world.

2. In addition to the environmental impact of our products, we also consider environmental impacts from our operations. In recognition of this, in 2010 we assessed for the first time our **greenhouse gas emissions** across 10 production sites. This will help us develop an action plan for reducing our carbon emissions throughout our operations.

3. In October, we joined forces with **Coca-Cola Recycling LLC** to give plastic beverage bottles a new life through recycling and re-use. The initiative involves using post-consumer recycled PET bottles to make plastic components for our coolers. This initiative is one of the ways we are working with partners to implement green innovation.

4. In 2010, we also worked on innovative developments including the **Eco-Cantina** project and the **fuel-cell** technology. The Eco-Cantina provides customers with cold drinks in areas with limited power supply through the use of solar power. The Eco-Cantina serves as a social meeting place and operates as a kiosk/café. The solar energy can be used to power other devices in addition to coolers, such as a television and a mobile phone charge point. Along with Eco-Cantina, we also worked on **applying fuel-cell technology** to ICMs. This technology, used widely in other industries, can now be used for coolers as a stand-alone source of power or as an additional/back-up power source. It can also be combined with the Eco-Cantina allowing for even greater autonomy in regards to electrical supply.

5. In October, we conducted our first **Frigoglass Supplier Forum**. The forum provides an additional avenue for us to engage with our suppliers and to explore ideas about how we can collaborate on products and services. Feedback from our suppliers was positive and we are planning to hold the forum on an annual basis.

6. In 2010 Frigoglass was recognised as one of the top three companies for sustainable products in Europe at the European Business Awards for the Environment in 2010 for our Ecocool range. The product award is given to companies that have developed a new product or service that makes an outstanding contribution to sustainable development. Frigoglass was selected from 141 entries from 24 EU and other candidate countries.

7. The efforts we are making to develop environmentally friendlier cooling solutions and to drive sustainability in the industry were recognised by Heineken in 2010. Heineken presented us with an award for our contribution to their sustainability programme "Brewing a Better Future" through our Ecocool product range which provides cool beer at the point of sale while minimising environmental impact.

Financial risk management

Frigoglass's global activities expose the Company to a variety of risks: market risk (price and currency risk), credit risk, liquidity risk, cash flow and interest rate risk. The overall risk management programme seeks to minimise potential adverse effects on the Company's financial performance.

Risk management is carried out by the central Treasury department under policies approved by the Board of Directors. The Treasury identifies, evaluates and hedges financial risks in close co-operation with the Company's operating units. The Board provides principles for overall risk management, as well as policies covering specific areas, such as foreign exchange risk, interest rate risk, credit risk, use of financial instruments and investment of excess liquidity.

The Treasury refrains from speculative transactions or transactions that are not related to the Company's operations.

The Company's financial instruments consist mainly of deposits with banks, bank overdrafts, trade accounts receivable and payable, loans to and from subsidiaries, equity investments, dividends payable and leasing obligations.

In addition, the Company may enter into derivative financial instruments contracts, designated as cash flow hedging, in order to hedge certain risks.

a) Market risk

i) Foreign exchange risk

The Company operates internationally and is exposed to foreign exchange risk in various currencies including the US Dollar, Nigerian Naira, South African Rand, Indian Rupee, Norwegian Kroner, Swedish Krona, Russian Rouble and Chinese Yuan.

Subsidiaries of the Company, working closely with the Treasury, use natural hedging to limit their exposure to foreign currency risk in connection with the reporting currency. Natural currency hedging can be achieved by matching to the maximum extent possible revenue and expense cash flows in the same currency in order to limit the impact of currency exchange rate movements.

Frigoglass has investments in subsidiaries which operate in various countries. Their net financial positions are exposed to foreign translation exchange risk during the consolidation to the Company's financial statements. The Company is not substantially exposed to this type of risk since most of its subsidiaries use the Euro as their functional currency, with the exception of operations in Nigeria, Romania, Indonesia, Kenya, Poland and China.

ii) Price risk

The Company is exposed to changes in the prices of commodities and raw materials. This risk is offset in various ways, including increased productivity, higher sales volume leading to a positive operating leverage effect and higher selling prices.

b) Credit risk

Credit risk arises from cash and cash equivalents as well as from credit exposure to customers, which includes outstanding receivables and committed transactions.

For customers, the Company has policies in place to ensure that sales of products and services are made to customers with an appropriate credit history. The granting of credit is controlled by credit limits and the application of certain terms. All subsidiary companies monitor the financial position of their debtors on an ongoing basis with a quarterly central review. Appropriate provision for impairment losses is made for specific credit risks. At the year end, management considered that there was no material credit risk exposure that had not already been covered by a doubtful debt provision.

No credit limits were exceeded during the reporting period and management does not expect any losses from non-performance by these counterparties.

c) Liquidity risk

Prudent liquidity risk management involves maintaining sufficient cash and the availability of funding through adequate credit facilities.

Due to the dynamic nature of the underlying businesses, Treasury aims to retain flexibility in funding by maintaining committed credit lines.

The Company manages liquidity risk by effective management of working capital and cash flows. It monitors forecasted cash flows and ensures that adequate banking facilities and reserve borrowing facilities are maintained. The Company has sufficient borrowing facilities that could be utilised to fund any potential shortfall in cash resources.

d) Interest rate risk

The Company's income and operating cash flows are substantially independent of changes in market interest rates since it does not hold any interest-bearing assets other than short-term time deposits. Exposure to interest rate risk on liabilities is limited to cash flow risk from changes in floating rates.

The Company continuously reviews interest rate trends and financing needs. Consequently, all short-, medium- and long-term borrowings are entered into at floating rates with re-evaluation dates of less than six months.

Capital risk management

The objectives to safeguard the Company's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders through maintaining an optimal capital structure.

In order to maintain or adjust the capital structure, the Company may adjust the amount of dividends paid to shareholders, capital returned to shareholders, new shares issued or debt raised.

Board of Directors

Haralambos (Harry) G. David
Chairman (non-executive)
Harry David was elected Chairman of the Board of Directors in November 2006. He has been a Member of the Board of Directors of Frigoglass since 1999.

His career began as a certified investment advisor with Credit Suisse in New York. He then served in several executive positions within Leventis Group Companies in Nigeria and Europe. Today he holds a position on the Boards of Nutriart S.A., A.G Leventis (Nigeria) P.L.C., the Nigerian Bottling Company P.L.C., Cummins West Africa, Beta Glass (Nigeria) PLC, Ideal Group and Emporiki Bank (Credit Agricole).

He is also a member of the General Council of the Greek Industries Federation (ΣΕΒ), member of the organising committee of the Athens Classic Marathon as well as an executive member of the International Directors Council, of the Guggenheim Museum, New York.

Ioannis K. Androutsopoulos
Vice-Chairman (non-executive)
John Androutsopoulos was appointed to the Board of Directors in July 1996.

His long career in the bottling and manufacturing sectors has included positions as Technical Manager of the Hellenic Bottling Company (1969-1985), General Manager of the Industrial Division of the 3E Company of companies (1986-1994), Chairman of the Board of Directors of Frigorex (1995), member of the Board of Directors of 3E Company (1995) and Managing Director of Frigoglass Company (1996-2001). He holds a degree in Electrical Engineering from Aachen Polytechnic where he also completed additional studies in Economics.

Loucas D. Komis
Member and Secretary (non-executive)
Loucas Komis was appointed to the Board of Directors in July 1996.

Currently, he is also Chairman of Ideal S.A. and of Recovery & Recycling S.A. and Vice-Chairman of the Federation of Hellenic Food Industries. In his long career in the appliance manufacturing sector he has held top management positions with Izola S.A. and the Hellenic Bottling Company (CCHBC), where he also served as an Executive Board member and remains an advisor to the Chairman since 2001. He holds degrees from Athens University (BSc Physics), the University of Ottawa (MSc Electrical Engineering) and McMaster University, Ontario (MBA).

Christo Leventis
Member (non-executive)
Christo Leventis was appointed to the Board of Directors in October 2002. Mr Leventis is currently a director of a family investment office in London. Prior to this he worked as an equity research analyst at J.P. Morgan and Credit Suisse.

Petros Diamantides
Managing Director (executive)
Petros Diamantides was appointed Managing Director in June 2007 from his previous position of Director of Corporate Development & Strategy, a position he has held since 2005. He joined Frigoglass in 1998 as General Manager of the Indonesia plant and in 2001 was promoted to Regional Manager Asia and Africa. In 2003 he was appointed Engineering Director of the Cool Division and during 2004 served as the Nigerian Operations Director. Petros started his career in 1991 working for Procter & Gamble in the United Kingdom.

Petros Diamantides holds a BSc (Hons) in Electrical Engineering & Electronics from UMIST (UK) and an MBA from the Manchester Business School.

Evangelos Kaloussis
Member (independent non-executive)
Evangelos Kaloussis was appointed to the Board of Directors in June 2006.

He is Chairman of Nestlé Hellas. He is also Chairman of the Federation of Hellenic Food Industries and member of the Board of Directors of Alpha Bank. During his professional career he assumed top management positions at the Nestlé Headquarters in Switzerland, France, Nigeria and South Africa. He holds a Master's Degree in Electrical Engineering from the Federal Institute of Technology in Lausanne (CH) and in Business Administration from the University of Lausanne as well as a graduate degree from IMD.

Vassilis Fourlis
Member (independent non-executive)
Vassilis Fourlis was appointed to the Board of Directors in October 2002.

He is Executive Chairman of Fourlis Holdings SA. He also serves on the Board of Directors of Piraeus Bank SA, of Hellenic Organization of Telecommunications SA and of Cement Titan SA. He holds a Master's Degree in Economic Development and Regional Planning from the University of California/Berkeley and a Master's Degree in International Business from Boston University/Brussels.

Victor Pisante
Member (independent non-executive)
Victor Pisante was appointed to the Board of Directors in November 2006.

In 2005 Victor Pisante founded Bluehouse Capital, a real estate private equity firm focusing on real estate and infrastructure investments in south-eastern Europe. Prior to that, Mr Pisante was a Founder and Managing Partner of the Telesis Group of companies, a leading investment banking, asset management and brokerage Company in Greece that was merged in 2001 with EFG Eurobank Ergasias S.A. Following the merger, Mr Pisante was appointed Chief Executive Officer of EFG Telesis Finance S.A. and General Manager of EFG Eurobank Ergasias S.A. and was elected member of EFG's Executive Committee until 2004. Prior to founding Telesis, he worked as an associate in the M&A and Internal Finance departments of Bear Stearns in New York. A graduate of Athens College, Mr Pisante holds a B.A. degree (magna cum laude) in Economics and International Relations from Brown University and an M.B.A. degree, with concentration in Finance, from the N.Y.U. Graduate School of Business Administration. Mr Pisante serves as a non-executive Board member for Yalco SA, Aegean Airlines SA.

Alexandra Papalexopoulou
Member (independent non-executive)
Alexandra Papalexopoulou was appointed to the Board of Directors in April 2003.

She is Strategic Planning Director of the Titan Cement Group and serves on the Board of Directors of Titan Cement SA and of the Pavlos and Alexandra Kanelopoullou Foundation. She is also a member of the Board of Directors of the National Bank of Greece. Her professional career has included positions with the OECD (analyst) and Booz Allen Hamilton. She holds a BA degree in Economics from Swarthmore College and an MBA from INSEAD.

Remuneration and compensation

Salary

The salary structure is determined by an internal grading system, reflecting market pay practices. Salary ranges are determined by a number of factors, including level of accountability, know-how and professional experience.

Management short-term incentive plan

The management short-term incentive plan is based on the Management by Objectives principle. The incentive plan links individual performance with company results, aiming to increase employee commitment, thus in turn encouraging exceptional performance.

All managerial level positions are eligible for year-end bonuses. Employee performance is appraised and compensated annually according to objectives achievement. Targets are set to reflect the Company's annual strategy and the plan's breakdown varies according to the individual's position within the Company. Bonus payout is calculated on personal objectives achievement, as well as on the Company, function, region or operating unit operational targets.

Stock options

Members of the Executive Committee and senior management are eligible to participate in Frigoglass's stock option plan. Options are viewed as part of the total remuneration package.

Options are granted at a price equal to the average value of the Company's share mid-price at close of trading on the Stock Exchange over the last 60 calendar days prior to the date at which the options were granted. There are also other stock option plans with a pre-determined exercise price.

Options vest in one-third increments each year and can be exercised for up to six years from the date they were granted. The terms of each plan must be approved at the Annual General Meeting.

Pension scheme

Employees participate in the Company's pension scheme in countries where it is applicable, thereby providing a savings and incentive tool.

Other benefits

Fringe benefits are offered to employees in their home countries according to grade level. These benefits range from company car, fuel allowance, private health care, meal allowance, mobile phone, kindergarten allowance, sports and cultural activities and others according to local market practices.

Corporate governance

Governance framework

The Board is responsible for dealing with the Company's affairs exclusively in the interests of the Company and its shareholders within the existing regulatory framework. The Board's key responsibilities are:

- Setting the Company's long-term goals.
- Making all strategic decisions.
- Making available all required resources for the achievement of the strategic goals.
- Appointing senior executive management.

The Board is appointed by the shareholders and consists of nine members, eight of whom are non-executive and four of them are independent. The members of the Board are elected by the General Assembly of Shareholders and serve for a three-year term. The only executive member is the Managing Director. The Board meets on a regular basis to resolve on issues including corporate policy, internal strategy and budget approval.

The experience of the members of the Board encompasses diverse professional backgrounds, representing a high level of business, international and financial knowledge which is core to the setting of achievement, ultimately leading to the success of the Company. The Board is well balanced between the number of independent and non-independent Directors and between executive and non-executive Directors, and the Company has reviewed the size of the Board and feels that the size is appropriate. The independent, non-executive Directors are able to provide the Board of Directors with independent unbiased views and advice in its decision making, to ensure that the interests of the Company, shareholders and employees are protected, whereas the executive Director is responsible to ensure the implementation of the strategies and policies.

Audit Committee

The Audit Committee ensures that the internal and external audits within the Company comply with statutory requirements and are effective and independent. The Audit Committee also serves to facilitate good communication between the auditors and the Board of Directors. The Audit Committee oversees the annual statutory audit and the half-year statutory review as well as the ongoing audit work that is performed by the internal audit function of the Company. It ensures that all recommendations of external and internal audits are implemented by the Company's management.

The Audit Committee evaluates the internal audit reports and the availability of human resources and equipment of the internal audit department.

The Audit Committee also evaluates the appropriateness of the system of internal control, computer system and security, as well as the reports of the external auditors concerning the financial statements. It also follows the procedure of financial information and the efficient operation of the risk management system. Finally, it has the responsibility of recommending the appointment of external auditors to the Board for proposal for the AGM.

The members of the Audit Committee have been appointed by the General Meeting as per the provisions of the law 3693/2008 and are the following:

Chairman: Ioannis Androutsopoulos – non-executive
Member: Loucas Komis – non-executive
Member: Christo Leventis – non-executive
Member: Victor Pisante – non-executive/independent

Members have past employment experience in either finance or accounting roles or comparable experience in corporate activities. Especially Mr Pisante, being the independent non-executive member of the Committee fulfils the prerequisites of article 37 of law 3693/2008 by having proven adequate knowledge of accounting and auditing.

The other three members bring long business experience and adequate financial knowledge to the Audit Committee's work as well.

Internal audit

The internal audit department is an independent function that ensures that all operations are executing their duties in accordance with the corporate objectives, policies and procedures. In particular, internal audit seeks to ensure that internal financial control systems across the Company remain robust and consistent.

The internal auditor acts according to the International Standards for the Professional Practice of Internal Auditing and the policies and procedures of the Company, and reports directly to the Audit Committee of the Board.

Human Resources and Remuneration Committee

The role of the Human Resources and Remuneration Committee is to establish the principles governing the Company's human resources policies which guide management decision-making and action. More specifically, its duties are to:

- Oversee succession planning policy.
- Establish the principles governing the Company's internal citizenship policies.
- Establish the compensation strategy.
- Submit to the Board proposals for executive Board members' remuneration.

The Human Resources and Remuneration Committee, which is appointed by the Board, comprised of the following three non-executive Board members in 2010:

Chairman: Loucas Komis – non-executive
Member: Haralambos (Harry) G. David – non-executive
Member: Evangelos Kaloussis – non-executive

The Managing Director and Human Resources Director shall normally attend meetings, except when discussions are conducted concerning matters affecting them personally.

The Human Resources and Remuneration Committee met twice in 2010.

Investment Committee

The duties of the Investment Committee are to recommend to the Board the Company's corporate development and strategy and to evaluate and suggest to the Board new proposals for investments and/or Company expansion according to the defined strategy. Moreover, the Investment Committee is also responsible for evaluating and suggesting to the Board opportunities for business development and expansion through acquisitions and/or strategic partnerships. The Investment Committee is appointed by the Board of Frigoglass and shall consist of four members, two of them non-executive Directors.

The Investment Committee, which is appointed by the Board, in 2010 comprised of the following four members, two of which are non-executive:

Chairman: Haralambos (Harry) G. David – non-executive
Member: Petros Diamantides (MD) – executive
Member: Loucas Komis – non-executive
Member: Panos Tabourlos (CFO)

The Investment Committee met twice in 2010.

Communication with shareholders – Investor Relations

Frigoglass recognises the importance of effective timely communication with shareholders and the wider investment community. After the announcement of the quarterly and year-end results, further details together with the consolidated financial reports and other announcements can be accessed via the Company's website www.frigoglass.com. The Company maintains an investor relations section on its website where shareholders and potential investors can find a description of the Company's corporate governance, as well as the management and shareholder structure, financial results and press releases. Frigoglass also communicates with the investment community through its participation in a number of conferences and roadshows (in Greece and abroad) and the schedule of conference calls.

The Board of Directors

Haralambos (Harry) G. David, Chairman, non-executive member

Ioannis Androutsopoulos, Vice-Chairman, non-executive member

Petros Diamantides, Managing Director, executive member

Vassilis Fourlis, non-executive, independent member

Evangelos Kaloussis, non-executive, independent member

Loucas Komis, member and secretary, non-executive member

Christo Leventis, non-executive member

Alexandra Papalexopoulou, non-executive, independent member

Victor Pisante, non-executive, independent member

Management

Petros Diamantides, Managing Director

Tom Aas, Chief Operating Officer

Dimitris Bostanis, Supply Chain Executive Director

Nick Dimellas, Chief People Officer

Panos Giannopoulos, Frigoserve and New Business Executive Director

Panos Tabourlos, Chief Financial Officer

Gerasimos Varvias, Nigeria and Consumer Appliances Executive Director

Certified auditors

PricewaterhouseCoopers
268 Kifissias Avenue,
152 32 Halandri, Athens, Greece

Legal advisors

Kyriakides-Georgopoulos, Law Firm
Leonidas Georgopoulos

Shareholder information

Share capital: 40,232,105 shares outstanding as at 31 December 2010 at a €0.30 nominal value.

Market of share listing: Athens Stock Exchange (ATHEX)

Reuters code: FRIr.AT

Bloomberg code: FRIGO GA.

Free float: 56%.

Annual General Meeting: Tuesday, 31 May 2011.

Dividend history € per share

Full year	Amount	AGM date	Ex-dividend date	Payment date
2001	0.06	31 May 2002	3 June 2002	20 June 2002
2002	0.08	18 June 2003	22 July 2003	1 August 2003
2003	0.10	21 June 2004	22 June 2004	14 July 2004
2004	0.14	10 June 2005	10 June 2005	12 July 2005
2005	0.20	9 June 2006	14 June 2006	21 June 2006
2006	0.32	8 June 2007	13 June 2007	20 June 2007
2007	0.38	6 June 2008	10 June 2008	18 June 2008
2008	0.60*	5 September 2008**	5 December 2008	15 December 2008
2009	0.10	14 May 2010	7 July 2010	14 July 2010

* Interim dividend ** EGM

2010 share price € per share

Quarter ended	High	Low	Close
31 December	10.29	9.99	9.99
30 September	9.08	8.76	9.06
30 June	9.50	9.14	9.14
31 March	9.85	9.41	9.75

Research coverage

Broker	Analyst
Alpha Finance	Nikos Katsenos
Cheuvreux	Mary Psylaki
Citi	Lambros Papadopoulos
Deutsche Bank	Polys Polycarpou
Eurobank EFG	Katerina Zaharopoulou
HSBC	Paris Mantzavras
Marfin	Vassilis Roumantzis
National P&K	Victor Labate
Piraeus Securities	Geroge Doukas
Proton Bank	Vassilis Gouzios

Capital return € per share

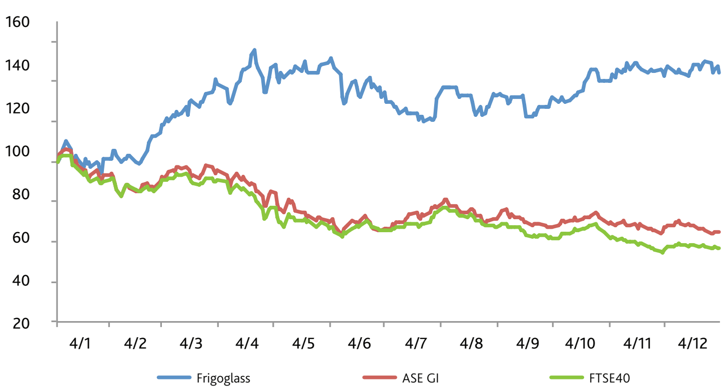
Full year	Amount	AGM date	Ex-dividend date	Payment date
2008	0.90	5 September 2008	30 October 2008	7 November 2008

Share price at 31 December 2010: €9.99

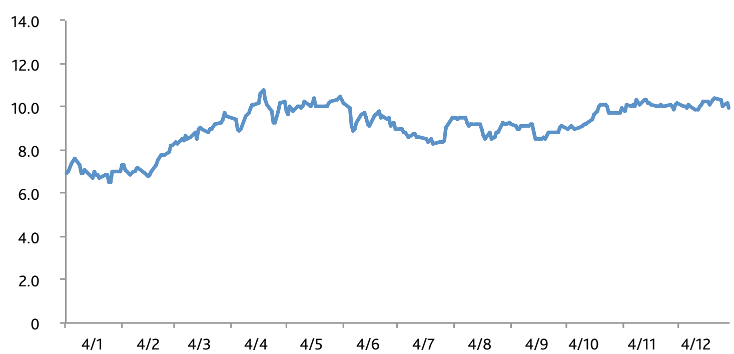
Market capitalisation at 31 December 2010: €401.6 million

Average daily trading volume FY2010: 34,683 shares

Frigoglass stock price vs ATHEX General Index & FTSE Mid-Cap



Frigoglass stock price performance 2010



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Financial statements

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