Podravka Inc.
Annual Report for 2021

1 Structure and ownership

Podravka is a joint stock company listed on Zagreb Stock Exchange Prime Market. Podravka Group consists of several affiliated companies owned by Podravka Inc.

This is the Annual report of Podravka Inc. for 2021.

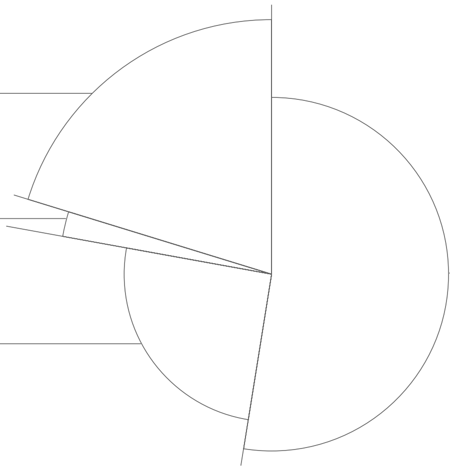
Structure of Podravka Group

PODRAVKA INC.

Name of subsidiary	Ownership interest of Podravka Inc.
Žito Ltd., Ljubljana, Slovenia	100.00%
Podravka Ltd., Ljubljana, Slovenia*	100.00%
Intes Storitve Ltd., Maribor, Slovenia*	100.00%
Šumi bonboni Ltd., Ljubljana, Slovenia*	100.00%
Žito maloprodaja Ltd., Ljubljana, Slovenia*	100.00%
Mirna Inc., Rovinj, Croatia	99.44%
Podravka-Lagris a.s., Dolni Lhota u Luhačovic, Czech Republic	100.00%
Podravka-Polska Sp.z o.o., Warszawa, Poland	100.00%
Podravka-International Kft, Budapest, Hungary	100.00%
Podravka Ltd., Belgrade, Serbia	100.00%
Podravka-Int. Deutschland –"Konar" GmbH, Germany	100.00%
Podravka-International s.r.o., Zvolen, Slovakia***	100.00%
Podravka Ltd., Podgorica, Montenegro	100.00%
Podravka-International Pty Ltd, Silverwater, Australia	100.00%
Podravka EOOD, Sofia *****, Bulgaria	100.00%
Podravka-International s.r.l., Bucharest, Romania	100.00%
Podravka DOOEL, Petrovec, North Macedonia	100.00%
Podravka Ltd., Sarajevo, Bosnia and Herzegovina	100.00%
Podravka USA Inc., New York, USA	100.00%
Podravka Ltd., Moskva, Russia	100.00%
Foodpro Limited, Dar es Salaam, Tanzania****	100.00%
Podravka Gulf Fze, Jebel Ali, Dubai, UAE	100.00%
Belupo Inc., Koprivnica, Croatia	100.00%
Farmavita Ltd. Sarajevo, Vogošća, Bosnia and Herzegovina**	65.00%
Ljekarne Deltis Pharm, Koprivnica, Croatia**	100.00%
Belupo dooel, Skopje, North Macedonia**	100.00%
Belupo s.r.o. Bratislava, Slovakia**	100.00%
Belupo Ltd. Ljubljana, Slovenia**	100.00%

* Podravka Inc. holds these ownership interests indirectly through its subsidiary Žito Ltd.
** Podravka Inc. holds these ownership interests indirectly through its subsidiary Belupo Inc.
*** 25% of ownership interest is held indirectly through the subsidiary Podravka-Lagris a.s., Dolni Lhota u Luhačovic
**** 15% of ownership interest is held indirectly through the subsidiary Podravka-Int. Deutschland – "Konar" GmbH

Ownership structure of Podravka Inc. on December 31st, 2021



* Includes all mandatory and voluntary pension funds managed by the pension companies AZ, ROMF, PBZCO and ERSTE.

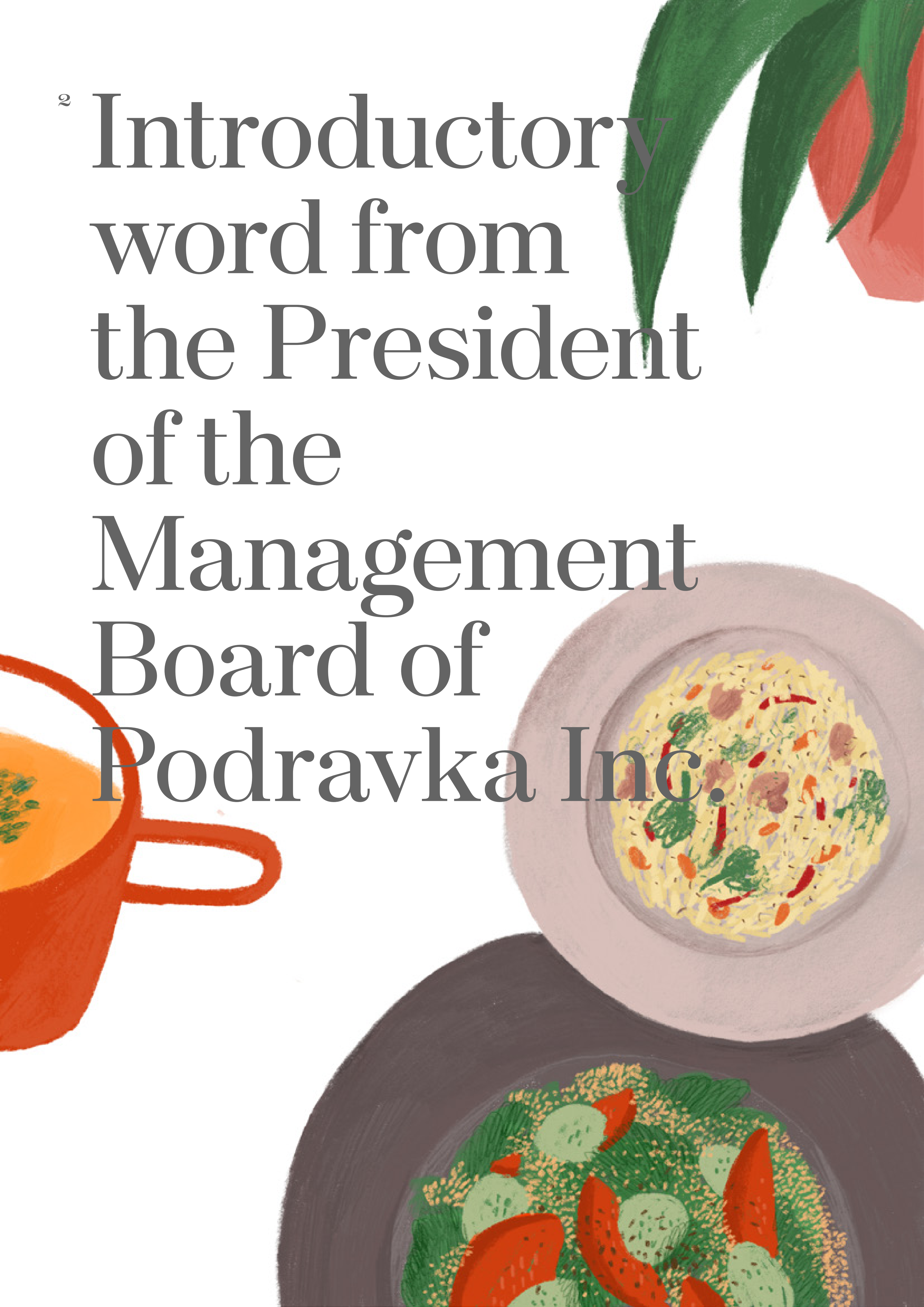
** The Restructuring and Sale Centre holds 1,241,504 shares through four accounts, Kapitalni fond Inc. holds 406,842 shares, the Republic of Croatia additionally holds 167,281 shares on a separate account.

Top 10 shareholders of Podravka Inc. on December 31st, 2021

No.	Shareholder	Number of shares	% of ownership
1	PBZ Croatia Osiguranje mandatory pension fund, category B	1,097,644	15.4%
2	AZ mandatory pension fund, category B	917,563	12.9%
3	RSC*** - Croatian Pension Insurance Institute	727,703	10.2%
4	Erste Plavi mandatory pension fund, category B	638,248	9.0%
5	Raiffeisen mandatory pension fund, category B	625,298	8.8%
6	RSC*** - Republic of Croatia	452,792	6.4%
7	Capital Fund	406,842	5.7%
8	Pivac Brothers Meat Industry	226,578	3.2%
9	Republic of Croatia	167,281	2.3%
10	Podravka d.d. - treasury account	105,916	1.5%
	Other shareholders	1,754,138	24.6%
	Total	7,120,003	100.0%

*** RSC - Restructuring and Sale Center

Introductory word from the President of the Management Board of Podravka Inc.



DEAR PODRAVKA GROUP STAKEHOLDERS,

last year we achieved excellent results which is confirmed by sales revenues that reached HRK 4,631.5 million and net profit of HRK 309.2 million. Compared to the year before, sales revenues increased by 2.8%, and profit by 24.2%, which are excellent results given the challenging and adverse circumstances in which they had been achieved. Namely, as the pandemic continued, we were exposed to additional challenges brought by delays in the supply chain, a significant increase in entry prices and inflationary trends, and these results have confirmed our capacity to adequately respond to all the encountered challenges.

Sales revenues grew in both business segments of the Group, Food and Pharmaceuticals. It is especially important to highlight the significance of export revenues, given that Podravka Group exports its products to 70 foreign markets worldwide. Sales revenues outside of Croatia accounted for 68% of total sales revenues last year and were 1.9% higher than in 2020. In addition to continued organic growth, significant profit growth was enabled by further streamlining of operations accompanied with strong control of operating costs. Thanks to that, until the very year end, we managed to absorb the growth of raw material prices through internal reserves without transferring the growing costs to customers and end consumers, respectively.

Last year was also important for Podravka due to the launch of a new investment and development cycle with the aim of ensuring long-term sustainable growth, further development while reducing negative effect to the environment through the use of renewable energy sources and reducing of carbon footprint. All the already started and implemented activities for business improvement are part of the new five-year business strategy which aims to transform Podravka into a genuine Croatian multinational company. For the first time last year, in addition to the new strategy, the Group received an accompanying three-year operational business plan. The strategy sets ambitious goals and growth plans through three development pillars: focusing on selected markets and product categories, increasing business efficiency through technological modernization and digital transformation of production and logistics processes, and acquisitions. In the forthcoming period, we want to bring our brands even closer to consumers so that we can be their reliable and true partner who with a wide selection of high quality products supports and accompanies them in their life habits.

Furthermore, investors have recognized our impressive results and constant efforts for further development. The share price increased and as of 31 December 2021 amounted to HRK 632 which is an increase of 30.3%, whilst market capitalization an increase of 30.3%, whilst market capitalization amounted to HRK 4,429.2 million or 30.6% more than the year earlier.

None of the above would be possible without the diligent work, knowledge and energy of our employees, whom I sincerely thank for their dedication, responsibility and contribution to the results achieved.

Fully aware of the importance of employees for successful business, last year we continued to work on improving their material rights. At the beginning of 2021, salaries, primarily the lowest ones, permanently increased with HRK 21 million invested at annual level. Income growth continued in 2022, with the allocation of HRK 35 million at annual level. This has further strengthened Podravka's image of a desirable employer.

We remain committed to one of our prime targets of attracting new talents and encouraging their further progress. This is also contributed by additional strengthened focus on achieving full equality for women and men working at our company. Podravka has 40% of women on the Management Board and 33% on the Supervisory Board, and with the new organization we are introducing in 2022, the share of women in top management will increase from 24% to 43%. Such a high representation of women in managerial positions places us not only amongst Croatian but also European leaders of gender equality at workplaces. Excellence, knowledge and results remain the prime criteria for advancement, but the diversity of experiences, knowledge, perspectives, work styles and management within our teams allows us to be even more successful in everything we do.

Apart from investing in our employees, the Podravka Group is fully aware of its social responsibility and does not forget its immediate community by supporting and helping the most vulnerable and those in the greatest need. During 2021, aid was provided to residents and institutions in the earthquake-affected areas, the health system shaken by the COVID-19 pandemic, families of lower financial status and to the most vulnerable and the youngest among us.

We have entered the year 2022 with a clear vision and ambitious business and investment plans, but new instabilities and war events in Europe demand extra caution and new adjustments. This requires additional focus and commitment to overcome the challenges that will arise as a result of the war in Ukraine. Nevertheless, we remain determined to fully implement all the outlined business and investment plans.

President of the Management Board of Podravka Inc.
MARTINA DALIĆ, PhD

3 Management Board of Podravka Inc.

PURSUANT TO THE PROVISIONS OF THE ARTICLES OF ASSOCIATION OF PODRAVKA INC., the Management Board consists of three to six members appointed by the Supervisory Board. The Management Board is appointed for a period as determined by the Supervisory Board (not longer than five years) with the option of reappointment. If the president or members of the Management Board are appointed during the term of the existing Management Board, their term lasts until the expiry of the term of the Management Board as a whole. The beginning of the term is as of the date the Management Board members are appointed if not otherwise stipulated in a resolution made by the Supervisory Board.

The members of the Management Board manage the Company's business affairs, and the manner in which the Board operates and the division of tasks amongst the members of the Management Board are regulated by the Rules of Procedure of the Management Board.

The Management Board consists of the president and four members appointed by the Supervisory Board of Podravka Inc.

MANAGEMENT BOARD MEMBERS IN 2021 WERE AS FOLLOWS:

1. Martina Dalić / *president (since 4 February 2021)*
2. Ljiljana Šapina / *member*
3. Davor Doko / *member*
4. Marko Đerek / *member*
5. Hrvoje Kolarić / *member*
6. Marin Pucar / *president (till 6 January 2021)*

Remuneration to Podravka Inc. Management Board members has been determined by a contract concluded with the Company and approved by the Supervisory Board on behalf of the Company. Remunerations for membership in Supervisory Boards of Podravka Group companies were not approved nor paid to the members of the Podravka Inc. Management Board.

During 2021, members of the Management Board of Podravka Inc. were granted 40,000 Company stock options.

During 2021, the Management Board held 57 sessions, with a recorded presence of 99.30%.

BIOGRAPHIES OF THE MANAGEMENT BOARD MEMBERS

MARTINA DALIĆ
President of the Management Board

At its session of 3 February 2021, the Podravka Inc. Supervisory Board unanimously appointed Martina Dalić, PhD, as the new President of the Management Board of Podravka Inc. The mandate of the newly appointed President will last until the expiry of the current mandate of the Management Board on 23 February 2022.

Martina Dalić, PhD, has a wealth of experience in both the private and public sector, as well as in international institutions.

In her career in the public sector, she served as Vice-president of the Government of the Republic of Croatia and Minister of the Economy, Entrepreneurship and Crafts (2016 – 2018), and earlier as Minister of Finance (2010 – 2011), State Secretary (2004 – 2008), and Assistant Finance Minister (1997 – 2000). She began her career in the public sector in the Ministry of Finance in 1995. Furthermore, in 2011 she was elected a Member of the Croatian Parliament and fully completed her parliamentary term until 2015.

She also gained significant experience in the private sector, as the President of the Management Board of Partner Bank Zagreb from 2008 – 2010, and from 2000 to 2004 Chief Economist at Privredna Bank Zagreb, a member of the Intesa Sanpaolo Group.

In the period from 2015 to 2016, she was a permanent advisor on public finance management to the International Monetary Fund in Washington D.C.

From 2005 to 2012, Martina Dalić, PhD also served as the deputy chief negotiator and as a negotiator on the negotiation team for the accession of the Republic of Croatia into European Union membership in four chapters (Customs Union, Taxation, Financial Control and Budgetary and Financial Provisions).

Martina Dalić is a graduate of the Faculty of Economics and Business, University of Zagreb, where she began her professional career as a teaching assistant in the Department of Organisation and Management. She received her Master's degree in 1994 and the title of Doctor of Science in 2012.

She is author of numerous expert and scientific papers.

LJILJANA ŠAPINA
Member of the Management Board

She has been employed at Podravka Inc. since 1984. She gained her rich work experience in various managerial and directorial positions within the company sections Accounting and Finance, Retail, HoReCa Sales, Frozen Program, Markets Joint Affairs and Export Preparation. Since 2012, she worked as a unit manager at Import-export Logistics, and in 2015 she became department head at Import-export Logistics.

She graduated foreign trade at the Faculty of Economics and Business in Zagreb, and in 2012 she received her MA degree from the same Faculty.

DAVOR DOKO
Member of the Management Board

He started his professional career in 2000 in the Assets Management department at Zagrebačka banka as assistant portfolio manager, where he participated in founding the company for managing investment funds at Zagrebačka banka. He joined the AZ obligatory pension fund in 2002, as portfolio manager in charge of managing the shareholding part of the portfolio. As procurator and head portfolio manager at the AZ obligatory pension fund, among other tasks he actively participated in the portfolio management process and managing the investment process. Since 2006, he was Management Board member at Allianz ZB Ltd., a company for managing the obligatory pension fund, in charge of investments. During his term, he invested in numerous companies from the pharmaceutical and food sector and developed good business practices with all the major business banks in the Republic of Croatia and international financial institutions. In the AZ voluntary pension funds as person in charge of investment, he participated and managed all parts of the investment process.

He graduated from the Faculty of Economics and Business at Zagreb University. Over his career he took part in numerous trainings and educational courses and participated at conferences related to investments and the capital market.

MARKO ĐEREK
Member of the Management Board

He started his professional career in 1995 as a researcher in the Research Institute at Pliva where he worked till 2003. Between 1997 and 2002, he was a member of the initial project team for the functional design of the new research centre building in Zagreb. In 2003, he became the manager of the Research Institute at Pliva. Since 2004, he was managing various development projects at the Research Institute at Pliva, and in 2006 he transferred to Pliva's Global Business Development department as corporate products manager. In 2007, he became manager for Pliva's Markets Support.

In 2009, he transferred from Pliva to Hrvatska pošta (Croatian Post) as executive manager for trading. In 2011, he transferred to GlaxoSmithKline as business development manager in charge of South East Europe. In 2013, he took over the position of sales and hospital business manager for South East Europe at Pliva/TEVA where he worked till 2017.

He graduated in 1995 at the Faculty of Chemical Engineering and Technology of the University of Zagreb. In 2004, he received his MA degree in Natural Sciences, Chemistry, at the Faculty of Chemical Engineering and Technology of the University of Zagreb. He also completed his Master of Business Administration (MBA), at the Erasmus – Rotterdam School of Management in Rotterdam.

During his career, he additionally advanced his competences through numerous management and scientific programs and the Acceleration Pool training program at Pliva.

HRVOJE KOLARIĆ
Member of the Management Board

The most important positions in his professional career are director of Pharmaceuticals and Business Development at Bristol Myers Squibb, director of Pharmaceuticals of PharmaSwissa and director of PharmaSwiss Ltd. Croatia. He also managed the business processes related to the cooperation with Belupo in the production of the cardiological line of Pravachol. In his early career he also managed the Pharmaceuticals Department of the Bristol-Myers Squibb Representative Office for Croatia and Bosnia & Herzegovina, and subsequently the allergological and respiratory line of products of the Schering-Plough Representative Office in Croatia. He was appointed as Management Board member at Belupo, in charge of marketing, sales and international markets in 2005 and reappointed in May 2010. Two years later, he was appointed President of the Management Board of Belupo.

He graduated from the Faculty of Pharmaceutical and Biochemical Sciences of the University of Zagreb in 1998. He actively attended numerous education courses to acquire sales and negotiating skills, training for the first management tier, sales efficiency, qualifications in financial matters etc. Apart from receiving his MA in Pharmacy from the Faculty of Pharmacy and Biochemistry, he also received his Master of Business Administration, President module, IEDC, Bled.

MARIN PUCAR
President of the Management Board

He started his professional career at Gavrilović Ltd. food processing industry, transferring to Danica Ltd. – Podravka's meat processing company in 2001, where in 2002 he became its sales, marketing and development manager. In 2003, he was appointed executive manager for the Croatian Market at Podravka Inc. He was a member of the Podravka Inc. Management Board from 2008 to 2012, after which he transferred to Zvečevo Inc. to the position of Management Board member. He was the President of the Management Board of Zvečevo Inc. from 2014 to August 2016.

He graduated from the Faculty of Economics and Business in Zagreb and received his MA in Marketing Theory and Politics. He completed his doctoral thesis in Management on the topic "Brand Expansion Management Strategy in the Croatian Food Processing Industry".

From 2008 till 2012, he was Supervisory Board member of Danica Ltd. and Belupo Inc. In 2012, he became Management Board member of the Croatian Chamber of Commerce, and its deputy president in 2016. In 2020, he was elected President of the Croatian Employers' Association.

Due to his sudden death on 6 January 2021, Marin Pucar ceased to be the President of the Management Board of Podravka Inc.

4 Supervisory Board of Podravka Inc.

THE SUPERVISORY BOARD OF PODRAVKA INC. HAS NINE MEMBERS, eight of whom are elected by the shareholders at the General Assembly meeting by three-quarter majority of votes, while one member is appointed by the Workers' Council of Podravka Inc. as stipulated by the provisions of the Labour Act. Members of the Supervisory Board are appointed to a four-year term of office. The beginning of the term for every member of the Supervisory Board is as of the day of the election, i.e. their appointment, unless otherwise determined by a decision on the election and appointment, respectively. The Supervisory Board supervises business operations of Podravka Inc. and makes decisions on matters in their domain based on the Law, the Articles of Association of Podravka Inc. and the Rules of Procedure of the Supervisory Board.

PODRAVKA INC. SUPERVISORY BOARD MEMBERS IN 2021 WERE AS FOLLOWS:

1. Želimir Vukina / *President*
2. Luka Burilović / *Deputy President*
3. Marina Dabić / *Member*
4. Tomislav Kitonić / *Member*
5. Ivana Matovina / *Member (till 29 june 2021)*
6. Ivan Ostojić / *Member (from 30 june 2021)*
7. Petar Miladin / *Member*
8. Ksenija Horvat / *Member (Workers' Representative)*
9. Dajana Milodanović / *Member*
10. Krunoslav Vitelj / *Member.*

Since the Supervisory Board does not elect or appoint members of the Supervisory Board, it is not possible to set the percentage of female members of the Supervisory Board as a goal.

The Supervisory Board considers the representation of women at 30% in the existing composition of the Supervisory Board to be satisfactory.

The Supervisory Board aims to reach the 30% representation of women in the Management Board in the next five years.

The Supervisory Board of Podravka Inc. has established *the following committees: the Audit Committee, the Remuneration Committee and the Nomination Committee*.

In the year 2021, *the Audit Committee* was composed of the following members:

1. Ivana Matovina / *President of the Committee*
2. Tomislav Kitonić / *Deputy President*
3. Želimir Vukina / *Member.*

The Remuneration Committee was composed of the following members:

1. Luka Burilović / *President of the Committee*
2. Petar Miladin / *Member*
3. Želimir Vukina / *Member.*

The Nomination Committee was composed of the following members:

1. Želimir Vukina / *President of the Committee*
2. Luka Burilović / *Member*
3. Krunoslav Vitelj / *Member.*

Members of the Supervisory Board of Podravka Inc. are entitled to a monthly fee set in a fixed amount according to the Decision of the General Assembly on determining the remuneration for the work of the members of the Supervisory Board of the Company.

BIOGRAPHIES OF SUPERVISORY BOARD MEMBERS

ŽELIMIR VUKINA

President of the Supervisory Board

Želimir Vukina was elected a member of the Supervisory Board of Podravka Inc. in June 2019. In addition to the position of the President of the Supervisory Board, he is also the President of the Nomination Committee and is a member of the Audit Committee and the Remuneration Committee of Podravka Inc. Since 2012 he has been working in the Law Firm *Vukina i Partneri Ltd.* as a business consultant. Throughout his career, he was the Vice President of the Management Board of Pliva Inc., General Manager of Lura Inc. and a member of the Management Board of Adris Group Inc. He graduated from the Faculty of Economics and Business in Zagreb in 1985, and continued his business studies in the United States, France and Slovenia.

LUKA BURILOVIĆ

Deputy President of the Supervisory Board

Luka Burilović, PhD was elected a member of the Supervisory Board of Podravka Inc. in June 2018, with the beginning of his term of office on 8 September 2018. In addition to the position of Deputy President of the Supervisory Board, he is the President of the Remuneration Committee and a member of the Nomination Committee of Podravka Inc. He has been the President of the Croatian Chamber of Commerce since 2014, a member of the Supervisory Board of HBOR, President of the Croatian National Board of the International Chamber of Commerce, a member of the Board of the Association of European Chambers of Commerce and a member of the Board of the Croatian Academy of Sciences and Arts. He was previously the President of the Management Board of Sladorana Inc., Assistant Minister in the Ministry of Agriculture, Forestry and Water Management and the owner and director of Agrotehna. He was also awarded the Order of the Croatian Danica with the figure of Blaž Lorković for special merits for the economy. After completing the postgraduate specialist study of economics and management at the Faculty of Economics in Osijek, he also completed the postgraduate doctoral study at the same faculty.

KSENIJA HORVAT

Member of the Supervisory Board

Ksenija Horvat was appointed a member of the Supervisory Board of Podravka Inc. in July 2019, by the Workers' Council. She has been the commissioner of the majority trade union in Podravka, the PPDIV trade union and the president of the Workers' Council of Podravka Inc. since 2013. She was the deputy and acting president of the Supervisory Board, and her entire professional career is related to her work at Podravka.

PETAR MILADIN

Member of the Supervisory Board

Petar Miladin was elected a member of the Supervisory Board of Podravka Inc. in June 2018, with the beginning of his term of office on 8 September 2018. He also holds the position of a member of the Remuneration Committee of Podravka Inc. He has been a Full time professor at the Faculty of Law, University of Zagreb since 2019, where he was also vice dean. He received his master's degree from the Postgraduate Scientific Study of Commercial Law and Company Law at the Faculty of Law, University of Zagreb in 1999, and at the same faculty he obtained the academic degree of Doctor of Social Sciences, in the field of law in 2005.

IVANA MATOVINA
Member of the Supervisory Board

Ivana Matovina became a member of the Supervisory Board in June 2017, and whose term ended on 29 June 2021. She is the President of the Audit Committee of Podravka Inc. She is a member of the Committee for Financial Reporting Standards and the HANFA Council, and is also the owner and director of Antares Audit Ltd. and Antares Consulting Ltd. since 2011. She worked at KPMG Croatia Ltd. and Cinotti Audit Ltd./Cinotti Consulting Ltd. and was a member of the Management Board of the Croatian Chamber of Auditors. She graduated from the Faculty of Economics and Business in Zagreb in 1996, and in 2000 she became a Certified Public Accountant of Great Britain, while two years later she acquired the title of Croatian Certified Auditor.

KRUNOSLAV VITELJ
Member of the Supervisory Board

Krunoslav Vitelj was elected a member of the Supervisory Board of Podravka Inc. in June 2018, with the beginning of his term of office on 8 September 2018. He is a member of the Nomination Committee of Podravka Inc. Since 2021, he has been the President of the Croatian Chamber of Commerce – Koprivnica County Chamber, and before that he was the Head of the Department of Civil Protection, Fire Protection and Inspection at the Koprivnica-Križevci County Police Administration, Advisor to the President of the Human Resources and Legal Affairs in Podravka. He graduated in 1993 from the Faculty of Economics and Business, University of Zagreb, where he received his master's degree in 1995, and in 2008 he obtained a qualification in corporate governance for members of supervisory and management boards at the Faculty of Economics and Business, University of Zagreb.

DAJANA MILODANOVIĆ
Member of the Supervisory Board

Dajana Milodanović was elected a member of the Supervisory Board of Podravka Inc. in June 2018, with the beginning of her term of office on 8 September 2018. Since 2020, she has been working in the Office for the Development of Service Model and Sales Staff at Hrvatska poštanska banka Inc. She is a member of the City Council of the City of Đurđevac, the County Assembly of the Koprivnica-Križevci County, the President of the Management Board of the kindergarten "Maslačak" Đurđevac, the President of the Supervisory Board of the Municipal Services Đurđevac Ltd. and is the President of the Supervisory Board of the Association of Sports Associations of the City of Đurđevac. She was a member of the Board of Directors of PORA. She graduated in Accounting and Finance at the Faculty of Economics and Business, University of Zagreb in 2004, and in 2011 she obtained the title of Professional Specialist in Economics at the Libertas Business College in Zagreb.

TOMISLAV KITONIĆ
Member of the Supervisory Board

Tomislav Kitonić was elected a member of the Supervisory Board of Podravka Inc. in June 2019. In addition, he is the Deputy President of the Audit Committee of Podravka Inc. Since 2003, he has been a co-owner of the company Bik Ltd. from Čazma, and since 2014 its 100% owner and procurator. In 2012 he became a co-owner of Moslavina proizvodi Ltd. from Siščani. During the period 2015-2016, he was the Appointed Director of Pestova Shpk at the European Bank for Reconstruction and Development (EBRD). He was also the President of the Management Board of Ledo Inc. He graduated from the Faculty of Food Technology and Biotechnology in Zagreb in 1998. He attended the postgraduate study of Business

Management, MBA at the Faculty of Economics and Business in Zagreb and in 2006 he obtained the title of Master of Science, MBA. He continued his professional advancement in Belgium and Slovenia and obtained a qualification for corporate governance for members of supervisory and management boards in Zagreb.

MARINA DABIĆ
Member of the Supervisory Board

Marina Dabić was elected a member of the Supervisory Board of Podravka Inc. in June 2019. She is a Full time professor at the Faculty of Economics and Business, University of Zagreb and at the Faculty of Economics, University of Ljubljana. She is the most cited Croatian scientist in the field of (business) economy, the head of international accreditations at the Faculty of Economics and Business, University of Zagreb, co-editor and member of about thirty editorial boards of prestigious world journals. Since 2017, she has been a regular reviewer for Obzor 2020 projects. She is a reviewer for the European Science Foundation and the Flanders Research Foundation (FWO). She is the chief organizer of IEEE-TEMSCON Europe 2021 conferences, and a member of the IEEE-TEM main board. She received the EFMD Award for Improving the Quality of Business Education and won the Phi Beta Delta Award for International Scholars at CSU, Georgia, USA, the Best Article Award at the Academy of International Business 2021 WAIB Award, the Mijo Mirković Award for Scientific Work from the Faculty of Economics and the Coat of Arms of the City of Slavonski Brod for 2017.

IVAN OSTOJIĆ
Member of the Supervisory Board

Ivan Ostojić was elected a member of the Supervisory Board of Podravka Inc. in June 2021, with the beginning of his term of office on 30 June 2021. In 2007 he became a member of the Management Board of Wüstenrot stambene štedionice Inc. Zagreb and is a member of the Supervisory Board of Luka Ploče Inc. Prior to that, he was a member of the Management Board of the Directorate for Supervision of Insurance Companies in the Ministry of Finance of the Republic of Croatia and chairman of the Examination Commission for conducting examinations for authorized insurance intermediaries or agents. He graduated in 1996 from the Faculty of Tourism and Foreign Trade in Dubrovnik and in 2000 received his master's degree from the Faculty of Political Science in Zagreb.

5

Report on the work of the Supervisory Board of Podravka Inc. and its committees

DURING THE YEAR 2021, THE SUPERVISORY BOARD OF PODRAVKA INC. (SUPERVISORY BOARD) ACTED IN THE FOLLOWING COMPOSITION: Želimir Vukina (president), Luka Burilović (deputy president), Marina Dabić, Ksenija Horvat, Tomislav Kitonić, Ivana Matovina (until 29 June 2021), Ivan Ostojić (since 30 June 2021), Petar Miladin, Dajana Milodanović and Krunoslav Vitelj – members of the Supervisory Board.

In accordance with the authorizations determined by the provisions of the Companies Act and the Articles of Association of Podravka Inc., the Supervisory Board continuously supervised the business operations of Podravka Inc. and the Podravka Group during 2021, and through 61 items on the agenda, divided into 13 sessions, four of which were held in writing, made decisions and conclusions. Attendance at Supervisory Board sessions was as follows: Mr. Vukina, Ms. Dabić, Mr. Kitonić, Ms. Matovina, Mr. Ostojić and Mr. Vitelj were present at all sessions of the Supervisory Board while Mr. Burilović was absent from two sessions, and Ms. Horvat, Mr. Miladin and Ms. Milodanović from one session of the Supervisory Board.

In 2021, the Supervisory Board held three meetings with the Management Board of Podravka Inc. At the meeting in March, the Management Board presented the Analysis of Marketing Investments of the Podravka Group for 2019 and 2020 and the Plan of Marketing Activities by Markets and Products for 2021. At the meeting in May, the topic was the Strategic Plan of the Podravka Group for the period 2021-2025, while at the meeting in September, a presentation of the Research and Development of the Podravka Group was held.

In terms of supervising business operations of Podravka Inc., the Supervisory Board discussed all key issues related to the operations of Podravka Inc. and its subsidiaries and regularly received written reports on operations, as well as materials with proposed decisions of the Management Board which, in accordance with the regulations, were respectively considered and decided on.

At the session held in June 2021, the Supervisory Board approved the Strategic Plan of the Podravka Group for the period 2021-2025 and considered the Human Resources Analysis of the Podravka Group.

During the year, the Supervisory Board considered capital investments and approved the significant investments. In September 2021, the Supervisory Board approved the investment in the reconstruction and modernization of the office building at Ante Starčevića 32 in Koprivnica, and at its session in October 2021 approved the construction of a logistics and distribution centre in the business zone Danica in Koprivnica.

Considering that the Supervisory Board was duly reported by the Management Board on all significant business events, business results and the position of Podravka Inc. and the Podravka Group, the Supervisory Board assesses that the cooperation with the Management Board is very good, constructive and efficient.

In order to perform its function more efficiently, the Supervisory Board acts through the following committees: the Audit Committee, the Remuneration Committee and the Nomination Committee.

The Audit Committee consisted of: Ivana Matovina (president), Tomislav Kitonić (deputy president from 15 April 2021) and Želimir Vukina (member). Eight sessions were held, of which three sessions were held in writing. Mr. Vukina was absent from one session of the Audit Committee. The Audit Committee considered and made recommendations to the Supervisory Board for the adoption of the Annual Financial Statements of Podravka Inc. and the Podravka Group and reports on the position of the Company and its subsidiaries for 2020, with reports of the certified auditors Ernst & Young Ltd. and the quarterly financial statements of Podravka Inc. and the Podravka Group in 2021. The Audit Committee also considered and discussed the Annual Report on the Work of Internal Audit for 2020, quarterly reports on the work of Internal Audit in 2021 and Reports on the follow-up of recommended activities from audit projects in 2020 and 2021.

The Nomination Committee consisted of: Želimir Vukina (president), Luka Burilović and Krunoslav Vitelj (members). The Nomination Committee held four sessions attended by all members. At the session held in February 2021, the Nomination Committee unanimously made a recommendation to appoint Martina Dalić, PhD, due to the sudden death and termination of the mandate of the former President of the Management Board, Marin Pucar, PhD. Due to the expiry of the mandate of the member of the Supervisory Board, Ivana Matovina, a unanimous recommendation was given to the Supervisory Board for the election of the candidate Ivan Ostojić as a member of the Supervisory Board at the session in May 2021.

The Remuneration Committee consisted of: Luka Burilović (president) and Želimir Vukina and Petar Miladin (members). Five sessions were held, attended by all members. The Remuneration Committee considered and determined the proposal of the contents of the Agreement on the performance of duties of the President of the Management Board and the Employment Agreement, the Proposal of the Decision on the payment of bonus salaries to the President and members of the Management Board of Podravka Inc. for business goals achieved in 2020, Proposal of Decision on criteria for rewarding the Management Board of Podravka Inc. for 2021 and the Proposal for the allotment of options for the purchase of shares to the President and members of the Management Board of Podravka Inc. for 2021 and sent them to the Supervisory Board of Podravka Inc. as support for making the appropriate decisions. The Remuneration Committee unanimously made a recommendation to the Supervisory Board to determine the Remuneration Policy.

The Supervisory Board conducted the self-assessment of its effectiveness, profile and composition, as well as the effectiveness and composition of its committees and individual results of members. The evaluation was led by the president of the Supervisory Board without the involvement of external evaluators. The Supervisory Board determined that its entire composition and profile as well as the composition and profile of its committees correspond to the needs and activities of Podravka Inc. The Supervisory Board supports the aspect of diversity with an appropriate level of representation of women in its composition, in which out of a total of nine members, the percentage of women on the Supervisory Board is 30%. The Supervisory Board determined that all members of the Supervisory Board and its committees have the knowledge, skills and professional experience and actively participated in its work, devoting adequate time and making an effective contribution to discussions and decision-making on all issues on the agenda of Supervisory Board sessions and those of its committees. In 2021, no other remuneration, such as travel and other expenses, was paid to the members of the Supervisory Board, except for the remuneration for their work in the Supervisory Board.

6 Key business indicators

Key *events*

PODRAVKA GROUP BUSINESS STRATEGY UNTIL 2025 AND THREE-YEAR BUSINESS PLAN

THE STRATEGIC PLAN OF THE PODRAVKA GROUP FOR THE 2021-2025 PERIOD ADOPTED

The Supervisory Board of Podravka Inc. approved in June the Strategic Plan of the Podravka Group (the Strategy) for the 2021 – 2025 period. The Business strategy includes both segments of the Podravka Group, Food and Pharmaceuticals, through three development pillars: focus on selected markets and product categories, increasing business efficiency through technological modernization and digital transformation of production and logistics processes, and acquisitions. The adopted Business strategy of the Podravka Group until 2025 implies investment of around HRK 5 billion in modernization and digitalization of production and logistics processes, marketing and acquisitions, and the main message in the implementation of the Strategy is “Creating a delicious world. Always with a heart.”.

PODRAVKA GROUP THREE-YEAR BUSINESS PLAN 2022-2024 ADOPTED

In December, the Supervisory Board of Podravka Inc. has given its approval to the Management Board for the Podravka Group three-year business plan for the 2022-2024 period. With this, the Podravka Group has, for the first time in its history, received an operational business plan for a three-year period that is based on the previously adopted Strategic Plan to 2025 and a three-year investment, i.e. capital expenditure, plan. The adopted three-year plan follows the guidelines and objectives laid down in the strategy, providing a detailed overview of all business activities of both Podravka Group segments, Food and Pharmaceuticals, that will be implemented in the forthcoming period.

STRONG INVESTMENT CYCLE LAUNCHED

As part of preparatory steps in adopting the Strategy, in April the Supervisory Board gave its consent to the Management Board of Podravka to launch a strong investment cycle. The investment cycle includes the logistics processes optimization, technical and technological modernization, and digital transformation, in order for the Podravka Group to be at the optimal level of development and to be able to adequately respond to market challenges and realisation of sustainable and green transformation of business operations. The investment cycle is one of the bases of the Strategy and the Three-year business plan.

In 2021, a logistics processes optimization project was implemented, during which detailed analyses in the supply chain were carried out and measures to improve the process were identified. Logistics optimization is planned through the investment project in the new logistics and distribution centre, which is one of the largest capital investments included in the three-year business plan. It will enable the consolidation of a larger number of the existing warehouses and thus significantly improve the efficiency of logistics and distribution

KEY EVENTS

processes, improve overall efficiency, and further strengthen the competitiveness of the Podravka Group's operations. In addition, the construction and use of a new logistics and distribution centre will have a positive impact on the environment through the reduction of CO_2 emissions. During 2021, the preparation of technical documentation and obtaining permits was started, and through 2022, construction works will begin in the Danica business zone in Koprivnica.

The technical and technological modernization and digital transformation relate to IT and energy reconstruction and modernization of the office building in Koprivnica. During September, the Supervisory Board gave its final approval to the Management Board and in October the reconstruction works on the office building began. The reconstruction and modernization are carried out in the existing dimensions, with a careful cost management, and are financed from operating cash flow, without further borrowings. The completion is expected in July 2022, and it will contribute to the improvement in working conditions for Podravka's employees, improve the energy efficiency and corporate and IT security of the system.

The Food segment of the Podravka Group is focused on product development and innovation in products and packaging, increasing product availability and adapting products to the needs of different consumer groups. Therefore, in 2021, the Kalnik Factory in Varaždin started modernization, which includes a fruit processing line, an aseptic line and vacuum boilers, a line for filling vegetable sauces and products in squeeze packaging and relocation of the Tetrapak® line from the Umag Vegetable Factory. The project is applied for the Rural Development Program 2014-2020, for the implementation of measure M.4.2.1. Increase in value added to agricultural products and grants in the amount of HRK 19 million were obtained. Modernization will contribute to increasing sales revenues and reducing production costs, positively affect the quality of raw materials and enable the production of a new range of products, and the completion of works is planned for 2022.

Technological processes modernization has also begun at the Soup and Vegeta Factory in Koprivnica. Thus, in July 2021, the Management Board of Podravka decided on the technological modernization of production and packaging processes of spice cubes (broths). This is an investment that allows almost doubling the total production capacity of this category of products. This exploits the potential for further growth in many markets and enables further development of the range and innovation in products that generate annual sales revenue of over HRK 30 million.

To improve working conditions, reduce production costs and increase sales revenues, in May 2021, a decision was approved to invest in a line to produce extruded products at the Cocktail snacks factory in Koprivnica. During 2021, construction works were completed and the infrastructure for connections was established, while during 2022, works are expected to be completed and a new line put into operation.

Also, funds were approved for the modernization of the plant for processing fruits and vegetables, new technologies and new products of the Kalnik factory, which will affect the quality of raw materials and enable the production of a new range of products.

In Žito, a project to build a flow chamber and automate and expand the packaging plant in the Vrhnika bakery began last year. The flow chamber for raising dough will be put into operation during 2022, as well as the automation and expansion of the packaging plant related to the robotization of product packaging in cardboard boxes and the automatic transfer of pallets to the refrigerator. Both investments will increase equipment capacity and contribute to reducing labour costs while improving employee working conditions.

Podravka-Lagris a.s. Lhota has invested in poppy seeds stabilization technology. The investment included construction works, electrical installations and poppy seeds stabilization equipment and a poppy seed grinding mill, all of which were completed in the last quarter of 2021. This investment contributed to increasing sales revenue and improving product quality.

In 2021, the other Podravka Group segment, Pharmaceuticals, which includes Belupo, reconstructed the space of the weighing room in the solid drugs factory with the aim of minimizing cross-contamination. The project, completed in the last quarter 2021, included an investment in the space of weighing room for the production of solid drugs, weighing chambers and a facility for washing parts and HVAC system (heating, ventilation, air conditioning) for the renovated space.

CARE FOR EMPLOYEES

DECISIONS TO INCREASE EMPLOYEES' EARNINGS

At the session held on 18th March 2021, the Management Board of Podravka Inc. passed decisions improving the status and position of the Podravka Group's employees. These decisions aimed at increasing employees' earnings were implemented as of 1st April 2021. HRK 21m has been invested in measures to improve employees' rights. This investment in improving the material rights of employees did not affect the efficiency of the Podravka Group's operations as it has been offset by savings at other cost levels (savings through simplification of the organisation, savings on general and administrative expenses and marketing expenses).

The second wave of salary raise within the year, the decision on the additional increase in employees' earnings, was passed on 11th February 2022, and is effective from 1st March of the same year. This increase raises the investment in employee salaries by around HRK 35 million annually. The increase in earnings in the second wave refers to the increase in the performance coefficient by 0.15 for all employees in Podravka Inc. and Mirna Inc. and to the increase in part of the coefficients for skilled and highly skilled workers from 1st March 2022. The increase in part of the coefficients for higher education employees, based on their individual work results, is in force from 1st May 2022. Due to the extension of coefficients range for employees with higher education, an annex to the Podravka Group Collective Agreement was signed.

In total, the Podravka Group invested more than HRK 55 million through two waves of increase in employee earnings. The total average increase in earnings, through both waves of raises, is between HRK 980 and 1,150, or between 18 and 28 percent on average, depending on the education and working conditions of employees.

PODRAVKA INVESTS IN IMPROVING WORKING CONDITIONS IN FACTORIES

With the aim of improving the microclimatic working conditions in Podravka's factories in Koprivnica and Varaždin, the Management Board of Podravka Inc. has adopted a decision on investing in air conditioning and ventilation of these production facilities. This decision was made in accordance with the company's socially responsible business and care for employees, all with the aim to provide the most comfortable working conditions in these factories. It is estimated that by the end of 2022, the Baby food and creamy spreads factory, the Cocktail snacks factory, the Danica factory, the Mill factory and the Kalnik factory will be air-conditioned, which will certainly create better and safer working conditions for the employees.

SOCIAL DIALOGUE

During the 2021, the Podravka Group has repeatedly shown how much it values the opinion of its employees. Immediately upon her arrival to the position of President of the Management Board of Podravka Inc., Martina Dalić, PhD, met with union representatives. In July, she participated in regular gatherings of Podravka and Belupo workers at several locations. During the year, regular contacts were held between the Management Board and other directors and trade union representatives.

On 11th February 2022, an amendment to the Podravka Group Collective Agreement was concluded, signed by all three unions operating in Podravka Inc. Through the agreed amendments, it has been enabled to increase the range of job complexity coefficients based on employees' individual results.

SUSTAINABLE BUSINESS

PODRAVKA WON NEW RECOGNITION "SUSTAINABLE DEVELOPMENT LEADER 2021"

Based on a national survey conducted on a nationally representative sample by the renowned market research agency Hendal, Podravka was recognized by many respondents as a company that has a positive impact on society and the environment and is thus ranked in the TOP 5 companies in Croatia that consumers consider socially and climate responsible.

CONSTRUCTION OF PODRAVKA'S 2.4 MW SOLAR POWER PLANT WITH CO-FINANCING FROM EU FUNDS

Nurturing socially responsible business and respecting the principles of sustainable development, Podravka is continuously considering various opportunities to improve relations with the environment and raise the efficiency of the company's business to a higher level.

In this context, Podravka's solar power plant "Podravka – Danica", with a capacity of 2.4 MW, will be built in the Industrial Zone Danica, in Koprivnica. The solar power plant will produce electricity for own consumption. The expected annual production of this power plant is 3.2 GWh and its construction and commissioning will lead to significant savings in the cost of electricity from conventional sources for Podravka's factories, but also to a positive impact on the environment by reducing CO_2 emissions. Due to the solar power plant, up to 40% of the electricity consumption of the Soups and Vegeta factory, the Baby food factory and the Meat products factory will be from renewable sources.

RELATIONSHIP WITH THE COMMUNITY

Podravka continuously and through all available channels strives to help the community, including through donations. Caring for the needs and the most vulnerable citizen across the country is woven into the company with a heart, while socially responsible business and helping the community are only part of the principles that guide Podravka from year to year.

In addition to continuous cooperation with the Croatian Red Cross, Podravka was among the first companies to organize aid to the victims of the

KEY EVENTS

earthquake that hit the Sisačko-moslavačka county the most, and later, during the holidays, another donation was directed to the same area – presents for the children in the Kindergarten Bubamara from Glina. Also, with as much as 3.5 tons of Šumi candies, Žito delighted children and their families, end users of various organizations, pediatric clinics and covid wards throughout Slovenia.

Podravka Inc. and Handball Club Podravka s.Inc. concluded a new contract. For the first time, a three-year sponsorship agreement was signed that runs from 1st January 2022 to 30th June 2025. The new Sponsorship Agreement provides for a fixed and variable amount of sponsorship. Also, the first league football team Slaven Belupo is still one of the most important promoters of Belupo, so a new three-year agreement was signed with them by Belupo Inc. The new contract was concluded for the period from 1st January 2022 to 31st December 2024, also through a fixed and variable amount of sponsorship.

Also, bearing in mind their importance for the benefit of the community, the support for all other sports clubs and associations that bear Podravka's name continued.

INNOVATION

NUTRITIONAL VALUE OF PRODUCTS

The development of nutritionally balanced food products in accordance with our times and sustainable development, for the benefit of consumers health of all ages is one of the key goals of Podravka, whose product range regularly helps shape quality meals for individuals and families.

Podravka's nutritional strategy is focused on its own product range in the direction of reformulating the composition of a portion of the range in terms of salt, sugar (reduction of 1-3% per product), saturated fats and trans fats, development of new and innovative products with additional and optimal nutrient content that contribute to health, such as proteins, fibers and probiotics, development of products for children, the elderly and people with special dietary needs, providing mandatory and additional information on nutritional quality, educating consumers and employees of Podravka and cooperation with the local community.

PRODUCT INNOVATION AND AWARDS

Guided by such principles, numerous new products have emerged. Žito responded to the trends with a line of protein products and Drožnik bread was created. Lino also joined the protein range with the new Čokolino Protein Power and gluten-free Čokolino was also presented to consumers. Also, for its youngest consumers, Lino has prepared Lino Frutolino BIO ready-made porridges, produced according to strict EU environmental standards.

One of the world's leading trends are plant-based products, which is the result of strengthening global environmental initiatives. Under the O'Plant brand, Podravka launched six herbal drinks based on almonds, oats and rice that are 100% of plant origin, without added sugar and lactose-free, and the range also includes Green Beast Burger – a plant-based burger based on pea protein.

DEVELOPMENT OF A PERSONALIZED CONCEPT FOR THE REDUCTION OF EXCESS WEIGHT IN CHILDREN

In a joint scientific research project, the children's hospital Srebrnjak, Belupo and Podravka will develop a personalized concept for the reduction of excess weight and maintenance of a healthy body weight in the treatment of chronic diseases in children and adults. Overweight and obesity are global public health problems and risk factors for the development of main chronic non-communicable diseases. The project is fully in line with the Smart Specialization Strategy of the Republic of Croatia and the priorities of Belupo, which has positioned itself as one of the key players in food supplements production.

This project synergistically connects the internal potentials of our two segments, Food and Pharmaceuticals. Nutritional quality and health are at the core and heart of Podravka's and Belupo's business. The value of the project, under the slogan "Food for Health", is HRK 9 million, including a non-refundable HRK 6.8 million from EU funds, and most of the funds will be invested in conducting a clinical study, research and development of new products, patent, but also in hiring new professionals.

NEW COOLINARIKA WON THE MIXX AWARD FOR THE BEST WEBSITE

In addition to the launch of the new site at the beginning of the year, the most important event for Coolinarika was the MIXX award (best digital projects in the field of marketing communications) for the best website in the Best Website category.

Coolinarika has undergone a conceptual change that meets the challenge of the digital age and the needs of users and has continued to provide answers to questions about what and how to cook today. Through the smart algorithm Taste Machine, the so-called taste profile is created for each user, by following their movement through the website, allowing personalization of content through understanding the needs of individuals. Coolinarika has also become adapted for mobile devices as a natural response to the needs of smartphone users. Simple, fast and smart application that meets all the culinary needs of visitors with a personalized approach deserved to become the owner of the valuable MIXX statue.

INCREASING THE QUALITY AND SECURITY OF THE SUPPLY CHAIN OF PRIMARY RAW MATERIALS

Due to the extreme climatic conditions in the recent years, it is not possible to produce enough high-quality raw materials that would be healthy and affordable. However, the Podravka Group is actively working to increase the quality and security of the supply chain of primary raw materials by taking certain adaptation measures, such as installing irrigation systems on production areas, building a system of drainage of excess rainwater from endangered production areas, reducing pesticides and fertilizers in agriculture, etc.

Also, in 2021, for the first time, the production of cucumbers (1.17 ha) and peppers (3.5 ha) was organized, which resulted in positive changes in production, from a higher number of seasonal workers, the introduction of new production technologies, irrigation and mechanization. At the same time, Podravka's tomato processing factory in Umag was actively working on the purchase and processing of tomatoes – around 1.9 million seedlings on an area of more than 100 hectares. In parallel with the expansion of vegetable production (cucumbers, peppers, peas and beets), cereals (wheat, corn, rye) and oilseeds (oilseed rape) were also sown. These increases in own production are the direction in which the Podravka Group is going and wants to go, and the current expansion of production has created the conditions for further growth and development.

PODRAVKA SHARE WON ZAGREB STOCK EXCHANGE AWARD

Share of Podravka Inc. was declared the "Top Turnover Stock" at the 10th Zagreb Stock Exchange

KEY EVENTS

Awards for 2021. This category considers statistical indicators during the year and share turnover on the capital market. Zagreb Stock Exchange awards are a recognition of excellence and a further incentive for successful business of participants in the capital market.

EVENTS AFTER THE BALANCE SHEET DATE

SUPERVISORY BOARD OF PODRAVKA APPOINTED NEW MANAGEMENT BOARD UNDER THE CONTINUED LEADERSHIP OF MARTINA DALIĆ

At the session of the Podravka Inc. Supervisory Board held on 4th February 2022, the decision was made to appoint the next Management Board that will be led in the five-year mandate by Martina Dalić, PhD, the current President of the Management Board of Podravka Inc. The new Management Board mandate began on 24th February 2022. Previous Board members Davor Doko and Ljiljana Šapina received a new mandate. The new Management Board members are Milan Tadić, until the appointment Podravka's Head Director for the Adria Region, and Ivan Ostojić, arriving from the position of a member of the Management Board of Wüstenrot stambena štedionica and member of the Podravka Supervisory Board, and whose mandate will begin as of 1st July 2022

The decision on the new Management Board of Podravka Inc. was adopted almost a month before the expiration of the mandate of the previous Management Board, which confirms the focus of the Supervisory Board on continuous improvement of the quality of corporate governance and the success of the current leadership of the President of the Management Board Martina Dalić, PhD.

INFORMATION ON IMPACT OF THE RUSSIAN-UKRAINIAN CRISIS ON PODRAVKA GROUP BUSINESS OPERATIONS

The Podravka Group generates less than 6.5% of sales revenue annually in the markets of Russia and Ukraine. Most of the receivables from customers on the Russian market, incurred to date, are insured. The Group has made an assessment of the potential impact of changes in the exchange rate of the Russian ruble on items of outstanding receivables and liabilities. Recalculated value of the same items of receivables and liabilities at the exchange rate of the Russian ruble is about 30% lower than the value of these items at the date of the financial statements.

The Podravka Group will feel the negative consequences of the Russia-Ukraine crisis, as well as the sanctions imposed on Russia, but their scope and intensity cannot be estimated or quantified at the moment. The development of events is continuously monitored, the risks and possibilities of their mitigation are assessed.

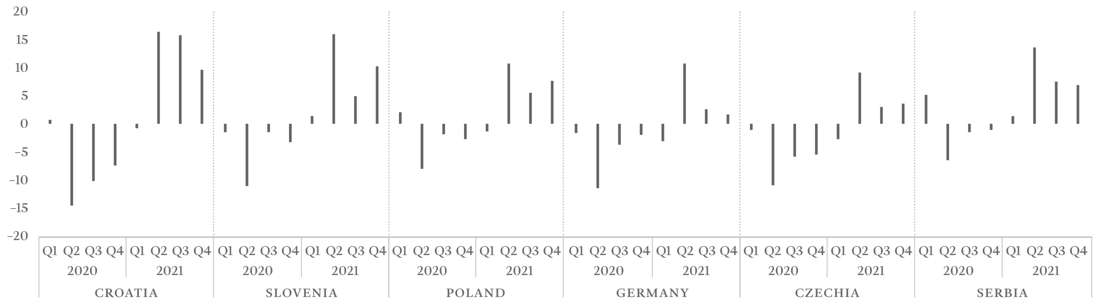
The Group exposure to Russia and Ukraine does not require any adjustments to these financial statements as at 31 December 2021, and is not expected to jeopardize the business continuity.

About the environment in which *the Podravka Group operates*

THE YEAR 2021 CONFIRMED POSITIVE ECONOMIC EXPECTATIONS and brought hope for continued global economic growth, despite uncertainty due to the deteriorating epidemiological situation and the emergence of new variants of the COVID-19 virus. Global recovery did not bypass the key markets of the Podravka Group. At the same time, the different intensity and dynamics of the introduction of epidemiological measures and the degree of closure affected the business conditions and consumers were not able to have the usual access to our products.

Thanks to a good tourist season and growing personal consumption, but also stronger exports, last year, the Croatian economy recorded a faster recovery than the EU average and returned to pre-pandemic levels. The more favourable epidemiological situation and the introduction of milder measures and restrictions to combat the pandemic have certainly contributed to this. The economic situation in the neighbouring countries of the Adria region has also been encouraging. Slovenia, like Croatia, has seen a faster recovery than the EU average. For most Central and Eastern European countries, reliance on manufacturing and processing economies has been key to surviving the 2020 economic shock and the respective recovery.

Real GDP growth rates in selected countries in 2020–2021 (%)

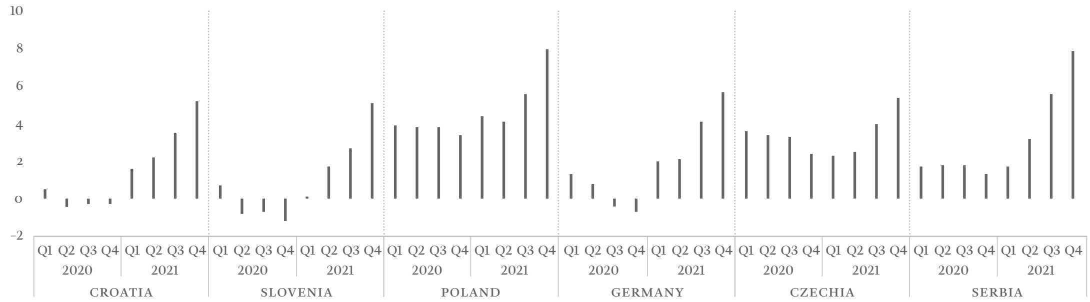


(Source: https://ec.europa.eu/eurostat)

ABOUT THE ENVIRONMENT IN WHICH THE PODRAVKA GROUP OPERATES

However, certain negative macroeconomic effects caused by the pandemic continued and even intensified in 2021. Stronger and longer-lasting inflationary pressures have emerged in all European economies. The recovery in demand was affected by an unexpectedly strong rise in food and energy prices. In addition to price pressure due to the recovery in demand, there was also pressure on the supply side, primarily driven by disruptions in global supply chains. The prices of raw materials, packaging, transport and energy have been growing continuously. The Podravka Group is making maximum efforts to increase business efficiency and optimize costs in order to amortize the strong growth of raw material prices with internal reserves as much as possible.

Inflation in selected countries in 2020-2021 (%)



(Source: https://ec.europa.eu/eurostat)

7 Podravka profile

Company name and headquarters location:
Podravka Inc., Ante Starčevića 32, 48 000 Koprivnica.

1947

Wolfbrothers'·work-shop for processing fruit becomes socially owned under the name Podravka.

1952

Production of condiments and dehydrated and sterilised vegetables begins.

1957

Production of famous Podravka soups starts.

1958

Production of meat products starts.

1959

Vegeta, universal food seasoning

1970

Product on of baby food starts.

1972

Pharmaceutical company Belupo founded and start of drug production.

1993

Podravka privatized and registered as a shareholding company.

2015

Acquisition of the Slovenian food company Žito.

2017

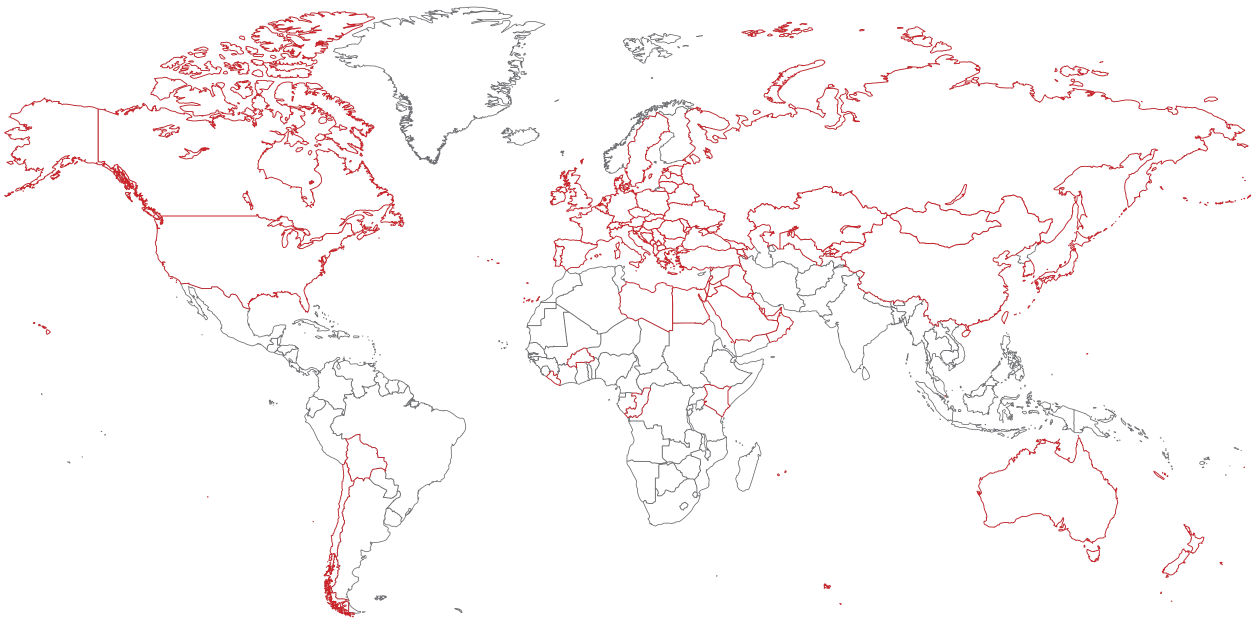
New pharmaceutical factory built, the largest greenfield investment in the history of the Podravka Group.

2021

Business Strategy until 2025 adopted.

PODRAVKA'S PRESENCE ON THE MARKETS

Podravka Group products are present in more than 70 countries in the world.



The business operations of the Food segment can be monitored through the operations of business programs related to individual product groups. Business programs manage the development, marketing, life cycle and market positioning of key food categories and product groups.

Operational efficiency and the supply chain are business areas of the Food segment focused on profitability and efficiency of the supply chain with an emphasis on management through the functions of Production, Logistics, Procurement and Agriculture.

Corporate and management functions are part of the Food segment's business organization, which support overall operations, define and ensure the application of uniform corporate standards and ensure more transparent and efficient operations at the Group level. Corporate and management functions are: Human Resources Management, Corporate and Information Security, Management Office, Legal Affairs, Treasury, Corporate Accounting, Corporate Marketing and Communications, Research and Development, Controlling, Informatics, Global Business Development and Business Quality and Sustainable Development. Internal audit acts as an independent function.

ABOUT BRANDS

VEGETA is Podravka's most renowned and strongest brand and for more than 60 years it has been closely following every move made in our consumers' kitchens giving them the freedom to prepare the most delicious meals for themselves, their family and friends. Over the past six decades, the product range has been adapting to consumer needs and has expanded significantly, so today, on shelves around the world you can find not only universal seasoning, but also special food supplements, mixes, monospices, bouillons, soups, ready-made meals, vegetable spreads and many more under the Vegeta brand.

A large selection of FANT seasoning mixes will turn every culinary attempt into a success. Fant seasoning mixes answer the everyday question of "what to cook today", making even the most complicated meals easy to prepare and ensuring an excellent taste every time. The wide range of products offers a variety of dishes, from traditional to new, modern suggestions that include vegetarian and classical dishes and various options for preparing international dishes.

The MAESTRO brand of monospices has been an inspiration for culinary creativity for more than 30 years, thus continuing the over 60 year old tradition of spice production. With a wide range of spices, herbs and blends, everyone can become a maestro in their own kitchen.

Homemade taste is the key value of PODRAVKA SOUPS. They are extremely easy to prepare, provide a quality meal in just minutes, and yet leave enough space for your own creativity. Podravka soups constantly follow the latest trends in nutrition and for over 60 years consumers have been finding their favourite flavours within a wide and diverse range of clear and cream soups. For those who need an even faster solution without cooking, an assortment of instant FINI-MINI soups meets the demands of modern, well-informed consumers.

Convenience of preparation and excellent taste are characteristics of TALIANETTA pasta, which allow consumers to prepare a delicious and nutritious meal in just a few minutes. Talianetta is a response to the growing consumer demand for semi-finished and instant dishes, offering quick and easy, high quality solutions for a single meal or a side dish.

The LINO brand reveals a rich, diverse and wonderful world of flavours and delicious and healthy products carefully prepared for happy and healthy growth. As a reliable manufacturer of baby food for over 50 years, Podravka offers a wide range of *baby food* that provides all the ingredients necessary for a child's growth and development. *Čokolino*, a synonym for baby food, has always been associated with a carefree childhood, joy, happiness and moments of relaxation. Listening to the wishes and needs of consumers, the range of baby food, amongst other things, also offers a gluten-free solution. This includes *Lino cereals for children* with Lino Choco caramel flakes and Lino Honey rings, and in addition to its own gluten-free variant, Čokolino also comes in a protein version.

LINO LADA cream spreads are characterized by the largest selection of flavours, excellent quality and various packaging. Today, Lino Lada can be found in five different flavours and eleven different types of packaging, of which the most innovative is the new "on the go" 100% recyclable packaging with a spoon. Thanks to its innovation and continuous investment in brand building, Lino Lada is today not only at the very top of the cream spread market in Croatia but in the

Adria region as well, and the demand for Lino Lada is quickly expanding to other international markets.

DOLCELA offers a wide range of high quality products for every sweet occasion. Always modern, creative and practical, constantly acquainting consumers with the world's most delicious desserts and new ways of use, regardless of whether it requires simple and fast or advanced and independent preparation, the end result is always delight.

The KVIKI brand has been providing tasty crispy snacks for more than 45 years and thus, cheering up many consumers. The range offers a large selection of salty baked and not fried snacks, which ensures fullness of taste and recognizable quality, while carefully selected raw materials guarantee the quality of the final products. In the last few years, Kviki has prepared various innovative surprises, so consumers can enjoy not only the salty, but also the sweet assortment of Kviki CHOCO #LOLS.

PODRAVKA TOMATO is an indispensable ingredient in every, but especially in the Mediterranean cuisine that perfectly compliments a whole range of culinary ingredients. Healthy and natural tomato products contribute to health, enable creativity in preparing quick and convenient meals and enable enjoying Mediterranean tastes and aromas in every occasion all year round.

PODRAVKA FRUIT products have been prepared for the past 70 years from top quality fruits. The recipes of the leader products, such as rosehip, mixed fruit or plum jam, are today identical to the original recipes, guaranteeing the well-known full taste of fruit and the most natural sweet pleasure.

Trends say that the future of nutrition is in products based on vegetables and legumes. PODRAVKA VEGETABLES in sterilized or pickled assortments preserve the best nutritional values. The products are very practical, ready for consumption throughout the year and can be used for different versions of salads, side dishes, stews and sandwiches.

The perfect texture and proven taste make PODRAVKA CONDIMENTS, chutney, mustard, ketchup and horseradish, ideal additions to a wide variety of dishes. There is no doubt that Podravka's delicious and aromatic condiments are a *must have* product in every kitchen. Not only do they have special gastronomic value, but some products carry a real treasure of nutrients rightfully attributing them as super food.

Just like fruits, condiments and Podravka vegetables are the best of nature and therefore the company takes special care that its fully recyclable packaging is environmentally suitable, which is especially important for a cleaner future.

PODRAVKA is the undisputed market leader in the category of READY-MADE MEALS AND SAUCES. Homemade taste and top quality, as well as quick and easy preparation are the main features of a wide range of ready to serve meals, amongst which Beef goulash is the most distinguished and labelled "*Genuine Croatian Quality*". In addition to ready-made dishes in cans, in 2021 Podravka launched a completely new line of highly desirable Mediterranean flavours on the markets of Croatia and the Adria region: Podravka ready-made dishes in trays. Podravka Ready-made meals are top products that continue to evoke the most decisive emotions associated with taste, family meals and the warmth of home for many generations.

PODRAVKA PÂTÉ has been the favourite choice of consumers since 1958. Podravka Chicken pâté, popularly called "*Retrica*", in addition to its recognisable design, is also special because it preserves a real treasure of tastes thanks to the excellent quality of its ingredients. In 2020, Podravka launched a new generation of Podravka chicken pâtés made from the best ingredients as a result of carefully following global food trends and observing consumer desires for high quality and natural food, especially during the pandemic. These new pâtés are made from the best ingredients. For those who want economical solutions, Piketa pâtés in different flavours and packings are the right choice.

The taste and quality of PODRAVKA LUNCHEON MEAT brings back overwhelming emotions aroused by precious tastes of the so-called "*comfort food*" from our childhood. For more than 60 years, it has been an excellent protein meal for all generations, whether served as a cold cut, an addition to salads or grilled, and due to its practical packaging, it is the favourite choice to pack for an outdoor picnic, hiking or just a trip to the beach.

Knowledge, experience, dedication and passion are woven into the creation of PODRAVKA SEMI-DURABLE AND DURABLE DRIED MEAT PRODUCTS AND SAUSAGES. A high proportion of meat makes these products a valuable source of protein, and high quality raw materials and a carefully selected combination of spices ensure each product fosters the familiar taste and aroma. Whether you choose products from Podravka's wide range of traditional flavours in a new design in Podravka's recognizable red colour, or you prefer modern flavours of the MAJSTOR (MASTER) brand, top quality products are guaranteed. In addition, in 2021, Podravka added a meatless category to its range in the form of increasingly popular meatless plant-based products. This innovation is the work of Podravka's culinary expertise, which guarantees the best quality.

A rich assortment of fish products under the EVA brand are prepared from the best parts of the fish, led by the queen of the Adriatic, Adriatic sardines. The extraordinary temperature and salinity of the Adriatic Sea guarantee the top taste and balanced nutritional value of Adriatic sardines. The Eva brand range also includes tuna, mackerel, Baltic fish, fish pate and salads. Eva products are full of valuable nutrients, prepared in a completely natural way, which makes them an ideal part of a modern balanced diet.

8

Business results and Shares

Business *results*

INTRODUCTION NOTES

The situation caused by COVID-19 disease positively impacted the sales revenues trends in 2020 when a prominent effect of food products stockpiling by customers was recorded in almost all markets in which Podravka Inc. is present. Increased demand in 2020 significantly contributed to sales revenues of almost all business units and categories, but this impact could not be clearly distinguished from the impact of regular demand for products. In 2021, the epidemiological situation also had a significant impact in most countries in which Podravka Inc. operates, especially in the Adria region (mostly in Croatia), which is different from the one recorded in 2020. Negative impact on sales revenues in the first three months of 2021 comes from the introduced strict epidemiological measures such as lockdown (in all countries where Podravka Group operates) and curfew (for instance in Slovenia, Czech Republic, Germany), reduced store opening hours, restrictions on the number of customers in stores, limited movement of people, closure of the Gastro channel (includes HoReCa customers, institutional customers, industrial customers, etc.). The positive impact on sales revenues in the reporting period comes from the easing of measures which began in May and a significant easing in the third quarter, which gave a boost to the tourist season and the arrival of foreign guests in Croatia. Positive trends continued in the second half of 2021 since there was no new lockdown, as was the case in the comparative period The successful tourist season, easing of epidemiological measures in the countries where Podravka Inc. is present with its range, opening of the Gastro channel in Croatia and abroad and the absence of strict epidemiological measures in the fourth quarter positively reflected on the movements of sales revenues, but this effect cannot be clearly estimated or quantified.

Podravka Inc. calculates EBITDA in a way that EBIT was increased by depreciation and amortization and value adjustments of non-current assets, while normalized EBITDA is calculated in a way that normalized EBIT was increased by depreciation and amortization. For transparency purposes, in addition to the reported operating results, the Podravka Inc. also presents normalized operating results, without the effect of items treated by management as one-off items. The overview and explanation of value adjustments of non-current assets used in the calculation of EBITDA, overview and explanations of items treated by management as one-off items and the overview of methodology of calculation of normalized result are provided in the “Additional tables for 2021” section.

Decimal differences in tables are possible due to rounding.

BUSINESS RESULTS

OVERVIEW OF SALES REVENUES

IN 2021

Sales revenues by business unit

(in HRK millions)	2020	2021	Δ	%
BU Culinary	760.9	799.1	38.3	5.0%
BU Baby food, sweets & snacks	399.1	416.3	17.2	4.3%
BU Podravka food	344.9	386.0	41.0	11.9%
BU Žito and Lagris	58.4	69.0	10.6	18.1%
BU Meat products	275.1	272.3	(2.8)	(1.0%)
BU Fish	141.5	130.8	(10.8)	(7.6%)
Other sales*	132.2	129.2	(3.0)	(2.3%)
Total	2,112.2	2,202.7	90.5	4.3%

* Includes the new line of plant-based milk products.

Sales revenues by region

(in HRK millions)	2020	2021	Δ	%
Adria	1,595.9	1,657.1	61.3	3.8%
Western Europe and Overseas	271.2	285.5	14.3	5.3%
Central Europe	173.6	181.4	7.8	4.5%
Eastern Europe	58.8	60.6	1.8	3.0%
New markets	12.8	18.1	5.3	41.9%
Total	2,112.2	2,202.7	90.5	4.3%

In 2021, total sales revenues of Podravka Inc. amounted to HRK 2,202.7m, which is HRK 90.5m (+4.3%) higher than in the comparative period. Most business units recorded a sales increase, while the business unit Meat products, meals and spreads and the business unit Fish recorded sales decline due to exceptionally high demand and sales of food products in the comparative period. Positive movements are also recorded at the level of regions, where the sales increase was recorded in all regions, with the highest absolute growth in the Adria region.

BUSINESS RESULTS

PROFITABILITY OF PODRAVKA INC.

IN 2021

Profitability of Podravka Inc.

(in HRK millions)	2020	2021	Δ	%
Sales revenue	2,112.2	2,202.7	90.5	4.3%
Gross profit	634.4	663.0	28.6	4.5%
EBITDA*	267.3	291.0	23.8	8.9%
EBIT	167.7	186.0	18.3	10.9%
Net profit	193.8	245.1	51.3	26.5%
Gross margin	30.0%	30.1%		+6 bb
EBITDA margin	12.7%	13.2%		+56 bb
EBIT margin	7.9%	8.4%		+51 bb
Net margin	9.2%	11.1%		+195 bb

*EBITDA is calculated in a way that EBIT was increased by the depreciation and amortization and value adjustment of non-current assets, normalized EBITDA is calculated in a way that normalized EBIT was increased by the depreciation and amortization.

Profitability of Podravka Inc. — normalized

(in HRK millions)	2020	2021	Δ	%
Sales revenue	2.112.2	2.202.7	90.5	4.3%
Gross profit	634.4	663.0	28.6	4.5%
EBITDA*	266.3	292.4	26.2	9.8%
EBIT	167.9	192.8	24.9	14.8%
Net profit	194.0	225.5	31.5	16.2%
Gross margin	30.0%	30.1%		+6 bb
EBITDA margin	12.6%	13.3%		+67 bb
EBIT margin	7.9%	8.8%		+80 bb
Net margin	9.2%	10.2%		+105 bb

*EBITDA is calculated in a way that EBIT was increased by the depreciation and amortization and value adjustment of non-current assets, normalized EBITDA is calculated in a way that normalized EBIT was increased by the depreciation and amortization.

In 2021, Podravka Inc. gross profit amounted to HRK 663.0m, which is HRK 28.6m (+4.5%) higher than in the comparative period. The cost of goods sold increased by 4.2%, with a mild gross margin increase which stood at 30.1% at the end of the reporting period. The reported operating profit (EBIT) amounted to HRK 186.0m, while it amounted to HRK 167.7m in the comparative period, which is an increase of HRK 18.3m (+10.9%). In addition to impacts above the gross profit level, EBIT was impacted by the increase in selling costs and costs of logistics and distribution, while the positive impact came from savings on marketing expenses, savings on general and administrative expenses and positive movements

BUSINESS RESULTS

in foreign exchange differences on trade receivables and trade payables (HRK +4.1m in 1-12 2021; HRK -8.8m in 1-12 2020). Reported net profit amounted to HRK 245.1m, which is HRK 51.3m (+26.5%) higher compared to 2020, while normalized net profit amounted to HRK 225.5m. Net profit was positively affected by movements in foreign exchange differences on borrowings (HRK +0.8m in 1-12 2021; HRK -2.1m in 1-12 2020), and the increase in finance income. Following the effect of deferred tax, the tax liability is HRK 19.0m lower.

As at 31 December 2021, total assets of Podravka Inc. amounted to HRK 3,075.7m, which is 0.6% higher than at the end of 2020. The significant increase on the assets side was recorded by deferred tax assets position (HRK +25.7m) and property, plant and equipment position (HRK +14.6m), while the significant decrease was recorded by inventories position (HRK -19.8m) and trade and other receivables position (HRK -7.5m). On the equity and liabilities side, an increase is recorded by reserves position (HRK +129.3m) and retained earnings position (HRK +53.4m), while the significant decrease was recorded by long-term borrowings position (HRK -77.7m), short-term borrowings position (HRK -70.9m) and trade and other payables position (HRK -34.8m). Indebtedness of Podravka Inc. decreased in the reporting period due to the repayment of a portion of borrowings, which are in total (long-term and short-term) lower by HRK 148.6m.

Cash flow from operating activities in 2021 amounted to positive HRK 229.2m, due to business operations and movements in the working capital. Cash flow from investing activities at the same time amounted to negative HRK 57.7m, primarily due to cash used for the purchase of non-current tangible and intangible assets. In the same period, cash flow from financing activities amounted to negative HRK 171.3m, due to the repayment of borrowings and the dividend distribution. As at 31 December 2021, cash and cash equivalents amounted to HRK 2.5m.

BUSINESS RESULTS

ADDITIONAL TABLES FOR 2021

VALUE ADJUSTMENTS AND CALCULATION OF REPORTED AND NORMALIZED EBITDA

EBITDA is calculated in a way that EBIT was increased by depreciation and amortization and value adjustments to non-current assets. The table below presents value adjustments to non-current assets in the reporting and the comparative period.

Value adjustments	2020	2021
(in HRK millions)	Podravka Inc.	Podravka Inc.
Investments in subsidiaries*	2.1	5.3
Loans to subsidiaries**	(0.9)	-
Total	1.2	5.3

Reffered to above value adjustments:: *Note 10 – Other expenses, **Note 9 – Other revenues.

Reported EBITDA calculation	2020	2021
(in HRK millions)	Podravka Inc.	Podravka Inc.
Reported EBIT	167.7	186.0
+depreciation and amortization	98.4	99.7
+value adjustments	1.2	5.3
Reported EBITDA	267.3	291.0

Normalized EBITDA calculation	2020	2021
(in HRK millions)	Podravka Inc.	Podravka Inc.
Normalized EBIT	167.9	192.8
+depreciation and amortization	98.4	99.7
Normalized EBITDA	266.3	292.4

BUSINESS RESULTS

ONE-OFF ITEMS IN 2021 AND 2020

In 2021, Podravka Inc. incurred HRK 1.8m costs of severance payments for employees on long-term sick leaves and HRK 5.3m of impairment cost of investments in subsidiaries. A positive effect comes from reversal of impairment of receivables in the amount of HRK 0.4m and deferred tax asset in the amount of HRK 25.1m based on the revaluation of recoverability of tax on the basis of losses on financial assets, based on the court judgement finality. All the above is treated by the company's management as one-off items. The estimated impact of these one-off items on tax is HRK 1.2m (decreases it).

In 2020, Podravka Inc. incurred HRK 4.2m costs of severance payments for employees on long-term sick leaves, HRK 5.3m of income from reversal of impairment of receivables, HRK 0.05m of cost related to the process of closing a related company in Africa, HRK 0.9m of income from value adjustment to a loan given to a related company, and HRK 2.1m of costs from value adjustment of a stake in a related company. All the above is treated by the company's management as one-off items. The estimated impact of these one-off items on tax is HRK 0.03m (decreases it).

NORMALIZATION OF PODRAVKA INC. PROFIT AND LOSS STATEMENT

	2020	2021
(in HRK millions)	Podravka Inc.	Podravka Inc.
Reported EBIT	167.7	186.0
+severance payments (long term sick-leave)	4.2	1.8
+investments in subsidiaries	2.1	5.3
+loans to subsidiaries	(0.9)	-
+reversal of receivable impairment	(5.3)	(0.4)
+cost related to closing of affiliated company in Africa	0.0	-
Normalized EBIT	167.9	192.8
Reported Net Income	193.8	245.1
+normalizations above EBIT level	0.2	6.7
+differed tax asset	-	(25.1)
+estimated impact of normalization on taxes	(0.0)	(1.2)
Normalized Net Income	194.0	225.5

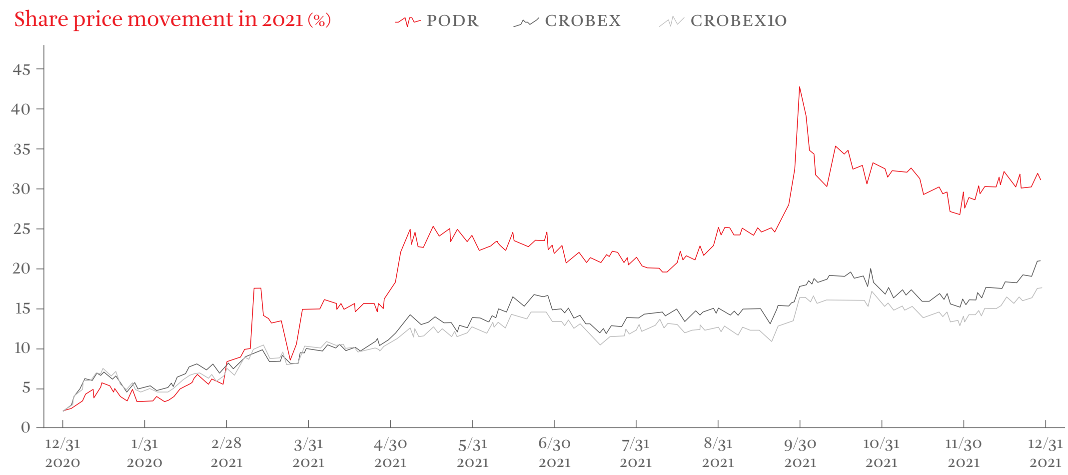
Shares

SHARES IN 2021

Podravka Inc. has a stable ownership structure where the most significant stake is held by the Republic of Croatia and domestic pension funds. A total of 7,120,003 shares have been issued at nominal price of HRK 220.0 per share. As at 31 December 2021, the Republic of Croatia holds 25.5% stake, and domestic pension funds (mandatory and voluntary) hold a total of 50.8% stake. Podravka Inc. has 1.5% of treasury shares. As at 31 December 2021, Supervisory Board members owned 16 shares of Podravka Inc., while Management Board members owned 1,170 shares of Podravka Inc.

Podravka Inc.'s shares have been listed on the Prime Market of the Zagreb Stock Exchange and in eight Zagreb Stock Exchange indices (CROBEX, CROBEX10, CROBEXtr, CROBEX10tr, CROBEXprime, CROBEXplus, CROBEXnutris and ADRIAprime).

Share price movement in 2021 (%)



SHARES

(closing price in HRK; closing points)	31 December 2020	31 December 2021	%
PODR	485.0	632.0	30.3%
CROBEX	1,739.3	2,079.4	19.6%
CROBEX10	1,087.8	1,262.3	16.0%

In the reporting period, the price of Podravka's share recorded a double-digit growth of 30.3% compared to the end of 2020, while the comparable CROBEX and CROBEX10 stock indices increased by 19.6% and 16.0%, respectively.

Performance in the Croatian capital market in 2021

(in HRK; in units)[1]	2020	2021	%
Weighted average daily price	413.3	589.2	42.6%
Average daily number of transactions	14	13	(0.5%)
Average daily volume	1,277	1,488	16.5%
Average daily turnover	527,877.8	876,746.7	66.1%

At the annual level, the weighted average daily price of Podravka's share recorded a significant increase of 42.6% relative to the comparative period. Compared to 2020, the average daily volume increased by 16.5%, the average daily turnover increased by 66.1%, while the average daily number of transactions is 0.5% lower.

[1] Weighted average daily price calculated as the weighted average of average daily prices in the period, where the weight is daily volume. Daily volume weight is calculated as a ratio between daily volume and total volume in the reported period. Formula: Weighted average daily price in the reported period = Σ average daily price* (daily volume/total volume in the reported period). Other indicators calculated as the average of average daily transactions/volume/turnover in the reported period. Block trades are excluded from the calculation.

9 Innovations, activities, awards and recognitions

Research *and development*

Own research and constant development are both an organizational tradition and a competitive advantage of Podravka. Therefore, in 2021, research and development activities continued in order to enable the production of high quality, innovative, healthy and environmentally safe products.

Podravka's project "Development of innovative products from by-products during vegetable processing" continued, for the purpose of transferring to a new business concept of circular bioeconomy. The project started in 2020 and is planned to finish in 2022. It includes research into the use of the beneficial parts of the by-product (produced during the processing of peppers into conventional products) to obtain new ingredients / higher value-added products and propose a technologically and industrially feasible solution for its efficient extraction. The second goal is to examine the biogas potential from the total waste of the Kalnik Factory in Varaždin for obtaining energy from alternative sources. The project is co-financed from the European Regional Development Fund in the amount of HRK 3,055,545.56, which is 60% of the total project value. So far, six new *plant-based* products have been developed as part of the project, and a technological solution has been developed for the extraction of beneficial by-products (pepper seeds and lodge seeds) during pepper processing. In addition, a corporate website was created, two scientific and professional papers published, and team members participated in international conferences and fairs.

Professional and scientific activity of employees within the Research and Development Department is visible through their published papers in scientific and professional journals and participation as panelists and lecturers at conferences, congresses and gatherings in the field of nutrition.

New *products*

Podravka strives to offer its customers what they desire and what they need by closely following new trends. Thus, in 2021, many new products from different categories have been launched, all in accordance with the requirements of both the market and consumers.

TRENDS: PLANT PRODUCTS, PROTEIN-ENRICHED, “FREE FROM”

With the growth of supply and demand for products of plant origin, and as a result of strengthening environmental initiatives, an assortment was launched that includes six herbal drinks based on almonds, oats and rice under the O’Plant brand. All products are 100% plant-based, taste deliciously, contain spring water, no added sugar, naturally lactose-free and come in an improved Tetra Pak® sugar cane-based plastic packaging, thus reducing the carbon footprint by 15%. In the production of packaging, 83% of plant-based materials were used, making it an excellent partner in environmental protection.

Podravka continued conforming to the global trend of plant based products in the category of burgers and sausages. The Green Beast burger is a counterpart to meat – its texture, taste, smell, appearance and bite is identical to meat products and is a complete alternative to meat. In addition to the burger, three Green Beast semi-durable sausages were launched: classic, with vegetables and with olives. All products from the Green Beast

NEW PRODUCTS

line bear a unique quality veggie label on the packaging that the European Vegetarian Union (EVU) awards to products made in accordance with vegetarian and vegan standards, to help consumers identify products containing no ingredients of animal origin.

The product range of modern Fant dishes, such as lasagna, Bolognese or baked pasta, has been upgraded to a new version that now offers the idea of dual preparation - meat or vegetarian. In this way, Fant responds to the growing trend of vegetarian and flexiterian diets, which is making enormous strides from Western Europe to our domestic market.

With its new protein-rich Hi protein line Dolcela, through four products: Dolcela Hi protein pudding chocolate 35 g, Dolcela Hi protein pudding vanilla 35 g, Dolcela Hi protein Banana muffins 270 g and Dolcela Hi protein American pancakes 210 g, successfully responds to the consumers' desire for value-added products that are easy to prepare and rich in energy. The same trend is followed by Čokolino protein power, an ideal meal for recreationists and athletes. In the trend of protein products, Žito has developed a new line of breads. The first is Sports bread, which contains specially prepared pre-cooked grains of cereal, flakes, chia seeds and whey protein and thus represents a wealth of flavour and improved nutritional value. According to the same recipe, consumers were offered attractive pastries of 100 g and 80 g, and for those more demanding consumers, protein bread with seeds and protein pastry of 80 g 3 x 3 (with three different types of seeds, three different flours and three different types of flakes) were developed.

NEW PRODUCTS

“Free from” is a trend that has dominated the world of nutrition for several years, and the Podravka Group has followed with various assortments and product categories. Thus, in 2021, gluten-free Čokolino was launched, a perfectly balanced cereal meal for all generations, especially for those who follow a gluten-free diet or suffer from celiac disease.

The range under the Vegeta Natur brand represents 100% naturalness, richness of vegetables, with the presence of sea salt, and with no added flavour enhancers or preservatives. The new products mark the entry into new categories and thus Vegeta Natur mixes for dishes and special supplements in the shape of pyramids in Poland and regional specials for the preparation of Dalmatian dishes in the Adria region were launched.

Emphasis on naturalness, lack of preservatives, no added flavours and the absence of added sugar are the characteristics of four new Podravka fruit spreads containing 100% of fruit. Fully fruit spreads come in a combination of cranberries and strawberries, pears and apricots, and black fruit and blueberries.

TRENDS: BIO

In line with the growth and strengthening of the “Ready to eat” segment of children’s meals, Lino Baby Food has expanded its range with four new products. These are Lino Frutolino BIO ready-made purees in a practical 100 g pouch packaging and in four different combinations: apple, pear and banana, fruit with spelt, pear and apricot and fruit with oats.

A new version of the well-known Vegeta - Vegeta BIO has been launched. Vegeta BIO contains a simple and transparent recipe, more than ten types of dried vegetables, organic spices with BIO certification and sea salt, which makes this product fully compliant with consumer requirements.

All products carry a certified BIO label, which means that they are manufactured according to strict EU environmental standards. With this, Podravka has expanded its range of Bio products, which is becoming increasingly important to both retailers and consumers.

TRENDS: RECYCLABLE PACKAGING

The trend of recyclable packaging also contributes to environmental protection. In order for consumers to be able to consume Lino Lada at every opportunity, especially for those who prefer being on the move, staying in nature and “on the go” consumption, the new Easy Pack 100% recyclable packaging of Lino Lada duo and Gold with an added spoon has been designed. The new Podravka traditional spoon dishes can also boast recyclable packaging: Čobanac with Baranja paprika, Chicken paprikaš and Meatballs in tomato sauce. They are packaged in *BPA safe* tins that are infinitely recyclable and preserve product quality without the need to add any preservatives.

For more demanding palates, Sardines in olive oil and Tuna in olive oil were launched. Only three natural ingredients, fish, salt and oil, come in a *craft* stlye, in *BPA safe* tins - 100% safe and are proudly made in Croatia.

NUTRITIOUS MEALS

Today’s hectic lifestyle does not take the importance of nutritious and full meals out of focus, moreover, it puts them high on the list

NEW PRODUCTS

of desirability, so the Podravka Group has also prepared novelties in this area. Amongst them is a new line of highly desirable Mediterranean flavours with no preservatives or additives: Podravka ready-made meals in trays. Salads are immediately ready for consumption, you just need to open, stir and enjoy, while dishes need to be reheated for 2-3 minutes in the microwave or in a pan and the meal is ready to serve. The palette of Podravka's ready-made dishes in trays consists of: Quinoa salad with beans and vegetables, Tuna salad with pasta and vegetables, Penne Bolognese, Penne à la carbonara, Risotto with mushrooms, Paella with vegetables and chicken and Chicken in Mediterranean sauce.

Novelties in the segment of sterilized vegetables: Podravka baked beans and Black beans, which can be found on the shelves since the beginning of 2022, have proved that nutrition and fun can go together.

New rich soup with cereals, rich soup with lentils and rich soup with quinoa and vegetables, were also launched. Cereal-rich soups are a good opportunity to enjoy a nutritionally good meal at any time of the day and are ideal for all consumers who want to enrich their diet.

INTERNATIONAL DISHES

As the Podravka Group is present in more than 60 different markets worldwide, it also offers products specific to different climates and international flavours. A specific type of bujon in gastro packaging is an extension to the Vegeta mix for dishes and *boosters* for the Australian market. Fant also made an international breakthrough with two new dishes - paella and stroganoff. Following the trend of increasing consumption of dishes from

NEW PRODUCTS

various parts of the world, Asian flavour Talianetta was launched in the segment of semi-finished dishes. With their black, bold design and equally bold flavours, they represent a step forward into the world of modern dishes.

(SEMI) DURABLE RANGE

In the range of semi-durable meat cuts, Podravka has created two new products: Fit & Fina chicken ham and Fit & Fina turkey ham. These nutritionally rich products are made from pure breast fillets. Also, the semi-durable assortment is enriched with three mortadellas produced following a traditional Italian recipe: Mortadela classic, Mortadela with pistachios and Mortadela with olives.

In 2021, Podravka introduced four traditional cured meat gastronomic delicacies under the Majstor brand in the range of durable products: Dalmatian prosciutto, Pancetta, Buđola and Dry ham. Thanks to the location of the prosciutto plant and technological processes, these are top quality products that are made in a traditional way.

SPICES

Within the category of spices, with the purpose of strengthening the position in Slovenia and proving the strength of the brand that Maestro has been carrying for more than 30 years, the product range has expanded with the extension of the pepper line - red and green pepper, and turmeric - a product that has gained popularity in recent years, in larger packaging. Together with these extensions in the existing lines, a new line of Maestro lyophilized spices has been introduced to the market. Lyophilization involves drying plants by freezing, resulting in spices that retain aromas, essential oils and natural colours. Innovations

NEW PRODUCTS

and extensions of the pepper, turmeric and ginger assortment under the Vegeta Maestro brand were also made in other markets of the Adria region, starting with Croatia.

DESSERTS

For those who like ready-made desserts and for those who like to prepare them, either in the traditional way or using modern and newer techniques, Podravka offers the right solutions with its new products.

At the end of the year, a new packaging of famous flavours was launched in a “twisted” edition: Lino Lada Twist, a unique combination of Lino Lada Gold and Lino Lada milk flavours.

As part of an excellent collaboration with Ledo, the Ledo range of impulse ice creams is complemented by a rich Lino Lada Gold ice cream in a cone.

The newest member of the Lino cereal family for kids is Lino mini Pillows nougat. Practical and nutritious, it is perfect for breakfast, but also as a sweet snack between meals. It is filled with your favorite Lino Lada, and contains no colours. The Lino Lada sweet snack offer is enriched with Lino Lada Pillows nougat and Lino Lada Pillows milk, cereal pillows richly filled with Lino Lada.

Dolcela has expanded its premium products range of puddings and desserts with the launch of Dolcela Premium blueberry pudding 40 g and Dolcela Premium peanut pudding 40 g, which function as an independent dessert, but also as an addition to cakes or pastries. Dolcela Choco vanilla dessert 110 g and Dolcela Lemoncella dessert 120 g come from the range of desserts, which, apart from their

NEW PRODUCTS

excellent taste are characterized by quick and easy preparation in just five minutes without cooking.

Understanding the specific needs and habits of consumers, Dolcela also brings new products within the category of cake mixes: Dolcela Mini Pavlova 180 g, Dolcela Pancakes 200 g, Dolcela Fritters 250 g and Dolcela Husar cookies 300 g. The products are high quality, allow quick and easy preparation and guarantee that the desserts will succeed, look appealing and be delicious.

The Podravka flour range is rounded off with a new flour mix for fritters and donuts.

SNACK AND BEVERAGES

During 2021, the Kviki brand expanded its range with Kviki mini sticks with chia seeds 90g. This product is characterized by the presence of very popular chia seeds, which give additional crunchines to the product. Mini sticks are baked snacks, sprinkled with sea salt.

Digital *innovations*

Podravka monitors trends in the digital part of its business, carefully listening to the needs and wishes of its (potential) consumers. The year of the beginning of the pandemic was marked by a large migration of consumers to *online* media, and in 2021 it showed that the vast majority remained there. Many other businesses joined the migration to *online* media and this trend will continue in the future as more and more consumers also choose a lifestyle that is primarily digital. What was a necessity in 2020, and that is the availability of products and services online, in 2021 has become a proactive and common practice for consumers and for business processes for companies.

In such a combination of circumstances, Podravka's brands had to show not only resistance to the pandemic but also understanding and flexibility towards consumers, with increasingly clear outlines of the digital future of brands. The year 2021 is a year of great, visible changes in which the goal was to keep the consumer/customer at the centre of what is being done and to strengthen brand trust in various *online* communication tactics. In this context, we actively worked on increasing the *online* presence of brands and opened 17 new profiles on social networks and new websites.

A new Coolinarika was launched, and the event was accompanied by a campaign under the creative title "*Easier to think of than to cook*", suggesting the functionalities of the new Coolinarika that easily and intuitively leads the user to exactly the recipe he/she needs. In addition to Croatia, the markets of Serbia and Bosnia and Herzegovina also participated in this exclusively digital campaign, inviting creativity focused on stories about everyday situations related to the preparation of dishes that everyone can identify with and that evoke emotion. Regional influencers were also involved in the campaign, and through them Coolinarika presented itself for the first time on the social network TikTok. The new Coolinarika, redesigned as a progressive web application, puts the user in the main focus i.e. his/her eating habits and needs. The smart algorithm, Taste Machine, creates a so-called "taste profile" for each user, following his/her movement through the website and allowing personalization of content by understanding individual needs. It offers an easy and almost intuitive approach to exactly the recipe the consumer needs. The new Coolinarika has 264,000 registered users, which is an increase of 28% compared to the year before. Also, in 2021, the Coolinarika Video Baker application project was launched as an extension of the Coolinarika brand. It is a mobile application that enables current and new users to easily and quickly create video recipes, publish them within the application and share them on Coolinarika.com as well as on social networks. The goal of the project is to attract new generations to the Coolinarika brand in a fun and interesting way.

Last year, integrated communication was made through 360° access in the campaign "Podravka zimnica (winter preserves) - when you play it safe", and whose results (300,000 views on YouTube, reach up to 740,000 users on Facebook and

DIGITAL INNOVATIONS

Instagram and almost 5 million views) confirm the success of the project.

Lino has stepped out of its current *online* communication with video interviews with young athletes, and the humorous Eva Instagram filter delighted younger audiences in the summer months. Vegeta continued to show that it is 100% original and prepared the AR (augmented reality) filter of the *Dugačke kuhače (Long ladle)*.

Awards *and recognitions*

ZAGREB STOCK EXCHANGE AWARDS PRESENTED: PODRAVKA SHARE DECLARED "TOP TURNOVER SHARE"

The tenth Zagreb Stock Exchange Awards was highly successful for Podravka: the Podravka share was declared the "Top turnover share". This category takes into account statistical indicators during the year and share turnover on the capital market.

While receiving the award for the "Top turnover share", the President of the Management Board of Podravka, Martina Dalić, PhD congratulated the Zagreb Stock Exchange on the impressive 30th anniversary and all participants in the capital market and added: "I thank all the investors who last year expressed confidence in Podravka's share, which has been listed on the Stock Exchange for 22 years. I believe that in that period it also contributed to the growth and development of the Stock Exchange. I would also like to thank my colleagues from the Management Board and all Podravka employees who provided the results and business events that investors recognized not only in this turnover, but also in the growth of Podravka's share price over the past year".

In addition to awards in the category "Top turnover share", Podravka was nominated for "Share of the year" an award chosen by the public, upon proposal of the Zagreb Stock Exchange Awards Committee, which consists of financial experts.

AWARDS AND RECOGNITIONS

As part of the Zagreb Stock Exchange Awards, Podravka was recognised by PwC (Pricewaterhouse-Coopers) - a multinational network of professional services companies, as one of the most transparent companies that is to say a company that continuously stands out with open and transparent communication about its business.

PODRAVKA WON 12 SUPERIOR TASTE AWARDS – PRESTIGIOUS AWARDS IN THE WORLD FOOD SEGMENT

In 2021, Podravka continued its longstanding success with new accomplishments at the international quality assessment, Superior Taste Award, in Brussels. An impressive number of 12 products won medals at this prestigious award in the world food segment. It is universal recognition of the excellence of taste and official confirmation of quality.

The most outstanding success, three gold stars, was achieved by Podravka's new products, Fant for tortillas and Majstor Panceta. Majstor Panceta is created at 950 meters above sea level during 95 days of salting, smoking, drying and ripening. Fant for tortillas is a new product from the Fant international line, created for quick and easy preparation of this famous Mexican dish and contains no flavour enhancers.

Vegeta Maestro smoked paprika, Eva tuna fillets in olive oil, Majstor Zdenka grilled sausage, Majstor Špinatka grilled sausage and Majstor Dalmatian prosciutto were awarded two gold stars each.

Vegeta Natur liquid seasoning, Eva delicates sardines with rosemary and sea salt, Majstor Pepica grill sausage, Green Beast Burger (plant-based burger) and Podravka beef goulash won one gold star each.

AWARDS AND RECOGNITIONS

The Superior Taste Award is given by the Brussels-based International Taste & Quality Institute, and companies from more than 120 countries compete for this prestigious award. The medals are awarded by a jury of more than 200 members from 20 countries, including top world chefs and sommeliers. The evaluation process includes sensory evaluation by the method of blind tasting, with a focus on the intensity of the taste of the product itself, without comparison with other products. Particular importance is attached to the assessment of the aroma, texture and appearance of the product.

Podravka has been participating since 2008, and to date its products have won as many as 148 Superior Taste Award medals.

NEW COOLINARIKA WON THE MIXX AWARD FOR BEST WEBSITE

Coolinarika, in cooperation with the digital agency Human, won the prestigious MIXX award in the Best Website category. With the launch of the new site in early 2021, the most important event for Coolinarika is the MIXX award for the best website in the Best Website category.

MIXX is a competition that, according to the international license of the IAB (Interactive Advertising Bureau), awards the best digital projects in the country at the Communication Days festival.

At the awards ceremony, which took place on 14 June 2021 as part of the festival, awards were presented to the best digital projects in the field of marketing communications.

“We are extremely proud that the expert jury recognized Podravka’s Coolinarika as the best website

AWARDS AND RECOGNITIONS

that is a truly intuitive personal assistant in the culinary adventures of our customers across the region," said Tanja Gligorović, director of Digital Communications after receiving the award. She added that Coolinarika continues its rise as a leader in digital trends in the culinary world.

After more than ten years since the last redesign, Coolinarika has undergone a conceptual change that responds to challenges of the digital age and the needs of users, and thus continues to provide answers to everyday questions about what and how to cook.

In collaboration with the agency Human, with more than a year of work on the project, it has become a progressive web application (PWA) - a website adapted for mobile devices as a natural response to the needs of smartphone users.

A simple, fast and smart application that meets all the culinary needs of visitors with a personalized approach has deservedly become the owner of the esteemed MIXX statue.

At the same event, as many as five Podravka projects were placed in the finals amongst digital works of the highest quality. In addition to the new Coolinarika, these are Coolinarika Social - COVID edition in the Best Social category, Coolinarika Taste Machine in the Best Tech & Innovation category, and the digital campaigns "Podravka Beans" and "A Parcel with a Heart".

ACCORDING TO CONSUMER CHOICE, PODRAVKA BECAME "LEADER OF SUSTAINABLE DEVELOPMENT 2021"

Podravka is the winner of a new award - "Leader of Sustainable Development 2021". This was decided by consumers who participated in a survey conducted in November 2021 on a national representative sample by the renowned market research agency, Hendal.

Thus, Podravka is recognized by a large number of respondents as a company that has a positive impact on society and the environment and is thus ranked in the TOP 5 companies in Croatia that consumers consider socially and climatically responsible. All companies ranked in the TOP 5 also received a special trophy “Leader of Sustainable Development 2021” made of recycled material.

The research was conducted for the needs of a special issue of the Corporate Social Responsibility Report, which was published together with the issue of the magazine Lider. Companies were selected that, amongst other things, protect the environment, human rights, reduce the carbon footprint, take into account the consumption of energy and natural resources and recycle. In a survey conducted *online*, the results showed that consumers remember and recognize the responsible practices of companies. Respondents had the freedom to give their answers and listed the companies they thought operate in a responsible manner.

According to the research, the results suggest that citizens pay the most attention to sustainable development practices such as waste sorting and waste reduction, while placing water and other natural resources in second place. According to Lider, each of the TOP 5 companies is also a company and a separate activist who cares about climate change, ethical practices, social and gender equality and the well-being of its employees.

10

Expected development

The Supervisory Board of Podravka gave its consent to the Podravka Group's Strategic Plan for the period from 2021 to 2025 (hereinafter: Strategy). During the development of the Strategy, the current situation, historical data and the external environment of the Podravka Group were carefully analyzed.

The Strategy includes both segments of the Podravka Group, Food and Pharmaceuticals (Belupo), through three development pillars: focus on selected markets and product categories, increase of business efficiency through technological modernization and digital transformation of production and logistics processes and acquisitions. It is an integral part of the strategic document and an integrated implementation plan with clearly defined activities and associated deadlines for implementation, thereof.

The planned activities relate to investments in technical and technological modernization which include, among other things, the construction of a new logistics and distribution centre in Koprivnica and the use of renewable energy sources to increase energy efficiency. Altogether, it aims to contribute to reducing the carbon footprint of production and distribution of products, thus eliminating the negative impact of Podravka's production and packaging on the environment and harmonizing the overall operations of the Podravka Group with the highest standards of social responsibility.

The Strategy clearly defines areas for business breakthroughs that will further strengthen the Podravka Group's ability to continuously identify consumer needs and adapt even faster to changes in consumption habits, while maintaining high quality and the highest health standards of its products. In the next period, the goal of the Podravka Group is to be even closer to its customers in order to remain a reliable partner in overcoming the challenges of the modern lifestyle by offering a wide selection of high-quality products. The underlying message that will guide the Podravka Group in the next period of implementing the adopted Strategy is "Creating a delicious world. Always with a heart."

In the forthcoming period, the Food segment of the Podravka Group will place special emphasis on product development and innovation in products and packaging aimed at increasing the availability of Podravka products and adapting them to the needs and life habits of different consumer groups. The future rapid growth and development of the Food segment will be based on product categories with greater export potential such as food supplements, soups and bakeries, and with a focus on richer and more potent markets in Western and Central Europe. When it comes to the Croatian market, i.e. the markets of the Adria region, the preservation of high market positions focused on further growth will be dominant in the next period. This strategic approach is expected to significantly increase the share of Western and Central European markets in total sales revenue.

The Implementation of defined measures to increase sales efficiency, for example by opening new sales channels, a stronger presence in the gastro segment and increasing production efficiency with better management of people and processes as well further technological modernization and digitalization of production and logistics processes, will ensure the raising of efficiency to a much higher level. For the implementation of the Lean 4.0 concept, the Soup and Vegeta Factory was selected as a pilot project, with the subsequent intention of establishing the said concept within all production units.

By increasing self-sufficiency through its own agricultural production and strengthening cooperation, Podravka will in the next five years contribute to reducing import dependence and stably manage risks in the primary part of the supply chain, thus strengthening its leadership position and competitiveness.

In the part related to acquisitions, the Strategy defines the criteria for consideration and selection of the subject of acquisition. It is crucial to point out that the intention of the Podravka Group is to strengthen its presence and market position also in categories that are in the focus of further accelerated development through possible acquisitions in the Food segment.

In the next period, Pharmaceuticals (Belupo), the second segment of the Podravka Group, will focus on stronger growth in international markets, mainly Central and Eastern Europe, expanding its product portfolio in additional anatomical-therapeutic-chemical (ATC) groups and stronger domestic market growth by introducing new products. Growth will be strongly stimulated by the launch of new molecules in the prescription and over-the-counter program.

The Strategy envisages accelerating the product development process of the pharmaceutical part of the company by optimizing key processes and establishing stronger guidelines for monitoring effectiveness. By optimizing the efficiency in procurement, production and logistics capacities, we will also work on improving the operational efficiency of business operations. When it comes to the inorganic growth of the Pharmaceuticals segment, the company wants to be an active participant and proactively seek portfolio acquisitions and manufacturing partnerships.

The implementation of the adopted Strategy implies investments of around HRK 1.7 billion in modernization and digitalization of production and logistics processes, around HRK 1.4 billion in marketing for organic growth and around HRK 2 billion in acquisitions.

As part of the adopted business strategy, the Podravka Group will actively work on establishing a more advanced human resources management function in order to achieve an appropriate structure and further improve the status of employees.

The three-year business plan of the Podravka Group for the period from 2022 to 2024 was adopted, which, following the guidelines and goals set by the Strategy, elaborates all business activities of both segments of the Podravka Group, Food and Pharmaceuticals, which are planned to be implemented in the stated period.

11 Non-financial report

ESG *Report*

ESG is an acronym for three fundamental groups of goals to be achieved within sustainable development initiatives. These goals are:

- Environmental, – “E”,
- Social – “S”, and
- Corporate Governance. – “G”.

Podravka has compiled this ESG report as a separate chapter of the Annual Report, but the ESG principles are woven into every part of Podravka's operations and the Management includes them in all its decisions and business processes as an integral part of daily operations.

These goals are displayed through a series of criteria that serve as indicators of the effects of the company in relation to economically sustainable activities.

Environmental protection (E) is viewed through the impacts of the company on nature and the environment. Social (S) criteria show how the company manages its relations with employees, suppliers, customers and the community in which it operates. Corporate governance (G) refers to topics such as good management structure of the company, employee benefits, internal control systems, transparency and shareholder rights.

The ESG indicators for the Podravka Group were prepared using selected GRI Standards or parts of their content for reporting specific information. The creator of the GRI Standards is the Global Reporting Initiative (GRI), an independent international organization that helps companies and other organizations take responsibility for their economic, environmental and social impacts.

GRI Standards are the most widely, globally used reporting standards on sustainability and represent the world’s best practice of non – financial reporting. GRI Standards create a common language for all types and sizes of organizations, for the purpose of reporting their impacts on sustainability in a consistent and credible way. These Standards help organizations discover and understand their impacts in a way that meets the needs of different stakeholder groups.

The main objectives promoted by the GRI Standards are:

- The practice of public reporting by organizations on their economic, environmental and social impacts,
- Identifying significant positive or negative contributions of organizations to the goal of sustainable development,
- Global comparability and quality of non – financial information on the economic, environmental and social impacts of organizations.

Risks

RISK FACTORS

In its operations, Podravka is exposed to risks typical of economic entities operating on the domestic and foreign markets. Various internal and external factors cause risks manifested in an inability to realize the company's set goals, producing considerable impact on the financial position and operating result, respectively.

External factors relate to impacts from the environment such as economic, political, technological, social risks and risks related to changes in legal regulations. These risks may have a significant impact on the industry as a whole or individually on Podravka. Economic and political risks may effect the implementation of strategic business decisions and regular operations, whether at the level of a particular country or beyond. Technological risk refers to innovation and improvement of production processes, or the risk of obsolescence of existing production technologies. Legal regulations of individual countries such as tax legislation, market pricing restrictions, product safety, warranty claims, protection of intellectual property and trademarks, patents, market competition, employee safety and security, corporate policies, employment and labour regulations, etc., also have an impact on the capacity to achieve growth and planned profitability in a particular market. The lack of adjustment to these regulations could significantly effect expenses related to operations, as well as the company's overall reputation.

Therefore, Podravka uses both internal and external resources from various fields of expertise in order to ensure compliance with the norms that regulate specific areas. Equally, sales and other operations are under the influence of social and political events, which becomes evident in situations when companies operate in developing countries with big growth potentials on the one hand but which expose the companies to increased political, economic and social risks on the other.

In addition to these external factors, Podravka is exposed to various internal risk factors. However, a company has greater ability to influence internal factors than external ones, through its regular business policies and decisions as well as procedures.

Podravka's activities in the area of risk management continued to focus on developing the Enterprise Risk Management project; ERM. This project refers to the process of integrated analyses and reports on key risks that the company is exposed to, identifying potential events which can have negative effects on the company's business results and managing the identified risks. The Treasury department of Podravka Inc. is in charge of the management and supervision of the ERM project, and it is performed in cooperation with other organizational units and related companies of the Podravka Group. All the risks can be additionally divided into insurable and uninsurable. Insurable risks are managed by the Insurance division within the Treasury department, and together

RISKS

with uninsurable risks they undergo the analysis and reporting process within the ERM project. The project aims at building a more efficient risk culture, implying that every business activity holder involved in the project also takes on the role of a "*risk manager*".

FINANCIAL RISK

In the course of its business operations, Podravka is exposed to various financial risks, especially currency, interest rate and price risk, and in addition to the aforementioned financial risks, significant risks are credit risk and liquidity risk. Currency, interest rate and credit risk management are performed by the Treasury sector and finance departments of individual companies within the Group, together with active management of excess liquidity investment and active management of financial assets and liabilities.

An integral part of the overall "*Enterprise risk management*" project is the *Escalation procedure for managing financial risks*. The purpose of this procedure is to ensure that the Management is informed of critical events that may jeopardize profitability or cause a significant loss of funds while these critical events are still in their early stages. This allows for timely decision-making on specific business activities for the purpose of efficiently managing critical events.

CURRENCY RISK

Podravka conducts certain transactions in foreign currencies and is therefore, exposed to the risk of exchange rate fluctuations. The most significant exposure to changes in exchange rates of the Croatian kuna during 2021 was in relation to EUR, USD, PLN, AUD, HUF and RUB.

Currency risks arise from operations of related companies in foreign markets and the procurement of raw materials in the international market, which is largely performed in EUR and USD. Likewise, a significant portion of Podravka Group's borrowings is denominated in EUR. During 2021, the exchange rate of the Croatian kuna against the Euro was less volatile than in 2020, when it was under a strong influence of market conditions as a result of the pandemic caused by the COVID-19 disease, although it still remains at a higher level compared to the prior pandemic year.

During 2021, Podravka continued to apply the model of managing transaction currency risk called "*Layer hedging*". This model is applied to the following basket of currencies: USD, AUD, CAD, RUB, CZK, HUF and PLN. The integral parts of the model include the identification of risk sources and exposure measurement (using the Monte Carlo method of Value at Risk simulation), process of contracting derivative financial instruments for hedging purposes and the control and reporting systems. Additionally, within the model, exposure limit parameters were set which are triggers for contracting the prescribed hedge levels. Using the Bloomberg terminal, macroeconomic projections are regularly monitored and derivative financial instruments for currency risk management are contracted. Also, the inflows from related companies, whenever possible, are forwarded to Podravka Inc. in the domestic currency of the country where the related company operates. This way the currency risk is largely transferred from related companies to Podravka Inc. that adjusts these cash inflows with outflows, respectively using "natural hedging" and thus reducing the overall exposure to currency risk and contracting derivative financial instruments for the remaining amount of net cash flow at central level.

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During 2021, Podravka Inc. concluded *fx forward* transactions for managing exchange rate risks for AUD, CAD, USD, HUF and PLN. Due to the exchange rate regime implemented by the Croatian National Bank, derivative financial instruments were not contracted for the exposure of the Croatian kuna exchange rate against the Euro

INTEREST RISK

Podravka continuously monitors all changes and projections of interest rates in order to promptly react, if necessary. As fixed interest rates have been contracted for the majority of Podravka's debts, Podravka is not significantly exposed to any interest rate risk.

CREDIT RISK AND RISK OF THE DEBT COLLECTION

Credit risk is the risk of non-payment, i.e. non-compliance with contractual obligations by the customers which may cause possible financial loss to the company.

Podravka enters into business relations with creditworthy customers, securing receivables as needed, in order to reduce the risk of financial loss as a result of non-fulfilment of contractual liabilities. The exposure of Podravka on the basis of incurred receivables as well as the credit ratings of other counterparties are continuously monitored.

Following the course of the extraordinary administration procedure over the companies of the Agrokor Group based in Croatia and their takeover from the Fortenova Group, Podravka has continued its business cooperation with the companies of the Fortenova Group, regularly monitoring the state of receivables and exposures.

Business cooperation with new customers begins or continues with current ones with payment deferred after all company's parameters for credit rating assessment have been met. Receivables are analysed on a weekly basis and necessary measures are taken regarding their collection.

Protection measures are defined based on financial indicators for individual customers, using several services where the required information is available (financial statements, credit ratings etc.). The company's exposure analysis and credit exposure are monitored and controlled through credit limits set by the company and insurer, which are continuously revised and adjusted, if appropriate.

Depending on the needs and collection status of receivables on particular markets, during 2021, Podravka contracted insurance of receivables for a selected group of markets. The company secured receivables for the markets of the Republic of Croatia, Turkey, Qatar, Belarus, Ukraine, the United Arab Emirates, Saudi Arabia, Oman, Kuwait, Egypt, Japan and Kenya.

During 2021, the Podravka did not have any significant claims related to the collection of receivables.

LIQUIDITY RISK

Podravka manages liquidity risk by maintaining optimal amounts of funds on accounts, with adequate sources of financing from available credit lines, in order to more efficiently manage short-term and long-term financing requirements and ensure the necessary liquidity.

Continuous Podravka's cash flow management, through regular monitoring of overdue trade

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receivables and liabilities to suppliers, banks and other financial institutions, enables timely provision of an acceptable level of liquidity necessary for maintaining regular operations of Podravka.

Cash flow planning is performed at the level of all companies within the Podravka Group, including guidelines set by Podravka Inc., whose goal is to regularly settle all debts and harmonize other contractual relationships.

Additional efforts in cash flow planning at the level of all related companies made in previous periods continued in 2021, which resulted in additional optimization of Podravka's liquidity.

PRICE RISK

The cost of raw materials and supplies is subject to changes in market prices and can play a significant role in the cost of finished products. Price volatility in the agri-food raw materials market is particularly evident because this market is one of the most sensitive markets in the modern world. The risk of unavailability of commodities due to increasing adverse weather conditions caused by climate change (years of drought, floods, etc.), the occurrence of disease in livestock (African swine fever), political or social unrest in some countries and the current pandemic caused by the COVID-19 disease have a significant impact on the increase of input prices.

In order to mitigate these impacts, Podravka is working to develop partnerships with long-standing suppliers and at the same time develop relationships with new suppliers in the targeted EU and third-country markets. Timely contracting, consolidation of supply volumes to strengthen market positions, inventory management of raw materials and finished products, equal risk distribution to suppliers, optimization of material specifications, introduction of replacement raw materials and alternative supplies and active implementation of *commodity risk management* are some of the activities that have been successfully implemented for the purpose of better price trends assessment and reducing the risk of market price volatility.

CLIMATE RELATED RISK

Food manufacturing, the main business activity of Podravka Inc., is not eligible according to The EU Taxonomy Climate Delegated Act, meaning both business activities doesn't have significant negative effect on climate as production processes don't emit large amounts of Greenhouse Gases). Environment protection is one of Podravka's priorities and is implemented throughout the principles of sustainable development and clean production. All of the activities have to be aligned with national legal framework regarding environment protection as well as regulations of the country in which the company operates. In case of non-existing of own legal framework, international standards apply. Podravka is obliged to rational use of best sources of energy and raw material, waste management and constant prevention of negative influence on the environment, for production and for its products and services. According to Environment Protection Policy, Podravka takes actions in its own environment as well, where finding integral solutions for Greenhouse Gas emission reduction is one of the goals set in the Policy. CO_2 is the only Greenhouse Gas emitted as a result of production process, while there is no other Greenhouse Gasses emission.

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Throughout logistic and distribution part of the business (vehicle fleet) CO_2 is emitted as well as very small amounts of CH_4 and N_2O, which is visible in the difference between total CO_2 and total GHG (both data are shown in table under the section Environmental impact). Investments in vehicle fleet and purchase of new EURO VI norm vehicles resulted in decrease in CO_2 emission in 2021 in respect to comparative period. Use of renewable energy sources is increasingly represented in the production process (wood chips boiler room and photovoltaic power plant on Kalnik factory), while trough planed capital expenditures (new photovoltaic power plant in Danica factory area), the portion of use of renewable energy on the Podravka level will further increase. Investments into energy efficiency upgrade of real estates and machinery result in reduction in use of energy sources and further decrease of CO_2 emission and related negative effect on climate.

Environmental impact (criteria "E")

Environmental criteria/(in millions of HRK)	Unit	2020	2021
Total GHG CO_2 emissions (scope 1)[1]	000 t	15.3	16.5
Total GHG CO_2 emissions (scope 2)[2]	000 t	6.6	6.6
Total CO_2 Emissions (scope 1)	000 t	15.2	16.5
Total CO_2 Emissions (scope 2)	000 t	6.6	6.6
Total CO_2 Emissions from chipped wood[3]	000 t	10.2	8.9
Environmental Fines (Amount)	mil. HRK	–	–
Total Energy Consumption	000 MWh	124.7	128.3
Renewable Energy Use	000 MWh	25.9	22.5
Electricity Used	000 MWh	28.6	28.4
Fuel Used – Coal/Lignite	000 t	0.0	0.0
Fuel Used – Natural Gas	000 m^3	5,964.1	6,183.8
Fuel Used – Crude Oil/Diesel	000 m^3	1.5	1.6
Self Generated Renewable Electricity	000 MWh	0.7	0.7
Total Renewables Energy Production	000 MWh	25.9	22.5
Total Power Generated	000 MWh	25.9	22.5
Total Waste	000 t	4.2	4.0
Hazardous Waste	000 t	0.0	0.1
Waste Recycled	000 t	1.5	1.5
Total Water Use	000 m^3	576.9	530.4
% Water Recirculated	Percentage	12.5%	11.7%
Total Water Recirculated	000 m^3	72.3	61.8
Discharges to water	000 m^3	0.0	0.0
Activities negatively affecting biodiversity-sensitive areas	Yes/No	No	No
Environment Protection Policy[4]	Yes/No	Yes	Yes

[1] For GHG scope 2 the GHG Emission Calculation Tool has been used, provided by GHG Protocol Organization (https://ghgprotocol.org/calculation-tools). [2] Electricity distributors provide data only for CO_2 emission in production process of the electricity they distribute, data for other GHG emission and related emission coefficient are not available. [3] Chipped wood is CO_2 neutral fuel and is excluded from criteria Total CO_2 Emissions (scope 1). [4] https://www.podravka.com/responsibility/consumers/environment/environment-protection-policy/

ENVIRONMENTAL IMPACT (CRITERIA "E")

Podravka continuously develops and improves processes, products and services, aiming to reduce the negative impact on the environment. The basis of all activities in the field of environmental protection is the Environmental Protection Policy, the backbone of which are guidelines for continuous improvement and reduction of all types of pollution. By implementing the Environmental Policy, the company strives to manage all resources in a responsible and productive manner.

It is increasingly difficult to rely on uncertain sources of primary raw materials – vegetables, fruits and cereals because, due to extreme climatic conditions in recent years, it is not possible to produce sufficient quantities of quality raw materials in the environment that would be safe and affordable. For this reason, certain measures have been taken to adapt to climate change, including the installation of irrigation systems on production areas, construction of a system of drainage of excess rainwater from endangered production areas, reduction of pesticides and mineral fertilizers in agricultural production, implementation of organic green fertilizers on agricultural land, minimal invasive cultivation technology and installation of meteorological sensors on agricultural areas in order to monitor climatic parameters and for timely intervention in crops.

In this context, waste is treated in accordance with legal regulations, respecting the hierarchy of waste management and following the global trend in waste management which relies on circular economy. In 2021, the amount of municipal waste produced decreased by 3.1% compared to the previous year, while the amount of hazardous waste produced in 2021 increased. Hazardous waste in the context of Podravka refers to packaging made of chemicals, electronic waste, waste chemicals, waste lubricating oils, insulating material, fluorescent tubes and similar. The reason for the increase in hazardous waste in 2021 is the complete cleaning of the separator at the location of the Baby Food and Cream Spreads Factory for the purpose of testing the watertightness of the drainage system. Also, according to the valid legal regulations and water permits, the treatment and pre-treatment of wastewater of Podravka Inc. was performed. Also, Podravka's ETS team contributes to the timely fulfillment of legal obligations and the submission of emission allowances to the Union Registry and regularly performs service and control of the permeability of all cooling devices through authorized repairers. Regarding emissions of harmful substances into water, Podravka does not have emissions of priority substances in accordance with Directive 2000/60 / EC, and the mentioned priority substances are not components of Podravka Water Licenses indicator.

Furthermore, at the end of 2021, the construction of the solar power plant Podravka – Danica 1 began, which will have a connection capacity of 2.4 MW. The mentioned project applied for the Rural Development Program of Measures 4.2.2. Use of renewable energy sources and is co-financed with 50% of the total investment. The power plant will be put into permanent operation in 2022, and the projected annual production is 3,244.42 MWh. It is important to point out that photovoltaic solar power plants do not emit pollutants into the environment, unlike fossil fuel power plants, and will contribute to reducing the carbon footprint. Thanks to the solar power plant, up to 40% of the electricity consumption of the Soup and Vegeta Factory, the Baby Food Factory and the Meat Products and Cured Meat Products Factory will be from renewable sources.

ENVIRONMENTAL IMPACT (CRITERIA "E")

So far, Podravka has invested significant funds in increasing energy efficiency, and thus in reducing CO_2 emissions. In 2021, 22,475.66 MWh of energy was produced from renewable energy sources, of which 721.39 MWh refers to electricity produced in the photovoltaic solar power plant at the Kalnik factory, and 21,955.95 MWh refers to energy produced in the boiler room for producing steam on biomass (wood chips). The photovoltaic solar power plant Kalnik has a total connected power of 350kW, and the produced electricity is used for own needs (519.61 MWh in 2021), while unused energy (201.78 MWh in 2021) is sold to the electricity grid.

The boiler room for the production of steam on biomass (wood chips), was put into operation in December 2017 and to this day is in continuous operation with occasional downtime due to regular maintenance and service requirements. It is equipped with all the elements for safe and reliable operation and a flue gas treatment system (electrostatic precipitator with multicyclone) that ensures the release of minimal particles into the air.

The installed capacity of the boiler plant/furnace is 3300 kW with a maximum production of five tons of steam/hour. In conditions of regular maintenance and planned downtime (cleaning) it is possible to produce 27,000 tons/year. As the needs of consumers in the industrial zone Danica are 50,000-52,000 tons/year, the difference is produced from a steam boiler fired by natural gas.

During 2021, according to the planned service request, a major service/overhaul was performed which lasted four weeks due to certain specifics (in 2020 there was no major service due to the situation caused by COVID-19) and in that period there was no steam production from wood chips, but it was produced from a gas boiler, which led to increased consumption of natural gas compared to 2020. Wood chips belong to renewable sources of energy and CO_2 emitted during wood chip combustion has a neutral impact on the atmosphere and is not included in the calculation of direct CO_2 emissions (scope1).

In 2021, in addition to the above investments, the renovation of Podravka's office building in Koprivnica began, which includes IT and energy reconstruction and modernization that will contribute to energy efficiency and sustainability of Podravka.

During 2021, investments were made in the renewal of the vehicle fleet, bearing in mind that road transport has a significant impact on climate and climate change. Diesel consumption in 2021 increased compared to the comparable period because in 2021 there were significantly more deliveries of goods to customers compared to 2020, a specific year due to the situation caused by the COVID-19 disease.

By investing in new vehicles, the average consumption per vehicle has been reduced, but in 2021 significantly more kilometers were covered.

Direct CO_2 emissions (scope 1) in 2021 were 8.1% higher than in 2020 due to higher consumption of electricity and fuel caused by higher production in certain production facilities and higher volumes of deliveries and mileage of rolling stock. Higher CO_2 emissions in 2021 also result from higher consumption of natural gas in production due to the annual overhaul of the wood-fired

ENVIRONMENTAL IMPACT (CRITERIA "E")

boiler room, which did not exist in the comparable period and due to changes in calculation elements of the 2021 budget.

The statement of CO_2 emissions from gas is made according to the methodology for ETS plants, where the relevant thermal energy is calculated on the basis of data from the NIR, and not according to the actual supplied energy. For 2021, the lower calorific value for the conversion of thermal energy, and thus CO_2 emissions, is higher than that of 2020, and likewise higher than that of the actually supplied gas.

Podravka will continue to invest in the development and improvement of processes, products, services and further renewal of the vehicle fleet in order to reduce the negative impact on the environment.

Corporate social responsibility *(criteria "S")*

EMPLOYEE RELATIONS

The greatest strength of Podravka are its employees, and their loyalty is the foundation of the company. Therefore, in 2021, a lot of effort was invested in advancing working conditions, motivation systems, competence development, promotion and reward systems. In accordance with the Podravka Group's Strategy adopted in 2021 for the period until 2025, the same direction will be followed in terms of human capital and resource management. Through the seven key pillars of the human resources development strategy, the focus is on the transformation of the workforce through programs to retain young workers, cooperation with educational institutions and finding new sources of labour. By establishing career paths, employees will develop professionally and key positions as well as talent and successors' management programs will be accurately detected. All this will strengthen the image of a desirable employer that the companies within the Podravka Group proudly promote.

GENERAL WORKING CONDITIONS

In order to ensure the highest possible level of employee health protection and reduce health risks in the business environment to a minimum, work from home at all workplaces where business processes allow continued during 2021, due to the COVID-19 pandemic.

In order to improve the material rights of employees, the Management Board of Podravka decided to increase earnings of 3,250 employees with an investment of over HRK 21 million effected through an increase in performance for all in the tariff system, an increase in the lowest coefficients and the introduction of a monthly bonus of HRK 250. The minimal coefficients were also increased for Belupo employees.

In 2021, in accordance with the Collective Agreement of the Podravka Group, employees of Podravka and Belupo were paid an Easter bonus, holiday allowance to the maximum non-taxable amount of HRK 3,000 net and a Christmas gift for children up to 15 years of age in the amount of HRK 600. In December, a supplement in the amount of HRK 1,500 was paid as a Christmas bonus.

Podravka also adopted a number of measures to improve the status and position of employees based on good business results. Thus, in April and December, additional rewards were paid in the amount of HRK 1,250 net based on the achieved business results in 2020 and 2021, respectively. Although due to the unfavourable epidemiological situation it was not possible to organize the traditional gathering of pensioners and employees, all pensioners and employees who completed 30, 35 and 40 years of service at Podravka were provided with a package of Podravka's products to express gratitude to their long-time and former employees. A Christmas package was also delivered to pensioners in December.

CORPORATE SOCIAL RESPONSIBILITY (CRITERIA"S")

EMPLOYMENT

Podravka continued to employ during 2021, and the basic tools were calls to recruit on specialized employment portals and internal calls that enable employees to make progress within the company. Podravka employed interns with secondary and higher education and part-time and full-time workers. The majority of employments was related to professional specialist positions, workers in vocational professions and management.

New employees at Podravka Inc. are included in the induction program "Welcome to our table" to make joining the company as easy as possible.

GENDER EQUALITY

Professional equality and equal opportunity are effective instruments that turn legislative and rhetorical solutions into actual and visible results. That is why job applications at Podravka are not gender-defined and women and men are equally employed, just as they have equal opportunities for progress and advancement merely depending on their qualifications. In the past year, 43% of women advanced their careers.

Amongst the employees of Podravka Inc., a total of 46% are women and amongst employees with higher qualifications, with a master's or doctoral degree, the share of women is as high as 61%. The share of women on the Management Board is 40%, which is already in line with the EU Strategy for Gender Equality until 2025. The percentage of women on Podravka's Management Board is higher than the Croatian average, but also higher than in almost 90% of OECD and G20 member countries. With a share of 33%, Podravka is above the Croatian average of women on Supervisory Boards.

Podravka, amongst other things, is continuously working to encourage young people, especially girls and women, to commit to the STEM area, cooperating with educational institutions on projects such as "Development of innovative by-products during vegetable processing." In addition, as many as 90% of Research & Development employees are women, which further makes these occupations attractive to the younger generations of women and girls.

EDUCATION

The gaining of relevant business knowledge, further development and upgrading of the necessary business skills are continuously carried out within Podravka through numerous education and training programs, but also by encouraging further formal education. In addition to the professional training programs required by legal regulations, investments are also made in educational programs in accordance with the needs of particular units.

During 2021, employees were provided with education in the field of information technology, quality management, foreign languages, professional specialist and business knowledge, certain abilities and skills as well as attendance at professional gatherings, congresses and conferences.

Also, Podravka established an internal knowledge sharing program called "Podravka's Internal Academy" which allows the involvement of a larger number of interested employees to be educated in areas that meet real business needs by using internal sources of knowledge.

The total number of hours spent on employee education and training in 2021 amounted to 39,355, which is an increase of 3.45% compared to the comparable period. In the reporting period, Podravka spent a total of HRK 2 million on employee education and training.

TALENT MANAGEMENT

In 2021, given the new Strategy, increased ambition to achieve better results and the need to create a balance between many years of experience and knowledge of the system and a fresh view from the outside, the Management Assessment program started. This is a comprehensive standardized method for assessing managerial competencies and development needs of managers. In addition to the focus on managerial competencies, emphasis was placed on assessing the potential for growth and transformation. The assessment was performed by independent and professional partners who provided an objective and impartial view of Podravka's management. More than 40 managers passed the Management Assessment, and in 2022 the program is to continue for another 60. The expected results are the identification of managers with the highest level of potential and competencies to achieve organizational goals (promotion and nomination of successors for specific positions), group and individual reports of managerial competencies assessment and preparation of the Leadership Development program. The benefit for each participant will be individual feedback with emphasis on insight into the development of their own managerial competencies and a plan for further development within the company.

SOCIAL DIALOGUE

At the level of the Podravka Group, employees participate in decision-making through their representatives on the Workers' Council and the trade union, which promote their rights and interests towards the employer, but also through institutes of employee meetings and employee representatives on the Supervisory Board of Podravka Inc.

The Workers' Council is regularly informed every three months on all issues crucial to the socio-economic position of employees and for all decisions regarding employee matters, consultations are held before such decisions are made. During 2021, a total of 22 sessions of the Workers' Council of Podravka Inc. were held and all were attended by representatives of the employer. The covered topics were of common interest for both employer and workers, and workers' representatives are thus involved in the decision-making process regarding development plans, organizational changes, annual leave plans, labour plans, working hours allocation and termination of employment contracts.

Apart from representing workers on the Workers' Council, the Podravka Group fosters social dialogue with all three trade unions operating within the Podravka Group: the PPDIV Trade Union, the Independent Trade Union of Podravka and the Workers' Union of the Podravka Group – SINPOD. In relation to the total number of employees at Podravka Inc. as of 31 December 2021, 55.7% are union members.

The company considers employee participation in decision-making extremely important because it greatly affects the company's competitiveness. Therefore, during 2021, the President of the Management Board of Podravka, together with members of the Management Board and members of the Workers' Council participated in regular employee meetings of Podravka Inc. and Belupo Inc. at several locations: the production facilities of Danica, the Soup and Vegeta Factory together with the employees of the Baby Food and Cream Spreads Factory, the seven-storey office building for all employees in the circle (Mill Factory, Savoury Snack Factory and all units located in the headquarters' physical vicinity), the Kalnik Factory in Varaždin and at Belupo Inc.

CORPORATE SOCIAL RESPONSIBILITY

Consumers, beneficiaries of products and services, but also society in general, are becoming increasingly aware and they place corporate social responsibility high on the scale when deciding who to trust and whose products and services to choose. Also, global trends call for the integration of social responsibility into corporate governance and business strategies, and increasingly legislation as well, at the national level and at the level of the European Union and the world.

Podravka has been promoting social responsibility since its inception. Podravka is responsible employer and active member of the communities in which they operate, and the promotion of corporate social responsibility is one of the most important principles, woven into every part of business.

During 2021, Podravka implemented a number of socially responsible initiatives and projects, many of which are just a continuation of previous longstanding engagements. Long-term cooperation refers to cooperation with the Croatian Red Cross, various humanitarian associations, cultural and artistic projects, sports clubs, children and youth organisations, as well as projects aimed at preserving the environment and those promoting excellence in various segments of society and contribute to improving the quality of life in the immediate community.

As the COVID-19 disease pandemic continued last year, Podravka once again acted as a partner to the community. The Koprivnica General Hospital was donated with two AIRVO 2 devices for high oxygen flow therapy, needed for the treatment of patients during the pandemic.

Due to the earthquake that hit the Sisak-Moslavina County at the end of 2020 and left long-term consequences that are still being remedied, Podravka has on several occasions in various ways helped the areas affected by the earthquake. Apart from being one of the first companies to organize help for the victims, products were donated and Podravka's culinary promoters prepared cooked meals in the first weeks in the earthquake-affected areas. Together with volunteers, Podravka donated Lino packages to the youngest who remained in the devastated and destroyed houses. And in order to repair the damaged buildings as soon as possible, members of the Podravka Voluntary Fire Brigade helped with the construction work in the Glina area and donated aid in the form of firefighting equipment. In December, during the season of giving, Podravka again visited the youngest and donated the Bubamara Kindergarten from Glina, but also helped the Croatian Red Cross prepare aid packages for their beneficiaries from the areas affected by the earthquake at the end of 2020.

In addition to helping the community through donations, Podravka also takes care of the community's environment, so in 2021 projects were prepared aimed at reducing the damaging impact on the environment. Reconstruction and renovation of Podravka's office building, which began in October, will lead to a higher energy class of the facility, reduce energy consumption and contribute to usability and sustainability. In 2021, the project of building Podravka's 2.4 MW solar power plant at the Danica business zone in Koprivnica began. The first phase refers to the approval of HRK 5.1 million in grants from EU funds. The construction of a solar power plant will lead to significant savings in the cost of electricity from conventional sources for the needs of Podravka's factories, but also to a positive impact on the environment by reducing CO_2 emissions. Also, Podravka's Kalnik factory was granted HRK 19.4 million from EU funds for production modernization, which will, among other things, contribute to effective environmental protection.

Many of the projects and initiatives that took place during 2021 will continue in the coming years and Podravka's operations will continue to focus on preserving the communities and environments in which operates.

In 2021, Podravka donated HRK 9.9 million to community granting and financing, which is an increase of more than 10.6% compared to the year 2020.

SUPPLY CHAIN

Supply Category Management and Supplier Relationship Management are the basic principles of Podravka's supply chain.

The entire procurement range of Podravka is segmented into procurement categories for which procurement strategies, initiatives and tasks for their implementation are carefully targeted. Depending on the specifics of individual procurement categories, annual, semi-annual or monthly tenders are conducted and/or bids are sought from potential partners in the global market through targeted market research and close monitoring of competition. In order to ensure transparency of the procurement processes and to increase the efficiency of the procurement function, sophisticated eProcurement tools are used, and continuous digitalization of the procurement function is one of a number of key levers for the permanent development of Podravka's Procurement.

Supplier Relationship Management is of strategic importance for Podravka. Segmentation and a differentiated approach to suppliers with regard to their contribution to creating added value for the company, significantly contributes to business success. Creating partnerships with key suppliers is one of the main goals of the supply chain because partnership ensures security of supply, better use of resources and reduced operating costs, which ultimately leads to increased competitiveness of the company. During 2021, the focus was placed on local suppliers and suppliers with whom the company nurtures good partner relations, which in a situation of significant disruptions in the agri-food market, especially in the context of the COVID-19 pandemic and global supply chain disruption, offers security of prompt product delivery in both the required quantity and contracted quality.

In 2021, Podravka traded with 2,781 suppliers of which 2,248 are suppliers from Croatia. Respecting the high quality standards of input raw materials and supplies and the required level of technical and technological equipment of the approved suppliers, Podravka conducts business with direct manufacturers, primary producers, small crafts, family farms, veterans' associations, subcontractors, distributors, wholesalers and large multinational companies.

CERTIFICATION OF THE MANAGEMENT SYSTEM

Quality assurance, ensuring the needs of consumers and product innovation are the main guiding principles of Podravka's product placement.
In order to enable all this, Podravka invests in quality control in each segment of the production process and seeks additional confirmation from

CORPORATE SOCIAL RESPONSIBILITY (CRITERIA"S")

third parties. Thus, during 2021, external audits conducted by authorized certification companies and organizations confirmed the compliance of Podravka's products with the following international standards:

Item no.	Standard	Locations	Authorised authority
1	ISO 9001:2015 Quality management system	1) Podravka Inc.	Certification authority SGS
2	HACCP according to Codex Alimentarius	1) Podravka Inc. 2) Mirna Inc.	Certification authority SGS
3	IFS Food, Version 6.1 International Featured Standards - Food	1) Podravka Inc., Soup & Vegeta Factory 2) Podravka Inc., Baby Food & Cream Spreads Factory 3) Podravka Inc., Production of semi-finished and ready meals 4) Podravka Inc., Kalnik Factory	Certification authority SGS
		5) Mirna Inc., Rovinj	Certification authority SGS
3a	IFS Food, Version 7 International Featured Standards - Food	6) Podravka Inc., Production Danica	Certification authority SGS
4	BRC, Issue 8 (British Retail Consortium) Global Standard for Food Safety	1) Podravka Inc., Soup & Vegeta Factory 2) Podravka Inc., Baby Food & Cream Spreads Factory	Certification authority SGS
5	HALAL	1) Podravka Inc., Production Danica 2) Podravka Inc., Soup & Vegeta Factory 3) Podravka Inc., Baby Food & Cream Spreads Factory 4) Podravka Inc., Factory Kalnik 5) Podravka Inc., Fruit Factory 6) Podravka Inc., Savoury Snacks Factory	Halal Quality Certification Centre
		7) Mirna Inc., Rovinj	Halal Quality Certification Centre
6	KOSHER	1) Podravka Inc., Kalnik Factory 2) Podravka Inc., Soups & Vegeta Factory 3) Podravka Inc., Fruit Factory 4) Podravka Inc., Savoury Snacks Factory 5) Podravka Inc., Mill	Rabin Kotel Da-Don
7	BIO * list of BIO products is available on certificates	1) Podravka Inc.	Bio Garantie
8	AOECS The AOECS Standard for Gluten-Free Foods	1) Podravka Inc., Savoury Snacks Factory	Certification authority SGS

CORPORATE SOCIAL RESPONSIBILITY (CRITERIA "S")

Item no.	Standard	Locations	Authorised authority
9	VEGAN European Vegetarian label * list of BIO products is available on certificates	1) Podravka Inc., Factory Kalnik 2) Podravka Inc., Savoury Snacks Factory 3) Podravka Inc., Soups and Vegeta Factory 4) Podravka Inc., Production Danica	Udruga Prijatelji životinja *(Friends of Animals Association)*
10	RSPO Supply Chain Certification Standard	1) Podravka Inc., Soup & Vegeta Factory 2) Podravka Inc., Baby Food & Cream Spreads Factory	Certification authority SGS
11	ISO 27001:2013 Information safety management system	Podravka Inc.	Certification authority SGS
12	ISO 45001:2018 Occupational health and health management system	Podravka Inc., Koprivnica Soups & Vegeta Factory	Certification authority SGS

PRECAUTIONARY APPROACH

By applying the concept of risk-based thinking through an integrated management system in Podravka, a culture of proactive, preventive action is established, thus resulting in an improved system of company management. Podravka applies a precautionary approach to protect the health of its employees and people in general, by eliminating potential dangers of real and irreparable damage to human health.

Therefore, Podravka refers employees working under special working conditions to regular medical examinations at occupational medicine clinics. Employees are able to exercise the right to use the Supplementary Health Insurance Program, which includes preventive medical examinations once a year and curative care as needed.

High standards of the food safety and quality management system are continuously implemented and improved by ensuring the production of high quality and safe products for consumption to all consumers throughout the chain: from the procurement of the highest quality raw materials to the distribution of finished products to consumers. We are working to raise awareness of the food safety culture at all levels of the company by raising awareness and educating employees, suppliers, service providers and other stakeholders.

New products are being developed for both the benefit of human health and quality of life, in terms of ingredient quality, packaging, price and environmental impact, as well as nutritionally balanced products aimed at human health and enriched with positive nutrients (vitamins, minerals, dietary fiber, probiotics), and for specific groups (infants, young children). At the same time, the existing products are being reformulated, especially in terms of replacing or reducing negative nutrients (salt, sugar, fats), and this is communicated to the consumer through clearer nutritional labelling. Education on proper and balanced nutrition takes place internally for our employees and externally for all age groups and social and educational structures.

CORPORATE SOCIAL RESPONSIBILITY (CRITERIA“S”)

The company also applies a precautionary approach to reduce and avoid negative environmental impacts. Thus, the by-products of processing are extensively used and investments are made in new, “green” food processing technologies (ecological treatment of raw materials with nitrogen, reduction of harmful emissions, reduction of waste, reduction of water consumption, efficient use of resources).
It increases the capacity of own technological resources by developing innovative products and investing in new technologies, and continuously improves efficient waste management by reducing the dissipation of supplies and raw materials, streamlining the use of consumables and educating employees.

CORPORATE SOCIAL RESPONSIBILITY (CRITERIA"S")

Social criteria – Social / (in millions of HRK)	Unit	2020	2021
Employee Protection / Whistle Blower Policy[1]	Yes/No	Yes	Yes
Community spending	mil. HRK	9.0	9.9
Political donations	mil. HRK	0.0	0.0
Human Rights Policy[1]	Yes/No	Yes	Yes
Policy Against Child Labor[1]	Yes/No	Yes	Yes
Quality Assurance and Recall Policy[2]	Yes/No	Yes	Yes
Equal Opportunity Policy[1]	Yes/No	Yes	Yes
Fair Remuneration Policy[1]	Yes/No	Yes	Yes
Business Ethics Policy[1]	Yes/No	Yes	Yes
Anti-Bribery Ethics Policy[1]	Yes/No	Yes	Yes
Occupational Health and Safety Policy[3]	Yes/No	Yes	Yes
Remuneration policy[4]	Yes/No	No	Yes
UN Global Compact Signatory[5]	Yes/No	No	No
Total number of employees as at 31.12.2021	Number	3,154	3,185
Number of women employed as at 31.12.2021	Number	1,462	1,475
Employee Average Age as at 31.12.2021	Number	46.0	48.0
% Disabled in Workforce as at 31.12.2021	Percentage	1.8%	2.4%
Unadjusted Gender Pay Gap[6]	Percentage	4.9%	4.3%
Lost working hours due to work-related injuries	Number of hours	8,488.0	15,992.0
Number of work-related injuries	Number	57	53
Rate of fatalities as a result of work-related injuries	Number	0	0
Rate of work-related injuries that resulted with lost working hours	Number	11.7	10.5
Rate of recordable work-related injuries	Number	12.8	15.7
Rate of high-consequence work-related injuries	Number	1.7	2.1
Employee Turnover %	Percentage	4.3%	4.2%
% Employees Unionized	Percentage	56.4%	55.7%
Number of Part-Time Employees	Number	0	1
Number of Temporary Employees	Number	71	105
Number of Contractors	Number	24	18
Training Policy	Yes/No	Yes	Yes
Employee Training Cost	mil. HRK	1.8	2.0
Total Hours Spent by Firm – Employee Training	Number of hours	38,041.0	39,354.7
Total number of suppliers as at 31.12.2021	Number	2,845	2,781
Total number of domestic suppliers[7]	Number	2,296	2,248
Quarterly earnings calls	Yes/No	No	No

[1] Included in Podravka Group's Code of Ethical Principles (in Croatian), available on https://www.podravka.com/investors/corporate-governance/documents / [2] Available on https://www.podravka.com/responsibility/food-quality-and-safety/food-safety/food-safety-and-quality-system-policy / [3] Available on https://www.podravka.hr/kompanija/odgovornost/politika-ohs/ (in Croatian). [4] Available in General Assembly Resolutiona 2021 at https://www.podravka.com/investors/corporate-governance/the-general-assembly / [5] Podravka Inc. is not an official signatory of the initiative but supports the initiative by implementation of all 10 UN Global Compact principles into business principles, codeces and bylaws. [6] Calculation is based on realized working hours in a way that average hourly wage for women employees has been calculatds as well as average hourly wage for men employees (hourly wage include total taxable and non-taxable employee benefits, severance payments are excluded) which are devided by total number of working hours paid by employer. [7] Suppliers from Croatia.

Corporate governance *(criteria "G")*

Governance criteria / (in millions of HRK)	Unit	2020	2021
Size of Audit Committee	Number	3	3
Audit Committee meetings in 2021	Number	7	8
Audit Committee independence	Percentage	100.0%	100.0%
Years Auditor Employed[1]	Number of years	1	1
Big 4 auditor	Yes/No	Yes	Yes
Internal Audit	Yes/No	Yes	Yes
Management Board Size as at 31.12.2021	Number	5	5
Management Board Age Range as at 31.12.2021	Number	46 – 56	47 – 57
Management Board Average Age as at 31.12.2021	Number	50	52
% of Board Members that are Women	Percentage	20.0%	40.0%
Former CEO or its Equivalent in Supervisory Board	Yes/No	No	No
Chief Executive Officer Tenure as at 31.12.2021	Number of years	3	1
Chief Financial Officer Tenure as at 31.12.2021	Number of years	3	4
Last Chief Executive Officer Start Date	Date	24/02/2017	04/02/2021
Last Chief Financial Officer Start Date[2]	Date	01/05/2017	01/05/2017
Number of Bord meetings in 2021	Number	40	57
Bord meeting attendance	Percentage	99.0%	99.3%
Average Supervisory Board Tenure as at 31.12.2020	Number of years	5	5
Supervisory Board diversity as at 31.12.2021	Number of women / number of men	4 women / 5 men	3 women / 6 men
Supervisory Board independence[3]	Percentage	88.9%	88.9%
Number of Supervisory Bord meetings in 2021	Number	12	13
Supervisory Bord meeting attendance	Percentage	58.3%	76.9%
Number of Executives as at 31.12.2021	Number	52	50
Number of Women Executives as at 31.12.2021	Number	12	11
Average Executive Age as at 31.12.2021	Number	46	47
Executive Age Range as at 31.12.2021	Number	35 – 65	36 – 60
Dual Class Unequal Voting Rights – Common Shares	Yes/No	No	No
Unequal Voting Rights Stocks Issued Includes Pfd	Yes/No	No	No
Number Board Positions CEO Holds	Number	0	0

[1] According to Audit Committee recomendation, Supervisory Board propose a decision on Auditor appointment for the current business year and pass the proposal to General Assembly to be accepted. / [2] Podravka Inc. Management bord has 5 years tenure. / [3] Supervisory Bord member is also the representative of workers therefore is not considered as an independent member.

CORPORATE GOVERNANCE (CRITERIA "G")

EXTERNAL INITIATIVES

EXTERNAL INITIATIVES

In order to operate prudently, successfully and in a socially acceptable manner, Podravka has joined and supported various initiatives that contribute to the desired Podravka's position.

Podravka Inc. is committed to the following external initiatives:
- Corporate Governance Codex of the Croatian Financial Services Supervisory Agency (HANFA) and the Zagreb Stock Exchange
- Code of Ethics in Business of the Croatian Chamber of Commerce (HGK)
- Biotechnical Foundation of the Faculty of Food Technology and Biotechnology
- Foundation of the Croatian Chamber of Commerce of the County Chamber of Koprivnica for student scholarships
- Croatian Diversity Charter.

Podravka Inc. also supports the following voluntary external initiatives:
- OECD corporate governance guidelines
- The United Nations Global Compact, which represents the world's largest business initiative for corporate social responsibility and sustainable development
  - Podravka has integrated all 10 principles of the Global Compact into its business / codes / regulations and continues to fully support the 10 principles throughout its entire business, i.e. all its business activities.
- GFSI (Global Food Safety Initiative), founded by CIES – The Food Business Forum. Its main goal is to improve the food safety system in order to ensure consumer trust in the delivery of safe food that it achieves by issuing guidelines and criteria for GFSI recognized certification schemes IFS, BRC, SQF, GLOBALG.A.P., FSSC 22000 and others.
  - Podravka supports GFSI guidelines and criteria by being certified according to GFSI recognized food safety standards, IFS and BRC and through established company policies: Supply Chain Security Policy and Food Safety and Quality System Policy.
- Continuous strengthening of awareness on food safety culture by raising awareness of all stakeholders in the food supply chain by participating in conferences and gatherings organized by the Croatian Chamber of Commerce
- Food without GMO.

CORPORATE GOVERNANCE

In compliance with the main purpose of Podravka's business relating to ensuring sustainable business growth and the growth of value for the shareholders, the Management Board and the Supervisory Board of Podravka Inc. act in accordance with the principles of corporate governance.

Podravka Inc. as the parent company, continuously monitors reforms in the area of corporate governance and strives to constant advancement of relations with shareholders, investors and the general public, by introducing high standards in mutual communication.

Acting in compliance with effective Croatian legislation and, taking into account the OECD guidelines for corporate governance and the Corporate Governance Code by HANFA and the Zagreb Stock Exchange, Podravka Inc. was amongst the first publicly listed stock companies to prepare a Corporate Governance Code with the purpose of equalizing the rights of all shareholders and an open, professional and

CORPORATE GOVERNANCE (CRITERIA "G")

transparent approach to relations with investors and the general public.

Key principles of corporate governance that Podravka Inc. applies are as follows:
- business transparency;
- clearly defined procedures for the work of the Management Board, the Supervisory Board and its Committees and the General Assembly;
- avoiding conflict of interest;
- efficient internal control and
- efficient system of responsibility.

Podravka Inc. and all its related companies at home and abroad adhere to ethical principles and the principles of modern corporate governance.

In order to improve the quality of the corporate governance system, Podravka Inc. has also adopted a *Conflict of Interest Management Policy* which establishes mechanisms for early identification of possible conflicts of interest, prevention of their occurrence, measures to be taken in order to eliminate its consequences and for general prevention in the event of a conflict of interest.

Aware of the importance of responsible and ethical conduct in business, Podravka Inc. adopted the *Code of Business Ethics of the Podravka Group,* committing to respect ethical principles in all of its business relations and adopting the obligation to act in compliance with principles of responsibility, truthfulness, efficiency, transparency, quality, acting in good faith and respecting good business practice towards partners, the business and social environment and own employees.

Podravka Inc. continuously promotes the policy of diversity and non-discrimination. Employee diversity is one of the strengths of Podravka Inc. and all employees are equal, and any form of discrimination and harassment of employees based on bias or prejudice, such as discrimination on the basis of race or ethnicity or the colour of skin, gender, language, religion, political or other beliefs, national or social origin, property status, union membership, education, social status, marital or family status, age, health status, disability, genetic heritage, gender identity, expression or sexual orientation and any other characteristics protected by applicable regulations, is strictly forbidden.

Podravka Inc. promotes equality among all employees, and provides the same opportunity for employment, education, promotion and rewarding for all its employees.

In accordance with such policy, Podravka Inc. is a signatory to the *Croatian Diversity Charter.*

The Code of Ethics strictly prohibits corruption, bribery, extortion and any similar conduct.

Every employee has the right to inform in writing Human Resources and/or Legal Affairs about possible or committed violations or non-compliance with the Code of Ethics, which prescribes protection of employees who report violations of the Code of Ethics and prohibits sanctions or discrimination in future work.

The Code of Business Ethics of the Podravka can be found at the link https://www.podravka.hr/kompanija/investitori/korporativno-upravljanje/dokumenti/.

The Annual Consolidated Financial Statements of the Company and the Annual Report on the State of the Company are submitted as a single annual

CORPORATE GOVERNANCE (CRITERIA "G")

report of the Podravka Group, which includes the related companies of Podravka Inc.

Podravka Inc. completes two questionnaires once a year: one stating whether it has complied with the provisions of the Corporate Governance Code and from which provisions has it deviated stating the reasons (Compliance Questionnaire) and the other providing detailed information on its corporate governance practices (Questionnaire on Corporate Governance Practices). Both questionnaires are submitted to HANFA, and the Compliance Questionnaire is published on the Zagreb Stock Exchange and Podravka's website at the link *https://www.podravka.hr/kompanija/investitori/korporativno-upravljanje/dokumenti/*.

GENERAL ASSEMBLY

At the General Assembly, the shareholders get to vote in person, through their proxy or authorized person. Shareholders entered in the computer system of the Central Depository & Clearing Company Inc. who apply for participation at the General Assembly meeting seven days at the latest before the meeting, have the right to participate and vote at the General Assembly meeting.

The General Assembly can pass valid resolutions if it is represented by at least 30% (thirty percent) of the total number of shares with voting rights. The General Assembly is chaired by the president appointed by the Supervisory Board, at the proposition of the Management Board.

Shareholders, proxies and authorized persons of shareholders get the right to vote at the General Assembly meeting using voting ballots marked with the number of votes belonging to an individual General Assembly participant. All the materials related to the calling and holding of the General Assembly meeting are available on the website of Podravka Inc. at the link: *https://www.podravka.hr/kompanija/investitori/korporativno-upravljanje/glavna-skupstina/*.

MANAGEMENT SYSTEMS

BRAND MANAGEMENT

Business conditions in most markets in which Podravka operates are extremely challenging due to local, regional and global competition, but also because of the risk of a drop in spending power, strengthening of customer power and new market and consumer trends that are emerging in the environment. During 2021, the pandemic caused by the COVID-19 disease had an additional, most significant impact by continuously changing consumer behaviour and steering their shopping habits. In a situation where consumer demand is driven by external factors and security issues it is extremely price sensitive, and at the same time demanding in terms of product functionality, the success of recognizable brand-oriented companies is largely dependent on their capacity to be innovative, differentiating and at the same time price relevant.

Consumer habits, tastes and preferences are constantly changing, so Podravka is continuously faced with the need to promptly identify and anticipate them in order to adapt its products and brands, accordingly. As a result, Podravka is persistently designing and developing innovative solutions in line with the expectations of its consumers and clients, as it is one of the most important factors in the realization of sales plans and overall business results.

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Through continuous innovation within the current product range, as well as the launch of new categories and product groups, Podravka has confirmed that it is the leader in setting food trends in Croatia and beyond.

BUSINESS SEGMENT MANAGEMENT

As a company that sees the achievement of its goals through both organic and inorganic business growth, an optimal selection of the strategic segments of product categories, markets and sales channels has a significant impact on the opportunities for that growth. For that reason, Podravka pays great attention to the evaluation and decision-making regarding strategic investments and considering the opportunities that can potentially contribute to realising added value for investors. In addition, special attention is paid to monitoring and analysing the segments and markets that are estimated not to have long-term potentials for realizing the desired business results. Through acquisition activities, expansion of operations onto new markets and the development of new products, Podravka additionally internationalises its operations and diversifies its product portfolio, and thereby significantly reduces any risk of dependence on a particular product, market or business partner.

CLIENT RELATIONS MANAGEMENT

Podravka is aware of the utmost importance of developing and maintaining relationships with its clients in order to secure the desired position of products at points of sale in markets around the world.

With its marketing strategies, innovations, point-of-sales activities and plans aimed at strengthening brand recognition, Podravka acts on the intensity of product demand and thus on negotiating positions in defining the terms of business with clients.

In addition, Podravka makes efforts to ensure the best preconditions for further successful long-term growth and to avoid the erosion of profit margins by optimising the existing pricing policies and price levels in current markets.

HUMAN CAPITAL RISK MANAGEMENT

The foundation of the success of Podravka and the characteristics of its employees are business ethics and excellence, dedication to achieving goals and work, additional effort and devotion, daily commitment, growth and development. Respect and trust, as well as teamwork based on dialogue and transparency in work, are encouraged and supported and therefore form a solid foundation for continuous progress.

Through a series of proactive measures, Podravka creates an environment in which employees are deeply engaged and entirely loyal. Company recognizes and rewards individuals who achieve excellent results, show exceptional effort and encourage innovation and efficiency.

A new Human Resources strategy has been defined, with some of the main pillars being Workforce transformation and renewal and Professional development and new career options.

In addition to the above, Podravka uses a number of other proactive measures and controls to minimize potential risks.

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QUALITY ASSURANCE AND FOOD SAFETY MANAGEMENT SYSTEM

The quality and safety of Podravka's products are of priceless value for preserving the reputation of its brands, as well as the company in general. The high quality of products is guaranteed by top-quality raw materials, modern technological processes and knowledge applied in their production.

At the time of the current pandemic, Podravka further confirmed that investing in improving the food safety system is an imperative and the only right direction in which the company should follow because the food safety system has proven to be one of the key tools to reduce exposure to COVID-19.

Podravka takes special care of the health and nutritional needs of its consumers, convenience in consumption and safety of its products. Therefore, special attention is paid to defining and implementing activities that are based on the assessment of critical areas in the supply chain and production in order to protect products from contamination and counterfeiting.

Quality assurance is based on the quality control system, implementation, maintenance and development of the integrated management system that is based on norms, regulations and principles in accordance with Podravka's quality and food safety management system, as well as ongoing employee education.

All products and business processes are based on the principles of quality management, including the selection of key suppliers of raw materials in order to ensure the required quality of the finished product. Constant and systematic care regarding sanitary validity and product safety is taken, compliant to legal regulations of the Republic of Croatia, the European Union and other countries where the Group operates.

The entire business is supported by the certified Information Security Management System (ISO/IEC 27001:2013), according to which the company is committed to continuously improve the protection of Podravka's information system, which ensures continuity of all company operations.

The improvement of the company's current management system is also contributed by the certified Occupational Health and Safety Management System according to ISO 45001:2018 at corporate level and for the Soup and Vegeta Factory, which is also the basis for further development and implementation of the system in other organizational units.

INFORMATION SECURITY SYSTEM

Due to the digital transformation of business in the last few years, an exponential growth of cyberattacks has been detected. In almost all relevant reports, the risk of cyberattacks is placed at the forefront of business interruptions in the corporate environment.

In line with trends and real threats, the security of the information system is one of the key foundations of business continuity because any incident in this segment has the potential of inflicting considerable financial damage caused by the interruption of business processes in the long run.

During 2021, due to the continued SARS-COV-2 virus pandemic, work from home (remote workplace) has become the "new normal" for most employees working in jobs where this is possible. In order to support the increased demands of work from home, adequate

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capacities of the information system have been activated, and the corresponding set of documents referring to policies and work instructions had been defined and adequately communicated to all users of Podravka's information system. The occurrence of a series of *phishing* emails with Covid-19 topics was detected and users were alerted by warning posts on both the intranet and in emails.

A strong cycle of investments in advanced information system protection tools such as network traffic analyzer, automated PEN test tool and network segmentation has begun.

Despite all these challenges caused by the SARS-COV-2 virus pandemic, thanks to the intensified efforts of the Corporate and Information Security and Informatics sectors, there were no significant security incidents that would cause unavailability of the information system and consequently affect the company's business continuity.

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Financial statements

STATEMENT OF MANAGEMENT'S RESPONSIBILITIES

The Management Board is required to prepare the separate financial statements for each financial year which give a true and fair view of the financial position of the Company, and of the results of its operations and its cash flows, in accordance with applicable accounting standards, and is responsible for maintaining proper accounting records to enable the preparation of such financial statements at any time. It has a general responsibility for taking such steps as are reasonably available to it to safeguard the assets of the Company and to prevent and detect fraud and other irregularities.

The Management Board is responsible for selecting suitable accounting policies to conform with applicable accounting standards and then apply them consistently; make judgements and estimates that are reasonable and prudent; and prepare the separate financial statements on a going concern basis unless it is inappropriate to presume that the Company will continue in business. After making enquiries, the Management Board has a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. For this reason, the Management Board continues to adopt the going concern basis in preparing the separate financial statements.

The Management Board is also responsible for the preparation of the Annual report and the Statement on implementation of the corporate governance code in accordance with the Croatian Accounting Act. The Annual report and the Statement on implementation of corporate governance code are authorised and signed by the Management Board. The Management Board is responsible for the submission to the Supervisory Board of annual financial statements for the Company and the Group, following which the Supervisory Board is required to approve the annual financial statements for submission to the General Assembly of Shareholders for adoption.

The annual financial statements for the Group (the Company and its subsidiaries) are published separately and issued simultaneously with the separate financial statements.

Martina Dalić
President of the Management Board

Davor Doko
Member of the Management Board

Ljiljana Šapina
Member of the Management Board

Milan Tadić
Member of the Management Board

PODRAVKA
PREHRAMBENA INDUSTRIJA d.d.
KOPRIVNICA 173

Podravka d.d.
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Koprivnica, April 4, 2022

Building a better working world

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Independent auditor's report

To the Shareholders of Podravka d.d.

Report on the audit of the financial statements

Opinion

We have audited the financial statements of Podravka d.d. (the Company), which comprise the statement of financial position as at 31 December 2021, statement of comprehensive income, statement of cash flows and statement of changes in equity for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Company as at 31 December 2021 and of its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards as adopted by the EU (IFRS as adopted by the EU).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report.

We are independent of the Company in accordance with the International Ethics Standards Board of Accountants' (IESBA) International Code of Ethics for Professional Accountants, including International Independence Standards (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the Auditor's responsibilities for the audit of the financial statements section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying financial statements.

Key Audit Matter	How we addressed Key Audit Matter
Impairment of investments in subsidiaries and related loans Impairments of the Company's investments in subsidiaries and related loans are disclosed in Note 10 Other expenses. In addition, Note 20 Investments in subsidiaries and Note 36 Related party transactions disclose the underlying assets in the financial statements and a description of the accounting policy and key judgements and estimates are included in Note 3 Summary of significant accounting policies and Note 6 Key accounting judgements and estimates, respectively. Management annually performs impairment tests for investments in subsidiaries and related loans where indicators of impairment exists. For investments identified as such, management assesses potential impairment loss by comparing the carrying amount with the recoverable amount. Recoverable amounts are generally measured by using appropriate valuation techniques, such as present value techniques based on management's view of variables and market conditions, the timing of future operating expenditure, and the most appropriate discount and long term growth rates. Due to complexity and judgement used in the assessment of impairment indicators, and the application of valuation techniques, impairment of Company's investments in subsidiaries and related loans is considered a key audit matter.	Audit procedures included understanding of the investment impairment process and walk through of controls implemented within. We examined the methodology used by management to assess the carrying value of respective investment in subsidiaries and related loans to determine its compliance with IFRS as adopted by the EU and consistency of application. For the investments where impairment indicators were not identified by the Company, we evaluated the management's impairment indicators assessment by considering factors such as insufficient net assets, declining financial performance, or existence of any overdue loans and receivables. We evaluated the assumptions used in the current year assessment of impairment indicators and tested whether these assumptions are in line with the results achieved in the current year as well as current development in the industry and the Company's expectations for the key inputs. In respect of impairment tests performed by management, we evaluated the subsidiaries' future cash flow forecasts and the process by which they were prepared. We compared the budget inputs in the models to the approved budgets and forecast inputs in the models to management plans. We compared current year actual results with the figures included in the prior year forecasts to evaluate assumptions used. We also compared management's key assumption for long-term growth rate by comparing it to historical growth results and market data. We performed audit procedures on the mathematical integrity of the impairment models and sensitivity analysis and tested the appropriateness of discount rates used in the calculation with the assistance of the specialists. We also assessed the completeness of the impairment charges by comparing calculated impairment loss with accounting records. We also assessed on the adequacy of the relevant disclosures in the financial statements and if these are in line with the requirements of the IFRS as adopted by the EU.

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Key Audit Matter	How we addressed Key Audit Matter
Impairment of brands A description of the key judgements and estimates regarding impairment of the Company's brands are included in Note 3 Summary of significant accounting policies and Note 6 Key accounting judgements and estimates. The assets are presented in Note 16 Intangible assets. The determination of recoverable amount, being the higher of value-in-use and fair value less costs to dispose, requires management judgement in both identifying and valuing the relevant cash generating units. Recoverable amounts are generally measured by using appropriate valuation techniques, such as present value techniques based on management's view of variables and market conditions, including future price and volume growth rates, the timing of future operating expenditure, and the most appropriate discount, long term growth rates and royalty rate. Considering the above mentioned, we believe that the assessment of recoverable amounts of brands is a key audit matter.	Audit procedures included understanding of the assets impairment process and walk through of controls implemented within. We examined the methodology used by management to assess the carrying value of respective intangible assets to determine its compliance with IFRS as adopted by the EU and consistency of application. We evaluated the future cash flow forecasts and the process by which they were prepared. We compared the budget inputs in the model to the approved budgets and forecast inputs in the model to management plans. We compared current year actual results with the figures included in the prior year forecast to evaluate assumptions used. We also evaluated management's key assumption for long-term growth rate by comparing it to historical growth results. We performed audit procedures on the mathematical integrity of the impairment models and sensitivity analysis and tested the appropriateness of discount rates and royalty rates used in the calculation with the assistance of the specialists. We also assessed on the adequacy of the relevant disclosures in the financial statements and if these are in line with the requirements of the IFRS as adopted by the EU.

Key Audit Matter	How we addressed Key Audit Matter
Recognition of revenue: valuation of customer discounts, incentives and rebates As indicated in Note 3 Summary of significant accounting policies and Note 8 Sales revenue to the financial statements, the Company recognizes revenue net of volume rebates, trade discounts, returns, listing fees and various promotional and marketing activities that are integral part of contracts with customers. Revenue measurement and presentation therefore involves estimates related to such agreements or actions. At the reporting date, amounts for discounts, incentives and rebates that have been incurred and not yet paid by the customers are estimated and accrued. Due to the variety of contractual terms across the markets, management is required to monitor a large number of individual customer arrangements in order to estimate the discounts, incentives and rebates amounts at the reporting date. This is considered complex and includes risk of incorrect inclusion or non-inclusion of discounts, incentives and rebates in the current period and year-end accruals, or incorrect calculation of these amounts recorded as at the reporting date. Due to the above mentioned, measurement and presentation of these costs is considered a key audit matter due to the judgements required and the number of unique customer arrangements they relate to.	Our audit procedures included understanding of the revenue recognition process including discounts, incentives and rebates recognition and assessing compliance with the policies in terms of applicable accounting standards. We walked through and tested the operation effectiveness of the controls over revenue recognition process. Based on a sample, we assessed revenue transactions, taking place at either side of the balance sheet date as well as credit notes issued after the reporting date to evaluate whether that revenue was recognised in the correct period. We also developed an expectation of the current year sales revenue balance considering historical revenue and discounts, incentives and rebates information, compared it to the actual sales revenues and examined unexpected differences. On a sample of key customers, we inspected respective contractual terms and recalculated the amount of discounts, incentives and rebates. Where our recalculation based on contractual terms differed from management records, we obtained support for the differences to vouch their validity. We obtained customer confirmations of amounts outstanding at the reporting date for a sample of customers and gained understanding of any significant differences between customer confirmations received and the Company's accounting records. We also assessed on the adequacy of the relevant disclosures in the financial statements and if these are in line with the requirements of the IFRS as adopted by the EU.

Other information included in the Company's Annual Report for year 2021

Management is responsible for the other information. Other information consists of the information included in the Annual Report which includes the Management report and Corporate Governance Statement, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the Other information including the Management report and Corporate Governance Statement.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

With respect to the Management Report and Corporate Governance Statement, we also performed procedures required by the Accounting Act. Those procedures include considering whether the Management Report includes the disclosures required by Article 21 of the Accounting Act, and whether the Corporate Governance Statement includes the information specified in Article 22 of the Accounting Act.

Based on the procedures undertaken, to the extent we are able to assess it, we report that:

1. The information given in the enclosed Management report for the 2021 financial year are consistent, in all material respects, with the enclosed financial statements;

2. The enclosed Management report for 2021 financial year is prepared in accordance with requirements of Article 21 of the Accounting Act;

3. Corporate Governance Statement, included in the Company's annual report, includes the information referred to in Article 22., paragraph 1., items 2, 5, 6 and 7 of the Accounting Act; and

4. Elements of Corporate Governance Statement containing the information referred to in Article 22, paragraph 1, items 3 and 4 of the Accounting Act, included in the Company's annual report are prepared in accordance with requirements of the Accounting Act and are consistent, in all material respects, with the enclosed financial statements;

In addition, in the light of the knowledge and understanding of the entity and its environment obtained in the course of the audit, we are also required to report if we have identified material misstatements in the Management Report, Corporate Governance Statement and Annual report. We have nothing to report in this respect.

Responsibilities of management and Audit Committee for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with IFRS as adopted by the EU, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Audit Committee is responsible for overseeing the Company's financial reporting process.

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Auditor's responsibilities for the audit of the financial statements

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

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

We also provide Audit Committee with a statement that we have complied with relevant ethical requirements regarding independence and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with Audit Committee, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

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Report on Other Legal and Regulatory Requirements

In compliance with Article 10(2) of Regulation (EU) No. 537/2014 of the European Parliament and the Council, we provide the following information in our independent auditor's report, which is required in addition to the requirements of ISAs:

Appointment of Auditor and Period of Engagement

We were initially appointed as auditors of the Company by the General Meeting of Shareholders on 18 June 2019. Our appointment has been renewed annually by shareholder resolution, with the most recent reappointment on 29 June 2021, representing a total period of uninterrupted engagement appointment of 3 years.

Consistence with Additional Report to Audit Committee

We confirm that our audit opinion on the financial statements expressed herein is consistent with the additional report to the Audit Committee of the Company, which we issued on 4 April 2022 in accordance with Article 11 of Regulation (EU) No. 537/2014 of the European Parliament and the Council.

Provision of Non-audit Services

We declare that no prohibited non-audit services referred to in Article 5(1) of Regulation (EU) No. 537/2014 of the European Parliament and the Council were provided by us to the Company and its controlled undertakings within the European Union. In addition, there are no other non-audit services which were provided by us to the Company and its controlled undertakings and which have not been disclosed in the financial statements.

Report based on Delegated Regulation (EU) 2018/815 on supplementing Directive 2004/109/EZ of European parliament and Council related to regulatory technical standard for specification of single electronic reporting format of reporting

Independent report on the compliance of annual separate financial statements (further: financial statements) prepared pursuant to Article 462 (5) of the Capital Market Act (Official Gazette 65/18, 17/20 and 83/21) applying the requirements of the Delegated Regulation (EU) 2018 / 815 on establishing of single electronic reporting format for issuers (hereinafter: the ESEF Regulation).

We have conducted a reasonable assurance engagement on whether the financial statements, as contained in the attached electronic file cad8d20e08b08b3ddae93ad2eda419546b5a4dc44c2a38f89f636d402ae17e37, are prepared, for the purposes of public disclosure pursuant to Article 462, paragraph 5 of the Capital Market Act, in all material respects in accordance with the requirements of the ESEF Regulation.

Responsibilities of the Management and those charged with governance

Management is responsible for the preparation of the financial statements in accordance with ESEF Regulation. Furthermore, Management is responsible for maintaining an internal control system that reasonably ensures the preparation of financial statements without material non-compliances with ESEF Regulation requirements, whether due to fraud or error.

The Management is also responsible for:

- the public disclosure of financial statements in ESEF format
- selecting and using XBLR codes in accordance with ESEF regulation

Those charged with governance are responsible for overseeing the preparation of the financial statements in ESEF format as part of the financial reporting process.

Auditor's responsibilities

Our responsibility is to express a conclusion, based on the audit evidence gathered, as to whether the financial statements are free from material non-compliances with the requirements of the ESEF Regulation. We conducted our reasonable assurance engagement in accordance with International Standard for Assurance Engagements ISAE 3000 (revised)- Assurance engagements other than audits or reviews of historical financial information.

Work performed

The nature, timing and extent of the procedures selected depend on the auditor's judgment. Reasonable assurance is a high degree of assurance, however it does not guarantee that the scope of procedures will identify all significant (material) non-compliance with ESEF regulation.

In respect of the subject matter, we have performed the following procedures:

- we read the requirements of the ESEF Regulation,
- we have gained an understanding of the Company's internal controls relevant to the application of the requirements of the ESEF Regulation,
- we have identified and assessed the risks of material non-compliance with the ESEF Regulation due to fraud or error; and
- Based on this, devise and implement procedures to respond to the assessed risks and to obtain reasonable assurance for the purpose of expressing our conclusion.

The aim of our procedures was to assess whether:

- the financial statements, which are included in the annual report, are prepared in the relevant XHTML format,
- the information contained in the financial statements required by the ESEF Regulation is marked and all markings meet the following requirements:
    - the XBRL markup language was used,
    - the basic taxonomy elements listed in the ESEF Regulation with the closest accounting significance have been used, unless an additional taxonomy element has been created in accordance with Annex IV. ESEF Regulation,
    - the labeled elements comply with the common labeling rules under the ESEF Regulation.

We believe that the audit evidence obtained is sufficient and appropriate to provide a basis for our conclusion.

Conclusion

Based on the procedures performed and evidence gathered, the financial statements presented in ESEF format for the year ended on 31 December 2021, contained in the aforementioned attached electronic file and prepared pursuant to Article 462 paragraph 5 of the Capital Market Act prepared for public disclosure, are prepared in all material respects in line with the requirements of Articles 3, 4 and 6 of the ESEF Regulation.
Further to this conclusion as well as opinion contained in part of this report related to accompanying financial statements and annual report for the year ended 31 December 2021, we do not express any opinion on the information contained in these presentations or on any other information contained in the aforementioned file.

The partner in charge of the audit resulting in this independent auditor’s report is Berislav Horvat.

ERNST & YOUNG
d.o.o.
Zagreb, Radnička cesta 50

Berislav Horvat, President of the Management Board and certified auditor

Ernst & Young d.o.o.
Radnička cesta 50
10000 Zagreb
Republic of Croatia

4 April 2022

SEPARATE STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31 DECEMBER 2021

(in thousands of HRK)	*Note*	2021	2020
Revenue from sales	*8*	2,202,680	2,112,160
Cost of goods sold	*11*	(1,539,680)	(1,477,751)
Gross profit		**663,000**	**634,409**
Other income	*9*	8,740	10,694
General and administrative expenses	*11*	(150,991)	(156,041)
Selling and distribution costs	*11*	(207,025)	(185,248)
Marketing expenses	*11*	(122,535)	(125,050)
Other expenses	*10*	(5,149)	(11,071)
Operating profit		**186,040**	**167,693**
Finance income	*13*	73,630	65,082
Finance expenses	*14*	(3,565)	(8,938)
Profit before tax		**256,105**	**223,837**
Income tax	*15*	(11,001)	(30,005)
Net profit for the year		**245,104**	**193,832**
Other comprehensive income:			
Items that will not be reclassified to profit or loss			
Actuarial loss - (net of deferred tax)		(416)	(1,484)
Total other comprehensive income		**(416)**	**(1,484)**
Total comprehensive income		**244,688**	**192,348**

The accompanying accounting policies and notes form an integral part of these separate financial statements.

SEPARATE STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2021

(in thousands of HRK)	***Note***	**31 Dec 2021**	**31 Dec 2020**
ASSETS			
Non-current assets			
Intangible assets	*16*	85,770	84,121
Property, plant and equipment	*17*	826,190	811,568
Right-of-use assets	*18*	39,427	34,370
Investment property	*19*	107,574	109,055
Investments in subsidiaries	*20*	984,188	984,250
Non-current financial assets	*21*	37,359	37,691
Deferred tax assets	*15*	74,129	48,389
Total non-current assets		**2,154,637**	**2,109,444**
Current assets			
Inventories	*22*	437,462	457,305
Trade and other receivables	*23*	478,856	486,337
Financial assets at fair value through profit and loss	*24*	-	49
Income tax receivables		1,194	145
Cash and cash equivalents	*25*	2,500	2,282
Non-current assets held for sale	*26*	1,075	1,075
Total current assets		**921,087**	**947,193**
Total assets		**3,075,724**	**3,056,637**
EQUITY AND LIABILITIES			
Shareholders' equity			
Issued capital	*27*	1,566,401	1,566,401
Share premium	*27*	186,031	182,875
Treasury shares	*27*	(39,388)	(47,569)
Reserves	*28*	639,649	510,313
Retained earnings	*29*	253,248	199,852
Total equity		**2,605,941**	**2,411,872**
Non-current liabilities			
Borrowings	*31*	14,799	92,489
Lease liabilities	*18*	28,548	25,830
Non-current provisions for employee benefits	*32*	24,739	23,941
Other non-current provisions	*32*	11,577	10,741
Total non-current liabilities		**79,663**	**153,001**
Current liabilities			
Trade and other payables	**33**	**262,164**	**296,989**
Income tax liabilities		-	476
Financial liabilities at fair value through profit or los	*30*	35	66
Borrowings	*31*	95,601	166,507
Lease liabilities	*18*	11,981	9,946
Current provisions for employee benefits	*32*	20,179	17,639
Other current provisions	*32*	160	141
Total current liabilities		**390,120**	**491,764**
Total liabilities		**469,783**	**644,765**
Total liabilities and shareholders' equity		**3,075,724**	**3,056,637**

The accompanying accounting policies and notes form an integral part of these separate financial statements.

SEPARATE STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 31 DECEMBER 2021

(in thousands of HRK)	Issued capital	Share premium	Treasury shares	Reserve for treasury shares	Legal reserves	Other reserves	Retained earnings	Total
As at 1 January 2020	**1,566,401**	**178,031**	**(47,569)**	**147,604**	**36,605**	**246,480**	**150,057**	**2,277,609**
Comprehensive income								
Profit for the year	-	-	-	-	-	-	193,832	193,832
Actuarial losses (net of deferred tax)	-	-	-	-	-	(1,484)	-	(1,484)
Other comprehensive income	**-**	**-**	**-**	**-**	**-**	**(1,484)**	**-**	**(1,484)**
Total comprehensive income	**-**	**-**	**-**	**-**	**-**	**(1,484)**	**193,832**	**192,348**
Transactions with owners recognised directly in equity								
Allocation from retained earnings (note 28 (i))	-	-	-	-	7,259	73,849	(81,108)	-
Exercise of options	-	(3,722)	-	-	-	-	-	(3,722)
Fair value of share-based payment transactions (note 35)	-	8,566	-	-	-	-	-	8,566
Dividend declared	-	-	-	-	-	-	(62,929)	(62,929)
Total transactions with owners recognised directly in equity	**-**	**4,844**	**-**	**-**	**7,259**	**73,849**	**(144,037)**	**(58,085)**
As at 31 December 2020	**1,566,401**	**182,875**	**(47,569)**	**147,604**	**43,864**	**318,845**	**199,852**	**2,411,872**
Comprehensive income								
Profit for the year	-	-	-	-	-	-	245,104	245,104
Actuarial losses (net of deferred tax)	-	-	-	-	-	(416)	-	(416)
Other comprehensive income	**-**	**-**	**-**	**-**	**-**	**(416)**	**-**	**(416)**
Total comprehensive income	**-**	**-**	**-**	**-**	**-**	**(416)**	**245,104**	**244,688**
Transactions with owners recognised directly in equity								
Allocation from retained earnings (note 28 (i))	-	-	-	-	9,692	120,060	(129,752)	-
Exercise of options	-	(1,627)	8,181	-	-	-	1,171	7,725
Fair value of share-based payment transactions (note 35)	-	4,783	-	-	-	-	-	4,783
Dividend declared	-	-	-	-	-	-	(63,127)	(63,127)
Total transactions with owners recognised directly in equity	**-**	**3,156**	**8,181**	**-**	**9,692**	**120,060**	**(191,708)**	**(50,619)**
As at 31 December 2021	**1,566,401**	**186,031**	**(39,388)**	**147,604**	**53,556**	**438,489**	**253,248**	**2,605,941**

The accompanying accounting policies and notes form an integral part of these separate financial statements.

SEPARATE STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2021

(in thousands of HRK)	*Note*	2021	2020
Profit before tax		**256,105**	**223,837**
Depreciation and amortization	*11*	99,670	98,371
Impairment of investment	*10*	5,101	2,102
Reversal of impairment of loans given and interest	*9*	(1,642)	(878)
Remeasurement of financial assets and liabilities at FVTPL	*14*	17	(268)
Dividend income	*13*	(69,862)	(61,671)
Share-based payment transactions		4,783	8,566
Gain on disposal of non-current assets	*9*	(251)	(838)
Impairment/(reversal of impairment) on trade receivables and other receivables		324	(5,570)
Increase /(decrease) in provisions		3,684	(194)
Interest income	*13*	(2,921)	(3,143)
Interest expense	*14*	3,548	6,792
Foreign exchange differences		(251)	3,597
Total adjustments		**42,200**	**46,866**
Changes in working capital:			
Decrease/(increase) in inventories		19,843	(19,404)
(Increase)/decrease in receivables		(14,057)	25,264
Decrease in payables		(32,636)	(45,714)
Cash generated from operations		**271,455**	**230,849**
Income tax paid		(38,428)	(48,137)
Interest paid		(3,806)	(6,814)
Net cash from operating activities		**229,221**	**175,898**
Cash flows from investing activities			
Increase of investments in subsidiaries		(5,039)	(2,102)
Purchase of property, plant, equipment and intangibles		(103,637)	(98,030)
Proceeds from sale of property, plant, equipment and intangibles		343	1,178
Loans given		-	(16,900)
Proceeds from loans given		1,425	14,490
Interest received		3,772	1,193
Dividends received		45,421	37,070
Net cash from investing activities		**(57,715)**	**(63,101)**
Cash flows from financing activities			
Proceeds from borrowings		97,121	242,517
Repayment of borrowings		(200,270)	(281,449)
Sale of treasury shares		7,983	-
Repayment of lease liabilities		(13,340)	(11,217)
Dividend paid		(62,782)	(62,546)
Net cash from financing activities		**(171,288)**	**(112,695)**
Net increase/(decrease) of cash and cash equivalents		**218**	**102**
Cash and cash equivalents at beginning of year		2,282	2,180
Cash and cash equivalents at the end of year	*25*	**2,500**	**2,282**

The accompanying accounting policies and notes form an integral part of these separate financial statements.

NOTE 1 – GENERAL INFORMATION

History and incorporation

Podravka prehrambena industrija d.d., Koprivnica (‘the Company’), is incorporated in the Republic of Croatia. In 1934, the brothers Wolf opened in Koprivnica a fruit processing unit, the predecessor of the Company. Today, the Company is one of the leading companies in industry operating in the area of South-Eastern, Central and Eastern Europe. The principal activity of the Company comprises production of a wide range of foodstuffs.

The Company was established as a joint stock company under entity’s registration number 010006549 and personal identification number 18928523252.

The Company is headquartered in Koprivnica, Croatia, Ante Starčevića 32.
The main location of the Company’s operations is Koprivnica, the Republic of Croatia.

The Company’s shares were listed on the official market of the Zagreb Stock Exchange until 27 December 2018, since when they have been listed on the Prime Market of the Zagreb Stock Exchange. The shareholder structure is shown in note 27.

Podravka d.d. is the ultimate parent company of the Group.
During 2021, there were no changes in the Company’s name or other identification of the reported entity.

General Assembly

The General Assembly of the Company consists of the shareholders of Podravka d.d.

Supervisory Board:

Members of the Supervisory Board in 2021:

President	Želimir Vukina	(01.07.2019 - 30.06.2023)
Deputy President	Luka Burilović	(08.09.2018 - 07.09.2022)
Member	Marina Dabić	(01.07.2019 - 30.06.2023)
Member	Tomislav Kitonić	(01.07.2019 - 30.06.2023)
Member	Ksenija Horvat	(01.07.2019 - 30.06.2023)
Member	Ivana Matovina	(30.06.2017 - 29.06.2021)
Member	Petar Miladin	(08.09.2018 - 09.09.2022)
Member	Dajana Milodanović	(08.09.2018 - 07.09.2022)
Member	Krunoslav Vitelj	(08.09.2018 - 07.09.2022)
Member	Ivan Ostojić	(30.06.2021 - 30.06.2022)

Management Board:

President	Martina Dalić	(04.02.2021 - 23.02.2027)
President	Marin Pucar	(24.02.2017 - 06.01.2021)
Member	Davor Doko	(01.05.2017 - 23.02.2027)
Member	Marko Đerek	(19.07.2017 - 23.02.2022)
Member	Hrvoje Kolarić	(24.02.2017 - 23.02.2022)
Member	Ljiljana Šapina	(24.02.2017 - 23.02.2027)
Member	Milan Tadić	(24.02.2022 - 23.02.2027)

More detailed information is presented in note 39.

NOTE 2 – BASIS OF PREPARATION

(i) Statement of compliance

The separate financial statements have been prepared in accordance with International Financial Reporting Standards as adopted by the European Union ("EU IFRS").

These financial statements represent those of the Company only. The consolidated financial statements of the Company and its subsidiaries ("the Group"), which the Company is also required to prepare in accordance with EU IFRS and Croatian law, are published separately and issued simultaneously with these separate financial statements.

The Financial statements are available on the Company's website.

These financial statements were authorised for issue by the Management Board on April 4, 2022.

(ii) Basis of measurement

The financial statements of the Company have been prepared on the historical cost basis, except where stated otherwise (see note 7).

(iii) Functional and presentation currency

These financial statements are prepared in the Croatian kuna ("HRK"), which is also the functional currency, rounded to the nearest thousand.

NOTE 3 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies adopted in the preparation of these separate financial statements are set out below. These policies have been consistently applied to all the years presented in these financial statements.

3.1 Investments in subsidiaries

Subsidiaries are entities in which the Company has the power, directly or indirectly, to exercise control over the operations. Control is achieved where the Company has the power to govern the financial and operating policies of an entity so as to obtain benefit from its activities.

Investments in subsidiaries are accounted for initially at cost and subsequently at cost less impairment losses. Investments in subsidiaries are tested annually for impairment (note 6).

3.2 Non-current assets held for sale

Non-current assets held for sale

Non-current assets and disposal groups (which may include both non-current and current assets and liabilities directly associated with those assets) are classified in the statement of financial position as ‘held for sale’ if their carrying amount will be recovered principally through a sale transaction within twelve months after the reporting date rather than through continuing use. Non-current assets classified as held for sale in the current period’s separate statement of financial position are not reclassified in the comparative separate statement of financial position.

Held-for-sale property, plant and equipment or disposal groups as a whole are measured at the lower of their carrying amounts and fair values less costs to sell. Held-for-sale property, plant and equipment are not depreciated.

NOTE 3 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.3 Revenue recognition

The Company recognises revenue to depict the transfer of promised goods or services to customers in an amount that reflects the consideration to which the Company expect to be entitled in exchange for those goods or services. Revenue is recognised, net of value-added tax, volume rebates, trade discounts, returns, listing fees and various promotional and marketing activities that are an integral part of contracts with customers.

This core principle is delivered in a five-step model framework.

The Company considers whether there are other promises in the contract that are separate performance obligations to which a portion of the transaction price needs to be allocated.

In determining the transaction price, the Company considers the effects of variable consideration, the existence of significant financing components, noncash consideration and consideration payable to the customer.

Company's sales contracts generally comprise of only one performance obligation. As such, the Company does not disclose information about the allocation of the transaction price.

(i) Revenue from sales of products and merchandise – wholesale

The Company manufactures and sells its own products and goods of third parties (for which the Company is a distributor) in the wholesale market. Revenue is recognised when the Company transfers the promised goods or services to the wholesaler.

Products are sold with volume discounts and customers have a right to return products in the wholesale market in case of defects. Sales are recorded based on the price specific in the sales contracts, net of estimated volume rebates and trade discounts and returns. The volume discounts are assessed based on contracts with customers. No element of financing is deemed present in the sales.

(ii) Revenue from sales of products and merchandise – retail

Sales of products and goods sold in retail stores are recognised when the Company sells a product to the customer. Retail sales are usually in cash or by credit card. The Company does not operate any customer loyalty programmes.

(iii) Revenue from services

Sales of services, such as private label production, are recognised in the accounting period in which the services are rendered, by reference to stage of completion, on the basis of the actual service provided as a proportion of the total services to be provided.

(iv) Finance income

Finance income comprises interest income on funds invested, changes in the fair value of financial assets at fair value through profit or loss and foreign currency gains. Interest income is recognised as it accrues, using the effective interest method. Dividend income is recognised when the right to receive payment is established.

NOTE 3 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.4 Leases

Lease is a contract or part of the contract that conveys the right to control the use of an asset (identified asset) for a period of time in exchange for consideration. The Company leases certain property (including long-term lease of agricultural land), plant and equipment.

The Company adopted IFRS 16 using the modified retrospective method of adoption, with the date of initial application of 1 January 2019. The Company applied the standard only to contracts that were previously identified as leases applying IAS 17 and IFRIC 4 at the date of initial application.

The Company also elected to use the recognition exemptions for lease contracts that, at the commencement date, have a lease term of 12 months or less and do not contain a purchase option (short-term leases), and lease contracts for which the underlying asset is of low value in the amount up to HRK 35 thousand (low-value assets). Assessment of asset of a low value starts from the assessment of new assets, regardless of the age of that asset at the time of assessment. If a lessee subleases an asset the head lease does not qualify as a lease of a low value asset. In short-term leases and leases of a low value asset, lease payments associated with these leases are recognized as an expense on a straight-line basis over the lease term.

At the commencement date of the lease the Company recognizes right-of-use assets at cost. The cost of right-of-use assets comprises of the amount of the initial measurement of the lease liability, all lease payments plus all direct costs and less any lease incentives received. The asset is activated when it is put into use.

The Company at the commencement date also recognizes lease liabilities at the present value of the minimum future lease payments (discounted value). Interest rate implicit in the lease contract is used for discounting or if that rate cannot be readily determined, the incremental borrowing rate at the commencement date is used.

Variable lease payments that do not depend on the index or rate are not included in lease liabilities but are recognized in the income statement in the period in which they are incurred.

Subsequently, right-of-use asset company as a lessee measures at cost less any accumulated depreciation and any accumulated impairment losses and adjusts for any remeasurement of the lease liability.

Asset is amortized from the commencement date of the lease until the end of the useful life of the asset.

Lease liabilities are measured at the effective interest rate method and re-measured to include changes due to reassessments (changes in fixed payments, lease terms, discount rates and other similar changes).

Lease term includes the non-cancellable period during which the lessee is entitled to use the asset that is the subject of the lease and begins on the date on which the lessee makes the determined assets available to the lessee. Lease term includes periods covered by an option to extend the lease if the lessee is reasonably certain to exercise that option and periods covered by an option to terminate the lease if the lessee is reasonably certain not to exercise that option.

In the statement of financial position, right-of-use assets is reported as a separate line under long term assets, lease liabilities are disclosed as a separate item within long-term and short-term liabilities.

NOTE 3 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.4 Leases (continued)

The statement of comprehensive income includes the cost of depreciation of the right-of-use assets and interest expenses on lease liabilities (see note 18.).

Leases where the significant portion of risks and rewards of ownership are not retained by the Company are classified as operating leases. Payments made under operating leases are charged to the statement of comprehensive income on a straight-line basis over the period of the lease.

Sale and leaseback

Sale and leaseback transactions include the sale of some assets and return/lease of the same.

If the transfer of an asset by the lessee is a sale, the Company as a seller-lessee shall measure the right-of-use asset arising from the leaseback at the proportion of the previous carrying amount of the asset that relates to the right of use retained by the seller-lessee. In this case the Company as a seller-lessee shall recognize only the amount of any gain or loss that relates to the rights transferred to the buyer-lessor.

If the fair value of the consideration for the sale of an asset does not equal the fair value of the asset, or if the payments for the lease are not at market rates, the Company shall make the adjustments to measure the sale proceeds at fair value. Any below-market terms shall be accounted for as a prepayment of lease payments and any above-market terms shall be accounted for as additional financing provided by the buyer-lessor to the seller-lessee. All potential adjustments are measured on the basis of the more readily determinable of the difference between the fair value of the consideration for the sale and the fair value of the asset and the difference between the present value of the contractual payments for the lease and the present value of payments for the lease at market rates.

If the transfer of an asset is not a sale, the Company as a lessee shall continue to recognize the transferred asset and shall recognize a financial liability equal to the transfer proceeds.

3.5 Foreign currency transactions

Transactions and balances in foreign currencies

Transactions in foreign currencies are translated into the functional currency at the foreign exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies at the reporting date are retranslated into the functional currency at the foreign exchange rate ruling at that date. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss.

Non-monetary assets and items that are measured in terms of historical cost of a foreign currency are not retranslated.

Non-monetary assets and liabilities denominated in foreign currencies, which are stated at historical cost, are translated into functional currency at foreign exchange rates ruling at the date of transaction.

3.6 Borrowings and borrowing costs

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently stated at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in the separate statement of comprehensive income over the period of the borrowing using the effective interest method.

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale.

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

NOTE 3 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.6 Borrowings and borrowing costs (continued)

Borrowings are classified as current liabilities unless the Company has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

3.7 Government grants

Government grants are not recognised until there is reasonable assurance that the Company will comply with the conditions associated with them and that the grants will be received. Government grants are recognised in profit or loss on a systematic basis over the periods in which the Company recognises as expenses the related costs for which the grants are intended to compensate. Specifically, government grants whose primary condition is that the Company should purchase, construct or otherwise acquire non-current assets are recognised as deferred revenue in the separate statement of financial position and transferred to profit or loss on a systematic and rational basis over the useful lives of the related assets.

Government grants that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the Company with no future related costs are recognised in profit or loss in the period in which they become receivable.

3.8 Dividends

Dividend distribution to the Company's shareholders is recognised as a liability in the financial statements in the period in which the dividends are approved by the General Assembly of the Company's shareholders.

3.9 Segment reporting

A segment is a distinguishable component of the Company that is engaged either in providing related products or services (business segment), or in providing products or services within a particular economic environment (geographical segment), which is subject to risks and rewards that are different from those of other segments.

At the separate level, the following segments are internally monitored and reported:

- BP Culinary
- BP Baby food, sweets and snacks
- BP Podravka Food
- BP Žito and Lagris
- BP Meat products, meat solutions and savoury spreads
- BP Fish
- Other sales

The Company identifies operating segments on the basis of internal reports about components of the Company that are regularly reviewed by the chief operating decision maker (which was identified as being the Management Board of the Company) in order to allocate resources to the segments and to assess their performance. Details on the operating segments are disclosed in note 8 to the separate financial statements. Comparative information is presented using the comparability principle.

NOTE 3 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.10 Taxation

(i) Income tax

Income tax expense comprises current and deferred tax. Income tax expense is recognised in profit or loss to the extent that it relates to items in equity, in which case it is recognised in other comprehensive income. Income tax expense is recognised in the statement of comprehensive income except to the extent that it relates to items recognised in other comprehensive income or directly in equity, in which case it is recognised in the statement of other comprehensive income or in equity.

Income tax for the current year is calculated on the basis of the tax laws enacted at the balance sheet date.

Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

(ii) Deferred tax assets and liabilities

Deferred tax is recognised using the balance sheet method, providing for temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for the following temporary differences: the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit and differences that relate to investments in subsidiaries and joint ventures when it is probable that no significant change is expected in the foreseeable future. Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, based on the laws that have been enacted or substantively enacted by the reporting date.

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which temporary difference can be utilised. Deferred tax assets are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

Deferred tax asset recognised on the basis of tax losses carried forward is recognised in accordance with tax legislation of the country where the Company operates for the period envisaged by the law and is discharged at the expiry of this period if it is not used until then.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to taxes levied by the same tax authority on the same taxable entity, or on different tax entities, but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realised simultaneously.

(iii) Tax exposures

In determining the amount of current and deferred tax, the Company takes into account the impact of uncertain tax positions and whether additional taxes and interest may be due. This assessment relies on estimates and assumptions and may involve a series of judgements about future events. New information may become available that causes the Company to change its judgement regarding the adequacy of existing tax liabilities; such changes to tax liabilities will impact tax expense in the period that such a determination is made.

(iv) Value added tax (VAT)

The Tax Authorities require the settlement of VAT on a net basis. VAT related to sales and purchases is recognised and disclosed in the separate statement of financial position on a net basis. Where a provision has been made for impairment of receivables, impairment loss is recorded for the gross amount receivable, including VAT.

NOTE 3 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.11 Property, plant and equipment

Property, plant and equipment are included in the separate statement of financial position at cost less accumulated depreciation and accumulated impairment losses, if any. Cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent expenditure is included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are charged to the separate statement of comprehensive income during the financial period in which they are incurred.

Land and assets under construction are not depreciated. Depreciation of other items of property, plant and equipment is calculated using the straight-line method to allocate their cost to their residual values over their estimated useful lives, as follows:

Buildings	10 to 50 years
Equipment	3 to 30 years

The residual value of an asset is the estimated amount that the Company would currently obtain from disposal of the asset less the estimated costs of disposal, if the asset were already of the age and in the condition expected at the end of its useful life. The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined as the difference between the income from the disposal and the asset's carrying amount and are recognised in profit or loss within other income/expenses.

3.12 Investment property

Investment property is property (land, buildings, or a part of a building, or both) held to earn rentals or for capital appreciation (or both). Investment property is treated as long-term investments.

Investment property is carried at historical cost less accumulated depreciation and accumulated impairment losses, if any. Depreciation of buildings is calculated using the straight-line method over their useful lives generally ranging from 10 to 50 years.

Subsequent expenditure is capitalised when it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably. All other repairs and maintenance are charged to profit or loss when they are incurred. If the Company starts using the investment property, it is reclassified to property, plant and equipment.

The Company discloses the fair value of investment property on the basis of periodical independent valuations by expert valuers.

NOTE 3 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.13 Intangible assets

Intangible assets may be acquired in exchange for a non-cash asset or assets, or a combination of cash and non-cash items, whereby the cost of such intangible asset is determined at fair value unless the exchange transaction lacks commercial substance or the fair value of items received or assets disposed of cannot be reliably measured, in which case the carrying value is determined as the carrying amount of the asset disposed of.

(i) Brands and distribution rights

Product distribution rights and some brands have a definite useful life and are carried at cost less accumulated amortisation and accumulated impairment losses, if any. Amortisation is calculated using the straight-line method to allocate the cost of distribution rights over their useful lives estimated at 3-15 years.

Rights to acquired trademarks and know-how are carried at cost and have an indefinite useful life, since based on an analysis of all of the relevant factors at the reporting date, there is no foreseeable limit to the period of time over which identified rights are expected to generate net cash inflows. Intangible assets with indefinite useful lives are tested annually for impairment and are stated at cost less accumulated impairment loss (note 3.14).

(ii) Computer software

Acquired computer software licences are capitalised on the basis of the costs incurred to acquire and bring to use the specific software. These costs are amortised over their useful lives estimated at 5 years.

(iii) Internally-generated intangible assets – research and development expenditure

Expenditure on research activities is recognised as an expense in the period in which it is incurred. An internally-generated intangible asset arising from development (or from the development phase of an internal project) is recognised if, and only if, all of the following have been demonstrated:

- the technical feasibility of completing the intangible asset so that it will be available for use or sale;
- the intention to complete the intangible asset and use or sell it;
- the ability to use or sell the intangible asset;
- how the intangible asset will generate probable future economic benefits;
- the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset;
- the ability to measure reliably the expenditure attributable to the intangible asset during its development.

The amount initially recognised for internally-generated intangible assets is the sum of the expenditure incurred from the date when the intangible asset first meets the recognition criteria listed above. Where no internally-generated intangible asset can be recognised, development expenditure is recognised in profit or loss in the period in which it is incurred.

Subsequent to initial recognition, internally-generated intangible assets are reported at cost less accumulated amortisation and accumulated impairment loss, on the same basis as intangible assets that are acquired separately.

NOTE 3 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.14 Impairment of non-financial assets

At each reporting date, the Company reviews the carrying amounts of its non-financial assets (except for inventories and deferred taxes) to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss. Where it is not possible to estimate the recoverable amount of an individual asset, the Company estimates the recoverable amount of the cash-generating unit to which the asset belongs. Where a reasonable and consistent basis of allocation can be identified, the Company's assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be identified.

Intangible assets with indefinite useful lives and other intangible assets are tested for impairment annually, and whenever there is an indication that the asset may be impaired.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a post-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is expensed immediately.

In situation when an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) in prior years. A reversal of an impairment loss is recognized as income immediately.

3.15 Inventories

Inventories of raw materials and spare parts are stated at the lower of cost, determined using the weighted average cost method, and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business, less applicable variable selling expenses.

The cost of work-in-progress and finished goods comprises raw materials, direct labour, other direct costs and related production overheads (based on normal operating capacity).

Merchandise is carried at the lower of purchase cost and selling price (less applicable taxes and rebates).

3.16 Trade receivables

(i) Trade receivables

Trade receivables are recognised initially at cost which is equal to the fair value at the moment of recognition and subsequently measured at amortised cost using the effective interest method, if significant; if not, at nominal amount less an allowance for impairment.

NOTE 3 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.16 Trade receivables (continued)

(ii) Bills of exchange

For the purpose of collecting its receivables, the Company receives security instruments.

Bills of exchange received from customers with respect to outstanding trade receivables may be discounted with factoring companies prior to their maturity. If a bill of exchange bears a recourse right, the factoring company takes over the receivable management, but does not assume the credit risk of non-collection of the receivable from the original (principal) debtor. Based on factoring company's payments, the Company records collection of receivables from the original (principal) debtor and simultaneously records receivables for the discounted bill of exchange and liabilities for recourse right.

For bills of exchange collected from the principal debtor upon maturity, receivables from the principal debtor are closed following the collection of the bill of exchange.

3.17 Cash and cash equivalents

Cash and cash equivalents comprise cash in hand, deposits held at call with banks and other short-term highly liquid instruments with original maturities of three months or less. Bank overdrafts are included within current liabilities on the separate statement of financial position.

3.18 Share capital

Share capital consists of ordinary shares. Incremental costs directly attributable to the issue of new shares or options are shown in equity as a deduction, net of tax, from the proceeds of those transactions. Any excess of the fair value of the consideration received over the par value of the shares issued is presented in the notes as a share premium.

If the Company purchases its own equity share capital (treasury shares), the consideration paid, including any directly attributable incremental costs (net of income taxes) is deducted from equity attributable to the Company's equity holders until the shares are cancelled, reissued or disposed of. Where such shares are subsequently sold or reissued, any consideration received, net of any directly attributable incremental transaction costs and the related income tax effects, is included in equity attributable to the Company's equity holders.

3.19 Employee benefits

(i) Pension obligations and post-employment benefits

In the normal course of business through salary payment, the Company makes payments to mandatory pension funds managed by third parties on behalf of its employees as required by law. All contributions made to the mandatory pension funds are recorded as salary expense when incurred. The Company is not obliged to provide any other post-employment benefits with respect to these pension schemes.

(ii) Termination benefits

Termination benefits are payable when employment is terminated by the Company before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. The Company recognises termination benefits when it is demonstrably committed to either: terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal; or providing termination benefits as a result of an offer made to encourage voluntary redundancy.

NOTE 3 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.19 Employee benefits (continued)

(iii) Regular retirement benefits

Benefits falling due more than 12 months after the reporting date are discounted to their present value based on the calculation performed at each reporting date by an independent actuary, using assumptions regarding the number of staff likely to earn regular retirement benefits, estimated benefit cost and the discount rate which is determined as average expected rate of return on investment in government and corporate bonds. Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are recognised in other comprehensive income.

(iv) Long-term employee benefits

The Company recognises a liability for long-term employee benefits (jubilee awards) evenly over the period the benefit is earned based on actual years of service. The long-term employee benefit liability is determined annually by an independent actuary, using assumptions regarding the likely number of staff to whom the benefits will be payable, estimated benefit cost and the discount rate which is determined as the average expected rate of return on investment in corporate bonds. Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are recognised in profit or loss.

(v) Short-term employee benefits

The Company recognises a provision for employee bonuses where contractually obliged or where there is a past practice that has created a constructive obligation.

(vi) Share-based compensation

The Company operates an equity-settled, share-based compensation plan. The fair value of the employee services received in exchange for the grant of the options is recognised as an expense. The total amount to be expensed over the vesting period is determined by reference to the fair value of the options granted, excluding the impact of any non-market vesting conditions (for example, profitability and sales growth targets). At each reporting date, the entity revises its estimates of the number of options that are expected to become exercisable. It recognises the impact of the revision to original estimates, if any, in the separate statement of comprehensive income (profit or loss), with a corresponding adjustment to equity during the remaining vesting period.

The proceeds received net of any directly attributable transaction costs are credited to share capital (nominal value of shares) and share premium (the difference between the nominal value of shares and the proceeds received) when the options are exercised.

3.20 Provisions

Provisions are recognized when the Company has a present obligation (legal or constructive) as a result of a past event and it is probable (i.e. more likely than not) that an outflow of resources will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation. Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. Where the effect of discounting is material, the amount of the provision is the present value of the expenditures expected to be required to settle the obligation, determined using the estimated risk free interest rate as the discount rate. Where discounting is used, the reversal of such discounting in each year is recognized as a financial expense and the carrying amount of the provision increases in each year to reflect the passage of time.

Provisions for restructuring costs are recognized when the Company has a detailed formal plan for the restructuring that has been communicated to parties concerned.

NOTE 3 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.21 Financial instruments

A. Financial assets

(i) Recognition and initial measurement

Trade receivables are initially recognised when they are originated. All other financial assets are initially recognised when the Company becomes a party to the contractual provisions of the instrument.

A financial asset (unless it is a trade receivable without a significant financing component) is initially measured at fair value plus, for an item not at fair value through profit or loss (FVTPL), transaction costs that are directly attributable to its acquisition or issue. A trade receivable without a significant financing component is initially measured at the transaction price.

(ii) Classification and subsequent measurement

On initial recognition, a financial asset is classified as measured at:

- amortised cost;
- fair value through other comprehensive income (FVOCI) – debt instruments;
- fair value through other comprehensive income (FVOCI) – equity instruments;
- or FVTPL (fair value through profit or loss).

Financial assets are not reclassified subsequent to their initial recognition unless the Company changes its business model for managing financial assets, in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in the business model.

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at FVTPL:

- it is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

A debt instrument is measured at FVOCI if it meets both of the following conditions and is not designated as at FVTPL:

- it is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

On initial recognition of an equity instruments that is not held for trading, the Company may irrevocably elect to present subsequent changes in the instrument’s fair value in OCI. This election is made on an instruments-by-instruments basis.

All financial assets not classified as measured at amortised cost or FVOCI as described above are measured at FVTPL. This includes all derivative financial assets. On initial recognition, the Company may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortised cost or at FVOCI as at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

NOTE 3 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.21 Financial instruments (continued)

A Financial assets (continued)

(ii) Classification and subsequent measurement (continued)

Business model assessment

The Company makes an assessment of the objective of the business model in which a financial asset is held at a portfolio level because this best reflects the way the business is managed and information is provided to management. The information considered includes:

- the stated policies and objectives for the portfolio and the operation of those policies in practice. These include whether management's strategy focuses on earning contractual interest income, maintaining a particular interest rate profile, matching the duration of the financial assets to the duration of any related liabilities or expected cash outflows or realising cash flows through the sale of the assets;
- how the performance of the portfolio is evaluated and reported to the Company's management;
- the risks that affect the performance of the business model (and the financial assets held within that business model) and how those risks are managed;
- how managers of the business are compensated – e.g. whether compensation is based on the fair value of the assets managed or the contractual cash flows collected; and
- the frequency, volume and timing of sales of financial assets in prior periods, the reasons for such sales and expectations about future sales activity.

Transfers of financial assets to third parties in transactions that do not qualify for derecognition are not considered sales for this purpose, consistent with the Company's continuing recognition of the assets.

Trade receivables are held in the business model of holding for the purpose of collection.

Financial assets that are held for trading or are managed and whose performance is evaluated on a fair value basis are measured at FVTPL.

Assessment whether contractual cash flows are solely payments of principal and interest

For the purposes of this assessment, relevant for the purpose of classifying financial assets at amortised cost, 'principal' is defined as the fair value of the financial asset on initial recognition. 'Interest' is defined as consideration for the time value of money and for the credit risk associated with the principal amount outstanding during a particular period of time and for other basic lending risks and costs (e.g. liquidity risk and administrative costs), as well as a profit margin.

In assessing the main criterion, i.e. whether the contractual cash flows are solely payments of principal and interest, the Company considers the contractual terms of the instrument. This includes assessing whether the financial asset contains a contractual term that could change the timing or amount of contractual cash flows such that it would not meet this condition.

The structure of the Company's financial assets is simple and primarily relates to trade receivables without a significant financial component, loans given and short-term deposits in banks, while forward contracts are of insignificant amount. This significantly reduces the complexity of the assessment whether the financial assets meet the criterion of 'solely payments of principal and interest'.

NOTE 3 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.21 Financial instruments (continued)

A Financial assets (continued)

(ii) Classification and subsequent measurement (continued)

Subsequent measurement and gains and losses

The table below provides an overview of key provisions of the accounting policy used by the Company for subsequent measurement of financial assets and recognition of gains and losses on each class of financial assets:

Financial assets at FVTPL	These assets are subsequently measured at fair value. Net gains and losses, including any interest or dividend income, are recognised in profit or loss.
Financial assets at amortised cost	These assets are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.
Debt instruments at FVOCI	These assets are subsequently measured at fair value. Interest income calculated using the effective interest method, foreign exchange gains and losses and impairment are recognised in profit or loss. Other net gains and losses are recognised in OCI. On derecognition, gains and losses accumulated in OCI are reclassified to profit or loss.
Equity instruments at FVOCI	These assets are subsequently measured at fair value. Dividends are recognised as income in profit or loss unless the dividend clearly represents a recovery of part of the cost of the instruments. Other net gains and losses are recognised in OCI and are never reclassified to profit or loss.

(iii) Derecognition

The Company derecognises a financial asset when the contractual rights to the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Company neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

The Company enters into transactions whereby it transfers assets recognised in its statement of financial position, but retains either all or substantially all of the risks and rewards of the transferred assets. In these cases, the transferred assets are not derecognised.

NOTE 3 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.21 Financial instruments (continued)

B. Financial liabilities

(i) Recognition and initial measurement

Debt securities are initially recognised when they are originated. All other financial liabilities are initially recognised when the Company becomes a party to the contractual provisions of the instrument.

A financial liability is initially measured at fair value plus, for an item not at FVTPL, transaction costs that are directly attributable to its acquisition or issue.

(ii) Classification and subsequent measurement

Financial liabilities are classified as measured at amortised cost or FVTPL. A financial liability is classified as at FVTPL if it is classified as held-for-trading, it is a derivative or it is designated as such on initial recognition. Financial liabilities at FVTPL are measured at fair value and net gains and losses, including any interest expense, are recognised in profit or loss. Other financial liabilities are subsequently measured at amortised cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognised in profit or loss. Any gain or loss on derecognition is also recognised in profit or loss.

(iii) Derecognition

The Company derecognises a financial liability when its contractual obligations are discharged or cancelled, or expire. The Company also derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value.

On derecognition of a financial liability, the difference between the carrying amount extinguished and the consideration paid (including any non-cash assets transferred or liabilities assumed) is recognised in profit or loss.

C. Offsetting

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Company currently has a legally enforceable right to set off the amounts and it intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

D. Derivative financial instruments

The Company holds derivative financial instruments to hedge its foreign currency and interest rate risk exposures. Embedded derivatives are separated from the host contract and accounted for separately if the host contract is not a financial asset and certain criteria are met. Derivatives are initially measured at fair value. Subsequent to initial recognition, derivatives are measured at fair value, and changes therein are generally recognised in profit or loss.

NOTE 3 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.21 Financial instruments (continued)

E. Impairment of non-derivative financial assets

Recognition of impairment losses

The Company recognises loss allowances for estimated credit losses (ECLs) on:

- financial assets measured at amortised cost;
- debt instruments measured at FVOCI; and
- contract assets.

The Company measures loss allowances at an amount equal to lifetime ECLs, except for the following, which are measured at 12-month ECLs:

- debt securities that are determined to have low credit risk at the reporting date; and;
- other debt securities and bank balances for which credit risk (i.e. the risk of default occurring over the expected life of the financial instrument) has not increased significantly since initial recognition.

Loss allowances for trade receivables and contract assets are always measured at an amount equal to lifetime ECLs.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECLs, the Company considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Company's historical experience and informed credit assessment and including forward-looking information.

The Company assumes that the credit risk on a financial asset has increased significantly if the receivable is past due for a period longer than the average collection period in the normal course of the Company's operations in the relevant market.

The Company assumes that the credit risk on a financial asset has increased significantly if early warning indicators have been activated in accordance with the Company's policy or contractual terms of the instrument.

The Company considers a financial asset to be fully or partially in default if:

- the borrower is unlikely to pay its credit obligations to the Company in full, without recourse by the Company to actions such as realising security (if any is held); or
- the financial asset is more than 360 days past due.

Lifetime ECLs are the ECLs that result from all possible default events over the expected life of a financial instrument.

12-month ECLs are the portion of ECLs that result from default events that are possible within the 12 months after the reporting date (or a shorter period if the expected life of the instrument is less than 12 months).

The maximum period considered when estimating ECLs is the maximum contractual period over which the Company is exposed to credit risk.

Measurement of ECLs

ECLs are estimate of credit losses. Credit losses are measured as the difference between the cash flows due to the Company in accordance with the contract and the cash flows that the Company expects to receive. Regular external trade receivables that are not past due and uncollected receivables past due up to 360 days from the maturity date are impaired using the percentage that reflects the expectations of the non-collection of trade receivables (ECL). The percentage of impairment is determined on the basis of the average of the previous three-year period (historical rate) adjusted for the macroeconomic impact. The calculation of the historical rate is adjusted for extraordinary and specific circumstances, if required.

NOTE 3 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.21 Financial instruments (continued)

E. Impairment of non-derivative financial assets (continued)

Credit-impaired financial assets

At each reporting date, the Company assesses whether financial assets carried at amortised cost and debt securities at FVOCI are credit-impaired. A financial asset is 'credit-impaired' when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

Evidence that a financial asset is credit-impaired includes the following observable data:

- significant financial difficulty of the borrower or issuer;
- a breach of contract such as a significant delay of payment by the borrower;
- it is probable that the borrower will enter bankruptcy or other financial reorganisation; or
- the disappearance of an active market for a security because of financial difficulties.

Presentation of allowance for ECL in the statement of financial position.

Loss allowances for financial assets measured at amortised cost are deducted from the gross carrying amount of the assets. For debt securities at FVOCI, the loss allowance is charged to profit or loss and is recognised in OCI.

Write-off of financial assets

The gross carrying amount of a financial asset is written off when the Company has no reasonable expectations of recovering a financial asset in its entirety or a portion thereof. The Company has a policy of writing off the gross carrying amount of a financial asset upon the legal statute of limitation and it generally expects no recovery of the amount written off.

3.22 Reclassification of items in the Statement of Financial Position and the Statement of Cash Flows

In accordance with the EU Transparency Directive by which ESMA (European Securities and Markets Authority) introduces the obligation to implement ESEF (European single electronic format based on the XBRL format) for Issuers, the Company has reclassified items of the Statement of Financial Position and Cash Flow Statement with the aim of optimal use of valid taxonomy.

The effects of reclassification are as follows:

Statement of financial position

(in thousands of HRK)	**2020 before reclassification**	**Reclassification**	**2020 after reclassification**
Share capital	1,701,707	(1,701,707)	-
Issued capital	-	1,566,401	1,566,401
Share premium	-	182,875	182,875
Treasury shares	-	(47,569)	(47,569)
Total	**1,701,707**	**-**	**1,701,707**

NOTE 3 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.22 Reclassification of items in the Statement of Financial Position and the Statement of Cash Flows (continued)

Statement of financial position (continued)

(in thousands of HRK)	**2020 before reclassification**	**Reclassification**	**2020 after reclassification**
Non-current liabilities			
Provisions	34,682	(34,682)	-
Non-current provisions for employee benefits	-	23,941	23,941
Other non-current provisions	-	10,741	10,741
Total	**34,682**	**-**	**34,682**

(in thousands of HRK)	**2020 before reclassification**	**Reclassification**	**2020 after reclassification**
Current liabilities			
Provisions	17,780	(17,780)	-
Current provisions for employee benefits	-	17,639	17,639
Other current provisions	-	141	141
Total	**17,780**	**-**	**17,780**

Cash flow statement

(in thousands of HRK)	**2020 before reclassification**	**Reclassification**	**2020 after reclassification**
Receivables from liquidation of subsidiary	45	(45)	-
Reversal of impairment of other liabilities	(5,299)	5,299	-
Impairment of trade receivables	(316)	316	-
Impairment/(reversal of impairment) of trade and other liabilities	-	(5,570)	(5,570)
Total	**(5,570)**	**-**	**(5,570)**

(in thousands of HRK)	**2020 before reclassification**	**Reclassification**	**2020 after reclassification**
Gain from sale of right-of-use assets	(9)	9	-
Gain on disposal of property, plant, equipment and intangibles	(829)	829	-
Gain from sale and disposal of non-current assets	-	(838)	(838)
Total	**(838)**	**-**	**(838)**

NOTE 4 – NEW STANDARDS AND INTERPRETATIONS NOT YET ADOPTED

At the date of issue of these financial statements, the following standards, amendments and interpretations issued by the International Accounting Standards Board are not yet effective.

- **Amendments to IFRS 3** *Business Combinations*; **IAS 16** *Property, Plant and Equipment*; **IAS 37** *Provisions, Contingent Liabilities and Contingent Assets*, all issued on 14 May 2020, (effective date for annual periods beginning on or after 1 January 2022).

- **Amendments to** *Annual Improvements 2018-2020*, issued on 14 May 2020, (effective date for annual periods beginning on or after 1 January 2022).

At the date of authorization of these financial statements the following standards, revisions and interpretations were in issue by the International Accounting Standards Board but not yet adopted by the EU. The endorsement might be expected in 2022:

- **Amendments to IAS 1** *Presentation of Financial Statements: Classification of Liabilities as Current or Non-current and Classification of Liabilities as Current or Non-current - Deferral of Effective Date*, issued on 23 January 2020 and 15 July 2020 respectively (effective date for annual periods beginning on or after 1 January 2023).

- **Amendments to IAS 1** *Presentation of Financial Statements and IFRS Practice Statement 2*: Disclosure of Accounting policies, issued on 12 February 2021 (effective date for annual periods beginning on or after 1 January 2023).

- **Amendments to IAS 8** *Accounting policies, Changes in Accounting Estimates and Errors*: Definition of Accounting Estimates issued on 12 February 2021 (effective date for annual periods beginning on or after 1 January 2023).

- **Amendments to IAS 12** *Income Taxes*: Deferred Tax related to Assets and Liabilities arising from a Single Transactions, issued on 7 May 2021 (effective date for annual periods beginning on or after 1 January 2023).

The Company does not expect the adoption of these standards and interpretations to have a material impact on the Company's financial statements.

NOTE 5 – IMPACT OF NEW ACCOUNTING POLICIES

The accounting policies adopted are consistent with those of the previous financial year except for the following amended IFRSs which have been adopted by the Company as of 1 January 2021:

- **Amendment to IFRS 16** *Leases* Covid 19-Related Rent Concessions, issued on 31 March 2020 (effective date for annual periods beginning on or after 1 April 2021).

- **Amendments to IFRS 9, IAS 39, IFRS 7, IFRS 4 and IFRS 16** *Interest Rate Benchmark Reform* – Phase 2, issued on 27 August 2020 (effective date for annual periods beginning on or after 1 January 2021).

The adoption of these standards and interpretations did not have a significant impact on the Company's financial statements.

NOTE 6 – KEY ACCOUNTING JUDGEMENTS AND ESTIMATES

The preparation of financial statements in conformity with Financial Reporting Standards as adopted by the European Union (EU IFRS) requires management to make judgments, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgments about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimate is revised if the revision affects only that period or in the period of revision and future periods if the revision affects both current and future periods.

Judgments made by management in the application of EU IFRSs that have significant effect on the financial statements and estimates with a significant risk of material adjustments in the next year are discussed in more detail below.

(i) Deferred tax assets recognition

The deferred tax asset represents income taxes recoverable through future deductions from taxable profits and is recorded in the statement of financial position. Deferred income tax assets are recorded to the extent that realisation of the related tax benefit is probable. In determining future taxable profits and the amount of tax benefits that are probable in the future, management makes judgements and applies estimation based on previous years taxable profits and expectations of future income that are believed to be reasonable under the existing circumstances (see note 15).

(ii) Actuarial estimates used in determining obligations for employee benefits

The cost of defined benefits is determined using actuarial estimates. Actuarial estimates involve assumptions about discount rates, future salary increases and the mortality or fluctuation rates. Due to the long-term nature of those plans, these estimates contain an element of uncertainty (see note 32).

(iii) Consequences of certain legal actions

The Company is involved in a number of legal actions which have arisen from the regular course of operations. Management makes estimates of probable outcomes of the legal actions, and the provisions for the Company's obligations arising from these legal actions are recognised on a consistent basis.

The Company recognises a provision in the total expected amount of outflows of economic benefits as a result of the court case, which is generally the claim amount plus penalty interest (if applicable), if it is more likely than not, based on the opinion of management after consultation with legal advisers, that the outcome of the court case will be unfavourable for the Company. The Company does not recognise provisions for court cases or the expected related legal costs and penalty interest (if applicable) in cases where management estimates that an unfavourable outcome of the court case is less likely than a favourable outcome for the Company.

Where indications exist of a possible settlement in relation to a particular court case, a provision is recognised, based on the best estimate of management made in consultation with its legal advisers, in the amount of the expected settlement less any existing amounts already provided for in relation to that particular court case.

Where the Company is a plaintiff in a particular court case, any economic benefits expected to flow to the Company as a result are recognised only when virtually certain which is generally as at the date of inflow of these economic benefits. Provisions for the Company's obligations arising from legal actions are recognised on a consistent basis and estimated on a case by case principle (see note 32).

(iv) Recoverability of trade and other receivables

The recoverable amount of trade and other receivables is estimated at present value of future cash flows discounted at the market interest rate at the measurement date. Short-term receivables with no stated interest rate are measured by the amount of original invoice if the effect of discounting is not significant. The Company regularly reviews the ageing structure of trade receivables and monitors the average collection period. In cases where debtors with extended payment periods (generally above 120 days) are identified, the Company reduces the related credit limits and payment days for future transactions and, in cases where it deems it necessary, imposes restrictions on future transactions until the outstanding balance is repaid either entirely or in part.

NOTE 6 – KEY ACCOUNTING JUDGEMENTS AND ESTIMATES (CONTINUED)

(iv) Recoverability of trade and other receivables (continued)

In cases where the Company identifies receivables toward debtors which have entered into pre-bankruptcy or bankruptcy proceedings, an impairment loss is immediately recognised in full.

By applying the percentage that reflects expectations on the non-collection of trade receivables (expected credit loss), the Company impairs undue regular external trade receivables and past due uncollected receivables up to 360 days from the maturity date.

In the process of regulating the collection of overdue debts, the Company actively negotiates with the respective debtors taking into account expectations of future business relations, significance of exposure to an individual debtor, possibilities of compensation, exercise of instruments of security (if any) or seizure of assets.

(v) Impairment testing for brands

The Company tests brands for impairment on an annual basis in accordance with accounting policy 3.13. For the purposes of impairment testing, brands with indefinite useful lives and brands with finite useful lives have been allocated to cash generating units within reportable segments.

The recoverable amount of cash generating units is determined based on value-in-use calculations or fair value. These calculations use cash flow projections from financial budgets approved by management and cover a period of five years.

Brands

Brands relate to acquired rights of use of logos, trademarks and brand names which the Company allocates to business segments in accordance with internal categorisation of products to which the specific brand relates, whereby the brand value is either allocated entirely to a specific segment or where applicable and where a brand relates to products and categories which relate to several segments, it is allocated based on the share of gross margin of the brand in each of the segments.

The Company annually performs impairment tests in order to assess whether the recoverable amount of brands indicates potential impairment of their carrying amount whereby the primary focus is on brands where the difference between the recoverable amount and the carrying amount indicates a significant sensitivity to changes in key variables used in impairment testing. The calculation of the recoverable amount of brands is based on five-year plans for sales of products and categories which comprise a certain brand and which the Company developed bearing in mind its corporate selling and marketing strategy, trends on relevant markets where the brands are sold (such as estimated movements in gross domestic product, market share of relevant products and categories) and the analysis of its competitors. The sales plans for products and categories comprising each brand also include potential risks of the realistic environment caused by the COVID-19 pandemic.

Cash flows created from such plans are discounted using the post-tax discount rate which reflects the risk of the underlying asset, and which has been defined for the purposes of the impairment test for brands as the weighted average cost of capital after tax (WACC) for the primary market the brand is sold on and the food industry.

For the purpose of recoverable amount of brands whose dominant market is the Adria region as at 31 December 2021 the Company applied an income approach – the method of non-payment of royalties.

The basis of the method of non-payment of royalties is that the value of intangible assets equals the amount that the owner would pay for the licence over the assets if it had not been owned, i.e. the value equals post-tax discounted expenses saved if royalties, i.e. the compensation for the use of trademarks, are not paid.

When calculating the recoverable amount of brands whose dominant market is the Adria region (a total of 4 brands), rates equal to the weighted average cost of capital after tax (WACC) per individual market and the food industry were used, ranging from 3.34% to 6.19% (2020: ranging from 4.71% to 7.96%), while the applied terminal growth rate is 2.00% (2020: ranging from 2.30% to 3.16%).

NOTE 6 – KEY ACCOUNTING JUDGEMENTS AND ESTIMATES (CONTINUED)

(v) Impairment testing for brands (continued)

Brands (continued)

The recoverable amount of most significant brands resulting from the discounted cash flow method is as follows:

	Book value		**Recoverable amount**	
	2021	**2020**	**2021**	**2020**
Brands	*(in thousands of HRK)*			
Brand 1	7,380	7,380	21,886	13,868
Brand 2	15,500	15,500	81,954	67,974
Brand 3	21,144	21,144	76,831	44,855
Brand 4	439	439	2,490	1,363

NOTE 6 – KEY ACCOUNTING JUDGEMENTS AND ESTIMATES (CONTINUED)

(v) Impairment testing for brands (continued)

Brands (continued)

Valuation technique	Brand	Significant inputs	Value	Sensitivity of the input to fair value
Method of non-payment of royalties	Brand 1	Weighted average cost of capital	2021: 4.02% 2020: 5.56%	Increase of weighted average cost of capital by 413 basis points (2020: 278) with unchanged terminal growth rate would result in an decrease of fair value in amount od HRK 55 thousand (2020: HRK 3 thousand)
		Terminal growth rate	2021: 2.00% 2020: 2.49%	Decrease of terminal growth rate with unchanged weighted average cost of capital by 515 basis points (2020: 342) would result in an decrease of fair value in amount od HRK 32 thousand (2020: HRK 2 thousand)
Method of non-payment Increaaof royalties	Brand 2	Weighted average cost of capital	2021: 6.19% 2020: 7.96%	Increase of weighted average cost of capital by 1,981 basis points (2020: 1,794) with unchanged terminal growth rate would result in an decrease of fair value in amount od HRK 27 thousand (2020: HRK 6 thousand)
		Terminal growth rate	2021: 2.00% 2020: 3.16%	Decrease of terminal growth rate with unchanged weighted average cost of capital by 8.100 basis points (2020: 6,015) would result in an decrease of fair value in amount od HRK 25 thousand (2020: HRK 4 thousand)
Method of non-payment of royalties	Brand 3	Weighted average cost of capital	2021: 3.66% 2020: 5.20%	Increase of weighted average cost of capital by 454 basis points (2020: 318) with unchanged terminal growth rate would result in an decrease of fair value in amount od HRK 30 thousand (2020: HRK 14 thousand)
		Terminal growth rate	2021: 2.00% 2020: 2.46%	Decrease of terminal growth rate with unchanged weighted average cost of capital by 571 basis points (2020: 394) would result in an decrease of fair value in amount od HRK 27 thousand (2020: HRK 32 thousand)
Method of non-payment of royalties	Brand 4	Weighted average cost of capital	2021: 3.34% 2020: 4.71%	Increase of weighted average cost of capital by 666 basis points (2020: 535) with unchanged terminal growth rate would result in an decrease of fair value in amount od HRK 7 thousand (2020: HRK 3 thousand)
		Terminal growth rate	2021: 2.00% 2020: 2.30%	Decrease of terminal growth rate with unchanged weighted average cost of capital by 950 basis points (2020: 715) would result in an decrease of fair value in amount od HRK 18 thousand (2020: HRK 2 thousand)

NOTE 6 – KEY ACCOUNTING JUDGEMENTS AND ESTIMATES (CONTINUED)

(v) Impairment testing for brands (continued)

Brands (continued)

During 2021 and 2020, the Company had no impairment losses with respect to brands.

(vi) Impairment test for property, plant and equipment, investment property and assets held for sale

The Company annually performs analysis of impairment indicators for property, plant and equipment in order to assess whether their recoverable amount indicates potential impairment of their carrying amount.

For property, plant and equipment held for sale, the Company estimates their recoverable amount upon classification of such assets as held for sale based on an independent expert valuer's estimate of the fair value of these assets less costs to sell and records these assets at the lower of their carrying amount and the recoverable amount. Generally, the Company considers with significant confidence that the recoverable amount of such assets will be realized through sale or disposal in the short term and in cases where there has been a delay in disposal due to circumstances which do not require reclassification of such assets into property, plant and equipment, the Company considers whether there have been significant changes in the circumstances and expectations related to the disposal process which would require re-assessment of their fair value. If a significant change in circumstances has not occurred, but the asset relates to property which is intended to be used until disposal, the Company approximates the possible impairment that could arise from the date of classification of such assets as held for sale up to the reporting date at the level of depreciation that would have been recognised had those assets not been classified as held for sale.

In 2021 and 2020, the Company had no impairment costs related to property, plant and equipment, investment property and assets held for sale.

(vii) Impairment test for investments in subsidiaries

The Company annually performs analysis of impairment indicators for investments in subsidiaries where indications of impairment exist, based on the results of a static analysis of the Company's exposure compared to the net assets of the subsidiary. For investments identified as such, the Company estimates the recoverable amount and compares it with the carrying amount. The calculation of the recoverable amount is generally based on five-year business plans for the respective subsidiaries which the Company developed bearing in mind its corporate selling and marketing strategy, relevant markets trends (such as estimated movements in gross domestic product, market share of relevant products and categories) with respect to the applicable business segment and the analysis of its competitors. The business plans also include potential risks of the realistic environment caused by the COVID-19 pandemic.

The calculation of the recoverable amount implies a terminal growth rate for cash flows after the projected period of 2.00% for the subsidiary in the Czech Republic (2020: 2.50%), 2.00% for the subsidiary in Serbia (2020: 4.0%), 2.00% for the subsidiary in Poland (2020: 2.40%) and 1.60% for the subsidiary in Russia (2020: 1.80%).

Cash flows created from such plans are discounted using the post-tax discount rate which reflects the risk of the underlying asset, and which has been defined for the purposes of the impairment test as the weighted average cost of capital after tax for the respective market and the food industry (in case of the company in the Czech Republic the post-tax discount rate amounts to 5.25% (2020: 4.65%), for the company in Serbia to 6.72% (2020: 8.69%), for the company in Poland to 5.54% (2020: 5.17%) and for the company in Russia to 10.40% (2020: 10.07%)). The expected rate of average annual revenue growth in the projected five-year period was 2.02% for the company in the Czech Republic (2020: 2.09%), 4.42% for the company in Serbia (2020: 3.12%), 6.06% for the company in Poland (2020: 2.00%), and 5.01% for the company in Russia (2020: 6.49%).

During 2021, the Company had impairment costs related to a share in the subsidiary FOODPRO LIMITED, Tanzania in the amount of HRK 3,314 thousand (2020: HRK 2,102 thousand) and the subsidiary Podravka - Polska Sp.z o.o, Poland in the amount of HRK 1,787 thousand (2020: HRK 0 thousand) since values of investments in companies were not recoverable.

During 2021, the COVID-19 pandemic did not have an impact on the going concern of the Company's operations.

NOTE 7 – DETERMINATION OF FAIR VALUES

The Company has an established control framework with respect to fair value measurement which assumes the overall responsibility of the Management Board and finance department in relation to the monitoring of all significant fair value measurements, consultation with external experts and the responsibility to report, with respect the above, to those charged with corporate governance.

Fair values are measured using information collected from third parties in which case the Management Board and the finance department assess whether the evidence collected from third parties support the conclusion that such valuations meet the requirements of IFRSs, including the level in the fair value hierarchy where such valuations should be classified.
All significant issues related to fair values estimates are reported to the Supervisory Board and the Audit Committee.

Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

- *Level 1* **-** quoted prices (unadjusted) in active markets for identical assets or liabilities.
- *Level 2* - inputs other than quoted prices included in level 1, that are observable for the asset or liability either directly (i.e. as prices) or indirectly (i.e. derived from prices).
- *Level 3* - input variables for assets or liabilities that are not based on observable market data (unobservable inputs).

The fair value of financial instruments traded in active markets is based on quoted market prices at the balance sheet date. A market is regarded as active if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, or regulatory agency, and those prices represent actual and regularly occurring market transactions on an arm’s length basis.

The fair value of financial instruments that are not traded in an active market (for example, over-the-counter derivatives) is determined by using valuation techniques. These valuation techniques maximise the use of observable market data where it is available and rely as little as possible on entity specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2.

If one or more significant inputs are not based on observable market data, the fair value estimate is included in level 3. In preparing these financial statements, the Company has made the following significant fair value estimates, as further explained in detail in the following notes:

- note 21: Non-current financial assets
- note 24: Financial assets at fair value through profit or loss
- note 26: Non-current assets held for sale
- note 30: Financial liabilities at fair value through profit or loss
- note 35: Share-based payments

NOTE 8 – SALES REVENUE

Sales revenue

	2021	2020
	(in thousands of HRK)	
Revenue from sale of products and merchandise	2,171,980	2,064,436
Revenue from services	30,700	47,724
	2,202,680	**2,112,160**

Key customers
Sales to major customers owned or controlled by the same third party Group represent approximately 11% of the Company's total revenue in 2021 (2020: approximately 11% of the total revenue).
Third-party sales in Croatia account for 50% (2020: 50%) of the total revenue from external customers, whereas the remaining 50% (2020: 50%) represent foreign sales.

For management purposes, the Company is organised in business units based on the similarity in the nature of individual product groups and has identified reportable segments in accordance with quantitative thresholds for segment reporting. The reportable segments of the Company are as follows:

– BP Culinary
– BP Baby food, sweets and snacks
– BP Podravka Food
– BP Meat products, meat solutions and savoury spreads
– BP Fish
– BP Žito and Lagris
– Other sales

The reportable segments are part of the internal financial reporting to the Management Board which was identified as the chief operating decision maker. The Management Board reviews the internal reports regularly and assesses the segment performance and uses those reports in making operating decisions.

Segment revenues and results

Set out below is an analysis of the Company's revenue and results by its reportable segments, presented in accordance with IFRS 8 *Operating segments* and a reconciliation of segment profits to profit or loss before tax as presented in the statement of comprehensive income.

(in thousands of HRK)	**Segment revenues 2021**	**Segment expenses 2021**	**Segment depreciation 2021**	**Segment profits/ (loss) 2021**
BP Culinary	799,146	569,645	17,839	211,662
BP Baby food, sweets and snack	416,263	328,274	23,411	64,578
BP Podravka food	385,952	362,415	23,833	(296)
BP Meat products, solutions and spreads	272,305	260,699	13,391	(1,785)
BP Fish	130,782	131,222	1,052	(1,492)
BP Žito and Lagris	68,984	69,285	1,403	(1,704)
Other sales	129,248	128,305	3,145	(2,202)
	2,202,680	**1,849,845**	**84,074**	**268,761**
Financial income (note 13)				73,630
Other income (note 9)				8,740
Central administration costs				(86,312)
Other expenses (note 10)				(5,149)
Financial expenses (note 14)				(3,565)
Profit before tax				**256,105**

NOTE 8 – SALES REVENUE (CONTINUED)

Segment revenues and results (continued)

(in thousands of HRK)	**Segment revenues 2020**	**Segment expenses 2020**	**Segment depreciation 2020**	**Segment profits/ (loss) 2020**
BP Culinary	760,859	539,602	19,364	201,893
BP Baby food, sweets and snack	399,081	315,916	21,451	61,714
BP Podravka food	344,943	321,709	22,397	837
BP Meat products, solutions and spreads	275,105	264,894	12,364	(2,153)
BP Fish	141,536	138,588	2,476	472
BP Žito and Lagris	58,394	58,957	1,327	(1,890)
Other sales	132,242	130,730	2,459	(947)
	2,112,160	**1,770,396**	**81,838**	**259,926**
Financial income (note 13)				65,082
Other income (note 9)				10,694
Central administration costs				(91,856)
Other expenses (note 10)				(11,071)
Financial expenses (note 14)				(8,938)
Profit before tax				**223,837**

BP Culinary comprises the following product groups: seasonings, soups, ready-to-cook meals and bouillons, food mixes and monospices.

BP Baby food, sweets and snacks comprises the following product groups: Lino world, sweets, drinks and snacks.

BP Podravka Food comprises the following product groups: condiments, tomato, sauces, fruit, vegetables and Podravka flour.

BP Meat products, meat solutions and savoury spreads comprises the following product groups: canned meat, sausages, food solution and other meat.

BP Fish comprises fish products.

BP Žito and Lagris comprises the following product groups: core food, bakery and mill products, tea, confectionery and cereals for adults.

Other sales comprise the following product groups: merchandise and food services.

Business programmes (BP) comprise own brands, business to business (B2B), private labels and service production.

The accounting policies of the reportable segments are the same as the Company's accounting policies described in note 3. Segment profit represents the profit earned by each segment without allocation of central administration costs, other income, other expenses, finance expenses, and income tax expense.

NOTE 8 – SALES REVENUE (CONTINUED)

Segment revenues and results (continued)

Geographical information

The Company operates in five principal geographical areas by which it reports the following sales:

(in thousands of HRK)	**2021**	**2020**
Region Adria	1,657,145	1,595,895
Region Western Europe and overseas countries	285,499	271,173
Region Central Europe	181,377	173,563
Region East Europe	60,560	58,775
Region New markets	18,099	12,754
	2,202,680	**2,112,160**

Below is a more detailed overview of countries by geographical area:

Region Adria	**International markets**					
Southeast Europe	**Western Europe and Overseas**		**Central Europe**	**Eastern Europe**	**New markets**	
	Western Europe	**Overseas**				
Croatia	Germany	USA	Poland	Russian Federation	Iraq	China
Slovenia	Austria	Canada	Czech Republic	Ukraine	United Arab Emirates	Japan
Bosnia and Herzegovina	Switzerland	Australia	Slovakia	Estonia	Kuwait	Singapore
North Macedonia	France	New Zealand	Hungary	Lithuania	Qatar	Hong Kong
Serbia	Great Britain		Romania	Latvia	Oman	Israel
Montenegro	Italy			Belarus	Saudi Arabia	Maldives
Kosovo	Denmark			Uzbekistan	Turkey	Bolivia
Bulgaria	Sweden			Georgia	Jordan	Chile
Albania	Ireland				Lebanon	
Greece	Spain				Egypt	
	Malta				Libya	
					Kenya	
					Congo	
					Liberia	
					Burkina Faso	

The Company does not follow detailed breakdown of balance sheet by segment but only by the two main segments on consolidated level.

NOTE 9 – OTHER INCOME

	2021	2020
	(in thousands of HRK)	
Foreign exchange gains on receivables and payables	4,085	-
Grant income	2,051	1,312
Reversal of impairment of loans given to subsidiary	1,642	878
Reversal of impairment of other receivables	407	5,299
Interest income relating to trade receivables	304	275
Profit on disposal of property, plant, equipment and intangibles (note 16 & 17)	182	829
Gains on write-off right-of-use assets	69	9
Income from reversal of legal provision	-	2,092
	8,740	**10,694**

In 2021, the Company generated income from the reversal of impairment of other receivables in the amount of HRK 407 thousand (2020: HRK 5,299 thousand) and net income from the reversal of impairment of loans given and interest in the amount of HRK 1,642 thousand (2020: HRK 878 thousand).
Grant income relates to non-refundable government grants in agriculture. Interest income relating to trade receivables relates to statutory penalty interests collected by the Company.

NOTE 10 - OTHER EXPENSES

	2021	2020
	(in thousands of HRK)	
Write-off on investments (note 20)	5,101	2,102
Interest expense relating to trade payables	48	82
Trade foreign exchange differences	-	8,841
Other	-	46
	5,149	**11,071**

During 2021, the Company had an impairment loss on investments in subsidiaries in the amount of 5,101 thousand (2020: HRK 2,102 thousand).

NOTE 11 – EXPENSES BY NATURE

	2021	2020
	(in thousands of HRK)	
Raw material, supplies and energy	936,082	937,892
Staff costs (note 12)	446,286	432,071
Cost of goods sold	289,917	275,628
Depreciation and amortisation	99,670	98,371
Advertising and promotion	77,633	80,525
Services	72,881	71,718
Transport	28,579	21,770
Changes in value of inventory	25,488	(13,633)
Taxes and contributions independent of operating results	12,205	11,815
Rental costs	8,964	7,961
Entertainment	3,924	4,576
Telecommunications	3,744	3,613
Daily allowances and other business travel expenses	3,388	2,936
Packaging waste disposal fee	2,825	2,628
Bank charges	1,825	1,818
Professional education	959	908
Legal expenses	918	-
Impairment of trade and other receivables, net	731	(316)
Other expenses	4,212	3,809
Total cost of goods sold, selling and distribution expenses, marketing expenses and general and administrative costs	**2,020,231**	**1,944,090**

Costs of services include audit fees. Fees for the audit of the Company's financial statements amounted to HRK 1,224 thousand (2020: HRK 980 thousand). Fees for the assurance engagements performed to the Company amounted to HRK 53 thousand (2020: HRK 72 thousand). During 2021, the Company did not receive any non-audit services from the auditor.

Depreciation and amortisation include HRK 1,820 thousand of government grants for co-financing of assets (2020: HRK 1,839 thousand).

The following tables present expenses by nature contained in cost of goods sold:

	2021	2020
	(in thousands of HRK)	
Raw material and supplies	941,853	906,425
Cost of goods sold	289,917	275,628
Staff costs	212,195	201,361
Depreciation and amortisation	59,794	58,541
Production services	19,385	19,945
Taxes and contributions independent of operating results	6,356	6,402
Other expenses (transport, rent, education etc.)	10,180	9,449
	1,539,680	**1,477,751**

The Company reports gross profit as revenue from the sale of products less cost of goods sold as shown in the specification above.

NOTE 11 – EXPENSES BY NATURE (CONTINUED)

Depreciation and amortisation costs allocated to each function are as follows:

	2021	2020
	(in thousands of HRK)	
Cost of goods sold	59,794	58,541
Selling, logistics and distribution costs	19,552	18,535
General and administrative expenses	18,362	19,515
Marketing expenses	1,962	1,780
	99,670	**98,371**

Staff costs allocated to each function are as follows:

	2021	2020
	(in thousands of HRK)	
Cost of goods sold	212,195	201,361
Selling, logistics and distribution costs	107,351	103,444
General and administrative expenses	95,903	97,255
Marketing expenses	30,837	30,011
	446,286	**432,071**

NOTE 12 – STAFF COSTS

	2021	2020
	(in thousands of HRK)	
Salaries	371,445	357,836
Transportation	11,138	10,630
Share options (note 35)	4,783	8,566
Termination benefits	1,865	4,274
Other costs of employees	57,055	50,765
	446,286	**432,071**

As at 31 December 2021, the number of staff employed by the Company was 3,199 (2020: 3,167 employees).

The average number of employees during 2021 is 3,249 employees (2020: 3,225 employees).

In 2021, termination and retirement benefits of HRK 1,865 thousand were paid to 31 employees (2020: termination and retirement benefits of HRK 4,274 thousand were paid to 42 employees).

Other employee costs relate mainly to the costs of meals and accommodation of employees in the amount of HRK 8,194 thousand (2020: HRK 8,456 thousand). Other significant items within other costs of employees relate to Christmas, Easter expenses and other non-taxable employee benefits in the amount of HRK 18,556 thousand (2020: HRK 17,510 thousand), and holiday expenses in the amount of HRK 9,226 thousand (2020: HRK 9,115 thousand).

NOTE 13 – FINANCE INCOME

	2021	2020
	(in thousands of HRK)	
Dividends income from related parties	69,862	61,671
Interest on related party loans	2,660	2,995
Net foreign exchange gain on borrowings	847	-
Remeasurement of financial assets and liabilities at FVTPL	-	268
Interest on term deposits	261	148
	73,630	**65,082**

Dividend received refers to income on the basis of declared dividends in subsidiaries Belupo, d.d., Koprivnica in the amount of HRK 28,000 thousand, Žito d.o.o., Ljubljana in the amount of HRK 24,441 thousand, Podravka d.o.o.el., Skopje in the amount of HRK 6,967 thousand, Podravka-International Kft., Budapest in the amount of HRK 3,977 thousand, Podravka-International s.r.o., Zvolen in the amount of HRK 2,984 thousand, Podravka d.o.o. Sarajevo, Sarajevo in the amount of HRK 2,487 thousand, and Podravka – Lagris a.s., Dolni Lhota u Luhačovic in the amount of HRK 995 thousand (2020: in subsidiaries Belupo, d.d. Koprivnica in the amount of HRK 28,000, Žito d.o.o., Ljubljana in the amount of HRK 24,603 thousand, Podravka d.o.o.el., Skopje in the amount of HRK 3,025 thousand, Podravka d.o.o., Sarajevo in the amount of HRK 2,548 thousand, Podravka-International s.r.o., Zvolen in the amount of HRK 2,621 thousand and Podravka – Lagris a.s., Dolni Lhota u Luhačovic in the amount of HRK 874 thousand).

NOTE 14 – FINANCE EXPENSES

	2021	2020
	(in thousands of HRK)	
Interest expense and similar charges	3,548	6,792
Remeasurement of financial instruments at fair value	17	-
Net foreign exchange loss on borrowings	-	2,146
	3,565	**8,938**

NOTE 15 – INCOME TAX

Tax (income)/expense consists of:

	2021	2020
	(in thousands of HRK)	
Current income tax	36,907	33,680
Deferred income tax	(25,906)	(3,675)
	11,001	**30,005**

Reconciliation of the effective tax rate

A reconciliation of tax expense per the statement of comprehensive income and taxation at the statutory rate is detailed in the table below:

	2021	2020
	(in thousands of HRK)	
Profit before taxation	**256,105**	**223,837**
Tax calculated at 18%	46,099	40,291
Non-taxable income	(12,575)	(11,101)
Non-deductible expenses	1,551	1,445
Tax incentives (research and development, education and other)	(117)	(115)
Reassessment of recoverability of deferred tax	(24,433)	-
Investment tax credit	-	(809)
Tax paid abroad	476	294
Income tax	**11,001**	**30,005**
Effective tax rate	**4%**	**13%**

NOTE 15 – INCOME TAX (CONTINUED)

Deferred tax assets

Deferred tax assets arose from the following:

2021	**Opening balance**	**Recognised in profit or loss**	**Recognised directly in equity**	**Closing balance**
		(in thousands of HRK)		
Basis:				
Intangible assets	720	9	-	729
Property, plant and equipment/ assets held for sale	6,813	(66)	-	6,747
Provisions	8,106	335	91	8,532
Inventory	4,015	27	-	4,042
Financial assets	24,739	25,649	-	50,388
Share based payments	2,135	861	(257)	2,739
Receivables	1,052	(100)	-	952
Investment tax credit	809	(809)	-	-
	48,389	**25,906**	**(166)**	**74,129**

2020	**Opening balance**	**Recognised in profit or loss**	**Recognised directly in equity**	**Closing balance**
		(in thousands of HRK)		
Basis:				
Intangible assets	668	52	-	720
Property, plant and equipment/ assets held for sale	6,994	(181)	-	6,813
Provisions	6,042	1,739	325	8,106
Inventory	3,990	25	-	4,015
Financial assets	24,430	309	-	24,739
Share based payments	1,263	872	-	2,135
Receivables	1,002	50	-	1,052
Investment tax credit	-	809	-	809
	44,389	**3,675**	**325**	**48,389**

The most significant effect on the increase in deferred tax assets in 2021 relates to revaluation of recoverability of financial assets.

Deferred tax assets recognised with respect to impairment losses on tangible and intangible assets do not expire as they are utilised in the moment of realisation of the respective assets. Deferred tax assets on long-term provisions for employee benefits (jubilee awards and termination benefits) will be realised in a period longer than one year.

NOTE 16 – INTANGIBLE ASSETS

(in thousands of HRK)	**Software**	**Distribution rights**	**Brands**	**Investments in progress**	**Total**
Cost					
At 1 January 2020	227,026	29,410	58,076	6,801	321,313
Additions	-	-	-	14,692	14,692
Transfers	14,508	-	-	(14,508)	-
Disposals	(312)	-	-	-	(312)
Transfers from non-current assets	-	-	-	99	99
At 31 December 2020	**241,222**	**29,410**	**58,076**	**7,084**	**335,792**
Accumulated amortisation					
At 1 January 2020	(193,593)	(29,410)	(13,572)	-	(236,575)
Amortisation	(15,318)	-	-	-	(15,318)
Disposals	222	-	-	-	222
At 31 December 2020	**(208,689)**	**(29,410)**	**(13,572)**	**-**	**(251,671)**
Carrying amount					
As at 31 December 2020	**32,533**	**-**	**44,504**	**7,084**	**84,121**
Cost					
At 1 January 2021	241,222	29,410	58,076	7,084	335,792
Additions	-	-	-	15,400	15,400
Transfers	14,781	-	-	(14,781)	-
Disposals	(63)	-	-	-	(63)
Transfers from non-current assets	-	-	-	18	18
At 31 December 2021	**255,940**	**29,410**	**58,076**	**7,721**	**351,147**
Accumulated amortisation					
At 1 January 2021	(208,689)	(29,410)	(13,572)	-	(251,671)
Amortisation	(13,765)	-	-	-	(13,765)
Disposals	59	-	-	-	59
At 31 December 2021	**(222,395)**	**(29,410)**	**(13,572)**	**-**	**(265,377)**
Carrying amount					
As at 31 December 2021	**33,545**	**-**	**44,504**	**7,721**	**85,770**

Accumulated amortization and impairment losses include a total of HRK 1,510 thousand relating to accumulated impairment losses (2020: HRK 1,510 thousand of accumulated impairment losses).

The total intangible assets with indefinite useful lives as at 31 December 2021 relate to brands and amount to HRK 44,504 thousand (31 December 2020: HRK 44,504 thousand).

Investments in progress mostly relate to licence agreements and IT modernisation.

NOTE 17 – PROPERTY, PLANT AND EQUIPMENT

(in thousands of HRK)	**Land and buildings**	**Equipment and fittings**	**Assets under construction**	**Total**
Cost				
At 1 January 2020	1,808,790	1,233,876	46,522	3,089,188
Additions	-	-	83,334	83,334
Transfers	18,015	47,117	(65,132)	-
Transfer from related companies	-	-	2	2
Transfer to related companies	-	(156)	(9)	(165)
Transfer to intangible assets	-	-	(99)	(99)
Transfer to investment property	-	-	(533)	(533)
Disposals	-	(20,300)	-	(20,300)
At 31 December 2020	**1,826,805**	**1,260,537**	**64,085**	**3,151,427**
Accumulated depreciation				
At 1 January 2020	(1,347,346)	(940,647)	-	(2,287,993)
Depreciation charge for the year	(31,554)	(40,519)	-	(72,073)
Transfer to related companies	-	44	-	44
Disposals	-	20,163	-	20,163
At 31 December 2020	**(1,378,900)**	**(960,959)**	**-**	**(2,339,859)**
Carrying amount				
As at 31 December 2020	**447,905**	**299,578**	**64,085**	**811,568**
Cost				
At 1 January 2021	1,826,805	1,260,537	64,085	3,151,427
Additions	-	-	87,957	87,957
Transfer	15,438	49,518	(64,956)	-
Transfer from related companies	-	-	280	280
Transfer to related companies	-	(45)	-	(45)
Transfer to intangible assets	-	-	(18)	(18)
Disposals	-	(15,752)	-	(15,752)
At 31 December 2021	**1,842,243**	**1,294,258**	**87,348**	**3,223,849**
Accumulated depreciation				
At 1 January 2021	(1,378,900)	(960,959)	-	(2,339,859)
Depreciation charge for the year	(31,246)	(42,196)	-	(73,442)
Transfer to related companies	-	31	-	31
Disposals	-	15,611	-	15,611
At 31 December 2021	**(1,410,146)**	**(987,513)**	**-**	**(2,397,659)**
Carrying amount				
As at 31 December 2021	**432,097**	**306,745**	**87,348**	**826,190**

During 2021 and 2020, the Company had no impairment of property and equipment.
Investments in progress relate mainly to investments in modernisation of buildings, production capacities and extension of the product range.

NOTE 17 – PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Mortgaged assets

As at 31 December 2021, the Company has no land and buildings pledged as collateral against the Company's borrowings (2020: HRK 340,057 thousand).

NOTE 18 – LEASES

Right-of-use assets and the movements during the period	**Land**	**Buildings**	**Equipment**	**Total**
(in thousands of HRK)				
Cost				
As at 1 January 2020	12,814	8,867	27,700	**49,381**
Additions/decrease	(846)	(13)	10,312	**9,453**
Disposals and write-off's	(25)	(1,268)	(5,765)	**(7,058)**
Balance at 31 December 2020	**11,943**	**7,586**	**32,247**	**51,776**
Accumulated depreciation				
As at 1 January 2020	326	2,413	9,820	**12,559**
Depreciation charge for the year	291	2,286	8,764	**11,341**
Disposals and write-off's	(25)	(1,193)	(5,276)	**(6,494)**
Balance at 31 December 2020	**592**	**3,506**	**13,308**	**17,406**
As at 31 December 2020	**11,351**	**4,080**	**18,939**	**34,370**
Cost				
As at 1 January 2021	11,943	7,586	32,247	**51,776**
Additions/decrease	(317)	5,529	15,227	**20,439**
Disposals and write-off's	(20)	(3,128)	(13,150)	**(16,298)**
Balance at 31 December 2021	**11,606**	**9,987**	**34,324**	**55,917**
Accumulated depreciation				
As at 1 January 2021	592	3,506	13,308	**17,406**
Depreciation charge for the year	273	3,103	9,428	**12,804**
Disposals and write-off's	(19)	(2,210)	(11,491)	**(13,720)**
Balance at 31 December 2021	**846**	**4,399**	**11,245**	**16,490**
As at 31 December 2021	**10,760**	**5,588**	**23,079**	**39,427**

Lease liabilities and the movements during period	**2021**	**2020**
	(in thousands of HRK)	
As at 1 January 2021	35,776	37,655
Interest expense	556	556
Increase of lease liabilities during the year (net)	17,791	8,880
Lease liabilities payments	(13,896)	(11,773)
Exchange rate difference	302	458
As at 31 December 2021	**40,529**	**35,776**
Current portion of long term liability for right-of-use assets	11,981	9,946
Long term liabilty for right-of-use assets	28,548	25,830

NOTE 18 – LEASES (CONTINUED)

Amounts recognised in the statement of comprehensive income

	2021	2020
	(in thousands of HRK)	
Expenses related to short-term leases and leases of low-value assets etc.	11,979	12,151
Depreciation expense of right-of-use assets	12,804	11,341
Interest expense of lease liabilities	556	556
Total amount recognised in the statement of comprehensive income	**25,339**	**24,048**

NOTE 19 – INVESTMENT PROPERTY

(in thousands of HRK)	Land	Buildings	Total
Cost			
At 1 January 2020	89,246	58,709	147,955
Transfer from property, plant and equipment	-	533	533
At 31 December 2020	**89,246**	**59,242**	**148,488**
Accumulated depreciation			
At 1 January 2020	(14,129)	(23,826)	(37,955)
Depreciation charge for the year	-	(1,478)	(1,478)
At 31 December 2020	**(14,129)**	**(25,304)**	**(39,433)**
Carrying amount			
At 31 December 2020	**75,117**	**33,938**	**109,055**
Cost			
At 1 January 2021	89,246	59,242	148,488
At 31 December 2021	**89,246**	**59,242**	**148,488**
Accumulated depreciation			
At 1 January 2021	(14,129)	(25,304)	(39,433)
Depreciation charge for the year	-	(1,481)	(1,481)
At 31 December 2021	**(14,129)**	**(26,785)**	**(40,914)**
Carrying amount			
At 31 December 2021	**75,117**	**32,457**	**107,574**

Operating expenses amount to HRK 1,412 thousand (2020: HRK 1,483 thousand), while rental income from a smaller part of the property amounts to HRK 970 thousand (2020: HRK 1,185 thousand).

NOTE 20 – INVESTMENTS IN SUBSIDIARIES

Subsidiaries in which the Company has an ownership interest and control:

		Ownership interest in%		Equity share in thousands of HRK		
Name of subsidiary	**Country**	**31.12.2021.**	**31.12.2020.**	**31.12.2021.**	**31.12.2020.**	**Principal activity**
Žito d.o.o.	Slovenia	100.00	100.00	440,110	440,110	Sale and distribution of food and beverages
Belupo d.d.	Croatia	100.00	100.00	393,153	393,153	Production and distribution of pharmaceuticals
Podravka Lagris a.s.	Czech Republic	100.00	100.00	68,754	68,754	Rice production and sale
Podravka-Polska Sp.z o.o.	Poland	100.00	100.00	18,854	20,641	Sale and distribution of food and beverages
FOODPRO LIMITED*	Tanzania	100.00	100.00	-	-	Production and sale of food and beverages
Podravka-International Kft.	Hungary	100.00	100.00	5,343	5,343	Sale and distribution of food and beverages
Mirna d.d.	Croatia	99.44	99.23	45,202	45,128	Fish processing and production
Podravka Gulf Fze	UAE	100.00	100.00	-	-	Sale and distribution of food and beverages
Podravka-Int. Deutschland –"Konar" GmbH	Germany	100.00	100.00	1,068	1,068	Sale and distribution of food and beverages
Podravka-International s.r.o.	Slovakia	75.00	75.00	1,034	1,034	Sale and distribution of food and beverages
Podravka d.o.o. Podgorica	Montenegro	100.00	100.00	1,029	1,029	Sale and distribution of food and beverages
Podravka-International s.r.l.	Bulgaria	100.00	100.00	1,007	1,007	Sale and distribution of food and beverages
Podravka-International Pty. Ltd	Australia	100.00	100.00	801	801	Sale and distribution of food and beverages
Podravka-International s.r.l.	Romania	100.00	100.00	126	126	Sale and distribution of food and beverages
Podravka d.o.o.el Petrovec	North Macedonia	100.00	100.00	42	42	Sale and distribution of food and beverages
Podravka d.o.o. Sarajevo	Bosnia & Herz.	100.00	100.00	40	40	Sale and distribution of food and beverages
Podravka USA Inc.	USA	100.00	100.00	636	636	Sale and distribution of food and beverages
Podravka d.o.o.	Russia	100.00	100.00	6,989	5,338	Sale and distribution of food and beverages
Podravka d.o.o. Beograd	Serbia	100.00	100.00	-	-	Sale and distribution of food and beverages
				984,188	**984,250**	

*15% of ownership interest is held indirectly through the subsidiary Podravka-Int. Deutschland – "Konar" GmbH

During 2021 the Company increased share capital of the subsidiary FOODPRO LIMITED, Tanzania by the amount of HRK 3,314 thousand, of the subsidiary Podravka d.o.o., Russia by the amount of HRK 1,652 thousand, and of the subsidiary Mirna d.d., Croatia by the amount of HRK 74 thousand.

The Company has impaired HRK 3,314 thousand of the share in the subsidiary FOODPRO LIMITED, Tanzania, and HRK 1,787 thousand in the subsidiary Podravka-Polska Sp.z.o.o., Poland.

NOTE 20 – INVESTMENTS IN SUBSIDIARIES (CONTINUED)

During 2020, the Company changed the name of its subsidiary Vegeta Podravka Limited, Tanzania to FOODPRO LIMITED, Tanzania and increased share capital of the subsidiary by a loan and interest in the gross amount of HRK 57,326 thousand and by an additional payment in cash in the amount of HRK 2,102 thousand. In addition, during 2020 the Company increased share capital of the subsidiary Podravka-International USA Inc., New York by the amount 633 thousand and of the subsidiary Podravka d.o.o., Moscow by the amount of HRK 5,338 thousand.

NOTE 21 – NON-CURRENT FINANCIAL ASSETS

	2021	2020
	(in thousands of HRK)	
Financial instruments	54,133	54,133
Impairment of financial instruments	(17,736)	(17,736)
Investments in other equity investments	580	559
Loans to related companies	365	519
Loans to third parties	4	5
Deposits and other	13	211
	37,359	**37,691**

Loans to related parties are described in note 36.

In 2021 and 2020 there were no changes with respect to the financial instruments.

NOTE 22 – INVENTORIES

	2021	2020
	(in thousands of HRK)	
Raw materials and supplies	163,576	139,540
Work in progress	22,368	25,827
Finished goods	168,929	191,052
Merchandise	82,589	100,886
	437,462	**457,305**

During 2021, the Company recognized net impairment loss with respect to inventories in the amount of HRK 148 thousand (2020: HRK 137 thousand of net impairment loss with respect to inventories). The movement in inventory impairment provision is included in the statement of comprehensive income in line item ‘Cost of goods sold’.

NOTE 23 – TRADE AND OTHER RECEIVABLES

	2021	2020
	(in thousands of HRK)	
Trade receivables	310,667	289,815
Accumulated impairment losses on receivables	(94,405)	(103,310)
Impairment of receivables for expected credit losses	(49)	(202)
Net trade receivables	**216,213**	**186,303**
Related party trade receivables	185,699	219,219
Provision for related party trade receivables	(11,374)	(10,908)
Loans and interest receivable from related parties	82,016	82,439
Prepaid expenses	3,065	1,515
Receivables from employees	747	628
Advances to suppliers	232	243
Other receivables	2,258	6,898
	478,856	**486,337**

Loans given to and interest receivable from related parties include short-term loans and current portion of long-term loans given to related parties and interest receivable from related parties (see note 36).

Movements in the impairment allowance for trade receivables are as follows:

	2021	2020
	(in thousands of HRK)	
At 1 January	114,420	121,078
Increase	2,635	294
Amounts collected	(1,438)	(1,083)
Written off as uncollectible	(9,789)	(5,869)
At 31 December	**105,828**	**114,420**

Impairment losses on trade receivables and income from subsequent collection of impaired receivables are included within ‘Selling and distribution costs’.

Ageing analysis of trade receivables that are not impaired:

	2021	2020
	(in thousands of HRK)	
Undue	275,037	257,696
Up to 90 days	86,513	102,041
91-180 days	10,915	28,292
181-360 days	18,073	6,585
	390,538	**394,614**

Major customers

Trade receivables from major customers owned or controlled by the same third party as at 31 December 2021 amount to HRK 74,246 thousand (2020: HRK 44,977 thousand).

NOTE 24 – FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS

	2021	2020
	(in thousands of HRK)	
Forward contracts	-	49
	-	**49**

In 2021, the Company used forward contracts with commercial banks with the primary intention of managing the fluctuation of the exchange rates of foreign currencies with respect to the purchase and sale of foreign currencies. As at 31 December 2021, the forward contracts did not have positive fair value (2020: HRK 49 thousand).

The nominal value of forward exchange contracts at 31 December 2021 amounted to HRK 2,738 thousand with maturities between 20 January 2022 and 21 March 2022 (2020: HRK 4,786 thousand with maturities between 11 January 2021 and 8 June 2021).

Gains and losses recognised as changes in the market value of forward exchange contracts are recognized in the statement of comprehensive income, under ‘financial income/financial expenses’.

Fair value measurement

The fair value of forward exchange contracts is based on the quotation of the exchange rate. In accordance with the input variables used, the assessment is categorized in the fair value hierarchy as level 2 (see note 7).

NOTE 25 – CASH AND CASH EQUIVALENTS

	2021	2020
	(in thousands of HRK)	
Cash in banks	2,491	2,274
Cash in hand	9	8
	2,500	**2,282**

Cash in banks refers to transaction accounts at commercial banks bearing an average interest rate ranging from 0.00% to 0.15%.

The Company has certain transactions in foreign currencies and cash on bank accounts mainly in HRK (HRK 1,689 thousand) and EUR (HRK 640 thousand) at 31 December 2021.

NOTE 26 – NON-CURRENT ASSETS HELD FOR SALE

	2021	2020
	(in thousands of HRK)	
Land and buildings	1,075	1,075
	1,075	**1,075**

(i) Land and buildings

The total amount of assets held for sale relates to a property in Koprivnica and land in Žminj for which the Company is still seeking a buyer and expects to sell.

(ii) Fair value measurement

Fair value measurement is classified, according to inputs used in fair value measurement, as level 3 (see note 7). The following table summarizes the valuation methods and techniques as well as significant inputs used in measuring the fair value:

Valuation methods and techniques	Significant unobservable inputs
Property For buildings and land, the comparative method is used	Among other factors, the estimated discount rate considers the underlying quality of the property and its location on similar locations for a comparative type of property.

NOTE 27 – SHARE CAPITAL

	Number of shares	Ordinary shares	Share premium	Treasury shares	Total
			(in thousands of HRK)		
At 1 January 2020	**6,992,087**	**1,566,401**	**178,031**	**(47,569)**	**1,696,863**
Exercise of options	-	-	(3,722)	-	**(3,722)**
Fair value of share based payments	-	-	8,566	-	**8,566**
At 31 December 2020	**6,992,087**	**1,566,401**	**182,875**	**(47,569)**	**1,701,707**
At 1 January 2021	**6,992,087**	**1,566,401**	**182,875**	**(47,569)**	**1,701,707**
Exercise of options	22,000	-	(1,627)	8,181	**6,554**
Fair value of share based payments	-	-	4,783	-	**4,783**
At 31 December 2021	**7,014,087**	**1,566,401**	**186,031**	**(39,388)**	**1,713,044**

As at 31 December 2021, the Company's share capital amounted to HRK 1,566,401 thousand, distributed among 7,120,003 shares out of which 105,916 relates to treasury shares (2020: HRK 1,566,401 thousand, distributed among 7,120,003 shares out of which 127,916 relates to treasury shares). Nominal value of one share amounts to HRK 220.00. All issued shares are fully paid in.

NOTE 27 – SHARE CAPITAL (CONTINUED)

(i) Share-based payments

During 2021 and 2020, the Company did not purchase any treasury shares.

The shareholder structure as at the reporting date was as follows:

	2021		2020	
	Number of shares	**% of ownership**	**Number of shares**	**% of ownership**
PBZ CO OMF - Category B	1,097,644	15.42%	1,097,644	15.42%
AZ OMF category B	917,563	12.89%	917,563	12.89%
CERP -Croatian Pension Insurance Institute	727,703	10.22%	727,703	10.22%
Erste Plavi OMF category B	638,248	8.96%	724,373	10.17%
Raiffeisen OMF category B	625,298	8.78%	625,298	8.78%
CERP - Republic of Croatia	452,792	6.36%	415,564	5.84%
Kapitalni fond Inc.	406,842	5.71%	406,842	5.71%
MESNA INDUSTRIJA BRAĆA PIVAC Ltd	226,578	3.18%	30,288	0.43%
HPB - Republic of Croatia	167,281	2.35%	167,281	2.35%
Treasury account	105,916	1.49%	127,916	1.80%
Other shareholders	1,754,138	24.64%	1,879,531	26.40%
Total	**7,120,003**	**100.00%**	**7,120,003**	**100.00%**

NOTE 28 – RESERVES

	Reserves for treasury shares	**Legal reserves**	**Other reserves**	**Total**
(in thousands of HRK)				
At 1 January 2020	147,604	36,605	246,480	430,689
Allocation of profits	-	7,259	73,849	81,108
Actuarial loss (net of deferred tax)	-	-	(1,484)	(1,484)
At 31 December 2020	**147,604**	**43,864**	**318,845**	**510,313**
At 1 January 2021	147,604	43,864	318,845	510,313
Allocation of profits (i)	-	9,692	120,060	129,752
Actuarial loss (net of deferred tax)	-	-	(416)	(416)
At 31 December 2021	**147,604**	**53,556**	**438,489**	**639,649**

The legal reserve is required under Croatian law according to which the Company is committed to build up legal reserves to a minimum of 5% of the profit for the year until the total reserve reaches 5% of the share capital. Both legal reserves and reserves for treasury shares are non-distributable. Other reserves mainly relate to (non-distributable) reserves required by the Company's Articles of Association and actuarial gains and losses related to the assessment of long-term provisions for employee benefits.

(i) Allocation of profits

In 2021, the General Assembly reached a decision to allocate the Company's profit from 2020 in the amount of HRK 145,189 thousand as follows: the amount of HRK 9,692 thousand to legal reserves, the amount of HRK 120,060 thousand to other reserves, the amount of HRK 63,127 thousand for the declared dividend (HRK 9.00 per share), while the remainder of HRK 953 thousand is retained in unallocated profit.

NOTE 29 – RETAINED EARNINGS

The movement in retained earnings is as follows:

	2021	2020
	(in thousands of HRK)	
At 1 January	**199,852**	**150,057**
- profit for the year (after tax)	245,104	193,832
- exercise of options	1,171	-
- dividend declared	(63,127)	(62,929)
- transfer to reserves	(129,752)	(81,108)
At 31 December	**253,248**	**199,852**

At 29 June 2021, the General Assembly reached a decision on dividend distribution in amount of HRK 63,127 thousand, HRK 9.00 per share (2020: HRK 62,929 thousand, HRK 9.00 per share).

NOTE 30 – FINANCIAL LIABILITIES AT FAIR VALUE THROUGH PROFIT OR LOSS

	2021	2020
	(in thousands of HRK)	
Forwards	35	66
	35	**66**

NOTE 31 – BORROWINGS

	2021	2020
	(in thousands of HRK)	
Non-current borrowings		
Banks in Croatia	14,799	62,813
Banks abroad	-	29,676
	14,799	**92,489**
Current borrowings		
Banks in Croatia	94,461	125,779
Banks abroad	-	39,569
Related party borrowings	1,140	1,159
	95,601	**166,507**
Total borrowings	**110,400**	**258,996**

The Company, together with related parties Belupo d.d. and Žito d.o.o. in 2016 agreed a syndicated loan with EBRD and business banks in the total amount of EUR 123 million. For refinancing a portion of the existing borrowings a total of EUR 98,850 thousand were used by the Company and the two related companies. During 2021, the Company, together with Belupo d.d. and Žito d.o.o. refinanced the remaining syndicated loan amount by commercial bank borrowings.

NOTE 31 – BORROWINGS (CONTINUED)

As part of the above mentioned loan, the Company is obligated to comply with the following debt covenants:

a) Interest coverage ratio (ICR). The parameter is calculated as the ratio of consolidated EBITDA and consolidated interest expense and bank fee for the year.

b) Debt coverage ratio (DCR). The parameter is calculated as the ratio of consolidated net debt and consolidated EBITDA.

c) Equity ratio (ER). The parameter is calculated as the ratio of consolidated share capital and reserves and consolidated total assets.

The maturity of non-current borrowings is as follows:

	2021	2020
	(in thousands of HRK)	
Between 1 and 2 years	14,799	92,489
Between 2 and 5 years	-	-
	14,799	**92,489**

The average interest rates at the reporting date were as follows:

	2021			2020		
	HRK	**EUR**	**HUF**	**HRK**	**EUR**	**HUF**
Non-current borrowings						
Banks in Croatia						
Fixed interest rate	0.81%	0.35%	-	0.80%	-	-
Banks abroad						
Variable interest rate	-	-	-	-	0.94%	-
Current borrowings						
Banks	0.51%	-	-	0.67%	-	-
Loans from related parties	-	-	2.28%	-	-	3.42%

NOTE 31 – BORROWINGS (CONTINUED)

An overview of borrowings by fixed and variable interest rates is as follows:

	2021		2020	
	fixed	**variable**	**fixed**	**variable**
	(in thousands of HRK)			
Non-current borrowings	14,799	-	62,813	29,676
Current borrowings	94,461	1,140	126,938	39,569
	109,260	**1,140**	**189,751**	**69,245**

The fair value of the Company's long-term borrowings is as follows:

(in thousands of HRK)	**Carrying value 2021**	**Fair value 2021**	**Carrying value 2020**	**Fair value 2020**
Non-current borrowings				
Banks in Croatia	14,799	14,799	62,813	62,192
Banks abroad	-	-	29,676	29,677
	14,799	**14,799**	**92,489**	**91,869**

The carrying amounts of the Company's borrowings are denominated in the following currencies:

	2021	**2020**
	(in thousands of HRK)	
HRK	64,862	188,592
EUR	44,398	69,245
HUF	1,140	1,159
	110,400	**258,996**

The Company has the following undrawn borrowing facilities:

	2021	**2020**
	(in thousands of HRK)	
- expiring within one year	299,775	256,898
	299,775	**256,898**

These comprise unused short-term revolving facilities, guarantees and letters of credit which the Company has available with several commercial banks.

NOTE 31 – BORROWINGS (CONTINUED)

Reconciliation of movements in liabilities with cash flows from financing activities:

	Loans	**Liabilities for right-of-use assets**	**Share capital**	**Retained earnings**	**Total**
(in thousands of HRK)					
At 1 January 2021	258,996	35,776	1,701,707	199,852	2,196,331
Cash transactions:					
Loans received	97,121	-	-	-	97,121
Loans repayment	(200,270)	(13,340)	-	-	(213,610)
Dividend paid	-	-	-	(62,782)	(62,782)
Total cash transactions	**(103,149)**	**(13,340)**	**-**	**(62,782)**	**(179,271)**
Non-cash transactions:					
The impact of changes in exchange rates	(516)	302	-	-	(214)
Other non-cash transactions	(44,931)	17,791	-	-	(27,140)
Total other changes related to capital	-	-	11,337	116,178	127,515
At 31 December 2021	**110,400**	**40,529**	**1,713,044**	**253,248**	**2,117,221**

Other non-cash transactions on borrowings mainly relate to refinancing of a borrowing.

NOTE 32 – PROVISIONS

(in thousands of HRK)	**Jubilee awards**	**Unused holiday**	**Retirement benefits**	**Bonuses**	**Legal cases**	**Total**
As at 31 December 2020:						
Non-current	8,844	-	15,097	-	10,741	34,682
Current	1,691	5,827	-	10,121	141	17,780
At 1 Januar 2021	**10,535**	**5,827**	**15,097**	**10,121**	**10,882**	**52,462**
Increase in provisions	1,424	7,025	1,235	11,480	919	22,083
Utilised during the year	(1,673)	(5,827)	(205)	(10,121)	(64)	(17,890)
At 31 December 2021	**10,286**	**7,025**	**16,127**	**11,480**	**11,737**	**56,655**
As at 31 December 2021:						
Non-current	8,612	-	16,127	-	11,577	36,316
Current	1,674	7,025	-	11,480	160	20,339
	10,286	**7,025**	**16,127**	**11,480**	**11,737**	**56,655**

(i) Legal cases

Legal provisions relate to a number of legal proceedings initiated against the Company which stem from regular commercial activities and court cases including former employees. The expenses relating to the provisions are included in the separate statement of comprehensive income within Other income or Administrative expenses. Based on the expert opinion of legal advisers, management believes that the outcome of these legal proceedings will not give rise to any significant losses beyond the amounts provided as at 31 December 2021.

(ii) Bonuses

In 2021, the Company recognised HRK 11,480 thousand of provisions for bonuses to management (2020: HRK 10,121 thousand).

(iii) Jubilee awards and regular retirement benefits

According to the Collective Labour Agreement signed by companies in Croatia, the Company has an obligation to pay jubilee awards, retirement and other benefits to its employees. In accordance with the respective agreement, the employees are entitled to a regular retirement benefit (without stimulating retirement benefit) in the net amount of HRK 10 thousand, of which HRK 2 thousand are taxable. No other post-retirement benefits are provided. The present values of these liabilities, the related current service cost and past service cost were measured using the projected credit unit method.

The actuarial estimates have been derived on the basis of the following key assumptions:

	2021	**2020**
Discount rate	0.75%	0.50%
Fluctuation rate	7.80%	8.80%
Average expected remaining working lives (in years)	23	22

Management considers the Croatian corporate bond market to be a deep market.

NOTE 32 – PROVISIONS (CONTINUED)

Changes in the present value of the defined benefit obligation during the period:

	2021		2020	
(in thousands of HRK)	**Jubilee awards**	**Retirement benefits**	**Jubilee awards**	**Retirement benefits**
At 1 January	10,535	15,097	10,763	13,072
Past service cost	52	39	51	(305)
Current service cost	526	573	514	527
Interest expense	73	116	50	72
Actuarial losses	773	507	983	1,811
Benefits paid	(1,673)	(205)	(1,826)	(80)
At 31 December	**10,286**	**16,127**	**10,535**	**15,097**

NOTE 33 – TRADE AND OTHER PAYABLES

	2021	**2020**
	(in thousands of HRK)	
Trade payables	142,784	185,100
Related party payables	25,031	20,632
Other liabilities	94,349	91,257
	262,164	**296,989**

As at 31 December 2021 and 31 December 2020 the carrying amounts of payables approximate their fair values due to the short-term nature of those liabilities.

Other payables include the following:

	2021	**2020**
	(in thousands of HRK)	
Salaries and other benefits to employees	34,334	33,292
Other accrued expenses	31,024	30,382
Deferred income	20,492	21,090
Dividends payable	2,930	2,585
Net VAT payable	2,581	117
Package waste disposal fee payable	700	791
Accrued interest	208	520
Other payables	2,080	2,480
	94,349	**91,257**

NOTE 34 – RISK MANAGEMENT

Categories of financial instruments are as follows:

	2021	2020
	(in thousands of HRK)	
Financial assets at amortised cost		
Trade receivables (including bills of exchange received)	393,156	397,499
Cash and cash equivalents	2,500	2,282
Long-term loans	369	524
Long-term deposits	13	211
Short-term loans	79,398	79,554
	475,436	**480,070**
Financial assets at fair value through other comprehensive income		
Equity instruments	**580**	**559**
	580	**559**
Financial assets at fair value through profit and loss		
Financial instruments	36,397	36,397
Forward contracts	-	49
	36,397	**36,446**
Total financial assets	**512,413**	**517,075**
Financial liabilities at amortised cost		
Lease liabilities	40,529	35,776
Borrowings	110,400	258,996
Trade and interest payables	168,023	206,252
	318,952	**501,024**
Financial liabilities at fair value through profit and loss		
Forwards contract	35	66
	35	**66**
Total financial liabilities	**318,987**	**501,090**

Fair value of financial instruments

The fair values of financial assets and financial liabilities are determined as follows:

- the fair value of financial assets and financial liabilities with standard terms and conditions and traded on active liquid markets is determined with reference to quoted market prices;
- the fair value of other financial assets and financial liabilities is determined in accordance with generally accepted pricing models based on discounted cash flow analysis using prices from observable current market transactions and dealer quotes for similar instruments.

Financial instruments held to maturity in the normal course of operations are carried at the lower of cost and the net amount less the portion repaid. Fair value is determined as the amount at which a financial instrument can be exchanged between willing and knowledgeable parties in an arm's-length transaction, except in the event of forced sale or liquidation.

At the reporting date, the carrying amounts of cash and cash equivalents, short-term deposits and short-term borrowings approximate their market value due to the short-term nature of those assets and liabilities and due to the fact that a majority of these assets and liabilities are at variable interest rates approximating market interest rates.

Financial assets arising from currency forward contracts are measured at fair value as explained in note 24.

NOTE 34 – RISK MANAGEMENT (CONTINUED)

Fair value of financial instruments (continued)

The Company considers that the carrying amount of investments in unquoted and quoted equity instruments with no active market approximates their fair value due to the fact that the respective instruments were acquired at a price willingly agreed by knowledgeable and unrelated parties.

The carrying amounts of borrowings and leases approximates their fair values as these liabilities bear variable interest rates or fixed interest rate approximating market interest rates.

Financial risks

In its operations, Podravka is exposed to various financial risks, especially the currency, interest rate and price risks, and in addition to these financial risks, significant risks include credit risk and liquidity risk. Managing the currency, interest rate and credit risks is performed by the Treasury sector together with active management of excess liquidity investment and active management of financial assets and liabilities.

An integral part of the overall Enterprise Risk Management (ERM) project is the reporting procedure for the purpose of managing financial risks (*Escalation procedure for managing financial risks*). The purpose of this procedure is to ensure that the Management is informed about critical events that may jeopardize profitability or cause a significant loss of cash, while these critical events are still in the early stages. This allows for timely decision-making on specific business activities for the purpose of managing critical events.

Capital risk management

The gearing ratio at the reporting date was as follows:

	2021	**2020**
	(in thousands of HRK)	
Debt (long- and short-term borrowings including forward contract)	110,435	259,062
Cash and cash equivalents	(2,500)	(2,282)
Net debt	107,935	256,780
Equity	2,605,941	2,411,872
Net debt to equity ratio	4%	11%

Debt is defined as long-term and short-term borrowings. Equity includes all capital and reserves. Besides monitoring the ratio of net debt to equity, the Company also monitors the ratio of net debt to operating profit before depreciation and amortization (EBITDA).

NOTE 34 – RISK MANAGEMENT (CONTINUED)

Financial risk management

Credit risk management

Credit risk refers to the risk that counterparties will default on their contractual obligations resulting in a possible financial loss for the Company. The Company adopted "Collection of due receivables process" and applies it in operations with customers, based on which it takes security instruments, wherever possible, for the purpose of hedging possible financial risks and loss as a consequence of default.

The Company enters into business only with counterparties with good credit ratings, securing, when needed, receivables for the purpose of decreasing the risk of financial loss as a consequence of default. The Company's exposure and the credit ratings of its counterparties are continuously monitored.

The Company's exposure to major customers

The control of the Company's exposure to major customers is carried out through regular monitoring of receivables and certain measures to control the collection and delivery of goods, as well as the acquisition of adequate collection security instruments. The Company accepts new customers and continues cooperation with existing customers with payment delays subject to meeting the Company's credit risk parameters. Receivables are analysed on a weekly basis and necessary measures are taken with respect to their collection.

Risk mitigation instruments are defined based on the financial performance ratios for individual customers, using internet services where the required information is available (financial statements, credit ratings). The Company's exposure and credit rating are continuously monitored through credit limits set by the Company and insurer, which are continuously controlled and adjusted if appropriate.

Depending on the needs and collection of receivables in some markets, in 2021 the Company contracted insurance of receivables for the selected market group. The Company insured receivables in the markets of the Republic of Croatia, Turkey, Qatar, Belarus, Ukraine, United Arab Emirates, Saudi Arabia, Oman, Kuwait, Egypt, Japan and Kenya in order to reduce the risk of possible non-collection.

During 2021, the Company did not have significant damage claims related to the insurance of receivable collection.

NOTE 34 – RISK MANAGEMENT (CONTINUED)

Financial risk management (continued)

Liquidity risk management

The Company manages liquidity risk by maintaining optimum amounts of cash on accounts, in addition to adequate sources of financing from credit lines available, for the purpose of the efficient management of short- and long-term funding and liquidity requirements.

The process of continuous monitoring of cash flows, matching the maturity profiles of trade receivables and payables to customers and suppliers, banks and other financial institutions, enables timely ensuring optimum liquidity level required for Company's operating purposes.

Regular cash flow planning in all related companies, which includes guidelines set by the Company aimed at regular settlement of all liabilities and adjustment of other contractual relationships, greatly contributes to the optimization and more efficient liquidity management of the Company.

Liquidity risk analysis

The following tables detail the Company's remaining contractual maturity for its financial liabilities and its financial assets presented in the statement of financial position at each reporting period end. The tables have been drawn up based on the undiscounted cash flows based on contracted terms at reporting date and include cash flows from both interest and principal.

The liquidity risk analysis below shows no potential deficit of short-term liquidity for the Company.

as at 31 December 2021	**Net book value**	Contracted cash flow	Up to one year	1 - 5 years	over 5 years
		(in thousands of HRK)			
Non-interest bearing liabilities:					
Trade and interest payables	**168,023**	168,023	168,023	-	-
Forward contracts	**35**	35	35	-	-
	168,058	168,058	168,058	-	-
Interest bearing liabilities:					
Loans and borrowings	**110,400**	110,772	95,960	14,812	-
Lease liabilities	**40,529**	48,152	12,816	20,249	15,087
	150,929	158,924	108,776	35,061	15,087
	318,987	326,982	276,834	35,061	15,087
Non-interest bearing assets:					
Trade receivables (including interests)	**393,156**	393,156	393,156	-	-
Financial instruments	**36,977**	36,977	-	36,977	-
Cash and cash equivalents	**2,500**	2,500	2,500	-	-
	432,633	432,633	395,656	36,977	-
Interest bearing assets:					
Short-term loans	**79,767**	82,248	81,859	389	-
Long-term deposits	**13**	13	-	13	-
	79,780	82,261	81,859	402	-
	512,413	514,894	477,515	37,379	-
Net liquidity position	**193,426**	187,912	200,681	2,318	(15,087)

NOTE 34 – RISK MANAGEMENT (CONTINUED)

Financial risk management (continued)

Liquidity risk management (continued)

Liquidity risk analysis (continued)

as at 31 December 2020	**Net book value**	Contracted cash flow	Up to one year	1 - 5 years	over 5 years
			(in thousands of HRK)		
Non-interest bearing liabilities:					
Trade and interest payables	**206,252**	206,253	206,253	-	-
Forward contracts	**66**	66	66	-	-
	206,318	206,319	206,319	-	-
Interest bearing liabilities:					
Loans and borrowings	**258,996**	260,891	168,057	92,834	-
Financial lease liabilities	**35,776**	41,970	10,420	15,718	15,832
	294,772	302,861	178,477	108,552	15,832
	501,090	509,180	384,796	108,552	15,832
Non-interest bearing assets:					
Trade receivables (including interests)	**397,499**	397,499	397,499	-	-
Financial instruments	**36,956**	36,956	-	36,956	-
Cash and cash equivalents	**2,282**	2,282	2,282	-	-
Forward contracts	**49**	49	49	-	-
	436,786	436,786	399,830	36,956	-
Interest bearing assets:					
Long-term and short-term loans	**80,078**	83,060	82,444	616	-
Long-term deposits	**211**	211	-	211	-
	80,289	83,271	82,444	827	-
	517,075	520,057	482,274	37,783	-
Net liquidity position	**15,985**	10,877	97,478	(70,769)	(15,832)

NOTE 34 – RISK MANAGEMENT (CONTINUED)

Financial risk management (continued)

Market risks

(i) Interest rate risk management

The Company continuously monitors interest rate changes and projections so that it could respond in a timely manner if necessary. Given that the Company has contracted most of its bank borrowings at a fixed interest rate, the Company is not significantly exposed to interest rate risk.

At the reporting date, exposure to changes in interest rates on borrowings and loans in accordance with the agreed dates of changes in interest rates is as follows:

	2021	**2020**
	(in thousands of HRK)	
EURIBOR based bank loans	-	69,245
	-	**69,245**

Interest rate sensitivity analysis

The sensitivity analysis below is determined based on the exposure to changes in contractual interest rates at the reporting date.

At the reporting date, the Company is not exposed to interest rate risk.

The estimated effect of an increase in interest rates of 50 basis points on the Company's result before tax for the reporting period of 2020 is as follows:

as at 31 December 2020	**Contractual cash flows**	up to 1 year	from 1 to 2 years	from 2 to 5 years
	(in thousands of HRK)			
At currently applicable interest rates	**69,850**	40,034	29,816	-
At currently applicable interest rates + 50 basis points	**70,171**	40,281	29,890	-
Effect of increase of interest rate by 50 basis points	**(321)**	**(247)**	**(74)**	**-**

For floating rate liabilities, the analysis is prepared by calculating the effect of a reasonably possible increase in interest rates on floating rate debt on the expected contractual cash flows of such debt compared to those calculated using the interest rates applicable at the current reporting period end date.

NOTE 34 – RISK MANAGEMENT (CONTINUED)

Financial risk management (continued)

Market risks (continued)

(ii) Price risk

The Company's success depends on adequate sources of raw materials, as well as their prices on the market, the efficiency of the production process and product distribution to its customers.

The cost of raw materials could have a significant role in the cost of finished products that the Company manufactures, therefore, it is subject to fluctuations of market prices of agricultural and food raw materials, whose impact cannot always be mitigated through the sale price for the buyer.

Protective customs and trade mechanisms in the EU protecting EU producers represent a risk in terms of increased customs duties (antidumping) for certain raw materials from third countries.

Also, frequent disruptions on the global market caused by environmental and geopolitical factors and a consolidation in the sector of primary production of raw materials, as well as global disruptions in the supply chain caused by the COVID-19 pandemic, have caused difficulties in the past period related to the availability of certain materials, which has resulted in a global increase in purchase prices.

Risks of raw material procurement and product delivery

The Company realises most of the procurement on the domestic market, while the majority of turnover with foreign suppliers relates to suppliers from EU member states.

Among procurement function risks, the risk of availability of goods on market is one of the most significant, due to its possible impact on the Company's operations.

Over the last years, this risk is more prominent due to more frequent adverse weather conditions caused by climate change on the global level (long droughts, floods, etc.). The consequence are lower yields of some agricultural plants often coupled with their lower quality, which leads to the deficit of these raw materials in the free market (fresh and dried vegetables), even for several consecutive seasons. More frequent livestock diseases (African swine fever) cause global disruptions on the meat market, while political or social unrest in certain countries, state interventions on market (hazelnut, cocoa) or speculation with key agricultural and food products (wheat, sugar) are a constant threat in the global business environment. The global pandemic of the COVID-19 virus has further increased the supply risk, which is primarily manifested in the availability of the necessary materials due to the functioning of the entire supply chain in difficult circumstances.

Operating in such conditions, the procurement function of the Company minimizes these impacts through managing the strategic procurement categories and key suppliers, consolidation of purchasing volumes with the aim to strengthen market positions and ensure availability of raw materials for the production in required volumes, of satisfying quality and on time. Also, by continuously monitoring new technological solutions and introducing replacement raw materials where possible, the Company actively works on the mitigation and/or elimination of the risk of procurement of raw materials and availability of products.

Risks of price fluctuations of basic raw materials

The market of agricultural and food products, as the most significant source of raw materials for the Company, is among the most sensitive markets of the modern world. Therefore, the volatility of prices of agricultural and food raw materials is a significant element in the Company's business environment, especially in conditions of prominent disruptions on the global and local markets. One of the reasons lies in the already mentioned risks of availability of goods due to environmental, geopolitical and social factors and speculations with key agricultural and food products, especially those in the wheat and sugar sectors. Exceptional price volatility is particularly relevant in the commodity market segment (hazelnut, sugar, spices, cocoa, powdered milk), and in the last year also in the segment of meat and meat products following the increased demand in the market of China.

NOTE 34 – RISK MANAGEMENT (CONTINUED)

Financial risk management (continued)

Market risks (continued)

Risks of price fluctuations of basic raw materials (continued)

Protective customs and trade mechanisms in the EU that, on one hand, protect EU producers, on the other hand pose a risk in terms of increased customs duties (antidumping) for certain raw materials from third countries.

The global pandemic of the COVID-19 virus has further increased on the one hand the supply risk, which is primarily manifested in the availability of the necessary materials due to the functioning of the entire supply chain in difficult circumstances, but also the risk of price changes.

To minimise these impacts, the Company's procurement function continuously monitors movements in prices and market trends, conducts joint tenders for certain strategic procurement categories, uses new procurement techniques (e-procurement, internet auctions) to increase the efficiency of the sourcing process and reduce the cost of procurement. Timely contracting, allocating a portion of risk to our suppliers, optimisation of material specifications and introduction of replacement raw materials, as well as active implementation of the Commodity Risk Management with strengthening of cost-driver analysis and technical analyses of all relevant inputs are only some of the measures taken by the Company for the purpose of best estimates of price movements and the minimisation of market price volatility risk.

(iii) Currency risk

The carrying amounts of the Company's foreign currency denominated financial assets and financial liabilities at the reporting date are as follows.

	Liabilities		**Assets**	
	2021	**2020**	**2021**	**2020**
	(in thousands of HRK)		*(in thousands of HRK)*	
European Union (EUR)	141,586	174,690	84,053	115,880
USA (USD)	2,738	2,241	17,139	21,247
Poland (PLN)	61	30	21,592	19,759
Australia (AUD)	-	14	9,684	13,032
Russia (RUB)	-	-	13,816	15,520
Other currencies	3,682	2,392	13,533	12,816
	148,067	**179,367**	**159,817**	**198,254**

Foreign currency sensitivity analysis

The Company performs certain transactions in foreign currencies and is therefore exposed to risks of changes in exchange rates, with the highest exposure during 2020 to changes in the exchange rate of the Croatian kuna against EUR, USD, RUB, AUD and PLN.

During 2021, the Company contracted derivative financial instruments to hedge currency risk aimed at hedging the planned exchange rate for 2021. Using Bloomberg terminal, macroeconomic projections are regularly being monitored and forward transactions are contracted based on projections, in line with the "Layer hedging" model.

NOTE 34 – RISK MANAGEMENT (CONTINUED)

Financial risk management (continued)

Market risks (continued)

(iii) Currency risk (continued)

Foreign currency sensitivity analysis (continued)

Currency risks arise from operations with related parties in foreign markets and the purchase of food raw materials in the international market which is largely in EUR and USD. In addition, the Company has a part of borrowings denominated in EUR.
During 2021, the Company continued to apply the model of managing transaction currency risk. This model is applied to the following currencies: USD, AUD, CAD, RUB, CZK, HUF, RON and PLN. The integral parts of the model include the identification of risk sources and exposure measurement, process of contracting derivative financial instruments for hedging purposes and the control and reporting system. Additionally, within the model exposure limit parameters were set which are triggers for contracting prescribed hedging levels. This way, the currency risk is largely transferred from related parties to the Company that adjusts these cash inflows with outflows (natural hedging), thus reducing the overall exposure to currency risk, and also creating the opportunity to contract derivative financial instruments on the remaining amount of net cash flow at the central level.

During 2021, the Company concluded fx forward contracts for managing currency risk of the following foreign currencies: AUD, CAD, RUB, HUF, USD and PLN. Due to the exchange rate regime implemented by the Croatian National Bank, derivative financial instruments were not contracted for the exposure of the exchange rate of Croatian kuna against the EUR.

The currency risk analysis is based on the official exchange rates for the currencies analysed above as per the Croatian National Bank which were as follows, except for the Russian ruble for which the ECB exchange rate is used:

	31 Dec 2021	31 Dec 2020
EUR	7.517174	7.536898
USD	6.643548	6.139039
AUD	4.824887	4.709678
PLN	1.635555	1.666312
RUB	0.088553	0.082025

The following table details the Company's sensitivity to a 10% increase and decrease in Croatian kuna against the relevant foreign currencies where the Company has significant exposure (EUR, USD, AUD and PLN) while the sensitivity to RUB change was calculated with a exchange rate change of 30%. The sensitivity analysis includes only outstanding cash items in foreign currency and their translation at the end of the period based on the percentage change in currency exchange rates. The sensitivity analysis includes monetary assets and monetary liabilities in foreign currencies. A negative number below indicates a decrease in profit where Croatian kuna changes against the relevant currency for the percentage specified above. For an inversely proportional change of Croatian kuna against the relevant currency, there would be an equal and opposite impact on the profit.

NOTE 34 – RISK MANAGEMENT (CONTINUED)

Financial risk management (continued)

Market risks (continued)

(iii) Currency risk (continued)

Foreign currency sensitivity analysis (continued)

	EUR exposure		USD exposure	
	2021	2020	2021	2020
	(in thousands of HRK)		*(in thousands of HRK)*	
Increase/(decrease) of net result +10%	(5,753)	(5,881)	1,440	1,901
Increase/(decrease) of net result -10%	5,753	5,881	(1,440)	(1,901)

	PLN exposure		AUD exposure	
	2021	2020	2021	2020
	(in thousands of HRK)		*(in thousands of HRK)*	
Increase/(decrease) of net result +10%	2,153	1,973	968	1,302
Increase/(decrease) of net result -10%	(2,153)	(1,973)	(968)	(1,302)

	RUB exposure	
	2021	2020
	(in thousands of HRK)	
Increase/(decrease) of net result +30%	4,145	4,656
Increase/(decrease) of net result -30%	(4,145)	(4,656)

(iv) Sales function based risks

The Company generates 50% (2020: 50%) of its revenue on the domestic market, whereas 50% (2020: 50%) of the sales are generated on international markets. The Company determines the selling prices and rebates in accordance with the macroeconomic conditions prevailing in each of the markets, which is at the same time the maximum sales function based risk.

As for domestic operations, the Company expects increased risks associated with maintaining market position. To lessen this effect, the Company aims to further strengthen its competitiveness by increasing productivity, modernising its technology and strengthening its product brands.

The Company is making efforts through harmonization and optimization of existing pricing policies and price levels for existing markets in the EU/CEE to secure a basis for the continuing successful long-term growth and avoid decrease in profit margins.

NOTE 34 – RISK MANAGEMENT (CONTINUED)

Financial risk management (continued)

Business risks management

Industry risks

In the food industry, market trends as well as consumer habits change in a very short period of time. Due to this risk, the Company seeks to constantly improve the processes and meet market conditions. In the food industry, where the focus is on products and brands, the Company complies with legislative, health and manufacturing regulations. Clear legal regulation creates most of the production and sales processes within the Company and is subject to change, depending on the bodies adopting it. One of the major risks associated with the food industry is consumer health. All production processes are subject to international standards. By implementing better internal processes, the Company seeks to eliminate the majority of potential threats. The use of EU funds seeks to improve all business processes in the company and improve business at all levels in accordance with the guidelines and focuses of EU business.

At the time of the corona crisis, the food industry proved to be important in overcoming crisis situations. Disruptions in global supply chains pose a challenge to food producers, who have to contend with shortages of certain raw materials and difficult production conditions. Timely production planning and taking into account all unforeseen circumstances reduces the risk of production unreadiness to respond to extraordinary demands. The shortage of skilled labour due to the pandemic can greatly jeopardize production processes and their smooth and timely operation. Preventive measures to prevent the spread of virus infection in production facilities are of immense importance for the production.

Competition risk

The Company sells products both on the Croatian and international markets, and is exposed to numerous competitors in all product categories. Innovations, adjustments of the product price, quality and packaging are key changes that the Company is paying attention to in order to be different from competition.

In addition, the reputation of the brand, or the Company, is intangible value that differentiates it from the competition and creates the advantage. The fact that the Company is focused on securing the highest level of quality of its products contributes to the reputation that depends on many own products on the market on a daily basis.

Monitoring of consumer habits and preferences that are subject to constant changes, and adjustments to them, are one of a series of activities that the Company undertakes to maintain and increase the existing market positions and margins. An important element in the struggle with major international competitors is the difference between the financial resources needed for the overall promotion and sales of products, and it is often the key factor in reaching out to a new consumer.

NOTE 34 – RISK MANAGEMENT (CONTINUED)

Business risks management (continued)

Risks of IT system disruptions

The Company intensely uses IT systems that enable it to efficiently manage the Company, communicate with customers and suppliers, and collect all the information that management can rely on in making decisions.

Given the high degree of automation of business processes through the use of IT systems, the Company takes the necessary measures to minimise IT system disruptions due to problems with IT equipment, the space in which it is located, viruses and unauthorised external breaches into the systems.

As each IT system disruption causes significant problems in operating systems and financial losses, the Company has implemented IT system recovery procedures through the construction of an auxiliary IT room that assumes the function of the main IT system room in case of a problem. In the normal operating mode, both IT system rooms work in the active-active mode.

The Company regularly conducts internal and external penetration tests (conducted by external independent security experts) to minimise the risk of using system vulnerabilities for the spread of viruses and the risk of unwanted external breaches into the IT systems.

Also, following the implementation of advance security monitoring systems, monitored on a daily basis, the risk of external breaches into the Company's IT systems is additionally reduced.

Podravka d.d. has implemented the ISO 27001 standard aimed at additionally strengthening security procedures and raising awareness of IT security among the Company's employees.

Human resource risk management

Business ethics and excellence, commitment to achieving goals and to work, extra effort and commitment, and daily commitment, growth and development are the basis of the Company's success and the characteristics of its employees.

Respect and trust, as well as teamwork based on dialogue and transparency in work, are encouraged and supported and form a solid foundation for continuous progress.

Through a series of proactive measures, the Company creates an environment where employees are engaged and loyal. The Company recognizes and rewards individuals who achieve excellent results, show exceptional effort and encourage innovation and efficiency.

In 2021, the Company identified the main risks related to human capital:

- Timely recruitment and retention of skilled labour for the needs of Production
- Unfavourable age structure of employees and retirement in the coming years

A new Human Resources Strategy has been defined, with some of the main pillars being Workforce transformation and renewal, and Professional development and new career options.

NOTE 34 – RISK MANAGEMENT (CONTINUED)

Business risks management (continued)

Human resource risk management (continued)

The Company addresses these risks and will focus on specific initiatives/activities aimed at minimizing the main risks:

1. Intensifying cooperation with educational institutions
2. Employment of young workers
3. Programs for trainees and new employees
4. Supply of workforce from new pools
5. Programs that encourage intergenerational and multicultural cooperation and understanding
6. Employer image management

In addition, the Company uses a number of other proactive measures and controls to minimise possible risks.

Climate related risk

Food manufacturing, the main business activity of the Company, is not eligible according to the EU Taxonomy Climate Delegated Act, meaning both business activities doesn't have significant negative effect on climate as production processes don't emit large amounts of Greenhouse Gases. Environment protection is one of the Company's priorities and is implemented throughout the principles of sustainable development and clean production. All of the activities have to be aligned with national legal framework regarding environment protection as well as regulations of the country in which the company operates. In case of non-existing of own legal framework, international standards apply.

The Company is obliged to rational use of best sources of energy and raw material, waste management and constant prevention of negative influence on the environment, for production and for its products and services. According to Environment Protection Policy, the Company takes actions in its own environment as well, where finding integral solutions for Greenhouse Gas emission reduction is one of the goals set in the Policy.

CO2 is the only Greenhouse Gas emitted as a result of production process, while there is no other Greenhouse Gasses emission. Throughout logistic and distribution part of the business (vehicle fleet) CO2 is emitted as well as very small amounts of CH4 and N2O, which is visible in the difference between total CO2 and total GHG. Investments in vehicle fleet and purchase of new EURO VI norm vehicles resulted in decrease in CO2 emission in 2021 in respect to comparative period.

Use of renewable energy sources is increasingly represented in the production process (wood chips boiler room and photovoltaic power plant on Kalnik factory), while trough planed capital expenditures (new photovoltaic power plant in Danica factory area), the portion of use of renewable energy on the Company’s level will further increase.

Investments into energy efficiency upgrade of real estates and machinery result in reduction in use of energy sources and further decrease of CO2 emission and related negative effect on climate.

NOTE 35 – SHARE-BASED PAYMENTS

Employee share options

Options for the purchase of Podravka d.d. shares were granted to key management of the Company. The exercise price of the granted option equals the weighted average share price of Podravka d.d. shares as per the Zagreb Stock Exchange in the year the option is granted. The vesting period normally starts at the date of option contract signed. Options are acquired separately for each business year.

Share purchase options may be exercised after the expiration of at least two and at most five years from the year to which the share purchase option applies. In case of termination of employment, the acquired options can be exercised within 3 years from the date of termination of employment..

The following share-based payment options were effective as at 31 December 2021:

Date of issue	Number of options	Vesting terms	Contracted vesting period
Options granted to key management			
As at 12 December 2017	2,000	Employment until contracted vesting period	30.06.2023
As at 17 March 2017	2,000	Employment until contracted vesting period	31.12.2022
As at 17 May 2017	5,000	Employment until contracted vesting period	31.12.2022
As at 17 May 2017	7,000	Employment until contracted vesting period	06.01.2024
As at 21 July 2017	5,000	Employment until contracted vesting period	31.12.2022
As at 1 May 2018	2,000	Employment until contracted vesting period	31.12.2022
As at 31 July 2018	28,500	Employment until contracted vesting period	31.12.2023
As at 31 July 2018	10,000	Employment until contracted vesting period	06.01.2024
As at 10 December 2019	22,500	Employment until contracted vesting period	31.12.2024
As at 28 May 2019	7,500	Employment until contracted vesting period	31.12.2024
As at 10 December 2019	10,000	Employment until contracted vesting period	06.01.2024
As at 29 September 2020	22,500	Employment until contracted vesting period	31.12.2025
As at 29 September 2020	10,000	Employment until contracted vesting period	06.01.2024
As at 2 December 2020	13,200	Employment until contracted vesting period	31.12.2025
As at 2 December 2020	3,300	Employment until contracted vesting period	31.03.2024
As at 30 April 2021	32,500	Employment until contracted vesting period	31.12.2026
Total	**183,000**		

NOTE 35 – SHARE-BASED PAYMENTS (CONTINUED)

Employee share options (continued)

Fair value measurement

The fair value of the employee share options is measured using the Black-Scholes formula. Measurement inputs include the share price on the measurement date, the exercise price of the instrument, expected volatility (based on an evaluation of the historical volatility of the share price, particularly over the historical period commensurate with the expected term), expected term of the instruments (based on historical experience and general option holder behaviour), expected dividends, and the risk-free interest rate (based on government bonds). In accordance with the input variables used, the fair value estimate of the option is categorised in the fair value hierarchy as level 1 (note 7). Service and non-market performance conditions are not taken into account in determining fair value.

Input variables for calculation of fair value:

Share option programme for key management	**2021**	**2020**
Fair value at grant date in kuna	124	111
Share price in kuna at grant date (weighted average)	460	414
Exercise price in kuna (weighted average)	420	381
Expected volatility (weighted average)	19%	18%
Expected life (weighted average in years)	2.5	2.7
Risk-free interest rate (based on government bonds)	3.51%	3.79%

Expense recognised in profit or loss	**2021**	**2020**
	(in thousands of HRK)	
Equity-settled share-based payment transactions	4,783	8,566

The exercise price of share options for key management falls within the range HRK 317 to HRK 589.

Movement in the number of share options and respective exercise prices in HRK is as follows:

	2021		**2020**	
	Number of options	**Weighted average exercise price**	**Number of options**	**Weighted average exercise price**
Outstanding at 1 January	172,500	381	143,217	362
Exercised	(22,000)	363	(19,717)	325
Granted	32,500	632	49,000	485
At 31 December	**183,000**	**420**	**172,500**	**381**
Unused as at 31 December	**84,800**	**355**	**40,500**	**355**

As at 31 December 2021, there are 183,000 of outstanding options (2020: 172,500 options). During 2021, 22,000 options were exercised (2020: 19,717 options).
The weighted average exercise price of outstanding options at the end of 2021 is HRK 420 (2020: HRK 381). The price of all unexercised share options is lower than the share market price as at 31 December 2021. The weighted average remaining validity of options is 2.5 years at year end (2020: 2.7 years).

NOTE 36 – RELATED PARTY TRANSACTIONS

Transactions with subsidiaries

REVENUE

Sales revenue

	Revenue from sale of products and merchandise		**Revenue from services**	
	2021	**2020**	**2021**	**2020**
	(in thousands of HRK)		*(in thousands of HRK)*	
Company:				
Podravka d.o.o. Sarajevo, Sarajevo	158,079	150,358	779	707
Podravka d.o.o. Ljubljana, Ljubljana	130,973	132,456	2,134	2,088
Podravka-Polska Sp.z o.o., Warszaw	98,667	97,321	692	741
Podravka d.o.o. Beograd, Beograd	75,831	83,579	513	605
Podravka-Int.Deutschland-"Konar" GmbH, Munchen	80,986	72,208	206	379
Podravka d.o.o.el. Petrovec, Petrovec	68,507	64,255	486	541
Podravka USA Inc, New York	50,046	47,209	947	522
Podravka-International Pty. Ltd., Silverwater	32,432	33,935	64	77
Podravka d.o.o. Podgorica, Podgorica	31,038	26,296	213	176
Podravka d.o.o., Moscow	28,528	31,696	47	1
Mirna d.d., Rovinj	24,019	32,114	2,686	2,680
Podravka International s. r. l., Bucharest	22,655	18,395	70	5
Podravka-International s r.o., Zvolen	20,821	18,074	243	294
Podravka-International Kft., Budapest	15,135	15,878	205	181
Podravka – Lagris a.s., Dolni Lhota in Luhačovic	14,229	13,319	632	650
Podravka EOOD, Sofija	3,953	2,629	19	-
Žito d.o.o., Ljubljana	984	799	3,621	3,421
Belupo d.d., Koprivnica	78	72	10,007	24,646
Ljekarne Deltis Pharm, Koprivnica	6	7	-	2
Belupo d.o.o. el Skopje, Skopje	-	-	23	18
Farmavita d.o.o. Sarajevo, Vogošće	-	-	455	355
Belupo d.o.o. Ljubljana, Ljubljana	-	-	38	29
Total related party sales	**856,967**	**840,600**	**24,080**	**38,118**

NOTE 36 – RELATED PARTY TRANSACTIONS (CONTINUED)

REVENUE (continued)

Investment revenue

	2021	2020
	(in thousands of HRK)	
Dividends from subsidiaries	69,851	61,671
Interest income	2,661	2,995
	72,512	**64,666**

EXPENSES

Payments to Supervisory Board, members of the Management Board and directors

Payments of members of the Management Board and directors:

	2021	2020
	(in thousands of HRK)	
Salaries, bonuses and other benefits paid	28,296	26,336
Share-based payments reimbursement	2,634	-
	30,930	**26,336**

Management of the Company which consists of the Management Board and directors has 33 persons (2020: 34 persons).

During 2021, options were exercised by the active members of the Management Board and directors in the amount of HRK 2,634 thousand (2020: HRK 0 thousand). For details see note 35.

During 2021, a total of HRK 2,041 thousand was paid as compensation to members of the Supervisory Board (2020: HRK 2,006 thousand).

LOANS RECEIVABLE

Loans receivable

	2021	2020
	(in thousands of HRK)	
At beginning of year	80,073	25,331
Increase during the year	-	75,807
Repayments received	(1,406)	(15,966)
Other changes	1,067	(5,095)
Foreign exchange difference	29	(4)
At end of year	**79,763**	**80,073**
Maturity: within one year	(79,398)	(79,554)
Non-current loans receivable	**365**	**519**

NOTE 36 – RELATED PARTY TRANSACTIONS (CONTINUED)

LOANS RECEIVABLE (CONTINUED)

Loans receivable (continued)

The reported net receivables from related parties include loans to subsidiaries as follows:

	Interest rate	2021	2020
		(in thousands of HRK)	
Mirna d.d., Rovinj	3.00% p.a.	79,398	79,398
Podravka Gulf FZE, Dubai	3.00% p.a.	365	337
Podravka-International S.R.L., Bucharest	3.00% p.a.	-	338
		79,763	**80,073**

The average interest rate is 3.00% p.a. The maturity of long-term loans is as follows:

	2021	2020
	(in thousands of HRK)	
Between 1 and 2 years	183	338
Between 2 and 5 years	182	181
	365	**519**

NOTE 36 – RELATED PARTY TRANSACTIONS (CONTINUED)

TRADE RECEIVABLES AND PAYABLES

	Current trade receivables		Current trade payables	
	2021	**2020**	**2021**	**2020**
	(in thousands of HRK)		*(in thousands of HRK)*	
Company:				
Podravka d.o.o. Beograd, Beograd	42,603	55,682	-	-
Mirna d.d., Rovinj	39,636	25,253	719	3,688
Podravka-Polska Sp.z o.o., Warszaw	21,592	19,761	-	-
Podravka USA Inc., New York	11,948	11,133	-	-
Podravka d.o.o. Ljubljana, Ljubljana	11,367	17,453	-	-
Podravka-International Pty. Ltd., Silverwater	9,684	13,034	-	-
Podravka d.o.o., Moscow	8,341	10,031	-	-
Podravka International S. R. L., Bucharest	8,115	7,449	1,085	-
Podravka d.o.o. Podgorica, Podgorica	5,346	9,143	-	53
Podravka-Int.Deutschland-„Konar“ GmbH, Munchen	3,904	4,075	-	-
Podravka – Lagris a.s., Dolni Lhota in Luhačovic	3,301	2,279	1,113	609
Podravka d.o.o. Sarajevo, Sarajevo	3,054	11,543	5,987	-
Podravka EOOD, Sofia	1,821	224	-	-
Belupo d.d., Koprivnica	1,710	14,967	480	400
Žito maloprodaja d.o.o., Ljubljana	677	-	13,297	-
Žito d.o.o., Ljubljana	-	1,706	-	14,741
Podravka-International Kft., Budapest	433	1,289	373	169
Podravka-International s r.o., Zvolen	379	890	-	-
Podravka d.o.o.el Petrovec, Petrovec	257	2,273	78	37
Farmavita d.o.o. Sarajevo, Vogošća	152	118	-	-
Belupo d.o.o.el Skopje, Skopje	4	-	-	-
Ljekarne Deltis Pharm, Koprivnica	1	1	30	6
Belupo d.o.o. Ljubljana, Ljubljana	-	7	-	-
Podravka Gulf Fze, Dubai	-	-	1,869	929
Total related party receivables and payables	**174,325**	**208,311**	**25,031**	**20,632**

NOTE 36 – RELATED PARTY TRANSACTIONS (CONTINUED)

OTHER RECEIVABLES

Other interest receivables from related parties

	2021	2020
	(in thousands of HRK)	
Mirna d.d., Rovinj	2,607	2,471
FOODPRO Limited, Dar es Salaam	665	1,274
Podravka Gulf FZE, Dubai	11	323
Podravka International S. R. L., Bucharest	-	2
Write-offs	(665)	(1,185)
	2,618	**2,885**

Guarantees and warranties to subsidiaries

	2021	2020
	(in thousands of HRK)	
Belupo d.d., Koprivnica	209,712	207,264
Podravka – Lagris a.s., Dolni Lhota in Luhačovic	66,252	63,364
Žito d.o.o., Ljubljana	40,592	-
Podravka d.o.o. Beograd, Beograd	337	1,346
Mirna d.d., Rovinj	-	58,527
Podravka - International Kft, Budapest	-	754
	316,893	**331,255**

BORROWINGS

	2021	2020
	(in thousands of HRK)	
Podravka - International Kft, Budapest	1,140	1,159
	1,140	**1,159**

In 2021, the Company extended the final maturity of a borrowing from the related company Podravka-International Kft, Budapest in the amount of HUF 56 million with maturity until 7 September 2022, and an interest rate of 2.28%.

NOTE 36 – RELATED PARTY TRANSACTIONS (CONTINUED)

INTEREST PAYABLE

	2021	2020
	(in thousands of HRK)	
Podravka-International Kft., Budapest	2	3
	2	**3**

NOTE 37 – CONTINGENT LIABILITIES

	2021	2020
	(in thousands of HRK)	
Guarantees – related parties	316,893	318,152
Guarantees – third parties	7,658	9,355
	324,551	**327,507**

Guarantees and warranties given relate to the potential liability of the Company on the basis of borrowings of related parties, customs guarantees, guarantees for transit procedures, and partly to performance guarantees given to customers.

With respect to guarantees and warranties granted, contingent liabilities have not been recognised in the separate statement of financial position as at 31 December, as management estimated that as at 31 December 2021 and 2020 it is not probable that they will result in liabilities for the Company.

NOTE 38 – COMMITMENTS

In 2021, the purchase costs of tangible fixed assets contracted with suppliers amounted to HRK 136,051 thousand (2020: HRK 18,305 thousand), which are not yet realised or recognised in the statement of financial position.

Contracted payments of liabilities under the contract on mutual guarantees concluded with Žito d.o.o. amount to HRK 34 thousand (2020: HRK 1,866 thousand with Žito d.o.o. and Belupo d.d.).

The future payments under operating leases in 2021 relate to the usage of IT equipment, mobile phones and other operating leases as follows:

	2021	2020
	(in thousands of HRK)	
Up to 1 year	5,483	6,184
From 1 to 5 years	7,266	5,612
	12,749	**11,796**

NOTE 39 – EVENTS AFTER THE REPORTING DATE

Decision on the appointment of the Companys Management Board

At the meeting of the PODRAVKA d.d. Supervisory Board held on 4 February 2022, the decision was made on the appointment of the President and members of the Management Board of Podravka d.d.

The Management Board of Podravka d.d. appointments:

1. Martina Dalić – President of the Management Board of Podravka d.d.
2. Davor Doko – member of the Management Board of Podravka d.d.
3. Ivan Ostojić – member of the Management Board of Podravka d.d.
4. Ljiljana Šapina – member of the Management Board of Podravka d.d.
5. Milan Tadić – member of the Management Board of Podravka d.d.

The mandate of the appointed President and members of the Management Board of Podravka d.d. starts on 24 February 2022 and lasts until 23 February 2027, except for the appointed member of the Management Board Ivan Ostojić, whose term of office starts on 1 July 2022 and lasts until the expiration of the term of the entire Management Board.

Also, on 4 February 2022, in accordance with Articles 260a and 261 of the Companies Act, the company received the resignation of a member of the Company's Supervisory Board, Ivan Ostojić, which enters into force on 30 June 2022.

The impact of the Russia-Ukraine crisis on the Companys business

The Company generates 2% of total annual sales revenues in the markets of Russia and Ukraine. Trade receivables are partly insured.

The Company has made an assessment impact of changes in the exchange rate of the Russian ruble on items of outstanding receivables and liabilities. Recalculated value of the same items of receivables and liabilities at the exchange rate of the Russian ruble is about 30% lower than the value of these items at the date of the financial statements.

The Company will feel the negative consequences of the Russia-Ukraine crisis, as well as the sanctions imposed on Russia, but their scope and intensity cannot be estimated or quantified at the moment. The Company continuously monitors the development of events, assesses the risks and possibilities of their mitigation.

The Company's exposure to Russia and Ukraine does not require any adjustments to these financial statements as at 31 December 2021, and is not expected to jeopardize the business continuity.

NOTE 40 – APPROVAL OF FINANCIAL STATEMENTS

The financial statements were adopted by the Management Board and approved for issue on 4 April, 2022.

Signed on behalf of the Company on April 4, 2022:

Martina Dalić
President of the Management Board

Davor Doko
Member of the Management Board

Ljiljana Šapina
Member of the Management Board

PODRAVKA
PREHRAMBENA INDUSTRIJA d.d.
KOPRIVNICA 173

Milan Tadić
Member of the Management Board

Podravka d.d.
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Republic of Croatia

Creating
a delicious world.
*Always with
a heart.*

PODRAVKA