

JOHN COSTOPOULOS

Personal Data:

Citizenship: British/Greek
Year of birth: 1956
Residing in UK and Greece

Current positions:

- . **Frigoglass S.A. ; Senior Independent Non-Exec Board Member. Athens,**
- . **Austriacard AG; Non-Exec Supervisory Board Member and Chairman of Nomination and Remuneration Committee. Athens and Vienna**
- . **DMEP Holdco Ltd and DMEP (UK) Ltd. Non-Exec Board member. London**
- . Also cooperating from time to time with **PwC Advisory Services** in strategy development and performance enhancement projects and with **Egon Zender** in corporate governance consulting and senior management coaching services.

Executive career:

2015-2021 SETE S.A. Geneva and SETE (London) Ltd. Senior Advisor. Geneva and London.

Based in Geneva, Zurich and subsequently London worked as Senior Advisor for a large Family Office. Most of the work was in the areas of sector and company strategic and investment reviews, business development projects and operational enhancement reviews.

2007-2015 Hellenic Petroleum S.A. Group CEO. Athens.

From 2007 to 2015 as Group CEO I lead a major transformation and performance-enhancement program that doubled the Group's EBITDA generation capacity and strengthened the organization's capabilities. Lead and implemented a strategy of asset modernization and of an expansion into other energy sectors (gas-fired electricity

generation, Renewables and energy trading). Transformed culture and enhanced the Group's ESG performance.

2004-2007 Hellenic Petroleum S.A. Executive Member of the Board. Athens.

Responsible for the International and Domestic Retail Operations, as well as Corporate Strategy & Business Development. Initiated the development of a new corporate strategy to strengthen the competitiveness of the Group's core activities, broaden its regional footprint and transform it from a local oil refining player into a regional and broader energy Group. **2001-2003 Petrola S.A. CEO. Athens.**

As CEO, I drove a restructuring and cost-cutting program, enhanced overall competitiveness and helped built market share in the domestic market. Subsequently developed a new regional growth strategy that led to the merger with Hellenic Petroleum S.A. and creating a group with the necessary scale to compete in the regional Southeast Europe and East Med. markets.

Lead the negotiating team in a complex transaction that included a state-owned company privatization, local and European regulatory clearances and a complex merger.

1997-2000 Johnson & Johnson. Regional Director, CEE Region. Athens and Zug.

As Regional Director, I lead the J&J Consumer businesses across the CEE region that included ten operating subsidiaries, during a difficult economic period in the aftermath of the Russian ruble crisis.

I developed and implemented a crisis management strategy with operational, financial and commercial components. The plan resulted in a successful turnaround, ensuring a return to profitability, positive cash flow generation and a sustainable future growth path.

1992-1997 Diageo Plc - METAXA. Athens and London. Managing Director

As Managing Director of DIAGEO's operations in Greece following the acquisition of the domestic distillery METAXA, I was responsible for transforming and integrating a family-owned business into the global spirits Group. The business was successfully transformed and delivered substantial market share gains and continuous profit growth over the 6-year period.

In addition to the MD's role, I was also the European region Program Leader for two major Diageo Europe initiatives, namely creating a regional supply chain footprint management system and introducing an EVA planning and budgeting process.

1986-1991 Booz Allen & Hamilton. Principal. London.

As a Principal in the London office of this leading management consulting firm, I initiated, lead and successfully delivered numerous strategy and organizational development assignments for major clients in the financial services and the consumer goods sectors. Many projects lead to repeat work and multi-million assignments from clients in Europe and the Middle East.

1982-1986 Chase Manhattan Bank. VP. New York and London.

I served as an Assistant Treasurer in the Corporate Division in New York for two years and as Vice President in Corporate Finance in London doing advisory work in risk management and project finance for European clients.

1980-1982 Procter & Gamble. Brand manager. Geneva.

As a Geneva-based Brand Manager in the Exports & Special Operations Division, I was responsible for marketing a broad portfolio of P&G brands in the Arab Gulf markets and managing the local distributors relationships.

Memberships in Industry Associations:

2008 to 2015 Member of the Board of SEV, the Hellenic Federation of Enterprises.

2011 to 2015 Vice Chairman of SEV's Sustainability Council.

2005 to 2009 Member of the Board of IOBE, the Institute of Economic Research of the Hellenic Federation of Enterprises.

Education:

MBA, University of Chicago. USA, 1980.

BSc. Honours in Economics & Econometrics, University of Southampton. UK, 1978.