

# 2019 Sustainable Development Report



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# AEGEAN at a glance

GRI 102-7

		2019	2018
Performance Data <sup>1</sup>	Earnings before taxes (EBT)	€ 106.7 million	€ 98.6 million
	Earnings before taxes, interest and amortization (EBITDA)	€ 269.4 million <sup>2</sup>	€ 111.4 million
	Net profit for the period	€ 78.5 million	€ 67.9 million
	Equity ratio	24.6% <sup>3</sup>	38.3%
	Sales	€ 1.3 billion	€ 1.2 billion
Human Resources	Number of employees (December 31 <sup>st</sup> )	2,924	2,815
	Average age (years)	36	35
	Percentage of women in managerial (Directors & Managers) positions	42.60%	43.68%
Fuel Consumption Data	Fuel efficiency – Passengers (kg/100 RPK) <sup>4</sup>	3.98	3.78
	Fuel efficiency – Passengers (lt/100 RPK) <sup>4</sup>	5.04	4.78
	Block hours <sup>4</sup>	195,432	187,205
	Fuel consumption (tons)	436,210	404,294
Carbon Dioxide Emissions (Flights Only)	Carbon dioxide emissions (tons) <sup>4</sup>	1,374,062	1,273,526
	Carbon dioxide emissions intensity - Passengers (kg CO <sub>2</sub> /100 RPK) <sup>4</sup>	8.91	8.87
Passenger Traffic Data <sup>5</sup>	Number of flights	115,765	109,825
	Number of passengers	14,992,176	13,971,420 <sup>6</sup>
	Available Seat Kilometers – ASKs (in thousands)	18,596,213	17,244,698 <sup>6</sup>
	Revenue Passenger Kilometers – RPKs (in thousands)	15,768,465	14,435,285 <sup>6</sup>

Notes

- 1. Financial data refer to the consolidated and published financial results of AEGEAN Airlines and its subsidiaries, Olympic Air and Aegean Cyprus Limited.
- 2. Due to the application of IFRS 16 in 2019, operating profits before taxes, financial, investment depreciation and amortization (EBITDA), are not comparable to 2018.
- 3. The high difference of the ratio in relation to the previous year is due to the different handling imposed by the IFRS 16 for leases.
- 4. All flights (domestic and international) are included.
- 5. The number of flights refers to scheduled and charter flights.
- 6. The data for 2018 that was published in the sustainable development report of 2018 and was incorrect was modified.

# Achievements 2019

120  
international  
destinations

31  
domestic  
destinations

## Network

151 destinations  
44 countries



## Passenger traffic

14,992,176 passengers  
10.8%  
increase in international passengers

## Economic performance

€1.3 billion  
revenue



## Support of Local Communities



Indirect **job creation**  
(ground handling services, hotels,  
restaurants, transport, local suppliers)

## Education

3,877 trainings  
56,066 hours



## Innovation and Service



**New** electronic services for prompt notification  
and simplification of procedures:  
• Security Fast Track Mobile Check in  
• Complimentary Voucher Notification  
• Monetary Compensation Notification  
• New Miles+Bonus online services

## Contribution

12,769 tickets for the  
transportation needs  
of organizations  
supported by  
AEGEAN  
  
More than  
€381 million  
in taxes, fees,  
insurance industry  
organizations and  
payments towards  
AIA and Fraport



## Recognition

**International awards and distinctions:**  
• Skytrax World Airline Awards  
• Athens International Airport Awards  
• Travelers' Choice Awards of TripAdvisor  
• Social Media Awards  
• Teleperformance Greece:  
CRM Grand Prix Customer Service Awards



## Environment



### Recycling

61.37  
tons of paper, plastic,  
aluminum and glass in flight

23.9  
tons of paper at Thessaloniki base

49.63  
tons of solid waste at Athens base

### Proper management of

67  
tons of hazardous waste  
at Athens base





## Message from the Chairman of the Board of Directors

GRI 102-14

Starting this message, for the fourth consecutive Sustainable Development Report of our company, we are faced with the oxymoron to have to refer to 2019, a great year, whilst we are experiencing another wave of a pandemic that has created unprecedented adverse conditions worldwide. However, considering what we achieved in 2019 as a company, we recognize all the elements that characterize us as a team all these years and contribute to our ability to stand strong and able to face the challenges that have been created in this extremely difficult situation.

2019 was a milestone year for our company's operations and was sealed both by strong financial performance, but also by initiatives, collaborations and actions that confirm the long-term support of AEGEAN to our country and in the development of tourism.

At a business level, for another year in a row we set a new record in passenger traffic, reaching 15 million passengers and operating on an expanded network of 151 destinations in 44 countries. The total passenger traffic recorded an increase of 7% for 2019 and with this significant success, we sealed our 20 years of operation. More specifically, the company carried 14.99 million passengers in 2019, 1 million more than the previous year, offering 18.59 million available seat kilometers in total.

In parallel, we continued our efforts for steady growth with new destinations and the extension of the tourist season in our country, maintaining more seasonal destinations during the winter season, whilst simultaneously increasing the available seats in the international network from Athens by 10%.

But apart from our strong financial performance, 2019 was another year of recognition of our efforts and the emphasis we place on our passengers. Therefore, it is a great honor for all of us, that AEGEAN remains consistently high in the preference of the passenger public, a fact that is confirmed by its nomination, for the tenth time in the last eleven years, as "Best Regional Airline in Europe" at the Skytrax World Airline Awards, which are a benchmark for the quality of airlines.

At the same time, again in 2019 we remained firmly oriented towards the practical fulfillment of the commitments we have undertaken towards sustainable development. The 2019 Sustainable Development Report, which we present on the following pages, depicts the policies, the programs and our performance on the 7 topics that emerged as material in December 2019 and are linked to specific Sustainable Development Goals (SDGs) of the UN Agenda 2030, in which we have the greatest impact.

Focusing on the environmental protection, in 2019 we have continued strengthening our commitment to sustainable development through the adoption of a coherent program starting with recycling actions, improved utilization of our aircraft, minimizing water and energy consumption, reducing noise, and most importantly with the agreement for the delivery of 46 new Airbus A320neo family aircraft. The 46 new Airbus A320neo family aircraft, are not only a significant investment but also an important move to protect the environment, as they ensure 19-23% lower CO<sub>2</sub> footprint compared to the previous generation Airbus aircraft and up to 50% lower CO<sub>2</sub> footprint per seat in relation to the first new aircraft acquired by the company in 1999, marking an essential act of respect and concern for the environment.

At the same time, we continued to actively support local communities and contribute to the further development of national tourism product through the emergence of local suppliers and producers, through synergies with institutions to promote cities and regions, whilst also remaining firmly by the side of society and the younger generation, contributing to strengthening and supporting vulnerable social groups and cultural activities.

However, we must point out that none of the above would have been possible without the dedication, creativity, professionalism, and dynamism of our people, to whom we owe a big thank you. Our people are a key pillar in achieving our business goals and we make every effort to meet their own expectations and needs, creating the appropriate conditions for growth and development within the company.

Until the outbreak of this unprecedented pandemic crisis, our initial planning for 2020 was based on significantly positive prospects. The first two months of 2020 began with dynamic growth rates for the company in terms of passenger traffic and occupancy, but also with the delivery of the first Airbus A320neo aircraft, which marked a new era for AEGEAN. But soon, the rapid spread of COVID-19 began to create significantly adverse conditions, with the first effects visible in the decline in flight occupancy and the number of new bookings.

AEGEAN, from the first moment of the unprecedented health crisis, set the company's human resources and assets available to the state for the timely response to the pandemic. Although it had to restrict its activities due to travel and air travel bans, remained active, rearranging its operational plans so as to support the state's efforts to effectively and efficiently manage both the first wave of health crisis, but even today as the pandemic continues.

15 free of charge international cargo flights to Greece and Cyprus, 70 tons of medical supplies, 100 special return flights, 15,000 repatriated to Greece and Cyprus, 48,000 free of charge trips to 28,000 reference hospital employees, 700 vacation packages for Civil Protection staff, enhanced cleaning, disinfection, new procedures and protection measures on board and more than 20,000 tests on its personnel during 2020, only briefly demonstrates the contribution of AEGEAN in the effort made all these months to address the pandemic.

The pandemic and its significant negative impact on the economy and society will be long lasting. However, we must plan, adapt to the new needs of our passengers and create the necessary conditions for recovery, as soon as hygiene developments allow.

We have the will and the endurance to overcome this crisis with a sense of responsibility towards our people and society, honoring our position as the largest air carrier in the country. As always, working in a team, we will succeed.

Thank you.  
Eftichios Th. Vassilakis  
Chairman of the Board of Directors of AEGEAN







# 1. AEGEAN

In 2019, we offered  
our services in a total  
of **44 countries**,  
serving **151** domestic  
and international **destinations**.

# Milestones



**May:**  
AEGEAN starts operating scheduled flights, with two new Avro RJ-100 aircraft.

**December:**  
Acquisition of Air Greece. The fleet increases to 9 aircraft.

Marginal gains achieved for the first time since the start of the operation.

The first Greek airline to introduce electronic booking and online ticketing.

Gradual increase of the competitive activity of low-cost air carriers with flights to Greece.

Agreement configuration to purchase and lease 25 aircraft of the Airbus family.

Listing in Athens Exchange, raising €135 million through an Initial Public Offering.

**October:**  
The acquisition of Olympic Air is completed following the approval of the European Commission.

Delivery of 4 new aircraft Airbus A320.

Initiation of the assessment procedure for aircraft types for the fleet's renewal.

**March:**  
Issuance of a seven (7) year Common Bond Loan totaling €200 mil., with a 3.6% yield.

**May:**  
Celebration of 20 years of flight operation.

**October:**  
AEGEAN promotes and supports the Emblematic Athens Hellinikon Development Project and become "Official Hellinikon Project Air Carrier".

**December:**  
Receive the first A320neo aircraft, powered up by the advanced Pratt & Whitney GTF™ engines.

Merger of AEGEAN with Cronus Airlines, increasing the fleet to 15 aircraft and network expansion to international destinations and charter flights.

AEGEAN becomes Lufthansa's regional partner in Greece and thus becomes the first Greek carrier which implements a close commercial agreement with an international carrier.

**December:**  
Order for the purchase of 8 new Airbus A320 aircraft, with the option to purchase up to 12 additional aircraft.

**June:**  
AEGEAN becomes a STAR ALLIANCE member.

First year of joint operations of the two companies, AEGEAN and Olympic Air, with increased activity and expanded network.

**August:**  
Finalization of the order of 7 new Airbus A320ceo, 5 of which were part of the initial 2005-2007 order. The new aircraft are equipped with "Sharklets" and V2500 engines.

Delivery of 3 new aircraft Airbus A320.

Official signing with Airbus for the delivery of 30 A320neo family, with an option to purchase up to 12 additional aircraft.

Official signing of a Memorandum of Understanding (MoU) with Pratt & Whitney to power up the Airbus A320neo Family Aircraft with GTF™ Engines.





# AEGEAN Today

GRI 102-16



## We carry

passengers, cargo and materials by air.



## We strengthen

the Greek economy, tourism and society.



## We create

opportunities for businesses through our collaboration.



## We operate

with respect towards our employees, our passengers, the local communities, our suppliers and the state authorities, the environment as well as within the applicable Legal and Regulatory framework (on a national and international level).



## We connect

Greek destinations with other destinations within the country and with other countries, societies and markets.



## We contribute

to employment.

# AEGEAN



## Our Mission

The provision of a high level of service at all travel stages, of the journey, through an extensive network of domestic and international routes. The investment in training and the continuous development of human resources in combination with the customer-centric philosophy, are the main pillars for the business mission implementation.



## Our Vision

The responsible operation and development of the company, contributing to the development of the industry and the economy and therefore to the creation of value for all stakeholders.



## Our Values

The company's operation is governed by rules of ethics and professionalism and by the values that derive from the business mission and vision. They are the basic foundations for the development of the company and are oriented towards the triptych, "continuous development, quality service and reliability".

### Continuous development

- Investing in innovation, aiming at the continuous improvement of the offered services and the travel experience.
- Investing in education, development and training of human resources.
- Sustainable development with multiple benefits for the tourism sector, the economy and all stakeholders.

### Quality service

- Customer-centric philosophy and authentic customer service culture with a focus on the quality of services offered.
- Development of the country's tourism product.
- Partnerships with industry institutions to achieve goals and promote Greek tourism.

### Reliability

- Responsible operation, with respect towards employees, passengers, local communities, suppliers and the environment.
- Worthy representation of Greece abroad.
- Support to local communities.





# 1.1 Company profile

GRI 102-1, GRI 102-2, GRI 102-3, GRI 102-4, GRI 102-5, GRI 102-6



The company operates in the air transport sector by providing services related to the transportation of passengers and cargo, with domestic and international, scheduled & non-scheduled flights, in short & medium-haul range.

The controlling and monitoring of corporate activities is conducted from the central offices in Athens – Municipality of Kifissia, while the operational activities (flights and maintenance) take place at AEGEAN's technical base located at the Athens International Airport "Eleftherios Venizelos".

Since October 2013, Olympic Air is a 100% subsidiary of AEGEAN. Since November 2014, AEGEAN Cyprus LTD is a 100% subsidiary of AEGEAN.



## Ownership and legal form

The company AEGEAN AIRLINES S.A. is a Société Anonyme Airline Company under the discreet title AEGEAN AIRLINES, which uses the trade name AEGEAN AIRLINES S.A. in its international transactions. The company's duration has been set until 31/12/2044 and can be extended following the decision of the General Shareholders Meeting.

The company's share capital amounts to forty-six million four hundred twenty-one thousand and one hundred fifteen euros (46,421,115), divided into seventy-one million four hundred seventeen thousand and one hundred common voting shares (71,417,100), of a par value of sixty-five euro cents each (0.65). The company's shares are registered and listed for trading in the Securities Market of the Athens Stock Exchange under the "Large Cap" classification.

The company's shareholders holding more than 5%, with registry date 31/12/2019, are as follows:

			Position	Percentage
Companies (Name)				
EVERTRANS S.A.			17,266,310	24,18%
AUTOHELLAS HERTZ S.A.			8,328,508	11.66%
ALNESCO ENTERPRISES COMPANY LIMITED			6,115,508	8.56%
SIANA ENTERPRISES COMPANY LIMITED			6,115,508	8.56%
Natural Persons				
Surname	Given name	Father's Name		
CONSTANTAKOPOULOS	ACHILLEAS	VASSILIOS	3,703,508	5.19%
Rest of the shareholders: 39,335			29,887,758	41.85%

## Our priorities

The strategic priorities for the company, in an industry characterized by intense seasonality, circularity and increasing competition, are:

- Effective commercial policy and especially network and fare management, with the company adapting dynamically to market data.
- Maintaining a competitive unit cost with a particular focus on the variable and fixed costs associated with the fleet, given the investment in new generation aircraft, as well as distribution costs.
- Further investment in the development and operation of the compliance program as well as new services.
- The exploitation of the opportunities offered by the investment in a new fleet in terms of the development of the services offered, the improvement of competitiveness as well as the significant reduction of carbon dioxide (CO<sub>2</sub>) emissions per offered seat.
- Investing in education through important initiatives, such as the creation of a training center and an aviation scholarship program.
- Strategic partnerships with industry players that promote the Greek tourism product and its quality characteristics.



# Network 2019

Network Development  
Evolution



Extroversion and  
international recognition

Investing in quality

**151**  
Destinations

**120**  
International  
destinations

**44**  
Countries

**31**  
Domestic  
destinations

**14,992,176**  
Passengers



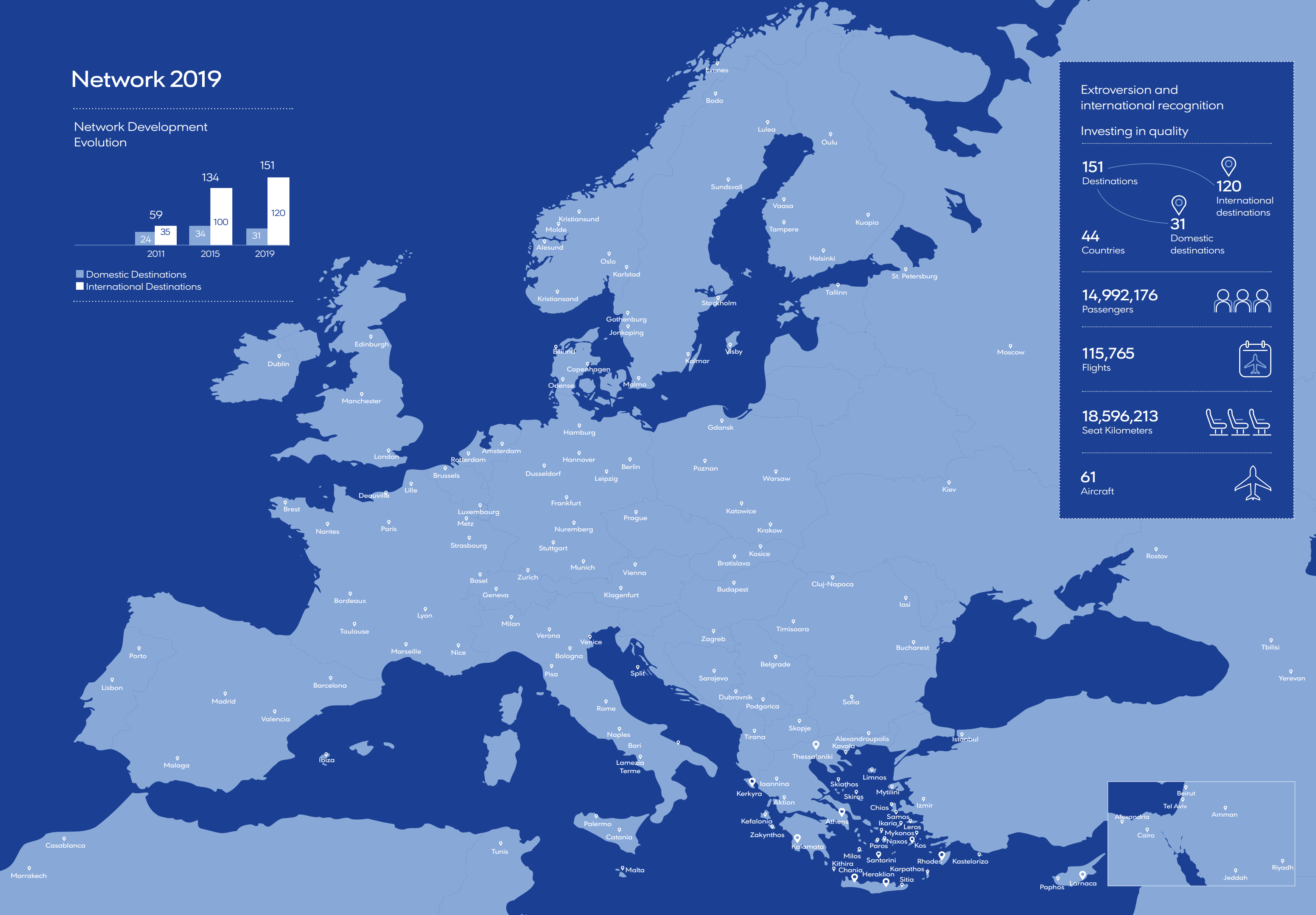
**115,765**  
Flights



**18,596,213**  
Seat Kilometers



**61**  
Aircraft



## 1.2 Corporate Governance & Business Ethics

GRI 102-18

### Board of Directors

The company is managed by the Board of Directors which consists of eleven members, out of which two are executive, six are non-executive and three are independent non-executive members. The term of office of the Governing Board ends in May 2021. It is the responsibility of the Board of Directors to care for the implementation and effective operation of the system of corporate governance, as well as the adequacy of the internal control system.

The company applies the Code of Corporate Governance as it is regulated by the current Greek legislation and international practices. Corporate Governance is a set of rules, principles and monitoring mechanisms on which the company and management of the company are based that focuses on the transparency towards investors and safeguards the interests of the shareholders and all stakeholders. The company has voluntarily decided to adopt the Greek Corporate Governance Code for Listed Companies.

### Internal Audit

The Company has an Internal Audit Service, which is an independent, objective and consulting activity, designed to add value and improve its operations. It helps the Company achieve its goals by offering a systematic approach to assessing and improving the effectiveness of risk management, internal control systems and corporate governance.

The Internal Audit Service monitors the faithful implementation of the legislation, the compliance with the Company's Articles of Association and all its policies and procedures. The head of the Internal Audit Service develops and maintains a relevant manual of procedures, which covers all aspects of the activities of the Internal Audit and constantly monitors its effectiveness.

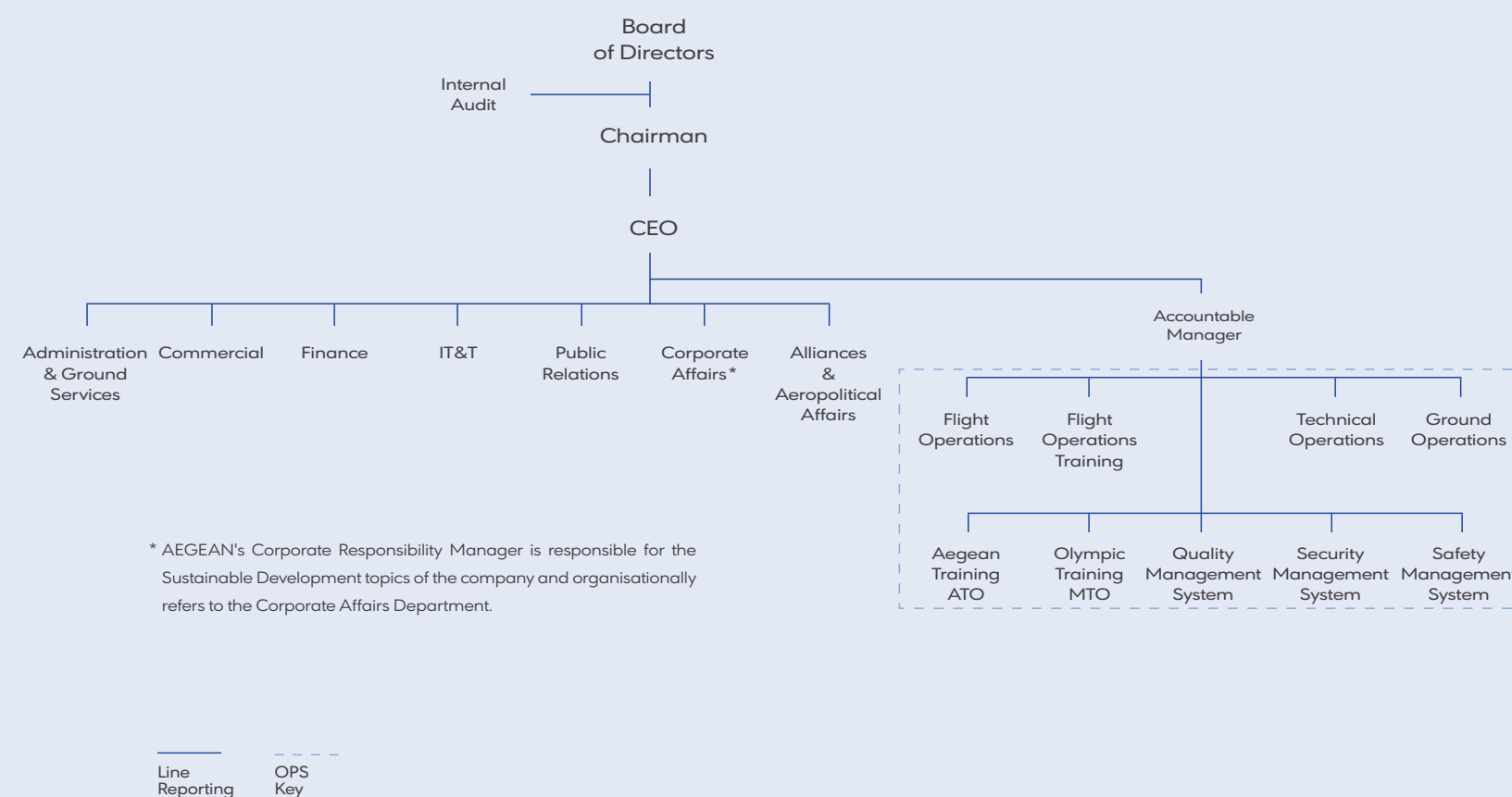
The internal auditors are independent during the execution of their work, are not hierarchically subordinated to any other service unit of the Company and are supervised by the Audit Committee. The Company's Internal Audit Service is an independent organizational unit, which reports to the Board of Directors and the Audit Committee, in accordance with the Articles of Association of the Internal Audit Service and the Internal Operating Regulations of the Company.

### Organizational Structure

The Board of Directors has not established any sub-committees the duties and obligations of which pertaining to decision making on environmental and social issues. The relevant decisions are made by the Board of Directors. However, there are:

- An Audit Committee, responsible for monitoring the effectiveness of the internal control system.
- Remuneration Committee responsible for harmonizing remuneration with the business strategy, long-term interests, sustainable development, size and internal organization of the company, as well as with the nature, scale and complexity of its activities.

For each of the above Committees, there are Internal Operating Regulations, which are published on the corporate website.



## 1.3 Memberships

GRI 102-13



### IATA

AEGEAN is an active member of IATA, the International Air Transport Association, since the beginning of its operation. IATA is the trade association for more than 290 airlines worldwide, which represent approximately the 82% of the total air traffic worldwide.



### IOSA

AEGEAN Airlines is among the first 10 companies that registered to IOSA (IATA Operational Safety Audit) in 2005, in a grand total of more than 400 airlines, while Olympic Air is IOSA registered in 2009. IATA's IOSA program is an internationally recognized and accepted audit system, designed to assess the operational management and control systems of an airline, using the highest standards -worldwide- for operational safety. IOSA is based on industry-proven quality audit principles and is designed to ensure that each audit is conducted in a standardized way to achieve the best results. In order to remain in the IOSA registry, AEGEAN and Olympic Air are being audited by IATA every 2 years. The areas of the company being audited are:

- Organization and Management System (ORG).
- Flight Operations (FLT).
- Operational Control and Flight Dispatch (DSP).
- Aircraft Engineering and Maintenance (MNT).
- Cabin Operations (CAB).
- Ground Handling Operations (GRH).
- Cargo Operations (CGO).
- Security Management (SEC).

To attain and maintain the desired level of recognition and acceptance, IATA, as the custodian of IOSA, must ensure the program embodies the high degree of quality, integrity and security necessary to build and maintain the confidence of those airlines, regulatory authorities and the industry that participate in the program, and who reap the associated safety and cost benefits. AEGEAN's registration to IOSA also ensures its IATA membership (as is required for all IATA members), Star Alliance membership and code share agreements.

In addition, AEGEAN is an active member in the following IATA's groups of airlines for quality control:

### → DAQCP - IATA De Icing / Anti Icing Quality Control Pool (Audit Quality Control Consortium/IATA Antifreeze)

The main goal of the DAQCP is to ensure that the safety guidelines, quality control recommendations and standards of the De-icing/Anti-icing procedures, at all airports an airline operates from, are followed. The consortium has developed its own set of procedures and checklists for conducting inspections and controls at airports, while the main goal is to ensure the safety of operation of each aircraft. Quality control is based on the recommendations of the Society of Automotive Engineers (SAE) for De-icing / Anti-icing the aircraft on the ground, as well as the relevant requirements of the regulations of the European Aviation Safety Agency (EASA). AEGEAN cooperates closely with the DAQCP to meet the requirements of the regulatory authorities governing airlines, while also helping to improve the quality of inspections, as inspections are carried out by accredited company inspectors, always according to the strictest criteria from the consortium.

### → IFQP - IATA Fuel Quality Pool (Audit Consortium IATA Fuel Quality)

AEGEAN works closely with IFQP for the optimal training of its team of inspectors, ensuring that more effective and quality inspections are carried out at the airports it operates. The main objective is to strengthen the safety and improve the quality control standards of the fuel installations at the airport, using standard inspection checklists. In addition to promoting fuel quality results, all IFQP activities are fully compliant with regulatory requirements for the provision of quality control and management of airports refueling airlines in accordance with EASA.



## → AOC

Since 2001, AEGEAN has been actively and continuously involved in the AOC (Airports Operating Committee). The AOC is a body established by IATA and recognized by all international airports, aiming to more effective communication and problem-solving between airline users and their airport authorities on issues related to safety and ground handling services.



## IATA Ground Operations Group

The IATA Ground Operations Group (GOG) was established by the Safety, Flight and Ground Operations Advisory Council as the advisory body on aviation security issues (airlines, ground handling agents, etc.). GOG works with all stakeholders, including the Airports Council and the Air Services Association.

The main areas of activity are:

- Creation and implementation of procedures and standards of ground handling.
- Development of new innovative technologies and equipment for ground service.
- Promotion, support and implementation of various IATA ground services programs.
- Reduction of staff injuries and reduction of aircraft damage by improving business operation.

GOG is responsible for reviewing and approving the Airport Handling Manual (AHM) and IATA Ground Operations Manual (IGOM).

AEGEAN as a member of GOG, actively participates in the design and implementation of programs in the above areas of activity.

At the same time, always aiming for the highest levels of safety, our company seeks to assist in the training of personnel to reduce any tear / damage to aircraft during ground service operations.



## → Hellenic Aviation Society

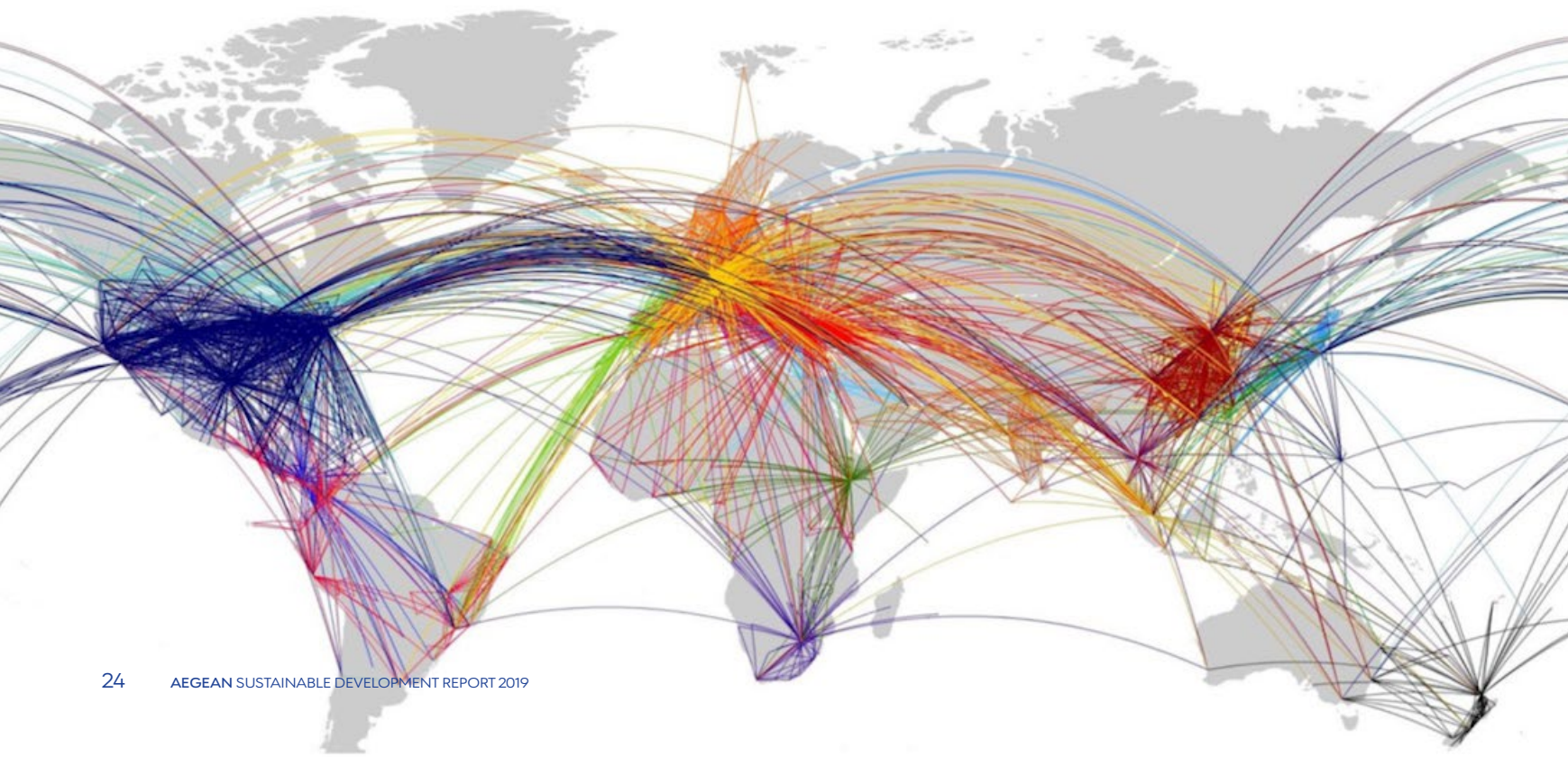
AEGEAN is a Member of the Hellenic Aviation Society (HAS). The purpose of the HAS is to safeguard and promote the interests of airlines from an institutional, economic and social point of view, to study and support issues related to airlines, to seek and develop solutions to relevant issues, to harmonize its operation with conditions of healthy competition of companies in the field and to ensure contribution of air transport to the cultural field.



## → STAR ALLIANCE

AEGEAN is a member of the alliance of Star Alliance, the largest global alliance of airlines (26 members), providing benefits both for the passenger and the company. In total, the Star Alliance network now offers over 19,000 daily flights to more than 1,300 airports and 195 countries. The Star Alliance network was established in 1997, as the first truly global airline alliance to offer worldwide reach, recognition and seamless service to the international traveller. Its acceptance by the market has been recognized by numerous awards, including the Air Transport World Market Leadership Award and Best Airline Alliance by both Business Traveller Magazine and Skytrax. The member airlines are: AEGEAN Airlines, Air Canada, Air China, Air India, Air New Zealand, ANA, Asiana Airlines, Austrian, Avianca, Brussels Airlines, Copa Airlines, Croatia Airlines, EGYPTAIR, Ethiopian Airlines, EVA Air, LOT Polish Airlines, Lufthansa, Scandinavian Airlines, Shenzhen Airlines, Singapore Airlines, South African Airways, SWISS, TAP Air Portugal, THAI, Turkish Airlines, and United. Further connecting flights are offered by Star Alliance Connecting Partner, Juneyao Airlines.

Star Alliance Network



## → AIRLINES FOR EUROPE

AEGEAN has been a member of the A4E association since 2016, which represents more than 70% of total European air traffic and aims to ensure the sustainability of aviation in Europe and the positive contribution of the sector to the socio-economic development of the European countries. The A4E Association seeks to contribute to the shaping of the European Union's aviation policy with the ultimate aim of benefiting the passengers. It functions as the unanimous representation of the commercial airline industry to the European Institutions. Apart from the airlines, (AIR FRANCE / KLM, IAG, LUFTHANSA GROUP, EASYJET, RYANAIR, IBERIA, NORWEGIAN, TAP AIR PORTUG, TUI, etc.) there are international aircraft manufacturers (AIRBUS, BOEING, EMBARAER, GE and THALES) participating as members.



## → "TRANSFORMING TRANSPORT"

AEGEAN participates in the European "Transforming Transport" program, which aims to optimize and introduce innovative services in all forms of transportation such as airports, ports, railways and motorways. Part of the program are global companies and academic institutions such as: Boeing Research and Technology (Europe), Intrasoft, Jeppesen, Athens International Airport, Athens University of Economics and Business, National University of Ireland, University of Southampton, Universidad Politécnica de Madrid, etc.



## → EUROPEAN AIRLINES FRAUD PREVENTION GROUP (EAPG)

AEGEAN also participates in the European Airlines Fraud Prevention Group since 2012. The purpose of the Group is the cooperation and coordination between Europe's airlines, travel agencies and systems, to exchange knowledge and solutions to tackle fraud and to further protect passengers. Furthermore, EAPG participates in conferences and workshops with Europol. It is an honorary distinction for AEGEAN to hold the Presidency, since 2017, of the Administrative Committee for the representation of European Airlines for Europe on fraud prevention topics (EAPG) and to participate in the IATA Perseus Steering Committee.





#### → CSR HELLAS

AEGEAN has been a member of the Greek Network for Corporate Social Responsibility since 2012. AEGEAN actively participates in the Network's initiatives by supporting the Student Competition for Corporate Social Responsibility "Nikos Analytis", organized by the Greek Network for Corporate Social Responsibility in collaboration with the Athens University of Economics and Business, offering complimentary tickets to the winners to travel to Brussels together with the Network's executives, and take part in educational visits to the European Commission and the Office of the European Parliament on an annual basis.

SETE

#### → SETE

AEGEAN is a member and a lifetime sponsor of the Greek Tourism Confederation (SETE). The Greek Tourism Confederation (SETE) was established in 1991 by entrepreneurs from the wider tourism sector, to support the growth of Greek tourism and especially the constant reinforcement of competitiveness and the promotion of the key role of tourism in the Greek economy.

MARKETING GREECE

#### → MARKETING GREECE

AEGEAN is a founding member of Marketing Greece, which with the Hellenic Chamber of Hotels and the Hellenic Association of Communication Agencies (EDEE/HACA) as stakeholders, primarily aims to successfully promote the Greek tourism product. Moreover, AEGEAN actively supports the familiarization trips organised by Marketing Greece for journalists / bloggers / vloggers who visit our country, contributing as a transport sponsor to the work of institutions (cultural institutions, conferences, initiatives of municipalities and regions) and business missions.

GREECE

#### → GREEK NATIONAL TOURISM ORGANIZATION

AEGEAN actively participates in international tourism exhibitions, together with the Greek National Tourism Organization, contributing to the country's promotion. In 2019, AEGEAN's partnership with GNTO was further strengthened by the "Athens / Thessaloniki is for every kinds of lovers" campaign / co-advertising, aiming to promote Athens and Thessaloniki as ideal city break destinations, in the markets of Germany, Italy, Spain and Israel.



#### → SKYTRAX

For the 9th consecutive year, AEGEAN won the best regional airline award by Skytrax World Airline Awards. In the final results of the survey conducted between September 2018 and May 2019, 21.65 million entries were counted, and the survey involved passengers from 100 different nationalities. All entries were audited to determine user and IP address information, and any duplicate, suspicious, or invalid entries were deleted. The survey covered more than 300 carriers.

For the 9th consecutive year and for the 10th time since 2009, the professionalism and attitude of AEGEAN's staff, as well as the total flight experience they provide to the passenger, stood out in the company's ratings among the categories of services passengers were asked to vote for.



#### About the "World Airline Awards"

The World Airline Awards, which this year celebrated their 19th anniversary, are independent and impartial. They began in 1999 to provide a truly global customer satisfaction study. Travelers from around the world vote in the largest customer satisfaction survey to decide on prize winners. They are often referred to as the "Aviation Oscars" and are a global reference point for airlines' excellence.

The online survey was conducted from September 2018 to May 2019, along with the invitations sent to last year's respondents, from the Skytrax data base. The customer research forms were offered in English, French, Spanish, Russian, Japanese and Chinese. The biggest increase in nationality in the 2019 survey was the responses in Chinese and Spanish surveys.





### TRAVELERS' CHOICE AWARDS BY TRIPADVISOR

AEGEAN stood out at the "TripAdvisor Travelers' Choice Awards 2019", receiving 3 important awards for the high quality of services it offered to its passengers. Specifically, the visitors of the largest travel website in the world, announced through their ratings AEGEAN in:

- Best regional airline in Europe.
- Best Business Class in a regional airline in Europe.
- Best airline in Greece.



### Honorary Distinctions by the Athens International Airport (during the 20th Airline Marketing Workshop):

- The airline with the most awards from 2001 to 2020, during the 20 years of the AIA Airlines Marketing Conference.
- The company with the largest increase in passenger traffic at the airport "Eleftherios Venizelos" for 2019.
- The fastest growing company in the African market.
- Honorary distinction for growth in the Eastern European market.



### TELEPERFORMANCE GREECE CRM GRAND PRIX CUSTOMER SERVICE AWARDS

For the 2nd consecutive year, the AEGEAN Call Center won the 1st place in the annual competition "Teleperformance Greece CRM Grand Prix Customer Service Awards 2018" and received the Gold Award in the category "Large Call Centers". It is worth noting that the company was evaluated through "mystery calls" regarding ease of access, waiting time, perception and understanding of the request, etc. and gathered a total of 97.92%, further improving its results from the previous year. The annual institution of the CRM Grand Prix has been established in Greece by Teleperformance Greece, a member of the multinational group of Teleperformance, with the aim of highlighting and rewarding the best Contact Centers in each country and has been held in Greece for 20 years.



### SOCIAL MEDIA AWARDS

AEGEAN won the Grand Prix Award for the project: "Applying Dynamic Travel ads through a sophisticated way within a travel marketing platform to increase sales and acquire new users".



## 2. Sustainable Development at AEGEAN

We consider the identification of our economic, social and environmental impacts as extremely important.

In this context, we use the UN Sustainable Development Goals, as a reporting and strategy tool.



## 2.1 Stakeholder Engagement



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

AEGEAN's basic principle is to engage in dialogue with its stakeholders, as they are defined based on the company's nature of operations and the impacts the company has on them, as well as how these stakeholders influence the company overall. It creates the appropriate conditions for an exchange of views in order to understand their needs and expectations, receive feedback at regular intervals about how it operates and the impacts it has on its stakeholders. The company, within the framework of its operation, in and outside the airline community, cooperates with different stakeholders, with different needs and priorities.

### Key Stakeholder Groups

- Passengers
- Employees
- Shareholders/Investors
- Aviation Community
- State/Regulatory Authorities
- Suppliers/Associates
- Local and Wider Society
- Business Unions
- Non-Governmental Organizations (NGOs)

The following table includes the means of communication and engagement with each stakeholder group, the frequency of the engagement, and the key issues and concerns derived. The way the company responded to these issues and concerns is presented in this Report.

Group	Types of Communication & Engagement	Frequency of Communication	Key Topics
 Passengers	<ul style="list-style-type: none"><li>• Market research</li><li>• Press releases</li><li>• Call center</li><li>• Customer relations department</li><li>• Social media</li><li>• Website</li><li>• Newsletter</li><li>• BLUE magazine</li><li>• Press conferences</li></ul>	Continuous	<ul style="list-style-type: none"><li>• Flight Safety, Training and Operational Readiness</li><li>• Quality Product and Passenger Care</li><li>• Economic Performance and Network Development</li><li>• Responsible Communication and Advertising</li><li>• Customer Privacy</li><li>• Safeguarding Human Rights in our Business Operation</li><li>• Support Vulnerable Groups</li></ul>
 Employees	<ul style="list-style-type: none"><li>• Internal announcements</li><li>• Department meetings</li><li>• Electronic correspondence</li><li>• Evaluation questionnaires for employee training</li><li>• Intranet</li><li>• Press releases</li><li>• Evaluation</li><li>• Upskilling/Reskilling</li><li>• Events</li><li>• Town halls</li></ul>	Continuous	<ul style="list-style-type: none"><li>• Employment</li><li>• Flight Safety, Training and Operational Readiness</li><li>• Occupational Health and Safety</li><li>• Training and Education</li><li>• Safeguarding Human Rights in our Business Operation</li><li>• Economic Performance and Network Development</li></ul>

Group	Types of Communication & Engagement	Frequency of Communication	Key Topics
 Shareholders/ Investors	<ul style="list-style-type: none"><li>• Website</li><li>• Road shows</li><li>• Corporate announcements for shareholder support</li><li>• Press releases</li><li>• Stock market web page</li><li>• Press conferences</li></ul>	Continuous	<ul style="list-style-type: none"><li>• Economic Performance and Network Development</li><li>• Flight safety, training and operational readiness</li><li>• Quality Product and Passenger Care</li><li>• Employment</li><li>• Local Communities Development and Contribution to the Improvement of the Greek Tourism Product</li><li>• Anti-Corruption</li><li>• Responsible Procurement Practices</li></ul>
 Aviation Community	<ul style="list-style-type: none"><li>• Meetings</li><li>• Conferences</li><li>• Electronic correspondence</li><li>• Representation in national and international bodies of the aviation community</li><li>• Press releases</li><li>• Press conferences</li></ul>	Continuous	<ul style="list-style-type: none"><li>• Flight Safety, Training and Operational Readiness</li><li>• Economic Performance and Network Development</li><li>• Quality Product and Passenger Care</li><li>• Safeguarding Human Rights in our Business Operation</li><li>• Occupational Health and Safety</li><li>• Energy Consumption and Greenhouse Gas Emissions</li><li>• Noise</li></ul>
 State / Regulatory Authorities	<ul style="list-style-type: none"><li>• Meetings</li><li>• Conferences</li><li>• Electronic correspondence</li><li>• Press releases</li><li>• Press conferences</li></ul>	When deemed necessary	<ul style="list-style-type: none"><li>• Flight Safety, Training and Operational Readiness</li><li>• Safeguarding Human Rights in our Business Operation</li><li>• Quality Product and Passenger Care</li><li>• Economic Performance and Network Development</li><li>• Anti-Corruption</li><li>• Energy Consumption and Greenhouse Gas Emissions</li><li>• Noise</li><li>• Personal data protection</li></ul>
 Suppliers / Associates	<ul style="list-style-type: none"><li>• Meetings</li><li>• Electronic correspondence</li><li>• Conferences</li><li>• BLUE magazine</li></ul>	When deemed necessary	<ul style="list-style-type: none"><li>• Flight Safety, Training and Operational Readiness</li><li>• Responsible Procurement Practices</li><li>• Economic Performance and Network Development</li><li>• Anti-Corruption</li><li>• Quality Product and Passenger care</li><li>• Local Communities Development and Contribution to the Improvement of the Greek Tourism Product</li></ul>
 Local and Wider Society	<ul style="list-style-type: none"><li>• Website</li><li>• Press releases</li><li>• Meetings</li><li>• Conferences</li><li>• Electronic correspondence</li><li>• Representation in national and international bodies of the aviation community</li><li>• Social media</li><li>• Press conferences</li><li>• BLUE magazine</li></ul>	Continuous	<ul style="list-style-type: none"><li>• Flight Safety, Training and Operational Readiness</li><li>• Economic Performance and Network Development</li><li>• Quality Product and Passenger Care</li><li>• Local Communities Development and Contribution to the Improvement of the Greek Tourism Product</li><li>• Employment</li><li>• Support Vulnerable Groups</li><li>• Energy Consumption and Greenhouse Gas Emissions</li><li>• Noise</li></ul>
 Business Unions	<ul style="list-style-type: none"><li>• Website</li><li>• Corporate announcements</li><li>• Press Releases</li><li>• Stock market web page</li><li>• Meetings</li><li>• Conferences</li><li>• Electronic correspondence</li><li>• Press conferences</li></ul>	Continuous	<ul style="list-style-type: none"><li>• Local Communities Development and Contribution to the Improvement of the Greek Tourism Product</li><li>• Employment</li><li>• Responsible Procurement Practices</li><li>• Economic Performance and Network Development</li><li>• Anti-Corruption</li></ul>
 Non-Governmental Organizations (NGOs)	<ul style="list-style-type: none"><li>• Website</li><li>• Press Releases</li><li>• Meetings</li><li>• Electronic correspondence</li><li>• BLUE magazine</li></ul>	When deemed necessary	<ul style="list-style-type: none"><li>• Support Vulnerable Groups</li><li>• Local Communities Development and Contribution to the Improvement of the Greek Tourism Product</li><li>• Employment</li><li>• Responsible Procurement Practices</li><li>• Safeguarding Human Rights in our Business Operation</li><li>• Energy Consumption and Greenhouse Gas Emissions</li><li>• Anti-Corruption</li></ul>



## 2.2 Identification of Material Sustainable Development Topics

GRI 102-12, GRI 102-46, GRI 102-47, GRI 102-49

In December 2019, the company completed its materiality analysis with the participation of internal stakeholders, aiming to determine the material sustainable development topics, which are included and analyzed in the present report. In the beginning of 2020, these topics were reviewed to validate their materiality.

19 topics were identified, 7 of which were prioritized as material and are analyzed below. The material topics arising from this analysis are those with the most significant impacts on Sustainable Development and substantively influence the assessments and decisions of our stakeholders

Initially, the company took into consideration the Global Reporting Initiative Standards Principles (Sustainability Context and Stakeholder Inclusiveness Principles) and identified topics that are relevant with its operations and its impacts on stakeholders.

The findings were based on the review procedures of:

- The internal documents regarding development strategy, internal policy procedures, as well as engagement results such as passenger satisfaction surveys and market research.
- The announcements (Press Releases) and media reports for 2019 relating to the aviation sector.
- The principles of the United Nations Global Compact.
- The annual financial report.
- The recognized international standards for sustainable development reporting.
- The important topics related to the global aviation sector.

### Phase 1. Identification of relevant Topics

### Phase 2. Prioritization of Topics

For the identification and prioritization of topics, an internal interdepartmental team, comprised by representatives from the company's departments, was established. This team's responsibilities pertain to the topics identified so that there is complete recording and adequate strategic planning. Accordingly, the documentation of stakeholder engagement activities is included, as well as the results of this engagement.

Based on the GRI principles of Materiality and Stakeholder Inclusiveness, the topics identified in the first phase were prioritized, by considering the following parameters:

- Significance of the topics' impacts on sustainable development.
- Significance of the topics' impacts on the company's ability to achieve its goals.
- Significance of the topics for stakeholders.

To clearly define these impacts, we used the 17 U.N. Sustainable Development Goals.

### Phase 3. Results Validation

The results of the second phase were validated by the company's Management.

#### Material Topics

The following 7 topics were prioritized as the most material, and are presented in detail in this Report:

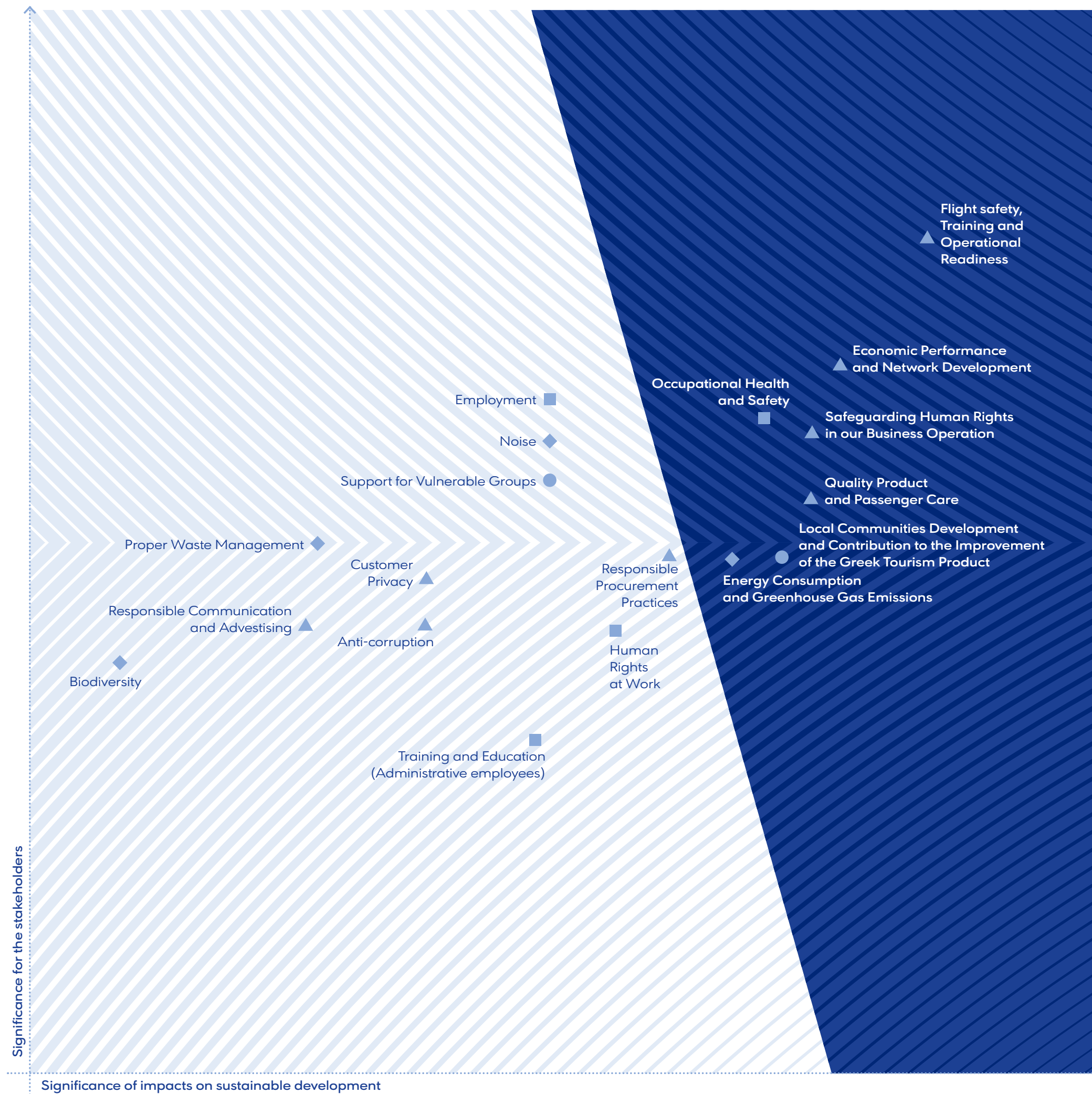




## Materiality Map

The material topics are presented in the following materiality map, and their respective boundaries can be found on page 123. There were no changes regarding these topics and their boundaries compared to 2018.

- ▲ Market
- Employees
- Society
- ◆ Environment



## U.N. Sustainable Development Goals

The UN "2030 Agenda", with the 17 Sustainable Development Goals (SDGs), adopted in September 2015 by the 193 UN member states, including Greece, is an ambitious commitment that can become the road map for the modern way of conducting business. Achieving the Sustainable Development Goals is a global challenge, but also an opportunity for the Greek business community and society to ensure that the exit from recession and the return to growth is achieved by taking into account the broader environmental and social constraints and challenges.







### 3. Creating Value for the Market

We seek to translate the quality of the Greek air transport into sustainable, profitable growth with multiple benefits for tourism, employment, the supply chain, the local communities and the national economy.







## 3.1 Economic Performance and Network Development



GRI 103-1, GRI 103-2, GRI 103-3, GRI 102-4, GRI 102-6, GRI 102-7, GRI 102-10, GRI 102-45, GRI 102-48, GRI 201-1, AEGEAN indicator

We consider our economic performance to be of utmost importance as it:

- a) is directly linked to the company's sustainable development,
- b) has direct impacts and contributes to the national economy, growth, innovation and infrastructure, through wages and benefits to employees, payments to providers of capital, partners, suppliers and the state.

Our financial performance is inextricably linked to our network development and its responsible management, which has impact not only on the company's sustainable development but also on our country and contributes, inter alia:

- a) to the national economy through increased inbound tourism,
- b) to the creation of direct and indirect jobs,
- c) to innovation and infrastructure through the development of new air transport services and products.

2019 was a milestone year for the company's operation with the sealing of its 20 years of flight operation. The company performed positively for another year, carrying around 14.9 million passengers and operating on an expanded network of 151 destinations in 44 countries.

### Business environment- Greek Economy

The Greek economy continued its recovery in 2019, but at a slow pace. For another year, the positive contribution of the tourism sector, as well as exports, contributed to the increase of economic activity. In the 4th quarter of the year, GDP increased by 1% while the estimate for the whole year amounts to 1.9%. The economic index in 2019 continued its upward trend and reached the highest level since the beginning of the crisis. However, the fact that a series of important infrastructure projects are planned or already being implemented in the tourism sector is considered positive, while at the same time legislative interventions for tax relief are being promoted.

<sup>1</sup> Source: [http://iobe.gr/docs/economy/ECO\\_Q4\\_2019\\_REP\\_GR.pdf](http://iobe.gr/docs/economy/ECO_Q4_2019_REP_GR.pdf)

### Business environment- Aviation Sector

Air traffic at all airports in the country increased by 3.7% in 2019, showing a slowdown compared to the growth rates of the last 6 years. Foreign traffic increased by 4.2% compared to the average annual growth rate of 8.8% in the six years 2013-2018. Domestic traffic remained almost at the same level as the previous year (0.7%)<sup>2</sup>.

Traffic at Athens airport was higher than in the rest of the country, with international passenger traffic increasing up to 8.6% while domestic traffic remained at the same level as in 2018. It is noted that the average annual growth rate in international traffic on six years 2013-2018 amounts to 13.7% for Athens airport. There was also an increase in the number of flights operated during the year with domestic flights showing an increase of 4.1% and international flights 3.8%. Thessaloniki Airport recorded an increase of 4.4% in total traffic and 10.2% in international traffic. The remaining regional airports showed an increase of 1% in total traffic and 0.3% in international traffic (according to provisional data of the CAA). More specifically, in 2019 the largest increase in international air arrivals was recorded in the Peloponnese (9.3%) while the traffic in the geographical unit of the Cyclades (6.1%) and the Dodecanese (0.4%) also increased. On the contrary, in Crete there was a decrease and the decline in the Ionian Islands was marginal.

European Union countries showed an increase by 3.2% while arrivals from the USA increased by 15.5%. The offered capacity presented a stabilization picture in the whole country in 2019. Specifically, the total number of international flights was increased by 1% while most airlines reduced the growth rate of the offered capacity to the country.

Stabilization trends and reasonable growth rates of the offered capacity prevailed in Europe in the aviation sector in 2019. The offered capacity increased by 3.9% (in kilometer positions, data from IATA) while the traffic increased by 4.5% (in kilometer passengers).

The main issues that occupied the industry, among others, were the downtime of Boeing 737-Max aircraft and consequently the cessation of production of passenger aircraft of this type. The exact time of their return to the market remains uncertain. In addition, the structure of the industry in Europe remains largely fragmented. In 2019, 7 airlines filed for bankruptcy and suspended their operations due to financial problems.

<sup>2</sup> Source: <http://www.ypa.gr/profile/statistics/monthly-temp/>



## AEGEAN in 2019



14,992,176  
Passengers

↑ 7.3%

Compared to 2018



18,596,213

Seat  
Kilometers



2019 was a milestone year for the company with the celebration of 20 years of flight operation in May 2019, as well as with the delivery of the first aircraft Airbus A320 neo, in December 2019.

In 2019 we served 151 destinations (2 less than the previous year for commercial reasons), 31 domestic and 120 international in 44 countries. On an operational level, in 2019 the company was active with the same number of aircraft as in 2018, meaning with a total of 61 aircraft (of which 49x jets and 12x turboprops / propellers).

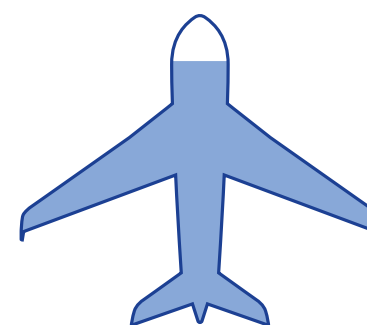
A strategic priority was the extension of the tourist season and the increase of the use of aircraft mainly in the second and fourth quarters of the year (April-May and October), starting the summer program earlier than 2018 and maintaining several frequencies for a longer period. In terms of network design, the Group offered increased frequencies and seats in major foreign markets and launched routes to 7 new destinations abroad (Marrakesh, Casablanca, Ibiza, Valencia, Sarajevo, Tunis and Skopje). In addition, in terms of network design, the company converted a portion of scheduled flights from regional airports, mainly to Russia, to charter flights.

Athens is a field of development and investment for the Group and therefore the main basis for the design and operation of the Group's operations. AEGEAN uses Athens International Airport as the main hub for scheduled flights across the domestic and international network. It also has 6 other bases in Thessaloniki, Heraklion, Chania, Kalamata, Rhodes and Larnaca.

Due to the increase in the productivity of the use of the aircraft, the company recorded an increase in the offered capacity by almost 8% in kilometer positions (ASKs) while the number of flights made during the year increased by 6%, making (scheduled) 115,765 flights in domestic and international routes, despite the fact that the number of aircraft remained the same.

Passenger Traffic	2019	2018	% Change
Domestic traffic	6,296,893	6,122,319	2.9%
International traffic	8,695,283	7,849,101	10.8%
Total passenger traffic	14,992,176	13,971,420	7.3%

## Average occupancy rate



2019

84.8%

↑ 1 p.p.

2018

83.9%

The Group carried a total of 14.9 million passengers, recording an increase of 7.3%. The domestic network carried a total of 6.3 million passengers, 2.9% more compared to 2018. In the international network the company carried 8.7 million passengers, 10.8% more compared to 2018. The growth rates in passenger traffic recorded by the company in 2019 mainly in the international network were higher compared to their counterparts in the country as a whole, but also of Athens Airport, which is the main operating base of the Group. Passenger traffic in the international network over time records significant growth rates, as a result of the recognition of product quality, improved utilization and network interconnection, international maturity and efficient fare management.

The occupancy rate in the whole network increased by 1 percentage point reaching 84.8% in 2019.

It is a given that in such a highly seasonal market as the aviation market in Greece, the increase in activity in months outside the high summer season always carries the risk of reducing either the occupancy of flights or the average revenue per passenger. However, the Group's commercial results proved to be particularly positive, with an increase in flight occupancy and an increase in average revenue per kilometer (RASK) of 2.1%. The improvement is partly due to the effective network and fare management practices as well as to the further consolidation of AEGEAN in the international markets with the gradual recognition of the quality of the offered services.

Among the important events of the year is the issuance of a 7-year bond in March 2019, negotiable in the category of Fixed Income Securities of the regulated market of the Athens Stock Exchange, amounting to 200 million euros and a final annual yield of 3.6%. The greatest part of the issuance (i.e. 75%) is intended to cover the financial needs for advances to Airbus to be paid under the binding agreement signed on 22.06.2018 for the acquisition of a total of 30 new generation aircraft of the A320neo family.

Finally, in October 2019, AEGEAN announced the strategic cooperation with Lamda Development, based on which AEGEAN becomes the "Official Airline of Hellinikon". At the same time, it acquired a percentage of 1.66% in the company and participated in the increase of its share capital, investing a total of 20 million euros in the fourth quarter of 2019. The project of Elliniko is the largest development project in the country and is expected to give new long-term impetus to tourism of Athens, creating new reasons to visit, contributing to the mitigation of the seasonality of tourism and establishing the city in City Break options internationally.

AEGEAN publishes its financial results on a consolidated basis, including the results of its subsidiary Olympic Air S.A.

Sales (amounts in thousands of €)	2019	2018
Revenue from scheduled flights	1,098,404	1,014,914
Revenue from charter flights	78,818	51,632
Other operating income related to flights	131,561	118,700*
<b>Total sales</b>	<b>1,308,783</b>	<b>1,185,246</b>

Revenues relate to tickets sale, transportation of goods and provision of other services. Total sales amounted to €1,308,782.96 thousand for 2019 increased by 10.4%, compared to total sales amounting to €1,185,246.24 thousand in 2018.

\* The specific numerical data is presented differently from the corresponding one included in the Sustainable Development Report 2018 of the company, as it was incorrectly reported in the Report of 2018.

(amounts in thousands of €) *	2019	2018
<b>Direct Economic Value Generated</b>	<b>1,133,149</b>	<b>1,206,411</b>
<b>Direct Economic Value Distributed</b>	<b>1,123,153</b>	<b>1,136,025</b>
Operating Costs	915,175	959,658
Employee Wages and Benefits	142,853	133,303
Payments to providers of capital	16,479	1,026
Payments to Government (Taxes)	47,971	41,484
Community investments (Donations, etc) **	675	553
<b>Economic value retained</b>	<b>207,996</b>	<b>70,386</b>

Also, in addition to the financial contribution, in 2019 a total of 12,769 tickets were offered for the travel needs of the institutions and the actions supported by AEGEAN.

\* The information provided in this table has been calculated based on the requirements of GRI 201-1 disclosure.  
 \*\* Included is the contribution from the loyalty Miles+Bonus program (see page 103) as in 2019, the donation was paid for both 2018 and 2019.

**€1,308,782.96 thousand**  
Total sales

**↑ 10.4%**  
Compared to 2018

**€271,898.56 thousand**  
Operating profit before taxes, interest and depreciation and amortization (EBITDAR)

**↑ 11%**  
Compared to 2018

**€106,747.79 thousand**  
Net profit before taxes

**↑ 8.2%**  
Compared to 2018

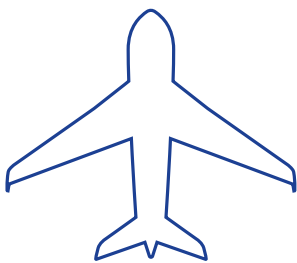
Total sales amounted to €1,308,782.96 thousand for 2019 increased by 10.4%, compared to total sales amounting to €1,185,246.24 thousand in 2018. Total sales showed an improvement both in terms of available mileage, with the RASK (Revenue per Available Seat Kilometer) index amounting to 7.14 euro cents in 2019 compared to 6.97 euro cents in 2018, as well as to all passengers, with the Passenger Yield index amounting to 8.42 euro cents in 2019 against 8.33 euro cents in 2018, mainly due to the positive contribution of the international network as well as the improvement of the commercial sizes in the domestic network. Other operating revenues also increased by 10.8% with the increase of passenger traffic amounting to 7.3%. Operating profit before taxes, interest and depreciation and amortization (EBITDAR) amounted to €271,898.56 thousand for 2019. The increase in operating profitability came mainly from the improvement of average revenue per flight due to the increase in average occupancy flights. The effect of fuel costs was negative, amounting to €280,507.55 thousand, showing an increase of 14.2% compared to the increase of flight hours by 6.3%, due to the increased unit costs after the hedging effects on petroleum products, to which the company had agreed, in order to cover part of the business needs for the year.

The CASK (Cost per Available Seat Kilometer) index, without adding up the total cost of fuel costs increased marginally and amounted to 5.06 cents of the euro from 4.98 cents of the euro. Taking into account the cost of fuel, the index increased by 2.6% and amounted to 6.57 cents of the euro. The Company's net profit before taxes amounted to €106,747.79 thousand compared to €98,636.33 thousand in 2018, showing an increase of 8.2%. It is worth noting that the result was burdened by the payment of the Interest of the Bond while the financial expenses increased due to the application of the IFRS 16. An additional effect on the financial result was the exchange differences as a result of the valuation of part of the liabilities and especially of the operating leases after the application of the IFRS 16, which was partially offset by the valuation of the company's foreign currency deposits as well as the valuation of open positions in futures contracts that the company has not applied hedge accounting.

For more information regarding the financial data of the company, as well as the total loan liabilities and equity and the relationship between them, you can refer to the official website of AEGEAN ([www.aegeanair.com](http://www.aegeanair.com)).



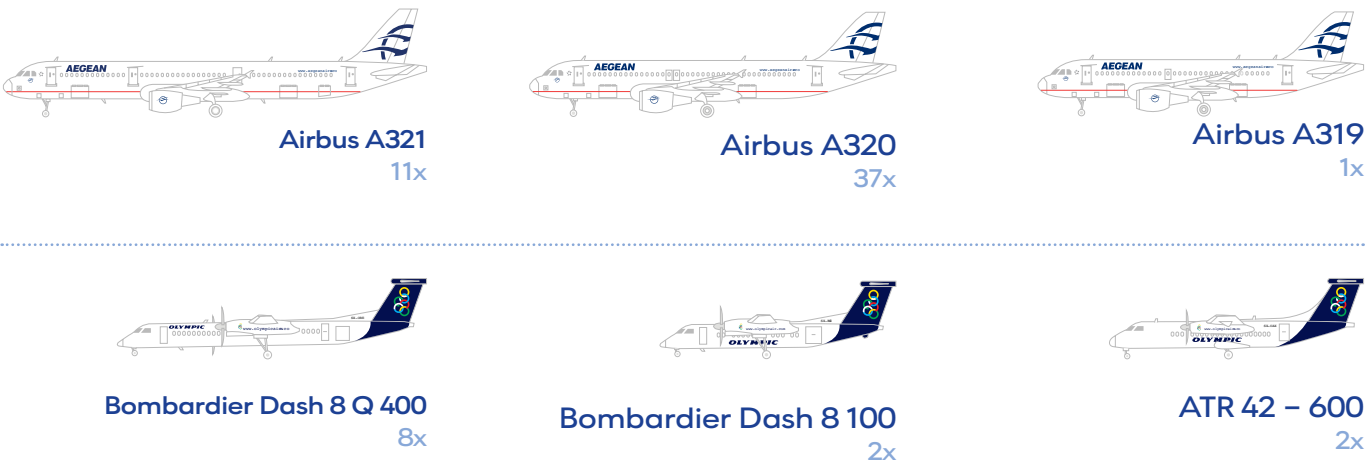
### Fleet modernization



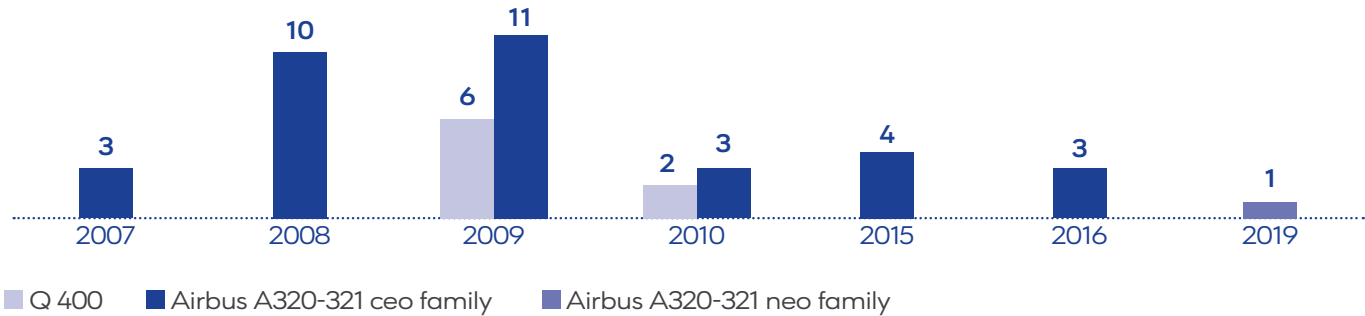
The AEGEAN fleet consists of 49 Jet aircraft of the Airbus A320 family (A319, A320, A321) and 12 Turboprop aircraft (Bombardier Dash 8 Q400 and 100 and ATR 42-600). In December 2019, the company received the first Airbus 320-neo, which is not added to the entire fleet, due to its non-operational integration into it. The new aircraft contribute to the provision of upgraded services to passengers, while contributing to savings of up to 15% in fuel consumption, reduction of emissions and noise, while they can offer depending on the type and specifications, additional flight range. Also, the configuration of the cabin in the new aircraft offers the possibility of increasing the capacity in seats per aircraft, thus contributing to the further reduction of unit costs. The first significant benefits in the unit cost of the company will be visible mainly from 2021 onwards.

It is noted that for 2019 the average age of the AEGEAN fleet was 11 years.

### 61 aircraft



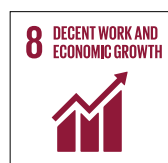
### New Aircraft Deliveries





## 3.2 Flight Safety, Training and Operational Readiness

GRI 103-1, GRI 103-2, GRI 103-3, GRI 102-11, GRI 416-2



Flight safety and operational readiness contribute to decent work, economic growth, justice and strong institutions, by ensuring that all laws and regulations relating to health and safety are followed, both at a national and international level.

Flight safety is a top priority for the company and is inherent in its operation. The company's written commitment reflects its' philosophy of making flight safety the primary and highest priority, as well as ensuring that all the resources needed to meet this commitment are provided. It is supported by the accountable manager and transmitted to the entire organization through manuals, networking tools as well as prominently displayed in all areas of operation and maintenance of the company.

### Safety Management System

We implement the SMS (Safety Management System), which is a key element of our responsibility and security management process. The system creates the preconditions for the security policy we apply and determines how we manage the security of our operations as an integral part of our overall activities. The accountable manager is responsible for establishing, supporting and maintaining the effective operation of the SMS. The department managers are responsible for the implementation, maintenance and compliance with the SMS procedures, each in its field. It is the responsibility of each employee to contribute to the safety performance and continuous improvement of the company, as well as to consider the compliance with the company's safety and flight safety rules in all its actions.

### Safety department

The safety department is the fundamental component of the organizational structure, monitoring, evaluation and prevention of any possible reported hazard. The Department consists of a safety manager and a team of dedicated coordinators, responsible for assessing any operational risk reported in the company. The areas of expertise for each department coordinator are flight activity areas (cockpit crew members and cabin crew members), ground handling, technical activity / aircraft maintenance and training. An essential part of the flight safety department is Flight Data Monitoring.

### Occurrence reporting system

All employees are responsible for both identifying and reporting risks. AEGEAN has set up an Occurrence Reporting System within the framework of the Safety Management System. The report can be done via electronic means (email to the Safety department, eReports application), but also via physical means (standard forms available in crew rooms, maintenance library). Security information is collected, analyzed and evaluated by the safety management team. This makes it possible to analyze the data from the above-mentioned sources, which leads to conclusions capable of delivering objectives to achieve the common goal of maximizing the level of the company's security rather than attributing responsibility to stakeholders. At the same time, the company's written commitment supports this sense of fairness by encouraging employees to report operational risks without liability.

### Risk identification and risk assessment

Within the framework of contributing to the continuous improvement of the company's level of security, department directors conduct formal risk identification and risk assessment procedures. This implies a systematic examination of operational activities and processes that are described as potentially dangerous. The objective is to quantify the operational risk, determine the acceptance of each risk and then develop appropriate and effective defenses deemed necessary to mitigate the identified risk to an acceptable level. The risk identification and risk assessment process follows a methodology that is composed of various sources. Through the planned meetings of the company's responsible persons, analysis of the incident reporting system, flight data monitoring, and trend monitoring (as derived from the analysis of the data collected), it is possible to identify risks that require a more detailed analysis.



## Corporate safety culture

Promoting a spirit of safety is the process aimed at encouraging a safety culture by ensuring that AEGEAN employees know that everyone is contributing to a more effective safety management system at all levels of their day to day activities. Providing appropriate training to all staff is an indication of the administration's commitment to an effective safety management system. Safety training ensures that staff is able to perform their respective management duties in accordance with applicable regulations. Training is tailored to each group's responsibility and participation in the safety management system. Management commitment combined with the personal commitment of all employees to achieve the safety objectives creates the necessary conditions for the joint pursuit and mission of the whole company: flight safety.

**During the reporting period, there were no cases of non-compliance with regulations and voluntary codes regarding the health and safety impacts of products and services.**

## Training

Most of our training expenditure is on mandatory and job essential training to ensure that we continue to meet our objective of being the safest and the most secure airline of choice. The subject of our employee training is related to the development, implementation and maintenance of a Security Program that complies with relevant international standards of ICAO (International Civil Aviation Organization) and IATA (International Air Transport Association as well as related practices.

### Induction Training

Its goal is to help new employees reach the level of performance expected from an experienced employee. It contains information dealing with the company's operating facility, health and safety measures and security systems.

## Cabin Crew Training

AEGEAN's greatest brand ambassadors are our cabin crew. They are the people at the front line, the first and the last impression that our passengers receive of our country. For this reason, they are rightfully characterized as ambassadors of Greek hospitality.

Our cabin crew is responsible for the care, comfort and safety of our passengers and are specially trained to handle abnormal and emergency situations. They often experience incidents in which they are required to deal with fears, insecurities or even the sudden physical discomfort of some passengers. They must also have the ability to work together, co-ordinate, co-operate and cope calmly and effectively with any kind of unexpected situation.

With an eye on continuous improvement, the company ensures that both the necessary human resources and the financial resources for cabin crew training are available.

Cabin crew training consists of theoretical and practical training, focusing on the simulation of emergency situations as well as customer service seminars with the aim of providing a unique customer experience.

More specifically the training includes the following subjects:

- General theoretical knowledge of aviation & Aviation regulations.
- Duties and responsibilities of cabin crew.
- Passenger handling & Cabin surveillance.
- General principles of firefighting, protective measures, awareness on potential fire sources, firefighting procedures.
- Procedures in case of loss of cabin pressure.
- Emergency landing / ditching, evacuation procedures.
- Human factors - Crew Resource Management.
- Identification and management of hazardous materials in flight.
- Aviation Security Awareness.
- On board medical emergencies and relevant first aid.
- Customer care, dealing with difficult situations in order to meet and exceed passenger's expectations by maintaining the spirit of Greek hospitality.
- On board services – Travel value products and services promotion.

The practical training of our crews is being done in cooperation with the Lufthansa training centers in Frankfurt and Munich. With the announcement of the creation of our training center, our goal is that in the future, these trainings will take place in Athens so that our crews can be trained more frequently, and so that we can provide training to third parties.





## e-LEARNING

In 2019, we continued shifting our focus towards e-learning, an initiative that begun in 2017. E-learning is now embedded in our daily operations and constitute a very large part of our employees' training. We invest daily in e-learning and distance learning with the introduction of even more wide-ranging courses, as well as the integration of technical management staff and ground operations. It is indicative that open and distance learning is one of the main precursors of the new era in the field of education and is defined as a key factor in the production and dissemination of knowledge, training of teachers and trainers and continuing professional development, which is a characteristic of the society of knowledge. This learning method was first used by the flight management (pilots and cabin crew).

## AEGEAN and the Hellenic Air Force are pioneers in pilot training

In 2017, AEGEAN organized a three-day training in cooperation with the Hellenic Air Force. Throughout the 2017-2018 winter period, 62 pilots were trained, while in 2019 45 pilots and co-pilots were trained. In a unique worldwide process, AEGEAN and Olympic Air pilots and co-pilots were trained in extreme conditions with the two-seat T-6 TEXAN II training aircraft.

The flights involved demanding maneuvers, flight with steep inclines, simulated loss of support and forces that a pilot never experiences on a regular passenger flight. With these tests, we record the biometric limits of the human body with the ultimate goal of making the pilot get, in real life, the feel and the experience that will help them take more effective action under a potential difficult situation while performing their duties. All AEGEAN and Olympic Air pilots are expected to go through the relevant process. In this unexplored part, for the majority of civil aviation pilots, any training is to the benefit of the pilot, and therefore to the benefit of the passenger.

The initiative for the cooperation with the Hellenic Air Force started from AEGEAN pilots, after the common flights at airshows. The reason behind this cooperation was the ICAO directive, according to which all pilots should undergo additional training to handle situations involving aircraft in unusual situations and recover from them (Upset Prevention and Recovery Training). The directive only requires training in a simulator, however at AEGEAN, wanting to increase the expected result, we decided to provide air training with an educational aircraft in addition to the simulation training.

There is a long and close cooperation between AEGEAN and the Hellenic Air Force, since many former pilots of the Air Force are currently in the company's cockpits while many common flights have taken place during airshows in Tatoi and Tanagra, and in addition they have also carried out the Renegade exercise where the Air Force "intercepted" an Airbus A320 that simulated a loss of communications, and military aircraft approached it, in order to guide it to the ground.

## Emergency response training

The nature and the operational activities of the company impose the development of specific measures and actions in order to maintain business continuity to the highest possible level. In addition to complying with aviation regulations, the company pays the utmost attention to the safety of its passengers and its employees and takes all necessary measures if deemed necessary in the course of its operations. The company has developed contingency management plans that capture the responsibilities and necessary actions of the executive members involved. Emergency response training prepares the staff on a psychological level in order to respond efficiently, effectively, and with the appropriate flexibility when required. The purpose of the plan and the relevant training is to familiarize the individual involved with its role and what is expected of him/her in case an emergency occurs.

Emergency management plans are tested through exercises with alternative types of scenarios, at least once a year, activating specific geographic areas and sections of the company. The training helps to:

- Identify the types of emergency situations that could occur (e.g. renegade state).
- Understand the consequences of lack of preparedness in emergency situations.
- Be better prepared to assist in an emergency.

Emergency training includes training in a) emergency response situations and b) unusual situations.



**Technical  
bases & aircraft  
maintenance**

→ We have 3 technical bases located in the Greek cities of Athens, Thessaloniki and Heraklion. The main technical base is located at Athens' "Eleftherios Venizelos" Airport and has 2 hangars, possessing the largest number of technicians out of the three. During the summer period, four additional bases become operational, of which, the bases in Rhodes, Kalamata and Chania are staffed with mechanics from the Athens base, while the Larnaca base is staffed with external partners that provide similar services.

AEGEAN's technical department ensures the proper maintenance of aircraft in accordance with manufacturer instructions and European legislation, with which the Hellenic Civil Aviation Authority and corporate activities must comply.

The company's mechanics are trained according to European standards and are equipped with European diplomas. They are responsible for aircraft maintenance and their safe operation. The maintenance philosophy and the priorities of the technical department are safety, on-time performance, passenger comfort and environmental protection.

Cooperation between AEGEAN and hazardous waste management companies ensure that any waste produced during maintenance is collected and disposed of according to all relevant regulatory requirements. Maintenance is divided into two parts: "heavy" or "base maintenance", which include the major inspections - controls which are required for the aircraft to enter the hangar and the second part which concerns the line maintenance and operates 12 months a year, 24 hours a day (24/7). Maintenance work includes scheduled tasks inspections, engines and systems, engine changes and damage restoration. Also, if there is the demand, we are able to provide technical support to third parties.

In addition to statutory training, technical staff are involved in further training aimed at improving the coordination and efficiency of the teams.

At the same time, because of the specificity of the infrastructures necessary for education, trainings are conducted outside our training center to authorized partners, including first aid and firefighting.

**Business  
continuity**

→ Special emphasis is placed on business continuity and readiness. The type, volume and complexity of our activities demand a high level of operational readiness.

On a yearly basis, a risk plan is prepared and assessed with the appropriate safeguards to adequately manage risks. Emphasis is placed on preventive measures to prevent potential risks. We pay attention to the availability of our fleet as well as the smooth and uninterrupted operation of our IT systems.

**Information  
systems disaster  
recovery plan**

→ During the last 2 years, the company has started a new project regarding the design and implementation of a recovery plan (DR - Disaster Recovery). The plan concerns the process of restoring IT systems and infrastructure after a partial or total disaster (natural or voluntary) and is an integral part of the business continuity of the company. In 2018 and 2019, the first phase of the project was completed, which concerns impact analysis, business continuity plan specifications and architecture of the rehabilitation plan, and then the potential providers were evaluated, based on the project specifications. The next stage will be the assignment and implementation of the project. The project was to be implemented in 2019, however due to other internal priorities it was not completed within the year and is planned for 2020 to be completed in 2021.

**Information  
security and  
data protection**

→ In order to continuously upgrade the level of information security and data protection, the company in 2019 created a special committee in which the participated parties are the CEO (Cyber Security Governance Board - CSGB) as well as the subgroups Cyber Security Senior Management Team (CSSMT) and Security Operations Center (SOC), with the sole subject of dealing with the smooth and safe operation of systems.

Throughout the year, actions and projects were designed and implemented with the aim of securing the company's information systems:

- User Information and training programs for employees in topics of cyber-security and information protection (user awareness video training), as well as information in more specialized cases to the heads of departments.
- Encryption in critical databases.
- Application of action recording mechanisms in critical applications.
- Implementation of the device management platform used by the flying staff.
- Development of a Privileged Account Management tool.
- Participation in national and international cyber-attack simulation exercises.
- Systematic review and upgrade of the Security Policy and compliance with the relevant laws and regulations and systematic control of users' access rights to company communication data.



It is worth mentioning that the company before the start of the operation of new electronic services and applications, carries out through specialized external associates, inspections and evaluations, in order to ensure their smooth operation and protection from malicious actions.

Information security and data protection	
29 risk assessment checks	More than <b>20TB</b> data traffic analysis daily
7,500 devices with access to the company's network checked on a daily basis	3,500 user accounts checked on a daily basis
2,500 events per second (for Security Information and Event Management/SIEM) and about 200GB of logs per day, were collected on the event and security management platform	Creation of a PCI compliant environment for secure use of credit cards

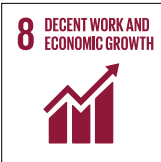


### 3.3 Quality Product and Passenger Care



Material  
Topic

GRI 103-1, GRI 103-2, GRI 103-3, GRI 102-2, GRI 102-7, GRI 102-43, GRI 417-3



Since the first day of our operation, our objective has been to provide the Greek public with quality air transportation. We aspire to offer such quality product and passenger care, to contribute to decent employment and economic growth, via the creation of a satisfied and loyal customer base, while being worthy representatives of Greek airlines abroad. Our goal is a superior product, which promises a unique travel experience end-to-end, through all travel stages, from the reservation to the arrival and subsequent reward.

By adopting the “continuous development - quality service - reliability” approach, we have invested in renewing our fleet, staff continuous training, establishing partnerships and alliances with international airlines and using innovative process simplification services that contribute to passenger flexibility and broadening the options we offer to the passengers.

In this context:

- We offer high-quality services to our passengers at all travel stages, from planning their trip to booking their ticket, their experience on the ground and on board, in addition to rewarding members of our loyalty program post-flight.
- We have adapted, having acknowledged the diverse needs of our passengers, the services we offer throughout the customer journey, with priority to traveling families, business travelers, and loyal passengers, which attests to our commitment to be close to them, for whatever reason they travel.





With an aim to be customer service pioneers while simplifying procedures, we continue to invest in product innovation. Persistent towards this direction, we keep investigating passenger needs, in order to differentiate our product proposition depending on each target audience and their diverse expectations. Along these lines, the technologically advanced service alternatives we provide to our passengers, help them save time and effort. With the aim of satisfying our customers' needs and improving their experience, we have developed and implemented a comprehensive quality management system.

The quality management system is in line with the requirements of international standards:

- ISO 9001:2015 - Quality Management System - Requirements.
- ISO 10002 - Quality Management System - Customer Satisfaction - Guidelines for Complaints Handling to Organizations.

We are the only company in Greece which, in the event of a delay of more than one hour on domestic flights or more than two hours on international flights, offers one free ticket to the afflicted passengers, so long as the delay was of our own fault. More specifically, for the "Eleftherios Venizelos" airport, both AEGEAN and Olympic Air maintain the highest credibility index in flight departure times. In recognition of the effectiveness of our strategy, in 2019, we have been awarded by SKYTRAX for the 9th consecutive year and for the 10th time in total since 2009.



Number of scheduled flights

<b>110,399</b>	<b>105,955</b>
2019	2018

On-time performance\*

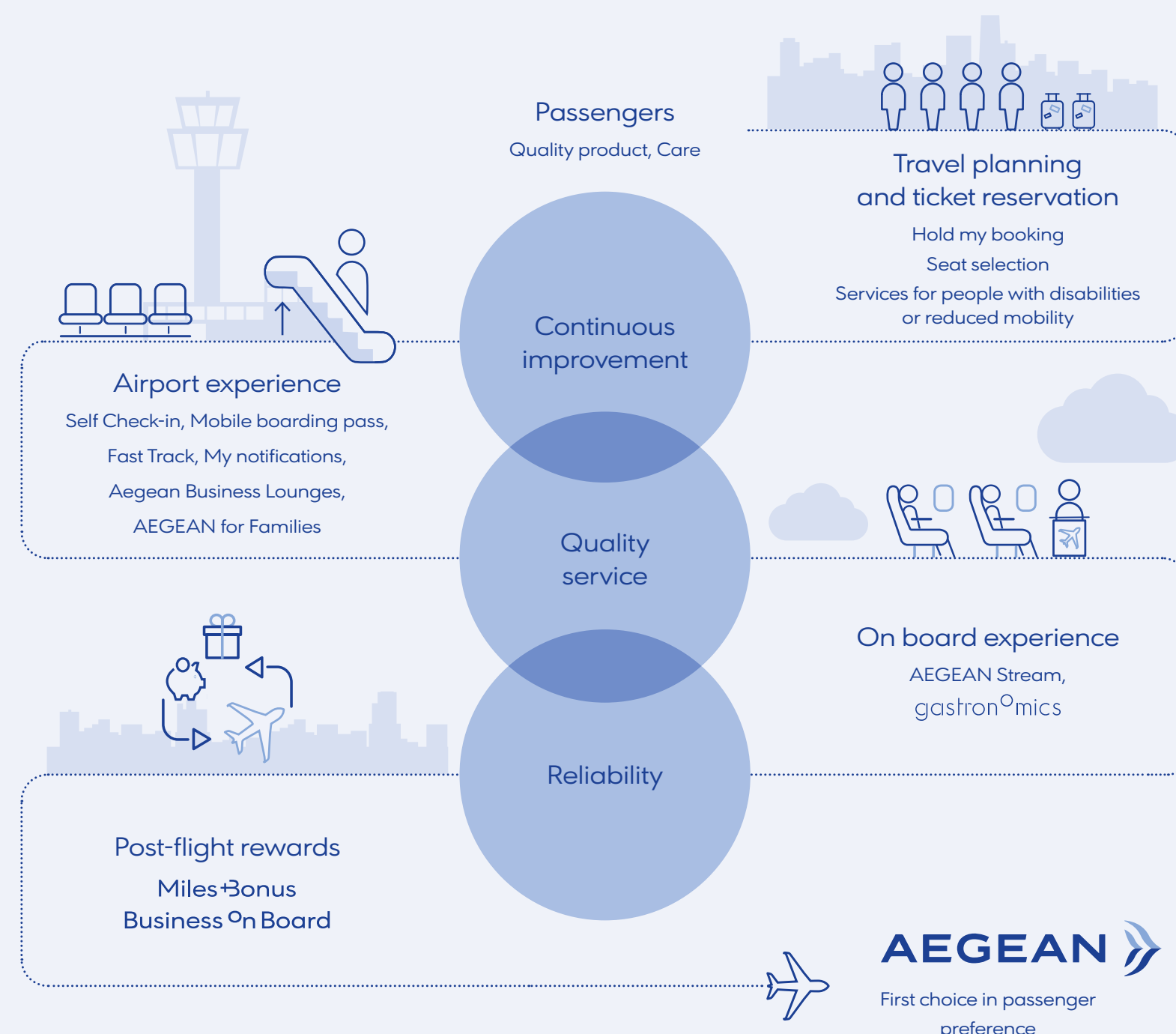
<b>76%**</b>	<b>81%</b>
2019	2018

\* It refers to the total number of scheduled flights (excluding charter flights), which departed within the first 15 minutes of the scheduled departure time.

\*\* The decrease in the on-time departure concerns an increased traffic / circulation in the European air-space during the summer period, with the consequence of the negative effect on the departure and arrival times of the aircraft in the destinations where they operate.

## Products and services

We offer our passengers high-quality services across all travel stages. For this reason, we approach our product in a holistic way for each stage of the passenger experience, making sure that we enhance it at each stage. In the next sections, some of the services we offer are presented, with emphasis on those that were implemented during 2019. More information about all of our services is available at [www.aegeanair.com](http://www.aegeanair.com).



## Product experts

In the context of the approach “continuous development - quality service - reliability”, we have developed internal processes and methods, so that any new products and services that are implemented and offered to the public, are designed in a sound way, meaning that all the necessary parameters for their practical application are considered.

For this reason, we created the team of product experts, whose main goal is to constitute one of the main communication channels between the company and its passengers. Product experts is a group consisting of cabin crew members from both AEGEAN and Olympic Air. Their role is crucial, as they not only maintain direct contact with the passengers, but they also work as senior cabin crews. This allows them to also come into contact with other company departments and work together for an improved customer experience. Each member of the product expert team has the mission to know the company’s product-service to an excellent degree, as well as the extent of each department’s contribution to it. Each member must promote the product’s image at every opportunity inside or outside the cabin.

According to the above, it is understandable, that the product experts play an important role in the implementation of the company’s strategy, and especially its two main pillars, which are its passengers and its human resources. It is worth mentioning that effective and quality services have already been implemented for all, as well as new products-services (e.g. “AEGEAN for Families”, “Treat them”) that have made a great impression, while new services are also constantly implemented. At the same time, product experts can assist in making processes simpler and more efficient.

## "HYPERION" program



This is a program designed entirely by AEGEAN, in order to harmonize in the most effective way the necessary actions to be implemented by different company department ground services at airports (Check-In Agents, Gate Agents, Ticket Sales Agents, Connection Ambassadors, Schedule Update Agents, Customer Care Center Officers), in case of any significant change (e.g. flight cancellation or delay), which takes place up to 48 hours before the scheduled departure time of the flight.

Through the application "ARIADNE" - which has also been designed by AEGEAN and is an extension of "HYPERION" - the above information is properly configured in order to become available to the passenger public with automated messages (passenger notifications). This information is personalized depending on the type of provision / service provided, ensuring their best customer service easily and simply such as:

- Information for rebooking.
- Snack / lunch vouchers at airport restaurants / cafes (complimentary vouchers).
- Monetary vouchers.
- Hotel accommodation.

The automation of the communication between the departments achieves the immediacy of the company's response, as well as the continuous improvement of the provided services, in order to better meet the needs of the passengers.



## 1. Travel planning & ticket reservation

### New services for 2019

#### My Aegean

Creation of a personal account "My Aegean" by registering at aegeanair.com or by entering the details of your Miles + Bonus account, in order to manage the next flights but also to be informed about the latest company news and offers.

#### Priority Service (Fast Track): ability of purchase at mobile check in

Ability of purchase by the passengers of the specific service, during the check in via their mobile phone.

#### Alternative flight reservation change notification(s) (Reprotection Notification)

Automatic change and issuance of a ticket (in cases where we need to transfer passengers to other flight(s) due to emergency conditions (flight delay, flight cancellation, etc.), through a system for the next available flight, and at the same time receive notification of change and all data related to the new flight.

#### Miles+Bonus: More cash-in miles options

Ability of cash-in, for members of their miles program in order to buy extra luggage, sports equipment, pet transport and fast track service (priority service).

#### Miles+Bonus: Ability to change tickets issued online through cash-in

Enrichment of the management of the tickets of the members of the program, through the section "My booking" where the members of Miles+Bonus can make online changes in tickets that have been issued through cash-in of miles.

### Existing services

#### Hold my Booking

Ability to reserve a booking online for a specified amount for a certain period.

#### Seat Selection

Passengers traveling in Economy Class can preselect the type of seat they want from the moment of booking up to minutes before the departure of their flight. The choice can be made between Standard, Up Front or Extra Legroom according to their preferences to enjoy their journey to the fullest. Passengers traveling in Business Class have the option to choose their seat of their preference completely free of charge.

## 2. Airport experience

### • Online Check in

Select the preferred seat, print or receive a boarding pass on the mobile.

### • Fast Track

Secured access, through the Fast Track priority service to the airport security check, to a special lane at the security check that allows passengers to reach their departure exit faster.

### • “My Notifications” service

Receive automatic notifications on passenger’s device (via email, SMS, push) for the number of the boarding gate, any change in the gate number, when the gate opens and for possible delay in the departure of their flight, as well as information for the baggage claim area. Upon landing, passengers are informed of the baggage claim area number. Notifications concerning the baggage claim area are currently only available for flights to Athens (ATH).

### • AEGEAN For Families

Provision of an exclusive counter for families with children for priority in baggage delivery (available in Athens, Thessaloniki, Larnaca) and additionally priority in boarding the aircraft.

### • Access to AEGEAN Business Lounges

Provision of access to AEGEAN Business Lounges for all AEGEAN passengers traveling in Business Class, holders of the Gold Miles + Bonus card and all cardholders of the Star Alliance Gold badge. These Lounges are the following:

- Athens: At the Athens International Airport "Eleftherios Venizelos", two separate Business Lounges, one in area B – Intra Schengen - and one in area A - Extra Schengen-, completely renovated, so as to offer a comfortable and relaxing pre-flight experience.
- Thessaloniki: At Thessaloniki International Airport “Macedonia”, there is AEGEAN’s refurbished Business Lounge, with the capacity to accommodate 96 people.
- Larnaca: The renovated AEGEAN Business Lounge is located on the third floor of Larnaca International Airport, with the capacity to accommodate 65 passengers.



### Delayed baggage delivery

- The service is addressed to passengers whose luggage will not be delivered to the airport at the same time as their arrival. In this case, passengers do not have to refer to the department of lost and found as they are informed for their luggage’s delay before arriving at the luggage conveyor belts through a text message via the AEGEAN App on their mobile or via email.
- This service is available for the Athens-London (Heathrow and Gatwick), Athens-Paris, Athens-Frankfurt, Athens-Munich, Athens-Vienna and Athens-Zurich routes.

### New compensation service in case of flight delay (Monetary Compensation Notification and Complimentary Voucher Notification)

In case of flight delay and if the necessary conditions apply so that passengers are entitled to the appropriate compensation, then they will automatically receive an update and a special coupon on their mobile phone for the provision of lunch / snacks equal to the value of compensation. At the same time, they will receive a list of airport shops (cafes / restaurants) where they can use the cash coupon in anticipation of their flight, simply by showing their boarding pass.

New services  
for 2019







### 3. On board experience

- **Entertainment**  
**AEGEAN Stream**

AEGEAN Stream is the new AEGEAN in-flight entertainment platform. The service is available on all flights departing from Athens and available exclusively via the AEGEAN App. Following a few simple steps, passengers can connect to the platform and enjoy rich entertainment and informative content. Via this platform, passengers can fill in a questionnaire regarding the AEGEAN Stream service, while the reviews and comments of our passengers are evaluated to improve the service and the content available to it.

- **Gastronomics: Greek Gastronomy Stories**

At AEGEAN we believe that you can discover a place through its flavors. In a bite, one can discover the earth and its sea, its fragrances and colors. One country's dishes can reveal its culture and history.

Together with 3 distinguished Greek chefs, Lefteris Lazarou, Christoforos Peskias and Stelios Parliaros and the Master of Wine, Konstantinos Lazarakis, we join forces and navigate Greek gastronomy through "Gastronomics": A complete tasting experience of Greek dishes and wines that our passengers can enjoy by traveling in Business Class on international flights. In addition, the ability to pre-select the meal is available from the "Gastronomics" menu from the moment of booking up to 24 hours before the flight.

gastron<sup>o</sup>mics



## Miles+Bonus

### 4. Post-flight rewards

- **Miles+Bonus Loyalty Program**

Through the Miles+Bonus program, we reward the preference of our regular passengers with exclusive privileges, quality services and partnerships to meet their needs and to make each trip a unique enjoyable experience.

- **Miles redemption service on any Star Alliance member airline**

Members of the AEGEAN Miles+Bonus loyalty program are now able to cash-in their miles electronically on flights of other Star Alliance Member airlines.

- **Business On Board, the Loyalty Program for business travelers**

Cash in through Bank Loyalty Schemes

1. Alpha Bank Bonus Points Cash in Program.
2. Bank of Cyprus "Antamivi" Reward Scheme.





## Air transport of people with disabilities or reduced mobility

At AEGEAN, in order to meet the transportation needs of passengers with disabilities or reduced mobility, we design our services with a great sense of responsibility and care. We are harmonizing our processes with and follow Regulation 1107/2006 of the European Parliament and of the Council of 5 July 2006 on the rights of persons with disabilities and persons with reduced mobility when traveling by air. In accordance with the above regulation and the legal framework of the country, we implement the following actions:

- We provide the necessary personnel and the required equipment, without any additional cost.
- We provide the option to obtain complete information through our ticket sales network (sale by phone or online), so as to give all the necessary information and guidance to the passenger with a disability or reduced mobility, when he/she is going to travel on one of our flights.
- We inform our systems and partners, at least 48 hours before the published departure time of the flight, so that we can dispatch the relevant information to all involved, at least 36 hours prior to the scheduled departure time of the flight. This information is reported and displayed at all points of contact and service of our company during the booking and ticket issuance process.

In order to enhance the level of our services provided to people with disabilities, our company -further and above to compliance with the law and regulations- has implemented the following:

- We have developed an extensive manual to serve people with disabilities or reduced mobility, so that there is a documented analytical process based on which we will ensure the service of these people to the maximum extent, and at the same time the safety of all our passengers and crews.
- We ensure that all our staff members, who provide immediate assistance to people with disabilities or reduced mobility, know how to meet their needs when traveling by air and provide on-the-go training and education on a repetitive base. We also train the company's personnel (ground services) in relation to respecting human rights, during our business operation, with a view to providing equal treatment to each passenger.
- We ensure that the external associates with whom we collaborate (ground service providers) have received training on topics such as serving people with disabilities or reduced mobility and respecting their rights.
- We have designed infrastructure - where possible e.g. Athens International Airport "El. Venizelos" - so that there is a dedicated check in (Special Services) for the immediate service of passengers with disabilities.
- We request the timely arrival at the airport check-in (60 minutes) before the scheduled departure time of the flight, in order to make all the necessary safety checks before boarding, as well as the management of people with disabilities or reduced mobility. We make every effort, so that their boarding is conducted with a priority.

In 2019, as part of the ongoing effort for equal access to our services and after many months of planning, development and investment, we applied specific techniques on the company's website to comply with the International Web Accessibility Standard WCAG (World Content Accessibility Guidelines) 2.0 AA level.

This is a set of recommendations for more accessible web content, especially for people with disabilities, and addresses specific criteria that help people with different types of disabilities, such as hearing and deafness, reduced vision and blindness, learning disabilities, speech difficulties, limited mobility and photosensitivity, in order to be able to navigate easier to the content of the website they are interested in.

At AEGEAN due to the sector of our activity, we focused on mobility problems and visual problems (total blindness, partial blindness, etc.). This practically means that the following sections of the [aegeanair.com](http://aegeanair.com) website are easily accessible via keyboard, as well as via screen readers.

The sections are:

- Booking or Changing Reservation
- Check-in pages
- My reservation (accessing personal travel itinerary)
- Flight Status (accessing status of flight)
- My Miles+Bonus account (accessing personal frequent flyer account)
- Itinerary plan (accessing flight schedules)

Specifically, the following features have been implemented, which are valid in all languages of [aegeanair.com](http://aegeanair.com):

1. Keyboard accessibility: Makes all the functions of the website available from one keyboard, in order to be easy to use for people with limited mobility.
2. Color contrast of the brightness of the pages (ability of up to 2 options) between text and background, in order to be legible to visually impaired people (the data in relation to the background must be at least at a ratio 4.5:1).
3. Resized texts: Ability to enlarge text up to 200% without loss of content or functionality. At the majority of the website [aegeanair.com](http://aegeanair.com) we do not have images in which the text is part of the image, which would create problems while reading it.
4. Headings and labels: Use of legible titles and subtitles through appropriate display techniques.
5. Error suggestion: Confirmation of entering data in all forms and any erroneous data are "highlighted" (alert), so that they can be read by users and users can be directed to their solution.
6. Error prevention: Ability to prevent errors when the user fills in sensitive personal data.
7. Audio Description Pre-recorded feature: Visually impaired users have access to an audio description of the elements of our website, once they have installed the necessary application on their computer.

Our harmonization with the WCAG 2.0 level AA, for the provision of more services-specifications for people with disabilities is continuous and is constantly evolving. Our intention is to add even more features in 2020, facilitating to the maximum the immediate and easy access to our services for people with disabilities.



The Web Content Accessibility Guidelines (WCAGs) are part of a series of [web accessibility](https://www.w3.org/WAI/standards-guidelines/) guidelines published by the [World Wide Web Consortium](https://www.w3.org/) (W3I) Web Accessibility Initiative (WAI), which is the leading international standardization body for the [Internet](https://www.w3.org/).





Responsible communication and marketing

At AEGEAN we run advertising campaigns in Greece and abroad, aiming to promote our new products, services, network, prices and offers. The Marketing Communications department seeks to provide passengers with transparent information, regarding pricing and ticket charges. We advertise our products and services, following the advertising principles of the Greek Advertising Association (GAA), based on which we ensure that our communication material is legal, appropriate, fair, honest, and responsive to reality and respecting the diversity of people regardless of age, gender, race, religion and physical or mental capacity.

During the reporting period, there were no cases of non-compliance with regulations or voluntary codes concerning advertising and communication issues.

We listen to the opinion of our passengers

Aiming to design and offer products and services that meet the needs of our passengers in the best possible way, we conduct qualitative and quantitative market research with an independent market research company. Quantitative surveys help us monitor trends, whereas qualitative surveys are conducive to gaining insights on the services that will respond more effectively to passengers’ needs.

With these research tools, we track views and expectations and determine those product elements that will most effectively fulfill their needs throughout the customer journey (planning - ticket purchase - ground services - inflight services - post-flight services), while also shaping short- and long-term activities to further improve our offering.

In 2019 we carried out the following quantitative surveys, in addition to the qualitative ones:

Satisfaction survey of Greek and foreign passengers of AEGEAN and Olympic Air

With the aim to document and monitor the level of satisfaction of Greek and foreign passengers of AEGEAN and Olympic Air on a daily basis throughout our network, we redesigned our research methodology. Now, our main research is carried out only online by sending an email to a representative sample of the passengers, just 1 day after the completion of their trip. This ensures the immediate response of the passenger in relation to their most recent travel experience, while we have a more accurate picture of the degree of satisfaction of the passengers, wherever they choose to fly. In addition, we do not communicate with the passenger (same email) for 1 month, since the last time we sent a questionnaire. The passenger is required to complete an online self-completion questionnaire on his / her own, receiving up to two reminder emails from us.

The questionnaire is available in 7 languages (Greek, English, French, Italian, German, Spanish and Russian).

2019 sample: 113,166 Greek and foreign passengers.  
2018 sample: 98,312 Greek and foreign passengers.

For 2019, some of the most important indicators on a scale from 1 to 5 compared to 2018 were the following:

	2019	2018
Overall satisfaction	4.3	4.3
On-time performance	4.1	4.3
Recommendations to friends and familiars	4.3	4.3
Intention to use again in the future	4.4	4.4
In-flight service	4.6	4.6

Passenger-Member Satisfaction Survey on the Star Alliance airlines loyalty programs

It is conducted quarterly by inviting passengers to Star Alliance network airlines, who are also members of the loyalty programs.

Survey objectives: Measuring the satisfaction of passengers from all Star Alliance services during the flight. Measuring the performance of each air-line member in Star Alliance prerequisites. Time tracking of service satisfaction per travel stage of all-Star Alliance member companies.

Method: Online  
Satisfaction Scale: rating is a percentage (%)  
Sample: Total: 300,000  
Research Company conducting the survey: Marketmind (Austria)

	2019		2018	
	Aegean	Star Alliance*	Aegean	Star Alliance*
Overall satisfaction	75	69	77	68
Intention to use again in the future	82	74	83	74
On-time performance	71	70	75	68
In-flight service	84	76	85	75

\*Average: it includes only directly comparable short and medium distance routes.



### Satisfaction Survey for AEGEAN Call Center

Survey objective: Document and monitor customer satisfaction for all those who call AEGEAN's call center.

A systematic services evaluation survey is conducted (via email) by the call center of our company, which operates 24/7.

In 2019, the call center employed an average of 133 call center agents, compared to 142 in 2018.

All call center agents are familiar with and provide information about the Miles+Bonus loyalty program. In total, the department employed an average of 184 employees in 2019, compared to 185 for 2018.

AEGEAN's call center in Greece also serves Germany, Italy, France, Great Britain, Cyprus, Spain, Belgium, Russia and Israel.

Method: Online, by sending an email on the day following the call.  
2019 sample: 15,091 completed questionnaires.

For 2019, some of the most important indicators on a scale from 1 to 5 were the following:

	2019	2018
Overall satisfaction	4.5	4.6
Waiting time	4.3	4.5
Politeness	4.8	4.8
Linguistic competence	4.8	4.8
Level of service	4.4	4.5
Intention to use again in the future	4.6	4.6



### Communicating with our customers

The Customer Service Department of AEGEAN and Olympic Air employs a total of 38 employees and is available daily, from Monday to Friday, 08:00 to 21:00, and Saturday-Sunday 09:00 to 17:00 local time. The Customer Service Department ensures to its fullest extent the compliance with the requirements of the European Regulation 261/2004 of the 11th of February 2004 for the establishment of common rules on the compensation of airplane passengers and the provision of assistance in the event of denied boarding and of cancellation or long delay of their flight.

Also, as a member of Star Alliance, the world's largest Aviation Alliance, the AEGEAN and Olympic Air Customer Service Department faithfully follows all that is envisaged for the establishment of common rules among Star Alliance members and ensures smooth communication with other members of the Alliance, always aiming to provide better service for the passengers.

With the Customer Service system that we have at our disposal, we register all our customers' communications per category and per type of request. Based on our data, for the year 2019, our customers contacted us in order to:

- Submit a request.
- Make a complaint.
- Receive information.
- Thank us.
- Recommend suggestions for improvement

Based on the qualitative evaluation criteria we set out, in 2019 we handled:

2019	2018
1.99 complaints / 1,000 passengers	1.84 complaints / 1,000 passengers
0.77 complaint related to luggage / 1,000 passengers	0.78 complaint related to luggage / 1,000 passengers

The goal set for 2019 was our response time, not to exceed 5 working days, and we responded to 85% within 3 days.

2019	2018
85% within 3 days	95% within 7 days



Our customers may always contact us for any customer service issue by using one of following ways:

- Completing a contact form through the AEGEAN official website ([www.aegeanair.com](http://www.aegeanair.com)).
- Completing the Olympic Air Contact Form through Olympic official website ([www.olympicair.com](http://www.olympicair.com)).
- Completing a comment card which is available at the airport of departure / arrival.
- Completing a comment card on board.

We support an open dialogue with all stakeholders through social media, by replying and informing them directly for all the developments and news related to the company. Specifically, AEGEAN and Olympic Air's presence in social media is extensive and includes:



[www.facebook.com/AEGEANairlines](https://www.facebook.com/AEGEANairlines)  
[www.facebook.com/olympicair](https://www.facebook.com/olympicair)



[www.twitter.com/AEGEANairlines](https://www.twitter.com/AEGEANairlines)  
[www.twitter.com/olympic\\_air\\_gr](https://www.twitter.com/olympic_air_gr)



[www.instagram.com/AEGEANairlines](https://www.instagram.com/AEGEANairlines)  
[www.instagram.com/olympic\\_air](https://www.instagram.com/olympic_air)



[www.linkedin.com/company/AEGEAN-airlines](https://www.linkedin.com/company/AEGEAN-airlines)  
[www.linkedin.com/company/olympic-air](https://www.linkedin.com/company/olympic-air)

## Flight reporting management system

AEGEAN has implemented an internal information management system and a business intelligence system for the department of flight operations.

Using smart online applications, we facilitate the work of our employees and we simplify the communication between different departments within the company, both of which contribute to the improvement of the level of service we offer to our passengers. Pilots and engineers have tablets with all the information they need in every airport. The same applies for the cabin crew, which can document passenger problems, complaints and suggestions, so that the customer service department can communicate with passengers immediately after the flight, in order to resolve any issue. These reports are forwarded through the flight reporting management system to all company relevant departments. Subsequently, the responsible department (or departments) provides the necessary information for the simultaneous dissemination of data, whereas in cases that the final recipient is the passenger, the aim is to receive any relevant information effectively and in timely manner (e.g. lost & found products).

Approximately 300,000 reports are generated annually and sent out from different geographic locations.

Electronic reports do not only replace the paper used in the past for such cases. They allow the documentation and categorization of many types of information on a flight and facilitate data analysis and automatic distribution to the competent departments. All this data is valuable, as useful insights can be drawn that would in turn help improve the company's business operation and performance. The information management system, which was designed internally by studying and documenting the real needs of direct access to important information, enables us to be environmentally friendly by significantly reducing paper use and helps us manage reports almost in real time, from 1 to 24 hours.



## 3.4 Responsible Procurement Practices

GRI 102-9, GRI 102-10, GRI 102-48

The main objective of the Procurement Department is to collaborate with reliable and approved suppliers. The vision and the values we represent as a company like credibility, solvency, transparency, must also be shared by the suppliers we work with.

We conduct a survey for each potential supplier, regarding their solvency, quality and reliability. Potential suppliers meeting our criteria are approved as proposed associates and are included in the list of approved suppliers. The cooperation with suppliers is monitored during the year and, depending on the results, the list of approved suppliers is reviewed accordingly, either by keeping the suppliers on the list, or by ending the collaboration. There is a distinction between central and technical supplies, due to the complexity of our activities and the compliance regulations in the technical part of the aircraft that refers to specific spare parts and components, where the cooperating suppliers are the ones approved and officially proposed by the aircraft manufacturer. Supplies of all kinds, except technical, are subject to central purchasing.

The selection criteria of the suppliers are qualitative and quantitative. They refer to the fight against corruption, protection of human rights, preserving decent working conditions, the abolition of child labor, environmental protection, as well as economic and quality terms. Our established policy is to select a more expensive material, if it contributes positively to environmental protection rather than selecting one which can have negative impact. Such an example is the paper we use for boarding passes, baggage tags and Shop on Board magazine (approximately 100,000 copies per year). The coffee we offer our passengers on board is "fair trade" certified. By offering organic Fair Trade filter coffee on our flights, we contributed to the conservation of 448 acres of tropical forests for 2019, in collaboration with the international organization World Land Trust, as the money from coffee sale is returned to the market and the protection of tropical rainforest stocks in the countries where the coffee comes from.

Respectively, the egg products that we buy and offer on our flights come from chickens that do not live in cages (cage-free). With this initiative, we support the global movement to improve animal welfare and to eliminate cages.

### Central procurement department

85%

Domestic Suppliers

€40 mil.

Domestic suppliers cost

### Technical procurement department

We support Greek suppliers aiming to their and the Greek economy's sustainable development. For central supplies (equipment, furniture, catering and aircraft supplies, cleaning and cleaning companies, printed materials, promotional materials, clothing / stationery, stationery and consumables, products for sale on the aircraft and services), about 85% are domestic suppliers and 15% are foreign suppliers. In total for 2019, around €40 million were spent on domestic suppliers.

We cooperate with approximately 250\* suppliers. These suppliers are either the official manufacturers of spare parts or their authorized dealers. The majority are foreign suppliers, mainly based in Europe, particularly Germany, Great Britain and France. Also significant is the number of suppliers from the United States of America. In addition, we also work with domestic suppliers to buy accessories and common use goods. With regards to the services provided for the maintenance of certain spare parts, the domestic market also contributes, albeit to a limited extent. An example is the maintenance of aircraft wheels and brakes, which is carried out in Greece.

\*In the Sustainable Development Report 2018 it was mentioned by mistake that the number of suppliers was 350 whereas the correct number was 250.

### Supplier Code of Conduct

We have developed a Supplier Code of Conduct and Ethics, which addresses the company's requirements vis-à-vis its suppliers, but also in the central and technical procurement departments. The Code is based on the principles of the UN Global Compact, as well as on relevant international standards, including the Universal Declaration of Human Rights, the UN guiding principles on businesses and human rights, children's rights and business principles, the basic clauses of the International Labor Organization (ILO), the OECD guidelines for multinational companies, as well as relevant environmental practices. The Code is available on the company website, [www.aegeanair.com](http://www.aegeanair.com).



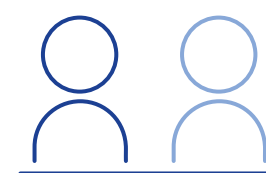


## Quality management system

→ AEGEAN operates in full compliance with the regulatory requirements of the Hellenic Civil Aviation Authority (HCAA) directives, the European Aviation Safety Agency (EASA), the European Union's (EU) service regarding the safety in civil aviation. AEGEAN has a Quality Management System (QMS), which ensures that AEGEAN complies with the applicable European Aviation Safety Agency (EASA) regulatory requirements, HCAA directives, IOSA (IATA Operational Safety Audit) standards and recommended practices and any additional requirements as established by AEGEAN. Procedures for regulatory conformance are well documented in various manuals and company procedures, which are centrally managed under a corporate scheme of document hierarchy. AEGEAN's Quality Unit ensures that company complies with all of the above requirements, by conducting audits and inspections. These are carried out by quality experts/auditors specialized in their respective operational areas. Compliance Monitoring Programme results are used to identify areas requiring improvement, identify hazards to operations and assess the effectiveness of safety risk controls. AEGEAN's management is committed to the attainment of the highest standards of quality, through their individual responsibilities and a process of management evaluation. The evaluation is included in the Safety Review Board meeting, it addresses the results of the program and identifies any necessary preventive actions to be taken. Quality Unit staff maintains confidentiality with respect to auditee information and complies at all times with the company's confidentiality policy. Any information gathered during the audit conduct is considered confidential when it is not readily available to the public. To ensure that confidentiality is preserved at all times, Quality Unit Auditors have signed a Confidentially Agreement.

The Safety & Quality Policy of AEGEAN Airlines reflects the management commitment regarding safety and quality and the provision of necessary resources for its implementation. It is endorsed by the "Accountable Manager" and is communicated throughout the organization via manuals and internal portals. It is also being displayed in all buildings and in prominent places in all operational and maintenance areas. To ensure continued relevance to the organization, this policy is reviewed every two years. Every contractor/ supplier, selected by AEGEAN as External Service Provider or Supplier/ Vendor is subject to evaluation and acceptance by the appropriate Head of Functional Area/ Nominated Person who is responsible for the task. Before a contract is signed, the Head of Functional Area/Nominated Person forwards to the Quality Unit a copy of the contract for review. A pre-audit is performed by Quality Unit to verify adherence with the required standards or a questionnaire is provided to them for completion. Upon reception of all the requested information and documents, they are evaluated by the Head of Functional Area/Nominated Person.

Also, a Hazard Identification and Risk Assessment process is performed regarding the products supplied and implemented in the Organization. All mitigation actions identified that have an effect on the safety or security of operations, must be addressed before using the contractor/ supplier product. Every contractor/ supplier is re-evaluated every 2 years, unless legislation requires this assessment to take place within a shorter period of time. If the quality of the product provided by a contractor/ supplier is not in accordance with the requirements of the signed agreement, then the cooperation is suspended, and a new contractor/ supplier is identified, following the above procedure.



## 3.5 Safeguarding Human Rights in our Business Operation

GRI 103-1, GRI 103-2, GRI 103-3, GRI 102-11, GRI 412-2



Safeguarding human rights during business operation contributes to peace, justice and strong institutions by protecting fundamental freedoms in accordance with international agreements and national legislation for the elimination of illegal transportation of vulnerable groups.

It also contributes to the elimination of inequalities by promoting the integration of all people regardless of age, gender, race, nationality, religion and economic or other status.

As the company cooperates with ground handling service providers at local airports, the impacts of this topic mainly concern the providers and are linked to the operation of the company through our cooperation with them. It is the responsibility of each provider to train its personnel based on the Greek and European legislation, as well as the legislation of third countries, depending on the destinations the company flies to, to ensure safety at the highest level. Training is conducted with a view to ensure equal treatment for each passenger and prevent any racist behavior.

An integral part of training is the confirmation of travel documents as a powerful tool of preventing illegal immigration and especially the illegal transportation of children and individuals against their will, in the form of trafficking.

In 2019, we prevented over **21,750** cases of passenger travelling with travel documents of dubious authenticity to the destination they were attempting to reach.

In addition, cabin crew training focuses on safety on board. In the context of our contribution and effective cooperation with the airport and security authorities, we make our aircraft available for training of the security authorities in Greece and Cyprus. We conduct risk assessments for all our destinations, considering local and international situations, as well as the assessments of the authorities and the security department.

Whenever necessary, we conduct additional inspections, by increasing security measures. In Athens and selected airports, we also use third-party security services to ensure an even higher degree of control.



In 2019, like every year, training sessions were carried out on passenger management and their rights (e.g. in the event of flight delays, flight cancellations, luggage loss or damage, etc.), protection of human rights and all relevant regulations.

#### Human & Passenger Rights Trainings

	2019	2018	2019	2018	2019	2018
	Number of trainings		Hours of training		% of all AEGEAN & Olympic Air employees	
Safety against illegal acts	199	359	2,056	848	54.3%	69.4%
Quality Passenger Service	13	187	2,752	5,557*	3.6%	30.2%

\* The increase compared to 2018 is due to the implementation of a new program by cabin crews called Aegean Flair.



## 3.6 Protection of Personal Data

A large percentage of our direct sales comes from the internet. Consequently, our customer/passenger privacy and the safety of their personal information is a priority of utmost importance.

We have invested in processes and systems that protect the privacy of personal information and transactions. In order to offer secure transactions to the passengers that choose to buy their tickets by using a credit card (web site, call center), we created in 2008 the Fraud Prevention Department which works closely with the Cyber Crime Unit of the Hellenic Police and aims to:

- Safeguard credit card holders from suspicious transactions.
- Protect the public from suspicious travel agencies.

#### Honorable distinctions for AEGEAN are:

- Chairing the Steering Committee for the Representation of the European Airlines Companies in Europe on Fraud Prevention issues (European Airlines Fraud Prevention Group). AEGEAN has been a member of EAFPG since 2010.
- The participation in the IATA Perseus (IATA Perseus Steering Committee).

The Fraud Prevention Department also includes FFprevention/loyalty fraud, which aims to make good use of the AEGEAN - Miles+Bonus reward program - and to prevent any informal action. The company is in full compliance with the PCI-DSS (Payment Card Industry Data Security Standard).

This standard is required by credit card companies and its specifications apply to all organizations that store, process or transmit card data. The company is subject to continuous checks on the completeness, security and systemic integrity of its IT infrastructure to ensure full protection of the passengers' card data.

**GDPR**  
European Regulation  
679/2016 on the  
protection of  
individuals with  
regards to the  
processing of personal  
data and the free  
movement of such  
data.



Under the European Regulation, the protection of individuals with regards to the processing of personal data is a fundamental right and every individual has the right to the protection of personal data concerning them. The principles and rules on the protection of individuals regarding the processing of personal data should, irrespective of their nationality or place of residence, respect their fundamental rights and freedoms, and particularly their right to the protection of personal data. The regulation sets new data and requirements against which the company must respond and comply.

In compliance with the Regulation, the company has:

- Appointed a Data Protection Officer with specific tasks.
- Trained all employees to increase the awareness of the obligations and requirements of the European Regulation.
- Documented all data processing.
- Implemented analysis of divergences regarding compliance issues with the articles of the Regulation.
- Prioritized data processing according to their risk level.
- Evaluated impacts from possible data leakage, per data processing.
- Taken several organizational and technical measures to ensure the company is adequately safeguarded against the risks that occur as a result of data processing.
- Purchased a software platform for the:
  - effective monitoring of data bases related to personal data processing,
  - monitoring the effectiveness of the technical measures taken,
  - absolute compliance with the requirements of the European Regulation regarding the rights of the subjects.

For 2020, the following are planned:

- Update Article 30 of the European Regulation regarding the recording of data processing.
- Link all databases through which personal data processing is performed, with the software platform.
- Carry out additional training courses for employees.
- Monitor the effectiveness of relevant technical measures and safety controls through audits.
- Commence the conduction of compliance audits for suppliers/associates who process personal data on behalf of the company.
- Conduct crisis management simulation in a personal data leakage scenario.

In 2019, there have been no cases/complaints concerning breaches of personal data, due to leaks or system hacks nor any cases of personal data leakage for which our company was held accountable. In addition, the Data Protection Department processed more than 75 requests for personal data.



In 2019, there were no recorded incidents of corruption, bribery, abuse, or fraud.

## 3.7 Anti-Corruption

According to the principles of Corporate Governance, as described in the Greek Code of Corporate Governance for Listed Companies of the Hellenic Corporate Governance Council (HCGC), which we have voluntarily adopted, we have zero tolerance in matters of corruption, and we are totally opposed to any form of bribery.

It is generally accepted that at AEGEAN, corruption and bribery are not tolerated and a relevant incident has never been reported. However, we continue our efforts and take appropriate steps to ensure that this situation will not change. The way we manage the company is based on ethics, transparency and open procedures. In addition, as mentioned above, we have drafted and implemented the Procurement Code of Ethics & Conduct regarding the expectations of the company towards its suppliers.

The involvement of directors in the successful implementation of absolute transparency is direct and substantial and this way, we achieve our goal and showcase that corruption and bribery are not acceptable at our company.

In the context of effective corporate governance, maintaining an adequate internal control system is always a priority. In this context, the management has adopted a risk assessment process in which the new and existing risks are prioritized on an annual basis. Based on the results of the prioritization, the relevant procedures are designed, with safeguards aiming at limiting the occurrence of risks, one of which involves participation in corruption incidents, with a consequent exposure of the company to the public.

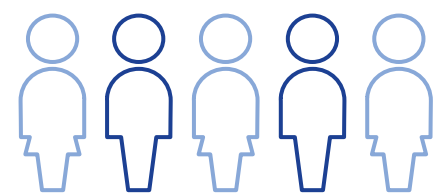
Management has adopted several measures and has invested in the security of the information systems as a means of adequately addressing and managing risk. Additional measures concern the prevention and monitoring of operations regarding transparency of transactions, the protection of capital and corporate assets, the security of transactions and the protection of personal data.





## 4. Creating Value for our People

Our people are our most valuable asset.  
It is our priority and duty to create, grow  
and evolve an innovative team.



## Total Number of Employees



Increase compared to 2018

109 (+3.87%)

## Creating Value for our People

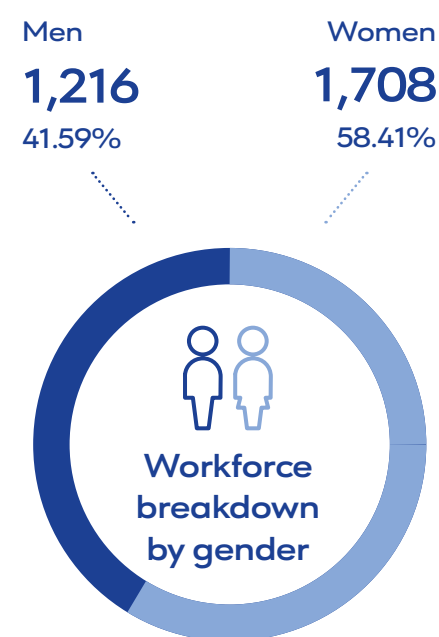
GRI 102-7, GRI 102-8, GRI 102-41

The company's Human Resources are always at the center of its operation, as the evolution of the employees is interrelated with the evolution of the company. Our people are a key pillar in achieving our business goals, which is why we work systematically to ensure the attraction and retention of talent, their training and development, the provision of equal opportunities in the work environment, and the provision of additional benefits for all.

AEGEAN's goal is to be recognized as a modern and attractive employer and as a work environment in which every employee is given the opportunity to perform to the maximum of his / her potential and to develop his / her talents. In 2019, AEGEAN received significant distinction in Employer Brand research, implemented by the multinational human resource management company Randstad, and studies the attractiveness perceived by the general public of the 150 largest companies, which are active in all sectors in Greece. 4,329 people participated in the survey, employed and unemployed, aged 18 to 65 years. Specifically, companies are evaluated regarding the image, recognition and attractiveness of the employer. According to the research, AEGEAN is one of the companies with the highest preference, occupying the 3rd place. This distinction motivates us to constantly improve and modernize the practices followed in the external and internal staffing with methodical and integrated procedures and commits us to offer career prospects to candidates with personal vision, passion, flexibility and dynamism.

Performance appraisal and management, the selection of appropriate internal and external staffing tools at the same time as the final selection of suitable candidates, the conduct of assessment centers to explore potential talents and development prospects, as well as modern training programs, are some of the methods of management and human resources development applied in the company.

On 31/12/2019 there were 2,924 employees in total, 109 more (3.87%) compared to 31/12/2018.



## Employee breakdown per organizational unit

Organizational units	Employees
Flight Operations	1,583
Technical Operations	397
Ground Operations	267
IT & T (incl. Call Center)	237
Commercial	241
Finance	93
Administration & Ground Services	75
Quality Management System	11
Maintenance Training Organization	10
Corporate Affairs	4
Safety Management System	4
Public Relations	2
Total	2,924

Employees directly employed by AEGEAN and Olympic Air are included. About 500 employees, who cover the increased operational needs of the period April – October, are not included.

Respectively, the analysis table is presented - with the geographical dispersion of our employees, in men and women - with an permanent and fixed term contract. The largest percentage of employees (96.23%) is employed in Greece, while the remaining 3.77% in the countries of our network.

## Employee breakdown by country, employment contract and gender

Country	Men Permanent Contract	Women Permanent Contract	Men Fixed-term Contract	Women Fixed-term Contract	Total
Egypt			1		1
Albania	1	1			2
Belgium	1				1
Bulgaria		1			1
France	2	2			4
Germany	6	3			9
Greece	1,048	1,051	118	597	2,816
Spain	1	3			4
Italy	2	2			4
Cyprus	32	29		10	71
Great Britain	2	4			6
Romania				1	1
Russia	1	2			3
Turkey	1				1
Total	1,097	1,100	119	608	2,924

In 2019 there were 94 external associates who worked as flight deck crews (contracted pilots). The 2,924 employees do not include the additional 500, approximately, seasonally contracted employees, who are hired for the period April to October due to increased operational needs. All work contracts (100%) fall under the E.G.S.S.E. (National General Collective Labor Agreement).

## Employment

→ AEGEAN operates both in Greece and abroad, with respective percentages of 96.2% and 3.8%, respectively, offering an environment of professional development and growth.

In 2019 we provided employment opportunities, by increasing the number of position offered by approximately 4%. Our company is constantly investing in the filling of new positions, by taking initiatives to enhance employability and implementing employment actions.

### We invest in the employability of young people

The main goal of the company is to empower the new generation in order to develop its skills and talents. In 2019 we developed initiatives to provide job opportunities to young people who are at the beginning of their careers and we have included hundreds of them in the human resources of our company. We announced a total of 76 different job openings and received 17,075 applications from candidates who expressed interest in working for our company.

#### • Synergies with non-profit organizations in order to enhance employability

The company has joined forces with prominent non-profit organizations working to enhance youth employability and combat youth unemployment. During 2019, we welcomed 17 young people who managed to stand out through non-profit employment programs and gain a job at AEGEAN.

Our company collaborated for the 2nd consecutive year with the non-profit organization Prince's Trust International and the Bodossakis Foundation within the framework of the "Get Into" program. With this collaboration, we offered the opportunity to young people from 18 to 30 years old, to receive the required education and training along with the necessary tools in order to take their first professional steps. After participating in the Open Day, personal interviews and training on soft and hard skills, 15 young people were selected and commenced their professional careers at the AEGEAN Call Center.

In 2019 we also initiated our cooperation with ReGeneration, an innovative program of paid employment and personal and professional development. The program is an action of the Global Shapers Athens Hub, an initiative of the World Economic Forum, and was created to help combat both youth unemployment and the 'brain drain' phenomenon. The ReGeneration program applies to talented young people, graduates, up to 29 years old, with working experience up to 3 years after completing their studies. Through this program 2 participants have commenced their careers in our company.

#### • Traineeship

AEGEAN joins forces with Universities, Colleges and IEK (Professional Training Institutes) for the implementation of internship programs for students. In 2019, 12 young people successfully completed their internship at AEGEAN and had the opportunity to receive training and working experience, while implementing their knowledge and skills in a real working environment.

#### • Attendance at educational institutions Career Days

Executives from the Human Resources Department participated in Career Days of Greek universities and international colleges, which aim to foster and advice young people in matters of career opportunities. During their presence at these events, representatives of the Human Resources Department had the opportunity to meet 117 students and alumni and to discuss job and career opportunities at AEGEAN.

### We support employment in the Greek region

Our company employs personnel in 18 cities (besides Athens) and islands of Greece. For the year 2019, the number of employees in the region was 353. Locality is key in the selection criteria for jobs in the region, in an effort to further support local communities and local economies.

### We support a culture of gender equality

At AEGEAN stereotype rejection is of outmost importance regarding employment of both genders. In this context, our management capitalize our human resources in a fair and transparent way, without gender discrimination. The percentage of women in positions of responsibility is 43%. At the same time, we employ a total of 16 women working in the roles of Engineers and Pilots and 44 men as Passenger Crew. Equality and inclusion are basic and non-negotiable principles of our company and are critical elements for enhancing our productivity. The lack of discrimination, apart from gender, covers age, religion, origin and sexual orientation.

#### Employee breakdown by employment type and gender

Employment Type	Men	Women	Total
Permanent	1,097	1,100	2,197
Fixed-term	119	608	727
Total	1,216	1,708	2,924



#### Employee breakdown by employment type and gender

Employment Type	Men	Women	Total
Full-time	1,193	1,682	2,875
Part-time/flexible	15	25	40
Technical institutions interns	8	1	9
<b>Total</b>	<b>1,216</b>	<b>1,708</b>	<b>2,924</b>

#### Employee breakdown by gender and age group

Gender	Up to 30 yrs	30 to 50 yrs	Over 50 yrs.	Total
Men	263	794	159	1,216
Women	642	1,022	44	1,708
<b>Total</b>	<b>905</b>	<b>1,816</b>	<b>203</b>	<b>2,924</b>

#### Employee breakdown by employment type, gender and age group

Age Group	Men Permanent Contract	Women Permanent Contract	Men Fixed-term Contract	Women Fixed-term Contract	Total
Up to 30 yrs.	165	194	98	527	984
30 to 50 yrs.	774	862	20	81	1,737
Over 50 yrs.	158	44	1	0	203
<b>Total</b>	<b>1,097</b>	<b>1,100</b>	<b>119</b>	<b>608</b>	<b>2,924</b>

#### Directors breakdown by gender and age group

Gender	Up to 30 yrs	30 to 50 yrs	Over 50 yrs.	Total
Men	0	4	10	14
Women	0	0	0	0
<b>Total</b>	<b>0</b>	<b>4</b>	<b>10</b>	<b>14</b>

#### Managers breakdown by gender and age group

Gender	Up to 30 yrs	30 to 50 yrs	Over 50 yrs.	Total
Men	0	37	15	52
Women	0	36	13	49
<b>Total</b>	<b>0</b>	<b>73</b>	<b>28</b>	<b>101</b>

#### Internal Communication

At AEGEAN we create and enhance communication channels, with the aim of maintaining transparent and two-way communication with employees, promoting knowledge, participation and teamwork. The company aims to substantially strengthen trust and the cooperative relations between the employees and the Management. Regular communication of the progress of the company's actions to all internal stakeholders is a key and critical factor in achieving employee commitment and loyalty.

Through a specific email account, the employees are regularly informed about news, activities and events, which concern important corporate issues, as well as Human Resources issues. This account acts as a feedback tool. Indicatively, in 2019, 76 important updates were sent via this email, while employees are encouraged to contact the same email to ask questions or submit their proposals for human resources issues and procedures.

Among the basic tools we use as internal communication channels for company initiatives, announcements, strategic goals, new services, etc. include:

- The company's intranet portal.
- Interdepartmental projects, through which cooperation is developed between different Departments and Divisions.
- Regular meetings in individual Departments and Divisions, where the strategic goals and results of each team and company are reviewed.
- Employee events (e.g. information days, children's Christmas party, etc.).
- Town halls for the dissemination of the strategy and corporate goals from the top and senior management to the company's executives.



**Additional  
benefits  
to employees**

→ At AEGEAN we actively support our employees by providing additional benefits and create a competitive benefits package.

Voluntary benefits are determined by the level of each employee's position and the corresponding corporate policies and include:

- **Health benefits:**
  - Private Group Life and Health Insurance Program, which includes life insurance, permanent total disability, coverage of medical expenses, medical visits, diagnostic tests and hospital care.
  - Access to hospitals and diagnostic centers through direct collaborations.
  - Continuous support in matters of health, illness and accidents.
  - Financial aid for emergencies or for health reasons.
  - Access to the Blood Bank sustained by the company.
  - Preventive vaccination against seasonal flu.
- **Airline tickets** for the entire AEGEAN, Olympic Air and Star Alliance network. Our employees and their relatives enjoy air travel, without incurring the cost of the ticket. The benefit is activated for every employee regardless of the type of his contract, as soon as he/she completes 6 months of work in our company.
- **Facilitating movement to / from work:**
  - Corporate buses for transfer to and from work.
  - Card of unlimited routes for Public Transport, provided that certain criteria are met.
- **Benefits to enhance employee well-being:**
  - Fully equipped and staffed gym with experienced staff at the company's headquarters.
  - Participation in sports teams of football, cycling, ski and snowboard, and relevant events as well as provision of necessary equipment.
  - Preferential prices and discounts in gyms and sports venues.
- **Preferential prices on products and services** through a wide network with more than 20 associates.
- **Electronic meal ordering cards** "Ticket Restaurant Card".
- **Christmas party for the children of our employees** with gifts and entertainment activities.

**Sport**

→ We participate in the organization of sports activities and encourage the participation of our people in sports events with the aim of strengthening teamwork, solidarity and fair competition.

**Athens Marathon & Half Marathon**

The 8th Athens Half Marathon took place on March 17, with the participation of 225 employees of our company, while the 37th Marathon took place on November 9 and 10 with the participation of 276 employees. The presence of AEGEAN was multifaceted and dynamic, since our company was for another year a big sponsor in international events.

**Proud of our company's  
sports teams**

**AEGEAN Football Club**

Our company is close to the football interests of its employees, supporting the AEGEAN Football Club, which already has completed 20 years of presence and has received significant distinctions both in Greece and abroad.

**AEGEAN Ski & Snowboard Team**

AEGEAN participates in the "World Airlines Ski Championship" (WASC), a world championship of winter sports that is addressed solely to airline employees with the AEGEAN Ski & Snowboard Team. The company supports the effort of the 15-member team, by providing the apparel and covering the cost of participation.

**AEGEAN Cycling Team**

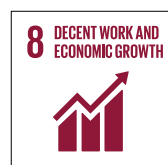
Our company supports the interest of our people for cycling by strengthening the actions of the AEGEAN Cycling Team. The team consists of 45 employees and participates in races and cycling rides. In 2019 we participated in the Brevet Kifissia - Sounio race organized by the Long-Distance Cyclists Club, covering a distance of 200 km with the presence of 7 of our employees.



## 4.1 Occupational Health and Safety



GRI 103-1, GRI 103-2, GRI 103-3, GRI 403-2



AEGEAN's Management documents its uncompromising commitment to protect and safeguard the Health and Safety of the company employees and associates, through the Health and Safety Policy. The policy is not simply limited to the compliance with legal and other requirements throughout company activities, but also extends to the adoption of best practices, to the constant improvement of our performance in this area and to training and awareness-raising actions regarding Health and Safety.

The Policy:

- Documents the company commitment to observing applicable legal and other regulatory requirements in terms of Health and Safety.
- Governs the protection of personnel and associates, as well as the wider community, with the aim of eliminating the impact of hazards and minimizing accidents.
- Ensures that the company provides all necessary information and training on Health and Safety issues and allocates sufficient resources to implement the Health and Safety Management System.
- Includes a commitment to prevention and continuous improvement.
- Is communicated to all stakeholders and is available to the public.

The term Occupational Health and Safety refers to all circumstances and factors affecting the physical and mental condition of employees, including all possible activities to protect employees and prevent occupational risks.

Since 2010, we have implemented a Certified System for Health and Safety Management, which is designed to minimize risks, take measures to prevent accidents and occupational diseases, continuous training of employees, and promotion of the employment culture. The system is certified in accordance with international standard OHSAS 18001:2007, and the company is already in the process of transitioning to the new standard ISO 45001:2018 which is envisaged to be concluded by the end of 2020.

The Health and Safety of our personnel and our associates is holistically safeguarded through the company's Health and Safety Management System, including specific measures and actions, such as:

- Study and implementation of appropriate protective measures, especially in aircraft maintenance areas.
- Continuous evaluation of all company activities, with the aim of identifying potential hazards, so that appropriate measures can be taken.
- Implementing medical exams and preventive medical programs for all personnel.
- Implementation of a vaccination program per job position.
- Establishing and training First Aid teams.
- Conducting specialized training and awareness-raising programs on Health and Safety and promoting a culture of accident prevention and safety at work.

In 2019, 16 occupational accidents took place, none of which was fatal. Out of the 16 accidents, 10 occurred in the workplace and 6 during commuting to work.

### Health and Safety Indicators\*

	2019	2018	2019	2018	2019	2018
	Men		Women		Total	
IR (Injury Rate)**	0.08	0.09	0.92	1.76	0.58	1.08
LDR (Lost Day Rate)***	0.26	1.4	18.69	19.3	11.13	12.1
AR (Absentee Rate)****	0.00018	0.0006	0.0025	0.0032	0.0027	0.0038
ODR (Occupational Diseases Rate)	0.00	0.00	0.00	0.00	0.00	0.00
Number of work-related deaths	0.00	0.00	0.00	0.00	0.00	0.00

The information has been compiled in accordance with the requirements of GRI 403: Occupational Health and Safety 2016, for the development of which, internationally recognized tools and methodologies have been used.

\* Indicators only refer to employees directly employed by AEGEAN and Olympic Air.

\*\* The injury indicator does not include minor injuries (first aid) and is calculated as follows: IR (injury rate) = total of injuries × 200,000 / total hours worked.

\*\*\* "Days" refer to calendar days. The count of lost days starts on the day of the accident, and the indicator is calculated as follows: LDR (lost day rate) = total of lost days × 200,000 / total hours worked.

\*\*\*\* AR (absentee rate) = it includes only the disclosure of unjustified absences (total of unjustified days during the year / total working days).





## 4.2 Training and Development Opportunities for Employees

At AEGEAN we create the ideal development conditions for all our people and we systematically encourage them to grow, evolve and take on new roles, in parallel or vertically, within the company. The evaluation of the achievements and skills of the employees, but also of the areas of improvement is the starting point for their professional development. In learning, we implement systematic programs aimed at operational readiness and flight safety, while at the same time encouraging our people to apply lifelong learning and to constantly expand or specialize their knowledge. To this end, we provide them with ongoing training and ensure their access to modern tools, seeking both the improvement of their technical knowledge and the strengthening of their professional and personal skills.

### Evaluation

.....> In 2019, AEGEAN implemented evaluation procedures for all levels of employees. All employees are actively involved in the annual performance management process, which is based on annual targetting and specific skills expected to display. The performance management process includes giving feedback to employees and carrying out development plans for the coming year. In the context of creating a work environment in which each employee will be able to perform to the maximum of their potential, all executives with team responsibilities are evaluated in addition to the basic competences to leadership skills, to ensure the management of change

and the motivation of employees. Flight attendants (pilots, co-pilots, flight attendants and caretakers) are evaluated more frequently. The evaluation and feedback are carried out at regular intervals, at least 3 times a year, with different methods, transparent and objective procedures, in order to ensure the continuous and smooth operation of the flight project, always focusing on the safety and satisfaction of the passenger. Performance and Development Evaluation systems are updated or revised according to current needs and required know-how, in order to be harmonized with each other and in accordance with best market practices.

### Assessment Centers

.....> Specially designed Assessment Centers, enable us to recognize the dynamics of our employees and prepare their development. Through this process, the degree of readiness of the candidates for the most demanding or leading tasks in the near future is assessed. In 2019, 6 evaluation centers were held in the company with the participation of 92 employees.

### Internal job openings / internal employee movement

.....> It is worth mentioning that in the year 2019, 48 jobs were announced internally at AEGEAN, providing each employee the opportunity for professional advancement. Any employee who wants to acquire new skills, develop their career or try a new career path, can express interest in the positions that are announced internally, be selected and move to a new role within the company. The internal job opening process includes internal information / posting, interview and selection process and is supported by evaluation centers when required. The above process allows employees to build their careers and showcase their talents, while the company retains its capable employees and utilizes them creatively, ensuring their continuous development. In 2019, through the internal job opening and development procedures, 126 executives of our company were transferred to parallel or upgraded duties.

### Training

.....> Training is a fundamental principle for the development and satisfaction of employees. In 2019 for one more year the company continued to enrich its training programs with an emphasis on training (reskilling), while in 2020 it aims to further involve employees and leaders in the creation of individual development plans through evaluation, to focus on planning upskilling programs, depending on the personal development areas of each employee.



In order to meet the different needs of the trainees, our company has divided the training programs into the following categories:

• **Onboarding - orientation of new employees**

Orienting new employees effectively integrates them into the company's culture and enhances their motivation, reducing the time required to fully integrate into the company. In this way, new employees perceive the different activities of the company and feel like members of a wider team, as they are able to fulfill their duties more successfully.

• **On the job training**

These are educational programs, with theoretical and practical content, aimed at providing the necessary knowledge and skills to achieve the appropriate professional performance. Employees participate in specialized training depending on their role and job position (e.g. Passenger Service Agent, Load Controller, Customer Relations Agent, Call Center Agent, etc.) and attend thematic units / courses to develop the skills that are necessary and to enrich their knowledge (e.g. Manual Weight & Balance, Reservations & Ticketing, etc.).

• **Retraining program for employees of the business operation**

Our employees are constantly trained to evolve and engage with new methods and / or technologies, adding value to their knowledge and skills (reskilling). Retraining in their field helps employees to increase their efficiency and to strengthen their talents and skills.

• **Training on aviation alliances**

Our staff regularly attends distance training offered by the Star Alliance. These training programs provide the necessary knowledge for our passengers to enjoy a global aviation experience. Each employee, depending on the role he / she holds within the company, is trained in issues related to the aviation alliance and the cooperation between the companies that participate in it and the services offered (e.g. access to the lounge, baggage priority, special fares, etc.).

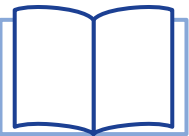
• **Strategic Collaborations for Training**

In cases of educational needs that cannot be met internally, collaborations are carried out with external bodies that can provide pioneering and innovative training services. Our goal is to utilize the specialized knowledge of our associates, in order to design and implement training programs, tailored to the needs of our employees.

Especially for the executives who manage teams, we constantly take care of the leadership skills development, through the relevant training programs implementation and the continuous feedback.

The AEGEAN training center in 2019 is housed within the technical base at Athens International Airport "El. Venizelos ", Building 57, with 13 modern classrooms fully equipped with the latest technological means to meet the educational needs of the company's human resources. Along with physical training, our company wants to place special emphasis to distance learning, which is done in a modern way. Utilizing the possibilities offered by modern technology, our people can set the pace of training themselves and choose the way that suits them best through a wide selection of e-learning themes. The courses cover a wide range of topics, such as Safety Management System, Ramp Safety, Cyber Security, Occupational Health & Safety etc.

In 2019 there was a significant increase in total training hours compared to 2018 which amounts to 35.7%. In total for 2019, 3,877 trainings were held, that correspond to 56,066 hours. The total number of trainings does not include those related to the initial training of pilots and cabin crews, which specializes in issues related to the effectiveness of flight crews in their work.



Total number of trainings	Total hours
3,877 2019	56,066 2019
2,856 2018	46,351 2018

**Initial training hours for co-pilots and cabin crew**

73,479 Initial Training of Cabin Crew	9,515 Initial Training of Captains & Co-pilots
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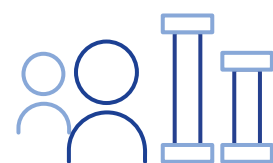




## 5. Creating Value for Society

We are constantly trying to support all regions across Greece and serve millions of international visitors in the best possible way.

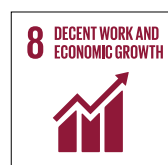




## 5.1 Local Communities Development and Contribution to the Improvement of the Greek Tourism Product



GRI 103-1, GRI 103-2, GRI 103-3, GRI 203-1



Through our business operation and with the cooperation of many departments within the company (e.g. marketing, corporate affairs, procurement, sales), we aim at the greatest possible development of the internal network, so that even the most remote island can have access to the country's mainland.

The support of local communities and the enhancement of the Greek tourism product contribute to economic growth through:

- The promotion of local suppliers and producers and use of their products in our aircraft.
- The synergies with the institutions to promote cities and regions.
- The sustainable development of cities through the provision of safe and affordable transport systems for more and more people.

### This is Athens & Partners



With the main mission of the gradual establishment of Athens as a leading European destination for visitors, residents, professionals and investors, in 2019 the This is Athens & Partners partnership was further strengthened, with the integration of new partners such as LAMDA DEVELOPMENT, IONIKI HOTEL, LAMPSA HELLENIC HOTELS and MARKETING GREECE. Founding members of the partnership that was created in November 2018 are the Municipality of Athens, SETE, AEGEAN and AIA (Athens International Airport).

Through a comprehensive, three-year development plan, This is Athens & Partners partnership undertakes the coordination and implementation of actions both for the development and upgrading of the destination Athens and for the effective promotion of the city in the major tourist markets abroad.

In this context, significant benefits for Athens are expected to come from exchanging, mobilizing and activating knowledge and resources from stakeholders in both the public and private sectors. This will reinforce private investment and traffic in Athens, thus contributing to stimulating economic activity and creating new jobs.

The development plan is included in the Memorandum of Understanding and Cooperation signed by This is Athens & Partners and is divided into three pillars:

**1st pillar:** Destination Development with investments to upgrade public space and design products and services for the international and domestic audience.

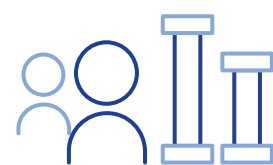
**2nd pillar:** Present and promote of Destination Marketing with the formation and communication of the identity of Athens.

**3rd pillar:** Destination Management with the coordination of stakeholders to create a unique visitor experience.

This is Athens & Partners is launching a call for participation in all the creative forces of the city with the aim of expanding the partnership and hence boosting its development footprint in the city's economy.

### Synergies with regions

Our main goal is to promote synergies that promote the destination and contribute to the strengthening of local communities and economies. Under this goal, in 2019, we entered into synergies with the Region of Central Macedonia for the promotion of the Wine Routes of Northern Greece targeting the French market and the promotion of gastronomy of the islands of the South Aegean Region, targeting the markets of England, Germany, France, Italy, and Spain. Our communication was based on the promotion of messages via our digital channels, but also within the aircraft, through the entertainment program shown on the screens, as well as the new AEGEAN Stream in-flight entertainment platform.



## 5.2 We Contribute to the Support of Vulnerable Social Groups and Cultural Initiatives

**We stand by all those that need us.**

Social contribution is a fundamental principle of our philosophy, seeking to support vulnerable social groups, as well as the work of major NGOs.

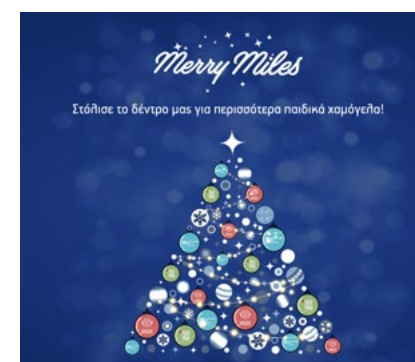
Since 2008, we have been supporting, together with our passengers, the SOS Children's Villages Greece.

Until December 2019, a total of 592,747 passengers responded to our call, contributing a total of €1,261,023. Together with the corresponding financial support added by AEGEAN, a total amount of €2,476,819 has been collected. This amount has contributed to the construction of the SOS Infant Hostel in Marousi, the construction of a home in the Children's Village of SOS Thrace, Alexandroupolis, the construction of a house in the innovative SOS Children's Village in Heraklion, Crete, as well as the enhancement and coverage of the operational needs of all SOS Children's Village programs throughout Greece.



**Contribution to the SOS Children's Villages Greece**

**€ 2,476,819**  
2008 - 2019



AEGEAN's Miles+Bonus, in 2019, sent best wishes through carrying out acts of love and shared miles for more children's smiles. Through the Merry Miles social campaign, AEGEAN shared the joy and spirit of Christmas, supporting three charities for children (Ark of the World, Together for the Child or SOS Children's Villages). Through an electronic application and a very simple process, Miles+Bonus members decorated the "electronic" tree and for each ornament AEGEAN donated 100 miles to the charity of their choice.

## Miles+Bonus

### Mile donation through the Miles+Bonus loyalty program

The miles donation service is provided electronically, via [www.aegeanair.com](http://www.aegeanair.com) and the AEGEAN app. The service is addressed to all members of the Miles+Bonus program who wish to support the work of three non-profit organizations whose main activity is childcare:

- Ark of the World
- SOS Children's Villages Greece
- Together for Children

Through Miles+Bonus they can contribute directly and clearly by donating miles from their personal account. At the end of each calendar year, AEGEAN monetizes the total amount of award miles that has been collected for each organization to support their actions and contribute to their effort. The miles can be donated to the aforementioned organizations in sets of 1,000 with no additional cost. Miles+Bonus members can donate, should they wish, up to 50,000 award miles within a period of 12 months. They simply sign up to their account and through the "Donate miles to NGOs" section follow the miles donation process.



2019		
	Miles donated by members	Value of the Program Miles & Bonus (€)
Ark of the World	579,000	2,293.62
SOS Children's Villages Greece	864,000	3,411.72
Together for Children	611,000	2,421.52
<b>Total</b>	<b>2,054,000</b>	<b>8,126.86*</b>

\*In the Report of 2018, the corresponding information for 2018 was presented, however, the resulting amount was attributed to the specific NGOs within 2019.

**We cooperate  
with NGOs in order  
to offer various types  
of products and  
services to vulnerable  
social groups.**



## Food

Packaged long-lasting food, sealed products (cereals, crackers, jams, honey etc.), which were not consumed during the flight, are collected by the cabin crew and donated to "Boroume", with the aim that "no portion of food is lost". Based on the data of "Boroume", in 2019 we offered a total of 3,470 food portions. The organizations that were supported by this action in 2019 were the following: the Holy Temple of the Holy Cross of St. Paraskevi and the Holy Temple of Agios Dimitrios Kouvaras. Both organizations support families in their daily feeding needs.

## Medicines

Drugs derived from the first aid kits of the aircraft are donated to the "Ark of the World" and to the Social Mission Clinic.

## Clothing

Items from 281 unclaimed luggage were donated to NGOs (RETO and DESMOS).

## Other items

Through our cooperation with DESMOS, we have been able to support Solidarity Now, the Humanitarian Initiative "Bridges", the Network for Children's Rights, the Ecumenical Refugee Program, the Pammakaristos Hospital and the Greek Council for Refugees. In 2019, we donated 150 strollers (derived from unclaimed luggage).

## Free transportation

We contribute to the following NGOs, by providing tickets for their transportation in order to facilitate their work:

- SOS Children's Villages Greece
- ELEPAP (Hellenic Society for the Protection and Rehabilitation of Disabled Persons)
- Make a Wish Greece
- Smile of the Child
- The Doctors of the World
- Doctors without Borders
- The Ark of the World
- Lifeline Hellas
- AMKE "The people's trust"
- Lifeguard Hellas
- The Greek Rescue Team
- The Cyber Crime Unit
- The "Best Virtual Business" Pan-Hellenic Competition through the Youth Entrepreneurship Association / Junior Achievement Greece.

**We support  
the young people  
and stand-by the  
generation of tomorrow.**

## Pilot training scholarship program

AEGEAN, in the context of the commitments made in 2018, implements a large program of 100 scholarships for the training of candidate pilots who want to acquire their Integrated Commercial Pilot License with MCC. The program, the value of which exceeds €3 million, offers 100 pilots the opportunity to complete their full training and develop the necessary qualifications for pursuing their profession as part of AEGEAN's personnel, according to the company's needs.

Through this initiative, AEGEAN wants to help young people who dream of becoming pilots, to make their dream come true by covering more than 50% of the tuition. A rather important contribution, if one considers that the total of studying for each prospective pilot, including aircraft type training, exceeds € 75,000.

The scholarship program involves full-time studies lasting from 14 to 17 months, exclusively at Greek Global Aviation academy in Athens and Egnatia Aviation based in Kavala. Candidates will have the opportunity to receive theoretical and flight training on aircraft and flight simulators for the acquisition of the professional civil aviation pilot license. The first group of candidates started their training in October 2018.

The first 30 candidates joined the academies' curriculum in October 2018, while in 2019 another 46 candidates joined.





"Supporting the Youth" program

For 6 consecutive academic years (2013-2018), Aegean and Olympic Air, stood by the students and their families. The program is addressed to all newly admitted students who attend higher academic institutions away from home and come from families with limited income. For each academic year, 100 newly enrolled students from destinations with liner routes and 150 newcomers from the rest of Greece are selected, with a total of 250 students per year, who are entitled to 8 free (one-way) flights per year to return more frequently to their loved ones.

The criteria for joining the program are mainly socio-economic, as we fully comprehend the need to support Greek families. We aim to alleviate the burdened family budget, especially for families from destinations of remote line routes.

We regularly support student competitions

- "Economia" – student competition organized annually.
- Student competition for Corporate Social Responsibility "Nikos Analytis", organized by the Greek Network for CSR.
- At the same time, we support all TEDx events in Greece.

We actively participate in the provision of training for young people

We cooperate with educational bodies to bolster the students' academic qualifications and help them gain working experience. We take part in career days to inform and guide new graduates and attract talent.

Children's book collection action for school libraries

Our company collaborated with the non-profit organization Library4all and managed to collect more than 700 children's books for children in need. Library4all is a non-profit organization founded in 2013 with the aim of developing literacy in school and preschool children, through the support of school libraries with books. The organization receives information about the needs of Greek schools inside and outside Greece and then helps them create a library or strengthen the existing one. The books collected by Aegean employees were sent in school libraries throughout the country.

Academic institutions visits

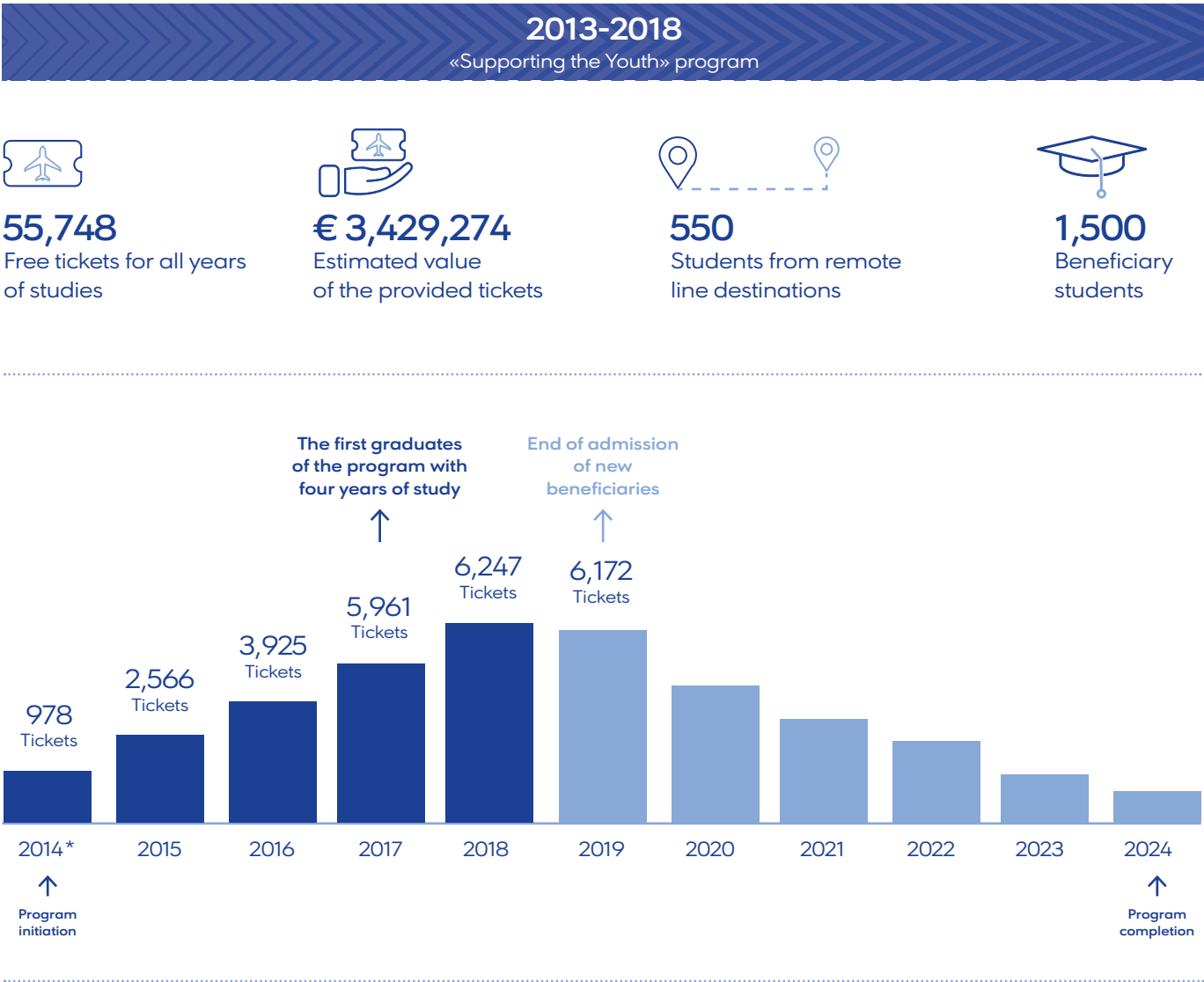
Throughout the year, education visits are taking place from school children and students from universities and the Hellenic Air Force Academy, providing them with a unique experience to better understand the opportunities and challenges faced by the modern aviation environment. These visits offer the participants the opportunity to attend simulation seminars showing the procedures on the ground, as well as during a flight simulation. In addition, a tour on our technical base is conducted, accompanied by an experienced maintenance employee, who offers valuable insight and explains the procedures for aircraft maintenance. In 2019, a total of 5 visits took place which were attended by 177 participants.

Provision of computers

Our company responds positively (depending on the availability of our technical equipment) to requests from schools and educational institutions, for the equipment of computer labs and their classrooms, providing computers (PCs).

In 2019 we offered to the following educational institutions:

- GEL Drosias - 10 PCs
- Metamorphosis Schools Sotiros Vrilissia - 20 PCs
- Primary School of Fira, Thira - 3 PCs



\* 2 introductory phases were implemented, for the academic years 2013 and 2014.

## We promote our cultural heritage and the Greek tourism product in every way

We participate in initiatives in Greece and abroad, aiming at the dissemination of the values born in our country, taking advantage of our potential for the promotion of Hellenic Culture.

### On board

- BLUE magazine has been accompanying our passengers since the beginning of our operation and presents unique tributes and guides of our destinations in Greece.
- 6 of our aircraft display the following sites on the livery:  
[www.discovergreece.com](http://www.discovergreece.com)  
[www.visitgreece.gr](http://www.visitgreece.gr)  
[www.visitacropolismuseum.gr](http://www.visitacropolismuseum.gr)

### Program of the Municipality of Athens "Adopt your city"

We participated as one of the 19 sponsor companies for the festive lighting of the city of Athens and specifically for the streets Skoufa and Kanari.

### We are lifetime sponsors of the:

- Museum of Cycladic Art
- Athens Concert Hall
- Thessaloniki Concert Hall
- Hellenic Academy of Cinematography
- Thessaloniki International Film Festival and Documentary Festival
- House of Arts and Letters
- Nikos Kazantzakis Museum
- Centre Culturel Hellenique in Paris
- National Opera



## We support Greek sports, and we stand by the efforts of our athletes

Specifically, in 2019 we supported by providing tickets:

- The National Basketball Teams in their travels.
- SEGAS, as a major sponsor and official sponsor in the organization of the Authentic Athens Marathon.

We also support through tickets:

- The organization of Special Olympics.
- Local sports teams (Kolossos BC Rhodes, Kretan Kings, and Women Volleyball Team of Thira).
- The Golf in Greece, as a tool for tourism development.

Since 2006 AEGEAN has been organizing in Greece the "AEGEAN Airlines ProAm" International Golf Tournament with the participation of professional and amateur players from more than 20 countries. At the same time, it supports the Hellenic Golf Federation, the Hellenic Professional Players Association (Greek PGA), via the provision of tickets.



## 6. Creating Value for the Environment

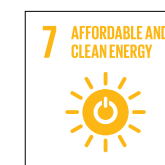
For AEGEAN, respect to the environment constitutes a non-negotiable priority.



The environment consists of a set of natural resources of utmost importance, especially for Greece and it is tantamount to quality of life and respect for mankind. The company takes all necessary measures to guarantee that its operations are as environmentally safe as possible, implementing environmentally friendly policies and procedures throughout company activities.

An integral part of the company's overall policy is not only the full compliance and adherence to all applicable legal requirements pertaining to every business activity, but also the constant attempt to improve the company's environmental performance, in the context of company's attempt to reduce its environmental footprint.

The company's Management demonstrates its commitment to environmental protection in practice through the company's environmental policy, which is not limited to the adoption of appropriate and best "green" practices but it also extends to actions that raise both the public and our employees' awareness as well as the support of environmental protection bodies. The company's environmental compliance and environmental performance are demonstrated through its certification according to the requirements of international standard ISO14001:2015, thus providing complete and full transparency in terms of the environmental care and protection provided.



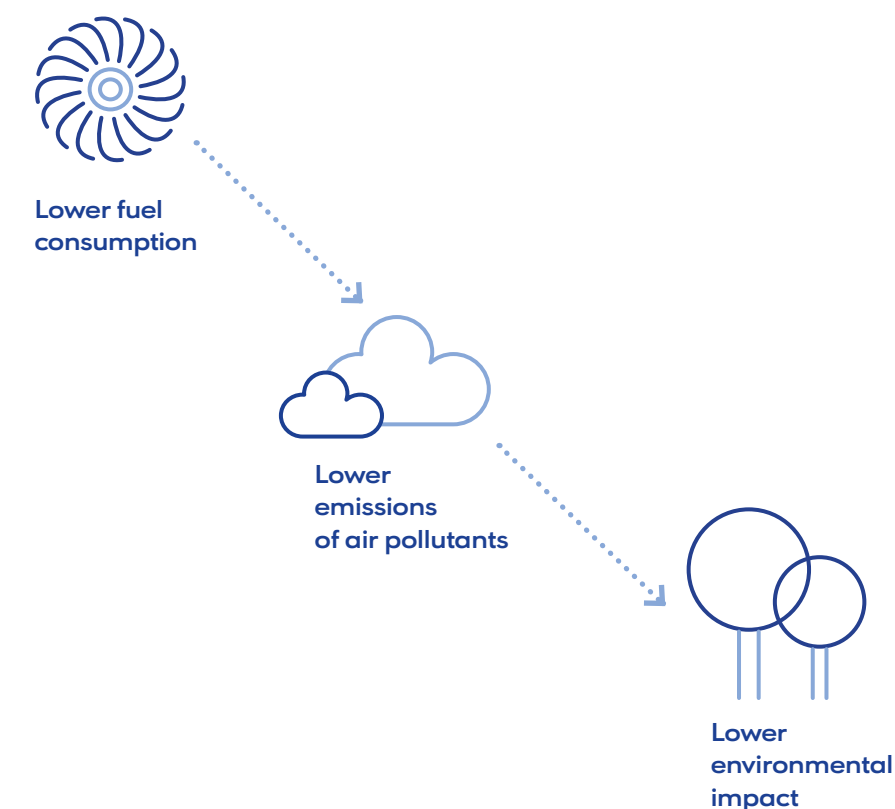
## 6.1 Energy Consumption and Greenhouse Gas Emissions



GRI 103-1, GRI 103-2, GRI 103-3, GRI 102-11, GRI 302-1, GRI 302-3, GRI 305-1, GRI 305-4

The aviation industry plays an important role regarding greenhouse gas emissions, as it accounts for 2% of global carbon dioxide<sup>3</sup> emissions. At AEGEAN and Olympic Air, we recognize the importance of our responsibility to reduce air emissions.

Our efforts are governed by this simple equation:



This simple equation forms the basis of our corporate strategy for reducing GHG emissions produced during flight. Since the combustion of aviation fuel leads to emissions of gases that contribute to climate change, the reduction of fuel consumption is a key objective of AEGEAN's environmental protection program.

<sup>3</sup> Source: <https://www.icao.int/environmental-protection/Pages/aircraft-engine-emissions.aspx>

## Flight Procedures

The department of Flight Operations has adopted procedures that are recommended by International Organizations, the manufacturer (Airbus Green Operating Procedures) and the aviation industry, always in cooperation with air traffic control, to improve fuel efficiency and reduce emissions of air pollutants. For every ton of fuel saved, 3.15 less tons of CO<sub>2</sub> are released into the atmosphere. Some of the techniques that help us improve our environmental management include approach techniques upon arrival, taxiing techniques before take-off and after landing, careful use of the aircraft's auxiliary power supply unit while on the ground and take-off profile. The fuel savings resulting from the use of these techniques amounts to 350 tons of CO<sub>2</sub> per month.

## Route Optimization

In 2014, AEGEAN improved its operational performance by acquiring a new flight planning software. This is an extremely precise and complex flight planning system, which offers significant operational benefits, since it calculates specific operations during flight (e.g. aircraft flight at optimal altitude and speed for every individual route). The new software contributes significantly to the improvement environmental management, by reducing CO<sub>2</sub> emissions by about 800 tons per month.

## Reduction of Aircraft Weight

AEGEAN has taken initiatives related to the reduction of aircraft weight, which have a positive impact, both financially and environmentally:

- We invested in installing new aircraft seats that are lighter and more ergonomic, on all A320 and A321 aircraft. This resulted in a reduction of about 450 tons of CO<sub>2</sub> per month.
- We invested in new, lighter trolleys that are used on all our aircraft. Consequently, this initiative has reduced our carbon footprint by about 50 tons of CO<sub>2</sub> per month.
- We implement an innovative project for the optimization of the quantity of potable water on board. We calculate the necessary quantity of water for each flight and load this quantity on the aircraft. This initiative has led to a reduction of CO<sub>2</sub> emissions by about 40 tons per month.
- We converted all aircraft documents necessary for pilots and cabin crew into electronic form. This initiative resulted in reducing CO<sub>2</sub> emissions by 15 tons per month.



### Reduction of CO<sub>2</sub> emissions per month

<b>350</b> Tons CO <sub>2</sub> Fuel savings	<b>800</b> Tons CO <sub>2</sub> New software	<b>50</b> Tons CO <sub>2</sub> New lighter trolleys	<b>40</b> Tons CO <sub>2</sub> Required water quantity	<b>450</b> Tons CO <sub>2</sub> New aircraft seats	<b>15</b> Tons CO <sub>2</sub> Electronic documents
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## Energy consumption and GHG emissions

	2019	2018
Fuel efficiency, Passengers (kg/100 RPK)	3.98	3.78
Fuel efficiency, Passengers (lt/100 RPK)	5.04	4.78
Block Hours	195,432	187,205
Fuel consumption (tons)	436,210	404,294
Carbon dioxide (CO <sub>2</sub> ) emissions (tons)	1,374,062	1,273,526
Intensity of carbon dioxide emissions, Passengers (kgCO <sub>2</sub> /100 RPK)	8.91	8.87
Methane (CH <sub>4</sub> ) emissions (tons)	14.2	13.2
Nitrogen oxides (NOx) emissions (tons)	4,771.1	4,351.1
Intensity of nitrogen oxides emissions, Passengers (g/100 RPK)	30.6	30.4
Carbon monoxide (CO) emissions (tons)	2,887.6	2,694.9
Sulfur dioxide (SO <sub>2</sub> ) emissions (tons)	441.4	402.6
Intensity of sulfur dioxide emissions, Passengers (g/100 RPK)	2.83	2.82
Nitrous oxide (N <sub>2</sub> O) emissions (N <sub>2</sub> O) (tons)	37.9	34.6
Intensity of nitrous oxide emissions, Passengers (g/100 RPK)	0.24	0.24

Data was calculated according to the IPCC Guidelines and the Tier 1 Methodology and include all flights (international and domestic) of AEGEAN and its subsidiary Olympic Air for the year 2019.

Since 2010, carbon dioxide emissions are submitted to the European Emissions Trading Scheme where they are controlled by an independent accredited body.

AEGEAN also makes every effort to minimize energy consumption at its building facilities. As far as the Athens station is concerned, a mix of natural gas, oil and electricity is used, while the construction of buildings includes technologies which help reduce energy losses. At the same time, LED light bulbs are used in buildings to reduce electricity consumption.

	2019	2018
Electrical energy consumption (Gj) AIA Buildings. (57, 53)	10,192	10,218
Natural gas consumption (Gj) * AIA Buildings. (57)	4,029	4,970
Water consumption (lt) AIA Buildings (57, 53)	5,963	6,070

\* Source for conversion to joules: Natural Resources Canada



## 6.2 Noise

Aviation sector activities can cause noise pollution from aircraft during various stages of flight but also from ground movement. Noise pollution has been associated with various health problems, while it can also be harmful to flora and fauna. AEGEAN implements a series of measures to reduce noise pollution caused by its activities.

In particular, the company has replaced its aircraft with new ones that meet all relevant requirements of the regulatory framework, while aircraft noise emissions are even lower than the ICAO's stringent requirements. Moreover, we fully comply with airport recommendations regarding take-off and landing routes, directions and angles, in order to minimize the noise impact on the environment. Respectively, we are exploring further ways to minimize noise pollution, such as reducing night flights, using specialized technology, satellite-based navigation systems, etc.



## 6.3 Proper Waste Management

In the context of AEGEAN's tangible commitment to environmental protection, as explicitly established by the certification of the company according to ISO 14001:2015, recycling and proper waste management constitute a daily reality for us.

In terms of recycling, we have designed, and we implement an innovative program of in-flight recycling (we are one of a few companies that separate four kinds of materials). On the ground, every effort is made to minimize the consumption of disposable products, as well as to recycle waste, when this is possible. Regarding organic waste, we implement a composting program in cooperation with the Athens International Airport (AIA), while the final product is used as a fertilizer at AIA's premises. Concerning hazardous waste, the nature of the company's operations entails the use of many chemical products, which is strictly regulated to ensure their proper management, from use to final disposal. Finally, the Human Resources Department has substituted the paper pay slips with electronic ones, saving 120,000 paper slips per year, while since 2015 we replaced the one-use plastic cups, we use during our in-flight service with paper ones. During 2019 the replacement of plastic cups we are using in our offices with paper ones were also completed.



#### In-flight recycling (tons) \*

	2019	2018
Paper	35.6	17.3
Plastic	4.8	4.3
Aluminum	0.67	0.61
Glass	20.3	18.9

#### Recycling of solid waste at AIA (tons)

	2019	2018
Paper	37.1	30.2
Plastic	5.17	3.3
Organic	2.8	2.3
Wood	1.95	8.0
Metal	2.4	5.8
Glass	0.1	0.33
Tetra Pak	0.1	0.086
Aluminum	0.014	0.017

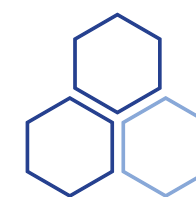
#### Solid waste recycling at Thessaloniki station (tons)

	2019	2018
Paper	23.9	23.0

#### Proper management of hazardous waste (tons)

	2019	2018
At the Athens technical base	67.0	68.8

\*Any fluctuations in in-flight recycling are due in large part to the consumer choices of our passengers regarding the items offered during the flight.



## 6.4 Biodiversity

Our company supports the work of many environmental protection institutions in every possible way. Of importance is the company's work during the transportation of injured wild animals for treatment, thus helping their rehabilitation.

From 2014 to 2018 we responded to a total of 16 animal transport requests. Specifically, for 2019, we responded to 3 requests regarding the transport of 2 swans, 2 wild geese, 6 pelicans and 4 vultures, in collaboration with ANIMA.



## 6.5 Environmental Actions / Initiatives

### "Recycling starts from your closet!"



In 2019 in our AIA facilities-Building 57 and in the building of Kifissia we collected clothes that we did not need and in collaboration with the Fabric Republic program, the clothes were recycled/upcycled or offered to fellow citizens in need. This is an action embraced by AEGEAN, as it contributes to sustainable development through better utilization of materials. The participation of AEGEAN and Olympic Air employees, resulted in the collection of 228 kg of clothing, which corresponds to 12,118 kg of CO<sub>2</sub> savings in emissions according to the Fabric Republic program. The Fabric Republic program supervised the collection, sorting, disinfection, packaging and distribution of clothing to non-profit organizations, as well as their dispatch to recycling.

Cabin materials  
upcycling

We collaborated with the company Odyssea, for the design of the Upcycling Collection products, which are manufactured exclusively from materials from Airbus and Bombardier aircraft parts.

It is a creative reuse of old, useless or expired aircraft materials (lifejackets, carpets, serving trolleys, etc.), which have been properly processed to acquire a "new life".

They are upcycled in new, higher quality products with useful value such as bags, toiletries, furniture etc.

These items were manufactured based on the reuse of materials and the active contribution of our company to the proper management of its waste. The products are currently available to AEGEAN staff and our goal is to continue this initiative.

"Ecolleagues"



Ecolleagues was a team building activity, organized by the Commercial Department of AEGEAN Airlines. The employees that were invited gathered in the National Park of Schinias, located in Marathonas Area, Attica. The mission of this meeting was the connection and interaction of and between participants, through activities that aimed to clean the area.

The event took place in the National Park of Schinias in Marathonas which covers an area of 13,84m<sup>2</sup> and which connects a network of water and forest area with abundant biodiversity. The Park is a cultivator of rare flora and fauna, host to a unique ecosystem, and part of the NATURA 2000 network.

A special landing page was designed to organize and inform participants about the event, including the configuration of the 13 teams, the schedule of the day, a list of suggested necessities to bring to the event, as well as safety tips. The 100 volunteers who participated received a toolkit to facilitate the adequate completion of their assigned tasks. This included filter masks, gloves, trash pickers, disposal bags and antiseptics. The teams worked for 5hrs. They covered 601.140m<sup>2</sup> of the area and gathered half a tonne (500 kg) of waste that polluted the area.

Last but not least, it is worth noting that the AEGEAN event was supported by the National Park Schinia - Marathon Management Body and the Municipality of Marathon.





# About this Report

GRI 102-50, GRI 102-51, GRI 102-52, GRI 102-53, GRI 102-54, GRI 102-56

The terms “company” and “AEGEAN” in this report also include the Group’s subsidiary, Olympic Air and AEGEAN Airlines Cyprus Ltd.

The company’s Management has decided that the reporting period for the sustainable development report shall be the year 2019 and, more specifically, the fiscal year 01/01/2019 - 31/12/2019, to facilitate investors and other stakeholders.

The company’s previous Sustainable Development Report was published in September 2019 for the year 2018.

This Report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option.

AEGEAN is responsible for the preparation, submission and distribution of this Report. Ernst & Young Hellas provided advisory services for the preparation of this Report in compliance with GRI standards.

The GRI Content Index can be found on pages 124-127.

### Contact details for questions about this Report

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### External assurance

This Report has not received an independent assurance statement.

# Appendices

## Material topics significant impacts and boundaries

Material Topics	Most significant impacts in relation to the UN Sustainable Development Goals	Boundaries: Entities inside or outside AEGEAN that may cause or be connected to impacts
Economic Performance and Network Development		• AEGEAN
		• AEGEAN • State / Regulatory Authorities
		• AEGEAN • Aviation Community • State / Regulatory Authorities
Flight Safety, Training and Operational Readiness		• AEGEAN • Aviation Community • State / Regulatory Authorities
		• AEGEAN • Aviation Community
		• AEGEAN • State / Regulatory Authorities
		• AEGEAN • Aviation Community • State / Regulatory Authorities
Quality Product and Passenger Care		• AEGEAN • Aviation Community
Safeguarding Human Rights in our Business Operation		• AEGEAN • Suppliers / Partners • Aviation Community
		• AEGEAN • Suppliers / Partners • Aviation Community
Occupational Health and Safety	 	• AEGEAN • Aviation Community
Local Communities Development and Contribution to the Improvement of the Greek Tourism Product		• AEGEAN • State / Regulatory Authorities
		• AEGEAN
		• AEGEAN
Energy Consumption and Greenhouse Gas Emissions		• AEGEAN • Aviation Community • State / Regulatory Authorities
		• AEGEAN
		• AEGEAN • Aviation Community • State / Regulatory Authorities
		• AEGEAN • Aviation Community • State / Regulatory Authorities



GRI 102-55

GRI Content Index			
GRI Standard	Disclosure	Report page/Reference	Omission
GRI 102: General Standard Disclosures 2016	102-1 Name of the organization	14	-
	102-2 Activities, brands, products and services	14-15, 57-73	-
	102-3 Location of headquarters	14	-
	102-4 Location of operations	14-15, 40-47	-
	102-5 Ownership and legal form	15	-
	102-6 Markets served	14-15, 40-47	-
	102-7 Scale of the organization	3, 40-47, 57-73, 84-85	-
	102-8 Information on employees and other workers	84-88	-
	102-9 Supply Chain	74-76	-
	102-10 Significant changes to the organization and its supply chain	40-47, 74-76	-
	102-11 Precautionary approach	48-56, 77-78, 113-119	-
	102-12 External Initiatives	34-37	-
	102-13 Membership of associations	20-26	-
	102-14 Statement from senior decision-maker	6-7	-
	102-16 Values, principles, standards, and norms of behavior	12-13	-
	102-18 Governance structure	18-19	-
	102-40 List of stakeholder groups	32-33	-
	102-41 Collective bargaining agreements	85	-
	102-42 Identifying and selecting stakeholders	32-33	-
	102-43 Approach to stakeholder engagement	32-33, 57-73	-
	102-44 Key topics and concerns raised	32-33	-

GRI 102-55

GRI Content Index			
GRI Standard	Disclosure	Report page/Reference	Omission
GRI 102: General Standard Disclosures 2016	102-45 Entities included in the consolidated financial statements	40-47	Annual report 2019, page 35
	102-46 Defining report content and topic Boundaries	34-37	-
	102-47 List of material topics	35	-
	102-48 Restatements of information	44, 75	Where there is a restatement, it is clearly indicated at the relevant text.
	102-49 Changes in reporting	34-37	-
	102-50 Reporting period	122	-
	102-51 Date of the most recent report	122	-
	102-52 Reporting cycle	122	-
	102-53 Contact point for questions regarding the report	122	-
	102-54 Claims for reporting in accordance with the GRI Standards	122	-
	102-55 GRI content index	124-127	-
	102-56 External Assurance	122	-



GRI 102-55

GRI Content Index			
GRI Standard	Disclosure	Report page/Reference	Omission
Material Topics			
Economic Performance and Network Development			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	40-47	-
	103-2 The management approach and its components	40-47	-
	103-3 Evaluation of the management approach	40-47	-
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	44	-
AEGEAN's indicator	Increasing extroversion and growth dynamics	42-43	-
Flight Safety, Training and Operational Readiness			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	48-56	-
	103-2 The management approach and its components	48-56	-
	103-3 Evaluation of the management approach	48-56	-
GRI 416: Customer Health and Safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	50	-
Quality Product and Passenger Care			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	57-73	-
	103-2 The management approach and its components	57-73	-
	103-3 Evaluation of the management approach	57-73	-
GRI 417: Marketing and Labeling 2016	417-3 Incidents of non-compliance concerning marketing communications	68	-
Safeguarding Human Rights in our Business Operation			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	77-78	-
	103-2 The management approach and its components	77-78	-
	103-3 Evaluation of the management approach	77-78	-
GRI 412: Human Rights Assessment 2016	412-2 Employee training on human rights policies or procedures	78	-

GRI 102-55

GRI Content Index			
GRI Standard	Disclosure	Report page/Reference	Omission
Material Topics			
Occupational Health and Safety			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	92-93	-
	103-2 The management approach and its components	92-93	-
	103-3 Evaluation of the management approach	92-93	-
GRI 403: Occupational Health and Safety 2016	403-2 Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities.	93	The information concerns only the direct employees of AEGEAN and its subsidiaries. The information is not available by region/country, as this information is not available to the Company. The drafting of this Report was completed during 2020 and thus, the new GRI disclosure 403:2018 is not included.
Local Communities Development and Contribution to the Improvement of the Greek Tourism Product			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	100-101	-
	103-2 The management approach and its components	100-101	-
	103-3 Evaluation of the management approach	100-101	-
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	100-101	-
Energy Consumption and Greenhouse Gas Emissions			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	113-115	-
	103-2 The management approach and its components	113-115	-
	103-3 Evaluation of the management approach	113-115	-
GRI 302: Energy 2016	302-1 Energy consumption within the organization	115	Fuel consumption in buildings is only disclosed for the Athens station. Heating consumption and fuel consumption of the corporate fleet are not disclosed. Electricity consumption for the company's facilities is not disclosed except for the Athens station. Aircraft fuels are not counted in Joules or multiples. For this reason, the total consumption in Joules or multiples is not disclosed. Reason for omission: Information not available. We are considering collecting the necessary information for the next Report.
GRI 302: Energy 2016	302-3 Energy Intensity	115	-
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	115	The emissions of fuels in the buildings (natural gas, oil) and fuel of the corporate fleet are not disclosed. The total emissions in tons of CO <sub>2</sub> equivalent are not disclosed, but the amount of emissions for each gas separately. Reason for omission: Information not available. We are considering collecting the necessary information for the next Report.
GRI 305: Emissions 2016	305-4 GHG emissions intensity	115	-



## Terms Index

### A

**Airbus S.A.S.:** Aircraft manufacturing company.

**AOC (Air Operator's Certificate):** An Air Operator Certificate is the authorization granted by national civil aviation authorities which allows a company to engage in commercial activities.

**ASK (Available Seat Kilometers):** Available Seat Kilometers are a measure of the total capacity offered, which results from the product of the available seats per flight on the kilometers traveled per flight on total flights.

### B

**Block Hours:** Time from the moment the aircraft door closes at departure of a revenue flight until the moment the aircraft door opens at the arrival gate following its landing.

**Business Lounge:** All AEGEAN Business Class passengers, holders of the "Miles+Bonus" Gold card and the Star Alliance Gold card of the member airlines, are welcome to enjoy the special amenities of the Lounges.

### C

**CASK (Cost per Available Seat Kilometer):** The average cost per kilometer is calculated as the ratio of total costs to the total available seats for sale multiplied by the total kilometers traveled.

### E

**EASA (European Aviation Safety Agency):** The European Aviation Safety Agency which ensures the safety and environmental protection of the air transport sector in Europe.

**EBITDA (Earnings before taxes, interest and depreciation):** An economic measure defined as revenue minus the cost of the products sold and their sales, general and administrative expenses.

**Earnings Before Taxes, Interest amortization and Aircraft and spare engines leasing (EBITDAR):** Earnings before taxes adjusted for financial and investment results, for total depreciation, as well as rental costs of aircraft and spare engines.

**Equity Ratio:** It is calculated as the Total Equity divided by the Total Assets.

### F

**Flight Range:** The longest possible distance that an aircraft can travel without the need for refuelling.

### I

**IATA:** The International Air Transport Association (IATA).

**ICAO:** The International Civil Aviation Organization (ICAO).

**IOSA:** The IATA Operational Safety Audit (IOSA) Program is an internationally recognized and accepted evaluation system designed to assess the operational management and control systems of an airline.

### L

**Load factor (Occupancy rate of scheduled flights):** The ratio of the number of passengers by the number of available kilometer seats (ASKs).

### M

**Miles+Bonus:** AEGEAN offers the Miles+Bonus reward program, which provides additional privileges and services to passengers traveling frequently with the company.

### R

**RASK (Revenue per Available Seat Kilometer):** This is the average revenue per kilometer which is calculated as the ratio of total revenue to total available seats for sale multiplied by the total kilometers traveled.

**Remote line routes:** Regular lines to which public service obligations have been imposed by the Hellenic Republic pursuant to Articles 16, 17 and 18 of Regulation (EC) No 1008/2008 and any decisions of the Minister of Infrastructure, Transport and Networks which have been taken over by Olympic Air, the subsidiary of AEGEAN AIRLINES, following a competitive tendering procedure for a specified period of time, operating scheduled flights in the context of the provision of public service and in particular the following itineraries:

1. Athens - Skiathos
2. Athens - Zakynthos
3. Athens - Paros
4. Athens - Kythira
5. Athens - Karpathos
6. Athens - Ikaria
7. Athens - Leros
8. Athens - Skyros
9. Athens - Naxos
10. Athens - Milos
11. Athens - Sitia
12. Thessaloniki - Chios
13. Thessaloniki - Samos
14. Thessaloniki - Kalamata
15. Rhodes - Kastelorizo
16. Thessaloniki - Lemnos/Ikaria

**Revenue Passenger Kilometer (RPKs):** Passenger who pays a ticket and moves one kilometer. It is the most common measure of demand for air travel.



## S

**Sharklets:** Wingtip devices which enhance the eco-efficiency and payload-range performance of the A320 Family.

**Slot:** The amount of time allotted by an airport to an airline for the take-off or landing of a particular flight. In Greek legislation it is referred to as the available flight time granted to air carriers at Greek airports.

**Simulator:** The flight simulator is a system that simulates the operation of an aircraft through motion and vibration. Can be used for training and aptitude tests.

**Star Alliance:** Global airline alliance.



