

Athens International Airport  
Eleftherios Venizelos

# Annual & Sustainability Report 2020





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# Annual & Sustainability Report

## 2020



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## Introduction by the CEO

Dear Stakeholders,

We welcome you to Athens International Airport's Annual & Sustainability Report for the year 2020. This year was, by any standard, the most challenging in the history of the Company since the Airport Opening. The COVID-19 (coronavirus) pandemic crisis had a profound and lasting impact on the Company and the aviation industry at large, with structural repercussions of unprecedented magnitude.

The global aviation industry was severely hit by the COVID-19 pandemic, driven by a combination of national and international travelling bans, airlines limiting or ceasing operations, state-imposed restrictions on numerous business activities, extremely low levels of confidence in air travel and more. IATA characterised 2020 as the worst year in History for Air Travel Demand, with global passenger demand falling by 65.9% compared to 2019, by far the sharpest traffic decline in aviation history. Lower by 75.6% compared to 2019, international demand was hit harder than domestic demand, which experienced a 48.8% decline.

As COVID-19 brought global aviation to a virtual standstill in 2020, European airports lost 1.72 billion passengers in 2020, a decrease of 70.4% compared to 2019, significantly more affected than non-EU airports, mostly due to the stringent travel restrictions imposed.

In 2020, passenger traffic at AIA amounted to 8.08 million passengers, the lowest traffic level ever experienced, presenting a decline of 68.4% vs the corresponding levels of 2019. This was the result of the pandemic-driven sharp traffic drop during the period from March through December. The unprecedented business disruption resulted in significant financial damages for the Airport Company with operating revenues reduced by 63.25% (or by €320.5 million) compared to 2019. Consequently, the Airport Company recorded Losses Before Tax of €54.2 million.

Reporting for such an extraordinary year requires a structure different than usual, mostly focusing on the pandemic's impact on the different areas of the Company's business and the relevant response measures undertaken. It is no surprise that Pandemic Response was ranked as top material issue in the annual Materiality Exercise undertaken by AIA's Sustainability Committee and with the input of Airport Community stakeholders, reflecting on the content of the report.

In continuous and uninterrupted alignment with our commitments, this Report addresses the highlights of the Airport Company's business performance as well as its continuous approach to sustainability in an integrated manner as reflected in its Sustainability Policy, across all aspects of its operation and development. The Report aligns with the ACI-EUROPE Sustainability Strategy for Airports and our Company's uninterrupted commitment towards the collective global effort for addressing the most pressing social, economic, and environmental challenges. This commitment is expressed through the adoption and upholding of the United Nations' Global Compact principles as well as the acknowledgment and embedding of the United Nations' Sustainability Development Goals (SDGs) and the Agenda 2030.

The COVID-19 situation is still unfolding through an ongoing series of pandemic waves and corresponding repercussions upon business and society. 2021 is a challenging year in terms of expected traffic recovery with forecasts for passenger traffic significantly lower than the pre-pandemic levels. All forecasting exercises are still subject to high levels of uncertainty, with restrained optimism stemming from the marginally positive impact of certain EU actions, e.g. EU Digital COVID Certificate.

Regardless of the uncertainty, the Company will remain dedicated to all aspects of Sustainability and committed to its plan for net-zero carbon emissions in 2025. We endeavour to complete the first phase of the planned Photovoltaic Park in 2022 with the installation of a new 16MWp facility.

The 29<sup>th</sup> of March 2021 marked the 20<sup>th</sup> anniversary of the launch of operations of Athens International Airport. Although the pandemic continues to have an overwhelming and profound impact on all aspects of our business, we remain confident that AIA will eventually weather the storm.

Empowered by the spirit and dedication of our people, we are counteracting against the adversity and remain consistent to the principles of a sustainable business model for the years ahead.

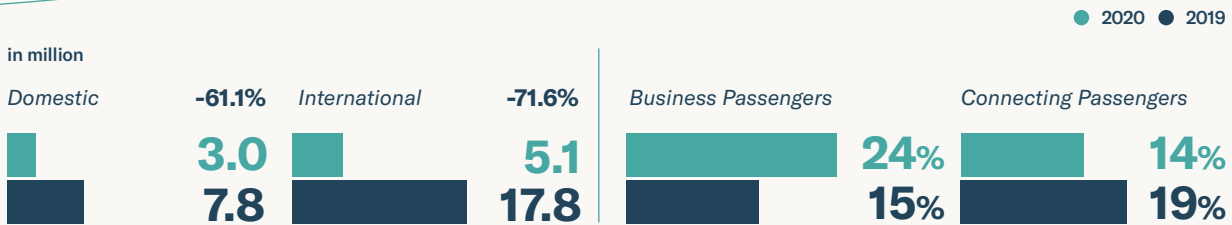
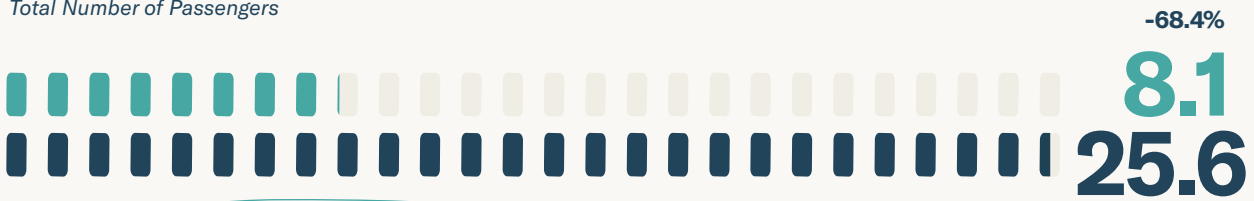
**Dr Ioannis N. Paraschis**  
CEO

# Traffic Highlights

## Passenger Traffic

● 2020 ● 2019 in million

Total Number of Passengers

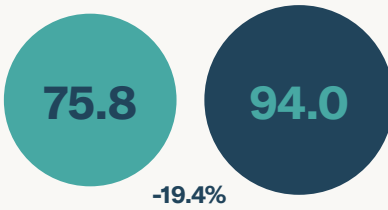


## Cargo

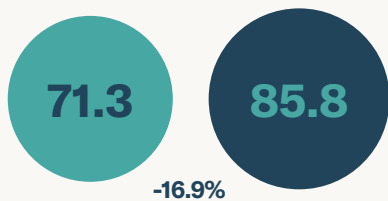
● 2020 ● 2019

in thousand tonnes

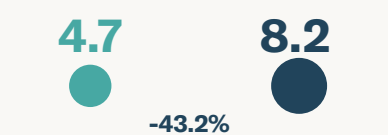
Total Cargo Uplift



Freight



Mail

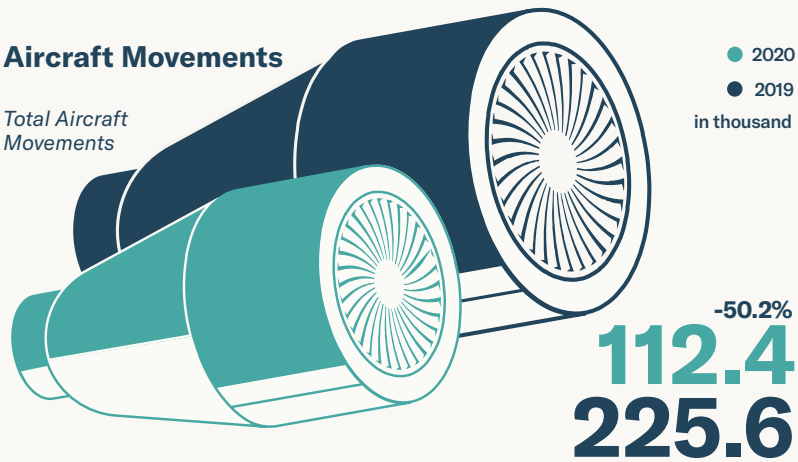


## Aircraft Movements

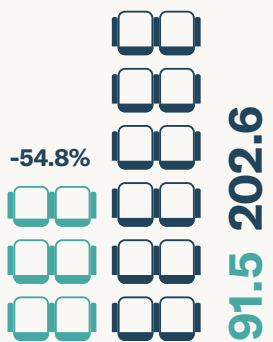
● 2020 ● 2019

in thousand

Total Aircraft Movements



Passenger & Combi Aircraft



All-cargo Aircraft



Other Aircraft Movements

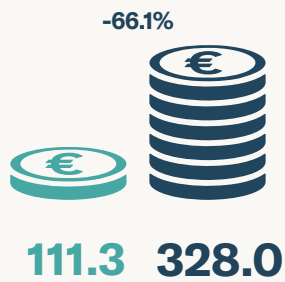




# Financial Highlights

● 2020 IFRS  
● 2019 IFRS  
in million €

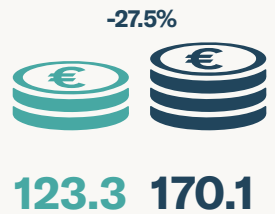
Revenues from Airport Charges & ADF



Operating Revenues & ADF



Operating Expenses



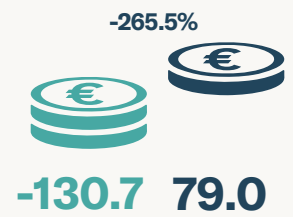
Profit before Tax



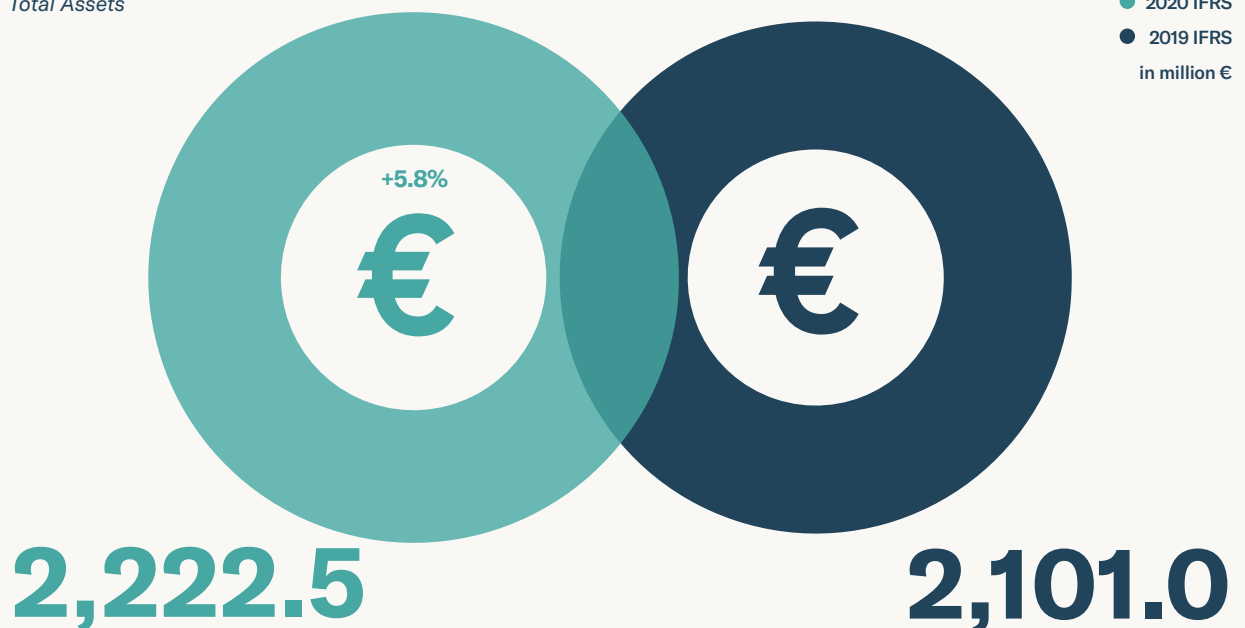
Cash & Cash Equivalents at the end of the Year



AVA\*



Total Assets



ADF: Airport Development Fund

\*AVA: Added Value on Assets = Net Operating Profit after Tax - (Cost of Capital x Net Asset Value)

# 1

# Company Identity



### Corporate Profile

Athens International Airport S.A. (“AIA” or the “Airport Company”) was established in 1996 as a public-private partnership with a 30-year concession agreement, the Airport Development Agreement (ADA), as ratified by Greek Law 2338/95, by which the Airport Company was granted with the exclusive right and privilege of the ‘design, financing, construction, completion, commissioning, maintenance,

operation, management and development’ of the new Athens International Airport. Further, by virtue of Greek Law 4594/2019, the ADA Extension Agreement was ratified and the duration of the concession was extended for 20 additional years (i.e. 2046). The Airport Company’s registered office is situated in the Municipality of Spata-Artemis, at East Attica region, Greece. AIA is a privately managed company with the following shareholders:

### Shareholder Structure 2020

Shareholder	Number of Shares	%
HELLENIC REPUBLIC ASSET DEVELOPMENT FUND S.A. (HRADF)	9,000,000	30%
AVIALLIANCE GmbH	7,500,006	25.00002%
HELLENIC CORPORATION OF ASSETS & PARTICIPATIONS S.A. (HCAP)	7,500,000	25%
AVIALLIANCE Capital GmbH & Co. KGaA	4,500,000	15%
COPELOUZOS DIMITRIOS	599,997	1.999990%
COPELOUZOU KIRIAKI	299,999	0.999997%
COPELOUZOS CHRISTOS	299,999	0.999997%
COPELOUZOU ELENI-ASIMINA	299,999	0.999997%
<b>Total</b>	<b>30,000,000</b>	<b>100%</b>

### About the Airport

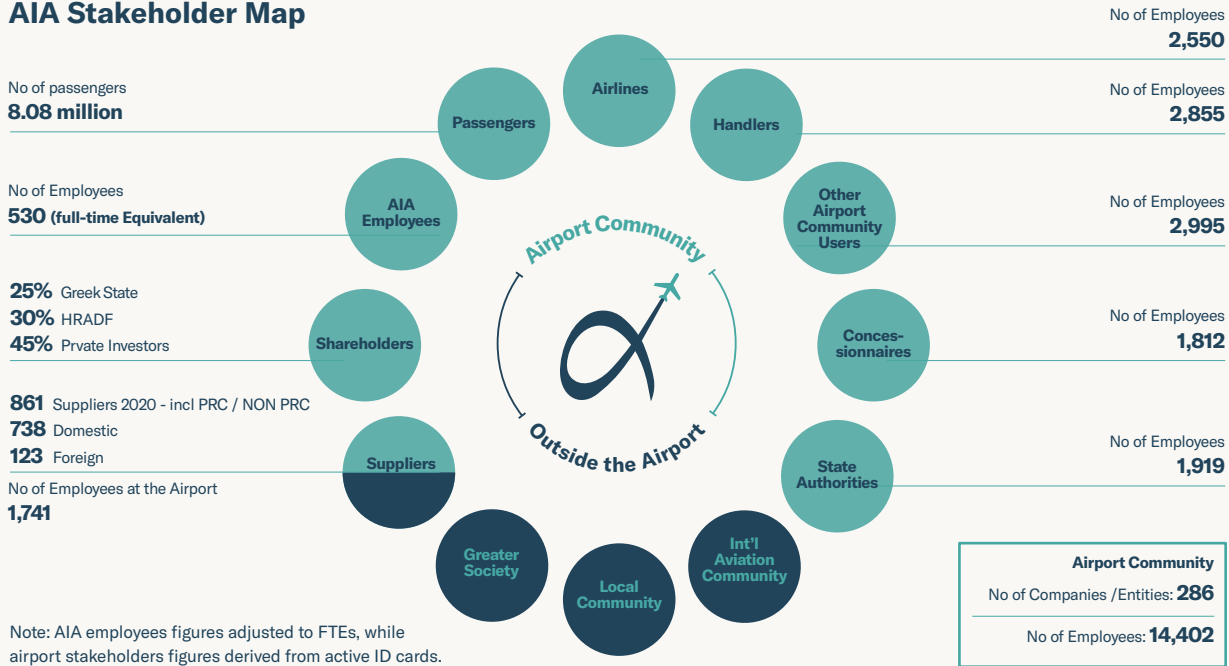
Athens International Airport “Eleftherios Venizelos” (the “Airport”) extends in an area of approximately 16km<sup>2</sup> and has two runways in compliance with ICAO Aerodrome Reference Code “4E”, (03L/21R: 3,800x60m and 03R/21L: 4,000x60m - incl. shoulders on both sides with a width of 7.5m). The Airport features a 185,000m<sup>2</sup> Main Terminal Building and a 34,000m<sup>2</sup> Satellite Terminal Building with a total of 24 Contact Bridges and 75 active remote aircraft parking positions. The Airport is certified for all known types of currently operating aircraft, including the Boeing 747-8 and the Airbus A380. AIA is internationally considered a pioneer public-private partnership, being a major greenfield airport with the participation of the private sector. The cost for the development of the Airport was mainly financed from bank loans, the European Investment Bank being the primary lender, while the remaining funding was provided through private shareholders equity and EU and Greek State grants. With a corporate goal to create sustainable value to all stakeholders by offering value-for-money services, AIA has implemented a successful development strategy in both its aeronautical and non-aeronautical sectors. Offering one of the most advanced incentives and marketing support schemes, AIA ensures the sustainability and development of domestic, regional and international traffic, working closely with home carriers and international carriers, legacy airlines and Low Cost Carriers (LCC). In the non-aeronautical sector AIA undertakes advanced and extensive development initiatives ranging from IT & Telecommunications systems and business activities to high-quality consumer-related products offered at its commercial terminals and business activities related to its real

estate assets. The Airport Company operates in a socially and environmentally responsible way providing stakeholders with an operating and working environment that meets increasing demands on service quality, safety and security.

### AIA’s Stakeholders

AIA engages stakeholders in a balanced and respectful manner, always including their requirements and expectations in developing and implementing its strategy. The Airport Company has established mechanisms to elicit stakeholders’ feedback, to which the Management evaluates and actively responds. AIA’s operational success heavily relies on its co-operation with its stakeholders. Collaboration with customers and business partners is facilitated through a structure of engagement practices (committees, exercises, workshops, joint activities, etc.) further to the day-to-day interaction. On a community engagement level, continuous interaction with authorities and their representatives facilitates the identification of material sustainability issues and the prioritisation of challenges and opportunities through a perspective of mutual trust and understanding. Mechanisms for feedback from the local society include a noise complaint line. At a wider societal level, AIA engages passengers and other consumers through various feedback mechanisms (satisfaction surveys, complaint management, etc.) aiming to compile evaluation data used for planning actions for improvement. The stakeholder map reflects the diversity of the Airport Company’s stakeholders based on the effect of its operational and business activities both within and outside the boundaries of the Airport community.

**AIA Stakeholder Map**



**The Airport Company**

**Governance Structure**

The corporate governance framework established at AIA abides by the provisions of the Airport Company’s constitutional documents, i.e. the Articles of Association, the provisions of the ADA and Law 2338/1995 – Government Gazette A’ 202/14.9.1995, as amended by Law 4594/2019 – Government Gazette A’ 29/19.2.2019 and includes a number of specific processes and procedures which aim at forging a robust governance structure and approach, in line with the principles set forth in the Law 4548/2018 as in force, article 39 of the 8<sup>th</sup> European Company Law Directive as amended and in force as well as the OECD Principles of Corporate Governance. The nine-member Board of Directors elected by the General Meeting of Shareholders with a two-year term of office bears the responsibility for the management and administration of all corporate matters and affairs and has in this respect delegated specific authorities to the Chief Executive Officer and members of the management respectively. The Greek State advises the Airport Company for the appointment of four members (also appointing the Chairman), while shareholders who represent the majority of the ordinary shares other than those held by the Greek State, appoint four directors and appoint the Vice Chairman. The ninth director is appointed either following an agreement between the Greek State and the shareholders holding the majority of the ordinary shares or in case of non-achievement of such an agreement, by the Chairman of the European Investment Bank. The CEO is responsible for the day to day management and operation of the Airport Company’s activities, is proposed by the private shareholders and participates in all Board of Directors’ meetings with no voting

right. Board meetings are held monthly and are supported by a competent, qualified and experienced Company Secretary who consults Board members to ensure that statutory and regulatory requirements are met and also instructs senior management on Board matters. The schedule of matters reserved for the decision of the Board and its Committees include without limitation: (a) approval of the overall long-term strategy, corporate goals and official Business Plan, (b) approval of annual operating and capital budgets, (c) ensuring the integrity of the Airport Company’s accounts and financial reporting systems, (d) approval of major pricing policies, (e) approval of major contract awards, and (f) delegation of powers related to administration, management and representation of the Company. In order to allow an effective discharge of its duties, the Board has established four Board Committees, namely the Audit, Personnel, Finance and Investment Committees, with an advisory capacity. Having specialized knowledge, Board committees discuss in depth issues in their remit and make recommendations to the Board. The Annual Ordinary General Meeting of the Shareholders approves actions and decisions of the Board of Directors taken during the previous corporate fiscal year, in accordance with the Company’s Articles of Association and the Law 4548/2018, as in force.

The Airport Company is structured around four Business Units serving relevant activity sectors (Aviation, Consumers, Property and IT & Telecommunications), which hold a combined responsibility for operational excellence and business development. Business Units are supported by various corporate functions.

## Board of Directors

	<p><b>George Aronis †</b> Chairman of the Board of Directors Deceased on 10/9/2021</p>	<ul style="list-style-type: none"> <li>• Elected Chairman of AIA's Board of Directors in July 2020</li> <li>• Non-executive Chairman at ABC factors AlpHa bank group</li> <li>• Non-executive board member at Oceanis eco tankers</li> </ul>
	<p><b>Dr. Evangelos Peter Pougias</b> Vice-Chairman of the Board of Directors</p>	<ul style="list-style-type: none"> <li>• Elected Vice-Chairman of AIA's Board of Directors in May 2021</li> <li>• Executive Director Airport Operations and Development, AviAlliance GmbH</li> </ul>
	<p><b>Robert Goebbels</b> Member of the Board of Directors</p>	<ul style="list-style-type: none"> <li>• Elected Member of AIA's Board of Directors in June 2018</li> <li>• Member of the Luxembourg Government from 1984 to 1999, in charge of Economy, Transportation, Energy and Infrastructures</li> <li>• Chaired the Conference leading to the Schengen Agreement</li> <li>• Member of the European Parliament from 1999 to 2014</li> <li>• Member of the European Parliament from 1999 to 2014</li> </ul>
	<p><b>Ian Andrews</b> Member of the Board of Directors</p>	<ul style="list-style-type: none"> <li>• Elected Member of AIA's Board of Directors in May 2021</li> <li>• Partner, Linklaters LLP, London</li> <li>• Lawyer</li> </ul>
	<p><b>Dimitris Diakopoulos</b> Member of the Board of Directors</p>	<ul style="list-style-type: none"> <li>• Elected Member of AIA's Board of Directors in July 2020</li> <li>• Lawyer before the Supreme Court</li> <li>• Partner at FDMA Law Services</li> </ul>
	<p><b>Sven Erler</b> Member of the Board of Directors</p>	<ul style="list-style-type: none"> <li>• Elected Member of AIA's Board of Directors in June 2017</li> <li>• Executive Director Asset Management AviAlliance GmbH</li> <li>• Managing Director of Airport Holding Kft., Airport Hungary Kft. and HAP Hamburg Airport Partners Verwaltungs GmbH</li> <li>• From April 2021: Member of the Supervisory Board of Flughafen Düsseldorf GmbH</li> <li>• From July 2021: Member of the Board of Managers of Aerostar Airport Holdings LLC (San Juan International Airport)</li> </ul>
	<p><b>Konstantinos B. Kollias</b> Member of the Board of Directors</p>	<ul style="list-style-type: none"> <li>• Elected Member of AIA's Board of Directors in July 2020</li> <li>• Chairman of the Audit Committee</li> <li>• President of the Economic Chamber of Greece</li> </ul>
	<p><b>Professor Charalampos Pampoukis</b> Member of the Board of Directors</p>	<ul style="list-style-type: none"> <li>• Elected Member of AIA's Board of Directors in June 2016</li> <li>• Professor of Private International Law, the Law School, University of Athens</li> <li>• Former Minister of State to the Prime Minister</li> <li>• Former Alternate Minister of Development, Competitiveness and Mercantile</li> <li>• Commandeur de la Légion d' Honneur</li> <li>• Member of the National Citizenship Committee</li> <li>• Former Secretary General at the Ministry of Foreign Affairs</li> <li>• Director of Department of International Law Studies Athens University</li> <li>• Director of the Hellenic Institute of Foreign and International Law</li> <li>• Lawyer before the Supreme Court</li> </ul>
	<p><b>Charikleia Sinaniotou</b> Member of the Board of Directors</p>	<ul style="list-style-type: none"> <li>• Elected Member of AIA's Board of Directors in July 2020</li> <li>• Partner at Delikostopoulos- Sinaniotis Law office</li> <li>• Chairman of the Municipal Council of Filothei- Psychiko (elected 2019)</li> <li>• Lawyer before the Supreme Court</li> </ul>

## Board Committees

**Audit Committee:**

K. Kollias (Chairman)  
S. Erler (Member)  
P. Tampourlos (Member)

**Finance Committee:**

S. Erler (Chairman)  
G. Aronis (Member) †  
R. Goebbels (Member)  
E.P. Pougias (Member)  
C. Sinaniotou (Member)

**Investment Committee:**

E. P. Pougias (Chairman)  
D. Diakopoulos (Member)  
S. Erler (Member)

**Personnel Committee:**

R. Goebbels (Chairman)  
G. Aronis (Member) †  
E. P. Pougias (Member)

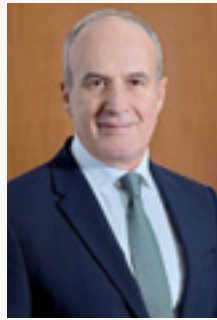
## Chief Officers



**Dr. Ioannis N. Paraschis**  
Chief Executive Officer



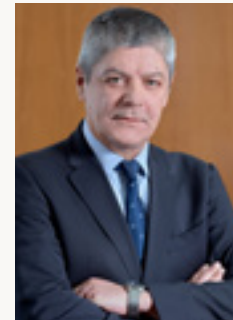
**Mr. Alexandros M. Aravanis**  
Chief Operations Officer



**Mr. George P. Eleftherakos**  
Chief Development Officer



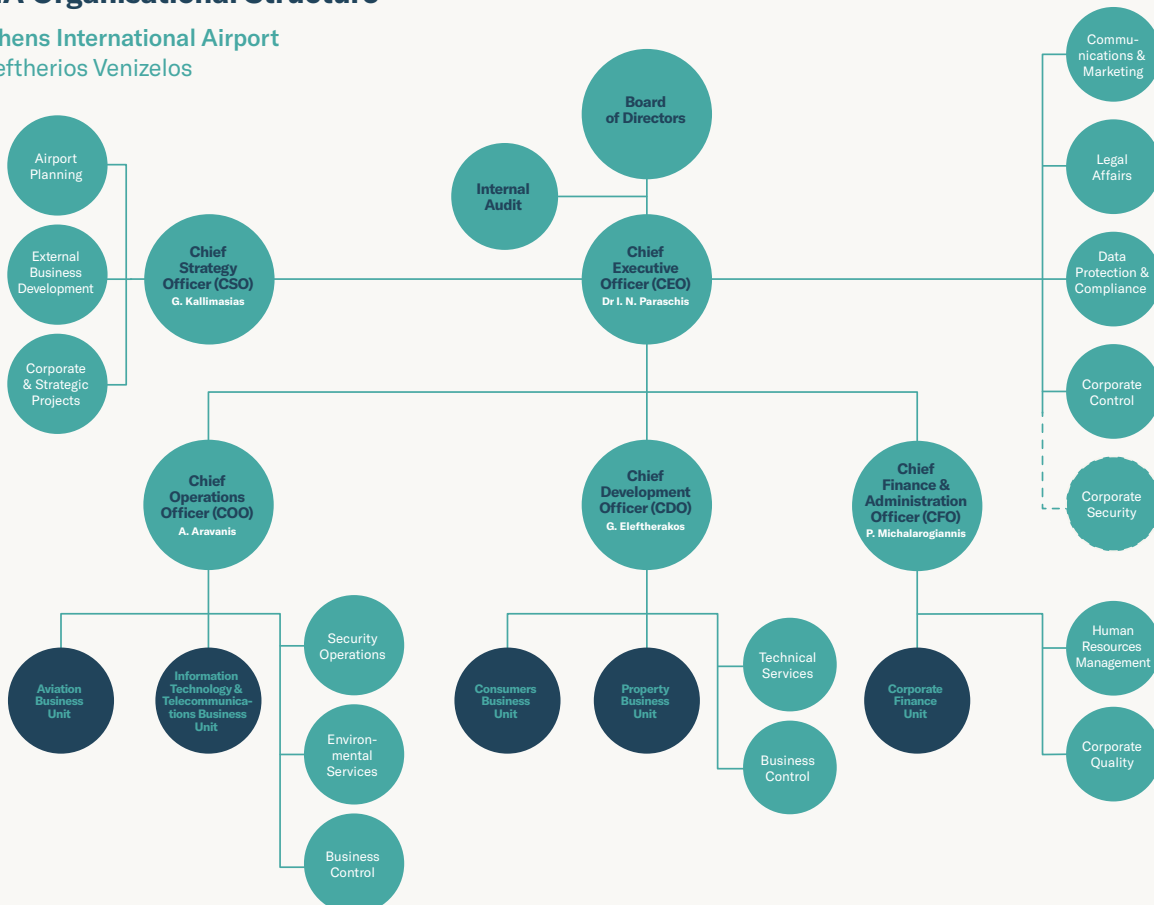
**Mr. George A. Kallimasias**  
Chief Strategy Officer



**Mr. Panagiotis K. Michalarogiannis**  
Chief Finance & Administration Officer

## AIA Organisational Structure

Athens International Airport  
Eleftherios Venizelos





### System of Internal Controls and Risk Management

The Airport Company maintains a sound system of internal controls to safeguard the Company's assets and ensure that significant risks are identified and adequately managed. For this purpose, AIA applies Enterprise Risk Management (ERM) practices and implements internal organisational arrangements as follows:

- The Internal Audit department with a mission to enhance and protect organisational value by providing risk-based and objective assurance, advice and insight.
- The Statutory Auditor, within the framework to audit the Airport's annual statutory financial statements and, among other procedures, to obtain an understanding of internal controls.
- The Finance function implements an integrated and coordinated approach to financial risks and financial reporting.
- Operational managers who design, implement and supervise the execution of procedures that serve controls.
- The Corporate Control department, assigned with Risk Management responsibilities, providing management with assistance in developing processes and controls to manage risks and monitoring the timely remediation of potential deficiencies. The role is also responsible for operational business continuity planning.

### Regulatory Compliance

AIA's Compliance Policy, as part of the corporate governance framework, ensures continuous and unwavering adherence to applicable laws and regulations and furthermore, promotes the incorporation of contemporary best business practices. The Manager, Data Protection & Compliance guides and supports Management in timely identifying upcoming changes in legal / regulatory obligations and implementation of preventive action plans to principal areas of compliance, i.e. aerodrome operations, environment, security, information technology, accounting & tax, procurement, labour, fire safety, design & construction. Moreover a summary update, as well as, a roadmap of all individual efforts implemented, or in progress, is annually provided to the Audit Committee of the Company's Board of Directors, thus ensuring an executive oversight of conformity.

### Process Management

The Airport Company operates and continuously updates a system of procedural documentation, thus ensuring that management directives are adopted, and corporate objectives are achieved. The Corporate Quality Department applies a corporate Process Management system to ensure effective interface, proper authorisation and version control of procedural documentation. The Company invests in management systems that enhance controls and serve its commitment to providing high-quality, state-of-the-art services. When required for business or compliance reasons, these systems are certified per prevailing standards.

### Information

The Airport Company annually publishes a number of reports that cover all aspects of its operations and performance. AIA has also developed a reporting system, which not only supports the Management in its strategic decision-making, but also fosters effective communication within the Company and with external parties. Publicly available information regarding the Airport Company is found on the Company's website.

### Monitoring

The Airport Company continuously monitors controls and planned actions to ensure they are carried out properly and identify key exceptions that may require review and fast management action. Scheduled periodic audits performed both by external auditors and the Company's Internal Audit department aim to further assure adequacy of the internal control environment. Enhanced IT solutions for data compilation & analysis also facilitate continuous monitoring with appropriate performance indicators. Steadily reinforcing the role of its Business Units, AIA's Value Based Management (VBM) methodology measures performance against predefined targets on both financial and non-financial metrics and parameters (e.g. systems performance, quality of services, safety of operations, environmental responsibility, personnel safety, training).

### Supply Chain

AIA promotes its corporate values to everyone in its supply chain falling in its sphere of influence, namely, providers of materials, services and works. AIA awards contracts that integrate green procurement guidelines, receives energy-efficient supplies and implements projects combating climate change to improve AIA's CO<sub>2</sub> emissions footprint. Suppliers are required to comply with all applicable laws and regulations, conform to the highest standards of ethical conduct, respect and support human rights, operate in an environmentally responsible and effective manner and abide by all health and safety rules.

### Procurement and Efficiency

Procurement is an integral part of AIA's professional efficiency. AIA heavily relies on outsourcing for managing and maintaining facilities and systems and rigorously selects its business partners. All agreements ensure that the required service level is adequately defined, quantified and in line with accepted performance thresholds. AIA applies contract management best practices that include performance monitoring mechanisms while also evaluates all suppliers annually to ensure a high service level. The Company aims to develop long-term relationships with suppliers, providing added benefits. In 2020, AIA had 861 different suppliers, of which 86% were Greek and 14% foreign, providing supplies, services and technical works. In 2020 the majority of products and services were purchased locally, representing 94% of the total cost.

**Procurement Ethics**

AIA promotes fairness, transparency, equal treatment, non-discrimination and proportionality at every phase of the procurement process, in compliance with the corporate Procurement Policy and Framework and the Code of Relations with Business Partners, and by following international best practices following principles of European and national procurement law. AIA ensures adequate publicity, and objective selection and award criteria for its tender procedures. It also employs electronic procurement practices (e-auction) to ensure the best possible purchasing terms and the highest level of compliance.

**Business Conduct**

The Airport Company aims at being acknowledged as an exemplary responsible company within the market it operates while influencing others in their effort to follow a path of sustainability. Airport Company’s corporate values (Accountability, Team Spirit, Respect, Effectiveness, and Customer Focus) are embedded in all aspects of its operation and development. The Airport Company applies a Code of Business Conduct, developed in line with global best practices, which urges employees to conduct business activities in accordance with corporate values, thus aiming to preserve its good reputation, maintain public trust and bolster stakeholders’ confidence. The Code of Business Conduct is complemented by a Code of Relations with Business Partners for ensuring proper governance across the Airport Company’s supply chain.

**Anti-Fraud**

Preventing fraud is a crucial element of the Airport Company’s

Policies, and strict compliance to the relevant rules must be secured by involved employees, management members and Board members. Both Management and employees are expected to behave honestly and fairly, in line with the provisions of the Airport Company’s Code of Business Conduct for compliance, integrity and avoiding conflict of interest, thus promoting fraud avoidance. The Airport Company has established an Anti-Fraud Policy that embeds a system of internal controls, securing adequate containment of fraud risk. An internal framework is provided for all employees to report a suspected act of fraud or other similar irregularities and a mechanism is in place for conducting a formal investigation of such irregularities and designing specific actions to rectify identified control gaps.

**Regular Review of Controls by the Board**

The Board regularly reviews main risks to the business and the effectiveness of the system of Internal Controls in managing these risks, including financial, operational and compliance controls, as well as the Risk Management Process. For this purpose, the Board, has delegated specific responsibilities to the Audit Committee. The purpose of the Audit Committee is to provide a structure systematic supervision of the organisation’s governance, risk management and internal control practices. This Committee is also responsible for overseeing the Internal Audit department, external auditors and other assurance providers. The Committee monitors business ethics and sustainability, as well as the adequacy of the Airport Company’s process regarding compliance with all legal and regulatory requirements.

**Sustainability Context**

As a balanced, multi-faceted approach that takes account of the social, environmental and economic aspects of a business with a long-term perspective, sustainability is embedded in the Airport Company’s strategy, in an integrated manner, across key aspects of its operation:



The Sustainability Policy is regularly revised to reflect upon emerging sustainability trends and global standards. The Policy provides the annual Materiality Analysis and the resulting Action Plan, approved by senior management and communicated through the present Annual & Sustainability Report. The Sustainability Committee, consisting of members of the management, is primarily responsible for formulating and validating sustainability strategy perspectives. In line with the Sustainability Policy, the Airport Company engages in independent sustainability assurance for confirming the accuracy, completeness and compliance with applicable standards of corporate disclosures. AIA’s reports are under the Global Reporting Initiative (GRI) Standards, the Company’s sustained commitment to the United Nations Global Compact, the United Nations’ Sustainability Development Goals (SDGs) and the Agenda 2030, therefore, contributing to the global sustainability effort. The Audit Committee reviews the Management’s independence and quality of sustainability assurance services to ensure that public disclosures are accurate, complete and adhere to applicable standards.



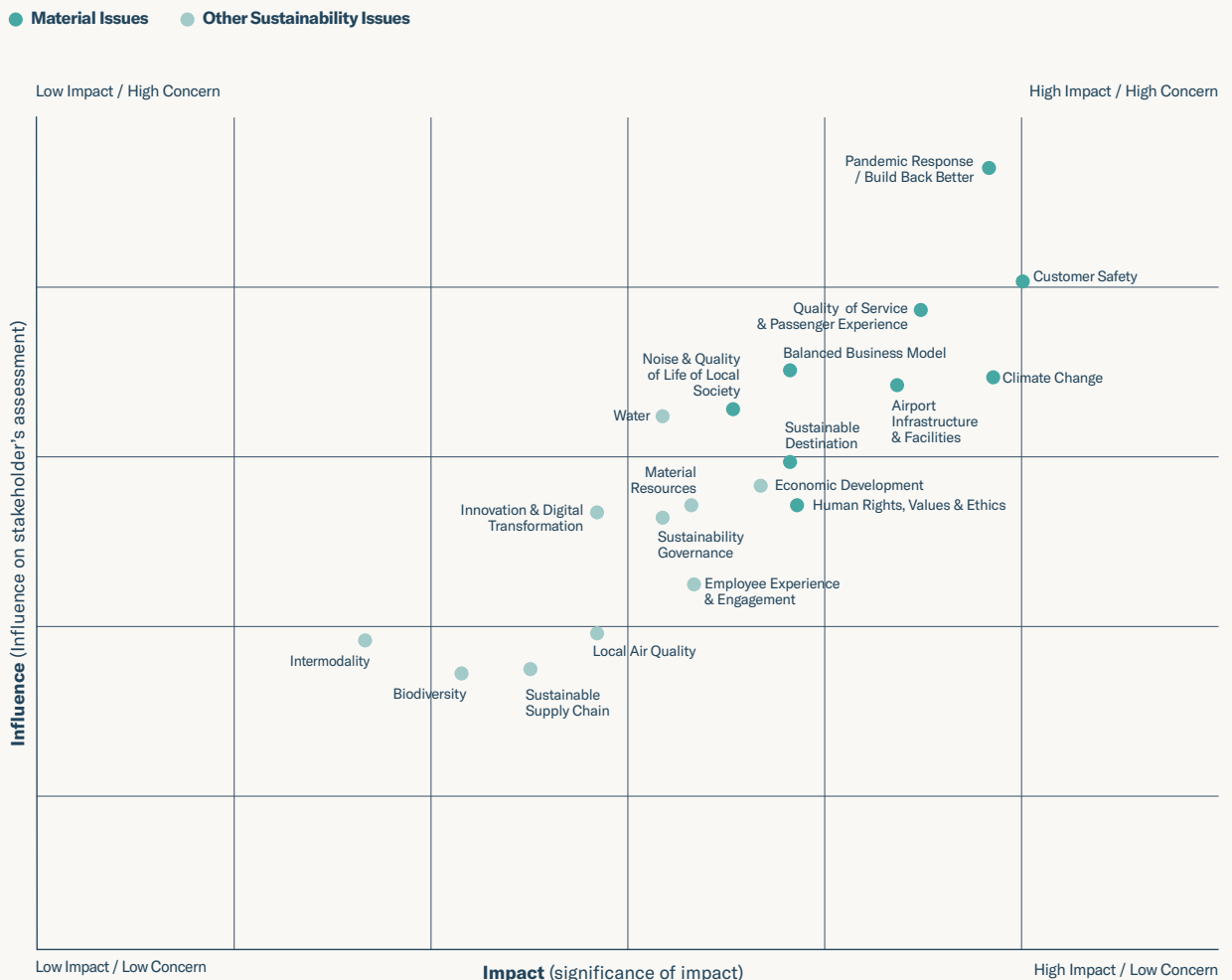
## Materiality Analysis

AIA develops and regularly updates its Sustainability strategy following an annual redefinition and prioritisation of the material issues, i.e. those that significantly impact the Airport Company and influence its stakeholders. In 2020, Materiality Analysis was based on the ACI-EUROPE Sustainability Strategy for Airports (SSA – 2<sup>nd</sup> edition November 2020) developed with AIA’s contribution as part of the relevant ACI task force.

In 2020, Materiality Analysis was updated as follows: 19 sustainability issues were identified, of which 17 were derived from the ACI-SSA and two were defined by AIA following ACI-SSA’s recommendation. Nine of those were prioritised as material, following their rating by AIA’s Sustainability Committee and select members of the Airport Community. It is reminded that top material issues are those attaining a materiality score above 15 of a maximum of 25 points. The GRI index in the Appendix of this Report presents how material issues link to

GRI Standards and which GRI disclosures have received external assurance. In line with GRI Standards and the related Airport Operators Sector Supplement (GRI-G4 AOSS), the evaluation of materiality is based on two parameters: “Impact” (Significance of Impact) and “Influence” (Influence on Stakeholders’ Assessment). The elaborated description of these two parameters is included in the “Materiality Evaluation Model” in the Appendix of this Report. To identify the issues’ boundaries, the unique characteristics of an airport environment are considered. Specific boundaries were defined and evaluated for “Scale of Impact” and particularly those relating to Global, National, Local and Airport Community impact. The outcome of the materiality analysis is shown in the following infographic (materiality map), while material issues through the report are marked with a relevant identification symbol (M).

## Materiality Map 2020

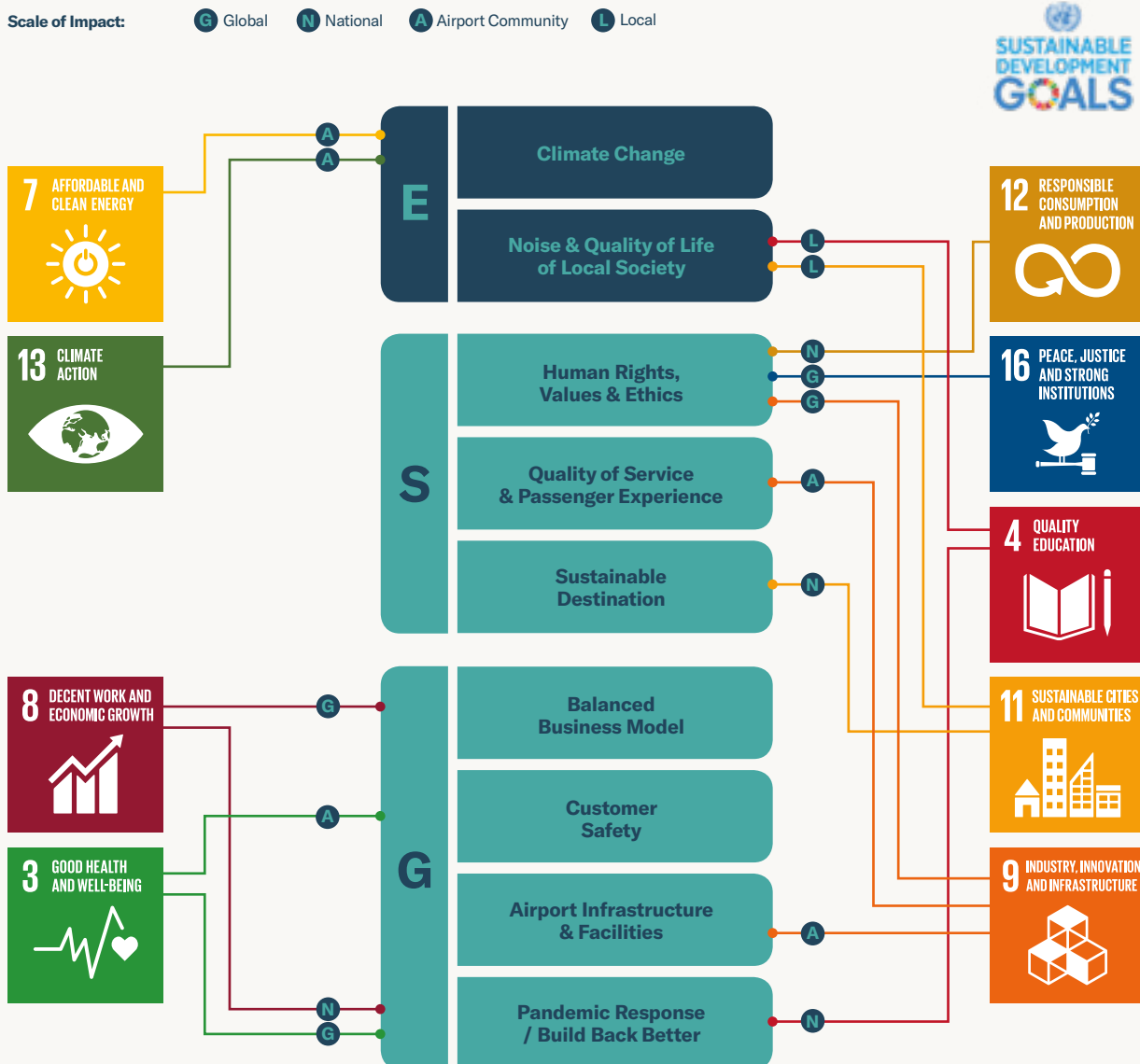


## Linking AIA's business objectives with the Sustainable Development Goals

In line with the Airport Company's sustained commitment to the United Nations Global Compact, AIA adheres to the related sustainability principles for Human Rights, Labour Relations, Environmental Impact and Anti-Corruption. Furthermore, the Airport Company acknowledges the United Nations' Sustainability Development Goals (SDGs) and the Agenda 2030, contributing to global sustainability. Regardless of size and industry, all companies can contribute to the achievement of the SDGs by carrying out business in a responsible manner while pursuing opportunities to address societal and environmental challenges through innovation and collaboration. Global challenges – ranging from climate change, water

and food crises to poverty, conflict and inequality – drive the transformation of business models and the embedding of globally acknowledged values in everyday business. Hence, the 17 Sustainable Development Goals can be directly correlated with business activities. This is also the case for AIA, as its sustainability issues directly impact the majority of the Goals. That correlation with material issues is presented below. To a lesser extent, AIA also contributes to the achievement of other SDGs; a table in the Appendix of this Report illustrates the connection of all AIA's identified sustainability issues with the SDGs.

### AIA's top Material Issues correlated with Sustainable Development Goals



## The Annual & Sustainability Report

For the Annual & Sustainability Report 2020, AIA retains the combination of financial and socio-economic data, presenting the full spectrum of its activities in a sole publication. The content is divided in chapters covering the Airport Company's Identity, Business & Operational Performance, Financial Performance, Human and Intellectual Capital, and Environmental and Social Performance. In addition, a special chapter on the Airport Company's response to the pandemic is also included this year.

An independent audit firm has reviewed certain disclosures included in the report and their report, the Assurance Statement, is included in the Appendix: Sustainability Indices. All stakeholders have access to the Annual & Sustainability Report 2020 via the Company's corporate website. More digital publications, such as the "Aerostat" publication on airport statistics (in English), the "Care for the Environment" publication (in Greek and English) and the quarterly free-press magazine "2Board" (in Greek and English), which is distributed in the Terminal buildings, all complement this report.

## Managing non-financial performance

The Airport Company develops and implements appropriate responses to sustainability challenges considering stakeholder views. The Company's annual corporate scorecard includes sustainability related objectives for measuring the company's performance. The attainment of these objectives is linked to the evaluation of AIA Management's and employees' performance. In particular, the areas in which non-financial performance objectives were set on a corporate level, as part of the Operational Scorecard were: Efficiency of critical systems, Airport Service Quality, Climate Change Action Plan, Community Engagement Action Plan and Human Resources development. Charts and tables with performance specifics for all above are found in the following chapters of this report, along with specific mentions regarding the attainment of corporate targets.

### Industrial Affairs and Sustainability

AIA is a member of business associations which are active in enhancing sustainability in business practice and actively participates, as well as -in certain cases- organises, various sustainability networking initiatives, through which the Airport Company has the chance to share its practices and expertise. In 2020, due to the restrictions related to the COVID-19 pandemic, such networking events were held in virtual manner.

AIA is a Board member of the Local Network of the United Nations Global Compact. The Airport Company's representative also chairs the CSR Committee of the Hellenic-American Chamber of Commerce, which in 2020 organised a number of sustainability-focused events, including its 18<sup>th</sup> Annual CSR Conference under the title "Tribes: Joined by Purpose". Furthermore, AIA, through its membership in SEV Business Council for Sustainable Development (SEVBCSD), as well as in ACI EUROPE Environmental Strategy Committee commits to addressing Climate Change, which is increasingly driving European policies in the fields of air transport and tourism, as well as the travellers' behaviour.

Since 2018, AIA is one of the ambassadors of the ACI EUROPE initiative for the development of a comprehensive sustainability strategy for the airport industry. The second revision of the ACI EUROPE Sustainability Strategy for Airports (SSA), released in November 2020, was used by AIA to update its Materiality Analysis. With the support of AIA, the ACI EUROPE SSA is under continuous development towards becoming the Industry Standard for Sustainability.

## Recognition of AIA's Sustainability Management Expertise

In 2020, despite unfavourable conditions, AIA's expertise in Sustainability management and networking was further recognised: the Company was hired to offer consulting services on Sustainability Strategy to the Hermes Airports company in Cyprus. AIA's experts supported the Hermes management team to devise their Sustainability strategy in line with the ACI

EUROPE SSA, including a Materiality Analysis, Stakeholder Mapping and drafting a Corporate Sustainability Policy.

In 2020, AIA was also recognised by its peers in the Greek market and was presented with the Award for Best Sustainability Report at the 2020 Corporate Affairs Excellence Awards.

## 2

# Company Response to the COVID-19 Pandemic Crisis

## Pandemic Response / Build Back Better (M)

In the early stages of the situation, and well before the official declaration of the pandemic outbreak in March, AIA started preparing response measures primarily concerning business continuity and ensuring a safe workplace environment for all employees and the collaborating entities. A Management team, appropriately titled EReTeCo (Emergency Response Team – Coronavirus) was swiftly established under the coordination of the Airport Company's Chief Operation Officer, involving distinct disciplines across the Airport Company's activities, interfacing with AIA Employees, Airport Community Stakeholders, State Authorities, Service and Goods Providers, Local communities, etc. Particular measures were foreseen for addressing the risk that a large portion of the workforce would be unable to work during a specific period (either as a precaution or due to illness) as well as for addressing cases where providers of business-critical services or goods would not be able to supply AIA. A relevant Manual with distinct escalation levels was prepared and communicated to involved parties and subsequently updated as the situation evolved.

Upon the World Health Organisation's (WHO) declaration of the "global pandemic" on 11<sup>th</sup> March, the Airport Company escalated its response to the appropriate "continuous alert" mode in line with the instructions and guidelines issued by the competent National Public Health Organization (EODY). Thereafter, several mea-

asures addressing operational, financial and human resources issues were put into effect. A corporate-wide transformation was initiated to enable employees' remote work providing equipment, collaboration platforms and connection lines. At the same time, regular practices were introduced for situation monitoring (e.g. incidents) and bulletins to the Airport Community stakeholders were issued, continuously updating information on flight restrictions by origin/destination countries and health measures imposed by EODY.

Concerning the travelling public and in compliance with the European Union Aviation Safety Agency's (EASA) recommendations on monitoring social distancing and mask use in the terminal areas, AIA launched an awareness campaign including Frequently Asked Questions on the corporate website regarding travel procedures and health and safety measures. Other measures included installing polycarbonate partitions at several offices, desks and areas, floor markings to designate appropriate social distancing, reconfiguring nearly 6,000 seats and placing hand sanitisers throughout the Terminal.

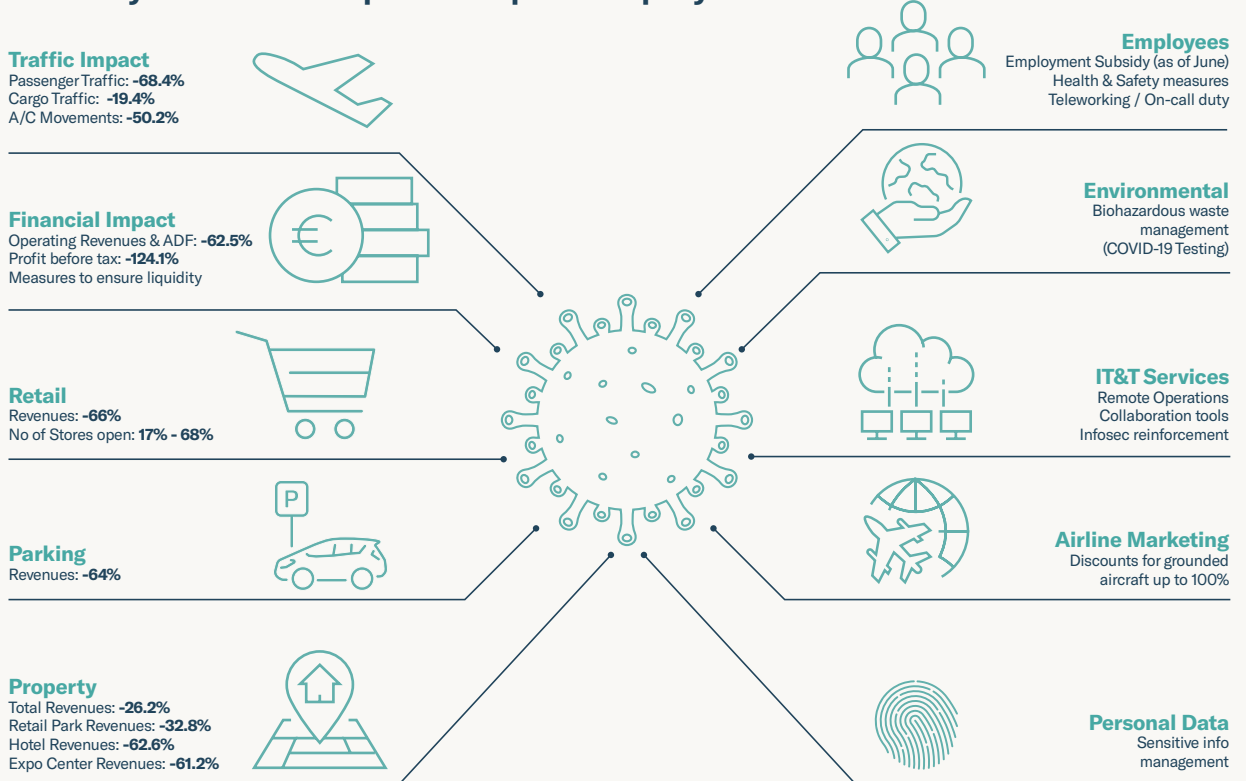
Upon the pandemic outbreak, the Airport Company proceeded with immediate and continuous cost control efforts to mitigate the effect on financial performance and accomplish financial stability. A mix of measures was introduced, including a review of outsourcing contracts,

Material Issues discussed in this chapter / Associated SDGs:

1 *Pandemic Response / Build Back Better*



## Summary of COVID-19 impact at Airport Company



an employment plan aligned with the government subsidised work-sharing programme (“Syn-ergasia”) and a reduction of all non-critical operating expenses to the absolute essentials. In order to secure liquidity, several actions were put into effect, including deferment of the principal loan repayments due in 2020, a new loan of €140 million, postponement of most of the Airport Company’s CapEx, deferment of the 2020 Grant of Rights Fee payment and other actions elaborated in more detail in the Financial Statements’ Highlights herein.

On 13<sup>th</sup> May 2020, the European Commission (EC) released a package of guidelines to help the tourism & transport industries overcome the COVID-19 impact. These included a coordinated approach between the EU States for restarting tourism & transport services, such as guidelines on lifting travel & border restrictions, basic principles & sanitary measures for each transport mode to limit transmission risks during travel and guidelines on resuming tourism services (including recommendations on Airlines for handling passengers’ vouchers and refunds for cancelled flights). At the same time, in line with the related government announcements, AIA launched a Restart Plan, following approval by the relevant Ministries and EODY. The Restart Plan introduced new operational conditions comprising social distancing rules, personal protective equipment (obligatory use of mask), markings and signage, procedures upon identifying a suspicious or an infectious case, ventilation rules, cleaning and disinfection, informative material to passengers and personnel.

Throughout the crisis, collaboration with State Authorities was close at all levels, as in the example of AIA’s daily Flight Data transfer delivered to Civil Protection, relating to the health protocol for arriving in Greece passengers (Passenger Locator Form - PLF).

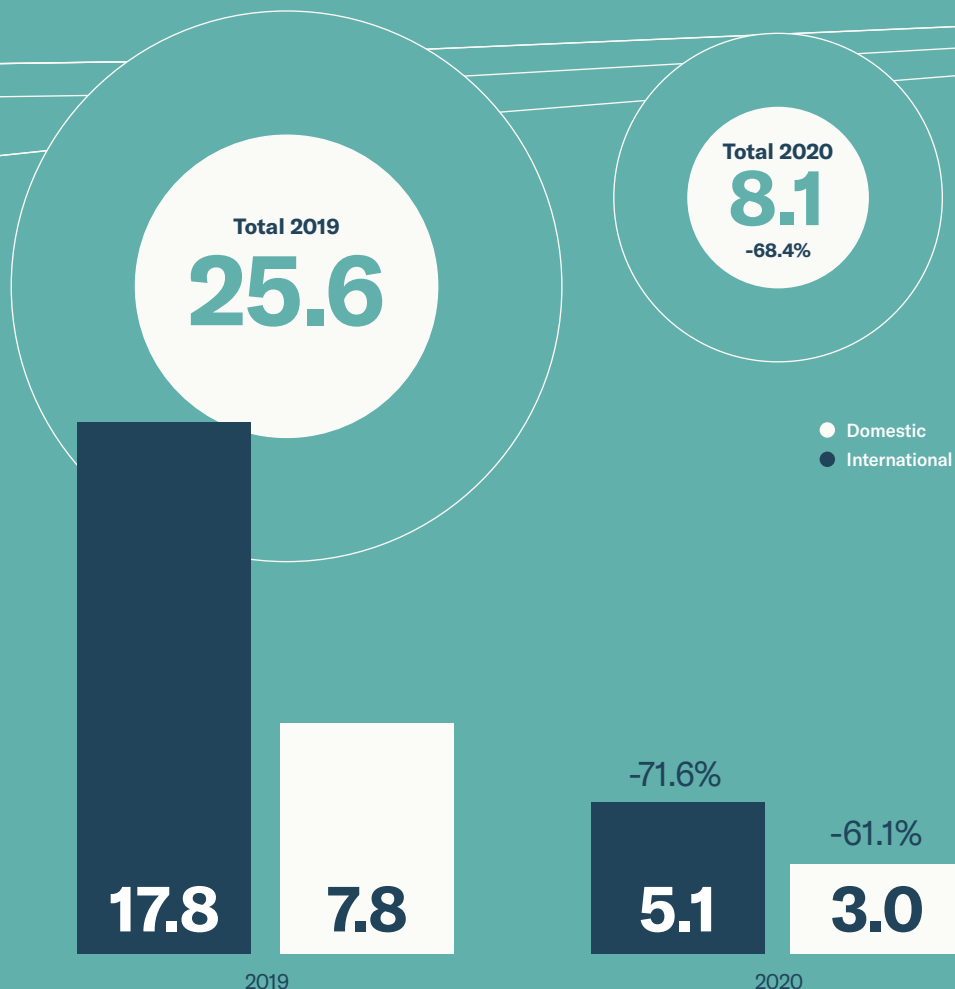
At the end of May of 2020, AIA was one of the pilot airports that signed the EASA Aviation Industry Charter for COVID-19, in line with the EASA-ECDC COVID-19 Aviation Health Safety Protocol for facilitating recovery of air travel within the European Union. As part of this commitment, AIA supported a new performance monitoring system that involved new metrics, collaboration across the Airport Community and weekly reports to EASA. This reporting process was initiated in July 2020 and was maintained throughout the year.

Despite the profound impact on business, AIA contributed to the nationwide effort to strengthen the National Health System by providing ten (10) respirators, a significant contribution considering the fierce global demand and shortage of supplies.

For the remainder of the year, the Airport Company was able to continuously adapt its crisis management to effectively respond to changing conditions in externalities such as flight restrictions and imposed health measures. Adverse effects of the pandemic’s second wave in October 2020 and the resulting national lockdown early in November 2020 came with high hopes springing from the vaccines’ development and rollout.

# 3 Business & Operational Performance

Total number of passengers (mio) (including transit passengers)



Material Issues discussed in this chapter / Associated SDGs:

1 Airport Infrastructure & Facilities



2 Customer Safety



3 Quality of Service & Passenger Experience



Variation calculated on the primary figures prior to conversion to mios

## At a glance:

# 59

Carriers

# 51

Countries

# 126

destinations-cities

The top five international destinations are still all within Europe:

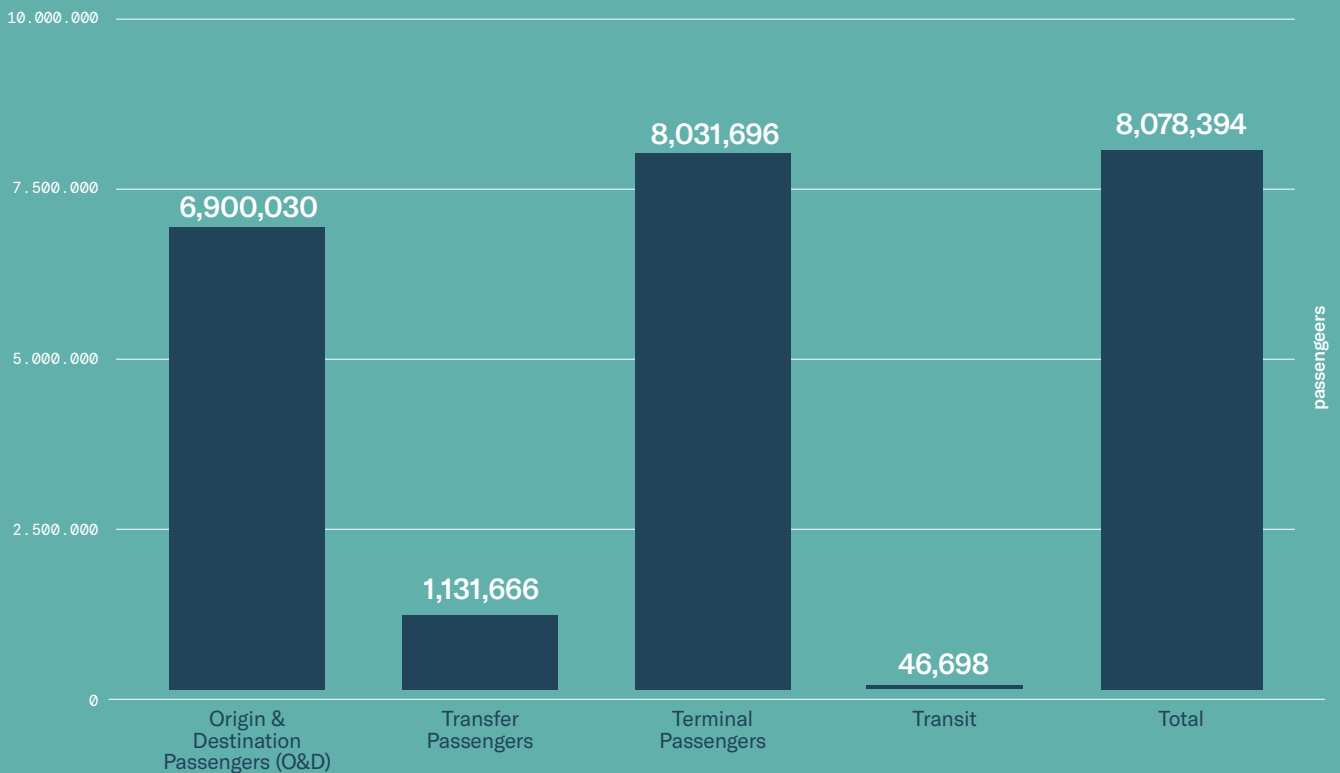


The top five domestic destinations:

Thessaloniki  
Heraklion  
Thira/Santorini  
Rhodes  
Chania



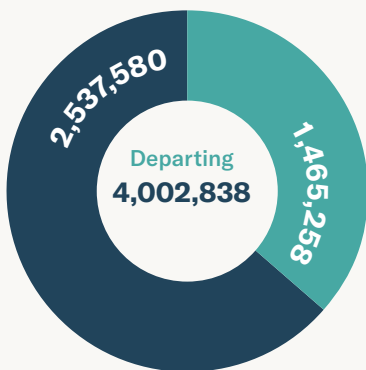
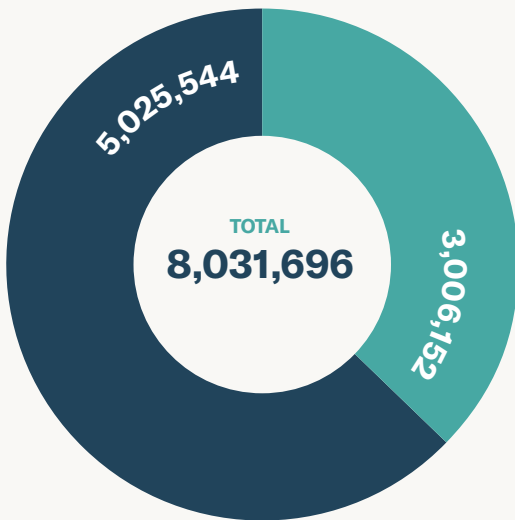
## 2020 Total number of passengers by type of airport use



**Note:** The breakdown in O&D and transfer passenger is an estimation based on the 2020 Passenger Survey's results. The breakdown of terminal passenger is an estimation of O&D passenger and transfer passengers.

**2020 Total number of arriving & departing passengers**  
(not including transit passengers)

- Domestic
- International



**Impact on Traffic**

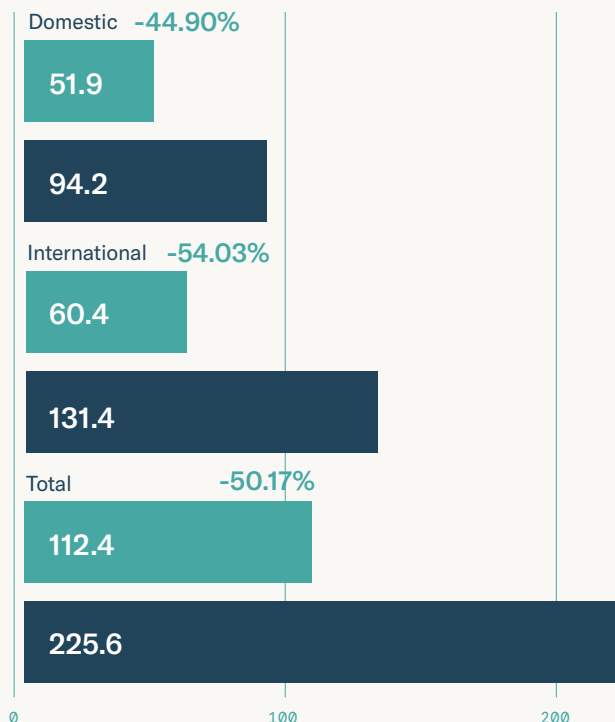
Overall, 2020 ended with traffic at Athens International Airport amounting to 8.08 million passengers, 68.4% lower than in 2019, corresponding to a passenger traffic loss of 17.5 million passengers. This sharp traffic drop was due to the COVID-19 pandemic impact from March to December 2020. In line with the industry-wide observations, domestic passengers were slightly less affected than the international ones, presenting a 61.1% decrease compared to 2019, vis-a-vis the 71.6% drop in international traffic.

The Hellenic Republic and other countries introduced travel restrictions, following the epidemiological situation and the National and International Health Institutions' respective guidelines. Effects on traffic were first witnessed in March and quickly deteriorated leading to practically zero passenger traffic by the end of the month. In the second quarter of the year, the impact on air travel peaked, with April and May featuring only minimal airline operations. A gradual but slow improvement was observed as of the end of May and mid-June onwards for domestic and international traffic respectively, along with the progressive easing of restrictions. During the third quarter of the year, a gradual lifting of the imposed anti-epidemic measures including international travel restrictions commenced globally and resulted in a short-lived recovery since the second wave of the pandemic emerged in October and severely affected traffic in the fourth quarter of the year.

**Aircraft movements (take-offs & landings)**

*Variation calculated on the primary figures prior to conversion to thousands*

- 2020
  - 2019
- thousand





In 2020 (also taking into account the period before the pandemic), Athens was directly connected with scheduled services with 126 destinations-cities (157 in 2019), in 51 countries (55 in 2019), operated by a total of 59 carriers (66 in 2019). Aircraft movements amounted to 112.4 thousand in 2020, 50.2% below the respective 2019 levels, witnessing a relatively milder decline than that of passenger demand, with domestic operations having been reduced by 44.8% and international services by 54.0% compared to the respective 2019 figures.

Despite the pandemic impact leading to a reduced cargo capacity, total cargo traffic was less impacted in 2020. According to the preliminary results, approximately 75,550 tonnes of cargo traffic contained the overall decrease at a mere 19.6% compared to 2019. Further to the charter cargo flights that operated during the pandemic (consisting of both humanitarian flights as well as passenger aircraft operating as freighters), the integrators' (DHL, TNT/FedEx and UPS) increasing performance proved to be a growth driver since they were the only scheduled cargo flights that operated without any interruption.

**Airline Marketing & Pricing Actions**

The annual consultation with the Airport users was held in January 2020 under the Airport Charges Directives (2009/12/EC) as transposed to the Greek legislation (PD 52/12). Following the consultation, the Airport Company announced that

all Airport fees remain unchanged with no increase for the twelfth consecutive year.

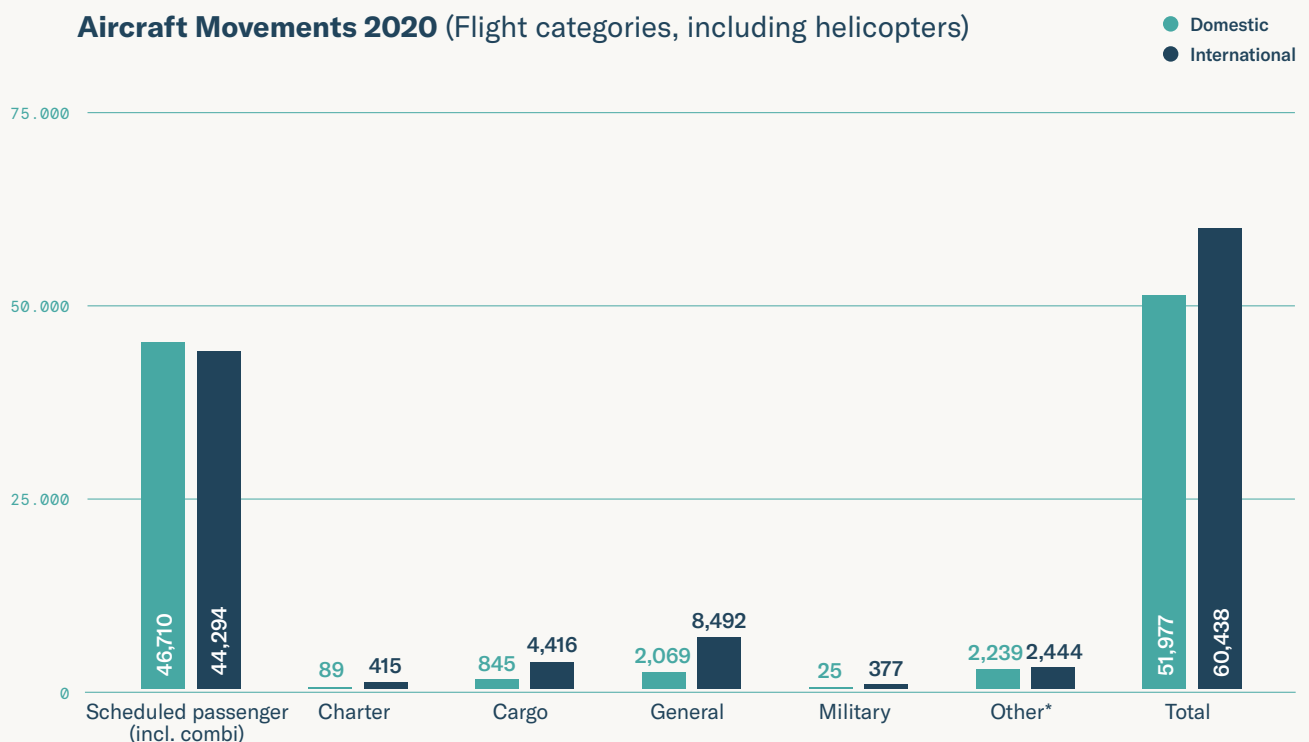
The spread of the pandemic effects across the Airport operations has also heavily affected strategic marketing actions and activities. As airlines' decisions on future route planning and development froze and became subject to governmental restrictions and approvals, there was no room for remedial steps or growth discussions.

Temporary measures were implemented to offer cost mitigation to operating airlines during the lockdown periods:

- **March to June 2020:** a 100% discount on aircraft parking for grounded aircraft (>48hrs/home-based carriers) and a 50% discount on parking charges for all other aircraft
- **25<sup>th</sup> October 2020 onwards:** a 50% discount on aircraft parking for grounded aircraft (>24hrs/home-based carriers) and a 20% discount on parking charges for all other aircraft.

Considering the total suspension of the aviation and tourism industries, the Airport Company adjusted its existing incentives' policy by waiving part of the conditionalities for discounts eligibility to immediately respond to the prevailing market conditions and support to the extent possible airlines that maintained operations during the adverse period of travel restrictions.

**Aircraft Movements 2020 (Flight categories, including helicopters)**



The day and night segregation cannot apply since the Airport operates 24/7 and there is no night curfew (night restrictions).  
 \*Other: Ambulance, Technical stops, Training, Positioning, Special (FAA/Government), Technical Test.

### Cargo Traffic (in/out) 2020-2019

thousand tonnes	inbound cargo		outbound cargo		Total	
	2020	2019	2020	2019	2020	2019
Cargo Aircraft	25.0	19.9	21.6	14.8	46.6	34.7
Passenger Aircraft	10.1	21.8	19.1	37.6	29.2	59.4

### Cargo Traffic (domestic/international) 2020-2019

thousand tonnes	2020	2019	Var%
Domestic	5.30	6.35	-16.7
International	70.50	87.65	-19.6
Total	75.80	94.00	-19.4

### Domestic Cargo Uplift 2020-2019

tonnes	2020	2019	Var%
Freight in	0,899	1,333	-32.5
Freight out	3,696	4,025	- 8.2
Mail in	0,186	0,280	-33.7
Mail out	0,691	0,711	-28.9
Cargo in	1,085	1,613	-32.7
Cargo out	4,202	4,736	-11.3
Total	5,287	6,349	-16.7

### International Cargo Uplift 2020-2019

tonnes	2020	2019	Var%
Freight in	32,241	36,367	-11.3
Freight out	34,470	44,066	-21.8
Mail in	1,784	3,647	-51.1
Mail out	2,002	3,569	-43.9
Cargo in	34,025	40,013	-15.0
Cargo out	36,472	47,636	-23.4
Total	70,496	87,649	-19.6

## Market Presence (Airline Development)

AIA's incentives have been part of its aeronautical policy since the beginning of its operations. Discounts offered to the airlines within AIA's Development Incentive Scheme constitute business cases and a risk sharing instrument aiming to support airlines in their efforts to introduce new routes and frequencies. These incentives, which have been complemented with additional targeted ones since 2012, have been constantly reviewed and fine-tuned taking into account the prevailing market conditions. More specifically for 2020, taking into consideration the devastating impact for the pandemic on

the aviation industry, the Airport Company complemented the existing scheme with an additional component, "Aircraft-related charges temporary adjustment" a discount on parking charges for winter season 2020/2021 for supporting airlines.

AIA's incentives continue to be applied in a fully transparent and non-discriminatory manner and they constitute a profitable business case. The majority of the operating carriers made use of one or more targeted or development incentives, many of which benefited further by receiving marketing support actions.

## Airport Infrastructure & Facilities (M)

### Infrastructure projects

Following the pandemic's impact, the Airport Company suspended the majority of CapEx spending, including any works or plans for expanding its capacity. It did however carry out projects related to compliance or deemed of critical importance. Specifically:

- An international tender for upgrading the security screening equipment of the baggage handling system to Standard 3 in compliance with regulatory requirements, was launched in March 2020; the Company entered into an agreement with a recognised, internationally experienced contractor in September 2020.
- Installation of the new Pre-Conditioned Air Supply System, serving parked aircraft at the MTB and STB apron areas, was completed in 2020 Q2.
- Upgrade of the Building Automation System (airport-wide platform for the monitoring, operation and control of the electromechanical facilities such as HVAC, MV/LV distribution, lighting, people movers, PBBs and 400Hz) commenced in the third quarter of 2020. The upgrade involving both

replacement of hardware controllers, servers and network devices as well as enhancement of software applications and operating systems, is expected to be gradually implemented and conclude in 2022.

- In the fourth quarter of 2020, the upper layer (friction course) of 33,000 sqm of runways and rapid exit taxiways were resurfaced.
- The Flight Information blackboards at the Main Terminal Building were replaced with three (3) new Flight Information Boards using LED technology, not only enhancing the Airport's digital services offering but also allowing the display of additional digital content such as pictures, videos and information from online sources.
- The Company's IT&T also furthered the replacement of manual processes with digitalised, cloud-based solutions. Initiatives included digitalising-automating the ID cards issuance, a new Business Process Management platform, introducing Digital Signature, automation functions for the Secure File Transfer Platform and a new knowledge base "Info Corner" to enhance communication and disseminate information fast.

## Airside & Terminal Services

The drastic decline in both aircraft movements and passenger numbers necessitated a highly scaled-down mode of operations, a partial shutdown of certain facilities and minimum staffing, in line with actual demand and workload for saving valuable resources.

Nevertheless, front line personnel were present around the clock to assist with passenger flow, queue management and arrival and transfer processes. AIA's personnel also monitored state requirements that applied to the travelling public each time (negative PCR test, e-PLF forms). Testing and queueing areas were established to ensure that passengers were appropriately processed and appropriate COVID-19 medical testing

facilities, operated by the competent health authorities, were installed at the arrivals area.

Despite the record low traffic, AIA personnel facilitated over 1.6 million passengers and visitors, dealing primarily with COVID-19 procedures and restrictions and the induced uncertainty. AIA's call centre handled nearly 350,000 telephone enquiries, 92% of which were answered within 20", and earned a Gold Award as the best call centre in Greece. The Airport Company's email address [airport\\_info@aia.gr](mailto:airport_info@aia.gr) received more than 7.500 enquiries in 2020, all addressed timely with diligence.

Cleaning and disinfection processes were updated based on new state regulations and international best practices. Consequently, new schedules and routines emerged, including usage of new specialised products, such as sanitising liquids and dispensers. Upon any infection incident, disinfections were carried out following health authorities' instructions.

The Airport Company entered into an agreement with a leading medical centre to provide COVID-19 testing to passengers and AIA and the Airport Community's employees at dedicated testing facilities in the Main Terminal Building.

Regarding security, on top of the regular procedures, several precautionary measures were introduced to protect passengers and employees without compromising aviation security controls' effectiveness. Apart from generally applied measures (such as social distancing, availability of hand sanitisers, protective equipment for personnel, rotation of crews to avoid cross-infection and disinfection of common use surfaces), the Company's Airport security engaged in operations-specific measures such as avoiding person-to-person screening techniques, increasing Explosive Trace Detection (ETD) sampling, etc.

## Information Technology & Telecommunications

A massive effort was put in place for introducing new and efficient solutions to allow for the Airport's seamless operation. The new services that were introduced allowed for remote operations where needed while securing a smooth travel experience for passengers and flawless communication and information flow to Airport users and partners.

As the IT&T priorities had to change urgently in line with the corporate response plan, new IT services were introduced or existing ones were upgraded. Working from home necessitated the upgrade of Internet routers and external firewalls and the replacement of "AIA Proxy Server" to address the significantly

increased volume of remote work, safeguarding at the same time the systems' availability and responsiveness, as well as the critical Information Security aspects.

The upgrading of remote VPN access and the enhancement of the Virtual Desktop Infrastructure were both accomplished on fast-track procedures allowing utilisation of both the corporate devices and the employees' personal computers to connect safely to the corporate working environment. Improving and further exploiting the capabilities of collaborating tools such as Microsoft Teams and SharePoint provided excellent platforms to replace physical presence at work and meetings.

## Consumers and Property Business

### Retail Services

The pandemic brought about a profound effect on the terminal's shopping centre, which produced revenues of €22.8 million versus €68.0 million in 2019, plummeting 66%, close to the passenger traffic decline of 68%. All commercial categories were heavily affected, yet those linked to international traffic suffered the most, namely Duty-Free sales by 79% and Currency Exchange by 78%.

Within this unfavourable business context, AIA spared no effort in safeguarding the long-standing business relationships with its commercial partners, offering business support and operational flexibility as needed. In this way AIA kept almost all Concessionaires onboard during this extraordinary crisis who complied with the agreed payment terms and guarantees throughout 2020, similarly to recent years.

In 2020, stores' operations adapted to the pandemic-driven conditions and requirements and followed a dynamic business pattern, also addressing government restrictions each time. The open stores at the Main Terminal Building ranged between 20 during the all-time traffic low of April to 80 in late summer, averaging at 40-50 (out of 116) for the rest of

the year. AIA cooperated closely with its Concessionaires to ensure availability of key commercial services to passengers on a "supply to exceed demand" basis. Several infrastructure interventions were made to ensure the stores' operational readiness in compliance with the new regulations, such as the installation of partitions at cashiers, adjustment of F&B seating areas, enforcement of social distancing at queues and installation of automatic vending machines for sanitary equipment at various points of the Terminal.

### Landside Services

In 2020, parking revenues were 64% down versus 2019 to reach €5.1million, directly affected by declining traffic. Revenues from the railway station stood at €0.8 million, down by 69%. Given the cut down of the landside business scope, landside services costs were drastically reduced by 40% to partly counter the revenue drop.

In order to retain income, customers were offered upgrades from Economy & Long Term to Short Term parking areas, where price adjustments were made to sustain business and overcome competition. Operation was largely affected by health & safety protocols, encouraging pre-booking processes to

minimise physical contact. Remote long-term parking areas were closed temporarily.

### Property

The pandemic effect drove Property related revenues to €14.7 million versus €20.0 million in 2019, a reduction by 26.2%. The big-box retail outlets of the Retail Park, i.e. IKEA, KOTSOVOLOS, FACTORY OUTLET and LEROY MERLIN, remained closed for approximately four months due to the imposed lockdowns, with only a small part of the business recovering via online sales, altogether recording a 32.8% drop versus 2019.

The METROPOLITAN Exhibition & Conference Centre housed planned events until February 2020 and remained closed

thereafter till the year end, signifying a revenue drop by 61.2%.

The Airport Hotel ceased operations in March and reopened in July 2020 but with a strikingly low performance for the remaining year, thus concluding to a 62.6% drop in revenues.

SHELL Fuel Stations remained open for service (throughout the year), yet poorly performing due to the reduced traffic and the shrinking of the Airport Community.

To alleviate crisis effects on tenants, the Ground Concessions' minimum annual guarantees (MAG) were adjusted to reflect lockdown periods and year-round turnover drop. In regards to the Leased Spaces, AIA discounted fixed rents as per the applicable state laws.

## Operational Effectiveness

The Business Continuity Programme (referred to as BCP) constitutes a principal element of AIA's Risk Management System and focusses on building and improving company's resilience and the capability to maintain critical business functions during an incident. It aims at identifying those systems and services that affect airport critical operations and invest in the establishment of specific action plans in order to mitigate the impact of critical infrastructure failure and secure their recovery at an agreed level and time objectives. For this purpose, each BCP scenario has been developed including the following information: a) The initial response to an incident, b) the necessary controls and measures (so-called contingency plans) developed for each critical infrastructure to recover from such events at an alternative site within agreed time frames, c) the engagement of necessary resources, either in-house or

outsourced, to resume normal operations as soon as possible, and d) the development of the required procedures and work instructions summarizing the actions above. Furthermore, increased emphasis has been placed in the development and execution of business disruption rehearsals, which are implemented on an annual basis in order to continuously improve and verify the adequacy of the established measures, and most importantly, to provide hands-on training to the personnel involved for the response and recovery activities. In addition, the Maintenance Contractors' financial viability risk for providing support services on the Airport's critical systems/procedures is regularly assessed, not only before awarding the contract but also during its execution. In particular, we assess the contractor's business continuity and capacity to provide quality services as per the agreement Terms.

### Critical Systems Availability

	2020	2019
Baggage Handling System	99.96%	99.84%
Medium Voltage	100%	100%
Airfiled Lighting	100%	100%
Passenger Boarding Bridges	99.98%	99.98%
Average of UFIS/FIDS, CUTE, Voice & Data Networks	100%	100%

**Note:** Calculated based on the failures down time of these systems

### Customer Safety (M)

The Airport Company remains firm on the commitment for safe, secure, efficient and value-adding services rendered by a well-coordinated Airport Community to create an exceptional experience to the travelling public.

The Airport Company implemented the annual Safety Action Plan and achieved the objective of maintaining a high aviation safety level amidst the pandemic repercussions. To maintain increased Safety awareness, the Crisis Planning & Emergency

Management Department organised seven (7) emergency drills at the Airport, including the Annual Partial Scale Emergency Exercise, which involved an "Aircraft accident on Airport". The drills engaged all necessary Airport stakeholders and assessed effectiveness of the emergency response processes and procedures. Authorities found no regulatory discrepancies or non-compliance with the Airport's Aviation safety system during the year. In year 2020, there were no cases of AIA

noncompliance with regulatory and/or voluntary codes, as regards Aviation Safety.

To ensure the health & safety of the travelling public, all common and technical areas were regularly inspected for compliance with legal provisions and the Airport Company's corporate rules and procedures. In 2020, AIA performed ten (10) health & safety audits to various stakeholders of the Airport Community.

### Aviation Safety (Key Performance Indicator)

	2020	2019
Irregularities handled / 100, 000 aircraft/ helicopter movements <sup>1</sup>	20.45	22.60

**Note:** 1. 2020 total number of aircraft movements: 112,415

### Emergency Response System (Breakdown of Incidents) 2020-2019

AIA's emergency response system responded to 39 Incidents

	2020	2019
Structural Fire	0	1
Security Event	2	5
Full Emergency	2	15
Local Standby	10	31
Medical Emergencies	14	39
Incident On Airport Involving Aircraft	9	14
Incidents Not Involving Aircraft	2	4
A/c removal	0	1

### Performance Statistics / Emergency Events 2020-2019

2020 Mobilization of Airport Hellenic Fire Corps	2020	2019
A/C emergencies	14	54
Fire Alarms	198	265
Traffic accidents	4	3
Fuel/Gas Leaks	13	16
Other (i.e.fire on cars, animal rescue)	5	13
Fire protection for a/c refuelling with pax on board	676	493

### Performance Statistics / Emergency Events 2020-2019

2020 Mobilisation of Airport Services Emergency Medical Care (ASEMC) per 100,000 movements	2020	2019
Arrived alone	1,150	1,605
Arrived with ambulance	473	801
Transportation to hospitals	88	112
Treated in-house	1,535	2,294
Passengers	500	956
Personnel / visitors / guests	1,122	1,450



## Quality of Service & Passenger Experience (M)

With a strong commitment to creating a positive passenger experience by providing high-quality services, personnel of the Terminal Services Department were available around the clock to assist passengers, visitors and Airport users, through AIA's call-centre, e-mail service (airport\_info@aia.gr) or in person. Support was provided both at the Information Counters located in central points of the Departures and Arrivals Concourses and freely throughout the premises by mobile customer care agents. Airport Information Services Supervisors also supported the Press Office offering timely and accurate information on issues regarding Terminal operation, to be used at the Airport's social media accounts. As always, AIA continuously monitored passenger satisfaction through a number of channels ranging from structured surveys to immediate feedback communication. The results were forwarded to the involved departments through the monthly notification process, compiled and annually presented to the Management, who led the continuous improvement process. Passenger Survey\* resulted in an evaluation score of 4.35 (on

a 5-point scale), signifying passengers' confidence in the Airport premises during the pandemic situation.

Assistance services provided to Persons with Disability and Reduced Mobility (PRM) were reduced by 71% compared to 2019 due to the COVID-19 pandemic. Despite the heavy traffic reduction, however, PRM travellers greatly appreciated the services offered, as witnessed in the increased score of 4.9 out of 5 of the survey\*. In collaboration with the National Confederation of Persons with Disability, AIA organised an awareness seminar for 45 trainers from both the Airport Company and the Assistance Services Providers. A similar analysis was carried out on passenger comments registered on the corporate brochure "Your Opinion Counts", available both on the Terminal premises and through the corporate website, also incorporating the comments received through social media (Facebook and Twitter). The Company handled more than 1,681 comments originating from nearly 991 passengers and responded in an average time of 7.8 days at a custom response rate of 96,5%.

\* Due to the COVID-19, from both surveys the data collection from April until June as well as from November until December 2020 have been excluded.

### Passenger Service Parameters

	2020	2019
Call-Centre Service Level (% calls answered in under 60 sec)	92.29	97.87
Call-Centre Efficiency (% calls answered / total calls received)	98.71	98.88
Average Waiting Time for Check-in (min)	5	8.4
Average Waiting Time for Security Screening (min)	1.5	1.8
Average Response Time to Passenger Comments (days)	7.8	8.4
Customisation rate of responses (custom total responses)	96,5%	93%
Baggage Handling - Shortshipped Bags (per mio bags handled)	3	5
Baggage Handling - Average time for First Bag reclaim (min:sec)	15:16	16:51

## Protection of Personal Data

During the pandemic crisis, the critical role of protecting the personal data of the public emerged, in light of the widespread need for medical testing, incident tracking and reporting, that involved handling of sensitive personal data, of billions of persons worldwide. To that end, legal provisions as well as guidelines from the Hellenic Data Protection Authority and EU competent entities, set the pace to Data Controllers and Processors to comply with the principles of data processing and the provisions for adequate organisational and technical measures.

Within the aviation sector, we anticipate developments in cy-

ber security challenges, as well as, a substantial public debate on issues relating to passenger check-in through biometrics, the processing of personal data in fields like the adoption of immunity passports, contact tracing, as well as, databases on the health status of the general public.

In view of the above, AIA, monitors closely the respective regulatory developments and ensures that the Corporate Personal Data Management System adheres to applicable stipulations of GDPR, national legislation and accompanying guidelines, while, at the same time, performing related compliance monitoring on business partnerships.

# 4 Financial Performance



Material Issues discussed in this chapter / Associated SDGs:

1 *Balanced Business Model*





## Balanced Business Model (M)

AIA has allocated appropriate people, tools, methodologies, processes and resources for the management of financial performance. In addition to legal requirements for financial recording and monitoring, AIA has in place various levels of controls through systems (such as the Corporate Business Information System), central and decentralised financial monitoring (through Accounting, Procurement, Corporate Finance, Treasury, Business and Corporate Controllers, Internal Audit), effective procedural controls and business

performance tools (e.g. Value Based Management). The corporate financial performance cycle includes financial planning (business plan, budget) and financial reporting (monthly, quarterly and annual results), ensuring proper monitoring and adjustment (e.g. through quarterly latest estimates) of our financial performance. Given the importance of financial performance from a legal and compliance as well as a business perspective, the company continuously enhances the related mechanisms.

## Operating Revenues & ADF

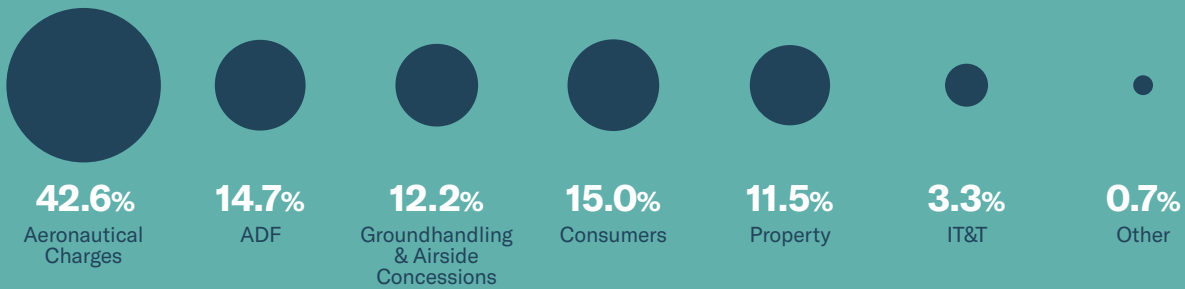
This year was marked by the escalating situation of coronavirus pandemic that resulted in an unprecedented disruption in various business sectors and global air transport, signifying the worst crisis in the aviation history and producing significant damages for the Airport Company. The evolving impact of the COVID-19 pandemic upon the airport industry and Athens Airport in specific, started at the end of the first quarter of 2020 with countries' travelling bans, airlines' limiting or ceasing operations, compulsory closure of commercial activities, etc. This disruption peaked during the second quarter, while no significant recovery was possible during 2020, other than some signs of a tentative recovery during the third quarter of the year, before traffic dropping down to minimum levels again as of November, when the new lockdown measures and travel restrictions were reinstated. For this reason, 2020 Operating revenues (inclusive of AIA's share from the Airport Development Fund) of the Airport Company amounted to only €194.4 million, lower by 62.5% (or €324.0 million) compared to the previous financial year, with all revenue streams being affected by the crisis.

Aeronautical revenues (inclusive of AIA's share from the Airport Development Fund), were €111.3 million or 57.2% of the total income. Revenues from Airport charges were €82.8 million, lower by 65.0% versus prior year and the Airport Company's participation in the Airport Development Fund (ADF) reached the amount of €28.5 million, lower by €63.0 million or 68.8% in comparison to the prior financial year. Following the consultation process, AIA maintained all charges unchanged without

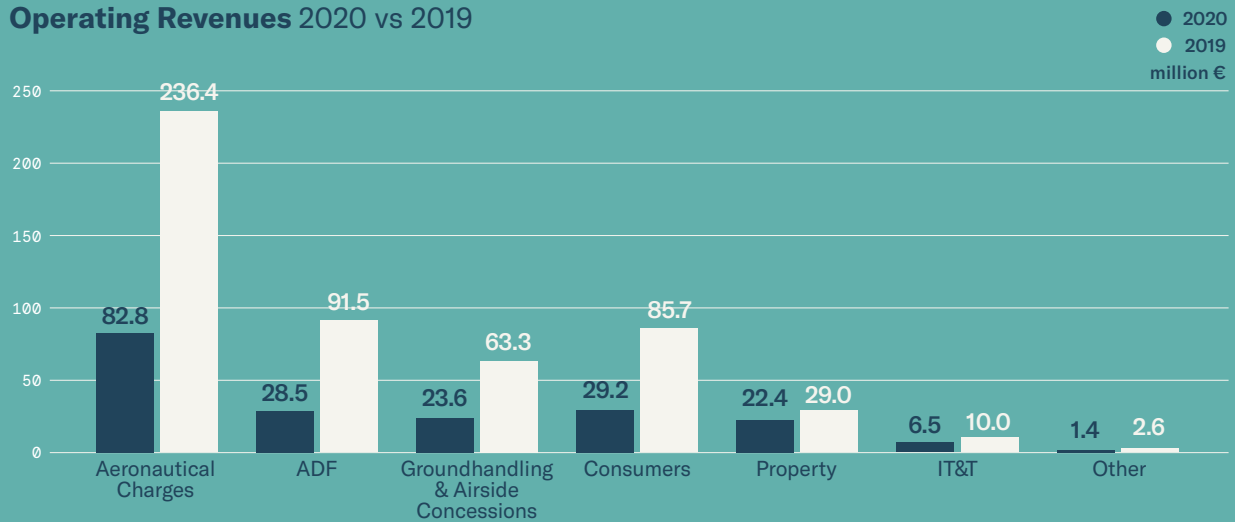
any increase. Furthermore, temporary measures were implemented to offer cost mitigation to operating airlines during the lockdown periods, i.e. (i) March to June 2020: a 100% discount on aircraft parking for grounded aircraft (>48hrs/home-based carriers) and a 50% discount on parking charges for all other aircraft and (ii) 25th October 2020 onwards: a 50% discount on aircraft parking for grounded aircraft (>24hrs/home-based carriers) and a 20% discount on parking charges for all other aircraft. In addition, the Airport Company adjusted its existing incentives' policy by waiving part of the conditionalities for discounts eligibility to immediately respond to the prevailing market conditions and offer - to the extent possible - support to the airlines that maintained operations during the adverse period of travel restrictions.

Non-aeronautical revenues amounted to €83.1 million or 42.8% of the total income and presented a decline of €107.4 million, i.e. 56.4% lower than prior year. All streams were significantly affected by the pandemic crisis, i.e. decrease in all traffic related streams, compulsory suspension of the airport's retail park and hotel for several months within the year, and reduction in fixed rentals in accordance with relevant legislation enacted for the COVID-19. In specific, revenues from Groundhandling and Airside Concessions reached €23.6 million (-62.6% vs. prior year), revenues from Commercial activities stood at €29.2 million (-65.9% vs. prior year), Property revenues were €22.4 million (-22.8% vs. prior year), IT&T revenues reached €6.5 million (-34.7% vs. prior year), while other revenues reached €1.4 million (-45.4% vs. prior year).

2020 Revenues Structure



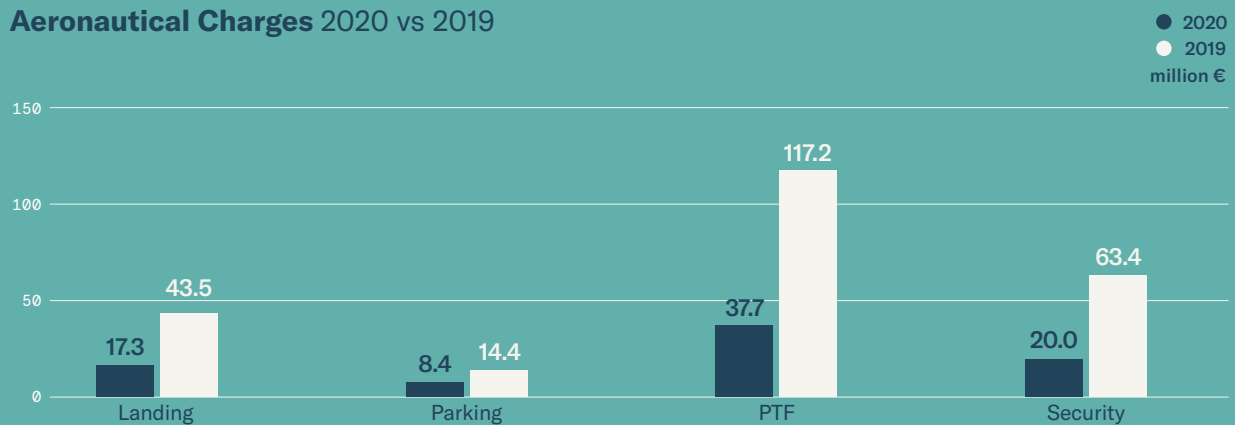
Operating Revenues 2020 vs 2019



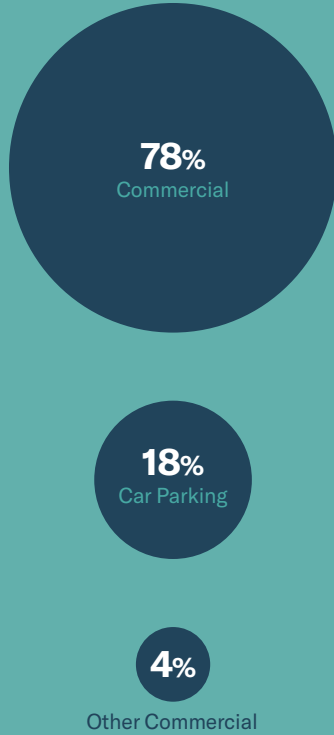
Revenues from Aeronautical Charges 2020



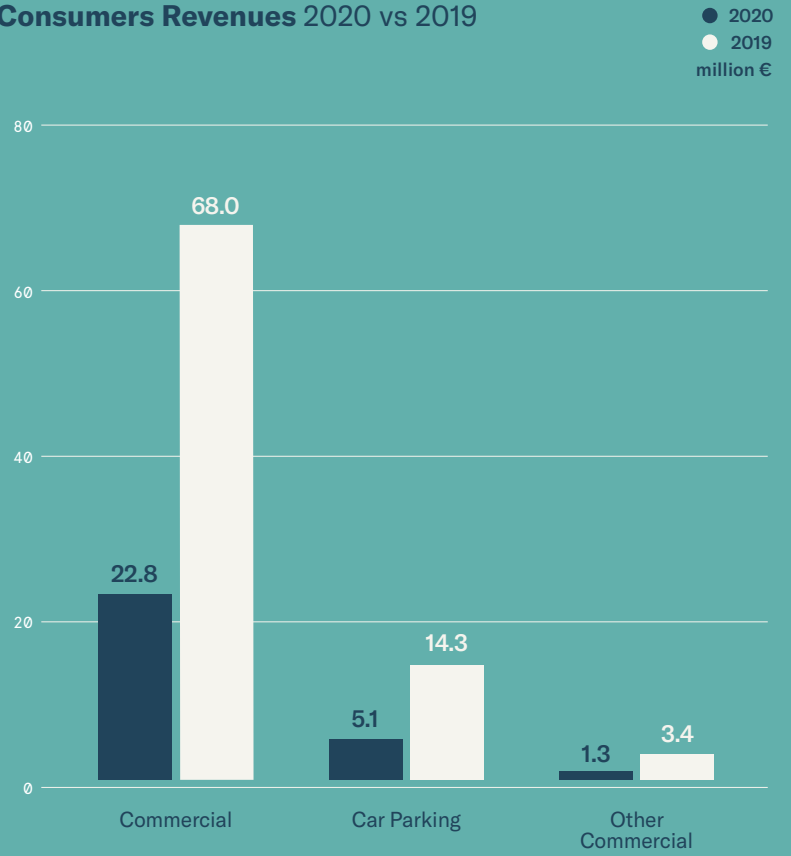
Aeronautical Charges 2020 vs 2019



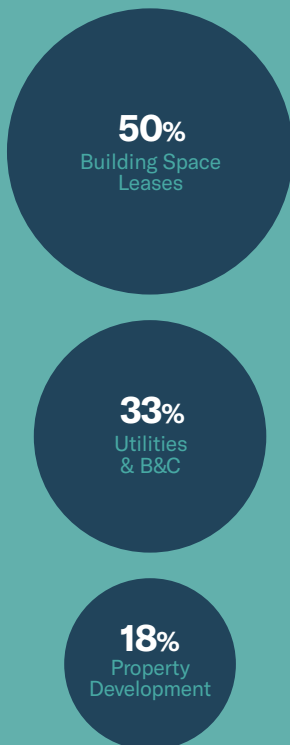
### Consumers Revenues 2020



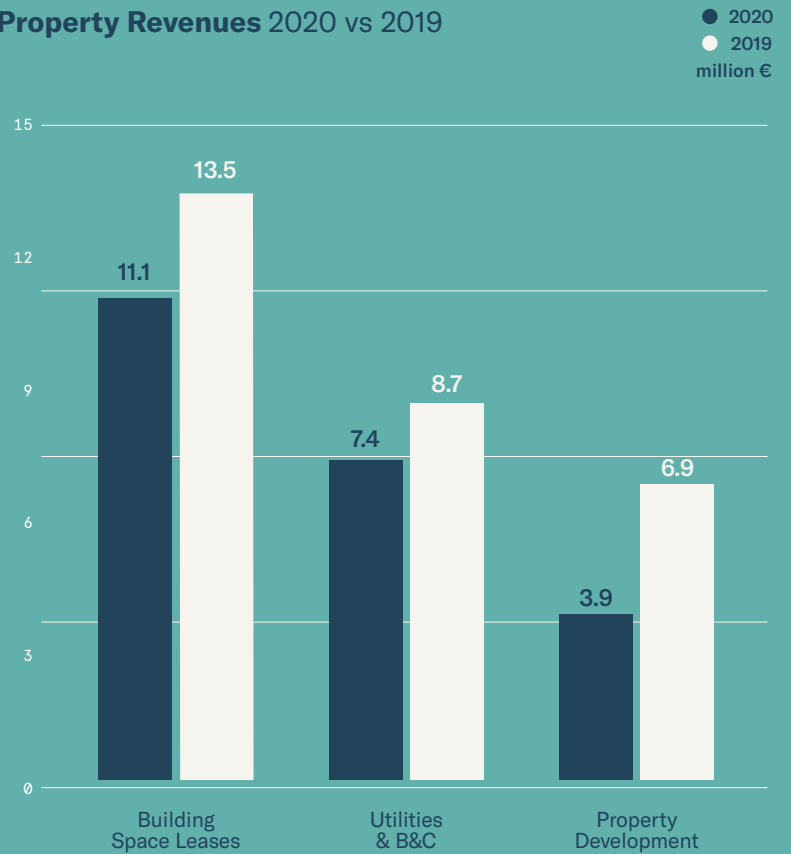
### Consumers Revenues 2020 vs 2019



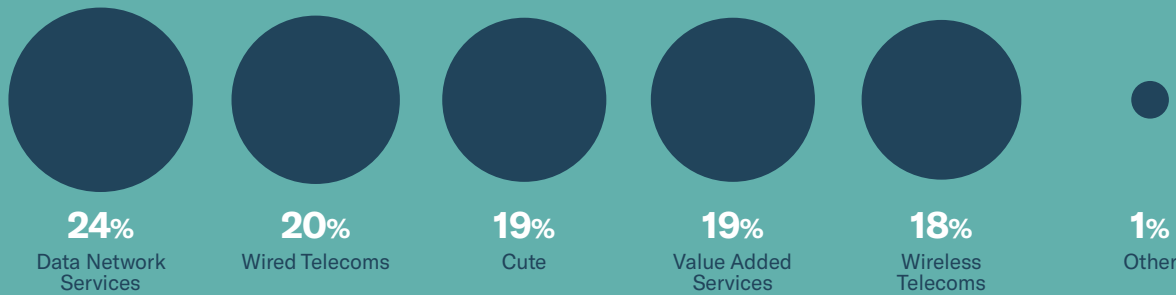
### Property Revenues 2020



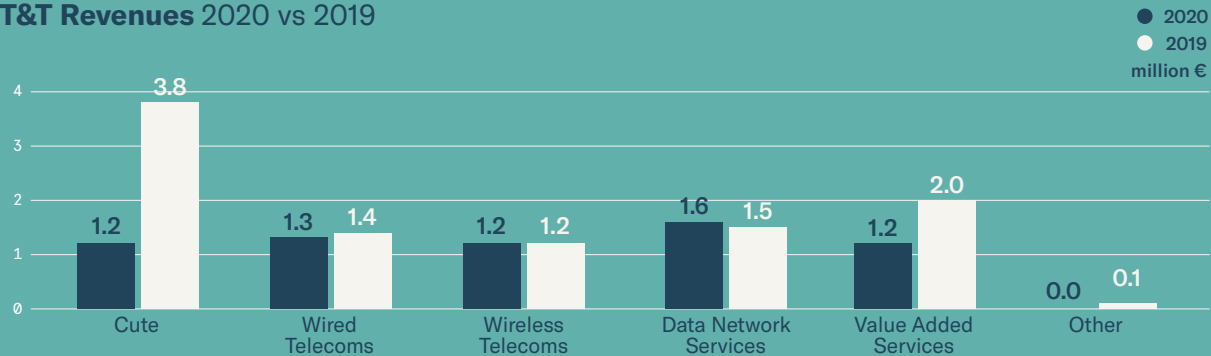
### Property Revenues 2020 vs 2019



### IT&T Revenues 2020



### IT&T Revenues 2020 vs 2019

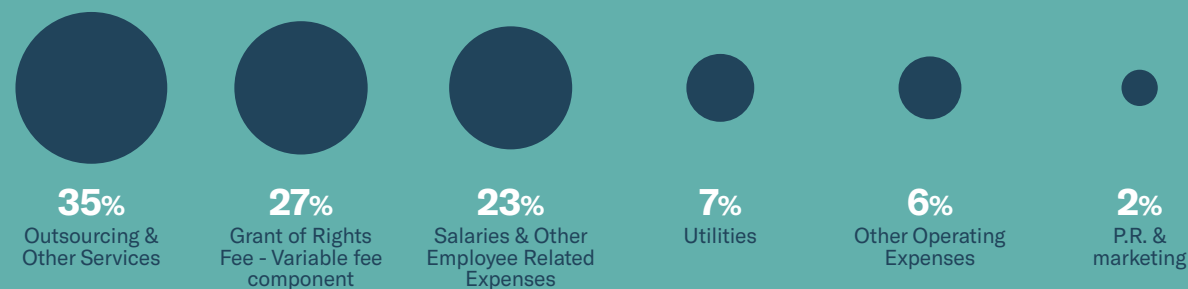


## Operating Expenses

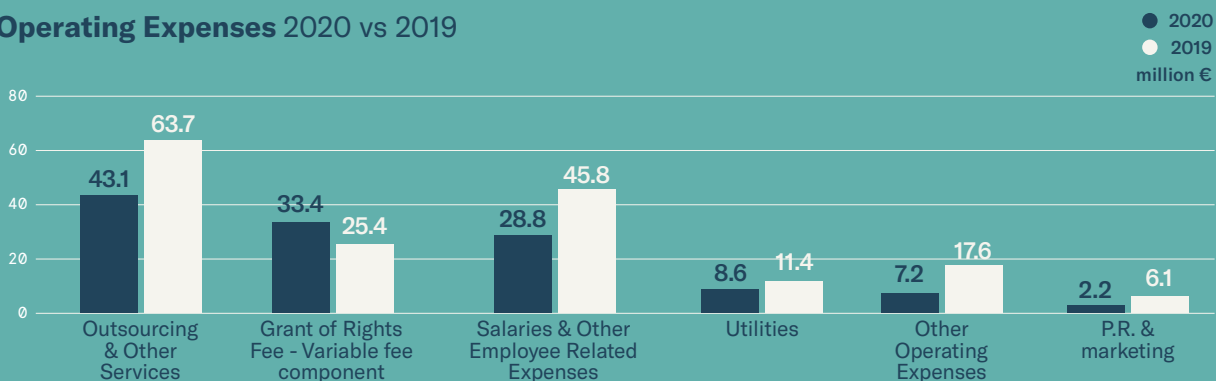
Upon the outbreak of the crisis, the Airport Company proceeded with immediate and continuous cost control efforts to mitigate the effect on financial performance and to address financial stability. Substantial savings in operating expenses were obtained through a set of immediate actions, including a review of outsourcing contracts, an employment plan aligned

with the government subsidized work sharing programme (“Syn-ergasia”) and a reduction of all non-critical operating expenses, that resulted in significant reduction of operating expenses starting from April 2020 to December 2020. In total for 2020, operating expenses were at € 123.3 million, lower by €46.7 million or 27.5% versus the prior year.

### 2020 Operating Expenses Structure



### Operating Expenses 2020 vs 2019



## Profitability

The unprecedented reduction in business activity and operating revenues along with the savings in operating expenses resulted in overall 2020 earnings before interest, tax, depreciation & amortisation (EBITDA including ADF) of €71.1 million, decreased by €277.3 million or 79.6% compared to the previous year.

Depreciation charge was €81.6 million in 2020, higher by €1.7 million compared to the corresponding charge in 2019 of €79.9 million, mainly due to the capitalisation of the Main Terminal South Wing expansion project within the year.

Net financial expenses stood at €43.7 million, increased by €0.1 million versus 2019, reflecting the loans' deferment of 2020 principal repayment instalments and the drawdown of the new loan facility agreed with the lenders for strengthening the working capital of the Company.

Loss Before Tax reached €54.2 million. After accounting for the aggregate income tax benefit of €12.3 million, the statutory and other reserves of €0.3 million and the prior year's retained earnings of €479.5 million, there remains a distributable profit of €437.3 million. In light of the enduring impact of the pandemic crisis upon the airport industry and the continuing uncertainty regarding the recovery path, no dividends were declared for distribution.

### Highlight of the 2020-2019 Profit and Loss Statement (€million)

Financial Results	2020	2019
Operating Revenues & ADF	194.4	518.5
Operating Expenses	(123.3)	(170.1)
<b>EBITDA including ADF</b>	<b>71.1</b>	<b>348.4</b>
Amortization & Depreciation	(81.6)	(79.9)
Financial Expenses	(43.7)	(43.6)
<b>Profit (Loss) before Tax</b>	<b>(54.2)</b>	<b>224.9</b>
Total Corporate Taxation	12.3	(50.5)
<b>Profit after Tax</b>	<b>(41.9)</b>	<b>174.4</b>

## Cash Flow

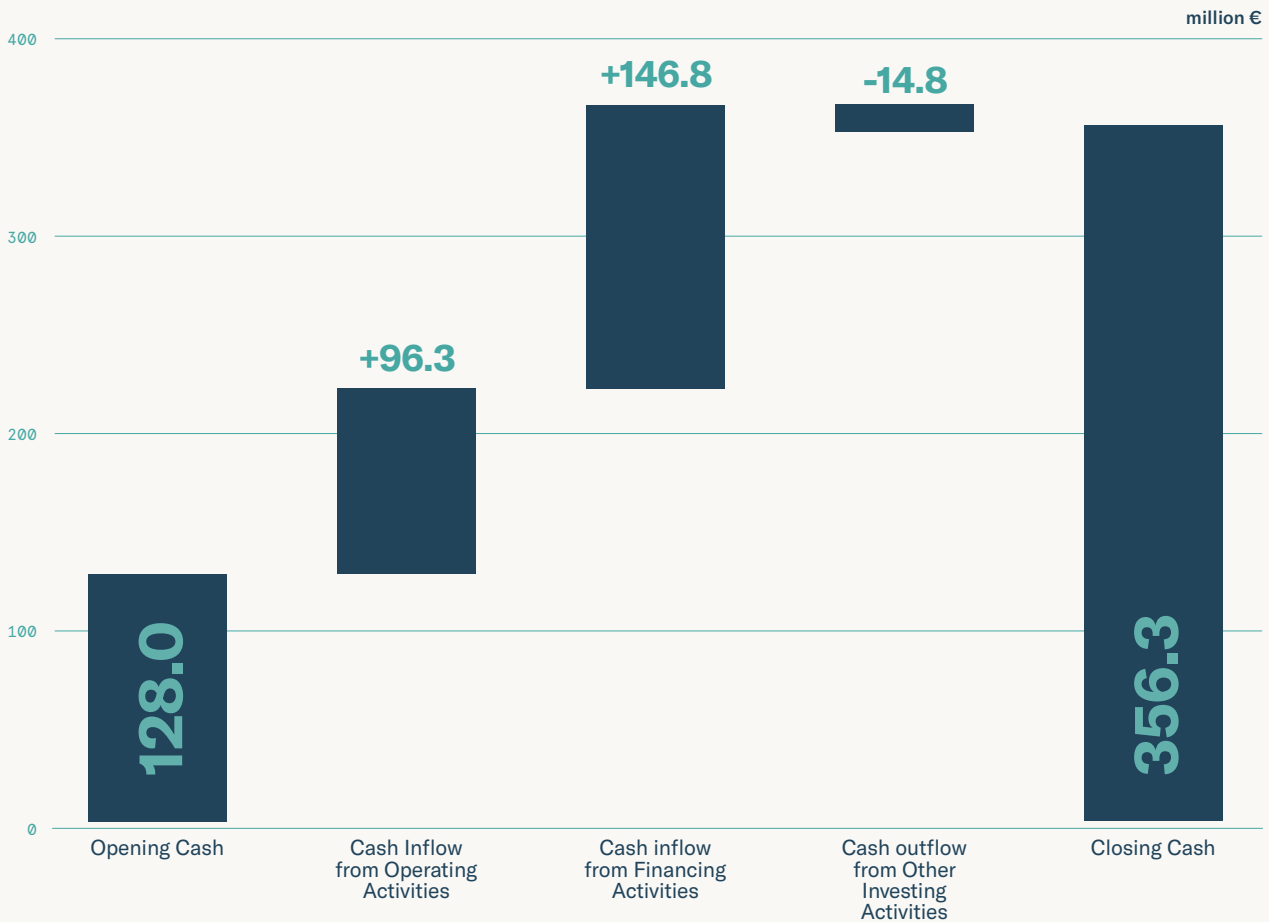
Within 2020 AIA managed to safeguard the company’s liquidity and cope with the dramatic drop in business performance. In specific, relevant actions were put into effect, including: (i) the deferment of both EIB and 2L Bond Loan 2020 principal repayments following negotiation with EIB and Greek banks, (ii) drawdown of a new debt facility of € 140 million, (iii) postponement of most of the Airport Company’s CapEx programme (iv) reduction of the Airport Company’s operating costs, (v) continuous efforts to secure receipts by customers, (vi) benefit from the reduction to zero of the advance income tax payment, (vii) no dividend distribution within the year and

(viii) deferment of the 2020 Grant of Rights Fee payment. Consequently, a healthy closing cash position for 2020 of €356.3 million was secured.

Total net cash inflow within the year was € 228.3 million, i.e. cash inflow from operating activities reached € 96.3 million, cash inflow from financing activities was at € 146.8 million and net Cash outflow from investing activities stood at €14.8 million.

Further details of the Company’s financial performance and position are available in Annexes I & II of this Report.

## Cash Position Development 2020-2019



## Added Value on Assets (AVA)

The Airport Company uses a method of measuring, AVA (Added Value on Assets), to calculate the value created from operating revenues and expenses, also taking into account assets and cost of capital, since airports are largely capital-intensive

business entities. As expected, the unprecedented disruption of the business resulted in significant damages in terms of value creation. In 2020 the Airport Company recorded negative AVA of € (130.7) million vs. €79.0 million in 2019.

## Economic Development & Employability (Indirect Economic Impact)

The Airport Company regularly assesses the overall economic and social value generated. In 2018, AIA assigned an Economic Impact Study of its performance to the Foundation for Economic and Industrial Research (IOBE). The study was to identify and measure the impact of AIA's operation to the Greek economy and to the Mesogheia region, as well as its contribution to the economic activity and employment; also, to appreciate the importance of AIA for the Greek tourism industry. The methodology used measured the total economic impact of AIA as the sum of three separate but interrelated categories: direct, indirect and induced impacts, as well as the broader effects from travel expenditure, etc.

The results of the study clearly demonstrate that AIA is a major contributor to the socioeconomic output of the country in terms of economic value creation (annual added value at national level: €7.9 billion or 4.4% of the Greek GDP) and in terms of job creation (operation of the airport yields 181,000 jobs at a national level). Also, the study showed that 3,700 people residing in the area of Mesogheia are employed at the Airport, whereas (considering also the indirect and induced effects) the impact on employment in the Mesogheia area is estimated at about 11,600 jobs. This socio-economic impact, after taking into account the indirect and induced effects, significantly exceeds the results of the previous study performed in 2013, and rates high against the relevant benchmarks of other major European airports.

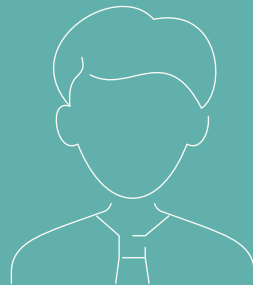
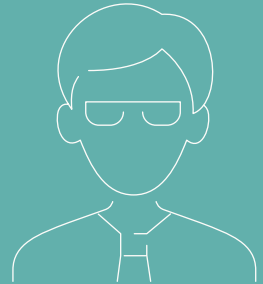
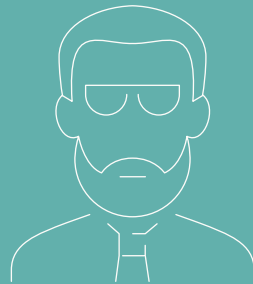
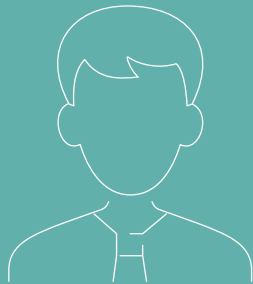
## Sustainability value

Consistent to our commitment of balancing sound financial performance with a sustainable approach to business, the Airport Company recorded a valuation of our Corporate Re-

sponsibility activities that was at 3.30% of the total operating expense, while the total valuation of AIA's Sustainability Value yield reached €149.3 million.

	2020	2019
<b>Sustainability Value</b>	149.3	208.8
Stated in €million. Social Product is the total valuation of amounts paid (including provisions) for for AIA payroll, contracted services payroll, social security contribution, income/municipality/ other tax, corporate responsibility opex, environmental and safety-related capex.		
<b>Corporate Responsibility % OpEx</b>	3.30%	2.65%

# 5 Human & Intellectual Capital





## Human Resources

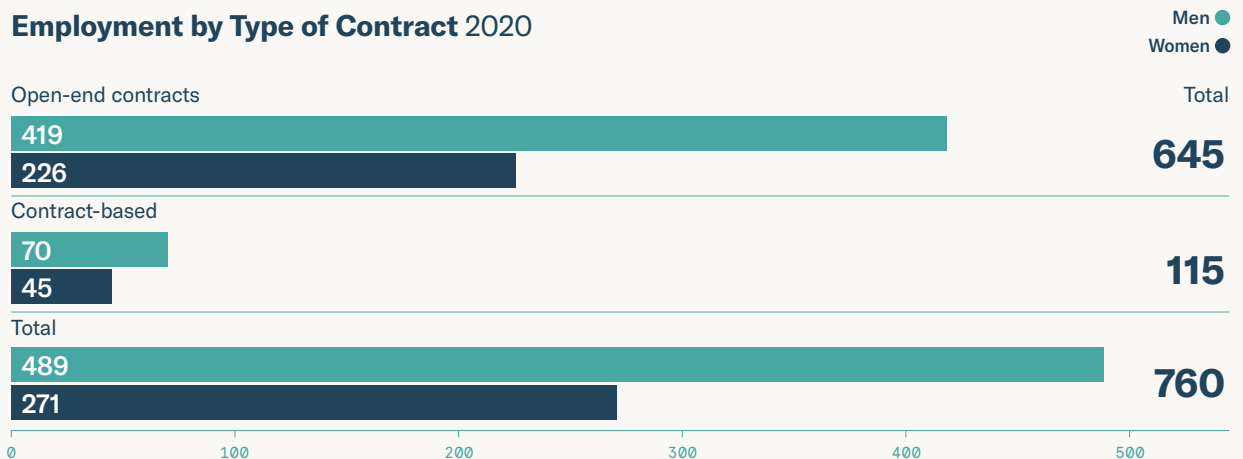
Considering the dramatic reduction in traffic throughput, the Airport Company took a thoughtful approach to cost reduction regarding personnel costs. Alternative working arrangements and salary savings helped retain its workforce, hence also reserving the Airport Company’s knowledge base and retaining talent, both significant assets for its current and future operations.

Upon the pandemic outbreak, the Airport Company quickly optimised the employees’ working schedule to only keep necessary personnel in shifts and at the offices. Furthermore, the Airport Company proceeded with salary adjustments for all employees corresponding to actual working time, while overtime hours were halted. The Airport Company introduced relief loans on favourable terms to protect employees’ income, covering a major part of their lost income. Since 15<sup>th</sup> June 2020, the Airport Company participated in the State’s work-sharing programme with employment sub-

sidies (“Syn-ergasia”), resulting in a partial compensation of employees’ salary from the State, while the Airport Company continued to offer the support loan scheme.

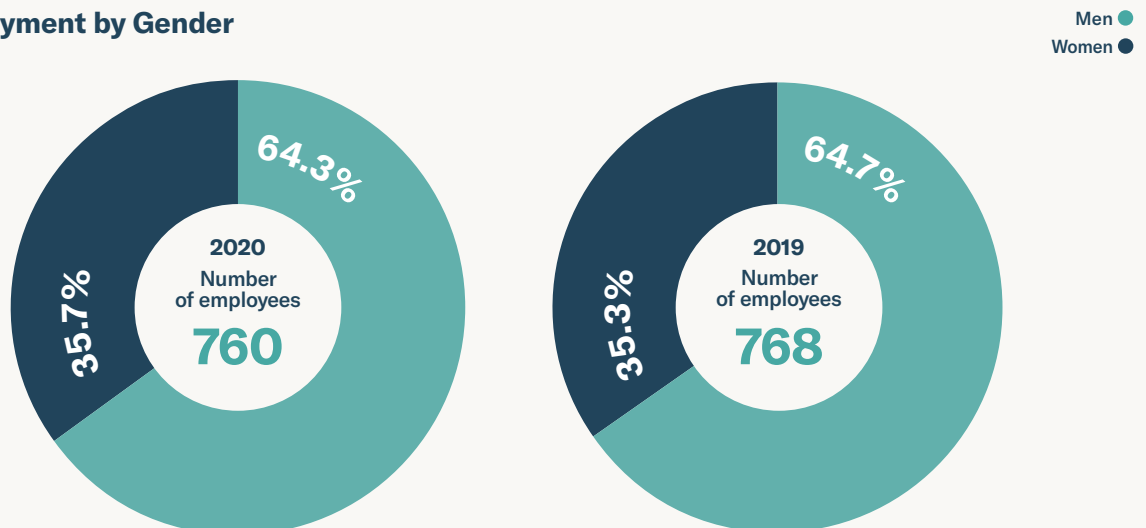
To ensure the highest health & safety standards, the Airport Company provided employees with personal protective equipment and self-protection safety measures training. Continuous internal communication through announcements, posters, presentations and videos increased awareness on health & safety measures per the National Health Authorities’ guidelines. The Airport Company also introduced teleworking, on-call duty, and special leaves to vulnerable employees and parents of school children, since schools switched to remote learning. Employees possibly exposed to coronavirus were also granted leave in line with governmental directives. Lastly, AIA systematically tested all employees for COVID-19 and closely followed evolving regulations and best practices for safeguarding their health.

### Employment by Type of Contract 2020



Based on the data as presented on 31.12.2020

### Employment by Gender



Age Average 2020 (years)

2020

47.12

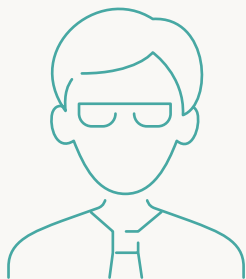
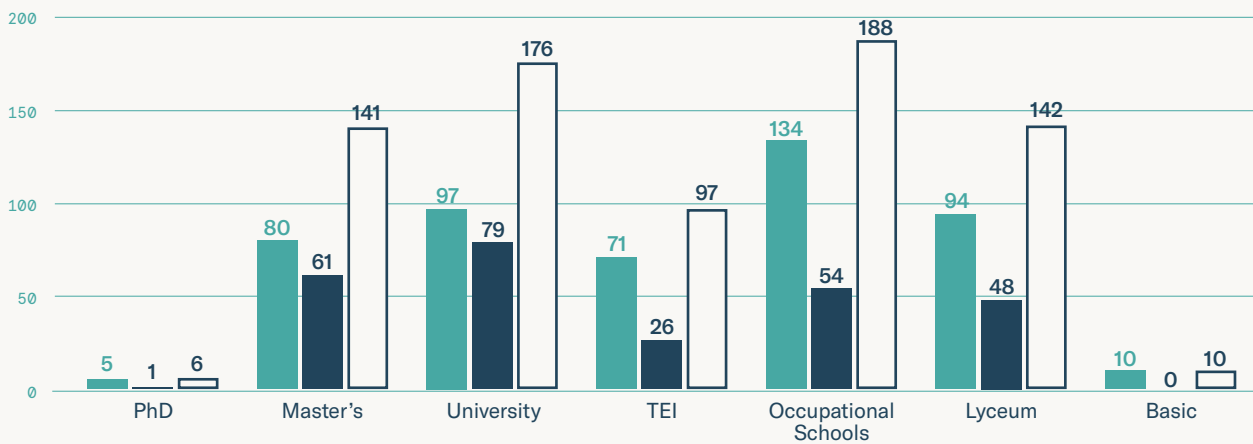
Female Managers

2020 2019

Diversity in Management as % of total Management 16.7% 16.7%

Educational Status 2020

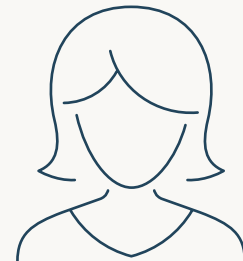
Men ● Women ●



Men  
491

Total  
760

Women  
269



As a socially responsible employer, the Airport Company channelled its effort to retain jobs and protect its employees' income, pension plans and social security during the crisis. In October 2020, the Airport Company and the Employees' Union reached a mutual for fairly managing crisis consequences and entered into a Collective Labour Agreement (CLA), as each year since 2000. In 2020, AIA had 529.95 full-time equivalent employees,

compared to 773.85 employees in 2019, reflecting the employee working schedule adjustment as a response to the pandemic impact. Thirty-one per cent of the Company's employees reside in the local communities of the Mesogheia area. The entire management team (Chief Officers, Directors and Managers) resides in the Attica region. The Airport Company continued to advance employee training and development in 2020.

Occupational Accidents

	2020	2019	var %
Total Accidents (excluding to/from work accidents)	10	13	-23%
Accident Frequency Rate	0.74	0.26	+185%

Frequency Rate: Number of lost workday cases x 200,000 / total workhours

### Breakdown of Accidents

	2020	2019	var %
Lost workday cases	4	2	+100%
First Aid Cases	6	11	-45%
Accidents to / from work	3	6	-50%
Fatal accidents	0	0	0%

### AIA Training Center

In 2020 the Training & Development Plan yielded 20,584 training hours in total, corresponding to 38.84 hours of training per Full-Time Equivalent. AIA prioritised compliance and job-related training for both its own and the Airport Community's personnel. Aviation Safety training continued. Classroom training was quickly converted to virtual classes to support

remote learning; new digital courses were developed through the corporate learning management system; online events were broadcasted to employees to keep them updated and empowered; and virtual seminars for individuals or groups, conducted through the Employee Assistance Programme that the Airport Company was already using, helped build resilience.

### AIA Training Report

Year	Training Hours	Hours/FTE	Learning Coverage
2020	20,584	38.8	97%
2019	30,434	39.3	99,22%

### AIA Training Hours Analysis



### Airport Community Training Hours

Area	Training hours 2020
Security Awareness Training	5,196
Airside Training	6,791
Ground Handling Training - TTT	149

# 6 Environmental Performance



Material Issues discussed in this chapter / Associated SDGs:

## 1 Climate Change



## 2 Noise & Quality of Life of Local Society



## Environmental Responsibility

Environmental protection is a top priority for the Airport Company. AIA aims to responsibly and effectively monitor all environmental aspects and to minimise or prevent, where possible, the Airport's environmental impact through initiatives that exceed regulatory requirements in accordance with the corporate Environmental Policy. Despite the challenging circumstances, AIA remained committed to the Airport's sustainable operation. During 2020, no legal action was taken against AIA nor was any fine or monetary sanction related

to environmental aspects imposed. Following the successful second annual surveillance audit of its Environmental Management System (EMS) in December 2020, AIA maintained its certification according to the ISO 14001:2015 standard.

In addition, AIA remains the only Greek airport with an Energy Management System (EnMS) certified in accordance with the ISO 50001:2018 standard.

## Climate Change (M)

### Electricity Consumption

	2020	2019	var%
Total Airport (MWh) (Refers to the entire airport community)	92,762.20	113,336.6	-18.2%
AIA only (MWh) (Refers to the Airport Company only)	51,020.10	61,263.8	-16.7%
Total Airport consumption per passenger (kWh/pax)	11.48	4.43	159%

### Natural Gas Consumption

	2020	2019	var%
Total Airport (Nm <sup>3</sup> / 1000) (Refers to the entire airport community)	2,291.80	2,371.4	-3.4%
AIA only (Nm <sup>3</sup> / 1000) (Refers to the Company only)	1,248.60	1,188.5	5.1%
Total Airport consumption per passenger (Nm <sup>3</sup> /pax)	0.28	0.093	201%

### PV Plant Operation

	2020	2019	var%
Total Energy Production (MWh)	13,358.5	13,234.5	0.9%
Total PVPCO <sub>2</sub> emissions savings equivalent (tonnes)	8,055.20	8,443.6	-4.6%

## Airport Carbon Accreditation

AIA participates in *Airport Carbon Accreditation (ACA)*, a voluntary initiative launched by the European region of Airports Council International (ACI EUROPE), aimed at helping airports map and manage greenhouse gas emissions under their control which eventually evolved into a global programme following the induction of all other ACI regions. To date, we have reduced our carbon footprint by almost 40% compared to our 2005 baseline. In 2020, AIA maintained its carbon neutral accreditation (ACA Level 3+) by zeroing out its residual carbon

emissions. This was accomplished by purchasing Guarantees of Origin from its local electricity supplier through the Green-pass programme that ensures that all electricity consumed by AIA was produced by renewable energy sources; it was also accomplished by purchasing verified carbon offsets for AIA's other remaining emissions (e.g. its vehicle fleet), which ensure that these emissions were neutralised by clean energy produced in other parts of the world.

## Climate Change Corporate Action Plan

Every year, a Climate Change Corporate Action Plan (CCCAP) is developed following an internal consultation that involves several AIA departments, with the aim to identify measures needed to reduce carbon emissions and maximise energy efficiency. The CCCAP is approved by the senior management

and included in our Operational Scorecard under the Stakeholder Perspective. In 2020, its 13<sup>th</sup> year of implementation, three (3) actions were successfully completed while several other projects were postponed due to COVID-19.

### AIA's 2020 Carbon Footprint

	2020	CO <sub>2</sub> Emissions (tonnes)
<b>Scope 1</b>		
Natural Gas	1,248,641 Nm <sup>3</sup>	2,602
Vehicle Fleet	57,415 lt of petrol	130
	350,767 lt of diesel	939
Stationary Sources	11,295 lt of heating oil	31
	23,269 lt of diesel	62
<b>Scope 1 TOTAL</b>		<b>3,764</b>
<b>Scope 2</b>		
Grid Electricity	51,020,107 kWh	30,765
<b>Scope 2 TOTAL</b>		<b>30,765</b>
<b>Total (Scope 1 and 2)</b>		<b>34,529</b>

#### Emission Factors used:

1. For all fuels except for heating oil: EFs from GHG protocol i.e.

- Motor Gasoline: 2.2717926 kg CO<sub>2</sub>/lt
- Gas/Diesel oil: 2.676492 kg CO<sub>2</sub>/lt

2. For heating oil: emission factor of 2.72417 kg CO<sub>2</sub>/lt issued by the United Kingdom's Department for Environment, Food and Rural Affairs (DEFRA) found in documentation of the ClimateNeutral Company (<http://www.ukconversionfactorscarbonsmart.co.uk/>) since there is no EF for heating oil in the GHG.

3. For natural gas: emission factor (55.71 tonnes CO<sub>2</sub>/tJoule) for natural gas provided in the National Inventory for Greece (2021), p.119, <http://unfccc.int/documents>, - Methodology suggested by external verifier

4. For electricity: emission factor (0.6030 kg CO<sub>2</sub>/kWh) for grid electricity provided in the National Inventory for Greece (2021), p.545, <http://unfccc.int/documents>, for the location-based method

## Local Air Quality

AIA continuously monitors air quality and meteorological conditions both within the Airport fence and in the adjacent communities. In addition, emissions of air pollutants from all relevant Airport sources are assessed while measures are taken to reduce these emissions where possible. AIA's monitoring equipment includes an Air Quality Monitoring Network (AQMN), a Differential Optical Absorption Spectroscopy system (DOAS), a SOnic Detection and Ranging system (SODAR), a Radio Acoustic Sounding System (RASS) and a meteorological Station. The AQMN, which consists of

five permanent monitoring stations installed in the neighbouring areas of Glyka Nera, Koropi, Markopoulo, Pallini and Spata and one mobile station, has been in operation since 1998, well before the airport commenced operations in 2001. Ground-level concentrations of the major pollutants (NO<sub>x</sub>, O<sub>3</sub>, PM<sub>10</sub>, PM<sub>2.5</sub>, SO<sub>2</sub>, CO and HCs), as well as basic meteorological parameters (wind speed and direction, temperature, relative humidity, precipitation, total solar radiation and atmospheric pressure), are measured.

## Mean Concentrations of Monitored Pollutants at the AQMN Stations

	NO <sub>2</sub> (µg/m <sup>3</sup> )		O <sub>3</sub> (µg/m <sup>3</sup> )		PM <sub>10</sub> (µg/m <sup>3</sup> )		PM <sub>2.5</sub> (µg/m <sup>3</sup> )		SO <sub>2</sub> (µg/m <sup>3</sup> )		CO (mg/m <sup>3</sup> )		HCs (ppm)	
	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019
Glyka Nera	13.6	13.2	77.2	81.1	18.9	19.9	11.3	12.6	5.4	6.4	0.3	0.3	n/m	n/m
Koropi	n/a	10.4	74.7	78.2	21.9	23.6	11.3	13.1	n/m	n/m	n/m	n/m	2.1	2.3
Markopoulo	10.7	10.9	77.6	89.3	21.4	24.0	13.6	15.6	n/m	n/m	0.3	0.3	n/m	n/m
Pallini	6.6	7.5	86.9	91.00	20.1	22.0	13.1	14.8	4.3	6.2	0.3	0.3	n/m	n/m
Spata	12.9	13.7	81.0	73.5	21.0	24.0	12.4	14.6	3.2	3.5	0.2	0.3	2.3	2.5

AQMN: Air Quality Monitoring Network  
Mean concentrations are calculated through MIS

n/m: Pollutant is not measured in the specific station  
n/a: Not Available due to low data capture

## Noise & Quality of Life of Local Society (M)

Aircraft noise is one of the main environmental challenges associated with the operation of an airport. Noise arises from different sources, primarily the aircraft's engines but also airflow around aircraft. AIA has installed a NOise MONitoring System (NOMOS) consisting of one (1) mobile and ten (10) permanent Noise Monitoring Terminals (NMTs), which provide a detailed profile of aircraft noise in the residential areas near flight paths. This system is connected with HCAA's radar so that correlations can be made based on actual flight track information. The Airport Company addresses noise issues responsibly by taking measures that aim to reduce annoyance

to its neighbours. As such, Noise Abatement Procedures have been in place since the Airport opened, in collaboration with the Hellenic Civil Aviation Authority (HCAA) and airlines, to reduce noise in the residential areas around the Airport. AIA has established a dedicated telephone line called "We Listen" that concerned citizens may call to register their complaints or request clarifications on noise-related issues. A relevant form is also available on its corporate website. In 2020, a total of seventy-two complaints were handled. The positive impact of the airport on residents is presented in Chapter 7 Social Performance.

## Preferential Runway Use System Results

	Runway	2020	2019
<b>Take-offs</b>			
Percentage of take-offs to the north from 23:00 to 07:00 hrs.	03R	13%	5%
Percentage of take-offs to the north from 15:00 to 18:00 hrs.	03R	8%	4%
<b>Landings</b>			
Percentage of landings to the south from 23:00 to 07:00 hrs.	21L	22%	13%
Percentage of landings to the south from 15:00 to 18:00 hrs.	21L	16%	5%

## Average Noise Level per Noise Monitoring Terminal (NMT)

NMT	2020		2019	
	L <sub>den</sub> dB(A)	L <sub>night</sub> dB(A)	L <sub>den</sub> dB(A)	L <sub>night</sub> dB(A)
2	41.9	22.5	46.2	26.6
3	55.8	41.5	60.7	44.9
4	53.2	43.5	58.7	50.0
5	46.4	31.9	51.1	34.6
6	45.9	35.2	49.1	36.0
7	47.9	39.7	53.9	46.4
8	42.4	28.8	45.8	34.6
9	52.1	41.4	54.8	41.7
10	31.8	20.0	31.4	18.9

**Legend:** L<sub>den</sub> and L<sub>night</sub> are calculated as defined in Ministerial Decision 13586/724 (GGG 384B, 28/3/2006). Noise levels are measured in dB(A), a unit that represents the human ear's response to sound. Since 2015, the data presented refers to noise levels generated from flights only, as per the requirements of Joint Ministerial Decision 210474/2012, while prior to 2015 the total noise level was presented.

Map of Flight Paths and NMTs



— Indicative landing flight path    — Indicative take-off flight path    ● Noise Monitoring Terminals

Noise Complaints

Number of citizen complaints received	broken down by origin (Neighboring communities)	
	2020	2019
Artemis	51	30
Koropi	12	0
Ag. Kiriaki	4	0
Rafina	2	0
Other areas	3	9
<b>Total</b>	<b>72</b>	<b>39</b>

**Note:** The increased number of noise complaints in 2020 (vs. 2019) is likely due in part to the partial recovery of traffic during the summer period following a period of several months with very few flights due to the restrictions related to the COVID-19 pandemic.

Water

AIA systematically monitors water consumption (potable and irrigation) as well as the quality of surface and ground water. AIA applies a number of water-saving measures, such as the use of treated wastewater from its own Sewage Treatment Plant (STP) for irrigation of non-public green areas at the Airport. An Industrial Wastewater Treatment Facility (IWTF) operating on site receives wastewater primarily from aircraft maintenance activities but also from other sources (wastewater from runway derubberisation, oil-water separators, etc). Surface water quality is monitored regularly through ad hoc sampling and analyses following rain events, and constantly

by an Online Water Monitoring System (OWMS) before being discharged offsite. An approved Spillage Response Plan is implemented each time a spillage occurs requiring the use of bioremediating substances and appropriate sweeper vehicles. Due to the local climate, aircraft/helicopter and runway anti/de-icing operations are limited. Nevertheless, relevant procedures have been established for the ground handling companies which provide de-icing services following ICAO and IATA standards, the Local Ground Handling Regulation and respective concession agreements. Aircraft and pavement de/anti-icing material used in 2020 amounted to 54,499 ltr.



## Water Consumption

	2020	2019	var%
Total Airport (m <sup>3</sup> x 1000) (Refers to the entire airport community)	395	647	-38.9%
AIA only (m <sup>3</sup> x 1000) (Refers to the Airport Company only)	271	432	-37.3%
Total Airport consumption per passenger (m <sup>3</sup> /pax)	0.049	0.0253	93.3%

## Wastewater Treatment (Refers to the entire airport community)

	2020	2019	var%
Processed through Sewage Treatment Plant (m <sup>3</sup> x 1000)	223.9	398.5	-44%
Processed through Industrial Water Treatment Facility (m <sup>3</sup> x 1000)	5.3	3.4	54%

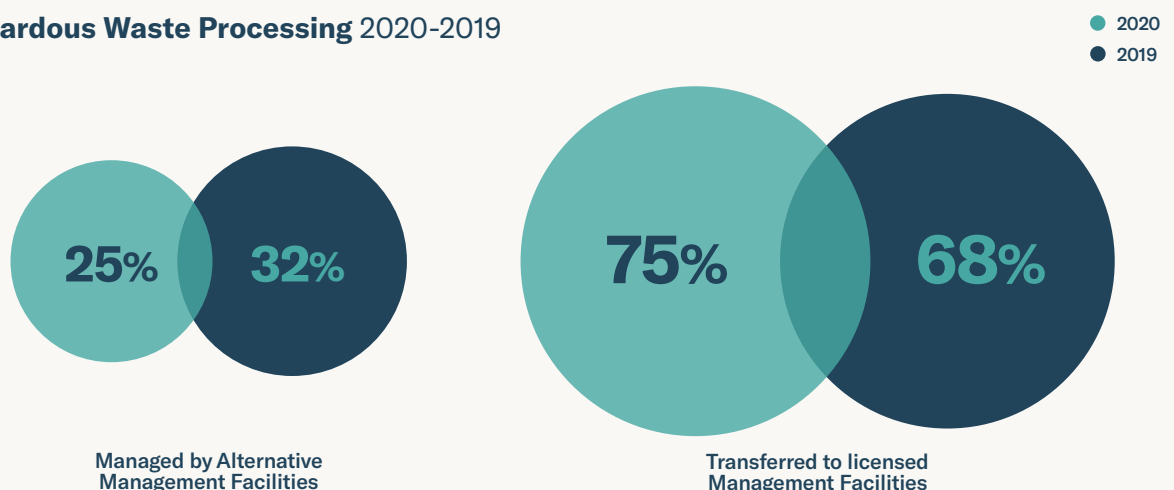
Refers to AIA & Airport community. The treated effluent from the Airport's STP, which treats all sewage generated onsite, is used exclusively to irrigate non-public green areas at the Airport.

## Effluents, Waste & Reuse of Materials

The "Polluter Pays" principle that applies to waste management at the Airport led to recycling over 66% solid non-hazardous waste (5,264 of total 7,925). In addition, 221 tonnes of hazardous waste and 5.5 tonnes of medical/clinical waste were collected and transferred to licensed facilities. Lastly, Airport employees recycled nearly 6.4 tonnes of hazardous and non-hazardous waste at the Airport Company's Recycling Centre. The regular and random COVID-19 testing of the Company's employees and arriving passengers resulted

in significant bio-hazardous waste volumes that needed to be handled appropriately. A licensed waste-management contractor handled this waste under pertinent regulations, using dedicated containers that were then collected and transported to a licensed facility to be incinerated. Since March 2020, more than five (5) tonnes of such biohazardous waste were handled. The Airport Company also held a campaign to inform its employees on the proper disposal of masks and other personal protective equipment.

## Hazardous Waste Processing 2020-2019



## Breakdown of Solid Non-Hazardous Waste 2020-2019 (tonnes)

	2020	2019
Municipal Type Waste (incl. Cat 1 of 1069/2009)	2,661	7,125
Recyclables	5,264	12,734
Special Waste	0	2
<b>Total</b>	<b>7,925</b>	<b>19,861</b>

Recycling Breakdown of Non-Hazardous Waste in 2020



## Recycling Breakdown of Non-Hazardous Waste in 2020-2019

	2020	2019
Paper	1,194	2,438
Metal	233	413
Glass	121	355
Plastic	796	1,777
Wood	262	371
Tetra Pak	57	149
Aluminium	33	19
Tyres	3	4
Edible Oils	13	43
Bio-waste	249	476
Sludge STP	505	856
Construction & Demolition Waste	1,721	5,833
Other Recyclables	77	0
<b>Total</b>	<b>5,264</b>	<b>12,734</b>

## Biodiversity

AIA implements a comprehensive biomonitoring programme in the Airport's vicinity aimed at protecting the region's biodiversity, based on international best practices. The number of bird species spotted at the Airport has risen in recent years and serves as an indicator of the overall health of the local ecosystem. In addition, a team of specialists monitors and records wildlife activity at the Airport and takes measures to control and reduce wildlife hazards for aircraft where necessary. The trapping and relocating raptors programme launched in 2008 continues to bear positive results since more than 180 individuals were trapped and relocated during 2020. AIA continues to collaborate with the Hellenic Ornithological Society to protect and promote the Vravra Wetland, a local site of

unique ecological and archaeological value included in the Natura 2000 European network of protected areas as a Site of Community Importance (SCI). According to data collected so far, the biodiversity of the Vravra Wetland includes 100 plant taxa, 224 bird taxa, 27 taxa of other terrestrial vertebrates, a scarce species of freshwater fish, and 15 habitat types as defined within the relevant EU legislation. Since 2015, the project has been extended to include initiatives at the Aliko Wetland in Artemis (one of the Priority A' wetlands in Attica), where more than 140 bird species have been recorded.

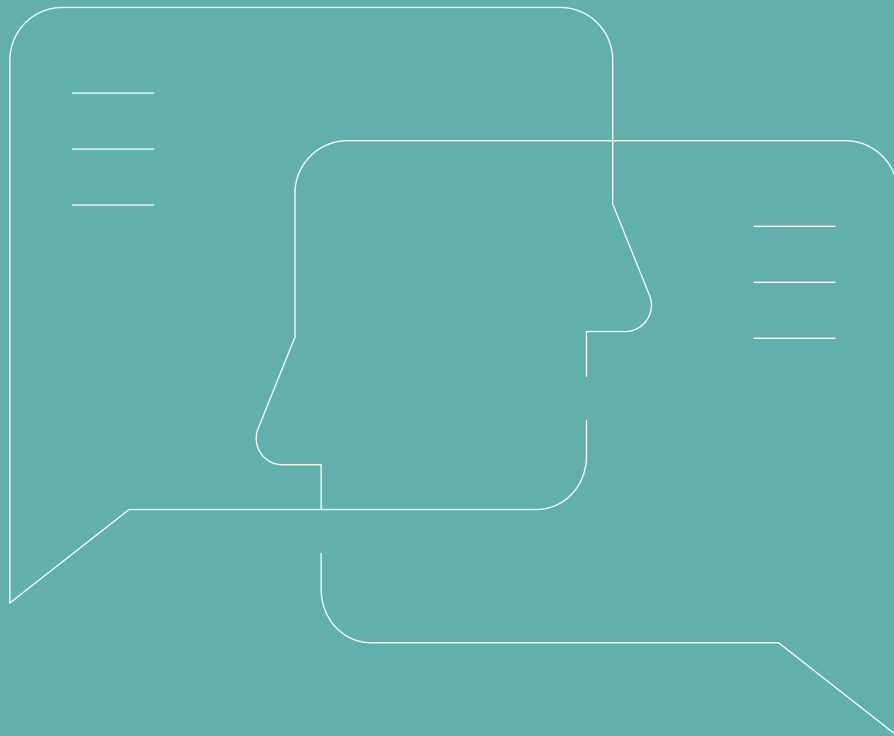
# 7 Social Performance

Material Issues discussed in this chapter / Associated SDGs:

**1 Sustainable Destination**



**2 Human Rights, Values & Ethics**



## Sustainable Destination (M)

As always, AIA's incentives continued to be applied in a fully transparent and non-discriminatory manner.

In late 2020, "This is Athens & Partners", a joint venture of the Airport Company, the Municipality of Athens, Aegean Airlines, SETE (Greek Tourism Confederation), LAMPSA S.A., LAMDA Development and Ionian Hotel Enterprises, developed an innovative digital campaign aiming to restore desire to travel to Athens destination under the slogan "Love Athens" and "Love

Letters to Fellow Cities". Furthermore, the business-to-business "AuTHENTIC Smiles" campaign was amended to "Keep your AuTHENTIC Smile Flying" and the whole plan was edited to promote the need for travelling and safety measures implemented. The pandemic drove marketing toolkits into a new era; digital channels were explored, and the most effective ones were selected and offered to airlines, as a means of supporting them to sustain their relationships with their trade associates, press liaisons and, of course, their passengers.

## Human Rights, Values & Ethics (M)

Both Athens International Airport's management and employees are expected to behave in an honest and fair way, in line with the provisions of the Airport Company's Code of Business Conduct and Code of Relations with Business Partners for compliance with the legal and regulatory framework, including respect of human rights.

In close cooperation with our business associates, we take all appropriate measures to minimise the risk of human rights violations within the Airport operational environment. For this purpose, part of the security agents' basic training is respect for human rights and cultural diversity. Furthermore, front-line security staff are trained to respect rights of people with reduced mobility (PRMs).

	2020	2019
Code of Business Conduct	86%	92%
Code of Relations with Business Partners	87%	86%
Total training hours	1,885	1,919

## Community Engagement

AIA's Community Engagement Plan was adjusted to meet the local communities' most urgent needs and those emerging from the pandemic.

The initiatives undertaken in 2020 were somewhat reduced compared to previous years and included financial rewards to local schools participating in AIA's Recycling Programme, and to top students from high schools in the vicinity that were

admitted to Greek universities, financial assistance to families in need and donation of an Isobox to the Spata Health Centre for handling coronavirus incidents.

AIA continued to support the conservation and promotion of the Vravra and Artemis Wetlands in collaboration with the Hellenic Ornithological Society and provided financial support to the Vravra Archaeological Museum.

## Engaging Local Entities

breakdown of meetings	2020	2019
Municipalities	104	135
Associations	35	73
Schools	22	93
Individuals	6	0

## Local Community Investment

	2020	2019
Education	48.60*	274.66*
Culture & Athletics	12.64*	30.43*
Society	116.80*	96.93
Environment	12.99	33.42
Transportation	100.00*	0
Other Community Activities	0.97	27.24*
<b>Total</b>	<b>292.00</b>	<b>462.68</b>

(\* Community Projects valued at €158,518.24 in Transportation/Infrastructure, Education, Society and Culture/Athletics are in progress for 2021.

## Art & Culture

In 2020, AIA participated in the CapsuleT's Idea Platform programme, an initiative of the Hellenic Chamber of Hotels, with the mission to support travel and hospitality start-ups in their innovative ideas of an early stage. AIA's team aimed at providing participants with an expert methodology to scale up their business ideas.

Throughout the years, the Airport Company has been running an impressive cultural programme that contributes to promoting and preserving the national cultural heritage. The pandemic inevitably influenced the programme in 2020 and

many of the planned activities were postponed or cancelled. However, AIA did organise a unique exhibition, in collaboration with the Herakleidon Museum, titled "West of the Acropolis". With the aid of pictures and the Greek language, which created words with universal meaning, the visitor was encouraged to seek information or to walk in places whose name is associated with history. In cooperation with the Benaki Toy Museum, the Airport also hosted the exhibition "Toys-Toys-Toys!", which for a whole year offered passengers and visitors a quick tour of all the corners of the earth.

## Art & Culture Investment

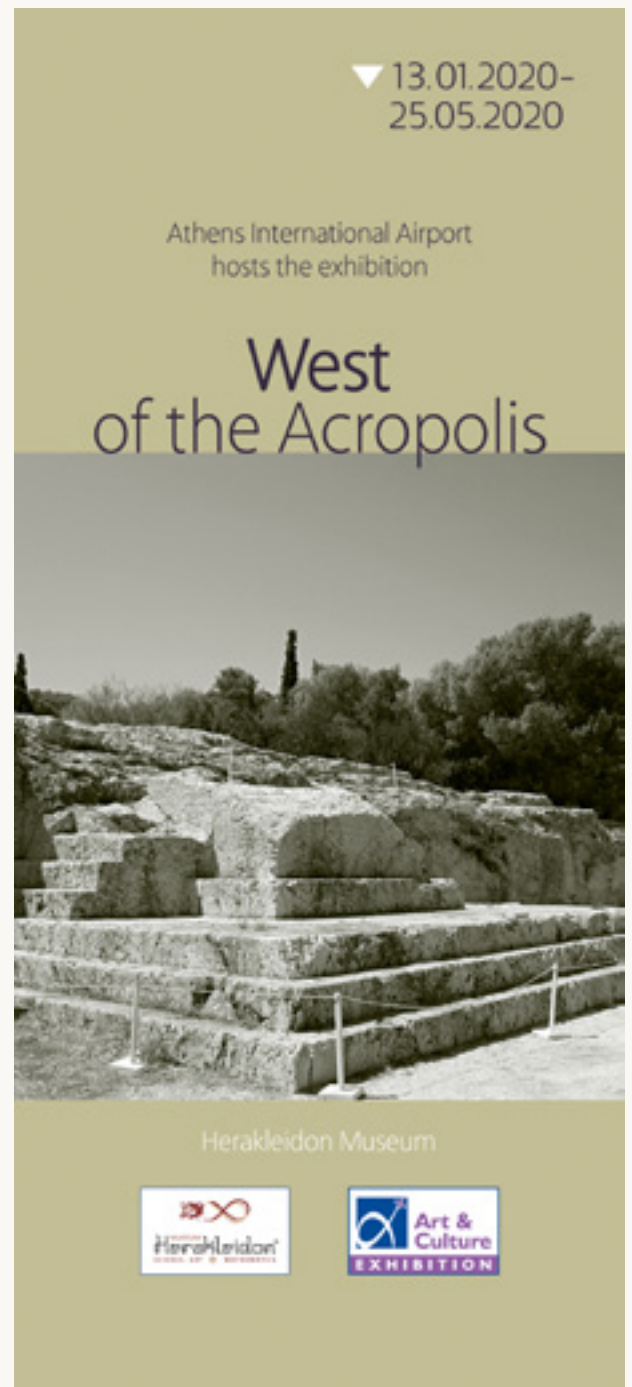
	2020	2019
Cultural Sponsorships	5,050	21,825
Art Exhibitions / Events	31,500	122,465
<b>Total Art and Cultural Investment</b>	<b>36,550</b>	<b>144,290</b>

## Sponsorships

	2020	2019
Sports	4,000	14,000
Business - General	65,972	78,885
Business - Aviation Sector	1,500	9,500
Social - Various Humanitarian	4,188	17,350
Social - Children/ Youth	11,000	54,150
Science	2,356	31,856
<b>Total</b>	<b>89,016</b>	<b>205,741</b>

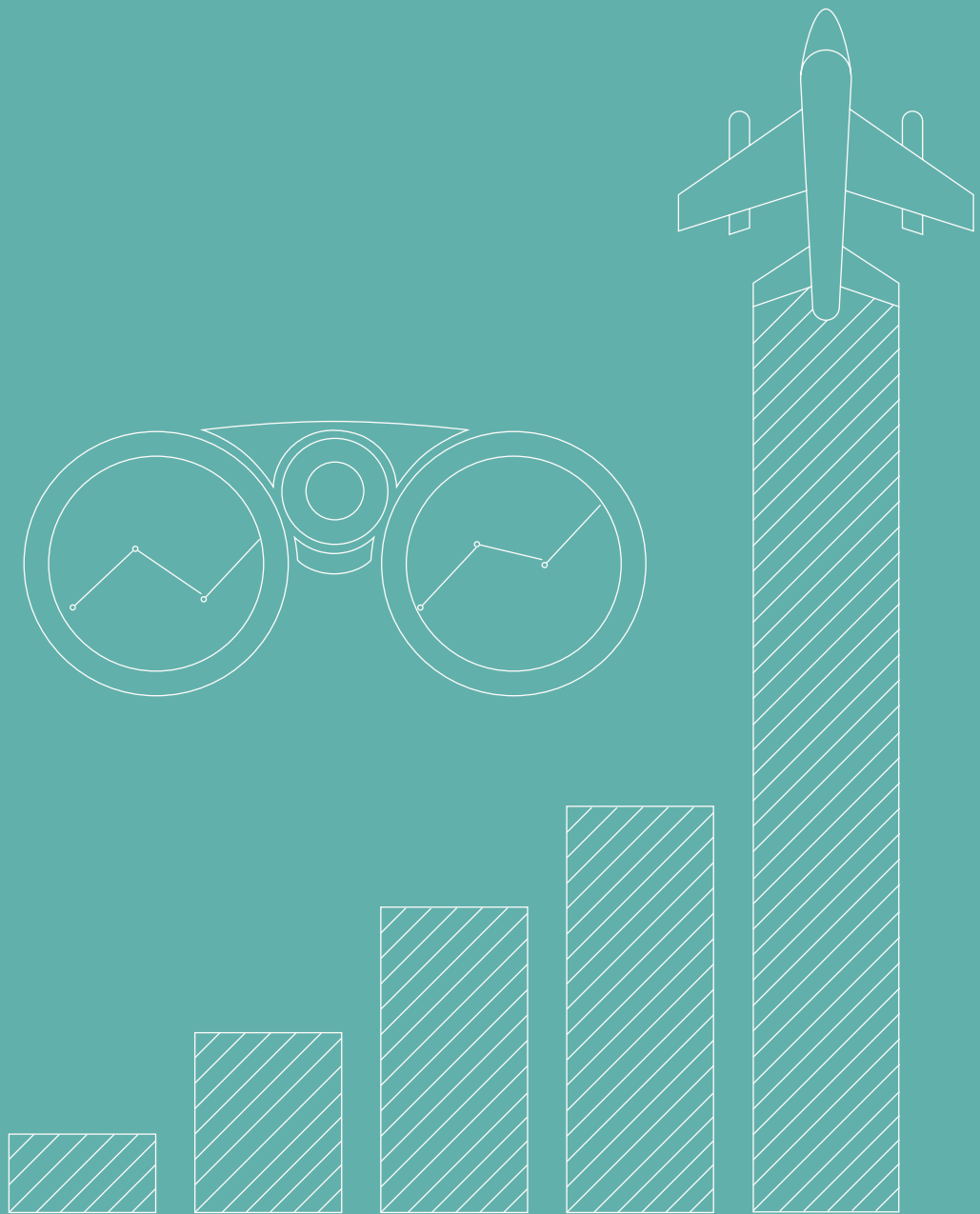


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# 8 Future Prospects





## Future Prospects

Following a consistently successful performance for almost 20 years, the Airport Company -along with the aviation and tourism industry - has been severely hit by the impact of the COVID-19 pandemic. As a result, it recorded record-low traffic and, consequently, financial results. Nevertheless, due to the Management's actions, also supported by the Board of Directors and Shareholders, the Airport Company has secured adequate liquidity to remain afloat in these difficult times.

Furthermore, the Airport Company has been deliberating with the Greek State over compensation claims on legal and contractual grounds, for damages incurred in 2020 as a result of the imposed restrictions on travel and business activities. The Airport Company is optimistic that this issue will be amicably resolved and approved from the competent national and EU authorities in 2021.

However, 2021 remains a challenging year in terms of expected traffic recovery. With Greece experiencing new waves of the pandemic, along with most countries of the northern hemisphere, leading to lockdowns, austere travel restrictions and business shutdowns, traffic numbers will continue to be dramatically low, at least in the first half of 2021. Indeed, our forecast for passenger traffic in 2021 is at 11.5 million, considerably increased versus 2020, but still 55% lower than pre-pandemic levels. Furthermore, the forecast remains highly uncertain since the pandemic evolution, vaccination rollout process, coordination of EU travel measures and potential health or vaccination certificates, all constitute parameters still in flux. Regardless of the uncertain prospects, the Airport Company will remain dedicated to all aspects of corporate responsibility and committed to its plan for net-zero carbon emissions in 2025; in fact, as part of this goal, we aspire to have completed the first phase of the planned Photovoltaic Park in 2022 with the installation of a new 16MWp facility.

Furthermore, we are monitoring developments not only on the pandemic front but on other areas that will shape the future of the aviation industry: developments on the airline industry, regulatory changes and pressures on airport charges and pricing, our passengers' evolving needs and behaviour, the airport retail transformation and ongoing challenges from online retail, threats and opportunities from digitalisation, and many more. We aim to remain ahead of developments and make the best of new opportunities.

On 29<sup>th</sup> March 2021, the Athens Airport celebrates 20 years of operation. Although the pandemic's overwhelming effect suppresses any expression of exultation, we remain confident that AIA will eventually weather the storm. We shall continue our efforts to rationalise cost in all business areas and identify optimum financing strategies that will ensure liquidity in the short-term and enhance long-term value. We will also remain agile to adapt to the changing environment and the new post-covid aviation world. We trust that with our people's competence, experience and hard work and our Shareholders' support, the Airport Company will soon resume its successful and value-enhancing course.



ATHENS INTERNATIONAL AIRPORT

**Annex I**

# **Reporting by the Board of Directors to the annual general meeting of the Shareholders**

FOR THE FINANCIAL YEAR  
ENDED 31 DECEMBER 2020

**Dear Shareholders,**

According to articles 108 and 150 of Law 4548/2018, we submit herewith to your General Assembly of the Athens International Airport S.A. (hereinafter "Airport Company", or "Company", or "AIA") the Financial Statements for its 25th financial year. The present Report refers to these statements as well as to any supplementary information and disclosures necessary or useful for the appreciation of the Financial Statements and approval by the General Assembly, according to the proposal of the Board of Directors.

2020 was, by any standard, the most challenging year in the history of the Company since the Airport Opening. The COVID-19 (coronavirus) pandemic crisis had a profound and lasting impact on the Company and the aviation industry at large, with structural repercussions of unprecedented magnitude.

The global aviation industry was severely hit by the Covid-19 pandemic, driven by a combination of national and international travelling bans, airlines limiting or ceasing operations, state-imposed restrictions on numerous business activities, depressed travel confidence and more. IATA characterised 2020 as the worst year in History for Air Travel Demand<sup>1</sup>, with global passenger demand (RPKs) falling by 65.9% compared to the full year 2019, by far the sharpest traffic decline in aviation history. Lower by 75.6% compared to 2019, international demand was hit harder than domestic demand, which experienced a 48.8% decline.

The Airport Council International (ACI) estimates a global passenger traffic loss of 63% for 2020<sup>2</sup>. Focusing on Europe, airports lost 1.72 billion passengers in 2020, a decrease of 70.4% compared to 2019<sup>3</sup>, with EU airports being significantly more affected than non-EU ones (-73.0% vs -61.9%), as a result of the size of the airports, the relative resilience of the domestic markets in Russia and Turkey, as well as the less stringent travel restrictions in the non-EU market.

In 2020, passenger traffic at AIA amounted to 8.08 million passengers, the lowest traffic level ever experienced, presenting a decline of 68.4% vs the corresponding levels of 2019. This was the result of the pandemic-driven sharp traffic drop during the period from March through December.

The unprecedented disruption of the business resulted in significant financial damages for the Airport Company with operating revenues reduced by 63.25% (or by €320.5 million) compared to the previous financial year and -despite the significant measures for cost savings - overall earnings before interest, tax, depreciation & amortisation (EBITDA) in 2020 were reduced by 81.33% (or by €273.7million) compared to the previous year. Consequently, the Airport Company recorded Losses Before Tax of €54.2 million. Nevertheless, thanks to numerous liquidity enhancement measures, the Company achieved a healthy closing cash position of €356.3 million, ensuring adequate liquidity for the near future, enabling it to meet its short-term financial obligations.

As the year has been extraordinary in all respects, this Report also follows a different structure than usually, by focusing firstly on the pandemic's impact on the different areas of the Company's business and the relevant response measures undertaken, and secondly providing information on all other material Company activities and future prospects.

## 1. The pandemic crisis: impact on the company and actions taken

### 1.1 Overview of Company's response

In the early stages of the unfolding situation, and well before the official declaration of the pandemic outbreak in March, AIA started preparing response measures primarily concerning business continuity and ensuring a safe workplace environment for all employees and the collaborating entities. A Management team, appropriately titled EReTeCo (Emergency Response Team – Coronavirus) was swiftly established under the coordination of the Company's Chief Operation Officer, involving distinct disciplines in all areas of the Company's activities interfacing with AIA Employees, Airport Community Stakeholders, State Authorities, Service and Goods Providers, Local communities, etc. Particular measures were foreseen for addressing the risk that a large portion of the workforce would be unable to work during a particular period (either as a precaution or due

<sup>1</sup> source: IATA Press Release 03Feb 2021 (<https://www.iata.org/en/pressroom/pr/2021-02-03-02/>)

<sup>2</sup> ACI estimate

<sup>3</sup> source: ACI EUROPE Press Release 12 Feb 2021 (<https://www.aci-europe.org/media-room/303-europe-s-airport-2020-passenger-traffic-back-to-1995-levels.html>)

to illness) as well as for addressing cases where providers of business-critical services or goods would not be able to supply AIA. A relevant Manual with distinct escalation levels was prepared and communicated to involved parties, subsequently updated as the situation evolved.

Upon the World Health Organisation's (WHO) declaration of the "global pandemic" on 11th March, the Company escalated its response to the appropriate "continuous alert" mode in line with the instructions and guidelines issued by the competent National Public Health Organization (EODY). Subsequently, several measures addressing operational, financial and human resources issues were put into effect. A massive corporate-wide transformation was initiated to build the capacity for employees' remote work with provision of equipment, collaboration platforms and connection lines. At the same time, regular practices were introduced for situation monitoring (e.g. incidents) and for informative bulletins to the Airport Community stakeholders. The latter involved a continuous update on flight restrictions by origin/destination countries and health measures imposed by EODY.

Concerning the travelling public and in compliance with the European Union Aviation Safety Agency (EASA) recommendations on monitoring of social distancing and mask use in the terminal areas, AIA proceeded with an awareness campaign including a Frequently Asked Questions section that was developed on the corporate website for related travel procedures and health and safety measures. Other measures included the installation of polycarbonate partitions (at several offices, desks and areas), floor markings enabling social distancing, reconfiguration of nearly 6,000 seats and installation of hand sanitisers throughout the Terminal.

Upon the pandemic outbreak, the Airport Company proceeded with immediate and continuous cost control efforts to mitigate the effect on financial performance and to address financial stability. A mix of measures was designed and put into effect, including a review of outsourcing contracts, an employment plan aligned with the government subsidized work sharing programme ("Syn-ergasia") and a reduction to the essential levels of all non-critical operating expenses. In order to secure liquidity, several actions were put into effect, including deferment of the loan principal repayments due in 2020, a new loan of €140 million, postponement of most of the Company's CapEx, deferment of the 2020 Grant of Rights Fee payment and other actions elaborated in more detail in the Financial Statements' Highlights herein.

On 13th May 2020, the European Commission (EC) released a package of Guidelines to help the tourism & transport industries overcome the COVID-19 disruptions. These included a coordinated approach between the EU States for restarting of tourism & transport services, such as Guidelines on lifting travel & border restrictions, basic principles & sanitary measures for each transport mode to limit transmission risks during travel and guidelines on resuming tourism services (including recommendations on Airlines for handling passengers' vouchers and refunds for cancelled flights). At the same time, AIA developed a Restart Plan, in line with the related government announcements, submitted to related Ministries and EODY for approval and thereafter put into effect. The Restart Plan introduced new operational conditions comprising social distancing rules, personal protective equipment (obligatory use of mask), markings and signage, procedures upon identifying a suspicious or an infectious case, ventilation rules, cleaning and disinfection, informative material to passengers and staff.

Throughout the crisis, the collaboration with State Authorities was continuously elaborated at multiple levels. Indicatively, AIA developed and delivered a daily Flight Data transfer to Civil Protection related to the health protocol for passengers arriving in Greece (Passenger Locator Form - PLF).

At the end of May of 2020, AIA was one of the pilot airports that signed the EASA Aviation Industry Charter for COVID-19, in line with the EASA-ECDC COVID-19 Aviation Health Safety Protocol for facilitating the recovery of air travel within the European Union. As part of this commitment, AIA supported a new performance monitoring system that involved new metrics, collaboration across the Airport Community and weekly reports to EASA. This reporting process was initiated in July 2020 and was maintained throughout the year.

Despite the severe business impact, AIA contributed to the nationwide effort for strengthening the National Health System by providing ten (10) respirators, a significant feat considering the fierce global demand and shortage of supplies.

For the remaining of the year, the Company was able to continuously adapt its crisis management capacity for effectively responding to changing conditions of externalities such as flight restrictions and applied health measures. The negative effects of the second wave in October 2020 (and the resulting national lockdown being imposed early in November 2020) were accompanied by the high hopes of the vaccine development and rollout.

## 1.2 Traffic & Airline Marketing

### 1.2.1 Impact on Traffic

Overall, 2020 ended with traffic at Athens International Airport amounting to 8.08 million passengers, presenting a decline of 68.4% vs the equivalent levels of 2019, corresponding to a passenger traffic loss of 17.5 million passengers. This outcome resulted from the sharp traffic drop suffered due to the impact of the COVID-19 pandemic from March to December 2020. In line with the industry-wide observations, domestic passengers were slightly less affected than the international ones, presenting a 61.1% decrease compared to 2019, vis-a-vis the 71.6% drop in international traffic.

Travel restrictions were imposed by the Hellenic Republic or by other countries, according to the respective epidemiological situation and the guidelines of the National and International Health Institutions. The progressive effect on traffic commenced in March with a rapid traffic deterioration leading to practically zero passenger traffic by the end of the month. In the second quarter of the year, the impact on air travel peaked, with April and May featuring only minimal airline operations. A gradual but slow improvement was observed as of the end of May and mid-June onwards for domestic and international traffic respectively, along with the progressive easing of restrictions. During the third quarter of the year, a gradual lifting of the imposed anti-epidemic measures, including international travel restrictions, commenced globally, resulting in a recovery period that proved to be short-lived since the second wave of the pandemic emerged in October and severely affecting traffic in Q4.

In 2020 (also taking into account the period before the pandemic), Athens was directly connected with scheduled services with 126 destinations-cities (157 in 2019), in 51 countries (55 in 2019), operated by a total of 59 carriers (66 in 2019). Aircraft movements amounted to 112.4 thousand in 2020, 50.2% below the respective 2019 levels, witnessing a relatively milder decline than that of passenger demand, with domestic operations having been reduced by 44.8% and international services by 54.0% compared to the respective 2019 figures.

Despite the pandemic impact leading to a reduced cargo capacity, total cargo traffic was less impacted in 2020. According to the preliminary results, approximately 75,550 tonnes of cargo traffic managed to contain the overall decrease at a mere 19.6% compared to 2019. Further to the charter cargo flights that operated during the pandemic (consisting of both humanitarian flights as well as passenger aircraft operating as freighters), the integrators' (DHL, TNT/FedEx and UPS) increasing performance proved to be a growth driver since they were the only scheduled cargo flights that operated without any interruption.

### 1.2.2 Airline Marketing & Pricing Actions

The annual consultation with the Airport users was held in January 2020 under the Airport Charges Directives (2009/12/EC) as transposed to the Greek legislation (PD 52/12). Following the consultation, the Airport Company announced that all Airport fees remain unchanged with no increase for the twelfth consecutive year.

The spread of the pandemic effects across the Airport operations has also heavily affected strategic marketing actions and activities. As airlines' decisions on future route planning and development froze and became subject to governmental restrictions and approvals, there was no room for remedial steps or growth discussions.

Temporary measures were implemented to offer cost mitigation to operating airlines during the lockdown periods:

- **March to June 2020:** a 100% discount on aircraft parking for grounded aircraft (>48hrs/home-based carriers) and a 50% discount on parking charges for all other aircraft
- **25<sup>th</sup> October 2020 onwards:** a 50% discount on aircraft parking for grounded aircraft (>24hrs/home-based carriers) and a 20% discount on parking charges for all other aircraft.

Considering the total suspension of the aviation and tourism industries, the Airport Company adjusted its existing incentives' policy by waiving part of the conditionalities for discounts eligibility to immediately respond to the prevailing market conditions and offer - to the extent possible - support to the airlines that maintained operations during the adverse period of travel restrictions.

As always, AIA's incentives continued to be applied in a fully transparent and non-discriminatory manner.

In late 2020, “This is Athens & Partners”, a joint venture of the Airport Company, the Municipality of Athens, Aegean Airlines, SETE (Greek Tourism Confederation), LAMPSA S.A., LAMDA Development and Ionian Hotel Enterprises, developed an innovative digital campaign aiming to restore desire to travel to Athens destination under the slogan “Love Athens” and “Love Letters to Fellow Cities”. Furthermore, the business-to-business “AuTHENTIC Smiles” campaign was adjusted, titled “Keep your AuTHENTIC Smile Flying” and the whole plan was edited to promote the need for travelling and the safety measures implemented. The pandemic drove marketing toolkits into a new era; digital channels were explored, and the most effective ones were selected and offered to airlines, as a means of supporting them to sustain their relationships with their trade associates, press liaisons and, of course, their passengers.

### 1.3 Airport Operations

#### 1.3.1 Airside & Terminal Services

The drastic reduction in both aircraft movements and passenger numbers necessitated a highly scaled-down mode of operations, a partial shutdown of certain facilities and minimum staffing, in line with actual demand and workload for saving valuable resources.

Nevertheless, front line staff were present 24/7 to assist with passenger flow, queue management as well as arrival and transfer processes. In addition, AIA staff enabled checking of necessary passenger requirements applicable from time to time (negative PCR test, e-PLF forms). Examinations and queueing areas were established to ensure that said passengers were appropriately processed, with appropriate COVID-19 medical testing facilities, operated by the competent health authorities, installed at the arrivals area.

Despite the record low traffic, AIA staff facilitated over 1.6 million passengers and visitors, dealing primarily with issues caused by uncertainty related to COVID-19 procedures and restrictions. The successful handling of nearly 350,000 telephone enquiries, 92% of which been answered within 20”, led to AIAs call centre winning a Gold Award as the best call centre in Greece. Furthermore, airport\_info@aia.gr received more than 7.500 enquiries during 2020, all addressed timely with diligence.

Cleaning and disinfection processes were updated based on new state regulations and international best practices. Consequently, new schedules and routines emerged, employing new specialised products, such as sanitising liquids and dispensers. Upon the occurrence of infection incidents, disinfections were carried out following the health authorities’ instructions.

Furthermore, the Airport Company entered into an agreement with a leading medical centre for the provision of COVID-19 testing services for passengers as well as AIA and the Airport Community employees at dedicated testing facilities in the Main Terminal Building.

With regards to security, on top of the regular procedures, several precautionary measures were introduced to protect passengers and employees without compromising aviation security controls’ effectiveness. Apart from generally applied measures (such as social distancing, availability of hand sanitisers, protective equipment for staff, rotation of crews to avoid cross-infection and disinfection of common use surfaces), the Company’s Airport security engaged in operations-specific measures such as avoiding person-to-person screening techniques increasing Explosive Trace Detection (ETD) sampling, etc.

#### 1.3.2 Information Technology & Telecommunications (IT&T)

A massive effort was put in place for introducing new and efficient solutions to allow for the Airport’s seamless operation. The new services that were introduced allowed for remote operations where needed while securing a smooth travel experience for passengers and flawless communication and information flow to Airport users and partners.

As the IT&T priorities had to change urgently in line with the corporate response plan, new IT services were introduced or existing ones were upgraded. Working from home necessitated the upgrade of Internet routers and external Firewalls and the replacement of “AIA Proxy Server” to address the significantly increased volume of remote work, safeguarding at the same time the systems’ availability and responsiveness, as well as the critical Information Security aspects.

The upgrading of remote VPN access and the enhancement of the Virtual Desktop Infrastructure were both accomplished on fast-track procedures allowing the utilisation of both the corporate devices and the employees' personal computers to connect safely to the corporate working environment. Improving and further exploiting the capabilities of collaborating tools such as Microsoft Teams and SharePoint provided excellent platforms to replace physical presence at work and meetings.

### **1.3.3 Environmental Services**

The regular and random COVID-19 testing of the Airport Company's employees and arriving at the Airport passengers resulted in significant quantities of biohazardous waste that should be handled appropriately. A licensed waste-management contractor handled this waste under the relevant regulations, using dedicated containers that were then collected and transported to a licensed facility to be incinerated. Since March 2020, more than five tonnes of such biohazardous waste were handled. The Airport Company also held a campaign to inform its employees on the proper disposal of masks and other personal protective equipment.

### **1.3.4 Protection of Personal Data**

During the pandemic crisis, privacy and data protection were crucial in light of the widespread need for medical testing and incident reporting, involving the handling of sensitive personal data. The Hellenic Data Protection Authority's privacy requirements were duly communicated internally for applying the appropriate measures when handling screening, tracking and reporting incidents. In line with special legislative provisions, sensitive personal data were protected with the use of appropriate encryption tools. All pandemic-related actions, as well as the regular updates of the Data Inventory and compliance monitoring of third parties, ensured the continuous compliance of AIA's Personal Data Management System with applicable stipulations of GDPR and national legislation.

## **1.4 Consumers and Property Business**

### **1.4.1 Retail Services**

The pandemic effect on the Airport's terminal shopping centre was severe, producing €22.8 million revenues versus €68.0 million in 2019, plummeting 66%, close to the passenger traffic decline of 68%. All commercial categories were heavily affected, yet those linked to international traffic suffered the most, i.e. Duty-Free sales declined by 79% and Currency Exchange by 78%.

Within this unfavourable business context, AIA spared no effort in safeguarding the long-standing business relationships with its commercial partners, offering business support and operational flexibility as needed. AIA thus managed to keep almost all Concessionaires onboard during this extraordinary crisis. Compliance with the set payment terms and guarantees throughout 2020 was also high compared to recent years.

Adapting to the pandemic-driven conditions and requirements, the stores' operations followed a dynamic business pattern, also addressing the shifting government restrictions during 2020. The open stores at the Main Terminal Building ranged from 20 open stores during the all-time traffic low of April to 80 stores in late summer, while averaging at 40-50 open stores (out of a total of 116) for the rest of the year. Nonetheless, in close cooperation with the Concessionaires, AIA ensured the availability of key commercial services to passengers on a "supply to exceed demand" basis. What is more, several infrastructure interventions were made to ensure the stores' operational readiness in compliance with the new regulations, such as the installation of partitions at cashiers, adjustment of F&B seating areas, enforcement of social distancing at queues and installation of automatic vending machines for sanitary equipment at various points of the Terminal.

### **1.4.2 Landside Services**

As a direct effect of the reduced traffic, 2020 parking revenues were 64% down versus 2019, reaching €5.1million. Revenues from the railway station reached €0.8 million, down by 69%. Given the decrease of landside business scope, landside services costs were drastically reduced by 40% to partly counter the revenue drop.

In order to retain income, customers were offered upgrades from Economy & Long Term to Short Term parking areas, where price adjustments were made to sustain business and overcome competition. The operational conditions were largely affected by the health & safety protocols, driving pre-booking processes to minimise physical contact, whereas remote long-term parking areas were closed temporarily.



### 1.4.3 Property

The pandemic effect drove Property related revenues to €14.7 million versus €20.0 million in 2019, a reduction by 26.2%. The big-box retail outlets of the Retail Park, i.e. IKEA, KOTSOVOLOS, FACTORY OUTLET and LEROY MERLIN, remained closed for approximately four months due to the imposed lockdowns, with only a small part of the business recovering via online sales, altogether recording a 32.8% drop versus 2019.

The METROPOLITAN Exhibition & Conference Centre housed planned events until February 2020, whereas remained closed thereafter till the end of the year, realising a drop by 61.2%.

The Airport Hotel ceased operations in March 2020 and reopened in July 2020 to record a strikingly low performance for the remaining year, concluding to a 62.6% drop.

The SHELL Fuel Stations remained open for service (throughout the year), yet poorly performing due to the reduced traffic and the shrinking of the Airport Community.

To alleviate crisis effects on tenants, the Ground Concessions' minimum annual guarantees (MAG) were adjusted to reflect lockdown periods and year-round turnover drop. In regards to the Leased Spaces, AIA discounted fixed rents as per the applicable state laws.

### 1.5 Human Resources

Considering the dramatic reduction in traffic throughput, the Airport Company took a thoughtful approach to cost reduction with regards to staff costs. Alternative working arrangements and curtailment helped retain its workforce, hence also reserving the Airport Company's knowledge base and retaining talent, both significant assets for its current and future operations.

Upon the pandemic outbreak, the Airport Company quickly optimised the employees' working schedule in order to only keep the necessary staff in shifts and at the offices. Furthermore, the Company proceeded with salary adjustment for all employees corresponding to actual working time, while overtime hours were halted. To protect employees' income, the Airport Company introduced relief loans on favourable terms, covering a major part of the employees' lost income. Since 15th June 2020 the Airport Company participated in the State's work sharing programme with employment subsidies ("Syn-ergasia"), resulting in a partial compensation of employees' salary from the State, while the Company continued to offer the support loan scheme.

To ensure the highest health & safety standards, the Airport Company provided employees with personal protective equipment and training on safety measures for self-protection. There was continuous internal communication through announcements, posters, presentations and videos, to increase awareness on health & safety measures per the National Health Authorities' guidelines. The Company also introduced teleworking, on-call duty, and special leaves to vulnerable employees and parents of school children, since schools switched to tele-learning mode. Employees possibly exposed to coronavirus were also granted leave in line with governmental directives. Finally, AIA systematically conducted COVID-19 testing for all employees and closely followed evolving regulations and best practices for safeguarding employees' health.

## 2. Other corporate developments

### 2.1 Infrastructure projects

Following the pandemic's impact, the Company suspended the majority of CapEx spending, including any works or plans for capacity expansion. Nevertheless, certain projects related to compliance or deemed of critical importance were carried on. More specifically:

- Regarding the upgrade of the security screening equipment of the baggage handling system to Standard 3 as per relevant regulatory compliance, an international tender for a new contractor was launched in March 2020, and the Company entered into a new contract with a recognised, internationally experienced contractor, in September 2020.

- The installation of the new Pre-Conditioned Air Supply System, serving parked aircraft at the MTB and STB apron areas, was completed in 2020 Q2.
- The upgrade of the Building Automation System (airport-wide platform for the monitoring, operation and control of the electromechanical facilities such as HVAC, MV/LV distribution, lighting, people movers, PBBs and 400Hz) involving both replacement of hardware controllers, servers and network devices as well as enhancement of software applications and operating systems, commenced in 2020 Q3 with phased implementation up to 2022.
- The surface treatment of the upper layer (friction course) at an area of 33,000sqm of runways and rapid exit taxiways was applied in 2020 Q4.
- The Flight Information blackboards at the Main Terminal Building were replaced with three (3) new Flight Information Boards using LED technology, not only enhancing the Airport's digital services offering but also allowing the display of additional digital content such as pictures, videos and information from online sources.
- Also, AIA's IT&T proceeded with specific automation and integration advancements contributing to the replacement of manual processes with digitalised, cloud-based technology, such as the Digitalisation - Automation of the ID cards issuance process, a new Business Process Management platform, introduction of Digital Signature, automation functions were introduced for the AIA Secure File Transfer Platform and a new knowledge base "Info Corner" for enhanced communication and fast circulation of information.

## 2.2 The Sale process of HRADF's 30% shares in AIA

In the first quarter of 2020, the Airport Company's Management continued to support the HRADF team and their advisors in the due diligence process for the sale of 30% of AIA shares owned by HRADF. However, as the pandemic's full impact became evident, the process was suspended by HRADF's decision.

## 3. Corporate Sustainability

### 3.1 Sustainability Governance

Amid the pandemic's adverse circumstances, AIA remained committed to a contemporary approach for Sustainability in line with the Company's commitment towards UN principles and the Sustainable Development Goals (SDGs).

In 2020, the Airport Company issued its consolidated Annual & Sustainability Report (the 17th consecutive Sustainability Report), in line with contemporary practice, international standards and the Sustainability Strategy for Airports (SSA) recommendations of ACI-EUROPE. An independent Sustainability Assurance body reviewed the Report and certified the accuracy, completeness and abidance to applicable standards of its contents.

In 2020, AIA continued to influence Airport Sustainability on an international scale by contributing to the ACI-EUROPE Sustainability Task Force's work.

In 2020, two (2) additional factors attested to AIA's expertise in Sustainability Management:

Sustainability consultation services were provided to Hermes Airports (Cyprus), including a strategy workshop with the Management, performing Materiality Analysis and developing the Sustainability Policy.

In June 2020, AIA was presented with the Best Sustainability Report Award at the Corporate Affairs Excellence Awards.

### 3.2 Operational Responsibility

The Airport Company remains firm on the commitment for safe, secure, efficient and value-adding services of a well-coordinated Airport Community for an exceptional experience to the travelling public.

The Airport Company implemented the annual Safety Action Plan and achieved the objective of maintaining a high aviation safety level amidst the pandemic repercussions. To maintain increased Safety awareness, the Crisis Planning & Emergency Management Department organised seven (7) emergency drills at the Airport, including the Annual Partial Scale Emergency Exercise, which involved an “Aircraft accident on Airport”. These drills engaged all necessary Airport stakeholders and assessed the emergency response processes and procedures’ effectiveness. Authorities found no regulatory discrepancies or non-compliance with the Airport’s Aviation safety system during the year.

Assistance services provided to Persons with Disability and Reduced Mobility (PRM) were reduced, posting a 71% decrease due to the COVID-19 pandemic, compared to 2019. Despite the heavy traffic reduction, however, PRM travellers demonstrated a great appreciation of the services offered, as witnessed in the increased score of 4.9 out of 5 of the relevant survey. In collaboration with the National Confederation of Persons with Disability, AIA organised an awareness seminar for 45 trainers from both the Airport Company and the Assistance Services Providers.

To ensure the health & safety of the travelling public, all common and technical areas were regularly inspected for compliance with legal provisions and the Airport Company’s corporate rules and procedures. In 2020, AIA performed ten (10) health and safety audits to various stakeholders of the Airport Community.

Passenger Survey resulted in an evaluation score of 4.35 (on a 5-point scale), signifying passengers’ confidence at the airport premises during the pandemic situation.

### 3.3 Environmental Responsibility

Despite the challenging circumstances, AIA remained committed to the sustainable operation of the Airport.

The “Polluter Pays” principle that applies to waste management at the Airport contributed to a recycling rate of over 66% for solid non-hazardous waste (5,195 of total 7,858 tonnes). In addition, 221 tonnes of hazardous waste and 5.5 tonnes of medical/clinical waste were collected and transferred to licensed facilities. Lastly, Airport employees recycled nearly 6.4 tonnes of hazardous and non-hazardous waste at the Airport Company’s Recycling Centre.

Following the successful second annual surveillance audit of its Environmental Management System (EMS) in December 2020, AIA maintained its certification according to the ISO 14001 standard.

### 3.4 Employer’s Responsibility

As a socially responsible employer, the Airport Company strived and managed to retain jobs and protect its employees’ income, pension plans and social security during the crisis. In October 2020, the Airport Company and the Employees’ Union achieved a mutual consensus for fairly managing the crisis consequences and entered into a Collective Labour Agreement (CLA), as each year since 2000.

In 2020, AIA had 530 full-time equivalent employees, compared to 774 employees in 2019, reflecting the employee working schedule adjustment as a response to the pandemic impact. 31% of the Airport Company’s employees reside in the local communities of the Mesogheia area. No staff was recruited during the pandemic, though the Airport Company continued to advance employee training and development.

In 2020 the Training & Development Plan had a yield of 20,584 total training hours, corresponding to 38.84 hours of training per Full-Time Equivalent. AIA prioritised compliance and job-related training for both the Airport Company’s and the Airport Community’s personnel. Aviation Safety training continued. Classroom training was quickly converted to virtual classes to support remote learning; new digital courses were developed through the corporate learning management system; online events were broadcasted to employees to keep them updated and empowered; and virtual seminars for individuals or groups, conducted through the Employee Assistance Programme that the Airport Company was already using, helped build resilience.

### 3.5 Corporate Citizenship

AIA's Community Engagement Plan was adjusted to meet the local communities' most urgent needs and those emerging from the pandemic.

The initiatives undertaken in 2020 were somewhat reduced compared to previous years and included financial rewards to local schools participating in AIA's Recycling Programme, and to top students from high schools in the vicinity that were admitted to Greek universities, financial assistance to families in need and donation of an Isobox to the Spata Health Centre for handling coronavirus incidents.

AIA continued to support the conservation and promotion of the Vravra and Artemis Wetlands in collaboration with the Hellenic Ornithological Society and provided financial support to the Vravra Archaeological Museum.

Contributing to young entrepreneurship in the Tourism sector, AIA participated in the CapsuleT's Idea Platform programme, an initiative of the Hellenic Chamber of Hotels, with the mission to support travel and hospitality start-ups in their innovative ideas of an early stage. The main objective of AIA's team was to provide participants with an expert methodology to scale up their business ideas.

Throughout the years, the Airport Company has been running an impressive cultural programme that contributes to promoting and preserving the national cultural heritage. In 2020, the pandemic inevitably influenced the programme and many of the planned activities were either postponed or cancelled. However, AIA did organise a unique exhibition, in collaboration with the Herakleidon Museum, titled "West of the Acropolis". With the aid of pictures and the Greek language, which created words with universal meaning, the visitor was encouraged to seek information or to walk in places whose name is associated with history. In cooperation with the Benaki Toy Museum, the Airport hosted for a whole year the exhibition "Toys-Toys-Toys!", which offered passengers and visitors a quick tour of all the corners of the earth.

## 4. Financial Statements' Highlights

The Financial Statements have been prepared in accordance with the International Financial Reporting Standards (IFRS) and the Accounting Policies approved by the Board of Directors of the Airport Company.

This year was marked by the escalating coronavirus pandemic situation that resulted in an unprecedented disruption in various business sectors and global air transport, producing significant damages for the Airport Company. Operating revenues reached €186.2 million, lower by 63.25% (or €320.5 million) compared to the previous financial year, with all revenue streams being affected by the crisis.

In total, the Airport Company's participation in the Airport Development Fund (ADF) reached €28.5 million, lower by €63.0 million or 68.8% in comparison to the prior financial year. Part of the ADF receipts covered interest expenses of €8.2 million (2019: €11.8 million), while the remaining €20.3 million (2019: €79.7 million) were assigned to the uncovered part of the instalments of the loan received for the construction of the Airport.

Upon the outbreak of the crisis, the Airport Company proceeded with immediate and continuous cost control efforts to mitigate the effect on financial performance and to address financial stability. Substantial savings in operating expenses were obtained through a set of immediate actions that resulted in significant reduction of operating expenses starting from April 2020 to December 2020, reaching almost 50% vs. prior year. In total for 2020, operating expenses at € 123.3 million, lower by €46.7 million or 27.48% versus the prior year.

Following the unprecedented contraction in operating revenues and the savings in operating expenses, overall earnings before interest, tax, depreciation & amortisation (EBITDA) in 2020 reached €62.9 million, i.e. decreased by €273.7million or 81.33% compared to the previous year.

The depreciation charge was €81.6 million in 2020, higher by €1.7 million compared to the corresponding charge in 2019 of €79.9 million, mainly due to the capitalisation of the Main Terminal South Wing expansion project within the year.

Net financial expenses stood at €43.7 million, increased by €0.14 million or 0.33% versus 2019, reflecting the loans' deferment of 2020 principal repayment instalments and the drawdown of the new loan facility agreed with the lenders for strengthening the working capital of the Company.

Loss Before Tax reached €54.2 million. After accounting for the aggregate income tax benefit of €12.3 million, the statutory and other reserves of €0.3 million and the prior year's retained earnings of €479.5 million, there remains a distributable profit of €437.3 million. The Board of Directors proposes to the Shareholders that no dividends be declared for distribution, in light of the enduring impact of the pandemic crisis upon the airport industry and the continuing uncertainty regarding the recovery path.

The Statement of Financial Position of 31st December 2020 reflects total Assets of €2.22 billion. The value of the Airport Company's Non-Current Assets (€1.81 billion) represents 81.4% of the Total Assets, indicating that the Airport Company is a capital-intensive Airport Company.

All fixed assets are recorded in the Fixed Assets Register and are free of any encumbrances apart from the conditional assignment of the usufruct extended since 1996 in favour of the Airport Company's lender, European Investment Bank (EIB). Fixed assets were depreciated at rates reflecting their estimated useful life and legal limits on their use as provided by the ADA. The intangible asset consists of the Consideration paid for the extension of the service concession, the present value of the determined fixed future obligations for the Grant of Rights Fee from 2026 until 2046, adding at the extension agreement effective date the carrying amount of the intangible asset of the service concession agreement, which comprises the value of the usufruct of the land that was assigned by the Greek State for the development and operation of the Airport, the costs incurred to construct its infrastructure (net of government grants received), as well as the present value of the determined fixed future obligations for the Grant of Rights Fee until 2026. The aggregate balance is being amortised using the straight-line method over the extended concession period, from the effective date until 2046. Investment in related companies amounts to €3.25 million and represents the carrying amount of Airport Company's participation in the Athens Airport Fuel Pipeline Airport Company S.A.'s equity.

The weighted average fixed interest rate of the EIB Loan is 6.12%, whereas the current outstanding balance amounts to €134.3 million out of the initial withdrawn amount of €997.0 million. The EIB Loan's repayment, following the deferment of 2020 principal instalments, is currently scheduled to be completed in December 2021. The balance of the Second Lien Bond Loan with the four Systemic Greek Banks for the partial financing of the concession extension Consideration amounts to €621.4 million out of the initial withdrawn amount of €642.5 million. The Second Lien Bond Loan's repayment is effected through semi-annually instalments that started in October 2019 and is currently scheduled to be completed in February 2034; it bears a floating interest rate comprising the six-month Euribor plus an agreed applicable margin. The CapEx Debt Bond Loan's outstanding balance with the four systemic Greek Banks for the financing of five CapEx projects amounts to €24.6 million out of the total available amount of up to €100 million. The CapEx Debt Bond Loan will be disbursed in quarterly drawdowns, according to each project's progress and availability period up to 30th September 2023. The CapEx Debt Bond Loan has a 15-year tenor, semi-annual payments and the interest rate will comprise the six-month Euribor plus an agreed applicable margin. Furthermore, in July 2020, the Airport Company has entered into the Other Purposes Debt Bond Loan Agreement for the amount of €140 million with the four (4) Systemic Greek Banks for the financing of working capital and operational needs due to the extensive impact of COVID-19 on the Airport Company's operations with a tenor of five years and an interest rate comprising of the six-month Euribor plus an agreed applicable margin.

In summary, Airport Company implemented significant measures to secure liquidity and cope with the dramatic drop in business performance. In specific, relevant actions included: (i) the deferment of both EIB and 2L Bond Loan 2020 principal repayments following negotiation with EIB and Greek banks, (ii) drawdown of a new debt facility of €140 million, (iii) postponement of most of the Airport Company's CapEx programme (iv) reduction of the Airport Company's operating costs, (v) continuous efforts to secure receipts by customers, (vi) benefit from the reduction to zero of the advance income tax payment, (vii) no dividend distribution within the year and (viii) deferment of the 2020 Grant of Rights Fee payment. Consequently, a healthy closing cash position for 2020 of €356.3 million was secured.

The Airport Company is exposed to financial risks such as cash flow and fair value interest rate risk, price, credit, liquidity and concentration risks. Subject to market availability, the Airport Company invests its cash and cash equivalents in short-term deposits and highly liquid financial assets, minimising its exposure to interest rates volatility. As regards the borrowings, these are either with fixed interest rates or, in case floating interest rates are hedged, based on the terms and conditions of the relevant debt agreements and the market conditions, minimising any potential adverse impact on the Airport Company's financial performance from the fluctuation of interest rates for a specified period.

To cover the credit risk, the Airport Company obtains adequate securities from customers, as per the applied Credit Policy. The liquidity risk is managed through efficient cash management involving cash forecasting and investments strategy that ensures sufficient available cash to meet operational needs, cover the debt service obligations and finance investments, complying with the debt covenants in terms of creditability and maturity of investments. The nature of the risks, as well as the Airport Company's scope and policies for managing financial risks, are presented in Section 3 of the Notes to the Financial Statements.

Other risks and uncertainties are analytically referred to in note 5.29 of the Notes to the Financial Statements.

## 5. 2021 Outlook

Following a consistently successful performance for almost 20 years, the Airport Company -along with the aviation and tourism industry - has been severely hit by the impact of the COVID-19 pandemic. As a result, it recorded record-low traffic and - consequently - financial results. Nevertheless, through actions undertaken by the Management, supported by the Board of Directors and the Shareholders, the Company has managed to secure adequate liquidity to remain afloat in these difficult times.

Furthermore, the Company has been discussing with the Greek State on compensation claims based on legal and contractual grounds, for the damages incurred in 2020 as a result of the imposed restrictions on travel and business activities. The Company is optimistic that this issue will be amicably resolved and approved from the competent national and EU authorities in 2021.

However, 2021 remains a challenging year in terms of expected traffic recovery. With Greece experiencing a second wave of the pandemic, along with most countries of the northern hemisphere, leading to lockdowns, austere travel restrictions and business shutdowns, traffic numbers will continue to be dramatically low, at least in the first half of 2021. Indeed, our forecast for passenger traffic in 2021 is at 11.5 million, considerably increased versus 2020, but still 55% lower than the pre-pandemic levels. Furthermore, the forecast remains highly uncertain since the pandemic evolution, the vaccination rollout process, the actions on EU level on the coordination of travel measures and on the potential health or vaccination certificates all constitute parameters still in flux. Indeed, by considering traffic figures in the first months of 2021 and the near-term epidemiological outlook, the 2021 forecast may prove to be on the optimistic side.

Regardless of the uncertain outlook, the Company will remain dedicated to all aspects of corporate responsibility and committed to its plan for net-zero carbon emissions in 2025; in fact, as part of this goal, we endeavour to complete the first phase of the planned Photovoltaic Park in 2022 with the installation of a new 16MWp facility.

Furthermore, we are monitoring the developments not only on the pandemic front but on other areas that will shape the future of the aviation industry: developments on the airline industry, regulatory changes and pressures on airport charges and pricing, our passengers' evolving needs and behaviour, the transformation of the airport retail and the ongoing challenges from online retail, the threats and opportunities from the digitalisation, and many more. We aim to remain ahead of developments and make the best of new opportunities.

On 29th March 2021, the Athens Airport celebrates 20 years of operation. Although the pandemic's overwhelming effect suppresses any expression of exultation, we remain confident that AIA will eventually weather the storm. We shall continue our efforts to rationalise cost in all business areas and identify optimum financing strategies that will ensure liquidity in the short-term and enhance long-term value. We will also remain agile to adapt to the changing environment and the new post-covid aviation world. We trust that with our people's competence, experience and hard work and with the support of our Shareholders, the Company will soon resume its successful and value-enhancing course.

Spata, 24 March 2021

On behalf of the Board of Directors of Athens International Airport S.A.

**George Aronis**

Chairman of the Board of Directors





ATHENS INTERNATIONAL AIRPORT

**Annex II**

# **Financial Statements**

AS AT 31 DECEMBER 2020 IN ACCORDANCE  
WITH THE INTERNATIONAL FINANCIAL REPORTING  
STANDARDS AS ENDORSED BY THE EUROPEAN UNION

## Committees

The attached Financial Statements are those that were approved by the Board of Directors of ATHENS INTERNATIONAL AIRPORT S.A. on 24 March 2021.

The Financial Statements and the Notes to the Financial Statements, as presented on pages 1 to 56, have been prepared in accordance with International Financial Reporting Standards, as adopted by the European Union, and have been signed, on behalf of the Board of Directors by:

**George Aronis**

Chairman of the Board of Directors

**Holger Linkweiler**

Vice Chairman of the Board of Directors

**Dr Ioannis N. Paraschis**

Chief Executive Officer

**Panagiotis Michalarogiannis**

Chief Financial Officer

**Alexandros Gatsonis**

Accounting & Tax Manager

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## Income Statement for the Year Ended 31 December 2020

	Note	2020	2019
Revenue from contracts with customers	5.1	150,950,488	407,212,645
Other revenues	5.1	35,240,099	99,474,077
<b>Total operating revenues</b>		<b>186,190,587</b>	<b>506,686,722</b>
<b>Operating expenses</b>			
Personnel expenses		28,800,742	45,792,727
Outsourcing expenses		43,142,339	63,731,555
Public relations & marketing expenses		2,207,056	6,130,431
Utility expenses		8,570,571	11,402,342
Insurance premiums		1,823,684	1,905,128
Net provisions and impairment losses		(9,616)	2,574
Grant of rights fee - variable fee component		33,424,036	25,398,192
Other operating expenses		5,369,853	15,709,153
<b>Total operating expenses</b>	5.2	<b>123,328,665</b>	<b>170,072,103</b>
<b>EBITDA</b>		<b>62,861,922</b>	<b>336,614,619</b>
Depreciation & amortisation charges	5.2	81,596,007	79,902,921
<b>Operating (losses)/profit</b>		<b>(18,734,085)</b>	<b>256,711,699</b>
Financial income	5.3	(54)	(116,503)
Financial costs	5.3	43,739,424	43,714,039
Net financial expenses	5.3	43,739,370	43,597,537
Subsidies received for borrowing costs	5.4	(8,231,666)	(11,784,067)
<b>(Losses)/Profit before tax</b>		<b>(54,241,789)</b>	<b>224,898,230</b>
Income tax benefit/(expense)	5.5	12,326,959	(50,457,388)
<b>(Losses)/Profit after tax</b>		<b>(41,914,829)</b>	<b>174,440,841</b>
<b>Basic (losses)/earnings per share</b>	5.6	<b>(1.40)</b>	<b>5.81</b>

The notes on pages 9 to 56 are an integral part of these financial statements.

## Statement of Comprehensive Income/(Loss) for the Year Ended 31 December 2020

	Note	2020	2019
<b>(Loss)/Profit after tax</b>		(41,914,829)	174,440,841
<b>Other comprehensive (loss)/income:</b>			
<b>Other Comprehensive (loss)/income that will not be classified to profit or loss</b>			
Actuarial (losses)/gains	5.21	(363,340)	(1,584,096)
Deferred tax on actuarial (losses)/gains		87,202	380,184
<b>Total comprehensive (loss)/income for the year after tax</b>		<b>(42,190,968)</b>	<b>173,236,929</b>

The notes on pages 9 to 56 are an integral part of these financial statements.

## Statement of Financial Position for the Year Ended 31 December 2020

ASSETS	Note	2020	2019
<b>Non-current assets</b>			
Property plant & equipment-owned assets	5.7	23,514,396	23,402,775
Intangible assets	5.8	1,772,464,066	1,825,147,647
Right of use assets	5.9	2,063,864	2,385,761
Non-current financial assets	5.10	17,114	287,677
Construction works in progress	5.13	6,595,238	20,049,780
Other non-current assets	5.11	3,605,183	3,617,331
<b>Total non-current assets</b>		<b>1,808,259,862</b>	<b>1,874,890,972</b>
<b>Current assets</b>			
Inventories	5.12	5,676,599	5,896,932
Trade accounts receivables	5.14	18,388,443	27,112,452
Income tax receivable	5.15	0	23,364,123
Other accounts receivables	5.15	33,833,794	41,778,703
Cash & cash equivalents	5.16	356,294,195	127,968,412
Total current assets		<b>414,193,032</b>	<b>226,120,621</b>
<b>TOTAL ASSETS</b>		<b>2,222,452,894</b>	<b>2,101,011,593</b>
<b>EQUITY &amp; LIABILITIES</b>			
<b>Equity</b>			
Share capital	5.17	300,000,000	300,000,000
Statutory & other reserves	5.18	87,845,522	87,874,703
Retained earnings	5.19	437,277,144	479,525,853
<b>Total equity</b>		<b>825,122,666</b>	<b>867,400,555</b>
<b>Non-current liabilities</b>			
Borrowings	5.20	752,082,486	653,652,180
Employee retirement benefits	5.21	12,464,561	11,867,669
Provisions	5.22	27,458,850	24,730,999
Deferred tax liabilities	5.23	70,198,749	85,077,492
Other non-current liabilities	5.24	230,058,818	234,848,091
Lease liabilities	5.27	1,554,899	1,966,279
<b>Total non-current liabilities</b>		<b>1,093,818,363</b>	<b>1,012,142,710</b>
<b>Current liabilities</b>			
Borrowings	5.20	173,200,331	124,458,470
Trade & other payables	5.25	112,123,711	75,317,139
Income tax payable	5.23	1,830,376	0
Other current liabilities	5.26	15,899,032	21,218,765
Lease liabilities	5.27	458,415	473,954
<b>Total current liabilities</b>		<b>303,511,865</b>	<b>221,468,328</b>
<b>Total liabilities</b>		<b>1,397,330,228</b>	<b>1,233,611,038</b>
<b>TOTAL EQUITY &amp; LIABILITIES</b>		<b>2,222,452,894</b>	<b>2,101,011,593</b>

The notes on pages 9 to 56 are an integral part of these financial statements.

## Statement of Changes in Equity for the Year Ended 31 December 2020

	Share Capital	Statutory & Other Reserves	Retained Earnings	Total Equity
<b>Balance as at 31 December 2018</b>	300,000,000	78,231,185	380,932,442	759,163,626
Comprehensive income				
Net profit for the year 2019	0	0	174,440,841	174,440,841
Other comprehensive income	0	(1,203,912)	0	(1,203,912)
<b>Total comprehensive income</b>	0	(1,203,912)	174,440,841	173,236,929
Transactions with owners				
Dividends distributed to the shareholders	0	0	(65,000,000)	(65,000,000)
<b>Total transactions with owners</b>	0	0	(65,000,000)	(65,000,000)
Transfer to statutory reserves	0	10,847,430	(10,847,430)	0
<b>Balance as at 31 December 2019</b>	300,000,000	87,874,703	479,525,853	867,400,556
Comprehensive loss				
Net (loss) for the year 2020	0	0	(41,914,829)	(41,914,829)
Other comprehensive (loss)	0	(276,138)	0	(276,138)
<b>Total comprehensive income</b>	0	(276,138)	(41,914,829)	(42,190,968)
Transactions with owners				
Dividends distributed to shareholders	0	0	0	0
<b>Total transactions with owners</b>	0	0	0	0
Transfer to statutory and other reserves	0	246,958	(333,880)	(86,922)
<b>Balance as at 31 December 2020</b>	300,000,000	87,845,522	437,277,144	825,122,665

The notes on pages 9 to 56 are an integral part of these financial statements.

## Statement of CashFlows for the Year Ended 31 December 2020

	Note	2020	2019
<b>Operating activities</b>			
<b>Profit/(Loss) for the year before tax</b>		(54,241,789)	224,898,230
<b>Adjustments for:</b>			
Depreciation & amortisation expenses	5.2	81,596,007	79,902,921
Provision for impairment of trade receivables		(27,078)	(529)
Net financial expenses	5.3	43,739,370	43,597,537
(Gain)/loss on PPE disposals		(165,739)	62,250
Increase/(decrease) in retirement benefits		233,552	402,817
Increase/(decrease) in provisions		2,745,312	3,746,059
Increase/(decrease) in other assets/liabilities		(16,097,778)	(1,732,642)
Increase/(decrease) in working capital		49,913,877	(9,501,311)
<b>Cash generated from operations</b>		107,695,732	341,375,331
Income tax (paid)/received		22,242,850	(120,497,482)
Interest paid	5.3	(33,612,681)	(35,400,132)
<b>Net cash flow from operating activities</b>		96,325,901	185,477,716
<b>Investment activities</b>			
Acquisition of intangible assets - PPE		(15,081,869)	(27,218,153)
Concession extension	5.8	0	(1,185,996,577)
Interest received		54	141
Investments to financial assets		0	1,052,636
Dividends received from associate		246,958	915,620
<b>Net cash flow from investment activities</b>		(14,834,857)	(1,211,246,333)
<b>Financial activities</b>			
Dividends paid		(324,999)	(64,675,001)
Repayment of bank loans		0	(98,437,465)
New borrowings raised	5.20	147,578,234	660,603,662
Payments under leases	5.27	(418,496)	(287,512)
<b>Net cash flow from financial activities</b>		146,834,739	497,203,684
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>		228,325,784	(528,564,932)
<b>Cash &amp; cash equivalents at the beginning of the year</b>		127,968,412	656,533,343
<b>Cash &amp; cash equivalents at the end of the year</b>		356,294,195	127,968,412

The notes on pages 9 to 56 are an integral part of these financial statements.



## Notes to the Financial Statements

### 1. Introduction

#### 1.1 Incorporation & activities of the Company

Athens International Airport S.A. (“the Company” or “AIA”) is active in the financing, construction and operation of civil airports and related activities. As a civil airport operator, the Company manages the AIA at Spata, Greece. The Company is a Société Anonyme incorporated and domiciled in Greece. The address of its registered office is Spata, Attica 19019, with General Commercial Registry Number 2229601000.

The Company was established on 31 July 1995 by the Greek State and Private Investors for the purpose of financing, constructing, operating and developing of the new international airport at Spata Attica. In exchange for financing, constructing, operating and developing the airport, the Greek State granted the Company a 30-year concession commencing on 11 June 1996. The Company commenced its commercial operations in March 2001 following a construction period of approximately five (5) years initiated in September 1996. At the end of the Concession Agreement, subject to the stipulations of Article 33 of the Airport Development Agreement (“ADA”) and without prejudice to all rights and obligations then having accrued to the Greek State and/or the Company, the airport together with all usufruct additions would have reverted to the Greek State, without payment of any kind and clear of any security, unless the Concession Agreement was renewed as provided by the Article 4.2 of the ADA.

Pursuant to the Article 4.2 of the ADA the Hellenic Republic Assets Development Fund (the HRADF), the Greek State and the Company signed on 24 January 2019 the extension of the concession period for another 20 years. The ADA Concession Extension Agreement, following the fulfillment of the respective conditions i.e. European Commission clearance through DG Grow and DG Comp and European Investment Bank approval, was finally ratified by the Hellenic Parliament on 14 February 2019 and the Concession Extension became effective upon the relevant publication in the Government Gazette on 19 February 2019, i.e. law 4594/2019.

The Company’s return from air activities is capped at 15.0% on the capital allocated to air activities. As per the Concession Extension Agreement, the airport charges set by the Company, shall additionally cover the depreciation of the extension consideration and the interest paid on the proportion of the Company’s indebtedness allocated to air activities. In the event that the Company’s actual compounded cumulative return exceeds 15.0%, in 3 out of any 4 consecutive financial periods, the Company is obliged to pay any excess return to the Greek State, a condition which through 31 December 2020 has not occurred.

The terms and conditions of the concession for AIA are stipulated in the ADA. The ADA and the Company’s Articles of Association were ratified and enacted under Law 2338 dated 14 September 1995.

The number of full-time equivalent staff employed as at 31 December 2020 was 530 employees, compared to 774 employees as at 31 December 2019.

The financial statements have been approved by the Board of Directors on 24 March 2021 and are subject to the approval of the Annual General Meeting of the shareholders.

#### 1.2 Developments due to COVID-19 outbreak

In early January 2020, an outbreak of a respiratory pandemic caused by the coronavirus (COVID-19) was spread throughout the world and in most countries large-scale containment measures have been imposed, disrupting the global economy and resulting in the downfall of demand and supply. Many countries around the globe, including the Hellenic Republic, have adopted emergency and costly restriction measures.

The rapid development of the COVID-19 pandemic and its escalating situation, since the beginning of the year 2020, is having a severe impact on air travel and the airport business, leading to countries' travelling bans and quarantine measures, airlines' limiting or ceasing operations and closure of commercial activities, followed by a rapid traffic deterioration, with severe effect on the Company's financial performance and cash flows in the current financial year. Traffic for the fiscal year 2020 reached 8.1 million passengers, a decrease of (68.4%) as compared to 25.57 million passengers for fiscal year 2019.

From the emergence of the health crisis, the Company has taken measures to provide an operational environment for its staff, passengers, suppliers and stakeholders in line with the highest international health and safety requirements and to ensure operational and business continuity. Business continuity plans have been implemented and the infrastructure, as well as all other integrated business activities, remained operational however in limited capacity.

In view of the radical developments on the COVID-19, the Company, having monitored the developments in traffic numbers and having assessed the severe impact on its operations, proceeded with the execution of several actions, aiming in containing the spread of the coronavirus in the community and reducing operating expenses.

In order to ensure adequate liquidity to meet its short-term financial obligations and to mitigate the impact of the pandemic on its financial performance, the Company took a series of measures, which included:

- close monitoring of the payment behaviour of customers to ensure prompt collection of the trade accounts receivables,
- cost control measures, focusing mainly on the major operating expense items, such as payroll and outsourcing expenses,
- the suspension of the majority of the capital expenditure projects,
- the postponement of the 2020 principal payments of the 2L Bond loan amounting to €31.7 million (refer to note 5.20) and the EIB principal payments amounting to €88 million (refer to note 5.20),
- obtaining an additional loan facility of €140 million (refer to note 5.20) and,
- the deferment of the payment (€48 million) of the Grant of Rights Fee for 2020.

The Company has been in negotiations with the Greek State to receive a partial compensation for the damage suffered due to the restrictive measures imposed by the state authorities between 15 March and 31 December 2020, in the form of state aid, subject to the approval of the competent European and Greek Authorities.

## 2. Significant accounting policies

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

### 2.1. Basis of preparation

The financial statements of the Company have been prepared in accordance with International Financial Reporting Standards ("IFRS") as adopted by the European Union ("EU"), IFRIC Interpretations and the Law 4308/2013 as applicable to companies reporting under IFRS and present the financial position, results of operations and cash flows of the Company on a going concern basis. Management has concluded that the going concern basis of preparation of the accounts is appropriate.

The Company's financial statements have been prepared under the historical cost convention, with the exception of financial assets that are measured at fair value.

### 2.1.1. Going concern

As a result of the funding activities undertaken and the increased focus on working capital, the Company's forecasts and projections, taking account of reasonably possible changes in trading performance, show that the Company should be able to operate within the level of its current financing.

Although the Company's operations, financial performance and cash flows are adversely affected due to the coronavirus pandemic, Management reasonably believes, considering its financial position at year end and the precautionary actions that have already been taken, that the Company has adequate resources to continue operational existence for the foreseeable future and the ability to meet its short-term financial obligations even in the case where its financial projections would not be fully realized and concludes that there is no uncertainty about continuing its activity as a going concern. The Company therefore continues to adopt the going concern basis in preparing its financial statements.

### 2.1.2. New standards, amendments to standards and interpretation

The accounting principles and calculations used in the preparation of the financial statements are consistent with those applied in the preparation of the financial statements for the year ended 31 December 2019 and have been consistently applied in all periods presented in this report except for the following amended IFRSs which have been adopted by the Company as of 1 January 2020:

- **Conceptual Framework in IFRS standards**

The IASB issued the revised Conceptual Framework for Financial Reporting on 29 March 2018. The Conceptual Framework sets out a comprehensive set of concepts for financial reporting, standard setting, guidance for preparers in developing consistent accounting policies and assistance to others in their efforts to understand and interpret the standards. IASB also issued a separate accompanying document, Amendments to References to the Conceptual Framework in IFRS Standards, which sets out the amendments to affected standards in order to update references to the revised Conceptual Framework. Its objective is to support transition to the revised Conceptual Framework for companies that develop accounting policies using the Conceptual Framework when no IFRS Standard applies to a particular transaction. For preparers who develop accounting policies based on the Conceptual Framework, it is effective for annual periods beginning on or after 1 January 2020. Management has assessed the effect of the amendment and considers that there is no significant impact on the Company's financial statements.

- **IAS 1 Presentation of Financial Statements and IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors: Definition of 'material' (Amendments)**

The Amendments are effective for annual periods beginning on or after 1 January 2020 with earlier application permitted. The Amendments clarify the definition of material and how it should be applied. The new definition states that, 'Information is material if omitting, misstating or obscuring it could reasonably be expected to influence decisions that the primary users of general purpose financial statements make on the basis of those financial statements, which provide financial information about a specific reporting entity'. In addition, the explanations accompanying the definition have been improved. The Amendments also ensure that the definition of material is consistent across all IFRS Standards. Management has assessed the effect of the amendment and considers that there is no significant impact on the Company's financial statements.

**• Interest Rate Benchmark Reform - IFRS 9, IAS 39 and IFRS 7 (Amendments)**

In September 2019, the IASB issued amendments to IFRS 9, IAS 39 and IFRS 7, which concludes phase one of its work to respond to the effects of Interbank Offered Rates (IBOR) reform on financial reporting. The amendments published, deal with issues affecting financial reporting in the period before the replacement of an existing interest rate benchmark with an alternative interest rate and address the implications for specific hedge accounting requirements in IFRS 9 Financial Instruments and IAS 39 Financial Instruments: Recognition and Measurement, which require forward-looking analysis. The amendments provide temporary reliefs, applicable to all hedging relationships that are directly affected by the interest rate benchmark reform, which enable hedge accounting to continue during the period of uncertainty before the replacement of an existing interest rate benchmark with an alternative nearly risk-free interest rate. There are also amendments to IFRS 7 Financial Instruments: Disclosures regarding additional disclosures around uncertainty arising from the interest rate benchmark reform. The amendments are effective for annual periods beginning on or after 1 January 2020 and must be applied retrospectively. Phase two (ED) focuses on issues that could affect financial reporting when an existing interest rate benchmark is replaced with a risk-free interest rate (an RFR). Management has assessed the effect of the amendment and considers that there is no significant impact on the Company's financial statements

**2.1.3. Standards issued but not yet effective and not early adopted****• Amendment in IFRS 10 Consolidated Financial Statements and IAS 28 Investments in Associates and Joint Ventures: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture**

The amendments address an acknowledged inconsistency between the requirements in IFRS 10 and those in IAS 28, in dealing with the sale or contribution of assets between an investor and its associate or joint venture. The main consequence of the amendments is that a full gain or loss is recognized when a transaction involves a business (whether it is housed in a subsidiary or not). A partial gain or loss is recognized when a transaction involves assets that do not constitute a business, even if these assets are housed in a subsidiary. In December 2015 the IASB postponed the effective date of this amendment indefinitely pending the outcome of its research project on the equity method of accounting. The amendments have not yet been endorsed by the EU. Management has assessed the effect of the amendment and considers that there is no significant impact on the Company's financial statements.

**• IAS 1 Presentation of Financial Statements: Classification of Liabilities as Current or Non-current (Amendments)**

The amendments are effective for annual reporting periods beginning on or after January 1, 2022 with earlier application permitted. However, in response to the COVID-19 pandemic, the Board has deferred the effective date by one year, i.e. 1 January 2023, to provide companies with more time to implement any classification changes resulting from the amendments. The amendments aim to promote consistency in applying the requirements by helping companies determine whether, in the statement of financial position, debt and other liabilities with an uncertain settlement date should be classified as current or non-current. The amendments affect the presentation of liabilities in the statement of financial position and do not change existing requirements around measurement or timing of recognition of any asset, liability, income or expenses, nor the information that entities disclose about those items. Also, the amendments clarify the classification requirements for debt which may be settled by the company issuing own equity instruments. These Amendments have not yet been endorsed by the EU. Management has assessed the effect of the amendment and considers that there is no significant impact on the Company's financial statements.

**• IFRS 3 Business Combinations; IAS 16 Property, Plant and Equipment; IAS 37 Provisions, Contingent Liabilities and Contingent Assets as well as Annual Improvements 2018-2020 (Amendments)**

The amendments are effective for annual periods beginning on or after 1 January 2022 with earlier application permitted. The IASB has issued narrow-scope amendments to the IFRS Standards as follows:

- IFRS 3 Business Combinations (Amendments) update a reference in IFRS 3 to the Conceptual Framework for Financial Reporting without changing the accounting requirements for business combinations.
- IAS 16 Property, Plant and Equipment (Amendments) prohibit a company from deducting from the cost of property, plant and equipment amounts received from selling items produced while the company is preparing the asset for its intended use. Instead, a company will recognise such sales proceeds and related cost in profit or loss.
- IAS 37 Provisions, Contingent Liabilities and Contingent Assets (Amendments) specify which costs a company includes in determining the cost of fulfilling a contract for the purpose of assessing whether a contract is onerous.

Annual Improvements 2018-2020 make minor amendments to IFRS 1 First-time Adoption of International Financial Reporting Standards, IFRS 9 Financial Instruments, IAS 41 Agriculture and the Illustrative Examples accompanying IFRS 16 Leases

The amendments have not yet been endorsed by the EU. Management has assessed the effect of the amendment and considers that there is no significant impact on the Company's financial statements.

#### • IFRS 16 Leases-Covid 19 Related Rent Concessions (Amendment)

The amendment applies, retrospectively, to annual reporting periods beginning on or after 1 June 2020. Earlier application is permitted, including in financial statements not yet authorized for issue at 28 May 2020. IASB amended the standard to provide relief to lessees from applying IFRS 16 guidance on lease modification accounting for rent concessions arising as a direct consequence of the COVID-19 pandemic. The amendment provides a practical expedient for the lessee to account for any change in lease payments resulting from the COVID-19 related rent concession the same way it would account for the change under IFRS 16, if the change was not a lease modification, only if all of the following conditions are met:

- The change in lease payments results in revised consideration for the lease that is substantially the same as, or less than, the consideration for the lease immediately preceding the change.
- Any reduction in lease payments affects only payments originally due on or before 30 June 2021.
- There is no substantive change to other terms and conditions of the lease.

Management has assessed the effect of the amendment and considers that there is no significant impact on the Company's financial statements.

#### • Interest Rate Benchmark Reform – Phase 2 – IFRS 9, IAS 39, IFRS 7, IFRS 4 and IFRS 16 (Amendments)

In August 2020, the IASB published Interest Rate Benchmark Reform – Phase 2, Amendments to IFRS 9, IAS 39, IFRS 7, IFRS 4 and IFRS 16, completing its work in response to IBOR reform. The amendments provide temporary reliefs which address the financial reporting effects when an interbank offered rate (IBOR) is replaced with an alternative nearly risk-free interest rate ("RFR"). In particular, the amendments provide for a practical expedient when accounting for changes in the basis for determining the contractual cash flows of financial assets and liabilities, to require the effective interest rate to be adjusted, equivalent to a movement in a market rate of interest. Also, the amendments introduce reliefs from discontinuing hedge relationships including a temporary relief from having to meet the separately identifiable requirement when an RFR instrument is designated as a hedge of a risk component. Furthermore, the amendments to IFRS 4 are designed to allow insurers who are still applying IAS 39 to obtain the same reliefs as those provided by the amendments made to IFRS 9. There are also amendments to IFRS 7 Financial Instruments: Disclosures to enable users of financial statements to understand the effect of interest rate benchmark reform on an entity's financial instruments and risk management strategy. The amendments are effective for annual periods beginning on or after 1 January 2021 with earlier application permitted. While application is retrospective, an entity is not required to restate prior periods. Management has assessed the effect of the amendment and considers that there is no significant impact on the Company's financial statements.

## 2.2. Foreign currency translation

### 2.2.1 Functional and presentation currency

Items included in the financial statements of the Company are measured using the currency of the primary economic environment in which the Company operates ('the functional currency'). The Company's financial statements are presented in Euro (€), which is the Company's functional and presentation currency. Any slight discrepancies are due to rounding's of the relevant amounts.

### 2.2.2. Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the valuation of monetary assets and liabilities denominated in foreign currencies at year end exchange rates are recognised in the income statement.

## 2.3. Property, plant and equipment

Property, plant and equipment mainly comprise movable assets, such as vehicles and furniture & fixtures which do not form part of the service concession intangible asset.

The items included under the heading "Property, plant & equipment" in the accompanying statement of financial position are stated at historical cost less accumulated depreciation and impairment losses. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

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

Depreciation is calculated using the straight-line method to allocate the cost of the various categories of property, plant and equipment to their residual values over their estimated useful lives, as follows:

<b>Mechanical Equipment</b>	shorter of 10 years and remaining concession period
<b>Vehicles</b>	shorter of 6-10 years and remaining concession period
<b>Furniture &amp; Equipment</b>	shorter of 10 years and remaining concession period
<b>Hardware</b>	shorter of 5 years and remaining concession period

Land, buildings, installations, fencing, aircraft ground power system, runways, taxiways, aircraft bridges and aprons held under the Service Concession Agreement constitutes the total infrastructure that has been recognised as an intangible asset (refer to accounting policy 2.4).

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each financial position date.

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

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised within other (losses)/gains - net, in the income statement.

## **2.4. Intangible assets**

### **2.4.1. Service Concession Agreement**

#### **Service Concession Agreement**

The Service Concession Agreement refers to the ADA which governs the right that has been granted by the Greek State to the Company for the purpose of the finance, construction, operation and development of the Airport. The above right initially had a finite useful life of approximately 25 years, until 11 June 2026, which was equal to the duration of the concession agreement following the completion of the construction phase.

The Service Concession Agreement has been accounted under the intangible asset model, as foreseen by the IASB published IFRIC 12, since the Company, as operator, is paid by the users and the concession grantor has not provided any contractual guarantees with respect to the recoverability of the investment. The intangible asset corresponds to the right granted by the concession grantor to the Company to charge users of the airport services.

The Service Concession Agreement consists of the fair value of acquiring the service concession which principally includes the cost of the usufruct and the costs incurred to construct the infrastructure (net of government grants received), as well as the present value of the fixed determined future obligations for the grant of rights fee payable to the Greek State until 2026 as set out in the ADA.

Through February 2019 amortisation was calculated using the straight-line method to allocate the cost of the right over the duration of the Service Concession Agreement which is approximately 25 years.

#### **Extension of Service Concession Agreement**

Pursuant to the Article 4.2 of the ADA, the Service Concession Agreement was extended (refer to note 1) under the terms and conditions prescribed in the ADA Extension Agreement as ratified by the Hellenic Parliament on 14 February 2019 and the Concession extension became effective upon the relevant publication in the Government Gazette on 19 February 2019, i.e. law 4594/2019.

Subject to the terms and conditions of the ADA extension Agreement with effect from the effective date the concession period is extended by twenty (20) years, commencing on 12 June 2026 and ending on 11 June 2046.

Since the right granted by the concession grantor to the Company to charge the users of the airport services has not been amended but only prolonged in respect to the extended concession period the intangible asset model continues to apply. The consideration for the extension of the service concession and the fixed determined future obligations for the grant of rights fee payable to the Greek State from 2026 until 2046 arising from the extension of the Service Concession Agreement meet the definition of an intangible asset since they arise from contractual rights. Recognition criteria are also met since additional economic benefits to the Company are expected.

The ADA Extension Agreement is being treated as a modification to the existing intangible asset model corresponding to the right to operate the airport. The consideration paid in cash for the extension of the service concession and the present value of the fixed determined future obligations for the grant of rights fee from 2026 until 2046 were added to the carrying amount of the existing intangible asset, at the extension agreement effective date through June 2046, and the aggregate balance is being amortised using the straight-line method over the extended concession period, from the effective date until 2046.

Any subsequent costs incurred in maintaining the serviceability of the infrastructure is expensed as incurred unless such cost relate to major upgrades or to the extension of the concession period which increase the income generating ability of the infrastructure. These costs are capitalised as part of the service concession intangible asset and are amortised on a straight-line basis over the remaining period of the Service Concession Agreement.



#### **2.4.2. Grant of rights fee, variable fee component**

As set out in the ADA and its extension in respect to the period after the twentieth anniversary of the Agreement Commencement Date and until the end of the extended Concession Period, the Company shall pay to the Greek State per quarter the higher of: (a) a fixed amount of €3,750,000 and (b) 25.0% of 15.0% of the Consolidated Operating Profits for the Financial Year of the Company ending immediately prior to such Quarter.

Consolidated Operating Profit is specifically defined in the ADA as:

- (a) the operating profit of the Company and its Subsidiaries (before interest, extraordinary and exceptional items, taxation calculated on profits or distributions and similar charges), all as determined on a consolidated basis and excluding amounts attributable to minority interests in Subsidiaries, in respect of a Financial Year as shown by the Audited Accounts in respect of that Financial Year, and
- (b) less interest paid during that Financial Year (other than any interest paid on or as a result of a prepayment or acceleration of all or part of the relevant indebtedness) in respect of indebtedness for borrowed money incurred in respect of the provision, acquisition, construction, maintenance, repair, renewal and operation of the assets allocated to Air Activities.

The accounting for the Service Concession Agreement and its extension continues as determined in 2.4.1, with the exception that the variable element of the Grant of Rights Fee is expensed to the income statement in the period in which it relates.

#### **2.4.3. Computer software**

Acquired computer software licences and respective costs (for example installation costs) are capitalised on the basis of the costs incurred to acquire and bring to use the specific software. These costs are amortized over their estimated useful lives (shorter of 5 years and the remaining concession period).

Costs associated with maintaining computer software programmes are recognised as an expense as incurred. Costs that are directly associated with the development of identifiable and unique software products controlled by the Company and that will probably generate economic benefits exceeding costs beyond one year, are recognised as intangible assets. Costs include the employee costs incurred as a result of developing software and an appropriate portion of relevant overheads.

Computer software development costs that recognised as assets are amortized over their estimated useful lives (shorter of 5 years and the remaining concession period).

#### **2.5. Impairment of non-financial assets**

Assets, such as the service concession intangible asset, that are subject to amortisation are reviewed for impairment at each reporting date, whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value - the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants - less costs to sell and value in use - the present value of the future cash flows expected to be derived from an asset or cash-generating unit. If the recoverable amount is lower than the carrying amount, the difference is recognised as an impairment loss in the income statement and the carrying amount of the asset is reduced by the same amount. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). Non-financial assets other than goodwill that suffered impairment are reviewed for possible reversal of the impairment at each reporting date.



## 2.6. Financial assets

### 2.6.1. Initial recognition and measurement

Financial assets are classified, at initial recognition, subsequently measured at amortised cost, fair value through other comprehensive income (“OCI”), and fair value through profit or loss.

The classification of financial assets at initial recognition depends on the financial asset’s contractual cash flow characteristics and the Company’s business model for managing them. With the exception of trade accounts receivable that do not contain a significant financing component or for which the Company has applied the practical expedient, the Company initially measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs. Trade accounts receivable that do not contain a significant financing component or for which the Company has applied the practical expedient are measured at the transaction price determined under IFRS 15. Refer to the accounting policies in note 2.17 “Revenue from contracts with customers”.

In order for a financial asset to be classified and measured at amortised cost or fair value through OCI, it needs to give rise to cash flows that are “solely payments of principal and interest (SPPI)” on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level.

The Company’s business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place (regular way trades) are recognised on the trade date, i.e., the date that the Company commits to purchase or sell the asset.

### 2.6.2. Subsequent measurement

For purposes of subsequent measurement, financial assets are classified in three categories:

- Financial assets at amortised cost (debt instruments)
- Financial assets designated at fair value through OCI with no recycling of cumulative gains and losses upon derecognition (equity instruments)
- Financial assets at fair value through profit or loss

#### Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss include financial assets held for trading, financial assets designated upon initial recognition at fair value through profit or loss, or financial assets mandatorily required to be measured at fair value. Financial assets are classified as held for trading if they are acquired for the purpose of selling or repurchasing in the near term.

Derivatives are also categorised as “held for trading” unless they are designated as hedges. Assets in this category are classified as current assets if they are either held for trading or are expected to be realised within 12 months of the end of the reporting period, otherwise they are classified as non-current. Financial assets with cash flows that are not solely payments of principal and interest are classified and measured at fair value through profit or loss, irrespective of the business model.

#### Financial assets at amortised cost

The Company measures financial assets at amortised cost if both of the following conditions are met: a) the financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows and, b) the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest (“EIR”) method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

#### **Financial assets at fair value through OCI with no recycling of cumulative gains and losses upon derecognition (equity instruments)**

Upon initial recognition, the Company can elect to classify irrevocably its equity investments as equity instruments designated at fair value through OCI when they meet the definition of equity under IAS 32 Financial Instruments: Presentation and are not held for trading. The classification is determined on an instrument-by-instrument basis. Gains and losses on these financial assets are never recycled to profit or loss. Dividends are recognized as other income in the statement of profit or loss when the right of payment has been established, except when the Company benefits from such proceeds as a recovery of part of the cost of the financial asset, in which case, such gains are recorded in OCI. Equity instruments designated at fair value through OCI are not subject to impairment assessment.

### **2.6.3. Derecognition and impairment**

#### **Derecognition**

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognised (i.e., removed from the Company’s statement of financial position) when:

The rights to receive cash flows from the asset have expired or the Company has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a “pass-through” agreement; and either (a) the Company has transferred substantially all the risks and rewards of the asset, or (b) the Company has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

When the Company has transferred its rights to receive cash flows from an asset or has entered into a pass-through agreement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all the risks and rewards of the asset, nor transferred control of the asset, the Company continues to recognise the transferred asset to the extent of its continuing involvement. In that case, the Company also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Company has retained.

#### **Impairment**

The Company has implemented the simplified approach, in accordance with the principles of IFRS 9 and calculated the expected credit losses over the lifetime of receivables. The Company assessed the need for an impairment allowance on trade accounts receivable, however, due to the fact that all customers have provided letters of guarantee or cash deposits which cover their respective outstanding balances, the Company concluded that there are no expected credit losses and does not provide for these specific receivables separately in its financial statements.

### **2.6.4. Derivative financial instruments and hedge accounting**

The Company uses derivative financial instruments such as purchase caps, to hedge its interest rate risks associated with long-term floating interest rate loan agreements. Such derivative financial instruments are initially recognized at fair value at the inception date of the hedge relationship and are subsequently measured at fair value through profit or loss. The Company elected not to apply hedge accounting.

The Company entered into purchase caps agreements to hedge its risk deriving from fluctuations of the fair value of future cash flows of the hedging instrument due to changes in market interest rates. The risk being hedged in a cash flow hedge is the exposure from volatility in future cash flows that are attributable to a particular risk associated with a recognized asset or liability resulting from changes in interest rates, exchange rates and could affect profit and loss account.

**2.7. Inventories**

Inventories are stated at the lower of cost and net realisable value. Cost is determined using the weighted average method. Net realisable value is the estimated selling price in the ordinary course of business, less applicable variable selling expenses. Spare parts consumed within a year are carried as inventory and recognized in profit or loss when consumed.

**2.8. Trade receivables**

Trade accounts receivable are unconditional amounts due – only the passage of time is required before payment – from customers for aeronautical and other services performed in the ordinary course of business. If collection is expected within one year or less, they are classified as current assets. If not, they are presented as non-current assets.

The Company has established a provision policy based on which for all trade accounts receivable the expected credit losses are been assessed based on specific criteria. When necessary, the amount of the provision is recognised in the income statement and is included in “Net provisions and impairment losses”.

**2.9. Cash and cash equivalents**

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less.

**2.10. Share capital**

Ordinary shares are classified as equity. Incremental costs associated directly with the issue of new ordinary shares are shown in equity as a reduction, net of tax, from the proceeds.

**2.11. Trade account payables**

Trade accounts payable are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Trade accounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade accounts payable are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

**2.12. Borrowings**

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

Borrowing costs are capitalised if they are directly attributable to the acquisition or construction of a qualifying asset.

Borrowings are derecognised when the obligation under the loan agreement is discharged or cancelled or expires. When an existing loan agreement is replaced by another from the same lender on substantially different terms, or the terms of an existing loan agreement are substantially modified, such a modification is treated as a derecognition of the original loan liability and the recognition of a new loan liability. The difference of the respective carrying amounts is recognized in profit or loss. The Company considers the terms to be substantially different if either the discounted present value of the future cash flows under the new terms, including any costs or fees incurred, using the original effective interest rate, is at least 10% different from the discounted present value of the remaining cash flows of the original borrowing or there is a substantial change in the terms from a qualitative perspective. Qualitative factors may include:

- the currency in which the borrowing is denominated
- the interest rate (that is fixed versus floating rate)
- changes in covenants

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

### **2.13. Government grants**

Grants from the government are recognised at their fair value where there is a reasonable assurance that the grant will be received, and the Company will comply with all attached conditions.

#### **Borrowing Government grants**

Government grants relating to borrowing and other related costs are recognised in the income statement to match them with the costs that they are intended to compensate (refer to note 5.4).

#### **Asset Government grants**

Government grants relating to non-current assets are off set against the cost of the relevant non-current asset. The grant is recognised as income over the life of the respective depreciable non-current asset by way of a reduction in the depreciation/amortisation charge (refer to notes 5.7, 5.8).

### **2.14. Current and deferred income tax**

The tax expense for the period comprises current and deferred tax. Tax is recognised in the income statement, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case the tax is also recognised in other comprehensive income or directly in equity, respectively.

The current income tax charge is calculated based on Greek tax laws enacted or substantively enacted at the financial position date. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulations is subject to interpretation and establishes provisions where appropriate based on amounts expected to be paid to the tax authorities.

Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax base of assets and liabilities and their carrying amounts in the Company's financial statements. However, the deferred income tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit and loss. Deferred income tax is determined using tax rates (and laws) that have been enacted or substantially enacted by the financial position date and are expected to apply when the related deferred income tax asset is realised, or the deferred income tax liability is settled.

Deferred income tax assets are recognised to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income taxes assets and liabilities relate to income taxes levied by the same taxation authority on either the taxable entity or different taxable entities where there is an intention to settle the balances on a net basis.

**2.15. Employee benefits****2.15.1 Pension obligations**

The Company has both defined benefit and defined contribution plans. A defined contribution plan is a pension plan under which the Company pays fixed contributions into a separate entity. The Company has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods. A defined benefit plan is a pension plan that typically defines an amount of pension benefits that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and compensation.

**Defined benefit pension plan**

The Company's obligations to pay employee retirement benefits under Law 2112/1920 are considered and accounted for as defined benefit plans.

The liability recognised in the statement of financial position in respect of defined benefit pension plans is the present value of the defined benefit obligation at the financial position date less the fair value of plan assets, if applicable, together with adjustments for unrecognised actuarial gains or losses and past service costs. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of high-quality corporate bonds that are denominated in the currency in which the benefits will be paid and that have terms to maturity approximating to the terms of the related pension liability.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in other comprehensive income in the period in which they arise.

Past-service costs are recognised immediately in the income statement.

**Defined contribution plan**

For defined contribution plans, the Company pays contributions to publicly or privately administered pension insurance plans on a mandatory, contractual or voluntary basis. The Company has no further payment obligations once the contributions have been paid. The contributions are recognised as an employee benefit expense when they are due. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

**2.15.2 Termination benefits**

Termination benefits are payable when employment is terminated by the Company before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. The Company recognises termination benefits at the earlier of the following dates: (a) when the Company can no longer withdraw the offer of those benefits; and (b) when the entity recognises costs for a restructuring that is within the scope of IAS 37 and involves the payment of termination benefits. In the case of an offer made to encourage voluntary redundancy, the termination benefits are measured based on the number of employees expected to accept the offer. Benefits falling due more than 12 months after the financial position date are discounted to present value.

**2.15.3 Bonus plans**

The Company recognises a liability and an expense for bonuses based on achievement of predefined financial and operational targets. The Company recognises a provision where contractually obliged or where there is a past practice that has created a constructive obligation.

## 2.16. Provisions

Provisions are recognised when: The Company has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated. Provisions include the obligations under the Service Concession Agreement to maintain, keep in good operative condition, renew and replace to the extent reasonably necessary the serviceability of major infrastructure components, such as roads, runways, taxiways, aprons, air field lighting and baggage handling equipment etc. which require major overhauls at regular intervals during the concession period. These contractual obligations for maintaining or restoring the infrastructure are recognized and measured based on experts' studies on large scale asset management projects using the best possible estimate of the costs that would be required to meet the present obligation at the financial position date (in accordance with IAS 37), since the maintenance and restoration obligation arises as a result of the usage during the operating period. Provisions are not recognised for future operating losses.

Refer to note 5.22 for Company's restoration provision. Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense.

## 2.17. Revenue from contracts with customers

Revenue comprises the fair value of the consideration received or receivable for the sale of goods and services in the ordinary course of the Company's activities. Revenue from contracts with customers is recognised when control of the services is transferred to the customer at an amount that reflects the consideration to which the Company expects to be entitled in exchange for those services. Control over services rendered is transferred to the customer upon delivery of the respective service respectively. Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Company and the revenue can be reliably measured. Payment terms vary in line with the type of sales transactions and depend mainly on the products sold or services rendered, the distribution channels as well as each customer's specifics.

The Company assesses whether it acts as a principal or agent in each of its revenue agreements. The Company has concluded that in all sales transactions it acts as a principal. Revenue is shown net of value-added tax, returns, rebates and discounts.

For sales of services, revenue is recognised in the accounting period in which the services are rendered, as the customer obtains control over the promised services, by reference to stage of completion of each specific performance obligation and assessed based on the actual service provided as a proportion of the total services to be provided.

If the consideration in a contract includes a variable amount, the Company recognizes this amount as revenue only to the extent that it is highly probable that a significant reversal will not occur in the future.

The Company provides different developmental and targeted incentives offered to airlines, both for developing new markets, as well as for reinforcing existing ones. These incentives are assessed by the Company to determine whether they constitute a material right that the customer would not receive without entering into that contract. Incentives constitute a variable cost, which is accrued within the financial year.

### 2.17.1. Sales of services

Revenue from the sale of services derives from "air activities" and "non-air activities".

"Air Activities" mean the provision of facilities, services and equipment for the purpose of landing, parking and servicing of aircrafts; the handling of passengers, baggage, cargo or mail on airport premises; and the transfer of passengers, baggage, cargo or mail to and from aircrafts and trains.

“Non-Air Activities” mean the provision, operation, maintenance, repair, renewal staffing and supervision of the following services, facilities and equipment: car parking, general retail shops, restaurants, bars and other refreshment facilities, vehicle rental, porter service, hotels etc.

#### **Aeronautical and Centralized Infrastructure charges**

The use of facilities and installations at the airport by airlines/aircrafts against payment, is stipulated in the guidelines in the customers’ manual «Terms and Condition of use and schedule of traffic charges» as published in the Company’s official site. Revenues from the use of such facilities and installations related to aeronautical and centralized infrastructure charges are recognised in the income statement when the services are rendered. The criteria for the recognition of revenue related to aeronautical & centralized infrastructure charges is the aircraft’s take off due to the very short cycle of aircraft turnarounds. Each arrival of an aircraft and its subsequent departure is considered as a cycle of movement/flight where all necessary services have been rendered.

Article 14 of ADA sets the rules for defining the charges levied to the users of the airport with respect of the facilities and services provided at the airport. According to the aforementioned article, the Company is entitled to determine at its discretion the level of airport charges in order to achieve a maximum return of 15.0% per annum on the capital allocated to air activities.

#### **Retail concession agreements**

The Company’s business area has at the financial position date, a total of 67 retail concession contracts, concerning the performance of various commercial activities at the airport.

A retail concession involves granting of rights to a concession holder to operate and manage a commercial activity at a specific location designated by the Company. The concession rights are calculated according to an agreed scale as a percentage of the sales generated by the concession holder subject to an annual minimum guaranteed fee. A separate part of the concession contract is entered into for the space required for warehouses, for which a fixed rent is payable.

Revenue from these concession contracts is accounted for as income for the financial year in which it was generated, while the settlement of the annual concession fees is finally recognised by the Company in the income statement, at year-end.

#### **2.17.2 Parking fees**

Revenues related to parking services to vehicles used by passengers and visitors to reach the airport are recognized in the income statement when the service is concluded. The criterion for the recognition of revenue related to parking charges is the vehicle’s departure. Each arrival of a vehicle and its subsequent departure is considered as a cycle of movement where all services have been rendered.

#### **2.17.3 Interest income**

Interest income is recognised on a time-proportion basis using the effective interest rate method. When a receivable is impaired, the Company reduces the carrying amount to its recoverable amount, being the estimated future cash flow discounted at the original effective interest rate of the instrument and continues unwinding the discount as interest income. Interest income on impaired loans and trade accounts receivable is recognised using the original effective interest rate.

#### **2.17.4 Dividend income**

Dividend income is recognised when the right to receive payment is established.

## 2.18. Offsetting financial instruments

Financial assets and liabilities are offset, and the net amount reported in the statement of financial position when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default, insolvency or bankruptcy of the Company or the counterparty.

## 2.19. Leases

### The Company as a lessee

An agreement contains a lease if it conveys the right to control the use of an identified asset, even if that asset is not explicitly specified, for a period of time in exchange for a consideration. Reassessment is required only if the terms and conditions of the contract are changed. The Company has entered into lease agreements for certain of its vehicles and for the procurement, installation and maintenance of explosive detection equipment.

### Right of use asset

At the commencement date of the lease (i.e. the date the underlying asset is available for use), the Company recognises a right-of-use asset. The right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses and adjusted for any remeasurement of lease liabilities. The cost of the right-of-use asset comprise the amount of the initial measurement of the lease liability less any lease payments made at or before the commencement date and any initial direct costs. Right of use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets. If ownership of the leased asset is transferred to the Company at the end of the leased term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful lives of the assets.

### Lease liabilities

At the commencement date of the lease (i.e. the date the underlying asset is available for use), the Company also recognises a lease liability measured at the present value of the lease payments, to be made over the lease term, and that are not paid at the commencement date. The present value of the lease payments is calculated by using the interest rate implicit in the lease or if that rate cannot be determined the Company's incremental borrowing rate. The lease liability is decreased by the lease payments and increased by the finance fee charged as part of the unwinding of the discounting.

The Company has elected to apply the practical expedient for other mechanical equipment, whereby it is not required to separate non-lease components from lease components and instead account for each lease component and any associate non-lease components as a single lease component.

The Company has elected not to recognise a contract as a lease for short term leases and leases for which the underlying asset is of low value, in which case the lease payments are recognised as an expense on either a straight-line basis over the lease term or another more representative to the lease benefit basis.

### The Company as a lessor

The Company's property area has at the financial position date, a total of 103 lease contracts, concerning the lease of buildings, offices, storages, lounges and lockers at the airport.



The Company classifies each of its leases as either an operating lease or a finance lease. A lease is classified as a finance lease if it transfers all the risks and rewards incidental to ownership of an underlying asset. In any other case, the lease is classified as an operating lease.

The Company recognises assets held under finance lease in its Statement of Financial Position and present them as a receivable at an amount equal to the present value of the future lease payments and recognises finance income over the lease term, based on a pattern reflecting a constant periodic rate of return on the lessor's net investment in the lease. Payments made by the Company under operating leases are charged to the income statement on a straight-line basis over the period of the lease.

The Company does not lease any property, plant or equipment under finance leases under which it substantially retains all the risks and rewards of ownership.

## **2.20. Dividend distribution**

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

## **2.21. Fair value estimation and hierarchy**

Company uses the following hierarchy for determining and disclosing the fair value of financial instruments by valuation technique:

- Level 1: quoted (unadjusted) prices in active markets for identical assets or liabilities.
- Level 2: other techniques for which all inputs which have a significant effect on the recorded fair value are observable, either directly or indirectly.
- Level 3: techniques which use inputs which have a significant effect on the recorded fair value that are not based on observable market data.

The carrying value of trade accounts receivable and payables are assumed to approximate their fair values at the financial position date. The fair value of financial assets that are debt instruments measured at fair value through other comprehensive income or equity investments measured at fair value through profit and loss account is assessed using quoted prices in active market (Level 1). The fair value of loans is estimated by discounting the future contractual cash flows at the current market interest rate swaps for the average duration of the loan which corresponds to the average duration of the relevant debt obligation (Level 2). During the year there were no transfers between Level 1 and Level 2 and no transfers into and out of Level 3 for the measurement of fair value.

## **2.22. Associates**

Associates are all entities over which the Company has significant influence but not control, generally accompanying a shareholding of between 20.0% and 50.0% of the voting rights. Investments in associates are initially recognised at cost and subsequently at cost less any impairment losses. Dividend income is recognised when the right to such income is established.

The Company's investment in its associate amounted to €3.25 million as of 31 December 2020 represents less than 1.0% of total assets as of that date. This investment has not been accounted for under the equity method of accounting on the basis that it is not considered to be material to the Company's operations and any share of the profit or loss or share of other comprehensive income of this associate is unlikely to influence the economic decision of the users of these financial statements.

### 3. Financial risk management

#### 3.1. Financial risk factors

The Company is exposed to financial risk, such as market risk (fluctuations in exchange rates, interest rates and price risk), credit risk and liquidity risk. The general risk management program of the Company focuses on the unpredictability of the financial markets and attempts to minimize their potential negative influence on the financial performance of the Company.

The financial risk management of the Company is performed internally by a qualified unit, which operates under specific rules that have been approved by the Board of Directors.

During 2020, the coronavirus pandemic affected significantly the global and Greek economy and disrupted the financial stability. The growth prospects (which were positive during the first two months of the year) were reversed and the Greek and the International economy were led into a deep recession as a result of the containment measures taken by the authorities to control the spread of the virus into the community.

Historically, the Company has demonstrated increased resilience even in the years of macroeconomic instability, combining financial performance with operational excellence and quality of services. However, the rapid development of COVID-19 pandemic since the beginning of the year 2020 has severely impacted the Company's financial performance and cash flows (refer to note 1.2). Despite all adversities, past and future, Management has and will continue to assess the situation and its possible impact, adjusting its operating strategy whenever necessary, in order to deliver financial and non-financial value to shareholders and other stakeholder parties.

##### 3.1.1. Exchange rate risk

Exchange rate risk occurs if future business transactions, recognized assets and liabilities and net investments in activities outside the euro zone are expressed in a currency other than the functional currency of the Company (Euro). The Company's exposure to foreign exchange risk is limited since its business is substantially transacted in its functional currency.

##### 3.1.2. Cash flow and fair value interest rate risk

The cash flow interest rate risk is the risk of fluctuations in the future cash flows of a financial instrument as a result of fluctuations in the market interest rate.

During 2020, part of the Company's cash and cash equivalent were invested in 6-month time deposit with average yield at (0,09%) (2019: N/A). The impact from possible future interest rates on the Company's financial performance, regarding cash and cash equivalents is presented below:

	2020		2019	
Interest rates fluctuation	+1.0%	0.0%	+1.0%	0.0%
Impact on interest receipts	3,557,864	0	1,274,541	0

The Company is also exposed to interest rate risk arising from its long-term borrowings. Borrowings issued at variable interest rates expose the Company to cash flow interest rate risk while borrowings issued at fixed interest rates expose the Company to fair value interest rate risk.

The Company's borrowings provided by the European Investment Bank loan are borrowings with fixed interest rates. Hence the financial performance cannot be affected by fluctuations in interest rates with respect to such loans. The fair value interest rate risk of such loans is presented in note 5.20.

The Company's borrowings provided by the National Bank of Greece, Piraeus Bank, Alpha Bank and Eurobank (2L Bond Loan, Capex Debt Bond Loan and Other Purposes Debt Bond Loan) are borrowings with variable interest rates. In respect to the 2L Bond Loan, the Company has entered into hedging agreements in order to neutralize any effect from interest rate fluctuations through April 2022. In respect to the Capex Debt Bond Loan, the Company has agreed with its lenders to enter into hedging agreements for the neutralization of any effect from interest rate fluctuations starting from August 2023, one month prior to the conclusion of the relevant drawdowns. In respect to the Other Purposes Debt Bond Loan, the Company has agreed with its lenders that any hedging agreements for the neutralization of any effect from interest rate fluctuations are at the Company's discretion.

	2020		2019	
<b>Interest rates fluctuation</b>	+0.6%	0.0%	+0.6%	0.0%
2L Bond Loan	4,214,134	0	4,004,749	0
Capex Bond Loan	145,019	0	13,059	0
Other purposes Debt Bond Loan	355,304	0	0	0
<b>Total impact on interest expenses</b>	<b>4,714,457</b>	<b>0</b>	<b>4,017,808</b>	<b>0</b>

The fair value interest rate risk is the risk of fluctuations in the value of a financial instrument as a result of fluctuations in the market interest rate. The Company is exposed to fair value interest rate risk as a result of discounting liabilities and accounts receivable of long-term settlement. Such liabilities and accounts receivable are discounted using the prevailing pre-tax risk-free rate which is affected by interest rates fluctuations. The impact from possible future interest rates on the Company's financial performance from liabilities of long-term settlement is presented below:

	2020		2019	
<b>Interest rates fluctuation</b>	+1.0%	-1.0%	+1.0%	-1.0%
Grant of rights fee payable*	261,483	(440,183)	254,467	(408,341)
<b>Interest rates fluctuation</b>	+1.0%	0.0%	+1.0%	-0.35%
Provision for major restoration expenses	(513,222)	0	(325,874)	132,003
<b>Total impact</b>	<b>(251,739)</b>	<b>(440,183)</b>	<b>(71,407)</b>	<b>(276,338)</b>

\*Amounts include impact from finance costs & amortization

### 3.1.3. Price risk

Price risk is the risk of fluctuations in the value of assets and liabilities as a result of changes in market prices. The Company's exposure to equity securities price risk is limited to the investment in an unlisted entity which represents less than 1.0% of total asset. The Company is not exposed to commodity price risk.

### 3.1.4. Credit risk

Credit risk arises from cash and cash equivalents held with banks and credit exposures from customers.

### Cash and cash equivalents – Financial assets

For banks and financial institutions, only independently rated parties with minimum ratings described below, as set out under the Master Facility Agreement between the Company and the EIB and the 2L Terms Agreement, the Capex Debt Terms Agreement and the Other Purposes Debt Terms Agreement between the Company and National Bank of Greece, Piraeus Bank, Alpha Bank and Eurobank (Greek Consortium) are acceptable. The Company could cooperate with banks or financial institutions or proceed with the purchase of financial assets that satisfy the following criteria:

- Long term unsecured and unguaranteed debt should be rated at:
  - a. A3 or higher by Moody's; or
  - b. A- or higher by S&P; or
  - c. A- or higher by Fitch
- The maturity date of an investment should not exceed the period of 2 years from the investment date
- Operates a branch in Greece or such other places as may be agreed between the Company and EIB, the 2L Bondholder Facility Agent, the Capex Debt Bondholder Facility Agent and the Other Purposes Debt Bondholder Facility Agent; and
- Is acceptable by EIB, the 2L Bondholder Facility Agent, the Capex Debt Bondholder Facility Agent and the Other Purposes Debt Bondholder Facility Agent

The banks with lower than required credit rating, in which the Company holds bank accounts are approved by EIB, the 2L Bondholder Facility Agent, the Capex Debt Bondholder Facility Agent and the Other Purposes Debt Bondholder Facility Agent.

The analysis of financial assets and bank deposits' balances based on credit ratings is presented in the following table:

	Aaa to A3	2020 Caa1 to C	Aaa to A3	2019 Caa1 to C
Non Current Financial Assets - Hedging	0	17,114	0	287,677
Bank deposits' balances	355,713,866	72,582	126,888,391	565,727
<b>Total</b>	<b>355,713,866</b>	<b>89,696</b>	<b>126,888,391</b>	<b>853,404</b>

The above criteria are satisfied with respect to the financial assets held within 2020 and classified at amortized cost including the bank deposits' balances.

#### Trade accounts receivable

Regarding credit exposure from customers, the Company has an established credit policy and procedures in place aiming to minimise collection losses. Credit control assesses the credit quality of the customers, considering independent credit ratings where available, their financial position, past experience in payments and other relevant factors. Cash and other collateral are obtained from customers when considered necessary under the circumstances. Trade and other accounts receivable are analysed as follows in terms of credit risk:

Trade and other receivables subject to impairment testing	2020	2019
Fully performed	5,977,655	15,651,185
Past due but not impaired	23,208,541	23,147,511
Impaired	2,820,205	2,878,207
<b>Total trade and other receivables subject to impairment testing</b>	<b>32,006,401</b>	<b>41,676,903</b>

Any past due account that is fully covered by guarantees or collaterals given is not tested for impairment. The aging analysis of the past due, but not impaired amount is presented in the following table:

Aging analysis of past due but not impaired receivables	2020	2019
1-30 days	5,158,230	16,917,292
31-60 days	8,905,475	1,733,104
Over 60 days	9,144,836	4,497,116
<b>Total of past due but not impaired receivables</b>	<b>23,208,541</b>	<b>23,147,511</b>

### Credit quality of financial assets

The credit quality of the financial assets is satisfactory, considering the allowance for doubtful debt. The Company has established a credit policy which requires the customers to extend securities for the use of the airport's services and facilities. The securities held by the Company are in the form of cash deposits and bank letters of guarantee. The fair value of the collaterals held by the Company as at 31 December 2020 is analysed as follows:

Fair value of collaterals held	2020	2019
Letter of guarantees	60,900,782	66,791,731
Cash deposits	37,014,488	40,881,413
<b>Total fair value of collaterals held</b>	<b>97,915,269</b>	<b>107,673,143</b>

*The collaterals above have been received against the outstanding balance of all trade receivable accounts.*

The credit quality of financial assets that are neither past due nor impaired can be assessed by reference to information about counterparty secured amounts:

	2020	2019
Group 1 - Fully secured	(222,907)	9,152,205
Group 2 - Partially secured	5,046,164	5,380,316
Group 3 - Not secured	1,154,398	1,118,664
<b>Total</b>	<b>5,977,655</b>	<b>15,651,185</b>

### Provision for impairment

As of 31 December 2020, trade accounts receivable of €26,028,746 (2019: €26,025,718) were tested for impairment and adequately provided for their unsecured amount. The amount of provision stood at €2,386,437 as of 31 December 2020. The individually impaired trade accounts receivable mainly relate to customers, who are in unexpectedly difficult economic situations. It was assessed that a portion of the trade accounts receivable is expected to be recovered. Movements on the provision for impairment of trade accounts receivable are as follows:

Provision of trade receivables impairment	2020	2019
At 1 January	2,413,515	2,414,045
Addition (release) of provision for receivables impairment	(27,078)	(529)
<b>At 31 December</b>	<b>2,386,437</b>	<b>2,413,515</b>

The creation and release of provision for impaired trade accounts receivable have been included in "Net provisions and impairment losses" in the income statement. The other classes within trade accounts receivable do not contain impaired assets. The maximum exposure to credit risk at the reporting date is the value of total provision for impairment of trade receivables.

### 3.1.5. Concentration of credit risk

The Company is exposed to concentration risk attributed to the concentration of the trade accounts receivable and cash balances.

The Company has a high concentration of credit risk with respect to 2 carriers (2019: 2 carriers) which represents higher than 10.0% of its aeronautical revenues.

For bank balances and deposits, there is a significant concentration of credit risk with respect to 2 banks (2019: 2 banks), which hold more than 10.0% of the Company's cash balances and deposits. However, no financial loss is expected based on what has been referred above in note 3.1.4 for cash balances and financial assets.

### 3.1.6. Liquidity risk

Liquidity risk is the risk that the entity will have difficulty in raising the financial resources required to fulfil its commitments. Liquidity risk is held at low levels through effective cash flow management and availability of adequate cash. To mitigate the liquidity risk in 2020 due to the effect of COVID-19 pandemic on its financial operations the Company advised the State that it will defer the payment of the Grant of Rights Fee for fiscal year 2020 in the context of article 31 of the of the ADA and agreed with its lenders to the deferment of the 2020 EIB Loan principal payments for one year (i.e. to 2021) and the transfer of the 2020 principal payments of the 2L Bond Loan, to fiscal year 2034. In addition, the Company proceeded with the drawdown of a new facility named "Other Purposes Debt Bond Loan" amounting to €140 million for the financing of its unexpected working capital and operational needs (refer to Note 5.20). Cash flow forecasting is performed internally by rolling forecasts of the Company's liquidity requirements to ensure that it has sufficient cash to meet operational needs, to fund scheduled investments and debt and to comply with loan covenants. The table below analyses the financial liabilities towards the bank institutions into relevant maturity groupings based on the remaining period at the financial position date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows. Undiscounted cash flows in respect of balances due within 12 months generally equal their carrying amounts in the financial position, as the impact of discounting is not significant.

Amounts depicted in the category Borrowings include the EIB Loan (with fixed interest rate), the 2L Bond Loan, the Capex Debt Bond Loan and the Other Purposes Debt Bond Loan (with floating interest rates). The structure of the floating interest rate consists of the 6M Euribor (with a floor at 0%) plus the margin varying from 3.10% to 3.15%.

At 31 December 2020	Less than 1 year	Between 1 & 2 years	Between 2 & 5 years	Over 5 years
EIB loan	139,836,406	0	0	0
2L Bond loan	52,540,146	53,158,259	162,354,194	517,766,933
CAPEX Debt Bond loan	875,363	2,611,393	14,630,989	67,182,396
Other Purposes Debt Bond Loan	4,400,278	18,337,774	132,706,875	0
Grant of rights fee payable	30,000,000	15,000,000	45,000,000	306,833,333
Trade and other payables	110,131,239	0	0	0
<b>Total</b>	<b>337,783,432</b>	<b>89,107,426</b>	<b>354,692,058</b>	<b>891,782,662</b>

At 31 December 2019	Less than 1 year	Between 1 & 2 years	Between 2 & 5 years	Over 5 years
EIB loan	95,119,007	47,544,603	0	0
2L Bond loan	51,191,837	51,635,494	158,098,678	531,166,354
CAPEX Debt Bond loan	814,813	2,114,215	12,524,105	72,583,678
Grant of rights fee payable	15,000,000	15,000,000	45,000,000	321,833,333
Trade and other payables	70,551,861	0	0	0
<b>Total</b>	<b>232,677,518</b>	<b>116,294,312</b>	<b>215,622,783</b>	<b>925,583,365</b>

*Grant of Rights Fee payable relates to the fixed determined future obligations (refer to note 2.4.1).*

### 3.2. Capital risk management

The Company's objectives when managing capital are to safeguard the Company's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, the Company may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares, use excess cash to repay its borrowings (subject to the termination provisions of the respective loan agreements) or sell assets not pledged as security, to reduce debt.

Consistent with others in the industry, the Company monitors capital based on the gearing ratio. This ratio is calculated as net debt divided by total capital. Net debt is calculated as total borrowings (including "Current and non-current borrowings" as shown in the statement of financial position) less cash and cash equivalents and current financial assets. Total capital is calculated as 'equity' as shown in the statement of financial position plus net debt.

Gearing ratio	2020	2019
Total borrowings	927,175,470	779,597,236
Less: Cash & cash equivalent and current financial assets	(356,311,309)	(128,256,089)
<b>Net debt</b>	<b>570,864,161</b>	<b>651,341,147</b>
Total capital – (equity plus net debt)	1,395,986,826	1,518,741,702
<b>Gearing ratio</b>	<b>41%</b>	<b>43%</b>

### 4. Critical accounting estimates and judgments

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

#### 4.1 Critical accounting estimates and assumptions

The Company makes estimates and assumptions concerning the future. The resulting accounting estimates will by definition, seldom equal the related actual results. The accounting estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next year are disclosed below.

##### 4.1.1 Taxes

The internal control procedures for the related tax risks are part of the Company's control system. The general tax risk for the Company concerns the timely submission of complete tax returns, the payment of the tax amounts concerned as well as compliance with all tax laws and regulations and reporting rules specifically relating to corporate income tax.

The Company is subject to income tax, VAT and other taxes in Greece. Significant judgment is sometimes required in determining the Company's tax position for such taxes in certain instances due to the tax regime, under the ADA, applicable to the Company's operations, which is subject to being challenged by the tax authorities on the grounds of ambiguity or different interpretation of tax laws. The Company recognises liabilities for anticipated tax audit issues based on estimates of whether additional taxes will arise, or tax losses reduced. Where that final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the current tax, deferred tax and other tax assets and liabilities in the period during which such determination is made.

#### **4.1.2 Provision for restoration cost**

Provision for restoration cost includes future expenses for the major overhauls of roads, runways, taxiways, buildings and replacement of airfield lighting and baggage handling equipment. Significant estimates are required to determine the level of provision such as the timing of the expenditure, the extension of the works and the amount that it will be expensed in the future. The nominal value of the provision for restoration cost is annually determined by a qualified department within the Company based on international experience and the specific conditions relating to the operations of the airport. Due to the effectiveness of the Concession Extension Agreement within 2019 the provision for restoration cost includes, as from fiscal year 2019, future expenses until 11 June 2046. The amount of the provision is discounted at the financial position date by using the risk-free rate for similar time duration.

#### **4.1.3 Provisions for legal claims**

The Company has a number of legal claims pending against it (refer to note 5.29). Management uses its judgement as well as the available information from the Company's legal department and legal experts, in order to assess the likely outcome of these claims and if it is more likely than not that the Company will lose a claim, then a provision is recognized. Provisions for legal claims, if required, are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the end of the reporting period.

#### **4.1.4 Retirement Benefit Obligations**

The present value of the pension obligations for the Company's defined benefit plans depends on several factors that are determined on an actuarial basis using a few assumptions. The assumptions used in determining the net cost / (income) for pensions include the discount rate and salary rate increases. Any changes in these assumptions will impact the carrying amount of pension obligations. The Company determines the appropriate discount rate at the end of each year. This is the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the pension obligations. In determining the appropriate discount rate, the Company considers the interest rates of high-quality corporate bonds that are denominated in the currency and jurisdiction in which the benefits will be paid, and that have terms to maturity approximating the terms of the related pension liability.

#### **4.1.5 Impairment of non-financial assets and investments in associates and joint ventures**

The Company assesses at each reporting date, whether indicators for impairment exist for its non-financial assets (refer to note 5.11) and its investment in associate. If any indication exists, the Company estimates the asset's or cash generating unit's recoverable amount. Judgment is involved to some extent in determining whether indicators exist and the determination of the cash generating units at which the respective assets are tested.



## 5. Notes to the financial statements

### 5.1 Revenues

<b>Analysis of revenues from contracts with customers</b>	<b>2020</b>	<b>2019</b>
<b>Air activities</b>		
Aeronautical charges	82,750,568	236,446,029
Centralized infrastructure & handling related revenues	19,977,571	57,390,107
IT&T and other Services	6,283,513	12,849,042
<b>Total air activity revenues from contracts</b>	<b>109,011,652</b>	<b>306,685,178</b>
<b>Non-air activities</b>		
Retail concession activities	22,828,070	68,143,075
Parking services	5,125,908	14,347,068
IT&T and other Services	13,984,858	18,037,323
<b>Total non-air activity revenues from contracts</b>	<b>41,938,835</b>	<b>100,527,467</b>
<b>Total revenues from contracts with customers</b>	<b>150,950,488</b>	<b>407,212,645</b>
<b>Other revenues</b>		
Airport Development Fund - excess over borrowing costs	20,301,718	79,734,098
Rentals & other revenues from air activities	12,787,140	15,479,902
Rentals & other revenues from non-air activities	2,151,241	4,260,077
<b>Total other revenues</b>	<b>35,240,099</b>	<b>99,474,077</b>
<b>Total revenues</b>	<b>186,190,587</b>	<b>506,686,722</b>

Operating revenues are measured at the fair value of the consideration received or receivable, considering the amount of any trade discounts or tax-volume rebates (refer to note 2.17).

The fair value of the consideration received, or receivable is equal to the invoiced amount, since the Company doesn't provide any deferred credit terms to its customers, in the form of interest-free instalments or at below market interest rates. Revenue is recognised to the extent that it is probable that the economic benefits will flow to the entity and the revenue can be reliably measured.

The remarkable decline in revenues is directly linked to the significant decrease in passengers' traffic due to the outbreak of the respiratory pandemic caused by the COVID-19 (refer to note 1.2).

As at the financial position date, the Company has contracted with tenants for the following minimum non-cancellable operating lease payments:

<b>Analysis of minimum lease payments from customers</b>	<b>2020</b>	<b>2019</b>
Within one year	17,922,344	18,381,736
Between one and five years	48,233,355	62,131,361
More than five years	1,197,912	11,426,998
<b>Total minimum lease payments from customers</b>	<b>67,353,611</b>	<b>91,940,096</b>

Concession fees earned for the year ended 31 December 2020 included only actual turnover linked fees since the Company decided not to apply the minimum guaranteed base concession fees for fiscal year 2020, because the pandemic has severely affected the revenues of the concessionaires.

## 5.2. Operating expenses & depreciation charges

### Operating Expenses

Operating expenses in Income Statement are classified by nature. Operating expenses have decreased in fiscal year 2020 by €46,743,438 as compared to the previous fiscal year 2019 with the variances demonstrating all efforts on the cost side to mitigate the impact of the pandemic on the Company's financial performance, i.e. reduced scope in outsourcing contracts, employment plan aligned with the "Syn-ergasia" program introduced by the Greek State to support the employment in the wider market and the reduction to the absolutely necessary levels of non-critical operating expenses.

### Depreciation & Amortization charges

Analysis of depreciation & amortisation charges	2020	2019
Depreciation of owned assets	3,269,249	4,088,375
Amortisation of intangible assets	81,814,411	81,372,127
Amortisation of right of use assets	672,494	325,704
Amortisation of cohesion fund related to intangible assets	(4,160,147)	(5,883,285)
<b>Total depreciation &amp; amortisation expenses</b>	<b>81,596,007</b>	<b>79,902,921</b>

Depreciation charge is higher by €1,693,086 compared to 2019, mainly due to the net effect of the decrease in the amortization of the cohesion fund related to intangible assets.

## 5.3. Net financial expenses

Analysis of net financial expensest	2020	2019
<b>Financial expenses</b>		
Interest expenses and related costs on bank loans	31,926,272	31,240,174
Unwinding of discount for long term liabilities	10,300,941	10,476,133
Other financial expenses	1,512,211	1,997,732
<b>Financial expenses</b>	<b>43,739,424</b>	<b>43,714,039</b>
<b>Financial revenues</b>		
Interest income	(54)	(116,503)
<b>Financial revenues</b>	<b>(54)</b>	<b>(116,503)</b>
<b>Net financial expenses</b>	<b>43,739,370</b>	<b>43,597,537</b>

Interest and related expenses amounting to €33,612,681 (2019: €35,400,132) were paid during the year ended 31 December 2020.

Interest income amounting to €54 (2019: €141) was received during the year ended 31 December 2020.

## 5.4. Subsidies received

### Airport Development Fund (ADF)

In accordance with Law 2065/1992, as amended with Law 2892/2001, the Greek State imposed a levy on passengers older than 5 years old departing from Greek Airports, amounting to €12 for EU passengers and €22 for non-EU passengers, for the purpose of ensuring that passengers share the responsibility for funding the commercial aviation infrastructure within the Hellenic Republic. As of 11 April 2017, onwards, in accordance with Law 4465/2017, and until 1 November 2024, the levy for both EU and non-EU passengers has been set at €12 per departing passenger over 2 years old, while as of 1 November 2024 the levy will be further decreased to €3.

The passenger levy is collected by the airlines and consequently refunded to the Hellenic Civil Aviation Authority on a monthly or cash basis, through bank accounts maintained at the Bank of Greece for each airport, in favour of the Hellenic Civil Aviation Authority. The Airport is entitled to make withdrawals from the ADF account in accordance with Article 26.2 of the ADA ratified by Law 2338/1995.

For the year ended 31 December 2020 the Company was entitled to subsidies under the ADF amounting to €28,533,384 (2019: €91,518,165) as analysed below:

<b>Analysis of subsidies receivable</b>	<b>2020</b>	<b>2019</b>
Receivables meeting interest expenses	8,231,666	11,784,067
Excess over borrowing cost	20,301,718	79,734,098
<b>Total subsidies receivable</b>	<b>28,533,384</b>	<b>91,518,165</b>

Any subsidies receivable in excess of qualifying interest and related expenses for the year are shown as other revenues in line with the accounting policy 2.13.

## 5.5. Income tax

The corporate income tax rate of legal entities in Greece is 24% for 2020 (2019: 24%), in accordance with article 22 of Law 4646/2019. Income tax is calculated on taxable income or, in circumstance where the Company has tax losses carried forward, on gross dividends declared for distribution. For further information refer to note 5.23.

The total income taxes charged to the income statement are analysed as follows:

<b>Analysis of income tax</b>	<b>2020</b>	<b>2019</b>
Current income tax	(1,830,376)	(54,596,659)
Deferred income tax	14,157,336	(339,905)
Deferred income tax effect of change in tax rates	0	4,479,175
<b>Total income tax benefit/(expense) for the year</b>	<b>12,326,959</b>	<b>(50,457,388)</b>

The following is the reconciliation between income taxes as presented in the income statement, with those resulting from the application of the enacted tax rates:

<b>Reconciliation of effective income tax rate</b>	<b>Rate</b>	<b>2020</b>	<b>Rate</b>	<b>2019</b>
<b>(Loss)/Profit before tax for the year</b>		<b>(54,241,789)</b>		<b>224,898,230</b>
Income tax	24.0%	13,018,029	24.0%	(53,975,575)
Expenses not deductible for tax purposes	(1.42)%	(771,202)	0.53%	(1,180,737)
Revenues relieved from income tax	0.15%	80,131	(0.10)%	219,749
Effect of change in tax rates	0.00%	0	(1.99)%	4,479,175
<b>Total income tax benefit/(expense) for the year</b>	<b>22.73%</b>	<b>12,326,959</b>	<b>22.44%</b>	<b>(50,457,388)</b>

Refer to notes 5.23 and 5.29 for further analysis of income and deferred taxes.

## 5.6. Basic earnings/losses per share

Basic earnings/(losses) per share are calculated by dividing the Company's net profits/(losses) after taxes by the weighted average number of shares during the year which is as follows:

Analysis of earnings/(losses) per share	2020	2019
Receivables meeting interest expenses	(41,914,829)	174,440,841
Excess over borrowing cost	30,000,000	30,000,000
<b>Earnings/(losses) per share for the year</b>	<b>(1.40)</b>	<b>5.81</b>

No new shares were issued, or existing shares repurchased during the year. The average number of shares remained unchanged between fiscal years 2020 and 2019. The Company does not have any potential dilutive instruments.

## 5.7. Property plant & equipment-owned assets

Property plant & equipment-owned assets						
Acquisition cost	Land & buildings	Plant & equipment	Vehicles	Furniture & hardware	Cohesion fund	Total
<b>Balance as at 1 January 2019</b>	40,000	20,824,066	36,634,211	91,508,640	(17,437,643)	131,569,273
Acquisitions	0	14,373	115,027	707,637	0	837,037
Disposals	0	0	(832,161)	(19,534)	0	(851,695)
Transfers	0	0	597,124	3,047,479	0	3,644,603
Reclassifications	0	0	0	0	0	0
<b>Balance as at 31 December 2019</b>	40,000	20,838,439	36,514,201	95,244,222	(17,437,643)	135,199,219
<b>Balance as at 1 January 2020</b>	40,000	20,838,439	36,514,201	95,244,222	(17,437,643)	135,199,219
Acquisitions	0	3,789	3,776	216,514	0	224,080
Disposals	0	0	(190,589)	(1,059,064)	0	(1,249,654)
Transfers	0	5,762	135,275	3,030,882	0	3,171,919
Reclassifications	0	0	46,455	(46,455)	0	0
<b>Balance as at 31 December 2020</b>	40,000	20,847,990	36,509,118	97,386,098	(17,437,643)	137,345,564
Depreciation of owned property plant & equipment						
Depreciation	Land & buildings	Plant & equipment	Vehicles	Furniture & fittings	Cohesion fund	Total
<b>Balance as at 1 January 2019</b>	0	11,251,057	34,820,296	79,899,322	(17,437,644)	108,533,031
Depreciation charge for the year	0	515,675	543,985	3,028,715	0	4,088,375
Disposals	0	0	(807,418)	(17,544)	0	(824,962)
Transfers	0	0	0	0	0	0
Reclassifications	0	0	0	0	0	0
<b>Balance as at 31 December 2019</b>	0	11,766,732	34,556,863	82,910,493	(17,437,644)	111,796,444
<b>Balance as at 1 January 2020</b>	0	11,766,732	34,556,863	82,910,493	(17,437,644)	111,796,444
Depreciation charge for the year	0	358,045	469,457	2,441,747	0	3,269,249
Disposals	0	0	(175,781)	(1,058,744)	0	(1,234,526)
Transfers	0	0	0	0	0	0
Reclassifications	0	0	0	0	0	0
<b>Balance as at 31 December 2020</b>	0	12,124,777	34,850,538	84,293,495	(17,437,644)	113,831,167
Carrying amount of owned property plant & equipment						
Carrying Amount	Land & buildings	Plant & equipment	Vehicles	Furniture & fittings	Cohesion fund	Total
<b>As at 1 January 2019</b>	40,000	9,573,009	1,813,915	11,609,318	1	23,036,242
<b>As at 31 December 2019</b>	40,000	9,071,707	1,957,338	12,333,729	1	23,402,775
<b>As at 1 January 2020</b>	40,000	9,071,707	1,957,338	12,333,729	1	23,402,775
<b>As at 31 December 2020</b>	40,000	8,723,213	1,658,579	13,092,603	1	23,514,396

## 5.8. Intangible assets

Intangible assets				
Acquisition cost	Concession assets	Cohesion fund	Software & other	Total
<b>Balance as at 1 January 2019</b>	2,115,967,458	(380,686,471)	20,700,771	1,755,981,758
Acquisitions	1,344,254,443	0	85,751	1,344,340,194
Disposals	(2,611,660)	0	0	(2,611,660)
Transfers	9,931,068	0	661,275	10,592,343
Reclassifications	0	0	0	0
<b>Balance as at 31 December 2019</b>	3,467,541,309	(380,686,471)	21,447,797	3,108,302,635
<b>Balance as at 1 January 2020</b>	3,467,541,309	(380,686,471)	21,447,797	3,108,302,635
Acquisitions	26,070	0	152,505	178,574
Disposals	0	0	0	0
Transfers	24,562,525	0	229,587	24,792,112
Reclassifications	0	0	0	0
<b>Balance as at 31 December 2020</b>	3,492,129,904	(380,686,471)	21,829,889	3,133,273,321
Amortization of intangible assets				
Amortization	Concession assets	Cohesion fund	Software & other	Total
<b>Balance as at 1 January 2019</b>	1,459,252,655	(267,610,590)	18,635,741	1,210,277,806
Amortization charge for the year	80,352,846	(5,883,285)	1,019,281	75,488,842
Impairment losses	0	0	0	0
Disposals	(2,611,660)	0	0	(2,611,660)
Transfers	0	0	0	0
Reclassifications	0	0	0	0
<b>Balance as at 31 December 2019</b>	1,536,993,841	(273,493,875)	19,655,022	1,283,154,988
<b>Balance as at 1 January 2020</b>	1,536,993,841	(273,493,875)	19,655,022	1,283,154,988
Amortization charge for the year	81,044,601	(4,160,147)	769,810	77,654,264
Impairment losses	0	0	0	0
Disposals	0	0	0	0
Transfers	0	0	0	0
Reclassifications	0	0	0	0
<b>Balance as at 31 December 2020</b>	1,618,038,442	(277,654,022)	20,424,832	1,360,809,252
Carrying amounts of intangible assets				
Carrying Amount	Concession assets	Cohesion fund	Software & other	Total
<b>As at 1 January 2019</b>	656,714,803	(113,075,881)	2,065,030	545,703,952
<b>As at 31 December 2019</b>	1,930,547,468	(107,192,596)	1,792,775	1,825,147,647
<b>As at 1 January 2020</b>	1,930,547,468	(107,192,596)	1,792,775	1,825,147,647
<b>As at 31 December 2020</b>	1,874,091,461	(103,032,449)	1,405,057	1,772,464,069

The concession assets represent the right granted to the Company by the Greek State for the use and operation of the Athens International Airport under the ADA. Due to the effectiveness of the Concession Extension Agreement within 2019 the existing intangible asset was increased (Acquisitions 2019) by €1,185,996,577 relating to the concession consideration and by €158,163,319 relating to the present value of the future obligations for the grant of rights fee. The Company's liabilities towards the European Investment Bank are secured through the assignment of the Usufruct (refer to note 5.20).

**5.9. Right of use assets**

<b>Right of use assets</b>			
<b>Acquisition cost</b>	<b>Vehicles</b>	<b>Mechanical Equipment</b>	<b>Total</b>
<b>Balance as at 1 January 2019</b>	674,726	0	674,726
Acquisitions	175,342	1,922,114	2,097,456
Disposals	(73,578)	0	(73,578)
Transfers	0	0	0
Reclassifications	0	0	0
<b>Balance as at 31 December 2019</b>	<b>776,490</b>	<b>1,922,114</b>	<b>2,698,604</b>
<b>Balance as at 1 January 2020</b>	<b>776,490</b>	<b>1,922,114</b>	<b>2,698,604</b>
Acquisitions	71,247	294,656	365,903
Disposals	(30,586)	0	(30,586)
Transfers	0	0	0
Reclassifications	0	0	0
<b>Balance as at 31 December 2020</b>	<b>817,151</b>	<b>2,216,770</b>	<b>3,033,920</b>
<b>Depreciation of right of use assets</b>			
<b>Depreciation</b>	<b>Vehicles</b>	<b>Mechanical Equipment</b>	<b>Total</b>
<b>Balance as at 1 January 2019</b>	0	0	0
Depreciation charge for the year	277,651	48,053	325,704
Impairment losses	0	0	0
Disposals	(12,861)	0	(12,861)
Transfers	0	0	0
Reclassifications	0	0	0
<b>Balance as at 31 December 2019</b>	<b>264,790</b>	<b>48,053</b>	<b>312,843</b>
<b>Balance as at 1 January 2020</b>	<b>264,790</b>	<b>48,053</b>	<b>312,843</b>
Amortization charge for the year	255,753	416,740	672,494
Impairment losses	0	0	0
Disposals	(15,280)	0	(15,280)
Transfers	0	0	0
Reclassifications	0	0	0
<b>Balance as at 31 December 2020</b>	<b>505,263</b>	<b>464,793</b>	<b>970,057</b>
<b>Carrying amounts of right of use assets</b>			
<b>Carrying amount</b>	<b>Vehicles</b>	<b>Mechanical Equipment</b>	<b>Total</b>
<b>As at 1 January 2019</b>	674,726	0	674,726
<b>As at 31 December 2019</b>	<b>511,700</b>	<b>1,874,061</b>	<b>2,385,761</b>
<b>As at 1 January 2020</b>	<b>511,700</b>	<b>1,874,061</b>	<b>2,385,761</b>
<b>As at 31 December 2020</b>	<b>311,887</b>	<b>1,751,977</b>	<b>2,063,864</b>

**5.10. Non-current financial assets****Financial derivatives**

Financial derivatives are financial assets classified at fair value through profit or loss.

As foreseen in the Agreed Hedging Programme of the 2L Bond Loan, as described in note 5.20, the Company entered into 4 interest rate cap agreements with the National Bank of Greece (“NBG”) and Piraeus Bank to hedge its risk deriving from fluctuations of the fair value of future cash flows of the hedging instrument due to changes in market interest rates. In particular, the interest rate cap agreements cover the interest periods until 01 April 2022 in case the 6-month Euribor on the roll-over days is higher than 0% (strike rate). The Company elected not to apply hedge accounting (refer to note 2.6.4).

More specifically:

The cumulative initial fair value of all interest rate caps was €1,136,000, reflecting the hedging instruments premiums paid, while the cumulative fair value of all interest rate caps on 31 December 2019 stood at €287,677. As of the financial position date the cumulative fair value of all interest rate caps amounted to €17,114. A fair value loss of €270,563 was recognized in the current year’s income statement. As of post financial position date 01 February 2021 the fair value of all the purchase caps amounted to €8,687.

Based on their maturity date, financial assets are classified as follows:

<b>Analysis of financial assets</b>	<b>2020</b>	<b>2019</b>
<b>Non-current financial assets</b>		
Non-current financial assets - hedging	17,114	287,677
<b>Total non-current financial assets</b>	<b>17,114</b>	<b>287,677</b>
<b>Total financial assets</b>	<b>17,114</b>	<b>287,677</b>

**5.11. Other non-current assets**

Other non-current assets are analysed as follows:

<b>Analysis of other non-current assets</b>	<b>2020</b>	<b>2019</b>
Investment in associates	3,245,439	3,245,439
Long term guarantees	359,744	371,892
<b>Total other non current assets</b>	<b>3,605,183</b>	<b>3,617,331</b>

Long term guarantees relate to guarantees given to lessors for operating lease contracts.

## 5.12. Inventories

Inventory items are analysed as follows:

Analysis of inventories per category	2020	2019
Merchandise	577,148	578,336
Consumables	1,007,388	1,021,088
Spare parts	4,685,111	4,873,095
Inventory impairment	(593,048)	(575,587)
<b>Total inventories</b>	<b>5,676,599</b>	<b>5,896,932</b>

During 2020, an impairment provision of €17,461 was recognized in the income statement in order to reflect the accumulated provision for certain obsolete and slow-moving items at 31 December 2020 to €593,048.

## 5.13. Construction works in progress

Analysis of construction works in progress	2020	2019
Balance as at 1 January 2019	20,049,780	10,832,889
Acquisitions	14,509,489	23,453,837
Transfer to property plant & equipment-owned assets	(3,171,919)	(3,644,603)
Transfer to intangible assets	(24,792,112)	(10,592,343)
<b>Total construction works in progress</b>	<b>6,595,238</b>	<b>20,049,780</b>

Construction works in progress mainly relate to additions and improvements on the existing infrastructure assets such as technical works, building and facilities, roads etc. These assets will be returned to the Grantor at the end of the Concession Period, together with all other infrastructure assets as described in note 1. Upon the completion of the construction, such assets related to the infrastructure, will increase either the cost of the concession intangible asset or the owned assets.

## 5.14. Trade accounts receivable

Trade accounts receivable are analysed as follows:

Analysis of trade accounts receivable	2020	2019
Domestic customers & accrued revenues	19,446,476	26,301,462
Foreign customers	524,962	2,845,456
Greek State & public sector	803,443	379,050
Provision for impairment of trade receivables	(2,386,437)	(2,413,515)
<b>Total trade accounts receivable</b>	<b>18,388,443</b>	<b>27,112,452</b>

All trade accounts receivable are initially measured at their fair value, which is equivalent to their nominal value, since the Company extends to its customers short-term credit. Should any of the trade accounts receivable exceed the approved credit terms, the Company charges such customers default interest, (that is, interest on overdue accounts) at 6 months Euribor interest rate plus a pre-determined margin, as stipulated in the respective customer agreements. Such interest is only recognised when it is probable that the income will be collected.

During 2020 a provision release of €27,078 (2019: release of €529) was recognized in the income statement, resulting in an impairment provision as at 31 December 2020 of €2,386,437 (2019: €2,413,515).



**5.15. Income tax receivable & other accounts receivables****Income tax receivable:**

In accordance with Law 4714/2020, the advance payment of the corporate income tax corresponding to the fiscal year 2020 was fully annulled to support the liquidity shortfall of the companies operating in the aviation sector due to the outbreak of the respiratory pandemic caused by COVID-19. As a result, the corporate income tax of year 2019 of €23,364,123, which was due to the Company, was paid back by the Tax Authorities on 23 and 24 September 2020.

**Other accounts receivable is analysed as follows:**

<b>Analysis of other receivable accounts</b>	<b>2020</b>	<b>2019</b>
Accrued ADF	4,936,488	31,803,104
Other	28,897,306	9,975,599
<b>Total other receivable accounts</b>	<b>33,833,794</b>	<b>41,778,703</b>

Accrued ADF (refer to note 5.4) represents the amount of the passengers' airport fee attributable to the Company, which had not been collected by the Company at year-end. Other accounts receivable mainly consists of disputes relating to reduced payments of rentals by the state authorities and payments of municipal taxes and duties which have been paid but not yet reimbursed. The major tax disputes are disclosed in note 5.29 "Contingent Liabilities".

**5.16. Cash and cash equivalents**

Cash and cash equivalents are analysed as follows:

<b>Analysis of cash &amp; cash equivalents</b>	<b>2020</b>	<b>2019</b>
Cash on hand	507,747	514,294
Current & time deposits	355,786,448	127,454,118
<b>Total cash &amp; cash equivalents</b>	<b>356,294,195</b>	<b>127,968,412</b>

The increase in the balance of cash & cash equivalents at 31 December 2020 as compared to the previous fiscal year is mainly attributed to the measures undertaken by the Company to ensure the appropriate level of liquidity to cope with the financial burden which arose as a result of the health crisis. Specifically, the cash improvement relates to the drawdown of the Other Purposes Debt Bond Loan, the deferment of the 2020 principal payments for the EIB Loan and the 2L Bond Loan (refer to note 5.20) and the deferment of the payment of the 2020 Grant of Rights Fee.

**5.17. Share capital**

The issued share capital of the Company has been fully paid by the shareholders and comprises 30,000,000 ordinary shares of €10 each amounting to €300,000,000.

The Company has the following shareholders with their participation in the share capital rounded where appropriate, to the closer two-digit decimal points:

- a) the Société Anonyme " Hellenic Republic Asset Development Fund S.A." (HRADF) (30.00% of the shares), which is a company owned indirectly (through the Société Anonyme under the name "Hellenic Corporation of Assets & Participations S.A." (HCAP) by the Greek State,

b) the Société Anonyme “ Hellenic Corporation of Assets & Participations S.A.” (HCAP) (25.00% of the shares). HCAP is a holding company governed by the provisions of Law 4389/2016, as amended and in force, owned by the Greek State.

- c) the AviAlliance GmbH (25.00% of the shares),
- d) the AviAlliance Capital GmbH & Co. KGaA (15.00% of shares)
- e) Copelouzos Dimitrios (1.99% of the shares),
- f) Copelouzou Kyriaki (0.99% of the shares),
- g) Copelouzos Christos (0.99% of the shares) and
- h) Copelouzou Eleni-Asimina (0.99% of the shares)

Shareholders referred from e) to h) above entered into a “Usufruct of shares and voting rights Agreement” dated 19 November 2019, by virtue of which the above shareholders as owners, established and granted an usufruct for a 15 years period over the Company’s shares in favour of “Slentel Limited”, a limited liability company operating under the law of Cyprus.

### 5.18. Statutory & other reserves

Under Greek Corporate Law it is mandatory to transfer 5.0% of the net after tax annual profits to form the legal reserve, which is used to offset any accumulated losses. The creation of the legal reserve ceases to be compulsory when the balance of the legal reserve reaches 1/3 of the registered share capital.

At 31 December 2020 no further legal reserve was recognized due to the losses generated in the year, remaining at the amount of €85,880,707 (2019: €85,880,707).

In addition, there is a reserve for tax purposes relating to dividends received from our associate amounting to €2,724,951 (2019: €2,477,993) and a reserve for actuarial gains/losses recognized due to the adoption of IAS 19, amounting to €(760,135) (2019: €(483,997)).

Analysis of other reserves	2020	Movement	2019
Statutory reserves	85,880,707	0	85,880,707
Reserves for tax purposes	2,724,950	246,958	2,477,992
Actuarial gains/(losses) reserve net of tax	(760,135)	(276,138)	(483,997)
<b>Totals</b>	<b>87,845,522</b>	<b>(29,180)</b>	<b>87,874,703</b>

### 5.19. Retained earnings

The accumulated balance of retained earnings at 31 December 2020 stood at €437,277,144 (2019: €479,525,853). In accordance with Greek Corporate Law, companies are required each year, to declare dividends of at least 35.0% of profits after tax having allowed for the legal reserve.

In addition, the prevailing bank loan agreements impose specific conditions for the permitted dividend distribution, which were fulfilled from 2003 when the Company was in the financial position to distribute dividends until 2019. However, the distribution of dividends, is not permitted by the Lenders for the fiscal year 2021 in the context of the Company’s actions to mitigate liquidity risk due to the COVID-19 pandemic outbreak (refer to note 1.2 and 3.1.6), and will be subject to fulfilment of specific financial covenants for fiscal year 2022 onwards (refer to note 5.20). The General Meeting of Shareholders is the legally competent body of the Company that may take a decision on the distribution of dividends upon recommendation of the Board of Directors.

## 5.20. Borrowings

Borrowings are analysed as follows:

Analysis of loans	2020	2019
<b>Long term loans</b>		
EIB loan	0	46,131,001
2L Bond loan	588,350,825	590,493,188
CAPEX Debt Bond loan	24,595,719	17,027,992
Other Purposes Debt Bond Loan	139,135,942	0
<b>Total long term loans</b>	<b>752,082,486</b>	<b>653,652,180</b>
<b>Current portion of long term loans</b>		
EIB loan	134,348,764	88,217,763
2L Bond loan	33,087,544	30,764,113
CAPEX Debt Bond loan	0	0
Other Purposes Debt Bond Loan	0	0
Accrued interest & related expenses	5,764,023	5,476,594
<b>Total current portion of long term loans</b>	<b>173,200,331</b>	<b>124,458,470</b>
<b>Total bank loans</b>	<b>925,282,817</b>	<b>778,110,650</b>

### European Investment Bank Loan (EIB loan)

The Company and EIB, under a supplemental agreement signed on 19 December 2008, agreed to the partial release the Greek State's Guarantee on the outstanding balance of the EIB Loan and to modify certain terms of the EIB Master Facility Agreement related to the applicable interest rates. The modified terms were effective from 31 July 2009 and include the consolidation and division of the outstanding balance of the initial loan into two loans, Loan A and Loan B. As of 31 December 2020, Loan A was fully repaid while the outstanding balance of Loan B was €134,348,764, the same as per 31 December 2019. The Company, due to the severe impact of COVID-19 pandemic on its operations, requested and was granted on 5 June 2020 the deferment of the June and December 2020 principal payments by twelve months, therefore extending the final maturity of the EIB Loan by 6 months to December 2021 under the condition that the Company will not distribute dividends to its shareholders until the full repayment of EIB Loan.

The weighted average interest rate for all tranches under Loan B is 6.12%.

The Company's liabilities towards EIB are secured through the assignment of the Usufruct, the ADA Claims, the Insurance claims and the contracts that generate revenues for AIA and the pledge of Bank Accounts and Securities.

All the covenants set under the EIB Master Facility Agreement have been fulfilled as of 31 December 2020.

The amortised cost of the long-term financial liabilities at fixed interest rates from the EIB Loan is determined using the effective interest rate method, by discounting the future contractual cash flows with the effective interest rate applied to those liabilities. The fair value of the financial liabilities at fixed interest rates is determined by discounting the future contractual cash flows with the current mid-swap interest rate for the average loan life period of such liabilities. The fair value measurement of the financial liabilities is categorised as Level 2.

Fair value of the EIB loan	2020	2019
Carrying amount EIB loan	134,348,764	134,348,764
Fair value EIB loan	139,697,097	142,449,969
<b>Excess of fair value over carrying amount</b>	<b>(5,348,333)</b>	<b>(8,101,205)</b>

### Second Lien Bond loan (the 2L Bond loan)

The Company paid to the Hellenic Republic Asset Development Fund (HRADF) on 22 February 2019 an amount of €1,131,676,123 (including the adjustment of €16,676,123 calculated on 10.30% per annum on the agreed consideration of €1,115,000,000 pro rata on a daily basis) plus applicable VAT, in cash as consideration for the extension of the Concession Period.

Within this context, the Company entered into a 2L Bond Loan Agreement for an amount of up to €665,600,000 with the National Bank of Greece and Piraeus Bank as equal subscribers (namely the 2L Bond Loan). Although the 2L Bond Loan documentation was signed on 18 December 2018, the disbursement of the loan took place on 22 February 2019, 3 business days after the effectiveness of the ADA Extension Agreement.

On 30 September 2019, a syndication process took place, through which, Alpha Bank and Eurobank also became 2L Bondholders. Current 2L Bondholders participate on the bonds issued with the following percentages: National Bank of Greece: 35%, Piraeus Bank: 35%, Alpha Bank: 15% and Eurobank: 15%.

The 2L Bond Loan finally amounted to €642,476,578 disbursed once off, has a 15-year tenor, semi-annual payments and the interest rate comprises of the 6-month Euribor plus an applicable margin currently at 3.10% p.a. As of 31 December 2020, the outstanding balance of the 2L Bond Loan using the effective interest method amounted to €621,438,369, while the outstanding balance towards the bond holders amounted to €627,121,388, the same as per 31 December 2019. Due to the severe impact of COVID-19 pandemic on the Company's financial operations, the Company requested and was granted on 19 June 2020 the deferment of the April and October 2020 principal payments to the final principal payment in February 2034. The Company considered that the deferral of the above payments does not substantially modify the terms of the 2L Bond Loan Agreement (refer to note 2.12). Based on the derecognition test performed for the 2L Bond Loan, an amount of €738,509 was recognized as revenue in the income statement.

The 2L Bond Loan is subordinated to the EIB loan and pari passu with the Capex Debt Bond Loan and the Other Purposes Debt Bond Loan.

The Company has undertaken to hedge from floating to fixed rate the 2L Bond Loan, by not less than 70% (but not more than 100%) for a tenor of at least two (2) years by way of entry into any combination of interest rate swaps, interest rate options, interest rate caps or swaptions. Within this context, the Company has entered into hedging agreements as described in note 5.10.

All borrowings are denominated in Euro, the functional currency of the Company.

### Capital Expenditure Bond Loan (Capex Debt Bond Loan)

On 31 October 2019, the Company concluded the Capex Debt Bond Loan amounting up to €100 million, with National Bank of Greece at 35%, Piraeus Bank at 35%, Alpha Bank at 15% and Eurobank at 15%.

The Capex Debt Bond Loan relates to the financing of five (5) Capex projects, namely:

- The construction of the Main Terminal Building South Wing Expansion (the "MTB SWE" Project) amounting up to € 23.8 million;
- The construction of the Baggage Handling System's Security Screening Upgrading and Capacity Enhancements (the "BHS-22" Project) amounting up to €44.8 million;
- The construction of the Curbside and Parking Reorganization (the "Curbside" Project) amounting up to €5.0 million;

- d) The construction of the Apron North of Taxiway Y2, Ramp Service Station and the Relocation of General Aviation (“GA”) Apron at the Homebase (the “Y2” Project) amounting up to €21.0 million; and
- e) The construction of the STB Enhancement project – Phase 3 (the “STB Phase 3” Project) amounting up to €5.4 million.

The Capex Debt Bond Loan will be disbursed in quarterly drawdowns, according to each project’s progress. The Company, due to the severe impact of COVID-19 pandemic on its operations, decided to delay the Curbside, Y2 and STB Phase 3 Projects and proceeded, in agreement with the Capex Debt bondholders, with the extension of the availability period up to 30 September 2023 instead of 31 December 2022. The first drawdown of €18,127,084 was made on 22 November 2019 for the MTB SWE Project and for the BHS-22 Project. Within fiscal year 2020 an additional drawdown of €7,578,234 was disbursed for the MTB SWE Project and for the BHS-22 Project. As of 31 December 2020, the outstanding balance of the Capex Debt Bond Loan using the effective interest method was €24,595,719, while the outstanding balance towards the bond holders was €25,705,318.

The Capex Debt Bond Loan has a 15-year tenor, semi-annual payments starting from 1 October 2022, instead of 1 October 2021 initially, due to the aforementioned delays in the Capex projects. The interest rate will be comprised of the 6-month Euribor plus an applicable margin currently at 3.10% p.a.

The Capex Debt Bond Loan is subordinated to the EIB loan and pari passu with the 2L Bond Loan and the OPD Bond Loan.

The Company has undertaken to hedge from floating to fixed rate the Capex Debt Bond Loan, by not less than 70% (but not more than 100%) for a tenor of at least two (2) years from the date falling one (1) month before the expiry of the final Availability Period (30 September 2023) by way of entry into any combination of interest rate swaps, interest rate options, interest rate caps or swaptions.

All borrowings are denominated in Euro, the functional currency of the Company.

#### **Other Purposes Debt Bond Loan (OPD Bond Loan)**

On 23 July 2020, the Company concluded successfully the OPD Bond Loan amounting to €140 million, with National Bank of Greece at €45 million, Piraeus Bank at €45 million, Alpha Bank at €25 million and Eurobank at €25 million. The OPD Bond Loan relates to the financing of working capital and operational needs due to the extensive impact of COVID-19 on the Company’s operations.

The OPD Bond Loan was disbursed once off, on 30 July 2020. As of 31 December 2020, the outstanding balance of the OPD Bond Loan using the effective interest method was €139,135,942, while the outstanding balance towards the bond holders was €140,000,000.

The OPD Bond Loan has a 5-year tenor, backloaded semi-annual repayments starting from 20 June 2022 and the interest rate comprises of the 6-month Euribor plus an applicable margin currently at 3.10% p.a. According to the terms of the OPD Bond Loan, the Company will not distribute dividends to its shareholders until 31 December 2021, whereas from 2022 onwards, any distribution of Dividend to the Company’s shareholders, will result to a mandatory prepayment of 50% of the Dividend amount to the OPD bondholders.

The OPD Bond Loan is subordinated to the EIB loan and pari passu with the 2L Bond Loan and the Capex Debt Bond Loan.

The Company may, at its option, hedge from floating to fixed rate the OPD Bond Loan by way of entry into any combination of interest rate swaps, interest rate options, interest rate caps or swaptions.

All borrowings are denominated in Euro, the functional currency of the Company.

**Financial covenant**

According to the Loan agreements, the Company has assumed certain obligations which must be adhered to among which, but not limited to, ensuring throughout the duration of the bond loans period compliance with certain financial covenant mainly for the maintenance of the Historic Debt Service Coverage Ratio ("DSCR"), which is only related to the Company's ability to distribute dividends to its shareholders. However, due to the aforementioned conditions that were imposed by the EIB and OPD Bondholders, no dividend distribution is permitted to the Company's shareholders within 2021.

DSCR is calculated as the Net Cash Flow to Debt Service. Net Cash Flow is calculated on the net increase or decrease of cash and cash equivalents plus the payment of dividends and the repayment of borrowings, any interests and related expenses paid. Debt Service is calculated as the repayment of borrowings, any interests and related expenses paid.

The Company is in full compliance with the above financial covenant indicator as at 31 December 2020.

**5.21. Employee retirement benefits**

In accordance with Greek labour law, employees are entitled to compensation payments in the event of dismissal or retirement with the amount of payment varying depending on the employee's compensation, length of service and manner of termination (dismissal or retirement). Employees who resign or are dismissed with cause are not entitled to termination payments. The amount payable in the event of retirement is equal to 40.0% of the amount which would be payable upon dismissal without cause.

The provision for employees' retirement benefits is reflected in the attached statement of financial position in accordance with IAS 19R and is calculated, as at the financial position date (31 December 2020), based on an independent actuarial study.

The results of any valuation depend upon the assumptions employed. Thus, as at 31 December 2020:

- If the discount rate used were 1.0% higher, then the Defined Benefit Obligation (DBO) would be lower by about 12.4%.
- If the discount rate used were 1.0% lower, then the DBO would be higher by about 4.7%.

The results of the actuarial study for the provision for employee retirement benefits as computed by actuaries are shown below:

<b>Actuarial study analysis</b>	<b>2020</b>	<b>2019</b>
<b>Principal actuarial assumptions at 31 December 2019</b>		
Discount rate	0.39%	0.78%
Range of compensation increase	0%-3.0%	0%-3.0%
Plan duration	13.57	14.44
Present value of obligations	12,464,561	11,867,669
<b>Net liability/(asset) in the balance sheet</b>	<b>12,464,561</b>	<b>11,867,669</b>
<b>Components of income statement charge</b>		
Service cost	277,250	192,256
Interest cost	92,118	181,352
Settlement/curtailment/termination loss	260,417	107,406
<b>Total income statement charge</b>	<b>629,785</b>	<b>481,014</b>
<b>Movements in net liability/(asset) in the balance sheet</b>		
Net liability/(asset) at the beginning of the period	11,867,669	10,015,755
Benefits paid directly	(396,233)	(213,188)
Total expense recognized in the income statement	629,785	481,005
Total amount recognized in the OCI	363,340	1,584,096
<b>Net liability/(asset) in the balance sheet</b>	<b>12,464,561</b>	<b>11,867,669</b>
<b>Reconciliation of benefit obligations</b>		
DBO at start of the period	11,867,669	10,015,755
Service cost	277,250	192,256
Interest cost	92,118	181,344
Benefits paid directly by the Company	(396,233)	(213,188)
Extra payments or expenses/(income)	260,417	107,405
Actuarial loss/(gain)	363,340	1,584,096
<b>DBO at the end of the period</b>	<b>12,464,561</b>	<b>11,867,669</b>
<b>Remeasurements</b>		
Liability gain/(loss) due to changes in assumptions	(268,330)	(1,533,442)
Liability experience gain/(loss) arising during the year	(95,010)	(50,654)
<b>Total actuarial gain/(loss) recognized in OCI</b>	<b>(363,340)</b>	<b>(1,584,096)</b>

An actuarial loss (the difference between expected and actual DBO as at the end of 2020) of €363,340 arose during the year due to the following factors:

- Change in financial assumptions: the equivalent discount rate has decreased from 0.78% to 0.39%, producing a loss of €632,791. The salary increase assumption has decreased for years 2021 and 2022, producing a gain of €364,461. Thus, the change in financial assumptions gives rise to an overall actuarial loss of €268,330.
- Experience: the loss of €95,010 is mainly from population movements being different than assumed, partly offset by the gain from the lower than anticipated salary increases over the period.

According to IAS19 Revised, the entire actuarial gains or losses that arise in each accounting period are recognized immediately in the Statement of Other Comprehensive Income (OCI), in net equity. In this case, the loss that arose in 2020 is recognized as an expense in the OCI statement.

**5.22. Provisions**

Analysis of provisions	As at 1 Jan 2020	Additions	Utilisations	Releases	As at 31 Dec 2020
Restoration expenses	21,575,700	4,203,478	1,174,087	9,323	24,595,767
Net other provisions	3,155,299	2,183,182		2,475,399	2,863,083
<b>To be settled over 1 year</b>	<b>24,730,999</b>	<b>6,386,660</b>	<b>1,174,087</b>	<b>2,484,722</b>	<b>27,458,850</b>
<b>Total provisions</b>	<b>24,730,999</b>	<b>6,386,660</b>	<b>1,174,087</b>	<b>2,484,722</b>	<b>27,458,850</b>

The provision for restoration expenses relates to the future expenses that result from the Company's contractual obligations to maintain or to restore the infrastructure to a specified condition before it is handed over to the Greek State at the end of the Service Concession Agreement. It is expected that an aggregate amount of €57.77 million will be spent on major restoration activities commencing in year 2021 through year 2046 based on management's current best estimates.

**5.23. Income & deferred tax liabilities****Income tax liabilities**

At the financial position date, the income tax liability amounted to €1,830,376 and reflects the income tax payable calculated at the rate of 24.0% on taxable income which was defined based on the principles of the income tax code and the specific tax provisions of the ADA.

**Deferred tax assets & liabilities**

The analysis of deferred tax assets and deferred tax liabilities is as follows:

Deferred tax assets & liabilities	2020	2019
Deferred tax assets:		
Deferred tax assets to be recovered after more than 12 months	(61,858,931)	(63,865,942)
Deferred tax assets to be recovered within 12 months	(23,717,899)	(8,992,084)
<b>Total deferred tax assets</b>	<b>(85,576,830)</b>	<b>(72,858,026)</b>
Deferred tax liabilities:		
Deferred tax liabilities to be settled after more than 12 months	117,076,313	120,841,211
Deferred tax liabilities to be settled within 12 months	38,699,265	37,094,307
<b>Total deferred tax liabilities</b>	<b>155,775,579</b>	<b>157,935,518</b>
<b>Deferred tax liabilities (net)</b>	<b>70,198,749</b>	<b>85,077,492</b>

The gross movement on the deferred income tax account is as follows:

Deferred income tax movement	2020	2019
As at 1 January	85,077,492	89,596,945
Income statement charge	(14,791,541)	339,905
Effect of changes in tax rates	0	(4,479,175)
Other comprehensive income	(87,202)	(380,183)
<b>As at 31 December</b>	<b>70,198,749</b>	<b>85,077,492</b>



The movement in deferred income tax assets and liabilities during the year, without taking into consideration the offsetting of balances within the same tax jurisdiction, is as follows:

Deferred tax liabilities	Accelerated tax depreciation	Grant of rights fee	Usufruct of the site & other	Total
As at 1 January 2019	120,005,768	4,711,926	7,586,279	132,303,973
Charged/(credited) to the income statement and other comprehensive income	(12,692,927)	36,245,098	2,079,374	25,631,544
<b>As at 31 December 2019</b>	<b>107,312,841</b>	<b>40,957,024</b>	<b>9,665,653</b>	<b>157,935,518</b>
Charged/(credited) to the income statement and other comprehensive income	(2,780,614)	(1,545,548)	2,166,223	(2,159,939)
<b>As at 31 December 2020</b>	<b>104,532,227</b>	<b>39,411,476</b>	<b>11,831,876</b>	<b>155,775,579</b>

Deferred tax assets	Grant of rights fee	Provisions	Retirement benefit obligations	Other	Total
As at 1 January 2019	(24,369,444)	(5,708,672)	(2,235,494)	(10,393,418)	(42,707,028)
Charged/(credited) to the income statement and other comprehensive income	(34,815,281)	(651,278)	(387,440)	5,703,001	(30,150,998)
<b>As at 31 December 2019</b>	<b>(59,184,725)</b>	<b>(6,359,950)</b>	<b>(2,622,935)</b>	<b>(4,690,417)</b>	<b>(72,858,026)</b>
Charged/(credited) to the income statement and other comprehensive income	(10,487,785)	(652,376)	(110,854)	(1,467,789)	(12,718,804)
<b>As at 31 December 2020</b>	<b>(69,672,510)</b>	<b>(7,012,326)</b>	<b>(2,733,789)</b>	<b>(6,158,206)</b>	<b>(85,576,830)</b>

At the financial position date, the Company has no unused tax losses available for offset against future taxable profits, thus no deferred tax asset has been recognised. According to the provisions of article 25.1.2.(k) of the ADA, (Law 2338/1995) tax losses can be carried forward to relieve future taxable profits without time limit. Tax losses had primarily arisen from the application of the accelerated depreciation method as provided by paragraph 8 of article 26 of Law 2093/1992.

In addition, according to article 25.1.2.(j) of the ADA the accelerated depreciation method provided by Law 2093/1992 relates to tax depreciation and constitutes an allowable deduction for tax purposes even though the depreciation in the annual statutory accounts of the Company may differ from year to year. At the financial position date, the Company recognised a deferred tax liability on the outstanding accelerated depreciation, amounting to €104,532,227 (2019: €107,312,841).

#### 5.24. Other non-current liabilities

Analysis of other non-current liabilities	2020	2019
Grant of rights fee payable	226,878,087	231,603,019
Long term securities provided by customers	3,180,731	3,245,072
<b>Total other non-current liabilities</b>	<b>230,058,818</b>	<b>234,848,091</b>

Other long-term liabilities are analysed as follows:

The Company pays a quarterly fee to the Greek State during the concession period for the rights and privileges granted in the ADA. The carrying amount of the liability represents the present value of the future payment that relates to the fixed part of the fee at the financial position date. In 2020 a finance charge amounting to €10,275,068 has been

recorded as unwinding interest of the liability due to the passage of time (2019: €9,561,925). The amount payable within the next 12 months is included in trade & other payables. The present value of total future payments at the time of airport opening and at the time of Concession Extension effectiveness has been included in the cost of the intangible concession asset which is amortised over the concession period. An amount of €6,439,784 is included in the 2020 amortisation of the intangible concession asset with respect to the grant of rights fee (2019: €5,772,337).

### 5.25. Trade & other payables

Trade & other payable accounts are analysed as follows:

Analysis of trade & other payable accounts	2020	2019
Suppliers	11,461,056	15,428,017
Advance payments from customers	11,452,114	13,778,898
Beneficiaries of money – guarantees	23,739,423	26,328,811
Taxes payable and payroll withholdings	1,992,472	4,765,278
Grant of rights fee payable	63,424,036	15,000,000
Other payables	54,610	16,135
<b>Total trade &amp; other payable accounts</b>	<b>112,123,711</b>	<b>75,317,139</b>

The amount shown above for suppliers represents the short-term liabilities of the Company towards its trade creditors as at the corresponding year end for the goods purchased and the services rendered in the respective year.

Advance payments from customers represent mainly the prepayments effected by the airlines which have selected the “Rolling prepayment” method in settling their financial obligations to the Company for the use of the airport facilities.

Beneficiaries of money – guarantees represent the cash guarantees provided by the concessionaires for the prompt fulfilment of their financial liabilities arising from the signed concessions agreements. The cash guarantees are adjusted each year in accordance with the latest estimate of the expected sales forecast of the concessionaires for the subsequent year.

The increase in trade & other payable accounts is mainly due to the deferment of the payment (€48 million) of the Grant of Rights Fee for fiscal year 2020 (refer to notes 1.2 and 3.1.6).

The carrying amount of trade accounts payable closely approximates their fair value as of the financial position date.

### 5.26. Other current liabilities

Other current liabilities are analysed as follows:

Analysis of other current liabilities	2020	2019
Accrued expenses for services and fees	15,899,032	21,218,765
<b>Total other current liabilities</b>	<b>15,899,032</b>	<b>21,218,765</b>

Current liabilities mainly concern accrued costs for services rendered by third parties, private or public, which had not been invoiced as at year end.

## 5.27 Lease liabilities

### The Company as a lessee

Lease payments represent rentals payable by the Company for certain of its vehicles and for the procurement, installation and maintenance of explosive detection equipment. The Company calculated the present value of the lease payments by using the Company's incremental borrowing rate for a right of use asset over a similar term and with a similar security.

Vehicles leases are negotiated for an average term of 5 years and rentals are fixed for the same period.

Referring to note 2.19, at year end the leasing liability stood at €299,184 (2019: €516,223).

The explosive detection equipment leases are negotiated for an average term of 30 months for the 4 machines supplied and rentals are fixed for the same period. Referring to note 2.19 at year end the right of use liability stood at €1,714,130 (2019:1,924,010). The Company applied the practical expedient using the single lease approach, thus non-lease components such as maintenance including spare parts that are not significant were not separated from the lease components.

Lease liabilities	Vehicles	Mechanical Equipment	Total
Balance as at 1 January 2019	674,726	0	674,726
Additions	119,252	1,922,114	2,041,366
Interest	9,757	1,896	11,653
Payments	(287,512)	0	(287,512)
<b>Balance as at 31 December 2019</b>	<b>516,223</b>	<b>1,924,010</b>	<b>2,440,233</b>
<b>Balance as at 1 January 2020</b>	<b>516,223</b>	<b>1,924,010</b>	<b>2,440,233</b>
Additions	54,281	294,656	348,937
Interest	7,697	18,172	25,869
Payments	(279,017)	(522,707)	(801,725)
<b>Balance as at 31 December 2020</b>	<b>299,184</b>	<b>1,714,130</b>	<b>2,013,314</b>
<b>Lease liabilities</b>	<b>Vehicles</b>	<b>Mechanical Equipment</b>	<b>Total</b>
Current lease liabilities	134,784	323,631	458,415
Non-current lease liabilities	164,400	1,390,499	1,554,899
<b>Total lease liabilities as at 31 December 2020</b>	<b>299,184</b>	<b>1,714,130</b>	<b>2,013,314</b>

Capital expenses regarding leases rentals amounting to €418,496 (2019: €287,512) were paid during the year ended 31 December 2020.

### The Company as a lessor

Refer to note 5.1.

## 5.28. Commitments

As at 31 December 2020 the Company has the following significant commitments:

- Capital expenditure commitments amounting to approximately €11.9 million (2019: €36.2 million)
- Operating service commitments, which are estimated to be approximately to €60.9 million (2019: €77.6 million) mainly related to security, maintenance, fire protection, transportation, parking and cleaning services, to be settled as follows:

<b>Analysis of operating service commitments</b>	<b>2020</b>	<b>2019</b>
Within 1 year	29,414,099	43,254,179
Between 1 and 5 years	28,635,781	28,667,951
More than 5 years	2,841,246	5,715,833
<b>Total operating service commitments</b>	<b>60,891,126</b>	<b>77,637,963</b>

- c) The Variable fee Component of the Grant of Rights Fee for fiscal year 2021, which is based on the calculation of the 2020 Consolidated Operating Profit as set out in ADA and as described in notes 2.4.1 and 2.4.2, will not exceed the fixed amount of the Grant of Rights fee.
- d) The ADA foresees an evaluation of the requirement to proceed with the Airport's expansion, once demand exceeds certain capacity thresholds. Since in the 12-month period that ended in May 2019, the existing capacity threshold of 95% was surpassed, the Company was obliged within 6 months from that day to establish an appropriate plan for the purpose of increasing the Airport's capacity by an increment of at least 20%. Thus, the Company, in November 2019, submitted to HCAA the plan for expansion and the Master Plan update for approval. On the 27th of December 2019 HCAA issued its approval of the airport expansion plan and of the Master Plan. Due to the COVID-19 pandemic outbreak, traffic fell far below the relevant thresholds provided in article 19 of the ADA for airport expansion. Therefore, AIA informed the HCAA accordingly and relevant plans and actions were suspended.

#### 5.29. Contingent liabilities

The Company has contingent liabilities comprising the following:

##### Tax Audits

- a) The Company has not been audited yet by the Tax Authorities for the last 5 fiscal years. In accordance with Law 4174/2013 a 5-years limitation period of the State's right to impose taxes and fines has been set, although the limitation period can be further extended up to 10 years, based on applicable provisions.
- b) Effective from fiscal years ending 31 December 2011 onwards, Greek companies meeting certain criteria were obliged to obtain an "Annual Tax Certificate" from their statutory auditor in respect of compliance with tax law, as provided for by par. 5, article 82 of L.2238/1994 and article 65A of L. 4174/2013. As of 2016 the "Annual Tax Certificate" became optional. Irrespective of the tax audit performed by the statutory auditor, the tax authorities reserve the right of future tax audits.

The Company has received unqualified Tax Compliance Reports by respective statutory auditors for fiscal years 2012 and 2016-2019. It should be noted that years 2011 and 2013-2015 although unqualified the Company received a Tax Certificate Compliance Report with a matter of emphasis due to the pending value added tax and property tax disputes. The tax audit for the financial year 2020 is in progress and the issuance of the Tax Certificate is expected to be issued within the fourth quarter of 2021 and management expects it to be unqualified.

##### Value added tax

With respect to VAT, the Tax Authority questioned the right of the Company to set off the total VAT of all fixed assets acquired, and services rendered until 31 December 2015, as stipulated by article 26 paragraph 7 of Law 2093/1992, in conjunction with Articles 25.1.1 & 25.1.2 (g) of the ADA as ratified by Law 2338/1995. The Tax Authority disputed the above right of the Company to set off VAT, which corresponds to activities not subject to VAT, i.e. property leases, and proceeded to impose VAT –including penalties – for the fiscal years 1998-2012 amounting to €168.4 million, comprising of €46.0 million capital and €122.4 million surcharges.

The Company referred the issue, related to years 1998-2009, to the London Court of International Arbitration, in accordance with Article 44 of the ADA. Pursuant to the final award of the London Court of International Arbitration No 101735, which was issued on 27 February 2013, the relating acts of determination had been issued in breach of law.

Alongside, the Company appealed before the competent Administrative Courts of Appeals against all the acts of determination of the Tax Authority to impose VAT on such capital and operating expenses, requesting the annulment of the tax assessments for all years from 1998 to 2012.

Regarding the acts of determination for the years 2004-2009 amounting to €12.2 million the Conseil d'Etat by its decisions accepted the annulment petitions of the Company on the VAT disputes. The hearing before the Conseil d'Etat took place on 11 October 2017 and the decisions in favour of the Company were notified on 30 August 2018.

Furthermore, regarding the assessments for the years 1998-2003 and 2010-2012, the juridical process is still pending before the Administrative Courts of Appeal.

Based on the Company's experts' opinion by reference to the aforementioned final award of the London Court of International Arbitration No 101735, as well as the decisions of the Conseil d'Etat no provision has been recognised for all the above acts of determination.

### **Property tax**

With respect to property tax, the Tax Authorities questioned the right of the Company to be exempted from any property tax until 31 December 2015 as provided by paragraph 5 of article 26 of Law 2093/1992, in conjunction with Articles 25.1.1 & 25.1.2 of the ADA. Further to the completion of tax audits on real property, the Tax Authorities issued real property tax assessments for the fiscal years 2008-2013, amounting totally to €44.6 million, comprising of €28.2 million capital and €16.4 million surcharges.

The Company referred the issue, to the London Court of International Arbitration, in accordance with Article 44 of the ADA. Based on the final award of the London Court of International Arbitration No 142821, which was issued on 21 January 2016, the Greek State was instructed to indemnify the Company as per Articles 5.2(i) and 32.3 of the ADA against the consequences of the real property tax levied on the Company by the Greek State for the period 2008-2013.

Alongside, the Company appealed before the competent Administrative Courts of Appeals against all the acts of determination of the Tax Authorities to impose real property tax, requesting the annulment of the tax assessments for all years from 2008-2013. The juridical process is still pending before the Administrative Courts of Appeal.

Based on the Company's experts' opinion by reference to the aforementioned final award of the London Court of International Arbitration, as well as the decisions of the Administrative Court of Appeals, which recognised that the arbitral award is binding for the Greek Administrative courts, no provision has been recognised for all above acts of determination.

### **Greek State Entities rentals**

According to article 21 of Law 4002/2011, all rentals paid by the Greek State and public sector entities, calculated on the amount of rent rates of July 2010, were to be reduced by 20% as of 22 August 2011, while in accordance with article 2 of Law 4081/2012 the impaired rental fees were further reduced as of 1 October 2012 by a proportion varying from 10% to 25% depending on the level of monthly fees payable. Initially, any readjustment was banned until 30 June 2013, further extended by article 2 of Law 4081/2012 until 31 December 2014, by article 102 of Law 4316/2014 until 31 December 2018 and further by article 102 of Law 4583/2018 until 31 December 2019.

The Greek State questioned the right of the Company to be exempted from such laws as per article 13.1.10(a) of the ADA which foresees that to the extent that any airport rights granted pursuant to this Agreement comprise leases for the use of any land or buildings, the terms thereof shall prevail over any law regulating the level of increases in rental or other periodical payments under any such lease. Although AIA promptly and duly communicated the issue to all parties involved, all State entities operating at the airport proceeded to reduce payments of their rentals fully applying the provisions of the above laws.

The Greek State with its letters from 24 June 2019 and 15 July 2019 denied the right of the Company to set off as per article 32.4 of the ADA the difference between the contractually agreed State agencies rentals with the reduced rentals actually paid by the agencies, amounting at financial position date to €19.8million. Thus, and since no agreement was reached by way of the procedure set out under article 44.1 of the ADA, the Company decided to refer the case to the arbitration procedure before London Court of International Arbitration (LCIA) in accordance with article 44.3 of the ADA.

Based on the Company's experts' opinion, no provision has been recognised.

### **Municipal charges**

The Municipalities of Paiania and Spata-Artemida charged the Company with municipal charges for the provision of cleaning and lighting maintenance for the years 2004-2016 and 2007-2010 respectively, amounting to €68 million including surcharges.

All respective petitions that the Management filed before the competent Administrative Courts of Athens against the said municipalities, claiming that in accordance with the provisions of the ADA the Company has been granted with the exclusive right to provide such services to the airport users, were fully and irrevocably upheld by the Conseil d'Etat, thus rendering the imposition of such municipal charges unlawful.

Nevertheless, the Company is still expecting the decisions of the Administrative Court of Appeals related to the hearing of the petition against the Municipality of Paiania for the annulment of the 2013 municipal charges, which has been re-discussed on 23 September 2019.

Based on the Company's experts' opinion by reference to the aforementioned rulings of the Conseil d'Etat, no provision has been recognised.

### **Other**

All current pending legal lawsuits from individuals against the Company are covered by insurance policies.

### **5.30. Related parties transactions**

AIA is a privately managed Company, having as major shareholders the Hellenic Republic Asset Development Fund S.A (which is a company owned indirectly from the Greek State), the Hellenic Corporation of Assets & Participations S.A, (which is a company owned directly from the Greek State) and AviAlliance Group, each one of them holding more than 20.0% of the shares as at 31 December 2020 (for more details refer to note 5.17). Additionally, the Company also holds 34.0% of the share capital of the Athens Airport Fuel Pipeline Company S.A.

The Company during 2020 had undertaken related party transactions with companies controlled by its current Shareholders, by receiving specific services. Furthermore, the Company provides either aeronautical or non-aeronautical services to entities that are controlled by its Shareholders and to Athens Airport Fuel Pipeline Company S.A. The above goods/services/works are based on corresponding market's terms and conditions. The transactions with the above-mentioned related parties have as follows:

**a) Sales of services and rental fees**

Sales of services	2020	2019
Related companies of Hellenic Corporation of Assets & Participations*	1,570,862	1,637,315
Athens Airport Fuel Pipeline Company S.A.	8,063	8,185
<b>Total</b>	<b>1,578,925</b>	<b>1,645,500</b>

\*The services provided consist mainly of space rentals for postal services

**b) Purchases of services**

Purchases of services	2020	2019
Related companies of Hellenic Corporation of Assets & Participations*	4,762,507	6,777,323
AviAlliance Group	7,250	30,263
<b>Total</b>	<b>4,769,757</b>	<b>6,807,586</b>

\*The services received consist mainly of energy & water supplies and charges for medium voltage network. The amount of €1,131,676,123 regarding the consideration paid to HRADF within 2019 for the extension of the ADA Concession Agreement is not included in the related parties' transactions since the transaction was performed on behalf of the Greek State.

**c) Year end balances arising from sales/purchases of services and rental fees**

Year end balances arising from sales/purchases of services	2020	2019
<i>Trade and other receivables:</i>		
Related companies of Hellenic Corporation of Assets & Participations	196,183	45,710
AviAlliance Group	0	60
<i>Trade and other payables:</i>		
Related companies of Hellenic Corporation of Assets & Participations	91,719	784,474
AviAlliance Group	0	9,075
<b>Total</b>	<b>287,902</b>	<b>839,319</b>

**d) Key management compensation**

Key management includes personnel authorised by the Board of Directors for planning, directing and controlling the activities of the Company. Compensation paid or payable to key management for employee services rendered is shown below:

Analysis of BoD and key management compensation	2020	2019
Board of directors' fees	496,640	504,240
Short-term employment benefits of key management	3,094,342	2,377,264
<b>Total BoD and key management compensation</b>	<b>3,590,982</b>	<b>2,881,504</b>

**5.31. Reclassifications**

An amount of €2,628,728 in the Statement of Financial Position of year 2019, has been reclassified from “Trade accounts receivable” to “Other accounts receivable” for comparative purposes.

**5.32. Events after the financial position date**

No significant transactions or events occurred after the financial position date.







# Appendix: Sustainability Indices

AIA follows a structured reporting framework to foster credibility of the disclosed sustainability information.

## About this Report

AIA's 2020 Annual & Sustainability Report combines the Airport Company's financial and non-financial performance in a unified report. It is AIA's 18<sup>th</sup> consecutive annual edition of non-financial performance, with the previous report issued in March 2021. In order to enable comparability of the information disclosed, previous Corporate Responsibility Reports are available on the company's website ([www.aia.gr](http://www.aia.gr)), the GRI portal ([www.globalreporting.org](http://www.globalreporting.org)) as well as in the UNGC CoP Directory ([www.unglobalcompact.org/participants](http://www.unglobalcompact.org/participants)).

### Purpose & Scope

This Report focuses on the management's constant commitment on the sustainable and socially responsible operation and development of Athens International Airport. With this edition and the accurate and validated information it contains, AIA aims to increase its stakeholders' interest. The Report refers to the period of January through December 2020. It covers the full spectrum of the company's programmes and activities carried out at the Athens International Airport "Eleftherios Venizelos" in the Spata region of Athens, Greece. In addition, it contains information pertaining to the wider role AIA holds in the Airport business community.

### Methodology

Report content has been set as defined by AA1000 Accountability Principles Standards and the Global Reporting Initiative (GRI) Sustainability Reporting Standards GRI Standards. This report has been prepared in accordance with the GRI Standards: Core option, including the GRI Airport Operators Sector Disclosures and ACI Europe Sustainability Strategy as appropriate, depending on AIA's reported material aspects.

Additionally, the Report content is based on the ten principles of the United Nations Global Compact (UNGC) and is aligned with the United Nations Sustainable Development Goals.

The responsibility for preparing, submitting and distributing the Report lies with AIA's Corporate Quality & Communications & Marketing departments, which coordinate the input from other AIA departments. The report preparation process is supervised by the cross-company Sustainability Committee, which in turn reports to the CEO and the Chief Officers.

### UN Global Compact / Communication on Progress (COP)

Since June 2008, AIA committed through its CEO, Dr. Ioannis N. Paraschis, to embed the UN Global Compact ten ethical principles and accountability within its sphere of influence. AIA is a company-member of the Global Compact Network Hellas and participates in multi-stakeholder engagement activities that promote the initiative's character and the company's support to deepen its commitment and actions. To enhance credibility towards its commitment to the UNGC principles, AIA reports its continuous improvement per principle area on an annual basis.

UNGC COP is a communication tool towards the UNGC Headquarters and AIA's stakeholder groups.



## Reference of AIA's Practices related to UNGC principles

Area	UNGC principles	Reference
Human Rights	<b>1:</b> Business should support and respect the protection of international proclaimed human rights	15-16, 40-43, 53
	<b>2:</b> Business should make sure that they are not complicit in human right abuses	
Labour Standards	<b>3:</b> Business should uphold the freedom of association and the effective recognition of the right to collective bargaining	15-16, 40-43, 53
	<b>4:</b> Business should uphold the elimination of all forms of forced and compulsory labour	
	<b>5:</b> Business should uphold effective abolition of child labour	
	<b>6:</b> Business should uphold the elimination of discrimination in respect of employment & occupation	
Environment	<b>7:</b> Business should support a precautionary approach to environmental challenges	16-18, 44-51
	<b>8:</b> Business should undertake initiatives to promote greater environmental responsibility	
	<b>9:</b> Business should encourage the development and diffusion of environmentally friendly technologies	
Anti-corruption	<b>10:</b> Business should work against corruption in all its forms, including extortion and bribery	15-16

## Integrating the UN Sustainable Development Goals in AIA's Sustainability Policy

AIA has advanced its materiality analysis by correlating with Sustainable Development Goals (SDGs), building on its steady commitment on the UN Global Compact. SDGs are integrated in AIA's Sustainability Policy in line with the UN-recommended five- step approach (understanding the SDGs, defining priorities, setting goals, integrating, reporting & communicating) and as foreseen in AIA Sustainability Policy. AIA uses both the GRI Aspects and the SDG structure for describing the sustainability context and for referencing the company's material issues to broader sustainable development conditions and goals.

The 2020 Materiality Exercise was performed in line with the GRI recommended practice for evaluating the impact versus the influence of material issues, considering the scale of impact (boundaries. In 2020, the evaluation of material issues by AIA's Sustainability Committee was based on the following model, leading to the identification of Material Issues and the formation of the Materiality Map, as it appears in Chapter 1.

## Materiality Evaluation Model

Impact	Influence
Evaluation of the issue's significance of Impact, considering economic, environmental & social aspects of each issue, both internally and externally	Evaluation of the issue's Influence on Stakeholders' assessment of AIA in regards to airport operation
Internal Impact (relates to AIA's Financial and Non-Financial Performance with significant impact on its business model, its ability to achieve objectives and/or its reputation)	External Impact (AIA's level of contribution to Sustainable Development and the UN SDGs) considering the related scale of impact (a/p community, national, global)
	Influence evaluation (by the Sustainability Committee) in regards to the influence to AIA internal stakeholders and general society)
	Influence evaluation (by members of airport community) in regards to the influence to Airport Community stakeholders
<b>5. Critical Impact</b>	<b>5. Critical Influence</b>
<b>4. High impact (currently)</b>	<b>4. High Influence</b>
<b>3. Medium impact (currently) or potentially high</b>	<b>3. Medium Influence</b>
<b>2. Low impact (currently) or potentially medium</b>	<b>2. Low Influence</b>
<b>1. Marginal impact</b>	<b>1. Marginal Influence</b>

The correlation among AIA's list of sustainability 19 issues, linking with the Sustainable Development Goals and GRI Aspects, from which the 9 Material Issues are derived (shaded), are tabulated below:

## Contribution to Sustainable Development

no.	issue	Contribution to Sustainable Development	
		Link to UN Sustainable Development Goals (SDGs)	Scale of Impact
1	Climate Change	SDG-7 Affordable & Clean Energy SDG-13 Climate Action	Global
2	Local Air Quality	SDG-9 Industry, innovation and infrastructure SDG-11 Sustainable Cities & Communities	Local
3	Material Resources	SDG-12 Responsible Consumption	Local
4	Water	SDG-6 Clean Water & Sanitation	Local
5	Biodiversity	SDG-18 Life on land	Local
6	Human Right, Values & Ethics	SDG-12 Responsible Consumption SDG-16 Justice and strong institutions SDG-9 Industry, innovation and infrastructure	Airport Community
7	Noise & Quality of Life of Local Society	SDG-11 Sustainable Cities & Communities SDG-4 Quality Education	Local
8	Employee Experience & Engagement	SDG-8 Decent Work & Economic Growth SDG-3 Good Health and Well Being SDG-4 Quality Education SDG-5 Gender Equality SDG-10 Reduced Inequalities	Airport Community
9	Quality of Service & Passenger Experience	SDG-9 Industry, innovation and infrastructure	Airport Community
10	Economic Development	SDG-8 Decent Work & Economic Growth SDG-11 Sustainable Cities & Communities SDG-9 Industry, innovation and infrastructure	National
11	Sustainable Destination	SDG-11 Sustainable Cities & Communities	National
12	Intermodality	SDG-8 Decent Work & Economic Growth SDG-11 Sustainable Cities & Communities	Airport Community/ National
13	Sustainable Supply Chain	SDG-12 Responsible Consumption	National/Global
14	Balanced Business Model	SDG-8 Decent Work & Economic Growth	National
15	Sustainability Governance	SDG-16 Peace, Justice & Strong Institutions	Airport Community
16	Customer Safety	SDG-3 Good Health and Well Being	Airport Community
17	Airport Infrastructure & Facilities	SDG-9 Industry, innovation and infrastructure	Airport Community
18	Innovation & Digital Transformation	SDG-9 Industry, innovation and infrastructure	Airport Community
19	Pandemic Response / Build Back Better	SDG-3 Good Health and Well Being SDG-8 Decent Work & Economic Growth SDG-4 Quality Education	Airport Community/ National

## GRI Standards Content Index

General Disclosures				
GRI STANDARD	DISCLOSURE	Page number(s) and/or URL(s)	Omission	External Assurance
<b>Organizational Profile</b>				
GRI 102: General Disclosures 2016	102-1 Name of the Organization	11		✓
	102-2 Activities brands, products and services	11, 22-26		✓
	102-3 Location of Headquarters	11		✓
	102-4 Location of operations	11		✓
	102-5 Ownership and legal form	11		✓
	102-6 Markets served	11, 22-26		✓
	102-7 Scale of the organization	11-12, 41-42, Annex II Financial Statements		✓
	102-8 Information on employees and other workers	41-42		✓
	102-9 Supply Chain	15-16		✓
	102-10 Significant changes to the organization and its supply chain	7		✓
	102-11 Precautionary Principle or approach	15-16, 45		✓
	102-12 External Initiatives	19, 45-46		✓
	102-13 Membership of associations	19		✓
<b>Strategy</b>				
GRI 102: General Disclosures 2016	102-14 Statement from senior decision-maker	7		✓
<b>Ethics and Integrity</b>				
GRI 102: General Disclosures 2016	102-16 Values, principles, standards, and norms of behavior	16-17		✓
<b>Governance</b>				
GRI 102: General Disclosures 2016	102-18 Governance Structure	12-14		✓
<b>Stakeholders Engagement</b>				
GRI 102: General Disclosures 2016	102-40 List of Stakeholder Groups	12		✓
	102-41 Collective Bargaining Agreements	All AIA employees are covered by the minimum requirements of the National Labor Agreement.		✓
	102-42 Identifying and selecting stakeholders	11-12		✓
	102-43 Approach to stakeholder engagement	11-12, Appendix p.7		✓
	102-44 Key Topics and concerns raised	15-17, 24, 27, 29, 31, 33, 45, 47, 53		✓
<b>Reporting Profile</b>				
GRI 102: General Disclosures 2016	102-45 Entities included in the consolidated financial statements	11		✓
	102-46 Defining report content and topic Boundaries	16-19, Appendix p. 7		✓
	102-47 List of Material topics	16-18		✓
	102-48 Restatements of information			✓
	102-49 Changes in reporting	17		✓
	102-50 Reporting Period	Appendix p.1		✓
	102-51 Date of most recent report	Appendix p.1		✓
	102-52 Reporting cycle	Appendix p.1		✓
	102-53 Contact Point for questions regarding the report	Appendix p.9		✓
	102-54 Claims of reporting in accordance with the GRI Standards	Appendix p.1		✓
	102-55 GRI content index	Appendix p.4-6		✓
	102-56 External Assurance	Appendix p.10-12		✓

Material Topics				
GRI STANDARD	DISCLOSURE	Page number(s) and/or URL(s)	Omission	External Assurance
<b>Balanced Business Model</b>				
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	27,33, Appendix p.7		✓
	103-2 The management approach and its components	27, 33		✓
	103-3 Evaluation of the management Approach	23-26, 33		✓
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	42		
	A01-Total number of passengers annually, broken down by passengers on international and domestic flights and broken down by origin and destination and transfer passengers, including transit passengers	24		✓
	A02- Total annual number of aircraft movements by day and by night, broken down by commercial passenger, commercial cargo, general aviation and state aviation flights	24-25		✓
	A03- Total amount of cargo tonnage	26		✓
<b>Climate Change</b>				
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	45-46, Appendix p.7		✓
	103-2 The management approach and its components	45-46		✓
	103-3 Evaluation of the management Approach	45-46		✓
GRI 302: Energy 2016	302-1 Energy Consumption within the organization	45		✓
	302-2 Energy Consumption outside of the organization	45		
	302-3 Energy Intensity	45		✓
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	46		✓
	305-2 Energy indirect (Scope 2) GHG emissions	46		✓
	A05 – Ambient air quality levels according to pollutant concentration in microgram per m3 or parts per million (ppm) by regulatory regime	47		✓
<b>Noise &amp; Quality of Life of Local Society</b>				
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	47, Appendix p.7		✓
	103-2 The management approach and its components	47		✓
	103-3 Evaluation of the management Approach	47-48		✓
GRI 413: Local communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	53-54		
	A07 – Number and percentage change of people residing in areas affected by noise		According to the results of the Airport Strategic Noise Map inhabited areas are not exposed to noise levels above the limits set by Authorities.	✓
	A08 – Number of persons physically or economically displaced, either voluntarily or involuntarily, by the airport operator or on its behalf by a governmental or other entity, and compensation provided		No person from local area or any other origin were physically or economically displaced due to airport development.	

Material Topics				
GRI STANDARD	DISCLOSURE	Page number(s) and/or URL(s)	Omission	External Assurance
<b>Customer Safety</b>				
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	29-30, Appendix p.7		✓
	103-2 The management approach and its components	29-30		✓
	103-3 Evaluation of the management Approach	30		✓
GRI 416: Customer Health and Safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	30		✓
<b>Human Rights, Values &amp; Ethics</b>				
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	53, Appendix p.7		
	103-2 The management approach and its components	53		
	103-3 Evaluation of the management Approach	53		
GRI 412: Human Rights Assessment 2016	412-2 Employee Training on human rights policies and procedures	53		
<b>Sustainable Destination</b>				
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	53, Appendix p. 7		
	103-2 The management approach and its components	53		
	103-3 Evaluation of the management Approach	53		
GRI 413: Local communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	53-54		
<b>Airport Infrastructure &amp; Facilities</b>				
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	27, Appendix p.7		
	103-2 The management approach and its components	27		
	103-3 Evaluation of the management Approach	27		
	102-10 Significant changes to the organization and its supply chain	7		
<b>Quality of Service &amp; Passenger Experience</b>				
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	31, Appendix p.7		✓
	103-2 The management approach and its components	31		✓
	103-3 Evaluation of the management Approach	31		✓
	Airport Service Quality Satisfaction Score	31		✓
<b>Pandemic Response/ Build Back Better</b>				
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	20-21, Appendix p.7		✓
	103-2 The management approach and its components	20-21		✓
	103-3 Evaluation of the management Approach	20-21		✓
	Internal Indicator for COVID-19 Pandemic Response	21		✓



## Boundaries of Material Issues & Engagement

In the context of the GRI Standards (101/2.4), the following is a tabulation of the boundaries for each material issue along with corresponding engagement means, identifying where the primary impact occurs. This is a general overview while the detailed involvement of AIA and its stakeholders is described in the related chapters of this Report.

Material Issue	Description	Where the impact occurs						
		AIA	AIRLINES	Users & Handlers	Concessionaires	State Authorities	Suppliers	Stakeholders Outside the Airport Community
Climate Change	<ul style="list-style-type: none"> <li>Mitigation: Reducing and ideally eliminating emissions of heat-trapping greenhouse gases in the atmosphere. (Direct GHG Emissions, Energy Indirect GHG Emissions, Reduction of GHG Emissions)</li> <li>Monitoring energy consumption within airport company and airport community</li> <li>Energy conservation measures, Energy Management and Certification</li> <li>Adaptation: Adapting to the climate change already occurring</li> </ul>	●	●	●	●		●	
Human Right, Values & Ethics	<ul style="list-style-type: none"> <li>Internal policies and procedures on Ethics, education of airport staff and engagement with passengers and business partners (where appropriate)</li> <li>Code of Conduct, Communication &amp; training on anti-corruption, Monitoring confirmed incidents of corruption, Incidents of non-compliance with environmental laws</li> <li>Practices for PRMs - Ensure access and equal treatment</li> <li>Actions for raising awareness on human trafficking (child labor, forced labor), coordination with authorities</li> <li>Security personnel trained in human rights policies, Grievance mechanism (investigating and responding to human rights complaints)</li> <li>Data Protection &amp; Compliance policies and practices, Complaints for breach of customer privacy and/or loss of data</li> </ul>	●	●	●	●	●	●	●
Noise & Quality of Life of Local Society	<ul style="list-style-type: none"> <li>Noise abatement procedures, coordination with authorities, local residents affected by noise</li> <li>Informing and engaging local communities on the issue of aircraft noise is critical to ensure their needs and preferences are taken into account</li> <li>Local community engagement, identifying community needs, impact assessments and development programmes</li> <li>Developing social entrepreneurship initiatives</li> </ul>	●	●			●		●
Quality of Service & Passenger Experience	<ul style="list-style-type: none"> <li>Identifying and understanding passenger behaviours, motivations, desires, and issues to address change</li> <li>Methods for measuring service quality (complaints, surveys)</li> <li>Independent measures of passenger satisfaction across a number of key performance indicators (ASQ)</li> <li>Service Quality assessment of suppliers / contractors</li> </ul>	●	●	●	●	●	●	
Sustainable Destination	<ul style="list-style-type: none"> <li>Assessing the tourism status in the region, role of the airport, developing initiatives to promote sustainable tourism, forming partnerships with key stakeholders and achieving measurable outcomes</li> <li>Destination Marketing / Destination Management</li> <li>Destination development - adoption of information tech, service design for cohesion of tourist experience</li> <li>Promoting local culture / authenticity - Art &amp; Culture programme</li> </ul>	●	●	●		●		●

Material Issue	Description	Where the impact occurs						
		AIA	AIRLINES	Users & Handlers	Concessionaires	State Authorities	Suppliers	Stakeholders Outside the Airport Community
Balanced Business Model	<ul style="list-style-type: none"> <li>Assessing and reporting the airport impacts on non-financial capital and identifying ways to optimise</li> <li>Identifying Risks and Opportunities affecting the organization's ability to create value for its stakeholders</li> <li>Increasing revenue from sustainability-related services that satisfy stakeholder needs and improve social, environmental, and economic conditions</li> <li>Extending the positive impacts of activities beyond the airport fence</li> </ul>	●	●	●	●	●	●	●
Customer Safety	<ul style="list-style-type: none"> <li>Assessment of health &amp; safety impacts (passengers, airport community staff)</li> <li>Aviation Safety Management, hazard identification and risk assessment, EASA certification requirements)</li> <li>Incident monitoring &amp; reporting</li> <li>Safety culture / awareness / collaborative action</li> </ul>	●	●	●		●	●	
Airport Infrastructure & Facilities	<ul style="list-style-type: none"> <li>Operational effectiveness - Societal impact</li> <li>Critical Systems Availability objectives and monitoring</li> <li>Environmental friendly practices for facility management / construction works</li> <li>Policies for business continuity in the event of emergency and risk mitigation</li> <li>Emergency Responsiveness</li> <li>Societal impact of development (jobs creation, skills)</li> <li>Environmental impact of development - energy, recycle / reuse of construction materials</li> </ul>	●	●	●	●		●	
Pandemic Response / Build Back Better	<ul style="list-style-type: none"> <li>Crisis management, monitoring, interfaces with Authorities / Collaborative action in the airport community</li> <li>Measures for employee health / Training / Testing / Consumables / Hazardous waste. Measures for employee mental health</li> <li>Adaptation of work (remote work for employees)</li> <li>Covid19-related Sensitive data protection</li> <li>Covid-19 long term impact on operations and relations with stakeholders</li> </ul>	●	●	●	●	●	●	●

## Committees

### AIA's Sustainability Committee

**I. Papadopoulos**  
Director, Communications & Marketing (chair)

**G. Kallimasias**  
Chief Strategy Officer

**G. Tzavaras**  
Director, Aviation Business Unit

**G. Stergiopoulou**  
Director, Human Resources

**M. O'Connor**  
Manager, Environmental Services

**P. Papademetriou**  
Manager, Corporate Quality

### 2020 Annual & Sustainability Report Team

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## **INDEPENDENT ACCOUNTANT'S ASSURANCE REPORT**

### **To the management of Athens International Airport S.A.**

#### **Scope**

We have been engaged by Athens International Airport S.A. (hereafter "AIA") to perform a 'limited assurance engagement,' as defined by International Standards on Assurance Engagements, hereafter referred to as the engagement, to report on the following in relation to AIA's 2020 Annual & Sustainability Report (hereafter the "Subject Matter"):

1. Adherence to the AccountAbility Principles of Inclusivity, Materiality, Responsiveness and Impact against the relevant criteria found in the AA1000AS.
2. Accuracy and completeness of quantitative data and plausibility of qualitative information related to the GRI General and Specific Disclosures (indicated in the assurance column of the GRI Content Index with a checkmark, pp. 4-6 of Appendix Sustainability Indices), against the GRI Standards "In accordance – Core" requirements.
3. Adherence to the United Nations Global Compact (UNGC) Communication on Progress (CoP) requirements, against the guidelines found in the Basic Guide to the UNGC CoP.
4. Alignment with United Nations' Sustainability Development Goals according to the guidance found in the "SDG Compass, Linking the SDGs and GRI" document, developed by the GRI, the UNGC and the World Business Council on Sustainable Development (WBCSD).

Other than as described in the preceding paragraph, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the 2020 Annual & Sustainability Report, and accordingly, we do not express a conclusion on this information.

AIA's 2020 Annual & Sustainability Report is covering the financial year 2020 (1 January 2020 – 31 December 2020).

#### **Criteria applied by AIA**

In preparing the Subject Matter, AIA applied the GRI Standards, the AA1000 AccountAbility Principles, the Basic Guide to the UNGC CoP and the guidance found in the "SDG Compass, Linking the SDGs and GRI" document, developed by the GRI, the UNGC and the World Business Council on Sustainable Development (WBCSD).

#### **AIA's responsibilities**

AIA's management is responsible for selecting the Criteria, and for presenting the Subject Matter in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the subject matter, such that it is free from material misstatement, whether due to fraud or error.

#### **EY's responsibilities**

Our responsibility is to express a conclusion on the presentation of the Subject Matter based on the evidence we have obtained.



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We conducted our engagement in accordance with the International Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information ('ISAE 3000') and the requirements of a Type 2 assurance engagement, as defined by AA1000AS. Those standards require that we plan and perform our engagement to obtain limited assurance about whether, in all material respects, the Subject Matter is presented in accordance with the Criteria, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

#### **Our Independence and Quality Control**

We have maintained our independence and confirm that we have met the requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants and have the required competencies and experience to conduct this assurance engagement.

EY also applies International Standard on Quality Control 1, Quality Control for Firms that Perform Audits and Reviews of Financial Statements, and Other Assurance and Related Services Engagements, and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

#### **Description of procedures performed**

Procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the Subject Matter and related information and applying analytical and other appropriate procedures.

Our procedures included:

1. Performed interviews with certain AIA's managers to understand the current status of sustainability activities and processes for the reporting period.

2. Checked AIA's processes for determining material issues to be included in the Report, as well as the coverage of material issues within the Report.

3. Interviewed specialists responsible for managing, collecting and reviewing sustainability data reported for internal and public reporting purposes, linked to the GRI General and Specific Disclosures under the scope of our assurance engagement (indicated in the assurance column of the GRI Content Index with a checkmark, pp. 4-6 of Appendix Sustainability Indices).

4. Checked the Report for the appropriate transposition and presentation of the sustainability data linked to the GRI General and Specific Disclosures under the scope of our assurance engagement (indicated in the assurance column of the GRI Content Index with a checkmark, pp. 4-6 of Appendix Sustainability Indices), including limitations and assumptions relating to how these data are presented within the Report.

5. Read information or explanations to substantiate key data, statements and assertions regarding the sustainability disclosures under the scope of our assurance engagement.

We also performed such other procedures as we considered necessary in the circumstances.

Our procedures did not include the review of financial data and the corresponding narrative text and testing of the Information Technology systems used or those upon which the collection and aggregation of data was based by AIA.

#### **Conclusion**

Based on our procedures and the evidence obtained, we are not aware of any material modifications that should be made to Subject Matter in order for it to be in accordance with the Criteria.

#### **Adherence to the AccountAbility Principles of Inclusivity, Materiality, Responsiveness and Impact against the relevant criteria found in the AA1000AS**

▶ **Inclusivity:** Nothing has come to our attention that causes us to believe that any key stakeholder groups have been excluded from stakeholder engagement activities, or to conclude that AIA has not applied the Inclusivity principle in developing its approach to sustainability. AIA maintains a Sustainability Policy which guides the annual materiality analysis consistent with the GRI standards. For 2020, the materiality analysis included evaluation made by the Sustainability Committee, regarding the influence on AIA internal stakeholders and general society, as well as evaluation made by selected representatives in regard to the influence on Airport Community stakeholders.

▶ **Materiality:** Nothing has come to our attention that causes us to believe that AIA's materiality determination approach does not provide a balanced representation of material issues concerning its sustainability performance. The materiality process considered material topics identified from prior year, as well as new issues that arose during 2020. Based on the materiality analysis, it was requested from the stakeholders to prioritize the topics based on two parameters: "Impact" (Significance of Impact) and "Influence" (Influence on Stakeholders' Assessment) to the business based on their knowledge and that of stakeholders' they interact with.



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- ▶ **Responsiveness:** We are not aware of any matters that would lead us to conclude that AIA has not applied the responsiveness principle in considering the matters to be reported. AIA has continued to respond to the needs, concerns, and expectations of stakeholders through communication on material issues. In 2020, the annual and sustainability report provides a list of stakeholders, their topics of interest, and the channels through which they are engaged.
- ▶ **Impact:** Nothing has come to our attention that causes us to believe that AIA has not been measuring, monitoring and evaluating the impact it has on its broader ecosystem. AIA communicates its sustainability performance through regular, transparent internal and external reporting throughout the year. AIA has established sustainability KPIs which are published in AIA's Annual & Sustainability Report.

**Restricted use**

This report is intended solely for the information and use of AIA in accordance with the terms of reference agreed between us and is not intended to be and should not be used by anyone other than AIA.

Athens, 17 December 2021

For and on behalf of

ERNST & YOUNG (HELLAS)  
Certified Auditors Accountants S.A.



Vassilis Tzifas







