Corporate Responsibility 2006

Corporate Responsibility 2006

athens international airport

responsibility

ATHENS INTERNATIONAL AIRPORT S.A.
TEL.: +30 210 353 1000, FAX: +30 210 353 0001, http://www.aia.gr

1. Foreword by the Chairman of the Board of Directors 2

2. Message from the Chief Executive Officer 4

3. About the Company 6

4. Operational Responsibility 12

5. Corporate Citizenship 18

6. Environmental Responsibility 24

7. Employer Responsibility 30

8. General Information & Tables 36

I. Foreword by the Chairman of the Board of Directors

Athens International Airport actively responds to and participates in a worldwide trend, set by pioneering companies that voluntarily choose to incorporate strategic initiatives and specific practices on a broad range of corporate responsibility matters. At the same time, such pioneering companies commit themselves to present annual Corporate Responsibility Reports that allow stakeholders and the general public to assess, in each case, the range, seriousness and efficiency of corporate responsibility initiatives undertaken.

Available evidence confirms that Athens International Airport S.A. has entered a sustainably dynamic course, advancing in a category among the most successful commercial enterprises in Greece. The Airport Company's financial and other indicators give a clear illustration of this sustainable growth course in all major aspects of financial and operational performance. This is combined with internationally acclaimed high-quality standards applied by the Airport Company in the services provided. Simultaneously, we pursue the creative development of productive capabilities in expanding the scope and magnitude of future business prospects. Such capability enhancement is based on the formation of human capital, the innovative generation and use of state-of-the-art productive knowledge, as well as on high demands placed on organisational and managerial practices.

We do however acknowledge that the success of a modern company does not rely solely on the attractiveness of its financial performance. Our success is also judged by our ability to follow a balanced and responsible course that includes substantial criteria of business ethics, corporate responsibility and environmental awareness in the broader physical and social space affected by the operations of Athens International Airport. These multiple objectives are of paramount importance due to the combined criteria that, in accordance with its statutes, govern the operations of Athens International Airport. These fundamental criteria concern the operational and profit-making requirements of a privately based company, along with the role that the Airport Company has assumed as a public service provider operating within a strategic field of the country's and Europe's infrastructure.

For Athens International Airport S.A., Corporate Responsibility is defined by a series of pursued actions, focusing upon Operational Responsibility, Corporate Citizenship, Environmental Responsibility and Employer Responsibility. These commitments are voluntarily undertaken on the basis of sustainable development and business excellence targets. Having ensured full compliance with the legal and regulatory framework applicable in our operations, we promote initiatives that create added value for our stakeholders, while also incorporating them in our broader corporate governance system.

To this aim, the Airport Company constantly plans, evaluates and improves corporate responsibility activities, while also providing information to its stakeholders in a transparent manner. In this respect we have adopted globally recognised standards and the related sustainability indices. The 2006 Corporate Responsibility Report, which follows, presents a continuously evolving corporate process, implemented on a daily basis, on these broad-minded issues as part of our comprehensive business strategy.

The Airport Company pledges, at its highest level, its corporate commitment to continue the course of responsibility and value creation within its operational, social and physical environment.

Professor K. Vaitsos

2. Message from the Chief Executive Officer

Dear Friends,

It is my pleasure to present the fourth annual Corporate Responsibility Report of Athens International Airport S.A. The Report provides accurate and meaningful information regarding the Airport Company's sustainability and has become an indispensable supplement to our Corporate Annual Report.

Even before the opening of the airport we were aware that sustainable development required continuous effort. Today, after six years of operation, we are proud to see that Athens International Airport belongs to an elite of companies in Greece and worldwide that actively embed sustainability into corporate philosophy and strategy.

Athens International Airport S.A. and its Business Units apply Value Based Management. This management system provides tools to measure value creation of our activities. We measure the value created for the Airport Company and all our stakeholders.

Our Corporate Scorecard reflects a balanced approach to financial and operational targets, long-term development and stakeholders' objectives. Consequently, our annual business plans address economic, social and environmental issues. We strive to minimise the negative impact of our operations while improving our performance and exploiting emerging opportunities for value creation.

Our Corporate Responsibility Policy is in line with globally prevailing standards and best practices. For example, the Airport Company actively promotes employment opportunities within the entire airport community, and Athens International Airport has become one of the most significant job engines in the Attica region.

As one of the leading companies in Greece in environmental management systems, we introduce innovative ways to reduce negative value impact and stimulate our business partners to do the same. We promote the Greek heritage and the local culture while providing highly efficient modern services to the millions of people who use our facilities.

2006 was a very successful year for the Airport Company. Passenger traffic showed an impressive increase, breaking the 15-million-passenger barrier. We are now a large European airport with significant prospects for development. We successfully demonstrated our readiness and commitment to optimum passenger services despite occasionally complex operational circumstances. Our excellent track record and accomplishments would not be possible without the dedication of our people, our business partners and the entire airport community towards the common goal of efficient, flawless and uninterrupted airport services.

Our commitment to corporate responsibility has grown together with the development of the airport and our acclaimed business success. Profitable but responsible growth of air travel calls for heightened awareness of safety, security, the environment and respect for the people who work at the airport, travel through it or live in the airport vicinity.

We, the people of the Airport Company, are and wish to remain frontrunners in business contribution to sustainable value creation. We are committed to continuing on this course…

Fred van der Meer

3. About the Company

3.1 About the Airport Company

"Athens International Airport S.A." was established in 1996 and operates as a private company under the Airport Development Agreement (Law 2338/1995), on the basis of a public-private partnership.

The Airport Company is responsible for the operation of Greece's biggest national transport hub in terms of passenger and cargo traffic, under the supervision of the Hellenic Civil Aviation Authority (HCAA). Athens International Airport "Eleftherios Venizelos" operates in full compliance with international standards and national regulations, closely integrated with the principles of safety, security, convenience, uninterrupted operation and service provided to its passengers.

Although operating within a demanding international market, the Airport Company evolves in a dynamic way. The Airport Company values include responsible operation over the entire range of our activities, both within and outside the boundaries of the airport community. Team spirit and development prospects, combined with respect for the needs and expectations of all those affected by our operational and business activities, are essential parts of our corporate culture.

3.1 Shareholder Structure

Shareholder	Number of Shares	%
Greek State	16,500,000	55%
Hochtief AirPort GmbH	7,962,506	26.542 %
Hochtief AirPort Capital GmbH	4,000,000	13.333%
Copelouzos Dimitrios	599,997	2%
Copelouzou Kiriaki	299,999	1%
Copelouzos Christos	299,999	1%
Copelouzou Eleni-Asimina	299,999	1%
Flughafen Athen Spata Projektgesellschaft mbH	37,500	0.125%
Total	30,000,000	100%

3.2 Organisation Structure

The Airport Company, rapidly adjusting to the demands of the market, has been implementing since 2005 an organisation structure with operation units per activity sector. With the second phase of restructuring in 2006, the operation units gradually turned into Business Units as the new "Value Based Management" philosophy was implemented.

3.3 Corporate Governance

The Airport Company's corporate governance system abides by the provisions of the law on Sociétés Anonymes (Law 2190/1920)

3.2 Stakeholder Map

The mission of Athens International Airport is to create sustainable and balanced value for all its Stakeholders.

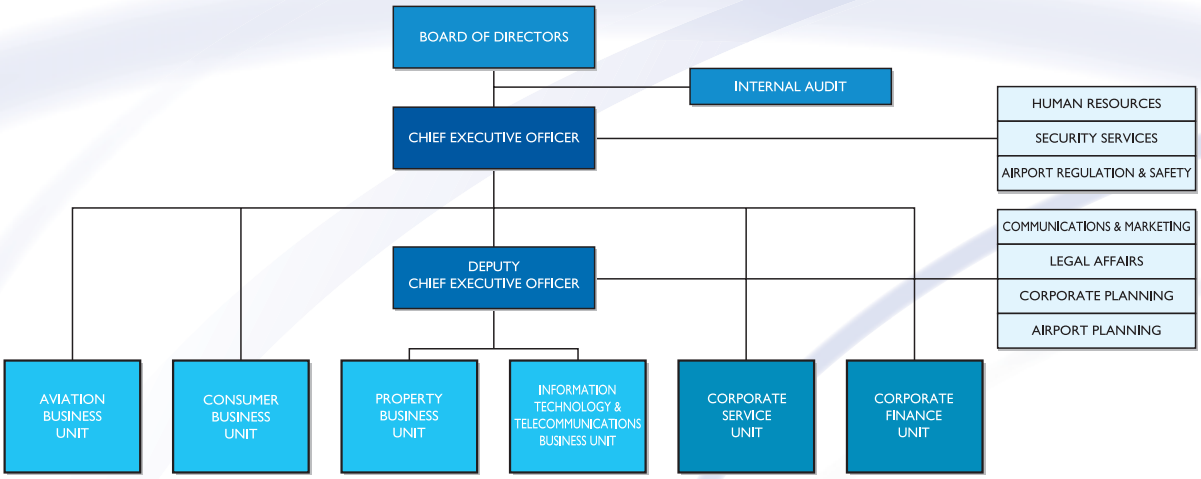
and the provisions of the Airport Development Agreement, which defines, among other things, the relations among shareholders.

Board of Directors and Committees

The Board of Directors acts in a collective manner to administer and manage corporate affairs, and has delegated the authority and responsibility for the daily management and operation of the Airport Company's activities to the Chief Executive Officer. The Board of Directors (BoD), consisting of 9 non-executive members, is informed by the management through regular meetings and reports. Various committees have been set up (Investment, Budget and Financial Management, Personnel, Corporate Planning and Audit), specialised in handling the Airport Company's management issues. In this context, the Board of Directors focuses on the economic, operational, environmental and social performance of the Airport Company and defines the Management's approach towards these sectors.

Specifically, the Audit Committee, which was set up in 2006, assists the BoD in its supervisory role, ensuring the integrity of control mechanisms and financial statements, monitoring the Airport Company's compliance with legal and regulatory requirements, and overseeing the work of the Internal Audit Department and Chartered Accountants.

It is worth noting that the establishment of the Audit Committee was decided on the basis of international corporate governance practices and not in compliance with any laws or regulations, since the Airport Company is not listed on the Greek or any other international stock market.



Internal Audit

In 2006, the Internal Audit, apart from the ordinary controls performed, devoted a significant part of its activity to developing a Risk Management system and adjusting to the new structure, under the supervision of the Audit Committee.

Value Based Management

In order for the Business Unit scheme to operate effectively, the Airport Company has introduced a modern methodology of "Value Based Management" (VBM), which provides the necessary tools so that the value created by the Airport Company's various activities can be evaluated both in economic and business terms, as well as in relation to other activities undertaken by the Airport Company (e.g. quality, environment, corporate image, safety at work etc).

3.3 COSO-Based Corporate Governance Tools

Internal Environment	Code of Ethics, Policies & Procedures, Roles & Responsibilities
Objective Setting	Long-term Business Plan, Annual Corporate and Unit Goals using Balanced Scorecard and Value Based Management, Annual Budget
Event Identification	Regular facilitated workshops and scenario Analysis, Linkage of VBM with Risk Management System (event identification)
Risk Assessment	Qualitative Assessment for Corporate Risks using workshops, Quantitative Assessment for Process Level Risks using past experience and assumptions
Risk Response	Managing risks through establishment of risk mitigating plans and controls. Evaluating Costs & Benefits of alternative risk responses
Control Activities	Board of Directors and Committees, Authorisation Limits, Budgetary Controls, Various Internal and External Audits, Surveys and Evaluations, VBM
Information & Communication	Monthly Internal Management Reporting and Management Information Systems, Annual Statutory Report, Annual Corporate Responsibility Report
Monitoring	Exercised by the Board of Directors, Management, Corporate Finance (through Budgetary Control), Business Controllers

Besides the technical aspects of this approach, VBM introduces a new philosophy, a new way of thinking that aspires to increase responsibility, open communication channels, emphasise quality and client satisfaction –be it domestic or foreign– and reward innovation. Without this upgrading of our corporate philosophy, a sheer implementation of VBM tools in our company's computer systems would have been of limited value.

We consider VBM as a strategic choice for the Airport Company, which will enhance added value for all our stakeholders in the long run.

Business Control

A key factor for the successful implementation of the Airport Company's new business philosophy lies with the operation of Business Control, which has been integrated into each Unit.

The Units' Business Controllers support the drafting of annual budgets and the respective business plans. In addition, they monitor budget execution and the Units' performance within the VBM framework. In this context, the performance of external partners (contractors) and the implementation of risk management measures are monitored.

Risk Management

In 2006, we completed the development of a Risk Management System across all business units. Through cross-business working groups, the Airport Company adopted a systematic approach to the causes of risks, and developed measures for preventing them and mitigating their impact.

The establishment of links between the Risk Management System and Value Based Management is a strategic goal; in this way, short- and long-term corporate targets can be achieved by taking prompt action for managing the associated corporate risks.

Code of Business Ethics

The Airport Company is committed to implementing a model of business conduct based upon international best practices and outlining an operating framework that protects our company and employees from any conflicting interests.

The Code of Business Ethics reflects the principles of business ethics in line with the concepts of fair trade and respect for the law. The purpose of the Code is to be used as an employee's guide of professional conduct, setting priorities according to the kind of professional cooperation or transaction. The Code of Business Ethics is communicated to all new employees upon hiring and is available on the Airport Company's Intranet.

Corporate Responsibility

Given the full compliance with the legal and regulatory framework that governs its operation, the Airport Company focuses on initiatives that aim to create added value for all its stakeholders. This policy is defined as Corporate Responsibility and is the Airport Company's commitment towards sustainable development.

As a practice used for managing risks and promoting opportunities, the Corporate Responsibility Policy has been integrated in the Airport Company's Corporate Governance System. This policy includes the framework of voluntary commitment and operation beyond contractual obligations, by adopting broader moral, social and environmental standards. Corporate Responsibility activities are shaped around 4 pillars of self-commitment, i.e. Operational Responsibility, Corporate Citizenship, Environmental Responsibility and Employer Responsibility.

Communicating our activities to all stakeholders in a transparent and measurable manner is a major principle the implementation of our policy is based on. To this aim we apply a Corporate Responsibility management system which includes:

- A cross-departmental working group;
- A monitoring and reporting system for sustainability indicators in line with international standards and practices;
- Action plans and monitoring of implementation within the framework of the Units' operation;
- Stakeholder communication activities.

The Added Value of Corporate Responsibility Reports

The Airport Company is committed to prepare and publish annually the Corporate Responsibility Report, aiming, on one hand, at the transparent and effective information towards our stakeholders and, on the other hand, at the creation of additional value for our organisation.
The Corporate Responsibility Report is the annual review of the Airport Company's ongoing cross-departmental cooperation and activities. Committed to continuous improvement, we aim at the implementation of our corporate strategy through action plans and result evaluation. The issuance of the Corporate Responsibility Report (or Sustainability Report) constitutes a particularly essential management practice of most successful organisations either towards effective communication of related corporate activities to our stakeholders, or the minimisation of impact on the external environment and the identification of challenges for further improvement.
In parallel, it is of added value for us to benchmark ourselves with similar reports published by various organisations, regardless of business scope. In this way, we comprehend better how other organisations evaluate their sustainability impact of their performance, obtain ideas from the initiatives they undertake and compare our related activities with the corresponding performance of others. This comparability is now feasible as we adopt the internationally accepted GRI framework.
Our guiding principle is our passion for constant improvement; thus we continue on our development course and factual contribution to the world surrounding us.

Y. Tsapalas
Chief Corporate Services Officer

We have selected the Guidelines of the Global Reporting Initiative (G3 -2006 edition) as a reference for developing the monitoring and reporting system for sustainability indicators. This standard is now internationally accepted as the norm for Sustainability Reporting. Related surveys confirm that most major companies in Europe and in the US have chosen GRI for developing systems of this kind[1]. Moreover, the Global Reporting Initiative (GRI) is adopted by the international market at a steadily increasing rate.

The Airport Company has decided upon a gradual adoption of the Global Reporting Initiative principles, so that they can be assimilated by the Organisation in the best way possible.

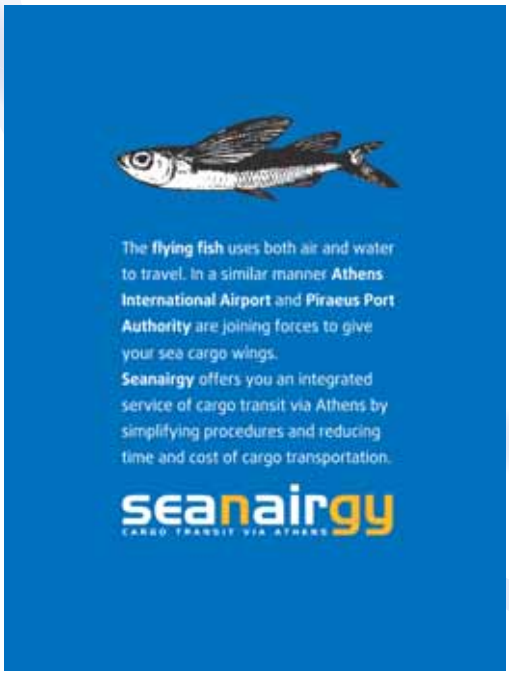
3.4 Results & Development Prospects

Passenger – Cargo Traffic

Since the beginning of its operation, the Airport Company has followed a steadily upward course in terms of both passenger traffic and financial results.

Confirming the upward trend in passenger traffic and as a result of its steady development, for the fifth consecutive year, Athens International Airport exceeded 15 million passengers in 2006 and is now part of the "family" of major European airports, with a significant market position.

Specifically, with 15.1 million passengers, 2006 was another record year for Athens International Airport. Passenger traffic showed a significant increase of 5.6% compared to the previous year, with domestic traffic showing an important upward trend during the last four months and closing the year with a total increase of 5.8%; international traffic showed a particularly dynamic growth since the beginning of the summer season, reaching a total increase of 5.5%.



A significant 5.5% increase was also noted with respect to the number of flights, while 2006 was a record year as regards the airport's cargo traffic, which exceeded 120,000 tonnes (+3.6% over 2005) and reached the highest point since the beginning of its operation.

In 2006, Athens International Airport had regular direct flights to 110 destinations in 49 countries; 10 destinations were new (Atlanta, Islamabad, Karachi, Krakow, Lahore, Billund, Naples, Turin, Chernovtsy and Kalymnos). Furthermore, Athens International Airport welcomed 5 new airlines (Air One, Blue 1, Flyglobespan, Norwegian and Pakistan International). There were also new regular cargo flights, such as Alitalia Cargo, which uses Athens as a stop-over point for the Milan-Cairo route, and Sky Express aircargo, a Greek company that uses Athens as a stop-over point for its routes between Western Europe and the Far East. Our cooperation with the cargo community within and beyond the airport has led to the creation of new cargo flows, and has attracted new transit cargo in Athens. For this purpose, an agreement was signed between the Piraeus Port Authority and the Airport Company ("sea-air" synergy). It is also worth mentioning that we were awarded as the best Cargo Airport for 2006 in the category of 101-500,000 tonnes per annum.

These developments reflect the dynamics of the Athens market, as well as the successful implementation of the consistent strategy followed by the Airport Company in order to attract new airlines and serve new destinations.

Financial Results

The year 2006 was an exceptional one for the Airport Company, with revenues from all activities increasing in relation to the previous year. The highest increase regarded commercial revenues and was achieved a result of promotional activities, improved passenger and cargo traffic and the improved performance of retail units in the Terminal and the Retail Park.

The Airport Company further enhanced its profitability as a result of reduced operating costs and financial expenses and the better use of fixed assets. Since 2006, Athens International Airport has adopted the International Financial Reporting Standards. The tables of par. 8.6 list the IFRS – updated 2005 financial figures for comparability purposes.

The Airport Company's "Social Product", i.e. a quantification of AIA's contribution in terms of financial resources allocated to the society as a whole, reached €86.2 million for 2006.

1. Survey: "Reporting in Context" - Global Corporate Responsibility reporting trends 2006 – Context, United Kingdom

Master Plan Revision

The Management of the Airport Company decided to revise the Master Plan, i.e. the initial 1977 Plan, which formed the basis for the planning, designing and construction of the new Athens International Airport. The Airport Company proceeded to the revision of the Plan in response to the new operational requirements, its strategic operational objectives and the new trends in the Aviation Industry.

After considering dozens of alternative development scenarios, we chose the one that provides operational flexibility for both the Airport Company and the airlines, while promoting the airport's commercial development. The new Development Plan provides for the gradual expansion of facilities with the aim of boosting capacity up to 50 million passengers in the final phase.

For 2007, the Airport Company is considering the option for the enhanced utilisation of the Satellite Terminal Building, which will allow the effective accommodation of the emerging traffic requirements.

Shopping Centre in the Main Terminal Building

In 2006, the Airport Shopping Centre in the Main Terminal Building (MTB) continued to provide high-quality products and services, focusing on the needs of passengers and other airport users.

New shops and products came to enrich the variety provided by the Shopping Centre and better meet customer needs. Specifically, 15 shops were renovated, 2 shops offer new products and/or services under new brand names, and 3 new establishments were added.

Developing the "Airport City"

The Airport Company takes new steps in implementing its vision of the "Airport City", as it continues to contribute to the creation of new jobs and boost economic development in the wider Mesogeia area.

In 2006, over 2.5 million people visited the airport's Retail Park, which hosts the first "IKEA" store in Athens and the "Mega-Kotsovolos" superstore for electrical and electronic goods.

The airport's Retail Park was enriched with the opening of a new, bigger and modern "Factory Outlet". This fashion discount store covers an area of 13,000m^2, with 79 stores and more than 180 well-known brands of clothing, shoes and fashion accessories. The design and construction of the project were successfully monitored as a result of extensive collaboration among various departments of the Airport Company.

Also, due to open soon is the first "Leroy Merlin" in Greece, covering an area of approximately 9,000m^2; the store of this French company specialises in house renovation and decoration goods for "DIY" (Do It Yourself) customers.

Our vision also encompasses the development of an international-standard, 50,000m^2 Exhibition Centre to be constructed in the northern part of the airport.

Together for Development

Our "Airport City" welcomed the "Factory Outlet", a new 13,000m^2 shopping centre.
In order to make such a facility operational, we formed a cross-departmental team of experts, who worked together with the Contracting Company.
Despite the tight time schedule, our people succeeded in delivering a state-of-the-art shopping mall.

Poumpros E. (ITT), Moumouri M. (POU), Mamais A. (APL), Teske M. (TES)

4. Operational Responsibility

4.1 Cooperation with the Airport Community

The Airport Company plays a key role in the development of an airport community culture, by establishing and maintaining relations based on mutual trust with its operational partners. This practice was efective as the community's team spirit proved to be crucial to the success of the sector's business development as well as to the effective response to emerging challenges.

In 2006, our constant vigilance regarding issues of security and crisis management produced significant results. Acting responsibly within our operational environment, we strengthened our relations of mutual trust with our partners.

4.2 Aviation Safety

Our outstanding performance in the area of safety was further improved with a proactive prevention policy, which reduced drastically the number of safety incidents in the aircraft movement area. During 2006, in addition to our evident compliance with the regulatory framework, we continued to apply internationally accepted optimum safety practices and monitor every aspect of the airport's operational activities.

The recently developed Safety Management System (effective since 20 February 2006), combined with the regular training of our employees and airport community staff, and the promotion of a safe behaviour model, enhanced our ability to manage safety more effectively and contributed to the development of our safety culture. Therefore, we are going one step beyond the traditional management of incidents to focus on a policy of preventing potential risks.

In order to achieve higher awareness and a sense of responsibility within our organisation, we continue to practise risk assessment on all aspects of the airport's operation procedures.

Crisis Planning

Planning and preparing for emergencies is a vital issue for the Airport Company. To this end, we constantly test and improve our Airport Emergency Plan as required by regulating authorities.

We have developed a set of emergency support procedures which, in conjunction with the trained personnel, enables us to mobilise a flexible emergency response mechanism and provide optimum services whenever needed.

At the same time, we continuously improve our facilities in order to be prepared for every emergency, ensuring the passengers' comfort and safety. As a case in point, in 2006, we modified parts of the Main Terminal so that they can be used as isolation ("quarantine") areas in case of arrivals with suspected viral contagious diseases.

We have also focused on planning and carrying out emergency response exercises, which give the airport community a chance to practise, cooperate, exchange views on and evaluate emergency procedures. Moreover, we improved some weak points in the whole mechanism.

Thus we were able to respond to and manage, in an exemplary way, a variety of complex incidents, while actively demonstrating our spirit of responsibility.

Emergency Exercises

In November 2006, the Airport Company conducted a full-scale emergency exercise based on a hypothetical aircraft disaster scenario.

On Tuesday, 8 November 2006, at 20:00 (under night conditions), the emergency personnel responded to an "aircraft accident on the airport." The emergency personnel and equipment of the involved parties (Airport Company, Airport

Together for Apron Safety

The apron is a unique workplace for people and machines. Intensive efforts are required for servicing, maintaining and supporting aircraft operations to meet the tight airline schedules in a congested environment. Our people, always committed to protecting human life, work in cooperation with airlines and ground handling companies to ensure aviation safety for aircraft, travellers and airport employees, the uninterrupted operation of facilities and equipment, as well as the effective and lawful dealing with any incident that might occur.

Stefanioros V. (AOU), Kynigopoulou E. (CFU), Gouvis C. (AOU), Avramides J. (LGL), Fyrinidis C. (HRE)

Hellenic Fire Corps, ASEMC, Ambulance Service (EKAV), Airport Hellenic Police, Aegean Airlines, RED CROSS Samaritans, HCAA/Air Traffic Control, HCAA/Airport Authority etc) were deployed according to the plan and provided all services necessary for mass casualty management, fire-fighting, rescue and triage to the 106 volunteers who acted as passengers and crew members. A mass mobilisation of over 300 emergency staff provided an opportunity to test the airport's Emergency Plan and evaluate its mechanism.

In addition to this annual emergency exercise, the airport conducted four more exercises (three building-evacuation drills and one disabled aircraft removal) to review responsibilities under the Airport Emergency Plan.

Moreover, in the context of our cooperation with the Hellenic Red Cross Samaritans, we donated training equipment (office furniture etc) for the needs of their Athens office.

4.3 Health, Safety and Hygiene

Based on the applicable Health and Safety policy, our company is required to ensure the proper conditions for the protection of the public against health and safety hazards.

Our highly trained employees respond and take action, even in emergency incidents, such as the provision of First Aid, always in accordance with the instructions of the Airport Medical Services (National Centre for Emergency Care – EKAV). In 2006, the prompt response of two colleagues and the correct use of the Automated External Defibrillators saved the lives of two passengers who fell unconscious while in the Terminal.

As part of the preventive measures against an avian flu outbreak and in cooperation with the State Health Control Service, we distributed information brochures to passengers, and placed posters throughout the Terminal.

In 2006, we stepped up the checks of potable water in terms of both testing frequency and sampling points. A total of 700 free chlorine tests, 85 tests for chemical agents at 7 sampling points and 350 microbiological tests at 157 sampling points were performed.

In the interests of safeguarding health and safety over the entire airport community, frequent inspections as to the adherence of third parties –such as ground handlers, cargo handlers, caterers, food & beverage and commercial companies– to health and safety rules were carried out.

Specifically, the following tasks were performed:

- Daily health and safety inspections at construction sites (342 inspections of short- and long-term projects);
- Systematic inspections of third-party safety management systems and food safety practices (25 inspections).

In order for these inspections to be better organised and conducted, we have trained our personnel on the inspection procedures for Safety Management Systems (as per OHSAS 18001) and food safety (HACCP - ISO 22000).

Finally, as part of the fire fighting system, the fire detection systems of all Commercial Park buildings are linked to the Airport Fire Brigade's central monitoring unit, contributing to a more effective response in emergency cases.

4.4 Ensuring Security

Passenger security is of utmost importance to the Airport Company, and is safeguarded in the most effective and systematic way, always in line with the relevant national and international regulations.

Our aim is to enhance security levels, through the continuous training and supervision of security personnel and by promoting communication and cooperation with the security companies operating at the airport.

As part of this training, all private security staff members working at Athens International Airport are trained on human rights issues through courses organised by the private companies themselves and by the supervisory body (Civil Aviation Authority).

In 2006, we installed additional X-ray machines at passenger and hand-luggage checkpoints and redesigned three lounges reserved for high-risk flights in line with the highest security standards.

The Airport Company has responded promptly and effectively to the new EU security measures regarding liquids carried in hand-luggage that came in force as of November 2006. Focusing upon the smooth implementation of the new security measures, the unhindered running of aviation activities and minimum inconvenience to passengers, we took actions that included a 30% increase of security personnel engaged in passenger and hand-luggage control, special planning of hand-luggage screening services, the training of staff on the new measures and a series of briefings held with airport companies and ground-handling agents, as well as with the airport stores. At the same time, special signs, posters, information leaflets and public announcements informed passengers about the new measures, while information was also displayed on monitors around the airport.

The implementation of the new measures demonstrated once again the substantial contribution of our employees in tackling emergencies. The devotion and team spirit of the group of "Golden Ambassadors" –with members from all company departments– was successfully put to the test as 110 colleagues contributed decisively to informing passengers and ensuring the successful implementation of the new measures.

4.5 Information Society

After six years of operation, Athens International Airport is ready to respond to the technological demands of the new millennium. Guided by our vision, willpower and excellent level of service, we have managed to build a networked "Digital City" where users can have direct access to cutting-edge broadband infrastructures and value-added services.

At the same time, we have developed and implemented policies in collaboration with the Authority for Information and Communication Security and Privacy (ADAE) to further ensure and protect our employees' and clients' privacy and personal information.

The Airport Company pioneers in the international airport industry the provision of Triple Play services (voice, data and video transfer over a single telecommunications connection) using WiMax technology, i.e. state-of-the-art wireless connection, improving the e-environment services provided for private and corporate use.

In addition, we are the first airport to install and operate an Integrated Digital Television System (streaming video), offering passengers the experience of High Definition TV in a public area (24h service, at 8 points with the Main Terminal Building). At the same time, in cooperation with the Greek National Tourism Organisation and the state television, we will provide passengers with information on departures (information about specific destinations, weather updates, exchange rates, news) and arrivals (public transport timetables).

In the context of serving passengers, we have installed special self-service check-in counters (Common Use Self Service Counters), which reduce queuing times and help avoid possible delays at airline check-in desks.

Accordingly, a pilot scheme of GSM check-in procedures was recently applied. This service is based on barcode confirmation,

Together for Effective Access Control

We welcome all partners and concessionaires that operate within the airport community an issue the respective airport identification card, in compliance with the regulatory framework set up by the National Civil Aviation Security Regulation.
The proper observance of legal provisions along with the outstanding cooperation with the commercial and operational departments of the Airport Company, provide a safe and secure business workplace for all our partners.

Pikouni P. (SES), Karapapa D. (RES),
Hatzis K. (Hairdressing salon HATZIS)

whereby an SMS sent by the airline to passengers' cell phones allows them to board the aircraft directly.

Finally, an advanced Computer Centre was set up in order to upgrade our IT infrastructure and better serve the needs of the Airport Company and its associates.

4.6 Passenger Service

Complementing the modern and fully equipped facilities, the provision of timely and vital information to passengers is a key area for airport operations.

In the context of providing high-quality airport services to passengers and visitors, we make sure that we always perceive and respond to the needs of the public.

Comment Management

As an Airport Company, we fully adopt the principles of Airport Voluntary Commitment on Air Passenger Service as set out by the Airports Council International (ACI).

To this end, we have developed a corporate procedure for processing all passenger comments about our facilities and services and communicating them to the interested company and community bodies, so that corrective action can be taken where necessary. In 2006, we received 7,700 comments from 5,100 passengers and visitors and sent 2,900 replies, 83.8 % of which were customised to the issues raised. The average response interval (including investigation time) was 27.1 days.

Car Parking Services

Aiming at a safe and smooth operation of the airport's parking facilities (P1, P2, P3) and a better service to customers, in November 2006, the Airport Company introduced the measure of towing away any vehicles parked outside the designated parking areas and placing them in an enclosed section of the long-term car park (P3).

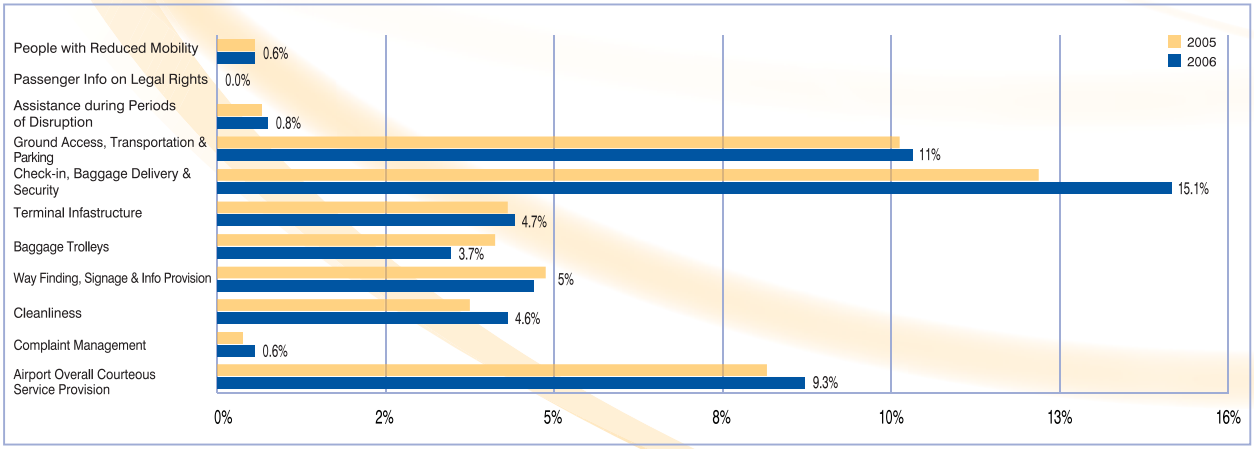
This measure practically eliminated the number of illegally parked vehicles, which had reached a daily average of 200, and drastically improved the operation and the overall picture of the facilities. As an indication of our corporate responsibility, we decided to donate the funds collected as a result of this measure to the Panos Mylonas Institute for Road Safety & Accident Prevention.

Call Centre & Information Desks

The staff of the airport's call centre, which operates on a 24-hour basis, served more than 800,000 customers in 2006, providing information about flight arrivals and departures, airport services and facilities, and airport community telephone numbers.

For passengers and visitors to the airport, information is provided at the information desks by highly trained staff. In 2006, our agents at the information desks responded to 1.3 million questions. Furthermore, Terminal Services have developed an

4.1 Passenger Complaints to the Articles of Voluntary Airport Commitment (ACI)
(as % of the Total Complaints Items Received)



additional service to passengers, the "roaming agents", who walk through the Main Terminal Building and respond to any enquiry by the travelling public as well as the companies and authorities operating at the Terminal.

Moreover, information monitors, service phones and dozens of brochures can be found at various points in the Main and Satellite Terminal Buildings.

Uninterrupted Operation

The operational readiness and the reliability of the airport's main and auxiliary systems are key prerequisites for smooth operation and the provision of services to passengers.

In 2006, the availability of our electrical and mechanical systems was particularly high (over 99%). Specifically, the Baggage Handling System processed 6,801,960 items (up by 4.9% in 2005), while its reliability was further improved as the number of shortshipped bags was significantly reduced (one bag per 33,000 in 2006, compared to one bag per 28,000 in 2005).

Together for Uninterrupted Operation

The baggage hall area is an out-of-sight section of the airport services provision. It is a busy place full of equipment that requires the highest coordination. We provide a state-of-the-art infrastructure in close cooperation with ground handling companies to achieve the desired end result of safe, continuous and timely transportation of passengers and their belongings.

Drakou K. (AIH), Gikas E. (BHS), Metsovitis J. (AOU), Diakogiannis J. (FBC)

5. Corporate Citizenship

5.1 Standing by the Local Communities

One of the main axes of our Corporate Responsibility policy focuses on the regions around the airport site. Our actions are determined by the regulatory framework related to airport operations as well as by our corporate philosophy, which aims at establishing and maintaining reciprocal, constructive relations with the Local Communities for a balanced and harmonious coexistence. We have now reached a very good level of open communication, highlighting and promoting our common interests on a basis of open dialogue and mutual respect for each side's needs and priorities.

Communication

In 2006, the Airport Company participated in 70 meetings with representatives from Municipal authorities, local associations, various bodies and distinguished members of the Local Communities to discuss issues of joint interest and proposals for local development in the fields of education, health and social welfare, employment and infrastructure projects.

It is through this bilateral and responsible form of communication that the various projects are elaborated and implemented, always within the context of the priorities, which have been agreed upon and in full cooperation with the local authorities. Shortly after the municipal elections, we established communications with the newly elected mayors, in order to maintain and promote our relations.

Infrastructure Projects

Following a request by the Mayor of Artemis, the Airport Company agreed to finance the asphalting of one of the town's major roads (2.7 Km in length). Works were completed within the agreed time schedule and were carried out under the supervision of the Municipal Technical Services.

Another road segment in the Municipality of Spata (Agios Georgios district) was also reconstructed and covered with asphalt. Works were completed within a short time under the supervision of the Municipality, and the road was opened to traffic so as to serve the needs of the local residents in the best possible way.

Paving works in the courtyard of the newly built Children's Psychiatric boarding house of Artemis, "The House of the Sun", were also financed by the Airport Company at the request of the Institution's Management and the local authorities.

These projects manifest our intention to promote the development of the area.

In the field of Health and Social Welfare, the Airport Company responded promptly to a request for medical-pharmaceutical products to cover the needs of the Municipal Infirmaries in Artemis. Furthermore, extraordinary financial aid for the Christmas period was extended to 18 families in need, following a respective request by the Municipal Social Services.

Education

In the context of supporting local education as part of the already established annual programme, the Airport Company provided 85 computers to schools in Artemis, Spata, Rafina, Koropi, Markopoulo and Paiania, as well as to various departments of the Municipality of Artemis.

To cover the needs of the five Nursery Schools of Artemis in terms of playground facilities, and at the request of the educational community of Artemis, we provided the necessary funds for purchasing and installing the necessary equipment.

We also provided financial assistance to the students of Spata Lyceum for an educational trip abroad, at the request of the Municipality and the 15-member Student Board.

In addition, on the occasion of the World Environment Day and at the request of the Municipality of Artemis, we cooperated with "Tomi-Maragkakis" Joint Venture in supplying school students with 300 plants, which were planted in the local wetland (Lake).

Finally, in 2006, the Airport Company repeated its annual initiative of giving Christmas presents to 100 children from the municipal Day Nursery of Artemis. Gifts were also offered by the "Cartoon Stores" operating at the Main Terminal Building.

Employment

In 2006, we continued our cooperation with airport community companies on a programme providing jobs to residents from the Local Communities. The opening of "Factory Outlet" and the forthcoming opening of "Leroy Merlin" created a number of new posts, many of which were filled by people from the surrounding areas.

In addition, 22% of the seasonal staff employed by the Airport Company came from the local Municipalities and Communities.

Cultural Activities in the Local Communities

We strongly support initiatives seeking to promote and preserve the cultural heritage. In 2006, we supported the Artemis Carnival, cultural events organised by the Municipalities of Pallini and Spata to promote local wines, as well as summer concerts and theatre plays staged by the Municipality of Rafina.

In support of the cultural institutions of the surrounding Mesogeia Communities, we sponsored various cultural events of the Open Technological & Cultural Park of Lavrio ("Tribute to Odysseas Elytis – 10 Years after his Death", "Tribute to Mozart – 250 Years after his Birth", "Women's Day").

In the sports area, for the second consecutive year, we provided financial assistance to the Athletic Association of the Municipality of Spata for a 3-day student athletic event held in May 2006.

Furthermore, we provided the Association of "Profitis Ilias" in Mesovarda Artemidos-Spaton with sports gear and computers, in support of a commendable effort to promote athletic activities among the young people in the area.

The year 2006 ended with our invitation to the chorus of the 2nd KAPI (Open Protection Centre for the Elderly) of the Municipality of Artemis to participate in our Christmas events at the Main Terminal Building.

Together for Local Community Education

We support local education through our annual Local Community action plan. We follow corporate procedures and support the Local Communities with infrastructure projects and sponsorships for educational and cultural activities, building lasting relationships of mutual respect.

Zachariadis G. (FBC), Katsouli G. (PRC), Dimopoulou H. (COM), Kostiani A. (CSU)

5.2 Art & Culture

Athens International Airport enjoys worldwide recognition, not only for its state-of-the-art technology, its design and services, but also for its active role in the cultural arena, as it consistently promotes the image of modern Greece as well as the country's culture and tradition to thousands of passengers and visitors.

As part of our "Art & Culture" programme, we had the pleasure of hosting various fixed-term exhibitions in cooperation with various cultural centres and organisations from Greece and abroad. Among the outstanding visual-art events in 2006 were the photo exhibition "Faces", in cooperation with the Cultural Centre of "Photographic Circle"; "People and Traditional Professions in the Aegean", in cooperation with the Foundation of the Hellenic World, which aims at the preservation and promotion of the Greek cultural heritage; the 13th International Month of Photography, with Photo Exhibition "On Faces", in cooperation with the Hellenic Centre for Photography, Greece's oldest institution of photographic events. Finally, in a world-exclusive, we presented dozens of rare and hitherto unknown exhibits of the great Swedish inventor Alfred Nobel, in the special exhibition titled "Alfred Nobel & Greece", presented jointly with the Museum of the Hellenic Nobel Collection.

As part of its collaboration with distinguished foreign institutions, Athens International Airport sponsored the annual "World Press Photo" exhibition, and presented to visitors and passengers last year's most important photographic moments on the planet as captured by the lens of distinguished press photographers from around the world.

For the next three years, this exhibition will continue to be exclusively presented at Athens International Airport as the first venue after the official opening in Amsterdam.

The airport of a vibrant city like Athens cannot but be actively involved in the city's major cultural events. Thus we took part in 2006 Cow Parade, the biggest open-air exhibition under the auspices of the Municipality of Athens. The money raised from the auction of the art pieces at the end of the exhibition was donated to the Union of Organisations "Together for Children". The Airport Company "adopted" and hosted two cow sculptures at the departures level of the Main Terminal Building: the "Cownnnector", which linked Athens to the five continents and all civilisations, and the "Magical Cow Trip", which represented a magical, mythical journey through the eyes of children and was painted by children from "The Smile of the Child" Association.

5.3 The Airport for the Children

In addition to scheduled flights departing from Athens International Airport, educational and entertaining "trips" are also organised for our young friends and travellers on our premises. In cooperation with Papadopoulos Publications, the Austrian Embassy and Austrian Airlines, and on the occasion of the celebration of Mozart Year 2006, we hosted the presentation of "The Magic Flute", a children's book by the Austrian author and musician, Marco Simsa, who travelled to Athens especially for this event. More than 200 children and their parents enjoyed a dream journey into the magical world of fairy tales and music.

As part of our educational tours, students from 36 Primary, 14 Secondary, 5 Tertiary and 4 special schools were able to experience a unique virtual travel experience on the premises.

The Children's Creative Entertainment area, located at the Main Terminal Building, serves as another pole of attraction for young guests and travellers. In 2006, 4500 children from all over the world engaged in creative activities organised by the skilled staff of "The Smile of the Child" Association and left sweet and touching comments about the time they spent at Athens International Airport.

5.4 The Airport & its Social Partners

The Airport Company has demonstrated its sensitivity to major social issues by establishing cordial relations with non-profit organisations whose aim is to provide support and assistance to children.

In celebration of its 5th anniversary, the Airport Company, with the valuable contribution and aid from the airport community, took an initiative to sponsor "The Smile of the Child" Association. Furthermore, with personal work volunteered by our employees, we improved the living conditions at the Association's Kareas House for children.

Our support to the "SOS Villages of Greece" Association, in the form of household equipment for the renovation of a house for children in Vari, was also noteworthy. Moreover, free advertising sites for the support and collection of funds for the Radio Marathon for children with Special Needs, were offered by CLEAR CHANNEL HAIDEMENOS MEDIA (02.10.06 until 29.10.06), in close cooperation with the Airport Company.

The Airport Company's firm and focused concern for the children's sensitive souls is reflected in our sponsoring major social initiatives, such as the fundraising for the first Oncological Hospital for Children in Greece, by the ELPIDA Association, in cooperation with the Municipality of Athens, or that of the Greek delegation of the Médecins du Monde for child victims in Darfur.

Our sponsorship programme for 2006 was concluded with our participation in the corporate social responsibility campaign of ANT-1 TV, which organised a Christmas TV-Marathon called "Become a Child with Me" to raise money for 12 Children's Associations from all over Greece that host children with various problems.

Together for Events at the Terminal

In the spirit of creative innovation, we organise and host exhibitions and other cultural events that enable travellers to experience Art at a gateway of people and cultures. Our people organise events, arrange every "backstage" issue and meet all safety and security requirements to provide the travelling public with a pleasant experience.

Moraitis S. (TES), Kamperou M. (TRS), Baum C. (ITT), Petroula T. (COM)

6. Environmental Responsibility

6.1 Respecting the Environment

Respecting the environment is an integral part of our corporate activities. We are committed to managing responsibly all environmental aspects of airport operations, based on the principles of sustainable development and continuous improvement of our environmental performance.

6.2 Environmental Management System

The Environmental Management System sets up the framework for company operations and the achievement of environmental targets. On this basis, we draft the annual Environmental Plan that describes our environmental management programmes and activities, while we continuously monitor the progress of the programmes through the relevant environmental indicators, and achieve constant improvement by reaching our targets, assessing our achievements and setting new targets.

It should be noted that Athens International Airport is the only Greek airport with Environmental Department certification according to the EN ISO 14001 international standard for environmental management and services, since December 2000. In 2006, we were recertified according to the new version of the standard (EN ISO 14001:2004).

6.3 Initiatives for 2006

In 2006, we attained significant environmental targets relating to the noise and air quality monitoring systems, the Bio-monitoring programme, and other initiatives.

We installed a Meteorological Station (MET) and a Radio Acoustic Sounding System (RASS), thus upgrading the already extensive Air Quality Monitoring Network. The parameters monitored by the MET include wind speed and direction, air temperature and relative humidity at various heights, while the RASS allows us to monitor the temperature profile in the lower layers of the atmosphere.

In December 2006, we completed work for the upgrade of the software of the noise monitoring system and the interface with the radar of the Hellenic Civil Aviation Authority (HCAA). The correlation of noise events with specific aircraft flights is now performed on the basis of actual flight paths.

In 2006, Phase II of the Bio-monitoring programme, performed in collaboration with the University of Patras, is on going. The programme aims to record, in a specific area of approximately 28,000 acres in the vicinity of the airport, the vertebrate and plant species, animal and plant sociological patterns, vegetation types and habitats according to the CORINE, NATURA 2000 programmes. Additionally, the scope of the programme includes the determination of possible quantitative and qualitative deviations from the baseline survey performed before airport operations, the identification and the assessment of such deviations and the provision of conservation proposals.

6.4 Waste Management

We have developed a comprehensive waste management system based on "The Polluter Pays" principle, which promotes separation at the source and recycling.

Our financial incentive policy for all recyclables, combined with other initiatives, led to the recycling of 1,729 tonnes of paper, plastic, glass, aluminium, metals, wood and used vehicle tyres.

Together for Environmentally Friendly Behaviour

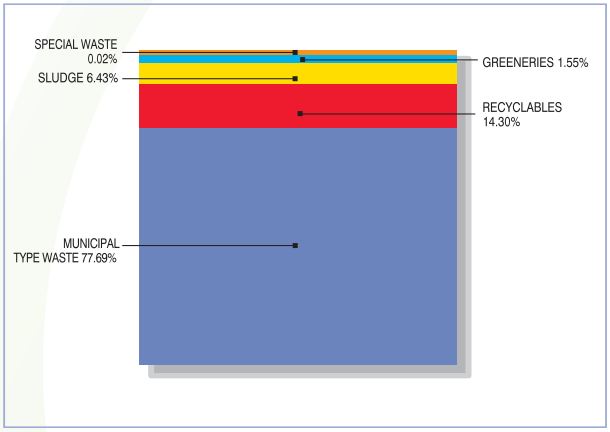
We ensure that all companies, operating within the airport premises, have a proper environmental behaviour. Therefore, we set up guidelines for their daily operation, organise training sessions, issue an informative brochure and remain available to respond to any issues that might arise.
Moreover, we supervise the companies' activities by performing regular audits.

Kokkiniotou I. (external partner HELEPE: J/V Helector & EPE), Liakopoulos P. (IAD), Kavouras C. (ENC), Polychronopoulos A. (external partner HELEPE: J/V Helector & EPE)

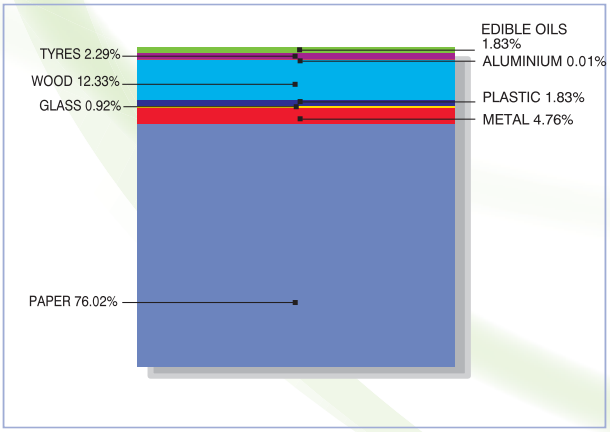
The Airport Company also runs a separate collection and recycling programme for paper at all workstations. In addition, we extended the existing programme for recycling aluminium consumed at our offices and staff restaurants, to include plastic recycling.

We have established cooperation with all Alternative Management Systems, to which 20% of hazardous waste produced within the airport community is sent for treatment, regeneration and/or recycling. Moreover, all industrial waste from the Athens International Airport site is now treated at the Industrial Waste Treatment Facility (IWTF) that began to operate at the Olympic Airways home base in 2006.

6.1 Solid Non Hazardous Waste



6.2 Recyclable Waste



In 2004, we initiated a toner management programme across the Athens International Airport site, implemented in collaboration with the Educational Programme for Recycling and Exchange (EPANA). Used toner cartridges from the Airport Company offices are collected by EPANA, and an amount of money is donated to public charity for every cartridge. In 2006, 160 cartridges were collected, thus raising the number to a total of 696 cartridges since the beginning of the programme.

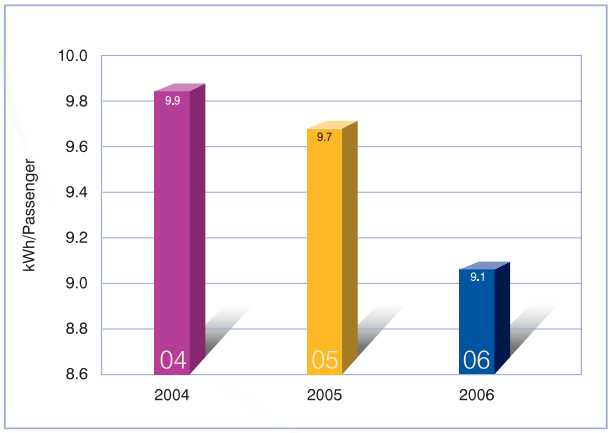
6.5 Resource Management

Energy

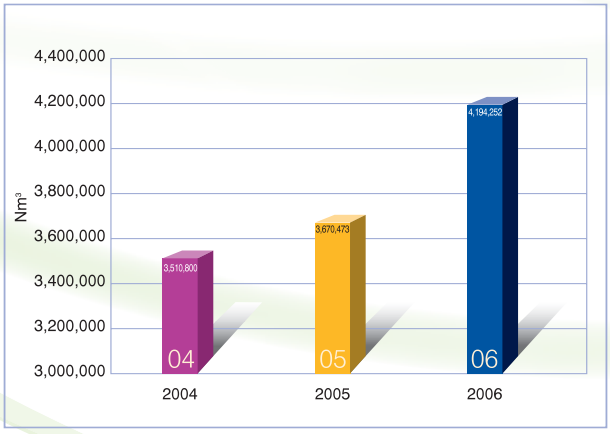
Energy production, particularly when generated from fossil fuels, entails some negative environmental effects, such as the emission of greenhouse gases (e.g. carbon dioxide) and other pollutant gases to the atmosphere. In order to reduce these effects, we closely monitor the consumption of energy resources within the site, and implement energy saving measures. For example, we use environment friendly natural gas for heating and cooking in various airport facilities.

In 2006, we drafted a two-year plan for further energy savings and set a target of saving 4,500,000 KWh by the end of 2007.

6.3 Electricity Consumption per Passenger



6.4 Total Natural Gas Consumption



According to official data from the Public Power Corporation, total energy savings for 2006 came to 3,011,004 KWh (or approximately €200,000), allowing us to be optimistic that we will exceed the initial target. Based on the above data, the reduction of CO_2 emissions was 2,850 tonnes in 2006, and we expect to save 760 more tonnes in 2007.

European GreenBuilding Programme

In 2006, Athens International Airport S.A., a partner in GreenLight Programme since 2003, participated in the new GreenBuilding Programme aiming to achieve energy savings in lighting but also from other energy consuming activities (e.g. air-conditioning, heating, ventilation etc). A series of measures (e.g. fine-tuning of the central air-conditioning control system) led to energy savings in the region of 3,750 MWh, and we became official partner to the GreenBuilding Programme in 2006.

Water

We adopt measures and initiatives to reduce water consumption. One such example is the use of water from the airport's Sewage Treatment Plants (STP) to irrigate green areas within the airport. In order to maintain the current high specifications of water produced at the STP, we completed the plant's upgrade and performed extra samplings to ensure high water quality.

6.6 Creating Green Areas in the Local Communities

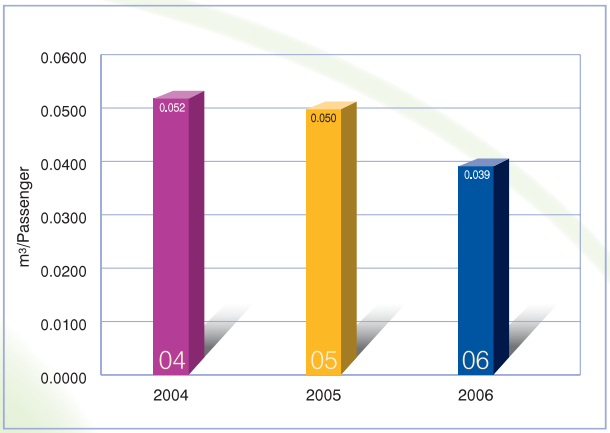
Municipality of Artemis

On 5 July 2006, the 26,000m² Park constructed by the Airport Company in the coastal forest of Artemis was handed over to the Municipality of Artemis.

This project contributes to the improvement of the local environmental conditions and provides an upgraded setting for the inhabitants and visitors of the beach of Artemis.

Construction works included cleaning and repairing the existing pavement, constructing a playground and an arboretum, installing wooden benches, kiosks and lighting fixtures, and planting more than 3,000 trees and shrubs of the local flora.

6.5 Water Consumption per Passenger



Additionally, in cooperation with the 2nd Ephorate of Prehistoric and Classical Antiquities, we funded the restoration of the fencing, and the cleaning of the Tavropolos Artemis Sanctuary located near the Park.

Together for Energy Savings

The members of the inter-departmental Energy & Water Management Committee develop new technologies and upgrade our systems and facilities so as to reduce energy consumption and conserve resources.
The members review energy consumption on an annual basis and cooperate with our external partners to realise our commitment to adopting alternative methods in order to meet our energy needs while contributing to sustainable development.

Malakasis K. (TES), Ailamakis M. (ASM), Kapralou M. (ASM), Theodorogiannopoulos K. (TES)

Moreover, on the occasion of the World Environment Day and upon request of the Municipality of Artemis, we delivered 300 plants, donated by our partner, Tomi-Maragkakis Joint Venture, which were planted by school students at the local wetland (Lake).

Municipality of Koropi

The Park at the water reservoir, also constructed by the Airport Company, was officially opened on 10 July 2006.

The area was transformed into a beautiful park of approximately 10,000m^2 which provides visitors with recreation facilities, a playground and an area with more than 600 trees and shrubs of the local flora combined with ornamental plants.

Also the Theatre of "Dexameni", the first theatre in the town of Koropi with a capacity of approximately 900 spectators, was inaugurated. Several cultural events were held at the park and the open-air theatre throughout the summer, giving citizens an opportunity for recreation, education and entertainment.

6.7 Environmental Awareness Programme

Recycling Programme for Schools in the Municipality of Artemis

Launched in November 2005 with the aim to promote environmental awareness and reduce waste production, the Recycling Programme for Schools in Artemis ran successfully during its first year.

The programme includes paper and aluminium recycling at the Lyceum, Gymnasium and the five Elementary Schools of the Municipality of Artemis. The Airport Company organises the collection and recycling of materials, holds educational meetings and gives out leaflets with information on the implementation of the programme.

During the 2005–2006 school year students recycled 9,360kg of paper, 2,040kg of which was collected on "Book Recycling Day", as well as 42kg of aluminium.

In recognition of this effort, at the beginning of the new school year (2006–2007) the schools were presented with educational material and infrastructure projects.

The programme continues during the current school year, with approximately 2.5 tonnes of paper having been collected by the end of 2006.

Environmental Scholarship Programme

Aiming to promote environmental knowledge, the Airport Company grants scholarships for postgraduate environmental studies in cooperation with the University of the Aegean, on subjects relating to Athens International Airport's activities. In the same context, we organise seminars on the Airport Company's environmental activities, for postgraduate students of the University's Faculty of Environmental Policy and Management.

Environmental Bulletin

The Environmental Bulletin is an annual publication of Athens International Airport aiming to inform the state authorities, the companies and the public, and raise public awareness on environmental issues. The Bulletin provides detailed information about the Airport Company's environmental activities and the findings of monitoring programmes, explains the operation of environmental systems and describes new programmes and initiatives.

The Museum

The Permanent Exhibition of Archaeological Findings from the Airport Area was opened in 2003, with 172 archaeological exhibits dating from the Neolithic and Early Helladic eras through the Post-Byzantine period. In 2006, in cooperation with the Ministry of Culture, we printed a special publication on the Museum with information about the excavation works and the archaeological findings that date from Late Antiquity until Post-Byzantine years.

Environmental Information Centre

The Environmental Information Centre is located next to the Museum and provides information on the Airport Company's environmental activities. In the summer of 2006 the Centre hosted an exhibition of artworks by students participating in the "Ecological Transportation – Contribution to the Environment" Programme, which was organised by the non-profit organisation EcoCity, under the auspices of the Ministry of National Education & Religious Affairs, the Ministry of Transport & Communications, the Ministry for the Environment, Physical Planning and Public Works, the Ministry of Development and the Ministry of Macedonia & Thrace.

7. Employer Responsibility

7.1 Labour Relations

We invest in good relations with the Employee Union and the Committees based on mutual respect, trust and understanding. To this end we organise regular meetings with their representatives in order to promote our common goals of developing strong ties, maintaining labour peace and improving the general working environment.

7.2 Health and Safety for our People

Employee Safety

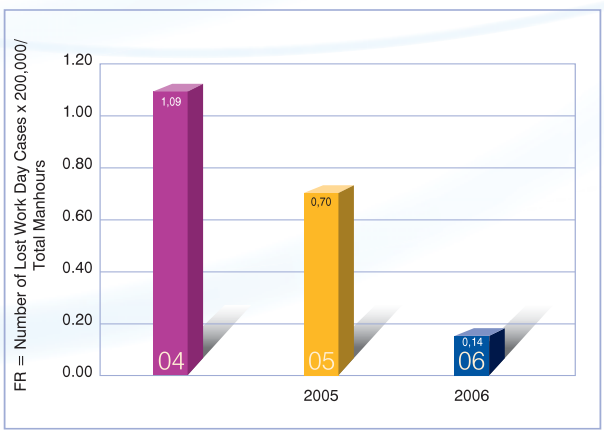
As part of our Safety Management System, the current risk assessment for all positions was revised, and weekly inspections of all working areas were carried out.

These activities resulted in a significant reduction in the employees' Incidents' Frequency Rate in comparison to 2005, which attests to the systematic efforts of all parties involved.

Protecting Employee Health

We protect our employees from occupational hazards and operate on a daily basis an infirmary staffed with an Occupational Doctor and a Health Visitor as well as a Doctor from the Social Security Institution (IKA).

7.1 Accidents Frequency Rate



In 2006, an extensive prevention campaign on avian flu was addressed to all employees and parties in the airport community, which involved briefing sessions by the Occupational Doctor and the distribution of brochures and protection equipment as required.

Furthermore, our employees had the opportunity to attend presentations by specialised doctors on "Dermatology and Skin Care" and "Dietology and Nutrition".

Preventive eye tests and anti-flu vaccination were also provided for our employees in 2006.

7.3 Compensation & Benefits

Compensation

We encourage a Pay Scheme and Human Resource policies, which guarantee integrity and internal equity, and reflect the employees' potential growth and advancement.

Reinforcing our competitive status in the labour market, we remunerate our people with compensation exceeding by at least 5% the respective Collective Labour Agreements. Furthermore, we have established a Variable Pay Programme and a Special Performance Award Programme linked to the Airport Company's yearly performance and the attainment of our corporate goals (Balanced Scorecard).

In 2006, we revised further our Compensation Management System to make it more flexible, and ensure it reflects our new organisational structure and the current labour market practices.

Benefits

We have developed an outstanding benefits plan with complementary social and insurance coverage for our employees and their dependents.

The Corporate Pension Plan was readjusted with an increase of the Airport Company's contribution by one percentage point, whereas the allowance for working parents was raised by 21%.

Celebrating 5 years of successful operation, we offered our employees and their families the chance to buy a new computer with Internet connection, subsidising their purchase. In the context of the annual awards granted to our colleagues' children who achieved high grades at school, this year we also presented monetary prizes to 13 high school and lyceum students.

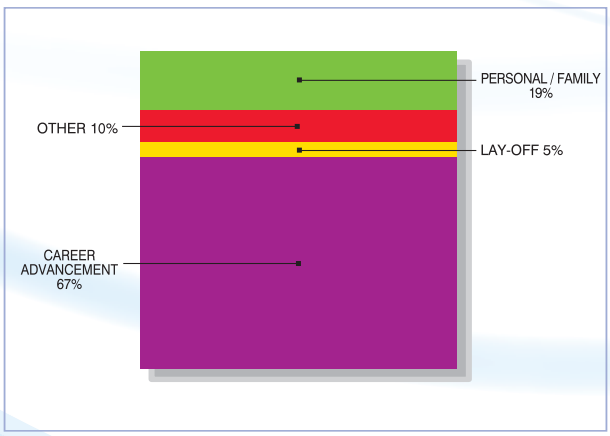
7.2 Employee Benefits

Benefit	Description
Group Insurance Programme	• Life insurance coverage for the employees • 80% coverage of medical & hospital expenses for the employees and their dependents • Maternity benefits
Pension Plan	The programme is participative and addressed to all employees, guaranteeing financial benefits upon retirement. 95% of all employees participate through individual savings schemes.
Wedding & Childbirth Allowance	We offer €400 to employees as a wedding gift and upon childbirth. In 2006, there were 55 births and 27 marriages.
Allowance for Nursery Fees	Financial contribution to day nursery fees for employees with children between 2 months and 4 years old. In 2006, our company provided financial assistance for 170 children.
Payment of Days of Sickness	The first 3 days of sickness in a year (consecutive or otherwise) are paid in full.
Attiki Odos Tolls	Fully subsidised toll expenses for staff commuting to/from the airport on working days.
Employee Transportation	Free transportation for 25% of all staff, with 25 daily itineraries along 3 main road axes in the Attica region.
Staff Restaurants	There are 5 Staff Restaurants offering a variety of dishes according to health and hygiene regulations at special prices for the employees.
Canteen Services	Free canteen products and services for all staff members
Free Parking	Free parking for all employees and their guests
Library	Our employees have access to 3,700 books/CDs with information on airport issues and other areas of general interest.
Flexible Working Hours	Investing in a balanced working/private life, we have introduced flexible working hours for all employees (except those working in shifts).
Discounts / Offers	Discounts / Special Offers to all employees from companies in the airport community

7.4 Our People

Our company has 702 employees on open-ended contracts (31/12/2006), 67% of whom are men and 33% women, of an average age of 38. Most of them are highly specialised and hold college and university degrees. It is worth mentioning that 28% of the Airport Company's personnel reside in the neighbouring Municipalities and Communities. Due to low turnover rates (3%), the demographic data of our people remain constant. According to data from "Exit Interviews", the main reason for leaving is career advancement.

7.3 Reasons for Leaving the Airport Company (Exit Interviews Data)



7.5 Developing our People's Skills

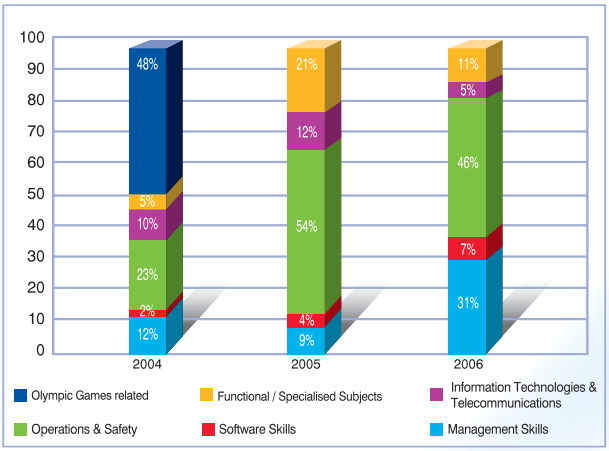
We place a great value on developing our people by providing the tools and conditions to help them train, align their performance with corporate goals, broaden their career prospects, be involved in intra-departmental projects, communicate with the Management and be informed on major company issues.

Training

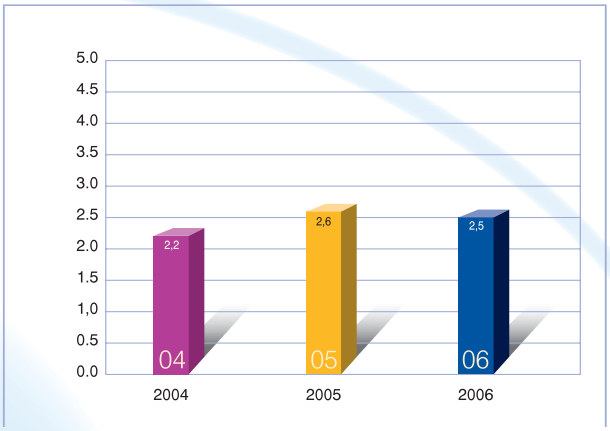
We invested in 10,583 training manhours with an emphasis on the development of management and interpersonal skills, so as to achieve the aim of creating a uniform corporate culture.

We also provided 3,860 manhours of training to ground handling, maintenance, and private security companies etc, aiming to enhance cooperation among airport community members.

7.4 Training Subjects



7.5 Average Training Man-days per Employee (1/1-31/12/2006)



Corporate and Individual Performance Alignment

Pursuant to our corporate restructuring and the creation of Business Units, we introduced a system of Key Performance Indicators (KPI) for the evaluation of each Unit's, Department's and employee's goals.

The application of the KPI system will enable us to quantify the goals achieved and, combined with the "Personal Improvement Process" scoring, arrive at a clear and definite overall evaluation.

Career Prospects

The "In-house Job Posting Process" remains a successful tool for career advancement. In 2006, 11 out of the 13 job openings were filled from within the organisation.

The newly adopted "Shadow Job Rotation" practice expands career opportunities, as employees are trained on different posts to enrich their skills and knowledge, and be ready to respond to various operational needs.

Together for Employee Health and Safety

Protection of health and safety in the workplace is a common goal for Management and Employees through a complementary cooperation in the Health & Safety Committee. The Committee consists of five elected members, the Occupational Doctor, the Airport Company's Safety Engineer and the Manager in charge. The Committee reviews working conditions and identifies potential risks to suggest measures for improvement.

Perreas P. (HRE), Ampatzis N. (BHS), Foteinopoulou K. (ACC), Defteraios N. (HRE), Katsifos N. (TES), Velonakis M. (Doctor), Velliotis A. (BHS), Mikropoulos S. (BHS)

Systematic Internal Communication and Information

Human contact and communication remain our main focus and a powerful tool for dealing with employee problems, as the Airport Company has adopted an "open door" policy from the outset.

In 2006, we conducted the second and final phase of the Employee Satisfaction Survey. During this phase, the survey results were further analysed through focus groups with 70 employees, with the aim of identifying areas for improvement. True to our commitment to respond to the findings of the survey, we communicated a relevant Action Plan to all employees.

We guarantee an intergraded flow of information to our colleagues through:

The Corporate Intranet, which provides our employees with easy access to company policies and procedures and various other useful information;

We@AIA, a quarterly information bulletin by a cross-departmental editorial team, aimed at keeping our employees posted on major corporate news and activities;

Presentations, where corporate policies and best practices (e.g. the revised Compensation Management System) are analysed and discussed.

Corporate Culture and Team Spirit

We believe in promoting cooperation among our employees by organising regular off-work events where people can meet and have a good time. To this end, in 2006:

- We organised our new-year "pitta cutting" event, at the airport's Satellite Building, in which ten lucky colleagues won wonderful trips and hi-tech products.
- We celebrated our five years of operation with an impressive feast at an airport facility.
- Our Children had great fun at our regular Christmas party. Among the presents was one family trip to Euro Disney

Together with IT&T Customers

Our corporate network of data communication systems is a vital aspect of company operation, since the daily decision process depends on an accurate, timely and precise information flow. We are committed to providing effective support services to our employees, in a relationship that is always "on line".

Berdou G. (ITT), Papageorgaki E. (COF), Papadelli C. (CQi), Sarrou A. (ACC)

Athletic Events

We provide moral and financial support to any athletic activity promoting the athletic spirit and noble competition among the airport community. The Airport Company was represented for the first time in the "Europe Corporate Games", a major sporting event with participating companies from various European countries. Three teams (3x3 Basketball, 11x11 Football and Mountain Bike) with 32 employees took part in the games. Our athletic performance (1st place in Mountain Biking, in single and relay events; 3rd place in Basketball) and our sporting spirit were outstanding.

In 2006, we formed an 11x11 football team in order to participate in games for charity purposes, while our two 5x5 football teams participated in the airport's "4th 5x5 Football Tournament". Twenty-two football teams from the airport community participated in the tournament that has become a tradition.

8. General Information & Tables

8.1 General Information on the Corporate Responsibility Report

The Corporate Responsibility Report, published by Athens International Airport S.A., reflects its approach to operational, social and environmental responsibility and its focus on the needs of all the stakeholders.

Communicating Corporate Responsibility enhances the profile of the Airport Company, helps to attract, keep and motivate human resources, and has a positive impact on all stakeholders. It also helps to promote new business standards, so that the Airport Company becomes a role model for other companies in the field.

Our main consideration regarding the present Report is to inform readers about corporate activities. Hence, we aim to present this Report in a simple, comprehensive way, with a flowing, easy-to-follow content.

8.2 Scope of the 2006 Corporate Responsibility Report

This Report refers to the period of January through December 2006 and covers the full spectrum of the activities of Athens International Airport S.A., taking place within the airport in the Spata region of Athens, Greece. Activities outside this region and joint-venture projects of the Airport Company are partially described. The Report adequately describes the Airport Company's outsourcing of services from other companies operating within the airport.

There are no significant changes in the scope of the 2006 Report in comparison with previous editions. Certain data from previous Reports, necessary for comprehending the text, are repeated in this edition.

8.3 Preparation Process for the Corporate Responsibility Report

The 2006 Corporate Responsibility Report is the fourth consecutive edition of the Airport Company.

The Report is prepared on an annual basis by an inter-departmental workgroup, with the cooperation of most Airport Company departments, under the coordination of the Corporate Services Unit. The drafting of the Report is a continuous self-assessment company process, in line with the provisions of the Corporate Responsibility Policy, in place as of 2005, incorporating elements from pre-existing policies on individual issues.

8.4 Adherence to Global Reporting Initiative (GRI) Guidelines

Athens International Airport S.A. follows a gradual adoption of sustainability standards and has not as yet applied an external validation process for the Report. However, through self-assessment and cross-company cooperation, the Airport Company continuously improves its systematic approach to sustainability with the aid of performance indicators and reports.

Using the Guidelines of the GRI as a point of reference, the process of drafting the Corporate Responsibility Report is subject to regular audit by the Internal Audit Department.

8.5 Meeting GRI Requirements

The Sustainability Reporting Guidelines (version G3-2006) set the framework for the compilation of Corporate Responsibility Reports. The tables below provide an index of contents of this Report, as per paragraph 3.12 of the Guidelines. It presents the data and indicators relating to the operation of Athens International Airport. "Reference" indicates the full or partial coverage of an issue. The last column shows the paragraph of this Report where readers can look up the relevant information.

8.1 GRI Index

A. COMPANY PROFILE			
Description		Reference	Par.
I. VISION & STRATEGY			
1.1	Vision and strategy regarding the Airport Company's contribution to sustainable development	F	1/2
1.2	Message from the Chairman of the Board of Directors and the Chief Executive Officer	F	1/2
2. ORGANISATIONAL PROFILE			
2.1	Name of Company	F	3.1
2.2	Object and Services of the Airport Company	F	3.1
2.3	Organisational / Operational Structure	F	3.2
2.4	Location of Airport Company headquarters	F	8.2
2.5	Countries where the Airport Company operates	P	8.2
2.6	Nature of ownership and legal form of the Airport Company	F	3.1

2.7	Markets served	F	3.1
2.8	Scale of the Reporting Company:	F	
	- Number of employees		7.4
	- Net sales		8.6
	- Number of passengers		3.4
2.9	Significant changes during the reporting period	F	3.2/3.3
2.10	Awards received in the reporting period	P	3.4/6.1
3. REPORT PARAMETERS			
3.1	Reporting period	F	8.2
3.2	Date of most recent previous report	F	8.3
3.3	Reporting cycle	F	8.3
3.4	Contact persons	F	8.8
3.5	Process for defining report content	F	8.3
3.6	Boundary of the Report	F	8.2
3.7	Limitations on the scope of the boundary of the Report	F	8.2
3.8	Basis for reporting on joint ventures, leased facilities etc	F	8.2
3.9	Data measurement techniques	P	8.3
3.10	Explanation of the reasons for any re-statements of information provided in earlier reports	F	8.2
3.11	Significant changes from previous reporting periods in the scope, boundary or measurement methods applied in the Report	F	8.2
3.13	Policy with regard to seeking external assurance for the Report	F	8.4
4. GOVERNANCE, COMMITMENTS & ENGAGEMENTS			
4.1	Corporate Governance Structure	F	3.3
4.2	Segregated role of the Management and Governance Bodies	F	3.3
4.3	Independent and/or non-executive members of the Governance Bodies	F	3.3
4.4	Mechanisms of communication with the Board of Directors	F	3.3
4.5	Linkage between compensation for the Management and the Organisation's performance (balanced scorecard)	P	7.3
4.6	Processes in place to avoid conflict of interest	P	3.3
4.7	Evaluation process for the qualifications and expertise of the members of the Governance Bodies		
4.8	Statements of mission or values with regard to Sustainable Development principles	F	3.3
4.9	Board of Directors procedures for overseeing issues relevant to sustainable development	F	3.3
4.10	Evaluation processes of the performance of the Governance Bodies		
4.11	Risk Management	F	3.3
4.12	Externally developed, voluntary chapters, agreements, initiatives to which the Airport Company subscribes or endorses	P	4.6
4.13	Principal memberships on business associations	F	8.7
4.14	List of the Airport Company's Stakeholder Group	F	3.1
4.15	Basis for the identification and selection of the Airport Company's list of Stakeholder Group	F	5.1
4.16	Relation/communication with Stakeholders – Approach methods and frequency	F	5.1
4.17	Response on issues raised through stakeholder engagement	F	5.1

B. MANAGEMENT APPROACH & PERFORMANCE INDICATORS

Description		Reference	Par.
DISCLOSURES ON MANAGEMENT APPROACH			
Economic	Economic performance – How the Airport Company is achieving favourable financial results	F	3.4
	Market presence – Traffic growth and the Airport Company's presence in the global market		3.4
	Indirect economic impact – Investing in the society around us		1 / 5.1

Environmental	Overall – Structured environmental management approach and awareness programmes	F	6.1/6.6
	Compliance – Regulatory framework		1 / 6.5
	Energy – Conservation measures		6.4
	Water – Conservation measures		6.4
	Biodiversity – Assessment of impact		6.2
	Waste – Waste Management programme		6.3
	Transport – Transportation of employees		7.3
Society	Community – Effectiveness of practices for assessing/managing impact on community	F	5.1/6.2
	Anti-corruption – Code of Business Ethics		3.3
Labour	Employment – Caring for our people	F	7
	Labour/Management relations – Cooperation with the Union		7.1
	Occupational Health & Safety – Management practices / H&S Committee		7.2
	Training & education – Developing skills & career prospects		7.5
	Diversity & Equal opportunity – Internal equity		7.3
Human Rights	Complaints & Grievance practices – Passenger comment management	F	4.6
	Security practices – Training of screening staff		4.4
Product (service) Responsibility	Customer Health & Safety – Aviation safety / health, safety and hygiene in the Terminal	F	4.2/4.3
	Customer privacy – Safeguarding customer data		4.5
ECONOMIC PERFORMANCE INDICATORS			
ECONOMIC PERFORMANCE			
EC1	Net Turnover (revenues, operating costs, employee compensation, retained earnings, donations and other community investments, and payments to capital providers and governments)	F	8.6
EC2	Financial implications on the Airport Company's activities due to climate changes	F	6.4
MARKET PRESENCE			
EC7	Procedures for hiring from Local Communities	F	5.1
INDIRECT ECONOMIC IMPACT			
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit	F	5.1
ENVIRONMENTAL PERFORMANCE INDICATORS			
ENERGY			
EN4	Indirect energy consumption	F	6.4
EN5	Energy saved due to conservation and efficient improvements	F	6.4
EN7	Initiatives to reduce indirect energy consumption	F	6.4
WATER			
EN8	Total water withdrawal by source	F	6.4
BIODIVERSITY			
EN14	Strategies, actions and future plans for managing biodiversity impact	F	6.2
EMISSIONS, EFFLUENTS & WASTE			
EN20	NOx, SOx and other significant air emissions, by type and weight	F	EB
EN22	Total weight of waste type and disposal method. Recycling Programme	F	6.3
TRANSPORT			
EN29	Significant environmental impact of transporting members of the workforce	P	7.3
LABOUR PRACTICES & DECENT WORK PERFORMANCE INDICATORS			
EMPLOYMENT			
LA1	Total workforce by employment type	F	7.4
LA2	Employee turnover rate	F	7.4
LA3	Benefits provided to full-time employees (e.g. health insurance, pension plan)	F	7.3
LABOUR / MANAGEMENT RELATIONS			
LA4	Percentage of employees covered by collective labour agreements	F	7.3

OCCUPATIONAL HEALTH & SAFETY			
LA6	Heath & Safety Committee representing Management and Employees	F	7.2
LA7	Rates of absenteeism and accident frequency rate	F	7.2
LA8	Training in place to assist employees on health issues	F	7.2
TRAINING & EDUCATION			
LA10	Average training hours per year / per employee	F	7.5
LA12	Percentage of employees receiving regular performance and career development reviews	F	7.5
HUMAN RIGHTS PERFORMANCE INDICATORS			
SECURITY PRACTICES			
HR8	Percentage of security personnel trained on human rights issues	F	4.4
NON-DISCRIMINATION POLICY			
HR4	Policy regarding discrimination	F	3.3/7.3
SOCIETY PERFORMANCE INDICATORS			
COMMUNITY			
SO1	Nature, scope and effectiveness of management practices on impacts of Local Communities	F	5.1
BRIBERY & CORRUPTION			
SO3	Employee training on Corporate Code of Ethics	F	3.3
PRODUCT RESPONSIBILITY PERFORMANCE INDICATORS			
CUSTOMER HEALTH & SAFETY			
PR1	Practices for health & safety of customers when using infrastructure and services	F	4.3
PRODUCTS & SERVICES			
PR5	Practices / surveys related to customer satisfaction	F	4.6
CUSTOMER PRIVACY			
PR8	Practices for the protection of customer privacy and losses of customer data	F	4.5

F: FULL REFERENCE P: PARTIAL REFERENCE EB: ENVIRONMENTAL BULLETIN

8.6 General Information for Athens International Aiport

PASSENGER – CARGO TRAFFIC	2006	2005	2004
Passengers (millions)	15.1	14.3	13.7
Cargo (thousand tonnes)	120.2	115.9	119.0
FINANCIAL DATA (*)	2006	2005	
Net turnover (sales)	357,465,221	331,669,242	
Cost of sales	291,088,032	269,267,859	
Payroll & other personnel-related	36,868,905	34,153,699	
Financial expenses	66,604,249	71,438,919	
Dividend	29,500,000	37,355,000	
Increase in retained earnings	33,232,683	(20,862,897)	
Income tax	13,882,353	19,551,962	
Social product (total valuation of amounts paid for personnel, taxes & duties, environment, safety & Local Communities)	86,216,966	86,869,746	
EFFECT ON SOCIETY	2006	2005	2004
Resources to Local Communities (thousand €)			
Infrastructure works	120.8	100.0	61.6

Education	26.3	26.0	38.1
Health & welfare	5.8	-	-
Cultural activities	12.5	11.0	8.5
Resources to Art & Culture (thousand €)	79.6	90.6	250.0
Donations / sponsorships (thousand €)	39.7	84.0	30.9
EFFECT ON ENVIRONMENT	2006	2005	2004
Use of natural resources			
Electric energy (kWh)	136,823,200	138,638,400	134,954,400
Water (m^3)	590,174	710,203	608,285
Natural gas (Nm^3)	4,194,252	3,670,473	3,510,800
Recycling			
Recycled waste (tonnes)	1,730	1,713	1,504
PASSENGER SERVICE DATA	2006	2005	2004
Average waiting time at check-in queues (min)	7.7	4.7	5.6
Average waiting time at security screening for passengers & hand baggage (min)	2.8	1.8	2.2
Average waiting time for baggage reclaim (min)	14.3	15.2	15.2
Service level of public call centre (% calls answered < 2min)	98%	96.7%	95.4%

(*) The financial data of 2005 have been adjusted as per International Financial Reporting Standards

8.7 Organisations

Athens International Airport is a member of the following international and Hellenic organisations and professional associations:

- Aircraft Rescue & Fire Fighting Working Group (ARFF)
- National Fire Protection Association (NFPA)
- Airports Council International (ACI Europe)
- National Safety Council (NSC)
- American Association of Airport Executives (AAAE)
- Transportation Research Board (Individual Affiliate)
- American Institute of Aeronautics & Astronautics (AIAA)
- "Clean up Greece"
- American Society of Safety Engineers (ASSE)
- Hellenic Management Association (ΕΕΔΕ)
- Association of Airport Internal Auditors (AAIA)
- Hellenic Institute of Customer Service (ΕΙΕΠ)
- Disaster Recovery Institute International (DRII)
- Hellenic Institute of Internal Auditors
- Environmental Assessment Association (EAA)
- Greek-German Commercial & Industrial Chamber
- European Regions Airline Association (ERAA)
- Athens Chamber of Commerce & Industry
- Flight Safety Foundation (FSF)
- Association of Chief Executive Officers (ΕΑΣΕ)
- IATA Ground Handling Council
- Association of S.A.s & LTDs
- Institute of Chartered Secretaries & Administrators (ICSA)
- Federation of Greek Industries (ΣΕΒ)
- Institute of Environmental Management & Assessment (IEMA)
- Hellenic Tourist Enterprises Association (ΣΕΤΕ)
- International Society for Maintenance and Rehabilitation of Transport Infrastructures (iSMARTI)
- Personnel Management Association (ΣΣΔΠ)
- IT Service Management Forum (itSMF)

8.8 Contact Details

Reader comments on the Corporate Responsibility Report are an important factor for continuous improvement, as they allow us to further improve the structure and quality of information.

- For information regarding this Report as well as for general information regarding Corporate Responsibility at Athens International Airport, please contact:

  Mrs Irene Kapetaniou, Corporate Quality & Information Management Services Dept
  Athens International Airport
  Administration Building (17)
  Spata 109 19, Greece
  (+30)-210-3537240
  e-mail: kapetanioui@aia.gr

- For Local Community issues, please contact:

  Mr George Zachariades at (+30)-210-3536437

- "We Listen" hotline for noise issues: (+30)-210-3530003

- Administration Building (17) Call Centre: +(30)-210-3531000

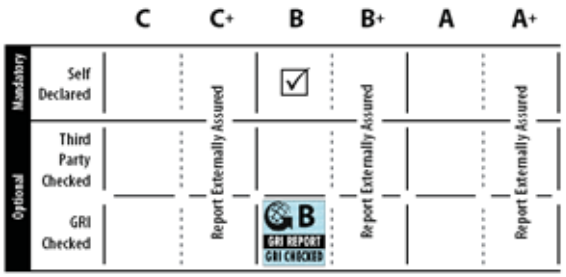
8.9 Abbreviations

- AIA Athens International Airport
- AOU Aviation Unit
- COU Consumers Unit
- POU Property Unit
- ITT Information Technology & Telecommunications Unit
- CSU Corporate Services Unit
- CFU Corporate Finance Unit
- ACC Accounting Dept.
- AIH Airline Handling Dept.
- APL Airport Planning Dept.
- ASM Asset Management Dept.
- BHS Baggage Handling Systems Dept.
- COF Corporate Finance Dept.
- COM Communications & Marketing Dept.
- CQi Corp. Quality & Information Management Services
- ENC Environmental Services Dept.
- FBC Facilities Services & Business Control Dept.
- HRE Human Resources Dept.
- IAD Internal Audit Dept.
- LGL Legal Affairs
- PRC Procurement Dept.
- TES Technical Services Dept.
- TRS Terminal Services Dept.

GRI Guidelines Application Levels

Athens International Airport aims to provide the readers of this Report with a measure of the application of GRI guidelines and the level of disclosure. In this context, the Airport Company has engaged into an Application Level declaration and consequent check by the GRI.

The 2006 Corporate Responsibility Report was submitted to the Global Reporting Initiative for checking, as per the "GRI Application Level" process. The GRI has checked the Report and has verified that it fulfils the criteria to be recognised as a "B" level report. The corresponding level of disclosure is depicted in the Application Level grid shown below.



Following approval by the GRI, this Report displays the GRI logo at this prominent location.

This Report was printed on elemental chlorine-free paper.

This Report is also available on the Airport Company's website: www.aia.gr.