



GOODY'S | **everest**
GROUP OF COMPANIES

CORPORATE
RESPONSIBILITY
REPORT
2017

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Message from
the Management Team

General Information
on the Report



Message from the Management Team

Guided by our vision, our mission and our values, we aim to continuously improve our corporate performance, creating value for all our stakeholders.

The **Goody's | everest Group** is a leader in the Greek foodservice market and holds a distinct position among the sector's dynamically developing companies in Europe. Our Group's priority is to invest in Greek entrepreneurship and innovation, aiming at continuous development and growth.

For our Group sustainable development is a long-term objective, a fact that we prove every day by operating in line with the principles of responsible entrepreneurship and by developing activities and programs in each of the main areas of **corporate responsibility**:

- *High quality and product innovation*
- *Responsible and proper corporate governance*
- *Human resources*
- *Environmental responsibility*
- *Social contribution*

We have developed a clear strategy and implement a series of activities for each area of corporate responsibility, responding to the challenges at hand. We emphasize on the satisfaction of our consumers and associates, the development of our employees and the support of society at large, aiming at constant improvement in all areas of our operation.

We fully comply with the strictest international standards regarding the quality assurance of our products. We have a total of 318 certificates in our stores and production units and in 2017 we acquired 29 additional certifications for the quality management systems we implement.

In addition, during **2017**, we launched several new products and adopted innovative practices while maintaining our high quality value for money choices, thus offering value to our consumers. In this context, we are constantly studying the global and domestic markets looking for opportunities to create new concepts in the foodservice sector, such as the new "Forno Luca" Italian snacking brand which was launched within airports in 2017.

We design our business strategy with a passion for innovation and consumer focus, while constantly stepping up our efforts to adopt modern sustainable development business practices, always through our values, processes and actions systems that shape our overall governance and operation framework.

The present report, developed on the basis of the international GRI Standards, is our second attempt to record all the activities and programs we are implementing, and describe how we are essentially facing current economic, social and environmental challenges. In this respect, the Group's corporate responsibility actions are recorded in relation to the UN's 17 global Sustainable Development Goals (SDGs).

We are committed to operate responsibly and, despite the difficult times we are currently facing, we will continue to offer innovative products and services with responsibility against people, the environment and society.

P. Throuvalas
Chairman of the BoD and
CEO of Vivartia

A. Tsoukalis
CEO
Goody's | everest

General Information on the Report

SCOPE AND LIMITATION

This Report is the second Goody's | everest corporate responsibility report for the period from 1/1/2017 to 31/12/2017. The 2017 corporate responsibility report clearly and transparently describes the way in which the Group plans and implements programs and activities in order to successfully meet the current economic, environmental and social challenges, fully covering all the Group's activities in Greece.

The term "**Group**" refers to the **Goody's | everest** Food Service Group, reporting limited information on the parent company, **Vivartia**. It is noted that both the Group's activities and objectives do not include information about subsidiaries, potential joint ventures, associates, suppliers or other third parties. The important issues that emerged from the materiality analysis process concern the activities and the relations with the Group's stakeholders in Greece.

METHODOLOGY

The report was prepared in accordance with the guidelines on corporate social responsibility/sustainability reports of the Global Reporting Initiative GRI Standards, (version 2016), based on the following principles:

- Principle of "**Materiality and definition of important issues**"
- Principle of "**Response to the needs of stakeholders**"
- Principle of the "**Group's overall CSR performance framework**"
- Principle of "**Completeness of the data presented and defining limits for the report**"

As regards the definition of the content of the report, the Group's corporate responsibility team updated and recorded the important issues. The results of the process are presented in chapter "**3. Corporate responsibility**".

PROJECT TEAM

For the preparation of this report, a corporate responsibility team has been set up, consisting of executives from all departments and divisions involved. The core task of the team is to gather the required information regarding the corporate responsibility areas of the company.

This report was created with the support and scientific guidance (data collection, evaluation and writing) of Grant Thornton (www.grant-thornton.gr).



SOURCES OF INFORMATION AND SIGNIFICANT CHANGES

All data and information included in the report has been collected on the basis of the registration procedures that are applied in the Group and from the databases held in the framework of the implementation of management systems. The methodology for collecting these data and information, as well as how they are presented, is based on the GRI (Global Reporting Initiative) indicator protocols. A specific mention in the sub-sections, tables or diagrams and the reasons for the review are included in the data of the report that may have been revised. At points where data that have been processed or based on assumptions are listed, the method of their calculation is always mentioned, according to the GRI standards guidelines.

Please note that no external verification has been performed in the data in this report by any independent third party. However, as the Group recognizes the significance, usefulness and added value that the external verification of the report's data may provide, it will consider the possibility of an external audit in a later version.



Additional information and updates on the Group's companies are available at: www.vivartia.com and <http://www.goodysburgerhouse.com/> and <https://www.everest.gr/company>

CONTACT INFORMATION

You can send your comments, suggestions and clarifications or fill in the contact form at the end of this report at the following address:

Goody's | everest Group of companies
Athens International Airport Building 14B, 19019 Spata
Tel.: 210 354 1600
Email: estiasis@vivartia.com

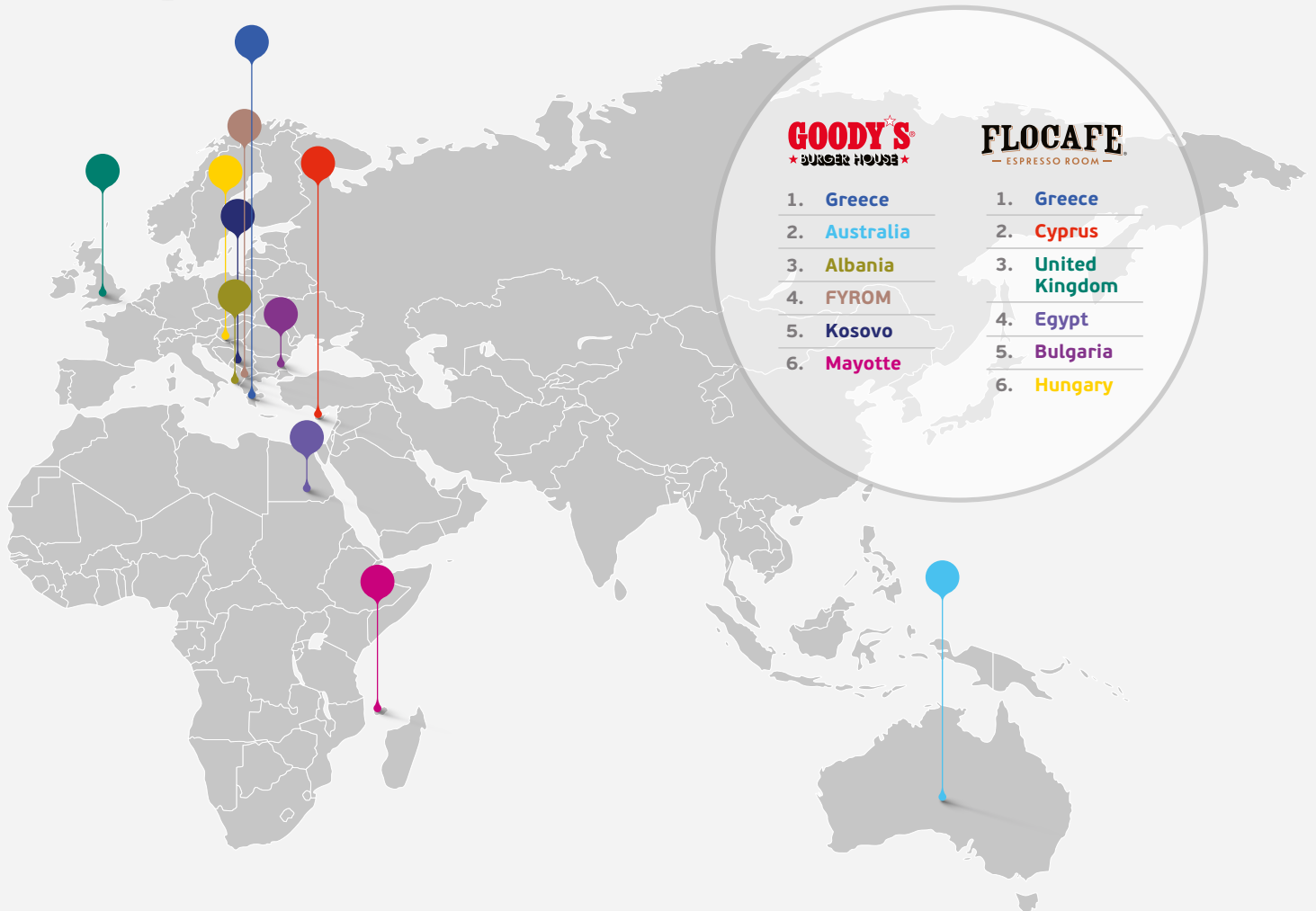
1.

Goody's | everest Group

- 1.1. **At a glance**
- 1.2. **Two stories...** one dynamic food services Group
- 1.3. **Vision** and values
- 1.4. **Business** model
- 1.5. **Strategic** priorities
- 1.6. **Participations** in institutions and conferences
- 1.7. **Awards – Distinctions**



1.1. At a glance



7	Dynamic Brands
3	Modern Production Units
300.000	Consumers Everyday
5.000+	Employees*
539	Points of Sale
€218,7 ΕΚ.	System Sales
1.140	Suppliers
11	Countries of Operation

*The figure Includes the employees of the Group as well as the employees of the franchise stores.

The **Goody's | everest Group** is a leader in the Greek foodservice market and holds a distinct position among the sector's dynamically developing companies in Europe through the development and management of **Goody's Burger House**, **everest**, **Flocafe Espresso Room** and **La Pasteria**, as well as the production and distribution of mass catering products.

At the same time, the Group develops and maintains in its portfolio a variety of independent brands specially designed for the travel services sector and, more specifically, for airports (e.g. "Forno Luca") and passenger ships (e.g. "Agora" self service restaurant, "Silver Star" a la carte restaurant).



The brands of the Group have unique advantages, with more and more investors around the world demonstrating genuine interest in their development in all 5 continents. The Group responds with great interest and explores the opportunities presented, aiming at transferring the experience of the brands outside of Greece and at continuously upgrading them in the domestic market.

The **Goody's | everest Group** operates 539 points of sale and has a presence in almost all regions of Greece, while 13 stores operate in foreign countries. In particular, the Group's points of sale are located in the regions of: Attica, Thessaloniki, Irakleio, Korinthos, Ioannina, Messinia, Fthiotida, Argolida, Achaia, Rethymno, Euboea, Chania, Cyclades, Chios, Evros, Imathia, Magnisia, Pella, Kavala, Karditsa, Kozani, Rodopi, Larisa, Trikala, Aetolia-Acarnania, Dodecanese islands (Rodos, Kos, Chios), Arkadia and others. Goody's Burger House stores operate in Albania, FYROM, Australia, Mayotte and Kosovo, while Flocafe Espresso Room stores are located and operate in the UK, Cyprus, Bulgaria, Hungary and Egypt.

In Greece, almost half of the Group's stores are located in the key sector of travel services, covering the demanding sectors of food services in airports, ships and motorists service stations.



1.2. Two stories... one dynamic food services Group



Goody's

everest

1975

The first two stores open in Thessaloniki.

1977

Operation of the fourth store, the first through the franchise system. Goody's is the first Greek company to introduce the franchise system to develop the chain.

1981

Inauguration of the first store in Athens with unprecedented success, followed by the opening of various Goody's stores in Attica.

1985

Goody's acquires the company "FLOKA" in Athens, which led to the creation of the Flocafé chain, with a variety over 35 different types of coffee, snacks, sandwiches, desserts and ice cream.

1990

The Goody's Group is gradually formed with the participation of key shareholders of the company in other companies. GOODY'S SA, as well as its affiliated company HELLENIC CATERING SA, gradually begin to acquire these participations.

1992

The consolidation of the Group is completed, with an increase in the share capital, which was covered by the contribution of almost all of HELLENIC CATERING SA's shares.

1994

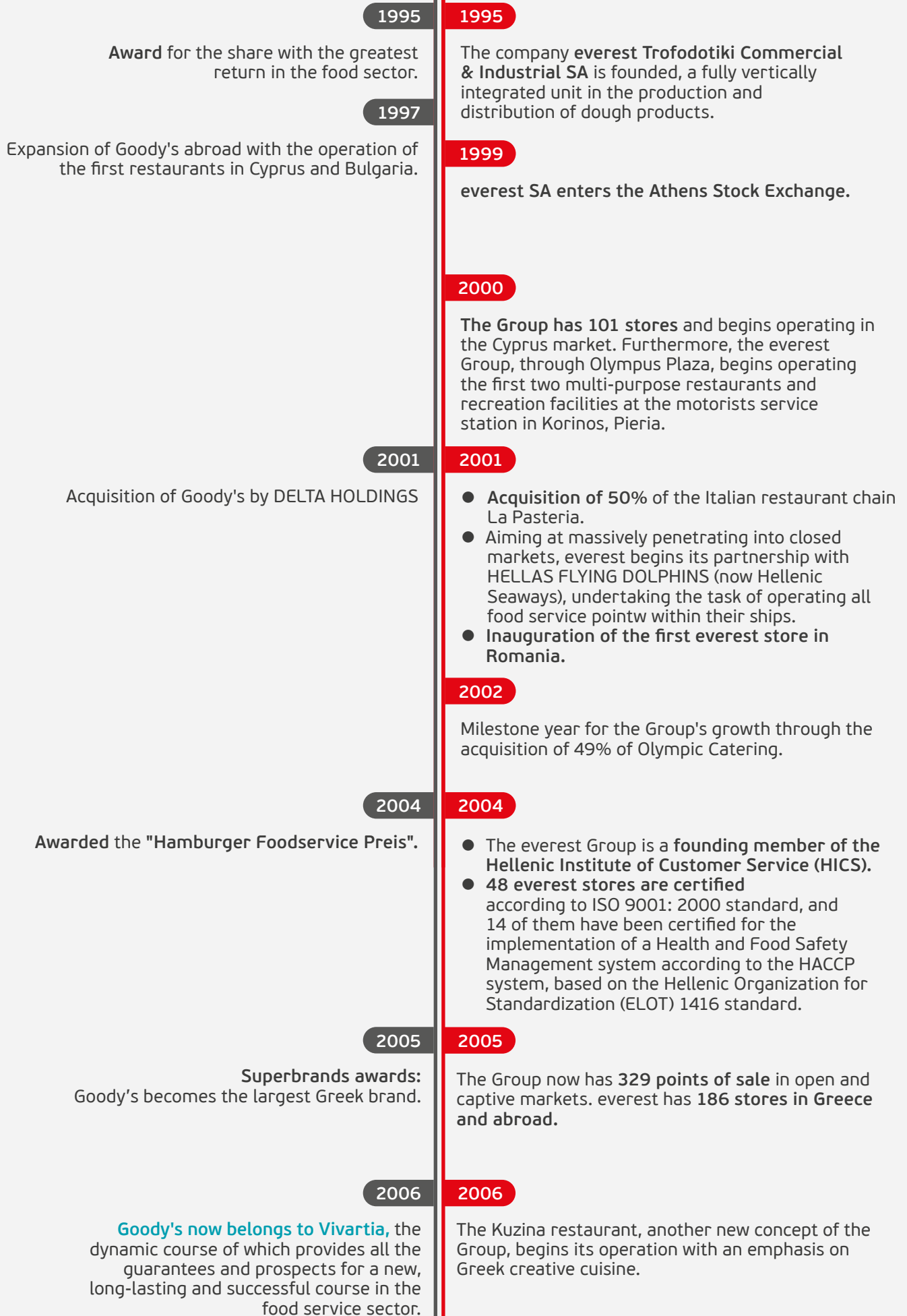
Goody's enters the Athens Stock Exchange

1965

The first everest shop opens its doors in Kolonaki, at Tsakalof Street. Within a few years it becomes part of the city's everyday life.

1990

Everest SA is founded, with the aim of developing its stores network.



2007

The Group made significant business and strategic deals, including the take-over and management of 17 points of sale within the Allou Fun Park amusement park. Moreover, the new KUZINA concept is now operating at the Ammos Mykonos Hotel in Mykonos.

2008

Merger of the everest Group with Vivartia Group.

2011

Milestone year

The two dynamic Groups, Goody's and everest, aiming at rationalizing their operation and increasing their efficiency, proceed with a functional merger, further strengthening their leadership position in the food services and entertainment market.

2014

The rebranding of the two major Goody's and Flocafe brands results into Goody's Burger House and Flocafe Espresso Room, respectively. At the same time, everest implements a complete redesign project for both its stores and its communication strategy.

2015

The two rebranded chains are launched in Australia (GBH) and Great Britain (FER).

2016

The Goody's Burger House flagship store opens its doors in Syntagma square. Moreover, the Group starts its partnership with Fraport with food service points in many of the regional airports operated by the company.

2017

The Goody's Burger House's "All Star Club" loyalty program is launched, as well as the new everest website with an online ordering option. The new Italian snacking "Forno Luca" brand, specially designed for the needs of airports, is created.

Today, the brands managed by the Group are some of the most recognizable and beloved in Greece.

The **Vivartia Food Service Group** was established in 2011 with the merging of two historical companies, Goody's and everest. Today, the Group undoubtedly leads the Greek food services and entertainment market and manages a portfolio with the most well-known and recognizable brands: **Goody's Burger House, everest, Flocafé Espresso Room, La Pasteria, Olympus Plaza, Kuzina** and **Papagallino**, and constantly designs new concepts to meet the ever-changing consumer needs.

1.3. Vision and values

The **Goody's | everest Group**, always operating responsibly, aims at being a pioneer in every aspect of its operation. The main objective of the Group is to establish itself in the food services sector in Greece and to further strengthen its position as one of Europe's largest food services Groups.

The Group, through its stores, offers high quality products to the consumers and at the same time provides for and respects all of its interested parties, giving priority to employees, consumers, the environment and the local community.

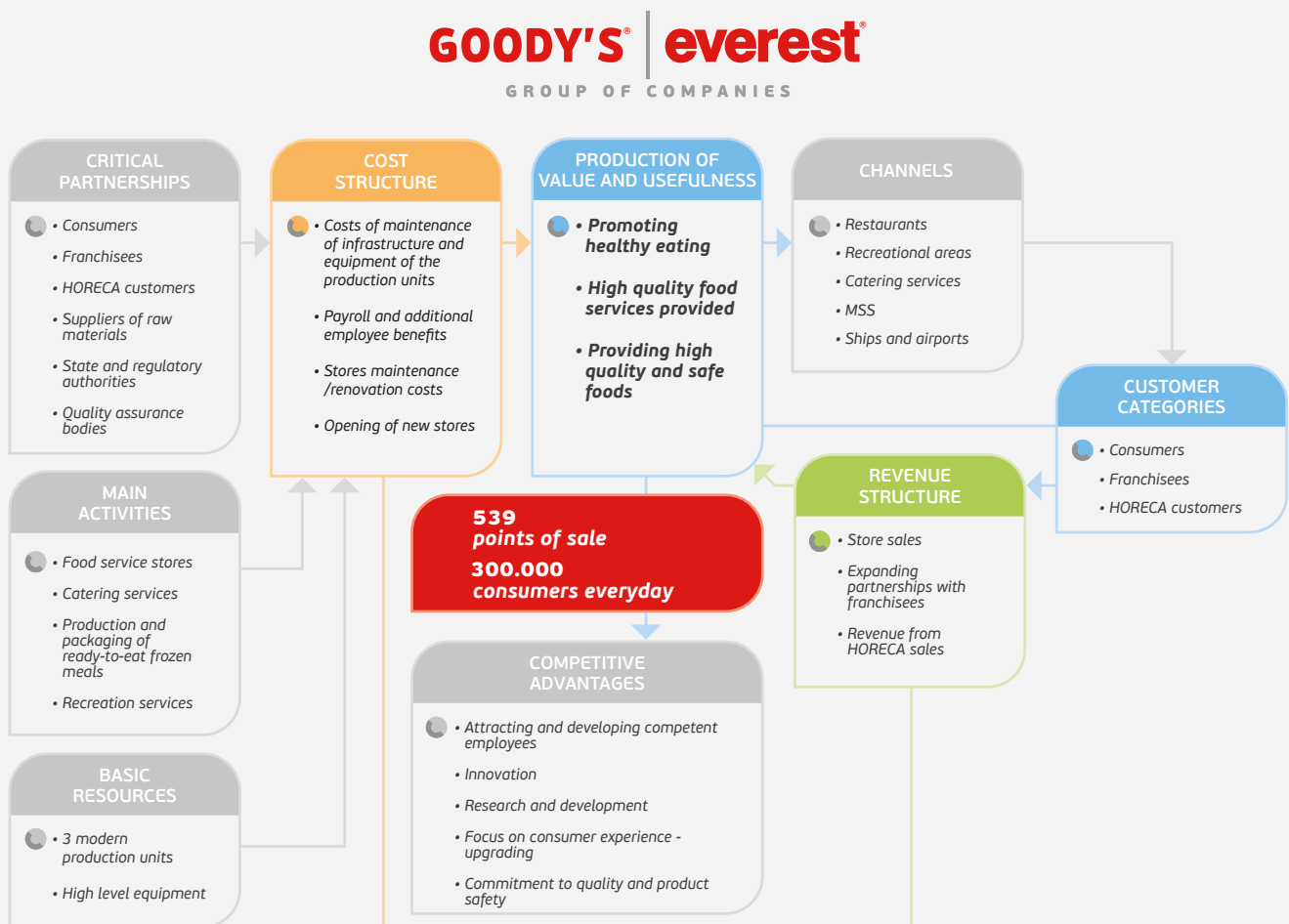
Our vision: *"Making the world better through innovation in our business".*

The values of the **Goody's | everest Group**, as they have been shaped and integrated into our corporate culture, are:



1.4. Business model

The **GOODY'S | everest Group**, based on its vision, its mission and its values and, through the improvement of its corporate performance and corporate responsibility actions, aims at producing value for all interested parties. In this context, it has developed its business model by incorporating important elements such as critical partnerships, key resources, distribution channels of its products and services, as well as categories of customers. All of the above, combined with the cost and revenue structure, are the source of the Group's competitive advantages and contribute to the creation of value through its operation.



Business Model Template Generation by Alexander Osterwalder & Yves Pigneur

The **Goody's | everest Group's** priority is to invest in Greek entrepreneurship and innovation, aiming at continuous development and upgrading of its brands. In this context, with passion for innovation and consumer focus, the Group focuses on responsible and sustainable development.

1.5. Strategic priorities

The **Goody's | everest Group's** business strategy is based on the following pillars and aims to maintain and strengthen its competitive advantage:



The **Goody's | everest Group's** strategic goals remain firmly oriented towards responsible entrepreneurship practices and innovation, as a method to retain leadership in the food services and entertainment industry.

The most important long-term goals include:

STRATEGIC GOALS



- **Intensification of network growth** for the main brands of the Group.

- **Development of innovative concepts and products.**

- **International development for the the Group's brands** through penetration into new markets.

- **Capitalisation on the tourism trend** through the further establishment of the Group's presence in airports, passenger ships, highways and touristic areas.

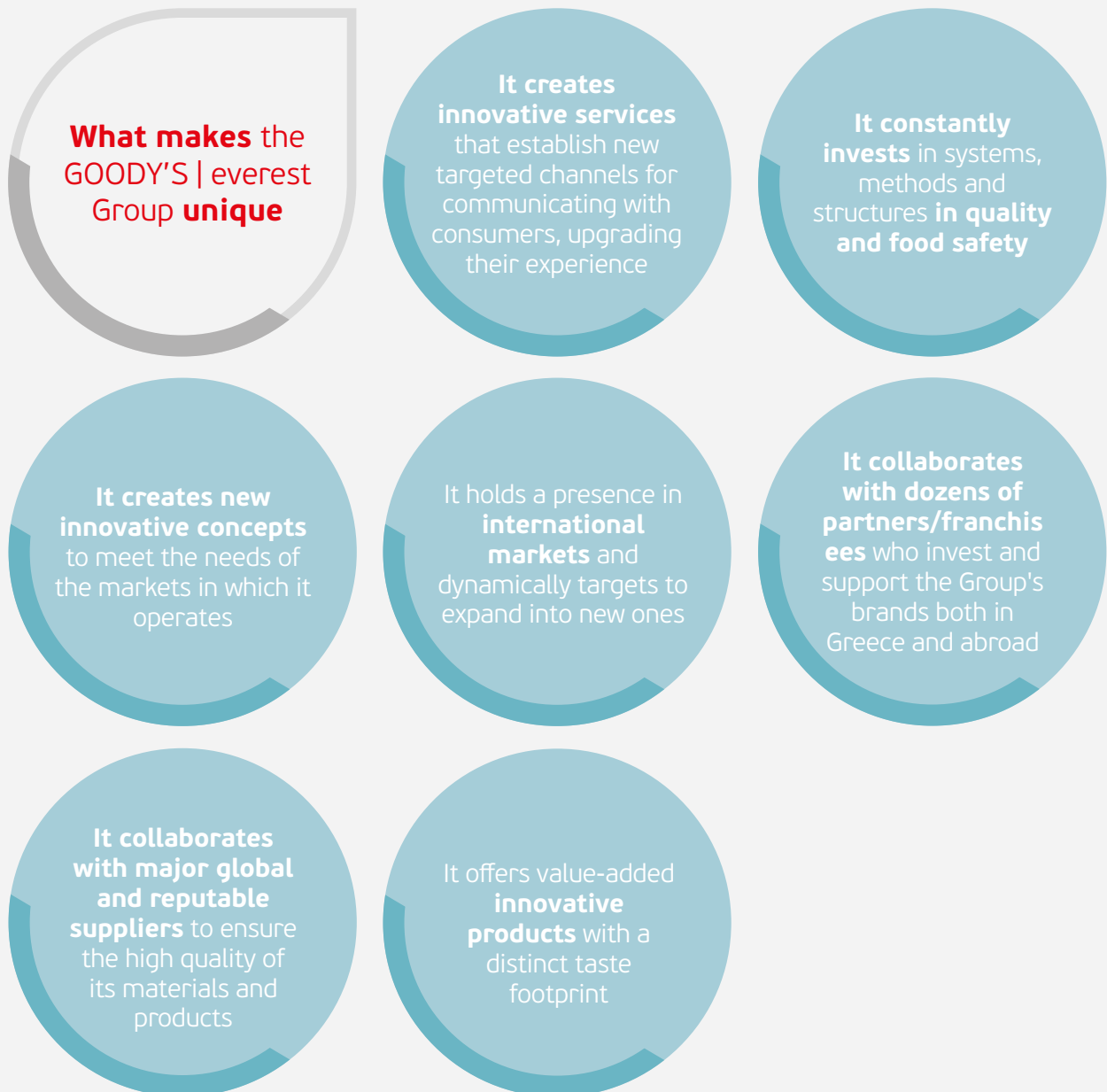
- **Operating cost restraint** at all levels through synergies and structural reform.

- **Optimal management of available resources** in investments and working capital for the development and support of networks.

- **Constant re-negotiation of raw material prices** in order to keep the production costs as low as possible, while maintaining high product quality.

The **GOODY'S | everest Group's** commitment to high quality, food safety, innovation and accountability is recognized and rewarded every day through the preference of consumers, customers and all of the Group's partners.

Apart from its high quality products, what differentiates the Group in the market it operates are, among other things, the investment in systems and new methodology regarding food safety, the innovative services it offers to consumers, its international presence, as well as the important partnerships it has developed with both franchisees and internationally renowned suppliers.



1.6. Participations in institutions and conferences

Through its participation in bodies and associations, the Group always stays abreast the developments in the food services industry and manages to form valuable partnerships. **More specifically, the Group participates in the following unions and organizations:**

<p><i>Association of Branded Food Service Chains of Greece</i></p>	<p>The main mission of the Association of Branded Food Service Chains is to support, develop and strengthen entrepreneurship in the food service industry.</p>
<p><i>Athens Chamber of Commerce and Industry</i></p>	<p>ACCI's mission is to provide a new dynamic in the trade, industry and services sectors by trying to reduce the disadvantages and enhance their advantages. Finally, it contributes to creating a climate of cooperation, mutual trust and successful information for the business world.</p>
<p><i>Association of Chief Executive Officers</i></p>	<p>The Association of Chief Executive Officers was founded in 1986 and is a meritocratic, technocratic, nonprofit organization, a representative of the country's top professional management. ACEO's main purpose is to contribute to the improvement of the level of top management and to develop the Greek economy.</p>
<p><i>Hellenic Management Association</i></p>	<p>The Hellenic Management Association was established in 1962 with a mission to contribute to the promotion, dissemination and promulgation of modern management principles, methods and practices. The Group participates in the HMA through Vivartia.</p>

Moreover, the Group is a member of the Hellenic Institute of Customer Service. Through the Association of Branded Food Service Chains of Greece, the Group is also a member of the Association of Greek Tourism Enterprises, as well as the Hellenic Retail sales and Business Association.

The Group also participates in various conferences aiming at the exchange of know-how and information on latest nutritional trends.

In 2017, through its Quality Management Division, the Group participated in HORECA's "**Gastronomy Forum**" which was dedicated to Greek gastronomy and was organized for the tenth consecutive year in collaboration with the Chef's Club of Greece.

The topics covered "**The new Greek cuisine, a factor in the development of Greek tourism**" and a particularly interesting program was presented to the thousands of visitors of the exhibition, aimed at the needs and requirements of food service professionals.



1.7. Awards-Distinctions

In 2017, the Group's brands received the following awards and distinctions:



- Kifissia's **Flocafe Espresso Room** was awarded Best Retail Coffee Store for 2017 at the 2017 Retail Business awards.



- The **Flocafe Espresso Room** was awarded in the "Best Concept Re-design" category for the complete re-design of its stores, product range and service at the Franchise Awards.



- **Goody's Burger House** was awarded in the "Best International Expansion" category for their successful international expansion at this year's Franchise Awards.



- **La Pasteria** was awarded in the "Most Innovative Product" category for innovation both for its recipes as well as the preparation & serving methods.



- Finally, **everest** was awarded in the "Best Core Web Strategy" category at the Franchise Awards for the creation and implementation of the new **e-ordering service** (www.everest.gr), which allows the customer to order place an order from any device.



2.

Goody's | everest Group in the Market

- 2.1. **Our brands**
- 2.2. **Production** facilities
- 2.3. **Creating value** for our partners and consumers
- 2.4. **Indisputable** quality
- 2.5. **Labeling** and traceability



2.1. Our brands

The **Goody's | everest Group** of companies offers a wide range of high quality products and services, always focusing on customer needs.



The brand that introduced to the Greek consumers the term "burger" has been operating in the Greek market since 1975. Since then, it has dominated the foodservice market, overtaking major local and multinational competitors. With unparalleled passion and thirst for innovation, it has emerged as one of the most beloved brands of all time in Greece.

Goody's Burger House constitutes an upgraded experience based on the timeless values of the brand, such as the specialization in burgers and the consistently high quality food and service.

At the end of 2016, Goody's Burger House inaugurated its flagship store in Syntagma square, which is housed in one of the most historic buildings of the center of Athens, at the junction of Filellinon and Othonos streets. At the Goody's Burger House store in Syntagma we focus on the consumer's overall experience by presenting new innovative ways of ordering via digital platforms, as well as unique thematic corners for unlimited gaming, which have delighted all visitors.



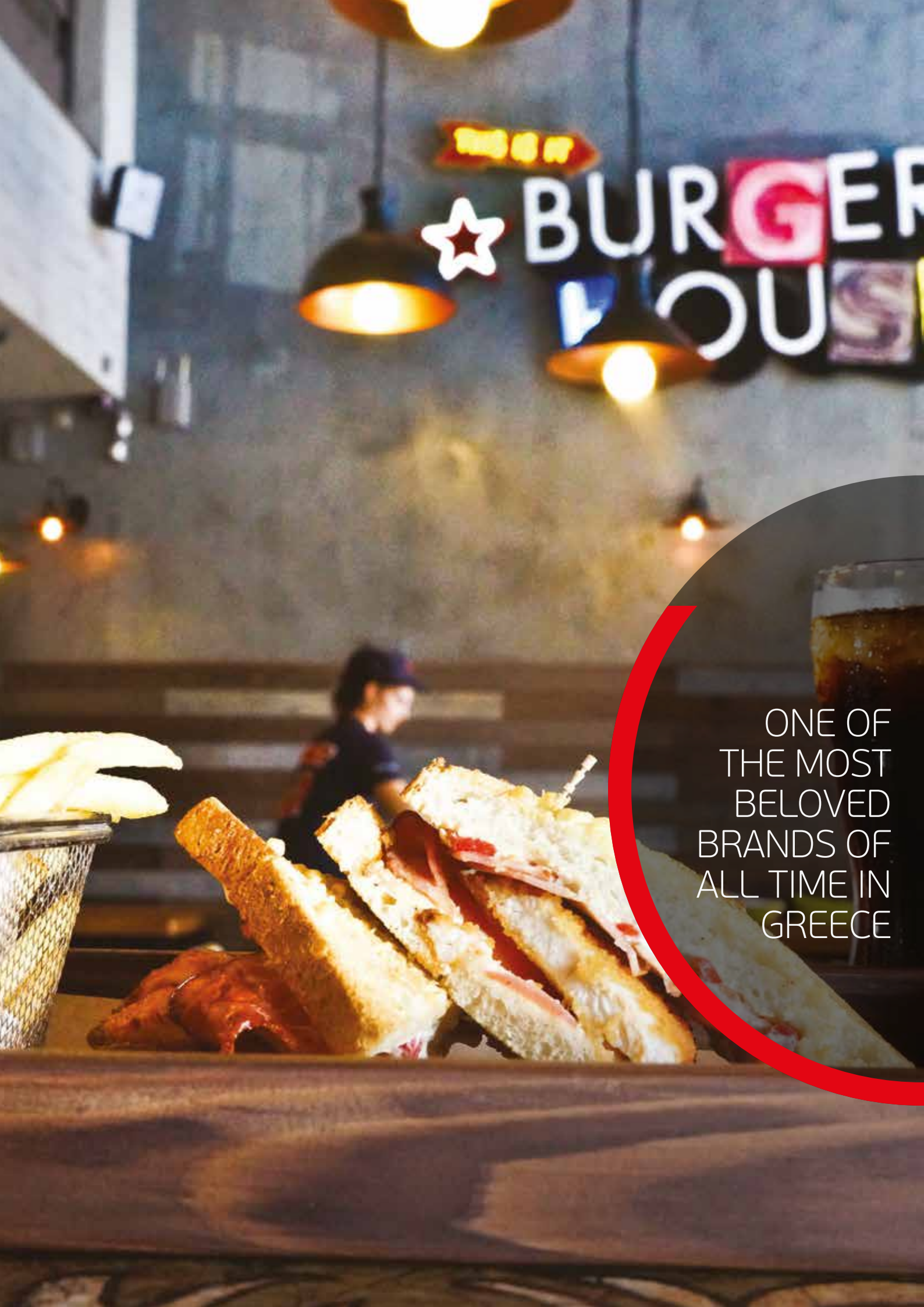
2017 is marked by the launch of the innovative "All Star Club" loyalty program. It is a complete loyalty program based on truly personalized communication, designed to reward customers for every purchase. After its first year of operation, the program counts more than 180,000 active members, and has already won distinctions for its innovation and effectiveness.

Goody's Burger House currently has 123 stores in Greece and abroad.





SPECIALIZATION
IN BURGERS
AND
CONSISTENTLY
HIGH QUALITY
FOOD AND
SERVICE



ONE OF
THE MOST
BELOVED
BRANDS OF
ALL TIME IN
GREECE

everest®

Since the first store opened in 1965 in Kolonaki, everest store are constantly being renewed. With presence in the best spots of the city, which are open 24/7, and their modern, welcoming aesthetics combined with original products, everest has become the ultimate urban meeting point.

The key feature of the everest chain is the wide variety and countless product selections available in its stores. Consumers can choose among salads and sandwiches, freshly baked puff pastry and multiple coffee blends. Everest offers value for money products for every palate, at all times of the day.

The brand's trademark is the legendary «zesto sandwich». A sandwich as unique as anyone, according to the ingredients one chooses to make it a substantial, healthy, rich and tasty snack, depending on the mood of the moment.



The uniqueness of the philosophy of everest stores is their ability to adapt to the needs of the markets in which they operate. In this context, stores are dynamically being developed in many locations such as passenger ships, airports and national highways, increasing the number of points of sale to 243.

In **2017**, everest launched its new site, enabling users to order quickly and easily via computer or mobile phone, and by offering them a choice between a priority take away order and delivery.





A TASTE FOR
EVERY ONE



BELOVED
FLAVORS



LARGE
VARIETY AND
COUNTLESS
CHOICES OF
PRODUCTS

FLOCAFE

— ESPRESSO ROOM —

In 1994, the first Flocafé store opened its doors and a new era of taste and quality was established for the Greek consumers. In these nearly 25 years of success, Flocafé counts over 102 stores. The next step was made with FLOCAFE Espresso Room, aimed at upgrading the customer experience. It was a new proposal created in order to offer to its customers the ultimate coffee experience. In an atmospheric environment where the smell of coffee is everywhere, Flocafe Espresso Room's specialized baristi introduce customers to the world of coffee through 3 different blends that satisfy every palate.

In **2017**, FLOCAFE Espresso Room inaugurated its iconic store in Kifissia Tower, one of the most historic listed buildings in Athens. This is one of the most important stores of the chain, which constitutes a meeting point for visitors from all over Athens. Today, FLOCAFE Espresso Room has 100 stores, most of which are in ships, airports and national highways. At the same time, it also operates 5 stores abroad.





THE
ULTIMATE
COFFEE
EXPERIENCE
WHICH
SATISFIES
EVERY
PALATE



SPECIALIZED
BARISTI
INTRODUCE
CUSTOMERS TO
THE WORLD OF
COFFEE



HIGH
QUALITY
PRODUCTS
AND
SERVICES

La Pasteria

CUCINA ITALIANA

La Pasteria opened its first restaurant in Kolonaki in 1995. Since then, La Pasteria has gone through a successful path. With its 15 stores, La Pasteria serves over 800,000 consumers a year and the brand is synonymous to the Italian value for money casual dining. In a relaxed yet vibrant environment, with the “open kitchen” as its trademark, La Pasteria’s visitors feel comfortable and experience their own delightful experience by selecting favorite dishes.

The distinguished chefs, based on the values of traditional Italian cuisine, create the most authentic recipes with pasta and risotto, fresh salads, Italian tapas and antipasti, meat and fish dishes, pizza with authentic Italian thin crust, as well as delightful traditional Italian pastries.





AUTHENTIC
ITALIAN
RECIPES



RELAXED AND
WELCOMING
ENVIRONMENT



SELECTED
HIGH
QUALITY
MATERIALS



Olympus Plaza Food Parks are housed in modern multipurpose hubs located at key points of the national road network. Olympus Plaza operate according to the standards of modern European motorists service stations (MSSs) and offer travelers and professional drivers high quality services in branded food service stores 24 hours a day, thus rendering trips in national roads more relaxed and pleasant. Olympus Plaza Food Parks offer unlimited coffee and dining options through branded restaurant chains,. Moreover, at the “easy market”, drivers and their travel companions are able to find anything they may need while traveling.

2017 is a year of preparation for the opening of new stores in the Ionian and Olympia new road networks, but also in the Athens-Lamia road, with the first store starting its operation in December (Olympia Odos, Psathopyrgos). Today, the 9 Olympus Plaza stations are a meeting point for travelers on the highway, covering all the needs that may arise during a trip.





In the spring of 2006, a new restaurant with the name "Kuzina" opened in Thissio, overlooking the Acropolis and the Temple of Hephaestus. The new concept aimed at approaching Greek cuisine enthusiasts by offering a highly tempting fusion proposal with modern and traditional influences, guaranteed by the name of the renowned chef Aris Tsanaklidis. The restaurant also features the "porta" art gallery on the second floor, where the work of various artists are occasionally hosted, as well as the "tarazza" area for drinks on the terrace overlooking the Acropolis. The warm and unpretentious environment, combined with the unique view and inspired menu, have contributed to the success of Kuzina and to the awarding of various distinctions. Since 2007, Kuzina has been recommended by the Michelin guide and by the Gogobot guide, and figures among the top 10 best restaurants with a view in the world, according to the BBC. Athens favorite restaurant is also hosted in the clear blue beach of Ornos village, Mykonos, thus being the summer version of the well-known Athenian restaurant.





ATMOSPHERIC
ENVIRONMENT
AND MULTI-
AWARDED
FLAVORS FROM
THE CHEF ARIS
TSANAKLIDIS



TEMPTING
FUJION
PROPOSAL
WITH MODERN
AND
TRADITIONAL
INFLUENCES

2.2. Production facilities

The **Goody's | everest Group** has three modern production plants in Attica and Thessaloniki with a total area of 47,800 square meters, which have a total production capacity of 70 tons per day.

The Group's production units are leading companies in the catering sector and invest both in research and development of innovative and high quality products, as well as in practices related to quality, health and safety and environmental protection.

The management systems they implement are certified according to international standards, such as:



- ✓ **ISO 9001:** Quality Management System
- ✓ **ISO 22000:** Food Safety Management System
- ✓ **IFS*:** International Food Safety System
Higher Level Score
- ✓ **ISO 14001:** Environmental Management System
- ✓ **OHSAS 18001:** Health and Safety System
- ✓ **Halal Certificate:** Certification of quality products, based on the religious requirements of the Islamic Law





Hellenic Catering was established in 1980 and is one of the most important food production companies in Greece. It is the main supplier as well as the "control station" for the supply of all materials to the Group's stores.

Its current facilities in Sindos extend in a total area of 16,500 square meters and are housing the production of frozen meat products, frozen cooked food, salads, dressings and sandwiches, as well as the logistics center for all distribution needs in Northern Greece.

In Pallini, Attica, in an area of 10,000 square meters, Hellenic Catering houses the production of FLOKA (ice cream, pastry and bakery products) as well as the logistics center for all distribution needs of Southern Greece. The facilities are privately owned and have been designed, built and equipped according to modern scientific and technological requirements.





QUALITY AND
INNOVATION
IN FOOD
PRODUCTION



Olympic Catering was established in 1970 under the corporate name "Marriot Airport Services", aiming at providing integrated services in the foodservice sector. In 1976, after its acquisition by Olympic Airways, Marriot Airport Services was renamed "Olympic Catering".

In 1999, Olympic Catering entered the Athens Stock Exchange, while in November 2002 the everest Group of companies acquired the majority of Olympic Catering's shares.

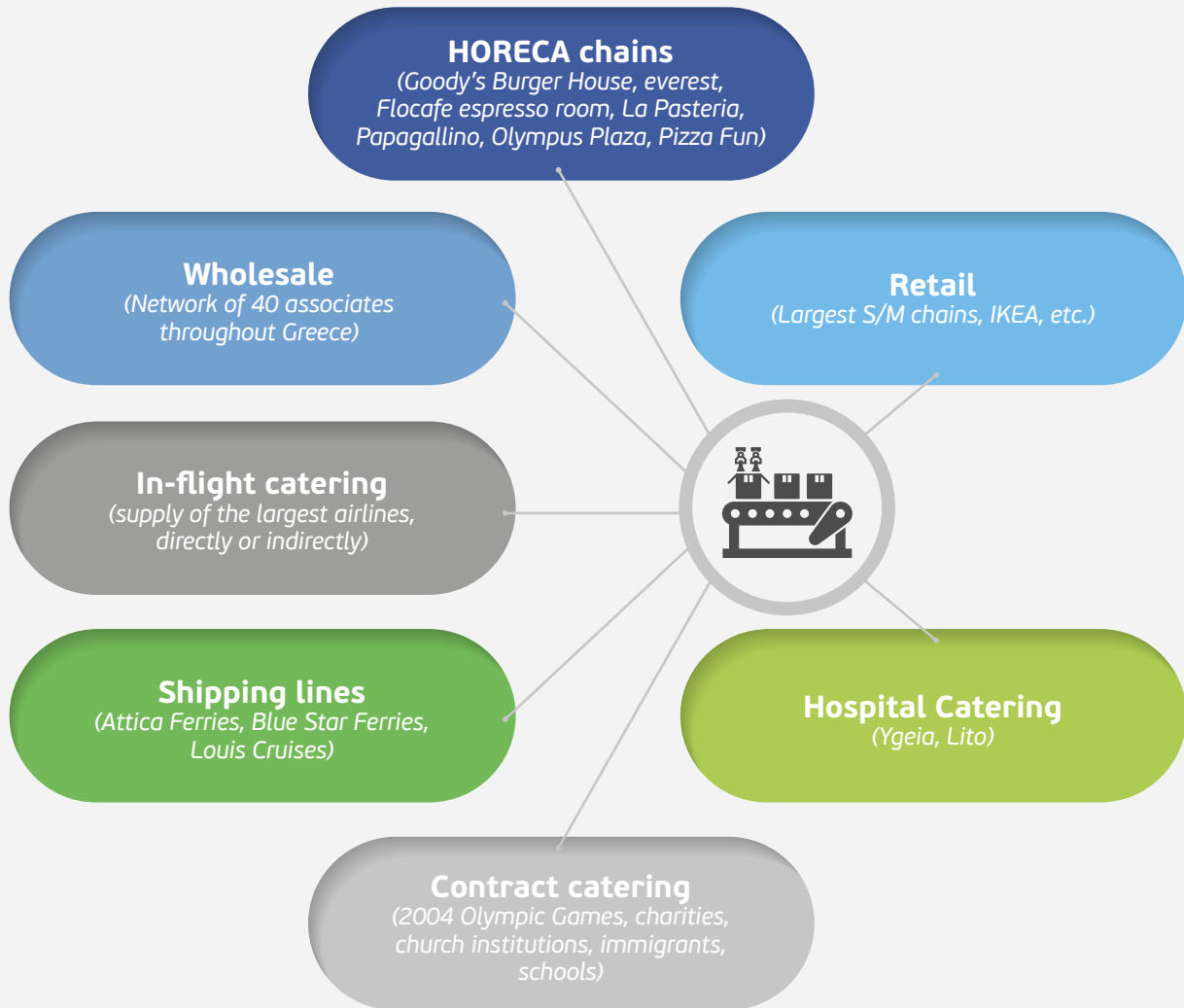
In 2002, Olympic Catering became a subsidiary of the everest Group, and since 2008 it is a member of the Vivartia Group. Olympic Catering is dynamically active in the following areas:





LONG
EXPERIENCE
IN THE GREEK
MARKET

The sectors targeted by **Goody's | everest Group's** products, serving a wide clientele, include:



2.3. **Creating value** for our partners and consumers

The goal of the Group is to always exceed the expectations of its partners and consumers who choose its brands and products, by constantly enhancing the value of its brands.

INNOVATION IN PRODUCTS AND CONCEPTS

Innovation is an integral part of the Group's philosophy and extends throughout its scope of business, being not only a key lever for the development of its chains and production units, but also part of the daily routine of a large number of Group's employees involved in the development of new products and new pioneering concepts. The two most important innovation processes that have been developed are: the new product development process for the Group's brands and the new brand/concept development process.

New product development

The need to develop a new product stems from parameters such as the Group's strategic goals, consumer needs, production method technological developments, as well as market trends.

Before initiating the development of a new product, the experienced team of the Product & Concept Development Division, collects and combines information from market research, sales data analyses, as well as partner and customer comments. The new product development process is designed in a way that encourages the collection of proposals from the entire organization, which are then evaluated by the Product & Concept Development Division in order to proceed to the next stage.



*During 2017, the Group developed and introduced **254 new products** in all of its brands. More than 1.000 different products were examined during the selection process.*

The basic stages of the new product development process are outlined below:



CASE STUDY:

"Flocafe Espresso Room Brunch"



The need arised from the growing trend of combining the weekend's morning coffee with a light meal. Flocafe, the ultimate destination for quality coffee, immediately recognized this trend and set up a complete brunch menu with a variety of recipes based on eggs, pancakes and original salads, sandwiches & cocktails. The menu was piloted in three (3) stores, where the team of each store had the opportunity to adapt the new menu to the Flocafe Espresso Room's kitchen operational capabilities and to evaluate the customer response to this new proposal. It then expanded to the entire network, succeeding very quickly in becoming the new favorite new habit of the chain's customers.



Developing a new concept

The need to develop a new concept stems both from the Group's strategic objectives as well as the study of market trends in Greece and abroad. Also important is the need of the Group's partners to meet specific consumer needs. The constant search for opportunities to develop new concepts is an important priority of the Group, as it is one of its main competitive advantages.

In addition to the Group's departments involved in the product development process, the process also involves the contribution of external architectural offices, which contribute to the shaping of the final image of a concept. This procedure is directly related to product development procedure required for the design of the new concept's a menu.

CASE STUDY: "Forno Luca"



The need for the development of "Forno Luca" followed the discussions with the Group's partner, Fraport, which has undertaken the management of 14 Greek regional airports. The discussions highlighted the need to create a new snacking concept that would bring diversification in airports while meeting the basic food and coffee needs of travelers.

Taking into account all the parameters, the Product & Concept Development team has created a proposal for Italian snacking with emphasis on flavors such as authentic Italian pizza, foccaccia and pastries, like the Italian bomboloni. The new concept stands out for its special taste footprint, and was already launched at the airports of Chania and Irakleio.



Research and development in the industry

The Group's production units are dynamically operating in a constantly growing commercial sector: the sector of production and distribution of ready-to-eat meals (frozen and chilled), in individual or bulk packaging, in order to serve customers in supermarkets, hotel buffets and restaurants and catering events, thereby further expanding their range of activities.



Since 2016, the Group's production facilities have developed and applied the method of modified atmosphere in the preparation of meals, after having invested in modern equipment and specialised packaging. In the process of preparing meals in a modified atmosphere, inert gases are injected into the packaging of the product which contribute to the protection of the quality and safety of the product, thus increasing its shelf life.

The establishment of an online monitoring production line for the gas mixture, the quality controls, the laboratory analyses and the teams of experts in organoleptic control verify the shelf life and the upgraded quality of the products.

All meals are produced under the strictest specifications and continuous controls using the following alternative production methods:

IQF (Cook & Freeze)



Deep frozen ready meals are produced using the IQF method, i.e. the "Individual Quick Frozen" technology. The IQF method is achieved with modern spiral freezer equipment and the use of liquid N₂. The shock freezing process results in a sharp drop in temperature over a short period of time, so that the quality characteristics are kept fresh, unaltered and absolutely safe. This method allows for a long shelf life (over 3 months and less than one year).



Fresh chilled meals (Cook & Chilled)

All meals are cooked and cooled (4°C-5°C) with speed methods. Rapid cooling ensures the maintenance of high quality features and product safety. This method allows for a few days of shelf life (up to 3-7 days). The choice of product packaging is a result of innovative methods that have been adopted in the ready-to-eat meals production sector. C-PET food packaging allows food to be heated in its own packaging in conventional as microwave ovens.

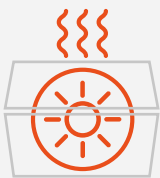


Fresh chilled meals in modified atmosphere packaging (MAP)

All meals are cooked and cooled (4°C-5°C) with fast methods (chilling). They are then served in an individual C-PET container, with a modified atmosphere MAP (80% N2 - 20% CO2). This method allows for a longer shelf life than the standard packaging, which equals about 10 - 12 days.

Fresh hot meals (Cook & Served)

All meals are cooked and packaged on the same day, upon order, and are placed directly in suitable isothermal boxes (Iso Box), especially designed to keep them hot. This method is applied for same day distribution.



The food is handled by trained staff that undertake to oversee all procedures. All staff are constantly trained in quality procedures and good manufacturing, hygiene and safety practices (GMP & GHP).

A team of experienced and specialized scientists with significant know-how in quality management and food safety systems, confirms the implementation and effectiveness of all the above procedures in all aspects of the Group's production activities.

CONSUMER RELATIONS

The Group focuses on consumer satisfaction, a practice that has been acknowledged many times by independent bodies and organizations.

In particular, the systematic recording of the preferences and requirements of store visitors and consumers in general, is material to the Group's continuous improvement in every aspect of its activity.



The Group's operations departments are present in the stores every day, observing (among other things) the way customers are served. They then inform the relevant departments on issues needing improvement, or proceed with providing solutions on the spot. In addition, a special 5-scale scoring and rating device is used in the Group's stores. The system is applied to Goody's Burger House & everest's own stores and, in 2017, it was also deployed to many stores within passenger ships.

The measurement of consumer satisfaction is carried out through:



Recording of stores traffic. (2 to 3 measurements per year)



Recording of the consideration for each chain.



Recording of image characteristics compared to competition regarding pricing, product quality, service, store cleanliness etc.

Consumer information on allergens

All store employees have been trained and are constantly being informed on allergens on the basis of analytical tables issued and updated by the Group's Quality Division. At the same time, consumer information on allergens is available on price lists and on the Internet.

In the same context, since 2016 the Group has installed EqualSuite software, which contributes to the valid and timely registration of all allergen components of both raw materials and the final products through an algorithmic data entry model.

RESPONDING TO THE NEEDS OF OUR PARTNERS AND CONSUMERS

The Group supports entrepreneurship through franchising. Franchising was introduced through the historical brand Goody's at the late 1970s. Today, the Group supports a network of over 200 franchisees operating all of its brands both in Greece and abroad.

The Group is committed to constantly supporting its partners by creating value for the brands they invest in.

Apart from the support during the design of a new franchise store, the Group supports its franchisees on a daily basis through the operations department of each brand. These teams are responsible for the day-to-day monitoring of the stores, the communication and clarification of the strategy and business plan of each brand, as well as the assistance in addressing various issues.

At the same time, all divisions of the Group are always available to support, advise and listen to comments and observations from all the franchisees. It is an open two-way communication system which is oriented towards the continuous improvement of the value of the brands for the benefit of all the parties involved.

At the same time, in response to the ever changing and difficult conditions of Greek reality, the Group's brands systematically support their customers through the implementation of specific programs. Some examples are Goody's Burger House's "Combo Meals" discount meals that are available since 2011, the coffee offer at the competitive price of € 1 and the 4-ingredient sandwich offer from everest with only € 3 that is being implemented for the last 2 years. It is important to note that all programs are implemented without compromises on the non-negotiable high product quality.

Moreover, the Group's brands are constantly investing on innovations regarding services, through the creation of online ordering platforms for key brands like Goody's Burger House & everest. They also invest on their customer relations and experience through innovative loyalty programs, like Goody's Burger House's "All Star Club".

2.4. Indisputable quality

The creation of innovative high quality products is a long-term commitment of the **GOODY'S | everest Group**, always aiming at the satisfaction of the end consumer and the excellent customer service. The Group ensures the achievement of this goal through the rigorous quality assurance procedures that are being followed from the early stages of product design and development.

The Group's trained scientific personnel play an integral part in the quality assurance procedure, through the systematic monitoring of scientific developments and nutritional trends, as well as the control and evaluation of all data pertaining to product quality.

Basic actions ensuring food quality and safety assurance

1 IMPLEMENTATION AND CERTIFICATION ACCORDING TO INTERNATIONAL FOOD QUALITY AND SAFETY STANDARDS

The **GOODY'S | everest Group** fully complies with the strictest international standards in product quality assurance.

- ✓ **ISO 9001:** Quality Management System
- ✓ **ISO 22000:** Food Safety Management System
- ✓ **IFS*:** International Food Safety Management System **Higher Level Score**
- ✓ **ISO 14001:** Environmental Management System
- ✓ **OHSAS 18001:** Health and Safety System
- ✓ **Halal Certificate:** Certification of quality products, based on the religious requirements of the Islamic Law



! *The Group has acquired a total of 318 certificates for its stores and production units, while in 2017 it acquired 29 new certifications of its quality management systems*

- ✓ **LA PASTERIA SA (2 new stores): ISO 9001 & ISO 22000**
- ✓ **everest (1 new store): ISO 9001 & ISO 22000**
- ✓ **OLYMPUS PLAZA (2 new stores): ISO 9001 & ISO 22000**
- ✓ **GOODY'S (9 new stores): 5 ISO 22000 stores & 4 ISO 9001 stores**

The high specifications of the raw materials selected are in compliance with the relevant national and European legislation. Moreover, the specifications for all finished products are maintained through our strict quality assurance procedures implemented at all stages, from storage to final distribution. Compliance with these standards and all relevant data is enhanced through the use of an updated state-of-the-art computerized electronic system, that includes information regarding both the ingredients and portions of raw materials, as well as the preparation procedure of each final product.

2 SYSTEMATIC INSPECTIONS

Daily inspections are conducted at all Group stores, at each critical control point (CCPs/OPRPs) and at all stages, from the receipt of the products up to their the moment they are served to our customers. All inspections are carried out by our highly trained staff, that ensures the high level of quality always aiming at protecting the health and safety of the final consumer. All inspections are recorded and the required food safety system forms are also kept.

3 HIGH-TECH EQUIPMENT AND STATE-OF-THE-ART FACILITIES

The Group's production units are fully automated and feature the most innovative equipment, thus ensuring to the highest degree of safety and quality for the products. Moreover, the Group's stores are designed according to the latest architectural trends in the foodservice sector in order to ensure a pleasant and friendly environment for the consumer, always in compliance with all food safety requirements.

4 INTERNAL INSPECTIONS BY SPECIALIZED PROFESSIONALS

More than 1,000 internal inspections are carried out annually. Internal controls and inspections are regularly carried out in the Group's stores as well as the production facilities by a team of experienced and specialized professionals, in order to establish procedure compliance and verify the effective operation of Food Safety and Quality Management Systems. Laboratory analyses to examine chemical and microbiological parameters, are carried out by in-house fully equipped laboratories as well as collaborating accredited laboratories.

5 CAREFUL SELECTION AND EVALUATION OF SUPPLIERS AND INGREDIENTS

GOODY'S | everest Group collaborates with some of the largest and most reliable producers in Europe, bulding long-lasting relations based on trust. The suppliers provide raw materials, packaging materials, commodities, spare parts as well as consumables.

The Group maintains a constantly updated record of approved suppliers, which lists the products or services offered, the partnership history and the results of the supplier's evaluation.

Supplier evaluation

The Group's suppliers are evaluated on a yearly basis to ensure that their compliance with European regulations, the relevant legislation and the quality criteria set the Group. **Candidate suppliers are evaluated on the basis of the following criteria:**

- Existence of a documented and/or certified Food Safety Management System in accordance with the ISO 22000 standard
- Existence of a documented and/or certified Occupational Health and Safety Management System in accordance with the OHSAS 18001 standard
- Existence of documented and/or certified Quality Management Systems ISO 9001
- Existence of a documented and/or certified Environmental Management System in accordance with the ISO 14001 standard or the EMAS Regulation
- History of long-term cooperation with the supplier/subcontractor
- Validity of the supplier and status in the market
- An annual score determined by criteria and weighting factors for each department involved, which contributes to the evaluation
- Recommendations
- Inspection of the suppliers' premises

Members of the Supplies Department, the Quality Management Department and the Research and Development Division participate in the evaluation of a candidate supplier, depending on the subject. Whenever required, the General Manager may participate.

6 STRICT LABORATORY CONTROLS AT EVERY STAGE OF THE PRODUCTION PROCESS

More than 55.000 laboratory tests on food, hygiene and cleanliness are carried out annually.

More specifically, the Group performs:



Microbiological tests to verify food hygiene and safety.



DNA tests that evaluate the quality of the meat.



Chemical tests, for the analysis of the suitability and quality of the oil and for the nutritional analysis of calories (proteins, carbohydrates, fat, etc.).






7 CONTINUOUS STAFF TRAINING

A team of experienced and specialized scientists trains each year a large number of employees on food hygiene and safety, procedures and HACCP systems. After the training, the level of understanding and ability to implement food safety regulations is tested regularly, while each employee receives certificates of attendance.

Food hygiene and safety issues are considered of particular importance during store inspections. During the inspections, the employees are again trained "On the job", again focusing on product specifications and quality of service.

8 EFFECTIVE HANDLING OF COMMUNICATION WITH CONSUMERS

The opinion of our consumers and of our customers is very important for the Group. In this context, we maintain an open communication channel for timely receipt and handling of any comments or complaints.

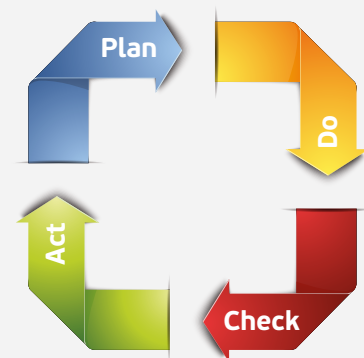
Communication channels	Method of internal communication
Delivery (call center)	→  e-mail
Complaints contact number at the headquarters of the Group	→  e-mail
Social media	→  e-mail
Application forms (Hellenic catering)	→  through the system
Printed complaint forms in stores	→  e-mail



9 CONTINUOUS IMPROVEMENT VIA THE ANNUAL REVIEW

The Quality Management Systems implemented by the Group provide the framework within which know-how is exchanged and transferred, measurable performance indicators are used and, at the same time, the Group's customer-centric perception and culture are disseminated to everyone.

An annual review of all quality indicators is carried out and new data and improvement steps are defined in collaboration with all the departments involved. The implementation of the ISO 9001 system sets the foundations for an environment of continuous improvement. Following the **"Plan, Do, Check, Act"** quality cycle, the Group achieves the continuous improvement of its operation and, by extension, of the products and services provided.



2.5. Labeling and traceability

The Group aims at effectively implementing food quality management systems in order to ensure that the the precautionary principle is applied at every stage and step of production.

Traceability through computerization

Traceability is defined by Regulation (EC) No. 178/2002 as the possibility of detecting and monitoring food (or any other substance intended to be incorporated into a foodstuff) used for the production of end products at all stages of production, processing and distribution.

Traceability in food is aimed at their safety and, in the event of a problem, the withdrawal or recall of the products.

The Group pays particular attention to its ability to monitor at any time all the ingredients used in the production of the products, i.e. traceability.

The innovative Warehouse and Distribution aberon WMS Management System automates all supply chain procedures enabling traceability. The system supports all types and methods of collection of orders, such as collection per order, per customer group, per shipping, route, etc. In this way, the labeling of end products is correctly and accurately marked.

The following information is provided through the information system:

1 TRACEABILITY OF ORIGIN

Information on suppliers per batch of raw material, the batch number of all incoming raw materials and products, as well as the receipt/expiration date.

2 INTERNAL TRACEABILITY

- A. Information on batch number of all produced/end products with the capacity to link them with raw materials and intermediate products.
- B. Warehouse management (sorting by code, storage, etc.)

3 DELIVERY TRACEABILITY

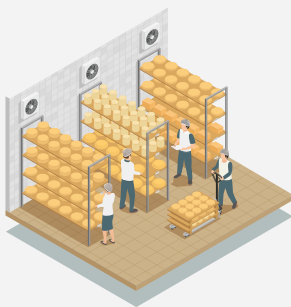
Information on the date and quantity of each product dispatch .

4 VERIFICATION ABILITY

Information on balances between quantities of incoming raw materials/end products and their stocks.

5 ABILITY TO CONTROL RECALLS/WITHDRAWALS

Virtual withdrawal exercises are constantly performed in order to determine the exact time required to withdraw any problematic product.



3.

Corporate Responsibility

- 3.1. **Corporate responsibility** management
- 3.2. **Materiality** analysis
- 3.3. **Relations** with interested parties
- 3.4. **2018 Objectives**




Corporate Responsibility

Sustainable development is a priority for the **GOODY'S | everest Group**, a fact that we prove everyday through our operations that aim at creating value for all stakeholders.

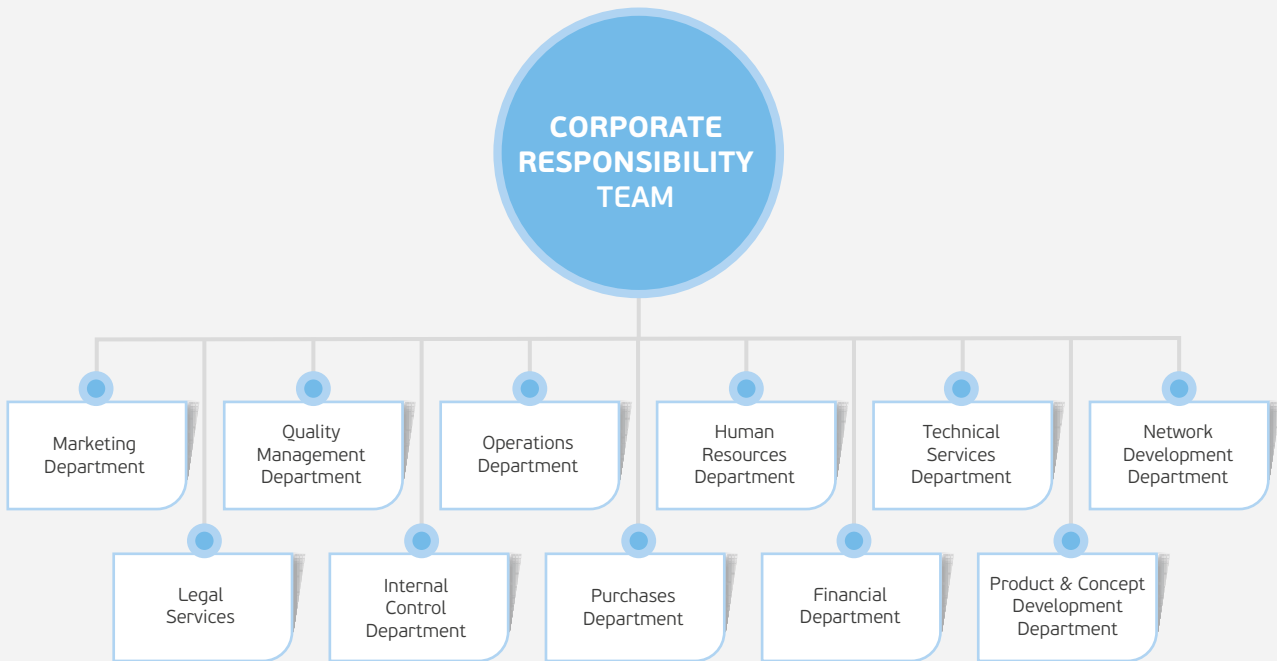
In this framework, the Group designs and implements numerous actions and programs for the support of Greek society, while also supporting the achievement of its corporate objectives. The Group has a clear strategy for each of its corporate responsibility pillars, implementing actions and programs that promote responsible practices and policies by addressing some of the most important challenges of our times.

To this end, the responsible business practices of the Group, combined with the programs and actions it implements within each CSR pillar, contribute to the achievement of eight out of the 17 UN's Sustainable Development Goals (SDGs). **More specifically:**

PILLAR	STRATEGY	SUSTAINABLE DEVELOPMENT GOALS
HIGH QUALITY AND PRODUCT INNOVATION	We offer innovative high quality products and excellent customer services, aiming to satisfy needs of the consumers. The commitment to high food quality and safety, as well as to the development of innovative, value-adding products, are key competitive advantages of the Group.	 
RESPONSIBLE AND PROPER CORPORATE GOVERNANCE	The governance of the Group is based on transparency of information, management independence and the dynamic support of developmental initiatives and innovations.	
HUMAN CAPITAL	We invest on the well-being of our employees by nurturing a working environment characterized by equal opportunities, continuous education and training, meritocratic evaluation and the provision of additional benefits.	
ENVIRONMENTAL RESPONSIBILITY	We undertake actions to reduce our environmental footprint in all sectors of our business. We take into consideration the environmental concerns of our stakeholders in order to set goals for constant improvement.	
SOCIAL CONTRIBUTION	We design and support programs of distinct positive social impact that address the needs of various social groups.	 

3.1. Corporate responsibility management

In order to properly manage sustainability issues and disseminate the corporate responsibility culture, the Group has created the **“Corporate Responsibility Team”**, comprised of representatives from all key departments.



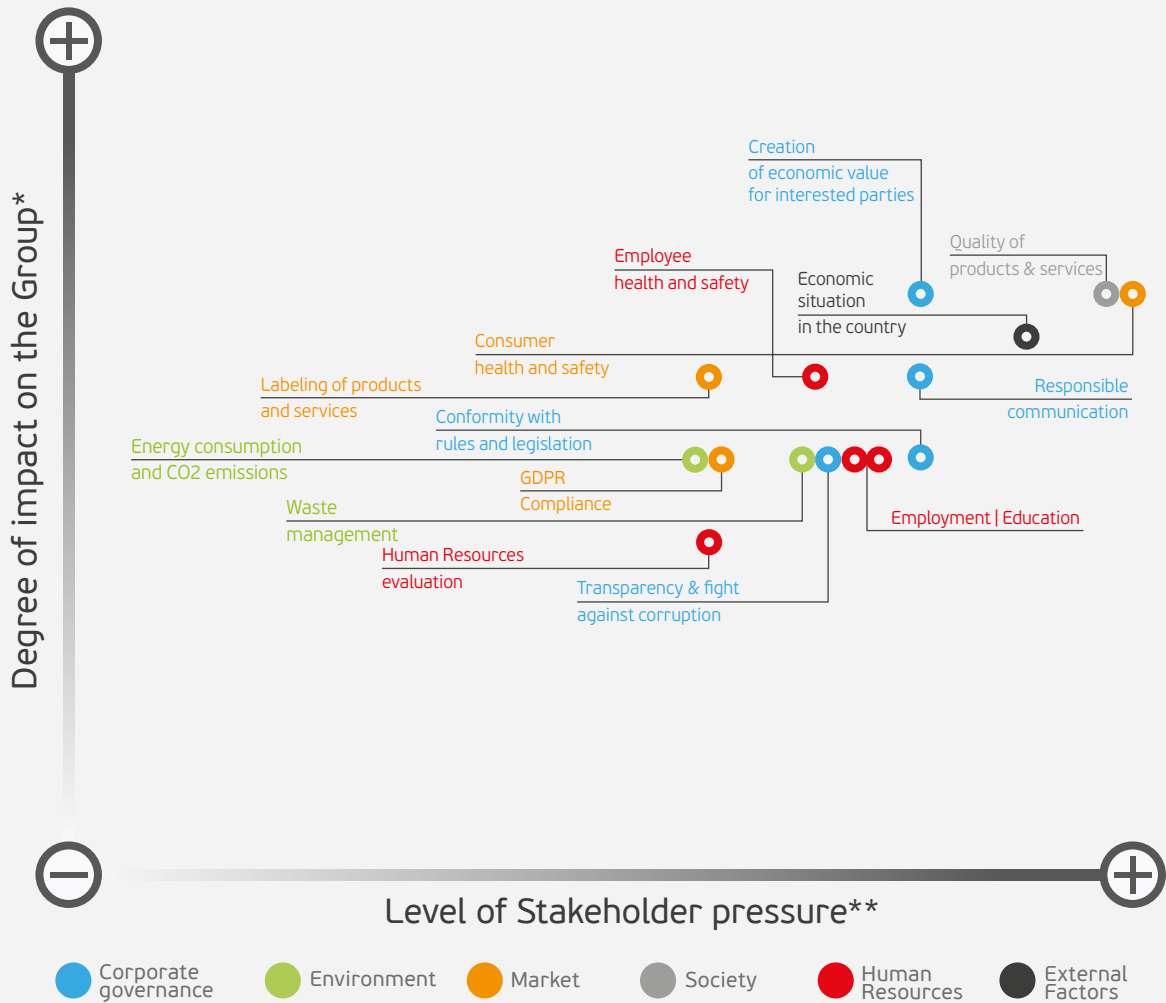
At the administrative level, responsibility for all CSR issues lies with the CEO, who in collaboration with the corporate responsibility team designs the strategy and agrees on the proposed actions, which are then communicated to the Board of Directors.

With regard to health and safety, human resources, supplies, environmental issues, etc., the Group has appointed specific executives from each department in order to coordinate and implement all programs and actions decided at a management level.

3.2. Materiality analysis

The **GOODY'S | everest Group** updated the important issues for each sector of its activity for 2017. All issues were examined by theme and sector of activity, in relation to both the domestic as well as the international environment.

Through the process of materiality analysis, apart from the evaluation of its overall activity, the Group defines specific objectives and measures aiming at continuous performance improvement in all relevant sectors. In addition, the results of this procedure contribute to the establishment of the Group's corporate responsibility strategy.



* Impact on the Group in the sense of presenting high risks for its operation (if it does not address these issues there is a high risk of impact on its operation or reputation)

** The issues that concern most of the stakeholders have the highest rating.

3.3. Relations with interested parties

The Group is in close cooperation with all categories of stakeholders since it has recognized that systematic communication is necessary and defines a significant part of its business. Through open dialog with all stakeholders, their concerns, opinions, questions as well as proposals to undertake action are discussed and taken seriously into account by the Group.

Communication with stakeholders		
<p>SHAREHOLDERS</p> <p><u>Communication channels</u></p> <ul style="list-style-type: none"> • General Assemblies (Ordinary and Extraordinary) • Annual reports • Announcement of the Group's companies on the website <p>Frequency of communication: Monthly</p>	<p>MAIN ISSUES</p> <ul style="list-style-type: none"> • Group's growth, profitability and sustainability • Corporate governance • Future performance • Dividend yield • Transparency in information and business practices • Transparency in the relations with stakeholders • Systematic risk management • Expenditure rationalization • Expansion to new markets 	<p>OUR RESPONSE</p> <p>Detailed data are included in section: "3. Corporate responsibility"</p>
<p>EMPLOYEES</p> <p><u>Communication channels</u></p> <ul style="list-style-type: none"> • Meetings between Senior management and employees • Intranet • Evaluation and performance system • Internal meetings • Annual corporate meeting • Employee satisfaction surveys • Complaint boxes • Communication via email <p>Frequency of communication: Daily</p>	<p>MAIN ISSUES</p> <ul style="list-style-type: none"> • Remuneration • Benefits • Growth and development • Equal employment opportunities • Working conditions • Recognition, professional and personal development • Employee retention • Individual and team goal achievement • Time management • Health and safety • Participation in voluntary activities 	<p>OUR RESPONSE</p> <ul style="list-style-type: none"> • Application of a certified Workplace Health and Safety Management System (OHSAS 18001) • Application of an evaluation system • Provision of benefits • Open-Door policy <p>Detailed data are included in section: "4. Responsibility for employees".</p>
<p>CONSUMERS</p> <p><u>Communication channels</u></p> <ul style="list-style-type: none"> • Official websites of Group companies • Social Media 	<p>MAIN ISSUES</p> <ul style="list-style-type: none"> • Quality and safety of products and ingredients 	<p>OUR RESPONS</p> <ul style="list-style-type: none"> • Quality control of raw materials and products • Application of quality assurance systems

<ul style="list-style-type: none"> • Mobile apps • Personal contact with the store staff • Personal contact with the teams responsible for request and complaint management of the Group's companies • Market research • Promotional activities • Advertising material and price lists <p>Frequency of communication: Daily</p>	<ul style="list-style-type: none"> • Promotional activities and discounts • Hygiene regulation compliance • Consistent quality of products and services in every store • Value for money • Timely response to any complaints and queries regarding products • Information brochures • Corporate responsibility • Innovative products and services • Behavior of the stores' employees • Transparency in communicating products, services and offers • Store environment • GRPR compliance • Responsible marketing • Wide range of choices 	<ul style="list-style-type: none"> • Department responsible for complaint management • Constant training of the store staff • Development of new products • Renovation of stores • GDPR compliance • Innovative services • Innovative concepts • Special prices & offers on popular products <p>Detailed data are included in section: "2. Goody's everest Group in the market"</p>
<p>PARTNERS (FRANCHISEES & SPECIAL PARTNERS)</p> <p><u>Communication channels</u></p> <ul style="list-style-type: none"> • Network development department • Frequent meetings with representatives of the Group's companies • Franchisors' association • Corporate websites • Franchisor fairs • Conferences and events • Franchisee conferences • Advertising and publicity aiming to attract new franchisees <p>Frequency of communication: Daily</p>	<p>MAIN ISSUES</p> <ul style="list-style-type: none"> • Solvency, reliability and long-term cooperation • Return on Investment • Store profitability and sustainability • Retention and enhancement of the brand value on which investment is made • Reputation and image • Competition • Prices and sales increase • Consumer expectations and perceptions • Company profits and depreciation • Improvement of cooperation in general, and particularly of financial results • Constant training and information exchange • Constant support of the collaboration with all Group departments • Larger market share • Group investments 	<p>OUR RESPONSE</p> <ul style="list-style-type: none"> • Every store chain has a manual regarding operation and product specifications • Staff training for all positions • Frequent renewal of the product catalog according to market trends and needs • Cooperation with selected and certified suppliers • Provision of consulting support and guidance to the stores <p>Detailed data are included in section: "2. Goody's everest Group in the market"</p>
<p>CUSTOMERS (HO.RE.CA)</p> <p><u>Communication channels</u></p> <ul style="list-style-type: none"> • Personal contact through the sales teams and support by salesmen of the Group's companies aiming at market development • Meetings • Correspondence 	<p>MAIN ISSUES</p> <ul style="list-style-type: none"> • Quality of raw materials and end product • Safe and innovative products • Production standards and labels • Product and service prices 	<p>OUR RESPONSE</p> <ul style="list-style-type: none"> • Quality control of products • Application of quality assurance systems • Correct stock management aiming at timely delivery • Development of new products

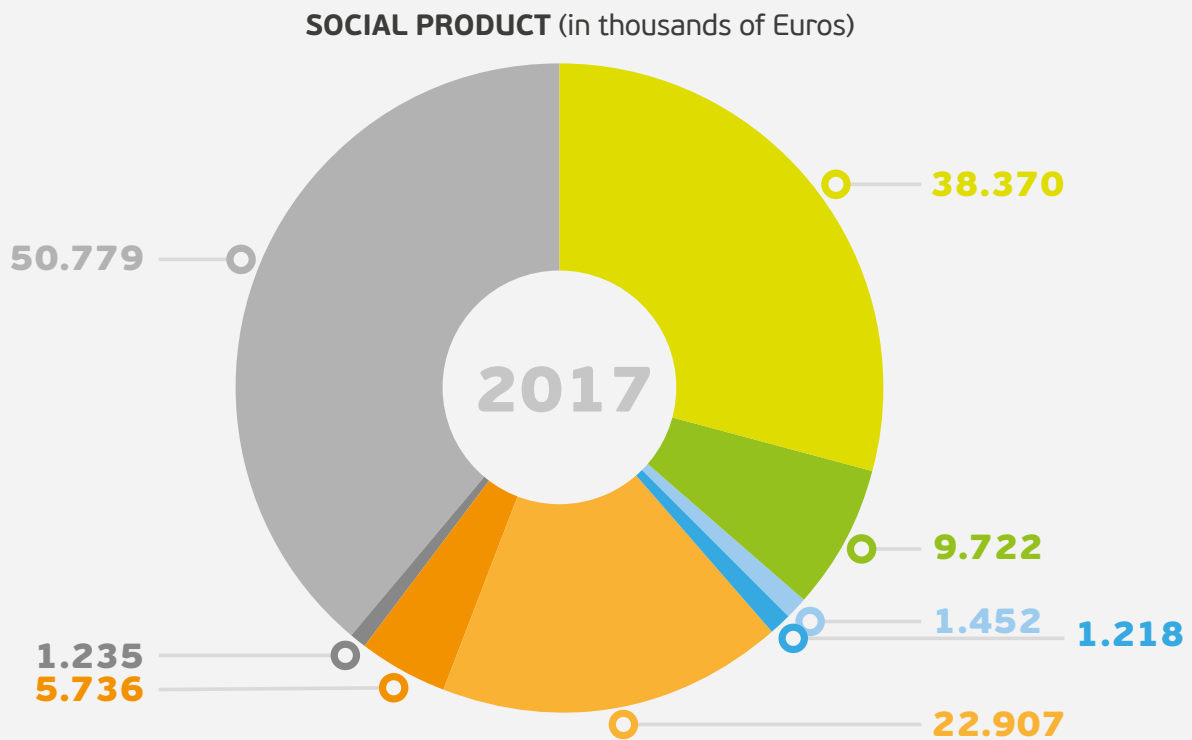
<ul style="list-style-type: none"> • Fairs • Presentations and printed material • Benefits in kind and promotional activities aimed at partners • Annual partner evaluation aiming at continuous growth • Participation in partners' events <p>Frequency of communication: Daily</p>	<ul style="list-style-type: none"> • Commercial and pricing policy • Methods of payment • Timely delivery of products • Promotional activities, benefits and discounts • Immediate service • Complaint resolution • Information campaigns • Frequent press releases, communications and reports regarding new products or services of the Group's companies • Responsible marketing • Credits • Stocks and returns • Development of new products 	<p>Detailed data are included in section: "2. Goody's everest Group in the market"</p>
<p>SUPPLIERS</p> <p><u>Communication channels</u></p> <ul style="list-style-type: none"> • Supplies Division of the Group • Frequent meetings and communication with the Group's representatives • Accounting Department responsible for financial issues • Pricing systems • Annual evaluation of supplier performance • Participation in fairs • Visits and evaluations • Offer platforms • Presentations and research regarding new products • Monthly dispatch of a table including commodities aiming at constant updates on raw material prices • Legislative provisions and updating in case of change of materials etc. <p>Frequency of communication: Daily</p>	<p>MAIN ISSUES</p> <ul style="list-style-type: none"> • Retention and expansion of cooperation • Quality of raw materials • Payment upon agreed time • Respect of agreements (quality of materials, quantity, price, delivery) • Respect of specifications - labeling • Compliance with standards • Reliability and customer profile • Company growth and expansion • Cooperation terms • Fair and objective evaluation of suppliers • Methods of payment • Credits • Pricing and credit policy • Support of local suppliers • Provision of contractual quantities • Demand for long-term contracts and agreements, where possible • Annual evaluations and inclusion in the list of approved partners 	<p>OUR RESPONSE</p> <p>Detailed data are included in section: "2. Goody's everest Group in the market"</p>
<p>STATE AND REGULATORY AUTHORITIES</p> <p><u>Communication channels</u></p> <ul style="list-style-type: none"> • Legal Department • Digital economy • Investor Relations Department - communications of Investor Relations Department and Financial Division • Securities and Exchange Commission • Public services and authorities • Associations and chambers • Inspections and autopsies • Participation in consultation committees 	<p>MAIN ISSUES</p> <ul style="list-style-type: none"> • Respect of legislation • Compliance with the legislation (community and European) and ISO system standards • Respect of legitimacy • Taxation • Environmental issues • Employment and social issues • Workplace health and safety issues • Profitability 	<p>OUR RESPONSE</p> <ul style="list-style-type: none"> • Full respect of legislation <p>Detailed data are included in section: "3. Corporate responsibility"</p>

<ul style="list-style-type: none"> • Events • Collective bodies • Organization's websites • Media <p>Frequency of communication: Monthly</p>	<ul style="list-style-type: none"> • Management of legislative and regulatory requirements • Transparency and development • Good corporate practices • Change management • Offer of employment 	
<p>SOCIETY</p> <p><u>Communication channels</u></p> <ul style="list-style-type: none"> • Communication with local authorities • Customer service • Marketing activities (e.g. contests) • Market research • Official websites • Social Media • Media • Personal contact through employees • Sponsorships • Communication with the employees of the stores • Communication with the teams responsible for complaint management of the Group's companies • Voluntary activities • Cultural events <p>Frequency of communication: Daily</p>	<p>MAIN ISSUES</p> <ul style="list-style-type: none"> • Support of employment through the creation of jobs • Support of the local community • Transparency • Responsibility and honesty • Social and environmental responsibility 	<p>OUR RESPONSE</p> <ul style="list-style-type: none"> • Creation of jobs • Support of susceptible social Groups • Voluntary activities of employees <p>Detailed data are included in section: "5. Social contribution/ 6. Environmental responsibility"</p>
<p>NGOs AND SUSCEPTIBLE SOCIAL GROUPS</p> <p><u>Communication channels</u></p> <ul style="list-style-type: none"> • Media • Press releases • Letters • Personal contact with employees • Invitations to the Group's Management and executives to participate in activities and events • Volunteerism <p>Frequency of communication: Daily</p>	<p>MAIN ISSUES</p> <ul style="list-style-type: none"> • Provision of food for free • Support and funding of activities • Immediate contact and continuous cooperation • Correct operation of the Group's companies regarding the environment and people • Respect of rules and audits regarding mostly employment issues • Nutritional information 	<p>OUR RESPONSE</p> <ul style="list-style-type: none"> • Special range of products for special social Groups (less fat, less sugar, gluten-free etc) • New product development • Information for consumers • Undertaking of voluntary activities • Sponsorships <p>Detailed data are included in section: "2. Goody's everest Group in the market/5. Social contribution/6. Environmental responsibility"</p>
<p>MEDIA</p> <p><u>Communication channels</u></p> <ul style="list-style-type: none"> • Press conferences • Press releases • Publications and press communications • Frequent meetings with Group representatives <p>Frequency of communication: Daily</p>	<p>MAIN ISSUES</p> <ul style="list-style-type: none"> • Ensuring correct and timely information • Information on the products of the Group's companies' • Access to important information 	<p>OUR RESPONSE</p> <p>Detailed data are included in section: "2. Goody's everest Group in the market"</p>
<p>BANKS - CREDITORS</p> <p><u>Communication channels</u></p> <ul style="list-style-type: none"> • Meetings with the Groups' representatives • Correspondence <p>Frequency of communication: Monthly</p>	<p>MAIN ISSUES</p> <ul style="list-style-type: none"> • Sustainability • Liquidity • Strategic planning 	<p>OUR RESPONSE</p> <p>Detailed data are included in section: "3. Corporate responsibility"</p>

Creation of value for stakeholders

The Group's goal is to create added value for all interested parties through its activities. The value that is created is depicted as the social product per group of interested parties (remuneration of employees, payment of suppliers, payment of direct and indirect taxes, social security contributions etc.).

The following figure shows the values of the social product:



- Salaries (gross employee salaries)
- Social security (employer contributions and private insurance)
- Other benefits to the employees
- Severance pay (departure/retirement)
- Paid taxes
- Total assets
- Total investments
- Purchases from domestic suppliers

TOTAL 131.420

3.4. 2018 Objectives

CORPORATE GOVERNANCE

- Promotion of consulting role/character/function of the Department of internal control aimed at the prevention of potential risks that may occur.
- Automation of specific procedures (e.g. electronic approval regarding supply issues) through the use of systems aimed at transparency and flexibility.

MARKET

- Maintenance of stable prices and offers for consumers
- Continuous support of partners - franchisees in order to deal with the adverse economic climate (incentives to renovate)
- Use of new technologies in order to improve customer experience (Goody's Burger House All Star Club, everest online ordering)

HUMAN RESOURCES

- Stratification expansion & rationalization of job descriptions according to the new organizational structure

WORKPLACE HEALTH AND SAFETY

- Certification of First Aid Team at the Group's headquarters

ENVIRONMENT

- **Olympic Catering**
 - Maintenance recycling at 50% of total waste
 - Maintenance of energy consumption at 2016 levels.
- **Hellenic Catering**
 - Gradual replacement of old fluorescent lamps with LE

SOCIETY

- Maintenance of social activities regarding the pillars adopted by the Group.

4.


Responsibility for Employees

- 4.1. **Courses of action**
regarding human capital
- 4.2. **Health and safety** at work
- 4.3. **Monitoring health and safety** parameters







Responsibility for Employees

Our employees are the driving force behind the Group's growth and the achievement of a competitive advantage. In this context, the Group nurtures a working environment characterized by equal opportunities, continuous education and training, meritocratic evaluation and benefits for the employees. The Group recognizes the devotion and overall contribution of our people, and offers them the opportunity for continuous development through the promotion of their skills.

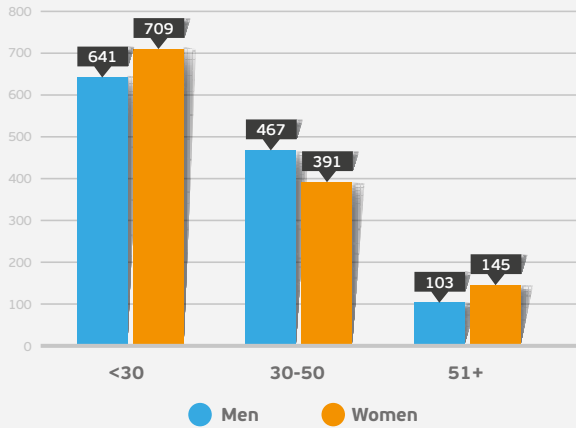


GOODY'S EVEREST HUMAN RESOURCES			
	2016	2017	% of women employees
Men	1.211	1.209	50,7%
Women	1.245	1.242	50,8%

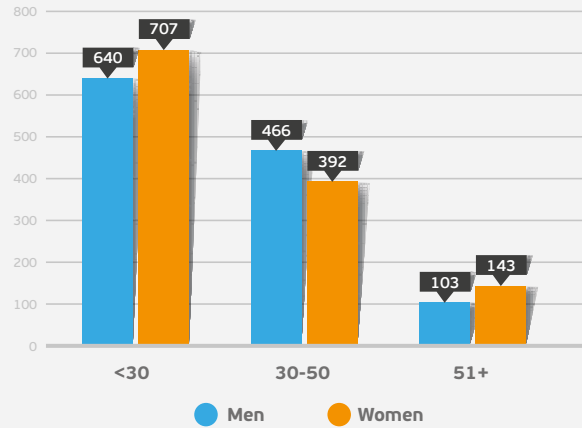
HUMAN RESOURCES PER CATEGORY		
Management/ Administrative Employees		259
Production Units		329
Network of Owned Stores		1.863
TOTAL		2.451

This number is based on December 2017 data, depicting employees of the **Groups' owned stores. This number is increased by 20-25% during the summer season, due to the recruitment of seasonal staff in areas with increased tourist traffic.

Age distribution of Human Resources in 2016



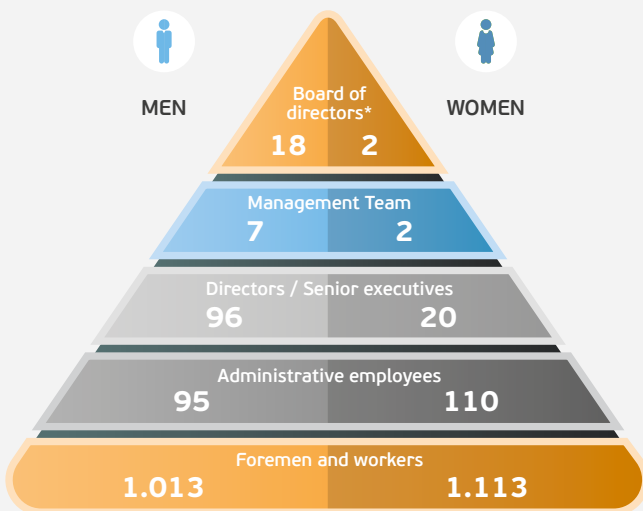
Age distribution of human capital in 2017



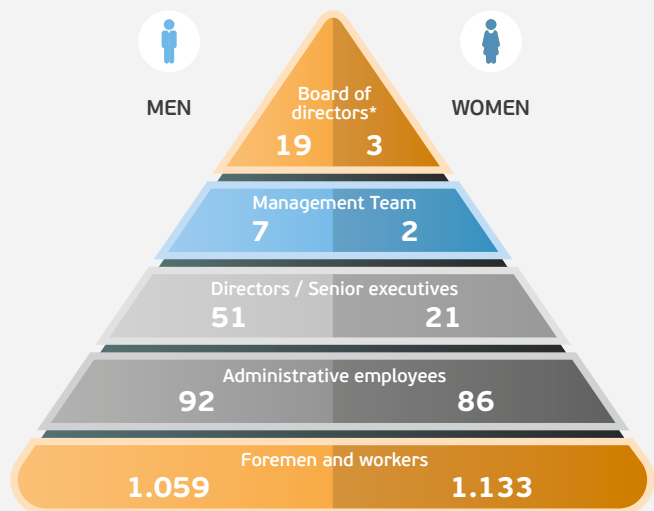
The vast majority of our employees are under 30 years of age.

The **GOODY'S | everest Group** encourages diversity acknowledging that our human capital comprises of different people, with unique personalities and goals. The Group does not engage in gender discrimination, a result of which is the promotion of many women to management positions. Below you can see the distribution of our human capital per gender and per hierarchy level:

Human Capital distribution per hierarchy levels in 2016



Human Capital distribution per hierarchy levels in 2017



*The Board of directors is not included in the total number of employees.

The **GOODY'S | everest Group** is against all forms of child or forced labor. No incident of child or forced labor has ever been reported in the headquarters, production units or our stores. Furthermore, one of the Group's goals is the careful selection of partners who, in their turn, respect human rights, are against child and forced labor and do not engage in employment practices that may affect human dignity in any way.

No case of discrimination has never been reported in the Group's stores or facilities.

Code of conduct and human rights

The **GOODY'S | everest Group** adopts and applies the Vivartia Group Code of Business Conduct, which indicatively includes the following basic principles and values:

- *We respect the dignity and honor of all people, by following a meritocratic approach in the selection and development of our employees and partners.*
- *We encourage initiatives and innovation in an environment of flexibility, cooperation and trust.*
- *We create and maintain a healthy and safe working environment.*

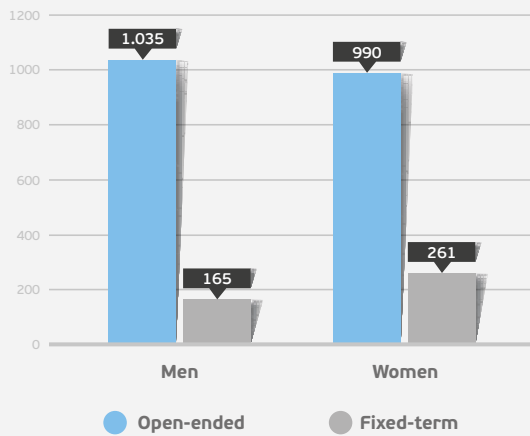
Excerpt from the Code of Conduct

The Company respects human dignity and helps local, national and global society depending on its business object and geographical expansion. It respects human rights, opposes child labor, offers equal rights to men and women, as well as national, religious and racial minorities. It selects partners who share the same ethical values.

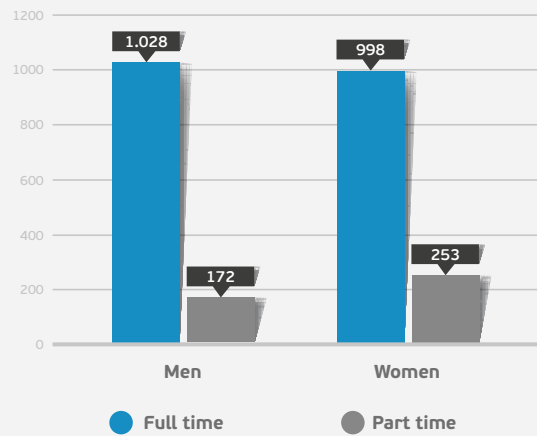
In the context of preventing any form of harassment at the workplace, any comments on age, racial origin, political beliefs, participation in trade unions, religion, sexual orientation, family status, pregnancy, nationality and any special needs towards customers, colleagues, visitors and partners are prohibited.

Based on this Code of Conduct, the Group has developed a strong working culture, holding the respect of human and working rights at its core. In this context, the **GOODY'S | everest Group** has structured all individual employment contracts, the majority of which concern full time employment. The remaining low percentages correspond to the seasonal nature of employment in the stores.

Employment contracts in 2017



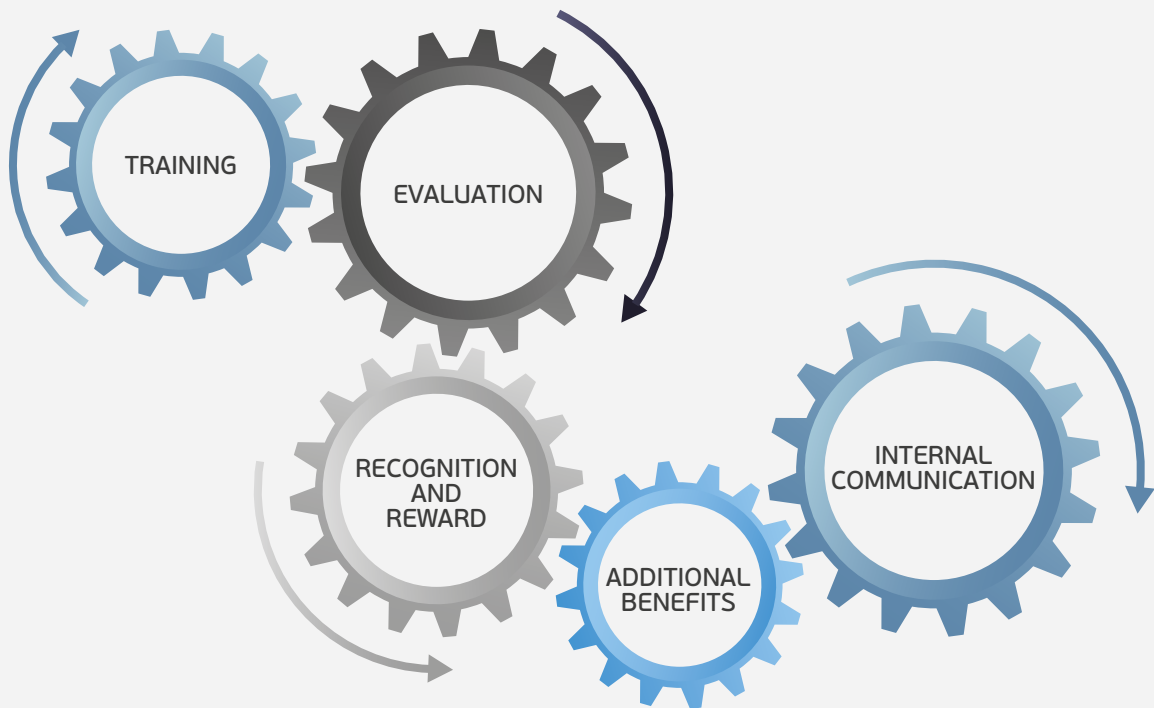
Employment contracts in 2017



4.1. Courses of action regarding human capital

The main goal of **GOODY'S | everest Group** is to attract and to retain qualified and skilled employees.

Since the retention of satisfied employees is a challenge for any organization with such a large number of stores, the Group invests in training, evaluating and rewarding of its employees of all levels and sectors. Furthermore, it offers additional benefits and creates internal communication channels.

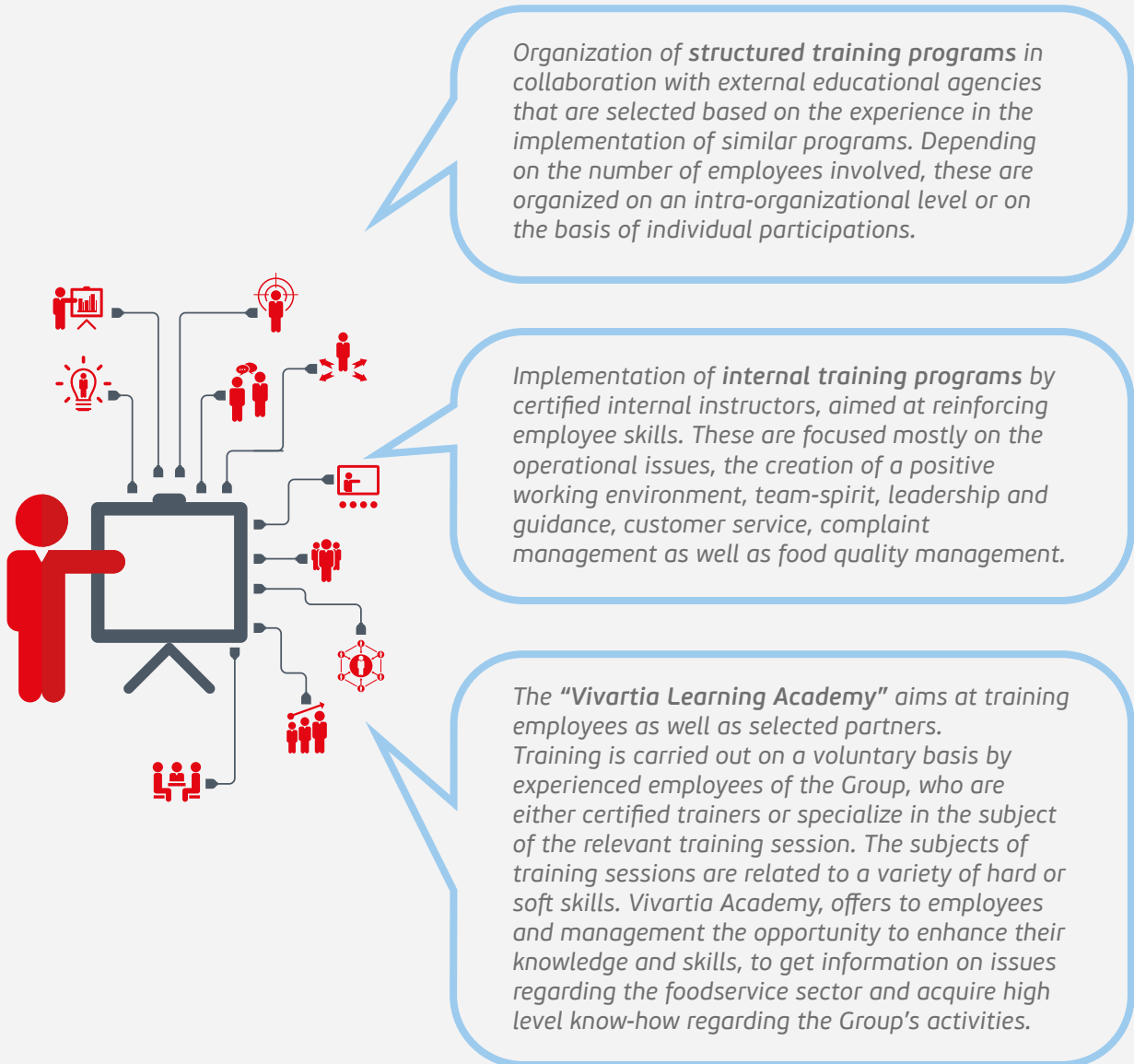


Training


The Group designs an annual training plan that includes a series of training courses and seminars. This includes internal and external seminars, depending on the number of employees as well as the training needs. Through the systematic training activities that are realized using innovative learning methods, the Group's employees enrich their knowledge and further develop their skills and abilities.

All training courses are communicated to the employees via email and notice boards at least 2-3 weeks in advance, in order to ensure better planning. After the completion of the programs and depending on their subject, the relevant information material is communicated.


More specifically:




Data on training



MAN-HOURS OF TRAINING PER SUBJECT								
YEAR	ADMINISTRATIVE ISSUES & ISSUES OF GROWTH AND DEVELOPMENT		FINANCIAL/QUALITY/OPERATIONAL ISSUES		PRODUCTION/SUPPLIES MAINTENANCE/TECHNOLOGICAL ISSUES		SALES/ADVERTISING & PROMOTION/CUSTOMER SERVICE	
	Man-hours	Participants	Man-hours	Participants	Man-hours	Συμμετέχοντες	Man-hours	Participants
2016	1.933	191	18.152	2.469	652	289	3.157	387
2017	1.543	214	21.765	3.540	1.002	201	6.118	817



MAN-HOURS OF TRAINING						
YEAR	TOTAL MAN-HOURS OF TRAINING	TOTAL PARTICIPANTS	MAN-HOURS OF EXTERNAL TRAINING	PARTICIPANTS IN EXTERNAL TRAINING	MAN-HOURS OF INTERNAL TRAINING	PARTICIPANTS IN INTERNAL TRAINING
2016	23.894	3.336	6.696	641	17.198	2.695
2017	30.428	4.772	6.828	925	23.600	3.847



NUMBER OF EMPLOYEES TRAINED						
	2016			2017		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Directors	146	68	214	135	101	236
Department Heads	222	131	353	213	142	355
Employees	636	784	1.420	603	892	1.495
Foremen and workers	76	55	131	54	95	149
Total	1.080	1.038	2.118	1.005	1.230	2.235

Evaluation

The Group implements an updated system for the Performance Evaluation and Development of employees, which emphasizes both on performance as well as employee skills.

The annual evaluation system is structured around the 9 skills of Vivartia Group, that are categorized in 3 basic pillars:



The skills are structured based on the level of responsibility, decision making and people management, as follows:

- **Management Team**
- **Employees with the responsibility of people management**
- **Employees without the responsibility of people management**

The evaluation system includes 2 categories:

- **Evaluation with goal setting**
Applies to executives, administrative employees as well as all store directors.
- **Evaluation without goal setting**
Applies to workers, production and store employees.

The GOODY'S | everest Group's evaluation system aims at:

★★★★★	★★★★★	★★★★★	★★★★★
<i>Individual goals and priorities that can be aligned with the Group's goals.</i>	<i>Meritocratic evaluation of goal achievement and development of every employee's skills.</i>	<i>Development and rewarding of employees based on the evaluation results.</i>	<i>Continuous skill improvement through training.</i>


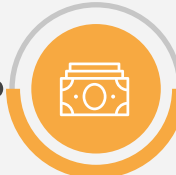




In addition to the annual evaluation, every two years the Group implements a 360° evaluation in collaboration with an external partner. Through the evaluation system, the **GOODY'S | everest Group** aims at identifying the strengths and weaknesses of every employee and deciding on their development and placement in a suitable position.

Recognition and reward

The Group identifies and rewards passionate and diligent employees who contribute to the achievement of goals, through special awards including souvenirs and customized experience gifts that they can enjoy with their families and friends.

Additional benefits





It is the **GOODY'S | everest Group's** established practice to offer additional support to its employees since a happy employee means a more efficient and positive employee. In this context and in addition to the agreed remuneration, the support offered to all Group employees is enhanced by **a series of additional benefits as follows:**

					
Subsidising of employee meals	Funding of post-graduate programs (up to 50%)	Additional insurance scheme covering medical and hospital treatment	Life insurance	Public transport cards and e-pass	Christmas presents for the employees' children

In addition, the Group also invests on private insurance programs for its employees.

The additional benefits offered by the Group also include events for employee children, free tickets for plays & events, as well as privilege cards offering discounts on all the brands of the Group.

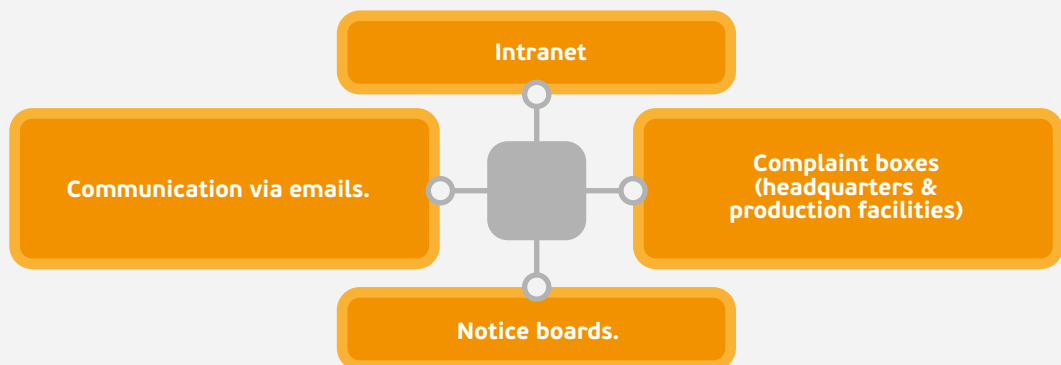
More specifically, for 2017 these benefits included:

-  **A christmas event for employee's children**, featuring a mascot, craft workshops, face painting, a magician and presents for the children. The event took place at the Group's headquarters, with the participation of over 70 children.
-  **Free tickets** for theater plays.
-  **A discount of 15% on children's toys** during the Christmas period at a big toy store.
-  **A privilege card** was issued for the Group's employees offering special discounts on all the Group's brands.

Internal communication

The Group implements a flexible communication system based on the Open Door policy that is actively supported by Management. Internal communication channels are an important information tool of a two-way dialog, since they allow for sharing of news and important information. Furthermore, the Human Resources Department of the **GOODY'S | everest Group**, is available to discuss with all employees regarding any concern they may have.

The most important internal communication channels include:



4.2. Health and safety at work

The protection of the employees' health and safety in all aspects of its activity is a high priority for **GOODY'S | everest Group**.

In this context, it has adopted a Health and Safety Policy and implements a Workplace Health and Safety Management System certified by the international standard OHSAS 18001. This management system helps to identify, evaluate and inspect all issues regarding workplace health and safety as well as business risks in every productive and commercial activity of the Group.

Excerpt from the Health and Safety Policy

The Group has set as its goal and is committed to:

Continuously and systematically improve workplace health and safety conditions and to prevent and minimize occupational accidents and diseases through:

- *installation of the appropriate protective devices*
- *use of the appropriate personal protective equipment by the employees*
- *organization of the company and provision of the appropriate infrastructures and working environment*
- *continuous training and information at all management levels*
- *analytical reporting of accidents and near misses, definition*
- *evaluation of the relevant parameters and implementation of the necessary corrective/preventive measures*

The Group informs regularly all employees about the aforementioned Policy, ensuring that they fully understand the corporate culture regarding workplace health and safety issues.

The Safety Technician undertakes the responsibility to inform the employees in the production units. Some of the main tasks of this position are the communication of policy regarding health and safety issues to the staff, as well as the collection and evaluation of relevant data.

Furthermore, the Safety Technician, in collaboration with the Director of Facilities Support and the doctor at every production unit, tracks any change in the working conditions, collects relevant proposals from the employees and informs the Management of the company in order to make the necessary decisions.

Actions to promote health and safety

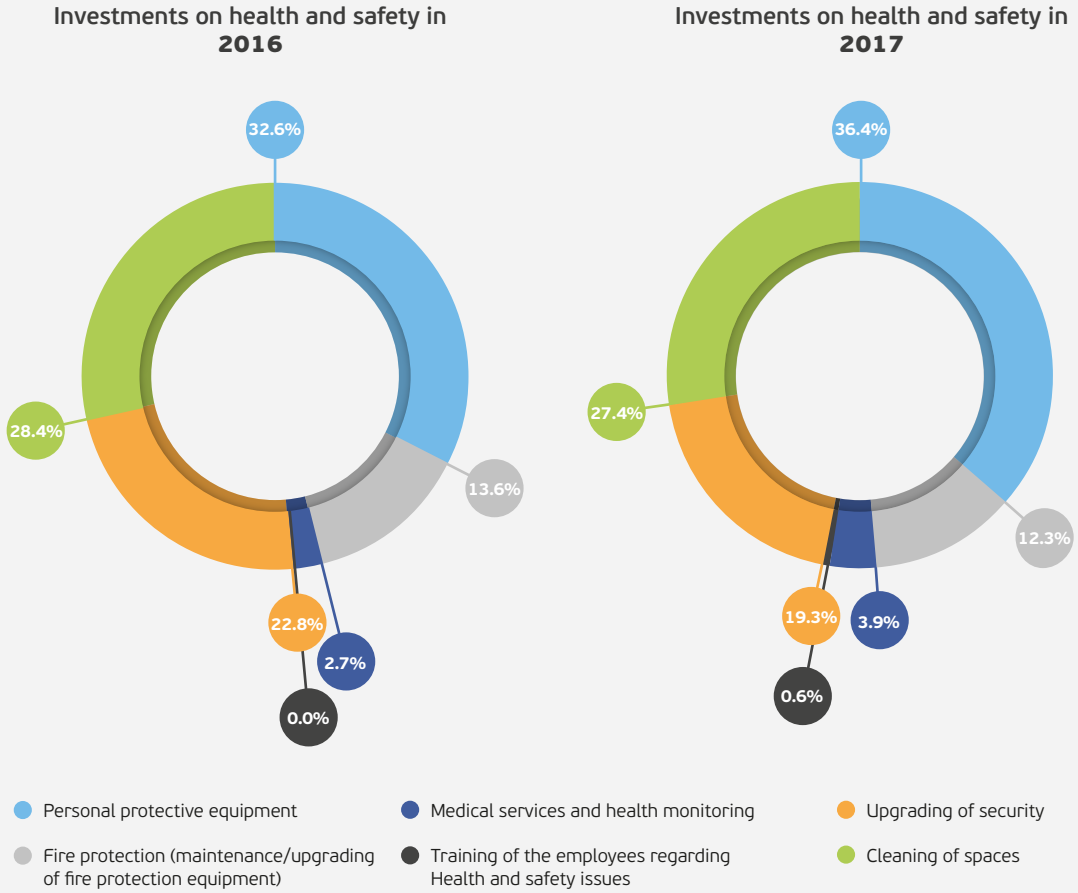
The Group emphasizes on taking preventive actions in order to protect the employees' health and safety, both through the timely and efficient maintenance of the equipment at the production units as well as through the continuous training of the employees.

HEALTH AND SAFETY DURING PRODUCTION

During the production phase special focus is placed on:

- *Maintenance of the necessary temperature*
- *Cleaning procedures during and after production*
- *Respect of hygiene rules*

Furthermore, the Group makes annual investments on health and safety.



MAINTENANCE OF EQUIPMENT

The maintenance of the electrical and mechanical equipment of the Group's production units and is carried out by the Department of Facilities Support in collaboration with external partners, when necessary. Namely, the Director of Facilities Support and Technical Department is responsible for planning and reporting the results of maintenance works on a monthly basis. The maintenance needs are recorded and monitored by the employees of the Department and include the scheduled/preventive maintenance of all equipment as well as emergency maintenance, when necessary.

USE OF PERSONAL PROTECTIVE EQUIPMENT

The Group also ensures the employees' health and safety at its production units providing all necessary personal protection equipment and maintaining a fully equipped medical post, an adequate number of first aid posts and an adequately trained first aid team.

Moreover, there are specific procedures:

To identify potential accidents and emergencies.

To prevent and limit the environmental impact that may be linked to leakage, fire incidents, emergencies etc.

To establish, review and revise the plans regarding preparation and response to emergencies.

The Group's goal is to continuously train all its employees so that they can perform their duties in accordance with the procedures of the Workplace Health and Safety Management System. To this direction, it is the Group's established policy to train all new employees on the procedures of Quality Assurance, Environmental Management, Health and Safety and Food Safety.

Moreover, every year several training courses take place regarding the understanding of correct ways of working in order to minimize occupational hazards. Namely, in 2017, 83 training courses on health and safety took place with the participation of 1.407 employees.

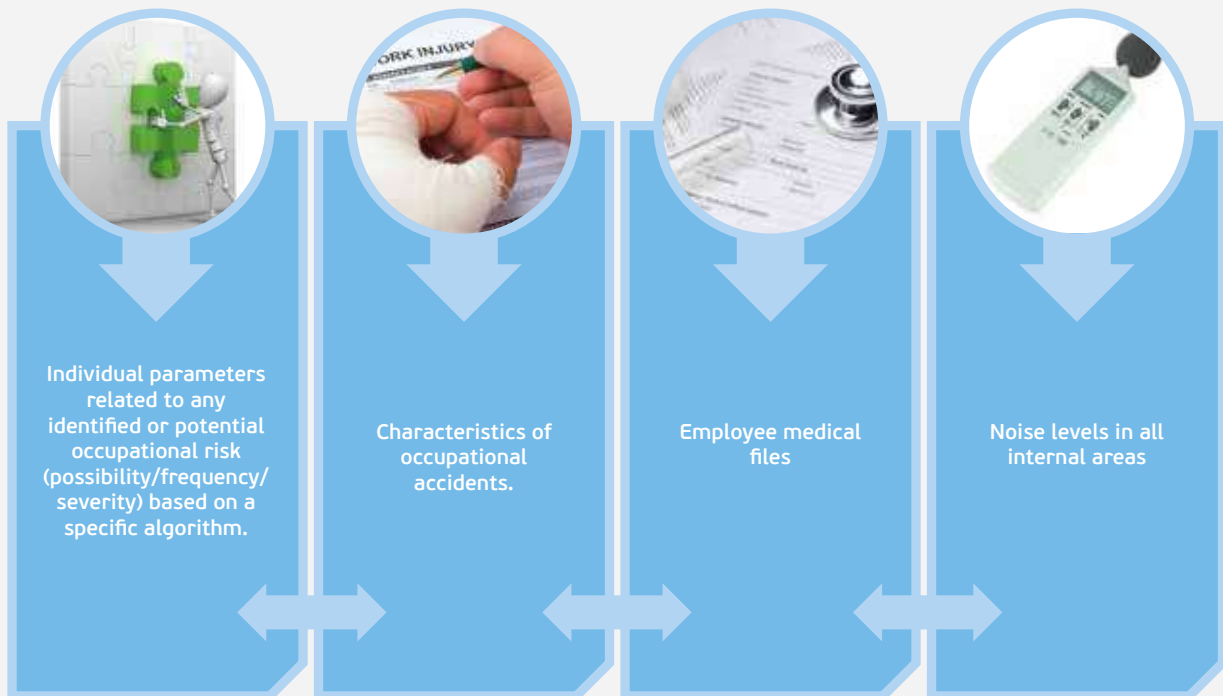


1872 hours of training on health and safety issues were realized in 2017

4.3. Monitoring health and safety parameters

The Group has established specific procedures for the systematic monitoring of the parameters related directly to the employees' health and safety, both in productive as well as all auxiliary activities.

The following parameters are taken into account regarding the detailed monitoring of the severity/risk related to various job positions:

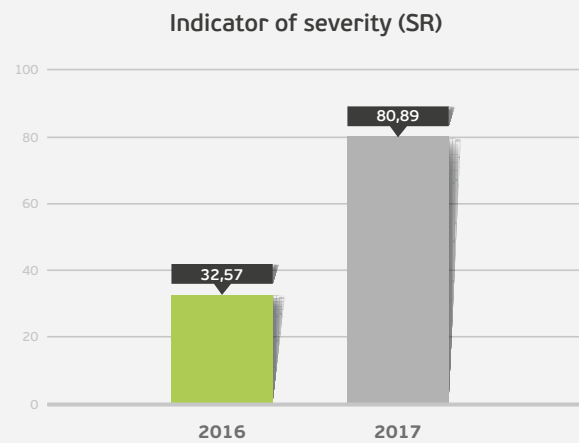
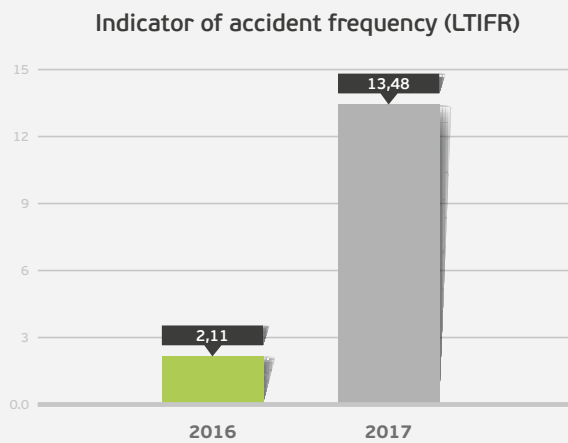


Additional parameters may be defined, at the discretion of the Safety Technician or/and the occupational doctor. These parameters are monitored on a permanent basis or for a pre-defined period, in order to ensure so that the Group continuously improves its performance regarding workplace health and safety issues.

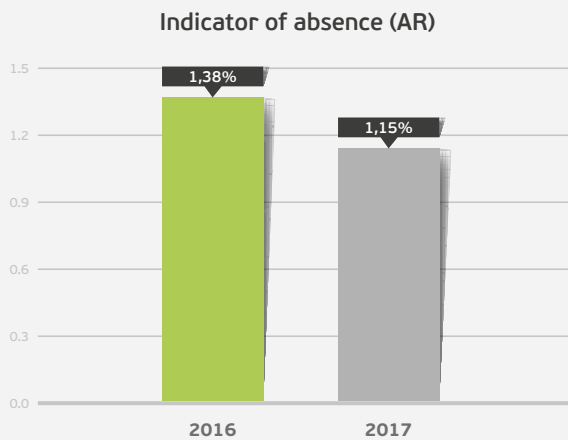
Health and safety indicators

The Group has developed, monitors and evaluates specific health and safety indicators aimed at its continuous improvement in health and safety and at the immediate identification of areas requiring further actions. The analysis of the indicators shows the efficiency of the implemented measures and programs and it also guides future interventions and actions.

INDICATORS OF FREQUENCY AND SEVERITY



INDICATOR OF ABSENCE



The following formulas were used in the calculation of the aforementioned indicators:

(LTIFR) Indicator of frequency= number of accidents (LTI) X 10⁶ / number of hours worked

(SR) Indicator of severity= number of lost days (SR) X 10⁶ / number of hours worked

(AR) Indicator of absence= numbers of days of absence from work due to an accident (AR)/ number of days worked

Furthermore, the Group monitors the following indicators:

INDICATORS	DETAILED DESCRIPTION
Indicator of absence due to an accident	<i>The maximum number of days when no accident occurred/total number of production units and stores</i>
Severe occupational accidents	<i>Total number of accidents resulting to absence from work/number of employees (total production units and canteens)</i>
Near misses	<i>Total number of near misses/number of employees (total production units and canteens)</i>
Indicator of average periodicity of accidents	<i>365 days/Total number of accidents</i>



5.

Social Contribution

- 5.1. **Activities for children** in need
- 5.2. **Support** of susceptible groups
- 5.3. **Support** of youth entrepreneurship



Social Contribution

The Group's priority is to create added value for the society in general and support the country's social structures as well as a large number of people, contributing to the strengthening of social cohesion. The Group seeks to dynamically contribute in the best possible way in the promotion of balanced financial and social growth through the realization of targeted actions, designed and implemented by the major brands of the Group around **3 basic pillars**:



5.1. Activities for children in need



Goody's - ArGOODaki

The actions implemented by **Goody's Burger House** are characterized by sensitivity, consistency and innovation since corporate responsibility is an integral part of its culture. The brand remains committed to its goal of supporting children in need through alliances with various organizations and the mobilization of its employees, partners and customers to participate.

ArGOODaki is an established social contribution initiative with impressive results. Since 2002, it has raised more than 4,000,000 Euros, implementing 14 projects in collaboration with selected institutions and has supported thousands of children in need and their families. Thanks to this remarkable work, Goody's ranked first in all indicators of Awareness & Social Behavior Index (ABSI) from 2006 until 2012.



In 2017, **ArGOODaki**, completed its contribution for the 16th year and supported the organization "Pediatric Trauma Care" through the provision of medical equipment to the Neonatal Intensive Care Unit of the "Aghia Sophia" Children's Hospital and to the A' Pediatric Clinic.





ESTEEMED
INITIATIVE
OF SOCIAL
CONTRIBUTION
AND LOVE



Οργανισμός του χώρου
είναι δωρεά από το
ArGoDaki της Goody's



SUPPORT TO
THOUSANDS
OF CHILDREN
AND THEIR
FAMILIES FOR
15 YEARS

everest®

In 2017, **everest** participated for the second consecutive year in the program **“Morning Snack at School”**, implemented by the Ministry of Labor, Social Security and Social Solidarity and the Ministry of Education, Research and Religious Affairs offering the traditional Thessaloniki koulouri (sesame bagel) to around 11,500 pupils of 68 primary schools and nurseries. The program **“Morning Snack at School”** involves the distribution of free snacks to pupils of primary schools and nurseries and aims to meet the feeding needs of susceptible groups like schoolchildren.



Through its initiative **“Morning Snack at School”**, **everest** tangibly supports a significant part of the pupil community. Contributing to the society and to children in particular is an essential part of the brand’s culture and a key priority.

La Pasteria CUCINA ITALIANA MAKE-A-WISH®

For the 12th consecutive year, **La Pasteria** supported **Make A Wish Greece** through hosting children and their families in La Pasteria restaurants. **Make A Wish** is an NGO exclusively dependent on donations and sponsorships by individuals and companies and does not receive any state subsidies. In 2017, La Pasteria supported the realization of 10 wishes.



5.2. Support of susceptible groups

- 1 Discount for the unemployed:** The Group actively supports the unemployed for the 7th consecutive year offering them a discount of 10% in every visit in its stores. This special offer is part of OAED's (Unemployment Agency) initiative for offering special prices to the holders of unemployment cards.



- 2** Renovation of the Social Guest House of the Panhellenic Association of Paraplegics (PASPA).
- 3** Sponsoring of Careerfair 4all ("First Career Day for People with Disabilities") aimed at supporting people with disabilities.
- 4** Mentoring by the Group's employees of the social cafe "Myrtillo" that employees almost exclusively people from susceptible groups.
- 5** Hosting and support of social impact activities by various stores of the Group. In addition to the programs centrally supported by the Group's brands, the stores host and participate in activities organized at local level.



- 6 Creation of personal hygiene kits for women refugees on the occasion of the International Women's Day (Flocafe Espresso Room in Glyfada).
- 7 Support of the remodeling of the 132nd Primary School of Grava by Ethelon NGO (everest in Grava).
- 8 Collection of goods for the people affected by the flood in Mandra, Attiki, in collaboration with Ethelon NGO and DESMOS. Four Flocafe Espresso Room stores and 5 La Pasteria stores were used as collection points for first aid supplies.
- 9 Supporting actions of Ethelon NGO for the International Volunteer Day.
- 1 Supporting "WE CAN" NGO: 366 boxes with food were collected and distributed to the Welcome and Solidarity Center of the Municipality of Athens. Furthermore, in 2017, the Group offered 2,174 portions of food and increased the food support to public benefit purpose entities through "WE CAN" NGO.

Furthermore, in 2017, two (2) blood donation drives were organized in collaboration with Nikea Hospital and with the participation of 85 people, assisting over 45 people who needed blood were helped. These drives were organized at the headquarters of the Group, with the participation of many employees.



5.3. **Support** of youth entrepreneurship

In collaboration with various organization as well as other companies, the Group supports events and one-day conferences in order to train and support the youth.

For example, in 2017, the Group supported the following events:

- *TEDxAthens*
- *TEDxPiraeus.*
- *TEDxPanteion.*
- *Erasmus Student Network Conference.*
- *Coding School, training and specialization of youth in new technologies and networking with the labor market organized by kariera.gr, Athens Tech College and Microsoft Hellas.*
- *MIT Enterprise Forum & R School by Microsoft Hellas.*
- *SOCIAL IMPACT AWARDS GREECE 2017 award ceremony (social entrepreneurship awards).*
- *Awards by Kariera.gr, e.g. "Developers Day" (career day for IT developers), "Career Days" and "Voxxedays".*

6.

Environmental Responsibility

- 6.1. **Environmental improvement** actions
- 6.2. **Environmental** management
- 6.3. **Environmental management** indicators



Environmental Responsibility

Recognizing the importance of the natural environment protection, the Group undertakes various actions to reduce its environmental footprint in all its activities. In this context, it implements an Environmental Management System in the Group's production units in compliance with the international standard ISO 14001, thus ensuring the efficient monitoring, recording and analysis of its environmental performance. Furthermore, the Group implements an environmental management system in its owned stores, some of which have also been awarded an ISO 14001 certification.

Based on its Environmental Policy, the Group is committed to:



Conform with the environmental legislation relevant to the Group's activities.



Perform self-assessment procedures to verify the correct implementation of defined procedures and the realization of the necessary actions for the continuous improvement of environmental performance.



Ensure the availability of the resources required to achieve various environmental goals that contribute to the overall environmental performance.

The Environmental Policy of the **GOODY'S | everest Group** explicitly states the necessary goals for constant improvement in environmental management areas.

Excerpt from the Environmental Policy

*The **GOODY'S | everest Group**, taking into account the principles of sustainable development, implements and constantly improves an Environmental Management System that sets specific goals and objectives regarding:*

- *The reduction of natural resources and energy consumption,*
- *the prevention of pollution by planning its operations through minimization, re-use and recycling of production materials and consumables,*
- *the recycling, re-use as well as safe storage, transport and disposal of solid waste/byproducts,*
- *controlled management of gas emissions and liquid waste produced.*



6.1. Environmental improvement actions

The **GOODY'S | everest Group** ensures the improvement of its environmental performance, realizes various actions, makes environmental investments, trains its employees and raises awareness.

Training and raising awareness among employees

The Group's employees, both in production units and stores, undergo specific training regarding environmental issues and acquire the necessary knowledge so that they are able to substantially contribute to the Group's efforts to improve performance in the environmental aspects of its activities.

In addition to training, there is frequent communication between the interested parties in order to:






-  *Raise awareness among the employees so that they consciously implement the environmental management procedures.*
-  *Give the employees the possibility to put forward any demands or provide any relevant information*

Environmental investments

By investing on the protection of the environment, the Group actively demonstrates its commitment to reduce its environmental footprint. In particular, in 2017 expenditure for environmental protection amounted to 145,573 Euros.

6.2. **Environmental management**

The **GOODY'S | everest Group** has established specific procedures in order to monitor and control all aspects of its activities **regarding:**

-  **Solid waste produced,**
-  **the quality of liquid waste,**
-  **gas emissions,**
-  **the noise produced by the operation of production units,**
-  **energy, fuel and water consumption.**

All data are evaluated by the person responsible for Environmental Management, and in collaboration with the competent executives and depending on the conclusions, the necessary preventive or/and corrective actions are implemented.

The person responsible for Environmental Management also has the following tasks:

- 1 *Raise awareness among the employees regarding environmental issues and implement the necessary training sessions*
- 2 *Perform internal controls*
- 3 *Manage the documentation of the Environmental Management System*
- 4 *Contact customers and suppliers about environmental issues*
- 5 *Contact the body that certifies the Environmental Management System*

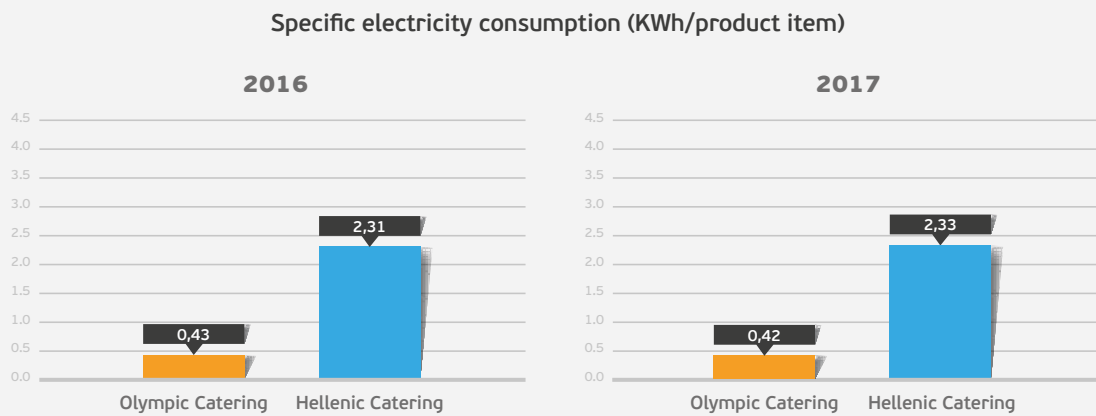
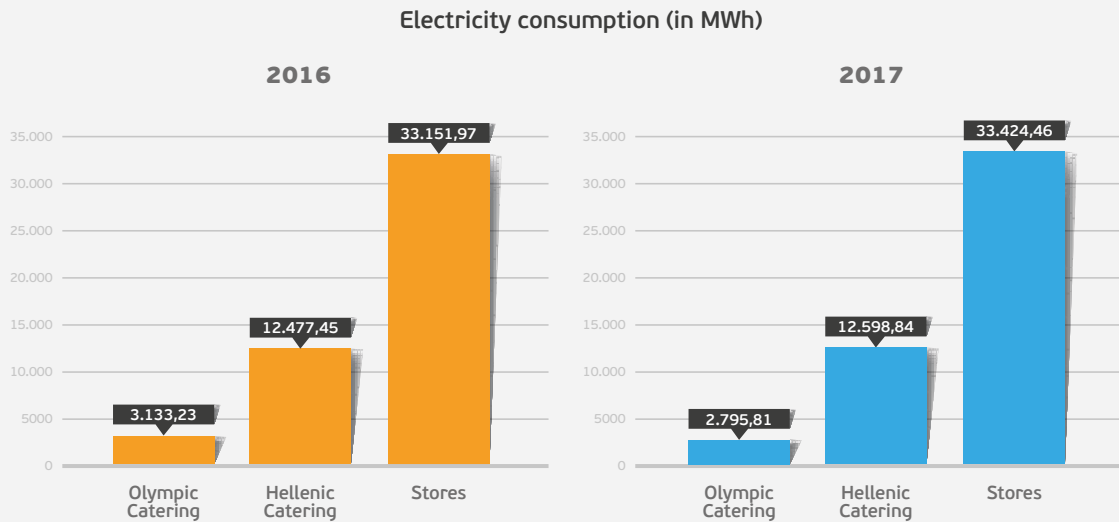


6.3. Environmental management indicators

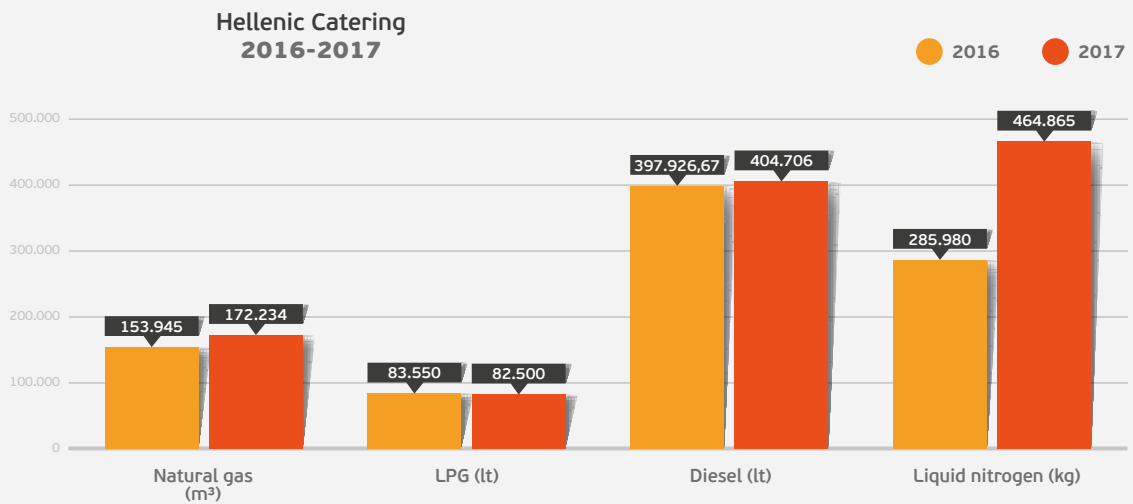
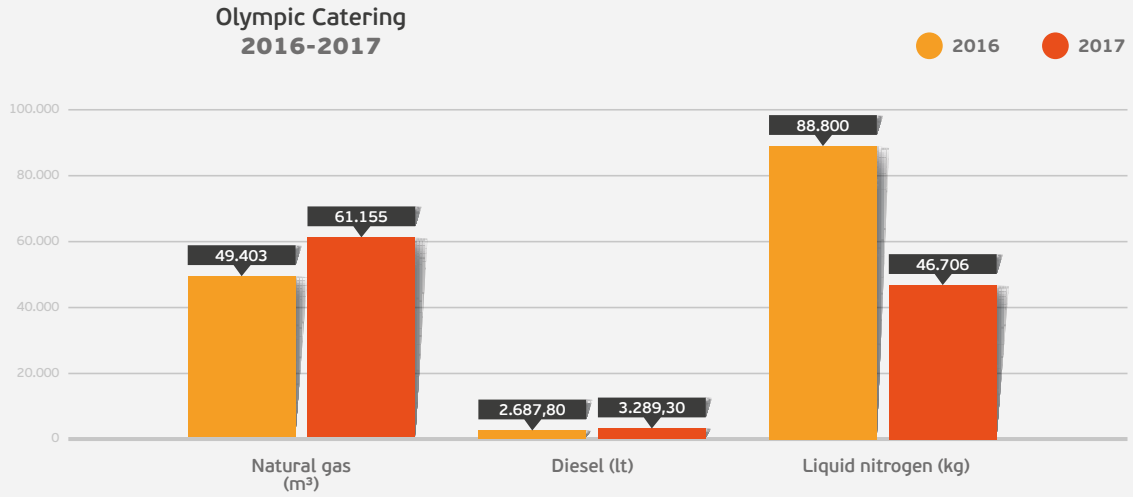
In the context of its continuous efforts to reduce its environmental footprint, the Group monitors specific environmental indicators in order to efficiently record environmental performance both of production units (Olympic Catering and Hellenic Catering) as well as owned stores.

Indirect energy consumption

In 2017 energy consumption amounted to 48,819.11 MWh in total and remained at the same levels as in 2016.



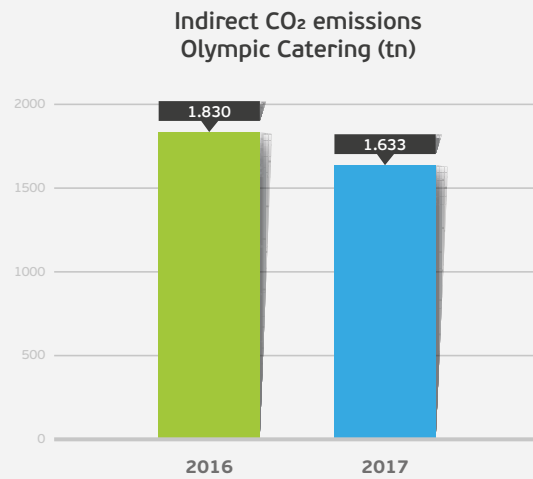
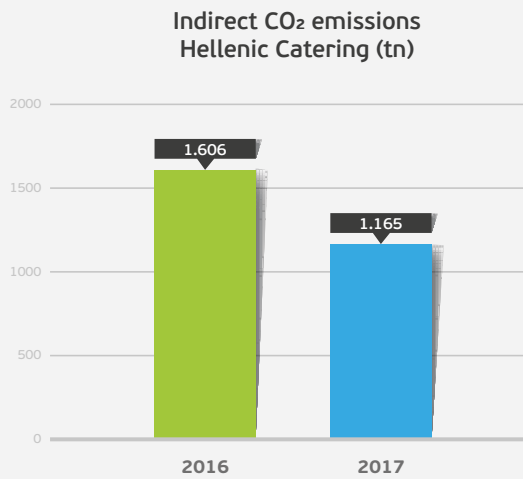
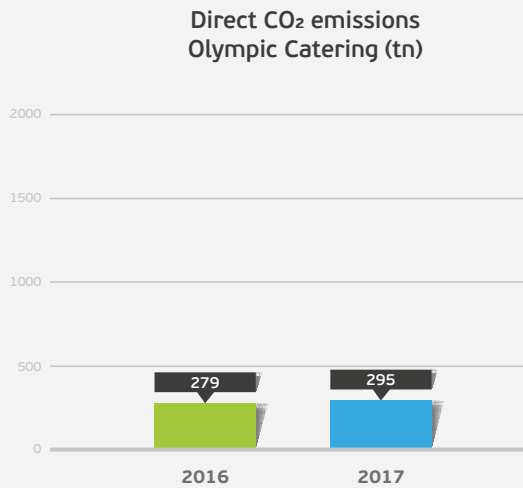
Direct energy consumption



Gas emissions

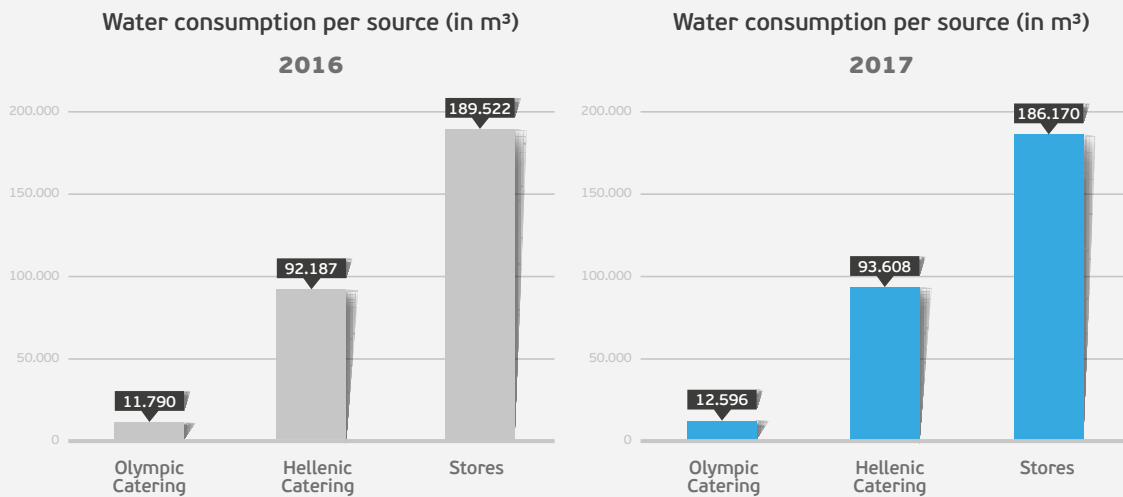
The **GOODY'S | everest Group** follows a specific procedure in order to monitor gas emissions caused by the operation of:

- Oil burners
- Coolers



Water consumption

Water consumption monitoring is performed through the assessment of all relevant data on a monthly basis.



Waste management

The Group tries to rationally manage production waste in an efficient way. The majority of waste is recycled and all waste, depending on their type, is collected in the appropriate bins or in designated spaces from where they are picked up by licensed waste management subcontractors.

Solid waste is collected in appropriate containers depending on the solid waste category. Collection is executed in a controlled manner, **always according to predetermined alternatives that are categorized as follows:**

- *Return to the supplier*
- *Re-use (by the Group's companies)*
- *Recycling*
- *Collection (as waste)*

In particular, regarding Olympic Catering's waste, 100% of waste produced (dangerous and non-dangerous) was forwarded to the specially designed structures of the Athens Airport (AIA). Hellenic Catering's production units also collaborate with licensed companies to recycle the waste they produce.

Solid waste is delivered to a licensed Waste Collection Body in order to be transported and specially treated.

In the Group's stores recycling is realized in accordance to the infrastructures of each municipality. Employees and mostly customers are encouraged to place waste in special recycling bins that are then transported to the corresponding bins of every municipality.

It is also noted that the total quantities of cooking oil in stores is recycled. In particular, in 2017, 161 tons of cooking oil was recycled..

The following table shows waste management per management method:

WASTE MANAGEMENT				
Quantities (%)				
Waste management method	2016		2017	
	OLYMPIC CATERING	HELLENIC CATERING	OLYMPIC CATERING	HELLENIC CATERING
Recycling	47%	26%	46%	19%
Delivery to landfill sites	54%	74%	54%	81%



7.

Corporate Governance and Financial Results

- 7.1. **Boards of directors** and committees
- 7.2. **Internal control** and risk management
- 7.3. **Management** of transparency and corruption issues
- 7.4. **Avoiding** conflicts of interest
- 7.5. **Financial** results



Corporate Governance and Financial Results

The **GOODY'S | everest Group** adopts good corporate governance practices and principles aiming at the efficient internal organization, reinforcement of competitiveness and value maximization in favor of all interested parties.

In the context of transparency and independence of Management and control methods, the Group has developed a distinct organizational structure and an efficient internal control and risk management system, with all relevant procedures.

7.1. Boards of directors and committees

The Group comprises of the Boards of directors of Goody's SA and Everest SA.

BOARDS OF DIRECTORS



The Boards of Directors are responsible for the corporate strategy and growth policy. They also supervise and control management in order to maximize the Group's value, to protect the rights and equal treatment of shareholders. They take into account all stakeholders whose interests are linked to the Group's interests, such as customers, creditors, suppliers and employees. Furthermore, during the performance of their duties, they act collectively and make decisions on any Management actions, asset management and the pursuit of business goals in general.

CONTROL COMMITTEE



The Boards of Directors are supported by the Control Committee of Vivartia Group to which all Departments of Internal Control report. In this way, supervision of the internal control system's efficiency, Internal Control operation and risk management are ensured.

EXECUTIVE COMMITTEE



The Executive Committee's role is to continuously supervise the operations of the companies and Vivartia Group, and to monitor financial figures and results. Moreover, it supervises goal setting that is the basis of budgets and strategic planning.

7.2. Internal control and risk management

Internal Control is an independent, objective, reassuring and consulting activity designed to add value and improve an organization's operation. It helps the Group achieve its objective goals by adopting a systematic professional approach to the assessment and improvement of the Group's risk management efficiency, control systems and corporate governance.

The Department of Internal Control inspects the safeguards that have been established against business risk. The Department performs numerous controls every year based on International Standards and the Code of Ethics. The results are grouped and presented to the Control Committee of Vivartia Group every three months.

Furthermore, the Group implements the principle of prevention at management level, thus keeping an efficient risk management system since it has identified and continuously evaluates and prioritizes potential business and operational risks by using various means or by implementing specialized strategies in order to limit its exposure to such risks.

In this way, the role of Internal Control expands and transforms into a specialized consultant to the Management regarding risk management issues. Internal Control is not limited to accountability procedures, but also serves as a forecast mechanism that identifies problematic situations in order to prevent or correct them.



Further detail regarding business risks is documented in the Financial Report 2017 of Goody's Company and the Financial Report 2017 of everest Company.

7.3. Management of transparency and corruption issues

The **GOODY'S | everest Group** implements the **Vivartia Group's Code of Business Conduct**, according to which transactions shall be made in a legal and ethical way in conformance with the national and international legislation in force. Regarding transparency and corruption, specific rules and principles apply regarding the acceptance of business gifts as well as the prevention of bribery and corruption of all employees.

Furthermore, a Code of Ethics has been established regarding the supply of goods and services, with specific standards and principles regarding the relation between employees and suppliers, as well as the act of offering or accepting gifts. Moreover, all suppliers must respect and observe the relevant **Code of Ethics of Suppliers/Partners** that has been developed as a framework regarding all transactions with the Group.



The Group's goal is to perform transactions with all interested parties in an honest and fair way creating added value.

7.4. Avoiding conflicts of interest

In line with the principle of prevention, the Group respects **Vivartia Group's Code of Business Conduct** that stipulates special measures and practices in order to prevent conflict of interest. The Group's main principle is that employees should be free of conflict of interests that may affect their judgment, their objectivity or their loyalty to the Group. This includes parallel activities, rules and impediments regarding the recruitment and employment of relatives, the Information Security Policy as well as the framework of confidential information management.

7.5. Financial results

Below you can find the Group's consolidated financial results in detail:

Financial figures (amounts in thousands of Euros)	2016	2017
Total Revenue (turnover)	160.709	164.054
Operating Profit	14.162	12.484
Operating Cost	-166.822	-166.921
Payments to Capital Providers	14.196	13.226
Profit/(loss) before Tax	-12.958	-9.369
Net Profit/(loss) after Tax	-13.049	-9.930
Payment of Taxes - Indirect	22.024	22.469
Payment of Taxes - Direct	484	438
Payments to State Bodies (total direct and indirect taxes paid)	22.507	22.907
Equity	-102.423	-102.661
Capital Expenditure	4.487	5.736
Payments for Acquisitions	406	1.235
Total Assets	265.528	261.810

In 2017, the Group recorded a sales increase of 2.1%, maintaining its operating profitability in spite of major challenges in the food service sector where the Group operates, e.g. 24% VAT rate, inadequate control mechanisms leading to unfair competition between organized chains and individual businesses.

The financial results of 2017 confirm the correct strategic planning of the Group, which is based on the following strategical pillars:



Table of Contents GRI

GRI Standard	Publication	Page number or reference
GRI 102: GENERAL PUBLICATIONS 2016 ("CORE" SELECTION)		
ORGANIZATION'S PROFILE		
102-1	Organization's name	Goody's everest group of companies p.8-9
102-2	Activities, brands, products and services	p.9, p.12, p.16, p.17, p.23-41, p.44, p.49, p.50
102-3	Location of the organization's registered offices	p.7
102-4	Location of activities	p.9, p.44-47
102-5	Ownership and legal form	100% VIVARTIA Group Group of companies
102-6	Markets served	p.9, p.16, p.23-41, p.44, p.49
102-7	Organization's size	p.9, p.46, p.73, p.116
102-8	Information on employees and other staff	p.76-77, p.79
102-9	Supply chain	p.9, p.60
102-10	Important changes in the organization and the supply chain	No important changes were recorded regarding the Company's size, structure, ownership or supply chain during the Report's reference period.
102-11	Principle of prevention	p.58-62, p.86, p.89-90, p.104-106
102-12	External initiatives	p.19, p.99-101 UN Sustainable Development Goals (SDGs)
102-13	Participations in organizations	p.19
STRATEGY		
102-14	Management's Statement	p.4
ETHICS AND INTEGRITY		
102-16	Values, principles, standards and codes of conduct	p.78, p.86, p.103-104
GOVERNANCE		
102-18	Structure of governance	p.10, p.113
CONSULTATION WITH INTERESTED PARTIES		
102-40	List of interested parties groups	p.69-72
102-41	Collective agreements	p.79
102-42	Identification and selection of interested parties	p.69-72
102-43	Approach to consultation with interested parties	p.69-72
102-44	Main resulting issues and concerns	p.69-72

GRI Standard	Publication	Page number or reference
GRI 102: GENERAL PUBLICATIONS 2016 ("CORE" SELECTION)		
DRAFTING METHOD OF THE REPORT		
102-45	Entities included in the consolidated financial statements	p.6
102-46	Identification of the report's content and the limits of the subjects	p.6
102-47	List of essential subjects	p.68
102-48	Rewording of information	p.6
102-49	Changes in the report drafting procedure	p.6
102-50	Reference period	01/01/2017 - 31/12/2017
102-51	Date of last report	01/01/2016 - 31/12/2016
102-52	Report cycle	Annual
102-53	Contact person regarding questions on the report	p.6
102-54	Claim about the accordance criteria	This Report is the second one of Goody's everest Group and the first one drafted in conformance with the GRI Standards of the international body Global Reporting Initiative (GRI), at Core level.
102-55	GRI Table of Contents	p.118
102-56	External assurance	No external verification has been performed in the data in this report by any independent third party. However, as the Group recognizes the significance, usefulness and added value that the external verification of the report's data may provide, it will consider the possibility of an external audit in a later version.

GRI Standard	Publication	Page number or reference
MATERIAL ISSUES		
QUALITY OF PRODUCTS AND SERVICES		
GRI 103: Administrative practice	103-1 Explanation of an essential subject and its limits	p.4, p.12, p.15, p.16, p.17, p.18, p.58-62
	103-2 Administrative practice and its aspects	p.15, p.16, p.17, p.18, p.58-62, p.117
	103-3 Assessment of the administrative approach	p.18, p.58-62, p.69-72, p.117
	Indicator of Goody's everest Group: Quality and safety of products and services	p.18, p.58-62
CONSUMERS' HEALTH AND SAFETY		
GRI 103: Administrative practice	103-1 Explanation of an essential subject and its limits	p.4, p.12, p.15, p.16, p.17, p.18, p.50, p.56, p.58-62
	103-2 Administrative practice and its aspects	p.15, p.16, p.17, p.18, p.50, p.56, p.58-62, p.117
	103-3 Assessment of the administrative approach	p.18, p.50 p.58-62, p.63-64, p.69-72, p.117
GRI 416: Customers' health and safety	416-2 Total number of cases of non-conformance with rules and voluntary codes regarding the consequences of products and services on health and safety	During the Report's reference period no cases of non-conformance were recorded.
LABELING OF PRODUCTS AND SERVICES		
GRI 103: Administrative practice	103-1 Explanation of an essential subject and its limits	p.4, p.12, p.15, p.16, p.17, p.18, p.50, p.56, p.58-62
	103-2 Administrative practice and its aspects	p.15, p.16, p.17, p.18, p.50, p.56, p.58-62
	103-3 Assessment of the administrative approach	p.17, p.18, p.50, p.56, p.63-64, p.117
GRI 417: Marketing and labeling of products and services	417-1 Requirements regarding information and labeling of products and services	p.63-64
CUSTOMERS' PERSONAL DATA		
GRI 103: Administrative practice 2017	103-1 Explanation of an essential subject and its limits	In view of the European General Data Protection Regulation (GDPR), the Company places great emphasis on the protection of the customers', the consumers', the employees' and other interested parties' personal data. In this context, in 2017, it started realizing a series of actions regarding the development of new internal procedures and the relevant safeguards (p.70).
	103-2 Administrative practice and its aspects	
	103-3 Assessment of the administrative approach	
GRI 418: Customers' privacy	418-1 Total number of documented reports about violations of customers' privacy and loss of customers' personal data.	During the Report's reference period there were no documented reports about violations of customers' privacy and loss of customers' personal data.

GRI Standard	Publication	Page number or reference
MATERIAL ISSUES		
CREATION OF ECONOMIC VALUE FOR INTERESTED PARTIES		
GRI 103: Administrative practice 2017	103-1 Explanation of an essential subject and its limits	p.4, p.15, p.16, p.17, p.66, p.46, p.84-85, p.94, p.117
	103-2 Administrative practice and its aspects	p.15, p.16, p.17, p.66, p.46, p.84-85, p.94
	103-3 Assessment of the administrative approach	p.15, p.16, p.17, p.66, p.46, p.84-85, p.94
GRI 201: Financial performance	201-1 Direct economic value generated and distributed	p.57, p.73, p.116
GRI 203: Indirect economic impact	203-2 Important indirect economic impact	p.57, p.73, p.95-101
RESPONSIBLE COMMUNICATION OF PRODUCTS		
GRI 103: Administrative practice 2017	103-1 Explanation of an essential subject and its limits	p.15, p.16, p.17, p.23-41, p.44, p.50, p.56, p.66
	103-2 Administrative practice and its aspects	p.15, p.16, p.17, p.23-41, p.44, p.50, p.56, p.66
	103-3 Assessment of the administrative approach	p.23-41, p.44, p.50, p.56, p.66, p.69-72
	Indicator of Goody's everest Group: Efficient management of the communication with consumers and customers	p.56, p.62
CONFORMANCE WITH RULES AND LAWS		
GRI 103: Administrative practice 2017	103-1 Explanation of an essential subject and its limits	p.4, p.16, p.50, p.56, p.58-62
	103-2 Administrative practice and its aspects	p.17, p.18, p.50, p.56, p.63-64, p.69-72, p.103, p.113, p.117
	103-3 Assessment of the administrative approach	p.17, p.18, p.50, p.56, p.58-62, p.63-64, p.69-72, p.103, p.113, p.117
GRI 307: Environmental conformance	307-1 Non-conformance with the environmental legislation and rules	No such cases were recorded in 2017.
GRI 417: Marketing and labeling of products and services	417-2 Cases of non-conformance regarding information and labeling of products and services	During the reference period, no case of non-conformance regarding information and labeling of products and services was recorded.

GRI Standard	Publication	Page number or reference
MATERIAL ISSUES		
TRANSPARENCY AND FIGHT AGAINST CORRUPTION		
GRI 103: Administrative practice 2017	103-1 Explanation of an essential subject and its limits	p.4, p.16, p.17, p.67, p.113, p.115
	103-2 Administrative practice and its aspects	p.17, p.67, p.113, p.115, p.117
	103-3 Assessment of the administrative approach	p.17, p.67, p.113, p.115, p.117
GRI 205: Fight against corruption	205-3 Confirmed cases of corruption and actions to deal with them	During the reference year, no case of corruption was recorded/reported.
EMPLOYMENT EDUCATION		
GRI 103: Administrative practice 2017	103-1 Explanation of an essential subject and its limits	p.4, p.15, p.16, p.17, p.44, p.61, p.66, p.76, p.80-81
	103-2 Administrative practice and its aspects	p.15, p.16, p.17, p.44, p.61, p.66, p.76, p.80-81
	103-3 Assessment of the administrative approach	p.15, p.16, p.17, p.44, p.61, p.66, p.69-72, p.76, p.80-81
GRI 401: Employment	401-1 Total number and turnover of employees (recruitments, departures)	p.76-77, p.79
GRI 404: Training and education	404-1 Average hours of education per year and employee	p.80-82
EMPLOYEES' HEALTH AND SAFETY		
GRI 103: Administrative practice 2017	103-1 Explanation of an essential subject and its limits	p.4, p.15, p.16, p.17, p.44, p.61, p.66, p.76, p.78, p.86
	103-2 Administrative practice and its aspects	p.15, p.16, p.17, p.44, p.61, p.66, p.76, p.86
	103-3 Assessment of the administrative approach	p.15, p.16, p.17, p.44, p.61, p.66, p.69-72, p.86-87, p.88-89, p.90
GRI 403: Customers' Workplace safety	403-2 Percentage of injuries, occupational diseases, days of absence from work and absences of employees by gender and area	p.91-92
ASSESSMENT OF HUMAN RESOURCES		
GRI 103: Administrative practice 2017	103-1 Explanation of an essential subject and its limits	p.4, p.15, p.16, p.17, p.44, p.61, p.66, p.76, p.83
	103-2 Administrative practice and its aspects	p.4, p.15, p.16, p.17, p.44, p.61, p.66, p.76, p.83-84
	103-3 Assessment of the administrative approach	p.4, p.15, p.16, p.17, p.44, p.61, p.66, p.69-72, p.76, p.83-84
GRI 404: Training and education	404-3 Percentage of employees receiving regular reports about their performance and their career development	p.84-84

GRI Standard	Publication	Page number or reference
MATERIAL ISSUES		
ENERGY CONSUMPTION AND CO₂ EMISSIONS		
GRI 103: Administrative practice 2017	103-1 Explanation of an essential subject and its limits	p.4, p.66, p.103-104
	103-2 Administrative practice and its aspects	p.66, p.103-104, p.104-106
	103-3 Assessment of the administrative approach	p.66, p.103-104, p.104-106, p.107
GRI 302: Energy	302-1 Total consumption within the organization	p.107-108 It is noted that the Group does not buy biofuels, ethanol and hydrogen. It should also be noted that the Group does not produce or sell energy. In 2017, the electricity production mixture by the Public Power Corporation (DEI) included 19.89% of renewable energy sources. In particular, the mixture of fuel for the whole country in 2017, as published by DEI was as follows: Lignite: 30.85%, Natural gas: 31.01%, Hydroelectric: 6.51%, RES: 19.89%, Interconnections: 11.74%.
GRI 305: Emissions	305-1 Direct CO ₂ emissions	p.109
WASTE MANAGEMENT		
GRI 103: Administrative practice 2017	103-1 Explanation of an essential subject and its limits	p.4, p.66, p.103-104
	103-2 Administrative practice and its aspects	p.66, p.103-104, p.104-106
	103-3 Assessment of the administrative approach	p.66, p.103-104, p.104-106, p.110-111
GRI 306: Leakage of liquid and waste	306-2 Total weight of waste according to type and disposal method	p.110-111

Reporting and communication assessment form

The Group looks forward to an open and interactive dialog with all categories of interested parties and through the following questionnaire aims to record any concerns and ideas regarding the ongoing improvement in all sectors of activities.

To which category of the Group's interested parties do you belong?			
<input type="radio"/> Employee	<input type="radio"/> Shareholder		
<input type="radio"/> End consumer	<input type="radio"/> Partner (franchising & special partners)		
<input type="radio"/> Client (HO.RE.CA)	<input type="radio"/> Supplier		
<input type="radio"/> Society	<input type="radio"/> State and regulatory authorities		
<input type="radio"/> NGO and vulnerable social groups	<input type="radio"/> Banks - creditors		
<input type="radio"/> Media			
<i>OTHER, PLEASE PROVIDE INFORMATION ON:</i>			
How would you assess each section of this Report?			
REPORT'S SECTIONS	EXCELLENT	SATISFYING	NEEDS IMPROVEMENT
Goody's everest Group	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Goody's everest in the market	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Corporate responsibility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Responsibility for employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social contribution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Environmental responsibility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Corporate governance and financial results	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Is there any information or other data about the Group that you searched but did not find in the Report?

PLEASE PROVIDE INFORMATION ON:

In order to better meet your expectations, what kind of actions would you propose to the Group to implement or/and undertake?

PLEASE PROVIDE INFORMATION ON:

Please send the completed assessment form to the following address:

Goody's | everest Group of companies
Athens International Airport Building 14B
19019, Spata
Tel.: 210 354 1600



GOODY'S | everest
GROUP OF COMPANIES

Athens International Airport
El. Venizelos, Building 14B,
19019 Spata, Attiki
Tel.: +30 210 35 41 600
