



## VISION

To be a leading oil refiner and oil products marketing enterprise in Greece and the wider region.



## CORPORATE MISSION

**To conduct** our business operations so as to increase the company's corporate value for the benefit of all stakeholders -shareholders, personnel, customers, suppliers, associates and partners, as well as the local and greater community- applying technological and commercial innovations.

**To meet** our customers' needs responsibly and effectively, while expanding our share in the domestic market.

**To function** reliably, swiftly and flexibly in our relationships with our people, customers, suppliers, and the general public, by making use of practices that demonstrate responsibility and integrity, as well as respect for people and the environment.



## STRATEGIC GOALS

**Maximising the profitability** of the refinery and overall financial performance.

**Maximisation and optimisation of sales**, by effectively marketing the refinery products and exploiting opportunities in our three markets (domestic, aviation-marine bunkering, and export), for achieving the best possible profitability.

**Striving for the highest standards** of Health and Safety, Environmental protection and Quality, through the application of technical, operational and organisational innovations and improvements to the refinery.



## OUR VALUES

1

### Efficiency

- Achieving set targets.
- Creating value for shareholders and society.
- Protecting the environment.
- Servicing customers' needs.
- Providing a safe, stimulating and reciprocal workplace.
- Continuous improvement.
- Promoting learning and innovation.

2

### Responsibility towards

- Our personnel.
- Our shareholders.
- Our customers.
- Our associates and partners.
- Society.

3

### Social responsibility

- Respect for people and their needs.
- Respect for the environment and commitment to sustainable growth.
- Priority for Health and Safety.
- Ensuring that the company is an active and responsible corporate citizen, respecting the local community and society as a whole.

4

### Integrity

- Respect for laws and regulations.
- Applying business ethics and the principles of corporate governance.
- Honest and open communication.
- Credibility and propriety in all company relations.



## OUR PRINCIPLES

### Respect for our people

We recognise the value of our people and we promote their personal development, while offering competitive terms of employment, within a working environment of respect and mutual trust. We respect human and labour rights and give first priority to workplace Health and Safety assurance.

### Respect for the environment

We recognise the value of sustainable development and the value of our natural environment, and commit ourselves to the implementation of effective operational procedures and technology for its protection.

### Transparency

We operate professionally and responsibly, strictly implementing the principles of business ethics and corporate governance.



Sustainability  
Report  
2013



## 42 YEARS MOTOR OIL

### The growth of MOTOR OIL: Important milestones

**1972**

Commissioning of the refinery. It comprises a Crude Oil Distillation Unit, a base oils production unit and port facilities.

**1978**

Commissioning of the Catalytic Reformer Unit for gasoline production

**1984**

Construction of a Power Plant, burning fuel gas.

**1996**

Purchase of 50% of the company's shares by Saudi Arabian Oil Company (Saudi Aramco).

Relocation of the Head Office to a modern Offices Complex in Maroussi.

**2001**

Increase of the company's equity capital through public offer of shares and listing on the Athens Stock Exchange.

Installation of a new Gas Turbine in the Power Plant.

Upgrading of the Lubes Vacuum Distillation Unit.

**2004**

Commissioning of the new Truck Loading Terminal at the refinery.

**1975**

Construction completion of the 100,000 barrels/day Crude Distillation Complex.

Construction completion of the 1.5 million cubic metres tank farm.

**1980**

Commissioning of the Catalytic Cracking Unit (for converting fuel oil to higher added value products).

**1993**

ISO 9002 quality certification for the entire range of the company's commercial and manufacturing activities.

**2000**

Construction of new units and upgrading of the Naphtha Reformer into a continuous 103-octane number catalyst regeneration unit for the production of fuels conforming to EU specifications.

New Central Control Room and installation of a Distributed Control System.

Certification of the Environmental Management System, according to ISO 14001:1996.

**2002**

Acquisition of 100% of the retail oil marketing company AVIN OIL.

## 2005

The Hydrocracker Complex is commissioned, facilitating the production of "clean fuels" conforming to European Union specifications for 2005 and 2009.

Repurchase of Saudi Aramco's stake in the company.

## 2007

Registration of the company in the Hellenic Register of EMAS (Eco-Management and Audit Scheme).

Issue of the first voluntary Environmental Statement, conforming with EU Regulation EMAS ER 761/2001.

## 2009

Increase of the participation in the share capital of OFC AVIATION FUEL SERVICES S.A. from 28.0% to 92.06%.

Entry into natural gas trading in collaboration with MYTILINEOS S.A.

## 2011

MOTOR OIL achieves all-time sales and fuel production records (10.8 and 9.4 million MT, respectively).

Completion of the construction of 5th gas turbine in refinery's power cogeneration plant, which now has a total capacity of 85MW.

Construction completion of KORINTHOS POWER S.A power plant, located in the MOTOR OIL refinery premises.

Recertification of Health and Safety Management System, according to OHSAS 18001:2007.

## 2013

MOTOR OIL achieves, for the sixth year in a row, sales and production record (12 and 10.5 million MT respectively).

Certification of the Environmental Management System, according to ISO 14001:2004.

## 2006

Certification of the refinery's Chemical Laboratory, according to ISO 17025:2005

## 2008

Certification of Health and Safety Management System, according to OHSAS 18001:2007.

Joint Venture Agreement with MYTILINEOS S.A. for the construction and operation of the KORINTHOS POWER S.A. natural gas, combined-cycle Power Plant.

## 2010

Commissioning of the new 60,000 barrels/day Crude Distillation Unit, and of two additional Sulphur Recovery Units, of a combined 170 MT/day sulphur production capacity.

Completion of the acquisition of the shares of the companies SHELL HELLAS S.A. (renamed to Coral S.A.), and SHELL GAS A.E.B.E.Y. (renamed to Coral GAS A.E.B.E.Y.), as well as of 49% of the aviation fuels trading company.

## 2012

MOTOR OIL achieves another sales and production record (11.7 and 10.2 million MT respectively).

Recertification of the Quality Management System according to the ISO 9001:2008.



# Delivering consistent and lasting value



While 2013 was the most difficult year for the refining industry in Europe, and especially in the Mediterranean, we have continued to operate with a clear vision and a solid sense of responsibility, incorporating the principle of sustainable growth in both our daily operations and long term planning.

Moreover in this challenging environment, we managed to carry out an extensive programme of periodic maintenance and upgrade, which kept main refinery units out of the production process for several days. Nevertheless, thanks to the refinery's high complexity index and by placing emphasis on increased competitiveness and extroversion, our Group managed to overcome these difficulties in the best possible way.

From 2001, when MOTOR OIL Group was listed on the Athens Stock Exchange until today, through continuous organic growth and acquisitions, which have cost more than 1.6 billion euros, we managed to be flexible and able to face the volatile market conditions successfully. This resulted in setting again a record not only in sales but also in production for 2013. Also, by further exploiting our export potential, we managed to export 74.4% of our sales, thus counterbalancing successfully the shrinking and difficulties of the domestic market.

At the same time, through our financial results, we reaffirmed our commitment to social responsibility. Deeply rooted in our country, with a keen awareness of the role we play in the development of the Greek economy, we consistently follow an operational and growth strategy always with respect to our stakeholders. In this context, we delivered a social product that, in 2013, amounted to 454.7 million euros.

With a workforce of over 1,800 employees in the entire Group, we offer job security and commit to the development of our people, who give their best on a daily basis. In 2013, we organized training programmes, which amounted to 17,700 man-hours, while continuing to offer excellent working conditions and prospects for personal and professional advancement.

We continued to place special emphasis on the implementation of integrated management systems for Health, Safety and the Environment and spent a total of 19.3 million euros on Safety and 22.7 million euros on the Environment, in both investments and operating expenses. Having zero accidents as an objective, we strive on a daily basis, to create a safety culture in all our activities and facilities.

We are continuously reducing our environmental footprint through the use of Best Available Techniques, helping to cut the emission of pollutants into the atmosphere, to enhance energy efficiency and to manage all byproducts or waste more efficiently.

We support the society through a variety of programmes and initiatives, which place emphasis on the needs of the local communities and, specifically, the young generation and those of vulnerable groups affected particularly harshly by the continuing crisis.

All the above are described in detail in this "Sustainability Report 2013", the twelfth report in succession to be issued, which describes our Group's activities. Its structure follows the new G4 Global Reporting Initiative guidelines, aiming at an objective and transparent presentation of our results, as well as the principles of the UN Global Compact that we endorse and support.

As a leading company in our sector, we continue, with consistency and perseverance, to generate value for all stakeholders. Relying on the relationships of trust we have built with our people and with a long term strategy, we adopt cutting-edge technologies that help us become more and more efficient, thus securing a competitive and viable future.

Motor Oil Group Management



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## GRI COMPLIANCE LEVEL

# On the Sustainability Report 2013

(G4-18, G4-23)



The Sustainability Report of 2013 is the twelfth such record of the annual activities of the MOTOR OIL Group (1 January 2013 - 31 December 2013), which reflects the company's vision and strategic objectives, as well as its values and principles. The primary concern of the Report is to provide comprehensive information for all stakeholders in the Group: workforce, customers, suppliers, shareholders, investors, creditors and local communities.

The Report underlines the Group's sincere commitment to the principles of Corporate Social Responsibility. As an active member of the community, the MOTOR OIL Group strives to achieve sustainable development by responding to the environmental challenges deriving from its operations while at the same time tries to meet the needs of the local and wider society.

The structure of the Sustainability Report 2013 is designed to cover all aspects of corporate responsibility. It focuses, therefore, on actions that demonstrate respect for human values and the environment, the implementation of an effective health and safety policy, and support for efforts to achieve sustainable social development. The various sections of the Report describe in detail the Group's activities, with presentations of the latest quantitative figures and data.

The terms 'Group' and 'MOTOR OIL Group' refer to the MOTOR OIL Group and its constituent subsidiary Groups and companies, AVIN OIL, Coral, Coral Gas and OFC. The term 'company' refers to the parent company 'MOTOR OIL'; the terms 'other companies' and 'remaining companies' refer to the aforesaid set of companies, while the term 'commercial companies' refers, once again, to the aforesaid set of companies, not - however - including OFC.



### **Global Reporting Initiative - UN Global Compact**

The selection of topics for the Sustainability Report 2013 was based on the new G4 guidelines of the Global Reporting Initiative (GRI), on the Oil & Gas sector supplement and on the ten principles of the United Nations Global Compact. At the end of the Report there is a summary table matching the contents of the current Report to the GRI indicators and Global Compact principles. In this sense, the Sustainability Report 2013, also serves as a Communication on Progress for the Global Compact, setting out the way in which its ten principles have been implemented.

Supplementary data for the Group's activities can be found in the Annual Financial Report 2013 and the Environmental Statement 2013, as well as at the company website, [www.moh.gr](http://www.moh.gr)

### **Communication**

The MOTOR OIL Sustainability Report 2013 has been edited and compiled by the Group's Communications, Corporate Affairs and Corporate Social Responsibility Department. We wish to extend our heartfelt thanks to all other Divisions and Departments whose contributions of data have allowed us to produce a comprehensive Report. We welcome all views and observations on the structure and content of the report - your input will help us to keep improving its quality.

Please contact us on +30 210 8094004, or send your comments to [csr@moh.gr](mailto:csr@moh.gr)

# 01

## Identity and Corporate Responsibility

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### DEBT REDUCTION

MATURING OF INVESTMENTS AND ACQUISITIONS

INCREASE IN SHARE OF DOMESTIC MARKET, OWING TO HIGH PERFORMANCE OF AVIN OIL AND CORAL NETWORKS

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**12**

**MILLION TONS**  
MOTOR OIL SALES HIT HISTORIC NEW RECORD

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**74.4%**

OF SALES ARE EXPORTS  
FURTHER INCREASE IN EXPORT ORIENTATION

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**454.7**

**MILLION EUROS**  
SOCIAL PRODUCT

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## We produce energy and create value reliably and responsibly.

In the forty-two years during which MOTOR OIL has been operating as an oil refiner and oil products marketing company, it has always functioned with a strong sense of corporate responsibility, aiming at sustainable profitability and development in a socially responsible manner.

Combining a progressive approach to corporate responsibility with an efficient business model, competent people and management, MOTOR OIL is on a course of continual growth and value creation for all stakeholders, while it effectively fulfils its social role, enhancing its contribution to society and paving the way for its future development.

Its Corporate Vision and Mission provide the framework, within which the planning and implementation of MOTOR OIL's dynamic growth is achieved. Moreover, its operation is founded on a set of firm Principles and Values that underpin its business activity.

For MOTOR OIL, 2013 was a year of major challenges, including the implementation of a comprehensive programme of regular maintenance of the refinery and the continuing of its activities under the most adverse conditions seen in the European - and specifically Mediterranean - refinery market in recent years.

This year, company strategy has focused primarily on attaining a high degree of refinery employment, on optimal distribution of products, on the 3 main markets in which it does business (domestic market, exports and shipping), and on creating healthy cash flows.

As a result of all the above, MOTOR OIL managed to achieve record sales and fuel production figures (12 million and 10.5 million MT respectively) for the sixth year running.

Additionally, the company also exploited to the full its export capacity, achieving once again - despite the continuing fall in consumption of petroleum products in the domestic market - a total volume of sales significantly in excess of the refinery's annual production capacity. In 2013 overseas sales (including shipping and aviation) accounted for 74.4% of the company's total volume of sales, compared with 72.5% in 2012.

There was also a significant increase in our share of the domestic market, despite the dramatic fall in consumption because of the crisis. This demonstrates the superb efficiency of the network of Coral and AVIN OIL service stations, which have proved more resilient than their competitors.

Finally, regarding our financial overview, the creation of robust cash flows allowed on one hand an uninterrupted funding of our turnover and operating activities, while on the other hand reducing significantly our bank debt.

## 1. PROFILE OF THE MOTOR OIL GROUP (G4-17)

The MOTOR OIL Group had an average workforce size of 1,800 and a consolidated turnover in 2013 representing around 5.1% of GDP, as well as total assets on a consolidated basis of 2.34 billion euros. It plays a leading role in the sectors of crude oil refining and marketing of petroleum products in Greece, as well as the greater eastern Mediterranean region, supplying its customers with a wide range of high quality products.

### CONSOLIDATED TURNOVER IN 2013 ACCOUNTED FOR 5.1% OF GDP

The MOTOR OIL parent company was founded in 1970 and the refinery commenced operations in 1972. The company has been quoted on the Athens Stock Exchange since 2001. It is listed on the index of 25 companies with the highest capitalization (FTSE/ATHEX Large Cap), the General Index (ATHEX COMPOSITE INDEX) and on individual sector indices.

- The refining of crude oil and marketing of oil products are the main activities of the MOTOR OIL Group, whose refinery is one of the most technologically sophisticated, complex and flexible (in terms of production processes) refineries to be found anywhere in Europe or elsewhere.
- Over the last few years, vertical integration of its business has allowed the Group to achieve further development of its activities and an expansion of its domestic market share, relying on the liquid fuel retail networks of its subsidiaries AVIN OIL and Coral (formerly SHELL HELLAS S.A.). Together, the two networks consist of a total of approximately 1,200 service stations selling liquid fuels, accounting for about 29% of the domestic market.
- On 10 April 2012 MOTOR OIL acquired a 26.71% stake in CYCLON S.A., a company engaged in the retail sale of petroleum products and the production of base and finished (packaged) lubricants. CYCLON has a nationwide network of around 220 retail stations, with an estimated market share of 3.5%. It is listed on the Athens Stock Exchange, and features on the FTSE /ATHEX Mid Small Cap Index.
- The Group has laid the foundations for its presence in the electricity generation sector, through a 35% stake acquired by the parent company MOTOR OIL S.A. in KORINTHOS POWER S.A. (the other 65% stake is held by MYTILINAIOS S.A. Group of Businesses). The main

asset of KORINTHOS POWER SA is the combined- cycle, natural gas fuelled, power station, with a capacity of 436.6 MW, located next to the MOTOR OIL facilities at Ag. Theodoroi, Corinth, which came on line in 2012. The Group also holds a 70% stake in SOUSAKI POWER GENERATION SA, which since 2010 has held an electricity generation license (440MW) from the Ministry of the Environment, Energy and Climate Change.

- The Group has already established a presence in the natural gas market through M & M NATURAL GAS S.A., in which the parent company MOTOR OIL holds an equal stake with MYTILINAIOS S.A. Group of Businesses. In 2011 M & M received a license to supply natural gas from the Ministry of the Environment, Energy and Climate Change, under which it has the right to sell natural gas for the next twenty years.
- Finally, the Group is active in the aviation fuel services sector through OFC AVIATION FUEL SERVICES S.A. in which MOTOR OIL and subsidiary AVIN OIL hold an equal stake of 46.03% each. OFC is the company which constructed and operates the existing, fully automated system for supplying aviation fuel to the Eleftherios Venizelos Airport, Athens, as well as the fuel storage facilities at the same airport.

The table below sets out the subsidiary and affiliated companies, with the stakes held in them (directly or indirectly) by the parent company. These are the companies which make up the MOTOR OIL Group. More detailed information on the companies can be found in the Annual Financial Report 2013.



NAME	ACTIVITY	PERCENTAGE SHARE	
		DIRECT	INDIRECT
AVIN OIL S.A.	Marketing of petroleum products	100%	
CORAL S.A.	Marketing of petroleum products	100%	
CORAL GAS S.A.	Marketing of liquefied petroleum gas	100%	
CYCLON HELLAS LUBRICANTS AND PETROLEUM PRODUCTS SA	Processing and marketing of lubricants and petroleum products	26.71%	
OFC AVIATION FUEL SERVICES S.A.	Aviation Fuel Supply Systems	46.03%	46.03%
MAKREON S.A.	Marketing of fuels		100%
ERMES S.A.	Marketing of fuels		100%
MYRTEA S.A.	Marketing of fuels		100%
M AND M NATURAL GAS S.A.	Marketing of natural gas	50%	
SHELL & MOH AVIATION FUELS S.A.	Marketing of aviation fuels		49%
KORINTHOS POWER S.A.	Production and marketing of electrical energy	35%	
ATHENS AIRPORT FUEL PIPELINE COMPANY S.A.	Supply of aviation fuel via pipeline to E. Venizelos Airport	16%	
HELLENIC FEDERATION OF INDEPENDENT ELECTRICITY COMPANIES - ESAI	Promotion of electric power issues	16.7%	
RODOS-ALEXANDROUPOLIS S.A. OIL PRODUCT FACILITIES	Aviation fuel depot		37.49%
ELECTROPARAGOGI SOUSAKI S.A.	Marketing of electrical energy	40%	38%
NUR-MOH HELIOTHERMAL S.A.	Operation of heliothermal power stations	50%	
MOTOR OIL (CYPRUS) LIMITED	Holding Company	100%	
AVIN REAL ESTATE SA	Purchase, sale and commercial operation and exploitation of real estate		100%

## 2. THE REFINERY

The parent company refinery, which represents the core of the Group's activities, is located in Agioi Theodoroi, Corinth, about 70 km from the centre of Athens. The Refinery with its ancillary plants and fuel distribution facilities forms the largest privately owned industrial complex in Greece, and is considered one of the most modern refineries in Europe. The complexity of Motor Oil's refinery stands at 11.54 according to Nelson's Complexity Index.

The refinery has the capacity to process various types of crude oil and manufactures a wide range of oil products. It supplies commercial oil companies in Greece, but the bulk of its production is sold abroad. Moreover, it is the only refinery that produces base oils in Greece. Refinery products meet the European Union specifications, which

came into force on 1 January 2009, as well as the most stringent international standards.

Since 2001 (the year it was first listed on the Athens Stock Exchange) the company has invested a total of 1.3 billion euros, most of it in the hydrocracker complex and in

## 01 IDENTITY AND CORPORATE RESPONSIBILITY

construction of the new crude distillation unit (CDU).

The technical sophistication of the refinery allows MOTOR OIL to manufacture products with high added

value, adjusting the final product mix to market needs, ensuring better distribution prices and achieving better refining margins than other composite refineries in the Mediterranean.

### CHARACTERISTICS OF THE REFINERY

- Processing capacity: 185,000 barrels of crude oil per stream day (BSD).
- The refinery produces all types of fuel and is one of the most advanced and complex in Europe, with Hydrocracker and Catalytic Cracking units and a 11.54 rating on the Nelson Complexity Index.
- It produces refined fuels (gasoline and automotive diesel) in accordance with the EU specifications for 2009.
- It has ISO 9001:2008 certification for Quality, ISO 14001:2004 and EMAS III ER 1221/2009 certification for the Environment, OHSAS 18001:2007 certification for Health and Safety, ISO 17025:2005 certification for its Chemical Labs and CE Marking certification for its asphalt products, in accordance with EU Regulation 305/2011 and the requirements of European standard EN 12591:2009. This is a combination of standards found in very few European refineries.
- It is the only refinery in Greece with a unit producing base oils and finished lubricants, approved by such international agencies as the American Petroleum Institute (API), the European Automobile Manufacturers Association (ACEA) and the United States Army and Navy.
- It possesses a power and steam cogeneration unit, which now has a capacity of 85MW following the recent addition of a fifth gas turbine.
- It uses natural gas as a fuel and as a raw material for the production of hydrogen.
- It has a storage capacity of 2,500,000 m<sup>3</sup> (Crude Oil: 1,000,000 m<sup>3</sup>, Intermediate & Finished Products: 1,500,000 m<sup>3</sup>).
- It has modern port facilities for tanker docking, suitable for tankers of up to 450,000 tons DWT, which can serve more than 3,000 vessels annually.
- It has a modern truck loading terminal, which can serve 220 road tankers per day.

The operation of a refinery requires auxiliary supplies of electric power, water and steam. The refinery's requirements in terms of electricity are met by the five gas turbines of the Power Cogeneration Plant, which make it energy self-sufficient. High-pressure steam is provided by the four steam-producing boilers, as well as the steam generated by certain units within the refinery.

The sea water desalination units provide sufficient water of suitable quality to feed the boilers and fully meet the needs of the refinery, thus saving significant quantities of fresh water - a valuable natural resource. The refinery is connected to the national natural gas network, allowing it to use natural gas as a raw material for the production of hydrogen and as a fuel for its thermal and energy needs. This grants it valuable flexibility in selecting the optimal mix of raw materials and fuels, while further improving the refinery's environmental performance.

Liquid waste is collected and treated in the Industrial Waste Water Treatment Plant and the Urban Liquid Waste Treatment Plant.

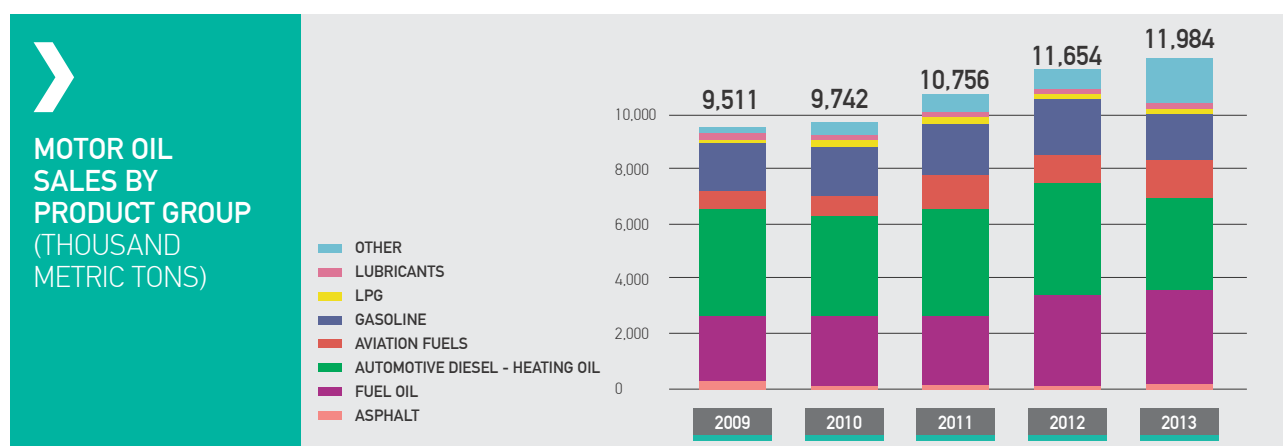
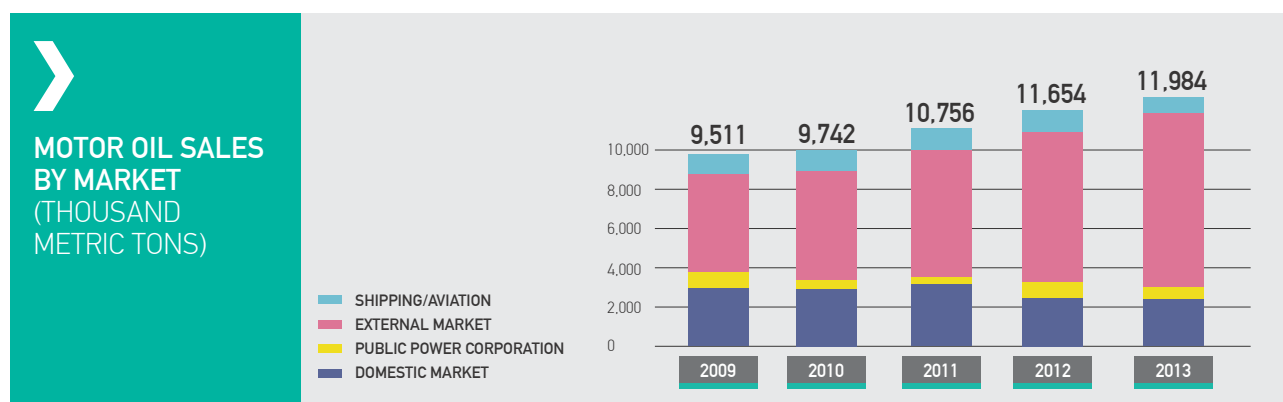
The refinery has a modern Truck Loading Terminal, which significantly strengthens the competitive position of MOTOR OIL in the southern Greek market.

### 3. 2013 RESULTS

2013 was the most difficult year in the recent history of the refining sector in Europe, and particularly in the Mediterranean. The great sophistication of our refinery did, however, allow the Group to make continual adjustments to the crude supply mix in order to respond as effectively as possible to the crisis. Thus, in a year of exceptionally tight refining margins, and while carrying out an extensive maintenance programme on our units, we managed to achieve record sales, to slightly increase exports and to cut borrowing a little further.

- MOTOR OIL product sales have been rising steadily in recent years, reaching 12 million tons in 2013 - a new historic record. Its products are delivered to the three markets in which it operates (domestic market, exports and the shipping/aviation sector) through a powerful sales network and with the help of long-standing relationships with customers. The quantities supplied to each of these markets are determined by the relevant demand, but also by the company's aim of supplying its products to the markets that offer the highest margins. The sales figures show the company's robust export

orientation, which became even more pronounced in 2013: foreign sales, including shipping/aviation sales, to more than 44 countries (the main destinations being Turkey, Singapore, Lebanon, Libya, the USA, Gibraltar, Italy, Saudi Arabia, Egypt and Cyprus) accounted for 74.4% of all sales, having increased by 5.6% compared to the foreign sales figures for 2012.



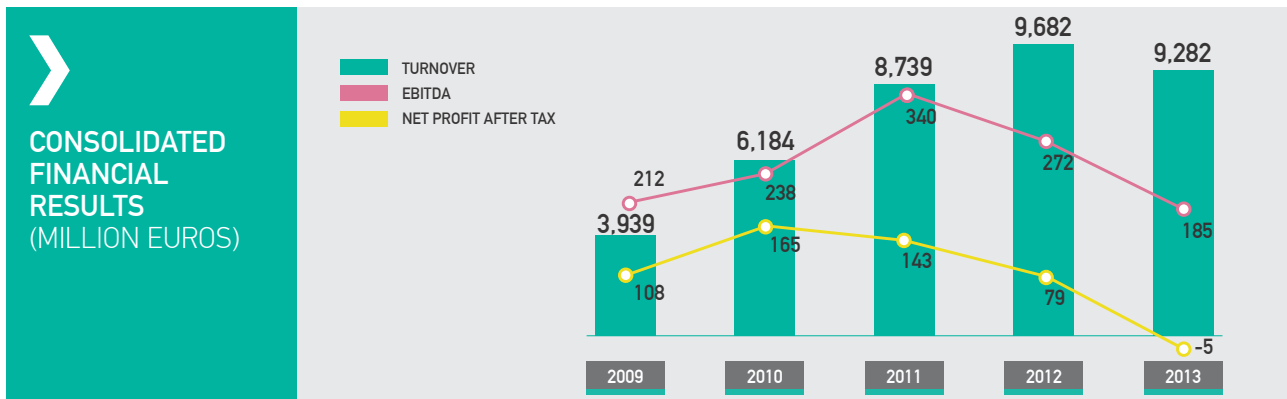
- The Group's turnover declined by 4.13% in 2013, partly as a result of a fall in the average price for petroleum products, partly because of a weakening (average exchange rate) of the US dollar against the Euro of 3.4%, although to some extent these factors were countered

by a 4% increase in volume of sales. We must also take into account the limited contribution of the refinery's conversion units (Hydrocracker, FCC), owing to the extensive programme of regular maintenance, and the particularly tight refining margins throughout the year.

## 01 IDENTITY AND CORPORATE RESPONSIBILITY

In 2013 a number of factors came together to create the most adverse conditions seen in the refining sector in recent decades. These developments meant that Group profits before interest, depreciation and taxes (EBITDA) amounted in 2013 to 185 million euros, 31.9% down on the preceding year. The Group's net post-tax profits

for 2013 were negative (essentially because of the postponed tax owing to the change in tax rate from 20% to 26%), with losses of 4.5 million euros being recorded, compared to profits of 79 million euros in 2012.



- MOTOR OIL's domestic market share has been steadily increasing in recent years and in 2013 amounted to 34%. This figure underlines the efficiency of the Avin Oil and Coral retail sale networks, which have managed to increase their market shares despite the crisis and the contraction of the overall domestic market.

### MOTOR OIL's DOMESTIC MARKET SHARE

	2009	2010	2011	2012	2013
Fuels	27.1%	27.4%	32.0%	35.0%	37.7%
Shipping/Aviation	20.3%	24.2%	23.2%	25.2%	25.7%
Lubricants	37.4%	36.6%	34.8%	46.9%	51.4%
<b>TOTAL DOMESTIC MARKET</b>	<b>25.4%</b>	<b>26.6%</b>	<b>29.5%</b>	<b>32.1%</b>	<b>34.0%</b>

## 4. CORPORATE GOVERNANCE

MOTOR OIL's management and control is based on contemporary principles of good corporate governance, as prescribed by legislation and the relevant regulations, and by other international codes of best practice and auditing standards. Its strategy and daily operations are deployed within the framework of corporate governance principles, which govern issues such as:

- the appropriate structure of its Board of Directors,
- respect for, equal treatment and protection of the interests and the rights of all shareholders,
- compliance with legal and regulatory provisions,
- transparency in decision-making procedures,
- the reliability and adequacy of all disseminated information, regarding the Group's strategy and financial results, or its financial transactions,
- the management of personnel and remuneration matters, and
- the identification, assessment and control of all inherent risks.

The company has its own Code of Corporate Governance (CCG), prepared and approved by the Board of Directors in March 2011. It sets out the framework for the basic

operating areas of the company, as well as the best practices in corporate governance which it has adopted. The Code is revised as appropriate (amendment of articles

## IDENTITY AND CORPORATE RESPONSIBILITY 01

of association, change in organizational chart, etc.) and is always available in its current form on the company website. The company's most senior decision-taking body is the Board of Directors, which is elected by the Annual General Meeting of Shareholders and which represents a

broad range of knowledge, experience and qualifications, tailored to match the objectives of the company while ensuring, as far as possible, a numerical balance between executive and non-executive directors.

### Composition of Board of Directors

NAME	BOARD POSITION	MEMBER IDENTITY*
Vardis J. Vardinoyannis	Chairman and Managing Director	Executive
Ioannis V. Vardinoyannis	Vice Chairman	Executive
Ioannis Kosmadakis	Deputy Managing Director	Executive
Petros Tzannetakis	Deputy Managing Director	Executive
Nikos Th. Vardinoyannis	Member	Non-executive
George Alexandridis	Member	Non-executive
Theofanis Voutsaras	Member	Executive
Michael Steiakakis	Member	Executive
Niki Stoufi	Member	Non-executive
Konstantinos Maraveas	Member	Non-executive / Independent
Antonios Theoharis	Member	Non-executive / Independent

\* In accordance with Law 3016/2002

Two committees, established in 1996 and each made up of three members, operate within the framework of the Board of Directors: the Compensation Committee and the Audit Committee. Both are chaired by the non-executive director of MOTOR OIL Mr G. Alexandridis, and on each committee the other two members are the non-executive directors of MOTOR OIL Messrs K. Maraveas and A. Theoharis.

The Compensation Committee advises the Board of Directors within the competences assigned to it by the latter. It deals with staffing issues and recommends policies on salaries, benefits and incentives for management and staff, also overseeing implementation of the said policies.

The members of the Audit Committee are appointed by the Annual General Meeting of Shareholders, in accordance with the provisions of Law 3693/2008, and all have substantial knowledge and experience in matters relating to financial reports, accounting and auditing. The Audit Committee is of considerable assistance to the Board of Directors in performing its duties, acting

as recipient of all reports on audits carried out by the company's Internal Audit Department. The legal auditor or auditor's office reports to the Committee on all matters relating to the progress and results of the regular mandatory audit, submitting a special report on any weaknesses in the internal audit system, particularly any shortcomings found in procedures relating to the provision of financial information and the compilation of financial statements.

Since 1990 (i.e. long before the passing of Law 3016/2002 and the company's listing on the Athens Stock Exchange) the company has had its own Internal Audit Department, which reports directly to the Board of Directors and is overseen by the Audit Committee. The company's independent internal audit system aims at ensuring compliance with the company's procedures for managing financial and operational matters, as well as ensuring that issues related to the efficient management of business risks are given proper attention. Lastly, the company's financial statements are also audited by independent chartered auditors, in compliance with its statutory obligations.

## 01 IDENTITY AND CORPORATE RESPONSIBILITY

### CONTROL AND RISK MANAGEMENT SYSTEMS

In respect of the operation of the company's Internal Control and Risk Management - ICRM - Systems, in relation to the procedure for compiling financial statements, we should state that the MOTOR OIL financial reports system uses a sophisticated software package to produce reports to the administration and to external users.

Financial statements and other analyses are submitted to the administration on a monthly basis, and compiled in simple and consolidated form, in accordance with the International Financial Reporting Standards, for submission to the administration or for general publication, under the current regulations, on a quarterly basis. Both reports submitted to the administration and financial information released to the public contain all the necessary information expected from an updated internal

audit system, featuring analyses of sales, costs and spending, operating profits and other details. All reports to the administration contain details for the current period, for purposes of comparison with the corresponding figures in the budget, as approved by the Board of Directors, and with the figures for the same period in the previous year. All published interim and annual financial statements are compiled in accordance with the International Financial Reporting Standards, contain all necessary information and opinions on the financial statements, are reviewed by the Audit Committee and approved in their entirety by the Board of Directors.

## 5. PARTICIPATION IN INTERNATIONAL - NATIONAL AGENCIES AND NETWORKS

MOTOR OIL supports and maintains lasting relationships with international and national bodies, and is a member of:

- The Global Compact Network Hellas (of which it became a founding member in 2008 when it endorsed the United Nations Global Compact).
- The Hellenic Network for Corporate Social Responsibility (together with the companies AVIN OIL and Coral).

It is also a member of the following national and international business associations:

- The Hellenic Federation of Enterprises.
- The Athens Chamber of Commerce and Industry, the Hellenic-American and Arab-Hellenic Chambers, as well as other regional Chambers.
- The Hellenic Association of Independent Power Producers.
- The Union of Listed Companies.

MOTOR OIL's membership in the organizations listed below is prompted by its awareness that the rate of development of technology and science in the critical area of environmental protection, as well as changes in the legal framework governing this area, make it essential to exchange views, experience and expertise with other companies and agencies:

- CONCAWE (CONservation of Clean Air and Water in Europe), which provides technical support to European refineries on Health, Safety and Environmental Protection issues. Our participation ensures constant, complete and systematic information provision on matters concerning safety and the environment, during production and handling of the products we produce and distribute. The conclusions of research projects are evaluated and incorporated in our daily business practices in the most suitable manner, thus further

improving the company's environmental performance.

- Oil Companies International Marine Forum (OCIMF), which is an association of petroleum companies with an interest in promoting the safe and environmentally-friendly marine transportation of crude oil and petroleum products, as well as the operation of oil terminals.
- Mediterranean Oil Industry Group (MOIG), which is an oil industry forum on issues relating to prevention and timely response to marine pollution, intended to coordinate the industry in the event of major oil spill incidents in the Mediterranean Sea.

In addition, we support the academic community both in carrying out primary research projects, and in applied research projects exploring refining industry issues relating to health, safety and environmental protection.



In this context, MOTOR OIL:

- Continues to cooperate with the Applied Geochemistry Laboratory of the Geology Department, Patras University, for the determination of prevailing chemical conditions in the sea water in the refinery's coastal zone.
- Cooperates with the Technical University of Crete in the context of the European PROTEAS programme, which has been set up to develop a protocol of best practices with the necessary provision for systems of Health, Safety and Environmental management, in order to prevent environmental impact and accidental leaks at all stages of the transportation and movement of petroleum products and other hazardous substances.
- Cooperates with the research agencies National Metsovio Polytechnic, National Centre for Research and Technological Development, University of Thessaly and National and Kapodistriako University of Athens in implementation of the SIMPLE project. The SIMPLE project has been set up to design an integrated process for production of bio-ethanol from lignocellulosic materials, residues from cultivation of maize, cotton and wheat, as well as plants cultivated as energy sources, which will be economically competitive and environmentally sustainable.
- Cooperates with the research agencies Aristotle University of Thessaloniki, National Centre for Research and Technological Development and AVIN OIL in implementation of the HYDROSOL-PLUS project, which was set up to create a viable and affordable method to store solar energy, to be used in the generation of solar synthesis gas and renewable carbon-neutral solar fuels.

## 6. AWARDS

The Group's companies have received significant recognition for their work and activities from the international and national business communities. The distinctions awarded them underline the superb quality of their products and services, and highlight the importance attached by the Group to effective meeting of social needs.

2013	Joint Inspection Group	OFC was awarded for the sixth consecutive year the JIG "Certificate of Excellence".
	Xrima Business Awards	2 <sup>nd</sup> prize in "Investor Relations" category. 2 <sup>nd</sup> prize in "Corporate Governance" category.
2012	Retail Business Awards 2012	Coral S.A. won the "Retail Store - Service Station" prize for the best service station in Greece, the state-of-the-art Shell station in Spathovouni, Corinth. The award was conferred at the RETAIL BUSINESS AWARDS 2012, organized by the publishing organization DIRECTION and the magazine RETAIL BUSINESS.
	Joint Inspection Group	OFC was awarded for the fifth consecutive year the JIG "Certificate of Excellence".
2011	Xrima Business Awards	1 <sup>st</sup> prize in "Best Company" category. 2 <sup>nd</sup> prize in "Investor Relations" category. 3 <sup>rd</sup> prize in "Corporate Governance" category.
	True Leaders	MOTOR OIL received an ICAP True Leaders award, as one of the companies playing a leading role in developments in Greek business.
	Strongest Companies in Greece	AVIN OIL was classified by ICAP among the high Credit Rating Classification companies in Greece.
	Joint Inspection Group	OFC was awarded for the fourth consecutive year with the JIG "Certificate of Excellence".
	BRAVO - Quality Net Foundation	The company's Annual Report 2010 received an award in the categories: <ul style="list-style-type: none"> <li>• Best approach to key issues.</li> <li>• Best approach to environmental performance issues.</li> <li>• Best and most balanced approach to the three areas Finance - Society - Environment.</li> </ul>
	Aegean University	Annual Report 2010 commended for successful application of GRI principles.

## 01 IDENTITY AND CORPORATE RESPONSIBILITY

### 7. MANAGING CORPORATE RESPONSIBILITY (G4-27)

The MOTOR OIL Group is engaged in the energy sector, mainly in the oil sector, which is an area requiring special respect for and compliance with the principles of Corporate Social Responsibility and sustainable growth. This is because crude oil, from extraction and transportation to refining and use of refined products, has environmental effects that must be effectively managed, utilising available technology.

**In implementing the principles of Corporate Social Responsibility, we seek:**

- to achieve a balanced approach to the economic, social and environmental impact of the Group's operations,
- to create value for our shareholders, while also serving the interests of other stakeholders,
- to show concern for our employees and for society at large.

We fully acknowledge the importance of these issues and demonstrate our corporate responsibility by our commitment to pursuing our business activities with due respect for people, the environment and society.

A natural consequence of this commitment is that we adopt a holistic approach to implementing Corporate Social Responsibility principles, by considering the protection of the environment, and fulfilling our obligations to all stakeholders - our employees, shareholders, customers, suppliers and society as a whole.

MOTOR OIL has adopted a Corporate Responsibility Management Model that incorporates the four sectors of action included in Corporate Social Responsibility programmes inspired by the UN Global Compact and the internationally accepted Global Reporting Initiative (GRI).



#### **MOTOR OIL:**

##### **AS A RESPONSIBLE EMPLOYER,**

sees to the personal development and appropriate utilisation of its employees, by investing in their training, and providing a creative workplace environment that supports personal advancement, that is characterised by good team-work, mutual respect and is conducive to individual initiative. In such a workplace, Health and Safety constitute a major priority which is assured through state-of-the-art infrastructure and contemporary management practices.

##### **HAVING A RESPONSIBLE ATTITUDE TOWARDS THE ENVIRONMENT,**

strives to ensure that its activities have the minimum possible impact on the environment, by having in place an effective Environmental Management System and implementing Best Available Techniques, as well as the most advanced systems for environmental protection, energy management and energy saving.

## IDENTITY AND CORPORATE RESPONSIBILITY 01

### AS A RESPONSIBLE CORPORATE CITIZEN,

pursues constructive social dialogue with the local communities in which it mainly operates, in a climate of mutual trust and respect. It supports these communities by participating in programmes that enhance their economic, social and cultural life, and becomes involved in similar activities that benefit society as a whole.

### HAVING A RESPONSIBLE POSITION IN THE MARKET,

respects market rules and produces top quality products; it focuses on relations of trust with its customers, suppliers and partners, and strives - through the systematic and consistent achievement of its business targets - to ensure the best possible return for its shareholders without compromising its principles of corporate responsibility and sustainable development.

### RESPONSIBLE MANAGEMENT OF THE SUPPLY CHAIN

A key element in our corporate responsibility is the proper management of our supply chain, aware as we are that a sustainable supply chain not only reduces social and environmental risks but can also enhance values and success on the business and social levels. We thus carry out detailed evaluation of our potential suppliers on the basis not only of their economic viability but also of qualitative and environmental criteria. Would-be suppliers are asked to complete questionnaires detailing their ability to safeguard the quality of the products and services they aim to provide, as well the environmental impact of their activities and the health and safety systems they employ.

With respect to the contractors we employ at the refinery and our other installations, we follow a comprehensive programme of safety training, the objective always being to achieve GOAL ZERO, i.e. zero accidents. In 2013, for example, we organized 4,125 hours of safety training for employees of contractors.

Detailed programmes of assessment and training are also in place for the tanker companies which meet our land transport needs. We are aware that every day dozens of tankers are travelling the roads on our behalf, and are committed to minimizing the risks inherent in road transport. For this reason we have developed very detailed programmes in which transporters are assessed and given rigorous improvement targets; if they fail to meet them, their contracts are not renewed. As a result of this ground-breaking programme, by the end of 2013 the tankers we use had travelled a total of 7,724,300 km without a single accident.

## 8. ECONOMIC BENEFITS TO SOCIETY - SOCIAL PRODUCT

Positive financial results are of vital importance to us, in order to create value for shareholders and other stakeholders, and for the community at large. At the same time, we continue to pursue sustainable growth and to abide by the principles of Corporate Governance.

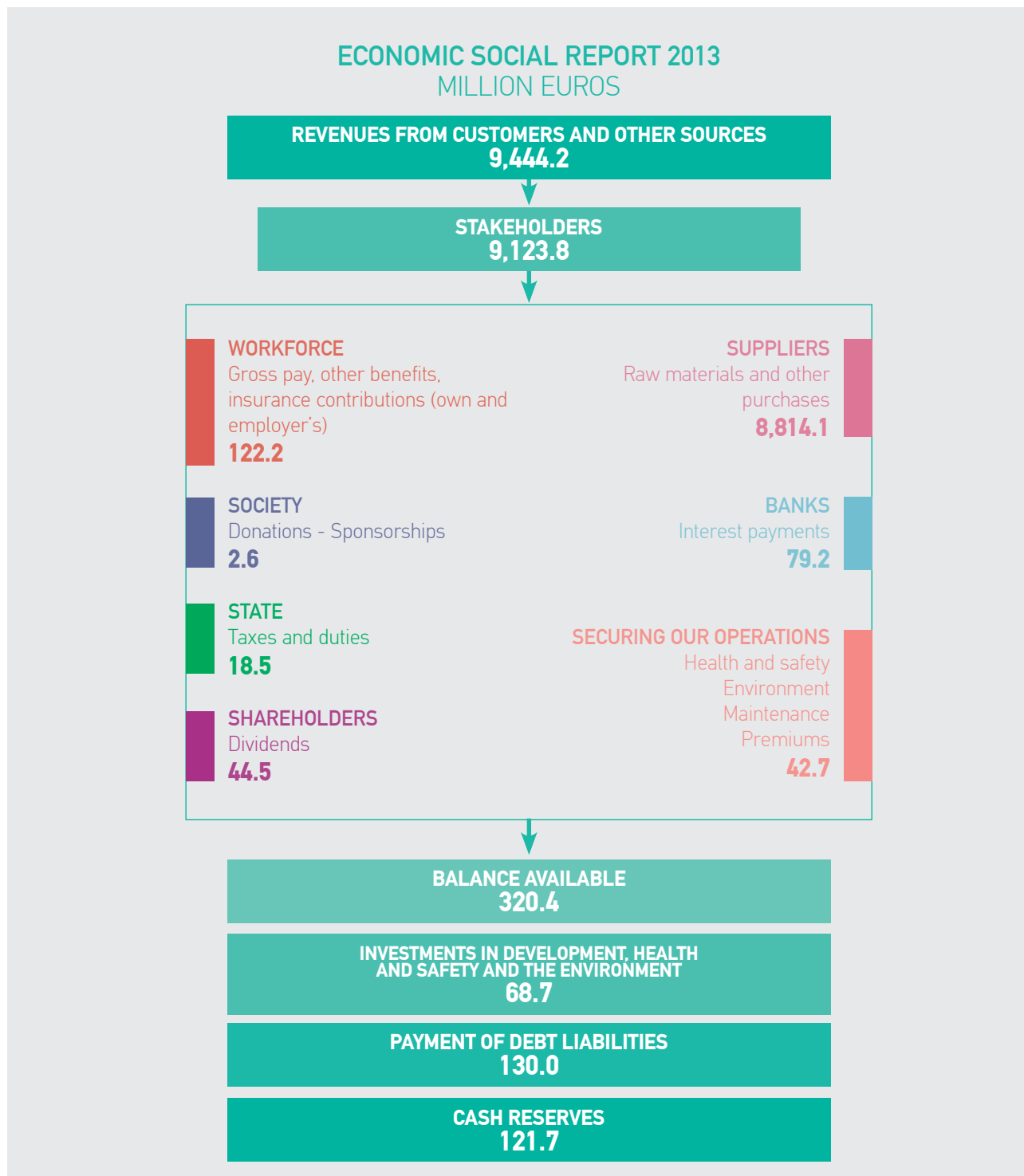
The overall scale of the Group's operations, combined with its consistent focus on steady growth, result in a very significant contribution to the country's economic development. This contribution, based on our successful business activities, is made through the generation of value, the creation of jobs, our contribution to social progress and cohesion, and so on.

Our operations in the critical energy sector reduce our country's dependence on foreign sources of petroleum products. Moreover, our interaction with stakeholders creates primary value for their benefit, and secondary value too, in that it contributes to the value they in turn generate for the economy and for society as a whole.

In 2013 the Group's total revenues from economic activities amounted to 9,444.2 million euros. Out of these, 8,814.1 million euros were used to purchase crude oil, other raw materials and finished products. This represents 93.3% of revenues, a justifiable amount given the nature of Group activities.

**454.7** MILLION EUROS  
**THE SOCIAL PRODUCT  
 FOR 2013**

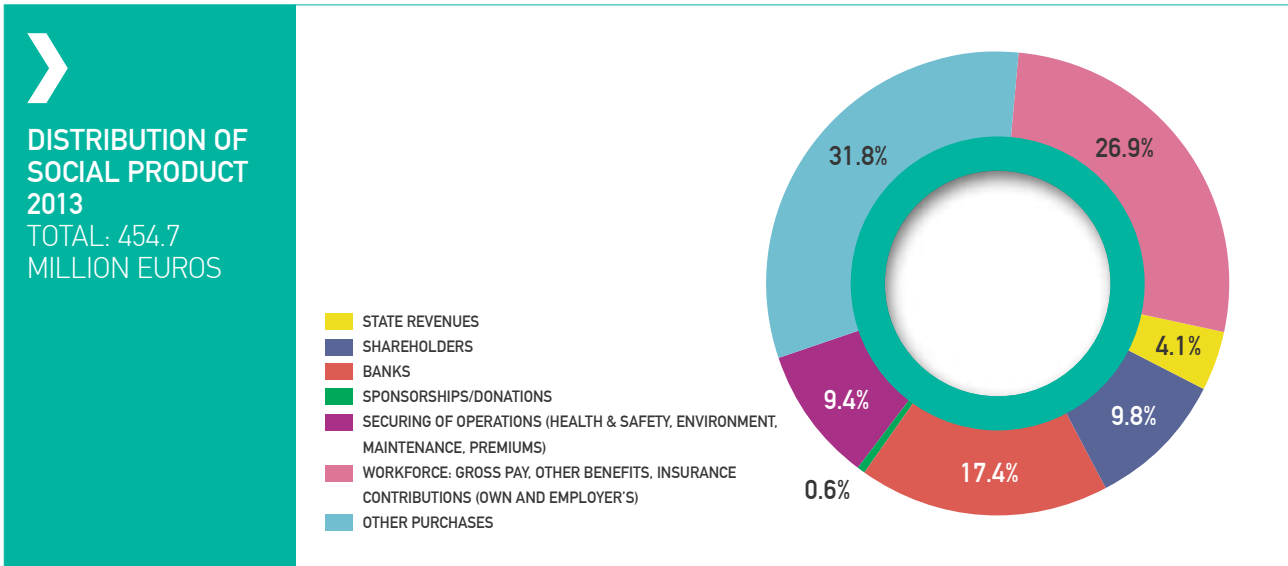
## 01 IDENTITY AND CORPORATE RESPONSIBILITY



The Social Product is that part of our income allocated to selected stakeholders, i.e. the workforce, the state, shareholders, banks, suppliers (not including suppliers of crude oil, other raw materials and finished products), as well as society at large (donations and sponsorships). It also encompasses the cost of securing operations, including expenditure for Health, Safety and the Environment, insurance of facilities, repairs and preventive maintenance.

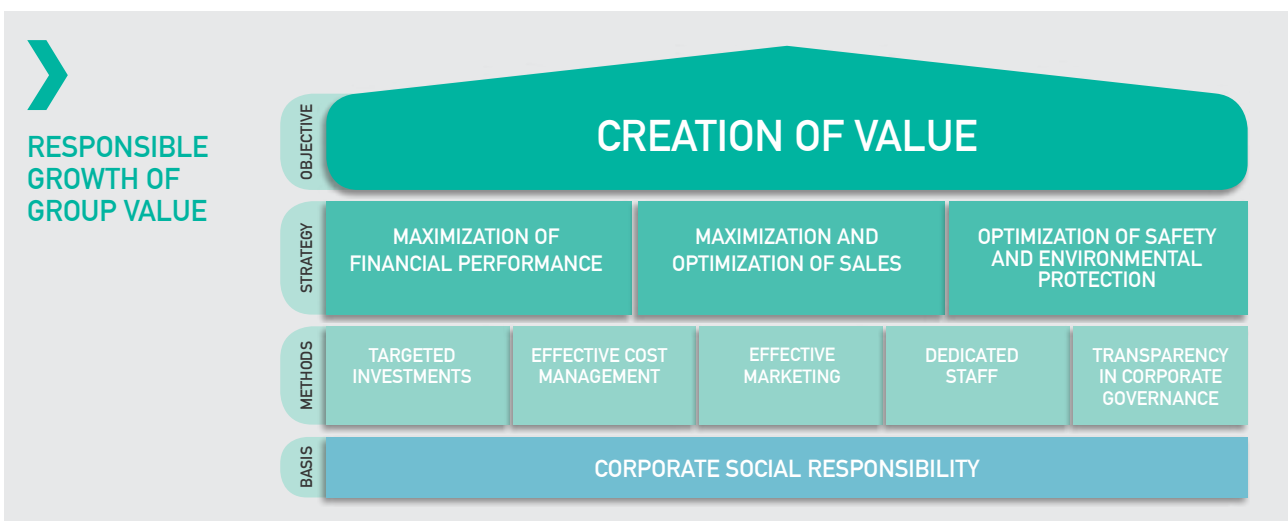
Based on the above, the Social Product returned to stakeholders in 2013 amounts to 454.7 million euros, while the amounts given back in previous years can be seen in the following table:

SOCIAL PRODUCT (MIL. EUROS)	
2009	312.7
2010	421.5
2011	499.1
2012	512.6
2013	454.7



## 9. RESPONSIBLE GROWTH AND INVESTMENTS

Responsible growth and creation of value for the benefit of all stakeholders is at the core of MOTOR OIL Group's business model. This objective is based on the principles of Corporate Social Responsibility; the company strategy is its vehicle, the tools of which are effective corporate governance, a coherent and suitably targeted investment programme and the application of effective management and administration systems. This approach allows the attainment of high operational performance levels in all sectors, making it possible for the Group to record substantial financial results.



## 01 IDENTITY AND CORPORATE RESPONSIBILITY

Our vision is the consolidation of MOTOR OIL's position as a leading refining and oil products marketing company in the broader region in which we operate. In order to succeed in this objective, we implement a consistent and flexible business strategy, which is focused on the following three key targets:

- Maximization of financial returns and profit margins of refinery.
- Maximisation and optimisation of sales, by effectively marketing the refinery products and exploiting opportunities in our three available markets (domestic, aviation/shipping, and exports), for achieving the best possible profitability.
- Striving for the highest standards of Health and Safety, Environmental Protection and Quality, through the application of technical, operational and organisational adaptations.

**1,374 MILLION EUROS**  
**TOTAL INVESTMENTS AND**  
**738 MILLION EUROS**  
**ON ENVIRONMENTAL PROTECTION**  
**PROJECTS**  
**OVER THE PERIOD 2000-2013**

Total investment expenditures by the Group in the period 2000- 2013 have amounted to 1,374 million euros, not including capital used for acquisitions. The Group's investment expenditures in 2013 amounted to 68.7 million euros, and involved, in relation to the refinery, replacement and maintenance of existing equipment, in order to increase and improve production capacity and enhance safety and environmental protection.

Over the last few years we have completed a series of substantial investments for MOTOR OIL concerning both organic growth and acquisitions. The company

has now entered a period of maturing investments and optimization of their exploitation. At the same time, 3 years after the purchase of Shell operations in Greece, a significant increase in our domestic market share is clear to see, demonstrating the increased efficiency of the Coral and AVIN OIL networks.

Our most recent major investment, the construction of the new Crude Distillation Unit - completed in May 2010 and which cost, together with the peripheral units, a total of 200 million euros - has strengthened our competitive position and improved our profitability, having now been on-line for more than three full years.

Moreover, our largest investment in recent years has been the installation of the hydrocracker complex (2005), which made possible generation of clean fuels to meet European Union specifications. The rest of our investment programme has been designed to upgrade the technological capacity and efficiency of the refinery, and to introduce vertical integration, automation, energy autonomy and environmental protection. The result has been that the refinery is now regarded as one of the most efficient and sophisticated installations of its kind anywhere in the world.

Completion of the programme of organic growth for the refinery necessitated the identification of areas of operational improvement in relation to operating procedures and optimization of the production process. MOTOR OIL therefore collaborated with a well-known firm of oil sector consultants, conducting a study which described the existing state of affairs in the areas of selection of raw materials, programming, stock management, efficiency and operation of the individual units and energy efficiency of the refinery as a whole. The findings were then compared with the best practices in the sector, and on the basis of the results a team was set up to introduce short-term and long-term measures and improvements in various areas.

## 10. RESPONSIBILITY FOR THE ENVIRONMENT, HEALTH AND SAFETY

Ensuring occupational health and safety and environmental protection is part of our corporate Principles and Values and constitutes a fundamental strategic aim. Thus, we strive to conduct our industrial and commercial operations without compromising the health and safety of our employees and associates, while maintaining the highest standards of environmental protection and respecting the quality of life of those living in the vicinity of our industrial facilities.



The importance we attach to the management of health, safety and environmental protection, and our commitment to continuous improvement in these areas, is set out in the relevant policy that governs the operation of the Environmental Management System (ISO 14001:2004 compliant, the first such certification dating back to 2000,

and EMAS III ER 1221/2009 compliant, first certified in 2007) and the Health and Safety Management System (OHSAS 18001:2007 compliant, first certified in 2008), which interpret this Policy into detailed programmes and measurable targets.

## HEALTH, SAFETY AND ENVIRONMENTAL PROTECTION POLICY

MOTOR OIL operates with due respect for Health, Safety and the Environment.

To achieve this, the company is committed to:

- Setting targets and aims compatible with the continuous improvement of its Health, Safety and Environmental management systems.
- Complying with, or exceeding, the requirements of relevant legislation or other obligations.
- Producing guaranteed quality products in accordance with, or exceeding, Health and Environmental Protection specifications applicable to each, efficiently making use of raw materials, energy and technology.
- Reporting its performance, good or bad, as a responsible corporate citizen.
- Maintaining emergency action plans and systems which are regularly rehearsed with the appropriate drills.
- Applying a coherent Integrated Management System that takes Health and Safety and Environmental Protection factors into consideration when business decisions or plans are being prepared, and in the operation of its facilities.
- Offering advice, information and training to its own employees and to subcontractors and others working on its behalf, so as to ensure their commitment to and raised awareness of safe working practices.
- Actively and uncompromisingly complying with environmental operating standards that set limits on waste and polluting emissions.
- Cooperating with all stakeholders in developing and applying balanced Health, Safety and Environmental Protection programmes that take into account the needs of all parties involved.

## 11. RESPONSIBLE QUALITY MANAGEMENT

Our commitment to quality is a fundamental element of our strategy. MOTOR OIL's quality policy is summed up in two key principles, to which both management and employees are fully committed:

- MOTOR OIL will produce and sell products that satisfy its customers, always taking into consideration all stakeholders' interests.
- MOTOR OIL focuses on its customers, examines and evaluates their requirements and applies all necessary technologies and actions, aiming at avoiding compromises in quality matters and constantly improving the effectiveness of its Quality Management System.

The Integrated Management System, used to implement

our quality policy, is oriented to the customer and his needs, covering systematically all operational and organizational processes relating to quality. The System was re-certified in 2012 by Bureau Veritas, in accordance with standard ISO 9001:2008, valid until 2015, while the first relevant certification dates from 1993.

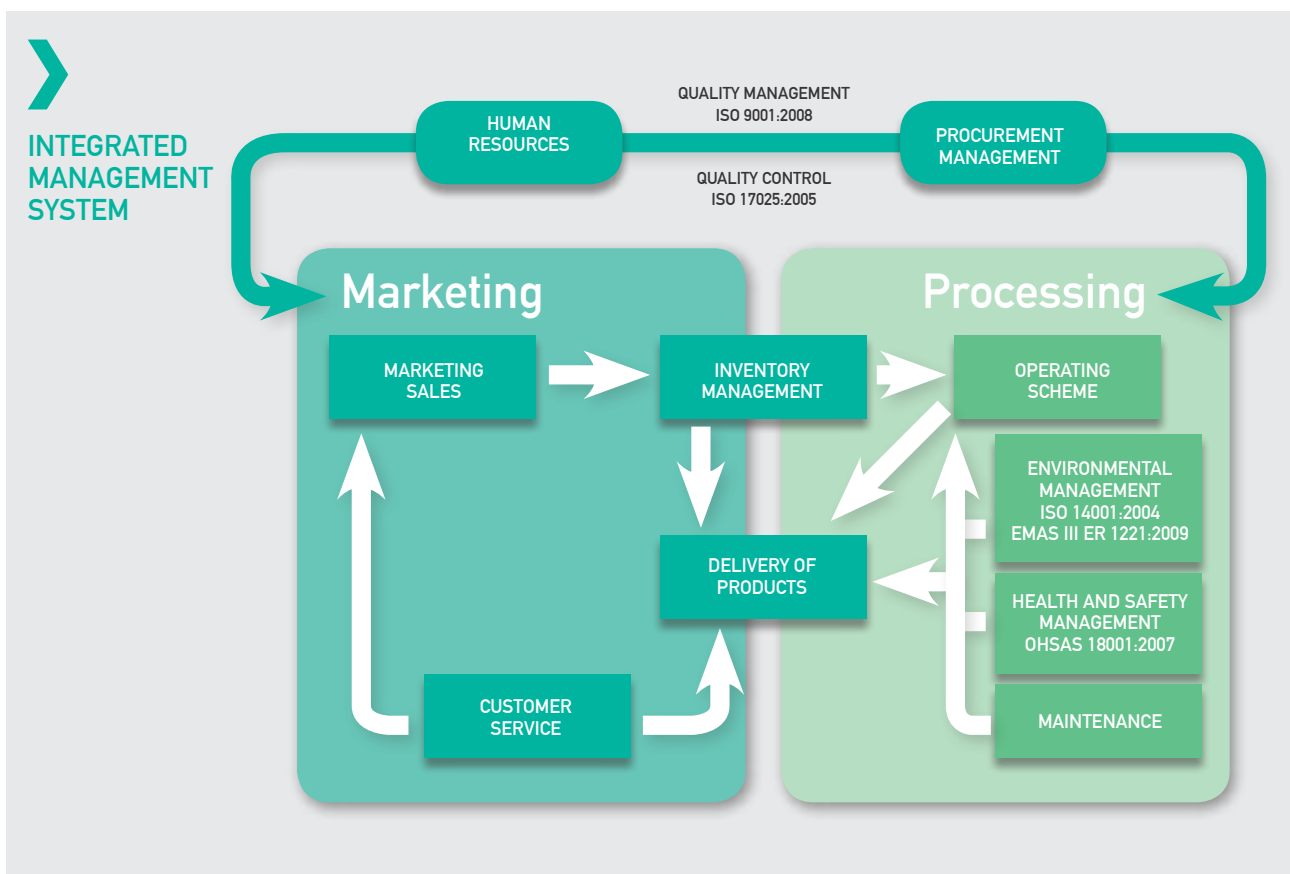
The consolidation of the Environmental Management System and the Health and Safety Management System into the Integrated Management System confers the necessary internal coherence and links these

## 01 IDENTITY AND CORPORATE RESPONSIBILITY

management systems with other related processes which affect them, thus maximising their effectiveness. The Quality Control process meets the requirements of the ISO 17025:2005 standard, and the Hellenic Accreditation System (HAC) has certified the refinery's Chemical Laboratory as capable of conducting tests in accordance with requirements of the standard, and issuing Quality Certificates endorsed by HAC for virtually all the company's products. This certification offers us an additional competitive advantage, ensuring that the quality of our products is guaranteed.

All management systems are subject to bi-annual audits by certification bodies in order to confirm their consistent operation, as required by the relevant standards, and are re-certified every three years.

The appropriate development of these management systems is realised by achieving certification for their updated versions. In addition, audits by customers and insurance organisations are carried out with excellent results.



### CERTIFIED MANAGEMENT SYSTEMS OF THE GROUP'S SUBSIDIARY COMPANIES

- Avin Oil operates a Quality Management System certified according to ISO 9001:2000 covering fuels and lubricants storage, marketing and distribution, and retail network management.
- Coral has been certified across all its activities since 2012. Specifically, ISO 9001:2008, ISO 14001:2004 and OHSAS 18001:2007 certification was secured for Coral's procedures for taking delivery, storage, mixing, loading, transportation and delivery to customers of various fuels products, lubricants and chemicals.
- Coral Gas operates an Environmental Management System, with ISO 14001:2004 certification, and a Health and Safety Management System with OHSAS 18001:2007 certification, for all its facilities. In 2013 it was also granted ISO 9001:2008 certification for its Quality Management System.
- OFC operates a Quality Management System certified according to ISO 9001:2008, an Environmental Management System certified according to ISO 14001:2004, and a Health and Safety Management System compliant with OHSAS 18001:2007. In 2013 it also received Fire Safety re-certification for the next five years.

## 12. CUSTOMER SERVICE - RESPECT FOR THE CUSTOMER (G4-27)

**All the MOTOR OIL Group companies operate having customer service as a top priority. The Group's long experience and high level of expertise, and its rigorous insistence on high quality, guarantee comprehensive, integrated service and on-going development of relations of trust with customers and associates.**

MOTOR OIL conducts quantitative and qualitative customer satisfaction surveys covering the full spectrum of its clientele. This aims at establishing an objective view of their level of satisfaction, by obtaining feedback about their perception of the quality of services rendered, and their overall impression of its corporate image.

The basic objectives of these surveys are:

- Assessing customer satisfaction.
  - Evaluating the importance of the entire range of MOTOR OIL's individual services.
  - Determining aspects of current products, services and provisions that require improvement.
  - Determining the criteria applied by those selecting MOTOR OIL as a supplier, and assessing their impression of MOTOR OIL's image as a supplier or partner.
- Assessing MOTOR OIL's overall corporate image.

Survey data are evaluated, with a view to building on the company's strengths and to detecting in particular the company's weaknesses and taking appropriate corrective action, thereby demonstrating the customer-focused nature of the company's strategy.

Over time this process has led to a reduction in the number of complaints about the refinery. In 2013 there were just 3 complaints, in 2012 and 2011 there were just 2, and in 2010 just 3.

### OUR COMMERCIAL COMPANIES

**The Group's commercial companies have integrated systems for serving the thousands of customers who place their trust in them every day.**

More specifically, they have full quality and quantity control systems for their fuels. Quality controls are carried out on fuels at all stages of transportation from the refinery or the depot to the retail stations. With the support of our specialised chemical laboratories, as well as the special vans which carry out unannounced checks at our retail stations, we take active steps to ensure the quality of our products.

In 2013, the companies Coral and AVIN OIL introduced new, state-of-the-art mini-vans which travel around Greece carrying out thorough quantity and quality controls. These are usually unannounced and cover all the companies' retail stations. In 2013, 2,680 visits were made to the Group's retail stations all across Greece. Moreover, once a year, our companies carry out market research on a large sample, collecting and evaluating data on levels of service, fuel quality, customer selection criteria, etc.

In addition, Shell service stations are also subject to inspection by unannounced visitors in the Mystery Motorist programme operated worldwide by Shell. The scheme allows evaluation of the level of service and customer satisfaction using a questionnaire covering such areas as efficiency, service, cleanliness and speed of transactions. In 2013, some 2,400 secret visits were carried out at Shell service stations. The results of these are presented to Coral's Retail Sales Department, which in turn discusses them with the retail station managers and takes corrective measures where necessary.

The year 2013 also saw the introduction of the VISA (Visual Identity Site Audit) programme, which monitors the extent to which Shell service stations comply with company specifications and preserve the uniform visual image of our brand. Through the programme we control and safeguard compliance with Shell brand standards, the cleanliness and overall good condition of Shell service stations.

All these measures, in combination with the ground-breaking technology of the molecular marker in all differentiated Shell fuels, and the special Smart Ring for deliveries of heating oil to homes and diesel to vessels, mean that customers can feel absolute confidence in Shell fuels, in terms of quantity and quality.

Coral Gas aspires to be the leading LPG company in Greece and is continuing efforts to offer innovative products to its customers. By introducing the special Flow Limiter Valve (FLV) on all the company's LPG bottles, Coral Gas has raised the level of safety and protection for consumers. This is the most advanced solution for all liquid gas applications, domestic and industrial.

## 01 IDENTITY AND CORPORATE RESPONSIBILITY

Finally, all our companies have integrated customer service systems, using call centres and e-mails. Our customer service centres deal with more than 300,000

calls each year, also responding quickly and flexibly to several thousand requests from customers and final consumers.

## 13. RESPONSIBLE COMMUNICATION WITH STAKEHOLDERS

(G4-24, G4-25, G4-26, G4-27)

At the MOTOR OIL Group we recognize that our business operations and decisions affect - and are affected by - various groups of stakeholders. The long-standing communication and cooperation we have developed with stakeholders indicates the importance we attach to this issue, and our desire to openly discuss and take into consideration their needs, so that any arising issues can be handled, to the extent possible, in mutually acceptable ways.

Direct stakeholders and, in summary, their interaction with the Group companies, as well as the communication approach applied to each of them, are shown in the following table:

STAKEHOLDERS	IDENTITY	KEY INTERACTION ISSUES	COMMUNICATION APPROACH
Employees	In 2013, the MOTOR OIL Group directly employed, on average, 1,800 people, of whom approximately 57% work in the refinery (see Chapter 2).	Employees offer their labour, knowledge and experience in return for a safe working environment, competitive and fair salaries and additional benefits as well as opportunities for professional advancement and personal development.	There is ongoing, two-way communication between employees and management through various channels, such as corporate announcements, briefings, intranet, working groups and various events. Moreover, the refinery employees are represented by their Trade Union and the Health and Safety Committee. As a result, official dialogue is regularly conducted; individual employees are also encouraged to submit their individual proposals for improvements in working conditions.
Customers	Owing to the nature of its business, the MOTOR OIL refinery has a relatively small number of customers. By contrast, the Group's commercial companies have an extensive network of customers, from industrial facilities and commercial companies to final consumers.	MOTOR OIL is in continuous communication with its customers in order to satisfy their requirements and provide high quality service and products, and is duly rewarded with the income it receives. Likewise, the Group's commercial companies place customer service at the very heart of their strategy, offering them products and services of the highest quality.	We have long-standing and close relationships with our customers, based on the quality of our products, the service we offer, our experience, and our reliability and responsibility. We maintain ongoing communication with refinery customers, and once a year conduct a satisfaction survey. In the commercial companies, the customer service departments and staff of our service stations are the public face of the company. We organize mystery shopping programmes to keep an eye on all our service stations, as well as conducting comprehensive market research and customer satisfaction surveys.

## IDENTITY AND CORPORATE RESPONSIBILITY 01

STAKEHOLDERS	IDENTITY	KEY INTERACTION ISSUES	COMMUNICATION APPROACH
Local communities	MOTOR OIL's industrial activities, as is natural, impact local communities in the vicinity of the refinery (Ag. Theodoroi, Corinth) and the facilities of the commercial companies (Perama, Kalohori Thessaloniki, Kavala, Hania).	MOTOR OIL closely collaborates with the local and regional communities, whose key concern is the creation of jobs and the return of the so-called social product through the company's social contribution.	We communicate and interact continually with local communities through local councils and other agencies such as private associations and organizations (see Chapter 5). Our sustained commitment and ongoing communication allow us to listen to the local community's needs and respond promptly and meaningfully.
Partners and suppliers	These are suppliers of products and providers of contract services, mainly at the refinery, at the other facilities and at our service stations.	We are closely collaborating with our partners and suppliers for the provision of products and services based on rigid quality and safety criteria. Consequently, they are rewarded for the provision of products and services to the MOTOR OIL Group, ultimately resulting in contribution to economic development.	We have long-standing and close relationships with our partners and suppliers. There is a structured communication and training programme at the refinery, as well as all of our facilities, offering them appropriate information on health, safety and environmental protection issues, for which compliance requirements are exceptionally strict and closely monitored (see Chapters 1 and 3).
Shareholders, Investors and Analysts	The company's equity is held by private and institutional investors, both Greek and foreign. At the end of 2013 the main shareholder was Petroventure Holdings Ltd, with a stake of 40%. 52% of shares were distributed among the broader investment community. The business activities of MOTOR OIL are monitored by both Greek and foreign financial analysts.	Shareholders invest capital in MOTOR OIL, as in any other company, in the expectation that there will be long-term financial returns, including dividends and an increase in value of their shares.	Through competent management and an effective business strategy, MOTOR OIL creates value for its shareholders, while always maintaining due respect for all aspects of corporate responsibility. The company operates a Shareholder Services Department which is always ready to answer shareholders' questions. Regular communication with shareholders is conducted in various ways: roadshows 4-6 times a year; an Annual Analysts' Briefing once a year; 4 quarterly teleconferences with financial analysts; on the company website; press releases and announcements; the Annual Financial Report and Social Report, and regular attendance at investment conferences.
State	Public authorities on a local and national level.	The Group has a close interaction with the State and creates revenues through the payment of taxes and duties. Public authorities protect the public interest by promulgating laws and regulations, ensuring their enforcement, issuing operating licences and providing support in emergency situations.	The Group always operates in compliance with legal requirements. There is an open and honest, two-way communication and cooperation with competent Public Authorities, ensuring the supply of information required by each body, as well as documented discussion on any issues arising.

# 02

## Responsibility Towards our Employees

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**1,800**

EMPLOYEES

**338**

RECRUITMENTS  
IN THE FIVE YEARS  
2009-2013

**17,700**

TRAINING  
HOURS

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At the MOTOR OIL Group we believe that our value is generated by our employees. We recognise that they are our most valuable resource, essential to the achievement of our strategic goals, to the successful implementation of our plans for growth and in ensuring our long-term competitiveness.

**We aim to provide a first-class, safe and fair workplace, which promotes trust, team spirit and respect for people, along with effectiveness.**

We are committed to providing the best working conditions, securing respect for human rights and for the freedom of association, upholding non-discrimination and providing equal opportunities for learning and personal development.

**During 2013, the MOTOR OIL Group had an average workforce of 1,800 employees.**

In the midst of the profound economic and social crisis afflicting our country, we continued to renew our workforce through further recruitment, offering an extended training programme and continuing the provision to our employees of a structured discretionary benefits package.

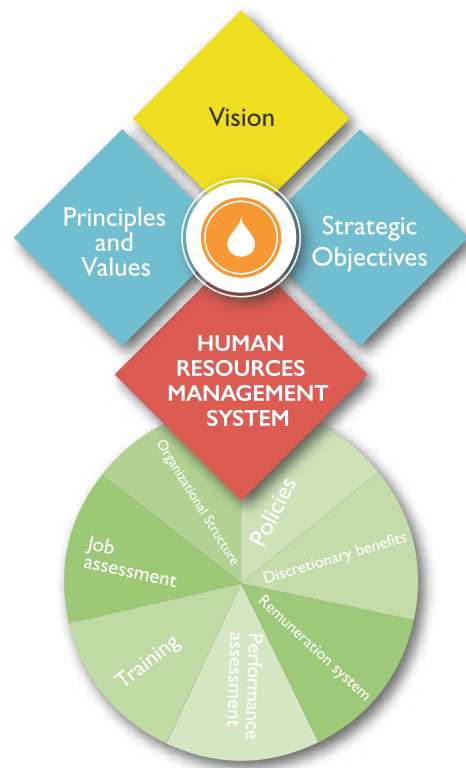
## 02 RESPONSIBILITY TOWARDS OUR EMPLOYEES

### 1. HUMAN RESOURCES MANAGEMENT SYSTEM

The MOTOR OIL Group has created a contemporary, fully integrated Human Resources Management System. The System is designed to allow proper management of the Group's human resources, with ongoing development and advancement of individual employees. This system is founded on the principles and values of the Group and defined by its vision and strategic objectives.

The aim of the Human Resources Management System is to allow employees to realise their potential to the full, in conjunction with ensuring that they get the greatest possible satisfaction in their work; its principal goals are:

- Compliance with existing legislation, and universally established principles of human and labour rights.
- Fairness and meritocracy in employee relations.
- Providing equal opportunities and possibilities for the professional and personal development of employees.
- Accountability of employees in achieving the company's business goals.
- A competitive and fair remuneration system linked to employee performance but consistent with prevailing market conditions.
- Offering pay and benefits exceeding those provided for by law and by collective labour agreements.
- A programme of targeted education and training, covering subjects relevant to the Group's strategic development goals, and aiming at the effective and safe discharge of duties.
- Welfare provisions covering employees' families, and the promotion of a healthy balance between work and family life.
- Creation of strong bonds with employees, through long-term relationships and open communication.
- Attracting competent young people having a professional approach to work, who share our values: reliability, dedication, integrity and personal responsibility



### 2. EQUAL OPPORTUNITIES AND HUMAN RIGHTS

All aspects of human resources management are pursued with transparency and are based on meritocracy. We offer a workplace of no exclusions, in which all are treated fairly and are offered equality of opportunity, and where diversity is valued.

Recruitment, transfers, promotions, pay and benefits, education and training, etc., are governed by the principles of our equal opportunities policy, the avoidance of any form of discrimination, and respect for employees' dignity.

In applying the equal opportunities policy, we strive to ensure:

- That the composition of management reflects the composition of the workforce.
- That education and training programmes are available to all personnel, in accordance with business needs.
- Equal pay for men and women.

We support attempts to build a society free of exclusion, in which persons with disabilities can be productively integrated into the community. We ourselves employ people with disabilities, who enjoy equal opportunities in employment and education.

MOTOR OIL fully respects international principles of human rights, in particular those set out in the United Nations Declaration of Human Rights, and in the UN

Global Compact’s ten principles, to which we are signatories. The Group is opposed to any practice which might encourage the imposition of any form of forced or child labour. It complies fully with national legislation on child labour; there are no instances of forced or child labour anywhere in the Group’s activities, nor would they be acceptable. It should be noted that all MOTOR OIL’s activities take place exclusively on Greek territory,

where the legislative framework is consistent with the requirements of the 1998 Declaration of the International Labour Organisation (ILO) on Fundamental Principles and Rights at Work, to which reference is made in the Constitution and in labour law. The Greek legal provisions include conventions concerning the protection of freedom of association and the right to collective bargaining.

### 3. LABOUR RELATIONS - RELATIONS WITH TRADE UNIONS

At MOTOR OIL, the terms and conditions of employment are regulated by a Collective Labour Agreement, which was drawn up in September 1974, and is approved by the Labour Ministry. At the end of 2013, 96.4% of Group employees were on open-ended contracts.

As is made clear by the recent materiality analysis described at the end of the Report, it is extremely important to our Group that employees can join unions and professional associations freely and without restraint. Refinery employees are represented through their trade union and the Health and Safety Committee.

The union has had a Collective Labour Agreement with the Hellenic Federation of Enterprises since 1986. This agreement, lays down the terms of employment and pay levels at the refinery.

Since 2006, there has been a Company Collective Labour Agreement between the company and the union, which is

renewed every year and is then submitted to the Corinth Labor Inspection.

We believe that smooth cooperation between the Company and the employees’ union is extremely important - particularly so in difficult times like the present, when we are experiencing the effects of the severe economic crisis.

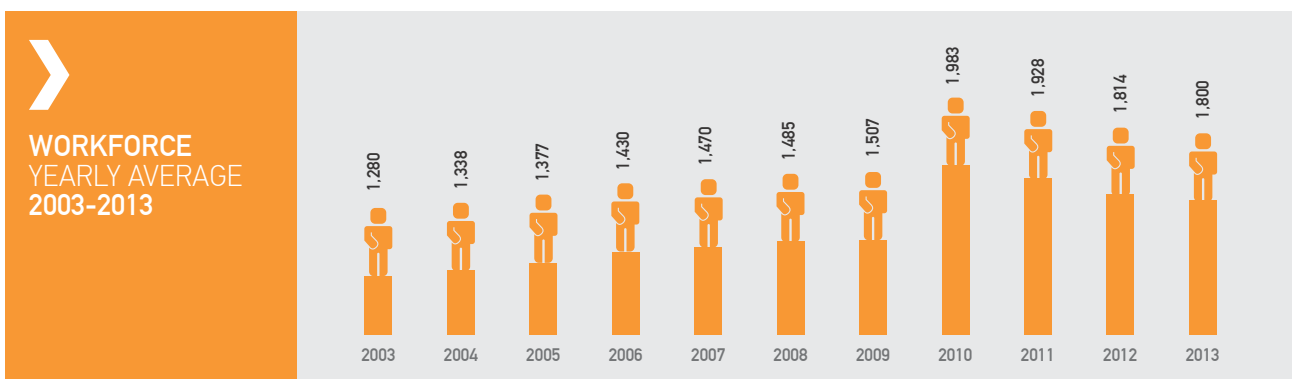
We, therefore, hold regular meetings with union representatives, the common aim being to ensure harmonious bilateral relations, avoid disputes and preserve labour peace, while continuing to achieve improvements in working conditions.

### 4. BASIC EMPLOYMENT DATA

In 2013, the size of the combined human resources of the Group (MOTOR OIL, AVIN OIL, Coral, Coral Gas and OFC) - averaged over the year - was 1,800 employees. The comparative diagram shows a reduction from 2012 levels, mainly due to retirements. It should be noted that the 2010 figures were up significantly on preceding years, mainly because Coral and Coral Gas employees were included in the Group’s workforce, following completion of the acquisition of these two companies.

In addition to personnel directly employed by the companies of the Group, a significant number are indirectly employed through sub-contractors. Also, it is an undoubted fact that our business activities create a significant amount of secondary employment.

**96.4% OF GROUP EMPLOYEES WERE ON OPEN-ENDED CONTRACTS AT THE END OF 2013**



**WORKFORCE**  
YEARLY AVERAGE  
2003-2013

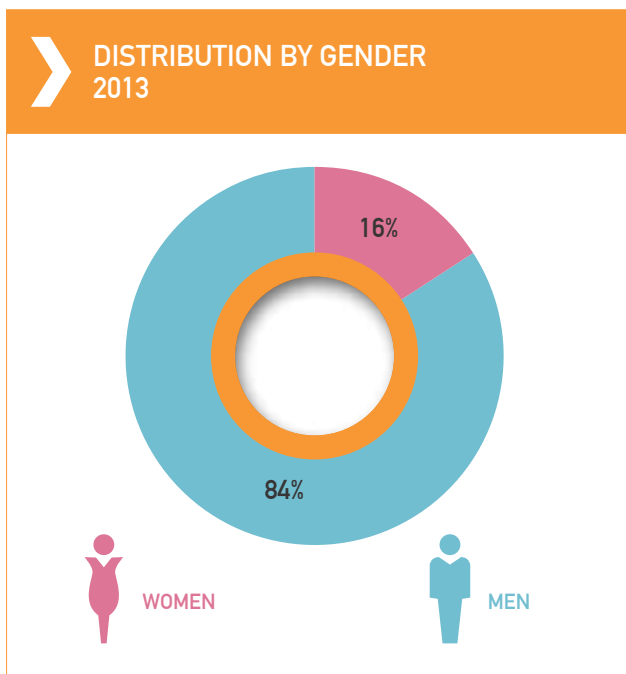
## 02 RESPONSIBILITY TOWARDS OUR EMPLOYEES

MOTOR OIL’s main area of activity is the refinery at Agioi Theodoroi, Corinth, where in 2013 an average of 1,030 persons were employed. Approximately 55% of the refinery personnel live in the greater region of Corinth, where MOTOR OIL is the biggest employer.

### GENDER PROFILE

We support equal treatment for men and women, with equal opportunities for all, without discrimination. However, owing to the nature of the work and the skills required at the MOTOR OIL refinery, the percentage of women employees is relatively low. Thus, in 2013, on average, 16% of all employees were female, while at the Group Head Offices, the number of women rises to 38%.

Among management, women made up 13% of the total, a satisfactory reflection of the overall participation of women in the total workforce, while in other office and technical jobs the percentage was 16%.



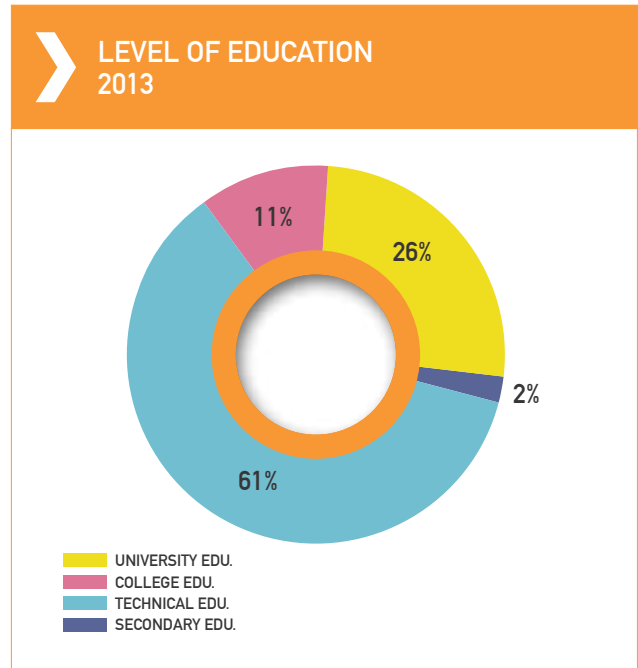
### LEVEL OF EDUCATION

We attach great importance to the educational level of our personnel, and our aim is to attract, develop and retain suitable and competent employees.

**37% of our employees are university or college graduates.**

In order to further develop the skills of our personnel and to maintain a high-output culture in the workplace, various further education and vocational training programmes are organised in new technologies and

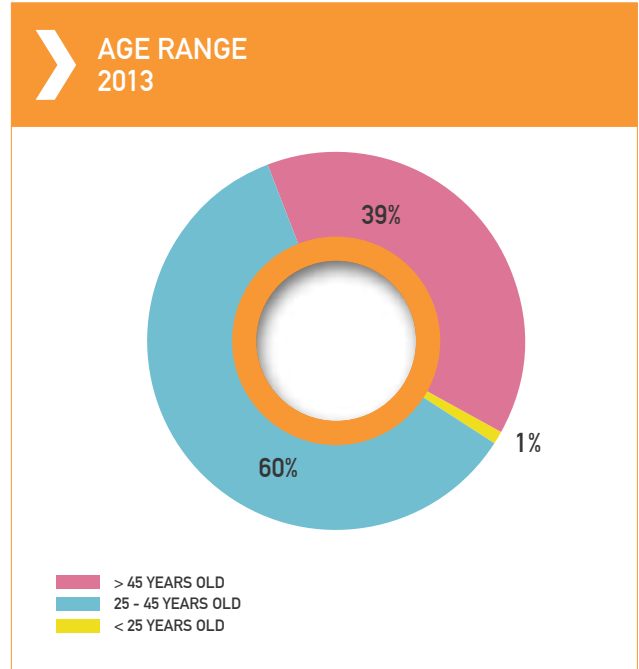
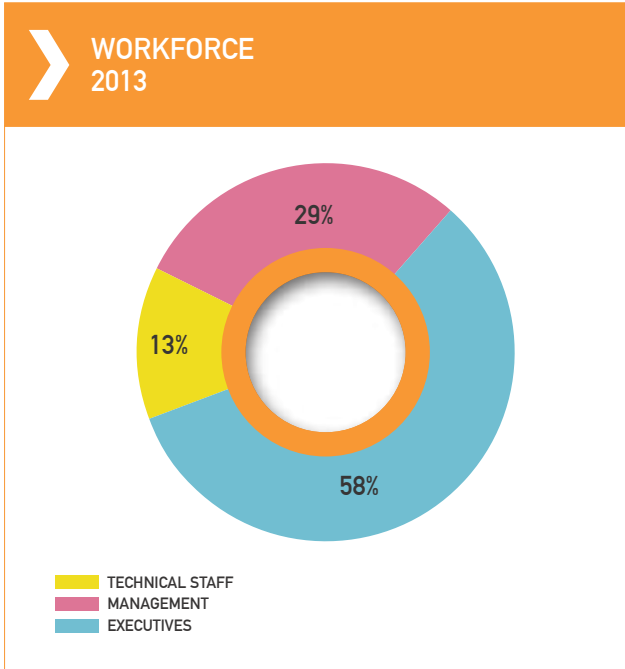
systems, while employees are encouraged to participate in long-term external courses leading to recognised degrees.



### WORKFORCE AND PROFESSIONAL ADVANCEMENT

In 2013, management comprised 13% of the total personnel of the Group, while technicians-operators and administrative personnel accounted for 87% of the total number of employees.

Each employee has the opportunity for promotion within the management hierarchy, according to his qualifications, performance and skills, as the main objective is to fill vacant managerial positions from within the Group wherever and whenever possible. In fact, under a new policy introduced at the end of 2011, each vacancy is first advertised internally; the position is opened to external applicants only if no suitable internal candidate can be found.



**AVERAGE AGE - AGE RANGE**

The average age of the Group workforce is around 41.6. By way of illustration, in 2013 it was 42.1, in 2012 41.8, in 2011 41.6, in 2010 and 2009 41.4, and in 2008 41.7.

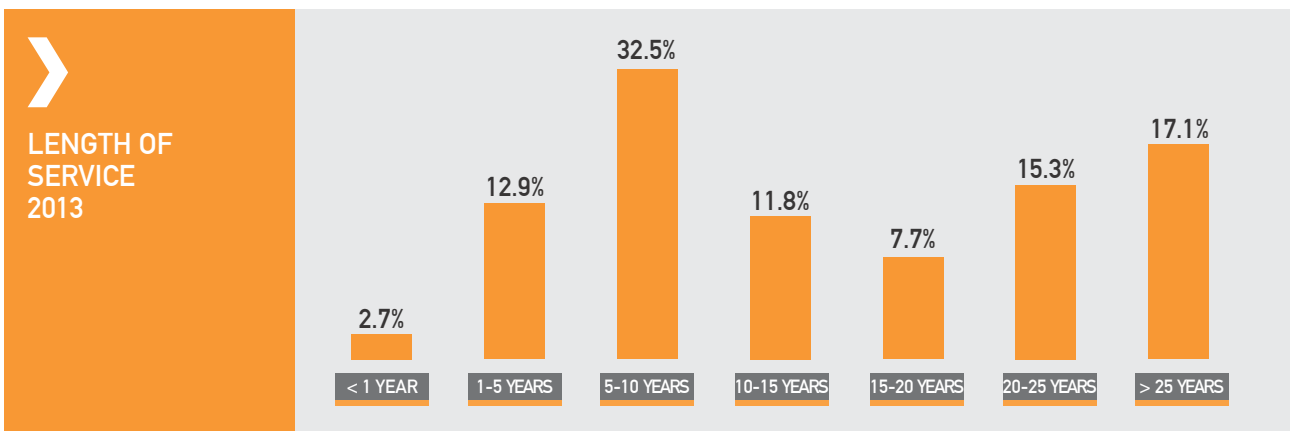
It should be noted that in 2013 61% of the workforce were under 45.

**LENGTH OF EMPLOYMENT - TURNOVER OF EMPLOYEES**

Length of employment with the Group was, on average, 14.6 years in 2013 (compared with 14.5 years in 2012, 14.1 in 2011, 13.9 in 2010 and 14.2 in 2009), which represents a low rate of turnover. 52% of employees have been with the Group over ten years, while only 16% have less than five years of service.

These figures indicate a healthy balance in the service profile of our personnel, combining the experience of older employees with the renewal and dynamism brought by more recent recruits. The low level of turnover of employees in 2013, which was 2.8%, is a reflection of the reciprocal confidence between staff and management, and the commitment and level of job satisfaction of our employees - representing one of our main competitive advantages.

Long-term employment at MOTOR OIL is rewarded by additional salary increments. In addition - at the refinery, at Coral and at Coral Gas - commemorative gifts of value are made to employees completing periods of long service; these gifts vary from company to company and are commensurate with the years of service.



## 02 RESPONSIBILITY TOWARDS OUR EMPLOYEES

In 2013, the total permanent staff increased by 53 new employees, while 50 persons left for various reasons. When compared with the figures for 2012 this represents

a steep fall in the number of departures, owing to the fact that, because of a change in legislation, many employees had taken retirement in the year in question.

STAFF MOBILITY *					
	2009	2010	2011	2012	2013
RECRUITMENTS	84	56	75	70	53
STAFF DEPARTURES (CLASSIFIED BY REASON)					
RETIREMENT	64	66	46	75	28
RESIGNATION	11	13	20	17	11
MISCELLANEOUS	6	13	14	15	11
<b>TOTAL</b>	<b>81</b>	<b>92</b>	<b>80</b>	<b>107</b>	<b>50</b>
STAFF MOBILITY *	5.4%	4.6%	4.1%	5.8%	2.8%

$$\text{*STAFF MOBILITY} = \frac{\text{STAFF DEPARTURES}}{\text{AVERAGE NUMBER OF EMPLOYEES}} \times 100$$

## 5. REMUNERATION SYSTEM

One of the Group's main objectives is to offer its employees competitive remuneration, both to reward their contribution and to maintain a high level of employee satisfaction.

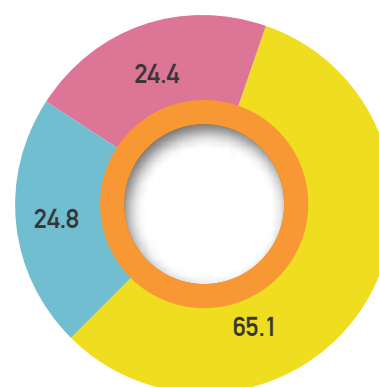
**TOTAL WORKFORCE  
REMUNERATION EXPENDITURE OF  
114.3 MILLION EUROS IN 2013**

The system we implement in order to set, manage and review salary levels is in line with current company and sector-specific agreements, and is consistent and transparent. Negotiations covering collective agreements on salary adjustments are in line with sector practices that are applied at national level. Moreover, the structure of the remuneration system ensures equal pay for men and women doing the same work, and rules out any other form of discrimination. The factors determining wage/salary levels are mainly the employee's grade and performance, the responsibilities and accountabilities of the position held, the educational level and the seniority/length of service.

The Group's total expenditure on wages/salaries in 2013 amounted to 114.3 million euros, while in 2012 the figure was 110.6 million euros. This includes pay for regular and overtime work, mandatory employer contributions to social security funds and other additional allowances over and above those laid down in either labour legislation or

collective agreements. These additional, non-statutory allowances are discretionary payments to employees intended to reward productivity and acknowledge the contribution of individuals to the Group's performance.

### BREAKDOWN OF WORKFORCE REMUNERATION EXPENDITURE 2013 (MILLION EUROS)



■ ADDITIONAL WAGE/SALARY BENEFITS  
■ EMPLOYER'S CONTRIBUTIONS  
■ GROSS PAY NOT INCLUDING ADDITIONAL BENEFITS

## 6. ADDITIONAL DISCRETIONARY BENEFITS

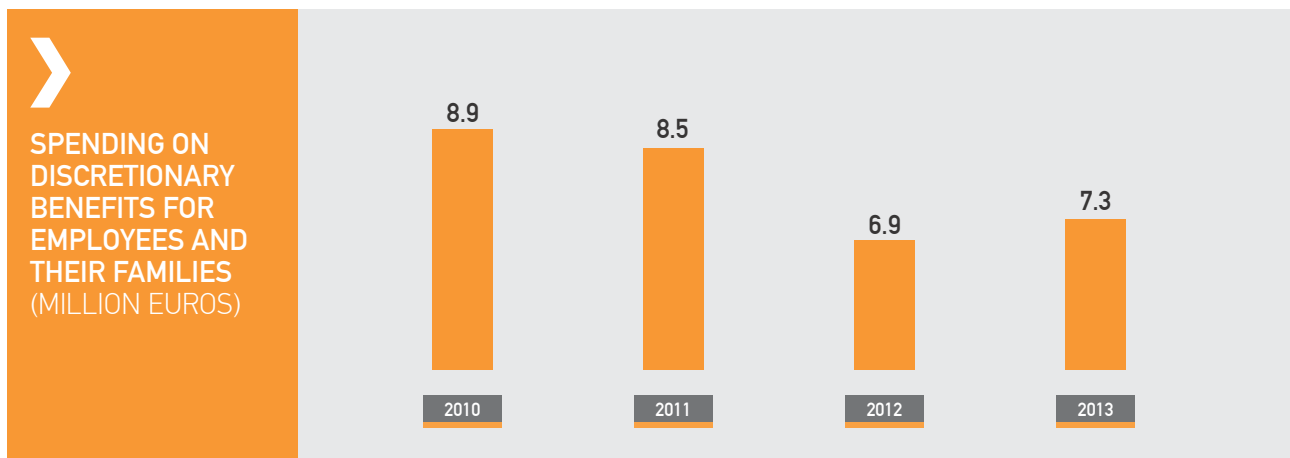
The Group, recognizing and rewarding its employees' hard work, introduced many years ago a wide range of supplementary, discretionary allowances and insurance benefits for employees and their family dependants. These discretionary employee allowances cover five main areas:

- Personal development and welfare.
- Covering medical treatment cost in case of health issues.
- Family assistance.
- Provision of various other facilities.
- Strengthening corporate culture, and cultivating co-operation and team spirit.

### In 2013 the Group's budget for discretionary benefits to employees and their families amounted to 7.3 million euros.

Such employee benefits are: insurance policies providing both pension and medical treatment coverage for employees, schemes helping employees with the costs of their children's education, Christmas parties for employees' children and family excursions (in 2013,

47 such excursions were organised, to various parts of the country, in which 3,000 people participated), long-service awards, support for employees participating in sporting activities etc.



## FOOTBALL AND BASKETBALL TEAMS

To promote and improve team spirit and employee involvement, we encourage their participation in sporting activities. Our sports teams - set up on the employees' own initiative - are now a regular part of company life and have performed with distinction in fixtures against teams from other businesses.

In 2013 the MOTOR OIL employees' football team performed exceptionally well, winning the championship once again in the 45-team Amateur Athens Corporate Games League. The team has won a total of 16 titles, including 9 doubles, and has also performed very impressively in foreign fixtures.

In 2013 the sister team from AVIN OIL came 4<sup>th</sup> of 16 teams in League A of the Amateur Athens Corporate Games, while the basketball team finished 5<sup>th</sup> out of 20 teams in the League and played in the cup final.



## 02 RESPONSIBILITY TOWARDS OUR EMPLOYEES

### VOLUNTARY BLOOD DONATION

Blood donations by employees of MOTOR OIL have become a tradition, now with a 28-year history. The programmes are run in association with the Corinth General Hospital (for employees at the refinery), the Metaxa Specialist Cancer Hospital (for employees at the MOTOR OIL head offices), and the Laiko Hospital (for

employees of Coral and Coral Gas). Overall, the resulting blood reserves are used to cover the needs of the blood donors themselves, their families or close relatives, and other people, in the event of an emergency. One hundred and eighty-four units of blood were donated during 2013 and the total amount donated since 1991 is 3,163 units.

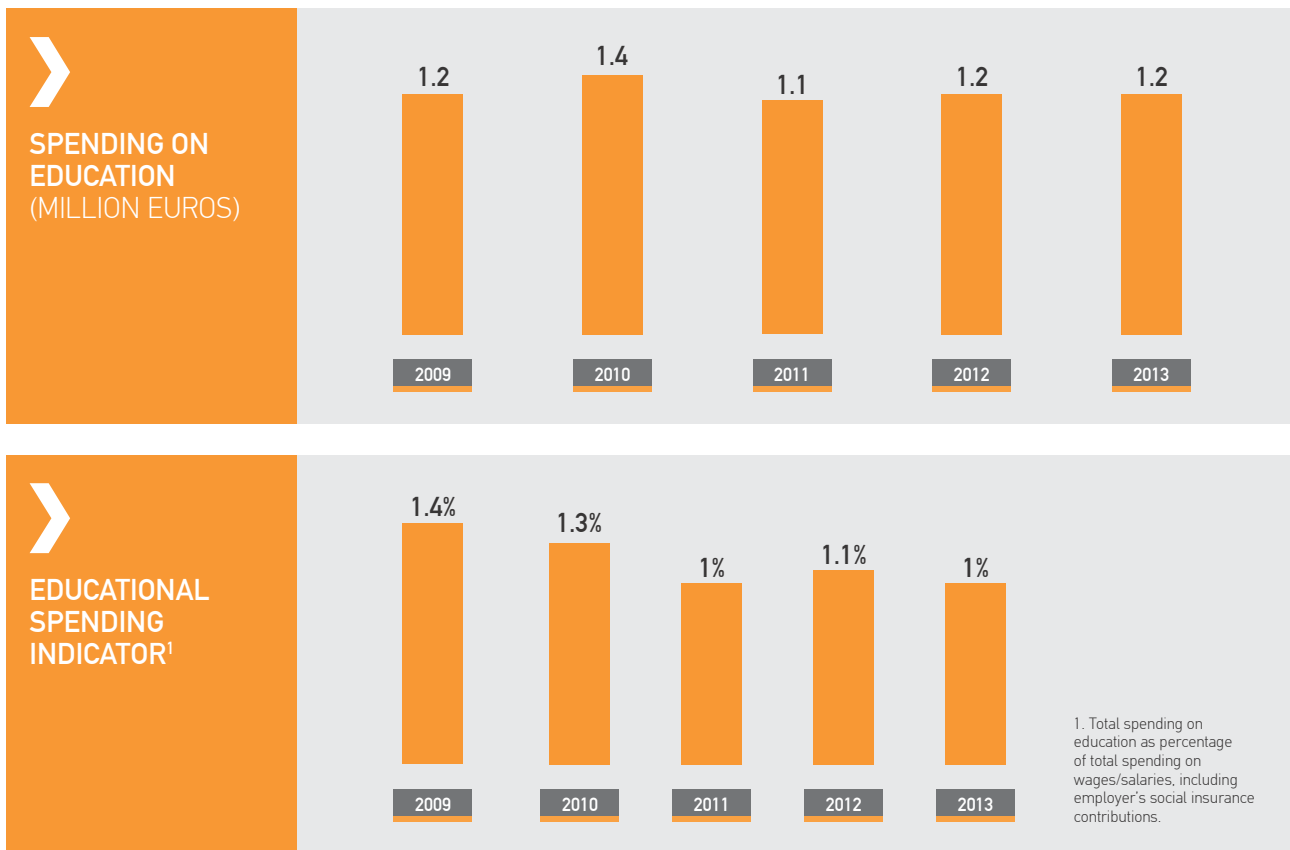
## 7. EDUCATION AND TRAINING

Framing and achieving our strategic objectives in the highly specialized oil industry depends entirely on the sophisticated skills of our workforce. Investment in ongoing training for our employees is a strategic choice and a key element in the process of aligning our workforce's skills with the full range of objectives and ambitions of the Group.

Therefore, given the critical importance of the issue, the MOTOR OIL Group designs and implements each year a comprehensive programme of education and in-house training for employees. The basic objective served by our education and training programme, is to ensure our employees have the background knowledge necessary to perform their specialized duties, allowing them to carry out their everyday tasks with the maximum efficiency, while also preparing them for employment requirements in the longer term.

We thus seek to continually enrich the vocational knowledge of our employees, expanding their range of skills, while also upgrading their level of technical training, helping to create a safer and more efficient workplace.

**The Group's budget for education and training programmes over the period 2009-2013 amounted to 6.1 million euros.**



### EDUCATION AND TRAINING PROGRAMMES

The main parameters determining the planning and implementation of the individual education and training programmes are the educational needs of the workforce as identified in the working environment each year.

#### THE PLANNING OF SUCH PROGRAMMES IS BASED ON:

- The Group business objectives,
- The training programmes organized in previous years,
- The training required in areas of technical specialization,
- Training needs in the areas of health and safety, with emphasis on the technical side, but also on raising awareness of all levels of workforce and management of the vital importance of workplace safety,
- Training needs in the areas of quality and environmental protection,
- More general needs to improve workforce skills.

#### THE EDUCATION AND TRAINING PROGRAMMES COVER THE FOLLOWING AREAS:

- Introductory training for new operators and maintenance technicians, and for newly-hired engineers.
- Skills training for technical staff in their particular areas of employment, as well as in use of personal safety equipment and working machinery/equipment.
- Training regarding Health, Safety, Environmental Protection and Quality, with an emphasis on the special features of each workplace.
- Training of non-technical staff in basic Health and Safety regulations, use of fire-fighting equipment and first aid provision.
- Instruction in safe driving techniques and in the procedures for the safe loading, unloading and transport of fuels.
- Training in business and administrative skills, computer skills, as well as personal development issues.
- Emergency preparedness exercises, including scheduled or unscheduled drills. This training includes joint exercises with the other Greek refineries, and participation of the Fire Service.
- Learning foreign languages.
- Health and Safety training for subcontractor personnel.

#### THE EDUCATION AND TRAINING PROGRAMMES ARE ORGANIZED VIA:

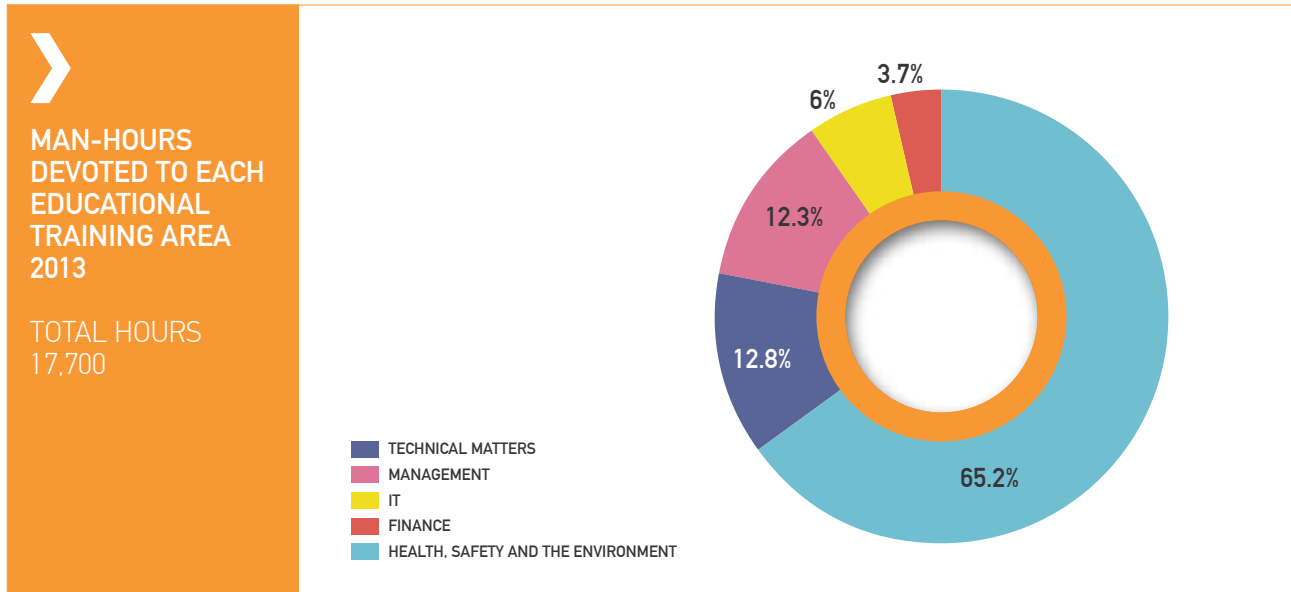
- In-house seminars run by Group managers or external instructors.
- Attendance at international seminars run by internationally recognized educational centres.
- Domestic seminars run by accredited training agencies, as well as attendance at conferences both in Greece and abroad.
- Participation in undergraduate and postgraduate courses.
- Purchase of books and subscriptions to specialist technical journals and professional associations.

#### TRAINING IN 2013

In 2013, a total 17,700 man-hours were devoted to education and vocational training -at an overall cost of 1.2 million euros- involving the participation of 1,091 employees (61,4% of the total workforce), of which 119 were managers and 972 other personnel. The figure of training man-hours includes training related to fire safety, use of Personal Protective Equipment and other related subjects throughout the refinery and the other Group facilities. However, it does not include training hours associated with emergency preparedness exercises.

Occupational health and safety, environmental protection and quality were the principal subjects covered by training activities in 2013. In these areas training was provided to cover the relevant management systems, the REACH Regulation, preventing pollution of the sea and avoidance of related incidents, safety of port installations, process safety, occupational health, fire safety, the use of Personal Protective Equipment, the rescue of people from places of great height, safe driving and fuel transport, the provision of first aid and other more specialized topics.

## 02 RESPONSIBILITY TOWARDS OUR EMPLOYEES



The other education programmes were designed to provide the existing technical staff with further training, in order to develop and further improve their skills in various specialized technical areas, and to instruct staff of the commercial companies in IT and tax issues, etc. Training was also organized in issues of workforce management and assessment, negotiating techniques, management and leadership, creating a safety culture, accounting, finance, law and models of corporate social responsibility.

Particular mention should be made of the contribution and significant involvement of Group executives in the in-house training and education programme. In 2013 this involvement accounted for about 1,430 hours. Moreover, during 2013, in line with the policy on reimbursement of tuition fees, 9 employees were assisted in their efforts to specialise in particular subjects, or achieve first degree or postgraduate qualifications in areas relevant to the Group's current operations.

### TRAINING OF NEWLY RECRUITED OPERATORS

In 2013, 11 new operators were hired to staff the production and distribution sections; they followed a comprehensive training programme lasting a full twelve months.

The initial classroom stage of the programme involved a month covering basic issues such as the properties of oil, the principles of the refining process, the plant equipment, maintenance, health and safety, environmental protection, fire safety, first aid, computer

use and English terminology. Over the next five months the new operators, placed in their respective departments and section, continue their training under the engineers and foremen, learning more about the various units of the section and how they operate. Finally, they spend six months on shifts in the field, working alongside experienced operators and learning the tasks they will be called on to perform when their training is completed and they have received the necessary positive evaluation.

### TRAINING TOOLS AT THE REFINERY

The training simulators are extremely valuable training tools, which contribute to the safe operation of the refinery. They are used to train operators of all grades, helping them develop their skills, expand their knowledge and improve performance through constant repetition and reminder. There are simulators in the Catalytic Cracking Unit (FCC), the Hydrogen Cracking Unit (MHC) and the new Atmospheric Distillation Unit (U-7100).

The Technical Training Manuals - prepared entirely by our own refinery engineers - are written to reflect the current structure of the refinery and meet its current production needs. They provide the necessary theoretical and technical documentation, while at the same time offering a valuable source of information. They fully cover the training needs of the refinery workforce, and can also be used in other activities where information on the structure and operation of the refinery is required. In 2013 renewal of the material was completed, as part of on-going improvement efforts, and the new manuals will be issued in 2014.

## TRAINING SUBJECTS AT THE REFINERY IN 2013

Internal training at the refinery is provided by instructors who may be refinery managers or highly specialized external instructors from Greece or abroad.

The main training areas were as follows:

- Training of shift workers in the use of fire-fighting equipment and personal protection equipment, with weekly drills.
- Training of rescue teams by the Elefsina Disaster Response Team in the rescue of persons at risk in inaccessible parts of the refinery, at a great height from the ground.
- Training of refinery engineers in the KBC/Petrosim software.
- Training of refinery foremen to secure Work Performance License.
- Training of accounting staff in recording of transactions for tax purposes.
- Training of electricians to ensure safety of electrical installations and medium-voltage sub-stations.
- Training of engineers, foremen and operators in safe operation of the isomerism unit.
- Training of staff of Equipment Inspection Service for certification and re-certification.
- Training of newly recruited operators.

During the year we also continued to add to the Digital Educational Material File, on the company intranet, posting material like e-books, conference presentations, training videos and so on. The File is freely available to all, so that both management and workforce can stay abreast and study various areas of interest.

## TRAINING PERFORMANCE IN 2013

General Training Activity Ratio<sup>1</sup>: 10 hours/person  
Specific Training Activity Ratio<sup>2</sup>: 16.2 hours/person  
Training Cost Ratio<sup>3</sup>: 1%  
Training Participation Ratio<sup>4</sup>: 61.4%

1. Total training hours to total number of employees.

2. Total training hours to total number of trainees.

3. Total spending on training as percentage of spending on wages/salaries, including national insurance contributions.

4. Total persons receiving training as % of whole workforce.

# 03

## Health and Safety

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**19.3**

**MILLION EUROS**  
SPENT ON SAFETY  
(INVESTMENTS AND  
OPERATING EXPENSES)

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**2.7**

THE ACCIDENT  
FREQUENCY INDEX

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## The on-going improvement of our health and safety performance will always be one of our main priorities.

The nature of the Group's business operations - refining, storage, transportation and marketing of fuels - combined with our corporate Principles and Values, make occupational Health and Safety a matter of exceptional importance, and a priority to which our commitment is absolute and permanent.

In order to ensure a safe working environment, and achieve ongoing improvement in workplace health and safety conditions, we implement a rigorously structured Management System, fully aligned with European Union Directives and other, additional measures.

In pursuit of our established objective of Zero Accidents, we reinforce our management system with:

- Ongoing training and participation of all employees in matters of health and safety
- Regular maintenance of equipment to ensure it functions properly and safely
- Investment in new technology equipment and control measures
- Assessment of risk involved in all tasks, in order to ensure that the proper precautions are taken before tasks are carried out.

In 2013, our activities in the field of health and safety, in addition to other projects, focused on further embedding the principles of the OHSAS 18001:2007 standard, with which the company was first certified compliant in 2008, on further developing the safety culture, on enhancing safety and accident prevention awareness amongst our employees, on making investments in accident prevention projects, on improving fire prevention equipment and on training.

Although our accident figures were slightly increased in 2013 they continue to follow a long-term downward trend. There were no serious safety incidents during the course of our activities.

## 03 HEALTH AND SAFETY

# 1. HEALTH AND SAFETY MANAGEMENT FRAMEWORK

Health and Safety at work and the prevention of occupational hazard is a moral obligation and a business necessity which goes beyond the narrow limits of a simple legal obligation. Our primary concern is to take measures, and implement projects and programmes, to ensure we attain our permanent objectives for workplace health and safety, which can be formulated as follows:

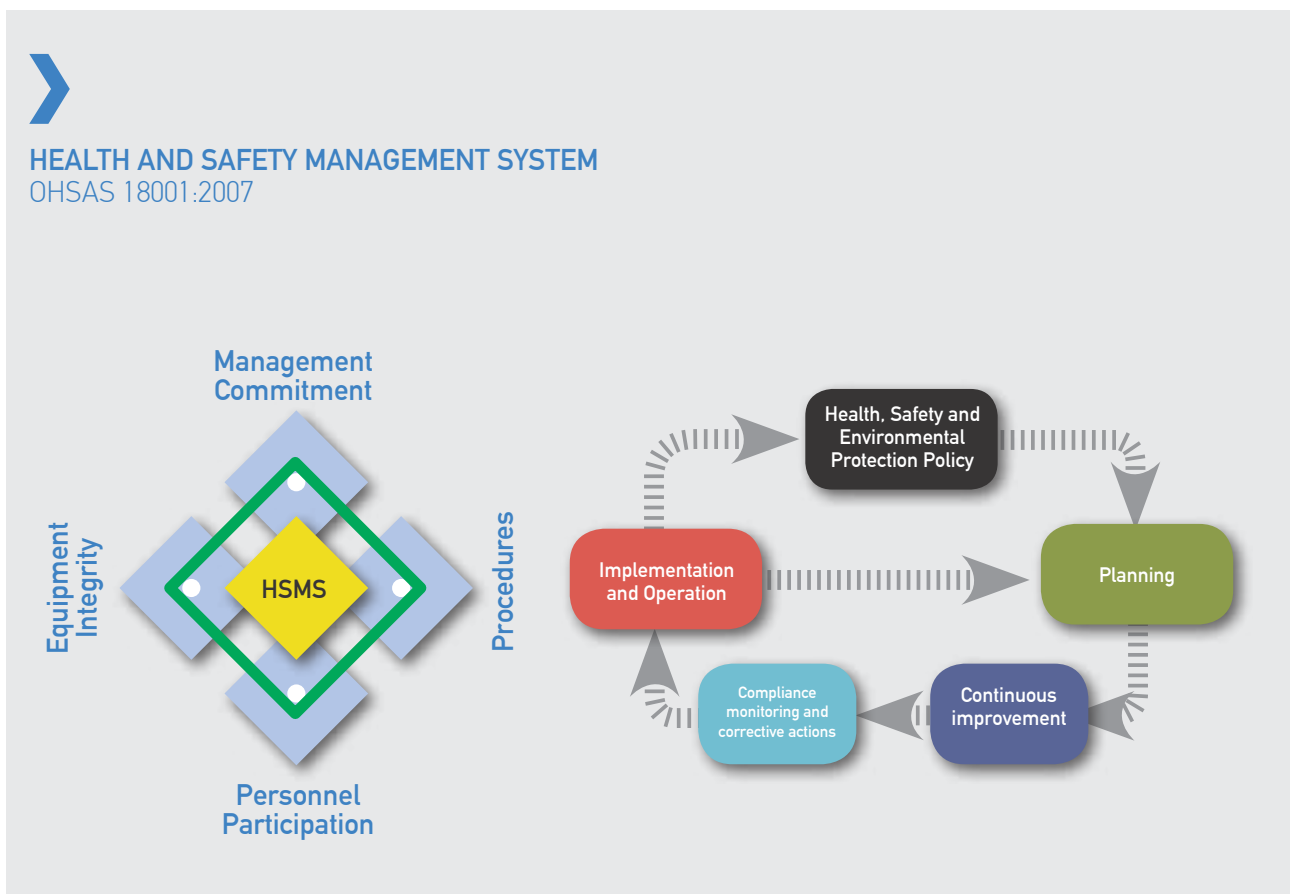
- To reduce the risk of major technological accidents to the lowest possible level.
- To eliminate occupational accidents - "Goal Zero".
- Constant monitoring and upgrading of the quality of equipment so as to ensure that conditions conducive to safe work operations are continuously improved.
- Effective protection of people (our personnel, contractors' personnel, our neighbours, associates and site visitors), as well as the environment and our own installations, from the hazards that may arise from the company's activities.
- Ongoing training of personnel and briefing on health and safety issues in order to prevent accidents and occupational health problems.
- Full compliance with regulatory requirements.
- Active involvement of all employees in finding acceptable and effective solutions for protection and

safety, as well as in establishing regulations, identifying hazards and assessing risk.

- Frank and open communication between workers and management in health and safety matters.

At the refinery, delivering on this commitment relies on the effective operation of the integrated Health and Safety Management System, which is certified compliant -since 2008- with the internationally recognised Health and Safety standard OHSAS 18001:2007.

The same certification has been secured by OFC (in 2006), Coral and Coral Gas (in 2013).





## COMPONENT PARTS OF THE HEALTH AND SAFETY MANAGEMENT SYSTEM

Policy	<ul style="list-style-type: none"> <li>• Description of MOTOR OIL's commitment to Health and Safety and arrangements for implementing the policy.</li> </ul>
Planning	<ul style="list-style-type: none"> <li>• Strict compliance with relevant legislation, with international standards and codes of practice and with established operational rules.</li> <li>• Specification of annual goals, programmes and investment projects for equipment upgrades, to ensure optimum performance with respect to both productivity and safety.</li> <li>• Designation of responsibilities and accountabilities.</li> <li>• Systematic identification and recognition of occupational hazards and assessment of risk across all activities at the refinery and other facilities.</li> </ul>
Implementation	<ul style="list-style-type: none"> <li>• Visible and systematic management by competent executives at all management levels.</li> <li>• Provision of appropriate and full training to all employees.</li> <li>• Understanding and analysis of operational risks in course of work and appropriate precautions, by all employees and at all levels of management.</li> <li>• Strict application and documentation of procedures for operational safety and efficiency.</li> <li>• Ensuring that all operations are carried out in full compliance with safety rules and regulations.</li> <li>• Systematic reporting of incidents.</li> <li>• Excellent cooperation and communication with public authorities and other stakeholders, including providing them with all relevant information.</li> <li>• Systematic measurement of results and target setting, using established industry indicators, so as to ensure constant improvement in performance and identification of malfunctions and vulnerabilities.</li> <li>• Carrying out of exercises for the updating of the company's Emergency Response Plan.</li> </ul>
Compliance monitoring and corrective actions	<ul style="list-style-type: none"> <li>• Ongoing inspections of machinery and other equipment to ensure its proper function.</li> <li>• Regular auditing of safety procedures.</li> <li>• Systematic investigation and analysis of all incidents.</li> <li>• Measurement, assessment and communication of results.</li> <li>• Rewarding of positive results.</li> </ul>
Continuous improvement	<ul style="list-style-type: none"> <li>• Ongoing review of management system.</li> <li>• Recommendations for improvement and revision of current arrangements.</li> <li>• Commitment to implementation of recommendations.</li> <li>• Ongoing personnel training.</li> </ul>

The operation of the Health and Safety Management System is assigned to the refinery's Health, Safety and Environment Section. Moreover, the health and safety organisation includes in-house safety engineers, occupational physicians and nursing staff - both at the refinery and at MOTOR OIL's head office - at a level that goes beyond the requirements of the relevant Greek legislation.

There are also two statutory committees:

- The Safety and Environment Committee, made up of the refinery section heads and representing the entire workforce.
- The five-member Employee Health and Safety Committee, whose elected members are appointed every two years by the refinery employees.

## 03 HEALTH AND SAFETY

The above Committees are intended to oversee control of health and safety conditions, making recommendations for changes and improvements as necessary.

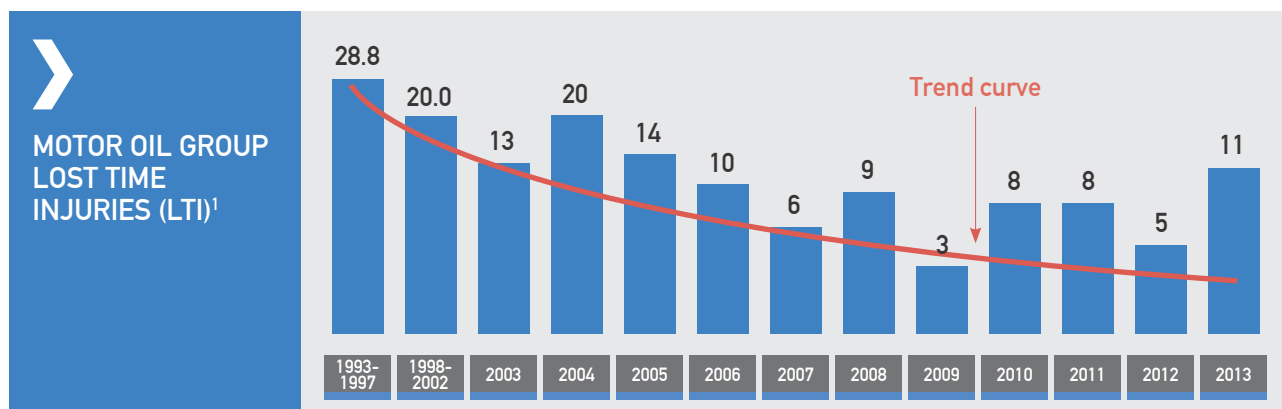
Similar arrangements operate in the other companies of the Group, taking appropriate account of the particular conditions of each workplace.

During 2013, our efforts to achieve our Health and Safety goals were focused on the following:

- Continuing upgrading and improvement of directives and procedures.
- Investment in upgrading personal protection equipment and upgrading and improving equipment in general.
- Implementation of ground-breaking plans to upgrade the safety culture, particularly among production, maintenance and distribution staff.
- Compliance with the programme to implement the European REACH and CLP regulations, and systematic monitoring of relevant developments (see Chapter on REACH and CLP Regulations)
- Continuing training and support for our workforce, as well as employees of contractors, through various actions (see chapter on Education -Briefing-Collaborations).
- Use of digital training library, with records of internationally occurring events.
- Presentations to workforce on Major Industrial Events, as described and analysed in the international literature.
- Presentations-training sessions in special safety issues, such as risks involving hydrogen sulfide, ammonia, static electricity, etc.
- HazOp study for the isomerization and dimerization units.
- Implementation of training programme in safety issues, for all workers with annual contractors, on a permanent basis.
- Active involvement of all personnel of the Health, Safety and Environment Section in monitoring and control of tasks during turnaround period.
- Measuring chemical substances during turnaround period to assess risk of occupational exposure.
- Risk assessment and precautions during handling of hazardous substances.
- Inspection of refinery by competent authorities to check implementation of provisions of SEVESO II Directive on high-risk installations.
- Posting of informational material on notice boards in all workplaces.

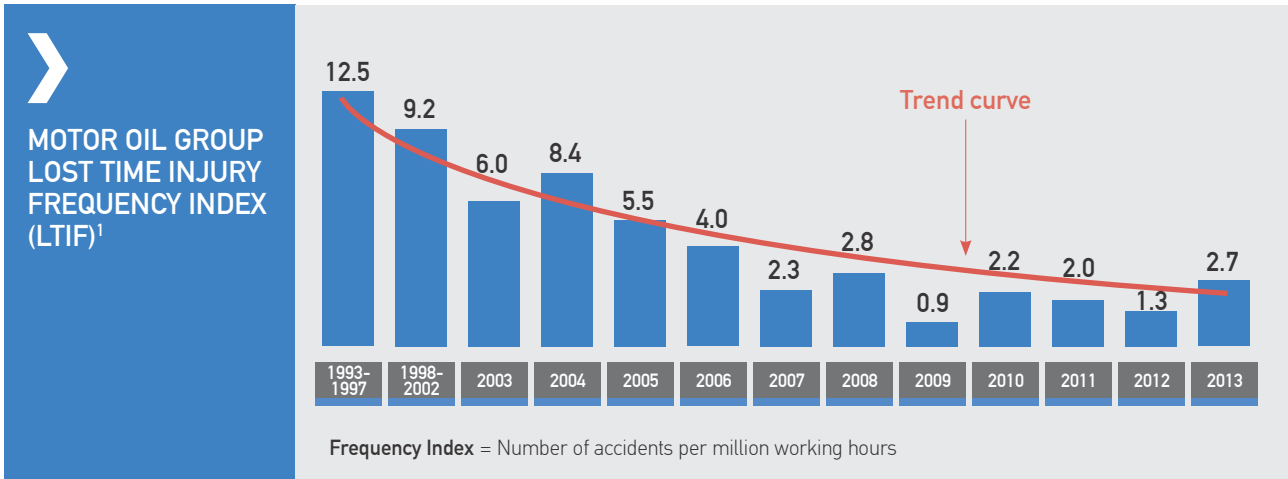
## 2. SAFETY INDICES

The extent, to which the Health and Safety Management System operates successfully, is reflected in trends in the most important safety indices, i.e. the number, frequency and severity of lost-time injuries, which have shown a clear downward trend over time.

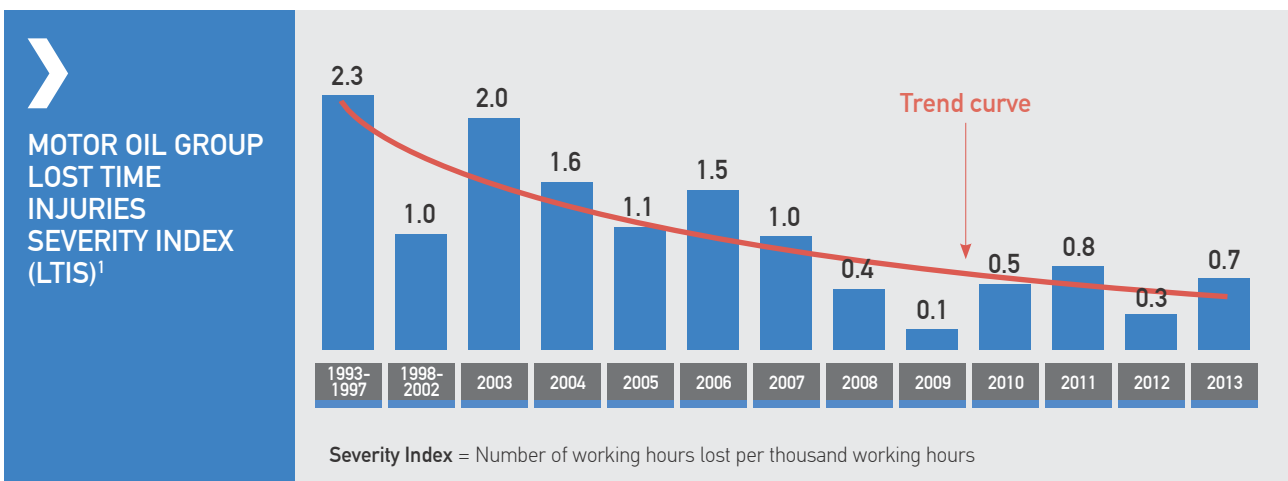


Eleven (11) lost time injuries were recorded at the facilities of the MOTOR OIL Group in 2013.

At the refinery, the core of the Group's activities, there were seven (7) LTIs, up three from the preceding year, due mainly to unsafe human conduct. It should be noted that extensive maintenance work was carried out in 2013, with no accidents occurring.



The Lost Time Injuries Frequency Index, which has shown particularly low values in recent years, was at 2.7 in 2013. At the refinery the LTIF stood at 3.1, for the same reasons as those given in the LTI index.



The Lost Time Injuries Severity Index stood at 0.7 across the Group in 2013. In the case of the refinery, the index stood at 1.2.

These values, in combination with the large number of new projects and extensive programme of maintenance, continue on average the steady downward trend of the last twenty years, demonstrating continuing improvement and an ever-closer approach to our Zero Accident target. Although the LTI and LTIF indices are within the targets set, and the overall trend is downward, the Group's management is offering steady support to programmes to educate the workforce and to strengthening technical and organizational measures to ensure we remain committed to our 'Zero accidents' objective.

The LTIs have been analyzed in depth to identify their causes and establish the most appropriate corrective measures, which were then communicated to the

personnel through training sessions and briefings. Recommendations for equipment improvements, arising from investigation of LTIs, were implemented immediately.

These statistics relate to accidents involving the company's own employees and do not include Lost-time accidents involving subcontractors' employees, the level of which remains very low. Accidents involving subcontractors' employees numbered 4 in 2009, 2 in 2010, 1 in 2011, 4 in 2012 and 5 in 2013.

Finally, we should note that, as in previous years, no case of occupational illness was recorded.

1. Note: Includes the companies MOTOR OIL, AVIN OIL (since 2006), Coral and Coral Gas (since 2010), and OFC (since 2012).

### 3. HEALTH AND SAFETY INVESTMENTS

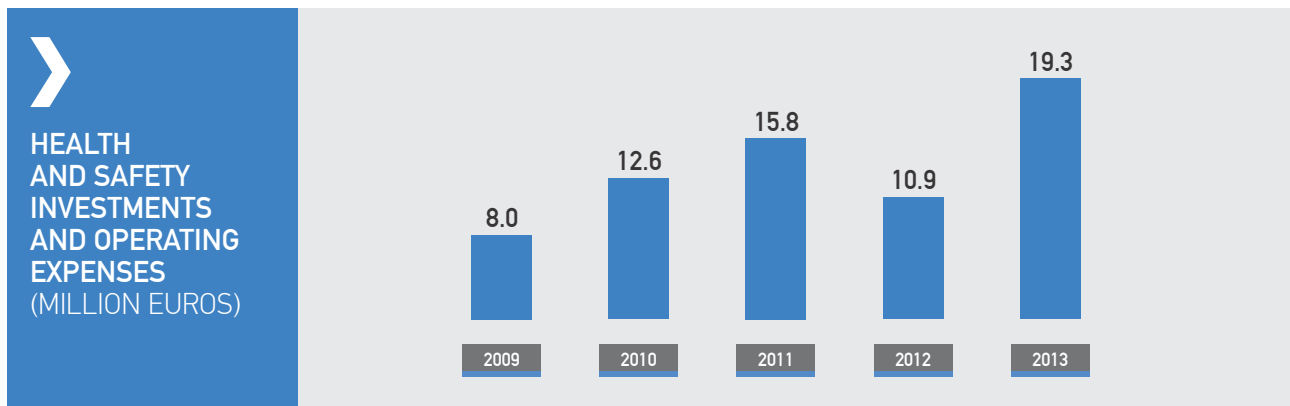
Improvements in working conditions and in the safety of the work environment are achieved by making the necessary investments in equipment, through the upgrading of procedures, and by means of Health and Safety inspections.

**The refinery design, construction and operation is in accordance with Greek and international regulations and standards. Nevertheless, a comprehensive investment programme in the proper maintenance of electrical, mechanical and electronic equipment and in technical upgrading and renewal of that equipment is continually implemented, taking account of developing technology, so as to maintain the highest possible standards of safety and accident prevention.**

In 2013, the total cost of the investment programme of all Group companies on projects to improve health and safety and to procure safety and medical equipment amounted to 15.2 million euros, while the cost of operating expenditure of all kinds in this area was 4.1 million euros.

The greatest emphasis was laid on projects to reduce the risk of accidents and to improve working conditions, as well as projects aimed at upgrading fire safety measures at our facilities. Specifically, the most important projects of 2013 were the undergrounding of high-voltage cables at the refinery, the replacement of safety valves and their routing to the combustion flares, etc.

At the same time Coral Gas proceeded to invest heavily in replacement of tanks, recertification of gas bottles and the installation of safety systems for the sale of liquid gas at service stations.



#### UNDERGROUNDING OF HIGH-VOLTAGE CABLES

As part of its standing commitment to optimizing safety conditions at its facilities, entailing the design and implementation of measures to prevent major accidents, MOTOR OIL undertook the undergrounding of high-voltage cables passing through the refinery. The 150kV cables were approximately 2km in length, with 8 pylons, and the route they took passed within the refinery facilities.

The work was carried out under the supervision of the Independent Power Transmission Operator, which cooperated with MOTOR OIL at every stage, from approval of the implementation studies, procurement of materials, dismantling of the existing pylons and power lines to the final removal of the cables and their undergrounding. The work was assigned to specialist contractors with the relevant expertise, qualified to carry out tasks with a high risk level, like the movement of heavy cables requiring special handling.

The work was completed in 18 months, and the cost - more than 3.6 million euros - was met in full by MOTOR OIL.

In completing this project, following the most stringent safety specifications, the company removed all risk or possibility of a major industrial accident being caused by the power lines - an accident which would have had serious consequences for our workforce, equipment and facilities. At the same time the modifications mean that an incident at the refinery will no longer cause problems for the local power grid.

Finally, completion of the project to remove and place underground the power cables has freed up a significant amount of surface space in the refinery, with potential for new uses in future.

## 4. INSPECTIONS

It is our standing practice to carry out regular health and safety inspections, which involve scrutiny of production and distribution equipment, working areas and fire safety systems. The inspections allow us to identify hazards and recognize risk.

At the refinery, planned Health and Safety inspections are carried out by both internal inspection teams and external safety auditors, including specialist Greek and foreign consultants.

**Hot-works and work in confined spaces are subject to a programme of intensive auditing and inspection. The Health, Safety and Environment Section carries out on average 5 inspections a day, with the total number of inspections approaching 1,100 in 2013, not counting checks carried out during maintenance periods.**

Special mention should be made of the two turnaround periods, when refinery units are turned off for scheduled maintenance work. These periods lasted a total of 35 days. During the turnaround periods the Health, Safety and Environment Section (monitoring all work on a 24-hour basis) carried out a total of 1,460 checks.

Projects under construction are subject to daily inspections, while planned horizontal inspections - carried out by teams of different composition and mandate, comprising refinery executives and other competent personnel - are performed according to an annual schedule, as follows:

- Safety and Environment Inspections: carried out by four-member teams headed by a section head and including engineers and supervisors as members. There are 24 of these teams, each undertaking every year to inspect six of the 24 sections into which the facilities have been sub-divided for the purposes of more effective and comprehensive control.
- Executive Safety and Environment Inspections: carried out by teams headed by the refinery General Manager

and including departmental managers and the Head of the Health, Safety and Environment Section.

Recommendations for improvements in working conditions and safety also arise following meetings of the Safety and Environment Committee and the Employee Health and Safety Committee.

The findings of the above-mentioned horizontal inspection procedures, and recommendations arising from meetings of the two committees, after evaluation, lead to appropriate technical or organizational measures being taken. In 2013, in total 328 new recommendations were put forward, while 196 were implemented (including some pending from the previous year), with another 357 recommendations pending at the end of the year.

Vertical inspections were introduced in 2009. These are conducted on a quarterly basis by the section head, the engineers and supervisors of the various sections. Each section of the refinery will undergo four such inspections each year, one for every shift. In 2013, 83 new recommendations were put forward, following vertical inspections covering all refinery sections: 83 new recommendations were made, of which 82 were implemented (including some from the previous year) and 254 remained pending.

It is self-evident that technical inspections and monitoring of equipment carried out by the Technical Department will lead to findings and the taking of measures which reduce hazard and risk and contribute to the improvement of occupational health and safety conditions. The programming and management of these results of

### 03 HEALTH AND SAFETY

inspections are based on the use of computer systems like the PCMS (Plant Condition Management Software), designed to generate optimal safety results and saving of resources.

Finally, the company takes special care to ensure the operational readiness of the fire prevention system and

the installed fire-fighting equipment. The routine and periodically scheduled checking of this equipment is carried out according to a very carefully planned annual programme under the supervision of the Fire Safety Service.

## 5. PROCEDURES

Technical integrity of equipment, compliance with international standards/regulations and safe working conditions are amongst the primary factors ensuring safety in the workplace. Even more important is how individuals behave (the "human factor"). Refinery employees are able to perform their work safely not only as a result of the strict work procedures they are required to follow and as a result of having been provided with appropriate skills and competencies, but also because they have been trained in safety awareness.

### COMPLYING WITH LEGISLATION

The company is fully aware of, and strictly complies with, all relevant Greek and European Health and Safety legislation, while it also applies any relevant international standards, codes of practice and other operational norms, where these are judged likely to help achieve even higher standards of protection than would be achieved by legal compliance alone.

An independent third party certifies full and comprehensive implementation of legislation in our internal procedures and operations.

We have also developed an intranet database containing all health and safety provisions of Greek law relevant to the refinery's operations. It is constantly updated and made available to all employees on the company intranet. This database is exceptionally important, not only for the legality of our operations, but also for the wealth of information it contains on a wide range of issues, including hazard identification and control, the drafting of emergency preparedness plans, maximum acceptable levels of exposure to hazardous substances, the use of chemical substances and the relevant precautions, etc. Besides data on legislation, the database contains other significant resources relating to refinery safety, including: all training material; the complete internal safety regulations for the refinery; hazard and risk assessment reports covering all individual workplaces; specifications for all safety equipment (e.g. personal protective equipment -PPE- and fire-fighting equipment), and material safety data sheets (MSDS) etc.

### HAZARD IDENTIFICATION, RISK ASSESSMENT AND CONTROL

We are continuously engaged in establishing best practices for identification of health and safety hazards in all areas and in implementing procedures for immediate response. The framework for identifying and controlling risk is laid down in Greek legislation and in other European and international codes of practice.

Across the whole range of refinery activities, studies have been conducted to assess risk for each work station and task; the necessary measures have been taken to eliminate or minimize all risks identified.

Whenever changes are made to workplaces or to working practices, these risk assessments are reviewed so as to ensure they are always relevant and up to date. Moreover, in the context of the requirements of OHSAS certification the whole monitoring process of our procedures has been made more methodical and effective. Within each refinery section, occupational hazards and risks identified are classified into three categories according to the hazard level: low, medium or high. For each category of risk we prepare a timetable for taking action to eliminate or reduce the risk, and appoint a manager to be responsible for the necessary action.

We provide appropriate and adequate training to all our workers covering: information and instruction relevant to the hazards arising from their work, measures for the elimination of hazards or control of risk, correct use of personal protective equipment, safe working practices, appropriate emergency response procedures and first aid provision.

We enforce safety rules in all situations so as to ensure full implementation of precautionary measures and compliance with safe working procedures. Of particular importance during maintenance and repair work is the procedure for issuing of Work Permits, within a stringent statutory framework of rules and procedures. For this reason, the issuing of these Permits is the subject of continuous training activity, covering both those who issue them and those who receive them, both company employees and any sub-contractor personnel who may be involved in work activities on the refinery site.

In respect of the need to assess and minimize operational risks, the HAZOP - Hazard and Operability - Study is used to analyze risk and operability in all new units or whenever changes are made to an existing unit.

Likewise, the studies required by the regulations on fire safety are conducted; other safety studies are prepared

and communicated for approval and registration as appropriate with the competent authorities.

In respect of health and safety equipment (personal protective equipment, fire-fighting equipment, etc.) we implement rigorous specifications based on recognized European standards in order to optimize workforce health and safety precautions. A particular effort has been made to standardise specifications for personal protective equipment at all companies and facilities within the Group. In addition, safety equipment specifications are monitored continuously so that they can be updated in line with the new technological developments. Thus in 2013 we updated the specifications for hydrogen fluoride protection suits.

## INDICATIVE ACTIONS IN SAFETY PROCEDURES DURING 2013

- The Corporate Contingency Plan was activated for all companies in the Group.
- The HAZOP study was completed for the isomerization and dimerization units.
- We continued implementation of the programme to monitor and assess contractors in respect of their compliance with health and safety rules when working in the refinery facilities. New leaflets were also issued with health and safety guidelines for contractors.
- We have carried out an internal inspection-evaluation of 6 procedures in the Health and Safety Management System. Three of the existing procedures were revised.
- We continued to update the Safety Data Sheets for refinery products, adding new information, as part of our implementation of the provisions of the European REACH and CLP Regulations.
- Participation continued in international organizations dedicated to exploring and achieving continual improvement in rules and practices.

### REPORTS, MEASUREMENTS AND INDICES

We regularly report, record, investigate and analyse incidents (fires, accidents, near-misses) using internationally recognized indices in order to take the appropriate corrective and preventive measures, while enhancing our experience by monitoring investigations of serious accidents at comparable facilities abroad and incorporating their findings in our own practice. We systematically record all elements in our health and safety performance, for monitoring purposes, and at the same time we use internationally recognized indices suitably targeted to provide a basis for checking ongoing improvement and identifying any shortcomings or irregularities.

### PROTECTION (SECURITY)

We take all necessary preventive measures to protect our installations against possible security threats, malicious or other. Those of our personnel responsible for this protection are suitably trained, both in security and safety matters, so as to be able to effectively and swiftly fulfil their responsibilities, being fully aware of the duties assigned to them, while at the same time fully respecting individual freedoms and fundamental human rights.



## 6. PLANNED SHUTDOWNS - NEW PROJECTS

Every year, planned shutdowns of refinery units take place which are necessary to allow for periodic maintenance to be carried out and thus ensure their reliable operation, both in respect of efficiency and in respect of safe operation, while construction work on new projects is constantly being carried out.

To avoid accidents during planned and unplanned shutdowns, a methodical approach is required, with continuous supervision while work is being carried out.

Such extended shutdowns of refinery units require vigilance and special precautionary safety measures, because of the greatly increased risk of accidents, which include: provision of information to all personnel involved in order to ensure they are aware of the necessary safety measures and to increase their safety awareness; daily co-operation with project managers to identify unsafe conditions and for the concomitant implementation of corrective measures; and daily site safety inspections.

Depending on the special needs and features of the units being shut down, special inspection teams are set up, led by senior members of the Health, Safety and Environment Section and engineers from the Technical Department, who are responsible for ongoing monitoring of the projects.

In 2013 we carried out extensive maintenance work (turn around) at the refinery, lasting more than 35 days. During this particularly demanding time a large number of tasks were carried out, using a large number of contractors' employees, working to a very strict timetable.

Before the maintenance work began the detailed schedule was examined and solutions explored to possible problems that might arise. Training sessions

and briefings were also organized, involving meetings between refinery and contracted personnel to ensure smooth cooperation and avoidance of unsafe actions. Throughout the work there was close cooperation between the contractors and the Health, Safety and Environment Section, as well as all other competent departments, to ensure direct briefing on any problems, with immediate corrective action where necessary. Whenever a threat to safety was identified, a Safety Technician remained in attendance until the problem was resolved.

On the days of the two major turnarounds, a total of 1,460 problems were identified, most of them corrected immediately on site. Once the relevant observations had been classified and evaluated, valuable conclusions were drawn on safety issues, which will be used to improve preparation and organization of future turnarounds.

Finally, during the course of the year, and in addition to the two major turnarounds, there were eighteen scheduled and four unscheduled shutdowns, all dealt with successfully and without accident.

## 7. REACH AND CLP REGULATIONS

The European Union REACH Regulation (Registration, Evaluation and Authorization of Chemicals) came into force on June 1st, 2007. The Regulation is intended to rationalize European legislation on human health safety and environmental protection from the potential effects of various chemical substances. At the same time, the Regulation has shifted responsibility for investigating the impacts of production, distribution and use of these substances to the industry itself.

The legal framework introduced by the Regulation directly affects producers, importers and final users of chemical substances and preparations in the European Union. The objective is to prohibit the import into, or the production within, the EU of any substance at any quantity above one ton a year, unless the substance has been entered on the

European Register of Chemical Products.

After successful completion of the first phase of substance registration in 2010, MOTOR OIL, through its participation in various recognized organizations and consortia (CONCAWE, FERC, MERC), remains ready to

respond to any requirements that may arise, is monitoring developments and preparing for the subsequent second phase of substance registration (2018).

The CLP (Classification, Labelling and Packaging) Regulation of the European Union came into effect in January 2009, ensuring that risks associated with chemical products are clearly communicated to employees and consumers in the European Union through proper classification and labelling of chemical products.

The risks which may be posed to human health and the environment are labelled using a standard system of declarations and pictograms on packaging and on safety data sheets, so that workers and consumers are aware of the possible consequences of handling these products. MOTOR OIL has completed the above process of labelling its products on all safety data sheets.

## 8. EMERGENCY RESPONSE PLANS

Our emergency response arrangements are based on the Emergency Response Plan, which is regularly reviewed and updated to take account of expansions and other changes to the refinery's configuration, changing legal requirements, and changes to "best practices" resulting from technical developments or experience gained by others in dealing with major or non-major accidents.

We have also prepared and submitted studies to the competent authorities, in line with the requirements of the SEVESO II EU Directive, which describe significant potential accident scenarios and related prevention and response measures. The Emergency Response Plan describes, with particular reference to a major accident situation, the public health protection measures -including warnings for neighbouring communities, and related advice- that would be put into effect in the event that the Major Technological Accidents Response Plans were activated; these plans are drafted by the competent authorities and determine how the state might intervene in emergency situations.

The Emergency Response Plan describes equipment, organization and facilities available (both internally and from off-site sources) to manage an emergency.

Features of the plan include:

- The Mutual Aid Agreement whereby all Greek refineries co-operate in the event of an emergency, which dates from 1988. The effectiveness of this collaboration plan is ensured through joint exercises involving MOTOR OIL, the local fire brigade and the other refineries.
- Drills carried out every week and major industrial accident response drills carried out a number of times each year, during which the Major Incident Response Procedure is activated. Safety drills and major exercises contribute greatly to the training and preparedness of employees, and to the evaluation and modification of the plan itself. They also help us to evaluate and upgrade the fire safety equipment, because the exercises prompt suggestions for new means of improving fire safety, the progress of which is monitored by the management on a monthly basis.
- The fixed and portable equipment for leak detection and fire-fighting, which are upgraded according to a regular annual investment plan. The design and installation of autonomous, permanent fire-extinguishing systems at key points around the refinery offer the ability to respond to incidents immediately and ensure the greatest possible protection for personnel and operating equipment. In 2013 we installed two autonomous fire-extinguishing systems to meet unit needs.
- The availability on the refinery site of six fire engines and one 12,000-litre bulk foam tender, that are available on 24-hour standby, and are operated by trained firefighter crews.
- The existence of alternative locations for the Incident Control Room at four different strategic points on the refinery site, and the availability of a state-of-the-art emergency telephone system that provides for refinery staff to be contacted at times of emergency outside of normal working hours.
- A significant addition to the refinery's communication resources is the introduction of satellite phones at the refinery itself and in the administration offices. These phones make communication possible and allow coordination between administration and refinery even in extreme circumstances, such as a natural disaster, when ordinary landlines and mobiles may be rendered useless.

## 9. SAFETY OF PORT INSTALLATIONS

We give the highest priority to protection of our port facilities in order to prevent any incident whatsoever, which apart from any other consequences, may also cause accidents or marine pollution.

It should be noted that, in 2004, MOTOR OIL became the first Greek company to be certified by the Ministry of Mercantile Marine and the Aegean for compliance with the International Ship and Port Facility Security (ISPS) Code, which is applied according to the requirements of chapter XI-2 of the International Convention for the Safety of Life at Sea (SOLAS). The accreditation is reviewed each year, in accordance with the existing legislative provisions.

In all areas of the port facilities security checks are carried out on crews, visitors, baggage, supplies and postal material, as well as checks on access. The security

checks are conducted with the permission of the Port Authorities, pursuant to the terms and conditions laid down in the approved Port Facility Security Plan, which is based on the International Ship and Port Facility Security Code (ISPS Code).

The Code requires that drills be held at least every sixteen months, using security scenarios that are often combined with sea pollution and/or fire scenarios. The drills are held with the cooperation and participation of the local Port Authorities.

## 10. SAFEGUARDING WORKFORCE HEALTH

Safeguarding the health of our workforce and their workplace safety are key areas of concern. For refinery personnel we have in place a programme of regular medical examinations (including blood tests, X-rays, cardiograms, eye tests, gynaecological tests etc.), as well as a programme of vaccinations and hearing tests.

A comprehensive occupational health service is provided at the refinery, with the appropriate personnel and material resources in place to provide medical and first aid services, including:

- Central Medical Centre staffed by an occupational physician and nurses, provided with the necessary hospital equipment to deal with emergencies.
- Pharmacy stocked with medicines, dressings and other medical supplies.
- Fully equipped first-aid station at the Alkylation Unit, with nurse on 24-hour call.
- Three suitably-equipped first aid stations (located in the Central Control Room, the Chemical Laboratory and the Hydrocracker Complex).
- Equipment for performing remote cardiographic examination (ECG), which sends measurements to a special heart unit for immediate diagnosis and provision of guidance.
- Three fully-equipped ambulances.

In addition:

- Fire-fighting crews are also trained in rescue practices and in first aid provision.
- Specifications have been issued covering Personal Protective Equipment supplied to employees. These specifications are aimed at facilitating the effective replacement and, as far as possible, standardization of this equipment; these specifications are amended and updated in line with technological developments and relevant EU specifications.
- The quality of drinking water is tested through regular analysis by independent laboratories.
- The restaurant staff undergo regular medical checks in accordance with the requirements of the law.
- The effective protection of employees from exposure to toxic substances that might harm their health is monitored through workplace concentration measurements, in accordance with the provisions of the relevant legislation. In 2010 a special procedure was set up to regulate these measurements, while back in 2009 our company had already prepared a special study showing that concentrations of all chemicals were lower than the exposure limit value. A new study was conducted in 2013 confirming once again that the levels

of chemical substances were clearly below the limit values.

- At the head offices there is a fully equipped medical centre, staffed by doctors, which offers health services to employees including treatment of acute incidents and chronic conditions, education in health and hygiene issues, organisation of seminars and blood donations at regular intervals, preventive check-ups and support

for the medical centres of the other companies of the Group.

- Finally, an occupational health service and arrangements for general medical procedures and screening examinations are also in place for the benefit of all subsidiary companies of the Group (AVIN OIL, Coral, Coral Gas and OFC).

## 11. EDUCATION, BRIEFING AND COLLABORATIONS

The continuous training of our employees, their updating with the required information, the creation of a high level of safety awareness, together with the technical and organisational measures, form the essential pillars for accident prevention and the maintenance of a safe work environment. This approach underpins the Health and Safety Management System of MOTOR OIL.

The Education Department has a continuing commitment to training the workforce in aspects of the production process and safety, in order to increase productivity and reduce risks and the frequency of accidents.

We also take pains to keep contractors' employees aware of health and safety issues, with the emphasis on general principles of accident prevention and the company's procedures ensuring safe execution of the work they undertake.

Visitors are given safety instructions in the form of a special leaflet, while a special briefing film is screened for them on entry to the refinery facilities.

The general content of health and safety training includes the following subjects:

- Fires - fire safety - use of fire fighting equipment.
- Carrying out preparedness exercises.
- Permits to Work.
- Work in confined spaces.
- Identification of occupational hazards and risk evaluation.
- Personal Protective Equipment.
- Classification, packaging and labelling of hazardous substances.
- Material Safety Data Sheets.
- Emergency response procedures and participation in relevant drills.
- First-aid.
- Cleanliness - ergonomics.
- Presentations - analyses of accidents occurring abroad.
- Safe road transport of fuels (for the Group's commercial companies).

### WORKFORCE TRAINING

In order to raise safety awareness among refinery personnel, safety messages and posters, the results of accident and near-miss investigations, etc., are displayed on 13 Health and Safety notice boards, reserved for this purpose, and located throughout the refinery site.

Fire safety drills continued to take place as in every year, and were carried out by the immediate intervention teams made up of refinery training staff. Rescue teams received training from the First Search and Rescue Team (EMAK) of the Elefsina Fire Brigade in rescue of persons at risk in inaccessible parts of the refinery, at a great height from the ground.

Moreover, the structured efforts to educate the technical staff of our facilities were continued through films and presentations/discussions on incidents, analyzing causes, effects and the corrective measures taken.

### BRIEFING FOR CONTRACTORS' EMPLOYEES

Briefing of contractors' employees working in our facilities continued in 2013 with the training programme (provision of literature, daily training, certification through examinations, recording of results on special data base, issuing of special card) for recipients of the Work Execution Permits for contractors' employees.

The training is based on informational material consisting of a general unit covering workplace health and safety issues at the refinery and a special unit covering issues relating to 29 separate special skill areas. This briefing programme lasts eight hours, and in 2013 the sessions were attended by 349 persons.

## 03 HEALTH AND SAFETY

FIGURES FOR HEALTH AND SAFETY TRAINING IN 2013		
	MOTOR OIL	Other Group companies <sup>1</sup>
Workers	1,224	576
Workers undergoing training	762	272
Man-hours of training	5,260	3,413
Contractors undergoing training	349	304
Man-hours of training	2,792	1,333

1. AVIN OIL, Coral, Coral Gas and OFC.

### FIRE SAFETY TRAINING

In order to improve the readiness of refinery personnel to respond to emergency situations, as well as to rehearse the procedures of the Emergency Response Plan and check the operability of equipment, regular emergency preparedness exercises are carried out. In 2013 the programme in question involved 9 training sessions on the drill field and 39 drills, 19 of which were based on Major Industrial Accident scenarios.

The pre-scheduled drills took place in various areas of the refinery and the fire crew training field, involving rehearsal of fire crews in the theoretical and practical aspects of their duties, and their familiarisation with fire-fighting equipment and related Personal Protective Equipment. Theoretical drills were also organized in the section control rooms (for all shifts) in the presence of the personnel of each area and the fire safety crews.

The refinery engineers also participated in the fire safety drills to receive further training in the handling of scenarios of this kind.

In 2013 the fire safety drills gave rise to 9 recommendations for new measures to improve protection for unit equipment, all of which were immediately implemented in full.

IN ADDITION, IN 2013:

- All shift-workers passed the annual training in the use of Respiratory Protective Equipment.
- The weekly training of the rescue team continued.
- Training sessions were held to maintain training levels for fire engine drivers and reserve drivers, familiarizing them with access to various areas and the equipment in new units.
- There were also training sessions for 11 new crew leaders, as well as all the new drivers, to familiarize them with the fire engines and their movement around the refinery.
- Training was provided to new operators in fire safety issues, with both theoretical and practical exercises on the drill field.
- Finally, the refinery office staff, security staff, restaurant and storeroom staff were trained in the correct and safe use of fire extinguishers.

### COLLABORATIONS

To attain our objectives and ensure a responsible approach to health and safety issues it is necessary that we cooperate with other stakeholders. To this end, we cooperate closely with national organizations and institutions, while Greek Refineries Cooperation Meetings

on Health, Safety and Environment issues are organized and attended by representatives of the refineries, the competent ministries, local government, the fire department, academics, etc.

## PROTEAS PROGRAMME

Also, in 2013 MOTOR OIL and AVIN OIL continued their participation, in collaboration with the Technical University of Crete, in the European programme PROTEAS, under the title «REACH Protocol on emissions and accident scenarios in the supply and movement of fuels and petrochemicals».

The PROTEAS programme is funded by the European LIFE+ programme. Its main objective is to support implementation of the new European REACH and CLP Regulations in Greece and Cyprus. The programme was launched in 2011 and will be completed in December 2014.

The objective of the programme is to develop general Safety Data Sheets for petroleum products, in accordance with the European REACH and CLP Regulations, as well as a Protocol of Best Practices in Health, Safety and the Environment for handling of petroleum products throughout their whole life cycle.

## ROAD SAFETY

Road safety is a priority concern for the commercial companies of the Group, which move large quantities of fuels every day. In recent years they have travelled millions of kilometres delivering fuel all across Greece, without accident or injury to drivers or others, demonstrating in practice our commitment and dedication to road safety, and our contribution to the common good.

In 2013, as part of our extensive and stringent road safety training programme, more than 230 drivers of private and public use tank trucks received training in their special skill areas.

Fuels are a category of hazardous materials and their safe transport requires precautionary measures to be taken at three levels, i.e.:

- The maintenance of a high technical standard of transport equipment, i.e. road tankers.
- The promulgation of strict safety procedures and the monitoring of their implementation.
- Ongoing training of our own tanker drivers and drivers of the transport companies working with us.

The Group's commercial companies, carrying out their activities with a keen sense of responsibility, are continually engaged in striving to meet the above requirements, in the context of the rules laid down by the state, the Greek and global petroleum industry, and their own company policies and procedures. To succeed in this objective they operate integrated systems for recording and monitoring of road tankers carrying fuel on their behalf (company-owned or belonging to partner companies), as well as training programmes for drivers, while also undergoing tests and certification from external accreditation agencies under the standards ISO 9001 (Quality Management), ISO 14001 (Environmental Protection) and OHSAS 18001 (Health and Safety Management).

The road tankers undergo a thorough annual safety check in accordance with the «Regulations on Safety of Loading

of Tankers with Liquid Fuels at Petroleum Facilities».

This check extends to the full compliance with the terms included in the European Agreement concerning the Carriage of Dangerous Goods by Road (ADR).

There is also an ongoing training programme focusing on defensive and safe driving, loading/unloading procedures and fuel handling, anti-skid and anti-roll over maneuvers, fuel chemistry, handling of customer complaints, vehicle safety equipment, fume recovery, etc. In 2013, AVIN OIL organized a training seminar in safe transport and loading/unloading of hazardous substances in the context of the PROTEAS programme.

In recent years the programme has also incorporated a detailed analysis of the routes taken by our tanker drivers, so that the safest route is always taken for each journey. GPS tracking devices have also been fitted to tankers to allow closer monitoring of driver behaviour (speed, route taken, stops etc.).

Every year's training sessions cover part of this programme, so that over a 2-3 year cycle all new drivers receive their training and existing drivers receive top-up training.

# 04

## Responsibility for the Environment

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**BEST AVAILABLE  
TECHNIQUES**

**AND STATE-OF-THE-ART  
ANTI-POLLUTION  
TECHNOLOGY IN  
WIDESPREAD USE**

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**31%**

THE REDUCTION IN THE  
SPECIFIC CO<sub>2</sub> EMISSIONS  
INDICATOR (2007-2013)

**31.8%**

THE REDUCTION IN  
THE SPECIFIC ENERGY  
CONSUMPTION  
INDICATOR (2007-2013)

**22.7**

**MILLION EUROS**  
IN INVESTMENTS AND  
OPERATING EXPENSES  
FOR THE ENVIRONMENT  
IN 2013

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## Protection of the environment and energy-saving are among our primary concerns.

Respect and care for the environment is a common denominator in all activities of the MOTOR OIL Group. We operate competitively but, at the same time, as a responsible corporate organisation we espouse the principles of sustainable development; that is, development which is based on environmental protection, mutual respect and responsibility towards future generations. For these reasons we continue with investments aimed at the steady improvement of our environmental performance.

In 2013, we spent 22.7 million euros in our investment programme, featuring both large and smaller scale projects, making a direct or indirect contribution to environmental protection.

In 2013 we continued work on replacing the furnace of our Thermal Pyrolysis Unit, which will result in reduced overall gas emissions and a reduction in solid waste (coke). Also, as part of general equipment maintenance, we carried out work to reduce energy consumption and emissions.

Our environmental footprint -as measured by specific energy consumption and specific carbon dioxide emissions- continued to decline. There was also a reduction in the specific value of water consumption. There was a rise in specific emissions of sulphur dioxide, mainly due to the high price of natural gas throughout the year, with the consequent fall in its percentage use in the refinery fuel mix.

Finally, the Environmental Management System was updated with revision of eight procedures and five processes, and the annual Environmental Statement 2012 was issued in accordance with Regulation EMAS III ER 1221/2009.

The texts and indices presented in this chapter relate only to the MOTOR OIL refinery, with the exception of sub-chapters 3 and 8, which relate to all Group companies, and sub-chapter 5.3, which relates to the company Coral SA.

## 04 RESPONSIBILITY FOR THE ENVIRONMENT

### 1. ENVIRONMENTAL MANAGEMENT

Our principal aim is to ensure that our facilities operate in the most energy efficient manner possible, to minimize emissions of greenhouse gases and other pollutants, to function within the framework of approved environmental terms, to rigorously adhere to the relevant Greek and European legislation, and to implement projects and actions that go beyond basic legal compliance.

Selection of the most efficient means and measures to reduce environmental impact covers the entire spectrum of our activities; from the selection of technologies when building new processing units, to the practices applied during the refinery's daily operation, and from the use of advanced control systems in our facilities to the training provided to employees working in them.

#### ENVIRONMENTAL MANAGEMENT SYSTEM

The focal commitment of the company to the minimization of the environmental impact resulting from its operation is expressed through our Health, Safety and Environmental Protection Policy. Our commitment could not be realised without the application of an effective environmental management system that has been certified as compliant

with international standards. This system ensures that environmental performance is measured systematically and that activities requiring intervention and improvement are identified. Thus, the principle of prevention is successfully implemented and resources are allocated so as to achieve the maximum possible environmental benefit.



### ENVIRONMENTAL OBJECTIVES

The Environmental Management System is an effective management tool for implementing the various environmental protection policy objectives, which are:

- Keeping abreast of, and complying fully, with all Greek and EU environmental protection legislative requirements.
- Distributing products that comply with the European quality and environmental protection norms, by taking steps to upgrade production facilities accordingly.
- Operating the refinery facilities within the framework of approved environmental terms.
- Planning and implementing investment projects with due regard for the need to minimize environmental impacts.
- Applying Best Available Techniques to the greatest possible extent.
- Monitoring and continually minimizing the emissions of greenhouse gases, as well as those of other

pollutants, and of solid and liquid waste, as far as technically and economically possible.

- Monitoring and, as far as possible, minimising, the consumption of energy.
- Pre-empting risks of environmental pollution, reducing the probability of environmental accidents, and preparing, implementing and testing the appropriate emergency response procedures.
- Training of, and awareness-raising among, all our personnel and contractors' employees who work on our premises, on the implementation of our environmental protection policy.
- Evaluating our environmental performance and continuously improving our Environmental Management System.
- Developing communication and dialogue with all stakeholders, especially with local communities in areas around the company's facilities.

The company's Environmental Management System was first ISO-certified in 2000, according to ISO 14000:1996. In 2004, it was certified compliant with the updated version ISO 14000:2004, in 2007, it was re-certified compliant with the new version ISO 14001:2004, while in 2008 the certification expanded to include the production, trade and delivery of fuels, biofuels, lubricants, waxes, asphalt and special petroleum products. In 2013 the Bureau Veritas re-certified our System as compliant with ISO 14001:2004.

The Environmental Management System is part of the Integrated Management System, which is ISO 9001:2008 certified for quality. Therefore, the various internal operations and procedures of the Environmental Management System are themselves subject to the strict documentation imposed by the ISO 9001:2008 standard.

Our commitment to making public any data relating to our environmental performance and the effects arising from the operation of our facilities, as expressly mentioned in our Environmental Policy, has led to the voluntary adoption and application of the European Eco-Management and Audit Scheme (EMAS), as provided for in European Union Regulation 1221/2009. This system requires that we implement appropriate procedures for the identification of the material environmental impacts arising from our activities, and define strategies and implement programmes to mitigate them, insofar as is reasonably possible.

Additionally, within the framework of EMAS, the company is committed to publishing, on an annual basis, information about its environmental performance in the form of an Environmental Statement, as required by its membership to the Eco-Management and Audit Scheme System, an arrangement that has to be endorsed annually by decision of the Ministry of the Environment, Energy and Climate Change. In 2013, MOTOR OIL issued its BV-certified Environmental Statement 2012, its seventh such annual report.

It should be noted that, in the oil refining sector, the triple combination of certified compliance with ISO 14001:2004 and EMAS, in respect of environmental performance, and ISO 9001:2008 in respect of quality management, is particularly significant and provides advantages at many levels. Such a multiple certification is unusual among European refineries with such high complexity as MOTOR OIL's.

The new environmental terms of operation of the refinery, approved and implemented in 2009 and amended in 2013, place all the refinery facilities, including auxiliary units like the Tanker Loading Terminal and the port facilities, under the provisions of Directive 2010/75/EC, which incorporated 8 Directives, among them 96/61/EC on IPPC, Integrated Pollution Prevention and Control, as amended by Directive 2008/1/EC, and Directive 2001/80/EC on limiting emission into the atmosphere of certain pollutants by major combustion facilities. Finally, the refinery will also be subject to Directive 2003/87/EC on introduction of a scheme for greenhouse gas emission allowance trading within the Community.

The new Environmental Terms applying to the refinery require the operation of an integrated monitoring and control system, aiming at the prevention and avoidance of air and water pollution, or the contamination of soil, and ensuring the most effective means are adopted to deal with all environmental protection aspects of the refinery's operations.

In 2013, as part of efforts to secure the ongoing evolution and improvement of the Environmental Management System, eight communication procedures and five operating processes were reviewed.

## 04 RESPONSIBILITY FOR THE ENVIRONMENT

### 2. ENVIRONMENTAL IMPACT MANAGEMENT

MOTOR OIL, in striving to continuously improve its environmental performance, over and above consistent legal compliance, implements a programme of measures for the prevention and management of the environmental impacts that are unavoidably associated with its operations.

An important tool in this endeavour is the measurement, regular evaluation of results, and the systematic assessment of the environmental impacts at all stages of the production process. This assessment is based on a set of criteria -including legislative requirements and stakeholder views- which lead to the classification of impacts according to their significance and their characterisation as significant or non-significant. This classification procedure is also carried out whenever there are any changes to the refinery's configuration, re-evaluating the classification and characterisation of the impacts.

This procedure for classifying the environmental impacts associated with the refinery's operation, and their significance classification, has led to the following impacts being classified as significant, therefore constituting the challenges we are called upon to manage:

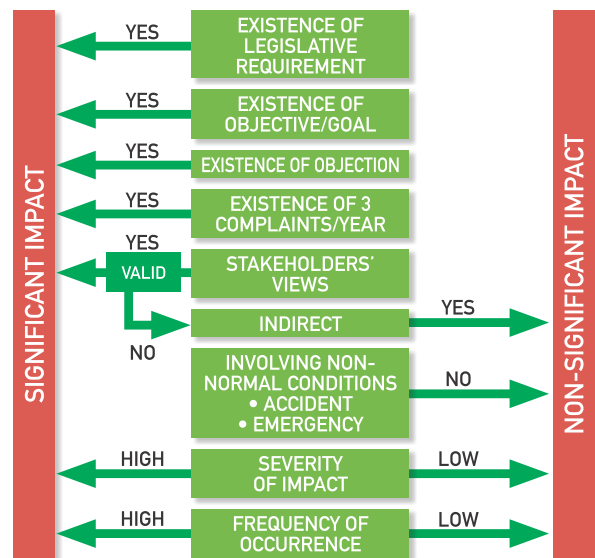
- Gas emissions from fixed combustion sources and from the refinery's production processes.
- Energy and water consumption.
- Hazardous and non-hazardous solid waste.
- Liquid industrial effluents and urban liquid waste.
- Noise.

The above environmental impacts are recorded on a regular basis, and suitable environmental indices are used for their monitoring, on the basis of which the appropriate actions are planned and implemented so as to ensure that proper measures are taken, and that there

is effective management and continuous improvement of the company's environmental performance.

When new projects are being planned, alternative designs are evaluated taking account of their respective environmental impacts, with the aim of minimizing these impacts as far as practicable, incorporating Best Available Techniques and choosing the most environmentally friendly solution.

#### CRITERIA FOR EVALUATION OF ENVIRONMENTAL IMPACT



### 3. ENVIRONMENTAL INVESTMENTS AND EXPENSES

The company's investment policy is oriented towards producing products that comply with European quality specifications, using technologies that minimize environmental impacts, and towards capital investments aiming at improving and enhancing the refinery's environmental performance.

Between 2000 and 2013, the Group realised a massive investment programme, totalling 1,373.9 million euros (as shown in the table below), the major part of which related to the construction of the new Crude Distillation Unit, which was commissioned in May 2010, as well as the Hydrocracker complex, which produces "clean fuels" (i.e. of low sulphur content) satisfying the EU specifications that came into force on 1.1.2009.

From 2000 to 2013, investment related to the environment amounted to 695.3 million euros, i.e. 50.6% of total investment. In 2013, total investments amounted to 68.7 million euros, of which 18.7 million euros concerned projects, whose main purpose was the improvement and protection of the environment.

**GROUP ENVIRONMENTAL INVESTMENT AND OPERATING EXPENDITURE 2000-2013**  
 (MILLION EUROS)

Year	2000-2007	2008	2009	2010	2011	2012	2013	Σύνολο
Total level of investment	766.2	78.4	198.5	123.2	71.3	67.6	68.7	1,373.9
Investment relating to environment	546.7	16.7	27.7	33.0	36.1	16.4	18.7	695.3
Environmental operating expenditure	18.4	4.0	4.3	4.6	4.0	3.3	4.0	42.6
<b>TOTAL OF ENVIRONMENTAL INVESTMENT AND OPERATING EXPENDITURE</b>	<b>565.1</b>	<b>20.7</b>	<b>32.0</b>	<b>37.6</b>	<b>40.1</b>	<b>19.7</b>	<b>22.7</b>	<b>737.9</b>

In 2013 work was completed on construction of another desalination plant, using reverse osmosis technology - a project with a budget of 3.3 million euros.

Work also continued on the major project of replacing the furnace of the Thermal Pyrolysis unit, with a budget of 5.8 million euros, on which completion is expected in 2014. The new furnace, built to a contemporary design, incorporates forced draft technologies, with low nitrogen oxide emissions and pre-heating of the air current. Capacity and performance will both be significantly improved in comparison with the old unit.

This project is enabling us to optimize energy efficiency and we can therefore expect significant savings in energy and the corresponding impact on emissions of carbon dioxide, point emissions of pollutants and generation of solid waste (coke).

In addition, a series of other projects were implemented during the year, within the framework of the refinery energy efficiency improvement programme, concerning the reduction of energy consumption, and subsequently of carbon dioxide emissions as well.

Moreover, in 2013, the general maintenance of equipment programme involved:

- Upgrading of furnaces in the catalytic cracking unit, with installation of burners emitting low levels of nitrogen oxides.
- Preventive maintenance of electrostatic filter on stack of catalytic pyrolysis unit to optimize its performance in respect of reduction of particle emissions.

Within the Group there is no production of renewable sources of energy, and thus there was no investment in this area.

**737.9** MILLION EUROS IN  
 ENVIRONMENTAL INVESTMENT  
 AND OPERATING EXPENDITURE  
 FROM 2000 TO 2013

## 4. BEST AVAILABLE TECHNIQUES

Directive 96/61/EC, as amended by the Integrated Pollution Prevention and Control (IPPC) Directive (2008/1/EC), prescribes an integrated system for prevention and control of pollution that may be caused by industrial activities. The integrated approach is based on the overall environmental performance of a facility and covers emissions into the atmosphere, water and subsoil contamination, generation of solid wastes, use of raw materials and energy, noise, accident prevention and the rehabilitation of worksites. This directive introduced the concept of Best Available Techniques (BATs) into legal requirements.

In 2010 the new Directive 2010/75/EC on control and prevention of pollution from industrial emissions was issued, revising and incorporating earlier Directives - among them 2008/1/EC - in order to ensure a high level

of environmental protection. The Directive requires the competent authorities to ensure that the limit values of industrial emissions will not exceed the levels of emission associated with Best Available Techniques.

## 04 RESPONSIBILITY FOR THE ENVIRONMENT

BATs are techniques that can prevent (primary prevention measures that are intrinsic to the production process itself), or control (secondary measures or “end-of-pipe” techniques) -in the most efficient manner- the pollution caused by an industrial activity, while being economically feasible and technically practicable.

Best Available Techniques for various sectors are prescribed in the relevant Best Available Techniques Reference Documents (BREFs). The new BREFs for refineries are currently under consultation, and are expected to be published before the end of 2014.

MOTOR OIL incorporates the above-mentioned techniques, both during the design of new refinery units and when existing facilities are upgraded, in order to minimize the impacts arising from their operation, in

cases of modernization, expansion, improvement or modification of existing units and procedures. At the same time, the company incorporates automations and control systems into the operation of the refinery, that contribute to efficient management of raw materials and energy, while ensuring high levels of reliability and safety in the units. Finally, Best Available Techniques that reinforce pollution prevention capacity have been adopted, and are applied in the refinery’s daily operations.

Some typical examples of BAT applications are shown in the following table.

### A. ENERGY SYSTEM - FURNACES, BOILERS, GAS TURBINES

1. Use of efficient energy generation techniques, e.g. generating energy by gas turbines, combined-cycle facilities, efficient operation of boilers and furnaces.
2. Increasing the energy efficiency of the refinery by:
  - Upgrading of furnaces and boilers.
  - Use of optimal combustion programmes.
  - Balancing generation and consumption of energy using automated control systems.
  - Optimal use of steam in the stripping process and use of steam traps.
  - Promotion of energy integration in production processes, through analysis of optimal energy use.
  - Promotion of heat and energy recovery at the refinery.
  - Use of heat recovery boilers to reduce use of fuel in generation of steam.
3. Use of clean gas fuel for the refinery, and, if a supplementary supply of energy is required it can be achieved through the use of liquid fuel in combination with techniques to control pollution, or use of gas fuels (natural gas, LPG). For example:
  - Optimization of the use of gas fuel for the refinery, or natural gas (with low sulphur content).
  - Balancing and control of the system for generation of gas fuel for the refinery.
  - Increasing use of gas fuels with higher ratio of hydrogen to carbon.
  - Use of good combustion techniques.
  - Reduction in fuel consumption through the introduction of forced-draft furnaces (increased energy efficiency).
  - Replacing existing burners with Low-NO<sub>x</sub> burners
4. Control of NO<sub>x</sub> emissions,
  - Introduction of Low-NO<sub>x</sub> burners
  - Use of high thermal efficiency techniques, with optimal control systems.
5. Control of particle emissions
  - Use of steam injection techniques.
  - Reduction in fuel consumption.
6. Limiting emissions through continuous monitoring of the sulphur content in fuel.

## B. MANAGEMENT AND AUTOMATED CONTROL SYSTEMS

- The company has installed a distributed control system - DCS - to oversee its production process. The DCS system makes a significant contribution to reducing the environmental impact of the production process, through automation of the process and optimal monitoring of operating parameters.
- Application of Management Systems for quality, the environment, health and safety (ISO 9001, ISO 14001, OHSAS18001).

## C. ANTI-POLLUTION TECHNOLOGY UNITS

- Units to treat gases with amine in order to remove hydrogen sulphide.
- Sulphur recovery units, with an efficiency level of 99.9%.
- Sour water stripping units with an efficiency level of 99.9% in respect of hydrogen sulphide.
- Organic treatment unit for liquid industrial waste.
- Activated sludge sewage treatment unit.
- Sludge de-oiling/de-watering units, in which the volume of sludge is significantly reduced.
- Electrostatic filter at the Fluid Catalytic Cracking unit.
- Vapour recovery system at the Truck Loading Terminal.
- Availability of emergency systems for maintenance work and response to system disruption (load-shedding systems, emergency amine systems, multiple wash down systems).

## D. ANCILLARY FACILITIES

- Desalination of water using reverse osmosis technology, using less sea water and feeding the units with recycling of cooling water.
- Power-steam cogeneration.
- Recycling of cooling water.

## E. PREVENTION AND MONITORING MEASURES

- Limiting fugitive emissions from various sources (oil separators, unit equipment, tanks, piping, etc.) by placing second-tier seals on floating-roof tanks, using special valves (low leaking) and double-seal pumps, implementation of international construction and piping codes, and so on.
- Implementation of leak detection and repair programme (LDAR) to detect and respond to fugitive emissions and volatile organic compounds from all kinds of equipment.
- Automated tank cleaning method.
- Heat exchanger maintenance and cleaning programme.
- Equipment inspection programme.
- Atmospheric emission monitoring programme, through use of automated, highly accurate analysing devices, as well as model laboratory methods.
- Liquid waste monitoring programme, using model laboratory methods.
- Use of techniques to reduce production of wastes at source.
- Reduction in volume of solid wastes and recovery or regeneration of catalysts.
- Solid waste management using specialist companies.
- Recycling of electrical and electronic appliances, batteries, packaging waste, tyres, used mineral oils, ink cartridges, etc.

## 04 RESPONSIBILITY FOR THE ENVIRONMENT

### 5. ENERGY EFFICIENCY AND CLIMATE CHANGE

Climate change is one of the most important global challenges - for human health, for social cohesion, for economic development and for the security of food supplies.

According to the Intergovernmental Panel on Climate Change (IPCC), changes to the climate itself (increased average temperature, changes to atmospheric conditions, etc.), and the effects of such changes (altered ecosystem composition, reduced polar ice caps, observed variations in the duration of each season, etc.) are already clearly detectable.

It has been widely accepted that the principal cause of climate change is the increased concentration of greenhouse gases in the atmosphere: most importantly carbon dioxide (CO<sub>2</sub>), but also methane (CH<sub>4</sub>), chlorofluorocarbons (CFCs), sulphur hexafluoride (SF<sub>6</sub>) and nitrous oxide (N<sub>2</sub>O).

It is our view that the battle against climate change must transcend natural or political borders; it requires cooperation and coordinated action on the global level, as well as commitment by all groups of stakeholders, including consumers. Education in the rational use of energy, and the other diminishing resources, like water, with a consequent change in attitudes, are significant parameters in the likelihood of success of all other measures.

Therefore, in compliance with the principles of responsible business activity and sustainable development, we are committed to:

- Measuring and improving, on a continuous basis, our performance with respect to the use of energy and the reduction of carbon dioxide emissions.
- Investing in the application of economically feasible technologies that contribute to the reduction of emissions.
- Cooperating with the competent state authorities and other stakeholders in planning and implementing technologically feasible and financially viable environmental protection policies. In this context we participated in 2013 in the national research projects SIMPLE and HYDROSOL PLUS to promote research and develop cutting-edge technology in the area of climate change.
- Reporting our actions and results to all stakeholders.

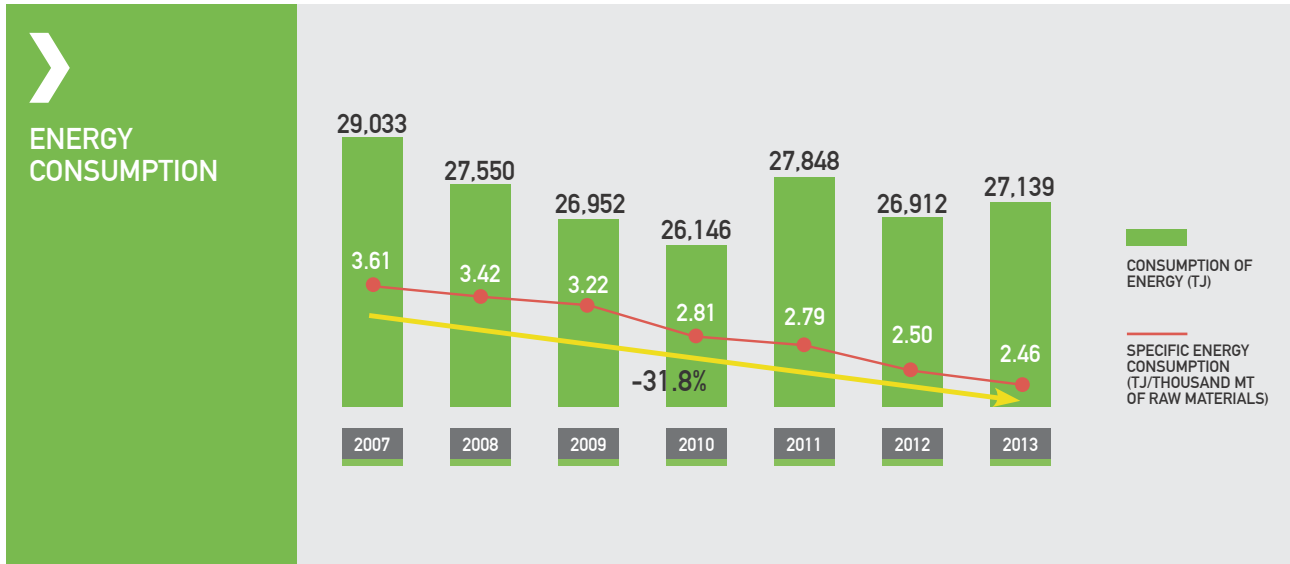
#### 5.1. ENERGY EFFICIENCY IMPROVEMENT

The process of refining crude oil into final products is highly energy-intensive. Requirements for energy (i.e. electric power, fuel oil, fuel gas and natural gas) are such that its rational use is of paramount importance, both for the environment and for the company's economic results. The refinery's "energy footprint", therefore, is an important consideration that leads us actively to seek to identify areas where there is potential for enhancing energy efficiency, and to implement appropriate projects through the use of Best Available Techniques or equivalent technologies.

The projects completed in 2013 and preceding years, as part of our ongoing programme to improve the energy efficiency of the refinery, as well as the expansion and upgrading projects (new Crude Distillation Unit, with special emphasis on reducing energy consumption, use of new generation catalysts in new Sulphur Recovery Units, introduction of natural gas into refinery fuel mix, replacement or major maintenance of gas turbines, upgrading or replacement of pre-heat furnaces, increase in condensate recovery rate, installation of Advanced Control System, etc.), in combination with systematic monitoring of energy efficiency and preventive

maintenance programmes - all these have contributed to the achievement of a significant reduction in the refinery's energy consumption. The reduction in energy consumption has been achieved despite the increase in volume of production. As a result, in 2013, the refinery achieved a reduction of 31.8 % in the specific energy consumption, compared with 2007 (2.46 TJ per thousand tons of raw materials, down from 3.61 TJ).





#### USE OF NATURAL GAS

Introducing the use of natural gas to the refinery in 2008 was an important step towards reducing its carbon footprint, while also improving financial and environmental results, given that the use of natural gas reduces CO<sub>2</sub> emissions and is the economically most efficient way of generating electricity and producing hydrogen.

Natural gas is used:

- As an alternative raw material for the hydrogen production unit (instead of naphtha or LPG), which allows the quantities of carbon dioxide emitted to be reduced by approximately 8% and 19%, respectively.
- As an alternative fuel for the Power Cogeneration Plant gas turbines, instead of either fuel gas or propane, achieving a reduction of carbon dioxide emissions by as much as 16%.
- As an alternative or supplementary fuel for the refinery's pre-heat furnaces and steam boilers in the place of heavy fuel oil fractions, thus both increasing energy efficiency and significantly reducing emissions of air pollutants.

#### POWER AND STEAM COGENERATION PLANT

The Cogeneration Plant, following completion of installation of the new turbine in 2011, now includes five gas turbines, with a total active power of 85 MW, and three boilers recovering heat from the exhaust fumes generated. These boilers generate about 140 tons of high and low pressure steam per hour, making the refinery self-sufficient in electricity - as it eliminates the need to draw power from the Public Power Corporation grid - and meeting most of its need for steam.

The operation of the Plant also contributes to the reduction of greenhouse gas emissions at a national level by drastically reducing electricity consumption from the national grid, the production of which would require a different fuel mix. Moreover, heat recovery and steam generation at the refinery reduce the use of boilers. The resulting benefit for the environment - in terms of lower CO<sub>2</sub> emissions due to own generation of electricity - is indicated in the table below:

**31.8% LESS ENERGY  
PER TON OF RAW MATERIALS  
IN 2013 THAN IN 2007**

## 04 RESPONSIBILITY FOR THE ENVIRONMENT

### AVOIDING CO<sub>2</sub> EMISSIONS (TONS) BY COGENERATION OF ELECTRICITY AND STEAM

2010	318,000
2011	319,000
2012	345,000
2013	336,000

In addition, the Power Management System (Best Available Technique), which was upgraded in 2011, protects the refinery from partial or complete shutdown owing to a failure of the internal or external power network, significantly increasing the level of safety and reliability, thereby improving environmental efficiency.

#### UPGRADING OF PREHEATING FURNACES AND BOILERS

The upgrading of the furnaces is intended to ensure more effective use of the heat from the exhaust fumes, thereby reducing consumption of fuel, CO<sub>2</sub> emissions and emissions of other atmospheric pollutants. A rolling programme is under way to upgrade the refinery furnaces, introducing forced draft technology - which increases the efficiency of a furnace by more than 6% - and replacing the existing boilers with new, more energy efficient boilers emitting less NO<sub>x</sub>. For example, upgrading of the crude oil preheating furnace (the refinery's largest) at the Crude Distillation Unit in 2007 resulted in an increase in thermal efficiency from 80% to 87%.

In 2013 work was under way on upgrading of the Visbreaker unit, which will involve replacement of the unit furnace with a new one, designed in accordance with best practice, and expected to be 20% more thermally efficient than the existing furnace. Following the upgrading, scheduled for completion before the end of 2014, the unit is expected to have a much improved energy and operational capacity, yielding significant benefits in both economic and environmental terms.

#### RECOVERY OF GASES AND CONDENSATES

The recovery of condensates, which are then used in the steam boilers to produce steam, was maintained at high levels. Using the energy content of the condensates means reducing the gas and liquid fuel required to generate steam in the steam boilers.

Continual care is also taken to maximize recovery of gases, so that they can be used as fuel and their combustion in the flare minimized.

#### DESALINATION

Desalination of seawater using reverse osmosis technology is the most energy-efficient method. Extensive use is made of this technique, with four units in operation (the most recent was installed in August 2013).

#### MONITORING AND DAILY PRACTICE

The energy performance of production units is constantly monitored, so as to correct any malfunctions that come to light. The Advanced Process Control system, through continuous monitoring, achieves the optimisation of energy use in the units where it has been installed. The Advanced Process Control system has now been fully operational at the refinery's two crude distillation units since October 2013, making a significant contribution to optimizing efficiency.

With the same aim, the refinery's preventive maintenance programme provides for:

- The systematic re-tubing, repair and cleaning of heat exchangers and air coolers in order to increase the percentage of heat recovery.
- Replacing, through annual programmes, of pipeline and equipment insulation, thus minimizing losses to the environment.
- The maintenance and/or replacement of rotating equipment, whose energy performance has fallen below specified levels, as a result of length of use.
- Repairing and/or replacing of the refractory material, burners and tubes of pre-heat furnaces.

## 5.2. CO<sub>2</sub> EMISSIONS

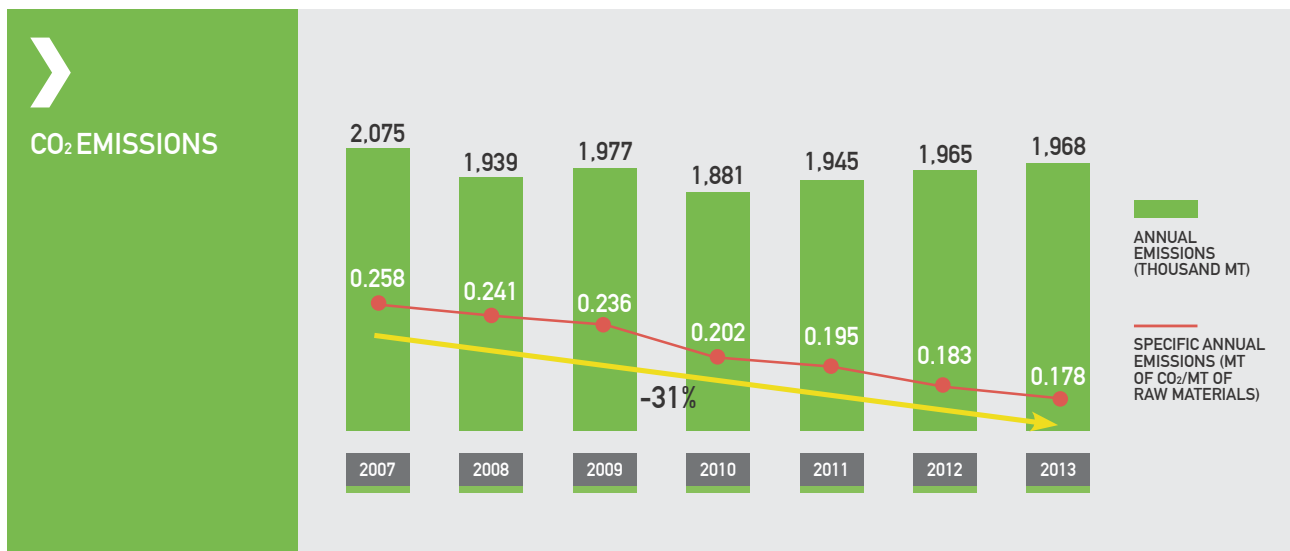
2013 was the first year of implementation of the new system for monitoring emissions of greenhouse gases, for the period 2013-2020. Apart from the need to reduce CO<sub>2</sub> emissions, this phase of application will also be subject to rigorous specifications relating to accuracy of measurements and assessment of their relative uncertainty.

## RESPONSIBILITY FOR THE ENVIRONMENT 04

In order to comply with these requirements, MOTOR OIL:

- Operates suitable methodology for monitoring emissions of CO<sub>2</sub> from its facilities that combines computational methods with the results of measurements taken by CO<sub>2</sub> monitors installed on the flares of the Fuels, Lubricants and Hydrocracker complexes. Equipment that continuously measures airflow and molecular weight is installed at the flare of the Hydrocracker complex.
- The accreditation of the refinery's Chemical Laboratory, as per the EN 17025:2005 standard includes the measurement of the carbon content of refinery fuel gas using gas chromatography.

In accordance with legal requirements, annual reports on carbon dioxide emissions are compiled and submitted to the competent ministry. These reports are verified by an accredited body as to their accuracy and validity.



Total CO<sub>2</sub> emissions for 2013 amount to 1,968 million tons, a value comparable with that of 2012. However, specific CO<sub>2</sub> emissions by ton of raw material in 2013 (0.178) are 2.7% lower than the corresponding figures for 2012 (0.183) and represent an overall decline of 31% from 2007 levels.

As part of our efforts to reduce CO<sub>2</sub> emissions we have been participating since 2013 in the national research project HYDROSOL PLUS, whose aim is to develop cutting-edge technology for the use of industrial waste streams rich in CO<sub>2</sub> as sources for the generation of solar fuels.

Finally, the transportation by coach of refinery personnel represents an indirect contribution to tackling climate change, because CO<sub>2</sub> emissions from use of private vehicles belonging to the workforce are reduced, with more than half the refinery employees taking advantage of the coaches.

**31%**  
FEWER CO<sub>2</sub> EMISSIONS  
PER TON OF RAW MATERIAL  
IN 2013 THAN IN 2007

### 5.3. SHELL ECO-MARATHON

Coral, owner of the Shell trademarks in Greece, actively supports the Shell Eco Marathon, a global initiative whose main aim is to promote sustainability in transport, innovation and energy efficiency. Coral invites schoolchildren and students from Greece to compete in this leading educational programme organized by Shell, with teams from all over Europe, constructing energy-efficient vehicles. The winning team will be the one, that travels the greatest distance with the equivalent of one litre of fuel of its own choice: Traditional internal combustion engines burning petrol or diesel, engines using biofuels, electric motors, hydrogen cells or solar panels are concealed beneath the exterior of modern, futuristic vehicles which cut a striking figure on the race track.

## 04 RESPONSIBILITY FOR THE ENVIRONMENT

Greek teams from leading universities and technical colleges in Greece, as well as schools all over the country, have been participating since 2004 in the Shell Eco Marathon. 2013 was another very good year for the Greek delegation, which for the first time was ranked first in off-track prizes.

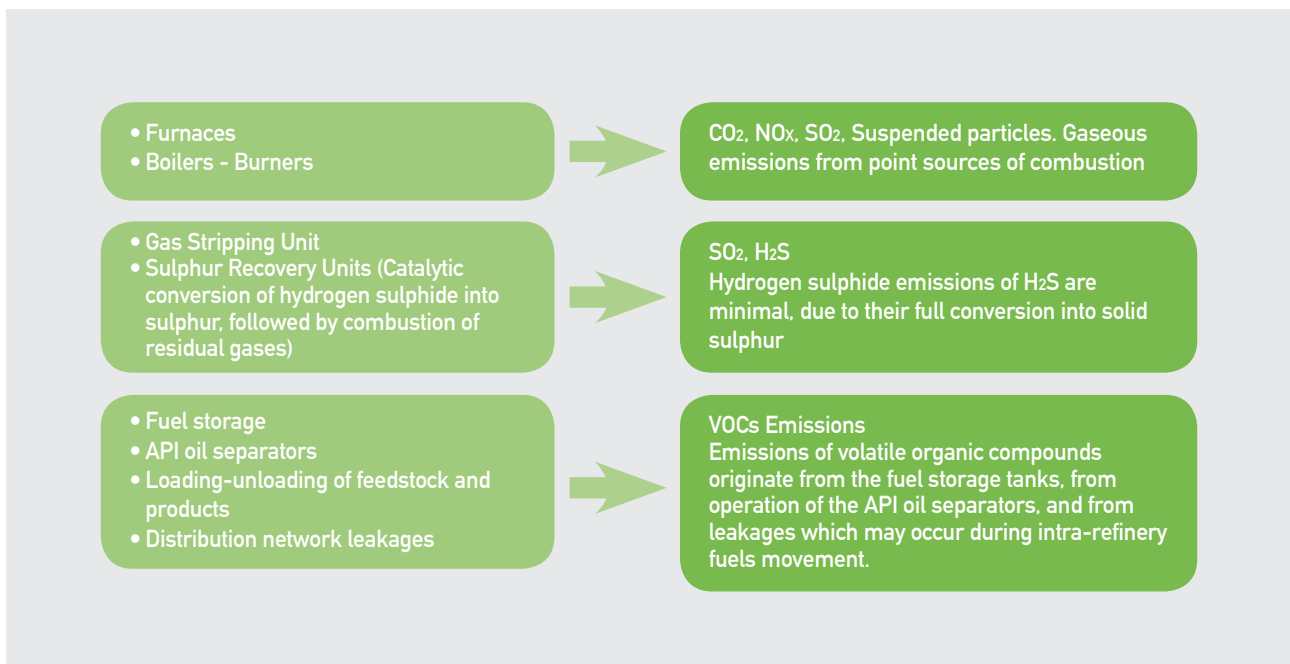
The Metsovio National Polytechnic, with its team called "Prometheus", took part in the competition for the 5<sup>th</sup> year in a row and took 13<sup>th</sup> position among 36 teams, in the Battery Electric category, achieving a performance of 316.86 km/kWh with its ground-breaking electric vehicle "Pyrphoros". It also won the Best Team Spirit prize, for the team spirit it demonstrated during the entire competition.

The Crete Polytechnic, with its team "TUC Eco Racing", participating for the 6<sup>th</sup> time, achieved a performance of 63.95 km/kWh with its sophisticated urban vehicle "ER13", securing 4<sup>th</sup> place in the Urban Concept large vehicle class. Equally important distinctions won by the team were the Energy Challenge prize, and the Public Prize.

Finally, the Mechanical Engineering Department of the Piraeus Technical College, with its team "Eco Evolution", took part in the competition for the 3<sup>rd</sup> time. It entered the Prototype (electric battery) class with its completely redesigned vehicle, but unfortunately was compelled to abandon its attempt in the 3<sup>rd</sup> round, owing to a problem with the transmission chain.

## 6. AIR QUALITY MANAGEMENT

It is a fundamental duty of our company to assure air quality at and around our refinery. Our commitment to ongoing improvement in this area is not just a response to legal obligation; it is also required by implementation of the principles of Corporate Social Responsibility we have adopted, which mean that we regard atmospheric quality as an important issue.



### EMISSIONS MONITORING

To protect and improve air quality, air pollutant emissions are monitored using a wide range of techniques; state-of-the-art measurement equipment is employed. The measurement programme, including continuous as well as intermittent readings, covers both point and diffuse emission sources.

**In the peripheral zone of the refinery,** air quality is monitored at four stations:

- Three fixed monitoring stations are capable of continuously measuring the concentration of hydrogen sulphide (H<sub>2</sub>S) and sulphur dioxide (SO<sub>2</sub>).
- A mobile station equipped with automated state-of-

the-art measuring and recording devices, which can perform a wide range of measurements, including meteorological parameters (wind speed and direction, air temperature and relative humidity), and the concentrations of nitrogen oxides (NO, NO<sub>2</sub> and NO<sub>x</sub>), sulphur dioxide (SO<sub>2</sub>), hydrogen sulphide (H<sub>2</sub>S), carbon monoxide (CO), methane, total hydrocarbons, hydrocarbons excluding methane (CH<sub>4</sub>, NMHC, THC), benzene, and particulate matter PM<sub>10</sub> and PM<sub>2.5</sub>.

**Within the refinery,** flue gases from the stacks of the main combustion plants (point emissions) of the Fuels, Hydrocracking and Lubricants complexes are continuously monitored by online analysers. The parameters monitored are: concentrations of oxygen, nitrogen oxides, sulphur dioxide and suspended particles in flue gases, as well as temperature, flow and pressure of flue gases.

As in the case of the main refinery stacks, the main pipelines channelling gases to the flares of the Combustion, Lubricants and Hydrocracking units are subject to continuous flow measurement. Moreover, there is continuous measurement of concentration of overall sulphur in flue gases in the flares of the combustion and hydrocracking units.

**At the Catalytic Cracking Unit** there is continuous monitoring of the flow, humidity, pressure and temperature of the flue gases, the concentration of oxygen and carbon monoxide, of sulphur dioxide, of nitrogen oxides and of suspended particles.

It should be noted that all analysers are connected to the refinery's Distributed Control System (DCS), a configuration that allows for the complete control of the combustion taking place in the furnaces.

Emissions from the refinery's other stacks are monitored every three months by a suitably accredited external organisation.

**At the Sulphur Recovery units,** there is an automated performance control system that operates, which continuously monitors and records H<sub>2</sub>S concentrations at the entry points, and H<sub>2</sub>S and SO<sub>2</sub> concentrations at the exit points of these units. Also, the H<sub>2</sub>S/SO<sub>2</sub> ratio is continuously measured, recorded and adjusted, so as to ensure maximization of recovery performance (which is of the order of >99.5% in the case of the new, SCOT-type units). The smooth operation of the afterburners (incinerators) associated with these units is achieved through continuous monitoring of SO<sub>2</sub> and O<sub>2</sub> at the exit points, and of the temperature at the radiant section of the

furnaces. Operation of both the Sulphur Recovery units, and the afterburners, is automatically controlled via the refinery's Distributed Control System (DCS).

#### **CLEAN FUELS - INTEGRATED SULPHUR MANAGEMENT SYSTEM**

Refineries are faced with the following paradox: the amount of sulphur in the available crude oil types is increasing over time, while the specifications for allowable sulphur content in the fuels produced have reached extremely low levels (e.g. for petrol and automotive diesel, the 2009 specification for sulphur content is a maximum of 10 ppm or the equivalent of 0.001%). Moreover, the maximum acceptable level of sulphur emissions is also low, since the content of sulphur dioxide in the atmosphere around a refinery, on an hourly basis, should not exceed 350 mg/m<sup>3</sup>. In this context, the removal of sulphur coming into the refinery with crude oil -at a concentration varying between 0.5 and 2.0%- is a significant challenge.

MOTOR OIL, as a responsible corporate citizen with respect for the environment, has in place a particularly effective system which incorporates Best Available Techniques, in order to achieve the best results, both in terms of maximising the degree of sulphur removal and minimising the amount of energy consumed.

In this way the company is able to produce and market petrol and automotive diesel with a sulphur content of less than 10 ppm, having brought on line in 2005 its Hydrocracker Plant, an investment worth more than 350 million euros.

This results in reduced sulphur emissions within the refinery, while the overall rate of hydrogen sulphide conversion into elemental sulphur in the new SCOT-type Sulphur Recovery units -commissioned in 2010- reaches 99.95%.

Elemental sulphur is initially produced in liquid form, which by cooling and appropriate processing, is converted to a solid granular form, stored in silos for sale as a raw material for the production of sulphuric acid and fertilisers. The whole process is carried out in a completely closed circuit, thus avoiding the dispersing of sulphur particles in the air, and minimising entirely any environmental impacts.

## 04 RESPONSIBILITY FOR THE ENVIRONMENT

### CONTROLLING EMISSIONS

Apart from the measures to control concentrations of airborne pollutants, within the refinery a range of measures has been taken to limit atmospheric pollution, such as:

- Reduction of emissions of suspended catalyst particles in flue gases from the Catalytic Cracking unit is achieved by means of an electrostatic precipitator at the exit point from the unit. This reduces total emissions of suspended particles to levels far below the permitted limits.
- Fuel gases used as fuel in the refinery are desulphurised (as a result of which sulphur dioxide emissions are minimised) before entering the refinery fuel gas system.
- The design of each new furnace, and the upgrading of each old furnace, involves the installation of low NOx burners, significantly reducing nitrogen oxide emissions. In 2013, upgrading of the furnaces of the catalytic conversion unit involved replacement of the furnace burners with new, low NOx burners.
- Reduction of fugitive hydrocarbon emissions by means of various measures, including: the installation of closed circuits in gas processes; the routing of gases released from safety valves to the flares; the installation of secondary seals in floating roof tanks; the installation of floating covers on oil separators; and the installation of a vapour recovery unit at the Truck Loading Terminal at the same time as bottom-loading of road tankers was introduced.
- Vapour recovery units -as required by legislation- are also installed at all AVIN OIL and Coral terminals, and bottom-loading of road tankers is in use at all terminals (except for that at Kavala).
- Vapour recovery equipment is also installed at all AVIN OIL and Coral retail stations, for use during the unloading of gasoline from road tankers, in accordance with relevant requirements of EU directive 94/63 (Stage 1).

### LEAK DETECTION AND REPAIR (LDAR)

A modern refinery comprises many different types of installed equipment, through which large quantities of raw materials circulate, as well as intermediates and final products. In such a system, it is to be expected that there will be particular points with a higher risk of hydrocarbons being accidentally released into the atmosphere. In order to contain such fugitive emissions from equipment, a programme of periodic checks of selected equipment points is implemented (better known in the industry as LDAR - Leak Detection and Repair) for detecting fugitive emissions and immediately repairing the leaks causing these emissions.

Fugitive emissions may arise from valves, pumps, flanges and other related equipment installed on pipelines, pressure vessels, reactors or storage tanks on the site.

In 2013, 6,171 points were inspected as part of the LDAR programme at the MOTOR OIL refinery, covering all production units, the Truck Loading Terminals, port facilities, storage tanks and oil separators. The various points were checked by refinery staff at least once a year, using portable equipment to measure volatile carbon concentration. In the event that concentrations are found to exceed 5,000 ppm, a repair request for the equipment checked is issued.

In 2013 13,661 checks were carried out, identifying 37 points requiring attention.

### IN NUMBERS

The diagram below shows total annual emissions of sulphur dioxide, as well as emissions per ton of raw material. In 2013 there was an increase in total emissions, and in the value of SO<sub>2</sub> emitted per ton of raw material. This increase was due to more general economic factors shaping the refinery market in 2013, keeping prices of natural gas very high and leading many refineries to reduce its use in their fuel mix, replacing it with other traditional fuels (fuel oil). However, the long-term downward trend remained, as did our commitment to achieve ever lower levels of emissions.



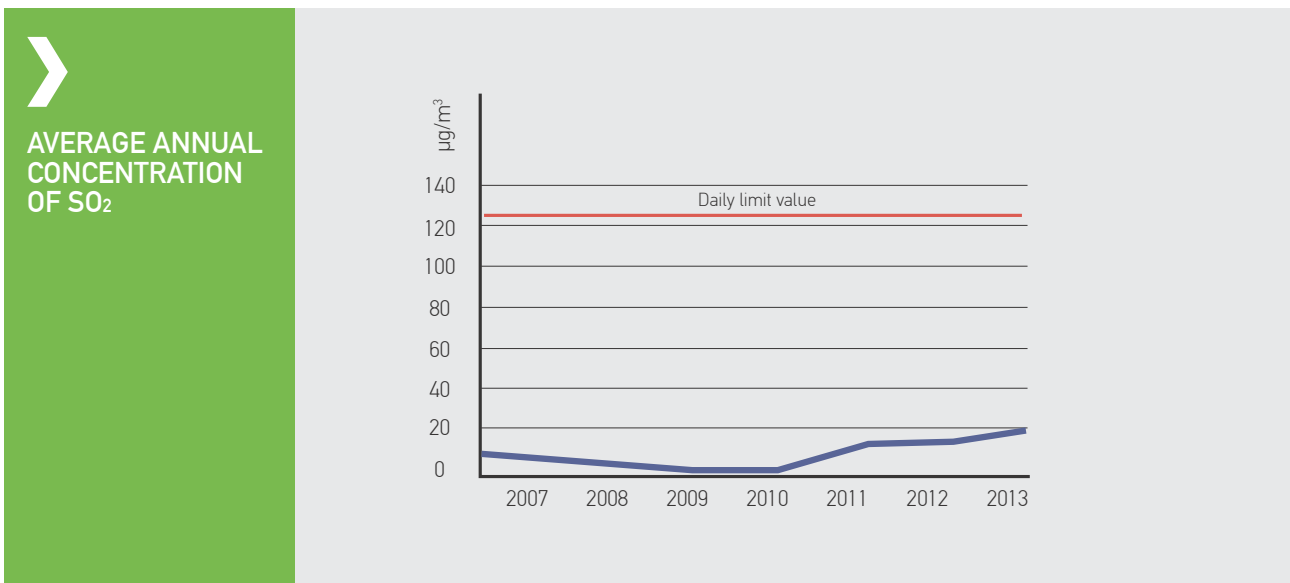
As far as air quality during 2013 is concerned, the processing of the recordings at the four air quality monitoring stations, in the context of the emissions monitoring programme, has shown, as in previous years, that air quality in the vicinity of the refinery remains highly satisfactory. Detailed figures for the last five years show that there has been no exceeding of the hourly and daily levels permitted by legislation, and the recorded values are much lower than the limit values allowed.

hydrocarbons in the atmosphere, focusing on the nearest inhabited area, Agioi Theodoroi. Results to date have been highly satisfactory.

**44.6 %**  
**FEWER SO<sub>2</sub> EMISSIONS PER TON OF RAW MATERIAL IN 2013 THAN IN 2007**

The diagrams below show the annual average values of SO<sub>2</sub>, NO<sub>2</sub> and PM<sub>10</sub> particulate matter over the past seven years.

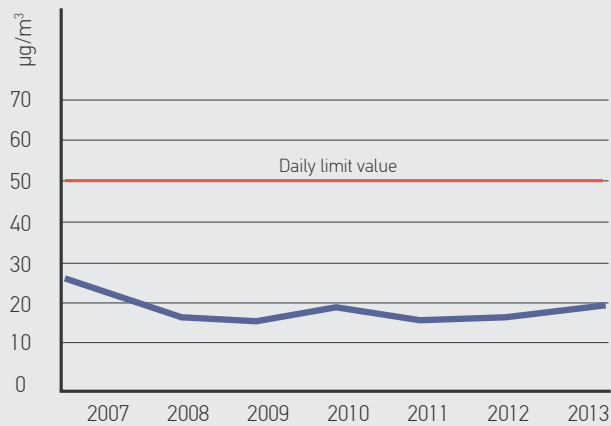
2013 also saw continuation of the programme to measure atmospheric concentration of heavy metals and polycyclic



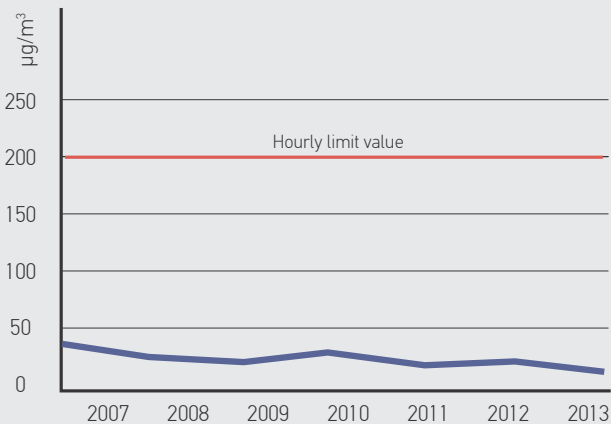
## 04 RESPONSIBILITY FOR THE ENVIRONMENT



### AVERAGE ANNUAL CONCENTRATION OF SUSPENDED PARTICLES PM<sub>10</sub>



### AVERAGE ANNUAL CONCENTRATION OF NO<sub>2</sub>



Further related information on control of emissions during 2013 can be found in the Environmental Statement 2013, which presents diagrams relating to all air pollutants.

## 7. LIQUID WASTE MANAGEMENT

Liquid waste produced by the refinery's various processes fall into two categories: industrial waste and urban waste.

The management and processing of liquid waste is a material issue for the company, which incorporates Best Available Techniques, while due to their different pollutant load, the industrial and urban waste streams undergo different types of processing prior to their final disposal. Industrial liquid waste is pre-processed and then taken to the Liquid Industrial Waste Treatment Plant, while urban waste is removed to the Urban Waste Treatment Plant. The residual sludge left after the waste is processed, is dehydrated and compressed prior to final disposal, according to the approved refinery environmental terms.

The effectiveness of operation of the Industrial Waste Water Treatment Plant is evidenced by the fact that concentrations of various pollutant substances at the plant outlet are clearly below relevant limit values. In the case of some substances (including benzene, toluene, ethyl benzene, xylene and a number of heavy metals), their concentrations are very much below corresponding limit values, approaching the limits of detection in some cases.



**SUPPLY AND CONCENTRATIONS OF POLLUTANT PARAMETERS AT OUTLET OF LIQUID INDUSTRIAL WASTE TREATMENT PLANT (AVERAGE ANNUAL VALUES)**

PARAMETER	AVERAGE VALUE				LIMIT VALUE
	2010	2011	2012	2013	
Supply (m <sup>3</sup> /day)	10,529	10,663	10,968	9,485	
pH	7.6	7.6	8.0	7.4	6-9
Temperature (°C)	30.5	28.0	24.1	25.4	35
Oil (mg/l)	3.3	4.0	2.5	2.2	10
BOD <sub>5</sub> (mg/l)	23.4	24.0	23.7	24.5	40
COD (mg/l)	106.0	105.0	104.6	104.9	150
NH <sub>3</sub> (mg/l)	13.8	13.8	13.3	13.4	15
Phenols (mg/l)	0.3	0.3	0.3	0.2	0.5
Sulphurs (mg/l)	0.9	1.1	1.0	1.1	2
Suspended solids (mg/l)	16.9	18.0	17.2	16.7	40

- Monitoring and control of subsoil and aquifer quality, based on a hydro-geological study submitted to the Ministry of the Environment, Energy and Climate Change, takes place at 8 boreholes. During 2013 two sets of samples were taken at these boreholes - one every six months- in order to determine the value of a number of parameters, such as concentrations of heavy metals and hydrocarbons, the results of which were found to meet legislative requirements.
- Sampling and measurements continued in 2013 to monitor conditions in the seawater of the coastal area

near the refinery. The study was conducted by the Applied Geo-Chemistry Laboratory of the Geology Department, University of Patras. According to the project director, Professor S. Varnavas: «the evaluation of the results demonstrates that in every respect the environmental conditions prevailing in the coastal area of the MOTOR OIL refinery show the normal characteristics of a coastal area, with the facilities having no impact on the environment».

## 8. SOLID WASTE MANAGEMENT - RECYCLING

Management of the solid waste generated by refinery operations is a material issue for the company. Waste management is based on an integrated process covering all stages in the life cycle of the waste in one of the following ways: recycling outside the refinery; recovery outside the refinery; final disposal outside the refinery; or processing within the refinery and re-use.

The main aims of the solid waste management programme are:

- Reduction of quantities produced, at source,
- Separation into hazardous and non-hazardous waste at source, wherever possible,
- Maximum exploitation prior to final disposal, through recycling or re-use or recovery of useful components or regeneration, and finally,
- Safe transportation and final disposal without putting at risk human health or the environment.

Only licensed companies specializing in the handling of solid waste are used for carrying out disposal of such waste.

Spent catalysts, which, depending on the particular case may be classified as hazardous solid waste, are disposed of in a number of ways (either exported, or regenerated for re-use by specialised firms abroad, or used in cement manufacture). Empty hazardous substance containers are also disposed of by licensed companies.

The company, as a solid waste producer, submits an annual report to the competent departments of the Ministry of the Environment, Energy and Climate Change which records all types of solid waste arising from its operations and how solid waste is handled, while identifying the legally-approved recipients.

As far as used lubricants and their packaging is concerned, contracts are in place with a firm specialised in used mineral oil recycling and with a firm specialised in handling packaging materials. These two contracts

## 04 RESPONSIBILITY FOR THE ENVIRONMENT

provide for recycling of used lubricants and their packaging, thus contributing to the protection of the environment and the rational use of raw materials.

We also collaborate with accredited firms specialised in the recycling of batteries, ink toner cartridges, motor vehicle tyres, bulbs and computers.

RECYCLING - DISPOSAL OF SOLID WASTES (MT/YEAR)					
	2009	2010	2011	2012	2013
Batteries	3.1	10.6	11.3	5.2	4.5
Tyres		3.3	8.1	7.1	4.0
Lubricants <sup>1</sup>	4.5	113.1	45.4	2.2	192.1
Wooden packaging	15.2	123.4	58.4	39.5	88.7
Paper and paper packaging <sup>2,3</sup>	35.7	21.1	34.9	38.3	156.6
Plastics and plastic packaging	0.4	377.8	14.4	44.1	228.2
Metals (scrap)	1,012	1,395	2,219	1,000	1,431
Electrical/electronic equipment	3.9	2.7	0.8	1.2	0.9
Contaminated soil	439.9	112.0	11.0		
Contaminated packaging	26.0	8.5	44.8	27.1	20.6
Materials containing asbestos	20.5	7.8		13.3	
Printer toner packaging (items) <sup>3</sup>	1,800	2,150	949	2,183	369

1. These quantities refer to the refinery alone, since corresponding reliable figures for the AVIN OIL and CORAL retail networks are not available.
2. Recycled and non-chemically bleached paper is being used by all the companies of the Group.
3. Money raised from paper and toner cartridges recycling at the Group Head Offices is donated to the "ELPIDA" Foundation.

### RECOVERY OF RAW MATERIALS

A special form of recycling is the recovery of raw materials from various waste streams in order to minimise the loss of raw materials (reprocessing). Major efforts are made to maximise reprocessing due to its environmental and economic significance; the aim is, firstly, to minimise the presence of raw materials in the waste streams and, secondly, to maximise the amount recovered.

RECOVERY OF RAW MATERIALS (MT)	
2010	51,000
2011	67,300
2012	56,600
2013	87,300

## 9. WATER MANAGEMENT

MOTOR OIL views water resource management as a material issue and has consistently implemented measures to reduce and rationally manage water consumption at its refinery.

The water used in the various parts of the refinery is sea water processed at desalination units. The desalination is effected using both multi-stage flashing and reverse osmosis techniques, the latter being the preferred method from an environmental and economic perspective. The refinery's desalination system now has 3 MSF units and 4 RO units. This system allows full coverage of the refinery's water needs, eliminating the

need to purchase additional fresh water on the open market.

Thus while in 2007 the volume of incoming water was 125 thousand m<sup>3</sup>, over the next two years the quantity fell below 10,000 m<sup>3</sup>, although in 2010 an additional 82,000 m<sup>3</sup> was required owing to the expansion of the refinery. Since 2011 the quantity of incoming water has been reduced to

RESPONSIBILITY FOR THE ENVIRONMENT 04

zero, except in 2012, when just 4,000 m<sup>3</sup> were purchased.

It should also be noted that since 2008 the refinery has been steadily reducing the quantity of water consumed for each ton of raw materials, with this value at the end of 2013 standing at 0.304 cubic metres of water for each

ton of raw material. This extremely good performance is due to the major efforts made by the company and the substantial investment in projects to improve energy efficiency at the refinery (reduction of steam consumed, operational improvements, etc.).



RE-USE AND RECYCLING OF WATER

One of the important processes at the refinery is the processing of the acid water flows generated in different phases of the production process, in order to remove hydrogen sulphate and ammonia. About 50% of this water flow is recycled to feed the crude oil desalinators, while

the rest is channelled to the Industrial Waste Water Treatment Plant, allowing a proportional reduction in consumption of fresh water and in the volume of wastes needing treatment.

10. NOISE MANAGEMENT

Noise caused by industrial facilities, such as the refinery, is a natural and unavoidable consequence of the activities taking place. MOTOR OIL makes every effort possible to reduce noise levels and thereby limit the nuisance caused to those living around the refinery, carrying out measurements at regular intervals at set points around the facility and taking a number of measures.

Results of measurements for 2013 are set out in the table below and show that noise levels are lower than the legal limits laid down in the environmental operating conditions of the refinery.

	AVERAGE MEASUREMENT FOR JANUARY 2013 (DBA)	AVERAGE MEASUREMENT FOR JUNE 2013 (DBA)	AVERAGE MEASUREMENT FOR OCTOBER 2013 (DBA)	LEGISLATIVE LIMITS (DBA)
Perimeter of refinery facility	53.0	53.5	52.9	65.0
Southern refinery perimeter	52.3	52.9	52.1	55.0

Particular care is also taken with the new projects being carried out at the refinery. For example, at the new electricity generation plant (5<sup>th</sup> gas turbine), and at the new thermal pyrolysis unit furnace, special measures have been taken (installation of noise suppressors,

placing of noise screens and procurement of equipment with low noise emission levels) to ensure that the new units will make the minimal difference to overall noise levels at the refinery.

## 04 RESPONSIBILITY FOR THE ENVIRONMENT

### 11. PROTECTION OF THE MARINE ENVIRONMENT

Due to its location, the operation of MOTOR OIL's refinery is completely linked with the marine environment. Owing to the extensive impacts of a potential pollution incident, both for the marine ecosystem and the economic and social life of adjacent areas, as well as the tremendous expense that rehabilitation would involve, extensive prior planning and preparation for prevention of, and successfully responding to, such incidents is imperative.

Within this context we have secured ISO14001:2004 certification for the company's Environmental Management System and have voluntarily adopted and implemented the EMAS Community System for Eco-Management and Audit. It should be noted that no parts of the refinery abut on natural habitats or protected areas which might be affected by its operations.

Moreover, MOTOR OIL:

- Implements all necessary active and passive protection measures to minimize the risk of oil spills during the operation of its refinery. In 2013 not a single leak was reported.
- Implements all necessary measures and provides all equipment for the safe sail in and sail out of tankers at its port facilities, as well as for the safe loading/unloading thereof.
- Keeps on hand all necessary equipment for response to a small or medium-scale local contamination incident

(Tier-1/2). It also keeps on hand a stock of oil slick dispersant, which can be used only with the consent of the Port Authorities.

- Checks the readiness for implementation of the existing anti-contamination plans and maintains a high degree of readiness among staff to use the equipment involved, with an annual programme of drills. It should be noted that the scenario in the above drills involves more general refinery safety issues as well as security issues for the port and vessels.
- Is a member of international and regional organizations, whose aim is the prevention and timely response to oil spill incidents (see Participations - Collaborations section in chapter 1).

### 12. REFINERY COMMUNICATION WITH LOCAL STAKEHOLDERS

MOTOR OIL uses various means of keeping Local Authorities and other stakeholders informed of its activities, either by involving its own staff in conferences and meetings, or keeping local organisations informed about its investment plans and its programmes relating to environmental protection.

Besides briefing Local Authorities, the company also maintains open communication lines with refinery neighbours, listening and responding to any complaints they may have. There is a specific procedure at the refinery on the basis of which complaints lodged by local people are recorded, investigated and evaluated, and depending on the cause of the nuisance the suitable corrective measures are taken, either immediately or in the long term. Typical examples of actions to reduce disturbance are: the selection of low noise-emitting equipment wherever possible; the installation of sound curtains on the compressors at the Waste Water Treatment Plant; installation of a foam breakdown system at the same facility, and the installation of a silencer on a steam exhaust line at the Hydrocracker complex.

In 2010, the number of complaints was relatively large, because of the procedures involved in preparing for opening of the new Crude Distillation Unit, but as soon as that work was completed the number of complaints fell to the levels of previous years. A total of 29 complaints from local people were received in 2013.

COMPLAINTS RECORDED	
2010	61
2011	30
2012	26
2013	29

### 13. COMPLIANCE WITH ENVIRONMENTAL LEGISLATION

An essential aspect of our environmental policy is to rigorously comply with the environmental operating terms of our operating licence as laid down by the relevant state authorities, and with all the other related obligations arising from the effective Greek and European environmental legislation. Moreover, our investment programme does not only aim at timely compliance with any new requirements, but also provides for implementing projects that go beyond the requirements of the current legislation. In addition we fully comply with all reporting requirements of current legislation.

During 2013:

- We submitted to the Ministry of the Environment, Energy and Climate Change the greenhouse gas emissions report for 2012, as well as the plan for monitoring of greenhouse gas emissions for the period 2013-2020.
- The annual producer's report on hazardous and non-hazardous solid waste for 2012 was submitted to the same Ministry and to the Peloponnese Regional and Prefectural Authorities;
- We submitted to the Ministry of the Environment, Energy and Climate Change, and to the Peloponnese and Corinth Regional Authorities, the annual report on environmental quality for 2012, as well as the six-monthly reports on emissions of pollutants from the main stack of the Middle Hydrocracker Unit.
- The annual report for the European Pollutant Release and Transfer Register (EPRTR) for the year 2012 was submitted to the National Centre for the Environment and Sustainable Growth (E.K.P.A.A.), pursuant to Regulation 166/2006/EC.
- measurements of the control parameters (benzene, toluene, xylene and ethyl benzene) at the outlet of the Industrial Waste Water Treatment Plant.
- Results of measurements of heavy metals and polycyclic hydrocarbons in the surrounding atmosphere were submitted to the Ministry of Environment, Energy and Climate Change.
- The Environmental Statement 2012 was submitted to the Ministry of Environment, Energy and Climate Change, in accordance with the requirements of EMAS ER 1221/2009. The company is registered with the European Eco-Management and Audit Scheme (EMAS), and in the corresponding Hellenic Register, under number EL 000067.
- Finally the Ministry of Merchant Marine re-approved the Waste Collection and Management Plan for ships mooring at the refinery port facilities.

In addition:

- The annual report on collection of waste at the MOTOR OIL port installations was submitted to the Ministry of Maritime Affairs.
- A report was submitted to the Ministry of Environment, Energy and Climate Change, detailing the results of the

Thus there were no fines or sanctions imposed by the competent agencies for non-compliance with environmental legislation.

# 05

## Social Responsibility

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# 35

**MILLION EUROS**  
SPENT ON SOCIAL  
RESPONSIBILITY  
PROJECTS  
OVER THE LAST  
TEN YEARS

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# 2.6

**MILLION EUROS**  
SPENT ON SOCIAL  
RESPONSIBILITY  
PROJECTS  
IN THE YEAR 2013

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## We stand side by side with the community, offering consistent and long-lasting support.

Our sense of responsibility to society is expressed, first and foremost, through our contribution to the general recovery and consolidation of our nation's economy. It is of vital importance to us that our activities should benefit the local communities where our facilities are located, by way of job creation, fostering local entrepreneurial activity and purchasing goods and services from local suppliers.

Moreover, we believe that our business activities should be based on positive and productive interaction with the social environment in which we operate. Our responsibility towards society is to participate actively in shaping a value-based society with a future built on optimism and respect for human values.

It is for these reasons that the MOTOR OIL Group implements a programme of donations and sponsorships addressed directly to local communities, designed to help improve quality of life, protect the environment and foster a healthy social and cultural life in local communities and across the country as a whole.

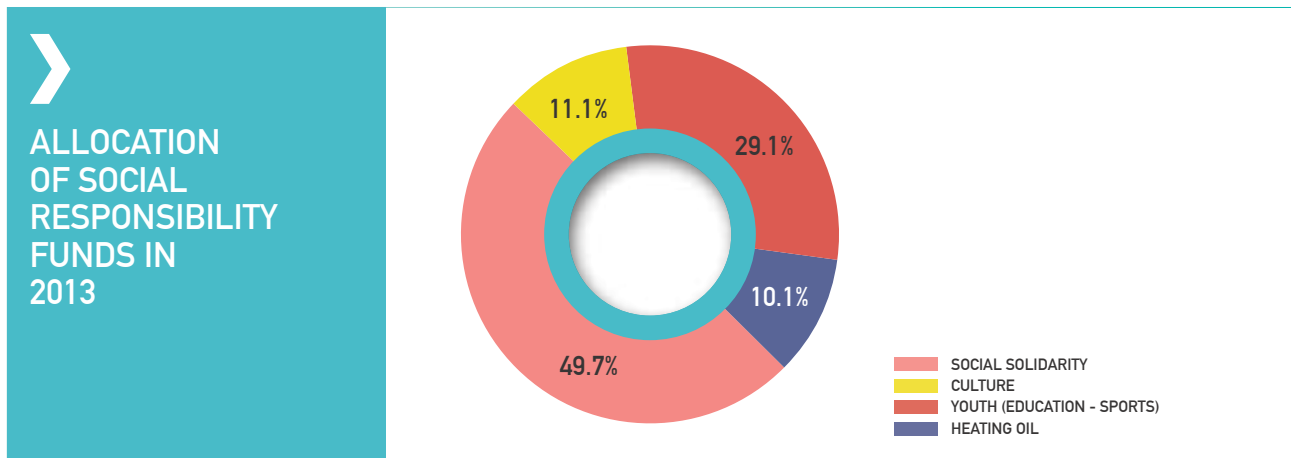
Through our social responsibility projects we seek to demonstrate a steady, consistent support for the community, in line with our corporate objectives and values. We seek to support values which will improve the life of the community - in culture, education, health care, sports and entrepreneurship.

In 2013, as in previous years, our company's social action focused on the financing and promotion of social solidarity programmes across the country, though our primary focus was placed on organizations and agencies based mainly in municipalities in the vicinity of our facilities. Our main objective was to relieve poverty among the most vulnerable social groups, and to help them meet their basic needs. To this end, we have promoted actions designed to bring relief to our fellow citizens, while also supporting cultural agencies, educational institutions, organizations engaged in charitable and humanitarian work, as well as local government agencies.

In 2013, continuing the long tradition established by MOTOR OIL as a socially active corporate citizen, donations and sponsorships were made available to support many and varied activities by worthy organisations and institutions. The actions we have supported were chosen by the relevant executives of the company at the local and central levels, in accordance with the procedures set out in the relevant policy and in implementation of our strategy for social responsibility, which is structured along the following key axes:

- Social solidarity
- Culture
- Youth - education, sports
- Environment and infrastructures
- Entrepreneurship

## 05 SOCIAL RESPONSIBILITY



In 2013 the MOTOR OIL Group spent 2.6 million euros on social responsibility projects, raising the total spent to 35 million euros over the last ten years.

It is one of the Group's strategic objectives to bring prosperity to the communities around or in the general area of its refinery and the facilities of its commercial companies. This prosperity comes from job creation, support for the local market, and a general concern to develop constructive relations and open communication with nearby communities, in a spirit of reciprocal trust and respect.

More than 600 of our employees live in the municipalities bordering on our refinery, while in 2013 we paid almost 1 million euros in municipal taxes and around 10.6 million euros on purchasing products and services from businesses in the region.

The social responsibility programmes we support in our local communities are selected through a process of dialogue, communication and cooperation with the various authorities and agencies of the municipalities of Corinth and Loutraki and the communities of Agioi Theodoroi, Isthmia, Sofiko and Athikia. The main criteria used in selecting programmes for support is their contribution to development and progress for local communities, their strengthening of the social fabric and their use of synergies leading to more tangible products than a simple meeting of social needs.

Finally, according to the supplementary indices of the Oil & Gas Sector, our Group does not operate in areas where there are native populations, or where such populations might be affected by our activities, nor were there any significant disputes, involuntary movements of personnel or other impacts on local communities or native populations in 2013.



## 1. SOCIAL SOLIDARITY

Our company's primary objective is to promote and support actions designed to relieve the needs of less advantaged social groups. To this end, the company offers help to agencies that have demonstrated significant work in this area over a number of years.

In 2013, as in previous years, with the economic crisis continuing to have a serious impact on the country and on our fellow citizens, we have made donations to organizations, institutions and agencies intended, inter alia, to provide relief to impoverished families and help them with their most basic needs. We have provided support for many community actions, provided food for

the indigent through municipal and church organizations, supported the work of charitable organizations and foundations, supported actions for health and supplied large quantities of heating oil to the municipalities bordering on our refinery facilities and other selected areas across the country.

### 1.1. COMBATING POVERTY

The economic crisis affecting Greece over the last few years has had as a direct result a dramatic increase in cases of poverty. In response to these new conditions, our company has undertaken to support the most vulnerable social groups, both by supplying the neediest with staple goods, and by specific grants of money. Actions have focused mainly on the Prefecture of Corinth, the final recipients including the Municipality of Loutraki-Agioi Theodoroi, the Municipality of Corinth and bordering communities, members of poor families, associations, and societies providing support services, and so on. It is our intention to play an active part, through practical measures, in efforts to combat poverty. At the same time we hope to promote social integration, by establishing viable and appropriate measures and programmes in the areas where we do business.

#### THE FOOD BANK

The MOTOR OIL Group has supported the Food Bank operating in the Municipalities of Loutraki and Corinth and in the Municipal Ward of Agioi Theodoroi, playing an active part in meeting the basic needs of families in financial difficulty.

Among other things, our company has provided foodstuffs, helping to ensure the continued operation of an institution responding to the difficult social and economic challenges of the present day.

The donation by the MOTOR OIL Group has helped the more general endeavour, through which more than 1,700 families in financial difficulty have found relief.

Additionally, in an effort to bring a little joy to families facing financial difficulties in Corinth and the surrounding region during Christmas and Easter holidays, MOTOR OIL distributed 1,260 cheques to help them meet basic needs and put food on the table on these special days. During the holiday period it also distributed cheques and donations in the region and municipality of Corinth, the municipality of Loutraki, the municipal wards of Solygeia-Saronikos, Isthmia, Agioi Theodoroi, the Agia Olympia foundation, the Corinth detention centre, the local Elderly

Persons Day Centre committee of Agioi Theodoroi, churches, etc.

Finally, the Group supplied food to the newly established food and clothing bank set up by the Metropolitan Church of Corinth, which helps to support 80 families in dire need, and the new Vulnerable Social Group Solidarity Fund set up by the municipality of Marousi.

## 05 SOCIAL RESPONSIBILITY

### 1.2. HEATING OIL AND LUBRICANT DONATIONS

In the winter of 2013 the company made available around 200,000 litres of free heating oil, worth 260,000 euros.

This social programme is intended to help with the cost of heating orphanages, nurseries, municipal childcare centres, secondary schools, elderly people's homes, churches and church foundations located in areas bordering on the refinery, as well as other recipients in other parts of the country. Recipients included the Smile of the Child charity, all schools in Corinth, Loutraki, Agioi Theodoroi, Isthmia, Saronikos, Solygeia, many schools in Perama, the Isthmia Special Vocational Centre, the Corinth Special School, the Aghia Olympia Society, the Efthymeio Centre in Corinth, the Corinth Music School, the Corinth prison, the Corinth Fire Brigade, the Pammakaristos

children's institution, the Institute for Thracian Art and Tradition, police and traffic control departments, churches and so on.

We have also supplied lubricant oils to government services in the Municipality of Corinth and the surrounding region. The main recipients included the Corinth Police Department, the Loutraki Police Department, the Xylokastro Police Department, the Kiato Highway Police, the Megara Traffic Police, the Elefsina Traffic Police, the Attiki Odos Traffic Police, the Isthmia Port Authority, etc.

### 1.3. SUPPORTING CHARITABLE ORGANIZATIONS AND INSTITUTIONS

Our objective is to make a real contribution - consistently, methodically, with responsibility and sensitivity - to improving living conditions for people with problems, helping organizations and foundations which offer high-quality services to assist them in their rehabilitation and reintegration into the community.

#### Specifically:

- We have supported the activities of the Foundation for the Child and the Family. Set up by its President, UNESCO Goodwill Ambassador Mrs Marianna V. Vardinoyiannis, the Foundation seeks to promote issues related to protection of children's rights while improving living conditions for children in all areas.
- We assisted the Elpida charity for children with cancer, providing resources for their event reviewing 20 years of their work.
- We provided furniture and computers for the permanent agency to combat poverty set up by the UNESCO Piraeus and the Islands Office in Keratsini.
- As we do every year, we have also provided financial support for the Efthymeio Centre for Treatment and Rehabilitation of Persons with Special Needs, in Corinth. The Centre currently accommodates around 150 persons with disabilities, both in its treatment programmes and in its occupational preparation workshops. It has been widely acclaimed for the quality of its services, providing specialist support alongside ongoing medical and social care.
- We have supported the humanitarian agency Lifeline Hellas, helping with the organization of an event, and have offered support for the humanitarian and charitable work of UNICEF.
- We have also helped to promote the important work of the KETHEA association, which offers guidance and assistance to people trying to come off drugs.
- Financial aid was given to societies and foundations like Panhellenic Society of Blind People, the Destitute Amputees Association, the Welfare for Handicapped Children Society, the Welfare for the Blind and Disabled charity, the association of the Friends of the Destitute Blind, the Argo society for sailors with children with special needs, etc.
- We have made donations to societies and agencies engaged in community work, like the Agioi Theodoroi Women's Association, the Perahora Church of the Dormition, the Church of Agioi Anargyroi in Kalamaki, the Children's Sanctuary foundation and many others.
- In the health care sector MOTOR OIL has supported the work of the Agioi Theodoroi branch of the Greek Red Cross, offering financial help to meet the operating and maintenance needs of their ambulance.

## SUPPORT FOR THE ELDERLY

### Free meals for groups of old people in need.

For more than ten years MOTOR OIL has been consistently involved in a very important community help scheme, in association with the Elderly People's Day Centres of the Municipalities of Corinth and Agioi Theodoroi. The scheme supports disadvantaged elderly people by providing a full meal each day (365 days a year), and a snack supper of milk and yoghurt. The food is prepared at the refinery canteen, and is the same meal that is enjoyed by the refinery workforce.

In 2013 the refinery canteen provided meals for 91 elderly people at the Corinth and Agioi Theodoroi Elderly People's Day Care Centres.

## 1.4. SUPPORT FOR LOCAL AUTHORITIES AND OTHER AGENCIES

Support for the local community is one of the company's prime concerns. To this end, we do our best to provide effective assistance, meeting the needs of local authorities and actively helping them in their work.

In 2013, the MOTOR OIL Group provided financial support for the Municipality of Loutraki - Agioi Theodoroi, helping with the purchase of materials to replace cables and restore the power supply and street lighting on the coastal road in the Kalamaki district. The Group also supported the Agioi Theodoroi Volunteer Residents Association in constructing a water supply network and in maintenance of the electrical equipment of the local organic waste treatment unit.

We have also helped the Greek Police in their difficult work, offering joint donations with other members of the Corinth Chamber of Commerce to allow the purchase of a vehicle and help with repairs to other vehicles during the course of the year. The Group has also assisted

the Association of Police Employees of Corinth and the Marousi Police Department in repairing the motor of a service vehicle.

The company has also provided assistance to such agencies as the General State Chemistry Laboratory Employees Association, the Greek Submariners Association, the Captains and Commanders Club, the Corinth Port Fund, the Association of Greek Criminal Lawyers, the Agia Eirini Association of Retired Police Officers, the Agioi Theodoroi local health centre, the Koinonika Frontistiria social policy centre, the Panhellenic Association of Retired Refinery Workers, the Isthmia Special Vocational Training Centre, etc.

## 1.5. ENVIRONMENT

MOTOR OIL supports activities and programmes, which make an active contribution to improving infrastructures and raising public awareness of environmental protection and sustainable development issues.

MOTOR OIL provides support to many environmental associations and organizations (MEDASSET, etc.), making an active contribution to policies promoting environmental protection.

Specifically, during 2013 the Group moved urgently to provide personnel and material assistance in cases of pollution occurring in Kiato and the Bay of Kalamaki, demonstrating a practical interest in conserving the quality of the area's sea and beaches.

In respect of water supplies, the company met the water needs of about 190 people living near the refinery. The water, produced at the refinery by desalination, is used to water gardens and for cleaning purposes. The supply of water to these houses, since the Agioi Theodoroi water system does not cover them, relies on the network of pipes laid and maintained by MOTOR OIL.

In 2013, 88,000 cubic metres of water, worth more than 291,000 euros, were supplied free of charge.

## “AGIOI THEODOROI” FOREST PROTECTION SOCIETY

The Agioi Theodoroi Forest Protection Society was founded in the year 2000. With its three vehicles and other equipment it works always in association with the Fire Brigade and plays an important role in protecting and guarding the forest and helping to fight fires, within the municipal area of Ag. Theodoroi and farther afield. The MOTOR OIL Group has helped fund the Society's activities, making a practical contribution to the protection of the environment and the forest life of the area.

## 2. CULTURE

We believe in the role of the arts, culture and history in healthy social development, resting on firm spiritual and cultural foundations. We strive to offer many kinds of support to activities which highlight and promote our cultural and historical heritage.

- During 2013 our company provided financial assistance to a number of agencies, including the local improvement societies Glykia Zoi, Ano Glykia Zoi, Ano Sousaki and Klara Elias, in Sousaki, Corinth, the Agioi Theodoroi Women's Association, the Isthmia Special Vocational Training Centre, the Philothei Kenchraion Association, the Agioi Theodoroi Volunteers' Society, and others.
  - It also made donations to support the cultural work of such organizations as the cultural societies of Loutraki, Isthmia and Examilia, the theatre club of Hiliomodi, the society of Amorgos islanders, the society of former residents of Perivolia-Myssiria, the Erotokritos musical and dance club, the Asi Gonia association of Attica, the Sesi and Protoporos cultural societies of Agioi Theodoroi, the Agios Pavlos cultural society of Kenchraia, the Federation of Residents' Associations of Agioi Theodoroi, the Agios Haralambos local improvement society of Isthmia, the Ta Yeraneia society of Loutraki, the Arakoukia society of Saronikos, the Ano Kokkini Spilia local improvement society of Loutraki-Ag. Theodoroi, the Arion local improvement society of Kyra Vrysi, the Psiloreitis association of Cretans of Corinth, the Association of Sfakianoï of the diaspora, and so on. The financial aid we provided consisted in donations for functional needs, indoor and outdoor spatial reconfiguration projects, building maintenance, road completion and clearing, road surfacing, lighting, water supplies and rainwater drainage pipes, cement laying, covering fixed expenditure, advertisements, safety and creation of children's recreation grounds, and so on.
  - As part of our efforts to promote cultural events across the country we supported the Municipality of Loutraki-Agioi Theodoroi in organizing the International Festival of Architectural Schools, held in Loutraki in May.
  - Our company also made a significant donation to the Cretan Centre, helping it tackle real financial difficulties, and thereby playing an active part in supporting its invaluable work for Cretan students in financial trouble.
  - We also supported the Pancretan Association, as we do every year, providing financial assistance to help it organize its children's festival.
  - We also helped the Hellenic Institute for Strategic Studies to organize conferences, and the Goulandri Museum of Natural History, by purchasing tickets.
  - MOTOR OIL also supported the journal *Periplus Naftikis Istorias* [A Voyage through Maritime History] published each quarter by the Greek Maritime Museum, and assisted the Hellenic Maritime Association in publishing its journal *Naftiki Ellas* [Maritime Greece], a traditional maritime magazine published every month by the Naval Print Shop since 1928.
- Throughout the year 2013 MOTOR OIL has provided support to local newspapers and magazines in the Municipality of Corinth and Loutraki, which are having difficulty in meeting their publishing costs, as well as supporting radio and TV stations.
- The MOTOR OIL Group has provided financial support for associations and agencies not just in communities near its facilities, but elsewhere in Greece as well. In Crete it has supported the Anoyeia cultural society, the Vrakoforon Society of Crete, the Rethymno History and Folklore Museum, etc.

### 3. EDUCATION AND YOUTH

Believing in the power of knowledge to cultivate the human personality, to help us advance as individuals and as a society, and to make us into active citizens guided by our consciences, we take a serious interest in supporting and promoting education, research and technology - the three main pillars of knowledge, the driving force behind all progress, on which the future of society depends.

#### In 2013 the MOTOR OIL Group:

- Provided help with the operating needs of the 1<sup>st</sup> Child Day Centre, the 1<sup>st</sup> and 3<sup>rd</sup> Kindergarten and the Junior High School of Agioi Theodoroi, the Episkopi Kindergarten in Rethymno, the Athikia Primary School, Corinth, the Almyri Primary School and the Special Primary School, Corinth.
- Provided financial assistance for events, student exchange programmes and excursions at the Episkopi Primary and Junior High Schools and 3<sup>rd</sup> Lykeion, the Rethymno Special Education School, the Rethymno 3<sup>rd</sup> Primary and 1<sup>st</sup> Junior High, the Spilio General Lykeion, and the Agioi Theodoroi Lykeion.
- Enhanced the educational process by supplying computers, interactive chalkboards or printers to the Almyri Primary School, the Kyra Vrysi Kindergarten, the Panormos Mylopotamos Primary School of Rethymni, the Athikia Junior High, the Isthmia Junior High, the 1<sup>st</sup> and 2<sup>nd</sup> Primary Schools and Junior High of Agioi Theodoroi, and the 6<sup>th</sup> Junior High and 2<sup>nd</sup> Vocational Lykeion of Amarousi.
- Helped with purchase of games, invitations and lottery tickets by the Corinth Special Primary School, the Isthmia Special Vocational Training Centre, children's day care centres, kindergartens and primary schools in Agioi Theodoroi, kindergartens in Isthmia and the Isthmia Primary School.
- Provided financial assistance to the Panhellenic Association of School Advisors to organise their first conference and to the University of Thessaly to organize the 5th Panhellenic Mineralogy Conference.
- Provided heating oil to dozens of schools in Corinth, Perama, Crete and Ermioni, as well as other areas in Attica and across Greece, helping schools to run smoothly and providing better conditions for learning.

### SCHOLARSHIP PROGRAMME WITH THE SCHOOL OF FINE ARTS

In 2012, as part of its Corporate Social Responsibility programme, MOTOR OIL started a cooperation with the School of Fine Arts. The purpose of this initiative was to support the world of education and the arts and to provide financial help for young people wishing to continue their studies abroad.

The collaboration involves the granting of a 12,000 euros scholarship each year to a graduate of the School to allow him or her to pursue postgraduate studies in the visual arts at a foreign university.

The successful student is chosen by a panel consisting of two members from the School of Fine Arts and three members from MOTOR OIL. The work which receives the award becomes the property of MOTOR OIL, with the intention that a permanent exhibition will be gradually built up and exhibited in the company's premises.

At the same time, along with their portfolios the candidates submit 1-2 original works to be shown in an exhibition to be staged at the head offices of the Group over a six-month period.

## THE “VARDINOYANNEION” FOUNDATION

The Vardinoyanneion Foundation, whose main sponsor is MOTOR OIL, was established in 1989 and is administered by a seven-member Board of Trustees.

Its purpose is the granting of scholarships, awards and grants -without competition- to candidates who have distinguished themselves academically or who are in need of financial support to do undergraduate or postgraduate studies at colleges and universities here or abroad. The scholarships and grants help them to overcome any financial problems they may have and continue their studies without distraction.

The areas of study and the scholarships available are not fixed, but change each academic year, by decision of the Board of Trustees. In the academic year 2013-2014 scholarships were made available to 56 students, in the following and other areas: economics, shipping, law, education, biology, business management, etc. Two undergraduate scholarships were also granted in Greece, in the area of medicine.

Over the years since the Foundation was established, a total of 156 scholarships and 1,612 grants have been awarded.

### EDUCATIONAL VISITS TO THE REFINERY

Every year we arrange visits to the refinery for students at universities and technical colleges, Armed Forces production schools and ordinary secondary schools. The idea is to allow visitors to learn about the operation of one of the most advanced refineries in Europe, with presentations and a guided tour of the production facilities and workplaces, with information on the environmental protection programmes developed and run by the company, as well as on its continuing and varied programme of community work - both in local communities and in society as a whole. During the 2013 programme, around 223 persons visited the plant.

Furthermore, 45 persons visited the facilities of our commercial companies.

### STUDENT WORK EXPERIENCE

Every year the company takes on a number of students for paid summer work experience, lasting from one to

two months. The students fill various positions in the refinery and at head office. During their stay with us, the trainees have a chance to familiarize themselves with this particular working environment and join in projects or working groups, with the support of experienced managers who give up some of their time to mentoring the students. In addition to this, we give a number of students the opportunity to do six months of practical experience, when this forms part of the degree course they are taking. We also provide positions for foreign students to gain practical work experience, in collaboration with the International Association for the Exchange of Students for Technical Experience (IAESTE).

As part of this activity in 2013 we filled 52 trainee positions of 1-2 months, and 21 positions of over two months, at a total cost of more than 122,000 euros. The total cost of the programme has amounted to 1,011,500 euros over the last eight years.

## INSTITUTE FOR PROMOTION OF JOURNALISM

The Institute for Promotion of Journalism was founded by Nasos Botsis and has been active since 1980, doing valuable work that has been acclaimed by the Greek political establishment and the world of journalism. Its activities include the conferring, every year since 1982, of Journalism Awards, presented by the President of the Republic at a special ceremony. In order to contribute to promoting the Institute, the MOTOR OIL Group has acted as a sponsor, providing financial support for its invaluable social, cultural and educational work.

## 4. SPORTS

We have always been convinced that engagement in sports is an excellent way to cultivate both mind and body, strengthening team spirit and a sense of fair play, and shaping healthy personalities. We offer our support to popular sports and competitions, as well as less popular sporting activities, and are also happy to offer substantial assistance to smaller clubs and sporting associations in the amateur sector.

During 2013, the MOTOR OIL Group provided support for the following sporting clubs and associations: the Episkopi Sporting Club of Rethymno, the Rethymno Women's Volleyball Team (OPER), the Rethymno Tennis Club, the European Mini Football Federation, which staged the MiniEURO 2013 in Rethymno, and the Pamvohaikos Volleyball Team.

The company also provided assistance to the Ermis Zonianon Sports Club, the Spilio-Lambis Sports Club, the

Isthmiakos Sports Club, the Korinthos Sports Club, the Friends of Olympiakos Club of Loutraki, the Ermionida Sports Association, the Koronis Sports Club of Koilada, the Olympia 73 Sports Club based in Aigaleo, etc.

Finally, every year MOTOR OIL makes a fully equipped ambulance and a doctor available for the famous Spartathlon long-distance race, also supporting the Control and Aid Centre located in front of the refinery.

### AVIN OIL S.A. - MAJOR SPONSOR OF THE RETHYMNO BASKETBALL TEAM

Once again this season AVIN OIL is sponsoring the Rethymno Gymnastics Club (AGOR), offering its loyal support to any activities that foster the sporting spirit and the efforts of young athletes in local communities. As a Major Sponsor AVIN OIL is a valuable ally to a team which is going from strength to strength, winning significant sporting trophies without compromising the values of fair play and good sportsmanship.

In 2013 the emphasis was laid particularly on the community activities of the Rethymno team, with training for youngsters and help for less fortunate groups in the community. The "Shoot... from the regions" programme, sponsored exclusively by AVIN OIL, has given primary school children the chance to learn more about basketball by playing with players and coaches from the professional team. Apart from emphasizing the value of sport, these visits to Rethymno primary schools by players from the team offer expertise, material-technical equipment and personal contact and acquaintance with Greek and European athletes, helping the children acquire ambitions and good role models to emulate.

## 5. ENTREPRENEURSHIP

As the largest economic force and employer in the Prefecture of Corinth, MOTOR OIL makes an important contribution to the community, creating direct and indirect income for a large number of businesses and families in the region (approximately 600 refinery employees live in neighbouring municipalities). As a key pillar of the region's economic health and growth, the company supports local initiatives to encourage entrepreneurship.

We have a policy of preferring local businesses when it comes to supplying the refinery with services, consumables, food, etc. - even when there are financially more advantageous offers from outside the area. In 2013 we spent 10.6m euros, thereby providing further support to the economy of Corinth and the surrounding region.

### NATIONAL TRADE FAIR - "CORINTHIA 2013"

Our company has provided assistance, as in past years, to the local trade fair, offering support to the 5th Panhellenic Fair 'Corinth 2013', which was held at the premises of the Corinth Pipeworks factory between 25-29 September and organized under the aegis of the Corinth Chamber of Commerce and with the support of the Thessaloniki International Trade Fair. The Fair, which has enjoyed financial support from MOTOR OIL every year, is an important event in the economic, social and cultural life of the region.

## 6. GLOBAL COMPACT: COMMUNICATION ON PROGRESS 2013



MOTOR OIL participates in the United Nations Global Compact, which constitutes the biggest Corporate Responsibility initiative in the world. In year 2008, MOTOR OIL became a signatory of the UN Global Compact; at the same time the company became a member of the Global Compact Network Hellas.

The Global Compact incorporates ten fundamental principles relating to human rights, labour rights, environmental protection and anti-corruption. We are committed to these principles, which we have integrated in the policies and processes of the company. MOTOR OIL's Sustainability Report 2013 contains information relating to our social and environmental practices and the outcomes thereof, which underline our commitment to the Global Compact. The following chart lists the compliance of MOTOR OIL with the ten Global Compact Principles, by making reference to the relevant chapters of the Sustainability Report 2013, and to the GRI indicators taken into account in compiling the Report.

THE TEN PRINCIPLES OF THE GLOBAL COMPACT		REFERENCE IN THE SUSTAINABILITY REPORT OR DESCRIPTION OF THE IMPLEMENTATION APPROACH	GRI INDICATOR (G4)
<b>Human Rights</b>			
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights.	Chapters 2 and 3. Full compliance with relevant Greek legislation and international conventions.	G4-10, G4-11, G4 LA5-8, G4 HR4
Principle 2	Businesses should make sure that they are not complicit in human rights abuses.	Chapter 2. Full compliance with relevant Greek legislation and international conventions.	G4 HR4
<b>Labour</b>			
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Chapter 2.	G4-11, G4 HR4
Principle 4	Businesses should uphold the elimination of all forms of forced and compulsory labor.	Chapter 2. Full compliance with relevant Greek legislation and international conventions.	There is no reference of an indicator, as this has not emerged as a material issue during the G4 process.
Principle 5	Businesses should uphold the effective abolition of child labor.	Chapter 2. Full compliance with relevant Greek legislation and international conventions.	There is no reference of an indicator, as this has not emerged as a material issue during the G4 process.
Principle 6	Businesses should uphold the elimination of discrimination in respect of employment and occupation.	Chapter 2.	G4-10
<b>Environment</b>			
Principle 7	Businesses should support a precautionary approach to environmental challenges.	Chapters 1 and 4.	G4 EC2, G4-EN19, G4-EN31
Principle 8	Businesses should undertake initiatives to promote greater environmental responsibility.	Chapters 1 and 4.	G4 EN3-4, EN6, EN8-10, EN15-16, EN20-26, EN29, EN31
Principle 9	Businesses should encourage the development and diffusion of environmentally friendly technologies.	Chapters 1 and 4.	G4-EN6, EN10, EN19, EN31
<b>Anti-corruption</b>			
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.	Chapter 1.	G4-15, G4-34, G4-56



## 7. GRI COMPLIANCE LEVEL (G4-18, G4-19, G4-22, G4-23)

The MOTOR OIL Sustainability Report, which has been published every year since 2002, is the main tool available for communicating with our stakeholders about the Group's efforts and performance in achieving sustainable development through the application of the principles and objectives of Corporate Social Responsibility. It contains the most important facts and data relating to the previous year's financial, social and environmental performance.

The Sustainability Report 2013 has a similar structure to previous editions, so as to facilitate comparisons of performance over time. The information and data presented in the report concern the parent company MOTOR OIL, the Group subsidiaries AVIN OIL, CORAL, CORAL GAS and OFC, which are controlled by MOTOR OIL, and whose activities have a significant impact on issues considered as material for sustainable development.

The compilation of the Sustainability Report 2013 takes full consideration of the ten principles of the United Nations Global Compact and the Global Reporting Initiative (GRI) guidelines, just as in the four previous editions, however this year is based on the new edition of the GRI (version G4 - In Accordance -Core). The GRI guidelines have provided a sound basis for the selection of the material issues that had to be covered by the Report, for an effective communication with stakeholders.

The Sustainability Report 2013 is not certified by an external certification authority.

### REPORT METHODOLOGY (MATERIALITY ASSESSMENT)

One of the most important and fundamental guidelines of the Global Reporting Initiative is the concept of materiality. An organization is obliged to report on those matters which have the most significant economic, environmental and social impact, or those matters viewed as most significant by its internal and external stakeholders. Within this context, and in order to determine which issues are material to us, we have actively involved our stakeholders in order to arrive at a list of issues for this edition of our report.

### MATERIALITY ASSESSMENT PROCEDURE

Given the nature of our business it is evident that our report will lay emphasis on matters of safety and the environment, as well as our social contribution, which are of major importance to our stakeholders. In selecting and ranking the material issues, we have used a detailed procedure based on the principles of relativity and importance. This procedure involved:

**Step 1:** Determination and understanding of the issues significant to our stakeholders, through a process of research and focus groups made up of employees, local community, suppliers and customers.

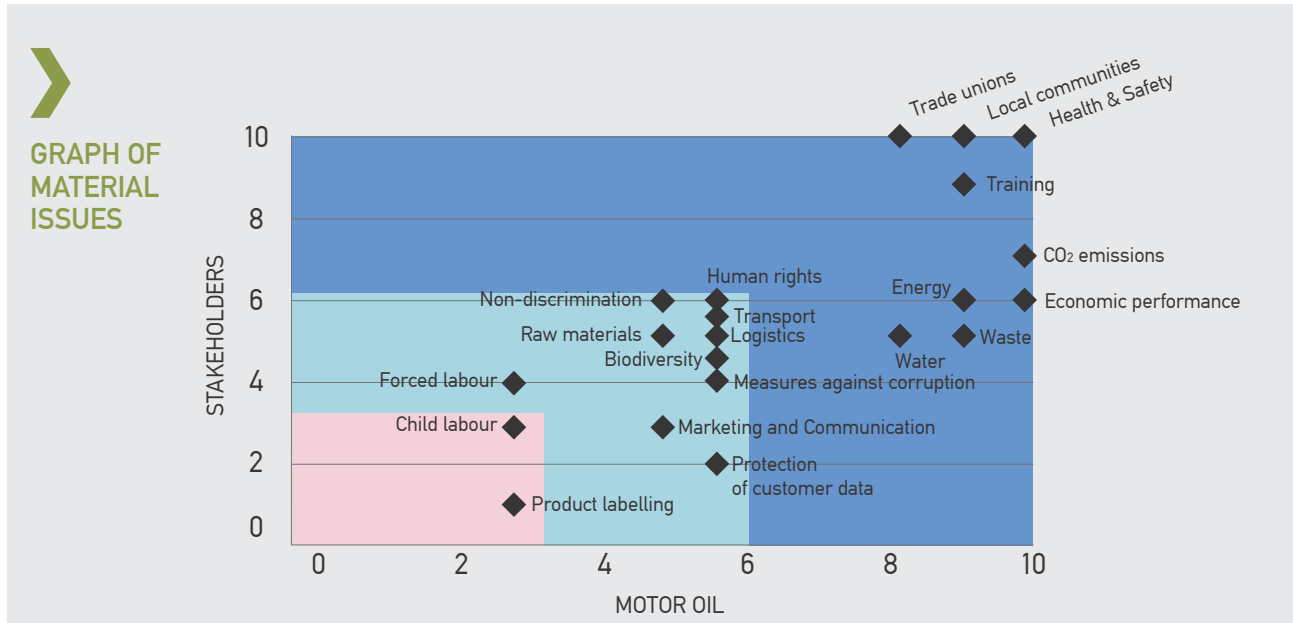
**Step 2:** Identification and understanding of significant issues, as these arise from the corporate strategy of MOTOR OIL, through internal procedures. For issues which can be measured in quantitative terms, such as greenhouse gas emissions, there are recognized methods of determining their materiality. For issues of a qualitative nature, various methods were used to assess their materiality, with the involvement of stakeholders.

**Step 3:** Bringing together of the results into a matrix, and evaluation of each issue on the basis of its more general social, environmental and economic impact. Each issue was evaluated and given a materiality ranking in accordance with its importance to stakeholders and the company. The GRI recommends the presentation of the issues on a graph, with the X axis representing issues of importance to the company, and the Y axis those of importance to stakeholders. The issues located in the top right corner of the graph are regarded as the most material, as appears in the graph below.

**Step 4:** Subsequently, the Report included all issues with the highest level of materiality. Issues of less materiality are mentioned only if they are affected by or dependent on issues of greater materiality.

**Step 5:** The issues included were checked for fullness, relativity and balance by an external assurance company.

**On completion of the above steps, the following areas were referred to as material issues: local communities, health and safety in the workplace, staff training, greenhouse gas emissions, economic performance, energy, water, waste, trade unions.**



**BOUNDARIES AND LIMITATIONS OF MATERIAL ISSUES (G4-20, G4-21)**

Material Issues	Boundaries		Limitations	
	Within the Organization	Outside the Organization	Within the Organization	Outside the Organization
Local Communities	Concerns the parent company MOTOR OIL and its subsidiaries AVIN OIL, Coral, Coral Gas and OFC which are controlled by MOTOR OIL.	Local communities and local authorities.	-	-
Health and Safety	Concerns the parent company MOTOR OIL and its subsidiaries AVIN OIL, Coral, Coral Gas and OFC which are controlled by MOTOR OIL.	Contractors' staff and tank lorry drivers of 3rd party companies.	-	-
Staff Training	Concerns the parent company MOTOR OIL and its subsidiaries AVIN OIL, Coral, Coral Gas and OFC which are controlled by MOTOR OIL.	Contractors' staff and tank lorry drivers of 3rd party companies.	-	-
Emissions of greenhouse gases	Concerns the parent company MOTOR OIL.	Local communities and public authorities.	Data only for the refinery.	-
Economic performance	Concerns the parent company MOTOR OIL and its subsidiaries AVIN OIL, Coral, Coral Gas and OFC which are controlled by MOTOR OIL.	Shareholders, investors, analysts, partners, suppliers, customers.	-	-
Energy	Concerns the parent company MOTOR OIL.	-	Data only for the refinery.	-
Water	Concerns the parent company MOTOR OIL.	Local Communities	Data only for the refinery.	-
Waste	Concerns the parent company MOTOR OIL.	Local communities and public authorities.	Data only for the refinery.	-
Unions	Concerns the parent company MOTOR OIL and its subsidiaries AVIN OIL, Coral, Coral Gas and OFC which are controlled by MOTOR OIL.	-	-	-

Overall in the Sustainability Report, where numerical data or performance indicators are presented, the method of data collection and calculation of results is also stated. The Environmental and Health and Safety performance indicators are specifically calculated according to internationally accepted procedures. Also in chapter 4 “Responsibility for the Environment” the data relating to investments and recycling refer to the whole MOTOR OIL Group, whereas other indicators in this chapter refer solely to the MOTOR OIL refinery.




The following table records the GRI Indicators, and in the column headed “Reference” the source of information relating to each indicator is given.

The symbols used in the table are:

**p.:** indicates the page(s) of the Sustainability Report 2013 that include information on the indicator.

: indicates reference to the Annual Financial Report 2013.

: indicates reference to the company’s website.

TABLE OF GRI.G4 INDICATORS - GRI CONTENT INDEX FOR “IN ACCORDANCE” - CORE			
GENERAL STANDARD DISCLOSURES			
Indicator	Description	Reference	External Assurance
Company Profile			
G4-1	Management statement.	p.5	No
G4-2	Description of key impacts, risks, and opportunities.	p. 20-21, 62  p. 30-33	No
Organizational Profile			
G4-3	Name of the reporting organization.	Back cover	No
G4-4	Primary brands, products, and/or services.	p. 11-14,  p. 12-13, 21-28, 	No
G4-5	Location of organisation’s headquarters.	Back cover	No
G4-6	Countries where the organisation operates.	p. 15-16	No
G4-7	Ownership structure and legal form.	p. 12-13, 16-17, 29,  p. 29, 38-42, 	No
G4-8	Markets served.	p. 12-13, 15-16,  p. 11-12	No
G4-9	Scale of the organization.	p. 8-16, 21-24, 33-36, inside back cover,  p. 9-20, 92-93	No
G4-10	Workforce profile.	p. 33-36	No
G4-11	Percentage of employees covered by collective bargaining agreements.	p. 33	No
G4-12	Describe the organization’s supply chain.	p. 21	No
G4-13	Significant organizational changes in the reporting period.	p. 2-3, 23-24,  p. 18-20	No
G4-14	Application of the precautionary principle.	p. 18, 24-26, 44-46, 58-61	No
G4-15	Voluntary support for external economic, environmental and social charters or initiatives.	p. 18-19	No
G4-16	Memberships in associations and advocacy organisations.	p. 18-19	No
Identified Material Issues and Boundaries			
G4-17	List of entities included in the organization’s consolidated financial statements.	p. 12-13,  p. 21-28	No
G4-18	Process for defining report content.	p. 8-9, 91-93	No
G4-19	Material Issues.	p. 91-92	No
G4-20	Issues boundaries and limitations within the organization.	p. 92	No
G4-21	Issues boundaries and limitations outside the organization.	p. 92	No
G4-22	Explanation of the reasons for re-stating information provided in earlier reports.	p. 91	No
G4-23	Changes from previous reports.	p. 8-9, 91	No

## SUSTAINABILITY REPORT 2013

Indicator	Description	Reference	External Assurance
Stakeholder Engagement			
G4-24	Stakeholder groups engaged by the organisation.	p. 28-29	No
G4-25	Stakeholder identification.	p. 28-29	No
G4-26	Approaches to stakeholder engagement.	p. 28-29	No
G4-27	Topics raised by stakeholders.	p. 20-21, 27-29	No
G4-28	Reporting period.	1/1/2013 - 31/12/2013	No
G4-29	Most recent previous report.	p. 96	No
G4-30	Reporting cycle.	p. 8-9	No
G4-31	Contact point for questions.	p. 9	No
G4-32	Location of the Standard GRI Disclosures.	p. 93-95	No
G4-33	External Assurance.	p. 91	No
Governance			
G4-34	Corporate governance structure.	p. 16-18, <a href="#">Annex</a> p. 38-42, <a href="#">Annex</a>	No
Ethics and Integrity			
G4-56	Corporate policies, mission and value statements related to sustainability.	p. 4-5, 20-21, inside cover page	No

### GRI G4 - GRI CONTENT INDEX FOR "IN ACCORDANCE" - CORE

#### SPECIFIC STANDARD DISCLOSURES

Material Aspects	Indicators	Description	Reference	External Assurance
Category: Economic				
Economic Performance	G4-EC1	Directly generated and distributed economic value.	p. 15-16, 21-23, <a href="#">Annex</a> p. 9-10	No
	G4-EC2	Climate change financial implications, risks or opportunities.	Climate change impacts regarding the possible financial implications, risks or opportunities, constitute parameters thoroughly taken into account in the process of analysing, evaluating, approving and planning for investments or other initiatives.	No
	G4-EC4	Significant state financial assistance.	MOTOR OIL has not received any significant financial assistance from the state.	No
Category: Environmental				
Energy	G4-EN3	Direct energy consumption by primary energy source.	p. 66-67	No
	G4-EN4	Indirect energy consumption by primary source.	32,234 MWh, from the Electricity Market.	No
	G4-EN5	Energy intensity.	p. 66-68	No
	G4-EN6	Reduction of energy consumption.	p. 66-68	No
Water	G4-EN8	Total water withdrawal by source.	p. 76-77	No
	G4-EN9	Effects of water withdrawal.	p. 76-77	No
	G4-EN10	Percentage and total volume of water recycled and reused.	p. 76-77	No
Emissions	G4-EN15	Direct greenhouse gas emissions.	p. 68-69	No
	G4-EN16	Indirect greenhouse gas emissions.	p. 70-74	No

## SUSTAINABILITY REPORT 2013

Material Aspects	Indicators	Description	Reference	External Assurance
	G4-EN18	Greenhouse gas emissions Intensity.	p. 68-69	No
	G4- EN19	Reduction of greenhouse gas emissions.	p. 68-69	No
	G4-EN20	Emissions of ozone-depleting substances.	Non-existent.	No
	G4-EN21	NOx, SOx and other significant air emissions.	p. 70-74	No
Effluents and Waste	G4-EN22	Total water discharge.	p. 77	No
	G4-EN23	Solid waste.	p. 75-76	No
	G4-EN24	Significant spills.	There were no significant spills.	No
	G4-EN25	Quantity of hazardous solid waste.	p. 75-76	No
	G4-EN26	Areas impacted by the organisation's discharge of water and runoff.	Non-existent.	No
Compliance	G4-EN29	Significant fines and sanctions for non-compliance with environmental laws.	No such fines or sanctions, p. 79	No
Investments	G4-EN31	Environmental protection investments and expenses.	p. 62-63	No
Category: Social				
Occupational Health & Safety	G4-LA5	Workforce representation in occupational health and safety committees.	The Health and Safety Committee of the refinery employees represents all staff.	No
	G4-LA6	Occupational injuries and lost day rates.	p. 46-47	No
	G4-LA7	Occupational diseases.	p. 46-47	No
	G4-LA8	Health and safety topics covered in formal agreements with trade unions.	p. 33, 45-46, 54-55	No
Training and Education	G4-LA9	Average hours of training per year per employee.	p. 38-41	No
	G4-LA10	Programs for skills development and lifelong learning.	p. 38-41	No
Local Communities	G4-S01	Impacts on local communities.	p. 80-89	No
Freedom of Association and Collective Bargaining	G4-HR4	Operations that limit freedom of association and collective bargaining.	No such operations, p. 33	No

## Sustainability Reports of Previous Years



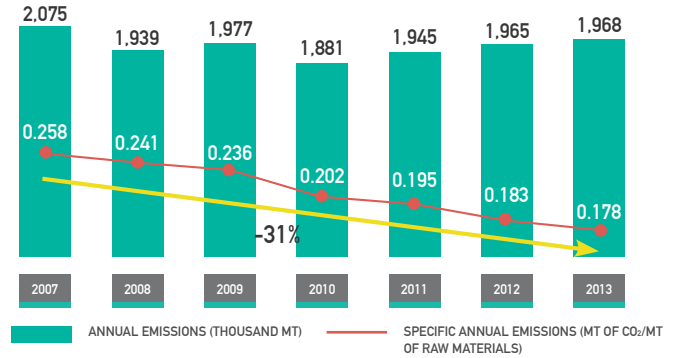
ALL THE MATERIALS USED FOR PRINTING THE MOTOR OIL SOCIAL REPORT  
ARE FRIENDLY TO THE ENVIRONMENT

# KEY GROUP DATA FOR 2013

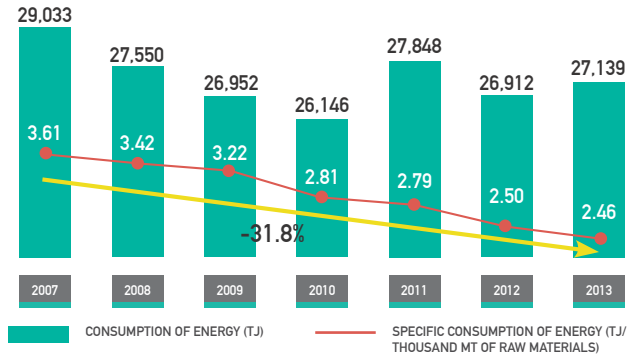
Turnover	<b>9,282</b> million euros
Earnings after tax	<b>(4.7)</b> million euros
Dividends paid <sup>1</sup>	<b>0.40</b> euros/share
Total assets	<b>2,343</b> million euros
Refinery production	<b>10.5</b> million tons
MOTOR OIL sales	<b>12.0</b> million tons
- domestic sales	<b>4.1</b> million tons
- export sales	<b>7.9</b> million tons
Crude oil refining capacity	<b>185,000</b> barrels/day
Refinery storage tanks capacity	<b>2.5</b> million cubic meters
Petrol stations	<b>1,200</b>
Employees (annual average) <sup>2</sup>	<b>1,800</b> people
Training man hours	<b>17,700</b> hours
Total investments 2000-2013	<b>1,374</b> million euros
Environmental investments and expenses 2000-2013	<b>738</b> million euros
Recycling - Solid Waste Disposal	<b>2,126</b> tons
Health and Safety investments 2000 - 2013	<b>108.7</b> million euros
Social contribution 2002 - 2013 <sup>3</sup>	<b>35</b> million euros
Social product <sup>4</sup>	<b>454.7</b> million euros
Refinery certifications	<b>ISO 9001:2008</b> <b>ISO 14001:2004</b> <b>ISO 17025:2005</b> <b>OHSAS 18001:2007</b> <b>EMAS III ER1221/2009</b> <b>EN 12591:2009</b> (for asphalt)

1. During the year, there was dividend distribution of 0.30 euro/share in July 2013 and capital return of 0.10 euro/share in November 2013.
2. Includes the employees of MOTOR OIL, AVIN OIL, CORAL, CORAL GAS and OFC.
3. Refers to donations and sponsorships.
4. Refers to the portion of revenues distributed to stakeholders.

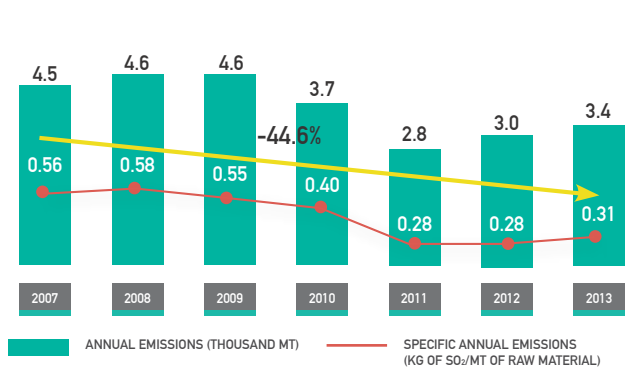
## CO<sub>2</sub> EMISSIONS



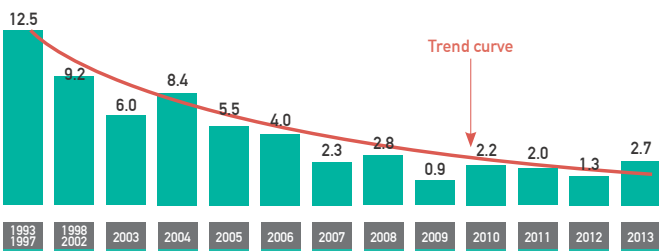
## ENERGY CONSUMPTION



## SULPHUR DIOXIDE EMISSIONS

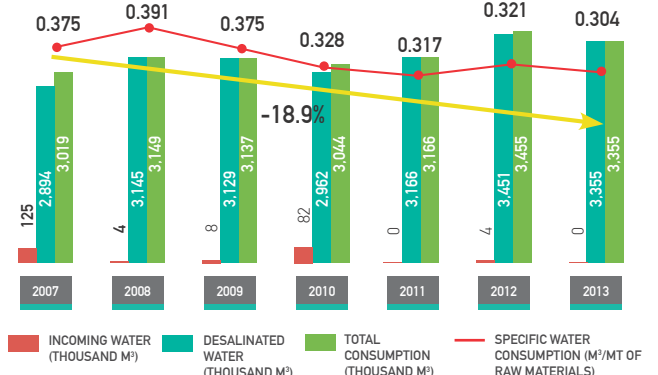


## MOTOR OIL GROUP LOST TIME INJURY FREQUENCY INDEX (LTIF)<sup>1</sup>



Frequency Index = Number of accidents per million working hours

## ANNUAL CONSUMPTION OF WATER



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