



# Internal Organization and Operation Regulation

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## TABLE OF CONTENTS

<b>1. Introduction .....</b>	<b>4</b>
<b>1.1 Scope - Role of the Internal Organization and Operation Regulation .....</b>	<b>5</b>
<b>1.2 Approval and Amendment of the IOOR .....</b>	<b>6</b>
<b>2. Organization chart of the company .....</b>	<b>7</b>
<b>3. ThPA SA General Meeting of the Shareholders .....</b>	<b>8</b>
<b>4. Board of Directors .....</b>	<b>8</b>
<b>5. Executive Chairman of the Board of Directors .....</b>	<b>10</b>
<b>6. Standing Committees of ThPA SA .....</b>	<b>10</b>
<b>6.1. Audit Committee .....</b>	<b>10</b>
<b>6.2. Remuneration Committee .....</b>	<b>11</b>
<b>6.3. Nominations Committee .....</b>	<b>12</b>
<b>6.4. Executive Committee .....</b>	<b>13</b>
<b>7. Internal Control System (ICS) .....</b>	<b>13</b>
<b>7.1. Internal Audit Department .....</b>	<b>14</b>
<b>7.2. Regulatory Compliance and Risk Management Department .....</b>	<b>16</b>
<b>8. Structure of Divisions and description of responsibilities .....</b>	<b>20</b>
<b>8.1. Chairman of the BoD .....</b>	<b>20</b>
<b>8.1.1. Executive Chairman’s Office .....</b>	<b>20</b>
<b>8.1.2. Secretariat of the Board of Directors .....</b>	<b>21</b>
<b>8.1.3. Corporate Communication Division .....</b>	<b>22</b>
<b>8.1.3.1. Historical Archive Department .....</b>	<b>22</b>
<b>8.1.3.2. Corporate Communication Unit .....</b>	<b>23</b>
<b>8.1.3.3. Public Relations Unit .....</b>	<b>24</b>
<b>8.1.3.4. Corporate Social Responsibility .....</b>	<b>24</b>
<b>8.1.3.5. Press Office Unit .....</b>	<b>25</b>
<b>8.1.4. Strategic Planning Department .....</b>	<b>25</b>
<b>8.2. Managing Director – Chief Executive Officer .....</b>	<b>27</b>
<b>8.2.1. Executive Assistant .....</b>	<b>28</b>
<b>8.2.2. Legal Services Department .....</b>	<b>28</b>
<b>8.2.3. Market Intelligence Department .....</b>	<b>29</b>
<b>8.2.4. Transformation &amp; Business Development Division .....</b>	<b>29</b>
<b>8.2.4.1. Quality Department (QMD) .....</b>	<b>31</b>
<b>8.3. Deputy Chief Executive Officer .....</b>	<b>32</b>
<b>8.3.1. Environment, Employee Health &amp; Safety - Port Facility Security Department .....</b>	<b>32</b>
<b>8.3.2. Safety – Security &amp; PFSO Unit .....</b>	<b>34</b>
<b>8.3.3. Free Zone &amp; other Custom Procedures Unit .....</b>	<b>34</b>
<b>8.3.4. Environment, Health &amp; Safety Unit .....</b>	<b>35</b>

<b>8.4. General Operations Division .....</b>	<b>36</b>
<b>8.4.1. Cruise Terminal &amp; ROPAX Unit .....</b>	<b>37</b>
<b>8.4.2. Container Terminal Division .....</b>	<b>38</b>
<b>8.4.2.1 Business Operation .....</b>	<b>38</b>
<b>8.4.2.2. Auxiliary Work Department .....</b>	<b>39</b>
<b>8.4.2.3. Container Terminal Customs Procedures &amp; Documentation Department – .....</b>	<b>41</b>
<b>8.4.2.4. CT Information Systems Development Department .....</b>	<b>43</b>
<b>8.4.2.5. Planning Department (Yard Planning Unit, Vessel Planning Unit, Berthing Coordinator Unit, Rail Planning Unit) .....</b>	<b>44</b>
<b>8.4.2.6. Execution Department (Shift Managers Unit, Vessel Dispatchers Unit, Yard Dispatchers Unit, Gate Team Unit, Operations, Rail Dispatchers Unit) .....</b>	<b>45</b>
<b>8.4.2.7. Resource Coordination Unit .....</b>	<b>50</b>
<b>8.4.3. Conventional Cargo Terminal Division .....</b>	<b>51</b>
<b>8.4.3.1. Documentation Department .....</b>	<b>51</b>
<b>The Documentation Department has indicatively the following responsibilities: .....</b>	<b>51</b>
<b>8.4.3.2. Planning &amp; Monitoring Department .....</b>	<b>53</b>
<b>8.4.3.3 Vessel Planning Unit .....</b>	<b>54</b>
<b>8.4.3.4 Berthing coordination Unit.....</b>	<b>54</b>
<b>8.4.3.5. Resource Coordination Unit .....</b>	<b>54</b>
<b>8.4.4. Equipment &amp; Maintenance Division .....</b>	<b>55</b>
<b>8.4.4.1. Planning Department .....</b>	<b>56</b>
<b>8.4.4.2. Resources Coordination Unit.....</b>	<b>56</b>
<b>8.4.4.3. Cranes &amp; High Voltage Department .....</b>	<b>57</b>
<b>8.4.4.4. Spreaders, Grabs &amp; Accessories Unit .....</b>	<b>58</b>
<b>8.4.4.5. Rolling Equipment Department .....</b>	<b>59</b>
<b>8.5. General Commercial Division .....</b>	<b>60</b>
<b>8.5.1. Intermodal Development Unit .....</b>	<b>60</b>
<b>8.5.2. Marketing Department .....</b>	<b>61</b>
<b>8.5.3. Customer Service Department .....</b>	<b>62</b>
<b>8.5.4. Sales Department .....</b>	<b>63</b>
<b>8.5.5. Real Estate Department .....</b>	<b>64</b>
<b>8.6. General Financial Division .....</b>	<b>66</b>
<b>8.6.1. Secretariat of the Chief Financial Officer .....</b>	<b>66</b>
<b>8.6.2. Accounting Department .....</b>	<b>67</b>
<b>8.6.3. Controlling Unit .....</b>	<b>68</b>
<b>8.6.4. Unit of Treasury &amp; Investor Relations.....</b>	<b>69</b>
<b>8.7. General Investment Division .....</b>	<b>71</b>
<b>8.7.1. Secretariat of Chief Investment Officer.....</b>	<b>71</b>
<b>8.7.2. Civil Works &amp; Infrastructure Division.....</b>	<b>72</b>
<b>8.7.2.1. Facilities Maintenance Department.....</b>	<b>72</b>
<b>8.7.2.2. Civil Works &amp; Project Studies Department.....</b>	<b>73</b>
<b>8.7.3. Investment &amp; Procurement Division.....</b>	<b>74</b>

<b>8.7.3.1. Tender &amp; Contract Management Unit.....</b>	<b>74</b>
<b>8.7.3.2. Warehouse .....</b>	<b>74</b>
<b>8.7.3.3. Investment Analysis Unit .....</b>	<b>75</b>
<b>8.7.3.4. Vehicle Management Department.....</b>	<b>75</b>
<b>8.8. Information Communication &amp; Technologies Division .....</b>	<b>75</b>
<b>8.8.1. Information, Communication &amp; Technologies Department .....</b>	<b>76</b>
<b>8.8.2. Information System Department.....</b>	<b>76</b>
<b>8.8.3. Automation Department.....</b>	<b>76</b>
<b>8.8.4. International Project Department .....</b>	<b>77</b>
<b>8.8.5. Digital Policy Department .....</b>	<b>77</b>
<b>8.9. HR Division .....</b>	<b>77</b>
<b>8.9.1. Department of Labor Relations, HR Management, Remunerations &amp; Benefits .....</b>	<b>78</b>
<b>8.9.2. Talent Acquisition Development, Training &amp; HR Projects .....</b>	<b>78</b>
<b>8.9.3. Protocol / Secretariat Department .....</b>	<b>79</b>
<b>8.9.4. Occupational Physician .....</b>	<b>79</b>
<b>9. POLICIES - PROCEDURES .....</b>	<b>80</b>
<b>9.1. Recruitment - Evaluation Procedures for Senior Executives and Managers .....</b>	<b>80</b>
<b>9.1.1. Recruitment procedure .....</b>	<b>80</b>
<b>9.1.2. Senior Executives and Managers Performance Evaluation Process.....</b>	<b>80</b>
<b>9.2. Compliance procedures with obligations from Regulation (DD) 596/2014 on market abuse .....</b>	<b>80</b>
<b>9.3. Notification of any dependent relations of the independent non-executive members of the Board of Directors and the persons who have close ties with them. ....</b>	<b>81</b>
<b>9.4. Compliance procedure of ThPA SA regarding transactions with related parties.....</b>	<b>81</b>
<b>9.5. Policies and Procedures for the prevention and response to situations of conflict of interests .....</b>	<b>82</b>
<b>9.6. Policies and Procedures of compliance with the laws and regulations governing the organization and operation of ThPA SA and its activities.....</b>	<b>82</b>
<b>9.7. Training Policy of the BoD Members, the managers and other executives. ....</b>	<b>82</b>
<b>9.8. Succession Plan of BoD Members.....</b>	<b>83</b>
<b>9.9. Sustainable Development Policy .....</b>	<b>84</b>

## 1. Introduction

ThPA SA is the legal entity that has taken over the management and operation of the Port of Thessaloniki with the concession agreement between the Company and the Greek State of 27 June 2001, as amended on 2.2.2018 (Law 4522/18, A'39) regarding the use and exploitation of certain areas and assets within the port of Thessaloniki as amended and in force. Furthermore, ThPA SA may participate in the capital, control and manage other companies and consortia for the use, utilization and exploitation of premises, buildings, infrastructure and in general assets of any other port, the management of each Port and as a provider of integrated port services within them.

This Internal Organization and Operation Regulation defines, inter alia:

- a) The organizational structure, the roles of the units, the standing committees of the Company, as well as the duties of their heads and their reference lines.
- b) A reference to the main characteristics of the Internal Control System, i.e. the operation of the internal audit, risk management and regulatory compliance units.
- c) The process of hiring senior managers and evaluating their performance.
- d) The process of compliance of persons holding managerial duties, as defined in num. 25 of par. 1 of Article 3 of Regulation (EU) 596/2014, and persons having close ties with them, including the obligations arising from the provisions of Article 19 of Regulation (EU) 596/2014.
- e) The process of notifying any dependent relations of the independent non-executive members of the Board of Directors and the persons who have close ties with them.
- f) The process of compliance with the obligations related to related party transactions.
- g) The policies and procedures for the prevention and response to situations of conflict of interest.
- h) The policies and procedures for compliance of the Company with the laws and regulations governing its organization and operation, and its activities.
- i) The procedure adopted by the Company for the management of privileged information and the proper information of the public, in accordance with the provisions of Regulation (EU) 596/2014.
- j) The policy and procedure for conducting a periodic assessment of the Internal Control System, in particular concerning the adequacy and effectiveness of financial information, on an individual and consolidated basis, risk management and regulatory compliance, in accordance with recognized evaluation and internal audit standards, as well as the implementation of corporate governance provisions. This assessment is carried out by persons who have proven relevant professional experience and do not have dependent relations with ThPA SA or its subsidiaries.
- k) The training policy of the members of the Board of Directors, the senior executives, as well as the other executives of the Company, especially those involved in the internal audit, risk management, regulatory compliance and information systems.
- l) The sustainable development policy followed by the Company.

In this context, this Regulation constitutes the Internal Rules of Operation of ThPA SA, where all the above necessary information, as defined by law, are described in detail in the following sections.

In order to achieve its goals, ThPA SA, on the one hand maintains the commitment for harmonization and continuous improvement of the directions and obligations deriving from the principles of Corporate Governance and, on the other hand, meets the needs of the time and explores the development of new relationships in market conditions and the implementation of a more flexible form with:

- structures simulating those of international port management companies and facilitate "customer-friendly" processes as well as the improvement of efficiency (operational, financial and wider social impact) and its measurement per main operation,
- simplified work planning procedures by reducing the frequency and horizontal flows of internal communication between different business Divisions, and by reducing the vertical flows between Departments which implies the completion of procedures, as far as possible, within an organizational unit of a Division or a Department. This can be achieved by redistribution of responsibilities and staff between the Divisions and the merger of the Departments involved to complete a single and distinct task, in order to ensure its flexibility and smooth operation according to its operational and operational needs, its size and the principles of modern organization and development.

### **1.1 Scope - Role of the Internal Organization and Operation Regulation**

The Internal Organization and Operation Regulation includes the binding principles and individual competences for:

- the Members of the Board of Directors of the Company,
- other members of the Senior Management, Directors and Heads of Departments of the Company,
- the staff of the Company that has signed an employment contract or any kind of contract for its employment at ThPA SA, such as provision of services, employment or other, etc.

This Regulation reflects the most complete picture of the operation of the Company as a whole, since it illustrates every key cell of the Organization, its operation, its roles and responsibilities and its functional and administrative connection with all the others, in such a way as to reveal the composition of the entire daily operation of the Company.

In particular, it determines at the same time: a) on the one hand, the responsibilities of each organizational unit or department separately, so that each employee of ThPA SA clarifies and studies in depth the object of his work, roles and responsibilities, in addition to the contract under which (s)he is employed and the total regulatory framework of ThPA SA and b) on the other hand, it reflects the administrative and functional structure of all units and departments of the Organization in order to make clear the decision-making process of the Company.

Therefore, each employee of ThPA SA is governed by the overall regulatory framework of ThPA SA (Articles of Association, Regulations, Policies, Procedures, BoD decisions) and by this Regulation, which produces special obligations during the execution of his work, which he is obliged to perform diligently within the defined framework of his position in the Company.

Due to the above elements of this Regulation, it provides information and defines key elements for the development of mutual understanding among the employees, specifies roles and responsibilities regarding issues in which people from different sectors intervene, reveals the competence and the way of solving top issues related to the operation of the Organization, reports Policies and Procedures that generate added value to the Company, ensures its operation in accordance with the rules of corporate governance and comply with ESG (Environment, Society, Governance) best practices shielding ThPA SA during its integration into a global competitive environment.



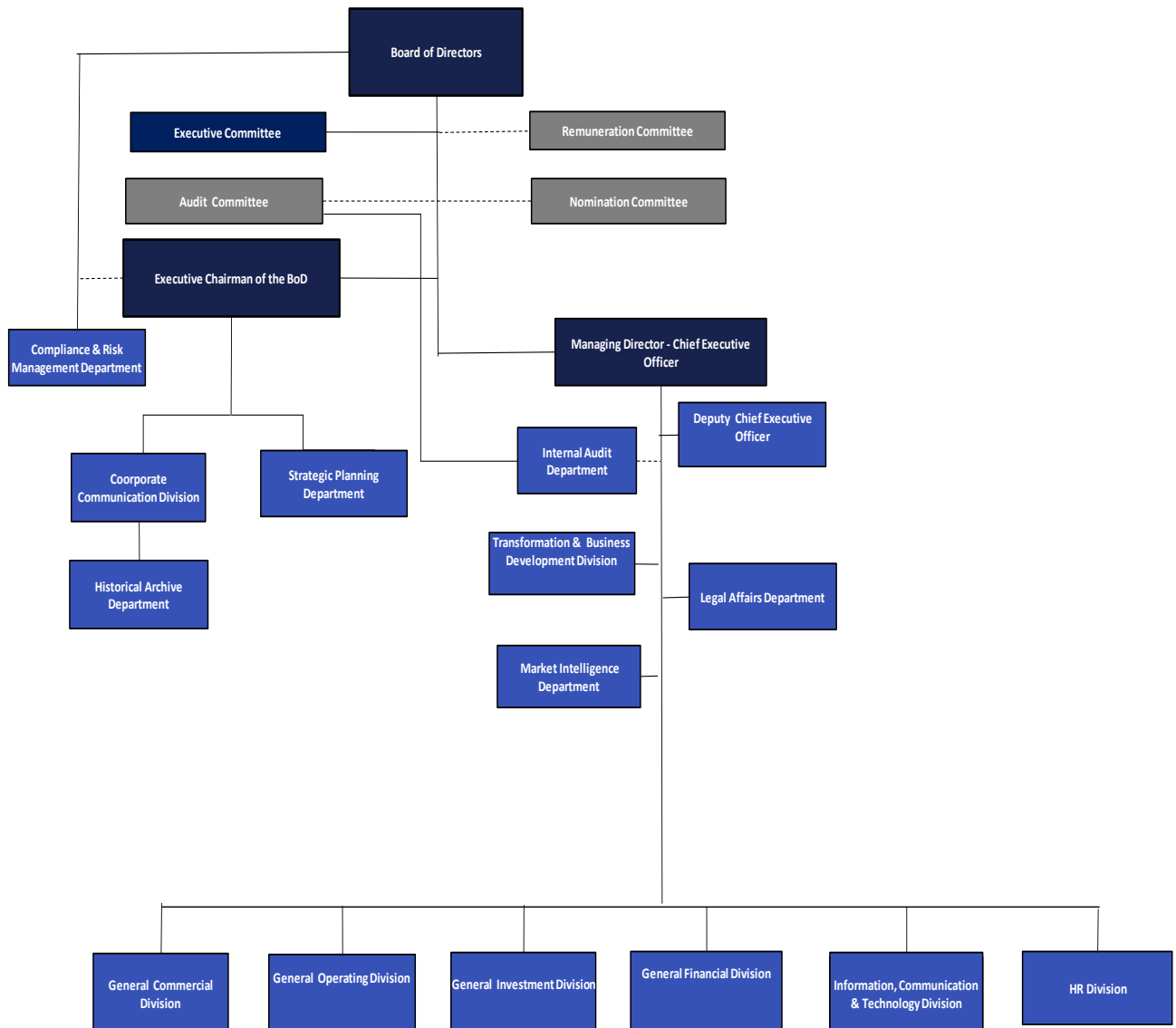
## **1.2 Approval and Amendment of the IOOR**

The Internal Organization and Operation Regulation is approved and amended by the BoD, while it enters into force automatically on the next day of its approval by the BoD.

Exceptionally, the changes in the organizational structure are approved and implemented immediately, in accordance with the applicable decision of the Board of Directors on the representation and delegation of its powers. These changes will be incorporated and reflected accordingly in the Internal Organization and Operation Regulation as soon as possible.

## 2. Organization chart of the company

Below is the Organization Chart of the Company, which reflects the basic structure of the Company, as well as the relationship of the Divisions between them and the Management.





### **3. ThPA SA General Meeting of the Shareholders**

The General Meeting of Shareholders is the highest body of the Company and is entitled to decide on every corporate case, in accordance with the provisions in force. Its decisions shall be binding upon all shareholders, including absent or dissenting shareholders.

The results of the voting of the General Meetings are published on the website of the Company within five (5) days from the date of the general meeting, establishing for each resolution at least the number of shares for which votes have been validly cast, the proportion of the share capital represented by those votes, the total number of votes validly cast as well as the number of votes cast in favour of and against each resolution and the number of abstentions.

The participation of the shareholders in the meetings and the effective exercise of their rights is supported and facilitated as much as possible, in particular through the full information and timely publication of the invitation of the General Meeting, which includes information at least regarding the date, place, proposed agenda and a precise description of the procedures for shareholder participation and voting.

To the extent that shareholders' questions on the agenda are not answered during the meeting, the Company has provided for a process for submitting the relevant answers monitored and implemented by the Department Investor Relations and Corporate Announcements.

The participation of shareholders is ensured through the provision of adequate and equal access to information. For the updating of the information to the shareholders but also, generally, for the communication with them on a regular basis, the Company uses its website, taking the appropriate measures for equal access of the shareholders to the disclosure of events.

To ensure a constructive dialogue between the Company and the shareholders, the Company has processes and tools (such as a communication platform) in order to meet the information obligations in accordance with the law.

### **4. Board of Directors**

The Board of Directors (BoD) is the governance body of ThPA SA that decides on every action concerning the management of the Company, the management of its assets and the general pursuit of its purpose. In the exercise of its functions, the Board of Directors focuses on the implementation of the corporate strategy of ThPA, the pursuit of its long-term goals, the strengthening of its operational and economic value and the safeguarding of all corporate interests.

Its size and composition reflect the size, scope and complexity of the activities and the shareholding structure of the Company. The composition of the Board of Directors reflects the knowledge, skills and experience required to exercise its responsibilities, in accordance with the business model and strategy of the Company.

The Company has a Suitability Policy of the members of the Board of Directors, which in its applicable updated form is posted on its website and includes the principles and criteria of the individual suitability of each member and the collective suitability of the Board of Directors as a whole.

The selection criteria of the members of the Board of Directors include the understanding and collective management of issues concerning the environment, social responsibility and ESG governance within the framework of the strategy established by the Board of Directors.

The members of the Board of Directors are divided into: a) executive, b) non-executive and c) independent non-executive. The Board of Directors operates on the basis of its Charter, which describe the manner in which it meets and makes decisions and the processes it follows, as well as the responsibilities and duties of each member, and its executive, non-executive and independent non-executive members separately, taking into account the relevant provisions of the Articles of Association and the entire regulatory framework governing the Company.

The members of the Board of Directors and every third person, to whom it has delegated powers, must in the exercise of their duties and responsibilities

- ✓ comply with the law, the Articles of Association and the legal decisions of the General Meeting,
- ✓ manage corporate affairs in order to promote the corporate interest,
- ✓ supervise the execution of the decisions of the Board of Directors and the General Meeting, and
- ✓ inform the other members of the Board of Directors about corporate affairs.

#### The Board of Directors

- defines and supervises the implementation of the corporate governance system and monitors and evaluates periodically every three (3) financial years its implementation and effectiveness, taking the appropriate action to address deficiencies.
- ensures the adequate and effective operation of the Internal Control System of the Company and, ensures that the functions that make up the Internal Control System are independent of the business sectors they control, that they have the appropriate financial and human resources and the powers for their effective operation, as required by their role.
- is responsible for
  - the definition of the values and the strategic orientation of the Company and the continuous monitoring of their observance,
  - the approval of the strategy and the business plan of the Company and the continuous monitoring of their implementation and the assurance of the existence of the necessary financial and human resources for their implementation,
  - the regular review of opportunities and risks in relation to the defined strategy, and the relevant measures taken to address them,
  - ensuring that the values and strategic planning of the Company are in line with the corporate culture, and that the values and purpose of the Company are translated and applied in practice and affect the practices, policies and behaviours within the Company at all levels. The BoD and the top management set the model of the characteristics and behaviours that shape the corporate culture and are an example of its implementation, while using tools and techniques that aim at integrating the desired culture in the systems and processes of the Company.
- ensures that the important stakeholders for the Company are identified, depending on its characteristics and strategy, and that their collective interests and how they interact with its strategy are understood.
  - ensures, where necessary, the achievement of corporate objectives and in accordance with the Company's strategy, for timely and open dialogue with stakeholders and uses different communication channels for each group of stakeholders, with a view to ensure flexibility and ease of understanding

stakeholders' mutual interests.

## **5. Executive Chairman of the Board of Directors**

The Board elects one of its Members as Executive Chairman. The Executive Chairman exercises the powers assigned to him by law, the Articles of Association and the in force decision of the BoD on the delegation of its competences. The BoD may appoint the same person as Executive Chairman and Chief Executive Officer.

The responsibilities of the Executive Chairman are described below:

The Executive Chairman of the Board of Directors coordinates and directs the meetings and the overall operation of the Board of Directors and the General Shareholders' Meetings. The Executive Chairman of the Board of Directors is responsible for convening the meetings of the Board of Directors, setting their agenda, ensuring the proper organization of the operations of the Board of Directors, but also for the efficient conduct of its meetings.

He promotes an open-spirit culture and constructive dialogue in the conduct of the works of the Board of Directors, facilitates and promotes the establishment of good and constructive relations between the members of the Board of Directors and the effective contribution to the operations of the Board of Directors of all non-executive members, ensuring the complete and adequate information of its members.

The Executive Chairman ensures that the Board of Directors as a whole has a satisfactory understanding of the views of the shareholders. The Executive Chairman of the Board of Directors ensures the effective communication with the shareholders with a view to ensuring the fair and equal treatment of their interests and the development of a constructive dialogue with them, in order to understand their positions. A main responsibility of the Executive Chairman may also be to ensure transparency in the decision-making process for the Company's shareholders, the Corporate governance (regulations, systematisation and improvement), Social responsibility (policy-implementation) and ESG Policy (Environment, Society, Governance).

## **6. Standing Committees of ThPA SA**

ThPA SA has the following standing committees: a) Audit Committee, b) Remuneration Committee, c) Nomination Committee, and d) Executive Committee. Each Committee operates in accordance with its Charter, which sets out in particular its role, the process of its fulfilment, as well as the process for convening and holding its meetings.

### **6.1. Audit Committee**

The Audit Committee consists of at least three (3) Members. Its type, composition, term of office, election/appointment of its members are defined in accordance with the provisions of Article 44 of Law 4449/2017, as in force, and in the Articles of Association of ThPA SA.

The Chairman of the Committee is appointed by its members and is independent of ThPA SA.

The Audit Committee, in particular:

- monitors the effectiveness of the operation of the internal control, quality assurance and risk management systems of the Company and, where appropriate, of its Internal Audit Department, regarding the financial information of the Company, without violating the independence of the department.
- informs the Company's Board of Directors on the outcome of the statutory audit and explains how the audit has contributed to the integrity of the financial information and what the role of the Audit Committee was in this process.
- monitors the financial information process and makes recommendations or proposals to ensure its integrity.
- oversees and monitors the independence of the chartered accountants or auditing firms and especially the adequacy of the provision of non-audit services to the Company.
- is responsible for the selection process of chartered accountants or audit firms and proposes the chartered accountants or audit firms to be appointed.
- submits an annual report to the General Meeting of Shareholders of ThPA SA, which includes also the description of the sustainable development followed by ThPA SA.
- prepares its Charter that is posted on the ThPA SA website.
- monitors the statutory audit of the annual & consolidated financial statements and, especially, its performance.
- receives from the head of the Internal Audit Department an annual audit plan and the requirements of the necessary resources, and the consequences of limiting the resources or the audit work of the unit in general. The annual audit plan is prepared based on the risk assessment of the Company, after taking into account the opinion of the Audit Committee.
- receives quarterly the reports prepared by the Internal Audit Department to the audited units with findings regarding the risks arising from their activity and suggestions for improvement, and the relevant views from the audited units and the agreed actions or acceptance of the risk of non-undertaking action by them.
- receives reports at least quarterly from the Internal Audit Department, which include the major issues identified through its activity and its proposals, which are presented and submitted by the Audit Committee together with its observations to the Board of Directors.

## **6.2. Remuneration Committee**

The Committee has at least three (3) members and consists of non-executive members of the Board of Directors. At least two (2) members are independent non-executive. Independent non-executive members constitute the majority of the Committee members.

An independent non-executive member shall be appointed Chairman of the Committee. When the Nominations Committee is separate from the Remuneration Committee, the chairman of the Remuneration Committee may not be the chairman of the Nomination Committee.

The Committee has a Charter, which sets out in particular its role, the process of its fulfillment, as well as the procedure for convening and holding its meetings. The Charter is posted on the Company's website.

The Remuneration Committee has the responsibilities to:

- advise and make proposals to the Board of Directors regarding the establishment of the remuneration policy of the Company that is submitted for approval to the General Shareholders' Meeting.
- make proposals to the Board of Directors regarding the remuneration of the persons who fall within the scope of the remuneration policy and regarding the remuneration of the Company's executives, in particular the head of the Internal Audit Department.
- examine the information contained in the final draft of the annual remuneration report, providing its opinion to the Board of Directors, before submitting the report to the General Shareholders' Meeting.
- oversee the implementation of the remuneration policy and submit a relevant report to the BoD.
- examine and submit proposals to the BoD regarding the overall importance of the variable (excluding salary) annual remuneration.
- examine the terms of employment of the members of the BoD and the executive management, including the terms of compensation if they leave the Company or their retirement packages.

The Committee shall use any resources it deems appropriate to fulfill its objectives, including the services of external consultants.

The Committee proposals are approved by the Board of Directors. In case the remuneration approval must, ex lege, be settled by the Company's shareholders, the relevant needs must be formulated by the Board of Directors based on the recommendation of the Committee to the Board of Directors.

### **6.3. Nominations Committee**

The Committee has at least three (3) members and consists of non-executive members of the Board of Directors. At least two (2) members are independent non-executive. Independent non-executive members constitute the majority of the Committee members.

An independent non-executive member shall be appointed Chairman of the Committee. When the Nomination Committee is separate from the Remuneration Committee, the Chairman of the Remuneration Committee may not be the Chairman of the Nomination Committee.

The Committee has its Charter, which set out in particular its role, the process of its fulfillment, as well as the procedure for convening and holding its meetings. The Charter is posted on the Company's website.

The Nominations Committee has the following responsibilities:

- Identifies and proposes to the Board of Directors persons suitable to acquire the status of member of the BoD and the Audit and Remuneration committees of the Company. For the selection of the candidates, the Committee takes into account the factors and criteria determined by ThPA SA in accordance with its Suitability Policy.
- assists the Board of Directors in ensuring at least once (1) a year that all members of the Board of Directors and the Audit and Remuneration Committees of the Company continue to meet the suitability criteria set out in the Suitability Policy of ThPA SA and the existing provisions, including that all independent non-executive members of the Board of Directors meet the conditions of independence.

- at least once (1) a year, in order to assist the Board of Directors in drafting the corporate governance statement of the latter, it prepares a report on the fulfillment of the criteria of the Suitability Policy by the members of the Board of Directors and of the Audit and Remuneration Committees mentioned above.
- supervises the observance and updating by the Secretariat of the BoD of the Archive of Solemn Declarations - Curriculum Vitae and Details of Candidates and Members of the Board of Directors.
- ensures the observance of the obligation of the Board of Directors to keep on the website of ThPA SA the updated CVs of each member of the Board of Directors during his (her) term.
- controls, develops and submits proposals for modification and improvement of the Suitability Policy of the BoD Members, if deemed appropriate, of the planning of succession of senior executives and holders of key positions of ThPA SA, of the policy of continuous education and training of members of the Board of Directors and senior executives.
- makes an assessment of the necessary time that each member of the BoD and the Committees must devote for the effective performance of his duties.
- transmits the culture and values of the Company to the new members of the Board of Directors.

Finally, it has the responsibility for each relevant goal and task assigned to it by the Board of Directors (e.g. identification and proposal to the Board of Directors of persons suitable for occupying key positions in ThPA SA).

The Committee shall use any resources it deems appropriate to fulfill its objectives, including the services of external consultants.

#### **6.4. Executive Committee**

The Executive Committee has been set up by the Board of Directors and has been assigned part of its responsibilities, in order to assist it in the management of the day-to-day operations of the ThPA, in its capacity as an active governing body.

Its composition and responsibilities are regulated and amended each time by the applicable decision of the Board of Directors on the representation of ThPA and the delegation of its powers.

The operation of the Executive Committee is carried out in accordance with its Charter.

The Committee operates within the Company, supports and advises all the other bodies of the Company in the exercise of their duties and takes decisions on matters, which are assigned to it by the Board of Directors.

#### **7. Internal Control System (ICS)**

The Internal Control System aims at the consistent implementation of the business strategy, the efficient use of available resources, the identification and management of essential risks associated with its business and operation, ensuring the completeness and reliability of data and information on the financial

state of the Company and compliance with the regulatory and legislative framework, as well as the Internal Organization and Operation Regulation of the Company.

The Internal Control System sets out all the internal control mechanisms and procedures that include risk management, internal audit, and regulatory compliance, which cover on an ongoing basis every activity of the Company and contribute to its safe and effective operation.

In particular, the Internal Control System:

- has the appropriate infrastructure to ensure an effective corporate governance.
- follows a systematic approach to identify, evaluate and prioritize the key risks, both actual and future, to which the Company may be exposed and which may affect the achievement of its strategic objectives, and defines the acceptable level of risk of the Company.
- prepares and implements action plans for the effective management of identified risks, in accordance with the acceptable level of risk of the Company.
- develops and implements effective internal control mechanisms, which ensure:
  - ✓ efficient and effective conduct of the Company's operations,
  - ✓ provision of reliable financial information and reports,
  - ✓ compliance with the regulations of all competent authorities and the provisions of the relevant legal framework.
- has reasonable assurance procedures in place to identify deficiencies in the internal control system and take corrective action.
- develops and implements appropriate policies and procedures for the control and comprehensive management of the prevention of illegal acts.
- ensures that all its staff members, subcontractors and suppliers are aware of the Company's obligations to regulatory authorities, to the extent necessary.

The implementation and effectiveness of the Internal Control System is evaluated at least every three (3) financial years, in accordance with the relevant Policy and Procedure of the Company.

## **7.1. Internal Audit Department**

The Internal Audit Department is an independent organizational unit that reports functionally to the Audit Committee and administratively to the Chief Executive Officer. The mission of the Internal Audit Department is to provide an independent, objective and risk-based assurance and consulting services, designed to enhance and protect organizational value.

The Internal Audit Department (I.A.D.) has and implements internal regulation operation, which is approved by the Board of Directors, following a proposal by the Audit Committee. The number of internal auditors of the I.A.D. must be proportional to the size of the Company, the number of its employees, the locations where it operates, the number of operating and back-office units and the audited entities in general.

The Internal Audit Department is responsible indicatively for the following:



- Evaluation of the adequacy and effectiveness of risk management and regulatory compliance processes, corporate governance, internal control and quality assurance systems, designed and implemented to ensure that:
  - Risks are identified and managed adequately.
  - There is an effective coordination and interaction with the various governance bodies.
  - Information used for decision-making is reliable, accurate and valid.
  - Staff acts in compliance with the Management policies, standards and procedures, the applicable laws and regulations.
  - The Company resources are obtained and used in an efficient and economical way.
  - The Company assets are protected adequately.
  - The objectives and action plans of the Company are achieved.
  - The commitments contained in the Company's prospectuses and business plans regarding the use of funds raised from regulated markets are complied with.
- Implementation of the Company's Internal Rules of Operations, in particular as to the adequacy and correctness of the financial and non-financial information, risk management, regulatory compliance and the corporate governance code adopted by the Company,
- Informing the Audit Committee and Management about the results of the audits, the respective recommendations made and the final comments of those involved in the audited activities.
- Evaluation of the actions taken regarding the implementation of the recommendations to address the audit issues that have been identified and notified at the Company Management.

The Head of the Department attends the Company's General Meeting of Shareholders.

The main activities of the Department are to:

- Review the effectiveness and efficiency of the Internal Control System and informs the Audit Committee.
- Inform in writing the Audit Committee at least once per quarter about the audits performed (progress of work, deviations from the audit plan, main observations etc.).
- Inform the Audit Committee and Management on issues that come to its attention either during the audit work or from other sources and require further investigation by specialized researchers.
- Inform the Audit Committee about any cases of conflict of interests of the Department officers, or cases that affect their objective judgment during the exercise of their duties.
- Report to the Audit Committee cases of undisclosed conflict of private interests of the members of the Board of Directors or the executives of the Company with the interests of the Company, that were identified during the audit work.
- Inform the Audit Committee about any imposition of a restriction (e.g. restriction on the audit areas, problems in the provision of data during audit, etc.) and the consequences that such imposition may have.
- Develop an Annual Audit Plan and the requirements of the necessary resources and implements it. The Annual Audit Plan is prepared based on the risk assessment carried out for this purpose at least once a year, taking into account the risk assessment carried out by the Company and the opinion of the Audit Committee. The Annual Audit Plan, after examination by the Audit Committee, is approved by the Board of Directors.
- Collaborate and coordinate its work with other units of the Company that have similar assurance objectives, in order to cover all areas of audit interest effectively and efficiently, without overlapping efforts.
- Confirm the validity of information and data in computer systems.



- Determine the effectiveness and efficiency of the Company's information technology and security systems.
- Take into account the results of the audit work of External Auditors, service providers or Supervising Bodies, in order to meet the Company assurance needs efficiently and effectively.
- Provide to the competent Company Managers analyses, evaluations, recommendations, advice and information regarding the audited areas.
- Inform the Audit Committee and the Management about the results of the audits carried out, the identified weaknesses in the operation of the internal control system, the relevant recommendations made, and the final comments of those involved in the audited activities.
- Keep an archive with the Internal Audit Reports and the supporting data collected during the audits.
- Monitor the timely and effective implementation of recommendations.
- Inform the Board of Directors about the current regulatory framework and the international standards regarding Internal Audit.
- Provide consulting services to the Company, based on the ability of these projects to improve risk management, add value and improve the operations of the Company, and provided that their nature does not interfere with the objectivity of the Department.
- Develop procedures for the continuous monitoring and periodic evaluation of the adequacy, effectiveness and performance of the Department, aiming at ensuring continuous improvement and compliance with the International Professional Practices Framework of Internal Auditing, the legislation and the approved policies and procedures. Subsequently, to inform the Board of Directors about the results of the evaluations.

## **7.2. Regulatory Compliance and Risk Management Department**

The Regulatory Compliance and Risk Management Department is functionally reports to an independent non-executive member of the Board of Directors and administratively to the Executive Chairman of the Board.

The scope of the Risk Management and Regulatory Compliance Department of the Company is:

- (a) ensuring the Company's adoption of a clearly defined position and a clearly defined risk-taking framework, which is in line with its business strategy, objectives, and values, as well as the Management's support in making strategic decisions by identifying, evaluating, communicating and addressing related corporate risks and, in addition,
- (b) ensuring the implementation of the applicable regulatory framework, as well as the design, formulation and implementation of appropriate policies, regulations and procedures of the Company in accordance with the above-mentioned applicable regulatory framework.

In particular, the Department has the following responsibilities:

### **(a) Risk Management:**

- (1) The design and formulation of the strategy of taking any kind of risks according to the business strategy, the goals, and the values of the Company.
- (2) The design, formulation and drafting of policies, regulations and manuals of procedures governing the Company's risk management.

- (3) The definition of the principles that should govern the management of risks in terms of their identification, prediction, measurement, monitoring, control and management, in accordance with the applicable business strategy and the adequacy of available resources.
- (4) Determining the type, quantity, form and frequency of information to be received on risk issues.
- (5) The care for the development of internal risk management system and its integration in the business decision-making process across the Company's activities.
- (6) The monitoring of the adequacy and effectiveness of the Company's risk management and, in particular, the compliance with the defined level of risk tolerance and the adequacy of the limits in relation to the amount and form of the risks undertaken.
- (7) The information of the Board of Directors on the major risks undertaken by the Company, the monitoring and the confirmation of their effective treatment.
- (8) The review of the current framework and the approval of its amendments, in cases where the modification of the approved risk-taking disposition is requested.
- (9) The submission every three (3) months of a report to the Board of Directors on the adequacy and correctness of the Company's risk management, the possible shortcomings and weaknesses that occur and the consequences that may have, as well as its proposals regarding the best and appropriate relevant response measures.
- (10) The design of the appropriate internal environment, in order to ensure that every executive and employee understands the nature of the risks associated with his activities in the performance of his duties, recognizes the need to deal effectively and promptly with them and facilitates the implementation of internal audit procedures set by the Company's Management.
- (11) The identification of deficiencies, inability to implement the Company's risk management strategy or deviations regarding its implementation, and the submission of proposals and suggestion of corrective actions to the Board of Directors.
- (12) The identification of existing and potential risks that relate to the Company's activities and may affect the achievement of its goals and objectives, their evaluation, and the Company's risk register.
- (13) The cooperation with the other organizational units of the Internal Control System (ICS) for the purpose of ensuring the safe and efficient operation of the Company and, in particular, a successful risk management.
- (14) Keeping a file, in which the following are recorded:
  - (a) the reports to the Board of Directors of the Company,
  - (b) the risk register, and
  - (c) any other element of the Company's activity, which is deemed appropriate.

**(b) Regulatory Compliance:**

- (1) The continuous monitoring of the institutional and legislative framework, the standards and codes of conduct that refer to the operation of the Company and the corporate governance rules that govern the organization, operation, management and control of the Company.
- (2) The planning and formulation of policies, regulations and manuals of procedures governing the organization, operation, management and control of the Company. Indicatively, regarding Regulatory Compliance cooperation is reduced with the competent units of the Company for the design and formulation, on a case by case basis, of the policies, regulations and manuals of procedures regarding:
  - (a) The suitability of the members of the Board of Directors of the Company.
  - (b) The recruitment of senior executives of the Company and the evaluation of their performance.

- (c) The compliance of persons with managerial duties and persons with close links with them with the Market Abuse Regulation - EU 596/2014.
  - (d) The notification of any dependent relations of the independent non-executive members of the Board of Directors and the persons who have close ties with them.
  - (e) Compliance with the obligations arising from the current legislation on related party transactions.
  - (f) The prevention and treatment of situations of interest.
  - (g) The management of privileged information and the proper information of the public, in accordance with the Market Abuse Regulation - EU 596/2014.
  - (h) The periodic evaluation of the Company's Internal Control System (ICS).
  - (i) The periodic evaluation of the implementation of the provisions on corporate governance.
  - (j) The training of the members of the Board of Directors, the executives and the other executives of the Company.
  - (k) The sustainable development of the Company.
  - (l) The salaries of the members of the Board of Directors, the executives and other executives of the Company, as they are specified in the provision of article 110 of Law 4548/2018.
  - (m) The selection of candidates for the acquisition of the status of member of the Board of Directors of the Company.
  - (n) The service of the Company's shareholders and the implementation of corporate announcements.
- (3) The design, formulation and drafting of the policies, regulations and manuals of procedures governing the regulatory compliance of the Company.
- (4) Ensuring the organization and operation of the Company in accordance with the applicable regulatory framework, but also in accordance with its policies, regulations and manuals of procedures.
- (5) Ensuring compliance with the deadlines for the fulfilment of any obligation related to the Company's compliance with the applicable regulatory framework, as well as its policies, regulations and manuals of procedures.
- (6) The design, formulation and implementation of a system of remote control of the compliance of the Company's business unit's daily activity with the applicable regulatory framework, but also in accordance with its policies, regulations and manuals of procedures.
- (7) The design, formulation and conduct of on-site inspections regarding the compliance of the Company's business units with the applicable regulatory framework, but also in accordance with its policies, regulations and manuals of procedures.
- (8) The continuous monitoring of the changes of the legislative and regulatory framework and the timely evaluation of their effects on the organization, the operation, the administration and the control of the Company.
- (9) The identification and evaluation of the risks arising from the non-compliance of the Company in the current institutional and legal framework, and the consequences that the non-compliance brings to the Company (eg imposition of sanctions, financial loss, loss of goodwill).
- (10) The identification and evaluation of risks arising from the development of new services or products and the adoption of new practices of organization, operation, management and control of the Company, as well as the consequences for the Company of their non-compliance with the current regulatory framework, but also with its policies, regulations and manuals of procedures.
- (11) Ensuring the compliance of new services or products and new practices of organization, operation, management and control of the Company with the applicable regulatory framework, but also with its policies, regulations and manuals of procedures.

(12) The configuration of a culture and mentality of regulatory compliance to the members of the Board of Directors, the executives, the other executives and to the entire staff of the Company.

(13) Information to the members of the Board of Directors, the executives, the other executives and the entire staff of the Company about the current legal and regulatory framework, as well as the relevant training of the persons involved in the internal audit, risk management, regulatory compliance and information systems.

(14) The drafting of the annual action plan - compliance plan of the Company, which is approved by the Board of Directors and specifies the ways of updating:

- (a) monitoring the institutional and legislative framework,
- (b) ensuring the organization and operation of the Company in accordance with the applicable regulatory framework,
- (c) the operation of the system of remote and on-site inspections regarding the regulatory compliance of the Company,
- (d) the configuration of a culture and mentality of regulatory compliance, as well as the information and training of the members of the Board of Directors, the executives, the other executives and the entire staff of the Company.

(15) The submission every three (3) months of a report to the Board of Directors regarding the Company's compliance with the applicable regulatory framework, but also in accordance with its policies, regulations and manuals of procedures, any deficiencies that arise and the risks they may pose and its proposals for taking the best and appropriate relevant measures.

(16) The identification of deficiencies related to the compliance of any business unit of the Company and the submission at any time of a relevant compliance report, which is notified to the Board of Directors and includes the appropriate measures to manage, address or reduce deficiencies and the risks they may entail.

(17) The cooperation with the other organizational units of the Internal Control System (ICS) for the purpose of ensuring the safe and efficient operation of the Company and, in particular, a successful risk compliance

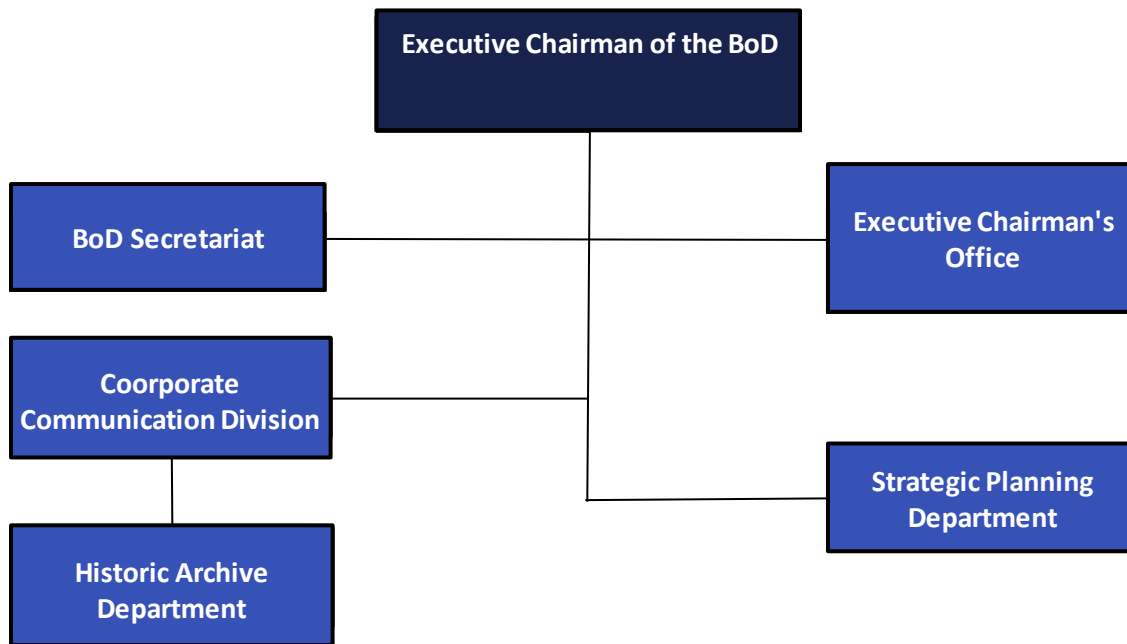
(18) The cooperation with the supervisory authorities, national and European, regarding the regulatory compliance of the Company.

(19) Keeping a file, in which the following are recorded:

- (a) the annual action plans - compliance plans of the Company,
- (b) regular reports to the Internal Audit Unit and the Board of Directors,
- (c) the compliance reports to the Company 's business units, and
- (d) all the documents addressed to it or communicated to it respectively to and by the Company's business units or by supervisory authorities, national and European, regarding the regulatory compliance of the Company.

## 8. Structure of Divisions and description of responsibilities

### 8.1. Chairman of the BoD



#### 8.1.1. Executive Chairman's Office

The organizational, administrative and supportive services of the Office of the Executive Chairman of the Board assist the Executive Chairman of the Board in fulfilling his duties and responsibilities.

Office competencies and obligations indicatively include:

- Evaluation, archiving and preparation of correspondence.
- Confidential protocol and sensitive information management
- Agenda management for the Executive Chairman of the Board
- Management and keeping of a complete office filing system
- Monitoring of the available resources and Budget of Executive Chairman's Office
- Reporting, drafting of letters, decisions, presentations etc. coordination and collaboration between departments of the company for the necessary actions of the Management to achieve its objectives.
- Close cooperation and continuous communication with the Executive Management to achieve corporate goals.
- Monitoring progress of works, progress reports and information notes preparation, based on the respective schedules.
- Information retrieval from relevant sources through research, study of issues and collection of the necessary data to provide appropriate information.

- Communication management with the General Government and the whole public sector, Embassies, Associations, Organizations and Institutions, both in Greece and in targeted countries
- Office overall communications and ceremonial duties management for the Executive Chairman of the Board
- Coordination and supervision of public appearances and travel planning, including external guests and their travel and accommodation.
- Coordination, preparation and supervision of meetings, conferences, official visits in the presence of the Executive Chairman of the Board and top Management
- Coordination and support of works for the Board of Directors and General Assembly
- Immediate responding, ensuring the horizontal cooperation between Company's Executive Departments for crisis management

### **8.1.2. Secretariat of the Board of Directors**

The Board of Directors is supported by a competent, specialized and experienced corporate secretariat in order to comply with internal procedures and policies, relevant laws and regulations and to operate efficiently and effectively.

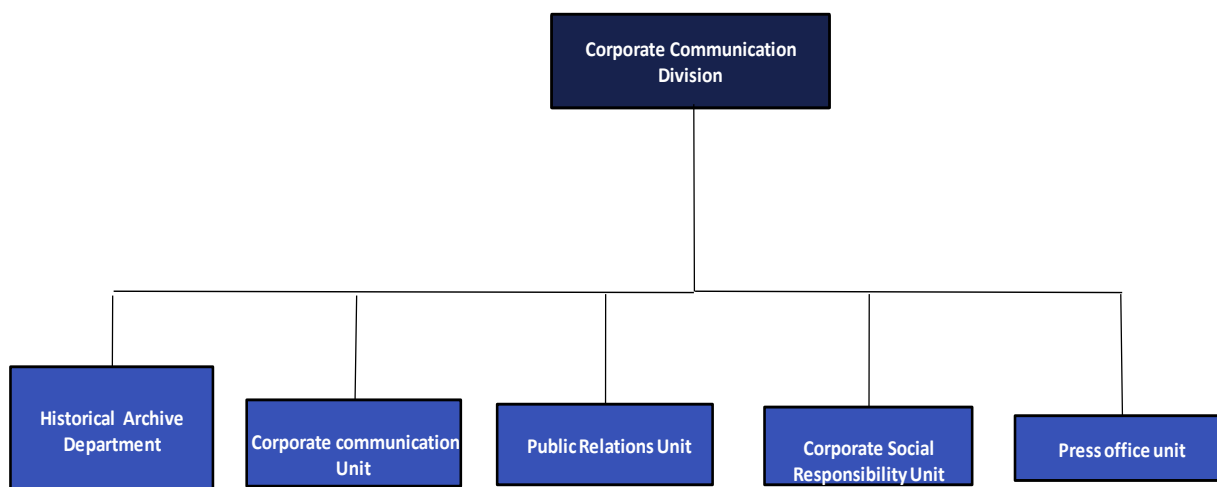
The corporate secretariat is responsible, in consultation with the Chairman of the Board, for ensuring direct, clear and complete information of the Board of Directors, the inclusion of new members, the organization of General Meetings, the facilitation of shareholders communication with the Board of Directors and the facilitation of communication of the Board of Directors with the top executives.

The Secretariat of the BoD has the following responsibilities:

- Monitoring the issues that concern the whole process of the meetings of the Board of Directors and the General Meetings of the Company.
- Ensure the preparation and sending of the agenda of the Board of Directors as well as for the distribution of the supporting material that concerns the meetings of the BoD.
- Transcription and Keeping the minutes with the assistance of recording by observing the conditions set by the law, as well as drafting the decisions of the Board of Directors and the General Meeting.
- Secretarial support of the Board of Directors and the General Meetings of the Company.
- Ensuring the registration in GEMI, etc., of the decisions of the Board of Directors and the General Meeting that are submitted to the public, in accordance with the current legislation.
- Ensure the preparation and sending of the agenda of the Executive Committee as well as the distribution of the supporting material that concerns the meetings of the Executive Committee.
- Observance of the minutes and drafting of the decisions of the Executive Committee.
- Coordination and monitoring of committee meetings, drafting of minutes and monitoring of pending issues, in consultation with the Office of the Chairman of the BoD.
- Keeping a special book, which can also be kept electronically, in which the discussions and the decisions of the Board of Directors are recorded.
- Keeping a file of signed minutes of the Management bodies,
- Keeping a record of the minutes of the General Meeting with the Statements and Reports that accompany it and contracts that continue with the holding of the General Meetings or meetings of the Board of Directors and its Committees,
- Observance of minutes of the Board of Directors Committees

- Keeping a “File of BoD Members ”which can also be electronic
- recording of participation in meetings of the Board of Directors and its committees per member
- providing any support work during the meetings of the Board of Directors and its Committees
- any other responsibility assigned to it by the General Meeting, the Board of Directors or its committees.

### 8.1.3. Corporate Communication Division.



The Director of the Corporate Communications, Public Relations and Corporate Social Responsibility Division has in his/her responsibility, indicatively (i) the shaping and management of the Corporate image and the reputation of the Company with all stakeholders with which relationships of trust are established, (ii) the establishment of objectives and the creation of the action plan for the main pillars of Corporate Social Responsibility to maximize the competitive advantages of the Company, (iii) the development of the strategic communications plan domestically and internationally in collaboration with Management, (iv) ensuring effective communication with all stakeholders, (v) the enhancement and promotion of the Company in markets, events, conferences, etc., (v) the collection and continuous enrichment, management, organization, recording, description and maintenance of the historical archive at the Archives of ThPA S.A. based on international and Greek archival standards and its digitization.

In this context, the following are the individual department and units of the Division:

#### 8.1.3.1. Historical Archive Department

- The collection and continuous enrichment, management, organization, recording, description and maintenance of the historical archive at the Archives of ThPA SA based on international and Greek archival standards.



- The responsibility of the design and implementation of the digitization of the archival paper material and the construction and maintenance of a digital platform and website with integrated digitized archival material.
- The organization of work and the coordination of employees.
- The provision of physical or electronic/digital access to the historical archive.
- The communication with the management and the other departments of ThPA S.A.
- The communication with other relevant bodies (GAK, PIOP, ELIA, EAE, AEI etc.).
- The budget of the Department.
- The production of texts, albums, publications etc. on the subject of archival material or the history of the port.
- The organization, co-organization or participation in events, exhibitions, screenings, conferences on the archival material or the history of the port.

### **8.1.3.2. Corporate Communication Unit**

- The development, formulation and effective management of the communication strategy.
- The enhancement, promotion and protection of the reputation and image of the Company to all stakeholders such as e.g. the staff, national and international public and private bodies, consular authorities, chambers, associations, Media etc.
- The creation of a crisis manual for the Company and its implementation when deemed necessary.
- The proposal of the strategic communication and publicity plan (media plan, social media plan, campaigns, etc.) of the Company and the planning, organization and monitoring of the individual actions required for its implementation, according to the objectives set by Management.
- The coordination, supervision and organization of the communication material (creative advertisements, booth design, corporate videos, corporate brochures, banners, customized gifts etc.),.
- The copywriting, layout and correct wording of the content of the Corporate website, in collaboration with all the individual departments, in order to be in line with the respective communication and promotion objectives.
- The strategy and support of the organization for all events of the Company, as well as the participation of the Company in events in Greece and abroad, for the promotion of the activities of ThPA S.A.
- The assurance of the correct representation of any kind of information that is published both inside and outside the Company.
- The management of the official pages and channels of the Company on social media and the creation of same new, based on the current communication plan and the needs of the Company.
- The copywrite, preparation and supervision of the publication of any kind of promotional material (printed & digital) that concerns public information and the promotion of ThPA S.A. activities both in the internal and external environment of the Company (corporate brochures, books of internal regulations, site and buildings signage, advertisements, printed and digital advertising banners, web applications, corporate videos, photographs of facilities / equipment of ThPA S.A. etc.,).
- The close and continuous cooperation with all the individual departments for issues of announcements and updates either to the internal or external environment of the Company.



- The responsibility for the management of the communication and the sending of advertising material, (text for articles/interviews, printed and digital banners, advertisements etc.,) in Greek and international media.

### **8.1.3.3. Public Relations Unit**

- The communication, strategy and content with institutional representatives.
- The coordination and/or attendance of courtesy visits to/from representatives of Authorities Entities, Chambers, Diplomatic Representatives etc.,
- The copywrite, coordination, organization and handling of all Corporate events.
- The filing of digital photographic records from events, conferences, exhibitions, and visits in and its use to achieve the goals of the Company.
- The responsibility for monitoring of production and the supply of corporate gifts for the needs of ThPA S.A.
- The relevant communication, promotion and monitoring of all procedures concerning signage of Memorandums of Understanding with ThPA S.A. Stakeholders.
- The preservation and the development of constructive relations of mutual trust between ThPA S.A. and entities, authorities, partners, other institutions, local society and employees.
- The representation of the Company in meetings and events of bodies, trade associations, chambers, institutions etc., in accordance with current Management decision.
- The organization and implementation of actions that enhance public relations and Corporate promotion in Greece and abroad.
- The organization, supervision and hosting of individual events during the participation of ThPA S.A. in national/international exhibitions.
- The management, organization and coordination of visits/guided tours to pupils/students of all levels from educational institutions in Greece and abroad, at the facilities of ThPA S.A.
- The organization and supervision of the distribution and/or preparation of invitations in events that ThPA S.A. participates and/or hosts.
- The coordination of protocol and etiquette, to maintain and strengthen relations between the Company and its Stakeholders.
- The management of the annual subscriptions/registrations of the Company, as a member in Institutions, Chambers, Associations, Bodies, Magazines/Newspapers etc., and the keeping of a relevant updated record.
- The maintaining of an updated record and passwords, of all types of fee-paying subscriptions/registrations of ThPA S.A., e.g., Union of Listed Companies, informative portals etc.,

### **8.1.3.4. Corporate Social Responsibility**

- The preparation and implementation of the Company's Corporate Social Responsibility strategic plan.
- The planning, organization, monitoring and execution of the individual actions required for the implementation and the application of the Company's Corporate Social Responsibility strategic plan based on the objectives of the Company including donations and sponsorships.

- The coordination with the individual Divisions, Departments, Offices for the collection of information required for the preparation of the annual ThPA S.A. Sustainability Report in Greek and English, as well as the editing for its preparation and publication.
- The development, and/or modification/update of the Company's Corporate Social Responsibility policies.
- The dissemination of the Company's messages/commitments in the context of Corporate Social Responsibility and the awareness for such issues in the internal or external environment of the Company.
- In the context of Corporate Social Responsibility, the evaluation and final approval/rejection of requests for free concessions, free photo and video shootings within the port facility.

#### **8.1.3.5. Press Office Unit**

- The preparation and the sending of Press Releases and announcements to the Media, to inform and promote developments regarding the implementation of the investment plan of ThPA S.A., the participation in Conferences/Events, Distinctions or Awards.
- The responsibility for the updating of the website of ThPA S.A. with the addition of the new Press Releases sent to the media in Greek and English.
- The responsibility for the posting of audiovisual material concerning the participation of the Company and/or its Executives in conferences/events exhibitions, etc., on the website of ThPA S.A.
- The management and responsibility for posting and updating official websites and channels of the Company in social media (for example LinkedIn).
- The copywrite of articles, interviews for publication in both traditional and digital media.
- The planning, coordination, supervision, and participation in organizing Press Conferences regarding the actions of the Company.
- The daily monitoring of news publications, broadcasts and reports on ThPA S.A. in media (printed, digital, social media), in order to inform Management and draft relevant answers, as needed.
- The creation and the preservation of open communication channels of ThPA S.A. with journalists and media representatives in local, national and international level.

#### **8.1.4. Strategic Planning Department**

The Strategic Planning Department supports the Management in the planning and implementation of the entire business strategy of the company. Conducts research and analyses data to document and support the company's decisions.

The Department of Strategic Planning has indicatively the following responsibilities:

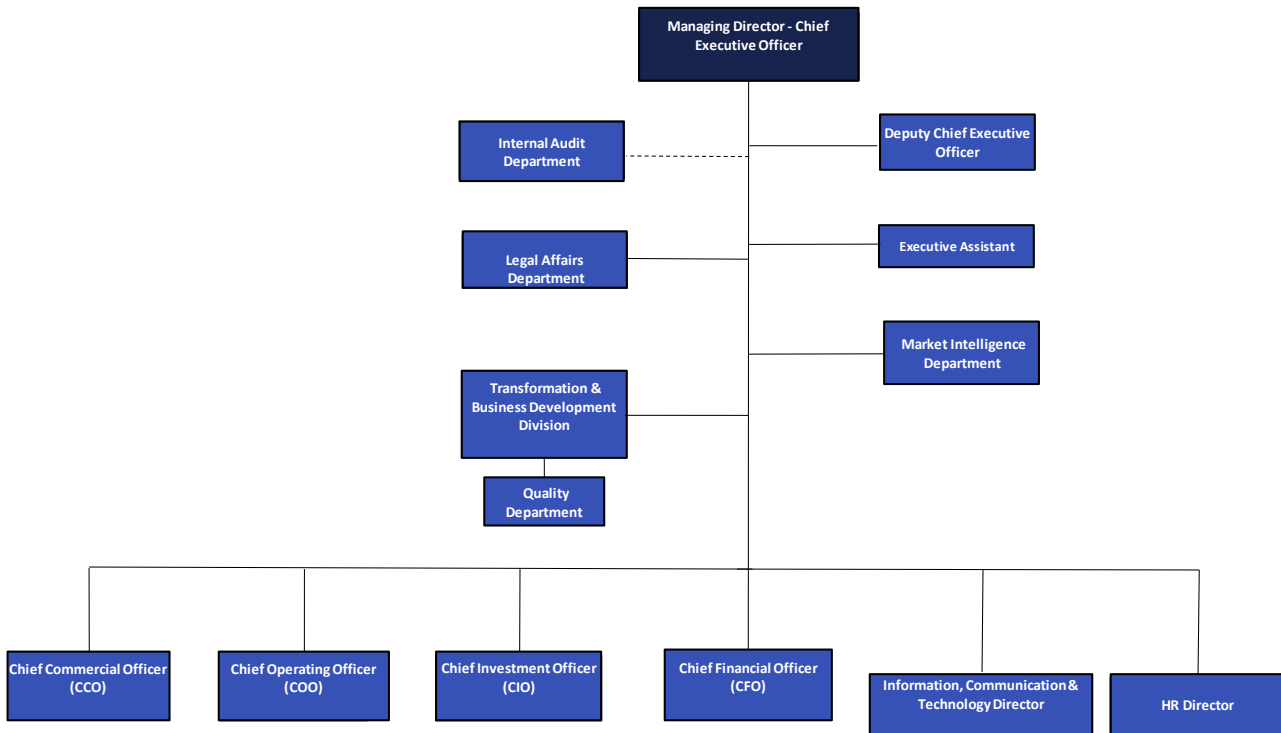
- Provides support for the definition by the Management of the corporate vision, the corporate mission, as well as the strategic goals.
- Provides support for significant changes (eg change of strategy, mergers and acquisitions).
- In collaboration with the Management, prepares the annual key Business Objectives.
- Monitors and supervises major development projects and strategic investments.

- Reviews / improves the strategic goals of the company and always in line with the needs and developments of the industry and the global market.

The work of the Department aims at designing the strategy of the company, which will lead the company to the realization of the vision of its management, using the tools and capabilities provided but also developing skills and organizational standards to seize opportunities and aim for faster development. The elaboration of the strategic development plan indicatively includes:

- The actual recording of the internal environment of the company (recording of the structure and available resources, analysis of investments, market statistics).
- The analysis and evaluation of the design, organization and operation of the business.
- The detailed recording of the external environment of the company (analysis of the industry and competition).
- The recording of market conditions in Greece and abroad (market conditions etc).
- The identification of strengths and weaknesses, opportunities and threats.
- Defining and recording the goals and vision of the company at least over a three-year horizon.
- The formation of the framework for cooperation with key strategic partners (shipping companies, logistics and transport companies, financial partners, academic and training partners, innovation partners, etc.)
- The selection of appropriate actions and tools to achieve the goals.
- The organizational preparation in order for the company to respond to the development and the needs that will arise from the implementation of its objectives.
- The elaboration of an action plan and alternative development scenarios.
- The evaluation of alternative scenarios.
- The preparation of forecasts and the recording of results.
- The selection and finalization of the action plan (action plan).
- The recording and planning of evaluation and monitoring procedures of the action plan.

## 8.2. Managing Director – Chief Executive Officer



The Managing Director – Chief Executive Officer is a member of the Company's Board of Directors

The Managing Director – Chief Executive Officer is assigned by the Board of Directors, during its constituent sitting, full management and representative power.

The Managing Director - Chief Executive Officer sets the vision and the mission of the Organization, sets the goals, determines the business plan and budget. Upon their approval by the Board of Directors, ensures and leads the Company management team towards their execution. Ensures Board of Directors and any other relevant stakeholder is kept duly updated about the state of the company and main relevant actions and decisions.

Develops policies and sets guidelines, subject to the Board of Director's decision. Moreover, he/ she has the overall supervision, management and administration of the company including the implementation of Board decisions relating to commercial, operational, and business development and the overall strategy of THPA SA. Liaising with Port authorities and other government agencies in connection with the development and operation of the Port.

Develops high quality business strategies and plans, ensuring that they are in line with short-and long-term goals. Supervises all operations and business activities, to ensure the smooth, orderly, and efficient operation of the company, in accordance with the strategic objectives, business plans and action plan, as defined by the decisions of the Board of Directors and the General Meeting of the Shareholders

### 8.2.1. Executive Assistant

The EA general role is to facilitate, coordinate, be aware and make others aware throughout the organization, of the priorities and coordination matters for the day and the weeks forward. His/her role is, although not limited to, organize and prioritize critical issues and required information for the MD-CEO, to facilitate efficient decision making and focus on the strategic goals of the company. His/her contribution, in facilitating the excellent communication flow is vital. He/she possesses, an excellent understanding and awareness of the company's rules, public relations skills, stakeholder management.

The responsibilities of the Executive Assistant indicatively are the following:

- Management of MD- CEO's calendar, prioritization of time and schedule
- Provision of administrative assistance (drafting / editing emails/ preparing communications of MD-CEO's behalf)
- Handling correspondence directed to Top Management/ Managers
- Represents the MD-CEO in meetings when requested, emails with internal and external stakeholders
- Attend Executive Meetings (Internal Committees/ Boards)
- Maintain database and looking for ways to improve current systems
- Review and Support of the MD – CEO's internal & external communications
- Support MD- CEO's daily issues
- Point of contact with the company's employees and other stakeholders
- Meeting preparation and Follow-ups
- Monitoring of information flow
- Facilitation of internal communication
- Support MD- CEO's external responsibilities (membership in external organizations/ events/ conferences)
- Coordination of travel arrangements
- Sharing part of the business burden, such as but not limited to handling of mails, documents preparations, recommendations, advises, gathering of coordinated info
- Provide coordination within the boundaries of the assigned tasks
- Translations and general secretariat matters
- MD- CEO's general living help coordination

### 8.2.2. Legal Services Department

The responsibilities of the Legal Services Department indicatively are the following:

- Opinion on any legal question raised by the Management.
- Opinion on any legal question concerning the interpretation and application of the laws, the Articles of Association and the Regulations, Circulars and Instructions that are directly related to the Company.
- Provision of any other legal service assigned to it by the competent bodies of the Management.
- Legal elaboration of draft laws, presidential decrees and regulations proposed by the Company.

- Editing of suggestions for the appropriate amendments or supplements of the legislation and Regulations, concerning the Company
- Legal processing of contracts, tender notices, etc.
- Monitoring of the relevant Greek, European and international legislation and jurisprudence concerning the Company.
- Update of the law library.
- Legal assistance during the meetings of the Management bodies of the Company and the General Meeting and the Committees of the Company
- Provision of legal advice to the Management.
- Keeping a record of his opinions.
- Legal processing of all types of company contracts.
- Defending the interests of the Company in all courts and Authorities of any jurisdiction.
- Conducting and monitoring the proceedings of trials and generally defending the interests of the Company in courts and authorities.
- Defending the interests of the Company out of court, following the provision of the facts by the competent Authorities.
- Keeping files for court cases and in general the record of legal cases of the Company.
- Preparation and legal support of the Company in the trials conducted in the European Courts.
- Keeping book of trials and case files.
- Support for the forced collection of the Company's receivables and conduct of the trials that arise during the execution.
- Informing the competent Department on a case-by-case basis for the timely restoration of the damages in the premises and the facilities of its competence.
- Cooperation and supervision of the external consultants and associates of the company.
- Receipt of the submitted complaints of customers or suppliers and their examination, in collaboration with the competent Units and the review of the answers, keeping a relevant file.

### **8.2.3. Market Intelligence Department**

The purpose of the Market Intelligence department is to influence strategical and investments' related decisions, hence, help Company grow in terms of revenues and profits. In addition, provide leads to commercial, marketing and communication activities of the company with the data, data analysis and market reviews to reach better results.

Indicatively, it is responsible for the systematic monitoring of information sources, the collection of market information and the conduct of analysis. Has an active role in decision making for business development.

### **8.2.4. Transformation & Business Development Division**

The Director of Transformation & Business Development has the responsibility to evaluate and implement methods to improve the performance and results of the company, supports processes related to opportunities for revenue improvement and cost factors, etc. Manages the implementation of initiatives and operational models to improve business performance and results.

The Transformation & Business Development Division is divided into five main pillars with indicatively the following responsibilities:

#### Transformation & Business Development Division

- Provides support for the definition by the Management of the corporate vision, the corporate mission and the strategic goals.
- Provides support to the Management and opinion on all issues of quality, quality management, changes, projects and development.
- Defines the policy and strategy for the development, integration and implementation of processes and tools for the adoption of Total Quality and Business Excellence systems.
- Contributes to the adoption of "quality awareness" in the executives of the organization and cooperates, to this end, with university institutions, industrial and business associations, chambers and professional associations.
- Records, studies and evaluates policies and indicators related to Total Quality - Business Excellence for the preparation of comparable Quality data, indicators and barometers and proceeds to the collection, analysis, coding, evaluation and dissemination of relevant information.
- Increases the body's functional metabolism and orchestrates the company's transformation teams.
- Upgrades the organizational culture achieving high financial and operational results in the long run.

#### Project Management (PM)

- Manages and runs projects and portfolios of the organization
- Prepares tools, procedures, standards for project planning, administration, management and monitoring.
- Updates tools, procedures and standards based on best practices and standards.
- Provides for the training of managers and project teams based on the needs and required skills.
- Guides project managers to identify risks and address them.
- Develops communication standards and procedures, both at project level and for all projects, in order to minimize communication, collaboration, and overlapping problems.
- Ensures the development of processes for optimal utilization of available resources and problem solving during the implementation of projects.
- Keeps a record of key project elements by organizing a central storage system available to project managers.
- Monitors the progress and the basic elements of the projects, with the use of qualitative and quantitative criteria and indicators and informs the Management both for the overall picture and for the individual issues.
- Evaluates the implementation process and the results of the projects. Based on the findings, it enriches and updates the material for the project management in order to be used in future projects.

#### European Projects Management (EPM)

- Supports the administrative actions for the approval of the submitted proposals.
- Supports the Scientific Officers in compiling the required forms for approval of the proposal.
- Keeps a general record of funded projects and proposals.
- Informs the financial service about the procedures, rules and documents of the expenses as well as about the more specific obligations based on the respective Financing and Management Guides.

- It updates data and ensures in collaboration with the project teams the registration of the required data in the respective electronic platforms.
- Controls the progress of projects and monitors the schedule.
- Collaborates with project team members on project issues.
- Coordinates and monitors projects that may be funded by European Union funds or other financial instruments.
- Collects proposals for company projects that can be funded.
- Combines the results of the projects and ensures the utilization of their results by the company.

#### Center of Excellence (COE)

- Strategically evaluates the operation of the business and supports processes through modern methods of improving business and financial efficiency.
- Designs and coordinates administrative processes and systems and discovers ways to streamline processes.
- Designs, organizes and controls the Company's "Key Performance Indicators" system.
- Prioritizes in collaboration with the divisions the proposed projects' process.
- Studies, suggests and monitors the implementation of measures for the simplification of bureaucratic types and procedures, the elimination of unnecessary formalities and the automation in collaboration with the relevant Services of the organization.
- In the context of continuous improvement, it creates, develops, guides and trains interdepartmental teams through reliable methodologies in the management of process improvement projects.
- Monitors the progress of the projects' process and evaluates the projects after their completion.

#### Business Development (BD)

- It is informed about the internal and external environment of the Company, which it analyzes and evaluates. It specially deals with issues of maritime, combined and intermodal transport, and the provision of supply chain services (logistics).
- Participates in the Technical Committees of the European Ports Authority, elaborates on issues related to the European Port Policy and their impact on the business operations of the port.
- Upgrades and develops the business operation and the services provided.

### **8.2.4.1. Quality Department (QMD)**

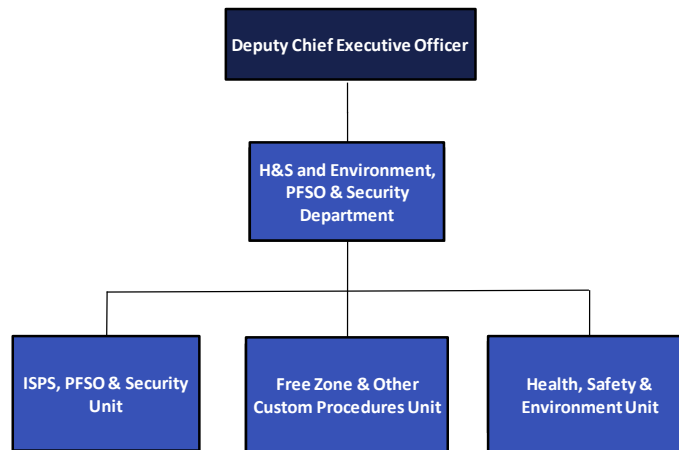
The Quality Department has indicatively the following responsibilities:

- Promotes and monitors the implementation of the Quality Policy, as defined by the Management in an integrated Quality System.
- Designs and monitors quality assurance system certifications.
- Recommends the certification of new quality assurance systems.
- Prepares and guides the successful certification of new quality assurance systems.
- Ensures in collaboration with the Management, the development of quality culture in all the staff.
- Ensures the validity of the company's ISO certifications and the shift to new versions of the standard when they are released.
- Contributes to building the company's competitive advantage through the application of standards.



- Coordinates their implementation, controls and evaluates the observance of the prescribed systems / procedures.
- Detects discrepancies and ensures the implementation of corrective actions.
- Ensures data collection and extraction of quality indicators results, using statistical tools.
- Supports the Departments with external inspections conducted by Certification/Accreditation Bodies.
- Collaborates with the Divisions of the Departments and the stakeholders for the supervision of proper execution and compliance of the relevant instructions.
- Guides to maintain and improve the good image of the company.
- Guides for the continuous improvement of the company's operation, based on the highest quality service.
- Participates in the design of quality training programs and trains staff.

### 8.3. Deputy Chief Executive Officer



The Deputy Chief Executive Officer assists and supports the work of the Chief Executive Officer, having in his/ her responsibility the provision of analyses on issues related to management, planning, policies, technical analyses etc providing when needed alternative solutions aimed at the development of the company.

He/She is also responsible for overseeing the strategy and policies implemented and related to the Health and Safety of ThPA that support the corporate goals, under the guidance of the CEO of the ThPA, so that the company achieves a competitive advantage through its people.

#### 8.3.1. Environment, Employee Health & Safety - Port Facility Security Department

Directs and develops the appropriate strategies and initiatives for the Health and Safety Environment (hereinafter HSE) of ThPA that support the corporate objectives, under the guidance of the CEO of ThPA, so that the company achieves a competitive advantage through its people.

The department has indicatively the following responsibilities:

- He/she works under the guidance of the Deputy CEO of ThPA for the development of an HSE strategy, so that the company achieves its business goals.
- Regularly informs senior executives about the performance and the analyses of ThPA workforce.
- Ensuring the provision of quality HSE services within ThPA and to internal clients, including assistance in the formulation and implementation of the following HSE initiatives:
  - Development and delivery of HSE systems and procedures across the organization
  - Definition of risk assessment methods and/or analysis thereof
  - HSE improvements and actions
  - Organization of HSE training programs
  - Investigation of accidents and completion of relevant documentation
  - Preparation and development of work and safety instructions
  - Preparation of Health and Safety plans accompanied by controls and monitoring.
  - Handling waste management and environmental issues
  - Responsible for managing HSE-related contracts, e.g. document control and legal requirements
  - Implementing a health program
  - Collection of Greek and international legislation and internal provisions and regulations concerning health and safety of workers, environmental protection and handling of dangerous goods.
  - Drafting and review of the "Workers' Health and Safety Regulation" in ThPA SA.
  - Supervise the implementation of workers' health and safety measures and prevent accidents.
  - Support of the Divisions for the implementation of the "Workers' Health and Safety Regulation" and related legislation through advice on issues related to occupational health and safety and the prevention of accidents at work.
  - Check the safety of the facilities and the technical means during their first start-up or after extensive repairs.
  - Check the safety of production processes and working methods before their application.
  - Keeping a record of incidents/accidents (safety and environment).
  - Providing suggestions and advice to the Company and the employees regarding the measures to be taken for the physical and mental health of the employees. Proposal for the necessary relevant training of the Company's staff and the necessary personal protection equipment.
  - Responsibility for the development and implementation of integrated environmental management systems and programs for the monitoring of environmental parameters and the management of hazardous cargo in the port area.
  - Preparation of environmental impact study and control of the observance of the approved environmental conditions in the port area. Responsibility for modifying them when required
  - Ensuring the correct information of employees about the existing but also the new environmental protection measures.
  - Cooperation with scientific institutes, special bodies and port authorities (inside and outside Greece) for environmental issues of ports.
  - Providing advice on physiology, psychology, ergonomics and occupational hygiene, as well as shaping the work environment to the capabilities of employees with the organization of first aid and execution of vaccination programs.
  - Initial integration of employees and possible reintegration of disadvantaged people, after illness or accident, in the production process.

- Monitoring the health of employees through clinical laboratory tests, in accordance with the provisions in force, assessing the suitability of employees for a specific job and recording the results of medical evaluation in files that always ensure medical and business confidentiality.
- Research, analysis and evaluation of the causes of occupational diseases and proposal of preventive measures.

### **8.3.2. Safety – Security & PFSO Unit**

The Safety - Security & PFSO Unit has indicatively the following responsibilities:

- Surveillance and control of persons and wheeled vehicles entering, leaving or circulating in the areas of the Port and Port facility as well as prohibition of entry of persons or wheeled vehicles in them. Regulation of the movement and parking of vehicles in the areas of Port.
- Strict observance of the regulations set by the PFSP (Port Facility Security Plan), PSP (Port Security Plan) and the ERP. (Emergency Response Plan)
- Issuance of entry-parking permits of private cars in collaboration with the Department of Utilization of Spaces
- Control of incoming and outgoing cargo at designated port gates of the Port, in particular the Port Facility and the Free Zone.
- Safeguarding of facilities, equipment and goods, from risks of destruction, theft, fire, damage in cooperation with the Security Officer of Port Facilities and the members of the respective team.
- Supervision of the operation of the outdoor electricity and water supply networks and reporting to the competent Departments, when repair is required.
- Ensuring the proper operation and use of fire safety equipment. Assistance to the Fire Brigade in the suppression of fires.
- Planning, organization and control of cleanliness, deratisation, disinfestation, etc. of the Ports or supervision of third parties to which it has been assigned, maintenance of gardens, greenery, etc.
- Writing and updating action plans. Coordination and organization of Emergency Policy Planning (EPP) issues, in accordance with the applicable provisions and decisions of the competent state bodies.
- Keeping data of staff and participation in the readiness exercises
- Keeping a file of issues of the Port Committee of the General Staff of the Navy.
- Informing the competent Department on a case-by-case basis of the timely restoration of the damages in the premises and the facilities of its competence.

### **8.3.3. Free Zone & other Custom Procedures Unit**

The Free Zone Unit has indicatively the following responsibilities:

- Ensures the smooth operation of the Free Zone.
- Communicates with AADE for Icis-net (software issues) and for automated messages incoming from Customs system, transfer all subjects to IT, for connecting into the software of THPA S.A.
- Communicates with Thessaloniki Customs Prefecture head offices on AEOS Issues and resolve all other issues raised by the Prefecture Customs administration.
- Collaborates with A' Customs and Free Zone Gates on daily basis for monitoring and immediate resolve of all custom issues.

- Communicates and coordinates all Warehouses issues (Container Station-Conventional Port) as well as Third Party Warehouses, arising inside Free Zone.
- Checking all exit cargo permits in all Free Zone Gates - Road and Rail.
- Monitoring the "NON Commercial" (Warehouse of Supplies-Fixed & Consumables) Warehouse of the Free Zone and issues the corresponding Customs Certificates (BTX) when needed.
- Taking care of all PCs at the Free Zone Gates as well as the provision of all the necessary consumables, ensuring the proper operation of the gates of the Free Zone.
- Controls the correct entry - exit of goods in/from Free Zone through the Electronic Applications and systems developed by THPA SA for this purpose.
- Ensures the accurate registration of all data, at the gates, required by the A' Customs, for the entry and exit of goods using the electronic system of THPA SA.
- Resolving customs problems of goods or individuals that may occur during the entry or exit.
- Keeps temporarily all shipping - customs documents at the gates until they are picked up from respective departments of THPA SA.

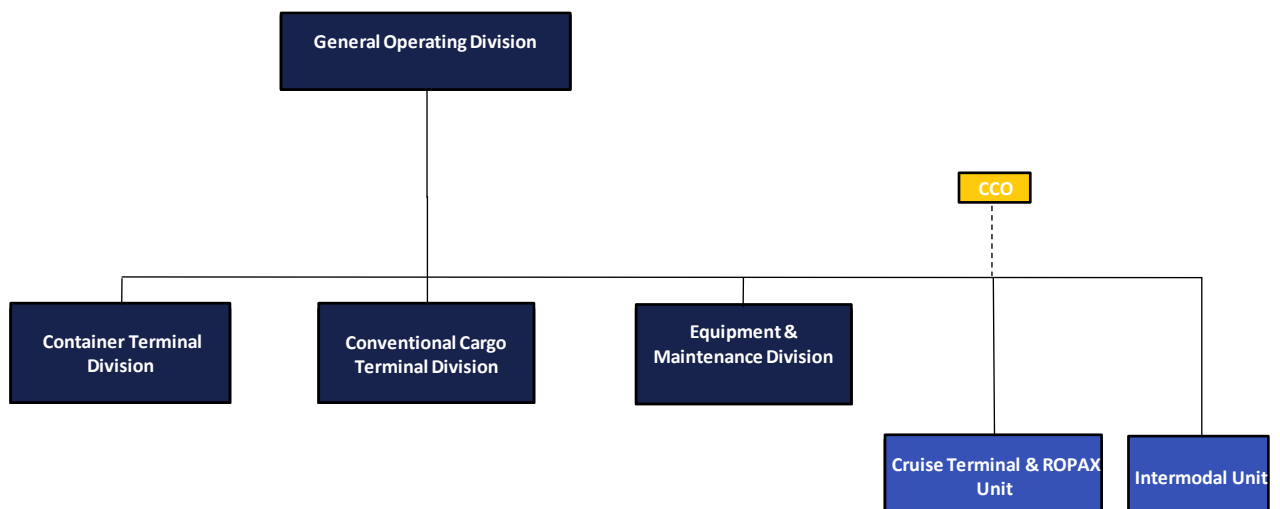
#### **8.3.4. Environment, Health & Safety Unit**

The responsibilities of the Unit indicatively are the following:

- Monitoring the implementation of measures for employee safety and accident prevention.
- Support of the competent Divisions-Departments in the implementation of the Regulation "Health and Safety of ThPA SA", the relevant legislation and good practices.
- Recording, archiving and investigation of Occupational Safety incidents/accidents.
- Advising the Company and the staff on the measures to be taken to prevent accidents at work.
- Provision of expert opinion regarding the Personal Protective Equipment (PPE), for each category of employees.
- Drafting specifications for Personal Protective Equipment (PPE).
- Initial training of newly hired staff and training in occupational safety issues
- Providing advice and suggestions on the management of dangerous goods within the port area.  
Proofreading of the Environmental Impact Studies before their submission for approval to the competent Authorities.
- Update contingency plans for marine pollution incidents from hazardous and harmful substances and/or oil products.
- Participation in the Environmental exercises organized by the HCG.
- Activation of emergency plans to deal with marine pollution incidents, under the guidance of HCG.
- Preparation, update and monitoring of the implementation of the Waste Management Plan of ThPA SA.
- Revision of the Ship-Generated Waste Management Plan of the Port.
- Monitoring of waste management contracts.
- Keeping Records (delivery records and waste identification forms) for the waste generated from the activities of the port. Submission of an annual report to the Electronic Waste Registry (EWR) in accordance with National Legislation
- Carrying out annual environmental visits to the companies located within the port, to check compliance with the Decision on Approval of Environmental Terms (regarding the required permits and certificates).

- Implementation and monitoring of the implementation of the International Environmental Management System ISO14001.
- Implementation and monitoring of the implementation of the ISO 45001 System for the management of health and safety at work.
- Carrying out environmental measurements (PM10, PM2.5, etc.).
- Daily supervision and control of good operation of the air quality measuring station.
- Daily control of the values of air pollutants recorded at the Air Quality Measuring Station within ThPA SA in relation to the limit values of air pollutants in accordance with the legislation.
- Annual Update of the Environmental Monitoring Mechanism.
- Preparation of an annual environmental monitoring report to be sent to the Region of Central Macedonia.
- Recording and monitoring of energy consumption.
- Drafting specifications for disinfestation contractors and for contractors for washing domestic waste bins.
- Cooperation with Scientific Institutions, Special Port Authorities and Organizations (inside and outside Greece) for environmental issues.
- Representation of the Company in national and European programs on environmental and safety issues.
- Supervision of the good execution of the contracts, in the cases of subcontracting for the works under the responsibility of the Department described above.

#### 8.4. General Operations Division



The Chief Operating Officer, as head of all operations of the Port, ensuring all the operations complying with all the health and safety requirements . Is responsible indicatively for the development, supervision, improvement of systems, controls and processes that improve the overall efficiency of the company and

ensure excellent customer service. Provides timely, accurate and complete reports on the operating status of mechanical equipment, productivity, etc. and always in connection with the observance of all health and safety rules.

#### **8.4.1. Cruise Terminal & ROPAX Unit**

Cruise Terminal Unit is responsible for the day to procedures, including operations and commercial.

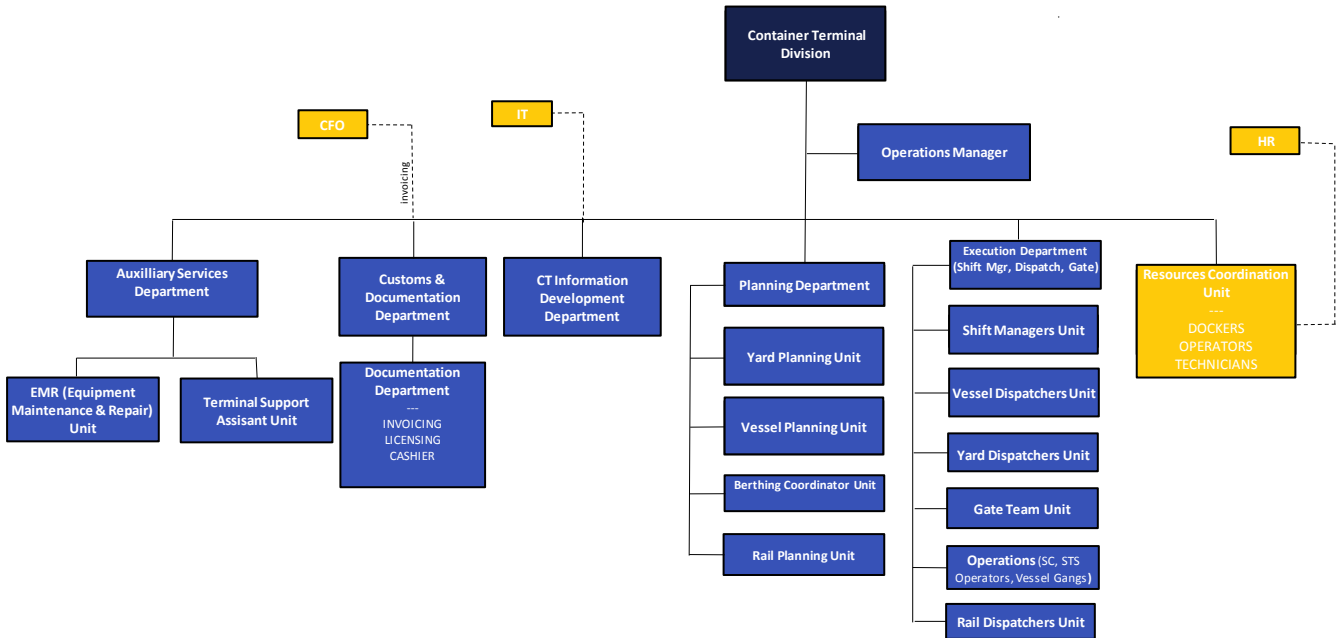
The Cruise Terminal Unit has indicatively the following responsibilities:

- oversee cruise terminal operations, parking garage operations and administrative requirements and needs for the ThPA Cruise Terminal, supporting operational improvement.
- acting as Facility Security Office (FSO). Ensure overall compliance with regulations concerning port facility security plan.
- ensure that the best interests of ThPA are represented as well as benchmarking and reporting of industry trends.
- ensure close communication, collaboration with all applicable port stakeholder (internal & external) e.g. City of Thessaloniki, Port authorities, government agencies related to the cruise terminal and port/pier side development projects in connection with BP/CMP.
- assist in capital improvement and/or expansion projects for the ThPA Cruise Terminal. Bid review and formulating recommendations.
- manage execution and direct as required from a quality, financial and/or time management perspective.
- review invoices for the Cruise Terminal and associated operational expenses related to ThPA Cruise Terminal Operations

Cruise Development

- Approach, management and development of potential customers (Shipping Companies / Agents)
- Management and development of existing customers (Shipping Companies / Agents)
- Coordination of communication of requests to the competent business departments involved.
- Marketing and Communication Development Planning (Cruise Branding in Local / International Markets)

### 8.4.2. Container Terminal Division



The Container Terminal Manager is responsible, indicatively the development of the container terminal, increase of productivity, ensuring maximum efficiency in relation to cost balance, supervising and organizing the individual departments with target to the efficiency in order to ensure all health and safety rules.

#### 8.4.2.1 Business Operation

The Department is responsible for the operation of the Container Terminal (CT), which seeks to ensure optimum efficiency and productivity with the resources available, to achieve the specified KPIs (Key Performance Indicators), while adhering to the ThPA policies for Health and Safety at work.

- In collaboration with relevant departments, it coordinates development and improvement projects within the operations team, in accordance with the policies of the ThPA
- Overall, it is functionally responsible for the activities of the container terminal on a daily basis, operating a regular office hours schedule, excluding adjustments required by exceptional circumstances.
- Implements ideas and ensures cost-effective use of staff and machinery to achieve performance targets while maintaining safety standards.
- Encourages efficiency in a safe and effective way.
- Designs, manages and allocates resources through a group of operations
- Provides coverage for the Director of Container Terminal Division during periods of absence.
- Is a point of reference for resolving issues beyond the individual or the shift manager that arise from within or outside the organization, such as customer disputes or conflicts.

- In collaboration with related departments, it coordinates development and improvement projects within the operations team.
- Keeps a complete record of terminal activities and performance, which will be available to management when required.
- Monitors and validates the daily mooring schedule and resolves any mooring conflicts, respecting the relevant contractual obligations.
- On a daily basis, and in the long run, it ensures that training programs and time scales are respected and that appropriate resources are available.
- In collaboration with senior management and the Human Resources department, it coordinates any staff movements within the organization due to promotions, upgrades or any change.
- It is active in all current and future operations that affect the operation of the container terminal
- Coordinates the design and implementation of KPI reports.
- Creates a training department and training program for all areas of activity within the operation of the container terminal.
- Fully complies with all HSE & PPE (Health, Safety, Environment & Personal Protective Equipment) regulations

#### **8.4.2.2. Auxiliary Work Department**

The responsibilities of the Auxiliary Work Department (hereinafter AUX) indicatively are the following:

##### EMR (Equipment Maintenance & Repair) Unit

- Provide Repair Services for Reefer Containers
- Handles complex repairs & servicing
- Performs monitoring reefer settings, plugging and unplugging, Pre-Trip Inspections, Washing of containers, Reefer problems Reporting
- Runs pre-trip inspection on all reefers per bookings and customers' request.
- Establishing and maintaining smooth communication with Shipping Lines for booking requests and reefer containers settings.
- Reporting for any malfunction of reefer containers to Shipping Lines and Shift Manager.
- Receipt and processing of relevant Reefer Manifests in a timely manner ensuring the correct update of the software systems and checking the reefer settings upon reefer containers' receipt in CT.
- Informs electricians in case of power failure in pillars.
- Cooperates with/gives guidelines to the Reefer Technician Assistants.
- Issues proforma invoices
- Always ensures a safe and efficient working environment utilizing all resources to their maximum potential for the benefit of the Terminal and its customers.
- Assists in defining yard traffic rules and procedures.
- Manages facility issues (EMR) / construction requirements, in collaboration with the Civil works and Infrastructure Directorate.
- Requiring EMR Costs analysis from Finance Dept / Requiring EMR Revenue analysis from Documentation Dept / Provides EMR Statistics and Results to CT General Manager
- Responsible for EMR orders of spare parts & rest supplies cooperating with Procurement Dept



- Inserting to Shipping Lines software EMR services performed & cross check with ThPA Software proforma invoices on monthly basis. Based on that provides the data to Documentation Dept for Invoices issuance
- Monitors all problematic cases of EMR Unit
- Consults with CT Information Development Dept for any EMR needs or software upgrades
- Responsible for all EMR Unit Personnel Matters in cooperation also with HR Dept
- Checking/modifying e-roster monthly shifts schedule of EMR team
- Establishing and maintaining smooth communication with Shipping Lines for EMR matters, promoting EMR services
- Handles/Negotiating Contracts for EMR services along with Legal Office & Commercial Dept
- Handling EMR services Tariff
- Mentors, coaches and develops EMR team members
- Ensures that any training department activity is supported, resources are allocated and that training schedules are maintained
- Conduct appraisals and disciplinary discussions when required
- Commands a real time responsibility for operational productivity upon shift and takes full ownership of productivity and performances.

#### TSA (Terminal Support Assistant) Unit

##### Operations:

- External yard coordination
- Park list control
- Plant washing program for the next day and update accordingly.
- Foreman interface
- Problem activity control per ship
- Interface with dispatcher / shift leader
- Extra lashing verification on OOG
- BB handling management
- Provision of lashing material resources
- Programming together with the Shift Leader

##### Customer Interface:

- Transfer of fifth wheels / MAFI on request of agency / Line
- Interface with claims dept
- Special operations upon agency request (with work order issue)
- Seal check

##### Training:

- Training dispatcher and Operational Management (TOS)
- Operational staff training (Operators)

##### Administration and Record Keeping:

- Control of contract dates for Terminal (ie twist lock operations assigned to external firms)
- Q and A management
- Security request management (Coordinate with Trust security)
- Facilities request management

- Monitoring of trends in truck activity targets
- Review and update procedures based on best practices and operational suggestions

#### General/Misc:

- Troubleshooting
- Consumables
- Means preparation
- Operational warehouse management
- Lashing material
- Management of material assignment to lashing staff
- Repair material (tarpaulins, adhesive tar, etc.)
- Communication of corporate targets to operating personnel

### **8.4.2.3. Container Terminal Customs Procedures & Documentation Department –**

The main responsibilities of the CT Department of Customs Procedures and Documentation indicatively are the following:

- Supervision of the CT Documentation Department
- Assuring full compliance with all health and safety regulations
- Optimizing procedures and culture of CT Documentation Department
- Company relations with traders regarding CT Documentation Department matters
- Support for any education/training activity of the CT Documentation Department Relations and communication with the customs authorities for Container Terminal Division purposes
- Custom's projects
- Cooperating with Custom's Prosecution Department
- Support for Custom's manning of Free Zone Gates

### **8.4.2.4 Documentation Department**

The main responsibilities of the CT Documentation Department indicatively are:

- Full compliance with all health and safety regulations.
- Control and receiving of electronic messages/pre-announcements for the unloading, deposition and loading of containers from / to vessels and land transportation means within the predetermined time based on the schedule of loading and unloading operations.
- Cooperation and updating through T.O.S. with the CT Planning and Execution Departments for the creation of stacking plans in the storage area, plans and execution of vessel / rail unloading and loading operations.
- Submission of the requests of the traders to TOS for un/stuffing, transfer of containers for sampling, veterinary or other control.
- Checking and receiving of traders' requests through the B.T.X. platform and transmission for issuance of B.T.X. in the electronic customs system (ICISnet) of the containers for land / indirect exit from Free Zone.
- Submission of requests to ICISnet for the issuance of B.T.X. of containers exiting via vessel/ directly from F.Z.

- Checking/recording in the warehouse accounting with A.W.R.N. of the accompanying customs / consignment documents of containers entering CT by land transportation means.
- Checking of delivery orders, customs documents, and issuance of permits for the delivery / loading of containers on land transport means and vessels.
- Debit-credit of the records of the accounting warehouse of the containers based on the unloading and loading manifest declarations, the transport documents, the B.T.X. and customs entry / exit documents to and from the Free Zone.
- Electronic sending by email of the accompanying customs export documents with the customs confirmation of entry in F.Z. and the A.W.R.N. to the shipping companies for the processing of the customs confirmation of the cargo's exit from F.Z.
- Cooperation and communication with the Commercial Department/Customer Service for the rail arrivals / departures of containers and transmission of the accompanying shipping/commercial documents of the containers that exit by rail to the Customs Prosecution Department for checking and approval.
- Cooperation with the CT Information Systems Development Department and the Information, Communication & Technology Department for the implementation of new and complementary procedures arising from the current legislation and the modernization of existing procedures.
- Cooperation with the Legal Affairs Office and receiving guidelines regarding cargo / containers management that are under seizure, confiscation, suspension of transit permit, refusal to enter the E.U. etc.
- Cooperation with the Accounting Department and receiving guidelines on invoicing and accounting subjects.
- Informing the Free Zone and Customs Procedures Unit on topics related to the handling of containers that are recorded in CT accounting warehouse.
- Continuous transaction and communication with the customers of the provided services (shipping companies, forwarders, Logistics companies, customs representatives, etc.) aiming at the correct, smooth, and uninterrupted execution of the department's operations and service towards the traders.
- Issuance of invoices for all rights and services provided in containers in the areas of responsibility of CT and the Conventional Port, such as loading and unloading operations, storage, power supply, weighing, transfer, etc.
- Issuance of invoices of rights and services on container vessels berthing at CT such as collection of waste and residues, water supply, entrance, berthing fees etc.
- Issuance of invoices of the pre-invoiced by the Auxiliary Services Department, repair, maintenance, PTI etc services provided to reefer containers.
- Keeping electronic file of registration and justification of credit invoices.
- Preparation of cash flow statements of CT cashier room and delivery of cash to the central cashier room.
- Monitoring of electronic payments of CT customers, accounting and financial settlement of all CT invoices.
- Clearing of prepayments/invoices, monitoring of debit balances and informing customers.
- Monthly revenue forecast of CT operations, monthly recording and sending of CT non-invoiced operations to the Accounting Department.
- Keeping archive of containers warehouse (manifests, customs documents for entry / exit from the FZ, delivery orders, delivery/loading permits, etc.).

- Keeping an electronic archive of loading and unloading operations per vessel voyage.
- Keeping monthly statistical files of containers throughput and sending them to the Information, Communication & Technology Department for the creation of the monthly statistical reports of ThPA.
- Keeping an electronic waste register (EWC).
- Keeping archive of the paid off invoices, costing bulletins and waste delivery / receipt certificates, water supply certificates and EMR service certificates.

#### **8.4.2.4. CT Information Systems Development Department**

The CT information systems development department has indicatively the following responsibilities:

- Participation in the formulation of the strategy, procedures of the Container Terminal through the utilization of the information systems.
- Research and development of innovative methods and processes in the direction of improving the productivity of Container Terminal concurrent minimization of operating costs.
- Writing or suggesting the preparation of proposals for the study of new methods and procedures in the direction of improving productivity and CT procedures.
- Preparation of the technical-economic specifications for the new information systems of CT in collaboration with the IT department and the Strategic Planning Department.
- Analysis, design, programming of CT information systems.
- Technical updates of the respective departments, of the trading parties of the CT (agents, transporters etc.), in order to achieve an uninterrupted interconnection & cooperation of the information systems.
- Research, and implementation of the necessary changes of the CT information systems due to changes in the Greek legislation.
- Monitoring the proper operation of the information systems of the CT and solving any problems in collaboration with the IT department.
- Ensuring the sound training of CT staff in the new CT information systems.
- Providing support to users of CT information systems when required.
- Cooperation with information system providers & developers in the direction of further development, improvement and modernization of existing information systems.
- Supervision of the implementation of projects and contracts that are related to department's scope and implemented by third parties.
- Collection, analysis and utilization of statistical data for the further improvement of the productivity of the Container Terminal.
- Collaboration with the operations management department to record and solve problems of existing CT information systems.
- Supervise the provision of information to other departments to serve their needs.
- Supervise the presentation and promotion of CT information systems when and where required.
- Monitoring of available technology, and the developments and trends in the field of Port Information Systems. Participation in international conferences with a view to keep up with the current innovative methods in optimizing the processes of container terminals.
- Participation in technical fora for setting standards related to container terminals (ie SMDG, EU projects)
- Creation of simulation models for the evaluation of new operation scenarios of the Container Terminal.

#### **8.4.2.5. Planning Department (Yard Planning Unit, Vessel Planning Unit, Berthing Coordinator Unit, Rail Planning Unit)**

The units have indicatively the following responsibilities:

##### **YARD PLANNING UNIT**

- Ensure compliance with all occupational safety practices and the use of personal protective equipment (PPE) for all relevant procedures and maintain the effective implementation of safety policies and procedures.
- Scheduling of all arrivals and loading/unloading operations of ships arriving at the CT.
- Coordinates in collaboration with the resource coordination department, the required number of gantry cranes and straddle carriers per shift.
- Receives and processes ship stowage plans in a timely manner, ensuring that all other units are informed of the progress and provisional information prior to finalization.
- Responsible for monitoring performance indicators (eg weekly, monthly, annual to date productivity of the terminal).
- Maintaining and improving relationships and good cooperation with internal and external customers and suppliers.
- Responsible for collecting and processing information on all vessel arrivals regarding container unloading data, in both temporary and final unloading lists, and to reserve ground slots on the square depending on the type of cargo, keeping current/relevant management strategy of CT square.
- Monitors the flow of containers in the square and reports to the management the daily levels, notifying any imbalances or problems that may affect the operation of the Terminal.
- Plans the efficient use of the empty container stowage space by making the appropriate size / type separation between the different shipping lines and ensures that the containers are accessible according to the FIFO method.
- Upon receipt of the export lists (loading lists), it plans the storage locations for the export containers that are expected to arrive by road (and rail), in rows / positions within defined weight categories and in compliance with each specific type of cargo or special instructions received by the shipping agent.
- Plans any "arrangement" moves of the CT square when required.
- Performs a "square inventory" to verify the accuracy of container storage locations when required.

##### **VESSEL PLANNING UNIT**

- Full compliance with all health and safety regulations.
- Responsible for collecting and processing information on all ship arrivals regarding stowage plans and their work schedule.
- Establish and maintain good communication with the agents and coordinators of the shipping companies (central coordinators) who are responsible for ship arrivals, ensuring that schedules and deadlines are met.
- Checks the completeness of the receipt and distribution of files related to ship stowage plans, including the transmission of a complete departure file immediately after the completion of the ship's operations.

- Receives and processes ship stowage plans in a timely manner, ensuring that all other units are informed of progress and provisional information prior to finalization.
- Collaborates with shipping lines for any significant changes to the work required by the ship.
- Prepares the required set of documents and delivers it to the work unit, neatly and without errors.

#### BERTHING COORDINATOR UNIT

- Full compliance with all health and safety regulations.
- Responsible for collecting and processing information on all ship arrivals, in terms of their data and itineraries.
- Establish and maintain smooth communication with coordination centers and shipping agents responsible for ship arrivals.
- Collaborates with the Operations Manager to ensure that the berthing place respects any scheduled down-time periods of crane or gantry cranes and provides information to the Equipment and Maintenance Division and the Works and Infrastructure Division for vacancy periods for any project execution.
- Responsible for producing and publishing a daily berthing plan in a defined form and at a fixed time every day.
- Forms in collaboration with the CT resource coordination unit the required quantity of gantry cranes and straddle carriers per shift.
- It ensures the stability of the freight transport by applying continuous improvement, always aiming at the reliability of the planned work schedule and the productivity of the Terminal.
- It aims to keep ships at the terminal as soon as possible, convincing by negotiation internal and external partners to maximize their efforts to achieve the fastest possible completion of work for all ship arrivals.
- Collaborates with all business and commercial partners involved in emergencies and unforeseen events.

#### RAIL PLANNING UNIT

- Full compliance with all health and safety regulations.
- Prepares, plans and monitors train unloading/loading operations and ensures that all relevant information is properly entered into the CT (TOS) operating system.
- Understands the safety rules of the railways and whether the planned unloading and loading plan meets these safety criteria.
- Communicates and cooperates with the executives of the railway companies to ensure the timely handling of cargo.
- Coordinates train changes and their loading.

### **8.4.2.6. Execution Department (Shift Managers Unit, Vessel Dispatchers Unit, Yard Dispatchers Unit, Gate Team Unit, Operations, Rail Dispatchers Unit)**

The units have indicatively the following responsibilities:

#### EXECUTION DEPARTMENT

- Full compliance with all HSE & PPE regulations

- Ensures that the correct containers are unloaded from and loaded into the boat hatches and distributed according to the boat designer's instructions, in a safe and efficient order.
- Informs the Gantry crane Operator of any changes, expected or unexpected, and makes sure to avoid errors
- Coordination of work orders via wireless and data entry within the TOS system (TERMINAL OPERATOR SYSTEM)
- Ensures that delays in operations are recorded as accurately as possible in the TOS system.
- Ensures that start and finish times are accurately recorded according to instructions.
- Instructs the crane operator to make safe and efficient unloading and loading of the hatches.
- Instructs the straddle carrier operator to stow the containers in the correct position so that the crane operator can pick them up easily.
- Ensures that all appropriate ideas are communicated to the Crane Operator and the operations center accordingly.
- Visually inspects each container for the presence of a seal and any damage, with the help of dock workers.
- It is certified that the custom container is commissioned by the correct gantry crane or crane for unloading in the square.
- Increases efficiency and productivity in a securely coordinated manner, identifying potential points of concern and reporting them to the shift manager.
- Assists the business team in achieving the goal, while maintaining security levels.
- Informs the crane operator of any changes, planned or not, to avoid errors
- Immediately reports any accidents or incidents so that they can be fully investigated.
- Reports any crane failures to the maintenance department and the Gantry crane Operator.
- Ensures that rotary locks are unlocked before unloading operations.
- Ensures that the containers are securely loaded and that the twist locks are in place and locked during loading.
- Ensures that all twist locks are unlocked before unloading and removing containers safely and quickly on the waterfront.
- Removes all twist locks from evacuation containers safely and quickly
- Assists the container wheel crane operator to line up the containers for easy operation of the crane.
- Ensures that the twist locks are correctly positioned on the quay to ensure the safe and efficient loading of the containers on board.
- Checks all containers for the physical presence of seal and damage.

#### SHIFT MANAGERS UNIT

- Full compliance with all HSE & PPE regulations
- Increases efficiency and productivity in a safe and coordinated way.
- Achieves the original goal while maintaining security levels.
- Real-time responsibility for business productivity after each shift and responsibility for productivity and performance.
- He always ensures a safe and efficient working environment, utilizing the resources to their maximum potential for the benefit of the terminal and its customers.
- Has the ability to fill key positions within the group on an adhoc basis when needed.
- Guides, trains and develops the team



- Makes alternative plans when necessary, in case of interruption due to unforeseen events, maximizes resources while minimizing any lost time or efficiency.
- Ensures that all training activities and resources are supported and training programs are maintained.
- Responsibility for the execution and coordination of operations making full use of the resources available from the company.
- Reports immediately and takes action on accidents, unsafe practices, environmental issues and workplace conditions.
- Shift change before the shift team to ensure smooth delivery and then supervise the regular shift change, having all the information and ensuring that there are no delays
- Ensures that shift changes on the waterfront are done safely, smoothly and without wasting time.
- Is responsible for operational productivity during the shift and takes full responsibility for productivity and performance.
- Collaborates with the Resource Coordination Department to ensure that equipment requiring preventive maintenance is put into operation when available and indicates excess machinery availability when needed.
- Assists in the definition of the overall management of CT square and ensures compliance with it
- Assists in the definition of rules and procedures of traffic in CT square
- Ensures the accuracy and timely completion of shift reports to the relevant team members and Management.

#### VESSEL DISPATCHERS UNIT

- Full compliance with all HSE & PPE regulations
- Makes effective use of equipment, warns if lack of equipment affects the workflow, and indicates if the equipment is inactive and can be used for other tasks.
- Prepares ship work sequences, in conjunction with ship planning, and ensures that all issues are taken into account following the proper procedure and all facts are documented.
- Ensures that all relevant information is provided in a timely manner to the services concerned in the required formats.
- Collaborates with the Gantry crane Operator prior to the commencement of the assignment work and shares the necessary information for the safe and efficient departure of the ship.
- At start-up, he uses all available facilities to coordinate the movement of containers to and from the ship, in the right sequences and at the right time.
- Upon completion of each line of work, during operation, it is ensured that each container of each line is taken into account, and that the space is either emptied or loaded and matches the loading and unloading plans.
- Ensures that there are the planned assigned gangs and gantry cranes are available, per shift, for the ships and the needs of the ships and the square, maximizing productivity and efficiency.
- Sends, via email, reports to agents, lines and internal stakeholders in an accurate and timely manner.

#### YARD DISPATCHERS UNIT

- Full compliance with all HSE & PPE regulations
- Makes effective use of equipment, warns if lack of equipment affects the workflow, and indicates if the equipment is inactive and can be used for other tasks.
- Collaborates with the Gateway Unit to maintain the smooth flow of trucks, without problems.



- The reconstruction / assembly is carried out following the TOS system data that have been determined in advance by the planning of the square and unless there are pending works, he invites the persons in charge of the planning of the square to confirm its condition.
- Ensures that there are scheduled gangs and gantry cranes are available, per shift, for both ships and shipyards, maximizing productivity and efficiency.
- Sends, via email, reports to agents, lines and internal stakeholders in an accurate and timely manner.
- Is responsible for collecting and processing information on rail handling and ensuring that schedules are met. The information obtained from the planning team of the square determines the positions of the containers to and from the train work.

#### GATE TEAM UNIT

- Full compliance with all HSE & PPE regulations
- It is responsible for the gate and ensures that the gates operate at maximum capacity and efficiency, while ensuring that all procedures and policies are strictly respected.
- Maintains close communication with CT Square to ensure the smooth flow of traffic, as well as the correctness of the orders.
- Oversees OCR and I/O functions, ensuring that gates operate based on load capacity and availability, and immediately identifies problems and adjusts traffic flow, if necessary.
- Ensures a smooth flow of traffic at the gates and addresses any traffic problems.
- Oversees modifications to system details, providing analysis where required to ensure smooth flow of trucks.
- Provides effective and clear assistance to drivers entering the square
- Co-responsible for resolving export containers and TAS, handling all formalities required for the smooth flow of traffic inside and outside the terminal, ensuring that all procedures and policies are followed
- Maintain coverage of gateway tasks across all gates to ensure uninterrupted customer service.
- Responsibility and supervision to ensure that the details of the containers and their condition when entering are based on the data submitted to the TOS system accurately

#### OPERATIONS

##### STS Operators

- Ensures that containers are discharged and loaded from a vessel as quickly as possible using the safest methods possible.
- Being fully compliant with all HSE & PPE regulations
- Liaise with the tally clerk and deckman to ensure that the containers are discharged from the hatches allocated as per the sequence plan.
- Ensures that the correct containers are loaded in the correct allocated cells / slots either under or on deck as instructed.
- Updates the crane foreman of any changes that are either expected or unexpected in order to make sure no mistakes are made.
- Reports immediately any accidents or incidents so they can be investigated fully.
- Reports any crane faults to the maintenance department and Crane Foreman / Tallyman.

##### Straddle Carrier & Other Plant Operator

- Ensures that containers are transferred from the vessel, yard and interchange area as quickly as possible using the safest methods possible.

- Being fully compliant with all HSE & PPE regulations
- Liaise with Dispatchers, ensuring that containers arrive as per the sequence plan.
- To ensure that containers are stacked neatly in the yard within the correct zone and row allocated
- Updates the dispatcher of any changes that are either expected or unexpected in order to make sure no mistakes are made and TOS is updated accordingly.
- Reports immediately any accidents or incidents so they can be investigated fully.
- Reports any straddle carrier faults to the maintenance department and dispatchers

#### Vessel Gangs

- Vessel Gangs (comprised of Foreman, Deckman and Tallymen) drive performance and productivity in a safely coordinated manner highlighting possible areas of concern prior to the event and reporting these to the shift manager.
- Assists the operations team in achieving company's targets, whilst maintaining safety levels.
- Being fully compliant with all HSE & PPE regulations
- Promptly reports and act upon any accidents, unsafe practices, environmental issues and conditions in the workplace.
- Shift change with counterpart collecting manpower lists, details of shift and operations from previous Crane Foreman and Shift Manager.
- Always ensures a safe and efficient working environment, utilising all assets to their maximum potential for the benefit of the Terminal and its customers.
- Ensures that shift changes are made safely and smoothly with absolute minimum lost time by means of hands-on supervision.
- Ensures that 'hot-seat' changeovers take place at every opportunity.
- In coordination with the vessel dispatcher, and subsequently Tallyman & Deckman, follows work sequences during vessel operations and highlights any deviation from plans, following due process remedy situations during operations.
- Keeps a clear two-way communication channel open with dispatch team and Shift Manager to ensure uninterrupted and efficient operations on the Terminal.
- Ensures the tallymen are accurately recording the reasons for delays to the crane operations.
- Reports back and takes credit for 'good ideas' to assist in increasing productivity and safety.
- Ensures gantry cranes are not idle and to inform the operations centre of any excess or shortage of straddle carriers.
- Ensures all lifting equipment is safe to use.
- Ensures smooth, efficient and safe operations of the cranes allocated to the gang.
- Upon vessel completion, is responsible for the signing of the Certificate of Completion (CoC) Document with the Vessel Master / Chief Officer and returning it to the Shift Manager.

#### RAIL DISPATCHERS UNIT

- Ensures the safe and efficient dispatch of the train services and associated activities.
- Makes efficient use of designated equipment and raises alert if shortage of equipment is impacting workflow and highlights if equipment is idle and can be utilised for other tasks.
- Provides clear and comprehensive handovers to colleagues on following shift
- Being fully compliant with all HSE & PPE regulations
- Coordinates with Rail Operator and Operations Team to ensure that smooth loading and discharge of train services is maintained.

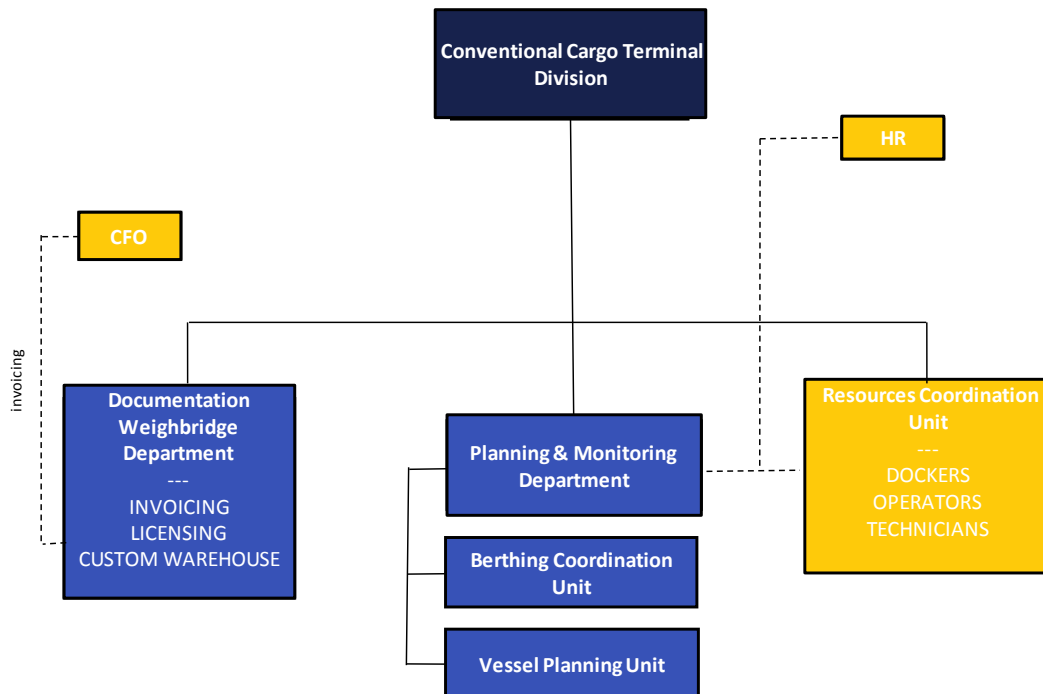
- Ensures that activities are performed following lists pre-set by Train Operator and ensuring sufficient resources are in place.
- Highlights any discrepancies or issues impacting service ability.
- Works as a part of the execution team.
- Sends, via email, any reports to rail operators, Shipping agents, Shipping lines and internal stakeholders in an accurate and timely manner.
- Being responsible for collecting and processing information relating to rail handling operations and ensuring schedules are adhered to.
- Receiving and acting upon information from yard planning to determine the locations of containers to and from train operations.

#### **8.4.2.7. Resource Coordination Unit**

The CT Resource Coordination Department has indicatively the following responsibilities:

- Timely availability of the required mechanical means (in good technical condition) and operators (perfectly technically trained), for the loading and unloading and handling of containers, according to the planning and the relevant request of the CT Planning and Monitoring Department.
- Registration of shifts related to human resources and machinery through the roster application according to demand.
- Informing employees about their work schedule.
- Registration in the roster application of all types of vacations so that they have complete information about the creation of shifts, replacements, etc.
- Taking measures and corrective actions, in case of receiving a relevant report on the deviation of the project objectives of the working group from the Department of CT Planning and Monitoring, for its competent staff participating in the working groups and for the available mechanical means.
- Timely planning and cooperation with the competent Departments of the Technical Support and Infrastructure Division for the execution of maintenance or repair works that the Department cannot perform using its own resources. Suggestion for the execution by third parties of the tasks that cannot be performed by the Department and the competent Departments of the Technical Support and Infrastructure Division.
- Periodic inspection of the condition of the cargo handling equipment.
- Ensure the supply of machinery and vehicles with fuel and keeping a relevant record.
- Keeping a file of instructions for handling, operation and maintenance of machinery and cargo handling equipment of the CT Division. Relevant information and training of their users.
- Supervise the proper operation of load handling machinery and equipment during loading and unloading operations.
- Carrying out procedures for the issuance of certificates of suitability of machinery and cargo handling equipment.
- Informing the competent Department on a case-by-case basis of the timely restoration of the damages in the premises and the facilities of its competence.

### 8.4.3. Conventional Cargo Terminal Division



The Conventional Terminal Director is responsible for planning, organizing and monitoring all the necessary actions to complete the loading/unloading operations. Supervises and organizes the individual departments for the disposal of the required equipment and human resources in order to ensure effectiveness, ensuring the observance of all health and safety rules.

#### 8.4.3.1. Documentation Department

The Documentation Department has indicatively the following responsibilities:

- Receipt of conventional cargo from ships, wagons, cars and containers after unpacking, in a suitable designated deposit or storage area or forwarding directly to means of transport.
- Accounting monitoring (charging) of the above cargoes, based on the transfer documents.
- Monitoring and control of cargoes and their stocks in the deposit-storage areas.
- Issuance of exit permit / BTX of the consignments to be delivered after checking all the necessary documents and their accounting monitoring (credit)
- Delivery of conventional cargo to ships, wagons, cars and containers in order to be filled
- Accounting monitoring (charging) of “direct” cargo entering the Free Zone by land transport exclusively for customs formalities.
- Issuance of exit permit / BTX of “direct” cargo after checking all the necessary documents, their accounting monitoring (credit) and issuance of the relevant invoices
- Determining the amount of money that the customer must pay in advance before the start of works

- Issuance of invoices for the provision of loading and unloading services, weighing, storage, mechanical means, ISPS and other fees of the services provided in the Conventional Terminal, according to the certificates of the competent Service Departments, the Tariff of ThPA SA and the relevant cargo handling contracts (for the clients signing contracts).
- Application of the terms of cargo handling contracts in relation to cargo pricing.
- Proposals regarding the Tariff of ThPA SA and the cargo handling contracts.
- Issuance of mooring, paragliding, berthing, waste and residue receipt invoices as well as water supply for ships and other crafts under the responsibility of ThPA SA other than those of the Container Terminal
- Monitoring of customers' financial balances and invoice clearing order to the competent service unit
- Implementation of customs provisions (stock record keeping, etc.) concerning the cargo of the Conventional Port
- Keep a record of the Conventional Terminal on
  - The Stock Records of the Conventional Cargo
  - The necessary documents/service notes for the issuance of invoices
  - The cargo storage contracts
- Rational use and accounting management of the outdoor and closed storage areas of the Conventional Terminal, under the responsibility of the unit.  
Examination of space concession requests for cargo storage. Concluding relevant contracts
- Regular inspection of the premises and facilities regarding the use of the premises allocated for storage, in accordance with the terms of the contracts.
- Operation of the weighbridges located in the areas of responsibility of the Conventional Terminal. Monitoring their maintenance and certification procedures.
- Cooperation with the competent authorities and the shipping companies for the recording of the revenues generated from the passenger traffic and the issuance and collection of the relevant invoices.
- Classification as unclaimed and sale of the contractual cargoes that were not received by the beneficiaries.
- Informing the competent Department on a case-by-case basis for the timely restoration of the damages in the premises and in the facilities of its competence.

The Conventional Terminal Warehouse managers are responsible for:

- Daily update and cooperation with Conventional Cargo Planning Department regarding expected cargoes, scheduled operations and designation of storage areas for the delivery/receipt of cargoes.
- Receipt of cargoes based on transport documents and monitoring of cargoes condition.
- Continuous monitoring of stored cargoes
- Monitoring and registry of all transports of cargoes inside ThPA Warehouse
- Monitoring of leased areas pertaining to the allocated m<sup>2</sup> that are invoiced.
- Delivery of cargoes based on exit permits that are issued by the Documentation Department

- Issue of official document that presents all available information regarding the relevant services that have been executed by ThPA for all cargoes. Submission of the document to Documentation Department for invoicing.

#### **8.4.3.2. Planning & Monitoring Department**

The department has indicatively the following responsibilities:

- Planning, organizing and monitoring all necessary actions and staff to complete the loading / unloading operations.
- Quality System Manager ISO 9001: 2015 (Head of Department)
- Calculation of overtime work of ships and updating of documentation section
- Appointment as a Port Facility Representative at the port authority with responsibility for bringing in line ThPA SA with the P.D. 66/2004 for the Safe loading/unloading of Bulk Cargo (Head of Department)
- Receipt of arrival notice, evaluation of the ship information (type of cargo, hold plan, length) and determination of berthing position, taking into account the availability of Company resources (human resources, mechanical equipment). Receive all customer requests regarding the operation of the ship and the mechanical equipment
- Determination of the necessary resources for the execution of the business activity in each ship or land work (work gangs, provision of cranes and other mechanical equipment).
- Management and scheduling of dockworkers shifts using the Roster program.
- Continuous supervision and monitoring of all the operational activity of the Conventional Terminal and execution of immediate corrective actions where required.
- Assignment of work gangs and operators of mechanical means, in coordination with the leader dock workers and the execution department
- Direct communication with the Departments of High Voltage Cranes and Wheeled Equipment for prevention and repair procedures of mechanical equipment (cranes, forklifts, etc.).
- Provision of ship tickets and land operations in the contractual cargo department for the issuance of invoices
- Scheduling records and work reports in SAP.
- Contact the Port Authority for the berthing of the ships
- Approval of entry of third-party machines
- Filing (electronically and of course) all the necessary documents for the operational operation of the Port checklists, pre-announcements, floor plans, etc.)
- Informing the stakeholders about the peculiarities of ships (hold, bottom of hull, etc.) to ensure a safe and efficient work
- Updating and registering port unloading licenses for fumigated cargo and contacting shipping agents to confirm de-fumigation.
- Achieve productivity goals per load based on KPIs set by the Management.
- Responsible for pointing out to customers suitable loading / unloading areas depending on the quay of work and the type of business activity.
- Management of Damage Reports from dockworkers.

### **8.4.3.3 Vessel Planning Unit**

The responsibilities of the Vessel Planning Unit indicatively are the determination of the necessary resources for the execution of the operational activity on vessels.

### **8.4.3.4 Berthing coordination Unit**

The responsibilities of the berthing coordination unit indicatively are the determination of berthing positions of expected vessels

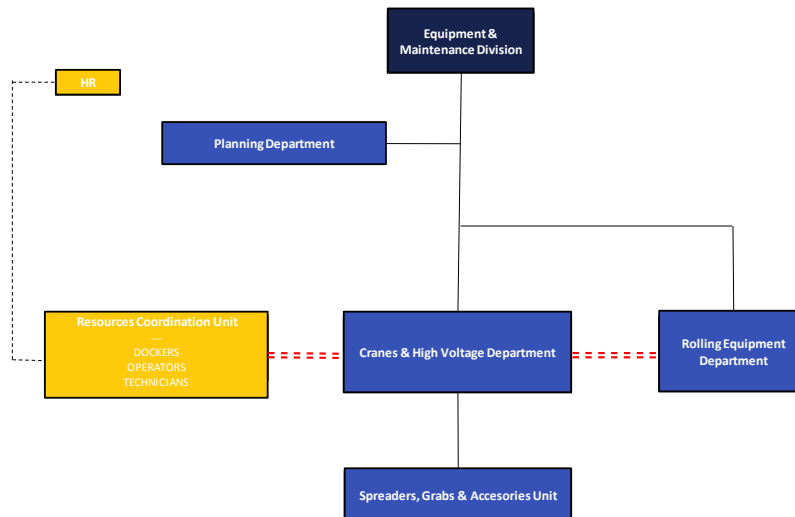
### **8.4.3.5. Resource Coordination Unit**

The Resource Coordination Unit has the following responsibilities:

- Provision of the required cargo handling equipment to the pilots and dock operators upon request of the Planning Department.
- Manning of means (PCs and machines) with the corresponding handling ability.
- Supervise the proper operation and use of cargo handling equipment during loading and unloading.
- Monitoring and recording the daily operation of the equipment and forwarding the data to the Equipment and Maintenance Division for the execution of the required maintenance and repairs.
- Record the type of damage and inform the Equipment and Maintenance Division.
- Periodic inspection of the condition of the machines and order for the execution of their primary maintenance and washing.
- Monitoring and care for the bunkering of machinery and vehicles.
- Electronic registration for the use of the machines and forwarding to the Documentation Department for the issuance of invoices.
- Daily care for the Gantry crane movements (huts) for the service of the ship.
- Ensure on a daily basis the change of the connection of loading/unloading tools to the electric cranes. (spreaders - polyps - hook - Hopper etc.)
- Transportation and reception of operators to workplaces.
- Arranging all the necessary regular vehicle technical inspections for all vehicles, passengers and trucks in the port. (KTEO)
- Ensure all renewals or extensions of all cargo handling licenses.
- Ensure the regular certification of good operation of the machines and electric cranes of the Conventional Port as provided by law.
- Checking and sending data to public services for the issuance of license plates on new machines.
- Responsibility for waste collection and transport to the landfill. (Landfills)
- Management of damage caused by machinery and staff to third parties, including cargo, preparation of relevant reports and forwarding to the procurement department.
- Continuous presence on the quays to monitor the works with a great contribution to problem solving.
- Monitoring and coordination of works for cleaning the quays and roads with brooms and water tenders to remove dust.
- Evaluation of equipment and skills of cargo handling operators for business operation.
- Monitoring and supervising the use of equipment on a daily basis.

- Recording accounts to SAP.
- Primary equipment maintenance.
- Monitoring the status of tools and reporting to the Technical Service Division.
- Monitoring of tool stocks & reporting to the Procurement Department for replacement.
- Roster program management for all Conventional Cargo Operators.
  - Registration of shifts related to human resources and machinery through the roster application according to demand.
  - Informing employees about their work schedule.
  - Registration in the roster application of all types of vacations so that they have complete information about the creation of shifts, replacements, etc.

#### 8.4.4. Equipment & Maintenance Division



The Director of Equipment and Maintenance has in his/her responsibility, indicatively, to assure the availability of the required equipment by the Container & Conventional Terminals Divisions, at the right time and condition in the most efficient way, via the support and collaboration of the Procurement and the Human Resources Division, for ThPA to provide high quality services to its customers.

The equipment which is taken care of the division includes specialized heavy lifting machinery as STS & Gantry Cranes, Container Handling Equipment, Forklifts, Earthmoving Machines and specialized loading & offloading equipment and other supportive vehicles & equipment. The division also plans, supports, and maintains High Voltage installations.

Goal of the division is to surpass the minimum performance targets, and transform maintenance function, from a cost factor to a competitive advantage, by increasing the reliability & performance of equipment efficiently by:

- Improving the planning and co-ordination of maintenance operations,
- Utilizing the experience of personnel through engagement and empowerment,



- Implementing state of the art condition-based maintenance techniques & technologies,
- Using reliable specialized external contractors via win – win relationships,
- Monitoring Key Performance Indicators (KPIs) to evaluate and amend plans & operations
- Striving for continuous improvement to achieve sustainable success

The Division is consisted of the following Departments & Units with the following responsibilities indicatively:

#### **8.4.4.1. Planning Department**

- Supports the Director of Equipment & Maintenance in the planning and co-ordination of the Departments Divisions & Units and Labor & Material Resources.
- Supports Equipment and Maintenance Division Departments and Units in the collaboration with other Departments and Units of ThPA: Container Terminal & Conventional Cargo Operations, Procurement & Human Resources, Civil Works & Infrastructure, etc. in the renewal, upgrade, or replacement of the electromechanical equipment, in the realization of big projects & investments and in the execution of the budget.
- It gathers the necessary data and calculates and monitors the Key Performance Indicators (KPIs) to measure the performance of the cargo handling equipment and of the management measures and practices and submits respective monitoring reports and improvement proposals.
- Prepares technical specifications for the procurement and maintenance of electromechanical equipment in co-operation with Procurement for Public Tender preparation and execution.
- Inspects, records and reports issues of workplace safety.
- Submits daily the Equipment Availability Report of ThPA management
- Supports in the administrative issues of the Equipment and Maintenance Division, in the implementation of international management standards, for quality, environment, health & safety, etc. and safeguards business continuity by building divisions resilience.

#### **8.4.4.2. Resources Coordination Unit**

- The Resources Coordination Unit of the Equipment & Maintenance Division, manages the technicians and utilizes the workshops, means and tools of the Maintenance Division to perform inspections and execute the maintenance Work Orders issued by the other Departments, according to the needs of Operations, equipment availability and above all Safety and Legal compliance.
- Therefore, it manages technicians of various specialties i.e.: mechanics, welders, assemblers, fitters, LV and HV electricians and different workshops i.e.: for heavy machines, various vehicles, electric equipment, welding, and machine tools.
- It conducts inspections and verifies notifications and provides input to the Planning Departments to issue the maintenance Work Orders. The other Departments in collaboration with the Resources coordination unit decide which Work Orders will be executed by internal or external resources, according to availability of personnel and operational priorities and then the Resource coordination unit proceeds to respective task scheduling.
- The Resources unit informs the other Departments of the Division about the needs in spare parts and consumables and makes recommendations for preventive and corrective maintenance tasks, for the

creation of respective maintenance Work Orders. After the execution of maintenance Work Orders, it provides the necessary information to the other Departments to record the maintenance tasks in the official ThPA maintenance software.

- It safeguards the good & safe use of maintenance resources and makes recommendations for improvements in processes and for adaptation of new practices and tools, in constructive collaboration with the Planning Departments. It promotes the transfer of experience and know-how, and the implementation of best practices, not only inside the Equipment & Maintenance Decision but also to operational 1st line personnel.
- It conducts the manning of all the shifts of technicians in the Port, according to Operations requirements and updates accordingly the official roster software . It makes the planning of vacations of the Division technicians, according to the Law and operational requirements.
  - Registrations of shifts related to human resources through the roster application according to demand.
  - Informing employees about their work schedule.
  - Registration in the roster application of all types of vacations so that they have complete information about the creation of shifts, replacements, etc.
- Conducting maintenance operations in compliance of quality, environment, occupational health & safety, information systems, business continuity, etc. international management standards & good practices and keeping respective records. Safeguards the compliance and even the surpassing of legal requirements related to equipment maintenance.
- Notifying of ThPA SA concerning departments & units regarding required maintenance and repair works at facilities, and installations of Maintenance Division workshops, to assure safe and efficient operation.
- Proposes improvements in the management and use of productive equipment and supports the implementation of 1st level maintenance by equipment operators in collaboration with the Operations Resources Departments.

#### **8.4.4.3. Cranes & High Voltage Department**

- Planning, Organizing and Supervising the repair & maintenance of ThPA Cranes (i.e., Container and Conventional Cargo Cranes) and the Medium & High Voltage installations of the Port, according to the requirements of the Operations Departments.
- Collects the maintenance notifications, from inspections & operations (condition based) and the time or use based maintenance tasks for Cranes and High Voltage installations and then issues the Maintenance Work Orders, which must be executed by the Maintenance Resources coordination unit or by appropriate external contractors and associates.
- Ensures that conducting maintenance operations are done in compliance of quality, environment, occupational health & safety, information systems, business continuity, etc. international management standards & good practices and keeping respective records. Safeguards the compliance and even the surpassing of legal requirements related to Cranes and High Voltage installations.
- Keeping and updating the record of the Cranes & High Voltage installations in the official ERP software of ThPA, containing key data for each machine and installation. The record should include the complete maintenance history of the equipment and installation, tracking maintenance tasks & work orders,

- dates, costs, labor & materials information. Physical and electronic record of maintenance manuals, spare parts catalogues, technical characteristics, and drawings of Cranes & High Voltage installations.
- Managing Cranes & High Voltage installations maintenance operations through ThPA official software, making sure accurate data is available for the calculation and monitoring of Key Performance Indicators (KPIs) required by corporate management and used for appraising and continuously improving day to day maintenance operations.
  - Co-operating with Rolling Equipment Department, especially in the maintenance of crane engines and even in management of rolling equipment repair, revamping projects, to balance the workload, when necessary.
  - Conducting studies and specifications for maintenance & repair of Cranes & High Voltage installations and supervises their implementation. Writing technical specifications for tenders regarding the procurement and maintenance of Cranes & High Voltage installations, spare parts, consumables, and services. Recommends the replacement or modernization of Cranes & High Voltage installations and co-operates with the Procurement Department for their implementation.
  - In collaboration with the Planning Department and other departments, carries out studies in order to have ThPA the necessary equipment both for its operational work and for the execution of future relevant investments
  - Supervises and supports the Offloading Equipment Unit in the design, modification, maintenance, and repair of the Loading – Offloading Equipment, which includes all the equipment, tools and attachments used in container & conventional port operations: spreaders, beams, frames, hooks, grabs, slings, lifting belts, attachments, etc.

#### **8.4.4.4. Spreaders, Grabs & Accessories Unit**

- Assures the availability of the appropriate Loading - Offloading Equipment & Tools according to the requirements of the Operations Departments. Inspects and distributes the offloading tools necessary for the execution of port operations. Keeps record of the offloading equipment and tools and inventory of the required consumable tools like wire rope & belt slings and in co-operation with Procurement acts for their replacement.
- The Unit safeguards the appropriate condition of the Loading – Offloading Equipment, which includes all the equipment, tools and attachments used in container & conventional port operations: spreaders, beams, frames, hooks, grabs, slings, lifting belts, attachments, etc. Therefore, it inspects them, keeps record of related certificates, and looks after for the renewal of certificates when necessary.
- Exploits the maintenance notifications, from inspections & operations (condition based) and the time or use based maintenance tasks for Offloading Equipment & Tools and then issues the Maintenance Work Orders, which must be executed by the Maintenance Resources Department or by appropriate external contractors and associates.
- Keeping and updating the record of the Offloading Equipment in the official ERP software of ThPA, containing key data for each Offloading Equipment. The record should include the complete maintenance history of the equipment, tracking maintenance tasks & work orders, dates, certifications, costs, labor & materials information. Physical and electronic record of maintenance manuals, spare parts catalogues, technical characteristics, and drawings of Offloading Equipment.
- Managing Offloading Equipment maintenance tasks through ThPA official software, making sure accurate data is available for the calculation and monitoring of Key Performance Indicators (KPIs)

required by corporate management and used for appraising and continuously improving day to day maintenance operations.

- The Unit specifies, designs, and manages the manufacturing or purchasing of Offloading Tools & Equipment according to the needs of the Container and Conventional Port operations, under the support and supervision of the Crane & High Voltage Department and in collaboration with Procurement.
- Conducting operations in compliance with quality, environment, occupational health & safety, information systems, business continuity, etc. international management standards & good practices and keeping respective records. Safeguards the compliance and even the surpassing of legal requirements related to Offloading Equipment & Tools.
- Notifying of ThPA SA concerning departments & units regarding required maintenance and repair works at facilities and installations of Offloading Equipment & Tools workshop, to assure safe and efficient function.
- Proposes improvements in the management, design and use of Loading Offloading Equipment & Tools and in the conduct of daily inspections, in collaboration with Operating Units.

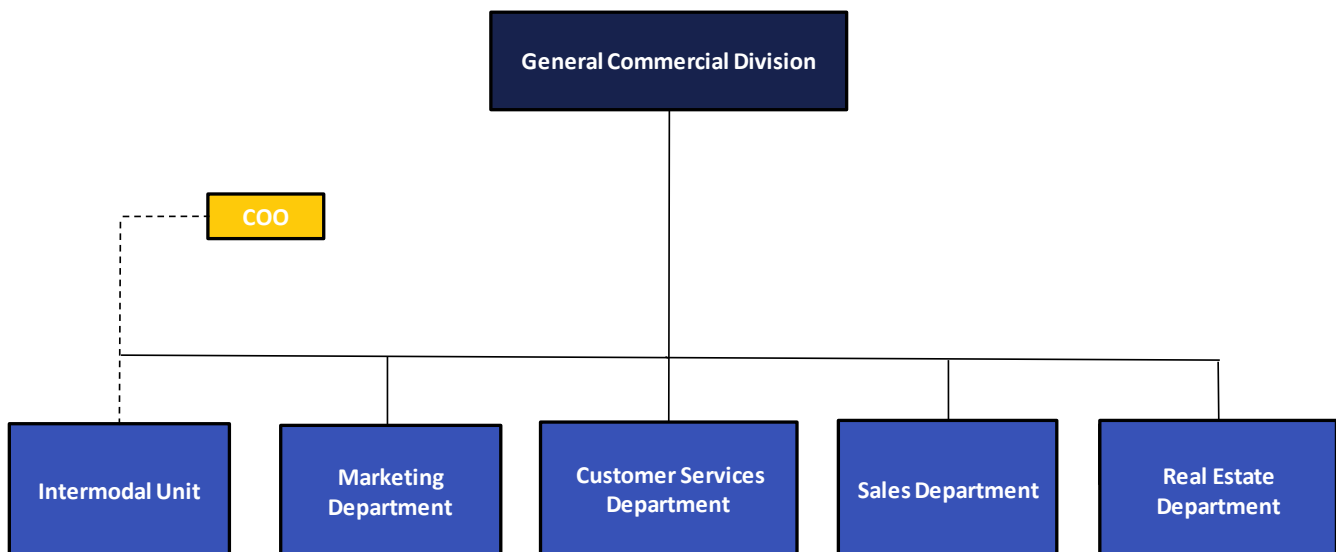
#### **8.4.4.5. Rolling Equipment Department**

- Planning, Organizing and Supervising the repair & maintenance Rolling Equipment: container and conventional cargo handling machines & all types of cars & vehicles along with the Vessels of ThPA S.A., according to the requirements of the Operations Departments.
- Collects the maintenance notifications, from inspections & operations (condition based) and the time or use based maintenance tasks for rolling equipment and vessels and then issues the Maintenance Work Orders, which must be executed by the Maintenance Resources Department or by appropriate external contractors or associates.
- Keeping and updating the record of the Rolling Equipment and vessels in the official ERP software of ThPA, containing key data for each machine. The record should include the complete maintenance history of the equipment, tracking maintenance tasks & work orders, dates, costs, labor & materials information. Physical and electronic record of maintenance manuals, spare parts catalogues, technical characteristics, and drawings of Rolling and of related supportive equipment.
- Managing Rolling Equipment maintenance operations through ThPA official software, making sure accurate data is available for the calculation and monitoring of Key Performance Indicators (KPIs) required by corporate management and used for appraising and continuously improving day to day maintenance operations.
- Co-operating and supporting Crane and High Voltage Department, especially in the maintenance of crane engines and even in management of cranes repair, revamping projects, to balance the workload, when necessary.
- Conducting maintenance operations in compliance of quality, environment, occupational health & safety, information systems, business continuity, etc. international management standards & good practices and keeping respective records. Safeguards the compliance and even the surpassing of legal requirements related to Rolling Equipment maintenance.
- Conducting studies and specifications for maintenance & repair of rolling equipment and vessels and supervises their implementation. Writing technical specifications for tenders regarding the procurement and maintenance of rolling equipment, spare parts, consumables, and services.

Recommends the replacement or modernization of rolling equipment and co-operates with the Procurement Department for their implementation.

- Looking after for the safety of ThPA vessels and for the good condition of the vessels required by operations, especially for the service of cruise ships. They are inspected & maintained periodically, and appropriate actions are taken to keep naval certificates valid.
- Notifying of ThPA SA concerning departments & units regarding required maintenance and repair works at facilities and installations of Rolling Equipment workshops, to assure safe and efficient operation.
- Providing the necessary information and reports to the Claim Department according to respective procedures for damages.
- Proposes improvements in the management and use of the Rolling Equipment, in the implementation of 1st level maintenance by equipment operators in collaboration with related operations departments.

## 8.5. General Commercial Division



The Chief Commercial Officer is responsible indicatively for the organization, management, development of business strategy, organization and management of the clientele in the Balkans, Central and Eastern Europe and other regions. Through market research and analysis, he/she creates business plans related to business opportunities (expansion, business development, etc.).

### 8.5.1. Intermodal Development Unit

The Intermodal Development Unit has indicatively the following responsibilities:

- Research, Analysis, Evaluation, Selection and Management of the appropriate suppliers, means and services for the implementation and development of Intermodal Services of our company/ organization, in Greece and abroad,

- Research, Analysis, Evaluation, Selection, Implementation and Optimization of Networks - Railway/Road (Greece and abroad),
- Research, Evaluation, Selection and Management of Agreements with the appropriate suppliers, for the implementation of quality, financial and business indicators, always guided by the interest of our company/organization and the quality of Intermodal Services to our customers, in Greece and abroad,
- Strategy and Innovation Development, aiming at the continuous improvement of Intermodal Services (Cost reduction, Profitability improvement, process improvement, service optimization, network development, market trend analysis),
- Supervision of operations (operational) in direct cooperation with the involved and cooperating departments/suppliers (Container Terminal / Conventional Terminal / Dry Ports / Rail Providers / Customs/Customs Brokers / Agents/Subcontractors / Carriers), in Greece and abroad,
- Statistics analysis and creation of accurate reports with indicators (KPIs), (P/L Intermodal Report), (Operational KPIs),
- Continuous information on industry developments (Intermodal Services) and implementation of best practices for business improvement
- Direct Cooperation with the Commercial Management for the design, application and implementation of Intermodal Services Strategy, in Greece and abroad,
- Full knowledge and market analysis for Intermodal Service sector and continuous environmental assessment, in Greece and abroad,
- Understanding the requirements of existing customers to ensure the satisfaction of their needs in Intermodal Services, in Greece and abroad,
- Close and smooth cooperation with all departments of the company (General Management, Commercial Administration, Business Departments, Finance Department, Quality Assurance Department, Personnel Department, Public Relations, etc),
- Cultivation of Corporate culture, in collaboration with the Human Resources Department

### **8.5.2. Marketing Department**

The Marketing Department has indicatively the following responsibilities:

- Development of strategies and tactics for the recognition of our services, of our company /organization (Greece and abroad) and the acquisition of appropriate traffic in our media (web), the support in the sales department (sales leads) and the strengthening of our corporate identity in the market,
- Formulation of successful marketing campaigns and taking responsibility for their implementation, from the conception of the initial idea to the execution,
- Research and Management of a variety of organizational and paid customer acquisition channels, such as content creation, content editing, pay-per-click campaigns, event management, publicity, social media, new potential customer contact campaigns, scripting, performance analysis,
- Production of valuable and interesting content for our website/blog, which attracts targeted groups and turns visitors into customers,
- Establishing strategic relationships and cooperation with key players, companies and suppliers in the industry
- Preparation and monitoring of the marketing budget on a quarterly and annual basis, and effective allocation of resources

- Supervision and approval of marketing material, from website advertising to printed brochures and case studies
- Measuring and reporting the effectiveness of marketing campaigns, data collection and evaluation against objectives
- Consumer behaviour analysis and corresponding adjustment of email and advertising campaigns
- Monitoring and Improving the Customer Experience (Customer Experience), in collaboration with the Commercial / Sales Department in Greece and abroad,
- Analysis of statistics and creation of accurate reports,
- Continuous information on industry developments and implementation of best practices in areas for improvement
- Direct Cooperation with the Commercial Management for the design, application and implementation of the Marketing Strategy, for all the services provided by our company/organization, in Greece and abroad,
- Full knowledge of the market and continuous assessment of the environment, in Greece and abroad
- Understanding the requirements of existing customers to ensure the satisfaction of their needs, in all services provided by our company/organization, in Greece and abroad,
- Close and smooth cooperation with all departments of the company (General Management, Commercial Administration, Business Departments, Finance Department, Quality Assurance Department, Personnel Department, Public Relations, etc.),
- Cultivation of Customer-Driven Strategy and Corporate Culture, in collaboration with the Commercial Management and the Human Resources Management

### **8.5.3. Customer Service Department**

The Customer Service Department has indicatively the following responsibilities:

- Improving the experience in customer service, creating loyal customers and contributing to the organizational development of all the services provided by our Company/organization, in Greece and abroad,
- Taking responsibility for customer issues and resolving problems until they are resolved (in close collaboration with relevant departments, Business Departments, Commercial, Finance, etc ..)
- Defining clear goals and developing strategies that focus on them, to improve Customer Service
- Development of procedures, policies and specifications of the service or services,
- Maintaining an accurate record and documentation of customer service actions and discussions
- Analysis of statistics and creation of accurate reports,
- Hiring, mentoring and developing customer service agents and cultivating an environment where they can excel through encouragement and empowerment
- Continuous information on industry developments and implementation of best practices in areas for improvement
- Control of resources and utilization of resources to achieve qualitative and quantitative objectives
- Observance and management of the approved budget of the Customer Service Department,
- Maintaining a smooth flow of work based on priorities,



- Direct Cooperation with the Commercial Management for the design, application and implementation of the Customer Service policy, for all the services provided by our company/organization, in Greece and abroad,
- Full knowledge of the market and continuous assessment of the environment, in Greece and abroad
- Understanding the requirements of existing customers to ensure the satisfaction of their needs, in all services provided by our company/organization, in Greece and abroad,
- Close and smooth cooperation with all departments of the company (General Management, Commercial Administration, Business Departments, Finance Department, Quality Assurance Department, Personnel Department, Public Relations, etc),
  - Cultivation of Customer-Driven Strategy and Corporate Culture, in collaboration with the Commercial Management and the Human Resources Management

#### **8.5.4. Sales Department**

The Sales Department has indicatively the following responsibilities:

- Development and implementation of commercial strategies in accordance with the corporate objectives aimed at accelerating the growth of our company/ Organization, in Greece and abroad,
- Direct Cooperation with the senior management of the company (BoD, General Management) for the design, implementation and enforcement of commercial policy, for all services provided by our company/Organization, in Greece and Abroad,
- Management of all commercial activities of the company, in Greece and abroad and Representation of the company/organization vis-a-vis clients and partners whenever and wherever required in Greece and abroad,
- Conducting market research and analysis to create detailed business plans related to trade opportunities (expansion, business development, etc.) in Greece and abroad,
- Full market knowledge, continuous environmental assessment and submission of proposals,
- Understanding the requirements of existing customers to ensure the satisfaction of their needs, in all services provided by our company/organization, in Greece and abroad,
- Actions for acquiring new customers and managing customer relationships (new and existing), in all the services provided by our company / Organization, in Greece and abroad,
- Management, Coordination, Cooperation, Effective Management, Supervision and Development of the different teams (marketing, sales, customer service, etc.) and other departments that belong to the Commercial Department of our company/organization,
- Close and smooth cooperation with all departments of the company (General Management, Business Departments, Finance Department, Quality Assurance Department, Personnel Department, Public Relations, etc),
- Creating and maintaining profitable partnerships with key stakeholders, in all the services provided by our company/organisation, in Greece and abroad,
- Monitoring the performance of business activities using key measurements and reporting to senior management,
- Assistance in setting financial objectives and developing and monitoring the budget,
- Preparation and submission of tenders related to strategic projects, in cooperation with the competent departments,



- Organizing and supervising events and promotions, for all the services provided by our company/ organization, in Greece and abroad,
- Cultivation of Commercial and Corporate culture, in collaboration with the Human Resources Department

### **8.5.5. Real Estate Department**

The Real estate department has indicatively the following:

#### Development of non-Core Port activities

- Monitoring the progress of the Development Study and the implementation schedule,
- Coordination of visits & meetings of the Master Plan Design Team with internal departments of TPA,
- Review and evaluation of deliverables according to an approved work program and contractual obligations,
- Collection of data requested by the Master Plan design team,
- Coordination of relations with stakeholders

#### Parking management

- Responsibility for the efficiency and operation of parking spaces 1 (Passenger Terminal) & 2 (Gate 6),
- Management of the team of six (6) parking operators (recruitment, work schedule, worksheets, training, etc.). Parking operators are employed through the Contractor,
- Contact with an external maintenance company and internal ThPA departments involved in the parking operation (electricians, IT, accounting, etc.),
- Initiatives to generate new revenue streams and increase other revenue through parking facilities,
- Procurement management (consumables, preventive & corrective maintenance of equipment / infrastructure, etc.). Supported by Procurement Department (SAP orders)
- Coordination of the project for the control of parking within ThPA premises, outside the free zone (pricing policy, free users, etc.)
- Coordination of the process of issuing entry / parking permits within ThPA, outside the free zone, in cooperation with the Security department. Revenue monitoring, definition of a proposed strategy,
- Coordination and monitoring of the operation of the specially designed parking space for cruise customers (Home Port),

#### Real estate

- Commercial exploitation of ThPA buildings,
- Offers - market research, contacts with potential customers in the effort to lease spaces and increase revenue,
- Monitoring of commercial leasing and financial performance indicators,
- Management, Evaluation, Analysis, Communication and Customer Basis Development (existing), to achieve the Commercial, Business and Quality objectives of the department,
- Research, Analysis, Evaluation, Communication, Management and Customer Basis Development (Potential), to achieve the Commercial, Business and Quality objectives of the department,

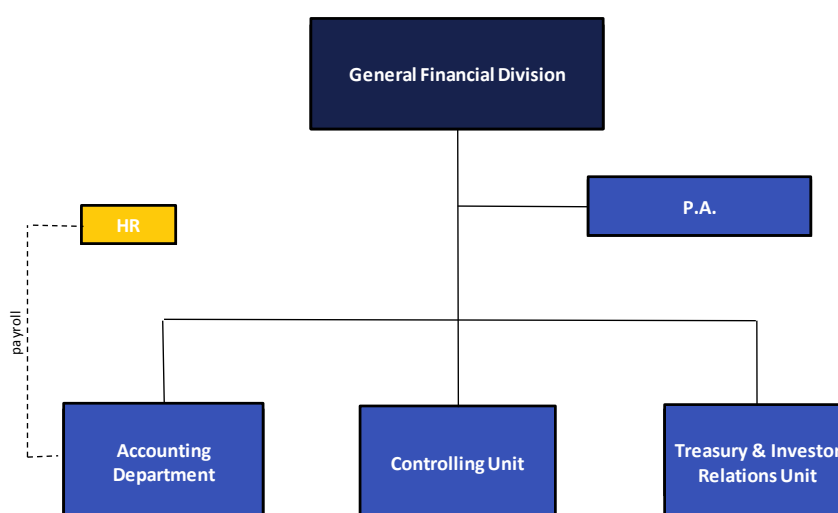
- Understanding the requirements of customers (existing & potential) to ensure the satisfaction of their needs in Leasing Services,
- Contacts with event organizers, in order to attract customers and increase the occupancy of available spaces and revenue, taking into account the future needs for the future development of non-core port activities,
- Monitoring the availability and possible suitability of plots and buildings in the perimeter of the port area, participating in relevant working and evaluation teams,
- Examination of development options for the buildings within the perimeter of ThPA which belong to ThPA or have been granted to other Authorities, through the Concession Agreement,
- Complete market knowledge and analysis for the Leasing sector and continuous environmental assessment,
- Research and recording of the broader trends of real estate development and exploitation at international, national and local level,
- Analysis of statistics and creation of accurate reports with performance indicators (KPIs),
- Research, Analysis, Evaluation of the ways of utilization and exploitation of the company's premises and facilities for non-port uses (and / or port uses)

#### Warehouse & Office Leases

- Continuous information on industry developments (Leasing of Facilities) and implementation of best practices for business improvement,
- Research, Evaluation, Selection, Management of Agreements of concession-lease requests and preparation of relevant proposals, for the implementation of quality, financial and business indicators, always guided by the interest of our company / organization and the quality of Leasing Services,
- Submission of bidding proposals (financial offers) of the available spaces for exploitation and final elaboration of Contracts, always in collaboration with the Commercial Division and the Legal Department of the company / Organization,
- Keeping a detailed file and monitoring-management of the liability contracts of the Department, as well as the contractual obligations of the leaseholder,
- Registration, evaluation and coordination of the necessary actions, in collaboration with the respective competent departments, regarding the requests of leaseholders (short-term & long-term leases). Communication with all involved,
- Regular control of the premises and facilities regarding the use of the allocated premises, in accordance with the terms of the contracts,
- Communication with users for any maintenance needs and other benefits, according to the terms of the contract, and care for their implementation by the competent Departments,
- Issuance and registration of revenue invoices of its areas of responsibility (rents, utilities, other benefits) and payment monitoring,
- Informing the competent Department on a case-by-case basis for the timely restoration of damage to the premises and facilities under its responsibility, as well as for the resolution of technical issues that may arise, during the construction phase or the operation phase,
- Support for the observance of the procedure for issuing entry permits - car parking. in collaboration with Security and YALE Unit.

- Direct Cooperation with the Commercial Management for the design, application and implementation of the Warehouse and Office Leasing Strategy
- Close and smooth cooperation with all departments of the company (General Administration, Commercial Administration, Business Departments, Finance Department, Quality Assurance Department, Personnel Department, Public Relations, etc)
- Cultivation of Customer-driven and corporate culture, in collaboration with the Commercial Directorate and the Human Resources Department

## 8.6. General Financial Division



The Chief Financial Officer indicatively has in his/her responsibility the planning, implementation, management and operation of all the financial activities of the company, including the business planning, the budget, the forecasts and the negotiations etc. He/she is responsible for the tax compliance of the company as well as compliance with the financial obligations of the Company in accordance with the provisions of the current legislation for the listed companies.

### 8.6.1. Secretariat of the Chief Financial Officer

The main responsibilities of the Secretariat of the Chief Financial Officer indicatively are:

- Reporting directly to the CFO providing executive support in a one-on-one working relationship.
- Acting as CFO's primary point of contact & liaison, internally and externally.
- Executing specific projects: research, analysis, assembling data and presenting findings.
- Checking purchase documentation, confirming the existence of related contracts and corporate decisions, handling expenses' justification processes and final payment confirmation before bank transaction execution.
- Establishing excellent communication channels with officers of all levels, reflecting corporate governance, values and culture.
- Coordinating the Finance Division's vacation leaves and overtime reporting.
- Administering the company's mobile telephone policy.

- Various ad hoc requests and tasks

#### Special Duties - Administrative Duties:

- Composing and preparing formal correspondence (also confidential).
- Screening phone calls, handling enquiries and requests.
- Managing the active agenda, orchestrating the signing of outgoing documents.
- Protocol documents addressed to the Finance Division: brief translation in EN, distribution to relevant departments and deadline follow up.
- Document's translation & interpretation in English & Greek language.
- Participating in Division's meetings, composing minutes, monitoring follow up.
- Prioritizing conflicting needs, handling matters promptly, proactively and following their implementation progress in compliance with company policies and principles.

### 8.6.2. Accounting Department

The main responsibilities of the Accounting Department indicatively are the following:

- Correct, timely and legal registration and reproduction of the Company's financial transactions. Registration of supplier invoices, issuance of warrants, receipt of signatures, search for supporting documents, forwarding to the Treasury for payment. Keeping the Assets Register (according to VAT and IFRS), registration of asset purchase invoices. Monitoring and control of stock movements of the Central Warehouse of ThPA and coordination of the annual physical inventory.
- Update and keep the required books and records and compile and submit periodic and final declarations and statements, in accordance with tax legislation.
- Registration of the invoices of the partners of subsidized programs and coordination of the collection of grants.
- Keeping the accounting record.
- Accounting monitoring and agreement of bank accounts
- Participation in the monthly closing of the company's results, making the necessary entries.
- Preparation of consolidated periodic and annual financial statements of the company and their submission to the Board for approval. Cooperation with external certified accountants for annual regular and tax audit.
- Ensure the collection and implementation of legislation concerning the imposition of taxes, duties, fees and other charges, as well as compliance with the provisions of the Greek Accounting Standards and appropriate information of the organizational units. (Cooperation with an external tax consultant).
- Issuance of tax and insurance clearance certificates, notifications to the competent Tax Office.
- Preparation of payroll statements, according to the data of service status received from the Human Resources Department, and the compensations of the members of the Board of Directors, their accounting entry and sending data to the social security organizations. Timely (according to the deadlines) return of withholdings e.g. insurance contributions, payroll tax, income tax, VAT, dividend, etc. ROSTER and HCM shift program management.
- Compilation of payment statements for official travel, training expenses and other benefits to employees.
- Issuance of income tax statements of dependent services and liberal professions.
- Accounting monitoring of letters of guarantee held by the Company.
- Provision of data to various bodies (eg Statistical Service).

- Information from the claims department for payment of approved losses to the counterparties.
- Credit control (new role). Coordination with the competent divisions of overdue customer debts, issuance of adult customer status statements and other reports, monitoring of customers creditworthiness.
- Sending e-books to the Independent Authority for Public Revenue (AADE) on a daily basis
- Continuous improvement of accounting procedures, enhancing automated transactions while ensuring optimal completeness, accuracy and timeliness of accounting registrations.

### 8.6.3. Controlling Unit

The main responsibilities of the Controlling Unit indicatively are the following:

- Regulation and maintenance of the cost accounting system based on the organization chart of the Company.
- Control of accounting entries, ensuring compliance with the classification of cost & profit centers.
- Publication of the Monthly Financial Report. Monthly and progressive financial results compared to those of the budget and the previous year.
- Quarterly Forecast of the Total Income Statement.
- Preparation of the Annual Budget.
- Issuance of Monthly Budget Report. Monthly update of the sections of the real cost in comparison with the limits of the budget approved by the Management.
- Assisting in the drive of a culture of cost consciousness throughout the company
- Pro-active cost control, ensuring that OpEx is checked against budget prior to commitment of the expense.
- Participation in preparation of business cases related to the implementation of new services, including financial analysis.
- Monthly preparation of revenue analysis, including impacts on revenue deriving from changes in volumes, tariffs and other changes in revenue drivers.
- Issuance of a Monthly Financial Report based on a specific model of the Company's Shareholders.
- Development of Data Analysis Techniques (Business Analysis). Definition and Analysis of Specifications for Business Development - Revenue Optimization/Cost Saving.
- Data Collection and Creation of Financial Analyzes at the request of the Management or the Departments of the Company.
- Data Collection, Analysis, Monitoring and Interpretation with the aim of more efficient management, process optimization and the most complete information.
- Configuration of the Company ERP system (SAP) for the issuance of more complete financial reports.
- Implementation of Financial Models and Procedures.
- Preparation of various Reports and Presentations.
- Support and Implementation of Specialized Projects (Ad-hoc), in accordance with the decisions of the Management.
- Continuous improvement of controlling procedures, enhancing automated controls while ensuring optimal completeness, accuracy and timeliness of reporting.

#### 8.6.4. Unit of Treasury & Investor Relations

The main responsibilities of the Treasury & Investor Relations units indicatively are the following:

- Analysis of the banking services used by the Company, including all credit, lending and trading products.
- Negotiation, valuation and proposals of optimal solutions for the necessary credit, lending and trading services and products.
- Preparation, proposal and management of the financing / refinancing of the Company's investment plans and proposal for the optimal distribution of Debt/Equity.
- Preparation of the Capex Budget, monitoring and information on its execution.
- Pro-active cost control, ensuring that CapEx is checked against budget prior to commitment of the expense.
- Review and check of CapEx justification forms, including Cost-Benefit analysis.
- Introduce measures to optimize the efficiency and profitability of available sources of capital, measure cost reduction and weigh, where possible, all potential associated risks.
- Preparation and proposals of actions for the optimization of the appropriate Dividend Policy, taking into account the respective tax framework.
- Ensuring adequate availability of funds
- Preparation and introduction of effective payment methods, in accordance with the applicable Delegation of Powers and the decisions of the Board of Directors.
- Preparation and updating of the Investment Policy.
- Preparation of relevant presentations.
- Supervision and monitoring of the collateral received by the Company from debtors and creditors (L/Gs, cash collaterals), based on contractual terms.

#### Capital Markets Issues

- Preparation of the Company's strategy for capital markets issues, regarding: Share buy-backs, split, private placements, Market Making, Capital Increases.
- Drafting and update on an annual basis of the weighted average cost of capital (WACC).
- Optimization of the cycle of banks, stock exchanges and investment companies that monitor the Company, with the aim of increasing its value.
- Preparation of corporate announcements and press releases.
- Management of the procedures for the General Meetings, the distribution of dividends and all other corporate transactions (capital increases, EGS, inheritances, etc.).
- Submission to the ATHEX and the Capital Market of the relevant Financial Statements and the required data.
- Observance of the share register and the relevant reports.
- Management and maintenance of the relevant sections of the corporate website.
- Responsible for all issues of Corporate Governance and compliance with the ATHEX rules (indicatively 4706/2020 ATHEX and Capital Market Regulation, Law 3340, etc.).
- Organization of presentations and roadshows.
- Coordination of consultants and departments of the Company and submission for Grants to the Recovery Fund the dossier for Pier 6, along with other relevant submissions for grants.

- Coordination of directors and departments of the Company and submission to the Executive Committee of all the necessary reports for the annual renewal of the insurance contracts of the Company.

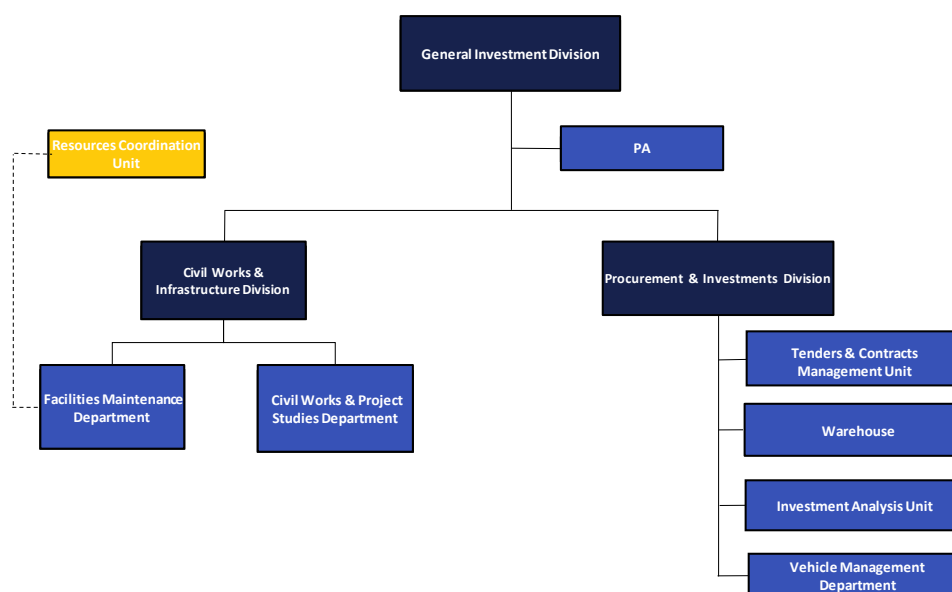
#### Cash Transactions

- Cash receipts and transactions with POS of Conventional Cargo customers.
- Daily monitoring of the regular replenishment and collection of the reserves of the 2 cash registers of the Car Stations (parkings) and the 3 automatic cash registers (especially for APS, weekdays and holidays).
- Daily monitoring of the transfer of money from the receipts of the two cash registers of the parkings and APS, as well as the cash register of the Container Terminal.
- Payment of specific costs of suppliers in cash, according to the approved payment orders and after checking the required documents: up to € 500 from the Central Treasury Fund, for amounts over € 500 by bank transfer and payment of the supplier by credit to his bank account. Collection of invoices (indicatively: Conventional Cargo invoices, parkings, loan repayment, scrap / confiscated auctions).
- Reimbursement of travel expenses and other expenses/invoices of employees & executives in cash.
- Management of the APS of parkings and Smart Safe (owned by NBG) for the online credit of cash in the Company's current account, as part of the collection management process.
- Service/monitoring with the Conventional Cargo department for ship advances and with Conventional Cargo customers regarding account balances, clearing of invoice advances, etc.
- Records in SAP of the accounting transactions required for the agreement, indicatively, Central Treasury Fund, Parkings Treasury Fund, APS, Smart Safe.
- Control and agreement of daily cash flow (and checks) of the Central treasury Fund and the regional treasury funds of CT, Conventional Load and parkings, with the preparation of daily cash statements.
- Monitoring through web banking on a daily basis of bank accounts and preparation of the daily report of the total cash and income movement "Daily Cash Report" which includes the total transactions from the four (4) treasury funds, the five (5) POS and the three (3) APS of the Company.
- Debit and credit of the bank account of the respective customer with simultaneous settlement of his invoices in SAP.
- Registration of advances by debiting the respective bank account and credit of the respective customer with simultaneous registration of the corresponding order number given by the Contractual Cargo department.
- Registration of any bank expenses arising from the payments.
- Tracking other customer tabs.
- Customer / supplier registrations / clearances.
- Monitoring of a detailed ledger of the Company's bank accounts.
- Registration of bank deposits on the current account, as rent or performance guarantees (after consultation with the competent departments, indicatively the Commercial, Exploitation of Premises, Procurement departments).
- Print all the above entries and archive them (if applicable).
- Check the mass payment file and submit it through the bank application.
- Making separate payments through web banking for payments and transfers that cannot be made through the file (indicatively , payment IDs, corporate accounts, etc.).



- Production of payment reports for updating accounting records and electronic archiving of payment files.
- Keeping a paper file of the Central Treasury Fund, bank accounts and the documents/reports of the parking's and transferring them to Warehouse 14 for archiving purposes.
- Keeping an excel file for the safekeeping of the Letters of Guarantee in collaboration with the respective departments which are responsible for their accounting /business monitoring.
- Management of the Central safes for the safekeeping of cash, checkbooks, Letters of Guarantee and other confidential documents, which are delivered for safekeeping by other Departments and Divisions of the Company.
- Banking operations that require a physical presence in the branches of the Banks.
- Payment of Company employees loans to EUROBANK and to the Deposits & Loans Fund with bank checks.
- Supply of coins by the Bank of Greece for the needs of the ThPA funds, parking's, APS, CT
- Continuous improvement of treasury procedures, enhancing automated transactions while ensuring optimal completeness, accuracy and timeliness of payments.

## 8.7. General Investment Division



The Chief Investment Officer has in his/her responsibility indicatively the development of an investment policy in relation to the goals and the growth strategy of the company, the development of long-term and short-term investment plans, proposes areas that the company can invest on in the relevant institutional framework in order to strengthen the development of a friendly development environment, etc.

### 8.7.1. Secretariat of Chief Investment Officer

#### 1. PA of the Chief investment officer



In general, the main goal of the Secretariat of the Chief Investment Officer (CIO) is to release the CIO from the organization and administrative work, so that he can devote the maximum of his time to strategic tasks. The responsibilities includes indicatively :

- He acts as first contact point: handles mail and phone calls, requests and queries,
- Communicates with staff, suppliers and customers
- Manages calendars and organizes meetings and appointments,
- Keeps notes and minutes during meetings,
- Reminds to the manager/executive important tasks and deadlines,
- Books and organizes trips, transfer and accommodation,
- Conducts surveys,
- Prepares reports,
- Organizes events and conferences,
- Implements and observes procedures / administrative systems,
- Collects and deposits expenses,
- Various tasks to support the CIO

Also, in close cooperation with the Heads and Directors of the departments she/he ensures the following:

- Job report
- Monitoring deadlines and achievements of ongoing projects
- Executive and administrative support
- Drafting of reports for the Chief Investment Manager
- Conduct all types of research and analysis required for the Chief Investment Manager

## **2. Projects Supervisor**

- Collaborating closely with the Project Managers and Heads of Divisions and Units

### **Is performing indicatively:**

- Project Reporting
- Follow up of the deadlines and achievements of the ongoing projects
- Executive and administrative support
- Generation of the reports for the CIO
- Performing all types of research and analyses required for the CIO

## **8.7.2. Civil Works & Infrastructure Division**

The Civil Works & Infrastructure Director has in his /her responsibility the planning, monitoring of the development and implementation of the company's investment projects, as well as for the maintenance of all infrastructure (building infrastructure, port projects, other technical projects) and electromechanical networks (electricity, water and sewerage networks, etc.)

The Civil Works & Infrastructure Division consists of the Maintenance and Infrastructure Department and the Civil Works and Projects Department

### **8.7.2.1. Facilities Maintenance Department**

The Facilities Maintenance Department indicatively has the following responsibilities:

- Planning, organization, control and performance of repair and maintenance projects of infrastructure and buildings (excluding communication networks).
- Supervision of the construction of repair and maintenance works (infrastructure and buildings) of ThPA SA (excluding communication networks).
- Keeping records of repair, maintenance and costs of infrastructure projects and buildings (except communication networks).
- Repair and restoration of damaged premises and buildings after notification of the competent department.
- Plans, coordinates, defines and controls the work of the Department Workshop. Controls and approves the requests for supply, of the materials necessary for the execution of the works, either from the Material Warehouse, or from external partners.
- Supervision of small projects and control of the performed repair and maintenance works of infrastructure and buildings (excluding communication networks).
- Inspection and maintenance of ship water intakes.
- Drafting regulations for the use and good operation of the projects and facilities of the Port.
- Informing the competent Department on a case-by-case basis of the timely restoration of the damages in the premises and the facilities of its competence.

#### **8.7.2.2. Civil Works & Project Studies Department**

The Civil Works & Project Studies Department indicatively has the following responsibilities:

- Preparation/drafting of studies, study management / contract management (project management / contract management), coordination, supervision, evaluation and acceptance of project studies regarding:
  - Infrastructure works (marine works, road and rail works, pavements, crane/gantry crane rails, rainwater runoff and sewage, water supply) excluding electromechanical and communication networks
  - Superstructure works (buildings / structures, steel structures, sheds, facilities, establishments, bollards, fenders) excluding electromechanical and communication facilities
  - Dredging/Deepening works
  - Master Plan of the Port of Thessaloniki
  - Topographic surveys, Bathymetric surveys
- Project management/contract management, coordination, supervision, implementation, evaluation and acceptance of construction of projects regarding:
  - Infrastructure (marine works, road and rail works, pavements, crane/gantry crane rails, rainwater runoff and sewage, water supply) excluding electromechanical and communication networks
  - Superstructure (buildings/structures, steel structures, sheds, facilities, establishments, bollards, fenders) excluding electromechanical and communication facilities
  - Dredging/Deepening.
- Preparation / drafting and supervision of tender documents preparation for the assignment of studies, related services and construction of projects/works excluding electromechanical and communication networks and facilities.

- Obtaining of planning/ building permits. Management and supervision of planning/ building permit procedures.
- Tide gauge operation/measurements.
- Participation in Tender Committees for the assignment of studies, related services and construction of projects /works.
- Participation in the management and preparation of proposals for the financing of studies and construction projects from national and European Union's funding sources.  
Handling of technical issues related to the port of Thessaloniki, port projects, land and sea port zone, spatial planning and development, road planning, urban planning, land uses, building conditions, building permits and approvals, land registry, archaeology, environmental and energy issues, National - EU co-funded projects.

### **8.7.3. Investment & Procurement Division**

The Investments and Procurement Director, indicatively has in his / her responsibilities the procedures of awarding contracts in accordance with the applicable Procurement Regulations of the Company, as well as the monitoring of their execution by the competent departments.

The departments of the Division have indicatively the respective responsibilities:

#### **8.7.3.1. Tender & Contract Management Unit**

- Conducting market research in the context of the supply of materials to meet the needs of the Company
- Preparation of notices for the supply of materials and services in collaboration with the Departments responsible for the setting the technical specifications, in accordance with the current legislation and/or the applicable Procurement Regulation of the Company.
- Publication of the tender announcements and execution of the procedures for receipt and evaluation of the offers in accordance with the respective Regulations of the Company.
- Preparation of the required contracts in accordance with the procurement policy, procurement procedures and decisions of the Management and the Board of Directors, so as to ensure the interests of the Company.
- Keeping a record of all contracts for the supply of materials, equipment and services of the Company (except for the studies and constructions of the infrastructure projects kept by the competent Department).
- Preparation of statements with the typical data of the execution of the contracts (such as number and date, supplier, duration, expected contractual time and amounts of payments, etc.), monitoring the implementation of contracts, and updating budgets and accounts of the Accounting Department for the relevant expenses.

#### **8.7.3.2. Warehouse**

- Management of the warehouse of materials and spare parts and conducting inventories. Registration in the system of invoices, materials and spare parts and machinery. The quality control during the

receipt of the supplies is done in cooperation with the competent organisational units or the competent Committees.

- Determining the optimal size of the warehouse stocks, according to the suggestions of the competent organisational units and the statistical analyses of consumption that it conducts at regular intervals.

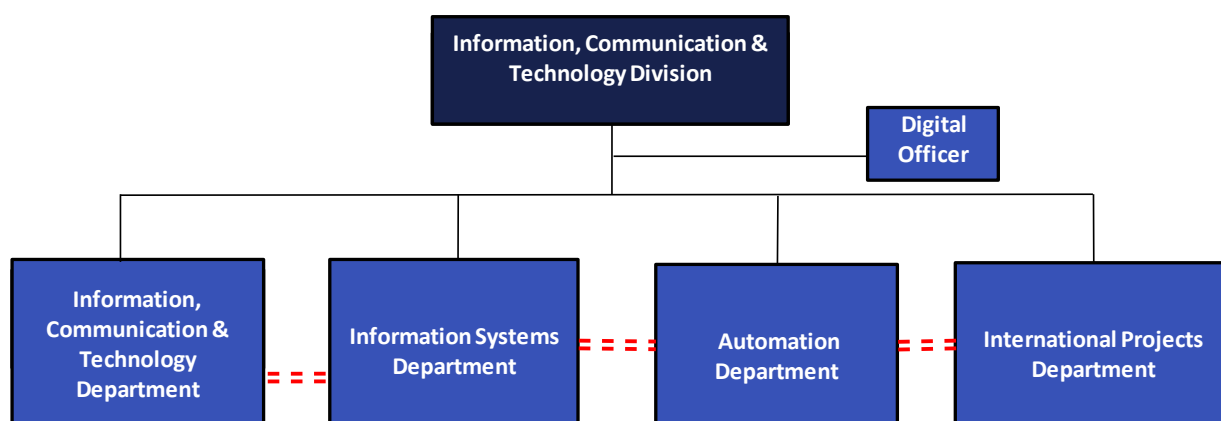
### 8.7.3.3. Investment Analysis Unit

- Coordination of actions for the implementation and monitoring of all mandatory and large investments
- Participation in the evaluation processes of investment plans
- Execution of the necessary actions for the supply of equipment

### 8.7.3.4. Vehicle Management Department

- Recording and keeping records of passenger vehicles owned and rented by the company
- Participation in the elaboration and supervision of the implementation of the company car regulation

## 8.8. Information Communication & Technologies Division



The Director of Information, Communication & Technologies (IT) is responsible for the management, maintenance, development of all operations related to existing IT applications and infrastructure, the cybersecurity, the development of new systems and IT policies, the continuous provision of security of all data managed by the company.

In general, the Division of Information, Communication & Technologies has indicatively the following responsibilities:

- Participation in the shaping of the company's strategy, informatics and telecommunications.
- Recording of the needs and suggestion for the adoption of new technologies and software applications, as well as the needs of upgrading and expansion of the existing systems in cooperation with the involved organizational units.

- Drafting of technical specifications and cooperation with the Procurement Department for the processing of supplies related to its object.
- Design and organization of the implementation-monitoring of the “Performance Indicators” system of the Company in collaboration with the Strategic Planning & Sales Development and Promotion Department.
- Supervision of the implementation of projects and contracts that are related to its scope and implemented by third parties.
- Ensuring the security of information systems and applications from malicious actions.

### **8.8.1. Information, Communication & Technologies Department**

- Analysis, design and implementation of applications for the needs of the company and its partners, with own means or with external partners.
- Implementation of applications to third parties in order to promote the company’s know-how to customers.
- Ensuring the implementation and updating of the Organization’s Network and Computer Systems Regulation.
- Implementation of applications for the issuance of tables and statistical bulletins, as well as the provision of statistical information to other services to serve their needs.
- Support existing applications by correcting errors and expanding them as needed.

### **8.8.2. Information System Department**

- Care to ensure the operation, support and maintenance of the company’s central systems, IT and telecommunications infrastructure. Ensure the organization, the control of proper operation and the upgrade of the existing applications, equipment and network infrastructure of the company.
- Receiving backup copies of the Company’s information data and ensuring their safe storage. Ensure the planning, organization, implementation and updating of the security information system and communication networks of the company and support of the general security policy of the company.
- Planning and presentation for the development, monitoring and updating of corporate website and internal website components.
- Informing the competent Department on a case-by-case basis of the timely restoration of the damages in the premises and the facilities of its competence.
- Ensure the support of users, management and service of their requests.
- Ensuring the integrity and security of information systems and applications.
- Managing databases and ensuring their smooth operation.

### **8.8.3. Automation Department**

- Compilation or suggestion of the preparation of research studies and development of new technologies and IT systems and technical-economic studies in matters of informatics.
- Providing consulting work to other services in order to automate and improve their work.

- Participation in the new projects that are implemented in the company in order to provide consulting services regarding the necessary automation and the operation of the new systems.

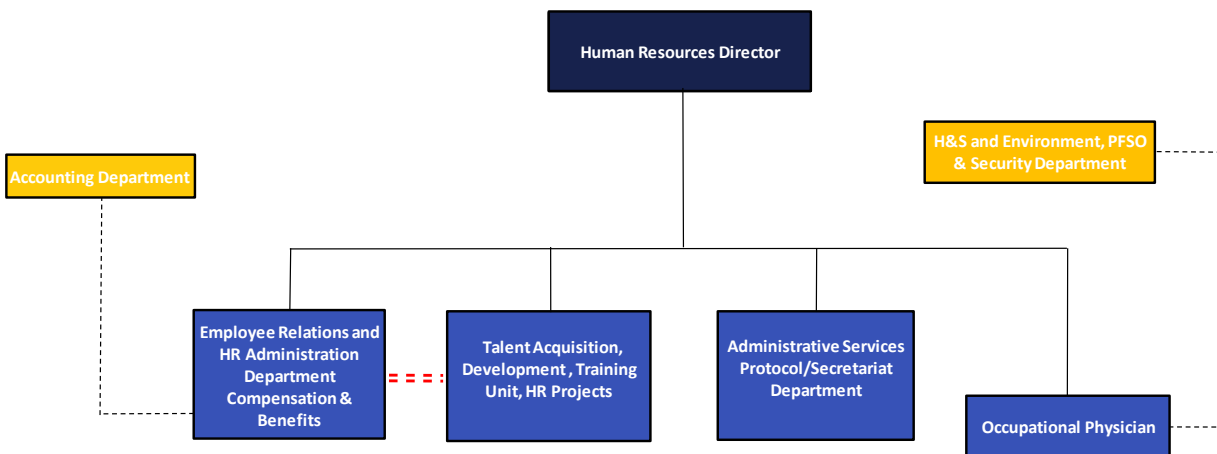
#### 8.8.4. International Project Department

- Monitoring of available technology, developments and trends in the IT and Communications sector in general and in the port area in particular.
- Participation in international projects in order to gain know-how and monitor international developments in the field of technology and automation.
- Support services for the provision of international certifications related to its subject.

#### 8.8.5. Digital Policy Department

The purpose of the Digital Policy Department is to lead the development and strategic renewal by transforming the traditional analog operation of the organization into a digital one. It emphasizes the creation of new value through the intelligent use of digital tools, platforms, technologies, services and processes.

### 8.9. HR Division



The Human Resources Director is indicatively responsible for all the activities related to the planning, management, utilization and development of the company's human resources, manages all kinds of issues that arise in relation to employment relationships, participates in the preparation of the Collective Bargaining Agreements and the General Staff Regulations and always in combination with the requirements of labor and insurance legislation etc.

The Human Resources (HR) Division provides oversight and advice the management on strategic staffing plans, compensation, benefits, training and development.

### **8.9.1. Department of Labor Relations, HR Management, Remunerations & Benefits**

The Department of Labor Relations, Human Resources Management, Remuneration & Benefits has indicatively the following responsibilities:

- Monitoring and submission of all obligations arising from labor legislation in the Information System ERGANI e.g (recruitment, departures, work planning, modifications, etc.)
- Creation and continuous updating of the physical files of the employees with all the necessary documents in order to have historicity and continuity.
- Monitoring of vacations Forms and registering them in the HRMS system.
- Receive of any kind of vacation form, checking and registration to the system.
- Manage of the internal protocol correspondence.
- Receive and implement of employee's requests for issues related to their employment, eg (issuance of certificates of service, advance payments, loans, etc.)
- Preparation of relevant Decisions and minutes for Loans grading, after evaluation of the three-member committee for granting loans, collection of the relevant documents that justified the granting of the loans based on the CLA stipulations
- Monitoring and drafting of the contracts between ThPA S.A and the kindergartens, collection of all necessary documents and the relevant invoices.
- Collection of the necessary Documents for the respective submission to the Hellenic Labour Inspectorate (SEPE), registration in the HCM Payroll program, opening of a physical file, drafting an Employment Contract.
- Collection of the applications for employee's joining at the insurance plan.
- Drafting of the decisions for issues related with labor relationships, remuneration and benefits.
- Continues update as it concerns the labor law.
- Drafting of all employment contracts

### **8.9.2. Talent Acquisition Development, Training & HR Projects**

The Talent Acquisition Development, Training and HR Projects Unit has indicatively the following responsibilities:

- Collection/Processing of CVs  
Contact interviews for new hirings
- Organization of employee training programs
- Recording staff allocation/organization chart
- Issuance of all the documents needed for employees of other countries for access at the Greek labor market.
- Manage problems per case, issues that occurs from the day-to-day operation ex. Shifts resolution, working programs.
- Preparation of presentations for various HR projects
- Compilation of the suggestions of the Divisions concerning the training needs of the staff. Market research on the possibilities and conditions of training programs. Preparation and presentation of the annual training program and its budget.



- Organization and control of the implementation of the approved annual training program and the smooth conduct of training programs. Providing information to staff about the annual training program.
- Development and implementation of policies of the Human Resources Department
- Designing and implementation of induction program for new employees
- Design and implementation of the evaluation system
- Monitoring and recording of remuneration and benefits policy
- Collaboration with internal departments to identify recruitment needs in close collaboration with the relevant Managers
- Ensuring the proper operation of the ROSTER application
- Harmonization under the GDPR Regulation
- Job Descriptions

### **8.9.3. Protocol / Secretariat Department**

- Receiving, sending and handling mail from and to the Company by printed and electronic means.
- Keeping the general and confidential protocol.
- Keeping a record of the decisions of the Management bodies, the incoming and outgoing as well as a record of all kinds of Contracts of the Company.
- Ensure the notification to the competent Services of the decisions of the Company's Management bodies.
- Carrying out Corporate Travel procedures.
- Informing the competent Department on a case-by-case basis of the timely restoration of the damages in the premises and the facilities of its competence.

### **8.9.4. Occupational Physician**

The Occupational Physician is responsible for the promotion of health in the workplace. His/her responsibilities include the following:

- Providing advice and suggestions to the Management and the employees for the improvement of the physical and mental health of the employees.
- Ensuring the initial integration of employees in the production process and possible inclusion of disadvantaged people after illness or accident, with the issuance of a relevant Certificate of Medical Fitness of the Work which is issued periodically.
- Monitoring the health of employees through clinical and laboratory tests in accordance with applicable provisions, assessing the suitability of employees for such work and recording the results of medical assessment in individual histories, always ensuring medical confidentiality and personal data and having moral independence towards the employer and the employees in the performance of their work.
- Research, analysis and evaluation of the causes of occupational diseases and proposals for prevention measures.
- Notification to the Labor Inspection Corps of any occupational disease or any factor of the workplace that has an impact on the health of employees.

## **9. POLICIES - PROCEDURES**

### **9.1. Recruitment - Evaluation Procedures for Senior Executives and Managers**

#### **9.1.1. Recruitment procedure**

Recognizing that the staff is the most important asset of the Company, the recruitment process aims to fill all jobs, including managerial positions with candidates capable of contributing greatly to the efforts to achieve high performance goals, while seeking to provide possibilities and development opportunities to the existing staff.

The new recruitments, including the executives, are approved by the management as described in detail in the Decision on the Delegation of Powers of ThPA SA Bodies, as in force, and in accordance with the Company's Recruitment Policy as in force and as applicable.

#### **9.1.2. Senior Executives and Managers Performance Evaluation Process**

The evaluation of the executives is carried out, based on specific criteria, hierarchically as defined by the organization chart.

The evaluation of the General Managers and Directors is performed by the Chief Executive Officer and the Chairman of the Board of Directors at least annually on the basis of the respective goals and the strategy of the Company.

The following are considered and taken into account as criteria for the evaluation of the above persons:

- Knowledge of the subject, perception, interest and creativity
- Intracompany relationships and behavior
- Administrative skills
- Effectiveness

After the completion of the process and the completion of any remarks in the corresponding field of the evaluation form, the forms are signed and sent to the Human Resources Division.

### **9.2. Compliance procedures with obligations from Regulation (DD) 596/2014 on market abuse**

ThPA ensures the strict observance of EU, national and supervisory law to prevent market abuse by both executives, employees and trading parties, directly or indirectly, as well as by external factors in its own environment, through its Procedures for:

- a) the management of privileged information and proper information of the public and b) the transactions by persons exercising managerial duties and the obligation to disclose them.

They expressly prohibit the abuse or attempt to abuse privileged information. The concepts of privileged information - an indicative list thereof is provided - and the concept of abuse of privileged information are specified, while the penalties in case of abuse of privileged information are also indicated.

Also, it indicates the procedure by which the transactions carried out by persons exercising managerial duties and persons with close ties with them are disclosed and defines the keeping of a list of persons exercising managerial duties and persons with close ties with them.

### **9.3. Notification of any dependent relations of the independent non-executive members of the Board of Directors and the persons who have close ties with them.**

ThPA SA provides in the Suitability Policy of the BoD Members of ThPA SA all the cases which according to the existing legal provisions constitute a dependent relationship and must not occur for rendering someone as an independent non-executive member of the Board of Directors.

Also, a Procedure has been established to avoid the case of someone being elected a member of the Board of Directors as an independent non-executive member or to remain as a member with this capacity, while he has a dependent relation with ThPA SA or a subsidiary thereof of that member or candidate member, as well as persons with close ties to them.

In addition, there is an obligation to notify immediately any dependent relationship of both the members themselves and the persons who have close ties with them, as well as the data and the procedure to be followed for such notification.

### **9.4. Compliance procedure of ThPA SA regarding transactions with related parties.**

ThPA SA demonstrates great sensitivity in the protection of shareholders and investors in the best possible way and for this reason has a Procedure for ThPA Transactions with related parties.

This Procedure determines who are the related persons with ThPA SA and distinguishes the types of transactions of ThPA SA with them, into:

- a) current transactions, which are usual in relation to the operations and the object of the business activity of ThPA SA, i.e. they fall within the transactions that are prepared in the framework of its daily activity in terms of their type and size, i.e. with regard to their terms, they are concluded with the usual market conditions, i.e. the terms of the contracts concluded by ThPA SA with the other trading parties; and
- b) significant-non-current transactions, which are not current, i.e. the object of the transactions that are not prepared in the framework of the daily activity of the Company or that as far as its content and its particular terms, they exceed the usual measure for the specific case, as determined from the activity of ThPA, its financial strength and the usual practice in such transactions.

Furthermore, it provides for keeping a Register of Related Parties-Conflict of Interest, a procedure for distinguishing the two types of transactions and all the obligations in case of a significant transaction with related parties.

Finally, it provides for the measures on the basis of which the control and the application of the provided procedure are ensured.

## **9.5. Policies and Procedures for the prevention and response to situations of conflict of interests**

The Board of Directors establishes a Policy for the identification, avoidance and response to situations of conflicts of interest between the interests of the Company and those of its members or persons to whom the Board of Directors has assigned some of its responsibilities.

This Policy is based on clear procedures, which define the manner of timely and complete notification to the Board of Directors of any interests in transactions between related parties or any other potential conflict of interest with the Company or its subsidiaries. The measures and procedures are evaluated and reviewed to ensure their effectiveness.

## **9.6. Policies and Procedures of compliance with the laws and regulations governing the organization and operation of ThPA SA and its activities.**

ThPA SA has established and updated a Policy and Procedure, in order to achieve in a timely manner the full and continuous compliance of ThPA SA with the applicable regulatory framework and to have at any time a complete picture of the degree of achievement of this goal.

## **9.7. Training Policy of the BoD Members, the managers and other executives.**

The Company implements an introductory training process for the newly elected/newly appointed members of the BoD and the Audit, Nominations and Remuneration Committees, in order to facilitate the understanding of its members regarding the structure of the Company and its subsidiaries, the business model, the risk profile, the governance arrangements and their role in them. In this context, the Company ensures that the newly elected/newly appointed members are provided with all the information and training required to contribute effectively to the works of the BoD and the Committees and to the fulfilment of their mission.

Prior to their first participation in a meeting of the BoD, the newly elected / newly appointed members are accepted by the Chairman of the BoD and meet with the CEO, senior executives of the Company and the heads of risk management and internal audit units, with the possibility to ask questions about the Company and its activities.

Given the evaluation based on the Suitability Policy submitted to the newly elected/newly appointed members, it is expected that they have the necessary knowledge, experience and know-how to fulfil their role. However, they are not necessarily all experts in all matters or aspects of governance. For this reason, training is a key factor for the continuous effectiveness of the BoD and a permanent commitment of the Company's BoD members.

The Company provides the necessary financial and human resources for the implementation of appropriate introductory and training programs on a continuous and personalized basis.

In addition, presentations are made on a regular basis to the members of the BoD by the Company executives and external partners, in order to inform them about changes concerning the Company, the legal and regulatory framework, the requirements of the market and the industry.

Furthermore, ThPA SA applies a Training and Development Policy for all executives, and especially those involved in internal audit, risk management, regulatory compliance and information systems, as well as to all ThPA SA employees in general, depending on the company needs and priorities. They concern both relationships and professional networking, and structured training with participation in social skills training programs (Soft Skills) or technical skills training programs (technical skills).

The executives identify and communicate their training needs throughout the year to their supervisors, who support every opportunity for training and upgrading of knowledge and skills and guide, record and evaluate the needs based on the role of each executive, their goals and the skillset and attitudes required to achieve these goals. Development actions are communicated in order to decide the training and development program. The General Managers communicate their training needs directly to the rest of the Management Team in order to decide on the appropriate training and development program, which meets the needs, is in line with the priorities and strengthens the Company's strategy.

Every year the annual training plan of the next year is prepared and the Training and Development budget is formed accordingly.

An update is provided every four months by the Human Resources Division regarding the implementation and course of the approved plan. Each completed program is followed by an evaluation of its effectiveness.

At the same time, participation in conferences and workshops is encouraged, following communication with the Human Resources Department.

## **9.8. Succession Plan of BoD Members**

The Board of Directors ensures for the Company the appropriate succession plan, for the smooth continuation of the management of the Company's affairs and decision-making after the departure of its members, especially executives and members of committees. In particular, the Board of Directors approves a framework for filling positions and succession of the BoD members, in order to identify in a timely manner the needs for filling positions or replacements and to ensure the smooth continuation of the management and the achievement of the Company's purpose.

The Company seeks the smooth succession of the members of the Board of Directors with their gradual replacement, in order to avoid the lack of management. The succession framework shall take into account in particular the findings of the evaluation of the Board of Directors, in order to achieve the required changes in composition or skills and to maximize the effectiveness and the collective suitability of the Board of Directors.

The Company has a succession plan of the Chief Executive Officer, the preparation of which may be assigned to the Nomination Committee.

## 9.9. Sustainable Development Policy

The promotion of the corporate interest and the competitiveness of the Company is connected with its sustainability. Sustainability is determined by the impact of the Company's activities on the environment and the wider community and is measured on the basis of non-financial factors related to the environment, social responsibility and governance (Environmental, Social, Governance (ESG)) that are economically significant (essential) for the Company and the collective interests of key stakeholders, such as employees, customers, suppliers, local communities and other key bodies.

The Board of Directors ensures the existence of mechanisms for the knowledge and understanding the interests of the stakeholders and monitors their effectiveness. The Board of Directors also monitors the executive management for issues related to new technologies and environmental issues.

The Company adopts and implements a policy on ESG and sustainable development issues.

The Board of Directors, in the context of its strategy, identifies in the annual report the non-financial issues that concern the long-term sustainability of the Company that are essential for the Company, the shareholders and the stakeholders and the way that the company deals with them. Publications on the Company's management and performance in sustainable development issues are available to the concerned parties and stakeholders.

Thessaloniki Port Authority SA acknowledges its responsibility towards consumers, employees, customers, investors, and the local communities in which it operates and has therefore adopted the United Nations Agenda as set out in the Sustainable Development Goals along the five thematic areas of the port industry

- Resilient Infrastructure
- Climate and Energy
- Community Outreach & Port-City Dialogue
- Safety and Security
- Governance and Ethics

For this reason, it provides comprehensive, innovative and high quality services to its customers, safe and excellent working environment to its employees, mutual benefit relations to its suppliers and partners, creation of new economic values to its shareholders, respect and protection to the environment, and economic development and social prosperity to the local societies where it operates.

The Sustainable Development Policy of ThPA SA is in line with the values of responsibility, integrity, transparency, efficiency, and innovation.

The strategy is determined by the Management, which is committed to:

- the implementation of sustainable development policy at all levels and sectors of activity of the Company.
- the strict observance of the current legislation and the full implementation of the standards, policies, internal instructions and the relevant procedures applied by the Company.

- the implementation of responsible management practices of the Company's human resources, the provision of a healthy and safe working environment for its human resources and partners, and the implementation of relevant training programs, the continuous training of employees, in order to effectively develop skills, knowledge and the know-how of the employees, increasing their efficiency and the degree of their satisfaction.
- the protection of human rights and the provision of an equal opportunity working environment, without discrimination on the grounds of age, race, sex, color, nationality, religion, health, sexual orientation, or belief.
- the selection of suppliers and partners making every effort to prevent and combat corruption.
- the continuous effort to reduce the environmental footprint through continuous monitoring of environmental parameters and implementation of responsible actions and prevention measures.
- the cooperation and support of local communities, implementing a series of actions, which are developed in the longer term and concern, inter alia, culture, health and education, in order to contribute to the sustainable development of the areas where it operates. The operation and development of the port is directly connected with the economic, social, as well as cultural development of Thessaloniki
- the constant pursuit of creating added value for all concerned parties.

Indicative of the importance attached by Thessaloniki Port Authority SA in Sustainable Development is the fact that the selection process of the Board of Directors members ensures that the Board of Directors, collectively, can understand and manage issues related to the environment, social responsibility and governance, within the framework of the strategy it formulates.

Furthermore, ThPA has an Environmental Policy, as one of its main strategic goals is the need for sustainable development through the provision of quality and environmentally friendly services. In this context, it has designed and implemented an Environmental Management System in accordance with the requirements of International Standards based on its needs and aspirations and in accordance with the requirements of applicable Greek and EU legislation. It operates in such a way as to ensure the prevention of pollution and the improvement of the environmental performance of the Environmental Management System, informs and encourages all staff to be involved in environmental protection actions, systematically identifies, evaluates and monitors all environmental aspects and effects, sets the appropriate environmental programs and targets to improve environmental performance, reduce the negative and increase the positive effects of its activities, review environmental targets and environmental programs, inform and raise public awareness, suppliers, contractors and passengers, passing through the port, in matters of environmental management and continuously improves the Environmental Management System using the following processes: Management reviews, Internal Inspections, Recognition and evaluation of environmental aspects of its activities and their effects and corrective actions. Finally, it makes every effort for the continuous improvement and efficiency of the Environmental Management System and keeps its Environmental Policy updated, notifying the staff and making it available to the public and stakeholders through its website.

Primarily, it has an Occupational Health and Safety Policy of ThPA SA, which defends Health and Safety at work, as well as the creation and maintenance of a healthy and safe working environment, which consist its main priorities.





Provides safe and hygienic working conditions for the prevention of accidents at work and occupational diseases and continuously improves the efficiency of the Management System for Health and Safety at work.

The main pillars of the Policy of ThPA SA in the field of Health and Safety are: compliance with the requirements of International Standards, compliance with applicable law, International Codes and Best Practices, continuous information, training, awareness, of all employees on occupational health and safety issues, the systematic recognition of occupational hazards and the adoption of measures to minimize the risks to health and safety at work, as well as the application of recognized good practices from international experience, the adoption of measures to take advantage of opportunities in the work environment, the provision of all necessary tools and procedures for the establishment, review and achievement of the objectives for health and safety at work, the transparent, timely and thorough reporting of all occupational safety incidents, in order to identify the causes and apply preventive and corrective measures, consultation and participation of the employees and their representatives, the updating of the Policy of ThPA SA, its notification to the staff and the interested parties, as well as the systematic inspection of the organization and the procedures that contribute to the achievement of the goal of the absolute observance of the rules of safe work in each working field.