

# ANNUAL CORPORATE SOCIAL RESPONSIBILITY REPORT 2008

## CONTENTS

Message from the Chairman and CEO

### PART A: THE CORPORATION

#### 1. CORPORATE PROFILE

INTERNATIONAL PRESENCE

MILESTONE - EVENTS

#### 2. CORPORATE GOVERNANCE

#### 3. MANAGEMENT SYSTEMS

#### 4. RELIABILITY OF DRAWING LOTS

#### 5. ILLEGAL BETTING

### PART B: CORPORATE SOCIAL RESPONSIBILITY WITHIN OPAP S.A.

#### 1. CSR POLICY

#### 2. CSR ACTIONS

#### 3. CSR ACTIONS WITH THE PARTICIPATION OF EMPLOYEES

#### 4. STAKEHOLDERS – INTERESTED PARTIES OF OPAP S.A.

#### 5. ENVIRONMENTAL MANAGEMENT

#### 6. TRANSPARENCY

#### 7. CSR TRAINING

#### 8. RESPONSIBLE GAMING

#### 9. DISTINCTIONS – AWARDS

#### 10. CARE FOR EMPLOYEES

#### 11. OUR GOALS FOR 2009

## MESSAGE FROM THE CHAIRMAN AND CEO

2008 was a milestone year for OPAP S.A. It was the 50-year anniversary since the establishment of OPAP, a year of renewal and preparation for the next 50 years in a financial and business environment of increasing expectations as well as new opportunities.

OPAP was established in 1958 as the managing body of PROPO (football pools) and the distributor of its revenues to support sports through tangible actions. Today the management of our nine games, positions OPAP S.A. at the top of the sector in Europe and worldwide.

The mission of OPAP S.A. is dual, promoting dynamic growth and a stable social presence and contributing to the community. Our goal is to transform business growth into social work. For better serving this purpose, in spring 2008 we implemented our New Policy for Financial Support and Sponsorships. Through this we focus on coordinated actions, achieve a better control of the implementation progress of the financed actions and reinforce transparency by communicating to the Greek community the totality of financial aids OPAP S.A. is offering.

The renewal of the philosophy and, especially, the social contribution procedures achieved thanks to this New Policy allows the corporation to transform business profit into social dividends, producing tangible results. It allows us to intervene directly where our help is needed, to bring about essential changes in the field of Sports, Culture, Environment, Health, Education and Society.

2008 was the first year we put this into practice. Having as a motto that when it comes to society “we leave nothing to chance”, we tried through our interventions to sponsor hope and efficiency.

Facts and figures after this first round prove us right in making this choice and reinforce our optimism regarding the future of OPAP S.A. and its relation to the Greek community.

Christos Hadjiemmanouil  
OPAP S.A. Chairman and CEO

## PART A: THE CORPORATION

### 1. CORPORATE PROFILE

The “Greek Organization of Football Prognostics” (OPAP) was established in 1958, as a Private Legal Entity for the organization and operation of the Slip of prognostics of Football Games (widely known as PROPO).

In 1999, OPAP was transformed into a Société Anonyme, its new memorandum was drawn up, and the new company name Organization of Football Prognostics S.A.”, and in brief “OPAP S.A.” were set.

In 2000, by virtue of the agreement dated 15-12-2000, signed between the Greek State and the Company, OPAP S.A. was delegated for a time period of 20 years, the exclusive right of conduct, management, organization and operation of the games it currently manages, as well as the games BINGO – LOTTO and SUPER 4.

Moreover, the exclusive option to conduct games related with sporting events and the right of being the first choice for the exclusive conduct and management of any new games was also given to OPAP S.A.

In 2001, 5.4% of OPAP S.A.’s shares were listed in the Principal Market of the Athens Stock Exchange. Today, the Greek State maintains 34% of the company shares, whereas the remaining shares are being made available to investors through the Athens Stock Exchange market.

In August 2003, as part of OPAP S.A.’s international strategic expansion and by virtue of the intergovernmental agreement signed between the

Government of the Hellenic Republic and the Government of Cyprus Republic, OPAP S.A. founded OPAP Cyprus Ltd., a company mainly responsible for the organization, operation and advertising of the Company games in Cyprus. Initially, OPAP Cyprus Ltd. operated as a branch in Cyprus and at present operates as one of OPAP S.A.'s affiliated companies.

In October 2003, OPAP S.A. acquired 90% of OPAP Glory Ltd., a Cypriot sports betting company, allowing OPAP S.A. to ensure its presence in the fixed-odds betting in Cyprus and to further strengthen its already well established position within the Cypriot market. In October 2003, the company also acquired 20% of Glory Technology Ltd., a company specializing in the field of sports betting games of fixed payout in Cyprus that mainly provides information services for the conduct of on-line play slips and participates in the planning, organizing and developing procedures of high technology systems in the sector of information services. OPAP Glory Ltd. operates on-line through agencies.

In January 2004, OPAP International Ltd., OPAP S.A.'s affiliated company, was established in Cyprus aiming at supporting the strategic expansion of its operations abroad, at introducing new games and at upgrading the existing games worldwide.

In July 2004, OPAP Services S.A., OPAP S.A.'s affiliated company, was established in Greece aiming at the development of OPAP's sales network capacity and, of the Greek sports sector, in general.

Worthy of remark is the fact that the approximately 5.500 licensed agencies in

Greece and Cyprus assume a significant role in the availability of games, through one or two terminals which are connected on-line to the central information system of the Company in Athens.

In mid-2008, OPAP S.A. decided to dynamically renew and upgrade its games. All slips acquired a more modern layout and user's friendly design, including more prediction areas as well as more options and new participation modes. Moreover, fixed shares in lesser prize tiers of LOTTO, PROTO and JOKER games were introduced along with an increase of the column price, whereas an extra tier with fixed profit was added in LOTTO. In august 2008, the new unified slip of "PAME STIHIMA" FLEX BET was given a new user-friendly slip with endless choices for the player, since he can combine all "PAME STIHIMA" games in one slip.

In 2008, falling into line Corporate Governance Principles, the Company preceded to the restructuring of the organisational structure of mother company OPAP S.A. and its subsidiary OPAP SERVICES S.A. in order to further increase its profits by streamlining processes, increasing efficiency and optimizing operations. The whole process was implemented under the guidance of a Consultant selected after an international competition, and aimed at restructuring, reconfiguration and resetting the task flow of the two companies so they can operate in an efficient and complimentary manner according to international lottery operation and corporate governance standards. It is worth mentioning that planning, from the decision to conduct an international competition to the implementation of the new structure, only 12 months elapsed (07.01.2008 – 19.01.2009), which is minimal according to international practice for a work of this extent. The transition to the new structure and organization was smooth and utterly successful according to objective statistical data.

## INTERNATIONAL PRESENCE

OPAP S.A. is a member of European and International Associations of Games of Chance and is an active participant within the respective Boards of Directors and Committees and is present in the seminars and conferences organised by these bodies.

Specifically it is a member of the following Associations:

- **European Lotteries/EL** is an independent association of state or state-licensed companies that conduct games of chance and has 72 regular members and 32 Associate members-suppliers of goods or services to the industry of games of chance. The primary goals of this Association are promoting efficient communication between its members, the European and International industry of games of chance, the EU institutions and European governments as well as members exchanging know-how and best practices.
- **World Lotteries Association/WLA** was founded in 1999 after the merger of two international lottery organizations INTERTOTO & AILE. Its regular members are state or state-licensed lottery companies from 76 countries of all 5 continents (OPAP is a member since 1964) and it also has as associate members, suppliers of goods or services to the industry of games of chance. All members follow the principles of Social Responsibility and Responsible Gaming, while contributing part of their profits for social actions.
- **European Football Pool/EFP** was founded in 1995 and has 32 members from 17 countries. Its members are state or state-licensed companies that conduct games of chance. The EFP is responsible for the organization of the UEFA-INTERTOTO Cup.

- **European Association for the Study of Gambling/EASG** is a non-profit organization aiming at promoting a discussion between its members active in several fields of games of chance.

The dawn of the new millennium finds OPAP S.A. driving full force to become internationally even more active by undertaking, among other activities, the organisation of regular meetings and seminars in cooperation with international bodies and distinguished members of the industry abroad. The successful organization and completion of our industry's most prominent event, the 2008 WLA Convention and Trade Show was a milestone. The Convention was held in Rhodes on the 19-24 October 2008 with the participation of more than 1.000 industry senior management staff and 35 exhibitors from all over the world. Within the framework of the "Sharing the Values of Fortune" 2008 WLA Convention, the participants exchanged views and opinions and were informed on the major trends and issues of the industry on a global level, while emphasis was given to the topic of sustainable development, business ethics and corporate social responsibility.

#### HISTORY of OPAP S.A. – MILESTONE EVENTS

- 1958: Establishment of OPAP.
- 1959: Introduction of PROPO.
- 1990: Introduction of LOTTO.
- 1992: Introduction of PROTO.
- 1995: Computer Processing of PROPO Slips.
- 1996: Introduction of PROPO - GOAL.
- 1997: Addition of Category SUPER 13 to PROPO.
- 1997: Introduction of JOKER – Reformation of LOTTO.
- 1999: Conversion of OPAP into Societe Anonyme.
- 1999: Conclusion of Agreement for PAME STIHIMA.

2000: Introduction of the game PAME STIHIMA.

2000: Capital formation in Shares of OPAP S.A.

2000: Concession Agreement between OPAP SA and the Greek State.

2001: Listing of the company shares in the Athens Stock Exchange.

2002: Disposal of existing shares property of the Greek State and DEKA S.A.

2002: Introduction of the games SUPER 3 & EXTRA 5.

2003: Intergovernmental agreement between the Government of the Hellenic Republic and the Government of the Cyprus Republic.

2003: Placing of existing shares, possession of the Greek State and DEKA S.A., to investors.

2003: Establishment of OPAP Cyprus Ltd.

2003: Acquisition of 90% of OPAP Glory Ltd and 20% of Glory Technology Ltd.

2003: Introduction of KINO.

2004: Establishment of OPAP International Ltd.

2004: Establishment of OPAP Services S.A.

2005: Disposal of existing shares at the possession of the Greek State.

2005: Change of corporate logo.

2006: Formation of the General Division of Betting.

2006: Formation of the Division of Corporate Social Responsibility.

2007: Full undertaking of the organization, operation and conduct of the game PAME STIHIMA

2008: New organizational strategic model (CSR sponsorships and financial support policy, new contract with agents)

2008: Reforming of games. Contract with Agents



## **2. CORPORATE GOVERNANCE**

OPAP S.A has adopted the principles of Corporate Governance as they are defined by the existing Greek legislation and international practice. Corporate governance is a set of rules, principles and mechanisms according to which the Company is organized and governed, and aims at establishing transparency in the relations of the company and the investors, safeguarding the interests of its shareholders and all those related to its operations. The Board of Directors of the Company consists of 3 executive and 8 non-executive members and is the custodian of the Corporate Governance Principles.

In 2008 the composition of the Board of Directors of OPAP S.A. was the following:

**Christos Hadjiemmanouil**

Chairman and CEO (Executive member of the BoD)

**Sofoklis Alifierakis**

Member of the BoD (Executive member of the BoD)

**Michael Galanis**

Member of the BoD (Independent non-executive member of the BoD)

Chairman of the Agencies General and Special Issues Committee

**Panayiotis Liverakos**

Member of the BoD (Independent non-executive member of the BoD)

Chairman of the Corporate Social Responsibility Committee

**Stavros Theodoropoulos**

Member of the BoD (Independent non-executive member of the BoD)

Chairman of the Internal Audit Committee

**Constantinos Barkouras**

Member of the BoD (Non-executive member of the BoD)

Chairman of the Quality Committee and of the Environment & Social Care Committee

**Sotirios Nikolaropoulos**

Member of the BoD (Non-executive member of the BoD)

Chairman of the Cash Flow Management Committee

**Constantinos Papadopoulos**

Member of the BoD (Non-executive member of the BoD)

**Nicolaos Pavlias**

Member of the BoD (Executive member of the BoD)

**Aimilios Stassinakis**

Member of the BoD (Non-executive member of the BoD)

In application of Law 3016/2002 as it was amended by Law 3091/2002 on corporate governance, in the organizational chart of OPAP S.A. are also included:

**CONTROL MECHANISMS**

**A. Committees – Work Teams**

Within the framework of the Corporate Governance system and the contributory factors of transparency and availability of all necessary information to all parties and mainly to the investors and shareholders, the company has formed committees having recommendatory and consultative role, that are responsible for: wages and benefits policies, facing illegal betting, evaluation of games, advertising, cash flow management, monitoring and internal audit, design of new games, agencies, supplies, composition of games on the slips, sponsoring, corporate social responsibility, the environment and quality.

In addition to the above mentioned, special committees and workgroups are formed, that are responsible for submitting proposals to the BoD on specific issues.

## **B. Internal Audit**

Internal Audit is composed of a series of control mechanisms and procedures covering all activities on a continuous basis, aiming to the effective confrontation of any possible omissions or irregularities, contributing to the smooth and safe operation of OPAP S.A. while concurrently safeguarding shareholders' interests.

The following bodies have been enacted for the conduct of effective internal audit:

### **a. Internal Audit Division**

The Internal Audit Division is responsible for the following issues:

- monitoring the application of the Internal Regulation and the memorandum of OPAP S.A.,
- Compliance with applicable Laws (including capital market and corporate legislation),
- informing the personnel for the legal and regulatory framework in force,
- reporting to the BoD of any conflicts of interests between the Company and the members of the BoD or the top management,
- submission of quarterly reports, data and proposals to the BoD regarding all facets of the operations and the cooperation with any supervising authority.

## **b. Special Committee for Monitoring and Control**

The Special Committee for Monitoring and Control monitors the Internal Audit carried out by the Internal Audit Division. It consists of at least three Board of Directors members (at least two non-executive members and one independent executive member of the BoD) and is chaired by an independent non-executive member. The Special Committee for Monitoring and Control is appointed by the Shareholders' General Assembly and operates according to the provisions of law 3693/2008.

The committee meets on a regular basis, assesses and turns to account the findings of the bodies of the audit authorities and the Division of Internal Audit and writes reports to the Board of Directors of the Company.

## **c. Investors Relations Division**

The main purpose of the Investors Relations Division is the development and maintenance of effective relations with all company shareholders, the competent institutional bodies of the Capital Market, the international and domestic stock market analysts and the observation of the company's obligations according to the applicable legislation. The goal of the Investors Relations Division is to assure that investors are provided in a timely and non discriminatory manner with all information relating to the financial figures, the progress of the company and the latest corporate developments and events, in order for them to have an accurate view of the company's financial status and prospects.

The Investors Relations Division is in direct contact with the company's CEO so as to timely and directly gathers information in order to disseminate it to investors in an equitable manner.

### **3 MANAGEMENT SYSTEMS**

#### **INTEGRATED MANAGEMENT SYSTEM (IMS)**

During the past few years, OPAP S.A. has focused on the provision of quality services both to the players of its games as well as to its partners, employees and society, in general. In order to achieve this goal, the company developed an Integrated Management System (IMS) according to ISO 9001:2000, ISO 14000:2004 and SA 8000: 2001 international standards. The implementation of an Integrated Management System, which is an innovative management approach for Greece, facilitates efficient control and constant improvement of all three Systems and offers an integrated view of the Company's performance in many fields.

##### **A. Quality Management System according to ISO 9001: 2000 standard**

OPAP S.A., wishing to respond to the demands of its customers has established a Quality Management System so as to offer its clients services and products that generate satisfaction and exceeds their expectations. Striving to establish an Integrated Quality Management culture within the Company, the Management allocates the necessary resources for the successful implementation of the ISO 9001:2000 standard and has been certified (in 2004) by the International Certification Body LLOYD'S REGISTER QUALITY ASSURANCE for its compliance to the requirements of this particular International Standard.

##### **B. Environmental Management System according to ISO 14001:2004 standard**

Since February 2004, in its effort to act for the protection of the environment and significantly reduce its environmental footprint, OPAP S.A. implemented

an Environmental Management System according to ISO 14001:1996, and since May 2006, it follows the revised ISO 14001:2004 standard, for which it was certified by the International Body of Bureau Veritas Certification. The company proves practically its will for constant improvement and dissemination of its environmental conscience and the required respect towards the environment by all those involved in its activities.

### **C. Social Accountability Management System according to SA 8000:2001 standard**

OPAP S.A. firmly believes that each company is scrutinized and evaluated not only based on its products and performances but from its behavior towards the community and its employees as well. Taking that into consideration, the Company has put into place a specialized Social Accountability Management System through which it ensures the harmonization of its operations with the requirements of the SA 8000:2001 standard and for that it has been certified by the International Certification Body Bureau Veritas Certification. It is worth mentioning that OPAP S.A. is one of the 6 companies throughout Greece applying a Social Accountability Management System.

### **OPAP S.A.- SCOPE OF CERTIFICATION**

The requirements of the standards specified in the Management Systems of OPAP S.A. are applied in all company activities. For that reason the official scope of certification in all OPAP S.A. certificates mentions the following operations:

**«DESIGN, DEVELOPMENT, ORGANIZATION, OPERATION,  
HANDLING &  
MANAGEMENT OF NATIONAL, FIXED-ODDS & MUTUAL,  
NUMERICAL AND**

## **SPORT BETS»**

OPAP S.A. has already started procedures for the development and implementation of an Information Security and Management System according to ISO 27000:2005 and the Security Control Standards of WLA (World Lottery Association).

## **4. RELIABILITY**

### **4.1 Security of organization, operation and conduct of games**

#### **Security Mechanisms of the online conduct of games**

OPAP S.A.'s information system assures the integrity of the data stored in the terminal machines and at the main database, as well as their transmission through the network. This is achieved by a hierarchical safety model at the level of the terminal machine of the network and of the main system. This information system is able in a very short time after the entry of the results of the games (games, drawing numbers) to declare the winners per category.

#### **Control Committee of declaration of winners and judgment of objections**

A special Control Committee consisting of 15 regular and 15 alternate members (functionaries, civil servants and experts - Government Gazette 219/12.10.2000) is responsible for the control and the certification of the integrity and validity of the transaction data of all OPAP S.A.'s games that have been entered in the company's mainframe computer, and the affirmation of declaration of winners and judgment of objections.

### **4.2. Reliability of drawing lots**

The assurance of the whole process of draws of the OPAP S.A.'s games, performed through mechanical or electronic lottery wheel machines is particularly important for the prestige and the reliability of the company. The safety valves for each type of lottery wheel are detailed as follows:

### **Mechanical Lottery Wheels**

With regards to the assurance of the draw process on mechanical lottery wheels, OPAP S.A has instituted the following:

#### **a. Formation of a Special Draw Committee**

To ensure the reliability of the draw at the LOTTO, PROTO and JOKER game competitions, a five-member special committee has been formed consisting of:

- a) Three permanent civil servants two of which are at least Grade A or B Director
- b) A representative of the Journalists Union of the Athens Daily Newspapers and
- c) A representative of the Secretariat of Public Order of the Ministry of Interior.

The members, both permanent and alternate, are appointed by virtue of a decision of the Deputy Minister of Culture responsible for Sports issues. The members of the committee cannot be OPAP S.A.'s employees except for the Committee Secretary who is appointed by OPAP S.A. (Government Gazette 430/10.3.2009)

#### **b. Editing of a special draws regulation**



By Ministerial Decision, a special regulation for the draws of OPAP S.A.'s games LOTTO, PROTO, and JOKER was edited. All the procedures that must be followed during the draws of the aforementioned games, as well as all required corrective actions that must be applied in case of a possible malfunction in one of the mechanical lottery wheels are described in detail in this regulation.

At the same time, strict procedures of weighing of the spheres have been set and are applied before every draw, so that it is assured that their weight is, under all circumstances, within the acceptable limits that have been set by their respective manufacturer.

### **c. Formation of a Committee for the maintenance of Lottery wheels**

The company has established a Lottery Wheels Maintenance Committee, whose work consists in assuring the unimpeded operation of all mechanical lottery wheels the company uses for the draws of its games making sure that all specifications and requirements set by the respective manufacturer are met. It also sees that all draws take place under controlled conditions, monitored by calibrated instruments (temperature, humidity, etc.). The lottery wheels mechanical equipment of all games is maintained according to strict procedures by the members of the said committee, which have been adequately trained. The lottery wheel manufacturers check annually all the equipment and verify that all lottery wheels are well maintained and function properly.

### **Electronic lottery wheels**

With regards to the assurance of the draw procedure on the electronic lottery wheels, OPAP S.A has instituted the following:

- a) For the electronic draws of the games SUPER 3, EXTRA 5 and KINO, independent integrated cryptographic safe pseudorandom numbers generator systems are used, and they are certified at regular time intervals by higher academics and educational bodies from Greece or abroad.
  
- b) After their generation, the winning numbers, as well as other relevant elements of the draw, are stored on an electronic storage medium in a way that the registered data cannot be altered. They are also printed in a hard copy.
  
- c) The electronic drawing systems are installed and operated in secure locations, safeguarded by special security and access control systems under the responsibility of the special Control Committee.

#### **4.3. Return of the retained earnings to the players**

Another step towards transparency in the company's mechanisms and the return of the profits to the community is the one linked to the management of the retained earnings; OPAP S.A., in observance of the provisions of the Presidential Decree 7/97, returns the totality of the retained earnings to the players. These amounts result from the winning slips of all games that have not been collected as well as from the rounding of the earning shares of every earnings category.

After the end of the fiscal year these retained earnings are distributed during the next fiscal year, either in the form of gifts through draws, or in the form of

extra grants on selected draws, such as i.e. the Christmas and New Year draws. It should be mentioned that the total sum of retained earnings for 2008 reached the amount of 25.498.424, 87 €.

#### **4.4. Transactions Security and earnings assessment**

Every year the company performs millions of transactions – payments conducted either through the sales network of agents, or via specific banks. Computer systems are continuously upgraded in order to remain state-of-the-art and reliable.

Based on the General Regulation on the Organization, Operation and Games, OPAP S.A. is obligated to issue earnings statements, whenever a player asks for one. The earnings statement constitutes a fiscal element for the player (certificate of acquisition of windfall earnings). The company undertakes all necessary measures for the assurance of the anonymity of all winners and the protection of their personal information.

#### **5. ILLEGAL BETTING**

OPAP S.A. is dominant in the Greek market and as the exclusive body for the organization and management of games of chance (sports betting and lottery numbers) whose main shareholder is the Greek State, is obliged to contribute to the protection of both the players and the market, from illegal betting of natural and legal persons (according to law 2433/1996 it is prohibited for other companies of similar activity to be active in the Greek market).

Aiming at protecting the interests of its agents, as well as preventing any fraud phenomena or other illegal activities against the interests of the Greek

State and the public, committed by its partners or individuals who organize and hold betting games, OPAP S.A. has established the Illegal Betting Prevention and Handling Committee.

The Committee consists of officers of the Hellenic Police, officials from the Special Controls Service of the Ministry of Finance and OPAP S.A. personnel. In an overview of the Committee's activities during 2008, forty (40) cases were brought to justice while many others investigations are taking place nationally and at the same time players are becoming aware that they too can be held liable when participating in illegal betting companies.

## **PART B: CORPORATE SOCIAL RESPONSIBILITY WITHIN OPAP S.A.**

Feeling the weight of the diachronically important social role of the Company, the streamlining of the selection process for the actions, the implementation control optimization and the emphasis put on the transparency of the financial support offered through the CSR program, were the main characteristics of the reforming and reinforcement of social contribution policy, put into place by the administration of the Corporation. This new approach on social presence and OPAP S.A's participation is described in the Corporate Social Responsibility New Sponsorship and Financial Support Program that was published in spring 2008 ([http://opap.gr/Files/2008-02-25\\_CSR/CSRP.pdf](http://opap.gr/Files/2008-02-25_CSR/CSRP.pdf)).

The most active, fast and essential social contribution was one of the four main goals set by the Hadjiemmanouil administration within the framework of the long-term development course of OPAP S.A. Four goals, whose achievement was a prerequisite so that OPAP S.A. could rise to the occasion and face successfully the challenges of the new era, claiming in a dynamic way an international position and role becoming its size and history.

In short the other three goals were about:

### **1. Internal reorganization**

Having changed status, from a State Organization to a Societe Anonyme, OPAP S.A. owed to reorganize its internal procedures redefining the Company's internal organization. Within this framework, OPAP S.A. and OPAP SERVICES reorganization procedure were completed, thus solving chronic problems of part time employees and introducing a new

organizational structure that liberated the potential of the permanent employees. Having acquired the assent of the personnel and their unions, this reorganization allowed us to eradicate the archaic structure the Company had inherited by its past status of a State Service, replacing it with a corporate structure that is competitive, based on the international know-how and best practices of the private sector.

“Photos of the model OPAP S.A. agency at the International Airport “Eleftherios Venizelos”, inaugurated in 2009. By emphasizing on the adoption of a unified corporate image, modern look and ergonomic characteristics, the design and study works were initiated by OPAP SERVICES S.A. in 2008”.

## **2. Technological infrastructure upgrade**

Aiming at reinforcing the Company at all levels, great care was taken for the optimization of the technological equipment of OPAP S.A. Within this framework, the process of developing, installing and certifying the software used in order to ensure the smooth operation and the successful risk management of “PAME STIHIMA” was completed in 2008. At the same time, the totality of the technological equipment of the Company was upgraded in a manner that today guarantees an absolutely safe and efficient operation throughout the whole network.

## **3. Contracts with Agents**

OPAP and the agencies are absolutely interconnected notions for the Greek society. More than 5.000, OPAP S.A. agencies make up the biggest shop network in Greece, seven times bigger than the next, and they are an important contributing factor to the success and growth of the Company. Furthermore, for the agents, the relation to OPAP S.A., the biggest European company in the games of chance industry, and third worldwide, is a

guarantee for the future of themselves and their families. However the absence of a mutually accepted text of an individual contract between individual agents and OPAP S.A. was an outstanding problem for many decades. In 2008, OPAP S.A. and the agents made excellent progress in negotiations relevant to this and ended up in signing an agreement on 2009. At the same time, in 2008, OPAP SERVICES S.A. initiated a study for the refurbishment of OPAP agencies in Greece and Cyprus.

## **1. CSR POLICY**

OPAP S.A., since its establishment as an organisation in the service of Sports until today, when as a Societe Anonyme it follows closely the principles of Corporate Governance, has greatly contributed to the building of the country's sports infrastructure, has financed sports clubs and bodies, while also giving the General Secretariat of Sports the opportunity to build large sports facilities without incurring the state budget. Furthermore, OPAP participates as a coordinating partner in two national scope integrated interventions implemented within the framework of the Equal Community Initiative.

Through the New CSR Sponsorship and Financial Support Program the social contribution becomes more clear, transparent and even more efficient, while focusing on specific action axes such as: Sports, Culture, Environment, Education, Health and Society. This is documented by the projects that have recently been realized within the framework of this new program and that have been published on the Company's website: [www.opap.gr](http://www.opap.gr)  
In 2008, the total amount spent by OPAP S.A. on non-contributory sponsorships and financial support reached 21.500.000,00 Euros.

## 2 CSR ACTIONS

### Field of Health

OPAP S.A.'s decision to sponsor programs related to public health protection and development indicates its sensitivity towards a good that is a necessary and solid prerequisite for any human action. Within this frame in 2008 it focused mainly in activities that were aiming to cover the needs in terms of modern equipment, to support awareness and prevention programs and to support people with disabilities. Some of the activities that were implemented within this frame were:

- **Radiotherapeutic equipment  
Childrens' Hospital " Aglaia Kuriakou"**

The purchase and installation of both linear accelerator and radiotherapeutic machine was for years one of the major demands set by the administration, the medical personnel as well as of Parents of Children with Neoplastic Disease Association "Floga", at the Childrens' Hospital "Aglaia Kuriakou". The whole process was stuck due to bureaucracy despite the important use of the machine to support and treat hospitalized children suffering from cancer.

Implementing the New Financial Support and Sponsorship Policy, OPAP S.A. has actively contributed by taking over the process from calling for tenders, to introducing a Proposal Evaluation Committee and covering the purchase cost of the equipment.

Analytically, on December 30, 2008, Mr Hadjiemmanouil Christos, Chairman of the BoD and Chief Executive Officer, announced company's plan to call for tenders and sponsor with 3,000,000 E the purchase of the equipment. On March 3, 2009 announced a notice for call to tenders based on the criteria set by: Children's Hospital " Aglaia Kuriakou", Athens Medical Association, National Natural Sciences Research Centre "Dimokritos", Parents of Children with Neoplastic Disease Association "Floga", Department of Radiation Oncology Royal Marsden NHS Foundation Trust. Through the evaluation process out of all the participants technical offers, two companies have been sort listed for the final phase for the purchase of the linear accelerator and three companies for the radiotherapeutic machine. The final phase of the process was completed on July 23rd, 2009. The two selected offertory companies were responsible to supply, transport, install, put in order, maintain and technically support, both linear accelerator and radiotherapeutic machine respectively. At the same time, these companies were also responsible to train Hospital's Personnel on how to operate the equipment. Thus, in just six months, following transparent procedures and based on scientific criteria, was put an end to a bureaucratic adventure that lasted for



years. Hospitalized children have now a powerful ally for their daily fight against cancer.

### **Mobile Polyclinic**

The important social work that OPAP S.A. accomplishes, aims at promoting the values that are essentially contributing to improve peoples' quality of life. That is exactly the aim of the sponsorship of the mobile polyclinic to the NGO Childrens' Smile (Hamogelo tou Paidiou) that is targeting the most important part of the society: the children. Children that are facing difficulties in their day to day life, difficulties that perhaps deprive them from regular medical follow up and, consequently the prevention, detection and treatment of problems that some of them may be facing. OPAP S.A. undertook the financial support of the specific activity by donating 188,000 euros. This amount budgeted to cover the cost of the medical equipment's installation as well as the operating costs for one year.

Other, indicative activities on health field were:

- Sponsorship of 250,000 to the A' Pediatric Clinic of Choremeiou Research Laboratory of Athens University of Childrens' Hospital "Agia Sofia" for the realization of biomedical, clinical and laboratory research on child and adolescent medicine, specifically in the sectors of endocrinology, metabolism and diabetes. More analytically the action includes a 3 year doctorate students training program and a 3 year Pediatric specialization program for pediatricians. The duration of the courses, 36 months, is considered necessary for the accomplishment of doctoral essays and for the specialized courses on clinical practice and research for pediatricians.
- Sponsorship of 250,000 euros for the purchase of a digital mammography at the Melissia General Hospital "Amalia Fleming". Mammography is considered a basic screening examination that should be done annually in order women to prevent breast cancer. Although the population at the Northern Suburbs increased rapidly the last years, none of the area's hospitals were appropriately equipped to perform this examination till 2008. OPAP S.A. sponsorship covered this considerable gap.
- Donation of 250,000 euros at Thessaloniki's General Hospital " Agios Paulos" for the purchase of an x-ray machine, C-arm, that is specialized on operating sports injuries, the purchase of an anesthesia machine so to enable the function of an additional operating theatre, the purchase of a complete set of arthroscopic tweezers and operating tools as well as the maintenance of hospitals' isokinetic dynamometer.
- Sponsorship of Breast Cancer Action Fund with the amount of 30,000 euros for its efforts to diagnose, fight against and provide

comprehensive treatment to women that are suffering from breast cancer.

- Support to the Mental Health Institute for Children and Adolescent with the amount of 30,000 euros. The Institution is active at Fokida district and its goal is to provide mental health care aiming at the prevention, timely intervention and sensitization of the population so they are accurately informed, timely referred when necessary. It also provides re-integration services for children and adolescent.
- Sponsorship of 180,000 euro to Children Hospital “Agia Sofia” for the purchase of diagnostic equipment that detects and specifies special diseases and allergies for children.
- Covering of the remaining cost for the purchase and installation of the 1st Coordination Center for Call Management through the sponsorship of Life Line (Grammi tis Zois) with the amount of 60,000 euros. This specific system safeguards the provision of care and protection of elderly people on 24-hour basis for free.
- Offering 70,000 euros to “Galinos”, a health promotion, social care and Solidarity Association. “Galinos” is active at Dodecanese Prefecture and aims, through a marine mobile medical unit-polyclinic, at providing primary health care to the people that live at the islands of Dodecanese.
- Undertaking the purchasing cost of two incubators for newborn transportation along with the auxiliary equipment for the hospitals of Kalumnos and Corfu islands. The total cost reached the amount of 32,000 euros.
- 50,000 euros sponsorship to the “Research and Action for Peace Center (KEDE)” covering partially the expenditure for the implementation of the program with the titled: “Nurses from Iraq to Greece: Training of Trainers - the Greek contribution for the rehabilitation of the Health System in Iraq”.
- Offering 20,000 euros, through the OPAP Professional Agents Association of Dodecanese, to the agent Mr Voutsina Dimitrio in order to cover his transport, accommodation, hospitalization and treatment costs at a specialized rehabilitation center.
- Offering 25,000 euros, through the PROPO Agent Association of Athens and Piraeus, to the agent Mr Tourkantonis Vassilis in order to cover the treatment and other rehabilitation costs of his child.
- Offering 25,000 euros, through the Panhellenic Federation of Professional Agents of OPAP Prognostic Games, for the treatment or any other health related costs of the child of the agent Mr Tsepas Vassilis.
- Support to the Pan-Hellenic Association for the fight against Diabetes in Youth with the amount of 10,000 euros for the support and relief of

those children that are suffering from diabetes (insulin-dependent diabetes- type I) and their families.

- 12,000 euros were given to the Children and Adolescent Psychosocial health Association (E.PSY.P.E) for the purchase of 600 copies of the book titled "Talk, do not be afraid- 3 stories for violence at school " .
- Support to the Pan-Hellenic Federation of Blood Donors Association with the amount of 20,000 euros to cover partially the expenditure of the organization of the "6th Pan-Hellenic Torch Race".
- 10, 000 euros sponsorship to the Pan-Hellenic Federation of ROM Associations so as to cover the treatment and rehabilitation costs of Mr. Mpekos Panagiotis, who is confined to bed after a car accident.
- Offering to "Omonia", Cultural Association of Foutia, 6,000 euros for the construction of a health clinic at the location of Foutia, administratively belonging to the Municipality of Monemvasia.
- Financial aid to the NGO "Rixikelefthos" of 10,000 euros to support the program "Preventive medicine for free at sea" that targets passengers and staff of traveling ships.
- Financial aid to the Hellenic Association of Cardiologists with the amount of 15,000 euros to organize the Annual working meeting of the European Foundations of Cardiologists Network in Greece.
- Offering 30,000 euros to the National Center for Emergency Care to partially cover the expenditure of the new vehicle fleet (smaller vehicles adjusted for locations with narrow rough roads or roads into traditional settlements). The new fleet will constitute the new, flexible Emergency Response Unit.
- Supporting the campaign against the depression stigma with the amount of 350,000 euros organized by the Ministry of Health.
- Supporting the sensitization campaign for the prevention of cancer with the amount of 400,000 euros, organized by the Ministry of Health.
- Support to the Panhellenic Women Association Suffering from Breast Cancer "Alma zois" with the amount of 20,000 euros.

## Field of Culture

The sector of Culture was added at the OPAP S.A actions as the second major field of actions, right after the one of Sports. Since 1970 OPAP has been established as one of the major supporters of the cultural renaissance of the country. Within this frame, and years ago, well before the Organization became Societe Anonyme, was already established by its involvement into issues related with the cultural heritage but also with the development of the contemporary cultural expression.

In 2008, OPAP S.A.'s social intervention in cultural issues focused mainly on covering the existing gaps as well as the enforcement of the works that promote the cultural progress.

Indicatively some of the activities that were realized within this frame were the following:

- **Unification of Archaeological Sites**

The New Acropolis Museum has been for the Greek Society a long lasting demand and expectation. Close to the final stage of the works, OPAP S.A. contributed by speeding up the process and saving public resources. It has sponsored the Unification of Archaeological Sites Fund with 650,000 euros. This sponsorship funded part of the works for the unification of Archaeological sites in Athens, the formation of the external sites of the Acropolis Museum and has been used to restructure Makrigianni Street so to serve in an optimal way the functional needs as well as the aesthetics of the New Museum of Acropolis.

- **National Museum of Contemporary Art**

For the last years the National Museum of Contemporary Art was hosted temporarily in the ground floor of the factory FIX, which is at the beginning of the Sygrou Avenue. Following the decision of reconstruction and reformation of the space in the factory so it can better correspond to the needs and the aesthetics of the modern art expression, as this is projected by the National Museum of Contemporary Art, the Museum had to forcibly be transferred at the building of Athens Music Academy at the corner of Rigillis and Vas. Konstantinou streets. This relocation resulted additional reconstruction costs and the need for appropriate structural arrangements of the space at this later building. Taking into account the international prestige of our country, as well as the needs of the Hellenic cultural life, OPAP S.A. sponsored the amount of 600,000 euros, in order to speed up the process of the re-opening the Museum. This amount funded the architecture works for the structural arrangements of Music Academy, the installation of necessary electric engineering substructure so to secure in this way the proper functioning of the Museum for the following two years, the scheduled period that, according to the plans, the works at the Factory FIX will last. Thanks to OPAP S.A. sponsorship, the underutilized for the past 40 years space of the Music Academy, that accounts for 2000 square meters total area and includes the multiple use venue and other secondary spaces have been upgraded and got the appropriate for the public reception structure. Even when the Museum will return back to its permanent basis, these works will be

delivered to the Music Academy and they will enable it to develop its own art and cultural work.

- **The Musical Folklore Archives**

The Musical Folklore Archives (M.F.A.) was founded in 1930 by Melpo Merlie (1889-1979). It is the oldest and the most historic center studying Greek traditional music, whether Byzantine, demotic or rebetica. From that time to the present day, the loving care of Melpo Merlier herself above all, as well as her distinguished associates (Nikos Skalkottas, Petros Petrides, Georges Poniridy, Nicholas Chrysochoides, Aglaia Ayioutanti, Despina Mazaraki, Samuel Baud-Bovy), has enriched the centre's precious collection with uniquely invaluable material. The work of documentation and digitization of the archival material that still comes in at the Folk Music Archive, either through on going local recordings and research related to the tradition music of Greece, or through publications by local agencies and foundations that are in Greece or abroad, started with the sponsorship of Niarhos Foundation and continued, in its biggest part, by the funds of the "Information Society". In 2008, OPAP S.A. sponsored this effort with 100,000 euros aiming mainly to speed up the process and deliver the soonest possible, to the Greek society the wealth of this cultural heritage.

Other, indicative, activities in the field of culture

- Municipality of Rhodes: 50,000 euros sponsorship to partially cover the expenditure of the reconstruction and rehabilitation of the Rhodes National Theatre.
- National Athletic Center of Hania: 50,000 euros sponsorship to the Prehistoric and Classical Antiquities Service of Hania aiming to cover the excavation costs at the National Stadium of Hania.
- Offering of 10,000 euros to the NGO Human Aid in order to cover the cost of the organization of a sequel of events that were aiming at raising awareness and sensitizing the public on issues related to the violence against women.
- The Dimokritio Thrace University, Department of Physical Education and Sport was sponsored with the amount of 10,000 euros to cover the needs of the organization of the "16th International Conference on Physical Education and Sports".
- The Science Centre and Technology Museum was sponsored with 40,000 euros for the compilation of the museological study with regards to the formation of "Image and Sound" exhibition.
- Nonprofit Society for Research and Studies -Mnimes was sponsored with the amount of 100,000 euros to cover the costs of digitization and

- of uploading to the web archival material like letters, newspapers, rare photographs and documentation from Minor Asia Expedition.
- Association of Aetofolianon of Tinos island “Aetofolia” was sponsored with the amount of 10,000 euros to finalize the Ceramic Art Museum in the island.
  - “Foteines Diadromes” Cultural and Social Intervention Center was sponsored with the amount of 25,000 euros to organize events presenting the spiritual contribution of Rigas Velesinlis.
  - The Library-Cultural Center of the Municipality of Ilioupolis (Public Organization) was sponsored with the amount of 7,000 euros to organize cultural events.
  - Touristic Promotion and Cultural Development Society of Prefecture of Xanthi, was sponsored with the amount of 10,000 euros to organize cultural events, sports, ecological activities with the subject “Nestos Festival”.
  - Theatre School “Andreas Voutsinas” was sponsored with 40,000 euros.
  - The Vergina Experimental Workshop was sponsored with 5,000 euros as part of the cost of the organization of the exhibition of Mr Euthimiou Varlami’s art works with the subject Mount of Athos.
  - Association of Aseaton in Athens was sponsored with the amount of 13,000 euros to cover the costs of the cultural event dedicated to honor the memory of Nikos Gatsos.
  - AiGianni Friends Association-the chapel of emigration, was offered 30,000 euros to cover the needs of the organization of the Hellenic Emigrants Festival.
  - Cultural Center of the Municipality of Sperheiada was supported with the amount of 10,000 euros to cover part of the expenditure of the organization of the cultural events “Sperheia”.
  - Classical Music Network was sponsored 20,000 euros to organize the International Festival of Classical Music of Cyclades.
  - Cultural Organization “Dromoi tis Elias” was sponsored with 10,000 euros to cover part of the costs for the transport of “Peace Flame” to Beijing and Moscow by motorcyclists.
  - Federation of Hellenic ROM of Macedonia-Thrace-Thessalia was supported with the amount of 5,000 euros to cover part of the cost of the organizations of the “2nd Panhellenic ROM Conference”.
  - Panhalkidikos Association of Thessaloniki “Aristoteles” was supported with the amount 15,000 euros to cover part of the cost of Aristoteles sculpture.
  - “Sapfo”-Nonprofit Educational-Art Society was supported with 10,000 euros to organize art events.

- Municipality of Exomvourgou of Tinos island was supported with 20,000 euros to cover part of the expenditure of reconstruction of the old path/road between the settlement and the bay of Ysternion.
- Orchestra “Mikis Theodorakis” was sponsored with the amount of 14,000 euros for the realization of two concerts in Pyrgo and Kalamata offered to the fire victims.

## Field of Sports

Through time the field of sports has been the stable receptor of the organization offer. Sports’s period 2008-2009 main goal set by the Administration of OPAP S.A. was the transition into and the development of a new perception and philosophy about sports and football in particular. The philosophy is focused on the noble emulation, the optimization of the infrastructure, the elimination of violence and the funding of professional non professional sports.

Some of the activities that were realized in this frame were the following:

- **Football Grounds Reformation**

The existence of high standards sports infrastructure encourages and supports satisfying performance but at the same moment reveals the respect towards the athletes and the sporting public. Given the long term connection of the organization with the football, by definition, in 2008 OPAP S.A. sponsored works valued of 5,450,000 euros to optimize the existing infrastructure, to reform and upgrade the greek football grounds, most of them at regional level. Specifically financial aid was distributed to the follow grounds: Alkazar Stadium, Peristeri Stadium (PAE Atromitos), Livadeias Stadium, National Stadium “Zosimades” (PAS Giannena), “Anthi Karagianni” (PAE Kavala), Komotini Stadium, National Stadium of Karditsa, Serres Stadium, Filis Stadium, Football Ground Astera Tripolis, Pagrition Stadium.

- **Harokopion University**

Today, developed societies are called to cope with obesity is one of the most serious problems. In our country, the expansion rates are significantly increasing at early ages and when combined with the lack of regular exercise, there is a risk of rapid future increase in the cases of heart diseases, strokes and diabetes mellitus. In order to have an accurate registration of this trend and its expansion, OPAP S.A. has sponsored the Department of Dietetics & Nutritional Science of Horokopion University with the amount of 386,000 € to conduct a research aiming at measuring the BMI rate and doing a nutritional

assessment of all the pupils that are attending the 3rd Grade of Primary School (almost 96,000 children). It will also determine the prevalence of obesity and its risk in children.

- **Special Olympics Hellas NGO**

OPAP S.A. commenced its support to Special Olympics Hellas NGO by donating the amount of 50,000 € in order to support the 2008 coaching and competition program of mentally retarded athletes, because it strongly believes that the essence of the sports lies in the participation and the effort and it recognizes the multiple benefits that are deriving for people with special skills through sports. These athletes are going to contest at the Special Olympics World Games – Athens 2011, where the participation of more than 7,500 mentally retarded athletes is expected from 183 countries, in 26 Olympic sports. The realization of Special Olympics –Athens 2011 will result in the arrival into our country of more than 3,000 coaches, 3,000 officials, 40,000 family members as well as the volunteer work of more than 30,000 people.

Other indicative activities in the field of sports are:

- The sponsorship of 20,000 euros to the Organizing and Executing Committee for the World Football Championship of Deaf – Patra 2008 in order to cover the organizational fees of the 1<sup>o</sup> World Championship of Deaf men and women.
- OPAP S.A. Employees Union was sponsored with the amount of 28,000 euros for the organizational and participation fees of the employees' basket and football teams in the championships against other business or organizational employees teams.
- The sponsorship of 30,000 euros for the U.E.P.S. in order to cover partial organizational fees of the 2<sup>nd</sup> Sports Journalist School that it took place in 2008 in Crete from October 28 till November 1 and with the participation of 300 athletes from 48 European countries.
- The Municipality of Veroia, Sports Organization was sponsored with the amount of 15,000 euros to cover the costs of the events that were organized in the content of Veroia 2008 – Year of Sports and Youth “Dimitrios Vikelas”.
- The Union of Basketball Associations of South Attica (ESKANA) was supported with the amount of 7,930 euros to cover the transportation costs of the male team in the International Tournament held in Geneva.
- The “Aiolos –Tauros 2006” Sports Union was offered the amount of 5,000 euros to partially cover maintenance costs of the basket and volley ball academy for men and women.



- The Jockey Club Filipon Doxatou was supported with the amount of 5,000 euros to create a photo exhibition with the archival photographic material of the Jockey Club.
- The Panhellenic Sports Association of Transplanted “Dromeas” was funded with the amount of 10,000 euros in order to cover the participation costs of athletes suffering from kidney disease in European and World championships.
- The Hellenic Mountaineering Group was contributed the amount of 10,000 euros as part of the traveling costs of the members to Imalaila from 15.06.2009 till 25.08.2009. The team’s logo was “ the position of Greece is at the top”.
- The Sports – Gymnastics Association “Dafni Andravidas” was sponsored with the amount of 5,000 euros to cover the participation costs in the 4th National Amateur Category championship.
- The Sports Organization of the Municipality of Ilioupoli was funded with the amount of 30,000 euros for the purchase of the equipment needed at the multiple use gymnastic room which is in the building of municipal swimming pool.
- The Youth Cultural Organization of Nikiti “Sithon” was sponsored with the amount of 10,000 euros to cover part of the organizational costs of the 38th International Swimming Crossing of Toronaioi that took place on 19.07.2009.
- A 10,000 euros sponsorship was offered to Gymnastic Association of Kifisia “ Hercules”.
- The Union of Macedonian Football Associations was funded with the amount of 10,000 euros to partially cover the organizational costs for the final football game of the Union.
- The Athletic Association “ Athletic Center of Atermon” was sponsored with the amount of 12,000 euros to cover part of the organizational costs of the 2nd Balcan Youth Football Tournament.
- The Koropi Handball Association was supported with the amount of 3,000 euros to cover the male team maintenance expenses.
- The Drapetsona’s Athletic Association was assisted with the amount of 75,000 euros to cover transportation and hospitalization costs in England of the athlete Eina Metousi that was seriously injured during a sports event.
- The University Of Athens-Department of Physical Education and Sports was sponsored with the amount of 30,000 euros to purchase a special machine, Eyelink 1000/2K-World’s Fastest Eye Tracker.
- The School of Rural and Surveying Engineering, National Technical University of Athens was sponsored with the amount of 64,600 euros to develop a pilot digital registration and evaluation system of rowing data following new geodesic methods.

- The Iraklion Attikis Cycling Group “Peloton” was sponsored with the amount of 7,000 euros to partially cover the necessary costs to group early age athletes through the functioning of the Cycling Academy.
- The Hellenic Commandos Club was supported with the amount of 5,000 euros to organize and supervise swimming sports games for people with disabilities.

## **Education**

By supporting action relating to education OPAP S.A. demonstrates its sensitivity towards issues involving underaged in general.

Indicative is the adoption of Responsible Marketing Principles of World Lottery Association, according to which the Company is committed to avoid promoting directly or indirectly practices of its products-games to all those under the age of 18 years old. As a consequence OPAP S.A. strictly forbids the participation of underaged in the lottery games it manages.

Considering that education and the ongoing training are the basic pillars of any wider policy and social strategy, OPAP S.A. is keen and sensitive on actions related to education. In 2008, willing to intervene and to offer essential work on educational issues, OPAP S.A supported actions that were aiming at filling gaps or promoting specialization in specific sectors.

## **Municipality of Athens- Playgrounds**

The philosophy of the Social Policy that guides the Administration of OPAP S.A. emphasizes on the permanent character of the works undertaken and prioritizes those whom their needs are stronger than their voices. The Company, considering the needs of the children in Athens for safe playgrounds, sponsored the Youth and Sports Organization of the Municipality of Athens with 900,000 euros. This specific amount aimed to fund the reconstruction of the Closed Volley and Basketball Ground of Gravas Athletic Centre surroundings and the reformation of 5 playgrounds. Specifically the playgrounds that were reformed through this fund by OPAP S.A. are: 117th Playground at Strefi’s Hill, 295TH Playground at Agios Ioannis Vouliagmenis, 685th Playground at Kanari Sq. Fokionos Negri str., 483rd Playground Pantazopoulos sq.-Kolonos, 589th Playground Vallianou and Derifeld-Ano Patisia.

Some of actions realized under the field of Education were:

- Hellenic Society of Scientists and Professionals in Informatics and Communication was sponsored with the amount 120,000 euros to fund the 12 month Panhellenic Informatics Contest.

- Support of the 7th Serres Mathitiada with a 80,000 euros sponsorship to cover the organizational costs.
- Support with 20,000 euros of the educational program with the title “ Classic Sports in Primary School- sports as a game” organized by SEGAS of West Macedonia.
- 15,000 euros sponsorship to the Union of PROPO Agents of Attica and Piraeus to cover needs in educational material and equipment for the children of those agents that had succeeded the entry to university exams.
- Sponsorship of the amount of 10,000 euros to the Hellenic Society of Sports Medicine that organized its 9th International Conference and the 7th Hellenic-Cypriot Sports Medicine Conference.
- Offering of 7,200 euros to School Committee of the Municipality of Iraklion in Crete island to purchase 12 computers for the needs of the 18th Primary School in Iraklion.
- Multi-Child Parents Association of Thessaloniki “ Agioi Pantes” was supported with the amount of 3,500 euros to award 7 athletes, members of large families, that won awards at Panhellenic and International competitions.

## **Environment**

Having in mind the environmental footprint the company leaves on the ecosystem, during the last years OPAP S.A. has made a significant progress in terms of rationalization and reduced consumption of business sources. In the frame of the implementation of the “Environmental Management Policy”, OPAP S.A. evaluates the impact in the environment resulted by its activities through monitoring of the indicators regarding the environmental performance and through an on going effort to improve them. These indicators are referring to:

- Control of the disposal of solid waste
- Control of the production and disposal of liquid waste and
- Control of consumption of natural resources

In parallel, OPAP S.A. within the frame of the field of Environment has sponsored in 2008:

- 150,000 euros to the 20th School Committee of the Municipality of Larissa so to cover the solar vacuum collectors system, with heating reservoirs, installation expenditure. This system will help the school to support the central heating system using renewable resources of energy.

- 30,000 euros to the Natural History Museum, N. Goulandri to support its activities.
- 25,000 euros to the Production and Management Engineering Department of Crete's National Technical University to cover the costs of designing and constructing a small urban vehicle of low fuel consumption, by the students, in order to participate at the International Contest "Shell Eco Marathon 2009".
- 20,000 euros for the organization of a cleaning campaign of the lake Kerkini.
- 10,000 euros to Palaia Fokia Community of Attica for the reforestation of the space that used to be a polluting and illegal dump.
- 5,000 euros to the Culture Association of Agios Isidwros "Agios Isidwros" for the reforestation of the village's burnt areas.

### **Other fields, Society and Vulnerable Social Groups**

The slogan and dominant social policy principle at OPAP S.A. is "We leave nothing to fate". This principle carries an added value for this group of people that fate did not seem to favour enough and for which the Company tries to cover part of their needs through its contributions. Serving this principle, in 2008, considerable capital, coming from the OPAP S.A. income that is based on games of chance, has been transformed into actions that have made the difference into the day to day life of our fellow human beings.

- **People with Disabilities**

One of the most serious problems people with disabilities are facing is the lack of appropriate infrastructure regarding their transport and exercise. As a result they are isolated and have to deal with the possible consequences at psychological level, as well as spiritual or professional levels. OPAP S.A., recognizing the vital power that the existence of such infrastructure has, has donated, in 2008, 1,050,000 euros at different Associations of People with Disabilities. Through the Company's financial aid several associations as Children Protection and Rehabilitation Society (ELEPAP), National CoFederation of People with Disabilities, Parent and Guardian Association of Naousa's Special Education School, "i Merimna Zois", Athletic Association of People with Disabilities "Dodecanese" and the Federation of the Associations of the basketball players on a wheelchair, were able to get the appropriate special equipment to exercise as well as the special vehicles to transport their members.

- **Association of Children's Protection**

The Company, by sponsoring 145,000 euros, covered the costs of changing the Protection Center of Children with Special Needs into a Day Care Centre for mentally retarded people. The Associations' facilities have been reformed, through the support of OPAP S.A., focusing on issues related to the safety of the children. Within this frame, among others, 600 sq of glass had been replaced by safety glass, 300 electric plagues were put at a safe height (1,80 m), toilets rehabilitated so to serve the needs of people with mobile difficulties, ergotherapy room had been appropriately equipped as well as the room for individual or group exercise. As a result of all these works at the Association building currently there are rooms for recreational-gathering activities, ergotherapy, individual-group exercise, appropriate hygiene rooms, medical cabinet, social services office, secretary office, a room to retreat and an appropriate for food preparation room.

#### **Kalamata's Elderly Day care Center (K.A.P.I. Kalamatas)**

For years KAPI's premises were a rough, prefabricated construction. These defective facilities were putting at risk elder people and discouraging any use or utility. OPAP S.A., within the frame of actions undertaken for the elderly, offered the amount of 400,000 euros to construct modern, fully equipped facilities and to relocate the K.A.P.I.

#### **Municipality of Anogia**

Despite the limited resources at the Municipality of Anogia there is a full range of social welfare units: Home Aid, Social Welfare, Elderly Day Care Center, Children Recreational Center. However, the area's mountain morphology prevents people from using these services accordingly. To cover the transport needs of elder and patients at the health center, as well as pupils to their schools during winter, OPAP S.A donated 80,000 euros for a bus. This bus will also be used by the Environmental Education Center and the 2,500 students in total that participate in the excursions that are organized for the schools.

#### **Hatzikyriakio Child Care Institution**

Hatzikiriakio Child Care Institution operates since 1889 and is one of the older institutions in Greece for orphan and poor girls. The Institution hosts girls, 6 year old onwards suffering from serious financial, social problems offering accommodation, emotional support, and excellent educational opportunities so they start life well-equipped. OPAP S.A. within the frame of

CSR program funded the necessary infrastructure for printing and publishing out a 4-page magazine bimonthly.

This magazine, written by the girls hosted in the Institution will be read by 10000 readers, coming from the active Institutional archive. There is a dual benefit from this action. First of all, the girls that are dealing with the magazine are widen up their knowledge on several topics, are learning to be consistent with the responsibilities and duties that are taking over, get educated on culture and communication and get in contact with other, same age children and the community, which is essential for their socialization and deinstitutionalization. Secondly, the magazine transfers to the readers the opinions, needs and the day to day life of these girls, opening in this way a communication channel with obvious social benefits.

Among others, OPAP S.A. in the field of Society:

- Supported the Pan-hellenic Paraplegic Association by covering the traveling costs of 40,000 euros for a 5 days pilgrimage to Konstantinoupolis.
- Offered 42,000 euros for food supplies to be served at Christmas and New Year's Day events that were organized by the Elderly Day Care Center of Ano Liosia, Aspropurgos, Zephuri, Aharnes, Metamorphosis, Kamatero, Petroupolis, Agioi Anargiri, Peristeri and Agia Barbara.
- Donated 150,000 euros to Holy Archdiocese of Athens for the preparation of over 50,000 meals to homeless and poor during Christmas.
- Undertook the cost of the orthodontic treatment for 43 children of the Lyreio Child Care Foundation "Agioi Anargiri" that reached the amount of 33,525 euros.
- Donated 19,800 euros to Kosmeteia Institution to cover the maintenance and functioning cost of "Konstaninopoliti's Home" that is hosting elder people and to cover their medical care as well.
- Assisted "FILOXENIA" a nonprofit organization with the amount of 30,000 euros.
- Sponsored the National Federation of Physically Disabled with the amount of 10,000 euros to cover partially the cost of the European Conference organization that took place in Athens.
- Assisted the "Sossidio Elder Home in Veria" with the amount of 10,000 euros.
- Sponsored the installation of an elevator that will serve the needs of elder people at the elder home that is kept by the Christian Charity Group in Argos "Agia Aikaterini". The total amount was 7,000 euros.

- Undertook the cost of purchasing and installing a cutting machine for the production of books, magazines or other printed material in Braille at the Blind's People Association in Greece "Faros".
- Offered 200,000 euros to rehabilitate the destroyed after the episodes of December 2008 areas in the center of Athens, especially Syntagma square. By OPAP S.A.'s support, Syntagma square quickly returned to before the dramatic events condition, thus benefiting in multiple ways the psychology of the habitants of the city, the entertainment of the children and the commerce in the wider area of the center.

### 3. CSR ACTIONS WITH THE EMPLOYEES' PARTICIPATION

#### a. Voluntary Blood Donation

The Voluntary Blood Donation in OPAP S.A. commenced in October 2005, and repeated on a semi-annual basis at the Company's headquarters ever since. The

Blood Bank was established with the Employees' Union initiative, the impressive voluntary contribution of the employees and the ELPIS Hospital co-operation and collects in total, 646 blood units (period: 23/11/2005 until the end of 2008). A 30% of the total blood units is given to the hospital mentioned above to be offered to any fellow-man that may be in need.

During 2008 February's and September's blood donations, 178 blood units were collected. Until today, 96 units of blood have been donated, meeting the needs of the staff as well as pensioners of OPAP S.A.

In October 2008 OPAP S.A. employees' voluntary blood donation was organized at Thessaloniki's premises to enforce the Blood Bank of Ahepa Hospital's reserves.

Year	Units
2005	90
2006	168
2007	210
2008	178
Total	646

#### b. 6th Panhellenic Torch Race – Flame arrival of the at OPAP S.A.'s Headquarters

For one more year OPAP S.A. supported the Torch Race institution that is organized under the auspices of the Ministry of Health and Social Solidarity and the Panhellenic Federation of Blood Donors Associations. OPAP S.A.'s Administration, in order to raise awareness and sensitize the citizens in voluntary blood donation, organized an event for the arrival of the flame at its headquarters on the 26th of September 2008 and gave to the Chairman of the Pan-Hellenic Federation the amount of 20,000 euros to further support its activities.

c. Donation to Lyreio Foundation

During Christmas, the Company's representatives visited Lyreio Foundation, an NGO which provides care and education to unprotected children and offered Christmas gifts and sweets.

d. Panhellenic Paraplegic Association's visit to Konstantinoupolis

OPAP S.A. responded to the Panhellenic Paraplegic Association's request to sponsor a 5 days visit to Konstantinoupolis from 9 to 13th of June 2008. The members of the Association met with the Ecumenical Patriarch Vartholomaios and had the opportunity to be shown around the monuments of Orthodox Hellenism as Agia Sofia and the Theological School of Halki.

e. Action Aid Adoption Program

Since 2006 the Company is participating in the adoption program of Action Aid Hellas supporting two children from Ghana and Nepal. Thus the Company became a member of the wider global family that shared the common vision for a world of equal opportunities.

In 2008 OPAP S.A. Social Responsibility Committee decided not only to renew its commitment to the already adopted ones but to proceed by adopting ten more children from various places around the world. Thus the family further expanded by including children of different ages from Tanzania, Ghana, Vietnam, Pakistan, Sierra Leone, India, Lesotho and Brazil.

f. Voluntary Participation at the cleaning action of Kerkini Lake

One of the most beautiful and rare ecosystems existing in our country, Kerkini lake at Serres is over the last years under merciless "attack" by pollution, contamination and degradation.



OPAP S.A.- sensitive on environmental issues and on the occasion of International Day for the Environment - participated with its employees in a great environmental campaign aiming at the cleaning of Kerkini Lake on the 4th, 5th, 6th June 2008. The campaign was initiated by various agencies as "T.V. Network", "Serraikou Tharrous", "Diktuoy102.4". Partners in this effort were also the Volunteers Association for the Social, Cultural, Forest Concern and Balkan Partnership "Hthesinos Cosmos" as well as a considerable number of local level organizations. The campaign aims in becoming an established national level institution with an extended ecological, cultural, tourism and scientific character.

#### 4. OPAP S.A. stakeholders

Shareholders

Suppliers

Employees

Agents

Public

Players

State

#### 5. Environmental Management

5.1 Feeling strongly responsible towards the society, OPAP S.A. invests and will steadily continue investing on the environmental protection and the natural resources' proper management and recycling. The Company is committed to the environmental policy that has established and the environmental targets that has set.

The commitment for the Protection of the Environment is described in the "Environmental Management Policy" of OPAP S.A. and the actions for the limitation of the impact of the company's activities are realized through the following steps:

- Continuous evaluation of the Environmental Impact caused by the company's activities by monitoring indicators concerning the company's environmental performance and its continuous and systematic effort to improve them. These indicators provide a follow up of the company's performance through time, as they measure precisely the degree of improvement after the implementation of several corrective or preventive actions:

- Control of the disposal of solid waste
- Control of the production and disposal of liquid waste and
- Control of consumption of natural resources

- Continuous and systematic effort for the improvement of the Company's Environmental Performance. Environmental Performance results from the systematic management of the business' environmental sides by:
  - reviewing the Environmental Management System and
  - evaluating the progress of the Environmental Aims and Targets by monitoring the indicators
- Commitment for compliance with the relevant Environmental Regulations and the E.U. directives and evaluation of the company's compliance with the legislation, in order to proceed to the required corrective actions, where necessary.
- Evaluation of the environmental impact that might result from new activities of the company during their planning.
- Adoption of preventive measures and notification of the personnel about the management and avoidance of emergency conditions (e.g. Fire, etc).
- Environmental education, training and incitement of the personnel
- Encouragement of internal and external communication on environmental issues. OPAP S.A.'s environmental sensitivity is communicated to the society through the Company's actions.

OPAP S.A., in order to realize all its commitments, has established environmental programs including:

- Whenever this is feasible, adoption of "Green Supplies" criteria as, for example, in what concerns consumable material and office equipment (environment friendly material etc).
- Cooperation with alternative management bodies for the waste management of the company's facilities. OPAP S.A. collaborates with the Recycling of Portable Batteries "AFIS" and has placed batteries collection bins in its Athens and Thessalonica premises. It also cooperates with the body of Recycling of Electrical and Electronic Equipment for the recycling of waste such as: fluorescent lamps, computer equipment waste etc
- Paper recycling. OPAP S.A. is recycling 100% of paper waste from the printing house, which is collected in the special bins placed at the headquarters and is given at a recycling company. Recycling is also implemented at the company's facilities in Thessaloniki in cooperation with the recycling program of the Municipality of Thessaloniki.
- Continuous training and sensitization of the employees in Environmental Management issues.

In order to set new higher targets and follow the progress made on environmental issues, OPAP S.A. updates and modifies the Environmental Programs annually (e.g., new legislation, national or community environmental management programs).

## 5.2 Environmental Performance Indicators

In order to be able to reduce its environmental impact, OPAP S.A. actively participates in the environmental protection and annually evaluates its environmental performance, through the established environmental indicators. More analytically, it monitors the following indicators:

### **ALTERNATIVE WASTE MANAGEMENT**

#### **Paper recycling**

The quantities of the paper that have been recycled by the Company in total were:

- in 2007: 68.725 kg
- in 2008: 94.634 kg

A 37,6% increment of the total recycled quantity is observed. The paper quantity that is recycled has increased thanks to active participation of the Company's employees, who realize the importance of the environmental protection through the reduction of the solid waste and the natural resources' saving, and contribute more towards this effort.

#### Recycling of batteries (<1 kg)

The company placed battery collection bins in cooperation with AFIS in its premises in Athens and Thessaloniki and has recycled in total 45 kg in 2007 as compared to the 20 kg recycled in 2006.

The quantities forwarded to the company were:

- in 2007: 45 kg
- in 2008: 60 kg

A 33,3% increment of the recycled quantity is observed.

As a result of the growing environmental sensitivity that the OPAP S.A.'s personnel develop the collected quantities increase every year.

We need here to refer that the recycling of batteries program has expanded to the agencies of OPAP S.A. through the placement of AFIS recycling bins.

The quantities of recycled batteries forwarded to the company by the OPAP S.A. agencies were:

- in 2007: 165, 50 kg
- in 2008: 1.614,40 kg

A 875% increment of the recycled quantity is observed.

#### Recycling empty cartridges – toners

In 2008 OPAP S.A placed recycling bins for the empty cartridges and toners of printers and fax that are used in the headquarters and forwarded 150 pieces to a recycling company.

## CHEMICALS CONSUMPTION

The total quantities of chemicals use for to satisfy the needs for the production were:

- in 2007: 260 kg
- in 2008: 260 kg

Stability in the use of chemicals is noted.

## NATURAL RESOURCES' CONSUMPTION

### Electrical power consumption

The electrical power consumption of the total of OPAP S.A. facilities was:

- in 2007: 6.620.650 KwH
- in 2008: 6.356.450 KwH

A 3,9% decrease in the electrical power consumption is observed.

Despite the increased needs of the Company in 2008, there was a better management of the use of the electrical power that lead to a small but significant reduction in the consumption.

### Water Consumption:

The water consumption of the total of OPAP S.A. facilities was:

- in 2007: 15.037 m3
- in 2008: 12.672 m3

A 15.7% decrease is observed in the water consumption

This is due to rational use of water by the personnel but also due to the maintenance works that were done at the facilities of the company and resulted at the control of any possible linkages.

### Consumption of heating gas oil

The consumption of heating gas oil for the company's facilities was:

- in 2007: 18.800 lt
- in 2008: 40.000 lt

A 112.7% increment in the consumption of heating gas oil is noted.

In 2008 the Company's consumption of heating gas oil increased because the personnel's working hours have been modified resulting the increased needs for heating in the evening.

## 6. CSR ACTIONS TRANSPARENCY

Within the framework of an organized and transparent environment regarding the Corporate Social Responsibility actions, OPAP S.A. proceeded to their publishing through:

- a. its website
- b. daily and weekly press and
- c. an annual corporate social responsibility report

## 7. CSR TRAINING

The Company's goal is for senior administration and employees to follow closely and be informed on all development in the field of Corporate Social Responsibility and for that reason:

- Educational meetings on «The importance of Corporate Social Responsibility» were organized in June 2008 in Athens and Thessaloniki.
- Administrative staff of the Corporate Social Responsibility Department followed a seminar on Corporate Social Responsibility and Responsible Betting (co-organized by EL/WLA and hosted by the Belgian National Lottery) in Brussels, 12-14 November 2008.

## 8. RESPONSIBLE GAMING

Responsible Gaming is a fundamental principle of OPAP S.A. The Company always aims at offering entertainment and recreation to a large number of players but at the same time protecting people vulnerable to games of chance

as well as preventing participation of minors. To reinforce its position OPAP S.A. :

- During the WLA General Assembly in November 2006, with the other WLA members endorsed an agreement for the adoption of framework for Responsible Gaming with multiple verification levels aiming at protecting players at a global level.
- During the General Assembly of the European Lottery Association (EL) in Budapest on May 24th 2007 endorsed the adoption of the European Standards for Responsible Gaming.
- In all its processes applies responsible business practices and for that reason was included in the social responsibility index of the International Stock Market FTSE4Good Index for Corporate Social Responsibility.

### **Responsible marketing and advertisement principles**

Within the framework of the OPAP's broader social responsibility, the communications policy of the Company is structured taking into consideration the welfare of the public and the characteristics of vulnerable social groups. The Company's fixed strategy is to not direct its advertisement to minors and promote reasonable participation in games. At the same time, great emphasis is given to the promotion of social issues aiming at informing, raising awareness and prevention in the fields of health, sports, environment and education.

### **9 DISTINCTIONS – AWARDS**

OPAP S.A. received the following distinctions for its activity in Corporate Social Responsibility:

- «Business Awards CHRIMA – Georgios Ouzounis 2008»: OPAP S.A. was awarded First Business Prize in the category «Corporate Social Responsibility – 2008» as well as First Business Prize in the category «Best State Controlled Company – 2008»
- Contribution Award by the Panhellenic Association of Volunteer Blood Donors (POSEA) on volunteer blood donation
- Award by the Panhellenic Volunteer Blood Donors Association of the Ministry of Health and Social Solidarity «Elias Politis».
- Award of a special distinction from the Volunteers against Cancer Association – AgkaliaZO to OPAP S.A. for its support to their work.
- Award from the «Amazons – Sikiaridion Foundation» Union for the Company's contribution to the materialization of the goals of the union and the foundation.

## **10 CARE FOR THE EMPLOYEES**

By December 31st 2008 the Company's personnel consists of 268 permanent employees and on average 543 temporary employees in Athens and Thessaloniki.

OPAP S.A. firmly believes that growth is impossible without the individual progress of its people. To further enhance its human resources, the Company has developed methods and programs aiming at creating a working environment that promotes training, information and the progress of employees.

OPAP S.A. proves it cares for its human resources by undertaking activity in the following fields:

1. Personnel education and training
2. Personnel benefits
3. Participation of the staff in decision making

4. Work environment health and safety.

### **Personnel education and training**

Given that business success is ensured by the employees' skills and competencies, OPAP S.A. strives to keep the company's employees thoroughly informed about all recent development in their field of work.

In 2008, special emphasis was given on the training of employees by attending seminars and workshops both in Greece and abroad.

In 2008, a total number of 119 persons attended in Greece the 252-hours training program of OPAP S.A. which, in detail, was as follows:

1. 107 employees participated in eight (8) intra-enterprise training course programs such as management, human resources, current methods of financial management and marketing.

2. 12 employees participated in three (3) educational programs that took place in outside bodies focusing on a) electronic procurements and tenders, b) wage management – from theory to practice and c) 3<sup>rd</sup> sales convention.

Respectively, OPAP S.A. participated with its representatives in fifteen (15) European and international seminars, fairs, congresses that took place abroad and concerned the field of games of chance and, more specifically legislation, advertising, marketing, technology, financing, security, risk management, logistics, etc.



## Care for the employees

Through the collective labor agreement, OPAP S.A. has committed itself and has established a system of benefits, competitive to that of other companies of similar size and high return active in Greece.

OPAP S.A. offers to its employees and their families the following particularly attractive benefits:

- Additional insurance coverage;
- Additional retirement benefit;
- Financial support of the employees with serious health problems;
- Moral reward of the employees for exceptional actions within the framework of their official duties;
- Monetary rewards – productivity premiums;
- Nursery allowance;
- Maternity and post-maternity leave as well as reduced working hours to working mothers;
- Camping allowance;
- Loans allowances;
- Monetary rewards to children of employees that were admitted to Universities and Technical Schools;
- Credits through the "Supply and Consumer Cooperative of Employees "I ALLILEGGII" (SOLIDARITY), to satisfy social and cultural needs and financial facilitation through guarantees for the purchase of goods.

A MEDICAL OFFICE operates at the company premises, five days a week and during all working hours, including Sundays in order to deal with emergencies.

## **Participation of the employees in decision-making**

Management and employee's cooperation is based on mutual understanding and exchange of information, either through the General Divisions and Divisions or through Committees that draft suggestions and proposals to the Board of Directors.

The employees also participate in the Service Council of the company, with elected representatives.

Finally, the employees take active part in the union movement through their union SY-OPAP and through their union parties.

## **Health and Safety at Work**

A Health and Safety Service at the Working Environment (Y.Y.A.E.) focuses on employee hygiene, safety and protection, the organization of productive processes and the working environment, having an advisory role as well, it suggests solutions to the Management of OPAP S.A. aiming at the adoption of a uniform policy on these subjects.

The service consists of a Safety Technician, an Occupational Doctor and employee representatives according to Law 1568/85.

## **11 OPAP S.A.'s GOALS FOR 2009**

The constant wish and ambition of OPAP S.A. at the level of Corporate Social Responsibility is to contribute to the Greek society in a way that is consistent, through essential actions that bring about tangible results that improve the citizens' quality of life.

The adoption of a New CSR Sponsorship and Financial Support Program in 2008 was a step forward in embodying the social role of the Company. Focusing on concrete action fields and raising awareness among the public while constantly evaluating and controlling the implementation process of all projects, the application of this New Program brought about solid results in less time. At the same time, it made the process for application submission much simpler and easier than ever. (For the application submission form visit our website <http://www.opap.gr/eke/>)

Our goals on corporate social responsibility for 2009 are focused on the following categories:

#### **A. Environment**

One of the main goals of OPAP S.A. is to study and record the environmental indices it has set, in order to achieve an annual reduction of its activity's impact on the Environment. In 2009 the Company will appraise once again alternative consumption management in order to improve its performance. On an extrovert level, the Company will actively participate where its contribution is needed, to promote sustainable development in our country.

#### **B. Responsible Gaming**

The promotion and protection of the international regulations for the protection of public consumer will continue to be the main goal of the Company for 2009. Within this framework, the Company will continue to deal with the same strictness with agents that allow minors to participate in games of chance and will intensify its joint efforts along with the competent authorities against illegal betting. At the same time, aiming at clarifying the contributing factors that intensify any phenomena of addiction as well as accurately recording the extent of this phenomenon, OPAP S.A. has already started a process for the conduction of a relative

survey among the Greek public, while a brochure informing the public on the topic of gaming addiction is at the final processing stages and will be distributed for free at agencies promoting reasonable and moderate participation.

### **C. Offer to mankind**

Reinforced by the application of the sponsorship and financial support policy, OPAP S.A. sets as a goal for 2009 the continuance of the Company's social contribution in an even more efficient and transparent way, defining Sports, Culture, Environment, Health, Education and Society as its fields of action.

#### WORK GROUP

LIVERAKOS PANAYIOTIS

XANTHOPOULOU ANDROMACHI

CHRISTOFILOPOULOU SOFIA

TSELEKIDOU PASCHALIA

FILIPPIDOU ANTONIA

ANAGNOSTOU MARIA

CONSTANTINOU FANNY

MOUZOURI NATALYA

VOUTYRAKI ELENI

ZIKA NIKOLETA

PREVEZA ALEXIA

HARMANDJI KATERINA