

# Sustainability Report 2017



**CABLEL<sup>®</sup>**  
**HELLENIC CABLES**

**HELLENIC CABLES S.A.**  
HELLENIC CABLE INDUSTRY S.A.

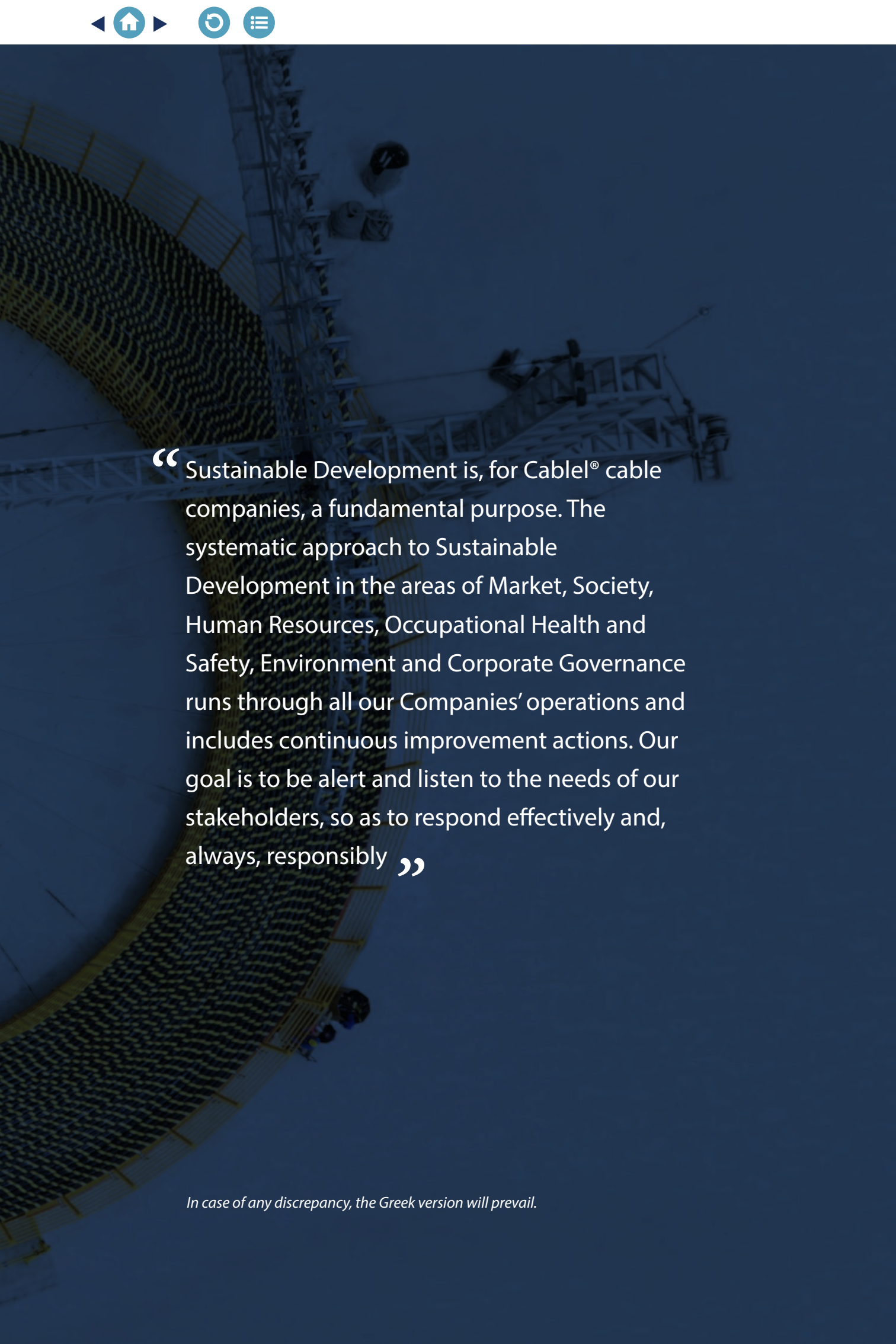
**FULGOR**  
HELLENIC CABLE INDUSTRY S.A.

**ICME ECAB S.A.**  
CABLE INDUSTRY



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“ Sustainable Development is, for Cablel® cable companies, a fundamental purpose. The systematic approach to Sustainable Development in the areas of Market, Society, Human Resources, Occupational Health and Safety, Environment and Corporate Governance runs through all our Companies’ operations and includes continuous improvement actions. Our goal is to be alert and listen to the needs of our stakeholders, so as to respond effectively and, always, responsibly ”

## Message from the top management

**“Through our activities we seek to leave a significant positive footprint on the society and economy of the countries in which we operate.”**

Sustainable Development is, for Cablel® cable companies, a fundamental purpose. The systematic approach to Sustainable Development in the areas of Market, Society, Human Resources, Occupational Health and Safety, Environment and Corporate Governance runs through all our Companies' operations and includes continuous improvement actions. Our goal is to be alert and listen to the needs of our stakeholders, so as to respond effectively and, always, responsibly.

Having a significant commitment to our customers, our people and the society that surrounds us, we continued in 2017 to support in all the areas that are essential to achieving our Companies' Sustainable Development. We invest in maintaining our customer-oriented philosophy, developing integrated product solutions (turnkey solutions), developing our employees, and supporting the economy and wider society.

In 2017, despite the difficulties in the cable product markets (a significant drop in sales volumes of medium and low voltage power cables in Central Europe and a simultaneous rise in metal, oil and gas prices), several important projects have been completed by our Companies. Production of

submarine cables for projects undertaken in Northern Europe (project on behalf of Energinet in Denmark, Tennet in Germany and offshore wind farms in the North Sea) has been completed. In addition, in 2017, new projects were launched, such as the "Kafireas" project in Greece on behalf of Enel Green Power. Moreover, the recent award of a contract to Hellenic Cables for the supply of 220kV submarine cables for the Modular Offshore Grid (MOG) in the North Sea area owned by Belgium on behalf of the Belgian electricity company Elia, demonstrates the Company's ability to provide cost-effective, reliable and innovative solutions to very demanding customers.

The Sustainable Development of our Companies, the achievement of profitability and the creation of value for all our stakeholders are directly connected to the skills, expertise, experience, talent, development and well-being of our people. In this context, we have set the health and safety of our employees and associates as our first priority. We proclaimed 2017 as the "Safety Year," as the launch of a new Occupational Health and Safety Management System is a milestone for our Companies. The new system includes important initiatives to raise awareness and change the mindset of all employees, aiming at preventing any kind of security incident.

In addition, in keeping with our commitment to environmental protection, we make sure that our business operations are environmentally

responsible, following practices that contribute to the continuous reduction of our environmental footprint. In particular, in 2017, we proceeded with the implementation of a new energy saving project at the Oinofyta plant, which is expected to contribute to a significant reduction in energy consumption (over 4.5%) and indirect atmospheric emissions. Additionally, we place emphasis on the adoption of the Principles of the Circular Economy.

For us, Social Responsibility is a fundamental corporate principle embracing all our activities. In particular, as part of our support for the local communities where we operate, we help strengthen the local economy by supporting both local

Alexios Alexiou  
General Manager  
Hellenic Cables & Fulgor

employment and local entrepreneurship. 2018 is expected to be very demanding, at different levels, so we continue to invest in our growth and constant improvement. Industrial Excellence is a great investment for us and an important programme that promotes continuous improvement in all our activities and processes regarding health, safety, the environment, production, quality and sustainability in the supply chain.

Through our corporate strategy and proper Corporate Governance, our ultimate goal is to leave, by our activities, a significant positive footprint on the society and economy of the countries in which we operate.

Michalis Trakadas  
General Manager  
Icme Ecab

## 1. Worldwide presence of Cablel<sup>®</sup> cable companies

### The largest cable producer in SE Europe

In total, the three Companies (Hellenic Cables S.A., Fulgor S.A. and Icme Ecab S.A.) constitute the cables industry of Cenergy Holdings, and are the largest cable producer in SE Europe.





Exports  
to over

**50 countries**

globally



**49%**

export sales



**6**

production units



## 1.1 Who we are

Cablel® cable companies constitute the cables industry of Cenergy Holdings S.A., a holding company listed on Euronext Brussels and the Athens Stock Exchange. Together, they form the largest producer of cables in Greece and Southeastern Europe, with a strong international focus.

The three Cablel® cable companies, whose policies, actions and programmes are presented below, are: Hellenic Cables S.A., with its subsidiary Fulgor S.A., which operate in Greece and Icme Ecab S.A., which operates in Romania.

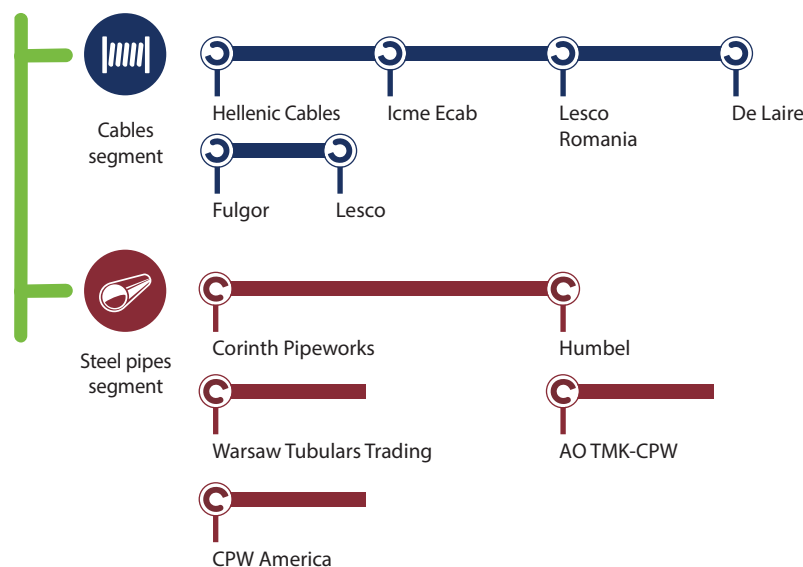
Cablel® cable companies are an approved supplier of the largest international electricity network operators and have one of the largest and most advanced submarine cable plants in the world (Fulgor). They operate in energy transmission and distribution for the renewable energy sources, telecommunications and data transfer, construction and industrial applications sectors.



Cenergy Holdings was listed on Euronext Brussels and the Athens Stock Exchange following the completion - in December 2016 -

of the cross-border merger by absorption of Corinth Pipeworks S.A. and Hellenic Cables S.A. Holdings Societe Anonyme.

## Cenergy Holdings – Business segments



## 1.2 Our priorities, values and commitment

### Our commitment

We take personal responsibility for achieving high-standard results, while at the same time fostering long-term relations with our customers and suppliers. We focus on the health and safety of our people and provide a workplace environment that motivates our employees to be productive, result-oriented, and pursue personal development with passion and integrity.

### We focus on results

We focus on delivering high-standard solutions for our customers, effectively and reliably. We show determination and confidence in our abilities, to maximise productivity and business excellence while also maximising shareholder value.

### Technological innovation - Our first priority

We focus on technological expertise to continually achieve high quality results and value-added solutions. We are developing a continuous learning environment and invest in research and development, cutting-edge technologies, modern equipment and know-how to promote innovative ideas, so that Cablel® cable companies are constantly ahead of times.

## 1.3 Cablel® cable companies production plants

### HELLENIC CABLES S.A.

HELLENIC CABLE INDUSTRY S.A.



Thiva, Greece

#### Cable production plant

Total area: 175,082 sq.m.

Facilities: 52,076 sq.m.

Logistic center

Annual potential: 60,000 tons

Certifications: EN ISO 9001, EN ISO 14001, OHSAS 18001



Livadeia, Greece

#### Enamelled wires production plant

Total area: 121,816 sq.m.

Facilities: 14,048 sq.m.

Logistic center

Annual potential: 12,500 tons

Certifications: EN ISO 9001, EN ISO 14001, OHSAS 18001, IATF 16949



Oinofyta, Greece

#### Plastic and rubber compounds production plant

Total area: 21,263 sq.m.

Facilities: 9,277 sq.m.

Logistic center

Annual potential: 24,000 tons

Certifications: EN ISO 9001, EN ISO 14001, OHSAS 18001

“Hellenic Cables, after the acquisition of Fulgor S.A. in 2011, significantly increased its production capacity while expanding its product portfolio, with the addition of medium and high voltage submarine cables”



**Soussaki, Corinth, Greece**



**Submarine cables and wires production plant**

Total area: 218,247 sq.m.

Facilities: 89,489 sq.m.

Logistic center

Annual potential: 50,000 tons of cables and 120,000 tons of wire F8

Certifications: EN ISO 9001, EN ISO 14001, OHSAS 18001

“ In Fulgor S.A., investments of over EUR 65 million were made for the production of high and extra-high voltage submarine and underground cables ”



**Bucharest, Romania**



**Power and telecommunications cable plant**

Total area: 267,789 sq.m.

Facilities: 102,138 sq.m.

Logistic center

Annual potential: 50,000 tons

Certifications: EN ISO 9001, EN ISO 14001, OHSAS 18001

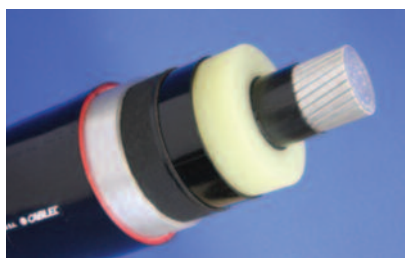
“ Icme Ecab is one of the largest cable production units in the Balkans and a market leader in the Romanian market ”

## 1.4 Cablel® products and their applications

Cablel® cable companies have prioritised the further development and expansion of their portfolio of products and solutions, responding to the ongoing challenges of the markets in which they operate. The Companies have a strong export orientation and in this context place particular emphasis on developing

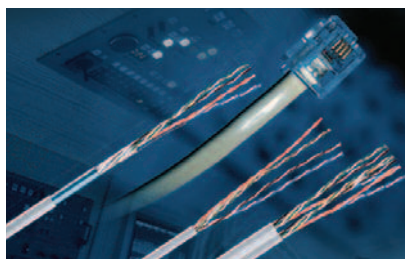
high value-added products and solutions, while enhancing their performance in the field of Sustainable Development.

Cablel® cable companies produce a wide range of high quality and technology products. These products are manufactured in technologically advanced facilities, by highly qualified and experienced personnel, and are available under the registered trademark Cablel®.



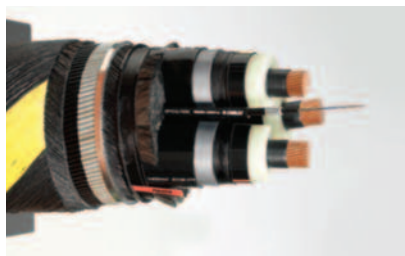
### Power cables – conductors

- High voltage and extra high voltage cables
- Medium voltage, high and extra-high voltage cables
- Indoor installation cables
- Control cables
- Industrial and outdoor installation cables
- Fire retardant, fire resistant, halogen-free cables
- Ship and marine installations fire resistant cables
- Copper conductors (for grounding applications) and overhead Cu, Al and ACSR conductors
- Copper and aluminium rods



### Telecommunications and data transmission cables

- Gauging and control cables
- Copper conductor cables: Conventional telephone cables - Telephone exchange cables – Data transmission cables – High frequency telephone cables
- Optical fibre cables (single-mode & multi-mode): Underground dielectric cables, in tubes – Underground, dielectric cables, directly buried (steel reinforcement) - Underground dielectric cables, featuring rodent, protection - Indoor installation LSZH cables (central tube or tight buffered) - Aerial installation cables (“8”-sized or ADSS)
- Signaling and railway signaling cables



### Submarine cables

- Medium voltage, high and extra-high voltage cables
- Composite medium voltage and high voltage cables with integrated optical fiber cables
- Optical fiber cables
- Armoured subsea pipes for water transmission



### Plastic and rubber compounds

- PVC-based compounds
- Polyolefin-based compounds
- Elastomers



### Enamelled wires

- Copper and aluminium winding wires round and rectangular

### Copper wires for the can industry



The products of Cablel® cable companies, are used in various applications, such as:



### Cables

- Buildings
- Outdoor installations and industrial applications
- Transmission and distribution networks
- Installations with special requirements
- Railway networks and highway signaling
- Ships and marine applications
- Telecommunications and data transmission networks
- Renewable energy sources
- Islands - continental system interconnections
- Offshore wind parks interconnections
- Oil and gas industry
- Home appliances



### Enamelled wires

- Transformers
- Motors – generators
- Relays – coils
- Automotive industry

### Copper wires

- Can manufacture
- Grounding / earthing



### Compounds

- Cable industry
- Production of flexible water pipes
- Production of flexible spiral pipes
- Production of hard flexible pipes for electrical applications
- Rubber and plastic soles
- Flexible elastic and plastic profiles

Further information on the Cablel® cable companies' products and their applications, can be found on the website [www.cablel.com](http://www.cablel.com), under "Markets" and "Products".

## 1.5 Turnkey solutions

In addition to their innovative and specialised products, Cablel® cable companies provide a

complete range of services and solutions, tailored to each customer's requirements:



### Turnkey solutions

One of the most important services provided to customers by Cablel® cable companies are the integrated turnkey solutions, concerning high-end projects. The Cablel® cable companies offer a wide range of integrated solutions -from design, to customer staff training and final testing – to specific projects, which are constantly supervised by experienced executives. More specifically, turnkey solutions concern the following:

Planning	+	Materials	+	Assembly	+	Testing
Product design and production according to customer requirements and project needs.		Special equipment for cable connections and termination of cable ends.		Cable transfer and installation at the project site.		Civil engineer services required for cable installation and protection.
Maintenance and customer support services.		Customer staff training for proper system operation and maintenance.		Inspection and initial operation as well as commissioning services.		Integrated project management.





### **Customer-adjusted applications**

The Cable!® cable companies offer applications adjusted individually to every customer's requirements, in order to achieve optimal applications for already installed systems.



### **Supervision services**

If requested by a customer, the Cable!® cable companies can offer supervision services to products provided by third parties, especially during the installation of underground and submarine cables.



### **Technical support**

The technical support provided by the Cable!® cable companies includes:

- Design issues.
- Optimal cable routes.
- Maintenance solutions for underground and submarine cables.
- Support following application, including solutions for fittings.
- Post-application testing (inspections) to the systems of both optical and energy cables.
- Any specific equipment for the system's successful operation



### **Transportation and storage service**

Customised transport and storage services and solutions for all types of products.



### **Training**

The Cable!® cable companies provide training services to customers either through their experienced and specialised personnel or through acclaimed consulting firms and technical advisers.



### **Backup material**

Provision of parts for the maintenance of installed energy and telecommunication systems throughout the lifespan of each designed interconnection.



### **Facilities**

Provision of installation services for underground high and extra-high voltage cable interconnections as well as for all submarine cables produced by the Cable!® cable companies.



### **Repair and replacement**

Boasting fully trained, experienced personnel as well as acclaimed subcontractors and equipment sub-suppliers, the Cable!® cable companies can undertake repairs of already installed land or submarine cable interconnections. This service includes repairs and/or replacements of submarine interconnection systems for high voltage cables as well as submarine power and fibre optic cables.



### **Original Equipment Manufacturer services**

The Cable!® cable companies provide a full range of OEM services, including design, production and packaging for large customers. Following a detailed feature analysis for the design the products requested by customers, the Companies provide products and services, always taking into account environmental conditions in the area of operation.

*More information on the Companies' services is available at [www.cablel.com](http://www.cablel.com).*



## 1.6 Research and development

Investing in research and development, ensures that Cablel® cable companies are able to design products that meet current and future market needs. Total R&D expenditure in 2017 amounted to EUR 4.6 million, of which EUR 1.2 million concerned purely research activities. Particular emphasis is placed on research into product development, innovation, optimisation of existing products and technical support of the four production units (three in Greece and one in Romania). Through the Research & Development department Cablel® cable companies ensure:

- The development of products that meet and fully comply with the new regulations, laws and international standards, and that meet the specific requirements of certain customers.
- The redesign and optimisation of products, contributing to enhancing their competitiveness.
- The technical support of the production process, aimed at improving productivity and quality.

The introduction of new technologies into the production process for the development of innovative, high quality, environmentally friendly products and the provision of high value-added services form an integral part of the activities of Cablel® cable companies. To this end, in 2017, an investment was made to create a new high voltage laboratory.

Additionally, Cablel® cable companies cooperate with internationally recognised educational institutions, distinguished research centres and certified laboratories in Greece and abroad. A notable example is the participation of Cablel® cable companies in the two-year European Tanocomp

“ We are introducing innovation in new product design, developing new production processes ”



Programme. The Companies' participation in the programme's activities has improved the knowledge of their executives on nanotechnology issues and the introduction and use of nanocomposites for various applications and contributed to the recognition of the advantages of this technology.

### **Elkeme S.A. - Hellenic Research Centre for Metals: A multi-purpose research and technology centre**

Cable® cable companies work closely with ELKEME at all stages of new product design, and with the aim of solving any industrial problems. ELKEME is the metal research centre of Viohalco's subsidiary companies. Through its network of research laboratories of cutting-edge technology, it contributes to the research and development of new products, aiming at making the Greek metallurgical industry a technologically innovative international player. At the same time, it designs and implements pilot programmes that concern the whole of metallurgical industrial production and supports, at the research level, the cable companies' plants in Greece and abroad.

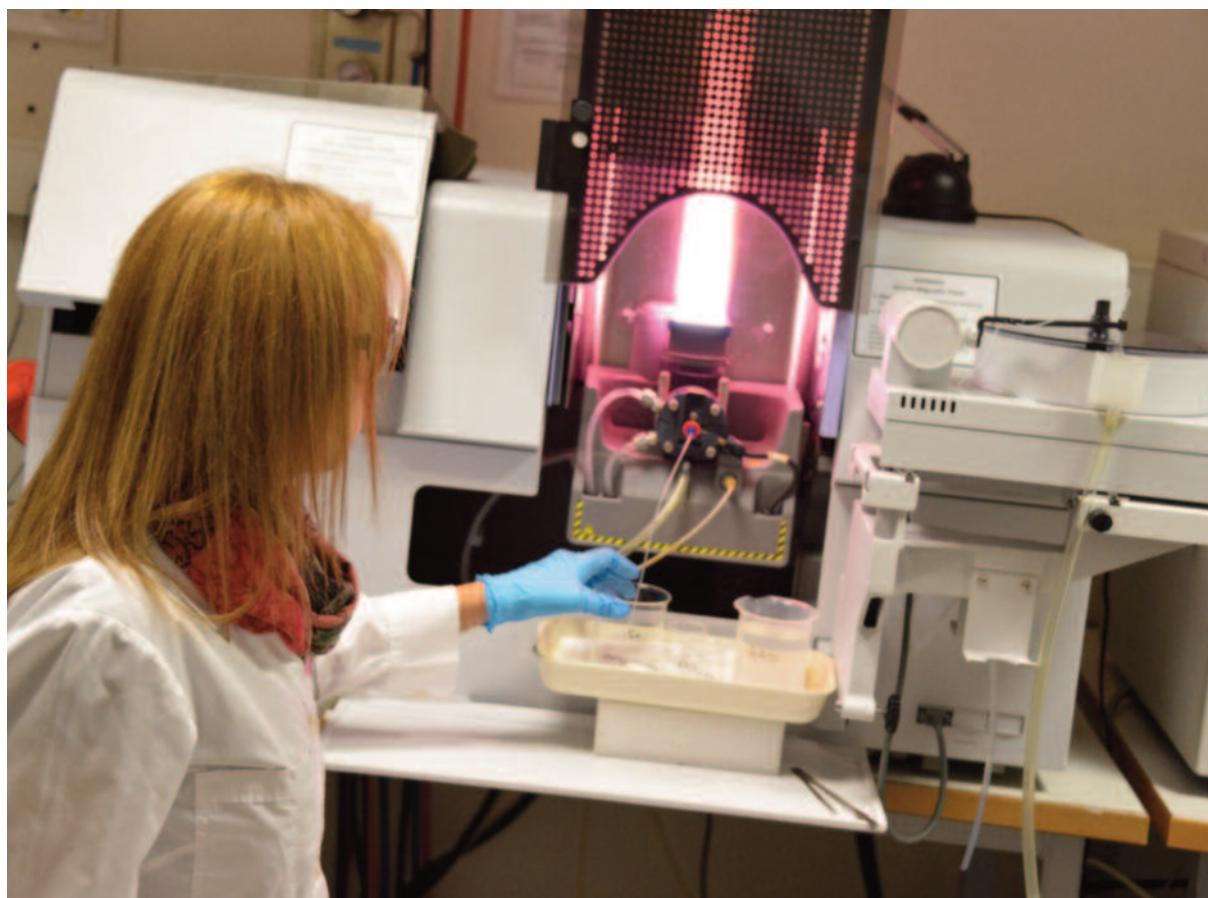


### **Fulgor: New testing laboratory**

Fulgor's new lab features state-of-the-art equipment so as to carry out development tests, type tests and certification tests for AC cable systems up to 500 kV and DC cable systems up to +/- 600 kV.

In addition, an upgrade of the existing system was carried out to conduct electric series tests on long submarine cable lengths.

The new system, expected to be completed by September 2018, will have a maximum voltage of 450 kV and will be used to carry out tests on 60 km cables with a rated operating voltage of 220 kV.





## 1.7 Major projects



### **Contract with DEME Group for the supply of submarine cable systems for the Modular Offshore Grid (“MOG”) project of the Belgian company Elia in the North Sea**

In October 2017, Cablel® Hellenic Cables S.A. signed a contract worth about EUR 70 million with Dredging International NV, a member of the DEME Group, for the supply of high voltage submarine cable systems to be used for the gradual interconnection of wind farms in the Belgian part of the North Sea with the high voltage land-based network in Belgium’s Zeebrugge region (“MOG” project).

The contract undertaken by Cablel® Hellenic Cables involves the design and manufacture of submarine cables, the supply of power accessories and installation and execution of cable termination works. The submarine cables are three core 220kV, with a total length of approximately 90 km, with three integrated 48 fibre optic cables each. Project execution will begin in 2018, while installation work by Dredging International NV is scheduled to begin in the second quarter of 2019.



Submarine cables will be manufactured at Fulgor’s plant in Soussaki, Corinth, where state-of-the-art facilities and equipment make it possible to produce and test large, continuous lengths of the longest submarine cables globally.



### **Fulgor signed a turnkey contract with Enel Green Power Hellas for the submarine cable interconnection with the national network of the Kafireas onshore wind farm complex in Karystos, Evia**

In July 2017, Fulgor signed a turnkey contract with Enel Green Power Hellas, a subsidiary of the Italian energy company Enel, to supply and install a submarine electrical high voltage interconnection to transmit the electricity generated from the Kafireas wind farm complex to the national network (Substation of Pallini, Attica). Upon completion, the Kafireas wind power project will have a total installed capacity of 154 MW and will be the largest wind farm

complex in the country.

Fulgor’s contract involves the design, manufacture, installation of the cable, underwater protection, supply of power accessories, jointing as the execution of termination works and tests, for the interconnection between Karystos (Evia) and Rafina (Attica) via a 150 kV composite three core cable with XLPE insulation and with an integrated 24 fibre optic cable. The interconnection cable will have a continuous length of about 45 km and will be installed at a depth of up to 105 meters. Project execution will begin in 2018, while installation work is scheduled to begin in the first quarter of 2019.

## 1.8 High quality of products

As the Cable!® cable companies operate in a highly competitive environment, they seek to combine appropriate and innovative means of production, highly trained personnel and a customer-oriented philosophy, to directly respond to customer requirements. Moreover, they are in a position to improve the quality standards of the products manufactured, where necessary. As high product quality is an inextricable part of the Companies' strategy, systematic and effective quality controls are carried out at all stages of the production process. In this context, the Companies undertake to:

- Manufacture products and provide services that meet or even exceed customers' requirements and expectations.
- Systematically monitor customers' needs and requirements.
- Set measurable quality targets, systematically monitored by the Management through periodic reviews.
- Continually invest in growth, research and innovation, to improve the quality and economic competitiveness of their products and services.
- Provide continuous training to staff, aiming at continuous professional development, personal well-being and satisfaction.

“All facilities of Cable!® cable companies have in place a certified Quality Management System”

### Quality standards and certifications

Cable!® cable companies apply strict quality standards and certified management systems that ensure the high quality of their products and services, while setting the framework for the continuous improvement of the production process as a whole.

All products of the Cable!® cable companies bear compliance markings and quality labels by internationally recognised certification houses, confirming the continuous controls carried out during the production process and the high standards on which they are produced.

Indicatively, some of our certification marks are:



In addition to obtaining compliance markings, Cable!® cable companies carry out type tests in internationally recognised and independent laboratories abroad. These tests are yet another

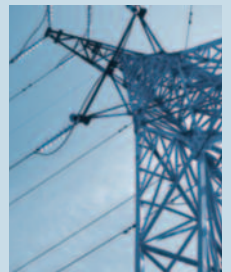
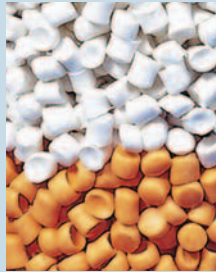
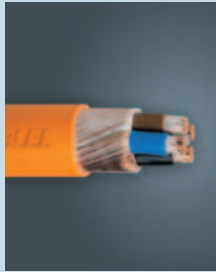
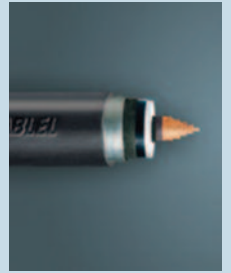
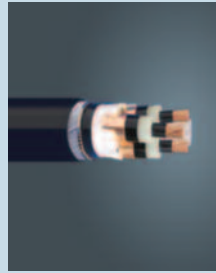
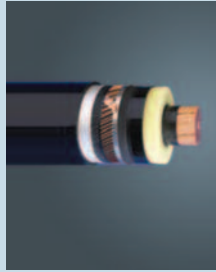
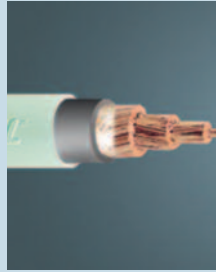
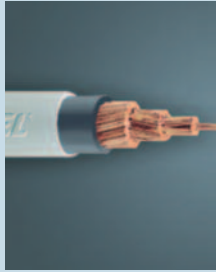
safeguard to ensure the high quality of their products. Type tests may also be carried out at the premises of the Companies, supervised by independent certification and control bodies.

Indicatively, some of the certification bodies are:



The products of Cable!® cable companies are always accompanied by the required test certificates, technical and additional data, depending on the requirements of each customer,

and provide the necessary information on the correct application and use of the products, in order to protect the health and safety of end users.





### Product or service details

- Technical Data
- Specific instructions
- Labelling on the products or their packaging
- Test certificates
- Certificates of conformity
- Answers to customer queries

### Safe use of the product or service

- Technical Data
- Specific instructions
- Answers to customer queries
- Product specifications
- Safety Data Sheets (SDS) for compounds

### Recommendation

(especially with regard to substances likely to have an environmental or social impact)

- Technical Data
- Specific instructions
- Labelling on the products or their packaging
- Test certificates
- Certificates of conformity
- Answers to customer queries
- Labelling of a product or packaging falling under a Community directive (CE marking)

## 1.9 Focusing on our customers

Excellent service and customer satisfaction are the core principles of the Cablel® cable companies. The Companies have succeeded in maintaining daily and personal contact with all their cusotomers, all over the world. This customer-oriented philosophy, combined

with the provision of integrated products and solutions, helps build relationships of trust and mutual benefit. The components of the Cablel® cable companies' customer-oriented philosophy form the basis for providing high value-added products and services.



Cablel® cable companies, in the context of cooperation and mutual trust, respond to customer inspections that take place in all production plants and concern a variety of Sustainable Development issues. These inspections usually concern assessment in relation to economic growth and environmental management and occupational health and safety performance. The result of these inspections serves to draw useful conclusions regarding the Companies' strengths and weaknesses.

Moreover, a significant factor for quality communication with customers is the biannual customer satisfaction survey. Satisfaction surveys enable customers to assess Cablel® cable companies'

performance over a range of criteria (product quality, delivery times etc.), as well as on responsible operations issues.

“ Following their assessment according to strict criteria, Cablel® cable companies are included in lists of internationally recognised sectoral customers ”



## 1.10 We select our suppliers

Suppliers are important partners for Cablel® cable companies, as they contribute to the production of

competitive products through the supply of quality raw and other materials.



In the context of an effective and clear cooperation with our suppliers, we have developed and implement a “Supplier Code of Conduct”, to incorporate ethical, moral and sustainability principles across the entire supply chain. The Code is based on the following standards and initiatives: ISO 26000,

SA 8000, AA 1000, ILO’s international labour standards, ISO 14001, OHSAS 18001, ISO 9001, the ten (10) principles of the United Nations Global Compact, and the OECD Guidelines for Multinational Enterprises. The main sections of the code are:



Ethics and Anticorruption



Labour and human rights



Occupational health and safety



Environmental protection



### Supplier assessment and audit procedure

Cablel® cable companies implement a quality control procedure for the raw materials supplied, in cooperation with suppliers.

Suppliers collaborating with the Companies are, among others, assessed on the basis of the principles of transparency and meritocracy, and for their environmental and social performance. They are also assessed for occupational health and safety management and the prevention of accidents during product transport, loading and unloading. All suppliers have to meet specific, objective and measurable criteria, such as application of an ISO 9001 Quality Management System, compliance with the European REACH Regulation and the consistent dispatch of the corresponding Material Safety Data Sheets (MSDS).

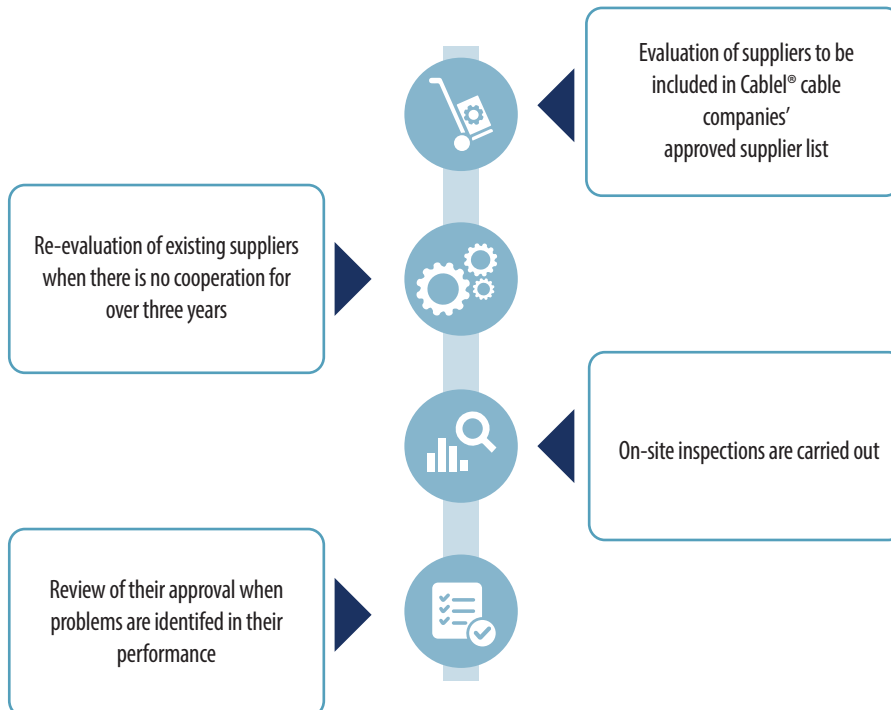
Supplier assessments are carried out either by Quality Managers or by engineers of the Companies trained as internal inspectors. For each assessment the appropriate forms are filled in, which are kept in the Quality Managers' supplier assessments file. Suppliers are assessed before inclusion in the approved supplier list, while existing suppliers are re-assessed.



For existing suppliers:

- on-site inspections are also carried out to ensure compliance with set procedures, agreed technical specifications and raw material quality,
- their approval is subject to review, when problems that cannot be addressed are identified in their performance.

Positively evaluated suppliers are re-evaluated when there is no cooperation for over three years. In 2017, a total of 314 suppliers were evaluated.





“For us, Sustainable Development is an overall commitment to our people, society, customers and all our stakeholders,”

## 2. Sustainable Development and creating shared value

Cablel® cable companies and their subsidiaries have incorporated the principles of Sustainability into their business operations, as they are a key tool for their long-term growth. The promotion of employee health and safety in every activity, environmental protection, the comprehensive coverage of customer needs, and the support for the local communities in which they operate are the main

sustainability issues of Cablel® cable companies and are reflected in their Sustainable Development Policy.

*The Sustainable Development Policy implemented by Cablel® cable companies is presented in more detail on the Companies' website:*

*<http://www.cablel.com/628/en/corporate-social-responsibility-and-sustainable-development-policy/>*

## 2.1 Sustainability issues management approach

Cablel® cable companies manage Sustainable Development issues across the entire range of their activities and facilities through the development, implementation and ongoing improvement of certified management systems. In particular, Cablel® cable companies implement the following management systems:

### **Quality Management System (ISO 9001:2015)**

Since 1986, Cablel® cable companies have developed and implemented a Quality Policy and Quality Management System (QMS), based on the requirements of ISO 9001:2015. All products bear compliance markings and quality labels by internationally recognised certification houses, which constitute tangible evidence as to the controls and the high standards on the basis of which they are produced.

### **Environmental Management System (ISO 14001:2015)**

An Environmental Management System, certified according to the requirements of ISO 14001:2015, is implemented in all production units of Cablel® cable companies. The Companies are developing environmental programmes and actions related to pollution prevention, continuous improvement of environmental performance, and compliance with applicable legislation.

### **Occupational Health and Safety Management System (OHSAS 18001:2007)**

The overriding goal of Cablel® cable companies is to eliminate incidents and to urge all employees to adopt a culture of health and safety. It is noted that all the Companies' production units have certified Occupational Health and Safety systems in place, in accordance with OHSAS 18001.



The Sustainability Team, which consists of executives from all departments and divisions, plays a key role in effectively managing Sustainable Development issues.

The Sustainability Team of Cablel® cable companies is responsible for developing and implementing the annual action plan per sustainability pillar, and for monitoring and recording the Companies' material topics, in relation to stakeholders.

### **Business continuity management system (ISO 22301:2012)**

Demanding and unexpected conditions could affect productivity, profitability and stakeholder confidence. For this reason, a Business Continuity Plan was developed, certified according to the requirements of the international standard ISO 22301.

## 2.2 International standards and initiatives

To develop their action plans and prepare the Sustainable Development Report, Cablel® cable companies follow the guidelines provided by international standards:

### **Global Reporting Initiative guidelines:**

The Global Reporting Initiative (GRI) is the international body issuing sustainability reporting

guidelines. Cablel® cable companies follow and implement the GRI Standards, as the Sustainable Development Report is based on international standards and frameworks. The GRI Content Index has been posted on the corporate website [www.cablel.com](http://www.cablel.com) in the Sustainability / Corporate responsibility & sustainability reports section.

**The 10 Principles of UN Global Compact:**

Cablel® cable companies respect the principles of the United Nations Global Compact. More specifically, the commitments and actions taken by the Cablel® cable companies and are related to the Global Compact Principles, are presented in the following table:

The 10 Principles of Global Compact	Policies which include relevant references	Systems and procedures
<b>Human rights</b>		
<p><b>Principle 1:</b> Businesses should support and respect the protection of internationally proclaimed human rights.</p> <p><b>Principle 2:</b> Businesses should make sure that they are not complicit in human rights abuses.</p>	<ul style="list-style-type: none"> <li>• Sustainable Development Policy</li> <li>• Code of Conduct and Business Ethics</li> <li>• Suppliers Code of Conduct</li> </ul>	<p>Respect for internationally proclaimed human rights is an inviolable principle for Cablel® cable companies. The Companies implement specific procedures, as defined by the Internal Regulation, the Employees Code of Conduct and Business Ethics and the Supplier Code of Conduct.</p>
<b>Labour</b>		
<p><b>Principle 3:</b> Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.</p> <p><b>Principle 4:</b> Businesses should uphold the elimination of all forms of forced and compulsory labour.</p> <p><b>Principle 5:</b> Businesses should uphold the effective abolition of child labour.</p> <p><b>Principle 6:</b> Businesses should eliminate discrimination in respect of employment and occupation.</p>	<ul style="list-style-type: none"> <li>• Sustainable Development Policy</li> <li>• Code of Conduct and Business Ethics</li> <li>• Policy of Equal Opportunities</li> <li>• Suppliers Code of Conduct</li> </ul>	<p>Cablel® cable companies are explicitly against all forms of child and forced and/or compulsory labour. Through relevant procedures, they ensure that all employees are over 18 years of age.</p> <p>Additionally, Cablel® cable companies require respect for all recognised labour rights throughout their supply chain.</p>
<b>Environment</b>		
<p><b>Principle 7:</b> Businesses should support a precautionary approach to environmental challenges.</p> <p><b>Principle 8:</b> Businesses should undertake initiatives to promote greater environmental responsibility.</p> <p><b>Principle 9:</b> Businesses should encourage the development and diffusion of environmentally friendly technologies.</p>	<ul style="list-style-type: none"> <li>• Sustainable Development Policy</li> <li>• Code of Conduct and Business Ethics</li> <li>• Policy of Equal Opportunities</li> <li>• Suppliers Code of Conduct</li> </ul>	<p>Cablel® cable companies seek to continuously reduce their environmental footprint and implement an Environmental Management System certified according to ISO 14001 across all production units.</p>
<b>Anti-corruption</b>		
<p><b>Principle 10:</b> Businesses should work against all forms of corruption, including extortion and bribery.</p>	<ul style="list-style-type: none"> <li>• Code of Conduct and Business Ethics</li> <li>• Suppliers Code of Conduct</li> </ul>	<p>Cablel® cable companies are committed to developing transparent procedures, in order to combat all forms of corruption. They implement procedures as defined by the Internal Regulation, and carry out regular audits through independent auditors.</p>

More information on the UN Global Compact is available at: <http://www.unglobalcompact.org/>

**ISO 26000 guidelines:**

Cablel® cable companies take various actions and have undertaken relevant commitments per axis of the ISO 26000 standard:



**Corporate Governance**

Cablel® cable companies implement appropriate Corporate Governance practices to protect the interests of their shareholders. Through the decisions taken, business ethics is promoted and operational transparency is ensured. More details can be found in "3. Corporate Governance and financial results".



**Fair operating practices**

Cablel® cable companies implement preventive measures and actions related to taking and setting the limits of the responsibility and influence of each individual, safeguarding against corruption, conducting relevant audits, and informing all executives on transparency and corruption issues. More details can be found in "3. Corporate Governance and financial results".



**Human Rights**

Equal opportunities and respect for Human Rights are fundamental principles of Cablel® cable companies' Code of Conduct. More details can be found in "4. Our people".



**Labour practices**

Cablel® cable companies have developed a Human Resources Policy and implement procedures for the continuous development of employees. More details can be found in "Our people". Cablel® cable companies have also developed and implement, across all production units, certified Occupational Health and Safety Management Systems in accordance with the international standard OHSAS 18001. More details can be found in "5. 2017: Safety Year".



**Customer issues**

The production and distribution of high quality products, the provision of integrated and reliable services, the creation of relationships of trust with customers and harmonious cooperation, are unquestionable priorities for Cablel® cable companies. In addition, the Companies implement procedures for measuring customer satisfaction and monitoring complaints, in order to resolve them. More details can be found in "1.8 High quality of products" and "1.9 We focus on our customers".



**Environment**

Recognising the environmental impact of their activities, Cablel® cable companies aim to produce quality products using methods and means that help reduce their environmental footprint. An integrated Environmental Management System is implemented across all production units, certified according to the international standard ISO 14001. More details can be found in "6. Responsibility for the environment".



**Cooperation with local communities**

Cablel® cable companies support local communities and cover a very important part of their human resources needs from these communities. In addition, they support local entrepreneurship by choosing suppliers from the local communities where they operate (where possible). More details can be found in "4.7 Supporting local communities".

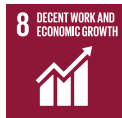
**The UN Sustainable Development Goals (SDGs):** Cablel® cable companies recognise the importance of taking actions with the aim of contributing - even to a limited extent - to the achievement of the UN's Sustainable Development Goals (SDGs), as the

importance of engaging businesses and organisations in meeting the goals and addressing modern challenges has been recognised. The SDGs to which the Companies contribute through their activities and actions are described below:

## SUSTAINABLE DEVELOPMENT GOALS



### Goal 8. Decent work and economic growth



To ensure the prosperity and development of employees, Cablel® Cable Companies design and implement actions and programmes to promote "Decent Work and Economic Growth". More details can be found in "4. Our people" in this Report.

- Contribute to the reliable electricity supply (from renewable or non-renewable sources) for remote areas and islands, and to reducing energy shortages. They transmit electricity to any remote area, even underwater now, in island regions, with no losses,
- Contribute in a variety of ways to improving people's living standards, through telecommunications and energy supply in the use of medical science and public social bodies.

### Goal 9. Industry, Innovation and infrastructure



According to the specific UN goal, "inclusive and sustainable industrial development is the primary source of income generation, allows for rapid and sustained increases in living standards

for all people, and provides the technological solutions to environmentally sound industrialization".

Through their products and the projects they implement, Cablel® cable companies contribute to the development of significant infrastructure in both cities and industrial areas. In particular, the products of Cablel® cable companies:

- Contribute to immediate access to state-of-the-art technologies without social exclusion and promote the easy and uninterrupted mobility of people and goods, while reducing environmental impact,

### Goal 13. Climate action



Through their actions in the field of environmental management, Cablel® cable companies contribute to awareness-raising and education, as described in the SDG on "Climate

Action". In particular, this Goal seeks to: "improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning, in case of natural disasters". Cablel® cable companies have incorporated ongoing training and awareness-raising of human resources on environmental responsibility issues into their programmes for continuous improvement of environmental management. More details can be found in "6. Responsibility for the environment" in this Report.

## 2.3 Stakeholder engagement

For Cablel® cable companies, open dialogue with stakeholders is the basis for evaluating the policies, actions and practices implemented. The Companies have identified as stakeholder groups those groups that are directly or indirectly affected by their activities and all those groups that may affect their operation in any way and at any time.

The most important concerns, needs and issues resulting from the dialogue with stakeholders are put into good use during the planning of individual actions aimed to promote cooperation and generate value for each stakeholder group. The information gained through the open and transparent communication with stakeholders is incorporated into:

- Process redesign,
- Performance improvement in specific areas

- (product responsibility, production processes, health and safety, environmental performance etc.),
- Upgrading the level of cooperation with each stakeholder group and society as a whole.

Taking into account the factors that determine the Cablel® cable companies' relations with each stakeholder group, the interaction framework, the communication channels used by the Companies and all the main issues recorded are described below.

Common channels of communication with all our stakeholders are the Companies' website ([www.cablel.com](http://www.cablel.com)), the annual Sustainability Report, presentations at conferences, fora and institutional bodies, as well as the publication of press releases and announcements.

### Stakeholders of the Cablel® cable companies: "How we communicate, the recorded issues-concerns and how we respond".

Shareholders		
Interaction framework	How we communicate	Key issues
<ul style="list-style-type: none"> <li>• Invest capital</li> <li>• Receive dividends and profits</li> <li>• Participate in the decision making process</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Ordinary General Meeting</li> <li>• Extraordinary General Meetings</li> <li>• Update and ad hoc presentations of results</li> </ul>	<ul style="list-style-type: none"> <li>• Profitability</li> <li>• Development in new markets</li> <li>• Enriching the product portfolio</li> <li>• Strengthening competitiveness</li> <li>• Containing operating costs</li> <li>• Corporate Governance and Sustainable Development</li> </ul>
<b>How we respond</b>		<i>Frequency of communication: Monthly</i>
<ul style="list-style-type: none"> <li>• Targeted actions to improve financial results at all levels; see chapter "3. Corporate Governance and financial results".</li> <li>• Qualitative and effective customer service; see section "1.9 Focusing on our customers".</li> <li>• Publishing a Sustainability Report, with a continually improved level of accountability and in accordance with the internationally recognized guidelines GRI Standards, AA1000 and the ISO 26000 standard on Social Responsibility.</li> </ul>		

## Customers

Interaction framework	How we communicate	Key issues
Customers choose Cablel® cable companies for their services and products, paying the relevant amount of money.	<ul style="list-style-type: none"> <li>Customer satisfaction survey (every two years)</li> <li>Customer service department</li> <li>Constant communication through the commercial department</li> <li>Complaints management</li> <li>Participation in trade fairs</li> </ul>	<ul style="list-style-type: none"> <li>High level of service</li> <li>Quality and reliability of products and services</li> <li>Enriching the product portfolio with new, innovative high tech products</li> <li>Delivery times</li> <li>After-sales support</li> <li>Protection from potential problems arising in the supply chain</li> <li>Integrated solutions</li> </ul>

<b>How we respond</b>	<i>Frequency of communication: Daily</i>
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- Qualitative and effective customer service; see section “1.9 Focusing on our customers”.
- Implementation of a certified Quality Management System, in accordance with the requirements of the ISO 9001:2015 standard, in order to ensure the quality of products and services; see section “1.8 High quality of products”

## Employees

Interaction framework	How we communicate	Key issues
<ul style="list-style-type: none"> <li>Provide their work and knowledge.</li> <li>Are remunerated with salaries, additional benefits, and opportunities for career development.</li> </ul>	<ul style="list-style-type: none"> <li>Intranet</li> <li>Annual employee opinion survey</li> <li>Briefing via e-mails and notices on bulletin boards (for workers)</li> <li>Various corporate events</li> </ul>	<ul style="list-style-type: none"> <li>Personal and career development</li> <li>Training programmes</li> <li>Occupational Health and Safety</li> <li>Evaluation system</li> <li>Additional benefits</li> </ul>

<b>How we respond</b>	<i>Frequency of communication: Daily</i>
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- Implementation of a certified Occupational Health and Safety Management System, in accordance with the requirements of the OHSAS 18001 standard.
- Evaluation system implementation
- Education and lifelong learning programs.
- Additional benefits to all employees.
- Adoption of an “open-door” practice for all staff and establishment of regular meetings between the General Management and the heads of Departments in each Company and meetings of the Department heads with all staff, for briefing about the course of Cablel® cable companies. Detailed information is included in the chapter “4. Our people”.

## Financial institutions

Interaction framework	How we communicate	Key issues
They provide financial services and funds to Cablel® cable companies and receive their remuneration.	<ul style="list-style-type: none"> <li>Correspondance</li> <li>Meetings</li> </ul>	<ul style="list-style-type: none"> <li>Cablel® cable companies financial returns</li> <li>Strategic planning and goals</li> <li>Sustainability</li> <li>Liquidity</li> </ul>

<b>How we respond</b>	<i>Frequency of communication: Monthly</i>
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- Positive economic results achievements. Development and implementation of an integrated Corporate Governance system
- See chapters “2. Sustainable Development and shared value creation” and “3. Corporate Governance and financial results”



Local communities		
Interaction framework	How we communicate	Key issues
<ul style="list-style-type: none"> <li>Recruitment of staff from local communities.</li> <li>Supporting local community activities and enhancing local entrepreneurship.</li> </ul>	<ul style="list-style-type: none"> <li>Communication with local authorities</li> <li>Participation in local events</li> <li>Organising visits to the facilities</li> </ul>	<ul style="list-style-type: none"> <li>Supporting employment by hiring locally</li> <li>Supporting local suppliers</li> <li>Supporting local community activities</li> <li>Environmental protection</li> </ul>

**How we respond** *Frequency of communication: Daily*

- Strengthening local employment by hiring from the broader area in which each Company operates; see section "Supporting local employment".
- Supporting suppliers from the local community; see section "4.7 Supporting local communities"

Suppliers		
Interaction framework	How we communicate	Key issues
Provide their services/products to the Cablel <sup>®</sup> cable companies and Receive remuneration.	<ul style="list-style-type: none"> <li>Communication with suppliers, through the purchasing department</li> <li>Collaboration with specific suppliers for certification of complementary products</li> <li>Participation in industry associations</li> <li>Attendance of supplier expos</li> </ul>	<ul style="list-style-type: none"> <li>Development of new products</li> <li>Penetration into new markets</li> <li>Certification of products</li> <li>Merit-based / objective assessment</li> <li>Supporting local suppliers</li> <li>Payment issues</li> </ul>

**How we respond** *Frequency of communication: Daily*

- Implementing a procedure for selecting and assessing suppliers; see section "1.10 Choosing our suppliers"
- Performing audits to selected suppliers.
- Designing products incorporating new technologies; see chapter "1.6 Research and Development".

State and institutional bodies		
Interaction framework	How we communicate	Key issues
Set the institutional and regulatory framework for the Companies' Business operation through legislation and regulations.	<ul style="list-style-type: none"> <li>Participation in sectoral conferences and events or of more general business interest</li> <li>Consultation with state and institutional bodies' representatives on a national and/or regional level</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with the effective legal and regulatory framework</li> <li>Tax payments</li> <li>Export activity</li> <li>Employment of staff</li> </ul>

**How we respond** *Frequency of communication: Monthly*

- Developing and implementing procedures for compliance with legislation.
- Collaboration with state and institutional bodies for the effective contribution of the companies Hellenic Cables and Fulgor to Greece's economic recovery.

## 2.4 Materiality analysis

During the preparation of the current Sustainability Report, an update of Cablel® cable companies' material topics was carried out. The process for assessing and prioritising material topics was based on the guidelines of the Global Reporting Initiative, and on the AA1000 standard set by AccountAbility.

For Cablel® cable companies, the identification and mapping of material topics contributes to:

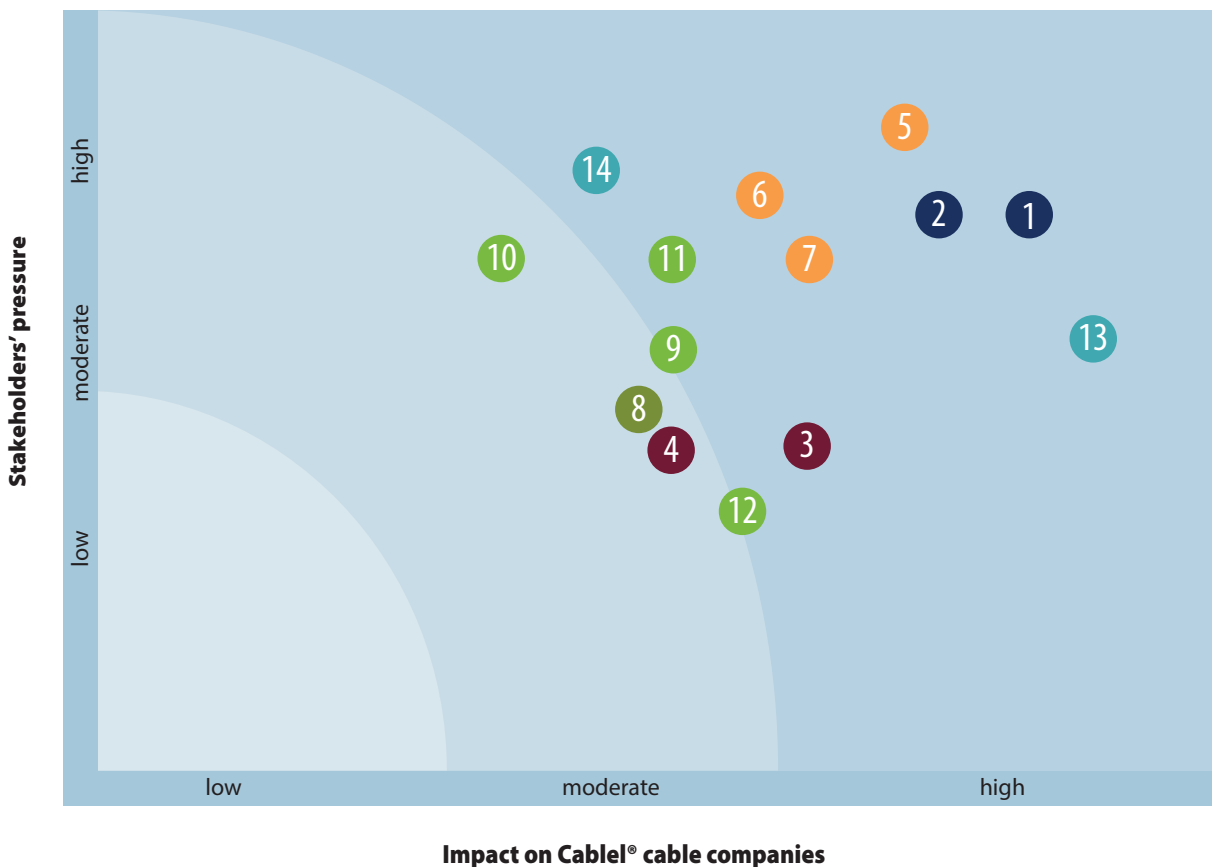
- Recognising advantages, potential weaknesses

and opportunities that arise through the challenges faced by each Company per Sustainability pillar,

- Identifying and recording potential risks related to Sustainability pillars,
- Shaping each Company's strategic objectives.

The materiality map illustrates the importance of the Social, Economic and Environmental dimension for each issue.

### Materiality map



The vertical axis depicts the pressure exerted by stakeholders in relation to each individual topic. The horizontal axis depicts the impact of material topics on Cablel® cable companies operation.

Cable® cable companies material issues	Boundaries	Stakeholders affected
<b>Axis: Corporate Governance</b>		
1 Economic performance	Within & outside	1 2 3 4 6
2 Transparency and anti-corruption	Within & outside	1 2 3 4 5 6
<b>Axis: Marketplace presence</b>		
3 Research & Development	Within & outside	1 2 3 5
4 Procurement practices	Within & outside	3 5
<b>Axis: Human Resources</b>		
5 Occupational Health & Safety	Within	1 2 3 4 5 6
6 Training and skills development	Within	2 3
7 Employment and working environment	Within	1 3 7
<b>Axis: Society</b>		
8 Supporting local employment	Within & outside	3 7
<b>Axis: Environment</b>		
9 Emissions	Within & outside	2 3 6 7
10 Energy	Within & outside	1 2 3
11 Waste management	Within & outside	2 3 6 7
12 Raw materials	Within & outside	2 3 5
<b>External factors</b>		
13 Economic conditions in Greece	Outside	1 2 3 4 5 6
14 Renewable energy increase (wind parks, offshore & onshore)	Outside	1 2 3

1 Shareholders	3 Employees	5 Suppliers	7 Local communities
2 Customers	4 Financial institutions	6 State and institutional bodies	

## 2.5 Companies Awards

The 1st “Gold” award for the energy saving project was awarded to Hellenic Cables’ Oinofyta plant during the Energy Mastering Awards 2017 awards ceremony, which took place for the second consecutive year.



Energy Mastering Awards recognise and reward the best energy efficiency, saving and sustainability practices in Greece. At the Oinofyta plant, a study on electrical energy saving was carried out, in collaboration with the specialised technical management company Redex.

*More details on the award can be found in “Responsibility for the environment”, p.70.*

Hellenic Cables was distinguished, through the BRAVO 2017 dialogue process, in the “BRAVO MARKET” category, with the initiative “Continuous effort for environmentally friendly products”.



Bravo Sustainability Awards aim to encourage corporate responsibility initiatives and actions by businesses, as well as the participation of Local Authorities and Civil Society in Sustainable Development issues.

Bravo Sustainability Awards highlight dialogue and multi-stakeholder engagement, and promote Sustainable Development through the many levels of their evaluation process.

*More information at: [www.sustainablegreece2020.com](http://www.sustainablegreece2020.com)*

## 2.6 Performance against the targets for 2017 and target setting for 2018

The performance of Cablel® cable companies against the targets for the year 2017 is described below:

Targets 2017 per Sustainability pillar	Performance	Information
<b>Marketplace</b>		
Informing the most important suppliers about the new Supplier Code of Conduct.	Achieved	See subsection "1.10 We choose our suppliers"
<b>Human resources</b>		
Organising an integrated programme to highlight the importance of occupational health and safety.	Achieved	See subsection "5. 2017: Safety Year"
<b>Occupational health and safety</b>		
1. Increase of internal Health and Safety inspections, by 10% at the production plants of Thiva and Oinofyta and by 5% at the Corinth production plant.	Achieved	See subsection "5. 2017: Safety Year"
2. Creation of 5 new Health and Safety work guidelines at the Corinth production plant.	Achieved	See subsection "5. 2017: Safety Year"
3. Completion of the ATEX study (Explosion Protection Document).	Achieved	See subsection "5. 2017: Safety Year"
<b>Environment</b>		
Replacement of energy-intensive air conditioners in the offices of the Oinofyta production plant with new technology, energy efficient air conditioners.	Achieved	See subsection "6. Responsibility for the environment"
Optimisation of radiator management to save energy through a motion detection system.	Achieved 50%	See subsection "6. Responsibility for the environment"
Optimisation of the management of lighting at specific points of the plants to save energy through a motion detection system.	Achieved	See subsection "6. Responsibility for the environment"
<b>Corporate Governance</b>		
Training executives on transparency and anti-corruption.	Transferred to 2018	

## 5 year target setting plan

For the next five years, Cablel® cable companies have set the following targets:

Performance indicator	Base year 2017	Target	Year of achievement	Actions
<b>Human resources</b>				
A process for reporting incidents that violate the employee Code of Conduct.	0%	100%	2020	Revision of the internal incident reporting mechanism, cultivating an open communication environment and enhancing the concept of personal responsibility.
<b>Occupational health and safety</b>				
Strengthening prevention in safety issues with the introduction of a new performance indicator regarding the safety environment in the workplace.	52%	<2%	2021	Establish a new performance indicator in Health and Safety Management, which will further contribute to raising employee awareness, with particular emphasis on education and the promotion of the prevention culture.
<b>Environment</b>				
Carbon footprint recording/calculation of all Cablel® cable categories.	0%	100%	2021	Development of a carbon footprint calculation tool.
Increase the recycled copper percentage in the casting process.	5,5%	20%	2021	Increase the recycled copper percentage in the casting process.
Conduct a water consumption gap analysis to optimise water management.	0%	100%	2020	The analysis will identify gaps between different water utilities and through it targets will be set for its proper use.
Replacement of light sources in production plants with LED lamps.	8%	50%	2023	Replacement of light sources in production plants, with new, more efficient lamps. This replacement will help reduce carbon dioxide emissions, cost and waste.
Replacement of diesel vehicles with electric vehicles (in production plants).	37%	90%	2023	Replacement of diesel vehicles with electric vehicles at 90%, by 2023, as electric vehicles produce zero emissions and are more environmentally friendly.
Certification of all five production plants according to the international energy management system ISO 50001.	0/5	5/5	2020	All production plants will be certified according to the requirements of the international energy management system ISO 50001.
<b>Corporate Governance</b>				
Evaluation and review of anti-corruption compliance procedures.	0%	100%	2020	Anti-corruption procedures will be reconsidered in order to be proportionate to the relevant risks. Updated procedures will be clearer, practical and accessible, so as to be effectively implemented.



“ The adoption of sound Corporate Governance principles and practices is an integral part of Cablel<sup>®</sup> cable companies' mode of operation ”

### 3. Corporate Governance and financial results

Continuous goal is to make good business decisions, which will contribute both to effective risk management and to the timely exploitation of the opportunities presented.

In order to implement their strategy and achieve their goals, the Companies have developed an integrated organisational structure with two-way communication relations. Their

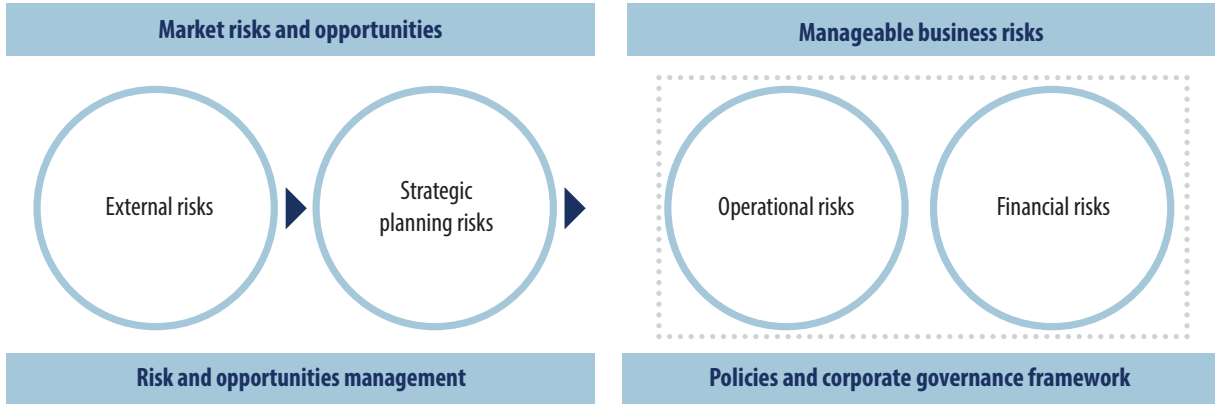
Management is exercised by the General Meeting of Shareholders and by the Board of Directors, in accordance with applicable legislation and their Articles of Association.

The operation of Cablel<sup>®</sup> cable companies is supported by the Internal Audit, the Legal Advisor's Office, Divisions and a number of departments.

### 3.1 Corporate Governance

Cable® Cable Companies implement a specific Corporate Governance framework, through which they successfully manage shareholder issues and

legislative compliance. The Companies' Corporate Governance framework is shaped as follows:



The Corporate Governance system of Cable® cable companies is characterised by:

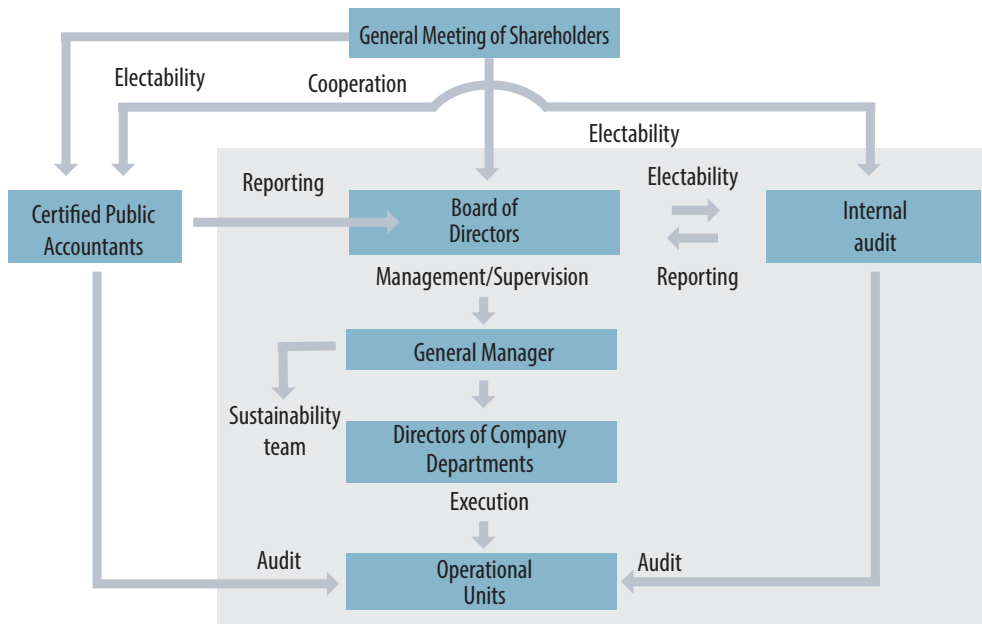
- The proper selection of management bodies, according to their corporate governance skills and experience,
- Clearly defined roles and responsibilities for management bodies,
- Transparency, integrity and accountability in the decision-making process,
- Effective risk management.

monitoring the implementation of their long-term strategy and business goals. They are also responsible for ensuring compliance with sound corporate governance principles, for their responsible growth. To achieve their goals, the Boards of Directors of the three Companies meet on a regular basis.

The role of the Companies' Boards of Directors: The Boards of Directors of the Cable® cable companies (Hellenic Cables S.A., Fulgor S.A. and Icme Ecab S.A.) are responsible for formulating, implementing and

monitoring the implementation of their long-term strategy and business goals. They are also responsible for ensuring compliance with sound corporate governance principles, for their responsible growth. To achieve their goals, the Boards of Directors of the three Companies meet on a regular basis.

The composition of the Boards of Directors of the Cable® cable companies is designed to ensure all shareholders are treated fairly and equally. The members of the Board of Directors are distinguished for their experience and extensive knowledge of their subject, and are chosen in such a way as to enhance constructive dialogue during their meetings.



### Hellenic Cables Board of Directors

Ioannis Batsolas	Chairman
Konstantinos Laios	Vice President
Michael Diakoyannis	Member
Alexios Alexiou	Member
Ioannis Stavropoulos	Member
Georgios Passas	Member
Emmanuel Nikolaides	Member

### Fulgor Board of Directors

Aldo Dapelo	Chairman
Georgios Passas	Vice Chairman
Ioannis Batsolas	Member
Ioannis Theonas	Member
Alexios Alexiou	Member
Evangelos Piperis	Member
Nikolaos Vrontisis	Member
Evangelos Venieris	Member

### Icme Ecab Board of Directors

Konstantinos Laios	Chairman
Nicolaie Eusebiu Muthi	Member
Alexios Alexiou	Member
Petros Mihas	Member
Emmanuel Nikolaides	Member
Dr. Rudolf Wiedenmann	Member
Konstantinos Andreopoulos	Member
George Darie	Member
Ioannis Batsolas	Member
Evangelos Venieris	Member
Anna Maria Mihaescu	Member

### Internal Audit and Risk Management System

The Internal Audit System of the Cablel® cable companies ensures:

- The effectiveness and efficiency of corporate operations,
- The reliability of financial information,
- Compliance with applicable laws and regulations, and
- The effectiveness and efficiency of risk management.

The risk management system applied in Cablel® cable companies is based on the precautionary principle and enables the Companies to identify and analyse potential risks, set risk-taking limits and implement relevant controls.

### Management of transparency and corruption issues

The Companies recognise the need to take preventive measures to combat potential risks related to transparency and corruption issues. In this context, relevant safeguards have been developed, which are regularly audited by the Internal Audit Department. Additionally, the Code of Conduct and Business Ethics and the Supplier Code of Conduct of Cablel® cable companies reflect our commitment and position on transparency, anti-corruption and bribery issues. A recent, additional policy developed by the Company, is the Business Ethics and Anti-Corruption Policy.

Additionally, measures have been taken to determine the limits of the responsibility and influence of each of their senior executives, and to develop safeguards to



prevent corruption. In the context of protecting the interests of customers and seeking to enhance transparency in all actions, the Companies' Commercial Directors are asked to sign a special company form. By signing this form, they commit to

refraining from participating in procedures that may lead to collusion with potential competitors to set prices, coordinate offers, create limitations on the market or production, or impose quotas based on geographical area or customer allocation.

## 3.2 Business model

Cablel® cable companies constitute the cables industry of Cenergy Holdings S.A., a company listed on Euronext Brussels and the Athens Stock Exchange. As one entity, they are the largest cable producer in

Greece and Southeastern Europe. The Companies develop productive activity in Greece and Romania and have a strong export orientation. The business model they apply is described as follows:



## 3.3 Financial results

During 2017, the energy-related projects of Cablel® cable companies (project-based business) had a better performance than in 2016, despite the delays in the award of some already planned projects, which are currently being tendered. Despite these challenges, the Companies' profitability, in a-EBITDA terms, increased by 4% on an annual basis.

Despite the improved profitability in the second half of the year and the launch of various land and underwater projects, the use of the Fulgor plant remained low, which negatively affected the results of the year. However, the recent award of a contract to Hellenic Cables for the supply of 220kV submarine cables for the Modular Offshore Grid (MOG) in the North Sea area owned by Belgium on behalf of the Belgian electricity company Elia, demonstrates our ability to provide cost-effective, reliable and innovative solutions to meet the changing needs of the underwater sector and to benefit from the market shift regarding submarine energy transmission requirements from 150kV to 220kV.

More specifically, financial results by Company were as follows:

### Hellenic Cables

The turnover of the Hellenic Cables S.A. Company for 2017 was EUR 304.6 million, versus EUR 299.5 million for 2016. It is noted that for data comparability purposes, the figures for 2016 include the composition of the results of the two companies (Hellenic Cables S.A. Holdings Societe Anonyme and Hellenic Cables S.A.), with the necessary adjustments, as published in note 5 to the 2016 Annual Financial Report.

In the domestic market, Hellenic Cables retained its leading position for one more year. Turnover in the domestic market amounted to EUR 111.4 million, while exports amounted to EUR 193.1 million. Gross profit for the Company amounted to EUR 7.9 million, while earnings before interest, taxes, depreciation, and amortisation (EBITDA) amounted to EUR 7.7 million. Respectively, EBIT reached EUR 1.7 million. Pre-tax results for the Company amounted to losses of EUR 8.6 million, while the net results amounted to losses of EUR 6.7 million.

Hellenic Cables' investments for 2017 amounted to EUR 5.9 million and relate mainly to investments in the Thiva plant.

Hellenic Cables financial results (EUR million)	2015*	2016**	2017
Total revenue	336.92	299.5	304.6
Operating profit	8.5	12.8	1.7
Operating cost	328.4	286.6	302.9
Payments to capital providers	16.3	13.8	11.7
Profit / (loss) before tax	-3.2	3.0	-8.6
Net profit / (loss) after tax	-2.7	0.3	-6.7
Tax payment – indirect (VAT)	0.8	4.4	3.0
Tax payments – direct	0.4	0.4	0.4
Total payments to governmental bodies (total of indirect and direct tax payments)	1.2	4.8	3.4
Grants (excluding Manpower Employment Organization OAED)	0.0	0.0	0.0
Total Equity	83.8	88.5	82.3
<b>Total investment</b>	<b>3.8</b>	<b>4.2</b>	<b>5.9</b>
<b>Total assets</b>	<b>317.0</b>	<b>291.4</b>	<b>286.5</b>

\* The figures refer to the published data of Hellenic Cables S.A. Holdings Societe Anonyme, which, in 2016, following the industry spin-off was absorbed by Cenergy Holdings S.A. in the context of the cross-border merger by absorption of Corinth Pipeworks S.A. and Hellenic Cables S.A. Holdings Societe Anonyme by Cenergy Holdings S.A. In terms of legal formalities, the merger was completed on 14 December 2016.

\*\*For purposes of comparability with previously published data of Hellenic Cables S.A. Holdings Societe Anonyme, General Commercial Register number: 28170100 that contributed to the industry of Hellenic Cables S.A., the composition of results of the two companies and the necessary adjustments are presented as published in note 5 to the 2016 Annual Financial Report.

In addition, during 2017, Hellenic Cables participated in the share capital increase of Fulgor S.A. with EUR 1.6 million, to support its further growth in the field of submarine cables, which is also its strategic goal.

### Fulgor

Fulgor's turnover amounted to EUR 174.3 million for 2017, versus EUR 136.4 million in 2016. The change is mainly due to the different submarine cable contracts executed during the two periods and to the rising metal prices in 2017.

Fulgor completed, in 2017, the production of submarine cables for projects undertaken by the parent company Hellenic Cables S.A. in Northern Europe (work on behalf

of Energinet in Denmark, Tennet in Germany and for offshore wind farms interconnections in the North Sea). In addition, in 2017 Fulgor undertook the execution of new projects, such as the "Kafireas" project in Greece on behalf of Enel. Improved results were mainly due to the greater use of the production capacity of the submarine cable production unit compared to the previous year, despite the delays in the award of important high voltage submarine cable production projects in 2017.

In 2017, investments of EUR 8.2 million were made at the Fulgor plant, which concerned mainly the purchase and installation of mechanical equipment to expand the production capacity of the high voltage submarine cable production unit.












<b>Fulgor financial results (EUR million)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Total revenue	178.5	136.5	174.3
Operating profit	11.9	0.6	12.1
Operating cost	166.5	135.9	162.1
Payments to capital providers	8.4	7.9	8.7
Profit / (loss) before tax	4.0	-6.7	3.7
Net profit / (loss) after tax	1.2	-5.8	2.6
Tax payment – indirect (VAT)	0.00	5.3	5.6
Tax payments – direct	0.3	0.3	0.3
Total payments to governmental bodies (total of indirect and direct tax payments)	0.3	5.6	6.0
Grants (excluding Manpower Employment Organization OAED)	0.0	0.0	0.0
Total Equity	24.9	19.1	24.4
<b>Total investment</b>	<b>5.3</b>	<b>5.2</b>	<b>8.2</b>
<b>Total assets</b>	<b>180.8</b>	<b>184.2</b>	<b>194.9</b>

<b>Icme Ecab financial results (EUR million)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Total revenue	146.7	116.2	129.1
Operating profit	1.3	-0.1	0.7
Operating cost	144.5	116.2	132.5
Payments to capital providers	0.0	0.0	0.0
Profit / (loss) before tax	-1.6	-2.4	-2.9
Net profit / (loss) after tax	-1.6	-2.4	-2.9
Tax payment – indirect (VAT)	0.0	1.0	0.1
Tax payments – direct	0.3	0.7	0.4
Total payments to governmental bodies (total of indirect and direct tax payments)	0.3	1.7	0.5
Grants (excluding Manpower Employment Organization OAED)	0.0	0.0	0.0
Total Equity	44.7	41.4	41.3
<b>Total investment</b>	<b>0.0</b>	<b>0.0</b>	<b>2.8</b>
<b>Total assets</b>	<b>92.9</b>	<b>95.8</b>	<b>106.2</b>

### 3.4 Membership of associations and organisations

Cable® cable companies are members of major national and international networks, chambers and industry associations. In addition, they work with research organisations, aiming at developing

international partnerships, sharing know-how, good practices, and promoting new methods and trends in the global cable and enamelled wires market.

		Hellenic Cables	Fulgor	Icme Ecab
	Athens Chamber of Commerce and Industry (ACCI)	√	√	-
	Hellenic Federation of Enterprises (SEV)	√	√	-
	Conseil International des Grands Réseaux Electriques (CIGRE)	√	-	√
	Hellenic Network for Corporate Social Responsibility (CSR HELLAS)	√	-	-
	Europacable	√	√	√
	Federation of Mainland Greece Industries (SBSE)	√	-	-
	ELOT	√	-	-
	Institute of Electrical and Electronics Engineers	√	-	√
	Institute of Electrical and Electronics Engineers Standards Association	√	-	-
	Insulated Conductors Committee - IEEE PEs	√	-	-
	Institute of Electrical and Electronics Engineers Power and Energy Society	√	-	-
	Hellenic Management Association (EEDE)	√	-	-

		Hellenic Cables	Fulgor	Icme Ecab
	Hellenic Copper Development Institute (HCDI)	√	-	-
	Aluminium Association of Greece (AAG)	√	-	-
	Union of listed companies	√	-	-
	Business Council of Greece and Latin America	√	-	-
	Arab-Hellenic Chamber of Commerce & Development	√	√	-
	French-Hellenic Chamber of Commerce	√	-	-
	Thessaloniki Chamber of Commerce and Industry (EVETH)	√	-	-
	Hellenic-Italian Chamber of Athens	-	√	-
	Foreign Investors Council	-	-	√
<b>APPCR</b>	The Professional Association of Romanian Cable Manufacturers (APPCR)	-	-	√
	International Electrotechnical Commission (IEC)	-	-	√
	Association of the Romanian Exporters (AREX)	-	-	√



“ We invest in our people and consider our human resources as one of our most important success factors ”

## 4. Our people

Cable!® cable companies continuously invest in their human resources, encouraging collaboration initiatives and ongoing development through training. Each Company maintains relationships of trust with

all employees, while maintaining a safe and non-discriminatory working environment, offering continuous development and training opportunities along with fair wages.

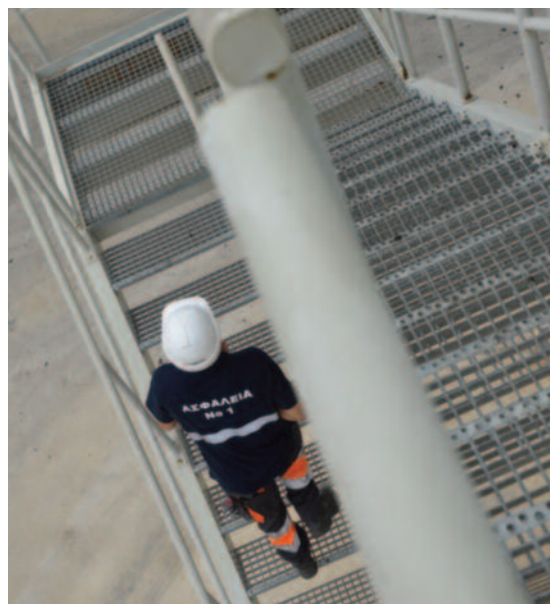
## 4.1. Code of conduct and business ethics

Cable!® cable companies implement a Code of Conduct and Business Ethics developed according to the ISO 26000 Social Responsibility guidance standard, the 10 principles of the UN Global Compact and the OECD Guidelines for Multinational Enterprises.

Through the adoption of the Code of Conduct and Business Ethics and the implementation of an internal communication system, they manage human resources issues and the corporate culture is communicated to all positions and hierarchical levels. All employees are informed and are expected to respect and abide by this Code.

This Code is also a key tool for maintaining a fair and meritocratic working environment, with a particular emphasis on providing equal work opportunities and respect for human rights. For the core human rights and equal opportunities sections of Cable!® cable companies' Code of Conduct and Business Ethics, the relevant practice is as follows:

- **Forced or child labour:** We ensure that all our employees and contractors who carry out work in our premises provide all the necessary documents that prove no child labour is used. In addition, through the communication channels developed at Cable!® cable companies, the climate of mutual respect, collaboration and teamwork is enhanced, to avoid incidents of any kind of harassment.



- **Non-discrimination:** Hellenic Cables employs three (3) men with disabilities and twelve (12) people of various nationalities (other than Greek) and religions, while Fulgor employs one (1) man and one (1) woman with disabilities.
- **Equality and equal opportunities:** Cable!® cable companies support motherhood, providing their female employees with the possibility of reduced working hours without, however, excluding men who wish to benefit from this provision. During 2017, 7 female employees at Cable!® cable companies were given parental leave, while all the women that were given parental leave in the past are still employed at our Companies.

## Key human resources data

### Age distribution

Hellenic Cables	<30	30-50	51+	Fulgor	<30	30-50	51+	Icme Ecab	<30	30-50	51+
Men	27	232	118	Men	23	193	51	Men	81	268	103
Women	5	21	4	Women	10	18	3	Women	30	73	31
Total	32	253	122	Total	33	211	54	Total	111	341	134

## Human resources distribution by hierarchy level, gender and age 2017

### Hellenic Cables

Hierarchical levels	2017			Hierarchical levels	2017			Total
	Men	Women	Total		<30	30-50	51+	
Directors	8	0	8	Directors	0	4	4	8
Senior executives	27	0	27	Senior executives	0	23	4	27
Administrative staff	43	25	68	Administrative staff	6	46	16	68
Foremen and workforce	299	5	304	Foremen and workforce	26	180	98	304
Total	377	30	407	Total	32	253	122	407

### Fulgor

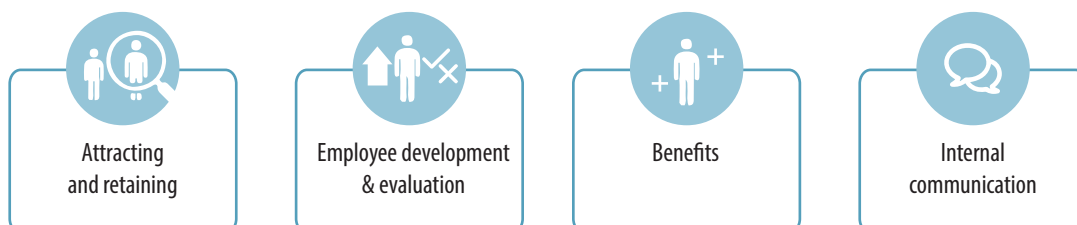
Hierarchical levels	2017			Hierarchical levels	2017			Total
	Men	Women	Total		<30	30-50	51+	
Directors	7	0	7	Directors	0	6	1	7
Senior executives	48	14	62	Senior executives	10	46	6	62
Administrative staff	8	15	23	Administrative staff	8	11	4	23
Foremen and workforce	204	2	206	Foremen and workforce	19	142	45	206
Total	267	31	298	Total	37	205	56	298

### Icme Ecab

Hierarchical levels	2017			Hierarchical levels	2017			Total
	Men	Women	Total		<30	30-50	51+	
Directors	7	0	7	Directors	0	1	6	7
Senior executives	20	7	27	Senior executives	0	24	3	27
Administrative staff	41	26	67	Administrative staff	15	42	10	67
Foremen and workforce	384	101	485	Foremen and workforce	96	278	111	485
Total	452	134	586	Total	111	345	130	586

## 4.2. Human resources issues management

Based on the Code of Conduct and Business Ethics, human resources management is structured on the following four axes:







### 4.3. Attracting and retaining

Cable!® cable companies are looking to attract, develop and maintain the most capable people, to ensure that business goals and priorities are met.

Cable!® cable companies implement a specific induction programme for all newly recruited employees. This includes informing newly recruited employees on the Companies' culture and values, as well as on:

- The internal regulation,
- The integrated quality, environmental, occupational health and safety management system
- The Companies' Sustainability Reports.

Under the induction programme for all new employees, a colleague is chosen to take on the role of "guide" and guide them during their first weeks of work.

Cable!® cable companies encourage the employment of young people on the labour market and collaborate with universities in the country to enable young people to do their internships at their



**The new "buddy" procedure:** This is a procedure recently implemented in Cable!® cable companies, to help new employees smoothly adapt to their workplace. The head of the recruitment department, chooses a colleague to introduce the new employee to his / her immediate associates, helping him / her better understand the culture and way of working together. This colleague also takes over the new employee's guided tour at the workplace and introduces him / her to employees in other departments. During the first month, the colleague designated as "buddy" maintains contact with the new employee on a weekly basis, to make sure he / she is happy with his / her new role and progress.

premises. During 2017, 9 students completed their internships at our Companies.

## Recruitment data

### Recruitments by gender and age

#### Hellenic Cables

	2017				2016		
	<30	30-50	51+		<30	30-50	51+
Men	9	13	3	Men	8	16	0
Women	1	2	0	Women	4	3	0
Total	10	15	3	Total	12	19	0

#### Fulgor

	2017				2016		
	<30	30-50	51+		<30	30-50	51+
Men	19	24	1	Men	22	35	2
Women	5	3	0	Women	5	4	1
Total	24	27	1	Total	27	39	3

#### Icme Ecab

	2017				2016		
	<30	30-50	51+		<30	30-50	51+
Men	71	91	26	Men	71	56	5
Women	22	25	0	Women	14	15	1
Total	93	116	26	Total	85	71	6

### Recruitments by age and region

#### Hellenic Cables

	2017				2016		
	<30	30-50	51+		<30	30-50	51+
Attica	2	2	1	Attica	2	6	0
Viotia	8	12	2	Viotia	10	13	0
Rest of Greece	0	1	0	Rest of Greece	0	0	0
Total	10	15	3	Total	12	19	0

#### Fulgor

	2017				2016		
	<30	30-50	51+		<30	30-50	51+
Attica	7	7	0	Attica	7	16	1
Corinthia	17	15	1	Corinthia	15	27	1
Rest of Greece	0	5	0	Rest of Greece	1	0	1
Total	24	27	1	Total	23	43	3

#### Icme Ecab

	2017				2016		
	<30	30-50	51+		<30	30-50	51+
Bucharest	29	47	20	Bucharest	30	33	5
Calarasi	63	69	7	Calarasi	55	38	1
Total	92	116	27	Total	85	71	6

## 4.4. Employee development and evaluation

**Development:** The ongoing development of employees' knowledge and skills is the foundation upon which the growth of Cablel® cable companies is based. Accordingly, each Company systematically invests in training its people, placing

emphasis on the implementation of a series of training seminars and programmes, aiming at enhancing the knowledge and skills of employees of all positions and hierarchical levels.

### Training rates by gender and hierarchical level

#### Hellenic Cables 2017

	Total training hours			Average hours of training per employee category		
	Men	Women	Total	Men	Women	Total
Directors	182	0	182	22.8	0.0	22.8
Senior Executives	871	0	871	32.2	0.0	32.3
Employees	486	125	611	11.3	5.0	8.9
Foremen and workers	2,067	298	2,365	6.9	59.6	7.8
Total	3,606	423	4,029	9.6	14.1	9.9

#### Fulgur 2017

	Total training hours			Average hours of training per employee category		
	Men	Women	Total	Men	Women	Total
Directors	115	0	115	16.4	0.0	16.4
Senior Executives	960	234	1,194	20.0	16.7	19.3
Employees	139	247	386	17.4	16.5	16.8
Foremen and workers	1,422	0	1,422	6.9	0.0	6.9
Total	2,636	481	3,117	9.9	15.5	10.5

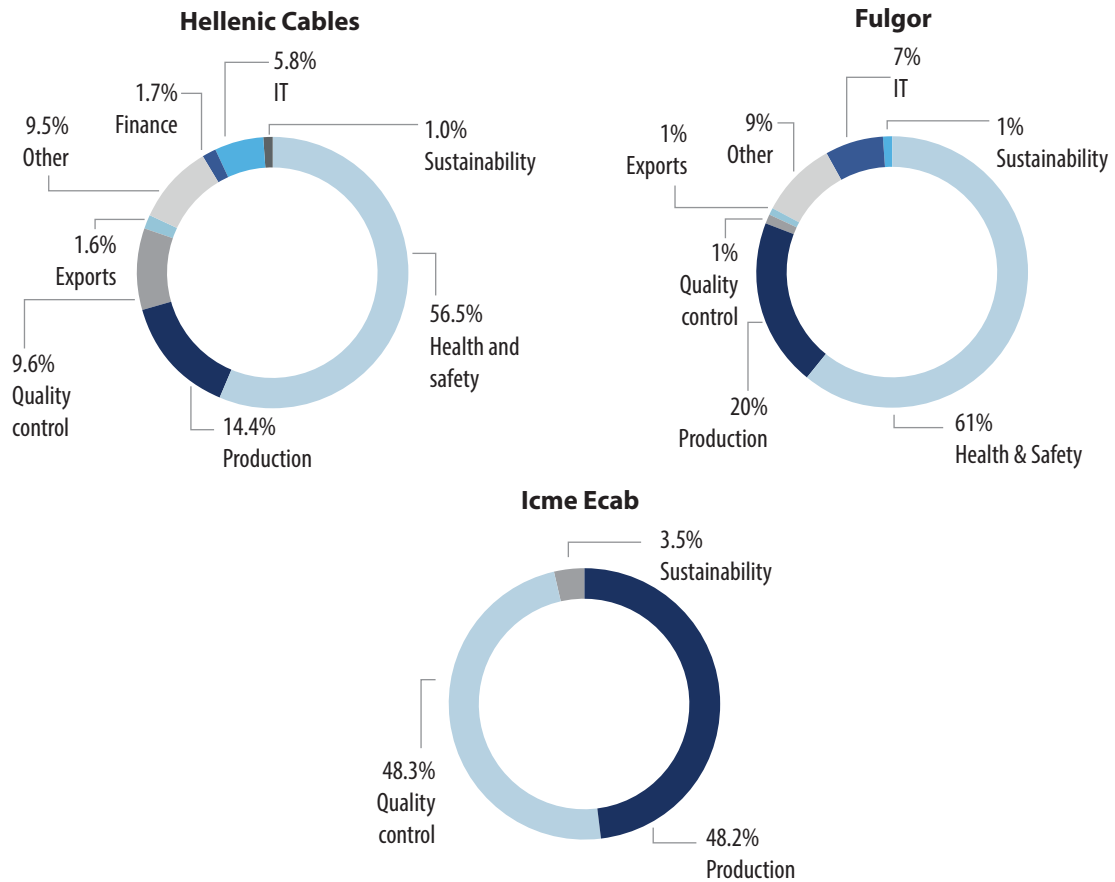
#### Icme Ecab 2017

	Total training hours			Average hours of training per employee category		
	Men	Women	Total	Men	Women	Total
Directors	56	0	56	8.0	0.0	8.0
Senior Executives	160	56	216	8.0	8.0	8.0
Employees	328	208	536	8.0	8.0	8.0
Foremen and workers	3,072	808	3,880	8.0	8.0	8.0
Total	3,616	1,072	4,688	8.0	8.0	8.0

The training programmes attended by all employees, from top management to production workers, relate to research and development, quality control, health and safety, and more.

“ In 2017 a total of 1,181 employees of Cablel® cable companies were trained ”

## Training hours by subject 2017



**Evaluation:** Cablel® cable companies, having recognised that evaluation ensures, meritocratically, the further development of employees, implement a performance evaluation

system based on target setting. The evaluation is based on objective measurement and performance indicators and concerns all staff, regardless of position and rank.



**Basic training for new employees:** This is the basic training programme that all new employees attend, in order to be informed on the structure and operation of the Companies (organisational chart, production units, internal regulation) and on health and safety issues, and to properly use all available means (SAP, computerised systems, servers, etc.).



**Development plan:** Each employee's development plan, which forms the basis for his

/ her evaluation, is prepared by the respective manager and the employee. Its key stages are:

**Beginning of each year**

- 2 to 4 strengths and development areas are identified,
- For each of the development areas one or more targets are set, as well as performance monitoring indicators (actions, timetable, etc.).

**End of first semester**

- Meetings and, if necessary, review of the "Development Plan".

**End of the year**

- Meetings and review of all targets set at the beginning of the year (timetables for implementation, results).

Every employee is evaluated by two supervisors and, if he / she does not agree with the content of the evaluation, he / she can forward the evaluation to the Human Resources Department of Cable® cable

companies, for a re-evaluation by a three-member committee. In 2017, 100% of the employees of Cable® cable companies were evaluated, according to the new evaluation system.



## 4.5. Benefits

Cablel® cable companies offer various additional benefits to all employees, regardless of contract type. These benefits are offered beyond those

provided under the applicable legal framework and are classified into health benefits, cash benefits or other benefits.

<b>Additional benefits offered to all employees</b>	<b>Hellenic Cables</b>	<b>Fulgor</b>	<b>Icme Ecab</b>
Additional medical and hospital coverage	√	√	√*
Employee meals	√	√	√
Transfer of employees with chartered buses	√	√	√
Postgraduate course funding	√	√	√
Provision of vouchers	√	√	
Vouchers on a monthly basis	Three times a year	Three times a year	Monthly
Educational leaves for employees on postgraduate courses	√	√	√
Christmas gift vouchers for the children of staff (up to the age of 12)	√	√	
Summer camps for employees' children	√	√	

\* This specific benefit at Icme Ecab applies only to Company executives.

## 4.6. Internal communication

The open dialogue between Management and employees of all levels, is encouraged through the "Open Door Policy" applied by Cablel® cable companies. Through the internal communication system, the corporate culture and the climate of trust and teamwork are established, and useful information and ideas are exchanged. The internal communication channels used by the Companies are described below:

- **Regular meetings with staff:** The General Management, together with the Companies' Department Heads, hold briefing meetings with all engineers, foremen, and the commercial and finance department.
- **Boxes:** A box is installed in every production facility so that employees can anonymously submit any queries, suggestions for improvement, or even complaints.
- **Intranet:** Employees have access, so as to be directly informed on policies, processes, systems, and the Companies' news.
- **Newsletters:** These are distributed in either printed or electronic form, to inform employees in due time on important issues of interest.
- **Bulletin board:** The board, which is directly accessible to all employees, is used to post announcements, whenever deemed appropriate by the Management.
- **System for the submission of new ideas and proposals:** The system for the submission of new ideas and proposals is implemented since 2012, contributing to the continuous improvement of employees' activities. Every year, employees submit new ideas and proposals regarding production, maintenance, safe working conditions, environmental protection and the overall operation of the sales departments or/and the financial services. Ideas and proposals submitted are initially examined by the assessment team (Plant Director, Director of Engineering Department and Technical Director), and are then



passed on to the General Management, which decides which ones will be implemented and eventually rewarded. In 2017, 18 new ideas and proposals on production improvements were submitted, 8 of which were awarded.

- **Events:** They are held on a case-by-case basis for a specific purpose, such as the New Year celebration event.



**Psychological support helpline:** Cablel® cable companies employees and their families can access the 800 3003 999 helpline, which is completely confidential and involves qualified and independent psychologists, who directly assess the issue that concerns the employee or his / her relative. The helpline operates 24 hours a day, 365 days a year, free of charge. Through the helpline, Cablel® cable companies seek to help resolve personal or family issues that may be related, among others, to stress, change management, illness, depression, addictions, or even mourning management. All telephone conversations are confidential, optionally anonymous, are not recorded and are strictly classified as part of the protection of sensitive personal information.

## 4.7 Supporting local communities

Cablel® cable companies help strengthen the local economy by supporting both local employment (prioritising local hiring) and local entrepreneurship (working with local suppliers where possible).

### Supporting local employment

Through the jobs they create locally, Cablel® cable companies strengthen the local economy and employment.

### Human Resources distribution

#### Hellenic Cables

	2015	2016	2017
Attica	21%	21%	21%
Rest of Greece	3%	3%	3%
Viotia	76%	76%	76%
Total	100%	100%	100%

#### Fulgor

	2015	2016	2017
Attica	13%	19%	20%
Corinthia	87%	81%	77%
Rest of Greece	-	-	3%
Total	100%	100%	100%

#### Icme Ecab

	2015	2016	2017
Bucharest	55%	51%	48%
Calarasi	45%	49%	52%
Total	100%	100%	100%

### Supporting local suppliers

As Cablel® cable companies' production activity requires raw and auxiliary materials that are mainly produced in foreign countries, the rate of supplies from abroad remains constantly high. Nonetheless, Cablel® cable companies try to obtain as many products and services as possible from local suppliers and contractors, thereby reducing transport costs and contributing to the development of the local economy.

#### Rates of purchases from domestic suppliers

Hellenic Cables	43%
Fulgor	35%
Icme Ecab	33%

### Taking social action

In Greece, Cablel® cable companies strengthen their relationships with the local communities in which they operate daily, through social actions in the fields of education, sport and the health of vulnerable groups. Moreover, they respond to the needs of social stakeholders and offer materials, cables and conductors for the repair or construction of their electrical installations. Indicatively, in 2017:

- For yet another year, they covered the cable

needs of the "Club for UNESCO of Piraeus and Islands", which has undertaken to support the operation of the permanent "Social Structures Against Poverty";

- Supplied materials for the workshops of the Electrical Engineering Department of the Vocational Senior High School of Schimatari, and for the Department of Electricians of the 1st Vocational Senior High School of Ampelokipoi Thessaloniki,
- Supplied cables for the NGO "Faros Elpidas".
- Donated materials for the renovation of the courtyard of the 7th Primary School of Kifissia.

During 2017, the following initiatives also took place:

- Sponsorship of the "Agios Vlasios" Infirmary of Thiva,
- Sponsorship of the National Association of Electrical Contractors,
- Sponsorship of the archery athlete Katerina Orphanidou,
- Educational visit at the Thiva plant for 20 electricians of the Association of Electricians of Mesogaia, during which they were shown products, the plant's production facilities and the quality control procedure.





### Volunteerism

In Greece, Cablel® cable companies have established annual volunteer activities, with the active participation of their employees.

- **Voluntary blood donation**

Since 2009, the Companies maintain a blood bank to meet the needs of employees and their families.

It is worth mentioning that, in 2017, the Company provided 20 units to meet the needs of our fellow human beings.

- **Voluntary contribution programme “We work together for a society of solidarity”**



For the ninth consecutive year and in collaboration with the Holy Diocese of Livadeia, the voluntary action “We Work Together for a Society of Solidarity” was organised in December 2017. The aim of the programme was to collect basic necessities (food, clothing and toys) for destitute families and institutions in the wider

Viotia region. All employees of the Companies were actively involved and responded positively, for yet another year.

## Cablel® cable companies' contribution to social development



### Employees

Hellenic Cables 16.3 EUR million  
Fulgor: 10.2 EUR million  
Icme Ecab: 8.1 EUR million

### Customers

Cablel® cable companies participate in the two-year European project TANOCOMP  
Fulgor: New testing lab investment  
Cablel® cable companies total investments: 16.9 EUR million



### Suppliers

Hellenic Cables: 293.7 EUR million  
Fulgor: 158.9 EUR million  
Icme Ecab: 137.4 EUR million

### State

Hellenic Cables: 3.4 EUR million  
Fulgor: 6.0 EUR million  
Icme Ecab: 2.8 EUR million



### Financial institutions

Hellenic Cables: 11.7 EUR million  
Fulgor: 8.7 EUR million  
Icme Ecab: 2.3 EUR million



### **Iceab's contribution to supporting Hellenic culture**

Iceab actively supports Hellenic culture and language in Romania, where it operates.

#### **ARKADIA Hellenic Culture Centre**

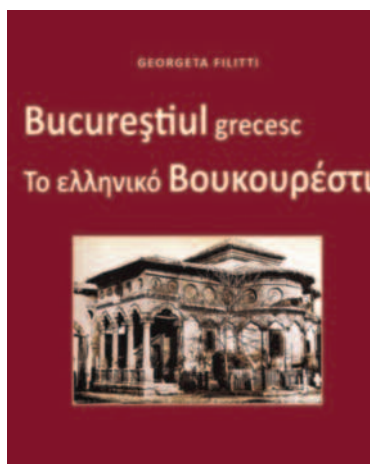


To support Hellenic culture and promote the Hellenic language in Romania and, in particular, in the city of Bucharest where it operates, Iceab founded (in 2011) the Hellenic culture centre "Arkadia". Arkadia's main purpose is to support and promote educational, cultural and philanthropic activities, as well as to promote the Romanian- Hellenic history and Hellenic culture. Arkadia also supports initiatives related to the publication of Hellenic culture papers and cultural events, to strengthen the Hellenic element in the city of Bucharest. Arkadia's contribution to the speeches of distinguished Greek (and not only) professors at the University of Bucharest's Department of Modern Greek Studies, is important.

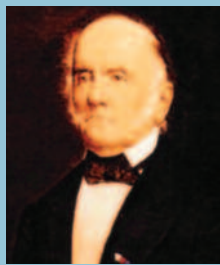
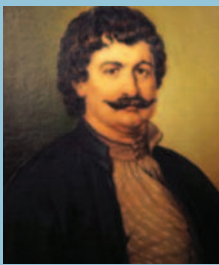
Arkadia's action is inextricably linked with the **Hellenic School of Bucharest "Athena"**, which was founded in 2008 in response to the growing need of the Hellenic community in the capital of Romania. Its aim was to offer high quality education to Kindergarten, Primary School and High School children. It is worth mentioning that the Hellenic School "Athena" is the only school in Bucharest that has been certified for the use of the Hellenic national educational programme, placing special emphasis on Hellenic values, culture and traditions. It was created through the

cooperation of the Hellenic Ministry of Education, Research and Religious Affairs with the Hellenic Parents and Guardians Association of Bucharest, and operates under the aegis of the Embassy of Greece in Romania. The Hellenic School "Athena" is managed by the Hellenic Parents and Guardians Association of Bucharest, and is represented by a five-member Board of Directors. Most of the school's operating expenses are covered, supported by most Hellenic and Cypriot companies operating in Romania. Today, classes at the Hellenic School of Bucharest are attended by a total of 75 students.

In 2013 and 2014 Arkadia published the bilingual book by writer Georgeta Filitti on the history of Hellenism in the capital of Romania, entitled "The Hellenic Bucharest". The cost of this book (research, printing) was covered by Arkadia and sales revenue was offered to the Hellenic School of Bucharest, to cover its operational needs. The first two editions of the book became bestsellers, and a third edition is possible in the future.



Additional activities by Arkadia in 2017 included the support of the Hellenic Cultural Association "NOSTOS" and of the Department of Classical and Modern Greek Literature of the University of Bucharest.





“Occupational health and safety of our employees and associates, is a top priority. The Policy, processes and systems we implement focus on prevention”

## 5. 2017: The year for Safety

Cablel® cable companies proclaimed 2017 as the “Safety Year”. This initiative is based on the following:

The implementation of a new Health and Safety Management System, described in “5.1 Systematic Approach to Health and Safety,” which includes several initiatives to raise awareness and change the safety culture, focused on prevention and employee behaviour.

Organising, every year, an one day event on occupational safety, to promote the safety culture. Production work stops on this day and Management visits at the Companies’ production facilities are planned, along with interactive safety workshops, sharing of information and good practices among employees and the awarding of the best proposals to improve workplace safety.

A safety awareness campaign that includes, among others, designing Safety posters, leaflets and clothing, as well as a Safety Mascot, which participates in all events.



The creation of audiovisual (video) educational material regarding safety, for employees, customers and visitors.

## 5.1 Systematic approach to Occupational Health and Safety Management System

To protect employee health and ensure the safe operation of their facilities, Cablel® cable companies implement a Health and Safety Policy and a certified Occupational Health and Safety Management System (OHSAS 18001). The Companies' ultimate goal is to develop a safety culture that encourages all employees to behave responsibly in the workplace.

*The Health and Safety Policy implemented by Cablel® cable companies is available on the Companies' website: <http://www.cablel.com/784/en/politiki-ugeias-kai-asfaleias-stin-ergasia>*

Cablel® cable companies implement a five-year strategic plan on health and safety. This strategic plan is based, among others, on the analysis of the wider environment in which the Companies operate and the study of global trends and markets, in order to implement the appropriate investment plan.

### Health and Safety Management System

The Occupational Health and Safety Management System applied in all Cablel® cable companies' production plants was revised in 2017, to manage these issues more effectively. Its key points have also been included in a handbook, distributed to all employees.

Cablel® cable companies' Occupational Health and Safety Management System is based on prevention and aims at analysing the key factors that can lead to a workplace incident or accident. Emphasis is placed on the timely handling (alert – analysis) of safety incidents and accidents, on the implementation of improvement actions – immediately after the incident and in real time –, and on taking more prevention initiatives, to strengthen the safety culture.

The proper implementation of the System is based on the commitment and participation of both Management and employees, the adoption of international standards and benchmarking with global best practices and tools.

## New Health and Safety Management System targets

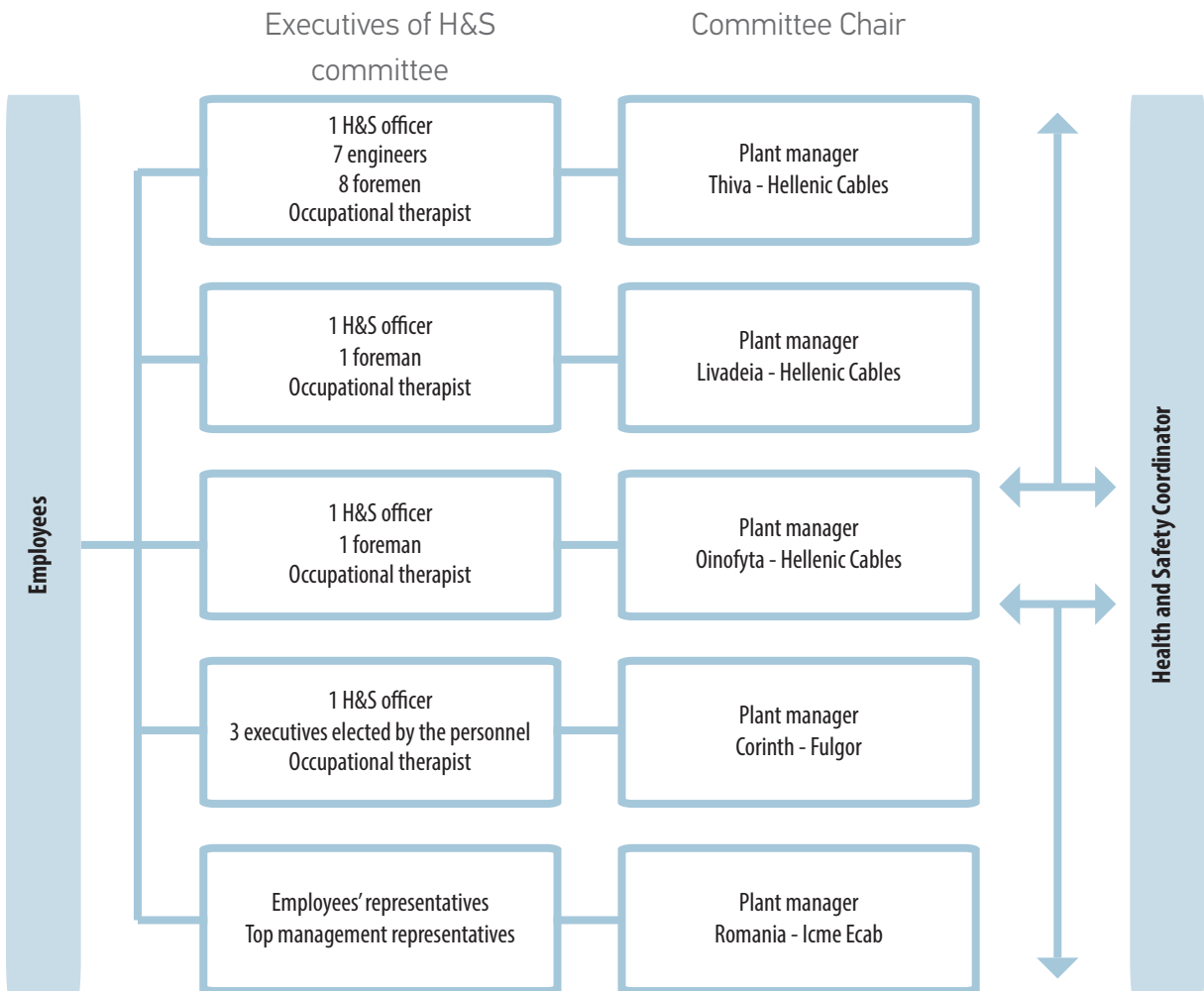


**Organisational structure for health and safety**

The smooth functioning of the System is supported by occupational health and safety committees. The committees meet regularly and their main responsibilities are to address issues that may arise on a daily basis, provide suggestions for their resolution, and also provide appropriate advice on any relevant issues.

A separate committee has been set up for each production plant. The hierarchy and composition of these committees per production plant are designed in such a way as to represent all employees (100%) on health and safety issues. Moreover, each committee reports to the respective Plant Manager.

Health and safety committees' structure



In 2017, the Health and Safety Coordinator of Cablel® cable companies was integrated into the organisational structure. The coordinator's core tasks are to represent facilities as a H&S expert, coordinate

health and safety actions between units, integrate the Companies' performance and guide the development of a safety culture in all production units, acting as a link between them.

### Incident management process

Cablel® cable companies implement an “Analysis of safety incidents according to the 8D methodology” for all serious safety incidents, accidents and serious near misses. For serious safety incidents, immediate internal notification is made possible through the Alert Management System, via an online platform and email, so as to improve communication on safety issues.

## 5.2 Health & Safety culture

Forming a safety culture at the workplace is a priority for Cablel® cable companies, in their effort to minimise potential workplace hazards.

### Safety card

During 2017, the use of a safety card, which each employee can complete and report near misses, unsafe actions, behaviours and situations, has been introduced, contributing to strengthening the accident prevention culture. Special attention is placed on the completion of the “suggestion for improvement” section by all employees and operators in the workplace, to ensure everyone participates in problem identification and resolution.

### “S” Operating Performance indicator

In the context of the prevention culture, the Performance Indicator “S” was presented, through which a visualisation of health and safety performance indicators is carried out, on a daily basis and per shift. Indicatively, performance indicators are the number of unsafe actions and situations observed daily in each shift or department and the number of near misses detected and reported per day, in each department.

### Daily safety management through meetings

Cablel® cable companies have established daily, weekly and monthly safety meetings, in which the entire managerial hierarchy is involved, to review the Companies’ health and safety performance.



### 8D methodology

- D1 - Problem Description
- D2 - Similar risk in other product, process, plants
- D3 - Containment actions: first aid, emergency, process stopped, area protected
- D4 - Root cause of non detection
- D5 - Root cause of non conformance
- D6 - Countermeasures (implement permanent corrective actions)
- D7 - Effectiveness of actions
- D8 – Lessons learned and preventive measures

Date	Title	Objectives
A		
B		
C		
D		

■ Objectives met   
 ■ Objectives not met   
 ■ Non-working site



### Safety day

At Cablel® cable companies, special emphasis is placed on promoting the safety culture. To this end, every year a “Safety Day” is set, during which an information event is organised and employees’ best performances are rewarded, along with the best proposals for improvement in safety issues. In 2017, the 4th of October was set as “Safety Day”.

### Sharing best practices and rewarding

Cablel® cable companies are communicating best health and safety practices through an online collaboration platform, to share safety knowledge and information. Cablel® cable companies’ employees are also encouraged to submit their improvement proposals on safety, processes, construction, and training issues. The best proposal for improving safety is rewarded on a monthly and annual basis.

### Safety golden rules

During the 2017 “Safety Day” event the “golden rules” for promoting the safety and protection of employees were presented. These golden rules relate to the basic, day-to-day operations of the Companies’ production units, warehouses, transport and storage centres. The golden safety rules are revised annually and improved either during special workshops or through the system of health and safety improvement proposals.





## 5.3 Prevention programmes

In the context of the systematic approach to health and safety, the implementation of the 5S system in all Cablel® cable companies' production plants is key.

To ensure the proper implementation of both the 5S system and the Management Systems, 87 external inspections by specialised bodies and 1,276 internal inspections were carried out at all production plants of Cablel® cable companies.

### Prevention programmes for safety

At Cablel® cable companies, a series of actions and programmes are implemented, such as:

- Scheduled health and safety inspections with the aim of taking immediate corrective and preventive actions to prevent incidents. Safety visits are held at the workplace and aim at recording hazardous situations and actions that could cause employee injuries,
- Emergency response exercises to ensure personnel readiness and equipment integrity.



#### 5S system

The 5S system has been gradually implemented in production plants to, among others, support a safe working environment, since 2014. The 5S system helps promote occupational health and safety and raise awareness among all employees.



#### Focused Improvement projects on Safety

Cablel® cable companies develop special processes to improve safety, such as LOTO (Lock Out Tag Out) and noise reduction. In addition, in 2017, a special safety project was launched, to create Open Blade Free Plants. All existing "open blades" knives that are used to cut in pieces samples of cables and perform intermediate or final testing are removed and replaced by new knives with blades that do not remain "open" after the cutting process is completed. **Target for the group is to have free "open blades" plants at 70% up to the end of 2017 and 100% until the end of 2018.**



## 5.4 Health and safety training

In the context of the Health and Safety System, an extensive training programme is implemented once training needs are recorded and evaluated.

### Training hours on health and safety issues

	2015	2016	2017
Hellenic Cables	2,900	2,405	2,277
Fulgor	849	1,708	1,494
Icec Ecab	4,129	4,920	6,069



### Special training

At all Cablel® cable companies' production plants, safe loading training has been carried out. Due to the variety of loads managed by the Companies, an autopsy was carried out at each production plant by a specialised training body, to ensure the training met the plant's needs. Safety technicians, loaders, forklift operators, all warehouse workers, guards and gatekeepers participated in the training.

## 5.5 Health and safety performance

Cable® cable companies systematically monitor and record their health and safety performance and strive to achieve zero accidents and eliminate risks.

LTI	2016	2017
Hellenic Cables	9	13
Fulgor	10	8
lcme	4	10

*LTI: Number of lost time injuries*

LTI Rate	2016	2017
Hellenic Cables	7.9	11.9
Fulgor	15.8	11.3
lcme	2.3	6.4

*LTI rate: (number of incidents/ manhours worked) \* 10<sup>6</sup>*

Severity Rate	2016	2017
Hellenic Cables	52.0	116.2
Fulgor	397.1	338.0
lcme	30.3	113.3

*SR (Severity rate): (number of lost work days/manhours worked)\* 10<sup>6</sup>*

*For more information on the health and safety indicators over the last three years, see page 72, "Key performance indicators per Sustainability pillar".*





“ Committed to environmental protection, we make sure that our business operations are environmentally responsible, following practices that contribute to the continuous reduction of our environmental footprint ”

## 6. Responsibility to the environment

Moving towards Sustainable Development, Cablel® cable companies have incorporated environmental criteria into their business processes and activities.

Cablel® cable companies seek to take continuous and consistent action to reduce their environmental footprint.

## 6.1 Environmental issues management

In the context of environmental responsibility, Cablel® cable companies implement an Environmental Policy (<http://www.cablel.com/781/en/perivallontiki-politiki/>) and all production plants implement an Integrated Environmental Management System certified according to the ISO 14001:2015 standard. To ensure the Environmental Policy is properly implemented, Cablel® cable companies continuously train and raise awareness of employees on environmental management issues.

The Companies follow an integrated environmental approach, based on the implementation of a specific Environmental Policy.

Based on the Companies' environmental approach, the

monitoring of the implementation of environmental programmes and the continuous improvement of the Environmental Management System are carried out by the environmental manager, assigned in each production plant.

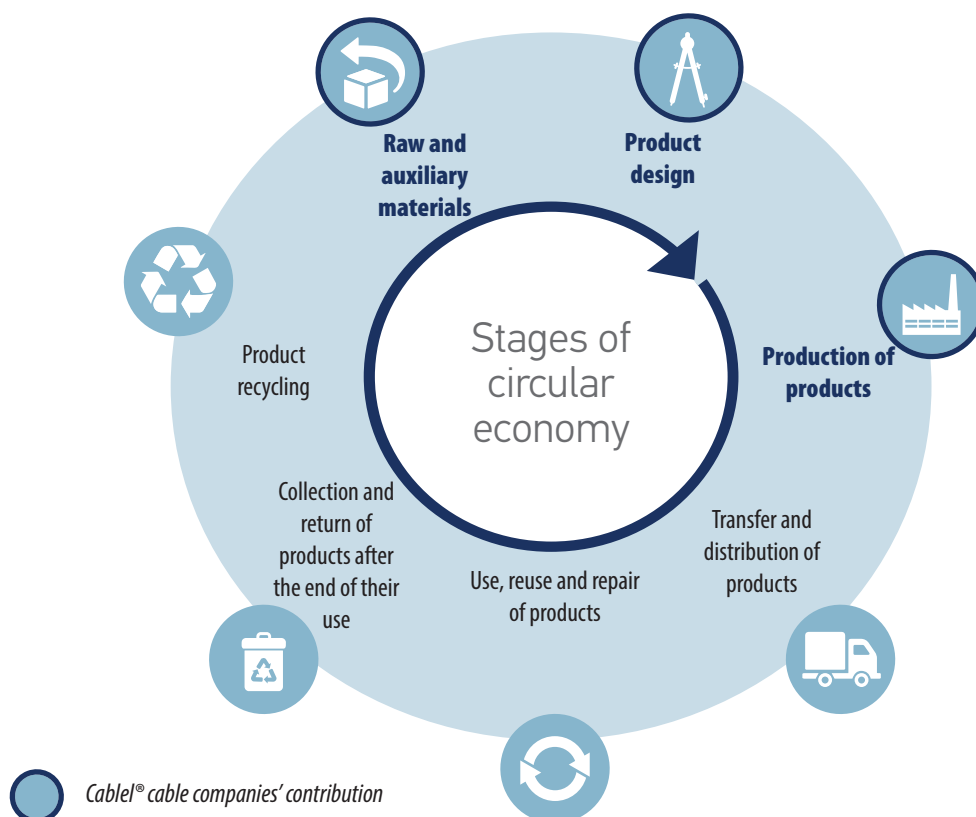
The main responsibilities of the environmental manager are to ensure the implementation of the Environmental Policy, plan and provide guidance to employees, and monitor performance based on the strategic goals set by each Company, through the Environmental Management System implemented.

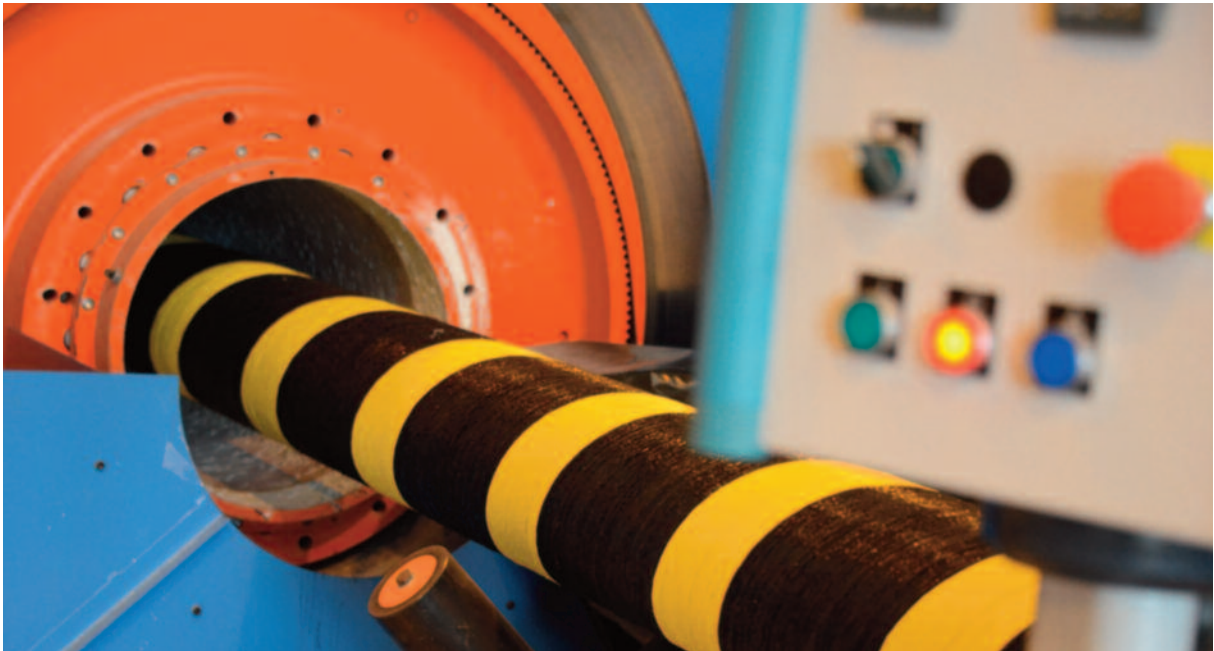
“The Companies follow an integrated environmental approach”

## 6.2 Adopting circular economy principles

Cablel® cable companies adopt and implement the principles of the circular economy, as through these they can affect and change all stages of production.

Particular emphasis is placed on the three main points of product development: optimisation of raw material use, criteria and requirements set in product design, and how they are produced.

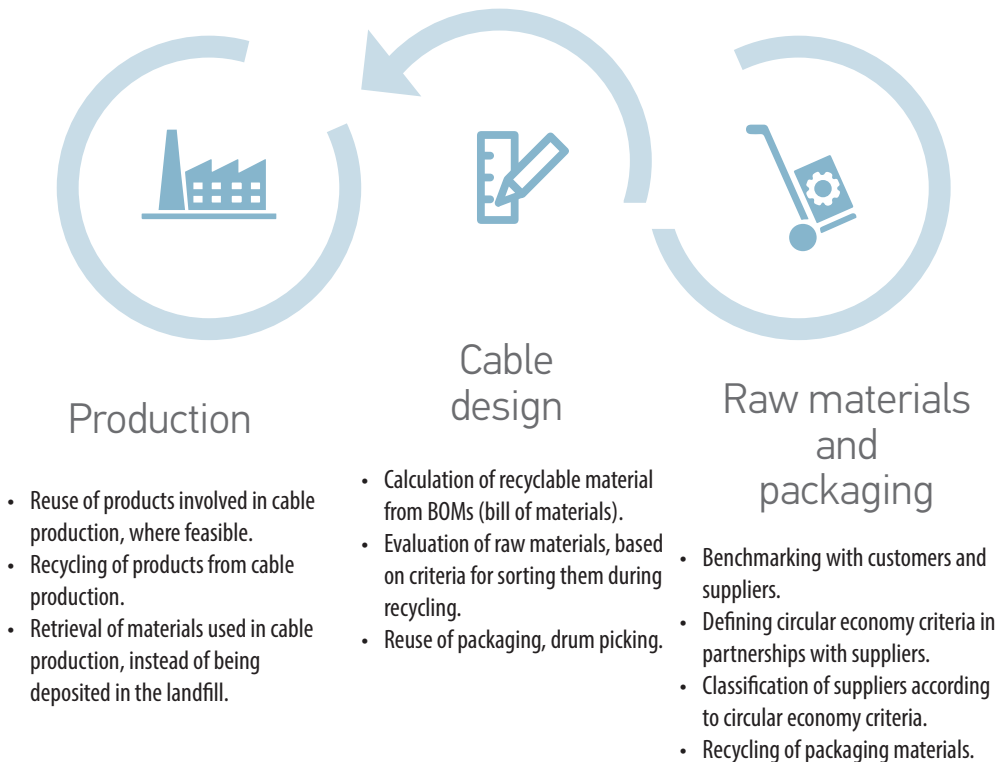




Regarding the three stages of the circular economy mentioned above, Cablel® cable companies have designed and implement a new five-year strategic plan. The Companies are already purchasing and using raw and auxiliary materials compatible with the circular economy, where possible. In this way, and in combination with the available technology,

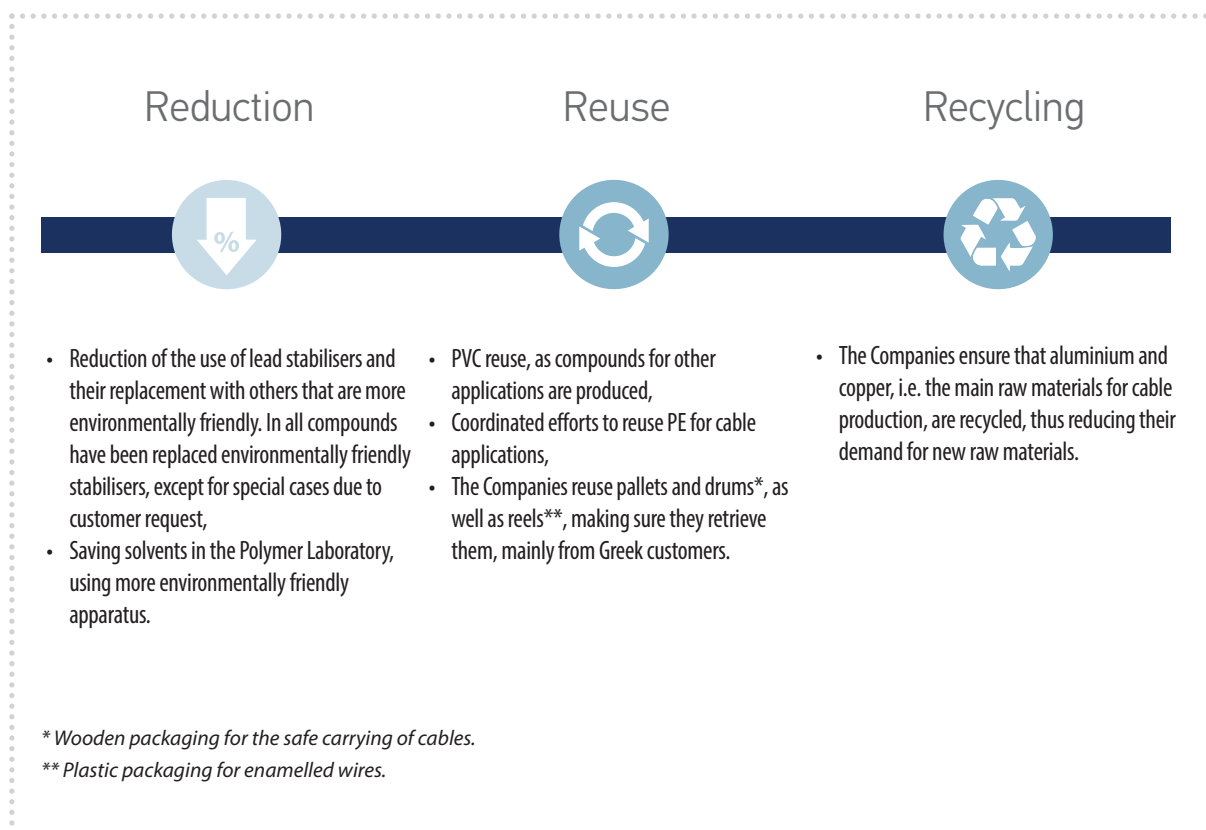
the basis is set to produce products with the lowest possible environmental impact.

Indicatively, the following figure shows some of the actions that the Companies are planning to implement at each stage:



In particular, Cable!® cable companies' initiatives regarding the use of natural resources and raw

materials used in production, are based on three main axes: **reduction, reuse and recycling.**



### Icme Ecab's good practice

Icme Ecab applies a recycling system for the packaging materials it uses to sell its products. It monitors and records the quantities it sells on the market annually, and

at the same time recycles the respective materials by category, achieving very high recycling rates. More specifically, in the last two years it has achieved the following:

Recycling per material category	2016			2017		
	Total use (kg)	Materials recycled (kg)	%	Total use (kg)	Materials recycled (kg)	%
Plastic	39,467	29,665	75%	21,924	19,250	88%
Paper	5,180	4,500	87%	6,142	5,926	96%
Metal	16,032	4,907	31%	8,572	8,572	100%
Wood	1,377,030	1,157,968	84%	1,407,913	1,044,625	74%
<b>Total</b>	<b>1,437,709</b>	<b>1,197,040</b>	<b>83%</b>	<b>1,444,551</b>	<b>1,078,373</b>	<b>75%</b>

## 6.3 Environmental Key Performance Indicators

With the aim of continuously improving and reducing their environmental footprint, Cablel® cable companies systematically monitor their environmental performance, set up improvement targets, and implement effective environmental management programmes, such as energy saving and rational waste management.

### Electrical energy consumption

Cablel® cable companies use electricity as the main energy source. Fossil fuels, mainly LPG and Diesel, are also used.

### Specific electric energy consumption

(GJ / product tn)	2015	2016	2017
Hellenic Cables	2,523	2,563	2,595
Fulgor	1,237	1,241	1,217
lcme Ecab	3,070	3,406	3,474

For more information on electricity consumption over the last three years, see page 72, “Key performance indicators per Sustainability pillar”.



### Energy Mastering Awards 2017

The 1st “Gold” award for the energy saving project was awarded to the Oinofyta plant during the Energy Mastering Awards 2017 awards ceremony, which took place for the second consecutive year. Energy Mastering Awards recognise and reward the best energy efficiency practices in Greece. At the Oinofyta plant, a study on electrical energy saving was carried out, in collaboration with the specialised energy management company Redex.

In this study, the whole electrical installation related to the power quality was investigated and analysed, and specific solutions designed specifically for this application were proposed. The purpose of the project was to save electrical energy by improving the quality of electrical power and reducing losses in the factory's distribution network, following a pilot installation of the equipment of the cooperating company (Redex). The percentage of electrical energy savings finally achieved in the first nine months after completion of the project, was 4.7%. At the same time, a reduction of indirect CO<sub>2</sub> emissions by 312 tonnes per year is expected.

### Thermal energy consumption

Specific thermal energy consumption is presented in the table below:

#### Specific thermal energy consumption

(GJ/tn of product)	2015	2016	2017
Hellenic Cables	0.165	0.169	0.171
Fulgor	2.547	2.397	2.419
lcme Ecab	1.928	2.172	2.365

### Air emissions

Cablel® cable companies make every possible effort to reduce atmospheric emissions resulting from their operation and activities. Total CO<sub>2</sub> emissions in 2017 remained at about the same levels as in the previous year.

#### Specific air emissions

(kg CO <sub>2</sub> /tn of product)*	2015	2016	2017
Hellenic Cables	488	427	432
Fulgor	367	317	333
lcme Ecab	359	373	380

\* The calculation of CO<sub>2</sub> emissions for 2017 is based on the country's power generation carbon footprint for the year 2016, which is 0.58415 tn CO<sub>2</sub> / MWh.

For more information on thermal energy consumption and atmospheric emissions over the last three years, see page 72, “Key performance indicators per Sustainability pillar”.



## Waste management

Cable!® cable companies apply best available practices to reduce the volume of waste generated by their production process. The waste management process implemented is aimed at reducing environmental impacts.

*For more information on waste management methods over the last three years, see page 72, “Key performance indicators per Sustainability pillar”.*

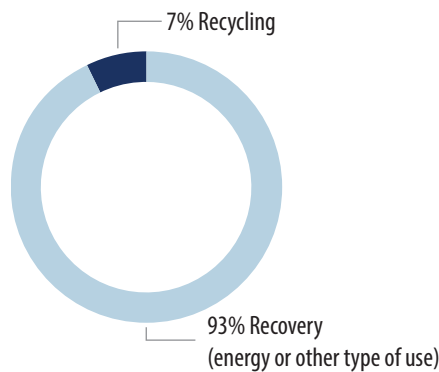
Cable!® cable companies collaborate with properly licensed companies to manage all waste generated (collection, transportation, recovery or disposal) in their facilities.

“In 2017, the Companies recycled 94% of their non-hazardous waste”

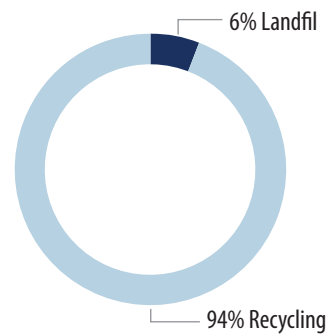
Most of the waste generated is recycled and recovered (energy or other recovery), while only a small part of the waste is led to landfill, minimising environmental impacts.

*For more information on waste management over the last three years, see page 72, “Key performance indicators per Sustainability pillar”.*

**Proportion of hazardous waste, by disposal method 2017**



**Proportion of non hazardous waste, by disposal method 2017**



## Water usage

Cable!® cable companies take all necessary measures to efficiently use water and reduce the quantities used. The water used at the Thiva plant comes from licensed drilling and/or the Sewer Municipal Company (DEYATH), while the water used at Livadeia and Oinofyta comes from licensed drilling and the Athens Water Supply and Sewerage Company (EYDAP) respectively. At the Icme Ecab plant in Romania, water comes from licensed drilling, near the production plants.

### Specific water use

(m <sup>3</sup> / tn of product)	2015	2016	2017
Hellenic Cables	0.36	0.60	0.60
Fulgor	0.35	0.36	0.23

*For more information on water usage over the last three years, see page 72, “Key performance indicators per Sustainability pillar”.*

## 7. Sustainability Key Performance Indicators table

Key Performance Indicators by sustainability pillar		Unit of measurement		2015		2016		2017		GRI Standards Indicator		
Economic performance	<b>Economic growth</b>			<b>Hellenic Cables</b>	<b>Fulgor</b>	<b>Hellenic Cables*</b>	<b>Fulgor</b>	<b>Icme Ecab</b>	<b>Hellenic Cables</b>	<b>Fulgor</b>	<b>Icme Ecab</b>	
	Total revenue (turnover)			336.92	178.5	299.5	136.5	116.2	304.6	174.3	129.1	201-1
	Operating profits	EUR million		8.5	11.9	12.8	0.6	-0.1	1.7	12.1	0.7	201-1
	Operating costs	EUR million		328.4	166.5	286.6	135.9	116.2	302.9	162.1	132.5	201-1
	Payments to capital providers	EUR million		16.3	8.4	13.8	7.9	0.0	11.7	8.7	0.0	201-1
	Net profit / (loss) – before taxes	EUR million		-3.2	4.0	3.0	-6.7	-2.4	-8.6	3.7	-3.0	201-1
	Net profit / (loss) – after taxes	EUR million		-2.7	1.2	0.3	-5.8	-2.4	-6.7	2.6	-3.0	201-1
	Tax payment – Indirect (VAT)	EUR million		0.8	0.00	4.4	5.3	1.0	3.0	5.6	0.6	201-1
	Tax payment – Direct	EUR million		0.4	0.3	0.4	0.3	0.7	0.4	0.3	0.4	201-1
	Total payments to governmental bodies (total of indirect and direct taxes paid)	EUR million		1.2	0.3	4.8	5.6	1.7	3.4	6.0	0.5	201-1
	Financial assistance from the state (exc. Manpower Employment Org.)	EUR million		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	201-1
	Equity	EUR million		83.8	24.9	88.5	19.1	41.4	82.3	24.4	41.3	201-4
	Investments	EUR million		3.8	5.3	4.2	5.2	0.0	5.9	8.2	2.8	201-1
	Total assets	EUR million		317.0	180.8	291.4	184.2	95.8	286.5	194.9	106.2	201-1
Suppliers	<b>Marketplace</b>			<b>Hellenic Cables</b>	<b>Fulgor</b>	<b>Hellenic Cables</b>	<b>Fulgor</b>	<b>Icme Ecab</b>	<b>Hellenic Cables</b>	<b>Fulgor</b>	<b>Icme Ecab</b>	
	Proportion of supplies from local suppliers	%		51%	56%	52%	46%	41%	43%	35%	33%	204-1
	Proportion of supplies from international suppliers	%		49%	44%	48%	54%	59%	57%	65%	66%	204-1
Occupational health and safety	<b>Occupational health and safety</b>			<b>Hellenic Cables</b>	<b>Fulgor</b>	<b>Hellenic Cables</b>	<b>Fulgor</b>	<b>Icme Ecab</b>	<b>Hellenic Cables</b>	<b>Fulgor</b>	<b>Icme Ecab</b>	
	Lost Time Injury Frequency Rate (LTIFR)	%		2.7	8.9	7.9	15.8	2.3	11.9	11.3	6.4	403-2
	Severity Rate (SR)	%		30	297	52	397	30	116	338	113	403-2
	Number of work-related illnesses	#		0	0	0	0	0	0	0	0	403-2
	Number of deaths	#		0	0	0	0	0	0	0	0	403-2

\* For purposes of comparability with previously published data of Hellenic Cables S.A. Holdings Societe Anonyme, General Commercial Register number: 28170100 that contributed to the industry of Hellenic Cables S.A., the composition of results of the two companies and the necessary adjustments are presented as published in note 5 to the 2016 Annual Financial Report.

Key Performance Indicators by sustainability pillar		Unit of measurement	2015		2016		2017		GRI Standards Indicator		
			Hellenic Cables	Fulgor	Hellenic Cables	Fulgor	Icme Ecab	Hellenic Cables	Fulgor	Icme Ecab	
Human Resources	<b>Employment</b>										
	Employees	#	418	235	407	262	591	407	299	586	102-8
	Proportion of full-time employees	%	100%	100%	100%	100%	100%	100%	100%	100%	102-8
	Hires	#	34	52	31	69	162	28	52	235	401-1
	Employees under the age of 30	#	33	33	32	34	138	32	33	111	405-1
	Employees aged 30-50	#	289	162	273	181	317	253	211	341	405-1
Training and development	Employees over the age of 50	#	96	40	102	47	136	122	54	134	405-1
	Total hours of training (participations x hours)	#	3,785	2,416	5,784	3,603	3,188	4,029	3,117	4,688	404-1
Air emissions	<b>Environmental protection</b>										
	Specific direct emissions	kg CO <sub>2</sub> /tn of product	10.9	133	11.5	116	4.4	11.4	135	3.8	305-2
	Specific indirect emissions	kg CO <sub>2</sub> /tn of product	477	234	416	201	369	421	198	376	305-2
	Indirect energy consumption (electricity)	GJ/tn of product	2.5	1.2	2.6	1.2	3.4	2.6	1.2	3.5	302-1
	Energy	<b>Direct energy consumption by source</b>									
		LPG	Nm <sup>3</sup>	51,886	-	44,930	-	1,823,023	52,425	-	1,929,888
Natural gas		MWh	-	28,729	-	35,934	-	-	35,844	-	302-1
Liquid nitrogen		MWh	1,201	-	1,175	-	57	949	-	47	302-1
	Heating oil	lt	172,373	84,738	179,497	74,179	19,233	164,424	88,079	20,360	302-1
Waste management	<b>Hazardous waste</b>										
	Recycling	tn	100.6	35.0	125.1	15.3	11.2	277.4	19.0	6.1	306-2
	Recovery (energy or other type of use)	tn	246.9	1,054.2	384.8	990.7	108.8	126.9	894.6	123.3	306-2
Water	<b>Non-hazardous waste</b>										
	Recycling	tn	4,480.1	1,388.1	4,997.4	1,668.9	2,199.9	4,637.3	1,408.3	2,234.6	306-2
	Landfill	tn	516.9	271.2	475.1	442.5	498.1	283.5	356.9	352.6	306-2
	Quantity of water consumed	Nm <sup>3</sup>	20,180	17,878	32,070	19,470	393.4	31,332	12,190	n/a	303-1
Society	<b>Society</b>										
	Employee wages and benefits	EUR million	12.9	5.7	12.8	7.0	6.1	13	8.2	6.5	201-1
	Employees hired from the local community	#	79%	87%	79%	81%	49%	79%	77%	52%	202-2

## 8. About the report

### Scope and limits

The 2017 Sustainability Report (1/1/2017 - 31/12/2017) of Cablel® cable companies includes the policies, actions, programmes and goals of Hellenic Cables S.A., its subsidiary Fulgor S.A. and Icme Ecab S.A., which constitute the Cablel® cable production industry of the listed company Cenergy Holdings SA.

The Sustainability Report of Cablel® cable companies has been issued annually since 2009, including data on the activities of its key subsidiary in Greece, Fulgor S.A., and, for the second time, it incorporates key data of the Romania-based cable production company Icme Ecab S.A. The term Cablel® cable companies refers to the three companies: Hellenic Cables S.A., Fulgor S.A. and Icme Ecab S.A.

*All previous Sustainability Reports of Hellenic Cables S.A. are available on the Companies' website [www.cablel.com](http://www.cablel.com) (Sustainability / Corporate responsibility & sustainability reports).*

### Restrictions and significant changes

There is no specific restriction regarding the Report's scope and limit, affecting the year-to-year comparison of the Report's data, nor changes to the evaluation methods applied. Wherever revisions are made, a specific reference is made in the individual sections, tables or diagrams and the reasons for the revision are specified in the relevant points. The financial data included are fully consistent with those of the Annual Reports, which have been audited by chartered auditors - as required by the law.

*The Annual Financial Reports are available on the Cablel® cable companies' website [www.cablel.com](http://www.cablel.com) (The Group / Annual Reports).*

*The GRI content index can be found on the Companies' website: [www.cablel.com](http://www.cablel.com)*

### Project team

Executives from all relevant Divisions and Departments of the three Cablel® cable companies worked together for the preparation of this Report. Their main task was to gather the required information and to assess material topics related to the Sustainability areas of Cablel® cable companies. The executives of Cablel® cable companies who cooperated for this publication are:

**Hellenic Cables and Fulgor:** Alexopoulos Argyris, Apostolou Dimitra, Voulgaris Charalambos, Voultsis Iraklis, Georgallis George, Zannias Panagiotis, Karakostas George, Karkantelidou Foteini, Marlagoutsos Panagiotis, Michos George, Stoian Mandy, Tsagkarakis Menelaos, Pikeas Antonis, Chatzakis Dimitrios, Chronopoulou Katerina.

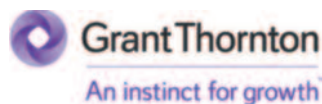
**Icme Ecab:** Pop Nicolae, Eusebiu Muthi, Hatzidis George, Papagheorge Andrei, Moghioros Radu Serban, Stoica Andrei.

**Project coordinator:** Christina Neofotistou

### Methodology

The 2017 Sustainability Report was prepared, as regards its structure and content, in accordance with the GRI Standards of the Global Reporting Initiative (GRI) - Core option. As regards the Report's content, a materiality analysis was carried out (updating of material topics) for Cablel® cable companies. Detailed data, as well as the outcomes of the process, are presented in "2. Sustainable Development and creating shared value".

The 2017 Sustainability Report was compiled with the support and expert guidance (data collection, evaluation and writing) of Grant Thornton ([www.grant-thornton.gr](http://www.grant-thornton.gr)).



### External assurance

An external assurance of the data relating to all the material topics of Cablel® cable companies has been carried out by an assurance / certification body. In the following section, the letter of the independent body that carried out the assurance is given. The conclusions and recommendations of the body, resulting from the external assurance process, are used to improve our processes and the quality of the Reports.

### Sources of information

The data and information presented are collected on the basis of the recording procedures and databases of the relevant management systems implemented. In cases where the data presented was processed or based on assumptions, the way or method of calculation is reported, according to the guidelines of the Global Reporting Initiative.

*Updates or additional information regarding Cablel® cable companies are available either through the sustainability team or on [www.cablel.com](http://www.cablel.com).*

### Contact information

Please send any feedback, comments or the contact form on the last page of the Report to the following address, to actively contribute to our improvement and further growth.

### Cablel® cable companies

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*The Report's photos were taken by Vyronas Nikolopoulos (photographer), as well as by Erietta Papadogianni and FBRH Consultants Ltd.*



*The Report's paper has been produced from sustainable FSC management forests and plantations and contains 60% recycled paper pulp.*

## 9. Independent External Verification Report



To: Management of **Cable Companies Cablel®**

### 1. Independent Verification Report

The **Cable Companies Cablel®** (hereafter **Cablel® Companies**) have commissioned **TÜV HELLAS** (TÜV NORD) S.A. (hereafter **TÜV HELLAS**) to provide limited external assurance concerning the Sustainability Report for the period of January 1st of 2017 to December 31st of 2017 (1/1/2017-12/31/2017). The Sustainability Report for 2017 of the **Cablel® Companies** includes the actions, programs and objectives for the Sustainable Development of the three companies: **Hellenic Cables S.A.**, its subsidiary **Fulgor S.A.**, and **Icme Ecab S.A.**, which constitute the cable industry of the listed company **Cenergy Holdings S.A.**

### 2. Scope of the verification project of the Sustainability Report

Scope of the assurance project is the conduction of the Application Level Check, according to the GRI Sustainability Reporting Standards (**GRI Standards**), referring to the Sustainability Report of **Cablel® Companies** for 2017, as well as the provision of external assurance service about the accuracy of the claims mentioned to the total of the indicators that the **Cablel® Companies** reported at the respective Sustainability Report Chapters (hereafter **Total Reporting Indicators**).

The Application Level Check as well as the data accuracy verification of the Total Reporting Indicators was conducted based on the corresponding correlation table of GRI Standards Indicators stated by **Cablel® Companies** in their Sustainability Report, in order to confirm the company's compliance to the requirements of the GRI Standards for the "**In accordance\_Core**" Level.

The methodology used to verify the data as above, was based on the requirements of AA1000AS standard (2008). More specifically, the requirements for the provision of "moderate" service level assurance Type 2, based on AA1000AS, were followed. This service level means that "*the assurance provider achieves moderate assurance where sufficient evidence has been obtained to support their statement, such as the risk of their conclusion being in error is reduced but not reduced to very low or zero*".

### 3. The conclusions of TÜV HELLAS

Based on the scope of the project and as part of the verification procedures followed by **TÜV HELLAS**, the conclusions are as follows:

#### A. Adherence to the AA1000 AccountAbility Principles (Inclusivity, Materiality and Responsiveness) against the criteria found in AA1000APS.

##### **Inclusivity: Dialogue on Sustainability Issues with the Stakeholders**

- We have not realized any matter that causes us to believe that major stakeholder groups were excluded from consultation processes, or that the **Cablel® Companies** have not implemented the principle of Inclusivity in developing their approach to sustainability.

##### **Materiality: Focus on the Material Issues related to Sustainability**

- We have not realized any matter that causes us to believe that the Material Issues' definition approach which was followed by the **Cablel® Companies** does not provide a comprehensive and balanced understanding of the Material Issues.

##### **Responsiveness: Addressing the needs and expectations of Stakeholders**

- We have not realized any issue which would lead us to believe that the **Cablel® Companies** have not applied the Principle of Correspondence in the selection of subjects included in the Report.

#### B. Accuracy and completeness of data (qualitative and quantitative) related to the Application Level Check and claims accuracy of Total Reporting Indicators related to GRI Standards.

- During the assurance project carried out, nothing came to the attention of **TÜV HELLAS** which would lead to the conclusion that the Report does not meet to the requirements of the GRI Standards for the "**In accordance\_Core**" Level, as reflected on the corresponding correlation table of GRI Standards Indicators.
- Nothing has come to the attention of **TÜV HELLAS** that would lead to the conclusion of the incorrect gathering or transferring of data concerning the claims mentioned to the Total Reporting Indicators.



#### 4. Review Limitations

The range of the review was exclusively limited to the activities of the **Cablel® Companies** in Greece (for the **Hellenic Cables S.A. & Fulgor S.A.** companies), and in Romania (for the **Icme Ecab S.A.** company). No visits and interviews in stakeholders of the **Cablel® Companies** have been conducted. In case of any discrepancy in the translation between Greek and English version of the Sustainability Report, the Greek version shall prevail.

#### 5. Review Methodology

In order to draw conclusions, the external assurance team of **TÜV HELLAS** conducted the following (indicative and not restrictive) methodology:

- Reviewed the procedures followed by the **Cablel® Companies** to identify and determine the Material issues in order to include them within the Sustainability Report.
- Interviews were conducted with selected executives of the **Cablel® Companies** having operational role in Sustainability issues in order to understand the current state of sustainability development activities and progress achieved during the period under reference.
- Reviewed the **Cablel® Companies** consultation approach with their stakeholders through interviews with executives responsible for communication with the interested parties at company level and review of selected documents.
- Reviewed the claims mentioned to the Total Reporting Indicators, in connection with the findings of the above steps and suggested improvements in the Sustainability Report where necessary.

#### 6. Responsibilities and Functions

The Team for Sustainability of **Cablel® Companies** carried out the Sustainability Report, thus, is exclusively responsible for the information and statements contained therein.

The Level Check conducted, as well as the provision of external assurance service about the accuracy of the claims mentioned to the Total Reporting Indicators, do not represent **TÜV HELLAS'** opinion related to the quality of the Sustainability Report and its contents.

The responsibility of **TÜV HELLAS** is to express the independent conclusions on the issues as defined in the project scope and in accordance to the relevant contract. The project was conducted in such a way so that **TÜV HELLAS** can present to **Cablel® Companies'** administration the issues mentioned in this report and for no other purpose.

#### 7. Impartiality and Independence of the verification team

**TÜV HELLAS** states its impartiality and independence in relation to the project of assuring the Sustainability Report of the **Cablel® Companies**. **TÜV HELLAS** has not undertaken work with **Cablel® Companies** and don't have any cooperation with the interested parties that could compromise the independence or impartiality of the findings, conclusions or recommendations. **TÜV HELLAS** was not involved in the preparation of the text and data presented in the Sustainability Report of the **Cablel® Companies**.

Athens, August 1, 2018  
For TÜV HELLAS (TÜV NORD) SA

Nestor Paparoupas  
Sustainability Product Manager



AA1000  
Licensed Assurance Provider  
000-209

## 10. Greek Sustainability Code compliance table



AXE	CRITERIA	REFERENCE
STRATEGY	1. Strategic analysis and action	1.2 Our priorities, values and commitment (p.7), 2.1 Sustainability issues management approach (p.25), 2.2 International standards and initiatives (p.25), 3.2 Business model (p.39) UN Global Compact, UN Sustainable Development Goals, Sustainable Greece 2020 – Greek Sustainability Code, ISO 26000 standard on Social Responsibility
	2. Materiality	Message from the top management (p.2), 1.2 Our priorities, values and commitment (p.7), 1.6 Research and development (p.14), 1.8 High quality of products (p.18), 2.2 International standards and initiatives (p.25), 2.4 Materiality analysis (p.32), 3.2 Business model (p.39)
	3. Objectives	1. Worldwide presence of Cablel® cable companies (p.4), 1.1 Who we are (p.6), 1.3 Cablel® cable companies production plants (p.8), 1.4 Cablel® products and their applications (p.10), 1.5 Turnkey solutions (p.12) <a href="http://www.cablel.com/611/en/markets/">http://www.cablel.com/611/en/markets/</a> <a href="http://www.cablel.com/803/en/products/">http://www.cablel.com/803/en/products/</a>
	4. Depth of the value chain	1. Worldwide presence of Cablel® cable companies (p.4), 1.1 Who we are (p.6), 1.3 Cablel® cable companies production plants (p.8), 1.4 Cablel® products and their applications (p.10), 1.5 Turnkey solutions (p.12), 1.7 Major projects (p.17), 1.10 We select our suppliers (p.22), Sustainability Key Performance Indicators table (p.72) <a href="http://www.cablel.com/611/en/markets/">http://www.cablel.com/611/en/markets/</a> <a href="http://www.cablel.com/803/en/products/">http://www.cablel.com/803/en/products/</a>
MANAGEMENT PROCEDURE	5. Responsibility	1.2 Our priorities, values and commitment (p.7), 2.1 Sustainability issues management approach (p.25), 2.2 International standards and initiatives (p.25), 3.2 Business model (p.39)
	6. Rules and processes	1.2 Our priorities, values and commitment (p.7) Sustainable Development Policy, Code of Conduct and Business Ethics, Suppliers Code of Conduct, Policy of Equal Opportunities
	7. Monitor	Independent External Verification Report (p.76)
	8. Incentive systems	4.1 Code of conduct and business ethics (p.45), 4.2. Human resources issues management (p.46), 4.3. Attracting and retaining (p.47)
	9. Stakeholder engagement	2.3 Stakeholder engagement (p.29)
	10. Innovation and product management	1.6 Research and development (p.14), 1.8 High quality of products (p.18), 2.2 International standards and initiatives (p.25), 6.3 Environmental Key Performance Indicators (p.70), Sustainability Key Performance Indicators table (p.72)



AXE	CRITERIA	REFERENCE
ENVIRONMENT	11. Usage of natural resources	6. Responsibility to the environment (p.66), 6.1 Environmental issues management (p.67), Icme Ecab's good practice (p.69) / 6.3 Environmental Key Performance Indicators (p.70), Waste management (p.71), Sustainability Key Performance Indicators table (p.72) It should be noted that Cablel® cable companies do not purchase biofuels, ethanol or hydrogen. Moreover, they do not produce or sell energy.
	12. Resource management	6. Responsibility to the environment (p.66), 6.1 Environmental issues management (p.67), 6.3 Environmental Key Performance Indicators, (p.70), Waste management (p.71), Sustainability Key Performance Indicators table (p.72)
	13. Emissions & Climate change	6. Responsibility to the environment (p.66), 6.1 Environmental issues management (p.67), 6.3 Environmental Key Performance Indicators (p.70), Sustainability Key Performance Indicators table (p.72)
	14. Employment rights	4.2. Human resources issues management (p.46), 4.3. Attracting and retaining (p.47), 4.4. Employee development and evaluation (p.49)
SOCIETY	15. Equal opportunities	4.2. Human resources issues management (p.46) 4.3. Attracting and retaining (p.47), 4.4. Employee development and evaluation (p.49), 5.5 Health and safety performance (p.65), Sustainability Key Performance Indicators table (p.72)
	16. Employment	4.2. Human resources issues management (p.46), 4.3. Attracting and retaining (p.47), Sustainability Key Performance Indicators table (p.72)
	17. Human rights in the supply chain	Cablel® cable companies select their collaborates based on strict criteria, although they do not include special terms regarding human rights in agreements and contracts with suppliers. Respect for human rights is protected by national and international legislation, and as a consequence, Cablel® cable companies' concluded agreements and contracts come under this legislative framework. 1.10 We select our suppliers (p.22) § Supplier assessment and audit procedure (p.23)
	18. Corporate citizenship	3.3 Financial results (p.40), 4.3. Attracting and retaining (p.47), 4.7 Supporting local communities § Supporting local employment (p.54), Cablel® cable companies' contribution to social development (p.55), Sustainability Key Performance Indicators table (p.72)
	19. Political influence	3.4 Membership of associations and organisations (p.42) <a href="http://www.cablel.com/580/en/participation-in-networks-and-organisations/">http://www.cablel.com/580/en/participation-in-networks-and-organisations/</a>
	20. Conduct that complies with the law and policy	1.2 Our priorities, values and commitment (p.7), 2.2 International standards and initiatives (p.25), Management of transparency and corruption issues (p.38), 3.2 Business model (p.39) During the reporting period, no incident of corruption has occurred.



## Feedback form

**To which Cablel® cable companies stakeholder group do you belong?**

- |   |   |
|---|---|
| <input type="checkbox"/> Employees                                    | <input type="checkbox"/> Suppliers                            |
| <input type="checkbox"/> Shareholders                                 | <input type="checkbox"/> Investors                            |
| <input type="checkbox"/> Customers                                    | <input type="checkbox"/> Financial institution representative |
| <input type="checkbox"/> Resident of the local community              | <input type="checkbox"/> NGO member                           |
| <input type="checkbox"/> Representative of a state/institutional body | <input type="checkbox"/> Media representative                 |
| <input type="checkbox"/> Other: _____                                 |   |

**Based on the information presented in the Sustainability Report 2017, how would you evaluate Cablel® cable companies' performance regarding sustainability issues?**

- Excellent     
  Good     
  Average     
  Needs improvement

**How easy was it to find information on topics of interest to you?**

- Very easy     
  Quite easy     
  Relatively easy     
  Not easy at all

**Is there any information or data that you looked for but could not find in the Report? Please explain:**

.....

.....

**Please describe basic concerns or issues you have identified during your cooperation with Cablel® cable companies and you wish to communicate.**

.....

.....

**What is your opinion regarding the sections included in the Sustainability Report 2017?**

REPORT SECTIONS	Excellent	Very good	Good	Needs improvement
Overview of the Report	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1. Worldwide presence of Cablel® cable companies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Sustainable Development and shared value creation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Corporate Governance and financial results	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Our people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. 2017: The year for Safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Responsibility to the environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Regarding the information presented in 2017 Sustainability Report:**

• **Do you believe that all material to Cablel® cable companies issues are included in the Report?**

Yes, they are fully covered     Partially covered     Needs improvement

• **How would you rate the balance between sections in terms of length?**

Excellent                               Good                               Needs improvement

• **How would you rate the design of the Report?**

Excellent                               Good                               Needs improvement

Please send this form to:

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*\* Personal data is protected in compliance with the provisions of law on personal data protection*