



EMAS Award for AKTOR S.A.

Read more at p. 11



Sustainable Project of the Year

Read more at p. 11



Guinness World Record 2015

Read more at p. 12

AKTOR QATAR

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Newsletter

IN THIS ISSUE

CASE STUDY

- November 25th Rainfall in Doha

AKTOR QATAR MOMENTS

- AKTOR Kids Christmas Party
- Shahaniya Moments
- AKTOR FM 2nd Year Anniversary!

DISTINCTIONS

- European Eco Management & Audit Scheme (EMAS) Award for AKTOR S.A.
- Ali Bin Hamad Al – Attiyah Arena: Sustainable Project of the Year Award
- Guinness World Record 2015: The Gold Line Team

GREEK AMBASSADOR VISIT TO GOLD LINE METRO SITE

QATAR NEWS

- Qatar Budget 2016 will maintain Infrastructure & Transport Projects Investments

OBITUARY

- On Tassos Naoum: a Friend, a Mentor, a Companion



CASE STUDY

November 25th Rainfall in Doha

Read more at p. 2



EDITORIAL

12 years already in Doha. And the reason I landed in Qatar, was a car accident. 12 challenging, difficult, rewarding, creative and constructive years, building AKTOR Middle East, building with AKTOR. With AKTOR, the Airport, Stadiums, resorts. With the People of AKTOR, those who were always here, together. We had good times and tough times, and the heavy rainfall last November was certainly one of the latter. Long hours to recover, to deliver completely operational a key AKTOR Project, a milestone of our Qatar Construction portfolio, a landmark of the State of Qatar.

We were all together, long days and nights, workforce of every grade, dedicated, committed, loyal. Not only to AKTOR, but to ourselves, to our work, to our Colleagues, to our Customer, to the future of us all, in Greece, in Doha, in the Middle East. Because together we stand. And if it was not you, every one and all of you Team, we would not be here today. It has never been easy, smooth, perfect. But we know what we have done so far in Qatar, and we know that our achievements shape our reputation, make us who we are, professionally and personally, lead us to the future. It is not a matter of karma, nor of good will. It is a matter of understanding the Region, respecting the People, the Country, the Culture. It is about adjust and work, excel in Team, respect in person.

AKTOR is not the Management, it is the People, those who endeavor, who accomplish, who do not give up, who take responsibility. AKTOR is those who back and shoulder the effort regardless their grade, the time, the outcome. Those who are present and act. The recent heavy rainfall in Doha was an exceptional exercise of courage, hard work, risk assessment, crisis management, teamwork and unprecedented dedication of the People. FM, Construction, Management, staff, labor force, all together to respond to the stake, solve the problem, to fight nature. And we made it. We struggled, we persevered, we bled. We overpassed our limits but we stood up. We delivered. AKTOR Middle East, AKTOR Qatar, entered 2016 mature, experienced, ready. Solid and firm. We move on, we keep up, we stand.

Nikos Rigas Airport Projects Director



CASE STUDY

November 25th Rainfall in Doha: Because a Smooth Sea Never Makes a Skillful Sailor

MARIA KOURIEOS, FM PROJECTS MANAGER

I was at awe of the rain that was falling heavily on Doha on the morning of 25th November, little did I know at the time of the impact it would have had on all of us! I remember checking with the site at just before 7:30, the report back was that everything was fine.

Within 5 minutes my phone was on fire! Reports were coming in from everywhere that the rainfall was getting heavier in seconds. This continued through the drive in and when I got inside the building approximately 20 minutes later my knees turned to jelly. People were dumbfounded buy what they were witnessing...

COSTAS ZANTIS, FM MAINTENANCE MANAGER

As I arrived at the hangar at 07:00 noticing that the rain was not as bad as it was downtown Doha.... During the FM Shift Handover meeting, no major problems were reported the odd drip here and there. While attending the daily coordination meeting at 07:30 phone calls received on the emergency number was countless as it seemed that the heaviest cloud in Qatar parked itself on top Hamad International Airport!

As the most senior staff member on site, I had to make sure that the occupants of the facility were safe. So following protocol, FM teams led by Mohamed Faruk, rushed to the Hangars to assess the situation, without compromising any safety rules. As per Qatar Civil Defense instructions, the power was soon turned off completely.

Since there was no power, our resources were limited to the use of brooms and sections of ply wood to push the water. **Manpower resources arrived from AKTOR to assist, their input shed some light at the end of the tunnel. Similarly, electrical teams contributed to the short time it took to reinstate the power.**



A Senior Manager from HIA was onsite coordinating the entire operation, the priorities were mutually agreed and the teams were accordingly appointed. The target was to eliminate any interruption to Qatar Airways flight schedule. Following a 24/7 joint AKTOR operation of keeping clean the stores area and putting the automatic retrieval system back into service, enabled the airline to continue operations without grounding a single aircraft.

MOHAMED FARUK, MAINTENANCE MANAGER

I remember that my 3-years old son was sick that day, I went to work knowing that I would leave for a couple of hours to take him to the doctor. I could not leave before 21:30, when I finally took him to the paediatrics. I took him back home and I returned to the Hangar...

At that day we had to get the facility back to normal in no time, fighting Nature. With no food, no water to drink, soaked shoes, wet clothes. Just running and working. Silently, organized, focused.

The entire AKTOR Team responded. And that makes me proud. For me, for AKTOR FM Team, for AKTOR. What the Client saw and appraised? That AKTOR has a major human potential back up, that can be immediately mobilized, present and effective to withstand any hassle.

MARIA KOURIEOS

Request for assistance was sent out to all AKTOR sites as well as to the other FM contracts. They gradually started arriving from about 9 am and by 12 o'clock we had mobilised approximately 600 people. Mechanical / Electrical teams from AKTOR were dispatched and generators were brought by AKTOR and within 1 hour the pumps started working and the water receded.

Hamad International Airport Facility Management instructed us then to turn on the power at Hangar C & D since one of the aircraft belonging to the Royal Family parked there had to depart asap. Our electrical team started working on that and managed to turn the power on within 30 minutes and the aircraft could then depart. Success!

The next challenge was to turn the power back on the building. Our teams, alongside Hamad International Airport FM, started working on it. Priorities were set in regards to certain areas where Qatar Airways had to have operational as they had two aircraft booked in for that evening at 9 for re-



"AKTOR has a major human potential back-up, that can be immediately mobilized, present and effective to withstand any hassle."

–Mohamed Faruk, Maintenance Manager

pairs. Due to the diligence of all involved this milestone was also achieved, although this continued through the night with personnel going home for a very short time to change out of the wet clothes and return back.

As the light was slowly disappearing the operation became more difficult. Lighting Towers started arriving from AKTOR sites and were placed along the glass panel on the North wall to facilitate the cleaning to continue through the night.

COSTAS ZANTIS

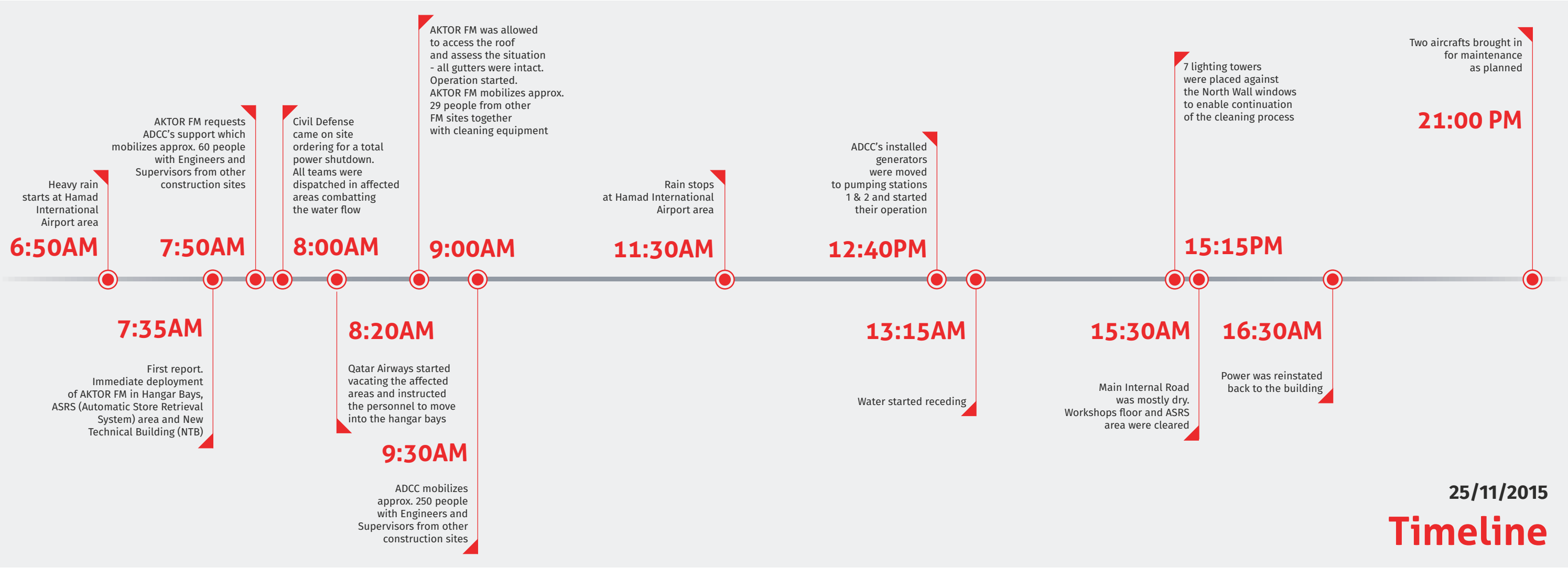
I remember we were asked to provide tires for A380 aircraft. But they were stuck in shelves 12 meter high. We managed to take them and clean them, centimetre per centimetre as the power was off, respecting strict safety standards. I recall people with extreme patience and commitment, struggling to deliver the tires in perfect condition as they are a major part of aircraft safety standards.

At that time there were no managers, labor or staff. We were a Team. And thankfully, responsible enough to be on its own post, effective and self-possessed.

Three major ingredients led us all to a positive outcome: professional training, commitment and clear job allocation. Everyone knew his post and his job. Everyone was free to leave the Hangar, we did not ask or force anyone to stay, but they stayed. All stayed and tried the most to solve the problem and satisfy the Client. And everyone knew exactly where to be and what to do.

By the next morning the site looked normal again. The next two days (Friday and Saturday), maximum effort was put for all areas to start becoming operational. By Sunday when Qatar Airways staff returned back to work, they were able to resume their duties without much disruption.

The dedication shown by everyone was commendable and admirable. The team most definitely rose to the occasion!



They were all supportive to the max, and in full readiness to respond to all requests both internally and from the Client.

We could never have made it without our People, tireless fighters, *determined λεβέντες*. Yes, the Top Management was there too, and this was an inspiration, a motivation, the feeling that AKTOR is us, is here. But mostly these People, regardless the grade or the shift.

ANIL KUMAR DAYMA, SITE OPERATIONS COORDINATOR

Was there 21 hours in a row. It was a unique situation, even for me having a 7 years' experience with AKTOR. Nothing similar to this heavy rainfall has ever occurred in Qatar. At that moment, throughout the days and nights following, I could only wonder why. Why did this happen, why to us, why almost exclusively to this part of Doha. But at the end, I do not care about the answer. Because I did my best, we all did so. And we delivered the facility fully operational in a few hours only. We wanted to do it, we overpassed our personal limits, mostly for ourselves, and we did it.

What I consider crucial? That everybody for AKTOR FM was there, no one left, no one succumbed or abandoned under the weight of responsibility and work load. ***Mrs Maria Kourieos was with us at that moment, from the very first minute. Wet, caring, responsible, tenacious, fervent, positive, spirited, an inspiring person that I respect like my mother.***

And we worked hard, we tried, we made it. For us, for AKTOR and the Client. For a Project that has made us all proud and

still does. A Qatari landmark.

RAKESH S NAIR, SENIOR TECHNICAL OFFICER ELECTRICAL

I am with AKTOR FM from the beginning, working, learning, and evolving. I have 2 kids, a boy 7 years old and a daughter 3.5 years old, back home in Kerala. I believe that what happened last November in the Airport, was an accident. Something we could not predict or imagine. In less than 1 hour, the entire City, as well as the Gulf region, was hit by this terrible rainfall. Major road axes flooded, Al Corniche, Al Waab among others, were closed for hours. 5-stars hotels, recently renovated, and shopping malls, suffered considerable damages.

But we gave this battle and finally, restored operations! I stayed there for almost 4 consecutive days. Because my Manager told me to be there, I was there.

Yes, I did it because AKTOR is my family here. I acknowledge difficulties, but I also appreciate that AKTOR shoulders us, has not left us alone that day. Top Management was next to us. Mr Nikos Rigas was there. For every one of us, as well as for the reputation of AKTOR too. He is like a brother to all of us, to me too. To support, to help, to participate to a common fight against huge quantities of water, against the clock, pushing our human limits to the maximum.

P. G CHANAKA DILIRUWAN, SHIFT MANAGER

I am the first AKTOR FM Manager. I joined 2 years ago. A great

team, always busy and rushing to respond to Contractual terms and conditions. The Hangar is a precious gem for NDIA, for Qatar, for us.

This incident was a challenge, a stake, a peak. To enhance performance, restore operations, satisfy the Client, honour the Company.

Hard feelings? Well, as in every Organization, some listen, some do not. Some respect, some care, some praise, but some do not think that we need it to try harder, to reward respect, care and appraisal 10 times more. Some stand by you, present and strong, while others prefer the comfort of the office. So, no hard feelings at all.

RASU ADAPA, CIVIL ENGINEER

Been in Qatar for 10 years, being with AKTOR for less than 2. The rainfall was a milestone in my career: the way we dealt with it.

If I felt fear at any instance? It was not fear, it was a major concern: from the first minute I had to make people safe and minimize damages.

There was a huge pressure, the water did not seem to stop falling, the rain was almost a cataclysm. ***But we all knew our duties: safe people, safe facility. And we took all necessary measures, and did what we were trained to do, in calm and in crisis situations: act professionally.***

With Mr Costas Zantis and Mr Faruk, a team that went on the roof having taken all safety measures, we saw, we evaluated hard facts and implemented contingency plan.

"This incident was a challenge, a stake, a peak. To enhance performance, restore operations, satisfy the Client, honour the Company."

– P. G. Chanaka Diliruwan, Shift Manager

If we could have done more? We did the most, everyone gave his best. As it was our home, as it concerned our family. Because the feeling of belonging I felt from the 3rd month I joined AKTOR FM, two years ago, is the feeling experienced by the whole Team: our Company.

MUKUND MOHANAN, SHIFT MANAGER, ELECTRICAL

What I recall from November 25th? The same that keeps me happy, motivated, result-driven: my Team. A patchwork of Nationalities and Cultures, solid like a rock, flexible like water, compelling like nature. People who do not need to go after them and check their job, they know their job and they deliver.

I am sad about the rainfall that caused so much trouble to the entire city of Doha. Though I know that we all stood up and assumed complete responsibility. And this is the reason ***I believe that we are appreciated by the Company and by the Client.***



AKTOR QATAR MOMENTS

AKTOR Kids Christmas Party

The end of 2015 was marked by joyful events.

Mr Frosty the snowman, welcomed AKTOR-akia in a hall full of snowflakes.

In specially organized workshops, AKTOR kids designed and painted their tree ornaments.

Our 2.5 m tree was soon decorated with original handmade creations.

Children from various cultures mingled, playing, dancing, singing, laughing, and made this Party exceptional.





AKTOR QATAR MOMENTS

Shahaniya Moments

AKTOR new workers Village in Shahaniya is fully operational since 2015.

More than 2.500 people from different Countries live in a residence complex with plenty of recreation facilities, such as cricket, football, basketball courts.

Hard working, they are also creative and inspired when it comes to celebrating their homeland festivities and international events.

12/11/2015 | DEEPAVALI CELEBRATION

By the end of 2015, the Hindu Community, honored the celebration of light over darkness, Deepevali. A stage was set and decorated, while music motivated all Shahaniyans to dance and enjoy a great evening.

AKTOR assisted this celebration, offering audio and light systems, a festive dinner, and actively participated in the Party, underlining the importance accorded to each and every different Culture and religion shaping and forging AKTOR family.



The traditional coin toss held by Paris Kallitsantis AKTOR Middle East Operations Manager and Nikos Rigas, Projects Director, following the instructions of the team captains.



1/1/2016 | 1ST AKTOR CRICKET TOURNAMENT

On January 1st, the first AKTOR cricket tournament took place in Shahaniya. Red Devils, Eleven Stars, Kerala Blasters, Shahaniya camp, Seven Stars, AKTOR stars, Eleven Riders, ADCC Blasters, competed with joy aiming at getting to the final and hold the Trophy! The entire Shahaniya Community was supporting and motivating their mates and co-workers in every match.

The final was outstanding. Fair-play spirit characterized both: AKTOR FM Red Devils and ADCC Master Blasters, played like pros for more than 3 hours and 45 minutes. Though, rain and strong wind led to the postponement and rescheduling of the Final.

On January 8th, Teams, Supporters and the entire AKTOR family along with the Management, watched a great match. AKTOR FM Red Devils: Javed Hasan Padinchare, Prince Kumar Singh, Jamiruddin Josimuddin, Anil Kumar Singh, Jitendara Panwar, Nithin Kallil, Raju Adapa, Rethiskumar Sivaraman, Saveen Radhakrishna, Sadiq, Venkateswara Rao versus ADCC Master Blasters: Shahzeb, Mohammad Zahid, Ajaj Ahmad, Mohd Haziq, Noorul Hag Pakkeer, Mohammad Ali Akhtar Jamal, Mohammad Shaheed, Vinu Kumar, Gulam Rabbani, Amer Javeed!

For 2:45 hours, spectacular shots, back spins, cuts, drives, slogs, deliveries and more, made this Final unique, as both Teams played to the best of their ability, technique, performance. FM Red Devils took 165 runs (against 137 taken by ADCC Master Blasters), and became the 1st AKTOR Cricket Tournament Champions!



Maria Kourieos, FM Projects Manager, with the Champions

AKTOR FM 2nd Year Anniversary!



AKTOR FM (contracts FM10 & FM11) celebrated in December, the 2nd anniversary of the contracts. This special occasion was marked with a party and cutting of a cake. Senior Management from AKTOR as well as HIA FM attended.

Mrs Maria Kourieos, FM Projects Manager, spoke on the occasion and thanked everyone for their hard work and commitment that made possible to have these contracts and hopefully many more in the future. Also thanked them for their support during the heavy rainfalls on the 25th of November, where everyone worked tirelessly to get the hangar dry, clean and operational within hours.

Mr. Nikos Rigas, New Doha International Airport Projects Director expressed his appreciation to everyone underlining that “We, AKTOR, are here thanks to you. Your commitment, your loyalty to AKTOR, your determination to overcome the difficulties, your hard work, cannot be praised enough. You are the soul and the power of AKTOR, you are AKTOR as you build, you maintain, you care, because you are omnipresent and willing to try harder, because you consider AKTOR as your family, even far from home. And for your efforts, our gratitude, respect and acknowledgement are unconditional and constantly renewed”.



“You are the soul and the power of AKTOR, you are AKTOR as you build, you maintain, you care, because you are omnipresent and willing to try harder, because you consider AKTOR as your family, even far from home”.
- Mr. Nikos Rigas, Airport Projects Director

European Eco Management & Audit Scheme (EMAS) Award for AKTOR S.A.

On November 13, at the occasion of the 20th anniversary of the European Eco-Management and Audit Scheme (EMAS), the EU’s environmental management instrument, an international conference was held at the European Central Bank headquarters in Frankfurt.

Under the theme: “20 years of premium environmental management - High Level Conference on EMAS: learning from front runners, promoting best practices, and exploiting the full potential of green growth”, Organizations with remarkable portfolio in environmental management and experiences were highlighted.

In an extraordinary ceremony, hosted by ECB Vice-President Vítor Constâncio, and numerous EU officials, AKTOR S.A was acknowledged and awarded as the unique front-runner in Greece, implementing EMAS eco-management Standards to its Projects.



For more than 60 years, AKTOR S.A., has set Sustainable development, as core Corporate priority, respecting Communities, people, and the Environment, in complete compliance with International and European standards.

EMAS Award honors the laborious efforts and commitment of AKTOR SA workforce, to ensure sustainable development and delegate a better future to the next generations. Furthermore, this Award, underlines AKTOR SA diachronic vision and mission to actively contribute in building this future in Greece and abroad.

AKTOR family acknowledges that the inspiration, concept, establishment of its Corporate Environmental Responsibility in

its entire set of Projects, belong to Loukas Giannakoulis.

As a sincere expression of gratitude and recognition, AKTOR S.A. dedicates EMAS Award to Loukas, a creative professional, visionary architect, an exceptional Man who valued the Environment as his habitat.

This dedication consists the vivid motivation to all of us in ELLAKTOR Group to honor his legacy.

ALI BIN HAMAD AL – ATTIYAH ARENA

Sustainable Project of the Year Award

Ali Bin Hamad Al – Attiyah Arena continues to make us proud: on December 9th, 2015, one of AKTOR Qatar milestone achievements, was awarded the Sustainable Project of the Year Award at the Construction Week Awards 2015 for the Middle East.

During a gala event in Dubai, AKTOR Qatar received this prestigious award for the Renewable Energy (Photovoltaic) System we have installed at “Al Sadd Multipurpose Hall” roof.

The judges commended the project for being a pioneering feature arena, the first sports facility in Qatar to engage in demonstrating sustainable practices.

They took mindful notice of the delicate installation process that preserves architectural aesthetics and praised it as the first symbol of a low carbon 2022 games.



DISTINCTIONS

Guinness World Record 2015: The Gold Line Team

On Tuesday 15/12/2015 Qatar Rail received officially the Guinness World Record certificate for “The Largest Number of Tunnel Boring Machines Operating Simultaneously in a Single Project”, marking a 20 TBMs milestone for large-scale transport projects in Qatar and across the Gulf region.



The certification process for Qatar Rail was the successful outcome of a rigid process undertaken by the Guinness World Records Authority led by Professor Arnold Dix, with a verification committee of 20 inspectors. Each TBM was filmed in action. Inspectors were also given Geographic Information System (GIS) data, confirming works and status of all TBMs.

An important part of this success belongs to the entire ALYSJ JV Team. Dynamic, efficient, strong, meticulous, this Team operates 6 of the total number of TBMs in Doha, while the rest of them were operated by the Red Line North, Red Line South and Green Line teams. By the time of Guinness Record verification, 25% of the full Gold Line tunnel length was complete, 59.48 m complete mining & ring building in 24h from a single TBM was achieved, and the monthly output in August 2015 was 1843 rings production.

From Left to Right
Kim Milton Knudsen, Senior Project Manager, Qatar Rail
Jacobus Conradie, Deputy Project Director, PMC
Remy Vandenbussche, Project Director, PMC
John Tsimekis, Tunnel Construction Manager, ALYSJ JV
Carlo Germani, Project Director, ALYSJ JV
Sanjeev Mandal, Resident Engineer Tunnel, PMC

ALYSJ JV Teams collective effort keeps bringing important results:

- 2166 rings were installed in a single month by all six (6) TBMs together (output January 31st)
- Good performance was marked the week ending 8/1, with 540 rings set
- TBM 2 Team has done 164 rings in a week (ending 29/1), marking a Doha record so far (all Metro Lines concerned)
- 70,6% of the full tunnel length is complete, overpassing the Target CMP 10951, by total till January 31st: 11017

Samuel Adair Mcchesney, Projects Director, Qatar Rail
Maung Myo Maw, Senior Tunnel Engineer, PMC
Kenneth Henderson, TBM Works Area Manager, ALYSJ JV
Katrikey Kumar, Resident Engineer Tunnels, PMC
Lee Anthony Aspden, TBM Area Manager, ALYSJ JV
Sunit Saurabh, Resident Engineer Tunnel, PMC



Greek Ambassador visit to Gold Line Metro site

"...bringing together people from a multitude of nationalities and cultures, sharing the vision and dedication to deliver the Historic Line on time."



On January 5th, 2016, the Ambassador of Greece in Doha, Mr. Ioannis Metaxas, visited the Ras Bu Abboud Station.

Accompanied by Mr Paris Kallitsantis, Middle East Operations Manager, he enjoyed a detailed site tour to a landmark Project in the Country, by Mr Michael Marxer, Station Manager.

Curious and impressed at the same time, the Ambassador praised the teamwork of ALYSJ JV, bringing together people from a multitude of nationalities and cultures, sharing the vision and dedication to deliver the Historic Line on time.

He also expressed his satisfaction that so many Greeks, skilled and experienced, participate in this Project, from the northern border in Evros to Crete and from the Ionian to the Aegean islands, from Ikaria, Chios and so many others.



QATAR NEWS Qatar Budget 2016 will maintain Infrastructure & Transport Projects Investments

Nevertheless, the Minister of Finance Ali Shareef Al Emadi said that the shortfall will be covered through “debt instruments” in the local and international markets.

He added that the budget will sustain spending in key sectors like infrastructure and transport, with special focus on railways, health and education, as well as other projects tied to Qatar’s hosting of the 2022 World Cup. The outlay made for these sectors, represent 45.4% of the total expenditure in the 2016 budget, while the allocation for major projects in Qatar would go up by QAR 3.3 bn to QAR 90.8 bn in the fiscal 2016.

Minister Al Emadi emphasized that the State Budget for 2016 highlights the government’s “keenness on sustainable development” and concluded that the 2016 State Budget would not source funds from the country’s reserves at Qatar Central Bank or the investments of QIA. “Qatar has accumulated strong financial reserves at QCB and made significant investments through QIA during the period of high oil and gas revenues. “Qatar will maintain and reinvest these reserves and investments to further enhance the country’s financial position”.

On Tassos Naoum: a Friend, a Mentor, a Companion

Without any warning signs, his sudden demise on Friday the 22nd of January, which was due to natural causes, plunged us all in shock.



It is with great sadness that I inform you of the passing of Tassos Naoum, a distinguished member of AKTOR family.

Tassos Naoum’s entire career was with AKTOR, making him part of AKTOR edifice, soul, path and values.

With a strong educational background, Tassos graduated from the National Technical University of Athens as a Civil Engineer and obtained a Master Degree in Construction Management from Heriot Watt University in Edinburgh. His professional life started with AKTOR in Greece in 1993 and continued in the Middle East when he pioneered the market in 2004.

During his career in Greece he served in a number of positions ranging from Site Engineer to Projects Director, working on challenging projects all over the country. His first Middle Eastern appointment was in Doha in 2004, where together with Nikos Rigas, led a small team, which managed to succeed in securing two major projects in Hamad International Airport. It is this successful effort that allowed the growth of the company in the Middle East and the subsequent award of the Gold Line Project.

Next stop was Oman, where Tassos led AKTOR’s successful venture in the country for five years. Then, Tassos moved to the UAE for three years before returning in 2014 to Qatar to undertake a very critical position in the newly acquired Gold Line Project which was his current appointment up to the tragic event.

He became a leader more than a director, one of these rare old-school personalities who care and shoulder, with the inspiration to try harder, to compete with ourselves, to excel, to deliver, to learn from failure, to enjoy work, creativity, success. Talented, hard-working, committed, teammate, encouraging, Tassos was an example to all of us, mostly for his Ethos and Values. Tassos was principled, respectful, trustworthy, and omnipresent.

We, all of us in AKTOR and ALYSJ JV, have lost a real friend, and colleague. Those of us who have been fortunate enough to know and work with him over the years, lost a friend, a mentor and a companion.

And we all, must honor his path and achievement by continuing and completing the challenges in hand.

In moments like these, we should all spend time for introspection. Our choices but also luck and fate have brought us to where we are today. No matter how much we achieve, we are always vulnerable and as such must seize the day,

"He became a leader more than a director, one of these rare old-school personalities who care and shoulder, with the inspiration to try harder, to compete with ourselves, to excel, to deliver, to learn from failure, to enjoy work, creativity, success. Talented, hard-working, committed, teammate, encouraging, Tassos was an example to all of us, mostly for his Ethos and Values."

take care of our health and spend time with our families.

On behalf of AKTOR and ALYSJ JV I wish to express our sincere condolences to his family, his beloved wife Maria and daughters Iphigenia and Aspasia. Their loss is painful beyond words, nevertheless, we stand by them, to honor the memory of Tassos and assist them to overcome their loss.

Tassos’ memory will be with us forever.

Dimitrios Kallitsantis
CEO of AKTOR S.A., Chairman of ALYSJ JV Steering Committee
Doha, January 24th 2016

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