

HELLENIC CORPORATION OF ASSETS AND PARTICIPATIONS

**FOURTH QUARTERLY REPORT FOR 2020 (01.10.2020 -
31.12.2020) ON ACTIONS AND COMPANY FINANCIAL
STATEMENTS**

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A. Hellenic Corporation of Assets and Participations

A. Hellenic Corporation of Assets and Participations S.A.

A.1. Purpose, Institutional Framework and Structure of the Corporation

The Hellenic Corporation of Assets and Participations S.A. ("HCAP" or the "Corporation") is a holding company governed by the provisions of Law 4389/2016, as amended and in force (hereunder the "founding law").



*The Hellenic Corporation of Assets and Participations **operates in the public interest**, in accordance with the rules of the private economy. It is set up to serve a specific public purpose. For the fulfilment of its purpose, **the Corporation acts in an independent and professional manner, with a long-term perspective in relation to the achievement of its targets**, in accordance with the institutional framework laid down in its founding law, the applicable legislation and its Rules of Procedure, as well as guarantees for **full transparency**.*

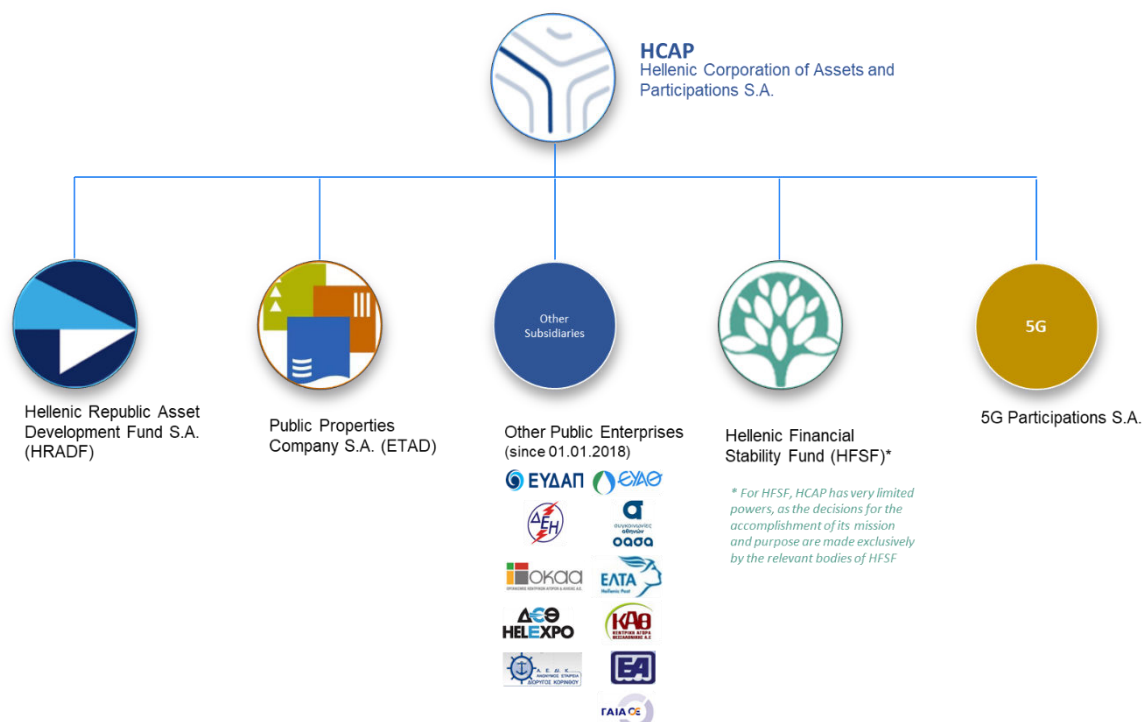
The Hellenic Corporation of Assets and Participations promotes reforms for State-Owned Enterprises (SOEs) through restructuring, promoting responsible management and good corporate governance, as well as corporate social responsibility, innovation and best corporate practices. The Corporation may also set up additional subsidiaries to achieve its purpose.

The portfolio of the Hellenic Corporation of Assets and Participations currently includes three companies as Direct Subsidiaries, namely the Hellenic Financial Stability Fund "HFSF", the Hellenic Republic Asset Development Fund "HRADF" and the Public Properties Company "ETAD", while the participations of the Greek State in SOEs which have been transferred to HCAP are referred to as "Other Subsidiaries".

HCAP, by virtue of law 4727/2020 decided the establishment of the company "5G Ventures SA", which is a direct subsidiary of HCAP. The new subsidiary of HCAP operates in the public interest, according to the rules of the private economy for the service of a special public purpose. Its sole purpose is the establishment and management of the "Phaistos Fund". The "Phaistos Fund" is established by the company "5G Ventures SA", in the form of a Mutual Fund of Business Holdings (AKES) and has the sole purpose of investing in companies located in Greece or another European Union country or in a third country, provided that they are active in the research and / or development of products and / or services operating on 5G infrastructure (or related to these) in Greece, indicatively in the following sectors: transport / logistics, manufacturing, industry, including, inter alia, defense, goods and utility networks, health, tourism, information and media.

The Other Subsidiaries in HCAP's portfolio are active in sectors of the Greek economy such as energy, water supply and sewerage, infrastructure, transport, services, central markets, etc., sectors that impact critical sizes of the Greek economy, such as growth, employment, competitiveness and extroversion.

Structure of the Hellenic Corporation of Assets and Participations



Important Notes

* HRADF holds 30% of the share capital of Athens International Airport S.A., 17% of the share capital of Public Power Corporation S.A., 24.02% of the share capital of Thessaloniki Water Supply and Sewerage Company S.A. and 11.33 % of the share capital of Athens Water Supply and Sewerage Company S.A.

** Regarding the transfer of the shares of the water and sewerage companies, Athens Water Supply and Sewerage Company S.A. and Thessaloniki Water Supply and Sewerage Company S.A., four petitions for annulment by the Council of State with the number 692/2018, 822/2018, 693/2018 and 823/2018 have been submitted. The hearing of the above petitions was held on 27.11.2018 before the Council of State and were issued the decision with number 1223 & 1224/2020 4th Department (7member composition) which send the case to be judged by the Plenary Session of the Council of State due to significance. The hearing of the case was set for 6.11.2020 and the decision is expected.

Other Participations and Rights

Concession Agreements

Pursuant to Article 198 of Law 4389/2016, the concession contracts of the other subsidiaries shall be automatically transferred to the Corporation. The possibility of concluding or renewing concession contracts relating to SOEs whose shares are transferred to the Corporation, may be transferred to the Corporation by decision of the Minister of Finance. The Greek State, by virtue of act of the Ministerial Council, following a reasoned request of the Corporation, may decide to co-sign, on behalf of the Greek state as a third contracting party, concession contracts of property rights, intangible rights, rights of operation, maintenance, and exploitation of infrastructure, only in relation to the rights and obligations undertaken by the Greek State. By virtue of the aforementioned act the competent bodies for the countersigning of the abovementioned contracts regarding the particular terms, after the completion of the pre-contractual audit by the Court of Auditors described in Article 201 of Law 4389/2016, shall be appointed and authorized.

23 Regional Airports

Based on the provision of Article 198(2) of Law 4389/2016, as amended and in force, any property rights, management, and exploitation rights, established financial interests, intangible rights, rights of operation, maintenance, and exploitation of infrastructures — which had been transferred previously to HRADF, by virtue of Decision No 195/2011 (GG B 2501) of the Interministerial Committee of Restructuring and Privatizations, regarding the right to grant to third parties, by virtue of concession agreements, the rights of administration, management, operation, upgrade, enlargement, maintenance, and exploitation of all state-owned airports, of which the organization, operation, and management has been assigned to the Civil Aviation Authority (CAA), including any rights of administration, management, and exploitation over movable and immovable assets that are connected to the abovementioned airports, as well as of any land of commercial or any other use located within or close to the premises of the abovementioned state-owned airports, and under the conditions to be set out in the relevant concession agreement, with the exception of the state-owned regional airports of Crete, mainland Greece and airports of islands in the Ionian and Aegean Sea, which have already been granted by virtue of concession agreements ratified by Articles 215 and 216 of Law 4389/2016 — are automatically transferred by HRADF to the Corporation, without consideration.

- ✈ Alexandroupolis
- ✈ Ioannina
- ✈ Araxos
- ✈ Kalamata
- ✈ Astypalaia
- ✈ Kalymnos
- ✈ Ikaria
- ✈ Karpathos
- ✈ Kassos
- ✈ Kastelorizo
- ✈ Kastoria
- ✈ Kythira
- ✈ Leros
- ✈ Milos
- ✈ Pros
- ✈ Skyros
- ✈ Chios
- ✈ Syros
- ✈ Nea Anchialos
- ✈ Sitia
- ✈ Naxos
- ✈ Kozani
- ✈ Limnos

OTE Dividend

Furthermore, pursuant to Article 350 of Law 4512/2018, the Greek State has ceded to HCAP the right to receive the dividend corresponding to the State's shareholding in the share of OTE, which amounts to 1%.

A.2. Main Administrative Bodies of the Corporation

The supreme body of the Corporation is the **General Assembly** of the sole shareholder, which is the Greek State, as legally represented by the Minister of Finance. The General Assembly of the sole shareholder shall be the only body responsible for deciding on matters which, in accordance with the applicable legislation, fall within the exclusive competence of the General Assembly of the shareholder, with the exception of the election and revocation of the appointment of members of the Board of Directors of the Corporation, the rules regarding the remuneration of the members of the Board of Directors and amendments to its Articles of Association.

The **Supervisory Board** is responsible for supervising the Board of Directors of the Corporation in order to ensure that it is operating in accordance with the provisions of the institutional framework that concerns its operation to the interest of the Corporation and to the serving of public interest. It consists of five (5) members and has a five-year term of office, who are appointed by the General Assembly of the sole shareholder, in accordance with the following:

- Three (3) members selected by the sole shareholder, with the agreement of the European Commission and the European Stability Mechanism which act jointly;
- Two (2) members, one of whom is the Chairman of the Supervisory Board, selected by the European Commission and the European Stability Mechanism, acting jointly, with the agreement of the Minister of Finance.

The Supervisory Board of HCAP consists of the following members:

- Jacques, Henri, Pierre, Catherine Le Pape, Chairman
- David Vegara Figueras, Member
- Polyxeni (Xenia) Kazoli, Member
- Charalambos Meidanis, Member
- Avraam- Minos Moysis, Member

The term of office of the Supervisory Board is until 25 October of 2021.

The **Board of Directors** is responsible for the management of the Corporation and the achievement of the objects laid down in its Articles of Association. The Board of Directors shall decide on all issues relating to the management of the Corporation, apart from those issues which fall within the competence of the Supervisory Board or the General Assembly.

The Board of Directors of HCAP may consist from five (5) to nine (9) members, who are elected by the Supervisory Board in accordance with the provisions of its founding law. Also, a representative who is appointed jointly by the European Commission and the European Stability Mechanism is present at the meetings of the Board of Directors of the Corporation as an observer without voting rights.

The Board of Directors of HCAP for the period covering the report and up to 15.02.2021 consisted of the following members:

Full Name	Position	Term of Service
George Diamantopoulos	Chairman of the Board of Directors, Non-executive Member	15.02.2017-15.02.2021
Ourania Ekaterinari	CEO, Executive Member	15.02.2017-15.02.2021
Stefanos Giourelis	Executive Director, Executive Member	15.02.2017-15.02.2021
Hiro Athanassiou	Non-executive Member	08.04.2018-08.04.2022
Konstantinos Derdemezis	Non-executive Member	01.03.2020-01.03.2024
Alice Gregoriadi	Non-executive Member	15.02.2017-15.02.2021
Themistoklis Kouvarakis	Non-executive Member	15.02.2017-15.02.2021
Spyros Lorentziadis	Non-executive Member	14.01.2019-14.01.2023
Marina Niforos	Non-executive Member	15.02.2017-15.02.2021

As of 16.02.2021 and by virtue of the relevant decision of the Supervisory Board dated 16.02.2021, the Board of Directors of HCAP consists of the following members:

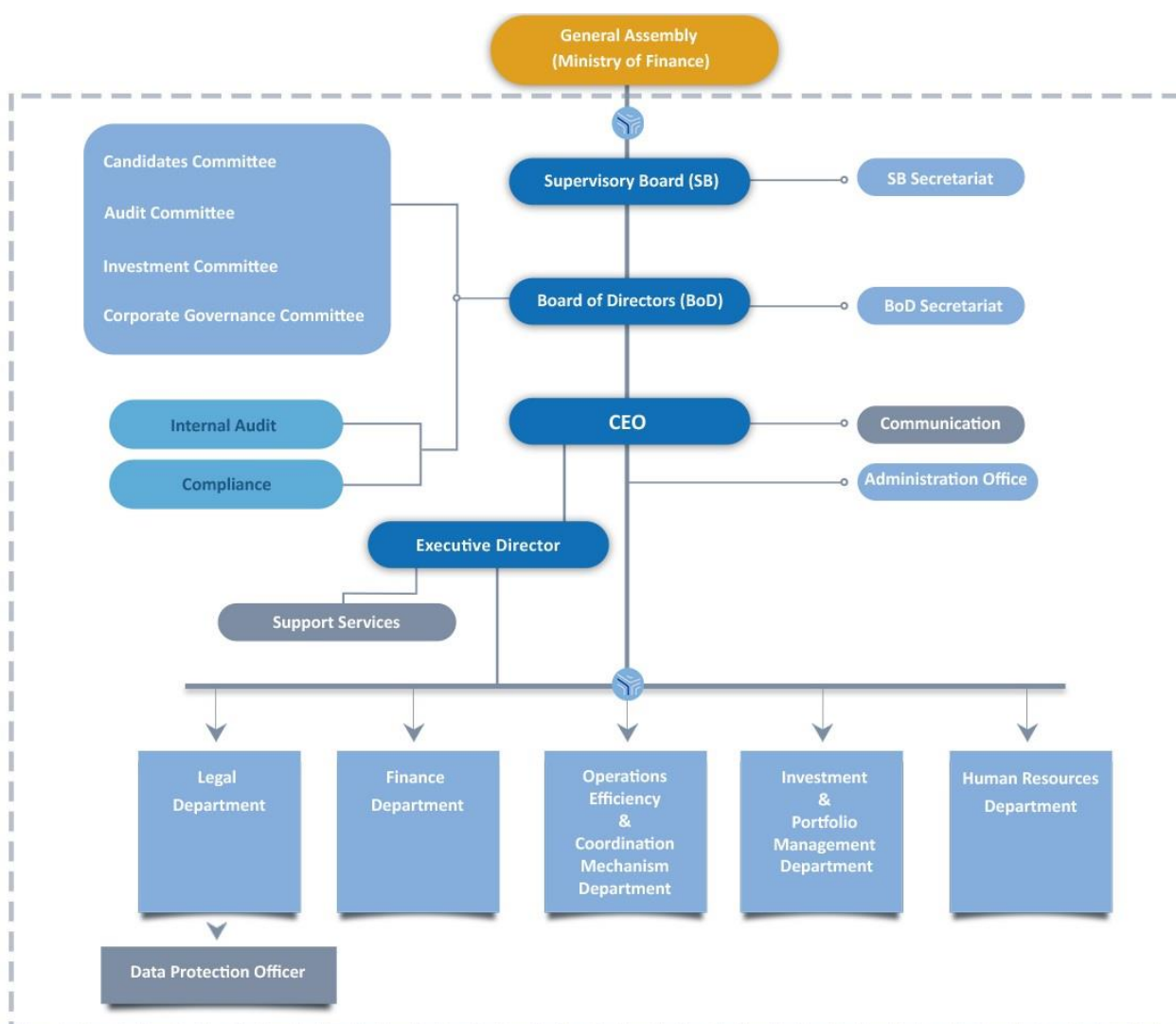
Full Name	Position	Term of Service
Konstantinos Derdemezis	Chairman of the Board of Directors, Non-executive Member	01.03.2020-01.03.2024
Grigorios Dimitriadis	CEO, Executive Member	16.02.2021-15.02.2025
Stefanos Giourelis	Deputy CEO and Executive Director, Executive Member	16.02.2021-15.02.2025
Hiro Athanassiou	Non-executive Member	08.04.2018-08.04.2022
Markos Veremis	Non-executive Member	16.02.2021-15.02.2025
Ioanna Kambouri Monnas	Non-executive Member	16.02.2021-15.02.2025
Efthimios Kyriakopoulos	Non-executive Member	16.02.2021-15.02.2025
Spyros Lorentziadis	Non-executive Member	14.01.2019-14.01.2023
Marina Niforos	Non-executive Member	16.02.2021-15.02.2025

For the support of the operations of the Board of Directors, four Committees are established, namely:

- Audit Committee;
- Investment Committee;
- Corporate Governance Committee; and
- Candidates Committee

A.3. Organizational Chart

The organization chart of HCAP is as follows:



* The Compliance Officer supports and directly advises the Supervisory Board of the Corporation on issues of compliance that are relevant to it.

A.4. Internal Audit and Compliance

The **Internal Audit Division (IAD)** supports HCAP's BoD on its supervisory role regarding the internal audit system of the company, as well as HCAP's governing bodies in the performance of their duties and the achievement of the objectives set, by ensuring the proper application of procedures and operations by the Corporation's organizational units, as well as through auditing the application of effective internal controls and procedures, risk management, information systems and corporate governance. The IAD operates based on the "Performance Auditing Framework", which is part of HCAP's Internal Regulation. The IAD is independent and reports to HCAP's Board of Directors, through the Audit Committee, by which it is supervised.

The IAD confirms the application of governing bodies' directives and guidelines through planned and unplanned ad hoc audits of procedures, financial data and information systems, and submits relevant reports to HCAP's Management and Board of Directors. IAD staff are ensured complete freedom and unrestricted access to files, services, accounts and records, physical assets and staff of the Corporation.

The IAD prepares an annual plan of internal audit activities, based on a risk assessment, which is approved by the Audit Committee and the Board of Directors. During the fourth quarter of 2020, the IAD carried out the actions set out in the amended 2020 Audit Plan, which was approved on 23.11.2020. A relevant activity report was submitted and presented to the Audit Committee on 16.12.2020.

The **Compliance function** is responsible for the design, implementation, supervision and management of HCAP's compliance system. The aim is to develop a compliance culture and to establish the highest standards of integrity, meritocracy and good governance in every aspect of the operation of HCAP (and its subsidiaries), in line with international best practices.

In this regard, HCAP has already adopted a number of policies that are also being adopted by HCAP's portfolio companies.

In particular, the following compliance policies and procedures have been introduced:

- ✓ Code of Conduct
- ✓ Compliance System Framework
- ✓ Gifts and Hospitality Policy
- ✓ Anti-bribery and Corruption Policy
- ✓ Guidance for the Protection of Inside /Market Sensitive Information
- ✓ Diversity and Equality
- ✓ Corporate and Social Responsibility Policy
- ✓ Third Party Due Diligence Policy

The introduction and implementation of compliance policies and procedures is also part of HCAP subsidiaries' KPIs. In addition, compliance officers have already been appointed within most subsidiaries in order to better manage and implement the relevant compliance rules and procedures.

In addition, HCAP's Compliance function has designed comprehensive compliance training programs for HCAP and its portfolio companies on corporate culture, business ethics and compliance and is delivering interactive tailored workshops and seminars to its subsidiaries (making use of modern training tools) in order to promote compliance and raise awareness on compliance/business ethics

issues. Specifically, several training and information seminars have been delivered in 2020 on the importance of corporate and business culture addressed to the management and senior executives of HCAP and its portfolio companies.

In particular, the Compliance function has also developed an innovative e-learning program for employees of HCAP and its portfolio companies running on a bespoke HCAP e-learning management system platform that serves the needs of all companies in its portfolio. The Compliance function has developed online training courses on “Business Ethics”, “Business Continuity Management” and “Working from Home”.

A.5. External Certified Auditor

According to the Decision of the General Assembly of the sole shareholder, Grant Thornton was elected as external auditor for the statutory audit of the Corporation's separate and consolidated financial statements for the year 01.01.2020 – 31.12.2020.

A.6. Cash Resources – Single Treasury Account

HCAP's cash is held in a cash management account at the Bank of Greece through which it is managed. HCAP's cash and cash equivalents as at 31.12.2020 amounted to €56,094,551.

A.7. Rules of Procedure and BoD Reporting

The General Assembly of the sole shareholder adopts the Internal Rules of Procedure ("Rules of Procedure"), which regulate the operation of the Corporation and its direct subsidiaries, apart from HFSF, and are based on best international practices and OECD guidelines.

The Rules of Procedure of the Corporation may be amended by decision of the General Assembly of the sole shareholder, on a proposal of the Board of Directors, which shall be approved by the Supervisory Board. The Rules of Procedure, as it has been formed until now with decisions of the General Assembly, include the following chapters:

- | | | |
|---|---|---|
| a) Procurement Regulation | f) Remuneration & Compensation Policy for the BoD of HCAP, which incorporated the addendum of the subchapter "Remuneration Policy for the members of the BoD of the Direct Subsidiaries (apart from the HFSF)" | h) Corporate Governance Code |
| b) The Framework for the preparation of the Strategic Plan of HCAP | g) Coordination Mechanism | i) Performance Monitoring and Reporting Framework |
| c) Performance Auditing Framework | | j) Travel & expenses Policy |
| d) Conflict of Interest Policy and Confidentiality Obligations | | k) Financial Reporting Standards and Framework for Financial Reporting |
| e) Internal Rules of the Supervisory Board | | l) Board Evaluation and Removal Criteria concerning the Board of Directors of HCAP |
| | | m) Dividend Policy |
| | | n) Investment Policy |

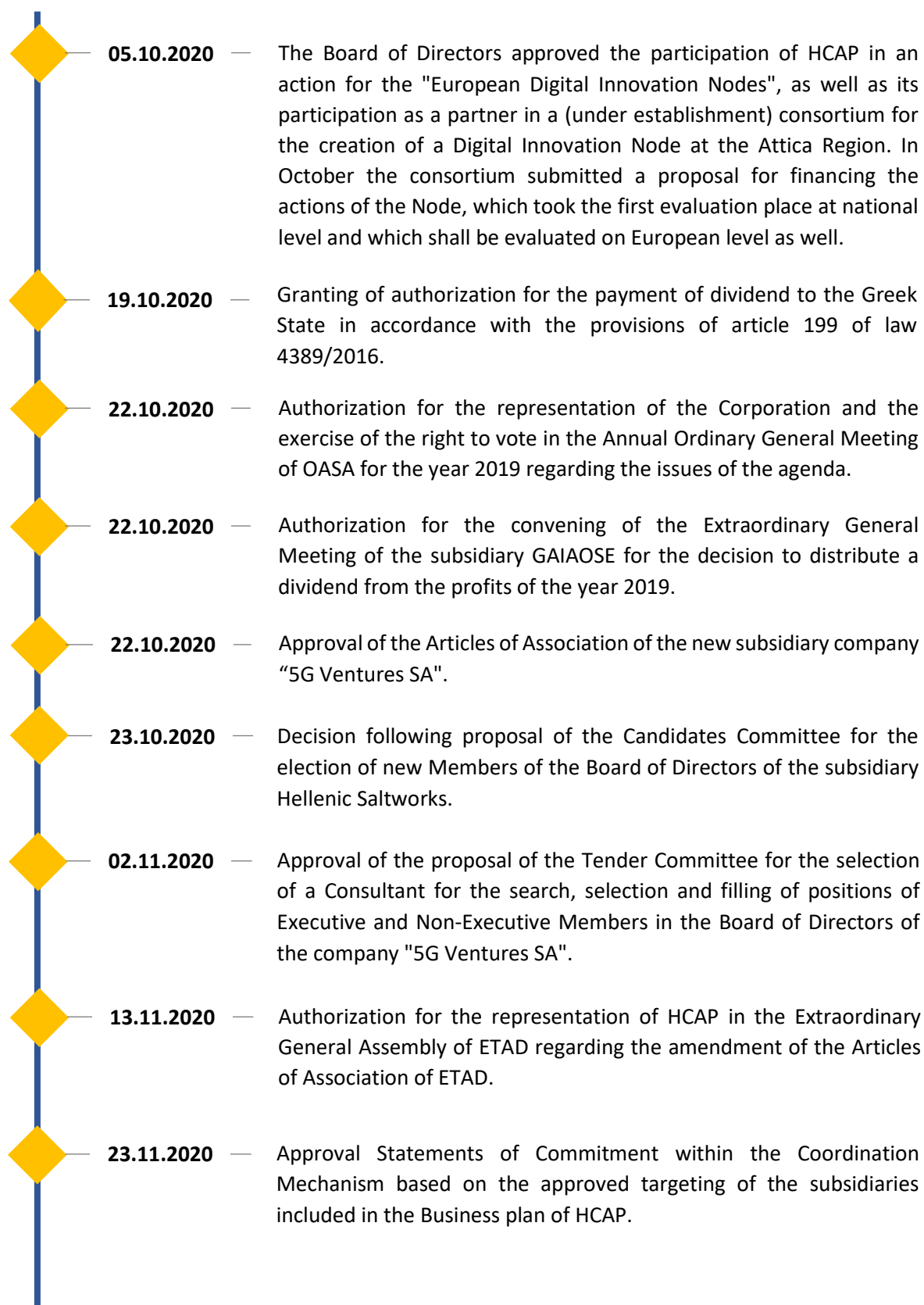
It should also be mentioned that the Corporate Governance Code is based on the Hellenic Corporate Governance Code for Listed Companies, which in its turn adopts the OECD Corporate Governance Guidelines, an international benchmark for corporate governance.

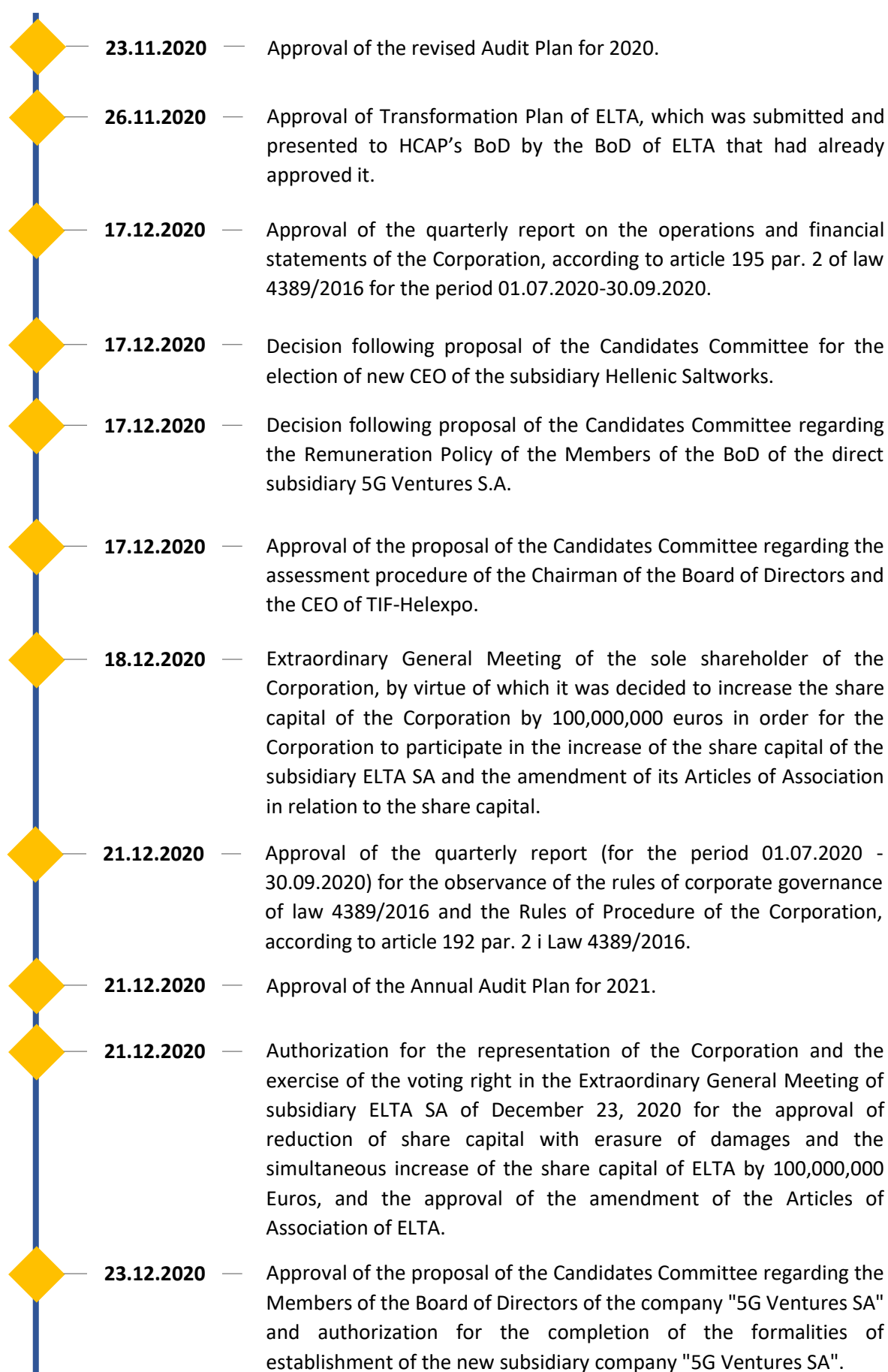
Finally, regarding the reporting obligations, the Board of Directors submits to the Supervisory Board quarterly reports regarding compliance with the rules of corporate governance, as provided for by the regulatory framework of the Corporation. In the framework of the financial reports, HCAP submits:

- ✓ Quarterly reports on its actions and financial statements,
- ✓ Reviewed semi-annual separate and consolidated financial statements and
- ✓ Audited annual separate and consolidated financial statements.

A.8. Activities from 01.10.2020 to 31.12.2020 and main subsequent events

The Corporation's most important activities during Q4 2020, i.e. from 01.10.2020 to 31.12.2020, are presented below:







Boards of Directors of subsidiaries

Appointment of members to the BoDs and Audit Committees

Following the review of a large number of CVs and after the shortlisting and further assessment of a large number of professionals, HCAP's Board of Directors, following relevant proposals of the Candidates Committee, has appointed, as of the end of December 2020, **more than 100 members in 17 Boards** in HCAP portfolio companies, through open, professional and transparent procedures.

It is important to highlight that most of the newly appointed board members to the boards of HCAP's subsidiaries have long professional experience in the private and/or wider public sector, having driven successful business initiatives and managed large teams and operations in Greece and/or abroad.

Also, recognizing the importance of the role of the Audit Committee in a BoD, HCAP has appointed, as of the end of December 2020, **nineteen (19) Audit Committees Chairs** at the Boards of Directors of HRADF, ETAD, PPC, EYDAP, EYATH, ELTA, OASA, OSY, STASY, GAIAOSE, Corinth Canal, CMT, CMFO, and Hellenic Saltworks.

Lastly, during the fourth quarter of 2020, executives were appointed in one **(1) Board of Directors** following market research, evaluation, and meetings with potential candidates with qualifications for executive and nonexecutive positions.

Appointment of new members of the Board of Directors of Hellenic Saltworks

The Board of Directors of HCAP, shareholder of Hellenic Saltworks, in accordance with the procedure defined by article 197 par. 4 of Law 4389/2016, decided to appoint new members of the Board of Directors of Hellenic Saltworks on **26 October 2020**.

The short CVs of the new members of the Board of Directors for Hellenic Saltworks are the following:

Leonidas Vrettakos,
*Chairman of the Board of
Directors and temporarily
Chief Executive Officer*

Mr. Leonidas Vrettakos has been involved in the food and trade sector for over 30 years. He started his professional career in the field of Retail and Sales at CONTINENT HELLAS in 1990. In 1997, he took over the position of Purchasing Director at AB VASILOPOULOS A.E. while in 1998 he was promoted to Executive Commercial Director. In 2007, he took over the position of Executive Director of Business Development, Strategy & Marketing in the company while from 2011 to 2013, he held the position of Senior Vice President (SVP) of Strategy & Marketing for the companies of the DELHAIZE Group in S.E. Europe and the position of the SVP Business Development for the countries of Serbia, Bosnia and Herzegovina, Montenegro and Bulgaria. From 2013 until 2018 he held the position of Managing Director and head of the Executive Committee of AB VASILOPOULOS SA.

He is a graduate of Panteion University, Department of Political Science, specializing in International Relations and holds an MBA from the Athens University of Economics and Business.

Nikolaos Kotsalos,
Non-Executive Member
of the Board of Directors
and Member of the Audit
Committee

Mr. Nikolaos Kotsalos is attorney before the Court of Appeal, member of the Athens Bar Association and maintains law office in Athens. He has worked both as an in-house lawyer in the pharmaceutical industry and as an associate in law firms. Having extensive working experience in representing medium and large enterprises in Greece and abroad, his expertise focuses on corporate law and international trade. He has previously served as vice president and member of the Board of Directors of companies in Greece and abroad. He graduated from University of Camerino, Italy, Law School specializing in Criminal and International European Law and also holds a Master of Laws degree in International Commercial Law from City, University of London, specializing in Maritime Law.

Evangelia Giza,
Non-Executive Member
of the Board of Directors
and Member of the Audit
Committee

Dr. Evangelia Gkiza has been working in the food sector for the last 20 years. She started her career as a research associate at the Aristotle University of Thessaloniki, while since 2004 she has been working in the fields related to medicines (EOF) and the control of food of animal origin, both in certification bodies (ELOT) and in official control bodies. Since 2009 she has been working at EFET, where she holds the position of Head of the Department of Food Safety of Animal Origin and Composite Foods. She is a graduate of the Veterinary School of the Aristotle University of Thessaloniki and holds a PhD from the Medical School of the University of Athens. In addition, she is a final year MBA student at the International Hellenic University of Thessaloniki.

Eleni Leodi,
Non-Executive Member
of the Board of Directors

Ms. Eleni Leodi has over 20 years of experience in Corporate and Investment Banking, in major international and Greek Banks such as BARCLAYS, SOCIETE GENERALE, CREDIT AGRICOLE, EURO BANK and ALPHA BANK. During her career in the banking industry she worked in providing financial services in various sectors of the economy, both in industry and commerce, while also participated as Senior Manager in large financial schemes as well as in financial restructuring of companies in Greece and abroad. Since 2018, she works as Portfolio Manager in HCAP and since December 2019, she is appointed as a Non-Executive Member of CMFO's Board of Directors. She holds a Bachelor in Business Administration from the University of Aegean and an MSc in Banking and Finance from the University of Stirling, Scotland, UK.

The Board of Directors of HCAP on 17.12.2020 approved the proposal of the Candidates Committee, in accordance with the procedure defined by article 197 par. 4 of Law 4389/2016, regarding the election of the new CEO of Hellenic Saltworks. The General Assembly of Hellenic Saltworks for the election of the CEO was convened on 14.01.2021.

Decision regarding the members of the first Board of Directors of 5G Ventures S.A.

The Board of Directors of HCAP, sole shareholder of direct subsidiary of 5G Ventures S.A., in accordance with the procedure defined by article 197 par. 4 of Law 4389/2016, decided on 23.12.2020 the members of the first Board of Directors of 5G Ventures S.A. and the authorization for the completion of the formalities of establishment of the new subsidiary company 5G Ventures SA.

The short CVs of the members of the first Board of Directors of 5G Ventures S.A. are the following:

George Polychronopoulos,
*Chairman of the Board,
Independent Non-
Executive Member*

He was born in 1963. Earned a BS in Electrical Engineering and Computer Science from Princeton University, a MS and PhD in Operations Research from M.I.T. Has an extensive career in financial services having worked in investment banking in London, starting his career at Salomon Brothers Intl, then Deutsche Bank AG and most recently at J.P. Morgan, as a Managing Director, CIO EMEA. He has also extensive and successful experience in the alternative investment management business as a Partner and Investment Manager at Endeavour Capital LLP, a \$3bn Fixed Income Relative Value Hedge Fund, at Element Capital Partners, a \$18bn Global Macro Hedge Fund, and currently at Capula Investment Management, a \$20bn Hedge fund specialising in Fixed Income Relative Value and Volatility Strategies. He is also a member of the M.I.T. Cooperation Development Committee, the Princeton Alumni Schools Committee (UK), and was a Principal and Co-Founder of the Hellenic Hope charity.

Antonios Tzortzakakis,
*Chief Executive Officer,
Executive Member of the
Board of Directors*

He was born in 1973. He holds an Electrical Engineering & Computer Technology diploma from the Technical University of Patras, and an International MBA from the Athens University of Economics and Business. He has worked for 23 years, in multinational technology and telecommunications companies abroad (Siemens AG) and in Greece (Wind Hellas, Vodafone Hellas, Tellas, Forthnet). As Chief Commercial Officer (CCO) and Chief Strategy Officer (CSO) in Wind Hellas, he played a decisive role in the company's growth, broadening customer base and leading the investments in next-generation networks. As Chief Marketing Officer (CMO) in Tellas and Hellas On Line he designed and implemented successful Marketing & Brand strategies. As an executive in the Research & Development department of Siemens AG in Austria and Germany, he actively participated in the development of innovative mobile network services at a global level. During his service as the Secretary General for Telecommunications & Post of the Ministry of Digital Governance, he strongly contributed to the acceleration of the digital transformation of Greece. Among others, the preparation of the auction for the 5G licenses was completed, while at the same time, the 13033 SMS service design & implementation during the covid-19 pandemic has received international recognition by the EC and the OECD. He has served as a BoD member of the Association of Greek Information Technology and Telecommunications Companies (SEPE) and as a BoD member & Treasurer of the European Competitive Telecommunications Association (ECTA) in Brussels.

Salvator Levis,
*Executive Member of the
Board of Directors*

He was born in 1957. He studied business administration at the University of Piraeus and the Stanford Executive Program (SEP) at the Stanford Graduate School of Business. For more than 14 years he held in sales and management position in Banking Information systems. From 1995 to 2003 he was executive director for investments at Commercial Capital, responsible for private equity investments in Greece and abroad with emphasis on telecommunications. From 2003 he is a founding partner of 7LCapital Partners, a private equity fund manager investing in Emerging Europe. He has participated in more than 10 Venture Capital & Private Equity investments in the telecommunications sector and was a member of the board of the investee companies. He is a member of the board of the Hellenic Venture Capital Association.

Sotirios Markatos,
Executive Member of the
Board of Directors

He was born in 1958. He is a graduate of the Physics Department of the University of Athens and holds a M.Sc. in Modern and Applied Optics from Reading University. He was the General Director at National Cadastre & Mapping Agency S.A., advisor to the CEO at Forthnet Group, Investments Director at Attica Ventures, a large Venture Capital fund in Greece, and Managing Director of Eurocom Expertise S.A. He has also served as Head of the research programs at Telecommunications Department of the University of Athens and Director of the Wolfson Unit at University College London working on technology transfer from the university to industry in the optical fiber communications sector. He has served as a consultant to the European Commission on issues of telecom market deregulation, an Elected Member of the Board of Directors in ECTA (European Competitive Telecommunications Association) and has more than 40 publications on telecom issues and in particular on telecommunications techno-economics and investments. Until today, Mr. Markatos held the position of Executive Director of ETAD SA.

**Nikolaos
Karapanagou,**
Executive Member of the
Board of Directors

He was born in 1971. He graduated from the School of Electronics and Information Systems Engineers at the National Technical University of Athens. He graduated in 1995 and his Bachelor Thesis was in Parallel Computing and Transputer systems. He has extensive experience in ICT and Business Management. During his career, he has held senior positions in startups up to large enterprises within the Greek ecosystem, including the Digital Transformation and Innovation Director at PriceWaterhouseCoopers and the Executive Chairman at Motivian SA, and he is highly experienced in running a business from all different aspects. He is key expert / advisor covering fintech & blockchain technologies of the 35 M Euro European Investment Fund (EIF) backed Metavallon Venture Capital Fund. He also serves in the BoDs of various startups in the areas of Motivational Learning, Gaming and Sensor Management. Mr. Karapanagou has been twice honoured by Hellenic Mathematical Society and was ranked first in National Technical University of Athens.

**Despina Magdalini
(Diana) Markaki,**
Independent Non-
Executive Member of the
Board of Directors

She was born in 1981. She holds a Law Degree and LLM in International Law from the University of Athens, School of Law, and an Executive MBA from Harvard Business School. She is a lawyer by trade with more than 15 years' experience at international law firms and as corporate General Counsel in leading companies in Greece and abroad, specialized in the energy and infrastructure sectors. Over the course of her career, she has advised major international companies on debt and equity raising, IPOs & rights issues, mergers, acquisitions and disposals, project financing and corporate restructuring. She also held leadership positions at the Trans Adriatic Pipeline (TAP), a project of significant geopolitical importance, at the company's headquarters in Switzerland, with particular focus on Environmental, Social and corporate Governance (ESG) matters, and served as Programme Consultant at the United Nations Development Programme (UDP) in New York. She is currently based in Switzerland, where she is Global Director at Gategroup, the global leader in airline services, where she is responsible for \$1 billion worth of fixed assets in more than 60 countries, leading cross-functional and multi-cultural teams. She is also on the Board of Directors of ELLAKTOR SA, company listed on the Athens Stock Exchange, where she serves as an independent non-executive director and member of the Board Nomination and Remuneration Committee. She Swiss Chair of the '50/50 Women on Boards' global campaign

and member of the Women Corporate Directors global foundation. Her areas of expertise include regulatory and compliance, asset management, Environmental Social and corporate Governance (ESG), restructuring and M&A.

**Konstantinos
Meimetis,**
*Independent Non-
Executive Member of the
Board of Directors*

He was born in 1978. He holds a BSc in Physics and MSc in embedded systems from the University of Patras. He is the Director of Corporate Strategy at u-blox AG (Switzerland), driving technology M&As, investments and Joint Ventures. He has long experience in technology company acquisitions, investments and joint ventures. Since 2019 he is the non-executive Chairman of Sapcorda GmbH, a joint venture backed by leading technology companies including BOSCH and Mitsubishi Electric. From 2004 to 2014 he was the founding CEO of Antcor S.A where he spearheaded its development strategy, negotiated licensing deals with Fortune-100 companies, secured funding from financial and strategic investors and finally successfully structured the company acquisition in 2014. From 2013 to 2016 he has been elected as Chairman of the Hellenic Semiconductor Industry Association, while he often participates as mentor in technology accelerators and incubators.

The Board of Directors of HCAP approved on 17.12.2020 the recommendation of the Nomination Committee for the formulation of the Remuneration Policy of the Members of the Board of Directors of 5G Holdings, according to the procedure defined by article 197 par. 4 of Law 4389/2016 and the Remuneration and Remuneration Policy for the Boards of Directors of direct subsidiaries of EESYP.

Assessment of the Boards of Directors of the other subsidiaries of HCAP

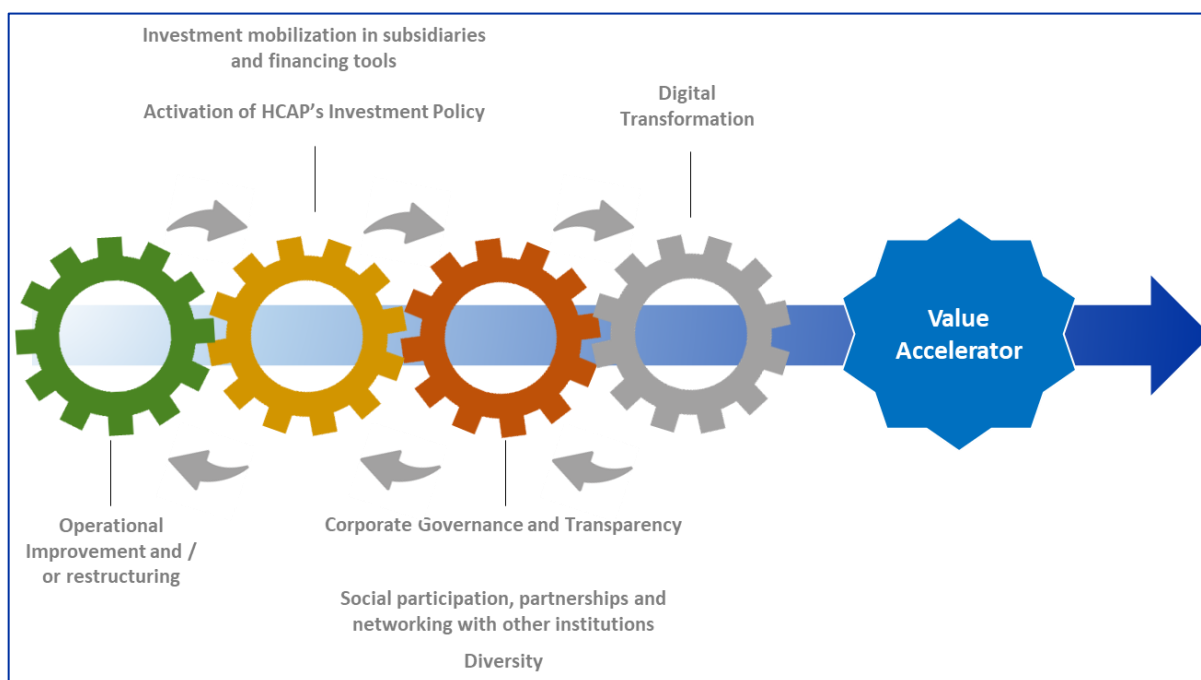
TIF- Helexpo SA

HCAP completed the assessment process of the Chairman of the Board of Directors and the CEO of TIF- Helexpo, according to article 197 par. 4 of law 4389/2016. In particular, taking into account the Enhanced Surveillance Report of the European Commission of November 2020, on 17.12.2020 the assessment process of the Chairman of the Board of Directors and the CEO of TIF- Helexpo was completed, with the support of an external consultant with international experience, who was selected through a tender procedure to assist the Corporation in the assessment process, applying international best practices.



HCAP Strategic & Business Planning – Implementation of Key Performance Indicators (KPIs) in State-Owned Enterprises

HCAP role, as an organization that integrally manages an important part of the assets of the Greek State, accelerates the value creation (Value Accelerator) in SOEs which are included in its portfolio. Objectives such as operational improvement, digital transformation, investment mobilization, as well as good practices of corporate governance are main priorities for HCAP.



The aforementioned priorities are defined in HCAP Strategic Plan, which in turn is in line with the Ministerial Guidance of the Sole Shareholder.

The implementation of the strategy is elaborated through the Business Plan, in the context of a regular and clearly defined process adopted by HCAP based on modern practices.

HCAP's Business Plan has a three-year horizon and is rolling, updated annually or more often in case of an emergency (such as the pandemic crisis). The Business Plan includes the main actions and business objectives of the SOEs, which are included in HCAP's portfolio.

The business objectives further determine and quantify the strategic objectives of each SOE and are expressed through Key Performance Indicators (KPIs), covering all four HCAP's strategic pillars; improvement of financial performance, modernization and upgrading of the services provided, enhancement of public value and strengthening of corporate governance practices.

Since the outbreak of the pandemic, key priority for the SOEs was to ensure business continuity so that they could continue to offer their services to the society and Greek citizens, while at the same time protecting the health and safety of their employees. Under these circumstances, it was deemed necessary to revise HCAP Business Plan, as well as the targets of the portfolio companies, in order to reflect the new reality and the consequences of the pandemic.

In August 2020, the Board of Directors of HCAP approved the revised Business Plan, which includes the reviewed targets and key performance indicators (KPIs)¹ agreed with the subsidiaries. It is worth mentioning that the targets were designed and agreed before the announcement of the 2nd lockdown and, therefore, deviations from the set targets are expected to occur, since it is extremely difficult to estimate impact on the companies' financials and on the prospects of Greek and international economies during 2021.

Within the fourth quarter of 2020, HCAP received the revised estimate for the year-end closing from all the subsidiaries. Discussions followed with the companies' management to further analyze the results and assess the effects of the second lockdown announced in November 2020. It is worth noting that all subsidiaries demonstrated very quick reflexes and adaptation to the new general horizontal restrictions of activity.

In these meetings, the discussion about the targets for the next three years (2021-2023) were also initiated; the target-setting needs to take into account the latest developments on the pandemic front. In this context, all possible scenarios for the gradual return of companies to pre-Covid levels will be considered, always in line with the overall economic development of the country, but also the timeline of return to normality based on health developments.



Coordination Mechanism

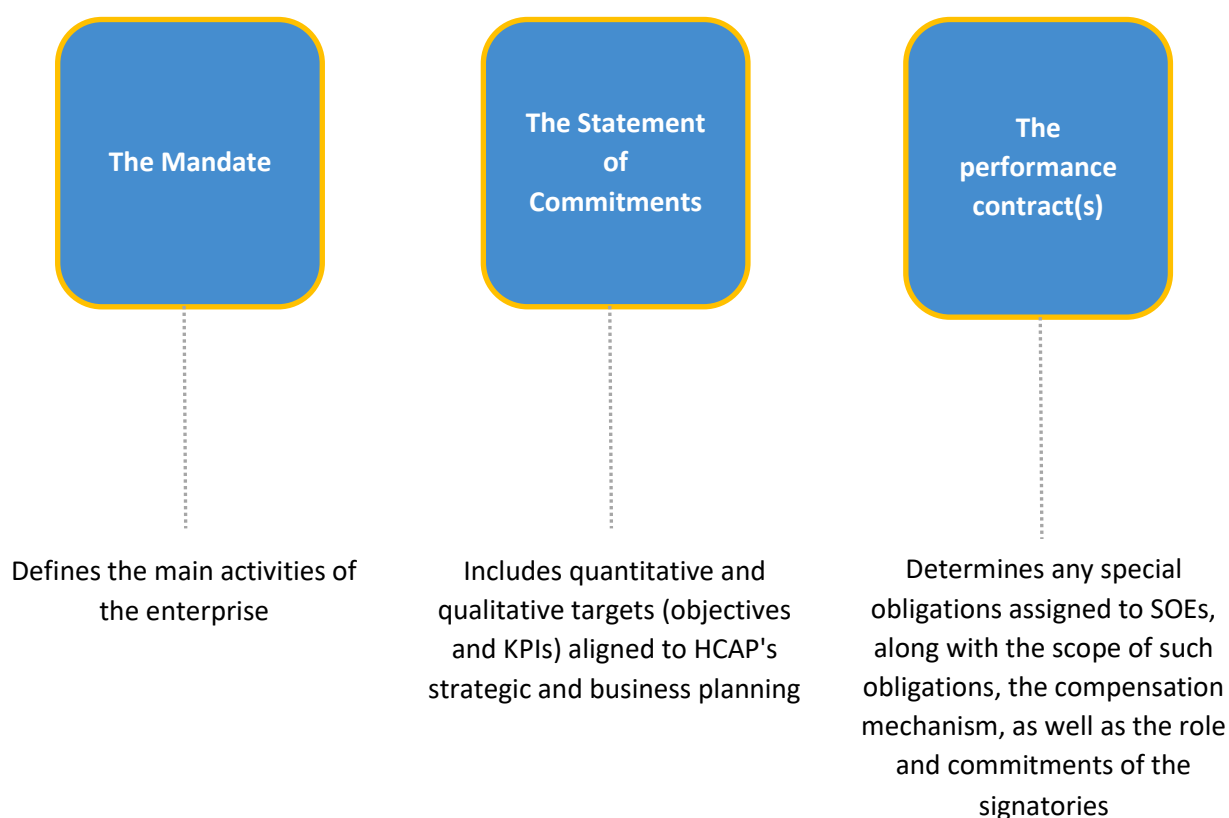
Despite the significant impact of the pandemic for the Greek Government and HCAP, the Coordination Mechanism is seeing progress during 2020 and, especially, during the last months of the year.

The Coordination Mechanism sets out the procedures and deliverables regarding the model of cooperation among the State, HCAP and State-Owned Enterprises (SOEs), within the framework set out in the Rules of Procedure of HCAP. Excluded from the Coordination Mechanism scope are HCAP's direct subsidiaries, minority interests and listed companies.

The Greek Government is a key stakeholder and is represented by the Cabinet Committee by the Ministerial Council Act 38/31.10.2019. A Committee's Support Team was also established by the same act.

The Coordination Mechanism includes three core deliverables:

¹ KPIs are set for the non-listed companies of the HCAP portfolio, where HCAP is either the sole shareholder or a majority shareholder. The only exception is TIF-HELEXPO, for which the target for 2020 could not be finalized as the company has ceased its activity based on a Governmental Decision.



Following the approval of the **Mandates** by the Cabinet Committee in March 2020 for all entities in scope, the implementation process was paused during the first lockdown and was launched again in Q3 2020.

Upon the relaunch, and especially during the last quarter, HCAP undertook to prepare drafts of the **Statements of Commitments**, in accordance with the provisions of the Coordination Mechanism, for the following companies:

- Corinth Canal Co S.A. (AEDIK)
- GAIAOSE S.A.
- Hellenic Saltworks S.A.
- Central Market of Thessaloniki S.A. (CMT)
- Central Markets & Fisheries Organisation S.A. (CMFO)
- Athens Public Transport Organisation (OASA)

Excluded from 2020 implementation are two entities, namely: (i) Hellenic Post (ELTA Group) for which a major transformation plan is close to finalization; and (ii) TIF-HELEXPO S.A. since the company's operations are highly affected by the Covid-19 crisis.

The draft documents were submitted to the SOEs to gain consensus and, subsequently, HCAP BoD approved the documents on November 2020.

It should be noted that the statements set-out financial, operational and other targets and KPIs for a 3-year horizon similar to business planning. As such, the targets were already agreed with the SOEs in the context of HCAP's Business Plan preparation (including revised planning that was concluded in the summer of 2020). Furthermore, due to the pandemic, the statements focus mainly on the targets

for 2020. Targets for 2021-2022 will need to be updated during the new planning cycle once conditions stabilize and estimates that are more accurate can be made.

As a final step, the statements were submitted to the Cabinet Committee accompanied by an explanation of how the Statements comply with HCAP's Strategic Plan; a summary of them will be published.

The articulation of Statement of Commitments is planned to be an ongoing process, repeated every year, following HCAP's business planning cycle.

In terms of **Performance Contracts**, these are developed only for certain SOEs, as is the case of OASA which provides transportation services to special categories of passengers (like for instance free access to the unemployed or the access of certain age groups with lower fare).

In order to address the implementation of this deliverable, a number of meetings have been conducted with OASA Management in order to further elaborate on the aspects of Special Obligations and complete the draft which describes the perimeter of such contracts.

In addition, a detailed memo describing the context of Special Obligations and ways to improve the assignment of such services and the related OASA compensation, through the Coordination Mechanism, was prepared and submitted to the support team of the Cabinet Committee. HCAP also made proposals about the flow of actions needed for the implementation of this deliverable, taking also into account the individual stakeholders.



HCAP's online training platform

HCAP has developed an e-learning training platform, available to all HCAP employees (and those of its portfolio companies), with a variety of courses on key business topics. With the successful completion of each course, HCAP awards participants a certificate, while the course material remains available on the platform so that every employee can access its content when needed.

Indicative training programs:

Compliance and Business Ethics: The course offers a solid understanding of core Compliance and Business Ethics issues and enables employees to effectively address the challenges faced in the course of business. Areas covered include: Code of Conduct, compliance with laws and regulations, avoiding conflict of interest, anti-bribery and corruption, gifts and hospitality, fraud prevention, information management, equality and diversity, making the right decision.

HCAP can become a
center of excellence for
the wider public sector
in Greece

Business Continuity Management: This course prepares employees to appreciate the objectives of a Business Continuity Plan, to recognize how risks are identified and analysed and also to understand what to include in a risk registry. Moreover, the training outlines key elements of both Disaster Recovery Plan and Succession Planning, and stresses out the importance of effective communication and good PR when dealing with urgent incidents of force majeure and crises.

Work from Home: This course prepares participants to set up their homeworking environment while also adhering to best practices and confidentiality of information, including the protection of equipment provided by the company while working from home. Guidance is also provided on how to maintain good communication amongst team members and how to meet expectations and deadlines, while stressing out the importance of well-being and health safeguarding (i.e. time limit spent on display screen equipment, appropriate chair height, etc.).



Transition to a lignite – free era

The challenge of climate change affects the economic, social and political aspects of all countries, despite the level of their dependence to minerals, dictating the re-design of the production, consumption and living models. Within this framework, the Greek State is targeting the radical transformation of the country's carbon – rich areas through the shaping of strategic capabilities in order to maintain and enhance these areas' social fabric.

The European Commission has articulated a long – term strategy to transit to a climate - neutral Union ("Green Deal") that uses as a main means a Just Transition Mechanism (FTM) for the 2021 - 2027 period for the counties and areas that are dependent to minerals. This mechanism will operate complimentary with other funding options by the Union's budget, for the new period of the Multiannual Fiscal Framework (2021-2027). As a consequence, the Greek State has constituted a Cabinet Committee that aims to the just transition of the areas of Western Macedonia and Megalopolis municipality in the Peloponnese.

HCAP supports the effort for the Just Transition to a carbon –free era, as this is a key priority to the European Commission.

Thus, HCAP, recognizing the challenge of de-carbonisation for the economic, social and political life of the areas that depend on carbon activities, supports and assists the Greek State during the study process for the socio-economic transition of these areas.

In particular, HCAP undertook the initiative to finance and offer resources to ensure know-how that would be utilized by the Cabinet and the Coordinating Committee of the Just Development Transition Plan (SDP) for the design of a coherent program for structural productive reorientation and development of carbon areas (region of Western Macedonia and Municipality of Megalopolis).

In September 2020, the Minister of Environment and Energy presented the main directions of the masterplan for the Just Development Transition of carbon areas. Earlier, the plan had been approved by the Cabinet Committee for de-lignification. The complete master plan was put up for public consultation until end of November. In parallel, the works for the Master Plan's implementation roadmap and the drafting of the Territorial Just Transition Plans have progressed.

Finally, in the Law 4759/2020 "Modernization of spatial and environmental legislation", the "De-carbonisation Zones (ZAP)" were defined and issues were regulated that facilitate the implementation of the development plan for the just transition of Western Macedonia and Megalopolis.

More information is available on the website: <https://www.sdam.gr>.



Greek Postal Company (ELTA) – Transformation Plan

The overall status of the company is known, as it faces liquidity issues and it operates through the model of the Universal Postal Service Provider, in a market that shrinks globally, due to the substitution of the traditional postal services with digital ones.

In Europe, following the wave of postal market liberalization and rapid change, with shrinking mail volumes mainly due to technological changes and the substitution by e-mail, the majority of Universal Postal Service Providers have embarked on transformation programs in order to change their business and operating models and reduce their cost base, while developing complementary activities that serve e-commerce and parcels, as well as additional value-added services.

Taking into account the experience of similar transformations in Europe, with the appropriate adaptations to fit in the Hellenic market specificities, the strategic planning has been completed, for the implementation of a coherent transformation program of the company's business model, including the digital transformation so as to enable the organization to effectively support the new business model.

ELTA's Board of Directors approved the revised transformation plan for the company and then the plan, as presented by the Management of ELTA, was approved by HCAP's Board of Directors.

Key transformation pillars are the rationalization of costs, the implementation of a large scale voluntary exit scheme for employees, the change of the mail service model, the retail network restructuring, the formulation of a new marketing and commercial strategy, the digital transformation that includes systems and services upgrade and the operational automation in sorting centers, as well as the general optimization of processes and, naturally, the formation of a new corporate culture.

In December 2020, the Law 4758/04-12-2020 (Government Gazette A/242/04-12-2020), Part D: "Regulations for the Hellenic Post and other provisions", articles 41 – 50, was issued, which lays the foundations for the transformation of the company.

Lastly, by Decision of ELTA S.A. General Assembly on 23/12/2020 there was a reduction of the share capital of the company by the amount of €340.81 mln and at the same time an increase- with the payment within 2020- of the amount of €100 mln.

In the following period, with the support of the Hellenic Government and the Hellenic Corporation of Assets and Participations (HCAP) as a shareholder, the implementation of the transformation plan will be initiated. The implementation unfolds in the medium term, in order to operate more efficiently and effectively for citizens and shareholders, maintaining its social role, as a provider of the Universal Postal Service throughout Greece.



Hellenic Saltworks: evaluation of the vertical orientation of the production

Hellenic Saltworks SA exploits 92% of the Greek salt works that can cover 2/3 of the domestic demand for raw natural salt. The main product produced is raw natural salt (washed, unwashed and special specifications NaCl > 99.5%) which is mainly (a) edible salt for wholesale to companies engaged in the processing and sale, in the retail or wholesale market (b) salt for industrial use, (c) salt for water softening and (d) Salt for the snow removal from the road networks. Also, in Messolonghi saltwork a special type of high quality salt is produced, called Afrina, which is collected by hand, known as the flower of salt (fleur de Sel). The salt produced by the company is mainly sold as a primary product with a minimal degree of processing or packaging.

HCAP, as part of its mission to increase the value of its assets, cooperated closely with a specialized consultant to prepare a feasibility study for the vertical orientation of the production, i.e. to assess whether the Hellenic Saltworks could expand their activities to the processing of the raw material, for example through the sale of packaged products. The objective of the project was to review and evaluate whether this is an opportunity for the company and to what extent HCAP's subsidiary should enter into new operation.

In this context, the consultant examines and evaluates the prospect of a business plan in relation to the size of domestic and European demand and competition. The consultant also reviews the strengths and weaknesses, the value proposition in terms of product, potential customers and markets at the wholesale / retail level, market penetration conditions and necessary changes in relation to the existing model of organization and operation. Furthermore, the necessary investments and the availability of financing, the economic benefit for the company (cost- benefit analysis), the implementation plan and critical success factors is being evaluated. At the same time, a benchmarking study of companies operating abroad is carried out taking into consideration successful examples from companies with a similar operating model.



Technology, Digital Transformation and Synergies

HCAP has placed emphasis on extroversion and cooperation actions as catalysts of acceleration for digital transformation, promotion of the culture of innovation and adoption of advanced technologies to meet the real challenges of its portfolio companies.

The relevant developments during the reporting period are as follows:

- **Innovation Network:** Under the active support of members of the Boards of Directors and executives of HCAP and its subsidiaries, a number of activities for the exchange of know-how, best practices, aggregation of demand and synergies between the Network companies have been planned, starting with a workshop on e-mobility developments. On the thematic area of e-mobility, a workshop was organized on December 11th 2020, with participation of representatives from the Network member enterprises. Presentations described the strategy and activities of the respective HCAP subsidiaries for transition to e-mobility,

according to each enterprise's business scope and the participants discussed in detail the potential for synergies on charging networks for electrical vehicles, the replacement of their fleets of vehicles to electrical ones, the co-creation of digital services for and about e-mobility and the contribution of e-mobility initiatives to the enterprises' ESG performance. Additionally, energy performance topics were also discussed, including energy efficiency and CO2 transmissions reductions throughout the enterprises' infrastructure and operations. The collaborations and concerted planning of actions around e-mobility will be a core work area for the Innovation Network in the upcoming period. Other common topics under investigation are those of smart meters in utilities as well as (open or not) digital data. Furthermore, following up on the distribution of the 'Optimization of Physical and Digital Security Plan' to the subsidiaries in May, the identification of cybersecurity measures under implementation is in progress, based on the plan recommendations and best practices, taking also into consideration the directions set by the emerging "National Cybersecurity Strategy". The Innovation Network website: <http://innovation.hcap.gr/>, is continuously being enriched to serve as a central information point for the innovation activities of the Network companies.

- **Incentivized competition series:** In order to support and foster (a) the direct collaboration of HCAP subsidiaries with the innovation ecosystem, research/academic institutions and the private sector, (b) the development of a culture for producing and exploiting digital, open data within the public enterprises and (c) the involvement of researchers, academics, data scientists and startups to utilize such data at scale, HCAP, in collaboration with MIT Enterprise Forum Greece, delivered to its subsidiaries in late 2020 an environment and framework for designing and hosting a series of innovation-driven competitions, entitled 'HCAP Incentivized Competition series' (see the relevant website: <https://hcap-challenge.mitefgreece.org/>). For these competitions, the subsidiaries can invite interested stakeholders to provide solutions to operational challenges by describing a challenge, delivering the relevant digital data and designing a process for review and testing of the provided solutions, in order to ensure their fair evaluation. Examples of challenges that the interested participants will be faced with include the identification of faults in utility networks, the design of preventive maintenance solutions, the accurate estimation of future consumption in utilities, the establishment of automated digital contracts etc. The solutions are expected to be based on data harvesting and processing, data analysis, machine learning techniques, utilization of databases, distributed data and distributed data processing etc. Within November, the first competition of the series was announced by EYDAP, the Water Supply and Sewerage Company of the greater metropolitan area of Attica. The competition is entitled "Digital Innovation Challenges of EYDAP" (hosted under the microsite <https://hcap-challenge.mitefgreece.org/eydap-innochallenge/>) and is planned to conclude within May of 2021, while the next competitions of the series are under preparation.
- **Digital Innovation Hub:** In order to support the digital transformation and encourage innovation in the ecosystem of HCAP subsidiaries and related sectors of the economy, HCAP joined a promising consortium that will establish a Digital Innovation Hub in the Attica Region. The consortium comprises of NSRF "Demokritos", as a leading partner, and renowned organizations and institutions from the research & academic community (AUEB, NTUA, RC Athena, ICCS, EKT, GRNET), the private sector (Found.ation, ACEin, Uni.Fund, NBG, the Hellenic Federation of Enterprises - SEV, the Hellenic Chamber of Hotels, Alexander S. Onassis Public Benefit Foundation), the technology transfer community (Archimedes) but also the local government authorities (the Athens' Development and Destination

Management Agency and the Regional Development Fund of Attica). The consortium submitted a proposal for funding of the actions of the Hub entitled 'Smart-Attica Digital Innovation Hub (AtHeNAI)' in the call for expressions of interest for the selection of the "European Digital Innovation Hubs – EDIHs" of the European Program 2021–2027 » (Digital Europe Program). The proposal was ranked in the topmost position at national level, after evaluation, and will subsequently be evaluated at European level, in order to join the EU-approved European Digital Innovation Hubs network. The Hub will implement the idea of a smart region in Attica by extending the Smart City concept and in this context, HCAP has undertaken the representation of its subsidiaries and their networking with the innovation ecosystem in a regional, national and European level, the facilitation of participation in test before invest activities as well as the implementation of training and digital upskilling actions.

- **Competence Center in the Energy sector:** With the support of HCAP, EYDAP and OASA joined an initiative to establish a national-level Competence Center for providing specialized services of innovation and technology transfer in the field of Energy. The Competence Center will be implemented by a consortium comprising of the main academic community and private sector stakeholders in the energy sector and will address the full range of innovations in the field of energy technologies, from energy production and storage, environmental footprint, transmission and distribution networks to energy applications and e-mobility. The relevant proposal for the establishment and operation of the Center was submitted to the "Capacity Centers " call of the Operational Program "Competitiveness, Entrepreneurship and Innovation (EPANEK) of NSRF 2014-2020.
- **Synergies through the creation of a portal to present geospatial data (GIS):** HCAP is moving forward with the implementation of a portal that is fed with geospatial data of its subsidiaries but also open geospatial data. This undertaking falls into HCAP's strategy to create value added tools for the exploitation of the real estate assets of its subsidiaries and is part of an overall strategy. HCAP is actively collaborating with its subsidiaries to collect the required data. It is worth mentioning that this data in some cases, is not already depicted on such systems, so HCAP is responsible for its cleansing and digitization for the first time. The process includes also records correction, an action that will lead to the better record keeping of the real estate property information.
- **HCAP's Digital transformation:** During the reporting period, the IT strategy plan of HCAP was established, with the aim of adopting systems and solutions that facilitate and modernize the daily operations of HCAP and support the activities of HCAP regarding its subsidiaries. The plan specifies the roadmap for the adoption of digital means of cooperation and execution of operational activities within HCAP as well as solutions for the digitalization of performance monitoring and consolidated reporting regarding the subsidiaries. The plan takes into account current technological developments and options in order to adopt an integrated digital toolkit for hosting business operations. In parallel with the formulation of the plan, the use of remote-access electronic signatures based on international standards (European Directive eIDAS 1999/93 / EC) for the members of the Board of Directors of HCAP, the selection of the Board Management solution and rollout as well as the evaluation and the pilot implementation of an integrated enterprise collaboration solution (given the teleworking measures imposed by the pandemic) concluded.

B. Company Financial Information (for Q4 2020)

B. Separate Financial Statements

The Hellenic Corporation of Assets and Participations S.A. (hereunder “HCAP” or “Company” or “Corporation”) acquired legal personality upon its registration in the General Commercial Registry (GEMI) on 25.10.2016. The Board of Directors of the Corporation convened as a body on 16.02.2017 and therefore 2017 was the starting year of operations, organisation of its structure and its gradual staffing. During that year, the Corporation held shares only in ETAD and HRADF.

From the year 2018 onwards and in accordance with the provisions of Law 4512/2018 and Law 4549/2018, the assets of the Corporation changed through the transfer to HCAP of the Greek State participation in 13 State-owned enterprises (SOEs). As a result, during that year, HCAP recorded for the first time dividend income and profits, while the transfer of these companies necessitated a change in its structure and staffing, a procedure that was underway during 2018 and was almost completed during 2019.

In its first four years of operation, HCAP’s performance in terms of revenue and profitability increased steadily each year, until 2019, when it achieved its record high. This trend that was partially halted in 2020 due to the effects of the pandemic, as certain companies did not distribute dividend in 2020 despite the high profits of 2019 in order to maintain liquidity that would help them cope with this difficult period. Thus, in 2020, HCAP despite the adverse conditions, managed to maintain the high levels of profitability (more than double in terms of turnover and profitability compared to 2018). At a glance, the financial data of HCAP is presented below:

<i>In euro</i>	2020	2019	2018	2017
Turnover	35,213,684	61,944,726	16,997,936	-
Profit/ (Loss) After Tax	30,207,055	57,178,937	13,060,356	(3,143,395)
Total assets	160,604,320	74,714,676	20,909,873	7,719,932
Total equity	157,834,781	69,732,850	19,709,665	6,652,166

Regarding Q4 2020 results (and year 2020):

The Company after the year 2017, which was essentially the year of the commencement of its operations, achieved:

- in 2018 for the first time dividend income (€ 17 mln) and profit (€ 13.1 mln),
- in 2019 the dividend income more than tripled (€ 61.9 mln) and profit more than quadrupled (€ 57.2 mln),
- in 2020:
 - i for the first time, HCAP presents dividend income and profits in all quarters of the year (as historically the 1st, 3rd and 4th quarters presented usual expenses and zero or minimal revenue),
 - ii its cash and cash equivalents exceeded for the first time the level of € 100 mln, which combined with the increased profits of the year 2019, allowed HCAP to increase more than five times the amount distributed to the Greek State as a dividend (from €7.2 mln to €42.1 mln),
 - iii due to the enhanced profitability and liquidity of the companies included in HCAP’s portfolio in 2019, the majority of them significantly increased the dividends distributed to HCAP in 2020, despite the adverse conditions created by the pandemic. The only exceptions were certain companies that, despite the improvement of their profitability in 2019, chose, due to the pandemic, not to distribute a dividend in 2020 in order to retain liquidity for their operations.

B.1 Basis of preparation of the Quarterly Financial Report

The interim condensed financial information and financial data presented in the Quarterly Report tally with the Corporation's books and records using the accrual basis of accounting. The amounts presented under the accrual basis have been determined in compliance with International Accounting Standard 34 'Interim Financial Reporting', without the presentation of all the information and disclosures required by IAS 34 for interim financial information.

Pursuant to Article 195 of Law 4389/2016, the Board of Directors prepares quarterly reports on the activities and the financial statements of the Corporation.

As regards the other data of this financial report, the main policies applied are presented below:

1. The depreciation rates of fixed assets are in accordance with the useful life of each respective asset.
2. Dividend income is recognised in the period during which the shareholder's right to receive payment is established, i.e. the period when the General Assembly Meeting of each subsidiary that decided on the dividend distribution takes place.

Dividend income is presented in the statement of total comprehensive income as operating income, as they constitute the Company's main source of income. Similarly, in the cash flow statement the cash inflows from dividends are presented as operating activities.

3. Expenses are recognised within the period that the respective liability occurred.
4. Interest income is collected every six (6) months and, as such, the Company's interest income for the respective quarter includes the estimate of the amount of accrued interest relating to this period.
5. By law, the Corporation's share capital amounted to €40 mln up until the third quarter of 2020, of which €10 mln has been paid up and the balance was owed; as a result, under Article 21(3a) of Law 4548/2018 the €30 mln was presented as "Unpaid Share Capital" within Equity in the Statement of Financial Position.

On December 18, 2020, an Extraordinary General Assembly of HCAP's sole shareholder convened on the subjects of increasing the share capital of the Company and amending Article 5 of its Articles of Association. During the General Assembly, it was decided to increase the share capital of the Company by € 100,000,000 with issue of 100,000 registered shares with a nominal value of € 1,000 each, in order for the Company to participate in the share capital increase of the subsidiary ELTA SA

The coverage of the share capital increase by € 100 mln by the Greek State was made in cash on December 21, 2020 by depositing the total amount in the special account of the Company held at the Bank of Greece in accordance with the provisions of article 187 par. 4389/2016.

As a result of the above, the Statement of Financial Position as at 31.12.2020 reflects as "Paid Share Capital" the amount of € 110 mln, which includes € 10 mln which is the amount of the initial share capital paid (of which initial share capital € 30 mln is owed) and € 100 mln from the share capital increase in December 2020.

6. As regards the Direct subsidiaries transferred by the Greek State directly to the Corporation with no consideration (as per Law 4389/2016), they have been recognized in the financial statements at cost which is nil and are presented at the symbolic value of one (1) euro per subsidiary.

7. Participations in "Other Subsidiaries", as well as other assets or liabilities transferred to HCAP by the Greek State with no consideration as of 01.01.2018 and 01.07.2018, have been recognized in the financial statements at cost which is nil and are presented at the symbolic value of one (1) euro per Other Subsidiary, except for "Folli Follie".

Furthermore, on December 23, 2020 the Extraordinary General Assembly of ELTA S.A. convened having subject of discussion the share capital decrease by € 340.8 mln by writing off the accumulated losses and cancelling the total number of 200,479,014 shares, with simultaneous increase of the share capital by payment of € 100 mln in cash with pre-emptive right in favor of the old shareholders and issuance of new ordinary nominal shares with voting right having par value € 0.4 and subscription price € 1 each, in the context of taking measures in accordance with par. 4 of article 119 of Law 4548/2018.

On 23 December 2020, the amount of € 100 mln regarding the share capital increase of ELTA was deposited from HCAP in ELTA's account for the respective share capital increase. As a result of this increase, HCAP is the sole shareholder of ELTA holding the 100% of its share capital.

This recent development is reflected in the caption "Investment in" Other Subsidiaries "of the Statement of Financial Position which increased by € 100 mln compared to the comparative period of 31.12.2019.



The participations transferred by the Greek State directly to the Corporation with no consideration as per Law 4389/2016, relate to the "Direct Subsidiaries" (which were transferred in 2016) and the "Other Subsidiaries" (which were transferred as of 1 January 2018, except for GAIAOSE which was transferred as of 1 July 2018) and are analysed as follows:










A. "Direct Subsidiaries" –participation interest %**

 Hellenic Republic Asset Development Fund S.A. (HRADF)	 Public Properties Company (ETAD)	 Hellenic Financial Stability Fund (HFSF) *
100%	100%	100%

B. «Other Subsidiaries» (according law 4389/2016) which were transferred to HCAP from 01.01.2018 or 01.07.2018

Ownership Percentage

Athens Urban Transportation Organization S.A. (OASA)	100%	
GAIAOSE S.A.	100%	
Thessaloniki International Fair – HELEXPO S.A. (TIF-HELEXPO)	100%	
Central Markets and Fisheries Organization S.A. (CMFO)	100%	

Thessaloniki Central Market S.A. (CMT)	100%	
Corinth Canal Co. S.A. (AEDIK)	100%	
Hellenic Post S.A. (ELTA)	100%	
Hellenic Saltworks S.A.	55.19 %	
Athens Water Supply and Sewerage Company S.A. (EYDAP)	50%+1 share	
Thessaloniki Water Supply and Sewerage Company S.A. (EYATH)	50%+1 share	
ETVA – Industrial Areas S.A.	35%	
Public Power Corporation S.A. (PPC)	34.12 %	
Athens International Airport S.A.	25%	
Folli Follie S.A.	0.96%	

* **NOTE:** HCAP has very limited powers on HFSF, as the decisions for the accomplishment of its mission and purpose are made exclusively by the relevant bodies of HFSF.

** The above table does not include the new direct subsidiary "5G Ventures", as it acquired legal personality on 14.01.2021.

Additionally:

a) Under Article 350 of Law 4512/2018, "the Greek State's right to collect the dividend arising from to its participation in the share capital of the Société Anonyme under the name "Hellenic Telecommunications Organization S.A." (OTE S.A.) is transferred to HCAP". The Greek State reserves the right to vote in the General Meeting of OTE for its corresponding shares; and

b) pursuant to the provisions of Law 4549/2018, until full repayment of the loan granted under the Financial Facility Agreement and its subsequent amendments, the Corporation became a guarantor with the commitments as defined in the said agreement.

Moreover, on 22 October 2020 by virtue of law 4727/2020, HCAP's Board of Directors decided the establishment of a new direct subsidiary with legal name "5G Ventures S.A." (hereinafter "5G Ventures") and the approval of its Articles of Association. Its sole purpose is the establishment and management of the Mutual Fund of Business Holdings "Phaistos Fund" (hereinafter "Phaistos Fund") of the article 94 of Law 4727/2020, pursuant to article 7 of Law 2992/2002 according to prevailing market conditions and with guarantees of full transparency and accountability and in accordance with the International Financial Reporting Standards ("IFRS").

On January 14, 2021, the company was registered in the General Commercial Registry (GEMI) and received number 157802360000.

The Statement of Comprehensive Income, Statement of Financial Position, Statement of Changes in Equity and Cash Flow Statement as at September 30, 2020 and for the periods 01.10.2020- 31.12.2020 and 01.01.2020 - 31.12.2020 are presented in paragraphs B.1.1, B.1.2, B.1.3 and B.1.4 below. The

financial data for the year that are presented in paragraphs B1.1 to B1.4, are in accordance with the accounting books and data of the Company. The audit by the statutory auditors of the financial statements of December 31, 2020, has not yet been completed.

B.1.1 Statement of Total Comprehensive Income for the period 01.10.2020 – 31.12.2020 and for the period 01.01.2020 – 31.12.2020

Statement of Comprehensive Income (amounts in €)	01.01.2020 - 31.12.2020	01.01.2019 - 31.12.2019	01.10.2020- 31.12.2020	01.10.2019- 31.12.2019
Dividend income (note 1)	35,213,684	61,944,726	2,750,089	20,627,287
Payroll and management cost	(3,644,370)	(3,499,672)	(937,080)	(872,144)
Third party fees (note 2)	(2,016,271)	(1,441,502)	(583,846)	(432,218)
Other operating expense	(527,791)	(496,362)	(147,200)	(111,175)
Results before interest, tax, depreciation and amortisation (EBITDA)	29,025,252	56,507,190	1,081,963	19,211,750
Depreciation and amortisation	(221,832)	(208,120)	(57,244)	(53,751)
Results before interest and tax	28,803,420	56,299,070	1,024,719	19,157,999
Finance income (note 3)	1,452,718	935,958	266,501	310,151
Finance cost (note 3)	(49,083)	(56,091)	(11,537)	(13,254)
Profit / (loss) before tax	30,207,055	57,178,937	1,279,683	19,454,896
Income tax	-	-	-	-
Net profits	30,207,055	57,178,937	1,279,683	19,454,896
Actuarial gains/ (losses)	(12,859)	(4,910)	(12,859)	(4,910)
Other comprehensive income	(12,859)	(4,910)	(12,859)	(4,910)
Total comprehensive income	30,194,196	57,174,027	1,266,824	19,449,986

Notes on the results of the period:

Note 1- Dividend income: The Company, aiming at the continuous improvement of the performance of the companies included in its portfolio and as a result of actively managing this performance, managed to significantly increase dividend income from almost all companies in 2020, except of companies that either were significantly affected by the pandemic and did not distribute in order to retain liquidity or had distributed exceptionally high dividends in 2019. Dividend income in the fourth quarter and in the year of 2020 was as follows:

Company	01.10.2020- 31.12.2020	01.10.2019- 31.12.2019	Variance %	01.01.2020- 31.12.2020	01.01.2019- 31.12.2019	Variance %
EYDAP	-	-	-	20,235,000	14,377,500	41%
OTE	-	-	-	2,664,395	2,468,470	8%
EYATH	-	-	-	4,864,200	2,286,900	113%
GAIAOSE	2,500,000	4,377,287	-43%	4,500,000	4,377,287	3%
CFMO	-	-	-	1,700,000	688,408	147%
CMT	-	-	-	1,000,000	267,739	273%
HELLENIC SALTWORKS	100,089	-	-	100,089	39,954	151%
AEDIK	150,000	-	100%	150,000	-	100%
ETAD	-	-	-	-	21,188,468	-100%
ATHENS INTERNATIONAL AIRPORT	-	16,250,000	-100%	-	16,250,000	-100%
Total	2,750,089	20,627,287	-87%	35,213,684	61,944,726	-43%

Note 2- Third party fees:

- Q4 2020 and year 2020: Third party fees increased compared to the corresponding periods of 2019, mainly:
 - A) Due to two major consulting projects funded by HCAP, as a result of the assessment of the necessity for proper planning of the transformation of the subsidiary ELTA S.A. In particular, these projects regard to the strategic and business planning of the transformation of ELTA and the strategy and the roadmap for its digital transformation.
 - B) Due to the fact that HCAP funded a project to support Greek State in relation to the Carbon Regions Transition Master Plan ("Just Transition Development Plan", SDAM).
 - C) Due to human resources advisory services for the search and selection of executives for the composition of the Board of Directors of the new direct subsidiary of HCAP "5G Ventures" but also for the assessment and search of executives in other Boards of Directors.

The remaining third party fees for the fourth quarter of 2020 relate, as in the previous period, to legal and consulting services for projects such as reviewing and strengthening the framework of Corporate Governance for public enterprises, as well as projects undertaken by the Company on behalf of its subsidiaries.

Note 3- Financial results:

- Finance income: the decrease in the fourth quarter is due to the fact that after the payment of significant amount of dividend to the Greek State (approximately € 44.6 mln), the cash held by the company at the Bank of Greece decreased (compared to the previous quarters), but also to the reduction of interest rates.
- Finance cost: the most significant part of the finance cost derives from lease contracts that the Company, as a lessee, has recognized as right-of-use assets and lease liabilities and from which depreciation and finance costs derive (instead of rental costs).

B.1.2 Statement of Financial Position as at 31.12.2020

Statement of Financial Position (in Euro)	31.12.2020	31.12.2019
ASSETS		
Investment in "Direct Subsidiaries" (note 1)	3	3
Investment in "Other Subsidiaries" (note 1)	100,000,013	13
Tangible, intangible and right-of-use assets (note 2)	975,676	1,154,466
Other non-current assets	35,209	33,045
Total non-current assets	101,010,901	1,187,527
Receivables (note 3)	2,500,555	1,409
Cash and cash equivalents (note 4)	56,094,551	72,627,752
Other current assets (note 5)	998,313	897,988
Total current assets	59,593,419	73,527,149
TOTAL ASSETS	160,604,320	74,714,676
LIABILITIES		
Provision for staff leaving indemnities	104,128	67,885
Long-term lease liabilities (IFRS 16)* (note 2)	619,675	766,534
Total non-current liabilities and provisions	723,803	834,419
Trade and other payables (note 6)	1,889,525	1,460,414
Dividends payable (note 7)	-	2,537,395
Short-term portion of long-term lease liabilities (IFRS 16)* (note 2)	156,211	149,598
Total current liabilities	2,045,736	4,147,407
TOTAL LIABILITIES	2,769,539	4,981,826
EQUITY		
Authorised Share Capital	140,000,000	40,000,000
Less: Unpaid Share Capital	(30,000,000)	(30,000,000)
Paid-up Share Capital	110,000,000	10,000,000
Other reserves	17,619,947	2,553,913
Retained earnings (note 7)	30,214,834	57,178,937
Total equity	157,834,781	69,732,850
TOTAL EQUITY AND LIABILITIES	160,604,320	74,714,676

Notes:

- Investments in the "Direct" and "Other" Subsidiaries were transferred to HCAP with no consideration as per Law 4389/2016 and its subsequent amendments. The Company has selected to recognize in the financial statements the participations in Direct Subsidiaries and Other Subsidiaries at cost (which is nil) and to present them at the symbolic value of one (1) euro per participation.

The Company's participation in the newly established direct subsidiary 5G Ventures is not reflected in the caption "Investment in Direct Subsidiaries" as at 31.12.2020 the publicity process of its incorporation in GEMI had not yet been completed and its initial share capital had not been paid.

In addition, the additional amount of € 100 mln is a result of the share capital increase of the subsidiary ELTA SA of € 100 mln which was paid by HCAP on 23.12.2020.

- Following the first adoption of IFRS 16 on 01.01.2019, the Company recognized the rights-of-use assets and lease liabilities, which relate mainly to a professional lease agreement in the context of the Company's relocation to new offices.

- 3 Receivables mainly concern the dividends receivable from the subsidiary GAIAOSE amounting to € 2,500,000, which were not collected by 31.12.2020.
- 4 Company's cash and cash equivalents on 31.12.2020 amounted to € 56.1 mln and their decrease is due to the payment of dividends to the Greek State, within the fourth quarter of 2020, of approximately €44.6 mln.
- 5 This amount mainly relates to accrued interest income as at period end as well as prepaid expenses.
- 6 This mainly includes trade payables, accrued expenses, withheld personnel tax payables, deductions and social security contributions.
- 7 The General Assembly Meeting of the sole shareholder of the Company for the fiscal year 2019 held on September 28, 2020 decided the distribution of dividend to the Greek State of € 42,092,265, which was paid in November 2020. Moreover, the amount of € 2,537,395, which concerned the remaining part of the dividend distribution for the year 2018, was paid in November 2020 with the completion of the relevant procedures by the competent bodies.

B.1.3 Statement of Changes in Equity for the period 01.01.2020 – 31.12.2020

Statement of Changes in Equity (in Euro)	Share Capital	Other reserves	Retained earnings	Total
Balance on 01.01.2019	10,000,000	(2,854)	9,712,519	19,709,665
Net results of the nine-month period of 2019	-	-	37,724,041	37,724,041
Total comprehensive income for the period	-	-	37,724,041	37,724,041
Balance as at 30.09.2019	10,000,000	(2,854)	47,436,560	57,433,706
Net results of Q4 2019	-	-	19,454,896	19,454,896
Other comprehensive income of Q4 2019	-	(4,910)	-	(4,910)
Total comprehensive income for the period	-	(4,910)	19,454,896	19,449,986
Dividends distribution	-	-	(7,150,843)	(7,150,843)
Transfer to reserves	-	2,561,677	(2,561,677)	-
Balance as at 31.12.2019	10,000,000	2,553,913	57,178,937	69,732,850
Balance on 01.01.2020	10,000,000	2,553,913	57,178,937	69,732,850
Net results of the nine-month period of 2020	-	-	28,927,372	28,927,372
Total comprehensive income for the period	-	-	28,927,372	28,927,372
Balance as at 30.09.2020	10,000,000	2,553,913	86,106,309	98,660,222
Net results of Q4 2020	-	-	1,279,683	1,279,683
Other comprehensive income of Q4 2020	-	(12,859)	-	(12,859)
Total comprehensive income for the period	-	(12,859)	1,279,683	1,266,824
Share capital increase	100,000,000	-	-	100,000,000
Dividends distribution	-	-	(42,092,265)	(42,092,265)
Transfer to reserves	-	15,078,893	(15,078,893)	-
Balance as at 31.12.2020	110,000,000	17,619,947	30,214,834	157,834,781

Reserves relate to (a) "Regular Reserve" amounting to €3,344,184, (b) "Reserve from HCAP's retained earnings to be utilised for investments in accordance with paragraph 2 of article 200 of Law 4389/2016 and may be also retained to cover possible future losses" of €14,296,386, (c) "Actuarial Profit / (Loss) Reserve" of € (20,639) and (d) "Reserve from the transfer of participations" of €16.

B.1.4 Cash Flow Statement for the periods 01.10.2020- 31.12.2020 and 01.01.2020- 31.12.2020

Cash flow statement (in euro)	01.01.2020 - 31.12.2020	01.01.2019 - 31.12.2019	01.10.2020- 31.12.2020	01.10.2019- 31.12.2019
Profit before tax)	30,207,055	57,178,937	1,279,683	19,454,896
<u>Adjustments for:</u>				
Depreciation and amortisation	221,832	208,120	57,244	53,751
Provisions	23,384	212,406	5,638	15,652
Losses from destruction/ write-off assets	-	438	-	-
Finance income	(1,452,718)	(935,958)	(266,501)	(310,151)
Finance cost	49,083	56,091	11,537	13,254
<u>Changes in Working Capital:</u>				
(Increase)/ Decrease in Receivables	(2,499,147)	364,547	(499,910)	1,274,452
(Increase)/ Decrease in Other Current Assets	(102,466)	(18,500)	(258,093)	(166,217)
Increase/ (Decrease) in payables	429,111	300,653	295,548	263,436
Net cash flows from operating activities	26,876,134	57,366,734	625,146	20,599,073
Purchase of fixed assets	(43,041)	(158,586)	(8,794)	(6,671)
Collections from disposal of assets	-	17,928	-	545
Interest received	1,452,696	572,828	34	-
Payment for subsidiary's share capital increase	(100,000,000)	-	(100,000,000)	-
Net cash flows from investing activities	(98,590,345)	432,170	(100,008,760)	(6,126)
Collection for share capital increase	100,000,000	-	100,000,000	-
Dividends paid	(44,629,661)	(4,613,447)	(44,629,661)	(4,613,447)
Interest and related expenses paid	(49,083)	(56,091)	(11,537)	(13,254)
Payments of lease liabilities	(140,246)	(142,455)	(39,010)	(36,265)
Net cash flows from financing activities	55,181,010	(4,811,993)	55,319,792	(4,662,966)
Total net cash inflow/ (outflow) for the period	(16,533,201)	52,986,911	(44,063,822)	15,929,981
Cash and cash equivalents at the beginning of the period	72,627,752	19,640,841	100,158,373	56,697,771
Cash and cash equivalents at period end	56,094,551	72,627,752	56,094,551	72,627,752

As mentioned above, the cash flows from investing activities reflect the payment to the subsidiary ELTA SA for HCAP's participation in ELTA's share capital increase by 100%.

Furthermore, the net cash flows from financing activities show a significant variation as:

- a) € 100 mln were collected from the Greek State regarding HCAP's share capital increase and,
- b) within the fourth quarter, the payment of dividends to the Greek State amounting to € 44.6 mln took place (compared to € 4.6 mln that had been paid in the comparable period).