

# Value map of Strategic Plan 2025-27



## Value impact

	<b>+35%</b>	EBITDA increase in 2027 versus 2024 (EUR 114 vs 83mn)
	<b>+1.1bn</b>	AuM increase in 2027 excl. HFSF versus 2024 (EUR 7 vs 5.9bn)
	<b>+8.9</b>	p.p. increase in customer satisfaction index in 2027 versus 2023 (80% vs 71.1%)
	<b>-11%</b>	Reduction of carbon footprint (CO <sub>2</sub> )

## Business value creation

<b>5+1</b>	restructuring & reorganisation plans concluded for HPPCo, TfA, ELTA, CMFO & CMT, Hellenic Saltworks
<b>1</b>	merger (CMFO & CMT) and new business model
<b>2</b>	shareholding structure changes via the entrance of strategic investor (ELTA & Hellenic Saltworks)
	<b>5</b> digitization projects of core business (ELTA, HPPCo, TfA, Corinth Canal, CMFO & CMT) <b>1</b> ESG policy and criteria for real Long-term Real Estate Leases (HPPCo, GAIAOSE) <b>3+1</b> decarbonisation plans (TfA, ELTA, CMFO & CMT) <b>3</b> refreshed customer journeys & new services roll out (TfA, ELTA, HPPCo)

## Emphasis on Real Estate Development

	<b>3</b> urban development plans (TIF, Corinth Canal, HPPCo)
	<b>22+1 airports</b> conceded and/or developed (Kalamata) with local impact
	<b>1+1</b> implementation of logistics centers (Thriasio) and finalization of candidates selection (Gonos GAIAOSE)
	<b>36k</b> assets – Assessment and verification project