Value map of Strategic Plan 2025-27

Completion of integration of GF with HFSF and HRADF

Establishment of new fund & launch of investment activities

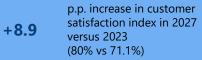
North star strategic placements, business & resilience plans for SOEs

rebrandings & repositionings (ELTA, TfA, and GAIAOSE)

Value impact

+35% EBITDA increase in 2027 versus 2024 (EUR 114 vs 83mn)







Business value creation



shareholding structure changes via the entrance of strategic investor (ELTA & Hellenic Saltworks)

Emphasis on Real Estate Development

|--|

N N	22+1 airports concessed and/or developed (Kalamata) with local impact







2

- 5 digitization projects of core business (ELTA, HPPCo, TfA, Corinth Canal, CMFO & CMT)
- **1** ESG policy and criteria for real Long-term Real Estate Leases (HPPCo, GAIAOSE)
- 3+1 decarbonisation plans (TfA, ELTA, CMFO & CMT)
- 3 refreshed customer journeys & new services roll out (TfA, ELTA, HPPCo)

