3rd HCAP INVESTMENT WORKSHOP

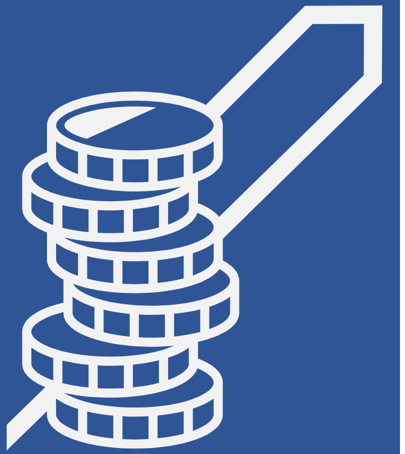
MAY 9th, 2019

“INVESTMENT PLANS – ALTERNATIVE SOURCES OF FUNDING AND FINANCING TOOLS”

HELLENIC CORPORATION OF ASSETS AND PARTICIPATIONS

Today's Agenda

- Welcome
- HCAP's portfolio – investment potential and clusters of interest
- Presentation of indicative investment plans from HCAP subsidiaries
- Sources of funding and alternative structures
  (multilaterals, NSRF 2013-2020, PPPs, long term concessions)
- Access to financing from commercial banks
- Wrap Up and Next Steps



Introduction to HCAP and investment potential

The Hellenic Corporation of Assets and Participations (HCAP)

- **HCAP is one of the most important reforms in Greece**
- **It gathers under a single institutional structure significant state-owned assets with the aim to safeguard and maximize their value**
- **It operates for the benefit of the public interest but in accordance with the rules of the private economy**
- **Towards becoming a modern example of successful corporate governance, and with the aim to create economic and social value in the long run, HCAP's goals include amongst others:**
  - ✓ Transformation, and restructuring where required, of State Owned Enterprises (SOEs);
  - ✓ Adoption of best Corporate Governance practices to enhance transparency, meritocracy, independence, accountability and responsible management (i.e. through the adoption of OECD best practices, implementation of reporting requirements equivalent to those of listed companies etc.);
  - ✓ Setting of strategic objectives as the basis of business and operational planning to be drafted and implemented by their Management;
  - ✓ Monitoring of performance through regular reporting and against budget targets and KPIs;
  - ✓ The implementation of an investment policy aiming at the increase of HCAP's assets in order to improve the general public benefit and the development of the Greek economy

HELLENIC CORPORATION OF ASSETS AND PARTICIPATIONS

"The Hellenic Corporation of Assets and Participations constitutes one of the largest reforms of recent years. The purpose of the Corporation is not only to achieve better and sounder management of public assets, but also to overcome the weaknesses and eliminate long standing problems which have negatively affected the perception of state owned enterprises."

HCAP Shareholder's Message

HCAP contribution to the national growth strategy

1. **Through revenue streams that are directed to the Greek State and the economy**

   Part of HCAP's revenue will be directed to the realization of investments in core sectors of the economy or within the HCAP portfolio, whereas another part will be directed for the reduction of the financial obligations of the Hellenic Republic

2. **Through the implementation of HRADF's Asset Development Plan, as well as, through the development and exploitation of ETAD's real estate portfolio**

   With professionalism, well prepared and transparent processes, mature and viable projects and optimum privatization strategies which enhance competition and maximize socioeconomic benefits over the long run

3. **Through the transformation of the SOEs, focusing on the enhancement of operational efficiencies and productivity**

   With the application of KPIs for improvement of financial performance, operating efficiency, supply chain optimization, innovation and overall improvement of customer experience

4. **Through strategic alliances with third parties, synergies within the HCAP portfolio companies, open dialogue and communication to investors' community and other key stakeholders**

   Economies of scale, knowledge transfer, access to capital /leveraging, alternative financing structures (i.e. PPPs), etc.

HCAP structure: Two Direct Subsidiaries and a number of participations in state-owned enterprises (SOEs) across different sectors

Hellenic Corporation of Assets and Participations S.A. (HCAP)

Direct Subsidiary

Hellenic Republic Asset Development Fund S.A. (HRADF)

Direct Subsidiary

Public Properties Company S.A. (ETAD)

Other Subsidiaries

Participations in State-Owned Enterprises (SOEs)
(as of 01.01.2018)

Hellenic Financial Stability Fund (HFSF)

For HFSF, HCAP has very limited powers, as the decisions for the accomplishment of its mission and purpose are made exclusively by the relevant bodies of HFSF

Subsidiaries (SOEs) of HCAP

Athens Urban Transportation Organization S.A. (100 %)

and its 100 % subsidiaries

Road Transport S.A.

Urban Rail Transport S.A.

Corinth Canal Co. S.A. (100 %)

Hellenic Post S.A. (90 %)

GAIAOSE S.A. (100%)

from 01.07.2018

Central Markets and Fisheries Organization S.A. (100 %)

Thessaloniki Central Market S.A. (100 %)

Thessaloniki International Fair – HELEXPO S.A. (100 %)

Hellenic Saltworks S.A. (55.19 %)

Olympic Athletic Centre of Athens "Spyros Louis"

OAKA will be transferred to the HCAP portfolio following its transformation into a corporation

Listed Companies

Public Power Corporation S.A. (34.123 %)

Athens Water Supply and Sewerage Company S.A. (50 %+1 share)

Thessaloniki Water Supply and Sewerage Company S.A. (50 %+1 share)

Minority Shareholding

ETVA - Industrial Areas S.A. (35 %)

Athens International Airport S.A. (25 %)

Folli – Follie A.E. (0,9 %)

HCAP portfolio incudes today participations in

- 2 direct subsidiaries (ETAD & HRADF)
- 8 non listed SOEs with a majority stake
- 3 listed SOEs
- 3 affiliates with a minority stake

Total 16 subsidiaries
(or 18 if STASY & OSY are included)

HCAP portfolio of SOEs in numbers

The SOEs in HCAP portfolio are operating in core sectors of the national economy (power, water supply and sewerage, infrastructures, transportation, services and other), which may affect positively critical parameters of the economy such as growth, employment and competitiveness.

> 35,000
employees

Users /Consumers

>7,000,000
electricity connections

Annual transportation

>134 mln vehicle kilometers

>613 mln boardings

>5,000,000
clients of water supply

>4,000,000
clients in sewerage

>9,000 vessel crossings
through the Corinth Canal annually

Revenue*
> € 6.4 bln

EBITDA*
> € 1.1 bln

>190 years in the
provision of postal services

> € 1.5 bln
wholesale of fruits, vegetables, meat and fish annually

** The data did not result from a consolidation process. They refer to the year 2017 (excluding AEDIK and GAIOSE regarding the year 2016) and include the companies HCAP, ETAD, HRADF, PPC (Group), EYDAP (Group), EYATH Group, OASA (Group- without subsidies), OKAA (Group), KATH, AEDIK, ELTA (Group), TIF-HELEXPO (Group), Hellenic Slatworks, ETVA Industrial Area, Athens International Airport, GAIAOSE (Group).*

Strategic and Business Planning: Mobilised and progressing

01 **Strategic Directions**

The Minister of Finance has set out the Strategic Guidelines for HCAP

02 **Strategic Plan**

HCAP has set and presented strategic targets and priorities to its subsidiaries

03 **SOEs Business Plans**

The SOEs management teams proceeded with the submission of their medium-term business plans and annual budgets

04 **HCAP Business Plan**

SOEs submitted their Business Plans for the forthcoming years, taking into account HCAP Strategic Plan.

Concerning the non-listed SOEs, HCAP reviewed and evaluated the SOEs Business Plans; subsequently, HCAP identified and linked actions with strategic objectives and, further, classified them into short and medium term expected actions over period 2019-2021.

As such, key performance indicators (KPIs) have been defined for the first time that will allow for target setting and performance monitoring and assessment. It will also help to take timely corrective actions in the event of target deviations.

Key success factors

05 **Communication & Coordination**

Effective communication on required actions to implement the strategy with tangible benefits

06 **Change Management**

Managing change ensures commitment and operational readiness

07 **Performance Monitoring**

Monitoring of the results through the KPIs

Progress in Performance Monitoring through reporting

Periodic Reports

- HCAP initiated standardized regular reporting of its non-listed subsidiaries, following reporting process instructions

2019 Budget

- The 2019 budget was formally requested by the non-listed subsidiaries
- Deliverables reviewed and currently discussed with subs especially with regards to assumptions used and significant deviations from historical figures, so that budgets of year 2019 are finalized the soonest possible

- Periodic information is received through various progress and other reports. They include comparison of actual performance versus targets as well as proposed SOEs actions to address deviations or tackle critical issues on time
- Establishment of regular meetings with representatives of the SOEs and members of their management bodies is also provisioned
- HCAP may request in the future a benchmark assessment of the SOE performance in relation to the performance of other companies in its portfolio or other (non-portfolio) companies with similar characteristics and sizes

The importance of Corporate Governance

The level of corporate governance and information disclosure that govern HCAP and its subsidiaries should be at least equivalent to that of listed companies.

The Board of Directors of State Owned Enterprises should undertake clear duties and performance targets for which they are responsible

TARGETS FOR THE HARMONIZATION OF STATE OWNED ENTERPRISES WITH THE HCAP GOVERNANCE MODEL

- Establishment of a robust framework of rules of corporate governance, compliance and procedures, aiming at continuously improving transparency and efficiency.
- Enhancement of the operation and organization of subsidiaries with appropriate tools and modern methods to achieve effective management in accordance with best corporate governance practices.

1 Harmonization of the articles of association with c.l. 2190

2 Induction and diffusion of best practices of corporate governance and compliance through training and supporting information programs

3 Well functioning boards (establishment of Committees and respective committees statutes, meetings planning of board meetings, BoD agenda, adequate supporting material, Minutes, etc.)

Areas of monitoring through KPIs

Financial Performance	Operational Efficiencies	Corporate Governance	Public Value
Enhance dividend streams, better manage and optimize resources, operational profitability, healthy balance sheet, better resources' utilization and long term value creation	Organization customized to the needs, improvement of services, better customer experience, synergies between HCAP subsidiaries, focus on innovation, systems security and digital convergence, talent management	Promote and enhance transparency, accountability, information flow, meritocracy, responsible management and diversity. Well-functioning boards and Audit Committee independence and charters	Enable social reward, promote consultation with key stakeholders, improve environmental footprint and foster sustainable growth

KPIs acting as enablers for target setting and monitoring

Financial Performance	Operational Efficiencies	Corporate Governance	Public Value
Revenue EBITDA	Customer satisfaction	Adoption of CG best practices (including policies & procedures)	Environmental footprint improvement
Capital Structure	Investments based on cost-benefit	Adoption of Compliance policies and procedures	Investments with multiplier effect on local economy & society
Collections /Working capital optimization	Technology modernization – Digital convergence	Appointment of a compliance officer	CSR / Support to vulnerable social groups
Compensation for PSOs	Better maintenance – fewer breakdowns & damages	Introduce policies and procedures such as CoC, ABC, G+H, DD	Sustainable mobility

Synergies identified among HCAP subsidiaries in previous Workshop

Opportunities to establish cooperation and trust among subsidiaries and leverage key competencies

Focusing on synergies between subsidiaries in line with the current institutional and regulatory framework.

Indicative examples:

- Real estate management and better exploitation
- Creation of a single digital GIS environment
- Leveraging network and stores to enhance customer experience and corporate performance
- Energy efficiency and upgrading (e.g. buildings, infrastructure), including Renewable Energy Sources (RES) development opportunities
- Corporate social responsibility joint initiatives
- Collaboration extended to academic, research and other distinguished institutions
- Training and e-learning platforms

Sectors – Investment potential

Power utilities

- RES mix enrichment
- Distribution network upgrades
- Operational optimization and efficiency program in generation and distribution
- Plant restoration /decommissioning
- SMART islands /electric cars

Water utilities

- Infrastructure upgrades
- Network expansion
- Operational improvements
- Reduce water losses
- Smart metering

Urban Transportation

- Big Data analytics
- Group ERP
- Telematics
- Network upgrades
- Fleet renewal
- Energy efficiency
- Fuel management

Postal services

- Smart Mailboxes Network
- Smart Parcel Stations
- Distribution Management and Track & Trace (Smart Logistics)
- Fleet Management and monitoring
- Smart Post Office in Cloud

Real Estate

- Restoration and exploitation of existing hotel units (Xenia)
- Exploitation of real estate assets suitable for touristic development
- Infrastructure upgrades
- Energy Efficiency
- Group GIS

Exhibition centers

- TIF – HELEXPO total redevelopment (Master Plan)
- New technologies (special IT applications, digital media, online reservations)
- Enhance Helexpo Marousi facilities' attractiveness & improvement of infrastructure

Wholesale food markets

- OKAA: Integrated Information System (MIS), security systems, digital interconnection & cooling storage facilities
- OKAA total reconstruction
- KATH Infrastructure investments to increase available space and modernize its premises

Agro - Logistics

- Agrologistic center in Thessaloniki
- Reconstruction of the Central Market in Patras with an emphasis on export-import services

Agriculture

Hellenic Saltworks:

- Expansion of the saltwork land and development of a packaging unit in Mesolonghi
- Saltworks' development in Lemnos and Kitros

Rail

- Logistic centers in Thriassio and Gkonos Thessaloniki
- Rolling stock renovation and reconstruction
- Rebuild transformation wagons to container platforms

Past investments – Limited bank finance & structured finance projects

No corporate lending

Capital markets

Bank debt

PPPs

National Strategic Reference Framework (NSRF)

Lending vis-à-vis the HCAP portfolio…..

Greek Banks

- Public Power Corporation
- 14 Regional Airports
- Athens International Airport

- Public Power Corporation
- Athens International Airport
- Egnatia Odos (for public works)
- 14 regional airports

- 14 Regional Airports

Snapshot of big investment plans for the 3 listed SOEs of HCAP portfolio

Public Power Corporation S.A.

Public Power Corporation S.A. has realized almost € 2,8 billion investments during the past years (2015-2018) which indicatively include :

- Mine works and relocation projects
- Distribution network upgrades and expansion
- Renewable energy sources
- Construction of new unit of Ptolemais V
- Upgrades of conventional generation power untis in the islands

Going forward the company has announced new investments (amounting to c. € 790 mln for 2019) focusing also on smarter and cleaner energy. Such investments may indicatively include:

- Smart islands /smart cities
- Distribution network upgrades
- Energy efficiency
- RES
- Electric cars

ΕΥΔΑΠ Athens Water Supply and Sewerage Company S.A.

Athens Water Supply and Sewerage Company S.A. has announced an investment plan of c. € 600 mln - € 950 mln (scenarios with and without discounts achieved) for the 2017-2021 period.

The investment plan pillars are:

- Network – Infrastructure (network expansion, reducing technical losses, etc.)
- Organization, Systems and Procedures
- Customer satisfaction and quality of services offered

Moreover, areas of priority, as per company announcements are the following:

- Ensure high quality water to all consumers
- Reduce network losses
- Upgrade the services provided and customer satisfaction
- Expansion of customer base and Increase of geographical coverage

ΕΥΑΘ Thessaloniki Water Supply & Sewerage Co. S.A.

Thessaloniki Water Supply & Sewerage Co. S.A. has announced an investment plan of c. € 170 mln, for the 2018-2024 period.

The investment plan pillars are:

- Maintenance and upgrade of water and sewerage networks
- Organization, Systems and automations
- Improve customer satisfaction

Key strategic priorities communicated by the company include:

- Ensure uninterrupted and safe operation of water supply systems
- Upgrade of infrastructure to improve the capacity of existing systems
- Improving customer service
- Expansion of geographical area of jurisdiction for water and sewerage services – increase in the number of served households and businesses

Indicative NSRF projects

NSRF approved projects

EYATH
- Construction of the extension to the water treatment plant – Phase A2 (€ 22 mln)
- Completion works for the connection of lower lands in Thessaloniki (€ 6 mln /51% NSRF)
- Telecontrol and automation of the water system in the EYATH area of jurisdiction (€ 3.3 mln /100% NSRF)

- Modernization of the Parnassos ski resort lifts (€ 1.6 mln)
- Modernization of existing facilities and infrastructure networks of Lake Kaiafa area (€ 4.9 mln)
- Ecotourism Park at Fanari Rodopi. Modernization of basic infrastructure networks and development of new tourist infrastructure (€ 2.4 mln)
- Restoration and highlight of the caves and the buildings of Diros, Laconia - Phase B (€ 8.5 mln)
- Restoration and highlight of the Achilleio complex in Corfu – Phase B

OASA
- Supply of 92 new buses of anti-pollution technology (€30 mln) – *funding secured*

EYDAP
- Construction of sewerage pipes in the areas of Anoiksi, Rodopoli, Stamata in Dionysos Municipality (€ 1.9 mln)
- Water supply of Kineta settlement at Megara (external water pipe, main tank) (€ 7 mln)
- Sewerage network construction for the Palini Municipality (€ 58 mln)
- Sewerage network construction at Glyka Nera in Peania Municipality (€ 20 mln)

Potential Future NSRF Projects

ELTA
- “Smart Mailboxes” network
- Track & trace (Smart logistics)
- Smart Post Office in Cloud
- E-post platform
- Fleet management & tracing
- ERP & MIS
- Sorting automation system

OASA
- ERP for Group OASA
- Integrated system for fleet technical capacity

OSY
- Integrated fuel management system – approval expected

Submitted applications for NSRF

OASA: Wi-Fi installation in vehicles of the OASA Group – approval expected

GAIAOSE: Katakolo - Pyrgos - Olympia Railway Line and Stations upgrade and use of ICT for regional tourism product promotion. The project includes two subprojects, namely the restoration of Pyrgos station and the creation of a “smart train” in which passengers shall be able to also see cultural sights

Potential investment clusters

Large infrastructure & Major Networks

Hellinikon

Real Estate development (former Athens Int Airport Site), the largest real estate development project in Europe (Tender process at final Stage)

10 regional ports

HRADF portfolio includes 10 ports, namely Volos, Rafina, Igoumenitsa, Patra, Alexandroupolis, Heraklion, Elefsina, Lavrion, Corfu and Kavala. HRADF will proceed – **through tender process** – to granting concessions of specific activities /services in each or the 10 regional ports.

TIF – Helexpo Masterplan

Rehabilitation and construction of new facilities at the Thessaloniki Exhibition Centre (Project under consideration)

Touristic Ports /Marinas (Thessaloniki / Aretsou, Itea, Argostoli, Zakynthos, Rhodes, Mykonos)

Tender in preparation for the assignment of **long-term concession**. Priority given for the Itea and Argostoli marinas.

Thriassio

Design, construction, operation and maintenance of a Logistics Center (in a land plot of 600,000 sq. in Thiasio Rail Centre) on a **long-term concession** basis (tender process at final stage)

Egnatia Odos

Operation and maintenance of Egnatia Odos motorway and the three vertical axes on a **concession** basis

South Kavala NG Storage

Underground Natural Gas Storage System South Kavala, **granting of rights** (tender authority HRADF)

Athens International Airport

Extension of terminal building aiming at increase of capacity (up to 30 mln pax per year)

Thessaloniki Logistics Center

Design, construction, operation and maintenance of the Thessaloniki Logistics Center on a long-term concession basis (tender process in progress)

Kaiafas Thermal Springs

ETAD is considering alternative types of development

Tae-Kwon-Do Hall

ETAD is considering to proceed – through a tender process – to a long-term concession agreement

Large Infrastructure & Major Networks

INDICATIVE PROJECTS

Upgrade of Greek national electricity network, with >7,000km of new electricity distribution lines to be installed

Long Term Loan: € 255 mln

Funding: EIB

Network Expansion
as of 01.09.2018 the network of Magoula in the municipality of Elefsina (42 km), corresponding to approximately 2,300 water supplies, has been included in EYDAP's serving area

Expansion of the Water Treatment Plant

planned expansion shall enable the increase by c. 50% of the company's capacity to offer water services in its area of jurisdiction (c. € 31.5 mln)

PROJECTS UNDER CONSIDERATION

Telematics network expansion

Budget: € 2.5 mln

Funding not secured:
Scenario 1: NSRF
Scenario 2: potential expansion of existing PPP

Energy infrastructure upgrade for electric vehicles network

Budget: € 7 mln (€ 3 mln for air network transformers & €4 mln for underground cables)

Funding: under consideration

Renovation of the existing Rolling Stock (Metro Line 1)

Budget: € 50 mln

Funding: Public Investment Program € 28 mln
Other funding sources: Bridge financing

Renovation and modernization of the Piraeus depot

Budget: € 120 mln

Funding: potential PPP scheme

Real Estate & urban development

Real Estate

Potential properties or projects in pipeline

Touristic Properties
- Xenia Hotels
- Greenfield sea side properties
- Leisure seaside uses (Akti Vouliagmeni etc)
- Touristic pavillions

Cultural & Special Properties
- Achilleion in Corfu
- Museum of Corinth Canal
- Diros Cave
- Thermal Springs (Kaiafa, Methana etc)
- Campings (Fanari etc)
- Ski resorts (Parnassos, Kaimaktsalan)

Exploitation type: Sale, Long term concession, Short term lease

Urban Properties
- Apartments
- Retail Stores
- Urban Land Plots

Rural Properties
- Rural Land Plots

Olympic Properties
- Olympic Complex of Faliro
- Galatsi Complex
- Schinias Olympic Rowing & Canoeing Centre

Urban Development

Thessalonica International Fair Redevelopment Project

- Railway Stations
- Former depot plots
- Former military camps

Energy efficiency

Energy efficiency

- ✓ Energy savings in buildings (switch-off and thermal building insulation, smart lighting systems, building energy management systems and monitoring of energy consumption, etc)
- ✓ Energy savings in transportation (switch to alternative fuel sources and clean means of transport such as NG, electric cars etc)
- ✓ Raise awareness training for responsible consumption habits, activate consumer consciousness

Effective energy transition

DESIGN Identify and engage influential energy-sector champions, establish an operational structure

IMPLEMENT Define specific milestones and action plans, accelerate policy formulation & business decision-making

ADAPT Monitor and evaluate improvements, adjust roadmaps and action plans

The companies included in the HCAP portfolio own a large number of buildings across the country and they also operate fleets of cars, buses, trains etc.

Potential Investment Examples

<u>Buildings energy efficiency</u>

Identify and assess the existing energy status of buildings, which are included in HCAPs portfolio and prioritize measures to be implemented for their energy efficiency improvement.

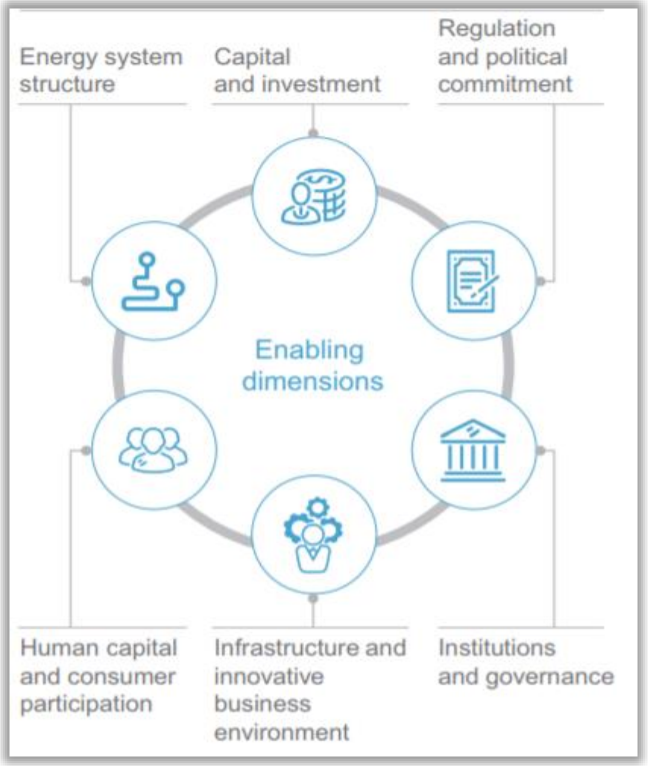
Impact: Improvement of Environmental footprint

<u>First electric buses in Athens</u>

Within the scope of the procurement of 92 new "environmentally friendly" buses, twelve (12) electric buses have been included to be launched for the first time in the streets of Athens.

Potential impact: 10-30% less gaseous pollutants

Energy system performance & transition readiness dimensions

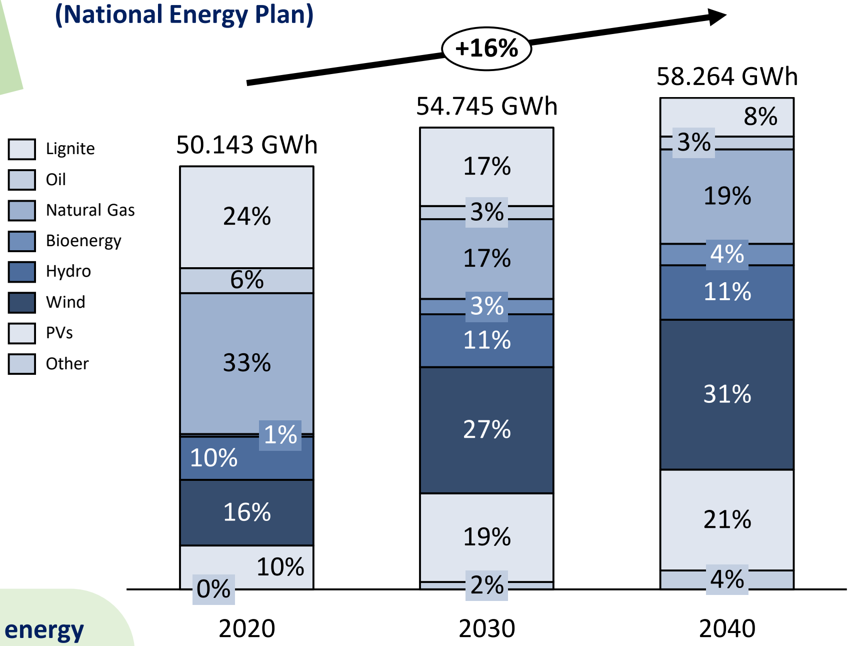


Source: World Economic Forum - Fostering Effective Energy Transition (2019 edition)

Renewables

Market insights

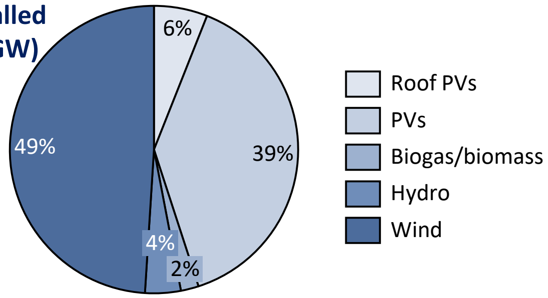
Electricity Generation & RES penetration forecast by 2040 (National Energy Plan)



The 3 Ds of an energy sector in transition`

- **Decarbonization**
- **Digitization**
- **Decentralization**

2019 RES installed capacity (5.4 GW) in Greece



Investments

- PPC (through PPC Renewables S.A.) and VOLTERRA agreed in the joint development and operation of wind parks (total capacity 69.7MW)
- PPC has signed an MoU with AKUO ENERGY SAS, in order to explore the potential collaboration in the development of RES projects in Greece and in other regions for which the parties will agree

PPC Renewables portfolio

Installed Capacity	
Wind	**82 MW**
Hydro	**67 MW**
Solar	**1.3 MW**
Total	**150.3 MW**

€ 85 mln loan with the EIB for further investments in RES was agreed on 12/2017

Under Construction

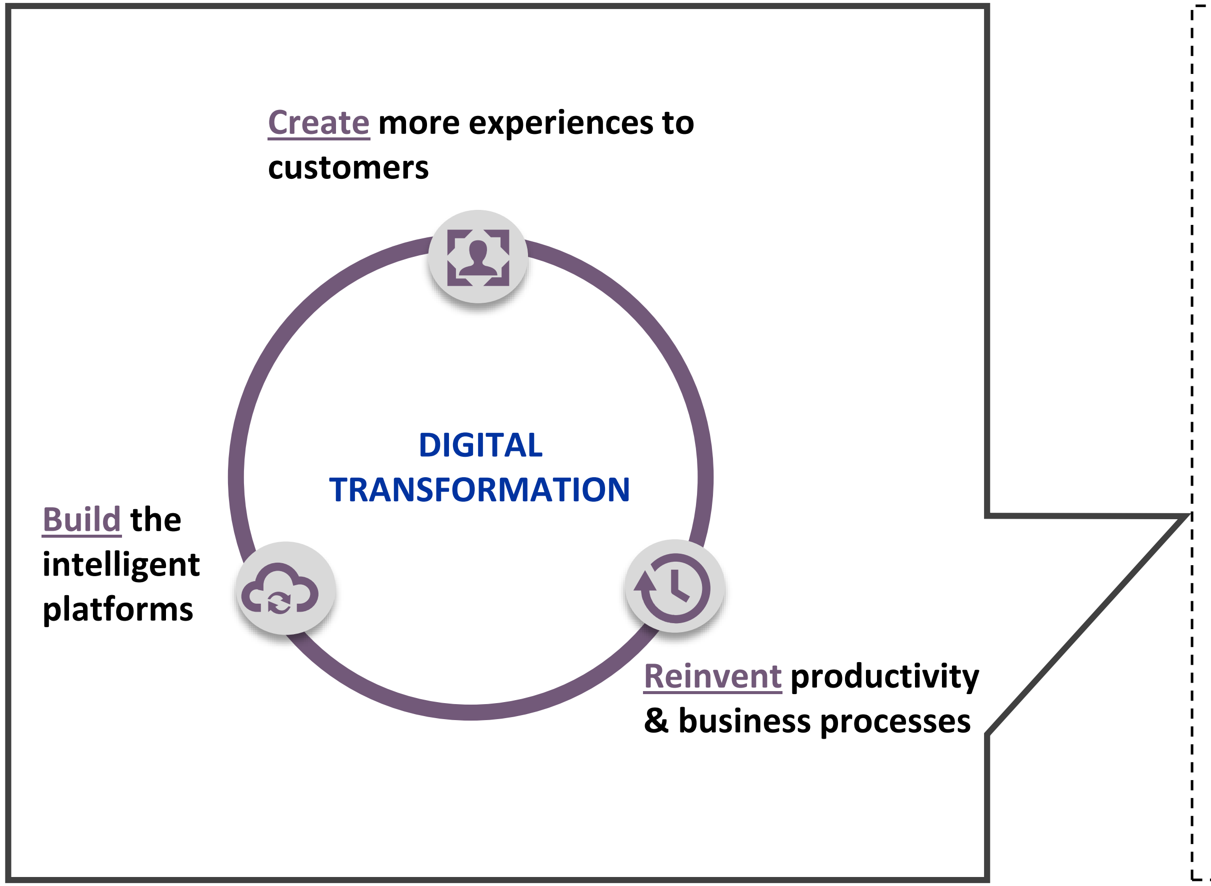
c. 24 MW including
- Wind
- Biomass
- Geothermic
- Hybrid systems

- GAIAOSE has self financed the construction of two PV parks in Thriasio Field, with a capacity of 1.2 MW. One of them is a 1MW roof PV, the biggest in Attica. The company has also established entities for further investing in renewable energy.

Hydro
Kirfi (760 kW), Elikona (650 kW)
Kartala Kihairona (1200 kW)
Mandra (630 kW)
Evinos Dam (820 kW), Klidi (590 kW)

Solar
Acharnai (1,971 MW)

ICT, digital, smart, R&D



Technology & Innovation enable Business Transformation

	FOCUSING AREAS	ENABLING TECHNOLOGIES	INVESTMENT OBJECTIVES
Engage Customers	Customer service Tech-enabled stores Digital Marketing Omni-channel Market Insights	▪ Customer Relationship Management ▪ Business Intelligence & Data Management ▪ Web Site Automation & Mobile Computing ▪ Social Computing, Media Services, Mob. Applications ▪ Prescriptive Analytics	▪ Increase customer acquisition, retention, satisfaction and loyalty ▪ Develop new revenue opportunities throughout modern customer journey ▪ Increase customer and marketing insights ▪ Improve customer connection & personalized experiences ▪ Monitor impact and effectiveness of marketing
Empower Employees	People development Tech-enabled employee Leverage best resources Agile practices Productivity and collaboration	▪ New HR Systems ▪ Usage of end to end solutions and predictive analytics ▪ Talent systems and Workforce analytics ▪ Productivity and Collaboration tools ▪ Ticketing and Project Management tools	▪ Track and optimize business effectiveness ▪ Increase quality of interactions and products /services ▪ Increase pace of innovation ▪ Faster response, exchange of ideas and increase job satisfaction ▪ Agile workforce with better mobility
Optimize Operations	Operational excellence Risks & Controls Security, Safety and Compliance Sustainability and Growth Utilization of Assets	▪ Data driven supply chain and logistics, Internet of Things, Telematics ▪ Intelligent process and quality control, advanced analytics ▪ Digitized front line and back office operations, ERP, CRM, smart metering ▪ Digital equipment management, GIS, Cloud services ▪ Machine learning, Predictive & Prescriptive analytics	▪ Reduction of supply chain, inventory and maintenance cost ▪ Processes efficiency ▪ High operational standards keeping business flexibility with stricter regulations ▪ Growth in emerging markets, new revenues streams Usage maximization of assets, exploitation of public property ▪ Reduce risk of error, delays, delivery failure, product outage
Transform Products	High quality products and services Product awareness Value proposition Speed to market and innovation Green Product	▪ Production automations, intelligent process, digital services ▪ Product launch using marketing platforms, CRM, mobile apps ▪ Big data and advanced research and Ideation systems ▪ Design highly differentiated smart products ▪ Systems for energy optimization with advanced analytics	▪ Optimize product development processes, increase quality ▪ Improved brand perception, build trusted customer relation ▪ Rapidly experiment with new products and business models and measure the impact before committing ▪ Improve experience to increase customer satisfaction / value ▪ Lower environmental impact, alignment with regulatory environment

ΕΛΛΗΝΙΚΗ ΕΤΑΙΡΕΙΑ ΣΥΜΜΕΤΟΧΩΝ ΚΑΙ ΠΕΡΙΟΥΣΙΑΣ