

Opening Statement at the Annual General Meeting by Evangelos Mytilineos, CEO & Chairman

Thank you very much for being here with us again this year at our Annual General Assembly, which is always an important rendez-vous for us.

This is a very different General Assembly, as, you know, we have 'pressed the button' and initiated the process to become primarily listed on the London Stock Exchange, with Athens remaining our secondary listing.

For me, this is a truly moving moment, as it is exactly 30 years since our listing on the Athens Stock Exchange in 1995. That's when this unique relationship, which I highly value, began with our shareholders, who have been a cornerstone of this company's growth and journey.

It's a relationship of mutual trust, as you have supported us through every difficulty and every adventure over these 30 years, which have been far from calm. We've experienced crises, international and Greek, ups and downs. Nevertheless, our shareholders have been an unwavering support, believing in our endeavor to build an outward-looking, dynamic company that takes calculated risks and, most importantly, returns value to its shareholders. I thank you deeply for that, from the bottom of my heart.

Rest assured, this relationship, even as we open this new chapter, will not fundamentally change, although many things will now be slightly different. When the time is right, we will discuss these details, as you know there is a regulatory framework governing what we can and cannot say.

However, I am confident that you, our shareholders, will do what is necessary within this transition, so that together we can open the chapter that awaits us – one that we intend to write in even bolder letters.

Some of these points were also discussed at our Capital Markets Day in London, at the LSE, which gave you an insight into our future plans, as we also presented our business plan for the coming years.

There, we announced our ambition to achieve an organic EBITDA of €1,900 – €2,080 million over the medium-term. For the avoidance of doubt, I want to confirm that there is no specific deadline or financial period by when we expect to achieve this figure as we cannot be that precise.

It is also important to note that this ambition relates solely to the organic growth of the business and does not take into account the impact of any potential M&A which, as I have said previously, could have a significant impact on these figures.

We operate in a volatile world, and whilst a number of variables may weigh on timing, we remain confident we will reach our ambitions over the medium term.

But you know very well what we say, we will do. And I am confident that we will have you by our side in the days to come.