

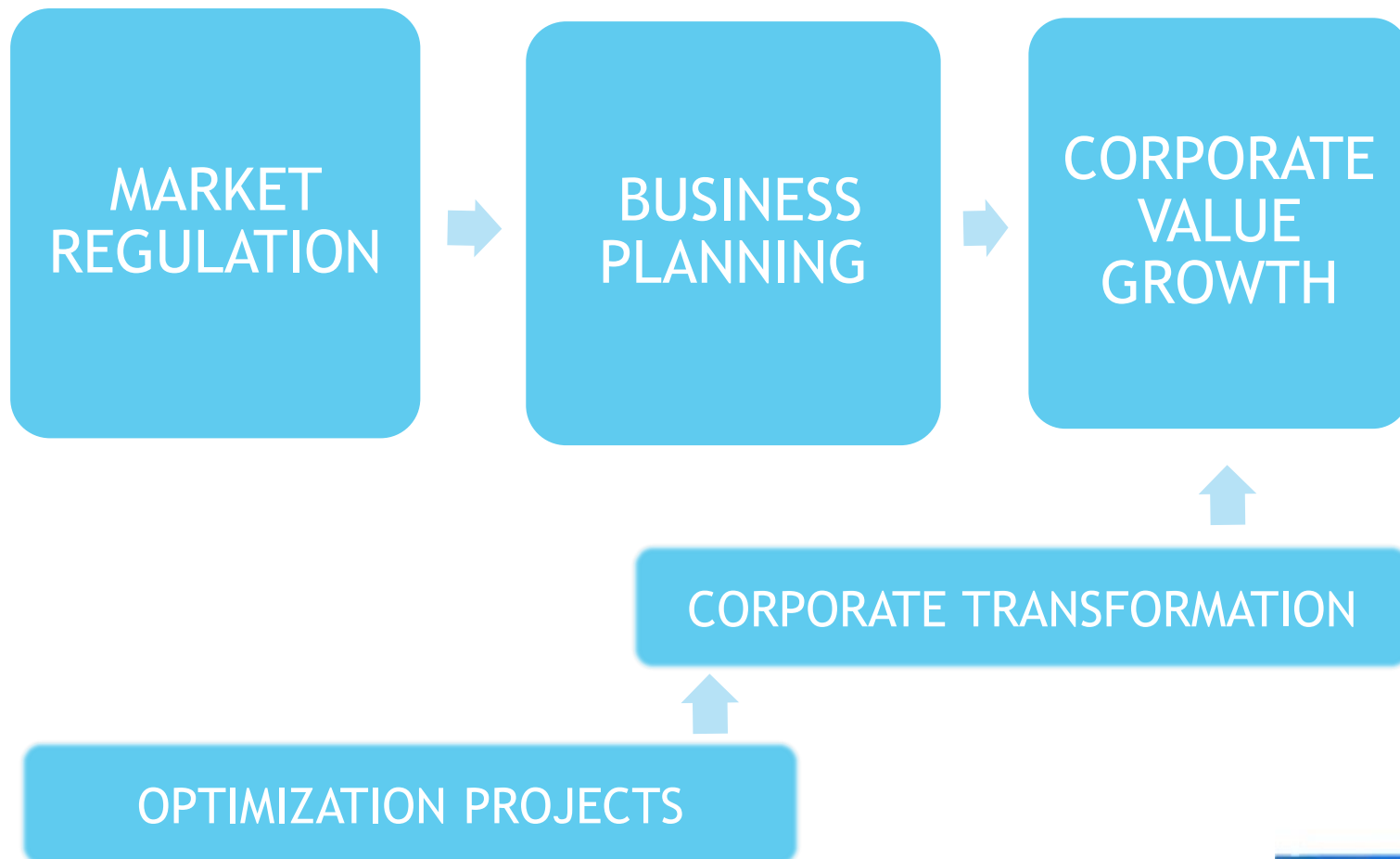
Annual Investors' Briefing



2019 FINANCIAL RESULTS (COMPANY)

In thousands €	2018	2019	Y-O-Y
EBITDA	100,755	107,661	+6.9%
EBIT	63,175	70,582	+11.7%
EBT	80,314	84,047	+4.6%
Earnings after taxes	47,950	58,108	+21.2%

STRATEGIC ACTIONS UNITS



I. MARKET REGULATION

RAW WATER
PRICE

- Agreement with the Ministry of Transport and Infrastructure, on the basis of international **best practices**.

EYDAP S.A.
TARRIFFS
ADJUSTMENT

- Adoption of the Regulated Asset Base, within the frame of the Joint Ministerial Decision.

CONTRACT
RENEWAL

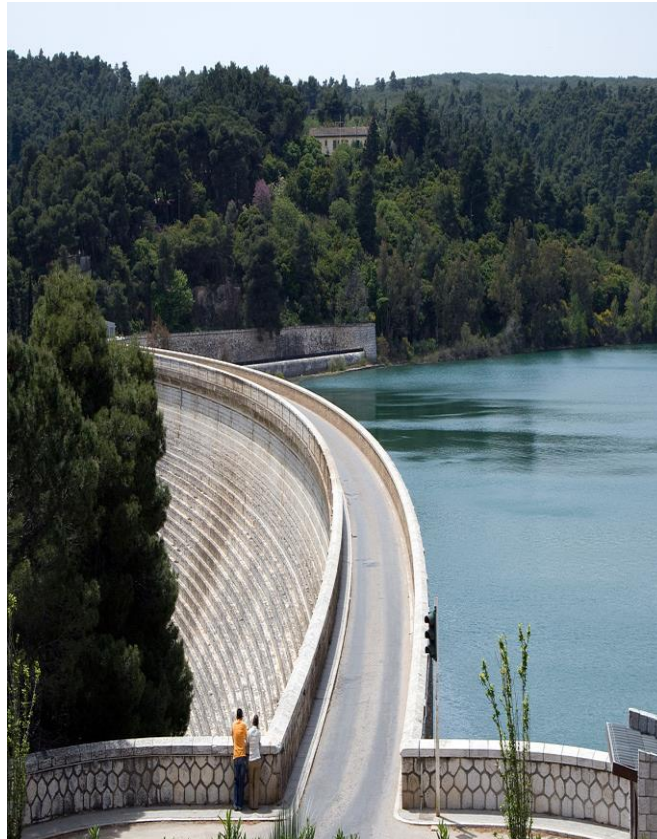
- Additional contract SLA for the operation and maintenance of the external aqueduct system

I. MARKET REGULATION

RAW WATER PRICE

Steps

1. Issue approach on the basis of a fair solution for both parties, following international practices
2. Recruitment of the internationally renowned company EY for the support of EYDAP during the negotiation
3. Effort to agree on the critical points of the methodology to be selected
4. Determination of a possible debt to the State for the period 2013-2019



I. MARKET REGULATION

EYDAP S.A. TARRIFFS ADJUSTMENT

1. Adoption of the Regulated Asset Base (RAB) Model within the Joint Ministerial Decision for water pricing costing

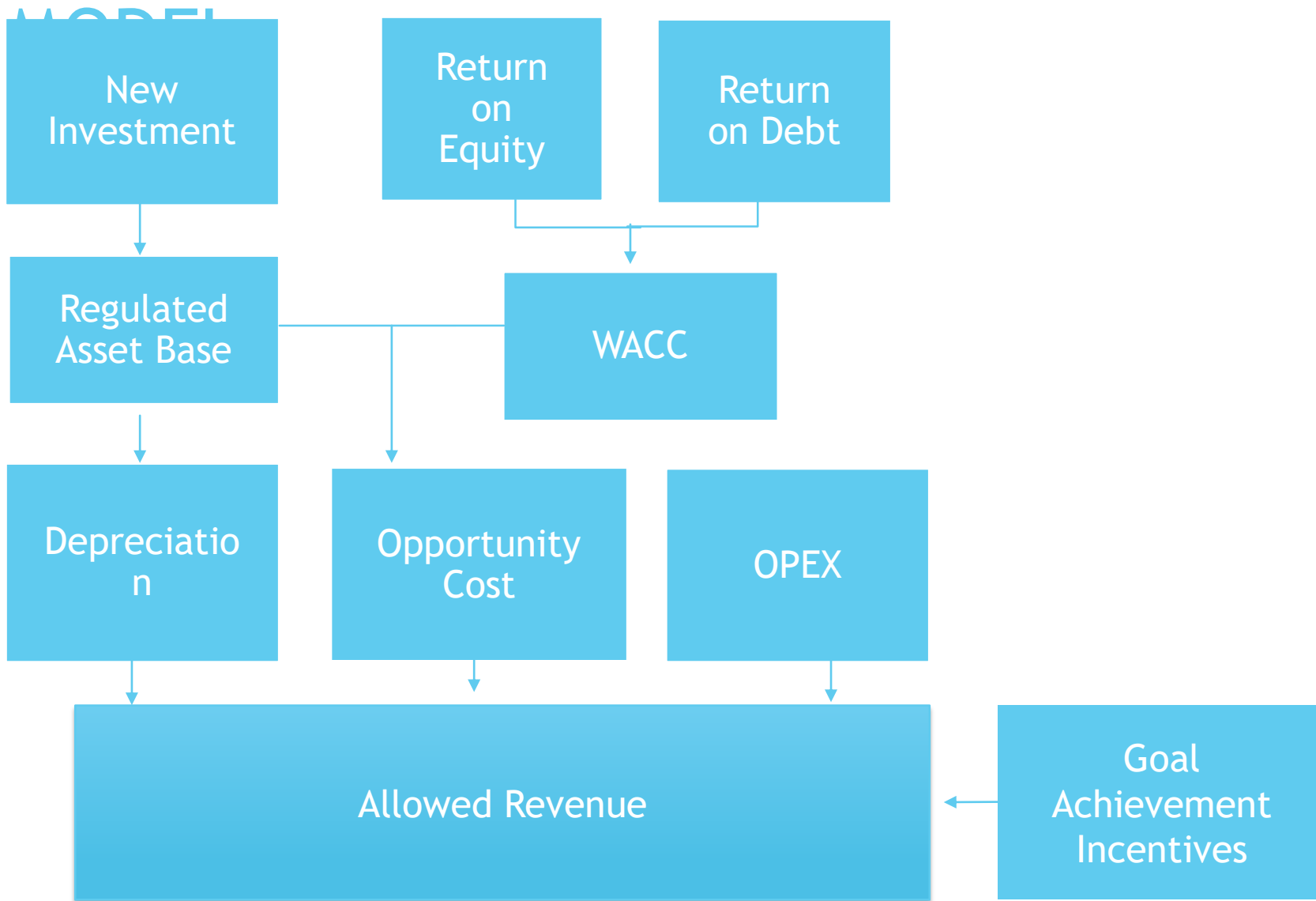
▶ Objectives:

- ❑ Fair prices for consumers that reflect the financial and new investments cost
- ❑ Achievement of a reasonable return for investors

2. For the implementation of the RAB Model, the company supports the use of the best practices that have been followed in Greece in the energy market.

3. EYDAP proposes the establishment of a Water Regulatory Authority in accordance with ERA standards.

REGULATED ASSET BASE (RAB)



I. MARKET REGULATION

CONTRACT RENEWAL

▶ Existing contract renewal

The renewal of the existing contract for the next 20 years presupposes:

- ▶ the agreement between EYDAP S.A. and the Hellenic State for the price of raw water
- ▶ resolving the outstanding terms of the original contract

▶ Distinct Contract SLA

The operation and maintenance of the external aqueduct system will be regulated by a distinct contract between EYDAP S.A. and EYDAP Fixed Assets (which owns the external aqueduct system).

This contract will provide, among other:

- ▶ The reasonable fee of EYDAP S.A.
- ▶ The work that needs to be done and the cost that will be recognized
- ▶ Its duration, depending on the decisions of the competent Ministry

II. BUSINESS PLANNING

CAPEX 2020-2024

With the completion of the actions related to the regulatory environment, for the operation of EYDAP SA, the following are ensured:

- The return on investment in the Company's networks
- The financing of these investments from the market, without resorting to cash available

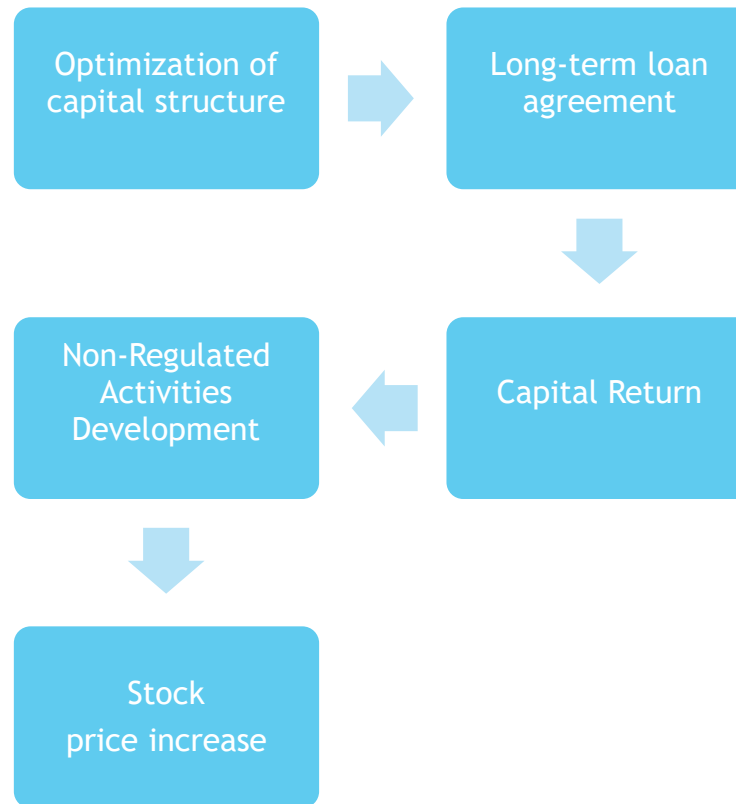
Estimated CAPEX 705 mn euros		
Investment Categories	%	Number of Projects
East Attica Sewerage and WWTP Projects	43%	5
Water Supply Projects	29%	64
Sewerage Projects	20%	18
Other Projects (building properties, environmental, R&D, IT)	7%	11
	100%	98

III. CORPORATE VALUE GROWTH

The completion of the actions related to the Regulatory frame



Provides the possibility to apply a substantially different - to the past - financial planning.



MANAGEMENT OPTIMIZATION PROJECTS

Finance

- Faster issuing of financial results
- Reshape of budgeting procedures

Supply Chain

- Optimization of structures and procedures
- New flexible Procurement Regulation

Human Resources

- Current Situation Study on the human resources management applied and review of remuneration policy.
- Mid/Long term optimization projects design.

IT

- Review of current IS and Applications architecture
- Business processes optimization opportunities spotting, in relation to our people, processes, technology and data collection and processing.

Customer Service

- Customer database update
- Clearly defined procedures and methodology for perpetual update of customer data files.

OPERATIONS OPTIMIZATION PROJECTS

Water
Supply

Sewerage

CORPORATE TRANSFORMATION

The optimization projects' goal is: the transformation of the Company into a modern and efficient Organization, which

- ▶ will ensure the effective use of **water resources**,
- ▶ will give priority to the **customer** but also
- ▶ will ensure a fair and **dynamic working environment**.



Financial Results 2019

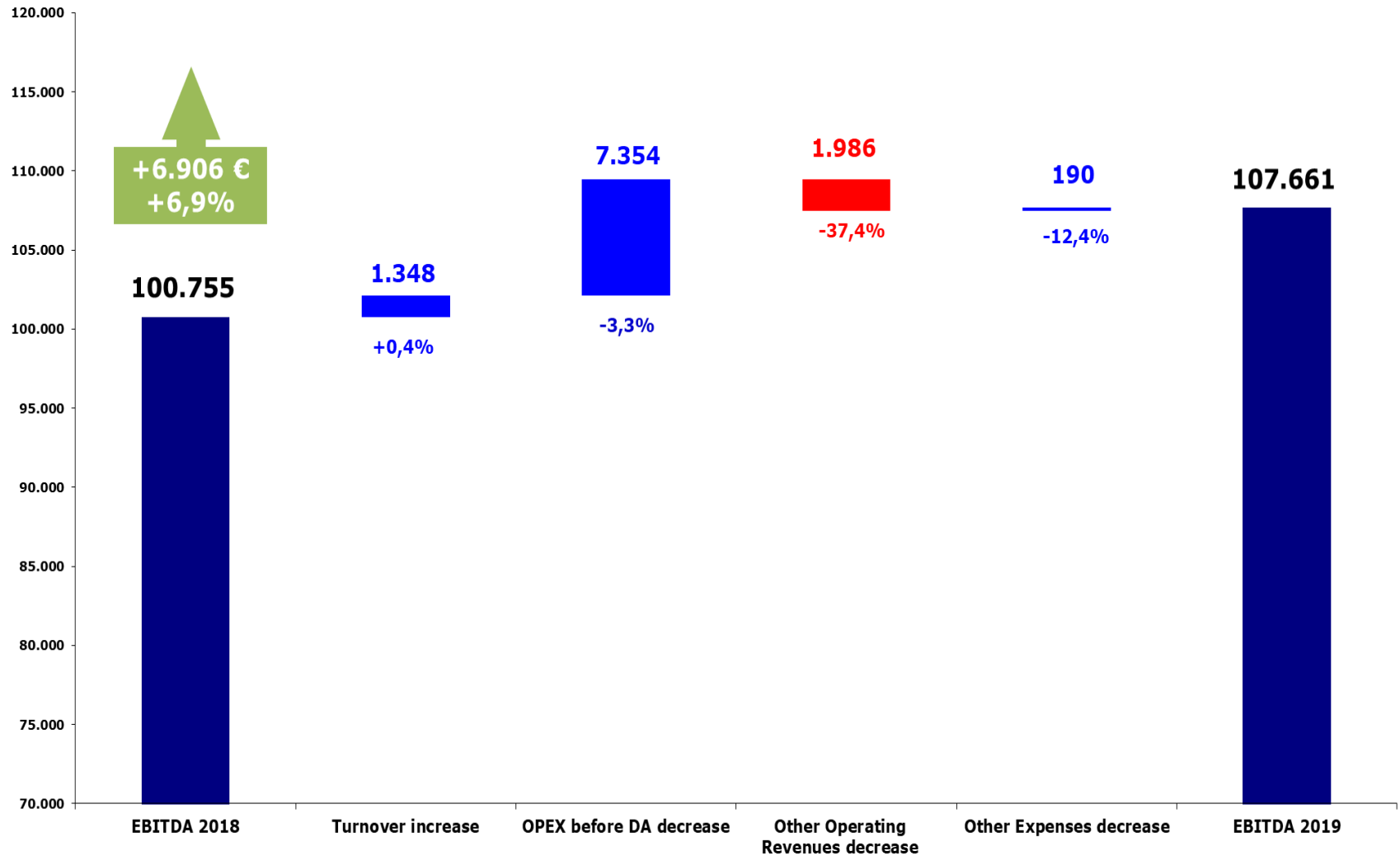


Financial Results 2019 (company)

In thousands of €	2017	2018	2019	Y-O-Y
Turnover	327.324	322.396	323.744	+0,4%
Gross Profits	145.642	139.964	163.284	+16,7%
% of turnover	44,5%	43,4%	50,4%	
EBITDA	88.869	100.755	107.661	+6,9%
% of turnover	27,2%	31,3%	33,3%	
EBIT	52.090	63.175	70.582	+11,7%
% of turnover	15,9%	19,6%	21,8%	
Pre-tax Profit (EBT)	66.523	80.314	84.047	+4,6%
% of turnover	20,3%	24,9%	26,0%	
Income Tax	(23.047)	(32.364)	(25.939)	-19,9%
Net Income	43.477	47.950	58.108	+21,2%
% of turnover	13,3%	14,9%	17,9%	
Earnings per share (in €)	0,41	0,45	0,55	

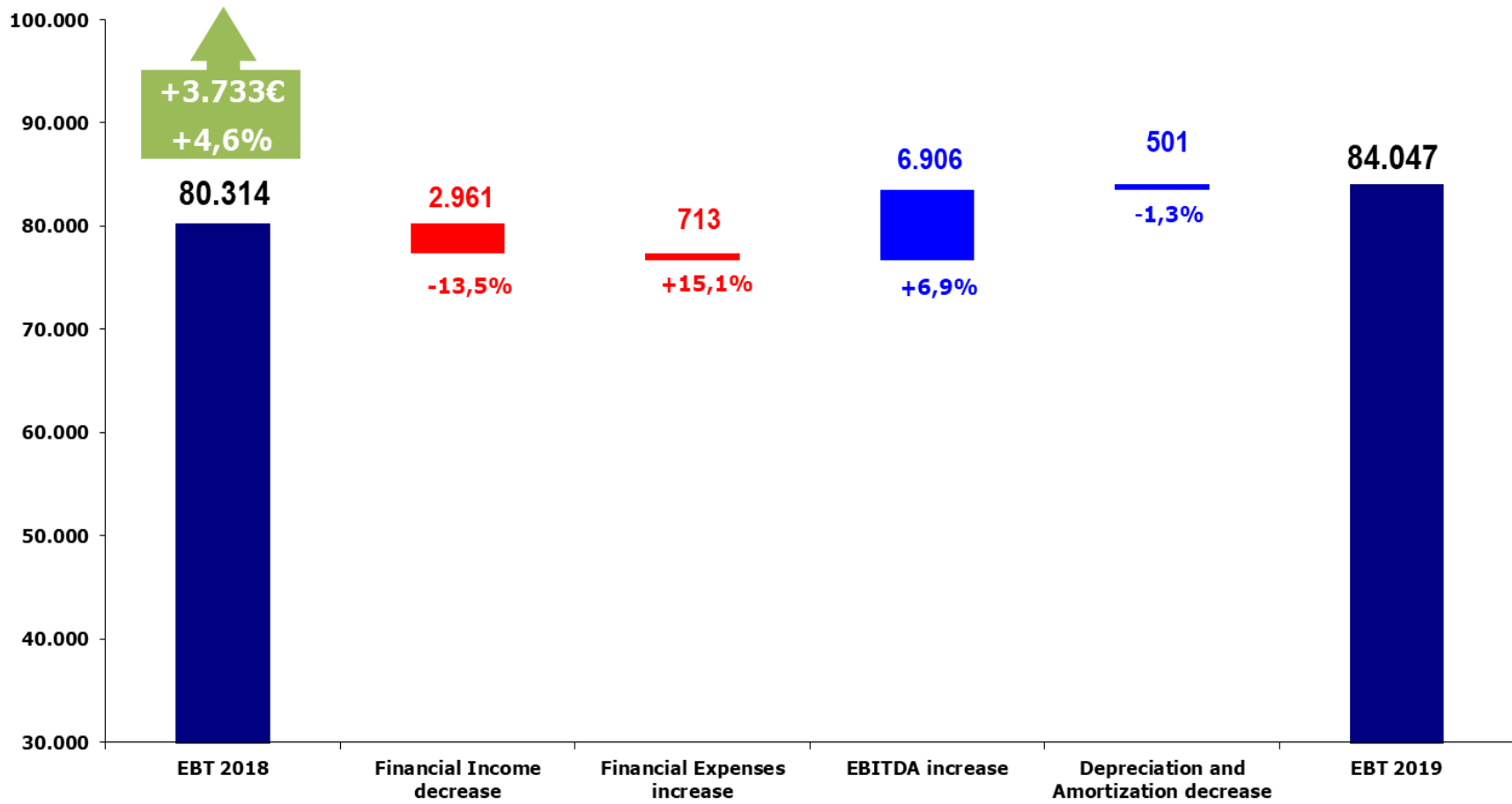
EBITDA 2019

(amounts in thousands of €)



Earnings Before Taxes 2019

(amounts in thousands of €)



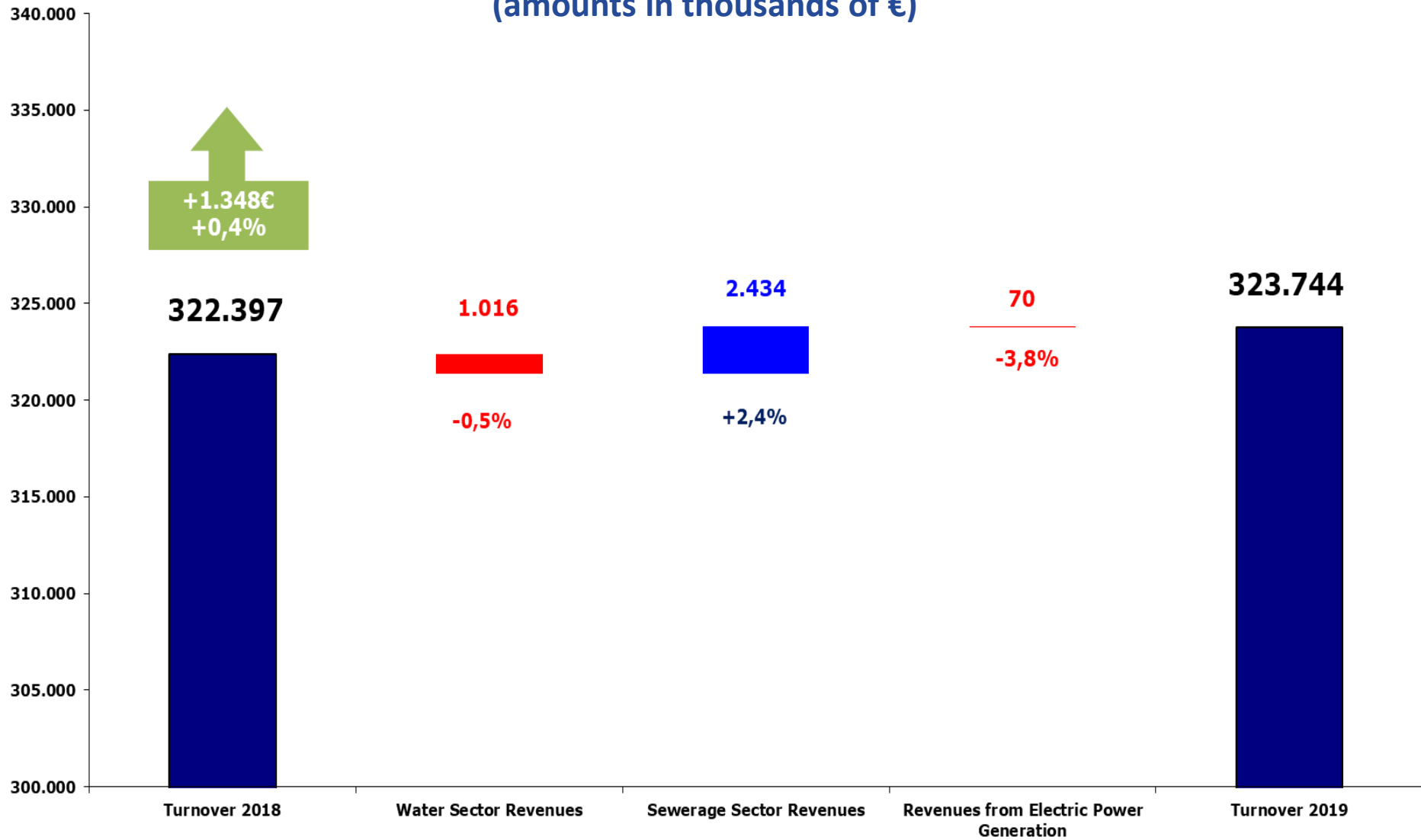
Turnover Breakdown 2019

(amounts in thousands of €)

TURNOVER	2017	2018	2019	Y-O-Y
Revenues from Water Supply and Related Services	223.240	220.266	219.250	-0,5%
% of turnover	68,2%	68,3%	67,7%	
Revenues from Sewerage Services	101.093	100.280	102.713	+2,4%
% of turnover	30,9%	31,1%	31,7%	
Revenues from Constructions for Third-Parties	529	0	0	0,0%
% of turnover	0,2%	0,0%	0,0%	
Revenues from Electric Power Generation	1.999	1.850	1.781	-3,8%
% of turnover	0,6%	0,6%	0,6%	
Sales of Stock	463	0	0	0,0%
% of turnover	0,1%	0,0%	0,0%	
Turnover	327.324	322.396	323.744	+0,4%

Turnover 2019

(amounts in thousands of €)



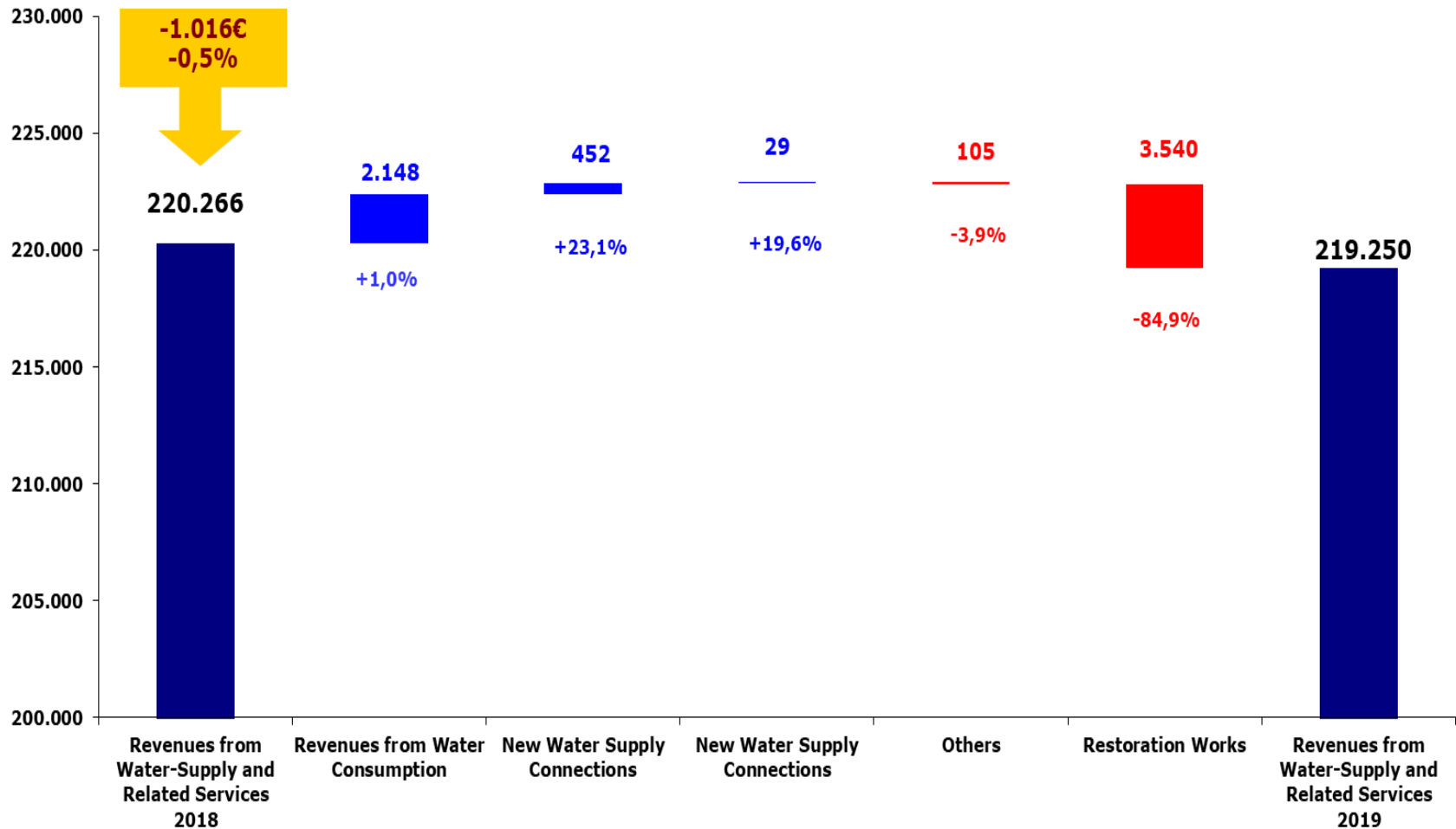
Revenues from Water Supply and Related Services 2019

(amounts in thousands of €)

WATER SUPPLY AND RELATED SERVICES	2017	2018	2019	Y-O-Y
Revenues from Water Consumption	217.434	211.298	213.446	+1,0%
<i>% of the total of water supply and related services</i>	<i>97,4%</i>	<i>95,9%</i>	<i>97,3%</i>	
New Water Supply Connections	1.746	1.956	2.408	+23,1%
<i>% of the total of water supply and related services</i>	<i>0,8%</i>	<i>0,9%</i>	<i>1,1%</i>	
Connection Fees and Contributions	131	150	179	+19,6%
<i>% of the total of water supply and related services</i>	<i>0,1%</i>	<i>0,1%</i>	<i>0,1%</i>	
Restoration Works	1.816	4.172	632	-84,9%
<i>% of the total of water supply and related services</i>	<i>0,8%</i>	<i>1,9%</i>	<i>0,3%</i>	
Others	2.112	2.690	2.585	-3,9%
<i>% of the total of water supply and related services</i>	<i>0,9%</i>	<i>1,2%</i>	<i>1,2%</i>	
Total of Revenues from Water Supply	223.240	220.266	219.250	-0,5%

Revenues from Water Supply and Related Services 2019

(amounts in thousands of €)



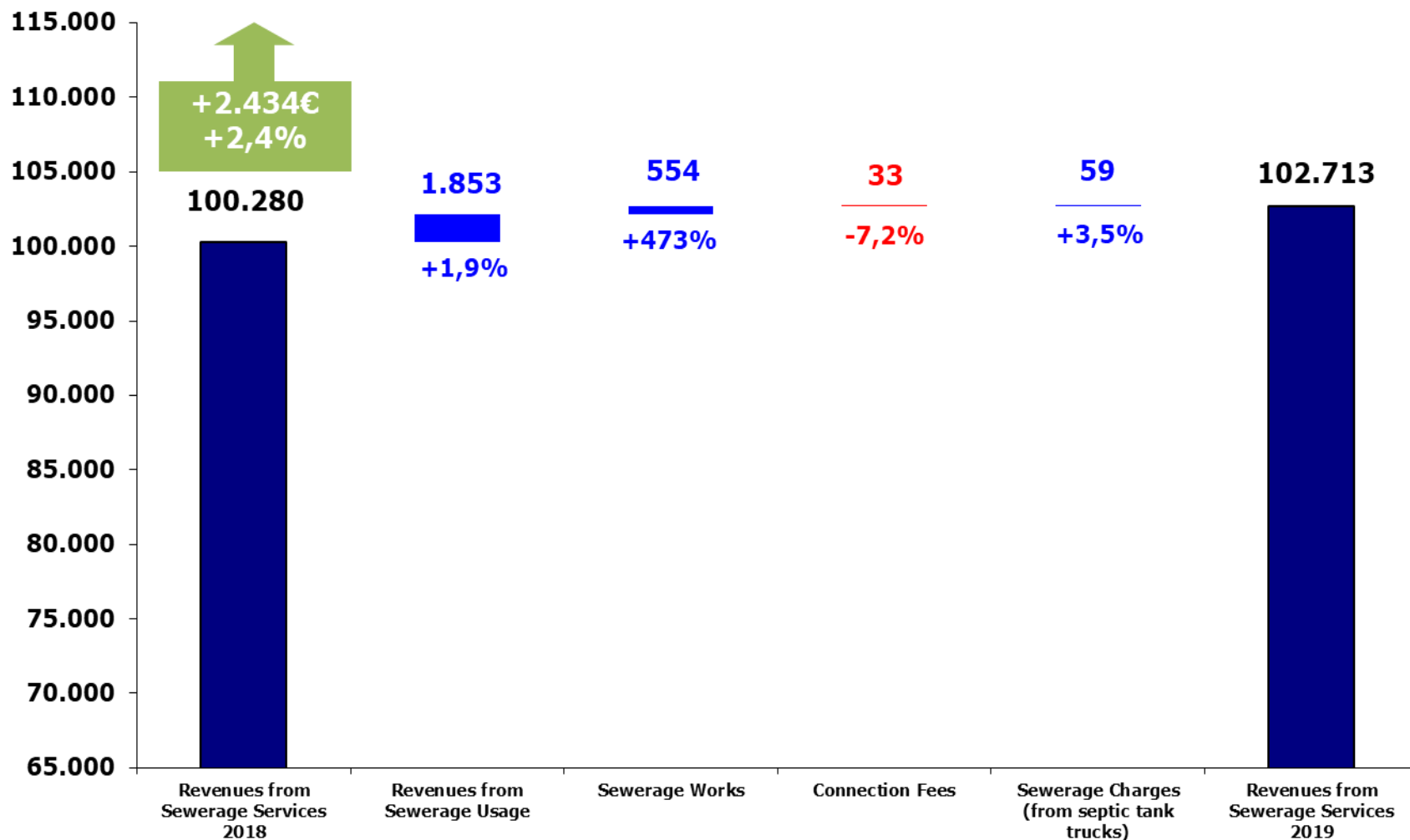
Revenues from Sewerage Services 2019

(amounts in thousands of €)

Sewerage Revenues	2017	2018	2019	Y-O-Y
Revenues from Sewer Usage	99.124	98.055	99.908	+1,9%
<i>% of the total Revenues from Sewerage Services</i>	98,1%	97,8%	97,3%	
Connection Fees	382	452	420	-7,2%
<i>% of the total Revenues from Sewerage Services</i>	0,4%	0,5%	0,4%	
Sewerage Charges (septic tank trucks)	1.529	1.655	1.714	+3,5%
<i>% of the total Revenues from Sewerage Services</i>	1,5%	1,7%	1,7%	
Sewerage Works	59	117	672	+473%
<i>% of the total Revenues from Sewerage Services</i>	0,1%	0,1%	0,6%	
Total of Revenues from Sewerage	101.093	100.280	102.713	+2,4%

Revenues from Sewerage Services 2019

(amounts in thousands of €)



Operating Expenses Breakdown* 2019

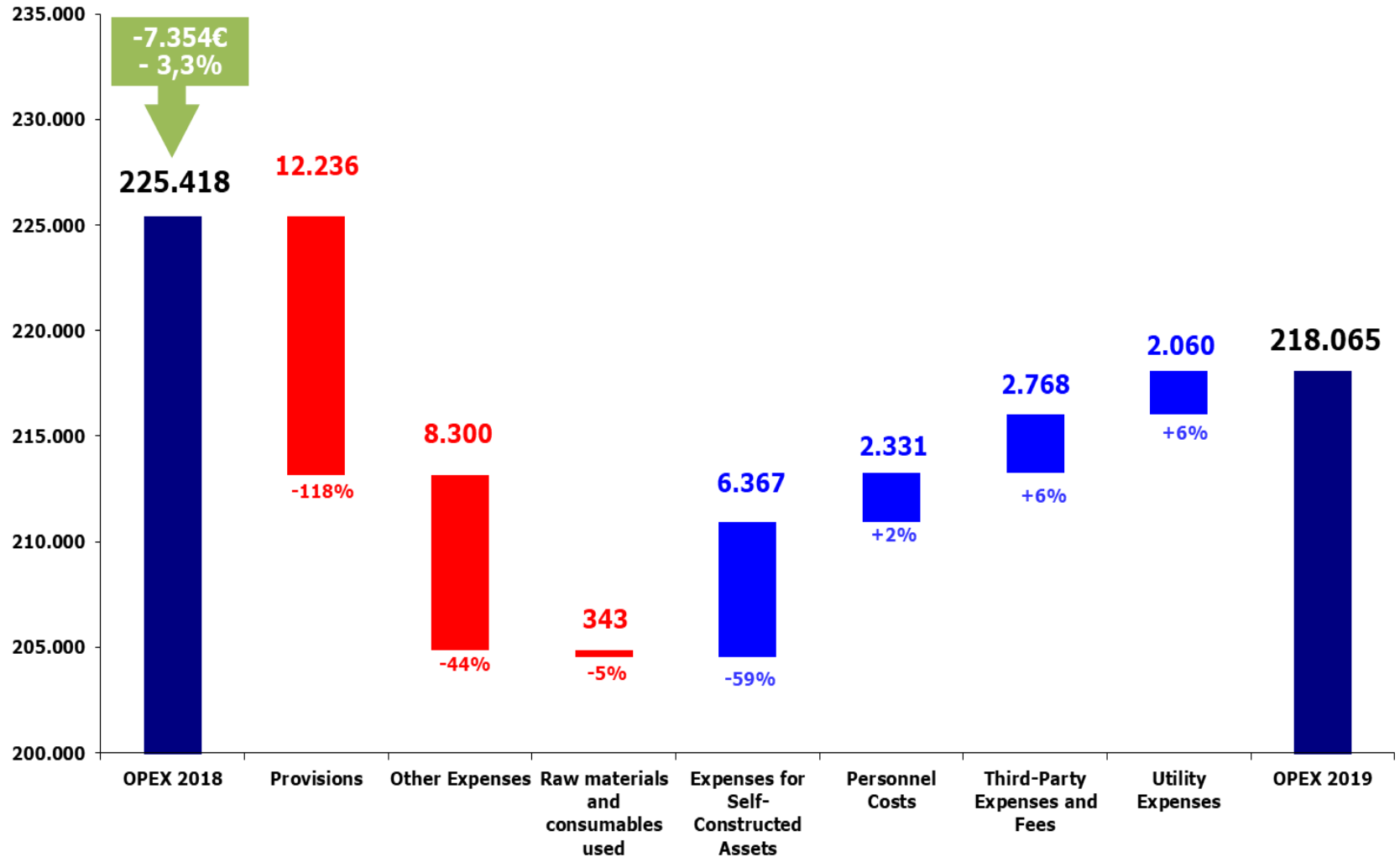
(amounts in thousands of €)

OPERATING EXPENSES*	2017	2018	2019	Y-O-Y
Personnel Costs	124.023	117.829	120.160	+2%
<i>% of Operating Expenses</i>	<i>52%</i>	<i>52%</i>	<i>55%</i>	
Utility Expenses	35.318	34.553	36.613	+6%
<i>% of Operating Expenses</i>	<i>15%</i>	<i>15%</i>	<i>17%</i>	
Third-party Expenses and Fees	47.323	47.103	49.871	+6%
<i>% of Operating Expenses</i>	<i>20%</i>	<i>21%</i>	<i>23%</i>	
Provisions	13.141	10.368	-1.869	-118%
<i>% of Operating Expenses</i>	<i>5%</i>	<i>5%</i>	<i>-1%</i>	
Other Expenses	19.189	19.014	10.714	-44%
<i>% of Operating Expenses</i>	<i>8%</i>	<i>8%</i>	<i>5%</i>	
Raw Materials and Consumables used	7.786	7.316	6.973	-5%
<i>% of Operating Expenses</i>	<i>3%</i>	<i>3%</i>	<i>3%</i>	
Expenses for Self-constructed assets	-6.296	-10.763	-4.397	-59%
<i>% of Operating Expenses</i>	<i>-3%</i>	<i>-5%</i>	<i>-2%</i>	
Operating Expenses*	240.484	225.419	218.065	-3,3%

*before D&A expenses

Operating Expenses before D&A 2019

(amounts in thousands of €)



Personnel Costs Breakdown 2019

(amounts in thousands of €)

PERSONNEL COSTS	2017	2018	2019	Y-O-Y
Wages and Salaries	81.576	86.299	88.704	+3%
<i>% of the total of Personnel Costs</i>	66%	73%	74%	
Social Security Costs	19.266	19.863	20.190	+2%
<i>% of the total of Personnel Costs</i>	16%	17%	17%	
Provisions for post-employment health care	2.627	2.525	2.223	-12%
<i>% of the total of Personnel Costs</i>	2%	2%	2%	
Provisions for other DB Plans	14.818	3.454	2.709	-22%
<i>% of the total of Personnel Costs</i>	12%	3%	2%	
Other Expenses	5.735	5.688	6.333	+11%
<i>% of the total of Personnel Costs</i>	5%	5%	5%	
Total of Personnel Costs	124.023	117.829	120.160	+2%

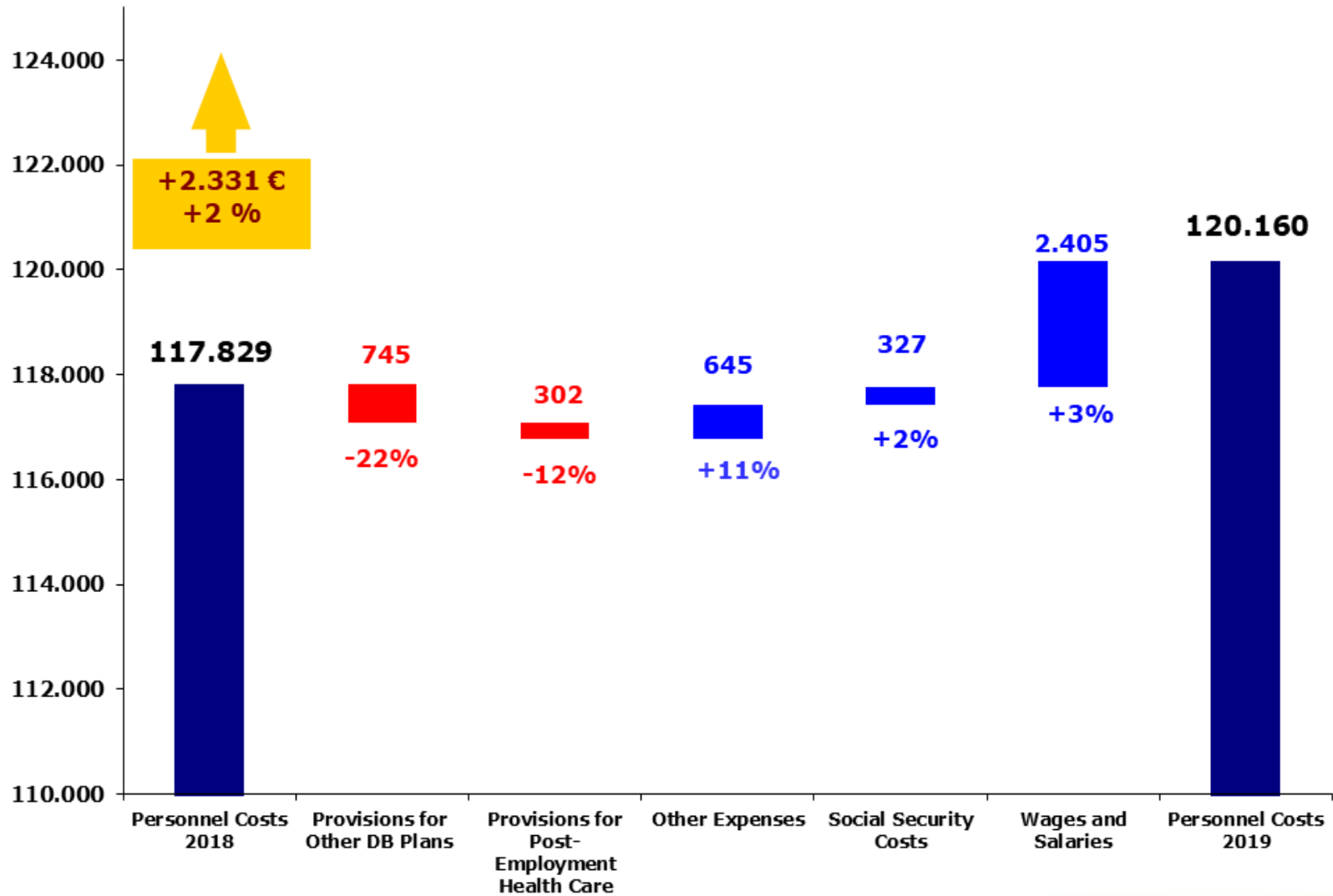
Provisions for other Defined Benefit Plans 2019

(in thousands of €)

Provisions for other Defined Benefit Plans	2017	2018	2019	Y-o-Y
Provisions for staff indemnity due to retirement	1.354	1.349	1.264	-6%
Special indemnity for personnel hired after 25/10/1999	893	311	262	-16%
Special indemnity for personnel hired prior to 25/10/1999	12.571	1.794	1.182	-34%
Total Provisions for other DB Plans	14.818	3.454	2.709	-22%

Personnel Costs 2019

(amounts in thousands of €)



Breakdown of Various Provisions 2019

(amounts in thousands of €)

VARIOUS PROVISIONS	2017	2018	2019	Y-o-Y
Bad Debt Expenses (plus write-offs for other debtors) *	5.942	-9.877	2.609	+126%
Provisions for Litigation Expenses	6.993	20.004	-4.479	-122%
Inventory Write-offs (reversals)	206	241	2	-99%
Total of Various Provisions	13.141	10.368	-1.869	-118%

*In the context of applying IFRS 9 from 1/1/2018, the company presents "Bad Debt Expenses" separately in the statement of income under the title "Impairment of financial assets"

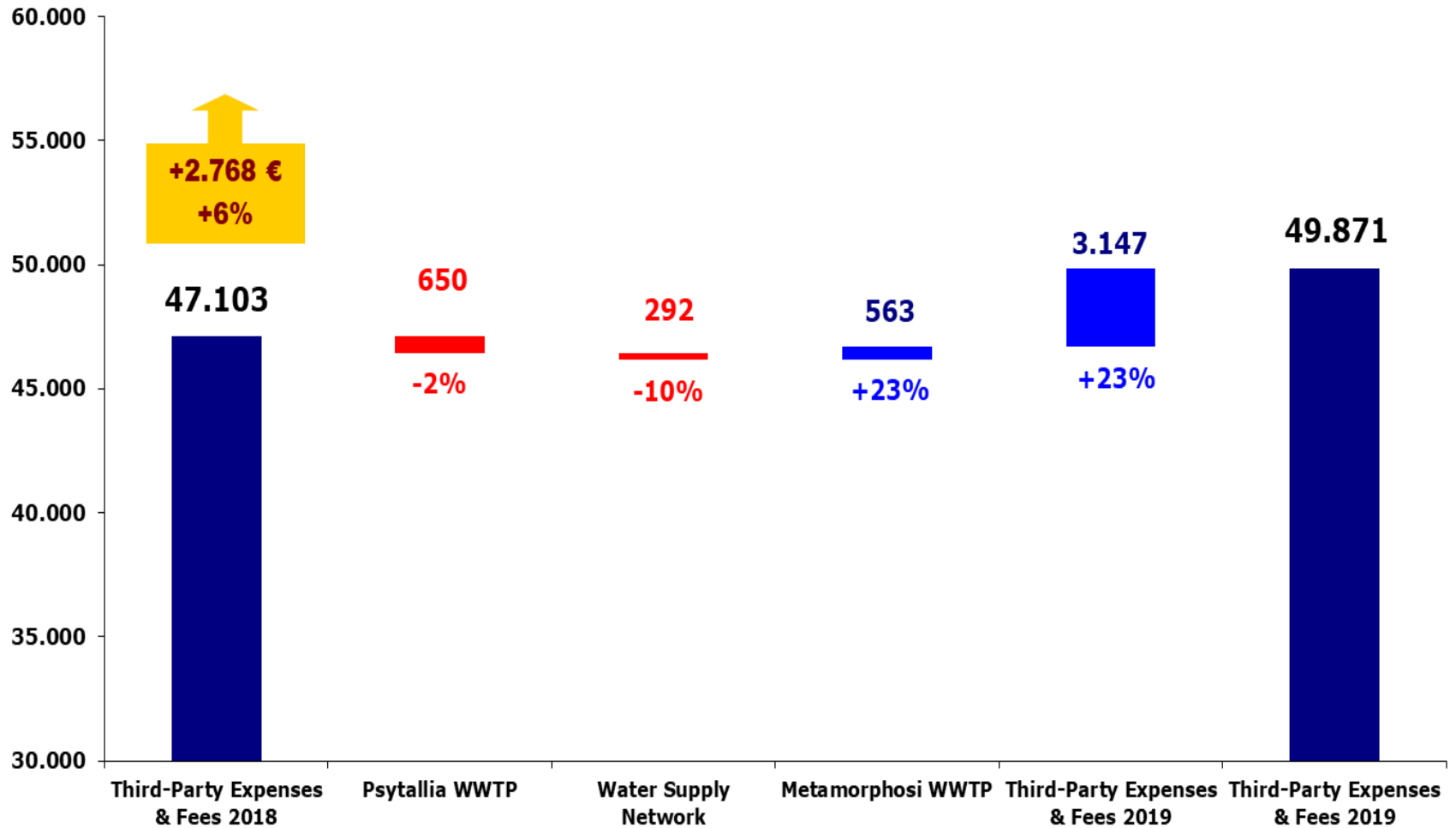
Breakdown of Third-Party Expenses & Fees 2019

(in thousands of €)

THIRD-PARTY EXPENSES & FEES	2017	2018	2019	Y-o-Y
Psytallia WWTP	27.734	28.261	27.612	-2%
<i>% of the total Third-Party Expenses and Fees</i>	<i>59%</i>	<i>60%</i>	<i>55%</i>	
Metamorphosi WWTP	1.640	2.412	2.975	+23%
<i>% of the total Third-Party Expenses and Fees</i>	<i>3%</i>	<i>5%</i>	<i>6%</i>	
Water Supply Network	2.295	2.845	2.553	-10%
<i>% of the total Third-Party Expenses and Fees</i>	<i>5%</i>	<i>6%</i>	<i>5%</i>	
Other Third-Party Expenses & Fees	15.654	13.585	16.731	+23%
<i>% of the total Third-Party Expenses and Fees</i>	<i>33%</i>	<i>29%</i>	<i>34%</i>	
Total of Third-Party Expenses & Fees	47.323	47.103	49.871	+6%

Third Party Expenses & Fees 2019

(in thousands of €)



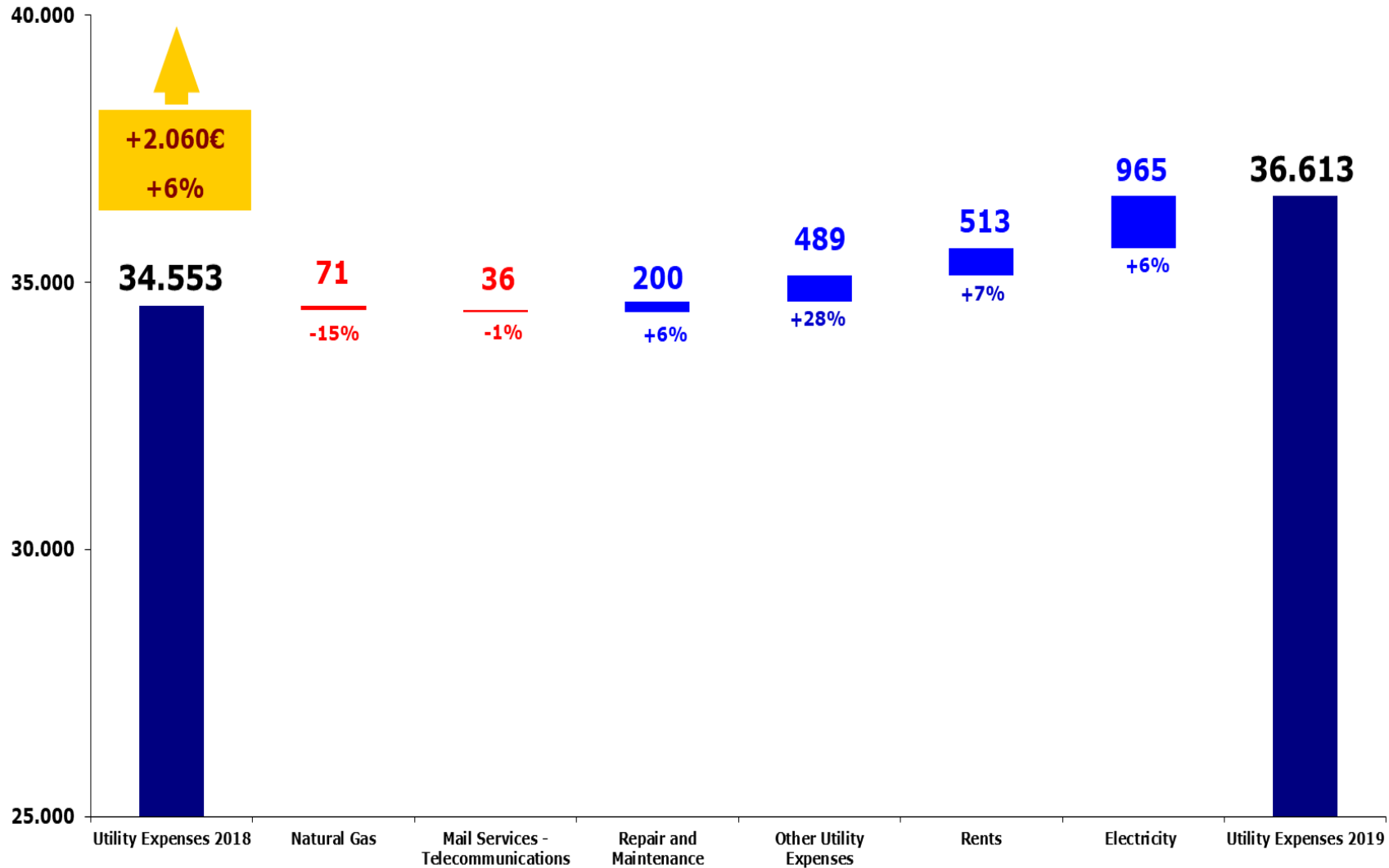
Breakdown of Utility Expenses 2019

(amounts in thousands of €)

UTILITY EXPENSES	2017	2018	2019	Y-o-Y
Electricity	15.156	15.919	16.885	+6%
<i>% of the total of Utility Expenses</i>	43%	46%	46%	
Natural Gas	528	476	405	-15%
<i>% of the total of Utility Expenses</i>	1%	2%	1%	
Rents	8.096	7.849	8.361	+7%
<i>% of the total of Utility Expenses</i>	23%	23%	23%	
Mail Services - Telecommunications	5.308	5.350	5.314	-1%
<i>% of the total of Utility Expenses</i>	15%	15%	15%	
Repair and Maintenance	4.431	3.215	3.415	+6%
<i>% of the total of Utility Expenses</i>	13%	9%	9%	
Other Utility Expenses	1.799	1.745	2.234	+28%
<i>% of the total of Utility Expenses</i>	5%	5%	6%	
Total of Utility Expenses	35.318	34.553	36.613	+6%

Utility Expenses 2019

(in thousands of €)



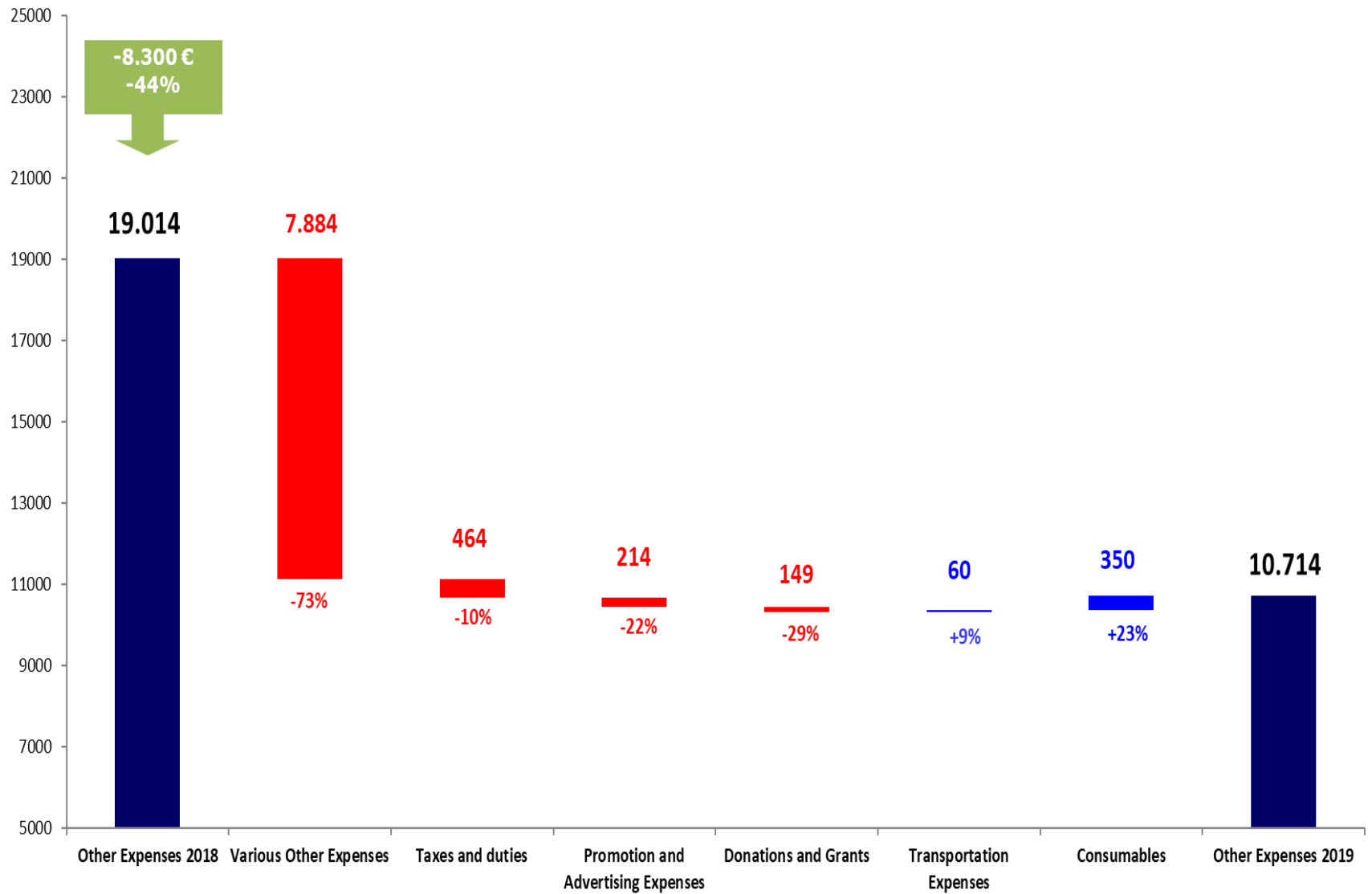
Breakdown of Other Expenses 2019

(amounts in thousands of €)

OTHER EXPENSES	2017	2018	2019	Y-o-Y
Taxes and duties	7.564	4.524	4.060	-10%
<i>% of the total of Other Expenses</i>	39%	24%	38%	
Consumables	2.013	1.514	1.864	+23%
<i>% of the total of Other Expenses</i>	10%	8%	17%	
Promotion and Advertising Expenses	988	979	766	-22%
<i>% of the total of Other Expenses</i>	5%	5%	7%	
Transportation Expenses	646	668	728	9%
<i>% of the total of Other Expenses</i>	3%	4%	7%	
Donations and Grants	387	504	356	-29%
<i>% of the total of Other Expenses</i>	2%	3%	3%	
Various Other Expenses	7.591	10.826	2.941	-73%
<i>% of the total of Other Expenses</i>	40%	57%	27%	
Total of Other Expenses	19.189	19.014	10.714	-44%

Other Expenses 2019

(in thousands of €)



Balance Sheet Items 2019

(in thousands of €)

ASSETS	2018	2019	19-18%
Tangible Assets	825.402	799.219	-3,2%
Intangible Assets	950	619	-34,8%
Right-of-Use Assets	0	3.607	...
Other Non Current Assets	102.149	104.174	2,0%
Inventories	11.355	13.219	16,4%
Trade Receivables-Contract Assets	186.146	183.357	-1,5%
Other Current Assets	407.819	458.927	12,5%
TOTAL ASSETS	1.533.821	1.563.122	1,9%
EQUITY AND LIABILITIES			
Share Capital	63.900	63.900	0,0%
Other items of Shareholders' Equity	885.531	887.484	0,2%
Liabilities for Employee Benefits	300.117	339.184	13,0%
Investment Subsidies and Customer Contributions	147.272	143.000	-2,9%
Provisions and other Long-Term Liabilities	73.620	70.227	-4,6%
Other Short-Term Liabilities	63.381	59.326	-6,4%
TOTAL EQUITY AND LIABILITIES	1.533.821	1.563.122	1,9%

Breakdown Receivables from Customers and Contract Assets 2019

(in thousands of €)

Receivables from Customers and Contract Assets	2017	2018	2019
Receivables from Customers and Contract Assets before provisions	273.476	271.744	271.563
Provisions for doubtful receivables and Contract Assets	-57.521	-85.598	-88.206
Total Receivables from Customers and Contract Assets	215.955	186.146	183.357

*In the context of applying IFRS 9 from 1/1/2018, the company presents “Bad Debt Expenses” separately in the statement of income under the title “Impairment of financial assets”

Liabilities for Defined Benefit Plans 2019

(amounts in thousands of €)

Liabilities for Defined Benefit Plans	2017	2018	2019
Health Care	155.325	155.858	185.624
Staff indemnity of L.2112	34.135	34.867	37.258
Special lump sum indemnity for employees hired after 25/10/1999	10.920	10.676	12.550
Special lump sum indemnity for employees hired until 25/10/1999	100.627	98.716	103.752
Total of Liabilities for Defined Benefit Plans	301.006	300.117	339.184

Cash Flow Statement 2019

(in thousands of €)

	2017	2018	2019
<u>Cash Flow from operating activities</u>			
Profit before tax	66.523	80.314	84.047
Adjustments for non-cash items	36.820	31.773	17.295
Adjustments in operating assets and liabilities	-15.078	8.086	2.781
Late payment charges collected	5.010	8.935	6.856
Interest and related expenses paid	-130	-232	-346
Income tax paid	-24.750	-16.519	-32.260
Net cash from operating activities	68.395	112.357	78.373
<u>Cash Flow from Investing activities</u>			
Dividends received	60	59	33
Interest received	7.326	8.836	9.289
Purchases of tangible assets	-14.991	-15.413	-16.158
Purchases of intangible assets	-842	-857	-603
Proceeds from customer contributions and subsidies	4.633	3.892	2.775
Net cash from Investing activities	-3.814	-3.483	-4.664
<u>Cash Flow from Financing activities</u>			
Repayment of Lease Liabilities			-849
Dividends paid	-50.132	-20.179	-27.750
Net cash from financing activities	-50.132	-20.179	-28.599
Net (decrease) increase in cash and cash equivalents	14.449	88.695	45.110
Cash and cash equivalents, beginning of the period	279.471	293.920	382.615
Cash and cash equivalents, end of the period	293.920	382.615	427.725