

George Peristeris, Chairman and CEO of GEK TERNA Group, speech at the General Assembly of Shareholders

Athens, June 26 2019

Good Morning Ladies and Gentlemen.

I would like to thank you warmly for your presence at today's General Assembly of Shareholders of our company and for your support throughout the years.

Allow me, before proceeding, to welcome Mr. Henry Holterman, Principal of Reggeborgh Invest, who is with us today.

“Mr. Holterman, welcome and thank you for joining us today.”

Dear friends,

For many different reasons, this year has special characteristics. It is a pivotal year. It is now over a decade in which our country, all of us, have experienced the greatest financial crisis that the western world has seen in a state of peace, with a sharp decline of Greek GDP, significant depreciation in incomes and values of all kinds, and with the outburst of unemployment, the bankruptcy of many businesses and the contraction of even more companies. There were times and moments when the country was really in the air. And believe me the situation had often been marginal even for the largest Greek companies and of course even for our Group.

But we have worked very hard, day and night, not only to keep our Group upright, but also to bring it to its present state, bigger and stronger than ever, and having created the conditions for a safe future to the benefit of our country, society, employees, partners and of course our shareholders.

And at this point, I would like to thank all of our associates, executives and employees who have given and continue to do their best for the company and for the progress of us all, as well as to thank all of our shareholders for the confidence you've shown us all these years.

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You know, time goes by very quickly and we often forget where we were a few years ago. But let me point out that 10 years ago, our Group had little to do with what we are today.

Today, we are a Group with multifaceted activities, with 5,000 employees in 16 countries across four continents. Let's see how we got here.

- At the end of 2008, we had a turnover of just over € 650 million.

Ten years later, at the end of 2018, we posted record revenues of over \$ 1.4 billion Euros. Meaning that we have more than doubled our turnover!

- At the end of 2008, our installed capacity in RES, where we operate through TERNA ENERGY subsidiary of GEK TERNA Group, was only 150 MW. Today, 10 years from that time, we are operating or constructing RES plants with a total capacity of over 1,500 MW, that is, we have increased ten times our portfolio in RES having expanded outside Greece, particularly in Europe and the USA.

- In the field of infrastructure, we maintain, for years now - even under the most adverse conditions - a high backlog that ensures the healthy growth of TERNA, 100% subsidiary of GEK TERNA Group in Greece and abroad and today we have the largest backlog in the industry of over 2 billion Euros. We have implemented milestone projects both within and outside Greece and everywhere everybody speaks in the best words about the quality of TERNA's work, the quality of its human resources and the credibility of our company. Banks, partners, suppliers, governments of foreign countries, Greek government services and private counterparties all speak with the best words about our company.

- With great efforts we have secured a leading position in the field of concessions. Today we own 100% of Nea Odos, 100% of Central Greece Motorway, 17% of Olympia Odos, and we are constantly enriching our Group's concession portfolio with new projects, such as the newly signed "Heraklion International Airport" in, Crete".

- At the same time, we have expanded into other Public-Private Partnerships, including waste management projects in the Epirus and Peloponnese Regions, but also with other projects such as the e-ticket.

- We also have a leading position in the field of conventional power generation through the company HERON. We were the first private group to invest in this field, with the HERON 1 unit, opening the market to other private players, despite the cruel war that we had at that time. In the meantime we have developed the HERON 2 unit, having partnered with energy giants such as ENGIE and Qatar

Petroleum and today HERON has a portfolio of approximately 600 MW total power plants and an important position among private electricity and gas providers with a market share of over 5%.

- I would also like to point out that we have managed to keep our Group on a profitable trajectory, under the most adverse conditions that the broader industry has historically faced, the consequences of which you have all seen in other corporate groups and businesses in general.

- At the same time, we have been the first to modernize our operations and have established high levels of internal control and corporate governance. Let me just say that there aren't so many boards of directors among listed companies with independent members of the highest level, such as our board of directors where we have Mr. Tamvakakis, Mr. Kapralos and Mr. Apkarian, who demonstrate strong personal interest and dedication to the company and contribute substantially with their knowledge and experience in our work and results. I say so because this has been happening for many years without us speaking out about this matter. We do not need to advertise any of these positive issues because it is our daily life and because that's how we have learned to work.

But if there is one thing that we are even more proud of, is that our activities have really helped our country. Since the beginning of the crisis, I have been talking about three basic conditions for the country to come out of the crisis.

The first is the investment shock

The second is investment patriotism

And the third is the equal treatment of Greek companies compared to foreign ones

The first two depend mainly on the companies themselves. And we serve these two objectives for years but even with greater intensity since the first day of the crisis. We have actively supported the Greek economy and society by investing more than 2.5 billion Euros in times of crisis and we offer more than 5,000 jobs. We have constantly and continuously maintained all of our cash position within the Greek banking system, even in difficult times. We are pleased to know that our call, which we had made some years ago, for the repatriation of funds from all citizens and parties involved, has now reached more general dimensions and I hope even now where the conditions are clearly safer, that more businesses will respond. We invest and create projects in areas of significant domestic added value, support the local communities in which we operate, and improve the lives of

thousands through our actions. Also, at a time when no one invested in Greece, not only did we invest in the country, but we also persuaded large foreign investors to invest in our company and subsequently in the country, through share capital increases; such were the cases of ENGIE and Qatar Petroleum Groups in the energy sector, or the case of York Capital which invested significant funds and by this way financed part of our Group's investment program. Unfortunately, the third condition, referring to the equal treatment of Greek companies in their own country, remains a requirement. Greek companies want and can play a leading role in this new era. All they ask is the obvious. They ask to have equal treatment. Equal treatment is referring to the cost of financing, the ease of access to capital, to taxation, and also to the payment of the various liabilities towards the state. Especially with regard to taxation, let me note that it makes no sense to talk about the income tax rate, but instead it makes more sense to talk about the overall tax burden on businesses, which is cumulatively probably the largest in the world.

The successes that we have had together and all the achievements that brought our Group to this high level of performance are the reason why thousands of individuals and important foreign investors, and from now on Reggeborgh Invest, trust us and invest in our Group.

But no one can stay in the past. In addition, as is often stated in promotional actions related to investment proposals, "past returns do not guarantee future ones". It takes vigilance and hard work, as conditions remain difficult. For example, there is a severe shortage of new infrastructure projects that are de facto compressing revenue from construction.

Of course, we have in time developed a long-term strategy for protecting and in the long term for isolating our Group's dependence from both the cyclicity of construction and the gradual maturity of the economy in terms of large infrastructure projects. As early as in the 1990s, we had started operating in the RES and, as I mentioned above, we have sought and achieved significant involvement in the construction and operation of concessions and PPPs. This strategy is being implemented and is producing concrete results. Moreover we will seek to intensify it, ensuring long-term, steady and recurring revenue over the coming decades.

At the same time, of course, we continue to undertake and bid for public and private projects in Greece and abroad, with the aim of maintaining a high backlog of projects with sufficient profit margins.

In the field of energy, a major investment program is underway in Greece and abroad. In RES, having already exceeded 1,500 MW of projects in operation or under construction, we are working with the next target of 2,000 MW. At the same time, we are already promoting the new generation of investments in storage with two major projects totaling € 800 million. These projects concern a hybrid project in Crete with 93 MW of hydropower and 90 MW of wind power, which will be the largest hybrid project in Europe, and a 680 MW pumping plant in Amfilochia. Please let me make a reference specifically to Crete, where while everyone has known for years that the time has come when Crete will almost run out of power, no one actually has done anything. And lately the issue of a potential blackout has been very persistently mentioned in the news. If for example we had our investment in Amari Crete been promoted, if our proposals for the transfer of HERON 1 to Crete had been accepted, the problem of energy efficiency on the island could have been addressed. And also huge investments would have been already made with the creation of hundreds of jobs.

At this point I would like to add that the State must finally formulate immediately the institutional framework for energy storage investments that are currently being promoted by both us and other business groups in Greece. There are also large electrical interconnection projects, such as those concerning the Aegean (Crete, Dodecanese, etc.) that are needed in order to harness the country's energy potential.

These three categories of investments – renewable energy sources, energy storage and interconnections - constitute a single and complementary whole, which can cumulatively exceed EUR 8 billion in investments over the next five years.

However, we are also continuing dynamically in the field of conventional power generation, which is facing significant challenges associated with the forthcoming withdrawal of a significant portion of lignite power and increased demand due to the economic development and interconnection of Crete, the Cyclades and other islands with the mainland system. GEK TERNA has timely responded to these challenges by completing the Production License process for a new state-of-the-art 670 MW combined cycle plant in the Komotini area.

In the area of concessions and infrastructure it is imperative that we move forward immediately as a country with new projects, such as Salamina submarine link, North AutoRoute of Crete or Egnatia Motorway concession, where we have stated our intention to participate. At the same time, we are closely monitoring similar tenders of projects abroad. Also, following the successful undertaking of

PPP waste projects in Epirus and Peloponnese, we will also be seeking new related projects expected in other areas of the country, while we are closely monitoring developments in the region of Attica.

Ladies and Gentlemen,

I started by calling you to remember where we were ten years ago and later on I presented to you where we are today. What I can promise you for the next ten years is that we will continue to do what has led us here, to work harder and strive to drive our company even higher!

Thank you