



Vision 2025

Extraordinary General Meeting

28 May 2021



The energy landscape is changing at a rapid pace

- The energy transition is accelerating at all levels
 - Power generation: From lignite and liquid fuels to RES and natural gas
 - Heating: From liquid fuels to natural gas and electricity
 - Transportation: From liquid fuels to electricity
- Capital markets and regulators are increasing focus on ESG



Hellenic Petroleum within energy transition

- In order to protect its core business and capitalize on the opportunities in the energy transition, the group aims to pursue a strategic transformation



Vision 2025 repositions the Group at the forefront of energy developments

- Acceleration of business plan and enhancement with more transformation projects
- Holistic plan with 5 pillars supporting Group's aspirations for leadership in energy transition

Significant changes in the energy landscape



REGULATORY FRAMEWORK

Social and regulatory intent to address climate change is rising...

- Ever-tightening **regulatory requirements** push decarbonization
- **CO2 cost increasing** and EU ETS allowances reducing with negative outlook (e.g. carbon border adjustment), US return to Paris agreement, China's adoption of climate goals
- **Greek government** co-signing plan to **ban internal combustion engines**
- **Sustainable development** becoming a top priority (permitting, taxonomy, etc.)



BUSINESS MODEL

...Energy transition is accelerating faster than ever before...

- **Fossil fuel demand** dropping in the next decade
- **Electricity** demand rapidly growing
- **Within electricity RES** dominates future investments
- **New energy sources and technologies** emerging
- **Convergence in energy** markets between Oil & gas players, power & gas utilities and RES players



CAPITAL MARKETS

..ESG focus is becoming an imperative for investors...

- **ESG** under investor scrutiny
- **Capital markets** shifting towards ESG investments
- Global ESG assets **on track to exceed \$53tn by 2025**, >1/3 of total AuM
- Supra-national finance houses **do not invest in oil** (and increasingly gas) value chain



SPEED OF CHANGE

...our peers are acting fast and seeing results...

- **O&G majors and peers** committing to **challenging de-carbonization targets and adoption of energy convergence**
- **Re-branding campaigns** from most oil & gas affects both capital markets and consumers
- **Capital markets rewarding with higher multiples** players with bold sustainability moves
- Increased focus from **Greek companies** on ESG matters

COVID-19 has accelerated shifts across all fronts

Capital markets are shifting towards ESG at scale...

... and institutional investors are committing to significant divestments from fossil fuels

Sustainable equity and debt instruments are growing fast



Dedicated ESG funds

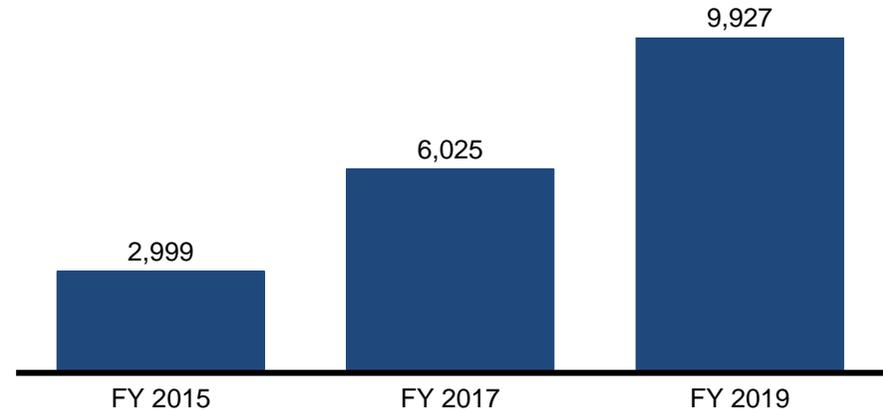
From
USD 0.5+ tn (2012)
▼
USD 1.4+ tn (2020)



Sustainable debt-instruments

From
USD 5 bn (2012)
▼
USD 400+ bn (2020)

Funds committed to divest from fossil fuels Assets Under Management, USD billion

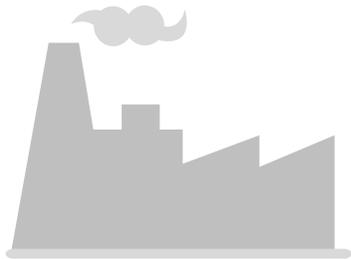


“Climate Risk Is Investment Risk”

– BlackRock

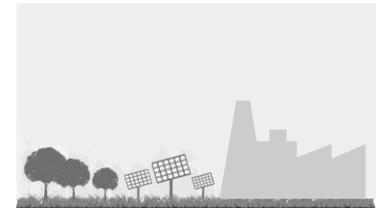
Transformation involves re-setting the agenda in 5 key areas

From old
HelPe...



- I. **Redefine ESG strategy and GHG targets as core pillars of the Group**
- II. **Update business strategy and capital allocation**

- III. **Upgrade corporate governance**
- IV. **Establish a fit-for-purpose corporate structure**
- IV. **Relaunch corporate identity**

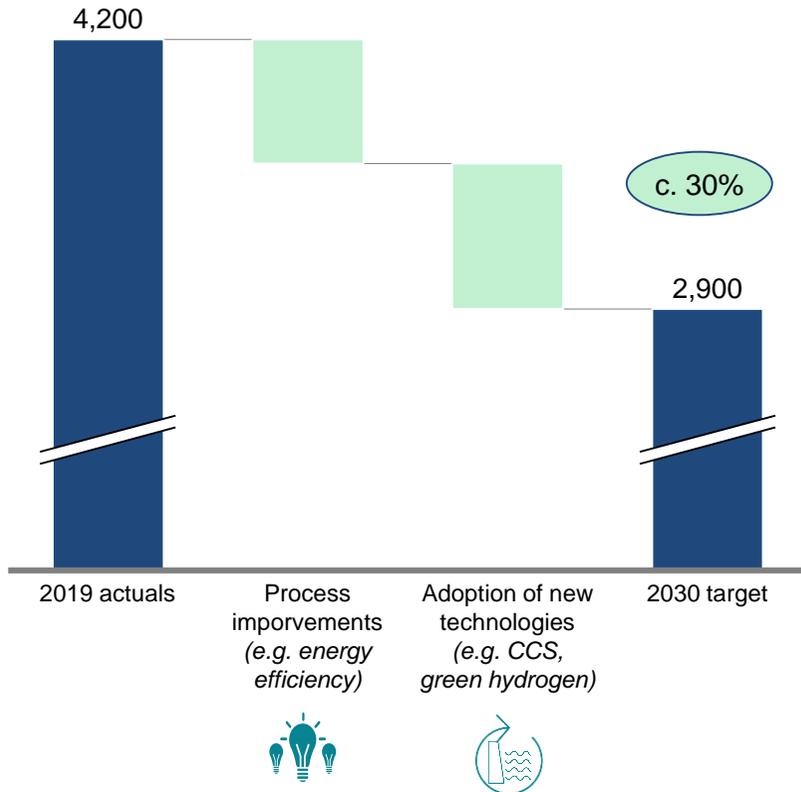


...to new Group

I 50% improvement in scope 1,2 emissions by 2030; develop scope 3 options

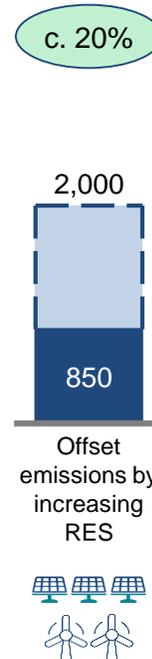
Reduce scope 1,2 emissions by c. 30%

Scope 1,2 emissions - ktCO₂



Offset an additional c. 20% of emissions via RES

Offsets - ktCO₂, 2030



Of current (2019) emissions abated

Improve our indirect environmental impact

Scope 3 initiatives

Reduce the environmental impact of our **end-products**, and contribute to the **circular economy** via:

- Short & medium term:
 - EV charging** infrastructure development
 - Sustainable feedstock adoption** for our refining units
- Longer term:
 - Plastics recycling** in our refineries and our petrochemical products

II Grow Group value and achieve ESG goals, hedge during a transitional period with both oil portfolio and clean energy



Improve and protect the core

Future proof core business

- Improve competitiveness
- License to operate through decarbonization
- Consider strategic options for our E&P portfolio

Grow in New Energy

Grow in RES and New Energy

- Establish material footprint in RES
- Follow technology frontier in New Energy
- Integrate energy products & services

II Protect and future-proof core refining and fuels marketing base by increasing value



Multiple benefits

Reduce scope 1,2 emissions by >30% by 2030

Increase operating performance

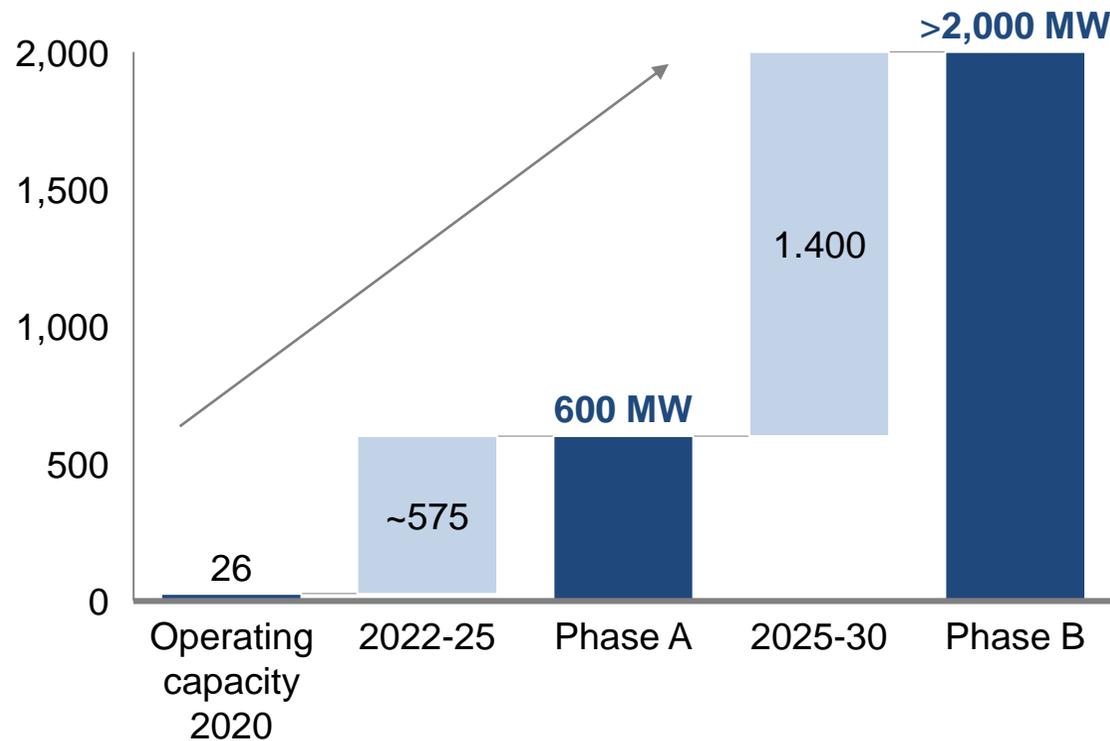
Reduce profitability dependence on fuels



Development of material 2nd pillar in RES with the goal of >2 GW as an independent activity, but with synergies with existing asset base

RES Renewables

RES operating capacity, *MW*



How we will achieve it

- Multiple **types of assets**:
 - Initial focus on PV, onshore wind
 - Subsequent focus on offshore wind, energy storage, hydrogen
- Different levels of **maturity**: Focus on own development, acquisitions to accelerate targets
- Diversified **geographic** footprint, taking into account regulation, maturity of each market, returns, and impact on our portfolio
- **Alternative to 100% asset controlling options** to be considered to achieve faster growth and market entry (e.g. JV's)

III Alignment with L.4706/2020 and L.4548/2018, and further significant improvement to overall corporate governance

Changes to corporate governance for approval by today's EGM

Articles of Association

Approval of amendments to AoA according to L.4706/2020 in regards to composition and election process of the Board

- 11-member BoD before 16/7/2021
- Increase number of independent members as required
- Introduce minimum quota by gender

Fit & Proper policies for BoD members

- Adoption of fit & proper policy at both individual and collective level
- Establishment of BoD nominations committee

Other improvements to corporate governance

Modifications to existing policies and adoption of new policies and procedures, namely:

- Update of operating regulations
- Adoption of operating regulations of significant subsidiaries
- Adoption of new policies/procedures of corporate governance
- Substantial upgrade and utilization of policies concerning conflicts of interest
- Update of internal control, risk management and compliance functions at Group level

Necessity of changes

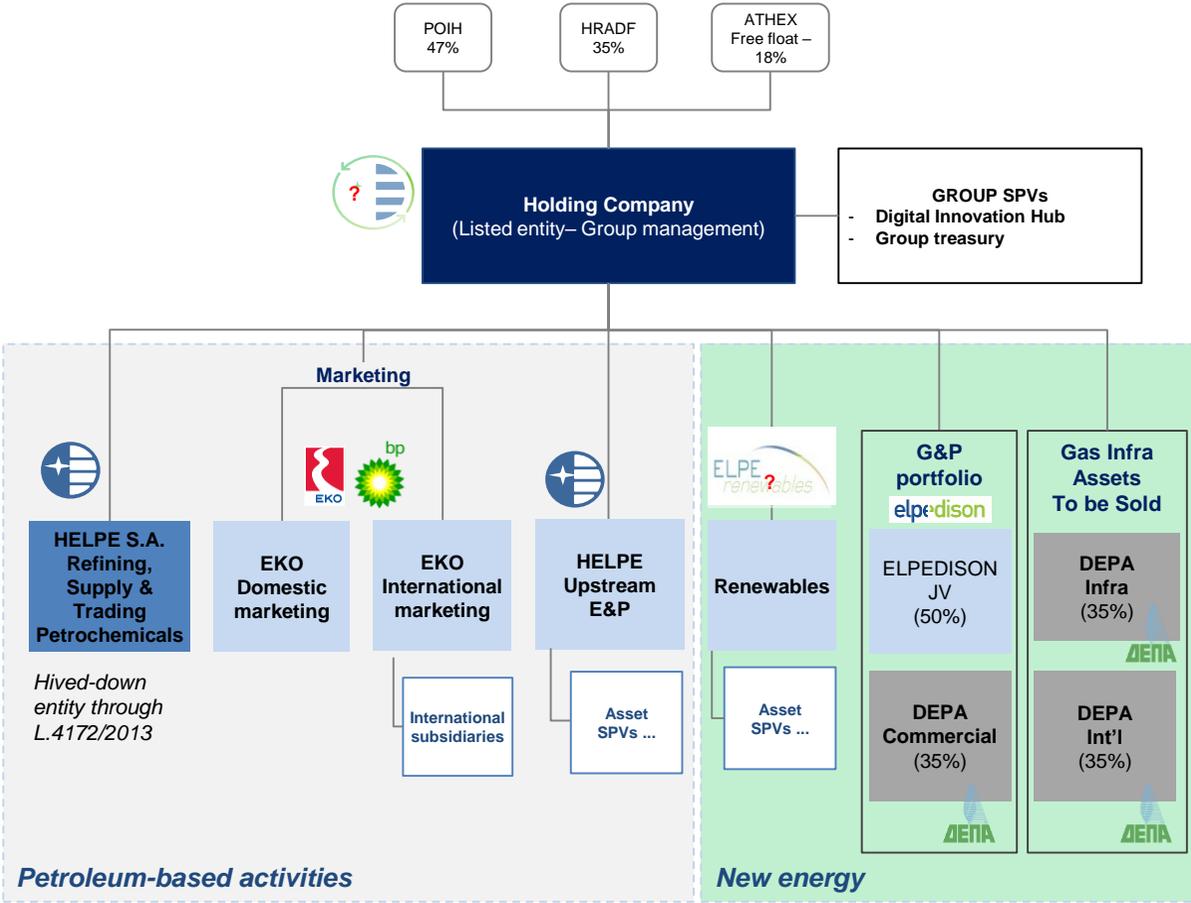
Amendment of our Group corporate governance is necessary to:

- Comply with new national (L.4706/2020 and L.4548/2018) and European legislation, with deadline of 16/07/2021
- Align our corporate governance with international best practices with regards to nomination and election of the Board
- Ensure compliant composition of the Board of Directors with regards to independence, gender representation

Changes to corporate governance will be subject to voting as part of agenda items #2 and #3

IV Evaluation and proposal on new Group Structure; fit-for-purpose for the new strategy

New indicative Group structure



Key benefits



Increase portfolio value transparency



Improve flexibility for growth



Improve risk management through separated business units



Allow tailored financing strategies for different businesses



Optimize dividend capacity

V Relaunch corporate identity and ESG agenda. Improve public image of subsidiaries such as HELPE and EKO.

What is our aim



- Create a **new** name, corporate identity and **image aligned with our new Vision**
- Create a **new sub-group brand in RES** asset play
- Maintain and update **the HelPe and EKO** trade names in their respective **existing business**
- Create **maximum transparency** in regards to our new direction and value proposition for all our Stakeholders

What our New Identity will communicate



- An organization that retains and builds on its **strong legacy**
- A company that provides **low carbon emission** energy solutions
- A committed **integrated energy company** with strong customer focus
- A **flexible organization** with a clear value proposition

What our Rebranding will include



- Launch of a **new company Logo and Name**
- Approach and **educate markets** and key stakeholders
- **Transformation of our corporate image** and effective communication to public at large