

### 01.12M 2020 Results

Overview
Financial Performance Outlook


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aroup HOLDINGS

## Quest Group at a Glance (12M 2020)

- €721m Revenues
- €60m EBITDA
- €35m EBT
- €143m Equity

30 Countries
International Activity ( ~19\% of revenue)

40 years
(est. in 1981)
2.256

Headcount

## Track Record 2015-2020

- Revenue CAGR 17\%
- Ebitda CAGR 17\%
- EBT CAGR 20\%
- Growth Investments €137m
- Dividends /Cap Returns €64m

A leading, folst-growing and financially sound Grouts of Corngonies

## Quest Group

- Strong performance with Double Digit and organic growth in all lines

Sales +20\% Ebitda +12\% EBT +17\% EAT +97\%

- Sales of all sectors grew - most of them grew at a double-digit pace
- All quarters were good while Q3 \& Q4 were stronger
- All sectors and 6 of the subsidiaries manage to have significant contribution in profitability with more than $€ 3 \mathrm{~m}$ EBT.
- Managed Significant dividend return ( $€ 0,45 /$ share $)+200 \%$ vs 2019 ( $€ 0,14 /$ share)


## Explanations/Clarifications:

- Sales growth was driven by all the sectors.
- 12M2019 EBT results include extraordinary positive effects from reversal of past negative provisions of $\sim+€ 1,4 \mathrm{~m}$ which were taxed in 2018. 12M2019 EAT results include $\alpha$ one-off negative effect of $€ 12,7 \mathrm{~m}$ with no cash impact.
- 12 M 2020 EBT results include one-off negative effect of $€ 0,5 \mathrm{~m}$ regarding covid related donations. 12M2020 EAT results include one-offs with an overall negative effect of $€ 9,9 \mathrm{~m}$ with cash impact.
- Excluding extraordinary / one-off effects organic earnings (EBITDA \& EBT) are even better.
- During Q3, Quest Holdings proceeded in a capital increase through capitalization of non previously taxed reserves resulting to a one-off tax effect of $€ 11,2 \mathrm{~m}$. This move improves QH's capital structure and facilitates future profits distribution to its shareholders. This effect did not affect the recurring operating profitability of the company nor its dividend policy.
- Capex \& new Investments include growth investments of $€ 4 \mathrm{~m}$ in photovoltaic parks and $\sim € 16 \mathrm{~m}$ in infrastructure for ACS new hub and ${ }^{\text { } € 1 m ~ i n ~ n e w ~ t e c h n o l o g y ~ P O S ' s ~ i n ~ c a r d l i n k . ~}$

|  |  | 12M 2020 | Yoy \% | 12M 2019 |
| :--- | :---: | :---: | :---: | :---: |
|  |  | $\mathbf{7 2 1 . 3 5 9}$ | $20,2 \%$ | $\mathbf{6 0 0 . 3 1 9}$ |
| Sales |  | $\mathbf{5 9 . 8 9 6}$ | $12,2 \%$ | $\mathbf{5 3 . 3 9 3}$ |
| EBITDA | \% sales | $8,3 \%$ |  | $8,9 \%$ |
|  |  | $\mathbf{4 2 . 3 0 3}$ | $16,8 \%$ | $\mathbf{3 6 . 2 2 9}$ |
| EBIT | \% sales | $5,9 \%$ |  | $6,0 \%$ |
|  |  | $\mathbf{5 2 . 8 5 5}$ | $11,6 \%$ | $\mathbf{4 7 . 3 4 2}$ |
| EBTD sales | $7,3 \%$ |  | $7,9 \%$ |  |
|  |  | $\mathbf{3 5 . 2 6 1}$ | $16,8 \%$ | $\mathbf{3 0 . 1 7 7}$ |
| EBT | \% sales | $4,9 \%$ |  | $5,0 \%$ |
|  | $\mathbf{1 6 . 3 3 8}$ | $97,0 \%$ | $\mathbf{8 . 2 9 4}$ |  |
| EAT | \% sales | $2,3 \%$ |  | $1,4 \%$ |
|  | $\mathbf{1 5 . 9 5 4}$ | $102 \%$ | $\mathbf{7 . 8 9 2}$ |  |
| EAT \& NCI | -17.594 | $2,5 \%$ | -17.165 |  |
| Depreciation \& Amortization |  | -5.815 | $10,0 \%$ | -5.287 |
| Financial results | $\mathbf{2 5 . 9 5 4}$ | $-23,7 \%$ | $\mathbf{3 4 . 0 3 3}$ |  |
| CAPEX \& New Invesments |  |  |  |  |

## P\&L (12M 2020 )



## Balance sheet (12M 2020 )

## Amounts in ,000 €

| Group Balance Sheet | 12M 2020 | 12M 2019 |
| :---: | :---: | :---: |
| Tangible \& intangible assets | 105.819 | 89.493 |
| Right-of-use assets | 20.257 | 26.033 |
| Goodwill | 31.551 | 31.398 |
| Other | 45.081 | 53.592 |
| Non-current assets | 202.709 | 200.515 |
| Inventories | 43.475 | 31.495 |
| Trade \& other receivables | 153.660 | 108.936 |
| Cash and cash equivalents | 96.873 | 75.195 |
| Other | 6.994 | 7.186 |
| Current assets | 301.002 | 222.812 |
| Total assets | 503.710 | 423.327 |
| Total equity | 142.648 | 143.203 |
| Borrowings-Long Term | 62.593 | 8.105 |
| Lease liability | 18.509 | 22.052 |
| Other | 36.614 | 35.230 |
| Non-current liabilities | 117.716 | 65.386 |
| Borrowings-Short Term | 24.034 | 42.320 |
| Trade \& other payables | 199.970 | 162.813 |
| Lease liability | 5.648 | 8.000 |
| Other | 13.694 | 1.606 |
| Current liabilities | 243.346 | 214.739 |
| Total Liabilites \& equity | 503.710 | 423.327 |
| Net Debt/(cash) | -10.246 | -24.770 |

## Cash Flow (12M 2020 )

Amounts in ,000 €

| Group Cash Flow | 12M 2020 | 12M 2019 |
| :---: | :---: | :---: |
| EBT | 35.261 | 30.177 |
| Depreciation/Amortization | 17.595 | 17.167 |
| Interests Expense / (income) | 5.815 | 5.287 |
| WoC (Change in Inventories, Receivables, Payables) | (9.618) | (8.001) |
| Tax paid | (10.327) | (5.526) |
| Other operating activities | (6.216) | (4.236) |
| Cash flows from operating activities | 32.510 | 34.868 |
| Capex | (25.106) | (6.698) |
| Other investment activities | 3.052 | (18.599) |
| Cash flows from investing activities | (22.053) | (25.297) |
| Proceeds from borrowings/Repayments of borrowings | 36.202 | 16.690 |
| Share capital return | (16.077) | (5.004) |
| Others | (818) | 275 |
| Repayment of lease liabilities | (8.085) | (9.501) |
| Cash flows from financing activities | 11.222 | 2.460 |
| Total Change | 21.679 | 12.031 |
| Cash \& Equivalent at beginning of year | 75.195 | 63.164 |
| Cash \& Equivalent at end of the year | 96.873 | 75.195 |
| Net Debt/(cash) | -10.246 | -24.770 |

## IT Products Segment (Wholesale/ Retail)

## Info/Overview

- Largest distributor of H/W and S/W products in Greece
- €420m revenue in 2020
- 40\%+ of ICT distribution Market in Greece
- Certified Greek partner of major international vendors
- Own Brand assembler \& distributor
- Apple's Value Added Distributor Greece \& Cyprus
- 9 Apple retail stores, 2 Xiaomi retail Stores
- 120 service centers for Technical Support
- Advanced e-commerce platform
- Expansion to the Clima (air-condition Sector)
- Personnel: 476


## Outlook

- Covid19 accelerates tech product sales growth and ecommerce penetration.
- We estimate double digit sales growth to persist in 2021, assuming no unfortunate events in the economy recovery and the consumption the pandemic.

Info Quest you.gr ${ }_{\text {i Square }}$ iStorm ${ }^{\star}$

## 12M Financial Results

| Amount in,000€ | 12M 2020 | Yor \% | 12M 2019 |  |
| :--- | ---: | ---: | ---: | ---: |
| Sales | $\mathbf{4 1 9 . 9 5 5}$ | $25 \%$ | $\mathbf{3 3 7 . 2 8 9}$ |  |
| EBITDA |  | 15.537 | $19 \%$ | 13.052 |
|  | \% sales | $3,7 \%$ |  | $3,9 \%$ |
| EBT |  | 10.399 | $28 \%$ | $\mathbf{8 . 1 4 8}$ |
|  | \% sales | $2,5 \%$ |  | $2,4 \%$ |
| EAT |  | $\mathbf{8 . 0 3 3}$ | $30 \%$ | $\mathbf{6 . 1 6 2}$ |
| Net cash/(debt) | $\mathbf{9 . 6 6 3}$ | $7 \%$ | $\mathbf{9 . 0 4 6}$ |  |

- $+25 \%$ sales growth in 12M 2020, driven mainly by market share/e-commerce and retail expansion
- EBT +28\% YoY. Adjusted by €1,4m extraordinary profit in Q1 2019, 12M 2020 organic profitability significantly improved
- Improvement of margins taking in consideratiion extraordinary positive effects of $€ 1,4 \mathrm{~m}$ in 12 M 2019 results


## IT Services Segment

## uni. systems

## Info/Overview

- Leading IT integrator in domestic market ~ 20\% Market Share
- €132m revenue in 2020
- 30+ countries of operations
- ~ $40 \%$ International revenues
- 600+ customers across industries \& geographies
- $80 \%$ of revenues from services activities
- 50+ years experience in banking \& telecom sectors
- Specialized IT/Tech professionals
- Personnel:916


## Outlook

- Results not adversely affected by Covid19.
- High single digit sales growth estimated for 2021 driven by rising demand in ICT services.


## 12M Financial Results

| Amount in,000€ | 12M 2020 | Yoy \% | 12M 2019 |  |
| :--- | ---: | ---: | ---: | ---: |
| Sales | $\mathbf{1 3 2 . 3 7 0}$ | $15 \%$ | $\mathbf{1 1 4 . 6 7 9}$ |  |
| EBITDA |  | $\mathbf{8 . 1 2 2}$ | $44 \%$ | $\mathbf{5 . 6 4 4}$ |
|  | \% sales | $6,1 \%$ |  | $4,9 \%$ |
| EBT |  | $\mathbf{4 . 4 7 3}$ | $114 \%$ | $\mathbf{2 . 0 9 4}$ |
|  | \% sales | $3,4 \%$ |  | $1,8 \%$ |
| EAT |  | $\mathbf{2 . 8 4 4}$ | $328 \%$ | $\mathbf{6 6 5}$ |
| Net cash/(debt) | $\mathbf{1 4 . 4 4 8}$ | $23 \%$ | $\mathbf{1 1 . 7 4 5}$ |  |

- +15\% Sales growth, 114\% EBT growth in 12M 2020
- Focus on improving project delivery operations and optimize cost structure and margins
- Greece IT Services market is recovering
- >€300m backlog in future projects


## Info/Overview

- Largest Local Courier Operator in SE Europe (~ 24\% M. Share)
- €126m revenue in 2020
- Leading Alternative Postal Operator in Greece ( $\sim 7 \%$ M. Share)
- 60+m shipments/year ( 33 m courier/30m Post)
- 500+ Service Points
- 40 years experience
- $30.000 \mathrm{~m}^{2}$ facilities
- Personnel: 717


## Outlook

- Covid19 effect boosts ecommerce demand accelerating courier services revenues.
- Overall high single revenues growth estimated for 2021.
- EBT margins may be at pressure during lockdowns and until the volume settles in a more stable/predictable growth pace.
- New automated state of the art sorting hub (to be ready by the end 2021), $\sim € 18 \mathrm{~m}$ remaining capex.


## 12M Financial Results

| Amountin,000€ | 12M 2020 | Yor \% | 12M 2019 |  |
| :--- | ---: | ---: | ---: | ---: |
| Sales | $\mathbf{1 2 5 . 9 2 7}$ | $16 \%$ | $\mathbf{1 0 8 . 7 3 4}$ |  |
| EBITDA |  | $\mathbf{1 6 . 9 5 9}$ | 7\% | $\mathbf{1 5 . 8 2 1}$ |
|  | \% sales | $13,5 \%$ |  | $14,6 \%$ |
| EBT |  | $\mathbf{1 3 . 8 5 2}$ | $5 \%$ | $\mathbf{1 3 . 2 2 6}$ |
|  | \% sales | $11,0 \%$ |  | $12,2 \%$ |
| EAT |  | $\mathbf{1 1 . 8 1 0}$ | $21 \%$ | $\mathbf{9 . 7 2 8}$ |
| Net cash/(debt) | $\mathbf{2 4 . 6 1 3}$ | $-24 \%$ | $\mathbf{3 2 . 2 4 2}$ |  |

- Revenue growth driven mainly by e-commerce courier shipments
- Courier (accounts for $90 \%$ of sales) grew by $22 \%$ while Post (accounts for 9\% of sales) decreased by $-21 \%$.
- Margins decreased as a result of extraordinary expenses related to Covid19 lockdown period
- 2020 EAT were positively affected by an extraordinary €1,3m tax return effect


## Electronic Payments Segment

cardlink

## Info/Overview

- Leading POS network operator in Greece
- €34m revenue in 2020
- ~230K installed POS in merchants
- ~40\% Market Share in POS
- >517m transactions/yr
- Serves all major banks
- Significant growth investments ~€40m during 2015-2018
- Personnel: 112


## Outlook

- Electronic payments penetration is growing, and this is expected to appear more clearly in the company's results after the opening of physical stores.
- Single digit sales growth is estimated for 2021, followed by further improved (double digit) profitability rebound after the lift of special discount imposed in 2019 in the context of the agreement with the Banks .


## 12M Financial Results

| Amount in ,000€ | 12M 2020 | Yoy \% | 12M 2019 |  |
| :--- | ---: | ---: | ---: | ---: |
| Sales | $\mathbf{3 4 . 1 7 4}$ | $4 \%$ | $\mathbf{3 2 . 9 8 3}$ |  |
| EBITDA |  | $\mathbf{1 1 . 9 4 6}$ | $-12 \%$ | $\mathbf{1 3 . 6 2 3}$ |
|  | \% sales | $35,0 \%$ |  | $41,3 \%$ |
| EBT | $\mathbf{3 . 0 5 6}$ | $-28 \%$ | $\mathbf{4 . 2 5 4}$ |  |
|  | $8,9 \%$ |  | $12,9 \%$ |  |
| EAT sales | $\mathbf{2 . 5 5 3}$ | $-4 \%$ | $\mathbf{2 . 6 5 9}$ |  |
| Net cash/(debt) | $\mathbf{- 6 . 6 2 4}$ | $-591 \%$ | $\mathbf{- 9 5 9}$ |  |

- Sales and Profitability were affected:
- by lower prices (2020 onwards)
- by special 2019 revenue discount for 2019 to the Banks
- increased opex for development of new products
- by covid19 physical stores' lockdowns
*2020 Net cash/(debt) does not include €1,3m lease liabilities due to the changes in IFRS 16


## Info/Overview

- €8,9m revenue in 2020 with $35 \%$ growth due to 2019 investments
- Quest Energy owns 15 photovoltaic parks of 26,2MW power
- Quest Holdings(QH): Parent Company, operates as a holding company with a lean as possible corp. structure
- Personnel: 7


## Outlook

- There is no covid19 effect in QE
- FY2021 results are estimated to be mildly improved as a results of 2020 investments in QE.

ENERGY
Quest
HOLDINGS

12M Financial Results

| Amount in ,000¢ | 12M 2020 | Yoy\% | 12M 2019 |
| :---: | :---: | :---: | :---: |
| Sales | 8.933 | 35\% | 6.634 |
| EBITDA | 7.332 | 40\% | 5.253 |
| \% sales | 82,1\% |  | 79,2\% |
| EBT | 3.481 | 42\% | 2.454 |
| \% sales | 39,0\% |  | 37,0\% |
| EAT | -8.901 | 18\% | -10.920 |
| Net cash/(debt) | -31.854 | -17\% | -27.305 |

- Quest Energy(QE) results increased in 12M 2020 due to the acquisition of 13,4 MW in 2019
- QE 12M 2020 include $€ 0,49 \mathrm{~m}$ extraordinary provisions for tax purposes
- Quest Holdings 9M 2020 results affected by one of tax of €11,2m
- Actively pursuing new growth investments in core/other areas (M\&As)


## Segment Contribution in Sales \& Ebitda (12M 2020 )



## Segment Analysis 12M 2020

| 12M $2020(€ \times 1.000)$ |  |
| :--- | :--- |
| Total gross segment sales |  |
| Inter-segment sales |  |
| Net sales |  |
| EBITDA |  |
|  | \% sales |
| Profit/ (Loss) before income tax |  |
| Profit/ (Loss) after tax |  |
| Profit/ (Loss) after tax \& NCI |  |
| Capex \& New Investments |  |
| Net cash/(debt) |  |


| IT Products |
| ---: |
| $\mathbf{4 7 3 . 1 9 0}$ |
| $(53.236)$ |
| 419.955 |
| 15.537 |
| $3,7 \%$ |
| 10.399 |
| $2,5 \%$ |
| 8.033 |
| 9.663 |


| 12M $2019(€ \times 1.000)$ |
| :--- |
| Total gross segment sales |
| Inter-segment sales |
| Net sales |
| EBITDA |
| Profit/ (Loss) before income tax |
| Profit/ (Loss) after tax |
| $\frac{\text { Profit/ (Loss) after tax \& NCI }}{\text { Capex \& New Investments }}$ |
| Cash |
| Borrowings (non current) |
| Borrowings (current) |
| Net cash/(debt) |


| IT Products |
| ---: |
| 379.439 |
| $(42.150)$ |
| 337.289 |
| 13.052 |
| $3,9 \%$ |
| 8.148 |
| $6.4 \%$ |
| 9.952 |
| 18.600 |
| 9.554 |$]$


| IT Services | Courier \& Postal |
| :---: | :---: |
| 134.150 | 127.608 |
| (1.781) | (1.682) |
| 132.370 | 125.927 |
| 8.122 | 16.959 |
| 6,1\% | 13,5\% |
| 4.473 | 13.852 |
| 3,4\% | 11,0\% |
| 2.844 | 11.810 |
| 1.004 | 16.363 |
| 14.448 | 24.613 |


| Diff 2020/2019 \% |
| :--- |
| Total sales |
| $\frac{\text { EBITDA }}{\text { Profit/ (Loss) before income tax }}$ |
| $\frac{\text { Profit/ (Loss) after tax }}{\text { Profit/ (Loss) after tax \& NCI }}$ |



## Consolidated Quarterly results

|  | Q1 2020 | Yoy\% | Q1 2019 | Q2 2020 | Yoy\% | Q2 2019 | 6M 2020 | Yoy\% | 6M 2019 | Q3 2020 | YoY\% | Q3 2019 | 9M 2020 | Yoy\% | 9M 2019 | Q4 2020 | YoY\% | Q4 2019 | 12M 2020 | Yoy\% | 12M 2019 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Sales | 147.748 | 18,2\% | 124.996 | 156.179 | 17,3\% | 133.182 | 303.927 | 17,7\% | 258.178 | 177.034 | 24,7\% | 141.920 | 480.961 | 20,2\% | 400.097 | 240.398 | 20,1\% | 200.222 | 721.359 | 20,2\% | 600.319 |
| EBITDA | 12.559 | 6,0\% | 11.845 | 14.588 | 5,7\% | 13.800 | 27.146 | 5,9\% | 25.645 | 15.872 | 16,1\% | 13.672 | 43.018 | 9,4\% | 39.317 | 16.878 | 19,9\% | 14.077 | 59.896 | 12,2\% | 53.393 |
| \% sales | 8,5\% |  | 9,5\% | 9,3\% |  | 10,4\% | 8,9\% |  | 9,9\% | 9,0\% |  | 9,6\% | 8,9\% |  | 9,8\% | 7,0\% |  | 7,0\% | 8,3\% |  | 8,9\% |
| EBIT | 8.137 | 7,1\% | 7.596 | 10.203 | 6,9\% | 9.546 | 18.340 | 7,0\% | 17.141 | 11.453 | 22,4\% | 9.356 | 29.793 | 12,4\% | 26.497 | 12.510 | -31,6\% | 18.282 | 42.303 | -5,5\% | 44.780 |
| \% sales | 5,5\% |  | 6,1\% | 6,5\% |  | 7,2\% | 6,0\% |  | 6,6\% | 6,5\% |  | 6,6\% | 6,2\% |  | 6,6\% | 5,2\% |  | 9,1\% | 5,9\% |  | 7,5\% |
| EBTD | 11.176 | 3,2\% | 10.829 | 13.285 | 3,4\% | 12.845 | 24.461 | 3,3\% | 23.674 | 14.287 | 15,9\% | 12.323 | 38.749 | 7,6\% | 35.997 | 14.106 | 404,8\% | 2.794 | 52.855 | 36,3\% | 38.791 |
| \% sales | 7,6\% |  | 8,7\% | 8,5\% |  | 9,6\% | 8,0\% |  | 9,2\% | 8,1\% |  | 8,7\% | 8,1\% |  | 9,0\% | 5,9\% |  | 1,4\% | 7,3\% |  | 6,5\% |
| EBT | 6.755 | 2,7\% | 6.579 | 8.900 | 3,6\% | 8.591 | 15.655 | 3,2\% | 15.170 | 9.868 | 23,2\% | 8.007 | 25.523 | 10,1\% | 23.177 | 9.738 | 39,1\% | 7.000 | 35.261 | 16,8\% | 30.177 |
| \% sales | 4,6\% |  | 5,3\% | 5,7\% |  | 6,5\% | 5,2\% |  | 5,9\% | 5,6\% |  | 5,6\% | 5,3\% |  | 5,8\% | 4,1\% |  | 3,5\% | 4,9\% |  | 5,0\% |
| EAT | 4.448 | -2,\% | 4.537 | 7.066 | 16,3\% | 6.074 | 11.514 | 8,5\% | 10.611 | -3.989 | -171,8\% | 5.553 | 7.525 | -53,4\% | 16.164 | 8.813 | -212,0\% | -7.870 | 16.338 | 97,0\% | 8.294 |
| \% sales | 3,0\% |  | 3,6\% | 4,5\% |  | 4,6\% | 3,8\% |  | 4,1\% | -2,3\% |  | 3,9\% | 1,6\% |  | 4,0\% | 3,7\% |  | -3,9\% | 2,3\% |  | 1,4\% |
| EAT \& NCI | 4.355 | -1\% | 4.412 | 7.014 | 19\% | 5.919 | 11.369 | 10\% | 10.330 | -4.071 | -176\% | 5.339 | 7.297 | -53\% | 15.669 | 8.657 | -211\% | -7.777 | 15.954 | 102\% | 7.892 |
| Depreciation \& Amortization | -4.422 | 4,0\% | -4.249 | $-4.385$ | 3,1\% | -4.254 | -8.806 | 3,6\% | -8.504 | $-4.419$ | 2,4\% | -4.315 | -13.225 | 3,2\% | -12.819 | -4.369 | -203,9\% | 4.206 | -17.594 | 104,3\% | -8.614 |
| Financial results | -1.519 | 33,5\% | -1.138 | -973 | 6,9\% | -910 | -2.492 | 21,7\% | -2.048 | -1.581 | -7,9\% | -1.717 | $-4.073$ | 8,2\% | -3.765 | -1.742 | 14,5\% | -1.522 | -5.815 | 10,0\% | $-5.287$ |
| CAPEX \& New Invesments | 2.969 | 79,2\% | 1.657 | 3.884 | 275,9\% | 1.033 | 6.853 | 154,7\% | 2.690 | 9.688 | -63,5\% | 26.554 | 16.541 | -43,4\% | 29.244 | 9.412 | 96,5\% | 4.789 | 25.954 | -23,7\% | 34.033 |

## Group Outlook

After almost a year of Covid19 it becomes apparent that the pandemic accelerates the tech and e-commerce penetration in our society. This creates a tailwind environment for most of Quest Holdings businesses, assuming that there will be no major long term macro economic setbacks.

FY 2021 revenues and operating profitability are estimated to be higher than FY 2020. Most segments are estimated to grow at high single - double digit rates.

Group's financial position ( $\sim 170 \mathrm{~m}$ cash and credit lines) is solid enough to endure further hardships (hoping they will not come) as well as to support planned further growth investments.
$€ 30 \mathrm{~m}+$ infrastructure investment for the new automated sorting hub for Courier Sector to be concluded by the year end. Actively looking new growth investments to further fuel growth (new solar parks, other M\&A's), therefore growth capex could overall be significantly higher during 2021 vs 2020.

## 02. Appendix

Other Corporate info More Financial Data

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## Operating Model



Subsidiaries are market leaders in promising sectors


Actively involved in subsidiaries' management


Mitigate risk by investing in different sectors

## Strategy Building Blocks

Emphasis on Tech and Tech enabled companies

- Customer Driven
- Operational Excellence
- Human Capital \& Values
- Innovation / Technology Orientation


## Value Created to Investors



RoE (=EBT/Total Equity)


Resilience in challenging times


## Growth Drivers

|  | Holuest | you.gr | isquare | istorm $=$ | Tace | li.sytem | cardlink | aues | Ouest |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Mobility \& lot | 0 | Q | Q | Q |  | Q |  |  |  |
| E-Commerce |  | 0 |  |  | 0 |  |  |  |  |
| International Marke |  |  | 0 | Q |  | 0 |  |  |  |
| Commercia Networks | Q |  | 0 | Q | Q |  | 0 |  |  |
| Electronic Payment |  |  |  |  |  |  | 0 |  |  |
| Inorganic Growth | 0 |  |  |  | Q | 0 |  | 0 | Q |

## Quest Holdings BoD



Theodore Fessas President-Exec. Member Founder and major shareholder of Quest Holdings ex. President of SEV (Hellenic Federation of Enterprises)


Maria Damanaki
Independent Non -Exec. Member
ex. EU Commissioner for Maritime Affairs


Eftichia Koutsoureli Non-Exec. Member Shareholder and Vice Chairwoman of Quest Holdings


Apostolos Tamvakakis Independent Non-Exec. Member
ex. CEO of National Bank of Greece


Apostolos Georgantzis Exec. Member
CEO of Quest Holdings President and
Managing Director of ACS


Markos Bitsakos Exec. Member Deputy CEO of Quest Holdings
Managing Director of QE


Nikolaos Labroukos Exec. Member
ex. CEO Intracom IT


Pantelis Tzortzakis Independent Non-Exec. Member ex. Deputy Minister of e-

Government ex. CEO Forthnet

## Phaedon Tamvakakis

Independent Non-Exec.
Member
Founder and Vice Chairman of Alpha Trust Mutual Fund

## Corporate Governance

- The management and operation of the Quest Group is based on a modern, dynamic and flexible Corporate Governance model.
- Group Corporate Governance:
$\checkmark$ Is in line with Greek law
$\checkmark$ Complies with the Hellenic Code of Corporate Governance (HCGC) with some discrepancies mentioned in the Annual Financial Report
- Corporate Governance aims at the:
$\checkmark$ Responsible operation of the Group
$\checkmark$ The viability of its companies and
$\checkmark$ To safeguard the interests of the Shareholders and Stakeholders
- BoD is the highest governing body of Quest Holdings Group
- BoD consist of 11 members - 6 being non executive / independent
- Quest Holdings Board of Directors - 5 Board Committees
- Quest Group Organizational and Operational Manual (based on HCGC)
- 27 Group Policies
- 36 Standard Procedures (valid for all companies)
- Decision Making Procedure and Tables (approved by the Company BoD)
- Representation Table for every Company (approved by the Company BoD)
- Enterprise Risk Management System
- CSR and Sustainable Development is a strategic focus for Quest Group
- The Group endorses the 10 Principles of the UN Global Compact, the 17 UN Sustainable Development Goals and complies with the Greek Sustainability Code
- The Group publishes Annual Sustainable Development Report according to the GRI Standards (Global Reporting Initiative), which includes all companies with total turnover of more than 5\% of the consolidated turnover


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## Strategic CSR Focus

- Market: Responsible and Ethical Entrepreneurship, Regulatory Compliance, Continuous Growth, Expansion to new Areas, Total Customer Satisfaction
- Human Capital: Training and Development Initiatives, Increase Employee Satisfaction
- Environment: Increase Recycling Activities, Reduce Power Consumption, Reduce emissions from ACS Transportations
- Society: support Entrepreneurship and Innovation through IQbility Incubation Center, Support Digital Transformation in Education by implementing various actions, increase volunteering
- This document might contain estimations and forward-looking statements relating to the Group's future business, development and economic performance. It also includes statements from sources that have not been independently verified by the Company.
- Such statements may be subject to a number of risks, uncertainties and other important factors, such as but not limited to:
- Competitive pressures
- Legislative and regulatory developments
- Global and local macroeconomic and political trends
- Fluctuations in currency exchange rates and general financial market conditions
- Delay or inability in obtaining approvals from authorities
- Technical development
- Litigation
- Adverse publicity and news coverage, which would cause actual development and results to differ materially from the statements made in this document
- Quest Holdings assumes no obligation to update or alter such statements whether as a result of new information, future events or otherwise.


