



CFA Institute®

CFA Institute Research Challenge

hosted by
CFA Society Greece
Team G

The CFA Institute Research Challenge is a global competition that tests the equity research and valuation, investment report writing, and presentation skills of university students. The following report was prepared in compliance with the Official Rules of the CFA Institute Research Challenge, is submitted by a team of university students as part of this annual educational initiative and should not be considered a professional report.

Disclosures:

Ownership and material conflicts of interest

The author(s), or a member of their household, of this report does not hold a financial interest in the securities of this company. The author(s), or a member of their household, of this report does not know of the existence of any conflicts of interest that might bias the content or publication of this report.

Receipt of compensation

Compensation of the author(s) of this report is not based on investment banking revenue.

Position as an officer or a director

The author(s), or a member of their household, does not serve as an officer, director, or advisory board member of the subject company.

Market making

The author(s) does not act as a market maker in the subject company's securities.

Disclaimer

The information set forth herein has been obtained or derived from sources generally available to the public and believed by the author(s) to be reliable, but the author(s) does not make any representation or warranty, express or implied, as to its accuracy or completeness. The information is not intended to be used as the basis of any investment decisions by any person or entity. This information does not constitute investment advice, nor is it an offer or a solicitation of an offer to buy or sell any security.

Athens International Airport (AIA:GA, AIAr.AT)

Activity: Airport Operation Services
Sector: Industrial Goods & Services
Listed: Athens Stock Exchange (ATHEX)
Indices: ATHEX_ESG, FTSE, FTSEA, FTSEDTR

Current Price: €11.44
(05/02/2026)
Target Price: €11.97
Upside: 4.63%
Date: 06/02/2026

Recommendation:

HOLD

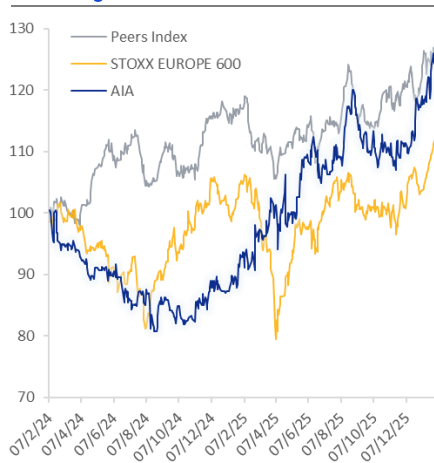


Figure 1: AIA's Overview

Current Price (05/02/2026)	11.44
Target Price	11.97
Upside	4.63%
Free Float	24.20%
52-Week High	12.00
52-Week Low	8.20
Market Cap	3,531.90
Shares Outstanding	309.54
P/E (2025E)	16.29
EV/EBITDA (2025E)	11.11
Dividend Yield (2025E)	6.14%

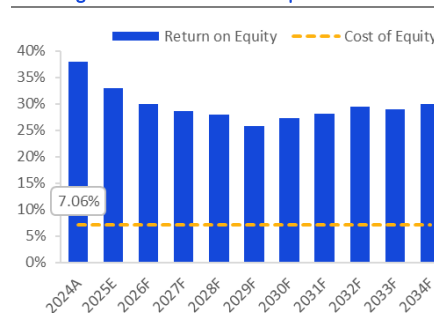
Source: FactSet, Team Analysis

Figure 2: Relative Share Performance



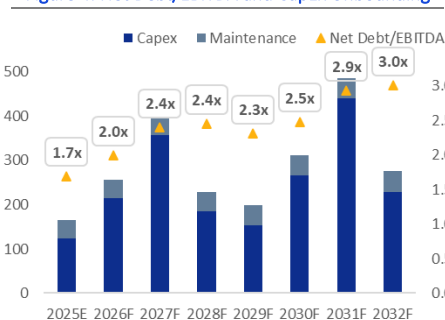
Source: FactSet, Team Analysis

Figure 3: Structural ROE Outperformance



Source: Team Analysis

Figure 4: Net Debt/EBITDA and CapEx Unbounding



Source: Team Analysis

Investment Summary

Athens International Airport (AIA) is Greece's leading aviation hub and a vital international gateway facilitating connectivity between Europe, the Middle East, and Asia. Operations commenced in 2001 under a Build-Own-Operate-Transfer scheme, marking the first major infrastructure partnership of its kind in Greece. This concession agreement was subsequently extended in 2019, securing exclusive operating rights until 2046.

Investment Recommendation

We issue a **HOLD** recommendation with a target price of **€11.97** implying an 4.63% upside potential on the closing price of **€11.44** on 05/02/2026. The target price is based on the weighted average of 4 methods: a) **DCF model**, b) **EVA model**, c) **DDM Model**, d) **Comparable Analysis** (P/E, EV/EBITDA, EV/TRAFFIC), setting the weights of 50%, 10%, 10% and 30% respectively.

Investment Case

Pillar 1 - Structural Resilience & The Strategic Gateway Positioning: AIA has transcended post-pandemic recovery to achieve structural outperformance, **ranking as Europe's 10th most connected hub with direct connectivity up 24% vs. 2019**. Unlike congested European peers, AIA enjoys runway capacity headroom, a critical advantage that enables aggressive volume monetization without immediate infrastructure bottlenecks. This operational scalability supports a dual strategy: evolving into a premier intercontinental node and serving as the exclusive funnel to the Aegean archipelago and the Greek islands. By controlling the sole transit link to premium destinations, AIA secures a unique "gateway monopoly", blending defensive **O&D stability with the high-yield of Greece's tourism product**, all while operating under a pioneering green framework that future-proofs the asset against environmental regulatory risks.

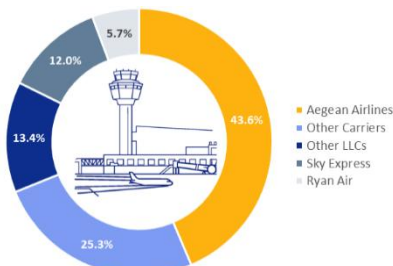
Pillar 2 - A Concrete Floor with a View of the Sky: AIA's investment case rests on a regulatory framework superior to standard European models, where the Asset Base is linked to HICP to ensure real returns, (Figure 3). The mechanism includes a counter-cyclical "carry-forward" clause that banks return shortfalls, effectively immunizing equity against volume shocks—whether from macro downturns or FIR capacity constraints. Ultimately, this operational friction is rendered moot by demand inelasticity; travelers continue to "vote" for Greece despite airspace congestion. Coupled with a **Dual Till system that exempts commercial activity from return caps**, shareholders own a protected utility floor with uncapped retail upside.

Pillar 3 - Disciplined Growth & Secured Yield We regard the **€1.4bn investment plan** less as an execution risk and more as a secured compounding of the asset base. Crucially the **Scrip Dividend** serves as the strategic bridge converting retained earnings into regulated equity. By strictly **channeling these stock dividends into the 'Air Activities' capital** the company ensures that reinvested cash explicitly accretes into the inflation adjusted principal effectively locking in future real returns. This mechanism is critical for sustaining the **100% payout policy** allowing AIA to balance full shareholder remuneration with the liquidity needs of the master plan. Despite this heavy capitalization the company preserves a **conservative leverage profile with Net Debt/EBITDA ratios at structurally low levels reinforcing its credit standing** (Figure 4), even at peak investment years.

Consequently, this creates a unique proposition: a self-funding infrastructure backbone uniquely insulated from the EU's "modal shift" agenda - the strategic regulatory push to decarbonize transport by substituting short-haul flights with rail connectivity. **Greece's lack of international rail links, due to the country's complex geomorphology and the interplay of mainland and seas**, renders air transport an essential service without viable substitutes, effectively shielding this expanding capital base from climate-related regulatory risks.

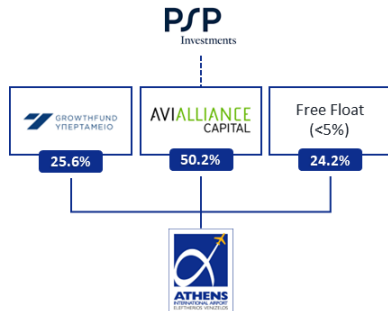
Key Financial Metrics	2024A	2025E	2026F	2027F	2028F	2029F	2030F	...	2045F	2046F
Revenue (m €)	665.51	682.62	676.84	715.65	754.66	802.08	837.47	...	1,296.21	1,373.12
yoy (%)	2.57%	-0.85%	5.73%	5.45%	6.28%	4.41%	4.79%	...	5.93%	5.93%
Adj. EBITDA (m €)	424.84	407.13	400.10	434.01	459.94	506.85	538.09	...	824.72	839.01
Adj. EBITDA Margin (%)	63.8%	59.6%	59.1%	60.6%	60.9%	63.2%	64.3%	...	63.6%	61.1%
EPS	0.76	0.70	0.68	0.71	0.75	0.74	0.78	...	1.24	1.30
ROE (%)	38.02%	32.99%	29.97%	28.57%	27.90%	25.87%	27.35%	...	43.01%	51.09%
CapEx/Net Income (%)	14.01%	75.99%	121.65%	180.56%	98.58%	86.38%	128.38%	...	15.93%	15.54%

Figure 5: PAX by Airline (2024A)



Source: AIA, Team Analysis

Figure 6: Shareholder Structure (2025E)



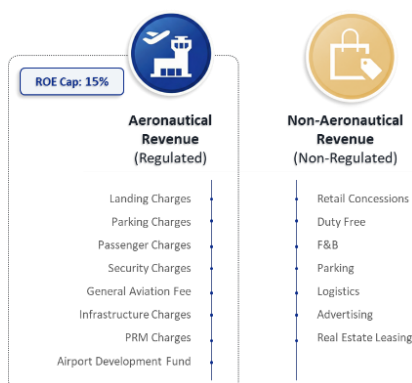
Source: AIA, Team Analysis

Figure 7: AIA's Objectives



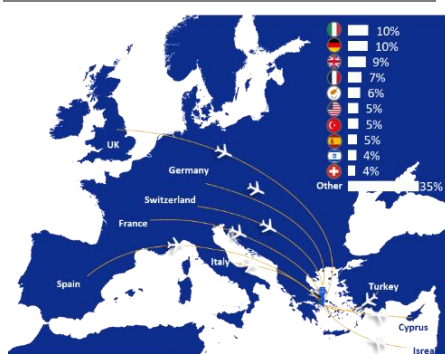
Source: AIA, Sustainability Report

Figure 8: Dual Till Framework



Source: AIA, Team Analysis

Figure 9: Destination Mix & Market Share: AIA's Top 10 Routes in 2024



Source: FactSet, Team Analysis

Business Description

Athens International Airport S.A. is Greece's largest and most strategically important airport infrastructure asset, functioning as the country's primary international gateway and a vital hub connecting Europe with the Middle East and Asia. Operations commenced in 2001, replacing the former Ellinikon Airport, and since then AIA has evolved into one of Europe's most resilient and rapidly growing airports. In 2025, passenger traffic reached a historic high of **33.9m (+ 6.7% yoy)**, ranking AIA as the **10th most internationally connected airport in Europe**. AIA currently hosts **70 airlines (Figure 5)**, offering flights to **166 destinations in 55 countries (Appendix 14 – Network Expansion)** reflecting a diversified and expanding route network. Crucially, the network is undergoing a structural shift toward high-yield long-haul markets, evidenced by the breakthrough direct connectivity to Mumbai and Delhi (launching 2026), which validates the airport's growing beyond traditional European leisure flows.

AIA operates under a long-term public-private partnership that ensures both operational autonomy and regulatory stability. Its shareholding structure (Figure 6) blends international airport management expertise with sovereign backing: **AviAlliance (50.2%)**, **Hellenic Corporation of Assets & Participations - HCAP (25.6%)**, and **public free float (24.2%)**. This mix supports a strong governance framework and an investment-grade operational profile.

Business Model

AIA's business model is anchored in its **dual-till regulatory framework (Figure 8)** and long-term concession agreement, extended until **2046**, providing long-term cash-flow visibility. **Aeronautical activities**, such as passenger charges, landing and parking fees, are regulated under a cost-plus mechanism, ensuring full recovery of depreciation and operating expenses alongside a capped 15% ROE. This framework provides explicit downside protection through a **"Carry Forward" mechanism**, which allows the company to defer uncovered costs and unrealized profits to future financial year. Crucially, these amounts are adjusted for **EU HICP in accordance with ADA**, effectively preserving the real value of shareholder returns against temporary traffic downturns. Conversely **non-aeronautical activities**—retail, duty-free, F&B, parking, advertising and real estate—operate in an open-market environment, delivering higher margins and scalable growth. This structure creates a distinctive mix of regulated stability and commercial upside, positioning AIA as an institutional-grade infrastructure asset. For investors, dual till enhances **value-creation potential**, **supports margin expansion**, and **incentivizes commercial development**, especially where traffic exhibits durable growth.

Strategic Outlook

AIA's strategic priorities focus on **four core pillars**:

a) Capacity Expansion as a Growth Driver: The **€1.4bn Airport Expansion Program** will raise capacity to **40M passengers by 2032**, unlocking additional retail and F&B space and driving higher commercial yield per passenger. **b) Commercial Upside & Margin Resilience:** **Non-aeronautical revenues** (c26% of total revenue 2025E) **remain the primary driver of margin expansion**, supported by retail mix optimization and real estate activation. **c) ESG Leadership & Cost Hedging:** **Achievement of Net Zero energy goals were realized in 2025** via a 35.5MW solar installation, reducing energy cost volatility and protecting OPEX and EBITDA margins. **d) Dual Till Framework:** It separates the airport's economy into **two distinct buckets**, ensuring that **higher margin profits generated from commercial activities** (retail, parking, F&B) are retained by the company, instead of offsetting regulated airport charges.

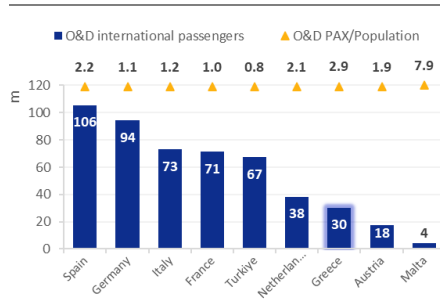
Key risks include potential delays in expansion execution and macro/geopolitical shocks affecting travel demand, partially mitigated by regulated aeronautical returns, diversified revenue streams, and conservative leverage profile. This combination of regulated stability, commercial scalability, and ESG-driven cost resilience positions AIA as one of Europe's most attractive airport infrastructure plays with **long-term cash-flow visibility and valuation defensiveness**.

Industry Overview & Competitive Positioning

Airports are mission-critical infrastructure at the intersection of aviation, mobility, commerce, and real estate. Their natural monopoly characteristics, high entry barriers, substantial upfront CapEx, and geographically defined catchment areas support long-duration, inflation-linked cash flows. However, the sector's value proposition extends beyond passive toll-collection; air connectivity serves as a potent economic multiplier. According to ACI Europe (2025), a **10% increase in direct connectivity correlates with a 0.5% rise in GDP per capita**, elevating airports like AIA from transport nodes to systemic drivers of national competitiveness.

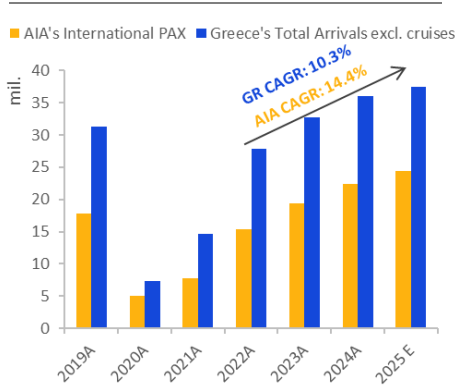
Macroeconomic Sensitivity & Revenue Drivers: The aviation sector functions as a high-beta proxy for economic activity, primarily governed by income elasticity and supply-side structural shifts. **Passenger demand remains a leveraged play on real GDP**, where direct connectivity serves as a potent economic multiplier, although growth is increasingly diverging between resilient leisure segments and structurally challenged corporate travel. On the supply side, the industry is navigating a regime of elevated volatility defined by geopolitical friction and transformative fleet technology which is reshaping network economics. Financially, while carriers face margin compression from rising unit costs, persistent core inflation across labor and supply chains is establishing a higher structural floor for operating expenses, forcing industry to test the limits of consumer pricing power.

Figure 10: International O&D Traffic per Capita (2024A)



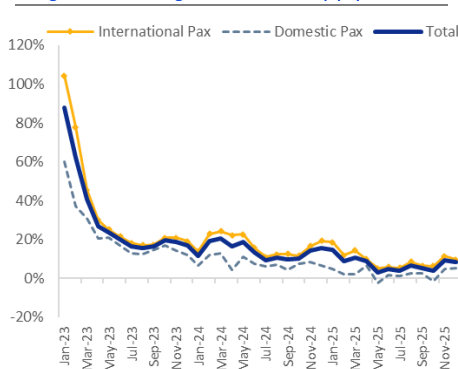
Source: Eurostat, World Bank, Team Analysis

Figure 11: Tourism & Connectivity: Greece's Arrivals vs AIA International Passenger Dynamics



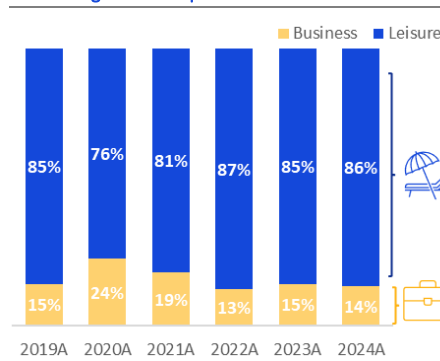
Source: AIA, BoG, Team Analysis

Figure 12: Passenger Traffic: Monthly yoy Growth



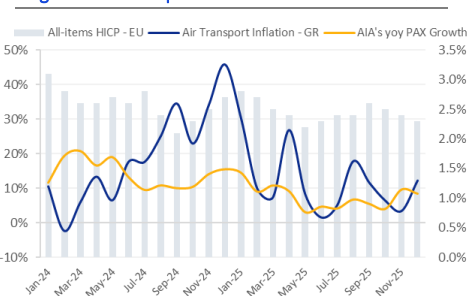
Source: AIA, Team Analysis

Figure 13: Purpose-Driven Traffic Mix



Source: AIA, Team Analysis

Figure 14: The Impact of Air Inflation vs Pax Growth



Source: Eurostat, Team Analysis

Operational Efficiency & Asset Optimization: In an environment where physical infrastructure structurally lags demand, capacity management has evolved into a critical asset optimization tool. **Slot coordination, which currently governs 43% of worldwide departure**, allows operators to strictly align traffic with IATA guidelines. This mechanism maximizes runway throughput and enables the deferral of capital-intensive expansion, thereby protecting ROIC. By optimizing existing capacity rather than immediately expanding it, efficient operators can drive volume growth.

Structural Catalysts - The Digital & Demographic Shift: The industry is currently navigating a transformation defined by a confluence of secular and digital catalysts. Demand is increasingly shaped by international connectivity, rising LCC penetration, and a structural shift toward non-air monetization. Simultaneously, the convergence of **Generative AI** in itinerary planning and the rise of **"Set-Jetting"** are creating a high-conversion demand funnel. Travelers, particularly Gen-Z, cohorts, increasingly rely on algorithmic recommendations and pop-culture influence for destination selection ([Appendix 13 – Google & AI Trends](#)), reducing the reliance on traditional tour operators.

AIA Strategic Positioning - The "Smart Gateway" Model: In this landscape, Greece's importance is amplified by its dual role as a regional gateway and a premier tourism brand. AIA strategically capitalizes on these dynamics through **"Smart Airport"** initiatives, utilizing data-driven efficiencies to maximize terminal throughput. However, this digital pivot introduces distinct technological risks—ranging from cybersecurity threats to critical system outages—necessitating robust IT resilience to prevent operational disruptions that could impair the airport's high-margin flow.

Passenger Traffic – Fly to Greece

Passenger traffic is the primary demand driver for both aeronautical and non-aeronautical revenue streams. Unlike Central European airports (e.g. Vienna, Frankfurt), which benefit from a substantial business-travel component (30%), Greece presents a structurally different profile. AIA's traffic mix in 2024 was **86% leisure and 14% business** ([Figure 13](#)), creating:

High seasonality: Peak demand in Q3 reflects **tourism seasonality**, with softer performance during winter months. This seasonal pattern impacts short-term revenue distribution but has limited impact on **long-term demand trends**.

Higher demand resilience: Leisure travel is **less sensitive** to macroeconomic downturns than business travel, which is currently pressured by: remote work adoption, virtual meetings, and tighter corporate travel budget.

As a result, AIA's demand profile is **structurally more resilient than that of business-heavy hubs**, supporting predictable revenue growth.

Tourism and the Greek Economy- One of Several Growth Engines

Tourism is a major but not exclusive driver of aviation activity in Greece. Following the lifting of COVID-19 restrictions, the tourism sector experienced a strong **V-shaped recovery** ([Figure 11](#)) Arrivals surpassed the 2019A (31.3m) high already in 2023A (32.7m), and climbed to **39.5m in 2024**, with projections to exceed 40 m in 2025.

A key leading indicator of this sustained momentum is the surge in digital demand. Search interest for **Flights to Greece or Greek islands** has consistently trended above historic averages, reflecting the country's solidified brand as a premier global destination. This macro-level demand acts as a direct funnel for AIA, reinforcing its strategic role as the undisputed national gateway. As the primary entry point for international visitors, Athens captures most of this inbound traffic, serving both as a destination and the essential hub for inter-island connectivity.

This upward trend is supported by robust tourism receipts, expanding international connectivity, and the activation of a seaplane network that leverages RRF-funded port infrastructure to unlock inter-island mobility. These developments, alongside steady **GDP growth projected slightly above 2%** over the coming years create a resilient backdrop for AIA's traffic outlook.

However, beyond tourism, several additional structural growth drivers are increasingly relevant:

- **Expansion of long-haul routes:** Growing connectivity with North America, the Middle East, and Asia supports higher-yield traffic and boosting transfer volumes.
- **Strong LCC penetration:** Ryanair, Wizz Air, and other LCCs continue to expand capacity in Greece, stimulating incremental demand and driving route diversification.
- **Population mobility & diaspora traffic:** Greece's large diaspora across Europe and North America contributes to stable baseline passenger flows.
- **Athens as an emerging regional hub:** AIA's strategic geographic location makes it a competitive platform for point-to-point and connecting traffic between three continents.

In 2024, AIA handled **31.85m passengers (+13.1% yoy)** and recorded **€665.5m revenue and €424.8m adjusted EBITDA**, indicating robust margin performance. The traffic is approximately 70% international, with a strong O&D orientation, establishing Athens as a preferred entrance point to Greece for inbound tourism and not merely a transit hub. AIA recorded approximately 11.1 million passengers in Q3 2025 (July–September), reflecting continued strong traffic momentum during the peak summer season.

Beyond operational metrics, AIA is a major contributor to the Greek economy: The airport's total economic footprint is estimated in the **multi-billion-euro**, supporting tens of thousands of jobs and generating tax and dividend flows to the State. The enhanced connectivity and network growth contribute

Figure 15: International Traffic Allocation: Market Share by Airport (2024A)

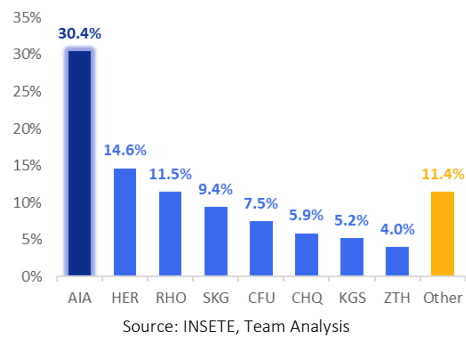


Figure 16: Competitive Dynamics: Porter's Five Forces

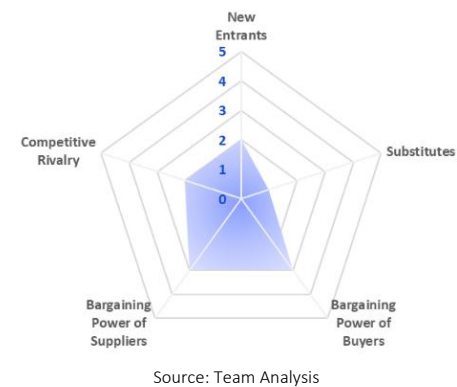


Figure 17: Carry Forward Amount

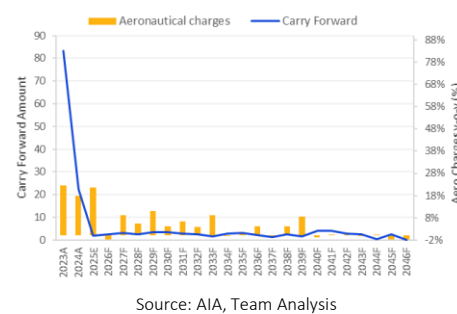


Figure 18: Revenue Forecasts by Segment

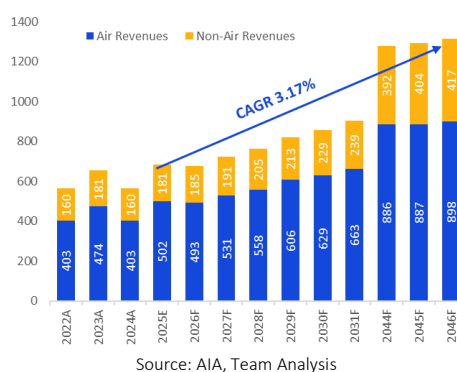
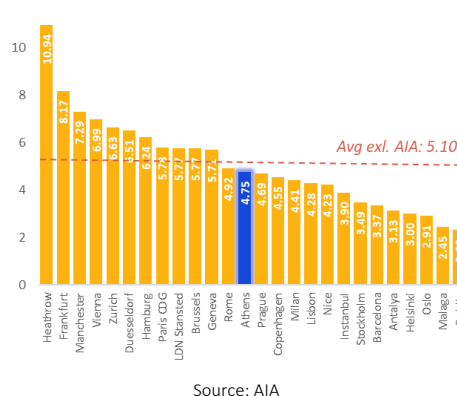


Figure 19: Airport Charges per Turnaround (2024A)



to extending the tourism season, attracting higher-value long-haul passengers and diversifying away from purely seasonal demand.

Competitive Positioning

AIA combines structural advantages with operational consistency, positioning itself as a highly resilient infrastructure asset within the European aviation landscape. **A key pillar of this stability is AIA's robust standing in the Air Connectivity Index (Appendix 2 – Connectivity Index)** relative to regional peers. By maintaining a network density that arguably outperforms comparable hubs in the Balkans and Eastern Mediterranean, AIA has established a defensive volume baseline that insulates it from regional fragmentation.

Although AIA remains Greece's dominant hub due to scale and connectivity, regional airports are gradually increasing **competitive pressure**. **Thessaloniki Airport** has attracted increasing point-to-point and low-cost international traffic following its modernization, while the new **Kastelli Airport in Crete** is expected to capture a portion of seasonal leisure demand over time. However, AIA retains a structural moat as the unparalleled gateway to the high-yield Aegean islands (e.g. Mykonos, Santorini). Given the capacity constraints of these island airports, AIA remains the essential transfer node for global connectivity, effectively insulating its hub status from regional fragmentation. Consequently, **these developments do not threaten AIA's role but rather contribute to a gradual decentralization of leisure traffic**.

Profitability leadership is a clear differentiator: AIA's EBITDA margin of **61.8% (2025E)** significantly exceeds major peers (e.g. Vienna 47%), reflecting disciplined cost management and strong commercial leverage. **Non aeronautical revenues c27% (2025E)** of total—comparable to top tier hubs like Zurich and Istanbul—enhance resilience across cycles and support sustainable margin expansion. This mix, coupled with AIA's network breadth, underpins increasing competitive distance versus similar sized airports in Southeastern Europe.

Beyond its financial outperformance, AIA also benefits from a structurally favorable competitive environment as illustrated by the Porter (Figure 16) and PESTLE framework (Appendix 4 – PESTLE Analysis). The **threat of new entrants is negligible**, given AIA's legally protected monopoly in the Attica region and the prohibitive capital intensity of airport development. **Substitution risk is equally low**, as no viable alternative exists to air travel for accessing Athens and the broader Greek tourism network. **Buyer power is contained** under the Dual-Till regime, which ensures cost recovery and stable returns despite airline consultation processes, while AIA's strong non-aeronautical footprint limits exposure to aeronautical bargaining. **Supplier power is more pronounced**, particularly as the **€1.4bn expansion** program heightens execution and cost-inflation risks tied to specialized contractors. Finally, **competitive rivalry stems primarily from regional hubs rather than local peers**, reinforcing the strategic rationale behind AIA's 50MAP expansion plan to sustain service quality and preserve transfer-traffic competitiveness. Overall, the Porter dynamics reinforce AIA's strategic moat and help underpin its resilient margins and valuation defensiveness.

Financial Analysis

Figure 23: Key Financial Metrics

Financial Metrics	2024A	2025E	2026F	2027F	2028F	2029F	2030F	...	2045F	2046F
Traffic	31.85	33.99	34.84	35.19	35.54	35.72	36.44	...	46.11	46.87
Air								...		
Charges per pax	9.40	10.71	10.02	10.82	11.30	12.49	12.74	...	14.07	13.58
Air Revenue Per Pax	12.66	13.96	13.34	14.27	14.90	16.17	16.46	...	18.43	18.36
EBITDA margin	60.64%	54.14%	52.59%	54.40%	54.41%	56.57%	57.15%	...	55.40%	55.05%
Operating margin	46.63%	39.02%	39.14%	41.22%	42.01%	38.16%	38.83%	...	29.20%	29.07%
NET margin	28.70%	23.09%	21.74%	22.10%	22.50%	20.78%	20.55%	...	18.80%	19.40%
ROE	26.76%	18.17%	14.91%	14.91%	15.11%	14.90%	15.01%	...	14.82%	15.21%
Non-Air								...		
Non-air Revenue per Pax	5.02	5.30	5.30	5.42	5.74	5.96	6.27	...	8.74	8.87
EBITDA margin	83.26%	83.21%	84.09%	83.79%	83.71%	83.73%	84.58%	...	86.18%	86.27%
Operating margin	76.82%	77.10%	77.77%	77.34%	75.25%	70.66%	71.99%	...	71.80%	72.27%
NET margin	56.73%	56.54%	56.21%	54.21%	51.70%	48.73%	49.47%	...	53.82%	54.61%

Source: Team Analysis

Revenue Outlook: A Dual-Engine Growth Trajectory

We project a consolidated Total Revenue **CAGR of 3.17% (2025E–2046F)**, driven by two strategic pillars:

Aeronautical - The Defensive Anchor: Regulated aeronautical revenues are forecasted to **grow at a 3.32% CAGR**, supported by expansion of the **RAB** and tariff mechanics that lift Aeronautical Charges per PAX from €9.40 (2024A) to €14.81 (2046F). The 15% ROE cap safeguards full capital recovery and stabilizes volatility-adjusted cash flows.

✈️ **The "Bottom-Up" Approach – A Resilience-Driven "Cost-Plus" Framework:** Forecasting uses non-linear relationship between traffic and price and a strict cost recovery framework under the Concession Agreement, ensuring allocation of operating cost. Depreciation, and allowed return on capital. This shields the top line from inflation shocks and traffic volatility.

Non-Aeronautical - The Alpha Driver: Commercial growth is driven by a **150% expansion of commercial footprint**, increasing Non-Air Revenue per PAX from €5.02 to €8.87 by 2046F. The non-regulated mix expands from 24% (2024A) to 31.7% (2046F), improving blended margins and enabling upside beyond

Figure 20: Evolution of Airport Charges & yoy Growth

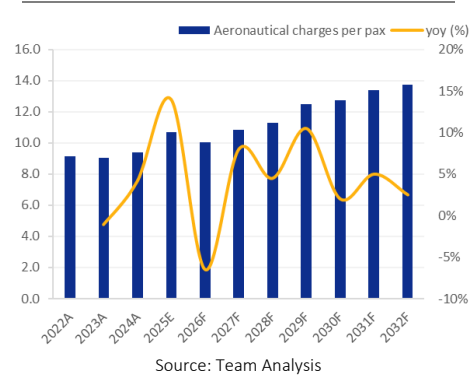


Figure 21: Shifts in Operating Expense Mix Over Time

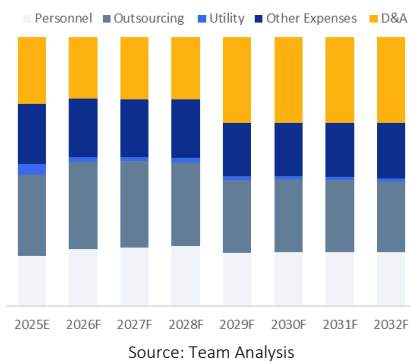


Figure 22: The J-Curve Effect

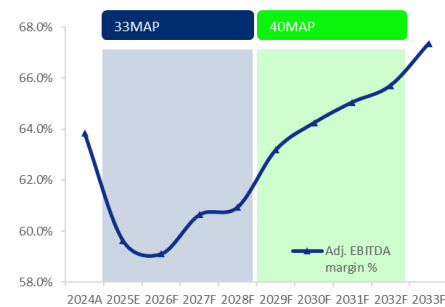


Figure 25: Scrip Dividend Program

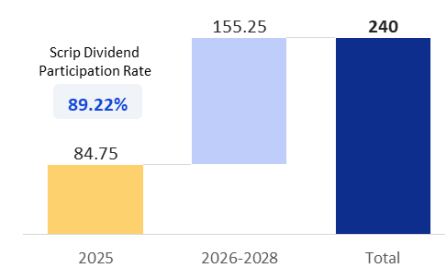
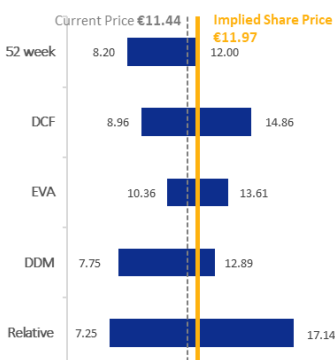


Figure 26: Football Field



regulated return ceilings.

Operating Efficiency and Margin Evolution: The "J-Curve" Effect

AIA's operating model is fundamentally architected for scalability, balancing short-term capacity absorption with long-term operating leverage. Our analysis identifies two distinct phases in the company's efficiency profile:

Operating Jaws: We model a two-phase margin trajectory. Through 2028, we forecast negative Operating Jaws as the fixed-cost base expands ahead of traffic volumes to support the 33MAP capacity upgrade. However, these dynamic reverses post-2032, where operating leverage drives positive Jaws of +4.5% as capacity utilization optimizes. Crucially, this cost pressure is partially mitigated by the new photovoltaic park. By covering 100% of AIA's electricity needs via on-site generation—bypassing volatile grid rates (€0.17/kWh)—this infrastructure hedge is estimated to deliver structural OpEx savings of €8–9m annually.

EBITDA Margin Trajectory: Consistent with the expansion cycle, we forecast a classic "J-curve" margin recovery. Margins fall to 61.8% in 2026F, due to peak hiring and readiness costs, then steadily recovers to 65% by 2046F, driven by disciplined cost and higher - margin commercial revenues. (Figure 22)

Cost Flexibility via Outsourcing: Outsourcing is modeled to reach €165m by 2046F, providing flexibility to variabilize the cost DCF and protect downside profitability in traffic downturns.

Profitability and DuPont Analysis: Quality of Returns

Despite the inherent capital intensity of the expansion phase, AIA demonstrates a highly resilient return profile, delivering industry-leading profitability ratios throughout the forecast period.

Sustained Value Creation: ROE normalizes from 42% in 2024A to 27% during peak construction, remaining well above the Cost of Equity (7.06%), implying consistent EVA even through the heavy investment cycle.

DuPont Decomposition: While Asset Turnover is diluted near term as the asset base expands ahead of revenue maturity, the Net Profit Margin remains resilient with a c29% floor. A prudent Equity Multiplier enhances returns without compromising solvency, leveraging a strong balance sheet to maximize equity yield. Reporting integrity is validated by a 'Non-Manipulator' Beneish M-Score, ensuring that earnings are robustly supported by operational cash flows (Appendix 19 – Beneish M-Score Analysis).

Capital Structure and Dividend Policy: Balancing Growth with Yield

AIA's financial policy exemplifies a disciplined Capital Allocation Framework, successfully navigating the tension between intensive asset expansion and robust shareholder returns.

Balance Sheet Optimization: Despite the rigorous capital requirements of the expansion plan, AIA maintains a conservative leverage profile, Net Debt/EBITDA is projected to peak at 3.0x in 2032F, ensuring the company stays well within its credit rating thresholds. Rapid post expansion cash conversion supports deleveraging to 0.7x by 2034F.

Dividend Proposition & Liquidity Management: AIA maintains a robust dividend policy, targeting a 100% Payout Ratio of Earnings After Tax. However, to reconcile this commitment with the heavy capital requirements of the €1.4bn Airport Expansion Masterplan, the company utilizes a Scrip Dividend mechanism (Figure 25) as a strategic liquidity bridge. This structure effectively aligns shareholder remuneration with Free Cash Flow availability by offering a voluntary equity reinvestment option, ensuring that essential liquidity is preserved for CapEx execution. Consequently, while the headline payout ratio remains intact, investors should anticipate constrained cash distributions during the peak investment phase (2025–2032), with a pivot to robust cash-yield growth surfacing only after capital intensity normalizes.

Financial Strength, Leverage Discipline & Regulatory Advantage

AIA combines robust cash-flow generation with conservative leverage, maintaining Net Debt/Adj. EBITDA at 2.0x, in line with or better than comparable regulated infrastructure assets. AIA's fundamental solvency is reinforced by a 'Safe Zone' Altman Z-Score of 3.4, confirming the balance sheet's capacity to absorb expansion debt (Appendix 18 – Altman Z-Score Analysis). This financial flexibility enables the company to self-fund its €1.4bn expansion program without compromising shareholder returns or credit quality. The concession extension through 2046, coupled with a right-to-match clause, significantly mitigates renewal risk. These features enhance discount-rate defensiveness and support a lower WACC assumption in valuation models. With steady revenue growth (+13% in 2024), best-in-class margins, and a balanced revenue mix (26% non-aeronautical 2025E). AIA offers a compelling investment case: stable regulated cash flows, scalable commercial upside, and long-dated visibility—a unique combination among European airport assets.

Strategic Capacity Expansion

The Expansion Master Plan is a definitive growth catalyst, expanding capacity to 33M passengers by 2028 and 40M by 2032. Crucially, this program prioritizes profitability over simple volume: i) **Operational Resilience:** Terminal and apron upgrades ensure the airport runs efficiently during the critical and highly profitable summer peaks. ii) **Commercial Yield:** By significantly expanding high-margin retail and dining space. AIA targets increased 'dwell time' and higher spending per passenger. Ultimately, this transforms the CapEx plan into a monetization strategy, widening AIA's competitive moat and generating returns that comfortably exceed the cost of capital (ROIC > WACC).

Figure 27: Target Price

Method	Weights	Price
DCF	50%	11.87
DDM	10%	11.97
EVA	10%	11.87
P/E	10%	11.88
EV/EBITDA	10%	13.38
EV/TRAFFIC	10%	11.23
Implied Price	100%	11.97

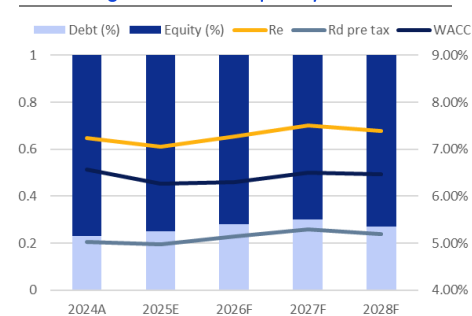
Source: Team Analysis

Figure 28: WACC Components

Weight of Equity	77.04%
Weight of Debt	22.96%
Beta	0.60
Tax Rate	22%
Cost of Equity	7.06%
Risk Free Rate	2.62%
Cost of Debt	4.98%
WACC	6.26%
Equity Risk Premium	5.52%
Country Risk Premium	1.11%

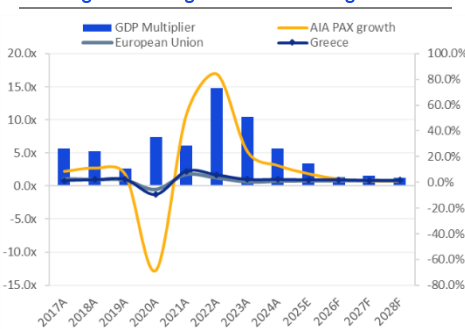
Source: AIA, Team Analysis

Figure 29: Cost of Capital Dynamics



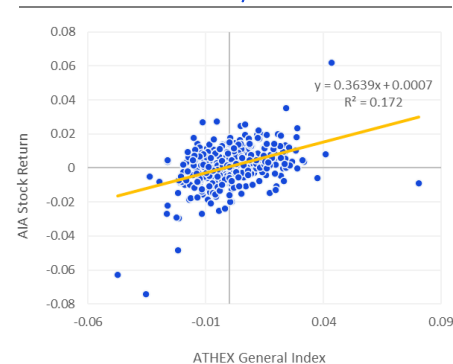
Source: AIA, Team Analysis

Figure 30: Pax growth vs Real GDP growth



Source: AIA, IMF, Team Analysis

Figure 31: Equity Beta Estimation via Regression Analysis



Source: FactSet, Team Analysis

Valuation

We issue a **HOLD** recommendation with a **target price €11.97 per share**, representing an **upside of 4.63%** from the **closing price of €11.44 as of 05/02/2026 (ATHEX)**. A weighted average of a combination of intrinsic and relative valuation methods was used, including the **DCF €11.87, DDM €11.97, EVA €11.87 and relative valuation €12.16**.

WACC

Our determination of AIA's **WACC employs a robust bottom-up methodology, anchored in a curated peer set of pure-play international airport operators**, while utilizing select concession benchmarks to capture the appropriate regulatory and operational risk profile. We calculate a **Cost of Equity of 7.06%** using the CAPM framework. This is derived from a **Risk-Free Rate of 2.62%** (10Y German Government Bond) and a granular **Equity Risk Premium approach**, adopting Damodaran's estimate of **5.52% alongside a specific Greek Country Risk Premium of 1.11%** applying a relative equity volatility multiplier of 1.5 to the sovereign yield spread.

The model employs a **re-levered Beta of 0.60**, derived from a **multi-dimensional K-Nearest Neighbors (KNN) similarity algorithm** rather than a simple median. We additionally cross-referenced this fundamental derivation with an equity beta estimation via regression analysis between AIA's stock price and the ATHEX General Index (**Figure 31**). However, our primary reliance remains on the KNN methodology, as this sophisticated approach employs Inverse Distance Weighting to assign higher relevance to peers exhibiting the closest proximity to AIA across five critical value drivers: **EBITDA Margin, Non-Aeronautical Revenue mix, ROIC, Leisure Traffic contribution, and Seasonality (Q3 peaking)**. Consequently, the model allocates the highest weights to TAV Airports (17.0%) and Flughafen Wien (12.7%), which demonstrate the strongest statistical resemblance to AIA's unique profile (**Appendix 23 – Peer's KNN Approach**). Conversely, the **Pre-tax Cost of Debt** is calibrated at 4.98%, reflecting the forward Euribor term structure and implied credit spread. After applying the corporate tax shield of 22%, this results in an effective **After-tax Cost of Debt of 3.88%**. Weighing these components by the market-value capital structure yields a Base Case WACC of 6.26%, serving as the central discount rate for our DCF analysis.

DCF Valuation

Our analysis remains strictly anchored to the **full concession horizon**, projecting explicit cash flows through to **operations termination in 2046**. By excluding speculative extension premiums, this approach establishes a fundamental valuation floor, yielding an implied share price of **€11.97**.

Concession Unwinding (2046): For the terminal year, we model a definitive **Liquidation Event rather than a market sale**. The Terminal Value is derived from the unwinding of the Balance Sheet, assuming the return of equity to shareholders. This figure comprises the **Initial Share Capital (€300m)**, Restricted Reserves (€100m), the cumulative impact of **Scrip Dividends (€240m)**, the distribution of final Retained Earnings and the debt transfer from AIA to the Greek State with a Present Value of €513.3m. This methodology confirms that the valuation is driven by secured operating cash flows over the next two decades, with the terminal value reflecting the tangible capital recovery and the accretive impact of liability relief at expiry.

Figure 24: DCF Key Figures

in m	2025E	2026F	2027F	2028F	2029F	2030F	...	2042F	2043F	2044F	2045F	2046F
Revenue	682.62	678.26	722.03	762.70	819.95	857.94	...	1,244.19	1,259.34	1,278.27	1,291.29	1,315.06
Adj. Ebitda	407.13	400.10	434.01	459.94	506.85	538.09	...	807.00	812.51	822.10	824.72	839.01
CapEx	(165.74)	(257.13)	(399.07)	(228.06)	(198.70)	(311.31)	...	(57.69)	(58.84)	(60.02)	(61.22)	(62.45)
FCF	183.07	85.83	-27.74	166.46	241.34	158.86	...	652.26	653.80	658.01	657.50	664.90
Sum of PV of FCF	3,703.71											
PV of Capital Return & debt transfer at exit	688.60											
EV	4,391.61											

Source: Team Analysis

EVA Analysis

The Efficiency Verdict - Value Compounder: Our EVA analysis addresses the key investor question: Is AIA creating wealth or just growing assets? **The model confirms AIA as a consistent value compounder, generating Economic Profit (NOPAT > Capital Charge) in every single forecast year.** AIA maintains a robust positive spread between ROIC and WACC (6.26%) throughout the projection. Crucially, even during the heavy CapEx phase of the 33MAP expansion (2026-2029). ROIC remains well above the cost of capital, this proves that management is deploying capital efficiently, making the expansion value-accretive rather than dilutive.

The EVA-derived value of €11.87 serves as a powerful validation of our thesis, It confirms that our €11.87 DCF target is not driven by aggressive terminal growth assumptions but is supported by the company's fundamental ability to generate returns far superior to its cost of funding.

DDM Valuation

We prioritize realized yield over theoretical growth, valuing the stock strictly on contractual cash flows through the 2046 expiry. Key to this valuation is the application of a 100% payout ratio, ensuring the

Figure 32: WACC vs ESG Adjusted WACC

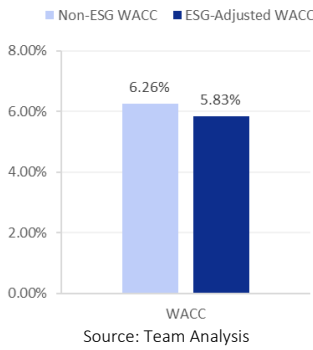


Figure 33: DPS Evolution

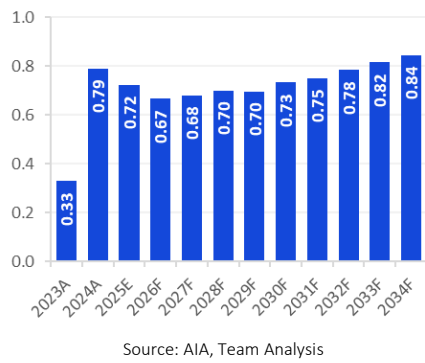


Figure 34: ROE & Net Profit Margin– European Peers

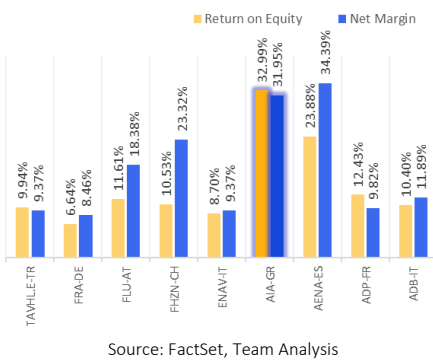


Figure 35: AIA's Dividend Yield vs European Peers

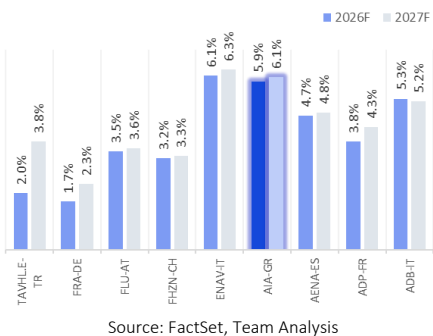
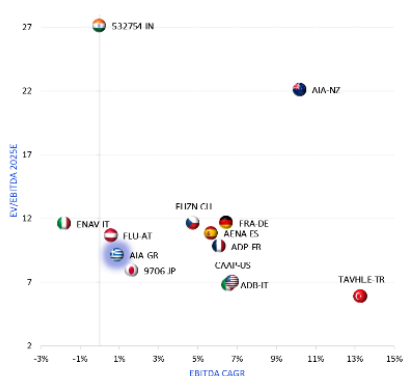


Figure 36: EV/EBITDA vs EBITDA CAGR for Peers (2025E)



model captures the full release of free cash flow to equity holders. We further neutralize the optical dilution of the expansion phase by treating Scrip Dividends as cash-equivalent reinvestment. This yield-focused approach results in an intrinsic value of €11.97.

Current trading levels (**€11.44**) confirm that the market views AIA strictly like a “bond” maturing in 2046, disregarding any post-concession growth. In addition, we cross-validated the target price with conducting a Sum-of-the-Parts analysis, which decouples the regulated utility from the commercial segment. This yielded a per-share value of €6.8 for Air Activities and €5.2 for Non-Air Activities and a combined intrinsic value of €11.97, confirming our DDM thesis ([Appendix 9 – Sum of the Parts](#)). This creates a compelling entry point: investors are paying for the 'worst-case' liquidation scenario yet retain full rights to the 'best-case' extension upside.

Comparables Analysis

To assess AIA relative valuation, we conducted comparable companies' analysis using a diversified peer group of listed airport operators across Europe and selected international markets. Peer selection was guided by the following criteria: (i) **business model alignment**, focusing on airport infrastructure operators with comparable aeronautical and non-aeronautical revenue structures; (ii) **regulatory and concession frameworks**, ensuring exposure to regulated or semi-regulated cash flows with long-term visibility; (iii) **scale and operational profile**, including hub and primary gateway airports with meaningful passenger throughput; and (iv) **geographic diversification**, combining mature European operators with selected international peers to capture a broader spectrum of traffic growth profiles. AIA is assessed as a high-quality and highly profitable business ([Figure 34](#)), combining one of the strongest ROE levels in the peer group (29.97%) with a robust net margin (31.16%), indicating efficient capital utilization and superior operating profitability relative to most European and international airport peers for 2026F. AIA currently trades at **10.09x EV/EBITDA**, **15.90x P/E**, and **131.54x EV/Passengers**, positioning the company broadly in line with the central range of the peer universe. Relative to peers, AIA trades **close to the median EV/EBITDA of 9.98x and below the peer average of 10.74x**, reflecting its mature, regulated profile. This contrasts with higher-multiple international peers such as Auckland International Airport (18.36x EV/EBITDA) and Grupo Aeroportuario del Pacifico (16.52x EV/EBITDA), which trade at materially higher multiples. Applying a weighted valuation framework focused on **EV/EBITDA (33.3%)**, **P/E (33.3%)**, and **EV/Passengers (33.3%)**, the analysis **implies a median implied equity value of €12.16 per share**, consistent with the final implied share price derived from the comparable analysis. Overall, the valuation indicates that **AIA is fairly priced relative to its peers**, with limited scope for multiple expansion absent a material acceleration in passenger traffic growth or earnings momentum. The inclusion of international peers broadens the valuation benchmark by incorporating higher-multiple airport models, allowing for a more balanced assessment of AIA's relative positioning. While these peers typically trade at higher multiples, their inclusion helps anchor valuation expectations and highlights the discount applied to mature, regulated assets such as AIA. As illustrated in ([Figure 34](#)), the peer-group regression highlights an inverse relationship between ROIC and Net Debt/EBITDA, with AIA positioned among operators combining above-average capital efficiency with moderate leverage. ([Figure 60](#)) highlights AIA's alignment with high-efficiency, high-margin airport peers, underscoring the limitations of broad sector averages for valuation purposes. The K-Nearest Neighbors ([Appendix 23 – Peer's KNN Approach](#)) analysis identifies AIA's closest comparables based on traffic mix, capital efficiency, and profitability metrics, confirming its alignment with airports exhibiting similar demand composition and cash-flow resilience.

Sensitivity & Scenario Analysis

The sensitivity of our target price to two critical assumptions: the **WACC** and the **average Greece GDP Multiplier** ([Appendix 15 – Sensitivity Analysis](#)). By varying the **WACC between 4.76% and 7.76%** and the **traffic multiplier between 0.7x and 1.9x**, we derive a valuation range that captures potential deviations in both capital market conditions and passenger demand dynamics.

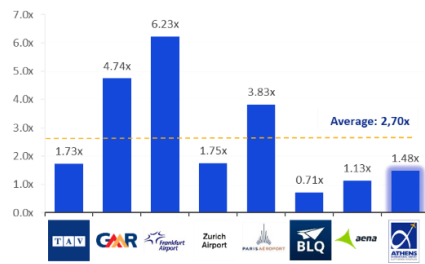
Monte Carlo

To enhance valuation reliability against the inherent uncertainties of the 2025-2046 concession period, we performed a robust **10,000-iteration correlated Monte Carlo simulation**. By utilizing **Cholesky decomposition for correlated passenger traffic growth and applying structural stochastic shifts to EBITDA Margin, and the WACC**, we captured the complex interdependencies of AIA's primary value drivers ([Appendix 16 – Simulated Monte Carlo](#)). The simulation yielded a mean equity value of **€11.20**, which serves as our primary anchor for the target price. Within a 90% confidence interval, the valuation ranges from a **Bear Case of €9.8** (5th percentile) to a **Bull Case of €12.38** (95th percentile) ([Figure 38](#)). This statistical convergence reflects a resilient valuation framework that incorporates 10,000 potential market states, providing a disciplined margin of safety and reinforcing the stability of our investment thesis.

High-Growth Traffic Scenario (Bull)

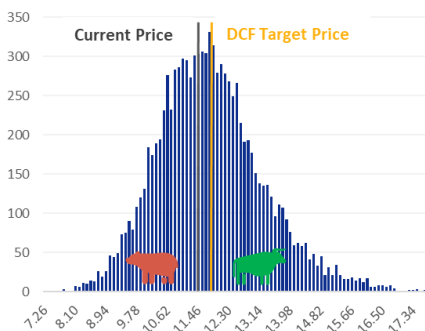
The optimistic scenario models an optimized operating environment defined by a passenger **CAGR of 1.85%** and a structural expansion of the EBITDA margin to 70%, driven by aggressive commercial execution and fixed-cost leverage. This robust demand profile accelerates the Master Plan timeline, **activating the 50MAP expansion trigger in 2033** and necessitating heavy capital deployment commencing in 2034, ahead of Base Case projections. By applying the **ESG-adjusted WACC of 5.80%** to reflect the reduced risk premium associated with AIA's sustainability roadmap, and adopting a strict liquidation

Figure 37: Net Debt / EBITDA (2024A)



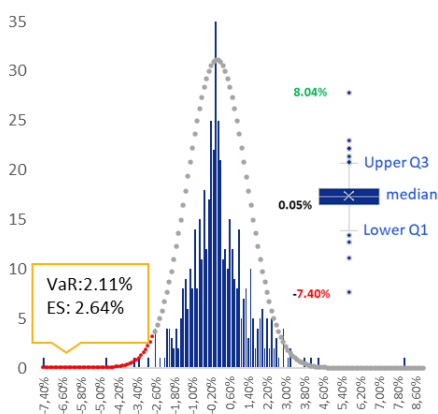
Source: FactSet, Team Analysis

Figure 38: Monte Carlo Discounted Cash Flow



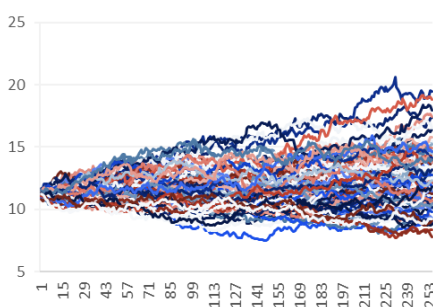
Source: Team Analysis

Figure 39: VaR Analysis



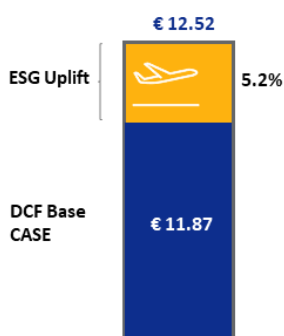
Source: Team Analysis

Figure 40: Geometric Brownian



Source: Team Analysis

Figure 41: ESG Uplift on DCF Base Case



Source: Team Analysis

approach at concession expiry in 2046 with no TGR, the calculation yields an **Enterprise Value of €5,309.7m** and an Equity Value of €4,600.1m which translates to an implied **share price of €14.86**, demonstrating significant upside potential contingent on superior operational efficiency and successful discount rate compression.

Macroeconomic Contraction & Risk Premium Spike (Bear)

The pessimistic scenario simulates a deterioration of global travel demand triggered by geopolitical instability or a regional tourism slowdown. We model a subdued **passenger CAGR of 0.76%**, leading to significant traffic underperformance and a structural compression of the **EBITDA margin to 60%**. Crucially, this suppressed demand curve fails to trigger the volume thresholds required for the Master Plan's final phase, effectively deferring the **50MAP expansion beyond the 2042 concession expiration**. Consequently, EBIT declines to €230.9m by 2046. To reflect increased market uncertainty and a higher interest rate environment, the **WACC is adjusted upward to 7.5%** (from the 6.26% base). This elevated discount rate, combined with suppressed cash flows, compresses the Equity Value to **€2,773m**. We arrive at an implied share price of **€8.96**, representing a **21.7%** decrease from the current market price of **€11.44**, demonstrating the compound impact of traffic declines and rising capital costs.

Concession Renewal & Perpetual Value Unlock (Blue Sky)

This scenario reflects a high-performance environment where AIA capitalizes on its defensive asset profile and the successful execution of the €704.5m expansion CapEx. Utilizing our base WACC of 6.26% we incorporate a TGR of 1.9%. Crucially, the application of a perpetual growth phase is anchored in the Company's unique legal standing regarding the concession's expiration. AIA retains a statutory 'Right to Match', the highest offer in the subsequent tender procedure. This clause explicitly entitles AIA to participate in the New Tender and, under specific conditions, to match the winning bid, thereby effectively de-risking the renewal process. Consequently, we view the asset not as a finite concession but as a quasi-perpetual concern, justifying the extrapolation of cash flows beyond the 2046 horizon. Under these assumptions, the Enterprise Value reaches €8.035,99m, **resulting in an implied share price of €23.64**; to validate this estimation, we also conducted an EV/EBITDA Exit Multiple valuation on the terminal DCF, which yielded a corroborative target price of €20.43. Compared to the current market price of €11.44, this represents a significant **106.6%** upside potential.

AI-Enhanced Validation Scenario (AI)

To mitigate cognitive bias and strictly validate our fundamental assumptions, we deployed a quantitative "challenger" model driven by advanced machine learning. This scenario strips away management guidance, relying on the premise that future traffic will "rhyme with the past" based on persisting historical dynamics. We utilized a dual-engine ensemble: **Meta's Prophet** (component-based regression) to isolate long-run trends, and **Amazon's Chronos-2** (a pre-trained Transformer) to generate probabilistic quantile forecasts. This purely statistical trajectory yields an intrinsic value of **€11.45 per share**. The negligible 1.5% deviation from our fundamental Base Case (€11.87) serves as a powerful cross-validation, confirming that our valuation floor is mathematically consistent with the asset's long-term structural behavior rather than optimistic projections.

ESG Valuation Scenario

AIA has actively pursued business model sustainability through its flagship 'Route 2025' initiative, **securing the ACA Level 4+ accreditation and committing to Net Zero**. Therefore, to capture the financial materiality of these efforts, we introduced an ESG valuation component based on the **'Risk Channel' framework** proposed by Cornell & Damodaran (2020). Instead of adjusting cash flow, we focused on the Cost of Capital transmission channel. Leveraging empirical evidence from **MSCI's (2019)** research on systematic risk, which demonstrates a beta spread of 10–25% for top-tier ESG issuers, we applied a **17.5% ESG Factor compression** to our Bottom-Up Beta. This figure was selected as the conservative midpoint of the observed empirical range. This risk adjustment lowered the WACC from a baseline of **6.26%** to **5.83%**. Feeding this optimized discount rate into our DCF model, while maintaining conservative growth assumptions, we arrive at a target price of **€12.52/share**. This represents an ESG-driven uplift of **€0.65 (+5.2%)** compared to the base case of €11.87, quantifying the tangible value of AIA's de-risking strategy.

Investment Risks

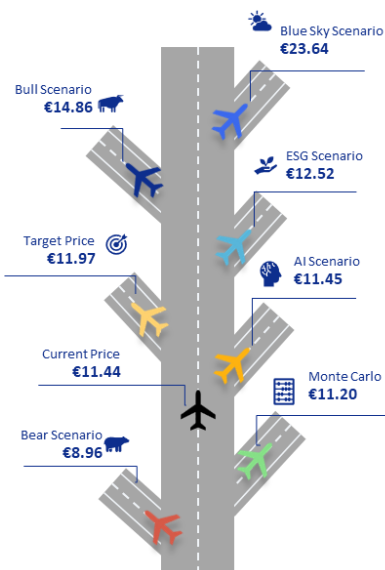
Market & Commercial Risks

[M1] Macro-Sensitivity & Demand Elasticity Probability: | Impact:

AIA's traffic profile demonstrates strong income elasticity and intense seasonality, leading to summer capacity saturation that strains terminal throughput. While our base case assumes a normalized CAGR of 4–5%, AIA faces rising regional competition from Fraport Greece hubs (e.g. Thessaloniki. Crete) and exposure to discretionary spending cycles. In addition, the evolution of disposable income levels and Greece's macroeconomic growth trajectory remain critical determinants of long-term passenger demand resilience. **Mitigation:** The "Best of Greece" retail strategy targets high-spending international traffic, while Athens' strong O&D market (82%) and substantial VFR component provide resilience against pure leisure volatility.

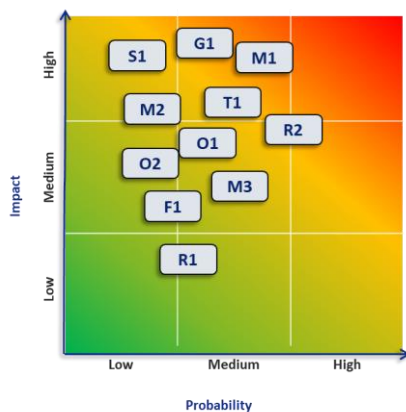
[M2] Carrier Concentration - Counterparty Risk Probability:  | Impact: 

Figure 42: Scenario Analysis



Source: Team Analysis

Figure 43: Risk Matrix



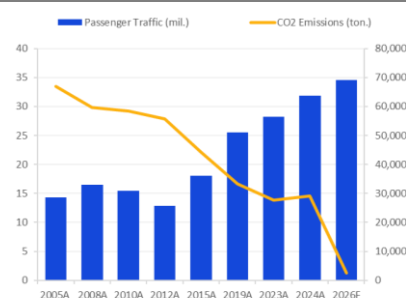
Source: Team Analysis

Figure 44: Risk Mitigation

Risk	Mitigation
[M1]	High O&D mix (83%) & VFR base buffer volatility.
[M2]	Carrier diversification & Aegean's strong credit profile.
[M3]	MAGs secure downside; premium strategy targets high-spenders.
[R1]	"Carry-Forward" mechanism recovers revenue shortfalls.
[R2]	"Net Zero 2025" eliminates future carbon cost exposure.
[O1]	Phased Master Plan aligns investment with traffic demand.
[O2]	Proactive slot management & stable labor relations.
[G1]	High cash reserves & insurance mitigate tail risks.
[T1]	24/7 SOC & ISO 27001 certification ensure resilience.
[F1]	Low leverage, hedged debt & scrip dividend optionality.

Source: Team Analysis

Figure 45: Net Zero Emissions (Scope 1 & 2)



Source: Team Analysis

Despite diversification, AIA remains meaningfully exposed to **Aegean Airlines** (44% of pax), creating a notable concentration risk. Any network pullback or operational disruption by the carrier would directly impact volumes. **Mitigation:** Aegean's robust financial health, combined with the increasing market share of foreign flag carriers and LCCs, progressively dilutes this dependency.

[M3] Retail Concentration & Spending Cycles Probability: | Impact:

Non-aeronautical revenues, particularly retail, are exposed to Greek consumer spending cycles. **Mitigation:** Downside is buffered by Minimum Annual Guarantees in concession contracts and AIA's "Best of Greece" strategy targeting high-spending international passengers.

Regulatory & ESG Capital Risks

[R1] Tariff Compression & Cash Flow Timing Probability: | Impact:

Political pressure to maintain competitiveness constrains pricing power, as seen in 2025 fee freezes despite the 15% ROE cap. **Mitigation:** The Regulatory Carry-Forward Mechanism allows deferred recovery of under-earned returns, making this primarily a timing risk rather than permanent value loss.

[R2] Climate Transition & Compliance Probability: | Impact:

AIA faces a dual ESG threat: Transition risks from the "Fit for 55" framework (ETS, SAF mandates) may drive up ticket and gas prices, dampening demand. Simultaneously, tangible physical risks (heatwaves increasing energy loads, Mesogaia crosswinds affecting punctuality) and strict compliance obligations (Noise regulation, GDPR data liability) add operational complexity. **Mitigation:** The "Net Zero 2025" strategy secures green financing and minimizes carbon costs, while infrastructure adaptation plans and cyber-insurance policies cover physical and data compliance liabilities.

Operational & Execution Risks

[O1] Expansion Execution & Infrastructure Obsolescence Probability: | Impact:

The €1.4bn expansion program (33MAP & 40MAP) introduces execution risk, compounded by the challenge of maintaining aging equipment (operating since 2001) and rehabilitating pavements without disrupting operations. Concurrently, increasing landside congestion on **Attiki Odos threatens passenger and staff accessibility during peak hours**. **Mitigation:** AIA's phased Master Plan execution and strong delivery track record provide flexibility, while a proactive predictive maintenance program ensures asset longevity.

[O2] Systemic Bottlenecks, Labor & Tech Resilience Probability: | Impact:

Operational continuity is exposed to state infrastructure fragility, a risk realized in **04/01/2026 Athens FIR blackout** caused by legacy system failures. Additional bottlenecks include ATC capacity constraints, potential strikes, and peak-season pressure on baggage handling systems. **Mitigation:** AIA proactively mitigates external gaps, recently co-leading a private consortium to donate a €4.7m Voice Communication System to the CAA to resolve the blackout issues. Internal resilience is secured through BHS redundancy and strict cybersecurity protocols.

Geopolitical Risks

[G1] Geopolitical Instability & Tail Events Probability: | Impact:

Located in the East Mediterranean, AIA is exposed to regional volatility. While currently stable, any escalation in neighboring conflicts or acts of terrorism represents a "tail risk" that causes immediate, severe traffic paralysis (as seen during Covid-19 or past regional crises), bypassing standard commercial mitigations. **Mitigation:** AIA maintains cash reserves exceeding €200m, sufficient to sustain operations during "black swan" events and holds comprehensive insurance coverage against terror and war risks.

Technological Risks

[T1] Cybersecurity & Digital Infrastructure Failure Probability: | Impact:

As AIA pivots to a fully digital passenger journey (biometrics, e-gates), dependency on IT uptime is critical. A ransomware attack or data breach (GDPR) could ground operations and incur massive reputational damage, significantly higher than traditional physical failures. **Mitigation:** Implementation of a 24/7 SOC, ISO 27001 certification, and regular ethical hacking stress-tests ensure digital resilience.

Financial and Capital Structure Risks

[F1] Cost of Capital, Refinancing & Input Inflation Probability: | Impact:

The capital-intensive expansion increases sensitivity to interest rates and refinancing costs. Additionally, the company is exposed to domestic energy cost inflation, which pressures operating margins. **Mitigation:** Conservative leverage (**Net Debt/EBITDA < 3.5x**), a high proportion of hedged debt, and internal equity buffers effectively insulate the company from refinancing risks and volatility in input costs.

Environmental, Social & Governance

Environmental

Climate Strategy: De-risking Operations (Scope 1 & 2 Emissions) AIA has effectively decoupled growth from carbon intensity. While in 2024 passenger traffic surged to historic highs (+13.1%), Scope 1 and 2 emissions have been eliminated, as AIA successfully completed its **"Route 2025" roadmap in December 2025, achieving Net Zero without the use of offsets**. This target is 25 years ahead of the aviation industry's Net Zero 2050 commitment (ACI Europe).

Figure 46: ESG Scoring and Peers



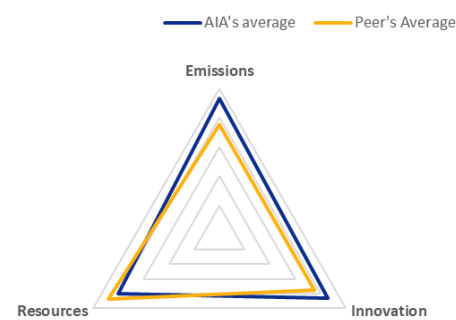
Source: ACA, Team Analysis

Figure 47: ESG Strengths vs. Areas for Improvement



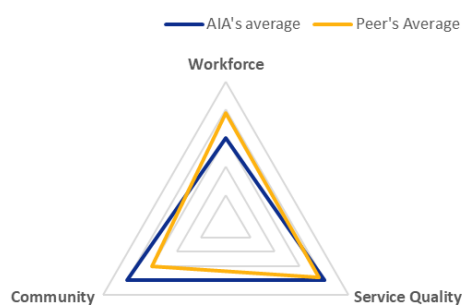
Source: Team Analysis

Figure 48: Environmental Evaluation



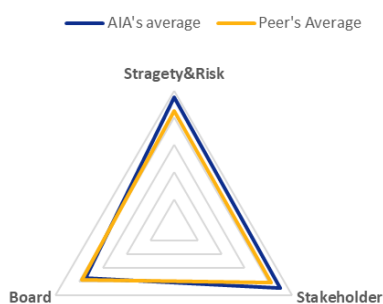
Source: Team Analysis

Figure 49: Social Evaluation



Source: Team Analysis

Figure 50: Governance Evaluation



Source: Team Analysis

This milestone is underpinned by a unified energy ecosystem with a total installed capacity of 51.5 MWp (combining the new **35.5 MWp park** with existing facilities) and an 82 MWh battery storage system. This infrastructure now generates approximately **88 GWh of clean electricity annually**, covering 100% of the airport's needs. This transition materially reduces energy cost volatility, protects EBITDA margins, and is **validated by AIA's Airport Carbon Accreditation Level 4+ and EU Taxonomy alignment**.

Valuation Impact – The “Natural Hedge”: This investment serves as a critical hedge against energy inflation. Given that non-household electricity prices averaged €0.17/kWh in H1 2025, the structural substitution of grid electricity with self-production, we estimate that the PV infrastructure delivers annual **OpEx savings in the range of €8 to 9m** starting from 2026, effectively transforming energy from a variable cost into a fixed, depreciable asset. By eliminating reliance on grid electricity from fossil fuels, AIA structurally protects its Adjusted EBITDA margin from hydrocarbon volatility and significantly **reduces its exposure to EU ETS-linked energy cost volatility**.

AIA's sustainability strategy delivers tangible financial and operational advantages. Crucially, the utilization of RRF loans with locked-in interest rates of **0.35%–1.0%** for green investments significantly lower the effective Cost of Debt. Furthermore, AIA's climate-resilience framework — supported by its ISO 14001-certified Environmental Management System, annual Environmental Plan, participation in full-scale emergency exercises, and role in the European Aviation Climate Change Adaptation Task Force — enhances preparedness for climate-related disruptions and protects long-term asset value.

Noise Management: AIA operates an advanced **NoMoS** Noise Monitoring System with ten fixed and one mobile station, integrated with official flight-radar data and supported by the public WebTrak platform for full transparency. This robust framework underpins community trust and is essential for the planned “40MAP” capacity expansion, reducing the risk of regulatory constraints on future flight slots.

Circular Economy & Waste Management: AIA demonstrates strong circular-economy performance, achieving a **61% recycling rate in 2024** while maintaining its **Zero Waste to Landfill certification awarded for its 2023** diversion performance. These outcomes reflect a mature waste-management system based on waste separation at source, recycling incentives and **ISO-14001** operational controls

Water Resource Management: The airport **reuses 100% of treated wastewater** for irrigation of non-public green areas and maintains one of the lowest water-use intensities among European airports, at **approximately 21 liters per passenger**. Continuous monitoring of groundwater and surface-water quality reinforces compliance and mitigates local water-scarcity risk.

Air Quality & Scope 3 Transition Risk: AIA operates a fully refurbished Air Quality Monitoring Network with permanent and mobile stations that continuously track pollutants and meteorological conditions. To proactively manage Scope 3 TRANSITION risk, AIA implemented a **'Sustainability Support Scheme' in 2025**, offering a variable discount of **€0.80 to €1.50 per passenger** to airlines operating modern, efficient fleets (e.g. A320neo). This strategic incentive protects **aeronautical revenues against potential 'greenflation'** and secures long-term traffic volume. **Additionally, the provision of Pre-Conditioned Air (PCA) and 400 Hz ground power** reduces aircraft APU use and supports lower airline fuel burn during turnaround.

Social

Operational Continuity & Human Capital: AIA maintains a structured training and competency-development framework across safety-critical functions. The continuous upskilling programs described in its ESG publications support a strong safety culture and reduce operational-disruption risk—directly protecting throughput and aeronautical revenues.

Labor Stability & Risk Profile: The airport demonstrates high employee retention and workplace satisfaction, reflected in its recognition as a Great Place to Work. **Notably, the voluntary turnover rate has consistently remained below 5% annually**, reflecting the high levels of employee satisfaction. In an industry prone to labor unrest and service disruptions at major European hubs, AIA's labor stability materially reduces operational risk and guarantees **uninterrupted cash-flow generation, particularly during the critical Q3 peak season** which generates the bulk of annual EBITDA, thereby enhancing dividend predictability and strengthening the justification for a lower beta relative to more volatile peers.

Governance

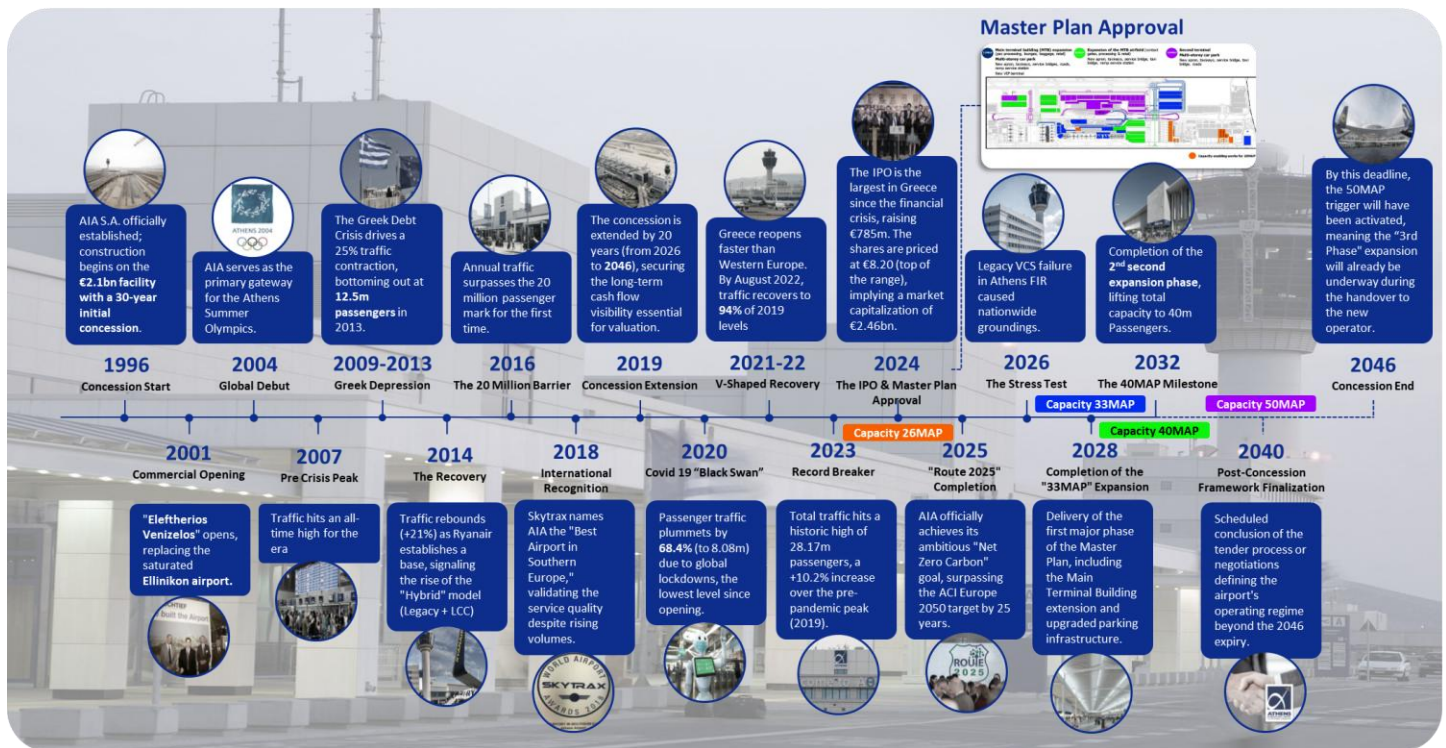
Investor Protection & Strategic Alignment: Post-IPO, AIA adopted governance practices aligned with the **Hellenic Corporate Governance Code**, ensuring transparency and minority shareholder protection. Reflecting a commitment to diverse leadership, the Board features **30.8% female representation**. Crucially, the framework leverages the **synergy between private expertise and sovereign stability**, ensuring strategic alignment without compromising efficiency.

Incentivization & Commercial Value: ESG accountability is enforced at the executive level, with remuneration increasingly linked to sustainability KPIs, such as the successful delivery of the 'Route 2025' roadmap. Furthermore, under the 'Dual-Till' regulatory framework, the energy cost savings achieved through PV investment directly expand the net profit margins of the non-regulated commercial activities (Retail & Property), which are not subject to a profitability cap, creating immediate shareholder value.

Appendix – Table of Contents

Appendix 1 – Timeline	Appendix 15 – Sensitivity Analysis
Appendix 2 – Connectivity Index	Appendix 16 – Simulated Monte Carlo
Appendix 3 – SWOT Analysis	Appendix 17 – Bull, Bear and Base Scenarios Assumptions
Appendix 4 – PESTLE Analysis	Appendix 18 – Altman Z-Score Analysis
Appendix 5 – Peers	Appendix 19 – Beneish M-Score Analysis
Appendix 6 – Capital Expenditure Visualization	Appendix 20 – Piotroski F-Score Analysis
Appendix 7 – Expansion Phases	Appendix 21 – Peer Analysis
Appendix 8 – Ratio Analysis	Appendix 22 – Peers Ratio Analysis
Appendix 9 – Sum of the Parts	Appendix 23 – Peer's KNN Approach
Appendix 10 – Income Statement	Appendix 24 – Corporate Governance & Female Representation
Appendix 11 – Balance Sheet	Appendix 25 – AIA vs Peers ESG Scores
Appendix 12 – Cash Flow Statement	Appendix 26 – Abbreviation Table
Appendix 13 – Google & AI Trends	Appendix 27 – References
Appendix 14 – Network Expansion	

Appendix 1 – Timeline



Appendix 2 – Connectivity Index

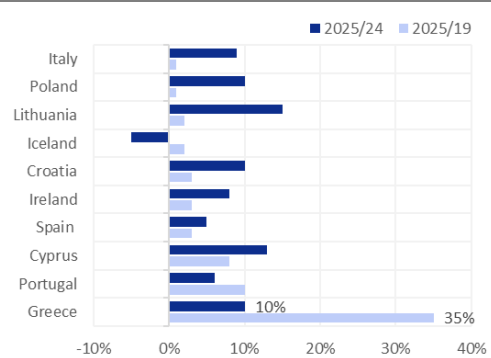
The Air Connectivity Index measures the quality of an airport's global access from the traveler's point of view by integrating two complementary dimensions: Direct Connectivity, which captures the breadth and frequency of non stop services, and Indirect Connectivity, which reflects access to onward destinations via connecting hubs, weighted for the efficiency of the connection—both in terms of time and geographic routing. Taken together, these components address one decisive question: **how effectively does an airport connect a passenger to the rest of the world?**

Figure 51: Direct Connectivity – Top 10 Airports in Europe 2025 Rankings

2019	2025	CODE	Country	2025 VS. 2019
5	1	IST		+13.0%
2	2	AMS		-4.0%
4	3	LHR		-2.0%
1	4	FRA		-11.0%
3	5	COG		-7.0%
7	6	MAD		-3.0%
9	7	BCN		1.0%
6	8	MUC		-15.0%
10	9	FCO		3.0%
20	10	ATH		+24.0%

Source: ACI Europe, Team Analysis

Figure 52: Global Search Volume Evolution (2017-2025)



Source: ACI Europe, Team Analysis

Appendix 3 – SWOT Analysis



Appendix 4 – PESTLE Analysis



Appendix 5 – Peers

							
Profile	Operates Frankfurt Airport (Main Hub) plus 30 international stakes (Greece, Brazil, Peru).	World's largest operator by volume, managing 46 Spanish airports and 23 international assets.	Owner/operator of Vienna Airport, the primary gateway for CEE.	Manages the Paris system (CDG, Orly) and a vast global network (TAV, GMR stakes).	Operator of Switzerland's main international hub.	Key regional Italian airport with a mix of legacy and LCC traffic.	Operates major Turkish hubs (Ankara, Izmir) and international concessions (Kazakhstan, Tunisia), ADP subsidiary.
Model	Regulated Dual-Till framework at Frankfurt; concession-based model internationally.	Hybrid public/private (51% State-owned) with a DORA-regulated tariff structure ensuring cash-flow visibility.	Publicly listed with majority state ownership; combines aviation with extensive real estate/retail operations.	Dual-Till regulation in Paris with significant international concession income.	Unique "Dual-Till" system with massive Real Estate exposure (The Circle).	Concession-based; heavy focus on efficiency and route development.	Concession-heavy portfolio with aggressive construction/service arm.
Comparability	Key benchmark for Hub Economics and Regulatory Risk. Directly relevant due to its ownership of 14 Greek regional airports, sharing the same macro/tourism exposure as AIA.	Best-in-class peer for Leisure/Tourism reliance and Non-Aero monetization. Offers a direct valuation read across for Southern European tourism beta.	Closest statistical peer to AIA regarding Traffic Scale (mid-sized European hub) and Geographic Positioning (Eastern border of Europe).	A crucial peer for Multiples Valuation. Provides the ceiling benchmark for operational efficiency and retail revenue per passenger.	Benchmark for Premium Yields and High-Spending Passenger Mix. Relevant for assessing AIA's "Premium Gateway" positioning and non-aero upside.	Ideal Scale Comp., Matches AIA's profile as a strong secondary European gateway rather than a global mega-hub.	High Correlation Peer. Shares AIA's exposure to Southeastern Europe, Tourism Flows, and Geopolitical Risk premiums.
							
Profile	Manages 12 airports in Mexico (incl. tourist hubs Los Cabos, Puerto Vallarta) and Jamaica.	Diverse portfolio of 50+ airports (Argentina, Brazil, Italy, Armenia).	Major developer of Indian hubs (Delhi, Hyderabad) and international assets.	Manages terminals at Haneda Airport, focusing purely on commercial operations (Retail/Duty-Free).	New Zealand's primary gateway; distinct "Aerotropolis" model.	Italian Air Navigation Service Provider (ATC).	
Model	Pure-play concession with privatized freehold characteristics; extremely high EBITDA margins (>65%).	Concession-based; operates across volatile emerging markets.	PPP Concession model driven by massive structural traffic growth.	Non-Aero specialist; distinct from runway operators.	Freehold asset (not a concession) with massive land bank development.	Fully regulated, tariff-based monopoly with low volume risk.	
Comparability	Global benchmark for "Leisure-Driven" Valuation. Illustrates the premium investors pay for high growth, tourism-centric assets similar to AIA.	Comparison for Concession Risk and Emerging Market Volatility. Relevant for assessing the risk premium attached to non-core EU assets.	Benchmark for High-Growth Valuation. Useful for understanding the "Growth vs. Yield" trade-off in airport multiples.	Best-in-Class Retail Benchmark. Provides a target metric for AIA's commercial revenue per passenger potential.	Long-Term Capital Appreciation. Demonstrates the valuation uplift possible from real estate development, relevant to AIA's commercial zone potential.	Defensive / Low-Beta Proxy. Included to sanity-check the "Regulated Utility" component of AIA's WACC and discount rate.	

Appendix 6 – Capital Expenditure Visualization



Appendix 7 – Expansion Phases

Phase 1 – 33MAP Expansion	Phase 2 – 40MAP Expansion	Phase 3 – 50MAP Expansion
Execution Period: 2024–2028 Objective: Capacity increase from 26 to 33 Million Annual Passengers	Trigger Event: Activated when annual traffic reaches 31.35 million passengers (Est. 2029–2030)	Trigger Event: Activated when annual passenger traffic exceeds 36.0 million and is projected to exceed 38.0 million over the next two years
Main Terminal Building (MTB) Expansion: - Expansion of the Main Terminal footprint by 81,000 sqm (South Wing). - Development of new operational areas: Expansion of Check-in halls, addition of new Boarding Gates, and new Security Screening lanes to improve passenger flow. - Commercial Upside: Significant expansion of Retail & Duty-Free areas, designed to drive higher revenue per passenger (Pax Yield). Airside Works: - Apron Expansion: Development of new parking stands to accommodate 32 additional aircraft (Code C), relieving peak-hour congestion. - Construction of a new Ramp Service Station. Landside Works: - Construction of a new Multi-storey Car Park to boost non-aero revenues. - Development of a state-of-the-art VIP Terminal for General Aviation (Private Jets). - Upgrading of the curbside road network to enhance access efficiency.	Main Terminal Building (MTB): - Further expansion of the Main Terminal, focusing on the North Wing. - Overhaul and expansion of the Baggage Handling System (BHS) to manage increased throughput density. Airside Infrastructure: - Installation of new Airbridges (Contact Stands). - Development of new Taxiways to optimize aircraft ground movement and reduce turnaround times. Support Infrastructure: - Expansion of maintenance facilities and energy substations.	New Terminal Facility: - Construction of a completely independent Second Terminal (Satellite), likely located in the current Long-Term Parking area, shifting from "expansion" to "new infrastructure." Independent Operations: - The new facility will operate autonomously with dedicated Check-in, Security, and Commercial zones. Connectivity: - Establishment of an underground or overground link (potential Automated People Mover - APM) connecting the New Terminal with the Main Terminal and transport hubs.

Appendix 8 – Ratio Analysis

Ratio Analysis	2024A	2025E	2026F	2027F	2028F	2029F	2030F	2031F	2032F	2033F	2034F
Profitability											
Return on Equity	38.02%	32.99%	29.97%	28.57%	27.90%	25.87%	27.35%	28.15%	29.40%	29.00%	30.00%
Return on Asset	11.77%	10.10%	9.14%	8.33%	8.16%	7.72%	7.63%	7.01%	7.00%	7.41%	7.92%
ROIC	23.33%	18.78%	17.12%	15.65%	15.47%	14.44%	14.42%	13.55%	13.66%	14.39%	15.34%
Asset Turnover	32.57%	32.78%	30.33%	29.08%	27.80%	28.20%	27.87%	26.85%	25.97%	27.65%	28.82%
Margins											
Gross	77.91%	75.16%	72.99%	73.46%	73.76%	74.97%	75.36%	75.94%	76.36%	77.53%	77.25%
EBITDA	66.09%	61.84%	61.20%	62.19%	62.27%	63.64%	64.47%	64.95%	65.19%	66.68%	66.34%
Operating	53.90%	49.10%	49.70%	50.80%	50.93%	46.62%	47.68%	48.48%	48.91%	46.02%	45.56%
Net Income	35.45%	31.95%	31.16%	30.61%	30.33%	28.05%	28.26%	27.54%	27.55%	26.58%	27.05%
Debt Ratios											
Debt/EBITDA	2.08x	2.39x	2.84x	3.30x	3.45x	3.34x	3.55x	4.02x	4.13x	3.59x	3.40x
Net Debt/EBITDA	1.42x	1.70x	1.99x	2.40x	2.45x	2.31x	2.48x	2.93x	3.00x	2.49x	2.23x
Liquidity											
Current Ratio	1.52x	1.57x	1.76x	1.96x	2.19x	2.41x	2.56x	2.69x	2.84x	3.00x	3.14x
Quick Ratio	1.50x	1.55x	1.71x	1.91x	2.14x	2.36x	2.51x	2.63x	2.79x	2.95x	3.09x

Appendix 9 – Sum of the Parts

Air Activities	2024A	2025E	2026F	2027F	2028F	2029F	2030F	2031F	2032F	...	2044F	2045F	2046F
Total Regulated Revenue	505.22	501.84	492.88	530.64	558.11	606.49	629.04	662.77	685.99	...	886.46	887.22	898.32
%share on total revenues	75.91%	73.52%	72.67%	73.49%	73.18%	73.97%	73.32%	73.47%	72.89%	...	69.35%	68.71%	68.31%
Total operating expenses	198.83	230.14	233.66	241.99	254.43	263.37	269.55	279.40	289.26	...	386.86	395.73	403.83
EBITDA	306.39	271.70	259.22	288.65	303.68	343.12	359.49	383.37	396.73	...	499.60	491.49	494.49
Margin	60.64%	54.14%	52.59%	54.40%	54.41%	56.57%	57.15%	57.84%	57.83%	...	56.36%	55.40%	55.05%
Depreciation & amortisation charges	70.79	75.90	66.33	69.90	69.22	111.66	115.23	118.87	122.58	...	231.56	232.43	233.31
EBIT	235.60	195.80	192.89	218.75	234.46	231.46	244.26	264.50	274.15	...	268.04	259.06	261.18
Margin	46.63%	39.02%	39.14%	41.22%	42.01%	38.16%	38.83%	39.91%	39.96%	...	30.24%	29.20%	29.07%
Net financial expenses	47.65	47.23	55.52	68.40	73.46	69.90	78.53	95.03	102.25	...	52.90	45.27	37.74
Earnings after tax	144.97	115.89	107.16	117.28	125.58	126.01	129.27	132.19	134.08	...	167.81	166.75	174.28
Non-Air Activities	2024A	2025E	2026F	2027F	2028F	2029F	2030F	2031F	2032F	...	2044F	2045F	2046F
Total Non-Regulated Revenue	160.29	180.78	185.37	191.39	204.59	213.46	228.91	239.37	255.16	...	391.81	404.08	416.74
%share on total revenues	24.09%	26.48%	27.33%	26.51%	26.82%	26.03%	26.68%	26.53%	27.11%	...	30.65%	31.29%	31.69%
Total operating expenses	26.84	30.35	29.50	31.03	33.32	34.72	35.30	36.81	38.38	...	54.31	55.84	57.22
EBITDA	133.45	150.44	155.87	160.36	171.26	178.73	193.61	202.56	216.78	...	337.50	348.24	359.52
Margin	83.26%	83.21%	84.09%	83.79%	83.71%	83.73%	84.58%	84.62%	84.96%	...	86.14%	86.18%	86.27%
Depreciation & amortisation charges	10.31	11.06	11.70	12.34	17.30	27.92	28.81	29.72	30.65	...	57.89	58.11	58.33
EBIT	123.14	139.38	144.17	148.03	153.96	150.82	164.80	172.85	186.14	...	279.61	290.13	301.20
Margin	76.82%	77.10%	77.77%	77.34%	75.25%	70.66%	71.99%	72.21%	72.95%	...	71.36%	71.80%	72.27%
Net financial expenses	6.62	8.33	10.57	15.01	18.36	17.48	19.63	23.76	25.56	...	13.23	11.32	9.44
Earnings after tax	90.94	102.21	104.20	103.75	105.76	104.01	113.23	116.29	125.25	...	207.78	217.47	227.57

Appendix 10 – Income Statement

Income Statement	2024A	2025E	2026F	2027F	2028F	2029F	2030F	2031F	2032F	...	2044F	2045F	2046F
Revenue from contracts with customers	563.10	641.85	646.32	689.51	723.97	785.93	814.15	861.65	897.45	...	1336.14	1388.94	1463.71
Other income	102.4	28.0	28.7	29.0	29.3	29.4	30.0	30.4	30.8	...	37.5	38.1	38.7
Total revenues and other income	665.51	669.85	675.02	718.50	753.25	815.37	844.18	892.06	928.24	...	1373.63	1426.99	1502.39
Personnel expenses	57.67	64.49	71.80	77.46	83.09	86.10	89.14	92.29	95.55	...	143.9	148.4	153.0
Outsourcing expenses	89.36	105.08	111.38	114.16	117.01	119.13	122.23	124.75	126.94	...	159.8	162.7	165.8
Public relations & marketing expenses	7.11	7.71	8.16	8.43	8.70	9.09	9.42	9.71	10.00	...	13.8	14.1	14.5
Utility expenses	12.56	13.47	5.13	5.30	5.48	5.61	5.76	5.90	6.05	...	8.0	8.3	8.5
Insurance premiums	3.91	4.50	4.79	4.94	5.10	5.36	5.54	5.70	5.88	...	7.7	7.9	8.1
Net provisions and impairment losses	0.09	0.09	0.10	0.10	0.11	0.11	0.11	0.12	0.12	...	0.2	0.2	0.0
Grant of Rights Fee - Variable Fee component	39.62	46.88	43.20	43.23	48.72	51.72	51.96	55.09	61.16	...	75.4	74.6	73.4
Other operating expenses	15.34	18.26	18.99	19.49	20.01	20.68	21.70	22.18	22.66	...	29.8	30.5	31.2
Total operating expenses	225.67	260.49	263.55	273.11	288.21	297.81	305.87	315.73	328.35	...	438.6	446.7	454.5
EBITDA	439.8	409.4	411.5	445.4	465.0	517.6	538.3	576.3	599.9	...	935.0	980.2	1047.8
Depreciation & amortisation charges	81.1	72.0	73.9	76.0	78.3	129.4	132.0	134.9	137.9	...	415.3	467.7	574.5
Grant of Rights Fee - Fixed	-15.0	-15.0	-15.0	-15.0	-15.0	-15.0	-15.0	-15.0	-15.0	...	-15.0	-15.0	-15.0
Adjusted EBITDA	424.84	394.36	396.47	430.39	450.05	502.56	523.31	561.33	584.89	...	920.01	965.25	1032.85
Operating profit (EBIT)	358.74	337.40	337.56	369.37	386.77	388.18	406.30	441.48	461.95	...	519.68	512.57	473.38
Financial income	-7.54	-6.43	-6.25	-7.22	-8.12	-9.12	-10.19	-10.75	-11.42	...	-2.83	-5.47	-8.95
Financial costs	61.82	61.99	71.35	89.74	99.15	95.94	107.88	129.41	139.26	...	72.57	64.33	56.08
Net financial expenses	54.27	55.56	65.10	82.52	91.04	86.82	97.69	118.67	127.84	...	69.74	58.85	47.14
Adjusted EBIT	343.74	322.40	322.56	354.37	371.77	373.18	391.30	426.48	446.95	...	504.68	497.57	458.38
Earnings before tax	304.47	281.84	272.46	286.85	295.74	301.36	308.61	322.81	334.11	...	449.94	453.72	426.24
Income tax	-68.56	-62.00	-59.94	-63.11	-65.06	-66.30	-67.89	-71.02	-73.50	...	-98.99	-99.82	-93.77
Earnings after tax	235.91	219.83	212.52	223.74	230.68	235.06	240.71	251.79	260.60	...	350.95	353.90	332.47
Number of Shares	300.00	309.54	316.79	324.47	330.86	330.86	330.86	330.86	330.86	...	330.86	330.86	330.86
EPS	0.79	0.71	0.67	0.69	0.70	0.71	0.73	0.76	0.79	...	1.06	1.07	1.01

Appendix 11 – Balance Sheet

Balance Sheet	2024A	2025E	2026F	2027F	2028F	2029F	2030F	2031F	2032F	...	2044F	2045F	2046F
Property plant & equipment-owned assets	39.0	39.5	39.0	39.0	39.0	39.4	39.0	39.0	39.9	...	39.0	40.0	39.0
Intangible assets	1583.03	1650.44	1780.61	2022.06	2126.96	2196.32	2294.13	2494.98	2553.63	...	879.02	1043.70	850.00
Right of use assets	3.52	3.52	3.52	3.52	3.52	3.52	3.52	3.52	3.52	...	3.52	3.52	3.52
Non-current financial assets	11.32	15.80	15.80	15.80	15.80	15.80	15.80	15.80	15.80	...	15.80	15.80	15.80
Construction works in progress	20.55	66.30	66.30	66.30	66.30	66.30	66.30	66.30	66.30	...	66.30	66.30	66.30
Investments in associates	3.25	3.25	3.25	3.25	3.25	3.25	3.25	3.25	3.25	...	3.25	3.25	3.25
Other non-current assets	0.46	0.46	0.46	0.46	0.46	0.46	0.46	0.46	0.46	...	0.46	0.46	0.46
Total non-current assets	1661.14	1778.77	1908.95	2150.39	2255.30	2324.66	2422.47	2623.31	2681.97	...	1007.36	1172.04	978.34
Current assets										...			
Inventories	5.91	6.69	11.95	12.55	13.15	13.56	13.98	14.42	14.81	...	19.7	20.2	20.7
Trade accounts receivables	22.96	27.20	27.46	29.08	30.71	32.70	34.18	35.86	37.24	...	50.6	53.4	56.6
Other accounts receivables	19.41	27.30	27.30	27.30	27.30	27.30	27.30	27.30	27.30	...	27.3	27.3	27.3
Current financial assets	3.06	0.90	0.90	0.90	0.90	0.90	0.90	0.90	0.90	...	0.9	0.9	0.9
Cash & cash equivalents	292.19	280.23	333.97	385.34	448.24	503.29	545.10	582.94	623.23	...	530.23	677.55	891.25
Total current assets	343.53	342.32	401.58	455.17	520.30	577.75	621.46	661.42	703.48	...	629.05	779.24	996.71
TOTAL ASSETS	2004.7	2121.6	2310.5	2605.6	2775.6	2902.8	3043.9	3284.7	3386.4	...	1636.4	1952.3	1975.0
EQUITY & LIABILITIES													
Equity													
Share capital	300.00	380.51	447.01	499.26	528.00	528.00	528.00	528.00	528.00	...	528.00	528.00	528.00
Statutory & other reserves	79.92	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	...	100.00	100.00	100.00
Retained earnings	240.61	180.69	158.22	174.31	201.12	261.18	258.52	254.81	253.95	...	281.78	265.38	158.49
Total equity	620.53	661.20	705.23	773.57	829.12	889.18	886.52	882.81	881.95	...	909.78	893.38	786.49
Non-current liabilities													
Borrowings	839.51	908.64	1031.25	1251.93	1360.98	1424.99	1558.96	1797.87	1896.73	...	35.33	362.67	477.39
Employee retirement benefits	9.82	9.90	9.90	9.90	9.90	9.90	9.90	9.90	9.90	...	9.90	9.90	9.90
Provisions	53.58	59.30	59.30	59.30	59.30	59.30	59.30	59.30	59.30	...	59.30	59.30	59.30
Deferred tax liabilities	33.02	34.50	34.50	34.50	34.50	34.50	34.50	34.50	34.50	...	34.50	34.50	34.50
Other non-current liabilities	221.08	221.08	221.08	221.08	221.08	221.08	221.08	221.08	221.08	...	221.08	221.08	221.08
Lease liabilities	1.71	1.71	1.71	1.71	1.71	1.71	1.71	1.71	1.71	...	1.71	1.71	1.71
Total non-current liabilities	1158.72	1235.13	1357.74	1578.42	1687.47	1751.48	1885.45	2124.36	2223.23	...	361.82	689.16	803.88
Current liabilities													
Borrowings	72.76	70.00	72.10	74.26	76.49	78.79	81.15	83.58	86.09	...	122.75	126.43	130.22
Trade & other payables	91.20	102.20	112.81	116.66	120.50	123.48	126.53	129.66	132.92	...	167.13	169.83	172.58
Income tax payable	23.89	18.20	18.20	18.20	18.20	18.20	18.20	18.20	18.20	...	18.20	18.20	18.20
Other current liabilities	36.28	33.60	38.12	38.95	39.66	40.37	41.10	41.84	42.59	...	52.76	53.70	54.67
Lease liabilities	1.29	1.29	1.31	1.32	1.33	1.35	1.36	1.37	1.39	...	1.56	1.58	1.60
Total current liabilities	225.42	225.29	242.53	249.40	256.18	262.18	268.34	274.66	281.18	...	362.39	369.74	377.27
Total liabilities	1384.1	1460.4	1605.3	1832.0	1946.5	2013.7	2157.4	2401.9	2504.4	...	726.6	1058.9	1188.6
TOTAL EQUITY & LIABILITIES	2004.7	2121.6	2310.5	2605.6	2775.6	2902.8	3043.9	3284.7	3386.4	...	1636.4	1952.3	1975.0

Appendix 12 – Cash Flow Statement

Cash Flow Statement	2024A	2025E	2026F	2027F	2028F	2029F	2030F	2031F	2032F	...	2044F	2045F	2046F
Cash flow from operations	274.05	298.63	284.13	296.93	310.54	361.04	376.82	386.44	401.10	...	658.60	667.02	684.58
Financial Costs	0.00	61.99	71.35	89.74	99.15	95.94	107.88	129.41	139.26	...	72.57	64.33	56.08
Cash flow from investing	(25.03)	(165.74)	(257.13)	(399.07)	(228.06)	(198.70)	(311.31)	(486.60)	(275.13)	...	(60.02)	(61.22)	(62.45)
Debt issue/repaid	(34.76)	95.46	169.23	301.78	153.36	103.11	214.76	389.07	176.60	...	(165.22)	(165.32)	(165.43)
Dividends	(229.00)	(224.12)	(133.35)	(141.36)	(166.02)	(201.09)	(230.02)	(242.50)	(248.47)	...	(361.52)	(375.59)	(384.23)
Cash flow from financing	(263.76)	(132.89)	32.38	157.67	(14.18)	(97.99)	(15.26)	146.57	(71.87)	...	(526.73)	(540.91)	(549.66)
Net increase/(decrease) in cash & cash equivalents	(14.74)	0.00	59.39	55.53	68.30	64.36	50.25	46.41	54.10	...	358.00	429.84	494.73
Opening cash	306.93	292.19	292.19	351.58	407.11	475.41	539.76	590.01	636.42	...	429.84	494.73	567.21
Closing Cash	292.19	292.19	351.58	407.11	475.41	539.76	590.01	636.42	690.52	...	682.10	685.10	688.10
Opening net debt	649.70	623.10	718.56	828.41	1074.66	1159.72	1198.47	1362.98	1705.64	...	(71.85)	(64.89)	(72.48)
Change in Cash	14.74	(0.00)	(59.39)	(55.53)	(68.30)	(64.36)	(50.25)	(46.41)	(54.10)	...	(147.07)	(193.03)	(269.73)
Change in Borrowings	(34.76)	95.46	169.23	301.78	153.36	103.11	214.76	389.07	176.60	...	(165.22)	(165.32)	(165.43)
Closing net debt	623.10	718.56	828.41	1074.66	1159.72	1198.47	1362.98	1705.64	1828.14	...	445.04	454.89	450.19

Appendix 13 – Google & AI Trends

To validate our forward-looking traffic assumptions, we conducted a proprietary analysis of global digital demand using Google Trends data. We isolated worldwide search query volumes for three high-correlation keywords ("Flights to Greece", "Flights to Athens", "Aegean Airlines") which serve as robust leading indicators for intent-to-travel and subsequent airport passenger throughput. As illustrated in the data, there is a distinct and sustained secular uptrend in search interest over the last three years. This trajectory notably outperforms historical seasonality, signaling a structural strengthening of "Brand Athens" and resilient inbound travel demand despite broader macroeconomic headwinds.

Figure 53: Global Search Volume Evolution (2017-2025)

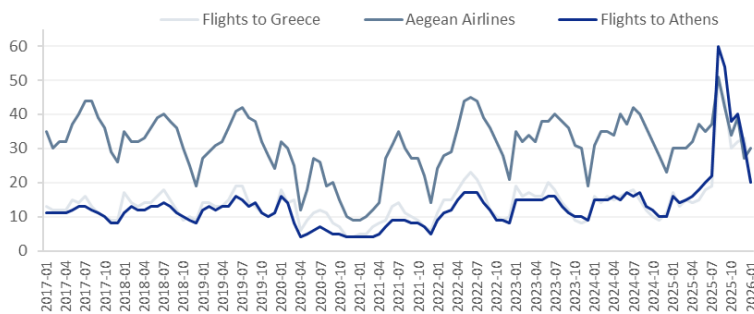
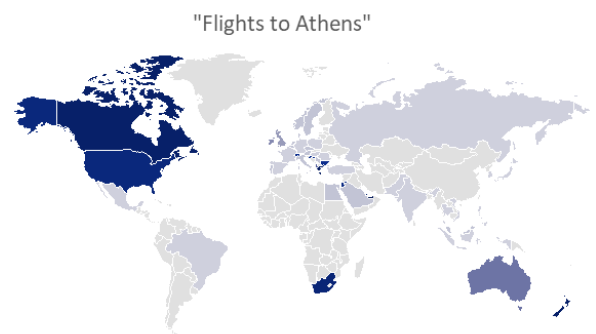


Figure 54: Global Travel Intent Heat Map



Source: Google Trends, Team Analysis

Skyscanner Horizons 2026



Amadeus Connected Journeys report



Oliver Wyman 2024



Amadeus Connected Journeys report



- ✈ **Future-Proofing for Gen Z:** As shown in the Skyscanner Horizons 2026 data, 38% of travelers under 45 are already using AI. This demographic (Millennials and Gen Z) represents the future of travel demand, making AI adoption a necessity for long-term survival.
- ✈ **Destination Research:** According to the Oliver Wyman 2024 data, 59% of travelers use AI for destination research. This forces airports and cities to ensure they are "AI-visible" and recommended by these algorithms.
- ✈ **Time Efficiency:** The Amadeus report highlights that 42% of consumers find AI helpful for saving time during the planning phase.
- ✈ **New Discoveries:** 36% of travelers use AI specifically to find new destinations, meaning airports may see shifts in demand for less traditional routes.

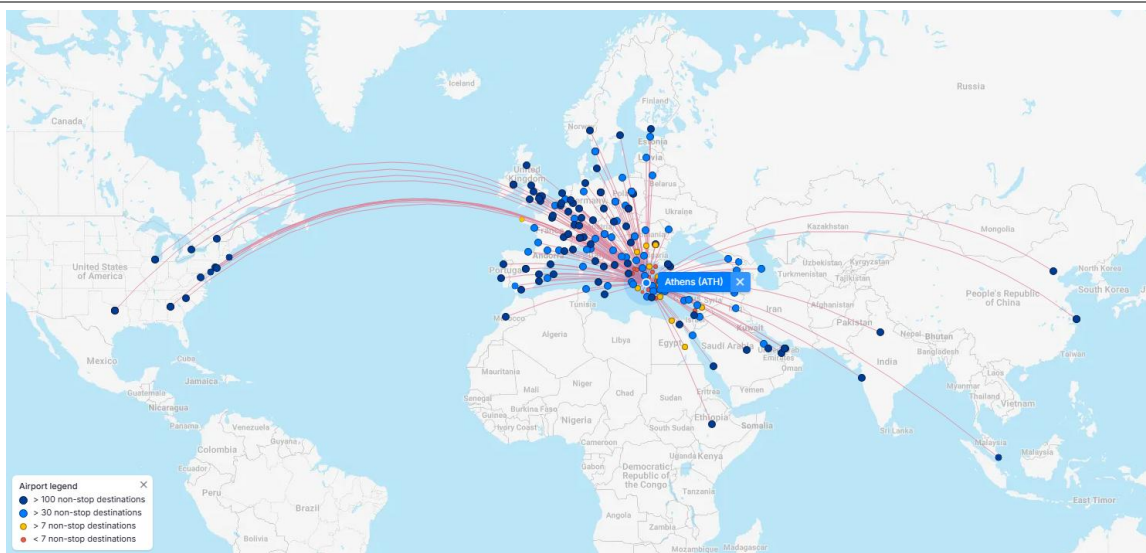
Appendix 14 – Network Expansion

Network Expansion: Pipeline of New Airline Partners



"Strategic Long-Haul Expansion" AIA's network is expanding with 11 new strategic route developments. Key highlights include the penetration of high-value Long-Haul markets with direct flights to Charlotte (American Airlines), Los Angeles (Norse), and Chengdu (Sichuan Airlines), reinforcing Athens' connectivity with the US and China.

Figure 55: Flights to Athens



Source: Flights Connections

Appendix 15 – Sensitivity Analysis

		GDP Multiplier						
Share Price		0.7x	0.9x	1.1x	1.3x	1.5x	1.7x	1.9x
WACC	4.76%	14.45	15.24	16.11	17.09	18.19	19.42	20.84
	5.26%	12.85	13.47	14.16	14.91	15.74	16.67	17.71
	5.76%	11.56	12.07	12.62	13.22	13.87	14.60	15.39
	6.26%	10.50	10.92	11.38	11.87	12.40	12.98	13.61
	6.76%	9.62	9.97	10.35	10.76	11.20	11.67	12.19
	7.26%	8.87	9.17	9.50	9.84	10.21	10.61	11.03
	7.76%	8.23	8.49	8.77	9.07	9.38	9.72	10.07

		GDP Multiplier						
WACC	Enterprise Value	0.7x	0.9x	1.1x	1.3x	1.5x	1.7x	1.9x
	4.76%	4,473.08	4,717.25	4,988.08	5,290.17	5,629.27	6,012.63	6,449.52
	5.26%	3,976.30	4,169.74	4,381.76	4,615.17	4,873.38	5,160.56	5,481.89
	5.76%	3,577.61	3,734.78	3,905.42	4,091.36	4,294.73	4,518.12	4,764.62
	6.26%	3,250.56	3,380.89	3,521.31	3,673.05	3,837.52	4,016.41	4,211.69
	6.76%	2,977.44	3,087.34	3,205.01	3,331.28	3,467.15	3,613.76	3,772.41
	7.26%	2,745.92	2,839.92	2,940.01	3,046.82	3,161.03	3,283.46	3,415.02
	7.76%	2,547.17	2,628.53	2,714.77	2,806.35	2,903.78	3,007.63	3,118.56

Appendix 16 – Simulated Monte Carlo

Variable	Bear	Base Case	Bull	Distribution
WACC	8%	6.28%	5.80%	Triangular

We applied a triangular distribution for the WACC input to align the simulation with our scenarios. The distribution is defined by three parameters, including minimum, maximum, and most likely, which correspond to the estimated values in our Optimistic, Pessimistic, and Base Case Scenario.

Variable	Mean	Standard Deviation	Distribution
EBITDA Margin	67%	1%	Normal

We used Normal Distribution to model EBIT Margin fluctuations, grounding our assumptions for mean and variance in the asset's established historical track record.

Cholesky Decomposition	EU HCPI	Revenue yoy%	Air yoy%	Non Air yoy%	Traffic yoy%
EU HCPI	1.0	0.0	0.0	0.0	0.0
Revenue yoy%	0.5	0.9	0.0	0.0	0.0
Air yoy%	0.3	0.9	0.3	0.0	0.0
Non Air yoy%	0.8	0.1	-0.4	0.5	0.0
Traffic yoy%	0.9	-0.1	-0.1	0.1	0.3

To ensure the stochastic model reflects real-world economic dynamics, we incorporated a Correlation Matrix to govern the Year-over-Year Traffic Growth projections. By defining the statistical relationship between traffic demand and key macroeconomic drivers (based on historical covariance), we forced the simulation to generate "correlated paths."

Table	
Mean	11.15
Median	11.18
Coefficient of Variation	0.07
Standard Deviation	0.78
Skewness	-0.17
Excess Kurtosis	-0.20
5th Percentile	9.80
95th Percentile	12.38

The Monte Carlo simulation yields a highly concentrated valuation profile, underscoring the defensive nature of the asset. The output displays a mean Enterprise Value per share of €11.15 and a median of €11.18, indicating a strong central tendency. The distribution is characterized by remarkably low volatility, evidenced by a Coefficient of Variation (CV) of just 0.07 and a standard deviation of 0.78.

Structurally, the data exhibits a slight negative skewness (-0.17) and negative excess kurtosis (-0.2). This implies a distribution that is marginally flatter than a normal curve with a slight inclination toward conservative downside scenarios, rather than extreme outliers. Crucially, the 90% confidence interval (spanning the 5th to 95th percentiles) narrows the valuation range to €9.80 – €12.38. This limited dispersion confirms a high degree of certainty in the valuation model, reflecting the stable, regulated cash flows of AIA.

Appendix 17 – Key Assumptions for Market Scenarios

	Bull	Base	Bear	Blue Sky
Avg. EBITDA Margin	70%	65%	60%	65%
WACC	5.80%	6.26%	7.50%	6.26%
PAX CAGR (2025 - 2046)	1.85%	1.54%	0.76%	1.85%
PAX 2046	49.91	46.87	39.85	46.87
Concession Life	Finite	Finite	Finite	Going Concern
Target Price	14.86	11.87	8.96	23.64

Appendix 18 – Altman Z-Score Analysis

AIA's credit profile remains fundamentally sound, with the Z-Score peaking at 3.58 (2025E) post-IPO. The subsequent decline to a floor of 2.61 (2031F) is a mechanical result of the increased leverage required to fund the €1.4bn Phase 33MAP expansion. Importantly, the score remains consistently above the 1.81 distress threshold, confirming the balance sheet's capacity to absorb the expansion debt. The marginal negative working capital (-0.03) is typical for cash-generative infrastructure and doesn't signal liquidity risk, while the recovery from 2032F onwards reflects the de-leveraging phase.

Altman Z-Score Analysis		2024A	2025E	2026F	2027F	2028F	2029F	2030F	2031F	2032F	2033F	2034F
X1	Working Capital/Total Assets	-0.04	-0.04	-0.04	-0.03	-0.03	-0.03	-0.03	-0.03	-0.03	-0.03	-0.03
	Retained Earnings/Total Assets	0.12	0.09	0.07	0.07	0.07	0.09	0.08	0.08	0.08	0.08	0.09
	Operating Earnings/Total Assets	0.18	0.16	0.14	0.14	0.14	0.13	0.13	0.13	0.13	0.13	0.13
	Market Cap/Total Liabilities	1.64	2.07	1.83	1.72	1.66	1.56	1.40	1.34	1.39	1.44	1.50
	Turnover/Total Assets	0.33	0.32	0.29	0.27	0.27	0.28	0.28	0.27	0.27	0.27	0.29
Z-Score		3.39	3.58	3.16	3.01	2.96	2.87	2.70	2.61	2.67	2.73	2.88

Appendix 19 – Beneish M-Score Analysis

M-Score Analysis	2024A	2025E	2026F	2027F	2028F	2029F	2030F	2031F	2032F	2033F	2034F
DSRI	1.47	1.18	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
GMI	1.00	1.04	1.03	1.00	1.00	0.99	1.00	0.99	1.00	0.98	1.00
AQI	0.96	1.03	1.10	1.14	1.07	1.05	1.05	1.08	1.03	0.99	0.97
SGI	1.10	1.01	1.01	1.06	1.05	1.06	1.04	1.05	1.04	1.08	1.02
AMORI	0.96	1.13	0.97	0.97	0.97	0.65	0.98	0.98	0.98	0.69	0.98
SGAI	1.03	1.15	0.88	0.95	1.02	1.01	0.97	1.01	1.02	0.97	0.99
LVGI	0.99	1.01	1.03	1.07	1.02	1.00	1.04	1.06	1.02	0.96	0.98
TATA	-0.02	-0.03	-0.03	-0.03	-0.03	-0.04	-0.04	-0.04	-0.03	-0.05	-0.06
M-Score	-2.07	-2.43	-2.55	-2.52	-2.54	-2.63	-2.61	-2.60	-2.61	-2.68	-2.72

AIA is firmly classified as a "Non-Manipulator", with M-Scores consistently remaining significantly below the -1.78 critical threshold, ranging from -2.07 (2024A) to -2.72 (2034F). This high reporting integrity is validated by the consistently negative TATA index, which stays between -0.02 and -0.06, confirming that reported net income is robustly supported by realized operational cash flows. Furthermore, the stable AQI index, despite the heavy Phase 33MAP CapEx, indicates that investments are transparently capitalized under IFRIC 12 standards, ensuring that expansion costs do not mask underlying operating expenses.

Appendix 20 – Piotroski F-Score Analysis

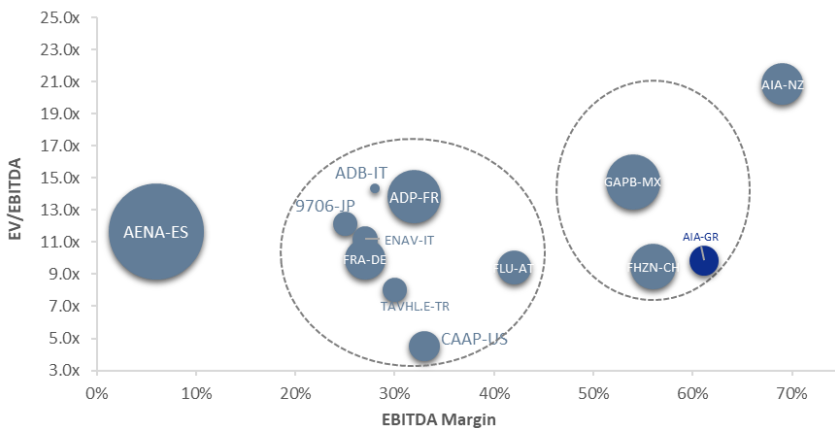
AIA demonstrates exceptional fundamental strength with a peak F-Score of 8/9 in 2024A, driven by robust profitability and high cash conversion. The projected decline to scores between 3 and 5 during 2025–2028 represents a strategic "investment trough", where the massive asset growth and financing requirements of the Airport Expansion Program (AEP) temporarily weigh on efficiency and leverage metrics. Crucially, core profitability remains resilient, as ROA and CFO scores consistently hold at 1 throughout the entire forecast period, ensuring that the expansion is backed by solid operations. As the project matures and capacity scales, a full recovery is anticipated, reaching a perfect score of 9/9 by 2033E, signaling a return to peak operational efficiency and financial health.

F-Score Analysis	2024A	2025E	2026F	2027F	2028F	2029F	2030F	2031F	2032F	2033F	2034F
Profitability											
ROA	1	1	1	1	1	1	1	1	1	1	1
CFO	1	1	1	1	1	1	1	1	1	1	1
ΔROA	1	0	0	0	0	0	0	0	1	1	1
ACCRUALS	1	1	1	1	1	1	1	1	1	1	1
Leverage, Liquidity & Source of Funds											
ΔLEVERAGE	1	0	0	0	0	0	0	0	0	1	1
ΔLIQUIDITY	1	0	1	1	1	1	1	1	1	1	1
Equity Issuance	1	0	0	0	0	1	1	1	1	1	1
Operating Efficiency											
ΔMARGIN	0	0	0	1	1	1	1	1	1	1	0
ΔTURNOVER	1	0	0	0	0	1	0	0	0	1	1
F-Score	8	3	4	5	5	7	6	6	7	9	8

Appendix 21 – Peer Analysis

Peers Group	Tickers	Country	EV / EBITDA	P/E	EV/Pax
Fraport AG Frankfurt Airport Services Worldwide	FRA-DE	Germany	10.62x	16.53x	427.56x
Aena SME SA	AENA-ES	Spain	9.98x	15.68x	109.14x
Flughafen Wien AG	FLU-AT	Austria	10.42x	23.02x	146.85x
Aeroports de Paris	ADP-FR	France	8.50x	16.11x	669.40x
Flughafen Zürich AG	FHZN-CH	Switzerland	11.33x	22.96x	313.39x
Aeroporto Guglielmo Marconi di Bologna S.p.A.	ADB-IT	Italy	6.64x	14.74x	37.31x
ENAV S.p.A.	ENAV-IT	Italy	9.17x	25.81x	0.00x
GMR Airports Infrastructure Ltd	532754-IN	BSE India	21.14x	171.76x	108.92x
Japan Airport Terminal Ltd.	9706-JP	Tokyo	6.96x	17.39x	45.77x
Corporacion America Airports S.A.	CAAP-US	Luxembourg	4.97x	15.02x	39.59x
Auckland International Airport	AIA-NZ	New Zealand	18.36x	44.02x	367.14x
Grupo Aeroportuario del Pacifico	GAPB-MX	Mexico	16.52x	25.71x	226.61x
TAV Havalimanlari Holding A.S.	TAVHLE-TR	Turkey	4.98x	11.02x	30.46x
Athens International Airport	AIA-GR	Greece	10.09x	15.90x	131.54x
Quartile 1			6.96x	15.68x	39.59x
Median			9.98x	17.39x	109.14x
Average			10.74x	32.29x	194.01x
Quartile 3			11.33x	25.71x	313.39x
Price (Median)			13.38	11.88	11.23
Price (Average)			14.40	22.05	19.96
Weightings			33.33%	33.33%	33.33%
Implied Shared Price			12.16 €		

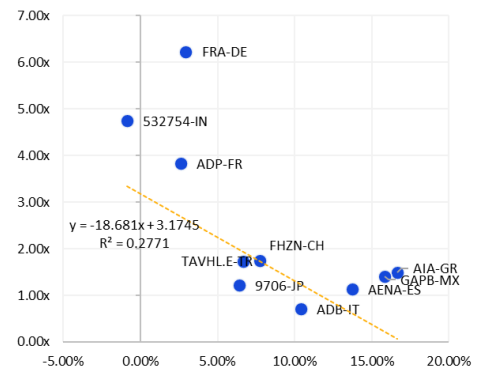
Figure 57: Strategic Peer Group Clustering



Source: FactSet, Team Analysis

The regression illustrates a negative relationship between Return on Invested Capital (ROIC) and Net Debt / EBITDA across the peer group, indicating that higher operating efficiency and capital returns are generally associated with lower leverage. This pattern is consistent with infrastructure-heavy businesses, where strong and stable cash flow generation allows for disciplined balance sheet management. AIA is positioned in the upper-right quadrant of the chart, combining above-average ROIC with moderate leverage, which suggests an efficient capital deployment profile without excessive balance sheet risk. Overall, the regression supports the view that profitability and leverage are inversely related within the airport operator's universe.

Figure 56: ROIC vs. Net Debt / EBITDA



Source: Team Analysis

We move beyond a generic sector mean valuation in favor of a Strategic Clustering Analysis, which reveals a clear market bifurcation between operational models, "Legacy Hubs" (e.g. Fraport, ADP), constrained by higher fixed costs and lower margins, consistently trade below 9.0x EV/EBITDA. In contrast, AIA aligns fundamentally with the "Efficient Premium Operators" cluster (alongside AENA and Zurich), characterized by resilient O&D traffic and sector-leading EBITDA margins exceeding 55%. Consequently, we deem the industry average dilutive to AIA's investment case and establish a fair value target range of 10.5x – 11.0x EV/EBITDA, benchmarking the asset exclusively against its high-efficiency, high-margin peers.

Appendix 22 – Peers Ratio Analysis

Key Ratios	AIA-GR		FRA-DE		AENA-ES		FLU-AT		ADP-FR		FHZN-CH		ADB-IT		ENAV-IT		532754-IN		9706-JP		CAAP-US		AIA-NZ		GAPB-MX		TAVHLE-TR	
	2023A	2024A	2023A	2024A	2023A	2024A	2023A	2024A	2023A	2024A	2023A	2024A	2023A	2024A	2023A	2024A	2023A	2024A	2023A	2024A	2023A	2024A	2023A	2024A	2023A	2024A	2023A	2024A
Profitability Ratios (%)																												
Net Margin (%)	47.8	41.9	9.8	10.2	32.4	33.6	18.1	20.5	11.5	5.6	24.6	24.6	11.6	14.8	11.7	12.6	(10.8)	(2.8)	6.5	9.2	17.1	15.3	20.6	7.9	28.7	25.6	22.2	11.2
Gross Margin (%)	56.6	59.3	20.9	20.4	69.4	71.7	48.3	50.0	36.5	36.2	38.5	39.9	43.3	44.3	27.4	26.7	38.5	38.3	53.0	53.9	34.5	32.7	52.3	53.5	45.6	44.5	37.8	37.2
Operating Margin (%)	46.3	45.4	16.2	15.5	39.8	45.0	28.6	28.5	19.0	17.8	34.0	34.9	16.9	20.6	12.9	13.8	13.1	17.5	11.3	14.7	24.8	22.1	47.6	49.2	45.5	44.5	20.1	20.3
EBITDA Margin (%)	62.6	63.8	30.1	29.4	60.0	60.2	42.3	42.0	35.6	33.6	54.7	55.3	29.4	32.0	30.0	30.0	36.9	36.8	24.8	25.1	37.8	32.6	66.2	67.3	53.2	52.2	29.4	29.5
ROA (%)	9.9	11.0	2.1	2.3	9.8	0.0	7.5	9.3	3.3	1.7	5.9	6.3	5.0	7.0	4.8	5.3	(1.9)	(0.5)	2.8	5.2	6.5	7.3	1.4	0.6	14.9	11.6	6.3	3.9
ROE (%)	31.8	42.5	9.6	9.9	22.7	24.3	12.3	14.7	15.0	7.8	11.1	11.3	8.5	11.4	9.3	10.3	0.0	0.0	8.2	14.1	33.2	27.0	1.9	0.8	49.7	40.9	21.8	12.5
Liquidity Ratios (x)																												
Current Ratio (x)	0.9	1.5	1.5	1.6	1.3	1.3	1.5	1.7	1.0	0.9	1.6	2.2	0.9	0.7	1.8	2.5	1.1	0.8	2.5	1.9	1.1	1.3	0.3	1.6	1.1	0.9	1.2	1.1
Quick Ratio (x)	0.9	1.5	1.5	1.6	76.6	62.4	1.5	1.6	0.9	0.9	1.6	2.1	0.8	0.7	1.6	2.3	1.1	0.7	2.3	1.7	1.1	1.2	0.3	1.6	1.1	0.9	1.1	1.0
Cash Ratio (x)	0.8	1.3	1.2	1.3	0.9	0.8	0.2	0.2	0.6	0.5	1.0	1.1	0.6	0.4	0.6	1.0	0.8	0.5	1.8	1.3	0.7	0.9	0.1	1.4	0.8	0.7	0.8	0.6
WC / TA (x)	(0.0)	0.1	0.1	0.1	0.0	0.0	0.1	0.1	(0.0)	(0.0)	0.1	0.1	-	-	0.0	0.2	0.0	(0.0)	0.1	0.1	(0.0)	0.0	(0.0)	(0.0)	0.0	(0.1)	0.0	-
Solvency Ratios (x)																												
Debt / Assets (x)	43.1	42.9	61.8	60.6	46.9	41.2	2.5	2.3	52.0	52.0	30.6	28.4	10.1	8.9	22.6	24.8	70.6	74.0	51.2	46.3	38.0	28.0	19.7	18.1	60.2	58.8	37.6	38.0
Debt / Equity (x)	192.1	145.5	276.2	258.4	108.0	84.4	3.9	3.7	234.5	237.6	55.9	49.9	16.6	14.7	43.4	48.0	0.0	0.0	145.4	120.7	185.8	85.4	26.4	24.5	205.3	214.9	126.6	115.0

Appendix 23 – Peer's KNN Approach

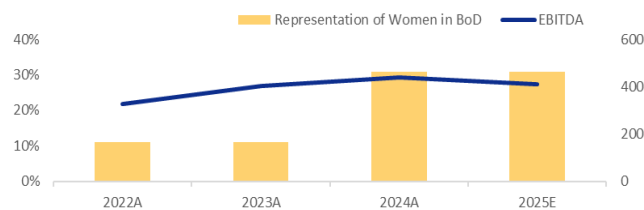
Parameters							KNN Results		
Ticker	Q3 Traffic %	Leisure %	ROIC	Non air revenues	EBITDA Margin	Class	Distance	Rank	Weights
AIA-GR	0.36	0.85	0.09	0.29	0.60				
TAVHLE-TR	0.34	0.85	0.02	0.18	0.3	International Peer	0.17	1	16.96%
FLU-AT	0.28	0.65	0.06	0.19	0.42	European Peer	0.22	2	12.72%
ADB-IT	0.34	0.85	0.04	0.41	0.28	European Peer	0.25	3	11.01%
ADP-FR	0.28	0.5	0	0.35	0.32	European Peer	0.34	4	8.30%
FHZN-CH	0.29	0.45	0.04	0.49	0.56	European Peer	0.39	5	7.25%
ENAV-IT	0.34	0.85	0.06	0	0.27	European Peer	0.4	6	7.09%
AIA-NZ	0.23	0.4	0.02	0.49	0.69	International Peer	0.44	7	6.29%
CAAP-US	0.25	0.5	0.03	0.53	0.33	International Peer	0.45	8	6.25%
FRA-DE	0.26	0.45	0	0.12	0.27	European Peer	0.46	9	6.12%
AENA-ES	0.33	0.8	0.06	0.31	0.06	European Peer	0.5	10	5.57%
GAPB-MX	0.2	0.4	0.14	0.25	0.54	International Peer	0.53	11	5.26%
532754-IN	0.21	0.2	-0.02	0.54	0.36	International Peer	0.67	12	4.16%
9706-JP	0.24	0.3	-0.01	1	0.25	International Peer	0.92	13	3.04%

To identify Athens International Airport S.A.'s closest comparable operators, we applied a K-Nearest Neighbors (KNN) framework based on a set of traffic, profitability, and revenue-mix indicators that are highly representative of airport business fundamentals. The analysis incorporates Q3 2024 traffic exposure to capture short-term demand dynamics and seasonality effects, as well as leisure traffic share, reflecting sensitivity to tourism-driven passenger flows—a key driver for AIA's volume and yield profile. Return on Invested Capital (ROIC) is included to assess capital efficiency and the quality of earnings generated from regulated and commercial assets, while non-aeronautical revenue share captures differences in commercial monetization, resilience of cash flows, and margin sustainability across operators. Finally, EBITDA margin is used as a summary profitability metric, reflecting operational efficiency and the ability to convert traffic and commercial activity into cash earnings. Peers are subsequently ranked based on their overall proximity to AIA across these dimensions, with distance-based weights assigning greater importance to operators exhibiting higher structural and operational similarity. This approach ensures that benchmarking and valuation insights are primarily driven by airports with comparable traffic composition, revenue diversification, and profitability characteristics, while still incorporating international operators to anchor the analysis within a broader global context.

Appendix 24 – Corporate Governance & Female Representation

Management	
CEO: George Kallimasi	
CFO: Panagiotis Michalogiannis	
COO: Alexandros Aravanis	
Board Members	
Michail E. Kefalogiannis	Evangelos Peter Pountias
Gerhard Schroeder	Panagiotis Tampourlos
George Kallimasi	Thiresia Farmaki
Ian Andrews	Konstantinos Kollias
Sven Erler	Aikaterini Savaidou
Janis Carol Kong	Lorrain Scaramangas
Charalampos Pampoukis	

AIA has demonstrated a decisive commitment to modernizing its corporate governance, marking a structural shift from its pre-IPO era. Female representation on the Board of Directors has surged from just 11% in 2022 to 30.8% currently (4 out of 13 members). This threefold increase not only surpasses the statutory threshold of 25% (Law 4706/2020) but also enhances the quality of oversight. Notably, women now hold 60% of the critical Independent Non-Executive seats, ensuring diverse perspectives and mitigating 'groupthink' in strategic decision-making.



Appendix 25 – AIA vs Peers ESG Scores

Company	ESG Score (Overall)	Environment Score	Energy Mgmt	GHG Emissions	Social Score	Labor Practices	Health & Safety	Governance Score	Board Composition	Shareholder Rights
AIA (Athens)	88.5	86.7	92.3	61.5	44.3	55.7	91.9	51	49.8	74.8
ENAV-IT	98.6	97.2	100	92.3	35.5	55.6	50.7	80.8	94.9	59.6
AENA-ES	90.6	76.2	53.8	100	47.4	53.4	55.9	53.6	60.7	47.6
ADB-IT	86	75.5	84.6	30.8	33.2	45.5	54.1	63.5	71.8	65.4
ADP-FR	81.1	63.6	38.5	38.5	37.3	52.7	51.8	60.1	68.9	52.1
532754-IN	80.4	69.2	15.4	76.9	28.2	45.3	60.2	70.3	54.3	34.5
FRA-DE	76.2	69.9	61.5	53.8	28.5	35.6	47.5	58.3	60.7	36.9
FHZN-CH	71.7	70.6	76.9	23.1	25.4	15	70.2	59.5	53	82.6
CAAP-US	65.7	67.1	30.8	69.2	39	82.5	35.2	31.2	56.7	13.7
TAVHLE-TR	57.3	67.8	69.2	15.4	26.6	37.8	36.2	45.6	59.2	68.2
9706-JP	53.1	62.2	23.1	46.2	23.8	33.5	30	49.2	52.1	59.1
FLU-AT	39.5	39.9	46.2	7.7	42.3	61.1	73.3	76.7	83.3	79.6
AIA-NZ	23.8	24.5	7.7	84.6	12.1	0	47.7	58.6	58.8	70.3
GAPB-MX	55	61	60	62	49	48	50	55	56	54

Appendix 26 – Abbreviation Table

Abbreviation	Full Term	Abbreviation	Full Term
ACA	Airport Carbon Accreditation	HICP	Harmonized Index of Consumer Prices
ACI	Airports Council International	IATA	International Air Transport Association
ADA	Airport Development Agreement	IFRIC	International Financial Reporting Interpretations Committee
AIA	Athens International Airport S.A.	IMF	International Monetary Fund
APU	Auxiliary Power Unit	INSETE	Institute of the Greek Tourism Confederation
AQI	Asset Quality Index (Beneish) / Air Quality Index (ESG)	ISO	International Organization for Standardization
ATC	Air Traffic Control	KNN	K-Nearest Neighbors
BHS	Baggage Handling System	LCC	Low-Cost Carrier
BOOT	Build-Own-Operate-Transfer	MAP	Million Annual Passengers
CAA	Civil Aviation Authority	MSCI	Morgan Stanley Capital International
CAGR	Compound Annual Growth Rate	NOPAT	Net Operating Profit After Tax
CAPEX	Capital Expenditure	O&D	Origin and Destination
CAPM	Capital Asset Pricing Model	OPEX	Operating Expenses
CEE	Central & Eastern Europe	PAX	Passengers
DCF	Discounted Cash Flow	PCA	Pre-Conditioned Air
DDM	Dividend Discount Model	PPP	Public-Private Partnership
DORA	Digital Operational Resilience Act	PV	Photovoltaic
DPS	Dividend Per Share	RAB	Regulatory Asset Base
ESG	Environmental, Social, and Governance	ROIC	Return on Invested Capital
EU ETS	EU Emissions Trading System	RRF	Recovery and Resilience Facility
EV	Enterprise Value	SAF	Sustainable Aviation Fuel
EVA	Economic Value Added	SOC	Security Operations Center
FIR	Flight Information Region	TATA	Total Accruals to Total Assets
FTSE	Financial Times Stock Exchange	TGR	Terminal Growth Rate
GDPR	General Data Protection Regulation	VFR	Visiting Friends and Relatives
GHG	Greenhouse Gas Emissions	WACC	Weighted Average Cost of Capital
HCAP	Hellenic Corporation of Assets & Participations	WC	Working Capital

Appendix 27 – References

Chartered Financial Analyst (CFA), Standards of Practice Handbooks.

Damodaran A. (2011), *The Little Book of Valuation: How to Value a Company, Pick a Stock and Profit* (Little Books, Big Profits).

Damodaran A. (2012), *Investment Valuation: Tools and Techniques for Determining the Value of any Asset*, University Edition.

Altman. E. (2000), *Predictive Financial Distress of Companies: Revisiting the Z-Score and Zeta Models*.

Beneish. M., Lee. C., & Nichols. C. (2013), *Earnings Manipulation and Expected Returns*, *Financial Analysts Journal*, 69(2), pp, 57-82,

Berger. P. (2010), *The Halo's Creed*, UniCredit Research.

Damodaran, A. (2023). *Country Risk: Determinants, Measures and Implications – The 2023 Edition*. Stern School of Business, New York University.

<https://www.aci-europe.org/downloads/resources/Airport%20Competition%20Europe%20February%202023%20-%20final.pdf>

<https://www.iata.org/en/iata-repository/pressroom/fact-sheets/fact-sheet-airport-slots/>

<https://aci-europe.org/downloads/publications/Airport%20Industry%20Connectivity%20Report%202025.pdf>

<https://www.iata.org/en/pressroom/opinions/five-key-risks-that-will-shape-2026/>

<https://www.oag.com/blog/-air-travel-trends-that-will-shape-2026>

<https://www.bcg.com/ja-jp/publications/2026/air-travel-outlook-revenues-and-costs-are-rising>

<https://www.aia.gr/>

<https://www.oecd.org/>

https://economy-finance.ec.europa.eu/index_en

<https://www.bankofgreece.gr>

<https://www.factset.com/>

<https://www.investopedia.com/terms/>

<https://commission.europa.eu/>

<https://www.athexgroup.gr/stock-profile/>

<https://www.statistics.gr/>

<https://www.statista.com/>