

# Greece Infrastructure Competitive Landscape

Greece has a number of well-established players in the engineering, procurement and construction space. While most listed construction companies only have small market caps, highlighting the diversity at the smaller end of the scale, a handful of large players continue to dominate the sector. Major players in the Greek infrastructure industry include local firms Aktor, J&P-AVAX, GEK Terna, Metka, Intrakat, Porto Carras and Ekter. Ellaktor is the largest company by a wide margin, with a market capitalisation of EUR261.9mn.

GEK Terna, Aktor (part of Ellaktor Group) and J&P-AVAX collectively account for about 84% of the companies that win contracts to carry out large infrastructure and construction projects in Greece, and there is a substantial gap between them and smaller construction firms. This has allowed Terna, Aktor and J&P-AVAX to consolidate their position in the market, particularly in terms of public-private partnerships (PPPs).

Greece has set a successful precedent with large PPP projects. Examples include the Athens metro, motorways (such as Attiki Odos), the Rio-Antirio Bridge and Athens International Airport. However, the state's influence and bureaucratic corporate culture in public energy and transport corporations meant that efforts to introduce private enterprise principles, including concessions, in the utility, water and electricity sectors, proceeded slowly. In the electricity sector, the Public Power Corporation (PPC) union thwarted private investment for many years, but privatisation finally occurred in 2021.

The reform of the PPC was a central issue in terms of Greece's relationship with the IMF, which is seeking to reduce the costs to the state and the taxpayer of state-owned enterprises. A significant first move in this respect was the government's transfer of a 17.0% stake in PPC to the country's privatisation agency in 2012. PPC was then privatised in 2021, when the Greek state further reduced its stake to 34.12%, transferring ownership to the Hellenic Republic Asset Development Fund. This marked the end of full government control over PPC.

In a recent update, Masdar (based in Abu Dhabi), reached an agreement in 2024 with GEK Terna and other shareholders to acquire an initial 67% stake in Terna Energy. Following the initial acquisition, Masdar will launch a mandatory all-cash tender offer to acquire the remaining shares with the goal of reach 100% ownership. Terna Energy, which was a subsidiary of GEK Terna until this transaction, focuses on renewable energy capacity and was separately listed on the Athens Exchange.

*Disclaimer: This information is sourced from BMI Country Risk & Industry Research, a product of Fitch Solutions Group Ltd, UK*