



## **5th Annual Capital Link CSRinGreece Corporate Social Responsibility Conference «Entrepreneurship-Innovation-Society»**

Athens July 2, 2015

On **Thursday June 25, 2015** - an extremely difficult day for our country as the Eurogroup meeting was taking place and Greece was the main topic of discussion - the 5th Annual **Capital Link “CSRinGreece”**- Corporate Social Responsibility - Forum entitled **“Entrepreneurship - Innovation - Society”** was held at the **Athens Hilton Hotel and was a huge success boasting more than 600 participants and distinguished speakers.**

The Conference **was a glimmer of hope and pride not only for all the distinguished Greek Americans Business Leaders but also for the important executives from Greek Companies who presented at the Forum.**

The Forum aimed to showcase how the Greek Economy can be reinforced by supporting Entrepreneurship and Innovation and to provide a practical guide to entrepreneurs on where and how they can get support for their business ventures.

Capitalizing on our 20-year track record with the organization of uniquely successful investment conferences, Capital Link has pioneered a series of CSR-focused forums in London, Athens and New York. This Forum, as all Capital Link’s forums, combines unique informational and networking opportunities.

### **The Forum had two sides – entrepreneurial and social.**

**From the Business side**, the forum aimed to present a range of programs and initiatives that are offered by companies and organizations in Greece and abroad which aim to support and fund new and small & medium-sized enterprises.

**From the social side**, the Forum offered again the opportunity to approximately 100 NGOs from all over Greece, to showcase and communicate their programs, needs and objectives. It is especially important that this year despite the difficult economic situation, some NGO’s achieved new collaborations and financial support. Through the internationalized profile of Capital Link, all Greek NGO’s will be promoted not only to Greece but also to the Greek diaspora.

The Forum opened with the welcome remarks of **Mr. Nicolas Bornozis, President of Capital Link Inc.** who stated that despite the significant progress that has been made in several areas in Greece, we have to note that Greece continues to suffer from the worst financial, social and political crisis in its recent history. This year the 5th Annual Corporate Social Responsibility Forum presented and highlighted ways of reinforcing the Greek Economy by supporting entrepreneurship and innovation. We are very happy and honored that these important Greek American personalities from Greece and abroad, with a special presence in the area of investments participated in our Forum. Also we would like to thank all these startup companies that participated and actively demonstrate the value and importance of supporting entrepreneurship and innovation. "

### **KEYNOTE ADDRESS & “2015 CAPITAL LINK CSR LEADERSHIP AWARD”**

**The Keynote Speaker at this year’s event, Mr. C. Dean Metropoulos, Chairman & CEO of Metropoulos & Company, was the recipient of Capital Link’s 2015 CSR Leadership Award. Mr. Metropoulos was presented by the Mayor of Athens, Mr. Yorgos Kaminis.**

**Mr. Metropoulos** delivered a warm, motivational speech, bestowing his trust and confidence on the energy and resourcefulness of the Greeks to overcome the adversities of the crisis. **Characteristically, he said that Greece could become the “Miami” of all of Europe. He went on to address several considerations of the audience. He also stated that: “The talent and capabilities of Greek business leaders in Greece and throughout the world, are unique and powerful opportunities that can transform Greece into a successful participant in this exciting generation of technology, international investments and globally transforming businesses. We all have a vested interest in helping our ancestral and beloved Greece as we encourage its transformation into this exciting generation of opportunities.”** He then went on to address several considerations of the audience.



## **PRESENTATIONS & PANEL DISCUSSIONS**

**Mr. Jimmy Athanasopoulos, Group Head of Social Responsibility of The Libra Group & Chairman of The Hellenic Entrepreneurship Award**, his speech was focused on the key role and profound impact of Corporate Social Responsibility and described the 7+1 initiatives undertaken by the Libra Group to benefit society and to provide opportunities to charismatic young people. In specific he referred to:

- The Seleni Institute, with the aim of addressing women's reproductive and maternal mental health;
- The Johns Hopkins University School of Medicine Visiting Scientist – Libra Initiative, which funds research relationships between Greek universities and biomedical institutions and the prestigious Johns Hopkins University School of Medicine;
- The Libra Internship Programme, which offers to over 100 students each year valuable professional experience;
- The McCain Institute, for International Leadership is a center for research and action in national security and foreign policy;
- The Grace Foundation, which already supports, among others, the Hatzikyriakio Childcare Institution and the Prolepsis Institute;
- The Libra Fellowship Programme, which provides annually 25 scholarships to MBA students of the Athens University of Economics and Business;
- The Concordia Summit, which promotes and builds public-private partnerships around pressing global issues,
- The Hellenic Entrepreneurship Award (founded in 2012) that already counts 11 winning businesses, which benefit from funding, guidance and mentoring from the Libra Group, as well as specialized business support services (e.g. HR, IT, Accounting, etc.)

Mr. Athanasopoulos closed his speech, expressing the opinion that there are 2 ways to deal with the financial crisis: "You can either complain, blaming others given the prevailing conditions, or you can do something about it and engage in hard work!"

### **Mechanisms to Support & Promote Innovation in SMEs & Start Ups**

Moderator: **Mr. Constantinos Bogdanos**, Journalist, SKAI TV

Panelists:

**Mrs. Anastasia Tsiloglou**, Project Manager, **Action Finance Initiative**

**Mr. Haris Makryniotis**, Managing Director, **Endeavor Greece**

**Mr. Epaminondas Farmakis**, Managing Director, **Solidarity Now network in Greece**

The first panel, moderated by the journalist, **Mr. Constantinos Bogdanos**, discussed the mechanisms which support and promote innovation in SMEs and Startups. In specific:

**Ms. Anastasia Tsiloglou** highlighted the advantages of microfinance as an alternative funding mechanism for SMEs. This comprises of financing up to 10,000 euros to new and existing entrepreneurs addressing their liquidity problems, while mentoring and training is provided for free before and after the microcredit. Microcredits also allow access to capital for the most vulnerable social groups, and the coverage of the financial needs of the vast majority of businesses - including those that specialize in innovation and export activities. Among the advantages of microcredit is that it has very low default rate. Ms. Tsiloglou briefly described the activities of Action Finance Initiative (AFI) in Greece, stressing the collaboration and partnership of the organization with a wide range of public and private bodies related to entrepreneurship and referred to the current goals of the organization for job creation.

**Mr. Haris Makryniotis** addressed the issue of job creation in Greece, as the average Greek entrepreneur remains primarily focused on the catering business, with limited potential to grow and to expand abroad. He stated that the growth of SMEs is the fastest way to create new jobs in the Greek market, however, this can only be achieved through the SMEs' ability to access markets, capital, people, and networks. It takes time to shape an extroverted company culture where entrepreneurs seek cooperation, rather than solely pursuing their individual interests. Mr. Makryniotis briefly referred to Endeavor's activity in Greece and underlined the fact that usually the fastest growing companies require the least financial support.

**Mr. Epaminondas Farmakis** stressed the need to adopt a bottom-up approach and to develop a cooperative mentality. He claimed that the only way to achieve such a goal is by means of improving the quality of education. He specifically referred



to Solidarity Now – a growing network of people and organizations – and its activity in Greece. The organization, currently operating two centers in Athens and Thessaloniki, provides a wide range of services like helping people from vulnerable social groups to find employment. He concluded that the most effective way to improve entrepreneurship in Greece is to change the current business framework's structure; he specially mentioned programs targeting Greeks living abroad.

### Startups Success Stories

Moderator: **Mr. Jimmy Athanasopoulos**, Group Head of Social Responsibility, **The Libra Group** & Chairman, **The Hellenic Entrepreneurship Award**

Panelists:

**Mr. Socratis Ploussas**, Founder, **PARNASSE S.A.**

**Mr. Evangelos Pappas**, Founder, **RTsafe P.C.**

**Mr. Georgios Terizakis**, Founder, **Stella Mare**

**Mr. Takis Solomos**, Founding Partner, **First Athens S.A.**

The second panel, moderated by **Mr. Jimmy Athanasopoulos**, discussed various cases of startup success stories in the Greek market.

**Mr. Takis Solomos** referred to the investment activity of **First Athens** within the framework of JEREMIE funds. They have already invested in six startups and are ready to invest in another four. For Mr. Solomos, there are charismatic entrepreneurs in Greece, who can still thrive within a recessionary environment and claimed that there is still a market in Greece, sustained by active participants; success stories are almost a daily phenomenon, he added. Mr. Solomos finally discussed the indicative success story of Travelplanet24.

**Mr. Georgios Terizakis** presented the successful case of his own business, **Stella Mare**, which develops innovative products in the sea food industry. Mr. Terizakis, also a Hellenic Entrepreneurship Award winner (2013), expressed the opinion that the key to success for Greek entrepreneurs lies in the value-adding processing of goods, with raw materials already abundant in Greece, and businesses should therefore invest in high quality equipment. Mr. Terizakis briefly referred to the problems currently faced by Greek entrepreneurs, like the lack of liquidity, mistrust from foreigners, and lack of support by the Greek State. He concluded by referring to the future ambitious goals set by his company.

**Mr. Socratis Ploussas** explained the concept of the **OpenCircle**, an equity crowd-funding platform, run by **PARNASSE S.A.**, which is currently active in the areas of financial advisory and investment software development. OpenCircle, through equity crowd-funding brings together investors and entrepreneurs before, during, and after the fundraising process, thus enabling an efficient business planning process (other services, like coaching and mentoring are also offered). The company employs a 40-point methodology to select suitable investments for its platform. Finally, Mr. Ploussas advocated the fact that the solution to the crisis lies only within individual initiatives and the micro-economic environment.

**Mr. Evangelos Pappas** of **RTsafe P.C.**, stressed the importance of and interconnectedness between research, innovation, and entrepreneurship. Moreover, he stated that academics should be given motives to undertake business endeavors as happens in foreign countries, while knowledge gained should in turn have an impact on society. Mr. Pappas is pleased to be involved in a company, which benefits society, ensuring treatment effectiveness and patient safety in the area of radiation oncology, while also having the potential of generating wealth. Finally, he referred to the important role of synergies.

### Supporting Greek Entrepreneurship

Moderator: **Mr. Pavlos Tsimas**, Journalist, Editor-at-Large, **Huffington Post Greece**

Panelists:

**Mrs. Yiola Vassaki**, CSR Assistant Manager, **DEPA**

**Mrs. Xenia Kourtoglou**, Founder & Managing Partner, **Focus Bari SA** and Co-founder, **e-satisfaction**

**Mrs. Rania Soulaki**, Group CSR Manager, **Hellenic Petroleum S.A.**

**Mr. George Tsaprounis**, Head of Corporate Affairs, **WIND Hellas**

**Mrs. Nelly Tzakou-Lambropoulou**, General Manager of Retail Banking, **National Bank of Greece**

**Mr. Pavlos Tsimas**, introduced the panel discussion, by pointing out the weakness of the Greek State - due to lack of the necessary infrastructure – to support its extroverted, dynamic, and well-educated youth.

**Mrs. Yiola Vassaki** referred to the increasing importance of sustainable development in conducting business, and suggested that the same support pillars, namely economy, society, and the environment which apply to CSR, also apply to sustainability and renewability. She supported her point of view with concrete examples of business applications, which conform to EU and UN's Sustainable Development Goals (SDGs) framework mandates.



**Mrs. Xenia Kourtoglou** embraced the notion that the most valuable capital for a company is its human capital and highlighted the role of the leading/founding team – Ideally a group of 2-3 people with complementary skills, comprising a specific value set – in successful business undertakings. In fact, she compared the modern management team to a jazz band, playing both as ensemble players and soloists, appealing to a different audience in each performance. Finally, she underscored certain attributes, important for an entrepreneur, like self-confidence, values & principles, passion, suitable partners, a balanced way of living, aptitude for learning, and continuous self-development.

**Mrs. Rania Soulaki** drew some general conclusions based on the changing landscape of the Greek market: She praised the gradual segregation of the concept of philanthropy from CSR. She also referred positively to the increasing involvement of the academia in the business sector, as well as to the tendency of young people to more and more engage in entrepreneurship (although, not always by choice). She suggested that companies should support younger people by offering opportunities for internships, mentoring, and scholarships.

**Mr. George Tsaprounis** referred to the role of corporate ethics – which he defined as “fairness, integrity, and honesty, regardless of cost” – in successful business development. Accordingly, he established a four-dimensional framework, comprising i) corporate culture, supported by all company stakeholders, ii) motivation, that is, encouraging desirable behavior through a proper system of valuation and rewards, iii) opportunity, by employing techniques such as risk management and internal audit, hence minimizing the opportunity for unethical behavior, and iv) choices, by supporting employees, who make the “right” choice. Overall, he acknowledged the difficulty of ethical conduct (as opposed to merely legal conduct), but gave examples of how its benefits far outweigh its costs.

### **Investing In Greek Business - On the path to recovery**

Moderator: **Mr. Petros Doukas**, Chairman, Capital Partners S.A., former Deputy Minister of Finance & former Deputy Minister of Foreign Affairs

Panelists:

**Mrs. Eirini Botonaki**, Regional Business Development Greece & Cyprus, EIF – European Investment Fund

**Mr. Mihalīs Madianos**, Partner, Global Finance

**Mr. Nikos Stathopoulos**, Managing Partner, BC Partners

**Mr. George Tsopelas**, Managing Director, McKinsey & Company Greece

This panel, moderated by Capital Partners Chairman and former Deputy Minister of Finance & former Deputy Minister of Foreign Affairs, **Mr. Petros Doukas**, explored the crucial issue of the Greek business sector recovery and the role of investment.

**Mr. Mihalīs Madianos** discussed the main obstacles to investing in Greece, and suggested actions that could attract investments, such as the preservation of political stability, reduction of bureaucracy and corruption, tax reforms, swift justice award, reduction of the oversized State, and development of an entrepreneurial culture. He referred to companies, which successfully survived the crisis: extrovert, export oriented, with regional development plans while simultaneously reduced costs through reengineering and restructuring. Mr. Madianos also highlighted the need for investors to supply businesses with equity funding, as companies cannot afford additional debt or have very limited access to loan financing due to the liquidity crisis.

**Ms Eirini Botonaki** described the role of European Investment Fund in facilitating SMEs’ access to finance, noting that the Fund’s interventions are implemented through intermediaries (banks, venture capital and private equity funds, guarantee institutions and others), while funding may come from various sources, such as structural funds, European programmes, national funds, as well as own funds. In Greece EIF is currently mainly active in the management of structural funds (as manager of the JEREMIE Holding Fund that is financed with NSRF funds), with which it co-finances and co-invests in SMEs through banks and risk capital funds, respectively. In addition, it is active in microfinance, while it has also invested in risk capital funds. Ms Botonaki further discussed future financing prospects for Greek SMEs through resources and programmes that are managed by the Fund.

**Mr. Nikos Stathopoulos** pointed out the need for a stable operational and investment framework in Greece. He questioned the ability of a State to be a competent manager and suggested that States should mostly assume the role of investment enablers/facilitators. Due to the inherently small size of its market, Greece makes it necessary for local companies to develop an export orientation, if they wish to grow, while the most prominent industries appear to be the



ones with the capacity to consolidate. Mr. Stathopoulos further argued that the Greek environment – as is – hampers the performance of talented managers.

**Mr. George Tsopelas** gave an overview of McKinsey's recent research on Greece's growth potential and the relevant recommended strategy towards recovery. Mr. Tsopelas analyzed several metrics to draw certain conclusions, e.g. he displayed how a specific annual rate of growth would render the Greek debt sustainable. Mr. Tsopelas advocated the potential of certain reforms, which would have a positive impact on society. Finally, he referred to specific industry examples, where reforms would be beneficial, like the issue of chamber proceedings, with a multi-sector impact, or changes which should target exclusively a particular sector, like that of medical- and health tourism.

### **Roundtable Discussion – “Greek American Business Leaders & Greek Startups”**

Taking in consideration the amazing achievements and expertise of **John P. Calamos, John Koudounis, Dennis Mehiel and C. Dean Metropoulos** and the thirst for knowledge and advice from the young Greek entrepreneurs, there was a panel discussion on the topic of **“Mentoring the Next Generation”**.

The discussion was moderated by Journalist, **Mrs. Sophia Papaioannou, Editorial Director, Huffington Post Greece & Presenter TV Show "360 Degrees", Alpha TV** and the speakers shared their long-term investment experience, primarily in the U.S. environment, and gave advice to young Greek entrepreneurs.

As an initial statement, **Mr. John Calamos** expressed the opinion that growth in Greece can only come from small businesses, as is the case in the U.S.A., while he is convinced that innovation is the only way to create jobs, increase productivity and generate wealth for everyone.

**Mr. C. Dean Metropoulos** spoke of Greece's failure to properly capitalize on its energy and educated youth, while he insisted upon the value of political leadership and the latter's ability to maintain a stable, predictable, and reliable environment where capital is allowed to pursue its goals.

**Mr. John Koudounis** realized the fact that austerity has led to cutbacks, without the simultaneous creation of economic stimuli. He remained optimistic, though, that an entrepreneur with a brilliant idea, keeping faith with it and ready to fight for it, could still surpass the crisis and emerge successful.

Finally, **Mr. Dennis Mehiel** cited the American saying: “Never waste a crisis!” He believes that the problem in Greece – as opposed to U.S. – is the lack of a consistent framework, where people understand the rules and take conscious risks, in hope of materializing their entrepreneurial vision.

**Mrs. Papaioannou** asked about the kind of framework, which helped U.S. entrepreneurs to overcome obstacles during critical times.

**Mr. Calamos** referred to the government's responsibility to provide the necessary framework in order for businesses to flourish. As an example he used the problem of hyperinflation back in the 1980s, and the tax cuts undertaken by the U.S. government at the time so as to boost economic growth.

**Mr. Metropoulos** spoke very highly of the power of energy and the desire to succeed. He went on to praise the U.S. “lean and mean” operational framework, whose rules are known by the players, and where decisions are executed fast. Growth is driven by new products, innovation, automation, and competitive advantage.

The journalist posed the question of how Greeks can become global.

**Mr. Koudounis** highlighted the importance of networking (even at the University level) and the social media. He pointed to the need of having confidence in the environment in which you operate – for which political stability is a prerequisite – while it is essential to be aware of competitive conditions in this environment.

**Mr. Mehiel** replied on a question regarding the reforms which should be applied in Greece. He advocated the adoption of a flat tax rate and the vigorous enforcement of a fair, flexible, and equitable tax regime. For instance, tax fraud offenders should be penalized.



The roundtable discussion continued with questions asked to the panelists by representatives of participating Greek startups:

**AbZorba Games'** representative **Mr. Manos Moschous** asked for advice on whether – given the bad situation in Greece – a Greek entrepreneur should stay in the country or relocate elsewhere. **Mr. Mehiel** acknowledged the fact that it is harder for younger people to explore their talent in Greece, particularly during the most recent years. However, relocation remains largely a personal matter, depending on factors like one's individual situation and the type of industry in question.

The representative of the **eLearning Industry**, **Mr. Christopher Pappas** asked whether entrepreneurship should be taught in the educational system. **Mr. Metropoulos** questioned the extent to which entrepreneurship can be taught, as it is primarily instinctive in nature. What he considers important, though, is to develop an entrepreneurial culture. **Mr. Calamos** characteristically replied that the “academy teaches you what to think. But Greek philosophy teaches you how to think.”

A question by the representative of **e-satisfaction** **Mr. Evangelos Kotsonis** was concerned with how the speakers dealt with big disappointments in their career. **Mr. Koudounis** suggested that one must be passionate and always believe in his/her product, as this can help with overcoming obstacles, while one should never hesitate to seek resources outside Greece, if deemed necessary.

**Green Cola's** representative asked the panelists whether they would invest in a product with a growing potential, which they would not be familiar with. Although **Mr. Metropoulos** did not preclude such a possibility, he insisted in the importance of having a clear vision of where you want to take your business. Investing in a familiar industry facilitates performance measurement and is far more inspirational, he added.

From **Iatreio Online**, **Mr. Manolis Niadas & Mr. Manolis Couclelis**, wanted to know what is the best way for a startup to internationalize itself and when is the best time to do so. **Mr. Calamos** stressed the fact that you cannot go global unless you manage to be locally successful in the first place.

From **Necova P.C.**, **Mr. Vassilis Soulios** asked about the kind of help that the panelists offer to the startups, in which they invest. For **Mr. Mehiel**, the assistance in fundamental business tackling is of the essence. Moreover, he claimed that as an investor you must be comfortable with the startup's team and start providing them with capital once appropriate business practices are in place.

The representative of **Pinnatta** **Mr. George Spanoudakis** asked from the speakers to go back in time – before realizing their first big success – and describe their greatest fear, as well as how they handled it. **Mr. Calamos** readily identified the failure to provide a good job for the client as his greatest fear. All else is a byproduct of it, he claimed. **Mr. Mehiel** added that if you have a clear vision as an entrepreneur, you should not be afraid.

Finally, **TripleInView's** question from **Mr. Achilles Chatzinikos** related to the choice of a fair valuation method of a startup with no historical data. **Mr. Koudounis** mainly referred to the valuation method of comparable, using peer company- and or industry & market multiples.

### Roundtable Discussion

#### “Greek Government – Greek American Business Leaders & Greek Businessmen”

A high point of the event was the Roundtable Discussion among Greek American and Greek Business Leaders and the Greek Government on the topic of “**Putting Greece Back on the Global Investor Agenda**” that was moderated by **Mr. Athanasios Ellis, Senior Editor & Columnist, Kathimerini** and revolved around the potential of putting Greece back to the global investment agenda.

In this discussion participated: **Mr. John P. Calamos**, Founder, Chairman, CEO and Global Co-Chief Investment Officer, Calamos Investments, **Mr. John Koudounis**, President & CEO, Mizuho Securities USA, Inc., **Mr. Lois Lamprianidis**, General Secretary of Private Investments, Ministry of Finance, **Mr. Dennis Mehiel**, Chairman & CEO, Four M Investments, **Mr. C. Dean Metropoulos**, Chairman & CEO, Metropoulos & Company, **Mr. Stelios Zavvos**, Founder & CEO, Zeus Capital Managers, **Mr. Andreas Andreadis**, Chairman, Greek Tourism Confederation, **Mr. Konstantinos Bitsios**, Executive Vice - Chairman, SEV Hellenic Federation of Enterprises and **Mr. Panos Papazoglou**, Managing Partner, EY Greece.



Most speakers started by pinpointing several current investment problems in Greece.

**Mr. Calamos** argued that the current political instability is discouraging for investors, and pointed to the need of restoring stability.

For **Mr. Metropoulos**, predictability is a crucial factor, particularly in areas like legislation. He also highlighted the need of cooperating with a competent, trustworthy local partner, who knows how to maneuver at a local level.

For **Mr. Koudounis**, it makes sense – given the abundance of investment choices worldwide – that investors seek to balance their appetite for yield with their willingness to take on risk. It is plausible that in the case of Greece, political and economic risks must be considered.

**Mr. Mehiel** adopted a similar view and acknowledged the difficulty of international capital inflows to Greece, given the prevailing political uncertainty.

**Mr. Bornozis** contended that there will always be risk-seeking investors; however, due to the ongoing Greek uncertainty their assets constantly run the risk of depreciating severely.

**Mr. Zavvos** examined why an investor would choose to invest in Greece, when there are so many opportunities globally. He spoke of the importance of the politics-society-economy framework. He expressed the opinion that only the private sector could get Greece out of the crisis and pointed to the fact that the country needs political stability, structural reforms, environmental performance and less bureaucracy. Moreover, he advocated the adoption of a predictable tax rate and fairness in the collection system, an equitable legal system, and the creation of an ecosystem of innovation.

**Mr. Andreadis** discussed the – still – positive and prominent outlook of the Greek tourism sector, and claimed that there remain several untapped opportunities in this area.

For **Mr. Bitsios**, the two main preconditions to invest in Greece are i) currency (economic) stability and ii) structural reforms (permeating such areas as the public sector, legislation and regulatory systems, and the tax system).

**Mr. Papazoglou** contended that although Greece is a wonderful place to live, it is still a difficult place for business. For him a turnaround can only be achieved by assessing i) what we have done wrong so far, ii) what we do right and should continue doing, and iii) what should we start doing. He spoke of the need to adopt a vision and introduce deep reforms, deal with oligopolies and corruption, invest in R&D and education.

Finally, **Mr. Lampranidis's** point of view is that investors wait for “things to settle down” before they decide to invest in the country. He concluded with the critical role of investments in keeping Greece within the value chain, the need of the country to stop the brain drain, and the necessity of changing the ecosystem.

The discussion continued with the challenges involved in selecting a suitable local partner.

**Mr. Zavvos** realized the necessity of selecting a local player so as to reduce volatility, while **Mr. Metropoulos** enumerated certain factors, which will determine the ideal local partner – some of them are related to the external environment (like pricing), while others are more internally oriented (like integrity and professionalism).

**Mr. Koudounis** pointed to the fact that you need to take some time and ponder over such a choice. He also brought up the issue of relationship building and the reputation of the local partnership candidates.

Similarly, **Mr. Mehiel** spoke of the importance of the cardinal values (such as integrity, transparency, and reputation) in addition to competence.

Finally, **Mr. Bornozis** advocated the categorization of opportunities, and argued that even a problematic company – when properly restructured – can have a positive impact on society at large and contribute to economic growth. He concluded by coming back to Mr. Mehiel's quote: “Never waste a crisis!”



The discussion was concluded with a Q&A session, where the speakers had the opportunity to interact with the audience and address a wide range of issues regarding various sectors and areas, such as the shipping sector, the educational system, the banking sector, and the tax reforms.

### **Contributing to the Building of the World – Investing in Youth, Education & Entrepreneurship**

The Forum concluded with a discussion between Mr. Nicolas Bornozis and Mr. George Logothetis, Chairman and CEO of the Libra Group. Mr. Bornozis introduced Libra's successful track record, referring to its multi-sector, international business activity. He also paid tribute to the Libra Group's unique global commitment to Corporate Social Responsibility.

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FAIR TRADE HELLAS \* ΜΔΑ ΕΛΛΑΣ \* PRAKSIS \* PROLEPSIS - ΙΝΣΤΙΤΟΥΤΟ ΠΡΟΛΗΠΤΙΚΗΣ\*ΠΕΡΙΒΑΛΛΟΝΤΟΛΟΓΙΚΗΣ ΚΑΙ ΕΡΓΑΣΙΑΚΗΣ \*SPECIAL OLYMPICS ΕΛΛΑΣ\*ΑΓΚΑΛΙΑΖΩ-ΟΜΙΛΟΣ ΕΘΕΛΟΝΤΩΝ ΚΑΤΑ ΤΟΥ ΚΑΡΚΙΝΟΥ\*ΑΘΗΝΑ ΚΟΙΝΩΝΙΚΗ ΜΕΡΙΜΝΑ\*ΑΛΜΑ ΖΩΗΣ Ν. ΑΧΑΪΑΣ- ΣΥΛΛΟΓΟΣ ΓΥΝΑΙΚΩΝ ΜΕ ΚΑΡΚΙΝΟ ΜΑΣΤΟΥ\*ΑΛΜΑ ΖΩΗΣ Ν. ΘΕΣΣΑΛΟΝΙΚΗΣ - ΣΥΛΛΟΓΟΣ ΓΥΝΑΙΚΩΝ ΜΕ ΚΑΡΚΙΝΟ ΜΑΣΤΟΥ\*ΑΛΜΑ ΠΑΝΕΛΛΗΝΙΟΣ ΣΥΛΛΟΓΟΣ ΠΡΟΣΑΡΜΟΣΜΕΝΩΝ ΔΡΑΣΤΗΡΙΟΤΗΤΩΝ\*ΑΝΘΡΩΠΙΝΟΙ ΑΝΘΡΩΠΟΙ\*ΑΝΟΔΟΣ\*ΑΝΤΙΜΕΤΩΠΙΣΗ ΠΑΙΔΙΚΟΥ ΤΡΑΥΜΑΤΟΣ\*ΓΙΑΤΡΟΙ ΤΟΥ ΚΟΣΜΟΥ\*ΓΡΑΜΜΗ ΖΩΗΣ\*ΓΡΑΜΜΗ ΖΩΗΣ ΕΛΛΑΣ ΑΝΘΡΩΠΙΣΤΙΚΟΣ ΟΡΓΑΝΙΣΜΟΣ\*ΔΕΣΜΟΣ\*ΔΙΑΔΡΑΣΙΣ\*ΔΙΕΘΝΗΣ ΟΡΓΑΝΩΣΗ ΒΙΟΠΟΛΙΤΙΚΗΣ\*ΔΙΟΓΕΝΗΣ ΜΚΟ\*ΕΕΑ ΜΑΡΓΑΡΙΤΑ\*ΕΙΚΑΣΤΙΚΟ ΘΕΑΤΡΟ ΚΟΥΚΛΑΣ \*ΕΛΛΗΝΙΚΗ ΑΝΤΙΚΑΡΚΙΝΙΚΗ ΕΤΑΙΡΕΙΑ\*ΕΛΛΗΝΙΚΗ ΕΤΑΙΡΕΙΑ ΟΖΩΔΟΥΣ ΣΚΛΗΡΥΝΣΕΩΣ\*ΕΛΕΠΑΠ\*ΕΛΛΗΝΙΚΗ ΟΜΑΔΑ ΔΙΑΣΩΣΗΣ \*ΕΛΛΗΝΙΚΗ ΟΜΟΣΠΟΝΔΙΑ ΙΠΠΑΣΙΑΣ\*ΕΛΛΗΝΙΚΗ ΤΡΑΠΕΖΑ ΑΝΑΜΝΗΣΕΩΝ\*ΕΛΛΗΝΙΚΟ ΙΝΣΤΙΤΟΥΤΟ ΕΠΙΧΕΙΡΗΜΑΤΙΚΗΣ ΗΘΙΚΗΣ (EBEN GR) \*ΕΝΩΣΗ ΜΑΖΙ ΓΙΑ ΤΟ ΠΑΙΔΙ\*ΕΡΓΑΣΤΗΡΙ ΠΑΝΑΓΙΑ ΕΛΕΟΥΣΑ\*ΕΣΤΙΑ ΚΕΝΤΡΟ ΚΟΙΝΩΝΙΚΗΣ ΦΡΟΝΤΙΔΑΣ ΑΤΟΜΩΝ ΜΕ ΝΟΗΤΙΚΗ ΥΣΤΕΡΗΣΗ\*ΕΥ ΖΗΝ - ΚΟΙΝΩΝΙΚΟΣ ΣΥΝΕΤΑΙΡΙΣΜΟΣ ΠΕΡΙΟΡΙΣΜΕΝΗΣ ΕΥΘΥΝΗΣ\*ΕΥΡΩΠΑΪΚΟ ΔΙΚΤΥΟ ΚΑΤΑ ΤΗΣ ΒΙΑΣ\*ΗΛΙΑΧΤΙΔΑ - ΚΕΝΤΡΟ ΦΙΛΟΞΕΝΙΑΣ ΑΡΡΩΣΤΟΥ ΠΑΙΔΙΟΥ ΣΥΛΛΟΓΟΥ \* Η ΑΜΥΜΩΝΗ - ΣΥΛΛΟΓΟΣ ΘΕΣΣΑΛΟΝΙΚΗΣ\*Η ΖΩΗ ΚΕΡΔΙΖΕΙ\*Η ΚΑΡΔΙΑ ΤΟΥ ΠΑΙΔΙΟΥ\*ΙΝΣΤΙΤΟΥΤΟ ΕΡΕΥΝΑΣ & ΚΑΤΑΡΤΙΣΗΣ ΕΥΡΩΠΑΪΚΩΝ ΘΕΜΑΤΩΝ\*ΙΝΣΤΙΤΟΥΤΟ ΟΔΙΚΗΣ ΑΣΦΑΛΕΙΑΣ \*ΚΑΝΕ ΜΙΑ ΕΥΧΗ ΕΛΛΑΔΟΣ\*ΚΕΘΕΑ ΣΧΗΜΑ + ΧΡΩΜΑ\*ΚΕΝΤΡΟ ΕΡΕΥΝΩΝ ΡΙΖΕΣ ΜΚΟ\*ΚΕΝΤΡΟ ΣΤΗΡΙΞΗΣ ΟΙΚΟΓΕΝΕΙΑΣ\*ΚΙΒΩΤΟΣ ΤΟΥ ΚΟΣΜΟΥ\*ΚΟΙΝΩΝΙΚΕΣ



ΣΥΝΕΤΑΙΡΙΣΤΙΚΕΣ ΔΡΑΣΤΗΡΙΟΤΗΤΕΣ ΕΥΠΑΘΩΝ ΟΜΑΔΩΝ – ΕΔΡΑ\*ΜΕΡΙΜΝΑ\*ΜΟΙΡΑΖΟΜΑΙ\*ΜΟΥΣΕΙΟ ΕΛΛΗΝΙΚΗΣ ΠΑΙΔΙΚΗΣ ΤΕΧΝΗΣ\*ΞΕΝΙΟΣ ΖΕΥΣ\*ΟΡΓΑΝΙΣΜΟΣ ΓΙΑ ΤΗΝ ΔΙΑΔΟΣΗ ΤΗΣ ΕΛΛΗΝΙΚΗΣ ΓΛΩΣΣΑΣ\*ΠΑΙΔΙ & ΟΙΚΟΓΕΝΕΙΑ - KID & FAMILY\*ΠΑΝΕΛΛΗΝΙΑ ΕΝΩΣΗ ΣΠΑΝΙΩΝ ΠΑΘΗΣΕΩΝ \*ΠΑΝΕΛΛΗΝΙΟ ΚΕΝΤΡΟ ΟΙΚΟΛΟΓΙΚΩΝ ΕΡΕΥΝΩΝ\*ΠΑΝΕΛΛΗΝΙΟΣ ΣΥΛΛΟΓΟΣ ΓΥΝΑΙΚΩΝ ΜΕ ΚΑΡΚΙΝΟ ΜΑΣΤΟΥ\* ΠΑΝΕΛΛΗΝΙΟΣ ΣΥΛΛΟΓΟΣ ΜΕΤΑΜΟΣΧΕΥΜΕΝΩΝ ΚΑΡΔΙΑΣ-ΠΝΕΥΜΟΝΑ\*ΠΑΝΕΛΛΗΝΙΟΣ ΣΥΛΛΟΓΟΣ ΠΑΣΧΟΝΤΩΝ ΑΠΟ ΜΕΣΟΓΕΙΑΚΗ ΑΝΑΙΜΙΑ – ΘΑΛΑΣΣΑΙΜΙΑ\*ΠΕΨΑΕΕ\*ΠΥΛΗ ΕΛΕΥΘΕΡΙΑΣ - FREEDOM GATE GREECE\*ΣΥΛΛΟΓΟΣ «ΠΡΩΤΟΒΟΥΛΙΑ ΓΙΑ ΤΟ ΠΑΙΔΙ» \*ΣΥΛΛΟΓΟΣ ΑΤΟΜΩΝ ΜΕ ΓΕΝΝΕΤΙΚΑ ΠΡΟΒΛΗΜΑΤΑ -ΤΟ ΜΕΛΛΟΝ\*ΣΥΛΛΟΓΟΣ ΒΑΡΕΩΣ ΚΑΡΔΙΟΠΝΕΥΜΟΝΟΠΑΘΩΝ ΑΣΘΕΝΩΝ\*ΣΥΛΛΟΓΟΣ ΓΟΝΕΩΝ ΚΗΔΕΜΟΝΩΝ ΚΑΙ ΦΙΛΩΝ ΑΜΕΑ\*ΣΥΛΛΟΓΟΣ ΠΡΟΣΤΑΣΙΑΣ ΑΓΕΝΝΗΤΟΥ ΠΑΙΔΙΟΥ - Η ΑΓΚΑΛΙΑ\*ΣΥΛΛΟΓΟΣ ΣΥΝΔΡΟΜΟΥ DOWN ΕΛΛΑΔΟΣ\*ΣΥΛΛΟΓΟΣ ΦΙΛΩΝ ΓΕΝΙΚΟΥ ΟΓΚΟΛΟΓΙΚΟΥ ΝΟΣΟΚΟΜΕΙΟΥ ΚΗΦΙΣΙΑΣ\*ΣΥΝΔΕΣΜΟΣ ΘΕΡΑΠΕΥΤΙΚΗΣ ΙΠΠΑΣΙΑΣ ΕΛΛΑΔΑΣ (Σ.Θ.Ι.Ε.) \*ΣΩΜΑ ΕΛΛΗΝΩΝ ΠΡΟΣΚΟΠΩΝ\*ΣΩΜΑΤΕΙΟ ΓΟΝΕΩΝ & ΚΗΔΕΜΟΝΩΝ ΑΜΕΑ ΚΑΛΥΜΝΟΥ «Ο ΑΓ. ΠΑΝΤΕΛΗΜΩΝ» \*ΣΩΜΑΤΕΙΟ ΥΠΟΣΤΗΡΙΞΗΣ ΨΩΡΙΑΣΙΚΩΝ ΑΣΘΕΝΩΝ

## FORUM'S MATERIAL

The material of the Forum is available at the CSR website of Capital Link: [www.csringreece.gr/forum/2015](http://www.csringreece.gr/forum/2015)

## ABOUT CAPITAL LINK

With its headquarters in New York, Capital Link has been active since 1995 in the field of Investor Relations and Financial Communication. ([www.capitallink.com](http://www.capitallink.com))

It also organizes annually in New York, London and Athens a series of Investment Forums focusing on its main activity fields ([www.capitallinkforum.com](http://www.capitallinkforum.com))

Capital Link has a leading position globally in the area of Investor Relations with respect to shipping, as it cooperates with 25 shipping companies listed on the three US Stock Exchanges, as well as in London (LSE and AIM) and Milan. It also maintains a shipping portal with information on all UK and US Listed shipping Companies ([www.capitallinkshipping.com](http://www.capitallinkshipping.com)).

Since January 2011, Capital Link has expanded its activities in the field of Corporate Social Responsibility by creating an integrated and effective platform combining expertise and communication, with corporate social responsibility issues in all three countries where it operates. [www.csringreece.gr](http://www.csringreece.gr)

Our CSR mechanism achieves its goals through a series of initiatives and services:

- **The [www.csringreece.gr](http://www.csringreece.gr) portal** an integrated and effective platform combining expertise and communication, with corporate social responsibility issues aiming to support CSR initiatives and to bridge the communication between companies and NGOs. Among CSR members are corporations, NGOs, foundations, and associations from all over Greece. The "CSR in Greece"— CSR Knowledge Hub aims to:
  - provide information on current CSR issues and developments in Greece and abroad,
  - promote the actions of socially responsible Greek companies,
  - facilitate the access of business to non-governmental and non-profit organizations in a completely transparent frame
  - highlight the needs of society and the bodies representing it, achieving synergy between the two,
  - Constitute a communication bridge between all social and business groups.
- **The English portal [www.maritimecsr.com](http://www.maritimecsr.com)** which provides data on the latest CSR measures and regulations affecting shipping internationally, and serves to inform and promote the actions of shipping companies that are advancing CSR in addition to any news and information related to CSR issues. The portal targets a wide audience comprised of government officials, non-governmental organizations (NGOs), industry associations, the investment and financial community, international shipping companies implementing CSR strategies, and their respective accounts.
- The weekly electronic newsletter which is distributed to a wide audience.
- The annual organization of conferences on corporate social responsibility spans across three major cities in three influential countries: Athens -Greece, London -UK, and New York - USA.

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**5<sup>th</sup>** Annual Capital Link CSR Forum

- Entrepreneurship

- Innovation

- Society



The  
«2015 Capital Link CSR Leadership Award»

will be presented to

**Mr. C. Dean Metropoulos**

Chairman & CEO  
Metropoulos & Company

Thursday, June 25th, 2015 - Athens  
Hilton Hotel

**Capital Link Hellas**

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