



## PRESS RELEASE

# 7<sup>o</sup> Annual «Capital Link CSRinGreece» Corporate Social Responsibility Conference « INVESTING IN GROWTH - THE NEW FACE OF CSR »

On **Tuesday June 8, 2017** the **7th Annual Capital Link “INVESTING IN GROWTH - THE NEW FACE OF CSR” Forum** was held at the **Athens Hilton Hotel** with huge success boasting more than **1100 participants and distinguished speakers**.

The Forum was organized by **Capital Link**, under the auspices of **The Municipality of Athens**

Capitalizing on our 22-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. Our Athens Forum focuses on the significance of Corporate Social Responsibility (CSR) in a country that is tested by severe economic decline and social discomfort. With more than 1,100 participants and distinguished speakers, this annual event is a great success aiming to highlight how private enterprises and initiatives contribute to building a better future for Greece. Our Forum is regarded as a key platform for bridging communication between companies, citizens and NGOs aiming at building effective relationships between all.

This year’s theme is **“Investing in Growth”** as this is the most effective way to create a sustainable recovery with beneficial impact on the whole society. The conference presented programs and initiatives that foster entrepreneurship and innovation. It aimed to present entrepreneurs with a practical guide as to how they can get financing and other types of support for their business plans. It gave them access to initiatives, programs and contacts that can help them in this direction.

**The Conference gathered Government Representatives, executives from the Private Sector and from International Companies and Organizations, as well as Investors currently active in Greece.**

### More specifically:

- Deputy Minister of Economy and Development, Mr. Stergios Pitsiorlas
- Mayor of Athens Mr. Yorgos Kaminis
- 2 of the largest Greek Banks: National Bank of Greece, Piraeus Bank
- Senior representatives of European and International Organizations: European Bank for Reconstruction and Development, European Investment Bank, European Investment Fund, International Finance Corporation (IFC)
- International Commercial and Investment Bank: Atlantic Bank of N.Y.
- 2 of the largest international auditing and consulting firms: Ernst & Young, McKinsey & Company
- 4 of the largest Greek & Foreign Law Firms: A.S. Papadimitriou & Partners, Potamitis Vekris Law Firm, Shearman & Sterling (London) LLP, Watson Farley & Williams
- 2 Large Companies from the Energy sector : PPC, HELPE
- From telecommunications sector: OTE Group
- US investors with active presence in Greece: John Calamos, John Koudounis, Dean Metropoulos, Matt Fairfield-EXIN Group, Pavlos Canellopoulos - AIG
- Greek and Foreign Funds – Apollo Management International LLP, Blackrock, B2KAPITAL, DECA Investments, First Athens Corporate Finance SA, Global Finance Partners, Pillarstone
- The most important Greek and foreign companies and organizations: Hellas Gold S.A., Papastratos S.A., Tickethour Group, Friesland Campina, ICAP Group, Olympic Brewery S.A.
- Hellenic Financial Literacy Institute
- American Entrepreneurship Award, Bubbllz, VentureFriends,- Carlsberg Group, Blueground, Hellenic Entrepreneurship Award
- Media representatives moderating panels : Reuters, Alpha



### The Forum has two sides – business and social

From the Business side, the Forum aimed to highlight the initiatives and programs by Greek and international corporations and organizations that support new ventures, small and medium-sized enterprises.

From the social side, the Forum offered the opportunity to over 100 NGOs from all over Greece, to showcase and communicate their programs, needs and objectives by exhibiting in a separately reserved space where the NGO representatives can meet and interact with the Forum participants. This is an initiative of Capital Link which can be realized thanks to the support of the companies participating at the Forum aiming to create live and direct interaction of all CSR stakeholders.

**Mr. Nicolas Bornozis**, President of Capital Link Inc. in his opening remarks at the Forum emphasized the character of philanthropy on CSR, whereas he noted that it is better realized when there are investments with social impact, since those are the ones that can actually impact society positively and push it forward.

**Mrs. Katerina Panagopoulos**, National Ambassador of Greece to the Council of Europe for Sports, Tolerance and Fair Play, President of the Panhellenic Women's Sports Association "**KALLIPATIRA**" opened the CSR Conference with her introductory key note address. During her speech title: "SOCIAL CAPITAL IS NATIONAL CAPITAL" Mrs. Panagopoulos talked about CSR and the fact that it is better in our days not to speak of charity, but solidarity. The real challenge is that without national capital or national confidence, we won't be able to help Greece recover, using sustainable development, a tool that can consequently multiply our national product. Mrs Panagopoulos noted that Greece is the last among the European Union members regarding the indexes on social cohesion and the level of social services provided, according to Social Inclusion Monitor 2016 Report.

Sustainable growth comes with a national capital focused on investment in people, by evolving 3 strategic objectives: the deep reform of the social state, the development of a national strategy for CSR, and the strengthening of the voluntary movement. Volunteering is a school of Democracy and social solidarity. One of these schools has been the Women's Sports Association "KALLIPATIRA", that is striving to support the neighborhoods and families affected by the crisis, through the promotion of athletics.

### **SECTION "ACT 4 GREECE": AN INNOVATIVE PROGRAM FOR SOCIAL ENTREPRENEURSHIP**

The section Remarks were made by **Mrs. Nelly Tzakou – Lambropoulou**, General Manager Retail Banking - **National Bank of Greece**.

Mrs. Tzakou elaborated on program National Bank of Greece "ACT 4 GREECE" CSR programme that was developed in the midst of Capital Controls, after people from Australia showed interest to help by contributing financially. The relevant institutional framework was changed in order to enable such contributions that started happening through a crowdfunding platform. The difference of the program lies in the transparency, compliance control, absolute accountability, and supervision of the use of funds, and although thankful to all the companies and institutions that support the program, the aim is for individuals to be further trained in solidarity and offer. Today, there are multiple physical and electronic channels through which individuals can make their own contributions.

### **SECTION TACKLING FINANCIAL ILLITERACY – PREPARING THE YOUNGER GENERATION FOR THE CHALLENGES OF TOMORROW**

The section remarks were made by **Mr. Nikolaos Philippas**, Professor of Finance - University of Piraeus; Chairman and Founder - Hellenic Financial Literacy Institute. Mr. Philippas stated:

"Long-term financial crises, but particularly the 2007 long-lasting crisis that was unique in terms of intensity, and its diffusion throughout the world due to globalization have highlighted the need to understand the complex financial system whose ignorance can cause irreparable damage to states, enterprises and households.

Consumption patterns, over-indebtedness, lack of savings, insurance and retirement consciousness combined with behavioral errors like ignorance, myopia, trends, herd behavior, over-confidence, mental accounting and cognitive mismatch are an explosive combination which affect the quality of life of citizens throughout the world and definitely jeopardize their future.

As a result, citizens in the context of individual responsibility should understand the complex economic environment in which they make decisions through financial education and then develop those financial capabilities that will improve



personal and family situation, given the objective constraints they are subject to, for a perpetual individual and family financial wellbeing.

This presentation identifies the skills that young people need to develop in order to effectively address a new, complex digital and rapidly changing unstable financial environment.

In response to this unfavorable economic and social reality, international organizations such as the OECD, state governments (eg United Kingdom, Australia, USA, Japan, Canada), scientific or institutional organizations (eg American Finance Association, CFA, FINRA, NCEE), private financial institutions (HSBC internationally, Interamerican in Greece) and non-profit organizations (JumpStart Coalition) have undertaken multifaceted actions to create a new generation of informed citizens and to promote financial well-being”.

### **SECTION “SUPPORTING FUTURE ENTREPRENEURS”**

Sector moderator was **Mr. Stratos Karakasidis**, Reuters's Reporter, Greek, Cypriot and Baltic markets - Reuters Agency

#### **Panelists:**

- **Christopher R. Upperman**, CEO -American Entrepreneurship Award
- **Mr. Panagiotis Chatzidakis**, Creative Director & Co-Founder, Bubbllz Hellenic, Entrepreneurship Award 2016 Winner
- **Mr. Apostolos Apostolakis**, Partner – VentureFriends
- **Mr. Vassilis Andrikopoulos**, Vice Chairman & Member of the Supervisory Board - Olympic Brewery S.A. – Carlsberg Group
- **Mr. Andreas Nezeritis**, Co-Founder and Head of Business Development of blueground & Hellenic Entrepreneurship Award 2016 Winner

- 1) **Mr. Christopher R. Upperman** CEO -American Entrepreneurship Award stated: "Entrepreneurship can be a tremendous catalyst for helping individuals achieve economic self-sufficiency. The skills and knowledge one has the opportunity to gain through the entrepreneurial pursuit stands to enhance. And with an increased focus on ways to strengthen the entrepreneurship ecosystem on behalf of the social, public, and private sectors I sincerely believe entrepreneurs throughout the world stand to make great strides and make the most of these emerging business conditions. To really enhance our global economy and harness the true potential of so many more individuals it is my belief organizations such as the American Entrepreneurship Award must be nimble, ever-evolving, and developing innovative approaches to providing more resources, monetary and educational in nature, for more to grow their businesses and to succeed."
- 2) **Mr. Panagiotis Chatzidakis**, Creative Director & Co-Founder, Bubbllz Hellenic, Entrepreneurship Award 2016 Winner is intended to give access to brands and businesses to User Generated Content Marketing, by rewarding users who reproduce content and brands of which they are unconsciously made micro/mini ambassadors, with less advertising costs. Brands “learn” the purchasing habits of their purchasing communities, and their consumers’ habits. What deprived them of the prize the first time, was that their business plan was unrealistic, but what kept them going was the team’s persistence. He mentioned that entrepreneurs are both born and made; you learn about it, cultivate it, and you become better, while the ecosystem, the friction with entrepreneurs, the self-evaluation, as well as the cautious choice of the right partners, also play an important role in developing an entrepreneur. He also mentioned that if we want to evolve, we have to invest in tomorrow, by investing in people who will be here tomorrow and give back to the state.
- 3) **Mr. Apostolos Apostolakis**, Partner – VentureFriends stated: “VentureFriends is a 20 million euro VC fund with a vision to help entrepreneurs. Nowadays, there is an increasing number of new Greek promising startups, due to different Global and Greek conditions on the field. Europe is lagging behind in the adoption of new technologies, which is what creates larger opportunity in Europe and Greece in particular, combined with a lot of talent, lower competition, and the fact that it’s easier and cheaper to start a business in Greece today. Startups serve as role models for the society, something the Greek society needs to see in order to start working hard while giving back to the society, because we lack the notion of meritocracy. In order to help volunteer organizations that support start-ups, funding needs to be in place and the need to find a sustainable business model has to be instilled, so that the organisation will not need constant funding. Mr. Apostolakis also referred to the fact that investors indirectly

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contribute to fighting problems such as climate change, through the shared economy – a concept that reduces the negative environmental effect of business on the planet”.

- 4) **Mr. Vassilis Andrikopoulos**, Vice Chairman & Member of the Supervisory Board - Olympic Brewery S.A. – Carlsberg Group, spoke of the revival of the historic brand "FIX", thanks to the vision of three entrepreneurs, who decided to take the risk of penetrating the already saturated beer market. «Timing is crucial, since at that time, consumers started turning to Greek products and soon conquered the market.” In order to achieve such an action, realism is required, accurate planning, proper business plan execution, generic decisions, as well as corrective actions. Similarly, peoples’ trend to shop online lead them seize this opportunity and set up “Yoda.gr” -an online supermarket that gives customers the freedom to choose what to buy and have it delivered, whenever and wherever they want. According to Mr. Andrikopoulos, although sponsorship is crucial, it is also considered vital the integration of young people, by helping them learn the art of business.
  
- 5) **Mr. Andreas Nezeritis**, Co-Founder and Head of Business Development of blueground & Hellenic Entrepreneurship Award 2016 Winner stated: Entrepreneurship and young people, are the two key factors that will help Greece recover. “blueground” -a company that offers to those coming from abroad the opportunity to turn up with simply their personal belongings and provide them with equipped apartments, won the Hellenic Entrepreneur Award in 2016. In addition, **Blueground** still receives strong support from the HEA team, by getting introduced to the business world, thus helping them grow further.  
One of the most crucial elements of a start-up business, is the right choice of investors, as there has to be a common vision, so that startup partners take into account the investors' experience, as well as the investors should show leniency to the startup partners in order for them to take action.  
The basic difference of the services provided by “blueground” compared to platforms like “airbnb”, is that they do not just advertise property, rather they act as house managers, that offer an overall service to both the tenants and the owners. In order to achieve further expansion abroad, the company participates in business hubs.

## SECTION: “INVESTING & JOB CREATION”

### Section Remarks were made by:

- **Mr. Kostas Georgantzis**, PR & CSR Manager - Hellas Gold S.A.
- **Mr. Georgios Partsakoulakis**, HR Director - Papastratos S.A.

1) **Mr. Kostas Georgantzis, PR & CSR Manager - Hellas Gold S.A.** in his speech: “Hellas Gold” offers today 2500 direct jobs, on the principle of supporting local contractors, suppliers and traders first, whereas turning to external suppliers only and if when local resources have been exhausted. The company invests 30-35% in CSR activities. Its strategic viability lies in the parallel economic development of the region, while supporting the thematic tourism, rural development, local professionals and local products, and social contribution with programs such as paid student internships, and athletic and health-related activities. The two key principles of their environmental policy is to occupy as little space as possible as well as restoring the landscape in the same manner as in Olympiad and Straton. An environmental monitoring program is already in place, in order to control all environmental parameters in a transparent manner. After 22 years of inactivity, production will start in September again in Olympiad, following a positive trial phase. The company will soon be able to proceed with the production of concentrates of exported ores, especially gold.

2) **Mr. Georgios Partsakoulakis, HR Director - Papastratos S.A.** stated: Words such as "investment" and job creation do not thrive in Greece, as shown by the high unemployment rates in the most productive years of the citizens’ lives. Mr. Partsakoulakis stated that figures do not shape reality, whereas people do, Greece, -he added- is not a lost cause, as perceived mainly abroad. “Papastratos”, emphasizing the company’s moto “leaving behind us future”, is investing 300 million euros into changing their new factory from a cigarette production factory into a one producing heated tobacco, visualising a future free of cigarette smoke. This investment is expected to add 400 jobs to the existing 800. Greece's competitive advantages in this area, such as its geographical location, the raw materials, and human potential can boost the economy. That is why “Papastratos”, has put its trust in this investment. Mr. Partsakoulakis emphasized the need for companies to set their priority the creation of new jobs as part of their CSR agenda, unlike other activities that appear in the form of sponsorship or charity.



### **SECTION: "GREEK COMPANIES & CREATION OF PERSPECTIVES & OPPORTUNITIES"**

Sector Moderator was **Mrs. Sophia Papaioannou**, Presenter TV Show "360 Degrees" - Alpha TV

#### **Section Remarks were made by:**

- **Mr. Kimon Malataras**, Director of Corporate Affairs & Communication - PPC S.A.
- **Mrs. Rania Soulaki**, Group CSR Manager - Hellenic Petroleum SA
- **Mrs. Deppie Tzimea**, Executive Director Corporate Communications – OTE Group

**Mr. Kimon Malataras, Director of Corporate Affairs & Communication - PPC S.A.** in his speech stated: "PPC's CSR policy includes social, cultural, athletic, and historic nature activities which have absorbed 850 thousand euros in 2016. There is also cooperation with organisations like "Alma Zois", and "Doctors of the World". One of the strategic objectives of PPC's CSR agenda is to run actions regarding the environmental impact, with investments that correspond to 33% of their total investment fund. By 2030, PPC will have achieved a 51% reduction of pollutants while implementing the relevant legal framework, but in addition to legal obligations, the company goes beyond that and takes an extra step into restoring the environment, with forest areas where there are orchard crops, the products of which are provided free of charge to nursing homes and schools, creating leisure parks, and the use of district heating for urban use, to the benefit of society as well.

Mr. Malataras, commenting on the case of hiring archaeologists, pointed out that it is the company's legal obligation to call for the archaeological service. The company can either expect for the service to come, or proceed with private funding, in order to continue the works as soon as possible, while the budget is borne by PPC and not by the Greek citizens".

**Mrs. Rania Soulaki**, Group CSR Manager - Hellenic Petroleum SA noted that problems such as unemployment and unqualified employers, can only be solved through synergy between the State, the educational community, and businesses. "ELPE" is focusing on "Train the Trainer" programs, in order to train future employees with the right soft and digital skills that are highly required today, and prepare them for the labor market, according to modern business needs. Thus, today "ELPE" is offering many scholarships, partnerships with universities, internship programs, lectures and seminars on the development of soft skills, like leadership and social entrepreneurship. In addition, every year almost 3,000 children visit the company group, whilst various schools spend one week inside the business in order to gain experience in a real business environment.

**Mrs. Deppie Tzimea**, Executive Director Corporate Communications – OTE Group, referred to the role of technology and innovation in relation to the development of entrepreneurship, the recovery of the economy and the progress of society. Mrs. Tzimea, during her speech mentioned the investment plan of the OTE Group, amounting to 3.5 billion euros from 2011 until 2020, stand for the creation of new generation networks that will accelerate the digital transformation of the country and will ensure the citizens' access to high speed Internet access, even in the most distant areas of Greece. She also highlighted the key role of ICT in developing socially responsible and advanced services for companies and citizens, such as Smart Cities, Smart Office and e-Health solutions. Finally, she referred to the OTE Group's sustainability programs for youth education, the elimination of the digital gap, the support of vulnerable social groups etc.

### **SECTION: "INTERNATIONAL ORGANIZATIONS ALLOCATING CAPITAL FOR INVESTMENTS IN GREECE"**

Sector moderator was **Mrs. Virginia Murray** Partner and head of the Greek law corporate, projects and finance practice of WFW's Greek office - Watson Farley & William

**Mrs. Virginia Murray** Partner and head of the Greek law corporate, projects and finance practice of WFW's Greek office - Watson Farley & William in her speech stated: "Investment in the small and medium-sized enterprises in the key to turning round the Greek economy. The international financial institutions are already playing a key role in supporting this vital sector, from trade facilities to Greek banks, small-scale lending through Greek banks and support to the Greek banks' efforts to resolve their NPL books. There is still a long way to go, and this panel will discuss how businesses can best access funding for entrepreneurship to grow strong, export-related Greek champions.

#### **Section Remarks were made by:**

- **Mrs. Sabina Dziurman**, Director for Greece and Cyprus - European Bank for Reconstruction and Development

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- **Mrs. Eirini Botonaki**, Loan Officer - Global Relationship Manager, Banking Sector Greece - European Investment Bank
- **Mr. George Giakoumakis**, Mandate Relationship Manager - European Investment Fund
- **Mrs. Ismini Papakirillou**, -Investment Officer, Manufacturing, Agribusiness and Services - International Finance Corporation (IFC)

1) **Mrs. Sabina Dziurman** Director for Greece and Cyprus - European Bank for Reconstruction and Development in her speech stated: «EBRD is an international financial institution which operates in more than 30 countries. The Bank started its engagement in Greece in late 2015 on a temporary basis to support the country's economic recovery. The start has been rapid with amounts invested to date of over €1 billion in 17 projects. Our work helps to tackle the consequences of the financial and economic crisis and addresses the structural challenges the country's economy faces. The aim is to promote the transition to a successful market economy, which is competitive, inclusive, well-governed, green, resilient and integrated».

2) **Mrs. Eirini Botonaki**, Loan Officer - Global Relationship Manager, Banking Sector Greece - European Investment Bank in her speech mentioned: «EIB, the Bank of the EU, has been present in Greece uninterruptedly for over 45 years. Since the crisis erupted in the country in 2008, the EIB has provided more than EUR 14bn financing for projects in the Greek public and private sector. In an effort to strengthen the Bank's activities and demonstrate its strong commitment to the country's economic recovery, the Bank established in early 2016 the "Investment Team for Greece", a dedicated team entrusted with the task to intensify the Bank's operational and advisory works on the ground. In 2016, the EIB approved some EUR 2.3bn of new loans and disbursed EUR 1.5bn to the Greek economy, with financing for small businesses accounting for 75%, with an additional 22% for innovation and 3% for infrastructure projects. Going forward, the Bank expects to be able to further expand its catalytic impact in the country, also with the backing of the EU's Investment Plan for Europe (most commonly known as the "Juncker Plan").»

3) **Mr. George Giakoumakis**, Mandate Relationship Manager - European Investment Fund in his speech mentioned: «EIF was and continues to be strongly engaged in Greece – it has recently taken a more catalytic stand in stimulating the growth of the Greek VC/PE sector, through the launch of the EUR 260m Fund of Funds initiative with ESIF funding. At the same time, discussions are progressing for the development of several other initiatives to support Greece. The focus is on areas where EIF support could help the most: access to finance for SMEs and research, development and innovation.»

4) **Mrs. Ismini Papakirillou**, -Investment Officer, Manufacturing, Agribusiness and Services - International Finance Corporation (IFC) stated: "IFC's engagement in Greece is part of a larger effort by the World Bank Group to support economic growth in the country. The World Bank provides advice to the Greek government and IFC supports the private sector through investments. IFC has decided on a select reengagement in Greece in 2015. Our objective is to restore confidence for investors, support a return to private-sector led growth, and help the country attract foreign investment and to promote domestic investments. We are looking to play a role in mobilizing others and acting as a catalyst to attract other investors to increase investments into priority sectors -- in close coordination with other IFIs and financial institutions. Currently IFC's exposure to Greece is 640 million Euro. Since March 2015, IFC has committed 365 million Euro long term investments in seven projects and extended a total of 275 million Euro trade financing as part of its Global Trade Finance Program."

## **SECTION: "PRIVATE EQUITY & VENTURE CAPITAL INVESTING HELPING GREEK COMPANIES ABROAD"**

Sector Moderator was **Mr. Evangelos I. Lakatzis**, Partner - A.S. Papadimitriou & Partners Law Firm  
**Mr. Evangelos I. Lakatzis**

**Mr. Evangelos I. Lakatzis**, Partner - A.S. Papadimitriou & Partners Law Firm emphasized on the key role of venture capital and private equity funds in strengthening entrepreneurship, through their contribution in the development of a great number of companies. However, he stressed that attracting an investor in not a self evident, nor automatic, process: it requires a stable and investment friendly environment, which offers, at an institutional level, incentives, investment tools and as less obstacles as possible. In addition, it requires preparation and organization from the target company. He also



noted that the existence of institutions and other market entities that can assist Greek companies' operations abroad is equally important.

#### Section Remarks were made by:

- **Mrs. Nancy Papaioannou**, President - Atlantic Bank of NY
- **Mr. Konstantinos Dermanis**, Partner - DECA Investments
- **Mr. Takis Solomos**, Founding Partner - FIRST ATHENS Corporate Finance SA
- **Mr. Mihalis Madianos**, Partner - Global Finance Partners
- **Mr. George V. Bolos**, Chairman Tickethour Group, Member Brookstreet Equity Partners LLP

1) **Mrs. Nancy Papaioannou**, President - Atlantic Bank of NY in her speech mentioned: Since the dawn of the Greek crisis, great potential has risen for Greek business seeking to become extroverts. Mrs. Papaioannou focused on an analysis for America, as Atlantic Bank of NY's experience is mainly on the US market. In order to conquer the American market, a company should be aware of the legal framework, the American market and competition, what the labor market looks like, the tax legislation regarding these companies, what additional data is needed for expansion, and what advantages are given to investors coming to the US market. Atlantic Bank goes beyond the opening of a bank account by supporting its customer penetrate the American market. When a Greek company wishes to expand abroad, a very specific business plan must be generated, since they cannot only depend on lending from American banks, which takes one to three years of profitable financial statements. It's absolutely crucial the co-existence of venture capital, private equity, and the bank.

2) **Mr. Konstantinos Dermanis**, Partner - DECA Investments in his speech stated: "Investment tools offered by Greece are not being used anymore, since private equity and bank investment is needed, as in all investment plans. Presently, there are very few private equity funds available, and DECA Investments is one of those, that invests in companies between 10 and 15 million euros exclusively in Greece today, in the form of equity financing. Some investments exist such as the one to Atlas Tapes, however only a few for now. This is a company that created an investment plan in Greece, however not all companies aim in investing in Greece, and businesses should keep that in mind. DECA is a growth capital fund looking at companies with extrovert potential. The first thing such companies look for is to expand their sales, either directly with customers, or through wholesale and exhibitions. The fund is helping them develop new relationships abroad, but this has to be done with the active participation and travelling of the company's owner and leadership, especially in exhibitions around the world".

3) **Mr. Takis Solomos**, Founding Partner - FIRST ATHENS Corporate Finance SA *stated*: "The development law was made for a developing country on the basis of domestic demand, but at the same time, we missed out on globalization. Even today, this law does not reflect the needs of our economy and the new markets, since what businesses need today is securing capital in order to create new products and new markets abroad. Mr. Solomos pointed out however, that over the past 5 years, there have been several major projects towards the proper treatment of the problem, such as "Jeremie" and "Equifund", funded by the Hellenic Republic, that will provide 600 million euros to the Greek economy. Greek companies should seek sales in other markets, with great seriousness, and proper funding. In the example of Megas Yeeros, the company discovered a gap in the market of New York, and a 6 million dollar investment was made, which was successful thanks to the proper networking and knowledge-seeking regarding the local community".

4) **Mr. Mihalis Madianos**, Partner - Global Finance Partners. According to Mr. Madianos, what an investor is looking for in a country, is trust, something that is difficult to build -yet easily lost-, since consistency and continuity is needed in attracting investments. Culture of entrepreneurship as opposed to culture of profit-making, needs to be cultivated in Greece, therefore certain reforms need to take place. Stability of the tax system is crucial for investors in order for them to know if they can achieve the profit they seek. Justice should be granted swiftly, whilst bureaucracy needs to be reduced to a minimum level. Outlining how a private equity fund supports the company's development in three simple areas, we could talk about enhancing the organization, improving the organization of the company's monitoring, and promoting the company's investment plans by expanding outside Greece. Any company that received an investment fund and managed to succeed, has applied a different development plan, however effective team management is always crucial in deciding the next steps along with a well thought business plan.

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5) **Mr. George V. Bolos**, Chairman Tickethour Group, Member Brookstreet Equity Partners LLP

“Mr. Bolos, previous owner of the only Greek company sold to a company of the NYSE in the late year, believes that for the Greek bureaucracy the James Bond film with tittle "A license to kill "is a perfect match mainly because it affects small businesses that lack the required resources to deal with bureaucracy and any problems stemming from it. While he is in favor of investing in Greece, he over stressed the importance for the state authorities of performing the changes and reforms needed, and discuss and seek advice from relevant people and institutions on how the country can advance further. His main advice to whichever company wants to sell, is for its shareholders to be fully conscious that they want to sell, and also start thinking about the next day. They need to find the right person with the appropriate experience to help them through the process in order to avoid mistakes. Mr. Bolos also advised strongly against keeping all of the money of a successful sale in depository bank account, it will be a pity to do so just for the sake of growing an account particularly when there are great investment opportunities out in the world market”

**SECTION: “NPLs: AS AN INVESTMENT & GROWTH OPPORTUNITY”**

**Sector Moderator** was **Mr. Georgios Papadimitriou**, Partner - EY Central & Southeast Europe Financial Services Industry Leader - EY

During his introductory placement **Mr. Georgios Papadimitriou**, Partner - EY Central & Southeast Europe Financial Services Industry Leader – EY stated:

**Section remarks were made by:**

- **Mr. Costas Karagiannis**, Operating Partner - Apollo Management International LLP
- **Mr. Paschalis Bouchoris**, Managing Director - BlackRock
- **Mr. Petros Zabetas**, Managing Director - B2 KAPITAL
- **Mr. Stathis Potamitis**, Managing Partner – Potamitis Vekris
- **Mr. Spyros Papaspyrou**, Executive General Manager, Non-Core Business & Restructuring Portfolio - Piraeus Bank
- **Mr. Elias Sakellis**, Partner - Pillarstone

1) **Mr. Costas Karagiannis**, Operating Partner - Apollo Management International LLP in his speech mentioned: “Apollon is one of the oldest investors in NPLs in Europe, having invested a total of 20 billion euros. The European Principal Finance is a fund which exclusively invests in assets, originating from the restructuring of the European banking sector. Nowadays, two types of investments are available in Europe; on the one hand is the investment in portfolios, thus "lightening" the banks, which does not create a development prospect for the economy. On the other hand, there are other loan categories like business loans or loans to SMEs, that do integrate a developmental character. According to Mr. Karagiannis, NPLs can either be sold, on the basis of accurate predictions, thus resulting in a bank unwilling to manage these loans, or opt for a collaborative platform, in which other investors can offer new capital. The second scenario is a nonviable option for Greek banks today”.

2) **Mr. Paschalis Bouchoris**, Managing Director – BlackRock mentioned that nowadays the correlation of NPLs to the continuation of recession, the limitation of the flow of capital to the market, and the hindering towards recovery, is common knowledge. This correlation comes in three main forms; the restriction of credit institutions to give out loans, the discouragement of business investment, and the decrease both in consumer and housing demand. What it takes for credit institutions to tackle this issue, is careful planning and the setting of specific, measurable goals, something that exists for Greek banks -at least- since September 2016. It also takes operational capacity and strong capital adequacy in banks, in order to fund long-term, viable solutions, including loan cancellations. Greek banks have actually secured reserves of 65-70% for NPLs. It also takes appropriate legislation both on paper, and during its application. All of this, is aligned with ECB's guidelines, as well as reviewed by it. Goals of the first quarter have already been achieved.

2) **Mr. Petros Zabetas**, Managing Director - B2 KAPITAL talking on the crucial matter of NPEs/NPLs in Greek banks' balance sheets, stressed that cautious handling and urgent solutions are required in order for the banking system to throw off these burdens, so as the country can enter a positive growth path. “There is already a lot of activity going on in the sector, with the first licenses to acquirers and managers of NPLs/NPEs already approved by the Bank of Greece,

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while some new licenses are expected to be granted soon,” he said. He also pointed out that Greek banks would have to decrease NPEs by 7.6 billion euros by the end of 2017, in line with the objectives set by the Single Supervisory Mechanism (SSM). “The proper and effective resolution to the issue of NPLs/NPEs is of the highest priority for our country. As long as the non-performing loan ratio remains in high levels, the banking system is impeded from providing new capital, financing to the real economy and from offering a “second” chance to sustainable companies that have been affected by the prolonged recession and lack of liquidity”, he concluded.

3) **Mr. Stathis Potamitis**, Managing Partner – Potamitis Vekris: “From a legislative point of view, Greece was unprepared to face the crisis. It is remarkable that the country has not appointed a number of specialized judges to investigate this problem, whilst there is an excessive dependency on the judiciary, without taking advantage of the appropriate tools and expertise. There is a great deal of uncertainty and many ambiguities in the legal framework for the proper handling to take place. Bankruptcy is not a key tool in Greece, although it is crucial in re-introducing productive means in a recovery mode. Mr. Potamitis believes that what we need in the application of the relevant legislation is more boldness, and further trust in the markets. Mr. Potamitis also mentioned that if he had the possibility to change three things, these would be the simplification of the bankruptcy law, the transferring of portfolios, and training for judges, lawyers, and other professionals involved, in order to have the right people deal with this problem”

4) **Mr. Spyros Papaspyrou**, Executive General Manager, Non-Core Business & Restructuring Portfolio - Piraeus Bank. According to Mr. Papaspyrou, the banks after 2015 did their part to recapitulate and initiate the process of reducing NPLs. Reducing private debt, will help growth, which will consequently help reduce private debt, through an increase in market prices in real estate, as well as by creating extra jobs. The four systemic banks have set up an NPL forum, in which they are trying to restructure big corporate loans. The development of a project to build a common platform for the four systemic banks which would enable them to work as one into solving the similar problems regarding viable SMEs, is taking place. Today, there is no more demand for mortgage loans, although it’s a good time to buy, because citizens are afraid of uncertainty, thus we need to show confidence that things will improve.

5) **Mr. Elias Sakellis**, Partner – Pillarstone discussed the need for finding the appropriate tool based on the type of business. He noted that Pillarstone serves as an effective tool, regarding big companies. In this process, bringing in funds is really important, but it is also a timeconsuming task, since most companies in Greece are introverts, thus dependent on the Greek economy. Expert knowhow is also required in order to help management teams modify their experience, whereas exiting an investment should be optimized. Mr. Sakellis also argued that there is a need to improve the cooperation between the four systemic banks. NPL Forum -he added- is already a big move forward, but they should also take advantage of the fact there are only four banking parts involved in the discussions, thus achieving faster decision-making and swift resolution to the NPLs problem.

## SECTION: “INVESTMENT & BUSINESS OPPORTUNITIES IN GREECE”

Section remarks were made by:

- **Mr. Stergios Pitsiorlas**, Deputy Minister - Ministry of Economy & Development
- **Mr. George Tsopelas**, Senior Partner, Greece & Cyprus - McKinsey & Company

**Mr. Stergios Pitsiorlas**, Deputy Minister - Ministry of Economy & Development discussed the significant steps that have been made in the last two years in the field of investment, that allow the development of the Greek society, by creating a responsive environment, due to a big program of privatization. Even without the results of the evaluation, there are already investments, such as the creation of the Phillip Morris plant, and the competition on Ethniki Asfalistikiki. Provided the negotiations have been successfully terminated on the 15th of June, the Greek economy has the potential to thrive. Nowadays, there is a lot of opportunity for investment in a number of sectors such as tourism and agro-tourism,



exploitation of geothermal sources, the food sector, transport sector. Investments have been made in the energy sector, in the field of electrical interconnections, and utilization of the country's wind potential, as well as in the field of the technological upgrade of the country. He also stated that a real interest, investment decisions, and a positive climate regarding these sectors have been recorded, therefore we should expect two years of development. He also noted that we ought to take advantage of it, whereas as the government will do what is required.

**Mr. George Tsopelas**, Senior Partner, Greece & Cyprus - McKinsey & Company. According to Mr. Tsopelas and McKinsey, Greece has the fundamentals to increase its GDP by 60 billion yearly, through an investment plan of 150 billion in the next eight years. Tourism arrivals have increased, yet the gains are declining, meaning that the average expenditure per visitor has decreased, and no contribution to the GVA is being made. Proven analytics methodologies have to be applied, similar to what McKinsey has done in other countries, in order to actually reduce tax evasion in half, in less than 3 years. Meanwhile, tax waves need to be reduced, whereas the economy needs to be plastified. Fiscal surplus should be achieved by cutting Opex that are not personnel-related. McKinsey is open to discussion with anyone, upon the drastic ways required to plastify the economy, since capital controls did not deliver what was expected, as Mr. Tsopelas stated. The legislation also has to be reviewed, otherwise the market for financial and operational restructuring of the corporations willing to absorb more than 50% of the additional investment requirements, is bound to fail.

### **SECTION: GREECE'S ADVANTAGES IN THE GLOBAL RACE TO ATTRACT INVESTORS**

The section remarks were made by Mr. C. Dean Metropoulos, Chairman & CEO - Metropoulos & Co. Mr. Metropoulos, during his speech mentioned:

“The global economy is transforming dramatically and governments, as well as individuals, must reeducate and transform if they are to participate in the exciting opportunities being unleashed.

Technology is creating isolation and despair for the many who are being left behind, but it is also the irreversible tide that provides solutions and opportunities for every challenge confronting man. From medical; genomic and genetic sequencing, to robotics and artificial intelligence, to billions of instant logarithmic calculations. These incredible advances, coupled with the readily available, billions of interconnected devices (IPhones), give immediate access to the latest knowledge that can be instantly shared, which in turn feeds the ever speeding, impact of progress.

In this transforming world, Greece has many potential advantages. A progressive, young and educated society, a small nation with a proud history, and generally, a uniform society without the many social and polemic challenges of many countries around the world. I would say these attributes give Greece many advantages even over the bureaucratic and in many ways, stifling Europe. But, Greece is not taking advantage of these gifts. Greek society and the government have in fact, not been progressive, and must move forward from poor tax policies and collections, excess bureaucracy and stifling regulations, and a choking legal system.

We are a small nation and must act with transparency, agility and minimal regulation and bureaucracy. And, a citizenry of accountability and purpose. Imagine if some of the billions of Euros, loaned to Greece in recent years, went to research, start-ups, education and investment. Greece has all the basic elements to win in this incredible, transforming new age. But, transforming the well-publicized issues of today, needs bold leadership, not party politics as usual, and a citizenry that embraces change vs. the status quo”.

### **SECTION: “TAKING A NEW LOOK AT GREECE - Investment Opportunities in Insurance, Reinsurance, Private Equity and Asset Management”**

Moderator of the panel was **Mr. Apostolos Gkoutzinis**, Partner, Head of European Capital Markets - Shearman & Sterling (London) LLP

Section remarks were made by:

- **Mr. John P. Calamos, Sr.**, Founder, Chairman, and Global Chief Investment Officer - Calamos Investments
- **Mr. John S. Koudounis**, Chief Executive Officer - Calamos Investments
- **Mr. Matt Fairfield**, CEO – EXIN GROUP



- **Mr. Pavlos Canellopoulos**, Executive Chairman - AIG
- 1) **Mr. John P. Calamos, Sr.**, Founder, Chairman, and Global Chief Investment Officer - Calamos Investments stated: "Fiscal and human capital go to world where they are treated best. We're talking about brain drain in Greece, but in the US it's called "the American dream", being able to take their ideas and translating them to opportunities. Calamos Investments can act as a catalyst to continue improving Greek economy. In order to see the economy grow, an inclusion of the private sector is needed, which will in turn attract other investors. A relaxation in the regulations has to take place, in order to unleash the creativity of people".
  - 2) **Mr. John S. Koudounis**, Chief Executive Officer - Calamos Investments mentioned: "An improvement in stability has been achieved which in turn is providing us with some confidence to look into. There has also been some movement in terms of certain projects and sales, taking place around the country. This has been the incentive for their investment decision making in Greece. The company is also looking into the actual assets it acquires, and whether they can make money in a stand-alone mode. When the country starts recovering, their returns will get exponentially bigger. In December they became partners with EIG, therefore they already have a presence in the financial sector, whereas there's a great amount of synergies in insurance and investment management, thus maintaining a keen interest on this field".
  - 3) **Mr. Matt Fairfield**, CEO – EXIN GROUP: "EXIN Group has been able to engage in a positive dialogue with the greek government. This has been very practical and willing to move things forward. Mr. Fairfield has lived in post-crisis Spain, he waited for the cranes to move for year, and finally witnessed the change, which is what he is now seeing in Greece; people willing, enthusiastic to move forward, ready to invest in the public and private partnership. All these encourage him that great things will follow. The opportunity is available, but mutual engagement is needed, in order to ensure people have a fair opportunity to engage in processes in a transparent manner".
  - 4) **Mr. Pavlos Canellopoulos**, Executive Chairman – AIG: "The climate has positively changed, with an open discussion for foreign investments. There are still reservations, due to the usual problems like the evaluation, bureaucracy issues, the faster service of justice. We need to improve and correct all of these things that are wrong in the Greek society and market. What EIG is trying to achieve, also through their partnership with EXIN, is to project the positive aspects of Greece and promote it as a safe port, by taking advantage the knowing of your field, professionalism, consistency and continuity on the one hand, and on the other hand the fact that we have a nice country with good climate, hospitable people and a good quality of life. The most important issues today are those of transparency, achieving a stable legislative and fiscal framework, along with the issue of lending and the banks. If one of these issues is resolved, it will be easier for the entrepreneur to work, and for new investors to express an active interest".

## MAYOR OF ATHENS SPEECH

**The Mayor of Athens Mr. Yorgos Kaminis** in his second mandate as the Mayor of Athens, has lived a lot of different moments of Athens, and now looks at the future with aspiration. In his first mandate as mayor of Athens, the Municipality of Athens succeeded in supporting the families in crisis. Today it supports ten thousands families, whereas the finances of the municipality have been consolidated. In addition, municipality of Athens has become the first to decrease taxation. In the second mandate, Kaminis noted that he has devoted himself to innovation. Recently the municipality of Athens has presented the Athens Partnership program, that attracts private capital from sponsors. This Partnership is meant to create innovative programs, in the sector of culture, education, the social sector, in a short span of time, and be able to overcome the problem of bureaucracy.

## AWARDS PRESENTATION BY The Mayor of Athens Mr. Yorgos Kaminis

*Mr. Nikos Bornozis, President of Capital Link, presented the honorees who were awarded at an honorary ceremony by the Mayor of Athens, Mr. Yorgos Kaminis.*

## "2017 CAPITAL LINK CSR LEADERSHIP AWARD" for a Greek personality



**The Greek "2017 CAPITAL LINK CSR LEADERSHIP AWARD"** presented to **Mr. Michael Tsamaz, Chairman & CEO, OTE Group** as a recognition of OTE' Group outstanding contribution in areas of environment, society and corporate governance. OTE Group' sustainable growth is what drives its strategy and actions in order to create a better world for all.

"Driven by technology, innovation and powered by its people, OTE Group envisions making the world a better place. In the digital era, responsible entrepreneurship is strongly linked to sustainable development as well as corporate contribution to economy, society and the environment. Today, responsible entrepreneurship is about building the networks of the future, developing sophisticated solutions for businesses, providing services and products that have been produced with sustainable methods. Being responsible means standing next to your employees; supporting vulnerable social groups; making knowledge and technology accessible to all; promoting your country. This is the true meaning of ethical leadership", said Mr. Tsamaz, during the event.

Regarding the role of entrepreneurship today, Mr. Tsamaz stated: "The business world can take an enhanced role to confront global challenges, such as climate change, poverty, access to knowledge and equality. With technology, we can develop sustainable solutions for humanity".

### **"2017 CAPITAL LINK CSR LEADERSHIP AWARD" for an international personality**

**The "2017 CAPITAL LINK CSR LEADERSHIP AWARD"** for an international personality awarded to Mr. Nicholas M. Logothetis, Founder, Concordia Summit & Executive Member of the BoD-Libra Group, in recognition of the importance of Concordia's effort in connecting public and private sector leaders in pursuit of meaningful dialogue that will lead to a more prosperous and sustainable future.

Mr. Logothetis noted that the award belongs to him as much as it belongs to all of the group. He hopes his heritage and roots will allow him to grow, especially in Greece, a place they call home. He would like to contribute anywhere, but Greece holds a special place in his heart, and it is their duty to provide here. Regarding the debate on the Greek crisis origins, he stated that by trying to put the blame to someone or something is simply insulting and demeaning. According to Mr. Logothetis, the time has come to move past all these, because more tangible steps are necessary in order to move Greece forward. Greece –he noted- has suffered enough; 9 years in crisis, now is the time to find ways to offer hope Greece, that tomorrow will be a better day. It is time to focus less on what Greece owes, and provide sustainable debt relief instead. If the world sets Greece free, then Greece will repay the world, with ideas, innovation, energy, as it has done throughout the time. Mr Logothetis also invited everyone to support Greece, to give hope back to the people, and stand up for a brighter future.

### **FORUM'S MATERIAL**

The material of the Forum (presentations, speeches, photos, interviews and videos) is available at : [www.csringreece.gr/forum/2017](http://www.csringreece.gr/forum/2017)

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

**“INVESTING IN GROWTH - THE NEW FACE OF CSR”**

Thursday, June 8th, 2017 - Athens  
Hilton Hotel



The International & Greek  
«2017 Capital Link CSR Leadership Award»  
to  
**Mr. Nicholas M. Logothetis**  
Founder, Concordia Summit  
Executive Member of the BoD-Libra Group  
&  
**Mr. Michael Tsamaz**  
Chairman & CEO, OTE Group

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## 7<sup>th</sup> Annual Capital Link CSR Forum

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&  
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