

# Capital Link 15<sup>th</sup> Annual Greek Investor Forum

*"An Era of Opportunity"*

Tuesday, December 17, 2013  
New York City

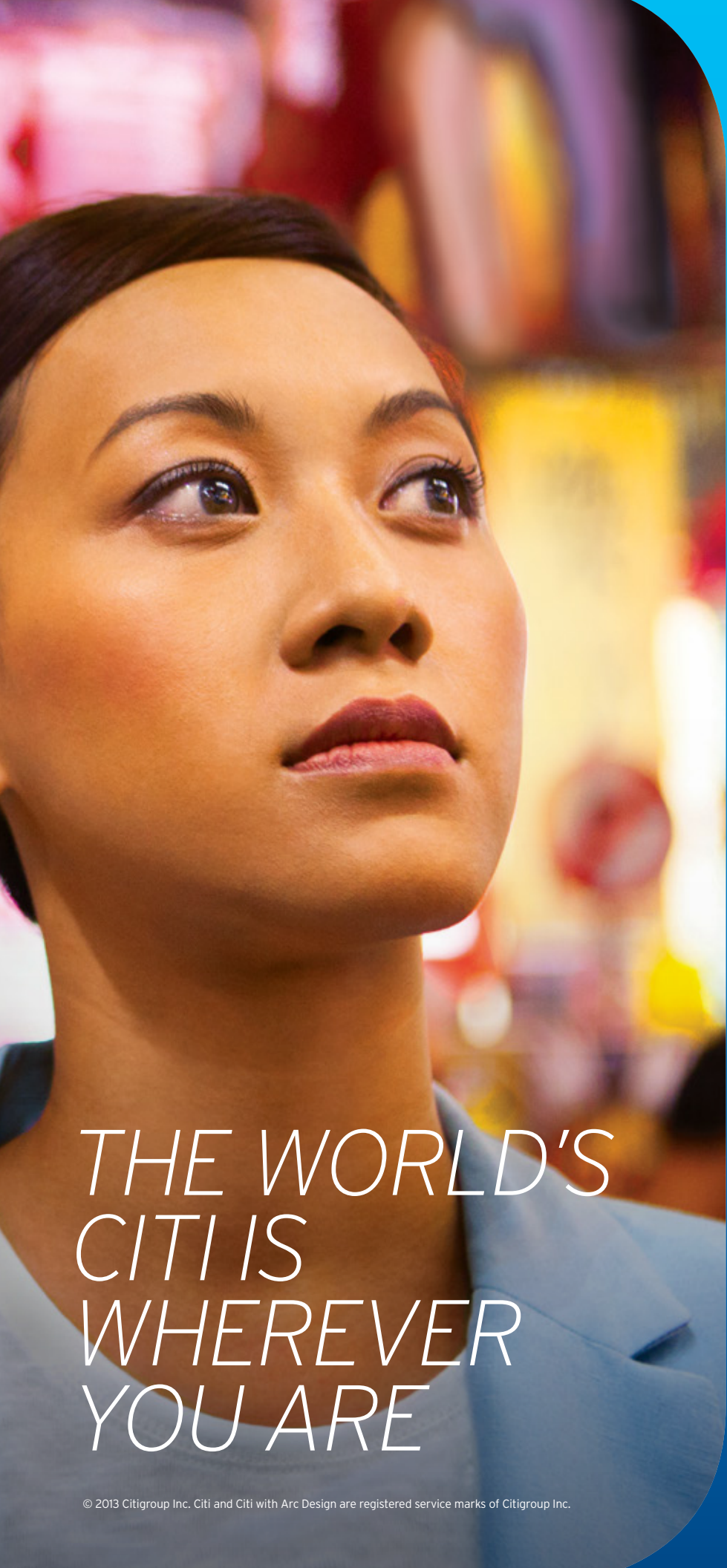


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**Message of the Prime Minister of Greece  
Mr. Antonis Samaras  
to the 15<sup>th</sup> Annual Capital Link Greek Investor Forum**

It is with great pleasure that I send you this message on the occasion of the 15<sup>th</sup> Annual Capital Link Greek Investor Forum. For years, the Forum has been a key event for providing in-depth information to the US investment community regarding business opportunities in Greece. We recognize that Greece and the US have historical strong ties and a proven record of achievement when working together. My recent US visits have reinforced our relationship.

This year, marking the 15<sup>th</sup> year of its history, is even more important, as the Greek economy is undergoing a major overhaul. Sweeping reforms in all sectors address bureaucratic distortions and inefficiencies with which we had put up for too long, and which effectively made our economy a closed economy. Nowadays, the Greek economy is being transformed from an economy driven by consumption, to an open and extrovert economy, driven by exports and investments. These sweeping changes and reforms have been supported by a change of narrative and culture. The Greek state and society are now focused on unleashing the potential which exists within our country, using our competitive advantages, our strategic location, our natural resources, and highly skilled human capital, to drive the economy to growth and job creation.

Our economy is back on track, and we are now focusing on gaining speed. Approximately three quarters of the cumulative loss in Greek competitiveness between 2001-2009 vis-à-vis the Euro Area was recovered by 2012 and it is expected that, by 2013, competitiveness will be almost 4% higher than in 2000, when Greece entered the Euro Area.

Moreover, Greece has achieved the fastest and biggest fiscal consolidation of any developed economy in recent decades, and we are ranked first – considerably higher than the OECD average, and above all other countries in Europe – in terms of the adjustment progress. Currently, Greece has the lowest inflation rate in the Euro Area with prices falling, for the first time after 40 years, by 1.9% in October 2013, compared to a Euro Area average increase of 0.7%. But above all, we have produced a primary surplus for the first time in many years.

We are already seeing the fruits of our labors, as international investors are entering the Greek market, and are investing in the multitude of opportunities that exist in all key sectors of the economy. Sectors such as banking, tourism, energy, logistics, ICT, and food & agriculture provide opportunities for growth through new projects and through market consolidation. We see new investors coming into the market, and existing companies increasing their production and activity. Savvy investors recognize the opportunities available in a country going through such positive, sweeping changes.

The Greek economy is now more open and friendly to investors and businesses than ever before. As we are exiting a 6-year prolonged recession, Greece offers breakthrough investment opportunities. I wish your Conference great success and I am looking forward to welcoming you in Greece!

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**YANNIS STOURNARAS**  
**MINISTER OF FINANCE**

***Message to the participants of the 15th Annual Capital Link Investor Forum***

It is a great pleasure to extend my warmest greetings to all the participants of the 15th Annual Greek Investor Forum "An era of Opportunity".

Greece is implementing the most challenging economic adjustment programme of modern history.

During the last seventeen months, the Greek Government successfully put the programme back on track by accelerating fiscal consolidation, improving competitiveness and undertaking structural reforms in a wide range of areas.

In fact, it is expected that by the end of 2013 Greece will have eliminated, after many decades, its twin deficits: the current account deficit and the primary fiscal deficit.

On the one hand, Greece has achieved unprecedented fiscal adjustment. Since 2009 the primary deficit has declined by approximately 10% of GDP – the biggest and fastest ever recorded adjustment by an OECD economy. Moreover, it is estimated that since 2009 Greece's cyclically adjusted primary balance has improved by 19% of GDP. By the end of 2013 over 80% of the required fiscal adjustment needed to reduce debt to sustainable levels by 2020 will have been completed.

On the other hand, Greece has recovered the loss of competitiveness in terms of unit labour cost that occurred between 2001-2009, since Greece's entry in the Eurozone. The improvement in competitiveness is reflected in the rapid fall in the current account deficit from 14.9 % of GDP in 2008 to 2.4% in 2012. Actually, in 2013 the current account balance is expected to be close to zero or even slightly positive. Furthermore, Greece has the lowest inflation rate in the Eurozone with prices falling for the first time after 40 years.

In addition, the reforms that have been pursued in a wide range of areas have rendered Greece the most responsive of OECD's member-countries in adopting its growth-friendly recommendations. In November's 2013 OECD report on the Greek economy, it was confirmed once again, that since 2009 Greece has the highest OECD rate of responsiveness to structural reforms.

Consequently, confidence is gradually restored. The economic sentiment indicator has reached the highest levels in the last five years. The spread of the Greek 10-year government bond compared to the German bund has declined to around 700 basis points, whereas at the climax of the crisis it surpassed the 3000 basis points. In fact, in the end of November Moody's upgraded Greece's bond rating by two notches.

Thanks to the sacrifices of the Greek people and the support of our European partners, not only has the possibility of exit from the Eurozone been eliminated but the foundations for a new growth model have been laid.

Greece has gone a long way. Indeed, it is currently entering an era of opportunity. An era in which the Greek economy will reclaim an important position in the global economy. Events like the Annual Capital Link Investor Forum can acquaint international investors with the undergoing effort and the transformation of the Greek economy.

I offer my best wishes for another productive forum.



Founded in 1869, Goldman Sachs provides a wide range of services to a substantial, diversified and global client base that includes well known corporations, financial institutions, governments and high-net-worth individuals.

By bringing together people, capital and ideas, we strive to provide solutions for our clients in Greece and worldwide. We understand that by serving our clients well and creating opportunities for economic growth, our own success will follow.





## **Greek Shipping: Significant opportunities for investments**

**By: Miltiadis Varvitsiotis**

**Minister of Shipping, Maritime Affairs & the Aegean**

As the Hellenic Minister for Shipping, Maritime Affairs and the Aegean, I am very proud to represent a country with a great tradition in shipping, which counts today as one of the world's largest shipping nations, with one of the biggest merchant fleets in the world. For Greece Shipping represents one of most important sectors of the economy. Greek shipping plays a leading role in international shipping since it makes up 15% of the world shipping and 40% of the European it represents.

Although my country has been severely hit from the economic crisis shipping sector maintained its health and international presence. Now Greek economy is returning to stability. Everybody agrees that Greece is an integral part of the Eurozone. And instead of «Grexit», most people now talk about «Grecovery», the recovery expected to start early next year, after six consecutive years of recession. Now, it is necessary to render the figures and numbers into positive action and development, into jobs, so that the sacrifices of the Greek people bear fruit.

The Ministry of Shipping and the Aegean has consciously decided to contribute to the growth of Greece. Our priority and what we emphasize, is the influx of revenue in the state and the creation of new jobs. I would like to stress out that Greece has shifted towards a far more investments-friendly policy than in the previous era. We focus on improving trade and investments, aiming at achieving 50% of GDP through exports of goods and services by the year 2020. We are changing our stance to the best "Red Carpet" treatment an Investor can have. We already took steps with our New Investment Law, to improve the business environment, focusing initially at strategic investments, as they are important for improving the sentiment in the economy. More specifically, we have created a Central licensing authority for all large Investments, reducing substantially the time and bureaucracy constrains of the procedure.

Meanwhile, we have established an account manager for each strategic investment, to support each project for the beginning to completion. We have also created a new legal instrument, a Special Space Development Plan for Strategic Investments, in order to resolve various planning issues. Finally, we now provide residence permits for all strategic investors and buyers of fixed property above a specific value. This presents an opportunity especially to potential investors outside the European Union, in order to benefit from our country's strategic location

In this context, it is expected that there will be significant opportunities for private equity investments in the port industry, for example in freight transport or cruise ships, and also for concessions of the Greek ports or concessions of spaces and services at the Greek ports. In a friendly business environment, the private sector can operate with considerable potential and profit margins.

Greek ports have significant competitive advantages that create growth opportunities. The key advantage is their geographical location as Greek ports could be used to service freights to and from the rest of the EU, the Black Sea and its mainland, as well as North Africa, particularly when political conditions permit.

It's the advantages that the present-day Greek government strives to reclaim, thus giving them a developmental nature. These are the advantages of a country abandoning the distorted development model that had followed for years, a country that meets the international standards and fulfills all the requirements for development based on investments instead of loans. A country able to face the future with optimism.

# **“GREEK DAY” AT THE NYSE**

WE AT NYSE EURONEXT ARE PROUD OF OUR STRONG AND GROWING PARTNERSHIP WITH GREECE AND ITS CORPORATE COMMUNITY.

WE WOULD LIKE TO EXTEND A SPECIAL THANKS TO CAPITAL LINK FOR THEIR CONTINUED DEDICATION IN SERVING AS AN EFFECTIVE LINK BETWEEN INVESTMENT COMMUNITIES IN GREECE AND THE UNITED STATES.

# Capital Link

## 15<sup>th</sup> Annual Greek Investor Forum

*"An Era of Opportunity"*

Tuesday, December 17, 2013. Metropolitan Club, New York City



### A 15-YEAR TRACK RECORD OF FOSTERING CLOSER RELATIONS BETWEEN THE GREEK AND AMERICAN BUSINESS AND INVESTMENT COMMUNITIES

We proudly welcome you to **Capital Link's 15th Annual Greek Investor Forum**, which will discuss the "New Era of Opportunity for Greece."

Developments in Greece have far reaching implications for the European Union and the global economy. After years of recession and painful reforms, Greece can now demonstrate tangible progress and look ahead with cautious optimism. The positive effects of structural reforms are becoming more obvious, the public sector is shrinking, the banking system has been recapitalized, the energy landscape in the region has been transformed, exports and tourism are up significantly. After chronic deficits, the country is expected to achieve a primary surplus for 2013 and the economy should start growing again as of 2014.

Celebrating a successful track record of 15 years, the Capital Link Greek Investor Forum arrives at an opportune time, committed to providing an update on the outlook and progress of the Greek economy. It remains a crucial informational and networking platform for senior government officials from Greece and the EU, private and public sector company CEOs, analysts, bankers, and U.S. business leaders, who come together not only to discuss the latest developments and economic progress, but to also debate the burgeoning business and investment opportunities in the wider region.

Capital Link organizes this forum in cooperation with NYSE Euronext and major global investment banks and organizations and under the auspices of the Ministry of Finance. Our Forum addresses the government's economic and reform agenda, the privatization program, including its legal aspects, and will debate developments in the Eurozone. From a business standpoint, the event will also cover public projects as well as industry sector panels and company presentations on the banking system, real estate, global shipping markets, energy sector, and more.

We greatly appreciate our Presenters, Sponsors, Supporting Organizations, and Media Partners for their continuing participation and contribution to this annual event, which are critical for its repeated success. And of course, a big thanks to all forum delegates whose presence makes our Forum such a unique success.

In closing, I would also like to reiterate that this year's Forum, our 15th, is a milestone date for us, a 15-year commitment to fostering closer relations between the US and Greek business, investment and financial communities.

Sincerely,

Nicolas Bornozis

President



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MORNING SESSIONS		
7:20 AM - 7:55 AM	REGISTRATION - BREAKFAST RECEPTION	
7:55 AM - 8:00 AM	Welcome Remarks	Mr. Nicolas Bornois, <i>President - Capital Link, Inc.</i>
8:00 AM - 8:10 AM	Opening Remarks	H.E. Christos Panagopoulos, <i>Ambassador of Greece to the United States</i>
GREECE, EUROPE & THE GLOBAL ECONOMY		
8:10 AM - 8:45 AM	PANEL DISCUSSION: Current State & Outlook	<p><b>Moderator:</b> Mr. Pimm Fox, <i>News Anchor - Bloomberg TV &amp; Radio</i></p> <p><b>Panelists:</b></p> <ul style="list-style-type: none"> <li>Mr. John P. Calamos Sr., <i>Chairman, CEO &amp; Global Co-Chief Investment Officer - Calamos Investments (NASDAQ:CLMS)</i></li> <li>Mr. Themistoklis Fiotakis, <i>Senior Economist, Global Macro &amp; Markets Group - Goldman Sachs</i></li> <li>Mr. Torsten Slok, <i>Chief International Economist - Deutsche Bank Securities, Inc.</i></li> </ul>
8:45 AM - 9:00 AM	Greece & Europe: <i>On the Road to Economic Recovery</i>	Mr. Jean Lemierre, <i>Advisor to the Chairman - BNP Paribas</i>
THE GREEK GOVERNMENT PERSPECTIVE		
9:00 AM - 9:10 AM	The Prime Minister's Message : "A New Era of Opportunity for Greece" (VIA WEBCAST)	Mr. Antonis Samaras, <i>Prime Minister of the Hellenic Republic</i>
9:10 AM - 9:20 AM	The European Union Message (VIA WEBCAST)	Mr. Horst Reichenbach, <i>Head - European Commission's Task Force for Greece</i>
9:20 AM - 9:40 AM	The Restructuring of the Greek Economy <i>Achievements &amp; Targets</i>	Mr. Panos Tsakloglou, <i>Chairman - Greek Governments Council of Economic Advisors</i>
OPPORTUNITIES & CHALLENGES		
9:40 AM - 10:00 AM	The Privatization Program	<p>Introduced by:</p> <p>Mr. Landon Thomas, <i>Reporter - New York Times</i></p> <p>Mr. Ioannis Emiris, <i>CEO - Hellenic Republic Asset Development Fund</i></p>
10:00 AM - 10:20 AM	Greek Government Debt Management <i>Achievements &amp; Outlook</i>	<p>Introduced by:</p> <p>Mr. Landon Thomas, <i>Reporter - New York Times</i></p> <p>Mr. Stelios Papadopoulos, <i>General Director - Public Debt Management Agency (PDMA)</i></p>

10:20 AM - 11:00 AM	PANEL DISCUSSION: Opening The Global Markets for Greek Corporate Debt	<p><b>Moderator:</b> Mr. Daniel Bases, <i>Global Investment Correspondent - Reuters</i></p> <p><b>Panelists:</b></p> <ul style="list-style-type: none"> <li>Mr. Emiliios Kyriacou, <i>Managing Director, Corporate Bank Head Central Europe &amp; Greece - Citi</i></li> <li>Mr. Edoardo Rava, <i>Debt Capital Markets Corporates, Greece &amp; Italy - BNP Paribas</i></li> <li>Mr. Nicholas Exarchos, <i>Head of Capital Markets &amp; Treasury Solution for Greece &amp; Cyprus - Deutsche Bank</i></li> </ul> <p><b>Case Studies:</b></p> <ul style="list-style-type: none"> <li>Mr. Dimitrios Tzelepis, <i>Director of Investor Relations - Hellenic Telecommunications Organization (OTE)</i></li> <li>Mr. Elias Athanasiou, <i>Group Strategic Planning Director - Intralot</i></li> <li>Mr. Bill Zarkalis, <i>Group CFO &amp; Member of the Board of Directors - Titan Cement Company S.A.</i></li> </ul>
11:00 AM - 11:20 AM	Greece 10 Years Ahead - Strategy Update	Mr. Theodore Papanides, <i>Senior Partner - McKinsey &amp; Company</i>
11:20 AM - 11:35 AM	Investing in Greece Legal Challenges & Safeguards	Mr. Evangelos Lakatzis, <i>Partner - A.S. Papadimitriou &amp; Partners Law Firm</i>
SECTOR INVESTING & OUTLOOK		
11:35 AM - 12:20 PM	PANEL DISCUSSION: The International Investor Perspective	<p><b>Moderator:</b> Mr. Constantine Karides, <i>Partner - Reed Smith</i></p> <p><b>Panelists:</b></p> <ul style="list-style-type: none"> <li>Mr. Constantine Dakolias, <i>Co-Chief Investment Officer - Fortress Investment Group</i></li> <li>Mr. Andrew Rabinowitz, <i>Partner &amp; COO - Marathon Asset Management</i></li> <li>Mr. Eytan Tigay, <i>Partner - Rhône Group</i></li> <li>Mr. Dirk Reinermann, <i>Program Manager Southern Europe - The World Bank</i></li> <li>Mr. William Vrattos, <i>Partner &amp; Portfolio Manager - York Capital Management</i></li> <li>Mr. Stephanos Issaias, <i>CEO - Invest in Greece S.A.</i></li> </ul>
12:20 PM - 1:00 PM	PANEL DISCUSSION: Putting Greece Back on the Global Investment Agenda	<p><b>Moderator:</b> Mr. Antonis Diamataris, <i>Editor - The National Herald</i></p> <p><b>Panelists:</b></p> <ul style="list-style-type: none"> <li>Mr. Nicholas Lazares, <i>Chairman &amp; CEO - Admirals Bank</i></li> <li>Mr. C. Dean Metropoulos, <i>Chairman &amp; CEO - Metropoulos &amp; Company</i></li> <li>Mr. George D. Behrakis, <i>Chairman - Gainesborough Investments</i></li> <li>Dr. Sotirios J. Vahaviolos, <i>President &amp; CEO - Mistras Group Inc.</i></li> <li>Mr. Constantine Michalos, <i>President - Athens Chamber of Commerce &amp; Industry (ACCI)</i></li> </ul>

LUNCH & KEYNOTE ADDRESS		
1:15 PM - 2:45 PM	Introductory Remarks by: <b>Mr. Jay Collins, Vice Chairman, Global Corporate &amp; Investment Banking - Citi</b>	
	Keynote Address by: <b>Professor Yannis Stournaras</b> <b>Minister of Finance of the Hellenic Republic</b> (via webcast)	
	Remarks by: <b>Mr. John Catsimatidis, Chairman &amp; CEO - Red Apple Group</b>	
AFTERNOON SESSIONS		
3:00 PM - 4:00 PM	PANEL DISCUSSION: <b>Greek Banking Restructuring &amp; Outlook</b>	<b>Moderator:</b> <b>Mr. Panos Papazoglou, Country Managing Partner - Ernst &amp; Young</b>  <b>Panelists:</b> <ul style="list-style-type: none"><li>• <b>Mr. Christos Sclavounis, Chairman - Hellenic Financial Stability Fund (HFSF)</b></li><li>• <b>Mr. Petros Christodoulou, Deputy CEO - National Bank of Greece SA</b></li><li>• <b>Mr. Christos Megalou, CEO - Eurobank Group</b></li><li>• <b>Mr. Christopher Drennen, Managing Director, Head of Capital Markets Advisory &amp; Solutions - BNP Paribas</b></li><li>• <b>Mr. Grant Carson, Managing Director, Greece Country Officer - Citi</b></li><li>• <b>Mr. Stefanos Papapanagiotou, Country Manager &amp; Head of Investment Banking for Greece &amp; Cyprus - Credit Suisse</b></li><li>• <b>Mr. Hubert Vannier, Managing Director - Deutsche Bank</b></li><li>• <b>Mr. Peter Kimpel, Managing Director - Goldman Sachs</b></li></ul>
4:00 PM - 4:10 PM	Lamda Development - Real Estate Development in Greece	<b>Mr. Odisseas Athanassiou, CEO - Lamda Development</b>
4:10 PM - 4:50 PM	PANEL DISCUSSION: <b>Real Estate</b>	<b>Moderator:</b> <b>Mr. Petros Machas, Founder &amp; Managing Partner - Machas &amp; Partners Law Firm</b>  <b>Panelists:</b> <ul style="list-style-type: none"><li>• <b>Mr. Aristotle P. Halikias, President - Inter Continental Real Estate &amp; Development</b></li><li>• <b>Mr. George Chryssikos, CEO - Eurobank Properties</b></li><li>• <b>Mr. Odisseas Athanassiou, CEO - Lamda Development</b></li><li>• <b>Dr. Aristotelis Karytinis, CEO - NBG Pangaea REIC</b></li><li>• <b>Dr. Andreas Taprantzis, Executive Director - Hellenic Republic Asset Fund</b></li></ul>

4:50 PM - 5:05 PM	Transportation & Tourism	Mr. Eftichios Vassilakis, <i>Vice Chairman - Aegean Airlines; Board Member - SETE (Association of Greek Tourism Enterprises)</i>
5:05 PM - 5:45 PM	PANEL DISCUSSION: Transforming the Regional Energy Dynamics	<p><b>Moderator:</b> Mr. John Kingston, <i>Director of News - Platts</i></p> <p><b>Panelists:</b></p> <ul style="list-style-type: none"> <li>Mr. Arthouros Zervos, <i>Chairman &amp; CEO - Hellenic Public Power Corporation</i></li> <li>Mr. Pablo Escondrillas, <i>Managing Director, EMEA Power &amp; Utilities - Citi</i></li> <li>Mr. Edward F. Cox, <i>Director - Noble Energy Inc.</i></li> </ul>
<b>7<sup>th</sup> ANNUAL GLOBAL SHIPPING MARKETS ROUNDTABLE</b>		
5:45 PM - 6:30 PM	PANEL DISCUSSION: Shipping	<p><b>Moderators:</b> Ms. Christa Volpicelli, <i>Managing Director - Citi</i> Mr. Andrew Horrocks, <i>Managing Director, Investment Banking - Credit Suisse</i></p> <p><b>Panelists:</b></p> <ul style="list-style-type: none"> <li>Mr. Michael Jolliffe, <i>Deputy Chairman - Tsakos Energy Navigation Board (NYSE:TNP)</i></li> <li>Dr. John Coustas, <i>President &amp; CEO - Danaos Corporation (NYSE:DAC)</i></li> <li>Mr. Ted Petrone, <i>President - Navios Maritime Acquisition (NYSE:NM; NYSE:NNA)</i></li> <li>Dr. Tasos Aslidis, <i>CFO - Euroseas Ltd. (NASDAQ: ESEA)</i></li> <li>Mr. Peter Evensen, <i>President &amp; CEO - Teekay Corporation (NYSE: TK)</i></li> </ul>
6:30 PM - 7:30 PM	<b>COCKTAIL RECEPTION</b>	

PARALLEL SESSIONS		
4:00 PM - 5:00 PM	Growth & Wealth Building in Today's Global Market Conditions	Mr. John Calamos, <i>Chairman, CEO &amp; Global Co-Chief Investment Officer - Calamos Investments (NASDAQ:CLMS)</i>
5:30 PM - 6:30 PM	Privatization Workshop <i>A detailed presentation &amp; discussion on the Privatization Portfolio</i>	<ul style="list-style-type: none"> <li>Mr. Ioannis Emiris, <i>CEO - Hellenic Republic Asset Development Fund</i></li> <li>Dr. Andreas Taprantzis, <i>Executive Director - Hellenic Republic Asset Fund</i></li> </ul>

# Capital Link



## 15<sup>th</sup> Annual Greek Investor Forum

*"An Era of Opportunity"*

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**CAPITAL LINK'S**  
**5<sup>th</sup> Annual**  
**Greek Shipping Forum**  
 Monday, February 24, 2014  
 Athens, GR



Greek shipping remains important to the maritime economy despite recent troubles in the markets. This event will not only cover the latest developments and trends in international trade, dry bulk commodities, and the energy markets, but also review the various funding alternatives for raising capital among listed and private shipping companies. To enhance your knowledge of shipping across all sectors, please attend.

**CAPITAL LINK'S**  
**Master Limited Partnership**  
**Investing Forum**  
 Thursday, March 6, 2014  
 New York City




This investor-focused event will examine the latest trends, developments and challenges associated with master limited partnerships (MLPs). It also presents a networking platform for financial advisors, financial planners, institutional investors, fund and asset managers, analysts, other wealth management professionals, and major financial media.

**CAPITAL LINK'S**  
**8<sup>th</sup> Annual**  
**Invest in International**  
**Shipping Forum**  
 Thursday, March 13, 2014  
 New York City

The eight installment of the Invest in International Shipping Forum, this investor-focused event allows a platform for high-level executives and shipping companies to share and examine the shipping markets in light of actual facts. Institutional investors and analysts, financial advisors, bankers, financial media, and other qualified investors will be in attendance.

**CAPITAL LINK'S**  
**13<sup>th</sup> Annual**  
**Closed-End Funds &**  
**Global ETFs Forum**  
 Thursday, April 24, 2014  
 New York City





This annual event, playing host to 1,000 attendees every year, will not only address the benefits and challenges associated with using closed-end funds (CEFs) and ETFs, but will also present a networking platform for financial advisors, financial planners, institutional investors, fund and asset managers, analysts, other wealth management professionals, and major financial media.

**CAPITAL LINK'S**  
**2<sup>nd</sup> Annual**  
**CSR Forum**  
 Tuesday, May 20, 2014  
 New York City




With the rise in regulatory bodies measuring CSR's progress and success, as well as the unprecedented diversification across different industries and sectors, selecting a responsible course that caters to a company's individual CSR needs is difficult. This event will demonstrate how an effective brand of CSR not only depends on assessing the applicability and practical benefits of CSR, but also how companies communicate the value of CSR to investors.

**CAPITAL LINK'S**  
**6<sup>th</sup> Annual**  
**Global Derivatives Forum**  
 Commodities • Energy • Freight  
 September 2014 - New York City


As the global derivatives market undergoes further economic and regulatory changes, the ability to effectively manage risks is becoming paramount, and the need for global collaboration is frightening. The 6th in its series, this program will feature a distinguished list of speakers who will provide a unique and insightful global perspective on commodities, energy, and freight derivatives.

**CAPITAL LINK'S**  
**7<sup>th</sup> Annual**  
**International Shipping**  
**& Marine Services Forum**  
 September 2014  
 London Stock Exchange




In cooperation with the LSE, this event provides investors with a comprehensive review of various shipping markets to investment communities in the UK and throughout Europe. Shipowners, shipping executives, institutional investors, research analysts, industry experts, commercial and investment bankers, risk advisors, private equity and venture capital firms, high-net worth investors, and financial media attend this London forum every year.

**CAPITAL LINK'S**  
**4<sup>th</sup> Annual**  
**Shipping & Offshore**  
**CSR Forum**  
 Tuesday, November 4, 2014  
 One Moorgate Place, London, UK



With greater industry regulation, awareness, and expectations, corporate social responsibility (CSR) is an increasingly important issue that shipping and offshore companies cannot afford to ignore. This forum will explore how companies can keep a competitive advantage in terms of gaining market share, attracting top talent, and preserving employee retention by adopting CSR policies.

**CAPITAL LINK'S**  
**16<sup>th</sup> Annual**  
**Greek Investor**  
**Forum**  
 December 2014  
 New York City




U.S. and Greek businesses and investment communities will discuss the latest trends in the capital and stock markets while covering topics ranging from shipping, information technology, energy, banking, and finance to telecommunications and real estate. This event receives annual support from the HYSSE Summit and is held under the auspices of the Ministry for Development, Competitiveness, Infrastructure, Transport & Networks.



**Kostis Hatzidakis**  
**Development Minister**  
**Hellenic Republic**

Ladies and Gentlemen,

After the long winter of unprecedented sacrifices suffered by the Greek people, the Greek economy is finally poised to come about, in what must surely be one of the most difficult recoveries ever achieved. Just look at the so called Grexit scenarios we faced at in the wake of the June 2012 elections –Greece would either leave the Eurozone or be forced to leave it by its partners; abysmal inflation would throw the country into economic, administrative and social chaos; and foreign investment would only come as a dream.

The new Government under Prime Minister Samaras worked hard and efficiently and now Greece is expecting its first primary surplus in many years at the end of 2013, earlier than expected; the business environment has significantly improved, with tangible reforms starting to bring results; we are steadily progressing towards the target set by the Prime Minister, move from red tape to red carpet for investors; and, sure enough, large foreign corporations are once again beginning to trust the country and its potential.

In this context, it is interesting that the general theme of the 15<sup>th</sup> annual Capital Link Forum should be “An Era of Opportunity”, because this is exactly how we see our current situation : As a great opportunity for our country to restore its economy and its image among our friends and partners; and a great opportunity for major business players with vision and foresight to invest in a quickly reforming and ever healthier Eurozone member, open for and to business and gifted with modern infrastructure and an educated workforce.

We know that what we have achieved is not enough. We know we have to do more -and we are doing it. Our intention is to surprise you in a positive way and to keep doing so.

# Our strength. Your success.

In uncertain and challenging times, Deutsche Bank remains steadfast and committed to its clients, offering a comprehensive and diverse range of products and services. And with our world-class investment banking platform, we continue to provide the strategic advice, financing and transacting solutions that create lasting value.

*Passion to Perform*





## **Transforming the Regional Energy Dynamics**

By: Makis Papageorgiou  
Deputy Minister of Environment, Energy and Climate Change  
Hellenic Republic

A wise proverb tells us that “the darkest hour is just before the dawn”; Greece during recent years went through a really severe crisis, in terms of GDP loss, income reduction and disruption of social cohesion. This trend has now been reversed. Latest reports and leading financial market indicators confirm that Greece now walks on a path of stability, both economically and politically. Our efforts are now focused in maintaining the reform momentum by taking all steps necessary in order to promote growth, create jobs and to facilitate investments.

Our Government undoubtedly considers the development of our country’s remarkable comparative and geopolitical advantages in the energy field as a key factor in our efforts to underpin Growth.

Thus we remain fully committed to creating favorable conditions for encouraging foreign investments and sound business initiatives with a view to developing our unexplored potential and our comparative advantages in the energy sector, through the robust implementation of strategies and political choices which should serve not only the present needs, but also the needs of the coming generations. We are promoting much needed reforms and adjustments necessary to adapt to the ever changing market conditions in a globalized economy, where competitiveness, innovation and transnational partnerships are the keys for survival:

Firstly, by creating a competitive, transparent, and fully functioning energy market, through a wide-range ongoing reform and restructuring effort in sectors such as electricity and gas. Particular attention is given to the renewable energy sector, where support measures should not jeopardize sustainability of the sector.

Secondly, by actively promoting diversification of supply sources and routes. Greece will participate in the opening of the Southern Gas Corridor through the TAP project, providing the EU gas market the first direct link to the largest deposits of gas in the Caspian Sea. Furthermore, recent findings of oil and gas in the Exclusive Economic Zones of Cyprus and Israel, as well as the ongoing exploration for hydrocarbon deposits in Greece, may well become an additional opportunity to create an Eastern Mediterranean energy corridor.

Thirdly, the forthcoming Greek EU presidency intends to move forward a series of fundamental issues, namely the completion of EU internal energy market and the EU’s energy and climate policies post 2020, with regard to the fact that the overall competitiveness of the energy sector is a major driver for Europe's economic growth and competitiveness.

The promising perspectives of the “new Greece” are now building up; in these challenging times for the broader Eastern Mediterranean region, Greece actively participates to a series of developments that all sum up to one demand: regional stability and security.

Drawing strength by the obstacles already surpassed, we are moving on to stand up to the challenges still lying ahead of us. As the Greek Prime Minister stated in a recent visit to the US...«Greece is back»!

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The son of a Greek immigrant, John P. Calamos, Sr. founded Calamos Investments®\* in the 1970s. Today, the diversified global investment firm offers equity, fixed income, convertible and alternative investment strategies.

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*– John P. Calamos, Sr.*



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10040 0913 AD



## **The 2013 Capital Link Leadership Award**

**Presented to**

**John P. Calamos, Sr.**

**Chairman, Chief Executive Officer and Co-Chief Investment Officer of Calamos Investments**

Since 1995, Capital Link has consistently strived to raise the profile of Greece among the global financial, business and investment community and to foster closer ties between Greece and the United States. The Capital Link Forums are a well-established and respected brand among investors all over the globe, from New York to London and Athens.

*The Annual Capital Link Investor Forum on Greece*, organized in cooperation with the New York Stock Exchange, major global investment banks and with the support of the main Greek American organizations, has been established as the main platform for updating the US on the progress, development and outlook of the Greek economy, while identifying opportunities in Greece and the wider region. With a 15-year track record, this informative, high caliber Forum offers unique marketing and networking opportunities, bringing together prestigious government and business leaders from the US and Greece. Capitalizing on this track record, we initiate the “*Capital Link Leadership Award*” to be presented annually to a Hellene or Philhellene for his or her outstanding contribution to cultivating closer business relations between Greece and the global business and investment community. The Award is presented in New York within the context of Capital Link’s Annual Investor Forum on Greece.

We are pleased to announce the 2013 Capital Link Leadership Award is presented to John P. Calamos, Sr., Chairman, Chief Executive Officer and Global Co-Chief Investment Officer of Calamos Investments for his leadership role in Greece.

Since the economic crisis in Greece began he has been actively engaged in conversations with business leaders, the Greek government, and the Prime Minister seeking ways to help privatize Greece to ensure a better future for its citizens. He has been an active participant in numerous conferences and strategic meetings lending his experience and successes as an entrepreneur and CEO of a \$28 billion global investment firm. At a time when most have fled the marketplace, Mr. Calamos and Calamos Investments have taken steps to establish a presence in Greece hoping to add some sophistication to the marketplace and to be part of a new beginning. As the son of a Greek immigrant, Mr. Calamos is personally dedicated to the growth of Greece. A commitment, even during difficult times, like the one John Calamos Sr. has made provides hope for the future of our beloved Greece.



**Christos Panagopoulos**  
**Ambassador of Greece to the United States**



**Embassy of Greece**  
**Washington, D.C.**

It is a great pleasure to be given the opportunity, once more, to reinforce the point that the Capital Link Forum has been consistently making over the years, namely that Greece is full of opportunities and open to business. A message that is so important to send especially this year, as Greece is beginning to see the fruits of its endeavors.

Fraught with the implications of a most severe economic crisis, Greece and its people have taken tough choices to turn the tide. The sacrifices that were made amounted, by the end of 2012, to no less than \$67b or over 22% of our GDP lost. However, they have not been in vain: our exports to the world rose by a cumulative \$14b or 59% during the crisis (2008-2012), while the economy made up for most of its lost competitiveness.

The fiscal adjustment will result this fiscal year to our first budget primary surplus in over a decade. And all the structural reforms are leading to a much more business and investor friendly environment: according to the World Bank Doing Business Report 2014 Greece gained 17 positions in overall Doing Business (now rank #72), 33 positions in Protecting Investors (now rank #80) and an amazing 111 positions in Starting a Business (now #36) among 189 economies.

Greece is becoming an increasingly appealing investment destination. In 2013 alone Hewlett Packard and Phillip Morris International announced major deals to expand their operations in Greece, York Capital Management invested \$135m buying stake in one of Greece's largest construction companies just last month; and as is became known Microsoft is planning a new contact&support center in Greece to add over 500 new jobs. All strategic investments of some of the most visible corporations in the world, showing renewed confidence in the prospects of our economy.

It is in this context that I would like to commend the Capital Link Forum for the stellar cooperation and the extraordinary work they have done over the years in attracting investment and creating new business opportunities for Greece. For the past 15 years, Capital Link has been one of the strongest advocates of foreign investment in Greece, playing a pivotal role in underlining our hard work and highlighting our success stories, making the case for a reemerging, determined Greece open for business. Let us seize the opportunity this year again to prove that there is way more to this small, magnificent country than meets the eye!



AMBASSADOR OF THE UNITED STATES OF AMERICA  
ATHENS, GREECE



As Capital Link meets for its 2013 conference, Greece is at an inflection point. Having made the hard decision to follow the path of reform with all the painful but necessary consequences that this choice entails, Greece should continue with its efforts to streamline bureaucracy, improve licensing processes, ease requirements to start a business, and lower other impediments to foreign investment, as the best way to restore growth and prosperity.

While no one would say Greece is on stable ground yet, there are early indicators that the contraction of the past five years has begun to slow and the economy has begun to stabilize. Greece has implemented a structural fiscal consolidation of over 15 percent of its GDP, the largest of any OECD country in the modern era. These fiscal adjustments should produce a primary budget surplus for 2013. The Athens Stock Exchange is up by almost half from this time a year ago. Greece is moving up in the World Bank ranking of places to do business, bank recapitalization is moving forward, bond spreads are dropping, and hiring is slowly picking up.

Certain sectors also hold promise, particularly energy and tourism. The Shah Deniz consortium's selection of the Trans Adriatic Pipeline represents a major success for the Greek government and a vote of confidence in Greece. The Pipeline will transport Caspian gas to the rest of Europe via Greece, bringing with it new foreign investment as well as jobs, especially to hard-hit provinces in Northern Greece. Potential energy resources in the Mediterranean and the Adriatic likewise may provide substantial investment opportunities in Greece, and U.S. energy companies have already shown interest in these locations.

With regard to tourism, the Greek government estimates that 17 million visitors will have arrived in 2013, a 10% increase from 2012. Greece is taking substantive steps to improve its attractiveness to tourism investors, having removed cabotage restrictions for foreign cruise ship companies. Symbolic of this effort is that a Disney ship made its inaugural call at the Port of Piraeus in June 2013.

In taking on the challenges of meaningful reform, Greece has the firm support of the U.S. government. In the past few months, our Treasury and Commerce Secretaries have come to Athens, and Prime Minister Samaras recently met with President Obama in Washington. The Transatlantic Trade and Investment Partnership, currently under negotiation with our European friends and partners, could become an international game-changer. We hope to conclude a comprehensive and ambitious TTIP that will lead to expanded trade and investment across the Atlantic. TTIP can be for our economic health what NATO has been to our shared security for over six decades: a whole that is greater than the sum of its parts. Greece's upcoming presidency of the European Union offers an opportunity for bold leadership on TTIP, and I look forward to working closely with the Greek government to achieve this goal.

While much has been accomplished, there remains a great deal to be done in the months and years ahead. Yet I am confident that Greece can succeed in carrying out the vital long-term reforms that will rebuild the economic foundation of the country and turn it into a truly world-class investment destination. Greece, indeed Europe, deserves no less.

Sincerely,

David D. Pearce

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## *Executive Offices*

**John A. Catsimatidis**  
Chairman  
Chief Executive Officer

Tel.: 212-956-5803  
Fax: 212-247-4509  
Email: JAC@Gristedes.com  
JAC@urc.com

December 17, 2013

Capital Link, Inc.  
230 Park Ave, Suite 1536  
New York, NY 10169

Dear Friends,



It is my pleasure to extend a personal greeting to all of you gathered for Capital Link's 15<sup>th</sup> Annual Greek Investor Day Forum, "An Era of Opportunity."

For 15 years Capital Link's has toiled at raising awareness and has become the most compelling professional venue by which to update global investors on the developments and potential of the Greek economy and the government's economic reform program.

Developments in Greece have far reaching implications for the European Union and the global economy. Thus, an update on latest trends, developments and outlook for the Greek economy and the political and business environment is of critical interest to investors, financiers and businesspeople.

I would like to acknowledge and thank all those who have worked so hard to help foster healthy business relations among the American and Greek business and investment communities.

I hope you will enjoy today's Forum and that this event will continue to promote closer collaboration between the Greek and American business communities.

On behalf of my fellow Greek-Americans, I offer my congratulations and best wishes for Capital Link's continued success, and look forward to meeting you onsite.

Sincerely,

JAC



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*Consulate General of Greece  
New York,  
The Consul General*



*New York, December 17th, 2013*

Dear Friends,

On the occasion of the Capital's Link 15<sup>th</sup> Annual Investor Forum - Greece "An Era of Opportunity", I would like to extend my warmest greetings to all distinguished representatives of the Greek and American business worlds.

In the fifteen years since its inception, the Forum with its active and constructive presence has been broadly recognized by all as an event of significant influence, aiming to contribute to the further intensification of bilateral economic cooperation between Greece and the United States.

I am certain that this year's Forum will serve as an ideal platform for a comprehensive presentation of on-going developments and economic continuing reforms in Greece, followed by a fruitful discussion on the numerous emerging investment opportunities.

Please accept my heartfelt wished for every success in your deliberations.

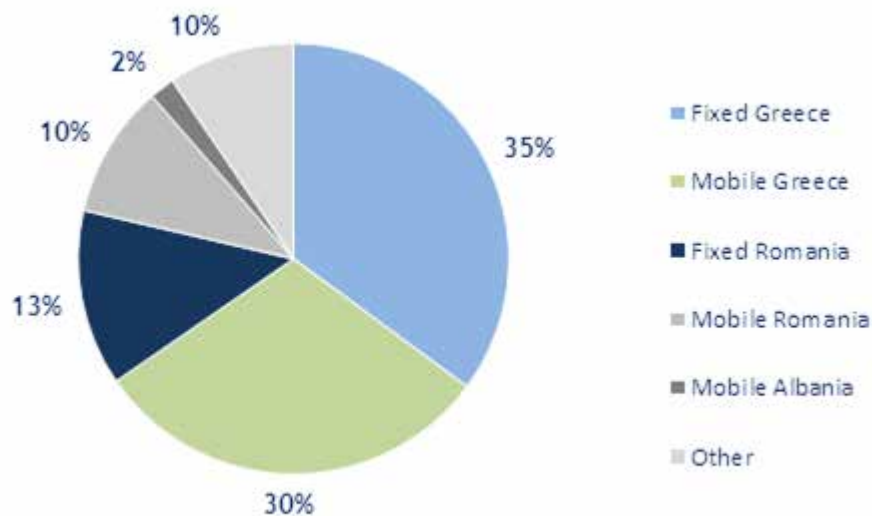
Yours sincerely,

Georgios Iliopoulos

# OTE Group / Key Facts & Figures

- 01 Fixed-line (voice, broadband, IPTV), mobile telephony services, satellite TV
- 02 Market capitalization over €4.3 billion at November 2013
- 03 Addressing a population of 36 million people in Southeastern Europe
- 04 Approximately 25K employees in three countries

Revenue Breakdown 12M ending Sep. 30, 2013



## 9M' 13 Overview

Mobile operations account for 46% of Group revenues

Total Greek ADSL market reaches approximately 2.8 million subscribers

OTE TV subscribers (IPTV & Satellite TV) are approximately 218K, increasing by 125.3% y-o-y

In Romania, ADSL subscribers passed the 1.2 million mark, increasing by nearly 5% y-o-y

In Romania DTH & IPTV subscribers passed the 1.3 million mark, up 7% y-o-y

**OTE Group Investor Relations**

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CONSULATE GENERAL OF THE REPUBLIC OF CYPRUS

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email: generalconsulatenyc@cyprusun.org

**Mr. Nicolas Bornozis,  
President,  
Capital Link, Inc.**



Dear Mr. Bornozis,

It is a great pleasure and distinct honor to be invited to attend the 15th Annual Investor Forum on Greece which will take place at the Metropolitan Club in New York City on December 17<sup>th</sup>, 2013.

At the outset, allow me to congratulate you for a successful tenure as the President of Capital Link and for providing the opportunity, through your events and fora, to prospective investors to get acquainted with the current developments and potential of the Greek economy as well as the economic and reform programs of the Greek government, and to meet with Government officials that deal with areas related to investments, capital markets and energy.

In particular, as far as energy is concerned and given the exploration activities of our neighboring countries in the entire Eastern Mediterranean, the potential exists for transforming the area into an important energy hub and for promoting regional cooperation among the countries on energy and other related industries. In fact, the signing of the Memorandum of Understanding between Cyprus, Greece and Israel on cooperation in the fields of energy and water resources paves the way for joint projects in the energy sector which would "enhance the security of energy supply, sustainable development and cooperation among the countries of the region" (Joint communiqué, August 8<sup>th</sup>, 2013).

In this respect, Cyprus would welcome the setting up of operations and service the offshore activities of energy related joint ventures in addition to its well established and international renowned services in the shipping, tourism and financial sector.

In conclusion, I avail myself of this opportunity to extend my sincere wishes for another successful Forum.

Sincerely yours,

Kouta Sophianou  
Consul General



STATE OF NEW YORK  
**EXECUTIVE CHAMBER**

ALBANY 12224

**ANDREW M. CUOMO**  
GOVERNOR

December 17, 2013

Dear Friends:

It is a pleasure to send greetings to everyone gathered for the 15<sup>th</sup> Annual Capital Link Investor Forum on Greece.

As the financial capital of the world, New York State is greatly enhanced by the international partnerships and investment and trade relationships which strengthen our economy. Additionally, our state has always benefited greatly from its diversity and the economic and cultural ties of our population.

For the past 15 years, this forum has helped to promote a healthy business relationship between Greece and the United States, and we are proud to host you in New York again this year.

Warmest regards and best wishes for a successful meeting.

Sincerely,

A blue ink signature of Andrew M. Cuomo, written in a cursive style.

ANDREW M. CUOMO

## United States Senate

WASHINGTON, DC 20510

December 17, 2013

Capital Link, Inc.  
230 Park Avenue, Suite 1536  
New York, NY 10169



Dear Friends:

Please accept my warmest greetings as you gather for the 15<sup>th</sup> Annual Capital Link Investor Forum – Greece “An Era of Opportunity”, in cooperation with New York Stock Exchange Euronext. I am honored to have the opportunity to acknowledge Capital Link, its leadership, staff and supporters commitment to invest and develop the potential of the Greek economy on this momentous occasion.

Since its inception, the Capital Link Forum has served as an economic development platform to help educate investors worldwide about the Greek economy and business sector. With over 15 years as a credible professional forum, Capital Link continues to foster exchanges of information and cooperation amongst nations as the Greek economy grows. Today’s forum is geared to encourage economic development in Greece and inform investors on the current economic conditions presently in Greece and the entire Euro block. In addition the 15<sup>th</sup> Annual Capital Link Investor Forum will celebrate the Minister of Finance as he rings the Closing Bell, as “Greek Day”.

The collective efforts of individual investors, the European Central Bank, in conjunction with corporations and agencies at the Capital Link Forum have significantly affected economic regrowth and stability in an unforeseeable economic future. I applaud Capital Link’s commitment and dedication to encourage and support the growth of businesses both at home and abroad. It is through the dedication and support of all gathered here today that the United States, Greece and the rest of the world will flourish in years to come.

Again, congratulations and thank you for your dedication and hard work. I know that Capital Link, Inc. will continue to serve New Yorkers, the Greek economy and for many years to come. Best wishes for a wonderful conference!

Sincerely,

A handwritten signature in blue ink that reads "Charles Schumer". The signature is fluid and cursive, with the first name "Charles" being larger and more prominent than the last name "Schumer".

Charles E. Schumer  
United States Senator

KIRSTEN E. GILLIBRAND  
NEW YORK



UNITED STATES SENATOR

December 17, 2013



Dear Friends,

It is a privilege to welcome all of you attending the 15th Annual Capital Link Greek Investor Forum. It gives me great pleasure to congratulate the Minister of Finance for ringing the Closing Bell, setting today as "Greek Day".

I am grateful for organizations like Capital Link for educating the global investment community about opportunities overseas, particularly in the Greek economy. Your work with the Greek government, business leaders and investors around the world is essential in building a thriving economic landscape both here and abroad. It is my hope that your efforts inspire others to take part in actions large and small, public and private, to create economic opportunities for the betterment of the global community.

I send my best wishes for a wonderful event and much future success.

Sincerely,

*Kirsten E. Gillibrand*

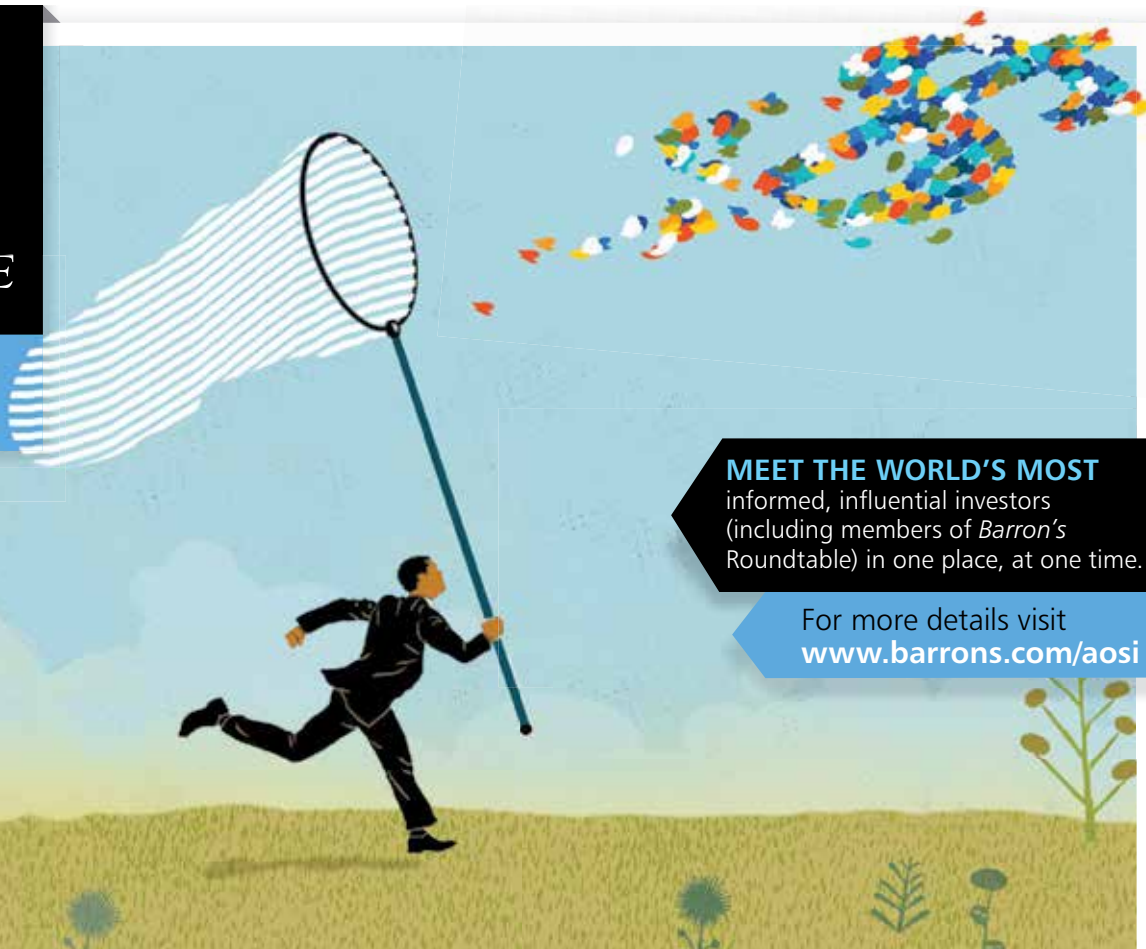
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United States Senator

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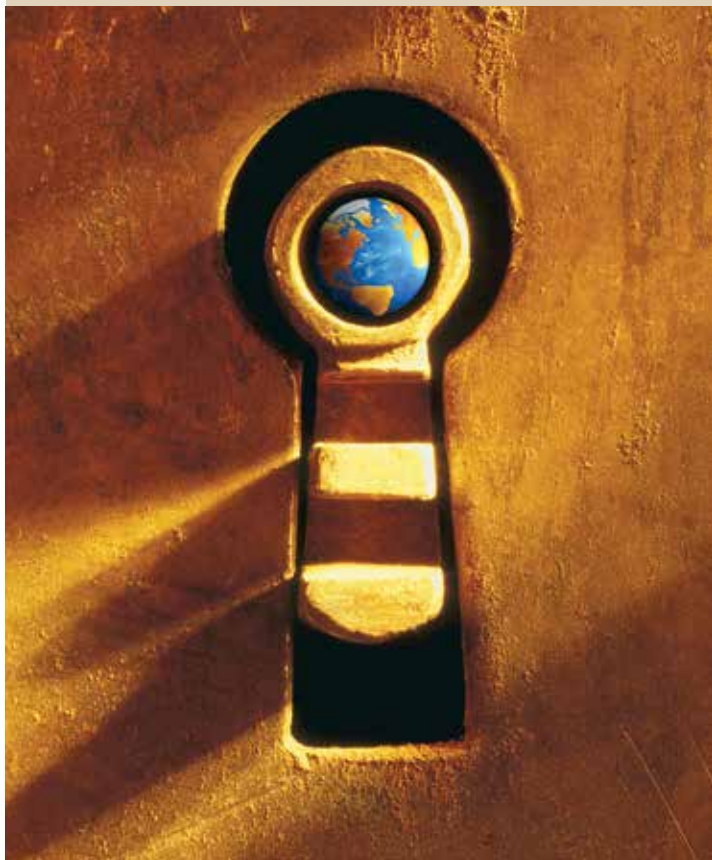
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THE CITY OF NEW YORK  
OFFICE OF THE MAYOR  
NEW YORK, NY 10007

December 17, 2013

Dear Friends:

It is a great pleasure to welcome all those attending Capital Link's 15<sup>th</sup> Annual Investor Forum on Greece.

New York City has long shared a special relationship with Greece and its people. And as an international capital of business, we recognize that Greece's resilience in today's global economy will be essential to continuing the terrific growth experienced by industries right here in the five boroughs. That is why we are delighted to support the work of Capital Link as it fosters economic exchange and investment between the United States and Greece through efforts such as today's investor forum.

On behalf of the City of New York, please accept my best wishes for a productive day and continued success.

Sincerely,

A handwritten signature in black ink that reads "Michael R. Bloomberg".

Michael R. Bloomberg  
Mayor





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GUS M. BILIRAKIS  
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VICE-CHAIRMAN

ASSISTANT REPUBLICAN WHIP

Congress of the United States  
House of Representatives  
Washington, DC 20515-0912

December 17, 2013

Capital Link, Inc.  
230 Park Avenue, Suite 1536  
New York, New York 10169

Dear Friends,

It is my pleasure to welcome you to Capital Link's 15<sup>th</sup> Annual Investor Forum – Greece  
*"An Era of Opportunity"*.

Organized in cooperation with the New York Stock Exchange and under the auspices of the Ministry of National Economy and Finance of Greece, this annual forum is an important collaborative event providing investors, financiers, and business people a comprehensive update on the latest trends, developments, and outlook of the Greek economy and the political and business environment. I commend Capital Link for its continued commitment to raising awareness about Greece as an investment destination to a wider investor audience.

As the grandson of Greek immigrants and Co-Chair of the bi-partisan Congressional Caucus on Hellenic Issues, it has been a labor of love for me to help strengthen U.S. – Greece relations. It is certainly encouraging to see prominent Greek Americans coming together to focus on the development of the Greek economy, industry, and capital markets.

On behalf of the entire Greek-American community, I send my best wishes for an informative and productive forum and I thank you all for your participation.

Best wishes,



Gus M. Bilirakis  
Member of Congress



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December 17, 2013

Capital Link  
230 Park Avenue  
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New York, NY 10169

To the attendees of Capital Link's Annual Investor Forum:

I am delighted to send my best wishes to Capital Link on the occasion of its 15<sup>th</sup> Annual Forum on Greece. I join Capital Link and the New York Stock Exchange in welcoming you to a discussion of the fiscal situation in Europe. As co-chair of the Congressional Caucus on Hellenic Issues, I know that the situation in Greece is being watched very carefully by investors around the world.

I am pleased to recognize H.E. Yannis Stournaras, Minister of Finance of the Hellenic Republic, who will deliver the keynote address, as well as the other leaders in government, finance and media who will be participating in this prestigious event. The forum discussion will certainly shed light on a complex and compelling subject. Best wishes for a productive and successful event!

Sincerely,

  
**CAROLYN B. MALONEY**  
**Member of Congress**

CBM/cp



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[www.globalfinance.gr](http://www.globalfinance.gr)

December 17, 2013

*15<sup>th</sup> Annual Investor Forum "An Era of Opportunity"*

Dear Friends:

Many thanks to Capital Link for organizing the 15<sup>th</sup> Annual Investor Forum on Greece. As the Greek people move forward in this difficult time, it is of vital importance that investors continue to search for innovative ways to improve the economies of both Greece and the United states.

Because of this, Capital Link's theme, "An Era of Opportunity," is the perfect tone to set. As the world economy continues to struggle to regain its footing, it is crucial to be mindful that crisis can bring forth new opportunity.

I commend all of you for continuing to come together to seek solutions using the combined might of your business acumen and ingenuity. During the unprecedented time, know that your unparalleled efforts do not go unnoticed.



Sincerely,

John P. Sarbanes  
Member of Congress



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December 17, 2013

Capital Link, Inc.  
230 Park Avenue, Suite 1536  
New York, NY 10169

Dear Friends,

I am honored to extend my warmest greetings to Capital Link and its staff, volunteers, supporters, and leadership, as well as their partners at New York Stock Exchange Euronext, on the occasion of the 15<sup>th</sup> Annual Capital Link Investor Forum "Building a New Greece." It is my pleasure to acknowledge all of those whose efforts have made this event possible.

I applaud the efforts that Capital Link and its partners have made to encourage the growth of businesses in our nation and abroad. These efforts have been effective and commendable, especially in a time of economic uncertainty. The Capital Link Forum has been an invaluable resource for investors and businesses over the course of its existence and I am particularly glad to see that the unique challenges faced by Greece and the Eurozone will be addressed here today. All of those gathered will play a role in ensuring that Greece, Europe, and the United States enjoy a bright economic future.

I wish you the best for today's conference. Congratulations, and thank you for your continued hard work!

Sincerely,

*Niki Tsongas*

Niki Tsongas  
Member of Congress



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December 17, 2013

E-MAIL: SKELOS@NYSENATE.GOV

Capital Link, Inc.  
230 Park Avenue, Suite 1536  
New York, New York 10169

Dear Friends:

It is a pleasure to offer my greetings to all those gathered for the 15<sup>th</sup> Annual Capital Link Greek Investor Day Forum. This forum is of critical importance, perhaps now more than ever, in addressing strategies to help Greece overcome its period of economic difficulty and forge a path to a brighter future.

As with other financial centers around the world, the health of the Greek economy, industry, and capital markets has a direct impact on New York State's fiscal well-being. I applaud all those involved with Capital Link's forum for providing cooperation and insight into investment opportunities. This is an invaluable opportunity to connect leaders of business and government to timely, reliable information that will attract investments to help Greece, New York and economies across the globe.

I also want to extend a warm welcome to the Greek dignitaries, including the Greek Minister of Finance, who have traveled to participate in this conference, and thank the many public and private entities who have worked together through Capital Link to support Greece's economic rebound.

It is my hope that our partners in Greece continue to benefit from the collaborative effort you have put forth at the Capital Link Forum, and I wish you continued success at this year's conference.



Sincerely,

Dean G. Skelos  
Senate Majority Coalition Co-Leader



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The Seleni Institute comprises a non-profit foundation and a clinical practice. We seek to provide the very best in research, advocacy and comprehensive clinical care in order to improve understanding, relieve suffering and ultimately de-stigmatize women's reproductive and maternal mental health.

The first Seleni clinic is based in New York City. We hope to expand the scope and scale of our work but can only do so with the generous support of concerned companies or individuals. The care we provide to mothers and families is only as strong as the community that sustains us. If you would like to learn more about the Seleni Institute or make a donation please contact [info@seleni.org](mailto:info@seleni.org).

[WWW.SELENI.ORG](http://WWW.SELENI.ORG)

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ARAVELLA SIMOTAS  
Assemblymember – 36th District  
Queens County

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November 12, 2013

Capital Link, Inc.  
230 Park Ave, Suite 1536  
New York, NY 10169



Dear Friends,

It is my pleasure to welcome you to celebrate Capital Link's 15th Annual Greece Investor Forum highlighting "*An Era of Opportunity*." I am honored to acknowledge Capital Link, its leadership, and staff for their excellent work raising awareness about Greek investments. This year's focus on Greece's economic restructuring is of particular importance as the nation embarks on a period of renewed growth, looking towards a more stable future with implications that affect not only the European Union but also the entire global economy.

Since its beginnings, the Capital Link Forum has helped educate investors around the world about the Greek economy. Today, the forum is helping to encourage development in Greece and inform investors about the country's current economic status. Capital Link, along with the efforts of individual investors and the European Central Bank, have considerably affected Greece's economic growth and stability, which is critical during these difficult times. I applaud their dedication and role in fostering national and international business.

My heartfelt wishes and congratulations for your continued success.

Sincerely,

Aravella Simotas  
New York State Assemblymember  
36th District - Queens

# Investing in Greece



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**NICOLE MALLIOTAKIS**  
Assemblywoman, 64<sup>th</sup> District

December 17, 2013

Capital Link, Inc.  
230 Park Avenue  
Suite 1536  
New York, NY 10169

Dear Friends,

It is a pleasure to send my personal greetings to those in attendance at the 15<sup>th</sup> Annual Greek Investor Day Forum.

I commend the organizers for putting today's event together. I also want to congratulate you all for doing a phenomenal job each and every year in keeping American investors informed about the developments and potential of the Greek economy and the government economic and reform program, capital markets and companies. Finally, I would also like to congratulate the Greek Delegation for their contribution in the business and investments community.

I hope you enjoy your time at the 15<sup>th</sup> Annual Greek Investor Day Forum. It is wonderful to acknowledge those who work so hard to help maintain healthy business relations among the American and Greek businesses and investment communities, especially in these hard economic times. Thank you again.

Sincerely,

Nicole Malliotakis  
Member of Assembly



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December 17, 2013

Capital Link, Inc.  
230 Park Ave, Suite 1536  
New York, NY 10169

Dear Friends,

It is my pleasure to send my personal greetings to all gathered for Capital Link's 15<sup>th</sup> Annual Greek Investor Day Forum, "An Era of Opportunity."

With its distinguished history, this Forum has become the most compelling professional venue by which to update US investors on the developments and potential of the Greek economy and the government's economic reform program. I attended this wonderful event last year and commend Capital Link for its continued commitment in raising awareness about Greek investment opportunities.

Developments in Greece have far reaching implications for the European Union and the global economy. Thus, an update on latest trends, developments and outlook for the Greek economy and the political and business environment is of critical interest to investors, financiers and businesspeople.

I would also like to acknowledge and thank all those who work so hard to help maintain healthy business relations among the American and Greek business and investment communities, especially during these difficult times.

I hope you enjoy your time at the Investor Day Forum and that this event will continue to foster closer collaboration between the Greek and American business communities.

On behalf of my fellow Greek-Americans, I send my congratulations and best wishes for your continued success.

Sincerely,

Harry J. Wilson  
Founder & CEO, The MAEVA Group, LLC  
2010 Republican nominee, NY State Comptroller

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December 17, 2013

Capital Link, Inc.  
230 Park Avenue, Suite 1536  
New York, New York 10169

Dear Friends:

It is with great pleasure that I send my personal greetings to those in attendance at the 15<sup>th</sup> Annual Investor Forum on Greece.

For fifteen years, Capital Link, Inc. has provided a professional venue for U.S. investors to stay apprised of the latest trends, development and outlook of the Greek economy and political and business environment.

I would like to congratulate Capital Link, Inc. for being recognized as the most credible source of information on investing in Greece, and I thank those whom have offered their cooperation and support to ensure this Forum's continued success.

It is wonderful to acknowledge those who work so hard to create and maintain healthy business relationships between U.S. and Greece. Born and raised on the island of Astypalaia, Dodecanese, I strongly support the numerous opportunities that exist for collaboration between U.S. and Greek business and investment communities.

I hope you enjoy the 15<sup>th</sup> Annual Investor Forum and look forward to many more to come.

Sincerely,

Frank Skartados  
Member of Assembly  
104<sup>th</sup> A.D.

# Relationships

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From Athens to New York, from London to Los Angeles, from Dubai to Hong Kong, Reed Smith is there, seamlessly representing major Greek commercial interests. With 1,800 lawyers in 25 international offices, Reed Smith is among the largest law firms in the world. The firm not only is allied with leading central Athens-based firm, Papapolitis & Papapolitis, but also maintains an office in Piraeus and a dedicated Greek interest practice group drawing upon lawyers' experience in capital markets, mergers and acquisitions, government relations—and shipping, in which Reed Smith offers a world-renowned team of more than 70 lawyers. Our clients range from Fortune 500 to privately held international and Greek businesses in such diverse industries as financial services, shipping, energy, life sciences, health care, and technology. Recently, for the tenth straight year and based on the results of a survey of in-house counsel at large, global businesses, the BTI Consulting Group ranked Reed Smith among its 'Client Service 30' law firms for superior efforts to build and maintain client relationships. Our lawyers are consistently recognized as top practitioners in their fields by *The Best Lawyers in America*, *Chambers UK* and *Chambers USA*.

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Chairman & Chief Executive Officer

### **Listed companies in a new environment**

Greece has performed adequately in its effort to manage the situation it inherited from 36 years of mismanagement of its economy. Taxes have been increased and salaries and pensions decreased. Public debt was cut placing Greek and Cypriot Banks in an untenable position leading to closures and recapitalization with funds lent by Greece's lenders to the Greek and Cypriot states. These same banks now face a five year uphill fight to replace these funds with private capital if they are to maintain their independence from the state. The omens are, however, favorable; they seem to be well on the road of success.

The Greek crisis was not caused by its banks as was the case in most other Eurozone states stricken by the financial crisis. On the contrary, the Greek banks paid for the mismanagement of the state. Most of these issues are now in the past except for one major issue as yet unresolved; the number of state employees and the byzantine bureaucracy which seemingly justifies their existence. As a well-known humorist had remarked, work had simply expanded to fill the time available. The government must now work its way out of this mess. It is difficult for government ministers to undo all the decisions of their past colleagues which have rendered the state ungovernable. As a result, this part of the country's reorganization is proceeding at a snail's pace and urgently needs to be accelerated.

This situation is not unique to Greece. All countries in the Eurozone realize that they must reduce expenses, at different degrees of urgency. As a result, hiring public sector employees is no longer as easy as it used to be. This has led to a number of other expedient means of securing jobs paid by others and namely the productive sector of the economy, i.e. private enterprise. The European Commission, European and National Regulators and even Stock Exchanges are ready to satisfy demands from various organizations on what appear to be mostly logical issues. I have termed these various organizations "international bureaucracies" since in promulgating their issues they are actually seeking, directly or indirectly, gainful employment. Some issues that are presented for adoption in Europe concern:

- The obligatory [?] gender make up of Director's Boards.
- The obligatory presentation of non-financial information from companies.
- The obligatory country-by-country reporting on payment of taxes
- And even obligatory reporting of **voluntary** corporate social responsibility programs...

I have mentioned that these appear to be mostly logical issues; some are more so than others; the wish for more women on Boards being one of them. The method of attaining this, however, should be open to debate. One should bear in mind the uncertain results of various affirmative actions in American Universities and society in general and proceed with caution. The obligatory presentation of even more non-financial information from companies is not as rational. One must bear in mind that, according to the International Accounting Standards in use in Europe, a report on the companies' corporate governance is already on the books. What exactly will be disclosed by this further information? Which "international bureaucracy" will draw these new rules and which bureaucracy will oversee their implementation?

The obligatory country by country reporting on payment of taxes should be primarily a matter for every company and its tax authorities and in no way should it present information on European companies' subsidiaries to their American and Asian competitors.

Finally the **obligatory** reporting of **voluntary** corporate social responsibility programs is completely irrational. The previous argument about "international bureaucracies" is still valid. But the idea of some "template" design about the presentation of what each company does or does not do on a voluntary basis is completely unreasonable. Those promoting such ideas are harming not only their personal standing but other more rational proposals on the table as well.

These are small samples of problems facing listed companies throughout Europe. The situation in the U.S. is even more dismal. As the Economist [November 2<sup>nd</sup>] remarked "Financial firms [are] on the defensive. A culture of fear [is at hand] Banks must pay and comply, even if it isn't clear why or with what".

Unfortunately the feasibility and even the costs of the projected new rules to those expected to conform in the private sector, in both the U.S. and Europe, are not seriously taken into account. And in Greece's case these particular problems are particularly taxing since Greek companies are getting over their battle for survival and looking forward to the better days which seem to be at hand in Greece!

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Spiros J. Voutsinas, President & CEO, Atlantic Bank, a division of New York Commercial Bank - Member FDIC, Director, New York Community Bancorp.

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## Trade with Greece: “A chance for progress”

By: Mrs. Christina Sakellariadis  
President of the Panhellenic Exporters Association

**By definition, Opportunity is “a favorable or advantageous circumstance or combination of circumstances or a favorable or suitable occasion or time”.** In other words opportunity is a chance for progress or advancement.

Journalists, economists, heads of international investment funds even Heads of States agree that “investing in Greece now, is the clever thing to do”. And there are some sceptics too.

By the end of 2013, Greek exports of goods will hit yet another historic all time record, surpassing 28 bln euros, about 15% of the countries GDP. Adding exports of services, the internationalized sectors of the Greek economy will account about 28% of the GDP.

These figures could explode if Greece attracted more investments and if Greek enterprises had access to more competitive money flows.

Today, Greece is implementing a Roadmap for Trade Facilitation, while launching more incentives to foreign investors. Greek enterprises are more open to foreign funding and international cooperation schemes and in the meantime, more than 7.000 entrepreneurs and export managers are being vocationally trained on International Trade.

Greek products from all sectors are being shipped to more than 100 countries worldwide. Greece exports quality foodstuff, innovative technology products, high standard pharmaceuticals, while the country possesses leading know-how in energy, constructions, clothing and luxury artifacts.

On top of that, tourism is hitting record levels and major investments are being implemented in logistics and transportation.

Of course there are difficulties. And there were failures. But as Henry Ford said: “Failure is simply the opportunity to begin again, this time more intelligently”.

Let's be intelligent and start over.



## THE TIPPING POINT OF RECOVERY

**Kostantinos Botopoulos**

Chairman, Hellenic Capital Market Commission

2013 was expected to be the year of the turnover for the Greek economy and has partially delivered on its promise. The international financial crisis and the associated sovereign debt crisis in Southern Europe are not over but have considerably subsided, despite some unpredicted developments such as the Cypriot crisis and the change of our coalition government. Greece has put an end to the “Grexit” scenario, has successfully recapitalized its banks, will have a fiscal surplus by the end of the year and has made much progress regarding fiscal adjustment. Although hard pressed by the ongoing austerity measures, the social body has not given up or exploded, whereas a palpable investment interest, notably in the capital market, has demonstrated itself all along the year –and I am certain it will be also present in this year’s Investor Forum. On the other hand, progress is slower at the structural reforms front, growth is still uncertain and fragile, and the real economy has not yet much benefited from the change in the macro-economic climate. All in all, much has been achieved, two thirds of the bumpy uphill road has probably been covered, but the last mile promises to be just as hard.

Hence the importance of pulling together our forces, most notably in the capital market field. The role of the Hellenic Capital Market Commission is primarily to supervise the financial entities and guarantee level playing field for all, but it has also evolved towards facilitating transition to the next phase of the Greek economy by providing tools and infrastructure for growth. Cooperation with the public actors of the economy as well as with the European supervisors is of an outmost importance; as is a more sincere relationship with the market forces.

- The Hellenic Capital Market Commission in cooperation with the Athens Stock Exchange have strived to introduce measures that contribute to the containment of uncertainty and the encouragement of issuers to seek much-needed capital directly through the market. Our concerted efforts have focused on several key-issues:
- The improvement of the conditions for the establishment and operation of both (i) the Closed-End Holding Mutual Funds and (ii) of the Capital Holding Companies.
- The aforementioned improvements have focused mainly on (a) extending the duration and scope of activity; (b) improving the governance, transparency and accountability; (c) improving the rights of participants in; and (d) the management of assets of these investment vehicles;
- The improvement of the structure of and limits on investment policies of Portfolio Investment Companies;  
The improvement of the clearing & settlement system so as to facilitate further the competitive carrying out of cross-border transactions;
- The improvement of the margin trading procedures, which involve the extension of the scope and means for undertaking trading on the margin as well as the safety provisions for containing excessive and unsecured margin-based transactions;
- The extension of the professional certification program for capital market participants in a manner that professional certification is required for the provision of a wider range of investment services and service providers;
- The rationalization of the sanctions regime regarding the carrying out of illegal short-selling in accordance with EU practices; and
- The ongoing improvement on the legal foundations of corporate governance practices and the transparency requirements on related party transactions.

We have also played our role –rather successfully, I think I am entitled to say- in the bank recapitalization process and, at the international level, in the reshuffling of the institutional framework of the financial sector. Our international role will certainly be enhanced during the incoming Greek Presidency of the EU. Before that we are concentrating our effort in helping the Greek government deliver on its promise of a simpler and fairer tax regime, in particular regarding financial products and transactions. Finally, we have to explain to investors that they need to act for their future now. Preserving what we have is not enough for what we will very soon need. We think that in today’s complex and uncertain financial markets regulatory policy has to take a longer view of market dynamics, and that is the view we are taking.



## **The road to recovery**

**By Constantine Michalos**

President of Athens Chamber of Commerce & Industry

Today, the Greek economy is at a watershed. It is at a turning point on the road that leads from yesterday to tomorrow; from the structural weaknesses of the past to building a new, sustainable and dynamic growth model.

This effort began, and is still carried out, under extremely harsh conditions. Greece had to accomplish the largest ever fiscal adjustment, and its society is suffering the consequences from the deepest recession ever experienced by a European country in peacetime.

No one can question the progress that has been made. Mainly thanks to its citizens' sacrifices, Greece managed to eliminate a primary deficit of almost 24 billion euros in less than 4 years. The achievement of a primary surplus from this year onwards means that the public debt may begin to decline, for the first time in more than a decade. Above all, it means that the country becomes again eligible for returning to the markets.

There is also progress in the field of structural reforms. As recently confirmed by the secretary-general of the OECD, Greece has topped the global list in regard to reforms, while in 2012 it was the first in Europe in terms of export growth. Merchandise exports as a percentage of GDP rose from 8.7% in 2009 to 15.1% in the first nine-months of 2013.

The steps that have been made are huge, given that the country had a huge gap to cover in most areas. Today, it is necessary to secure and speed up the pace towards the day after.

An issue of critical importance, not only for Greece, but, in general, for the countries of the European South, is to restore capital flows for financing entrepreneurship and investment. This can only be achieved by speeding up the decisions concerning the completion of banking integration. The assumption of the rotating presidency of the European Council by Greece, starting from January 2014, presents a major opportunity to give priority to these issues and ensure their faster resolution.

Speeding up structural reform will also have a major contribution to recovery. In this context, structural changes are already being promoted in areas such as the simplification of the legislation and the elimination of regulatory obstacles to market operation.

Finally, the utilization of the resources that Greece has secured from the Structural Funds of the EU for the period 2014-2020 will have a catalytic effect on the country's growth effort. These resources, which amount to almost 20 billion euros, will be channelled towards sectors with high added value for the economy, such as freight transport, food, energy, health, tourism, new technologies, creative industries, construction etc. Based on a study by McKinsey, the international consultancy, these sectors can, overall, contribute up to 48 billion euros annually to the Greek economy and create 640,000 new jobs by 2020.

By means of such planning the Greek economy will be able to recover, based on the production of internationally tradable and more competitive products and services. One thing is for certain: Greece has the capacity to meet this challenge. It has businesses and executives with vision, talent and skills, people that are not only able to lead the country to the future, but are also able to exploit new opportunities together with their partners from all over the world.

December 2013

## Excellence in Investor Relations and Financial Communications Your Link With the Global Investment Community

With its headquarters in New York and presence in London and Athens, Capital Link has been active since 1995 in the field of Investor Relations and Financial Communication. Its activities focus mainly on three areas: 1) Linking companies with strategic and institutional investors, bankers, analysts, and the financial media in Europe and the United States, 2) American Closed-End Funds and ETFs, 3) Listed shipping Companies. Capital Link's programs combine IR, IT and financial media in one comprehensive package enabling Companies to maximize their penetration and recognition in the global investment community.

**Capital Link** maintains close collaboration with the three main US Stock Exchanges (New York Stock Exchange, American Stock Exchange (now part of NYSE) and NASDAQ), the London Stock Exchange, the Athens Stock Exchange as well as numerous companies in Greece, Europe, US and Chile. 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 the majority of shipping companies listed on the three US Stock Exchanges, as well as in London (LSE and AIM) and Milan. Capital Link is by far the most recognizable IR firm in this sector with unique access to investors, analysts, media and bankers. It has built the most extensive and effective platform for linking Listed shipping Companies with the investment community in Europe and the United States. Capital Link is a member of the Baltic Exchange and organizes regularly Analyst and CEO Forums on tankers, containers and dry bulk shipping. Additionally, it holds annually the "Invest in International Shipping" Capital Link Forums in New York and London. Finally, it also maintains a shipping portal with information on all UK and US Listed shipping Companies ([www.capitallinkshipping.com](http://www.capitallinkshipping.com)).

**Capital Link** has also a leading position in **US Closed-End funds and ETFs**, as it cooperates with the major fund sponsors in these sectors. The Annual Capital Link "Closed-End Fund and Global ETF" Forum taking place in New York, celebrating its 13th year, is considered the most significant Forum of the sector. In the context of this Forum, Capital Link organizes the "Annual Closed-End Fund & Global ETF Awards" which recognize funds and managers who adhere to high standards of Corporate Governance, financial disclosure and Investor Relations. Capital Link also maintains a portal with information on these funds ([www.closedendfundforum.com](http://www.closedendfundforum.com)).

Capital Link has built one of the most extensive and effective networks for the promotion of **international companies** that want to access the European and US capital markets. In this area, Capital Link has built extensive **regional expertise across developed and emerging markets** having worked with listed companies and capital markets related organizations from several countries, including Canada, Chile, Cyprus, Greece, France, Germany, Ireland, Italy, Portugal, Russia, Spain, Switzerland, Turkey, United Kingdom and the United States. Also, **broad and diversified industry expertise** with a client base across several sectors - banking & finance, chemicals, cement & construction, food and beverage, insurance, investment management, IT & computers, mining, oil & energy, packaging, pharmaceuticals & cosmetics, retailing, telecommunications, transportation etc.

Capital Link is proud to have worked with several **governmental organizations** organizing presentations to U.S. investors for the **Finance Ministers** of Bulgaria, France, Greece and Portugal. We have worked with the majority of **Stock Exchanges** in the United States and Europe (New York, American, NASDAQ, Chicago Board Options Exchange, Athens Exchange, Euronext, London Stock Exchange/ AIM, Deutsche Boerse, Lisbon Stock Exchange, MICEX, Swiss Exchanges. The Paris Bourse was our first client in 1995.

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Our Institutional Clients Group, consisting of Corporate & Investment Banking, Markets & Securities, Shipping, Private Banking, as well as Treasury & Trade Solutions, Securities & Fund Services, is a leader in each of its respective markets. Citi Greece is an active partner to the Greek Government, local Financial Institutions and Corporate names through our Advisory, Debt & Equity Capital Markets and Credit extension offerings. In parallel, it is an active solicitor of foreign investment for Greece and the largest recipient of institutional investor flows for trades on the Athens Exchange (no. 1 trader in ATHEX since 2008 with a market share of 13.2%). The GTS business is the single largest custodian in the Greek market (and has been for the past 15 years) and our Shipping franchise is among the most reputable and established names in the industry.

Citi Greece has an established and highly regarded Consumer business, a pioneer in Wealth Management services and Credit Cards business. During its presence in Greece, there have been a number of noteworthy innovations which include introducing the ATM to the market (1985), offering 24/7 telephone banking services (1990), launching the first co-branded credit card in Greece (1997), introducing Open Architecture investments platform (2001) and providing SMS and e-mail transaction notifications (2008).

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# LEAD SPONSORS

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**Tsakos Energy Navigation Ltd. (TEN) (NYSE: TNP)** is one of the largest independent transporters of energy in the world controlling a versatile fleet of modern crude and product tankers with strong ice-class capabilities and liquefied natural gas (“LNG”) vessels. The average age of the pro forma fleet is 6.8 years versus 8.8 years for the world tanker average. TEN has established a reputation as an experienced and efficient operator of well-maintained tankers and has proactively met customers energy transportation requirements globally. TEN’s current operating fleet consists of 48 double-hull vessels of 4.9 million dwt and this includes 19 crude tankers ranging from VLCC’s to Aframaxes, 28 product carriers ranging from Suezmax’s to Handysize and one LNG carrier. The Company has one tri-fuel LNG carrier under construction to be delivered in the first quarter 2016 and an option for a third LNG carrier.

As of mid-November 2013, the Company had 73% of its remaining 2013 days fixed, while for 2014 the number was 60% and 38% for 2015 corresponding to \$28 million, \$214 million and \$149 million of contracted revenue, respectively. This represents a total of \$391 million through the end of 2015 in minimum contracted revenues. For charters that span beyond 2015, the Company expects another \$534 million in minimum contracted revenues that bring the total gross revenues the fleet has contracted, to approximately \$925 million with an average fleet employment of 1.8 years. Secured fleet at 2.7 years average. TEN has been paying regular cash dividends since its listing on the New York Stock Exchange in March 2002. Following a stable dividend policy, the payments are currently quarterly (February, May, August and November). Since initiation of dividend payments following the March 2002 NYSE listing, and including the recent dividend paid on September 12, 2013, of \$0.05 per share of common stock outstanding, TEN has paid \$383 million or \$9.725 per share in dividends to its shareholders compared with the IPO price of \$7.50 per share (taking into account the 2-1 share split of November 14, 2007). The Company has remained profitable in 18 of the 19 years since inception in 1993 deriving profits from both operations and sale & purchase (S&P) transactions. Since the NYSE IPO, TEN has registered over \$1 billion in profits of which \$280 million is derived from S&P transactions. In operation since 1993, TEN is one of the oldest running Greek Shipping Companies with public market experience. The Company’s common shares are listed on the New York Stock Exchange under the ticker “TNP.”

In May of 2013, TEN raised gross proceeds of \$50 million, through a public offering of 8.00% Series B Cumulative Redeemable Perpetual Preferred Shares at \$25.00 per share. The Series B Preferred Shares trade on the New York Stock Exchange, under the symbol “TNPPRB”. On September 30, 2013, TEN closed a \$50 million offering of 8 7/8 % Series C Cumulative Redeemable Perpetual Preferred Shares in a public offering under its effective shelf registration statement at \$25.00 per share. The Series C Preferred Shares trade on the New York Stock Exchange, under the symbol “TNPPRC”. Dividends on the 8.0% Series B Preferred Shares and 8 7/8% Series C Preferred Shares will be paid quarterly in arrears on the 30th day of January, April, July and October of each year if and when declared by the Company’s board of directors. TEN has so far paid two dividends for the Series B Preferred Shares, one on July 30th of 0.44444 per share and the second of \$0.50 cents per share on October 30th while the first for its Series C Preferred Shares is scheduled for January 30, 2014.

# GRAND SPONSORS

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**BNP Paribas** ([www.bnpparibas.com](http://www.bnpparibas.com)) is one of the strongest banks in the world\*. The Group has a presence in more than 80 countries and more than 200,000 employees, including more than 160,000 in Europe. It ranks highly in its three core activities: Retail Banking, Investment Solutions and Corporate & Investment Banking. In Europe, the Group has four domestic markets (Belgium, France, Italy and Luxembourg) and BNP Paribas Personal Finance is the leader in consumer lending. BNP Paribas is rolling out its integrated retail banking model across the Europe-Mediterranean zone and boasts a large network in the western part of the United States. In its Corporate & Investment Banking and Investment Solutions activities, BNP Paribas also enjoys top positions in Europe, a strong presence in the Americas and solid and fast-growing businesses in Asia.

*\*Rated AA by Standard & Poor’s i.e. 3rd rating level on a scale of 22.*

# GRAND SPONSORS

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## Deutsche Bank

**Deutsche Bank** is a leading client-centric global universal bank. Its businesses encompass a wide range of products and services in investment, corporate and retail banking as well as in asset and wealth management. The Group operates in all regions of the world.

Deutsche Bank is the leader in its German home market and enjoys an outstanding position in Europe. The bank also has a strong competitive position in North America as well as in key emerging markets, particularly in Asia. The Group is backed by strong capital and liquidity positions.

With Strategy 2015+, Deutsche Bank is reinforcing its commitment to the universal banking model, to its home market of Germany and to its global positioning. The strategy emphasizes the need for organic growth of its capital base, the further reduction in risk and higher operating performance. Deutsche Bank aims to be at the forefront of cultural change in the financial services sector.

Deutsche Bank comprises five corporate divisions: Corporate Banking & Securities (CB&S), Global Transaction Banking (GTB), Asset & Wealth Management (AWM), Private & Business Clients (PBC) and the Non-Core Operations Unit (NCOU).



**EY** is a global leader in assurance, tax, transaction and advisory services. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.

For more information about our organization, please visit [ey.com](http://ey.com).

## Goldman Sachs

**The Goldman Sachs Group, Inc.** is a leading global investment banking, securities and investment management firm that provides a wide range of financial services to a substantial and diversified client base that includes corporations, financial institutions, governments and high-net-worth individuals.

Founded in 1869, the firm is headquartered in New York and maintains offices in all major financial centers around the world.

# SPONSORS

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## CALAMOS®

From people just beginning to invest to families with complex financial matters to large corporations seeking to preserve capital, **Calamos** (NASDAQ: CLMS) serves the needs of individual and institutional clients from around the world.

The son of a Greek immigrant, John P. Calamos, Sr. founded Calamos Investments® in the 1970s. Today, the diversified global investment firm offers equity, fixed income, convertible and alternative investment strategies.

Calamos, with total Assets of \$28 billion\*, has provided investors with innovative strategies for building and protecting wealth over market cycles and has retained its character as a boutique investment firm. Headquartered in the Chicago metropolitan area, the firm also has offices in London and New York.

"Our number one goal is to protect and build our clients' wealth as we would our own."  
– John P. Calamos, Sr.

[www.calamos.com](http://www.calamos.com)

Total Assets are as of October 31, 2014 and include assets under management as well as \$844 million for which the company provides model portfolio design and oversight.

# SPONSORS



**Credit Suisse AG** is one of the world's leading financial services providers and is part of the Credit Suisse group of companies. As an integrated bank, Credit Suisse is able to offer clients its expertise in the areas of private banking, investment banking and asset management from a single source. Credit Suisse provides specialist advisory services, comprehensive solutions and innovative products to companies, institutional clients and high net worth private clients worldwide, and also to retail clients in Switzerland. Credit Suisse is headquartered in Zurich and operates in over 50 countries worldwide. The group employs approximately 46,300 people. The registered shares (CSGN) of Credit Suisse's parent company, Credit Suisse Group AG, are listed in Switzerland and, in the form of American Depositary Shares (CS), in New York.

Further information about Credit Suisse can be found at [www.credit-suisse.com](http://www.credit-suisse.com).



**Danaos Corporation** is an international owner of containerships, chartering its vessels to many of the world's largest liner companies. The Company's current fleet of 59 containerships aggregating 345,179 TEUs ranks Danaos among the largest containership charter owners in the world based on total TEU capacity. The Company charters its containerships to a geographically diverse group of liner companies, including most of the largest ones globally. Such customers include Maersk, CMA-CGM, Yang Ming, China Shipping, Hanjin, ZIM, MSC and Hyundai Merchant Marine Co.

Danaos' containerships are deployed under multi-year, fixed-rate time charters that range from one to 18 years for vessels in the current fleet, which provides stable cash flows and high utilization rates. A substantial part of the Company's chartering operations are carried out through the Company's Hamburg offices, while the two offices based in Ukraine assist the Crewing department with the task of globally coordinating manning of the Company's vessels.

Danaos is one of the largest US listed containership companies based on fleet size. The Company's shares trade on the New York Stock Exchange under the symbol "DAC".



A European banking organization that actively supports the economy

The enlarged **Eurobank Group** is a European banking organization with total assets of € 82.1 billion (pro-forma), more than 20,000 employees and a network of more than 1,100 branches.

The new Eurobank Group has a strategic position in the Greek banking system, while at the same time it holds a systemic role in Bulgaria, Romania and Serbia, offers discerning Wealth Man-

agement services in Cyprus, Luxembourg and London and is also present in the Ukraine.

The integration of New TT HPB and New Proton Bank in the Eurobank Group strengthens its strategic position in the Greek banking sector, enhancing its capacity to support Greek businesses and households. Furthermore, the combined annual synergies from the two transactions are estimated at €200 million in 2015, making Eurobank more attractive to private equity funding.

The merger by absorption of New Proton with Eurobank was completed on November 22, 2013.



**Euroseas Ltd.** was formed on May 5, 2005 under the laws of the Republic of the Marshall Islands to consolidate the ship owning interests of the Pittas family of Athens, Greece, which has been in the shipping business over the past 136 years. Euroseas trades on the NASDAQ Global Select Market under the ticker ESEA since January 31, 2007.

Euroseas operates in the dry cargo, drybulk and container shipping markets. Euroseas' operations are managed by Eurobulk Ltd., an ISO 9001:2008 certified affiliated ship management company, which is responsible for the day-to-day commercial and technical management and operations of the vessels. Euroseas employs its vessels on spot and period charters and through pool arrangements.

The Company has a fleet of 14 vessels, including 3 Panamax drybulk carriers and 1 Handymax drybulk carrier, 3 Intermediate containership, 5 Handysize containerships and 2 Feeder containerships. Euroseas' 4 drybulk carriers have a total cargo capacity of 262,074 dwt, its 10 containerships have a cargo capacity of 17,587 teu.



**Global Finance**, founded in Athens in 1991, is an independent investment firm that has pioneered private equity and venture capital in the region and has established an exceptional investment track record. Global Finance's operations consist of private equity fund management and real estate development covering South-Eastern Europe.

Global Finance manages a number of funds, each with a distinctive, clearly defined geographic and investment focus, supporting the regional expansion of businesses in Greece and abroad.

Global Finance places emphasis in the development of the management buy-out market. It takes a proactive role in backing dynamic companies with regional development plans (organic growth and buy-and-build strategies). The investment activity of Global Finance comprises of investments in the, manufacturing, information technology, specialty retail, media, telecommunications, services and real estate sectors in South Eastern Europe.

Global Finance is one of the European industry's most experienced

# SPONSORS

firms having completed more than 70 investments in 11 countries\* in diverse economic and political environments. The firm has a balanced management team: A. Plakopitas, its founder, and a young, yet seasoned core senior team have been together for over a decade.

Partnering with Global Finance means more than access to capital and growth opportunities. It also means access to the accumulated experience, extensive business network and resources of the most established private equity team in South-Eastern Europe.

Global Finance has offices in Athens, Sofia, Bucharest and Belgrade.



Founded in 1998, **HELLENIC PETROLEUM** is one of the leading energy groups in Southeastern Europe, with activities spanning across the energy value chain in 7 countries. Its shares are primarily listed on the Athens Exchange (ATHEX: ELPE), with a secondary listing on the London Stock Exchange (LSE: HLPD/98LQ).

In 2012, Group adjusted EBITDA amounted to €444m, on total revenues of €10.5bn. **HELLENIC PETROLEUM**'s major shareholders are Paneuropean Oil and Industrial Holdings S.A. (42.7%) and the Greek State (35.5%), with the remaining held by institutional (15.4%) and private (6.4%) investors.

The Group's range of activities includes:

- Refining & Trading of petroleum products, in Greece and abroad.
- Fuels Marketing, in Greece and abroad.
- Petrochemicals/Chemicals Production and Trading.
- Oil & Gas Exploration and Production.
- Gas & Power Generation & Trading.
- Renewable Energy Sources projects.
- Consulting and Engineering Services.
- Midstream Operations (pipelines, sea transportation).

The Group has successfully completed a 5-year investment plan amounting to €3bn, including the upgrade of the Elefsina Refinery, the largest private industrial investment in Greece. The project, which has successfully commenced operation, is expected to have a significant impact on the Group's profitability, while accruing multiple benefits for the environment and the national economy.



**LAMDA Development S.A.**, listed on the main market of the Athens Exchange, is a holding company specializing in the development, investment and management of real estate in Greece and South-Eastern Europe.

The company is the leader in the Retail Real Estate sector in

Greece with successful diversification in the office and residential sectors in Greece as well as in countries of the South – Eastern Europe.

The company's development portfolio includes: three commercial and leisure centers, The Mall Athens and Golden Hall in Athens and Mediterranean Cosmos in Thessaloniki (total GLA 147.000 m2), innovative residential complexes, office buildings and Flisvos Marina in Faliro.

LAMDA Development is participating in most real estate tenders organized by HRADF - including Hellinikon - that have a unique development and investment interest through the active strengthening of international and local corporate strategic alliances.

The company has a top reputation as member of the Latsis Group.



**The Libra Group** is an international business group focused predominantly on five core sectors: shipping, aviation, real estate, hospitality and renewable energy. It has 30 operating subsidiaries spanning 25 locations across four continents. The group is founded on a commitment to: international perspective; local insight, and responsibility to the communities among which it works.

The sale of 67 ships between 2004 and 2006 brought about Libra's rapid expansion. Its aviation leasing business has acquired fixed and rotary wing aircraft valued at approaching \$5 billion since inception. The group's shipping interests are again expanding with a fleet of almost 60 vessels. Libra's global real estate portfolio comprises over 3 million square feet of residential and commercial property. Its worldwide hospitality interests include over 40 owned and managed hotels and restaurants. The renewable energy arm operates in four countries and embraces solar, wind, biogas and clean power generation technologies such as fuel cell plants. Further diversified investments span media, agriculture and financial services.



**Machas & Partners** is a modern law firm, distinguished for its global perspective, commercial pragmatism and pro-business approach, as well as for its solid and dynamic litigation practice.

Our team consists of highly qualified and experienced professionals, who specialize in a wide range of criminal, civil, administrative and corporate law matters, providing our clients with top quality services in terms of both consulting and litigation.

Machas & Partners is committed to providing immediate and comprehensive solutions for all our clients' needs by having their interest as our top priority and striving to exceed their expectations every day.

# SPONSORS



**Navios** is one of the leading global brands in seaborne shipping, specializing in the worldwide carriage, trading, storage and related logistics of international bulk cargoes. For 58 years, raw materials producers, agricultural traders and exporters, industrial end users, ship owners, charterers, ship and derivative brokers, agents, and financial business partners have relied on Navios' expertise and innovation.

As a carrier, Navios operates a diverse portfolio of Capesize, Panamax, Ultra-Handymax and Handy size bulk carriers, deploying owned, chartered and leased vessels. Navios has extensive experience performing complex freight movements and bulk cargo logistics around the world, and in providing innovative solutions for customers' special requirements. In addition, the company owns and operates the largest bulk terminal in Uruguay and one of the largest liquid ports in Paraguay – one of the most successful and prominent operations of its kind in South America. Navios' worldwide technical ship management capacity is based on a team of industry professionals graduated from the world's leading international schools of naval architecture and marine engineering.

Navios is a leader and innovator in seaborne risk management and shipping advisory services, and a strong financial partner with a secure asset base. Navios' focus on risk management characterizes the company's commercial and operational decisions and enables business partners to reduce their vessel and cargo exposure, and to control shipping and fuel costs. Navios' combination of technical and financial expertise and balance sheet strength make the company a preferred business advisor and counterparty for industry-related transactions.

Navios maintains offices in Monaco, Piraeus, Greece, New York, USA, Montevideo, Uruguay, Antwerp, Belgium, Buenos Aires, Argentina, Asuncion, Paraguay. As a public company, Navios is committed to executing on behalf of shareholders and providing best-in-class service to both customers and business partners. The Company is publicly traded on the New York Stock Exchange under the ticker "NM".



**OTE Group** is Greece's leading telecommunications organisation and one of the key players in Southeastern Europe. OTE shares are listed on the Athens Stock Exchange, and traded in the London Stock Exchange in the form of GDRs, and the US OTC market under a Level I ADR program. The Group offers top-quality products and services to its customers. Its portfolio of solutions ranges from fixed and mobile telephony to broadband, television services, maritime communications and consultancy services. OTE's vision is to offer high quality integrated services, in order to remain customers' first choice throughout Greece and SE Europe, while acting as a responsible corporate citizen delivering value to all its stakeholders. For more information: [www.ote.gr](http://www.ote.gr)



**A. S. Papadimitriou & Partners** was incorporated in March 2008, being essentially the continuation and evolution of S.A. Papadimitriou & Co, founded in 1966 by Stelios A. Papadimitriou. Under the management of Dr. Anthony S. Papadimitriou since 1990 and based on expertise and in-depth knowledge of the legal and business environment

provided by a dynamic team of 14 lawyers with extensive experience and high level education, A. S. Papadimitriou & Partners offers a wide range of comprehensive legal advices and services to its clients.

The firm's approach to the legal services is steadily focused on the highest level of quality, as well as, on the timely offer of tailor-made solutions to the individual needs of each client. The firm's areas of practice are mainly focused on corporate and commercial, cross border transactions, venture capital and private equity, as well as, dispute resolution.



Public Power Corporation S.A. -Hellas  
Energy for everyone

**Public Power Corporation (PPC)** Group is the leading Greek power utility. It is the largest power generator with a total installed capacity of 12.5 GW including thermal, hydro and RES power plants in the mainland & in the islands. It is also the owner of the electricity transmission and distribution networks, through its subsidiaries IPTO S.A and HEDNO S.A., and the largest power supplier, providing electricity to approx. 7.4 million customers, from small households to large industrial consumers across the mainland, as well as consumers in the non-interconnected Greek islands.

PPC is also one of the largest industrial groups in terms of revenues (€ 6 bn) and total assets (€ 16 bn). It employs close to 20,000 employees. The Company's shares are traded in the Athens Stock Exchange since 2001.



**Reed Smith** represents many of the world's leading companies in complex litigation and other high-stakes disputes, cross-border and other strategic transactions, and crucial regulatory matters. With lawyers from coast-to-coast in the United States, as well as in Europe, Asia and the Middle East, Reed Smith is known for its experience across a broad array of industry sectors. Reed Smith counsels 13 of the world's 15 largest commercial and savings banks; 8 of the world's 15 largest oil and gas companies; and the world's three largest pharmaceutical distribution and wholesale companies. Reed Smith's shipping practice has been designated among the most preeminent in the world, and its advertising law practice is regarded as among the legal industry's finest.

Reed Smith has grown in large part because of its uncommon commitment to delivering high-quality service and developing long-term client relationships. Our lawyers' approach to service begins by understanding clients' business goals, then applying the resources necessary to help achieve them.

Based on the results of a survey of large and Fortune 1000 in-house counsel, the BTI Consulting Group has ranked Reed Smith among the top firms for client service nine years running. Reed Smith has been identified as one of the few large law firms with a strategic focus on client satisfaction.

Reed Smith's work has been noted by industry observers. The Lawyer named Reed Smith its runner-up for U.S. Law Firm of the Year, and The American Lawyer named the firm "Litigation Department of the Year" in the product liability category. The Deal highlighted Reed Smith's commercial restructuring and bankruptcy practice as among the most active. Asian-Counsel named Reed Smith's Hong Kong office "Firm of the Year" in two categories, Commercial Transactions and M&A.



**Barron's** ([www.barrons.com](http://www.barrons.com)) is America's premier financial-publishing brand, known for its market-moving stories. Published by Dow Jones & Company since 1921, it reaches an influential audience of professional fund managers, financial advisors, affluent individual investors, financial-services professionals and senior corporate executives. With new content available every business day in digital form and every week in print, Barron's provides readers with an intelligible recap of recent market action coupled with insights on what's likely to happen in the market in the days and weeks to come. In addition, its annual series of exclusive conferences for financial advisors and investors is dedicated to identifying, enhancing and expanding best practices in investing. As a result of these initiatives, Barron's is the trusted financial-publishing brand that people actively in the market turn to for information, ideas and insights they can use to increase their professional success and enhance their personal, financial well-being.



**Institutional Investor** is a leading international business publisher, focused primarily on international finance. It publishes magazines, newsletters and journals as well as research, directories, books and maps. It also runs conferences, seminars and training courses and is a provider of electronic business information through its capital market database and emerging markets information service.



**BarclayHedge** is a leading independent, research based provider of information services to the alternative investment industry. Founded in 1985, Barclay began publishing fund data for hedge fund and CTAs in 1991 and currently maintains data on more than 12,000 alternative investment vehicles. BarclayHedge provides access to its hedge fund, fund of funds, and managed futures databases to thousands of investors worldwide in Excel, Access, and formats compatible with most third party analysis packages. Barclay's 18 hedge fund indices, 10 managed futures indices, and 7 UCITS indices are universally recognized as alternative investment performance benchmarks and are utilized by investment professionals around the globe.



**Worldoils** is a company that combines the power of marketing as well as the in-house expertise for the Oil, Gas, Offshore and the Maritime industries. Worldoils' web portal [www.worldoils.com](http://www.worldoils.com) has become a truly central platform for visitors who need information regarding oil and gas products and services, research, training, conferences, news and events as well as a popular advertising base for providers of Oil, Gas, Marine and Offshore services. Worldoils has also launched the jobs system and a marketplace. In the recent months, Worldoils has strengthened its position as a fast developing central place for buying and selling of land rigs, offshore rigs, barge rigs and other oilfield and subsea equipment.



**Ship2Shore** is the b2b on-line magazine dealing with shipping, ports, transport, logistics and trading. Being circulated to over 45,000 professional readers and firms in the sector, it is the most proper information source for companies interested in getting up-to-date and/or investing in Italy and in the Mediterranean area.

The readers, once registered (free of charge), each Monday receive at their e-mail box the newsletter showing the topics of the week; by clicking on it they are redirected to the homepage of the website, where they can download and eventually print the full PDF magazine or each single article.

Furthermore, Ship2Shore offers two useful services, directly available on the homepage: S2S DAILY NEWS, information in real time and BREAKING NEWS, providing subscribers with exclusive stories and news anticipations as soon as available.

Register at [www.ship2shore.it/english](http://www.ship2shore.it/english) for a 3-weeks trial time!  
Contact person: Mrs Sabrina Carozzino ph.: +39 010 2517945 – e-mail: [commerciale@ship2shore.it](mailto:commerciale@ship2shore.it)



**The Hellenic News of America** is a comprehensive and highly informative monthly bilingual newspaper with news and commentary about issues affecting the United States, Greece and Cyprus, as well as, local Greek American community news in both English and Greek languages. A total of 12,800 copies of each issue are distributed every month throughout the United States, with a high concentration on the East Coast. Our growing mailing list of subscribers and friends includes more than 7,600 businesses. Written in a pleasant, easy to read format, the Hellenic News has among its readers thousands of Greek American professionals and business people, Legislators, US Senators and Congressional Representatives, Governors and Mayors throughout the country. The Hellenic News of America is at the forefront of the Greek American community for both social and business concerns and plans to expand the market area with each issue. Every month, thousands of Greek Americans await the newspaper for upcoming events and to learn about Greek American business. Taking the highly successful newspaper to a greater national scale is a logical progression and one that will serve to promote the cohesiveness of the Greek American community throughout the United States.

## Maritime Reporter & Engineering News

Now celebrating our 75th year of publishing, **Maritime Reporter & Engineering News** is the world's largest circulating maritime industry publication and foremost online news and information resource ([marinelink.com](http://marinelink.com)). Every month marine industry readers look to MR as the most recognized international marine trade publication in the world and the acknowledged commercial, government and offshore information source. With over 35,000 subscribers in 98 countries around the world only Maritime Reporter has the ability to deliver information and analysis to the world's largest BPA verified audience of marine industry professionals. Our online presence serves limitless audiences with targeted websites such as [marinelink.com](http://marinelink.com), [MaritimePropulsion.com](http://MaritimePropulsion.com), [MaritimeJobs.com](http://MaritimeJobs.com) [MaritimeEquipment.com](http://MaritimeEquipment.com) and numerous more!

# MEDIA PARTNERS



## Company

Ever since its foundation in 1993 by three General Partners, the company has been activated in the Media sector, taking part in the formation of the developments. With a strong presence in Athens and Salonica, it has managed to produce a remarkable annual turnover, which for the last decade is easily configured to more than 500.000€/year.

## Evolution

Primarily providing press clipping services with the traditional methods of paper handling, the future was obvious right ahead and the evolution of internal procedures was constant. Nowadays, the Media monitoring is more comprehensive and targeted to versatile directions. Additionally covering television, radio, internet and international media, providing the complete information has become a right, that everyone can claim.

## People

**Enimerosi** never stops to invest in new technologies, but even more in an experienced and fully trained staff. More than 20 people of various job duties work in an accurate and quick mode, in order to provide the best result that will satisfy the subscribers.

## Customers

Throughout the long way till now, our main mission, to satisfy each and every one of those who trust their information on us, has been 100% fulfilled. With a friendly and direct approach, regardless if it 's about a worldwide company, a Ministry, a bank or an artist, our job remains always to provide reliable services, before and after sales.



When Safety, Reliability, Trust . . .  
mean Business!  
... Continuously Growing



# SUPPORTING ORGANIZATIONS



**AHI's** members care deeply about the United States' relationship with Greece and her neighbors. Following Pericles's admonition that good citizenship requires involvement in public affairs, we recognize the important role played in a vibrant democracy by alert, engaged citizens.

Our mission is as clear today as it was when AHI was founded in 1974: Upholding the rule of law in matters of U.S. foreign policy, particularly in our nation's dealings with Greece, Cyprus, and Turkey. In 1974, when Turkey invaded and occupied Cyprus, AHI advocated a profoundly simple response—enforce U.S. law. At the time, the Executive Branch refused to enforce federal laws that prohibited Turkey's aggressive use of U.S.-supplied arms and equipment.

AHI persuaded Congress to take action. The resulting legislation—an unprecedented rule of law U.S. arms embargo against Turkey—proved that the democratic ideals of ancient Greece continue to thrive as long as ordinary citizens remain vigilant, informed, and active. Since then, AHI has become the leading forum for addressing important issues that affect the U.S.'s relationship with Greece, Cyprus, and Southeastern Europe. It is a well-respected lobby, think-tank, business network, and educational foundation that informs and influences leaders, policymakers and citizens alike. We invite you to join and help us fulfill our mission.



**The European-American Business Organization, Inc. (EABO)** is a consulting firm specializing in transatlantic business development and international tax services for SMEs and government agencies. It offers a multitude of services such as market entry and expansion strategy, EU compliance such as CE Marking and REACH, strategic partner search, international trade show planning, public relations strategies, and legal assistance. The EABO team comprises decades of experience in these fields and speaks the majority of the European Union's principal languages.

EABO has organized many successful matchmaking events between Europe and the United States. It uses its wide-ranging business networks on both sides of the ocean as well as proprietary databases to identify the right target audiences. The EABO team knows how to craft and communicate the right message to ensure high value-added contacts for those seeking cross-border profits.



**The European American Chamber of Commerce - New York (EACC-NY)** is a private and independent 501(c)6 Non-Profit organization with affiliates in Paris & Lyon France, Cincinnati, OH, and Princeton, NJ and expansion plans for other US and EU cities. The EACC is a dynamic network of transatlantic business executives with a combined membership of over 600 member companies in Europe and the US. We look back on a long tradition that started

1926 with the formation of the Paris branch, initially as the French-American Chamber of Commerce and renamed to the European-American Chamber of Commerce in 2003. The Cincinnati chapter was formed in 2007 as the first of its kind in the US Market with the New York chapter following suit in 2008, Princeton NJ in 2009 and Lyon France in 2013. Since then the EACC has built a network of major players in the transatlantic business community that reaches over 10,000 executives in the US and across Europe.



As the leading Washington-based public-policy organization devoted solely to transatlantic affairs, **The European Institute** provides an independent forum in which key decision makers from both the public and private sectors in Europe and the United States can meet to discuss issues of common concern and develop effective and mutually beneficial solutions. With the participation of top level representatives from the U.S. Administration and Congress, the European Commission, Council and Parliament, European Embassies, major foundations and global corporations from both Europe and the United States, The European Institute's encourages the strengthening of the transatlantic relationship to respond to new challenges. Our mission is to act as an early warning system and a mechanism for conflict resolution.

A neutral forum, The European Institute facilitates common understanding on: Defense and Security; Homeland Security; Trade and Investment; Finance and Economic Affairs; Energy and Environment; Transportation; EU Enlargement and Institutional Reform; Food and Biotechnology; Telecommunications and IT; Aeronautics and Space; Transatlantic Governance.

The European Institute's objectives include:

- Monitor developments in transatlantic relations in the context of the global economic crisis and the security challenges ahead;
- Anticipate areas needing additional dialogue;
- Survey the contributions that NATO New Strategic Concept and the Europe Union's institutional framework bring to common efforts in a number of areas;
- Serve as a conduit for information between members of the US Administration and their European counterparts;
- Provide a neutral forum to help Europeans and Americans plan new projects and partnerships, engage new actors and build relationships;
- Facilitate a constructive dialogue with third countries.

The Institute will support its objectives by continuing to organize a range of activities for its members, including: working groups that meet on a regular basis to address specific sectoral issues; briefings by government and business leaders; off-the-record round-table discussions with senior officials; on-line publication of a policy journal, European Affairs, ad-hoc reports; and Internet information and exchange.



**The Hellenic American Bankers Association, Inc. (HABA)** is one of the premier Greek-American organizations in the New York metropolitan area. HABA is a not-for-profit organization established in 1982 to promote the professional and educational interest of

# SUPPORTING ORGANIZATIONS

Greek-Americans, Cypriots and Pan-Hellens in the banking and finance industries.

Our current active membership consists of over 300 professionals representing more than 50 institutions across the financial spectrum.

John P. Calamos Sr., Chairman, CEO & CIO of Calamos Asset Management honored by HABA for 2007 Executive of the Year—receiving award from James Hansel.

Since its inception, HABA has strived to serve the professional and educational interests of the Hellenic community by sponsoring lectures, seminars, receptions with guest speakers and other events such as book-signings, holiday celebrations and job-fairs.

Our impact in the community has been recognized by the press, by governments and by our growing membership.



**Hellenic American Women's Council (HAWC)** is a 501(c)(3) non-partisan, nationwide network whose mission is to identify and harness the tremendous talents of Hellenic American Women. HAWC encourages awareness of public policy issues and promotes women who wish to play leadership roles in their communities, the nation and their professional fields of endeavor.

HAWC sponsors regional conferences, lectures, debates and seminars by prominent scholars, government officials, and experts on various issues of interest to its membership.



**Hellenic Business Network (HBN)** is an independent non-profit, tax-exempt 501(c)(3) organization whose goal is to mobilize and utilize the expertise and resources available within our community that will influence and advance the long-term professional interests of all Hellenes and Philhellenes.

Established in 1998, HBN is a broad-based organization with members and businesses from virtually every industry and profession. We welcome and encourage the active participation of all in an attempt to build strong business and personal relationships within our community.

HBN seeks to establish a greater awareness of the social and economic advancement of all Hellenes and Philhellenes, while recognizing, unifying and strengthening the Hellenic values, and the power the community has to enhance its future.

The objective of Hellenic Business Network is to mobilize the expertise and resources available within our community to advance the long-term socio-economic interests of all Hellenes and Philhellenes. Our approach is to provide a common forum for fostering, promoting, and advancing the professional interests of all Hellenes through education, networking, industry specific initiatives, continuous professional development and public relations initiatives.

Throughout the year, HBN conducts networking symposia, profes-

sional development programs, cultural activities and membership development initiatives designed to provide opportunities for sharing information about Hellenic professional and entrepreneurial activities, exchanging ideas and experiences, and learning new methods and approaches from experts and colleagues. Our emphasis is on continuous professional education and advancement, and leadership by example.

Today HBN is a highly visible organization. Through leadership, commitment, focus and hard work we continue to build a strong foundation of a sustainable and highly effective Hellenic business organization.



**The Hellenic-American Chamber of Commerce** was formed over 50 years ago for the purpose of promoting and strengthening the economic and cultural ties between the United States of America and Greece.

Since that time, our organization has grown and its scope has broadened beyond the express purpose of fostering and developing commercial and trade relations between Greece and the United States.

Beyond its traditional commercial role, the Chamber administered the "George E. Athans Scholarship Fund" (prior to entrusting it to the Office of Financial Aid at New York University), and continues to assist in the selection of its recipients. The Chamber honorees for achievement have not been limited to commerce but have come from the arts and politics as well. The Chamber has co-sponsored investment seminars and hosted political leaders.

The Chamber today is a multifaceted organization that offers different things to different people and provides a network and forum for its members to meet, interact, and exchange ideas. It is a vehicle from which to gain an additional perspective.

Ultimately, it is our membership that has made the Chamber a successful organization and we would welcome the opportunity to meet with you at our next event.



**The Hellenic Initiative** was founded in 2012 by members of the global Greek and philhellene communities who were compelled to respond to the worsening economic crisis and inspired to help shape Greece's long-term recovery. Our Board is united around three core beliefs:

First, we are committed to Greece, faults and all. And we are dedicating our time, resources and networks to secure a different future.

Second, this is about investment, not handouts. We are focused on impact and outcomes, whether it's a grant to a nonprofit organization, mentorship for an emerging entrepreneur, or investment in a small business. What matters is impact, not effort.

Third, we do not have all the answers. But we know that across our global community we have what it takes to create a 21st century powerhouse, both within Greece and across the diaspora. And we will build it together.

# SUPPORTING ORGANIZATIONS



The **Hellenic Lawyers Association of New York** was founded to establish a network of attorneys of Hellenic descent and to provide opportunities for professional development. The HLA currently has over 650 contacts and members in the community including attorneys, judges and law students. Our goals are to expand our membership, provide resources to our members and strengthen the professional and social ties among our members.



In 1984, under the guidance of Archbishop Iakovos, **Leadership 100** was created as an endowment fund of the Greek Orthodox Archdiocese through which Greek Orthodox leaders were asked to commit themselves to offer \$10,000 a year for a total of \$100,000 each to maintain the life-sustaining ministries of the Church.

Today, Leadership 100, renamed The Archbishop Iakovos Leadership 100 Endowment Fund in recognition of Archbishop Iakovos' vision, is a separately incorporated endowment fund supporting the priority needs of the Greek Orthodox Archdiocese of America, but broadly dedicated to advancing the Orthodox faith and Hellenic ideals in America.

Leadership 100 grants have been instrumental in seeding and nurturing such organizations as the International Orthodox Christian Charities (IOCC) and the Orthodox Christian Mission Center (OCMC), and have been the mainstay of support of Holy Cross School of Theology, providing scholarships that have prepared young men for the Priesthood. Grants also have supported Clergy, Youth, Young Adult and Camping Ministries, a technology infrastructure and Internet Ministries at the Greek Orthodox Archdio-

cese of America, Religious and Greek Education, Interfaith Marriage and Family Ministries, as well as critical needs in addressing crises such as September 11, Hurricane Katrina, fires in Greece, and Hurricane Sandy.

With the initial membership of 100 soon surpassed, Leadership 100 "raised the bar" and grew progressively to 300, doubling its membership to 600 in 2000 and now to more than 900 members in 2013, including 118 Leadership 100 Partners and Junior Partners, young professionals who progress in their contributions as they progress in their careers. The membership includes a broad spectrum of Greek Orthodox leaders, men and women of all ages from every field.

Leadership 100 is a driving force to seed and nurture new programs that advance Orthodoxy and Hellenism into the 21st Century.



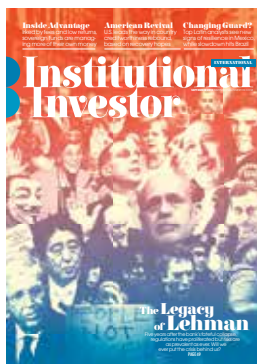
The **Association of Greek American Professional Women (AGAPW)** is a 501(c)(3) charitable and educational organization under Section 402 of the Non-for-Profit Corporation Law of the State of New York. It was founded in New York City in March of 2010. It is an independent organization started and run by women on a volunteer, pro bono basis. It serves as a forum for information, resources, support and networking opportunities for Greek-American women, who are working in various professional and business fields. The organization is seeking to expand career opportunities and promote community and leadership building among Greek-American professional women by forging collaborations among ourselves and establishing partnerships with other organizations inside and outside the Greek-American community.

## AWARD WINNING EDITORIAL

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### INTERNATIONAL



**Institutional Investor** has consistently distinguished itself among the world's foremost financial publications with ground-breaking journalism and incisive writing that provides "must read" intelligence for its global audience. This award-winning magazine is essential reading for the world's leading financiers, corporate executives and government officials, who rely on the breadth and depth of coverage that have made Institutional Investor such a premier publication. Institutional Investor's unique ability to uncover breaking stories and tell the "inside story" sets it apart from the competition and is why it remains such an important source of information for our very discerning audience.

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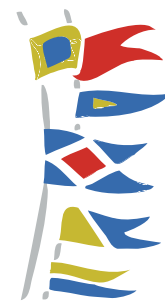
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## **Antonis K. Samaras**

### **Prime Minister of the Hellenic Republic**

He was born in Athens on May 23, 1951. He is married to Georgia Kritikos; they have a daughter, Lena, 23, and a son, Kostas, 15. He holds degrees in Economics and Business Administration from Amherst College and Harvard University (MBA).

From 1977 to 1993 he was a member of the Hellenic Parliament representing the Prefecture of Messinia with Nea Demokratia and served as Minister of Finance and Minister for Foreign Affairs.

In 1993 he was elected member of the Hellenic Parliament for the Prefecture of Messinia with the political party "Political Spring" (Politiki Anixi), which he founded and led till 2004.

In 2004 he was elected member of the European Parliament with Nea Demokratia. He was member of the Budget Committee, the Committee for Economic and Monetary Affairs, the Committee for the Lisbon Treaty and the Committee of the EU-Russia Parliamentary Cooperation.

In 2007 Mr. Samaras was elected member of the Hellenic Parliament for the Prefecture of Messinia with Nea Demokratia and was re-elected in 2009. He was a member of the Standing Committee for Economic Affairs and the Committee for European Affairs of the Hellenic Parliament until January 2009, when he was appointed Minister of Culture. Under this capacity, he inaugurated the new Acropolis Museum in June 2009.

In November 2009 he was elected the 7th President of Nea Demokratia by the party members.

In 2011, Antonis Samaras participates in a coalition government with Loukas Papadimos as Prime Minister.

In 2012, Nea Demokratia wins the May 6th and June 17th elections.

On June 20th, 2012, he is appointed Prime Minister of Greece and forms a three party coalition government.

He is fluent in English, French and Italian.



## **Giannis Stournaras**

### **Minister of Finance of the Hellenic Republic**

Born in Athens December 10th, 1956. He graduated from the Department of Economics, University of Athens in 1978. He obtained his post-graduate degrees (MPhil 1980, DPhil 1982) from Oxford University, specializing in Economic Theory and Policy. He was Research Fellow and Lecturer at St. Catherine's College, Oxford University, from 1982 to 1986. At the same time he worked at the Oxford Institute for Energy Studies, specializing in the petroleum market and the consequences of petroleum crises on the global economy. Following his return to Greece and the fulfillment of his military service, he worked as a Special Advisor to the Ministry of Economy

and Finance (1986-1989) on Public Enterprises and Incomes Policy issues, and to the Bank of Greece (1989-1994) on Monetary Policy issues. During that period he represented the Bank of Greece as an alternate member in the Meetings of the Governors of European Union's Central Banks.

He is Professor of Economics at the Department of Economics, University of Athens, which he joined in 1989. He teaches Macroeconomics and Economic Policy. He has published articles in academic journals on Macroeconomics, Optimum Taxation Theory, Public Debt Dynamics, Economic and Monetary Union, Energy Economics, Monetary Policy, Distortions of Financial Systems. His academic and professional interests focus on the following fields: economic theory, economic policy, international economics, monetary economics, energy economics, public finance, banking, project evaluation and the effects of Economic and Monetary Union on the Greek economy.

From 1994 to July 2000 he was Chairman of the Council of Economic Advisors at the Ministry of Economy and Finance. He participated in the design of macroeconomic and structural policies (especially in the design and implementation of the Convergence Programmes) and represented the Ministry of Economy and Finance at the Monetary Committee (now Economic and Financial Committee) of the European Union. In this capacity, he participated in the negotiations for the entry of Greece in the Economic and Monetary Union. He was responsible for the consultations with international organizations, such as the International Monetary Fund, the European Commission and the Organization for Economic Cooperation and Development (OECD).

From 1994 to 1997 he was Vice Chairman of the Public Gas Corporation and a member of the Board of Directors of the Public Debt Management Office (from 1998 until July 2000). From 2000 to 2004 he was Chairman and Chief Executive Officer of Emporiki Bank and Vice Chairman of the Association of Greek Banks. From 2005 to August 2008 he was managing director of Kappa Securities and a Trustee of Gennadius Library. From September 2009 to June 2012 he served as Director General of the Foundation for Economic and Industrial Research (IOBE). He was the Minister of Development, Competitiveness and Shipping of the Interim Government (May-June 2012).



**Tasos Aslidis**  
**Chief Financial Officer**  
**Euroseas Ltd**

Dr. Tasos Aslidis has been the Chief Financial Officer, Treasurer and member of the Board of Directors of Euroseas Ltd. since September 2005. He has also been a member of the Board of Managers of Euromar since its inception in March 2010. Prior to joining Euroseas, Dr. Aslidis was a partner at Marsoft Inc., an international consulting firm focusing on investment and risk management in the maritime industry.

Dr. Aslidis holds a Diploma in Naval Architecture and Marine Engineering from the National Technical University of Athens (1983), M.S. in Ocean Systems Management (1984) and Operations Research (1987) from the Massachusetts Institute of Technology, and a Ph.D. in Ocean Systems Management (1989) also from the Massachusetts Institute of Technology.



**Elias Athanasiou**  
**Group Strategic Planning Director**  
**Intralot**

- Group Strategic Planning Director since 2010
- Joined Intralot in 2003 as IR Manager
- Previous experience as an equity analyst for 4

years and as a corporate finance analyst at Interamerican Life for 2 years

- Holds a BSc in marketing and a MSc in finance from Strathclyde University

CFA Charterholder since 2003



**Odisseas Athanassiou**  
**Chief Executive Officer**  
**Lamda Development**

Mr. Odisseas Athanassiou has long experience in senior executive positions in Greece and abroad. He has held the position of CFO of Dia-geo Hellas responsible of the Greek and Turkish Hub, the position of CFO Western Europe in Barilla in Paris and the position of Financial Director at the cement company TITAN. In the above mentioned companies he also served as member of the Board of Directors. During his 9 years career in the United States he worked for Ernst & Young and Emerson Electric.

He holds a degree in Economics and Political sciences from the University of Athens and an MBA from the University of Texas in Austin. Mr. Athanassiou is member of the General Council of SEV, member of the Board of Directors of SELPE and member of the Board of Directors of Alliance for Greece (founding member) and member of the committee of the TEDX Academy Greece.



**Daniel Bases**  
**Global Investment Correspondent**  
**Reuters**

Daniel Bases is an award winning print and broadcast correspondent who has covered financial, foreign policy and general news for 20+ years. Daniel has worked for Reuters for the past 16 years on assignments in Latin America, Asia, Europe, the United States and United Nations. In 2012 he was the Reuters fencing correspondent at the London Olympic Games. He conducts interviews and provides analysis for Reuters Television. He runs journalism training courses for the Thomson Reuters Foundation and moderates high level panel discussions at the New York Japan Society, IFC/EM-PEA and Reuters. Before joining Reuters he was a producer at CNN Business News.

He is a former President of the New York Financial Writers' Association and was named a Knight-Bagehot Fellow for Business and Economic Journalism in 1999. He graduated from Columbia University with a degree in history, studied at the University of Edinburgh, Scotland and earned a masters degree from the Columbia University Graduate School of Journalism.



**George D. Behrakis**  
**Chairman**  
**Gainesborough Investments**

Mr. George D. Behrakis serves as the Chairman of Gainesborough Investments. Mr. Behrakis has distinguished himself in the pharmaceutical industry as a researcher and marketer of asthma and allergy products and is the founder of two successful companies - Dooner Laboratories and Muro Pharmaceutical, Inc. He retired as President and Chief Executive Officer of Muro on June 30, 1998. Mr. Behrakis serves as a Director of Cetek Corporation.

Mr. Behrakis is active in many professional and civic organizations, including the American Pharmaceutical Association, the New York Academy of Sciences, and the Northeastern Alumni Association. He is a Vice Chairman of Northeastern University and serves on the executive committee of the Board of Trustees of the Greek Archdiocese of America. He serves as Trustee at Boston Symphony Orchestra Inc. He served as Director at Axiowave Networks, Inc, OmniGuide, Inc and TeleGea, Inc. Mr. Behrakis is a member of the Board of Overseers of Tufts University Medical School; the Board of Overseers of the Boston Symphony; Board of Trustees of the Museum of Fine Arts; Board of Trustees of Brigham & Women's Hospital; and is part owner of the American Hockey League (AHL) team, the Lowell Lock Monsters.

In 1987, Mr. Behrakis received the "Man of the Year" Dr. An Wang Award from the Northern Middlesex Chamber of Commerce. A talented fundraiser, he helped secure \$25 million in donations serving as chairperson of various organizations. Mr. Behrakis is a Founding Director of The Gorbachev Foundation of North America; and a recipient of the Ellis Island Medal of Honor Award. His philanthropy includes the George D. Behrakis Chair in the Field of Targeted Pharmaceuticals at Northeastern University; the construction of the

George D. Behrakis Health Sciences Center at Northeastern; the Triplett/Behrakis Chair at the University of Mississippi; Hellenic College/Holy Cross Greek Orthodox School of Theology; Boston College; Bentley College and Merrimack College. Mr. Behrakis has funded the George D. Behrakis Hellenic Fellowship in Respiratory Allergy at the Johns Hopkins Asthma & Allergy Center. He has also funded various programs at Tufts University, Medford; Brigham and Women's, Boston and Saints Memorial Medical Center in Lowell. Mr. Behrakis earned his Bachelor's in Pharmacy from Northeastern University in 1957 and has been awarded honorary degrees from Northeastern University and the University of Massachusetts.



**Luke Beltnick**  
**Managing Director**  
**Castlelake**

Mr. Beltnick joined Castlelake in 2006 and focuses on investments in dislocated industries including energy, power and transportation. While at Castlelake, he has served on the creditor and lender work-out committees of Atherogenics, Granite Ridge Energy, Rinker Boats, DESA Intl, Gainey Transportation, VeraSun Energy, Lehman Brothers and Hawkeye Energy among others. Mr. Beltnick also serves on the boards of MACH Gen Energy, M. Fabrikant and Southwest Georgia Ethanol.

Prior to joining Castlelake, Mr. Beltnick was an Associate at Houlihan Lokey Howard & Zukin ("Houlihan Lokey") where he advised companies and creditors on financial restructuring and merger and acquisition transactions. Prior to joining Houlihan Lokey, Mr. Beltnick was an associate at Mvent Ptd. Ltd., a mobile payment start-up based in Singapore. Mr. Beltnick received his B.B.A. in 2001 from the University of Michigan in Finance with high distinction.



**Nicolas Bornozis**  
**President & Chief Executive Officer**  
**Capital Link, Inc.**

Since 1996 Mr. Nicolas Bornozis is the founder, President and CEO of Capital Link, Inc., an international investor relations and financial advisory group. It assists listed companies and capital markets related organizations to develop and maintain access to European and North American investors. Capital Link has offices in New York, London and Athens and is a leader in investor relations for listed shipping companies, U.S. Closed-End Funds and ETFs and international companies accessing the U.S. and European markets.

He also established and managed, Alexander Capital, L.P, a US broker-dealer firm, which developed brokerage and investment banking business in North America with the Greek, Egyptian and Russian markets. Sold the company at the end of 2003 to a group of US investors representing Russian interests. Between 1998 and 2002, he also established and managed Alexander Asset Management, Inc. which handled portfolios invested in the Greek and European equity markets.

Prior to Capital Link (1988-1995), he served as President and CEO of CCF International Finance Corp. (CCF IFC), the US broker/dealer subsidiary of Credit Commercial de France, now part

of HSBC, and worked at the International Department of Bankers Trust Company in New York (1982-1984) and then at the Commercial Banking operation of CCF in New York (1985-1987) focusing on the financing of Wall Street firms and shipping.

He holds an MBA from Harvard Business School (1982) and a Law Degree from the University of Athens (1979), in Greece with specialization in commercial and corporate law and is a graduate of Athens College in Greece.

For a period of twelve years he was a Visiting Lecturer on International Banking and Finance at the City University Business School (Department for Shipping Trade and Finance) in London, United Kingdom. Also, he served as Chairman of the Investment Management Committee of the Harvard Business School Club in New York.



**John P. Calamos, Sr.**  
**Chairman, Chief Executive Officer &**  
**Global Co-Chief Investment Officer**  
**Calamos Investments**

During a distinguished investment career spanning more than 40 years, John P. Calamos, Sr. has provided investors with innovative strategies for building and protecting wealth over market cycles. The roots of Calamos trace back to the difficult markets of the 1970s, when John developed breakthrough strategies which utilized convertible bonds to manage risks and enhance return potential. Convertibles were little known at the time, but John recognized the potential of these hybrid securities, which combined features of stocks and bonds.

However, John's investment experience began far earlier. The son of a Greek immigrant, John grew up in Chicago, where he worked in his family's grocery store. When he was in his teens, he became interested in investing and convinced his parents to entrust him with a portion of their hard-earned nest egg. From these early days, John understood that his investment decisions carried with them great responsibility. He saw firsthand the effort that went into earning this money, and knew the implications of losing it. John's belief in the value of teamwork was solidified during his service as a member of the U.S. Air Force where he flew 900 combat missions during the Vietnam War, ultimately earning the rank of Major and a Distinguished Flying Cross. His early career molded Calamos' belief in teamwork.

John's experience in the military also solidified his belief in being prepared and disciplined. His philosophy is that certain risks cannot be avoided, but through preparedness and discipline, they can be understood and managed. This philosophy has been a hallmark of our approach to help clients build and preserve wealth over the long term.

Following his military service, John embarked on a career in investment management and research. Guided by entrepreneurial vision, he established his own company in 1977, which grew into a diversified global investment firm with capabilities in convertibles, equities, fixed-income and alternatives.

In 2004, John took his firm public as Calamos Asset Management, Inc. (Nasdaq: CLMS). As chairman, chief executive officer and co-chief investment officer, he remains fully involved in the day-to-day and strategic operations.

John received his undergraduate degree in Economics and M.B.A. in Finance from the Illinois Institute of Technology. A well-recognized pioneer in risk-management strategies, he is the author of two books: *Investing in Convertible Securities: Your Complete Guide to the Risks and Convertible Securities: the Latest Instruments, Portfolio Strategies, and Valuation Analysis Rewards*, along with numerous articles in various financial journals. He is often quoted in the press and appears on television.

John is an active philanthropist and committed to promoting education. He is a member of the Boards of Trustees of Illinois Institute of Technology and Benedictine University and is a member of the Board of Directors for the National Hellenic Museum in Chicago. He has been honored for his lifetime contributions by the Hellenic Bar Association.



**Grant Carson**  
**Managing Director**  
**Citi Country Officer, Greece & Cyprus**

Grant is a South African national. As CCO he is responsible for all banking operations in Greece. He is Chairman of the Board of Directors of Diners Club Greece and serves as a Board Member of the Hellenic Bank Association.

Grant began his banking career in South Africa in Asset Based and Project finance. He joined Citi in 1998 and was responsible for asset based and capital goods financing for the Mining, Construction and Transport industries. In 2000, he relocated to London as Head of Business Development for the IPB business for EMEA and in 2003 Grant was appointed as the Head of International Business Development for Citi Australia, based in Sydney.

While in Australia, Grant joined a group that established, and subsequently listed on the ASX, Australian Wealth Management Ltd. In 2007, Grant returned to Citi and London, as the Managing Director of the International Personal Banking business in EMEA. In 2011 he relocated to Athens as the Country Business Manager for Consumer Banking and soon after was appointed to the Citi Country Officer position.



**John Catsimatidis**  
**Chairman & Chief Executive Officer**  
**Red Apple Group**

John Catsimatidis is the Chairman and CEO of the Red Apple Group. The Red Apple Group has holdings in oil refining, retail petroleum products, convenience stores, supermarkets, real estate and aviation. Catsimatidis grew up in New York City after coming to the United States as an infant with his parents from the island of Nissiros, Greece.

Opening his first supermarket while still in college it evolved into Manhattan's largest supermarket chain, Gristede's Supermarkets. In the mid-1980's Catsimatidis acquired United Refining Company of Warren Pennsylvania. This refinery provides the energy needs

of Western Pennsylvania, New York and Eastern Ohio. Mr. Catsimatidis real estate company, Red Apple Real Estate is a major developer in the New York area and is currently developing a \$500 million dollar project in Brooklyn, New York. A certified jet pilot, Catsimatidis has been involved in the airline industry since the early 1970's. Currently Mr. Catsimatidis' Red Apple Aviation operates personalized, large corporate aircraft.

All told, Mr. Catsimatidis' companies post annual sales of approximately \$3 billion. Over 10,000 employees, John Catsimatidis is a major employer in the New York metropolitan area and upstate New York. John Catsimatidis' charitable interests are as varied as his business interests. Although centered in his Hellenic roots, such as his Hellenic Scholarship Foundation and the Greek Orthodox Church in America where he served as President of the Church Council in North America, his charitable interests cover a broad range. A legendary fundraiser in New York and national politics, Catsimatidis is deeply committed to his community and country. Mrs. Catsimatidis, Margo, is a leading businesswoman in the advertising industry. President of MCV advertising, Mrs. Catsimatidis is also co-publisher of the couple's Greek American newspaper, the "Hellenic Times," which is the largest, Greek newspaper printed in the United States. Mrs. Catsimatidis shares duties with her husband in all of their charitable activities.



**Petros Christodoulou**  
**Deputy CEO**  
**National Bank of Greece S.A.**

Petros Christodoulou was elected Executive Member of the Board of Directors and Deputy CEO of National Bank of Greece (NBG) in June 2012.

In February 2010 he was appointed General Manager of the Public Debt Management Agency (PDMA) at the most critical time for Greek public sector finances; Greece was cut off from the markets after successive revisions of the 2009 deficit. He led the negotiations over the private sector involvement (PSI) to restructure the Greek Government debt, which successfully resulted in a €106.5 bn debt reduction.

From 1998 to 2010 he worked at the National Bank of Greece, initially as the Group Treasurer and later as General Manager of Treasury, Global Markets and Private Banking of NBG Group.

Between 1989 and 1998 he worked at J.P. Morgan in London as Head of European Derivatives Trading (1989-1994) and Proprietary Trading (1994-1995). In 1995 he was promoted to Managing Director, responsible for European Short Term Interest Rate Trading (1995-1997) and emerging markets in Europe and Africa (1997-1998). Prior to that, he served as Head of Provincial Bond Training at Goldman Sachs in Canada (1988-1989), and as Head of Money Markets Trading in Goldman Sachs in London (1987-1988). His career started in 1985 when he joined the bond trading department of Credit Suisse First Boston (CSFB) in London.

P. Christodoulou holds a Bachelor's degree from the Athens University of Economics and Business (1982), as well as a Master in Business Administration (MBA) from Columbia University in New York (1985) with specialization in Finance and Global Markets.



**George Chryssikos**  
**Chief Executive Officer**  
**Eurobank Properties**

George Chryssikos serves as CEO & Executive BoD Member and Chairs the Investment Committee of Eurobank Properties. He joined the company in early 2006 as Investment Manager and was elected BoD member in 2007 and General Manager in 2008.

He played a leading role in the company's IPO in April 2006, raising €100 million, as well as in the December's 2007 Share Capital Increase of € 330 million. He is now leading again a new Share Capital Increase of € 193 million, expected to be completed in the first months of 2014. He & his team have executed more than € 350 million real estate acquisitions & disposals in Greece and South East Europe building up the portfolio of Eurobank Properties. In the past George was Managing Director of Corporate Value Partners, CEO of DTZ in Greece, BoD advisor at Iaso Healthcare Group and Senior Associate in McKinsey & Co at the London Office.

George has an MBA in corporate finance & strategy from Columbia Business School (NY), a MSc in engineering & construction management from UC Berkeley (CA), and a MEng in civil engineering from National Technical University of Athens. He is also a member of royal institute of chartered surveyors (MRICS).



**Jay Collins**  
**Managing Director, Vice Chairman**  
**Corporate & Investment Banking**  
**Citi**

Jay has covered clients around the world in every sector and run transactions across the full product spectrum of Citi. He currently covers governments as diverse and complex as the U.S. government and Greece, as well as Emerging Market governments, such as the Philippines and Brazil. He has advised 46 different governments on privatizations, liability management and funding solutions, derivatives, and electronic banking services, including mobile finance and card solutions.

Jay is currently working with Citi's government clients to (1) implement commodity, rates and fx risk mitigation techniques (2) reduce paper and cash processes (3) develop new and innovative funding strategies, including liability management (4) monetize state assets (5) utilize mobile financial solutions to improve financial inclusion and (6) enhance emergency financial preparedness. Prior to becoming a banker, Jay worked in Washington D.C., where he ran Government Relations for CSIS, and later served as President of the G7 Council, a non-profit shadow G7 group of former Finance Ministers, Central Bank Governors and economists.

Before joining Citi, Jay worked for Merrill Lynch in their large-cap Investment Banking team and was a founding member of the Direct Investment Group, Merrill's Emerging Markets principal investing team.

Prior to his CEEMEA position, Jay was Deputy Head and the senior foreigner in Nikko Citigroup's Investment Banking Division. From 2001- 2005, Jay was Head of Central and Eastern Europe, Middle East and Africa (CEEMEA) for Global Banking at Citi and a Global Head of Citi's Public Sector Group from 2005-2011. From 2006-2007, Jay was also Global Head of Infrastructure for Citi. Jay has

a Masters Degree from Georgetown University's School of Foreign Service. He is a graduate of Colorado College. He attended Waseda University.



**John Coustas**  
**President & Chief Executive Officer**  
**Danaos Corporation**

Dr. John Coustas is President and Chief Executive Officer of Danaos Corporation. He has over 25 years of experience in the shipping industry and assumed management of Danaos in 1987 from his father, Dimitris Coustas, who founded Danaos Shipping in 1972.

Dr. J. Coustas is Vice Chairman and a member of the board of directors of The Swedish Club and Chairman of the board of directors of HELMEPA (Hellenic Maritime Protection Agency). Additionally, he is on the board of directors of both the Union of Greek Ship-owners and the Cyprus Union of Ship-owners. He holds a degree in Marine Engineering from National Technical University of Athens as well as a Master degree in Computer Science and a Ph.D in Computer Control from Imperial College, London.



**Edward F. Cox**  
**Director**  
**Noble Energy Inc**

Mr. Cox is chair of the New York Republican State Committee ("NYRSC") and was previously for more than five years a partner in the law firm of Patterson Belknap Webb & Tyler LLP, New York, New York, serving as the chair of the firm's corporate department and as a member of its management committee. For more than five years he has been chair of the New York League of Conservation Voters Education Fund and, for more than five years prior to his election as NYRSC chair in 2009, was chair of the finance, community college and charter school committees of the Trustees of The State University of New York and of the State University Construction Fund, and was a member of New York's merit selection constitutional Commission on Judicial Nomination.

During the two years leading up to his 2009 election as NYRSC chair, Mr. Cox served as the New York State Chair of Senator John McCain's presidential campaign. He has served Presidents Nixon, Reagan and H. W. Bush in the international arena, has been a member of the Council on Foreign Relations since 1993 and serves on the boards of the Foreign Policy Association, the Levin Institute (The State University of New York) and the American Ditchley Foundation. He has served on our Board since 1984.

**Constantine M. Dakolias**  
**Co-Chief Investment Officer**  
**Fortress Investment Group**

Constantine ("Dean") M. Dakolias is the Co-Chief Investment Officer of the Credit Funds at Fortress Investment Group LLC. Mr. Dakolias is also a member of the Management Committee of Fortress.

Prior to joining Fortress in August 2001, Mr. Dakolias was a manag-

ing director, Chief Credit Officer and co-founder of American Commercial Capital LLC and Coronado Advisors, which were sold to Wells Fargo Bank NA in 2001. Mr. Dakolias was previously a director at RER Financial Group ("RER") where he was responsible for the firm's acquisition efforts as a principal and as a provider of third party due diligence and asset management. Mr. Dakolias received a B.S. in Physics from Columbia University.



**Antonis H. Diamataris**  
**Editor**  
**Εθνικός Κήρυξ (National Herald)**

Antonis H. Diamataris, publisher and executive editor of Εθνικός Κήρυξ (National Herald), was born and raised on the island of Limnos, Greece.

Upon graduating from high school, he immigrated to the United States with his family, so that he could obtain an American education.

He is a graduate of Queens College of New York and of Columbia University, where he earned an MBA.

He purchased 100 percent of the publishing company's Εθνικός Κήρυξ (National Herald) stock in 1979. Εθνικός Κήρυξ was founded in 1915, and is the second oldest, continuously published Greek-language newspaper anywhere. He founded the English-language weekly newspaper National Herald in 1997. Both publications are recognized as the premier newspapers serving the Greek American community across the country in both languages.

Mr. Diamataris has devoted himself to reporting the news and addressing the issues of paramount significance to the Greek American readership through his newspapers and websites, and to improving U.S.-Greece relations. He has been honored by numerous organizations and societies, and received the "Order of Merit of Greece" from the President of the Hellenic Republic, one of the highest honors Greece can bestow on an individual. He was also honored by AHEPA with its Demosthenes Award, the American Hellenic Institute, the Hellenic Heritage Foundation in St. Louis, Saint Demetrios Cathedral in Astoria, the largest Greek Orthodox parish in the country, Ronald McDonald House Charities, and others.

Mr. Diamataris was also the first person to be Grand Marshal in consecutive Greek Independence Day Parades, New York in 2005 and Boston in 2006. He is married to Evangelia and has two children, Vanessa and Eraklis.



**Christopher Drennen**  
**Managing Director and Head of Capital Markets Advisory & Solutions**  
**BNP Paribas**

Christopher Drennen is Managing Director and Head of Capital Markets Advisory & Solutions for BNP Paribas. He is responsible for a team advising financial and public institutions on dealing with financial stress, regulatory change and business optimisation. He has formerly worked in various financial management and public finance positions in London, Paris, New York and Latin America advising sovereign, supranational and financial institution clients.

More specifically in Greece, he has advised the Greek official sector in various occasions over the past two years on issues relating to Greek bank recapitalisation and reorganisation of the banking system, and was previously a lead technical negotiator on behalf of private creditors during the Greek sovereign restructuring. As an advisor to many European governments and official institutions, Mr. Drennen is a specialist in managing public sector impacts of financial system stress and financial institution crises. His work has also focused on advising financial institutions on capital and balance sheet management.

He currently serves on the Special Committee on Financial Crisis Prevention and Resolution (sponsored by IIF), the Joint Committee on Strengthening the Framework for Sovereign Debt Crisis Prevention and Resolution (sponsored by the G20 and IIF) and the Expert Group on Sovereign Debt Restructuring (sponsored by the United Nations Financing for Development Office and the Centre for International Governance Innovation).

Mr. Drennen received a BA in History from Johns Hopkins University and an MBA in Finance from Ecole des Hautes Etudes Commerciales (HEC Paris). Christopher serves on the Board of Directors of Johns Hopkins University (USA) Foundation and the Johns Hopkins University Leadership Forum and is involved in promoting and supporting a broad array of community-building and social development programmes. He also serves on the Advisory Board of the Sheridan Libraries and Museums.



**Ioannis M. Emiris**  
**Chief Executive Officer**  
**Hellenic Republic Asset Development Fund**

Ioannis Emiris was born in Athens in 1963. He is a graduate of the Athens School of Economic Sciences and Business Administration and holds an MBA degree from Columbia Business School, as well as a degree of Certified Public Accounting in the United States. He has worked as a certified public accountant in Price Waterhouse in New York, while from 1991 he has been working in the field of Investment Banking in Alpha Bank. From 2004 till July 2012 he was heading the Investment Banking and Project Finance division of Alpha Bank.

During his career, he has executed significant assignments in the fields of Mergers and Acquisitions, Capital Markets, Corporate and Debt Restructurings and Privatisations, as well as Project Financings for energy, infrastructure and real estate projects in Greece and internationally. Since September 2012, he is the Chief Executive Officer of the Hellenic Republic Asset Development Fund.



**Pablo Escondrillas**  
**Managing Director, EMEA Power & Utilities**  
**Citi**

Pablo Escondrillas is a Managing Director in Citi's European Power and Utilities Investment Banking team. He has over 15 years of experience in the industry and is based in London. Pablo joined Citi in July 2001 and in addition to Power and Utilities has had extensive experience in Energy and the Spanish/Portuguese franchise.

Within Power & Utilities, Pablo focuses on integrated and networks players in Central, Eastern and Southern Europe, as well as the Middle East. Pablo has been involved in landmark transactions like Endesa's defence, Gas Natural's takeover of Union Fenosa, E.ON's acquisition of Endesa Italia, and Ferrovial's acquisition of BAA.

Recent transactions include Rosneft's acquisition of 20% of Severenergia from Enel, Woodside's acquisition of a stake in Leviathan from Delek/Noble, Enagas/Oman Oil acquisition of Quintero regasification, and the IPO of Statoil Fuel & Retail. Pablo received a B.S. in Economics from CUNEF University (Madrid) and an MBA from the Columbia Business School (New York). Prior to his MBA, Pablo was a Senior Consultant with Booz & Co focusing on Energy in Latin America and Europe.



**Peter B. Evensen**  
**President & Chief Executive Officer**  
**Teekay Corporation**

Peter Evensen is President and Chief Executive Officer of Teekay Corporation, a position he was appointed to on April 1, 2011. He also sits on the

Board of Directors for Teekay Corporation, Teekay LNG Partners, Teekay Offshore Partners and Teekay Tankers Ltd. Mr. Evensen previously held the positions of Executive Vice President and Chief Strategy Officer from November 2006 to March 2011 and Executive Vice President and Chief Financial Officer from May 2003 to October 2006.

Mr. Evensen was involved in shipping investment banking and commercial banking for over 25 years, previously as Managing Director and Head of Global Shipping at J.P. Morgan Securities, Inc., the investment banking arm of JP Morgan Chase Bank based in New York. He held the same position at Chase Securities, Inc. prior to the merger of Chase Manhattan Corporation and J.P. Morgan on December 31, 2000.

Mr. Evensen also worked with the predecessor firms of Chase Manhattan Bank, Chemical Bank and Manufacturers Hanover Trust in locations including Oslo, London and New York. Mr. Evensen obtained a BA in 1980 from Amherst College in Economics & Political Science. In 1994 he completed the Advanced Management Program at the Amos Tuck Business School of Dartmouth University, USA.



**Nicholas Exarchos**  
**Head of Capital Markets & Treasury**  
**Solution for Greece & Cyprus**  
**Deutsche Bank**

Nicholas is Head of Capital Markets and Treasury Solution for Greece and Cyprus. During his 18 year career in banking, Nicholas has been a trusted adviser to financial institutions, major corporates as well as the Hellenic Republic and the Republic of Cyprus. He has led numerous transactions involving debt issuance for sovereigns and corporates, structured finance and project finance.

Prior to joining Deutsche Bank, Nicholas was Head of Greek DCM at Credit Suisse and Head of Greece at J Henry Schroder. He holds an MSc degree in Management Science from Imperial College London.



**Themistoklis (Themos) Fiotakis**  
**Senior Economist & Executive Director**  
**within the Global Macro & Markets**  
**Group in London**  
**Goldman, Sachs & Co.**

Themistoklis (Themos) Fiotakis is a Senior Economist and an Executive Director within the Global Macro & Markets Group in London. Themistoklis joined Goldman, Sachs & Co. in March 2004. He focuses on global markets and emerging markets strategy. His research interests span the areas of valuation and forecasting for currencies and bonds, the implications of policy shifts on global asset prices as well as the macro linkages across asset markets. He has done thematic research on the growth dynamics, inflation shifts and external imbalances in Emerging Economies.

He has also authored pieces on the Euro-area crisis with a particular focus on Greece. He is a frequent contributor to publications like the Global Markets Daily, the Global Economics Weekly and the FX Monthly. Prior to joining Goldman, Sachs & Co., Themistoklis was a Fixed Income Analyst with IDEAglobal in London. Themis finished his undergraduate studies in Finance at the University of Piraeus in Greece and graduated with an M.Sc. in Finance and Economics from the London School of Economics and Political Science.



**Pimm Fox**  
**News Anchor**  
**Bloomberg Television & Radio**

Pimm Fox is a Bloomberg Television anchor and Bloomberg Radio host of the in-depth investment program, "Taking Stock with Pimm Fox", which

airs weekdays at 5pm ET. Fox also co-hosts Bloomberg Businessweek Radio with Ken Prewitt on Bloomberg Radio.

As the host of "Taking Stock," Fox provides access to the world of professional investors through conversations with top Wall Street analysts, fund managers and CEOs. "Taking Stock" offers insight into company news, long-term strategy, trading tactics, market techniques, stocks, bonds, commodities and currencies. During his career at Bloomberg, Fox has interviewed numerous business chiefs and investment gurus including Berkshire Hathaway Chairman and CEO Warren Buffett.

Fox joined Bloomberg in 2006, after overseeing financial services coverage for the Dow Jones News Service in London. He also served as a guest commentator for CNBC and the BBC and has written for Barron's, The Wall Street Journal, Institutional Investor, Newsweek and The New York Times. Prior to joining Dow Jones, Fox held roles as the director of the Charles Schwab 'Smart Investor' Web site, West Coast bureau chief for Computerworld magazine.

Based in New York City, Fox received a bachelor's degree in architecture from Columbia University. He penned the "hometown news" while serving in the U.S. Navy.



**Aristotle Halikias**  
**President and Chief Executive Officer**  
**Intercontinental Real Estate & Development Corp.**

Aristotle Halikias has extensive experience in the banking industry as well as in real estate development, investment and management in the USA.

Since 2000, he has held the position of Chairman of the Board of Republic Bank of Chicago, and oversees general policies that govern the operations of the bank, oversees community and commercial lending, and real estate financing, and manages its profitability, stability, and long term strategic goals. Under Mr. Halikias' leadership the bank has grown to more than 10 times its size through organic growth and the purchase of multiple failed institutions. Mr. Halikias positioned the bank to a favored bidder's status with the FDIC which resulted in the acquisition of several failed bank institutions through and from the FDIC.

Since 1994 he has held the position of President and Chief Executive Officer of Intercontinental Real Estate & Development Corporation, a real estate company which has undertaken real estate projects with a value of several hundred million dollars, including commercial, industrial, specialty projects, including hospitality and entertainment-based developments, as well as multi-family and single family residential communities. He has managed all aspects of real estate development from concept to disposition, including site location and acquisition, building and site planning, municipal and government entitlements, project management and marketing, property management, and brokerage.

Between 1988 and 1996 he held senior managerial positions in the Steel City National Bank, Thornridge State Bank, and Tinley Park Bank, all in the State of Illinois.

He is Executive Director of the Halikias Family Foundation, and oversees the operations and administration, compliance monitoring and grants management.

He is the past President and current Vice Chairman of the National Hellenic Museum and under his leadership the Museum's Board of Directors has built a new, world-class museum; the first national Hellenic Museum in the United States. He oversaw a successful capital campaign that raised funds for the museum, and has negotiated successful zoning and building approvals.



**Andrew Horrocks**  
**Managing Director, Investment Banking**  
**Credit Suisse**

Andrew W. Horrocks is a Managing Director of Credit Suisse in the Investment Banking Department, based in New York. He is Global Head of Transportation and Autos.

Mr. Horrocks has acted as a financial advisor to companies and governments in connection with mergers, acquisitions, investments, divestitures, spin-offs and restructurings, as well as a lead financier in connection with multiple variations of global equity and debt offerings. His clients have included American Airlines,

ArvinMeritor, the Federal and Provincial Governments of Canada, Chrysler, CNH Global, CSX, the Emirate of Dubai, Fiat, Ford, General Motors, Rockwell, Sumitomo Electric, Textron, and UPS, among others.

Mr. Horrocks joined Credit Suisse in 2010 from Moelis & Co, where he was a Managing Director. Prior to joining Moelis, he was a Managing Director and Head of Capital Goods & Transportation Americas at UBS.

Mr. Horrocks received a Bachelor's degree in Business Administration from the College of William and Mary in 1987, and a Master's degree in Business Administration from Cornell University in 1992



**Stephanos Issaias**  
**Chief Executive Officer**  
**Invest in Greece S.A.**

Stephanos Issaias studied finance and holds a Master in Business Administration (MBA) from Harvard Business School. He has worked for a number of years at leading companies and organizations as C-level management consultant on corporate strategy, with a focus on tourism, mining, health and sports.

Mr. Issaias was Games Promotion and Communications Manager at the Athens 2004 Organising Committee for the Olympic Games. He also held the position of Corporate Strategy Adviser at the T. Angelopoulos Group. Mr. Issaias was consultant to the Hellenic Chamber of Hotels and the Greek National Tourism Organisation (GNTO), where he advised on strategy planning, development, and the promotion of the Greek tourism.

He is member of the Board of Directors and the Advisory Committee of Intelligence Squared Greece, a non-profit organisation that promotes public debates in Greece. Stephanos Issaias assumed his duties as CEO at Invest in Greece Agency in September 2012.



**Michael G. Jolliffe**  
**Deputy Chairman**  
**Tsakos Energy Navigation Board**

Mr. Jolliffe has been joint Managing Director and then Deputy Chairman of Tsakos Energy Navigation Board since 1993. He is a director of a number of companies in shipping, agency representation, shipbroking capital services, mining and telemarketing. Mr. Jolliffe is Chief Executive Officer of Titans Maritime Ltd, a shipping company set up in joint venture between Tsakos/Jolliffe families and Anchorage Capital, a N.Y. fund manager. He is also Chairman of the Wighams Group of companies owning companies involved in shipbroking, agency representation and capital markets businesses.

Mr. Jolliffe is also a director of InternetQ a telemarketing, multi player games and social content company quoted on the London AIM stock exchange as well as the Chairman of Papua Mining Plc, a gold and copper mining company quoted on the London AIM. Michael Jolliffe is also Chairman of StealthGas a shipping company quoted on the NASDAQ stock exchange in New York.



**Constantine Karides**  
**Partner**  
**Reed Smith**

Constantine is a partner in Reed Smith's Financial Industry Group. Constantine counsels companies and funds in a wide range of corporate matters including private equity investments, restructurings, corporate governance, and securities. Constantine has worked with entities across the corporate growth cycle from early stage private companies to established publicly traded entities. He also has considerable cross-border experience and acts for foreign companies operating in the United States.

He manages the firm's relationship with scores of hedge funds and advises them in respect of their formation and structuring needs, as well as in respect of the implementation of their strategies. Constantine has a long track record of successfully negotiating the resolution of complex alternative investment disputes, including in respect of structured products and derivatives. Constantine also has a significant commercial finance practice representing lenders, funds, and other financial institutions in corporate lending matters, including in respect of workouts and reorganizations. In this regard, Constantine spent the early part of his career as an active commercial and bankruptcy practitioner, appearing in courts throughout the United States. Constantine's corporate, funds and finance experience has covered numerous industries including shipping and transportation, defense, media and entertainment, retail, food and beverage, heavy manufacturing, life sciences and commercial real estate.

**Employment History**  
2002 - Reed Smith

**Professional Affiliations**  
Member, New York Bar Association Member, New Jersey Bar Association Member, Association of the Bar of the City of New York.



**Aristotelis Karytinios**  
**General Manager - Real Estate of the**  
**National Bank of Greece Group**  
**Chief Executive Officer of NBG**  
**Pangaea REIC**

Dr. Aristotelis Karytinios is the General Manager - Real Estate of the National Bank of Greece Group and CEO of NBG Pangaea REIC. He possesses long standing experience in banking and investment through key positions both in the public and the private sectors. His experience spans over the retail and corporate lines of business, having set up one of the most successful private mortgage lending units in Greece as well as a significant number of investment and service providing companies in the real estate sector, both in Greece and Central and Southeastern Europe.

Before joining NBG, he held senior positions within Eurobank EFG Group, including Head of Group Real Estate, Head of Mortgage Lending and CEO of Eurobank Properties REIC, a company which he led into a successful IPO in 2006 and a subsequent rights issue in 2007, raising in total approximately €450 m.. In the past, he served for several years as manager in companies of the public and private sector. Aristotelis Karytinios holds a Doctorate (PhD) in Finance from the University of Warwick, UK and is a Fellow of RICS. He has published a significant number of articles in the

Greek financial and real estate specific press as well as a number of academic papers.



**Peter Kimpel**  
**Managing Director**  
**Goldman Sachs**

Peter is a managing director in the Financial Institutions Group (FIG). He joined Goldman Sachs in 1992 as an analyst in the Mergers & Acquisitions Department in London and moved to the Frankfurt office in 1994. Peter became an associate in 1995. In 1997, he went on mobility assignments, first in CME in New York, and then in the Technology Group in San Francisco until 1998. Peter returned to the Frankfurt Advisory Group in 1998 and became a vice president in 1999. In 2000, he joined GS Ventures in London.

Peter joined FIG in London in 2001 and moved to FIG Frankfurt in 2002. He returned to the London FIG team in 2006. Peter was named managing director in 2004 and partner in 2010. Peter earned an MBA from WHU Otto Beisheim School of Management in Koblenz in 1992.



**John Kingston**  
**Director of News**  
**Platts**

John Kingston is Platts Director of News. He oversees the news operations of Platts numerous editorial areas of coverage, including oil, natural gas, electric power, petrochemicals and metals. He also directs the editorial content of Platts.com. Prior to his current position, he had been Platts' global director of oil, managing the worldwide oil reporting team. He has been with Platts for more than 28 years, and previously held positions as managing editor of Platts Oilgram Price Report and editor-in-chief of Platts Oilgram News.

He has spoken on oil markets before audiences and on numerous media outlets, including CNBC, Fox Business, CBS and ABC News, and Canada's BNN. Prior to joining Platts, John worked for American Metal Market and for newspapers in New Jersey and Virginia. He is a graduate of Washington & Lee University.



**Emilios Kyriacou**  
**Managing Director**  
**Head of Corporate Banking Greece &**  
**Cyprus, Central Eastern Europe, Poland**  
**and Israel \***  
**Citi**

Emilios Kyriacou is a Managing Director and Senior Credit Officer of Citigroup, having joined the Firm 21 years ago.

Emilios has held various positions at Citi and was most recently appointed as Corporate Banking Head for Greece & Cyprus, Central Eastern Europe, Poland and Israel. As part of day-to-day responsibilities, Emilios manages Citi's Corporate Bank business in Greece, consisting of Greek Corporates, Global Subsidiaries (multinational corporate subsidiaries), Financial Institutions and the Sovereign, while actively leading the assigned regional franchise.



**Evangelos I. Lakatzis**  
**Partner**  
**A.S. Papadimitriou & Partners Law Firm**

Evangelos Lakatzis was born in Athens on 1972. He joined A.S. Papadimitriou & Partners Law Firm in 2004, having already significant experience in the Southern Eastern Europe region, both as a legal counsel and as an EU PHARE Programs legal expert.

Mr. Lakatzis practices mainly in the areas of private equity and venture capital, M&A and commercial law and has participated and advised in numerous cross border transactions, representing mainly venture capital firms, private equity funds and strategic or private investors. He is also acting as legal advisor to the Hellenic Venture Capital & Private Equity Association in respect of its institutional and scientific activities, including the participation to legislative committees.

Mr. Lakatzis is admitted to the Supreme Court of Greece and holds an LL.M. from King's College, London University and an LL.B. from University of Athens Law School.



**Nicholas W. Lazares**  
**Chairman & Chief Executive Officer**  
**Admirals Bank in Boston, Massachusetts**

Mr. Lazares is Admirals Bank's Chairman of the Board and Chief Executive Officer. Mr. Lazares and a group of private investors acquired this regional retail bank in mid-2010 intending to capitalize on the seismic dislocation in the financial services industry.

With fresh capital and a new management team in place, Admirals has been aggressively acquiring loan portfolios while continuing to organically grow the banking business.

Prior to leading the acquisition of Admirals Bank, Mr. Lazares was Chairman of the Board and Co-Chief Executive Officer of Boston-based Capital Crossing Bank (formerly Atlantic Bank & Trust) one of the best performing banks in the nation for over a decade. Capital Crossing Bank was acquired by Lehman Brothers in 2007 for \$210 million.

Mr. Lazares is a Trustee of the Boston Ballet. In addition, he serves on the Dean's Council of the Harvard Kennedy School of Government and the Board of Fellows at Trinity College.

Mr. Lazares is a graduate of Trinity College in Hartford, CT, with a degree in economics. He also earned a Juris Doctor degree and an LL.M. (Master of Laws) degree in taxation from Boston University School of Law.



**Jean Lemierre**  
**Advisor to the Chairman**  
**BNP Paribas**

Jean Lemierre is the Advisor to the Chairman of BNP Paribas. He took office as Advisor to the Chairman of BNP Paribas in 2008.

Chairman of the French Center for Research Studies on the World Economy (CEPII). He is currently the Chairman of the Centre d'Etudes Prospectives et d'Informations Internationales-CEPII (the French center for research and studies on the world economy). In 2009, Jean became a member of both the International Advisory Council of the China Investment Corporation-CIC and the International Advisory Council of the China Development Bank-CDB. He is currently Member of the Institute of International Finance (IIF).

Mr. Lemierre has had a long and distinguished career in international finance. From 2000 to 2008, Jean was the President of the European Bank for Reconstruction and Development. Prior to that, Jean was Head of the French Private Office of the Minister of Economy and Finance and Director of France's Treasury. He served as a member of the European Monetary Committee and, prior to taking up his position at the EBRD, was Chairman of the European Economic and Financial Committee and Chairman of the Paris Club. Previously he had served as Head of France's Internal Revenue Service, and Head of the Tax Policy Administration.

Mr. Lemierre attended the Institut d'Etudes Politiques de Paris. He earned a degree in law and is a graduate from the Ecole Nationale d'Administration.



**Petros Char. Machas**  
**Founder & Managing Partner**  
**Machas & Partners**

Petros Machas is the Founder and Managing Partner of Machas & Partners, one of the most dynamic and fast growing law firms in Greece.

He has studied the law in Greece (LL.B.), Germany (LL.M. – hons) and the US (PIL - Non degree). Before establishing Machas & Partners, in 2011, Petros Machas was a Senior Associate in one of the oldest law firms in Greece, handling several complex commercial deals and high-profile cases both in Greece and abroad. In his career, Petros Machas has developed a strategic pro-business approach and has earned the respect of his peers and clients for his solid, proactive and effective multi-jurisdictional practice.

Machas & Partners is acknowledged for its cross-border litigation practice and for providing high quality services in demanding and sophisticated corporate deals. Its experience spans M&As, real estate, privatizations and energy, as well as capital markets, banking and finance matters including syndicated loans, convertible & HY bonds, debt restructuring, asset or trade finance in the fields of real estate, concessions, energy etc.

Petros Machas has spoken at numerous international conferences on the legal framework for investments in Greece, Real Estate Projects and PPPs and has been the advisor to the Greek Ministry of Development for drafting the New Investment Law.



**Christos Megalou**  
**Chief Executive Officer**  
**Eurobank Group**

- February 2013 until his appointment as CEO of Eurobank Group, Vice Chairman Southern Europe, Investment Banking at Credit Suisse

Headquarters for Europe (Spain, Italy, Portugal, Greece, Cyprus) – London.

- From 2002 until February 2013, Managing Director and Co-Head Southern Europe, Investment Banking at Credit Suisse Headquarters – London.
- 1997 – 2002, Director of Investment Banking Division – London.
- 1989 – 1997, Director at BZW (Barclays de Zoete Wedd), the Investment Bank of Barclays Worldwide.
- 1986 – 1989, Agricultural Bank of Greece

Chairman of the Hellenic Bankers Association, from 2010 until today.

Graduate from the National and Kapodistrian University of Athens (BSc in Economics) and MBA from the Aston University of Great Britain (1981 – 1982)

Mr. Megalou was born in Athens in 1959. He is married with two children.



**C. Dean Metropoulos**  
**Chairman and CEO**  
**Metropoulos & Company**

C. Dean Metropoulos is Chairman and CEO of Metropoulos & Company, a boutique acquisition and management firm with offices in New York, Los Angeles and Greenwich, Connecticut. Mr. Metropoulos has spent the past 25 years building, restructuring and growing numerous businesses in the U.S. and Europe. Many of these were subsequently taken public or sold to strategic corporations. He is very well known in the private equity, investment banking, and financial community.

The returns generated by Metropoulos & Company are among the highest and most consistent among private equity investors having generated an average of 44% returns, with the lowest being 23%. Dean has been married to Marianne Metropoulos for 35 years and they have two sons, Evan and Daren who reside in California.



**Constantine Michalos**  
**President of the Union of Hellenic Chambers of Commerce**  
**Athens Chamber of Commerce and Industry (ACCI)**

Constantine Michalos, born in 1960, studied Finance and Political Science at the University of Essex in United Kingdom, and pursued postgraduate studies on financial applications at the London School of Economics & Political Science (MSC). He is currently President of the Union of Hellenic Chambers of Commerce of the Athens Chamber of Commerce and Industry (ACCI).

Since 1988 he has been the Chairman and Chief Executive Officer of SWAN SA, an industrial exporting company based in Krioneri, Attica, specializing in the production of natural latex products. From 1993 to 2005 he was an elected member of the board of ACCI.

From 1998 to 2002 he was Treasurer of the ACCI. In 2002 he was elected in the Board of Directors of the Arab-Hellenic Chamber of Commerce and Development, in 2004 he was appointed as the Chamber's Vice-Chairman, while in 2003 he was elected President of the Association of North Attica Region Enterprises. In the period 2004-2005 he served as Senior Adviser at the Ministry of Development. From 2005 to 2006 he was the Secretary General of the Ministry of Economy & Finance. He has also been member of the Boards of Directors of the Greek Telecommunications Organization and the Greek Public Power Corporation.

In 2012 he was elected member of the Boards of Directors of ASTIR PALACE SA and ATHENS INTERNATIONAL AIRPORT SA. In October 2013, he was elected as Vice –President of EURO-CHAMBERS. In November 2013, he was elected as President of the Union of Balkans Chambers of Commerce and Industry. Constantine Michalos is married with four children, and speaks English and French.



**Christos P. Panagopoulos**  
**Ambassador of Greece to the U.S.A.**

Ambassador Panagopoulos joined the Greek Foreign Service in 1978 and brings to Washington many years of rich international experience and a unique understanding of global and European affairs, including an in-depth knowledge of the Balkans and South East Mediterranean issues.

Prior to his current post as Greece's Ambassador to the U.S., Ambassador Panagopoulos served for the past four years as Director of the Diplomatic Cabinet of the Minister and of the Alternate Minister of Foreign Affairs. Previously, he was Ambassador of Greece to the Republic of Serbia, after having spent five years as Ambassador to the Republic of Cyprus.

Ambassador Panagopoulos started his career at the Greek Embassy in Ankara. He has also worked on European issues, as Head of the European Integration Directorate, actively participating in the decision-making process of the European Union and in the promotion of the Transatlantic ties. His experience in South East Europe was acquired also during his tenure as head of the Directorate for Balkan Affairs.

Having also served as Consul General in Los Angeles and Dean of the New England Consular Corps in Boston, Ambassador Panagopoulos is no stranger to American politics. He now returns to the United States as Ambassador, at a time when Greek-American bilateral relations are at an unprecedentedly excellent level.

Born in Kalamata, Greece, in 1954, Christos Panagopoulos holds a Degree in Law from the University of Athens and a Master's Degree in International Law and International Relations from the Fletcher School of Law and Diplomacy, Boston, USA. He served in the Hellenic Navy at the Office of the Admiral, Chief of the Hellenic Fleet. He was also a member of the Junior National Waterpolo Team of Greece.

Among other distinctions, Ambassador Panagopoulos is the recipient of the Grand Commander of the Order of Phoenix of the Hellenic Republic, as well as of the Grand Commander of the Order of Merit of the Republic of Cyprus.

**Stelios Papadopoulos**  
**General Director**  
**Public Debt Management Agency (PDMA)**

Mr. Papadopoulos, Director General, is in charge of the PDMA since August 2012. During his service, PDMA performed a successful Debt buy back transaction that considerably reduced the stock of the Greek debt.

He has been in Finance from 1993, served in various investment banks in Paris, London and Athens (including SOCGEN and SSSB- Citigroup), as a Derivative and Fixed Income head. His last position before joining PDMA was with BNPP as Head of Central and Eastern Europe, Greece and Cyprus in the Fixed Income Business Line.

Mr. Papadopoulos holds a Master degree in Finance from Paris University (Dauphine) and a Bachelor degree in Law from Athens University.



**Stefanos Papapanagiotou**  
**Country Manager & Head of Investment**  
**Banking for Greece & Cyprus**  
**Credit Suisse**

Stefanos Papapanagiotou is a Managing Director in the Investment Banking Division of Credit Suisse, based in London and is responsible for Greece and Cyprus Coverage.

During his investment banking career, Mr. Papapanagiotou has been involved in numerous high profile transactions in Greece and internationally, including the premium listing of Coca Cola Hellenic Bottling Company (CCHBC) on the London Stock Exchange (2013); the privatisation of Hellenic Telecommunications (OTE) to DT (2008); the acquisition of Finansbank by National Bank of Greece (2006); the National Bank of Greece rights issues in 2006, 2009 and 2010; and the Piraeus Bank rights issue in 2011;

Prior to joining Credit Suisse in 2005, Mr. Papapanagiotou was a Vice President at Deutsche Bank AG, London in the European Mergers and Acquisitions Department. He joined Deutsche Bank in 2000. Mr. Papapanagiotou holds an M.Sc. in Economics and Finance from Warwick Business School and a B.Sc. in Economics from Queen Mary and Westfield College, University of London. He is married and has two children.



**Panos Papazoglou**  
**Country Managing Partner Greece - CSE**  
**South Cluster Leader**  
**Ernst & Young**

Panos Papazoglou is the CMP since July 2010 and effective January 2011 he holds the role of the CSE South Cluster Leader (responsible for Greece, Romania, Bulgaria, FYROM, Albania, Cyprus, Malta, Moldova, Kosovo). He has served as Head of Assurance in Ernst & Young SRL - Assurance Services Romania for two years and focused on the energy and technology sectors. He has also served as CMP and Head of Assurance in Bulgaria for three years. Panos joined Ernst & Young in 1988 and is based in the Athens office. He holds an MA in Economics and an MBA. Besides, Panos is a Qualified Accountant in Greece and

Romania. He has sound management experience and supervisory skills gained over the 25 years of being involved in the accounting and audit profession.

**Skills**

Financial audits in the energy and technology industries in Greece, Romania and Bulgaria. EY partner since 2000 with executive responsibilities within the organisation as well as audit engagements responsibilities.

**Professional experience**

His extensive exposure to the international environment and in managing cross-cultural teams, in a number of sizeable assurance and advisory projects. He was the leader in a project for the privatisation of twenty (20) companies in Romania. The project involved the execution of financial and operational due diligence on all companies, the development of five (5) years business plan, valuation of the companies, commercialisation of the companies, as well as training of the key executives on financial performance issues. The teams involved were from Romania, Greece, The Netherlands, Germany and Denmark.

Financial audits on a number of European Commission funded projects in Greece, Romania, Albania and Bosnia. Mr. Papazoglou was leading these financial audits executed in a number of public and non-public sector companies.



**Theodore Papanides**  
**Senior Partner**  
**McKinsey & Company**

Theodore Papanides is a Senior Partner of McKinsey & Company in Greece. He joined McKinsey in 2000 in Brussels and moved to Athens in 2001. He has worked primarily with financial institutions and telecom operators in Greece, Cyprus, Turkey and Southern Europe, with a functional focus on strategy, risk management and operations. He leads McKinsey's Banking practice in Greece and Cyprus and is among the leaders of McKinsey's EMEA Banking & Risk practices. In the past three years, he has co-led the "Greece 10 Years Ahead" program, McKinsey's extensive study on Greece's growth roadmap and strategy. He holds a degree in Chemical Engineering from the National Technical University of Athens and an MBA from Rotterdam School of Management – Erasmus Graduate School of Business in the Netherlands.



**Ted C. Petrone**  
**President**  
**Navios Maritime Acquisition**

Ted C. Petrone has been Navios Maritime Acquisition's President and a member of the Board of Directors since March 2008. He has also been a director of Navios Holdings since May 2007, having become President of Navios Corporation (Navios Holdings' predecessor entity) in September 2006. He heads Navios Holdings' worldwide commercial operations. Mr. Petrone has served in the maritime industry for 33 years, 30 of which he has spent with Navios Holdings. After joining Navios Holdings as an assistant vessel operator, Mr. Petrone worked there in various operational and commercial positions.

For the last 15 years, Mr. Petrone has been responsible for all the aspects of the daily commercial activity, encompassing the trading of tonnage, derivative hedge positions and cargoes. Mr. Petrone graduated from New York Maritime College at Fort Schuyler with a B.S. in Maritime Transportation. He has also served aboard U.S. Navy (Military Sealift Command) tankers.



**Andrew Rabinowitz**  
**Partner, Chief Operating Officer**  
**Marathon Asset Management**

Andrew Rabinowitz is a Partner, Chief Operating Officer and a member of the firm's Executive Committee. He is responsible for global policies and infrastructure, business and client development and various strategies for firm wide initiatives.

Mr. Rabinowitz joined Marathon in 2001 from Schulte Roth & Zabel, where he was a practicing lawyer. Previously, Mr. Rabinowitz was at Ernst & Young as a CPA. He co-founded The R Baby Foundation which has raised several million dollars for children's hospitals in the United States. Mr. Rabinowitz is a CPA in New York State and a member of the Bar in New York and Washington, D.C.



**Edoardo Rava**  
**Managing Director**  
**BNP Paribas**

Edoardo Rava is a marketer in the BNP Paribas Debt Capital Markets team covering Italian and Greek corporates. Over the last six years Edoardo was involved in the origination and execution of multiple Italian & Greek Investment Grade, Unrated, High Yield and USPP transactions. In 2013 he worked amongst others on the OTE Eurobond & Liability management exercise and on the S&B Minerals and Intralot High Yield deals. He started his career in the bank in 2007 in the ABS Flow & Covered Bonds structuring team. Prior to that he worked in Value Partners Management Consulting.

Edoardo holds a Master of Science in Accounting, Financial Management and Control and an Undergraduate Degree in Business Administration both from Bocconi University.



**Horst Reichenbach**  
**Head of the European Commission's**  
**Task Force for Greece**

**Education**

1965 – 1971: Studied mathematics and economics in Hamburg and Kiel; Mathematics degree.

DAAD scholarship in economics, London; Ontario (Canada); MA in economics

1975: Ph.D. in growth economics

**Professional Experience**

From Sept 2011: Head of the European Commission's Task Force for Greece with the status of Special Adviser to the Commission.

From 2005 – 2011: Career at The European Bank for Reconstruction and Development (EBRD)

2010 – 2011: Vice President, Risk and Resources

2007 – 2010: Vice President, Risk Management, Human Resources, Official Co-Financing and Nuclear Safety

2005 – 2007: Secretary General

From 1975 – 2005: Career at the European Commission

1997- 2005: Director General in DG Consumer Policy and Health Protection (1997-99); in DG Personnel and Administration (1999-2004) and in DG Enterprise and Industry (2004 -05).

1991-1997: Acting Director in DG Ecfm (1991-94); Director in DG Budget (1994-95); Head of Cabinet of M.Wulf-Mathies (1995-97)

1986 -1994: Head of Unit in DG for Coordination of Structural Instruments (1986-87) and DG Ecfm (1989-94) and Deputy Head of Cabinet of K.H. Narjes (1987-88).

1975-1986: Official working in Directorate General (DG) for Economic and Financial Affairs (DG Ecfm) (1975-78); DG for Regional Policy (1978-80) and in the Cabinets of C. Tugendhat (1981-84) and C. Ripa di Meana (1985-86).



**Dirk Reinermann**  
**Head of the Europe and Central Asia**  
**unit, World Bank in Brussels**  
**The World Bank**

Dirk Reinermann, a German national, joined the World Bank Group in 1996, as an Advisor to the German Executive Director on the World Bank's Executive Board, a position he held until October 2000. In 2000 he became the Country Program Coordinator for Nigeria, in the World Bank's Africa Department, based in Washington, DC. As of September 2003, Mr. Reinermann served as the Country Manager for Bosnia and Herzegovina, based in Sarajevo. In 2007 he took over the position of Lead Operations Officer for seven countries of Southern Africa. In April 2010 he took over the position of Head of the Europe and Central Asia Unit in the World Bank's Brussels office.

Prior to joining the Bank, Mr. Reinermann worked for the German Federal Ministry for Economic Cooperation and Development (BMZ), in Bonn, as a human rights expert, speech writer to the Minister and trade economist, and, before that, for Ruprecht-Karls University in Heidelberg, Germany, and Shell South Africa in Cape Town. Mr. Reinermann holds a Masters Degree in Economics from the Ruprecht-Karls University in Heidelberg, Germany.

**Christos Sclavounis**  
**Chairman of the General Council**  
**Hellenic Financial Stability Fund (HFSF)**

Mr. Christos Sclavounis was appointed as Chairman of the Hellenic Financial Stability Fund (HFSF) in Athens, in May 2013. He spent the bulk of his career, from 1986 to 2013, in Investment Banking with UBS Investment Bank and predecessor organisations, starting with SG Warburg Ltd in London.

He worked in London and Paris, from 1986 to 1995, at SG Warburg's Investment Banking division, specialized in government and corporate finance advisory and capital markets roles. In 1996, he established and run the Greek team of UBS Investment Bank out of London and Athens, which became very active in the Greek market and met with very significant success. He also established and run the European Emerging Markets (CEE) team of UBS with particular emphasis on the Balkans and Turkey from 2004 to 2009.

In this capacity, he lead the marketing and execution of a large number of landmark transactions and has wide variety of experience in sectors such as Financial Institutions, Telecoms, Transport, Energy and in government advisory work on privatisation and capital market. He has BSc and MSc degrees in Economics from London School of Economics (LSE) and an MBA from Harvard Business School.



**Torsten Slok, Ph.D.**  
**Managing Director**  
**Chief International Economist**  
**Deutsche Bank Securities, Inc.**

Torsten Slok joined Deutsche Bank Securities in the fall of 2005 and is a senior member of the Global Economics Team.

Mr. Slok's Economics team was ranked No. 1 in fixed income research by Institutional Investor in 2010 and 2011. Slok currently serves as a member of the Economic Club of New York

Prior to joining the firm, Mr. Slok worked at the OECD in Paris in the Money and Finance Division and the Structural Policy Analysis Division. Before joining the OECD he worked for four years at the IMF in the Division responsible for writing the World Economic Outlook and the Division responsible for China, Hong Kong, and Mongolia. Mr. Slok studied at University of Copenhagen and Princeton University. He has published numerous journal articles and reviews on economics and policy analysis.



**Andreas Taprantzis**  
**Executive Director**  
**Hellenic Republic Asset Fund**

Dr. Andreas Taprantzis is the Executive Director of the Hellenic Republic Asset Fund, responsible for the development of the real estate assets.

He has a 20-year managerial experience in many economic sectors and industries. Prior to his current post, he was the CEO at ELTA, the Designated Postal Operator in Greece, from 2005 up to 2009. In August 2008, during the 24th Universal Postal Congress in Geneva, he was elected Chairman of the Postal Operations Council (POC) of the Universal Postal Union (UPU), an intergovernmental agency of the United Nations, for the period 2008-2012. Since January 2010, he was the Chief Operating Officer and Retail Banking Managing Director at Hellenic Postbank, one of the major retail banks in Greece. In December 2010, he has assumed responsibilities as Deputy CEO at T Bank (an affiliate of the Hellenic Postbank).

Dr. Taprantzis is a Chemical Engineer with a PhD degree in process control and decision making systems, an MBA and an AMP from INSEAD.

**Landon Thomas, Jr.**  
**Reporter**  
**New York Times**

Landon Thomas, Jr. is a reporter covering international financial and economic matters for the New York Times. He is based in New York and for the past five years worked out of London.

Mr. Thomas joined The New York Times in November 2002, having worked previously for New York Magazine, the New York Observer and SmartMoney Magazine. From 1994 to 1998 Mr. Thomas was a portfolio manager for Morgan Stanley Asset Management, handling portfolio investments in Turkey, Pakistan and the Middle East. From 1992 to 1994 he was a staff economist and institutional salesman for Global Securities in Istanbul, Turkey, where he was responsible for macro-economic coverage and analysis of the Turkish economy.

Mr. Thomas received his B.A. in political science from Middlebury College in 1987. In 1991 he received an M.A. from the Johns Hopkins University School for Advanced International Studies in Washington.



**Eytan Tigay**  
**Managing Director**  
**Rhône Capital**

Mr. Tigay is a Managing Director of Rhône Capital, which he joined 2007. Rhône, established in 1996, is a global private equity firm with a focus

on investments in market leading businesses with a pan-European or transatlantic presence and expansion prospects. Rhône has offices in London and New York and currently holds investments in a diversified portfolio of companies including investments in the chemicals, consumer products, food, industrial, materials, mining, and shipping industries.

Previously, he was a Managing Director of Lazard Frères, which he joined in 1989, and where he was a founding member of Lazard Capital Partners, a private equity fund managing partner capital. Mr. Tigay presently serves on the boards of directors of Eden Springs, Euromar, GYP, Orion Engineered Carbons and S&B Industrial Minerals. He received a B.A., magna cum laude, in Economics, from the University of Pennsylvania, where he was a Member of Phi Beta Kappa and a Benjamin Franklin Scholar.



**Panos Tsakoglou**  
**Chairman**  
**Greek Government's Council of Economic Advisors**

Chairman of the Greek Government's Council of Economic Advisors and Professor at the Athens University of Economics and Business. He has been a member of the Greek government's Council of Advisors on Employment and Social Policy (2001-2002), National Council for Research and Technology (2001-2005), Council of Economic Advisors (2002-2004 and 2009-2012), Independent Authority for the Evaluation of Tertiary Education (2006-2009) and Advisor to the Prime Minister on Employment and Social Policy (2010-2012).

He is currently a member of the Eurogroup Working Group (EWG) and Economic and Financial Committee (EFC). His academic re-

search focuses on questions of inequality, poverty, social exclusion, returns to education and social policy (especially, the redistributive role of the state). He is Research Fellow of the Institute for the Study of Labor (IZA, Bonn) and Senior Research Fellow of the Hellenic Observatory of the London School of Economics.



**Dimitrios Tzelepis**  
**Director of Investor Relations**  
**OTE**

Dimitrios Tzelepis has been the Director of Investor Relations at OTE since May 2003 and is currently a member of the Board of Directors of the OTE Group company COSMOTE ROMANIA. He is also a member of the Governing Board of the Greek Union of Listed Companies (ENEISET)

He has a broad experience in the financial sector, having started his career in corporate finance with Procter & Gamble, in investments with Merrill Lynch and ETEBA Investment Bank (NBG Group). Doing a switch to Investor Relations, he became Investor Relations Officer at Panafon-Vodafone and then at Alpha Bank, before moving to OTE, where he built from scratch the most awarded IR team in Greece. He holds an MBA in Finance from Cass Business School, London, as well as professional accreditations in equities and derivatives trading.

Since 2007 until the present, he has received many awards at the Pan-European annual Thomson-Extel Investor Relations surveys, such as best Investor Relations Professional for European telecoms in 2007, as well as best Investor Relations Professional for Greece in 2007, 2008, 2012 and 2013.



**Sotirios J. Vahaviolos**  
**President & CEO**  
**Mistras Group Inc.**

Dr. Sotirios J. Vahaviolos is the Founder and Chairman CEO of Physical Acoustics Corporation (PAC) in 1978 and it's parent the MISTRAS Group, Inc. in 1994.

After finishing No. 1 in his Science and Engineering class at Fairleigh Dickinson University with a BSEE in 1970, he became the recipient of the prestigious AT&T Bell Telephone Laboratories Graduate Study Program on a full-time Scholarship to attend Columbia University as Doctoral Candidate. In 1972, he received his MSEE and in 1976 his Ph.D., both from Columbia University School of Engineering. In 1975 he also received a Masters in Philosophy from Columbia University. In 1978, Dr. Vahaviolos, after licensing his AT&T patents, founded PAC.

Dr. Vahaviolos is an elected Fellow of the Institute of Electrical & Electronic Engineers (IEEE), the American Society of Nondestructive Testing (ASNT) and the Acoustic Emission Working Group. Additionally, he is an elected member of the New York Academy of Science, the Sigma Chi Scientific Society and the American Soci-

ety of Testing & Materials. He is a senior member of the Instrument Society of America and other scientific and honorary societies. He is mentioned in "Marquis Who's Who in America", "Who's Who in Science and Engineering", "Who's Who in Finance and Industry", and "Who's Who in the World".



**Hubert Vannier**  
**Managing Director**  
**Deutsche Bank**

Hubert Vannier is a Managing Director at Deutsche Bank, responsible for M&A for Financial Institutions in Europe, Middle East & Africa. He has worked in the M&A department of Bankers Trust and then Deutsche Bank since 1990, executing a wide range of transactions, including public transactions in Australia, France, Greece, Italy, Poland, Portugal, Spain and the United Kingdom.

Clients he has worked for in the financial services sector include AXA, Aviva, Bancaja, Banco Sabadell, BBVA, BCP, Banco Espirito Santo, BZ WBK, Caisse des Dépôts et Consignations, Caisses d'Epargne, Citibank, Crédit Agricole, Eurobank, Groupama, ING, Monte dei Paschi di Siena, MunichRe, National Bank of Greece, Piraeus Bank, Reuters/Instinet, Sberbank, Unipol, Winterthur, Yapi Kredi and Zurich Insurance Group. He has advised financial institutions which received state aid in Greece, Ireland, The Netherlands, and Portugal. He advised the Greek Government in 2010 in the review of the banking sector and in 2012 in designing the banking recapitalisation framework. He worked on the National Bank of Greece rights issue in 2010, and the Alpha and Eurobank liability management transactions in 2012. In 2013, he has advised Eurobank in relation to NBG's tender offer, its E5.8bn recapitalisation plan and the acquisitions of Hellenic Postbank and Proton Bank, and Piraeus in relation to the acquisitions of the Greek operations of Cypriot banks and Millennium Bank and to its E8.4bn recapitalisation. Also this year, Deutsche Bank acted as joint bookrunner for BCP on the €494 million sale of its Piraeus securities in and has been appointed joint global coordinator by Eurobank on its proposed capital increase.

Hubert holds an MBA from Wharton School of Business, an MA in International Studies with a concentration on Brazil from Lauder Institute and an engineering degree from Ecole des Mines de Paris.



**Eftichios Vassilakis**  
**Vice Chairman**  
**Aegean Airlines**

Mr. Vassilakis is the Managing Director of Autohellas S.A./Hertz and also the Vice Chairman of Aegean Airlines. Mr. Eftichios Vassilakis holds a number of non-executive directorships with Greek listed companies Fournis, TITAN, Bank of Piraeus and IDEAL. Since 2011 he has been a Board member of the Association of Greek Tourism Enterprises. He is also a Board Member of the Hellenic Federation of Enterprises (SEV).

Mr. Vassilakis holds a B.A. in Economics from Yale University (1988) and an MBA from the Columbia Business School of New York (1991). He is married with three children.



**Christa Volpicelli**  
**Managing Director**  
**Citigroup**

Christa is a Managing Director in Citigroup's Global Transportation Group, where she leads the firm's U.S. shipping investment banking practice. She focuses on providing M&A, capital raising and financial advisory services across all of the maritime areas, including the tanker, LNG, containership leasing, dry bulk, container leasing, and port / terminal sectors. She has structured and led initial public offerings and subsequent equity offerings for many of the shipping companies presently listed in the U.S., and has served as structuring agent for the majority of the maritime Master Limited Partnerships. Christa additionally has worked on numerous buyside advisory engagements for various shipping clients on a confidential basis as well as been active with companies exploring public debt alternatives.

Additionally, she has worked with a spectrum of industrial clients, including extensive work for Ford Motor Company where she was involved in the sale of Volvo and the sale of Hertz.

Christa received her M.B.A from the University of Michigan Business School, graduating with High Distinction. She has a B.A. in Mathematics, Summa Cum Laude, from the Ohio State University. Previously, she worked in finance for Visteon Corporation and Ford Motor Company.



**William Vratos**  
**Partner & Portfolio Manager**  
**York Capital Management**

Mr. Vratos is a Partner, Portfolio Manager of York Capital Management and Co-Portfolio Manager of the York Credit Opportunities, York Distressed Mortgage and York Global Credit Income Funds.

Prior to joining York in early 2002, Mr. Vratos worked at Georgia Advisors as a portfolio manager specializing in media and communications equities and distressed securities. Previously, he worked at Morgan Stanley as an investment banker.

Mr. Vratos is a director of all entities incorporated by Sparrow Holdings, and is a member of the Advisory Board for India 2020. In addition, he serves on the Board of Trustees of the Buckley School and is a member of the Board of the Museum of the City of New York. He received his B.A. in English, from Dartmouth College and his M.B.A. from Harvard Business School.



**Bill Zarkalis**  
**Group Chief Financial Officer & Member**  
**of the Board of Directors**  
**Titan Cement Company S.A.**

Bill Zarkalis is Group Chief Financial Officer and member of the Executive Committee and the Board of Directors

of Titan Cement SA. He joined Titan in 2008 as Group Executive Director for Business Development and Strategic Planning. He is in his current position since 2010.

Prior to joining Titan, Bill Zarkalis held a number of global business leadership positions with The Dow Chemical Co., where he enjoyed an 18-year career in Chemicals & Plastics, located mainly in the USA and Switzerland. Among other positions, he served as Global Vice President Dow Automotive, Global Business Director Specialty Plastics & Elastomers, Global Business Director Synthetic Latex, etc.

Bill has represented Titan in the World Business Council for Sustainable Development (WBCSD), the European Round Table (ERT), and the Cement Sustainability Initiative (CSI).

He holds an MSc. in Chemical Engineering from The National Technical University of Athens (1985) and an MSc. in Chemical Engineering from The Pennsylvania State University in USA (1987).

He is married and has 2 children.



**Arthouros Zervos**  
**Chairman & Chief Executive Officer**  
**Public Power Corporation**

Arthouros Zervos is a Professor at the National Technical University of Athens and presently Chairman and Chief Executive Officer of Public Power Corporation - Greece as well as Chairman of the Public Power Corporation Renewables in Greece, both since 2009.

Professor Zervos has more than 30 years of high level expertise in policy, science, research and technology across the renewable energy sector. He led key European renewable energy bodies and has acted as policy advisor to Governments, EU bodies and policy fora. He is Chairman of Renewable Energy Policy Network for the 21st Century (REN21). He has been President of the European Wind Energy Association (EWEA) from 2001 to 2013, President of the European Renewable Energy Council (EREC) from 2000 to 2012 and President of the Global Wind Energy Council (GWEC) from 2005 to 2010.

In 1974 he received his Bachelor of Science in Engineering, in 1975 his Master of Science in Engineering, both from the Department of Aerospace and Mechanical Sciences of Princeton University, U.S.A. He continued his studies at the Universite P.et M.Curie in Paris, where he took his Diplome d'Etudes Approfondies (D.E.A) de Mecanique Experimentale des Fluides- Aerodynamique in 1978 and his Diplome de Docteur – Ingenieur in 1981.

From 1990 to 1995 he worked as a scientific officer in the Renewable Energy Unit of DG Research of the European Commission in Brussels. He is the author of more than 180 publications in international magazines and conference proceedings. He was the lead author of the White Paper on Renewable Sources of Energy for the EC in 1997.



## AMERICAN HELLENIC INSTITUTE, INC.

November 19, 2013

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Mr. Nicolas Bornozis  
President  
Capital Link, Inc.  
230 Park Ave, Suite 1536  
New York, NY 10169

Dear Mr. Bornozis,

On behalf of the American Hellenic Institute (AHI), it affords me great pleasure to welcome you to the 15th Annual Capital Link Greek Investor Forum.

Undoubtedly, events such as Capital Link's Greek Investor Forum are absolutely vital and can be a tremendous assistance during Greece's critical economic times. It is important for Greek Americans and the business community at-large to come together in such a setting to discuss the challenges, and to raise awareness about the opportunities that exist, that aim to foster and promote business investment in Greece.

The participation of Greece's Minister of Finance, Giannis Stournaras, further underscores the forum's importance. AHI applauds Capital Link for providing this forum.

For our part, AHI has had a longstanding interest in promoting business investment in Greece. It was the first organization to host a trade conference on doing business in Greece in 1975. AHI also published several editions of a book on the topic, *Doing Business in Greece*. We view our support of Capital Link's Investor Forum and partnership as a natural extension of our efforts to encourage business investment and growth in Greece.

AHI wishes Capital Link much continued success with this worthy endeavor.

Sincerely,

Nick Larigakis  
AHI President



We are proud to support  
**Capital Link and its 15<sup>th</sup> Annual Greek Investor Forum**

Jimmy Fokas | George Klidonas | George Stamboulidis | Elizabeth Stamoulis | Christina Tsesmelis

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*WITH OUR WARMEST WISHES FOR THE HOLIDAYS*



The **Onassis Foundation (USA)** is a non-profit organization established in 1999, whose mission is to disseminate information about Hellenic civilization throughout North, Central, and South America. The mission is carried out by two programs, the Onassis Cultural Center and the University Seminars Program. By cooperating with universities, colleges, and art institutions in Greece and the Americas, the Onassis Foundation (USA) promotes bilateral cultural relations.

The Foundation is an affiliate of the **Alexander S. Onassis Public Benefit Foundation**, which was established in 1975 by Aristotle Onassis.

[WWW.ONASSISUSA.ORG](http://WWW.ONASSISUSA.ORG)

The OCC NY is under renovation  
Programs continue around NYC!





**HELLENIC LAWYERS  
ASSOCIATION**

***Hellenic Lawyers Association***

*21-74 Steinway Street*

*Long Island City, NY 11105*

[www.hlany.org](http://www.hlany.org)

November 26, 2013

Dearest Friends:

The Hellenic Lawyers Association is proud to support Capital Link and its Annual Investor Forum.

The Hellenic Lawyers Association of New York was founded to establish a network of attorneys of Hellenic descent and to provide opportunities for professional development of its members. Our goals are to expand our membership, provide resources to our members and strengthen the professional and social ties among our members so that we can collectively address issues as a group that we cannot address as individuals.

Along those lines, we applaud the success of Capital Link in spreading awareness of the financial crisis in Greece as well as brokering opportunities for investment and recovery. This is not a "Greek" issue only—it is an international issue, and one which we all must work to solve. The Hellenes in the United States have enjoyed prosperity and success and have built lives based on the foundation given to them by their Greek Heritage. If this heritage is to survive, we need to assist in and support the financial recovery of Greece.

The spirit of Greece lives on in its diaspora and Capital Link provides the forum for us to harness the spirit, reconnect with the motherland, and bring in a "New Era of Opportunity for Greece."

Best wishes for a safe and prosperous Holiday season.

On behalf of the Officers and Board of Directors,

Elena Paraskevas-Thadani  
President  
Hellenic Lawyers Association



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December 17, 2013

Dear Friends and Colleagues,

The European Institute is pleased to support Capital Link once again to celebrate the 15<sup>th</sup> Annual Greek Investor Forum.

As Greece prepares to assume the rotating Presidency of the European Council in the first half of 2014, this forum will serve to focus attention on the central role that transatlantic investment plays in building sustainable economic growth, creating jobs and insuring global competitiveness. At this pivotal juncture for Greece's long term economic recovery, new investments are not only vital, but they will also serve to strengthen economic ties to the benefit of both sides of the Atlantic.

We welcome you to connect with The European Institute in Washington, DC in order to continue this important European-American dialogue in 2014.

Please accept my best wishes for a successful and productive forum.

Sincerely,



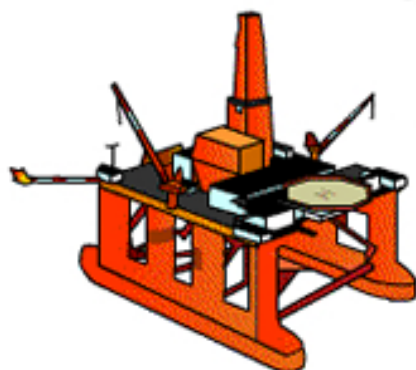
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Executive Director  
direct dial: +1 212 808 2707  
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December 2013

Dear Nicolas, Colleagues and Friends of the Invest in Greece Forum,

The European American Chamber of Commerce has been a supporter of Capital Links Annual Greek Investor Forum for the last three years, and we are delighted to be on board as a sponsor for the 15<sup>th</sup> anniversary program.

For almost two decades the Capital Link Investor fora have been on the forefront of helping investors see beyond the headlines and promote investments in Europe and, in particular, in Greece.

Under Nicolas Bornozis' leadership, Capital Link has been providing a valuable and stable platform to discuss the latest developments in the Greek economy and beyond. Now, with the economic climate stabilizing across the European Union, it is ever more important to spread a message of opportunity vs. distress. Capital Links Investor fora bring together investors, politicians and the business community for an educated fact-based discussion about what is next and to outline the opportunities and remaining challenges on both sides of the Atlantic.

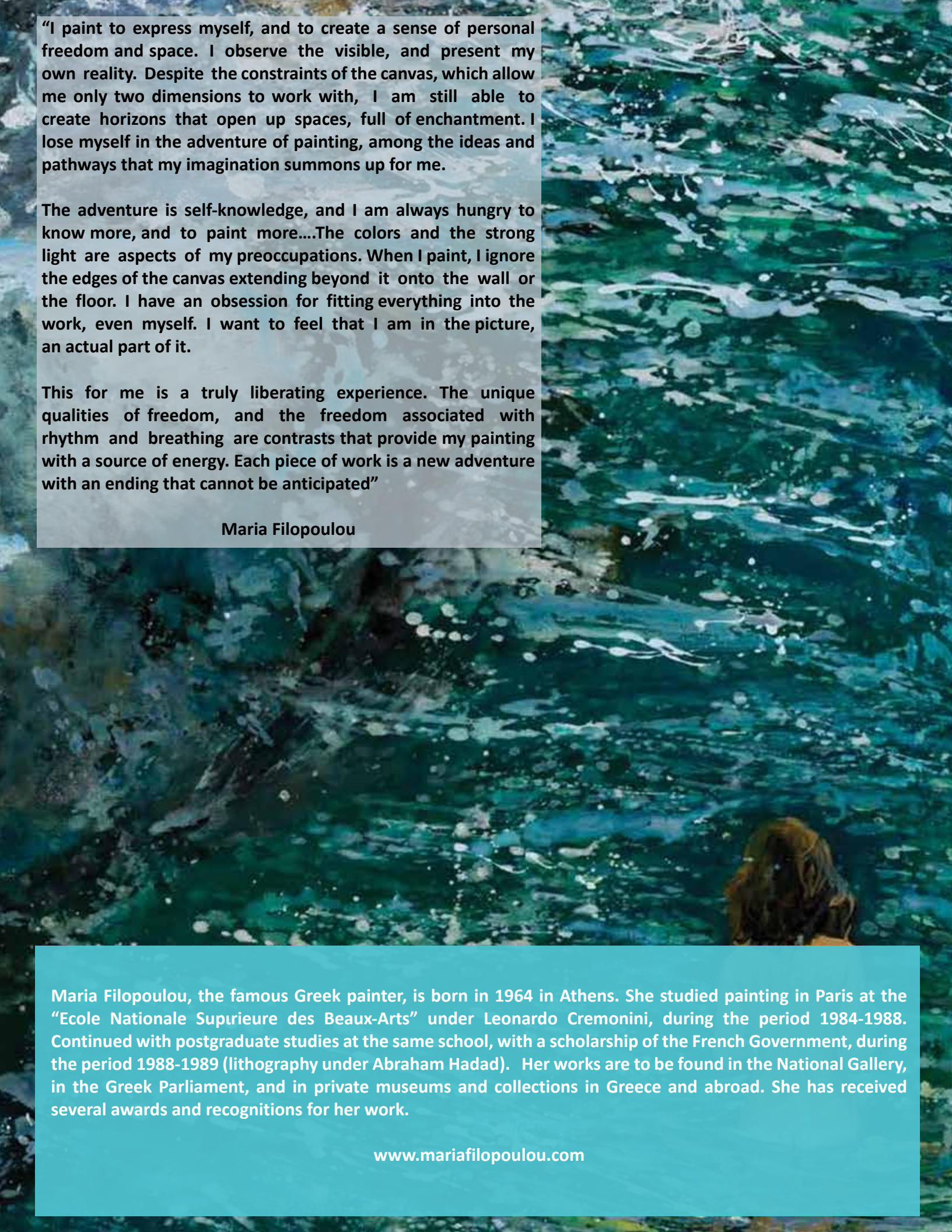
On behalf of my colleagues at the European American Chamber of Commerce in New York, I would like to congratulate Mr. Bornozis and his team for putting together an agenda jam-packed with top-notch economic experts and government representatives of the highest stature.

We send our best wishes for this year's program, and we are looking forward to continuing our collaboration for many years to come.

Cordially,

Yvonne Bendinger-Rothschild  
Executive Director





"I paint to express myself, and to create a sense of personal freedom and space. I observe the visible, and present my own reality. Despite the constraints of the canvas, which allow me only two dimensions to work with, I am still able to create horizons that open up spaces, full of enchantment. I lose myself in the adventure of painting, among the ideas and pathways that my imagination summons up for me.

The adventure is self-knowledge, and I am always hungry to know more, and to paint more....The colors and the strong light are aspects of my preoccupations. When I paint, I ignore the edges of the canvas extending beyond it onto the wall or the floor. I have an obsession for fitting everything into the work, even myself. I want to feel that I am in the picture, an actual part of it.

This for me is a truly liberating experience. The unique qualities of freedom, and the freedom associated with rhythm and breathing are contrasts that provide my painting with a source of energy. Each piece of work is a new adventure with an ending that cannot be anticipated"

Maria Filopoulou

Maria Filopoulou, the famous Greek painter, is born in 1964 in Athens. She studied painting in Paris at the "Ecole Nationale Supérieure des Beaux-Arts" under Leonardo Cremonini, during the period 1984-1988. Continued with postgraduate studies at the same school, with a scholarship of the French Government, during the period 1988-1989 (lithography under Abraham Hadad). Her works are to be found in the National Gallery, in the Greek Parliament, and in private museums and collections in Greece and abroad. She has received several awards and recognitions for her work.

[www.mariafilopoulou.com](http://www.mariafilopoulou.com)



The Archbishop Iakovos Leadership 100 Endowment Fund extends its heartfelt congratulations to our Leadership 100 member, Nicolas Bornozis, President Capital Link, for the 15<sup>th</sup> Annual Greek Investors Forum “An Era of Opportunity”.

We commend Capital Link for its initiative in assisting towards the advancement of the Greek economy.

Charles H. Cotros, Chairman  
George S. Tsandikos, Vice Chairman  
Kassandra L. Romas, Secretary  
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The Archbishop Iakovos Leadership 100 Endowment Fund was founded by Archbishop Iakovos of Blessed Memory as a means for Greek Orthodox leaders to maintain the life-sustaining National Ministries of the Greek Orthodox Church, meet humanitarian needs, and advance the Orthodox Faith and Hellenic Ideals in America.

**The Hellenic American Women's Council**  
**HAWC**



December 17, 2013

Capital Link, Inc.  
230 Park Avenue, Suite 1536  
New York, NY 10169

Dear Friends:

The Hellenic American Women's Council (HAWC) would like to take this opportunity to congratulate your organization for 15 outstanding years of success in promoting investing opportunities in Greece.

We recognize the "Capital Link Greek Investor Forum" as being a well-established, respected, and collaborative event for promoting Greece abroad, helping to attract foreign investors, and fostering closer business and investment ties between Greece and the United States. We share your commitment of raising awareness about Greece as an investment destination to a wider investor audience.

HAWC is proud to be a Supporting Organization for your "15<sup>th</sup> Annual Investor Forum – Greece." We applaud your efforts and encourage you to continue the important work of raising the profile of Greece among the global financial, business and investment community.

All the best,

Ekaterini Malliou  
HAWC Board Member



**The Association of Greek American Professional Women  
(AGAPW)**

**Would like to congratulate Capital Link and the distinguished participants of the 15<sup>th</sup> Annual Greek Investor Forum for promoting bilateral cooperation and investment growth between the United States and Greece.**

**We are proud to be a supporting organization of this important and exemplary initiative.**

**Our sincere wishes for a successful and productive Forum!**

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## Hellenic American Bankers Association, Inc.

P.O Box 7244 - F.D.R. Station

New York, NY 10150

[www.haba.org](http://www.haba.org)

Dear Friends & Conference Delegates,

The Hellenic American Bankers Association is proud to again be a part of Capital Link's Annual Investor Forum - Greece, entitled "An Era of Opportunity."

This year is special as it is the 15<sup>th</sup> Forum and looks at practical solutions for Greece, as Greece continues to endure economic hardship. It is worth reflecting that you have been successfully promoting investment in Greece through some of the most promising times but also the last few years through the most trying times.

HABA congratulates you on your theme, "An Era of Opportunity," since it accurately reflects the Hellenic spirit. Greece has endured through more difficult times and will endure the current trials. Its spirit is indomitable and it manifests in a million efforts to move Greece forward, not least of which are the Capital Link Forums.

Thank you and keep up the good work.

Sincerely,

On Behalf of the Board of Directors of HABA

Costas Kellas  
President

Demetri Papacostas  
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# Capital Link 15<sup>th</sup> Annual Greek Investor Forum

*"An Era of Opportunity"*

Tuesday, December 17, 2013  
New York City

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